

# Marketing

In this section we look at just two of the many functions of the marketing department, Market Intelligence and Communications & Implementation: Market Intelligence

Rowan believes strongly that market research produces data & fact, market intelligence produces information that can be used to make decisions. Getting the basics wrong early on because you've not spoken to the market in the right way can have profound implications:

- Not quite the right product features
- Lead generation activities won't convert as well or they set unrealistic product expectations
- Sales force motivation reduces & they become harder to manage
- Close rates suffer
- Fulfilment becomes difficult to manage because expectations aren't met
- You need to increase customer service resources to cope with customer queries and complaints
- Not the best route to market
- Inefficiencies in getting your product to market will reduce revenue and increase costs across the business
- You'll miss out on the major opportunities
- Your competitors won't

Rowan helps clients develop products based on market intelligence and commercial opportunity; find the routes to market that deliver best returns versus effort, and get involved to deliver the product to market profitably.  
Communications & Implementation

Too many consultants deliver a report and leave you to get on with it - yet often the biggest problem isn't knowing what you should do, it is having the time, resource & experience to do it. Rowan provides hands-on support to come up with the ideas and, more importantly, we roll our sleeves up to implement as well.

Get the implementation wrong and the effects will be felt across the business:

- Marketing launches campaigns that sales aren't bought in to (or even know about)
- Sales miss out on opportunities because they don't know about new market opportunities
- The message from sales won't be 'on message' and will confuse the customer
- Marketing communications aren't understood by sales and cause confusion
- Fulfilment won't necessarily have the capacity to handle demand generated from sales & marketing activities
- Customer services can be swamped and are unable to deliver good customer experience