



# Sales And Marketing In Concert

## It's Time To Rock!

By synching up your distribution activities,  
you'll gain productivity without adding cost.  
We bet that's music to your ears!



## Long Live Rock and Roll [and Distribution]

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“There’s nothing worse than a bunch of jaded old farts, and that’s a fact. They’ve gotten to this point where nothing moves. I don’t deal in that.”

—Robert Plant | *Rolling Stone*, January 20, 2011

“...every great business model is someday bound to collapse. And when change comes, it is not only abrupt, but it usually is best exploited by people outside the business that is being changed.”

—Ken Hertz | *Lawyer and Entertainment Marketing Specialist*

For starters, you need to understand just how much we love our Rock and Roll at SwanDog. (If you don’t believe me, call us sometime at 630.995.3858 and ask to be put on hold!). We love rock for all the din, commotion and excitement it generates—attributes that could just as easily be ascribed to our second passion, the financial industry.

If you’re a rock devotee (like me), you have to love Robert Plant. Not only is he one of the coolest front men ever to don a Qiana shirt, but he recently became my business guru. I know, even I find that hard to believe. Especially since, up until now, the biggest advice I ever got from Plant was not to be alarmed “if there’s a bustle in your hedgerow.”

This guru stuff started when I read the January 20 issue of *Rolling Stone* and saw the quote above. That’s it, I thought. The “jaded old farts” he’s talking about are those of us in asset and wealth management and our rigid adherence to the tried and true.

“**Grow or die,**” he wails to us.

“**Evolve,**” he pleads.

“**Invent,**” he encourages.

Lest you think that Plant isn’t eating his own cooking, his willingness to turn his back on one of the greatest Rock and Roll bands of all times, in favor of artistic endeavors, suggests he’s pretty serious.

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The call to action in Plant’s words is *don’t let what’s made you successful in the past define your future*. Yes, the existing distribution approach has worked great to this point—but we have to ask ourselves, will it always? Or better yet, can it still?

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That same call to “grow or die” rings through the comments of Ken Hertz. Hertz, an entertainment marketing expert, smartly points out the fatal business flaw at virtually every firm in every industry—the error of viewing business in isolation. Now, I don’t know much about Ken Hertz—except that my experience leads me to believe he is right. We’ve learned that the inability of firms to effectively self examine is the very reason they look to consultants; we bring objectivity and perspective they don’t have or won’t cultivate.

A great starting point when considering the implications of Plant and Hertz’s comments is our approach to distribution.

When it comes to the relationship between Sales and Marketing, it is past time to abandon our rigid adherence to perceived roles and move forward. It’s not about playing nice—we had that discussion 10 years ago. Today, it’s about how these two co-dependent partners in distribution find a way to work in concert toward the same objective—cultivating, developing and maintaining relationships and growing sales. Some will suggest the issues associated with Sales and Marketing are in the past. They are not. And even successful implementation of the recommendations we offer in this study won’t guarantee a fruitful and peaceful collaboration. But we’re confident these will be definite steps in that direction.

In hindsight, a follow-up to our breakthrough 2007 study of marketing, *Beyond the Collateral*, was inevitable—if for no other reason than we didn’t finish painting the picture. While challenging marketers to do more, we failed to expand the context for that improvement when we left out the interaction with Sales. In that, the financial industry is not alone. We’ve encountered dozens of industries, most of them business to business or with a significant intermediary component, which suffer the same shortcoming.

While the concepts apply universally, we’ve stayed focused on the implications to the asset and wealth management business in an effort to ensure direct relevance to the reader. This report will likely stir debate and disagreement. We welcome that as much as the change we hope it will ring in.

**Ramble On.**



*Dave Swanson*  
Founder & Managing Principal, SwanDog

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## About the Authors

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### ***Dave Swanson***

Founder and Managing Principal of SwanDog Strategic Marketing, Dave has over 30 years of senior management and marketing experience, including nearly 25 years in asset and wealth management. Over his career, he has served as Chief Operating Officer of Van Kampen Investments, President and CEO of Scudder, Stevens & Clark, Canada, Ltd., Managing Director and Head of Global Investment Products at Morgan Stanley and Executive Vice President and Head of Distribution at Calamos Investments.

In addition to his senior management experience, Dave has deep roots in marketing, including serving as Chief Marketing Officer at Van Kampen Investments, Director of Marketing for the Morgan Stanley Mutual Funds, Director of Marketing at Kemper Funds and various marketing management roles at Sears, Roebuck & Company.

Dave serves as Lead Independent Trustee for the Financial Investors Variable Insurance Trust and as an Independent Trustee for the Managed Portfolio Series.

A highly sought-after speaker, Dave has authored numerous industry white papers and research initiatives, the most recent being a collaborative marketing benchmark study with FUSE Research Network. Dave holds a Master of Business Administration from the Kellogg Graduate School of Management at Northwestern University and a Bachelor of Science in Journalism from Southern Illinois University. He is a professional member of both the American Marketing Association and the Marketing Executives Networking Group.

### ***Susan Crawshaw***

A graduate of Northwestern University's Kellogg Graduate School of Management, Susan spent more than 20 years in the financial services industry, primarily in marketing leadership roles at several mutual fund companies, including Kemper, Morgan Stanley, and Deutsche Bank. As Managing Director for Deutsche Bank's Scudder Investments, she oversaw all retail product management, research, branding, programs, advertising, and marketing communications functions.

After leaving the industry in 2005, Susan's interest in organic gardening and sustainable agriculture led her to an encore career in the small-farm wine business, handling marketing and sales for Moore Brothers Wine Company, an artisan-wine retailer with locations in Pennsauken, NJ, Wilmington, DE, and New York City. She currently lives in Philadelphia, PA where, in addition to selling wine, she regularly consults for and contributes to SwanDog, grows killer heirloom tomatoes, and volunteers for several urban greenspace organizations.



## About SwanDog Marketing

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Since our founding in 2006, SwanDog has become one of asset and wealth management's leading marketing strategy and consulting boutiques. Our deep knowledge of the industry owes itself to our principals' years of experience as marketing practitioners and senior executives in the financial industry (most average 20+ years), an exceptional client roster, and our commitment to the continual study of the financial space through primary research. With that knowledge comes a deeper understanding of the market opportunities that exist, the language that advisor clients speak, and what motivates them to act.

*SwanDog works with clients to:*

- **Build Their Relevance** through brand strategy and implementation
- **Generate Demand** for their offerings through field marketing initiatives
- **Elevate the Discipline** of Financial Marketing and the skills of those who practice it

To find out more, or to purchase the study, contact Bill Barsanti at 630.995.3858 or [barsanti@swandog.com](mailto:barsanti@swandog.com).

If you missed our June 14, 2011 webinar to get a preview of the study, get a replay here: <http://tinyurl.com/6h3j8cx>.