

The Centrality of Marketing

I have used these pages in the past to express the Tudog view that marketing is key to the success of an enterprise. There is nothing radical in this view. Most companies recognize the need for marketing functions in their pursuit of sales. Yet, what we are promoting is a variation on the theme, one that is profound because it challenges companies to acknowledge not the role of marketing but its centrality.

To us marketing needs to be everywhere, in every aspect of your operations. You should not be developing your products or services without market input because it is your market that will be called upon to buy your offering. You need to offer what they want. You should not be structuring your company without marketing because your corporate culture will determine efficiency, motivation, teamwork, communication and the overall functionality of your company. You shouldn't set your budget without marketing because your company's purpose is to generate sales, and this cannot be accomplished if the marketing people are not provided with the necessary resources to create the environment and tools from which sales will come. And so on. You get the point. Marketing considerations need to be included in any and every aspect of your operations.

The integration of marketing into all aspects of your enterprise requires the execution of a process that delivers market-oriented considerations to all departments in your company. Marketing is as much a way of thinking – knowing what questions to ask, how to get and analyze the answers, and how react to the analyses – as it is a series of strategies and tactics employed to promote sales. Getting your departments to think “marketing” is your challenge. Here is how Tudog does it:

1. Define Marketing – the definition of marketing, as it pertains to each department, could have slight variations. In order for your people to be thinking with regard to the market, you need to define for them what they need to be aware of, which information they need to know, and how to respond to that information.

2. Provide Purpose – in order for people to understand a requested shift in mindset they need to understand and sign onto the purpose. In order to insure compliance you need to secure agreement in purpose.

3. Give Incentive – another means of insuring compliance is through the provision of incentives, which should be provided to the entire department for the successful integration of marketing considerations into the pursuit of their mandate. By incentives we do not necessarily mean financial rewards. Incentive can also come in the form of company-wide recognition, for example.

4. Create Communication Channels – in order for your effort to succeed you must create the appropriate communication channels between each department and your marketing team. The communication needs to allow for the review of certain processes by the marketing professionals, as well as the accessibility of your marketing people to each department for complete integration.

5. Provide Procedures – implementation needs procedure. People need to understand what is expected of them and how they are expected to carry out their mandate. When

introducing a new way of thinking procedure also helps by giving people the “how to” do the new assignments expected of them.

6. Monitor – your efforts need to be monitored so that you can understand and control the changes occurring within your organization as a result of the changes you are implementing by introducing market oriented thought in each department. You need to absorb and analyze the information from within your organization and manage the change so that every department and every employee is enthusiastic about the changes because they understand how they will lead to better performance and higher sales.

7. Maintain – once the program has been successfully integrated into your company you need to maintain it by making sure that there are scheduled system checks that verify both employee motivation and compliance.

By using market considerations as a core component of your operations and decision making process you are insuring that your company constantly responds to the needs of the market. By making sure that every department of your company act in accordance with what the market is saying you are guaranteeing a seamless approach to your customers, where message, product, service and experience all support the same objective – sales.