B2B GAME CHANGERS
- REVENUE MARKETERS -

Real Revenue Marketing Strategies
• to advance your game •
BEYOND THE BUZZ OF ANOTHER LIST

The B2B Game Changers Spotlight is an annual recognition program that identifies leading B2B marketers with a specific marketing focus. Past years have highlighted the work of Demand Marketing and Marketing Ops leaders. This year, we set out to recognize the B2B Game Changers who are making demonstrable contributions to revenue within their organizations.

There are a lot of industry who's who lists, typically compiled using obscure social algorithms. But aside from social buzz and a group of pros to follow, there is little value to be extracted from these lists. B2B Game Changers aims to go beyond the buzz, working closely with the pros who are doing exceptional work to create a roadmap for the industry to follow.

This eBook contains the cumulative result of that effort.

As Marketing & Communications Director at Integrate, Triniti Burton focuses on helping demand marketers cut to the chase by articulating complex marketing concepts in clear language. She’s a big believer in integrated marketing strategies that deliver seamless experiences for customers and prospects. Follow Triniti on LinkedIn for insights on better brand and demand marketing.
There's no doubt about it. B2B marketing is hard. At Integrate, we work with thousands of mid-market, enterprise and high-growth marketing organizations, giving us direct insight into the strategies and tactics that are the key growth drivers in today's marketing landscape. In an industry that's advancing faster than we can keep up, it's important to celebrate what's working, learn from what's not and keep our eyes on the horizon for new opportunities that will propel us forward.
Lots of B2B marketers are talking about it – getting revenue focused. According to the 2018 Demand Generation Benchmark Survey Report, 28% of marketing orgs report having revenue-based quotas, and nearly half of those teams are expected to source more than 25% of closed-won revenue.

For many marketers, this idea of being accountable to a revenue number feels like a lofty goal in the far distant future. But there are some kick-ass pros who are making phenomenal strides in this area, growing their organizations’ capabilities by leaps and bounds. They’re defining what it means to be a ‘revenue marketer’ and leaving a trail for others to follow, so we set out to uncover who they are and how they’re leading the shift.

GET OUT THE SPOTLIGHT

The annual Spotlight program begins with a three-month open call for nominations that’s widely promoted across the industry. Anyone can submit a nomination, but only those serving in a B2B marketing role can be nominated.

Each year we bring together a panel of industry experts to assess the nominees and ensure we keep the program objective.

Using a point-based scoring matrix, the judges evaluate the qualified nominees, taking into consideration:

- data and anecdotal info provided in the nominations
- industry reputation
- publicly available info via social media

Those who score above a defined threshold are named B2B Game Changers.

It's important to note that we can only recognize those who are nominated. The B2B Game Changers represent a small set of marketers who truly deserve this honor.
THE PROFILE OF A REVENUE MARKETING GAME CHANGER

When we dig into the way revenue marketers approach their craft, we find they possess a common set of attributes that are the foundation for their game-changing contributions.

B2B Game Changers aren't intimidated by accountability to a revenue number. To the contrary, it's their beacon as they take their organizations by the helm and steer through the shift to become revenue-focused, crushing goals in the process.

B2B Game Changers have a deep understanding of the entire customer journey, including renewal, cross-sell and upsell – thinking beyond ‘new customer’ to ‘lifetime customer.’ They know that delivering an integrated customer experience across all touch points is tantamount to scaling revenue.

B2B Game Changers leverage technology to build better, faster, smarter marketing organizations. They know that tools, systems and processes must be connected to deliver stellar experiences and enable the seamless flow of data. They’ll settle for nothing less than integrated.

B2B Game Changers aren't intimidated by accountability to a revenue number. To the contrary, it's their beacon as they take their organizations by the helm and steer through the shift to become revenue-focused, crushing goals in the process.

B2B Game Changers have a deep understanding of the entire customer journey, including renewal, cross-sell and upsell – thinking beyond ‘new customer’ to ‘lifetime customer.’ They know that delivering an integrated customer experience across all touch points is tantamount to scaling revenue.

B2B Game Changers leverage technology to build better, faster, smarter marketing organizations. They know that tools, systems and processes must be connected to deliver stellar experiences and enable the seamless flow of data. They’ll settle for nothing less than integrated.

B2B Game Changers are hyper-focused on targeting only the prospects and decision-makers who will have an impact on revenue. At the same time, they know that the net they cast today must be wide-enough to support tomorrow's growth.

B2B Game Changers are more than just ‘data-driven.’ They're data storytellers, leveraging insights to paint the whole picture, not just to understand first or last-touch attribution. Then they develop a plan of action to improve outcomes.

B2B Game Changers take on strategic work without batting an eye, often creating templates for others to follow. They’re on the forefront of the industry using sophisticated methodologies and building new models where existing ones are lacking.
WE TURNED TO THE EXPERTS

We’d like to express our most sincere thanks to this year’s judges. We appreciate the countless hours you invested in reviewing the nominations.

THE JUDGES

ROBIN RITENOUR
Strategic Advisor
B2B Marketing & Technology

ANDREW GAFFNEY
Content Director
B2B Marketing Exchange

ANAND THAKER
AI, Data & Growth
MarTech Advisor

PATRICE GREENE
President
Inverta

KERRY CUNNIGHAM
Sr. Research Director,
Demand Creation Strategies
SiriusDecisions

SCOTT VAUGHAN
CMO
Integrate
Chapter 2

THE TOP 43
REVENUE MARKETER GAME CHANGERS

Through the 2018 B2B Game Changers Spotlight, we found 43 revenue-focused marketers who are changing the game and adding significant value to their businesses. These marketing leaders and practitioners are going beyond a singular focus of multi-channel experiences, data analysis or tech implementation. They’re orchestrating people, processes, data and technology to make meaningful contributions to revenue.

The 2018 B2B Game Changers are trailblazers forging new paths for the rest of the industry to follow. We hope their work inspires you to challenge the status quo and think bigger.
 Chapters 3 through 8 feature interviews with the majority of this year’s B2B Game Changers. You can click on the pictures of individual Game Changers to be taken directly to their profile.
Congratulations to all who were recognized for their game-changing work! Feel free to share the list of winners among your networks and don’t forget to congratulate a #B2BGameChanger.
Chapter 3 - GROWTH DRIVER

Revenue marketers know that revenue is only a piece of the equation. We can’t sacrifice user experience or the needs of the customer for the sake of dollars. It’s a constant balancing act that the B2B Game Changers know how to walk with grace and precision.
As revenue marketers, it is now our obligation to bring our peers along with us on this journey. This seismic shift will ensure that marketing will gain the respect it deserves as its influence becomes directly measurable, and that marketing will always have a seat at the decision-making table.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue marketers have embraced the monumental shift from generating leads that we assume will impact downstream pipeline to directly tying our efforts to sales goals. Our KPIs include important metrics like meetings booked or new business revenue influenced. As revenue marketers, it is now our obligation to bring our peers along with us on this journey. This seismic shift will ensure that marketing will gain the respect it deserves as its influence becomes directly measurable, and that marketing will always have a seat at the decision-making table.

What are the top three metrics your marketing team measures or is measured on?

The top three metrics that our marketing team is measured on are:

i. Leads driven within accounts that fit our ideal customer profile (ICP) (internally referred to as marketing qualified leads or MQLs)

ii. Sales development representative (SDR) meetings influenced (both inbound and outbound-assisted)

iii. New business revenue influenced

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Our sales and marketing teams rely heavily on Outreach to distribute well-written and coordinated communications to prospects. Outreach syncs with a number of our other tools such as our direct mail partner, Salesforce, and Marketo. The integration with our other key tools ultimately ensures that our own RollWorks advertising campaigns are highly relevant and targeted based on updated contact information and account stage.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

To me, orchestration means that multiple teams are coordinating their efforts to ensure a consistent and cohesive experience for the customer. At RollWorks, given our focus on account-based marketing, it spans the sales and marketing teams. At times, orchestration may be automated, but in my experience, it requires a certain amount of continual oversight to ensure accuracy and quality.

Orchestrated sales and marketing strategies require leaders from both teams to buy-in on and fully understand the potential of the accounts they’re going after. Both the sales and marketing teams must hold one another accountable to deliver on their part of the partnership. That could be a phone call as part of an outreach sequence, a direct mail piece that arrives two days after a successful meeting, or a digital ad that entices the customer to explore additional functionality within your product suite. The days of hurling one-off marketing or sales messaging over a fence and hoping that it speaks to the prospect at the right time in their decision-making process are over.

Marketers who take the lead and embrace the partnerships and challenges associated with this shift to orchestration will be highly sought after.
Revenue Marketing Game Changers generate opportunity that has a massive impact on their company revenue.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Typically, the creative B2C campaigns with a big budget to drive reach are the ones that get recognition, but there are thousands of marketers executing very effective B2B campaigns that tend to fly under the radar. These campaigns don’t necessarily get the massive mainstream pickup, but they do generate opportunity that has a massive impact on their company revenue.

What are the top three metrics your marketing team measures or is measured on?

We’re solely measured on the amount of opportunity we create for our sales team, but we work backward from that to hold ourselves accountable as to what generates the most opportunity. We have a set goal per month, and we work backwards to see which type of eBook or conversion form generates the highest amount of qualified leads, and from that, what channels perform the best. From there, we continue optimizing and scaling.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Trello! As marketers, we have the thousands of tools available to us — but what’s the use of technology and software if you don’t have a plan to execute using them? Creating transparency on the team and creating a solid process has helped us grow opportunity by more than 600% in the past year, and we wouldn’t be as successful if we didn’t have a manageable framework to scale.

How do you approach marketing technology without becoming overwhelmed with choice?

It’s easy to be overwhelmed when we have so many cold calls and emails coming in every single day on marketing technology. At Thomas, we have a solid framework for our technology, and I will vet if there’s something new and interesting that can improve on our existing process, I’ll take the call. Typically, it’s not worth adding a new piece of software or technology product to your strategy unless it can replace something you currently use or fill a gap in an innovative way.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

Outdated processes or lack thereof. Once we had a strong foundation of getting, qualifying and distributing leads, we looked at what the data was telling us — where our best opportunity came from, what messaging worked, etc. We’ve been focusing on scaling it ever since, showing an increase of more than 600% in opportunity year over year.

“Creating transparency on the team and creating a solid process has helped us grow opportunity by more than 600% in the past year...”
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue Marketers connect all their activities, campaigns and programs to revenue results. The days of creating traffic and high-fiving each other for a job well done are long gone. Today, Marketing needs to be closely aligned to the entire buyer/customer journey from the top-of-the-funnel all the way to renewal. In addition to being aligned, a revenue marketer is a master forecaster and understands that not all leads are created equal. Filling the pipeline for new acquisition is 50% science and 50% art so they have to think with both sides of their brain.

What are the top three metrics your marketing team measures or is measured on?

1. ROMI (Return on Marketing Investment) - We have to create a minimum of a 3X return and have many campaigns/programs that generate well above that.

2. Renewals, Attrition, and Upsells - One of the biggest impacts marketing can make is on the existing book of business, yet this is often overlooked by Marketing teams.

3. Pipeline generated, and more importantly, pipeline closed

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

DiscoverOrg - In order to run a truly effective marketing campaign you need to have clean accurate data. DiscoverOrg allows you to run effective targeted campaigns that convert. The best part is it is affordable compared to the value it creates.

How do you approach marketing technology without becoming overwhelmed with choice?

While there are literally thousands of martech solutions, I don’t usually get overwhelmed with choice because I focus on my requirements and I don’t settle. I think it is easy to get distracted by a shiny new object, but you later learn you were just putting a square peg in a round hole.
In short, I always have my basic minimum requirements such as:

1. Must integrate with my existing technologies
2. There must be a consensus between all stakeholders - this really limits the choices because everyone has their own views that tend to disqualify (this is a good thing)
3. Onboarding must be clear
4. Ease of use for all users
5. Most importantly, it needs to solve our specific problems or challenges (or help us grow the business in a more effective/efficient manner.)

By taking this approach I tend to make decisions faster knowing all the boxes have been checked and there is cross-functional buy-in.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration is just automation’s big brother. It is a little wiser and more structured but fundamentally they look the same.

My honest opinion is there are lots of marketing buzzwords - AI, Automation, ABM, Predictive _____ (fill in the blank), etc... Ultimately, the foundation is the same and will continually evolve every day, month, and year. It's just similar ideas redesigned and repackaged.

Whatever you call it, there is, and always will be, a need to make marketing more scalable. If a tool/platform/solution can accomplish this I am 100% in support of leveraging it. However, putting a label on anything is literally just branding. I am more concerned with the problem it solves. I think you would find more marketers search for “how to cleanse my database” than “data orchestration.”
You are a Revenue Marketing Game Changer if you are consistently managing the efficacy of your campaigns towards driving revenue.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Manage the Outcomes, NOT just the execution! Launching campaigns is easy - but how you manage its outcomes - to course correct, expand and amplify with revenue as the ultimate goal - is what matters. You are not “driving revenue” by just launching a campaign in market.

You are a Revenue Marketing Game Changer if you are consistently managing the efficacy of your campaigns towards driving revenue.

What are the top three metrics your marketing team measures or is measured on?

1. Marketing Captured Lead (Initial Net New Inquiry)
2. Marketing Qualified Lead (Scored based on engagement / persona, routed to BDRs for follow up)
3. Sales Qualified Lead SQL (Qualified by BDRs, Scheduled meeting set with Sales)

While my team is measured on these three, I personally look at SQL-to-Opp Conversion Rate to drive performance measures for our campaigns.

My belief is, as Revenue Marketers, we need to look past any linear funnel model you’re measured against, focus on programs that drive opportunity (pipeline) and determine what you can do to keep getting those conversion rates up. Especially as your stakeholder stack increases when you are targeting mid-market / enterprise accounts, one-to-one linear funnel measurement isn’t going to give you an accurate view of what programs are working.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

The more data you have the more complex reporting can be. As a result, I NEED to have an Automated Dashboard to look at Campaign effectiveness – by GEO, by Product – and be able to double click on everything underneath. In my past, Tableau has given me dashboard views that show me everything I need to know, allowing me to slice and dice it whichever way I want. It is completely ineffective to consistently have to request a manual report be pulled every time you want to look at your data. It inadvertently reduces the # of ways you intend to look at your data as you’re predisposed to know it’s a manual and lengthy process - which in turns reduces your impact as a proactive Revenue Marketer.

How do you approach marketing technology without becoming overwhelmed with choice?

My approach is geared towards looking at technology that offers simplicity for everything that is complex in my world of marketing. If a technology can simplify something complicated (or time consuming) that I’m dealing with today – whether its manual uploads, rejection, reporting, etc. – then that technology will get to my shortlist, quick. If the technology seems like it requires many steps just to use, then to me, you’re just replacing one complexity with another.

...one-to-one linear funnel measurement isn’t going to give you an accurate view of what programs are working.

Jess Weimer
Head of Global Demand & Growth Marketing
Magento, an Adobe company
What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

As many leaders (not just marketing) know: Indirect leadership is often more challenging than direct leadership. It requires far more effort and risk to influence, convince and often times give feedback. One of the biggest challenges as a Marketing Leader on the road to revenue marketing, is the lack of direct control with what happens (or doesn’t happen) once you pass a qualified lead through to sales. Having to step outside of your designated swim lane (driving demand) and get into the Sales accountability swim lane is key.

I’ve learned over the course of my career that I have to make it my business to ensure there are SLAs for follow-up, consistency and intelligent feedback offered in dispositions of leads, and a variety of other requirements. Often times that requires over-policing what’s happening with the demand you’re driving. In order to successfully influence these areas, you must first have a transparent and authentic relationship with those sales functions you are working with.

No matter what company you work for, Sales & Marketing need to have an open transparency into each other’s processes, and be open for closed-loop feedback to each other, in order to find any sort of scalable success in driving revenue. I’ve been fortunate enough throughout my career to have established respected relationships with my fellow Inside Sales & Sales Leaders, which allowed open and transparent dialogue around areas that need improvement up and down the funnel in order to drive revenue.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

I view Orchestration as Revenue Marketers driving and increasing their focus on middle- to bottom-of-funnel programs. You first need to “automate” as much as possible for your top-of-funnel activities, and use that output to inform your middle- and bottom-of-funnel programs where applicable. You still need your multi-channel top-of-funnel campaigns, and continuing focus on adding and removing programs based on performance. But, if/when you have some form of automation in place to remove manual processes required to manage those top-of-funnel campaigns, you can now bring focus and efficiency to your middle- and bottom-of-funnel efforts.™

“Stepping outside of your designated swim lane (driving demand) and getting into the Sales accountability swim lane is key.”
Revenue marketers constantly look for ways to increase program performance and exceed goals. They move past vanity metrics and optimize programs based on pipeline/revenue impact. Finally, they approach demand generation strategy not from an inbound or outbound perspective, but from an allbound approach.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

It means working hand-in-hand with marketing operations to build out a tech stack and processes that can support repeatable, scalable, and automated programs driven by data. It also means partnering with Sales to better understand what is working/what isn’t working. This combination of objective and subjective data becomes a powerful tool. By doing this, you can accomplish two important outcomes:

1. more accurately forecast program impact and more easily turn the dials up or down on marketing programs and
2. gain more credibility with Sales by working closely with them and by showcasing marketing impact in a transparent way.

Revenue marketers are never satisfied and constantly look for ways to increase program performance and exceed POR attainment goals. They also move past vanity metrics and optimize programs based on pipeline/revenue impact. Finally, they approach demand generation strategy not from an inbound or outbound perspective, but from an allbound approach – especially in their ABM strategy.

What are the top three metrics your marketing team measures or is measured on?

- Net new leads by channel
- FT and MT pipeline by channel
- MQL to SQL conversion

On a weekly basis I track MQLs, SQLs, SALs, Pipeline, Closed Won, ASP, and Total Bookings against our POR, cut by each Sales segment.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Full-funnel attribution software

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

- With a total available market (TAM) that includes tens of thousands of companies, determining which accounts (both white space and existing) we should focus our time, effort, and investment on.
- To tackle this, we built predictive models and applied them to accounts in order to prioritize marketing investment.
- Early indicators are positive and the models can be used to help inform allbound strategy.
What are the top three metrics your marketing team measures or is measured on?
• # Marketing sourced Opportunities
• $ Marketing sourced Pipeline
• $ Marketing sourced Revenue

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?
Task and Team Management – Our team lives and breathes in Asana.

How do you approach marketing technology without becoming overwhelmed with choice?
Know your goals and then spend time figuring out what the biggest gaps are and where you’re going to get the biggest bang for your buck. Don’t get distracted by every shiny new piece of tech. If you have to choose between something that works ok and spending a lot of money for an incremental improvement, it’s generally not worth the cost.

Revenue marketers are changing the way marketing is perceived, moving from being seen as a cost-center to a critical revenue driver.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

At AvidXchange, the leadership team has created a culture that allows teams and individuals to play to their strengths. More specifically, in order to be successful at a fast-growth company like AvidXchange, it’s incredibly important to instill confidence and trust from the ground up. For this reason, our Demand Gen team has recruited the best subject matter experts to support the company’s mission. Simply put, we strive to be the best in all areas and this is what being a Revenue Marketing Game Changer means to me.

But being the best doesn’t mean that you’ve never done something wrong, never broken anything, or have found a solution to every problem you’ve faced. Being a Game Changer means that your guidance, influence, and work increase knowledge, process efficiencies, and execution in ways that have a major impact to revenue.

Getting to this level means that true revenue marketers are always focused end-to-end, with special attention to revenue and how they impact it. This keen focus shines through in the way they manage their teams, their stewardship over their data and platforms, how they interact with their stakeholders and customers, even how they manage their time and what projects they focus on. Every action is intentionally coordinated to deliver a positive impact to the company’s bottom line.

What are the top three metrics your marketing team measures or is measured on?

Demand Generation both measures and is measured on how much pipeline we source for our sales team and, from that pipeline, how much closed business we source. Understanding this is represented by three main metrics:

- MQLs
- Demand Gen Sourced Pipeline
- Demand Gen Sourced Closed Business

Through fine-tuned campaign operations (asset management, in-depth tracking, and
SFDC campaign ID assignment), we track the MQLs we generate from all channels and structure it in a way that we’re not only able to accurately report on our top 3 metrics, but other important metrics like funnel velocity and variability.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

We’ve recently reached the precipice of how sophisticated our campaigns can be based on our current martech stack so we’re currently trying to understand the implications of changing the components to have better visibility, more campaign executional elegance, and a more seamless integration with our other platforms.

But beyond those considerations, we’re also thinking about tech that would help us implement a multi-attribution approach to understanding ROI, how to build more automated digital architectures, and how to best leverage the data we collect as an asset.

How do you approach marketing technology without becoming overwhelmed with choice?

I think it first starts with vision. At AvidXchange, we have a clearly defined BHAG that we’re all striving towards and all efforts are centered around how to get there.

Taking the company-wide vision, I craft my operations vision to shape what my team needs to produce (and how I can influence and enable other teams) to get us closer to that goal.

From this team-level vision comes a set of guiding principles that I use to make decisions, mostly around impactful stewardship, elegant solutions, and seamless integrations. I especially use these principles to vet potential tech solutions to make sure any new considerations would help, not hinder, us in realizing our company vision.

Taking this approach and using it as the foundation of our yearly tool audit and new martech discovery process makes it easier to exclude unfavorable tools early in the vetting process and make the right decisions around what tech to potentially implement.
Revenue marketers are 6.5x more likely to grow revenue from existing customer accounts*. They know that customer journey spans well beyond marketing to include sales, CS, product, even accounting. B2B Game Changers embrace an orchestrated approach to engage buyers across the entire lifecycle.

*2018 State of Revenue Marketing Report
Revenue marketers are those who believe they have a hand in the full customer lifecycle—from top of funnel through renewals—and they are involved each step of the way. It’s a strategy and attitude that is much more powerful than either [sales or marketing] as a stand-alone function.

What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry? I am big believer in ‘smarketing’: the marriage of sales and marketing. In fact, I wrote a Forbes article on the topic last year: [https://bit.ly/2RJUceee](https://bit.ly/2RJUceee)

Revenue marketers are those who believe they have a hand in the full customer lifecycle—from top of funnel through renewals—and they are involved each step of the way. It’s a strategy and attitude that is much more powerful than either stand-alone function, as in “the whole is greater than the sum of its parts.”

What are the top three metrics your marketing team measures or is measured on?

- Sales Accepted Leads
- Cost of Sales Accepted Leads
- and Mid-stage pipeline

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

ABM digital ad platform & reporting

How do you approach marketing technology without becoming overwhelmed with choice?

We are always on the look-out for the next piece of technology that can improve our
productivity by a step-function. However, we never purchase technology for technology sake. We believe in a powerful, but lean martech stack and we assess vendors who can speak to our pain points and fill a gap that is not being addressed in our strategy and process. We receive a large amount of in-bound information and if the value they can bring us isn’t crystal clear where it will fit within our ABM strategy, they don’t get mind share.

**What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?**

Our challenge is staying focused. Keeping the faith and executing on a well thought out strategy takes a lot of discipline, as it’s easy to get bored and want to move onto the next big thing. We use Geoffrey Moore’s “Crossing the Chasm” Target Market Initiative (TMI) methodology to help us stay on track.

**For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?**

Orchestration means that you have the right technology stack combined with the right personas and account-specific messaging to reach each individual target in a very personalized and planned way, on any device. It’s Account-Based Marketing in full bloom.

Automation has helped us reach more people in a more efficient way. However, the best engagement today comes from a highly-personalized message that speaks to the interests and pain points of the audience. Orchestration between your martech stack, campaigns and events, as well as your sales and marketing team is needed to be able to achieve that. Marketers should re-evaluate every single tactic they are leveraging to make sure they are aligned with their ABM strategy and to continuously improve based on the data/ performance. And, get out in the field! Test the messages and tactics by going through a full sales cycle on the hip of a sales rep. This new approach is a chance for marketing teams to play a more strategic role in the success of their companies.
Revenue-focused marketers understand they cannot generate revenue alone. Aligning with sales from the beginning to the end of a program/campaign is what makes a Marketer a Revenue Marketing Game Changer.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue-focused marketers understand they cannot generate revenue alone. It takes a SMarketing team. It’s no longer sales vs marketing – it has to be sales AND marketing. SMarketing example when developing a rev-focused GTM campaign:

Marketing must work with:
1. product marketing and solution sales consultants on campaign messaging that is outside-in
2. digital marketing on getting the message to market through appropriate channels
3. sales enablement to train sellers on messaging
4. inside sales to secure meetings
5. outside sales on keeping appropriate engagement levels to close business.

Aligning with sales from the beginning to the end of a program/campaign is what makes a Marketer a Revenue Marketing Game Changer.

What are the top three metrics your marketing team measures or is measured on?

• MQLs
• Prospect Meetings set
• Stage 2 or greater opportunities generated from marketing/inside sales

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Fit and Intent data from AI/ML vendors like Everstring – tells us what accounts we have the highest probability to win business and of those accounts who has high intent to buy scores

How do you approach marketing technology without becoming overwhelmed with choice?

If the answer isn’t yes to this question, a technology doesn’t make it past round 1. “Will it help us better serve and understand our prospective customers?”

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

SMarketing (Sales + Marketing) is an example of sales and marketing becoming one orchestra that, when in tune, make one incredible piece of sheet music.
Revenue Marketers are willing to take risks based off of trending and empirical data that allow them to make informed decisions and optimize along the way.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue Marketing Game Changers are thinking about the total lifecycle of the lead. They’re thinking of the end-to-end process of the lead and how it translates to closed pipeline & recurring revenue. Revenue Marketers are willing to take risks based off of trending and empirical data that allow them to make informed decisions and optimize along the way. They’re thinking about their partnership with Sales and thinking of ways to constantly improve their operational efficiencies.

How can we get more quantity into the hands of our Sales teams without sacrificing lead quality? How can we use our data, systems and processes to improve lead flow to get leads in the hands of Sales faster, to give them more focus and provide the highest value to our business partners? How do we leverage our tech stack and infrastructure to drive more efficiencies? We should be thinking about all of these things throughout the entire Marketing and Sales process.

What are the top three metrics your marketing team measures or is measured on?

- Marketing contribution to pipeline
- Marketing funnel volume and conversion rate (Created, MQL/SQL, Converted)
- Top performing campaigns and leads sources (measuring conversion from engagements generated from these sources)

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

- ABM Platform - DemandBase/Lattice Engines/Terminus. These platforms help guide your Sales teams and give them focus. They provide guidance on things like intent and trending data. Your sales team should be given insight and data into their key accounts to make sure they’re not spending time and resources on accounts that are not showing positive buying signals. We want to arm them with the right data at the right time to ensure their efforts are not wasted.

- Integrate is a close second. The amount of time and effort that Integrate has saved my team is equal to at least one full-time employee. It validates, formats and drives leads directly into our MAP without ever having to deal with uploading, templates or manual formatting.

How do you approach marketing technology without becoming overwhelmed with choice?

Pare down your stack. Focus on the tools that drive efficiency and process. Don’t overwhelm yourselves with bells and whistles that you will never use.

Matthew Mullin
Global Director, Marketing Operations and Technology
Tenable
Make choices based off of your MAP and how tools will integrate with it. Choose technology that will help drive efficiencies in lieu of headcount. Choose technology that will help drive process. Choose technology to foster your partnership with Sales and earn their trust as a pipeline driver instead of a cost center.

**What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?**

The largest challenge for my team and I has been simplifying years of process and tool bloat. When I joined Tenable, I came into an organization with over 15 years of process and unused tools. We evaluated our tech stack and determined what wasn’t being used or what wasn’t rolled out effectively and eliminated them. We then evaluated our process from lead flow, to reporting, to contracts and POs and simplified them, eliminating extra steps and approval processes where they weren’t needed. We focused on streamlining everything and making our processes easy to learn and understand. We took the approach of looking at the processes as if we were a new employee... How easy are these to grasp, and how long will they take to learn? Once we simplified things, our systems workflows became scalable and easier to maintain. The outcome of all of these is that we’re never done. We’re never done trying to improve our processes. We try to speak to our customers regularly to see what needs to be tweaked, revamped and/or overhauled.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

To me, orchestration means how well are your tools talking, working and conveying your marketing goals and message to your business partners. There is an optimization and enablement process that comes with your tech stack, and automation plays the most integral role. Orchestration is how well you’re routing, how well you’re scoring, how well you’re reporting on your lead funnel and lifecycle. It’s your end-to-end process and how you convey the quality of the leads that you’re providing and how you report on those programs that generate those leads. Orchestration is the communication and dialogue you create with Sales, Finance and your board and how you work to make the changes necessary to be successful.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Every Revenue Marketing professional is a game changer! To be a revenue marketing professional you need to question the status quo, push the limits, find new ways to excel. “This is how we have always done things” is not an answer for today’s revenue marketers. It is not how you become a game changer. Being a revenue marketer and game changer means asking how can I make things better, and what new innovations I can bring to the table.

What are the top three metrics your marketing team measures or is measured on?

A revenue marketing team has to cover and measure pipeline end to end. A game changer needs to not only worry about the top of the funnel, but also dive deeper into later stages of pipeline to find space for improvement. The three metrics my team gets measured on are:

1. Responses: how many responses we get from programs, how engagements and conversions are flowing from targeted accounts, and how channels are performing.

2. Pipeline Creation: how many of these responses are converting into real opportunities, what’s the total value of these opportunities, how does it compare to previous quarters, and what coverage does it provide the field with. And

3. Won Deals: how are we closing these opportunities, how fast, where did they come from, and how can we improve these numbers.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Attribution tech: you’ll be investing in many programs and channels and you need a methodical and accurate way of measuring which did well and why. Mapping your buyers’ journey to how you execute and measure programs is essential to how you enhance future programs, allocate resources responsibly and accurately, and report
on performance and, ultimately, ROI of your programs.

**How do you approach marketing technology without becoming overwhelmed with choice?**

By taking things one step at a time! Evaluate your and your teams’ needs and understand the problem you’re trying to solve. Marketing technology by itself doesn’t have the keys to the Kingdom of Success—understanding how you’re going to orchestrate workflows and managing process thoughtfully and collaboratively does.

**What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?**

Alignment! Alignment! Alignment! It’s pretty hard not to drift into creating silos while working with different teams. One of the hardest challenges in revenue and pipeline teams is to have alignment across all parties; sales, marketing, product, and others. We’ve been lucky to have a leadership team that’s adamant at aligning teams, and they’ve created a company-wide document that describes what the company and product do, where is product now, who do we sell it best to, where the product is going to be in two years, and in five years, and how we can all contribute. This was a collaboration between sales, marketing, finance, product, engineering, and professional services. We also created a Pipeline SWAT team, which consists of demand gen, marketing ops, product marketing, content team, sales leadership, sales development leadership, and sales ops. This team meets on a weekly basis and discusses progress, setbacks, enhancements, and challenges. This led to a more harmonious and cohesive team that feels a sense of ownership and achievement, all while delivering stellar results.

**For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?**

Orchestration is key to B2B marketers! Orchestration is essentially the way you demonstrate alignment from a prospect/customer-facing perspective. In any B2B deal, multiple stakeholders are involved, and one lead is no longer enough to take that deal across the line to a win. Orchestration is executing on programs in a fashion that makes your internal stakeholders move at the same pace and at the same time. To borrow from Engagio’s analogy, when the football snaps, you want every player to know, and you need them to run the play in the planned way to get a touchdown. Having good orchestration can lead to a healthier pipeline, deals closing faster, and a happy pipeline team all together!
Chapter 5

FULL-STACK OPERATOR

Remember that you're marketing to people and not everything should be automated. Know when to personalize. Revenue marketers have a deep-seated belief in integrating systems and automating manual processes, so they can shift their attention to creating human moments that matter.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

It is a complete honor first and foremost. Marketing has always been such a fun career choice, the game is always changing and it has really evolved from just doing some really kind of vanilla stuff to soooo much more. There is much more emphasis being put on ROI that you can’t get away with doing something fun with no results. Revenue focused marketers are data nerds, who not only know how to pull together a campaign that looks good, but can make a full-funnel impact through a multi-channel approach and be willing to try anything to get the necessary results.

What are the top three metrics your marketing team measures or is measured on?
Responses, MQLs and QSOs

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?
Anything ABM-focused. My love right now is Triblio. Being able to do such targeted display and so much more is a game-changer.

How do you approach marketing technology without becoming overwhelmed with choice?

It is hard. There is always some new, shiny object. I really rely on my network to help clear through the clutter so to speak and choose something that is tried and true somewhere else. If someone whose opinion and knowledge I respect recommends something, I have to check it out first.

“Being able to do such targeted display and so much more is a game-changer.”

Amy Horgan
Director, Global Campaigns
Dynatrace

FULL-STACK OPERATOR
Think first about the customer journey and experience. Build content that focuses on customer problems and use cases. Revenue marketers are religious about testing, tuning, piloting new approaches, and using data to guide targeting and program investment.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Think first about the customer journey and experience. Build content that focuses on customer problems and use cases. Revenue marketers are religious about testing, tuning, piloting new approaches, and using data to guide targeting and program investment. We use tech to innovate and solve problems. We’re critical thinkers. We help sales modernize prospecting. We invite sales to help us build the right content and work together on engagement, campaigns, lead scoring, account scoring, and lead routing strategies, analyzing the data and results together. Sales invites us into the room to discuss go to market and territory planning - because we add value. Together we plan, manage, measure the pipeline generation. Did I mention data??

What are the top three metrics your marketing team measures or is measured on?

1. Engagement in target accounts;
2. Appointments/opportunities/pipeline/closed deals sourced by BDR (especially for new logos/new support deals);
3. Growth in marketing attributed pipeline & closed revenue.

Marketing reports into the COO at Hortonworks, and ROI will become one of our top metrics soon. We teamed with finance to connect Allocadia with our financial, CRM, marketing automation, and attribution systems this year. For the first time we will have automated ROI data to leverage as we begin 2019 planning.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Just one?! I would never survive!! My must haves are predictive/propensity to buy software, marketing attribution, and account analytics/engagement platforms. We use Mintigo, Brightfunnel, and Engagio. Allocadia is critical for marketing investment and performance management. LeanData for lead routing.

How do you approach marketing technology without becoming overwhelmed with choice?

Make sure any tech investment helps you innovate and solve big problems. Analyze what happens if you are unable to solve those problems. I don’t take a lot of cold calls and rely on referrals from my network to short-list vendors. I also have a team of incredible tech enthusiasts that stay on top of the market and new tech. They attend and speak at conferences regularly. I evaluate technology vendors on their ability to consult with our team and help us solve our most pressing problems.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

One of the big challenges we had was to build our BDR team from the ground up. We had five BDRs reporting into five RVPs in the Americas. We lacked centralized demand programs. We were giving Kim Kardashian a BIG run for her money with all the ‘selfie’ content! We did product pitches on the phone and got dragged into the technical weeds. Each BDR was doing something different. They weren’t following up on inbound; “mass emailing”; under-developed digital/social skills; and, we needed to get really good at identifying problems and doing...
discovery to be successful in outbound prospecting. We centralized the group under my digital marketing team in late 2016. Over the last two years, we’ve more than tripled the size of the organization; added a management team; and, rapidly hired and enabled, delivering strong pipeline/closed won contribution and value to the business.

How did we do it? **Teamwork, Culture, Innovation.** It sounds simple, but we started by asking the BDRs where they needed help. We listened to them, and to their calls. Introduced the Email Scorecard, ran custom discovery workshops, & created our own talent assessment to measure progress on the hard & soft skills unique to the BDR role (thanks @keenan!) Peer workshops, lots of them!! Call and email coaching. Implemented tech like Engagio and Mintigo to help BDRs be more productive. We taught reps how to prospect, connect, and nurture over multiple channels where buyers hang out, using SalesLoft cadences. We built a new BDR onboarding program. Our own enablement portal. Peer mentors. New BDR incentive program. A new 90-day BDR check in delivered by Hortonworks enablement. Connected the systems to track results. We built dashboards, shared results with the field, vetted those results, and asked how we could do better. Created better early-stage content. Delivered structured campaigns and call programs. New intent-based programs like Tech Target Priority Engine to feed those call programs.

I have the best leaders and partners in the biz (yes, I’m biased!!). It’s amazing what can be accomplished when you set a vision, are transparent and open, harness people’s strengths, foster collaboration, and hold each other accountable. Giving leaders and the team the space to innovate was central to our success. So was trusting each other enough that we could be open and call each other out, have real dialogue and debate when problems arose. I expect my team to challenge me, and each other. It’s a winning formula – teamwork, culture, innovation.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Today, we do cluster-based ABM focused on a use case/customer problem or vertical, targeting “hundreds” of accounts. Fit, intent, engagement data, and rep intel is leveraged to select the right accounts. Our touchplans are tightly orchestrated. Every digital touch and call across all channels is planned out over 6-8 weeks. The focused targeting and highly structured, centralized approach helps us drive very strong account engagement and penetration rates. Pipeline builds more quickly too. I’m looking forward to implementing top of the funnel demand orchestration next - to automate and get more value out of our top of funnel/third party investments, and to keep our database clean and healthy.
Our job is to tell a cohesive story that engages the customer and moves with them through their non-linear journey.
What are the top three metrics your marketing team measures or is measured on?

In a high growth stage company like Tray, every lead really counts (especially paid leads) and so we focus on:

- Leads
- Lead-to-opportunity conversion rate
- Annual Recurring Revenue

What's your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

One of my must-haves is Siftrock - now owned by Drift. Chris, Adam and their team have built an essential tool for anyone doing email marketing. No more managing auto replies in an actual email inbox, or unsubscribing people manually. Real replies get routed to the best person to actually answer - no more black holes. Marketing Ops relied on Siftrock at Glassdoor - for reply routing rules, as well as for mining replies to create net new leads or adding missing info. Brilliant.

How do you approach marketing technology without becoming overwhelmed with choice?

I always look to build or use existing tools to solve problems. The more tools you have the less you leverage them and the more data silos you are likely to create. I am really passionate about Tray’s product because tech stack overwhelm has become such a challenge.

When I’m evaluating new tech to bring on, I look first at whether they meet all our requirements, can we expect good support and strategic guidance, what is the market sentiment, and lastly price (because price is always negotiable). I am especially impressed by vendors who manage the customer relationship through the funnel (PathFactory and Demandbase do this incredibly well). I also read G2 Crowd reviews, get at least one customer reference, talk to colleagues, Slack friends in the Marketo User Group workspace.

What's been the biggest challenge you and your team have faced on the road to revenue marketing? How did you approach it? What was the outcome?

Multi touch attribution continues to be one of the prominent holy grails in rev ops. Even if you spend the time and money to implement a tool like Bizible, FullCircle or BrightFunnel, none of them are perfect. I’m quite excited to slay the MTA dragon at Tray using our own product.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration implies that sales and marketing (and more) are well-aligned on every part of the funnel, every campaign, etc. It requires lots of cross-functional work. Data flows, processes, touch points, none of them can occur in a silo unbeknownst to the other departments. In addition, marketing isn’t effective if it’s developed and deployed channel by channel. Our job is to tell a cohesive story that engages the customer and moves with them through their non-linear journey.
The biggest challenge is change. Change in the way we go to market. Change in the way we interact with customers. Change in the way marketing functions in the organization.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Being a Revenue Marketing Game Changer means that your peers and thought leaders in the industry recognize that you want to change the Marketing narrative. I think anyone that is involved in Marketing is figuring out how to make marketing a revenue center and focus on marketing’s overall impact to the business. What revenue marketers do is leverage technology, actively work with sales and make data driven decisions to impact their business. The days of batch, blast and pray are over – revenue marketer continually want to challenge the status quo and find innovative ways to drive revenue and the bottom line.

The biggest challenge is change. Change in the way we go to market. Change in the way we interact with customers. Change in the way marketing functions in the organization. Change in the way we use technology. Just because you acquire a new technology, things don’t change and magically work the moment you implement. Ultimately, we built a story, about how we were going to change. We started by adding new technology and building our tech stack to begin telling our story about how we can now engage customers. We moved to a data-driven approach to how we marketed and engaged customers. As we became hungrier for data to make better decisions, we started expanding our tech stack. Along the way and as we added new tools, we had to make changes to our existing and core tech stack to be able to focus on revenue. We proposed small changes to our CRM and received buy in from all stakeholders involved. We changed how we looked at data and the questions we received from our stakeholders changed. We have seen dramatic growth in Marketing sourced opportunities and continuing to grow with Marketing influenced opportunities. Our work isn’t done and we are constantly evolving and changing with the focus being on driving revenue.

What are the top three metrics your marketing team measures or is measured on?

- Marketing Sourced Opportunities
- Engagement
- and Marketing Influenced Revenue.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

I have two: Intent Marketing Platform and ABM Platform. If I have to choose just one, ABM Platform.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

The days of batch, blast and pray are over – revenue marketer continually want to challenge the status quo and find innovative ways to drive revenue and the bottom line.
To be a real revenue marketer, you’ve got to know what is happening at every stage of the prospect journey so you know which levers to pull to make a real difference.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue marketers keep an eye on the bottom line, constantly re-evaluating what is actually boosting conversions and delivering bookings with the best cost-per-opportunity. I don't just mean looking at campaign tactics; I mean examining the entire process, from the tech stack all the way through to how sales is handling leads from an operational and content perspective. To be a real revenue marketer, you've got to know what is happening at every stage of the prospect journey so you know which levers to pull to make a real difference.

What are the top three metrics your marketing team measures or is measured on?

1. Responses (new and MQL)
2. Opportunities
3. and most importantly, campaign contribution to bookings

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Integrate, because it orchestrates the technology and vendors I choose to invest in.

How do you approach marketing technology without becoming overwhelmed with choice?

It might seem obvious, but I try to narrow down the options to solutions that will deliver the biggest opportunity for change with the smallest negative impact/disruption to our team. I always run a cost/benefit analysis and look for case studies/peer successes. I want tools that enhance our current solutions, that are easy to implement, and that can help automate manual or repetitive tasks.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you approach it? What was the outcome?

Bad and duplicate data is a real toughie for every revenue marketer. For years, we had duplicate or incomplete data flooding our CRM, and our SDRs were bogged down chasing their tails instead of hitting the best leads straight out of the gate. By implementing the right tech stack and orchestrating everything through Integrate, we were able to reduce the amount of time SDRs wasted on junk leads and improve our follow-up time for MQLs, resulting in higher bookings and a much better experience for our prospective customers.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration means that all the pieces of a demand gen tech/vendor stack should work together in concert to deliver the very best prospects at the right stage of the buyer journey. They should be playing the same tune instead of working against each other. This is especially important as we turn to tactics like ABM, with its enhanced suite of behavior and intent tools and nurture/direct mail mechanisms. Without orchestration, a company can easily identify and waste time following the wrong prospects, but with orchestration, the tools can all work together to surface the best accounts, and the most revenue for sales to close.
For me as a marketing ops professional, being a Revenue Marketing Game Changer is all about optimization. It’s less about the individual tools and technologies and more about the integration points and resulting data intelligence, and how they are powering outcomes. How is my tech stack going to help drive positive revenue outcomes?
What are the top three metrics your marketing team measures or is measured on?

Today they are:

- Marketing Qualified Names
- Marketing Influenced Pipeline
- Marketing Influenced Revenue

However looking into the future, I believe we will be layering in an account-centric view.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

I see 2 critical areas for us, one is tech and one is process.

We are investing heavily in layering the capabilities of Artificial Intelligence into different parts of our tech stack. The early areas include Data Enrichment, Predictive Analytics, communication bots (e-mail and website) and Content delivery. Where we can bring it in to effect positive outcomes we will.

The other area of focus is not tech but the process of Data Orchestration. How can we maximize the data intelligence surrounding our entire tech stack?

How do you approach marketing technology without becoming overwhelmed with choice?

Focus on your business objectives and always ask yourself the questions: “What are we trying to accomplish?” and “How will it drive positive revenue outcomes?”

Tools don’t run themselves – do not underestimate staffing needs.

Focus on your data – data is the great equalizer.

Ensure strategic thinking goes into the architecture / integration points – how do you gain greater value from the data and insights from the tools you already own?

Make mistakes and move on quickly.

Develop an Agile / Sprint mentality – deliver value in small sprints while having a clear vision of where the long-term project will take you.

Take the time to step back and assess.
What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

I see two major challenges that we struggle with.

1. Internal alignment between our key stakeholders of sales, channel, IT and marketing

We haven’t tackled it yet but we are creating a permanent cross-functional MarTech steering committee which we hope will help with on-going alignment.

2. How do we take advantage of what we already own? Figuring out how to wrangle and make sense of all of the data located across many different tools (i.e. data silos)

We are in the process of building a customer data platform which will become the home of all critical marketing data. It will become the central nervous system for all things Marketing.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

I see orchestration as an overarching concept of making sense of all the siloed data sets we own and then figuring out how to maximize the value of the data intelligence.

Our roles as MarTech professionals now look a lot like system integrators of the past. We are focused on stitching systems together to create a more uniform flow and maximize the outcomes.

Another way I think about Orchestration – it’s all of our Business rules that ultimately manifest themselves in the marketing automation systems.

“Orchestration allows a greater value in the intelligence that drives the automation.”

Paul Green
Director, Marketing Technologies
Extreme Networks
The target is always moving. Your target accounts today will not be that same as your target accounts tomorrow. Even the decision makers on your business committees may change. Revenue marketers revisit this work constantly to ensure that they continue to engage the right people.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Being selected as a Revenue Marketing Game Changer is quite the honor. Often times as marketers our efforts are not as widely recognized as others. More times than not marketing efforts are not given their full credit to their influence on the overall bottom line. Being recognized for my contributions is greatly appreciated.

Revenue marketers are those that develop strategic and operational alignment with sales to ensure corporate objectives are met. This alignment allows for a direct line of communication which is critical in executing successful and profitable marketing activities.

What are the top three metrics your marketing team measures or is measured on?

- Monthly delivery goal
- Conversion
- ROI

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

End-to-end analytics to attribute both direct and indirect marketing contributions.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration is the automation of multiple tasks systemically to execute larger workflows and processes. It allows for the streamlining and optimization of previously manual processes which results in more accurate and faster campaign execution. Orchestration not only creates standardization but can also lead to increased productivity and decreased costs.
Revenue marketers use their in-depth knowledge of their target audience to impact the business’ bottom line. They don’t care about vanity metrics - rather, they focus on the end goal of their initiatives.

What are the top three metrics your marketing team measures or is measured on?

• Cost-per-lead
• Lead quality
• Subscriber lifetime value

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Our must-have tech would be our web analytics (google analytics, mixpanel, etc.) that help us track not just how many people are coming to our sites, but who they are (subscriber vs. non-subscriber, job level, job function, etc.) and how they’re interacting with our content. From there, we can make more informed decisions on our acquisition channels and optimize our campaigns.

How do you approach marketing technology without becoming overwhelmed with choice?

A lot of marketing technology can seem fancy and impressive at first but ends up having minimal use cases in your actual marketing strategy. Before diving into any, we like to make sure that there are clear goals we can achieve because of the technology - and these goals have to warrant the time and money invested in getting it up and running.

Must-have pieces of tech

Track site visits, subscriber vs. non-subscriber, job level, job function, and how they interact with our content.
The marketing profession has changed dramatically over the last five years. I think marketers are now part analyst (or dare I say data scientist), part storyteller, and part trainer. I think Revenue Marketing Game Changers are folks that have learned to master all three elements.
What does it mean to be a Revenue Marketing Game Changer?

The marketing profession has changed dramatically over the last five years. I think marketers are now part analyst (or dare I say data scientist), part storyteller, and part trainer. I think Revenue Marketing Game Changers are folks that have learned to master all three elements. Think of it like a vehicle. The analysis shapes demand generation, which is the engine. The storytelling is the fuel for that engine, developing the right message for the right audience at the right time. And the training ensures that your sales and channel counterparts actually drive the vehicle. The result is revenue.

What do revenue marketers do that separates them from the rest of the industry?

I don’t think there is anything different or magical. I think it comes down to execution. How diligent is your analysis? How relevant are your stories? How thorough is your training? All three are legs of a stool. If they’re out of balance, it doesn’t work. I think revenue marketers understand this and blend the art and science better than most.

What are the top three metrics your marketing team measures or is measured on?

We measure everything! We have more metrics, dashboards, and reports that I can count. But, it does boil down to three that matter the most. These are what I share with my CEO and our Board of Directors:

1. **Sourced revenue.** Seems obvious, given the topic, but it’s still the most important metric. How much revenue is sourced from Marketing activities? We also look at specific customer subsegments, as we know which segments are the most profitable. Not all revenue is created equally.

2. **Influenced revenue.** We also use tools that help us track how much revenue is generated where the prospect engaged Marketing content/activities, but Marketing wasn’t the source. This is important for us to capture the full value of our programs, especially events and field activities where they help move the customer through the sales process.

3. **Net Promoter Score.** This last one is important to me as I believe it helps capture a lot of the softer elements of Marketing, but still does it in a quantifiable manner. We gather this in an annual brand survey. Yes, NPS is affected by all elements -- including quality of the product, quality of the support experience, quality of the sales experience, and more -- but it helps ground our efforts in customer satisfaction. It’s hard to generate sustainable revenue if you’re customers are unhappy.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

The most critical tool for me personally is multi-touch (or multi-channel) attribution tracking. We use BrightFunnel. This is critical for me to track both sourced and influenced revenue. We could probably do it manually, but I’d have a small team just dedicated to deriving those metrics. Once your attribution tool is properly wired (and it takes time and effort!), then simple dashboards become available and shareable.

How do you approach marketing technology without becoming overwhelmed with choice?

There are thousands of tools, and they all seemingly cost about $20K annually. We prioritize tool choices based on the problem we’re trying to solve and follow a simple three-step process.
First, can the data gathering or task be completed easily? If yes, then a tool isn’t needed. Second, can the data gathering or task be automated? If yes, then you know a tool at least makes sense. Finally, third, does that data gathering or task tie to your top five priorities? If it does not, then it doesn’t drive enough business value. If it does, then proceed.

3 Step Process To Prioritize Tool Choices
(FOR DATA GATHERING OR A TASK)

1. Can it be Completed Easily?
2. Can it be Automated?
3. Does it Drive Top 5 Priorities?

X A Tool is Not Needed ✓ A Tool IS Needed

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

We’re constantly finding challenges and, if we’re doing our jobs well, overcoming them. I don’t think that process ever ends. If I think of one particular example, it was about helping sales with the discovery process. It required tuning almost every aspect of what we were doing to help book quality meetings with quality prospects and then asking them the right questions to get them to the next stage in the sales process. It took a lot of persona development, account-based marketing, and sales enablement to get to a place where we’re pretty happy. We validated each step by talking to customers. It’s a pet peeve of mine when marketing content or activities are built in a vacuum without customer input.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

I’m not entirely sure we’re focused on orchestration. At least not yet. We’re still getting good at automation. For example, we had great automation when we’re doing broad-based marketing and nurturing. Now, like most companies, we’re doing account-based marketing. We had to start over with a bunch of manual processes, tune and validate them, and then automate those. But, to answer the question in the abstract, to me orchestration is about building business logic between various automation siloes. For example, you might have a completely automated nurture stream that encourages a prospect to start a trial. You might also have a completely automated trial process (in our case, for our software product). And you might have a completely automated multi-touch program to follow-up with those trials. But tying all of these processes together into one end-to-end view of the customer experience requires orchestration. Any time you get an end-to-end view you can look for inefficiencies and more finely tune your revenue engine. The outcomes could be more revenue or similar revenue at less cost.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Being a Revenue Game Changer to me means that every decision I make – whether it be a marketing technology purchase or a decision to invest effort and budget on driving engagement from a particular channel – should be done with the goal of driving pipeline and revenue in the best fit accounts for my business. It is driving quality engagement over quantity.

What are the top three metrics your marketing team measures or is measured on?

Our metrics are focused on OTAs (On Target Accounts)

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Engagio is the platform that powers our account-centric, go-to-market strategy, it turns the ABM lights on.

What’s the biggest challenge you’ve faced in switching to an account-only focus?

I am on my fourth ABM transformation and without a doubt the biggest challenge is aligning with sales on an account-centric approach. Marketing has to lead the shift in aligning reps and SDRs on engaging accounts with ICP, fit, intent and engagement. Notice how I used the word “engaging.” In an account-based model, marketing’s job shifts from gating every single piece of content and throwing a ton of budget at PPC to generate hundreds of highly unqualified leads, to engaging target personas at target accounts with tailored content experiences. Marketing then has to lean in training the sales team on messaging, tools, insights and processes.
Revenue marketers have mastered the ability to use data to tell stories, quantify results and improve outcomes. Just as important, they also know not to be restricted by it. Game Changers can use data as their guide, without letting it hinder their creativity or instinct.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Marketing has historically been considered a discipline mostly focused on creativity, innovation, storytelling, understanding the customer, coming up with the right messaging, and collateral. And that is all absolutely correct. In today’s dynamic, digital world where there are so many touchpoints and channels where customers and prospects can interact and engage, the job of a marketer has become all the more complicated. Add to it the well-known fact that there is typically no single buyer in the B2B buying process. And now, the cherry on the top. According to CEB, 57% of the purchase decision is complete before a customer even calls a supplier.

This clearly tells us that the buying process is no longer linear. Marketing needs to work very closely with sales at every step right from the beginning. The magic happens when marketers feel equally accountable along with sales for the revenue coming in to the organization.

A Revenue marketing game changer is a strong advocate of this approach and applies it to every aspect of her job right from planning, breaking strategy into tactics, designing, implementing and measuring it.

With so much data, a lot of technology, a business and marketing strategy, complex buyers’ journeys, multiple stakeholders and quantitative KPIs, a gamechanger finds a way to make it all work together.
A couple of things make a Revenue Marketing Game Changer unique:

- Sense of accountability towards how marketing is driving and contributing to won opportunities, how it is influencing the pipeline and more.
- A lifecycle approach to marketing
- Think differently. They question the status quo and are open to experimentation, trying new ways of doing things
- KPIs/Metrics driven

What are the top three metrics your marketing team measures or is measured on?

- MQLs
- Marketing generated pipeline
- New opportunities

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

An Analytics tool. Revenue in “Revenue Marketing” cannot be measured/attributed or even leveraged for actionable insights without this tool.

How do you approach marketing technology without becoming overwhelmed with choice?

It is important to remember that technology is not the end all be all solution. It is just an enabler.
What are the top three metrics your marketing team measures or is measured on?

We broadly report on two metrics: marketing sourced meetings, and marketing contributed revenue. We are measuring and consistently optimizing: deal close rate, deal size, meetings by market segment, return on ad spend/channel efficiency, and time-to-touch. When we debug issues is the only time that we will dive into supporting metrics such as landing page conversion rates or web traffic.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

I am a bit biased here, but I can’t think of a better answer – Outreach. This platform allows me to sleep at night knowing all the interactions my team are generating are thoroughly followed up on. My whole team has full visibility into emails, calls, and text messages that are leveraged as part of the lead follow-up process. Thanks to our stellar ops team and the use of our own platform, we are now down to a guaranteed 2-minute follow-up time for our highest priority leads.

How do you approach marketing technology without becoming overwhelmed with choice?

There is so much marketing technology out there these days – I think we’ll have to start publishing Lumascape books soon! I only evaluate technology that serves an existing pain, and I only experiment with a few at a time. Each test has predetermined criteria on the incremental revenue it has to generate to remain in our stack. We regularly audit all our technologies and frequently say goodbye to inefficient or underused technology. In cases when there are many options for a particular technology, I rely on analyst reports and the recommendations of trusted advisors in the space to narrow it down to a small shortlist.
What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

With the prevalence of ABM and larger B2B deals bringing longer sales cycles with them, the biggest challenge we face is quantifying the value of marketing influence on deals. We’ve nailed source attribution but this one is a bit trickier. Today, we leverage multi-touch attribution to obtain directionally accurate insights. In some cases, we manually review opportunity touchpoints to decide whether or not our marketing strategies are having a significant effect on these deals. What I always tell my team is, analytics and reporting aside, what’s the best thing for the company? Let’s keep doing that and we will figure out the measurement as we grow.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration to me means layering automation with the power of human intelligence. This is about automating workflows between and across teams. For example, what does your company do if an existing customer account submits a sales inquiry? Who does that interaction go to and do they know what to do? Orchestration solves this problem by layering the automation and data we have always had access to but involves people in the process as well. In the case I mentioned, flawless orchestration would smoothly handle the situation and ensure that the right person in the organization approached that customer with the right positioning. This ensures a very seamless experience with your brand, regardless of the other factors such as department, geography, or tenure.

"Orchestration to me means layering automation with the power of human intelligence."
To call oneself a Revenue Marketer is to make a statement and a promise – it states that marketing is a growth driver, and it declares itself to be a both measureable and accountable. It blends both the science of analytics, the certainty of tracking, with the art and alchemy of devising the optimal marketing mix. It's the preciseness of Sous Vide cooking along with the practiced flair of a NYC bartender. We are ingrained, intertwined and integrated with the business, yet take a different lens in looking at how we achieve the company’s goals.
What are the top three metrics your marketing team measures or is measured on?

- Volume metric (MQL)
- Quality metric (conversion of MQL to SQL)
- Pipeline sufficiency (as a function of how much pipeline coverage is required to create $1 of revenue)

This is a fairly gross cut, mind you, as there will be equally important metrics depending on type of business I support. For example, in penetrating a new buying center, I’d metric new contact acquisition for specific department/tiles. Or if I have a new offering, I’d index on getting x beachhead customers. But when it comes to my core demand creation function, the above three suffice.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

A decent espresso maker that can make a tasty double shot.

As unsexy as it is, marketing planning/allocation toolset such as Allocadia or Hive9 is critical in making ongoing investment/divest decisions – especially important if you handle multiple segments with different maturity; consciously setting expectations with stakeholders on puts/takes up front, then showing evidence and rationale for changes later saves a ton of time and gives credibility for getting fair share of marketing budget increases.

How do you approach marketing technology without becoming overwhelmed with choice?

Same as looking at anything else. Start with a crisp articulation of problem statement; I spend a ton of time up front in defining what I want to solve, then look at pieces that can solve it. There are over 5000 legitimate vendors in 54 different marketing stacks (chiefmartec.com 2018 Martech 5000) I can choose from. The ones that fit my particular usecase (scale, cost, function, next-step use) will likely fit on one hand. Also helps to have a network of folks who are in the same position as I am to ask opinion and feedback in creating my short list. In a nutshell, just like going grocery shopping – don’t shop hungry; shop with a purpose and ask a friend if any doubts.

What's been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

Hands down, change management. The tech and the processes are totally logical, but educating stakeholders, as well as
(ironically) fellow marketing folks, is the largest hurdle to overcome. If you’re lucky enough to enter an established org with a healthy relationship between business and marketing, good on you – I’ve yet to encounter such a unicorn. Educating stakeholders and budget holders on what $1 invest in marketing nets, as well as what the logical construct of why that is so is super important – this expectation-setting sets the stage for future conversations and building trust + credibility. Within marketing, shifting each marketer’s “how I feel good about my job” from efficiently doing what sales asks, to being on equal footing and designing a go-to-market together is a tough bridge. Not all will make it, but for those that do, the journey is well worth it from a job satisfaction and career growth perspective.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Ha. Trick question. Automation is about doing rote things quickly...efficiency is the defining characteristic. This has pitfalls – e.g. if my original logic is flawed or my implementation is sloppy, automation will simply allow me to make mistakes much faster and much greater than I could ever dream of manually... Orchestration is about graduating from unhealthy addiction to a single tactic and looking at the holistic impact of a recipe of tactics to arrive at an end goal...effectivity is the defining characteristic here.

Example - just because it scales readily, demand creation is not all about digital media. It’s a matter of coordinating timing, messages and offers between digital media, webcasts, email, human outbound calls in marketing with the sales touch and executions. Orchestration isn’t easy as it involves spanning not beyond the single tactics, but also across multiple departments...but well worth the multiplier in effectivity. This doesn’t mean automation isn’t important, it just means that automation should be considered a method to make parts of orchestration more efficient.
Revenue Marketers are focused on just that... Revenue. They don’t just think about Demand Generation, but what can they do to help Sales close more business and how they can scale that to increase the efficiency of the entire Sales and Marketing org.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue Marketers are focused on just that... Revenue. They think “what sort of program can I run that will help get us closer to revenue?” What additional efforts can I put into a particular initiative or strategy that will ensure sales can convert more of what I do into opportunities? But they also don't just think about Demand Generation, but what can they do to help Sales close more business. And how they can scale that to increase the efficiency of the entire Sales and Marketing orgs by increasing things like Funnel Velocity and Average Deal Size.

What are the top three metrics your marketing team measures or is measured on?

- Pipeline opportunities generated
- Percentage of Pipeline touched per quarter/$$ value of Pipeline touched per quarter
- Influence on Closed/Won business

What's your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Demandbase Account Selection – it helps us prioritize our accounts through intent monitoring for our programs, creating relevant segments for use in our programs.

How do you approach marketing technology without becoming overwhelmed with choice?

Start with your strategy. What are you trying to achieve? Where are the gaps in your ability to scale to meet the needs of your organization? Once you have those answers, then seek out the technologies that can help you fill in the gaps. But never, ever, buy technology in advance of a strategy. It will largely sit on the “shelf”, go underutilized, and you’ll be unable to prove the ROI on that purchase.

What's been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

Getting everyone within marketing to make decisions about their programs on their ability to help affect closed revenue is a major shift for most marketers. Marketing has always been so far removed from Revenue, which was largely the sole responsibility of Sales. But when marketers evaluate all of their programs on their ability to move an account closer to closed/won revenue, very different decisions will made – ones that drastically increase the effectiveness and efficiency of both Sales and Marketing.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration is about ensuring consistent experiences, across all channels, for your prospects and customers. Whether digital or in person, led by marketing or sales, the message should be consistent wherever the account engages. Having a connected data source is really helpful in coordinating such a strategy, and can actually help automate this level of orchestration.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Pitney Bowes, almost 100 years old, is experiencing a digital transformation in all aspects of our business. This type of recognition puts Pitney Bowes in a league with other technology companies and shows we are leading the way with best in class marketing.

The award recognizes the importance of thinking outside of the box and being a creative problem solver. Revenue marketers have a unique sense of understanding data, predictable behavior, and seeing trends and patterns in those areas. Thinking about saving time and money – and when you find a way to save either – is exhilarating and fun. It’s my favorite part of my job.

What are the top three metrics your marketing team measures or is measured on?

Our team is measured on these three areas:

- **Execution of Marketing campaigns.** The majority of our day to day work is implementing multichannel campaigns in the B2B space, though to be fair, the majority of this work is prospect or customer communication email. We A/B test, segment lists and use different technologies to enhance our emails and deliverability, like Moveable Ink and Return Path. We measure basic email KPIs, like open and click rates, but also day/time of send and a few other content related metrics.

- **Introducing new technologies.** We have the opportunity to integrate pieces of marketing technology into our existing tools and processes. We also develop new processes to support those new elements.

- **Training.** We train ourselves, we train each other and many other people in Marketing and other areas of the business. As the technology changes, we learn how to leverage it to our advantage. I’m very proud of my team, as they are very flexible, learn fast and adapt quickly to changes.
What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

Technology can be really amazing and change processes for the better, or it can sit there, lonely and unadopted. One of our biggest challenges, once the new tool is introduced and people have received training, is getting it to be used regularly. We have a change management process that works well but adoption remains an outlying issue.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

One of the best things about automation is the ability to schedule the orchestration! Ensuring that the right message lands at the right time is critical to success. I am concerned that sometimes automation has no “heart and soul” because it can feel robotic. An essential part of orchestration is testing content and reacting to the response.

For example, we launched a campaign for a new product that required a trial login. Once prospects got into the tool, some immediately unsubscribed. The product was not what they were looking for or expected based on our description. Our smart product marketers immediately made changes to the landing page content to better reflect in greater detail what the tool would provide.

Karin Holmgren
Sr. Marketing Operations Manager
Pitney Bowes
If you’ve been able to optimize the throughput of every aspect of marketing that contributes to building revenue, then you are a Revenue Marketer. When you orchestrate and fine tune your effort within context of your internal/external business climate, you become a “Game Changer.”
What do revenue marketers do that separates them from the rest of the industry?

Generally, domain leaders (digital demand gen, channel, field events, brand) focus on maximizing the volume and velocity of their individual efforts. However, revenue marketers will optimize the entire machine and tune every contribution to maximize revenue creation.

What are the top three metrics your marketing team measures or is measured on?

- Marketing sourced and influenced Pipeline
- Volume and velocity of qualified Leads in funnel
- Conversion ratios between the lead stages in funnel.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

SQL database connected to CRM and MAP

How do you approach marketing technology without becoming overwhelmed with choice?

Refrain from acquiring technologies to merely add a capability. Consider how and where it fits in your stack and whether it maximizes the benefit to the interconnected systems. The layers within the tech stack should each map to business needs.
We are in the ideal position, through the availability of data, to bring insights that drive decisions on where to invest and how to improve bottom line results.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue plays a greater part in being an effective marketer today because the majority of the buyer journey and customer experience is in the hands of marketing or influenced by marketing. Understanding how important a role we as marketers play in driving revenue is critical to changing a marketer’s mindset. We are in the ideal position, through the availability of data, to bring insights that drive decisions on where to invest and how to improve bottom line results.

The biggest barrier to being a revenue marketer is taking that step from marketing to drive leads and transforming into marketing to drive revenue, but that is what separates a revenue marketer.

What are the top three metrics your marketing team measures or is measured on?

The top 3 we measure are:

- Leads
- Conversion rates
- Marketing originated pipeline/revenue.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Attribution technology (we use Bizible) to tie marketing activities to revenue contribution.

How do you approach marketing technology without becoming overwhelmed with choice?

We investigate new technology based on what we hear from peers who are trying to solve similar problems and what objectives we are trying to achieve. That initial filter brings down the list of potential marketing technology options and vendors significantly so that we can focus on the ones that will have the biggest impact on our objectives.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

The biggest challenge has been changing the mindset of marketing from sitting in the passenger seat in the path to business success and taking the driver seat ourselves. We tackled this challenge by digging into the data from our marketing and CRM systems to share previously unknown insights such as where the funnel is producing more or less revenue, what is the correlation between specific marketing activities and revenue, and how we can drive a lift in revenue through a change in marketing investments. These are all examples of taking the conversation from purely lead generation and tying it back to marketing’s influence on revenue. As we started sharing these insights with our sales counterparts and leadership team, marketing’s credibility increased and our influence on driving decisions in important parts of the business grew as well.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

The potential number of touchpoints that a prospect engages with can be significant when you consider the channels (email, paid search, paid social, organic, syndication) and the technologies involved. I consider orchestration as having visibility into those touchpoints and managing the interactions so that they happen when you expect, at the right cadence, with relevant messaging and call to action.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

I see this as an opportunity and a bigger responsibility to contribute even more to the market. Revenue marketers think through solutions by keeping the customer and the revenue at the center. This contradicts the traditional marketing operations approach but fits nicely with the overall marketing leadership mindset.

As revenue marketers, we have to focus on the core vision and mission of or the organization and build operations objectives that fits the demand and growth metrics.

What are the top three metrics your marketing team measures or is measured on?

Customer acquisition metrics:
- Sales volume (net and gross)
- Average revenue per unit (ARPU)
- Sales by brand
- Conversion

Customer retention metrics:
- Churn
- Abandonment

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Marketing attribution platform and Budget management platform

How do you approach marketing technology without becoming overwhelmed with choice?

The best approach I recommend is to be brand agnostic. Today, due to heavy market consolidation, the end users are pitched the whole package instead of selective technologies they need to operate their business efficiently. Users end up collecting several “BaggageTech”
instead of the important essentials because of the vendor relationship. Users have to be smart and develop a Gartner like quadrant for evaluating the technologies within their organization. Here is the quadrant I use to evaluate and score MarTech in my org:

![MarTech Evaluation Chart](chart)

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Marketers are becoming better at using the left and the right brain. For years, we only used one side of the brain depending on the role we were put into. This is changing for good and allowing us to orchestrate marketing projects with a logical and creative approach. It’s a refreshing change and gives marketers the ultimate edge over other professions. It is an exciting time to be a marketer.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

Understanding the flow and usage of data and synchronizing data sets have been the biggest challenges for my present organization. We are tackling it using selective marketing technologies and developing new processes for better data management.

---

**Sameer Khan**  
Director of Marketing Analytics Ops  
Direct Energy
Getting revenue-focused is tough work. The B2B Game Changers are open to sharing their revenue creation strategies, tools and processes with fellow marketers. This is how we advance the industry at large.
"Being a Revenue Marketing Game Changer is to live a marketer’s dream – creating new business relationships, transforming digital connections through conversation, and ultimately driving revenue by forging deeper client bonds."
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Empowerment and emotional intelligence are at the core of a game changer’s leadership style.

Game changers are pragmatists not perfectionists, with keen awareness of their strengths and weaknesses. Self-motivation and willing embrace of change equip them to nimbly pursue new opportunities, while at the same time staying on task and capably steering initiatives toward their projected outcomes.

Empathetic by nature, game changers can quickly zero in on what drives people and then leverage that insight to motivate and excite them. Game changers learn from the past but don’t dwell there, focusing instead on today’s positives and how to leverage them for the future.

Finally, game changers are ardent believers in balancing work and play to manage stress and continually refresh their enthusiasm and creativity. They set boundaries adroitly, both for their own benefit and that of the people around them.

What are the top three metrics your marketing team measures or is measured on?

The Cognizant financial services marketing team has three key performance indicators (KPIs): campaign revenue (70%); client relationships (10%); and, fulfillment of management by objectives (MBO) responsibilities (20%), specifically leadership of integrated marketing automation transformation within the financial services business unit.

What's your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

In my view, the secret to gaining competitive advantage with marketing technology lies in effective implementation rather than the procurement of a specific solution. How well tech is deployed determines how it shapes marketing practices, frames marketing strategies and sets the tone for how clients experience the company’s brand. Two companies with the exact same martech stack will almost certainly achieve different results with it. Implementation is the competitive secret sauce. Organizational structure, culture, go-to-market strategy and processes all affect how well a marketing technology is used.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

Orchestration assembles the channel, data, technology, and team structure needed to deliver personalized messages to the right client or prospect in the right moment. Think of it as an orchestral concert: best-in-class performers collaborate to delight and fulfill the needs of the buyer audience. Working in harmony, they achieve the marketing objectives of improved sales and strategic business growth, to the benefit of the sales and marketing organization, the broader enterprise, and, most importantly, clients.
Revenue Marketers are marked by a combination of curiosity, accountability, creativity, collaboration, and analytics. They realize that they do not just drive frothy leads, they drive predictable, reliable, forecastable, non-churny revenue. They know they must engage not just today’s prospects but today’s customers and tomorrow’s prospects.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue Marketers are marked by a combination of curiosity, accountability, creativity, collaboration, and analytics. They realize that they do not just drive frothy leads, they drive predictable, reliable, forecastable, non-churny revenue. They drive not just new revenue, but the customer experience and add-on revenue, over time. They are accountable to Sales and the CFO and the CEO, not just their own KPIs. They own an ever-faster spinning pinwheel of tech stack pieces and processes to keep the growth curve accelerating, not just this month’s or this quarter’s numbers. They own collaboration across departments to drive organization-wide KPIs, not just intra-Marketing collaboration to hit lead numbers. They know they must engage not just today’s prospects but today’s customers and tomorrow’s prospects. They know that being a Revenue Marketer is not just the most fun job in the organization, but the most impactful.

What are the top three metrics your marketing team measures or is measured on?

- Revenue
- Churn
- All metrics at all Funnel stages

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

A data intelligence source like Radius or a Data Quality tool like RingLead - with the other three tools and one of these, the foundation is complete and ready for growth.

How do you approach marketing technology without becoming overwhelmed with choice?

I look at the company’s business plan, and work backwards. The business plan can be broken down into Sales and revenue goals, and then that can be broken down into Marketing goals, which breaks down into prospect segment and persona, channel, nurture, and conversion goals - and budgets for those, as well as tech stack pieces and personnel to manage them. At this point, I look at what gaps I have that tech can fill and be leveraged to carry some of the load. If no tech tool or sales/marketing ops exist to fill that need, it means CRM, MAP, CMS, Data Management and data platforms have to be sourced and built out/integrated, crafting this as the foundation.

Then I’m set to add:

- top-of-funnel lead channels to “feed the machine” and related stack pieces
- data capture and cleansing to ensure sound measures and analytics
- sales and marketing enablement tools to drive revenue yield

Jim D’Arcangelo
Marketing Executive
Industry Consultant

“Impatience, lack of broader perspective, and trust that there is another way can stop revenue marketers in their tracks.”
It all starts at the company’s business plans - and it all ends with yield optimization. In between is never the same by company or market.

What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

The biggest challenge is always executives or executive teams that are versed and familiar with top-of-funnel channels and approaches - sans lead quality, impact of bad leads on cost of sales and trust from sales, customer service issues, etc. - and know only that way, and do not understand the much more encompassing charter and process revenue marketers possess, and that the people, process, technology approach takes some time to metamorphose an entire organization. Impatience, lack of broader perspective, and trust that there is another way can stop revenue marketers in their tracks. “Dried cement” as a metaphor for seeing Marketing only through outdated lenses. Fortunately, Boards are seeing enough revenue marketing traction in organizations to understand the journey and the broad upside. And, over the years, I have built enough of a track record of results that I have many examples to point to which show there is a grand happy ending if one can wait to the end of the story and not just try to jump ahead.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

The shift from automation to orchestration is spot on. Ten years ago, it was about automating all of the many disparate, untrackable and non-quantifiable aspects of marketing. It was the time of revenue marketing pioneerism. Those are now table stakes.

Successful revenue marketers now orchestrate their own:

- teams, processes & tech stack technologies
- revenue and conversion analytics
- relationships with Sales, Finance, Customer Service, and IT teams to meet needs - and report and drive key metrics

A successful revenue marketer is orchestrating on dozens of planes to hit and exceed revenue, churn, lead, customer satisfaction, and financial KPIs.
Revenue marketers are pushing the envelope and really looking beyond even pipeline, to understand the big picture on how marketing can be a key force across the GTM engine.
What does it mean to be a Revenue Marketing Game Changer? What do revenue marketers do that separates them from the rest of the industry?

Revenue marketers are thinking about the next level of marketing and are not satisfied with where we are today. We’re finally reaching a point where demand marketing is a reality, the focus is moving beyond impressions and leads to pipeline impact. Marketing is beginning to see itself as a key part of attributable business performance. Revenue marketers are pushing the envelope here and really looking beyond even pipeline, to understand the big picture on how marketing can be a key force across the GTM engine - and significantly impact revenue delivery with a more efficient demand engine and a system that goes beyond pipeline and into sales and customer lifecycle management.

What are the top three metrics your marketing team measures or is measured on?

At Box, we like to look across several tiers of metrics. At the top, the core performance metrics we commit to are:

- pipeline dollars generated in quarter,
- marketing share of pipeline contribution,
- and of course, ROI.

Within marketing itself, we're going several clicks deeper, looking at the mix of pipeline types we're impacting, the quality of the pipeline we're generating over quarters and the trends we see within our pipeline across messages, channels and content mix. We also look at ROI across several dimensions to understand where we're getting the best value, where we're lagging and how we should best divide up our resources to deliver the total impact we need in marketing (awareness, demand and revenue support). We're also beginning to look more closely at our revenue marketing impact - trying to understand how our efforts are helping to make our sales teams more effective with things like per rep pipeline efficiency, SDR SQL rates, pipeline velocity and win rates.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

Tough question! There are several key pieces of tech that we define as critical to the business beyond the core. We've spent a good bit of time getting the right tech fabric in place to enable our marketing to meet its needs for today and for the vision of where we want to go. If I must, these are our top 2 pieces of tech that really help us up our game with a modern marketing strategy:

- Intelligent Targeting & Activation - 6sense helps us to really begin to be intelligent in our marketing, ensuring our programs are aimed at the right people at the right time with the right message and helping us to bring our programs to life in a targeted fashion
- Lead Processing - The Integrate
platform has helped Box realize key efficiencies when it comes to managing all of our inbound leads, getting them into our system quickly and ensuring we have the right level of initial quality that enables us to effectively route leads for follow up and nurture with confidence.

**How do you approach marketing technology without becoming overwhelmed with choice?**

We really focused on our strategic needs today and where we want to be in the next 3 years. We needed to identify the true gaps where we could provide real, long-lasting value to the business. To help deal with the noise and shiny-object syndrome, we have a strategic evaluation framework led by our core marketing strategy and operations teams that review all tech requests and we restrict budget to only those tools approved by this group. This ensured we place our bets on tech that really fits our long-term needs, ensures we maintain focus on getting our existing tech and new tech fully integrated and implemented to realize the value, instead of being distracted by the next best thing.

**What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?**

The biggest challenge is change management across GTM. Revenue marketing is a real paradigm shift that requires all GTM stakeholders to be on board for a long-term evolution plan. It feels more like a journey than a destination. We work closely to align our goals and plans with sales and to try to clearly define the role marketing plays today and the areas we want to develop partnerships with our peer organizations. The initiatives take on a life of their own, but we have all parts of the business aligned and moving in lockstep to ensure success and we just pilot and iterate like crazy until it becomes part of the norm for both orgs.

**For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?**

We think orchestration is really the idea of helping ensure each piece is operating at its best, and that they are evolving towards the next iteration of that function with the right systems, processes and strategy. Getting it right allows an org to not only be more efficient as a demand engine, but also helps ensure everything moves in the right direction - allowing for marketing to continually re-invent itself and innovate to begin to develop a revenue marketing focus without seriously disrupting the critical demand gen functions.
The best marketers are those that are able to start with the end in mind and work back from there to develop the marketing plan and various strategies.
What do revenue marketers do that separates them from the rest of the industry?

I call it the ‘Quentin Tarantino’ effect, meaning that the best marketers are those that are able to start with the end in mind and work back from there to develop the marketing plan and various strategies.

They need to understand the whole funnel and the customer’s journey through it, putting themselves in the seat of the customer, thinking through how their target accounts and decision makers receive, research and consume information, how they evaluate and make purchasing decisions.

They can’t do all of this alone and to operate at scale, they need the support of a great team; of people, processes, technology and data. In this day and age, the revenue marketer must be technology savvy but that doesn’t mean technology first and technology at all cost.

What are the top three metrics your marketing team measures or is measured on?

The most important thing is alignment with business goals and interlock with our colleagues in sales. For me the top three metrics – forget vanity metrics like open rates, click throughs, impressions – its’ all about marketing sourced contribution to sales pipeline and marketing sourced contribution to closed won business, then it comes down to measuring the lifetime value of a client. These are the most important metrics.

What’s your one must-have piece of tech, after the essentials of CRM, MAP & CMS?

My wife and family would say my smartphone, as it never leaves my side and is certainly a trusted advisor, at times, ‘Hey Siri’! But for me it would be a business intelligence tool, the likes of a Domo. Something that empowers me to track and visualize the impact the team are having, the rate of return on the investments we are making.

This would be closely followed by a customer data platform, the likes of a Synthio; today we rely so heavily on contact data to drive efficiency and scale through the CRM, MAP and CMS that we waste effort and miss opportunities if we don’t have a solid contact data set as our foundational layer.

How do you approach marketing technology without becoming overwhelmed with choice?

It’s always key to build out a roadmap for what good looks like, show current state, future state, the path, timeline and budget required to move up the maturity curve.

With over 6,000 players in the Marketing Technology space it’s easy for anyone to become overwhelmed; it’s also easy for people to chase the new shiny toy. For me it’s about understanding what the minimum viable product (MVP) or platform is that will empower marketing to contribute and align with the business goals.

Let us not forget that technology is just the enabler, not the be all to end all.

It all starts with the Marketing Automation Platform (MAP), that really is the heart of the marketing function, everything flows in and out of it. Therefore, as the stack builds out from that central core, you have to ask how the technology you are about to deploy integrates with the MAP, if it doesn’t take a long hard look at the value it will bring.

For me that MVP has always been; MAP, CRM, CMS, Video Platform, Social Management (Advocacy / Monitoring), Contact Data Cleansing / Acquisition, Business Intelligence.

Once you have the MVP built-out, deployed and are able to demonstrate the value, trust is established with the leadership team and requests for additional budget to extend the stack are far more likely to be approved. Start small, deliver value.
What’s been the biggest challenge you and your team have faced on the road to revenue marketing? How did you tackle it? What was the outcome?

I can’t stress enough that what we went through and are still going through is a transformation; we have had to shift the whole organization to a new way of thinking and that all takes time. It isn’t a simple project and it wasn’t something that could be executed overnight.

In my experience these are multiple phase projects that are spread out over multiple years. We are really just coming to the end of phase 1, what I would describe as the organize phase. It’s where all of the preparation work is done. Key to this phase was the early formation of the marketing operations leadership team, ensuring we had strong associates in key positions and empowering them to be change agents.

This stage was really about clarifying where we wanted to travel to and plotting the route to get us there. Once we had that laid out we were able to move associates into new roles that aligned with where we needed to take marketing, we were able to inspire them sharing our strategy and more importantly explain what it meant to them and to the company.

This strategy became our initial hypothesis.

Sometimes a hypothesis requires tweaks and adjustments, as we started to standardize our operations and the reality of what we were doing dawned on the leadership team and indeed the marketing team themselves, we found processes needed to be adjusted.

The biggest challenges we faced were; time, transparency, team spirit and knowledge.

As with any project, those who start aren’t guaranteed to be the ones who end up finishing it. A number will say ‘thank you, but this isn’t for me,’ some won’t necessarily have the skills required and might not be able to obtain them. We certainly experienced some of that.

But… those we were left with became inspired and have driven us forward.

Time was a reoccurring theme and runs through everything, from the accuracy of people’s work, to transparency and planning. One team member described our marketing model as ‘just in time’ marketing.

It all starts with good planning.

On that front, we started by segmenting our market and began shifting away from service line /

For me, the minimum viable product (MVP) has always been:

1. MAP
2. CRM
3. CMS
4. Video Platform
5. Social Management (Advocacy / Monitoring)
6. Contact Data Cleansing / Acquisition
7. Business Intelligence
product-based marketing to a best practice model, based on vertical markets and buyer personas.

Marketing and sales worked together to take 50 plus, distinct service lines and move them into solution bundles that are aligned with the verticals and personas we defined. We then created a single messaging platform that addresses a common set of business issues across all campaigns.

Marketing leveraged the marketing technology stack to implement a new campaign to support the execution of a new campaign strategy and campaign framework. For the first time we were able to track and demonstrate the impact that marketing was having on the business. Things became fact-based rather than opinion-based. This helped improve transparency.

On the transparency front, as part of an enterprise-wide initiative, we implemented daily departmental huddles and stand-ups as a means to break down silos along with weekly sales and marketing ‘super huddles’, bringing the whole team together to review key metrics, new initiatives, projects and opportunities that are stuck and need assistance.

The way in which we measure success of marketing is based upon two simple metrics, the campaigns that we create need to drive marketing sourced leads that contribute 60% of the sales pipeline and result in a 15% contribution to closed won business.

Through the campaign framework that we have implemented and the governance and reporting model we have built around it, we were confident enough in our abilities to deliver against these benchmarks that these metrics now form part of all marketing associates’ compensation plans.

For years “automation” has been a key theme among B2B marketers. Now, “orchestration” is coming up as an important focus. What does orchestration mean to you and how can/should marketers use this concept to improve outcomes?

I’d say it’s about building and executing an integrated campaign strategy, tying together all of the disparate engagements and interactions that a buying center, account, contact has with your sales and marketing assets; people, digital, physical.

Bring this wealth of insight together so that we can determine when an organization is in a buying cycle, where they are in the cycle, engaging with them at the right time, with the right message, through the right channel.

It is an art and a science. It is also a constant review and refinement.

It’s about executing tactics and strategies that improve lead quality that enhances the volume, value and velocity of leads as they pass through the funnel.

One piece of advice to a marketer, at a very basic and simple level, take the closed won deals that Marketing sourced over the last 3, 6, 9, 12 months. Look at the people you touched through your marketing activities that were involved in these deals, directly or indirectly, look at the tactics that were used. Compare it across the sample dataset, across the industry types, the persona types, the geographies and check for any correlations.

Model any correlations and test building a new campaign flow based on that insight.

Orchestration is an art and a science. It is also a constant review and refinement.
## Metrics That Matter

### Chapter 9

### Expense by Month

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Personnel</td>
<td>1</td>
<td>12,014</td>
<td>11,993</td>
<td>11,041</td>
<td>11,943</td>
<td>15,056</td>
<td>14,135</td>
<td>16,850</td>
<td>16,580</td>
<td>16,391</td>
<td>16,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Personnel</td>
<td>2</td>
<td>13,545</td>
<td>13,414</td>
<td>13,041</td>
<td>13,054</td>
<td>13,056</td>
<td>14,135</td>
<td>16,850</td>
<td>16,580</td>
<td>16,391</td>
<td>16,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Personnel</td>
<td>3</td>
<td>23,041</td>
<td>23,014</td>
<td>23,041</td>
<td>23,054</td>
<td>23,056</td>
<td>24,135</td>
<td>26,850</td>
<td>26,580</td>
<td>26,391</td>
<td>26,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Personnel</td>
<td>4</td>
<td>5,000</td>
<td>5,014</td>
<td>5,041</td>
<td>5,054</td>
<td>5,056</td>
<td>5,135</td>
<td>5,850</td>
<td>5,580</td>
<td>5,391</td>
<td>5,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Personnel Total</td>
<td></td>
<td>30,041</td>
<td>30,014</td>
<td>30,041</td>
<td>30,054</td>
<td>30,056</td>
<td>31,135</td>
<td>33,850</td>
<td>33,580</td>
<td>33,391</td>
<td>33,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Marketing</td>
<td>1</td>
<td>2,000</td>
<td>2,014</td>
<td>2,041</td>
<td>2,054</td>
<td>2,056</td>
<td>2,135</td>
<td>2,850</td>
<td>2,580</td>
<td>2,391</td>
<td>2,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Marketing</td>
<td>2</td>
<td>4,200</td>
<td>4,214</td>
<td>4,241</td>
<td>4,254</td>
<td>4,256</td>
<td>4,335</td>
<td>5,050</td>
<td>5,780</td>
<td>5,591</td>
<td>5,390</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Marketing Total</td>
<td></td>
<td>6,200</td>
<td>6,214</td>
<td>6,241</td>
<td>6,254</td>
<td>6,256</td>
<td>6,335</td>
<td>7,050</td>
<td>7,780</td>
<td>7,591</td>
<td>7,390</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Independent Research</td>
<td>1</td>
<td>3,000</td>
<td>3,014</td>
<td>3,041</td>
<td>3,054</td>
<td>3,056</td>
<td>3,135</td>
<td>3,850</td>
<td>3,580</td>
<td>3,391</td>
<td>3,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Independent Research</td>
<td>2</td>
<td>4,000</td>
<td>4,014</td>
<td>4,041</td>
<td>4,054</td>
<td>4,056</td>
<td>4,135</td>
<td>4,850</td>
<td>4,580</td>
<td>4,391</td>
<td>4,190</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Independent Research</td>
<td>3</td>
<td>5,000</td>
<td>5,014</td>
<td>5,041</td>
<td>5,054</td>
<td>5,056</td>
<td>5,135</td>
<td>5,850</td>
<td>5,580</td>
<td>5,391</td>
<td>5,190</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Categories

- Transportation
- Food
- Supplies and Materials
- Personal Care
- Travel and Accommodation

### Pie Chart

- Transportation: 30%
- Food: 25%
- Supplies and Materials: 20%
- Personal Care: 15%
- Travel and Accommodation: 10%

---
As the bar gets higher, marketers must rethink the way we approach measurement. The era of vanity metrics like website visitors, social followers and email open rates no longer hold the value they once did. Debbie Qaqish, the original revenue marketer and author of The Rise of the Revenue Marketer, said it best:

“As you begin your revenue marketing journey, you will need to embrace the idea that financial and ROI metrics are now becoming your de facto measures of success. The days of being happy with reporting a lot of activity-based metrics are over. While you will continue to track and improved activity-based measures such as open and click-through rates, your key measures of success are now in revenue and financial terms.”

This shift is evident across the B2B marketing landscape. Even teams that are not directly responsible for revenue are shifting their focus to mid- and lower-funnel efforts, and account-based metrics are quickly catching up. According to the 2018 Demand Generation Benchmark Survey Report, 74% of marketers are primarily measured either on pipeline influenced, SALs/MQLs sourced or accounts engaged. Only 14% percent are assessed on leads/inquiries. And just 2% of the B2B marketers surveyed say they’re still measured on the activity metric that marketing once held so dear – website traffic.

Most of the Game Changers are, of course, measuring some flavor of pipeline and revenue contributions in their top three metrics – though it ranges from pipeline/revenue sourced, to pipeline/revenue influenced, to closed-won revenue from target accounts.

**METRICS THAT MATTER**

**AS YOU BEGIN YOUR REVENUE MARKETING JOURNEY, YOU WILL NEED TO EMBRACE THE IDEA THAT FINANCIAL AND ROI METRICS ARE NOW BECOMING YOUR DE FACTO MEASURES OF SUCCESS. THE DAYS OF BEING HAPPY WITH REPORTING A LOT OF ACTIVITY-BASED METRICS ARE OVER. WHILE YOU WILL CONTINUE TO TRACK AND IMPROVED ACTIVITY-BASED MEASURES SUCH AS OPEN AND CLICK-THROUGH RATES, YOUR KEY MEASURES OF SUCCESS ARE NOW IN REVENUE AND FINANCIAL TERMS.”

---

**WHAT IS THE PRIMARY METRIC YOU ARE MEASURED ON?**

- 33% MQLs / SALs
- 30% Pipeline Influenced
- 14% Total Leads/Inquiries
- 11% Accounts Engaged
- 10% Other
- 2% Web Traffic

2018 Demand Generation Benchmark Survey Report

---

Powered by INTEGRATE

integrate.com/2018-b2b-game-changers
THE PATH IS PERSONAL

Although revenue is the end destination, it obviously can’t be the only thing you measure. Equally important are the metrics your team looks at beneath the surface. Those are the levers you can pull to affect the end result.

Heather Berggren at Box has a great approach to digging deeper, extracting key insights from several layers under revenue.

“Within marketing itself, we’re going several clicks deeper, looking at the mix of pipeline types we’re impacting, the quality of the pipeline we’re generating over quarters and the trends we see within our pipeline across messages, channels and content mix. We also look at ROI across several dimensions to understand where we’re getting the best value, where we’re lagging and how we should best divide up our resources to deliver the total impact we need in marketing (awareness, demand and revenue support). We’re beginning to look more closely at our revenue marketing impact - trying to understand how our efforts are helping to make our sales teams more effective with things like per rep pipeline efficiency, SDR SQL rates, pipeline velocity and win rates.”

There is no ‘one size fits all answer.’ The exact metrics you need to measure are dependent on your organization’s strategy, goals, market segments, etc.

For instance, if you’re working to break into a new market segment or introducing a new product, top-funnel lead volume and early stage conversion metrics might be particularly important to your efforts. Whereas if your team is tasked with customer marketing, you’ll certainly be looking at factors like renewal rate and churn. And if you own customer experience, you might take the lead from NGINX, who uses Net Promoter Score as one of their top 3 metrics. Rob Whitely says:

“Net Promoter Score... is important to me as I believe it helps capture a lot of the softer elements of Marketing, but still does it in a quantifiable manner. We gather this in an annual brand survey. Yes, NPS is affected by all elements -- including quality of the product, quality of the support experience, quality of the sales experience, and more -- but it helps ground our efforts in customer satisfaction. It’s hard to generate sustainable revenue if you’re customers are unhappy.”

If you need to develop account-focused metrics and goals for your organization, this Account-Based Marketing Workbook can help.

> GRAB YOUR COPY HERE
THE JOURNEY’S JUST BEGUN

If measuring revenue contributions still feels like a distant state to you, you’re not the only one. Remember that the Game Changers are pacesetters who are ahead of the curve in many ways. Most of the industry still has a long way to go. In fact, only 34% of marketers, according to the State of Revenue Marketing Report, provide the data that the C-suite and board expect.

“There is a marketing credibility issue brewing at the board level. It's about the inability to provide reasonably accurate forecasts of marketing generated pipeline. Most marketing teams are so focused on calculating multi-year ROI before launching initiatives, they miss that the expectation is to determine which are the best investments to drive Y forecastable revenue with X level of confidence.”

–Christine Crandell, President, New Business Strategies

Part of the challenge is that data collection and analysis can be paralyzing, especially if you don’t have the right tools. The average demand marketer spends five days a month pulling data and preparing revenue marketing reports. And the number one tool they use to compile and analyze marketing and pipeline data is Excel. As cool as pivot tables are, Excel simply isn't going to cut it. You need an automated approach to data collection, synthesizing and analysis.

To see some of the insights and attribution technologies the Game Changers are using, skip ahead to Chapter 11.
Chapter 10

OBSTACLES ON THE ROAD TO REVENUE MARKETING
OBSTACLES ON THE ROAD TO REVENUE MARKETING

We wanted to understand what challenges Revenue Marketing Game Changers faced as they set out to drive transformation in their organizations. Documenting a roadmap of the potential roadblocks ahead can help us all be better prepared for the journey.

If you’re working to get your organization revenue focused, there are four big obstacles that you may encounter along the way. This doesn’t mean there won’t be other bumps in the road, but these are the most common issues this year’s Game Changers have tackled.

• Resistance to Change
• Lack of Alignment
• Little Patience
• Legacy Tools & Processes

OBSTACLE #1: RESISTANCE TO CHANGE

Preparation Tip: Adopt a Change Management Mindset

When asked to share the biggest challenge their teams have faced, the number one answer from more than half of the Game Changers was all about change.

As Omar Al-Sinjari of McKesson/Relay Health Pharmacy says,

“The biggest challenge is change. Change in the way we go to market. Change in the way we interact with customers. Change in the way marketing functions in the organization. Change in the way we use technology. Ultimately, we built a story, about how we were going to change. We started by adding new technology and building our tech stack to begin telling our story about how we can now engage customers. We moved to a data-driven approach to how we marketed and engaged customers. As we became hungrier for data to make better decisions, we started expanding our tech stack. Along the way and as we added new tools, we had to make changes to our existing and core tech stack to be able to focus on revenue. We proposed small changes to our CRM and received buy in from all stakeholders involved. We changed how we looked at data and the questions we received from our stakeholders changed. We have seen dramatic growth in Marketing sourced opportunities and continuing to grow with Marketing influenced opportunities. Our work isn’t done, and we are constantly evolving and changing with the focus being on driving revenue.”

The breadth of change is vast. It touches every corner of the organization – spanning from the mindset of executive suite to the way sales, product and customer success collaborate with marketing, and even to the way marketers work. The only way to tackle it is to embrace it.
OBSTACLE #2: LACK OF ALIGNMENT

Preparation Tip: Rally Around Common Goals

Sometimes it feels like “alignment” has almost become a throw away word. We've been talking about sales and marketing alignment for so long that we wonder if it even hold value. But the reason we're still talking about it is because we have yet to master it.

Kristen Wendel is tackling her fourth ABM transformation at FullStory, and she says,

“...without a doubt the biggest challenge is aligning with sales on an account-centric approach. Marketing has to lead the shift in aligning reps and SDRs on engaging accounts with ICP, fit, intent and engagement... In an account-based model, marketing’s job shifts... to engaging target personas at target accounts with tailored content experiences. Marketing then has to lean in training the sales team on messaging, tools, insights and processes.”

As much as we may want to toss our hands in the air whenever someone starts talking about alignment, a lockstep mindset is critical to reach out revenue goals. And it's not just sales and marketing that need to be aligned. It’s the whole organization. Sales, marketing, product and customer success. We must set common revenue goals, agree on our ICP and target accounts, develop shared programs and engagement strategies and get to work – together.

OBSTACLE #3: LITTLE PATIENCE

Preparation Tip: Remember that It's a Journey

Revenue Marketers often face a lack of patience among stakeholders to see the evolution through to the end. Not surprising, given that we live in an era of instant gratification, where everyone wants to see the money.

Caroline Japic at Pramata shares that her team at Pramata’s biggest challenge is...

“...staying focused. Keeping the faith and executing on a well thought out strategy takes a lot of discipline, as it's easy to get bored and want to move onto the next big thing. We use Geoffrey Moore’s “Crossing the Chasm” Target Market Initiative (TMI) methodology to help us stay on track.”

It's easy to get excited about driving big results. But we're crossing a chasm and the journey takes time, patience, commitment and fortitude to get there. When your organization sits down to define your strategy, remember to set some mile markers along the way. Quick wins will help keep your teams excited and your executives rallying in your corner.
OBSTACLE #4: LEGACY TOOLS & PROCESSES

Preparation Tip: Start with Strategy

We’ve been MarTech obsessed for a few years now, some of us for more than a decade. And for every tool we’ve implemented, a dozen new processes were put into place to support its use. Matthew Mullin of Tenable stated...

“The largest challenge for my team has been simplifying years of process and tool bloat. When I joined Tenable, I came into an organization with over 15 years of process and unused tools. We evaluated our tech stack and determined what wasn’t being used or what wasn’t rolled out effectively and eliminated them. We then evaluated our process from lead flow, to reporting, to contracts and POs and simplified them, eliminating extra steps and approval processes where they weren’t needed. We focused on streamlining everything and making our processes easy to learn and understand.”

The tools and processes that got you this far may not be the right ones for the next leg of your journey. The road to revenue marketing takes a fresh approach and a strategy that’s purpose-built to carry you to your destination.
Chapter 11
A NEW MARTECH ROADMAP
Marketing technology is overwhelming to say the least. There’s a feeling among many that we’ve been overserved. We’ve purchased software faster than we can absorb it, and often fail to get the value either because we weren’t properly prepared to use it, it doesn’t play well with our existing systems or it wasn’t the right solution for us to be with.

We asked the Game Changers how they approach MarTech without becoming paralyzed by choice. One thing everyone agrees on is that tech is not a strategy. If you’ve been treating it as such, it’s time to take a step back. Define your overall marketing strategy first, and then layer in the tech that will help you get there.

Colin Day of Bluprint Global says,

*With over 6,000 players in the Marketing Technology space it’s easy for anyone to become overwhelmed; it’s also easy for people to chase the new shiny toy… It’s always key to build out a roadmap for what good looks like, show current state, future state, the path, timeline and budget required to move up the maturity curve… Start smart. Deliver value.*

Marketing Technology

*Synonym – enabler, problem-solver
Antonym – strategy*
KNOW YOUR STARTING POINT

The next step is to take stock of what your infrastructure looks like today. It’s helpful to illustrate your current environment, so you can better understand capabilities, document overlaps and gaps, and prioritize additions that will get you closer to driving predictable revenue.

Jay Famico and David Crane recently released a new marketing technology framework that visually organizes tech based on:

1. Core technologies that serve as the foundation to most of your other tools and processes
2. At which funnel stages each type of technology is used
3. Whether the tech is internal or customer-facing
4. Which broad categories your tools fall under

For a more detailed look at this framework, or to put into action in your organization, save your copy of the Marketing Tech Blueprint Workbook.

> GET IT HERE
TIPS FOR A SUCCESSFUL JOURNEY

Once you capture the big picture, you’ll likely see that to get from where you are to where you want to be, changes are in order – whether it’s dropping some baggage, expanding capabilities, or evolving to meet the growing demands of the market.

The Game Changers have a few approaches to making MarTech more manageable:

**Lighten the Load**

When you find tools that you’re not using, don’t be afraid to drop them. Or develop a plan to put them to work. Either way, you can’t just let them sit there and not deliver value.

**Go for Efficiency**

If you can automate a non-strategic task or improve an existing process, then it’s certainly worth considering. Jess Weimer of Magento, an Adobe Company, says, “If a technology can simplify something complicated (or time consuming) that I’m dealing with today – whether its manual uploads, rejection, reporting, etc. – then that technology will get to my shortlist, quick.”

**Ask Your Network**

Go to your partners and peers. Sure, case studies and video testimonials are helpful. But chances are, you know another marketer who’s using that technology. There’s nothing like honest evaluations from a trusted advisor.

**Solve Your Problems**

Look for tools that are going to ease your biggest pains. If there are gaps in your capabilities that pose a critical risk to executing on your strategy, fill those first. Work towards creating a seamless foundation so you can pay off on the promise of orchestrating revenue.
DON'T STOP AT PROCUREMENT

Too many marketers lack a plan to ensure that new tools begin delivering value quickly. And too many vendors seem to think that when the contract is signed, the work is done. Those who treat their tech purchases this way are shortsighted and may encounter challenges with long-term success.

Diana Buxton of Cognizant Financial Services captured it well,

“The secret to gaining competitive advantage with marketing technology lies in effective implementation rather than the procurement of a specific solution. How well tech is deployed determines how it shapes marketing practices, frames marketing strategies and sets the tone for how clients experience the company’s brand. Two companies with the exact same martech stack will almost certainly achieve different results with it. Implementation is the competitive secret sauce.”

Implementing a new piece of technology doesn’t stop when the purchase is made. For every new piece of software you license, you also need to:

- Train your team to use it and set up check points to assess their readiness.
- Build processes around it and be prepared to add new team members, if necessary. As Paul Green at Extreme Networks reminds us, “Tools don’t run themselves.”
- Integrate it with your existing architecture. You can’t afford to have disconnected systems. Data needs to flow in and out as seamlessly as possible.
- Regularly analyze its value to ensure it’s yielding positive ROI.

As you set out to rethink your approach to MarTech, remember that the overall goal is to bring people, processes, data and technology together in ways that will help you execute on your strategy and scale revenue contributions.
TOOLS TO HELP YOU ON YOUR JOURNEY

As illustrated in the marketing technology framework on page 98, there are three technologies that are critical for today’s marketers: CRM, marketing automation and a website content management system. Beyond those fundamentals, a winning tech stack is really personalized to each organization’s strategy and needs.

The Game Changers did suggest some core capabilities that need to be addressed, if you want to get revenue-focused. And when asked to name their one must-have tool outside of CRM, MAP and CMS, there are a few tech providers that were mentioned repeatedly.
If your marketing team doesn't have a revenue quota today, chances are it's on the horizon. And if you do own a number, you know it's only going to get steeper. Even if you’re crushing your goals, the work is never done.

The next step beyond driving pipeline, is to drive predictable pipeline – because that’s what the C-suite really wants. It’s not enough to have a great quarter or a kick-ass year. Boards and execs are looking to marketing to do exactly what they’ve asked of sales for decades – forecast revenue with confidence and reliably hit those numbers.

It’s time to step up to the plate and get ready to change your game.

Integrate, the leader in demand orchestration, empowers people to build better, faster, smarter marketing engines. Global innovators like Microsoft, Adobe and Salesforce choose Integrate's software to deliver a revolutionary approach to marketing that brings people, processes, data and technology together to drive revenue at scale. Integrate provides an advanced automation layer for top-funnel marketing efforts, so it’s easy to execute programs that convert target audiences into engaged prospects. Teams save hundreds of hours per month, generate three times more high-quality sales leads, and impact four times as many opportunities. Visit www.integrate.com to learn why marketing leaders choose Integrate.

For more information, contact us at: 866-478-0326 | requests@integrate.com