



**GROWTH  
BYTES**

**دراسات حالة القدرات التسويقية**

The purpose of the case studies is to draw relevant learnings for (**company name**) from marketing best practices.

— Case Study Objectives —

- To highlight marketing best practices
- To understand the underlying capabilities required to deliver these best practices
- To draw relevant learnings for designing (company name) next generation marketing capability

We have focused on capabilities which may be important components of (**company name**)’s next generation marketing capability.

— Company —	— Capability Focus —
Gillette	<ul style="list-style-type: none"><li>■ Customer insight</li><li>■ Product launch</li><li>■ Lifecycle management</li></ul>
Proctor and Gamble	<ul style="list-style-type: none"><li>■ Strategy development</li></ul>
Leading Financial Services Company	<ul style="list-style-type: none"><li>■ Customer insight to segment by buyer values and profitability</li><li>■ Strategy based on customer segmentation</li></ul>
American Express	<ul style="list-style-type: none"><li>■ Leveraging customer insight to execute strategies</li></ul>
Ocean Spray	<ul style="list-style-type: none"><li>■ Integrated performance management</li></ul>

## Gillette builds in depth knowledge of customer needs and buyer values through extensive market research

- Gillette commits to specific product categories and builds in depth consumer knowledge which exceeds that of its competitors
  - “If there is a better way to shave, Gillette is going to find it and we’re the ones who are going to develop it.” Ron Rossi, President, North America
  
- Gillette analyzes in detail every aspect of the shaving process
  - Each day, **200** volunteer employees arrive at work unshaven to begin the day by participating in alpha testing, providing insights about the shaving process
  - Tiny fiber-optic video cameras are attached to razors to record technical elements of the shaving process, such as the angle of cut whiskers and the length of the average stroke
  - Typically up to **20** razor prototypes are in testing at any one time among typical consumers; thousands of consumers will test a product before it is ever launched

## **Gillette builds in depth knowledge of customer needs and buyer values through extensive market research (cont'd).**

- Gillette researches people's attitudes toward shaving to understand what consumers want from a razor and to identify differences between consumer segments
- Gillette conducts market research to understand consumers' perceptions of the Gillette brand such that marketing programs are designed to continually build and leverage brand equity

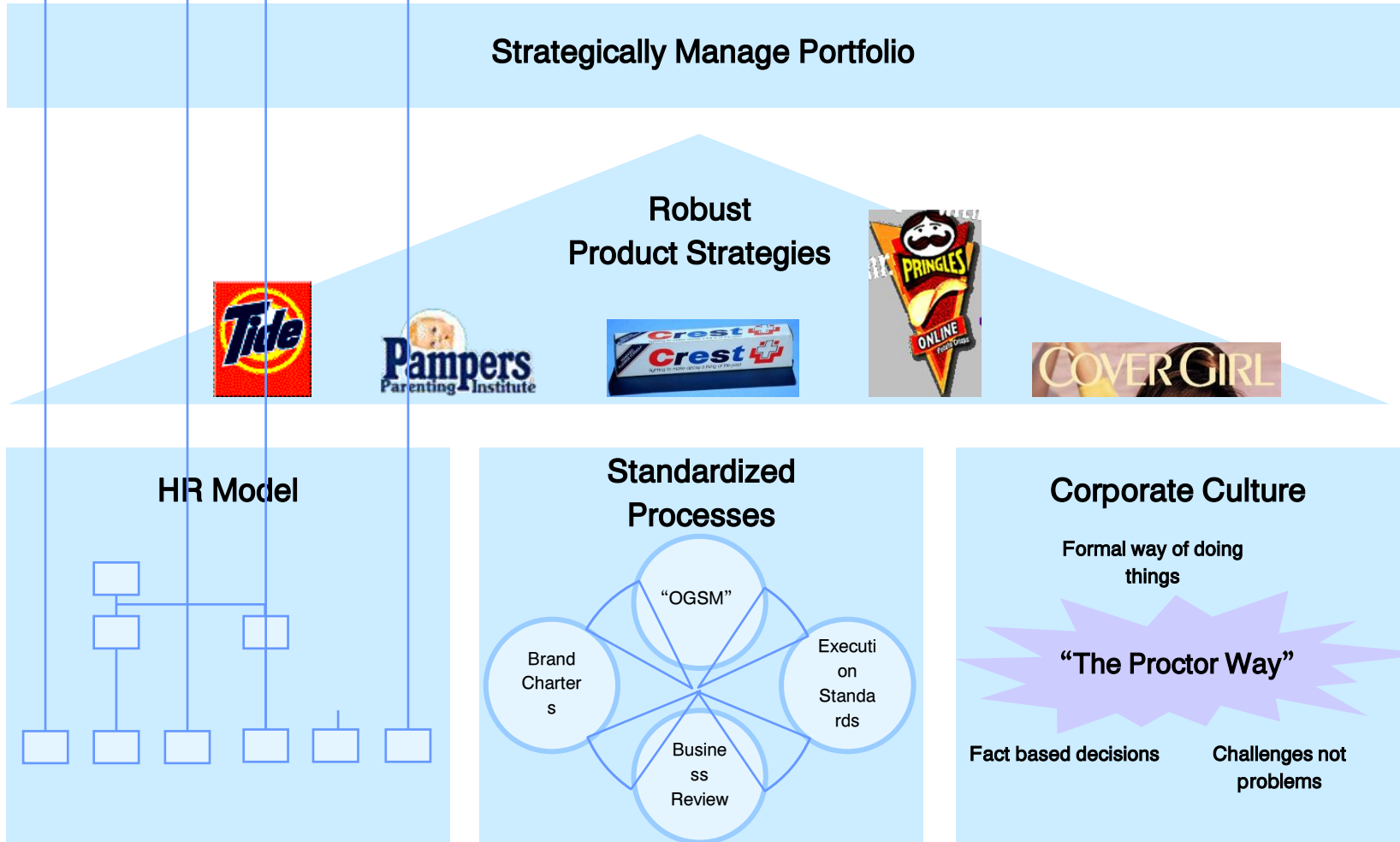
## **Gillette focuses on developing new products which are significantly superior to those which are currently on the market.**

- Gillette's senior leadership and corporate strategy focus the company on achieving breakthrough improvements
  - Gillette's mission is to achieve worldwide leadership in core products
  - "One of the things we really loathe to do is launch a me too product because the lifecycle is very short and you can't build a consumer franchise" Ron Rossi, President, North America
- Product development teams are multifunctional, including R&D, Marketing, Marketing Research, and Program Management
  - A balance between technology push and customer pull is achieved; the Mach 3 remained in development for 20 years and the Sensor for 13 years
  - The marketing strategy is initiated early in the development process
- Similar to other Gillette products, the Mach 3, with its triple blade, is expected to deliver a demonstrably better shave than existing shaving systems

## Gillette launches new products with a “big bang” marketing campaign, utilizing pre-launch public relations and extensive advertising (cont’d).

- Focused advertising creates an ongoing dialogue with the consumer
  - Advertising during sporting events is used to reach Gillette’s male audience; Sensor launch advertisements were run during the Super Bowl
  - Sponsorship of sporting events, such as college basket ball and football games, provides a channel for consistent communication
- Consumer promotions are targeted at specific customers through use of micro-marketing techniques
  - Sample Sensors were mailed to **400,000** men who used competing products
  - Sample razors have been given to boys on their **18th** birthday
- Gillette is known for the success of its launches
  - The Sensor generated **\$150** million in sales in its launch year and exceeded sales projections by **30%**.
  - Mach3 is expected to achieve annual revenue of **\$1 billion** within three years

Proctor and Gamble's human resource model, standardized processes, and corporate culture enable robust strategy development.





## **Proctor and Gamble's strategy development processes facilitate robustness and consistency of strategies across all products.**

- The “OGSM” process (Objectives, Goals, Strategies, and Measures) establishes clear and commonly understood business goals which drive strategy development
  - General Managers establish five year objectives
  - Marketing managers translate these objectives into one year goals
  - The product teams build strategies designed to meet these goals
  - Annual business reviews evaluate performance based on the OGSM established measures
  
- Brand “charters” are utilized to clearly articulate the core brand message and achieve a common understanding of the brand's positioning
  - The charter does not change over time, unless the brand requires complete repositioning
  - Charters enable P&G to offer competing products within a given category because each brand charter targets distinct customer segments

## — Key Questions —

- Would a more rigorous and standardized P&G strategy development approach work in pharmaceuticals?
- What aspects of P&G's approach would add value at (company name)?
  - Standardized processes?
  - Brand management training?
  - More fact-based culture?
- What can (company name) learn from P&G's brand rationalization process?