

GMMTs uppdrag

Forskningen på ledningsgrupper visar att en av de viktigaste framgångsfaktorerna för ledningsgrupper är att de har ett mycket tydligt uppdrag och att medlemmarna vet vad de ska prestera i ledningsgruppen.

Men långt ifrån alla ledningsgrupper har definierat sitt uppdrag om ens funderat över vad ledningsgruppens alldeles egna uppdrag innebär. Det vill säga ett uppdrag som inte handlar om medlemmarnas uppdrag i rollen som chef för ett affärsområde, enhet eller avdelning.

Uppgift: Definiera GMMTs uppdrag

- Vad är det GMMT gör som ingen annan gör? Alternativt som ingen annan har kompetensen att göra?

Ni kom fram till följande statment (utkast):

Our reason to be:

*" Become marketing led: Based on customer insights, define the strategy,
secure cross functional and geographical/regional alignment
to ensure flawless execution in order to deliver business goals"*

Under "Our reason to be" ska the What and the How presenteras i de 7 P:na.
Se även Dokumentation från blädderblock för idéskisserna.

GMMT's uppdrag- mer noteringar

Anteckningar från gruppdiskussionen Anna, Helena och Elisabeth hade

GMMT's mission is to define the direction and take the lead for our three franchises based on;

- Categories
- Portfolio
- Solutions

The mission also consists in securing business enablers such as.;

- Commercial excellence
- Attraction
- Long term (brand) loyalty
- Launch excellence
- Training

Customer loyalty is generated through our understanding of customer needs. When we fully understand our customers, we can transfer their needs into smart solutions that helps our customers to be more efficient in their deliveries.

As a management team we need to define our customer needs and identify new KPI:s.

As a management team we also need to clarify the roles and responsibility towards key stakeholders/partners internally;

- Sales (pricing, priorities, commercial excellence)
- R&D (portfolio, priorities)
- Medical affairs
- Market access
- Operations (priorities)
- Corporate strategy office (business model, portfolio gaps, input on direction)
- CLT (clarify interfaces)

Dokumentation från blädderblock

Vision: Become marketing led!

Mission: Based on customer insights, define the strategy, secure cross-functional and geographical alignment to ensure flawless execution in order to deliver business goals.

Reason to be:

THE WHAT THE HOW

STRATEGY

- P → Product/execution
- P → Placement
- P → Price
- P → Promotion

CHALLENGES

- P → People (capabilities+behaviors)
- P → Processes (integrated+efficient)
- P → Physical evidence (branding)

MARKETING & STRATEGY LED

CLAIM WHAT IT MEANS

→ FROM → TO

GOVERNANCE:

- SALES LED
- P&A PORTFOLIO
- PRODUCT
- PROJECT DRIVEN
- SMOGAS/BRAND
- BUFFE OF LAUNCHES

MARKETING "WHAT" (SMOGE flow)

MARKETING

SOLUTIONS CATEGORY/FUNCTIONAL CUSTOMER DRIVEN

CONDITION EXECUTION

MARKETING "LEGACY"

- LAUNCH EXCELLENCE
- LINE OF SIGHT
- COMMERCIAL CAPABILITIES

FUNCTIONAL [(US) FRANCHISE]

MARKETING BUDGET

ORGANIZATION:

- TALENT
- SALARY
- PPR

~~PORTFOLIO~~

- ALIGN "SHARED" MARKETING RES.
- COMMUNICATIONS
- DIGITAL
- COM. CR.
- TRAINING (? (C.M.S.))
- BRANDING (PLAN)

LÖSEN: 1231

"ROLE OF MARKETING"

- PORTFOLIO PLANNING
- LAUNCH PLANNING
- PORTFOLIO PROFITABILITY
 - PRICING
 - SALES, & P
- STRATEGY
 - BASED ON CUSTOMER INSIGHTS
 - LAUNCHES & STRATEGIC INITIATIVES
- EXECUTION
 - STARTING POINT?
 - ENDING POINT?
 - REACH INTO LOCAL ORGANIZATIONS?

CLT vs MARKETING ?

MARKETING LED
 CROSS FUNCTIONAL WAY OF WORKING → FRANCHISE
 → WHAT DOES IT MEAN FOR R&D AND OPERATIONS?
 → SHOW EXAMPLES OF HOW IT COULD/SHOULD WORK.
 → THIS IS HOW WE SEE THIS.
 - GET ENDORSEMENT (EDK + BM)

