

The First 100 Days in the life  
of a Marketing Director  
Research study by  
Oxford Strategic Marketing  
and Hunter-Miller



1<sup>st</sup> 100 days



"I was acutely conscious of the first 100 days. You do feel under pressure to make an early impression."

**The First 100 Days** The first few months of any new job are pressurised. But for Marketing Directors, the pressure to perform can be acute. The seeds of future success or failure are sown early, and visibly - in the first 100 days (F100D).

We spoke to 25 of the UK's most senior marketing professionals, about their experiences and learnings, and commissioned ICM to research the answers to nine key F100D questions, among 50 further Marketing Directors from a spread of large companies.

Our research explored the critical decisions that new Marketing Directors must take. This report shares their insights and experiences which underpin success and establishes a set of general principles which may be applied to all senior marketing roles - principles that are brought together in the roadmap that we have developed to help a Marketing Director choose the right job, and maximise their chances of success in their first 100 days.

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## Foreword

At a time when marketing is seeking to improve perception of its added value, this authoritative new survey of Marketing Directors shows that team building is essential, ego a handicap, and strong relationships with the CEO and other Directors a basic requirement.

The OxfordSM Hunter-Miller survey parallels Jim Collins' classic study of successful American CEOs\*. Collins found that they:

- displayed “a compelling modesty, are self effacing and understated”;
- were “ambitious first and foremost for the company, not themselves”;
- FIRST got the right people in the business BEFORE figuring out where to drive it.

In this First 100 Days survey, getting the right people and teams in place was considered the most important ingredient for success. It also showed that successful marketers curb their natural exuberance, and try to practice greater humility, patience and empathy.

The section in the survey on “The Quick Win Itch” shows that precipitous action can be a trap. As one leading Marketer observed:

“It’s a sign of strength to resist the itch for quick wins”.

In the research, top marketers ensured they “hit the ground running” on day one. They did this by mentally starting the new job weeks before, thinking and talking about people, markets, brands, and customers.

Jacking up short term volume by price cuts, or getting cheap column inches by firing agencies, is not the way to build trust and respect.

So what does success for a new Marketing Director look like after 100 days?

After 100 days, it means:

- colleagues across departments think you are honest, open minded, competent, and a listener;
- knowing who will be in your team long term, and where you plan to lead them.

But, of course, 100 days is only the beginning.

This broad-ranging survey contains candid and succinct advice from senior practitioners, and valuable lessons for anyone seeking to reach the top of the profession. It supports the goals of the Marketing Society. I encourage you to read it and join the debate at [www.first100days.co.uk](http://www.first100days.co.uk).

# Humility, self-restraint and adaptability are increasingly the order of the day...



Hugh Davidson, Author, *Offensive Marketing and Even More Offensive Marketing*. Co-Founder, Oxford Strategic Marketing.

\* “Good to Great”, by Jim Collins, Random House, 2001.

The research commissioned by Oxford Strategic Marketing and Hunter-Miller has identified eight critical dilemmas for Marketing Directors in the first 100 days (F100D) of a new role.

Resolving each dilemma requires close evaluation - not just of the organisation and its situation, but genuine self-knowledge; however some general principles apply.

Taken together, these principles go a long way to explode the myth of marketing as an exercise in flamboyant machismo. It seems clear that marketing cannot just tell and sell anymore - even about itself. Humility, self-restraint and adaptability are increasingly the order of the day...

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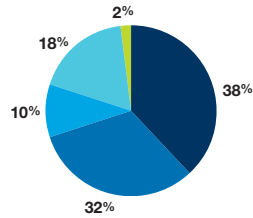
Adapt your personal experience to the corporate culture



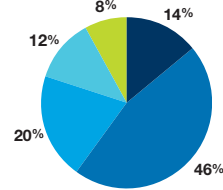
Hit the ground running

**Overview of the quantitative research survey carried out by ICM for OxfordSM and Hunter-Miller. 9 critical questions were put to 50 Marketing Directors.**

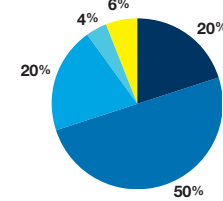
**1** The first thing a new Marketing Director must do is "get the team right" - ....even if that means changing agencies or making early changes in personnel.



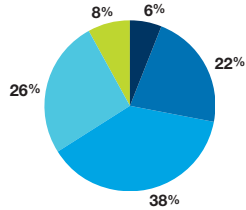
**2** When taking up a new position too many senior marketers pursue immediate initiatives and changes to show that they are in charge - rather than listen and learn.



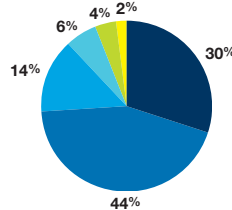
**3** The marketing function may not be highly regarded in different sectors and this can cause difficulties for executives with an FMCG background if they fail to make early adjustments in attitude and approach.



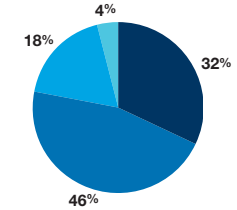
**4** CEOs and General Managers understand marketing's role and what it can deliver, and that means most new senior marketing appointments work out well.



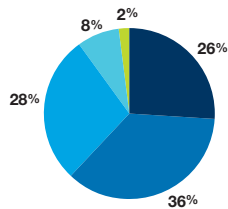
**5** A collaborative relationship with the Sales Director and his/her team is the most important relationship for a new Marketing Director.



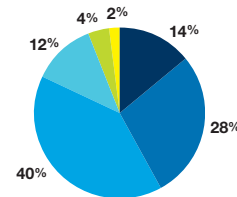
**6** Marketing Directors can easily communicate customer objectives in a way the rest of the business can understand and respond to enthusiastically.



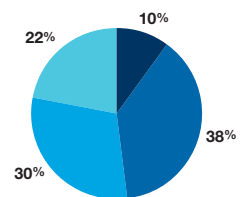
**7** Marketing Directors find that the realities of a new job/role can be really different from the initial job description.



**8** Those Marketing Directors who fail in a new post will often have been the victims of unrealistic targets or expectations from their CEO.



**9** For a new Marketing Director it is more important to focus on team and individual team members' performance rather than organisational structure.



## Hit the ground running

# 1

The UK's marketing leaders are very clear that the first 100 days is a critical and stressful period. But one which also offers genuine excitement.

In the words of one senior marketer: "Remember that anything that happened in the past is not your fault. So run free!" The challenge of the first 100 days is to make the greatest possible impact – and then sustain it. And this means starting your preparation up to 100 days before you start the new role.

The first 100 days metaphor resonates strongly with individuals well-accustomed to the scrutiny and scepticism which surround the marketing function.

The marketing role is exposed and marketers find themselves on a knife-edge a lot of the time. As one director puts it: If you are not up to the task - "there is a good chance you'll get found out within the first 100 days".

However, senior Marketing Directors are realistic that they simply cannot achieve bottom-line results in 100 days: "For 6-8 months, the results will be the responsibility of the previous guy" said one, but this realism still cannot be used as an excuse for complacency: "You may well think - it's not my doing, it's the other bloke's, but this attitude isn't...appropriate".

But if marketers cannot actually create results in this compressed timeframe, what should they be doing? According to our interviewees, the first 100 days

is about setting the forward agenda and building trust. These top marketing directors were clear that learning, planning and sharing are the key priorities for the initial period. "Make your values clear in the first 100 days, but make it clear you don't have all the answers".

Despite widespread agreement that strategic focus is critical, the tension of the first 100 days means it is unrealistic to turn up on day one with a bagful of unanswered questions. 62 per cent of the ICM sample agreed that the realities of a new job can be really different from the initial job description. The more this risk can be mitigated in advance, the better.

Marketing Directors must be ready to take immediate decisions if need be, and this means keying in to the brand, the customer and even critical personnel, well before you walk through the door:

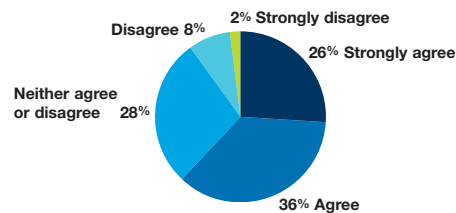
"In some cases you are making major decisions on day one".

"You must know what you have got yourself into by day one".

"You won't get 100 days to make a difference".

"Get completely knowledgeable from the beginning".

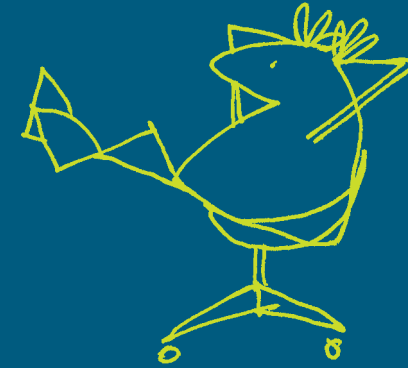
Putting the first 100 days in perspective, one director suggested the 100 days which precede it were just as important... a fact that is strongly reflected in the OxfordSM and Hunter-Miller F100D Roadmap.



Q: Marketing Directors find that the realities of a new job/role can be really different from the initial job description.

# "Be consistent from day one. Don't take a honeymoon period."

Andrew Mullins, News International



### F100D Dilemma:

- Have you been hired to fix problems, or develop a platform for growth?

### F100D Action:

- Develop a pre-plan.
- Do your own mystery shopping.
- Assimilate historic research.
- Meet colleagues.
- Learn everything possible about your brand and its customers - in advance.

## Suppress the marketing psyche

# 2

Marketers have a certain reputation – even among themselves. Various describing their peer-group as: “Impatient”, “Arrogant”, “Glamorous”, “Creative”, “Egotistical”, “Flamboyant”, “Butterflies”, or simply “Bullshitters”. Many Marketing Directors face a challenge in self-management if they are to make a difference in a buttoned-down, shareholder-accountable environment. Marketers can be “vain, shallow and talk bollocks” was how one experienced Marketing Director put it.

Against this psychological backdrop, it makes sense that successful marketing leaders are so keen to curb the worst excesses of marketers’ exuberance. A little less ego and a little more super-ego. Specifically, there was a consensus that marketers must show greater humility, patience and empathy.

### Humility

One Marketing Director put it thus: “An over flamboyant Marketing Director can be just as dangerous as an over cautious Finance Director.” And another senior figure reiterated that “sustainable business models are not built around marketing campaigns”. The common lesson here is to stop thinking of the Marketing Director as uniquely responsible for corporate success, or even their own success. Marketing is part of the wider business.

### Patience

Marketing Directors must control their desire to be the centre of attention and their desire to move on to the next task, or the next job. One director commented: “Marketers are not good at listening. It’s difficult for them to wait. That’s why they are not accountants”.

### Empathy

Paradoxically, perhaps, for a profession grounded in human insight, many of the interviewees were concerned that ego may cause Marketing Directors to fail at the most basic levels of human interaction – through poor listening skills and team-building. “I know Marketing Directors who have started their job without shaking hands, or even saying hello to their team,” said one.

These marketer negatives: Ego, impatience, and social autism are all further exacerbated by the prevailing cult of youth which surrounds the industry. “Bright, thrusting people in a fuzzy trade like marketing can cause resentment”.

However, not all Marketing Directors see this focus on the charismatic individual as a negative. Ultimately, almost all our interviewees see marketing as a leadership role. As one Marketing Director pointed out: “Truly great marketers take a stand when they realise they need to”.

“Don’t try and be too clever, ramming marketing theory down other people’s throats.”

Chris Harris, Nokia



### F100D Dilemma:

- Are you going to act as a midfield general, or behave like a target striker?

### F100D Action:

- Recognise that marketers may be psychologically different from other board directors, as recently profiled by Hadden Consultancy.
- Establish your personal profile and fitness for the role before you start.

## Resist the quick wins itch

# 3

There is always a perceived need for quick wins. Whereas in many roles, quick wins naturally take the form of cost saving and streamlining, marketers tend to reach out for new creative approaches or spending increases. Scratching the “Quick Wins Itch” can be highly destructive though, and many senior Marketing Directors are highly suspicious of those who move too fast.

60 per cent of the ICM sample said that too many marketers pursue immediate change, rather than listening and learning. “Sometimes, the hardest thing to do in marketing is nothing” said one. Another commented: “I am 40 days into the role and haven’t done anything yet.” And another: “It is a sign of strength to resist the itch”. And another: “I spent two weeks doing nothing but talking and listening to others. This was not long enough.” And yet another: “Only strange people think I must validate my appointment right away.”

The sentiment is perhaps most clearly expressed by one seasoned Marketing Director as follows: “If you go for quick wins, you don’t have the skills to do the job in the first place.”

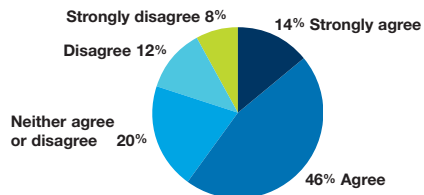
And yet despite this wisdom and determined strategic leadership, there is still a clear recognition of the need

to gain the buy-in of other departments, and to be seen to address the reasons for the original appointment. What is clear from interviewees is that the nature of quick wins will vary from context to context, depending upon: The strength of the mandate from the CEO; the character of the Marketing Director; and the specific market situation. This is the precise role-challenge which must be identified up-front in the F100D Roadmap.

Where there is a definite need to act out a quick wins approach, most directors were adamant that it must be pragmatic, and business-driven: “You must be on top of trading operations to be successful”. “Take the necessary steps to shore up profitability before you attack anything else.”

If you do feel the pressure to get quick wins, your strategy should be as bold and as substantive as you dare. Don’t just scratch the itch. Attack it with wire wool.

In the words of one director: “Fight the biggest battle you have the best chance of winning.”



Q: When taking up a new position too many senior marketers pursue immediate initiatives and changes to show that they are in charge - rather than listen and learn.

# “Three months of your activism is not going to save the company.”

Ian Ryder, Unisys



### F100D Dilemma:

- Consider your approach to the quick wins itch. Will you scratch, or sniff?

### F100D Action:

- Recognise the need to build a sustainable vision as well as fix problems.
- Consciously plan the balance of your efforts.

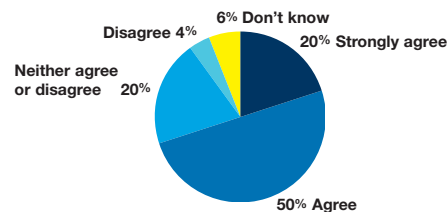
## Build the role of the whole marketing function

# 4

While marketing may drive your competitiveness in the eyes of the customer, the precise remit of the function itself varies tremendously from organisation to organisation and sector to sector. Just 28 per cent of the ICM sample believed that CEOs understand the role of marketing and can get the most from it.

70 per cent of the ICM sample recognised that the marketing function may not be highly regarded outside FMCG, but experienced marketers were agreed that creating a strong, business-aligned marketing function was their best guarantee of personal success. And the best mechanism for that alignment is the ruthless customer focus that leads to genuine competitive advantage. Marketing is a competitive tool to defend margins and market share by offering unique value propositions – as Nick Fell makes clear (opposite).

Building that role for marketing requires the Marketing Director to balance two sometimes competing priorities – having the broadest possible mandate, and yet maximising accountability (focussing the team's efforts). Many marketers rued the fact that "...too many functions have been stripped away" from marketing. "If you are really in charge of customer management and brand perception, you have to encroach" said one director. In addition, this lack of clarity and frequent overlap means that: "There are too many unclear goals and responsibilities". Tying down fuzzy



objectives into measurable outcomes is a critical component of the OxfordSM and Hunter-Miller F100D Roadmap. Establishing the right KPIs is critical, whether it be a full marketing dashboard, or a simpler set of easily identifiable metrics.

This tension between breadth and depth of marketing's impact is a natural reflection of many marketers' own ambitions. As one director put it: "The best Marketing Directors always want to be General Managers".

The only reliable way for marketing to build influence is to be the visible agent of customer focus, committed to increasing the organisation's competitiveness by truly delivering customer value. Marketing's core function is to bring the voice of the customer inside the organisation, and interpret that voice to drive market alignment. 78 per cent of the ICM sample agreed that marketers could communicate customer objectives in a way the business could understand – and the qualitative research confirmed its importance.

"Base your claims on your advocacy for the consumer," was a typical comment.

It may sound hackneyed, but this is the marketer's home territory, and personal mastery of the principles and detail in the new company and role is critical, while at the same time instilling passion for consumer insight throughout the marketing team.

Q: The marketing function may not be highly regarded in different sectors and this can cause difficulties for executives with an FMCG background if they fail to make early adjustments in attitude and approach.

# "It should not be 'Marketing' Director. It should be 'Competition' Director."

Nick Fell, Cadbury Schweppes



**F100D Dilemma:**  
- Are you a customer advocate, or a brand guru?

### F100D Action:

- Assess the health and role of the marketing function as an early priority.
- Build a marketing function that's fit for (customer) purpose.
- Agree appropriate KPIs.

## Recruit internal allies

# 5

As has been made clear, marketers rely upon every department for fulfilment of their vision. Operations, product teams, sales, customer service, finance - all have a role to play in marketing's success. Without effective and rapid consensus building, no new Marketing Director can succeed.

But while it is obviously necessary to build strong links with peers, especially the Sales Director and Finance Director, much effort within the first 100 days must be devoted to securing the buy-in of the CEO. 42 per cent of the ICM sample said that Marketing Director failure was often the result of unrealistic expectations from the CEO.

This process therefore starts with clarity of expectation. "Pin down the CEO and get clarity from him/her, and spread that clarity around you" said one. "Convince the CEO of the contribution marketing can make". Failure to do so brings almost inevitable failure. "You must work upwards, as well as downwards."

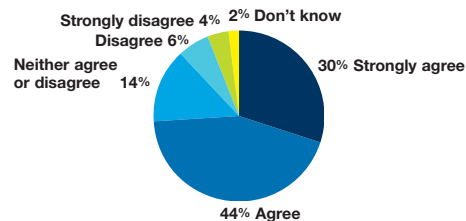
The second component of consensus-building is to fine-tune the language of marketing to fit the corporate culture and the specific business goals.

"You are marketing your ideas to the board. You must get the language right." "Don't use jargon. You must create a new language to describe the success of the marketing function". "Find the words that resonate and are meaningful to your corporate culture". "Use the language your company uses to describe success."

Finally, interviewees were clear that not all internal stakeholders are created equal. The relationships with sales and finance are particularly critical. The point that "you must build your plans in conjunction with sales" was a theme echoed again and again by successful Marketing Directors.

In the ICM sample, 74 per cent agreed that a collaborative approach with the Sales Director was the single most important relationship.

As for the relationship with finance, "Finance Directors do not necessarily mistrust marketers, providing the benefits from marketing investment are measurable and provable," emphasised one director, "I always use the language of investment and returns".



Q: A collaborative relationship with the Sales Director and his/her team is the most important relationship for a new Marketing Director.

# "Take control of how internal people understand what you are doing."

Chris Thomas, Impaq Group



### F100D Dilemma:

- Are you competing for internal resources, or collaborating for common ends?

### F100D Action:

- Talk the language of commercial success that's understood by your new company.

**Adapt your personal experience to the corporate culture**

# 6

As agents of change, new Marketing Directors understandably strive to stamp their authority on their new environment. So it is inevitable that they will lean on personal strengths and past experiences. “High profile people tend to refer back to their own models”.

However, many of our interviewees questioned whether ‘the way we used to do things’ was actually vital experience, or potentially just unhelpful ‘baggage’.

Curiously, while concern over fragmentation and specialisation of the skills-base was widespread, directors were equally condemnatory about force-fitting old solutions. As one director explained: “Often Marketing Directors say, ‘we used to do this at Mars, or P&G’. This is wrong; take the best mix of ideas and approaches and find the best model for your company”.

The conclusion of this research is to concur with the words of the director who said: “Models of marketing may not be as portable as you think” and also the one who said: “You can’t carry a model around. You must focus on what the problem is”.

As one B2B Marketing Director opined: “It’s bullshit that FMCG techniques are applicable in all markets.” Another commented: “In FMCG you simply don’t need to make gut decisions.” But equally, in B2B, “you may not easily be able to measure performance”.

Despite the scepticism over the portability of skills, there was broad consensus that the principles and philosophy of marketing are universal. “If you can focus on being customer-centric, this will prove to be a constant asset in business life.”

Ultimately, according to the interviewees, the individual Marketing Director must apply their personal strengths in a sensitive way that is appropriate to the culture and context they discover. This includes treating their own preconceived certainties with a degree of scepticism.

# “You can’t carry a model around. You must focus on what the problem is.”

**Tim Seager, Scottish Courage**



**F100D Dilemma:**

- Are you seeking to change the organisation, or are you prepared to change yourself?

**F100D Action:**

- Conduct rigorous business analysis to determine the marketing requirement.
- Don't make assumptions.

## Build your front bench rapidly

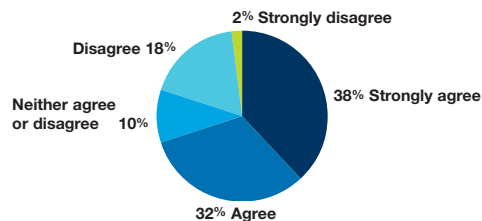
# 7

No single issue was mentioned so often, and with such consensus, as the issue of teams and talents. Getting the right teams in place was seen as the single most critical ingredient for success: “First element of success? Get the people right”. 70 per cent of the ICM sample agreed that getting the team right was the first priority for a new Marketing Director and 48 per cent said that focusing on the immediate team and team members, was more important than organisational structure.

However, despite agreement over its importance, consensus over timescales and actions was non-existent. There was an almost even split between evolutionary and revolutionary approaches to team-building.

Among the revolutionaries, many were candid about the need to clear away any hurdles to success. “Fire people who are poor, or they will end up firing you”, said one. “There is always a temptation to tolerate people. Go with your instincts and act quickly”, said another. “Fire those not committed to long-term success,” was another piece of advice.

Even among these instant reshuffle advocates, though, there was consensus that hiring was the most difficult task, and more deserving of close attention. “Sack quickly. But hire more slowly”, emphasised one director.



Whether an individual's approach is to re-hire, or to re-purpose, the critical issue is to build skills that are appropriate to the challenge in hand.

Among the evolutionary camp, many cautioned against accepting the received corporate wisdom about people. “You will be given lots of advice about hiring and firing – ask yourself ‘why?’” commented one director. Another was clearer still on the need to withhold judgment: “You won't know your staff until you give them a challenge”.

Among these team-evolvers, the advice was clear. Use the first 100 days to figure out where the talent lies. Ask HR, listen to internal opinion and don't create a massacre. “Look at people and ask yourself – can I lead or train them?”. Another emphasised “do not let yourself off the training hook”.

Finally, once Marketing Directors have established a good team, it is critical to support them. “Though everyone subscribes to the idea, it's often hard to be loyal to your team. Don't drop them in it”, said one interviewee.

Striking a balance between these two extremes is never going to be easy, and may well be a particular problem for marketers. As one director remarked: “The problem for marketers is that few have man-management training. This is a neglected area.” One put it still more succinctly: “Marketers are the poorest man-managers you could meet”.

Q: The first thing a new Marketing Director must do is 'get the team right' - even if that means changing agencies or making early changes in personnel.

# “Find your front bench quickly and then build the support on your backbenches. The quickest route to failure is not having the right resource.”

Andrew Blazye, Shell



### F100D Dilemma:

- Are you a builder or a buyer of resources?

### F100D Action:

- Assess your own capabilities as a leader and teacher in plugging the skills gaps you have identified. Think about recruiting an HR mentor.

## Treat your advisors as partners



With all the resource-pressures of the first 100 days, Marketing Directors face a key decision on where to get support. Source it internally, where the capability may not yet be ready? Or go externally, which may create an unwanted impression of dependency?

Most of the experienced Marketing Directors interviewed for this study had opted for some form of blend: Lead the strategy development themselves, challenge and develop their internal capability, and source external help where needed.

A typical articulation of this balance was as follows: “You need to be the thought starter. But use external agencies to help you fix the vision”.

It is a truism of large organisations that there are often a lot of hidden, unused resources. As one director remarked, “It might be better, but harder, to drill into internal knowledge”.

Where directors do seek help, some find it better to do so ‘off-radar’. “With external advice, I don’t always let my bosses know”, said one. “Sneak in help if you have to”, said another. A third was still more candid: “Use external organisations if you need support; you can hide behind them”.

Beyond the typical agency and advisory requirements, Marketing Directors also highlighted specific skills that they had sourced externally, which would not readily be available in house – from change management to advertising training.

For the majority of those interviewed, where budget permits, external help is a priority - whether as creative resource, or to fix the strategy. “I ask for all the help I can get. I have never been embarrassed”, said one senior marketer. Another director put it succinctly as follows: “If you have a big brand to handle, you must have the balls to ask for help”.

Another was more candid still: “Often it is the creative guy in the advertising agency who makes the Marketing Director look good”.

Finally, as several interviewees observed, if Marketing Directors do get external support in the first 100 days, it is critical that they do not ostracise their own staff, or neglect internal capabilities. Learning must be transferred internally, and strategic ownership must stay in-house.

“Don’t itch to change the ad agency. It’s rare that the only source of the fault is there.”



**F100D Dilemma:**  
- Will you insource or outsource your marketing talent?

**F100D Action:**  
- Make sure you lead and own the strategy development. But get whatever help you need to get the job done.

**Afterword:  
Harnessing the  
power of you –  
an HR view**

The best marketers are amongst the very best leaders. Great marketers turn their potential weaknesses into strengths – leveraging their intuition as well as analytical skills – which can make them attractive and empathetic leaders.

However, as this report makes clear, this ability to self-manage is by no means universal. The F100D report points out the risks of poor man-management, and the critical value of teams, of cross-functional consensus, and of effective collaboration with external partners. In these areas both HR skills, and the HR function itself, can be critical supports to help directors face their personnel challenges.

The first challenge for younger marketers is to step up and take full collegiate responsibility for the success of the company alongside the finance, operations and Sales Directors. And yet, as this report makes clear, collaborating with their peers is critical to sustainable success.

Their second HR-related challenge is in making a conscious and structured effort to map the new organisation. This map of course includes the formal structures and decision-making processes – but also the tacit

knowledge that is probably more important – informal people networks, reputations and decisions – the emotional history of the organisation.

The third HR-related challenge is the exploitation of self-awareness. This extends well beyond the rational level of skills and experience, and demands in addition an awareness of personality and style that informs leadership behaviour and relations with other functions.

The fourth HR-related challenge facing marketers is in establishing the principles of leadership with the marketer's own team – extending from hiring and firing decisions, to the allocation of advertising accounts. As the research has indicated, clearly outlining your personal values and standing by them is critical to ensure that leadership is both effective and inspiring.

For marketers who wish to reach the very top, transparency, honesty and authenticity in decision-making are critical.

**David Thomas**

David Thomas is a leading HR professional in the marketing industry, latterly as VP HR for Marketing, Unilever.

The best marketers  
are amongst the  
very best leaders.



## The F100D Roadmap

The two research sponsors, Oxford Strategic Marketing and Hunter-Miller, set out to understand the ingredients of personal and organisational success for senior marketers who find themselves in new roles.

Based on these findings, and almost two decades' experience advising marketers, the partners have developed the F100D Roadmap to guide marketers through the challenges and trade-offs of this critical period.

Marketers have historically been excellent at building a sense of organisational 'purpose', with qualitative goals and quantitative objectives. But our research provides some early hints that 'process' and 'people' must become an equal priority over the next ten years.

Based on this research, the model we advocate here:

- makes best use of the individual's personal style, as well as specific skills;
- builds marketing strategy in conjunction with marketing capability;
- balances short-term pragmatism with long-term vision;
- grows the reputation of the marketing function, as well as the personal brand of the individual;
- places a clear priority on consensus-building, both within the core team and across other functions.

The OxfordSM and Hunter-Miller F100D Roadmap reflects the prevailing financial reality. Organisations need hard, fact-driven analysis, and a robust commercial marketing vision – not change for change's sake.

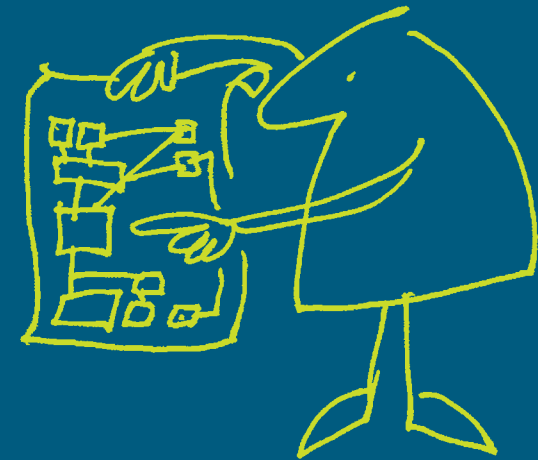
### \*\*research methodology

Qualitative interviews were conducted by 'Model Reasoning' in November 2005 with 25 senior marketers (Marketing Directors and General Managers) of organisations including: The Advertising Association, The Number 118118, Allied Domecq, Asda, Ashurst, Bacardi, BSKyB, Cadbury Schweppes, Ernst & Young, GSK, HSBC, Impaq Group, ITV, Mars, MDS, News International, Nokia, Philips, Royal Bank of Scotland, SAB Miller, Scottish Courage, Shell, The Link, Vodafone, Unilever, Unisys.

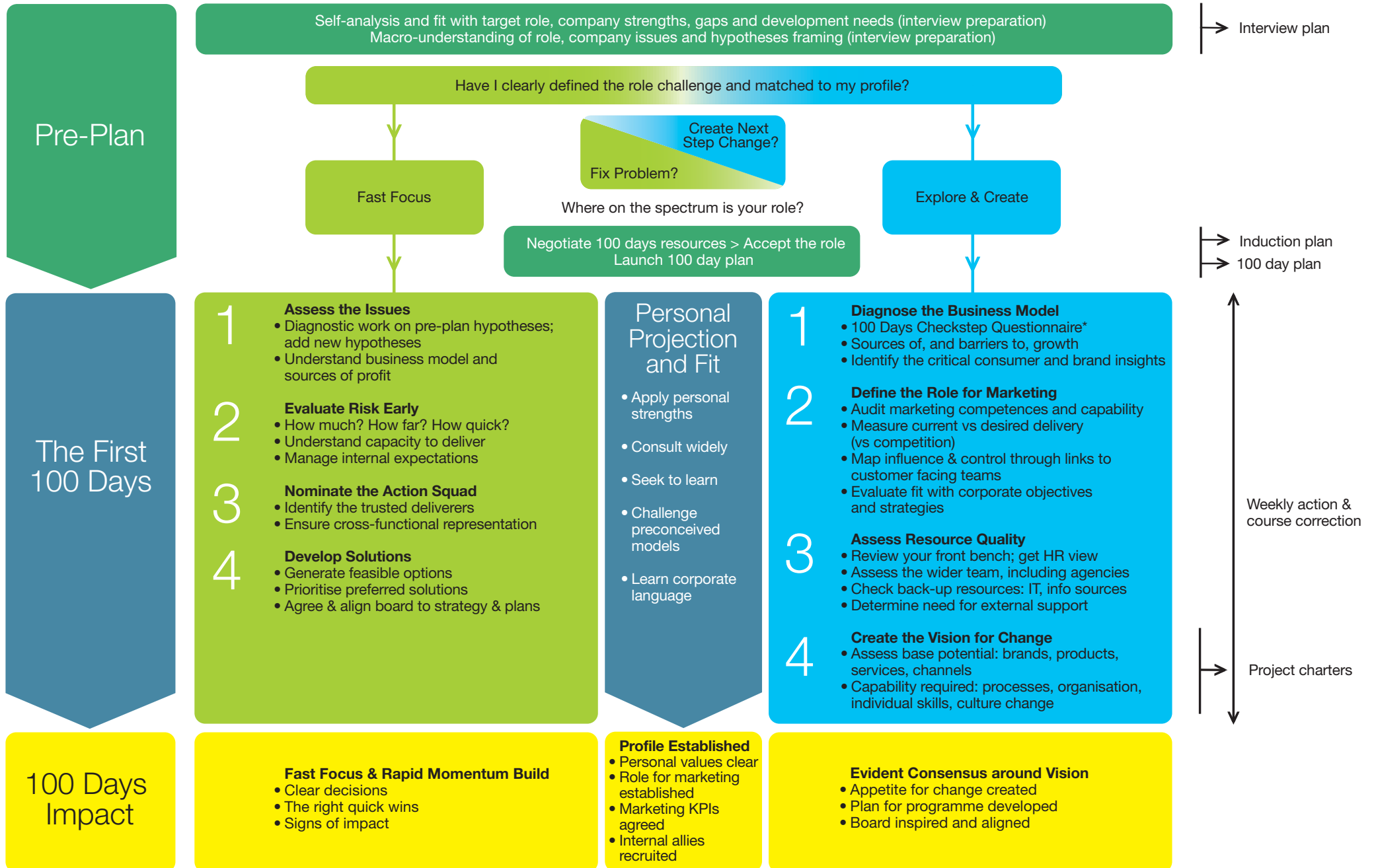
Quantitative research was conducted by ICM among 50 UK heads of marketing of organisations with more than 1,000 employees, in November and December 2005.

\*\*\*The study, written up in Marketing Magazine 7 December 2005, compared the Myers Briggs personality profiles of marketers and board directors and found marked differences between marketers and the average board directors, with marketers demonstrably more extrovert and intuitive.

# The F100D roadmap



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## The sponsors

OxfordSM is a small, fiercely independent consultancy founded in 1987 that is fast becoming rather big in the strategic marketing field. We've been going almost twenty years, and in that time we've built an enviable word of mouth reputation amongst those people who are making things happen in the marketing world.

Our focus is on strategic marketing – which, for us, is about championing customer-driven decision making and behaviour throughout the organisation.

We concentrate on finding practical, actionable solutions to important business problems and capability issues. Working collaboratively in small teams, we leverage client resources for quicker more cost-effective results; we call this Consulting That Works.

Jonathan Turner  
Managing Consultant  
Oxford Strategic Marketing

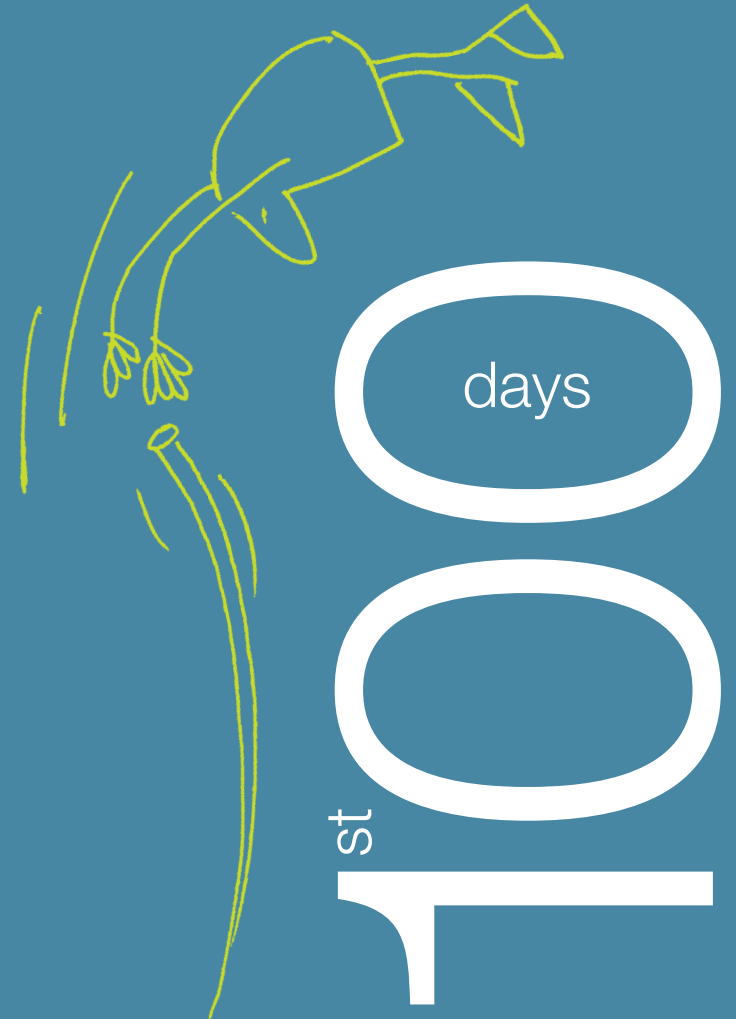


Hunter-Miller specialises in Executive Search aimed at identifying and appointing the highest calibre individuals within consumer facing organisations. We work in partnership with our clients to provide outstanding individuals to support their strategic commercial marketing challenges.

Our aim is to raise the bar in terms of both expectation and delivery of Executive Search. Our expertise lies in building the best marketing, sales and buying functions within the FMCG, financial services, telecoms and retail sectors.

We are focused on using rigorous, process-driven strategic recruitment, using our unique knowledge-base as efficiently and effectively as possible. We have highly sophisticated systems in place that allow us to know almost everyone working within sales and marketing in consumer facing businesses in the UK.

Lindsay Leslie-Miller  
Managing Director  
Hunter-Miller



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[www.first100days.co.uk](http://www.first100days.co.uk)

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