

- 1 Talk the language of money. Revenue & profit. Not just of the business, but of different accounts. Then go even further, into gearing, utilisation & work in progress.
- 2 Make friends with the FD. It's an oldie but a Stephen Covey goldie - "seek first to understand, then be understood".
- 3 Stop talking clicks, shares & likes. The board, FD & COO aren't interested in engagement rates on social media or open rates for newsletters. They're interested in money (see also point 1).
- 4 Set better objectives. For specific campaigns & for the year overall. Objectives that are SMART & few in number. That the board will be interested in (see also point 1).
- 5 Then measure the right things. Effectiveness over efficiency. Revenue, profit, market share & the metrics that lead to them - enquiries, introductions, meetings, instructions etc. (see also point 1).
- 6 Practice zero based budgeting. Don't wait for the FD to tell you what your budget is. Establish what you want to achieve & how much it will cost to deliver. Then scale both back if you have to.
- 7 Keep studying & learning. Promote the idea that marketing's a profession & should be treated with respect. Professional development is a perfectly valid use of your time.
- 8 Don't be afraid of the language. You don't want to sound like a marketing dictionary, but the language of the profession isn't something to be ashamed of. Other "professionals" certainly aren't.
- 9 Understand the vision & strategy for the business. You're there to put together a marketing strategy & plan to deliver them. You can't do that if you don't know what the vision & strategy are.
- 10 Own the client & market research. This will make you the most objective person in the business & give you a unique strategic perspective.
- 11 Get involved in pricing. It is one of the 4Ps after all (see also point 1).
- 12 Ask questions. What are the objectives? How will we measure success? Does this fit with the strategy? Can we make money from it? Will it be profitable? That sort of thing.
- 13 Don't be afraid of saying no. If the objectives aren't clear, if it doesn't fit with the strategy, if you can't make any money or profit, then you shouldn't be doing it (see also point 1).