



SBI's 8TH Annual Research Project

HOW TO INCREASE MARKETING'S CONTRIBUTION TO 2015 REVENUE

August 2014

How to Increase Marketing's Contribution to 2015 Revenue, SBI's 8th Annual Research Report.
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ABOUT SBI RESEARCH

Each year Sales Benchmark Index (SBI) produces a piece of forward looking research that allows organizations to understand what leading marketing executives are doing heading into the new year. In this report, SBI discusses what these top producing marketing organizations began doing in Q3 of 2013 through Q2 of 2014. Most importantly, SBI analyzed what changed, the causes of the changes, and the early results from the changes. SBI produced this report to enable other progressive organizations to follow these early trends in 2015 to achieve similar results.

If you want help implementing some, or all of the trends leading companies are embracing for 2015, please visit [here](#) and register for a free consultation with one of our researchers. Alternatively you can email Christina Dieckmeyer at christina.dieckmeyer@salesbenchmarkindex.com or call 317-750-7443.

If you are not sure if you are ready for direct assistance but want to learn more, please subscribe to our blog [here](#). Each day SBI publishes a proven best practice including a companion execution tool that you can put to work immediately. It is delivered to your mobile device and can be read in less than 5 minutes, 365 days per year.



ABOUT SBI

SBI is a sales and marketing consultancy focused exclusively on helping B2B companies “make the number.” The firm uses the benchmarking method to help companies accelerate their rate of revenue growth. Benchmarking allows our clients to get access to, and implement, best practices from the top sales and marketing organizations.

The firm is different from other consultancies in five ways:

REFERENCES We are proud to tell you we work with many of the world’s finest leaders. To see what our clients have to say about our work, go [here](#).

CLIENT ROSTER Top executives inside of top companies consistently turn to SBI for sales and marketing help. For a sample client list, go [here](#).

TEAM Every member of our team is an experienced former leader in sales and/or marketing. For the biographies of our consultants, go [here](#).

METHODOLOGIES The methods we use to solve your problems are proven and supported with before-and-after results. For information on our methodologies, go [here](#).

EXECUTION SBI is an execution based firm whose solutions get embraced and fully adopted. We are known as the “no shelf ware” firm. To review case studies of our work, go [here](#).



EXECUTIVE SUMMARY

In the last 12 months, SBI monitored how marketers increased their contribution to revenue. We compared the actions taken this year to the actions taken during 2007-2013, as we have been conducting this research for the last 8 years. Many actions taken in previous years were repeated this year. For example, content marketing continued to be a tactic used to increase brand awareness. Marketers continued to embrace inbound marketing for lead generation purposes. Lead development teams expanded, and became more proficient in their use of marketing automation technology, resulting in more sales accepted leads. And the list goes on and on.

However, the focus of this research is what is new and different from previous years. We asked: "How are the top marketers contributing to the revenue growth of their companies?" The contrast between top marketers and average marketers, surfaced the new approaches to revenue contribution. Average marketers are playing catch up, trying to keep pace with their competitors. This research is focused on best-in-class revenue contribution, and seeks **// How are the top marketers contributing to the revenue growth of their companies? //** to help marketers leap frog their competitors, not keep pace with them.

The evidence we collected pointed to one thing: Marketing Strategy.

Marketing leaders who have developed a best-in-class marketing strategy benefit in 3 ways:

JOB SECURITY Marketing leaders who contribute to revenue with a best-in-class marketing strategy have an average tenure of 9+ years. Marketing leaders who do not contribute to revenue have an average tenure of 4 years.

PERSONAL BRAND Marketing leaders who contribute to revenue with a best-in-class marketing strategy have double the personal brand presence of marketers with an average marketing strategy.



INCOME Marketing leaders who contribute to revenue with a best-in-class marketing strategy beat EPS estimates 88% of the time. Marketing leaders who do not contribute to revenue, and have an average marketing strategy, beat EPS estimates only 67% of the time. Approximately half of a marketing leader's compensation is in the form of equity. Therefore, the impact marketing strategy has on the income of a marketing leader is significant.

We also were surprised at how much confusion there is around the term Marketing Strategy. When we asked many average marketing leaders for their definition of marketing strategy, they provided an incorrect answer. In most cases, they confused marketing tactics with marketing strategy. When we asked other average marketing leaders to describe their marketing strategy, they could not.

In contrast, best-in-class marketing leaders had a clear definition, and a well articulated description of their specific marketing strategy.

Here is how best-in-class marketing leaders defined marketing strategy:

What is a Marketing Strategy?

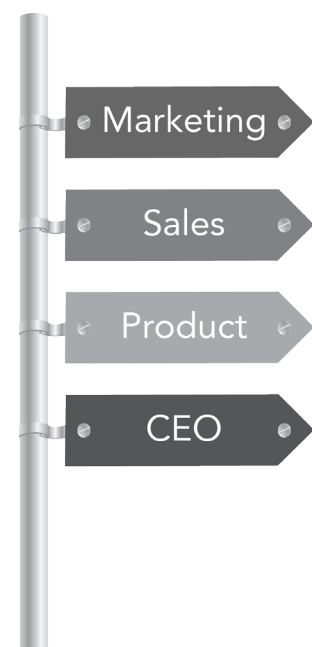
A Marketing Strategy is an operating plan for a company's marketing department.

What does a Marketing Strategy do?

A Marketing Strategy allocates resources efficiently to drive revenues.

What does it mean to use a Marketing Strategy?

Using a Marketing Strategy means the marketing department contributes to the revenue growth of the company by focusing on the top priorities of the sales team, product management department, and the CEO.





Our research then turned to understanding why marketing leaders struggle with marketing strategy. See *Figure 1 - Reason for the Wrong Marketing Strategy*. Two root causes occurred almost half the time – Tactics Masquerading as Strategy and Strategy Same as the Competition. Other common problems included not Aligning the Marketing Strategy to Buyer Needs, not Aligning the Marketing Strategy to the Corporate Strategy, not Aligning the Marketing Strategy to the Product Strategy, and in some cases, No Marketing Strategy at all.

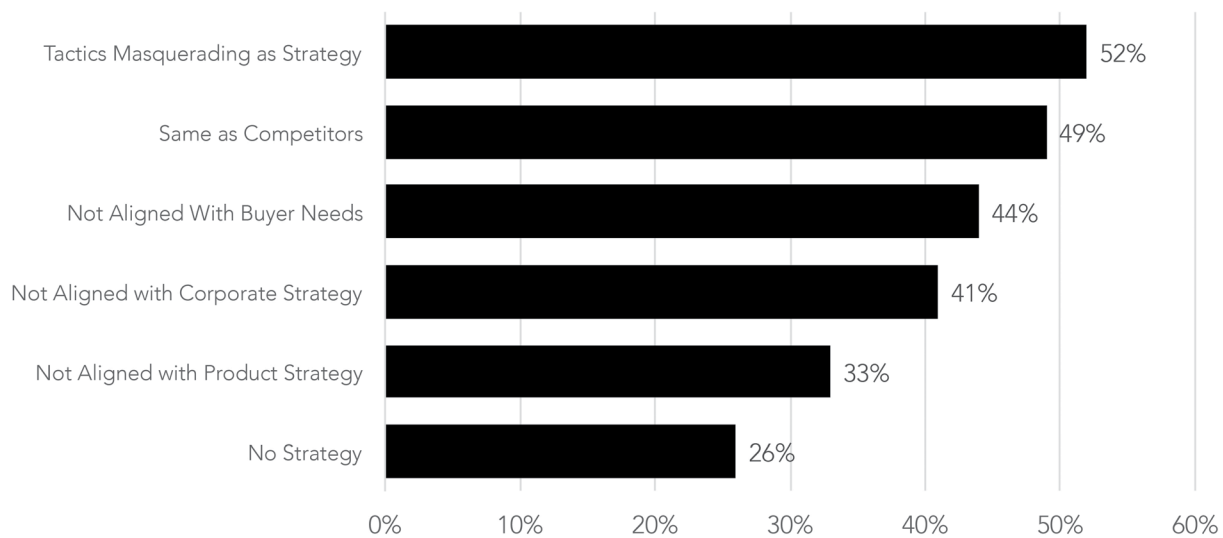


Figure 1 – Reasons for the Wrong Marketing Strategy

Each of these six problem areas come with unique implications:

- **Marketing Tactics Masquerading as a Marketing Strategy** - When the marketing strategy is just a compilation of tactics, the organization is reactive vs proactive. They may contribute revenue one quarter, but not the next. However they are unable to contribute revenue every quarter, unless they can systematize these tactics.
- **Same Marketing Strategy as Competition** - When a marketing team has the same strategy as the competition, the customer experience becomes a commodity. When this happens, there is no longer the ability to differentiate on anything other than product or price. Unless the company is lucky enough to sell a product superior to others, an advantage that is likely to be short lived, the pricing pressure will result in missing the revenue expectations.



- **Marketing Strategy Not Aligned with Buyer Needs** - When a marketing team does not align the strategy to buyer needs, friction results. Buyers do not have a great experience during the self-directed portion of the buyer's journey as the marketing messages do not resonate. The result is frustrated buyers who take their business to a competitor who can meet their needs.
- **Marketing Strategy Not Aligned with Corporate Strategy** – When the marketing strategy is not aligned with the corporate strategy, the marketing team is in conflict with other functions in the company. As a result, customers do not get a consistent experience when engaging with the company and the brand suffers. If marketing tries to address this, then they spend too much time fighting fires and internal battles. This reduces the number of programs, campaigns, activities, etc. that marketing can launch externally to contribute to the sales pipeline.
- **Marketing Strategy Not Aligned with Product Strategy** – When the marketing strategy is not aligned with the product strategy, the marketing team often does not contribute any revenue. Product management delivers new solutions to specific problems of certain prospects. The marketing strategy needs to be built around these prospects, with these problems.
- **No Marketing Strategy** –When there is no marketing strategy, periodic success comes from a few standout marketing campaigns. Without a marketing strategy, the marketing leader becomes overly dependent on luck. This is very dangerous.

With an understanding of the 6 common obstacles to marketing strategy, we then studied why these obstacles were present. The environment marketing leaders operate in provided us the answer. Here is a picture of life as a marketing leader circa 2014, see *Figure 2 - A Picture of Struggling Marketing Leaders*.

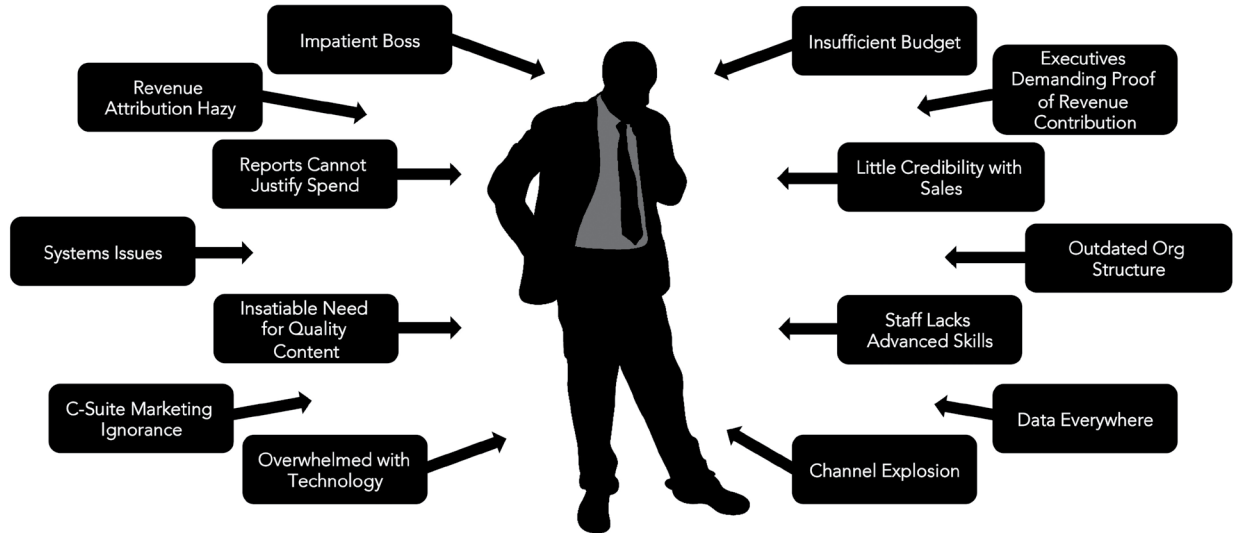


Figure 2 – A Picture of Struggling Marketing Leaders

If you can identify with many of these quotes, you are not alone. SBI found the majority of marketing organizations still have the wrong Marketing Strategy, see *Figure 3 – The Reason Marketing Leaders Are Suffering*. An alarming 71% of marketing teams do not have the right marketing strategy. The wrong marketing strategy is the biggest threat to a marketing team being successful. This is the #1 obstacle that must be addressed if you are going to make a contribution to revenue.



Figure 3 – The Reason Marketing Leaders Are Suffering



THREE REASONS YOU SHOULD CARE

There are three reasons a marketing leader should care about these SBI findings.

The first reason you should care is the impact on tenure, see *Figure 4 – Impact on Your Job Security*. The average tenure of a marketing leader continues to hover around 4 years according to Spencer Stuart, Advertising Age, Wall Street Journal and Forbes. However SBI found that marketing leaders with the right marketing strategy enjoy job security for 9+ years.

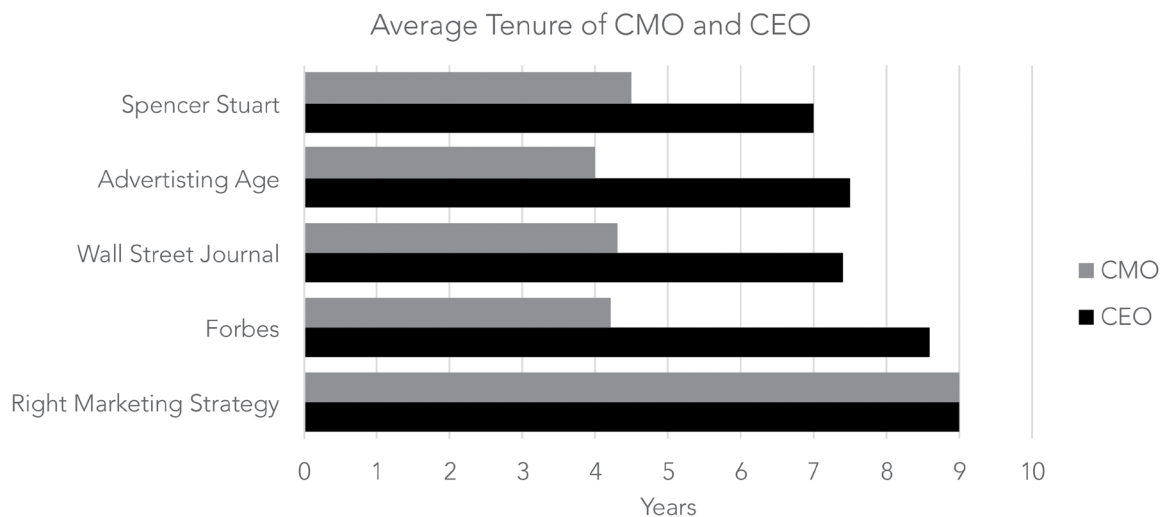


Figure 4 – Impact on Your Job Security

In contrast, the marketing leader's boss, the CEO, has an average tenure of 7-8 years, according to the same sources. This illustrates the CEO response to a marketing leader who does not contribute revenue: replace the marketing leader. However, marketing leaders who contribute revenue with the correct marketing strategy have the same average tenure as the CEO. The CMO and CEO relationship often evolves into a strategic friendship lasting several years with the correct marketing strategy.

The second reason you should care is the impact on your personal brand. SBI found best-in-class marketing leaders with the right marketing strategy have double the brand presence as measured by social and traditional media, see *Figure 5 – Impact on Your*



Personal Brand. Regardless of the area analyzed, media mentions, Twitter presence, blog subscribers, LinkedIn presence, etc. marketing leaders who contribute revenue with the right marketing strategy enjoy 65%-132% better performance. This translates into a better personal brand for you. You live in the era of big data, where the personal brand of a marketer can be measured. The personal brand of a marketer is used by Boards and CEOs as an indicator of marketing competence.

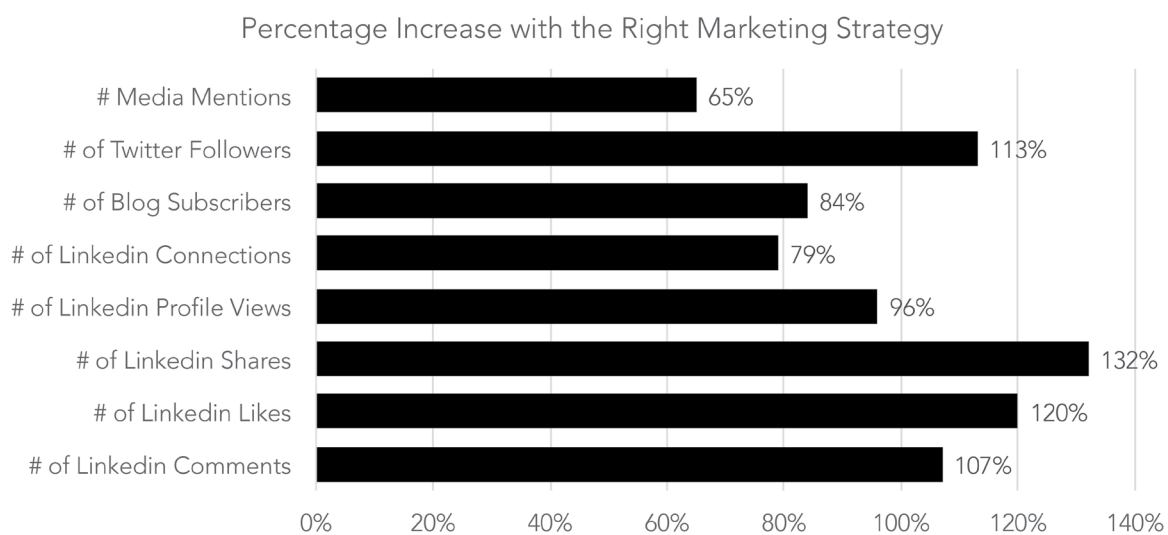


Figure 5 – Impact on Your Personal Brand

The third reason you should care is the impact on your compensation, see *Figure 6 – Impact on Your Pay*. Approximately half of a marketing leader's compensation comes in the form of equity. The share price of a company often moves up, or down, based on the company's quarterly EPS results, as compared to analyst expectations. SBI found best-in-class marketing teams with the right marketing strategy exceeded analyst EPS estimates 88% of the time between 2012 and 2013. In contrast, the broad market beat estimates 67% during the same time period. This translates to a 31% greater chance to exceed these estimates than companies with the wrong marketing strategy. As a result, marketing leaders with the right marketing strategy earned more than marketing leaders with the wrong marketing strategy, in some cases, a lot more.

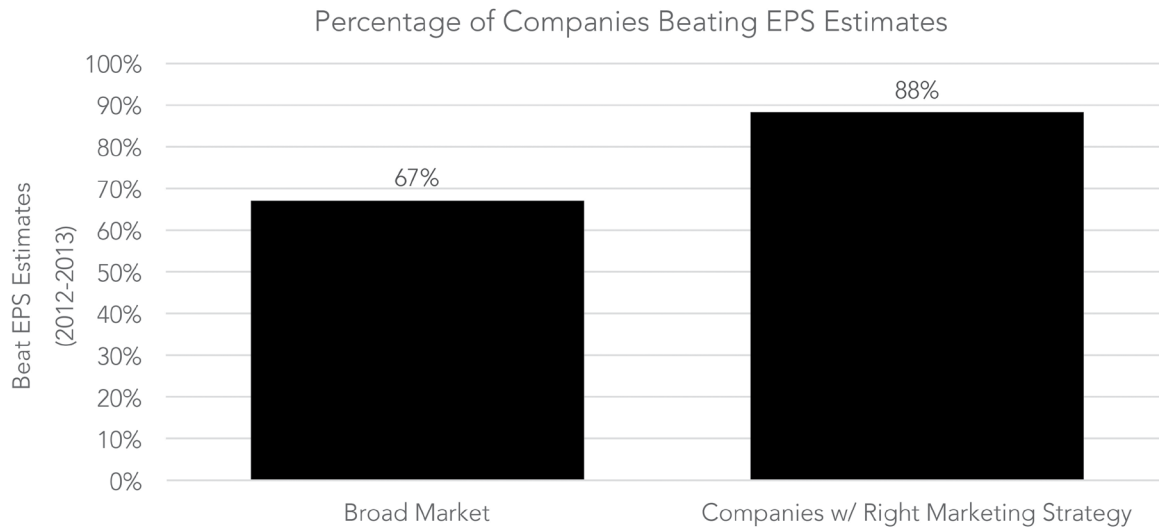


Figure 6 – Impact on Your Pay

This year's research puts you, the marketing leader, in a difficult position. The evidence tells you that you must make a choice:

- CHOICE #1** Continue with the status quo. If you are contributing revenue with the right marketing strategy, there is no reason to do anything differently in 2015. As a member of the 29%, you are likely to keep your job, increase your brand, and get paid well.
- CHOICE #2** Contribute more revenue by developing, and executing, a new marketing strategy that is:
- Different than your competitors
 - Aligned with the needs of your buyers
 - More than just a bunch of flavor-of-the-year tactics
 - Specific to your product/solution road map
 - In harmony with the corporate strategy

This is a very difficult choice to make. Why? You may not know if you have the right marketing strategy. Not knowing if you have the right strategy is dangerous. It is better to be sure. If you think you have the right strategy and are wrong, you are likely to be looking for a new job.



How can you be certain? Reading this research is a good start. But it will not tell you if you have the right marketing strategy. This research needs to be applied to you, and your company. We can help you do this. Please go [here](#). We will arrange for one of our consultants to put you through a benchmarking exercise. The output will tell you if you have the right marketing strategy or not.

MARKETING STRATEGY OVERVIEW

Now that you understand the definition of marketing strategy, the benefits of having the right one, and the implications of getting this wrong, you need to figure out what to do, see *Figure 7 – 6 Step Marketing Strategy Methodology*. There are 6 steps to defining the right marketing strategy – Segmentation, Planning, Engagement, Org, Execution, and Support. In the rest of this report we will dive into the details of each of the steps and provide guidance on how to pull them off.

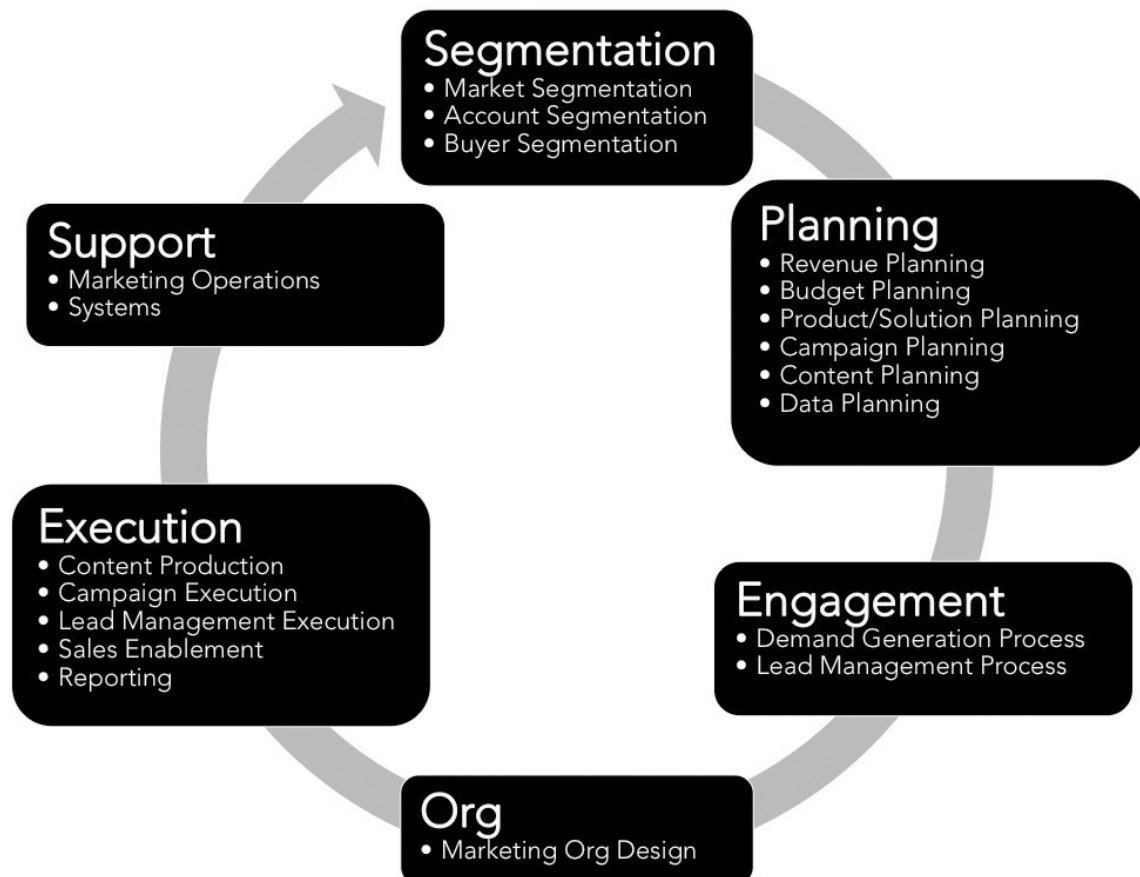


Figure 7 – 6 Step Marketing Strategy Methodology



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RESEARCH APPROACH



RESEARCH APPROACH

SBI's research findings presented in this report are pulled from fourteen data collection techniques across 4 lenses; see *Figure 8 – SBI Research Sources Collected 7/13-6/14*.

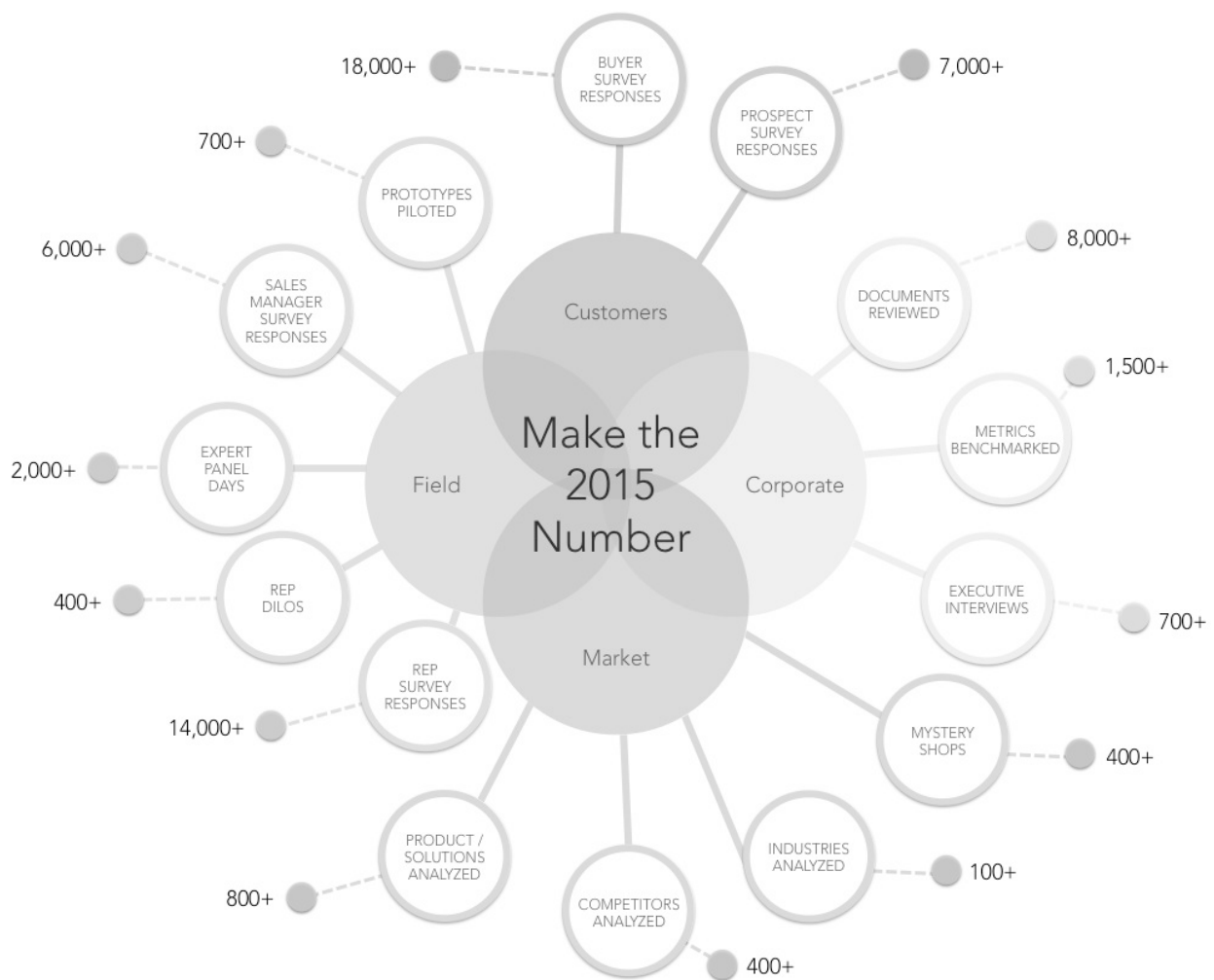


Figure 8 – SBI Research Sources Collected 7/13 - 6/14



The first lens is the Customer lens. Some call this the buyer view, comprised of current customers and potential prospects. SBI uses the customer lens to understand, from the customer's perspective, how buyers buy and how buying behavior is changing. Over the last year, SBI collected input from:

- **More than 18,000 current buyers.** These are people who recently made complex B2B purchasing decisions.
- **More than 7,000 prospective buyers.** These are people who are contemplating making complex B2B purchase decisions.

SBI separates Customers from Prospects because they behave differently. Customers have already made a purchase decision, providing insights on what they had done previously, and why. Prospects may or may not be in the market to make a purchasing decision, providing insight on what they anticipate doing, and why. By comparing and contrasting Customers to Prospects, SBI is able to identify ways in which buyer behavior is changing.

The second lens is the Corporate lens. Some call this the executive view. SBI uses the corporate lens to understand what executives want their marketing team to deliver. During the last year, SBI collected input from:

- **More than 8,000 documents reviewed.** Examples of documents include marketing plans, enablement material, campaign messaging, etc. Because producing documentation requires investments from marketing leaders and their teams, they represent executive priorities.
- **More than 1,500 metrics benchmarked.** Examples of metrics include data points like ROMI, cost per lead, % of revenue sourced by marketing, etc. Metrics indicate both leading and lagging performance. This empirical data provides a view into what corporate executives are measuring, revealing what is important to them.
- **More than 700 executive interviews.** Executives include the CEO, CFO, CMO, the Head of Sales, Head of Human Resources, the Head of Products, etc. SBI wants to hear directly from their point of view what it means to be a world-class marketing organization.



The third lens is the Market lens. SBI uses the market lens to understand the external environment in which a marketing team operates. Over the last year, SBI collected input from:

- **More than 400 individual mystery shops.** A mystery shop is where SBI poses as a customer or a prospect. We shop several vendors within the same product category to understand how the companies differentiate themselves, at the moment of truth. The moment of truth being when a seller and a buyer are actively engaged in a marketing campaign.
- **More than 100 industries analyzed.** Industry analysis investigates the macro industry in which a marketing team operates. The goal is to understand the industry's dynamics today and how these are likely to change in the near future. This helps understand the industry trends that need to be considered when building a marketing strategy.
- **More than 400 competitors analyzed.** Competitor analysis examines the competitors with whom a marketing team typically competes. The goal is to understand how competitors are going to market. It uncovers the strengths and weaknesses of each organization. By studying these, a competitive advantage can be gained in the marketing strategy by exploiting competitive opportunities and mitigating the competitive threats.
- **More than 800 product/solutions analyzed.** Product/solution analysis explores the possible ways a customer can address a given problem. This enables a marketing team to understand the strengths and weaknesses of each solution. Incorporating this into the marketing strategy helps the marketing team differentiate their solution in a way that captures customer preference relative to the alternatives.

The Market lens illuminates how organizations, marketing similar products, services, or solutions, in the same industry, to the same set of buyers, market similarly or differently. By considering this context, SBI is able to identify the similarities and differences in the marketing strategies. When this is combined with the results achieved, SBI can validate what is working and what is not.



The fourth lens is the Field lens. SBI uses the field lens to understand, from the sales person's perspective, marketing's #1 internal customer. In this lens we look at what is contributing to and preventing success when sales teams engage with buyers following the marketing handoff. Over the last year, SBI collected input from:

- **More than 14,000 sales reps.** SBI uses surveys to understand what reps are experiencing from customer interactions. Surveys uncover how reps spend their time, overcome sales objections, work leads, and what they want from their marketing team.
- **More than 400 sales rep DILOs.** A DILo stands for Day In the Life Of. This is where SBI goes out into the field and rides with sales people to understand, through direct observation, the typical day. SBI has found that often sales reps respond to interviews and surveys one way but then do something entirely different when they are in their natural habitat.
- **More than 2,000 expert panel days.** An expert panel is where SBI gets together the top 10% of a company's sales force in a classic focus group. SBI uses this select group to understand what they are doing that is contributing to their success. SBI extracts this insight, summarizes it and turns it into intellectual property that can be leveraged by the marketing team.
- **More than 6,000 frontline sales managers.** These are people that manage sales people directly. SBI uses sales managers to understand the differences between what corporate wants/expects and the realities that their field sales teams are experiencing. The front line sales manager has a very unique perspective and a difficult job, sandwiched between those two oftentimes conflicting stakeholder groups. Yet it is the most important job in all sales organizations, serving as the connective tissue that links the corporate strategy to field execution.
- **Test results from more than 700 field prototypes.** These are actual sales and marketing improvement programs where SBI captures before and after results to see what works and what does not. Examples include lead generation programs, campaigns, technology tools, etc. SBI tests to see how the prototype performed. Did it behave as anticipated? Did it generate the desired outcomes?



Qualitative and quantitative data collected from these sources is analyzed using rigorous statistical processes. Highly trained, industry experienced professionals with a focus on removing biases from any single lens/source ensure quality, accuracy, timeliness, and integrity of the findings. Statistical analysis techniques used by SBI include:

- **Pattern and Trend Recognition** – SBI constantly seeks out patterns and trends to ensure integrity of the data is maintained. If patterns and/or trends from a single data source contradict previous findings, in-depth analysis is performed to validate or disqualify the findings.
- **Deductive Reasoning** – SBI constantly challenges previously known facts to validate the conclusions drawn from the data. Conclusions or findings are updated in real time as data becomes available.
- **Inductive Reasoning** – SBI uses a proprietary Hypothesis Testing Methodology based on proven statistical principles that allow confidence levels to be associated with all data findings. Because some findings cannot be statistically proven with 100% certainty, SBI constantly analyzes and refines the findings to ensure the highest level of statistically sound confidence can be associated at all times.
- **Verification** – SBI seeks out data to prove or disprove Best Practices. For each Best Practice, the expected results from deploying each technique are verified after implementation.
- **Predictive Analysis** – SBI does not limit itself to just historical data analysis. A variety of Predictive Analytics are used to describe or categorize the data and develop models to understand behavior. These can then be used to guide future decision making.
- **Regression Analysis** – SBI has found that marketing cannot be simplified to test a single hypothesis in isolation. Understanding the relationships among multiple inputs using techniques like regression analysis allows for relationships and dependences to be quantified and measured.
- **Constant Refinement** – SBI Best Practices are never static. Research and refinement is an ongoing process with new information constantly integrated as new data sources are located or existing data becomes available.



6 STEP MARKETING STRATEGY METHODOLOGY



6 STEP MARKETING STRATEGY METHODOLOGY

When SBI studied how top producing marketing organizations landed on the right marketing strategy, we found they followed a 6 step process, see *Figure 9- 6 Step Marketing Strategy Methodology*:

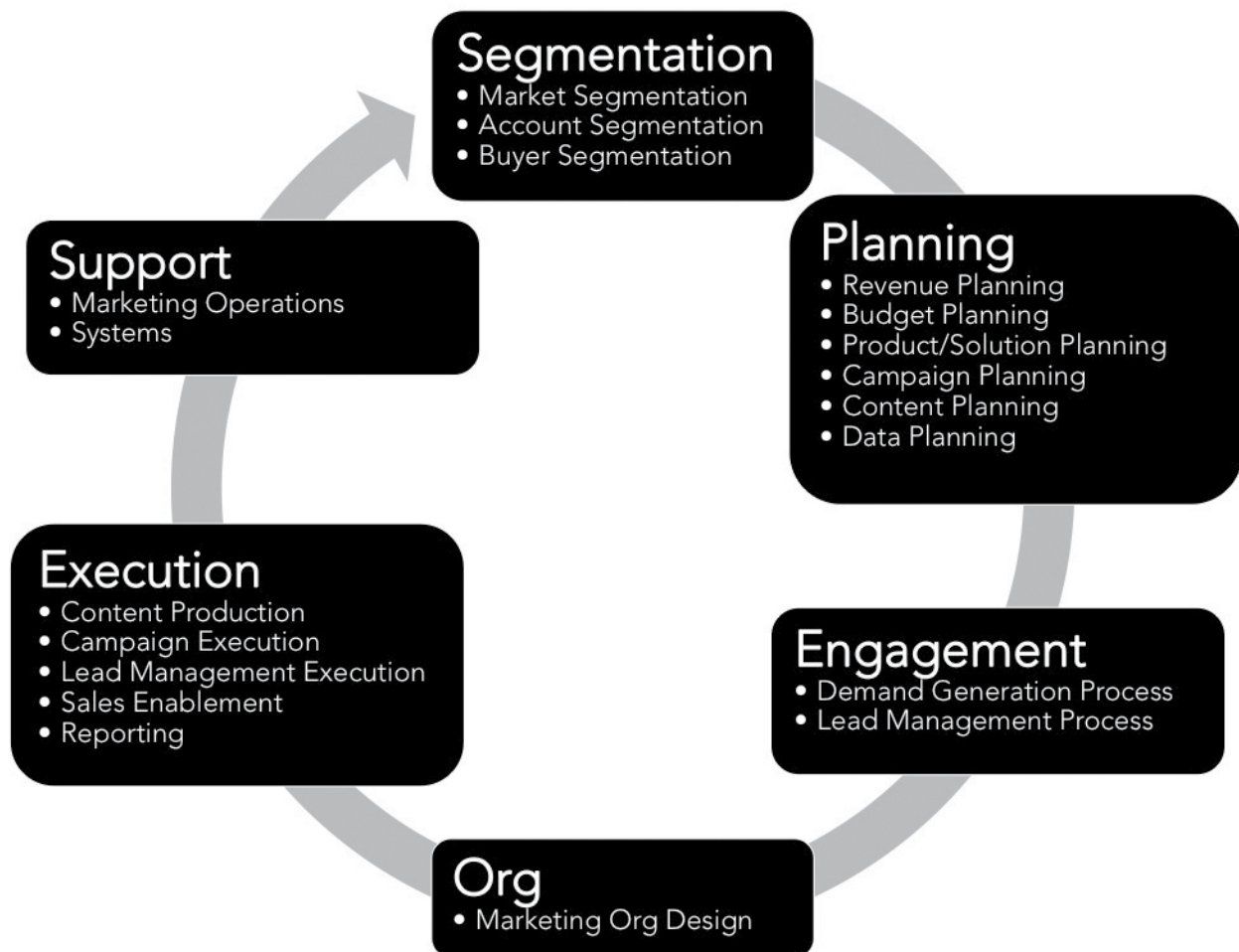


Figure 9 – 6 Step Sales Strategy Methodology



STEP 1 - SEGMENTATION

Understand market, accounts and buyers. This ensures the strategy is differentiated from the competition while being aligned with the buyer needs, the corporate strategy and the product strategy.

STEP 2 - PLANNING

Leverage the segmentation findings to develop revenue, budget, product/solution, campaign, content and data plans that once executed will allow the organization to make the number.

STEP 3 - ENGAGEMENT

Define the processes for how the marketing team is going to interact with prospects and customers.

STEP 4 - ORG

Make sure the organizational structure is set up correctly so the right people are in the right roles to execute the processes.

STEP 5 - EXECUTION

Begin executing the strategy by focusing on areas like content production, campaign execution, lead management execution, sales enablement, reporting, etc.

STEP 6 - SUPPORT

Help the marketing team be effective in perpetuity by supporting them and making the internal organization easy to do business with.



Following the six steps above will enable a marketing team to define the right marketing strategy to grow revenues organically. As a result the marketing team will get much better at doing what they are trying to do today. However, many marketing teams that perform these steps fail to achieve the desired results. The reason for that is they perform the steps out of sequence. Even the best intentions cannot overcome improper sequencing. The steps as outlined above must be done in the following order:

- **Step 1 - Segmentation** – Segmentation must be the very first thing done. If the marketing team does not fully understand the market, accounts and buyers, then everything else that is done will be flawed.
- **Step 2 - Planning** – Planning must follow Segmentation but be done before Process. The plans need to build on the segmentation findings. They need to broadly define how the number is going to be met. They serve as an outline for the processes that get built next.
- **Step 3 - Engagement** – Now with the plans in place, the processes can be defined. Process must come before people. If people are addressed before process, the result will be resources running around not exactly sure what they are supposed to be doing. This results in wasted resources and role corruption.
- **Step 4 - Org** – Organization comes after Engagement. Now knowing what needs to get done, the team can be organized to make it happen. This include placing the right people in the right roles to prepare for Execution.
- **Step 5 - Execution** – Now that the what, why, where, when, how and who is defined, it is time to focus on doing the work. This is the actual execution of the strategy.
- **Step 6 - Support** – Support follows Execution. Once a firm starts executing, they will run into obstacles. The support work will help overcome these obstacles while making the ongoing execution easier.

STEP 1 - SEGMENTATION

Segmentation is where you gain an in depth understanding of the market, accounts and buyers. It is comprised of 3 phases:



- **Phase 1: Market Segmentation** - Divide the broad target market into subsets of buyers who have common needs and priorities.
- **Phase 2: Account Segmentation** - Understand which accounts in your market are going to generate the most revenue over the shortest period of time.
- **Phase 3: Buyer Segmentation** - Understand how buyers in your accounts make purchase decisions.

STEP 2 - PLANNING

Planning is where you develop revenue, budget, product/solution, campaign, content and data plans that when executed will make the number. It is comprised of 6 phases:

- **Phase 4: Revenue Planning** - Define the plan for how you are going to achieve your revenue goal relative to your competitors.
- **Phase 5: Budget Planning** - Determine the budget needed and how to allocate it to attain your goals.
- **Phase 6: Product/Solution Planning** - Define, educate and provide access to products/solutions that solve customer problems.
- **Phase 7: Campaign Planning** - Design marketing campaigns that attract buyers to your products/solutions.
- **Phase 8: Content Planning** - Determine the process for creating and distributing compelling content to attract target buyers.
- **Phase 9: Data Planning** - Define data required to drive marketing decisions.

STEP 3 - ENGAGEMENT

Engagement is where you define the processes for how the marketing team is going to interact with prospects and customers. It is comprised of 2 phases:

- **Phase 10 – Demand Gen Process** - Capture inquiries by generating awareness and interest in your products/solutions.
- **Phase 11 – Lead Management Process** - Nurture & qualify early stage prospects into sale-ready leads.



STEP 4 - ORG

Org is where you set up the correct organizational structure so the right people are in the right roles to execute the processes. It is comprised of 1 phase:

- **Phase 12: Marketing Org Design** - Define the optimal marketing structure and necessary headcount to execute the marketing strategy.

STEP 5 - EXECUTION

Execution is where you begin doing the work. It is comprised of 5 phases:

- **Phase 13 – Content Production** - Produce highly relevant content in enough quantity to meet the objectives of the marketing and sales departments.
- **Phase 14 – Campaign Execution** - Execute the campaigns to produce sales ready leads.
- **Phase 15 – Lead Management Execution** - Execute the lead management process to produce sales ready leads.
- **Phase 16: Sales Enablement** - Get the right sales content into the hands of the right sellers at the right time through the right channel to move a sales opportunity forward.
- **Phase 17: Reporting** - Identify, design and create a set of reports that consistently satisfy the needs of the executive leadership team.

STEP 6 - SUPPORT

Support is where you help the marketing team be effective by removing their non-program responsibilities and streamlining those that can't be offloaded. It is comprised of 2 phases:

- **Phase 18: Marketing Operations** - Increase marketing efficiency through process, technology, metrics, and best practices.
- **Phase 19: Systems** - Automate the core business processes to increase the productivity of the marketing organization by removing the administrative burden.



STEP 1

SEGMENTATION



STEP 1 SEGMENTATION

Segmentation is where you gain an in depth understanding of the market, accounts and buyers. This will help you differentiate your marketing strategy from your competition. You will know which accounts to prioritize. You will be able to align your marketing strategy with buyer needs. As a result of this work, your marketing strategy will be aligned with the external market.

As long as you are also aligned with the internal strategies from corporate, product, sales, etc., then you are well on your way to defining the right marketing strategy.

// Segmentation is where you gain an in depth understanding of the market, accounts and buyers. //

There are 3 phases to the Segmentation step:

PHASE 01 - MARKET SEGMENTATION

Divide the broad target market into subsets of buyers who have common needs and priorities.

PHASE 02 - ACCOUNT SEGMENTATION

Understand which accounts in your market are going to generate the most revenue over the shortest period of time.

PHASE 03 - BUYER SEGMENTATION

Understand how buyers in your accounts make purchase decisions.



PHASE 01 - MARKET SEGMENTATION

Divide the broad target market into subsets of buyers who have common needs and priorities.

THE PROBLEM

Not all markets are created equal...

Determining which customers to serve with which marketing channels can be difficult. You begin to understand why when you multiply your customers' diverse needs by the many marketing channels available.

Pursuing markets that are too wide often means that you're aiming off-target. Without a clear understanding of market segments, limited sales and marketing resources get misallocated and revenue goals are missed. Broad markets need to be divided into subsets of buyers who have common needs and priorities.

THE SOLUTION

To complete the Market Segmentation phase, you need to answer the following questions:

- How big is our market? What is its growth rate?
- What are the needs of the market? How are these changing?
- What should be our go to market strategy for each product/service/solution?
- How do my competitors go to market?
- What are the strengths/weaknesses of our marketing team?
- What are our opportunities/threats in the market?
- For our solution set, what is lifecycle stage of adoption are our buyers?



PHASE 02 - ACCOUNT SEGMENTATION

Understand which accounts in your market are going to generate the most revenue over the shortest period of time.

THE PROBLEM

Define account potential, and you will achieve it...

The marketing team is typically provided revenue potential by market level only, when what they really need is to know the revenue potential by account, product and solution. When the marketing team has only incomplete information, campaigns, programs, activities and offers are poorly designed, resulting in suboptimal performance.

THE SOLUTION

To complete the Account Segmentation phase, you need to answer the following questions:

- What is our ideal customer profile (i.e. what defines our ideal prospect/customer)?
- How does each prospect/customer score relative to our ideal customer profile?
- What is the potential spend for each prospect/customer?
- What is the cost to acquire each customer?
- What is the lifetime value of each customer?
- What is the propensity to buy for each prospect/customer (i.e. how likely is each prospect/customer to buy from us)?



PHASE 03 - BUYER SEGMENTATION

Understand how buyers in your accounts make purchase decisions.

THE PROBLEM

Need to know your buyer down to the last detail...

The explosion of information access and information channels online has altered the buying process forever. Many sales and marketing teams still rely on tribal knowledge and past experiences, but without an updated understanding of how your buyers make decisions, revenue opportunities will pass you by.

THE SOLUTION

To complete the Buyer Segmentation phase, you need to answer the following questions:

- Who are our buyers?
- What do our buyers care about?
- How do our buyers make purchase decisions?
- What do our buyers value when engaging with our marketing team?
- What must our marketing team be best-in-class in to succeed in our industry?



SEGMENTATION ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Segmentation, here are a few examples of what “good” looks like. Each of these artifacts were collected during SBI’s research. You can use these to gain insight into Best Practices. And compare your approaches to those used by leading companies in defining their 2015 marketing strategy.

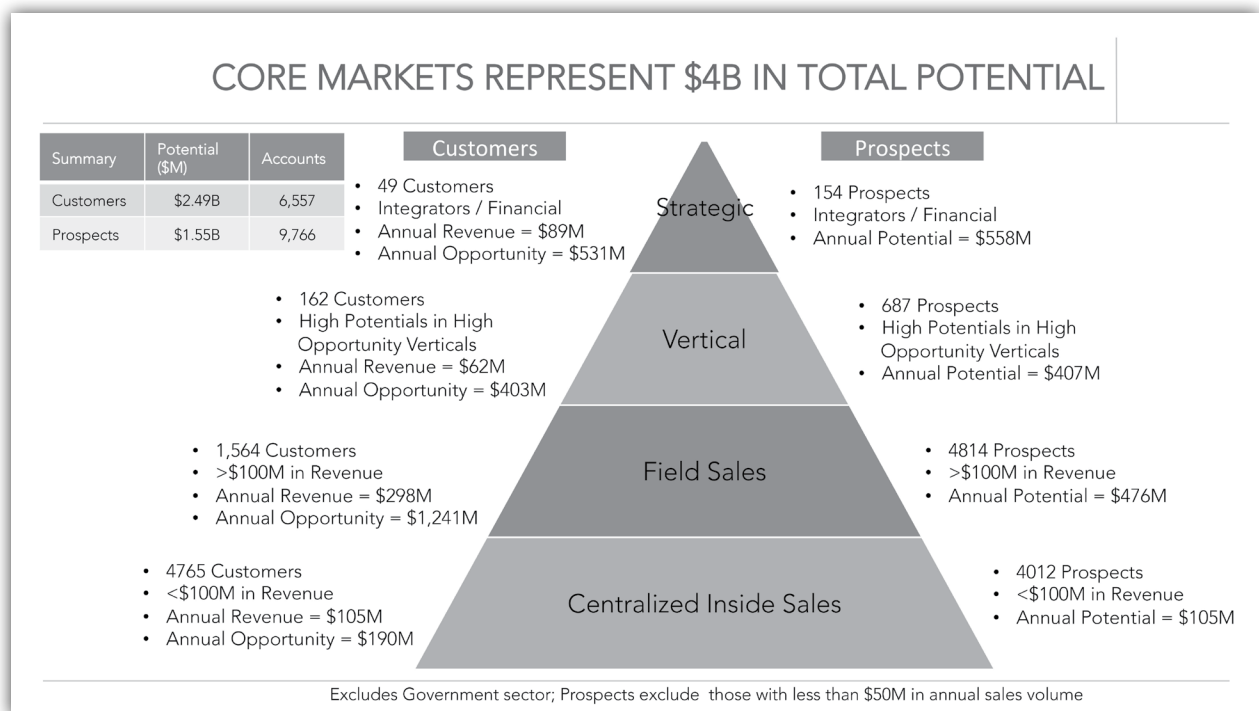


Figure 10 – Market Segmentation



TOP 10 FINANCIAL ACCOUNTS REPRESENT \$308M IN POTENTIAL

Efficiency – Where should we continue / increase investments?

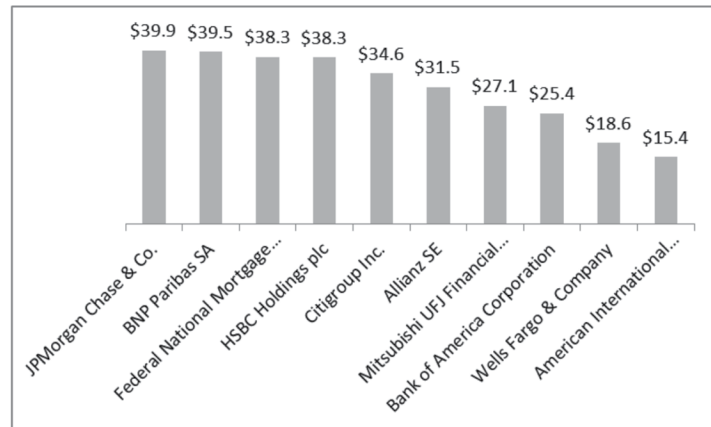
Buyer Behavior in this market

Large financial institutions looking to consolidate tech, leverage resources and minimize strain on internal resources. They are looking to outsource operational tasks to partners.

“We are working towards a cloud collaboration hub. Contact centers, web conferencing and other communication applications leveraged through online and mobile integration.”

Total potential for all Financial (customers & prospects) is \$432M

Annual Up/Cross-Sell Opportunity (\$M)



These 10 customers spent \$26M in 2013

Figure 11 – Account Segmentation

BUYING PROCESS MAP - STAGE 3: PROBLEM DEFINITION



Vick

Title: Visionary CIO

Company Size: Enterprise

IT team size: 25-1,300

Problem Definition		
Key Buyer Action	Questions Vick Asks	
Involve stakeholders	<ul style="list-style-type: none"> Who on my team does this effect? Whose buy in will we need? 	<ul style="list-style-type: none"> What additional expertise is required to make the right decision? Who do we want as our advocates in the org?
Determine objectives	<ul style="list-style-type: none"> Will the output be worth the disruption? How will we define success? 	<ul style="list-style-type: none"> Will this drive competitive advantage? What does the board want? What does the street expect?
Determine criteria	<ul style="list-style-type: none"> What critical components are required? Where are there gaps in our capability? 	<ul style="list-style-type: none"> Is this a one-time fix or a long term solution? What will it take to succeed?
Identify Options	<ul style="list-style-type: none"> Should we outsource? Where do we need help? 	<ul style="list-style-type: none"> Can we do this ourselves? Who is bleeding edge?

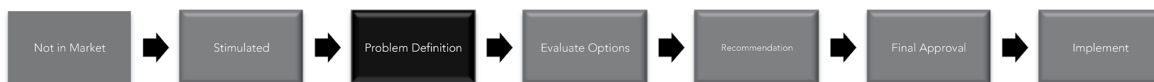


Figure 12 – Buyer Segmentation



STEP 2

PLANNING



STEP 2 PLANNING

Planning is where you develop revenue, budget, product/solution, campaign, content and data plans that when executed will make the number. This will help you plan for how you are going to get to your goal. You will know what budget is needed to set you up for success. You will know how your product/solutions will solve customer problems. You will know what campaigns to run and the content needed to attract buyers. You will know what data you need along the way to help you make decisions. With the right plans in place, you improve your chances of success.

// Planning is where you develop revenue, budget, product/solution, campaign, content and data plans that when executed will make the number. //

There are 6 phases to the Planning step:

PHASE 04 - REVENUE PLANNING

Define the plan for how you are going to achieve your revenue goal relative to your competitors.

PHASE 05 - BUDGET PLANNING

Determine the budget needed and how to allocate it to attain your goals.

PHASE 06 - PRODUCT/SOLUTION PLANNING

Define, educate and provide access to products/solutions that solve customer problems.

PHASE 07 - CAMPAIGN PLANNING

Design marketing campaigns that attract buyers to your products/solutions.



PHASE 08 - CONTENT PLANNING

Determine the process for creating and distributing compelling content to attract target buyers.

PHASE 09 - DATA PLANNING

Define data required to drive marketing decisions.



PHASE 04 - REVENUE PLANNING

Define the plan for how you are going to achieve your revenue goal relative to your competitors.

THE PROBLEM

To make the number, you need a clear plan...

Sound familiar? The CEO hands a revenue number to the sales and marketing leaders and says, "This is what I need from you this year." Without a revenue plan, the employees work disjointedly, and the probability of success plummets.

But creating a revenue plan can be overwhelming. The number of variables—changes in products, prices and competitors—is staggering. And sales and marketing leaders are busy people with many other responsibilities.

THE SOLUTION

To complete the Revenue Planning phase, you need to answer the following questions:

- What is the financial model that summarizes how we are going to make the number?
- What is the financial model that summarizes the costs associated with making the number?
- What KPIs do we need to measure to know we are on track?
- What is the execution plan that details what we will do in pursuit of the revenue goals?
- What resources are needed to make the number (time, budget, people, etc.)?



PHASE 05 - BUDGET PLANNING

Determine the budget needed and how to allocate it to attain your goals.

THE PROBLEM

Need to find out where to spend your dollars...

Did you ever have too big a budget? Most of us haven't. With limited budgets, it's critical to invest the dollars you do have wisely, in programs that produce revenue, so you don't see your budget get slashed in the future. How do you know what investment will produce the desired results?

THE SOLUTION

To complete the Budget Planning phase, you need to answer the following questions:

- What budget method is right for us (Percentage of Revenue, Competitive Benchmarking, Objective Based, Affordability, etc.)?
- How will we track spending to ensure we are stay on track?
- What is our desired return on marketing investment?
- What budget do we need approved that is sufficient to meet our revenue goals?
- What headcount do we need to get approved that is sufficient to meet our revenue goals?



PHASE 06 - PRODUCT/SOLUTION PLANNING

Define, educate and provide access to products/solutions that solve customer problems.

THE PROBLEM

Need to offer your solutions to a market eager to buy...

Marketers often struggle deciding how to bring products and solutions to market. Finding the proper fit between a market and solution set requires the marketer to have deep customer insight. Often this insight is missing and the wrong solutions are pointed at the wrong markets, resulting in disappointing market share.

THE SOLUTION

To complete the Product/Solution Planning phase, you need to answer the following questions:

- How do our products/solutions compare to our competitors?
- Where are our products/solutions on the life cycle of adoption?
- What are our positioning statements for each product/solution?
- What are our value proposition for each product/solution?
- What should our messaging be for each product/solution?
- What is our product/solution launch strategy?
- What role do we need field marketing to play?
- How does our pricing approach compare to our competitors?
- What should our pricing strategy be?



PHASE 07 - CAMPAIGN PLANNING

Design marketing campaigns that attract buyers to your products/solutions.

THE PROBLEM

Need to launch campaigns that fill the pipeline with leads...

Even when campaign dollars are scarce and doled out with caution, often the resulting campaigns still do not have the desired effect of attracting buyers. The usual causes include an audience that is not well defined, the wrong programs chosen, the wrong activities executed and the offers not well developed. How can you know in advance which programs, activities and offers will work?

THE SOLUTION

To complete the Campaign Planning phase, you need to answer the following questions:

- What types of campaigns do we need to run (awareness, competitive replacement, upsell, cross sell, migration, new logo, nurture, renewal, etc.)?
- For each of our campaigns, what are the objectives, budget, schedule, and goals?
- For each of our campaigns, which personas are we targeting? What content assets and market messages will compel them to respond?
- For each of our campaigns, what activities should we run (blog, websites, webinar, email, social media, direct mail, tradeshow, etc.)?
- For each of our campaigns, what are the offers, calls-to-action, media and lists?
- For each of our campaigns, what KPIs should we track and how should we report the data?



PHASE 08 - CONTENT PLANNING

Determine the process for creating and distributing compelling content to attract target buyers.

THE PROBLEM

Need to produce the content your audience craves...

The amount of content ready for consumption has exploded. To get the ear of your potential buyer, you need relevant content, compelling content, and a significant mass of content. How will you keep up the pace and the quality?

THE SOLUTION

To complete the Content Planning phase, you need to answer the following questions:

- What are the content goals for the marketing and sales teams?
- When, where, how do our buyers consume content?
- What content do we have vs. need?
- What trigger events put our buyers in the market?
- What is our editorial calendar?
- What content production schedule is needed to meet our content goals?
- How do we incorporate SEO analysis in our content plans?
- How do we promote the content we create?
- How do we test and constantly improve content?



PHASE 09 - DATA PLANNING

Define data required to drive marketing decisions.

THE PROBLEM

Need Big Data applied to marketing...

It's the era of Big Data. While data-driven decision making has become an expectation, many marketing leaders are unclear about how to implement it. Dirty data, systems issues, having lots of data but not knowing how to derive meaningful insight from it—it's not simple. But if you don't find a solution to harness the power of Big Data, your competitors will do so first, out marketing and out selling you.

THE SOLUTION

To complete the Data Planning phase, you need to answer the following questions:

- What data do we have? What data do we need? Where do we have data gaps?
- Where does the data you need sit? How can you get your hands on it?
- What is the data architecture design needed to provide the data we need?
- What data is clean vs. dirty? How do we keep the data we need clean?
- Who owns what data? What does this data ownership mean?



PLANNING ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Planning, here are a few examples of what “good” looks like. Each of these artifacts were collected during SBI’s research. You can use these to gain insight into Best Practices.

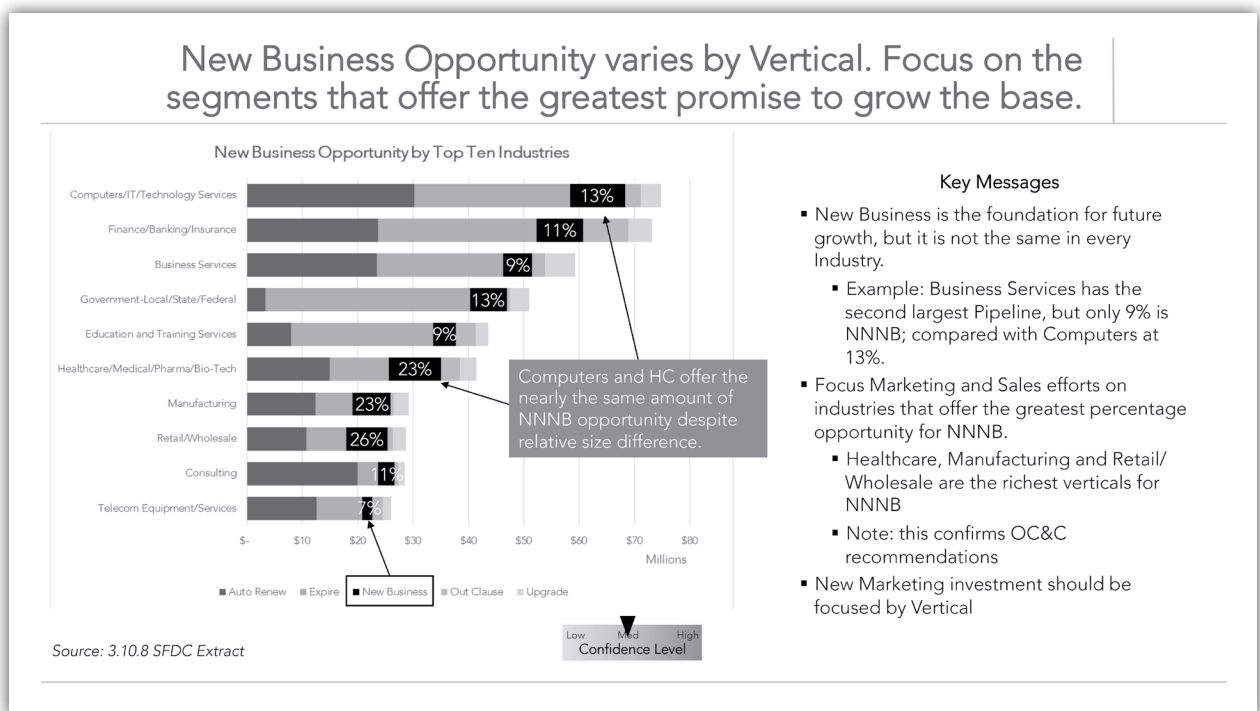


Figure 13 – Revenue Planning

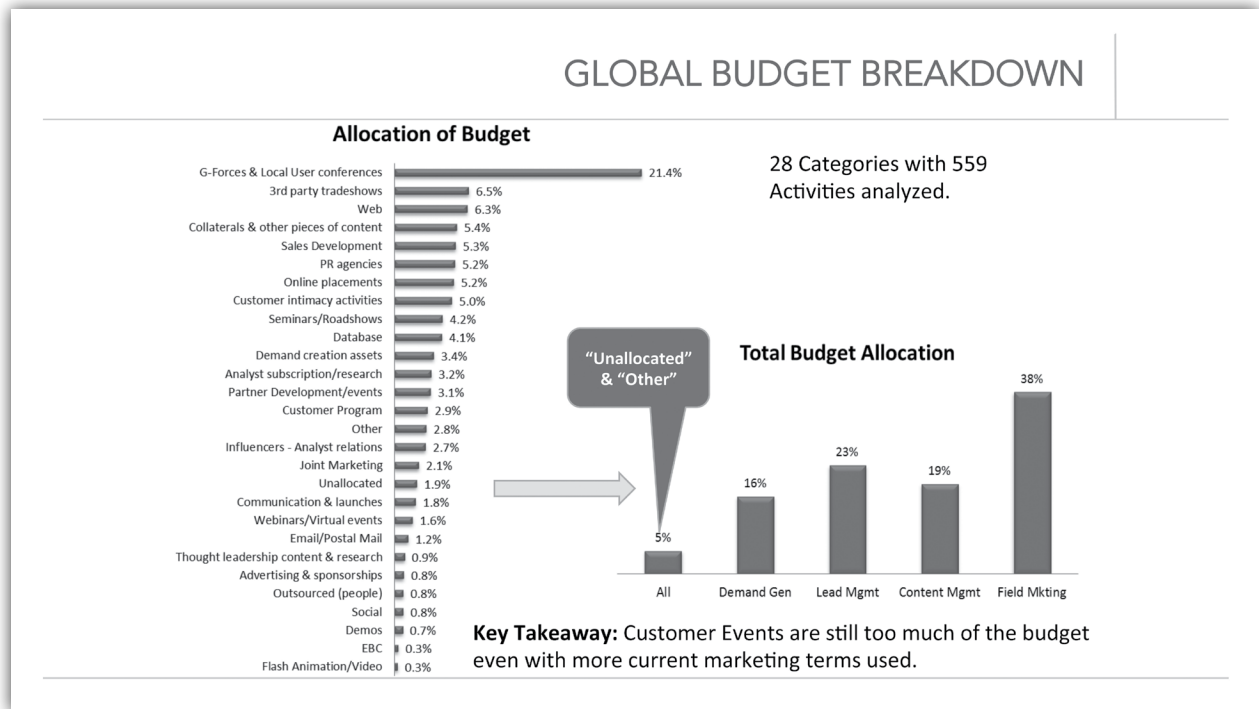


Figure 14 – Budget Planning

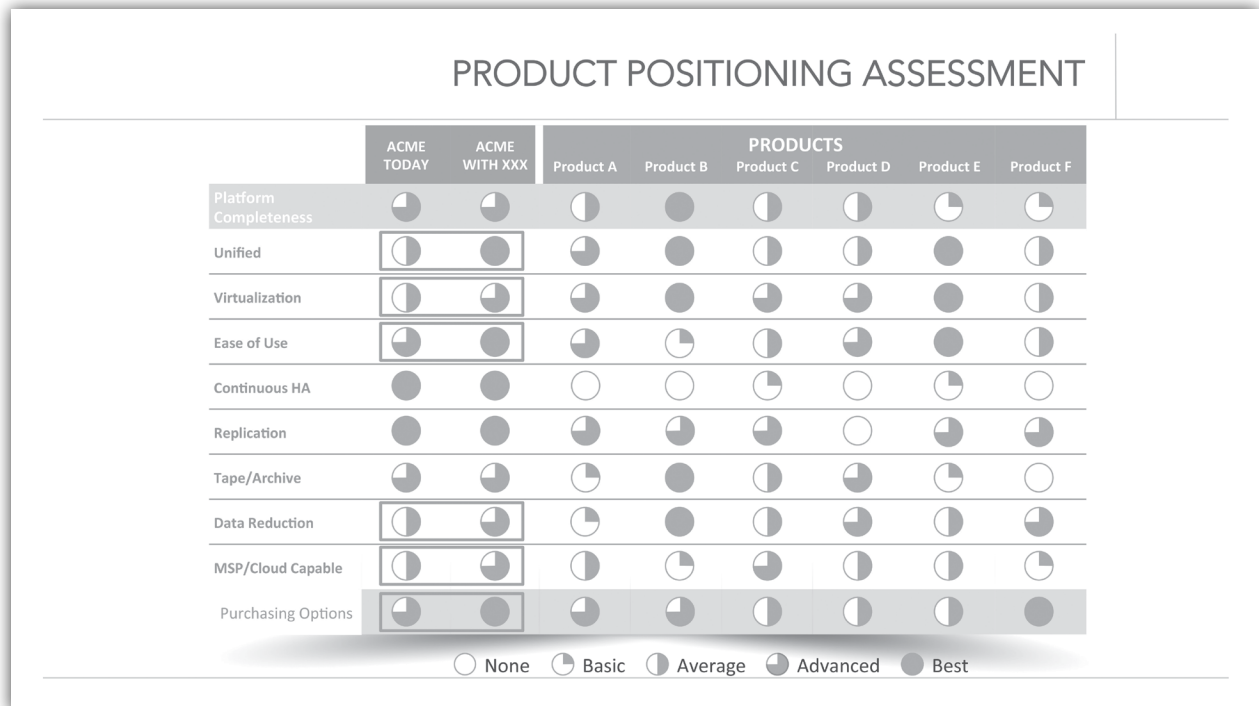


Figure 15 – Product/Solution Planning



CAMPAIGN PLANNING - TARGETS

Target Personas	
Primary Titles	Secondary Titles
<list the primary targeted persona(s) of this campaign. For example, "CC Director and IT Infrastructure Head">	<list the secondary targeted persona(s) of this campaign. For example, "CMO or SVP of Customer Service.">
Persona Characteristics	
<What do we know about the target prospect? What is the most urgent problem that we can focus on for this campaign? What is it about their attitudes and working environment that would have an effect on our campaign? What do we know about their emotional drivers?>	
Target Company Segment	
<List whether the campaign is for existing customers vs. new logo, channel vs. direct, vertical segment, geography, etc. Address how this campaign reflects the Propensity to Buy formula>	
Product/Solution	
<List the appropriate products or solution sets that relate to this campaign including their version numbers>	

Figure 16 – Campaign Planning

CONTENT AUDIT GAP ANALYSIS

Micro Questions	1	2	3	4	5	6	1	2	3	4	5	6	7	8	9	1	2	3	4	5	6	7	
Content Type	Awareness						Identify Requirements						Evaluate Options										
The Source	Snapshots	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	Slide Deck	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	Whitepaper	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	Webinar	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	Case Study	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
	Media Plans	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○
Pitch Decks	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
Acme	Blog	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	Newsletters	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	Case Studies	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	Videos	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	Webinars	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	
	White Papers	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	○	

Content Type	Definitions
The Source	Snapshots - 3 Page PDF discussing a Yahoo Insights Topic for example CPG Creative Best Practices
	Slide Deck - Introduction to Product / Research (ex Rich Media, Segment Profiles, Standard Insights)
	Whitepaper - In depth research and insights papers (typical 10+ pages)
	Webinar - Webinar (Presentations)
	Case Study - Short Power Point Slide deck highlighting a customers success with Yahoo!
	Media Plans - Excel tool that enable Yahoo!, Agencies and Client Teams to schedule media
	Pitch Deck - Customer Presentation Deck that is cobbled together (Frankenstiened) by sales Rep
Acme	Blog - Short Form articles highlighting trends, people, activities in the marketplace
	Case Studies - Online articles about client success. Can be downloaded into PDF Form
	Newsletters - Collection of top blog posts for each month
	Videos - Short Form (< 5 Minute) Videos highlighting a product, Advertising Opportunity
	White Papers - In depth research and insights papers (typical 10+ pages)
	Webinars - Long Form (>5 minutes) Videos discussing "How To" or In depth insights

Key	
Content	Value
Gap	○
Upgrade Needed	◐
In Place	●

Micro Questions	
Awareness	
1 - Does my client have a problem	
2 - Is my clients problem a priority	
3 - Are our current solutions underperforming for the client?	
4 - Is there a new industry product that will solve a problem?	
5 - How do I get more information?	
6 - Can Someone help me win a big deal (Agency Field Sales Only)	
Identify Requirements	
1 - What am I solving for my client	
2 - Who is my clients audience	
3 - What Media Mix is needed	
4 - Do we use the same vendors and products as last time	
5 - How will my client measure success	
6 - Are we going to make money	
7 - If we screw this up will I lose my client	
8 - What are thought leaders doing?	
9 - Can we use our own solutions (Agency Field Sales Only)	
Evaluate Options	
1 - Who can best meet my clients requirements	
2 - How closely does the situation align to clients needs	
3 - What is my clients ROI with each proposed solution	
4 - Which solution is the least risky?	
5 - Who is the easiest to do business with	
6 - Who can I trust the most (Agency Only)	
7 - Which solution will satisfy my own political agenda?	

Figure 17 – Content Planning





CLOSED LOOP REPORTING

Media Vehicle	Est. Total Impression/Lead/Source	Est. Total Media & Production	Rep. Rate/CP%	Resp./Clicks	Conv. Rate to Lead	#Resp./Leads	Cost per Lead	Conv. % from Lead to Cust	New and/or Existing Cust	Cost per New and/or Existing Cust	Incr. New Ship per Cust	Total Ship	Avg. Ship Amount	Total Estimated Gross Sales	Gross Margin @30%	ROI
Online																
Keyword Search	1,600,000	\$ 20,000	—	16,000	4.00%	640	\$ 31	50%	320	\$ 62.50	10	3,200	\$ 100	\$ 320,000	\$ 96,000	380%
eNewsletters	50,000	\$ 5,000	2.000%	1,000	6.00%	60	\$ 83	50%	30	\$ 166.67	10	300	\$ 100	\$ 30,000	\$ 9,000	80%
Websites	n/a	\$ 10,000	—	—	—	150	\$ 67	50%	75	\$ 133.33	10	750	\$ 100	\$ 75,000	\$ 22,500	125%
Permission Email	25,000	\$ 10,625	5.000%	1,250	10.00%	125	\$ 85	50%	63	\$ 170.00	10	625	\$ 100	\$ 62,500	\$ 18,750	76%
TOTALS	1,675,000	\$ 45,625	1.090%	18,250	5.34%	975	\$ 47		488			4,875		\$ 487,500	\$ 146,250	221%
Offline																
FSI (Tipped in) Regional	313,229	\$ 75,175	—	—	—	—	—	0.250%	783	\$ 96.00	10	7,831	\$ 100	\$ 783,073	\$ 234,922	213%
Promotion Sheet - Infrequent	4,000	\$ 2,750	—	—	—	—	—	5.000%	200	\$ 13.75	5	1,000	\$ 100	\$ 100,000	\$ 30,000	991%
Promotion Sheet - Penetrate	4,000	\$ 2,750	—	—	—	—	—	5.000%	200	\$ 13.75	1	200	\$ 100	\$ 20,000	\$ 6,000	118%
Promotion Sheet - Prospect	4,000	\$ 2,750	—	—	—	—	—	1.500%	60	\$ 45.83	10	600	\$ 100	\$ 60,000	\$ 18,000	555%
Driver Cards - Infrequent	10,000	\$ 4,000	—	—	—	—	—	1.000%	100	\$ 40.00	5	500	\$ 100	\$ 50,000	\$ 15,000	275%
	335,229	\$ 87,425	—	—	—	—	—		1,343			10,131		\$ 1,013,073	\$ 303,922	248%
GRAND TOTALS	2,010,229	\$ 133,050		18,250					1,831			15,006		\$ 1,500,573	\$ 450,172	238%

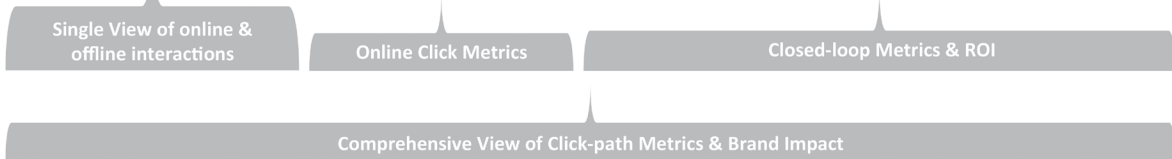


Figure 18 – Data Planning



STEP 3

ENGAGEMENT



STEP 3 ENGAGEMENT

Engagement is where you define the processes for how the marketing team is going to interact with prospects and customers. This begins with demand gen to generate early stage inquiries. Then continues with a lead management process to nurture the inquiries to sales ready leads. As a world class marketing team you should be capable of sourcing 30%-50% of the sales pipeline.

// Engagement is where you define the processes for how the marketing team is going to interact with prospects and customers.

//

There are 2 phases to the Engagement step:

PHASE 10 - DEMAND GEN PROCESS

Capture inquiries by generating awareness and interest in your products/solutions.

PHASE 08 - LEAD MANAGEMENT PROCESS

Nurture & qualify early stage prospects into sale-ready leads.



PHASE 10 - DEMAND GEN PROCESS

Capture inquiries by generating awareness and interest in your products/solutions.

THE PROBLEM

Need to make your buyers demand what you offer...

Sales leaders are always asking marketing for more leads and better leads. Marketing consistently falls short because they rely on yesterday's demand generation programs—which no longer work.

THE SOLUTION

To complete the Demand Gen Process phase, you need to answer the following questions:

- What is our demand generation process to generate inquiries?
- How do we generate the necessary demand in both new and existing accounts?
- How do we qualify leads?
- How do we score/grade leads?
- When/how should we route inquiries?
- How do we measure campaign effectiveness?
- How do we leverage marketing automation to generate more demand?



PHASE 11 - LEAD MANAGEMENT PROCESS

Nurture & qualify early stage prospects into sale-ready leads.

THE PROBLEM

Need to plug your leaky funnel and keep those leads flowing...

Marketing and sales struggle to get on the same page when it comes to defining leads and opportunities. Often unqualified leads are handed off from marketing to sales too early. Sales learns to distrust the quality of the lead, putting less effort into follow-up or even neglecting the lead entirely. Opportunities slip away from right under sales' nose.

THE SOLUTION

To complete the Lead Management Process phase, you need to answer the following questions:

- What is our lead management process to generate sales ready leads?
- What is the definition of a lead at each stage of the process?
- What workflows are needed to respond to leads at each stage of the process?
- What are our nurture pathways? What offers do we need along the way?
- How do we make use of Lead Development Reps (LDRs) to manually nurture leads along the way?
- How do we package the lead management process into a playbook that is available to LDRs when they need it?
- What job aids do LDRs need to help them execute the process?
- What is the profile of an 'A' player LDR?



ENGAGEMENT ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Engagement, here are a few examples of what “good” looks like. Each of these artifacts were collected during SBI’s research and can be used to gain insight into Best Practices.

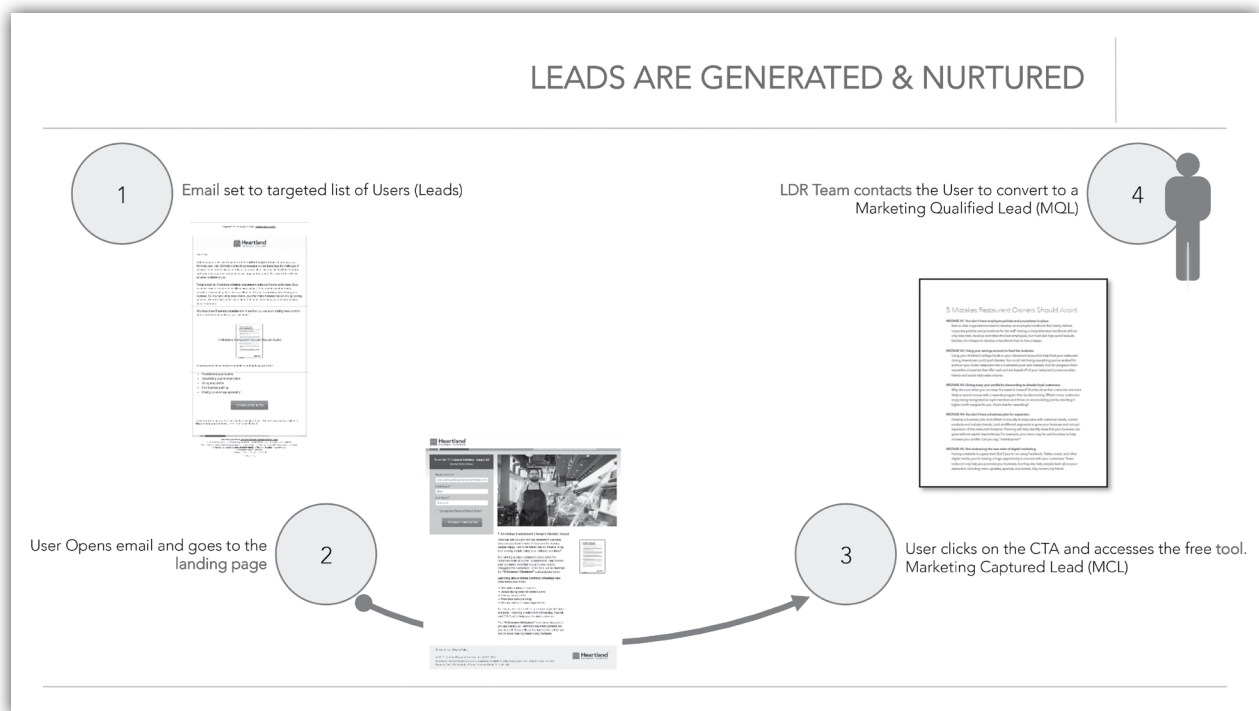


Figure 19 – Demand Gen Process

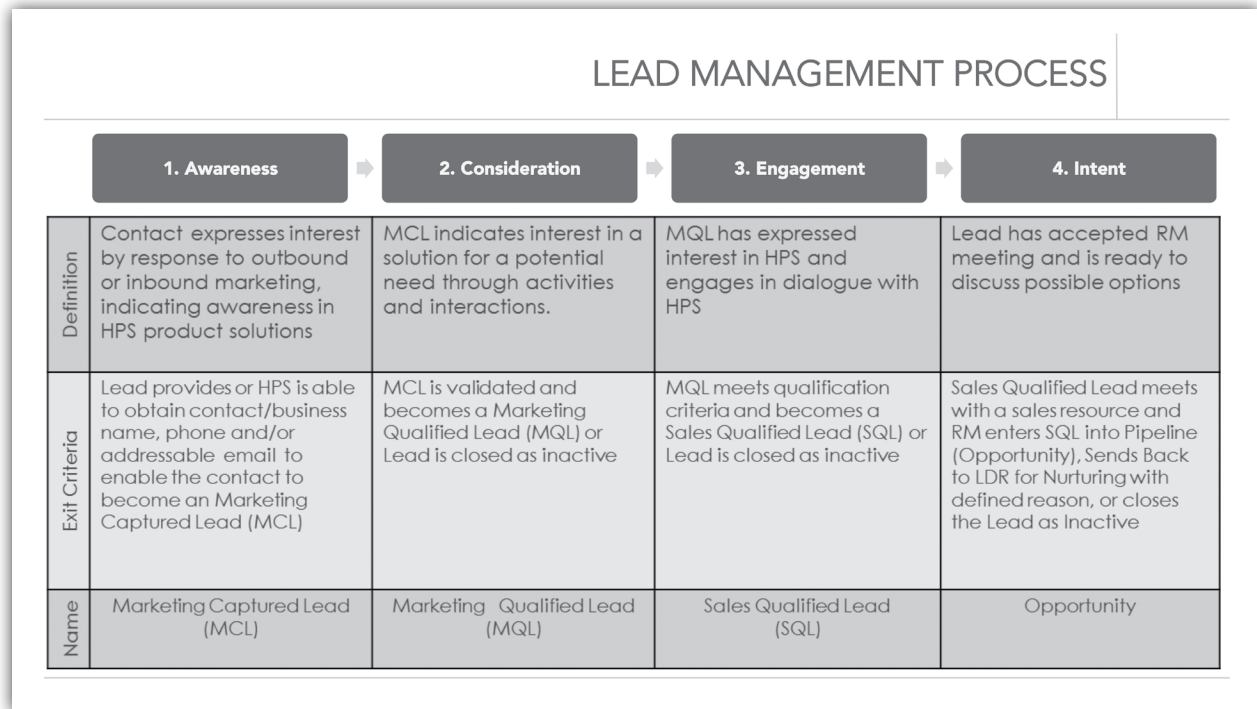


Figure 20 – Lead Management Process



STEP 4

ORG



STEP 4 ORG

Org is where you set up the correct organizational structure so the right people are in the right roles to execute the processes. This is where you figure out how to deploy the resources you secured in the planning phase. You need to make sure they are the right resources to execute the processes defined in the Engagement step.

// Org is where you set up the correct organizational structure so the right people are in the right roles to execute the processes. //

There is 1 phase to the Org step:

PHASE 12 - MARKETING ORGANIZATION DESIGN

Define the optimal marketing structure and necessary headcount to execute the marketing strategy.



PHASE 12 - MARKETING ORGANIZATION DESIGN

Define the optimal marketing structure and necessary headcount to execute the marketing strategy.

THE PROBLEM

Need to create a marketing organization that works...

To meet the elevated expectations of the social and mobile business executive, a new organizational model may be required. But creating the new model can be complicated, disruptive and risky, because bad decisions will result in costly setbacks.

THE SOLUTION

To complete the Marketing Organizational Design phase, you need to answer the following questions:

- Which organizational model will best accomplish our marketing objectives?
- How do we incorporate contemporary models required in B2B marketing today?
- What roles need to be filled? What are the responsibilities for each?
- What headcount is needed by role?
- How should each role spend their time?
- How do we assess talent to ensure we have 'A' players in each role?
- For capabilities we don't have today, how do we determine if we should buy, build or outsource?
- How do we accurately benchmark compensation for each role?
- How do we determine what we want to pay relative to the benchmarks?
- How should we transition from the structure we have today to the structure we need going forward?



ORG ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Org, here are a few examples of what “good” looks like. Use these artifacts to gain insight into Best Practices as they were collected during SBI’s research.

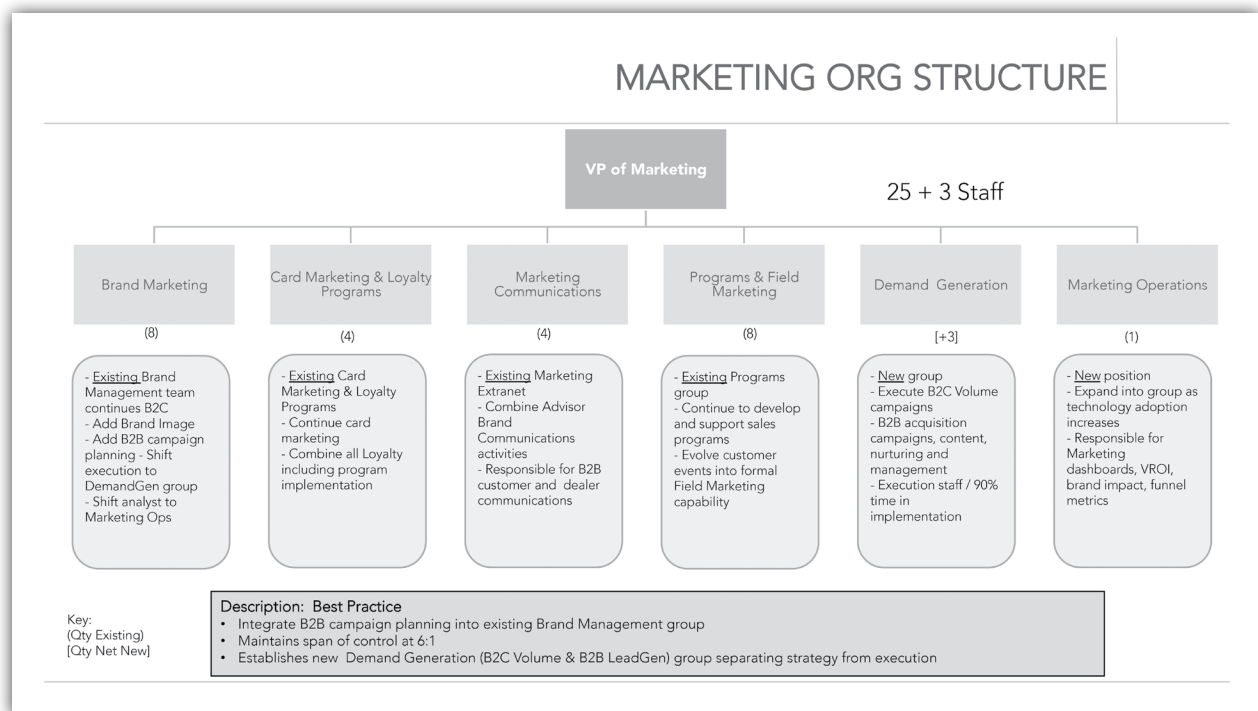


Figure 21 – Marketing Org Design



STEP 5 EXECUTION



STEP 5 EXECUTION

Execution is where you begin doing the work. At this point it is time to determine how you will produce content to meet the needs of marketing and sales. You need to execute campaigns and the lead management process to produce sales ready leads. You need to figure out how you are going to enable the sales team. The data needed for decision making that was planned in the Planning step needs to be visible through reporting. Doing all of these things right will begin to bring your marketing strategy to life.

// Execution is where you begin doing the work. //

There are 5 phases to the Execution step:

PHASE 13 - CONTENT PRODUCTION

Produce highly relevant content in enough quantity to meet the objectives of the marketing and sales departments.

PHASE 14 - CAMPAIGN EXECUTION

Execute the campaigns to produce sales ready leads.

PHASE 15 - LEAD MANAGEMENT EXECUTION

Execute the lead management process to produce sales ready leads.

PHASE 16 - SALES ENABLEMENT

Get the right sales content into the hands of the right sellers at the right time through the right channel to move a sales opportunity forward.

PHASE 17 - REPORTING

Identify, design and create a set of reports that consistently satisfy the needs of the executive leadership team.



PHASE 13 - CONTENT PRODUCTION

Produce highly relevant content in enough quantity to meet the objectives of the marketing and sales departments.

THE PROBLEM

Need to create customer-focused marketing and sales content...

The demand for content to fuel your B2B sales funnel is never-ending. Sales teams need content at critical moments of a sales cycle to educate customers and prospects. The content must be customer-focused and relevant to customer needs. Without it, campaigns stall and deals push.

THE SOLUTION

To complete the Content Production phase, you need to answer the following questions:

- How are we doing executing on our content plan, editorial calendar and production schedule?
- How are we doing meeting the content goals for the marketing and sales teams?
- How are our buyers responding to our content?
- Are we producing the right type of content (i.e. websites, blog posts, white papers, newsletters, curated content, third party interviews, live events, video, webinars, surveys, contests, apps, widgets, slide presentations, infographics, print articles, etc.)?
- What is the impact of our content?



PHASE 14 - CAMPAIGN EXECUTION

Execute the campaigns to produce sales ready leads.

THE PROBLEM

Need to execute multiple campaigns flawlessly...

Increased competition in B2B marketing has forced companies to engage in agile marketing strategies running multiple small campaigns per month. Yet most B2B marketing teams are not set up as a campaign factory.

THE SOLUTION

To complete the Campaign Execution phase, you need to answer the following questions:

- Can we improve how we launch our demand gen campaigns?
- How can we make campaign execution more repeatable and scalable?
- Can we ensure no lead falls through the cracks?
- How can we run sales prospecting campaigns to turn reps into effective lead generators?
- What campaign KPIs do we need to track?
- How can we iterate/improve campaigns to improve their effectiveness?
- How do we measure the contribution from our campaigns?



PHASE 15 - LEAD MANAGEMENT EXECUTION

Execute the lead management process to produce sales ready leads.

THE PROBLEM

Need to manage leads for tangible results.

Because lead management is still a new practice, many companies struggle with doing it well. Lead management is a specialized skill that requires familiarity with marketing automation technology and the use of data. Finding those with the right fit of training and experience can be difficult.

THE SOLUTION

To complete the Lead Management Execution phase, you need to answer the following questions:

- Can we improve how we nurture our leads?
- How can we make our management process more repeatable and scalable?
- Can we ensure no lead falls through the cracks?
- How do we source, hire, onboard and train our LDRs?
- What campaign KPIs do we need to track?
- How can we iterate/improve nurture tracks to improve their effectiveness?
- How do we measure the contribution from our lead management process?



PHASE 16 - SALES ENABLEMENT

Get the right sales content into the hands of the right sellers at the right time through the right channel to move a sales opportunity forward.

THE PROBLEM

Need to get the right content in the hands of the right people at the right time...

The last mile plagues sales and marketing departments. The last mile is defined as the sales call. The moment of truth. A lot of work goes into generating interest in the mind of a buyer and in securing an appointment. Then the sales call happens and the tools and the talk track used by the sales rep vary from rep to rep. Leaving the last mile up to the sales reps to figure out will result in inconsistent, and ineffective, buyer experiences. This is one of the reasons rep revenue production varies greatly from rep to rep.

THE SOLUTION

To complete the Sales Enablement phase, you need to answer the following questions:

- What are the objectives for our sales enablement team?
- Where does sales enablement live and who owns it?
- How do we develop the content needed to enablement the sales team?
- How do we package the sales enablement material into a playbook that is available to the sales team when they need it?
- What technologies are needed to facilitate sales enablement (mobile playbooks, sales portals, content management system, partner resource center, learning management system, etc.)?
- What should our training program include to build the necessary competencies, skills, knowledge?
- How do we certify the team knows what sales enablement tools are available and is able to use them?
- How do we incent utilization of the sales enablement tools through approaches like gamification?
- How do we reinforce our sales enablement strategy through coaching?
- How do we measure the effectiveness of our sales enablement investments?



PHASE 17 - REPORTING

Identify, design and create a set of reports that consistently satisfy the needs of the executive leadership team.

THE PROBLEM

Need to provide the right data to the leadership team...

Marketing automation systems allow you to create KPI dashboards. But marketing leaders often don't know what to measure, how often to measure it or how to apply the results.

THE SOLUTION

To complete the Reporting phase, you need to answer the following questions:

- What information does the marketing leader need on their dashboard to make the right decisions?
- What information does the marketing management team need on their dashboard to make the right decisions?
- What information do the marketing team members need on their dashboard to make the right decisions?
- What information does the marketing operations team need on their dashboard to make the right decisions?
- What information needs to be shared with other leaders (CEO, CFO, HR Leader, Sales Leader, etc.) to enable them to make the right decisions?
- How do we track results at the campaign, program, activity, offer and content levels?
- How will we train the team to interpret their dashboard?



EXECUTION ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Execution, here are a few examples of what “good” looks like. Use these artifacts to gain insight into Best Practices as they were collected during SBI’s research. And compare your approaches to those used by leading companies in defining their 2015 sales strategy.

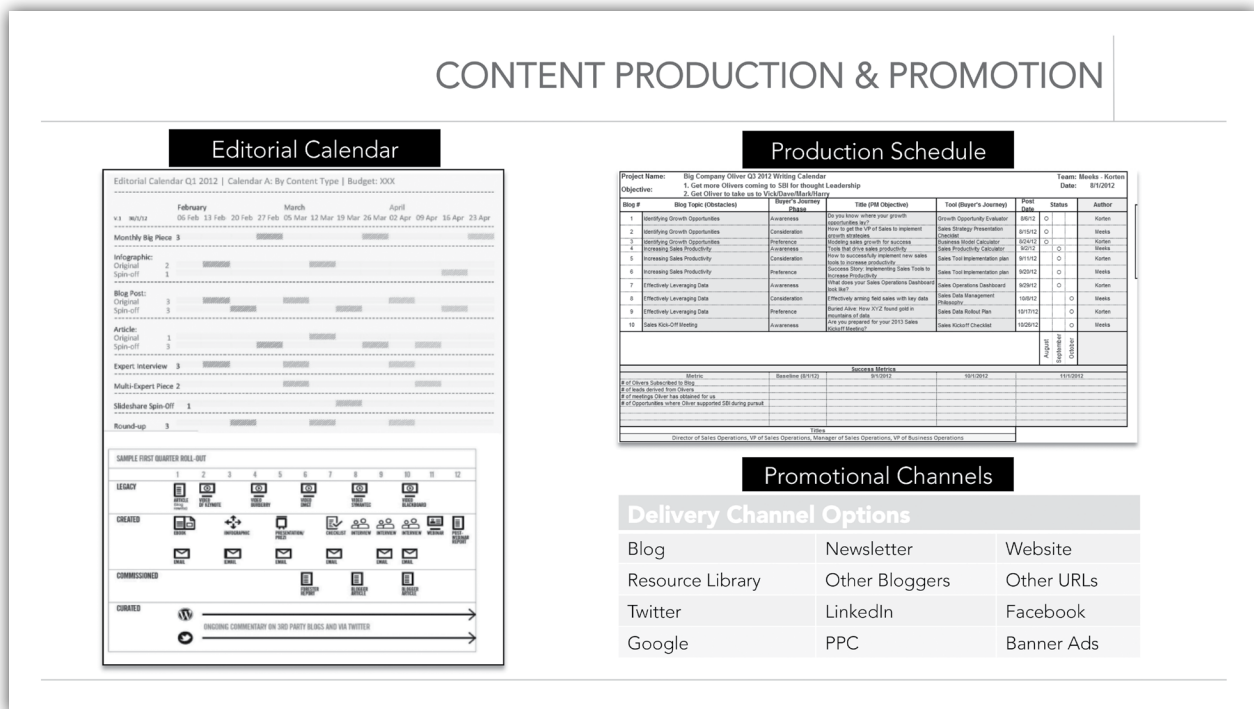


Figure 22 – Content Production





CAMPAIGN EXECUTION PLAN

Timeline												
<list the expected start and end dates of this campaign. Also list key events that should occur during this campaign timeline. For example, "Start 10/1/13, end 02/20/13." >												
<ul style="list-style-type: none"> Start Date: June 2013, Dec 2013 (remainder of 2013) Develop detailed timeline As part of the timeline, produce a slide like the following that explains what types of content is available and when>												
Campaign One Gas to Great	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Campaign #1: Brainstorm Up-sell Gas to Great		14-Feb										
Campaign #1: Finalize Plan												
Campaign #1: Kick-off Execution												
Campaign #1: Creative and Content Development												
Brief the Agency and Provide Creative Brief												
Develop Wave 1												
Review and Finalize Concept												
Build Wave 1 Email, Direct Mail, Landing Page												
Develop Wave 1 Offer (Program Value Worksheet)												
Build LDR and CSR Talk Sheet												
Build Wave 2												
Build Wave 2 Email, Direct Mail, Landing Page												
Develop Wave 2 Offer (Program Value Worksheet)												
Build Wave 3												
Build Wave 3 Email, Direct Mail, Landing Page												
Develop Wave 3 Offer (Program Value Worksheet)												
Build Wave 4												
Build Wave 4 Email, Direct Mail, Landing Page												
Develop Wave 4 Offer (Program Value Worksheet)												
Campaign #1: Launch and Follow Up												

Figure 23 – Campaign Execution

LEAD MANAGEMENT ROLES & RESPONSIBILITIES

RESPONSIBILITY	Campaign Planning			Demand Generation				Lead Management				Opportunity Management	
	Persona/CP Development	Campaign Framework	Tactical Plan Development	Messaging Creation	Creative	Content Development & Deployment	Performance Tracking	LDR Training	Lead Management	Process Improvement	Lead Funnel Tracking	Lead Handoff Appointments	Purchase/Close
SBI	A	A	A	R	C	C	C	A	I	I	I	I	I
Campaign Manger*	R	R	R	A	C	R	C	I	I	I	I	I	I
Marketing Ops (web/media)	R	R	R	R	R	A	R	C	R	R	R	I	I
Creative			C	C	A	R	C				I		
Marketing automation (Eloqua)			C	I	C	C	A				R		
LDR Team								R	A	A	A	R	I
HSC (customer care)	I	I	I	I						C	I	I	I
Legal/Billing/Pricing				C	C	C							
RM Channel	C	C	C	C	I	I	I	I	I	C	I	A	A
INDEX:	R = Responsible			A = Accountable			C = Consulted			I = Informed			

*NOTE: Campaign Manager is responsible for the implementation of all non-web/media tactics.

Figure 24 – Lead Management Execution



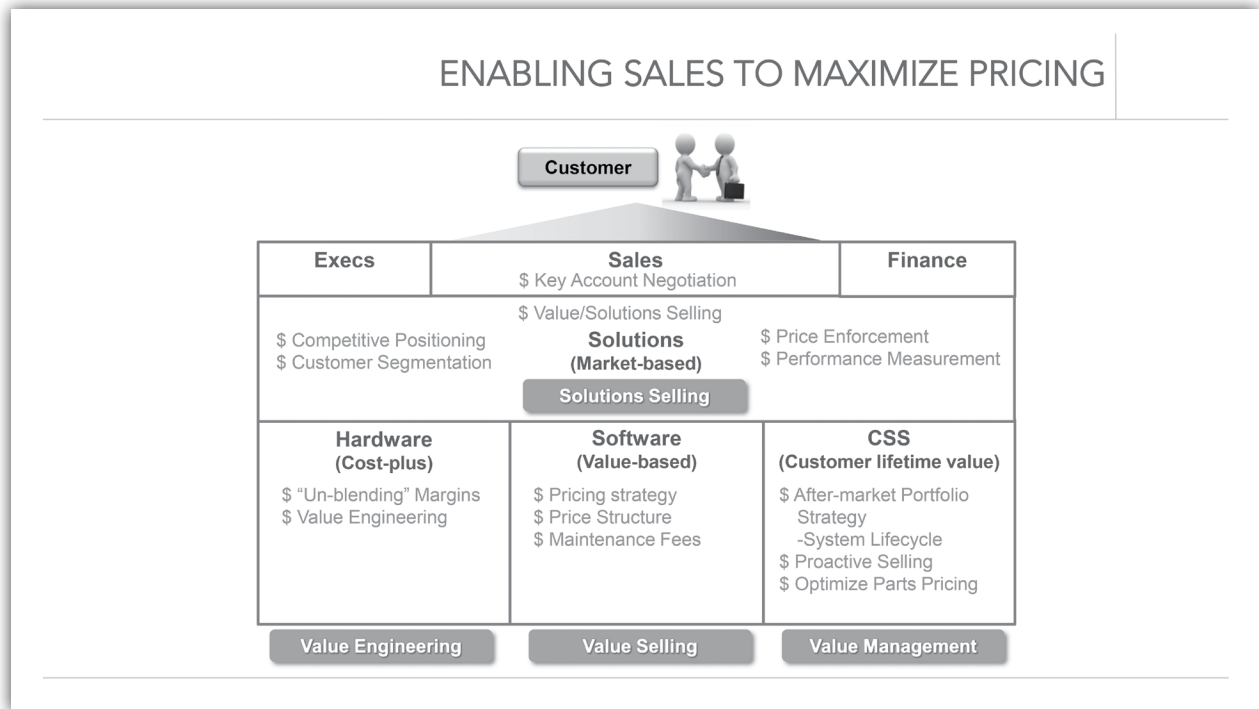


Figure 25 – Sales Enablement

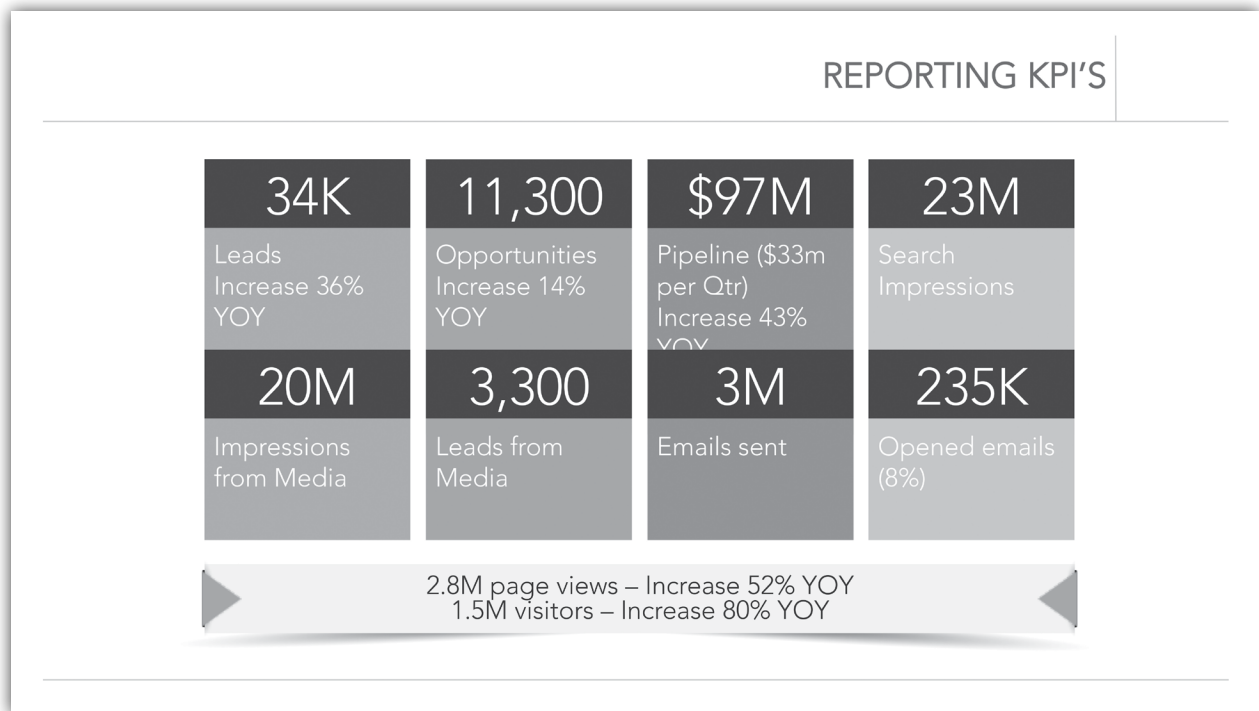


Figure 26 – Reporting



STEP 6

SUPPORT



STEP 6 SUPPORT

Support is where you help the marketing team be effective by removing their non-program responsibilities and streamlining those that can't be offloaded. With marketing operations you will improve the efficiency of the team through process, technology, metrics and best practices. With systems you remove the administrative burden by automating core business process.

// Support is where you help the marketing team be effective by removing their non-program responsibilities and streamlining those that can't be offloaded. //

There are 2 phases to the Support step:

PHASE 18 - MARKETING OPERATIONS

Increase marketing efficiency through process, technology, metrics, and best practices.

PHASE 19 - SYSTEMS

Automate the core business processes to increase the productivity of the marketing organization by removing the administrative burden.



PHASE 18 - MARKETING OPERATIONS

Increase marketing efficiency through process, technology, metrics, and best practices.

THE PROBLEM

Need to increase marketing efficiency.

The number of marketing channels increases daily. The advancements in marketing technology produce an overwhelming amount of marketing data. The CMO is being held accountable as never before, and marketing operations has the task of keeping on top of all activities and performance. But marketing ops is a new discipline and most marketing ops leaders are new to the role, adding challenge to a high-pressure job.

THE SOLUTION

To complete the Marketing Operations phase, you need to answer the following questions:

- What should be the objectives for our marketing operations team?
- What is our data plan and how do we execute it?
- What is our analytics strategy? How do we execute it? How do we incorporate predictive analytics?
- How do we streamline and improve our budgeting process?
- How do we leverage QBRs to make our number?
- How do we make executive reports filled with marketing insight available with a single click?
- What technologies does our marketing team need to be effective?
- What resources are required by the marketing ops team? What is each responsible for? How should they be structured?



PHASE 19 - SYSTEMS

Automate the core business processes to increase the productivity of the marketing organization by removing the administrative burden.

THE PROBLEM

Need to use automation to empower your marketing team...

Your marketing team spends too many hours on administrative duties, preventing them from generating more leads. Technology systems should be automating many of these tasks, but in reality the systems aren't utilized well enough to increase the marketing team's productive time.

THE SOLUTION

To complete the Systems phase, you need to consider how you can leverage the following technologies to improve productivity:

- Marketing Automation
- Customer Relationship Management (CRM)
- Email Marketing
- Website Optimization/Analytics/Recommendations
- Content Management System (CMS)
- Social Media Management
- Marketing Analytics
- Sales Enablement
- Mobile Playbooks
- Partner Resource Management
- Learning Management System (LMS)
- Social Collaboration
- Sales Portal
- Event Management



SUPPORT ARTIFACTS COLLECTED DURING RESEARCH

Now that you have an understanding of Support, here are a few examples of what “good” looks like. Each of these artifacts were collected during SBI’s research and can be used to gain insight into Best Practices.

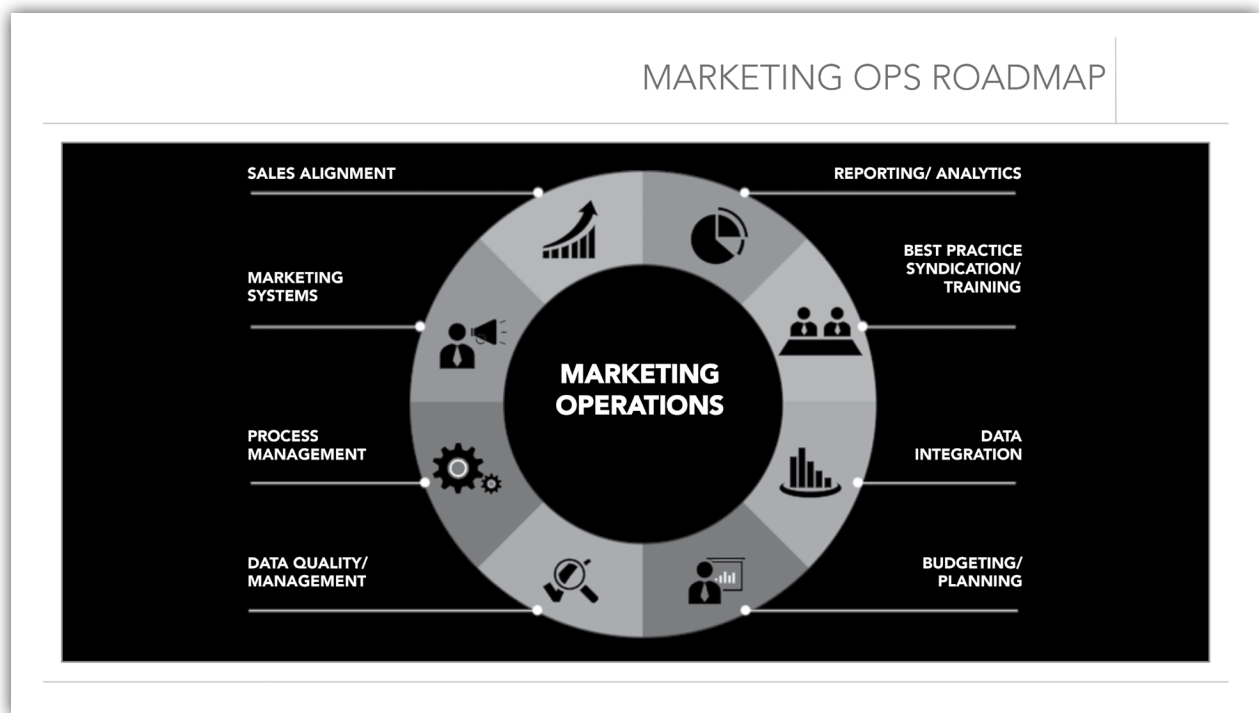


Figure 27 – Marketing Operations

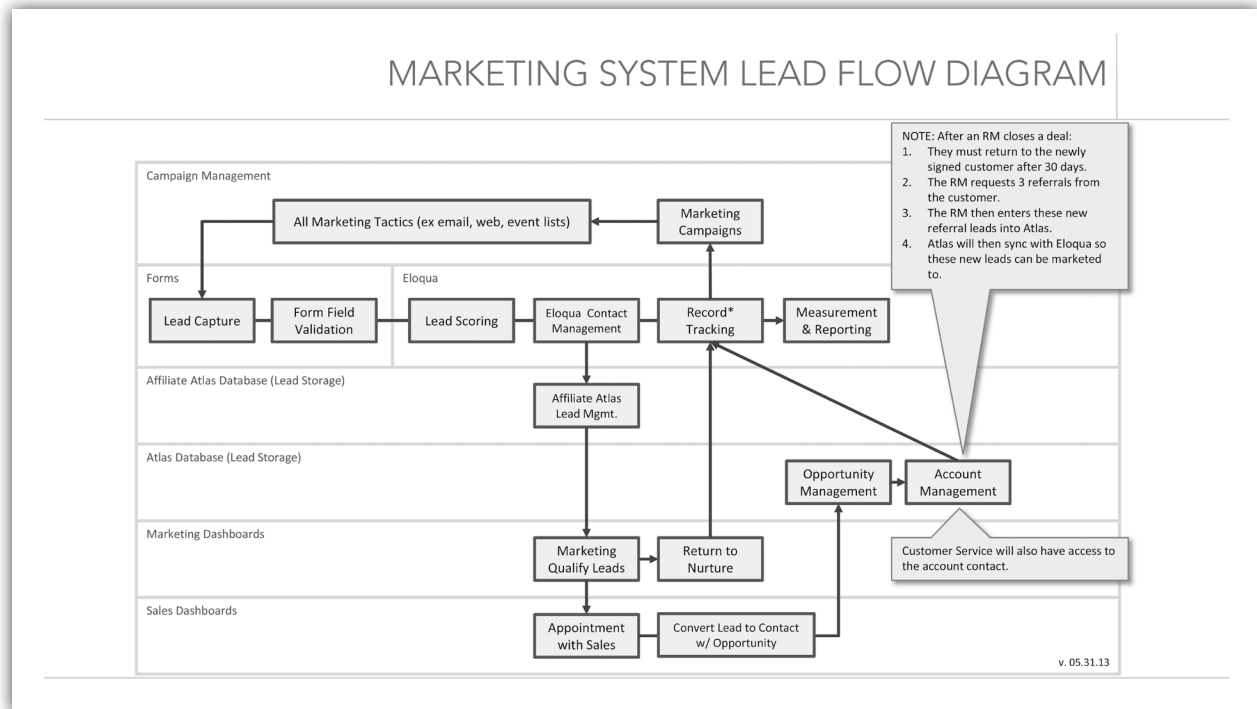


Figure 28 – Systems



PUTTING THE RESEARCH TO WORK



PUTTING THE RESEARCH TO WORK

Through work with leading marketing organizations with the right marketing strategy, SBI found they embrace an annual marketing planning process, see *Figure 29 – Annual Marketing Planning Process*. This example assumes a company is on a calendar fiscal year beginning in January and ending in December.

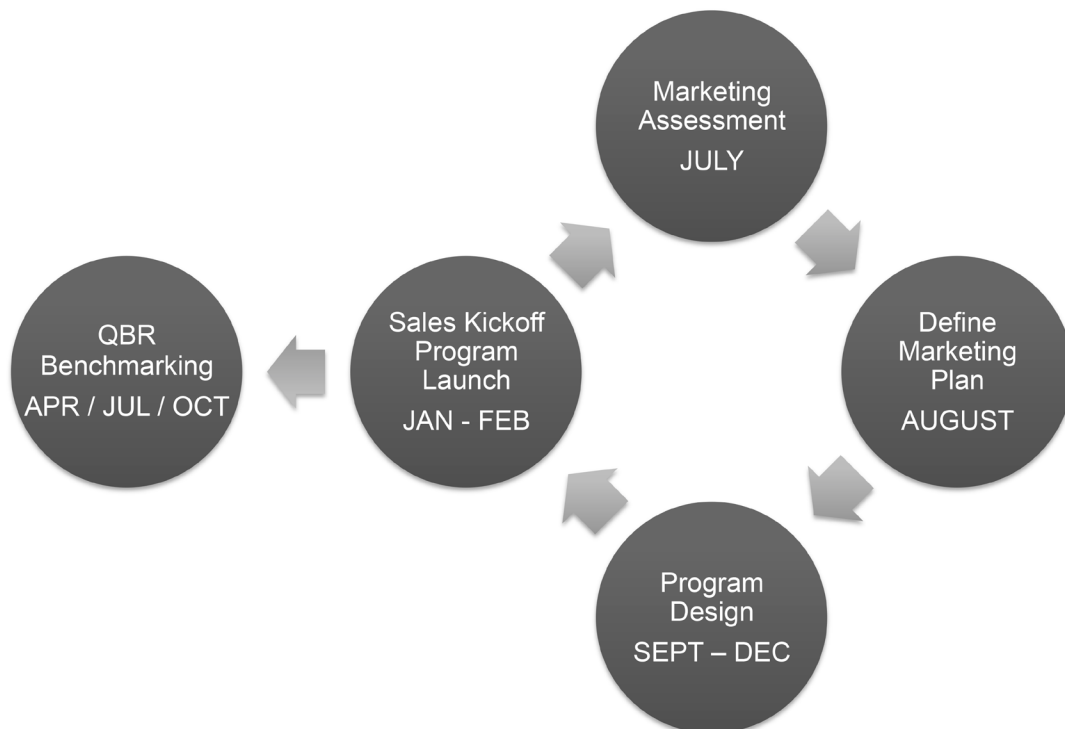


Figure 29 – Annual Marketing Planning Process

These leading organizations begin by assessing their marketing team in the July time period. With this assessment, they seek to understand changes in the market, industry, buyer and competitor landscape. They also use this as an opportunity compare how well their marketing team is performing against a set of productivity measures relative to other top performing marketing teams. The purpose of the assessment is to create a baseline and understand emerging trends.



Following the assessment, in the August timeframe, the process moves to defining the marketing plan for the upcoming year. The purpose of creating the marketing plan is to define how the organization is going to make the number in the following year. From the plan will likely emerge a priority list of 3-5 things to focus on before the start of the new fiscal year. One problem that plagues underachieving marketing teams is they try to do too much. Trying to do a dozen or more individual initiatives is a sure recipe for failure.

Once the priorities are identified, it is time to get into program design from September to December. It is one thing to say we should do X, Y and Z. It is quite another thing to turn X, Y, Z into project objectives, assign a project team, develop a project plan with milestones, dates, deliverables, and task ownership and get to work. There is a lot of work to complete to prepare for an implementation launch.

Typically leading sales and marketing organizations launch programs at what is known as the sales kickoff event (SKO). That happens in the January to February timeframe. The annual SKO is typically the only time during the year when the entire sales and marketing teams are in one place together. It is a great time to launch a new initiative and build excitement. But the work does not stop there.

Leading companies follow up launch with Quarterly Business Review (QBR) benchmarks. Typically this occurs at the beginning of each quarter – April, July, October and January. QBR benchmarking is a way to track progress, monitor results and ensure execution that drives results is happening.

The process repeats itself starting the following July.



CONCLUSION



CONCLUSION

We began this report by looking at the implications of having the wrong marketing strategy. Then we explored how the 71% of marketing teams with the wrong marketing strategy can put in place the right one.

If you happen to be in the 29% that has the right marketing strategy, congratulations. If 2015 is like 2014, then SBI's research says you have a 67% chance of making your number.

However, if you are like the majority of marketing teams and have the wrong marketing strategy, then you have a choice to make:

CHOICE #1 Continue with the status quo. If you have the right marketing strategy, there is no reason to do anything differently in 2015. As a member of the 29%, you are likely to keep your job, increase your brand, and get paid well.

CHOICE #2 Develop, and execute, a new marketing strategy that is:

- Different than your competitors
- Aligned with the needs of your buyers
- More than just a bunch of flavor-of-the-year tactics
- Specific to your product/solution roadmap
- In harmony with the corporate strategy

If you pick Choice #2, then follow the guidance given in this report:

1. Start again from the beginning of this report.
2. Make your way through each of the 6 Steps.
3. Prioritize the sections you feel need the most improvement.
4. Implement the annual sales planning process in 2015.



SBI wants you to make the number in 2015. We can help you. If you want help, go [here](#), or give Christina Dieckmeyer a call at 317-750-7443 and she will get you to the right person. If you prefer email, she can be reached at christina.dieckmeyer@salesbenchmarkindex.com.

If you have it covered, congratulations. Check in with our blog from time to time by clicking [here](#). Periodic check-ins will keep you up to date on SBI's latest research.

Good luck in 2015



COMPANY INFORMATION



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