



May 2005 Issue

This month's highlights include articles covering new ways to reach customers online: Stephen J. King of Marqui weighs in on blogs, RSS and Podcasts, while in "Get to Know a CMO" NewsStand's Michele Chaboudy reveals innovative Web methods she's using to attract new digital content readers. In addition, CMO Council partner *The Economist* asks a burning question: Why is Steve Jobs so cranky?

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Editor's Cut



As we head toward the dog days of summer, it's anything but slow at the CMO Council. Now in the thick of our Marketing Performance Measurement (MPM) Forum series—the Orange County, Calif. event was held last week and Chicago is set for May 17—the Council is also honed in on its flagship event, CMO Summit 2005, to be held Oct. 27-28 in beautiful Monterey, Calif.

Focused on the technology enabled On-Demand Marketing™ model, this third-annual Summit, sponsored by Akamai, promises to be the largest and most interactive gathering to date. Clearly the adoption of On-Demand Marketing systems and practices is top of mind for every technology marketer seeking to compete in today's ultra-competitive global markets. CMO Summit 2005 features a distinguished group of headlining presenters, including top marketers from IBM, Intel, Xerox, Yahoo! and HP, to name a few. In addition, Carl Pascarella, CEO of Visa USA, will reveal his incredibly successful customer touch point strategies in the keynote speech.

To keep you from daydreaming about cavorting with nearby sea otters (you can do that for real later in the day), innovative 10-person mini-invention sessions, moderated by brand name CMO Council members, will drill even deeper into the architecting and deployment of On Demand Marketing solutions. Content from these sessions will be posted in real-time on the CMO Summit Web site, giving the event its own "On Demand" feel.

For more information on the Summit, visit www.cmosummit.org.

Speaking of the Web, the overwhelming majority of today's IT buyers go to the Internet first when researching a potential purchase. With that in mind, the CMO Council has formed a partnership with online IT content company KnowledgeStorm to field a study that explores where and how IT buying is shaped, influenced, qualified and driven by online content syndication and consumption. Look for *Driving Decisions: Online Content Consumption Patterns* in mid-July, along with quarterly reports of Leading Content Consumption Indicators (LCCI), highlighting shifts and trends in content topic postings, areas of interest, purchasing intent and other data points.

Using its base of 600,000 users, across 150 access channels, KnowledgeStorm is well positioned to offer compelling online consumption metrics. Starting this month KnowledgeStorm will contribute these nuggets to Marketing Magnified, beginning with metrics on a category near and dear to us all, "Sales & Marketing."

Finally, in a study by the Association of Executive Search Consultants (AESC) released last month, 38 percent of some 500 senior executives polled around the world said that other than the CEO, the Chief Marketing Officer will be the most powerful C-level title in 2005. This is in contrast with the earlier study that said the average tenure of a CMO is only 17 months, 7 months shorter than the average corporate CEO.

Ah, the schizophrenic world of marketing.

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Blogs, RSS, Podcasts: What's a Marketer to Do?

By Stephen J. King

I doubt anyone would say marketing has ever been simple. Yet recent technological advancements are bringing new layers of complexity to the discipline with each passing day. Terms like Really Simple Syndication (RSS), blogging and podcasting are being bandied about as the new “must haves” for marketers because they theoretically open the door to faster, more effective communication with customers, partners, investors, employees, etc. But do they really present a wealth of opportunity? Or are they merely the next e-fads; trendy concepts that consume precious marketing resources with little or no ROI.

One of the complicating factors is the limited information on whether these new technologies are really effective. Consider the latest report from Jupiter Research. In this newly published study, Jupiter claims RSS will not have a significant effect as a supplemental alternative to e-mail marketing — in fact, based on responses to an executive survey, Jupiter says that 45 percent of marketers have no plans to deploy RSS to supplement e-mail, and only 5 percent currently do so.

Of course, these results are intriguing given that a number of industry leaders, including Amazon, eBay, Dell, Nokia and Oracle, are already actively using RSS.

Blogs appear to be getting a slightly warmer reception...at least on the surface. According to the Pew Internet and American Life Project, 27 percent of adults who go online in the U.S. read blogs. Furthermore, a January Associated Press article claimed that “blogs have greater impact because their readers tend to be policy makers and other influencers of public opinion” based on feedback from media experts.

That being said, MediaPost recently ran an article highlighting a Universal McCann and Media in Mind study that found very few people — about two percent of the adult population — are bloggers. The study also indicated that those who do commit their opinions to Web pages regularly tend to be quite young. Adults 18-24 are three times more likely to blog than the average adult.

In terms of podcasting, it also appears to be gaining traction, but the average adopter is fairly young. According to The Pew Internet and American Life Project, 29 percent of iPod or MP3 player owners (about 6 million people) have downloaded podcasts. Moreover, nearly half of iPod or MP3 player owners between the ages of 18-28 have tried podcasts, compared with 20 percent of those 29 or older.

However, even with this information, the question still remains whether marketers should bother giving these new approaches a try.

For Marqui at least, the answer is yes. Given that we offer a software-as-a-service that helps businesses automate marketing activities, we wanted to be among the first to see what RSS, podcasting and blogging could do. So, we use RSS to distribute press releases and other online information, and we were (to my knowledge) the first company to participate in a “podcast infomercial.” Finally, in fall 2004, we embarked on a controversial campaign to raise awareness of Marqui in the “blogosphere.”

For those who aren't familiar with Marqui's PayBloggers program, let me elaborate. When Marqui launched in the U.S. in late 2004, we needed to quickly raise awareness of the company to support sales efforts. In particular, we wanted to reach out to Web developers since they are not only potential partners, but often key influencers over purchasing decisions at many of our target customers. Given that Web developers are one of the main audiences that read blogs, we struck on the idea of paying influential industry bloggers to blog about the company and our solution.

Our foray into the world of blogging has turned out to be very helpful to the company. We saw an immediate increase in incoming customer and partner leads, and the number of “Marqui results” in Google skyrocketed. We also received an enormous amount of media coverage for the program, although admittedly that was due to the possible ethical dilemma involved in paying bloggers. (For the record, bloggers were required to disclose the relationship and were allowed to write whatever they wanted.)

The impact of our use of RSS has been harder to measure, but our Web traffic and subscriber rate immediately jumps every time we post new blogs, industry news articles, press releases, etc. on our Web site. I can also report that our podcast infomercial has already been downloaded more than 16,000 times.

Will all organizations experience similarly positive results? It’s hard to say. And, as we all know, incorporating any new technology or approach into a marketing program takes time and money. One thing I can say for certain, however, is that every business should at least *evaluate* the possibility of leveraging things like RSS, blogs and podcasting.

I guarantee that your competitors are.

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Channel Chat: Q&A with Toni Clayton Hine



Toni Clayton Hine, managing director for CMP's Institute for Partner Education & Development, which delivers channel intelligence and education to vendors and solution providers, answers some of the most frequently asked questions about channel marketing.

What is the biggest marketing challenge vendors face when recruiting new partners?

A common recruitment challenge that many vendors face is creating channel communications campaigns that are louder and last longer than you think will be enough to recruit even a small partner base. IPED's research shows that the average solution provider has current relationships with 30 different vendors or divisions. To get the attention of a potentially new partner, you not only have to break through the clutter from all their existing relationships, but you need to create a compelling argument to be considered as new vendor. Furthermore, it is important to tie your broad based marketing message to your field representation.

There are two ways that prove as compelling reasons for solution provider to consider switching from another vendor, or beginning a new partner relationship with you. The first is: Position your company as an extension or an augmentation to their existing solutions sold to their current set of loyal customers. The second way is to show business cases that demonstrate how partners can tap into net new revenue streams, new budgets from their existing customers, and how to acquire new customers altogether.

In general, partners are always looking for new ways to grow their business. So those vendors that position their products as part of a solution that will deliver new net growth, then you are much more likely to get their attention.

How long does it take to recruit and ramp a partner?

As a general rule of thumb it takes 18 months to recruit and ramp up a new partner. This breaks out into: six months for recruitment of a new partner; six months to educate a new partner; and six months to profitability.

This does not mean that you will not capture any dollars from these partners for 18 months, but it does mean that during the first six months you are doing the majority of the work (expect that 80 percent of efforts come from you) and throughout the last six months of a new partner relationship, your partners are (and should be) doing 80 percent of the work. Quarterly business reviews with your new partners that spell out what each party is responsible for over the next two quarters will be critical to accomplishing this shift .

The key to success is managing internal expectations regarding the time it will take to ramp up partners. You will need to install metrics that are separate from simply attainment of revenue.

What is the biggest challenge that vendors face in marketing to their current channel partner base?

Whether you are a hardware or software manufacturer, and regardless of whether you have 50 partners or 5,000 of the biggest and best partners, the challenge is to make sure you are always

top of mind in your partners' mindset. While it can be hard to remember, but very true, you are just one of the many vendors a single partner works with.

Furthermore, your products are just a piece of any given solution that a partner is involved with. So, given that the number of vendors trying to capture mind share from their partners at any given time is exponential, it is crucial that you are aware of how your partner fits your particular products into a solution. And, you should not only know how they include your products, but even more importantly how they are fitting your competitors products into any given solution.

Knowing how you stack up against your competitors is essential for staying at the forefront of your partners' perspective on vendors and products. You need to make sure you are asking your partners and your competitors partners what changes have been made, how they impact their business (both positively and negatively), and what benefits you can offer to raise the bar.

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From Dot-Com to Dot-Sense: The Return on Common Sense to Technology Marketing

By Gal S. Borenstein



For those of us, technology marketing professionals, who've lived through the pain of the downturn inflicted upon our tech economy—and as key support companies such as ad agencies and recruitment firms began to shut down—a sigh of relief: finally, we see more companies asking tough questions about strategy, positioning, and most of all ROI, instead of asking “does orange look good for our brand”.... I have a strong notion that slowly but surely, we are beginning to believe that “getting there” means having to dot-sense instead of dot-com our way to solid results in technology marketing.

The Dot-Com Factor:

Powered by greed—but lacking any true intentions to deliver real customer support (a.k.a. *startups with an exit strategy*)—many tech companies based their entire branding efforts to look like they're having “fun.” As part of their formal presentation, some companies actually trained their sales representatives to speak about their “capital burn rate” as a way to illustrate their ingenious expansion strategy.

Other companies spent valuable advertising dollars on neon-flashy imagery that bore no direct connection to their product or service—and no direct call for action. Even worse: some funded startups even took the money and spent it all on going direct to consumers, instead of building strong channel partnerships at a fraction of the cost.

All signs of lack of common sense.

Now more than ever, common sense is THE most valuable commodity in technology marketing and branding. If you're still standing—and if the ping-pong table has been tucked away or returned to its rightful place (in your basement)—this is a great time to drag the last three years of nonsense marketing into your e-trash bin, with a permanent delete command.

Enter: Common Sense.

In our new dot-sense era, here are 10 key strategies that you can *immediately* apply to your technology marketing and advertising infrastructure—to help you reposition for success:

1. **Pay special attention to the backlash against what old economy clients may perceive as “fun”—versus more down to earth and solid messages.** When you consider which colors or names to use with your XYZ application, think now about *business benefits*. By calling your software “Lemonhead” for example, you are inviting Internet-ridicule among mission-critical decision makers.
2. **Reposition yourself as a “Horizontal Generalist” vs. a “Vertical Specialist.”** Yes, while most marketing experts recommend market focus, chances are that—unless you can deliver *true* value in more than one vertical market—you will have less opportunities and more competition. This does not mean that you should abandon your laser-sharp focus on each solution you market. It just means you need to start thinking about casting a wider net.
3. **Bring key management to the forefront of your marketing presentation.** If there is one thing we've learned from the bursting of the big e-bubble, it's that great ideas without experience are worthless. Many of the ads we've seen over the last three years have been focused on selling hip and cool guys on motorcycles. But now is the time to

leverage the gray hair in your organization and bring it back to the forefront. Your seasoned experts will sell experience and proven performance over youthful and fun indiscretions.

4. **It's not about being faster-to-market anymore.** Most tech companies clamored to deliver their product or service in record time to the marketplace—and they claimed their score as a key benefit. In reality, what they delivered failed to perform, or failed to be effectively supported for lack of a solid customer relationship management model. To be successful in this new environment, emphasize your caution, your proven beta testing results, and your user testimonials. These tactics will benefit your advertising message more than ever before. No one wants a half-baked cake. Not now.
5. **Reposition your brand as the “best customer service provider to your market.”** Now is the time to downplay technology features and highlight your advertising and marketing messages with tangible examples of how your company services your clients better. This approach will also help reinforce the loyalty of your existing customers, who are now fair game in this fiercer jungle.
6. **Repackage your brand colors to reflect the change of times.** If you're a software or Internet-related company, in all likelihood your corporate marketing materials reek of florescent orange, green, purple, and mustard. At the time, it made sense to stick out and be playful. But now it's time to update your collateral to a more centrist color palette that inspires reliability and trust over disco inferno.
7. **Reposition your tagline to reflect a true business meaning.** In the age of no-sense-at-all, technology companies possessed corporate taglines with a lot of attitude, but with little to do with what they actually sold. Now with tighter advertising dollars, you can't afford to make such mistakes. Go back to the classic function of what taglines were meant to do: inspire confidence in your company and tell your story in shorthand.
8. **Look beyond the convention for new market opportunities .** For many technology companies, the best market opportunity is awaiting overseas. The fact that your local market is saturated does not mean that it's the same in Europe, Asia, or Africa. It might be a great investment to conduct an international needs-analysis and attempt to match up key demand in foreign markets for your code, system, or service.
9. **Leverage other people's money.** In the past three years, I have had the unfortunate opportunity to see many technology companies spend/waste valuable co-op dollars from their largest suppliers on golf balls, coffee mugs, and cute little “stress toys.” Instead, you could look at this money as the best opportunity to invest in strategic direct-mail campaigns that could actually generate timely leads for your business development department. Don't get me wrong; you still need the executive cubes and rainbow paper-clip holders for the sales appointments that your direct-mail generates. But *not* for the freeloaders who stopped by your booth at the last trade show.
10. **Make it simple for people to say “YES.”** Without mentioning any names, I recently attempted to get a pricing quotation for a broadband connection based on a special offer I heard on the radio. I followed the ad's instructions, logged into the company's Web site, and placed an inquiry. A follow-up call came *12 days* after my e-mail was sent. Imagine the representative's surprise when I informed him we had already made our decision with a company that answers the phone. The lesson learned: send people to the Web for *information*, but always introduce a human element into the process as early as possible, to achieve maximum prospect-to-client conversion.

In sum, common sense in technology marketing is making a comeback. Big time. Apply some wisdom to your company's branding and advertising efforts, and you could be pleasantly surprised to hear your customers ask: "Where have you *been* all these years...?"

With nearly 20 years experience in all facets of marketing and perception management, Gal S. Borenstein is president and chief strategist of The Borenstein Group, a leading technology marketing communications GlobalFluency agency based just outside Washington, DC. For more information please see: www.borenstein-online.com.

Get to Know a CMO: NewsStand's Michele Chaboudy



It's no secret that traditional media outlets have ramped up their online efforts in recent years. And for good reason, as consumers look to the Web in ever-increasing numbers for news and information. The latest numbers on print newspaper circulation tells the story. According to the Audit Bureau of Circulations (ABC), daily U.S. newspaper circulation took its biggest fall in nearly a decade, dropping 1.9 percent in the six-month period ending March 31, the largest decline since 1995-1996. NewsStand, which creates digital versions of print newspapers, magazines and other print media, hopes to capitalize on this transformation. The Austin, Texas based firm currently markets over 175 titles to paying customers in more than 120 countries.

Michele Chaboudy, NewsStand's CMO, has a wealth of experience in both digital and traditional print media, previously serving as VP of marketing for CBS MarketWatch.com, marketing director at Wired Digital, and before that spent 10 years in the newspaper business. Marketing Magnified recently spoke to Chaboudy about her efforts to reach more publishers and readers, and her online marketing experiments.

Marketing Magnified: The latest stats show print newspaper circulation is down across the board. How is NewsStand doing in the digital space?

Michele Chaboudy: We're growing. Since I arrived here two years ago, we've tripled our paid subscribers, and the number of titles we have has gone up four-fold. We're maintaining a leadership position in international editions, particularly in newspapers.

Newspaper circulation may be down, and ours is going up, but those numbers are still small. If you look at increase rates of the electronic edition of *The New York Times*, it's grown 45 percent—that's a big increase.

***The Times* is one of your clients. What is your goal with them?**

We can come in and help achieve more audited circulation for them, but for the partnership to become really effective, the numbers need to grow so advertisers will take note, and then they'll be willing to pay a certain CPM for the total circulation, including the electronic part.

Our goal with publishers is to get 1 percent of the print circulation. Publishers always ask what numbers they can expect from us. That depends on the marketing that the publishers do, and my job is to work with them and help them with their marketing.

Where are your marketing efforts centered?

About 90 percent is online; a lot of e-mail and online ads, and we're marketing through the channel, going after Wi-Fi companies, libraries and universities.

What is the most effective ad vehicle for you?

It's definitely search engine marketing. It has been our most effective marketing tool. If I look at cost per conversion, it is the least expensive for me.

We've talked about publishers, how are you attracting consumers?

With consumers my main objective has been PR, in getting the story out there in the general press. We've had lots of coverage in the magazine trades, and I wish we had more coverage in the newspaper trades, but my main goal is to get an article into *Newsweek* or *Time*.

What's your messaging and whom are you targeting?

Our brand positioning is like Intel Inside—we always lead with the publisher's brand. When we talk about the NewsStand reading experience, we focus on electronic editions rather than ourselves. It's about getting awareness up for the whole space.

Our key target is anyone living away from a source of print delivery. A lot of people in the military want to receive their hometown news or a particular magazine. So I market to them through e-mail lists of the publishers, and I've just started using a blog network to help reach them.

How do you use blogs?

Using our audience profile, the Blogad Network has put together a targeted list of about 20 military blogs to get the word out about digital delivery of newspapers. We'll be running weeklong tests in those blogs using two different ad creatives.

Sounds like you have some freedom for experimentation with this job.

It's like being an entrepreneur, and I like that. I have been able to do some interesting things. One of those is Ultramericals. They are a way of getting your whole story in front of a potential customer. For instance, Salon.com charges for most of their content, but you can get a day's reading of their content for free by watching an Ultramerical beforehand. You can run through one in about 30 seconds, and we use that time to explain NewsStand. If methods like that work, I recommend them to other publishers. I was able to influence *The New York Times* in using Ultramericals for their Web marketing.

One advantage of using the Web is you can find out a lot about your readers' habits. What are you doing in this respect?

Database marketing is a huge component, because we can measure reading habits—frequency, how long somebody stays in a publication—and someday I think we'll be a depository of reading habits for electronic edition users. I'm also a big market research believer. I've spent a lot of my budget on that. I've contracted Nielsen NetRatings for the last two years to do a profile study on our users.

From a technology standpoint, are there any changes coming up that will affect the space?

With us it's a cross-platform development. There are two ways to read our publications: through a reader that you download, and via a Web-based browser interface. That's called iBrowse. With that we've recently developed another platform called iSite, and that is a means of integrating the electronic editions readership onto a publisher's Web site, as opposed to coming out of the Web site and going back to NewsStand. It's good for keeping eyeballs on the publishers' sites.

One of our focuses this year is on presenting the whole iSite opportunity to publishers so they can get their digital groups more involved. Today much more attention is being given to Web sites, so our mission is to be a partner with these groups as they grow. Another focus is to get as many group publishers onboard with NewsStand. We start right at the top, or if we've had one publication for a number of years we'll leverage that for a larger forum for discussion.

Where do print advertisers fit in this space?

It's up to the publisher to encourage the print advertisers to place ads in the electronic editions. One of the benefits for them is interactivity. We can make all the URLs hot. In the last study we fielded, 25 percent of the people who saw an ad in the electronic edition did something—either ordered or made a purchase. We can embed video and audio in our ads. There's so much that can be offered in the electronic edition that can reinforce an advertiser's Web site.

The Obsessiveness of Steve Jobs

The most successful paranoid in business history?

From *The Economist*

“Apple is firing on all cylinders,” beamed Steve Jobs, its boss, the other day, as he announced another stunning quarter: revenues up by 70 percent on the same period a year ago; profits up by 530 percent. As for coolness, Apple remains off the charts. The iPod, its portable music-player, seems unstoppable. Such is its “halo effect” that Apple's computers and laptops are winning market share (admittedly, from a small base of 2.4 percent). And, two decades after launching the personal-computer revolution, it is Mr. Jobs who continues to push it furthest. On April 29, Apple released Tiger, its latest operating system. The cognoscenti queued for several blocks around Apple's flagship store in San Francisco to get it.

All of this draws attention, yet again, to the greatest mystery about Mr. Jobs: why, amid all this success, is he so prickly? As members of the “cult of Mac” lined up outside Apple's 105 stores, inside his staff removed all books from John Wiley & Sons from the shelves because the publisher is daring to release a biography of Mr. Jobs. Never mind that the book—“iCon: Steve Jobs, The Greatest Second Act in the History of Business”, by Jeffrey Young and William Simon—is, by all accounts, hugely positive about Apple's boss, and hardly pathbreaking. To Mr. Jobs, all that seems to matter is that it is unauthorised.

This is a pattern. Apple is suing several of its most ardent devotees for running what are, in effect, fan websites specialising in Apple gossip. A Harvard freshman who runs the website Think Secret stands accused of seducing Apple employees into breaking their confidentiality agreements and divulging interesting tidbits. People behind several other Apple sites are charged with peddling “trade secrets.” There are also many accounts of Mr. Jobs shouting at employees, journalists and occasional civilians caught in the crossfire.

All of which seems decidedly odd. Bill Gates, the boss of Microsoft and Mr. Jobs's nemesis by any ordinary measure of business success—he is the one with the operating-system monopoly, after all—would kill to get Apple's enthusiastic product reviews. Microsoft has been pouring sums that Apple can only dream of into developing the latest version, called Longhorn, of its own operating system, Windows. The keystone of this was supposed to be a new approach to storing and finding data, to replace today's metaphors of “files” and “folders” (which were introduced by Apple, not Microsoft, in the 1980s). The effort failed, and Longhorn will not only be late—it is not expected for another 18 months or so—but will fall far short of its original ambition. Instead, it is once again Apple that seems to have cracked the problem, with Spotlight, a new feature in Tiger that allows users to locate anything on their computers, and “smart folders” that appear to build themselves.

Mr. Gates takes time to talk to journalists and puts up with their abuse; the press usually agrees that he is geeky and bullying. Mr. Jobs is as media-friendly as an apparatchik in Communist China; the press considers him cool. But, goes one theory, this may be deliberate: Mr. Jobs, a marketing genius, intuitively understands how to build suspense out of dark paradox. Well, who could accuse Mr. Gates of that?

The Economist presents its next Technology Quarterly in the June 11, 2005 issue. The Quarterly will feature articles on biometric design, computers that test drugs, digital radio and much more. For more information visit www.economist.com.

A CMO's Dream Team

By Denise Lee Yohn

The 1995-96 Bulls. The 1992 Clinton election team. These are dream teams: extraordinary individuals who come together to accomplish extraordinary results. Marketing, like sports or politics, requires highly skilled people at the top of their game, working together seamlessly to compete and win.

Chief marketing officers, like coaches and other leaders, who seek dream teams must assemble remarkable individuals to generate remarkable results. In the past, CMOs knew who they needed on their team--some smart brand managers and some functional experts in research and media.

But the marketing landscape has changed dramatically and the skill sets and experiences needed on a CMO's marketing bench have changed just as dramatically. New media, market fragmentation, and brand proliferation have given birth to new ways to go to market and new challenges in doing so. Today CMOs need to rethink the types of marketing expertise they need on the team. Here are 6 types of players that can help produce winning results in today's marketing environment:

A Brand Operator – This isn't just a fancy new label for the old brand manager function. A Brand Operator contributes a whole different perspective, skill set, and expertise. While brand managers *manage* activities to promote the brand, Brand Operators *operationalize* brands throughout the entire company. Brands represent a way of doing things that should drive business strategy, define operating processes, and impact company culture. As such, a CMO needs someone to activate the brand in all of these areas—working with senior management, operational teams, and human resources. A Brand Operator is someone who truly understands the company's business and who can overcome organizational barriers to get things done.

A Connections Planner – With the proliferation of new media options and the fragmentation of traditional ones, a CMO needs someone who understands the impact of different touch points on how customers make purchase decisions. A Connections Planner is savvy about search marketing, branded entertainment, and Weblogs as well as traditional media—and is always on the lookout for emerging opportunities. He or she combines knowledge about customers' lifestyles and media usage/exposure with databased analyses of the efficiency and effectiveness of the different avenues to communicate with them. The result is strategies for making relevant and salient connections between the brand and its target. Until and unless agencies demonstrate the ability to plan and buy media agnostically, the responsibility for Connections Planning must remain an internal function.

A Creative Leader – Far too often, CMO's leave leadership of the brand's creative expression up to the advertising agency. In rare instances, this may come to make sense over time—but generally speaking, there is too frequent turnover of creative directors and/or agencies themselves to maintain consistency and explore the richness of brand understanding that develops only through many years. Furthermore, a Creative Leader provides inspiration and direction for the expression of the brand at all touch points—from tradeshow booths to corporate headquarters to salespeople's collateral. He or she does this through an intuitive understanding of the essence of the brand and a vision for the brand's ambitions.

Customer Experts – A CMO needs a Customer Expert for each segment of the Company's existing customers/prospects and at least one dedicated to uncovering new sources of business. While market researchers have historically been tagged as the "voice of the customer," this approach falls short of the marketing need. The team needs someone who is more interested in customers than in methodologies—someone who synthesizes insights from all sources of

information (database analyses, store audits, cultural scanning, syndicated shopping data, and even “grandmother research”) along with primary consumer research to develop a rich profile and deep understanding of the target customers.

An Investment Analyst – Today’s boardroom requires a CMO prove the return on marketing investments—and so a CMO requires an Investment Analyst on the team. This person implements the infrastructure and process for collecting the necessary marketing data, analyzes and evaluates marketing investments on a timely basis and in an objective manner, and makes recommendations for future budget allocation. Although the CFO’s office should be consulted, the job shouldn’t be left to controllers. A finance savvy marketer will figure out how to account for, not dismiss, the subjectivity that comes with the marketing territory—and he or she will be familiar with market research data that can be used in the analyses.

An Independent Advisor – The CMO needs an Independent Advisor for the same reasons Tony Soprano needs his consigliere and Jon Gruden needs a defensive coordinator on headset with a bird’s eye view of the game. When you’re in the trenches, it’s sometimes hard to see the forest for the trees—and it’s even harder to be objective about something the whole team has been passionately pursuing. Free from bandwidth and political constraints, an Independent Advisor can provide the big picture view when a reality check is needed—or dig deep into a problem to uncover an elusive diagnosis. He or she can be the source for “the word on the street,” contribute perspectives from different categories and brands, and play the role of a talent scout. These six types of players can form the foundation for a winning marketing team. Of course, this begs the question of the role of the CMO.

I suggest the CMO’s primary role is one of a maestro—the conductor who brings out the specific talents of each player and brings him or her together to produce a great work. The CMO has the vision and recruits people with the potential to deliver it, entices and enables them to see it, and enrolls them in engaging in it—and then eliminates distractions and shores up resources. Moreover, a maestro determines spirit and style, setting the culture in which the team will operate.

The right players with the right leader and the right culture. This is the stuff dreams—dream teams, that is—are made of.

Former Sony marketing VP Denise Lee Yohn partners with her clients as an independent resource on strategic brand execution. She can be reached at mail@deniseleeyohn.com.

The Download

More than ever before, today's IT buyers are using the Internet as a primary resource for purchasing decisions. According to eMarketer, last year 57 percent of U.S. B2B buyers turned to the Web first when researching IT solutions. To give both buyers and solution providers greater insight into purchase decisions, the CMO Council and KnowledgeStorm--the Internet's top-ranked technology content and search site--have teamed field a study titled *Driving Decisions: Online Content Consumption Patterns*, exploring where and how IT buying is shaped, influenced, qualified and driven by online content syndication and consumption.

In addition to the study and subsequent report, KnowledgeStorm is contributing a slice of their data each month to Marketing Magnified, to let you know of the trends, patterns and shifts in online IT content consumption. KnowledgeStorm generates this data from its 600,000 registered users via its own site and through a network of more than 150 access channels, across multiple IT categories and vertical industry sectors.

For an introductory look into KnowledgeStorm's data mining capabilities, we thought it fitting to explore the "Sales and Marketing" category, to get idea of what the top (and bottom) trafficked solutions are across a range of demographics.

Business Solution Categories, By Role

Browse-allocated Leads as % of row total	All Business Users	All IT Users	All Other Users
Sales and Marketing	67.35%	19.24%	13.41%
Project Management	51.85%	33.17%	14.98%
Manufacturing and Process Management	61.05%	22.13%	16.82%
Logistics and Procurement	60.75%	22.39%	16.86%
Knowledge Management	53.87%	31.12%	15.02%
Human Resources	59.31%	23.20%	17.50%
Groupware and Collaboration	51.35%	31.63%	17.02%
General Office Automation	49.96%	34.76%	15.28%
Facilities Management	58.81%	24.63%	16.56%
Engineering, Design and Drafting	66.11%	14.43%	19.47%
Distribution and Warehousing	58.33%	25.27%	16.40%
Customer Service	55.53%	31.63%	12.83%
Business Solutions	59.40%	25.15%	15.45%
Business Intelligence	55.29%	29.59%	15.12%
Accounting and Finance	64.67%	20.90%	14.42%

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In terms of popularity among all of KnowledgeStorms categories, Sales and Marketing is No. 1 with business users.

Overall Top Sales & Marketing Categories, Q1 2005

1	Customer Relationship Management (CRM)
2	Sales Force Automation (SFA)
3	Email Campaign Management
4	Marketing Management
5	Customer Information Management/Customer Databases
6	Sales Management
7	Mobile Field Sales/Wireless Connectivity
8	Sales Analysis & Reporting
9	Lead Management
10	Market Research and Demographics

Not surprisingly, CRM and SFA are top of mind among today's marketers. The fact that e-mail campaign management is No. 3 shows the growing power of the Web as a marketing tool.

Overall Bottom Sales & Marketing Categories

25	Surveying Solutions
24	Partnership Management
23	Sales Demonstration/Product Evaluation Solutions
22	Direct Marketing
21	Telemarketing
19	Revenue and Pricing Management
19	Advertising Solutions
18	Enterprise Marketing Automation
17	Channel Management
16	Marketing Resource Management
15	Media & Digital Asset Management

Note the low rankings of Channel Management (17) and Partnership Management (24)—are marketers that satisfied with their channel marketing?

Most Popular Categories by Company Size



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It's clear that large companies with established marketing departments and sales forces are less interested in solutions like email campaign and lead management, whereas small companies tend to look for help in those areas. Keep in mind the high percentages under "small companies" indicate a larger KnowledgeStorm audience of small-business users.