

Marketing Transformation - DuPont Industrial Biosciences

CLIENT DESCRIPTION

The long term business strategy was focused heavily on new product innovation and driving sales teams to grow in emerging markets, the leadership team had identified the need to improve marketing capability as it desired to transform its organization into a market-driven organization. The goal was to move from good to great, to get to their target they knew it required vast improvement in their marketing competencies to drive capability improvement, so wanted to identify areas for individual development and growth.

THE CHALLENGE

There was an underlying felt need that to improve sales enablement and execution everyone would need to enhance their marketing skills if the business was going to be successful and bring the marketing & sales teams closer together to develop clearer differentiated value propositions to beat their main competitor.

The business had internally recruited many marketing professionals in the past and hired in some graduate MBA's but most had been promoted and operating in pure business leader roles and not practicing marketing in their day to day work. So, the first challenge was to understand their current marketing capability to see if any industry marketing teams had the right number of resources, with the right knowledge and capable skills in the right global locations to be truly effective?

The goal for this marketing readiness assessment was to understand current capabilities at a macro level, to share those insights with leadership, build targeted programs and curriculum to up-skill their industry marketing teams so they could create their own local strategies and execute these plans.

Ultimately DuPont Industrial Biosciences vision was to achieve sustainable marketing capability improvement (knowledge and execution) to continue building market growth.

THE SOLUTION

The business required the following questions to be addressed:

- **Do we have the Marketing knowledge we need?**
- **Do each of the industry teams have the right knowledge & skills in the right locations?**
- **Do we know what to do to enable the sales teams for success?**
- **Who are the exemplars who could lead these teams?**

The individual marketing skills & knowledge assessment were to be used as key inputs into the yearly Individual Performance Planning discussion and Career Development Plan.

- The tool helped users identify their strengths and those skills that present the best development opportunities for their current role.
- Overall results were summarized into an organizational summary report to help Industrial Biosciences understand what capability development needs were required across their business.

The results of the diagnostic assessment helped leadership identify where they had good marketing capabilities in the right region and where they required improvements. The identification of specific capability gaps helped all marketing leaders understand our organizational strengths and gaps and the specific areas for development.