

Modeling the Collaborative Marketing Function

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Quick Intro

- Type of organization
- Budget Size
- Perspective on Marketing



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<http://www.mckinleymarketing.com/resources/presentations.htm>

Self Audit

1. Complete your responsibility matrix

2. Total the scores in each column

3. Discuss with your group

- Benefits of each approach
- Drawbacks of each approach
- What elements are most difficult?
- What would you like to do differently?

Marketing Functions	Centralized Marketing	Individual Departments	Collaborative Decisions	Executive Director	Board / Committees
Budgeting					
Brand / Identity Standards					
Customer Relationship Management					
Graphic Design					
Fulfillment					
Market Research					
Marketing Analytics					
Marketing Comm. (Promotion)					
Marketing Strategy					
Member Communications					
Pricing					
Production					
New Product Development					
Public Communications					
Vendor Procurement					

Administration	Coordination / oversight of issues related to budget, data management, guidelines and standards, staffing, etc.
Brand / Identity	Decisions related to the use, development, positioning and extension of logo, graphic standards, and brand attributes.
CRM	Coordinating data, messaging and decisions relative to relationships with customers, including account managers, Partners Program participants and others.
Fulfillment	Process of receiving orders and shipping and tracking goods sold through marketing channels.
Market Research	Systematic collection, reporting, and analysis of market data and preferences, opinions, and trends. Used for organization-wide and departmental decision making, including surveys and questionnaires, evaluations, focus groups, needs assessments, environmental scans, etc.
Marketing Analytics	Process of analyzing data from marketing results, customer behavior, characteristics and market opportunities to and enable future testing and effective decision making.
Marketing Communications	Communications sent to members in which there is an explicit call to action that prompts the purchase of a product or service, including events, publications, membership renewal, etc. Includes advertising, exhibiting and public relations.
Marketing strategy	Broad thinking that enables the organization to further develop its products, services and marketing mix consistent with overall association objectives, including market intelligence, marketing planning, pricing, etc.
Member Communications	Communications sent to members that reinforce the value of membership or communicate content, knowledge, news or information
Product development	Managing the process by which the association develops new products and services.
Production	The process of developing and compiling content to create a finished media product, including copywriting, graphic design, printing, and mailing.
Prof. service procurement	Identification, negotiation and contracting of marketing service providers including mail houses, printers, merchandisers, design firms, list rental, researchers and other vendors.
Public Communications	Writing and placing media releases, product announcements and other external communications designed to extend the brand.

Advantages of decentralized marketing

Subject Matter Expertise

“Owners” generally know their stuff

Accountability

Departments are focused on creating results

Segmentation

Product driven approach can lead to targeted promotions

Proximity

Departments are often closest to the customer



Challenges with decentralized marketing

Inconsistency

Brand is misunderstood and mismanaged

Inefficiency

Redundant messaging, wasted dollars

Missed Opportunities

Few cross-promotional campaigns or 360 view of the customer

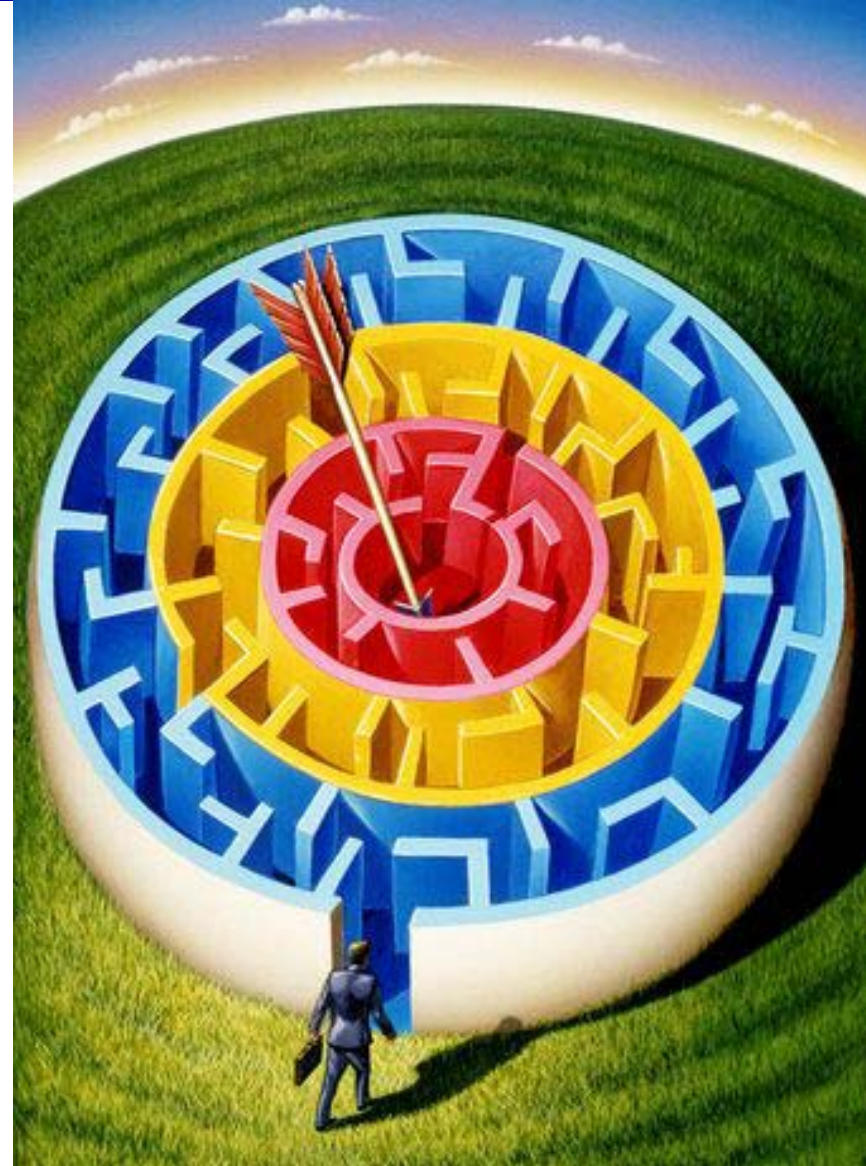
Saturation

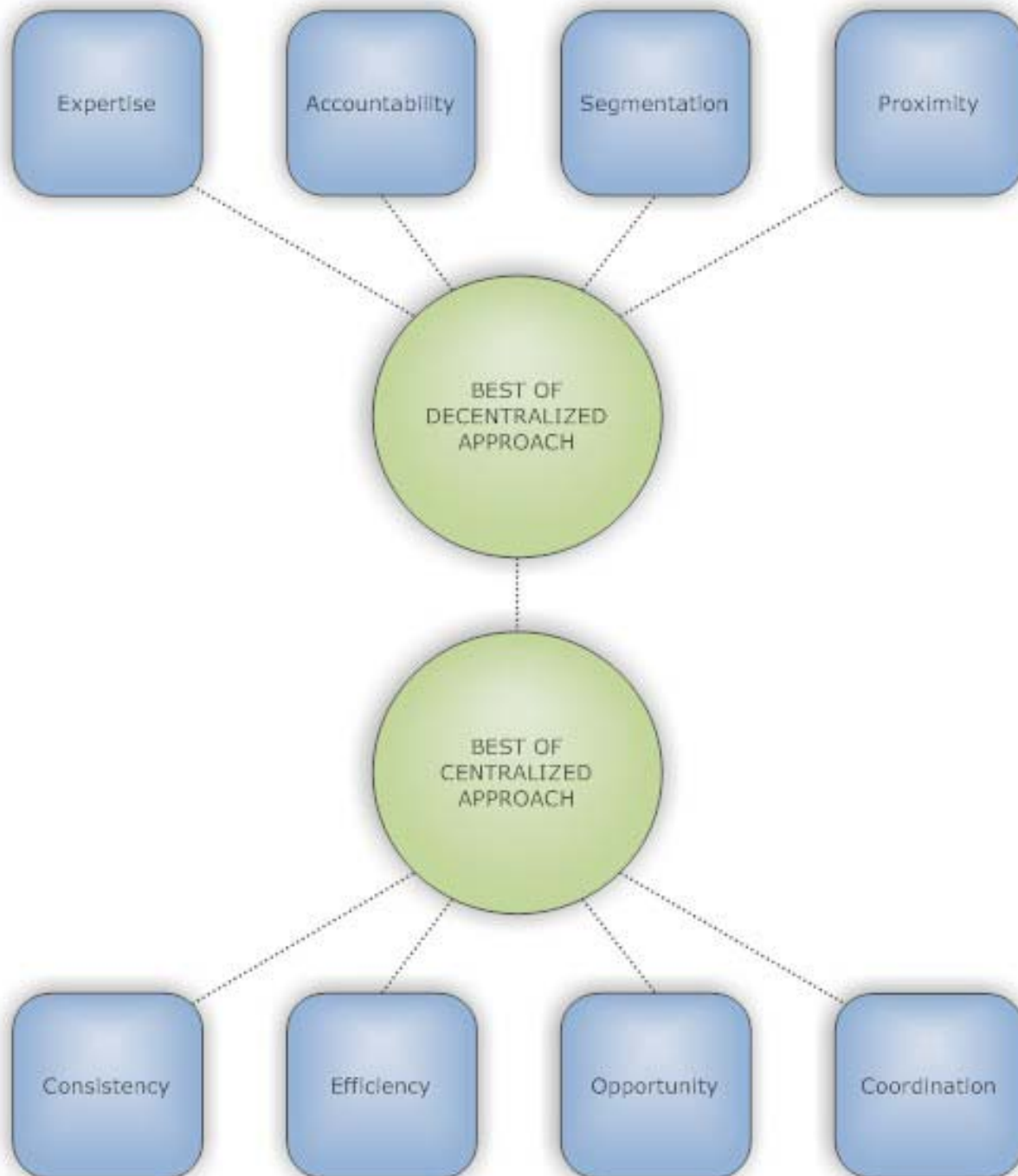
Lack of coordination can overwhelm the customer



What is Collaborative Marketing?

A blended approach that prioritizes working closely with colleagues, members and customers to understand what could create more value in marketing exchanges.





What is Collaborative Marketing?

Collaborative marketing acts as a bridge – linking functional departments to customer knowledge.



Why Collaborative Marketing

1. Need for Consistency

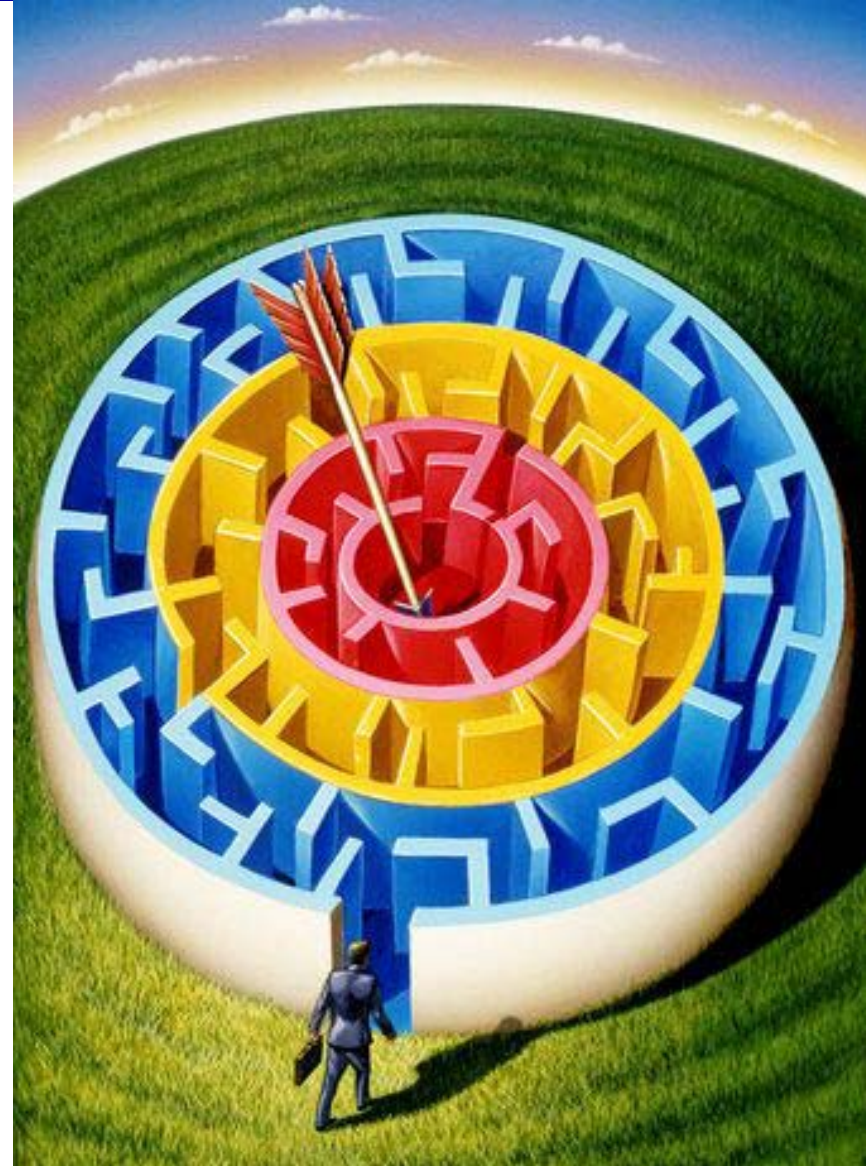
- Message saturation
- Brand erosion

2. A New Marketing Mix

- Web and Email
- Critical importance of WoM

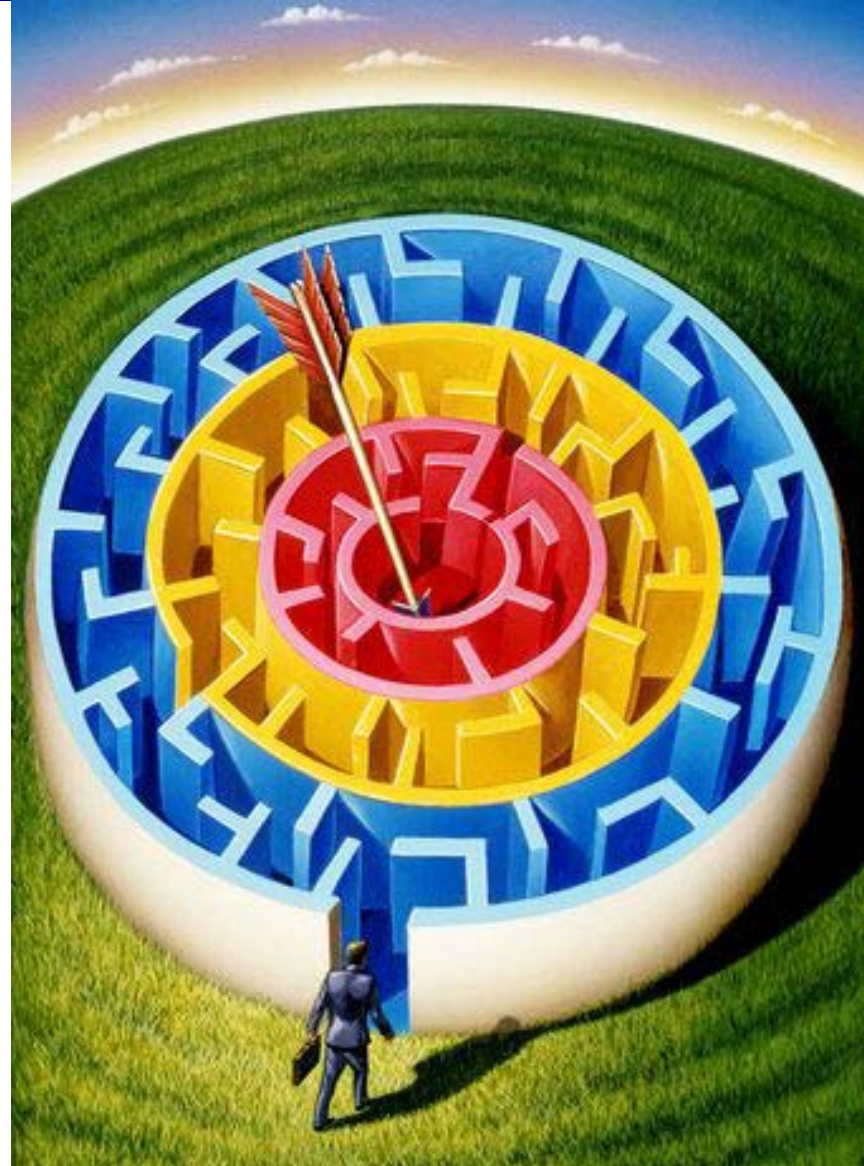
3. Customer Intimacy

- Participation and engagement



Why Collaborative Marketing (part 2)

- 1. Chapters**
- 2. Volunteers**
- 3. Typical Business Lines**
- 4. New AMS capabilities**



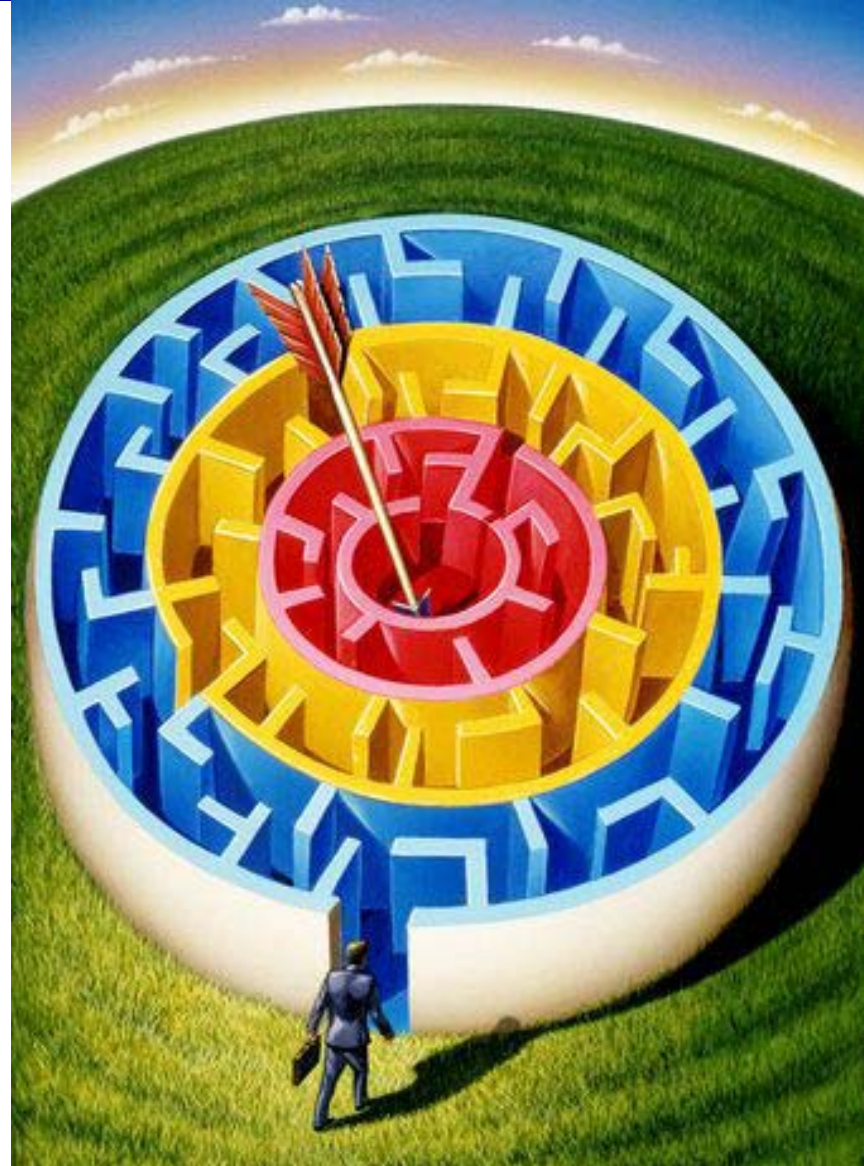
Top Priorities

1. Improve the experience

- Ease of use
- Consistency
- Service

2. Invite the customer in

- Increase knowledge
- Interpret needs / wants
- Test various approaches

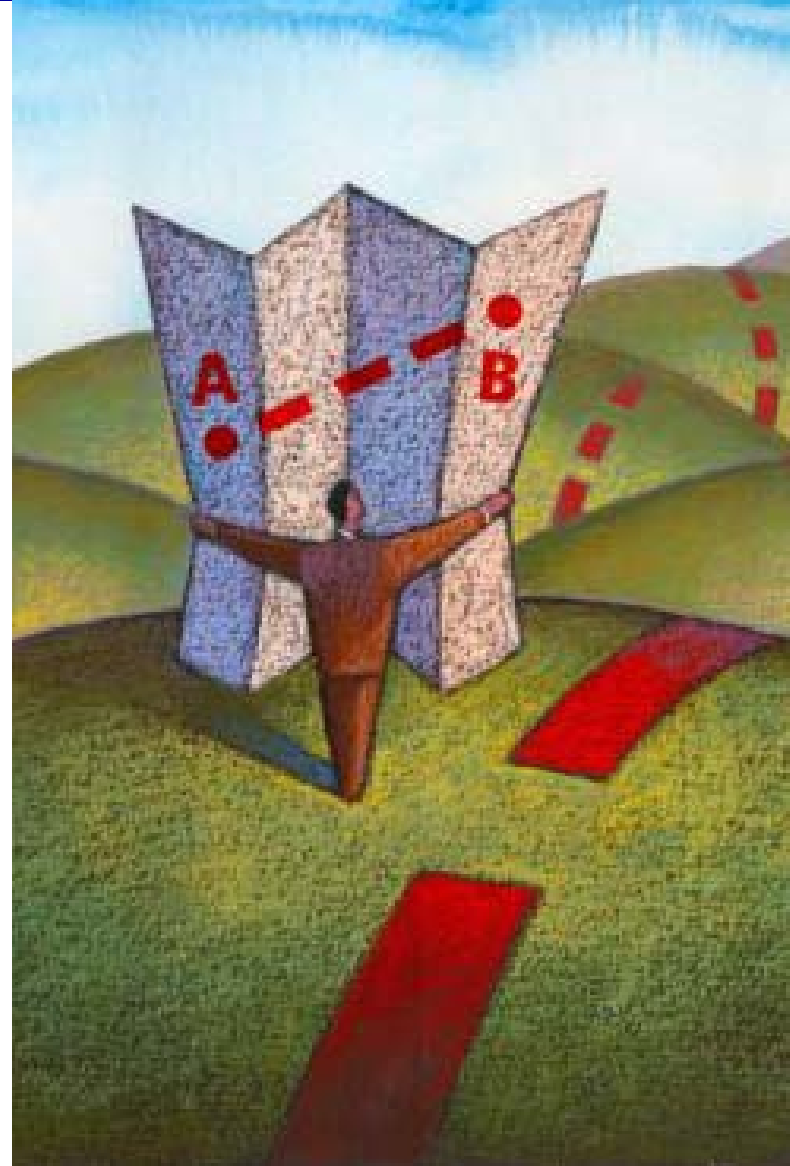


Guiding Assumptions

There is much to be learned from the experiences of other producers.

Working together is difficult.

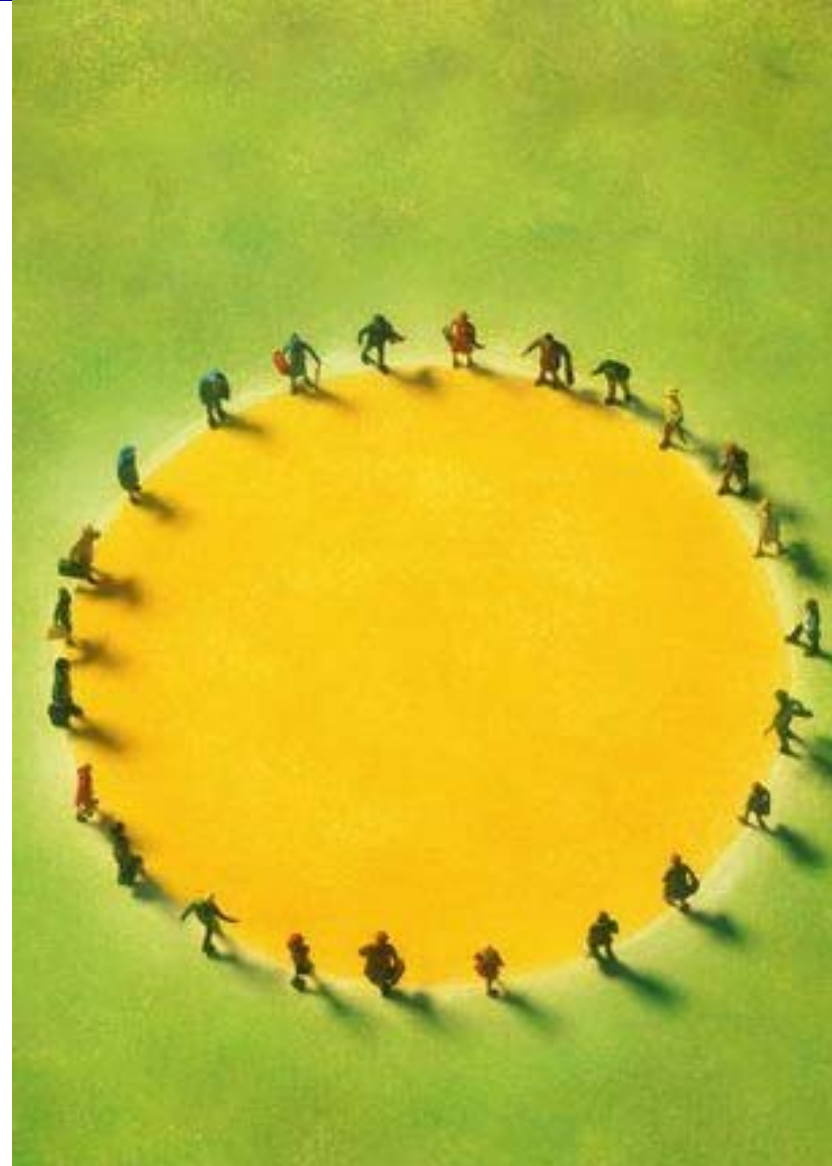
Doing what is right for the customer will lead to improved results.



Today's Environment

"*Collaborate* enables the distributed marketing organization to have the best of both worlds... centralized control and analysis along with decentralized marketing autonomy. Now the field and headquarters can do what they need to do and still be in alignment."

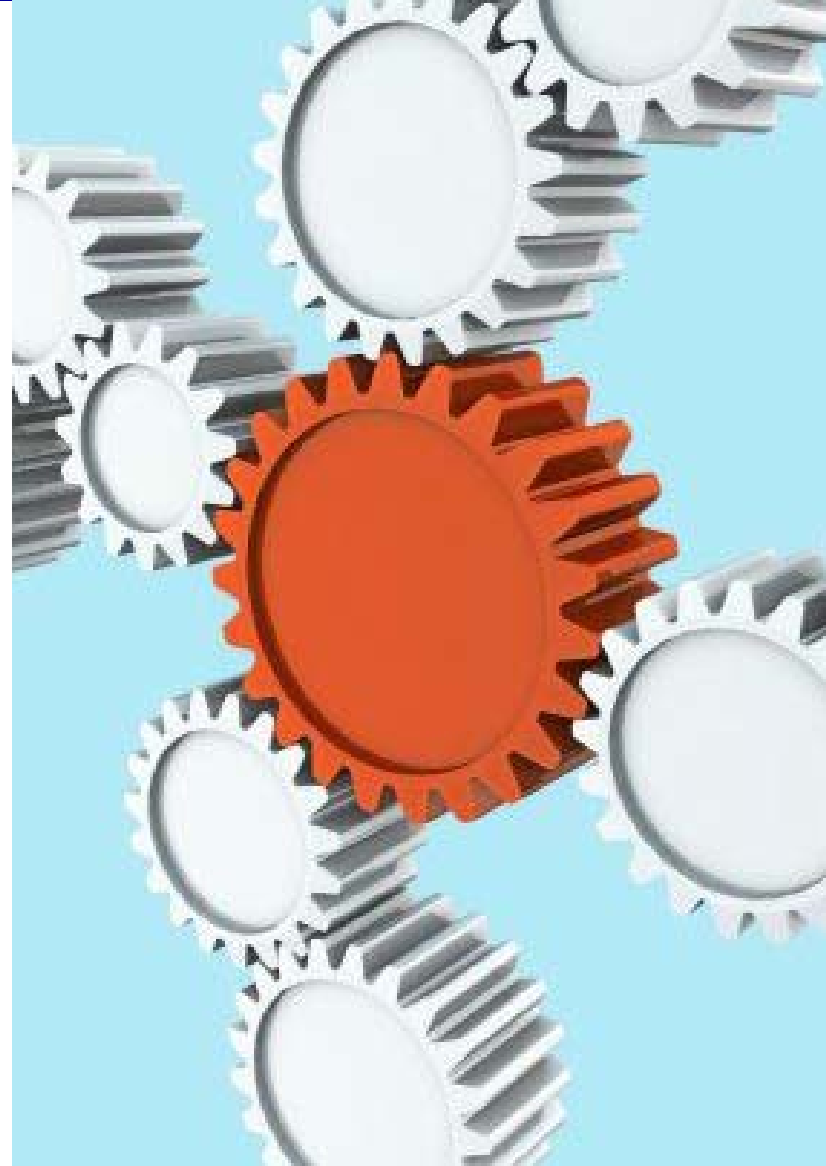
-Unica Corporation press release, April 30 2007



Process

1. Evaluate

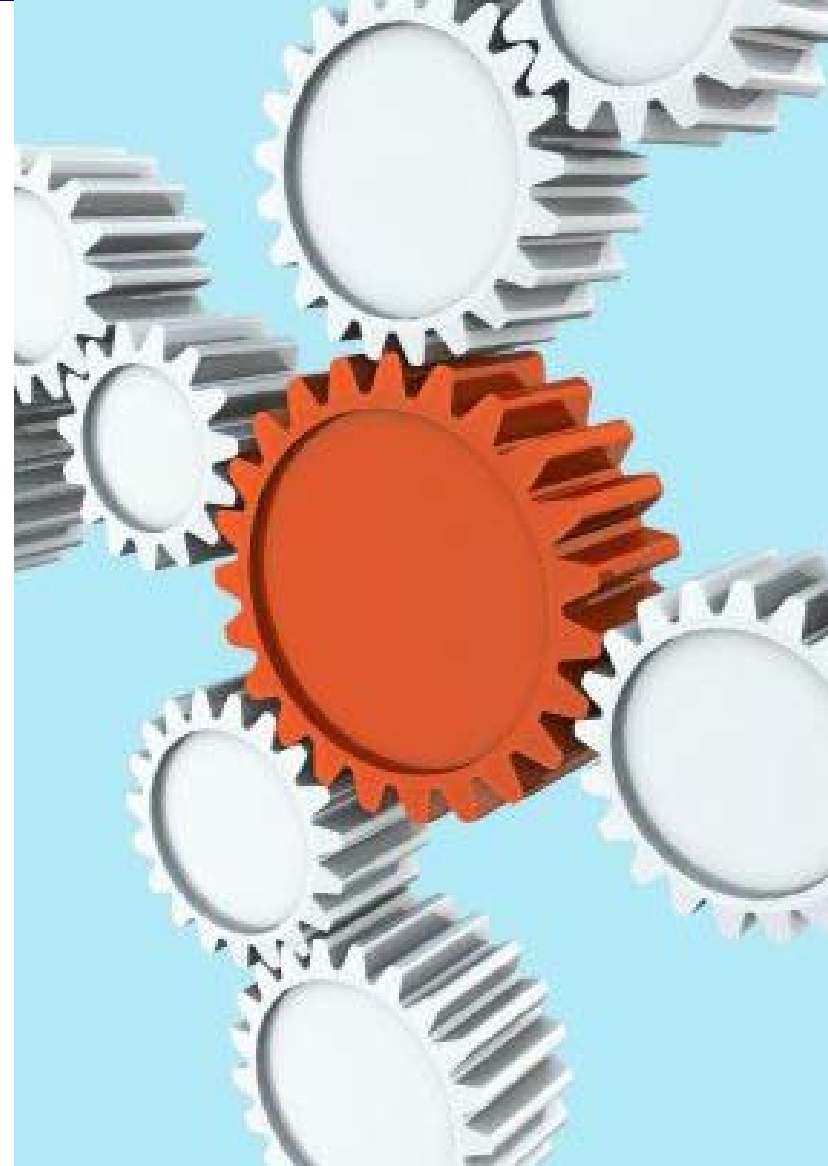
- SWOT analysis
- What are the parameters of control?
- What is our desired state?



Process

2. Define

- What do we mean by “marketing”?
- How will our members / customers be part of the process?
- What do we hope to accomplish?



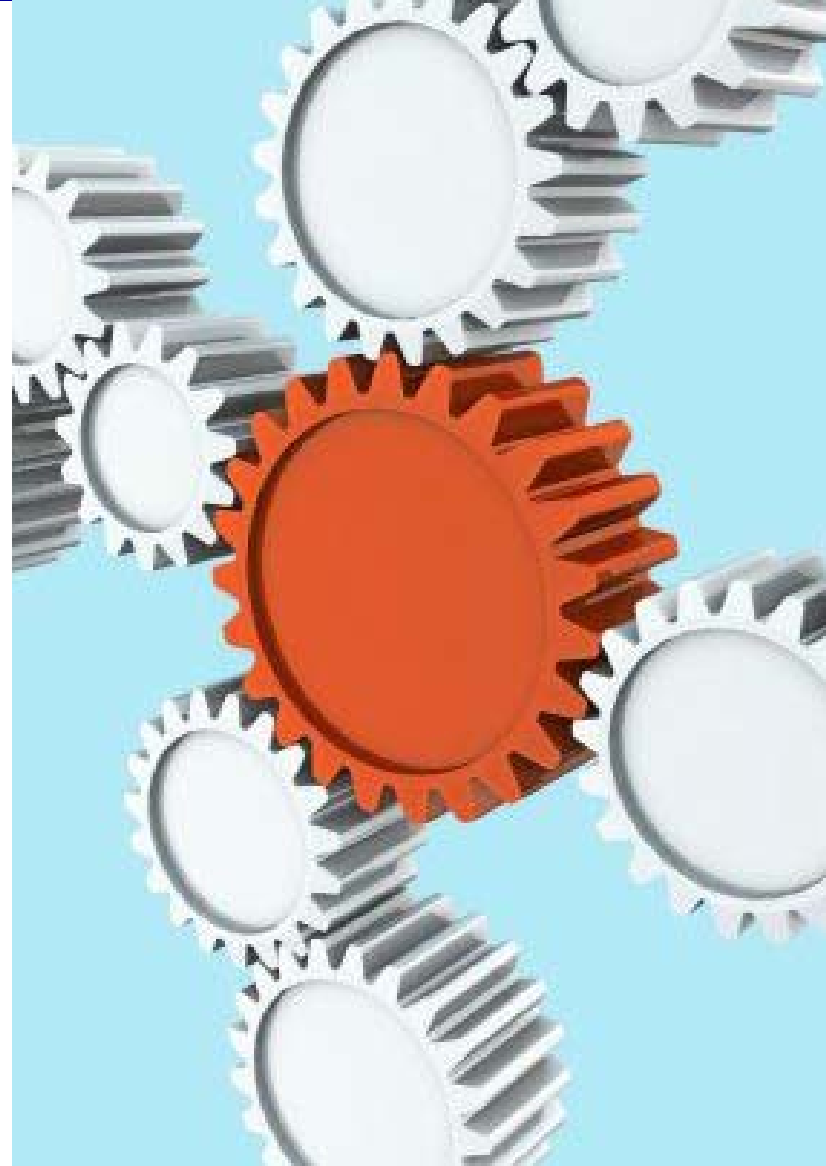
Understanding what you're working with

- Selling stuff
- Creating a need
- Just communication
- Figuring out what the need is
- Trying to get people to buy something
- What distinguishes my company from another
- Everyone who speaks to someone outside the company is marketing
- Identifying demand
- Pricing
- Sales tool
- Demonstrate value / equation
- Creating a product or service to satisfy the demand
- Identifying the customer
- Mechanism required to deliver the product or service
- Distribution channel
- Bringing money inside the walls
- Identify a need / demand
- Create a plan to meet the demand
- Research, market trends, economics, SWOT
- Product positioning

Process

3. Document

- **Develop a shared understanding of what can and should be gained from collaboration**
- **Identify what can keep us from being successful**



CASE STUDY

Overview of ASCE

- Est. 1852
- 501c(3)
- 140,000+ members
- Reston, Virginia
- 250 staff
- 50 million budget



Collaboration?

Collaborate:

To cooperate with or willingly assist an enemy of one's country - especially an occupying force.

-Webster's Dictionary



Situation Analysis

Silos Anyone?

- History
- Who owns marketing?
- Defining marketing



Defining Marketing at ASCE

“The process by which ASCE identifies, develops, promotes and delivers products and services that meet customer needs.”



A New Framework

Collaborative Marketing

- Director of Collaborative Marketing
- Teams to collaborate and communicate in an attempt to:
 - Look for opportunities to cross-sell current products
 - Coordinate campaigns when possible
 - Reduce Expenses
- Market/Member Research

A New Framework

Potential Benefits

- Relatively easy to envision and implement
- Potential for reduced marketing expenditures
- Increased communication
- Joint marketing on a limited / voluntary basis
- Less confusion in the marketplace due to consistent brand implementation

A New Framework

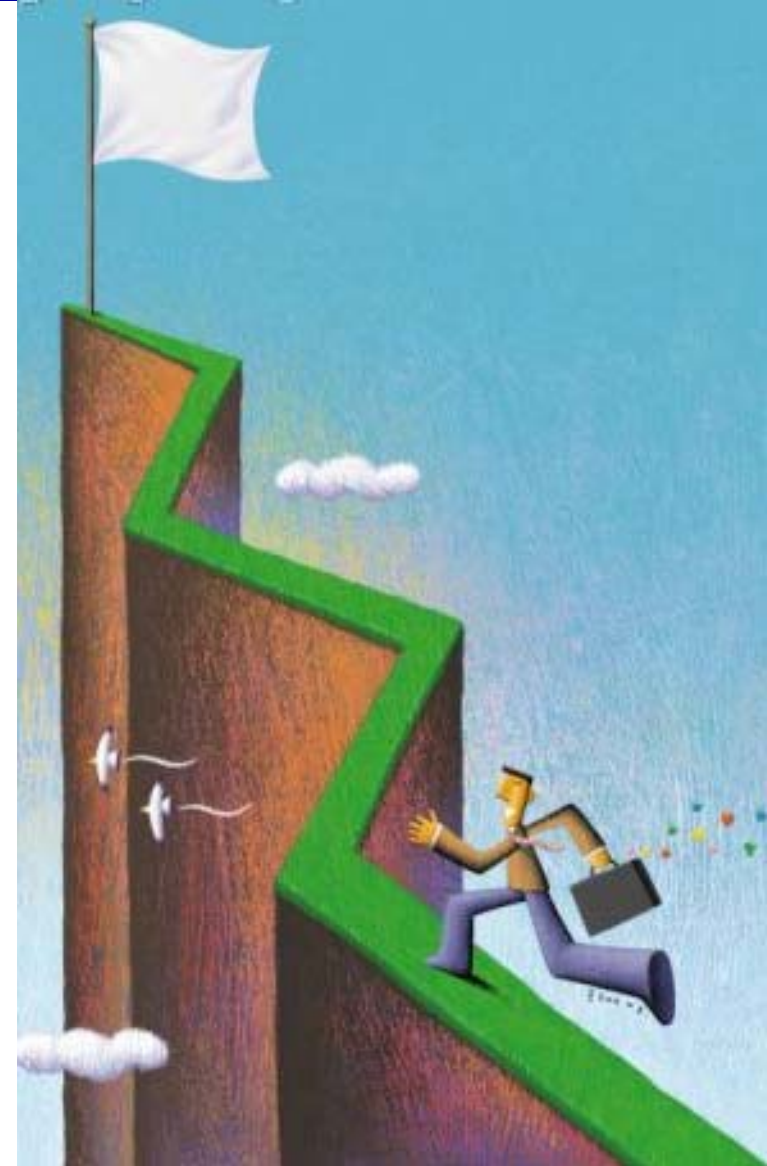
Potential Drawbacks

- Does not address current challenges (coordination, duplication, leveraging) with member communications
- Limited centralized resources available to enhance scope
- Mostly focused on expense-related activities

A New Framework

Successes To Date

- Communication Vehicle tool
- Broadcast email coordination
- Market research coordination
- Ads in magazine
- Training
- Preferred vendor list



Evolution of Collaborative Marketing

“Phase 2”

Evolve from marketing based on products and services to marketing based on distinct markets and customer segments:

- Developing overall marketing communications strategy
- Filling gaps in ASCE programs, products and services

Q&A

- Resources

www.crm2day.com

www.brandchannel.com

www.bnet.com

- For slides:

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