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IS YOUR JOB ROLE CLEAR? Descriptions of the marketing and business development director positions

Most articles I have written have focused on various aspects of the marketing director's position or other industry issues. However, in this article I would like to focus on the roles and responsibilities of a marketing director. I have researched many job descriptions of marketing and business development directors and have found they vary widely.

The clearest delineation seems to occur between the role of marketing director and business development (BD) director. When the roles are separate, the BD director is primarily focused on client generation activities outside of the firm. The good news about this role is that the results are often measurable. A firm can measure the BD director's contribution by monitoring the activities (i.e. number of calls per day) and, of course, any jobs or revenue that can be attributed to her efforts. The challenge is that unless this role is clearly defined there can be a "disconnect" between the firm's expectations and the BD Director's responsibilities. For example, there can be an expectation that a certain number of proposals will be completed by the BD Director per week or month, while the BD director feels his job is to network and call on clients.

The marketing director's tasks are often directed towards strategy, planning, and collateral/proposal generating activities. From my informal survey, marketing directors also are typically managing staff. The marketing director can get into trouble if the firm's expectation is that she should be out developing business and her expectation is that she is handling the more typical "marketing" role (typically less tangible and measurable.)

Below are two comprehensive job descriptions. One is a position description for a marketing director and the other is for a business development director. Perhaps these descriptions can be used to open the discussion with your firm to ensure everyone's expectations are clear and all aspects of the job are covered

Marketing Director:

The key areas of marketing are Planning, Collateral, Public Relations, Communications, and Monitoring.

Developing and executing the marketing plan

- Research and determine target markets (positioning, SWOT;)
- Develop objectives and tasks
- Conduct regular marketing meetings



- Develop a promotional plan
- Create or advise on corporate image
- Spearhead direct mail campaigns
- Manage special events

Strategic Planning

- Long-term strategic planning
- Provide an assessment of internal and external factors
- Translate firm goals into strategies

Marketing collateral and support

- Develop, manage marketing collateral
- Develop, manage graphic standards
- Develop, manage database of project lists, resumes, competitors
- Create, manage mailing list
- Manage website content
- Manage proposal process

Public Relations/Promotion

- Increase level of firm's exposure in the press
- Increase brand awareness
- Identify and sponsor high exposure opportunities
- Manage trade show participation

Communications

- Create internal communications plan
- Supervise creation of internal marketing-type documents
- Supervise and monitor corporate newsletter

Monitoring

- Establish and maintain control system for marketing activities
- Develop system and measure marketing effort
- Manage pipeline/forecasting system
- Track new and repeat business
- Manage Customer Relationship Management (CRM) efforts
- Establish and monitor marketing budget

There may be some overlap between the marketing and BD director's role. Of course, a combined position would include both job descriptions.

Business Development Director



Client Cultivation

- Develop prospects and leads
- Make contacts
- Research potential clients
- Coordinate contacts made by other firm

members

- Develop strategies for cultivating prospects
- Coach “market leaders”
- Represent the firm to peer organizations and associations
- Increase firm visibility in the community

Project Solicitation

- Identify project opportunities via proposal avenues
- Strategize, manage, contribute to proposal preparation
- Strategize, manage, contribute to presentation preparation

Client Relationships

- Serve as unbiased representative to client;
- Negotiate and close business

Consultant Relationships

- Manage
- Identify consultants for projects
- Leverage consultant relationships

These descriptions are meant to be a catalyst for discussion, agreement, and definition of the roles and responsibilities that marketing and business development professionals juggle on a daily basis. I look forward to hearing any comments or additions to the descriptions. Please email me at andrea.norman@rsparch.com.