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**O'Keeffe, Alina, Ozuem, Wilson ORCID logoORCID:
<https://orcid.org/0000-0002-0337-1419> and Lancaster, Geoff
(2016) Leadership marketing: an exploratory study. Journal of
Strategic Marketing, 24 (5). pp. 418-443.
doi:10.1080/0965254X.2014.1001867**

Official URL: <http://dx.doi.org/10.1080/0965254X.2014.1001867>

DOI: <http://dx.doi.org/10.1080/0965254X.2014.1001867>

EPrint URI: <https://eprints.glos.ac.uk/id/eprint/4157>

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Leadership Marketing: An exploratory study

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Abstract

In an era when collaboration is key to business prosperity, the ability to develop one truly coherent and agile brand lived by its employees and delivered to the external stakeholders has become extremely challenging. Unity between the internal brand and a company’s external image, when change is the only constant, has nearly vanished. The marketing function is frequently being underemphasised at the board level. Furthermore existing approach to leading business devalues the importance of marketing and its role in leading organisational change. This paper is about how marketing can partner with organisational leadership for a mutually beneficial exchange of skills and capabilities in order to be able to reinvent organisations rapidly enough to cope with shifts in the external business environment and create a sustainable future for the business. From an interpretivist perspective, the current paper explores the novel concept of “leadership marketing”, which challenges the conventional view of marketing and leadership as two separate fields and offers a holistic approach for business management and brand alignment.

Introduction

Marketing literature in the past decades has increasingly reflected the need for marketing to lead organisational change (Day 2011). Clearly most extant literature confines marketing to the functional marketing mix (Baker, 2007). There is a recognition that marketing should be looked at beyond the functionalist perspective: ‘To excel in a global economy, the field of marketing must take a new position, rethinking its fundamental relationship to all aspects of the organisation and its external environment’ (Morris, 1987). This study is aimed at establishing a new transformational concept of leadership marketing, which is based on the integration of the two academic and business terrains - leadership and marketing. Also, the

study aspires to explore the role marketing plays in driving organisational change. With the speed of change the current business environment, marketing practices quickly go out of date if not attuned to market needs. Companies are required to align their internal and external perceptions of the brand with organisational competencies. Prior to determining the role that marketing plays in leading organisational change, the novel concept of leadership marketing needs to be defined. It is also necessary to discover the components and prerequisites for the successful adaptation of leadership marketing. Hence, in order to attain the above stated aims and objectives, the following research questions will be addressed: What are the determinants of the new leadership marketing paradigm? What is the role of leadership marketing in driving organisational change within the business and across its different functions?

BACKGROUND AND CONTEXT

An increasing number of companies are becoming customer-centred as a result of the long-standing recognition of the importance of marketing orientation in today's highly competitive business environment. Adoption of the marketing concept, based on customer focus and integration of departments, has been accentuated as a foundation for maintaining long-lasting business success (Kohli and Jaworski, 1990; Harris, 2002). Furthermore, the nature of business has evolved such that companies have realised the significance of internal organisational culture and strong employee relations in achieving sustainable business performance (Carrig and Wright, 2006). From the marketing perspective, employees have become internal customers due to their ability to satisfy the needs of other employees inside the organisation, which is an antecedent to external customer satisfaction. As part of a natural evolution of marketing organisation, customer satisfaction has driven many companies to establish much closer relationships with their suppliers, partners and others in the supply

chain. This in turn has emphasised the importance of collaboration between all the organisations involved in delivery of the final product. As a result, lines between internal and external stakeholders have been blurred a long time ago and the distinction between the two will further lose its clarity. This implies a new way of thinking for organisations to remain successful in the face of advancing competition and new technologies. As business strategies become more complex, culture is required to grow into the level of complexity required to implement them (McGuire, et al., 2009).

The two notions mentioned above bring out opposite sides of the marketing spectrum whereby external marketing centres around customers by developing an organisation's outside image, while internal marketing focuses on employees by shaping organisational culture and identity. The link between the two lies with leadership that shapes the way employees perceive the organisation, which in turn influences the projection of the image to external audiences, including customers (Hogg and Carter, 2000). Predictably, the quality of leadership explains as much as 45 per cent of an organisation's performance (Day and Lord, 1986). The challenge for many companies is to be able to effectively represent and maintain connections between their unique and compelling identity i.e. inside brand, embodied in employee culture, and external organisational image i.e. outside brand, portrayed by the company to its customers and other external stakeholders. Quite a few companies fall short by failing to deliver the brand promise made to target customers and even more fail to effectively adapt to the changes in the business environment and reconfigure their customer value-creating processes to match the new positioning.

Amongst the first to address this were Mark and Pearson (2001) who developed a meaningful management framework that uses brand archetypes, whereby brand takes on symbolic

significance and becomes an expression of meaning which leads to a consistent message being communicated to external audiences. Speak and Hanson (2008) proposed a neo-brand platform which argues that the brand needs to support employee engagement, i.e. brand inside-building, and exude creative possibilities to capture the fascination of prospective customers, i.e. brand outside-building. Both of these studies approached the problem from the brand management perspective. However, the dynamic nature of the business and ever-changing environmental conditions often demand organisational change which encompasses more than just repositioning of the company's brand. Such changes often create a need for companies to alter their direction and re-define their value proposition to meet expectations of external stakeholders. The internal organisational environment also requires readjustment to support the creation of customer value internally. As such, marketing leaders' ability to predict external trends and transform the organisation accordingly becomes imperative in achieving sustainable and superior performance. Given that organisational change and leadership are often studied within a strategic management context, but more seldom within the confines of marketing, studying leadership that is beyond the scope of the board of directors is critical to a better understanding of change management within marketing-oriented organisations. However, the two research streams – leadership and marketing – have yet to be integrated.

LEADERSHIP AND MARKETING: WHAT LIES WITHIN?

Almost no academic research has been carried out on the theme of the role of marketing in leading organisational change, despite the long history study in both leadership and marketing individually. The link between the two fields has emerged following the recognition of the importance of continuous organisational development in a constantly changing environment. Many self-published articles of opinion leaders in the field of

leadership marketing form a starting point for this research, despite the lack of thorough academic backing. The emerging concepts outlined in these articles are used to lay a foundation for this study and are further enhanced by drawing on an already established pool of academic marketing and leadership knowledge. However prior to defining the concept of leadership marketing, the definition of the terms involved is provided to ensure uniformity and understanding throughout the study. This will also define the scope and the point of view on marketing and leadership for the purposes of this study. In its basic form, leadership is defined as the process of influencing others to achieve certain goals (Pass at al., 2006). As a personal quality, leadership enables a person to manage, administer, motivate and direct others, as well as earning respect of superiors (Davies at al., 2003). Drucker (1973) noted that leadership involves “the lifting of a man’s vision, to higher sights, the raising of a man’s performance to a higher standard, the building of a man’s personality beyond its normal limits.” Moving beyond personality, leadership is based on trust and courage to delegate responsibilities to others to fully exploit their potential. Leadership, as a business management discipline, is a recent phenomenon, emerged in the post-war years and took off in the 1970s (Birkinshaw, 2010). On a strategic level, successful leaders “project a clear and consistent picture of a desired organisational identity and put in place conditions that increase the likelihood of desired behaviours through enhanced employee satisfaction” (Bradshaw, 1998). The concept of “transformational leadership” suggest that leaders transform followers’ personal values and self-beliefs, move them to higher levels of needs and aspirations (Jung, 2001), and raise the performance expectations of their followers (Bass, 1995). Contemporary views of strategic leadership inevitably revert to Porter’s classic “five forces” competition theory, which sees strategists as practitioner economists who analyse and manage market forces, as well as practitioner psychologists who analyse and manage their own and others’ thought processes (Gavetti, 2011). Drawing on the Sustainable Marketing Leadership (SML)

model, it can be stated that effective leadership rests on four main components – strategic visioning, integrated planning, managing performance and marketing controllership (Shapiro, 2005). Those are enabled by compelling vision, clear organisational identity, effective culture for employee alignment and deep understanding of consumer behaviour to facilitate customer satisfaction. According to Werbach (2009), when leaders at the top instigate a strategy for sustainability and guide the organisation through the process of increasing transparency, engaging employees, and embracing network partners to accomplish important sustainability goals, they set the conditions to let everyone improve the company's strategy.

With regard to change, which perhaps is the only constant nowadays in the business environment, the true leader sees it as a challenge and the foundation for organisational growth and expansion (Billire, 2009). In choosing strategic direction, leaders are expected to estimate uncertainly and lay out a vision of future events sufficiently precise (Courtney, Kirkland and Viguerie, 1997). However there is a tendency for businesses to rely only on an explicit knowledge of numbers and data, which prevents leaders from coping with change (Nanaka and Takeuchi, 2011); this is because such knowledge is contextual and ignores people's values, goals and relationships. Hence, one of the substantial shifts in creating a sustainable future is that it must extend beyond the company – it must be about pursuing the common good and serving the higher purpose (Nanaka and Takeuchi, 2011). The main task of leadership nowadays, as argued by Martin (2007), is to create a space where employees can generate new ideas and departments can work closely together to build an organisation that is effective, agile and more prepared to respond to complex challenges. On the subject of marketing, the American Marketing Association's (AMA) provides an updated definition of marketing as “the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and

society at large” (cited in Gundlach and Wilkie, 2009). Furthermore, the Chartered Institute of Marketing, the UK equivalent to the AMA, also revised its definition of marketing as “the strategic business function that creates value by stimulating, facilitating and fulfilling customer demand. It does this by building brands, nurturing innovation, developing relationships, creating good customer services and communication benefits. By operating customer-centrally, marketing brings positive return on investment, satisfied shareholders and stakeholders from business and the community, and contributes to positive behavioural change and a sustainable business future” (cited in Charles, 2007). The modern concept of marketing is based on the idea that a business should discover and then satisfy customer needs rather than focusing on sales of its existing products or services produced without any deep insight into consumers’ preferences, wants and desires and do so better than its competitors. What’s more, four key areas of marketing competency, as revealed by a recent Accenture survey of 400+ marketing executives, comprise operations, customer analytics, innovation and customer engagement (Smith and Nunes, 2010).

LEADERSHIP MARKETING COMPONENTS

This section presents a combined view on the essential parts of leadership and marketing. Firstly, the importance of marketing orientation and brand image is discussed, followed by the vital components of internal marketing, organisational culture and brand identity. Lastly, major theories on culture and leadership are presented. Many theories have been developed on marketing, nevertheless many researchers agree with Deshpande and Webster’s (1989) view of marketing orientation as being: “a shared set of beliefs and values that puts the consumer into the centre of the firm’s thinking”. While Kohli and Jaworski (1990) define marketing orientation as an activity-based characteristic of the firm, Konopa and Calabaro (1971) and Felton (1959) view it as external consumer orientation, as opposed to product

development orientation, and integration of all departmental functions within the organisation. Along the same line of thought, Avlonitis and Gounaris (1999) stress satisfaction of customer needs and a business ability to adjust products and services as a response to the changes in those needs and wants so as to continue delivering customer value. Even though the main emphasis is still on customer satisfaction, Misiag (2001) defines marketing orientation as an internal driving force that influences not only customers, but also employees of the organisation. Narver and Slater (1990) present market orientation as the form of the organisationally spread culture, which in the most effective and efficient way supports necessary behaviour for the formation of higher value for customers, and by that it forms assumptions for better results of the business.

Branding is seen as one of the core elements of marketing which is used to build distinctive brand identities that will be recognised by consumers in increasingly crowded marketplaces (Low and Fullerton, 1994). Amongst many other benefits, a brand's ability to obtain a definite competitive advantage (Kim, et al., 2003) and add financial value (Murphy, 1992) has been widely acknowledged and many brand-building concepts have been developed with this in mind. Beyond a brand name that differentiates one product from others, Boulding (1956) developed the concept of brands as symbolic images. Gardner and Levy (1955) argued that a brand image, which is the external perception of the organisation in the eyes of consumers and other stakeholders, outweighs the significance of the "technical" product features. With differentiation a purpose of branding, communications refocused on building deeper emotional connection with consumers based on values (Goodyear, 1996) and feelings about the brand (Gardner and Levy, 1955). The brand positioning concept was introduced by Ries and Trout (1981) that stated that brands create unique positions in consumers' minds through distinctive brand associations. However, as consumer perceptions are continually

changing, companies need to focus on building a more stable brand reputation, which represents multiple images over time (Fomburn and Van Riel, 1997). Kapferer (1997) suggested that brand identity – what the brand stands for from the firm’s point of view – should take precedence over brand image or how that brand is perceived from an external perspective. This raises the significance of internal communication and employee alignment with an organisation’s culture, an important component of brand identity that shapes corporate brand values and plays a unifying role to maintain the consistency of the message (Olins 1995, Mitchell, 1994). On a similar note, Mark and Pearson (2001) addressed the critical need and tremendous opportunity to create, preserve and nurture brand meaning by leveraging its deep archetypal roots. More recent developments included Andersen’s (2010) view that branding occurs when the company’s projected self-identity aligns positively with the consumer’s projection of the company’s identity. This resonates with Ind (2007) suggesting that a successful brand’s essence extends from the internal vision and values into the external personality and positioning. As a result, strong brand names often are used to support new product launches where consumer perceptions of the original brands are automatically transferred to the extension (Aaker and Keller, 1990; Andersen, 2010).

Internal Marketing, Culture and Brand Identity

Having initially emerged from service industries, internal marketing shapes organisational culture to transform the orientation of the organisation to focus upon employees, who are paramount in delivering the brand to external stakeholders. Internal marketing literature emphasized the crucial element of “communicating by deeds” organisational values and offering employees a clear vision that is worth pursuing (Berry and Parasuraman, 1992). Internal marketing has been suggested as a key instrument to implement successful internal brand building, whereby employees better accept the brand values and align their attitudes

accordingly (Vallaster and de Chernatony, 2003). According to Schein's (1992) conception, organisational culture consists of collective assumptions, values and artefacts that are shared by members of the organisation. A company culture is a mix of behaviours and attitudes of those who are part of it; often unsaid, intangible but deeply ingrained and embedded in every individual within the workplace can be summarised as "the way we do things around here" (Jacobs, 2011). Organisations have frequently tried to establish cultures through written rules, policies and procedures, but in so doing misunderstood the whole concept of "culture" and such an approach has potential to adversely affect employee engagement.

Webster and Deshpande (1989) were amongst the first to address the effect of organisational culture upon marketing. Hofstede (1980) and Pfeffer (1997) linked strong culture to high business performance. As proposed by many (Narver and Slater, 1990, Grönroos, 1990), internal marketing nurtures the culture that most effectively and efficiently creates behaviours that lead to the provision of superior customer value and motivates employees toward customer-oriented performance. It ensures that staff understand the brand's promise and can deliver it thus aligning customer brand expectations with employee performance (Hatch and Schulz, 2003). From this perspective, Jacobs (2003) asserts that a brand represents the relationship an organization has with its employees just as much as it represents the relationship that it has with its customers. Therefore internal marketing and strong employee cultures represent a critical success factor in linking the external and internal view in the organisation (Dunne and Barnes, 2000). A new concept of leadership culture involves the meaning that people make of the organisation and its environment and the tools they have to create shared direction, alignment and commitment throughout the business (McGuire, et al., 2009). A hierarchy of leadership culture developed by Centre for Creative Leadership (CCL) is illustrated on Figure 1.

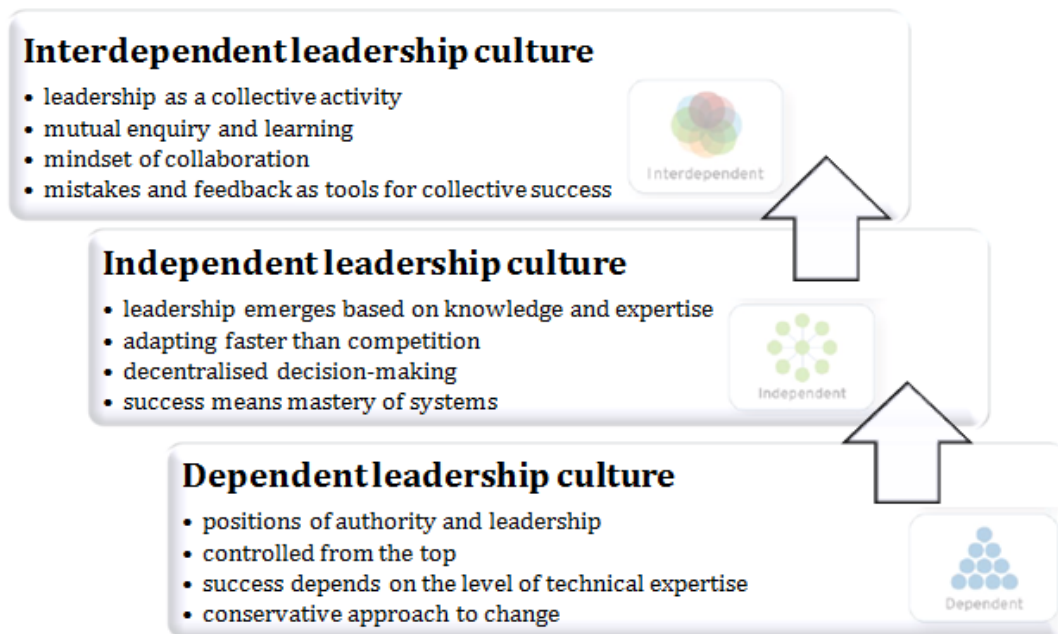


Figure 1. Hierarchy of Leadership Culture (Source: McGuire, et al., 2009)

Closely linked with culture is the concept of an organisation's identity, which is defined as "a commonly shared understanding of the values of the firm held by employees". Organisation's image, on the other hand, is the way stakeholders view the firm from an external perspective (Hatch and Schultz, 1997). Although marketing culture is part of the broader corporate culture of an organisation, internal marketing initiative can be a catalyst to reshaping the entire culture within the firm, which leads to much greater integration between departments (Dunne and Barnes, 2000). By changing the attitudes and assumptions of the employees, so to align them with the desired organisational identity, cultural change will ensue.

ORGANISATIONAL CHANGE AND LEADERSHIP

Continuous change is a fact of life for organisations - significant shifts in consumer psychology resulting from recent economic turmoil and rapid technological developments are just two major changes that organisation must embrace. Those companies who capture changes in consumer mindset, and consequently transform their core practices are able to benefit from emerging opportunities and potential growth. And so, change places uncertainty

in the way of company's strategic development, making it extremely challenging for leaders to predict the future of their businesses accurately enough to choose a clear strategic direction (Courtney, Kirkland and Viguerie, 1997). To successfully embrace change, organisations need to adopt new leadership mindsets, not just new skills (McGuire, et al., 2009). Felton (1956) was amongst the first to recognise that marketing is a very complex management function which is also affected by change. A company's ability to respond continuously to unanticipated changes that impact its performance is referred to as "strategic flexibility" (Evans, 1991, Aaker and Keller, 1990). However, the challenge presented here is how to develop business-wide capabilities that are sustainable in the ever-changing business environment by seeing organisation as a whole and recognising interdependence of its various functions, the view which is rooted in systems theory (Felton, 1959). Collins (2001) expressed that marketing is driving organisational change that goes beyond a change programme. For the purposes of this study, organisational change is defined not as an overnight sensation with a moment of breakthrough, but a process of continuous evolvement, growth and development. This coincides with Collins' view on change, which described change not as a change programme with motivational stunts and big turnaround plans, but a rather slow progression with hardly any radical transformation (Collins, 2001). Organisations seeking to adapt during turbulent times cannot force change through purely technical approaches such as restructuring (McGuire, et al., 2009). One suggestion emerging from recent studies was to develop leadership capability, which is capacity of the company to sustain its future leaders (Ulrich and Smallwood, 2007). According to the conventional approach, the right business structures ensure efficiencies, innovation and agility for organisations to succeed and sustain (McGuire, et al., 2009). However, in reality, there is insufficient leadership capability, which is evidenced by results of the survey, conducted by the Chartered Institute of Personnel and Development (CIPD) and talent management

consultancy DDI – “one-fifth of leaders and HR professionals consider their companies’ leadership development programmes as ineffective” (Stevens, 2011). Moreover, Steve Newhall, managing director of DDI (2011), pointed out that while “identifying and nurturing talent is vital, most of the HR professional in the UK revealed that they lacked the ability to fill vacant leadership positions”. This raises another challenge for the UK businesses.

At present, the ability to integrate systems, collaborate with partners and coordinate across the supply chain remains elusive (McGuire, et al., 2009). According to the behavioural model of charismatic leadership (Conger and Kanungo 1998; Conger, Kanungo and Menon 2000), leaders are those who possess high sensitivity to the environment and followers’ needs, articulate an attractive vision for the organization and inspire subordinates to follow their attitudes and behaviours. Sisodia, Sheth and Wolfe (2007) argue that leadership from the top needs to be more inspired and catalytic rather than directive. Leadership provides direction for the whole organisation by creating a compelling vision and inspires the organisational change by motivating employees and convincing them to follow. Thus, leaders play an indispensable role in taking an organisation from where it is now to where it needs to be and instilling into employees the company’s culture, values and vision and continuously communicating these through deeds (Berry, Hensel and Burke 1976; Grönroos 1990). There are emerging views on leadership as a collective activity, rather than individual competency. As evidenced by CCL’s research, a view on leadership as a process that happens throughout the organisation through interdependent decision-making is becoming more dominant as considered with regards to the future (Martin, 2007). As a result of the research, CCL proposed a model, illustrated on Figure 2, for building shared direction, alignment and commitment by way of reaching the balance between inside-out leadership and outside-in management.

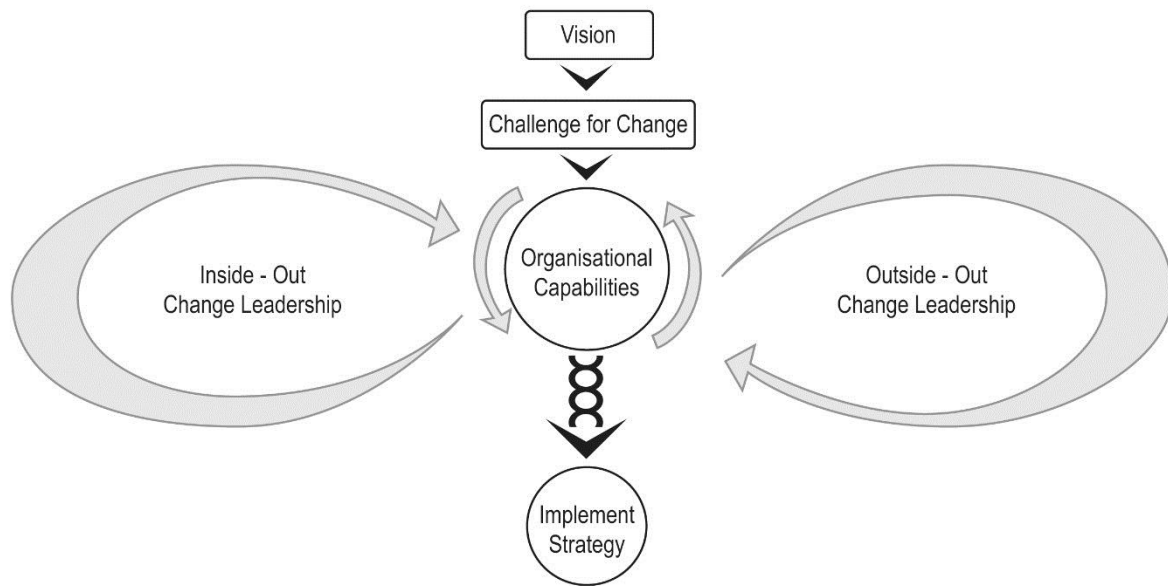


Figure 2. Inside-Out Change Leadership Model (Source: Martin, 2007)

However Ulrich and Smallwood (2007) went further to develop a concept of “leadership brand”. It argues that successful leadership requires identity of leaders throughout an organisation that bridges customer expectations and employee and organisational behaviour. Leading by example and inspirational communication are the key to persuading others to accept and support an organisation’s new direction and creating a culture conducive to change (Kotter, 1995). Unsurprisingly the nature of effective leadership is changing in itself. CCL’s research substantiated that flexibility, collaboration, cross boundaries and collective approaches to leadership are rising in significance as a response to challenges that are greater than individual’s own capabilities (Martin, 2007). As a result, relationship-building and change management skills escalated in importance replacing such traditional skills as resourcefulness and decisiveness. Marketing leaders’ concern over culture and their role in shaping it within their marketing teams - and even organisation as a whole - enables them to play a central role in driving the growth and success of the business (Brand Learning, 2011). Strategy will not succeed in a void, and leadership often makes the difference between merely reaching for great opportunities and actually realising their potential (Hsieh and Yik, 2005).

RELATIONSHIP BETWEEN MARKETING AND LEADERSHIP

With an aim to integrate the roles of marketing and leadership in organisational change an initial definition of the new concept based on the theoretical foundation suggested by the literature review is presented. Consistent with the assumption that marketing orientation initiates brand leadership in the market place and creates an internal brand culture amongst employees, the financial value of branding, inspired leadership and strong employee relations was proven in previous research (Kim, et al., 2003, Murphy, 1992; Rajagopalan and Spreitzer, 1997; Heskett, et al., 1994; Carrig and Wright, 2006; Day and Lord, 1986). While executive leadership has received significant attention in literature on organisational change (Kotter, 1995; Wu, et al., 2007; Elias, 2009), research on the role of internal marketing remains unclear focusing more on employees' perspectives on organisational commitment and job motivation (Vrontis, et al., 2010). Furthermore, absent is research that integrates marketing, leadership and change. Companies that work in a networked or cross-functional manner are delivering their brand promise in a more holistic way. Hence, leadership becomes naturally crucial in creating alignment across the different functions of the organisation. The beliefs that drive leadership behaviours within the organisation need to ally with the operational business strategy (McGuire, et al., 2009). According to Maritz research sponsored by the Chartered Institute of Marketing, many respondents felt that having a brand-literate CEO is a massive benefit in aligning the company to the brand (Brooke, 2002). As marketing's scope goes beyond a department and drives the whole business (Kotler, 2001; Brooke, 2002; Brand Learning, 2011), marketing serves as an integral link between external branding, by building organisational image in the minds of consumers, and internal culture,

by shaping brand identity amongst employees. An ability to create brands through people is highly enhanced by leadership capabilities of those marketers.

Leadership shapes the way employees view their organisations, which in turn influences the projection of the brand to customers. As was proven by previous research, the quality of an organisation's leadership accounts for almost half of its performance (Day and Lord, 1986). Other research, carried out by CIPD, highlighted three drivers of leadership quality - leadership development, talent managements and management culture (Stevens, 2011). In light of its definition, marketing is undoubtedly relevant to research on organisational change and should be an integral part of organisational change. This represents a promising area that deserves further investigation. Drucker was one of the first to refer to marketing in the context of leadership. In particular he described leadership as a marketing job, which meant that "leaders must know and understand those they lead, and lead in way followers would relate to". However he did little to develop this concept (Cohen, 2010). His far-reaching idea was explicitly grounded in the following statement that "good leadership is essentially marketing". Deeply rooted in the concept of leadership marketing is the belief that marketing revolves around the customer, and insight generation and brand development play significant part, but leadership is needed to "engage the functions outside marketing that play a role in creating products, services and brand experiences that engage customers, earn their respect and retain their loyalty" (McGrath, 2009). With the emergence of the network society and collaboration, this view expands further beyond the organisation to its external network of partners - customers, suppliers and agencies, and therefore is of increasing significance. Radcliffe (2008) sets out three leadership challenges that marketing leaders should embrace - first, having a clear sense of purpose and vision of the company's future; secondly, the ability

to engage with employees and partners to create that future, and thirdly the capability to deliver the strategy in practice. This shapes the essence of the leadership marketing concept.

LEADERSHIP MARKETING VS MARKETING LEADERSHIP

There are two terms “marketing leadership” and “leadership marketing” which sound very similar and can easily be confused, but have a completely different meaning. To ensure clarity between those two, a clear distinction needs to be made. While marketing leadership was a significant topic of the research back in 20th century, when automation and technological development were driving change in the business environment and the emphasis was only beginning to shift from production to marketing; back then, the idea of marketing leadership was gaining momentum, as it ascertained the importance of marketing for the success of any company, especially at the times of constant change. Marketing leadership emphasised the dynamism of marketing and evolved around a need “to see the enterprise as a whole and to understand how the various functions of the company depend on one another” (Felton, 1956). This formed a foundation for what is now known as a “holistic view of the organisation”.

On the other hand, leadership marketing, which is the sole focus of this study, is a completely separate subject. Leadership marketing is a very novel concept, not previously researched, therefore there is no exact and acknowledged definition of the term. Therefore one of the aims of this study is to define the term of “marketing leadership”. Based on the secondary research of the extant models and theories on leadership, marketing, culture and change, a comprehensive overview of leadership marketing concept is illustrated on Figure 3. Specifically, it proposes that marketing acts as an agent of change by being first to spot the changes in the external environment and understand trends in the industry e.g. changes in customer needs, economic climate, new technology. Then, together with other departments,

e.g. production, IT and research and development, it creates solutions to address those external changes.

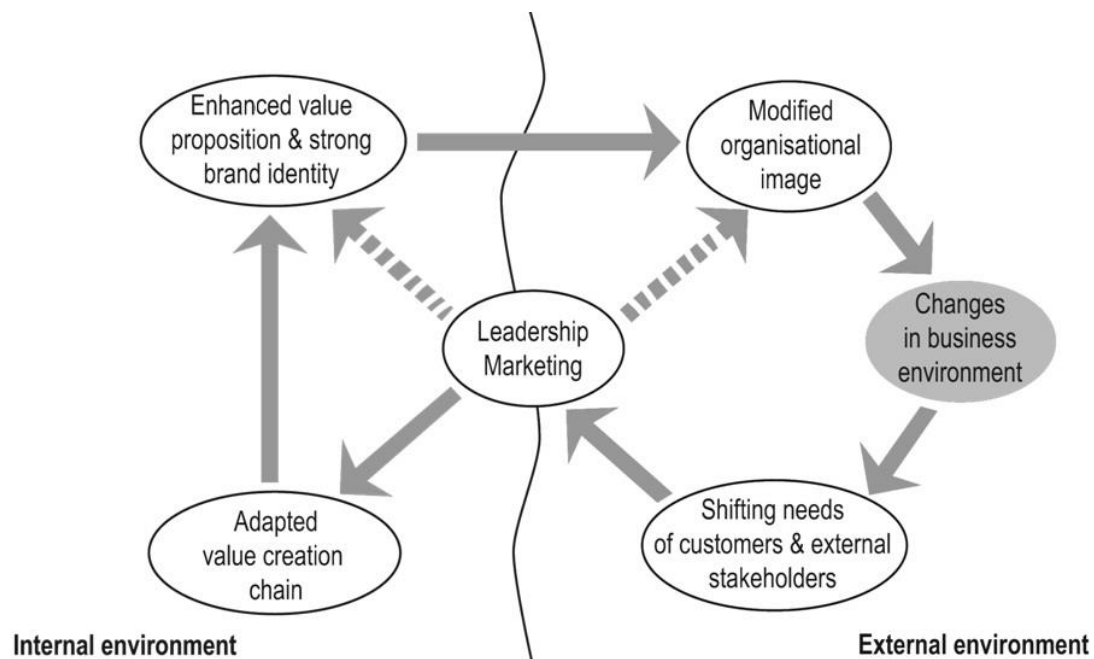


Figure 3. Theoretical Model of Leadership Marketing

The process starts with changes in the business environment, where repositioning of the company's external brand is necessary often result in a need for realignment of the internal brand and culture amongst employees to reflect modified external image of the organisation. This consequently generates strategic change for the business. In particular, the theoretical model suggests that leadership marketing mediates the relationship between external positioning of the organisation and its internal culture and employee relations. These relationships and their underlying principles will be further explored as part of primary research, which follows.

DATA COLLECTION METHOD AND ANALYSIS

Prior to the primary data collection, a list of interview themes and questions was prepared, although these varied depending on the flow of conversation. The interview guide

included both open and closed-ended questions aimed at gathering data to address the two objectives of this study; this approach allowed additional questions to be asked to fully explore the research question, given the specific organisational context and professional background. Interviewees were informed of the outline of the questions in advance (approximately one week prior to the interview date), but in line with the semi-structured approach, deviations that have occurred were not possible to notify beforehand. The respondents were allowed to elaborate upon any points or conclusions during the interview which they considered important, and which were not included in the interview guidelines. Also, the researcher investigated inconsistencies between answers to gain a better understanding of the interviewee (Roulston, 2010)

The initial sample size of potential interviewees that were contacted during the last week of October was 80, with an aim to get at least half of them to agree to an interview. There were 35 interviews carried out during November, which was set up within the Greater London area due to budget constraints. Those were arranged by email invitation (week of 24th October 2011) and follow up phone calls (week of 31st October 2012). Forty-two responses were received during those two weeks and 35 people decided to go through with the interview. Due to the time constraints it was decided not to seek more interviewees. Most of the interviews were conducted face-to-face to gain an in-depth insight into opinions of the people interviewed. The interviews were set up at locations convenient for the interviewees and those ranged from the local coffee shops to companies' offices to exhibitions and events. Five interviews were arranged over the telephone due to busy schedules. Each of the interviews took on average one hour including breaks with the longest interview lasting two hours and the shortest being twenty minutes. An introduction of the study was provided within the email-invitation with an aim to resolve any questions and give a background to the research and topic under investigation. Notes of all the responses were taken and audio - recorded in order to keep a record of the data and provide a point of reference for the researchers.

Analysis and Discussion

One of the most common approaches to interpreting qualitative information involves identification of the common themes throughout the collected data (Woods, 2006). Interviewing marketing leaders, entrepreneurs and leadership experts provided an invaluable insight into defining the concept of leadership marketing, and an exploration of the role of marketing in driving organisational change. When all necessary information was gathered from the semi-structured interviews, the participants' responses were transcribed in order to allow analysis of the data. The items of information (e.g. statements) were grouped under each of the questions asked, but separately for respondents from marketing and leadership areas.

A process defined by Cooper and McIntyre (1993) was adopted to generate and categorise the themes. Firstly, the researcher chose a random sample of transcribed interviews and identified the differences and similarities amongst interviewees' responses in relation to the research questions (Eisenhardt, 1989, Saunders, Lewis and Thornhill, 2007). As a result, an initial set of themes were generated, which were then tested against a new set of interview responses to see if they are still valid. If a given item seemed relevant to several themes, then it was included in all of them. Responses of marketing professionals were analysed along with the responses of leadership specialists in order to identify the existence of a common theme. The recurring themes from both marketing and leadership were recognised as imperative for interpretation and analysis were summarised in Table 2 below. Furthermore, Table 3 comprises minor themes.

Major Themes	Perceived Benefits	Key Issues
Agility	<i>Organisational ability to adapt and move faster in response to change</i>	Communication, driving change, engaging other departments, values, framework, attuned to the market, fostering creativity, listening internally, responsive, flexibility, collaboration, empowerment, boundary-less
Organisational Alignment	<i>Coherent way of operating and delivering brand promise, shared understanding</i>	Alignment of vision, consistency, awareness of market needs, managing internal and external expectations, communication, deliver brand promise, unity, delivering value, customer journey, innovation, listening, common ground for moving

		forward, synergies
New Paradigm	<i>Organisational transformation and authenticity</i>	Mindset, whole system, integrity, collective, systemically truthful, radically transparent, engagement, dynamically balanced, unity, direction and cooperation, vibrant ethos, vision and values, internal attitude and external appearance, openness, complex, proactive adaptation, walking the talk, cross departmental, differentiated and integrated, quest for meaning

Table 4. Major Themes

Permeated Themes	Perceived Benefits	Key Issues
Thought Leadership	<i>Advocating a better idea</i>	Culture of idea-generation, creativity, organisational excellence, cutting-edge innovation, effectiveness, communication of expertise, differentiation
Environmental Awareness	<i>Awareness of the shifts in external surroundings that impact organisation</i>	Global economy, attuned, tight budgets, departmental collaboration, stakeholder needs, shared accountability, ecological, technological change, resources, cross boundary work

Table 3 Permeated Themes

Figure 3 illustrates the emerged themes and shows the interconnection between them. “New paradigm” is considered a comprehensive concept of leadership marketing that embraces all other themes identified.

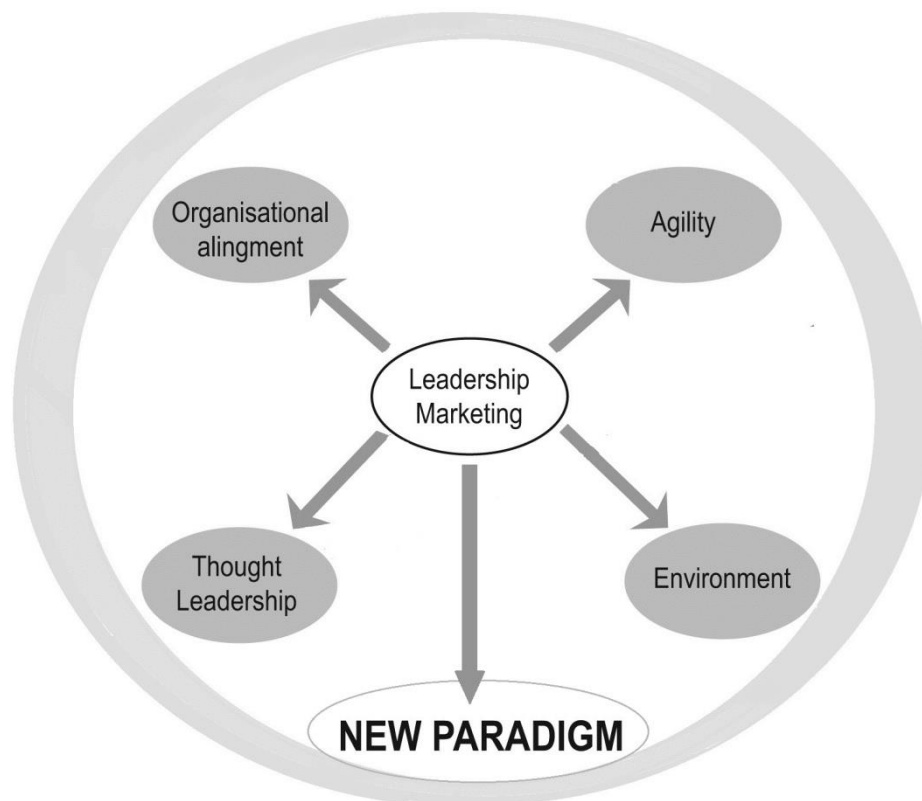


Figure: Emerged Themes for Leadership Marketing

MAJOR THEMES

Prior to going deeper into the discussion about the major themes, it is useful to draw on the initial definition of the term leadership marketing. The only closed-ended question of the semi-structure interview was explored with 35 respondents, who were invited to choose one of three provided statements about leadership marketing with an option to justify their choice and/or to add own comments. Table 3 states the percentage of the respondents that agreed with each of the definitions provided (interviewees were allowed to choose more than one statement).

The Definition of Leadership Marketing		% Agree
1	<i>Leadership marketing is essential for marketers who are expected to help deliver demand-led growth, involving marketing skills as insight generation and brand development as well as leadership skills needed to engage other departments within the organisation and external suppliers and partners</i>	48%
2	<i>Leadership marketing helps to generate customer insights and identify opportunities to create consumer value, but also gets the whole company aligned in developing and then delivering solutions that create customer perceived value in practice</i>	33%
3	<i>Leadership marketing is an approach involved with aligning organisational identity with external brand image by encouraging employees to live the</i>	48%

brand and then present it to the customers

Table: The Definitions of Leadership Marketing

Figure 3 illustrates that the first and the third definitions were equally supported by the respondents. The second definition attracted the lowest score. This is justified by the fact that the first definition is broader and involves aspects of both leadership and marketing.

A Sponsorship Director at one of the international conference organising companies stated:

“I fall down with leadership skills coming from marketing – they have to create the excitement in other departments, but it is up to management in each division to implement”.

The three definitions were drafted with a view to providing an idea to the respondents about what leadership marketing could stand for. Each of the definitions was kept broad and contained at least one integral element of the proposed leadership marketing concept. Neither of the definitions encompassed the concept fully with an intention to identify the areas that will be deemed as important part of leadership marketing. As a result, many of the respondents have argued that statements need to be joined to have a comprehensive definition. This is reflected in the following interviewee’s comment, by a former Marketing Director at American Express - *“I agree with all three of them, but none captures it all”*. To support this, a Managing Director of the UK top culture transformation and leadership consultancy stated:

“The first definition is about a premise of what marketing is. Second one focuses on a connectivity piece that marketing needs leadership for collaboration, focused on specific action; third is more push and consumer/brand-oriented with a focus on marketing”.

On the same note, the Director of Education at the Chartered Institute of Marketing (CIM) added:

“First one lacks customer perspective, second one is customer focused, third is culture orientated. Combination of i and ii, in order to grow business, but elements of all of them are important depending on nature of the business that you are in”.

Moreover, many respondents tried to substantiate why they have not chosen the second definition. In order to generate customer insights and deliver solutions that create customer-perceived value, the company needs to have a strong culture and its corporate identity aligned

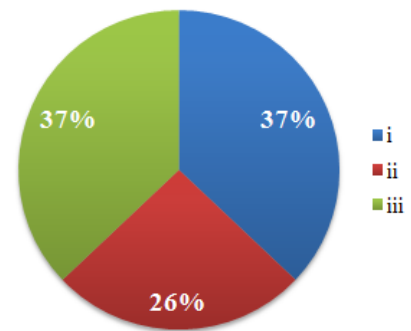


Figure 4 Split of Responses

with its external brand image. Of those who have chosen the second definition, the Head of News at London School of Business and Finance (LSBF), commented:

“It embraces the customer whole journey and considers marketing as an insight tool rather than just sales”.

Lastly, to support the importance of culture as the focus of the third definition of leadership marketing, a serial entrepreneur and director of seven businesses suggested:

“The first two definitions are about what leadership marketing does, but the last one is about what it really is. Leadership marketing affects organisation internally and externally”.

Internal marketing and brand alignment are important aspects of leadership marketing, which enable employee engagement and creation of a strong organisational culture. From the marketing side, customer insight generation and anticipation of unmet consumer needs were regarded as imperative.

AGILITY

One of the success factors in the modern rapidly-changing business environment is organisational ability to embrace change. When asked about the necessity of both good leadership and marketing skills for organisations to develop along with the market, all of the interviewees agreed. A serial entrepreneur and director of seven businesses answered:

“Yes, of course. Leadership is involved with looking in – at team dynamics, vision and mission and marketing is about looking out – for customer opportunities. If the company has very good marketing but poor leadership, then there will be high staff rotation; if vice versa, then the company will be a good place to work, but no one will buy its products”.

One of the responses that stood out was by one of the leadership consultants:

“Yes, but not always. For example, with Steve Jobs and Apple there was no market research or focus groups, because he was a visionary, backed up with fantastic marketing people. They are both necessary, but not sufficient; it is also important to foster creativity and innovation to stay ahead of the market e.g. Nokia had both good conventional leadership and marketing, but failed to adapt to the changing environment and lost its market share”.

When asked in what ways do leadership and marketing contribute to adapting organisations to changing business conditions, interviewees all recognised that leadership is fundamental to change and the organisation depends on leadership to have a clear vision of where the business is going. Good management is critical as it impacts all aspects of the business and is responsible for recognizing skills that organisation needs to stay ahead of the competition. With regard to marketing, it plays a primary role in communicating, ensuring

brand awareness, building reputation and implementing the changes set out by leadership team, as well as identifying market opportunities and threats.

As a Chief Operational Officer of a large UK charity stated:

“Job of a leader is to be attuned to the environmental context and make sure organisation is connected to what is happening outside; oversee the strategy and its implementation in the external environment; the task for marketing is to charge the most appropriate price, maximise channels to market and ensure that offering is attuned to the market”.

Throughout the responses, there was support for both marketing and leadership needing to be sensitive to market needs. A Managing Director of the UK’s leading culture transformation consultancy added:

“Senior leaders and marketing people need to work hand in hand to anticipate those changes; leadership (including marketing) of the organisation needs to be proactive and responsive to shifting conditions, not reactive; looking long-term versus short-term; marketing needs to contribute to the strategy, be creative and test back with the market to see a strategic way forward”.

Both leadership and marketing are important in communication and delivering change in the organisation. Leadership is significant in determining direction and driving strategy, while marketing is more content-driven i.e. about research of customer needs, the information from which is a catalyst for change. Hence, there is a connection between the two practices. As a leadership expert and personal coach said:

“Marketing strategy needs to be aligned with vision to avoid mixed messages, public awareness of what company is about, what company stands for. Marketing and leadership should be related for the company and its customers”.

There is a tendency towards marketers being less specialist, but more general leaders in future, as marketing and leadership becoming inseparable. Conventional content-driven marketing is becoming less important, as leaders need to understand their brand and marketers need to be great leaders to get whole company aligned.

ORGANISATIONAL ALIGNMENT

To deliver a holistic consumer experience, organisations need to be aligned internally to have a clear joint view on how they work with a network of external partners and suppliers. All of the respondents agreed that there should be an emphasis on enhanced cross-departmental collaboration and mutual sharing of accountabilities between business functions for organisations to adapt to changes in the external environment. Leadership marketing is

seen as a catalyst for breaking barriers between marketing and other departments in an effective organisational culture. As a result change in remuneration is necessary to encourage teamwork, collaboration, long-term perspective and innovation. As one leadership professional stated:

“With leadership marketing, if you take it seriously, the whole organisation will become a marketing tool, as marketing spreads to other departments, becoming less silo, and with more interaction between the departments to come up with true consumer relationship”.

While interviewees from the marketing side were closer to convincing and creative skills of marketing leaders and PR agencies professionals deemed it is about effective communication, leadership consultants believed in a leader’s ability to inspire and discern, as the most essential leadership characteristics. Ability to create a compelling vision of the future, engage other people and good listening skills were amongst others named across the interviewees. As a Chief Operational Officer of the UK charity said:

“It is an ability to be out-looking and having an understanding of market place that you are operating in; focus and ability to connect; curiosity about the bigger picture; influencing skills and ability to persuade and have people believe in and agree to do what you want them to do; creativity to connect your offer and external environment in an innovative way, helping to maximize brand and profit”.

On the same note, another marketing professional added:

“Leaders need to be able to have a point of view, communicate it, decide who to collaborate with and have clear metrics to measure results so to make a clear case and create alignment”

Organisations need to be aligned internally to be able to deliver a cohesive message to the customers. It is essential to have congruity between employees perceptions of the brand with the brand image in the eyes of consumers simply because staff are ambassadors of the brand and they are the ones projecting it to customers. With advanced digital and social media, Head of Social at Ogilvy, an advertising and marketing agency, said:

“Everything an organisation does takes place in networks and collective actions; modern brands need to be about collective experiences instead of individual”.

Strong leadership, market awareness and transparency in communication were named as approaches to strengthen the connection between internal and external brand to prevent issues of customer satisfaction and sustainable business development.

NEW PARADIGM

With the rise of social media, customers expect organisations to act ethically and become more transparent. They want to know about company's operations, people involved and organisational purpose and goals, beyond profit-making – it is more about quest for meaning:

“People are buying into meaning, not products – take a look at Apple “fanaticism”, this allowed them to charge premium prices; Apple is an example of the company that trusts customers and gives them holistic experiences. Organisations need to be bold in communication”.

Throughout the interviews, a number of the respondents touched upon the issue marketing not being transparent enough. One leadership consultant said:

“Marketing people are not always aware of why are we doing marketing - what for and what is it all about really? There has been a lot of “puffery” – exaggeration used in advertising and promotion, which is continuing to be legally allowed – that resulted in perception of marketing as being something inauthentic. If for lawyers it is about justice and for doctors it is about health, what is it for marketing? Perhaps, new leadership marketing is about truth? Being systemically truthful and dynamically balanced in real time”.

On the similar note, when asked about how leadership marketing activities contribute to creating enhanced value for the business and its customers, another leadership expert added:

“It is a matter of you believing in what you do. Leadership marketing statements to reflect truth of what is going on in the company, having integrity of leadership aligned with the values; employees working for positive organisation and promoting it to the buyers, having confidence in what they are getting from the company, projecting clear and secure message”.

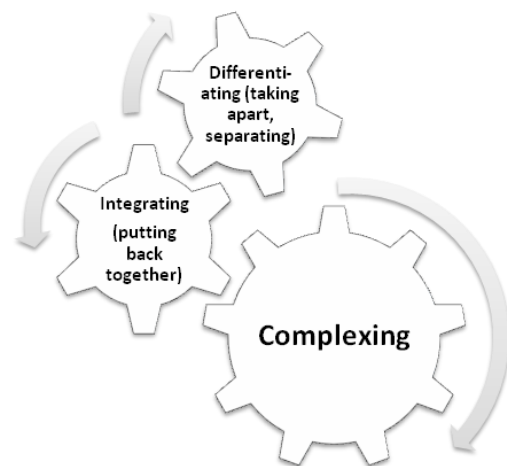
Nevertheless, one of the challenges placed by existing business models is that there are almost no marketing professionals present at the top table. It is questionable how effective today's marketers as leaders and managers of people are. The importance of a marketing presence at the board level is argued by the Managing Director of PR consultancy:

“Board of the company needs to be involved in marketing and vice versa - marketing needs to be supported by leadership of the business. The company will be more successful if marketing and leadership are connected, especially in crisis situations when quick response is required”.

Compared with finance, IT and operations, marketing has the least involvement with top level strategy and leadership teams. An entrepreneur suggested a way this can be challenged:

“Spending more time working with teams and being interested in other departments can lead marketing to higher echelons of the organisation. Businesses change along with customers (externally) and marketing needs to integrate more with other departments (internally) and adapt the business by changing the offering. Brands are developed by customers and it is less important what people inside the organisation think about the brand, it is more important what customers think of it”.

This comes back to the agility theme discussed above. Leadership depends on a key component - marketing. With cross support between leadership and marketing, leaders become marketing-savvy and marketers become good leaders, so the distinction between the two blurs. The reinvention of traditional marketing is essential for organisations to sustainably adapt to changes in the external environment. A clear definition and actual recognition of marketing is necessary to further differentiate the practice, and only then, the company will be able integrate its departments into a “complex” organisation, that is intuitive, agile and customer-centred, as illustrated on Figure 4.3 (based on a drawing by one of the interviewees).



Proactive Adaptation Model

Even though the concept of leadership marketing is not academically grounded, the idea of leadership marketing long ago found its place in practice. To get a better idea how organisations implement leadership marketing, interviewees were asked to name some examples of leadership marketing activities undertaken by their businesses. Although, most of the participants (75 per cent) said that they have not heard about the term “leadership marketing”, all of them were able to provide examples of such activities in their organisations. Furthermore, this, once again, justifies the validity of the sampling techniques and methodology chosen for this research. One of the marketing professionals answered:

“At our consultancy, we promote ethics and values of what the company stands for through marketing and leaders try to walk the talk; we try to be aware of others who offer similar services and what they are doing badly, so we can reinforce the contrary; it is essentially about strong awareness of the leadership and marketing alignment”.

Being the leading international body for marketing and business development puts pressure on the organisation to maintain its position, and evolve marketing before others in the industry. One of the interviewees, the Director of Education at CIM – a person, who had heard the term leadership marketing, commented on the benefits of implementing it in the organisation:

“As CIM was product-driven, now it is focused on being more responsive and delivering, from a customer perspective. CIM was departmentally driven, but with the Institute’s new leader, it has been recognised that leadership marketing needs to be cross-functional to work and needs a more cultural approach. Simply put, you cannot do leadership marketing in isolation. And CIM needs to embrace the concept of leadership marketing wholeheartedly”.

As such, leadership marketing allows marketers to redefine their role within the organisation, and thus, acting as a catalyst for a bigger societal transformation, revolutionise marketing organisations and, in turn, the environment where they operate. Adopting radical approach to transparency, as part of the new leadership marketing paradigm, where leaders are enthusiastic, energised and cohesive in creating positive energy and brand to encourage employees to do what they love and deliver the brand to the customers, will undoubtedly have a definite bottom-line effect. As was said by one of the entrepreneurs interviewed:

“Leadership marketing has the power to transform the organisation, having all employees on board through leadership to buy into marketing is very powerful, as the whole organisation becomes part of that energy and aligned into a compelling marketing force”.

PERMEATED THEMES

Those are the themes that could not be grouped under the major themes and need to be reviewed separately.

THOUGHT LEADERSHIP

This theme was raised mostly by marketing and PR professionals from communication agencies and PR consultancies. The essence of thought leadership lies in being ahead of the competition *“by communicating expertise in trends and issues of the business sector which you operate in”*, as explained by the Managing Director of a PR consultancy.

For such companies as MAA, which is the UK's leading body for future-thinking marketing communications agencies, the notion of thought leadership is crucial. The MAA's Managing Director stated that leadership marketing can be about:

“Leading the business in delivering client ideas and marketing ourselves by delivering constant leadership – proposing ideas and leading and nurturing the debate to survive”.

According to the view of the Chief Operating Officer at a UK charity on the necessity of both good leadership and marketing skills for organisation to adapt to the environment:

“Leadership has a good insight into the target market and how to approach it; leaders don't necessarily think about employing a marketing strategy, some companies are quite successful, because they have a good idea, but they have not done much market research. This is especially the case with small businesses - if you have a strong strategic leader, it can still be quite successful”.

Promoting culture and structure, where people can perform at their best and bring out their creativity are essential for ensuring collaboration and unity between departments in developing a shared vision e.g. the example of Google, provided by Head of Social at Ogilvy, where Google employees spend 20% of their work time on creative projects that may be of value to the organisation as a whole. Such policies, emerged from a clear understanding of what is required, encourage employees to collaborate and create a desire for change. However, organisation's top leaders also need an opportunity to change – by providing resources to facilitate the process – and consequently to shift employee behaviour.

ENVIRONMENTAL AWARENESS

Amongst the main challenges of marketing in today's business environment, interviewees unsurprisingly named “staying ahead of competition”. Managing Director of the leading culture transformation firm stated:

“With the rate of change going on in the needs and mindsets of stakeholders including customer-base, the challenge is how to keep ahead of the curve related to those changing needs and how to anticipate and address them in a just-in-time way - not too soon and not too late”

A balance between upfront investment into developing market insight and opportunity costs needs to be carefully considered. Ever-changing consumer needs, shortened product life cycles and market saturation make it more important for a company to stand out. The Regional Marketing Director of a major conferences industry player, which is heavily involved with direct marketing, noted:

“Making sure that you are seen and heard amongst others – overcoming competition not only from external companies but also with internal emails too”.

Continuous marketing research and innovation are central to new product development, adding value to the organisation and staying profitable. Understanding consumer psychology and knowing what to measure and how to interpret consumer behaviour data correctly becomes challenging when, according to the Marketing Director of the conference producer:

“Marketing budgets are declining and there is increasing pressure for accountability - tracking marketing spent versus revenue (ROI); ensuring that you are achieving better marketing results for less money and effectively dealing with resource constraints”.

Embracing technological change and understanding the way to use new digital media, i.e. internet and social media, to the greatest benefit of the brand was also considered a challenge that marketers face. Managing Director of the boutique PR consultancy said:

“Internet technology is evolving very fast and is very transparent. It increases the number of people you can talk to and does so cheaply, which allows a global marketing perspective”.

Managing Director of the Marketing Agencies Association (MAA) stated that:

“Ten years ago it was all about creative ideas and their execution – being structured and having a clear pathway to put them together; nowadays, you just do not know what is going to happen, with social media having a massive influence on communication strategy, agencies need to change in order to work with the audience, which is the biggest challenge”.

This also raises a question about perception and the trust consumers have in marketing. As Head of News at LSBF said:

“With the state of the global economy, there is a perception about there being less money. It is more difficult to persuade customers that they need something, also the public is generally more aware and more cynical than ever”.

All of the three previous interviewees touched upon the issue of marketing not being transparent enough.

PRACTICAL FRAMEWORK

A model, illustrated on Figure 4, offers a comprehensive view of the leadership marketing concept based on the themes identified from the semi-structured interviewees with opinion leaders in the field. A new paradigm of leadership marketing rests on four components – thought leadership that comes from environmental awareness, organisational alignment and agility, as organisational ability to adapt to changes in external environment.

These elements are closely interlinked whereby organisations that are environmentally aware are more capable in adjusting to shifts in business conditions. Thus, by becoming more agile, the business need to create internal alignment increases. Thought leadership allows companies to remain ahead of the competition and also provides a direction in which organisations can advance. The model forms a cycle of prerequisites and outcomes for organisations to implement leadership marketing.

CONCLUSIONS AND IMPLICATIONS TO MANAGEMENT

This study reveals that with the speed of change in the current business environment, marketing strategies quickly become out of date if not tuned in to market needs. While leadership develops employees to help organisation to adapt to external changes, marketing has external focus on the customer. The challenge that businesses need to address, as indicated in this study, is how to create alignment between organisational competencies and customer needs. Furthermore, it was discovered that internal and external perceptions of the brand need to be identical to ensure desired performance levels. As a result of the research, organisational alignment, agility and environmental awareness were established as key determinants of the new leadership marketing paradigm. It was also recognised that marketing drives change by anticipating future customer needs and communicating this information internally to adapt the organisation to the shifting business environment. Consequently, with the findings comes the challenge: conventional marketing lacks credibility and authenticity according to both - internal views of the leadership team and external views of customers – to lead the organisational change. Revolution of marketing itself is crucial for the discipline to regain its importance and respect within organisations. To achieve this, marketing needs to form a closer relationship with leadership by way of marketers become better leaders within their profession and business as well as marketing being represented on the top management board and having its own voice.

What follows is a framework for determining fundamental components of leadership marketing and essential interrelations of those elements with surrounding environment and stakeholders (see Figure 4). Based on existing academic marketing and leadership theories and primary research findings, the framework represents the DNA of the new leadership marketing paradigm. It allows organisations to adapt the concept of leadership marketing internally and enables the modification of its constituents and to tailor corporate strategy according to changes in external business conditions. Environmentally-aware adaptive organisations that deliver holistic consumer experiences and coherent messages to the market, have reached high levels of creativity, alignment, innovation and collaboration, which helps everyone make a leap in a way that wins for the business. Throughout this study it was recognised that strong leadership and effective marketing are equally necessary for sustainable development of the organisation. Both of them are indispensable, but nonetheless insufficient in today's rapidly changing environment. For that reason, organisational ability to adapt to those changes was identified as another crucial capability. As the new leadership marketing paradigm offers a whole systems approach that strengthens the link between marketing and leadership and also enhances organisational agility, encouraging leadership marketing within the organisation will help the business to overcome its marketing challenges. Unified brand message, motivated employees and innovative ideas will be promoted to differentiate the company and create a holistic consumer experience and get customers believing in a brand and its reputation. The main recommendation from this research is that organisations challenge the conventional role of marketing within the business and look for innovative ways of adapting the new leadership marketing paradigm. From the marketing perspective, leadership is necessary for creating engagement and driving change. Thus, one of the recommendations to marketing professionals is to develop leadership skills in order to fulfil their roles in the organisation more successfully and help the organisation achieve its commercial goals. This in itself will become a catalyst for

revolution of marketing and the role it plays in business, challenging the conventional view on marketing and raising awareness of the new paradigm.

From the leadership perspective, the importance of marketing needs to be formally and truthfully recognised by giving it a place on the board of management. In the last few years, marketing has lost its significance due to the perception of being content-driven and not having its own voice and, hence, credibility, while other business areas such as finance and operations have grown in importance. Leadership needs marketing as it focuses on understanding the market and being in tune with the customers' desires. Leadership relies on marketing to anticipate changes in consumer needs, identify opportunities for business success and deliver products or services in the most effective and profitable way for organisation and the customer. Organisations need to understand the dynamics of the organisation and how its various parts interconnect between themselves and external environment. The leadership marketing DNA model suggests the possible components and interaction between them as well as with the external environment. This allows for greater organisational agility to be developed as well as alignment of the internal and external view of the brand. By breaking silo barriers between the departments and increasing cross-functionality organisations will see the bigger picture, enhance collaboration, mutual sharing of accountabilities, transparency and teamwork. It will also allow businesses to use resources collectively and innovatively to differentiate themselves in communicating and meeting customer needs. Furthermore, change in remuneration and bonuses is needed, by way of performance review being based on aligned goals and elimination of silo budgeting.

Marketers need to spend more time working with teams and be interested in engaging with other departments, which may lead marketing to the higher echelons of the organisation, granting it more power and gaining more respect on the board of management. Leadership

marketing creates a vision about the development of the marketing function within the organisation and chooses efficient ways to implement it by getting other departments aligned. Marketing needs to rebuild its credibility by communicating with authenticity, transparency and meaning. Vision of how marketing operates as a whole comes from greater understanding of consumer values and experiences. Marketing enables shared understanding across the leadership team about customer, strategy and markets and how they operate in a coherent way. Modern brands need to remember that nowadays customers appreciate collective experiences more than individual - everything that the company does takes place in networks. This study offers a contribution that marketers may consider for management of their function, and to a certain extent, the whole business. Throughout this study, a pressing need for change in business management as well as marketing was recognised. Numerous benefits of adopting the new leadership marketing paradigm were also named. Effective integration of various organisational and marketing components results in greater responsiveness of the business to the changes in the external environment, as well as successful alignment of employee perception to customer perception of the brand. The current study highlights the need for marketers to develop leadership skills, such as those mentioned above, to fulfil their role within the organisation. By being a leader in marketing and promoting marketing so as to achieve leadership in the marketplace, organisations embrace the new leadership marketing paradigm. Leadership needs to be more involved in marketing and marketing needs to make more leadership decisions. Organisations need to ensure alignment of vision and integrity of marketing with company's values and direction - marketing is required to have sound awareness of market needs and, through leadership, to align company's vision with the marketing message and demonstrate integrity in doing so. The leadership marketing paradigm ensures strong awareness of leadership and marketing alignment within the business. It is a mindset of the way organisations can operate, combining leadership and marketing at a senior

level. To successfully adopt leadership marketing to stay abreast of changes, the organisation's leadership needs to connect and empower marketing to have the power to transform and engage other functions and partners. Marketers should create a desire for change and also give the opportunity and resources for these departments to change, and this will shift employee behaviour. By addressing the point above regarding redefining marketing, it should be recognised that leadership marketing involves shifting mindsets in its definition. It sets the tone and drives change, gets people on board and inspires them to lead that challenge, facilitating change of organisational culture to enable delivery of brand promise internally and externally. Leaders should bring in new ideas and have awareness of what is happening outside, and marketing needs to be creative in proposing ways to reach the market. Marketing is a catalyst of organisational change and should get other departments to buy into the changes and incorporate them into strategy and activities. As previously mentioned, marketing should integrate more with other departments and adapt business internally by changing its offering externally. Ensuring that organisation has a united view on how it works with suppliers, partners and customers will assist in aligning value-creation chain with perceptions of stakeholders. It is necessary to connect organisational culture with the desired creative evolving strategy, which is based on listening and awareness of anticipation of clients' future needs. Organisations need a leadership marketing approach to ensure that a company brings to its markets a clearly defined product or service, which is aligned with the company's vision and values and meets the needs of customers, and where the message is clear for both employees and potential buyers alike. Through the mindset of leadership marketing, organisations can deliver from the customer perspective by ensuring congruity between the way employees and customers perceive the brand. To strengthen the connection between internal employees' attitudes and external appearances of the brand to customers, organisations should analyse gaps in stakeholders' perceptions of the brand and use tailored marketing communication to translate

brand values into customer experiences. Regular communication is necessary with an aim of aligning visions and building bonds between departments to ensure cohesive delivery of brand promise.

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