

**Younger Marketing Management Ltd**

# **Crown Castle UK - Marketing Development Management Project**

## Case Study Overview

AN ASSIGNMENT BY: IAN A YOUNGER-RYAN *FinstSMM, MIMgmt, MIIM, MInstD, AIMC*

# **Client: Crown Castle UK**

**Assignment:** Marketing Development and Management

**Period:** October 2000- August 2001

**Reporting to:** Alistair Hamill, Director of Implementation

## **Introduction**

Crown Castle delivers turn-key infrastructure and network services to premier broadcast casters and wireless telecommunications operators worldwide. Their operations are located in the UK, US and Australia in addition to expanding offices in Latin America and Europe.

They work closely with customers through every phase of site acquisition, RF design, construction, and deployment to network management, so they can focus their resources on customers, market share and innovative programs and services. In the UK, Crown Castle counts Vodafone, One2One, and other major Mobile Phone Operators amongst its telecommunication customers and provides transmission services for all BBC television and radio services.

## **Terms of Reference**

To restructure and develop the marketing department to meet the challenges and needs of the business going forward.

To manage the department on a day-to-day basis while the incumbent was on maternity leave.

## **Aims and Objectives**

Identify the needs of the three areas of the business - Telecom, Broadcast and Corporate.

Produce an annual marketing plan and budget to meet the objectives of each area of the business.

Recruit, develop and mentor marketing managers to deliver for each of the businesses.

Recruit develop and mentor a marketing services manager and a marketing communications manager.

Structure the department and introduce processes and procedures to facilitate efficient and effective levels of service to all areas of the business.

Develop and implement a New Product Development process to meet the needs of an innovative but commercially orientated business.

Work with CCI international marketing to deliver on worldwide marketing initiatives in the UK and Europe.

Take overall responsibility for marketing budget and ensuring that deadlines and objectives are met by the team to the satisfaction of internal clients.

Participate in worldwide management initiatives such as the implementation of the Balanced Score Card (BSC) and specifically deliver on the Key Performance Indicators (KPIs) that relate to the marketing function.

## **Process of Delivery**

Using strategic and tactical marketing processes to research (internal, external markets, etc.), analyze (management workshops and discussion groups), and plan for the requirements of the external markets (Mobile telecom, wireless, and broadcast infrastructure) and internal clients.

Hand-on management of team and resources on a day to day basis to deliver on marketing objectives.

Management of cross-functional teams to integrate and coordinate strategic level activities.

Run and participate in management workshops, assign and delegate actions and follow-up on outcomes.

Run and participate in weekly international conference calls, assign and delegate action as appropriate and follow-up on outcomes.

Initiate and drive a weekly review (marketing management meeting) of current activities, external resources and implement changes where necessary changes.

Attend external meetings with partners and customers.

Attend meeting with internal clients and sales.

Ensure that all stakeholders are fully informed using appropriate aspects of the internal and external marketing mix ? email, intranet, paper-based news letters, monthly internal management presentations, etc.

Restructure e-communications strategy, in particular the use of the website and promote interactive use of the company intranet.

## **Outcomes**

Through restructuring and development of department...

- Dedicated marketing management resources for both Telecom and Broadcast businesses through the recruitment of two professional marketing managers who were able to operate at a strategic and tactical implementation level.

- Full-service support for all three areas including the additional resource of market research and intelligence, through the recruitment of a marketing services manager and a marketing communications manager and re-assignment of existing resources.
- Promoted and implemented the concept of virtual team working to ensure the efficient and effective use of resources available.
- Developed and published departmental process and procedures manual that also addressed the requirements of ISO 9001.
- Introduced Project Management for running and managing larger programmes of activities such as exhibitions and conferences.

#### Introduction of New Product Development process

- Working with both areas of the business developed and published NPD procedure that met their needs.
- Set-up and initially took the chair for the NPD Panel to ensure that the process was robust and marketing driven.

#### Marketing planning

- Produced annual plans and budget for Corporate, Telecom and the Broadcast division.
- Produced monthly reports on status and outcomes of activities and updated budgetary position.

#### Marketing services

- Introduced a range of corporate gifts for use by various areas of the business and a process for ordering and distribution.
- Maintained database of external and internal clients.
- Delivered on several major international conferences and exhibitions in the UK, Europe and the USA.
- Delivered on numerous corporate hospitality events for key accounts such as Vodafone, One2One, etc.
- Published the corporate brand 'bible'.
- Reviewed and restructured external agency resources, bringing design in-house, resulting in considerable cost savings.
- Designed, and printed all sales collateral and corporate brochures.

#### Marketing Communications

- Reviewed and restructured UK website and UK intranet facilities resulting in more effective use and higher through put.

- Published monthly internal UK/Europe newsletter and provided input into global publications.
- Produced regular PR and responded to crisis management issues such as outages, health and safety issues, etc.
- Reviewed and restructured use of external PR agencies resulting in considerable cost savings.
- Ensured brand guidelines were adhered to.

#### Market Research and Intelligence

- Set-up new resource within marketing function along with systems and process.
- Delivered on specific market research requirements for the business.
- Set-up and maintained (intranet based) on-going market and business intelligence.

#### Business Marketing Management

- Developed, plans and budget for each specific division.
- Drove strategic development and development of new product and services.
- Implement plans, delivered on deadlines and within strict budgets.
- Regular progress and status reporting.
- Provided scenario planning and risk management.

#### Corporate

- Promotion of brand at all levels in key customer accounts using a mix of below the line activity.
- Participation in international management initiatives and development of KPIs for BSC.
- Supported the Executive Management Team aspects of strategy from a marketing perspective.

References for this assignment can be obtained from:

Alistair Hamill, Director of Implementation  
 Crown Castle UK Limited, PO Box 98, Warwick, CV34 6TN  
 Alistair.hamill@crowncastle.com  
 office: 01926 416456