PROPOLIS

# MARKETING OPERATIONS COMPETENCY ASSESSMENT FRAMEWORK 1.0

*This is an edited version of a comprehensive framework and diagnostic process which is available only to Propolis members.*

The following framework seeks to define the different stages of marketing operations maturity, and map them against different criteria required for success. This is an abridged and edited version of a comprehensive MOPs framework, which is available to members of Propolis – B2B Marketing's online community. There are eight frameworks in total, which map across all aspects of B2B marketing practice, relating to the eight community Hives within Propolis.

Each framework is a flat or static version of the interactive Competency Assessment Programme which is designed to help you determine your specific level of competency against these criteria, compare them against other Propolis members and highlight areas to focus on for improvement. It is available as part of Propolis membership.

If you'd like to find out more about joining Propolis, visit b2bmarketing.net/propolis

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| | BUSINESS CONTRIBUTION | 1. BUILDING | 2. DEVELOPING | 3. PERFORMING | 4. IMPROVING | 5. EXCELLING |
|---|---|---|---|---|---|---|
| Marketing technology strategy | Martech selection, management and development | Piecemeal 'user-chooser' selection and management of tools, with minimal guidance or oversight. | Central oversight on tool management and deployment, plus some user guidance. | MOPs owns budget, tool selection, management and planning. | MOPs leads development using roadmap, including routine monitoring and ROI evaluation. | MOPs responsible for martech governance, including proactive management as part of ongoing change-management remit |
| Marketing operations management | Operations formalisation, structure and management | MOPs reponsibilities distributed across the team to non-specialists, with projects operated in isolation. | Expert users support wider team; formalisation of MOPs responsibilities begins, including project management | Individual MOPs specialists appointed, but with management outside of marketing. | MOPs team established, reporting to marketing leadership, including clear career progression, and project ownership/ oversight. | MOPs leader recognised as senior role; MOPs function recognised as a centre of excellence. |
| Marketing process definition and monitoring | Process formalisation and set up for ongoing improvement | Individuals operating in isolation with no formal methodologies. | Sharing and formalisation of workflows and best practice begins. | Centralised best practice repository maintained by MOPs, with standardisation of methodologies beginning. | Two-way dialogue regarding process development between users and MOPs; specific working methodologies in place. | Continuous improvement ethos for process evolution with MOPs co-ordinating uptake. |
| Reporting and analytics | Metric formalisation and monitoring, plus attribution | Reporting and testing highly individualised and effectiveness difficult to determine. | Centralised report creation and sharing begins, plus simplistic campaign testing. Attribution is manual. | Significant formalisation of report sharing and testing regimes; basic attribution instigated. | Robust and rigorous reporting via dedicated platform; rigourous and thorough campaign testing, aligned with statistical analysis. | Metrics driving business decisions; campaigns highly optimised and subject to continuous improvement; model-driven attribution enables in-depth analysis. |
| Cross-organisational coordination | Collaboration, deployment, budgeting and stakeholder management | Collaboration only through standard sharing docs; limited central view of spending or relationships with functions outside marketing. | Random acts of collaboration; standardised budgeting tools, but limited co-ordination; informal relationships outside marketing. | Standardisation of means and methods of collaboration; central spreadsheet tool to track budgets; informal cross-functional efforts on significant issues. | Marketing workflow tools integrated across organisation; marketing budgets formally linked to finance systems; proactive formal collaboration with wider stakeholder groups. | Ongoing workflow optimisation; proactive budget management to maximise utilisation; formal cross-functional working led by MOPs. |