

# **B2B Marketing Organization Chart Look Book**



# What makes a modern marketing organization?

Marketing leaders need to orient their teams to meet the challenges of today's competitive, digital environment by addressing these three market forces:

- Market Force #1: Revenue Accountability
- Market Force #2: Customer Centricity
- Market Force #3: Digital Transformation

These forces shape nine characteristics for modern, **revenue marketing** organizations:

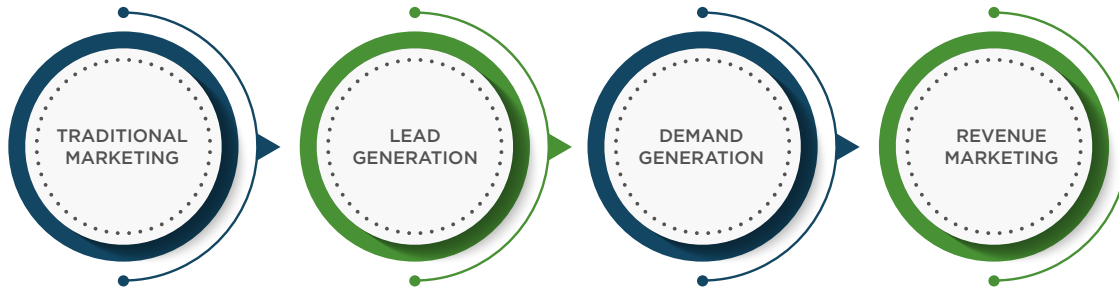
## DEFINITION OF REVENUE MARKETING™

Transforming marketing from a cost center to a repeatable, predictable and scalable (RPS) revenue machine through digital transformation and the acceleration of customer centricity.

Revenue Accountability ...as the Result	Customer Centricity ...as the Accelerant	Digital Transformation ...as the Foundation
1. Revenue Marketers... Are a revenue partner	4. Revenue Marketers... Take a holistic view of the customer journey	7. Revenue Marketers... Lead digital transformation
2. Revenue Marketers... Understand/participate in the sales process	5. Revenue Marketers... Are a customer authority	8. Revenue Marketers... Have a strategic marketing operations organization
3. Revenue Marketers... Have a quota	6. Revenue Marketers... Have a customer-centric MarTech stack	9. Revenue Marketers... Make data-driven decisions

So, how do you mold these characteristics into a tangible team structure? With intention and planning, but it doesn't happen overnight. In fact, we have modeled a journey that organizations experience to reach the pinnacle of a repeatable, predictable and scalable revenue team called the Revenue Marketing Journey:

## The Revenue Marketing™ Journey



## Show me the charts!

Let's get into the actual charts. In this visual guide, we have pulled real-world modern marketing team charts that are representative of small, agile teams to global enterprises.

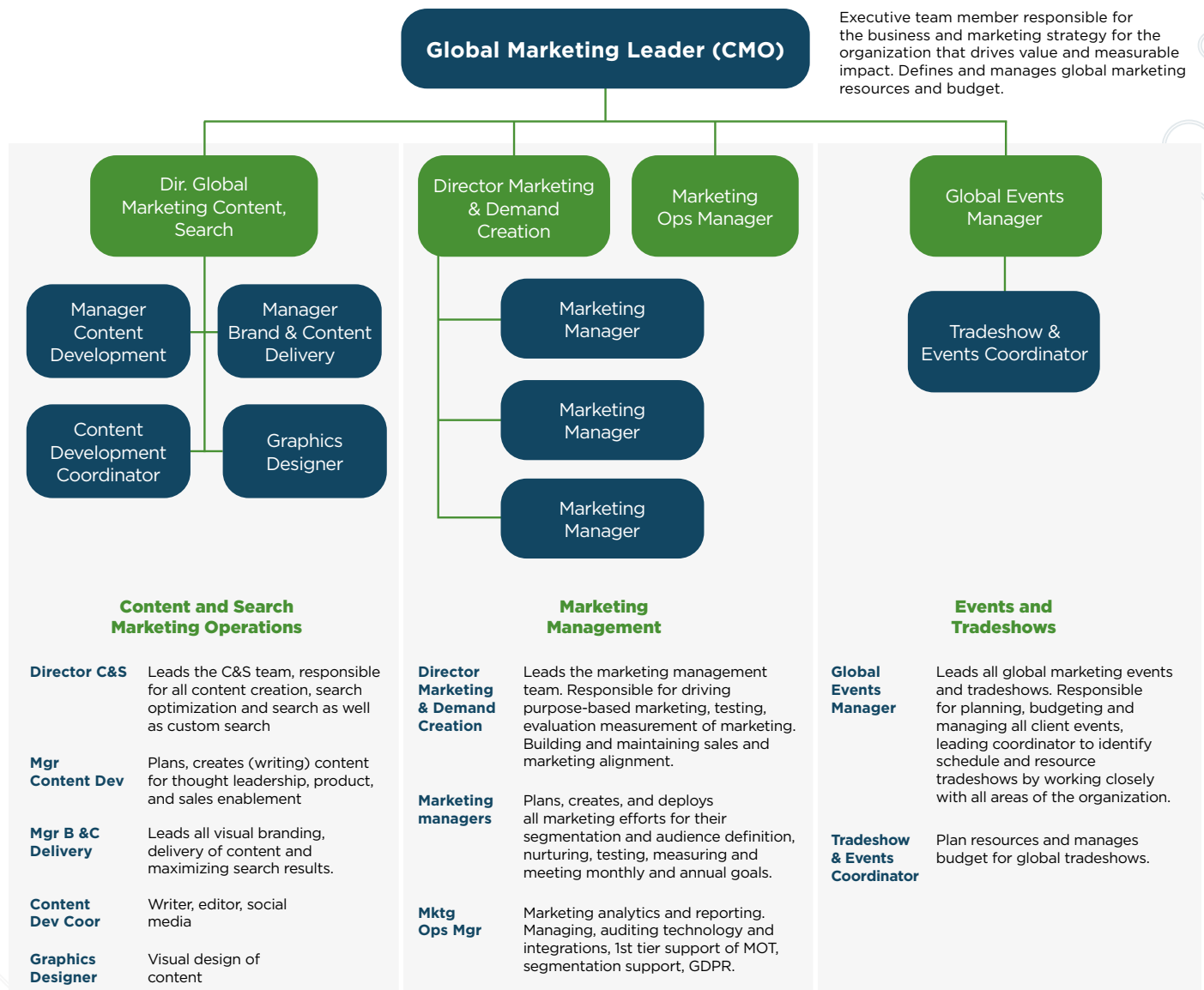
Each org chart will highlight different features that pertain to meeting the market forces above. We hope these inspire you to create a modern marketing team that transforms your marketing into a repeatable, predictable and scalable revenue generating machine.

# Org Example Chart #1: Functional

- Organizational Size: Mid-Level; \$100M - \$500M
- Centralized? Yes
- Revenue Maturity Level: Demand Generation

This organizational chart is divided into three functions – content and search, marketing management and events. Lead by a singular CMO with director reports, these three branches combine to run campaigns. This structure is optimal for an organization who is looking to create a demand generation and marketing operations function, however, has not fully invested transforming to a customer-centric model.

If most of your leads stem from inbound and events investment, this model is also an optimal start. Look at this organizational model as transitional as all channels must coordinate together for competitive customer acquisition in the digital landscape.

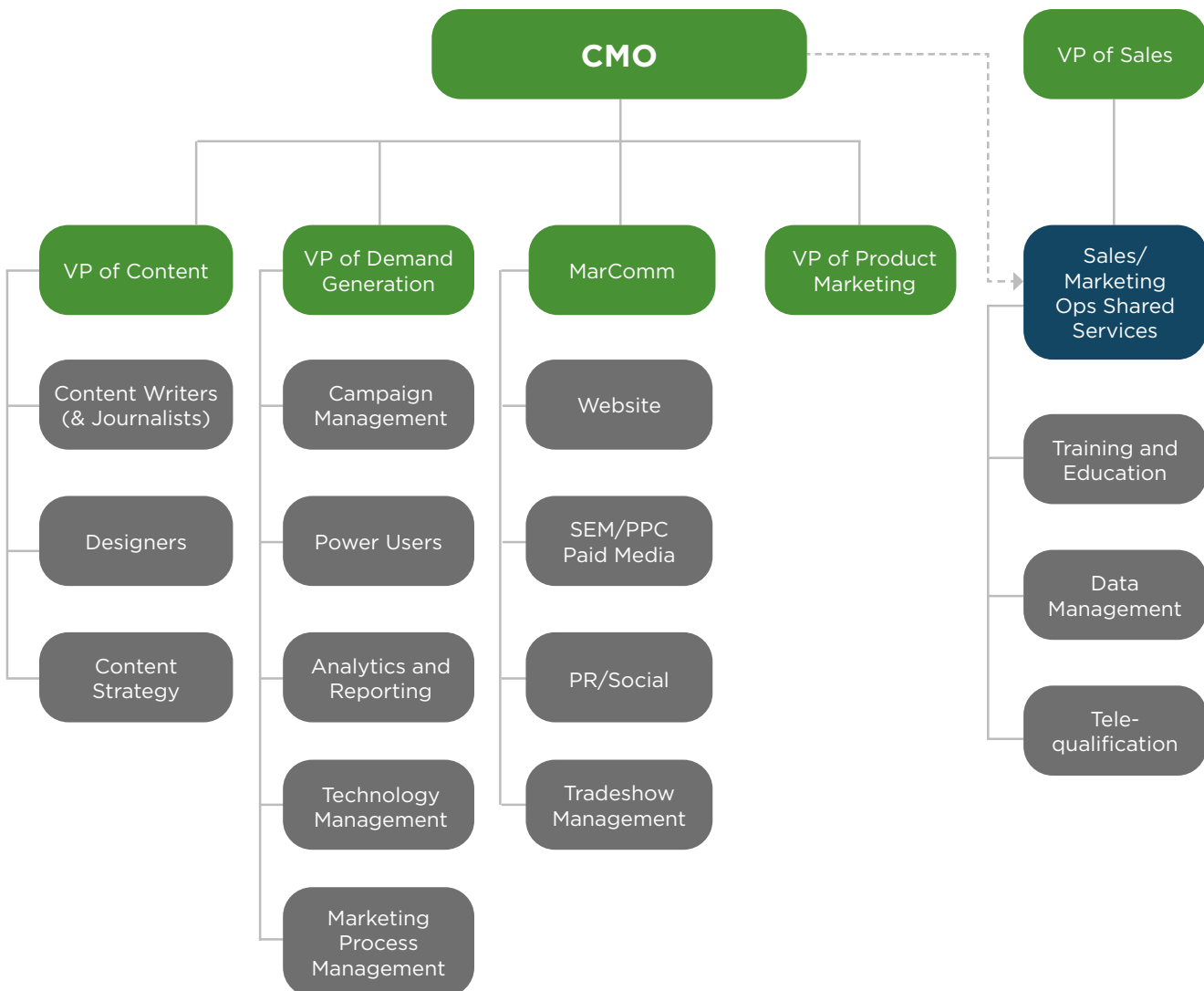


# Org Example Chart #2: Variation Functional

- Organizational Size: Enterprise; \$500M+
- Centralized? Yes
- Revenue Maturity Level: Demand Generation

This organizational chart is an expansion of example number one. This team is divided into five divisions, separating demand generation from marketing operations as well as elevating division leaders to vice presidents.

The search and content team has now been upgraded to the digital and content team. This is key as we now recognize that search is not the only portion of digital. We begin to weave in the concept of digital as a driving factor with the demand generation team dedicated to multi-channel campaigns.



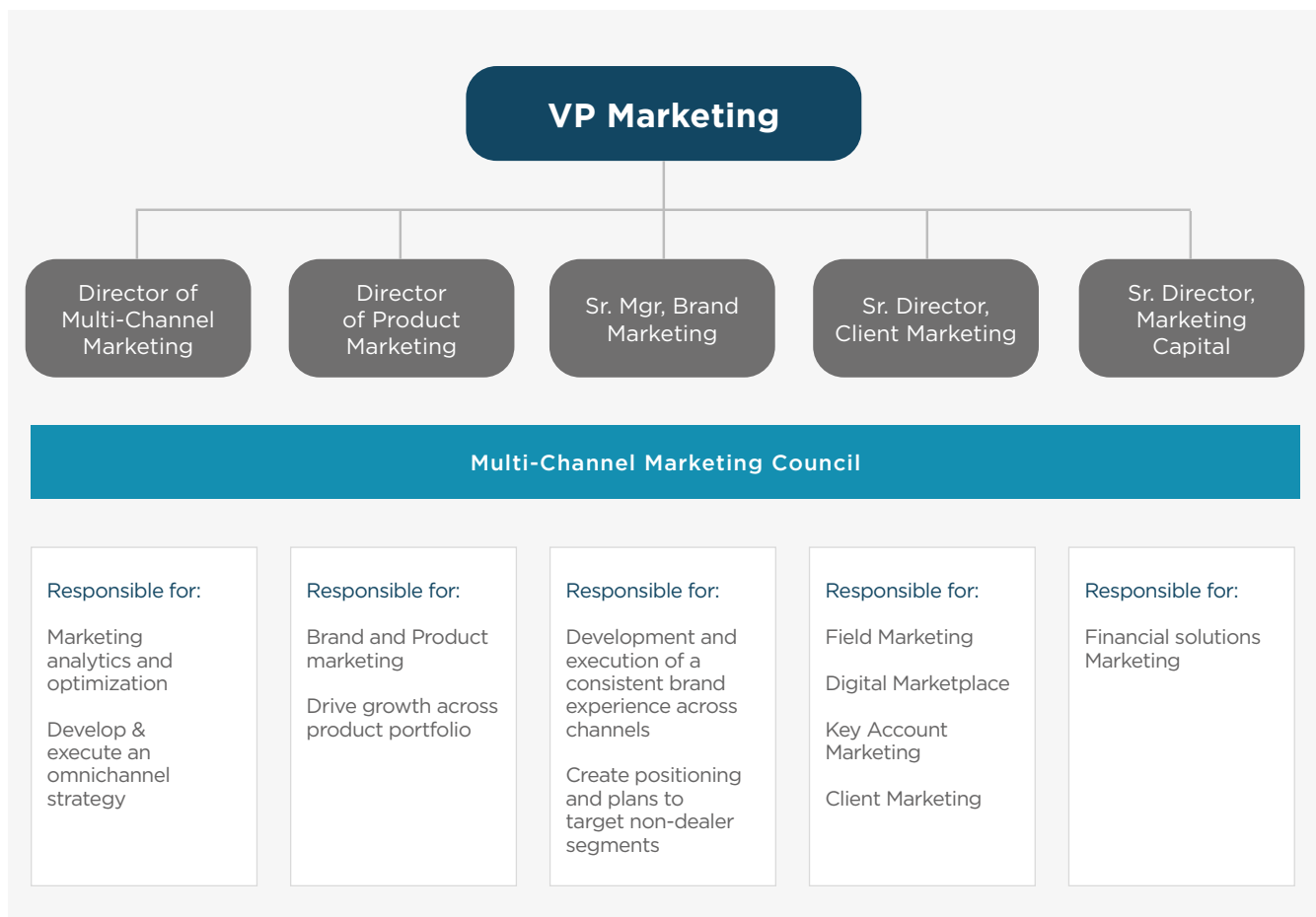
# Org Example Chart #3: Multi-Channel Council

- Organizational Size: Enterprise; \$500M+
- Centralized? Yes
- Revenue Maturity Level: Early Lead Generation

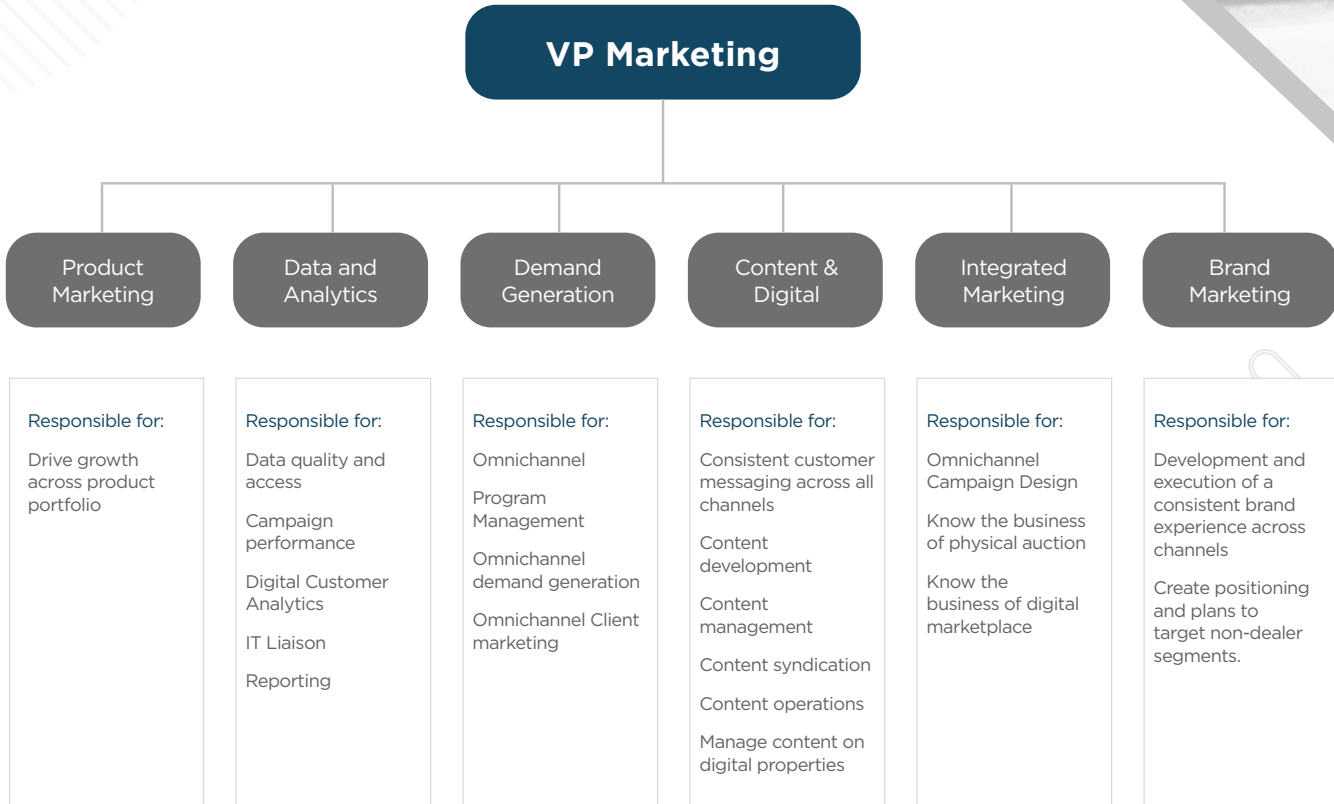
Change is difficult, especially when applied to people, roles and responsibilities. Understanding the tolerance of change at your organization is key to introducing a new marketing structure that will be well received. We've seen marketing leaders take interim steps towards a customer-centric organizational chart by implementing a multi-channel council.

This council is made up of current and newly proposed marketing leaders who work as a change management team for the rest of the marketing organization. As the marketing team demonstrates more and more business impact, the council is needed less, paving the path for a full customer-centric organizational structure.

## Step 1



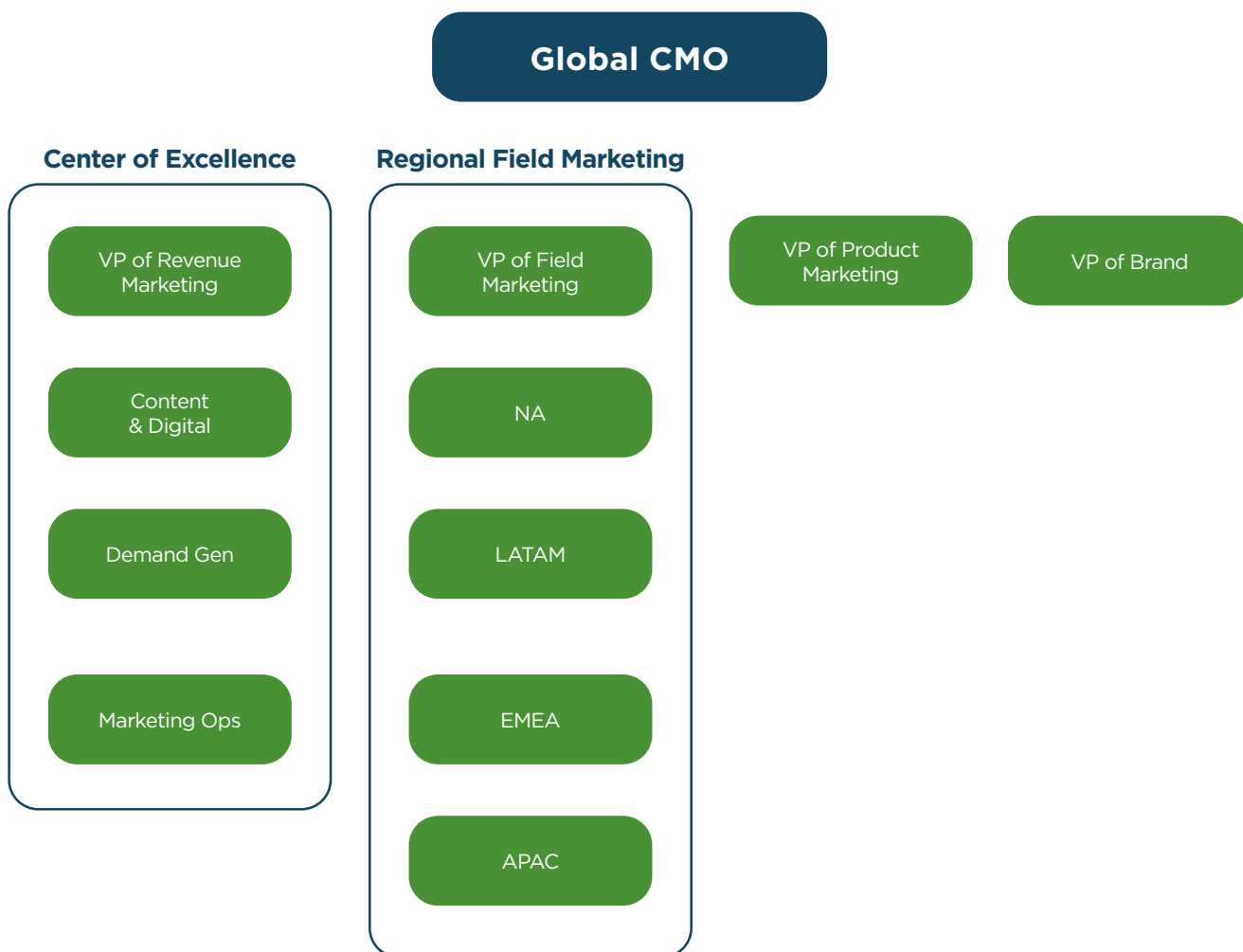
## Step 2



# Org Example Chart #4: Center of Excellence + Regions

- Organizational Size: Enterprise; \$500M+
- Centralized? Yes
- Revenue Maturity Level: Revenue Marketing

Global organizations need localization for successful customer engagement, but 100% customization across each region is not scalable. In this model, we see a balance of the two. With a centralized center of excellence (COE), this organization is able to create global campaigns that field marketing can customize for their regions. This enables field marketing to focus on honing the message for their target market. Ideally, campaigns generated from the COE are close to 75% complete with 25% room for localization. Instead of just focusing on a straight translation from region to region, field marketers can now spend time highlighting the appropriate message points for their target audience.



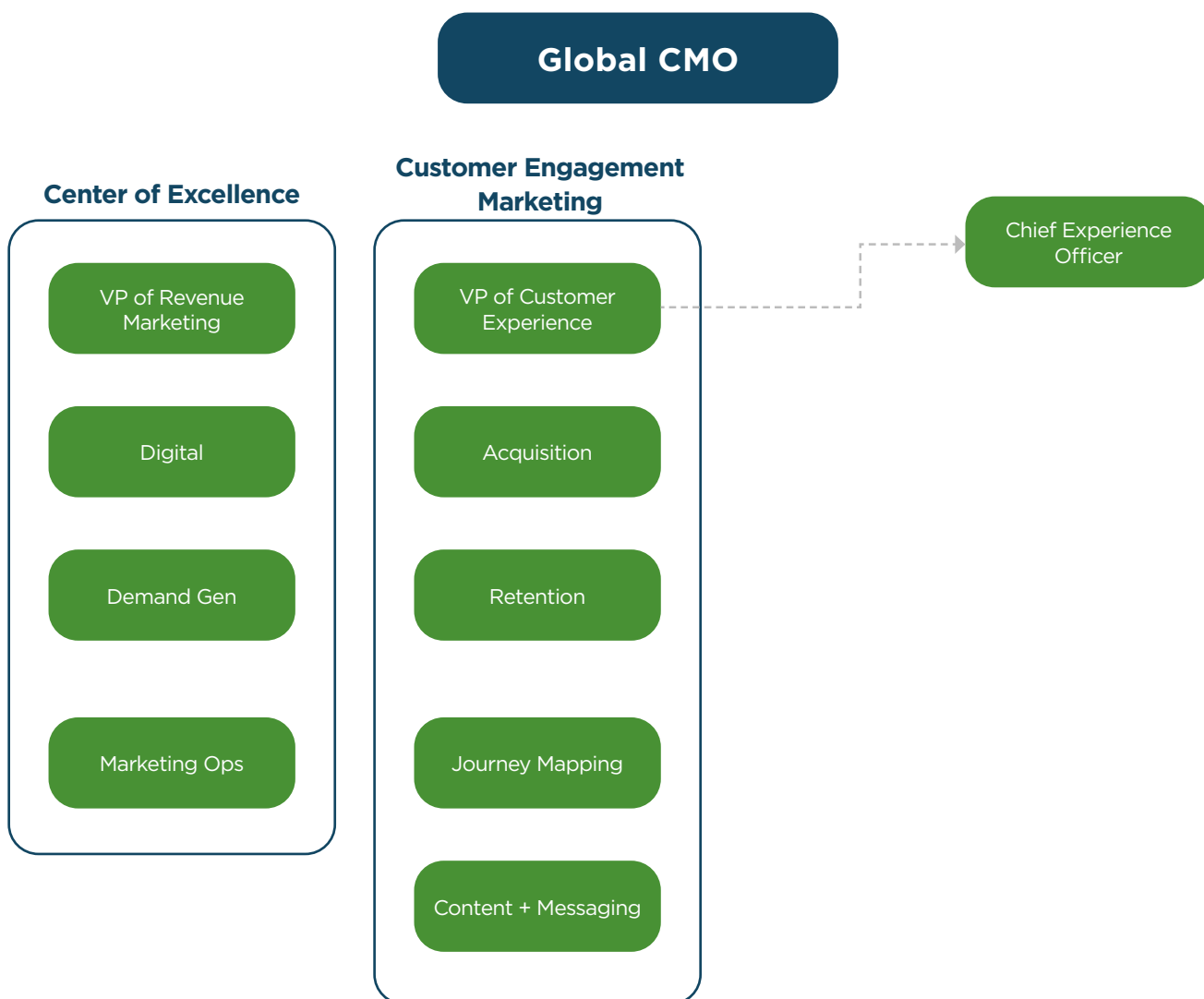


# Org Example Chart #5: Customer-Centric Teams

- Organizational Size: Enterprise; \$500M+
- Centralized? Yes
- Revenue Maturity Level: Revenue Marketing

A newer trend among modern marketing organizations is creating roles that center around the customer. These roles should not be confused with customer success or customer support. Your marketing customer experience team will focus on both acquisition and retention campaigns. This marketing organization will be customer-centric including, the revenue marketing COE as well.

In addition, this team will work cross-functionally with the customer experience team, sales team, and customer success teams to create the most accurate view of the customer across all portions of the buying journey.

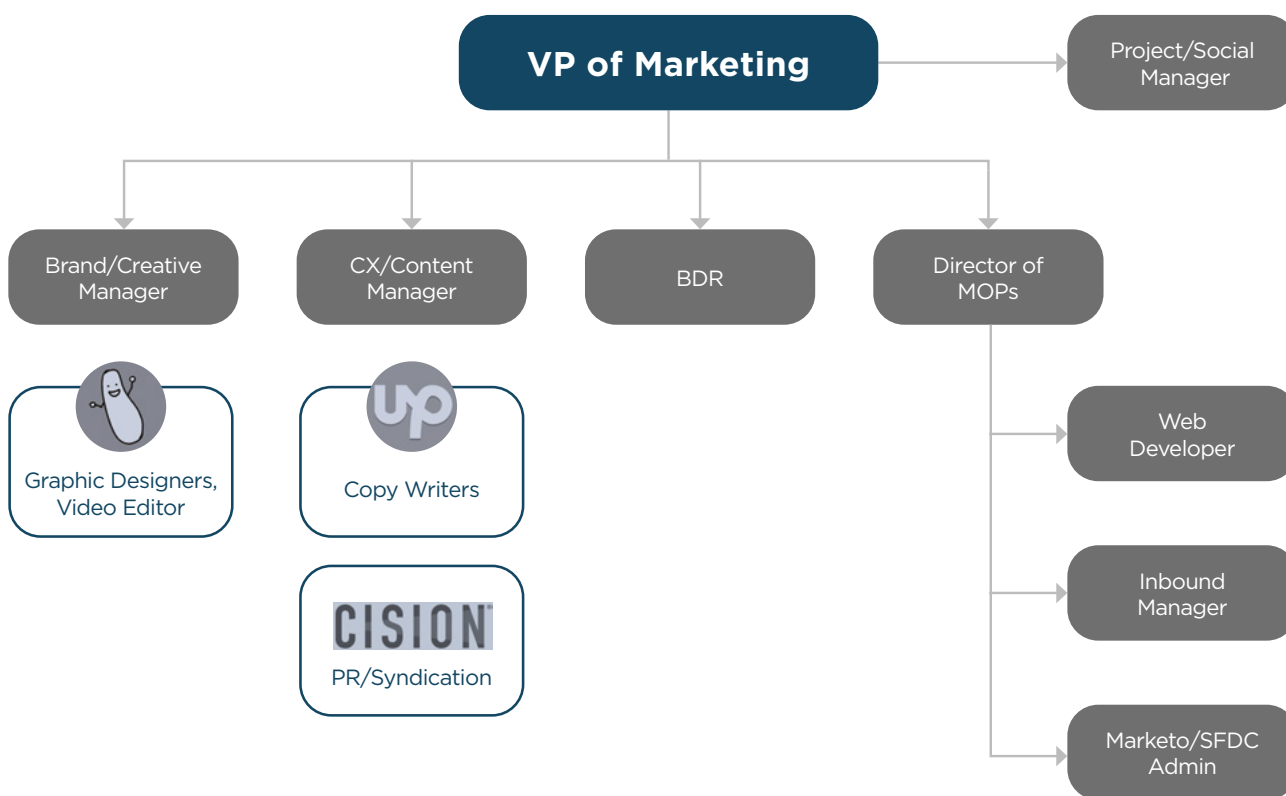


# Org Example Chart #6: SMB Marketing Orgs

- Organizational Size: SMB \$20M –\$100M
- Centralized? Yes
- Revenue Maturity Level: Demand Generation

Smaller marketing teams at SMB organizations have the catch-22 of the advantage of agility and the disadvantage of scale. No matter your size, your team can exponentially impact revenue with the right structure and talent.

Strategic use of contractors for outsourcing graphics, copywriting and PR make way for you to hire the demand generation talent that is much harder to find in the marketplace. Focus on revenue marketing, goal-oriented talent and outsource commoditized tasks to optimize your team.

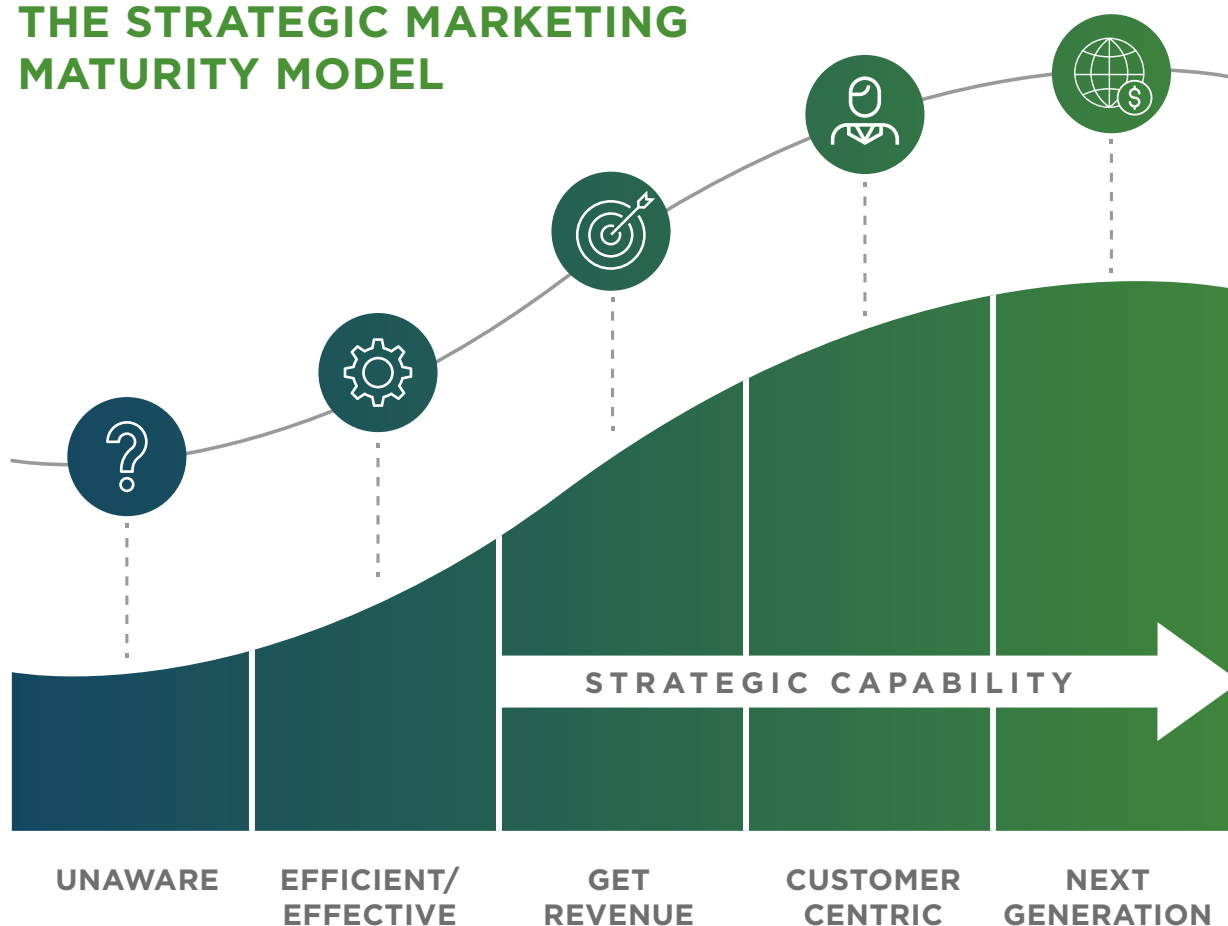


## Let's get technical...

The next few slides dive into the makeup of operational branches of marketing organizations. These teams improve the efficiency and effectiveness of marketing in terms of people, process, technology, and data to achieve stated goals. But that's just the beginning. When structured with the right roles and lead by the right talent, these teams can turn marketing into a revenue and growth engine.

Some larger organizations have had centralized marketing operations for 10+ years, while others, usually smaller organizations, have either had the functions decentralized in marketing or they appointed a single manager or director to the role, with no direct reports. Based on this, we have seen these teams walk through a maturity model as outlined below:

### THE STRATEGIC MARKETING MATURITY MODEL

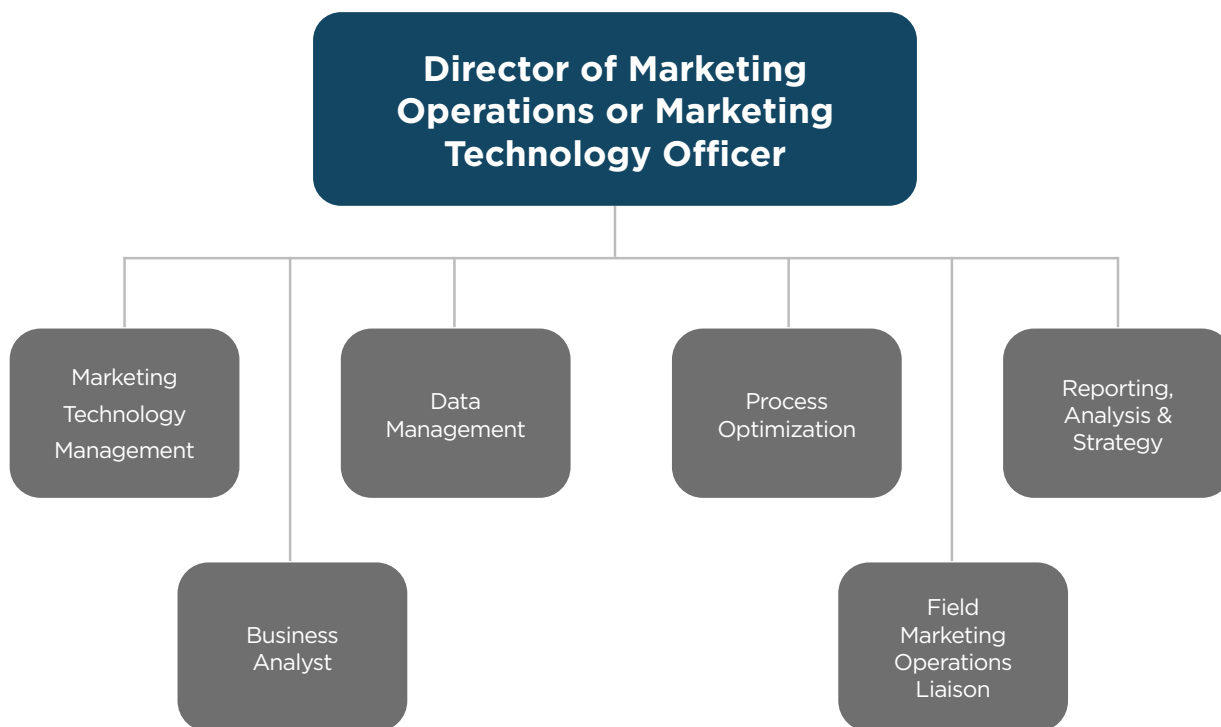


## Org Example Chart #7: Marketing Operations COE

At its core, marketing operations is a team of people skilled in marketing technology; Software as a Service (SaaS); data management; vendor management; process innovation and optimization; and metrics, reporting and analysis. They provide the infrastructure, processes and reporting that power the revenue marketing.

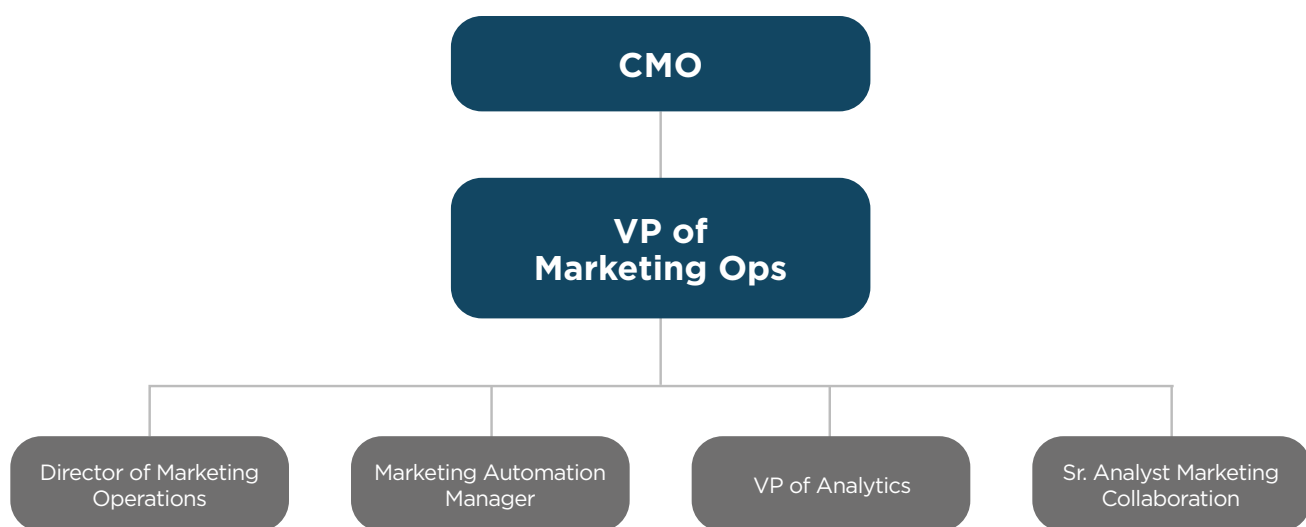
Initially, MO may be a decentralized set of reactive responsibilities for technologies and perhaps metrics, but ideally you want this to be a centralized function as shown above. A centralized team has the source of data and insights for leadership decision making, the focus of customer experience information, and the basis for marketing productivity, agility and accountability.

### Marketing Operations Center



## Org Example Chart #8: From Effective to Customer Centric on the MO maturity model

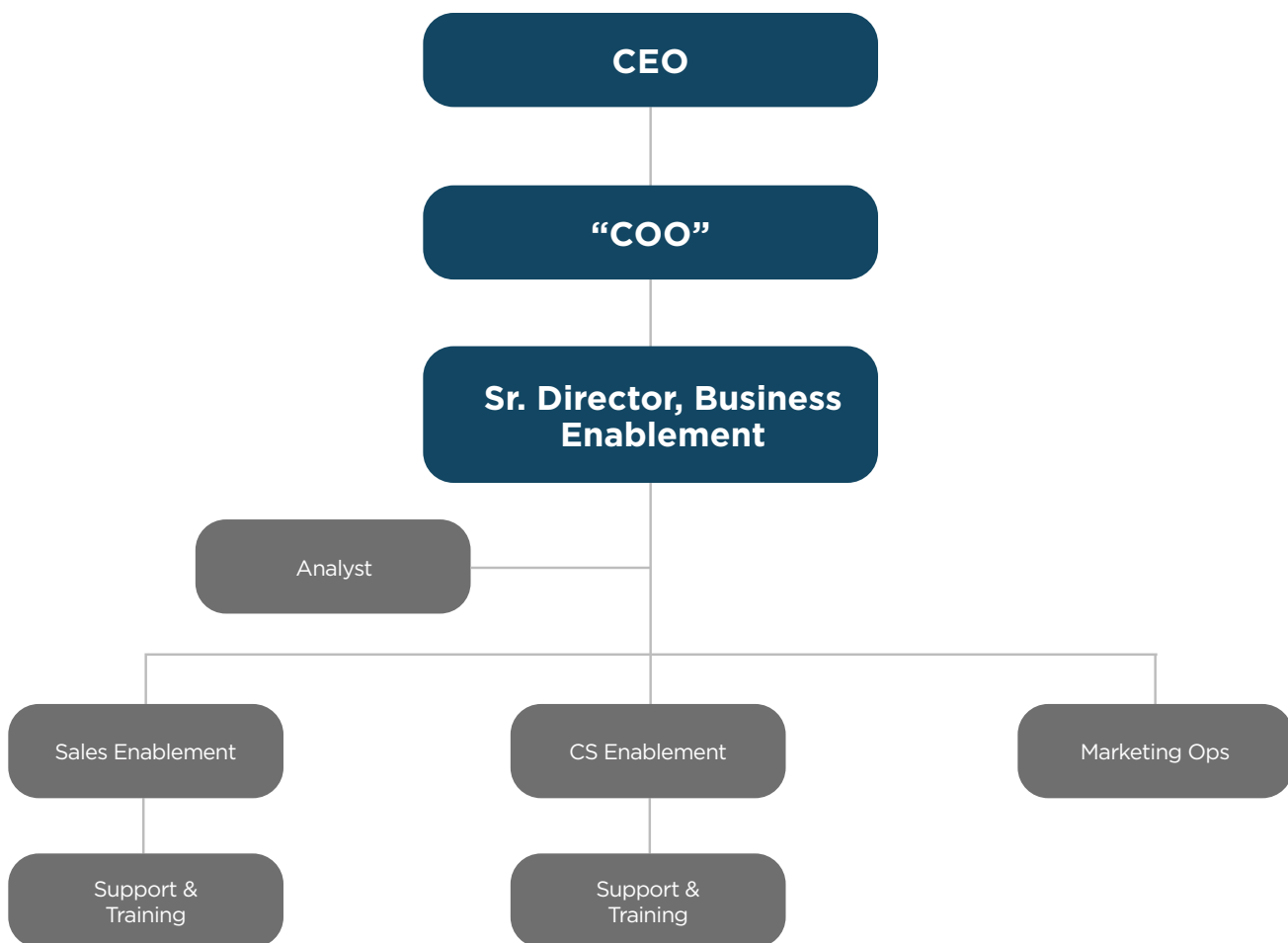
This example is simplified from the COE in example #7. This is a maturing team who has begun to centralize with the intent to become more customer centric. Note how there is an executive role of analytics – this is to tie all customer data points into a single view of the customer for all functions in the business. Team members work as collaborators across functions to ensure the exchange of customer data aids the customer journey across all touch points.



## Org Example Chart #9: From Customer-Centric to Next Gen on the MO maturity model

This marketing operations chart is in a more mature stage because it combines operations and data as it relates to customer facing activities. The business enablement function is responsible for providing tech, training, messaging/content, analytics, and support to sales, customer success and marketing.

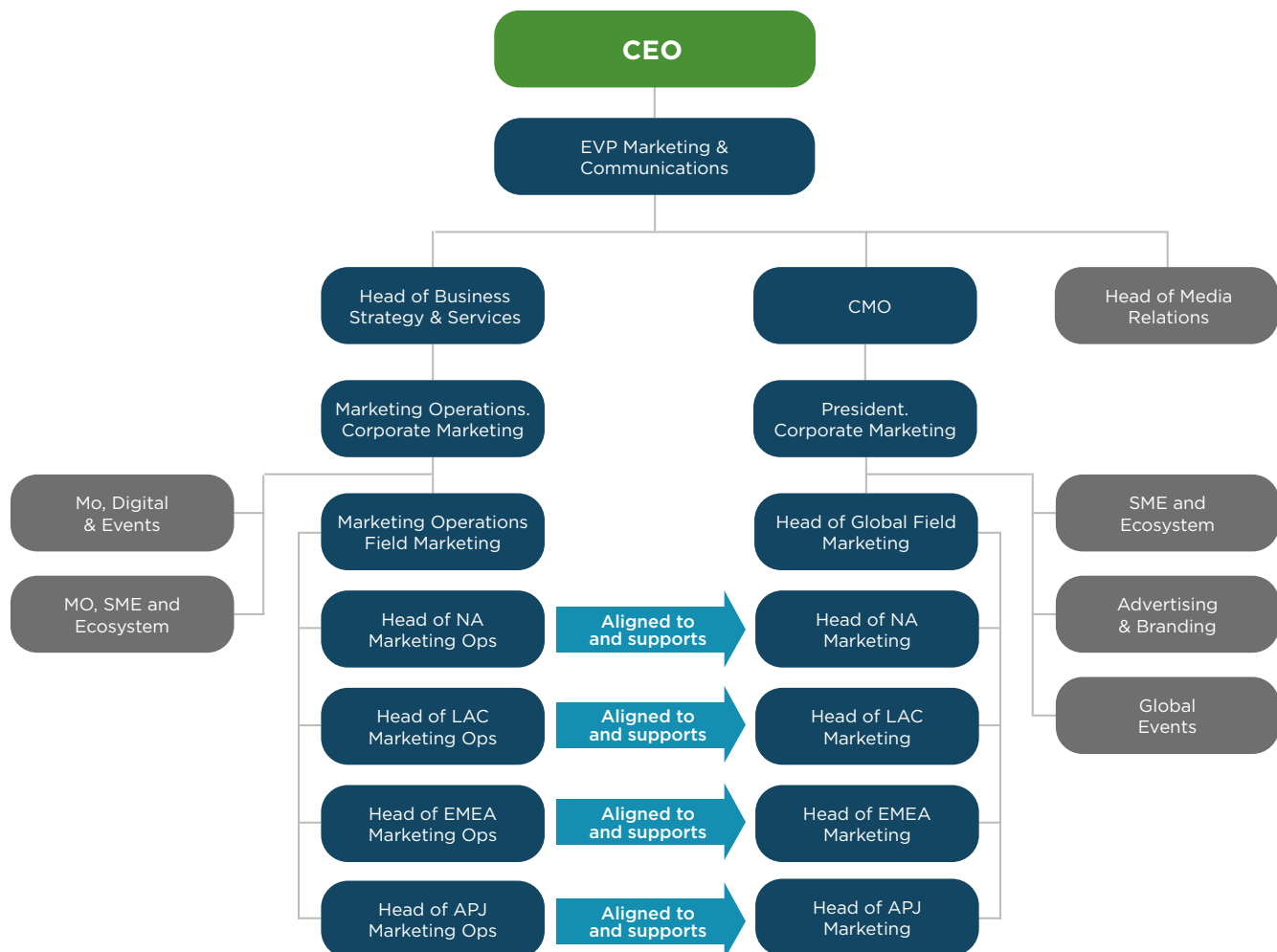
The SVP of Market Adoption is like a COO role that oversees all customer facing functions in the business. This is effective because they do not report to a single function within the business, so the data is analyzed more objectively.



# Org Example Chart #10: Pairing Marketing Managers with Marketing Operations Managers

In this org, we see the best practice of centralizing both marketing operations and regional field marketing per region. This structure allows for both scale and localizations for campaigns, content, and data processes. What is unique here is the alignment of marketing operations manager to field marketing manager. Each partner from marketing operations helps field marketing overcome the challenge of localizing corporate materials and initiatives while still staying compliant to data and system governance. By combining field marketing and marketing operations, this structure inherently expedites business requirements to the technical team – which then leads to more effective campaigns, better understanding of customers and revenue growth.

## Marketing Operations Organizational Set-Up

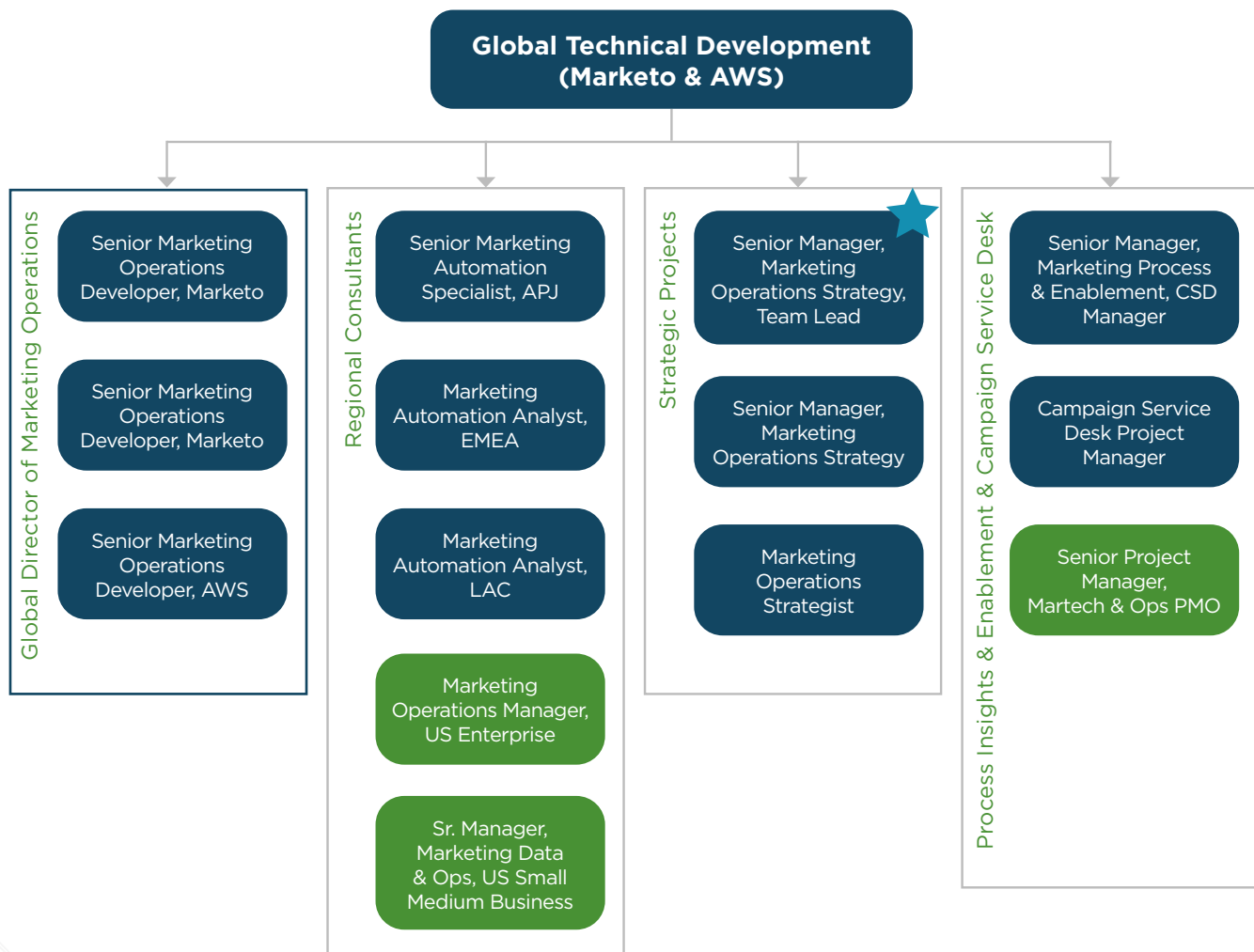


# Org Example Chart #11: Strategic projects and campaign service desk

Marketing operations tends to initially focus on marketing automation and CRM processes and data flow. These technologies make the foundation for a revenue marketing organization. As the marketing operations team expands, they learn quickly that being seen as the “button pushers” is a detriment to performance.

In this model, we see two branches that directly address a reactionary environment and transform into a proactive, strategic team. The branches of strategic projects and campaign services desk separate the day-to-day technical tasks from the business decisions needed to grow marketing. For example, the campaign service desk can intake multiple campaigns for all regions or business units and use those intake requests to prioritize campaigns and “traffic cop” campaigns to avoid inconsistent messaging or campaign exhaustion to a singular list. The strategic projects division can focus on longer-term initiatives independently. These projects may include customer data analysis and insights, MarTech stack optimization or digital transformation initiatives.

## MAPS/Marketing Automation, Process & Strategy



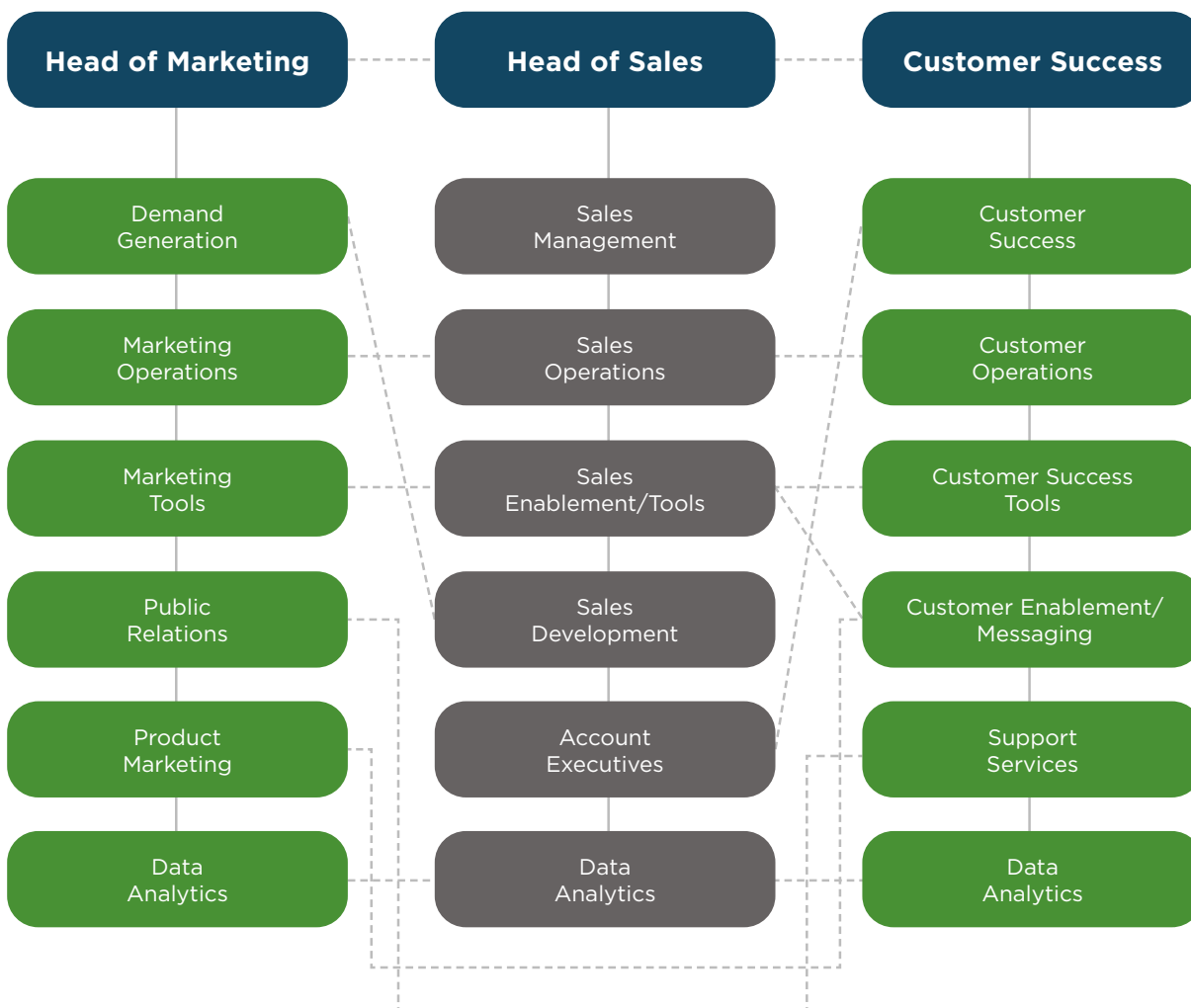


# Org Example Chart #12: Revenue Operations

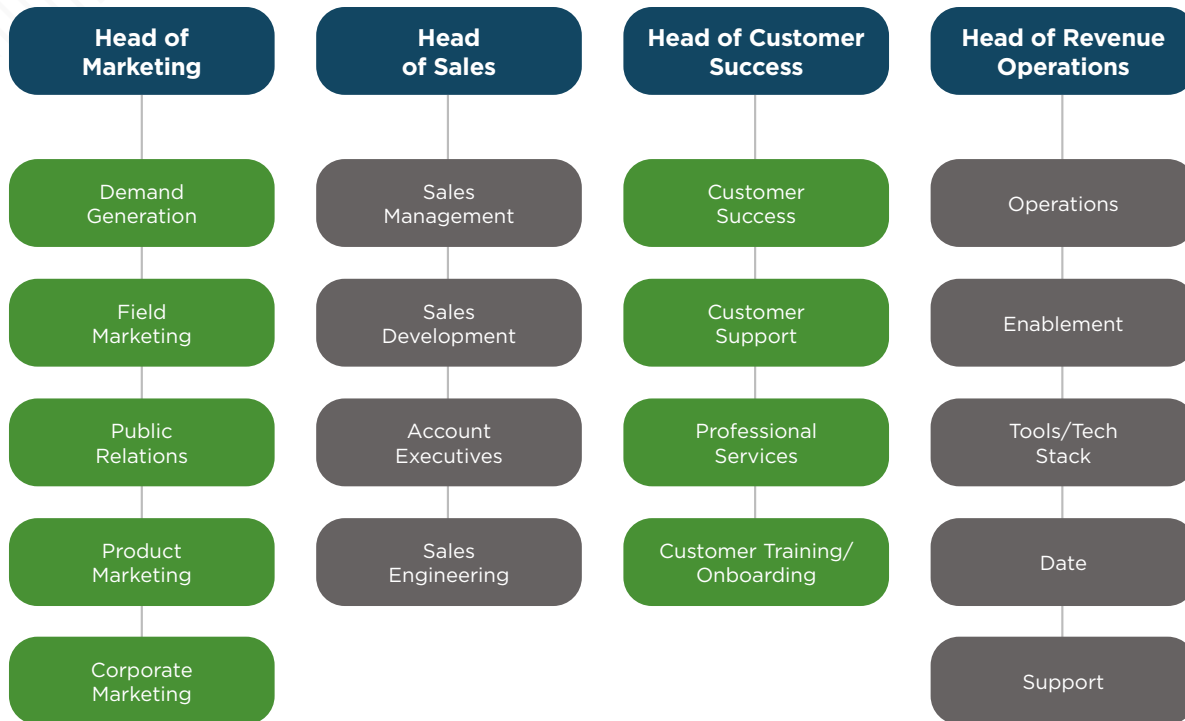
To this point we have been looking solely at marketing-based organizational structures. Some organizations are taking a more united approach to strategically leveraging people, process, data, and technology. The marketing team is not the only function that needs operations, analytics, data etc. This is where revenue operations come into play.

Revenue Operations lives at the intersection of Sales, Marketing, and Customer Success. It is responsible for creating a customer-centric and holistic approach for acquiring and retaining customers. In this organization's first organizational chart, you can see how the dotted lines between functions is complex, causing siloes and break downs in data transparency. Moving to a revenue operations structure breaks down those siloes and makes way for more efficiency from strategy to execution.

## From This



# To This



Marketing leaders have more opportunity than ever to transform marketing from a cost center to a revenue center. A first step to this transformation lies within your team. From global, matrixed behemoths to agile start-ups, every organizational structure needs to address these three challenges:

1. The need to build a world-class digital foundation
2. The need to be accountable for revenue
3. The need to accelerate revenue with customer centricity



### Author Bio - Dr. Debbie Qaqish

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Dr. Debbie's superpower is connecting with her audience so they leave motivated, inspired and ready for change. She has delivered keynotes and workshops at conferences and for global marketing organizations, bringing her authentic and energizing style along with 30+ years of practical experience to every engagement.

Her passion is guiding marketing organizations to transform from cost centers to customer-centric, revenue machines. She calls this Revenue Marketing and in 2013 published her first award-winning book *-Rise of The Revenue Marketer*. Dr. Debbie is a prolific author and pioneering voice in the market, with over 100 articles to her credit.

In 2021 she published her second book, *From Backroom to Boardroom: Earn Your Seat With Strategic Marketing Operations* that has received praise from marketing operations leaders.

Dr. Debbie is a partner and Chief Strategy Officer at The Pedowitz Group. She earned her doctorate in 2018 after completing research on how the B2B CMO adopts financial accountability.

## About The Pedowitz Group

Founded in 2007, The Pedowitz Group (TPG) is an innovative consulting group laser-focused on a single goal: to change how companies grow revenue in a digital world. We do this with a world-class team of consultants who blend strategy, technology and execution expertise together to engineer digital revenue. For more information about TPG, visit [www.pedowitzgroup.com](https://www.pedowitzgroup.com) or check out our [trending topics page](#) for the latest and greatest content for revenue marketers.