

## The Role of the Campaign Manager

*Five key skills that drive successful marketing campaigns*

By Mike Gospe

*This article is the third in a series based on Mike Gospe's new book, Marketing Campaign Development: what marketing executives need to know about architecting global integrated marketing campaigns. The book can be ordered by [clicking here](#).*

An often misunderstood role in business is that of the marketing campaign manager – a senior individual contributor role used to unite a cross-functional sales and marketing team in order to develop **compelling** and **integrated** marketing campaigns. (For marketing campaign templates and program blueprints, please see chapters 4 and 5 in *Marketing Campaign Development*.)

It has been proven that leadership in this role can dramatically improve the results of any marketing campaign or new product launch. I worked as a campaign manager and then as a director of the campaign management team for eight years at HP, Sun, and Ariba. Today I coach campaign managers throughout the hi-tech industry. If you are a campaign manager or work with campaign managers, here's what you need to know about this critical role.

### Characteristics of an Effective Campaign Manager

- A recognized, well-rounded marketing leader familiar with the target market
- Proven leadership in “managing by objective”
- Attentive to detail, but doesn't micro-manage
- Diplomatic and politically savvy
- Patient
- A good facilitator, seasoned in active listening techniques
- Excellent written and oral communicator
  - With the team
  - Upper management
  - Steering committee
- Knows when and how to provide constructive feedback in real time
- Is prepared to make hard decisions and trade-offs for the greater good of the campaign
- Most of all, doesn't let their ego get in the way of sound decision-making

## Five key skills of effective campaign managers

1. **They are experienced all-around marketing athletes with proven leadership abilities.** Clearly, the best campaign managers understand how marketing works. They have deep marketing knowledge in at least one of the following areas: customers and target markets, marketing strategy creation, product knowledge, marketing expertise in a specific region, proven leadership in a marketing media type (such as field marketing or press relations). In addition, the best campaign managers bring marketing knowledge and political savvy to the role.
2. **They know when and how to delegate.** Campaign managers take their success not from their own actions, but from the accomplishments of the team. They look for opportunities to involve others in mapping the campaign strategy. And in so doing, they encourage and nurture the team's passion and energy.
3. **They are excellent in “managing upwards” and gaining and maintaining visibility for the team.** Every business has its political nuances. The best campaign managers can spot these and keep the team out of trouble, while interfacing with management proactively and effectively. Team players look to campaign managers to resolve or escalate issues when required. Campaign managers are adept at managing the process so that the team players can do what they do best.
4. **They are accountable, but they don't micromanage.** This is a tricky balance because campaign managers are responsible for delivering the campaign strategy and plan, but they can't build it alone. Their ultimate success is achieved by being a resource and guide for the team and ensuring that their collective contributions are aligned appropriately. When campaign managers cross the line and micromanage the execution of the specific activities and offers, team members may take offense and sabotage the process. To avoid this trap, the best campaign managers add value, not by dictating action, but by setting clear objectives and timelines and working to remove obstacles. They leave the execution of the details to the functional experts.
5. **They know how to manage their role as the campaign evolves.** The best campaign managers always focus on the “big picture,” lead the charge, and then get out the way. When the go-to-market plan has been created and approved, the role of the campaign manager changes. Initially, the primary duties of the campaign manager are to unite a cross-functional team, guide strategic discussions with the team, and facilitate the development of the marketing plan. Once management approval for the plan has been granted, the campaign manager's role shifts to focus on results and providing status updates and recommendations for campaign adjustments should market or business conditions change.

### For more information

Does your business need a campaign manager? More details, tips and tricks can be found in ***Marketing Campaign Development***. Other articles in this series include:

#### The Truth about Campaign Management:

[http://www.kickstartall.com/documents/KS\\_Articles/Truth\\_Campaign\\_Management.htm](http://www.kickstartall.com/documents/KS_Articles/Truth_Campaign_Management.htm)

#### How Sun Re-invented the Marketing Campaign

[http://www.kickstartall.com/documents/KS\\_Articles/Sun.html](http://www.kickstartall.com/documents/KS_Articles/Sun.html)

## **Lead Generation Blueprints in 30 Minutes: How one company quadrupled their marketing ROI**

[http://www.kickstartall.com/documents/KS\\_Articles/LeadGenerationBlueprints.html](http://www.kickstartall.com/documents/KS_Articles/LeadGenerationBlueprints.html)

***Marketing Campaign Development*** is about applying practical marketing lessons and best practices that have been adopted by hi-tech companies such as Aspect, Genesys, Hewlett-Packard, Informatica, and Symantec, and scores of others. Every company is different. But, I guarantee you that 80% of the process steps, templates, and techniques included in this book can be applied to your business with great success today. [Click here](#) to find out more and order a copy.

### **About the Author**

Mike Gospe has helped companies like HP, Sun, Ariba, Informatica, Symantec, and a number of startups architect and execute winning marketing campaign processes and plans. For more information on these and other tips and tricks, please contact Mike at (650) 464-7662 or email at [mikeg@kickstartall.com](mailto:mikeg@kickstartall.com).