

# THE HIGH- PERFORMANCE MARKETING DEPARTMENT

A Guide to Staffing,  
Team Structures, & Budgets

The logo for Act-On Software, featuring the word "act" in white lowercase letters on a dark blue square background, followed by a white power button icon on a light blue square background, and the word "on" in white lowercase letters on a dark blue square background.

act-on

*In 2004, one of the world's largest toy makers, The LEGO Group, was teetering on the edge of bankruptcy.*

A failure to modernize its marketing had alienated customers and eroded their connection to the brand. To reconnect, LEGO would refocus its marketing strategy to include:

- **Content marketing**
- **New marketing technologies**
- **Metrics and analytics**

These investments helped the brand climb back into the hearts of its customers.<sup>1</sup> Today, LEGO is the most valuable toy company in the world, with revenues of more than \$15 billion.<sup>2</sup>

What the LEGO story shows us is that modern marketers must adapt to a new model – one where value-added content, integrated multi-channel campaigns, and clear metrics are the keys for success.

LEGO isn't an isolated case. High-performance companies that excel in these disciplines report higher return on investment (ROI), more brand value, increased customer acquisition and retention, and larger profits when compared to companies who focus on more traditional tactics.<sup>3</sup>

This guide will help you build the high-performance marketing department you need to thrive in the new age of accountable, technology-driven content marketing.

**Let's get started.**

## High-Performance Marketing Departments

The CMO Survey conducted a study to understand the differences between the marketing practices of high-performing and low-performing companies.

They discovered high-performance departments deliver higher **ROI and profits**, by investing in digital advertising, technology, and marketing analytics.<sup>4</sup>

# Staffing for Maximum Impact

In today's age of accountable content marketing, it takes a range of talents to bring about success. Artists, technologists, strategists, analysts, writers – all must be present to create, deliver, and measure unique campaigns that will increase brand awareness and distinguish your company.

## THE MODERN MARKETING DEPARTMENT'S ESSENTIAL SKILL SETS

*Not all these skill sets must be present in staff members – strategically augment internal capabilities with vendors and freelancers. As an example, aspects of digital media creative, SEO, and PR are often outsourced.<sup>5</sup>*



### VISION & INSIGHT

Leadership to set the tone, overall strategy, and brand story.



### TECHNOLOGY

Marketing automation specialists, database managers, programmers, and developers.



### WRITERS

Creative writers and storytellers who can reach your audience and inspire action.



### ARTISTS & DESIGNERS

Creatives who can deliver graphic design for websites and other online assets.



### SEARCH ENGINE OPTIMIZATION (SEO)

Specialists in on and off-page SEO.



### PR & MEDIA RELATIONS

Professionals to court analysts and the press.



### SOCIAL MEDIA EXPERTS

Savvy strategists to maintain brand presence and interact with followers.



### ANALYTICS & METRICS

Analysts who can measure and report on ROI and program successes.



### PRODUCT EXPERTISE

Product marketers and industry-related subject matter experts.



### EXECUTION

Planners and managers who ensure things get done.



# The New Roles

While not hard-and-fast job descriptions, these are common ways that companies organize skill sets into roles. When looking for your candidates, round out your department by seeking complementary, rather than overlapping, skill sets.





## THE NEW ROLES

# Creatives



### MARKETING OFFICER

Whoever heads the marketing department should speak the language of marketing and sales fluently, as well as have a general understanding of business operations. This role sets the vision and collaborates with other departments and executives.



### CONTENT STRATEGIST

Content strategists are your storytellers, listeners, and content ambassadors. They set the overall editorial tone and content mission for your organization, and make sure it's integrated across all channels (PR, email, social, SEO, web, etc.). They should understand what it means to both sell and story-tell, know how to craft messages that cut through the clutter, and work well with design creatives.



### SOCIAL MEDIA

Formerly located within PR, this person knows how to locate influencers and establish relationships with them. They also manage your social media platforms and communities.

## THE NEW ROLES

# Technologists



### MARKETING TECHNOLOGIST

The way we reach out to – and engage with – both prospects and customers is increasingly through digital channels. Technologists should understand the company's business goals and be able to evaluate technologies in terms of what's needed to meet those goals today – and tomorrow. Great technologists champion experimentation and create competitive advantage by working within your department and across the company.



### MARKETING OPERATIONS

Marketing “ops,” as it's often called, bridges the gaps between the creatives, managers, and technologists. Often in charge of marketing automation and customer relationship management (CRM) systems, marketing ops also executes and reports on campaigns.



### DEMAND GENERATION

Demand generation managers are lead generation and management specialists. They know how to build multi-channel campaigns that drive demand for your product, and nurture leads until they're ready for sales. Like marketing operations, they have a good understanding of systems and process, but are often more focused on strategy and content.



# Creating a High-Performance Team Structure

Marketing's functions have changed dramatically in the last decade, which means the way we structure the marketing organization needs to be re-thought.

To be successful today, your department must be structured for agility and speed. While every department will be organized differently, there are common traits high-performance departments will need to build into their structure.



# Traits of High-Performing Marketing Departments

A coalition of trade associations and major corporations led by Keith Weed, CMO of Unilever, initiated Marketing2020, perhaps the most comprehensive study yet of marketing leadership.<sup>6</sup> They found that there are common traits present in high-performance marketing departments.

**Leverage data**  
to identify prospects, hone programs, align business goals, and serve customers.



**Have a clear brand purpose** which manifests in three types of customer benefits: functional, emotional, and societal.



**Focus on customer experience** rather than just acquisition.



**Leaders influence company strategy** rather than just marketing strategy.



**Strategy and vision** is communicated internally at all levels.



**Success is measured against key performance indicators (KPIs)** such as revenue growth and profit; incentives are tied to KPIs.



**Teams share a single marketing language** and way of doing marketing.



**Ongoing training** is conducted at all skill levels.





## CREATING A HIGH-PERFORMANCE TEAM STRUCTURE

# High-Performance Team Structures

Team structures are moving away from silos and divisions, and becoming more interconnected and agile.

### FROM... THE OLD MODEL

*Yesterday's model was hierarchical.*

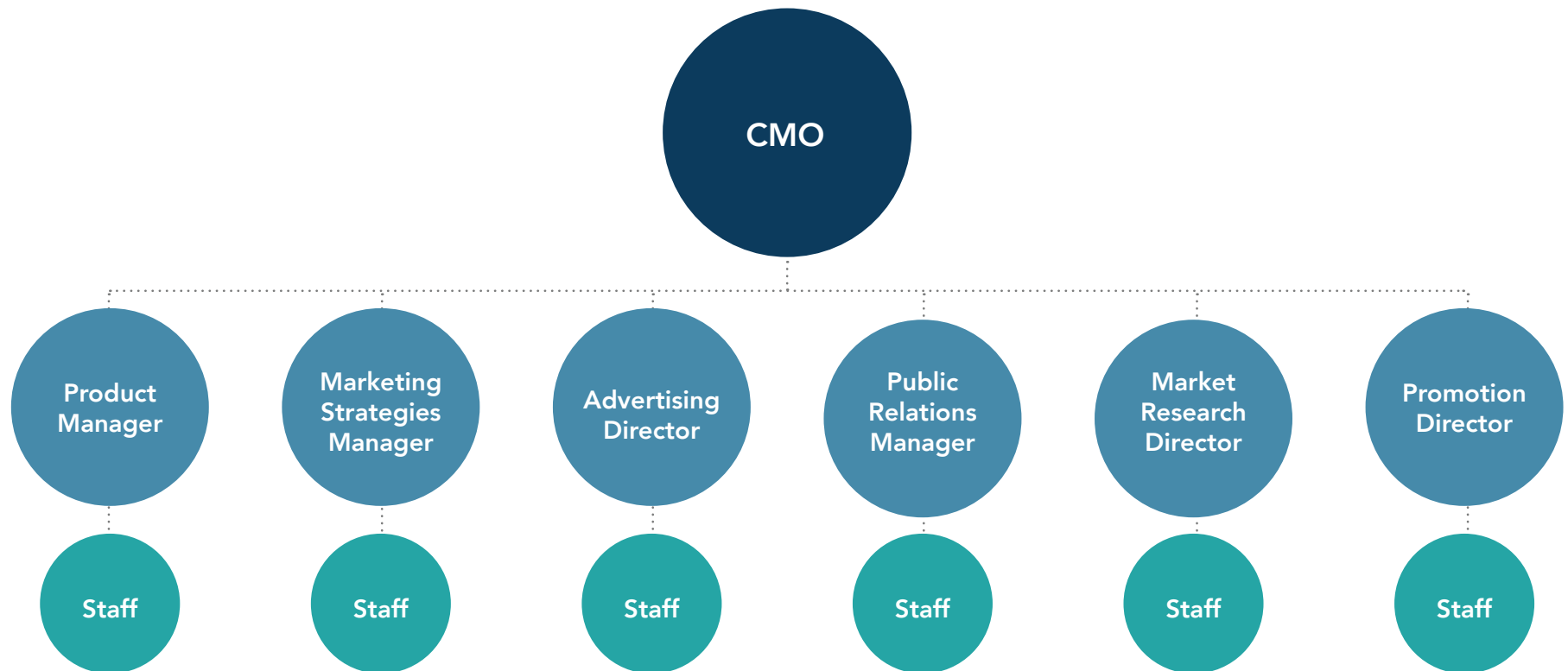


Chart recreated from Forbes'

*Here's What the Marketing Organization of the Future Will Look Like?*

## CREATING A HIGH-PERFORMANCE TEAM STRUCTURE

# New Reporting Models

Today's models are built for speed and collaboration. What distinguishes them from the old-school model is an interconnected design; silos are broken down and replaced with cross-department partnerships that support teamwork, cooperation, and nimbleness.

### TO... THE NEW MODEL

*For companies with traditional marketing roles and titles, the matrix model delivers agility without the need to reinvent titles or roles. With this model, the marketing department flattens out into a collaborative, connected network.*



Chart recreated from Forbes'  
*Here's What the Marketing Organization of the Future Will Look Like*<sup>7</sup>



## CREATING A HIGH-PERFORMANCE TEAM STRUCTURE

# The Orchestrator Model

For companies whose marketing staff wear many hats (common in smaller organizations), the orchestrator model can improve efficiencies by coordinating the strengths and skill sets of each staff member. Individuals are organized into “think,” “feel,” and “do” roles. A Chief Experience Officer serves as the master orchestrator.



*The key for success is to structure your department to work the way you work. No model is a perfect fit. Experiment to find what works best for your team.*

Chart recreated from Forbes'

Here's What the Marketing Organization of the Future Will Look Like<sup>7</sup>

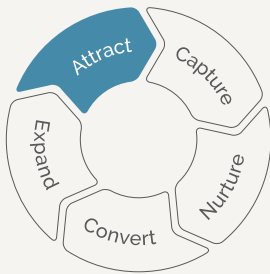
## CREATING A HIGH-PERFORMANCE TEAM STRUCTURE

# Map to The Customer Lifecycle: Brand, Demand & Expand

Lead acquisition has received the most emphasis of any individual marketing activity in recent years. But top-performing marketing leaders understand the need to allocate their time and talent across the entire spectrum of the customer lifecycle to optimize customer relationships – and revenue.

### Brand

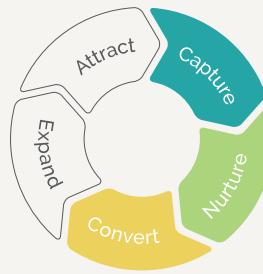
Branding relies on strategically communicating your brand's voice and positioning. It's the promise you make to customers, and it needs to infuse every stage in your company's growth and your customer's lifecycle.



**Key players:** CMO, advertising and promotions director, content strategist, social media director

### Demand

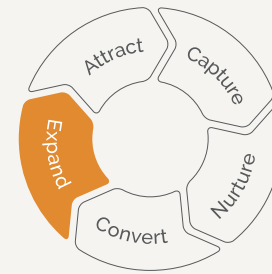
Demand generation delivers leads, conversions and opportunities – the lifeblood of growth. Doing it well requires top-tier content, well-crafted campaigns, and pin-point timing.



**Key players:** CMO, demand generation managers, content strategist, marketing ops, marketing technologists

### Expand

Expand marketing includes customer onboarding, retention, loyalty and advocacy programs, and upselling. It can help you reduce churn, improve customer satisfaction scores, and increase customer lifetime value.



**Key players:** CMO, demand generation managers, content strategist, marketing ops, marketing technologists



# Getting the Budget You Deserve and Spending it Wisely

According to the CMO Survey, high-performing companies spend 13.6%<sup>10</sup> of their revenue on marketing, compared to the average spend of 0.5% to 10%.<sup>11</sup>

It's a correlation consistently supported by other studies: Companies that invest more in marketing tend to see better returns. Nonetheless, it remains a common executive viewpoint that marketing is a cost center, not a revenue driver.



# 6 Steps to Securing the Budget You Deserve





## GETTING THE BUDGET YOU DESERVE AND SPENDING IT WISELY

# New Budget Trends and Benchmarks

While there is no “one-size-fits-all” rubric for planning program budgets, there are some important trends that should inform your spend.<sup>12</sup>



### Digital is in – traditional advertising is out.

High-performing marketing departments spend more on digital marketing and social media than their peers. They also spend less on traditional advertising.



### Content marketing is essential.

28% of budgets are now spent on content.



### High-quality content is critical.

54% say this is their biggest challenge indicating marketers need to seek out more qualified creators. Quality content will set you apart.



### Technology is a must-have.

Consumers use it to engage with brands; brands use it to manage all facets of business – from storefronts to supply chains to logistics to customer intelligence. A full 67% of departments plan to increase technology-related activities over next two years.



### Account-based marketing is a good investment.

Also known as key account marketing, account-based marketing is the practice of strategically targeting specific accounts in your marketing programs. Those who use it are far more effective at digital marketing.

## BUDGETING BEST PRACTICE

### A 50/50 Split

As a best practice, allocate 50% of your budget to personnel and 50% to tools, systems, and products.

## GETTING THE BUDGET YOU DESERVE AND SPENDING IT WISELY

# Your Peers' Investments

MarketingSherpa surveyed approximately 800 marketers to learn how they plan to adjust their marketing spend in the coming years. The results, displayed below, show a rise in digital technology investments. But remember – there is no “one-size-fits-all” budget strategy. Stay flexible and adjust your spend to favor high-performing tactics.

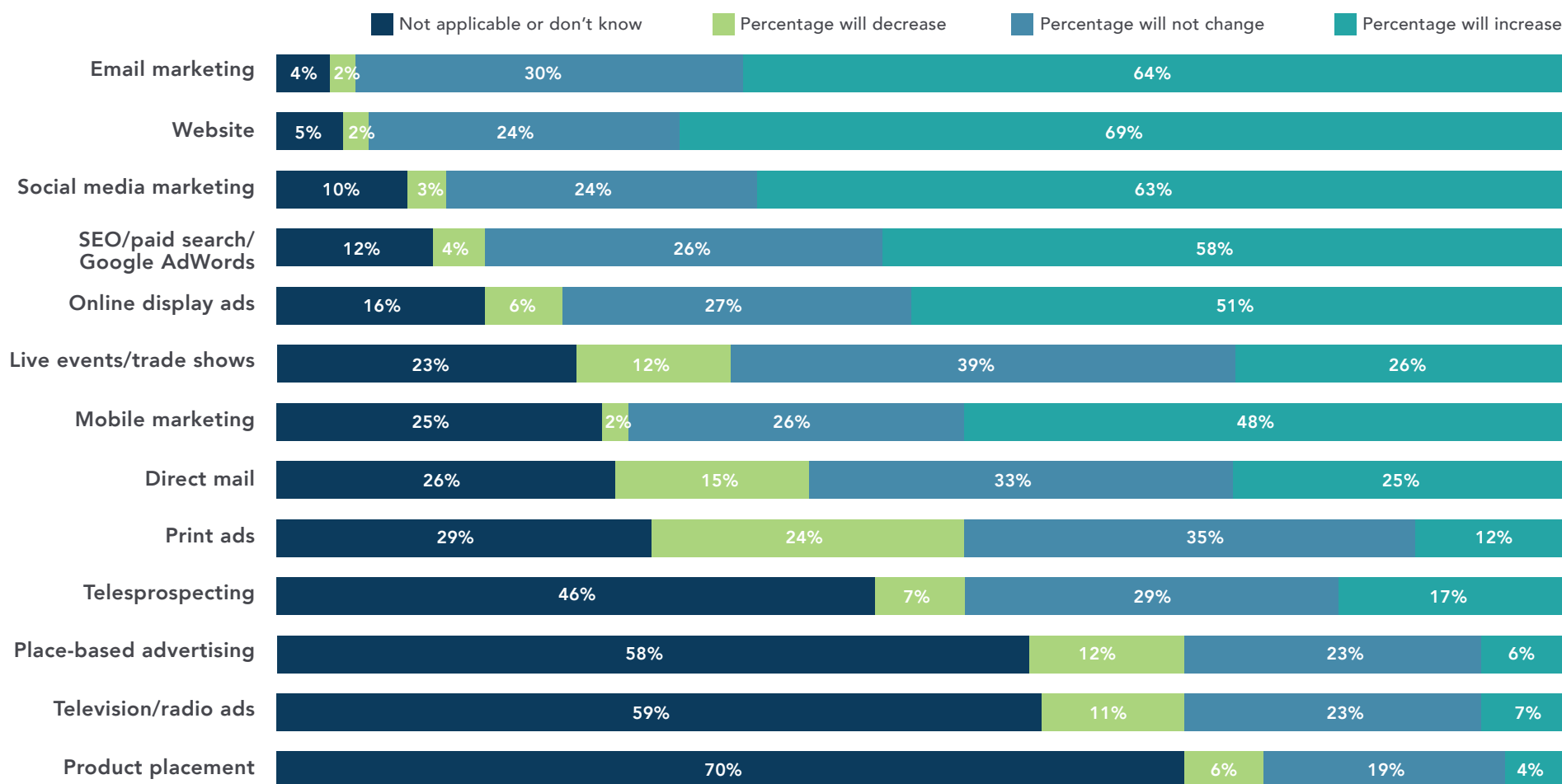


Chart recreated from MarketingSherpa Email Marketing Benchmark Survey, 2013<sup>13</sup>

## NEXT STEPS

# Building Your High-Performance Marketing Department

Content, technology, and analytics. These three investments moved LEGO from a near-bankrupt business to an industry leader. These same three investments have the power to transform your company – from “just another voice in the crowd” to that clear, compelling, voice above the din. The one customers count on, think of first, and identify with excellence above all others.

Start your transformation today by putting the right staff, structure, and budgets in place. You will reap the rewards in higher ROI and profitability, as well as the thanks of your executive team.

### More High-Performance Resources:

**How to Profit** from Account-Based Marketing

**Rethink Marketing Automation:** Build Brand, Drive Demand, & Expand Customer Relationships

**Creating Killer Marketing Content:**  
Learn to Create Marketing Content in 15 Minutes

**The Amazingly Effective Email Guide:**  
5 Tips for More Successful – and More Profitable – Email Campaigns



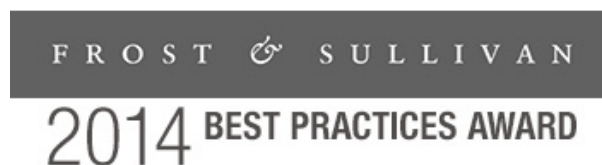


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## About Act-On Software

Act-On Software is a marketing automation company delivering innovation that empowers marketers to do the best work of their careers. Act-On is the only integrated workspace to address the needs of the customer experience, from brand awareness and demand generation, to retention and loyalty. With Act-On, marketers can drive better business outcomes and see higher customer lifetime value. The Act-On platform provides marketers with power they can actually use, without the need for a dedicated IT resource.

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