

# Marketing Project Management

“A new framework for reliably creating a sustained and significant competitive advantage”

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*Captain, we have a problem...*

- All business functions (finance, distribution, operations, etc) can be measured to a penny... but I'm not so sure about marketing...
- Marketing needs to be more involved with business strategy - but it's too busy running around like a headless chicken...
- We really need marketing to support a sustained and significant competitive advantage, but few of us know what that really means...

**G**iven today's business efficiencies, the marketing function probably represents the highest leverage opportunity for most companies to increase overall business growth and performance.

Directors and Managers feel the pressure, yet are battling against the tide's of tantalizing new fads, hopeful new opportunities and disruptive new competition. As of October 2010, even Google may have lost its competitive edge to the marketing and advertising innovations of Facebook.

**An integration is needed** - an integration as now pursued by Large Enterprise such as Unilever with the appointment of a global Chief Marketing Officer - an integration of the marketing function into a business-wide strategic role - just as Peter Drucker foresaw 50 some years ago:

“Because the purpose of business is to create a customer, the business enterprise has two—and only two—basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business.” — Peter Drucker

But the lack of effective marketing project management has seen marketing lost at sea in its fragmented tactical role kept at arms length from core business strategy - thus never fulfilling its true purpose...

# What To Change To

The purpose of marketing, and thus marketing project management, is to reliably help the company (a) understand its market and (b) help create a sustained and significant competitive advantage

*Could take weeks, Captain!*



Creating a sustained and significant competitive advantage depends on the innovation, creation, communication and fulfillment of an irresistible market offer at optimum profit levels.

Copywriter and advertising genius Claude Hopkins (who earned the equivalent of \$6.5 Million per year in the 1920s may have been the first person to use the concept of an irresistible offer:

*"This [advert], Mr. Business-Man, makes a proposition which should be irresistible. It offers service such as no one else can offer. It proposes terms which no one else will duplicate... Our proposition gives you so much to gain, and so little to risk, that you owe to yourself its acceptance." - Claude Hopkins, 1920s*

This can only be achieved in today's business world through a company-wide strategic integration (absorbing the marketing function into overall business strategy). No doubt a difficult pill for many to swallow. But survival pressures in the face of shorter lead-times... increasing long tail product personalisation... decreasing costs of technology... increasing variety of communications media... and the rise of real-time marketing... are pushing forward the agenda of tighter business and marketing integration.

Marketing can not simply be an 'order taker', because the market will buy from whichever company best services its wants and needs... thus the business must listen and respond to the market in order to optimise the creation, communication and fulfillment of its market offer. And what is it that informs the business of the markets unfulfilled wants and needs? Market research (the backbone of marketing). In such ways, marketing informs business strategy.

However:

*"In most companies today, you will not find marketing. Instead, you find a host of tasks such as sales support, sales training, advertising, collateral development, promotion, and others. Labeled as marketing, these tasks do not come close to accomplishing the vital role of marketing. Further, if the real problems of the markets are not addressed, the company ends up wasting its sales effort."  
- Eli Goldratt*

Marketing must shift gears and raise its standards. Hidden in plain sight is the opportunity for marketing to learn from standard Project Management along with such disciplines as Six-Sigma, Lean, and Theory of Constraints.

To turn marketing back to its fundamental strategic purpose of facilitating a sustained and significant competitive advantage, the proposed model of MPM delivers a 6-part framework regardless of the scale of Marketing required in any company.

1. **PREPARATION** – Including team selection, customer orientation focus, clarification of strategic objectives, etc.
2. **RESEARCH** – Market, customer, product, company competencies, internal constraints analysis, competitors, etc.
3. **DEVELOPMENT** – Web presence, product development contribution, team development, internal change management, marketing processes and operations, etc.
4. **CONVERSION** – Lead generation, landing pages, sales videos, events like webinars, sales collateral, etc.
5. **TRAFFIC** – Search engine marketing, email broadcasting, social media marketing, joint ventures, affiliate marketing and partner programs, etc.
6. **TRACKING** – Web analytics, ROI analysis, team performance audits, WIP (work in progress) reports, etc.



These 6 aspects of marketing project management are guided via a simple trialectic of management:

1. **Objectives** – Being crystal clear on what results are required for high marketing performance and a sustainable and significant competitive advantage. (Objectives are an aspect of Preparation)
2. **Process** – Understanding and controlling the bottlenecks that exist and the operations required to achieve targets. (Process is an aspect of Development)
3. **Performance** – Managing productivity and ROI of marketing projects. (Performance is an aspect of Tracking)

**Putting it all together:** the function of marketing is to close the gap between strategic business growth objectives and current performance via the process of preparation, research, development, traffic generation, sales conversion and performance tracking.



With just a few moments of concentration, it is easy to grasp this model and see how the elements snap together into a holistic framework for Marketing Project Management.

# How To Cause The Change

- Real-Time Marketing
- Minimalist Marketing
- Mafia Marketing

*I'm givin' it all she's got, Captain!*

**1. Real-Time Marketing** means becoming as responsive as possible to the current conversation within your market place...

Like a diligent magazine editor, journalist or copywriter, cast your net wide and listen attentively to the market:

- ▶ Survey your target audience (reach out to them via email, web banners, or social media) and ask their opinion, their preference, even their advice. Be the thought leader by being part of the ongoing conversation. (this white paper is evolving through reader feedback)
- ▶ Use current trends and news to continuously engage your audience 'where their mind is at'.
- ▶ Guide development projects, conversion campaigns, and traffic generation via ongoing research and tracking.
- ▶ Seek optimum ROI by flexibly adapting marketing communications, and even product development, in real-time to whatever is hot in your market at any moment.

**2. Minimalist Marketing** means very carefully selecting the projects to occupy marketing resource at any time...

If the marketing function pursues more projects than it has resource capacity for, there will be idle time in project completions. Time drifts by as uncompleted projects begin to pile up. This is seldom tolerated in Finance. Seldom tolerated in Operations. How can we change the culture of uncompleted projects in Marketing?

- ▶ Learn, apply and encourage disciplined Project Management to be used by the marketing function.
- ▶ Create visibility for uncompleted projects. Offer choices (this project or that project?). Clarify priorities. Point fingers at interference.
- ▶ Diligently prioritize all marketing projects according to their contribution to a sustained and significant competitive advantage thus narrowing the focus of marketing to high impact projects.

By restricting the WIP (work in progress) of marketing's project load, and applying project management to marketing just as we do to Development or Operations or Manufacturing, the marketing function can very rapidly increase performance through a minimalist project load.

The 6-part framework presented in this paper provides the business with a holistic overview of marketing. Now, Marketing Managers and Project Managers can take this model and apply existing Project Management methods including critical path, Agile and Theory of Constraints.

Start by asking: "What are we currently doing to prioritise, coordinate and execute projects for the 6 factors of MPM: Preparation, Research, Development, Traffic, Conversions, and Tracking?"

**3. Mafia Marketing** means pursuing the creation, communication and fulfillment of an irresistible market offer (mafia offer) by integrating marketing with overall business strategy, policy, innovation and operations...

- ▶ That is to say... no part of the business should do anything that does not add insight or action leading to sustainable and significant competitive advantage.

"Mafia Offers [an offer they can't refuse] can only be created by satisfying a significant need of the market to the extent that no other significant competitor can." - Herman & Goldratt

- ▶ Take the time to align with the broader management team to turn company-wide knowledge management, culture and focus towards supporting an irresistible market offer.

"When a marketing person can access senior customer management and learn about the business through this approach, the resulting analysis often leads to a huge competitive advantage." - Goldratt

The legitimate directive of marketing project management is to help the business a) understand the external market, then b) communicate internally what the 'mafia offer' of the company ought to be, and then c) help the business fulfill it.

*Now, let's bring this in for a landing...*



# Marketing Project Management means...

...managing the gap between objectives and performance through...  
real-time market responsiveness,  
a minimalist project load,  
and pursuit of a 'mafia offer'...  
...via the 6-elements of...  
preparation,  
research,  
development,  
conversion,  
traffic,  
and tracking.



# White Paper Background

The author, **Gavriel Shaw**, has worked in sectors including: investment banking, construction, personal finance, public and private health care, communications, personal and professional productivity, business consultancy services, the marketing industry, the personal growth industry, and more...

...rising through the ranks from marketing assistant, SEO Manager, Copywriter, Marketing Manager, Head of Marketing and then back to freelance copywriting and marketing consultancy.

*"Real-time, Minimalist, Mafia Marketing is my passion. The direct response copywriting process of research, writing and promotion lets me engage at the heart of a client's business. Together we can turn lackluster performance into strategically aligned fresh campaigns that have beaten agencies by up to 510%. These campaigns then also support the company's longer-term market positioning."*

Currently touring South America working remotely with select clients via several levels of retainer or project fees, Gavriel may be available in the capacities of marketing consultancy, campaign planning, market research or copywriting for supporting MPM implementations.

- ▶ To find out more, [request details of service options here](#).
- ▶ Connect on [Linked-In](#).
- ▶ Connect on Skype: [gavriel\\_shaw](#)

## Colleagues and clients have said:

*"I cannot thank you enough for the guidance leading to my success."*

Daniel Lew  
Director, Pay4Advertising.com

*"Gavriel is an enthusiastic and knowledgeable manager who developed many unique and successful marketing projects. I wholeheartedly recommend Gavriel to any prospective employer."*

Steven McDermot  
Senior Project Manager

*"Gavriel was an invaluable member of the team. He was very professional and industrious and I would not hesitate to recommend him for hire."*

Simon Fong  
Business Development Manager