MSA Marketing Communications Manager (MCM)
FY17 Role Excellence Profile (REP)

Introduction to the MSA Marketing Communications ManagerRole 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 Marketing Communications 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

Overall Role Accomplishment: high-impactmarketing campaigns and storytelling expertise that deliver measurable results and contribute to the Bing Ads brand and all-up Search business goals.

Primary Accomplishments
A. Stewardship of brand identify, strategy and value proposition
B. Storytelling and messaging that drives brand awareness and preference
C. Marketing channel strategy and plans based on business opportunity and priorities
D. Successful cross-channel content-led campaigns
E. Channel/audience/business/industry 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 clarify of terms.

Term	Definition
Audience	In the context of Bing traffic: profile of Bing users
	In the context of Bing Ads Marketing: 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 – Marketing	A set of standard practices or activities to convey the Bing Ads brand and/or products unique value proposition to the industry, customers or partners (e.g., industry events, web, social, webcast, media, CRM).
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 3rd party partners to help drive business goals (e.g., revenue, brand, new customers, etc.)
	In the context of partner marketing: 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	3rd 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.)
Search ecosystem	The network or system of search-related sources (internal and external – people, data, hardware, software, services) impacting the behaviors of search advertising: primarily the advertisers, the search engine and the searchers, but includes secondary influential contributors like partners, tool providers, trade bodies, media and journalists, influencers.
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.

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Primary Accomplishment A: Stewardship of brand identify, strategy and value proposition
Summary:*Key actions MCMs take to develop, evangelize and support our value proposition, messaging framework and brand identify to ensure consistent on-brand messaging and experiences across the business.*

Key Actions*(Core and critical actions thatcombined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Developthe overall Bing Network value proposition, messaging framework and brand identity (i.e., what do we stand for) and evolve these as we innovate in our platform, competitive landscape changes, new technologies reshape the industry and our parent brands change.
2. Educate, support and evangelize our brand identity across all teams involved in Search Advertising to ensure on-brand experiences both within the company and outside (i.e., be the voice and face of the brand)
3. Develop a fiscal year brand messaging framework/plan with internal stakeholders that defines messaging priorities for the year and equips teams with assets and resources (e.g., messaging framework by persona).
4. Socialize the plan and get buy-off from key stakeholders.
5. Work in close alignment and partnership with others across the marketing organization to ensure consistency in core messages and priorities.
6. Stay connected to key internal partners (e.g., Bing, Hololens, CaaP, MSFT, etc) and leverage the relevant content of others to ensure our brand and messaging strategies are on point and teams are equipped with the latest information.
7. Collaborate with the content marketing team on a unified brand campaign and messaging strategy.

Excellence Indicators (EIs)*(Observable or measurable leading indicators/outcomes of excellence)*

a. The plan includes guidance and direction on what to prioritize from a brand identity and messaging standpoint and business rationale
b. Organizational alignment and agreement on the prioritization of the brand message (i.e., brand messages infused into generated content)
c. Results of brand messaging research informs the plan and tracks progress against messages
d. Meet or exceed net-promoter score and defined critical brand metrics (effectiveness)
e. All content marketers and channel owners are executing against a unified campaign plan as evidenced by joint accountability goals

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Primary Accomplishment B: Storytelling and messaging that drives brand awareness and preference
Summary:*Key actions MCMs take to develop and land content and messaging relevant to customers and the industry that differentiates Microsoft, reinforces our value proposition and builds confidence in our offer.*

Key Actions *(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Create/develop insight-ledstories, seeking input from stakeholders, that drive positive association,preference and awareness of the brand, differentiate Microsoft and support strategic messaging goals while being relevant to customers and the industry.
2. Respond to and develop messaging or content that supports Bing Ads marketers and sales teams as it relates to our brand or business. *(Note: product, platform and supply messaging is supported by Product Marketing)*
3. Get internal and external feedback from a variety of stakeholders (e.g., customers, field sales and marketing, product marketing, engineering, etc.) on the quality of stories/messages both before and after cascadingand share the learnings broadly, where applicable.
4. Design, develop and package an appropriate set of materials (leverageable globally) for maximum efficiency and effectiveness.

Excellence Indicators (EIs)*(Observable or measurable leading indicators/outcomesof excellence)*

a. Adoption/use of marketing materials by marketers, sales and field teams
b. Positive and constructive feedback from field teams that messages are resonating or how they need to be adapted
c. Meet or exceed product feature adoption, platform engagement or business strategy goals

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Primary Accomplishment C: Marketing channel strategy and plans based on business opportunity and priorities
Summary:*Key actions MCMs take to* develop plans, execute activities and optimize performance to deliver against business goals and align to our brand strategy.

Key Actions*(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Build, socialize and maintain a fiscal year marketing channel plan and budget to meet our overall business goals.
2. Partner with other marketers, globally and locallyto explore mutual cross-channel opportunities that increase impact, create efficiencies and consolidate costs.
3. Plan and execute activities that support our brand, messaging and content marketing strategies with tactics that are relevant, impactful, innovative and align to best practices for that channel and audience.
4. Leverage the right technologies in both managing and executing within each channel that integrate/compliment the larger marketing martech framework.
5. Provide input into the central editorial and publishing calendar that both supports channel/audience specific needs and aligns to our overall GTM motion and maintain channel-specific editorial and publishing calendar.
6. Track channel performance and ensure success relative to amplifying business priorities using channel-appropriate KPI's and report out monthly.
7. Continually review data/insights and metrics to optimize performance, drive decision making and develop future strategies/plans and share learning with others.
8. Innovate and take a growth mindset to test and learn (including new tactics, technologies and content) to drive step change improvements in strategy and plans.

Excellence Indicators (EIs)*(Observable or measurable leading indicators of excellence)*

a. Meet or exceed channel marketing KPIs and/or business impact goals (where appropriate/available)
b. All channels have consistent audience-centric messaging, (i.e., similar tone, common look, feel and prioritization of content)
c. Results of message testing used to innovate and evolve future strategies/plans
d. Calendars are aligned and up-to-date
e. Timely channel and campaign reporting inclusive of data, insights and recommendations to stakeholders

Primary Accomplishment D: Successfulcross-channel content-led campaigns

Summary:*Key actions MCMs take to develop audience-led content and campaign strategies and tactics that drive towards business goals, while partnering across the organization on execution, optimization and learnings.*

Key Actions*(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Evangelize products across customer and industry channels via thought-leading product and product-line content.
2. Represent the voice of the product as a spokesperson and actively participate in the search ecosystem (e.g., customer meetings/summits/EBC, sitting on advertising panels/boards, speaking at conferences/ industry events, representing Bing at vertical/industry events, demos, social media, writing blogs, producing white papers, etc.).
3. Leverage every opportunity, internally and externally (sales, support and partners) to amplify product messages and drive results.
4. Support the marketing organization at large to ensure the feature-to-product line value proposition is translated into how to tell the feature/product story through their channels.
5. Participate in product-specific partner advisory groups (PAGs and iPAGs – external or internal) with specific attention given to the direct feedback engineering partners are getting.

Excellence Indicators (EIs)*(Observable or measurable leading indicators/outcomes of excellence)*

a. Evangelism efforts create awareness for the product and its value as evidenced by defined adoption metric
b. Meet or exceed perception metric targets and early indicators
c. Informal or formal feedback from sales and support to management that PMM's presence/visibility across the organization has given the product/feature positive attention
d. PMM is recognized (formally and informally) as ambassador for the product

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Primary Accomplishment E: Channel/audience/business/industry expertise and continuous learning with a growth mindset

Summary:*Key actions MCMs take 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*(Core and critical actions that combined contribute to the achievement of the Excellence Indicators. Numbered for reference, does not indicate priority or chronology.)*

1. Develop and maintain domain expertise on Bing Ads products and product line strategy.
2. Develop and maintain an expert level understanding of your specific marketing competency (e.g. brand, channel, audience).
3. Develop and maintain a working knowledge of the search industry, trends, competition and audience dynamics customers are facing.
4. Develop and execute a professional development plan (e.g., competency development, desired experiences, stretch assignments, mentee/mentor, formal trainings, etc.).
5. Attend relevant/required readiness trainings extending beyond professional development plan (e.g., Fast Start, Bing-related trainings).
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. Demonstrate excellence in budget and vendor management practices in compliance with Microsoft's guidelines.
8. Cultivate marketing communications-specific ecosystem insights using a One Microsoft approach, by proactively seeking learnings from various sources and individuals, internally and externally, (e.g., reading industry information, competitive landscape, trends, sharing current best practices, meeting with clients/partners, etc.) and then leverage those insights in planning and execution activities.

Excellence Indicators (EIs)*(Observable or measurable leading indicators of excellence)*

a. Others proactively engage Marketing Communications Manager (MCM) for insights and advice as a coach/mentor
b. Continual progress made against professional development plan
c. Customers/partners and/or co-workers recognize MCM as a subject matter expert in his/her area of expertise solicit opinions and advice on the channel, business and industry
d. Other MCMs adapt / adopt the MCM's personal best practices
e. Campaigns/programs forecast within approved budget and in adherence with QFA (quarterly forecast accountability)
f. Management of suppliers in compliance with MS Policy and marketing spend guidelines

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