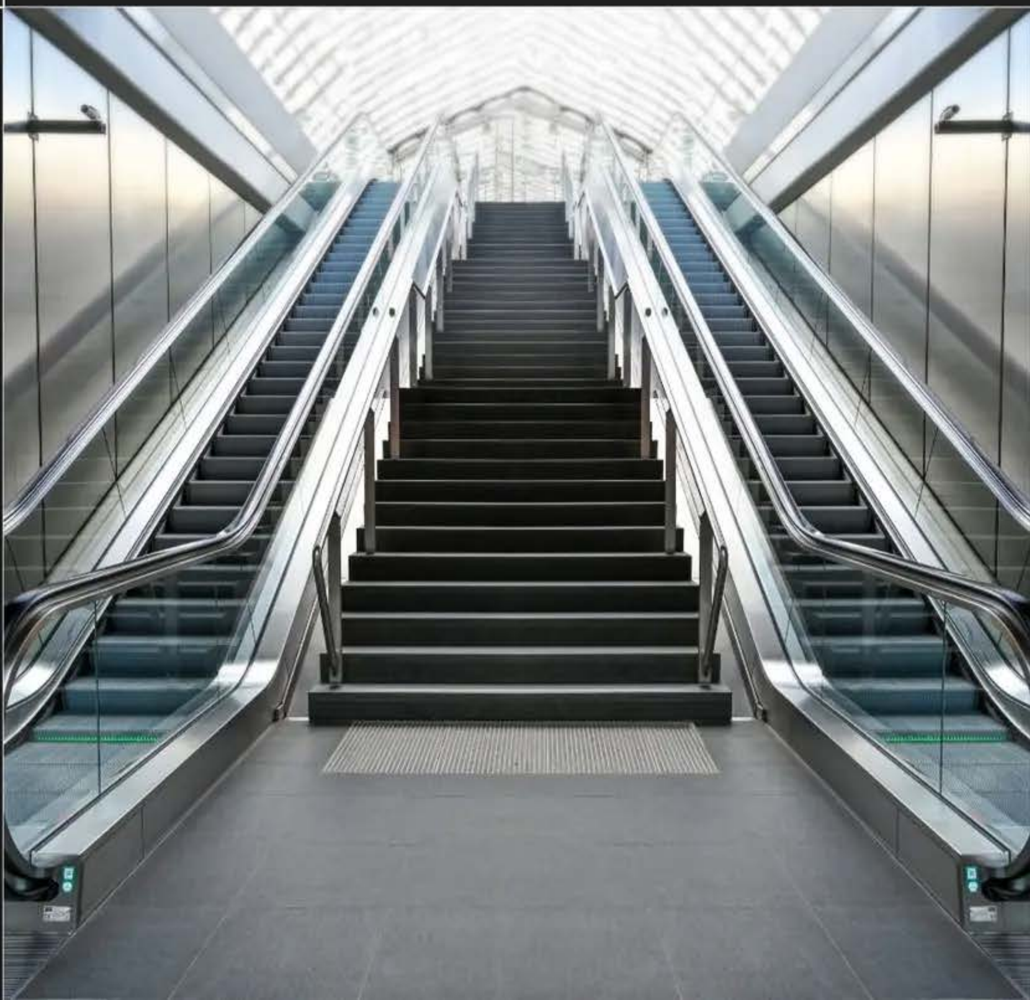
VCMO

Marketing Capability Audit Results:

Your Personalised Diagnostic Report.

Actionable insights to elevate marketing performance, sharpen strategy, and accelerate growth.



Marketing Capability Audit Report

This audit was completed by:

John Doe

10/03/2025

Introduction

Hi **John**, thank you for taking the time to complete the **Marketing Capability Audit** on behalf of your organisation.

This report has been designed to give you a deeper understanding of how your marketing function is performing today, where the strengths lie, and where there may be hidden risks or untapped opportunities.

The audit is built around the **BANKSE™ framework** — a model developed by VCMO to provide a holistic view of marketing capability across six critical dimensions. Our framework is explained on the next page.

Each dimension we measure has been tested against best practice in scaling organisations and validated with the expectations of boards, investors and leadership teams.

Your responses have been scored against these benchmarks to create both an **overall capability score** and **individual scores for each BANKSE dimension**.

The results are designed to be both:

- **Diagnostic** — highlighting areas of strength and weakness.
- **Practical** — providing actionable ideas you can take forward immediately.

Marketing is often seen as a cost centre, but in reality it is one of the most powerful levers for enterprise value. When capability gaps go unaddressed, businesses risk wasted spend, stalled growth, or erosion of competitive advantage. When marketing is well-led and well-managed, it can transform the trajectory of a company.

This report is not a sales pitch. It is a **mirror**. It reflects back how your marketing capability is performing today, so you can decide whether to act now, optimise further, or continue on your current course with confidence.

How to Read This Report

To help you get the most from these insights, here’s a quick guide:

- **Overall Score** → Your high-level benchmark against best practice.
- **Category Scores** → A breakdown across the six BANKSE dimensions, showing strengths and weaknesses.
- **Deep-Dive Insights** → Context and interpretation of what your scores mean.
- **Recommendations** → Practical actions to strengthen capability and close gaps.

Use this as both a **snapshot of today** and a **roadmap for tomorrow**.

About the BANKSE Framework

The **BANKSE™ framework** was created by VCMO to give leaders a structured, efficient and holistic way of assessing marketing capability. Traditional audits often focus only on campaigns or channels. BANKSE instead looks at the **entire marketing ecosystem**, recognising that sustainable growth requires balance across **strategy, operations, customer outcomes, and governance**.

Each dimension has been deliberately chosen because, together, they form the critical levers that drive commercial performance and enterprise value.

The Six Dimensions

- **Build**
  Evaluates the strength of your brand and business strategy. Do you have a defensible competitive advantage? Is your positioning clear and differentiated?
- **Attract**
  Measures how effectively your communications and digital strategy create demand. Are you reaching the right audiences with compelling content that sparks interest and desire?
- **Nurture**
  Looks at how well you convert demand into revenue. Are sales and marketing aligned? Does your pricing reflect the true value you deliver, and is it optimised for growth?
- **Keep**
  Focuses on customer retention and advocacy. Are you building long-term loyalty and innovation that keeps customers coming back and recommending your brand to others?
- **Systems**
  Assesses the infrastructure, tools, metrics, and suppliers that underpin execution. Do you have the right technology and data to measure, optimise, and scale effectively?
- **Excellence**
  Ensures your marketing is governed, compliant, and professionally managed. Do you have the culture, leadership, and controls in place to deliver consistently and responsibly?

Why BANKSE Matters

- **Balanced** — it recognises that strong marketing is not just about lead generation; it is about building sustainable value.
- **Board-ready** — it addresses the categories that investors and boards care about: strategy, risk, systems, and ROI.
- **Action-orientated** — it moves beyond theory, highlighting practical areas for improvement that can be tackled immediately.

When one or more BANKSE dimensions fall behind, the impact is rarely contained. Weakness in one area often drags others down — for example, strong campaigns (Attract) will underperform if pricing is wrong (Nurture), or customer retention (Keep) will suffer if innovation dries up.

How the Scoring Works

The BANKSE™ Audit has been designed to be **fast, practical, and unambiguous**, giving you clear insights in just 5 minutes.

Each question in the framework requires a simple **Yes** or **No** response:

- **Yes** = Capability is **present and embedded** in your organisation (scored as **1**).
- **No** = Capability is **absent, inconsistent, or not yet embedded** (scored as **0**).

This approach was chosen deliberately:

- **Speed** — Leaders are busy. The yes/no format removes the need for overthinking or debating "how much" something is in place.
- **Clarity** — A binary choice avoids ambiguity. It quickly highlights whether a capability is embedded or whether it represents a gap.
- **Comparability** — Results can be benchmarked consistently across dimensions, regardless of sector, scale, or growth stage.

Established vs Emerging Capability

Your results are expressed in two simple tiers:

- **Established**
  A **Yes** response indicates that this capability is already in place and consistently delivered. It suggests a strength the business can leverage — but it also requires ongoing discipline to avoid complacency. Even "Established" areas should be periodically tested to ensure they continue to deliver advantage in a changing market.
- **Emerging**
  A **No** response highlights a capability gap or a risk area. These "Emerging" areas may be partially in place, ad hoc, or not yet considered. They represent opportunities for improvement where focus and investment can unlock significant growth or efficiency.

Why Simplicity Matters

In many traditional capability audits, respondents are asked to score themselves on a scale of 1–5. While this can appear more nuanced, it often introduces **subjectivity and inconsistency** — what one person views as a "3" may be a "4" for someone else. By contrast, yes/no questioning:

- **Streamlines decision-making** — respondents can answer instinctively, without hesitation.
- **Exposes blind spots** — the absence of "grey areas" forces businesses to recognise where things are truly in place versus where they are not.
- **Improves engagement** — a simpler format leads to higher completion rates and more reliable insights.

Interpreting Your Results

Your BANKSE™ Audit results are designed to give you a **broad overview** of your current marketing capability. The output highlights where your business has established strengths to build on, and where emerging gaps may be holding back growth, efficiency, or investor confidence.

Overall Score

Your **overall score** is presented as a radar diagram giving you a single snapshot of how balanced and capable your marketing function is across all six BANKSE™ dimensions. This acts as a useful benchmark to compare progress over time, or to use in discussion with stakeholders such as boards, investors, or senior leadership teams.

Category Scores - Established vs Emerging Patterns

Each of the six BANKSE™ dimensions are scored as either ‘established’ or ‘emerging’.

When reviewing your results, look not only at the **absolute number of Established capabilities**, but also at the **distribution across categories**. For example:

- A business may score strongly on **Attract** but poorly on **Keep**, suggesting strong demand generation but weak customer retention.
- Or, a business may perform well on **Build** and **Excellence**, but weakly on **Systems**, indicating strong strategic clarity but underinvestment in the tools and processes needed to scale.

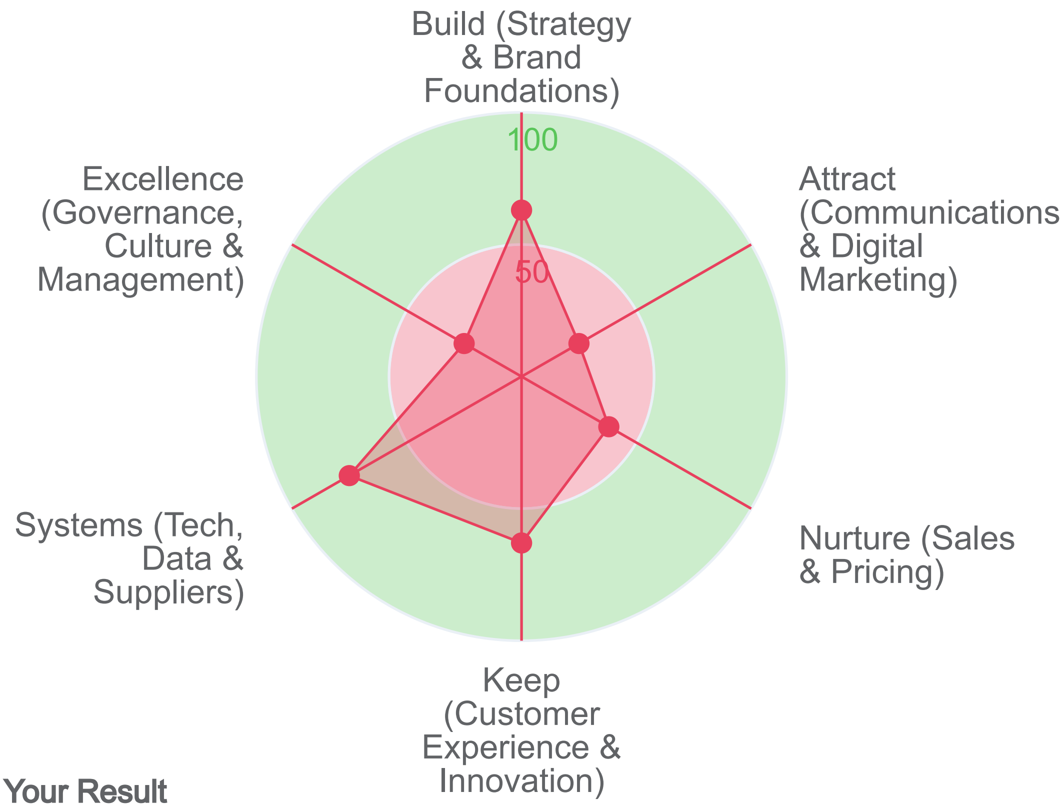
These patterns are often more revealing than the overall score alone, as they show where specific interventions will have the biggest impact.

Interpreting the Implications

- **For CEOs and Founders**: Emerging areas highlight risks to growth, scalability, and resilience that require leadership attention.
- **For Investors**: The results provide an independent lens on whether marketing is contributing to or undermining enterprise value.
- **For Marketing Leaders**: Established areas provide reassurance, while emerging areas can guide where to focus immediate improvements.

Overall Marketing Capability Snapshot

Your BANKSE radar chart provides a visual overview of your marketing capability across six key dimensions. The shape of the radar is as important as category scores: a balanced, full shape suggests consistent maturity, while uneven or jagged areas highlight where capability is less developed.



Interpreting Your Result

High scores in some categories indicate established strengths that can be leveraged for growth, while lower scores point to opportunities where investment or sharper focus may be required.

Emerging areas are not weaknesses in themselves — they may simply reflect where strategy, systems, or measurement have not yet caught up with other parts of the business.

Use this radar as a conversation starter with your leadership team: where do you feel most confident, and where do you see risk or untapped potential? The value lies not just in the scores, but in the alignment it creates for strategic decision-making.

Recommended Action

If your radar highlights areas that feel unclear, inconsistent, or vulnerable, a deeper discussion could help. At VCMO, we use this diagnostic as the starting point for tailored advice — whether that's a focused workshop to sharpen strategy or a broader review of marketing leadership and investment. If you'd like to explore your results in more detail, you can schedule a short review session at your convenience. Sometimes a fresh perspective is all that's needed to turn insight into confident action.

Book a complimentary meeting with our experts to discuss your results.

63%

YOU SCORED

Build (Strategy & Brand Foundations)

Your organisation demonstrates a strong foundation in both business and brand strategy. You have clarity on your competitive advantage and a defined value proposition that resonates with the market.

Next steps to strengthen:

- Revisit your brand purpose and value proposition annually to ensure it continues to align with evolving customer needs.
- Explore adjacent opportunities where your brand could stretch without diluting its core strength.
- Benchmark competitor strategy regularly to avoid blind spots and sustain advantage.

Get Our External Perspective:

You are well positioned, but maintaining strength requires discipline. If you'd like an external perspective to challenge assumptions and identify hidden growth opportunities, our advisory support can help refine your strategic edge.

[Book a complimentary meeting with our experts]

25%

YOU SCORED

Attract (Communications & Digital Marketing)

Your communications and digital activity may not yet be fully aligned or effective in building awareness and demand. Without clarity, consistency, or multi-channel execution, prospects may not fully understand or engage with your brand.

Next steps to strengthen:

- Define a clear communications strategy linked directly to your customer journey.
- Build a simple, up-to-date library of buyer questions to inform your content.
- Start with one or two high-impact channels and ensure consistency before expanding further.

Get Our External Perspective:

Improving market visibility doesn’t have to be overwhelming. If you’d like tailored guidance on building a communications plan that creates impact without wasted effort, we’d be glad to explore options with you.

Book a complimentary meeting with our experts

38%

YOU SCORED

Nurture (Sales & Pricing)

Your sales and pricing approach may lack consistency or full alignment with marketing, meaning demand could be lost before conversion. Pricing may also understate the value you deliver, leaving revenue on the table.

Next steps to strengthen:

- Map your full sales pipeline and define conversion benchmarks for each stage.
- Review whether your pricing strategy reflects customer willingness to pay, not just cost.
- Improve collaboration between sales and marketing with shared metrics and handover points.

Get Our External Perspective:

Small adjustments to sales and pricing foundations can deliver outsized gains. If you'd like support in shaping a more effective system, we'd be happy to help benchmark and optimise.

Book a complimentary meeting with our experts

63%

YOU SCORED

Keep (Customer Experience & Innovation)

You appear to have a strong foundation for customer retention and innovation. Loyal customers are advocates for your brand, and you are actively innovating to maintain relevance and long-term value. This is a powerful advantage, as keeping existing customers is typically more profitable than acquiring new ones.

Next steps to strengthen:

- Continue to invest in customer listening programmes to ensure advocacy remains strong.
- Balance incremental innovation with larger step-changes to avoid stagnation.
- Monitor customer lifetime value (CLV) to track whether retention efforts are creating sustained returns.

Get Our External Perspective:

Even with solid retention, there’s always a risk of complacency. If you’d like to stress-test your strategy against market shifts, we can provide benchmarking and advisory support.

Book a complimentary meeting with our experts

75%

YOU SCORED

Systems (Tech, Data & Suppliers)

Your marketing systems and suppliers appear to be well-structured, giving you visibility, efficiency, and confidence in decision-making. A scalable and integrated tech stack, combined with strong supplier management, means you're well-placed to optimise performance and demonstrate ROI.

Next steps to strengthen:

- Periodically audit your tech stack to ensure tools remain fit-for-purpose and aren't creating hidden inefficiencies.
- Explore emerging technologies such as AI to unlock new efficiencies in reporting and workflow.
- Regularly re-evaluate supplier contracts to maintain value for money and strategic alignment.

Get Our External Perspective:

Even the strongest systems can slip behind rapidly changing standards. If you'd like independent assurance, we can benchmark your systems and supplier relationships against best practice.

Book a complimentary meeting with our experts

25%

YOU SCORED

Excellence (Governance, Culture & Management)

Your marketing organisation may not yet have the structure or governance needed for sustained impact. Without strong compliance, people development, or management processes, marketing risks being sidelined or exposed to unnecessary risks.

Next steps to strengthen:

- Establish clear ownership of compliance, ensuring data privacy and customer protection are prioritised.
- Define how marketing links directly to business strategy in leadership discussions.
- Review skills gaps and invest in training or external support where needed.

Get Our External Perspective:

Building excellence is about embedding the right behaviours and safeguards early. If you'd like support, we can help design structures that balance compliance, culture, and commercial growth.

Book a complimentary meeting with our experts

Your results highlight both areas of strength and opportunities to sharpen your competitive edge. While no single report can capture every nuance, the patterns revealed should act as a springboard for practical action.

What matters most is what happens next. Strong performance can slip if momentum is lost, while gaps left unaddressed often widen into costly blind spots. Booking a complimentary strategy review is a simple first step to turn insight into progress.

Paul Mills (Chartered Marketer, FCIM)
Founder, VCMO

Complimentary Strategy Meeting

You are invited to a **complimentary one-hour session** with VCMO's founder Paul Mills, a Chartered Marketer and SOSTAC Certified Planner.

- This can be 1:1 or shared with your leadership team, board, or investors.
- We will interpret your results, prioritise actions, and discuss practical next steps.

For many leaders, this conversation alone brings clarity and reassurance. There is no hard sell to engage with our wider services.

BOOK NOW

Deep-Dive Marketing Audit

Where multiple weaknesses exist, a **Marketing Audit** goes deeper.

- It provides a forensic review of structures, spend, and performance.
- Leaders gain evidence to cut waste, reallocate investment, and accelerate results.

Delaying this work risks prolonged underperformance and missed opportunities.

EXPLORE OUR SERVICE

Working with VCMO has been instrumental in our marketing transformation. The pressures of a growing business meant our marketing activities were squeezed around other priorities and our ad-hoc approach was sub-optimal. Every aspect of our work with VCMO has been valuable. From creative, analytical workshops, through website redesign, to on-the-job training. Their expertise and collaborative approach has empowered us to achieve tangible results and strengthen our brand positioning.

Sarah Steele

Director - Head of Operations, Yellowtail Financial Planning

About VCMO

VCMO exists to change how marketing is valued — from a tactical cost centre to a **strategic growth engine**.

We are a collective of **Chartered, SOSTAC® certified marketing leaders** who work as Fractional CMOs for ambitious UK businesses. Our model is designed for CEOs, founders, and investors who recognise that growth requires more than campaigns — it requires leadership.

Unlike agencies or consultants, VCMO provides **embedded senior marketing direction** that aligns teams, clarifies priorities, and builds repeatable growth systems. Every engagement is tailored, but our purpose remains the same: to give business leaders confidence that marketing is working as hard as every other function in the business.

Our clients range from scaling SMEs to investor-backed companies and established mid-market firms. Typical scenarios include:

- Filling a **leadership gap** when no marketing head is in place
- Resetting **strategy and positioning** to unlock growth
- Improving **marketing ROI** when spend is high but impact is low
- Providing **board-level confidence** during funding, M&A, or transformation

With VCMO, you gain more than a marketing partner. You access a trusted peer who operates at board level, drives commercial clarity, and delivers results that stand up to investor scrutiny.

John, Thank you for taking the time to complete the Marketing Capability Audit — on behalf of the team at VCMO, we hope the insights provided have been valuable and give you clarity on your next steps.

Paul Mills (Chartered Marketer, FCIM)
Founder, VCMO

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Need help to transform your marketing?
Get in touch.

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