



Recommended reading to help you build a strong marketing network:

Eat Big Fish's Adam Morgan & Mark Barden's  
A Beautiful Constraint

Alex Osterwald's  
Business Model Generation

## MarketFrames® Newsletter - Fall 2015

Is your global marketing organization driving your company to profitable growth in the new marketing environment? Are you satisfied with BIG M marketing in your organization?

There's a lot of talk about what's trending in little m marketing (marcom, social media, and analytics). While these trends are important, smart BIG M marketing (marketing organization and resource coordination) ensures long-term growth and success. Are you asking the BIG M questions? There needs to be a strong focus on BIG M to shape choices on how to go after global markets, make decisions, and win.

In this issue we check in with the marketing heads of two B2B firms on how they're looking at their marketing capabilities. One is a market leader and global technology supplier (with scores of business lines all trying to go after global customers), the other is a mid-sized technology firm of \$25 billion (facing the challenge of commoditization and going after value added solutions).

What hurdles are these two companies facing? Their marketing organizations are quickly evolving as the environment and the practice of marketing moves ahead. There's a pressing need to change how they do business and their transitions are challenging. They're finding that it's more important than ever to assess and manage the health of their marketing network.

Both firms have a lot going on, but their marketing leaders have 5 overarching observations (their current observations are a subset of our [top questions for an intelligent marketing network](#)).

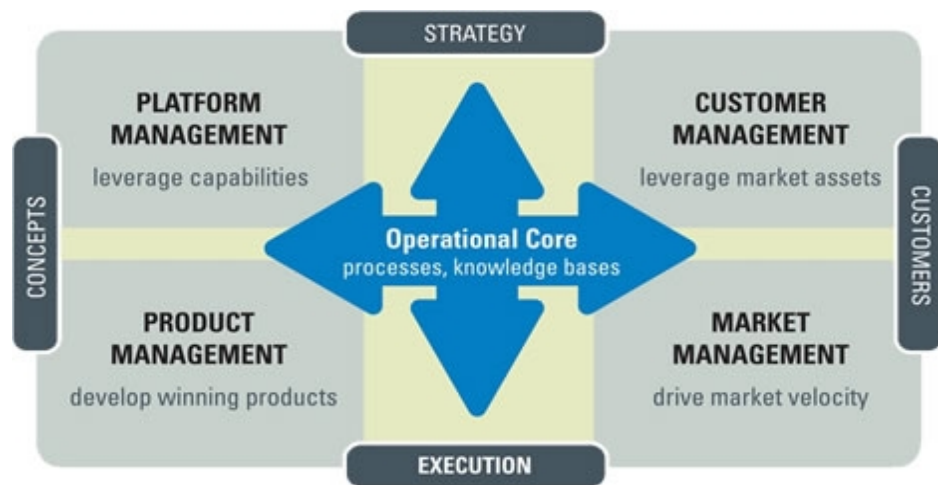
- 1) Marketing continues to have to be renovated. Both firms are cleaning up and defining the work of business units or divisions more clearly and the marketing that is done in each entity. They are making sure that the profession of marketing within the organization is well defined
- 2) A sponsor is vital in the C-suite. This has determined if there's progress or not. Without a sponsor, change was slow and piecemeal - change happened only within business units and not at the company level. With a clear C-suite sponsor, change is clear and dramatic.
- 3) It's critical to know how marketing spend is allocated and to make use of the bigger pot than is usually visible. They are working to know the end-to-end marketing spend so that they can clearly understand its impact.
- 4) Improvement in marketing information flow is a must, making sure information does a good job of supporting marketing decisions. They are assessing whether they have the right systems, collaborative tools, and culture to share info. They are working on stitching together a useful picture of their markets.
- 5) The right people are the secret sauce - leaders in the marketing network who are good at network building and orchestrating resources even if they don't report directly. They are putting together the right mix of generalists and specialists (in big data, analytics, and business model pricing).

The best way to get to BIG M marketing is by doing the [essential work of marketing](#).

## The Essential Work of Marketing

To win, Marketing must be more than Marcom. Marketing is the only function that connects a business from first idea to customer use and satisfaction. The right Marketing drives strategy and execution, innovation and growth. The right organization aligns marketing resources across Platform, Customer, Product, and Market Management – delivering essential business value beyond the traditional marketing focus of advertising and promotion.

Faced with new market or product opportunities, or with slow growth and shrinking margins, the full work of Marketing must be harnessed, integrated and optimized to win.



MarketFrames has been helping companies assess, renovate, and manage their marketing networks for over a decade. The [15 defining questions](#) of winning marketing systems are critical in today's challenging environment. Our clients are answering these questions, and making a material difference in how they are able to grow in the new environment and win.

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