

# From Support Function to Valuable Business Partner

Webinar

5th of March 2026

11:00 am EET / 10:00 am CET

MAVENFIRST



We help Senior Marketing Executives in Complex B2B to design stronger marketing functions that earn C-level trust by delivering unquestionable business impact.

## **Our best clients come to us for one reason:**

They decided things around marketing need to change and it can't continue as is.

They know that the potential for marketing is so much more than they can currently capture.

## Here is how we help:

We combine “Do-it-with-me” consulting to executive coaching to help you on your journey towards a more stronger marketing function.

## We help you to get clarity on 5 critical things:

- Marketing vision and a concrete Business Plan for the Marketing Function
- Value Delivered and communicated through Stakeholder Reporting
- How your team is working and how you work as a one team rowing in the same direction
- Investment plan for marketing - What you get if you 2x marketing resources
- *Team structure and processes that support success*

# Today's Agenda

- 01 **Marketing's role in the company and its importance**
- 02 How to identify your unique situation
- 03 How to drive change from support function to valuable business partner



# What is the “Role of Marketing”

# Internal Brand of Marketing Function

Your position statement and value proposition to the company all in one

## Some of the categories we have identified based on our Executive Interviews

- Commercially Focused Marketing Department
  - Lead gen (MQLs or SQLs)
  - More holistic, but still focused on the commercial side (ABM, Lead Gen)
- Brand and communications focused
- “Event and Brochure production house”
- Product Marketing Focused
- Holistic Marketing Organization
- Field Marketing Focused



Why this is important?

Disclaimer: There is no “Good” or “Bad”  
positioning for your marketing function.

It all comes down how aligned you and  
your stakeholders are.

# Today's Agenda

- 01 Marketing's role in the company and its importance
- 02 **How to identify your unique situation**
- 03 How to drive change from support function to valuable business partner



The biggest challenge towards a more strategic role is a lack of leadership alignment

# Marketing Role - Four Different Situations in Complex B2B organizations

## Painter

—  
The views on the role of marketing are similar but not entirely shared between marketing management and the rest of the organisation.

## Builder

—  
There are significant differences in perceptions of the role and capability of marketing between marketing management and the rest of the organisation.

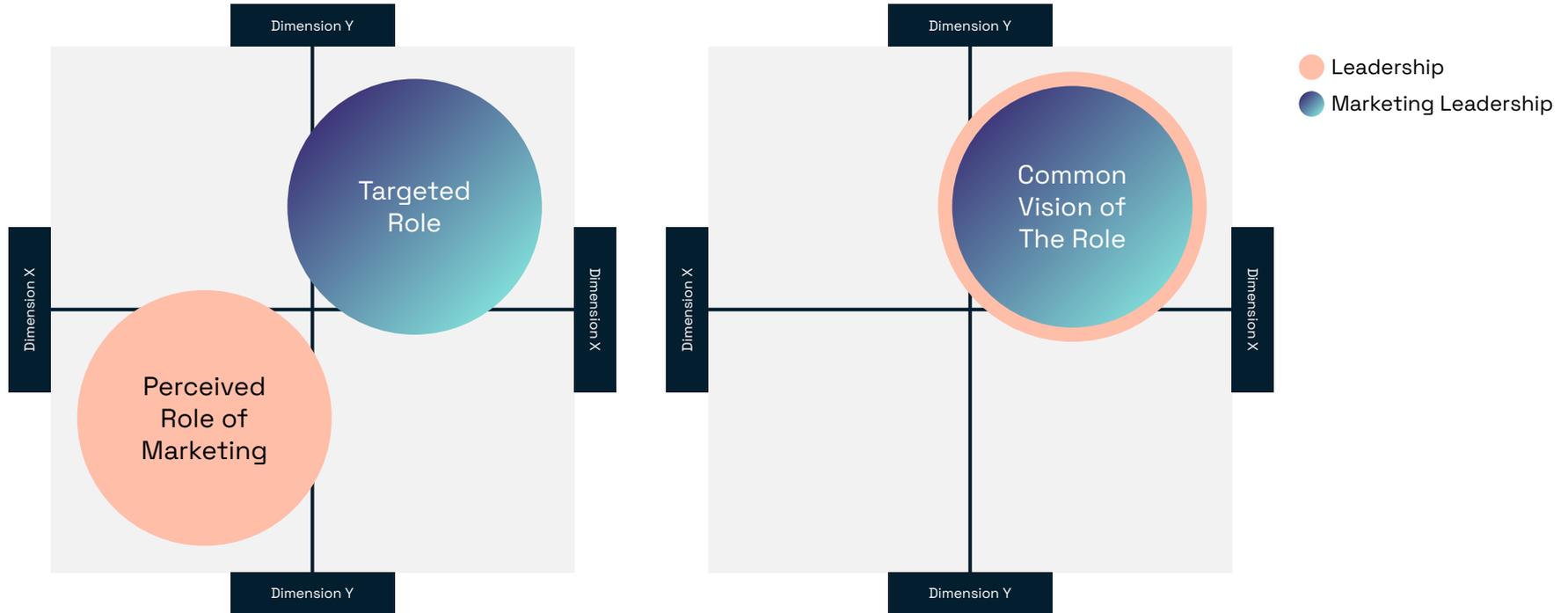
## Drifter

—  
The role of marketing is not clear to marketing management, nor to the rest of the organisation.

## Dragger

—  
The role of marketing is clear to the management team and the rest of the organisation, but not to marketing management.

# Builder – Building the new role of marketing



Both the Role of Marketing and how we operate are part of the role - the solution differs

## Both the role and way we operate are important

---

Role for our Function

Alignment and our ability to communicate:

**When we succeeds, what in the company improves**

And getting aligned on that.

---

Way we operate

## Both the role and way we operate are important

---

Role for our Function

Alignment and our ability to communicate:

### **When we succeeds, what in the company improves**

And getting aligned on that.

---

Way we operate

Changing from a “Production house” or “Internal Agency” oriented to more “Proactive Business Partner” needs visibility to the Role (what we are accountable for) but also:

- Processes around planning - how we plan what we do
- Alignment who has autonomy to decide what to do (both strategic and tactical level)

How would we design a plan for marketing function that wants to go from support function to business partner

# Step 1 - Clarity for you

## Clarity for you

- **Based on your expertise what role would best serve your company?**
  - **Business Case for the Change**
  - **Functional Benefits**
  - ***Personal Benefits***
- What needs to change?

[Read more about the topic on the Executive Guide about strategic role.](#)



Step 2 - Way to concretise your vision and tie strategic outcomes to day-to-day tactics

# The Mavenfirst Marketing Function Business Plan™

Corporate Strategy				
Marketing Strategy Who we want to influence (Targets) - Why should anyone care (Message) - Why we exist (Marketing Strategic Goal)				
BOLD VISION	Marketing Bold Vision – Value levers		Function’s Five-Year Picture	
	Focus Area 1	Focus Area 2	Focus Area 3	Focus Area 4
5-YEAR PICTURE	Priority 1.	Priority 1.	Priority 1.	Priority 1.
	Priority 2.	Priority 2.	Priority 2.	Priority 2.
	Priority 3.	Priority 3.	Priority 3.	Priority 3.
1-YEAR PLAN	Priority 4.			
	Programs – each priority has its own outcome-based programs			

**Marketing Strategy:** Defines who you want to influence (Targets), why they should care (Message), and the fundamental strategic goal of the marketing function.

**Bold Vision:** The “reason to exist” and high-level ambition for marketing, anchored directly to the specific business value levers you aim to impact.

**5-Year Picture:** A concrete description of the future function, outlining the required team size, capabilities, and skills needed to realize the Bold Vision.

**Focus Areas:** The strategic “must-win battles” on a three-year horizon that dictate the most critical development areas for the marketing function.

**Priorities:** Clear 12-month goals that translate long-term focus areas into manageable and measurable annual milestones.

**Programs:** Short-term, outcome-based initiatives designed to execute yearly priorities and drive tangible results for the business.

## Step 3 - When to build alignment?

# Step 4 - Execute on the vision

# Communicate the value that builds C-level trust: The Mavenfirst IMPACT model™

**I – Impact:** Final business outcomes

**M – Mechanism:** How marketing communicates and reports the value to the business (meeting rhythms, processes)

**P – Proof:** Metrics as evidence of success/progress

**A – Alignment:** The role of marketing and accountability

**C – Communication:** Story and reports that resonates in the management team

**T – Trust:** The end result, metric to measure and ultimate goal

Join our next webinar and subscribe to our newsletter

**Register for upcoming webinar: Value-based stakeholder reporting that builds C-level trust —**

This webinar is for marketing leaders in complex B2B who want to maximize the business impact of their reporting. On Thursday, March 19th.

[Read more and register.](#)

SUBSCRIBE HERE

This newsletter is for you: B2B marketing leaders in complex industries

You receive original thinking and “thought of the bi-week” tailored to marketing leaders in complex B2B.

