Four Technology Pillars for High-Performance Campaign Execution

proofHQ®

A **workfront** COMPANY

Table of Contents

1. Executive Summary

Over the last two decades, buyer behavior in consumer and business markets has changed beyond recognition. Buyers have online access to an unparalleled amount of information, especially about the products and services they are interested in purchasing. The power has shifted from seller to buyer, and buyers are demanding high-quality content to inform, engage and educate.

These seismic shifts have shaken up the way that marketing teams execute campaigns:

- The volume of content they are expected to produce has exploded
- There are a huge number of new distribution channels for which content needs to be created
- The timeframes that marketing teams have to produce content are being shortened as more marketing spend moves to digital channels
- Brand and regulatory compliance impacts content production more than ever
- Analysis of the performance of each piece of content is required

Two important trends have converged within high-performance marketing teams to meet these challenges:

1. An "epic collaboration between marketing and technology" to provide marketing teams with new tools to operate effectively in their brave new world
2. The evolution of Marketing Operations into a ubiquitous function with responsibility for executing campaigns, managing technology and coordinating the wide range of activities performed across the marketing team

These trends have led to the interaction of four core tools that now serve as the backbone for Marketing Operations teams as they execute campaigns:

1. Communication tools for maintaining strong working relationships at all levels of an organization while improving productivity
2. Project Management tools for keeping projects delivered on time, within budget and with exceptional quality
3. Digital Asset Management tools for organizing approved marketing files into a centralized location, making it easier for anyone within a team to find and access
4. Online Proofing tools for streamlining the review and approval process of creative content from initial brief to campaign execution

This eBook looks specifically at the vital role that Marketing Operations plays in today's marketing organization and the mission-critical technology these teams need for successful campaign execution.

2. Marketing is Dead. Long Live Marketing

Buyer behavior in consumer and business markets has changed beyond recognition. Billions of people have access to the Internet, and with it, access to an unparalleled amount of information about the products and services they are interested in purchasing. Buyers demand high-quality content to inform, engage and educate and they demand that content through myriad digital channels.

The power has shifted from seller to buyer and, correspondingly, from sales to marketing. These seismic shifts have shaken up the way that marketing teams operate forever.

The volume of creative content that marketers are producing has exploded. According to the B2B Content Marketing 2015: Benchmarks, Budgets, and Trends—North America report, produced by Content Marketing Institute and MarketingProfs, 70 percent of B2B marketers report that they are producing more content than they did the previous year.

That content needs to be created and repurposed for a huge number of new, mostly digital, distribution channels (the B2B Content Marketing 2015 report reports that B2B marketers use an average of 13 content marketing tactics). A creative concept might be written as a blog post, redrafted into an eBook and posted on SlideShare, converted into an infographic and shared on Pinterest or

Visual.ly and made into a video and posted on YouTube. Once the content in all of its forms is ready, it is then promoted through social media and digital advertising channels, email newsletters, blogger outreach, public relations, PPC and search engine marketing, to name just a few.

And while marketing teams are producing more and more content, they're feeling the pressure to produce it in shorter and shorter timeframes. According to the Frost & Sullivan Growth Team Memberships 2014 Global Marketing Priorities Survey, 38 percent of marketers cite time constraints as one of their top content marketing challenges.

Additionally, brand and regulatory compliance is having a greater impact on the content being produced. Specific verticals like financial services, pharmaceutical and consumer packaged goods must ensure that packaging and corresponding marketing messages through all channels comply with the regulations that apply to their specific industries.

Once content is delivered, its performance must be analyzed accurately so that ROI is clearly measured. This allows marketing teams to iterate, experiment and continually improve results. It's no longer acceptable to assume that "half the money [you] spend on advertising is wasted." Every dollar in marketing is expected to generate a return.

The conclusion is that marketing organizations need to be efficient in the way they operate, and show the effectiveness of what they produce.

How do marketing organizations retool to be both efficient and effective?

3. The Expanded Role of Marketing Operations

Marketing operations was historically a small group focused on metrics, data and budgeting. Craig Moore of Sirius Decisions described it as "the island of misfit toys." Scott Brinker described it as "a metaphorical basement in the House Of Marketing… shoveling data like coal."

With the rise of digital marketing, the role of Marketing Operations has expanded dramatically. Marketing Operations has taken on a far greater set of responsibilities. Management of marketing data, business intelligence and analytics still form part of the role of marketing operations, but there are now major additional responsibilities:

- **Campaign execution.** This has become a core responsibility, taking campaign concepts and messaging and managing production through multiple distribution channels.
- **Cross-department collaboration.** Campaigns are more complex, and with interdepartmental collaboration required for successful execution, with marketing operations responsible for that collaboration.
- **Marketing technology.** Technology is at the heart of campaign execution for both management and delivery, and marketing operations professionals are the experts in the integration and use of marketing automation tools within the organization.

The purpose of the Marketing Operations function is to increase marketing efficiency and effectiveness by reinforcing the marketing department with people, processes and technology, along with budgeting and analytics. Marketing Operations enables an organization to run the marketing function as a fully accountable business unit.

4. Every Marketer Needs Marketing Operations Skills

Marketing Operations skills are not just for Marketing Operations specialists. Larissa Del Carlo, founder of MOCCA, the leading Association for Marketing Operations professionals talks about the changing role of marketing operations and is clear that "demand for marketers who understand process, technology and data is greater than ever."

Marketing Operations skill sets are moving outside a core Marketing Operations team. Larissa makes the point that Marketing Operations skills are becoming ubiquitous in marketing organizations. "All marketers are expected to know how to optimize process, leverage technology and measure the return of their efforts." Marketing Operations functions now are performed throughout the marketing organization, and all marketers are expected to have a good level of Marketing Operations skills—in particular, the use of various technology tools and the ability to manage these well-defined processes:

- Helping move creative and marketing projects quickly to completion
- At the same time, maintaining the quality and accuracy of those projects
- Helping efficiently manage and maintain control of project workflows
- Ensuring effective collaboration among team members, wherever they may be located
- Enabling easy tracking of projects, so team members can know the project status at a glance

Helping marketing departments stay creative while becoming more productive isn't an easy job, but one well suited for Marketing Operations. So, as marketing evolves, so does Marketing Operations and the tools they use to get the job done.

5. Campaign Execution as a Core Competency

Marketing Operations is increasingly responsible for campaign execution.

Campaign execution is fundamentally the process of taking core messaging, copy and design and managing the production and distribution of that content through multiple channels. Key elements of successful campaign execution include:

- Process design
- Project management
- Production
- Database management
- Procurement
- Distribution
- Sales enablement
- Channel enablement
- Analytics

Larissa Del Carlo talks about the "rise of the demand centre," centers of excellence with global responsibility for taking messaging and copy defined by other teams and executing campaigns through marketing automation and database marketing.

Campaign execution has become more complex and more time-sensitive. Complexity is driven by the greater number of distribution channels. Time sensitivity is driven by an increased volume of content being produced and the shorter project life cycles of digital campaigns.

Successful campaign execution is increasingly supported by a set of tools specifically designed for this purpose. We call these tools The Four Technology Pillars for High Performance Campaign Execution.

6. Four Technology Pillars for High-Performance Campaign Execution

From an architectural perspective, pillars provide essential support for a structure or building. From a Marketing Operations perspective, these four technology pillars provide essential support for the entire marketing department while also improving the efficiency and effectiveness of high-performance campaigns.

Communication

From executives and clients to operations and distributed employees, good communication is essential for achieving productivity and maintaining strong working relationships at all levels of an organization. Simple communication tools such as email and instant messaging are widely used and available, and often are the default choices.

While email remains the most pervasive form of communication in the business world (an average of 108.7 billion business emails were sent and received worldwide each day in 2014, a figure expected to reach 139.4 billion by 2018), the next generation of communication tools, such as social networking (Yammer), instant messaging (IM) and VOiP (Skype) are more commonly used in today's marketing department.

But as more tools are introduced, marketing teams risk having their work communications fragmented across multiple networks and becoming bogged down with too much communication. Marketing Operations ensures that work communication runs through specific channels and that every user understands the value behind using them.

Marketing is more effective and efficient when communication runs through the same set of tools, and with a shared purpose established by Marketing Operations.

Project Management

Project management tools play a major role in the planning, organization and management of marketing campaigns. Marketing Operations professionals increasingly are expected to develop and optimize marketing-related processes, including the process for creating, reviewing and distributing a marketing asset.

The project management of creative content that ultimately is included in a marketing campaign must be expertly managed and delivered on time and on budget. These days, it's a strategic competency for organizations, enabling them to tie project results to business and revenue goals—goals that are often created with input from and tracking by the Marketing Operations team.

Findings from a 2014 ProofHQ study, 4 Insights Proven to Improve Marketing Agility, show that project management is a defined role in more than 60 percent of high-performance marketing teams. As more organizations push to improve performance by developing and optimizing processes, you can expect project management to become a more prevalent role for Marketing Operations professionals.

Digital Asset Management

Digital asset management (DAM) consists of management tasks and decisions surrounding the storage, cataloguing, retrieval and distribution of digital assets such as images, documents, creative files, audio and video clips. The constantly rising volume of content and the organization and control of marketing assets means that every marketing department and creative team needs a tool like this at some level, and they need somebody in charge of optimizing its use.

A key benefit of DAM is the ability to quickly find assets based on a search query. But for a DAM system to work efficiently, a workflow and infrastructure must be established by determining which assets are used, where they're used, who uses them, who can access them and where they will be stored.

Nobody has a better understanding of a department's workflow and infrastructure than Marketing Operations. Additionally, the data-oriented mindset typically found in Marketing Operations professionals is better suited for determining metadata (in essence, information about an asset) and taxonomy (a technique of creating classifications using a controlled vocabulary) when establishing naming conventions and file organization.

While this description is an oversimplification about the role Marketing Operations plays in managing digital assets, it isn't an understatement to say that if a marketing team doesn't have visibility into existing digital content and the ability to efficiently leverage that content, marketing campaign execution slows dramatically.
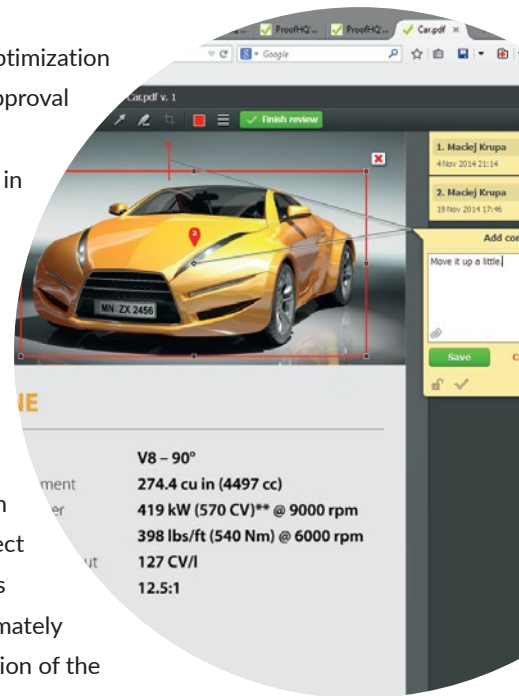
Online Proofing

Management and optimization of the review and approval process is often overlooked, lumped in with the project management process. But this isn't merely a box checked on a project timeline. This process, when executed poorly, can literally bring a project to a halt, delaying its completion and ultimately affecting the execution of the entire marketing campaign.

Where Marketing Operations plays a key role in this process is by determining, establishing and documenting workflows for the routing of reviews and approvals based on the type of content and respective roles of the people involved. When Marketing Operations creates workflows from the beginning and then holds project stakeholders to the scheduled timeline, brands and agencies will see an increase in the efficiency, accuracy and speed of their marketing campaign efforts.

When properly used within the project management workflow, research has shown that online proofing can reduce the effort spent managing proofs by 59 percent and increase the speed to market by 56 percent, both of which reduce costs and increase the internal rate of return.

The Value of the Four Pillars

These four technology pillars are only as good as the Marketing Operations professional(s) who manage them and the processes they develop to optimize their use. Without the structure the pillars provide, users tend to focus exclusively on the "how" of a technology. Using the four-pillar system in the recommended way, however, has great potential to improve the efficiency and effectiveness of the organization and its marketing campaigns.

7. Marketing Operations: The Pillars of Highly-Effective Marketing Teams

While it's still a relatively new discipline within corporate marketing departments and agencies, more and more organizations are recognizing the value of building out a Marketing Operations function. No longer relegated to data-driven "back-office" functions, the role of Marketing Operations is becoming a trusted business partner with responsibility for managing the delivery and effectiveness of high-performance marketing campaigns and improving the overall efficiency of the marketing department.

At the intersection of people, processes and platforms sits the role of Marketing Operations. Call them the unsung heroes of the organization. They take communication, project management, digital asset management and online proofing tools and use them to build the foundation for a productive and creative marketing department.
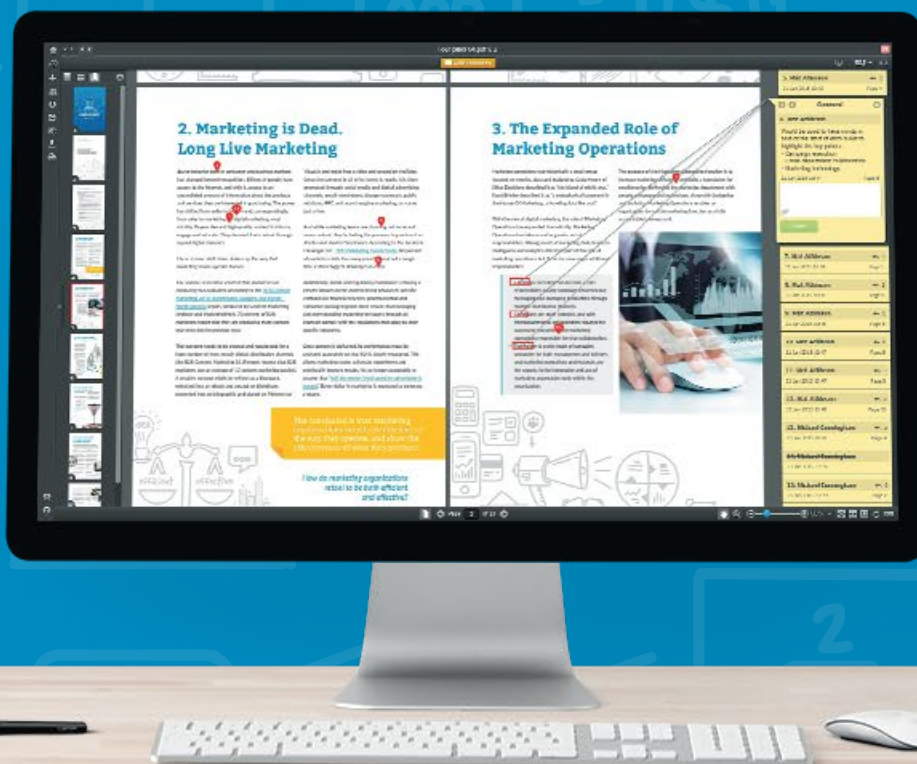
More productive. More creative.

ProofHQ, a Workfront company, is the global leader in online proofing used by nearly 3,000 of the top brands and agencies worldwide.

Easy-to-use collaborative review tools streamline the review and approval of creative content, while powerful workflow tools keep projects on track. ProofHQ can be used across all media including print, digital and video. With ProofHQ, marketing teams deliver projects faster, with less effort and greater accuracy.

For more information and to take a free trial, please visit www.proofhq.com.