Best Practices in Building the New Marketing Machine

Rich Vancil
Group VP-Executive Advisory Services
Our Agenda

- Introduce the Five New Key Marketing Competencies
- Justify with New Research
- Illustrate with Best Practices
- Assign Homework!
IDC’s Five Key Competencies for the Modern Marketing Organization

- **Customer Intelligence & Analytics**
- **Sales & Channel Enablement**
- **Customer Loyalty & Advocacy**
- **Integrated Digital & Social Engagement**
- **Content Marketing**
IDC Modern Marketing Competencies:
Survey Demographics

**Key Facts**
- Total Number of Participants: 83
- Survey Start Date: 12/28/15
- Survey End Date: 2/12/16

**Sector**
- Services: 29%
- On Premise Software: 25%
- SaaS/Cloud Software: 29%
- Hardware: 17%

**Size**
- < $24.9M: 13%
- $25M - $99.9M: 17%
- $100M - $499.9M: 21%
- $500M - $999.9M: 10%
- $1B+: 19%
- < $5B: 19%
- $5B - $9.9B: 13%
- $10B+: 19%

**2nd vs 3rd Platform**
- 2nd Platform: 47%
- 3rd Platform: 53%
IDC’s 2016 Modern Marketing Competency Survey Participants

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<th>Esri</th>
<th>IBM (Fiberlink)</th>
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Observations on the “Static” Tech Marketing Organization…. 

Corporate
- Content Mktg. Ops
- Demand Center
- Web Center
- Marketing Op’s Center
- Sales Enablement

Product
- Product Line 1
- Product Line 2
- Product Line 3
- Product Line 4

Field
- Sales Region 1
- Sales Region 2
- Sales Region 3
- Sales Region 4
IDC Modern Marketing Competencies: Importance Points vs Readiness Levels

![IDC Modern Marketing Importance Points vs Readiness Level]
Content Marketing: Most Critical Risk Gap

73% of Respondents do not have a Content Marketing leader with full accountability
Why Content Marketing?

Why now?

- Because…the buyers journey begins with self-directed education….where the vendor’s Content Marketing process and assets are king.
- And…vendor execution, in many places, is a mess.
Organizational Challenge:
Content Sources are Varied and Complex

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Earned Media
- Social Communication

BUYER
Neustar: Expertise in Content Marketing

“Good content leads to consumption. Great content leads to conversion.”

Lisa Joy Rosner, Chief Marketing
Best Practices at Neustar…

- Head of Content as distinct role
- Link content & creative services: Experts in creation meet experts in design and distribution
- Breakthrough idea: Gamify! Motivate employees to distribute and promote content
Sales & Partner Enablement: The Go-To-Market Gap

47% Of Respondents do not have a formal Sales and Channel Enablement Program
Why Sales & Channel Enablement?

Why now?

- Because: This issue is never “fixed” or finished.
- And…great Sales Enablement means constant audits; cleansing; and re-evaluation of the Seller’s (and Buyer’s) requirements for assets and tools.
Organizational Challenge:
Don’t Overwhelm the Sellers!

= Ideal Flow of Marketing Content, Messaging, and Assets

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Happy Buyers!
Verint:
Expertise in Sales & Channel Enablement

Ryan Hollenbeck
Sr. Vice President, Marketing

Kevin Strange
Vice President Global Sales and Channel Enablement

“Better assets lead to better marketing to your sellers and partners which leads to better marketing through your sellers and partners.”
Best Practices at Verint

- Relentless attention to training: Bi-weekly updates
- Relentless attention to auditing: Continuous 3-step process – survey, interview, win-loss
- Relentless attention to testing: Test everything!
40% of Respondents report using Intelligence Data & Analytics as the foundation for marketing decisions
Why Customer Intelligence & Analytics?

Why Now?

- Because: data driven analysis of buyer’s journey is no longer a “nice to have”.
- And…grasp of these tool sets is in general…poor
Organizational Challenge: Dispersed Intelligence Streams
Red Hat: 
Expertise in Customer Intelligence and Analytics

“Good data does you no good if your people cannot use it.”

Anton van Deth
Senior Director - Marketing Operations
Red Hat: Rapid Deployment of MarTech
(50+ Marketing Analytics Tools)
Red Hat’s **Marketing Operations Ambassador Program**

**Objective:** Enable employees outside of marketing to improve decision making by leveraging Marketing Intelligence Data

**Solution:** The Marketing Ambassador Program

- Lift the skill sets of key players and make them part of a community of representation to Marketing Operations.
- To become an Ambassador: Training / Testing / Certification
  - Associate Level
  - Professional Level
  - Each ambassador commits to be a conduit of communication and help to their local team.
- Growing at a rate of 14 Ambassadors per Quarter
- Example in the Finance function
  - Use the marketing analytics tools to determine Customer Lifetime Value
  - Use the tools for budget analysis and allocations
- Example in the Sales function
  - “Marketing typically looks at engagements by customer”
  - “Sales typically looks at companies by revenue”
  - The analytics tool set ties engagement data to revenue data…
Best Practices at Red Hat

- Enable intelligence everywhere: Train, Test, & Certify Marketing Ambassadors

- Rapid deployment of new analytics: Track “Time to consumption”

- Single version of the truth: Move data from various systems into a single data area
Of Respondents do not offer their customers a seamless digital and social experience regardless of channel or device.

80%
Why Integrated Digital & Social Engagement?

Why now?

- Because: traditional media execution is still ~ 65% of the marketing-mix. The shift to digital is on, but it lags what buyer’s want.
- And…The integrated and omni-channel experience is still not quite….integrated and omni-channel
Organizational Challenge:
Architecting for the Omni-Channel Experience
“Disciplined Digital and Social presence is at the heart of modern marketing engagement.”

Nick Panayi
Head of Digital Marketing & Global Brand
Best Practices at CSC

- **Control your Tools:** CSC Marketing has 55 tools from 37 vendors.

- **Tools owner (Nick) must also be the Process owner.** Example: Social Marketing.
  - Single tool - Adobe Social
  - Control of employee usage via Credentialing process
  - Single reporting stream.
Loyalty and Advocacy Marketing: The Love Gap

90% Of Respondents report having no or limited Loyalty and Advocacy programs in place
Why Loyalty & Advocacy?

Why Now?

- Because: especially for software vendors, we are now in the “Subscription Economy”
- And…specific loyalty and advocacy marketing-execution is a highly specialized process
Loyalty + Advocacy: New Marketing & Sales Motions for the “Subscription Economy”
SugarCRM: Expertise in Loyalty and Advocacy

“Doing more, Caring more, and Understanding more creates Value which creates more Loyalty.”

Martin Schneider
Head of Product Evangelism
Best Practices at SugarCRM

- New and Unique Loyalty Roles:
  - Chief Customer Officer
  - VP’s of Customer Success (each handles 4-5 accounts)
  - “Sugar Fellows” (uber VP’s of success; highest level SME’s)
Essential Guidance: Mind the Gap!

IDC Modern Marketing Importance Points vs Readiness Level

- Content Marketing
- Sales and Channel Enablement
- Intelligence and Analytics
- Integrated Digital and Social Engagement
- Loyalty and Advocacy Marketing

Importance Points vs Readiness Level

Risk Gap
Essential Homework

1. Take this presentation in to your next marketing management meeting.
2. Explore: Are these 5 competencies in place?
3. Examine: Is designated leadership in place?
4. Evaluate: What Gaps do you need to overcome?
5. Execute!
Questions from the Audience?

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