How does your Marketing Organization Measure Up to the Pace of Change?

The rapid pace of change in technology and media poses a real challenge to marketing organizations. Social media and mobile apps allow organizations to connect interactively with customers in new ways that can produce significant returns, but these new approaches can also disrupt processes and organizational structures that were never designed to support them.

Is your marketing organization ready to take advantage of the technological shift? Do you have what it takes to get the full benefit of this disruptive change?

Characteristics of leading customer-centric organizations

One of the key challenges marketing organizations face today is how to pull together the decentralized threads of customer-facing processes belonging to many different groups so that customers can see the organization as a unified whole with one voice, one face and one consistent message. This alignment of internal processes to deliver a satisfying customer experience is known as internal marketing.

- A primary goal is to **improve customer satisfaction** by motivating everyone in the organization to provide a high level of customer service to all customers (internal and external) at all times
- A **commitment to customer-centricity** will permeate all the operations of an organization where this is a consistent mandate

Marketing organization leaders that are effectively customer-driven share a number of key characteristics:

- They **study customer needs and wants** in well-defined market segments (for example, by customer type, by product line, by geographical focus, etc.)
- They **develop winning offerings** for each target segment that are designed to meet the identified needs and wants
  - Analytics enable the organization to **identify the marketing best practices that actually work** for their customers and products. Combined with appropriate use of technology, the result is a direct and measurable impact on corporate performance
- They **allocate marketing efforts to reflect the long-term profit potential** of the targeted segments
  - The resources dedicated to a marketing campaign for a major new product launch or one targeted at a major customer with significant growth potential will be much greater than one that does not offer as much opportunity for a profitable return
- They **measure customer satisfaction** and customer

outcomes on a continuous basis
- They implement **continuous improvement practices** to support processes, products and services that meet customer needs and align internal operations accordingly
- They demonstrate **thought leadership** in customer centricity with other departments and functional groups throughout the organization

Does Your Org Structure Fit Your Needs?

The new customer-centric paradigm of marketing favors a total marketing plan that incorporates social media, mobile, email and traditional media and presents customers with a unified face across product lines and business channels. Organizations need to reassess their structure to make sure their internal arrangements support their changing needs effectively.
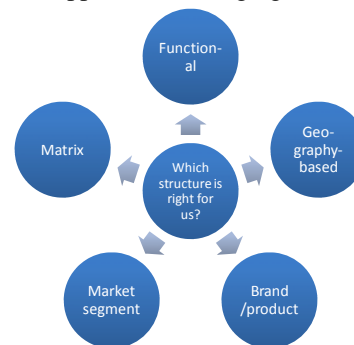
Important considerations include:
- How much **consistency** exists between current marketing efforts for different products? How much do you want? Do the internal communications and processes exist to cross silo boundaries of brand or product line to deliver a consistent message to customers? Does the organization have the will to break high walls down?
- Who owns **social media and mobile marketing** efforts – IT? Marketing? Brands? Someone else? Who is responsible for developing and managing them? How does marketing make sure they are delivering the right message at the right time to the right people? How are technical issues and fixes handled to ensure they always work right? Who monitors customer issues? Who owns the resolution?
- Who looks at the **metrics**? Who decides which ones matter, and what they matter for? Do processes exist that can translate incoming metrics into actionable information and get it in front of the people who can actually use it to make decisions?