

Offline Marketing Manager and Speaker's Agent

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All marketing promotions are implemented either online or offline. What are offline promotions? Anything that takes place outside the Internet. For instance, in the case of a certification program, they might be:

- Trade shows
- Direct mail
- In-person preview events
- Press releases (if your market is local)
- Display advertising in trade magazines
- Speaking engagements

When building your optimum cash-generation team, it's best to think ahead toward splitting your marketing management between online promotions (Internet marketing) and offline promotions. The main reason for this is that online marketing is highly specialized. With new technologies and opportunities being developed almost daily, it's difficult for one manager to maintain up-to-the-minute knowledge about the Internet—particularly if you have lots of marketing programming to manage which doesn't leave extra time for training.

Of course, at first, *you may not need to split the position* between online and offline management. When starting out, you can easily combine all marketing management into one part-time or full-time person. Just keep in mind that someday you'll likely want to have two different types of Marketing Managers.

Finding Offline Marketing Professionals

Good copywriting skills—or at least the ability to hire and manage outside copywriters—is key to performing successfully at this job. This is a highly skilled position, and top candidates will show an expertise with knowing which promotions to run, where to place them, how to cut costs, what offers to make in the promotion—and most importantly—how to execute a promotion to the last detail (including writing any marketing copy, if necessary).

For this reason, it's important to take time finding the right person for this position. And be aware that you may go through two or three new-hires before finding the manager who ultimately grows your business substantially.

For most small businesses, you'll want someone who is comfortable developing a promotional plan, then initiating all promotions—without you telling them what to do every step of the way. In fact, you'll ideally want someone who knows more about marketing than you do.

Why?

Because the truth is most small business owners go into business to pursue something they love to do. Too often, however, *they are not great marketers*. If this describes you, then you need an initiator who will take charge of your marketing promotions and execute them with assurance.

Regardless of where you post this job, one way to make sure the perfect candidates respond is to write your job description in such a way that top candidates will be excited to work for *you*.

As I've mentioned before, don't just explain the job, but talk about your company and why it's such a pleasure to work there. Talk about the superior or innovative marketing you're doing (or about some of your business growth successes that make you unique). Describe your company as a marketing-oriented business so they know they'll be a key player versus just another manager. By using these techniques, you'll get top candidates willing to work for the pay you're offering—regardless of whether they might be able to make more money elsewhere. Also determine the non-monetary advantages of working at your business and use them to draw top candidates.

Wherever you advertise, you can use the tried-and-true method of directing candidates to your website for more information. This not only personalizes your company as a possible employer, it saves *you* time by encouraging candidates to de-select themselves if they aren't qualified or interested.

Defining Initial Job Duties

Before advertising, be sure to define the job duties your Offline Marketing Promotions Manager will be responsible for so you can mention those specifics in your help-wanted ad or webpage. Take a look at the list of possible offline promotions again:

- Trade shows
- Direct mail
- In-person preview events
- Press releases (if your market is local)
- Display advertising in trade magazines
- Speaking engagements

Do you exhibit and promote your certification program at trade shows? Do you run magazine ads? Do you conduct teleseminars? Choose from the list above in defining those marketing projects you want the new Manager to execute. Be sure to decide, too, which related tasks you will do, what the Manager must do, what outsource vendors can do, and who will manage those vendors.

A great exercise for creating this task list is to spend an hour or so writing down everything you do now related to various marketing projects—or that you know must be done. I've found an Excel spreadsheet is great for listing individual tasks as line items. Assign categories to each line item such as frequency, one time vs. ongoing, in-house vs. outsource, and so on. It's surprising how much different your help-wanted ad might appear to you once you go through this exercise. Make any necessary adjustments to the wording of the ad before running it.

Interviewing Marketing Implementation Candidates

Everyone has the ideal candidate in mind. I know I do. But be aware that you won't find the ideal person unless you're specific about the questions you ask—and you're truly dedicated to discovering their true capabilities and deficiencies.

Additionally, since attitude and work ethic are more important in this job than almost anywhere else in your company, your interviewing technique needs to be extra vigilant in drawing out these characteristics. Some companies I know even have top candidates take a

personality profile test to ascertain the candidate’s work ethic and attitude. These companies know that if their promotions don’t run on time because their manager didn’t “get around to it”—or a trade show application doesn’t get submitted by the deadline because of a lackadaisical attitude—company revenues will suffer. Prospects don’t get generated, sales leads don’t call, and joint-venture partners fade away due to lack of diligence in the area of marketing.

To avoid this situation, ask about their background in executing marketing programs, but also in handling difficult or problem promotions, delayed promotions, vendors mistakes, and other situations that invariably arise.

To conduct a proper interview, make a list of questions that determine how well they executed each of the offline marketing projects you listed above. Consider trade shows, for example:

Interviewing Offline Marketing Candidates

Have you ever coordinated a trade show exhibit for your employer? _____

How often did your company exhibit? _____

Have you ever coordinated the purchase of a new trade-show booth? _____

Have you ever written a script for use by booth personnel? _____

What were the main goals of the trade shows you exhibited at?

Using specific numbers, how well did the company meet those goals?

Did you conduct pre-show marketing? What marketing materials did you produce for use before, during and after the trade show? Did you develop in-booth promotions or show specials?

Did you develop any sort of ongoing marketing for the leads generated at the show?

Did you coordinate any speaking engagement by your company's salespeople or executives in the educational portion of the trade show? What kinds of materials did you produce for that?

Like I said, for each individual marketing campaign or project area your company pursues, write down every conceivable related question to determine whether your candidate has the necessary expertise to coordinate that kind of marketing. Then jot down questions that will elicit details about their attitude, work ethic and management style. Tell the candidate there are no right or wrong answers here—you just want to be sure they (and you) are the right fit:

What would you do if a vendor did not deliver your marketing materials on time and it looked like the promotion might have to be delayed?

Are you accustomed to working alone on marketing projects and if so, what stages do you prefer to control 100% . . . Scheduling? Planning? Copywriting or development of marketing materials? Database Analysis or Overlays (calculating response rates by list segment)? Implementation? Vendor coordination?

Tell me a little about your management style, how you delegate project-related tasks and how you monitor whether they are getting accomplished. Do you use any sort of system or tools to manage projects? At what point do you step in to turn things around when a critical project component may be in jeopardy?

Hiring and Negotiating Offline Marketing Manager Pay

Once you've found a top candidate, it's time to make him or her an offer. Before doing that, however, use the final minutes of the interview to clarify what they're looking for concerning compensation, work schedule, department budget, support staff, telecommuting, start date, and so on. Give yourself at least a day or so after the interview to formulate (or review) what you can afford to pay them—and to evaluate your preferred candidate against others you interviewed. My advice is to never make an offer to a top candidate during their initial interview.

What should you be willing to pay an Offline Marketing Manager?

It really depends on how much work there is to do, what level of expertise you require (they may have more than you need), whether you can meet their desired compensation with a combination of salary plus profit-sharing, whether you want to meet it, and so on. And don't be put off by your top candidate's so-called "salary requirements." What many small business owners don't know is that candidates typically make a big list of what they're looking for in the way of compensation (including profit-sharing, equity, stock options, benefits, time off and so on)—but you don't have to agree with that list. You can always make an offer and let the candidate decide whether they'll take the job for that. Or, let them make a counter-offer for you to consider.

If you've done the job of making your company look enticing, your top candidate may agree to a much smaller compensation package in order to work for you.

Hiring a Speaker's Agent

If a major component of your offline marketing plan is speaking at industry conferences to recruit coaches or practitioners for your certification program, you can hire a speaker's agent separately from your offline marketing manager.

Many agents work for a fixed fee to research events you would be perfect for, start the process of marketing to them, interact with leads when event planners show interest—and even negotiate your booking, handle the contract process, and coordinate pre-event and post-event communications. When you're booked, the fixed-fee agency may also take an additional sales commission of 20% to 30% of your speaking fee.

If you're highly bookable (and can show a prior history of strong bookings), some agencies will sign you on a commission-only basis of 25% to 30% of your speaking fee.

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