Purpose of the Function

Marketing & Growth drives marketing strategy, execution, and measurement and currently designed to support and accelerate initiatives as capacity allows.

MARKETING & GROWTH

STRATEGIC MARKETING

Drive clarity, differentiation, and market consistency.

- Brand governance and positioning
- Enterprise GTM frameworks
- Product packaging and campaign architecture
- Vertical audience and strategy

GROWTH MARKETING

Drive measurable acquisition and retention growth.

- Paid media and performance channels
- CRM lifecycle journeys
- SEO and segmentation
- Experimentation engine
- Acquisition partnerships

MARKETING OPERATIONS & ANALYTICS

Create transparency and capital discipline

- Funnel KPI governance
- Attribution models
- Executive dashboards support
- Campaign intake and prioritization
- ROI modeling support

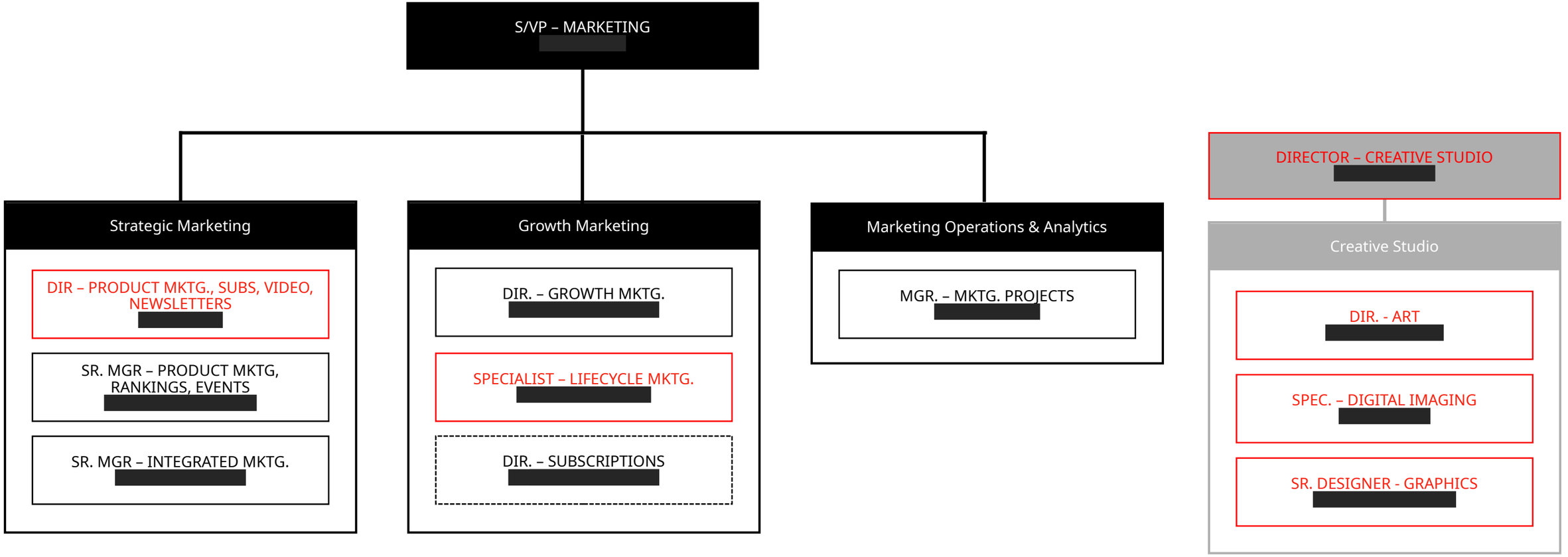
CREATIVE STUDIO

Drive creative execution and brand expression across channels.

- Campaign creative development
- Visual identity
- Photography and graphics production
- Event creative
- Marketing asset production and adaptation

Talent Alignment for Scale

We would leverage existing talent for enterprise-level impact. The majority of capabilities already exist, although limited, but in this structure, accountability becomes clearer and coordinated.



Proposed Role Realignment

= Indirect Report

- *Marketing will continue partnering across the business to assess marketing-adjacent activities and recommend role alignment where dedicated ownership improves effectiveness.*
- *Placing the Creative Studio within [redacted] reinforces brand governance as an enterprise responsibility, led by the Creative Director to ensure consistent application across the organization.*

How Marketing & Growth Supports Multiple BUs

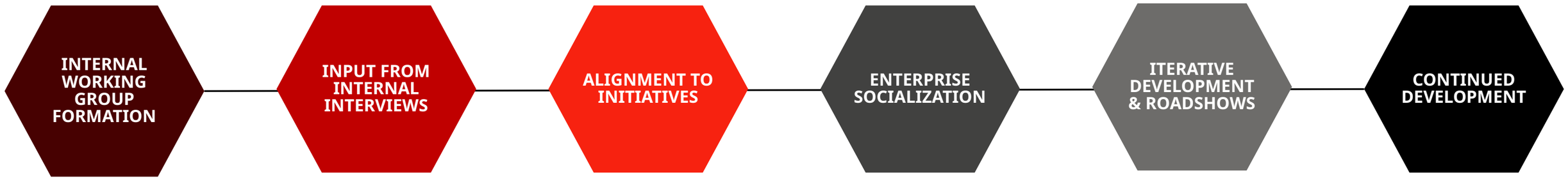
Shared functions such as Marketing & Growth support multiple business units. Costs would be allocated using activity-based estimates that reflect where time and resources are spent. Allocations would be reviewed quarterly to adjust for changes in demand.

Role Title	Employee	Publishing	Nexus	Adprime	Enterprise
VP - Marketing & Growth	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sr. Mgr - Product Marketing: Rankings, Events	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Manager: Marketing Projects	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Director - Product Marketing: Newsletters, Subscriptions, Video	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sr. Mgr – Int. Mktg.	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Specialist - Lifecycle Marketing	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Director - Creative Studio	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Director - Art	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Specialist - Digital Imaging	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sr. Designer - Graphics	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Allocation ensures transparency without duplicating teams across business units

How We Designed a Fit-for-Purpose Marketing & Growth Blueprint

Its development was a cross-functional, iterative process grounded in strategic alignment, stakeholder input, and growth dependencies



- Established core blueprint team: [redacted] (Strategic Marketing) and [redacted] (Growth Marketing)
- Regular working sessions held to align on vision, scope, and functional design

- Conducted deep-dive interviews across business units to identify current gaps, pain points, and growth opportunities
- Collected functional needs from editorial, sales, product, subscriptions, events, and research leads.

- Alignment to FY26 Growth Priorities
- Reviewed existing charters and dependency reviews for: Subscriptions, Events & Rankings, and Video
- Identified core marketing and growth capabilities needed to meet business targets

- Shared drafts with key partners for feedback and confirm requirements: Studio, HR, Product, Sales, Legal
- Integrated feedback into multiple iterations

- Over 10 working sessions with enterprise stakeholders
- Conducted roadshows per initiative to validate against real-world growth needs
- Evolved through 10 iterations, customizing use cases, staffing, and roadmap per growth initiative

- Final blueprint reflects cross-functional consensus but continues to evolve
- Actively tracking additional feedback, downstream dependencies, and future hiring implications