

## MSA Audience Marketing Manager (AMM) FY17 Role Excellence Profile (REP)

### **Introduction to the MSA Audience Marketing Manager Role Excellence Profile**

The Role Excellence Profile is a role development tool for growth mindset and not a substitute for role priorities or used as a direct measure of performance. This profile focuses on what exemplary performers produce, the actions they take, and how they measure success above and beyond role priorities. The REP is a composite profile comprised of Primary Accomplishments (PAs). For each PA, there are a set of relevant Key Actions (KAs) and Excellence Indicators (EIs) or leading indicators of success.

**Note:** Based on your individual Audience Marketing Manager role focus, only a sub-set of key actions and Excellence Indicators will be applicable. This Role Excellence Profile is not one-size-fits-all.

*The REP is based on the following:*

- Interviews with high performers who have a sustained track record of success
- Input from Leadership
- Feedback and input from key internal stakeholder groups

*The REP is the foundation for all execution support materials:*

- Foundation for hiring guides, onboarding kits and readiness
- Role guidance for individual contributors and managers
- Role development discussions

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**Overall Role Accomplishment:** High impact innovative regional and local consumer/customer-centered marketing execution strategy and plan to educate, acquire, retain and grow the consumer audience agency, partner and customers in collaboration with and enablement of the sales team.

Primary Accomplishments
A. All-encompassing and innovative local marketing plan that represents the strategic initiatives of global and local marketing teams
B. Marketing campaigns / engagements that effectively land targeted Bingmarketing messages and stories to both industry, customers and consumers
C. Business/industry/market/customer/consumer expertise and continuous learning with a growth mindset

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**Definition of Terms** - The below terms are used in this document. Definitions are provided to drive clarity of terms.

Term	Definition
Audience	<u>In the context of Bing traffic</u> : profile of Bing users <u>In the context of Bing Ads Marketing</u> : defines the various core personas we target either from a customer or an industry perspective, (e.g., Executive, Budget/Business Decision Maker, Daily doer/SEM Pro, SMB, journalists, trade bodies, influencers)
Campaign	A marketing campaign is a coordinated series of brand messages that promote a service/product through different mediums (e.g., social, television, radio, print, online) using a variety of different types of advertising).
Channel – Consumer	Various ways (including at-scale and programmatic) to have your product/service (Bing) reach the end consumer (e.g., browser search, Bing App, syndicator's website, Siri, organic online, paid online). For a company like MSFT, a consumer channel would be our proprietary store vs. Best Buy
Channel – Customer	First party (MSFT direct sales force) or third party/intermediaries between MSFT and final customers (businesses) to drive specific sales/service call to action (e.g., direct sales, agencies, resellers, tele sales, CSS).
Co-marketing	Marketing programs with 3 <sup>rd</sup> party partners to help drive business goals (e.g., revenue, brand, new customers, etc.) <u>In the context of partner marketing</u> : account/joint marketing plans with a partner where both Microsoft and the partner invest resources, also called "through partner" marketing.
Customer Lifecycle	Individual evolution of a customer through the different stages of its engagement with Bing Ads, from a prospect to performing advertiser. By extension, describes the marketing motions, at scale or through sales and services, driving positive behaviors towards Bing Ads during these various stages to increase lifetime value.
Partners	3 <sup>rd</sup> party/intermediaries who transact with managed or unmanaged customers (advertisers) - including: agencies, SMB channel partners (a.k.a. resellers) and technology providers.
Partner Marketing	One-to-one and scaled marketing activities and initiatives targeted to key partner types (e.g., resellers, agencies and tech partners.)
Stakeholders	Key internal roles who need to be involved in a specific project either to consult, input, action, decide and/or review a given project.

## MSA Audience Marketing Manager (AMM) FY17 Role Excellence Profile (REP)

**Primary Accomplishment A:** All-encompassing innovative local marketing plan that represents the strategic initiatives of global and local marketing teams  
**Summary:** Key actions the AMM takes to drive an impactful customer/consumer-focused marketing strategy/plan that accelerates and optimizes opportunities and improves engagement, awareness and perception of Microsoft & Bing Ads/Bing with industry, managed agencies & direct advertisers or consumers.

### Key Actions

1. Define and consolidate the local marketing plan based on brand needs, consumer opportunities, sales needs (in-house and external – e.g. Sales House) and customer and competitor insights through alignment with sales teams and marketing partners in corporate or regional functions.
2. Collaborate with the Demand Team (insights and marketplace) and Product Marketing Manager (PMM) on consumer and commercial product priorities to support product launches, industry and compete initiatives.
3. Identify, leverage, refine, and localize (as needed) content and campaigns from the global and regional Bing and Bing Ads marketing teams to create local campaigns and share as best practices with others, as relevant.
4. Determine the most effective way to fund and execute campaigns/events looking beyond the original campaign scope for areas of integration and expansion with other groups/BGsetc. for maximum return on marketing investment.
5. Help drive/support partner marketing planning (aligned to the overall account plan and joint business plan process) by collaborating with sales on top-tier managed partners and developing a scalable approach for all non-top-tier managed customers.
6. Develop an industry plan to drive preference that defines channel investments, strategies and messages to land and provide visibility to encourage improved effectiveness through a holistic overview.
7. Partner with regional sales to learn about client quota targets to inform building a marketing plan that aligns with sales goals to engage and influence customer spend.
8. Define, in collaboration with analytics team, goals, objectives, metrics and budget for marketing activities with KPIs, expressed targets, performance and measurement plans for both Microsoft-driven and with-and-through partner-driven.
9. Collaborate and support Sales Leads to drive a rigorous lead management process.
10. Iterate and socialize the marketing plan with key stakeholders to gain their support and active engagement.
11. Ensure efficient and proper lead and engagement tracking is in place and activities are appropriately input and tracked in the system to show return on investment from marketing dollars invested.
12. Grow Bing DSQ volume through increased audience acquisition and enhanced engagement from the existing user based. *(for consumer marketing only)*

### Excellence Indicators (EIs)

- a. AMM marketing investments align to business priorities based on AMM's market for impact, timeliness, and ROI
- b. High degree of proactive engagement with key local and global stakeholders in global landing of initiatives
- c. Local marketing plan is up-to-date and includes industry engagement strategy and tactics that span the customer lifecycle
- d. Local marketing plan aligns with the strategic elements and stories from the global team and based on data-driven marketing analyses
- e. Data-driven recommendations by AMM for continual improvements and optimizations of marketing executions and budget investments
- f. Formal or informal feedback from Sales acknowledging the AMM as a strategic partner and advisor to Sales
- g. Strong performance against VSQ volume growth target per scorecard *(shared EI for consumer marketing)*

## MSA Audience Marketing Manager (AMM) FY17 Role Excellence Profile (REP)

**Primary AccomplishmentB:** Marketing campaigns/engagements that effectively land targeted Bing marketing messages and stories to both industry, customers and consumers

**Summary:** Key actions the AMM takes, working with global marketing teams and sales teams, to effectively orchestrate and successfully execute campaigns through relevant consumer and commercial channels.

### Key Actions

1. Select and/or manage vendor/agency relationship throughout a marketing initiative ensuring they are trained on brand guidelines, local priorities, partner ecosystem, marketing content and legal requirements, etc.
2. Proactively engage others (MSA, broader Microsoft and key stakeholders/partners) who are reaching the same audience to inform and align efforts to ensure effective messaging, targeting and execution of Bing and Bing Ads calls-to-action to achieve optimal results.
3. Select, localize and produce relevant bill-of-material (BOM) items for campaigns.
4. Provide consultation and campaign readiness support to sales teams to prepare them for successful sales engagements (e.g., sales discussion guides, battle cards, local audience stories, etc.).
5. Manage marketing budget, vendor resource and allocation to plan and report campaign/engagement results (spend and ROI).
6. Drive connected sales and marketing engagements to ensure sales' preparedness to execute campaigns.
7. Support activation of local industry engagement plans (e.g., being a speaker, identifying consumer/customer stories, product information, and working with local PR resources).
8. Consolidate data from execution activities for analysis to identify trends, areas for improvement/course correction, competitive risks and lessons learned.
9. Feed into monthly/quarterly reports to demonstrate progress against marketing key performance indicators (KPIs).
10. Feedback signals from the market back to the global teams (i.e. complete the feedback loop) from sales, the industry and customers to help inform the product marketing team to optimize their outputs.
11. Discover and utilize locally relevant strategies, channels and tactics (co-marketing with industry partners) to acquire and engage self-serve customers (i.e., acquisition).

### Excellence Indicators (EIs)

- a. Campaigns delivered on time and within budget per the marketing plan
- b. Meet or exceed campaign/engagements targets/goals
- c. Feedback (formal or informal) from internal stakeholders that AMMs proactive contribution of insights/resources, as a subject-matter expert for the audience, positively impacted global marketing targets
- d. Positive customer feedback as measured by satisfaction survey that reflects the AMM as ambassador for the brand
- e. AMM exhibits a high degree of positivity, persistence and creativity in navigating the issues and challenges of working across diverse and complicated environments

## MSA Audience Marketing Manager (AMM) FY17 Role Excellence Profile (REP)

**Primary AccomplishmentC:** Business/industry/market/customer/consumer expertise and continuous learning with a growth mindset

**Summary:**Key actions the AMM takes to “stay at the top of their game” so they can drive impact to the business and represent the best interests of customers and internal stakeholders.

### Key Actions

1. Develop and maintain an expert level understanding of your specific local/regional marketing environment and audience.
2. Develop and maintain a working knowledge of the search industry, trends, competition and the audience dynamics customers are facing.
3. Ensure Search Advertising is doing state-of-the-art marketing leveraging an understanding what competitors are doing in the market regarding lead generation and marketing.
4. Attend relevant/required readiness trainings extending beyond professional development plan (e.g., Fast Start, Bing-related trainings).
5. Develop and execute a professional development plan (e.g., competency development, desired experiences, stretch assignments, mentee/mentor, formal trainings, etc.).
6. Participate in the local / global MSA community (e.g., Bing Ping Live; Global Standup, Yammer, etc.) to stay informed, share and scale best practices and provide feedback on how to make these forums more impactful to the business.
7. Comply with Microsoft guidelines and demonstrate excellence in all budget and vendor management practices.
8. Develop a One Microsoft approach through knowledge of the whole Microsoft offering, what is happening locally within the subsidiary/region, learnings from various internal and external sources and individuals (e.g., reading industry information, competitive landscape, trends, sharing current best practices, meeting with customers/partners, etc.), to increase Bing and Bing Ads brand visibility within Microsoft and plan and execute activities that optimize Microsoft resources and budget.
9. Leverage/import the work of others, where applicable and share best practices with other Audience Marketing Managers and Global Marketing Managers to benefit the broader community.
10. Develop a local speaker bench by identifying, coaching and working with the teams to identify key advocates to share the Bing Ads story / training / evangelism.
11. Actively contribute to the success of the business beyond your core job function.

### Excellence Indicators (EIs)

- a. Customers and/or co-workers acknowledge (formally or informally) AMM as an ambassador of marketing/advertising business and a subject matter expert in his/her area of expertise and solicit the AMM’s insights, opinions and advice on the industry, marketplace, strategy and competition
- b. Management of suppliers in compliance with MS Policy and marketing spend guidelines
- c. Other Audience Marketing Managers and global marketing managers incorporate the AMM’s best practice(s)
- d. AMM imports and leverages others best practices
- e. During Connect meetings with manager AMM exhibits a growth mindset of ‘fail-fast’ (identify and quickly learn from failure) and his/her focus on behaviors that drive impact rather than activity
- f. Continual progress made against professional development plan including on time completion of 100% percent of required trainings