

Building alignment in yearly planning

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**Leading through accountability,
not outputs**



Marketing & Business alignment



Creating value to the organization



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Who we want to influence (Targets)

Why should they care (Message)

Why we exist (Strategic role/goal for marketing)

Marketing Strategy as a tool to build alignment between Corporate Strategy and Marketing Function



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Corporate Strategy

Marketing Strategy

Who we want to influence (Targets) - Why should anyone care (Message) - Why we exist (Marketing Strategic Goal)

BOLD VISION

Marketing Bold Vision And A Five-Year Picture

3-year-picture

Marketing Plans for the Year

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Marketing Function Business Plan
Bold Vision, Focus Areas for 3 Years, Yearly Priorities and Execution

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Why we exist (Strategic role/goal for marketing)

Your first priority is to build alignment

- During yearly planning **focus on building alignment** and identify possible development opportunities/needs

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- During yearly planning **focus on building alignment** and identify possible development opportunities/needs
- 100% Alignment on sub-optimal targets/segmentation is better than no alignment on perfect targets
- Aim for alignment on 2/3 Strategy elements. That will yield excellent results.

Alignment on Targets

In what segments marketing should focus on that will bring the best impact?

Steps to build alignment on the targets

- Get your stakeholder say “these are the segments”.

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- Make sure your team understands what are the segments and which ones to prioritize and which ones not to.

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- Get your stakeholder say “these are the segments”.
- Make sure your team understands what are the segments and which ones to prioritize and which ones not to.
- Equal distribution is not a good tactic. Allocate resources and budget based on the targets/prioritization.

Alignment on Messaging

What is our main message why our customers would care about us?

Main things to consider when building an alignment with the messaging

- Based on our assessments the one element on the best level of the three strategic elements within marketing teams.

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Main things to consider when building an alignment with the messaging

- Based on our assessments the one element on the best level of the three strategic elements within marketing teams.
- Shift the focus from “us” to the client. What makes **them** tick and why should **they** care?
- How aligned both executive leadership and my marketing team is on message?

Alignment on Marketing Strategic Role/Goal

Why we have marketing and what outcome is expected from marketing function?

How to identify and build alignment around the strategic goal and role of marketing?

- Identify and determine the Games you want to play / Games you don't want to play
 - Value Levers (Commercial Effectiveness, Pricing Power or Competitive Advantage)
 - Existing Customers / New Customers
 - Which business lines you support / Which Business lines you don't support

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BOLD VISION

Marketing Bold Vision And A Five-Year Picture

3-YEAR-PICTURE

Focus Area 1 (From 5 year picture)

Focus Area 2 (From 5 year picture)

1-YEAR PLAN

Priority 1.

Priority 2.

Priority 3.

Priority 4.

Priority 5.

Program

Program

Program

Program

Program

Program

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- Internal "Brand study" to figure out the perceived role among stakeholders and find the gap between desired role and stakeholders' perceived role.

Marketing Role - Four Different Situations in Organisations

Painter

—
The views on the role of marketing are similar but not entirely shared between marketing management and the rest of the organisation.

Builder

—
There are significant differences in perceptions of the role and capability of marketing between marketing management and the rest of the organisation.

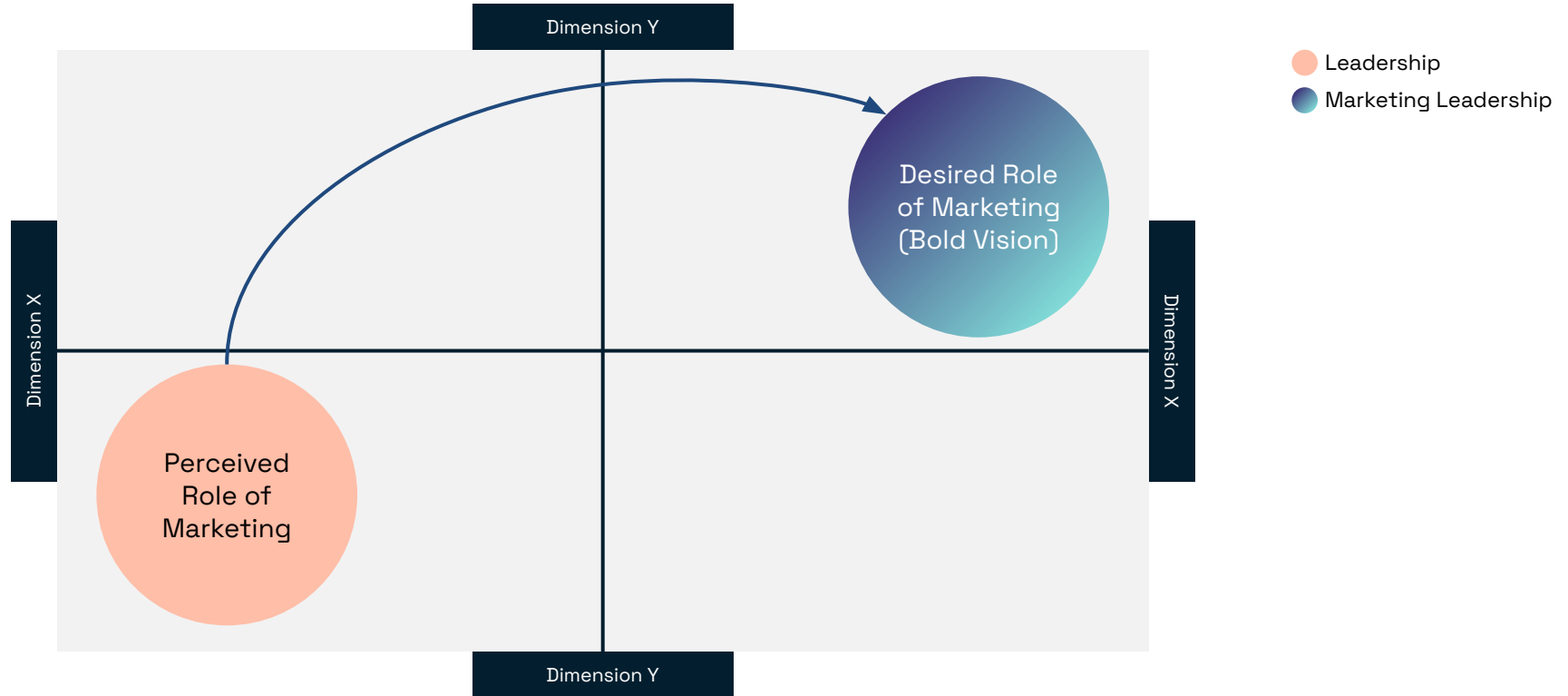
Drifter

—
The role of marketing is not clear to marketing management, nor to the rest of the organisation.

Dragger

—
The role of marketing is clear to the management team and the rest of the organisation, but not to marketing management.

The need to change perceptions



Tips for Execution

Upcoming live and online events

Q3/2025 Executive Roundtables —

- **18.9.2025 Helsinki:** Key insights from Marketing 360 Assessments with marketing leaders
- **17.9.2025 Stockholm:** Why every marketing function needs a vision for the future?
- **10/2025 Oslo:** Proving and communicating the total marketing value
- **10/2025 Copenhagen:** Proving and communicating the total marketing value

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