

The “Inside – Outside” Marketing Model

Last month we introduced the "Before and After" model, which proposed the need to engage in processes of thought and action both prior to implementation of a marketing plan and once the plan has been launched. This month I want to take the study of the development and execution of marketing plans one step further by introducing a second newly developed Tudog model, which we have entitled "the Inside and Outside Model".

The core underlying concept of the Inside and Outside Model is that an organization can maximize the results of its efforts only when the entire organization is working toward the same set of goals. To achieve this, there is a process we believe companies should engage in so that the objectives are clearly defined and each business unit is provided with an understand of, and the means to fulfill, their expected contribution.

The Model

The Inside and Outside model divides activities into two primary arenas - internal corporate functions and external corporate activities. Internal corporate functions are those activities and actions that transpire within the organization either directly or indirectly supporting sales activities. External activities are any and all actions directed toward customers.

Internal Corporate Functions

Internal corporate functions need to be considered prior to external activities because the external activities are dependent on the focus, dedication, and expertise of the internal functions. Internal functions include:

- Structure
- Purpose
- Human Resources
- Communication
- Culture
- Finance

Let's look at each function on its own:

Structure

The internal structure of the company has to be such that it allows for creativity, task fulfillment and support of those in the field. Job descriptions need to be well defined and consistent with company goals, as do lines of authority, standards of operations, assessment processes, and division of labor.

Purpose

Each department in the company, every executive, and every employee needs to be made aware of the goals of the company and his or her specific role (and importance) in reaching those goals.

Human Resources

The allocation of human resources needs to be designed to provide expertise, manpower, support and resources to the people in the field. All aspects of human resources, from product design to administrative tasks are, when stripped down to their true purpose, being engaged in to create and support sales. This fact needs to remain apparent.

Communication

The channels of communication within the organization need to flow freely from one department to all others, so that each unit remain aware of the position and state of the entire organization and has the opportunity to contribute to internal dialogues and debates. For example, finance influences product development, just as product development influences marketing. Each unit needs the ability to engage in discussions with the other so that these influences remain positive and consistent with the company's goals.

Culture

A company is only as strong as its culture. A culture of shared purpose, gratitude, recognition, support and reward will keep employees motivated, dedicated and productive. Implementing a culture that supports the company goals requires the personal example of management, and the instruments and programs to implement, monitor and maintain the culture.

Finance

Companies are economic creatures. They exist to make money, and this is, in fact, their sole reason to exist. Yet, this is a very narrow definition of the company's purpose, as it does not take into account how the company makes money or what it actually needs to do in order to generate profit. The allocation of resources must therefore be consistent with the broad view of the company and its goals, allocating resources as needed to meet and maintain the operative, human and cultural needs of the enterprise.

External Activities

External activities are implemented much more effectively in companies that have well polished internal operations, which enable and support the company's activities within its industry and across from its customers. External activities include:

- Product
- Branding
- Materials
- Channels
- Targets

Let's look at each activity individually:

Product

The company's product (or products) is more than merely the merchandise that is delivered to the customer in exchange for a fee. A company's product is its most important and constant face to the world. The design, functionality, reliability, quality, support for and price of a product is crucial to a company's capacity to succeed in and maintain its market.

Branding

Branding is generally understood as necessary, but nonetheless misunderstood and under-appreciated. A company's brand is its badge of quality and value and needs to be reinforced through consistency in look, design, color, and message. Branding is the channel for companies to establish and maintain a relationship with its customer base, providing for the creation of positive associations that also serve to attract new customers.

Materials

The tools used by the company to express its message, establish its value proposition, state its benefits, and create its brand identity present a powerful opportunity to establish the spirit and soul of the company. Such materials should be approached with a dedication to consistency and relevancy.

Channels

The channels used to reach and service customers demonstrate a great deal about a company's dedication to its relationship with its customer base. Even when utilizing secondary channels, companies should strive to develop and maintain a direct relationship with its customers.

Targets

A central external activity is the identification of new customers and even new industries that can serve as viable markets. The use of sales and marketing personal to expand the scope of the company's operations can be a key to growth and new opportunity.

This model, a Tudog business process, is designed to help companies systematically approach the coordinated implementation of internal and external operations for the maximization of its sales effort.

This article has been an introduction to the model. As with all its models, Tudog best serves its clients by escorting them through the process.