



# The Marketing of Marketing Operations

## Repositioning Your Ops Team as Strategic



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# Being Strategic in an Operations Role

- Most people think “process” is a four letter word.

Especially true in marketing, with many highly creative individuals.

- Marketing ops is in a unique position to blend the “art and science” of marketing

Entrée to a more strategic role

- The “marketing of marketing ops” ... repositioning your ops team as strategic

## Start with the Data ... But Focus on the Insights

- “On the sea of opinions, the wind blows in all directions.”
- Use data and analytics to gain insights ... put insights in the spotlight ... be concise – edit ruthlessly

# Strategy

- Show an explicit connection between your activities and strategic company goals
- To be perceived as a strategic part of the organization, you need to overcorrect and over-communicate ... opportunistic approach

# Behavior and Culture Change

- Behavior change is often the key to success (if actively managed) or the seed of failure (if not).
- Changing process is easy compared to changing behaviors/culture.

# Rate of Change

- Ascertain how much change the organization can tolerate at the start of a project.
- A “directionally correct” strategy is almost always preferable to achieving the “ideal” state.

# Adopting New Tools

- For new tools to be adopted, you must either:
  1. Offer a value prop that far exceeds the perceived learning cost
  2. Provide a seamless transition from the old to the new
  3. Provide a very shallow learning curve

# Influence

- Your role as an influencer is ultimately more important than your tactical role.
- Leaders should devote most of their time to determining *who* to influence and *how* to influence them.

# Don't be the Process Police

- Position your team as the enablers and not the enforcers.
- Where you do need to play the enforcement role, make it as painless as possible ... e.g. drafts vs templates

# Community

- Build a community of others who can help you implement (especially behavioral) change.
- No gerrymandering ... diversity of opinions is important
- Audience segmentation and messaging adaptation

# Quick Case Study: Lessons Applied

A Portal for Marketing Planning

Best Practice Model

## Company Priority Alignment

### FY07 Company Priorities

- 1 Ut mel malorum vivendum
- 2 graeci equidem postulant his et
- 3 **globally aligned marketing**
- 4 sed te probo legere
- 5 Detracto perfecto interesset eu per
- 6 in tota utamur qui
- 7 Commune consequuntur in vix
- 8 soleat voluptua ne vel.

Team Discussion Boards  
Planning Assessments

New Content for FY'08

### Marketing Planning Overview

FY'08 Marketing Planning is intended to reflect our most x-functionally integrated efforts to date. We aim to integrate solution elements seamlessly into focused segment go-to-market plans that can be effectively and efficiently executed by theater and country organizations. This site is intended to provide useful tools and resources for teams to develop plans in a sensible stepwise fashion. Strategic marketing plans are intended to link with actively level budgets and reporting in our MOM system. Together, the segment/solution plans and budgets will provide the foundation for the CMO and overall Cisco marketing plan.



### FY'08 Marketing Planning Goals

- Reinforce a structured approach to research, analysis, insights, choices, actions & measurement.
- Provide marketing program mixes tuned to specific market segments, suitable for global execution.
- Ensure comprehensive segment go-to-market plans that encompass solution content and focus.
- Provide a basis for communication and collaboration among marketing leaders, managers & stakeholders.
- Enable effective oversight and feedback by senior management.

### Required Deliverables / Outputs

- Marketing Plan Summary Executives (PPT 818x3)
- Marketing Plan Analysis Workbook (Doc 217x3)

### Solutions/Segments/Theaters

Segment marketing teams will plans provide the front-line construct for the go-to-market planning for FY'08. Solution and theater teams should develop marketing plans with a complementary emphasis:

- Solutions marketing plans should emphasize content creation and product launches
- Segments focus on go-to-market themes and consolidated programs.
- Theaters marketing plans will focus on regionally and locally customized execution.



## Community



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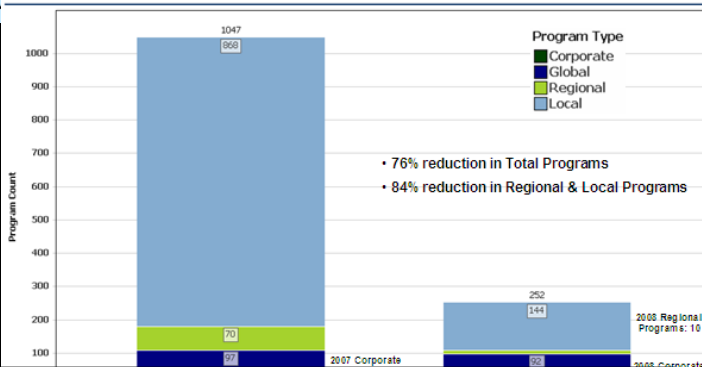
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### Segment & Solution Campaign Programs Program Counts by Program Type



## Data → Insights: Results

## Global Influence

