



**THE  
CONTENT  
ADVISORY**

**CASE STUDY:  
MOTOROLA SOLUTIONS FINDS  
PURPOSE THROUGH CHAOS**

**From: Experiences: The 7<sup>th</sup> Era of Marketing**

## MOTOROLA SOLUTIONS FINDS PURPOSE THROUGH CHAOS

For the last five years, Motorola Solutions has been on a trajectory that has led them through a company split, a complete rebranding, redefining the role of the CMO, and essentially upending the purpose of marketing within the company. And they're not done yet.

### **In the Beginning**

In January 2011, Motorola, Inc. spun off its consumer-focused division and became two separate companies: B2B-focused Motorola Solutions and Motorola Mobility, which Google bought in 2012 and Lenovo acquired in October 2014.

As the senior vice president of innovation for Motorola Solutions, Eduardo Conrado posed the question: How do you create an 80-year old startup?

*"We had lost the attention of the marketplace over the previous 20 years," Conrado said. "But with a 'new' company, we had the opportunity to refocus and recapture that attention. We went through extensive exercises related to brand purpose that defined the company's promise, voice, and values. We're the people who guide you through the higher-level solutions, and we wanted to be seen as trusted advisers. So whether Motorola Solutions sells the product or not, how can we solve problems for our customers?"*

The company split was an inflection point that began a transformative journey for Motorola Solutions to shift the market's perception of them from a provider of products to a trusted adviser of solutions.

### **Creating a Purpose-Driven Brand**

In preparation for the split, Conrado's first step was to redefine the company through a story that articulated the brand purpose. More than 80 years ago, Motorola began with the invention of the car radio and later, car radios for police. In fact, the company name was formed by linking "motor" (for motorcar) with "ola" (which implied sound). Thus, the Motorola brand meant sound in motion. Through the decades, Motorola evolved into delivering communication products to vertical markets such as retail, government, and public safety.

Conrado's team tied the history of the company into their purpose as a brand focused on their core roots and the impact they would have on customers. In lieu of focusing on products, Motorola Solutions articulated their brand purpose: helping people be their best in the moments that matter.

The marketing team spent a year instilling the brand purpose internally within the company and expanded its influence on the culture by collaborating heavily with human resources.

*“Our internal values and external promise tied back to the brand purpose,” Conrado explained. “We didn’t want our values to be just a poster on the wall; we wanted to make sure that they genuinely resonated with employees.”*

Conrado’s team used the brand purpose as the foundation that led into leadership behaviors and storytelling that inspired employees. This built deep engagement for employees and explained how the company was transitioning from talking about the products they sell to discussing the meaningful difference they deliver. For example, instead of talking about the technical specifications of the handsets they sell to police officers, they told the story of what they enable an officer to do—save lives.

### **Architecting Systems of Engagement**

While going through the discovery of their brand purpose, Motorola Solutions also looked at how to streamline, bring consistency to, and scale their content creation and management system. They had always done well with their strategy and execution relating to thought leadership. However, they realized that they needed to improve both sales enablement and demand generation. A big question the Motorola Solutions team faced was: With hundreds of people publishing globally, how do we ensure they work in concert with a unified corporate story, avoid duplicate efforts, and yet preserve the individuality of regions and vertical markets?

*“We have key verticals and each breaks into three pillars for our content strategy—thought leadership, demand generation, and sales enablement,” Conrado said. “We spent a great deal of time talking to marketing and sales so they understood the approach, and so we could understand the nuances of maintaining that individuality for regions and vertical markets. When it comes to the technology that supports this process, our focus isn’t on cost savings, it’s on better alignment of our efforts and creating systems of engagement for our customers.”*

With the company split, each function within the organization sought to rid itself of legacy overhead by:

- Eliminating anything that didn’t add value to customer relationships
- Stimulating imagination and innovation with employees
- Differentiating investments, focus, and partnerships toward specific customer segments
- Looking to the future to move Motorola Solutions’ purpose: helping people be their best in the moments that matter forward faster.

To do this, Conrado identified four key mindsets:

- **Engagement.** Evolve selling and marketing processes and organizational structures from Products (1.0), to Solutions (2.0), to Trusted Advisers (3.0).
- **Innovation.** Innovation would transition from the domain solely of a dedicated engineering and design group into the responsibility of all employees.
- **Operations.** While excellent, the company's operational processes were less relevant to driving business growth. Motorola Solutions kept processes core to customer delivery and then looked at how to transform, simplify, and optimize them.
- **Reskilling.** The company's focus on the talent of its people moved from specific transactions to that of attracting and growing new talent and skills in specialties that differentiated the company.

The evolution of the purpose of the IT organization within Motorola Solutions reflected the changing view that the company had of its customers: from products to solutions, from order-taker to adviser, from transactional to lifecycle.

### Creating the MIT Ecosystem

Prior to the spin-off of Motorola Mobility, Motorola's marketing team set the objectives and priorities for technology within the group and had a dotted line partnership with IT. As the company split and Conrado focused on integrating marketing technologists into the mix, the roles of marketing and IT have ebbed and flowed over the years. *"It's never been a situation where marketing submits a business case to IT and the IT team goes off and manages the RFPs,"* Conrado pointed out. *"It has always been a team that works together jointly and to the point where it has been hard to distinguish if someone worked in marketing or IT. And that really told us something: maybe there's a more efficient way to manage the process."*

In January 2013, Motorola Solutions' CIO began reporting to Conrado, thus creating an efficient, single structure. This move into a hybrid environment better enabled the marketing team to architect solutions, select vendors, and build systems for both front-office and back-office interactions.

The decision to blend marketing and IT into one group (MIT) was aided by research from Gartner. In it, analysts highlighted that just over one-third of CIOs report directly to a CEO. That means two-thirds report through another function. If it's under operations, the CIO's focus will be on supply chain and distribution channels. Under the CFO, it will be costs. But under the CMO, the CIO will focus on systems of engagement (i.e., anything that interacts with a customer, from a single portal for channel partners to systems for

direct sales) and the customer while providing a holistic view on how the IT function can be a strategic differentiator for the company.

*“That’s the emphasis we wanted for technology,” Conrado said, “to have an IT staff that worked with marketing to hone in on customers to create systems of engagement.”*

**PULL QUOTE**

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Eduardo Conrado, senior vice president of marketing and IT, Motorola Solutions

Marketing benefits from this in two ways. First, with 15,000 employees worldwide, the IT systems make it easier to identify internal experts and bring visibility to them both internally and externally. Second, marketing benefits from improved knowledge and content management. Motorola Solutions focuses a lot of its marketing and IT efforts on systems of engagement. Conrado views IT as a strategic differentiator and a potential revenue generator.

*“We’re a company that believes in integrating marketing and the systems of engagement with customers,” Conrado said. “This is why marketing and IT fall under one person. Technology is the enabler for the message developed by marketing to better reach our customers.”*

**Intelligently Creating Content**

Building systems of engagement with customers was one challenge. Making sure that information could also be distributed internally and collaboratively to break down silos in the process proved quite another.

Because almost 70% of a customer’s content consumption was digital, Motorola Solutions’ marketing teams needed to evaluate the performance of content continually. Conrado wanted a technology ecosystem that could empower his team and provide content testing and personalization to better understand what generated action.

In late 2014, Conrado hired a new type of CIO. Instead of focusing on traditional back-office activities and keeping the lights on, this CIO is customer-centric and focused on driving engagement, growth, and innovation. He’s developed a holistic view of the customer journey and focuses heavily on what marketing and sales need in terms of developing and maintaining the customer experience.

*“Marketers must understand the need to be metrics-driven in order to survive and thrive,” Conrado elaborated. “The only way to justify what you do and be considered the indispensable partner of sales and finance is to have the right tools at your disposal. If you’re a company and still have the mentality of ‘if you build it, they will come,’ then IT doesn’t have a role in your space. At Motorola Solutions, we’re metrics-driven*

*marketers; we can't do our jobs properly without the upfront investment. Unless you understand where the prospect is, where they've been, and how they've been engaged, you're shooting in the dark. Without integrating IT into marketing, you'll always remain at the segment of mass audience and mass message. In 10 years, marketing will be radically more metrics-based, so IT has to become your hand-in-hand partner today."*

### **Opportunity Keeps Knocking**

In early 2014, the company announced that it would sell 40% of its assets to Zebra Technologies. This gave Conrado the opportunity to pull out a blank sheet of paper and "architect" the right systems of engagement from the ground up.

*"Most companies don't have a big enough jolt to pause and take a long-range view of both marketing and technology that we've had," he explained. "Many are still entrenched in the buy mode. But for Motorola Solutions, splitting the company in two, and then selling a portion a few years later gave us the opportunity to look at what the right technology stack was for us. We're able to move all of our systems worldwide to a platform that gives us greater simplification."*

### **IMAGE 028 – MSI Sales Enablement System Strategy**

Simplification also means the ability to better leverage content creators around the world. As the demand for targeted content increases, Motorola Solutions' technology now gives sales and marketing teams real-time visibility into what's being created, and then allows them to request and require input from others within the company. This has given every marketing person line-of-sight into what content is being created and, in most cases, makes it easy to localize for their specific market.

*"We had regions developing content around a solution or a vertical market, and other groups didn't know about it until they shared the final assets," Conrado continued. "There was no line-of-sight into what was being developed. So we'd have duplicate content or we would see that we were going to market with two different points of view and we had to kill one. There was too much of a focus on content production and not enough on an engagement strategy."*

### **Concentrated Patience**

What has Conrado and his team learned over the last five years?

*"People get excited about what's possible. But the problem is that they don't have the human power, time, and money to do everything all at once. You have to take a building-block approach and that's why you need tight partnerships with other groups. From the beginning, we've worked shoulder-to-shoulder with human resources, sales, and IT to build our brand purpose and then engage audiences. With the point that we're at now, we*

## Motorola Solutions Finds Purpose Through Chaos

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*need a technology architecture that will grow with us without over-engineering. That's a hard balance."*

For Motorola Solutions, success has come from blurring the lines between marketing and other groups within the company as much as possible.

*"It's a multi-year journey," Conrado said. "You have to have the fortitude and patience to stick with it."*

## A SPECIAL OFFER

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Or – let me know if you'd like me to come in and do an advisory or education for your team or your executives. Let's convince them of the change.

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