

The First 100 Days of a Marketing Capability Leader



In partnership with:

Oxford

March 2022

Contents

Introduction	3
<hr/>	
With thanks to	4
<hr/>	
Key steps to...	5
0. Determine the scope of capability, and the resources to deliver it	5
1. Define the capability priorities, driven by the business needs	9
2. Align the philosophy, framework, and roadmap	12
3. Assemble the team and enrol advocates	16
4. Define the governance model	19
5. Lay the foundations	22
6. Measure, learn and adapt	25
<hr/>	
Putting it all together	28
<hr/>	
About Oxford	29
<hr/>	
About WFA	30

Introduction

Marketing capability building is seemingly more prevalent – and more important – than ever. So, as a new capability leader, what should you do first?

The rate of change in marketing has never been so intense. New touchpoints, new channels, new category-redefining competitive entrants. And internally, marketing talent has more options and more mobility than ever before. One of the ways CMOs are navigating this is through marketing capability development. Building marketing capability equips marketers with fit-for-purpose tools and approaches, provides a roadmap through change, and attracts and retains talent. As a result, CMOs are tapping their brand or business leaders to take the lead on marketing capability. But, unlike brand leadership roles where relevant skills and experience are built up through role progression, new capability leaders can find themselves rotating into the role with little transferable experience of what capability building is or how to do it.

If this sounds familiar, this article is for you. Based on the advice and learnings from over fifteen seasoned capability leaders and marketing capability consultancy Oxford, it is intended to provide a practical playbook for new capability leaders. It outlines the activities to prioritise during the first 100 days (or more realistically, the first year in role) along with a few watchouts and words of advice.

With thanks to...



Ales Konieczny
Senior Director,
Global Brand Learning,
P&G



Becky Verano
Global VP Marketing
Operations and
Capabilities
Reckitt



Hilary Pulver
Global Marketing
Operations Brand
Director
Jacob Douwe Egberts



Homi Battiwalla
Senior Marketing
Director - Global
Marketing Excellence,
PepsiCo



Jeanette Cutler
VP Brand Experience
and Capability,
Beam Suntory
International



Joanna Earl
Head of Global
Marketing Excellence,
Sanofi



Karine Chik
Vice President,
Global Marketing
Transformation and
Excellence,
Mondelez International



Marie Chan
Global Head of
Marketing Capability,
GSK



Michelle Atkinson
Global Head,
Marketing Capability,
Diageo



Neil Collins
Brand Building
Capability Director,
Coty



Nicola Thomson
Global Marketing
Capability Lead,
Edrington Group



Prachi Prasad
Global Learning
and Development
Academies Lead,
Vodafone



Robbie Millar
VP Global Marketing,
Carlsberg Group



Ryan Verschoor
Head of Global
Marketing Capability,
Anheuser-Busch InBev



Stig Sogaard
Global Head of
Marketing Capability,
Arla Foods



Yannis Dramis
AVP Global
Digital Marketing
Operationalization and
Capability Building,
Nestlé

0

Determine the scope of capability, and the resources to deliver it



What needs doing?

Clarify what is meant by 'capability' and the resources to develop it

Why do it?

To be clear-eyed on the role and your ability to succeed in it

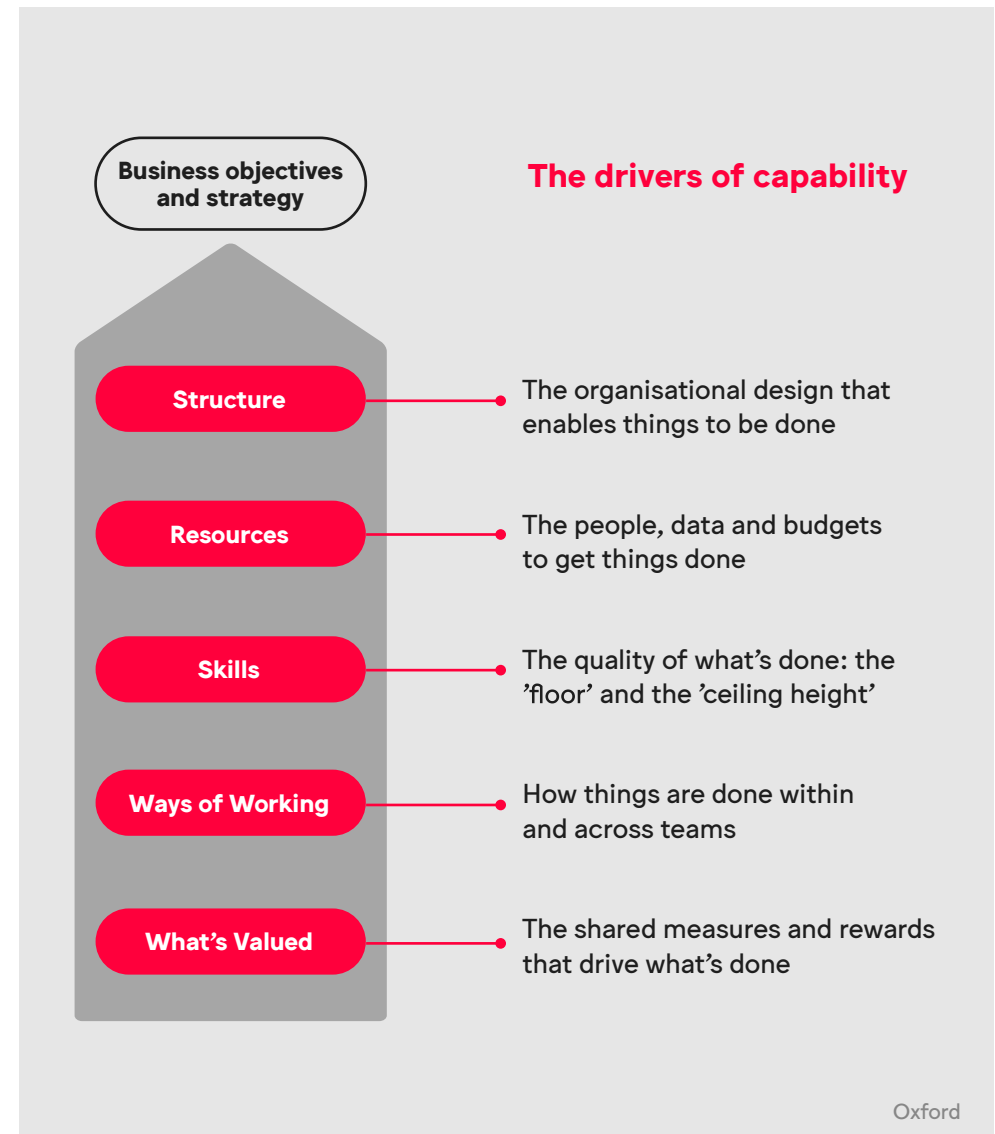
First: Define 'capability'

Your first step – which ideally needs to be done as part of the interview process – is to clarify what is meant by 'capability': what's in and out of the scope, what is the ambition, and what is the mandate and available resources.

An issue here is that 'capability', like several words in marketing, can mean different things to different people. 'Capability' is defined as the power or ability of an organisation to do something. Capability takes a broad view and includes skills, structure, ways of working, resources, and data – all in service of the business objectives and strategy. But 'capability' is often – and unhelpfully – used interchangeably with 'training'. While capability considers all the levers to drive organisational performance, training only factors in individuals' skills and competencies. Before accepting a role, be mindful that driving true transformational change will require mandate and resources for full capability development.

Related to defining the scope of capability building is clarifying where it sits and who owns it: the marketing function, learning & development (L&D) or HR?

The inherent risk within such ambiguity is twofold. Capability might not be fully understood or valued, or it might be seen as a catch-all with stakeholders bundling in on the capability remit ('...could you event manage the next leadership session?'). Either scenario saps time, motivation and focus. So, be clear-eyed on the definition of capability and what is in and out of scope.



Then: Align ambition, resources and budget

Next, you need to clarify and confirm that the scope and ambition is backed up by the resources and organisational staying power.

As you progress through the interview process, or early in the role, probe on the following topics:

- The context of the role of marketing within the organisation: is it evolving or expanding? What role will capability play in this shift?
- The desired business impact: what is capability development tasked with to make easier, faster or better?
- What exists in terms of capability building today? Is there a programme that needs to be evolved, or relaunched, or is there nothing at all (note, this article assumes a starting point of no existing capability programme)?
- The history of capability building in the organisation. Is capability understood or valued? Has it been tried before or is this a new endeavour? Does the organisation tend to stick with long-term initiatives, or get distracted?
- The capability ecosystem: Does the CMO believe in capability building? Will they show active advocacy and visible support (in forums and in the governance structure)?
- There will need to be either a sufficiently resourced internal capability team, or sufficient budgets for external partners.

“ It’s critical to ensure that you have the mandate and resources to transform the business whilst respecting and leveraging all the relevant capability initiatives that have preceded you. ”

Joanna Earl

Head of Global
Marketing Excellence,
Sanofi



“ Before accepting my capability role, I had two key questions: is the ambition truly transformational, and is the CMO a passionate advocate of capability building? ”

Ryan Verschoor

Head of Global
Marketing Capability,
Anheuser-Busch InBev



And: Upskill yourself

It is worth researching the fundamentals of adult learning theory and organisational design. You do not need to become an L&D professional, but it can be helpful to build familiarity with some key topics, e.g.:

- Adult learning styles and principles
- Knowledge (i.e. the things I need to know and keep in my head, or ideally the things that can easily be looked up) vs. skills (what I need to be able to do things) and implications for learning objectives
- Differences and use-cases for various learning methods, e.g. guided discovery vs. instruction
- Principles of change management

The HILL Model (High-Impact Learning that Lasts), by Nobel Prize winner and Stanford University professor Dr. Wieman, ties some of these concepts together and is worth checking out.

It is also helpful to connect with capability peers either directly or through forums such as the [WFA Marketing Capability Forum](#).



“ I wanted to come into the role with an open but informed mind, so I spoke with peer companies, online learning providers, learning specialist consultants and academia. ”

Ryan Verschoor

Head of Global Marketing Capability, Anheuser-Busch InBev



“ As a marketing practitioner, I had a very limited understanding of “learning and development” best practices when taking the capability role. I attended the ATD learning conference and dedicated a few days “out of the usual box” to upskill myself on learning and connect with others. Making connections with the peers in similar roles in other companies was also very impactful and valuable for me. ”

Ales Konieczny

Senior Director, Global Brand Learning P&G



1

Define the capability priorities, driven by the business needs



What needs doing?

Define the vision and the current situation, and the gap

Why do it?

To demonstrate listening, build credibility and start to build a coalition for change

First: Listen to the business

Defining the priorities for capability building starts with taking stock of the current situation. In essence you are seeking to answer two questions: *Who are the internal audiences and what are their skills levels? And, is the current way of marketing fit for purpose in helping to deliver the company vision?*

Get out into the business and get as much facetime as possible, prioritising the top markets and stakeholders (ideally cross-functional, multi-level, internal and agency partners), to understand what the company/ categories are trying to achieve in the long-term and what senior leaders or agency partners think are the capability barriers to deliver this.

For larger organisations or portfolios, start by engaging the top 5-10 brands or markets. These deserve the prioritisation and focus, and should represent the majority of needs and opportunities.

Watch out to not over-rotate on the current needs of the business, though. The perspective of today's realities and needs must be combined with a view of the future, where the CMO wants to drive and evolve the marketing function, and what it will take to win in the future.



“ In my first month in the role I spent most of my time talking to people all around the globe, at the end I realised the biggest challenge I was facing was not just to deliver a new academy with great courses, it was much bigger than that, I need to support the business in creating a true learning culture. ”

Becky Verano

Global VP Marketing
Operations and Capabilities
Reckitt



“ It is helpful to be prepared for the discussion with your marketing and business leaders – to ensure mutually valuable conversation. Reading documents such as business reviews or integrated brand plans enables you to understand the brand's situation, strategies and plans so you can upfront recommend where capability building can be the most valuable. ”

Ales Konieczny

Senior Director,
Global Brand Learning
P&G



Then: Link capability building to the marketing vision

If the current situation is the ‘from’, the ‘to’ needs to articulate the future state, linked to the vision for marketing. To ensure sustained focus and resourcing, capability building needs to be hard-wired to what the marketing function needs to excel at in order to deliver commercial value and business impact.

“ In my first 30 days I sat down with Marketing and HR leaders to understand the vision and aspiration for both marketing and marketing capability. After that I focused on a meaty diagnostics piece for the next 60-90 days, engaging across the marketing organisation, from marketing directors, through to our grads, and agency partners. The diagnosis was critical to shaping the transformation for marketing capability and if we hit bumps in the road or areas of discussion in the development process, we would always go back to that diagnosis. ”

Michelle Atkinson
Global Head of
Marketing Capability,
Diageo



And: Define the capability gaps and priorities

Between the ‘from’ and the ‘to’ are the capability gaps and priorities. Within any large organisation, different business units or geographies are going to have differing capability levels and needs. So, it can be helpful to assess and codify the current levels and get to alignment on what the priorities are. Skills or capability benchmarking can help to quantify the gaps and provide a reference of what good looks like. But be mindful of the quality of the data – in terms of recency and relevance – so you are comparing against relevant benchmarks. Some companies choose to forego benchmarking and instead use qualitative methods (stakeholder interviews and/ or reviewing marketing outputs) – or decide that benchmarking will only highlight a gap that they already know exists.

It is also important to understand the current marketing processes, tools and ways of working in terms of how they are enabling (or not) what marketing needs to deliver. This may reveal organisational capability priorities (e.g. brand planning process) that are more impactful to prioritise than skills-building.

Again, it is important within all this to hard-wire the capability agenda into the business agenda. Link capability priorities to business needs, engage sceptics around the business as well as

supporters, cement associations that capability development is about driving growth and competitive advantage; and avoid at all costs any perceptions that this is about ‘just training’.

“ During the first month I went on a listening tour and took a deep dive into the current capability programme. I met with brand and market leaders to discuss their needs, what is working, what good looks like, and what it would take to get to amazing. Then sat in on courses, test drove the frameworks and audited all the tools. ”

Marie Chan
Global Head of
Marketing Capability,
GSK



2

Align the philosophy, framework and roadmap



What needs doing?

Start to define what capability is, does, and stands for

Why do it?

Helps stakeholders understand the promise of capability

It is around this stage that capability leaders might start to think about defining their way of building capabilities in a similar way to how a brand is defined: the beliefs, the key benefits, the promise, and character. The beliefs will be captured in a philosophy; the key benefits and promise in a capability framework and roadmap; the character through a visual identity and tonality. Some capability leaders choose to create an actual brand for the capability program with a name, logo and visual identity. Others intentionally choose not to give the capability program a distinct brand – instead intending it to feel like just an integral part of marketers’ day jobs.

First: Define the marketing philosophy

The philosophy articulates marketing’s or brand-building’s role in unlocking growth, and the unique way marketing is done at the company. Typically, the philosophy will contain elements of both art and science. The ‘art’ captures the craft of marketing, reflects the company culture, or captures what is special about its brands. The ‘science’ elements bring reinforcing evidence-based beliefs on growth and marketing effectiveness, sourced from marketing science and studies or internal best practices. The role and scope of marketing within the company will likely influence the philosophy. A broader role of marketing might mean the philosophy needs to include consumer-centricity, innovation, commercial, or design. If this is the case, the philosophy will need to be defined in collaboration with the respective experts and owners.

The philosophy will also reflect the company’s beliefs on capability building priorities and effectiveness, in terms of type and scope, i.e.:

- Whether the focus is on organisational capabilities (marketing frameworks, processes, tools) or individual competencies (marketing skills-building), or both
- Internal audiences’ needs and the range of topics included in scope, e.g. more broad (end to end, more generalists) or deep (deeper dives on fewer, specialist topics)
- The learning types or formats – e.g. in-person events, on demand learning resources, coaching, or blended learning

“ The most important thing I did at the start was to build strong foundations through articulating exactly what marketing stands for in our organisation. I took it right up to our CEO for alignment, this was going to form our competitive advantage and this was where I was going to identify the capabilities needed within the marketing organisation.”

Becky Verano
Global VP Marketing
Operations and
Capabilities
Reckitt



“ First we defined and deployed the right “Mindset” a light, inspiring manifesto stating what we believe great brand building is based on, called the “Beauty of Brand Building”. We followed that up with training the right skillset and providing the right toolset.”

Neil Collins
Brand Building
Capability Director,
Coty



Then: Create the marketing framework, hard-wired to the day job

The marketing framework or ‘way of marketing’ is a simple visual framework that captures how marketing gets done in the company and the sequence of how it happens. Done well, a marketing framework does three things:

- It captures what is important or unique in the company’s way of marketing (e.g. an emphasis on the consumer, the importance of brands or brand purpose, or how brands connect with consumers);
- It reflects the phases and sequence of marketing (i.e. diagnosis guides strategy, which informs execution, which loops back to diagnosis) and organises the related marketing tools and outputs;
- It is hardwired to the marketers’ day-job and reinforces marketing ways of working and skills/ competencies.

“ For us, a way of brand building is as much ethos as toolset. We looked into our archives to understand what drove our founders and the characteristics that united them. From this we devised our brand building philosophy, principles and model – what we’ll call The Founder’s Way. It is what makes Beam Suntory different, and gives our marketers a sense of pride and purpose. ”

Jeanette Cutler

VP, Brand Experience & Capability, Beam Suntory International



“ We want to install a marketing framework for our organisation and marketing community that sustains and supports our company strategy, where strong brands play a crucial role. We call it “Arla Way Of Marketing” (AWOM). AWOM is a framework rooted in our “Brand Growth Philosophy” and outlines our organisation’s approach to brand planning – from strategy to execution. It includes 3 key stages, each with 2 principal steps. We refer to the 3 stages as “Analyse”, “Plan” & “Execute”, which can be utilised both “sequentially” but also “ad hoc” for flexibility. It contains best practice tools, templates and guidance depending on where in the process a brand marketer operates. ”

In summary, we intend to drive the brand growth of our business, by meeting the needs of consumers and constantly becoming better at connecting with them, as well as constantly ensuring that our framework is an engine of inspiration and brand growth. ”

Stig Søgaard

Global Head of Marketing Capability, Arla Foods



And: Define the capability roadmap

The roadmap outlines the capability-building strategy for the next 1–3 years, including the vision for marketing, the capability strategy (design principles, framework, topic priorities, and governance model), the capability ‘operating system’ (processes, platforms and tools), and the 12–18-month plan of priority learning topics and experiences.

The roadmap needs to be in service of the marketing and business strategy, and as such feel completely integrated with the strategic agenda, rather than a stand-alone initiative or endeavour.

Homi Battiwalla, Senior Marketing Director - Global Marketing Excellence, at PepsiCo found that co-creating a set of 5 guiding principles that would bring the marketing function ambition to life was really effective at anchoring the capability priorities as well as getting key stakeholders on the same page in terms of the capability roadmap.



PepsiCo’s approach:

- Aligned on one universal set of marketing principles to meet consumer and commercial needs
- Strengthened by one consistent capability roadmap across all marketing to create a universal language for marketing
- Committed to one marketing operating model including end to planning and measurement methodology and enabled by one strategy on how to use Insights, data and technology

Additionally ensuring a set of capability design and deployment principles really helped the development of high impact capability content.

PepsiCo’s capability programme design principles:

- We develop and deliver using internal resources with a global perspective; our agencies support;
- We standardise & simplify tools and processes;
- Enable leaders to be role models, equip and empower staff to reach their goals;
- A global steering team sets the agenda;
- We encourage flexibility: in terms of prioritization and cascade timelines but not content;
- This is a multi-year journey with an emphasis on the quality of the embedding.

3

Assemble the team and enrol advocates



What needs doing?

Build a passionate community of experts, leaders, and sponsors

Why do it?

To extend your resources and reach

First: Assemble your team

Capability teams are typically either a small internal team (1–3 FTEs) that leverage external capability partners to extend the team’s expertise and resources, or a larger internal core team of SMEs and programme managers, that have a reduced need for an external partner. The choice is often a result of financial as well as philosophical factors. Either way, the make-up of the team will likely need to include the following qualities and expertise:

- Ongoing connection with the business and understanding of its needs
- Understanding of adult learning theory and translation to marketing capability development (learning content, learning experiences, and digital learning content)
- Fingers on the pulse of marketing trends, developments, and case studies
- Learning delivery – typically workshop facilitation and coaching
- Digital learning expertise – content development, learning platforms, community management



Then: Enrol the extended team

Alongside the dedicated, core capability team there will in most cases be an extended team of SMEs, functional or local leaders, and change agents. They contribute to the capability agenda, programme development, and content delivery/ roll-out.

Their role and interaction will be formally defined in the capability governance model (see section 4) but engaging and enrolling them at this early stage is important. Ultimately, you are looking to enrol

passionate and well-placed volunteers (as opposed to reluctant ‘voluntolds’).

Also, keep in mind the importance of recognising and rewarding your extended team of SMEs and local capability champions. You need to keep these stakeholders engaged and motivated – especially if they are proving the time and effort on an extra-curricular basis. Sending recognitions and driving their visibility with management works well.

“ My team is small, we are only 2-3 people sat in a global team. Having said that our broader team is enormous! The nature of our role is to work with our experts we have recruited in specialist fields internally and externally with our carefully selected agency partners. Building a learning culture however needs to come from the leaders themselves so our key stakeholders are the Marketing Directors in the markets. It is imperative that they take ownership and feel empowered to build their own learning culture taking on board their own team’s needs, idiosyncrasies and cultural nuances. ”

Becky Verano

Global VP Marketing
Operations and Capabilities,
Reckitt



“ To reward our extended team, we provide exclusive training opportunities only available to those who are involved in creating and delivering marketing capability. It could be funding academic courses, annual allowances for business books, selectively covering conference fees, etc. ”

Ales Konieczny

Senior Director,
Global Brand Learning,
P&G



And: Secure senior sponsorship

Given the investment of capability budget, associated resources, and the perceived time ‘off-business’ for any training activity, sustained leadership backing will be imperative for sustained capability development. The business needs to be convinced of the capability programme’s continued ability to drive growth. Capture the hearts and minds of stakeholders early on and create forums and platforms for leaders to visibly demonstrate advocacy.

Over time, leaders can be further involved through exec sessions where they get to input on the programme development and receive primers on key topics, so they know what to look for and the questions to ask of their teams to help pull through the learning agenda.

“ One way to bring important stakeholders from different markets on board is by offering customisation. You can do that by discussing the design early on, translating the programme into their language, highlighting training that helps close specific capability gaps they have, or by encouraging local tailoring (i.e. 80% of core capability content consistent; 20% can be adapted to local needs or preferences). ”

Yannis Dramis

AVP Global Digital Marketing
Operationalization and
Capability Building, Nestlé



4

Define the governance model



What needs doing?

Define and embed how the capability programme will operate

Why do it?

To ensure the programme maintains sufficient visibility, input and alignment

First: Establish a governance model

In most organisations – especially global or matrixed models – establishing the right governance model will be critical to the sustained management and success of capability development. The governance model specifies the various groups of contributors, stakeholders and sponsors and their respective roles; the forums and cadence for the groups to meet; and the RACIs and guardrails of who can do what.

Typically, the groups within the governance model will include:

- A council or steering committee of leaders and sponsors (functional, divisional and/or regional)
- Internal and agency experts and SMEs
- Capability champions – the network of local leaders who will help shape the programme, go on the journey with you, and deploy the programme locally
- HR and L&D – either separately or integrated in the above group(s)

“ Our team is constantly liaising with the capability leaders at a local level, and I have regular connects with the marketing directors in the business units to make sure the content we are shaping and serving up is relevant to them. ”

Karine Chik

Vice President Global Marketing Transformation and Excellence,
Mondelez International



Then: Be a zealot

In any global or enterprise-wide capability programme or initiative, some degree of active governance is going to be necessary. There will be a high number of interaction points, pulls for prioritisation in different directions, and dozens of well-intentioned ideas or distractions by shiny new objects.

At risk here is the integrity of the core framework and tools; typically new-in stakeholders, who were not involved in the programme development or have not been onboarded, start to pick at and change parts of the tools. Left unchecked, this can lead to things unravelling.

There are several tactics that can be deployed to reinforce the governance model and prevent things from unravelling:

- Clarify ‘what’s fixed and what’s loose’. There will likely be elements that are fixed and not up for debate or reinterpretation (e.g. the philosophy, the frameworks, learning platforms and partners, some core tools). Equally, there should be elements that are more loose and can be adapted (e.g. the option to customise language and examples, or for local leaders to go at their own pace and prioritise their key topics)
- Define how to onboard new starters who were not part of the initial journey, to bring them up to speed and limit fragmentation or dissent
- Build a coalition of leaders and influential stakeholders who jointly own success of the framework and programme
- Avoid any grey areas in the governance and visibly enforce it via the governance model
- Embed the capability R&Rs in contributors’ personal objectives/ PDPs

And: Explore budget models

A centrally funded capability budget is most prevalent and provides a high degree of control. Other options can include central funding for development and locally funded delivery, or central development and local charges based on learning usage or attendance. These alternatives can help create and maintain a capability focus on the business needs, with local uptake of the programme, and budget contributions that come with it, being the demonstrable ‘self-governing’ acid test of the programme’s utility.

“ You have to fight hard to drive adoption and retain the framework – get to new joiners quickly and make sure leaders value and own success of the capability programme.”

Robbie Millar
VP Global Marketing,
Carlsberg Group



“ You have to be prepared to be controlling and recognise the power of ‘no’ to well-meaning stakeholders.”

Nicola Thomson
Global Marketing
Capability Lead,
Edrington Group



5

Lay the foundations



What needs doing?

The important first steps that the marketing community will see and experience

Why do it?

Start to build groundswell and business impact

First: Go for quick wins (or just go big)

This is the stage where most of the marketing community will see, hear about or experience capability building for the first time. So, the stakes are high and there are probably two schools of thought on the right way to go:

Quick wins: This could be live action workshops – brand diagnostic or brand strategy/ planning are core topics and impactful – with priority brands or markets, linked to the most pressing business needs. You can use or adapt existing marketing tools and ways, brought to life with new learning content or experiences. Facilitating or co-facilitating the sessions yourself will provide personal experience of the challenges and ‘what works’ and will provide credibility and resilience to challenges from well-intentioned stakeholders who think they might know better.

Go big: This is the big, inspiring launch event with internal and external speakers; the ‘sheep dip’ that gets everyone immediately engaged and on the page with the common philosophy, tools and language. This is a fantastic way to inspire and excite the marketing community, gain lots of quick feedback, and start to have a big, immediate impact.

Another big early win can be the introduction of a learning platform (**from a simple intranet to a full learning experience platform**), to host learning content, start to gather usage data, and create a platform to connect the marketing community.

“ It takes time and resources to build relevant and robust capability programmes, so in parallel, I jumped in to facilitate some brand planning workshops with key markets. It quickly gave me a sense of the teams’ abilities whilst providing a live opportunity to show my positive intent and impact. ”

Joanna Earl

Head of Global Marketing Excellence,
Sanofi



sanofi

“ We were clear from the very start that we needed to launch with a bang! And did a combination of showing up at key senior leader forums as well as being able to organise a few big destination events in key markets to spark the passion about the programme with senior leadership. This, plus a few ‘taster’ sessions helped a lot with rapidly getting everyone on board. ”

Homi Battiwalla

Senior Marketing Director -
Global Marketing Excellence,
PepsiCo



PEPSICO

Then: Start to operate on two levels

Quite early on, you and the extended capability team will need to start operating on two levels: building and delivering. ‘Building’ covers development of learning tools and programme content, frameworks, and digital platforms. Within this is development of content for upcoming priorities and starting to seed development on ‘what’s next’, as well as the not-insignificant job of maintaining existing programmes. ‘Delivering’ covers the roll out of the 1-2 big priorities per year – through learning experiences or workshops, be it in-person or virtual.

Not unlike the building of the railroads, capability building is essentially a combination of laying the tracks and running the trains.

“ Learning from year one is that we had underestimated the effort and resources required to balance the maintenance of embedding our brand building philosophy (refreshing content and examples, onboarding new starters, and repeating key concepts) vs building new programmes. ”
And both are important for capability building.

Hilary Pulver

Global Marketing Operations Brand Director,
Jacob Douwe Egberts.



And: Sow the seeds of a learning culture

As the capability programme is starting to go live, thought can be given to how to foster a learning culture. This can involve creating the right messaging and moments to encourage learning; setting up leaders to walk the talk with visible involvement and use of tools and language; establishing a regular cadence of external speakers and inspiration; or providing a dedicated time allowance for learning.

“ Employees are encouraged to spend four hours a week on learning; two hours from the working week and two hours from their own time. ”

Prachi Prasad

Global Learning & Development Academies Lead,
Vodafone



6

Measure, learn and adapt



What needs doing?

Track capability usage, adoption and impact

Why do it?

To prove effectiveness and ROI

First: Measure what you treasure

Learning measurement systems such as the Kirkpatrick model measure impact across levels: Usage of learning tools and methodology (easy to measure); the associated behaviour change (self-claimed and/or observed by managers – also easy); and the resulting positive impact on business performance. It is the latter level which is arguably both most valuable and difficult to track. That said, there are ways to do it, either directly (i.e. training on digital marketing topics should have a close relationship with the brand's or business's digital marketing performance), or by finding a business proxy (e.g. training on how to brief agencies should result in fewer brief re-writes, etc.).

If capability benchmarking was used at the outset, establishing an annual assessment can also provide compelling evidence of progress.

“ As well as regularly measuring understanding and uptake of the concepts and subsequent behaviour change among your internal audience, you are looking to ‘close the circle’ on the effectiveness of the way of marketing: if it is based on proven growth philosophies and the brands are using the way of marketing, are we seeing the brand growth in-market? ”

Neil Collins

Brand Building Capability Director, Coty



Then: Learn and adapt fast job

There are two thoughts here: firstly, keep everything simple, easy to navigate and hard wired to the day job. Simple and intuitive content – tools, learning content, navigation, terminology – is easy to pick up and start using. Anything that is overwhelming and complicated for users will invariably mean they just disengage.

Secondly, do not wait for everything to be perfect or set in stone. Instead, stay in beta mode: conduct experiments, run pilots, test & learn.

And (finally): Keep it going

Almost all the capability leaders interviewed for this playbook shared the view that capability building is never done. There are always new joiners to onboard, examples to refresh, new concepts or tools to integrate, and new skills gaps emerging.

The first year will likely be consumed by laying the foundations – developing and introducing frameworks and tools, setting up a capability portal, and aligning marketing outputs.

The second phase is about establishing a new normal: best practice sharing (enabled by the consistent tools, outputs and language), measurement and competency framework – as well as continuing to onboard and embed.

From there, the endeavour can start to stretch into masterclasses and communities of excellence. It is a journey that can take at least 2-3 years. Find your personal sources of passion and motivation, be it brands' adoption of capability tools, seeing learners' faces light up, or enabling brands to win awards. Tap into these and radiate them out across the business to sustain yourself and business support.

“ Capability building is a marathon, not a sprint. You need a lot of patience and passion, as the job is never finished: teams evolve and in a fast-changing environment, you need to build new skills to remain a “fit for purpose” organisation. Developing a programme can take between 6-12 months but embedding it in the way you do business every day takes the most time. We are still monitoring how our tools are being applied on the brands, even three years after, it is a continuous cycle. ”

Karine Chik

Vice President, Global Marketing Transformation and Excellence, Mondelez International



“ Manage marketing capability like any other brand with an annual business planning cycle. Review the strategy and performance at the end of every year, drawing conclusions and suggesting and improvements. Do this collectively with your entire Marketing capability team and ensure the action plan translates into individual teammates' action plans. Recognise progress, accomplishments, motivate the team to best performance. To create a well-oiled marketing capability machine takes time, passion and persistency. ”

Ales Konieczny

Senior Director, Global Brand Learning P&G



Putting it all together

Steps :	First :	Then :	And :
0. Determine the scope	Define 'capability'	Align ambition, scope and resources	Upskill yourself
1. Define the priorities	Listen to the business	Link to the vision for Marketing	Define the gaps and priorities
2. Align the philosophy & framework	Define the philosophy	Create the marketing framework	Develop the roadmap
3. Assemble the team	Assemble your team	Enroll the extended team	Secure senior sponsorship
4. Define the governance model	Establish governance	Be a zealot	Explore self-governing models
5. Lay the foundations	Go for quick wins (or just go big)	Operate on two levels	Plant the seeds of a learning culture
6. Learn & adapt	Measure what you treasure	Learn and adapt fast	Keep it going

About Oxford

At Oxford we believe that in a world as complex and interconnected as ours is today, it's daft to think that one person, team, function, or organisation has the answer. So we look at the world through the lens of **interdependence**; that success at scale is dependent upon an interconnected set of people, organisations and systems. At Oxford, this means we take a step back to work out how everything fits together, challenge because we care about having the right impact, and keep things simple and joined up. We're proud to be B Corp and proud to partner with marketing and commercial leaders at organisations such as Unilever, Innocent, Mondelez and J&J to drive transformational change.

For further information contact:

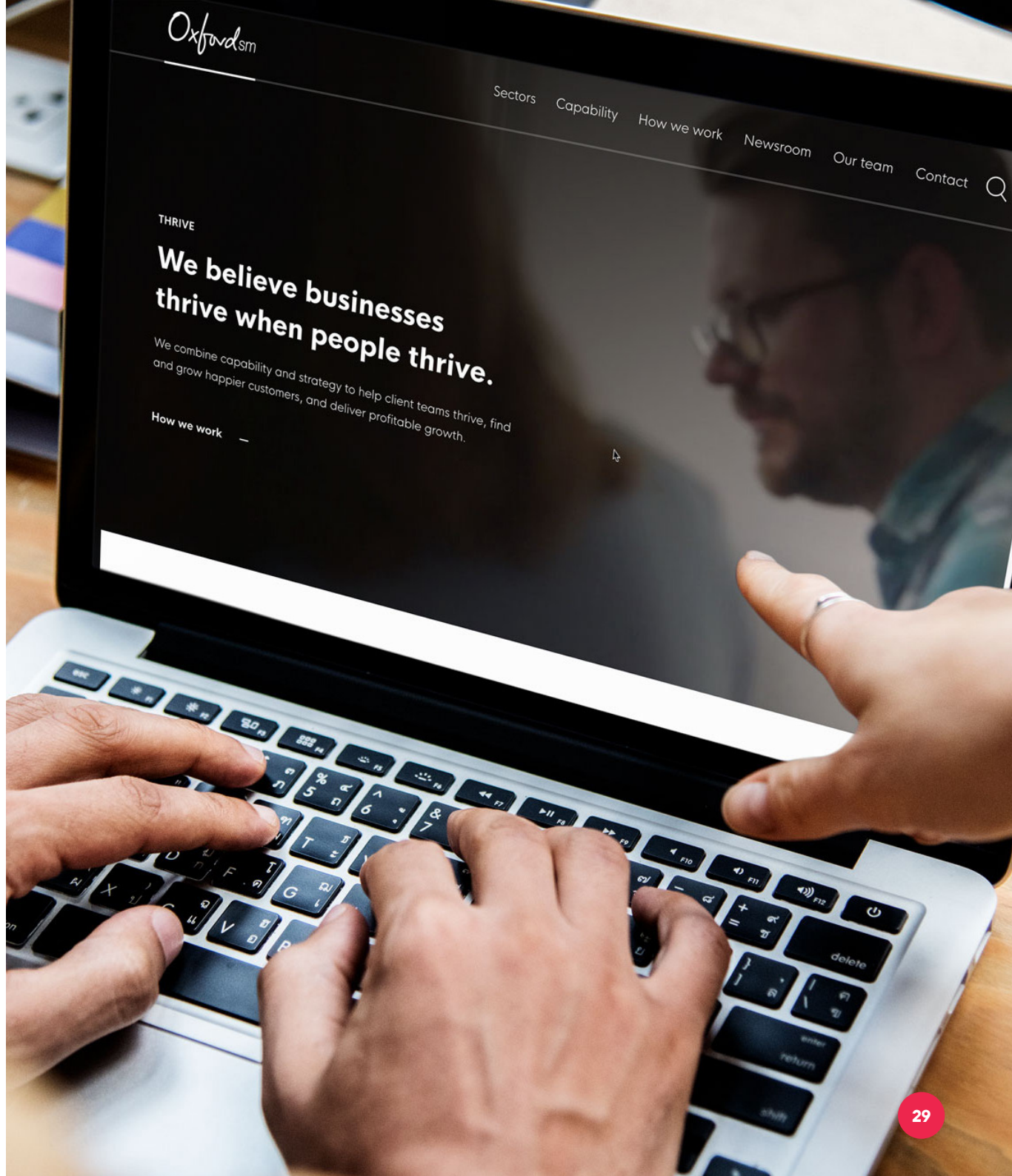


Matt Wardle

Head of Capability, North America

matt.wardle@oxfordsm.com

www.oxfordsm.com



About WFA

The World Federation of Advertisers (WFA) is the voice of marketers worldwide, representing 90% of global marketing communications spend – roughly US\$900 billion per annum – through a unique, global network of the world's biggest markets and biggest marketers. WFA champions responsible and effective marketing communications worldwide.

The **Marketing Capability Forum** is a network for senior global marketers that lead or are involved in the capability building of their marketing teams. Value is delivered through critical research and reports, physical and remote forums, and online tools and benchmarking services. The group is chaired by **Becky Verano (Global VP Marketing Operations and Capabilities, Reckitt)**.

If you would like to engage, please contact WFA's Marketing Capability Forum lead:



Julia Kraft
Senior Manager, Global Marketing Services
j.kraft@wfanet.org
www.wfanet.org



WFA members



World Federation of Advertisers
London, Brussels, Singapore, New York

wfanet.org

info@wfanet.org

+32 2 502 57 40

twitter [@wfamarketers](https://twitter.com/wfamarketers)

youtube.com/wfamarketers

linkedin.com/company/wfa

**KING &
SPALDING**

Competition compliance policy

The purpose of the WFA is to represent the interests of advertisers and to act as a forum for legitimate contacts between members of the advertising industry. It is obviously the policy of the WFA that it will not be used by any company to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise impair full and fair competition. The WFA carries out regular checks to make sure that this policy is being strictly adhered to.

As a condition of membership, members of the WFA acknowledge that their membership of the WFA is subject to the competition law rules and they agree to comply fully with those laws. Members agree that they will not use the WFA, directly or indirectly, (a) to reach or attempt to reach agreements or understandings with one or more of their competitors, (b) to obtain or attempt to obtain, or exchange or attempt to exchange, confidential or proprietary information regarding any other company other than in the context of a bona fide business or (c) to further any anti-competitive or collusive conduct, or to engage in other activities that could violate any antitrust or competition law, regulation, rule or directives of any country or otherwise.

Please note that the recommendations included in this document are merely meant as suggestions or proposals. They are not binding in any way whatsoever and members are free to depart from them.