

Building a Revenue Marketing Center of Excellence

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Executive Summary

There's a great scene from the Cameron Diaz, Tom Cruise movie *Knight and Day* in which Tom turns to Cameron and asks, "Are you with me, or without me?"...either you're all in this deal or you're all out. This is the same question marketing executives need to ask themselves about the use of marketing automation and the tie to revenue – are you really going to do this or are you just wasting time, money, and resources?

Nothing says commitment more than a job description and an organizational chart. This white paper presents a model – a Center of Excellence – for making an organizational commitment to revenue marketing as a holistic versus disparate part of marketing. The paper will outline an organizational model, present various roles in the structure, provide definitions, and discuss how these roles work with other parts of the company.

In the final analysis, the Revenue Marketing Center of Excellence is responsible for driving repeatable, predictable, and scalable revenue performance – in effect, becoming a new way for an organization to grow top line revenue. This can't be achieved by less than a 110% commitment.

Revenue Marketing Center of Excellence is responsible for driving repeatable, predictable, and scalable revenue performance.

In this white paper, you will learn about:

- **The definition and model of a Revenue Marketing Center of Excellence**
- **The roles of a Revenue Marketing Center and Marketing Operations Center**
- **The key competencies required for each role on the Revenue Marketing team**
- **Ideas for what should be done by corporate and what should be done in the field**
- **Benefits of outsourcing versus insourcing some members of the Revenue Marketing team**



Introduction

In working with over 1,000 companies, we have found that the most successful ones – in which marketing drives repeatable, predictable, and scalable revenue – have an organizational commitment to revenue marketing. The organizational models vary, but what they all have in common are:

- Revenue marketing is not a disparate group working outside the main marketing group; instead, they are fully integrated in a way that makes sense for the business
- They have recognized that this group requires special skills, competencies, and pay structures
- Roles are specific and well defined
- There is a “shared services” aspect to the model to support highly specialized skills and to help improve efficiencies
- Sales and marketing are tightly aligned
- Senior management looks at marketing as a revenue center, not as a cost center
- Marketing reports on and forecasts contribution to revenue



What is a Revenue Marketing Center of Excellence? (RMCoE)

An RMCoE is the tangible manifestation of a company that is serious about moving marketing from a cost center to a revenue center.

It is an organizational structure that supports and helps drive this strategy. It is characterized by a combination of well-orchestrated field and corporate roles and responsibilities that take a holistic approach to revenue marketing and to driving a repeatable, predictable, and scalable revenue result from marketing.

It is also an organization that greatly improves efficiencies and enables an organization to optimize the use of marketing automation and revenue marketing efforts.

Successful companies have an organizational commitment to Revenue Marketing.

Key Elements of a Revenue Marketing Center of Excellence

Building an RMCoE for a large company can only be led by the highest-level marketing executive. It is a strategic initiative requiring the alignment of sales and marketing leadership, management, and team members across corporate and field business units in terms of sales priorities, pipeline, leads, reporting, and budgets.

The RMCoE is an HQ structure that matrixes with other parts of the organization, such as the web team, marcom, field marketing, and sales, and includes two primary parts: a Revenue Marketing Center and a Marketing Operations Center.

The **Revenue Marketing Center** is comprised of people skilled in creating, building, launching, and reporting on complex multi-channel, multi-step nurturing campaigns. The goals of this team are to, first, pass “sales-ready” leads to sales that close at a predictable rate for both new customer acquisition and install base marketing and, second, help accelerate opportunity to close velocity.

The **Marketing Operations Center** includes people skilled in marketing technology, Software-as-a-Service (SaaS), data management, process innovation and optimization, metrics, and analysis. They provide the infrastructure, processes, and reporting that power the RMCoE.

There will be some variability in the structure of these centers and their functions. Ultimately, you have to decide what works best for your organization. But the guiding principal for determining where a team should live is whether they offer a service that is more infrastructural and supportive, or more day-to-day tactical program related.

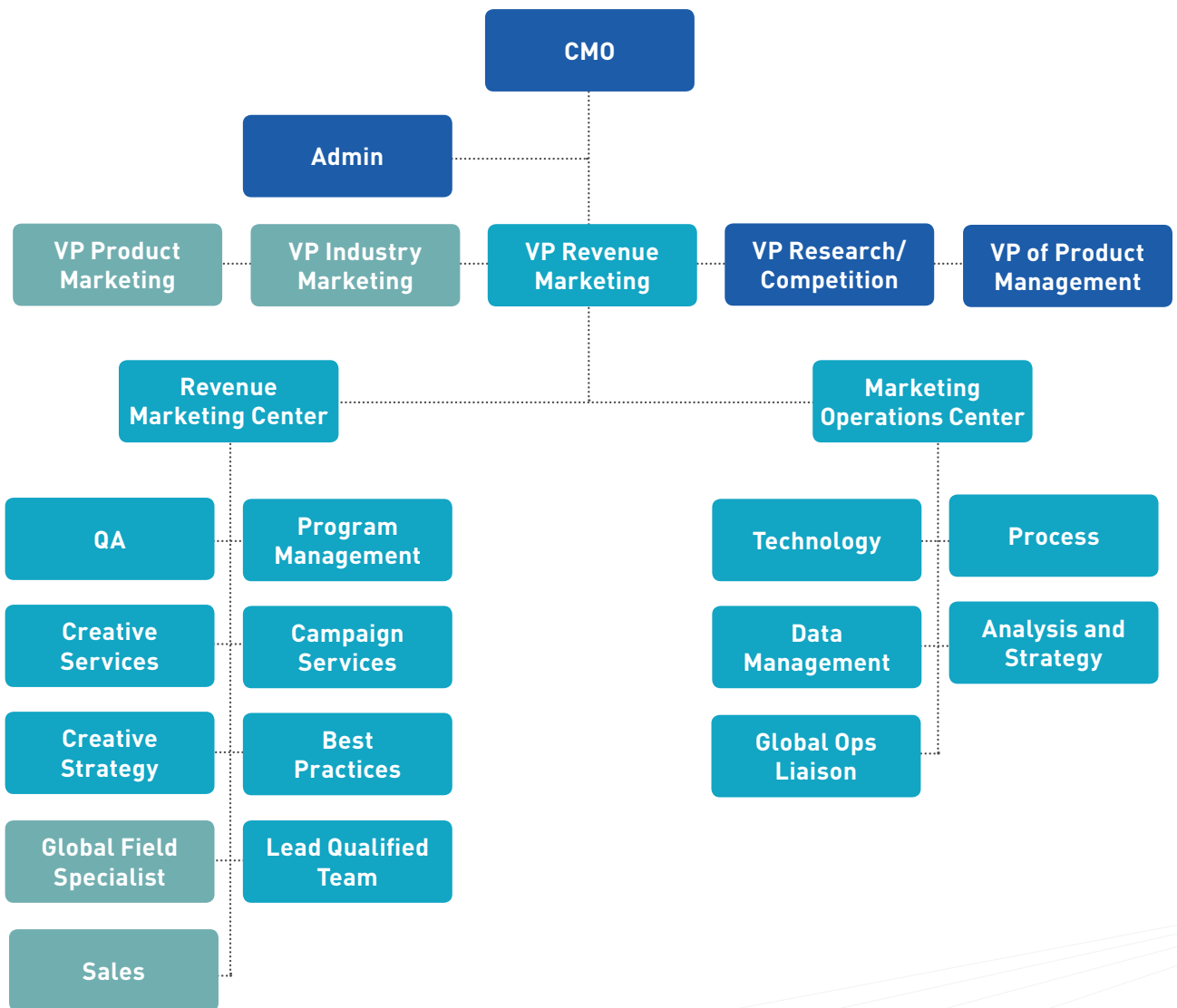
The Revenue Marketing Journey Timeline

Revenue Marketing is not an overnight transformation – it’s a journey. The roadmap includes changes in people, process, technology, content, strategy, and results.

The typical time frame for this type of transition is two to three years. Initially, some functions may be outsourced, and new skills will be hired in or trained. Some functions will retain their existing reporting structure, while others will be built new from the ground up. But in order to be successful, your organization will need a clear leader who believes in revenue marketing and is dedicated to the transformation.



Organizational Chart for the Revenue Marketing Center of Excellence



The Revenue Marketing Center of Excellence

For the remainder of this paper, we'll present the key roles, the divisions, the role descriptions, and the overall organizational model.

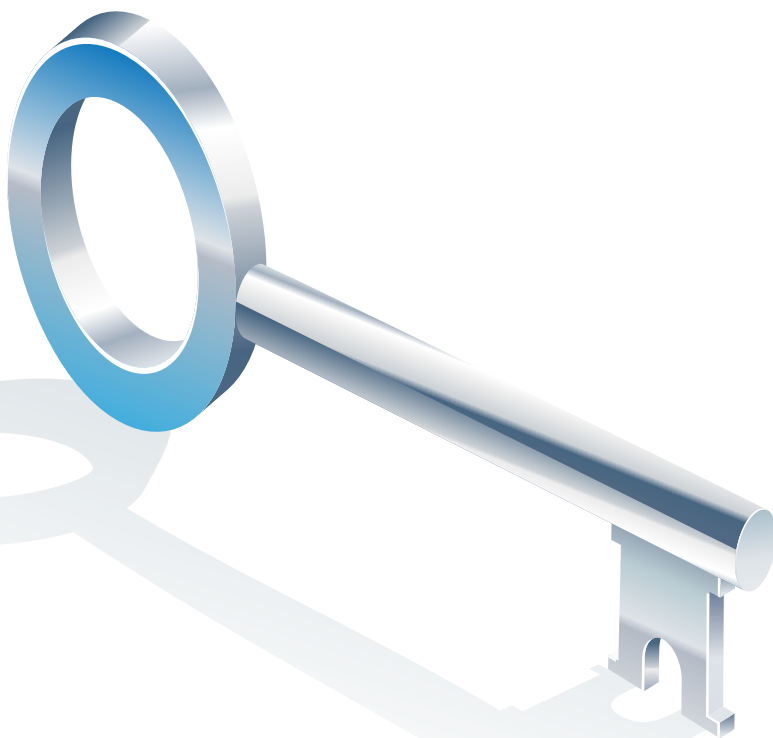
The first and most important role to consider in this structure is the leader for Revenue Marketing. The leader of the RMCoE is a VP of Revenue Marketing who reports directly to the CMO, EVP of marketing, or EVP of marketing and sales.

The **VP of Revenue Marketing** is responsible for the ever-evolving impact marketing makes on revenue, for best practices optimization, and for building the proper alignment among executive stakeholders in the company. Without this top line alignment in place, revenue marketing will not work, as it requires substantive change management across the entire organization.

THE VP OF REVENUE MARKETING IS RESPONSIBLE FOR:

- Setting the vision and direction for the Revenue Marketing Center of Excellence – both the revenue marketing team and the marketing operations team
- Creating and executing on the Revenue Marketing roadmap
- Building relationships with key stakeholders, especially sales and channel teams
- Tightly integrating with field marketing
- Providing a quarterly and annual revenue forecast and achieving that number
- Establishing best practices, standards for generation, and optimization of marketing productivity through the use of people, process, and technology
- Proactively managing change for the ever-evolving role of marketing in revenue production

Once the VP of Revenue Marketing position has been filled, it is time to create a Revenue Marketing Center and a Marketing Operations Center within your organization.





Revenue Marketing Center

The goal of the Revenue Marketing Center should be to drive repeatable, predictable, and scalable revenue performance from new and existing customers through streamlined processes and optimized best practices.

Director of Revenue Marketing leads this group. He or she is responsible for managing the lead funnel and must be able to envision effective campaigns to your target markets. They must have a deep understanding of your market, your buyers, and how to read prospects' digital body language. They must be results driven, have a deep understanding of the processes that drive marketing, and be able to effectively optimize the sales and marketing relationship.

THE REVENUE MARKETING CENTER INCORPORATES A NUMBER OF FUNCTIONS, INCLUDING:

1. Program Management
2. Campaign Services
3. Content Factory (Planning and Strategy)
4. Creative Services
5. Quality Assurance
6. Lead Concierge and Best Practices
7. Field/Business Unit Marketing
8. Best Practices

1. Program Management

This team envisions and ensures a revenue result from programs and campaigns for their responsible areas. This includes aspects of sales empowerment, including enabling sales reps and the channel to see and take advantage of marketing interactions with their customers and prospects.

Most of the people in this group are campaign managers responsible for one or more media. This role takes direction from the director of revenue marketing, receives analytics from the business analyst, learns best practices, takes input from the content and creative teams, and uses knowledge from the marketing automation power user to ultimately design the most effective campaigns.

Program managers are obsessed with creating an intimate digital dialog at all phases of the buying cycle and providing qualified leads to the sales team and the channel. This role focuses on the long-term digital relationship with prospects and customers and must effectively lead all team members to pull programs together.

TYPICAL ROLES AND COMPETENCIES FOR THE PROGRAM MANAGER:

- Executes and envisions programs
- Ensures campaign best practices are leveraged
- Quarterbacks programs
- Serves as business owner's point of contact for programs
- Gathers business requirements from field marketing, sales, and channels
- Establishes program business rules
- Responsible for program sign-off and authorization
- Delivers revenue through programs and proves marketing ROI

2. Campaign Services

The campaign services team consists of specialists who have the skills and expertise to operate the various technologies used to run campaigns.

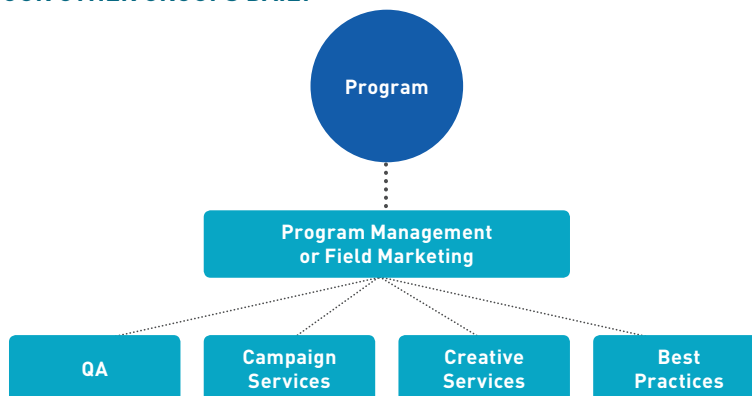
The people on this team are shared across business units and between the program managers, taking direction from the program managers. This team sets up and executes campaigns/programs in marketing automation systems and email programs.

If they are also asked to take on administration of the systems and manage provisioning of new users, training, and introduction of new releases, a case can be made for moving this team to operations.

TYPICAL ROLES AND COMPETENCIES FOR CAMPAIGN SERVICES:

- Marketing automation power users
- Marketing resource management power users
- SEM tool users
- PPC administrators
- Content management system power users
- Social media management tool users
- Basic reporting on campaigns
- HTML email capabilities
- HTML landing page and form manipulation capabilities
- List rental, cleansing, standardization, and import/export

PROGRAM MANAGERS ARE SERVED BY FOUR OTHER GROUPS DAILY



3. Content Factory (Planning and Strategy)

This team plans, gathers, and organizes revenue marketing-focused content for the company, including the website and all hard copy and digital assets. They also leverage the creative services team to create new materials.

This team has the challenge of formulating a roadmap for the design, creation, QA, repurpose, publication, syndication, and retirement of content specifically for revenue marketing.

They work with product marketing and marcom to leverage the correct messaging, positioning, and copy for campaigns, programs, and the website as it specifically relates to revenue marketing – not messaging in general.

4. Creative Services

Creative Services is a shared services group utilized by program managers and field marketing.

Their role is to provide and manage resources for copywriting, photography and images, graphic design, web design, and artwork. Some of these resources may be sourced internally, whereas others may be outsourced.

This group establishes a service-level agreement with the program managers and content-planning team so that quality and timeliness of deliverables is maintained. They also leverage the QA group for quality control. In some cases, work such as copy or images may flow from creative services to the campaign services team be placed in a program and then sent to the QA group as a whole, rather than as individual pieces earlier in the workflow.

TYPICAL ROLES AND COMPETENCIES FOR CONTENT STRATEGIST:

- Serves program management with assets for campaigns
- Serves channels and sales teams with sales tools
- Directs creative services to write copy, landing pages, offers, sales tools, and website for revenue marketing
- Determines content mix, media, distribution channel, and how to repurpose content for revenue marketing
- Responsible for, and reports on, content effectiveness for revenue marketing
- Maintains editorial calendar for revenue marketing

TYPICAL ROLES AND COMPETENCIES FOR CREATIVE SERVICES:

- General .NET, Java, ASP, HTML, and CSS coding (excluding campaign-related landing pages and email)
- Microsite design and coding
- Print design, graphic design, and drawing for revenue marketing
- Production, printing, and print vendor selection and relationship building for revenue marketing only
- Stock photo research, selection, and purchase for revenue marketing only
- Image editing
- Copywriting and editing
- Creative direction
- Creative agencies selection and management for revenue marketing only
- Interactive design and animation, including Flash
- Film, video, and audio editing and production for revenue marketing

5. Quality Assurance

Quality Assurance is broken out as a separate team so that they can operate independently and remain objective. If their objectivity is paramount, this team could be moved into operations, but since they operate on more daily tactical tasks – such as campaigns and collateral – they fit the charter of the Revenue Marketing group better.

This team must have the skills to accept and interpret functional requirements documents and then be able to match those requirements to the campaign, website, and collateral-related products they are given to QA.

TYPICAL ROLES AND COMPETENCIES FOR QUALITY ASSURANCE:

- Creates quality reports and makes recommendations for people/process improvement
- Detects and notifies of quality problems
- Inspects, reviews, and approves of programs, campaigns, and documents to ensure they are flawless (includes review of HTML, target lists, selected offers, links, launch dates, boilerplates, etc.)
- Inspects, reviews, and approves processes to ensure they are optimized
- Establishes and enforces quality standards for collateral, campaigns, and processes
- If documents or campaigns must adhere to health, safety, or financial regulations, this group ensures they are in compliance before sending to a compliance department for final sign-off
- Educates marketing departments regarding the specific quality requirements
- Ensures a flawless customer experience

6. Lead Concierge and Qualification

It is becoming more common to find a lead qualification group in marketing. They are recognized by various names, such as telemarketing, lead development, inside sales representatives, etc.

In some cases, where they are encouraged to sell lower-priced services and products, they belong more in sales than in marketing. But in cases where their role is to simply cultivate prospects, qualifying them before passing the lead on to sales, it is more valuable to keep them in marketing. This further connects the revenue marketing team to their ultimate deliverable to sales and the channel – warm, qualified leads and an accelerated funnel.

For this team to be successful, it is critical to set up a defined and documented lead-management process with clear lead quality rules, hand-offs, and service-level agreements. Tracking the number of calls they make per hour, for example, is a trivial exercise in measuring activity. The real measure of results is the number of Sales Accepted Leads (SALs) they generate per month. Their goals should be based on net SALs, which are qualified leads passed to sales minus leads rejected by sales.

TYPICAL ROLES AND COMPETENCIES FOR LEAD CONCIERGE:

- Participates in multi-channel campaigns that require human interaction
- Live person/live chat support (sales, not support related)
- Prospect concierge service to assist buyers in the buying cycle with no sales pressure
- Elicits BANT criteria from leads in the funnel
- Elicits prospect characteristics to narrow them to a specific persona (for better marketing)

7. Field /Business Unit Marketing

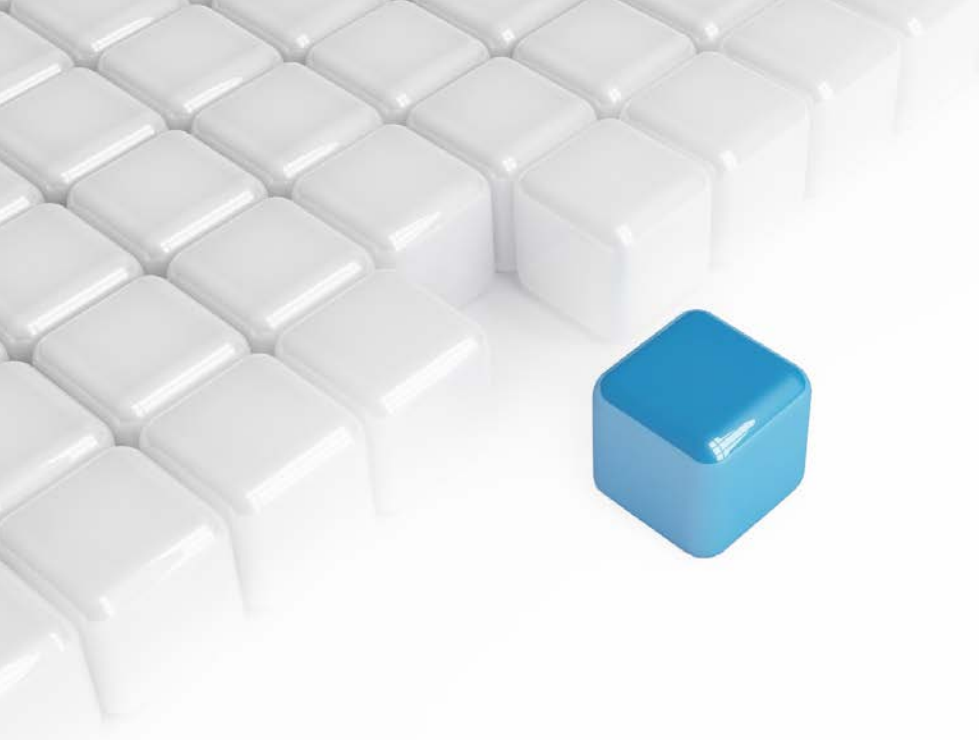
Field marketing is typically structured by business unit or geography. In the new RMCoE model, they are also matrixed into corporate marketing as it relates to revenue marketing activities.

It generally helps for field marketing to be connected, at a matrix level, to the corporate Revenue Marketing team. By connecting them to this organization, they will be able to more easily:

- Influence the content and offers that are produced
- Copy marketing campaigns that are launched in other regions
- Consume and share best practices
- Leverage the centralized creative services group
- Leverage the centralized QA group (as long as there is no language barrier)
- Leverage the campaign services group to configure business unit level campaigns
- Leverage the reporting and analytics group
- Add their voices to that of HQ-based program managers to lobby for change within the technology group, data management group, process optimization group, and reporting and analytics group

TYPICAL ROLES AND COMPETENCIES FOR FIELD/BUSINESS UNIT MARKETING:

- Gathers customer requirements for the business unit/ geography to be sent back to the revenue marketing team
- Localizes marketing messaging and collateral to better fit the business unit's needs
- Builds and maintains relationships with local channel partners
- Performs revenue marketing in the region for local direct sales and channel partners



8. Best Practices Specialist *(Required)*

Every organization that seeks to continuously learn, grow, and improve their performance must centralize their earned intellectual revenue marketing capital, seek out and assimilate the wisdom from outside, and disseminate this combined wealth to the entire organization.

In the event that the global field marketing team is not part of the Revenue Marketing team, this group may serve as a global Revenue Marketing liaison.

Though it may be tempting to let practitioners in each of the disciplines fulfill this role, the usual outcome from this approach is that daily urgent needs will supersede this important task and it will become an afterthought. Don't make this mistake.

TYPICAL ROLES AND COMPETENCIES FOR BEST PRACTICES SPECIALIST:

- Gathers, publishes, and trains on information regarding which techniques and practices yield the best results in areas like email, landing pages, forms, direct mail, data imports, reporting, dashboards, multi-channel campaigns, nurturing, lead-management processes, lead qualification, website design, content, and data management
- Ensures adoption of best practices by regular inspection of activities
- Oversees campaigns to ensure best practices are used
- Documents and presents findings in person and on an intranet
- Researches into industry best practices in areas mentioned above
- Defines SLAs between marketing and sales, and between teams inside revenue marketing
- Defines common revenue marketing language and terms
- Obsesses over prospect and customer experience
- Creates playbooks and templates for marketing activities, such as campaign creation or data imports



Marketing Operations Center

The goal of the Marketing Operations Center is to optimize marketing effectiveness with leading-edge technology, optimized processes, clean and current data, and rigorous analysis.

A **Director of Marketing Operations** leads this group. In larger, multi-national corporations, this function will have a centralized unit that leads and controls all group operations with people in locations around the world that have significant marketing presence.

THE MARKETING OPERATIONS CENTER INCORPORATES A NUMBER OF FUNCTIONS, INCLUDING:

1. Marketing Technology Management
2. Data Management
3. Process Optimization
4. Reporting, Analysis, and Strategy
5. Business Analyst
6. Field Marketing Operations Liaison

1. Marketing Technology Management

This group is intimate with the business needs of revenue marketing and uses this knowledge to provide technology and services to marketing to make them more productive. They leverage resources in IT, outside agencies, and vendors for implementation of most solutions.

This group exists outside of IT because they need to be close to the business requirements and they need to marry the work of agencies with their marketing teams.

MARKETING TECHNOLOGY MANAGEMENT GROUP IMPROVES EFFICIENCIES



TYPICAL ROLES AND COMPETENCIES FOR THE MARKETING TECHNOLOGY MANAGEMENT GROUP:

- Defines the business requirements for marketing technology and service providers
- Selects and engages new agency and vendor resources, including SaaS providers
- Creates and maintains a revenue marketing technology roadmap and oversees release management with contingency planning and risk assessment
- Interfaces with IT, vendors, sales ops, and the CRM team
- Governs systems including SLAs, QoS, security, administration, and problem resolution, as well as related technology and service training and adoption
- Is likely also a CRM administrator, perhaps as a backup to the sales operations CRM administrator
- Serves as an administrator for all applications rolled out for marketing, including MRM, MA, CMS, PPC, databases, BI tools, e-commerce tools, website hosting services, and collaboration tools
- Is responsible for any customization that these products or services may require
- Oversees data integration between disparate marketing systems and other data repositories





2. Data Management

If the data master is the CRM system and the marketing automation system syncs to this system, it is probable that the ownership of the data – and therefore much of this role – resides in sales operations. In the event that this role does not exist, and there is an opportunity to add it into the marketing operations group, this is a general description of what is needed.

Data quality can decline in many ways. Data naturally lose accuracy over time (decay), become corrupted (loss of integrity), can be duplicated (loss of cleanliness), and new data can be added that is simply incorrect (loss of accuracy and lack of completeness).

If marketing invests \$100 for each new lead, for example, then a 100,000-record database is an asset worth \$10 million. Without proper data management, this asset will depreciate at 2% per month. In just two years, half of the records will be invalid. Because of this, the success of your marketing campaigns is absolutely dependent on the quality of your data.

If the role of data steward exists in sales operations, marketing will still need to ensure that their requirements are met to ensure campaign success. This includes the assurance that:

- First and last names of all leads and contacts are accurate
- Lead and contact owner information is up to date
- Segmentation data, dynamic content, and targeted lists are accurate
- Customers, prospects, employers, partners, vendors, investors, media, and competitors are clearly differentiated
- All contact dates and lead statuses are up to date and accurate

TYPICAL ROLES AND COMPETENCIES FOR THE DATA MANAGEMENT TEAM:

- Maintains data quality through rigorous data analysis, standards definition and adherence, and data hygiene (contact management, health of customer database, etc.)
- Creates and runs reports to identify quality issues and remediates
- Is responsible for all data integrations, including field mapping, data flows, and CRM
- Oversees data segmentation (list management)
- Drives data quality rules, procedures, new processes, and standards for normalization of data entered into the system
- Manages reporting on data quality metrics
- Trains on best practices in entering new data



3. Process Optimization

This group is responsible for ensuring that the processes that control and direct marketing activities are optimized for both efficiency and productivity. This team may also be a place to include certified project managers who would direct large marketing initiatives, marketing technology releases, etc.

TYPICAL ROLES AND COMPETENCIES FOR PROCESS OPTIMIZATION:

- Innovates new marketing processes and redefines old ones
- Measures the efficacy of current processes
- Oversees project management for major marketing initiatives
- Changes management function
- Creates and maintains processes training and documentation
 - Lead management (lead flow)
 - Integrations between marketing automation and CRM, MRM, and CMS
 - Processes and workflows around asset creation and website updates
 - CAN-SPAM and related regulations
 - New marketing technology and services rollouts
 - SLAs and the integration of sales processes with marketing processes

4. Reporting, Analysis, and Strategy

This vital group is responsible for in-depth reporting on revenue marketing activities and attribution to revenue. This is a good place to centralize all of the revenue marketing analytics and business analysis. As a result, this group is often best positioned to help on budgets and to provide data for planning efforts.

TYPICAL ROLES AND COMPETENCIES FOR THE REPORTING, ANALYSIS AND STRATEGY GROUP:

- Oversees web and campaign analytics
- Compiles historical results, current activity measurements, and results projection
 - Dashboards
 - Funnel reporting and analysis
 - Interpretations and recommendations based on results
 - Suggestions for A/B testing methods to hone results
 - Weekly/monthly/quarterly annual reports to multiple levels of management
- Measures marketing ROI, reporting, and accountability
- Links investments to revenue projections to guide decision making
- Analyzes marketing automation/CRM data
- Uses business intelligence systems
- Participates in company initiatives where deep data and analytical knowledge is required

Conclusion

Building a Revenue Marketing Center of Excellence is not for the faint of heart. It's an "all or nothing" proposition. If your company believes that marketing can – and should – make a measurable impact on revenue, then this is a concept you need to further explore. The Revenue Marketing Center of Excellence model is a very new idea for marketing and may require a substantial investment, but that investment should be aligned to an equally significant return. You will want to take the time to calculate investment/return on a CoE as part of your presentation to senior management to fund this transformative initiative.

To build an effective Revenue Marketing Center of Excellence that drives repeatable, predictable, and scalable revenue requires vision, leadership, and a belief that marketing can – and should – have a seat at the revenue table.

TPG can help you get there.



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