

# Implementing an Integrated Marketing Plan

Maximizing Resources – Internal & External

Kurt Gross



[thestrategyranch.com](http://thestrategyranch.com)

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# For a chance at credibility... you need some context

- 21 years of ad agency experience
- work/partner with other agencies
- agency peer groups
- leading consultants in the ad industry

# Resources

- Human
- Time
- Financial
- Tools (hardware, software, process)

# Human Resources

- Vendors (ad agencies, printers, photographers)
- Partners (someone with “skin in the game”)
- Freelancers
- Media outlets

# Changing Relationships with Ad Agencies

- Fewer and fewer AOR (Agency of Record) relationships
- CMO's have given up on one-stop shop or concept of

**“One Throat to Choke!”**

- CMO's want:
  - specialization
  - accountability
  - strategy
  - proven tactics
  - to be pushed to think differently
  - to be challenged – in a good way

# Typical Agency Relationship Cycle

1. The pitch
2. Honeymoon
3. The grace period
4. The mistake
5. The rocky road
6. The order taker
7. It's not you...It's me.  
We should date other people.

“There’s a reluctance to say the term ‘AOR’ because clients want to have something like an open-marriage relationship.”

– Deutsch CMO Michael Goldberg  
*Adweek*

Fortune 500 companies on  
average employ **17** different agencies.

*- Adweek*



**“The vast majority of clients feel that agencies are struggling to change their business model. Clients simply do not see traditional agencies as adjusting well in an era of rapid technological changes. In other words, traditional agencies are not investing in their own R&D.”**

**– Agency Consultant Avi Dan**

Google, Foursquare, and Facebook all have agency-like units that often have direct relationships with marketers.

# Evaluating your vendors

What is the attraction? Full-service or expert

Is there accountability and analytics to back it up

Solution provider vs. order taker

Strategy vs. execution

Do they make you smarter and make you think?

Do you feel like you're babysitting?

# Why not change the agency relationship if you're not happy?

- Out of your control
- Your agency handles your entire national/  
regional network
- Agency relationship with Board member or other  
executives
- Too big of a hassle (RFP... blah, blah, blah)

# Why Transition More In-house?

- Realize potential of opportunity costs
- Do better work (CMO and agency)
- Free agencies to do more of what makes them *great*
- Deep expertise of your business
- Deep expertise of your brand/culture
- First-hand consumer insights and emotion
- It will allow the CMO time to think

# Why Not Transition More In-house?

- More time managing people (1.5 hrs/per person/per mo.)
- Physical limitations (space resource)
- Limited talent pool
- FTE avoidance

# What should you rely on outside help for?

- Strategy from experts
- Over-arching brand/message development  
*(CMO directs with key insights and emotional connection)*
- Service line marketing (initial concepts)
- Crisis management
- Social media strategy consultation
- Web development
- Logo development
- Media buying (smaller markets)

# What should you bring in-house?

- Social media (*unethical if outsourced*)
- Public relations
- Strong copywriting presence (content)
- Production artwork
- CRM Component

First hire should be a Project Coordinator

- They must be able to DO things, not just *help* CMO do things.
- They will act as the Air Traffic Controller for the dept.
- They will give the CMO time to *think* and *strategize*



# Main Takeaways

- CMO should utilize vendors for their strengths
- CMO should direct agency with
  - Key insights
  - Emotional connections
- Project Coordinator should manage tasks allowing CMO to develop strategies

## 6 Questions for your vendors

- Of all the services/products your company provides, which do you feel you do better than anyone else?  
*(Do they have an idea of who they are)*
- Where do you feel your company makes a difference for our organization?  
*(Do they take ownership? Do they show passion?)*
- What types of projects/services do you provide for our organization that you wish you didn't have to do?  
*(Can they be honest?)*

## Questions for your vendors *cont.*

- What resources or information could I provide that would allow us to work better together?  
*(Are they open to your insights?)*
- Is our work challenging for your company?  
*(Are their employees engaged in your work?)*
- If I had additional funds to allocate in marketing, what areas should I consider?  
*(Where do they see opportunities for growth?)*

Presentation can be found at:

[thestrategyranch.com](http://thestrategyranch.com)  
under “Insights” tab

