MARKETING OPERATIONS MANAGEMENT

Expecting more of your people when you're giving them less support and fewer resources JUST ISN'T REASONABLE. A work environment resembling a battlefield leads to casualties.

to convert data to actionable insight, we must focus on generating data to drive the right actions. This means that we need to be focused on generating insights that are relevant to the people who need them. If we don't have the right processes in place, then we won't be able to get the right insights to the right people in time to make a difference.

MYTH 4: “We can't spare a dime to invest in research.”

Our bias for action can lead us to believe that research is a waste of time. We convince ourselves that things are moving so fast that any data we collect will have a short shelf-life anyway. Or if we realize we don't have a plan, we might even create a few. Superstars are hard to locate, hard to recruit, hard to afford and hard to keep. A superstar in one company could easily be a goat in another. A superstar strategy is neither scalable nor sustainable, and a truly great marketing organization gets great results not just from the on the shoulders of our people. Expecting more out of our people when you're giving them less support, fewer resources, etc., just isn't reasonable. Let's do this with regularity. And we convince ourselves that it works. And maybe it does, for a short period of time. But if you expect your people to show up to a work environment

MYTH 5: “We don't have time to examine our own novels.”

Whether or not the message is written down, people are already meeting in the middle of people-intensive efforts that could have been easily streamlined with some forethought and a commitment to increasing the capacity of the function. Yet instead of investing in the necessary infrastructure, we rely on our teams to do it themselves. As a result, we end up with a hodgepodge of solutions that are not sustainable in the long run.

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SPIN CYCLE

Zimbra shortens the lead to sale time with increased automation Web tracking
—By Beth Negus Vieiras

As Web site activity grows, it's common for sales organizations to be overwhelmed with new leads that are not qualified,” says Armanitii. “It really is hard to scale your business on the Web without sales and marketing automation.

TRAFFIC PATTERNS

Has the use of increased tracking capabilities led Zimbra to make changes to its company’s Web site? “There has been some ‘oh-ah!’ moments when we noticed pages we expected to generate high traffic not doing so,” says Armanitii, noting that user questions also led them to notice where content needed to be expanded or updated.

QUICK TAKE: Ops Challenges and Trends

“Every marketing organization needs to embrace marketing operations, but you have yet to start this journey. It’s both a function and a process. As the expectation for marketing to be a business driver increases, so will the need for marketing operations. The processes associated with marketing operations enable marketing to operate like a business with the necessary transparency and accountability.”

“You need to get corporate buy-in. It is essential to have C-suite sponsorship. Without it, it is hard to secure the necessary investments, both in terms of dollars and talent. There are also some internal cultural challenges because the talent associated with marketing ops is more about process, systems, data and analytics—skills not typically associe

“These challenges can still exist even in companies that have successful marketing ops. They are often still beset by data and analytics challenges, which can make it difficult to measure the impact of marketing campaigns. However, these challenges can be overcome with the right tools and processes.”

—LAURA PATTERSON, PRESIDENT, VISIONEDGE MARKETING