HOW MARKETING CAN DRIVE ORGANIZATIONAL CHANGE
TABLE OF CONTENTS
Click any section to jump to it.

INTRODUCTION

SECTION 1: CUSTOMER SERVICE

SECTION 2: TRAINING

SECTION 3: HUMAN RESOURCES

SECTION 4: FINANCE

SECTION 5: MANUFACTURING/PROJECT MANAGEMENT

SECTION 6: COMPANY CULTURE

CONCLUSION
INTRODUCTION:

Company silos are breaking down all over the place. Cross-departmental projects and collaboration is improving overall productivity and strengthening company culture. These large shifts in the way businesses operate impact how marketing works within a larger organization.

This interconnectedness extends to company systems, like your CRM tool. Your CRM database contains data and valuable intelligence about your leads, customers, and vendors from several departments including sales, marketing, billing, and customer service. Your CRM’s data combined with marketing’s inbound expertise offers every department opportunities to achieve internal goals — while delivering a consistent brand experience to your customers, prospects, vendors, partners, and employees.

Marketing already has the responsibility of defining and managing your company’s brand message and demand generation efforts. Why not take advantage of that portfolio to partner with other departments and help them understand how Marketing and its systems have more to offer beyond degenerating awareness and getting leads.

In this eBook, we break down six common company departments and provide you with some use cases how you can collaborate with them to achieve specific goals. In each section, we’ll share a typical goal that each department works towards, along with how you can mix your expertise with your client departments to achieve that goal. Then we’ll follow that up with a couple specific examples you can suggest or implement.
Providing an immediate positive, new customer experience sets the tone for the entire relationship. The faster and more effectively Customer Service can onboard new customers, the stronger their connection to your company will be. Reducing new customer onboarding time isn’t just an efficiency – it’s a leading metric towards higher customer retention.

You can assist Customer Service with achieving faster onboarding by creating strong content that educates new buyers quickly. Use the marketing principle of providing content that answers the questions the audience has, not what you want to tell them. **Put together targeted onboarding content that addresses the most pressing concerns of your different customers.** Leverage Customer Service’s expertise to uncover what is the most critical information to get to new customers ASAP. You both want customers to start using your product or service immediately, be happy with the experience, get so excited they start sharing this fabulous experience with your brand, and stay loyal to your brand. That’s your common ground.

Extend the value of your onboarding content by sharing with Sales to help them close deals. They can use it to resolve concerns people have about starting with a new product. At the same time, pick their brains for what onboarding concerns they hear from prospects to fill in any content gaps.
Since people buy for different reasons, make sure there’s an onboarding route that speaks to each priority. Go beyond the usual targeted “quick start” type guides and videos and look for additional resources that would be valued by different personas. Work with Customer Service to help the craft their different personas and compare them with the personas you’ve done in Marketing. Giving feedback to each other on these personas helps both departments “dial-in” the right personas for the company so you can the most relevant content and messages to help customers get what they need, when they need it, and where they expect to find it.

EXAMPLE: In addition to helping Customer Service create compelling, informative onboarding content, you can also share some social media best practices to help set up social media onboarding process. This might look like:

- Mutually share research, metrics, experience, and observations on which social media platforms customers use when learning how to best use your product or service. Which platform(s) do they use when they want to speak to someone for immediate help. What their expectations are in terms of response time.

- Create a social media welcome “campaign” that triggers for each new customer. It can start with an email in your “New Customer Welcome” series that shares all the company’s social media channels with a short description of what sort of content each focuses on, teaching which platform(s) are best for Customer Service questions. Include CTAs to follow the company on those channels. Craft a bank of social media posts that can drip out to new customers that point them to different features or provides a new tip, with a link back to your knowledge base.

- Write out a social media policy that clarifies who owns what channels or which types of inquiries (get Sales in on this discussion too!). Put together some social media optimized brand and image collateral that’s approved for them to use in their posts.
SECTION 2: TRAINING

Goal: Reduce employee churn by developing in-house talent.

Training in-house talent is a valuable strategy for a company to hold on to their best people and stay current with the needs of their industry. It also saves a ton of money.

The direct costs of recruiting and training a new employee can cost anywhere between 16% – 20% of the job’s annual salary for low and mid-level positions. These numbers don’t include the indirect costs of lost productivity as new employees need to catch up to the productivity levels of experienced employees, or the negative impact on customer relationships or employee morale.

Employees want to see their employers show them a clear career path. In one employee survey, nearly half said they’d leave for better career opportunities and most didn’t see their employers providing career advancement opportunities even though HR personnel thought they were.
Help Training to devise and market their training programs better. Fill both your company’s and employees’ need for skills training by making clear in promotional content and in the training itself what roles and growth opportunities the skills training provides.

Marketing can also assist in creating training materials that convey who the company is and its mission, with the intention of uniting everyone behind the company’s brand and purpose. Inspiring a sense of team camaraderie in service of a common goal is a necessary part of inspiring and keeping an engaged, loyal employee.

**EXAMPLE:**

- Help create on-demand skills training webinars
- Promote all training opportunities in internal communications
- Set up marketing automation to trigger an email whenever an employee checks out company training page, webinar library page. Integrate with HR ERP to use HR data to highlight the most relevant training options for them given their current career path
SECTION 3:
HUMAN RESOURCES

**Goal:** Attract the best talent to your company without paying high-priced recruiters.

A company’s brand is one of its strongest recruiting tools. Take advantage of your brand awareness best practices to help HR attract talent with your company’s mission and culture.

Help HR use these best practices to generate interest in your company as a great place to work by telling your brand story as an employee experiences it. Create content, with and about employees, that makes your company culture real to potential candidates. This content shares valuable information about what your company offers and expects from employees, which helps the right (and wrong) candidates self-select in or out of your recruitment pipeline.

Taking a brand awareness approach results in drawing out the passive job seekers – those not actively looking, but who are willing to make a move for the right opportunity. It also motivates candidates to contact HR even if there isn’t an open position. This way, HR isn’t always behind eight ball searching for talent. Instead, HR generates a database of employee “leads” they can contact when the need arises.
EXAMPLE: Research done by the Society for Human Resource Management found that 84% of organizations use social media to recruit talent. Here are some places marketing can provide its unique social media to attract talent:

Social media ad campaigns. Collaborate on segmentation such as by geography and education. Be aware of legal issues, but also make strategic use of each social media platform’s user base. Understand that Snapchat ads will likely be seen by younger demo, so perhaps that’s good for entry level positions whereas senior management is probably hanging out on Facebook, Twitter, and LinkedIn.

Researching keywords and hashtags used by different target recruitment audiences that HR can then turn around in its content to get your company found by them.

Promoting the company’s own branded, recruitment hashtag people can use to reach out to HR.

Running a campaign to promote your “company as an employer” brand awareness content, especially in case some reputation management is needed.

Promote specific job openings, as well as job fairs or events your HR team will be attending with links to job landing pages or “company as an employer” content on your website, so candidates come to your table informed.
No one likes having to chase down customers for payment. First, it’s just awkward. You like your customers. Second, it’s inefficient. A/R teams aren’t that big and have a lot of accounting to do. Instead, help them automate their collection processes and frame calls-to-action (CTA) that get issues resolved or avoided entirely.

Some accounting systems have automated email options, but if you integrate it with your marketing automation software, you can take advantage of all the workflow trigger criteria functionality and your expertise on setting up these workflows.

Example: Set up workflow criteria that trigger email series with marketing CTA best practices copy and brand consistent language for overdue, the massively overdue, or gentle reminders of upcoming due date for the current, yet-chronically overdue, failed CC transaction or bank transfer. Will also get valuable, current sales data into HS for Marketing and Sales to use as well.
SECTION 5: MANUFACTURING / PRODUCT MANAGEMENT

**Goal:** Improve your customers and vendor relationships by constantly delighting them with relevant, informative, brand-consistent communications that help them work better with you and improve their bottom line.

It’s so easy to overlook the final phase of the inbound methodology: Delight your customers. Ignore it at your peril. As marketers, you’re not on the frontlines dealing with customers and vendors, but you can bring that inbound perspective to your co-workers who are.

Everyone appreciates timely, relevant communications. You can use marketing’s role as owner of brand management and experts in automated communication workflows to help manufacturing, product management, and fulfillment communicate valuable, actionable information.

- **Email and text updates** samples for different events, e.g. annual product fairs, RFP announcements, order confirmation/updates/ expected delivery

- **Marketing-oriented material** (coming from one of these teams), that say what’s on the drawing board for new features/products from product management to relevant customer segments

- **Give vendors insight into upcoming plans** (product launch or forecasted demand increase) and how that will impact what you need from them; survey vendors to find out what info they’ll find most useful to best service your company
SECTION 6:
COMPANY CULTURE

**Goal:** Build team unity across departments.

Employee engagement remains depressingly low. Gallup research shows that a mere 32% of U.S. employees are engaged with their work. Disengaged employees mean low productivity with little attention to detail or quality. One way to improve employee engagement is by building stronger bonds among employees across departments, which strengthens their connection to the company. As marketers, you have a ton of expertise in uncovering why people are attached or not to a company, as well as how to use content to build relationships.

Who has ownership of your company’s internal communications? Does your company have an internal newsletter or web portal? You can kick off the cross-department bonding by creating a cross-department team that owns publishing your company’s internal newsletter and/or maintaining an internal employee portal.

You can make sure the newsletter doesn’t just become an “all about the company” newsletter. Just as with newsletters you do for external constituencies, the newsletter is about the audience, not the company. Stick with the 80/20 content split: 80% about issues of interest to employees and 20% company news.
EXAMPLE: Your process for developing and publishing an employee-centric newsletter might be:

**Conduct an employee survey.** Find out what everyone really knows about the work other departments do and what topics might interest them. Maybe professional development, learning more about employees they don’t have regular contact with, uncovering hidden resources within the company that will help them do their own jobs better? Perhaps they want content on work/life balance hacks? Who knows? Find out.

**Guide the cross-departmental team to draft an editorial statement** using the survey results that aligns with the company brand statement and how it wants to be perceived by employees.

**Share tips and tricks marketing uses to brainstorm topic ideas** and ferret out the interesting stories that lurk even in seemingly most boring of places, so everyone on the newsletter team participates in creating an editorial calendar and producing the content.

**Use all your marketing newsletter best practices** to make your company’s newsletter one employees eagerly anticipate. It should reinforce be filled with content that can be repurposed in external campaigns that share your company’s employees’ brand story for recruiting (see HR section above).


CONCLUSION:

You may have noticed one glaring omission: Sales. We left sales out of this ebook because Marketing and Sales have a special relationship and are always closely tied together. So sales deserves its own ebook. For more info on how marketing can get sales on-board with inbound check out the Convince Your VP of Sales Kit.

But hopefully, this ebook gets you started sharing the love and value of what marketing does with the rest of company. Your expertise ties directly to value the entire company can provide all its constituencies. As the marketing team, embrace your role as managers of the brand. Pro-actively share and collaborate with other departments how to extend your company’s brand with every communication and interaction, from paying bills, hiring teams, or building a strong company culture.

You’re all one company and one brand. That should be manifested internally and externally.

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