

## Marketer vs. Project Manager: Who brings in the project?

There is traditionally a push/pull that goes on between marketing and project management as to who is the lead in bringing in a project, marketers or project managers. Marketing directors say they have to chase project managers around to get them to do write-ups for proposals. Project managers say they are spread too thin, and aren't trained to market. Is there an answer to this pervasive problem. The following comments are from veteran marketers talking about project managers, and seasoned project managers talking about marketers.

**Marketer:** "We handle the client up to where the proposal goes out, and the PM comes in at the end."

**Project Manager:** "We try to have the PM involved in a project right from the very beginning."

**Marketer:** "My involvement is mainly talking to clients, returning calls and e-mails, making sure clients get the service they want; those should be the duties of a project manager as well."

**Project Manager:** "The most important thing is servicing the client, and becoming personal with them, since repeat clients are the best clients you can have."

**Marketer:** "I'm making sure our proposals are going out on time, and making new connections through existing relationships. There's also social events and personal connections, such as golf outings, dinners, attending conventions with our clients. In one week's time I can touch 10-20 of my clients all in one place, and it's all budgeted right into our revenue stream."

**Project manager:** "One of the most important roles of the PM is communication; going out and socializing, and developing that relationship with the project sponsors, and getting to understand how it's going to be handled, and preventing surprises. That's part of the on-going marketing for the next job. Every PM should have that responsibility."

**Marketer:** Proposals are the best vehicle to show your wares, and you really need good marketing materials. Quality is everything. It sends a message to your client that you care about their project."

**Project Manager:** "Part of our deliverables in proposals is scheduled meetings. We try to find reasons where they can periodically look at the work we're doing, and see our faces. While we're sitting there, something usually comes up – and it often leads to new work."

**Marketer:** "If I have invested a lot of time on a potential client, convincing them we can give them a successful project, there has to be a level of trust that the PM you're going to give over to that client is going to do a great job, and is going to be able to market that client as well as manage the project."

**Project Manager:** "Find someone who can step in and take the ball and run with it. The hand-off really is based on the trust that the client has in you."

**Marketer:** Marketing doesn't end until there's a comfort level with the client. You have to get the PM's involved right up front. They need to be at the meetings and hear the urgency of what's discussed. When they go back to the office, they'll respond better. If you fall down at the beginning of the job, you've failed marketing."

**Project Manager:** When we sign up a project we fill out a marketing form, the client, location, size, services expected. After a job is done, the same form asks: can you take pictures, and was it successful? The photographer takes the pictures, we do a write-up that produces a project sheet that goes into our firm's marketing database."

**Marketer:** "We hired a person to open doors and hold client's interest, in conversations, which I couldn't do; then as soon as it got technical, our PM would step right in, and it worked like a charm. It opened up door after door after door."

**Project manager:** "A PM is sitting down with clients and their representatives all the time, and we have the opportunity to have a foot in someone's door every day. That has to be capitalized on to keep your company afloat and growing."

**Marketer:** "Principals may not want PM's to influence the destiny or the direction of the company."

**Project Manager:** "Absolutely. They've always turned to us to see where the coming market was going to be, where the future would be, and where we wanted to be. PM's definitely have the ability to shape that."

