



How Marketers Can Build A World Class Marketing Organization

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About Brian ...



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Partner



Building a World Class Marketing Organization

1. **Understanding**
 - Role of Marketing in the Organization
 - Individual Roles

Some examples: “types” of marketing organizations ...

Marketing Organization	Focus	Examples
Growth Champion Target: Large Companies	Account-Based Marketing Deal Influence and Acceleration Field Events, CABs, Champion-building Global	Demandware Workday
Growth Champion Target: SMB	Lead generation PPC Content	Infusionsoft Marketo/Hubspot
Free Trial/Freemium	SEM Web optimization A/B testing	Slack Evernote SoundCloud
Services Provider	Advertising, promotion, PR at the request of divisions, brands and product teams	American Express

You may need a new playbook.

Building a World Class Marketing Organization

1.

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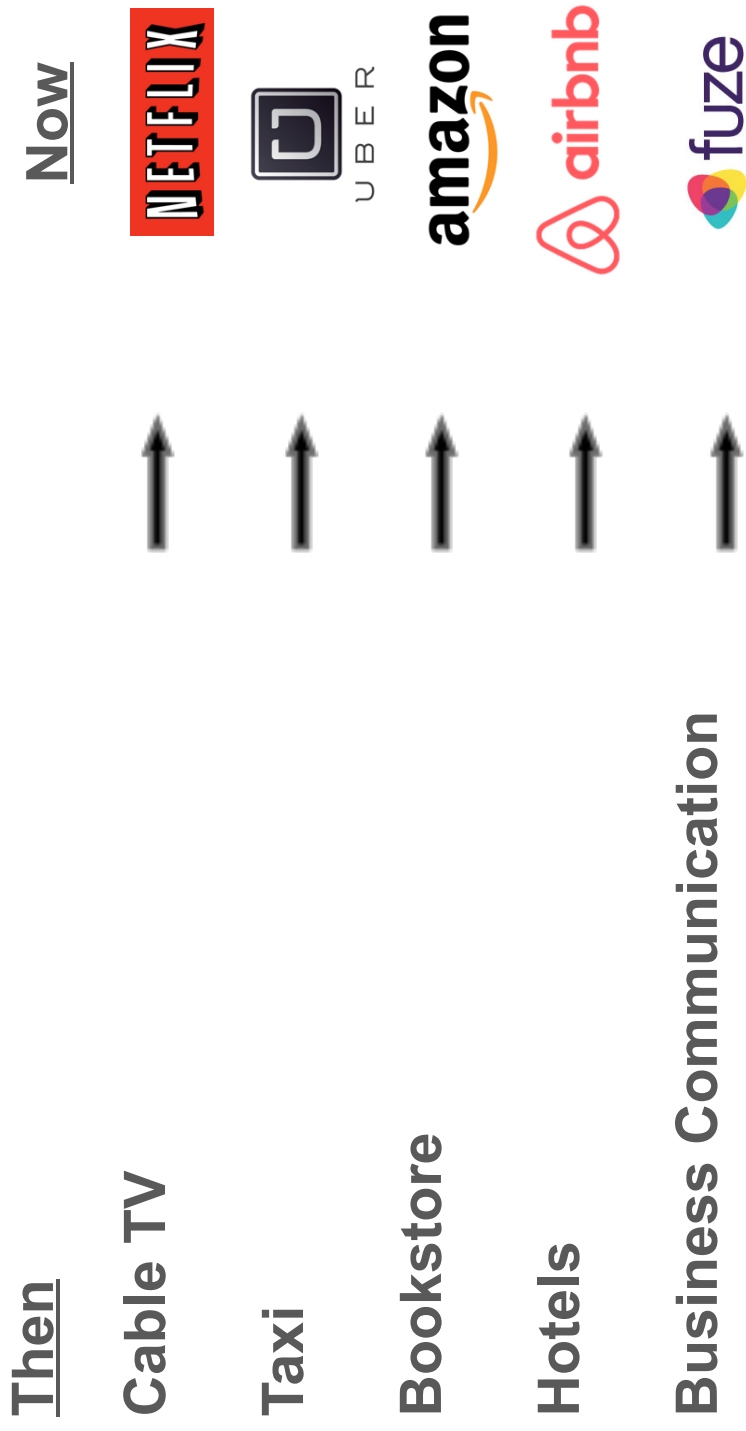
2.

Attracting the Right People

- What are the qualities you want?
- How best to find them?

Choose your industry wisely.

What is the pattern?



Careers in trouble ...

Publishing

Travel Agents

Real Estate Brokers

Film Processors

Librarians

Attracting the Right People

Referrals

Be patient and nurture talent

Can you be a magnet for top talent?

What are you looking for?

5 attributes to look for ...

Adaptability

Restlessness

Results Orientation

Data-Driven

Strong Communicator

Always be learning.



*How has marketing changed
over the past 5 years?*



What are some of the newer skills?

Analytics

Social Media

Data Visualization

Content Marketing

Marketing Automation

SEO | SEM | PPC

Building the culture that you want ...

Stuff that's important to me ...

- Integrity
- Mutual respect
- Open communication
- Collaboration
- Curiosity and learning -- try new

4 of my favorite interview questions:

1. When was a time things didn't go as planned, and how did you handle it?
2. What are you most excited about learning?
3. What skills/talents seem totally unrelated to your career but that you enjoy?
4. Tell me about a time where you solved a particularly interesting problem?

Dealing with uncertainty
“Bouncing back”

Desire to learn
Engagement

Passions
Depth of knowledge
Ability to communicate

Problem solving
Critical thinking

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3. **Developing Your People**
 - Skills/Training
 - Leadership Opportunities

Developing your people ...

Ask them what they want to do – a development plan

Career

Education

Relationship

Self-improvement

Trade shows/events

Classes

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4. **Get the Team Focused**

- Specific Goals
- A Few Big Rocks

Running Sales and Marketing differently ...



Traditional

Marketing: # of leads
Sales: Bookings

In silos
Not a “shared” view

Finger-pointing

Infrequent
Hostile

Bookings: MRR/ARR/TCV
Revenue

Transparent
Real-time

Marketing and Sales have
shared responsibility

Continuous
Agile decision-making

Targets

Data

Collaboration

Communication

Let's summarize...



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Thank you!

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