

ITSMA **Marketing Tool**

Guidelines for immediate action

ITSMA Marketing Framework

More Information

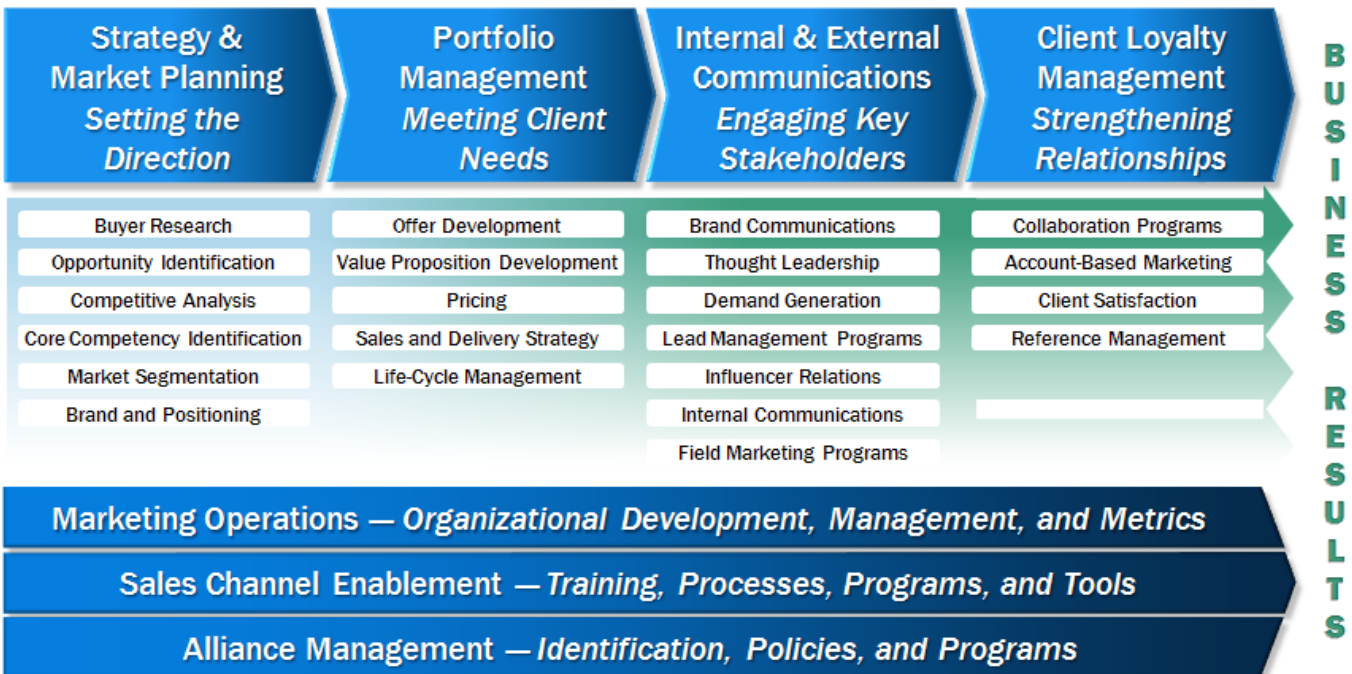
For more information on how to use the ITSMA Services Marketing Framework, contact Julie Schwartz at +1-781-862-8500, Ext. 112, or jschwartz@itsma.com.

Too often, services marketers focus on just one or two pieces of the marketing puzzle. But marketing is much more than marcom and sales support.

The *ITSMA Marketing Framework* clarifies marketing's role as a key function that drives business results, including revenue, profits, and brand loyalty. The framework explains the four major processes necessary for marketing to make a full contribution to the business: strategy and market planning, portfolio management, internal and external communications, and client loyalty management. It also highlights the three foundations of marketing that cut across all processes and all stages of the buying process: marketing operations, sales channel enablement, and alliance management.

Use the *ITSMA Marketing Framework* to evaluate your marketing strategy and organization. Has your organization developed the necessary expertise in all the key marketing processes? If not, what will it take to get there? (See page 2 for framework definitions.)

ITSMA's Marketing Framework



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ITSMA Marketing Tools provide guidelines, checklists, tips, and other applications to help improve marketing programs and organizations. They are available to ITSMA members as a benefit of membership. Suggestions for new tools are welcome; please send them to info@itsma.com. The **Marketing Toolbox** is available online (password required) at <http://www.itsma.com/category/research/tool>.

Activity	Definition
Strategy & Market Planning	Set the overall direction of the business through an overall vision, mission and objectives. Keep abreast of changing market dynamics and determine which customer groups to target and which services and solutions to offer to meet the business objectives.
Buyer Research	Discover stated and unstated buyer wants, needs, and feedback to ensure relevant and compelling offerings. Buyer research can be captured through surveys, interviews, focus groups, councils, online discussions, customer meetings, and so forth.
Opportunity Identification	Identify growth opportunities by researching the current and future trends impacting an industry or market segment. Includes market sizing, need validation, and assessing market attractiveness, costs, risks, and competitive issues. Use this information to build a formal business case for ranking potential investments.
Competitive Analysis	Collect information from a variety of sources about competing organizations. Analyze and disseminate the information internally to identify opportunities for differentiation through exploitation of competitors' weaknesses, dilution of their strengths, and predictions of their future actions. Information collected is often displayed in a S.W.O.T. format (strengths, weaknesses, opportunities, and threats).
Core Competency Identification	Uncover the organizational skills and knowledge that create differentiated and sustainable value for customers.
Market Segmentation	Divide a market into sub-groups to increase focus, deepen customer intimacy, improve strategy implementation, and better allocate limited resources. Each subgroup contains buyers with needs, wants, preferences, or aspirations that are distinct from other subgroups. These differences shape how companies develop offerings and market to each subgroup.
Brand and Positioning	Assess stakeholders' current perceptions, identify the firm's aspirations, and build a framework to consistently communicate the firm's vision, personality, attributes, and differentiation.
Portfolio Management	Vet new ideas to determine those that are worth investing in. Develop and launch new offerings, pricing and go-to-market strategies. Manage the offerings from concept to termination.
Offer Development	Collaborate with internal and external constituents to create new offerings that address wants and needs in the marketplace. Portfolio management includes: <ul style="list-style-type: none"> ▪ Analyze opportunity and develop concept ▪ Develop business plan ▪ Develop offering specifications ▪ Market test/pilot ▪ Revise offering specifications
Value Proposition Development	Develop clear and simple statements that use benefits and price to convince customers and prospects to purchase your company's product, service, or solution.
Pricing	Determine how much to charge for an offering. Common pricing strategies for services and solutions include: time and materials, value pricing, cost plus, and results-based.
Sales and Delivery Strategy	Assemble the resources required to successfully deliver a new offering to the marketplace. This includes: <ul style="list-style-type: none"> ▪ Delivery and sales capacity and competence: existing resources, new hires, acquisition ▪ Market and channel sales and delivery strategies ▪ Sales tools ▪ Education and training
Life Cycle Management	Manage offerings through each phase of the life cycle from launch to termination. The distinct phases are: market introduction, growth, maturity, saturation, decline, and termination.

Activity	Definition
Internal & External Communications	<p>Develop activities and materials (such as events, brochures, white papers, and online communities) to communicate with internal and external audiences to achieve the following goals:</p> <ul style="list-style-type: none"> ▪ Increase awareness ▪ Establish brand differentiation ▪ Disseminate thought leadership ▪ Generate demand or leads ▪ Support or enable sales channels ▪ Influence the influencers ▪ Educate employees and partners
Brand Communications	<p>Communicate to key stakeholders the brand's promise, personality, differentiators, benefits, and proof points.</p>
Thought Leadership	<p>Develop and communicate ideas that educate customers and prospects about important business issues and help them solve those issues—without selling. Thought leadership is a way to build trust and interest among prospects and to develop a relationship with them based on knowledge rather than product information. Regardless of the delivery channel (white papers, videos, events, social media, and so on), all thought leadership has four components:</p> <ul style="list-style-type: none"> ▪ A relevant business issue of interest to your target audience ▪ A strong point of view ▪ Market research that supports the point of view ▪ Case examples that validate the issue
Demand Generation	<p>Use thought leadership to attract potential prospects in the epiphany stage of the buying process by educating them and helping them better understand and clarify their business needs.</p>
Lead Management Programs	<p>Capture information about prospects and nurture them with marketing content at regular intervals to move them from one buying process stage to the next: from epiphany to awareness, interest, confidence, and finally loyalty. Define a "sales-ready lead" and create a closed-loop process for managing leads between marketing and sales.</p>
Influencer Relations	<p>Communicate and build relationships with key individuals in the industry (analysts, academics, journalists, bloggers, etc.) who have the power to affect the perceptions and decisions of others.</p>
Internal Communications	<p>Communicate the organization's mission, values, strategy, brand, portfolio, value propositions, and news to internal stakeholders (e.g., employees, contractors, strategic business partners, board members).</p>
Field Marketing Programs	<p>Extend the corporate marketing strategy to individual markets by tailoring corporate programs and developing local relationships to educate, acquire, and retain customers and other stakeholders. Field marketers use personal contact to drive new business and support recruitment through local events and community initiatives; they also collect client feedback and competitive intelligence from the field and deliver it to corporate marketing.</p>

Activity	Definition
Client Loyalty Management	Strengthen relationships and build loyalty with key stakeholders (e.g., customers, prospects, business partners, influencers).
Collaboration Programs	Encourage customers to become repeat purchasers and brand advocates through programs that provide opportunities for closer collaboration and greater insight into business issues (e.g., client advisory boards, user groups, executive sponsorship, etc.).
Account-Based Marketing	Deliver more value to key accounts by treating each as a market of one. ABM marketers research target accounts' industry trends and business issues and deliver insights to each account. Benefits to providers include improved account relationships, enhanced positioning, and increased revenue, share of wallet, and profitability.
Client Satisfaction	Gather client feedback to generate meaningful, actionable information that helps drive change and continuous improvements across the organization. Complement the data-gathering and change process with a strong marketing plan that communicates the importance of customer satisfaction both internally and externally.
Reference Management	Establish credibility with customers and prospects and reduce the perception of risk by providing examples of solutions success. References can be both dynamic (live references or site visits) or static (case studies or testimonials).
Marketing Operations	<p>Managing the people, processes and technology to maximize marketing effectiveness. Marketing operations includes:</p> <ul style="list-style-type: none"> ▪ Organization planning and design ▪ Budgeting ▪ Staff and process management ▪ Professional development ▪ Infrastructure and tools to support marketing workflow automation and asset management ▪ Measurement and reporting
Sales Channel Enablement	<p>Marketing programs and activities that reduce the cost and effort to move a prospect through the buying process. Sales enablement lowers the sales cost per order dollar/Euro by improving sales conversion rates, shortening the sales cycle, and increasing revenue. Sales enablement includes:</p> <ul style="list-style-type: none"> ▪ Structured sales information (e.g., collateral, sales guides, sales presentations, competitive information) ▪ Market/account information and intelligence (e.g., Hoovers, OneSource) ▪ ROI/price justification tools ▪ References (e.g., dynamic references, case studies, testimonials) ▪ Sales portals ▪ Proposal support/automation/hotline ▪ Customer briefing centers ▪ Training <p>Sales enablement encompasses all these activities delivered to and for the direct sales force, business development, partners/practitioners, channel partners, and strategic alliances.</p>
Alliance Management	<p>Processes and programs to facilitate business to business cooperation to achieve a common goal (such as joint marketing, offering development, sales/distribution, and project funding) while minimizing risk, including:</p> <ul style="list-style-type: none"> ▪ Alliance objectives and business plans ▪ Search criteria ▪ Alternative evaluation ▪ Negotiation ▪ Ongoing relationship management ▪ Termination <p>Alliances can range from information business relationships based on a simple contract, to complex joint ventures. They can be horizontal (between two services providers) or vertical (between a services provider and a client), and global or local.</p>