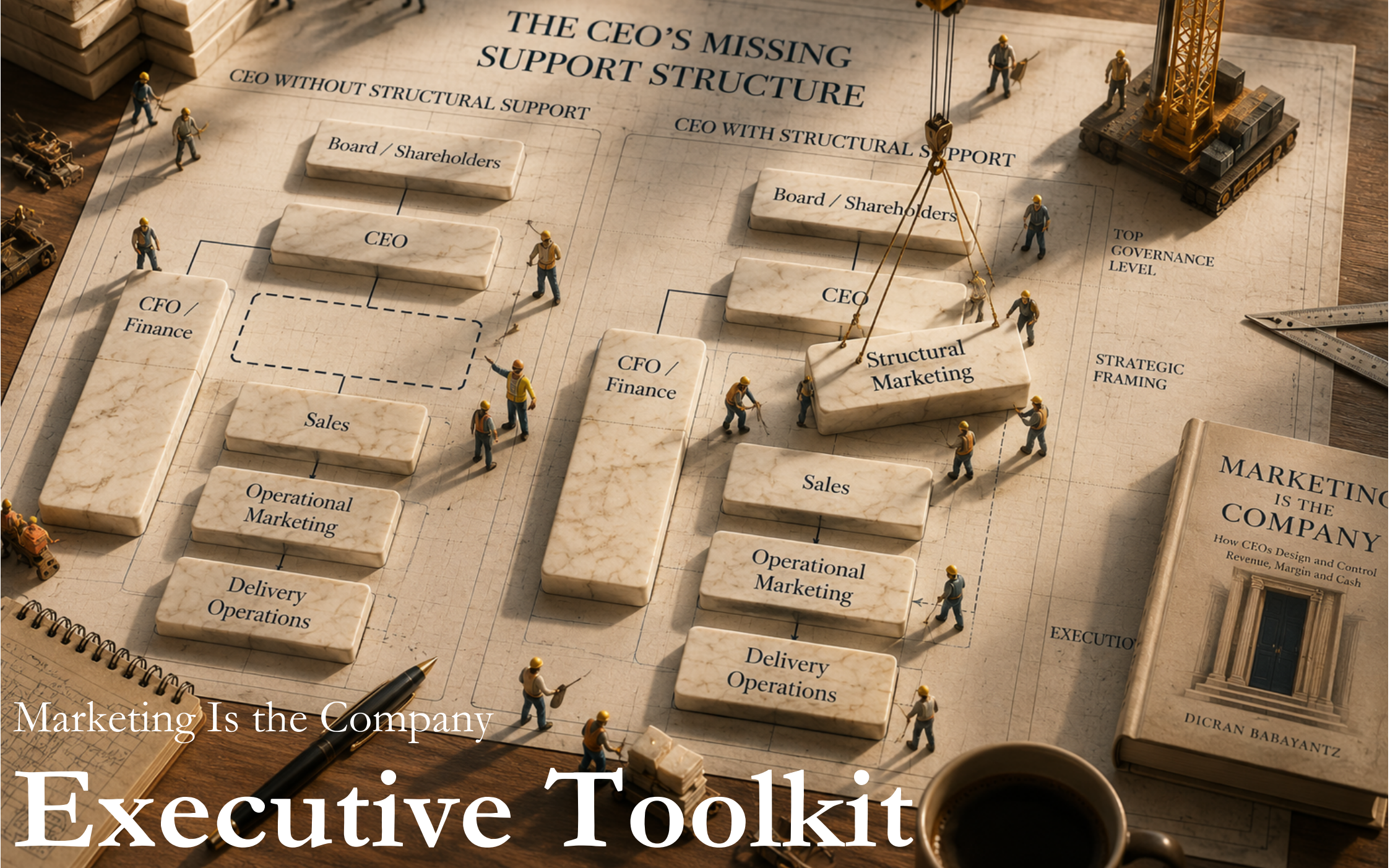
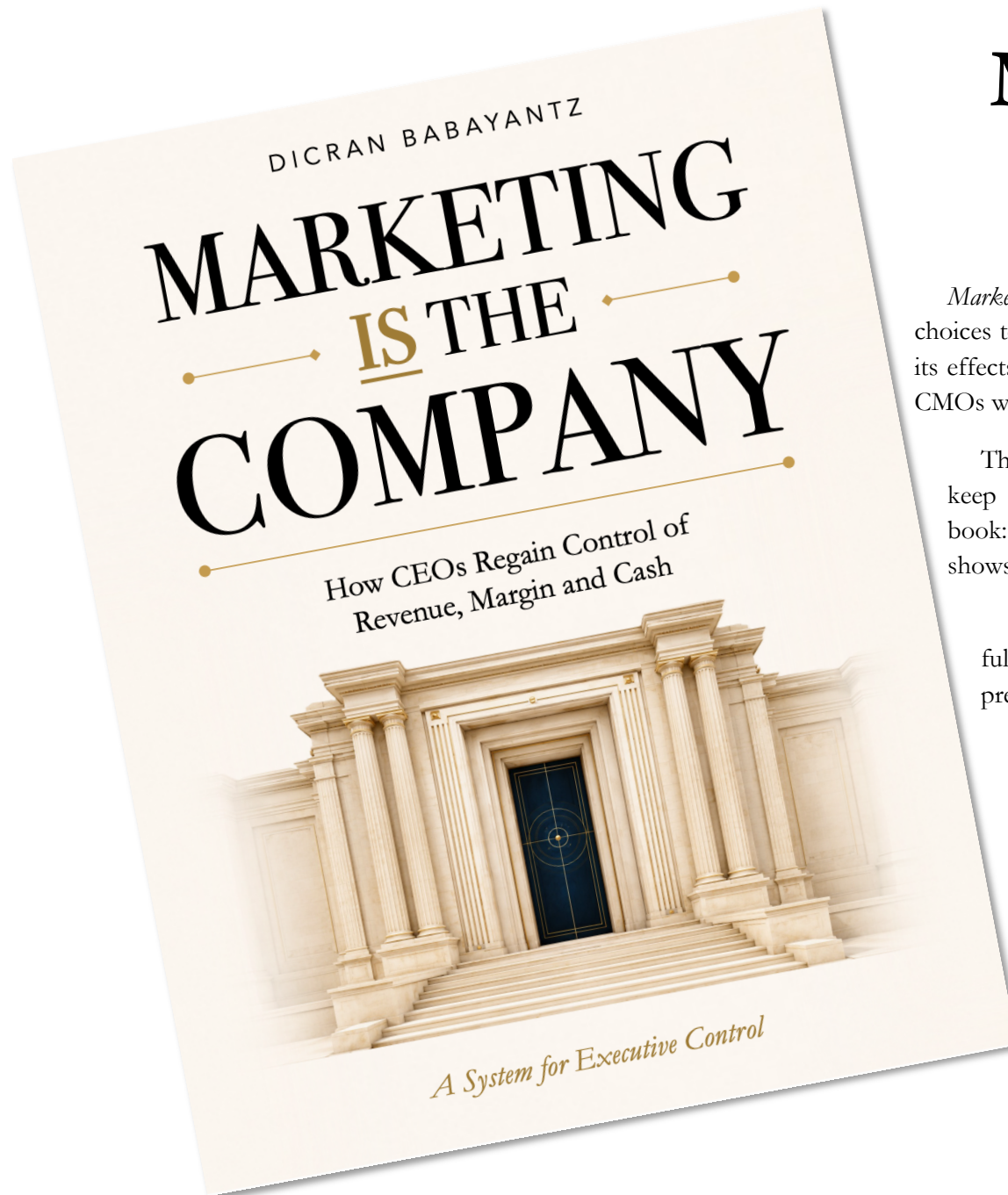




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Marketing Is the Company

Marketing Is the Company argues that the chain connecting market choices to revenue, margin and cash is readable and governable before its effects appear in the numbers. I wrote it for the CEOs, CFOs and CMOs who have to govern that chain, not just report on it.

This toolkit puts the core of that argument into a form you can keep on the desk. Inside are ten tools, drawn directly from the book: each pairs a single framework with a short reading, what it shows and why it matters.

Together they map the same system the book develops in full, from the CEO's missing support structure to the moment pressure tests the model.

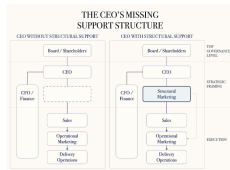
Use it as a companion, not a summary. Each tool carries a reference to the chapter where the book examines it in depth.

Start wherever your current pressure sits, and follow the reference back into the book when you want the reasoning behind the picture.


Dicran Babayantz

Marketing Is the Company EXECUTIVE TOOLKIT

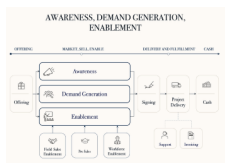
Table of Contents. Click under the thumbnail to get to the actual page



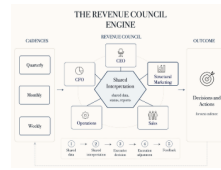
Tool 01. Ref. Ch. 2. (p.4)
The CEO's support gap between strategy and execution.



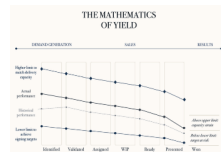
Tool 02. Ref. Ch. 3. (p.6)
The Marketing Economic Chain: each step conditions the next.



Tool 03. Ref. Ch. 5. (p.8)
Three parallel flows that keep execution aligned.



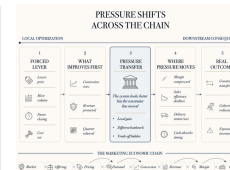
Tool 04. Ref. Ch. 6. (p.10)
The Revenue Council as a closed decision loop.



Tool 05. Ref. Ch. 6. (p.12)
Yield defines the pipeline required to reach the target.



Tool 06. Ref. Ch. 7. (p.14)
Leading signals create time for earlier action.



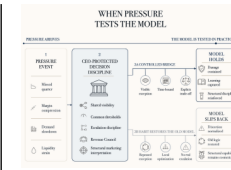
Tool 07. Ref. Ch. 8. (p.16)
Pressure shifts when one variable is forced.



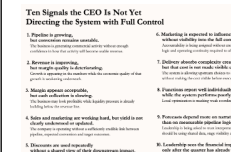
Tool 08. Ref. Ch. 9. (p.18)
Early detection creates room to reduce working-capital pressure.



Tool 09. Ref. Ch. 9. (p.20)
The revenue illusion when cash lags behind growth.



Tool 10. Ref. Ch. 10. (p.22)
Pressure reveals whether the model holds or slips back.



Appendix A. (p.24)
Ten signals the CEO Is not yet directing the system with full control



Appendix B. (p.26)
A first decision agenda for the Revenue Council

TOOL 01 – Ref. Chapter 2

The CEO's Missing Support Structure

*Direction and execution drift apart because
no function is built to connect the CEO's market reading to its economic result.*

Most CEOs do not lack information. What they lack is a structure able to bring market interpretation, company position, scenario reading and downstream impact together early enough to shape a direction, take it to the Board that must approve it, and govern its execution once approved.

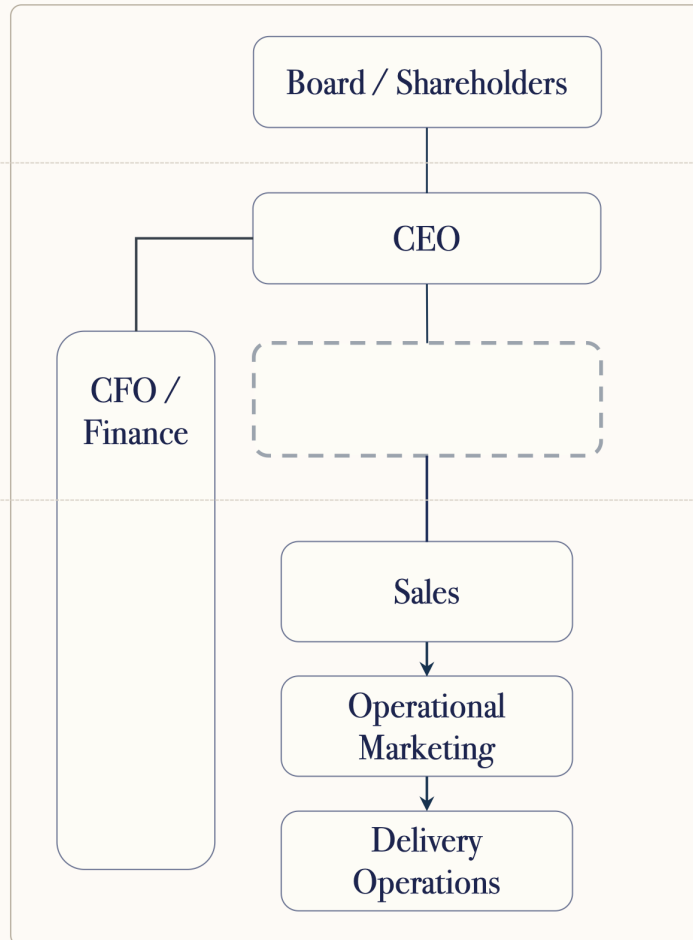
At that level the CEO is supported almost entirely by Finance: the CFO provides economic discipline, constraint and sustainability. No function brings the market side of the equation together with the same rigour and continuity, before the decision and after it.

What the CEO needs is a distinct capability that today does not exist as a function, which we call Structural Marketing. It should not be confused with the marketing traditionally present in companies: it works at the level of direction, not of communication or demand generation.

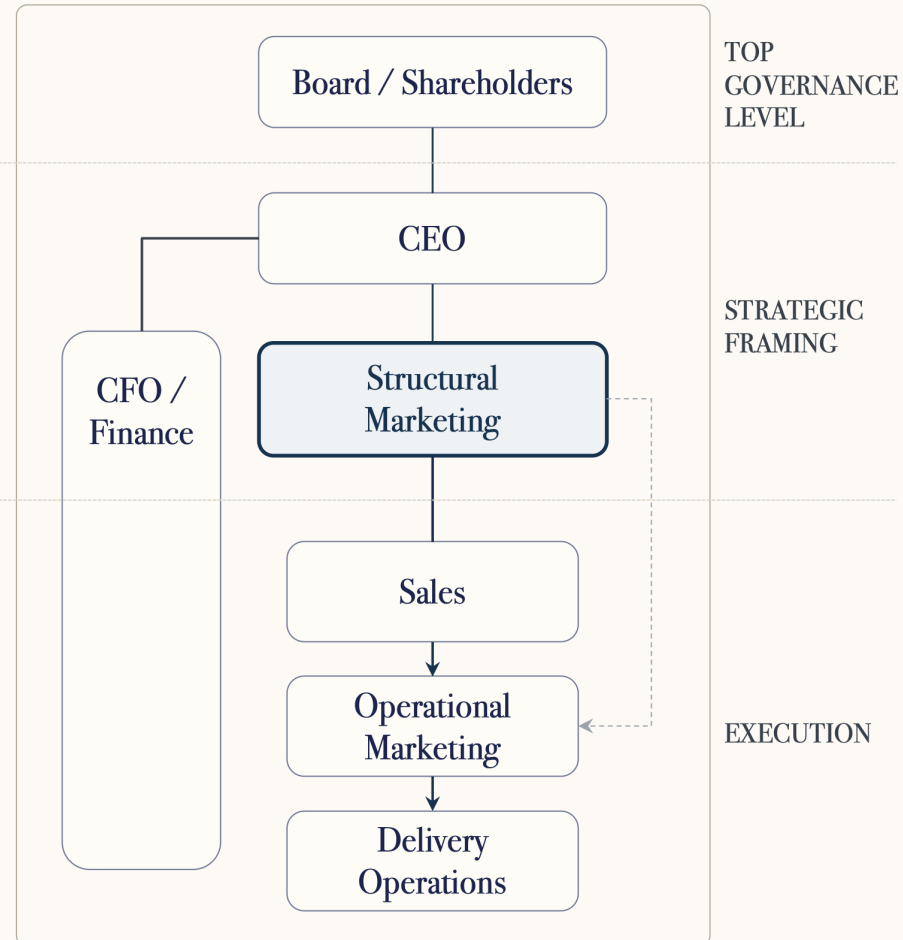
This tool makes that missing support structure visible: the gap that opens between strategy and execution when, alongside the CFO, no one is responsible for shaping, defending and governing the company's direction.

THE CEO'S MISSING SUPPORT STRUCTURE

CEO WITHOUT STRUCTURAL SUPPORT



CEO WITH STRUCTURAL SUPPORT



TOP
GOVERNANCE
LEVEL

STRATEGIC
FRAMING

EXECUTION

Tool 01.

The CEO's support gap between strategy and execution.

TOOL 02 – Ref. Chapter 3

The Marketing Economic Chain

*How upstream market choices become downstream financial results,
each step conditioning the next.*

Every business operates through a sequence of market-facing choices that progressively becomes economic reality. Those choices are not theoretical and not optional: they exist whether leadership manages them consciously or not.

Markets are selected, offerings are shaped, prices are set, demand is formed, opportunities are converted, revenue is recorded, margin is realized, and cash arrives late, or not when the business requires it.

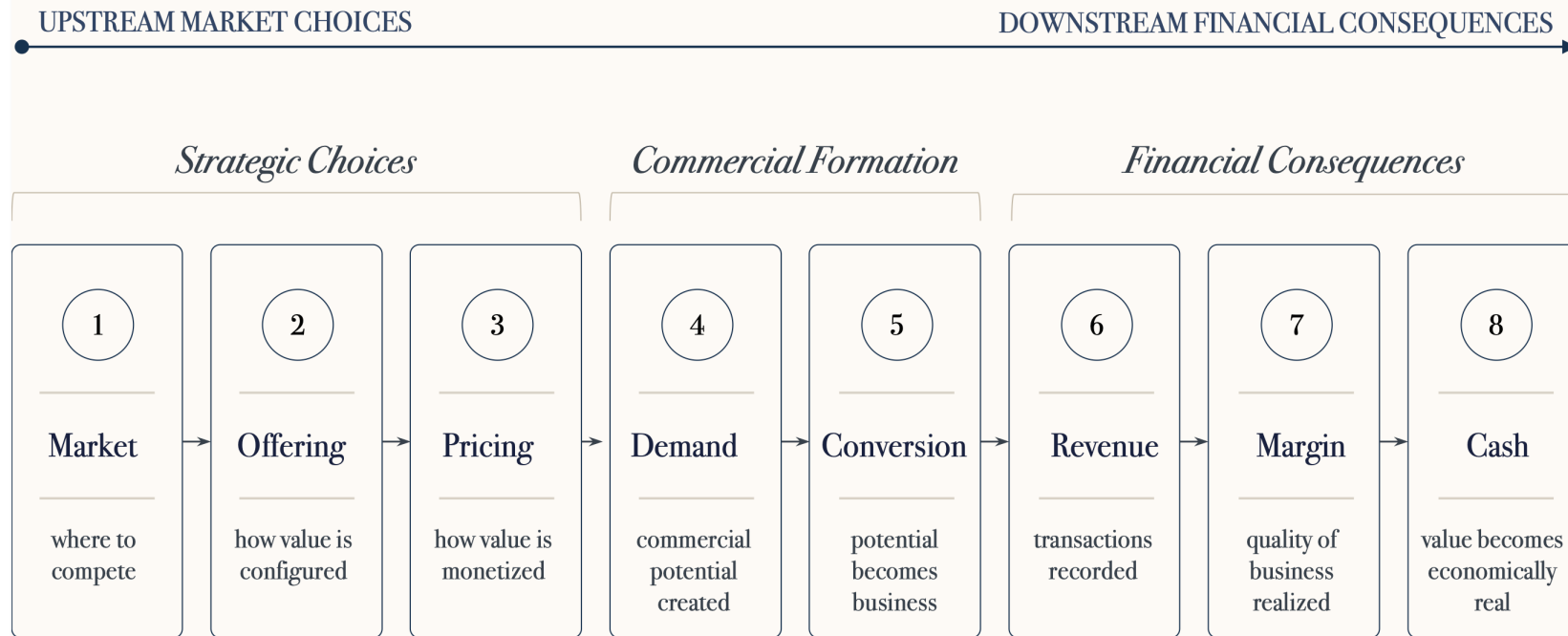
That sequence is the Marketing Economic Chain: a management logic more than a process map or a marketing diagram, showing how upstream market choices become downstream financial consequences.

It matters to the CEO for a simple reason. It makes visible where performance is being shaped, where constraints are entering the system, and where leadership still has time to act before those effects appear in reported outcomes.

THE MARKETING ECONOMIC CHAIN

Tool 02.

The Marketing Economic Chain: each step conditions the next.



TOOL 03 – Ref. Chapter 5

Awareness, Demand Generation, Enablement

*The three parallel flows structural marketing must keep coordinated
to turn intention into consistent execution.*

Moving from strategic intention to business outcome depends on whether the company can execute consistently, from awareness to conversion and from delivery to invoicing and collection.

To make that possible, structural marketing must make three concurrent flows readable as one system: awareness, demand generation and enablement.

These flows run in parallel and must stay coordinated through the full lifecycle of each initiative. Awareness creates market readiness, demand generation turns it into qualified opportunity and enablement lets the organization convert and deliver without losing economic quality.

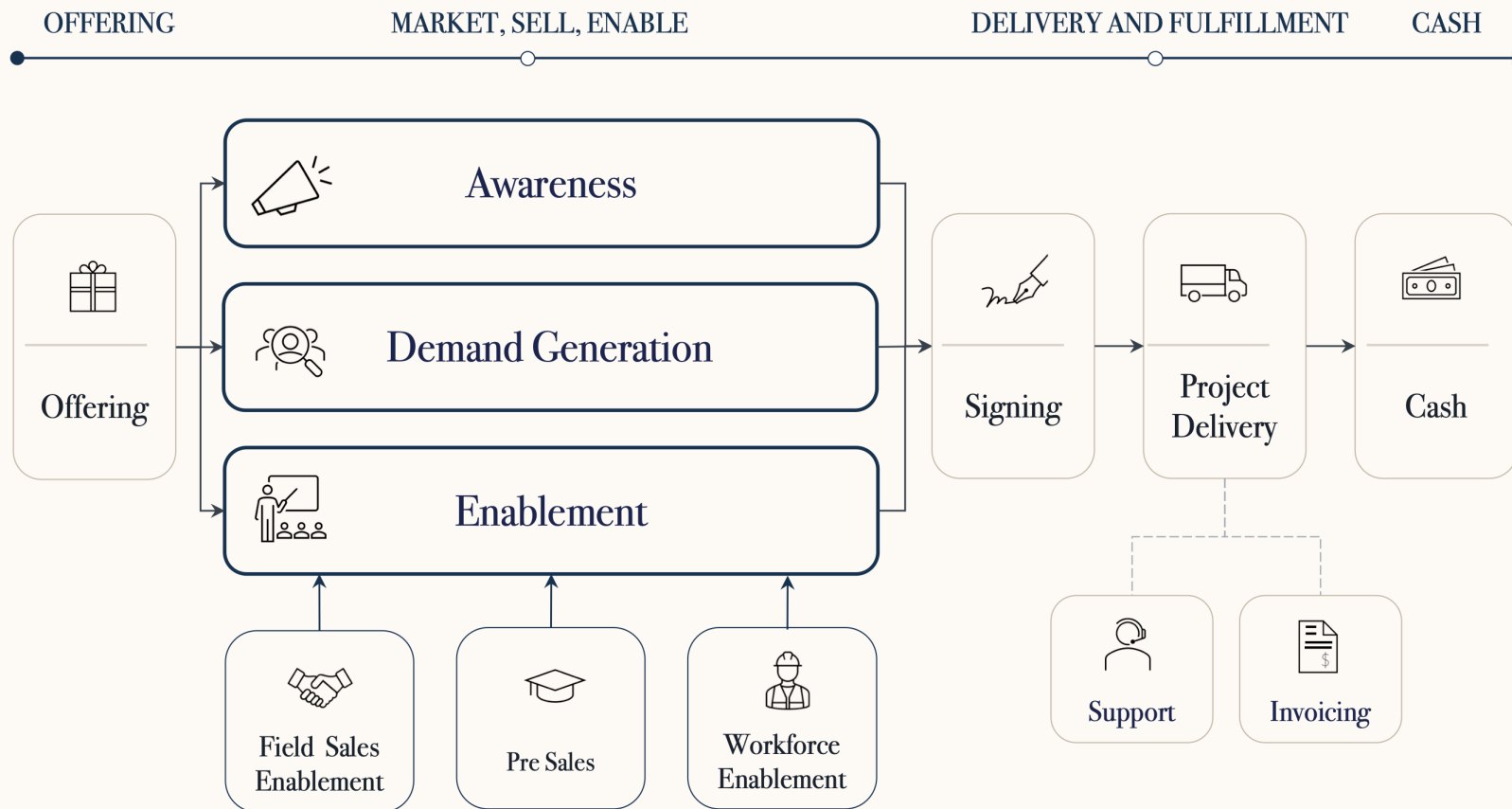
When that alignment fails, revenue may still be generated, but the economics soften: cash is delayed, margins compress, risk rises. The business appears active while no longer under sufficient control.

This tool shows the three flows that keep execution aligned instead of merely busy.

AWARENESS, DEMAND GENERATION, ENABLEMENT

Tool 03.

Three parallel flows that keep execution aligned.



TOOL 04 – Ref. Chapter 6

The Revenue Council Engine

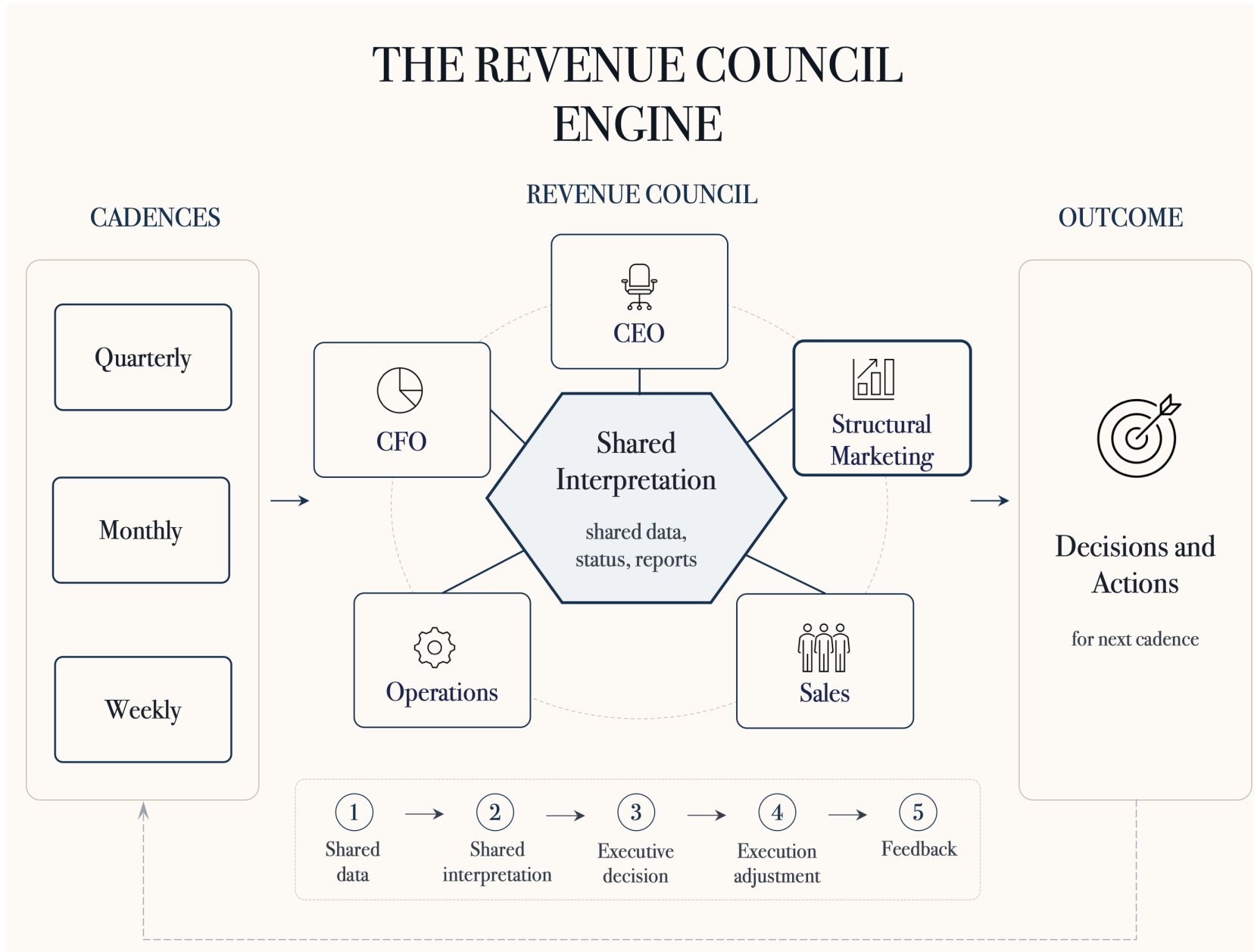
The recurring decision loop where marketing, sales, finance and operations align on one reality while there is still time to act.

Whatever form the operating model takes, it needs a place where it becomes real, and that place is the Revenue Council.

The Revenue Council is a recurring cross-functional decision discipline where structural marketing, sales, finance and operations align around one shared business reality. Its purpose is to replace fragmented decisions, scattered escalations and late alignment across functions, not to add another reporting meeting to the calendar. Its core participants should include the CEO or general manager, the CFO, the senior structural marketing leader, and sales and operations leadership.

The cadence is weekly for tactical alignment, monthly for structural decisions, and quarterly for strategic review and board reporting.

Through all of it the objective stays constant: align direction, execution and financial impact while there is still time to act.

**Tool 04.**

The Revenue Council as a closed decision loop.

TOOL 05 – Ref. Chapter 6

The Mathematics of Yield

*How yield turns a revenue target into the exact pipeline
the business must carry to reach it.*

Sales targets define the outcome required; yield defines the amount of pipeline required to reach it.

If historical yield shows that, under a favorable conversion assumption, five qualified opportunities are needed for each win, and the target requires ten closed deals, the business needs fifty qualified opportunities in the right stages, at the right time and within available delivery capacity.

If stage probability or progression speed deteriorates, the required upstream volume changes immediately. At that point pipeline stops being a marketing metric and becomes a business constraint.

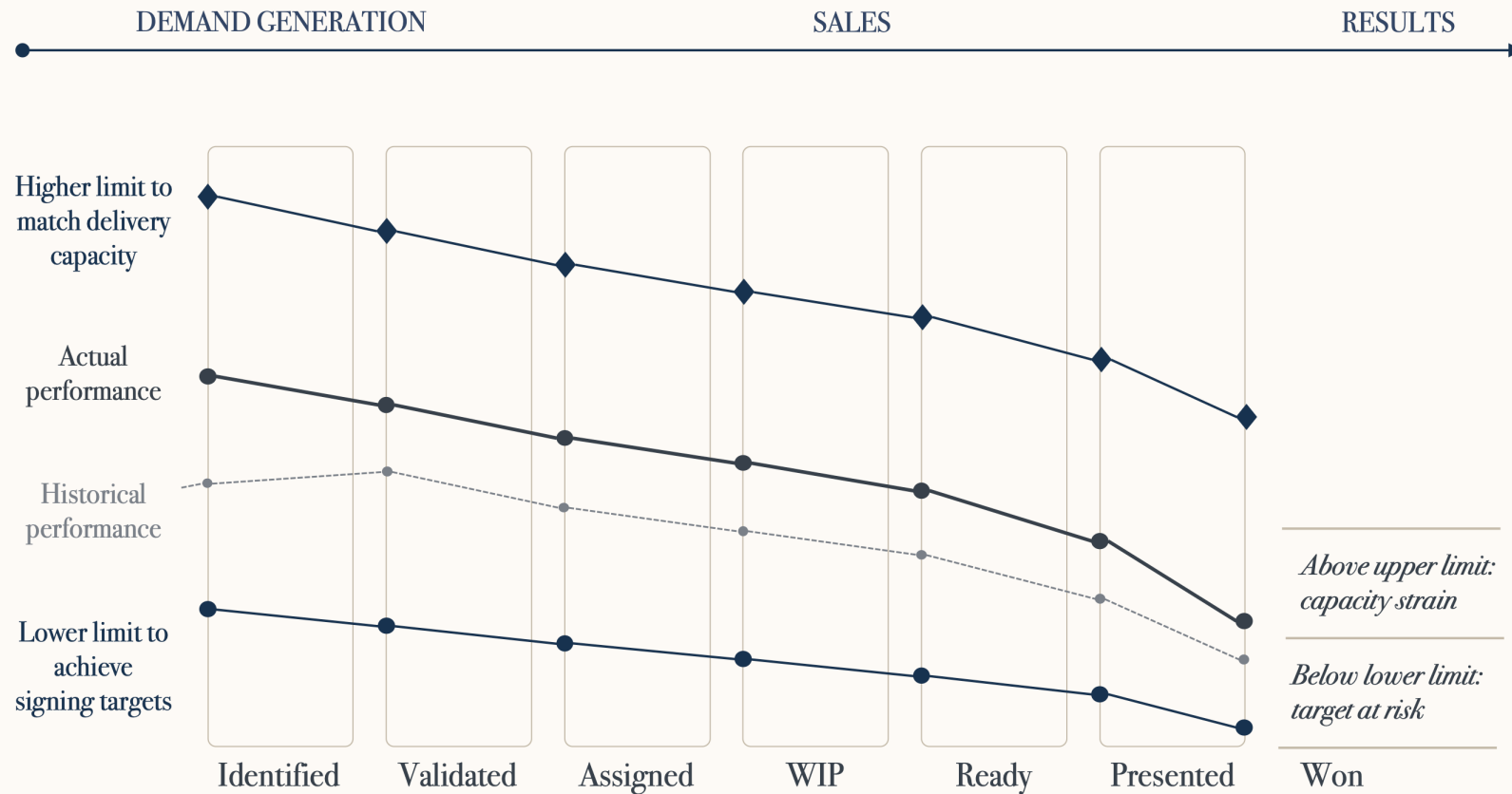
That requirement must be updated regularly as conditions change, creating a direct link between revenue targets and the volume of pipeline needed to achieve them. Marketing and sales share the same system but operate at different points in it: marketing builds upstream, sales converts downstream.

Different roles, the same equation.

THE MATHEMATICS OF YIELD

Tool 05.

Yield defines the pipeline required to reach the target.



TOOL 06 – Ref. Chapter 7

From Leading Signals to Early Action

*Connecting leading and lagging indicators
so early signals become warnings you can still act on.*

Not all metrics serve the same purpose. Leading indicators suggest what is likely to happen; lagging indicators confirm what has already happened.

Pipeline quality, conversion rates, sales cycle length, stage progression and demand velocity are leading indicators. Revenue, margin, cash collection and cost to serve are lagging ones.

Most organizations separate them institutionally: marketing watches the leading indicators, finance watches the lagging ones, and the system breaks at exactly that separation. Leading indicators lose force when they are not linked to economic effect; lagging indicators arrive too late when they lack predictive context.

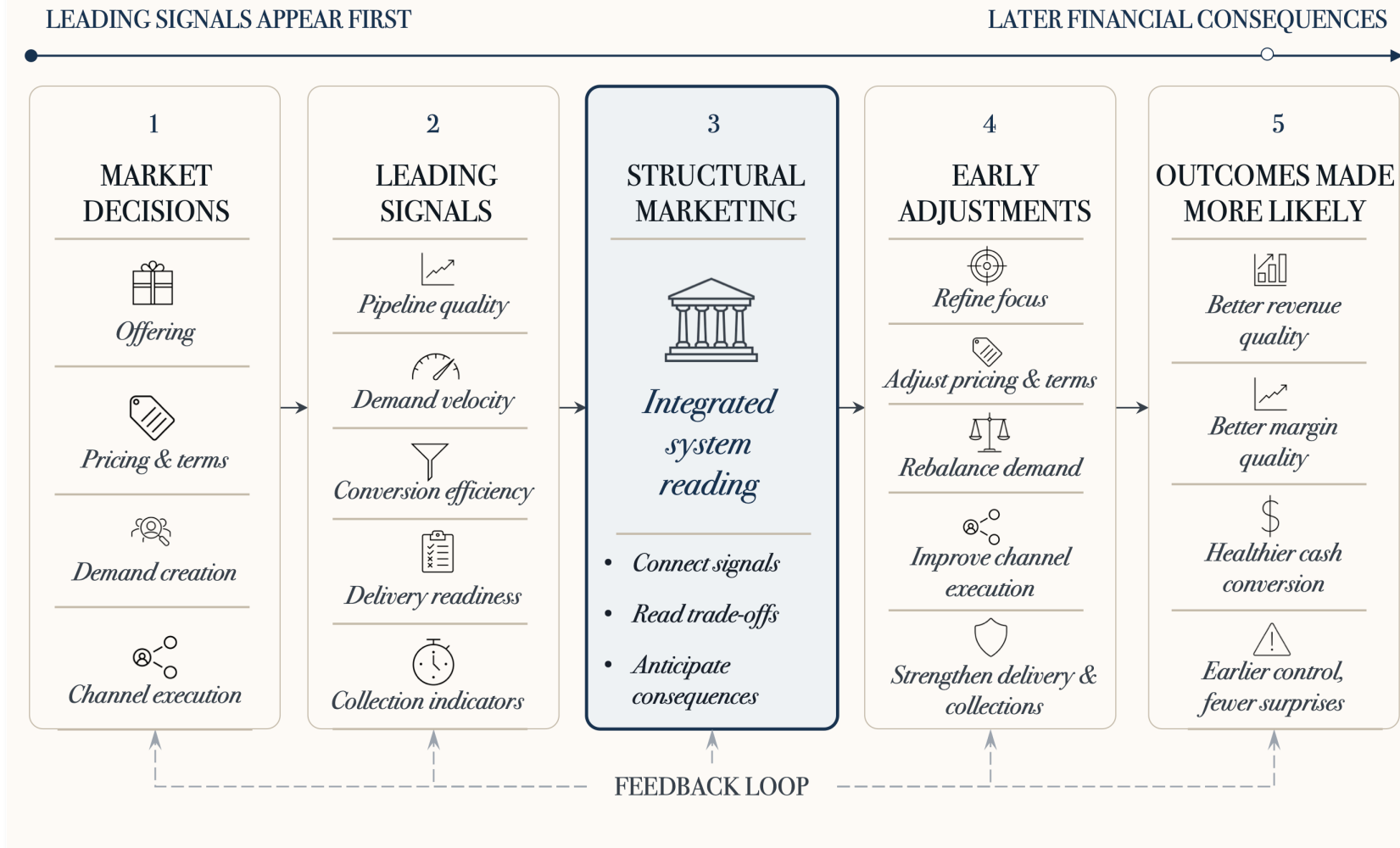
The discipline is to connect the two, so early signals can be read as credible warnings of what may later appear in reported performance.

This tool shows how that connection creates time for earlier action.

FROM LEADING SIGNALS TO EARLY ACTION

Tool 06.

Leading signals create time for earlier action.



TOOL 07 – Ref. Chapter 8

Pressure Shifts Across the Chain

*Forcing one variable does not remove pressure,
it moves the constraint somewhere else in the chain.*

Optimization creates a persistent illusion.

Improving one variable in isolation rarely removes pressure from the system; it usually transfers that pressure somewhere else along the chain.

A higher conversion rate bought through price concessions transfers pressure from volume to margin. More pipeline generated without better qualification transfers it from marketing activity to sales inefficiency. Cost cuts that protect margin today may transfer pressure from present performance to future demand.

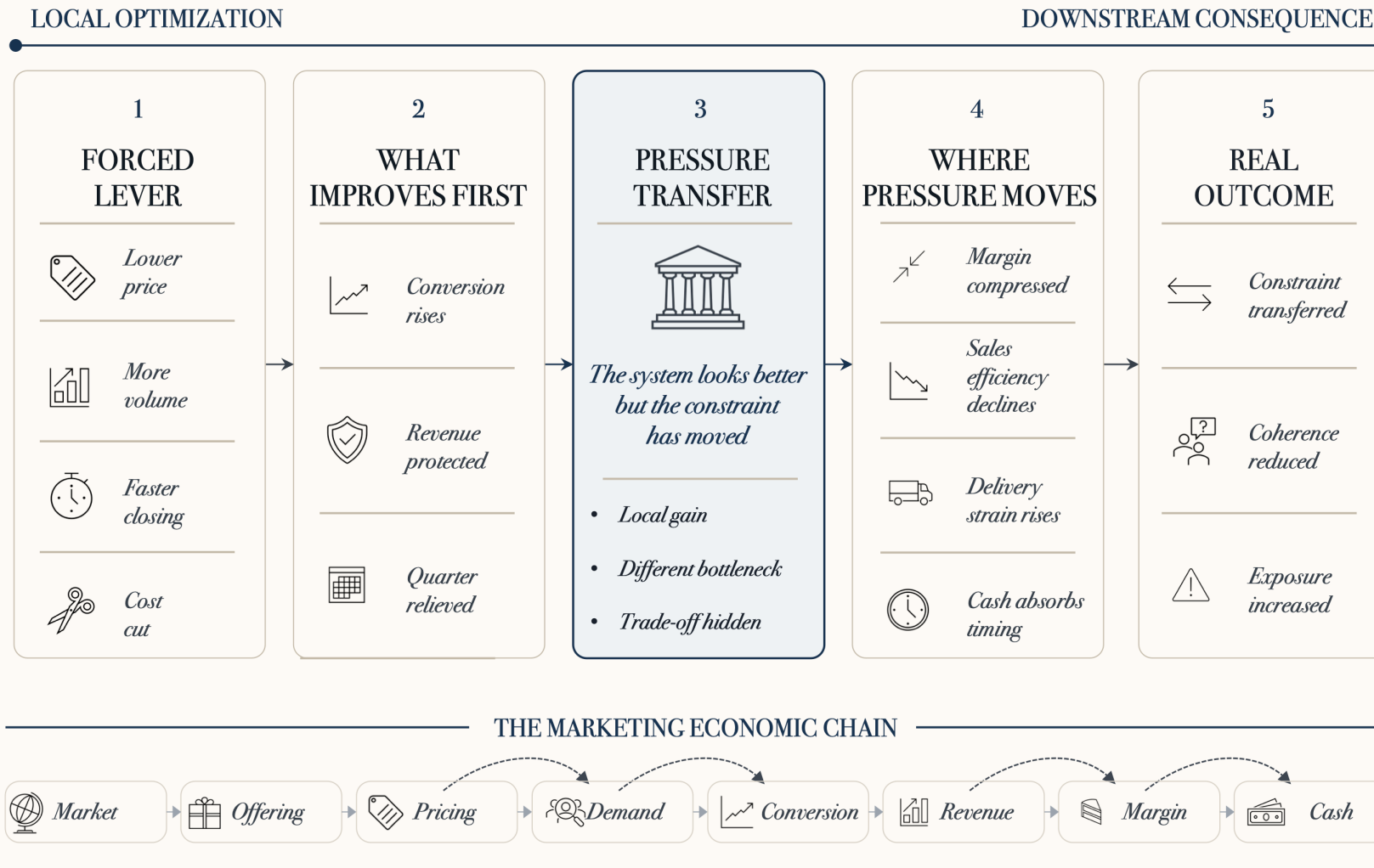
In each case the system looks better while the constraint has simply moved to a point where it is harder to see and slower to surface.

This tool shows why pressure shifts when a single variable is forced, and why the real question is not whether a number improved but where the pressure went.

PRESSURE SHIFTS ACROSS THE CHAIN

Tool 07.

Pressure shifts when one variable is forced.



TOOL 08 – Ref. Chapter 9

Early Detection Enables Portfolio Shift

*Seeing cash pressure early enough
to create room for correction before it hardens.*

Working-capital pressure has to be treated as an operating reality, not a downstream accounting afterthought, and detecting it early is what creates room to act before it hardens into damage.

The underlying logic is the same across company sizes, but the operating reality changes.

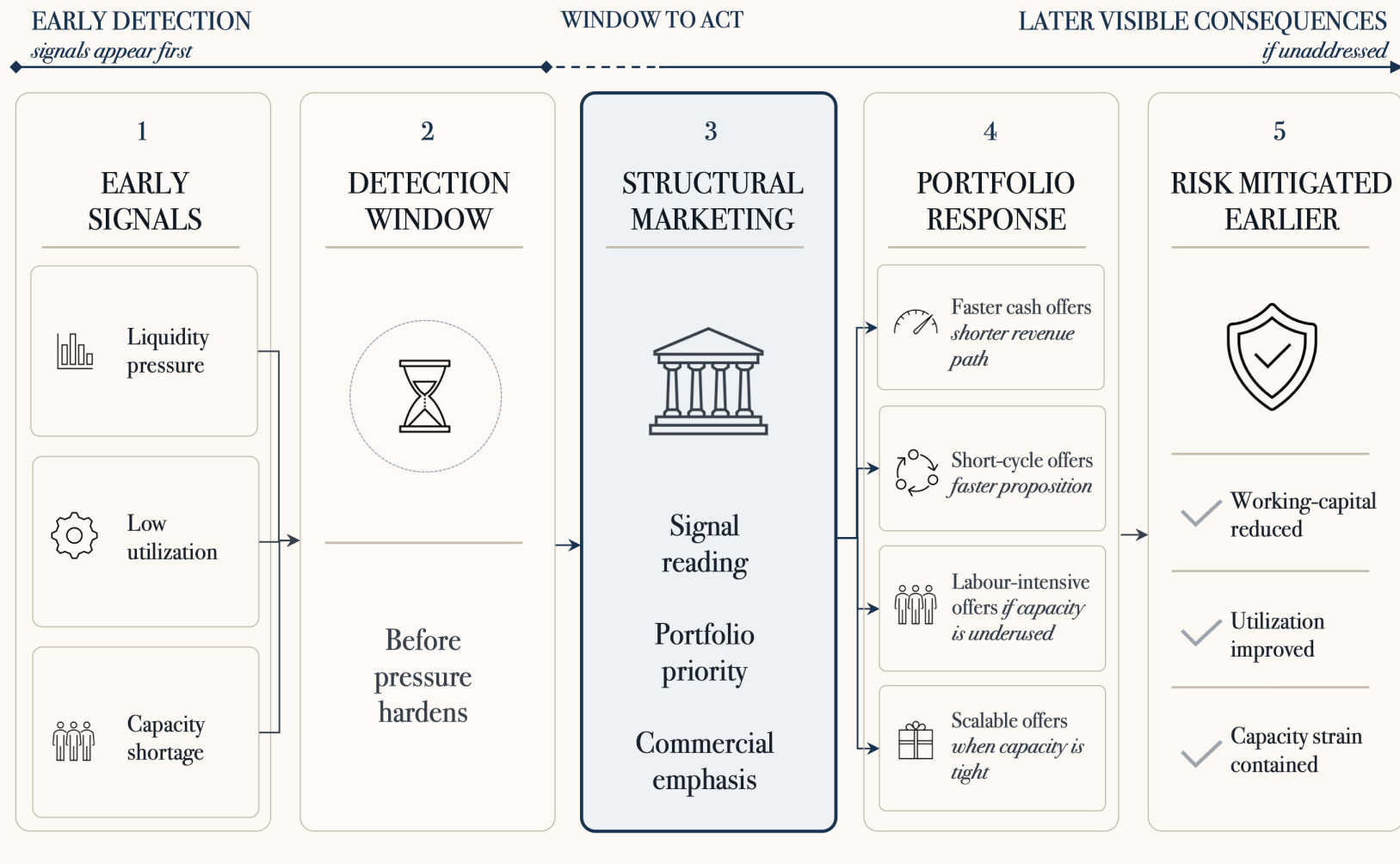
- At enterprise scale, cash pressure is often a governance issue first: working-capital visibility, liquidity discipline and cross-functional correction across a complex structure.
- In scaling organizations, it is a question of preserving room for action while growth, margin and timing are still being organized into one readable system.
- In founder-led environments it is felt more directly and more quickly, as the difference between growth that expands optionality and growth that increases dependence on bank credit, delayed collection or commercial concessions the business cannot absorb for long.

Early detection is what makes a portfolio shift still possible.

EARLY DETECTION ENABLES PORTFOLIO SHIFT

Tool 08.

Early detection creates room to reduce working-capital pressure.



TOOL 09 – Ref. Chapter 9

The Revenue Illusion

*When record revenue hides weakening economics
because cash lags behind the growth being celebrated.*

A quarter can look strong in the numbers being celebrated while already weakening the economics that will have to support the business afterward. To sustain the volume, payment terms are extended, sometimes to a hundred and twenty days.

Customizations are conceded to beat competitors. Operations absorb the added complexity. Margins compress immediately and cash collection slows. The company reports record revenue while becoming more dependent on credit lines to fund the gap it has just created.

Revenue is booked, but cash does not follow, and liquidity tightens while growth is still being celebrated.

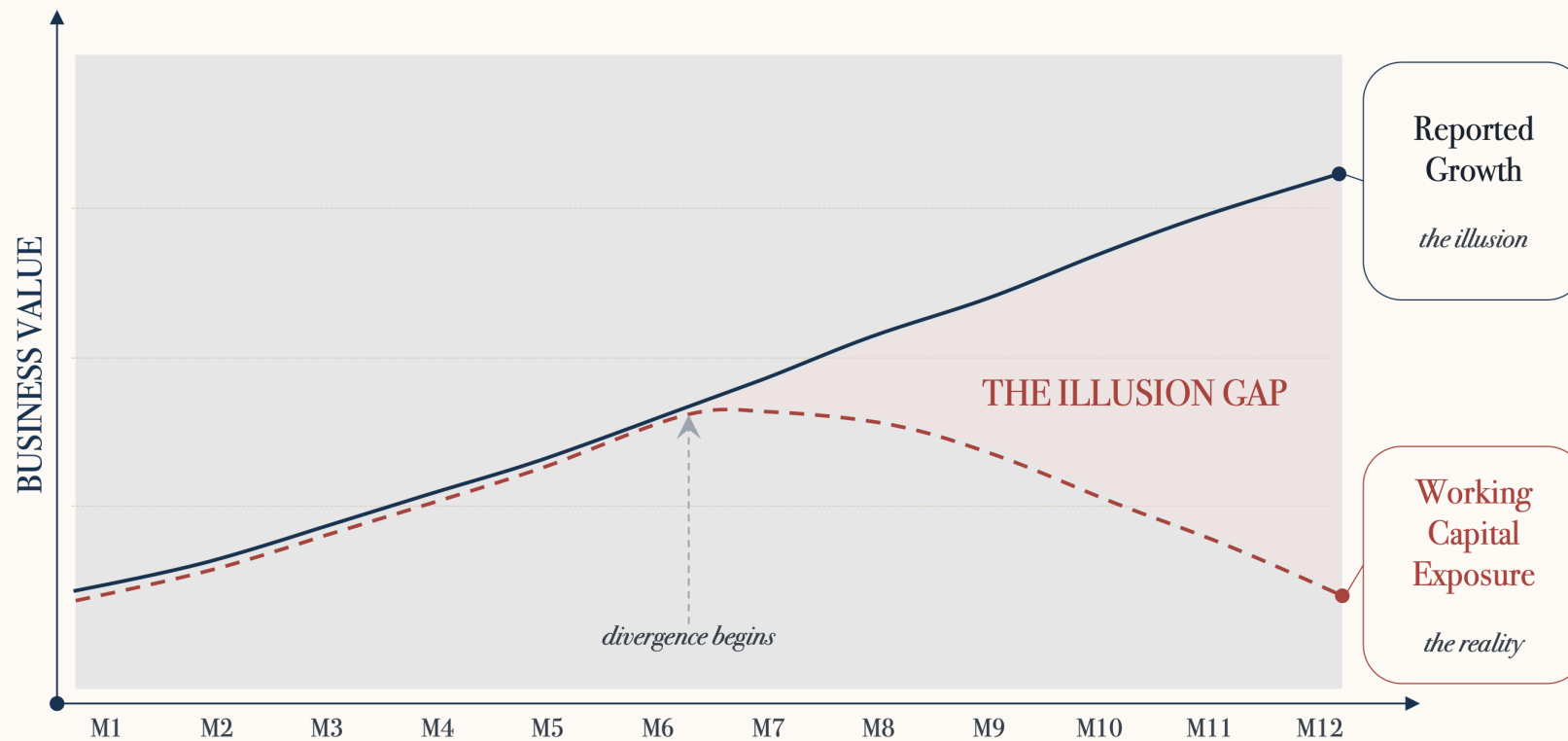
This is the revenue illusion: the point where reported performance and real economic health move in opposite directions.

This tool shows what happens when cash lags behind growth, and why the strongest-looking quarter can be the one to watch.

THE REVENUE ILLUSION

Tool 09.

The revenue illusion when cash lags behind growth.



TOOL 10 – Ref. Chapter 10

When Pressure Tests the Model

*What separates a concession used as a bridge
from one that quietly becomes the operating logic.*

Pressure is what reveals whether a model actually holds or quietly slips back into the design that created the problem.

Under strain, a business can still protect the current quarter while damaging the next one, and short-term concessions rarely disappear on their own.

The essential discipline is to keep them from becoming the operating logic of the business.

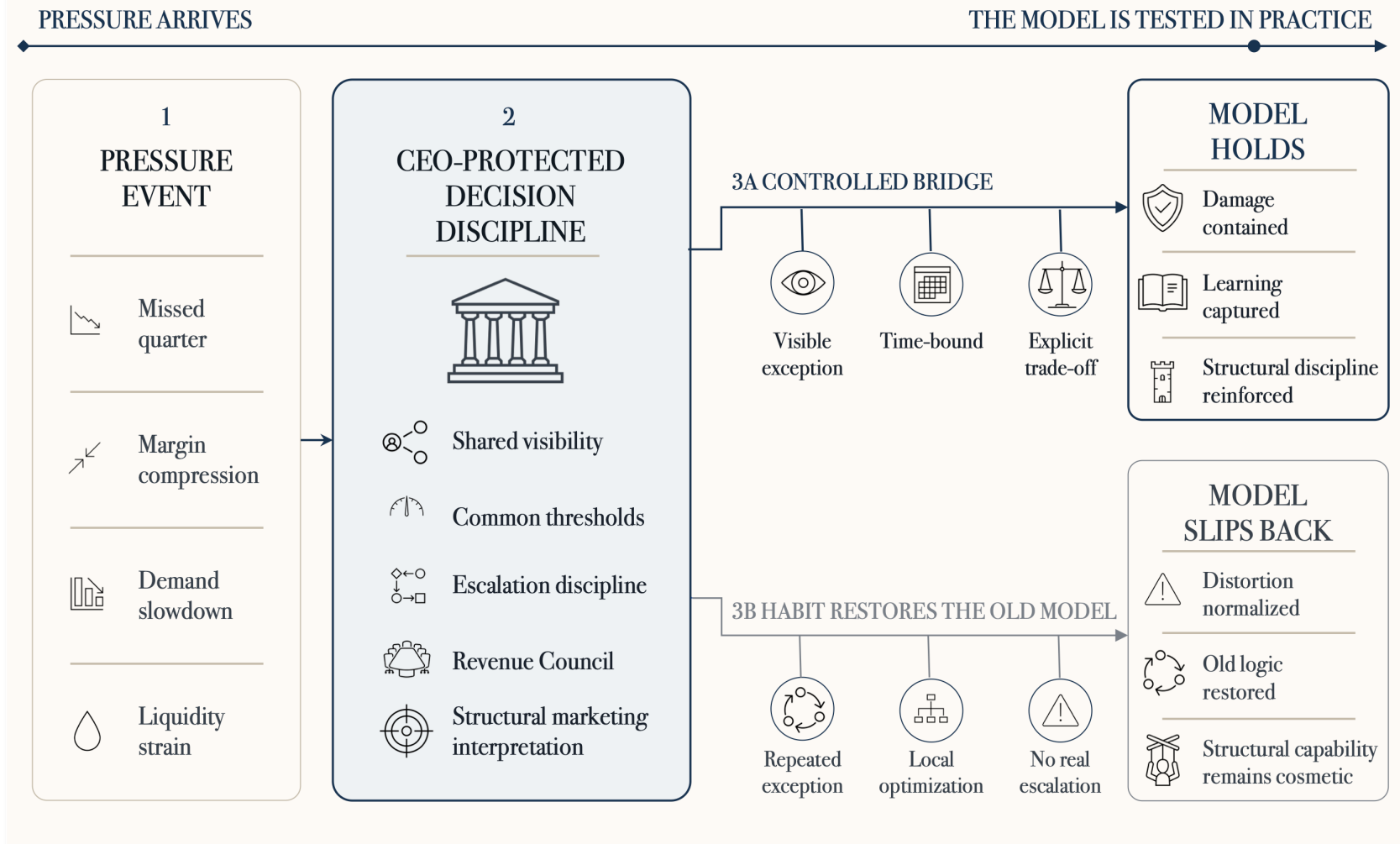
A concession used as a bridge is not the same as a concession used as a habit. A pricing exception, a term extension or a tactical push to protect a quarter may sometimes be necessary during a transition. But once those moves stop being treated as exceptions and start being treated as normal, the system regresses into the same design it was meant to escape.

Structural marketing helps the CEO make that distinction early enough to contain damage rather than institutionalize it.

WHEN PRESSURE TESTS THE MODEL

Tool 10.

Pressure reveals whether the model holds or slips back.



APPENDIX A – Ref. Appendix A

Ten Signals the System is Not Under Control

*A CEO
diagnostic checklist*

No single signal proves failure. Read on its own, any one of them can be explained away as noise, a difficult quarter or a temporary gap. But when several appear together, they usually indicate something structural: the business is generating activity without sufficient control over how decisions are translated into economic results.

These signals are not isolated symptoms to be fixed one at a time.

They indicate that direction, governance and execution are not yet connected strongly enough across the chain, from awareness and demand through sales and delivery to cash. Where that connection is weak, pressure builds at the commercial edge and surfaces late, as financial damage, once the room to respond has already narrowed.

Read together and early, they show the CEO where control can still be regained before the numbers force the decision.

Ten Signals the CEO Is Not Yet Directing the System with Full Control

**1. Pipeline is growing,
but conversion remains unstable.**

The business is generating commercial activity without enough confidence in how that activity will become usable revenue.

**2. Revenue is improving,
but margin quality is deteriorating.**

Growth is appearing in the numbers while the economic quality of that growth is weakening underneath.

**3. Margin appears acceptable,
but cash collection is slowing.**

The business may look profitable while liquidity pressure is already building below the revenue line.

4. Sales and marketing are working hard, but yield is not clearly understood or updated.

The company is operating without a sufficiently credible link between pipeline, expected conversion and target outcomes.

**5. Discounts are used repeatedly
without a shared view of their downstream impact.**

Commercial pressure is being absorbed locally while margin quality, positioning and future pricing power deteriorate elsewhere.

**6. Marketing is expected to influence outcomes
without visibility into the full commercial system.**

Accountability is being assigned without enough access to the decision logic and operating continuity required to affect the result.

**7. Delivery absorbs complexity created upstream,
but that cost is not made visible early enough.**

The system is allowing upstream choices to create downstream strain without making the cost visible before execution is affected.

**8. Functions report well individually,
while the system performs poorly as a whole.**

Local optimization is masking weak coordination across the chain.

**9. Forecasts depend more on narrative confidence
than on measurable pipeline logic.**

Leadership is being asked to trust interpretation where the business should be using shared data, stage visibility and yield discipline.

**10. Leadership sees the financial impact
only after the quarter has already been shaped.**

The company is reacting to outcomes after they are already visible in the numbers instead of reading the system early enough to adjust course.

APPENDIX B – Ref. Appendix B

A First Decision Agenda for the Revenue Council

*One shared reality. Earlier judgment.
Timely action.*

A first agenda matters because the Revenue Council must become the place where the business reads one shared reality, makes trade-offs explicit and changes execution while there is still time to act, not a discussion forum with better language. It works only when it forces everyone to confront the same facts: surfacing pressure early, connecting commercial and financial signals, and turning them into decisions before the options disappear.

This is the minimum structure needed to keep direction, execution and financial impact connected, not a script to follow mechanically. Its value comes from shared visibility, disciplined interpretation, explicit trade-offs and the willingness to act before pressure hardens into financial damage, not from meeting frequency. It should stay simple without becoming vague.

The format can vary.

At enterprise scale it supports formal cross-functional governance; in scaling organizations it becomes the first real decision discipline; in founder-led settings it may run through one weekly rhythm, one dashboard and one owner. The structure may become lighter; the discipline must remain.

A First Decision Agenda for the Revenue Council

1. Pipeline reality

What is the current qualified pipeline by stage and how does it compare with what is required to support target outcomes under current conditions?

2. Yield and conversion

Where is yield holding, where is it weakening and what does that imply for the volume, quality and timing of upstream demand now required?

3. Margin quality

Where is commercial pressure being absorbed through discounting, scope expansion, pricing exceptions or other forms of value erosion?

4. Delivery capacity and operating strain

Where is the system at risk of creating execution pressure, complexity, service strain or cost that is not yet visible in reported performance?

5. Cash timing and working capital exposure

Which current deals, terms, portfolio choices or collection patterns are likely to affect liquidity, collection timing or working capital pressure?

6. Trade-offs requiring executive judgment

Which decisions can no longer remain local because their effects now travel across functions and alter margin quality, timing, capacity, or cash exposure?

7. Immediate actions and ownership

What must change now in targeting, pricing discipline, demand generation, qualification, deal structure, delivery readiness, financial expectations or escalation ownership?

BIO

About the author

*Dicran Babayantz*

Dicran Babayantz works on one executive problem: how to connect direction, execution and economics in a way the business can actually govern.

Across senior leadership roles including CEO, CMO, COO and Board Member, he has worked on business transformation, commercial performance and the alignment of market choices with revenue, margin, cash and operating reality in complex organizations.

His work focuses on the point where market reality becomes financial consequence: where strategic intent becomes operating design, operating design becomes execution and execution translates into revenue, margin and cash.

That is the ground on which *Marketing Is the Company* is built.

**Explore more
tools and frameworks
to strengthen your business.**



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Where CEOs regain control before consequences become financial facts.

Most CEOs are trying to direct the business with only part of the system in view. Markets shift. Pipeline moves. Margin compresses. Cash tightens. Working capital pressure builds before the numbers fully reveal it.

The problem is rarely a shortage of data. It is that the decisions shaping margin and cash are taken upstream, when their consequences are still invisible, while the reporting that confirms them arrives downstream, when the options are already narrower.

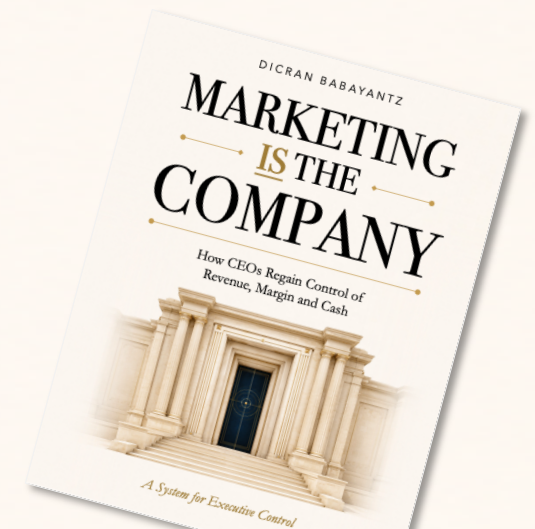
Marketing Is the Company is built around one precise claim: that chain is readable, governable and manageable before its effects appear in the numbers. And it is governance that determines how.

Market → Offering → Pricing → Demand → Conversion → Revenue → Margin → Cash

Each step conditions the next. The quality of what eventually appears in margin and cash is largely determined by choices made at the beginning of that chain.

Marketing Is the Company gives the CEO the tools to read it, govern it and act on it in time, including the Revenue Council as a cross-functional decision discipline and a diagnostic checklist of ten signals that indicate where control is already weakening.

Once you see the system, you cannot unsee it.



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Find *Marketing Is the Company* at absidegroup.com/mitc