

The background is a solid red color. There are two large, white, curved shapes that look like stylized 'C' or 'D' shapes. One is in the top left corner, and the other is in the bottom left corner. They are positioned such that they frame the central text area.

Marketing Teams That Drive Growth

Markodojo Marketing Management Process Series

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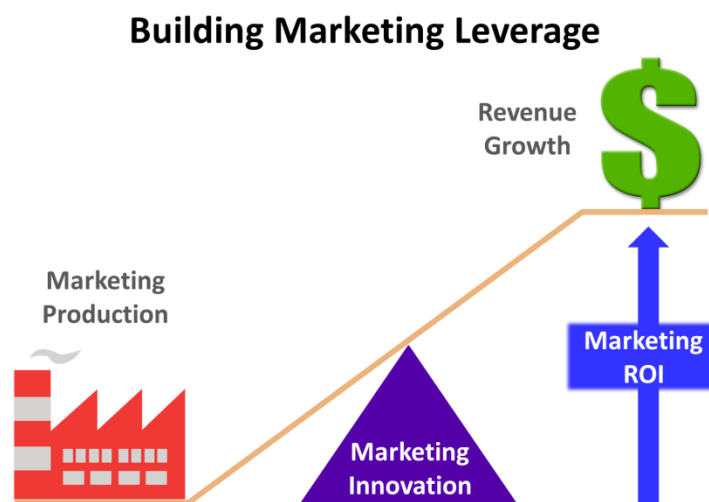


In marketing, quality always comes before quantity. Spending big on poor quality communications, inferior products or misaligned channels is simply a waste of money. High quality marketing delivers repeatable revenue and high marketing ROI. Unfortunately, you cannot buy marketing quality. Marketing quality comes from the creative minds of hard-working marketing teams. Marketing teams are the heart and soul of every marketing organization. In fact, most marketing departments spend more money on people than they do on programs. If you want to build sustainable revenue growth through marketing, then you must first build innovative, productive marketing teams

Marketing teams come in many varieties and they employ an even broader variety of marketing programs. In the end, however, all marketing managers are tasked with the same goal: deliver customer value that drives revenue growth. There are countless [great marketing blogs](#), e-books and indeed textbooks on tools and techniques to drive revenue growth: once. Unfortunately, you don't create sustainable revenue growth by stringing together a hodge-podge of marketing programs. Sustainable revenue growth requires a [marketing management process](#) that empowers marketing teams to discover, optimize and scale new sources of revenue, again and again.

Marketing Leverage: The Marketing Manager's Endless Quest

In order to make money, you have to spend money—an inconvenient truth that most marketing articles tend to overlook. While the [primary goal of marketing is revenue growth](#), the primary goal of marketing management is marketing leverage: revenue growth with high marketing ROI. Good marketers produce marketing campaigns that grow revenue. Great marketing managers build a marketing management process that endlessly seeks to increase marketing leverage by driving sustainable revenue growth at the highest possible marketing ROI.



Marketing leverage requires marketing innovation to discover and improve marketing programs and high marketing production efficiency to increase revenue and marketing ROI simultaneously.

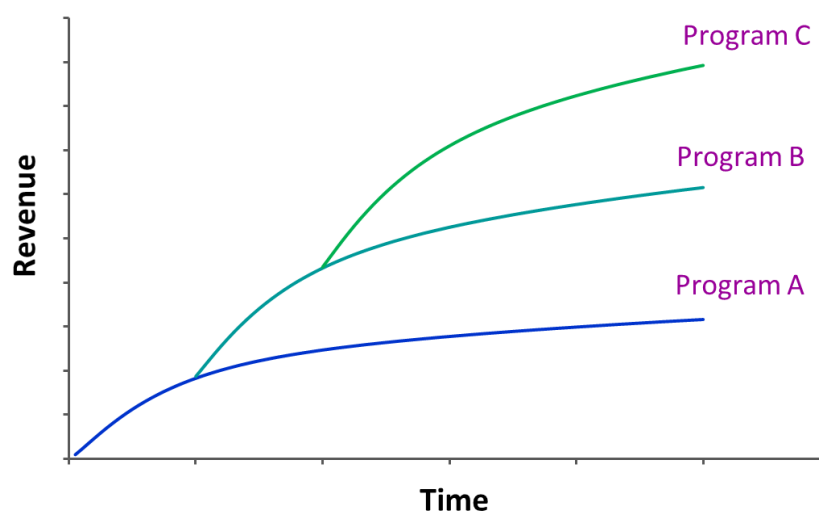
To better understand the importance of marketing leverage; let's contrast the role of marketing to the role of sales in growing revenue. Selling consists of direct, human, one-to-one customer interactions. Marketing consists of indirect, automated, one-to-many customer interactions. Assuming that your customers aren't completely averse to talking to a qualified salesperson, then selling will always deliver a more personal, more adaptable, more complete and lower risk customer experience than marketing. In fact, marketing managers expend enormous effort to target, brand, and personalize marketing communications to recover these characteristics. There is really only one reason to rely on marketing over sales: it's cheaper. That's marketing leverage.

“ There is only one reason to rely on marketing over sales: it's cheaper. ”

Consistently increasing marketing leverage over time requires a balance of ongoing innovation and increasing production efficiency in your marketing management process. The innovative side of your marketing management process must constantly experiment with new ideas for improving the marketing mix, such as a new media channel, an add-on product, a better message, or an improved offer. Once a new marketing program is proven successful, the production side of your marketing management process must expand capacity to increase revenue, while simultaneously increasing marketing ROI through reduced unit costs, e.g., cost per transaction, cost per lead, cost per visitor, etc.

The result is a punctuated revenue growth curve where each new successful marketing program brings a new stream of revenue. Revenue grows as the new marketing program is optimized and scaled through ongoing innovation and increased production efficiency. Or more simply, continuous improvement on both the revenue and costs sides of the marketing ROI equation. Over time, each marketing program reaches its limit and another new marketing program that taps into a new source of revenue must be added to sustain growth.

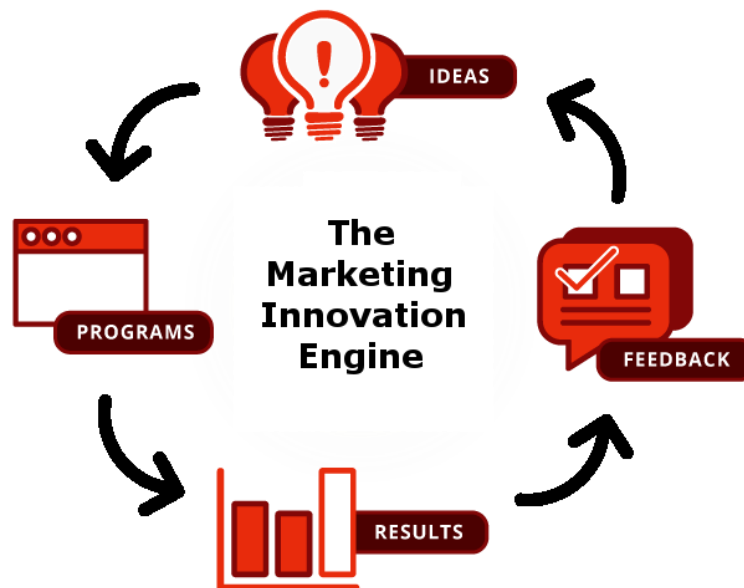
Scaling Marketing for Sustained Revenue Growth



Sustainable revenue growth requires a marketing management process that consistently discovers, optimizes and scales new sources of revenue.

The Marketing Innovation Engine

Marketing managers must innovate if they expect to make progress in the endless quest for marketing leverage. New marketing ideas, both big and small, must be sourced, brainstormed, prioritized, tested, measured and assessed. New ideas that consistently succeed become ongoing marketing programs. Innovation then shifts to marketing program optimization. After a few experiments, we know that email marketing works for our business, but what are the best messages, the best offers, the best times of day to send, the best open rates and the best click through rates? If your marketing management process does not encourage innovation, the ROI of your current marketing programs will quickly level off and you will not discover the new marketing programs you need to take your business to the next level.



Your marketing management process should create a marketing innovation engine that constantly discovers new marketing programs and optimizes existing marketing programs.

Suppose you are just getting started with marketing. What do you do? Your choices of marketing programs are vast, including everything from billboards to product trials to social media. The smart marketing manager will make some educated guesses based on what works for similar customers in similar markets and then place some carefully considered bets, but you will never know what works until you actually try it. If something doesn't work, then you need to move on to something else quickly, unless of course you've blown your entire marketing budget on failed programs. In that case, might just need to move on.

Marketing innovation doesn't happen by accident. Marketing managers make it happen by constantly testing new marketing programs and improvements to existing marketing programs. Some marketing managers do this as a matter of personal style. However, sustainable revenue growth cannot rest entirely on the shoulders of a few creative marketing managers. It simply will not scale. Relentless innovation must be baked into your marketing culture, marketing management process, and marketing systems. The most successful marketing managers build marketing innovation engines that consistently fuel future revenue growth.

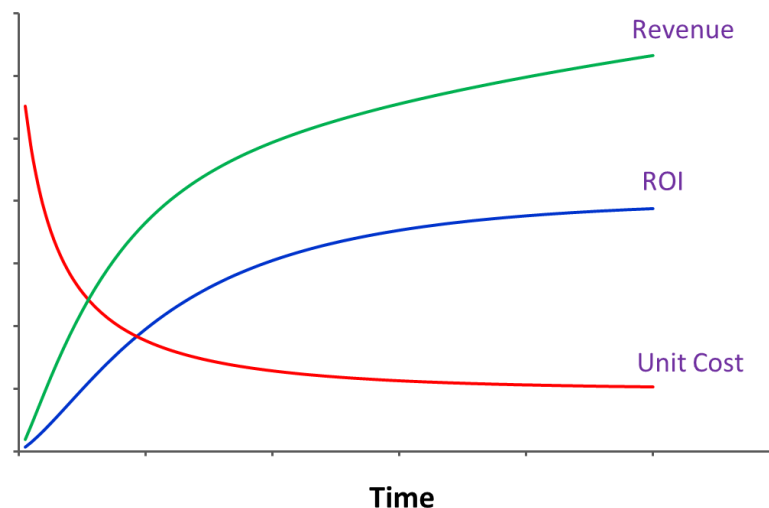
Scaling Marketing Production

The most straightforward way to grow revenue in any business is to sell every deal directly: prospecting, qualifying, educating and finally closing. Some businesses operate almost exclusively in this fashion, because their products and services require privacy, risk, personal relationships and significant investment, such as high-net worth money management and strategic military weapons. Unfortunately, direct selling has no leverage and simply doesn't scale for things like chewing gum, smart phones, automobiles and office equipment. Without marketing leverage, these lower priced products would never make it to market.

“ Increasing marketing leverage requires a balance of ongoing marketing innovation and high production efficiency. ”

It is very easy to waste a lot of money on marketing. First of all, every marketing program has a natural limit—a point where spending more money on the marketing program does not result in a commensurate increase in revenue. Second, every dollar spent on marketing and sales ultimately ends up in the price of your product, reducing your competitiveness. It's not like you can sell chewing gum at \$100 a pack. In any event, there is always a limit to your marketing budget.

Increasing Marketing Leverage as Production Scales



Your marketing management process should increase marketing ROI as production scales by lowering marketing unit costs, such as cost per transaction, cost per lead, etc.

Because of these constraints, marketing managers cannot focus exclusively on revenue growth. They must grow revenue while simultaneously increasing marketing ROI. Moreover, marketing must reduce total sales and marketing costs, not just marketing costs. If marketing cost savings simply shift the expense to sales, then they are actually reducing marketing leverage. Marketing ROI must come from real improvements in marketing production efficiency derived from increased standardization,

automation and quality. Improving marketing ROI requires expertise in an area most marketing managers overlook: process management.

The Conflicting Forces of Marketing Leverage

Increasing marketing leverage requires a balance of ongoing marketing innovation and high production efficiency. Efficiency without innovation results in flat-lined revenue as mature marketing programs tap out on growth. Innovation without efficiency results in poor marketing ROI and complete confusion as marketing managers jump on every new bandwagon. Sustainable revenue growth requires both innovation to optimize new marketing programs and increasing production efficiency as marketing programs mature. However, the skills, org structures, and processes that foster program innovation are often in direct opposition to those that increase production efficiency.

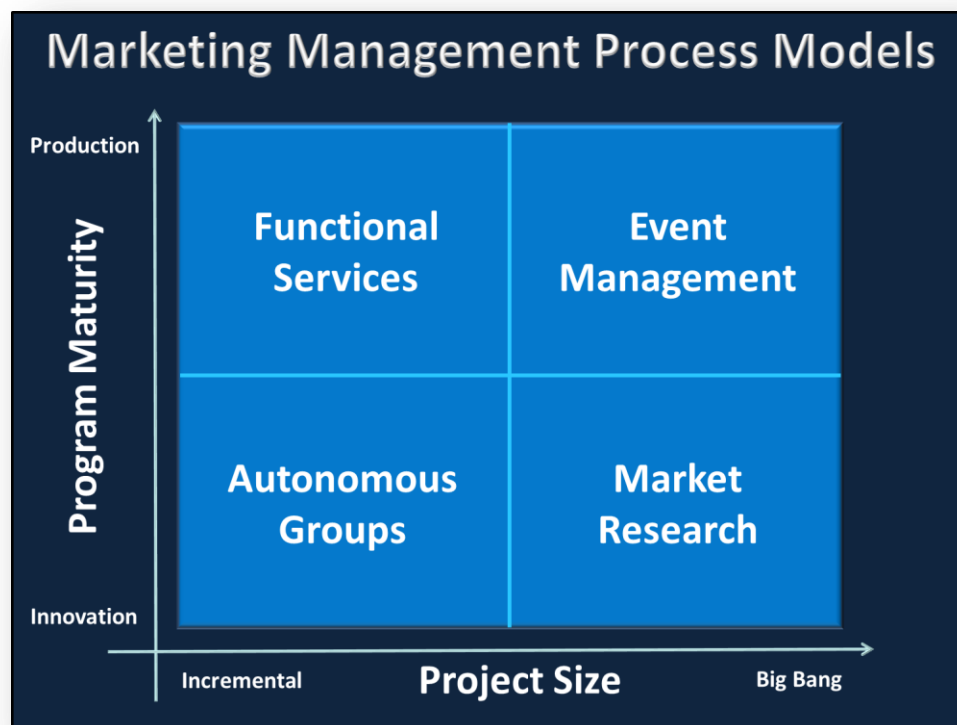
**“ Processes that foster innovation
are often in direct opposition
to those that increase efficiency. ”**

When designing the optimal marketing organization, senior marketing managers consider many dimensions: products, channels, skill sets, geographies, labor costs, and so forth all play a role. However, in most cases their importance is directly correlated to their respective impacts on program innovation and production efficiency. For example, a product marketer with poor design skills cannot produce a website alone, it's just not efficient. A local field team will be more flexible in addressing local market needs than a remote corporate marketing team, it's just more innovative. So before you default to the efficient approach and consolidate all your designers into a marketing communications function, be sure to examine the impact it will have on marketing innovation.

Marketing Management Process Models

Marketing management is process management, not project management. Increasing marketing leverage requires a marketing management process that fosters ongoing marketing innovation while simultaneously increasing marketing production efficiency. Your current marketing projects may grow revenue today, but they will not create the marketing innovation engine and scalable production capacity required to fuel sustainable revenue growth. This will only be accomplished by building a marketing organization and designing a marketing management process that endlessly seeks to increase marketing leverage.

Perhaps the biggest constraint on your marketing management process and team structure is the natural project size for any given marketing program. You simply cannot manage a major product launch the same way you manage your weekly blog calendar. By their very nature, bigger marketing projects require more [marketing planning](#), take more time, entail higher risk, have larger marketing teams, and involve more people outside the marketing department. If we map program maturity against marketing project size, we get a clearer picture of the four fundamental marketing management process models.



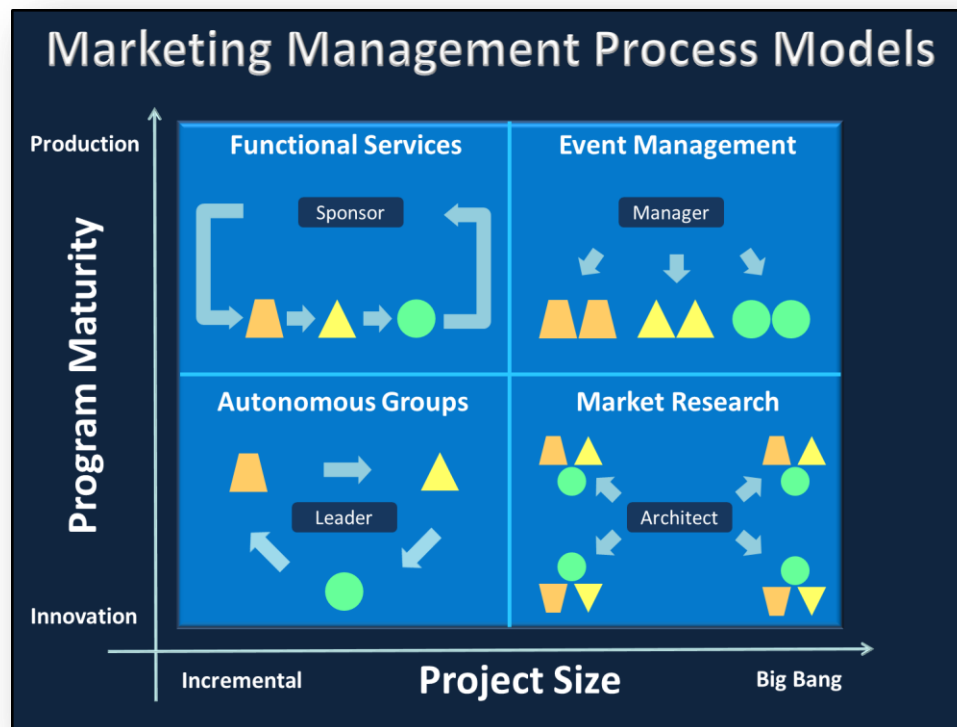
The marketing management process tends to follow one of four basic process models, depending on a marketing program's maturity and natural marketing project size.

Functional Services

Marketing departments with functional groups based on skill set, such as product marketing, graphic design, online marketing, and so forth allow increased production efficiency within each functional group. They also make hiring and retaining staff much easier in larger marketing organizations. However, most marketing deliverables require the skills of multiple marketing functions, so there is an immediate need to create cross-functional processes and work teams. For this reason they are often organized as “functional services” where ad-hoc project teams form around a project sponsor, such as a product marketer or brand manager, and marketing projects are executed in an assembly-line fashion.

- **Main Goal:** Marketing staff productivity
- **Main Constraint:** Skill specialization by function
- **Cost Drivers:** Local labor market rates and misaligned functional priorities
- **Management Focus:** Alignment, integration and output of cross-functional teams

The project sponsor is ultimately accountable for marketing mix innovation, [marketing project management](#), and strategic marketing goals, such as revenue growth. However, such accountability can be easily lost given the project sponsor’s dependency on the various functions, as these isolated groups often lose sight of customer needs and broader marketing goals. As such, a functional services approach works best for more mature, stable marketing programs where innovation and flexibility are less important. Marketing management process improvement focuses more on increasing efficiency and quality through greater standardization, automation and integration across functions.



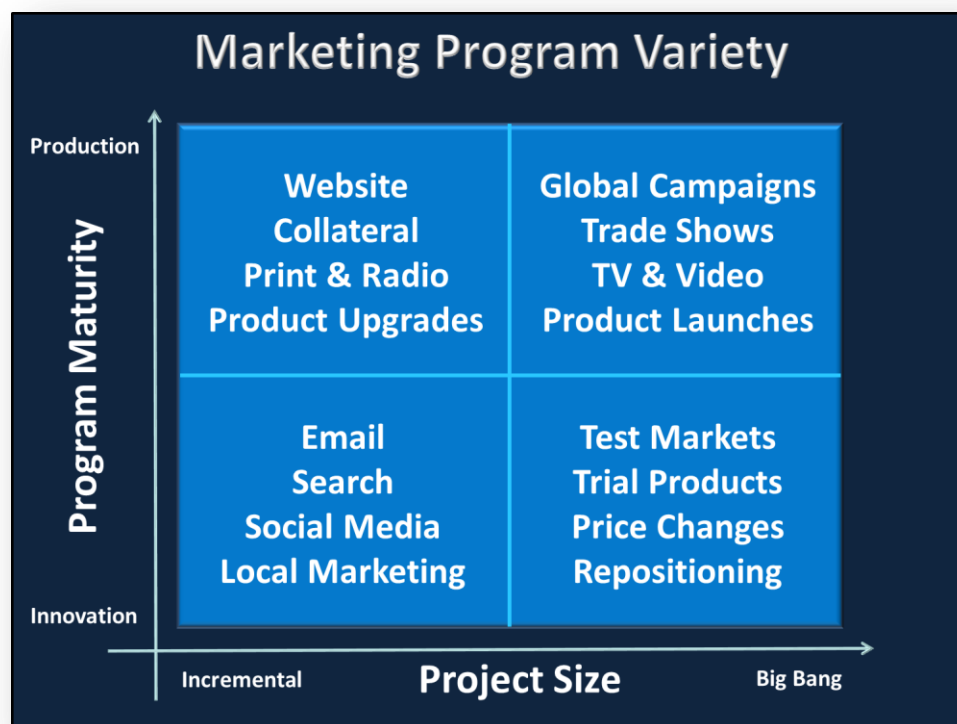
Each marketing management process model has its own natural project flow, [marketing team collaboration](#) model, and [marketing project management](#) approach.

Event Management

Almost every marketing department must have some skill at event management, even if it is a single annual product launch, trade show or sales meeting. Some marketing teams are entirely consumed by event management. When events are infrequent and limited in scale, it is possible to fall back on the functional services approach and treat the event as a cross-functional marketing project. However, as events become bigger and more frequent, the greater the need for dedicated event management teams to plan, organize and manage each event.

- **Goals:** Event impact and ROI
- **Constraints:** Timeliness and availability of resources required for the event
- **Cost Drivers:** Outsourcing and asset reusability across events to minimize waste
- **Management Focus:** Accurate event planning and coordination

Event management requires tight control to ensure everything shows up in the right place at the right time and makes the highest possible impact. For this reason, a strong event manager is usually identified and given command and control authority over the event. The event manager oversees detailed planning for the event and tight coordination before during and after the event. Production efficiencies are increased by outsourcing services, reusing expensive assets and securing the contribution of people outside the marketing department and often outside the company.



Marketing programs come in a bewildering variety. The appropriate marketing process model is largely determined by the natural project size and the required balance of innovation vs. production efficiency.

Autonomous Groups

You can't scale a marketing program that is not repeatable. Nascent marketing programs require relentless creativity, experimentation and optimization to discover and codify best practices. As such, they are best managed by dedicated marketing teams with a laser-like focus on continuous improvement. Cross-functional teams are too slow, too easily distracted, and lack accountability. Online marketing teams experimenting with new technologies and field marketing teams adapting to local market conditions provide two good examples where program innovation clearly outweighs production efficiency.

- **Goals:** Optimization of marketing program against KPIs
- **Constraints:** Creativity in identifying opportunities for improvement
- **Cost Drivers:** Adaptability and speed of marketing program improvements
- **Management Focus:** Effective team collaboration and focus on marketing goals

Autonomous groups provide maximum accountability for a clear goal, such as revenue growth for a specific marketing channel. To ensure success, a workgroup must contain all the resources required to achieve its goals. Significant reliance on external resources can slow progress and limit creativity. Autonomous workgroups usually have team leader whose role is to foster creativity, facilitate team collaboration, and keep the team focused on the goal of rapid, incremental improvements to marketing programs.

Market Research

There are specific cases where it is very difficult to make improvements to the marketing mix incrementally, such as a major advertising campaign, a new product introduction, a global pricing change, and so forth. To minimize the risk of fully scaling an unproven marketing program, marketing managers conduct market research and tests that gather customer feedback on the impact of potential marketing mix improvements.

- **Goals:** Insight into or validation of new programs, products or services
- **Constraints:** Degree of certainty required and prior domain knowledge to build upon
- **Cost Drivers:** Design completeness of the new program, product or service test scenarios
- **Management Focus:** Capturing customer feedback and following research protocol

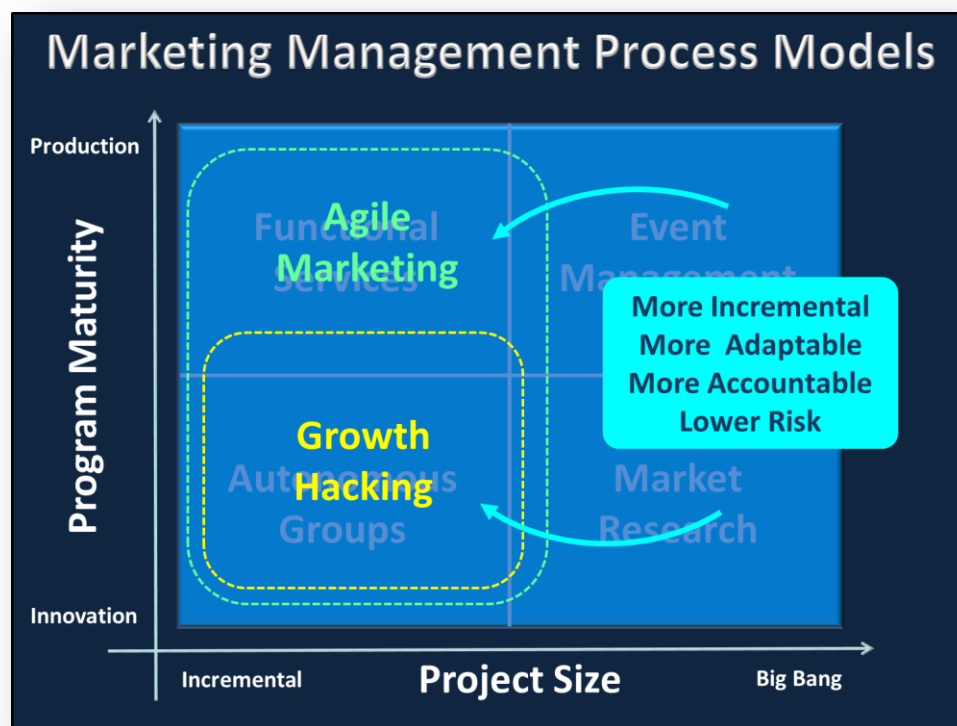
Some market research programs are standalone marketing projects, such as surveys and focus groups, while others transition smoothly into production marketing programs, such as beta products and market tests. The marketing research process and team structure is usually dictated by the design of the research program. For example, if a market test must be deployed in three locations, then marketing management teams must be dispatched to each location. If the goal is to solicit feedback on a new product prior to general release, then marketing managers might conscript additional team members from product development and customer support to round out the research team.

Modern Marketing Process Management Methodologies

The rise of the Internet has led to rapid innovation in online modern marketing tools and techniques. When compared to traditional media channels like television, radio and print, the Internet is extremely dynamic and fast. Tweets, posts, emails, pictures, videos and products fly past at light speed. Moreover the Internet channel structure itself is very dynamic, having quickly evolved from Web portals to search to social to mobile. The dynamism and speed of Internet marketing has stressed traditional marketing management processes to their limits.

“ Agile marketing and growth hacking reduce project size to increase flexibility while accelerating innovation through autonomous teams. ”

Modern marketing management techniques, such as agile marketing and growth hacking, relieve the stress of rapid change by making the marketing management process more adaptable. The magic behind these modern methods becomes obvious in the context of our four marketing management process models. They methodically reduce marketing project size to increase marketing flexibility while accelerating innovation with autonomous teams.



By encouraging incremental work and gravitating toward autonomous teams, modern marketing management process methodologies aim to increase competitive advantage in fast moving markets by accelerating adaptation, while reducing the risk of failure.

Agile Marketing

If you look up the word agility in the dictionary, it says things like “nimbleness”, “the ability to move quickly”, and “the quality of being resourceful and adaptable.” In the context of marketing management, marketing agility is the speed at which you can adjust the marketing mix to deliver greater customer value and make more money. Agile marketing increases marketing agility through the practice of the five agile marketing disciplines:

1. Measure value through the eyes of the customer
2. Minimize waste by reducing uncertainty
3. Maximize flexibility by working incrementally
4. Foster alignment and collaboration through transparency
5. Improve iteratively and continuously

It is principal number three that has the greatest impact on the marketing management process and the structure of agile marketing teams: working incrementally. Big things move slower than small things. It's simple physics. When change is the norm, big is bad. Small marketing projects allow you to win earlier, fail faster and respond quicker to time-sensitive marketing opportunities. The third agile marketing discipline requires you to master the practice of breaking big projects up into small projects, such that each small project delivers incremental customer value.

The agile marketing principle of incremental work is based on the recognition that production efficiency and marketing flexibility are not true enemies. The conflict arises when you focus too much on the efficiency of your work and not enough on the value of your work. When stuff happens, small marketing projects can be quickly finished to deliver immediate incremental value. Big marketing projects create waste and deliver no value when they are constantly interrupted and delayed. Flexibility depends on shrinking the amount of time it takes to get things done. Production efficiency depends on getting things done fast. Smaller, incremental marketing projects maximize both in a fast-paced environment.

Growth Hacking

Growth hacking is an emerging best practice for Internet startup marketing, however, its marketing process management lessons are much broader. Most Internet startups have three things in common:

- 1) No customers
- 2) Online prospects
- 3) No marketing budget

Your marketing programs can't be too big, because you don't have money, and you don't know what will work except that it should probably be online. From our earlier discussion, you should quickly realize that this puts your marketing management process firmly in the lower left-hand quadrant. You want small marketing projects, lots of experimentation, and incremental growth—fast.

In an Internet startup, you are unlikely to have the budget for more than one or two people to tackle this problem. Enter the growth hacker. Most growth hacker descriptions go something like this:

- Laser-focused on the goal of growth
- Very creative marketing chops
- Analytics junkie
- Internet savvy, possibly to the point of being a coder

The growth hacker is a team of one that has all of the necessary skills to deliver online revenue growth. Which naturally begs the question: “How do I scale growth hacking?” The solution cannot simply be to hire more growth hackers, because the skill set is so specific that you should count yourself lucky to find one or two candidates that fit the bill, let alone ten. And, as soon as you have two growth hackers, their work needs to be coordinated.

You can scale growth hacking by deploying autonomous growth hacking teams with the goals, accountability and skills required to get the job done, for example a product marketer, graphic designer and programmer. Moreover, the concept of growth hacking is not limited to Internet startups. You could just as well deploy a growth hacking team to a local International market where the language, culture and technology demand dedicated marketing innovation. Or, to a new product introduction where the product capabilities and marketing communications must adapt rapidly to find product-market fit.

Five Marketing Management Process Pitfalls

Most marketing managers would prefer to spend 100% of their time on marketing and 0% of their time on management. Unfortunately, the more senior the marketing manager, the more this balance must shift toward management over marketing. Marketing management means more than just telling people what to do and when it needs to be done. Marketing management means deploying a marketing organization and supporting marketing management processes that enable marketing teams to thrive, because they provide the right balance of innovation and production to meet the overarching goals of the marketing department. Improper care of the marketing management process as a business grows leads to some all too common marketing management pitfalls.

Managing by Walking Around



“I manage by hiring the best marketing managers and getting out of their way.” While a seemingly grand sentiment, this quote implies an abdication of marketing management leadership. The flip side is that if you lose one of these great managers, then that area of your marketing department comes to a screeching halt. If you manage by walking around and then simply hire great marketing managers who also manage by walking around, then your marketing organization will not adapt and will not scale. Hiring the best is always a good idea, but

it is the senior marketing manager’s responsibility to provide an environment in which the best can thrive, including a robust marketing management process where performance is not dependent on a specific marketing resource.

Thinking One Process Fits All

You can’t growth hack a trade show. As your marketing organization scales, it’s essential to deploy marketing management processes that fit the strategic needs of your business, which can vary dramatically by market, product, geography, etc. Globally applying a single marketing management process methodology, such as agile marketing, optimizes some areas at the



expense of others. Similarly, overreliance on simplistic tools, such as spreadsheets, constrains marketing performance because they don't enable creativity, efficiency, automation or adaptability in your marketing management process.

No One Knows What Marketing Is Doing

Marketing managers usually think a lot about customer communications and very little about marketing management communications. Effective communication is the oil that keeps your marketing machine running, whether it is creating budget buy-in with upper management or motivating sales reps in the field. If no one knows what marketing is doing, then even successful marketing programs can fail to meet management expectations. Each audience that contributes to marketing success: marketing teams, agency partners, sales reps and managers, engineering teams, executives, etc. should get the right marketing management communication to meet its needs.



Losing Touch with Customers



In theory, marketing provides leadership grounded in superior understanding of customers. In reality, marketing is a corporate function that can easily lose touch with customers as it scales. Moreover, the increased focus on marketing analytics brought about by online marketing makes it easy to forget that customers are real people. When it comes to understanding customer needs and motivations, clickstreams just don't cut it. Your marketing management processes should encourage personal customer relationships and funnel customer feedback directly into marketing programs to enable continuous improvement.

Always Reinventing the Wheel

Without a clear marketing management process and dedicated marketing management systems, marketing has no organizational memory. Knowledge evaporates on flash drives and important marketing relationships lie hidden away in email boxes. Without history, it is impossible to establish benchmarks. Without benchmarks, it is impossible to improve. Staff turnover compounds this lack of marketing memory. Onboarding is slow. Mistakes are repeated. Rework becomes the rule. And, critical marketing relationships with customers, vendors, and industry influencers erode. Without marketing memory, marketing is always reinventing the wheel.



Marketing Management Lessons You Don't Learn in B-School

Most major business schools offer degrees in marketing management. These programs teach aspiring marketing managers all the fundamentals of marketing, unfortunately they teach very little about marketing management. Unless you expect to spend your entire marketing career as a department of one, then there are some very important marketing management lessons you probably missed in business school.

Be Accountable for Revenue

The fundamental goal of marketing is to drive revenue growth by increasing customer value. Every single job in marketing contributes to this goal. If it does not, then the job should not exist in marketing. As a marketing manager, you are by definition accountable for revenue, so you should always act like it. If you are a marketing manager at a non-profit, then you can take the equivalent stand of being accountable for customer value. Every decision you make should be examined from the perspective of customer value and revenue impact. Every budget line item you propose should contribute to this goal. And, don't shy away from revenue-based compensation; it demonstrates your accountability.

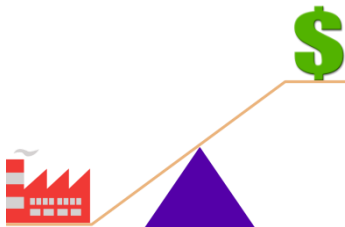


Customers are Credibility



Business schools teach that marketing provides leadership grounded in a deep understanding of customers. In the real world, marketing is an isolated corporate function that can easily lose touch with the customers it serves. Whether you are crafting a new message, building a better product or justifying your marketing budget to the CEO, your credibility always comes from the customer. The more you can back your opinions and your numbers with customer opinions and customer numbers, the more compelling your business case. The corollary to this lesson is that you should include your customers in every stage of the marketing management process: generating new marketing ideas, collaborating on marketing programs, and providing feedback on marketing results.

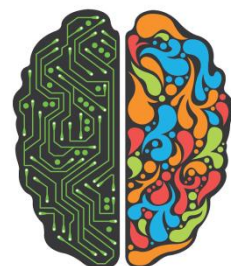
Always Lever Up



Anyone can spend money; successful marketing managers make money. While the primary goal of marketing is revenue growth, the primary goal of marketing management is to increase marketing leverage: revenue growth at the highest possible marketing ROI. The more marketing leverage marketing managers create, the more money a business has to invest in new products, new channels, and new markets. Set yourself on an endless quest for marketing leverage that uncovers new sources of revenue growth, innovates to optimize current marketing programs, and increases marketing production efficiency at scale.

Use Both Sides of Your Brain

Marketing managers live lives of contradiction. What matters more: a market survey percentage point or the unique insight of a single customer? Clicks-through rates or brand loyalty? Despite the recent explosion of online analytics, marketing reluctantly remains equal parts art and science, quality and quantity. To succeed in marketing management, you must use both sides of your brain. Only your creative side will drive marketing innovation, while only your analytical side can optimize and scale marketing programs for maximum marketing leverage.



Strategy Doesn't Trickle Down from the Top



Marketing managers have too many choices. A sales manager must close deals. A manufacturing manager must build a product. In contrast, marketing managers must decide what they are going to do before they can plan how to do it. Should you improve your message or drive more traffic? Does your product need more capability or higher quality? Once you decide, then the real work begins. If no

one decides, nothing happens. Your marketing strategy must be more than a plan. It must provide a framework for everyday marketing management decisions by constraining marketing choices and clarifying marketing tradeoffs. Strategic alignment starts at the top, but you can't just do a presentation or send out a memo. Marketing strategy must be baked into your marketing management process to enable every marketing manager to make better marketing choices every day.

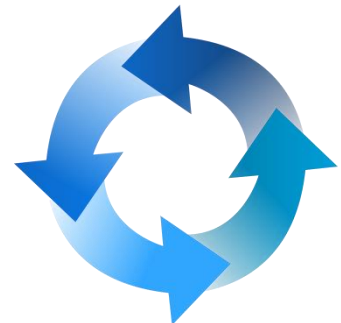
Creativity Bubbles Up from the Bottom

It takes an experienced marketing manager to shape a raw idea into a great marketing program. However, you don't need to come up with every cool marketing idea yourself. Successful marketing managers create an environment where creativity thrives, and then channel that creativity into the marketing management process. The best ideas are likely to come from your customers, your sales team, industry influencers, and so forth. Maximize your chances of finding the absolute best marketing ideas by casting the broadest possible net. Focus your marketing management energy on finding and refining ideas into marketing mix improvements that drive revenue growth.



Marketing Managers Must Actually Manage

The marketing manager's quest for marketing leverage never ends. Marketing managers create leverage by adding layer after layer of repeatable, revenue generating marketing programs. If you don't manage the marketing management process and simply jump from one marketing campaign to the next, your revenue will be flat and you will have no marketing leverage. Successful marketing managers don't just market, they manage. Create a marketing innovation engine that continually sources and optimizes new marketing ideas. Increase production efficiency as marketing programs mature. Define your core marketing management processes, codify best practices, and deploy [marketing management software and systems](#) that enable break-out marketing teams to drive sustainable growth.



About the Author



Joel York is the CEO and founder of Markodojo and a respected thought leader in the software community. He shares his knowledge on the popular blogs Chaotic Flow and Cloud Ave. Prior to founding Markodojo, Joel was a career CMO and built multiple marketing departments from startups to hundreds of millions of dollars in revenue. Joel got his first exposure to agile at Deloitte Consulting. A lifelong student of agile principles, Joel has applied agile methods in marketing, engineering and manufacturing. Joel holds a BS in Physics from Caltech, an MS in Engineering Physics from Cornell and an MBA from the University of Chicago.

About Markodojo



Markodojo marketing management software helps marketing managers lever up by empowering marketing teams to be more strategic, more creative, more focused, more productive and more agile. Markodojo scales where spreadsheets and project management tools fail, providing an integrated platform for [marketing planning](#), [marketing project management](#), [marketing team collaboration](#), marketing relationship management and online feedback tools that bring marketing closer to customers and sales.

To learn more, visit www.markodojo.com and sign up for a free trial.

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