



TBM for a B2B Marketing Department: Case Study SME 12

12.1 Description of the Client

The company is a business division within the LMC Group. Founded in 1879 in Belgium, the corporation employs more than 18,000 employees with more than 250 operating subsidiaries worldwide. Through its external communication initiatives, LMC is aiming at being seen as an innovative company, setting the industry standard, and being a big part of fostering innovation. Throughout its history, LMC underwent significant restructuring initiatives. The latest being centered on specializing the enterprise in purpose machinery with a focus on process engineering, components, and automation services. In addition, a company-wide initiative was introduced, implementing a new integrated corporate group structure with five main business units as well as a uniform regional organization.

LMC Engineering is one of the four primary business units and the subject of this case study. LMC Engineering is globally active with over 20 locations and manufacturing sites employing 3000 employees worldwide. With sales of over 500 Million EUR, the division established itself as an important player in the industry. The product portfolio consists of high-tech filtration systems, automation, and services for the environmental and chemical industries. Due to a high amount of acquisitions, LMC Engineering grew at a breakneck pace over the last 20 years.

LMC Engineering's main focus with acquisitions was always to complement its product portfolio in regard to the industrial value chains, enable external growth, and securing a superior understanding of technology and technical know-how. The numerous acquisitions however brought with it a scattered brand and very low brand awareness for LMC Engineering. Perceptions in the market changed

In cooperation with Miro Negovan.

significantly by employing a focused brand strategy in the last few years, establishing LMC Engineering as a long-standing provider of sophisticated and advanced process equipment.

After sustained growth through acquisitions, LMC Engineering reached a phase of stagnated sales at a time in which competitors were expanding and increasingly winning orders. After a couple of periods of low sales levels and some less successful research and development projects, the division had to change its tune. These developments tainted the view of LMC Engineering, and various decisions were, in retrospect, regarded as based on managerial lack of competence. The management of LMC Engineering was replaced as a consequence, and external recruitments were considered to be necessary to bring in new perspectives. The resulting managerial turnaround resulted in new strategies and approaches to drive the development of the division bringing with it the need for a new marketing organization.

12.2 The Contingency Situation

12.2.1 Industry Situation

The processing equipment market for LMC Engineering was projected to grow steadily throughout 2018 and beyond. This was mostly attributed to the environmental industry as it saw a projected market size of USD 65.1 billion by 2024, growing at a CAGR of 6.1%. However, regional differences existed in Asia, Europe, and America.

Overall economic growth was considered stable in 2018. In an update to its World Economic Outlook, the International Monetary Fund reported that the global economy was forecasted to grow at 3.6%. In advanced economies, growth was projected to slow from an estimated 2.3% to 2.0%. However, warnings were already issued about an overall weakened economic expansion. Crucial contributing factors were the escalating trade tensions between China and the United States, and a potential “no-deal” withdrawal of the UK from the EU (Brexit) at the time. These triggers prevailed in 2019, signaling a slowdown in the global economy with a reported 2.9% growth rate (IMF, 2019).

The main competitors who had been gaining traction in the market and snatching market share away from LMC Engineering were smaller and more agile engineering companies. While these companies did not have the size or global presence of LMC Engineering, they still managed to be very successful in meeting customer demands. Numerous customers argued that working with LMC Engineering’s competition was frequently less complicated. The results manifested in more profound and more trustful personal relationships and, most importantly, in quicker responsiveness.

12.2.2 Client Situation

LMC Engineering also struggled to a lesser degree with suppliers in Asia that were often much cheaper with a lower focus on build-quality. This equipment needed to be exchanged more often, while LMC Engineering types of equipment reached a lifetime of usually longer than 20 years. As a result, the service business was more significant for LMC Engineering, spanning from upgrade, repairs, customer training, and after-sales service.

LMC Engineering has 3000 employees globally and branches in over 20 countries. The organization employs a classical functional structure with each department having a manager who, in turn, reports to the executive level. The marketing department consisted of a central global team based at the Divisions headquarters while having local marketing managers geographically segmented serving the most important regions globally and branches within Europe (Fig. 12.1).

The global marketing team was tasked with the overall budget coordination, deployment of global lead campaigns, internal communication, and creating and adhering to corporate identity and ensuring that those guidelines are carried over into the regions. Besides, taking care of all brochures, advertising, and trade fairs was within the responsibility of this function. The need for an agile marketing approach to best reach customers and the evolving technological landscape made this structure obsolete.

There was a recognized demand for efficiency through centralization to address those requirements, utilize synergies, and transform the marketing department into an agile and transparent performance center. Further, it was a necessity to coherently frame all of LMC Engineering's activities in all markets and industry segments. New marketing technologies were to support those endeavors.

The turnaround of the marketing organization into a lean and effective global team was one of the priorities of the new management, and thus, a new Global Marketing Director was appointed.

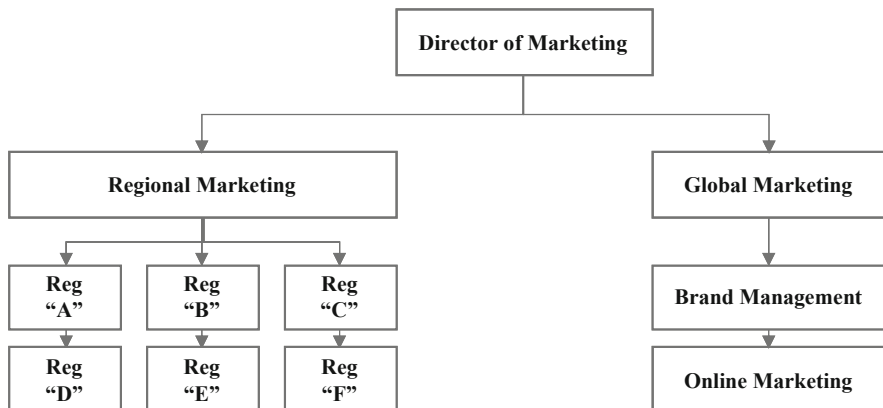


Fig. 12.1 LMC Engineering marketing organization before restructuring

12.3 Problem Definition and Understanding

Rick was appointed as the new Global Marketing Director of LMC Engineering in September 2018. He has a Ph.D. in Economics and Business Administration and successfully ran the marketing departments of numerous international companies. His experience covers over 20 years in the manufacturing, engineering, and services industry, and he also has a proven record in strategic and operational marketing and communication as well as organizational development.

Most importantly, Rick brought with him a very innovative approach to marketing.

After his first weeks as Global Marketing Director, Rick already conducted a thorough analysis of the marketing structure, the existing perceived roles & responsibilities, the precise expectations of the management as well as the capabilities of the existing workforce. Rick also carried out several benchmarking analyses in relation to marketing activities, brand perception, and brand awareness of the previously mentioned competitors.

Rick quickly found out that the reputation of marketing in LMC Engineering was lacking. Marketing was seen as a solely executing function tasked with printing brochures and managing fairs. To his amazement, no clear roles & responsibilities were defined. Marketing team members covered all sorts of tasks within the marketing organization not being able to focus on their respective areas. Further, he sorely missed defined processes, documented, and communicated with the organization. Checking the marketing technologies that were being used he saw that most of it was outdated and not able to cater to new customer requirements.

12.4 Process Evolvement and Abstraction

In this project, Rick had to deal with a multi-dimensional problem. On the one hand, he had real marketing experts in this team, but the issue was that the former marketing boss was not running the department in a structured way as he was coming more from the creative “puffy fluffy” marketing area. This, of course, did not go down very well with the highly technological colleagues as they anyway did not have a high opinion of and appreciation for marketing as such.

As part of the process evolvement and abstraction, Rick realized that he had to learn his team to work with templates themselves. So, initially, Rick had to be the templater and the entire global marketing team had to act as templees. Then, once his team would have been enabled to develop templates themselves their role would change as then the marketing team members would start to act as templaters and their colleagues in the entire LMC division as the internal clients would then be the templees.

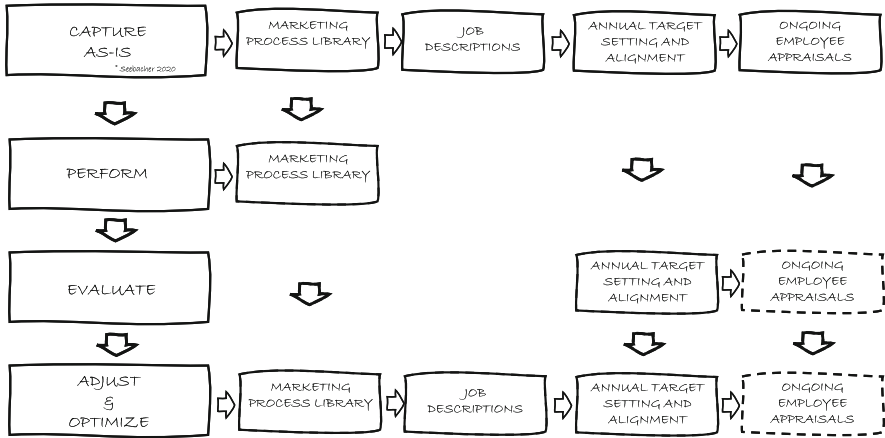


Fig. 12.2 LMC problem evolution and abstraction

Rick made a virtue of his necessity as he only was given a limited amount of time. He started to streamline and reframe¹ the marketing department. He started with the processes, then worked himself throughout the entire insufficiently being completed inconsistent job descriptions and individual targets. What Rick did, was to tackle the problem by its roots by examining the organization for the necessary structural elements. This enabled him to abstract the process and the problem. This step was essential in order to understand from where and with what to start with.

The result was a simple as that: Rick pretty soon knew that he had to do the reframing from scratch. The abstracted process for the project start covered four steps:

- Capturing the as-is and through this increasing awareness and sensitivity for required structural elements.
- Letting the team continue to operate and perform based on the now documented adjusted structures and see where problems occur in the team but also with internal clients.
- Evaluate the performance and the problems and try to understand the causalities of the frictions.
- Align and adjust the underlying structures by using the prior applied templates and contextual elements (Fig. 12.2).

Rick then promptly started altering the conventional view of the marketing organization within LMC Engineering, by highlighting notable trends, and environ-

¹Seebacher, U. G.: “Cyber Commerce Reframing – The End of Business Process Reengineering”, Springer, 2002.



Fig. 12.3 Defined marketing working areas

mental and strategic changes for marketing. His vision centered around the following key aspects.

- Break hierarchies: Reducing organizational levels, create smaller teams, enable each team member and thus increase speed and flexibility.
- Empower self-managing teams: establish groups with complementary skills, and develop them into high-performance teams to achieve fast, precise, and flexible execution of working packages.
- Re-Engineering: thoroughly restructure critical processes, reduce costs, and increase overall organizational performance.
- Be truly global: build necessary structures and new skills to compete globally.
- Foster learning: encourage continuous learning and thus enhance the skills within the organization by utilizing a joint knowledge base.
- Implement Key Account Management: A customer-facing organization needs proper Key Account Management to ensure more intimate relationships with its biggest customers and fostering long-term partnerships.

12.5 Template Generation

Based on Rick’s analysis phase, four relevant working areas were submitted to top management as a firm recommendation for action based on which then also relevant templates would need to be developed, designed, aligned, and generated for efficient TBM-based project implementation (Fig. 12.3).

- “Optimization” proposed a TBM-based continuous process of aligning, defining, optimizing, documenting, and monitoring marketing structures, processes, roles and responsibilities, interfaces, and performance in order to report defined KPIs transparently. The result was a comprehensive Marketing Process Library (MPL) as a 150 pages MS PowerPoint document showing the entire process and activity landscape of the marketing department.
- “Creation” recognized that the value creation must be moved from the outside (external partners, i.e., agencies) to the inside as capacities and competencies were already in the organization—thus avoiding redundancies for validation,



Fig. 12.4 LMC Engineering marketing organization after restructuring

cross-checking, briefings, and alignments. Enabling this process, a number of templates were defined for all activities and processes.

- “Automation” was all about increasing the performance by using internal expertise and resources in a way that allows each member to focus on their core experience and knowledge area leading to process economies of scale through automatization of workflows and interfaces. For this, the initial offline templates were then covered with MarTech solutions automating the earlier streamlined and optimized offline processes.
- “Innovation” was to ensure to always stay at the edge of the newest developments in B2B marketing to strengthen the competitive advantage as well as being able to serve internal clients with next practice tools, processes, and know-how.

With the full backing of the management, Rick was now in charge and entirely accountable for the implementation and realization of laid out working areas. He engaged his team for getting started to work with templates. Rick believes in the theorem that structures follow strategy and recognized the need for the design and selection of proper organizational structures to implement an overarching efficient marketing strategy and realize the aforementioned working areas. At the beginning, Rick prepared the different templates for the team in order to enable them to understand what a template is, what it looks like and how to identify inconsistent and poor templates.

To some extent, every department at LMC Engineering had to control different organizational costs and strive for efficiency—marketing was no exception. The increased complexity of more prominent global companies is often balanced by attempts to define central and specialized functions. Rick needed to ensure the implementation of a simplified structure, enabling him to establish standardized marketing practices and, thus, continuous steering of his department’s efficiency. Rick envisioned that marketing would be involved in elaborate processes to match the need for internal and external efficiency, continuous adjustments to changed organizational requirements, and long-term innovation.

The following structure fulfilled Rick’s requirements in the context of being simplified with the ability to quickly respond to various organizational demands. It moreover matched his vision of marketing’s role in the organization and mirrored the established working areas perfectly (Fig. 12.4).

Each area was formulated and structured in a way to enable higher efficiency and focus on the specific skillsets within.

- Content management: Executing communication based on the strategy, content, and briefing prepared by the business intelligence department in alignment with the organizational business development functions.
- Event management: Planning and definition of global trade events, hybrid events, webinars, online conventions, virtual showrooms and exhibitions, fairs, and conferences.
- Digital marketing: Manage and develop digital marketing activities, while implementing and managing new technology.
- Business intelligence: Work closely with the business development functions to ensure the right data is available, and a holistic strategy can be prepared.
- Regional marketing: Execute marketing activities in their territories with high alignment with sales on maximizing the reach in their arear.
- Customer experience: Continuously monitor customer satisfaction, conduct touch-point analysis, and implement appropriate measures to improve the customer journey.

12.6 Project Work Implementation

With the new marketing structure firmly in place, it was time to define clear roles and responsibilities within the team. During the course of Rick's initial analysis, job descriptions were also a fundamental aspect, and it turned out that for a big part of the functions of the marketing department, job descriptions were seldom available at all or only inadequately available. As a consequence, each member worked with an outdated frame of reference covering randomly allocated tasks.

Providing clarity, alignment, and expectations to those executing the work within their newly established areas was of utmost importance to Rick. Against this background, he designed a set of new job descriptions from the existing frameworks, while also aligning tightly with Human Resources, being as precise as possible in capturing job responsibility and tasks. In the next step, each newly created job description was discussed with each team member individually, addressing any concerns or questions. In addition to the development of this new set of documents, a stringent follow-up on employee appraisals was set out. Rick wanted to ensure that each team member had the opportunity to be recognized and rewarded. Moreover, establishing a platform where they can voice their opinions, being truly heard, and feel valued for the work they do.

Performance appraisals in general fulfilled three essential functions in LMC Engineering:

- To equip each team member with adequate feedback on his or her performance.
- To assist each team member with modifying and improving behavior toward more productive work habits.
- To equip managers with data to evaluate future work responsibilities.

- To provide managers with agreed upon and reviewed goals to structure the incentive system better.
- In the course of the individual performance appraisals talks, explicit goals were agreed upon, and their progress monitored throughout and continuously assessed.

Rick conducted the appraisal talks with his direct reports and expected them, in turn, to do the same with their employees. This quickly evolved into an intimate coaching session as most of his direct reports held such talks for the first time. It was clear that establishing this form of open communication and precise goals definition needed time to be implemented. Nevertheless, those talks accumulated into vast amounts of insights and helped better understand roles, tasks, even redundancies and supported in uncovering interfaces crucial for the next step.

The next step consisted of accurately assessing the business processes. The focus was on thoroughly understanding each step and identifying opportunities to streamline internal processes.

This initiative was first quickly dismissed as being irrelevant. Everyone already “knows” what needs to be done and how it needs to be done. The importance of being able to reference processes and develop procedure documentation was overlooked. Rick believed that even if the members are now fully involved in both conception and review of all internal processes, they will not necessarily be the primary user. Of course, he did not expect them to reference every process in their day-to-day work but instead focused on creating a guideline for the rest of the organization. It was essential to set up a framework on how marketing offers its services.

12.6.1 Who Will Actually Use This Library?

Rick was dedicated to improving the reputation of marketing within the organization and thus had to show in a comprehensive way what can be handled by marketing, by when it can be managed and what, in turn, is expected from internal clients.

The process library was generally used to address the following groups within the organization.

- Top management: to make them aware of the tasks covered by marketing.
- Internal clients: to ensure a defined way of handling requests (and ad-hoc requests).
- Team members: to utilize a process they do not carry out regularly.
- New staff members interns and trainees: to enable quick onboarding.

Accordingly, understanding the needs of these groups helps with designing a process library that can give many benefits to an organization.

12.6.2 The Process Mapping Workshop

To comprehensively understand how the existing process workflows looked like—from beginning-to-end—Rick organized a workshop with the entire marketing team. The aim was painting an accurate picture of the process landscape. This would enable marketing to document processes employed regularly, decide on your processes given the new structure, and at the same time uncover areas in still need of adjustments (Fig. 12.5).

Process mapping usually depicts the consecutive tasks that are carried out in a single process. Rick decided to employ the simplest method to map this out. The marketing team worked collaboratively on two large pinboards, using post-it notes to map out the process and the dependencies between tasks (Fig. 12.6).

The results of the workshop have been transferred to a software tool, creating a more professional-looking process map thus creating the marketing process library.

This library was then made accessible on all internal company channels ensuring a broad distribution within the organization.

The regional marketing manager had been with the company for several years. Initially, he was in a sales back-office position, before taking over the marketing activities for his region. He took over the overall corporate responsibility for marketing, which included the provision of brochures, planning of advertising initiatives—both on and offline—as well as events in his regions (fairs, conferences, trade shows). After the new setup was implemented and the new roles and responsibilities communicated, he approached Rick with two messages. One was his appreciation of the added transparency in marketing. He now had a complete grasp of what was expected of him, and he was given full support to achieve his goals. Second, he reflected on the new felt energy inside the marketing organization. He praised the fast way in which things were progressing and the small improvements throughout, which helped achieve quick “paybacks.”

12.6.3 TBM for Unleashing Innovations

This step was undoubtedly one of the most crucial, but also most challenging for Rick. To build up an organization that has a wide array of capabilities—for example, market intelligence, organizational learning, market-reporting skills, and more—he found himself in need of appropriate IT infrastructure.

Rick placed high importance on establishing an organization that is increasingly based on knowledge and integration of highly dispersed data. In that way, he wanted to build a marketing department that is highly flexible and being able to cope with complex and dynamic task settings. The benefits for LMC Engineering as a whole were the availability of a robust set of tools, access to standardizes data insights substantiating important decisions with reliable data, as well as being able to determine its own market position and share. In the case of LMC Engineering, with dispersed knowledge and increased data intensity, marketing was to play a central role.

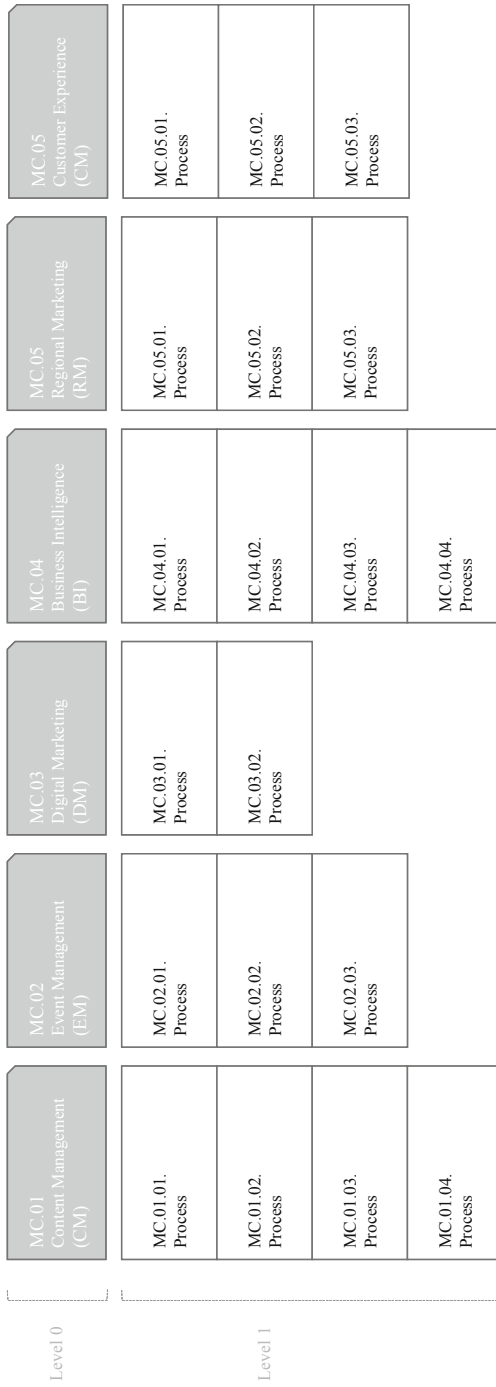


Fig. 12.5 Template structure for process mapping workshop

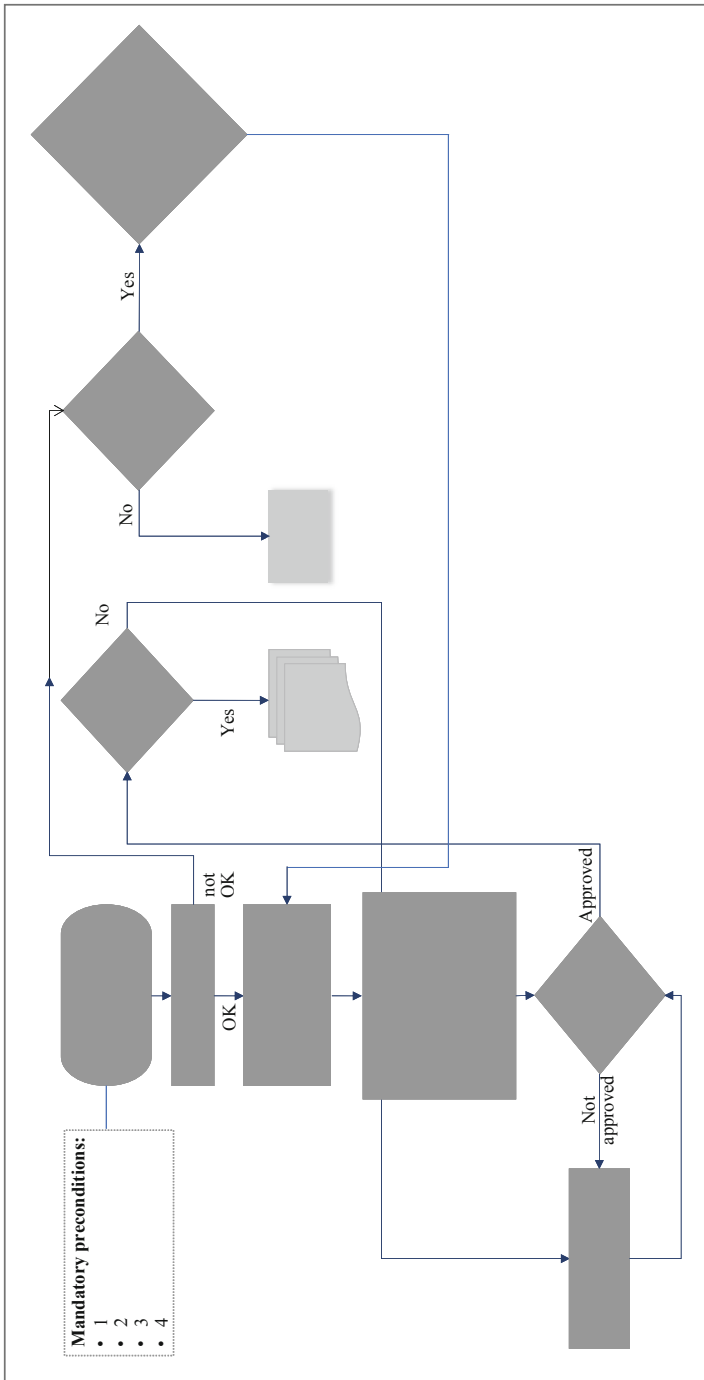


Fig. 12.6 Template structure for process workflow documentation

Table 12.1 Data intelligence aggregator at LMC Engineering

Marketing intelligence	Customer intelligence	Predictive intelligence
Market data	Organizational structures	Market development
Internal CRM data	Organizational issues	Business planning and casing
Socio-economic data	Buying communities	Sales optimization
Ease-of-doing business data	Buying behaviors	Product innovation
Socio-geographic data	Networks	Competitive behaviors
Competitor data	Associations, peers	Future projects
Project data	Projects	Future tenders
Event data		Price ranges
Media data		Dynamic pricing
Influencer network		Decision-makers
		Influencers

Thus, Rick focused on two main innovation projects. Support marketing activities with automation tools and, on the other hand, supporting the business with highly reliable market intelligence.

12.6.3.1 The Way to Predictive Intelligence

The opportunities to intensify the knowledge and information about markets are rapidly increasing, and faster learning from such information has become the central driver for organizations. Market data and different forms of deeper market insights now have a pivotal role in organizing processes in general, and in marketing organizing processes, in particular. Business intelligence² is no longer a function performed by a marketing unit in an organization; it is now a fundamental driver of the organization in general.

As a firm believer in data as an underlying foundation for the corporate decision-making process, Rick kicked off a project to implement a marketing intelligence system within the marketing department called the “data intelligence aggregator,” or short “DIA.” DIA was conceptualized as an online, interactive data management tool enabling quick generation of market data and stats, while also containing social and macroeconomic data from various high-level data sources. DIA was supposed to grow through gradual evolution to a predictive intelligence tool and enable more precise operational and strategic growth.

Table 12.1 showcases the capabilities of DIA in the context of clustering information from different data sources.

DIA was being fed with growing data from various internal and external sources, carefully evaluated and chosen by internal experts. This allowed DIA to be implemented relatively quickly with the “marketing intelligence” part, enabling internal decision-makers to review data on specific industries, markets, and applications and thus utilize this system for their planning purposes.

²Strohmeier, L.: “Central Business Intelligence”, in: Seebacher, U.: “B2B Marketing – A Guidebook for the Classroom to the Boardroom”, Springer 2020.

Table 12.2 Clustering of technology needs

By marketing function	By status of customer journey
Lead management	Awareness
Content management	Lead conversion
Campaign management	Nurturing
PR	Conversion
Analytics	

The system actively started supporting short-term net working capital optimization—and with further evolution of the system—mid-term business planning and long-term strategy adaptation, development, and monitoring.

12.6.3.2 Quest for New Tools

The second innovation part on Rick’s list was the integration of numerous software systems and solutions (Table 12.2) to overcome strategic challenges. He saw the need for the marketing team to operate their online channels more efficiently but also being fully transparent and stringent in reporting on its effect on sales (MROI).

To adequately grasp the explicit customer journey³ for LMC Engineering, Rick commissioned a customer touch-point analysis. The aim was to know and understand our customers better, help them solve their problems, and to be able in some cases to predict and address their needs more dependable. This initiative also served to identify all related digital touchpoints and what technology was used at each step.

Rick had to make sure to align the business objectives with the other business units, as this was a crucial prerequisite in implementing a global tool. While Rick was thinking big, he started small. During his evaluation of possible marketing technology stacks, he focused on taking steps that are manageable to both the team and the organization.

Marketing automation⁴ seemed to fulfill the set our requirements of increasing operational efficiency within the marketing team and measure the impact of marketing initiatives on the company’s sales. Rick got the buy-in from the management and started with the sourcing process immediately. The marketing automation tool has since been successfully deployed at LMC Engineering.

As mentioned before, a marketing strategy, of course, needs to be backed by relevant data and metrics to ensure that every ad spend is lucrative to the company’s bottom line. So, Rick established a transparent reporting system for the marketing organization. The implementation of dashboards, similar to what he employed with DIA, provided the basis for successfully capturing and linking relevant internal and external analytics data.

It was essential to have the ability to quickly and effectively assess KPIs from a range of marketing activities, and thus ensuring the value of marketing initiatives to

³Halb, F., Seebacher, U.: “User Experience and Touchpoint Management”, in: Seebacher, U G.: “B2B Marketing – A Guidebook for the Classroom to the Boardroom”, Springer 2020.

⁴Romero-Palma, M.: “Marketing Automation – A Process Implementation Model”, in: Seebacher, U G.: “B2B Marketing – A Guidebook for the Classroom to the Boardroom”, Springer 2020.

internal stakeholders at any moment. These dashboards were aligned with all marketing areas and cross-linked to relevant sales generation metrics. Further, all KPIs and metrics were visualized easily and intuitively, with information streams being updated in real time.

The new reporting system in the marketing department offered the following benefits:

- Instant visibility: The dashboards allowed the visualization of all data, from web content traffic and its rate of conversion to sales generation statistics.
- Saves time: In just a glance, all aspects of running activities were shown in a comprehensive overview.
- Ease of reporting: It was the ideal way to present all the organization’s most important information in a format that is easy to understand and digest.
- Employee motivation: With such well-prepared dashboards, it was easy to make a comparison of the performance of employees alongside their goals. These specific dashboards were only made available to the respective employee.
- Areas of improvement: Comparing real-time results became easy and enabled the reallocation of resources or shift of strategy depending on the changing needs.

12.6.3.3 Key Performance Indicators

Setting up valuable Key Performance Indicators (KPIs) was also an essential metric to make sure that the marketing department can accomplish its defined objectives. For Rick KPIs were not just mere numbers to be reported regularly—they helped track the performance of the marketing department so critical adjustments could be made to achieve strategic goals (Fig. 12.7).

The KPIs were defined by each marketing area and were tracked in various data formats (predominantly MS Excel). The data files were stored centrally ensuring accessibility by the relevant stakeholders.

AREA	KPI	DATA FIELDS	SOURCE	COMMENTS
Performance	Web Sessions (Media Partner)	Number	Google Analytics	
	Bounce Rate (Media Partner)	Percentage	Google Analytics	
	Pages/Session (Media Partner)	Number	Google Analytics	
	Average Duration (Media Partner)	Time	Google Analytics	
	Median Cost per Website Conversion	Media Partners List	Media Partner 2019, GA	
	Conversions by Media Partner	Media Partners List	Media Partner 2019, GA	
	Conversion by Medium	Data Set: "ConMed"	Google Analytics	ConMed: Organic, Referral, Direct, Paid Search, Display, Email, Social, Other
	Conversions by Region	Data Set: "Regions"	Google Analytics	Regions: North America, South America, Europe, ME, Africa, Asia, China, Global
	Conversion by Type	Data Set: "ConType"	Google Analytics	ConType: Contact Form, Sign-Up, Download
	Costs (Purchase Conditions)	Standard Costs	Media Partner 2019	
	Discounted Costs			
Social	LinkedIn Follower	Data Set: "SocialF"	LinkedIn, GA	SocialF: Number, Top Functions, Top Locations, Top Industries, Top Sentivities
	LinkedIn Engagement	Data Set: "SocialE"	LinkedIn, GA	SocialE: Click-Rate, Engagement Rate
	LinkedIn Campaigns	Data Set: "SocialC"	LinkedIn, GA	SocialC: Region, Product Group, Clicks, Click-Rate, Cost-per-Click, Leads
Automation	Customer Journeys	Data Set: "Journey"	M.A. Software	Journey: Product group, Industry, Region, Journey type
	Leads	Data Set: "Leads"	M.A. Software	Leads: Qualification, Score
Budget	Average Costs per Lead	Data Set: "AvgLead"	M.A. Software	AvgLead: Costs/EUR, Per: Product group, Industry, region
	Planned Budget	Total in EUR	DM Plan 2019	
	Billed Costs	Total in EUR	DM Plan 2019	
Processes	Days per Work Process	Campaign Set-Up	Project Plan (WBS)	
		Goal/Persona Definition		
		Content creation/adjustment		
		Journey Set-Up		
	Monitoring, Optimization, Reporting			

Fig. 12.7 KPI Template for digital marketing

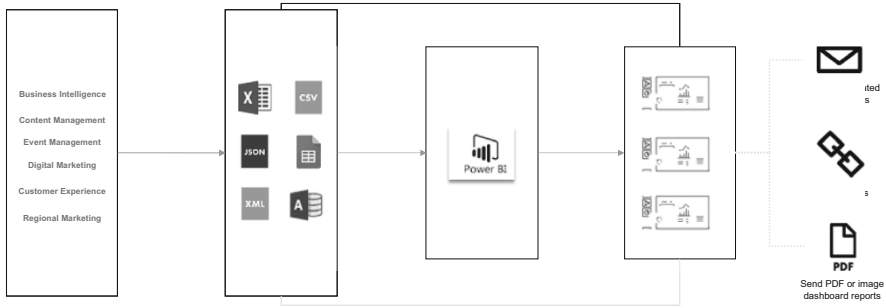


Fig. 12.8 Data integration flow template for KPI reporting and accessibility

12.6.3.4 Data Tracking and Integration

Through utilizing PowerBI as a visualization tool and linking all relevant data sources, the dashboard could be accessed from the storage drive and was displayed in an easy and intuitive way (Fig. 12.8).

In addition to the relevant market areas, access rights could be given to business development managers and sales managers to view reports directly from the dashboard tool. By default, all data resources were set to automatically refresh, thus ensuring real-time data visualization. In future iterations, external data sources were connected directly to the dashboard tool via APIs.

The organization was very positive about the entire marketing organization reframing. The sales manager of Germany stated on the annual meeting in Berlin:

I am so thoroughly impressed with the development of the marketing department. The added transparency on all the activities – we can precisely see now where we have to shift our focus. This is setting the standard for the whole group. . . Before I was looking for anything at least resembling a strategy with the torchlight!

The increased efficiency and performance of marketing did not go unnoticed. Soon marketing was asked to cover more and more business projects, completely taking over the management of key stakeholders, resources, and interfaces. Marketing became a key driver for following strategic initiatives:

- Sales Partner Management:⁵ Development and setup of a professional communication and marketing support channel for the vast sales partner network.
- Key Account Management: Implementing a KAM strategy to enable the organization to better identify and utilize opportunities with key clients and thus sustain and grow the business.
- Learning Organization: A global capacity initiative to support and facilitate the organization's growth toward its current targets and beyond.

⁵See Chap. 13.

- New Formats: Development of a leading-edge interactive customer showroom, featuring the extensive product portfolio of the organization.
- New Sales Model: Conducting detailed feasibility studies on new and different business models that the organization might deploy in the future.

12.7 Quantitative and Qualitative Project Results

It is essential to understand that most of these steps outlined above ran in parallel to each other. Rick's focus was on significantly changing the marketing landscape within LMC Engineering in the shortest amount of time.

The first steps of this turnaround process included several options. One was proposing to simply trim the organization and make several relative to the admitted shortcomings minute corrections. The favored and lastly chosen option was to form a complete re-engineering approach. This would create the best organizational design derived from best practices and take advantage of developments in information and communication technology.

The implement changes were in every aspect of radical nature for LMC Engineering. There were many aspects to be considered, most importantly, the need for the resources and backing of the top management to successfully revamp the IT architecture and develop the necessary in-house skill sets. However, all these necessitated measures accumulated in the following results.

- Over 34% reduction of headcount (streamlined structures)
- 55% of average discounts with media purchasing (synergies, purchasing power)
- 39% below defined budget (internal competencies, instead of external agencies)
- 42% decrease of bounce rate (revamping of analytics)
- 39% increase of average session duration (personalized content)
- 250% increase of online inquiries/leads (marketing automation, campaigning)

By all measures, the LMC Engineering marketing department managed to do to "more for less." This case study focused on the major steps of this turnaround process.

The management of LMC Engineering was delighted with the results and gave consistently positive feedback during the turnaround phase. These changes had a profound effect on the marketing department, as well. Each member felt empowered, able to focus on his or her respective areas, and felt energized and motivated again. The intercompany relationships have gotten better substantially as well, by offering value-adding solutions to the organization. As a result of increased focus on digital activities, marketing intelligence, proactive and modern communication, and tight co-operation with sales, the company was able to record significantly higher qualified sales leads compared to the same period last year. Marketing intelligence in particular is now considered a crucial part of the continued success in all the served markets, enabling faster and better decision-making.

Rick in the meanwhile is a real TBM-professional, I would say. During this whole process, he had to sometimes fight unbelievable uphill battles, we spent much time talking and discussing but in the end, his results speak for themselves.

He is not done yet and still pursues his ever-evolving vision for leveraging B2B marketing departments across all industries from cost factors to order intake and sales engines.

12.8 More for Less with TBM

In this case study, we showed you that aside from all general cross-organization topics TBM can also be applied perfectly for turnaround situations where time is essential and funds not available. The reason for that is simple: TBM, as indicated already several times, is a turbo for an organization as it enables matter experts to synergize their expertise with underlying and ever more methods und structural in order to get the rubber on the road and move things forward. Once the people are getting used and trained to apply templates then this entire system develops an inherent self-dynamism as people intuitively and self-driven refer to TBM and develop templates for any new task (Fig. 12.9).

After a short-term increase in time per activity of approximately 20%, the future amount of time per activity or project will decrease by up to 30 or 40% within months. The results of the latter case study have shown that with 30% less people in the marketing team the output increased by a multiple and even the budget was under absorbed by almost 50% due to the increased efficiency and performance enabling Ricks team to increase the internal value creation and cutting down on external suppliers.

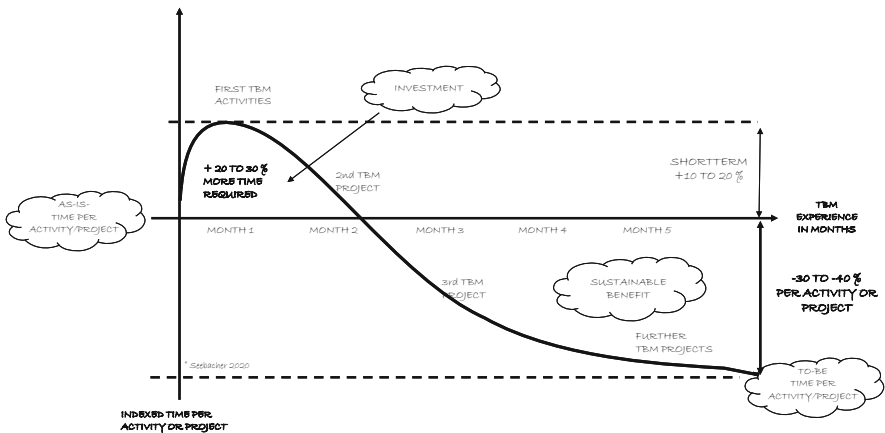


Fig. 12.9 Indexed TBM efficiency increase curve