



How to Structure Your Organization for **MARKETING SUCCESS**

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# INTRODUCTION:

Many organizations, even those that get started with a brilliant marketing strategy, make the mistake of thinking of marketing as a “*solution*” instead of as a “*process*.” Too bad these terms aren’t interchangeable:

- A solution provides a one-time fix to an unresolved problem.
- A process is a set of strategies that produce a sustained outcome, assuming those strategies are consistently employed.

The primary goal of any marketing effort is to identify and attract qualified leads to the business. As long as a company desires to keep its doors open, the organization will always be in need of leads and new business opportunities. To that end, marketing cannot not be seen as a one-time problem needing a fix.

In *The Practice of Management* (1954), a seminal text on business management strategy, famed corporate consultant Peter F. Drucker proposed a more comprehensive way to view marketing:

“Marketing is not only much broader than selling; it is not a specialized activity at all. It encompasses the entire business. It is the whole business seen from the point of view of its final result, [which] is from the customer’s point of view. Concern and responsibility for marketing must therefore permeate all areas of the enterprise.”

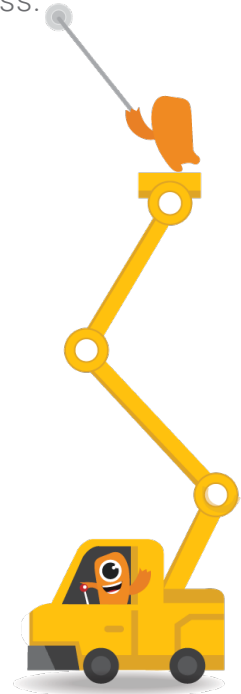
Consider extremely successful corporations like Apple and McDonald’s. Rather than rely on any one branding success, be it a well-received commercial or popular menu item, these companies pump millions of dollars each year into developing their brand through new marketing strategies (and

who could forget “*Bah-dah-dah-dah-dah, I’m lovin’ it!*”?). That’s because these companies know just how important it is to align their business organization with their marketing strategies.

In fact, there’s a long list of reasons to re-examine how your company’s structure affects your approach to marketing. Updating how the business is organized in order to support marketing efforts can:

- Keep your brand identity fresh
- Evolve your brand with your base
- Add operational flexibility
- Maintain financial security

Feel the need to update your company’s approach to marketing? You shouldn’t also feel the need to figure it out on your own. There are plenty of ways to make the Web a better place via innovative digital marketing and site design. This helpful eBook provides businesses leaders and decision makers with proven strategies for balancing their company’s organization and marketing goals for branding success.



DEFINING YOUR

BRAND



# CHAPTER 1:

## DEFINING YOUR COMPANY BRAND

Your company may have recently updated its brand, so you may be wondering why you need to go through the process all over again. Remember Apple and McDonald's. These companies have constantly updated their mission and position statements throughout the years as they got a better feel for who their customers were and what these consumers wanted.

Don't forget Peter F. Drucker's wise words either: marketing "encompasses the entire business" so "marketing must therefore permeate all areas of the enterprise." If your company didn't develop the brand with a marketing-focused approach, then your organization is missing out on major opportunities for new business.

Leveraging the company's resources to identify the most qualified leads will be a major step in developing updated, marketing-focused messaging. Once these leads are identified and used to develop messaging, both mission and positioning statements will be more effective in directly promoting your brand and engaging the right potential customers.

### DEVELOP YOUR MISSION

Most professionals recognize the merit of a mission statement. In a few short sentences, a well-written mission statement gets to the heart of what the company values. The statement acts as a signal to employees and potential customers alike, cluing them into your company's top priorities.

That's why it's so important that marketing insights drive the development of a mission statement. Understanding what is important to potential leads and updating the mission

statement to reflect those priorities is no longer a peripheral concern. Consumers are increasingly basing brand loyalty on how much a company's values align with their own. And savvy companies have been able to leverage this fact to translate aligned values into lead conversions. The changing dynamics of how customers interact with service providers (via technology) has made it more important than ever that a company's mission statement lines up with their client's values.

### IDENTIFY YOUR POSITION

If a mission statement defines a customer's relationship with a company, a positioning statement defines the customer's relationship with the company's product. An effective positioning statement informs the client of the company's expertise, explains what sets their product or service apart from the rest and identifies a problem in need of a solution.

Positioning statements are even more effective when they accurately reflect the needs and concerns of potential leads. It's impossible for one company to be everything to every customer. However, a company that successfully meets every one of a single client's needs has earned itself repeat business. A successful positioning statement convinces the client that your product is the perfect fit for their unique situation.

A key aspect of marketing is identifying your buyers and understanding their needs. The more effectively a company defines its positioning by the needs of its potential customers, the more effective they will be at targeting those customers and the more impactful the company's overall messaging will be.



## CHAPTER 2:

# SEPARATING SALES AND MARKETING

If you're not directly involved with that side of the business, it can be all too easy to forget that sales and marketing are not the same thing. It doesn't help that many companies choose to group sales and marketing together as a single department or task both roles to a single, overstressed professional.

The reality is, however, that these aspects of your business couldn't be more different. Organizing your business as if sales and marketing were interchangeable will actually hamper your company's ability to do both. That's why it's always worth taking a second look at how sales and marketing are distinct and why they should not be lumped together. Many companies can see immediate benefits when these two roles are more clearly defined.

### KNOW YOUR ROLES

Understanding why marketing and sales are better off as different departments requires a basic understanding of why these two focuses are so different in the first place:

- "Marketing" is in charge of the messaging and branding that helps with imaging and attracting potential leads to the business.
- "Sales" is in charge of closing leads by resolving doubts and aligning buyers with the most appropriate product.

It is clear that sales needs marketing as much as marketing needs sales. The sales team generally won't have leads to sell without support from marketing, while the marketing team would likely struggle to close leads without the time and expertise of the sales team.

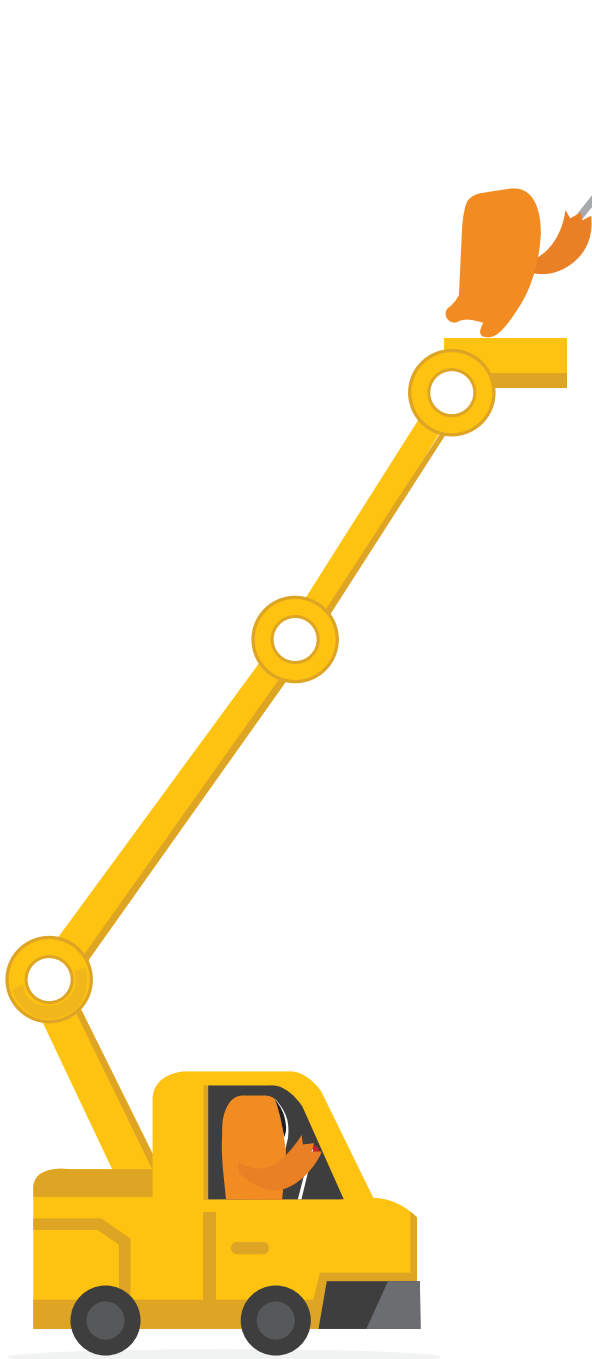
Both departments are absolutely necessary, but it's equally clear that their missions are quite different. That's why fewer and fewer companies are treating marketing and sales as a single entity.

### SYNERGY OVER SIMPLICITY

Considering the overlap of marketing and sales goals, it's easy to understand the temptation to silo both departments under a single team or manager. The negative consequences of organizing your business this way, however, far outweigh the perceived benefits.

The larger a company grows, the more difficult it is for a single person or team to do everything necessary to optimize both marketing and sales. Mingling sales and marketing also creates issues for other members of the team and typically leads to imbalances between the two efforts. Confusion about the mixed department's duties and roles will inevitably lead to miscommunications, miring productivity and potentially harming morale. Indeed, when one team tries to do both, it inevitably competes with itself for time and focus, thus hampering its own ability to succeed at either.

It will take time to properly coordinate the efforts of separate marketing and sales teams. However, the long-term benefits for your organization are immense. When sales and marketing work in tandem, instead of in competition, then the whole business comes out ahead.



## FIX MARKETING FIRST

In a perfect world, every company would have an equal and abundant amount of resources to dedicate to sales and marketing. Unfortunately, we live in a far from perfect world. Hard decisions must be made with regard to allocating resources. Even if sales and marketing are properly organized as separate departments, companies may be faced with the choice of cutting one department's resources at the expense of another.

If your business is forced to choose between investing in sales and investing in marketing, it is strongly recommended to focus on the latter first. Why? Because of the simple fact that it is always better to have too many leads and not enough sales staff than it is to have no potential clients and excess sales staff. Furthermore, if marketing is performed effectively, the burden on sales staff is significantly reduced.

Managing your resources and focus between marketing and sales can be a difficult balancing act. However, once you have your marketing strategy and system dialed in, you will find that sales will fall into place much more easily than if you had tried to do the reverse. Remember, the end goal is grow your brand and your customer base – and that will take structuring your business in a way that positions each department for success.



# I S O L D S C H O O L

## CHAPTER 3:

### GOING DIGITAL IS OLD SCHOOL

Now that it's 2017, it seems almost unnecessary to continue urging companies to update their operations to a digital platform. The reality is, however, that most companies in the United States have yet to fully embrace or unlock the full potential of digitization. According to the latest research from the McKinsey Global Institute, less than 20% of the U.S. economy is properly optimized to leverage modern tools in the workplace.

The consequences for lagging behind the technology curve go beyond the hassle of managing physical files. For example, it's extremely difficult to collect marketing data that drives positive outcomes when business operations are pulling paper documents from filing cabinets. Companies should plan to deploy the following general digitization strategies if they don't want to fall behind the rest of their industry:

- Replace physical forms, contracts, and internal documents with digital versions
- Control and discourage printing at the office
- Deploy digital tools or apps to streamline communications and project management
- Identify ways to get old process, like fax correspondence, online
- Manage clients, contacts, and inventory digitally
- Collect and analyze data measuring performance outcomes

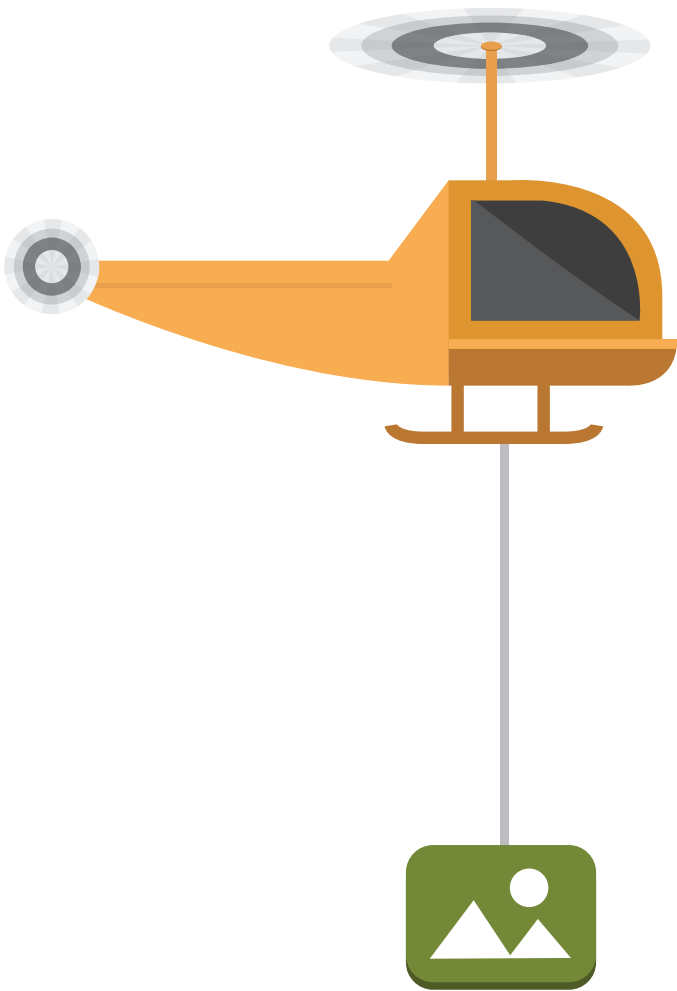
Not every one of these steps will directly impact marketing performance. But taken as a whole, the switch to digital sets up your company for more efficient operation, better data collection, and better agility to stay current and leverage emerging technological trends.

#### BETTER DATA MEANS BETTER MARKETING

Once an entire company goes digital, it becomes considerably easier to track, measure, and analyze the company's performance as well as the performance of individuals. That's because information coming in from each department, ranging from sales and marketing to production and development, is properly organized and up-to-date. Digital data can be presented in a way that provides decision makers with an overhead view of what's going on at every level of the business.

That being said, marketing is uniquely dependent on a company's ability to take in accurate, applicable data. Without reliable information about the performance of their marketing efforts, they are unable to perfect their approach for improvement.

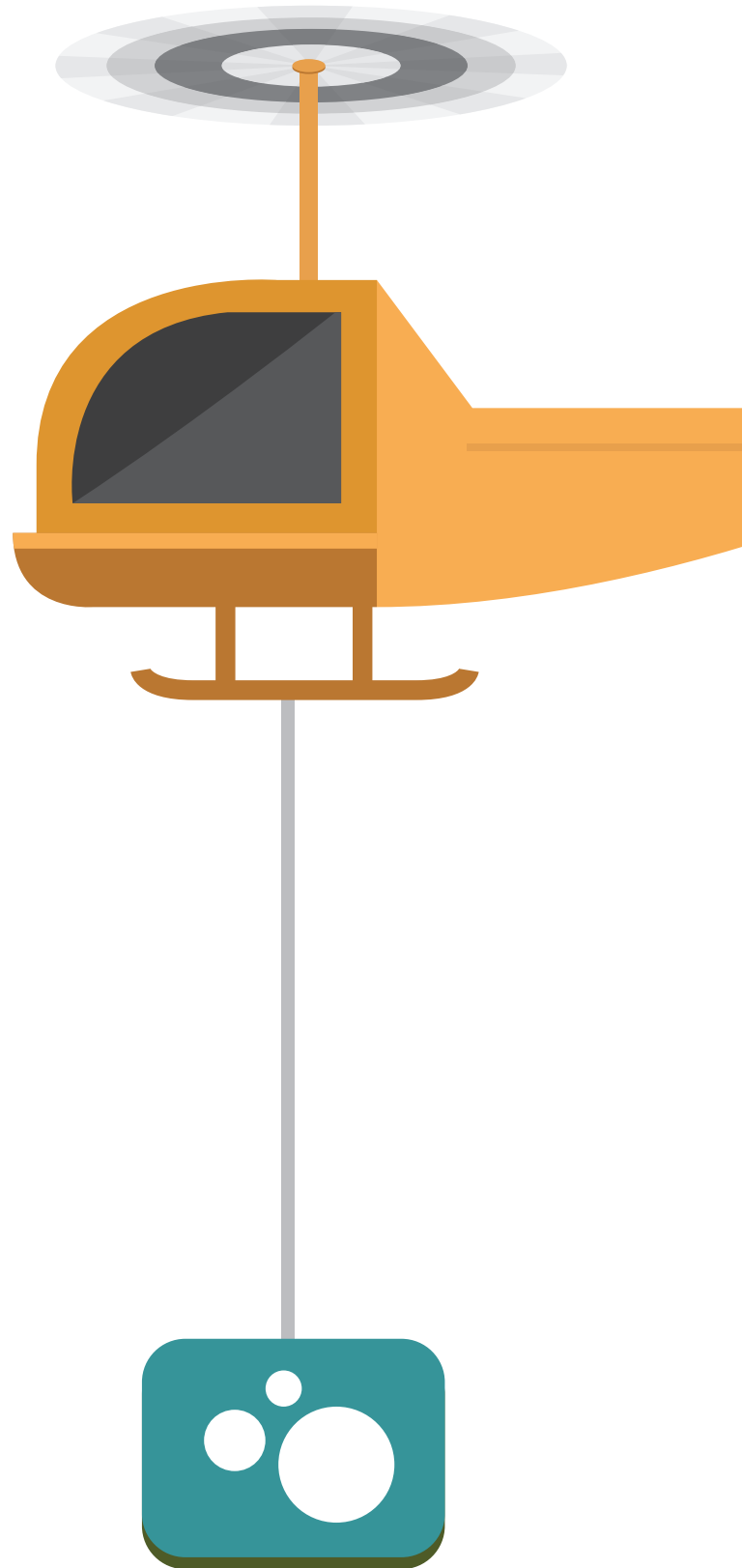
Conversely, a company whose data collection and analysis are performing at a high level (thanks to tactical decisions made to enhance business organization) puts its marketing professionals at a huge advantage.



### COMPETITORS WON'T BE WAITING

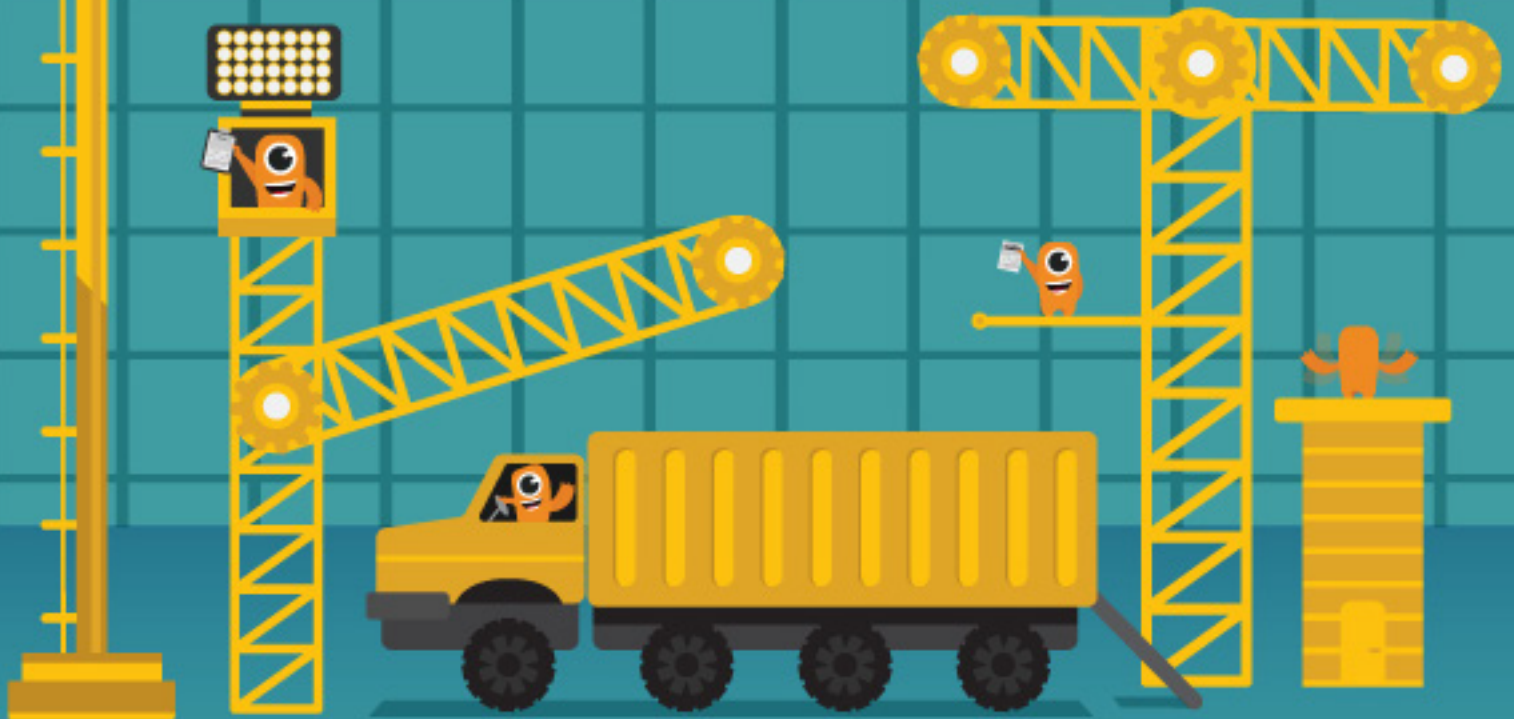
While just about a fifth of the nation's economy is up to speed leveraging new digital tools and strategies, don't expect that group to remain in the minority. More and more businesses are applying these strategies to refine business organization, and subsequently their marketing approach, as these digital tools become more accessible. The longer you put off your own company's own upgrade, the sooner your rivals may gain a major competitive advantage.

Even worse, sticking with outdated office solutions may communicate to customers that your company is stuck in the past. This can interfere with branding efforts, and this potential issue emphasizes yet another reason for companies to prioritize marketing when making (or not making) organizational changes.



# STREAMLINE

YOUR STAFF



## CHAPTER 4:

### STREAMLINE YOUR STAFF

Companies rarely look to how their staff is structured for answers when marketing goals fall short. Turns out, many businesses would be better off if they did. That's because inefficiencies and redundancies in staff skill-sets can hamper efforts across the business. It's only a matter of time before those issues make their way to the marketing department.

If marketing "encompasses the entire business" as Drucker said, then business leadership must make intentional decisions about how their staff is structured in relation to marketing. If this approach is not already in place, it behooves companies to adopt this perspective as quickly as possible. Failure to do so places a limit on the success of their marketing efforts.

#### IDENTIFY KEY ROLES

It would be wonderful to hire an experienced industry-leading expert for each role in your company. However, that is not always practical or feasible – particularly for young or smaller businesses. Instead, focus on the roles that are critical to your company's primary operation. Fill these with people who possess the skills (or the ability to master said skills) to advance that avenue of your company. If a role is more ancillary, consider outsourcing it instead of trying to do it in-house.

Many seemingly critical business operations (such as bookkeeping, human resources, payroll, and even marketing and sales), can be handled by outside help. You should ask yourself a few simple questions before hiring for any position:

- Is this role critical to our mission?
- Do I really want to pay someone a salary and/or benefits to do this work?

- Am I equipped to train and manage someone in this role?

If you answer "no" to any of the above, consider contracting out to a company that specializes in that field to handle it for you. That will enable you to focus more on the work you want to be doing while keeping your team contained to those who are most interested in advancing the brand and its mission.

#### HOLD ONTO BRAND AMBASSADORS

It's generally easy to find someone who can do a particular job, but it's not always easy to find someone who believes in the brand's mission. Just because an employee may not be the best fit for his or her current role does not mean that the employee has no value. A good boss knows how to place people where they will flourish. And few things are as valuable as an employee who believes in the brand and is focused on its success.

Those employees who shown initiative and demonstrate personal values that line up with the company's mission should be placed in positions where they can share their enthusiasm – whether that be externally with marketing or sales or whether it is internally in a managerial role. As a business owner, you will find that your work and the strength of your company will greatly improve if you surround yourself with people who share your company vision.

Optimally, your salaried employees will all be excited about the brand and its mission. When there is a culture of shared vision and values in a company, this affects both the quality of the work produced as well as the overall image of the company. From a marketing standpoint, this is huge. People want to work with companies that have purpose, energy, and a positive image.

# MAKE THE MOST OF MULTI-CHANNEL



## CHAPTER 5:

### MAKE THE MOST OF MULTI-CHANNEL

Thanks to social media, today's marketers have more information about their customers at their disposal than ever before. However, many businesses don't realize just how much valuable information is available to them. Instead, they prefer to just slap together a website and consider their "digital marketing" handled. This is, of course, to their detriment. Individuals have segmented themselves across different virtual spaces. Some prefer the web, others stick to Facebook, while others live on their Instagram or Twitter feeds. In order to reach your audience, you have to engage them where they are, not where you'd prefer them to be – and that requires multi-channel marketing.

While this may seem obvious to some, there are many businesses who don't realize that you have to use different strategies for each channel of marketing. Instead they just stick to one, such as their website, and leave it at that. This may be because they weren't convinced of the value of marketing via social media or found that their team lacked the expertise to properly format a tweet. In cases like these, an overabundance of options actually paralyzes a company from enhancing their operations.

#### RECOGNIZE MULTI-CHANNEL OPPORTUNITIES

Even if data shows that most customers respond to a certain social media channel, this information does not preclude the existence of other potential leads on other platforms. Furthermore, different customers may react differently to the same post based on where they found the information. Assuming that all consumers live in the same virtual space or behave consistently

across different virtual spaces is a major mistake. Companies that desire to see a maximized ROI for their marketing investment must develop a reliable strategy for multi-channel marketing.

#### LET EXPERTS COVER YOUR BASES

Multi-channel marketing can be daunting for some. In addition to the basic needs for website design, development, search engine optimization, organic marketing, and pay-per-click management, you need people who know how to design and write for each social platform while also being able to negotiate paid promotion and analytics on each. Luckily, there is a wealth of information on these topics available online. And, more importantly, there are experts who contract out in these areas.

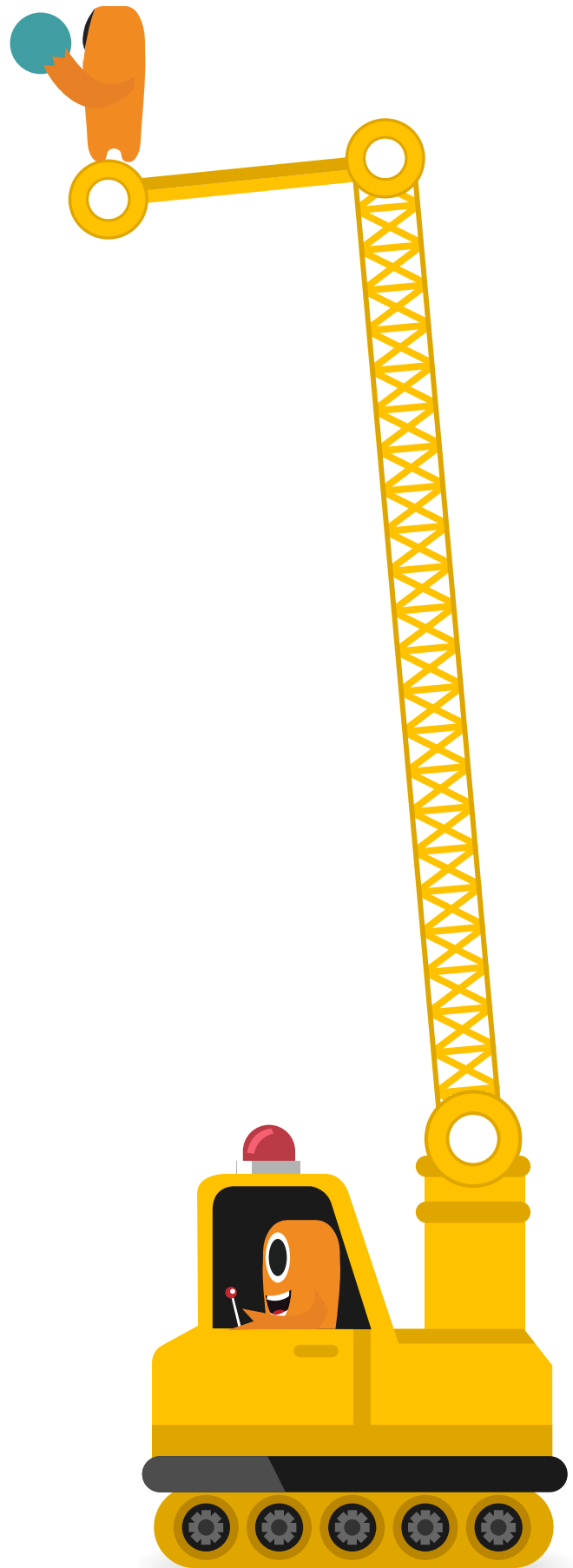
Despite the complex, cross-generational nature of multichannel platforms, savvy digital marketing experts are able to help companies close the gap in their marketing strategy. However, there are things you must take into account with your multi-channel marketing efforts:

First, if you decide to operate all of your marketing in-house, you must make sure that you have sufficient staff to handle the many channels. Managing the various social media platforms, complete with paid promotions and data integration, is a full-time job (or even team job) by itself. Likewise, site development and management can be very time-consuming. If you have sufficient staff, doing this work in-house can be an excellent option, as you can keep your branding and messaging consistent across all fronts. However, that is not the case for many small businesses.

If you opt to contract out your digital marketing work, make sure that the external team is equipped to handle all channels with expertise. Many digital marketers are still buying links and relying on old SEO techniques and just simply aren't able to handle the demands of social marketing – let alone organic website marketing.

While it may be tempting to contract out to a social team and then outsource web development to another team, and then have yet another team handle your website promotion, while still another team does your design work – this is extremely problematic. A brand should have a cohesive image and message. You may have designated a linguistic tone along with brand colors and a logo. Can you reasonably expect four different outsource teams to always get it right and stay on brand? You are far more likely to keep your brand quality-controlled by utilizing a single team for your multi-channel marketing.

Finally, don't feel like the only alternative to putting your eggs in one basket is the shotgun approach. However you handle your digital marketing, don't be afraid to retool or prune different channels as you go. Your goal is to have a strong ROI, and that may mean focusing more heavily on one channel than another. Once again, it is in your best interest to consult with an expert to gauge how long each channel will take to develop and to see what is performing properly at any given point.



# SELLING WITHOUT *SELLING*



## CHAPTER 6:

### SELLING WITHOUT SELLING VALUE

As a business, one of your ultimate goals is to make revenue by selling your products to willing buyers. Reminding customers of this fact, however, will not encourage them to part with their hard-earned cash. That's why establishing communication with potential leads and customers beyond the transaction is so essential. It is also important to note that poor interactions with customers can quickly spoil any positive feelings that the customer once held toward your brand. Customer interactions in large part determine how receptive a consumer will be to your company's marketing efforts.

With this in mind, it is important that businesses consider how they can enhance their brand through non-sales interactions with customers. When customers feel validated and supported, they begin to associate a company's brand with more than simple business interests. Updating your business organization to support this connection is a smart, effective way make marketing more effective and form a lasting relationships with your customers.

#### FEATURE YOUR EXPERTISE

People more readily connect with other people than they do with a company logo. That's why non-sales interactions are most effective when they involve one-on-one communication and revolve around a social experience. One way your company can connect employees with customers is by creating opportunities for clients to interact directly with your experts. Informative panels and Q&A's, hosted online or in-person, are just one of many ways that companies can answer customer questions directly with professional answers.

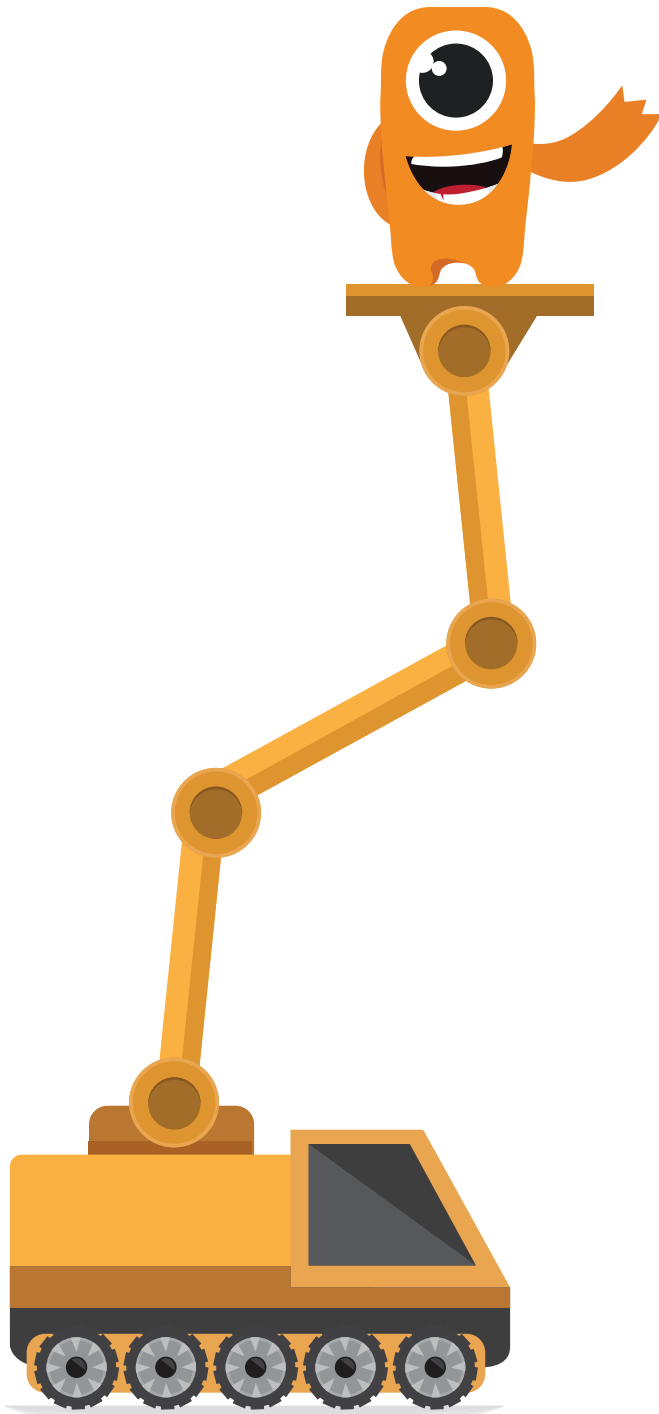
Encouraging interactions between consumers and your experts also acts as a boon for marketing. These connections reinforce your brand identity as an industry leader, as well as provide your customer with a unique connection to your company. They may even speak about the experience to friends and families, generating new potential customers as a result.

#### CREATE EXTENDED VALUE

When it comes to selling without selling, non-sales related interactions between customers and employees are just the tip of the iceberg. The most effective companies are able to create value through long-term interactions that go above and beyond a customer's expectations. Providing access to relevant, informational assets is just one of the ways that a company could provide this level of service.

- Host an industry round table
- Post topical videos in response to customer questions
- Publish an industry blog
- Send out informative email newsletters to customers

Not only do these resources continue to attract old and new customers to the company's website, they also support the business' brand identity as an innovative expert.



## CONCLUSION:

One of the keys to successful marketing is understanding how different aspects of the business affect one another. Hopefully, reading through this eBook provides you with a better idea of how businesses can improve their marketing through organizational updates. Here are a three major takeaways from the eBook:

- Everything is marketing
- Business organization plays a major role
- You don't have to do it alone

Got more questions or need some insights into how to maximize your marketing efforts? Don't feel the need to figure it out all on your own. In fact, getting a little backup from the experts can help ensure your next marketing campaign is as effective as you need it to be.

At Eminent SEO, our mission is to make the Web a better place. We want to rid the Internet of unethical and lazy digital marketing strategies, one website at a time. That's why we've decided to share our expertise in these informative eBooks.

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