

Purpose Built:
Designing Today's Highly
Effective Marketing Department

A Webinar-Based Discussion

George Fox University Center for Strategic Change
Stamats Communications, Inc.

Technical Issues



- If you:
 - Are not able to log on to this session
 - Or are having trouble with the audio
 - ...please email Sara Henton at sara.henton@stamats.com
- Questions are welcome throughout the presentation and we will have a Q&A at the close
 - To text a question, use the Q&A box on the right side of your screen
 - We will answer every question either during the webinar or by follow-up email

Polling Questions



- This webinar will include a handful of polling questions.
- We want to gather and discuss the issues that are of the most interest to you.
- Use your cursor to select your answer.
- Let's start with a sample question (next slide)



Sample Polling Question



- What is your favorite kind of ice cream?
Choose one answer.

- Chocolate
- Vanilla
- Strawberry
- Ben and Jerry's Americone Dream



Before We Begin...



- Using your cursor, please tell us how many people are watching the webinar with you. Choose one answer.



- Just me (one)
- 2-5
- 6-10
- More than 10

Purpose of this Webinar and Discussion



- Our goal is to help you:
 1. Understand the principles behind the purpose-driven marketing organization.
 2. Give you the tools you need to build a highly effective marketing organization.

Our Presenters



- **Rob Westervelt** is the Chief Innovation Officer and Vice President for Innovation and Empowerment at George Fox University.
- **Joe Brennan** is the Vice President, Communications and Marketing and Clinical Professor of Business at the University at Albany – SUNY.
- **Bob Sevier** is the Vice President, Strategy at Stamats, Inc. and Executive Director of the Center for Strategic Change at George Fox University

Some Things We Believe (And You Should Believe Them Too)

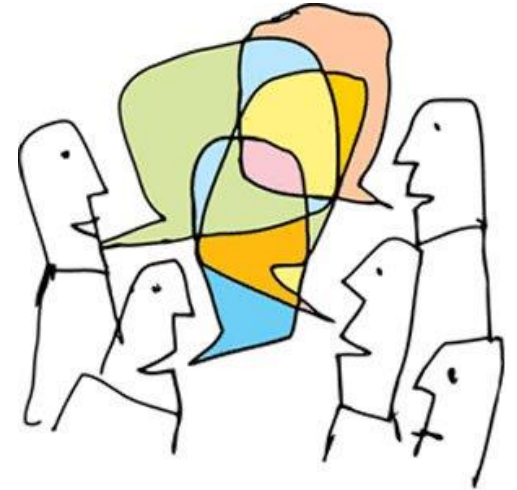


1. Marketing is selling. Recruiting is selling. Fundraising is selling. Get the picture?
2. Data must inform decisions. In other words, you must become numerically fluent.
3. You only have one customer, but you have multiple partners.
4. The website is the university.
 - Corollary: You don't have a single homepage. Wherever the viewer lands is the homepage.
5. Doing fewer things well is more effective than doing more things poorly.
6. Slow is a death wish (it is all about being nimble).
7. No matter what, the solution does not involve a committee.

Thinking Out Loud



- What does it mean to be purpose built?



The Cost of Poorly Conceived Marketing



- It is almost impossible to calculate the cost of poor marketing. At the very least, it includes:
 1. Wasted time
 2. Wasted resources
 3. Lost opportunities
 4. Diminished credibility
 5. Increased internal confusion
 6. Increased confusion in the marketplace
 7. Overly politicized decision-making
 8. Higher degrees of uncertainty
 9. Loss of predictability



Polling Question



- What is the biggest impediment to having the “best marketing practices” at your institution? (choose one response)
 - Senior team does not understand/appreciate/support integrated marketing communication
 - Turf/politics
 - Inadequate staffing
 - Inadequate budget
 - Other: _____



Polling Question



- Does your Chief Marketing Officer sit on the cabinet/senior team? (choose one response)

Yes

No



Seven Essential Underpinnings for Marketing Success



1. You must have a seat at the big table.
2. Clear direction is essential.
3. If possible, begin with a blank slate.
4. Centralize all marketing expenditures.
5. Obtain budget authority.
6. Plan small and execute big.
7. Measure what matters.

#1— You Must Have a Seat at the Big Table



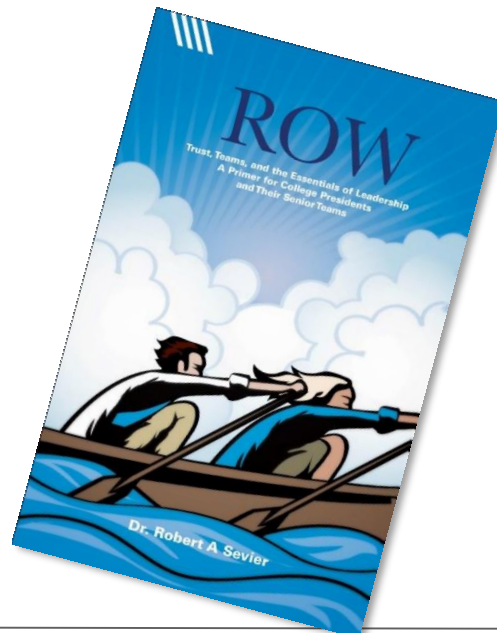
- Nothing telegraphs how the president feels about marketing more quickly than whether or not you have a seat at the table

- Without access to the big table:
 - You will never have the political and budgetary support of the senior team.
 - You will miss the opportunity to hear and partake in important conversations.
 - You will never have the internal credibility and authority you need to create meaningful change.
 - Marketing will always be seen as an expenditure and not an investment.

#1— You Must Have a Seat at the Big Table



- How you are perceived and how you interact with the senior team is central to your long-term success.
- This is a part of a larger reality: How the senior team chooses to work together is the primary determinant of institutional success.



**Row: Trust, Teams, and the
Essentials of Leadership**

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#1— You Must Have a Seat at the Big Table



- Part of the early discussion must include a clear sense of how marketing is defined among your senior team and what marketing functions will be under your umbrella.

- Some “tells:”
 - You will never have the political and budgetary support of the senior team.
 - Is marketing seen largely as promotion, true IMC, or even the 4Ps/4Cs?
 - Is all off-campus communication approved by your office?
 - What role does marketing have in deciding what academic programs to offer? To cancel?

#2– Clear Direction



- Next, it is critically important that you identify your *raison d'être*; the handful of critically important goals/issues that your marketing must address.

- Some “tells:”
 - The overall marketing structure
 - Hiring (finding the talent you need; unloading the talent you don't)
 - Budgeting
 - Planning
 - How, at a later date, success is measured (mROI)

#2– Clear Direction



- Depending on the marketing imperatives, your marketing organization might include:
 - Brand/reputation management
 - New academic program identification
 - Admissions
 - UG, grad, adult, continuing education
 - Advancement
 - Alumni
 - Special events
 - Crisis communication
 - Internal communications
 - Building and grounds (I could make the case for “yes!”)
 - Other: _____

Polling Question



- What is the primary imperative of your institution's marketing effort? (choose one response)
 - Support recruiting
 - Support advancement/fundraising
 - Brand building
 - Internal communication
 - Other: _____



#2– Clear Direction



- Part of this discussion is making sure people understand what is not your responsibility
 - Absolute clarity about your role will cut down on the blame game and finger pointing.
 - It will also make sure that critical initiatives do not fall through the cracks.

Key Questions



- Here are a handful of questions that will help you more clearly understand your marketing raison d'être:
 - How do you and the senior team define marketing?
 - What are the persistent marketing challenges this department will need to address?
 - What is the climate for marketing on campus?
 - Are your major marketing activities largely centralized or decentralized?
 - How are these activities funded?
 - At a later date how will you measure the effectiveness of your marketing efforts?

#3— Begin With a Blank Slate



- Now that you have identified the goals at hand, schedule some whiteboard time and answer the following questions:
 - What capabilities do we need to add in order to achieve these goals?
 - Who do I need to hire? Who do I need to let go?
 - What kind of training do I need to initiate?
 - Is there some talent somewhere else at the institution that I need?
 - What changes in reporting structures do I need to initiate?
- How these questions are answered will have a direct impact on the org structure you need to design.



#3– Begin With a Blank Slate



- While successful marketing organizations have clear structures, they also accommodate “how things really get done around here.”
 - The org theory people call this “tightly coupled/loosely coupled”
 - Both integration and autonomy are valued
- In a tightly coupled/loosely coupled organization, it is important to make sure everyone understands how decisions are made, how information is communicated, and that the core values (especially accountability and integrity) drive the marketing organization.

#3– Begin With a Blank Slate



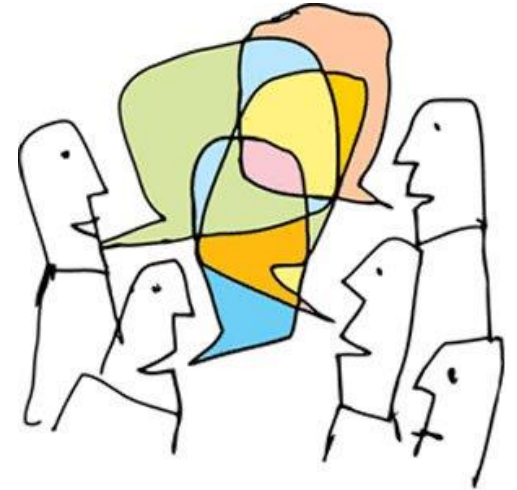
- A big part of this conversation is the creation of a “Quit Doing List.”
- In light of the emerging marketing imperatives, what activities draw time, attention, and resources away from the things that you must do. Can you quit doing any of them?



Thinking Out Loud



- Let's imagine that your primary marketing imperative is to grow undergraduate enrollment
- Here are some issues you might put on your blank slate (which board)



Polling Question



- How coordinated/integrated are your marketing, admissions, and advancement efforts? (choose one answer)
 - Highly coordinated/integrated
 - Mostly coordinated/integrated
 - Not very coordinated/integrated
 - Not coordinated/integrated
 - Other: _____



#4– Centralize All Marketing Expenditures



- Once you have a clear sense of what is included under the marketing umbrella, it is time to centralize all the marketing expenditures.
- In most cases, colleges and universities spend much more on marketing than they think; this centralization will help you (and the leadership team) get a handle on the dollars that are available.
- This is another big “tell.” Centralizing your marketing dollars will require that your president and senior team address multiple political issues.
- Closely allied with this issue is the importance of budget authority.

#5— Obtain Budget Authority



- Not only do you want centralized dollars, you want to have complete authority on how those dollars are spent.
- Too often, Chief Marketing Officers are given responsibility for making things happen, but not given the necessary authority to make things happen.
- Remember, that you will (and should) be held responsible for how those dollars are spent.

#6— Plan Small and Execute Big



- Oddly, most college marketing plans suffer from one of two deficiencies:
 - Far too much planning
 - No planning at all
- Your goal is to develop a “just good enough plan,” so you have the time and energy for implementation.
- Once the president and senior team have agreed on the “what,” they need to entrust you with the “how.”

#6— Plan Small and Execute Big



- Remember, your goal is not to do more, but do to more of what matters.
- Your plan should “surround” these goals with the resources (money, activities, etc.) to assure these goals are met.

Polling Question



- How consistently does your institution measure the ROI of its marketing efforts and apply the findings to improve the outcomes? (choose one answer)
 - Very consistently
 - Somewhat consistently
 - Never



#7– Measure What Matters



- Two truths about effective marketing:
 - What gets measured is what gets improved.
 - Never fall in love with your stuff.

- The first truth addresses this reality: Without specific, clear goals, it is difficult to measure progress.
 - Measuring progress is one of the best ways to change marketing costs into marketing investments.

#7– Measure What Matters



- The second truth is equally important: Great marketers are skeptics.
- They never fall in love with what they do, they only fall in love with results.
- They believe, in their heart of hearts, that everything can be improved.
- Andy Stanley says, “Marry the mission but date the model.”

10 Best Marketing Practices



1. Make your plans specifically vague.
2. Focus on what matters most and avoid distractions. (The vital few and the trivial many).
3. Develop a bias for action instead of a bias for discussion.
4. Drive empowerment deep into the organization.
5. Integrate fewer messages across more channels.

10 Best Marketing Practices



6. Communicate successes early and often (Share the credit widely).
7. Become a talent magnet (train deep and wide).
8. Never fall in love with your stuff.
9. Measure fewer things more thoroughly.
10. Never surprise your president.

Principles for Designing your Organization



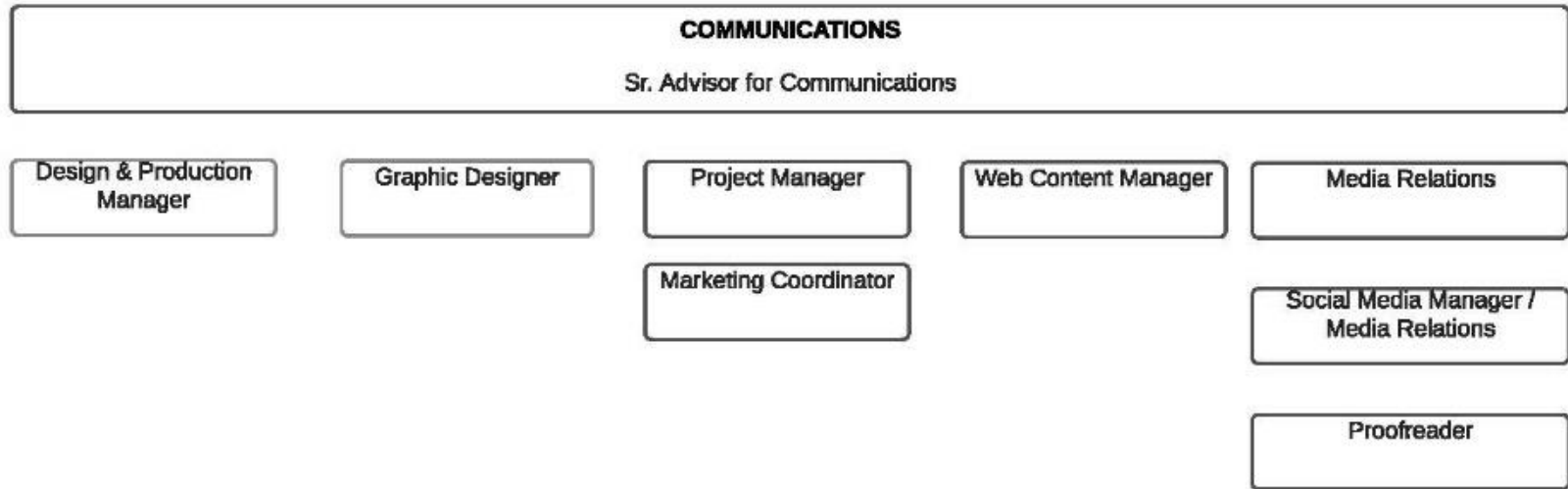
1. Identify the primary mission of the marketing department and gain clear support from leadership.
2. Write a marketing plan that reflects the primary goal of the marketing effort. Plan should also identify key goals and outline specific strategies.
3. Identify the skill sets necessary to achieve the strategies in your plan.
4. Construct positions that are focused and realistic. Avoid the temptation to create “unicorns.” Look at postings in other marketing organizations for ideas.

Principles for Designing your Organization

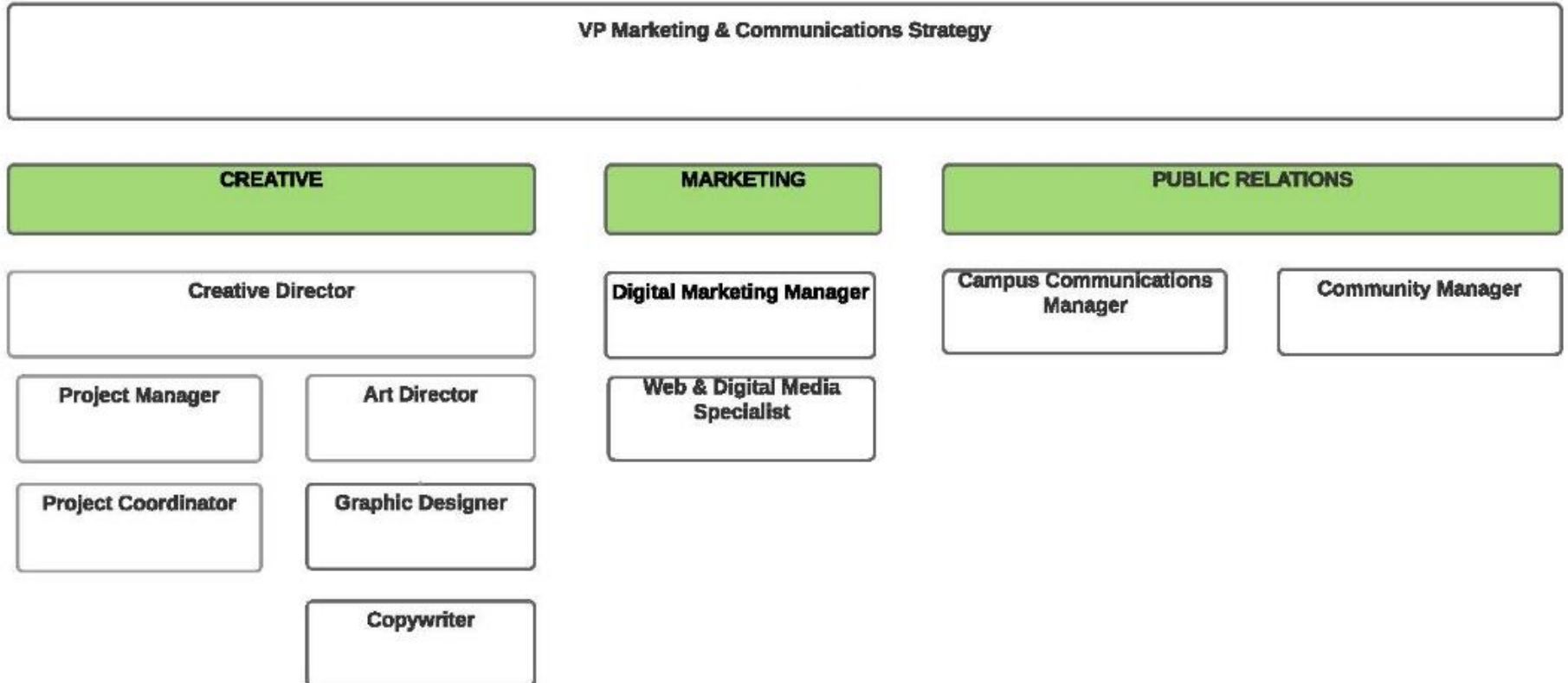


5. Draw an organization chart that groups these positions in some realistic way. Keep spans of control around 3 to 5 direct reports per supervisor.
6. Now think about slotting existing staff into your new set of positions. You might tailor some roles to fit unique strengths of individuals. Match the people to the work—not the work to the people.
7. Communicate about your structure extensively and intensively to get buy-in, then implement!

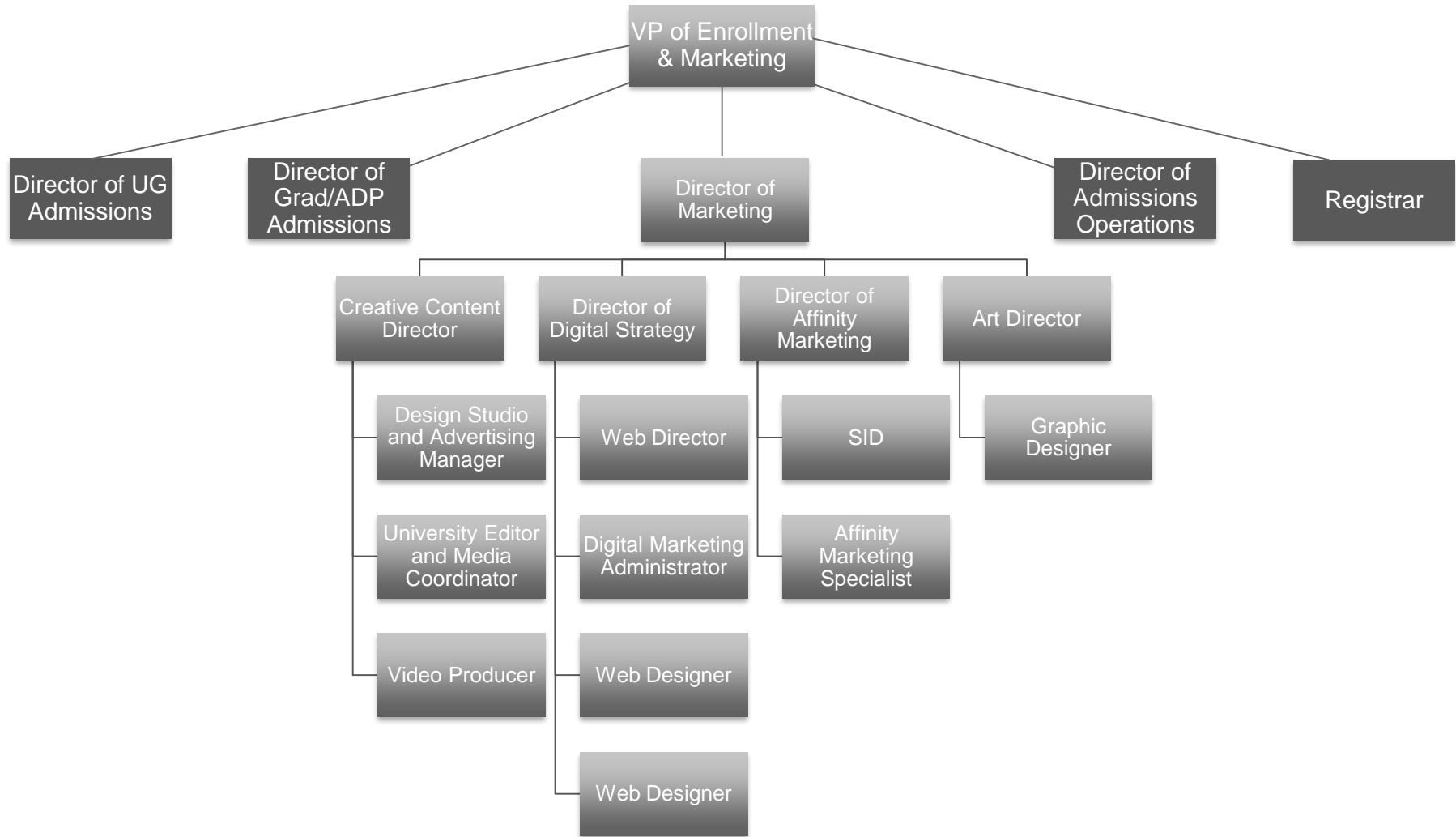
Inherited Structure



Strategic Restructuring



Strategic Restructuring—George Fox



Final Questions

Thank You and Next Steps



- First, thank you. We appreciate your time and interest.
- Second, please let us know if you would like to have one of our (Stamats) consultants walk you through the seven underpinnings of marketing success. We'd be glad to set up a free phone consultation.
- Third, (Stamats) has a variety of products and services available to meet your specific needs. If you are interested in how we can help you with this please let us know.
- We will follow-up with an email detailing contact information and a summary of this presentation.