

Case Study



MARKETCULTURE STRATEGIES

Building a High-Performance Marketing Team



ATMI is a global leader in the production of materials and material packaging for leading semiconductor and flat panel manufacturers around the world. Founded in 1986, the firm is headquartered in Danbury, Connecticut, and operates five additional sites around North America dedicated to Research & Development and Sales. They also have facilities in seven other countries throughout Europe and Asia.

Summary

John Bubel joined ATMI in Phoenix as Marketing Director in the middle of 2006. At that time, ATMI was a global specialty chemical company known for its technical skills, not its marketing prowess. John was recruited from a larger chemical firm named Rohm & Haas, also with offices in Phoenix.

Rohm & Haas' Phoenix-based division had developed a strong reputation for its high-performance marketing organization after it engaged MarketCulture Strategies' Sean M. Gallagher to transform its marketing capabilities in 2004.

Key Results

Senior management judged the program to be a success. The organization has seen a change in the way marketers think. They are focused on value creation and providing strong, positive leadership. Most importantly, they are delivering superior performance. All members of the marketing team are pleased both with the training program and with the results of the consultation. Marketing constituencies including sales and engineering have also recognized the change in performance and now hold the department in very high regard and the go-to department for market insight.

Though business performance is influenced by many factors, John believes the new marketing capabilities are a significant contributor to his business unit exceeding objectives year-to-date.

Page 2: How MarketCulture Strategies achieved these results



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"A Strong Market Culture is the
DNA of Profitable Businesses"

What is Market Culture?

"Market culture" is defined as a measurable company culture and skill set founded on the profitable creation of superior value for customers and that exhibits the following behaviors:

- **Customer Intimacy**
- **Competitor Awareness**
- **Collaborative Approach**
- **Criteria for Decisions: Longer-Term & Profitability**

More than 60 studies have found a link between a firm's relative market culture and their business performance as measured by 34 metrics, including: ROI, ROA, Sales Growth, Innovativeness, Stock Price, Customer & Employee Satisfaction, Customer Retention and Cost Savings.

Market Culture Strategies helps marketing staffs and other senior executives improve their business performance by benchmarking their culture and marketing skill sets versus a database of business professionals from throughout the world. The database includes such leading companies as Bell Canada, HP, Telstra (Australia) and Speedo. We use the benchmark data to design and implement targeted organizational and marketing skill improvement programs.

We are business professionals and academics with a unique understanding of the cultural DNA shared by virtually all successful businesses. For nearly 20 years we have helped some of the world's largest companies increase profitability by instilling lasting customer-centric values and superior marketing skills.

ATMI: The Challenge Faced

At ATMI John was charged with delivering superior business performance. However, he found an organization that did not value marketing as a function, did not appreciate how marketing added value, and accorded marketers with far less creditability than those in technical or sales functions. Further, a mindset of cost-based competition rather than value-based competition threatened to derail senior management's goal of increasing profitability and market share.

In a matter of a few months John re-staffed the marketing department with bright, technically competent individuals. However, the team lacked the skills and mindset for transforming the larger business. In early 2007 John engaged MarketCulture Strategies (MCS) to instill a mindset focusing on value creation and leadership through a customized curriculum involving marketing, leadership, and influencing skills.

ATMI and MarketCulture Strategies: The Solution Developed

MCS began by interviewing senior management, members of the marketing department, and key marketing constituencies (i.e. representatives of departments that depend on marketing's output). With management the goal was to understand the business unit's vision, strategic goals, and expectations of the marketing staff. With members of the marketing staff the goal was to assess skills and expectations, to gain buy-in on the importance of the transformations' goals, and reduce risk of resistance to change. With marketing constituencies the goal was to understand their expectation for the marketing group and the consensus regarding the department's strengths and weaknesses.

Based on the insights uncovered during the assessment stage, a development program was designed and implemented whose two guiding themes were "Value" and "Leadership." The Value theme stems from the fact that companies succeed by creating superior value for stakeholders, profitably. Stakeholders include customers, employees, and shareholders, along with channel and other partners. Marketers pursue this goal by creating differentiated value, communicating differentiated value, and capturing appropriate value (value-based pricing). The Leadership theme was intended to change the mindset in the marketing department from reactive to proactive. Marketers would now be expected to create a vision, gather a coalition to achieve that vision, and to think entrepreneurially to get things done despite obstacles.

The program was implemented over a nine-month period with frequent meeting, substantial preparation, and an experiential learning element that had each of the participant's applying the new concepts and skills to their business responsibilities to assure retention and return on investment.

