



VISIONING



SOLVING



RELATING



RESOURCING

BUSINESSS DEVELOPMENT SOURCES 80% OF WORK

CHALLENGE

Sr. Management at Cox Enterprises Inc. (CEI) was focused on breaking down silos across divisions and stimulating cross-divisional collaboration. The CEI Marketing department was a newly formed internal consulting group charged with providing strategic marketing consultation support to all divisions. As a new department, there was little awareness of department capabilities and resources. Sales and Marketing executives were unsure how to utilize the resources of the department. Our challenge was to build credibility among sales and marketing executives within the media divisions (now known as Cox Media Group) and self-source project work, while looking for opportunities to bring division leaders together to solve common problems.

ACTIONS

- Developed relationship with VP of Marketing for major metropolitan newspaper and offered to provide assistance, while key members of the department were on maternity leave or transitioning to new roles.
- Acted as “temporary” marketing resource for marketing department on a variety of projects including B2C direct marketing, B2B sales enablement, development of new organizational design, and recruitment of new team members.
- Leveraged success with newspaper to develop presentation regarding departmental capabilities including:
 - Marketing Strategy and Brand Positioning
 - Digital and B2B Agency Searches
 - Consultation or leading special projects
 - Staff Recruitment
 - Competitive Media Sales Training and Development
 - Facilitating cross-divisional sales and marketing opportunities
- Presented departmental capabilities to corporate/field sales and marketing and sales leaders.

RESULTS

- Built consulting practice up from one marketing client to more than 30 senior level sales and marketing clients and self-sourced over 80% of work.
- Identified as high potential corporate leader and was one of 18 corporate leaders selected to participate in Cox Enterprises' General Managers Leadership Program.