

No.3



MANAGING A LEAN MARKETING TEAM

Guide your team to achieve more with less



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Contributors



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HOW MARKETING DEPARTMENTS ARE EVOLVING



In addition to keeping up with a changing consumer landscape, high-performing marketing departments are proactively seeking out future trends. In this fast-paced environment, being agile gives many marketing teams a competitive edge.

At Viabrand, we work with organisations of varying sizes, across multiple industries. Regardless of size, industry and structure, what they all have in common is the need to manage the accelerating pace of change. From social media to digital marketing, analytics, big data and traditional channels, marketing is becoming an increasingly sophisticated business department with a growing number of functions. At the heart of all this is the customer journey strategy, which marketers are focusing on more than ever.

So how can you build a team with so many specialisations? For many organisations, it's simply not possible. Whether budget restricts your in-house resourcing or you do not have the need for additional full-time staff, there are many reasons why marketers are choosing to outsource key functions. This trend is part of a wider shift in business thinking, which is seeing organisations outsource work that can be performed better or more efficiently by an external provider.

We have seen first-hand the value that outsourcing brings to an organisation. As well as being a more cost-effective way to access specialist skills, outsourcing also allows you to focus your internal marketing resources where they are most valuable.

After partnering with our studio, many of our clients have gone from being reactive to proactive, effective business units with improved productivity. By outsourcing tasks, these teams alleviate capability issues, allowing them to better focus on the customer journey and strategy development.



In this report

In this report we look at the state of marketing and how marketing managers in various industries are managing lean teams. There are also strategies for optimising the performance of your marketing team.

Let's begin!

01

GLOBAL OUTSOURCING AND MARKETING TRENDS

The transition towards leaner marketing departments allows organisations to invest in specialist skillsets. In a rapidly changing business landscape, those who can adapt are best positioned to thrive.

Current research shows that more organisations are investing their internal resources on developing marketing and customer journey strategies. In order to effectively focus on strategy development, these organisations are increasingly outsourcing tactical and conceptual work.

90% 

The Salesforce 2016 State of Marketing report found that almost 90% of high-performing marketing teams consider their customer journey strategy to be critical to their marketing success.

61% 

In the follow-up 2017 State of Marketing report, 61% of Australian marketing teams said they are now aligning in-house roles with their customer journey strategy.



Research by Salesforce has also found that almost half of top-performing marketing teams are using lean and/or agile methods.

Why are these trends happening in sync with each other?

By remaining lean and outsourcing, marketers are able to access specialists who are across changing trends and technology. This frees up internal resources for strategy development and market analysis.

Deloitte.

These findings are in sync with the results of Deloitte's 2016 Global Outsourcing Survey, which highlighted that the use of outsourcing is accelerating.

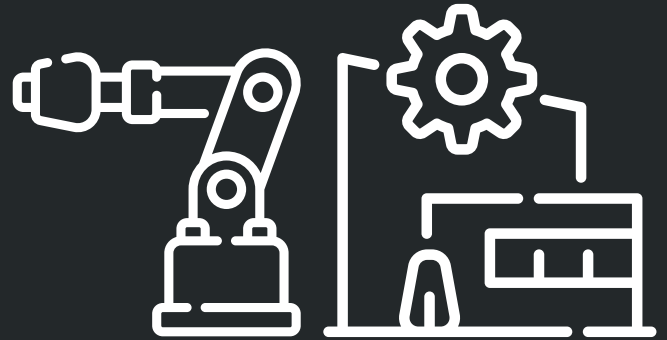
The key reasons for outsourcing highlighted in Deloitte's survey include:

- Cost-cutting tool – 59%
- Focus on core business functions – 57%
- Solve capability issues – 47%
- Access to intellectual capital – 28%

The startup model is the leanest of all and in Australia, 89.9% of startups are outsourcing work. Graphic design is being outsourced at a rate of 49.8%, followed by UX design (27.6%) and marketing (22.6%).

02

INDUSTRY SNAPSHOT: MANUFACTURING



The manufacturing sector has been slow to adopt digital marketing. For both large and small brands, this sluggish rate of change is giving savvy manufacturing companies a competitive edge.

“ We don’t have a leisure item, so for us it is about making sure that the brand goes through a strategic change every three to four years to keep us fresh – but as long as people are driving cars, they are going to need batteries, ”

says Dylan Peters, Product Manager at Century Batteries. With Century Batteries approaching its 90th anniversary, the brand has a lot of equity that it leverages through traditional channels and some digital marketing. Largely, however, that brand equity is translated into sales by large business development and sales teams.

In contrast, Dylan operates in a lean team of marketers, which poses issues in terms of capacity, particularly around larger branding projects. “We don’t have the ability to scale up and scale down as quickly as we can put a tender out and find an agency to quickly get that job done,” he says. Financially for Century Batteries,

“ We can’t have amazing skillsets across the board within those four people,” says Jeremy. “The benefit is that you can give big projects to third parties and you know they are going to do a high-quality job for you. ”

the cost of outsourcing for branding and design projects is, on average, half the cost of hiring the full-time human resource required to manage large projects.

A younger manufacturing brand, Hyne Timber is one of Australia’s largest producers of sawn timber products. Marketing Manager Jeremy Mead admits that Hyne Timber’s use of digital marketing gives them an advantage, however face-to-face relationship building is still a key priority for the business.

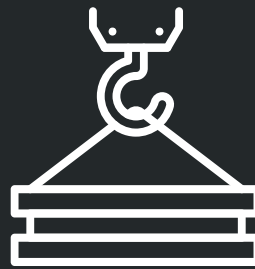
“ Our industry is very, very under-evolved from a marketing perspective, so some of the very basic things are a huge opportunity, ”

Jeremy explains about digital marketing. Similar to Century Batteries, Hyne Timber operates with a lean marketing team of four and they outsource larger projects that the team cannot handle.

03

INDUSTRY SNAPSHOT: WHOLESALE

With many wholesale companies traditionally operating small marketing departments, this sector is well placed to embrace a leaner and more responsive approach.



“In an industry like ours that has not evolved from a marketing perspective, there is still so much opportunity,” says Jeremy Mead, Marketing Manager at Hyne Timber. Like many wholesale organisations, Hyne Timber has not invested heavily in marketing in the past. However a recent digital pivot is paying dividends. “For a business of our size when you look at our revenue, the marketing cost centre is really small comparatively,” Jeremy explains.

For Hyne Timber and other wholesale businesses, one of the inherent challenges of marketing is how to promote extensive product ranges and product benefits. “We have a massive skew of products that we need to maintain and for us to advertise those is ineffective, so we really just try to advertise our brand,” says Dylan Peters, Product Manager at Century Batteries. “We are not an online retailer who puts bulk online advertising out – our business is far more complex than that.”

Even in this environment, both Century Batteries and Hyne Timber are digitising their marketing efforts. This is proving effective, even while maintaining traditional sales tactics. “We can send our sales guys a report on who has opened an EDM and how many times, and they can then use that to say ‘well this person has shown an interest in this particular topic, let’s go and have that conversation,’” says Jeremy.

On the opposite end of the wholesale product spectrum, Gary Ford Brands sells sunglasses – a leisure item – into national pharmacy chains. Similar to the sales models of Hyne Timber and Century Batteries, Gary Ford Brands focuses on building in-person relationships with its clients. “As we are a growing business, investment has been diverted away from marketing and advertising, however this is a priority for the future,” says General Manager Craig Floyd. “The things we can do in house are updating templates – most of the meatier work is outsourced.”

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For these wholesale organisations, a lean marketing approach offers better value for money when compared with the cost of maintaining a larger in-house team. This method also complements a more traditional sales model, allowing internal resources to be diverted where they are most effective.

INDUSTRY SNAPSHOT: CORPORATE/ PROFESSIONAL SERVICES



When it comes to B2B marketing, the corporate and professional services sector is quick to identify smarter, cost-effective ways of promoting their services.

“The big shift in the last two years is about spending more money on having more time with clients and creating deeper relationships,” says Louise Broekman, Managing Director of the Advisory Board Centre. Louise establishes and chairs company boards, working with a number of companies in the corporate and professional services sector.

This shift towards relationship building is happening at the same time as the cost of doing business is lessening, particularly from a marketing perspective. Ten years ago marketing spends were sitting



around 14%, however this is now sitting around the 7%.

of cold marketing and you had to spend a lot of money to get a 1–2% conversion rate,” Louise notes. “This is versus relationship building – the investment is in time rather than advertising space.”



“Ten years ago there was a lot of outbound sales activity, so you would be doing a lot



As the cost of marketing has decreased, businesses are able to operate more efficiently, leading to an increase in outsourcing. Louise is seeing a lot of outsourcing activity in areas of search engine optimisation, social media and website development, allowing businesses to focus on their core capabilities.

“Staffing is expensive and people’s focus and their value are eroded as they are pushed into other things,”

she explains. “Whereas if you outsource a project and that firm is employed just to do that thing, the job gets done and it doesn’t get caught up in the rest of the noise of the business.”

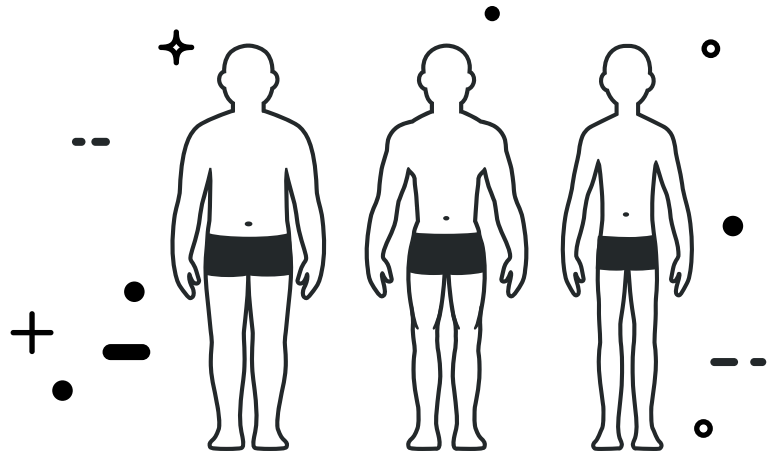
“The problem I am seeing is that if they insource, they give their biggest marketing activity to a junior because the junior understands the technology but that is not the right person to be doing it,” she continues. As

more organisations come to this realisation, they are more willing to invest in the right resources that will allow them to analyse data and build better relationships.

“ The marketing strategies in the future and the way we use them for business should be a whole lot smarter, effective and really exciting. ”

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OPTIMISING A LEAN MARKETING TEAM



Can you really do more with less?
If you are smart in your approach, the answer is yes.



01 Know your internal strengths and priorities

In order to surround yourself with the right people, you need to define your skill gaps, marketing objectives and workflow needs. Then you can better identify the right agency for your team.

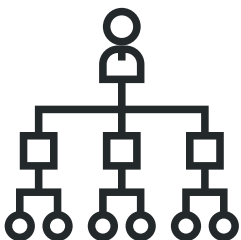
“No one team can have an expert in everything. You have to have people around you who can conceptualise ideas and who can keep their finger on exactly what is on trend and what the market is doing.” – **Dylan Peters**



02 Embrace your agility

The business landscape is continually opening up new opportunities. Operating a more agile marketing department allows you to pivot and take full advantage of this dynamic environment.

“Don’t just jump in and make the decision you have always made when you are dealing with a dynamic environment where things are changing. Look at three options and see what the cost, benefit and risk is with each of those and make a business decision around that.” – **Louise Broekman**



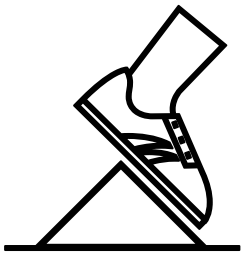
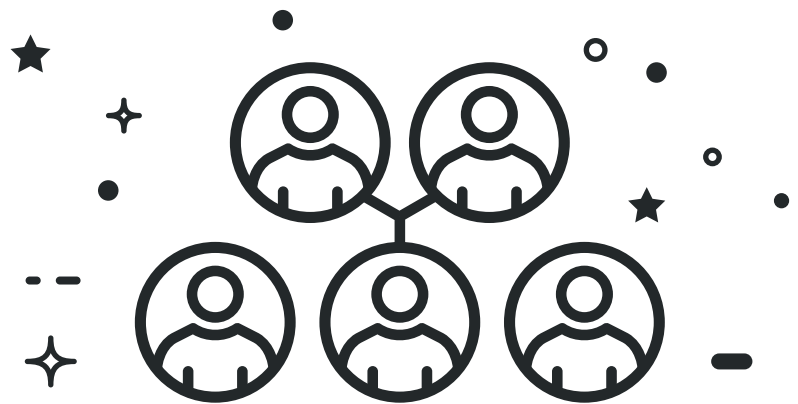
03 Know what’s right for your business

Increasingly marketers are exploring new ways to differentiate themselves. Keep an eye on your competitors, but don’t be afraid to try a different approach from the rest of the pack.

“Right now different businesses are doing things completely differently to each other from a marketing perspective and I think that trend will continue.” – **Jeremy Mead**

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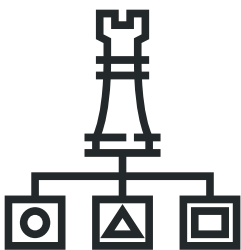
OPTIMISING A LEAN MARKETING TEAM



04 Be driven by your customers

Responding to changes in the market requires a deep understanding of your customer. A leaner approach allows you to improve service quality by analysing what's working and evolving accordingly.

"Agility is required – you have got to be a lot more reactive to what is going on. And you have really got to know your customer." – **Craig Floyd**



05 Develop strategies for maximising your output

Having basic in-house design and marketing capabilities ensures you can turn materials around quickly, improve productivity and enhance the return on investment from your agency spend.

"You do need to have an in-house marketing team to create multiples of what your spend has brought in. So you would be looking at getting things like print advertising frames and digital concepts from your agency that your team can continue to run with for a period of time." – **Dylan Peters**

Insider tip



Want more tactics for outsourcing to a creative studio? Download the **Outsourcing Playbook** – a comprehensive checklist that will help you choose the best studio for your business.

<https://www.viabrand.com.au/resources/how-to-choose-a-creative-studio-for-your-design-work/>



HOW WE SUPPORT MARKETING TEAMS

We collaborate with ambitious brands.

Are you looking for a long-term strategic partner to provide strategy, communication and creative design support to your in-house team?

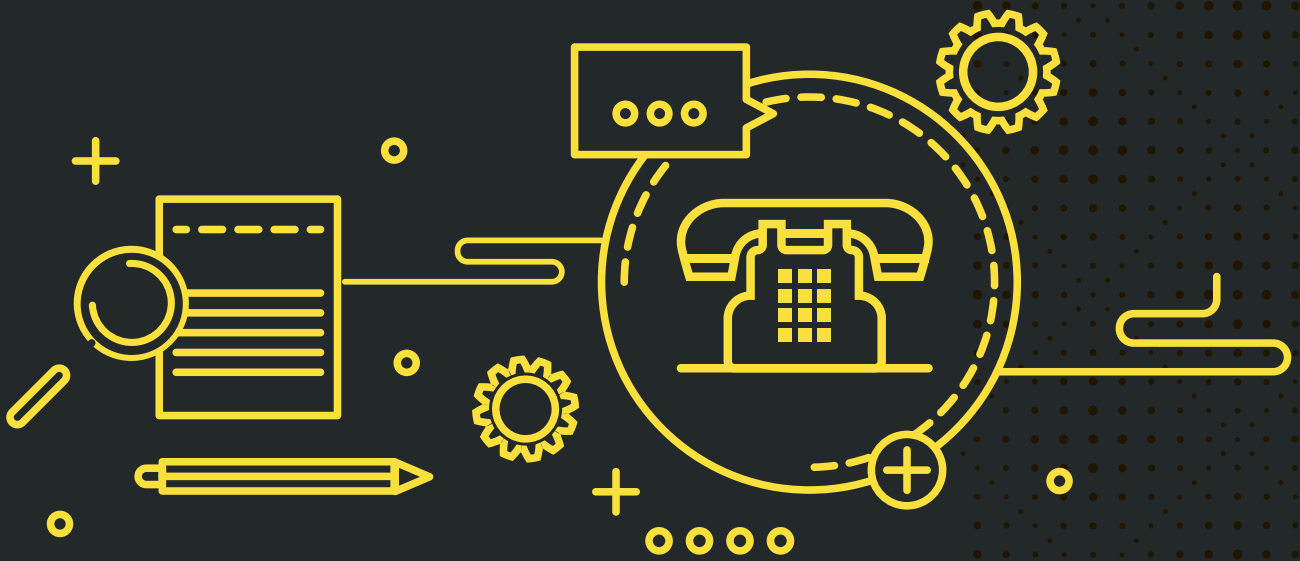
At Viabrand, we amplify the capacity of marketing teams by offering professional design support. Here for you as much or as little as you need, our team is always available to maintain your brand communications through content, graphic design, web development, campaigns and strategy implementation.

By mixing bright idea thinking with strategy and a people-first attitude, we not only change the way you think about your brand but also the level of service you should expect from your consultancy.



When you partner with us, you gain:

- ✓ Access to people who have worked client-side and understand your internal processes
- ✓ Greater in-house capacity for strategy, design and development projects
- ✓ Access to a fresh approach that's strategic as well as creative
- ✓ An opportunity to innovate alongside experts who live and breathe their craft
- ✓ Cost-effective access to the skill gaps within your internal team
- ✓ Lower overheads when compared with maintaining a department of full-time staff



OVER TO YOU.

Now it's time for us to learn about you and your ideas.

To learn more about how we can work together, contact us for a chat.

Say hello on email sayhello@viabrand.com.au
or call us on (07) 3180 1416.

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