

OPTIMIZING MARKETING ORGANIZATIONAL STRUCTURE

New Research

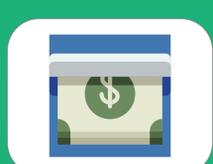
Does the structure of your marketing team affect your business growth? Brands experience more growth when marketing uses networked structures with cross-functional teams, according to new research from the ANA.

The **Marketing Organizational Structure** research also found that having the right talent in place is a critical component of growth structures.

Key Findings



Over one-third of marketers report their companies are not organized for growth.



Companies that are organized for growth invest more than average marketing budgets: 10.2% vs. 8.6%.



Companies organized for growth have job titles in Lead Generation, Content Writing, and Analytics.

Structure has an effect on reported revenue growth.



Revenue Growth

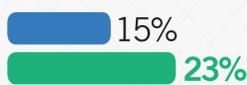


Revenue Flat-Decline

Average gross revenue performance over past year

Command and control:
top down directives and functions operate in silos

Revenue performance versus competition



+2.1%

Matrixed:
individuals have "dotted" line responsibilities across silos



+4.7%

Networked:
cross-functional teams come together for specific projects



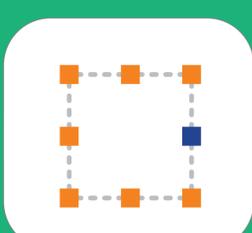
+5.7%

Other
5%
6%



Where To Start

ANA members can **download the report to read all of the research recommendations**, but to get the ball rolling, here are 3 steps your organization can leverage immediately.



STEP 1 Own and manage the touchpoints.

The marketing team needs to know about, understand, and have the ability to manage high-impact touchpoints in the customer experience.



STEP 2 Embrace the data.

The only way to gain a deep understanding of the customer is through data. Marketing needs to own the customer data and constantly improve its ability to turn that data into insights.



STEP 3 Acquire the skills.

Marketing organizations need to assess their skills and make plans to fill critical talent gaps. Many of the companies in this study report a data and analytics skills gap.

Looking for Next Steps on Improving Marketing Organizational Structures?



To learn more about organizational structure and discover how best-in-class organizations are managing and improving their structures, check out the **Organizational Structure Solutions Set**. You can also sign up to be a part of future ANA research projects here.

For more information:

visit www.ana.net, follow us on Twitter at [@ANAMarketers](https://twitter.com/ANAMarketers), or join us on Facebook at www.facebook.com/ANA.

