



PROJECT

CLIENT REQUIREMENT



A global textiles manufacturer required the optimisation of the marketing team structure to optimize marketing capability and competence in its entirety to drive organisational goals and authority within the business.

Sponsored by the CEO and HR Director.

CULP SOLUTION



An organisational design analysis of marketing operations including people, process and systems, psychometric assessments and interviews, competitor mapping, best-practice and industry research, structure designs, board presentation and approval, change management and individual counselling.

RESULT & IMPACT



The optimisation outcomes included 5x marketing structures with specific inhouse specialisations and strategic outsourced partners. The structures were typical of a mid-level marketing team in a relatively flat structure that require talent acquisition, building for growth, scalability and agility. Incorporating creative thinking with analytical product logic and data that complimented R&D optimisation.

The impact identified that marketing's fit into a process-focused organisation is unclear. Marketing content touches each point of the process-based and market-based organization. Marketing processes were re-engineered and documented, marketing deliverables were defined, and a leader recruited.

Recruitment of a new Sales & Marketing Director stopped the implementation of changes for a 3-month period.

LEARNINGS



Organisational marketing demands are significant in this organisation. Without well documented and understood marketing processes. Marketing team members began to operate independently, resulting in work duplication, lack of team work and disengaged staff delivering multiple CX.

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