



A Guide to

Working with an INTERIM CMO

AND WHETHER IT'S RIGHT FOR YOU
AND YOUR COMPANY

INTRODUCTION

Exploring the “interim CMO” idea.

You’re a CEO, and suddenly you find yourself without a CMO—that is, a chief marketing officer or marketing vp.

You know the marketing role is a key one, so you don’t want to rush the hiring process. You also don’t have the time to “do marketing” yourself. No one on your small marketing team is senior enough to provide the needed direction and strategy. And no one on your executive team has the expertise or background the job requires.

Consider hiring an interim CMO.

If you aren’t sure that an "outsider" can handle your unique situation, rest assured that most professional ‘interims’ are extremely flexible and knowledgeable. And you’ll find that bringing someone in from outside the company is actually a huge benefit: that person can provide a fresh perspective and an objective take on your situation. They become interims because they are highly skilled in a broad spectrum of functional marketing and a wide array of technologies, software, and services. They like the idea of changing situations often and they are accustomed to coming up to speed quickly. They enjoy applying their vast experience to new clients and new business challenges. And, maybe most importantly, they like leading teams of people to victory in the competitive arena.

In this eBook, we’ll cover:

- ✓ Who Should Consider Hiring an Interim CMO?
- ✓ What Does an Interim CMO Do?
- ✓ When Should You NOT Hire?
- ✓ How Does an Interim VP Save You Money?

Let’s get started.



WHO SHOULD HIRE AN INTERIM CMO?

*Sounds intriguing—but not sure how it works?
Read on...*

If you want to grow, you should have a marketing leader on board to keep your marketing strategy on target, keep your team focused, keep an eye on both the market and your competition, and accelerate your growth. Especially in tech companies, we cannot afford to take our eye off the ball because the market changes so quickly.

Strategic marketing leads to increased revenues through:

- ✓ careful, competitive positioning that underscores your unique value,
- ✓ unified, compelling messaging that resonates with your target audience,
- ✓ broad awareness that paves the way and builds brand recognition,
- ✓ the right sales tools that significantly shorten sales cycles, and
- ✓ a more effective sales organization.

Strategy & tactics go hand-in-hand. The cycle of developing strategy, planning, developing tactics, implementing/testing, and then tweaking never ends. Strategy and tactics are intertwined, and require frequent monitoring by someone who can see the big picture and is also well-versed in how the tactics work.

Your marketing staff needs direction. They can only do a great job of executing on the tactics if they understand the strategy. And the strategy must reflect the competitive landscape and also offer the customer a solution for his pain points. That “big picture” must fuel both high-level branding and awareness as well as the daily lead generation machine. In the race to beat the competition and win market share, your competitors are focused full time on their growth opportunities—and you should be as well.

It's the marketing leader that ties all that together.

For more information, please see www.Market-Savvy.com.



WHAT DOES AN INTERIM CMO DO?

How can an interim get the job done?

You'd be surprised.

Your interim CMO will take responsibility for all areas of marketing. If you retain someone with lots of practical experience from a successful career, she's adept at quickly assessing your company's strengths and weaknesses, opportunities and threats. She'll analyze the competitive situation, segment the market, define the target customer, develop unique positioning, craft compelling messaging, and fold it into a plethora of outbound marketing programs to build awareness and win market share. Where you'll start depends on where you stand today.

Developing the best possible strategy requires unique expertise, and you get to leverage that expert background on a contract basis.

Your interim CMO should have proven, effective ways of approaching the marketing challenge so there's no time wasted learning on the job.

Your interim CMO should be accustomed to diving deep into new technologies and new markets, coming up to speed quickly so she can hit the ground running.

Your interim CMO must understand business—and how to contribute to yours. She has effectively led marketing departments, large and small, in several companies. She has developed the positioning and messaging, the strategy and tactics. She knows how to stay within budget. She has a network of marketing specialists that she can call on for any job, from websites to webinars, from product collateral to partner conferences.

In short, your interim CMO is a huge asset, should you choose to benefit from her expertise. For more information on the types of services we offer, you can [review the "Services" page of my web site.](#)



WHEN SHOULD YOU *NOT* HIRE AN INTERIM CMO?

You should NOT hire an interim CMO if you :

...are unfunded and have no plans to seek funding.

You might want to get started with your would-be CMO on a consulting basis by working on your investor pitch together. Smart positioning and crisp messaging are critically important in your investor pitch, as is really knowing your customer. Actually, you'll want to nail all of that before you even hire a VP Sales: the sales job is so much harder when the message is murky and the audience is poorly defined.

...want to run marketing yourself.

Maybe the responsibility for marketing is currently on the plate of the CEO or the VP Sales or the VP Biz Dev, and you think that's working out just fine. (In truth, it probably is *not* working out "just fine," but if you think it is, then you're not ready to hire a CMO).

...want to skip all strategy and get to the "ink."

As Regis McKenna used to say, "If you're going to step into the spotlight, you need to know what you're going to say."

...are not ready to handle business success.

Maybe you're not equipped to handle an increase in incoming calls. Once you and your CMO define a "sales-ready" lead, and start generating them for your sales group, you'll want to have the structure in place to take the next step: talk with the customers and provide them with more information. If you don't want to invest in marketing OR you don't want to invest in sales, it may not be the time for a CMO, interim or otherwise.

...think anyone can do marketing.

Marketing is a complex profession, essential to a successful business. Do you know of any successful companies that do not have professional marketing people? Of course not. If you want your company to succeed, an investment in top quality marketing talent is essential.



HOW DOES AN INTERIM CMO SAVE YOU MONEY?

You might think that an interim CMO will cost you less in fees than the fully-loaded salary + perks package of a “permanent” CMO*. That’s not necessarily true. You want an experienced, top-quality person in the job—so don’t cut corners.

Instead, you might view hiring an interim CMO as a unique opportunity to bring in a fresh perspective. Together, you and your CMO can challenge the old thinking as you review the current market conditions. If you bring in an interim who’s well-versed in a variety of technologies, s/he can ensure that your market strategy will yield the best outcomes. You’ll have access to a professional who knows how to evaluate the market viability of your new idea, and craft positioning and messaging for your service or product line to shed light on how you stack up against your current competition. This can ensure that you seize opportunities to win market share, rather than missing out on them. In short, choose the right interim CMO and you’ll have access to a level of marketing expertise that most small companies simply can’t afford to hire in a full-time employee.

Another benefit might come as a surprise: As you continue to hire more employees, having your message clearly articulated will serve you well in the hiring process. People want to join companies that have a compelling message; they want to be excited about their work, and they want to be able to explain it to others.

The most important way you save money and increase revenues is in the market. Whatever progress you’ve made to date, keep the momentum going! Don’t leave this key role vacant. Instead, take this opportunity to strengthen your position in the marketplace. You’ll be glad you did.

Please take the next step. [Find out more about the work you can expect](#) and how much can actually be accomplished by an Interim CMO.

** Typically that includes a significant amount of equity options, insurance, sick pay, 401K match, SDI, a hiring bonus on the front end and maybe pension or severance pay on the back end.*



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