Robert Shaw

is an advisor to the Chartered Institute of Marketing (CIM), Chartered Institute of Management Accounts (CIMA) and Direct Marketing Association (DMA), and an honorary professor of Marketing Metrics at Cass Business School, London, and has been a business consultant on marketing efficiency and effectiveness for 25 years.

Keywords: return, ideas, marketing, efficiency, effectiveness, value, accountability

Return on Ideas

Robert Shaw

Received: 8th March 2010

Abstract

An important new report 'Return on Ideas' has been published recently. Its subject? How any organization that has to market itself can be more efficient, effective and value adding. The report is solidly based on candid research on over 100 organizations, large and small and across industries, and is packed with practical suggestions, checklists and case studies. This paper summarizes some of the key points.

Journal of Direct, Data and Digital Marketing Practice (2010) **12**, 52–68.
doi:10.1057/dddmp.2010.15

Need for this paper

Introduction

The need for this guidance paper came from joint discussions between the Chartered Institute of Management Accountants, The Chartered Institute of Marketing and the Direct Marketing Association. It emerged that members of all three professional bodies were concerned about the value contributed by marketing and what constitutes sound evidence about its value. Pivotal to this, they also recognized the need to maximize the impact of marketing and management accounting by driving the synergies of them working together.

This paper encapsulates findings from several sources. First, and most importantly, the working practices of over 100 organizations were investigated. These included large and small firms from various sectors and industries (see Appendix).

Marketing has different meanings to different people. Even the professional marketing institutes cannot settle on one definition. There is, however, agreement that marketing's purpose is broader than just customer communication and that marketing involves a diverse group of activities, which aims to influence customers. With regard to marketing activities that were investigated, these included both strategic and operational activities, as shown in Figure 1.

Secondly, companies have shared their working practices, inviting us to internal planning and review meetings, showing us plans, budgets, analyses, models and tools. They have talked candidly about what worked effectively and what did not. While the specific individual

Robert Shaw
Demand Chain Partners
58 Harvard Road
London, W4 4ED, UK
Tel: +44 208 995 0008
E-mail: shaw@demand-chain.com

This paper is a distillation of a 40-page report compiled by the present author. Copies of the full report are available free to members of the Chartered Institute of Management Accounts (CIMA), the Chartered Institute of Marketing and the Direct Marketing Association (DMA), and can be downloaded from the website of the CIMA or the DMA. *Ed.*

Figure 1: Illustrative schematic of marketing activities.

Marketing activities covered by this framework

findings are commercially confidential, many recurrent themes emerged, which are described in this paper.

Lastly, we have also examined the growing body of academic literature that offers help on the methods available to demonstrate marketing's contribution. Accounting firms, consultants and marketing service firms are beginning to offer services in the marketing valuation area, and we have examined what is on offer.

We have harnessed ideas from this research and developed them into a framework that is applicable to most organizations. Marketing has the potential to deliver substantial financial contributions, and we have seen how the adoption of this framework can demonstrate and drive up marketing's, and hence the organization's value.

Observations about how marketers are responding to pressure

In our research, we repeatedly observed how marketers are responding to the pressures of the modern marketplace:

- The increasing complexity of channels and media, and the changing customer and competitor landscape is driving the span of knowledge and skills needed to work in marketing wider and wider.
- Ultraspecialization is growing, especially in areas such as social media and internet marketing, leading to a silo culture inside many marketing departments.
- The variety of marketing data available is still expanding, fed by the new channels and media, and yet the resources available to analyse it are static or shrinking.

Complexity is putting marketing under pressure to deliver more with the same or less resources

- Complexification of marketing is driving production workloads higher and higher, yet without additional resources necessarily being made available.

A human limitation under all this pressure and complexity is for people in many marketing organizations to operate as an internal service delivery function:

- focusing more on tangible service delivery *outputs* (eg was the campaign delivered on time and within budget?), while at the same time
- becoming disconnected from the value of the *outcomes* (eg did our marketing activity cause the acquisition and retention of profitable customers?)

However, some organizations have successfully resisted these pressures and preserved a focus on the outcomes of marketing activity and the value created by it. They have done this not so much by accumulating yet more data, technique or technology, but more by embedding focus and discipline.

We've distilled the essence of the best organizations into this framework

The Return on Ideas framework

Having been told about the focus and disciplines of the best marketing organizations, we attempted to distil the essence of these disciplines and focuses into our simple Return on Ideas framework. Although it seems almost ridiculous in its simplicity, it is just based around checklists that

- remind everyone of the key disciplines they must follow in their decision making;
- are comprehensive and general, covering all aspects of marketing;
- are multi-level, for strategic and operational levels in organizations;
- are culture changing, making up for our human limitations in the face of complexity.

The infinity model

We have looked at the working practices of over 100 organizations. We found that many marketing managers, unfortunately, have primitive methods of managing marketing money. In the worst cases, marketing managers are on a treadmill; spending money, churning out new ideas, rolling them out at considerable cost and resources into the marketplace. And when they demonstrably fail, they abandon them and churn out more ideas. Worst still, if they neglect to investigate them, failed ideas can remain in the market for months or even years, with the unintended consequences of wasting money and resources. These worst case practices are illustrated in Figure 2.

Figure 2: Worst-case marketing practices.

Figure 3: The infinity model of marketing value creation.

**Best organizations
have a creative
tension between
financial rigor and
marketing imagination**

In the best cases, managers add another, second, feedback loop to the one in Figure 2, as shown in Figure 3. They find ingenious solutions to value creation problems, which are based on a creative tension between financial rigour and the marketing imagination

- imagining a stream of new ideas;
- predicting the winners;
- demonstrating which predictions are correct.

These are working practices that any organization can and should adopt. Managers can assess their adherence to this model by answering the questions in checklist one. The answers should be 'yes' to the majority of the questions.

By adopting this double cycle, the failure rate of marketing ideas and associated waste can be reduced significantly. It can never be totally eliminated because customers are forever changeable and are never completely predictable. Good senior management accept uncertainty and risk as an innate part of marketing. They do not try to force a 'right every time' philosophy; instead, they manage uncertainty using the best methods available.

CHECKLIST ONE GOOD PRACTICE GUIDELINES

IMAGINATION

- Are we confident that we are being imaginative enough in determining and applying our marketing spending activity?
- Do we manage our new marketing ideas as a risk-reward portfolio?
- To what extent have we optimized the strategic use of our existing marketing budgets?
- Are we doing enough to rejuvenate our existing value proposition by creating lots of ideas that offer new value to our customers and our shareholders?
- Do we have the appropriate number of operational activities that drive our strategy: neither too many to be managed effectively, nor all our eggs in one basket?

PREDICTION

- Do we insist on rigorous predictions of the financial contributions of all new marketing ideas?
- Do we look for analogies with existing situations to provide clues about how the future will unfold?
- Do we do enough to test and experiment with new ideas rather than discarding them as too wacky?
- Do we observe, record and analyse customers' behaviour enough, and research their preferences and intentions, to understand their likelihood to adopt new products and new marketing?
- Do we do enough to analyse historical cause and effect patterns as a basis for extrapolating the future?

DEMONSTRATION

- Do we maintain effective records of marketing activity attributes?
- Can we accurately assign costs to these marketing activities and attributes?
- Are we collecting data from customers that provide evidence of marketing's value?
- Are we using good practice analysis methods to link marketing activity to customer activity?
- Have we gathered evidence of how other factors have impacted our results — do we know the effect of competitors, market trends and consumer behaviour on our results?
- Do we gather a chain of evidence linking marketing activities to financial results?
- Do we have financial models linking customer activity to sales and profit figures?
- Do we insist on post-implementation reviews of every marketing prediction?
- Do we investigate cost-efficiency and drive down waste, scrap and rework?

**Ideas wear out,
markets evolve and
marketing activity
must evolve and adapt
to drive value**

Imagination is fundamental to marketing, creating value by finding better ways of spending marketing money. Ideas wear out, markets evolve, customers and competitors change, campaigns slow down, and therefore marketing spending patterns must constantly adapt to drive value. Imagination is the domain of management accountants as well as marketers. Both must be at ease with imaginative, speculative marketing ideas. Imagination is not, however, just about novelty or artistry for its own sake, but ideas must create financial value too.

Equally, there are management accountants who are imaginative and work in partnership with marketing colleagues to explore ideas for creating value. Sharing challenges and responding ingeniously to rejections from customers builds a team spirit between the two. Combining marketing imagination with financial imagination leads to a more commercial approach at the early idea generation stage.

Lou Gerstner, CEO of IBM in the 1990s, looked at the portfolio of IBM businesses in a different way from his predecessor, John Akers. He saw the potential value for a group of service businesses — ranging from maintenance of customer equipment to building of IT infrastructure for clients and even management consultancy — and also saw that the traditional hardware and software businesses had declining value. He understood that the IBM brand and reputation, when he became CEO, would damage the prospects of the service businesses. He therefore invested massively in repositioning and relaunching IBM as a service business, recognizing that this was a long-term strategy and that customers would take several years to come to accept the new IBM.

Heinz is one of the largest food companies in the world; and one of its most powerful brands, Heinz Tomato Ketchup, has been around since 1876. In 2003, a massive research programme into customer attitudes revealed dissatisfaction with the plastic bottle. It was difficult to get the last of the ketchup out of the bottle and it left a dirty mess around the cap. Imaginative thinking led to the design of the Top-Down Tomato Ketchup bottle, which, after careful consumer testing, was launched 2003. It not only replaced the older Heinz bottle but succeeded in taking sales from competitors.

Harley-Davidson faced massive competition from an invasion of foreign motorcycles, which began in the 1950s through to the mid-1980s. Throughout this period, the management did not react; they denied that any problem existed, even though the market share had declined to 3 per cent. There was a change of management, and modern marketing was introduced. Market research revealed that customers were very loyal; they even had the company logo tattooed onto themselves. The company began to strengthen its value proposition, launching a new range of bikes tailored to the expectations of their loyal customers. This included launching an associated range of branded goods from leather jackets to jewellery to cologne, even pyjamas, sheets and towels. The iconic brand grew, and began to sell to bankers, lawyers, doctors and entertainers.

Innocent Drinks was started in 1998 by three friends; by 2002, sales were £6.5m and its owners wanted to keep growing by 50 per cent annually. The mix to succeed involved distribution in all key food and drink retailers; prominent displays on shelves; eye-catching promotions (they got grannies to knit woolly hats for the Innocent bottles, and for every one sold they gave 50p to charity); distribution of excess stock to the homeless; a health tips book; Fruitstock festivals, attended by 120,000 people; and free events for retail staff as a thank you. In 2007, their reported turnover exceeded £100m.

Predicting future value ensures that ideas are tested before investing in them

Predicting future value ensures that every idea is assessed for its financial contribution and not just based on wish fulfilment. Predictions must be jointly owned by management accountants and marketing.

There are many alternative approaches to choose from and usually two or more methods are employed to avoid over-reliance on a single technique. It must be remembered that quality data are not always available when predicting the future and that there are always inherent risks that need to be mitigated as far as possible (Table 1).

When an industrial air products organization invented a technology for producing huge quantities of powdered ice (ie snow), they scanned potential analogies and substitutes. One candidate was artificial ski slopes — to replace the dry ski slopes where skiers run on nylon matting. They researched the build-rate of dry ski slopes, the financial models of these businesses and the opinions of ski slope operators. The prediction was that this scenario was potentially profitable, and hence they invested in this idea. Today, there are dozens of these profitable slopes operating around Europe.

Bic® is a famous brand that has had more than its share of failures in terms of value proposition. Bic® perfume and Bic® pantyhose were launched on the basis of management hunch and guesswork, without serious predictive testing. After investing heavily, the products failed to sell. Bic® management admitted defeat and the manufacture and production of these products were closed down.

Table 1: Prediction approaches and when to use them

Prediction approach	When to use it
Analogies, substitutes and scenarios	Ideas for the future: <ul style="list-style-type: none"> • are analogous to previous ideas • they meet the needs served by old ones
Customer insight and foresight	Ideas for the future are understood by customers Data are available by asking customers about habits, preferences and intentions
Tests and experiments	Ideas can be 'mocked up' for tests and experiments
Extrapolations from the past	Ideas for the future are similar to the past Data of the past are available

Food manufacturers track public eating habits to predict shifts in demand patterns and assess the likely success of new product introductions. The public's habits in using salad vegetables shifted in the past five years towards convenience and observers of this trend successfully launched bagged salad products. They now closely track these trends, looking for evidence of a turning point in the growth of the salad market in order to plan their agricultural capacity investment programme.

An industrial organization of bottled gases researched its customers' preferences to predict the likely performance of new products. They discovered that a significant number of customers showed a strong preference for suppliers who could guarantee delivery within a few hours. On the basis of this research, they estimated the number of customers who would be willing to pay extra for guaranteed delivery. They found the size of this segment was large enough to justify the introduction of a premium guaranteed delivery service, which was then launched successfully.

A financial services provider used trade-off analysis to decide among alternative ideas for mini-ISA (Individual Savings Accounts brought in by the UK government in 1999) products before launch. They assessed combinations of interest rates and rate guarantees, bonuses, tiering and withdrawal conditions to predict which idea would create the maximum financial contribution. After selecting the best idea and launching it, they tracked its performance and verified the predictions.

Demonstrating value requires a chain of evidence linking marketing spend to its customer impact and financial benefits

Demonstrating value requires detective work. Finance and marketing both have important roles in gathering credible evidence for review and to provide feedback to improve future ideas and predictions.

This is neither simple accounting, nor is it measurement. It is more like detective work, gathering evidence and piecing together a business case for marketing's value. For the demonstration of marketing's value to be complete, there must be a chain of evidence that links marketing activity and expenditure to its financial benefits, as illustrated in Figure 4.

Intel Corporation recently implemented a centralized marketing resource management (MRM) system. The information held in its enterprise resource planning (ERP) systems was too coarse-grained to be useful to marketing; and spreadsheets were not an ideal medium, especially for transparency worldwide. Instead, they used the MRM system to improve the marketing activity calendar planning, track marketing execution, and report on marketing's detailed actual expenditure and expense commitments.

Figure 4: Marketing benefits analysis.

A major UK brewer, until recently, had no idea how much it spent on ashtrays, beer mats and garden umbrellas — not even to the nearest million — because all such expenses went into their ERP system as a ‘miscellaneous promotions’ budget of several million pounds.

A UK accounting firm, until recently, had no idea how much it spent on brochures, events or corporate hospitality. All expenditure was tracked at partner level but not by its purpose or specific activity type.

A UK brewer calculated the profitability of its key accounts, taking account of discounts, promotions and trade loans. In order to do this, the management accountant had to manually assemble the necessary financial data, since their computer system did not automatically analyse customer profitability. From this analysis, they found that sales representatives had been spending discretionary money on accounts to secure high volumes, because they were bonused on sales revenues. This meant that many accounts were unprofitable. The sales representatives protested that customers would be lost if the system was changed. However, the brewer did change the sales bonus system to reflect profits not revenues. Within months, the representatives had renegotiated terms with their customers; none were lost; and all went into profit within a year.

A supplier of bagged salads was concerned about the slowdown in revenue growth over the preceding three years. Its long-term investment in agricultural capacity depended on accurately extrapolating revenue trends. They believed that the apparent slowdown might have been influenced by the recent cool summer, but needed solid evidence. External data on weather were obtained and, with the help of statistical analysis, they showed that weekly sales of bagged salads were significantly influenced by weather conditions. They quantified the size of this weather effect, and this proved that most of the apparent slowdown was caused by the cool summer. However, they did still find a slowdown in growth, but much less than they had originally assumed.

People's roles and responsibilities must be aligned to generate ideas and demonstrate their value

The key players

In the organizations that we studied, there was a substantial difference between the best and worst at demonstrating and driving marketing value. This section looks at the people involved, their roles and responsibilities.

Marketing people and departments

All the organizations studied had a marketing person or people and most had a marketing department. Marketing tended to be an operating unit department. It was seldom a main board function, although in some cases group-marketing or central-marketing did exist. In multi-country businesses, marketing existed at a country level, except for smaller countries served by regional departments.

Sales people and departments

Many organizations had sales people and a sales department or departments. Generally, these had a separate reporting line and did not report to marketing. Our overall impression was that sales departments were ahead of marketing departments in their adoption of accountability methods. But there was still much room for improvement.

Market research and customer insight

Market research was obtained by almost all the organizations researched. There was a widespread expectation that market research should have a pivotal role in generating ideas, predictions and demonstrations, and yet this expectation was seldom met. Traditional researchers were reluctant to get involved in commercial issues. They preferred the role of customer psychologist or sociologist, with their influence on decision making often limited to providing a library of facts and figures rather than definitive analyses for decision makers.

Management accountants

Management accountants in the organizations varied a great deal in their involvement with marketing. In the worst cases, management accountants were focused on counting and controlling spending of past cash flows and showed little interest in where it came from yesterday and where it would come from tomorrow. While many firms had put management accountants into the marketing and sales departments, they were often given trivial administrative duties. At the same time, the presence of a management accountant gave marketing or sales an excuse not to develop their own commercial skills. This seemed worse in marketing than in sales departments.

Business unit directors, regional directors and other unit directors

Many organizations had a power structure in which authority was vested in one of three places. Business unit directors ran part of the company responsible for a product or service type; in banks, this might be current accounts, savings or credit cards; in retailers, there were

often 20 or more of these ‘barons’, as they were called. Regional directors ran part of the world (eg North America) or part of the UK (eg the north east). Other unit directors might serve the banking sector, the retail sector or small and medium enterprise accounts. Most had little or no marketing knowledge or experience and yet they had an enormous influence on marketing’s ability to add value.

CHECKLIST TWO

THE KEY PLAYERS: questions to consider

Marketing people and departments

- Do your marketing people really understand the organization’s financial strategy?
- Do they work effectively with management accounting and the sales department?
- Do they have the commercial skills needed to make sound business decisions?

Sales people and departments

- Do your sales people really understand the organization’s financial strategy?
- Do they work effectively with marketing and management accounting?
- Do they have the commercial skills needed to make sound business decisions?
- Are their rewards and bonuses aligned with the financial goals of the business?

Market research and customer insight

- Do your market research people understand the organization’s financial strategy?
- Do they work effectively with management accounting, marketing and sales?
- Have they done a good job of automating their data gathering and analysis?
- Are their priorities too tactical?

Management accountants

- Do your management accountants understand the organization’s business strategy?
- Is there adequate management accountancy resource to support marketing?
- Do your management accountants understand enough about the purpose, strategies and activities of marketing?
- Is the relationship between management accounting and marketing one of strong partnership or is the relationship poor?
- Are their priorities too tactical?

Business unit directors, regional directors and other unit directors

- Do your unit directors understand enough about the purpose, strategies and activities of marketing?
- Do they treat the marketing budget too much as a discretionary budget?
- Do they listen to marketing or are they too prescriptive?

Strategy, planning and innovation

- Is there an effective strategy, planning and innovation process?
- Are your strategic plans more than just slogans and aspirational statements?
- Do you use balanced scorecards as effective tools for strategy implementation?

Chief executive officer (CEO) and the operating board

- Does your CEO and board understand enough about the purpose, strategies and activities of marketing?
- Is there an experienced marketing director on the operating board?

Strategy, planning and innovation

Many of the organizations had no formal strategy process or unit. Strategy often consisted of little more than slogans, dreamt up on away-days by senior executives. Predictions of strategic ideas were noticeable by their absence, and there was a general acceptance that the bigger the idea, the less it needed a formal business case.

CEO and the operating board

The role of the CEO and the operating board in most of the organizations was primarily in ensuring that marketing was doing a high-quality job in the operating units. As one CEO commented, 'marketing happens in the operating units and my only job is to ensure it's being done to high standards, I don't try to second guess what's right or best for the units'.

However, in the worst cases, one of several things was allowed to happen by the CEO and the board.

- Some would interfere in matters they did not understand, dictating marketing tactics and operational policy in a way that was ill-informed and damaging.
- Others would ignore bad news from the marketing teams, preferring to believe that the brands were more popular and better liked than they really were and that customer satisfaction was not a problem.
- Others would allow the operational directors to dictate marketing ideas to their 'marketing staff' who were expected to carry out orders and not to question why.

CEO and the Board need to ensure that marketing is working effectively but must not dictate marketing tactics nor meddle in daily operations

The best had a marketing specialist on the main operating board. Their role was to oversee what was happening at the operating business unit level and make sure that the right mixture of freedom and rigour were being employed.

Conditions for success

In our review of the organizations, we noticed several recurrent themes that characterize success and provide useful guidance to anyone embarking on implementing the infinity model.

Process must be fast and effective in delivering ideas, predictions and demonstrations of value

Processes for smooth delivery of ideas, predictions and demonstrations of value

The processes in organizations should facilitate imagination, prediction and demonstration, and not obstruct them. This is partly a matter of allocating sufficient time and resources. It is also down to ensuring that other processes are aligned. In particular, it is important that marketing plans and strategies drive the strategic and financial plans of the firm. Marketing and finance should ensure that enough time and skilled resources are available. One way they can do this is to audit the decision-making timetable around marketing: from planning and budgeting, to execution.

People in finance and marketing must collaborate to sustain a stream of valuable ideas

People who imagine, predict and demonstrate value

People individually seldom have the breadth and depth of knowledge and know-how to imagine, predict and demonstrate the value of marketing ideas. A combination of minds will create the most valuable marketing ideas. This is co-creation. Marketing and finance working together will more likely sustain a stream of valuable ideas than they will working separately. In the best relationships between marketing and finance, there is a degree of creative tension, mutual trust and respect and an ability to produce something together that cannot be achieved alone.

CHECKLIST THREE

CONDITIONS FOR SUCCESS: points to consider PROCESS

- Allocate enough time and resources to imagining, predicting and demonstrating.
- Audit the time and resources allocated to these activities.
- Cut out unnecessary and/or reprioritize activities to make time available.
- Align the timetable for planning and budgeting to allow enough time for imagining and predicting.
- Make sure there is enough time in the periodic reporting cycle to diagnose problematic predictions and understand their causes.
- Make sure that marketing stick to this timetable, as they are on the critical path.

PEOPLE

- Nobody has a monopoly over good ideas — thinking together will co-create more value.
- Marketing and finance must work as partners not adversaries.
- Leaders and managers have a duty to bridge between different thinking styles.
- People should be developed to think more commercially.
- Check that the team has the specialist skills it needs or hire in if required.

FREEDOM

- Freedom to think imaginatively is important, do not stifle it.
- Say 'why not' and 'what if'; do not say 'yes but' too prematurely.
- Include marketing people in your strategic discussions about resource allocation.
- Involve marketing people in research and development and product development.
- Ideas for campaigns must be an act of co-creation between marketing and other departments. Marketing should not be treated as just an internal service that makes brochures and adverts.

RIGOUR

- Rigour in predicting and demonstrating value is imperative.
- Insist on predictions that are evidence based; not 'trust me' statements.
- Outlaw sloppiness, bias, opinionated subjectivity and dishonesty.
- Rigour must not encourage spurious accuracy.
- Predict financial value, not just customer responses.

Freedom to think outside the box is essential to create value

Freedom to imagine value

The marketing imagination is easily stifled. But with rigorous prediction and demonstration, the only ideas that should survive are the ones that add value. Therefore, the 'yes, but' thinking should not be allowed to dismiss shocking or surprising ideas prematurely. Marketing and finance must both learn to say 'why not' and 'what if' and avoid getting into the 'yes, but' mode too soon.

Rigour in assessing ideas is vital

Rigour in predicting and demonstrating value

Rigour is needed in predicting the value of marketing ideas before implementation and in demonstrating the value they add post implementation. Rigour comes about when management insist on evidence; they insist on predictions that are more than just 'trust me' statements. People's convictions about marketing ideas should be in proportion to the valid evidence. Assumptions should be tested; they should not just be guesses, wild dreams or empty hopes. At the same time, ideas should not be killed or subjected to prolonged delays just because the data about them are not perfect.

Marketing will drive value that exceeds its costs if its practices conform to the infinity model

Conclusions

Marketing can drive value that far exceeds its costs. We have looked at the working practices of over 100 organizations, and found recurrent themes and practical suggestions. Working practices that can be widely adopted have been identified, which can be used to demonstrate and drive marketing's value. These have been described in the infinity model, along with checklists to aid with adoption.

Imagination is fundamental to marketing. Finance, as well as marketing, should be imaginative about creating value for the business. Predicting value is also important, in order to test the financial contribution of the new ideas. Predictions should be jointly owned by marketing and finance and should not be based on guestimates, authority or wish fulfilment. Demonstrating value is the best way of testing ideas and predictions.

Demonstrating value will answer questions, such as

- What does marketing cost?
- How could we be less wasteful and more effective?
- If we stopped marketing tomorrow, how much would customers respond?
- What would be the impact on our future financial performance?

We have also described the success factors that encourage these working practices to thrive in organizations.

There are four facets to these success factors: freedom, rigour, people and processes. There needs to be the freedom to imagine and create value, and the rigour to predict and demonstrate value. People in the organization should be capable of imagining, predicting and demonstrating, and this usually requires teamwork between marketing's creative skills and management accounting's analytical skills. Finally, the processes in the business should facilitate imagination, prediction and demonstration of marketing's value, which will require the old processes to be adjusted to ensure that these four facets are aligned.

We have seen how over 100 organizations have risen to these challenges, and we can report that it is possible, and beneficial, for marketing to imagine, predict and demonstrate its financial contribution. Applying the infinity model, within the environment of the four success factors and the associated check lists, will maximize your return on ideas and get better results from finance and marketing working in unison. We believe that this is the way of the future for responsible marketing in the 21st century.

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Appendix

Case study organizations

A key aspect of the project was to explore how companies actually use these methods in practice. We amassed information from over 100 organizations during an investigative research programme from 1997 to 2007.

Managers in these organizations shared with us their working practices, invited us to internal planning and review meetings, showed us plans, budgets, analyses, models and tools, and they talked candidly about what worked effectively and what did not.

We have also reviewed published case study papers about some organizations. While the specific individual findings are commercially confidential, many recurrent themes emerged that are described in this paper. The following organizations have provided helpful information as inputs to our research:

3M	CPP (Card Protection Plan)	HSBC
Age Concern	Castrol	IBM
Arriva Buses	The Children's Society	IMI
ATS Euromaster	Clarke Willmott	Inbev
Autoglass®	Colgate-Palmolive	Intel®
Bakers complete dogfood	Cumbria Tourist Board	Inland Revenue
Barclays	Diageo	Kerry Foods
Molson Coors Brewing Company	Direct Line	Kodak
BDO Stoy Hayward	Disney	Kraft
Black & Decker®	Dow Chemicals	Lancashire & Blackpool Tourism
BOC (The Linde Group)	Eastern Group	Littlewoods Shop Direct Group
The Body Shop	English Heritage	Liverpool Victoria Friendly Society Ltd
Boehringer Ingelheim	First Choice	Magnet
BCA (Book Club Associates)	Ford	Marks & Spencer
Boots	Geest	Marsh Ltd
BP	Bakkavor	McDonalds
British Airways	Guinness®	Microsoft
British Gas	Halfords	Monsanto
BT (British Telecom)	Hall & Woodhouse	NatWest
Britvic Soft Drinks	Heineken®	
BUPA	Hewlett Packard	
	HBOS	

Nestle	Samsung	Tesco
Next	Scottish Enterprise	Tetley
Nokia	Scottish National Blood	Thameslink
Northern Ireland Office	Transfusion Service	Travelocity
Norwich Union	Scottish & Newcastle	Tupperware®
Orange	ScottishPower	Typhoo
Pauls Agriculture	Scottish Widows	Unibond
PerkinElmer	Shell	Unilever
Post Office®	Silentnight beds	United Biscuits
Powergen ^a	Skandia	University of Dundee
Procter & Gamble	Smith & Nephew	Vodafone
RHM ^b	Standard Life	West Midlands Museums
Royal Mail	The Stoves Group	West of Scotland Cancer
RSM Robson Rhodes ^c	Superdrug	Awareness
SABMiller	Syngenta	

^aNow part of E.On.

^bNow part of Premier Foods.

^cNow merged with Grant Thornton.