

## What does the **Marketing & Sales Director** actually do?

The Marketing & Sales Director spans three functions: **Strategic** – taking the company into the future, **Competitive** – managing the medium-term response to competitive threat, **Tactical** – getting the sales today and a **developmental** role, building sales into the future.

Additionally, the marketing and sales activity fits in the supply chain, it does not stand alone, so there is a constant need to manage the customers' customer as well as the direct customer; for example a mother may buy a bar of chocolate – not for herself, but to appease a grumpy child.

### The strategic role

The strategic role demands planning through market research and marketing research to identify trends and emerging opportunities and to move away from threats; having identified future opportunity the needs of prospective customers must be assessed to identify the purpose the product will be put to.

### The Competitive role

The competitive role supports *intelligent management*<sup>1</sup> where the weak signals that indicate competitive activity or short-term market change (fad or fashion) is happening. The response can take place by changes to the product itself or through revised short-term pricing to hold market share until the competition finds their approach untenable.

### The tactical role

The tactical role is about getting sales today and supporting those in the field. The two key elements are in persuading people that the product meets their needs through advertising PR and positioning the product. These aspects can be readily changed if a competitive response is needed. Secondly, the product needs to be in a place where it can readily be accessed to make the sale as painless and positive as possible.

### The developmental role

The developmental role is one which manages extension selling, key account management, growth in the customer base and new market development. It is based on proving the product meets the customers' needs extremely well and promoting the product in a continual and unwavering way, as evidenced by the big brands.

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<sup>1</sup> The normal style of management – about two weeks to three months ahead; strategic management is too far away for practical purposes and tactical management tends to be extricating someone from a hole they've just dug