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Intelligent Growth™
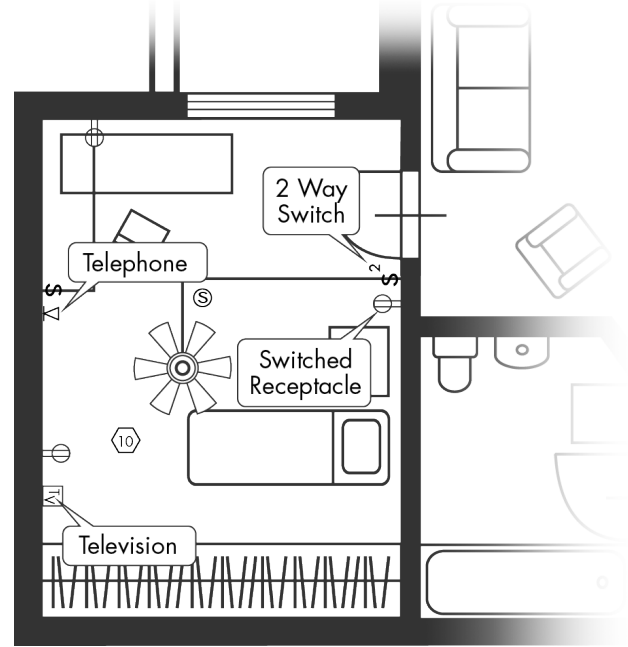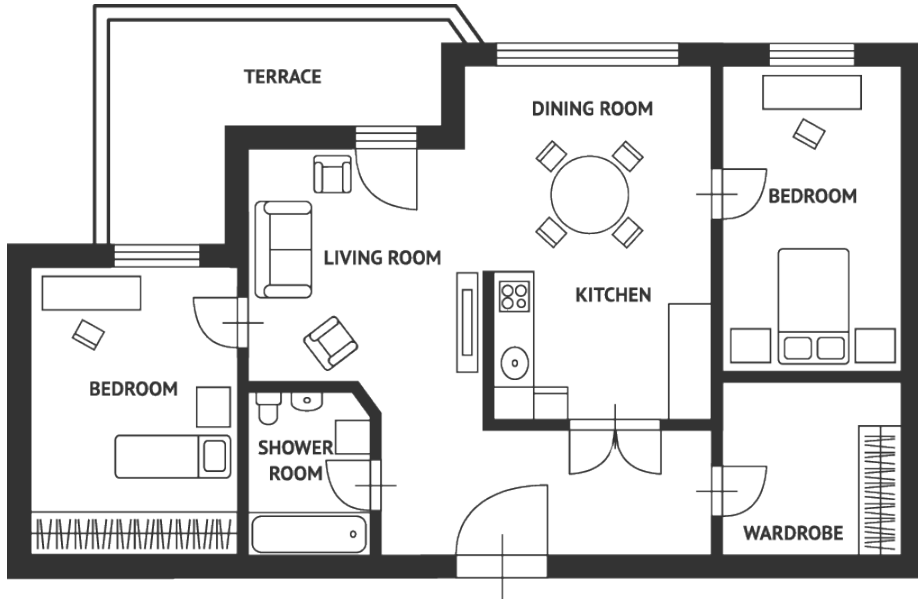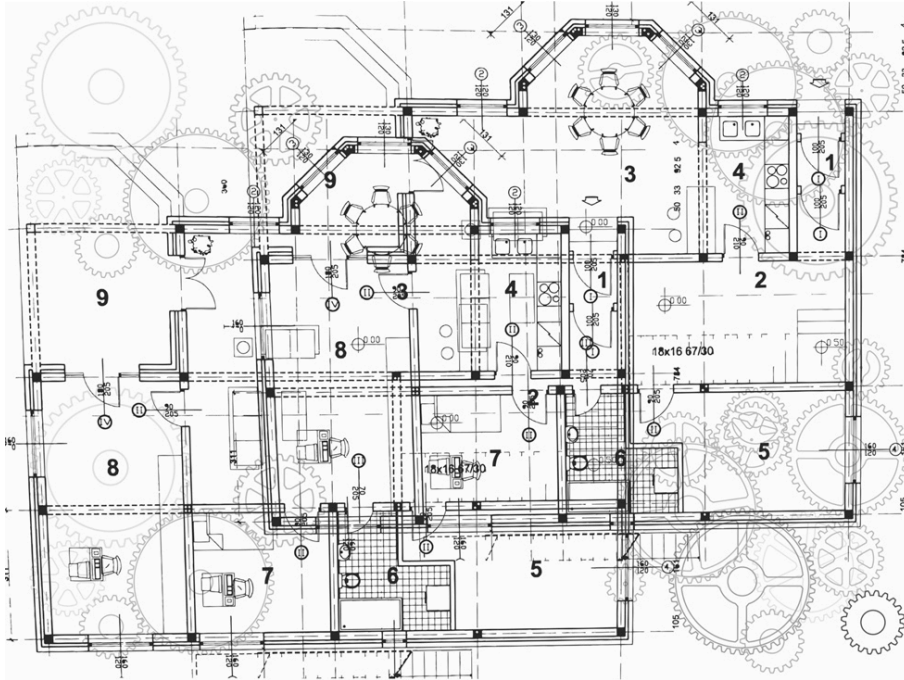
The Anatomy of a B-to-B Marketing Plan

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Executive Summary

- Key issues
  - Marketers are unsure what a good plan looks like; they often confuse the information required to build a plan with the plan itself
  - As a result, plans are often biased toward execution, with too much emphasis on tactics and too little alignment with business goals
  - Marketers need a straightforward plan template that enables alignment and communication

- What you will walk away with
  - The information required to develop an effective marketing plan
  - A template for building a pragmatic annual plan linked to business goals
  - Tips for evolving the plan into campaign, functional and geographic blueprints

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Polling Question

- What form of marketing plan does your organization use?
  - Actionable plans aligned to business goals
  - Complex plans that are never used again
  - Wish lists of annual tactics
  - We have plans?

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Drafting a Best-in-Class Marketing Plan

Six steps to building a plan using a template

Information Required to Build a Best-in-Class Plan

SiriusPerspective: Marketing doesn't operate in a vacuum; plans need to align with and support broader organizational objectives and environmental conditions.

Targets

- Corporate objectives
- Growth pillars
- Annual sales goals
- Product goals

Sales and **Product** Alignment

Environment

- Go-to-market strategy
- Product roadmaps
- Prior plans and performance
- Competitive environment
- Market/technology trends

Internal and **External**

Resources

- Staff and competencies
- Tactic history
- Partners and vendors
- Technology and process

More than just **Budget**

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Information Required to Build a Best-in-Class Plan

SiriusPerspective: Marketing doesn't operate in a vacuum; plans need to align with and support broader organizational objectives and environmental conditions.

WHERE THIS GOES WRONG

- Develop a plan without reference to this information
- Simply collect this information, and call it "the plan"

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The Marketing Plan-on-a-Page Template

SiriusPerspective: Capture the essence of a marketing plan on a single page for effective communication and alignment.

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies and Risks
What the company wants to achieve	*The top areas of focus for marketing leadership*	*What marketing will contribute to business objectives*	*The approach marketing takes to achieve its goals*	*How the marketing strategy will be executed*	*What must be addressed for the strategy to work*

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One: Business Objectives – Introducing ACME

SiriusPerspective: Building a marketing plan requires knowledge of company growth strategy and corporate objectives.

ACME

$750MM software company

Three Segments

- Enterprise

- Mid-market

- SMB

Strategy

- Optimize revenue
- Sustain existing accounts
- Limited new account growth

- Expand in regions

- Establish presence
- Scaled-down offerings
- Transactional/e-commerce

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One: Business Objectives – Introducing ACME

SiriusPerspective: Building a marketing plan requires knowledge of company growth strategy and corporate objectives.

ACME Business Objectives

Maintain **10%** enterprise segment growth to achieve **$500MM** revenue

Drive **35%** mid-market growth to achieve **$220MM** revenue

Gain a foothold in SMB to achieve **$30MM** revenue

Grow ACME World annual conference attendance by **20%**

Support **15%** company growth rate by attracting and retaining top talent

One: Business Objectives – Introducing ACME

SiriusPerspective: Building a marketing plan requires knowledge of company growth strategy and corporate objectives.
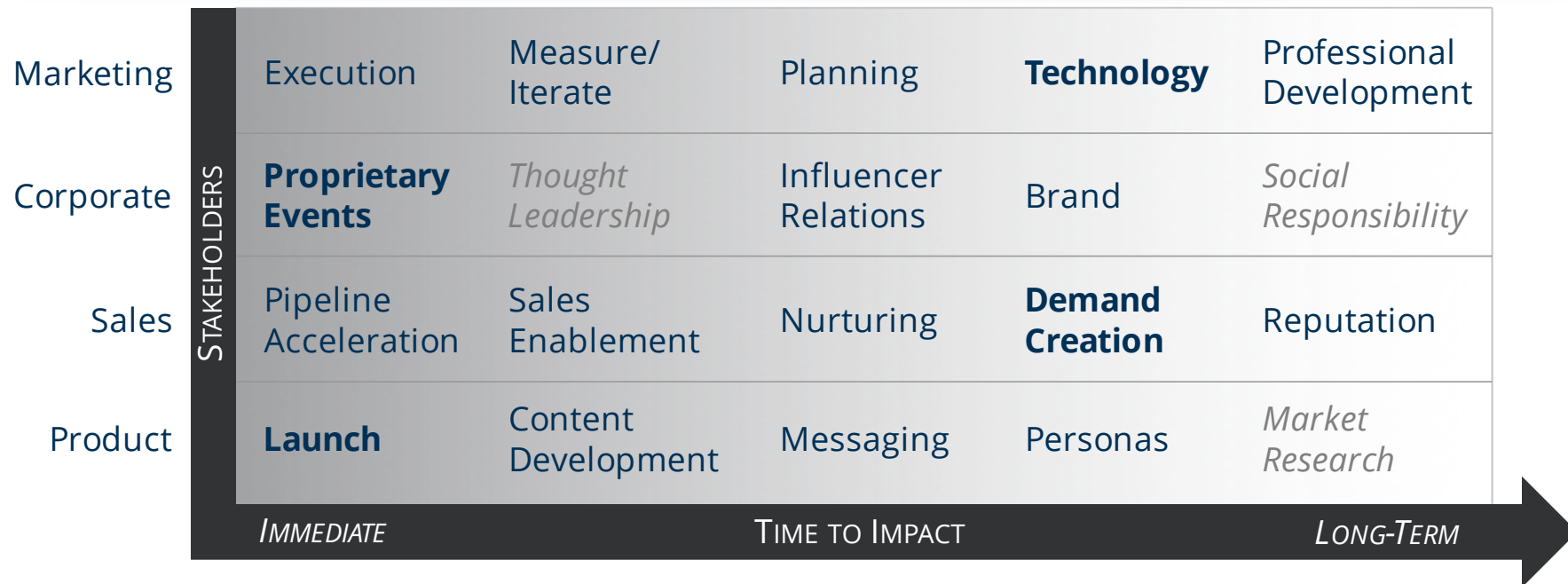
WHERE THIS GOES WRONG

- Not aware of or aligned to business goals
- Skip this step and rush to execute
- Don't gain agreement with sales and product

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Two: Marketing Priorities – Focus and Impact

SiriusPerspective: Marketing priorities are not subservient to sales and product goals; marketing has its own set of activities it must perform to support the business.

STAKEHOLDERS					
Marketing	Execution	Measure/ Iterate	Planning	**Technology**	Professional Development
Corporate	**Proprietary Events**	*Thought Leadership*	Influencer Relations	Brand	*Social Responsibility*
Sales	Pipeline Acceleration	Sales Enablement	Nurturing	**Demand Creation**	Reputation
Product	**Launch**	Content Development	Messaging	Personas	*Market Research*

IMMEDIATE — TIME TO IMPACT — *LONG-TERM*

Two: Marketing Priorities – Focus and Impact

SiriusPerspective: Marketing priorities are not subservient to sales and product goals; marketing has its own set of activities it must perform to support the business.

ACME Marketing Priorities		
Source revenue in growth segments	**Sales/ Product**	**Immediate**
Drive business results with the "Be More Efficient" campaign	**Sales/ Product**	**Immediate**
Produce annual ACME World conference	**Corporate**	**Immediate**
Sustain ACME's brand reputation and relevance	**Corporate**	**Long-Term**
Build a digital marketing environment for future growth	**Marketing**	**Long-Term**
Increase effectiveness and efficiency of marketing	**Marketing**	**Long-Term**

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Two: Marketing Priorities – Focus and Impact

#SDSummit

SiriusPerspective: Marketing priorities are not subservient to sales and product goals; marketing has its own set of activities it must perform to support the business.

WHERE THIS GOES WRONG

- Select poor priorities
- Don't balance between near-term and long-term priorities
- Attempt too many priorities

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Three: Marketing Goals – Establish Targets

SiriusPerspective: Effective goal setting requires two steps – first, define the optimal goals and measurement level, then establish quantifiable targets.

Impact	Effects against business goals
Output	Direct results of actions
Activity	Counts of actions taken
Readiness	Preparedness to perform

Enterprise
- Key segment revenue
- Profitability
- Customer loyalty

Mid-Market
- New customer revenue
- Customer acquisition cost
- Market share/position

SMB
- Market penetration
- Brand strength
- Infrastructure readiness

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Three: Marketing Goals – Establish Targets

SiriusPerspective: Effective goal setting requires two steps – first, define the optimal goals and measurement level, then establish quantifiable targets.

ACME Marketing Goals		
Enterprise	Increase enterprise customer retention rate by **25%**	**Impact**
	$135MM in up-/x-sell pipeline ($15MM sourced, $120MM influenced)	**Impact**
Mid-Market	Drive **$132MM** in sourced pipeline and **$400MM** in influenced pipeline	**Impact**
SMB	Move to **#5** in SMB vendor preference and **#2** in share of voice	**Impact**
	Implement marketing e-commerce infrastructure by **launch date**	**Readiness**
ACME World	Marketing sources **40%** of annual attendance	**Output**
Talent	**No associated marketing goal**	**N/A**

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Three: Marketing Goals – Establish Targets

SiriusPerspective: Effective goal setting requires two steps – first, define the optimal goals and measurement level, then establish quantifiable targets.

WHERE THIS GOES WRONG

- Unrealistic or non-quantifiable goals
- Goals not aligned to business objectives
- Goals set at the wrong level; emphasis on activity vs. impact
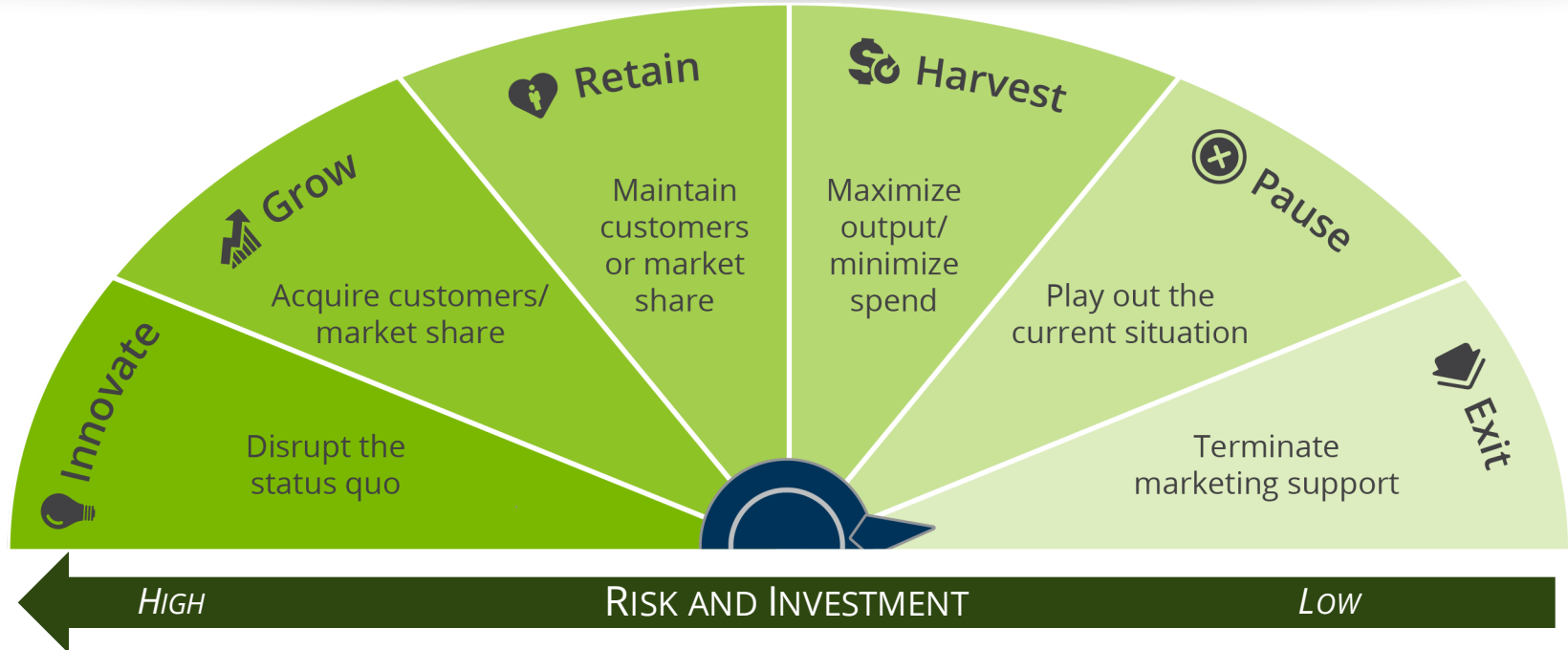
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Polling Question

- Our goal-setting strategy for our branding effort is _____.
  - Nonexistent
  - Average
  - Good
  - Excellent

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Four: Marketing Strategy – Define the Approach

SiriusPerspective: The strategy spectrum defines distinct approaches marketing can use to achieve its goals; each strategy influences and focuses future actions.

Innovate — Disrupt the status quo

Grow — Acquire customers/market share

Retain — Maintain customers or market share

Harvest — Maximize output/minimize spend

Pause — Play out the current situation

Exit — Terminate marketing support

HIGH ← RISK AND INVESTMENT → LOW

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Four: Marketing Strategy – Define the Approach

SiriusPerspective: The strategy spectrum defines distinct approaches marketing can use to achieve its goals; each strategy influences and focuses future actions.

ACME Marketing Strategy		
Enterprise	Maintain existing customer base; recapture lost accounts	**Retain**
	Drive upsell/cross-sell revenue within customer base	**Grow**
Mid-Market	Expand mid-market footprint via new customer acquisition	**Grow**
SMB	Enter SMB market via new offerings and delivery channel	**Innovate**
ACME World	Increase event attendance from mid-market prospects	**Grow**
	Increase event output and control costs	**Harvest**

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Four: Marketing Strategy – Define the Approach

SiriusPerspective: The strategy spectrum defines distinct approaches marketing can use to achieve its goals; each strategy influences and focuses future actions.

WHERE THIS GOES WRONG

- Neglect to define a strategy
- Assume the strategy is commonly understood and adopted
- Apply a growth strategy to everything

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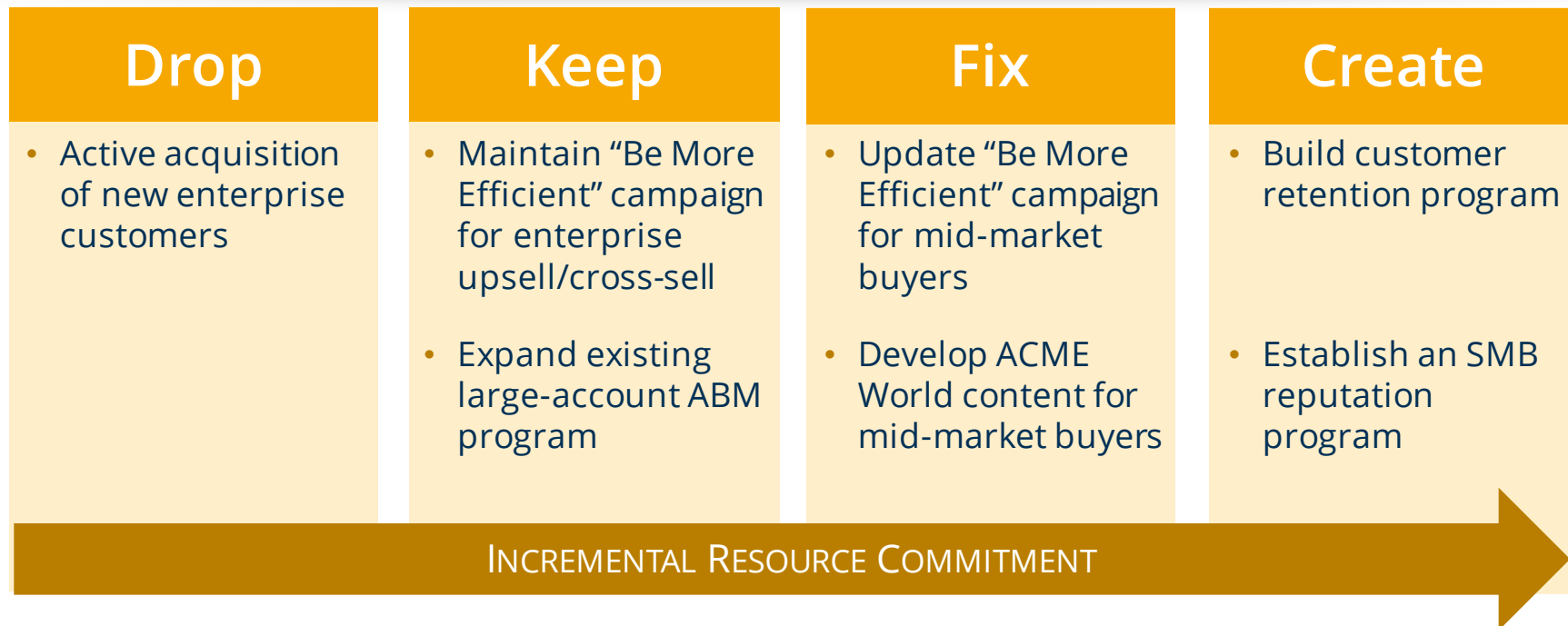
Five: Key Actions – Strategy Activation

SiriusPerspective: Key actions define how the strategy will be executed and drive campaign and program development; audit current activity for strategic alignment.

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Five: Key Actions – Strategy Activation

SiriusPerspective: Key actions define how the strategy will be executed and drive campaign and program development; audit current activity for strategic alignment.

Drop	Keep	Fix	Create
• Active acquisition of new enterprise customers	• Maintain "Be More Efficient" campaign for enterprise upsell/cross-sell • Expand existing large-account ABM program	• Update "Be More Efficient" campaign for mid-market buyers • Develop ACME World content for mid-market buyers	• Build customer retention program • Establish an SMB reputation program

INCREMENTAL RESOURCE COMMITMENT

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Five: Key Actions – Strategy Activation

SiriusPerspective: Key actions define how the strategy will be executed and drive campaign and program development; audit current activity for strategic alignment.

WHERE THIS GOES WRONG

- Get bored
- Don't audit current activities
- Keep activities that no longer fit

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Six: Dependencies and Risks – Identify Gaps

SiriusPerspective: Highlight known or potential impediments to goal accomplishment or strategy execution, and document critical assumptions.

Ecosystem

Competencies

Resources

Technology

Offerings

Communication

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Six: Dependencies and Risks – Identify Gaps

SiriusPerspective: Highlight known or potential impediments to goal accomplishment or strategy execution, and document critical assumptions.

ACME Dependencies and Risks		
Enterprise	Implications to current field, sales and customer support teams	**Ecosystem**
	Need to improve ABM skills within field marketing team	**Competencies**
	Constraints on field marketing team to execute retention program	**Resources**
Mid-Market	Demand center will require investment to scale	**Technology**
SMB	Inside sales team is staffed to support e-commerce model	**Resources**
	E-commerce infrastructure and SMB products are complete	**Offerings**
ACME World	Assumes 10 percent budget increase for event execution	**Resources**

Six: Dependencies and Risks – Identify Gaps

SiriusPerspective: Highlight known or potential impediments to goal accomplishment or strategy execution, and document critical assumptions.

WHERE THIS GOES WRONG

- Don't consider risks beyond budget
- Exclude non-marketing dependencies
- Lack of communication and alignment

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All Together Now – The Complete Plan

SiriusPerspective: The final plan establishes a strategic marketing blueprint for the coming year.

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies/Risks
Maintain **10%** enterprise segment growth to achieve **$500MM** revenue	Source revenue in growth segments **(Immediate)** Drive business results with the "Efficiency" campaign **(Immediate)** Produce annual ACME World conference **(Immediate)** Sustain ACME's brand reputation and relevance **(Long-Term)** Build a digital marketing environment for future growth **(Long-Term)** Increase effectiveness and efficiency of the marketing organization **(Long-Term)**	Increase enterprise customer retention rate by **25%** **$135MM** in upsell/cross-sell pipeline ($15MM sourced, $120MM influenced)	**Retain:** Maintain existing customer base; recapture lost accounts **Grow:** Drive upsell/cross-sell revenue within customer base	**Create:** Build customer retention program **Keep:** Maintain "Efficiency" campaign for enterprise upsell/cross-sell **Keep:** Expand existing large-account ABM program	**Ecosystem** implications to current field, sales and customer support teams Need to improve ABM **skills** on field marketing team **Resource** constraints to execute retention program
Drive **35%** mid-market growth to achieve **$220MM** revenue		Drive **$132MM** in sourced pipeline and **$400MM** in influenced pipeline	**Grow:** Expand mid-market footprint via new customer acquisition	**Fix:** Update "Efficiency" campaign for mid-market buyers	Demand center requires **technology** investment
Gain a foothold in SMB to achieve **$30MM** revenue		Move to **#5** in SMB vendor preference, and **#2** in share of voice Implement marketing e-commerce infrastructure by **launch date**	**Innovate:** Enter SMB market via new offerings and delivery channel	**Create:** Establish an SMB reputation program	Inside sales team is **resourced** to support ecommerce model E-commerce **infrastructure** and SMB product **offerings** are complete
Grow ACME World annual conference attendance by **20%**		Marketing sources **40%** of annual attendance goal	**Grow:** Increase event attendance from mid-market prospects **Harvest:** Increase event output and control costs	**Fix:** Develop ACME World content for mid-market buyer needs	Assumes 10% **budget** increase for event execution
Support **15%** company growth rate by attracting and retaining top talent		No associated marketing goal, strategy or key actions			

Operationalizing the Marketing Plan

Develop campaign, functional and regional blueprints

The Marketing Planning Process

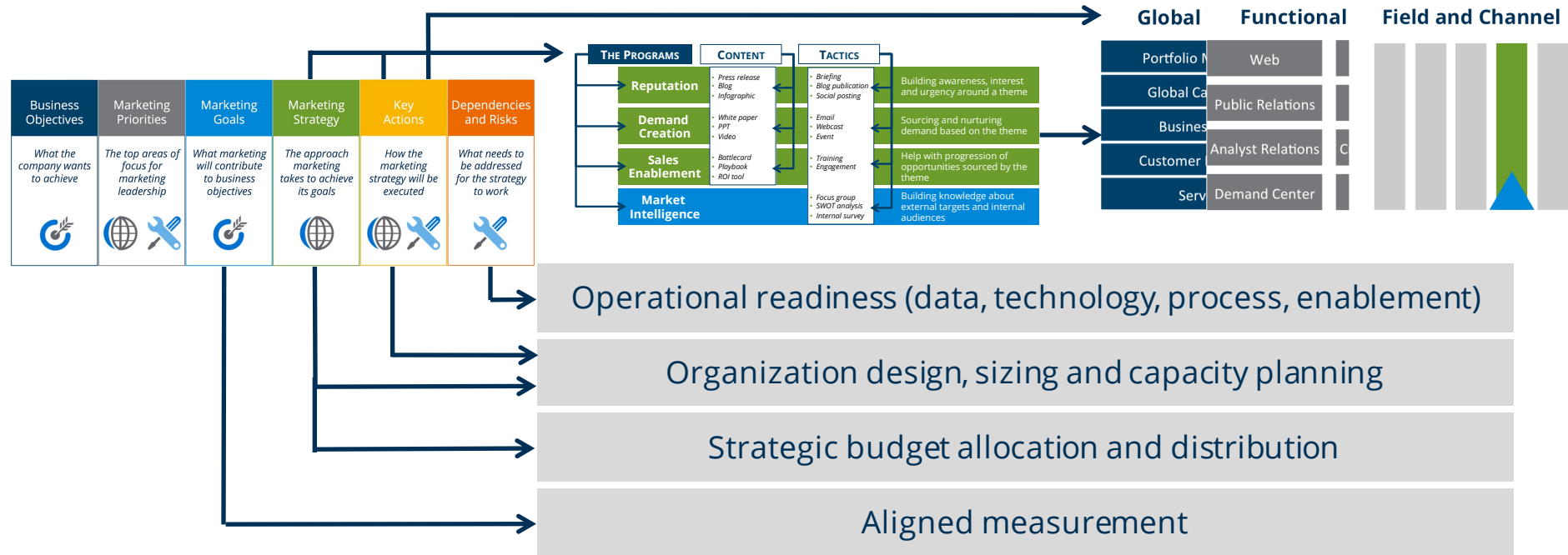|	Strategic Alignment	Goal Setting	Marketing Strategy	Functional Plan	Execution	Evolution
Participants in addition to planning lead	C-suite, BU leads, finance	CMO, product mgmt., solution mktg., customer mktg.	Campaigns team, marketing leaders	Campaigns team, global programs, field and customer marketing	All marketing, sales enablement	CMO, competitive analysis, marketing ops, sales ops, field
Objective	**Align cross-organization goals**	**Understand planned revenue sources**	**Define campaign portfolio**	Determine global, regional, and functional plans	Monitor, assess and communicate	Adjust plan
Inputs	**Growth strategy; revenue goals**	Channel and geo revenue estimate; segment priorities	In-campaign and out-of-campaign priorities	Detailed performance objectives; prioritization decisions	Performance results	Strategy updates; suggested changes
Tasks	Identify participants and timing; determine plan scope	**Agree on focus areas; develop marketing's priorities**	**Define campaign plan; define incentive strategy**	Interlock; define campaigns; estimate performance	Conduct periodic operating reviews; measure and report	Assess performance; evaluate proposed revisions
Deliverables	Business Objectives	Marketing Priorities / Marketing Goals	Marketing Strategy / Key Actions / Dependencies and Risks	Detailed campaign execution plans; measurement processes; global, regional and functional budgets	Periodic review templates; performance assessment	Change recommendations; revised plans
Related Frameworks	Relative Targeting; Strategic Budgeting	Aligned Measurement Framework	Campaign Framework	Persona Influence; Performance Modeling	Campaign Measurement	Agile Marketing

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From Plan to Action

SiriusPerspective: The strategic marketing plan is the springboard from which campaign and functional plans and annual organizational requirements are established.

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies and Risks
What the company wants to achieve	The top areas of focus for marketing leadership	What marketing will contribute to business objectives	The approach marketing takes to achieve its goals	How the marketing strategy will be executed	What needs to be addressed for the strategy to work

THE PROGRAMS

CONTENT

TACTICS

Reputation	· Press release · Blog · Infographic	· Briefing · Blog publication · Social posting	Building awareness, interest and urgency around a theme
Demand Creation	· White paper · PPT · Video	· Email · Webcast · Event	Sourcing and nurturing demand based on the theme
Sales Enablement	· Battlecard · Playbook · ROI tool	· Training · Engagement	Help with progression of opportunities sourced by the theme
Market Intelligence		· Focus group · SWOT analysis · Internal survey	Building knowledge about external targets and internal audiences

Global **Functional** **Field and Channel**

Portfolio M...
Global Ca...
Busines...
Customer...
Serv...

Web
Public Relations
Analyst Relations
Demand Center

Operational readiness (data, technology, process, enablement)

Organization design, sizing and capacity planning

Strategic budget allocation and distribution

Aligned measurement

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Action Items

- Marketing leadership
  - Establish alignment with corporate, sales and product on annual business objectives
  - Clearly define and communicate marketing priorities for plan development
- Marketing operations
  - Complete plan sections sequentially in partnership with key stakeholders
  - Focus on simplicity, clarity and transparency as planning and communications proceed

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SiriusDecisions Resources

- **Research**
  - The 2016 Annual CMO Study: A Two-Year View of Business Drivers and Actions
  - Core Strategy Report: Introducing the SiriusDecisions Marketing Planning Process
  - The SiriusDecisions Marketing Planning Discipline Maturity Model
- **Tool**
  - The SiriusDecisions Marketing Contribution Framework
- **Learning**
  - Campaign Framework Pathway
  - Marketing Measurement Pathway
  - Advanced Measurement Pathway