



M·O·C·C·A

General Update February 24, 2009

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Business Development Chair



MOCCA Mission

- Foster a community for sharing practical experience
- Encourage the professional development of Marketing Operations practitioners
- Develop the Marketing Operations professional

Upcoming Meetings

■ May 13-15, 2009

Sirius Decisions Summit 2009



Leaders and Lessons Learned

Fairmont Scottsdale Resort, Scottsdale, Arizona

■ June 3, 2009

Marketing Metrics & KPIs

Wednesday, June 3, 2009, 3:00 – 6:00 pm

Albertus Conference, West Tower

Adobe Systems Incorporated

345 Park Avenue

San Jose, CA 95110-2704 USA



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Marketing Operations
Organizational Structure and
Professional Profile
Survey Findings



Survey Objective

Identify trends and provide directional information about the marketing operations organizations participating in MOCCA including structure, roles, staffing, budget and other insights.

Summary

- Most organizations report to the top marketing leader in the company (no change from 2006 survey)
- Since 2006 survey, there are more - 50% - established MO orgs (1 - 5 years) with varied focus areas.
 - Some focus areas are consistent: Measurement/dashboard and Planning
 - Other focus areas becoming more important: budget management
- Expect staffing and budgets to remain flat to decrease in the next 12 months
- Responders have varied background and value those with general marketing experience, project management and analytic skills.

Organization/Structure

- **Q: How many total employees in your Marketing Operations organization?**
 - 64% of the Marketing Operations teams have 10 or less
- **Q: Where in the organization does the Marketing Operations report?**
 - 66% to a centralized or corporate marketing group
 - 83% reporting to the most senior marketing leader (e.g. CMO, SVP or GM)
- **Q: How is the organization structured?**
 - 31% are a single, centralized org
 - 37% in a decentralized org
 - 31% in a blended centralized/decentralized structure

Organization/Focus Areas

- **Q: What is the name of your organization?**
 - Most of the org names refer to Operations
 - Several included Planning and Research

- **Q: What is the focus of your organization?**
 - The top three focus areas are:
 - marketing dashboard/reporting,
 - business process improvements,
 - planning

 - Budget and lead management closely following ■

Staffing/Budget

- **Q: How many total employees in your Marketing organization?**
 - 0 – 25 29%
 - 26 - 75 11%
 - 76 – 100 17%
 - Over 100 43%
- **Q: How many total employees in your Marketing Operations organization?**
 - 64% of the Marketing Operations teams have 10 or less
- **Q: Do you expect your MO staffing levels to change in the next 12 months?**
 - 66% expect it to stay flat or decrease.
- **Q: What % is marketing operations budget of the overall marketing budget?**
 - 44% at 1% or less
 - 31% at 2 - 4%
- **Q: Do you expect your budget to change in the next 12 months?**
 - 24% of the organizations expect their budgets to increase; 24% expect it to decrease; 52% expect budget to stay flat.

Marketing Operations ▪ Professional Profile

- **Q: What are the key skills or professional experience you look for in marketing operations professionals?**
 - Top three are general marketing, analytic skills, and project management skills
 - Next three are IT, change management and lead management experience
- **Q: What is your background?**
 - We have diverse backgrounds with many having a campaign/program management background
- **Q: What is your education level?**
 - Over 30% of responders have a graduate level education with 11% special certification (e.g. PMP)
- **Q: In what function will be your next role be?**
 - 31% of responders expect to remain in the Marketing Operations area

Other Observations

- **Survey responders were primarily from either:**
 - Small 20% (less than \$100M) and 20 or fewer marketing employees
 - Significantly larger 58% organizations (1B or more) with 43% with 100 or more marketing employees
- **50% of the responders having had a Marketing Operations organization between 1 - 5 years**

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IDC CMO Advisory Group
- Seth Fishbein
- Michael Gerard

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Career Development Panel

Moderator – Sheryl Root

- Joe Schwartz, WebEx
- Jack Androvich, Autodesk
- Jennifer Pockell-Wilson, Polycom
- Seth Berman, Blue Shield
- Chris Ewert, Adobe