

Creating Marketing-Driven Profit Growth

Comprehensive Capabilities to Meet
Complex Marketing and Sales Challenges

Heightened Expectations and Opportunities

As companies aspire to increase growth and profitability against a backdrop of shifting marketplace conditions, enhanced marketing and sales capabilities and approaches are critical.

Profit growth requires speed, creativity, thoughtful strategies, and precision execution

Unprecedented developments pose both obstacles and opportunities. Customer behavior continues to evolve and despite their best intentions, companies struggle to coordinate their efforts across product and channel lines and to fully understand their customer segments and preferences. Brand building and marketing investments continue to be vital to growth, but have become increasingly complex and costly, forcing marketers to find new ways to be more efficient and effective. At the same time, technology is restructuring sales organizations, while detailed data is enabling companies to market to multiple segments with greater precision.

As the pace of business quickens, marketing-driven profit growth requires not only nimbleness and creative thinking, but also thoughtful fact-based strategies and precision execution.

Generating Profitable Growth

The Marketing & Sales Practice at McKinsey works with clients to build substantial, profitable growth through superior marketing. We bring to each business challenge a combination of highly experienced marketing professionals and state-of-the-art knowledge, both linked to McKinsey's industry and client knowledge.

Unsurpassed depth and breadth of knowledge, experience, creativity, and strategic vision

Our professionals focus their efforts on deepening insights into customer behavior and overall market conditions to develop unique perspectives that enable clients to drive growth in profits. We serve clients on a wide range of marketing and sales issues and work with them to meet complex challenges in the areas of:

- Marketing strategy
- Brand strategy and delivery
- Marketing spending efficiency and effectiveness
- Customer relationship management (CRM)
- Customer loyalty
- Customer insights
- Pricing
- Sales and channel management
- Multi-channel management
- Marketing organization and capability building

In addition to our traditional strengths in these marketing and sales disciplines, we have dedicated sector-focused groups that have extensive experience and in-depth expertise in specific industry sectors. Our extensive research efforts have enabled us to expand our scope that is both broad and deep in multiple industries including:

- Automotive
- Consumer packaged goods
- Financial services
- High tech
- Industrial
- Pharmaceuticals
- Retailing
- Telecommunications

In all our work, we provide to our clients unsurpassed depth and breadth of market-current fact-based knowledge and experience, creative thinking, and strategic vision. Our focus is on marketing-driven profit growth through the integration of business and marketing strategy, and the translation of marketing strategy into superior execution. We also provide an objective assessment of marketing investments and returns, so that resources are best allocated to accelerate growth and build shareholder value.

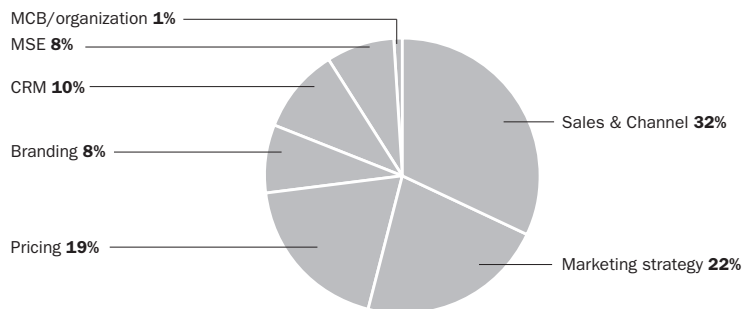
We are recognized as the most globally integrated firm in our industry and are able to concentrate the expertise of colleagues throughout McKinsey on client issues. We deliver work with McKinsey's strict objectivity, always putting our clients' interests at the top of our agenda.

A Vast Reservoir of Marketing Knowledge

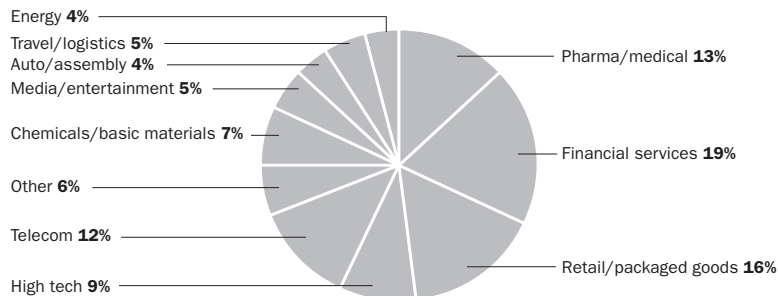
Our Practice is focused on marketing issues that are of most relevance to our clients – issues that reflect real-world concerns of business leaders. Over the past 2 years, McKinsey has completed over 1,000 projects across key marketing and sales disciplines, spanning a wide range of industries.

McKinsey Marketing & Sales Practice

By Marketing Issue



By Industry



Over 200 partners
and consultants
dedicated to solving
complex marketing and
sales challenges

Our scale level of consulting engagements, combined with our constant interaction with thought leaders from business and academia, enables us to concentrate on the most critical marketing issues and keep our knowledge-building at the forefront of marketplace developments. We ground our work in a thorough understanding of customers and their needs. Our knowledge and ongoing studies across the entire spectrum of marketing issues are supplemented by the broad capabilities of professionals dedicated to supporting clients through the design, execution, and interpretation of custom market research in B2C and B2B environments. This combination of knowledge development and experience enables us to provide state-of-the-art, road-tested strategies in a rapidly evolving marketing environment.

A commitment to
the development
of McKinsey's
knowledge base

Our commitment to helping clients drive profitable growth through marketing effectiveness is reflected above all in the quality of our people – in terms of their objectivity, breadth of experience and skills, and their ability continuously to provide the deepest knowledge base in our field. This is accomplished in two distinct ways – through our ongoing work with clients and by dedicating a significant portion of each practice member's professional activities to the independent development of McKinsey's knowledge base.

Team Focus on Fact-Based Problem Solving

Professional teams
with deep industry-
specific backgrounds
and creative insight

McKinsey builds client solutions on a foundation of in-depth knowledge – of both customer needs and marketing approaches. For each engagement, we dedicate a professional team that is steeped in our firm's objective, fact-based approach to problem solving. Each team draws on professional talent with a combination of deep industry-specific backgrounds and a creative perspective built on expertise in the relevant marketing-related disciplines. To ensure that the full range of our knowledge is brought to bear on each engagement, other professionals from throughout the Practice provide additional expertise to the full-time client team as needed.

Team members address issues from multiple perspectives, developing a deep understanding of clients' products and services, organization, operations, and long-term strategies. They also provide an informed external perspective built on their own industry and marketing expertise, as well as the firm's world-class knowledge resources.

Our Practice professionals are at the core of our marketing knowledge development. Drawing on strong industry relationships, extensive client engagements, and ongoing research efforts, we identify the trends and explore the issues that are of greatest concern to businesses and business leaders. By disseminating our research and ideas through the extensive publication of articles and frequent participation in industry forums, we provide thought leadership to our profession and the business community at large.

Leadership in the dissemination of research and ideas

Highlights of our externally focused activities include the *CMO Summit*, our annual conference addressing the topic of excellence in marketing and critical issues challenging marketers around the world. In addition, our consultants frequently contribute articles to such publications as *Harvard Business Review*, *Across the Board*, *American Banker*, *Advertising Age*, and *Marketing Management*, among others. And *Marketing Solutions*, our quarterly article series on key marketing opportunities, provides marketers with a clear sense of how to drive profitable growth in today's business environment.

Investing in State-of-the-Art Marketing Knowledge

We invest significantly in cultivating our expertise and fund research into customer behavior and innovative marketing approaches. For example, our current knowledge agenda includes the following topics:

- Enhancing brand delivery
- Managing the customer experience
- Building capability in marketing research
- Influencing pricing change
- Best practices in key account management
- Managing marketing spending in the technology sector
- Designing a retail marketing strategy
- Managing customer loyalty in telecommunications

Collaborative Approach to Client Relationships

Working partnerships with deep mutual trust

We enjoy longer-term relationships with most of our clients, providing a mix of project and counseling support with a deep understanding of their strategy and organization. We view every professional engagement as a working partnership in which deep trust and clear understanding of objectives are developed with our clients. This approach is at the root of our ability to consistently achieve marketing-driven profit growth: we gain the perspective on both marketing and strategic issues, and identify the need for positive changes; we work together to define the strategy for change and how it will be delivered; and we jointly devote the resources to plan and implement marketing actions. At the same time, we are committed to helping our clients build their organizational capabilities for a more long-lasting impact from our project work.

In combination with a powerful knowledge base, broad industry experience, and deep professional resources, our collaborative approach enables us to address complex client marketing issues and generate effective marketing programs targeted toward profitability. Demonstrable impact on performance is the commitment we bring to clients and the way we measure ourselves. Through our proven ability to fulfill this commitment, we have built our leadership position.

Marketing & Sales Practice
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