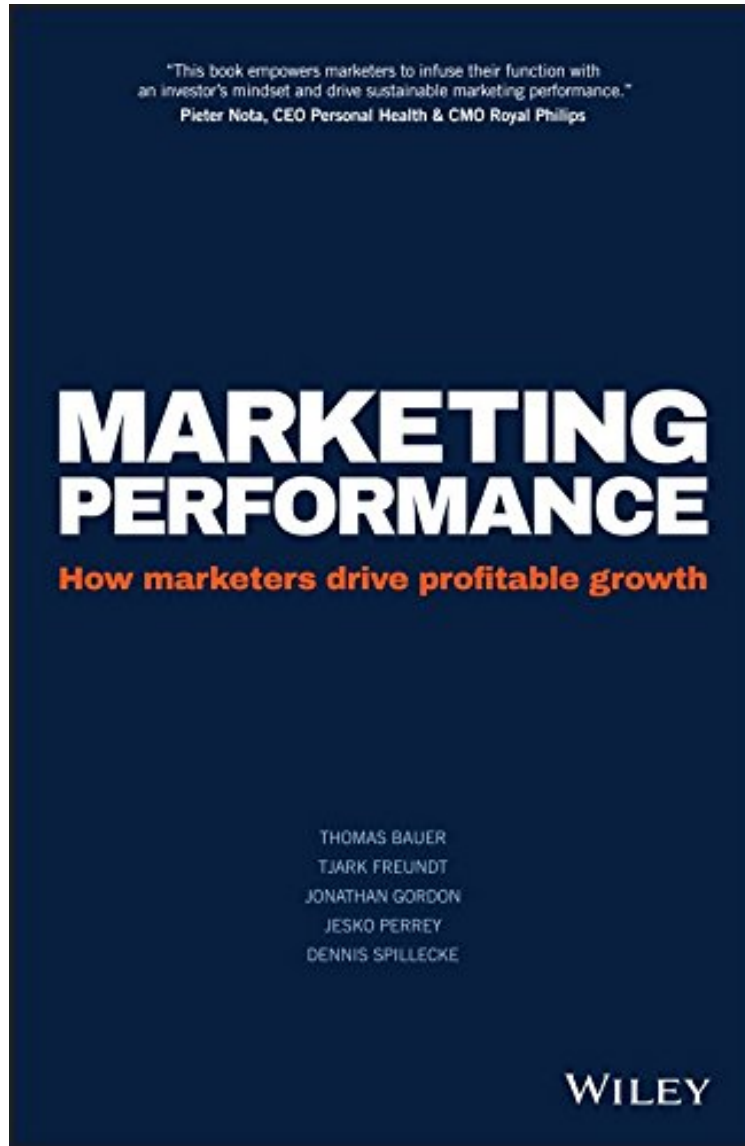


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# Marketing Performance: How Marketers Drive Profitable Growth

*Thomas Bauer , Tjark Freundt , Jonathan Gordon, Jesko Perrey, Dennis Spillecke*  
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**Thomas Bauer , Tjark Freundt , Jonathan Gordon, Jesko Perrey, Dennis Spillecke : Marketing Performance: How Marketers Drive Profitable Growth** before purchasing it in order to gage whether or not it would be worth my time, and all praised Marketing Performance: How Marketers Drive Profitable Growth:

Drive marketing ROI with an investor's mindset and a proven toolkit Top marketers today don't shy away from financial accountability. In fact, they actively seek to account for the return on their companies' investments in

marketing —; because they want their budget to make a difference for their brands and for their business: more relevant messages, more effective campaigns, more satisfied customers, more profitable promotions, higher returns to shareholders. If this is how you think about marketing, this book is for you. It is a book for CMOs who adopt an investor's mindset, and it deals with the most pressing marketing performance questions. This isn't a work of theory. This is a hands-on guide to better marketing for top managers, neatly packaged into ten concise chapters that are just right for a short-haul flight. Learn how to: Increase sales with smarter fund allocation Reduce marketing costs without sacrificing effectiveness Strengthen the role of marketing with quantified ROI Build capabilities for sustainable performance improvements Marketing Performance delivers expert insight, a wealth of proven success factors, and real-life case studies that will help you drive marketing performance and grow your business.

From the Inside FlapContributors Sebastian Ackermann Benjamin Brudler Lars Fiedler Carmen Gayoso Marco Guida Jan Hildebrand Jeff Jacobs Sascha Lehmann Nils Liedtke David Ochmann Philip C. Ogren Julia Rath Marleen Relling Katharina Siorpaes Jeremy Urban Hiek Van der Scheer Lorenz Zimmermann Production team Rik Kirkland Alice Kral Scott Reznik Sanya van Schalkwyk Kinga Young Executive editor Cornelius GrupenFrom the Back Cover"This book empowers marketers to infuse their function with an investor's mindset and drive sustainable marketing performance." Pieter Nota, CEO Personal Health CMO Royal Philips **MARKETING PERFORMANCE** Top marketers today don't shy away from financial accountability. In fact, they actively seek to account for the return on their companies' investments in marketing —; because they want their budget to make a difference for their brands and for their business: more relevant messages, more effective campaigns, more satisfied customers, more profitable promotions, higher returns to shareholders. If this is how you think about marketing, this book is for you. It is a book for CMOs who adopt an investor's mindset, and it deals with the most pressing marketing performance questions: How much should you spend on marketing? How should you allocate your budget to brands or business units? What is the best instrument mix to achieve your marketing objectives? Which solutions and service providers do you need to get it done? Which capabilities should you build to make sure the impact sticks? This isn't a work of theory. This is a hands-on guide to better marketing, neatly packaged into ten concise chapters. Drawing on our experience as consultants to the world's leading marketers, we bring you a wealth of proven success factors and real-life case studies. We won't give you all the details on marketing operations in this book. Instead, we focus on the ten things you need to get right to drive marketing performance and grow your business. "If you only read one book about marketing, make sure it's this one. It is written for a board-level audience, and it treats marketing as a driver of higher returns." —;Kenny Lam, Group President, Noah Holdings Limited "Adding facts to creativity and intuition and driving accountability for success, that's the future. This book paves the way into that future." —;Christian Deuringer, Director Global Brand Management, Allianz "This is exactly the kind of thinking marketers need to make a difference today: get your objectives straight, focus on the big buckets, and hold people accountable to generate quantifiable returns on investment: your team, your agencies, everyone" —;Michael Trautmann, Founder and CEO, thjnk; Former Global Head of Marketing, Audi AGAbout the Author**THOMAS BAUER** joined McKinsey in 2001 and is based in Munich. As a Senior Expert in McKinsey's marketing strategy group he serves clients across industries and geographies on topics such as marketing spend effectiveness and brand management. Thomas co-leads the Marketing Navigator, a McKinsey technology solution for marketing performance optimization. **TJARK FREUNDT** is a Partner in McKinsey's Hamburg office. He joined McKinsey in 2001 and is co-leader of the EMEA Marketing and Sales Practice. Tjark leads McKinsey's global service line for brand management and marketing effectiveness. His main areas of activity are logistics, energy, and chemicals. He is the author of many articles and books such as Power Brands. **JONATHAN GORDON** is a Partner in New York. He joined McKinsey in 1995 and is the leader of the global marketing strategy service line. He helps consumer companies construct marketing strategies and build capabilities that drive top-line growth, spanning financial services, packaged goods, and automotive. **JESKO PERREY** is a Senior Partner at McKinsey and based in Dusseldorf. He joined McKinsey in 1999 and is global leader of the Marketing and Sales Practice. He serves clients across multiple industries and a broad range of topics such as commercial transformation, marketing ROI, branding, customer experience, digital marketing, and advanced analytics. He is the author of Power Brands and Retail Marketing and Branding. **DENNIS SPILLECKE** is a Senior Partner at McKinsey and based in Cologne. He joined McKinsey in 2001 and is leading the German Marketing and Sales Practice. He serves clients across multiple industries and a broad range of topics such as advanced analytics, commercial transformation, marketing ROI, branding, and digital marketing. He is the author of Power Brands and Retail Marketing and Branding.