



The Unintended Consequences of How You Define the Role of Marketing

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Introduction

- Most companies don't consciously define, or clearly communicate, roles for each function
- Unexamined assumptions about roles—especially the Marketing role—have a significant, and often unintended, impact on the entire organization

Our path today:

- The 3 typical roles of Marketing
- Rationale for each role
- Implications of each role
- Unintended consequences:
 - The eyes of the company
 - The customer's perspective
 - The financial implications
 - The staffing implications
- Discussion

The 3 typical roles of Marketing:

Servant of Sales

“Marketing supports the Sales function.”

Sales Administration

Guardian of the Brand

“Marketing defines and communicates our brand image and message.”

Brand Champion

Quarterback of Growth

“Marketing charts the growth path for the company.”

Voice of the Customer

Rationale for each role:

Servant of Sales

Revenue is vital
Marketing serves
a line function
Sales can shed
non-selling
activities
Sales support is
centralized and
coordinated

Guardian of the Brand

Distinction is vital
Marketing defines
and delivers a
powerful message
Strong branding
increases long-
term profitability
Communication is
consistent

Quarterback of Growth

Leadership is vital
Marketing is
accountable for
profitable growth
The company has
a coherent market
view
All market-facing
activities are
synchronized

Implications of each role:

Servant of Sales

“We are
Sales-driven.”

Inside-out approach

Guardian of the Brand

“Our brand is
our promise.”

Value-add approach

Quarterback of Growth

“We are
Market-driven.”

Outside-in approach

Drawbacks of each role:

Servant of Sales

The company will tend to be reactive and responsive.

Guardian of the Brand

Marketing can be disconnected from business results.

Quarterback of Growth

Requires solid team play: an aligned, flexible, interdependent organization.

Unintended consequences—the eyes of the company:

Servant of Sales

Sales is the eyes of the company.

Guardian of the Brand

Marketing is the ears of the company.

Quarterback of Growth

The company has two sets of eyes: one on the ground, and one in the air.

Unintended consequences—the customer perspective:

Servant of Sales

Traditional selling isn't differentiated anymore.

Value of a “big idea” or vision is missing.

Guardian of the Brand

Current customers don't see value in your marketing activity.

The message and image are not specific enough for their situation.

Quarterback of Growth

The company must deliver on the promises created in the customer's mind.

Unintended consequences—financial implications:

Servant of Sales

Revenue is volatile and unpredictable.

Total revenue responsibility falls to Sales.

Guardian of the Brand

The ROI on Marketing is vague and indirect.

Branding is seen as a cost—or a luxury.

Quarterback of Growth

The organization is working together to become bigger and more profitable.

Unintended consequences—staffing implications:

Servant of Sales

Sales support people are cheap and plentiful.

Attention to detail and a service orientation are the required skills.

Guardian of the Brand

Branding is a specialized skill.

“Advertising people” don’t want to be accountable for short-term results.

Quarterback of Growth

True leaders are rare—and they can be a handful.

There will be ripple effects in the company.



You can’t hire for one role and succeed at another.

Discussion:

Servant of Sales

Sales Administration

Guardian of the Brand

Brand Champion

Quarterback of Growth

Voice of the Customer

How the
market
got there:

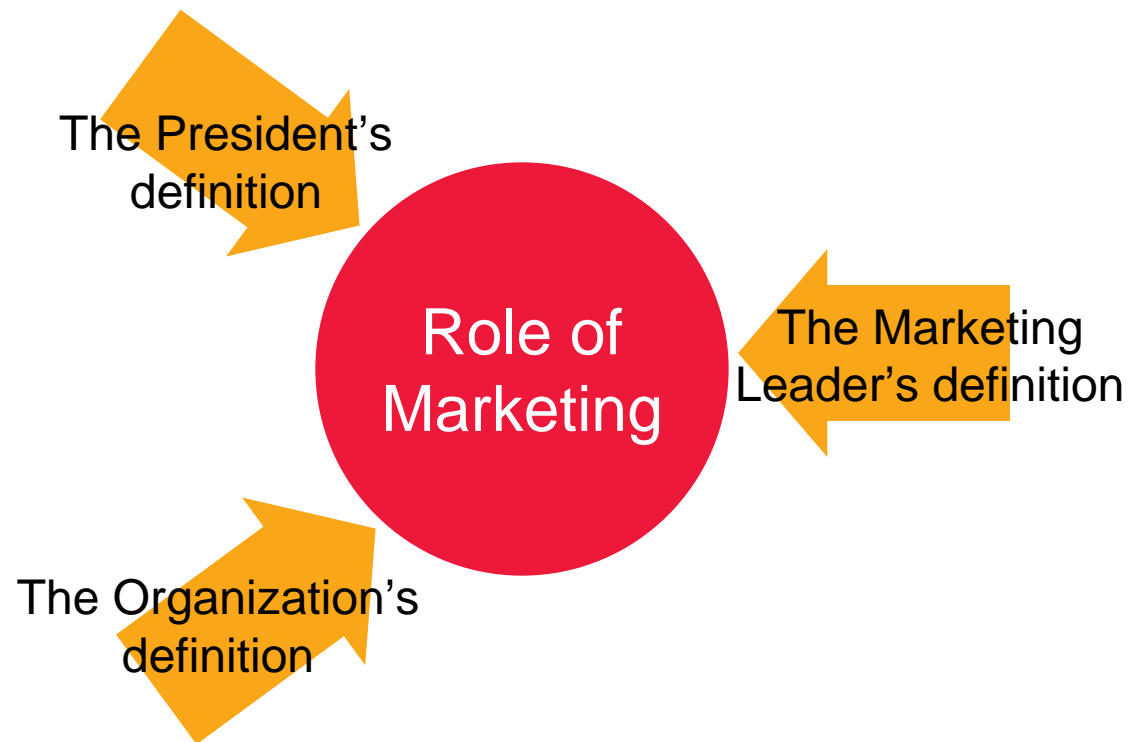
an evolution

How we
can get
there:

a leap

Discussion:

- 3 forces will affect the role of Marketing in any organization:



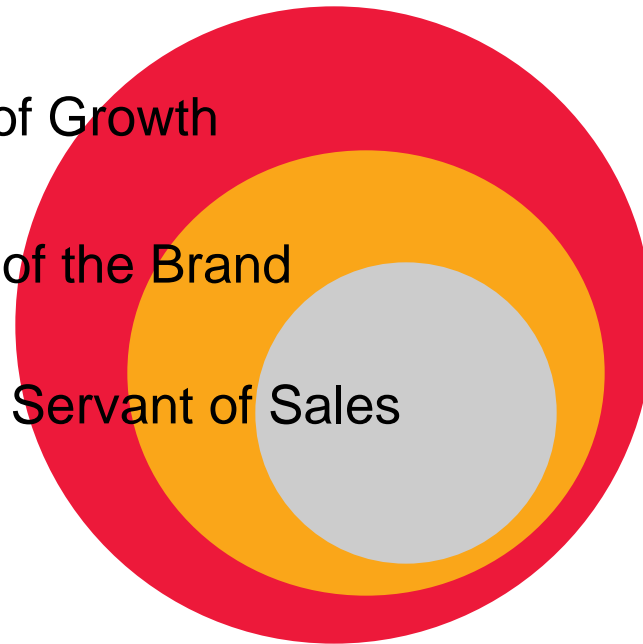
Discussion:

- The “Quarterback of Growth” role encompasses the other roles.

Quarterback of Growth

Guardian of the Brand

Servant of Sales





An important question for marketers:

Why is the average tenure of a Chief Marketing Officer less than 24 months?

- Misaligned expectations between the CEO and CMO
- Inertia and resistance within the organization
- The CMO underestimates the scope and complexity of the task—especially the internal task



Other discussion . . .



Thank you!

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