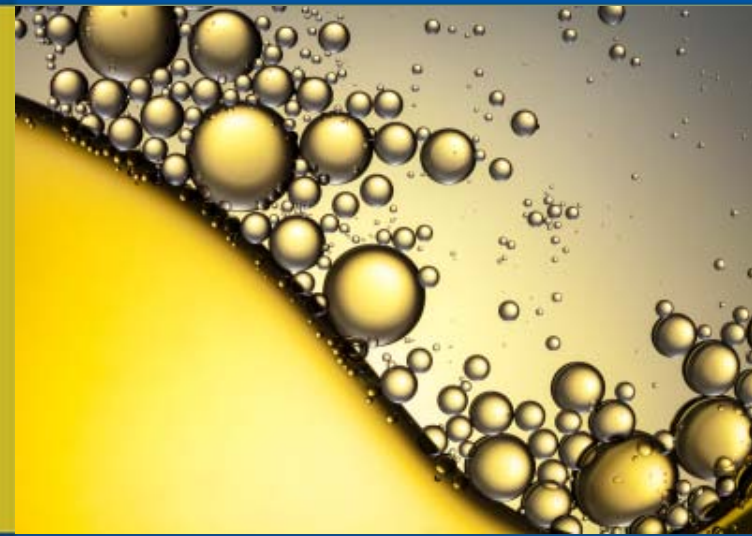


SMPS DC...Education Program  
November 14, 2012

Peter J. Kienle, FSMPS, CPSM, MBA  
Kienle Communications LLC  
pkienle2@cox.net

# Marketing & Business Development: Oil and Water?



**KIENLE COMMUNICATIONS LLC**

*Strategies for Marketing Professional Services*

[www.kienlecommunications.com](http://www.kienlecommunications.com)

# Agenda

- AEC Table of Organization
- Marketing/BD Position Descriptions
- Motivation and Alignment
- Harmony: Dos and Don'ts
- Group Exercise
- Wrap-up



# Kienle Communications, LLC

## **PETE & JUDY KIENLE**

- Interview Coaching
- BD Training
- Marketing Communications



# How bad is it?

“Sales and marketing should work closely, but sadly, 87% of the terms they use to describe each other is negative.”

JOHN CHENEY, [WORKBOOKS.COM](http://WORKBOOKS.COM)



# Blueprints handout #1

- Table of Organization  
(prime firm)



Blueprints: Guides for  
Marketing and Business  
Development Departments  
in the A/E/C Industry  
SMPS 2011



# Blueprints handout # 2

- Business Development Position Description
- Marketing Manager Position Description



Blueprints: Guides for  
Marketing and Business  
Development Departments  
in the A/E/C Industry  
SMPS 2011



# Motivation

“Marketing gets measured on cost/lead, while sales is measured on closing their deals.”

ABERDEEN GROUP



# Common thread

“**Leads** have proven to bring the 2 departments closer in terms of setting similar targets and achieving them.”

SLIDESHARE: ALIGNMENT OF  
MARKETING AND SALES





# What marketing must do!

“Marketing must align the way their sales team must go to market.”

SLIDESHARE: ALIGNING SALES AND  
MARKETING IS A 3 LEGGED STOOL



# Alignment = more sales

“...businesses which report the greatest success in aligning sales and marketing grew sales revenue 20% year over year...”

SALES AND MARKETING ALIGNMENT:  
PRODUCING RESULTS TOGETHER, 2010 SURVEY  
OF 453 COMPANIES, ABERDEEN



# Do's for more harmony

- Regular reviews between Mkt. and BD
- Joint territory planning
- Set shared goals, and individual goals
- Others involved in defining success
- Measure well and often
- Set criteria for leads



# Do's for more harmony (con't)

- Walk in each other's "moccasins"
- Shared incentives
- Recognize outstanding achievements
- Everyone knows what each other is working on
- Celebrate together often



# Don'ts



- Let them decide success alone
- Create a culture of competition -- backfire
- Introduce counterproductive incentives
- Publicly criticize for things that did not work
- Call them “chowder heads”



# Group Exercise



- Groups of 10
- Elect a Group Leader
- Discussion
  - Good Alignment examples ... why?
  - Poor Alignment examples ... why?
  - Suggestions to create more harmony
- Group Leader summaries



# Happy Campers!



Reach me...

**PETE KIENLE**

919-747-1877 | [pkienle2@cox.net](mailto:pkienle2@cox.net)



**BUILD  
BUSINESS.™**  
**DREAM BIG!**

July 31–August 2, 2013†  
Walt Disney World Swan & Dolphin  
Orlando, FL