



## **IDM Business-to-Business Marketing Council Book Review**

By Professor Bryan Foss

### **Dilemmas, Dilemmas**

**Practical case studies for company directors**

**By Julie Garland McLellan**



***Foss Initiatives Limited***



# IDM Business-to-Business Marketing Council Book Review



**Title:** Dilemmas, Dilemmas: Practical case studies for company directors  
**Authors:** Julie Garland McLellan  
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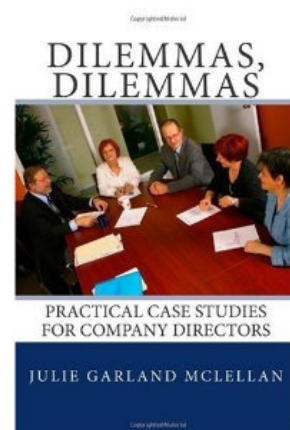
## Who is this author?

Julie Garland McLellan is one of Australia's leading governance and boardroom experts. I know Julie as an active member and contributor to numerous LinkedIn groups related to the development of board skills and good business judgement, including the 'International Association of NEDs' (IANED) group for example. Additional information sources for Julie include:

LinkedIn: <http://au.linkedin.com/in/juliegarlandmclellan>

Twitter: [JulieGarlandMCL](http://twitter.com/JulieGarlandMCL)

Websites: <http://www.mclellan.com.au/>  
<http://www.mclellan.com.au/newsletter.html>  
<http://www.boarddirectorspresentations.com/>



## What is the target readership?

These practical case studies are relevant to executive, non-executive and trustee board members of almost any 'company' type or size, including commercial enterprises, SME's, family owned businesses, not-for-profits (NFPs), public sector and others. A mix of these organisation types and their challenges are introduced through the numerous case studies included here.

Whether 'marketing on the board' is a substantial or minimal part of your responsibilities now or in the future, senior marketing executives and non-executives can benefit from gaining useful insights into how their boards are challenged with tough decisions – decisions which others in the organisation may not even realise are encountered by their boards.

This book sets out to help develop your personal judgement as a board member, or as someone working closely with board members. The author recognises that board decisions are often complex - mixing legal, ethical and other issues in a manner that ensures right or wrong answers probably don't exist.

## Why did I choose this book to review?

As an active non-executive director (and previous executive board member) I have a strong personal interest in the good governance of developing organisations. I see good governance not as an overhead, but instead as a way of assuring that our organisations stakeholders can have a

high level of confidence that the desired, agreed and published 'outcomes' will be achieved through the successful deployment of board strategies and effective risk management. Stakeholders including investors, clients, partners, regulators, employees and others should have confidence that the organisation is 'safe to deal with' in the many ways they require.

During my last five years or so as an independent I have found an enormous overlap between the objectives and capabilities of a good B2B marketing executive with the need to ensure productive stakeholder dialogue and outcomes. I believe that experienced marketing seniors can leverage their skills in the boardroom, but will also need to add new skills to operate effectively with the board members they work with or report to in their organisation or others.

Developing board skills takes considerable personal commitment and many years of experience. While there are courses for director development, for example the Institute of Directors (IoD) Chartered Director programme stages, it is essential to embark on a continuous personal development (CPD) programme that ensures that skills of the board as a team and as individuals are more than appropriate for the challenges and risks faced now and in the near future.

Using these online forums Julie has posed carefully constructed case study questions, internationally and over many months. Selecting the best few responses for each case study this book has been formed to help you develop your own judgement and solutions to future problems.

As a contributor to these online forums I was fortunate to learn of Julie's work and to gain access to an 'early readers' edition to review on behalf of the IDM B2B Marketing Council. While my early version had a small number of publishing 'typos' I don't expect these to appear in the final book that you will read, share or keep in your own resource library.

### **What is covered in this book?**

- There are 22 stand-alone challenging case studies, enabling you to read the book in stages, from front to back, or in any other sequence you prefer. You might also go back to reference it from your bookshelf later (if you haven't lent it on as I will....)
- The case studies are very realistic and certainly represent issues that I've come across myself or had other board members mention to me. As a result I immediately highlighted four case studies to board colleagues with similar experiences and issues to those described.
- Some very relevant case studies for marketing executives and NED's include: CSR initiatives, relationships between the board and executives, conflicts of interest (personally recommended suppliers, tendering processes etc), leaks of sensitive information, board appointment of family member as CMO, JV directorships etc
- For each case study the author provides 3 experienced opinions for each case study, asks that you choose the one you like best, then to consider what is good / not so good about it. Perhaps the other two answers provide ideas that could further improve your judgement.
- With case study responses from the author and 44 additional contributors, the book is able to combine many personal styles and perspectives for you to compare against your own.

### **Comments and conclusions:**

In the last year or so there has been a much increased focus on good governance, probably due to the many business and compliance failures we have seen. Your marketing plan (including growth, retention, profit, service, compliance and reputational risk objectives) will now look increasingly like a whole-company business plan and needs to be understood and owned by the whole board.

Every marketing executive needs a personal 'CPD' plan, which now needs to include board contribution and communication skills. The development of personal judgement is also key.

From engaging with LinkedIn board governance groups I've found strong membership and input from certain countries including Australia, Canada and the UK - although this topic is gaining increasing online interest from members in Asia and the middle east as well.

Julie is based and most active as a board member and public speaker in Australia and has also completed a UK City University degree. While some language and responses are Australian the examples are very well chosen and will prove equally relevant in almost any environment.

I can strongly recommend this book to the seniors of the B2B marketing profession, or those working hard to achieve those roles and to deliver their best results in them.

#### **Other information sources and help:**

- IoD Chartered Director programme: <https://www.iod.com/Home/Training-and-Development/Chartered-Director/>
- Other books: The Effective Director by Neville Bain: [http://www.amazon.co.uk/Effective-Director-Building-Individual-Success/dp/0749450266/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1283011745&sr=1-1](http://www.amazon.co.uk/Effective-Director-Building-Individual-Success/dp/0749450266/ref=sr_1_1?s=books&ie=UTF8&qid=1283011745&sr=1-1)
- The Financial Times Non-Executive Directors Club: [http://www.amazon.co.uk/Effective-Director-Building-Individual-Success/dp/0749450266/ref=sr\\_1\\_1?s=books&ie=UTF8&qid=1283011745&sr=1-1](http://www.amazon.co.uk/Effective-Director-Building-Individual-Success/dp/0749450266/ref=sr_1_1?s=books&ie=UTF8&qid=1283011745&sr=1-1)
- NED and interim management networking and development groups including Russam-GMS (<http://www.russamgms.co.uk/>), Intramezzo (<http://www.intramezzo.co.uk/>) etc

#### **Review Author:**

Bryan Foss is a Visiting Professor with Bristol Business School, also a non-executive board director with various commercial and UK public sector organisations and a retired IBM executive. Bryan is an IDM Fellow and has been an active member of the IDM B2B Marketing Council for many years.

With a hybrid professional and academic background he now researches and provides business and technical advice to many types of organisation, he also blogs and writes on a wide range of topics relevant to today's board members and those near to them.

See [www.FossInitiatives.com](http://www.FossInitiatives.com) or his LinkedIn profile at <http://www.linkedin.com/in/bryanfoss> for more information or contact details.

Details of the aims and membership of the IDM B2B Marketing Council can be found at <http://www.theidm.com/about/idm-advisory-councils/the-idm-business-to-business-marketing-council/>