



## CaseStudy

### MARKETING PROFESSIONAL DEVELOPMENT

#### The Client

- High-tech hardware and software manufacturer
- 125,000 employees
- Audience: 4,000 Global Marketing Employees
- Program Duration : On-going 2004 - Present
- Budget : \$ 1.2 million yearly
- Role: Primary Contractor

#### The Program Best Practices

- Campaign Management and Planning Application – Implementation and Training
- Adoption of a Performance Management System
- Online Skills Evaluator and Professional Development Planner
- Manager vs. Employee Program Modifications
- Utilization of an Industry Recognized Skills Benchmarking Service

*“Over the past 44 months, we have been championing Evantec’s deep skill sets throughout our global marketing department. We have been amazed at their detailed level of Campaign Management and Planning, their ability to deploy a global benchmark and workforce assessment resulting in a double digit improvement, their seamless deployment of online tools, and their team’s eagerness to go far beyond our expectations in all areas.”*

Client Senior Marketing Manager

#### The Business Challenge

In a period of cost-cutting and headcount reduction, the client enlisted the help of Evantec. Our strategic Marketing Professional Development initiative would address the client’s 2004 objectives to improve market share, enhance the varying skill levels of over 4,000 marketing employees worldwide, increase the cross-functional capabilities of all resources, establish a benchmark for skills and capabilities, and provide a mechanism for addressing the company’s succession planning and worldwide talent management issues.

During a pre-phase assessment, the following business challenges were identified:

- The worldwide marketing team’s skills were sub-par compared to those of competitors’ organizations.
- The skills and capabilities of all 4,000 marketing employees worldwide needed to be improved and refreshed.
- The client’s Corporate University and e-learning system would need significant modifications to meet the new program requirements.
- A worldwide benchmark and workforce assessment would need to be conducted with analytical comparison of similar companies.
- No formal performance management and development program was in place to manage, track and measure the new program.
- The program would require a significant effort delivered in phases over the course of the next four fiscal years.

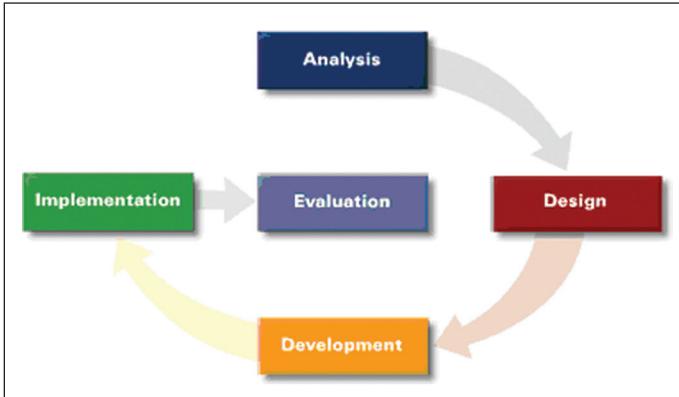
#### The Solution

An Evantec consulting team of eight people was formed consisting of: Program Lead, Communications, Professional Development, Organizational Development, Assessment, and Training with additional support staff. In addition, a number of 3<sup>rd</sup> party vendors were secured throughout the project to address specific program elements.

The program solution comprised the following:

- Analysis and Assessment of Skills and Capabilities Current State
- Design and Development of a Marketing Professional Development Four-Year Plan
- Complete Industry Benchmarking of Global Marketing Skills
- Design and Implementation of a Performance Development Program detailing marketing specific skills and capabilities.
- Development and delivery of over 40 new courses as defined by benchmarking and assessment results.
- Implementation of a comprehensive Change Management and Change Communications Plan to ensure workforce adoption.

- Implementation of a Manager-specific marketing management software application to increase efficiency of strategic campaign planning and execution.
- Completion of annual survey and assessments to determine new skill traction and results.
- The initiative, still in its final stages of implementation, has provided Evantec with an opportunity to utilize all of our key practice areas and services including: workforce assessment, analysis, design, curriculum development, delivery, and change management.



## The Results

The Marketing Professional Development initiative began in May 2004 with an anticipated completion of May 2008.

From May 2004 through June 2005, a performance management system was implemented, an industry benchmark was completed, and a 3<sup>rd</sup> party vendor was selected for implementing a system of campaign planning and management.

From June 2005 through August 2006, the program focused on corporate university improvements, as well as the design and development of over 40 individual course titles. During this time, a comprehensive skills and capabilities matrix online tool was developed, enabling employees to assess their current skills and determine their areas for professional development.

From September 2006 to September 2007, each marketing employee would fully utilize the new performance management system and skills

matrix tool to plan their personal professional development for the year. The tool would ensure that each person would meet or exceed their individual performance goals for the year through training attendance, utilization of the marketing campaign planning tool, or other opportunities that qualified as upskilling opportunities.

## The Key Program Results

- The program has also resulted in a 13 point benchmark increase (80/100 to 93/100 point scale).
- Employees can now utilize online tools, formal performance management programs, and a variety of professional development opportunities.
- Marketing employees now have access to real-time global marketing campaign planning and management data.
- Employees are now cross-trained in up to three new areas, which provides increased personal development, as well as more flexible utilization of resources globally.

Upon program completion, post-assessments will be executed at six-month intervals for a period of 18-months to determine continuing program traction.

## About Evantec

Evantec provides customized consulting services to address your organization's unique, individualized needs. We utilize industry best practices, recognized methodologies, and innovative techniques grounded in over 60 years of cumulative Fortune 1000 experience. Our practice areas include:

- Learning Solutions
- Change Management
- Communications and Branding
- Program Management
- Research, Compliance and Product Management



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