

**Planning a restructure? Some different structural types to consider.**

Although there is no blueprint for the ideal Marketing and Communications team structure, below are two of the most common models as well as some additional examples of ways to approach a team structure.

This accompanies our template of questions to ask when planning a restructure, and the CharityComms series ‘*Beyond the organogram’* where leaders share insights on restructuring.

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| **Functional structure:** A traditional and widely applied method for structuring an in-house Marketing and Comms (M&C) division, organising teams by functional focus and specialism.*Example: A directorate that is organised into: Digital, Marketing, Internal Communications, Creative and Media or External Affairs functions.* |
| **Pros:*** Consolidates professional expertise and learning in specialist teams
* Relevant for organisations and strategies requiring a depth rather than a breadth of experience
 | **Cons:*** Can create professional silos: achieving effective integrated planning will depend on strong relationships across the functions (see matrix working below for one way to mitigate this)
* Can increase the number of liaison points required between M&C and other depts
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| **Agency-lite structure:** A discrete in-house team that leads on M&C planning, working alongside slimmed down specialist functions *Example: A team of comms generalists is responsible for planning and commissioning work (e.g. Strategic Communications), pulling in colleagues with specific expertise or responsibilities for delivery (e.g. from Content, Digital and Media teams).* |
| **Pros:*** Supports a strong strategic focus and more integrated planning across channels, for example when delivering campaigns
* Fewer liaison points required between the directorate and other departments
 | **Cons:*** It can be harder to recruit strong candidates with the breadth of experience and skills for the more generalist strategic planning roles
* In separating account management and execution responsibilities, specialist post-holders can feel less connected to internal customers and their goals
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| **Examples of other structural approaches** |
| **By audience (or customer) type** | Appropriate where different audience segments have highly distinct needs and when targeting them requires specific knowledge/expertise*For example, creating separate science and consumer media teams in a medical research charity.*  |
| **By audience (or customer) goal**  | For charities strongly focused on long-term audience acquisition strategies *A few charities have clustered M&C staff around the core stages of an audience journey, with teams leading on: Awareness (including brand building and media staff), Engagement (digital, marketing and creative staff) and Loyalty (staff responsible for deepening relationships through audience insights/customer journey management).* |
| **By product, activity or internal customer** | Appropriate where there are low synergies between org-wide activities and audience/channels and those for specific initiatives, and/or where M&C staff are required to have specialist knowledge of those initiatives *For example, a charity sets up a new division targeting a new audience segment or market and requiring M&C support. In these cases, M&C roles/teams are sometimes embedded within the new division, although they may still report to the central M&C team.*  |
| **By geography** | For charities with a global footprint, where audience engagement depends on understanding local operating cultures and conditions*For example, an international development charity might create separate M&C teams for different regions.*  |
| **Through matrix working** | Ideal for supporting diverse services and products, a matrix structure provides internal customers with innovative options delivered by multi-disciplinary teams that take on clearly defined projects *Note: Some functional structures (~~see p1~~) use a complementary matrix team approach to enhance integrated planning for high priority areas. This typically involves introducing dual reporting lines. For further detail, see the* [*article*](https://www.charitycomms.org.uk/beyond-the-organogram-how-to-build-a-stronger-audience-focus) *on structures for audience focus in the Beyond the Organogram series.*  |



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