

How to structure your Marketing team to maximize impact



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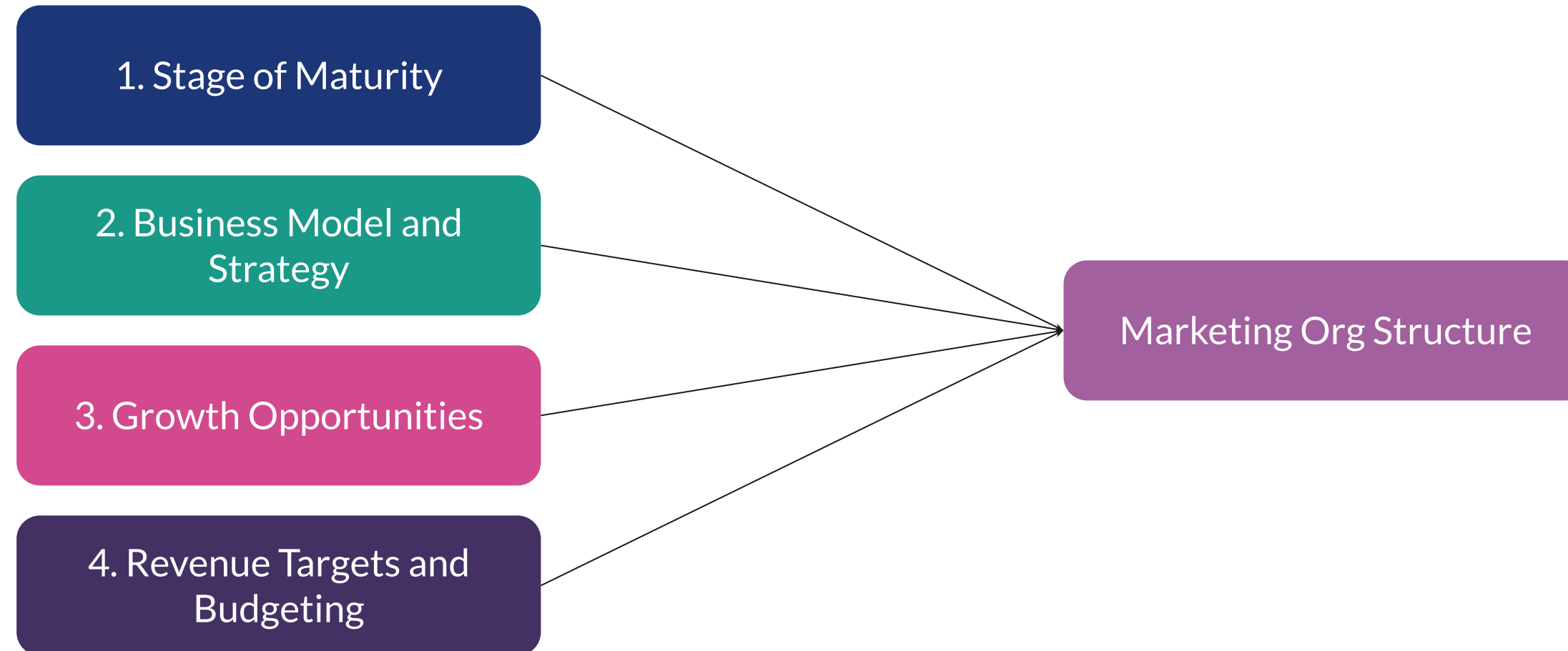
Realities

Does this sound familiar?

- Your Marketing team is small (and mighty)
- Aggressive growth targets are being set
- You don't have enough bandwidth to execute on what's needed
- You're unable to get approval for additional budget

Inputs Into Ideal Marketing Org Structure

There are 4 critical inputs into figuring out the right structure for the Marketing team of your organization.



Marketing Starting Points

Every company is a **unique marketing puzzle** with different constraints, challenges and opportunities.

1. New GTM

- Startup or new product launch
- Founder-led marketing, zero marketing investment

2. Sales-Led

- Sales is the primary revenue drive
- Marketing is a support function, less than 10% Marketing generated pipeline

3. Nascent Marketing

- Marketing investment less than \$300K, Marketing team is 1-3 people
- Less than 10% Marketing generated pipeline

4. Some Marketing Impact

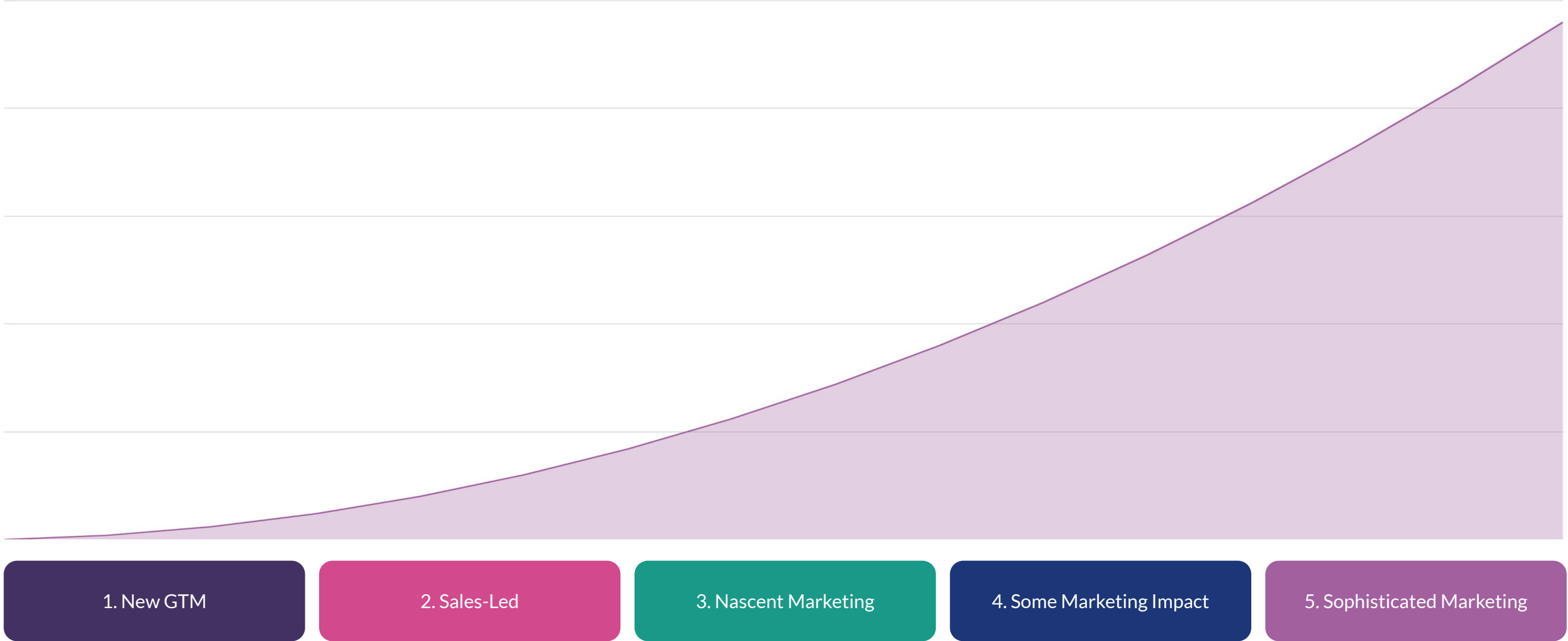
- Marketing contribution to pipeline at roughly 10-20%
- Marketing team is 4-7 people

5. Sophisticated Marketing

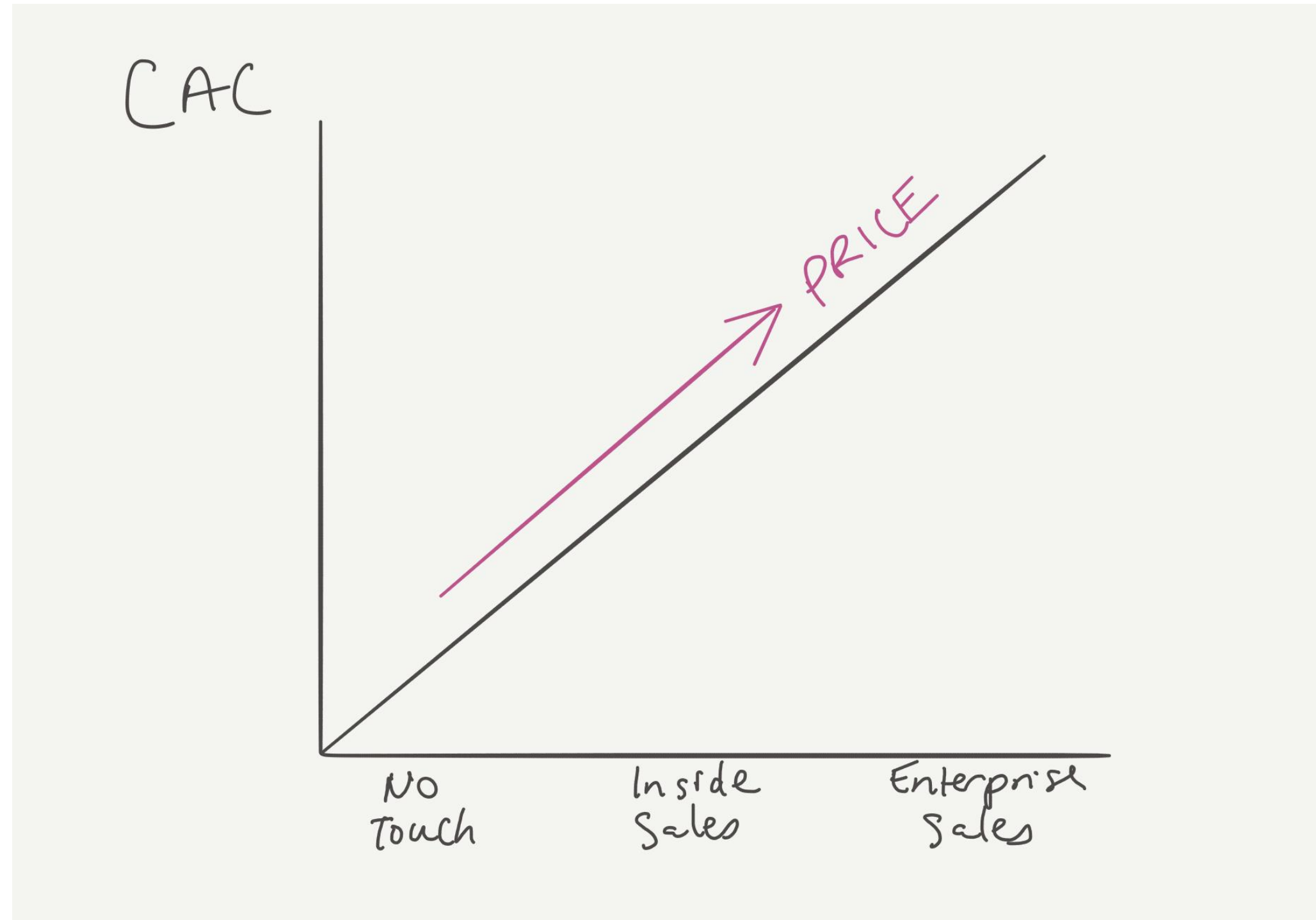
- Marketing contribution to pipeline at 25-50% plus
- Marketing team is larger than 10 people

Size of teams by stage

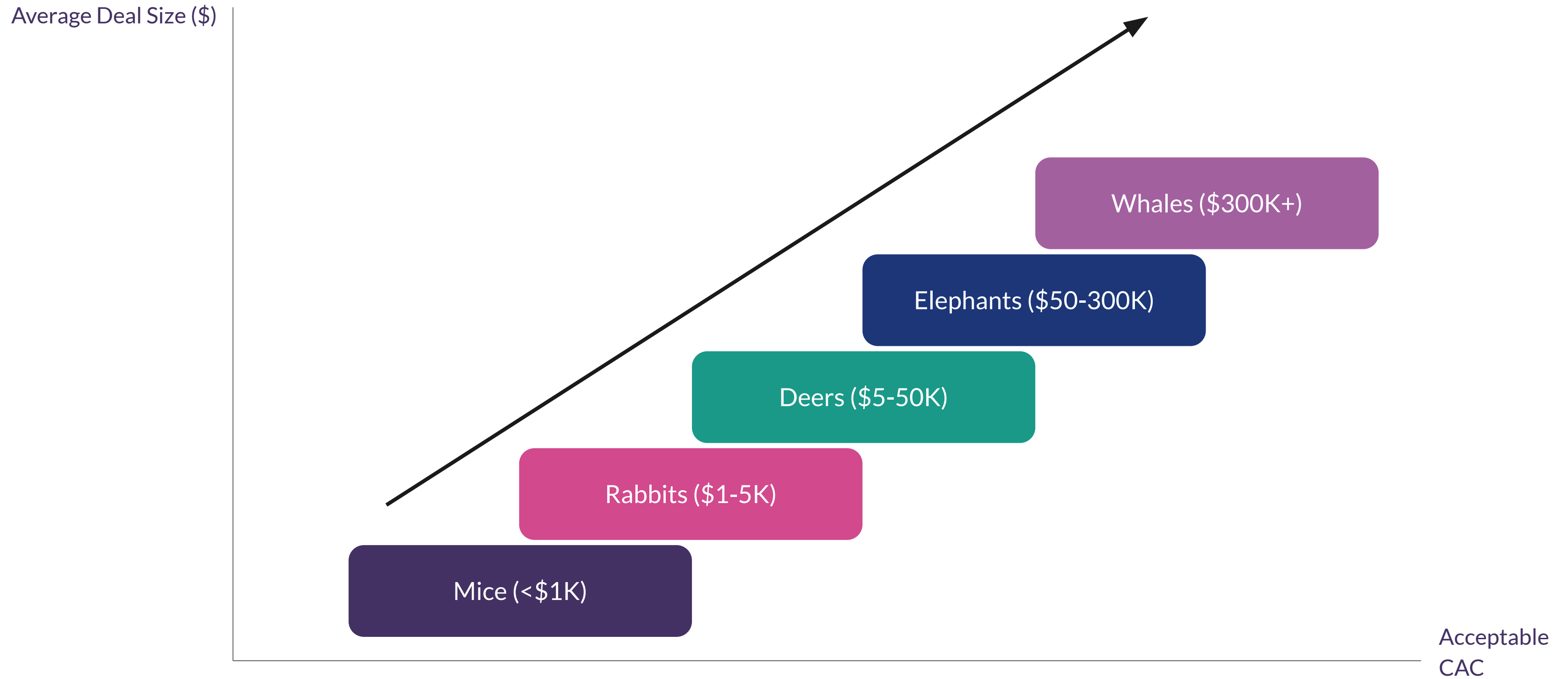
Size of teams **scale exponentially** through each of the stages.



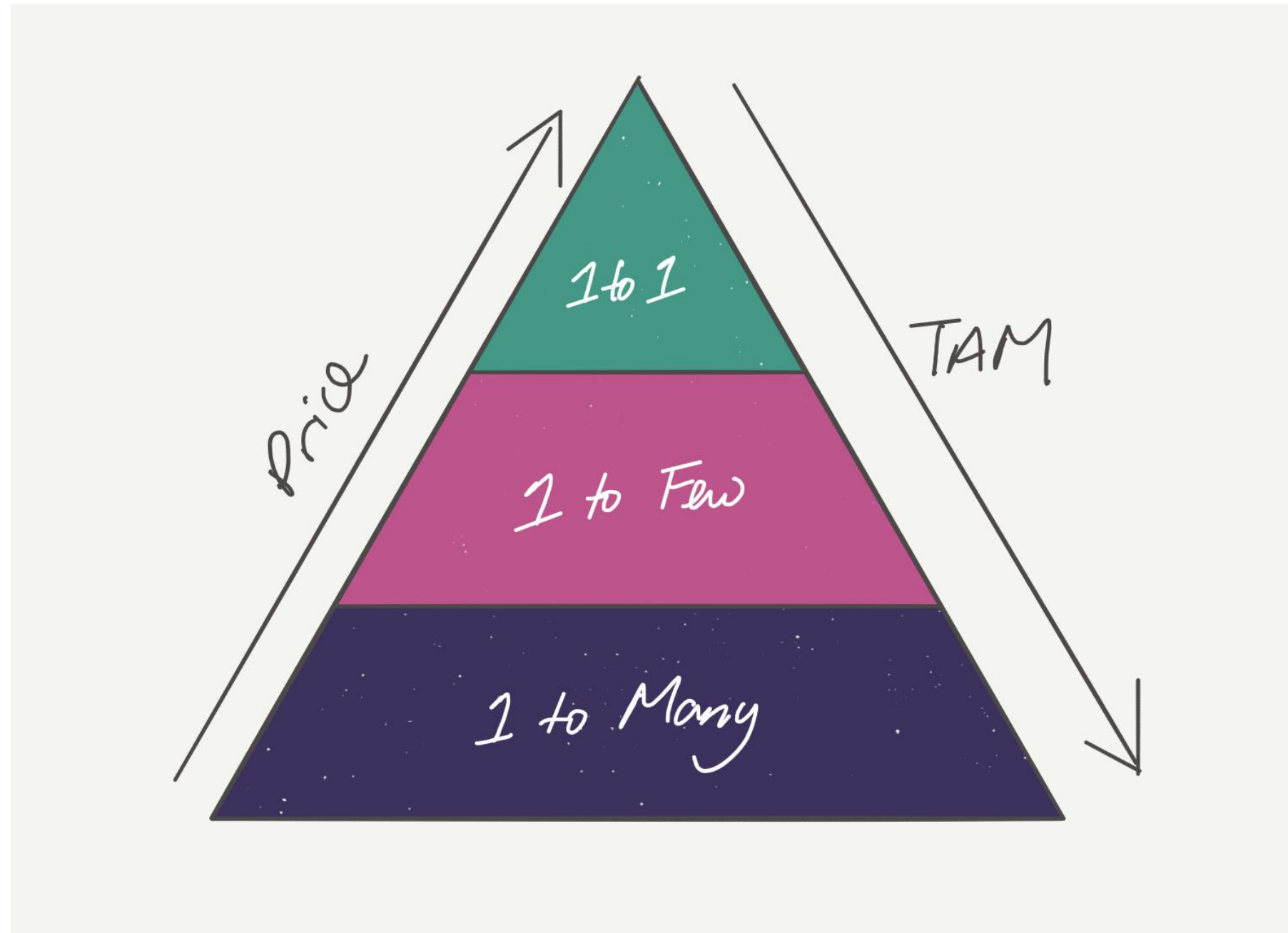
GTM vs. CAC vs. Price



Understanding your target market



Price vs. TAM



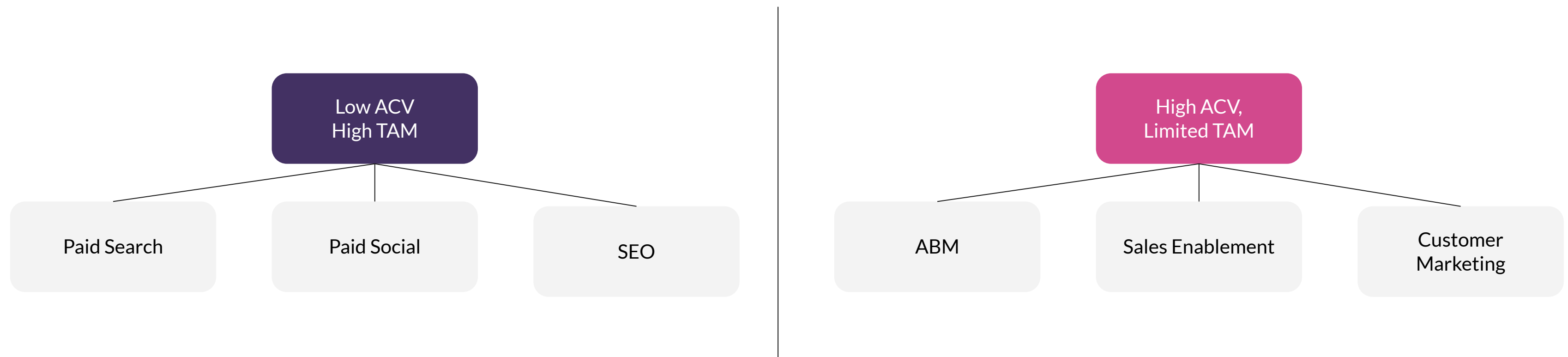
Sub-Functions of Marketing

Depending on an organization's maturity and business model, **the most-relevant sub-functions of Marketing are different.**

Demand Generation	Programs and campaigns focused on driving pipeline.
Content Marketing	Creating content for every stage of the buyer journey.
Customer Marketing	Driving upsells and cross-sells from the existing customer base.
Product Marketing	Educating customers on the product to improve usage and retention.
Corporate Marketing	Brand, Communications, Events and PR activities.
Marketing Operations	Build the data infrastructure and reporting on performance.
Sales Enablement	Supporting the Sales team with the right collateral to close more deals.

Example

Depending on the specifics of a company's business model, an entirely different strategy needs to be the focus.



Sub-Function Focus by Business Model

ACV	Paid Media	SEO	ABM	Customer Marketing	Product Marketing	Corporate Marketing	Marketing Ops	Sales Enablement
< \$1K	Teal	Teal	Pink	Pink	Teal	Pink	Teal	Pink
\$1-5K	Teal	Teal	Pink	Pink	Teal	Pink	Teal	Pink
\$5-50K	Teal	Yellow	Yellow	Teal	Teal	Yellow	Teal	Teal
\$50-300K	Yellow	Yellow	Teal	Teal	Yellow	Teal	Yellow	Teal
\$300K+	Yellow	Pink	Teal	Teal	Yellow	Teal	Yellow	Teal

Identify Opportunities to Scale

Channel	Cost	Leads	Demos	Opps	Closed Won	Closed Won (\$)	ROI
Google	\$14,129.70	9	24	8	2	\$22,074	1.56
Capterra	\$5,771.75	12	10	1	2	\$15,976	2.77
LinkedIn	\$2,111.53	25	?	0	0	\$0	0.00
Facebook	\$1,945.94	157	?	0	0	\$0	0.00
Total	\$23,958.92	\$203.00	\$34.00	\$9.00	\$4.00	\$38,050.00	1.59

Channel	Google	Capterra	LinkedIn	Facebook	Total
Monthly Investment	\$25,000	\$15,000	\$5,000	\$5,000	\$50,000
Annual Investment	\$300,000	\$180,000	\$60,000	\$60,000	\$600,000

Identify Opportunities to Scale

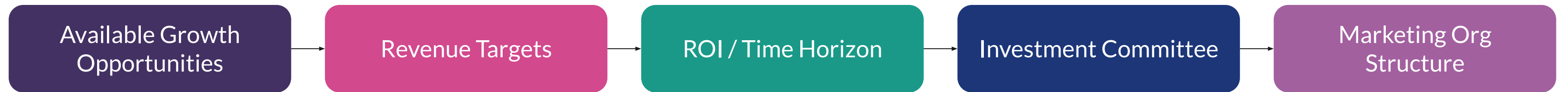
Asset Type	Current Status	Recommendation	Priority
Video case studies	None	Create additional case studies with focus on ROI and localization – aim for one new video case study for each main market per quarter.	High
Full pitch deck	None	Create full pitch deck for sales team to introduce all product lines.	High
How-to videos	Some but not all product lines	Create product how-to videos; aim to create one per quarter, prioritizing core functionality.	Medium
Product intro videos	Not for all product lines	Create intro videos to all products for sales to distribute; aim to create one per quarter.	Medium
Services team case study	Case studies do not focus on core services	Create case studies that prioritize services team's work to support sales process; aim to create one per quarter.	Medium

Forecast Budget needed

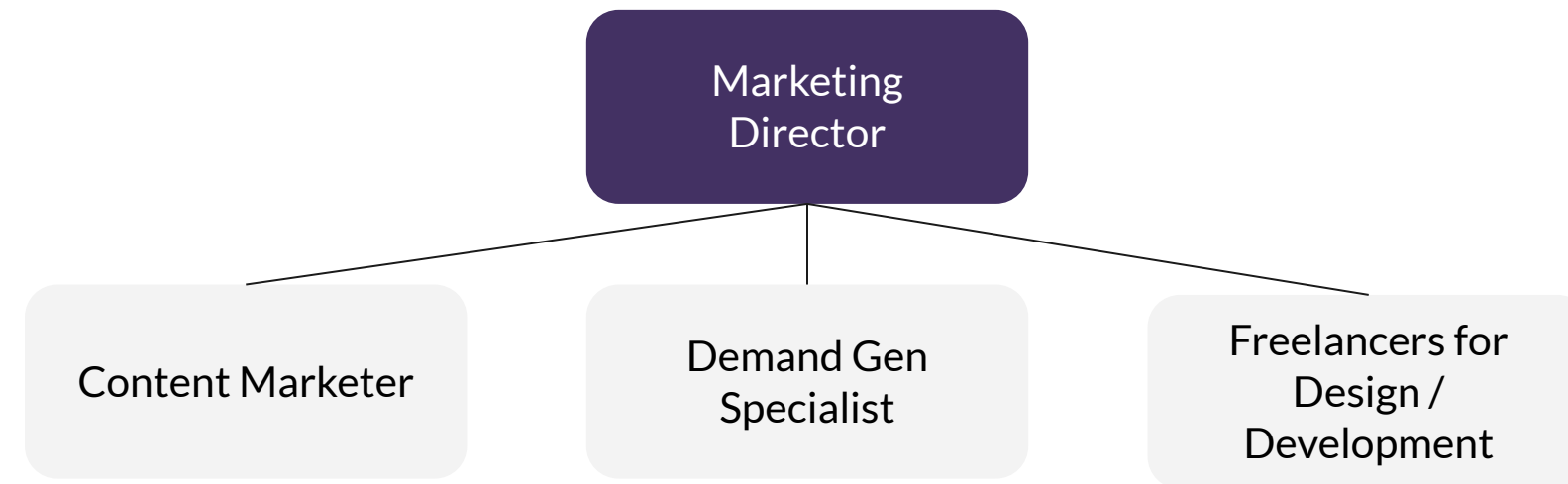
Forecast Budget needed to support Bookings Targets.

	2020	2021	2022
Bookings Target	\$7,517,396	\$8,624,812	\$9,743,660
Closed Won	3198	3670	4146
SQLs Needed	7996	9174	10364
MQLs Needed	13326	15288	17272
Budget needed at \$150/MQL	\$1,998,822	\$2,293,276	\$2,590,770

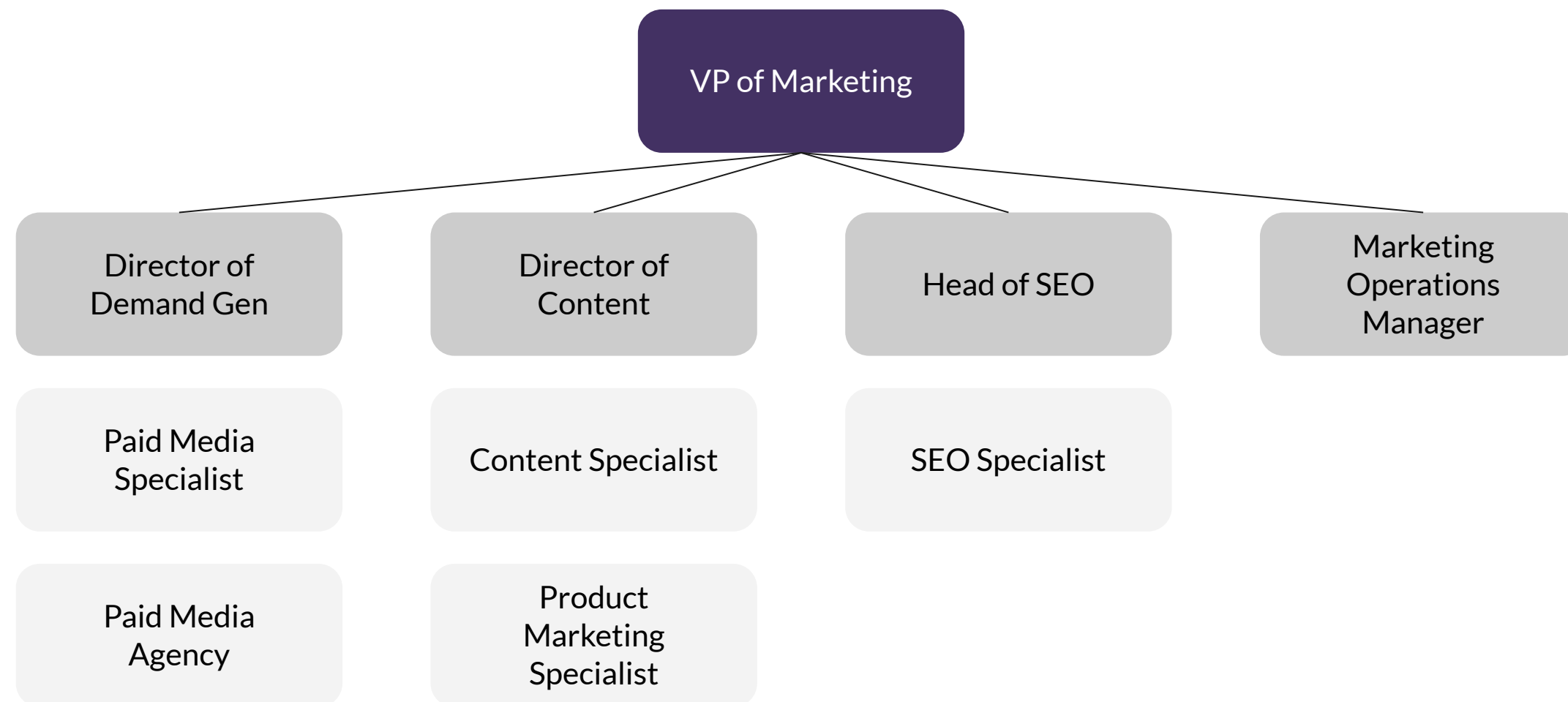
Framework For Building Business Cases



Phase 1 (MVP) Marketing Organization



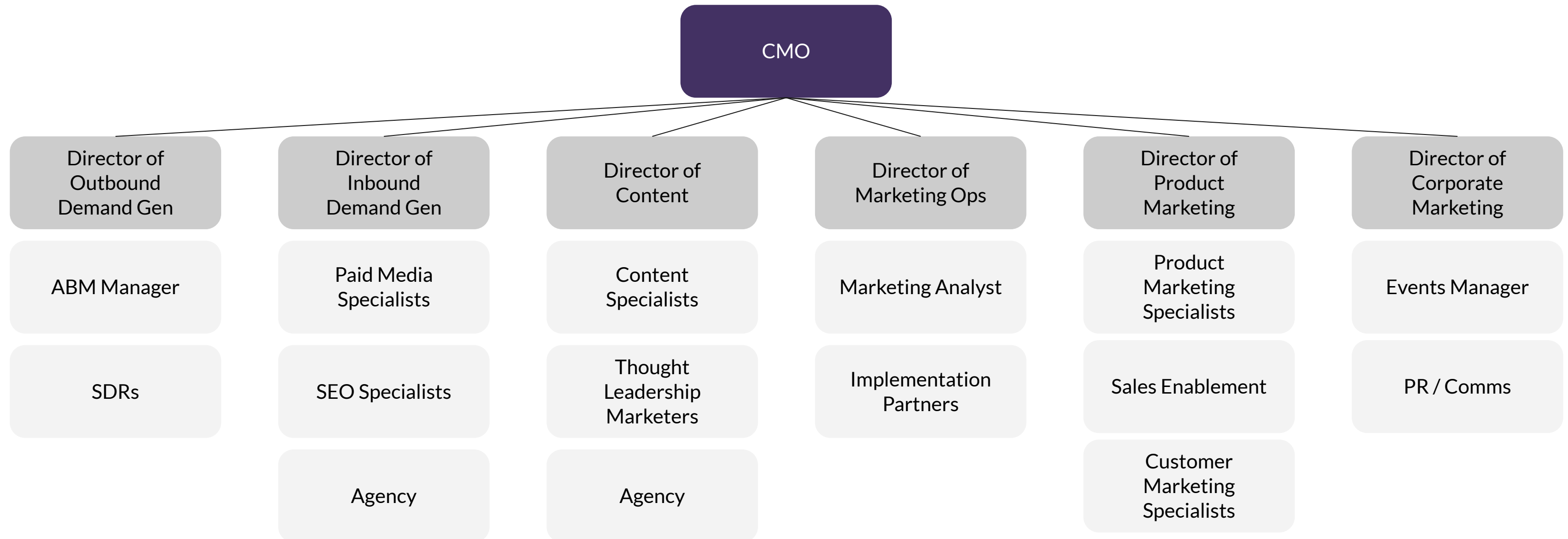
Phase 2 Marketing Organization



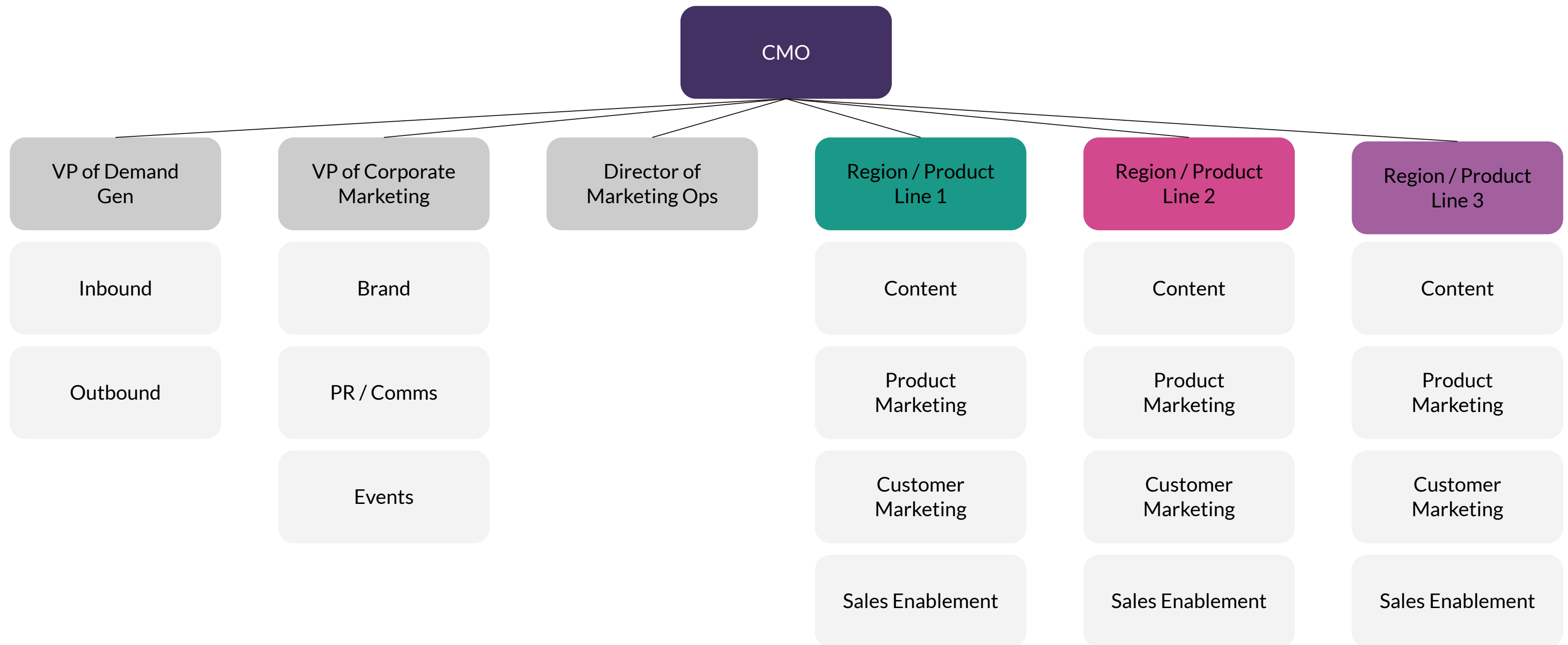
Phase 3 Marketing Organization



Phase 4 Marketing Organization



Phase 5 Marketing Organization



Takeaways

Build your team for your context

- Stage of Maturity
- Business Model and Strategy
- Growth Opportunities Available
- Financial Targets and Budgeting

Additional factors:

- Number of Product Lines
- Geographical expansion
- M&A

Q&A

