

# Marketing Execution Gap

## *Framework*

*Most organizations do not have a strategy problem. They have an execution problem. Strategy is decided in the boardroom. What actually ships is determined by a different set of forces — structural, operational, and human — that a strategy document cannot address.*

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### THE PROBLEM

*“Most organizations don't have a strategy problem. They have an execution problem. And most execution problems are invisible until the pipeline runs dry.”*

### What Is the Marketing Execution Gap?

The Marketing Execution Gap is the distance between what a team intends to deliver and what actually ships. It is not primarily a talent or budget problem — it is a structural and operational problem.

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### THE FIVE EXECUTION KILLERS

#### 1. Misalignment

Strategy is decided at the leadership level and interpreted imperfectly at the execution level. The further execution is from strategy decisions, the greater the drift.

#### 2. Structural Bottlenecks

Creative approvals, legal review, technical dependencies, and budget authorization create friction that slows execution velocity across every program.

#### 3. Unclear Ownership

When responsibility is shared, accountability disappears. Projects without a single clear owner are statistically unlikely to complete on time to spec.

#### 4. Poor Tooling

Marketing technology stacks frequently do not match the operational model the team is running. Teams compensate with manual workarounds that consume invisible capacity.

#### 5. Feedback Loop Failure

Without clear signals connecting execution to business outcomes, teams cannot calibrate their effort or recognize when to change course.

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## 90-DAY REMEDIATION ROADMAP

### Days 1–30: Diagnose and Baseline

Audit execution velocity. Map the gap between planned and delivered programs over the last two quarters. Establish baseline metrics for execution rate, campaign velocity, and time-to-market.

### Days 31–60: Redesign and Align

Redesign the highest-friction processes. Clarify ownership for every in-flight and planned program. Address the top two or three tooling gaps creating the most manual workarounds.

### Days 61–90: Launch and Measure

Launch the redesigned operating model. Measure execution rate against baseline. Report the gap between strategic intent and actual delivery as a standard operational metric.

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## KEY TAKEAWAYS

### 01

The Marketing Execution Gap is the distance between what a team intends to deliver and what actually ships. Most organizations underestimate how large this gap is.

### 02

Five systematic killers drive execution gaps: misalignment, structural bottlenecks, unclear ownership, poor tooling, and feedback loop failure — each requires a different remedy.

### 03

Execution rate — the percentage of planned programs that ship on time to spec — should be a primary marketing operations KPI.

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