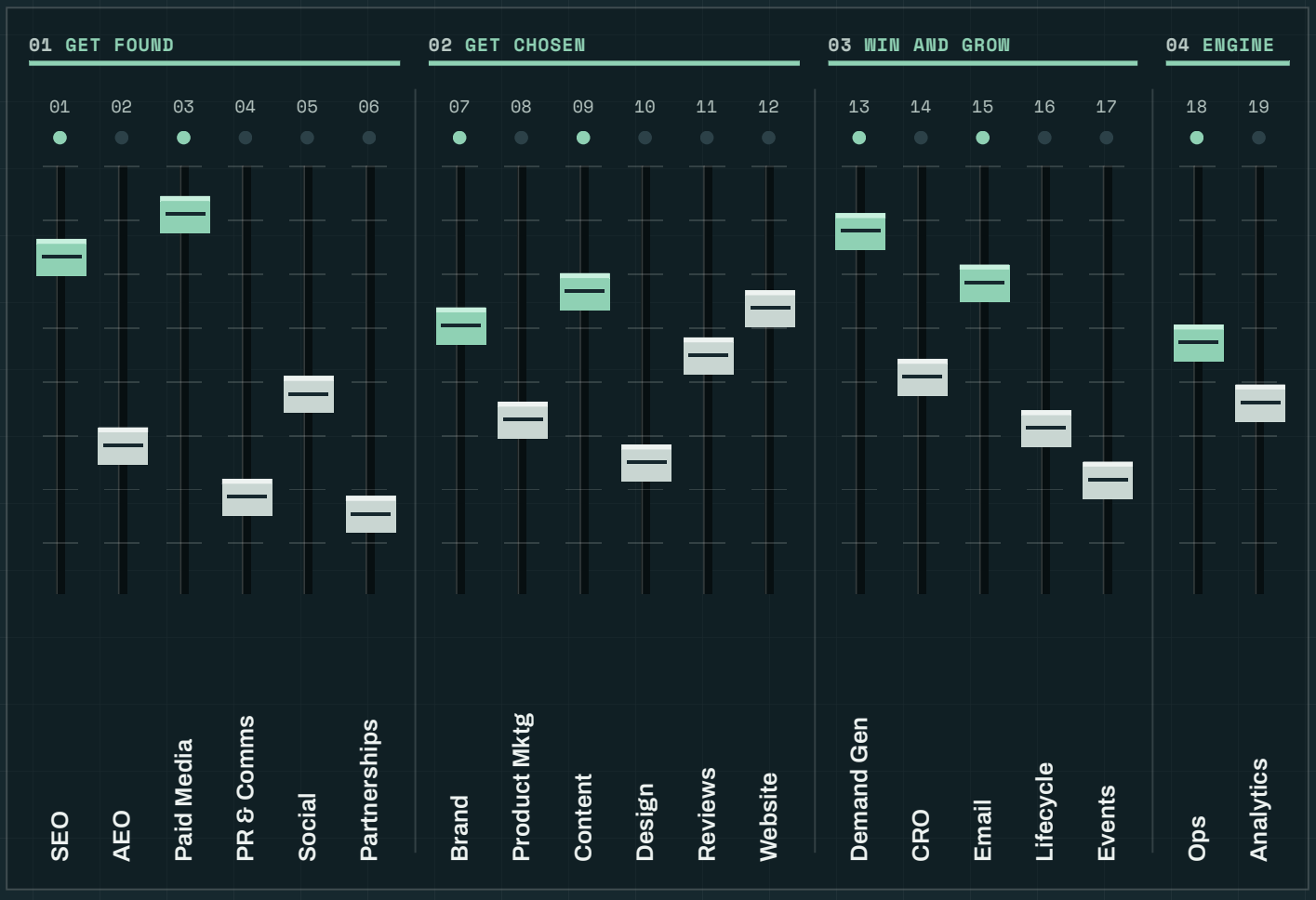
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AN EXECUTIVE'S GUIDE TO MARKETING

The New *Playbook.*

19 levers. Know what each one does, and when to pull it.



INSIDE

What's in the playbook

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Read it front to back once. Then keep the scorecard and the function pages that matter most for your business on your desk.

START HERE

The sales-led playbook is done.

For a long time, a lot of companies grew the same way. Hire good reps, give them a territory, and let relationships carry revenue, awareness and access. Marketing made the brochure and booked the trade show booth.

That playbook is extinct.

Buyers now research on their own, ask AI assistants for a shortlist, read Reddit threads and reviews, and show up to a first call with their mind half made up. If your company isn't in that research, your reps never get the meeting.

This guide is for the executive who now owns that problem and didn't come up through marketing. CEOs, presidents, CROs, CFOs and founders who know marketing matters but aren't sure what all the pieces do, which ones move revenue, or where to put the next dollar.

HOW TO USE IT

1

Skim the map of the 19 functions to see how they fit together.

2

Read the functions that matter most to your business. Each one covers what it is, how it hits the business, the KPIs to watch, and when to pull that lever.

3

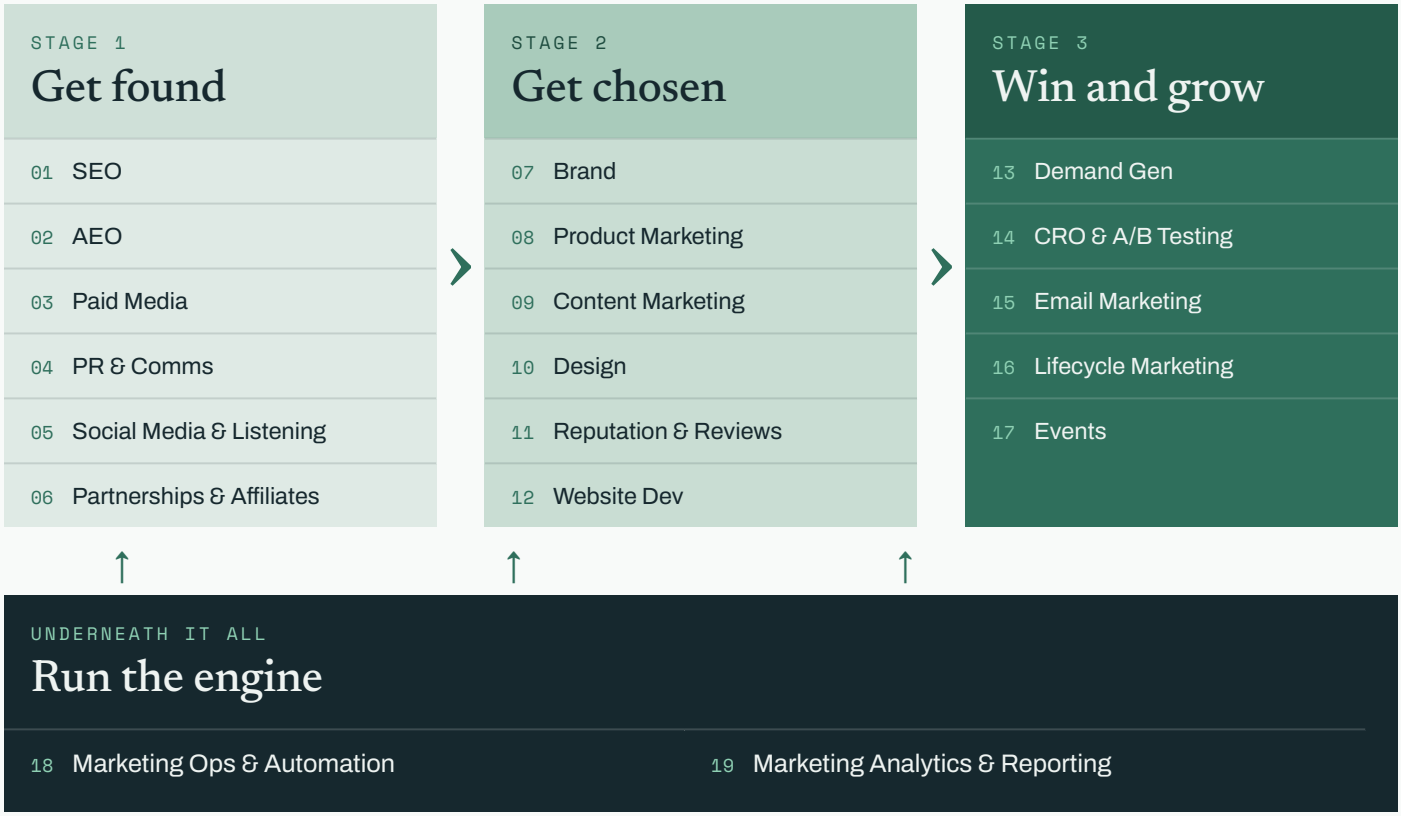
Fill out the scorecard at the end with your team. It takes about 30 minutes and tells you where you're strong, where you're exposed, and where to invest first.

You don't need to be great at all 19. You need to know which few matter most for your business right now, and be honest about how good you are at them.

THE MAP

Four jobs. Nineteen functions.

Every function does one of four jobs: it gets you found, gets you chosen, turns interest into revenue, or keeps the whole machine measurable and running.



Most companies coming off a sales-led model are decent at the right-hand column, because that's where reps live. The gaps usually sit on the left, where buyers form opinions before anyone talks to them, and underneath, where nobody can say which dollar worked.

Get found.

Gets you into the research buyers do before they ever talk to sales.

01 SEO p. 06

02 AEO p. 07

03 Paid Media p. 08

04 PR & Comms p. 09

05 Social Media & Listening p. 10

06 Partnerships & Affiliates p. 11

01 SEO

IN PLAIN ENGLISH

When someone types a question into Google, SEO helps your company show up near the top. If people can't find you, they buy from someone they can find.

WHAT IT IS

Making your website show up when people search for the problems you solve, not just your company name.

HOW IT AFFECTS THE BUSINESS

Organic search is the one channel where demand compounds. A page that ranks keeps sending qualified visitors for years without a media bill. When it's weak, you pay for every visit forever.

KPIS TO WATCH

01	Non-branded organic traffic
02	Rankings for buying-intent keywords
03	Organic leads or sales
04	Organic share of total pipeline

PULL THIS LEVER WHEN

- → Your paid cost per lead keeps climbing and you need a channel you own. B2B an IT services firm builds pages for every service and city it covers.
- → Buyers search for your category but find competitors first. B2C a home services brand writes the "how much does it cost to" pages its customers actually type.
- → You're launching into a new market and need a long-term foothold, not a one-month spike.

02 AEO

ANSWER ENGINE OPTIMIZATION

IN PLAIN ENGLISH

More people now ask an AI chatbot instead of searching. AEO helps the AI mention your company in its answer, so you're part of the conversation.

WHAT IT IS

Getting your company named and cited when someone asks ChatGPT, Gemini, Perplexity or Google's AI answers a question. It's SEO's next chapter, not a separate discipline.

HOW IT AFFECTS THE BUSINESS

AI answers are becoming the new shortlist. If an assistant recommends three vendors and you're not one of them, you lost the deal before you knew it existed. The upside: the visits you do get from AI are further along and convert better.

KPIS TO WATCH

01 Brand mentions and citations in AI answers for your key questions

02 Share of voice against named competitors

03 Referral traffic from AI tools

04 Conversions from that traffic

PULL THIS LEVER WHEN

→ Prospects tell sales "ChatGPT recommended you" (or worse, recommended someone else).

→ Your category is research-heavy and comparison-driven. B2B "best managed IT provider for healthcare." B2C "best mattress for back pain."

→ Your organic traffic is flat or falling even though rankings look fine. That's usually AI answers absorbing the click.

03 Paid Media

IN PLAIN ENGLISH

You pay to put your message in front of people, like renting a billboard online. It works fast, but it stops the day you stop paying.

WHAT IT IS

Buying attention: search ads, social ads, display, video, connected TV, sponsored placements.

HOW IT AFFECTS THE BUSINESS

Paid is the fastest lever you have. You can turn it on Monday and see leads by Friday. It's also the easiest place to waste money, because it will happily spend whatever you give it.

KPIS TO WATCH

01 Cost per lead or acquisition

02 Return on ad spend

03 Pipeline or revenue per dollar spent

04 Conversion rate by campaign

05 Incrementality (would it have happened anyway?)

PULL THIS LEVER WHEN

→ You need volume now: a launch, a new territory, a quarter that's behind.

→ You've proven an offer converts and want to scale it. B2C a winning promo goes from a test budget to full spend.

→ You need to show up against competitors on high-intent searches. B2B bidding on "[competitor] alternative."

→ Skip it when the landing page, offer or follow-up is broken. Paid only amplifies what's already there.

04 PR & Comms

IN PLAIN ENGLISH

PR gets other people, like reporters, to tell your story. People trust what others say about you more than what you say about yourself.

WHAT IT IS

Earning coverage, managing the company's public story, and handling the moments when things go sideways.

HOW IT AFFECTS THE BUSINESS

Third-party credibility. A trade publication or local news story does what an ad can't: it tells buyers someone else vouches for you. Coverage also feeds SEO and AI answers, which lean heavily on reputable sources.

KPIS TO WATCH

01 Earned mentions in target outlets

02 Share of voice

03 Backlinks from coverage

04 Sentiment

05 Inbound inquiries tied to coverage

PULL THIS LEVER WHEN

→ You have real news: funding, an acquisition, a major customer, a new leader, a big hire.

→ You're entering a market where nobody knows your name.

→ There's a crisis, a layoff or a leadership change you need to get ahead of.

→ You want your executives seen as the experts in the category.

05 Social Media & Social Listening

IN PLAIN ENGLISH

You show up and talk with people where they already hang out online, and you listen to what they say about you. It's going to the party instead of waiting for people to visit your house.

WHAT IT IS

Showing up where your buyers spend time (LinkedIn, Instagram, TikTok, YouTube, Reddit) and paying attention to what people say about you and your category.

HOW IT AFFECTS THE BUSINESS

Social keeps you top of mind between buying cycles and puts a human face on the company. Listening is free research: it tells you what customers complain about, what competitors get wrong, and what language buyers use.

KPIS TO WATCH

01 Engagement rate
02 Follower growth in the right audience
03 Profile and site visits from social
04 Share of conversation
05 Sentiment trends
06 Leads influenced

PULL THIS LEVER WHEN

→ Your buyers follow people more than brands. B2B executives posting on LinkedIn beat the company page almost every time.

→ You need to understand a market fast before you spend on it.

→ Reviews or complaints are piling up somewhere you're not watching. B2C a Reddit thread trashing your product is a sales problem.

06 Partnerships, Influencers & Affiliates

IN PLAIN ENGLISH

You team up with people your customers already trust and they introduce you. It's like a friend saying "you should meet this person."

WHAT IT IS

Borrowing someone else's audience and trust: co-marketing with partners, paying creators, or paying a commission when someone sends you a sale.

HOW IT AFFECTS THE BUSINESS

It's the fastest way into an audience that already trusts someone else. Affiliates are pay-for-performance, so the risk sits with the partner. Technology and channel partners can open doors sales never could.

KPIS TO WATCH

01	Partner-sourced and partner-influenced pipeline
02	Revenue per partner
03	Cost per acquisition through affiliates
04	Creator reach and conversions
05	Partner activation rate

PULL THIS LEVER WHEN

- → Someone already owns the audience you want. B2B co-hosting a webinar with a software vendor whose customers need your services.
- → You have a product that's easy to demo on camera. B2C a creator unboxing it beats a polished ad.
- → You want to grow without fixed media spend and can live with paying a commission.

Get chosen.

Makes you the obvious pick once buyers start comparing.

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07 Brand

IN PLAIN ENGLISH

Your brand is what people think and feel when they hear your name. A strong one gets you picked before you even ask.

WHAT IT IS

What people believe about you before they've talked to you: your name, your promise, your personality, and how consistently you show up.

HOW IT AFFECTS THE BUSINESS

Brand is why one company gets the call and another gets ignored with the same product. It lowers acquisition cost, supports better pricing, and makes recruiting easier. Your messaging and creative are the real differentiator. The tools and targeting everyone buys are commodities.

KPIS TO WATCH

01	Aided and unaided awareness
02	Branded search volume
03	Direct traffic
04	Share of voice
05	Win rate and price premium against competitors
06	Employee and customer Net Promoter Score

PULL THIS LEVER WHEN

- → Sales says "they've never heard of us" in most first meetings.
- → You're competing on price because nothing else sets you apart.
- → You've merged, acquired, rebranded or changed what you sell. B2B a hardware reseller becoming a managed services company has to tell the market.
- → Your best performance channels have stopped scaling. Brand is usually what's missing underneath them.

08 Product Marketing

IN PLAIN ENGLISH

Product marketing explains why your product matters, in words customers understand. It makes sure everyone at the company tells the same clear story.

WHAT IT IS

The bridge between what you make and why anyone should care: positioning, messaging, pricing input, competitive intel, launches and sales enablement.

HOW IT AFFECTS THE BUSINESS

Product marketing decides what you say and who you say it to. When it's missing, every rep pitches differently, the website talks about features instead of outcomes, and launches land with a thud.

KPIS TO WATCH

01 Win rate
02 Sales cycle length
03 Launch adoption
04 Sales content usage
05 Competitive win/loss
06 Pricing realization

PULL THIS LEVER WHEN

→ You're launching a new product, package or service line.

→ Win rates are slipping and you can't say why.

→ Every rep tells a different story about what you do. B2B building one messaging framework and battlecards for the top three competitors.

→ You're repositioning. B2C a brand moving from budget to premium needs new proof, not just new prices.

09 Content Marketing

IN PLAIN ENGLISH

You make helpful things, like articles and videos, that answer buyers' questions. When you teach people something useful, they trust you and come back.

WHAT IT IS

Articles, guides, videos, podcasts, case studies and tools that help buyers learn, decide and trust you.

HOW IT AFFECTS THE BUSINESS

Content is the raw material for almost every other function. SEO, AEO, email, social, sales enablement and paid all run on it. Good content answers the questions buyers would otherwise ask a rep, so your reps get better-prepared prospects.

KPIS TO WATCH

01	Organic traffic to content
02	Engaged time
03	Content-sourced leads and pipeline
04	Content used in closed deals
05	Subscribers
06	AI citations of your pages

PULL THIS LEVER WHEN

- → Buyers ask the same ten questions on every call. Write the answers down and publish them.
- → You need SEO, email or social to work but have nothing to feed them.
- → Your sales cycle is long and buyers need help selling it internally. B2B an ROI calculator or a buyer's guide the champion can forward to the CFO.
- → B2C the product needs explaining before people buy (how-to videos, comparisons).

10 Design

IN PLAIN ENGLISH

Design is how everything looks. Things that look clear and consistent feel more trustworthy, the same way a tidy store feels better than a messy one.

WHAT IT IS

How everything looks and feels: brand identity, ads, website, sales decks, packaging, event booths, social graphics.

HOW IT AFFECTS THE BUSINESS

People judge quality in seconds and design is what they're judging. Good design makes every other function convert better. Inconsistent or dated design makes a solid company look small.

KPIS TO WATCH

01 Turnaround time

02 Brand consistency across assets

03 Creative performance (click-through and conversion by creative)

04 Asset reuse rate

05 Request backlog

PULL THIS LEVER WHEN

→ Your materials look different depending on who made them.

→ You're losing deals to competitors who simply look more established.

→ Ad creative is fatiguing and performance is sliding.

→ A rebrand or big launch is coming. Design should be in the room early, not handed a brief the week before.

11 Reputation & Reviews

IN PLAIN ENGLISH

Reviews are what your customers tell strangers about you online. Most buyers read them before they ever talk to you.

WHAT IT IS

Managing what customers say about you on Google, G2, Capterra, Yelp, Amazon, Glassdoor, Reddit and anywhere else people go to check you out.

HOW IT AFFECTS THE BUSINESS

Reviews are the last check before someone buys, and AI assistants read them too. A half-star difference can swing local and marketplace sales. Ignored negative reviews tell everyone you don't care.

KPIS TO WATCH

01 Average rating

02 Review volume and recency

03 Response rate and time

04 Sentiment trends

05 Review-site referral traffic

PULL THIS LEVER WHEN

→ You rank lower than competitors with worse products because they have more reviews.

→ A wave of bad reviews hits after a service issue.

→ You sell locally or on marketplaces. B2C a multi-location business asking every happy customer for a Google review.

→ B2B buyers check G2 before they take a demo and your profile has six reviews from 2021.

12 Website Dev

IN PLAIN ENGLISH

Your website is a store that never closes. Website development keeps it fast, working and easy to use.

WHAT IT IS

Building, running and improving your website: speed, structure, CMS, forms, integrations, accessibility and security.

HOW IT AFFECTS THE BUSINESS

Your website is your best salesperson and it works every hour of every day. Almost every other function sends people there. A slow, confusing or broken site quietly taxes every dollar you spend elsewhere.

KPIS TO WATCH

01	Site speed and Core Web Vitals
02	Uptime
03	Conversion rate
04	Form completion
05	Time to publish a page
06	Crawl and indexing health

PULL THIS LEVER WHEN

- → Marketing can't publish a page without waiting on a developer.
- → Your site is slow, not mobile-friendly, or hasn't been touched in years.
- → You're adding products, regions or a store and the site can't handle it.
- → Paid traffic arrives but doesn't convert. Check the site before you blame the ads.

3

Win and grow.

Turns interest into revenue, and customers into more revenue.

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13 Demand Gen

IN PLAIN ENGLISH

Demand gen finds people who might want to buy and gets them ready to talk to sales. It keeps the sales team's calendar full of the right people.

WHAT IT IS

Creating and capturing interest from the right buyers and turning it into qualified pipeline for sales. It pulls on paid, content, email, events and partners to do it.

HOW IT AFFECTS THE BUSINESS

This is the function most directly tied to the number. In a company coming off a sales-led model, demand gen is what replaces cold calling as the main source of first meetings.

KPIS TO WATCH

01 Marketing-sourced pipeline

02 Qualified leads or opportunities

03 Cost per opportunity

04 Lead-to-opportunity conversion

05 Pipeline velocity

06 Marketing's share of closed revenue

PULL THIS LEVER WHEN

→ Reps spend more time prospecting than selling.

→ Pipeline coverage for next quarter is thin.

→ You're entering a new segment and need to learn what messaging lands. B2B an account-based campaign to the 200 companies that look most like your best customers.

→ B2C a seasonal push where you need a surge of first-time buyers.

14 CRO & A/B Testing

IN PLAIN ENGLISH

CRO means making small changes to your website so more visitors say yes. It's like moving the checkout to the front of the store.

WHAT IT IS

Conversion rate optimization: testing changes to pages, forms, offers and checkouts so more of the traffic you already have turns into leads or sales.

HOW IT AFFECTS THE BUSINESS

It's the cheapest growth you'll find. Doubling a landing page's conversion rate has the same effect as doubling the ad budget, without spending the extra money.

KPIS TO WATCH

01 Conversion rate by page and step

02 Test win rate

03 Revenue per visitor

04 Cart or form abandonment

05 Cost per acquisition after changes

PULL THIS LEVER WHEN

→ You have meaningful traffic but conversions are flat.

→ Paid costs are rising and you need each click to work harder.

→ There's a big drop-off at one step. B2C checkout abandonment above industry norms. B2B a 12-field demo form.

→ Skip it when traffic is too low to reach a confident result. Fix the obvious things and move on.

15 Email Marketing

IN PLAIN ENGLISH

Email marketing sends useful notes to people who asked to hear from you. It's one of the cheapest ways to stay in touch and bring people back.

WHAT IT IS

Newsletters, promotions, nurture sequences and announcements sent to people who opted in to hear from you.

HOW IT AFFECTS THE BUSINESS

Email is the channel you own outright. No algorithm decides who sees it. For most companies it's still among the highest-return channels, and it's where leads that aren't ready yet get kept warm until they are.

KPIS TO WATCH

01	List growth
02	Deliverability and inbox placement
03	Click rate
04	Conversion rate
05	Revenue or pipeline per send
06	Unsubscribe and spam complaint rate

PULL THIS LEVER WHEN

- → You have a database of contacts and you're doing nothing with it.
- → Leads go cold because sales only follows up with the hot ones.
- → B2C a promotion, restock or holiday push. B2B an event invite or a new service announcement to existing customers.
- → Deliverability is slipping and messages land in spam. That needs fixing before anything else.

16 Lifecycle Marketing

IN PLAIN ENGLISH

Lifecycle marketing takes care of customers after they buy, so they stay, buy more and tell their friends. Keeping a customer is usually cheaper than finding a new one.

WHAT IT IS

Marketing to people based on where they are in their relationship with you: onboarding, adoption, renewal, upsell, win-back and advocacy.

HOW IT AFFECTS THE BUSINESS

Keeping and growing a customer is cheaper than finding a new one. Lifecycle protects recurring revenue, lifts lifetime value and turns happy customers into referrals and reviews.

KPIS TO WATCH

01 Retention and churn
02 Expansion revenue
03 Customer lifetime value
04 Time to first value
05 Repeat purchase rate
06 Referral rate

PULL THIS LEVER WHEN

→ Churn is up or renewals are a fire drill every quarter.

→ Customers only use part of what they bought. B2B an onboarding sequence that walks a new managed services client through every service they're paying for.

→ B2C first-time buyers never come back for a second purchase.

→ You want more referrals and reviews but nobody owns asking for them.

17 Events

IN PLAIN ENGLISH

Events bring people together in the same room, real or online. Meeting face to face builds trust fast.

WHAT IT IS

Trade shows, conferences, hosted dinners, webinars, workshops and customer events, in person or virtual.

HOW IT AFFECTS THE BUSINESS

Events compress months of trust-building into an afternoon. They're expensive per contact, but for high-value deals, a room full of the right people is hard to beat.

KPIS TO WATCH

01 Cost per meeting booked

02 Pipeline sourced and influenced

03 Attendee quality (target accounts present)

04 Post-event conversion

05 Customer attendance and retention

PULL THIS LEVER WHEN

→ Your deals are large, relationship-driven and involve several decision makers.

→ You need to meet a lot of a niche audience in one place.

→ You want to deepen existing accounts. B2B an invite-only executive roundtable with ten customers and five prospects.

→ B2C a pop-up or community event for a launch in a new city.

→ Skip the booth if you can't name who you're there to meet.

Run the engine.

Keeps the whole machine measurable and running.

18 Marketing Ops & Automation p. 26

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18 Marketing Ops & Automation

IN PLAIN ENGLISH

Marketing ops is the plumbing: the tools and rules that make sure every lead gets to the right person and nothing gets lost. You only notice it when it breaks.

WHAT IT IS

The systems and processes that make marketing run: the CRM and marketing automation platform, lead routing and scoring, data hygiene, integrations, and more and more, the AI tools that handle execution.

HOW IT AFFECTS THE BUSINESS

Ops is the plumbing between marketing and sales. When it's broken, leads sit unassigned for days, data can't be trusted, and nobody can tell what worked. When it's good, a small team moves like a big one. AI belongs here: it speeds up follow-through, but it doesn't replace strategy, messaging or creative.

KPIS TO WATCH

01	Lead response time
02	Routing accuracy
03	Data completeness and duplicate rate
04	Campaign launch time
05	Automation coverage
06	System adoption by sales

PULL THIS LEVER WHEN

- → Leads fall through the cracks between marketing and sales.
- → Your CRM data is so messy nobody trusts the reports. B2B a cleanup and a single definition of what counts as a qualified lead.
- → Launching a simple campaign takes weeks because of manual steps.
- → You're adding AI tools and need them connected to real data and process, not floating on their own.

19 Marketing Analytics & Reporting

IN PLAIN ENGLISH

Analytics keeps score. It tells you what's working, what isn't, and where the money is actually coming from.

WHAT IT IS

Measuring what marketing does and connecting it to revenue: dashboards, attribution, forecasting, budget tracking and the monthly story you tell the leadership team.

HOW IT AFFECTS THE BUSINESS

Without it, marketing is a cost center that asks for faith. With it, marketing is an investment you can steer. It's also what lets you cut the 20% of spend that does nothing.

KPIS TO WATCH

01	Marketing-sourced and influenced revenue
02	Customer acquisition cost
03	CAC payback
04	Return on marketing investment
05	Pipeline by channel
06	Forecast accuracy

PULL THIS LEVER WHEN

- → The board or CFO asks "what are we getting for this?" and nobody has a clean answer.
- → You're about to set next year's budget.
- → Channels claim credit for the same deal and the numbers add up to 300%.
- → You're shifting from sales-led to marketing-led and need to prove the new engine works.

YOUR TURN

Score yourself.

Get your leadership team in a room for 30 minutes and score every function. Be honest. A 2 you know about is worth more than a 4 you're pretending is real.

Owner ONE NAME PER ROW

The one person accountable. "Everyone" or "the agency" counts as nobody.

Maturity 1 TO 5



1 — Ad hoc and reactive

2 — Someone does it when there's time

3 — A repeatable process with basic measurement

4 — Consistent, measured and improving

5 — A strategic advantage competitors can't easily copy

Business importance 1 TO 5

1 — Unimportant for your model right now

5 — Critical to hitting this year's number

Gap

Importance – Maturity = *Gap*

Anything 2 or higher is where to look first.

Capacity

Sufficient

The team can handle it

Ramp Up

Train, add tools, or bring in an agency or contractor

Hire

You need a dedicated person

Marketing function scorecard

COMPANY _____ DATE _____

FUNCTION	OWNER	MATURITY	IMPORTANCE	GAP	CAPACITY
PART 1 · GET FOUND					
01 SEO		1 2 3 4 5	1 2 3 4 5		S R H
02 AEO		1 2 3 4 5	1 2 3 4 5		S R H
03 Paid Media		1 2 3 4 5	1 2 3 4 5		S R H
04 PR & Comms		1 2 3 4 5	1 2 3 4 5		S R H
05 Social Media & Listening		1 2 3 4 5	1 2 3 4 5		S R H
06 Partnerships & Affiliates		1 2 3 4 5	1 2 3 4 5		S R H
PART 2 · GET CHOSEN					
07 Brand		1 2 3 4 5	1 2 3 4 5		S R H
08 Product Marketing		1 2 3 4 5	1 2 3 4 5		S R H
09 Content Marketing		1 2 3 4 5	1 2 3 4 5		S R H
10 Design		1 2 3 4 5	1 2 3 4 5		S R H
11 Reputation & Reviews		1 2 3 4 5	1 2 3 4 5		S R H
12 Website Dev		1 2 3 4 5	1 2 3 4 5		S R H
PART 3 · WIN AND GROW					
13 Demand Gen		1 2 3 4 5	1 2 3 4 5		S R H
14 CRO & A/B Testing		1 2 3 4 5	1 2 3 4 5		S R H
15 Email Marketing		1 2 3 4 5	1 2 3 4 5		S R H
16 Lifecycle Marketing		1 2 3 4 5	1 2 3 4 5		S R H
17 Events		1 2 3 4 5	1 2 3 4 5		S R H
PART 4 · RUN THE ENGINE					
18 Marketing Ops & Automation		1 2 3 4 5	1 2 3 4 5		S R H
19 Marketing Analytics & Reporting		1 2 3 4 5	1 2 3 4 5		S R H

Circle a score for maturity and importance. Gap = importance minus maturity. Capacity: S = Sufficient, R = Ramp Up, H = Hire.

WHAT TO DO NEXT

Reading your scorecard.

Place each function by its two scores and you'll know where to act. The top-left box is your plan.

BUSINESS IMPORTANCE ↑

Fix first 01 High importance, low maturity. Your next dollar, hire and 90 days go here.	**Protect and scale** 02 High importance, high maturity. Keep funding it and let it carry the rest.
Leave it for now 04 Low importance, low maturity. Revisit next year.	**Reallocate** 03 Low importance, high maturity. Move people or budget to what matters.

MATURITY TODAY →

PATTERNS WE SEE A LOT IN COMPANIES COMING OFF A SALES-LED MODEL

01 Strong right column, weak left

Events and email are fine because sales needed them. SEO, AEO, content and brand sit at 1 or 2. Buyers are researching without you.

02 No owner on the engine

Marketing Ops and Analytics have no owner, so nobody can prove what works and every budget conversation turns into opinions.

03 Paid doing all the heavy lifting

Paid Media is the only mature function, so growth costs more every quarter.

04 "Hire" in every row

You don't need 19 people. Most companies get there with a strong marketing leader, two or three generalists, and specialists or agencies for the rest.

Your first 90 days.

Days 1 to 30

Name an owner for every function, even if it's a part-time owner. Fix the engine first: get leads routing properly and agree on one definition of a qualified lead and one revenue dashboard.

Days 31 to 60

Pick no more than three functions from the Fix first box. Set one KPI and a 90-day target for each.

Days 61 to 90

Report results to the leadership team in the same format every month. Rescore the whole scorecard each quarter and move money toward what's working.

The companies that win the next five years won't be the ones with the biggest marketing teams. They'll be the ones whose leaders understand what each function does and *fund the right ones on purpose*.



ABOUT THE AUTHOR

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Mike is an executive marketing leader and acting CMO in Cleveland. He writes about how marketing actually drives revenue, and why messaging and creative are still the real edge.

Want a second set of eyes on your scorecard?

mikebloomstine.com

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