

The Structure of Marketing

A view into how marketing organizations need to change

The face of marketing has changed forever and the new digital world presents marketers with more opportunity than ever before. With this opportunity comes a challenging environment that needs to be navigated. There are more competitors, brands, products, services, channels to market and regulations than ever before. However, this is not the case with marketing budgets. Marketing is increasingly expected to measure and justify everything it does to prove the value of every \$ invested. Achieving digital transformation in marketing is a delicate balancing act.

FIVE DIMENSIONS TO BALANCE



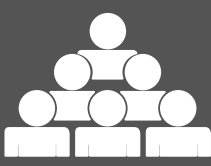
TANGIBLES

The physical and digital inputs and outputs of marketing processes - campaigns, content, customer journeys..



TECHNOLOGY

The hardware and software used in the delivery of the marketing process including CMS, MRM, CM, DAM etc



TEAM

The people involved; their roles and responsibilities, management of skills, knowledge and experience



TASK

The processes, checklists, tasks and the time required to deliver the end-to-end process of marketing



TRACK

Consistent measurement on the process of marketing, knowing what is working well and what is not.

HOW WELL ARE YOU DOING?

The table illustrates the stages of maturity and transformation most marketing organizations go through - where are you?

	Homespun	Supported	Applied	Developed	Optimised
	<p>Uncoordinated / ad-hoc and manual</p> <ul style="list-style-type: none"> Inconsistent use of briefing templates No formalized content development approaches No standard marketing templates Brand guidelines informal 	<p>Initial steps to improve marketing productivity taken</p> <ul style="list-style-type: none"> Briefing templates generally used but no standards in place Some standard marketing templates used Formalized brand guidelines Ad-hoc content to audience mapping 	<p>Base capabilities in place across some teams and processes</p> <ul style="list-style-type: none"> Formalized briefing templates in place Clearly defined brand management sign offs Content plans and audience mapping ad-hoc and informal 	<p>Cross discipline / team momentum achieved</p> <ul style="list-style-type: none"> Formal Content editorial schedules in place Formal content to audience mapping 	<p>Learn from results. Focus on continuous improvement & measurement</p> <ul style="list-style-type: none"> Pro-active and thoughtful assessment of previous tangibles embedded across all stakeholders
Productivity Dimensions	<p>Point solutions in place</p> <ul style="list-style-type: none"> (ESP, Campaign management, social listening etc.) Microsoft office Shared drives 	<p>Some basic collaboration and information sharing platforms (e.g. sharepoint)</p>	<p>Some form of asset management capabilities</p>	<p>Integrated closed loop operational systems in place from planning through to execution and measurement</p>	<p>Systems optimized based on actual usage and marketing results</p>
	<ul style="list-style-type: none"> Team and individual roles and responsibilities not formalized Collaborate using email 	<ul style="list-style-type: none"> Team roles and responsibilities clearly documented and understood Localised basic stand alone information sharing portals 	<ul style="list-style-type: none"> Centralised basic collaboration and information sharing platforms Innovation encouraged informally 	<ul style="list-style-type: none"> Team collaboration embedded in processes, systems and company culture Idea / innovation processes formalized 	<ul style="list-style-type: none"> Remuneration systems actively encourage collaboration and innovation
	<ul style="list-style-type: none"> Limited process documentation Little or no automation No formal review and approve processes 	<ul style="list-style-type: none"> Marketing processes documented 	<ul style="list-style-type: none"> Formalised systems in place using MS Office applications (job bags etc.) 	<ul style="list-style-type: none"> Clear understanding of team capacity and utilization in place 	<ul style="list-style-type: none"> Pro-active management of teams and resources based upon real time intelligence Agile processes allow controlled rapid reaction to market needs using predetermined impact and budget approvals
	<ul style="list-style-type: none"> Multiple spreadsheets No holistic view of marketing initiatives No standard measures 	<ul style="list-style-type: none"> Some standard measures in place 	<ul style="list-style-type: none"> Some form of asset management capabilities 	<ul style="list-style-type: none"> Integrated closed loop operational systems in place from planning through to execution and measurement 	<ul style="list-style-type: none"> Systems optimized based on actual usage and marketing results