

WEBINAR SERIES

# The Evolution of Marketing Ops Analytics and Measurement

Allison Snow, Senior Analyst, Forrester





## Featured Speaker

Allison Snow  
+1 617-613-6154  
asnow@forrester.com  
@allisonsnow

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.



# AGENDA

- › *First... why is marketing changing so fast?*
- › *Examine marketing ops from our (mostly my) lens.*
- › *Face the high-priority challenges marketing ops is uniquely qualified to respond to.*
- › *Get serious about escalating marketing ops talent.*



# The Empowered B2B Consumer



Allocadia: Please insert a slide on the REVolution so I can speak to it here.

# My past and present with marketing ops (my lens)





“

*I really don't think you're  
considering the rest of the  
tech stack.*

*Why do you want to A/B test this?  
What will you do with what you learn?*

*I know these numbers look  
good but did we do what  
we set out to do?*

”



# Predictions 2018: Digital Disruption Is The New Normal For B2B Marketing

*Refine B2B Marketing's Remit To Meet The Demands Of The New Business Consumer*



By **Lori Wizdo** with  
Caroline Robertson,  
Steven Casey, Jay  
McBain, Laura Ramos,  
Mary Shea, Allison  
Snow, Jacob Milender,  
Matthew Camuso,

## Key Takeaways

### B2B Marketing Redefines Its Charter To Adapt To Changing Market Forces

In 2018, B2B marketers will step into a new role and remit that has formed over the past several years due to various factors. They'll shift from supplying leads to the load-bearing sales force to architecting engagement across the customer life cycle.

### Use Of Analytics And Artificial Intelligence (AI) Will Migrate Beyond The Vanguard

AI already improves outcomes by surfacing insights and driving efficiency through automating processes that previously required manual decisions. More solution providers will inculcate AI into marketing use cases to help put those capabilities into the marketing playbook faster.

### Nothing Less Than Operational Excellence Will Be Good Enough In 2018

B2B marketers have been playing catch-up with the newly empowered digital buyer for a few years now. In 2018, B2B marketing leaders will get serious about hiring the technical, analytical, and operational talent and leadership they need to succeed in the modern marketing era.



**Source:** The "Predictions 2018: Digital Disruption Is The New Normal For B2B Marketing" Forrester Report

Forrester's 2018 predictions highlight the specific changes that B2B marketers will make — and experience — in 2018 when their new destiny as steward of the customer relationship unfolds.

- B2B marketers will put customers at the core of their purpose.
- B2B marketing better engage the new business consumer.
- B2B marketing will optimize engagement with AI.
- B2B marketers will prioritize operational excellence.



Source: The “**Predictions 2018: Digital Disruption Is The New Normal For B2B Marketing**” Forrester Report.

Forrester's 2018 predictions highlight the specific changes that B2B marketers will make — and experience — in 2018 when their new destiny as steward of the customer relationship unfolds.

- B2B marketers will put customers at the core of their purpose.
- B2B marketing better engage the new business consumer.
- B2B marketing will optimize engagement with AI.
- B2B marketers will prioritize operational excellence.



Source: The “Predictions 2018: Digital Disruption Is The New Normal For B2B Marketing” Forrester Report.



Marketing ops is *uniquely* capable of responding to extremely high-priority marketing, sales, C/X, & analytics challenges.



We need to... align sales objectives with marketing KPIs.

We need to... clean our CRM data so that it is 100% accurate... and keep it that way.

We need to... understand this whole AI thing and how we can leverage it for our business.

We need to... understand how our channel spend impacts revenue.

We need to... understand our tech stack and its capabilities more deeply.

We need to... have a 360-degree view of the customer.

We need to... understand and use the digital behaviors of our prospects.

We need to... evaluate, upgrade, and gaps in our martech stack.

We need to... deploy account-based marketing programs for key accounts.

We need a... personalized web experience engine.

We need to... pilot cross-functional teams based on industry segments.

We need to... collect feedback from sales on the attributes of a lead, opportunity, and pipeline.

We need to... master our use of analytics.

We need to... identify in-market firms.

# Make Or Break Challenges For CMOs and CROs

REVENUE OPS POWERS KEY MARKETING AND SALES CHALLENGES



Superior customer  
and prospect  
experiences.



Data and analytics  
talent, technology,  
and process.



Interpretation,  
insights, and  
action engines.

# Six Drivers To Act Now



Marketing has a marketing problem.

**Value Demonstration**



Cumbersome tech stacks hurt C/X and cause internal strife.

**Tech Rationalization**



Customers are increasingly complex.

**Customer Insights**



Marketers are best equipped to manage customer health.

**Post-Sale Engagement**



Automation, AI, and analytics raise the bar for data.

**Data Management**



Marketing self-evaluates against stated goals.

**Performance Management**



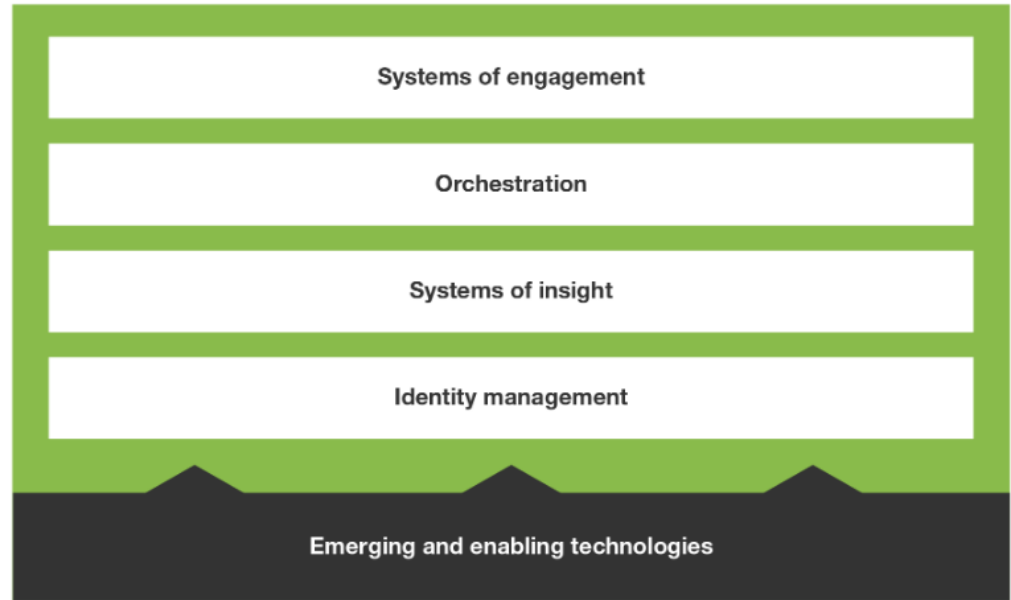
# WHAT'S THE ROI OF MARKETING IN THE BOARDROOM?

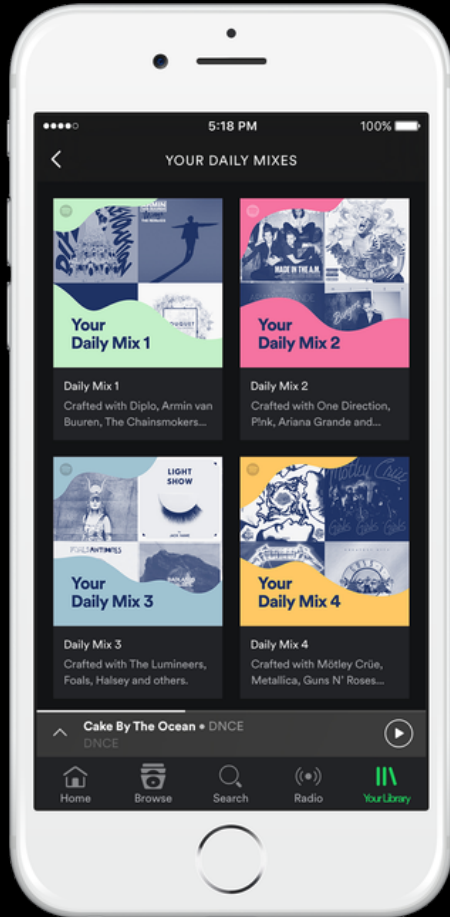
Marketing has a "marketing" problem in the boardroom. Some boards still have a simplistic view of marketing as the "fluffy stuff." The questions center around brand perception and the latest ad campaign. While marketing is viewed as a necessary topic to cover, it rarely takes center stage. For skeptical board members, marketing is still viewed as a pretty subjective topic (did you like the ad?), and marketing ROI is still a mystery (what do those marketing people do?).



Marketers are managing huge ecosystems of tech that invite complex integrations.

Still, this extensive infrastructure gets more attention for what it doesn't do than for what it does.






Buyers expect that they can get what they want in their immediate **context** and **moments** of need.

# B2B marketers must engage the new business consumer



Source: **The Birth Of The B2B Consumer** Forrester report



**Empowered, self-serve buyers exhibit behavior that is increasingly independent, digital, and occurring off of brand-owned platforms.**

**68%**

of B2B buyers prefer to do their own research online.

**60%**

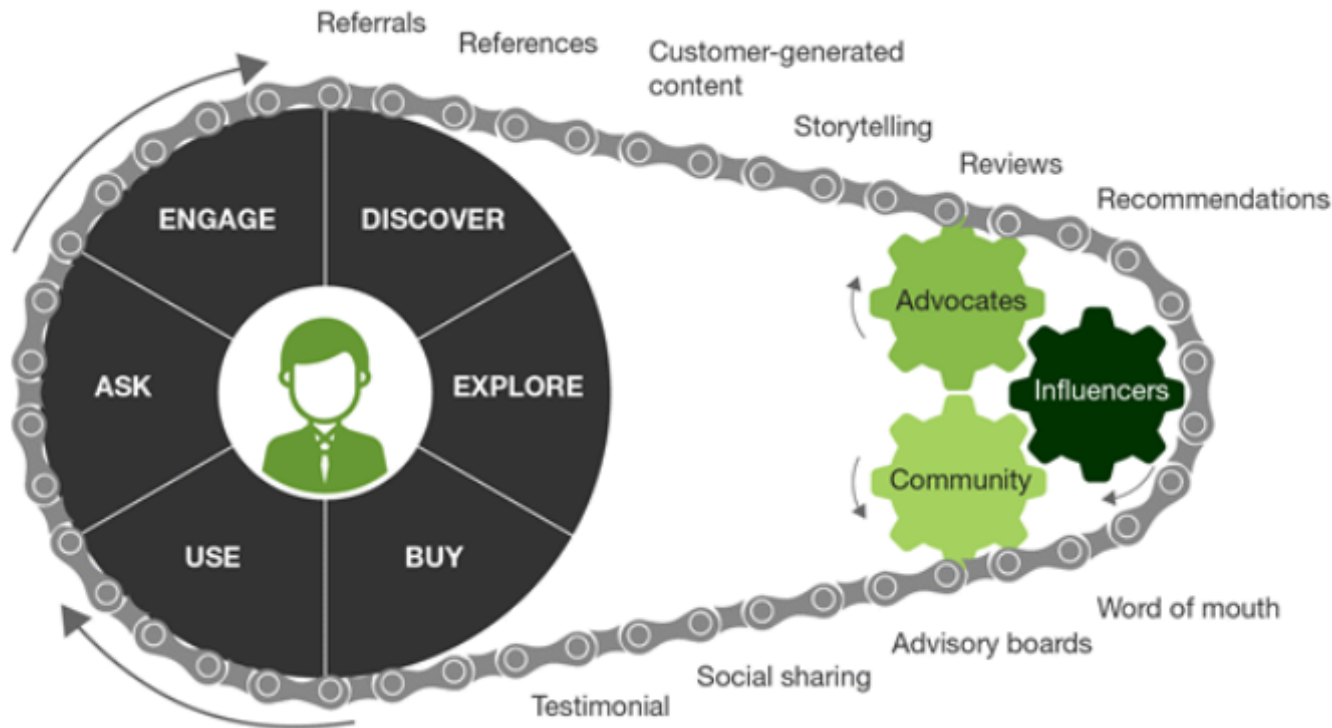
of B2B buyers don't want to rely on a sales person and their source of info.

**62%**

of B2B buyers say they can develop a vendor shortlist solely on digital content.



# Advocacy Drives Deeper Customer Relationships



Source: **Convert B2B Customer Passion Into Value Through Advocacy** Forrester report.



77% of B2B marketing decision makers indicate their use of data and analytics **to guide marketing decisions** as one of their department's top five weaknesses.

Source: Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey.

Photo Source: Unsplash

# The state of B2B data?

Still a mess.

“How do you use automation in your lead generation and management processes?”

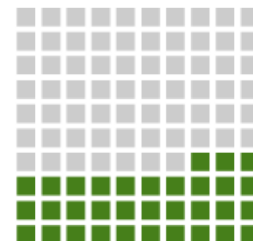
Nearly half don't practice basic data hygiene

**55%**  
of B2B marketers use the de-duping and data cleansing capabilities of their marketing automation platform.



They ask for too much info

**33%**  
of B2B marketers vet and append firmographic data from third-party sources.



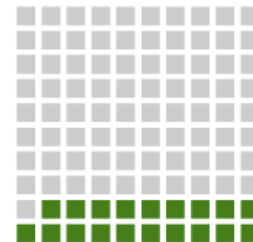
They are not proactively managing data health

**28%**  
of B2B marketers run regular analytics and diagnostics to identify data problems.



They ignore available context

**19%**  
of B2B marketers append with third-party behavior and/or intent data.

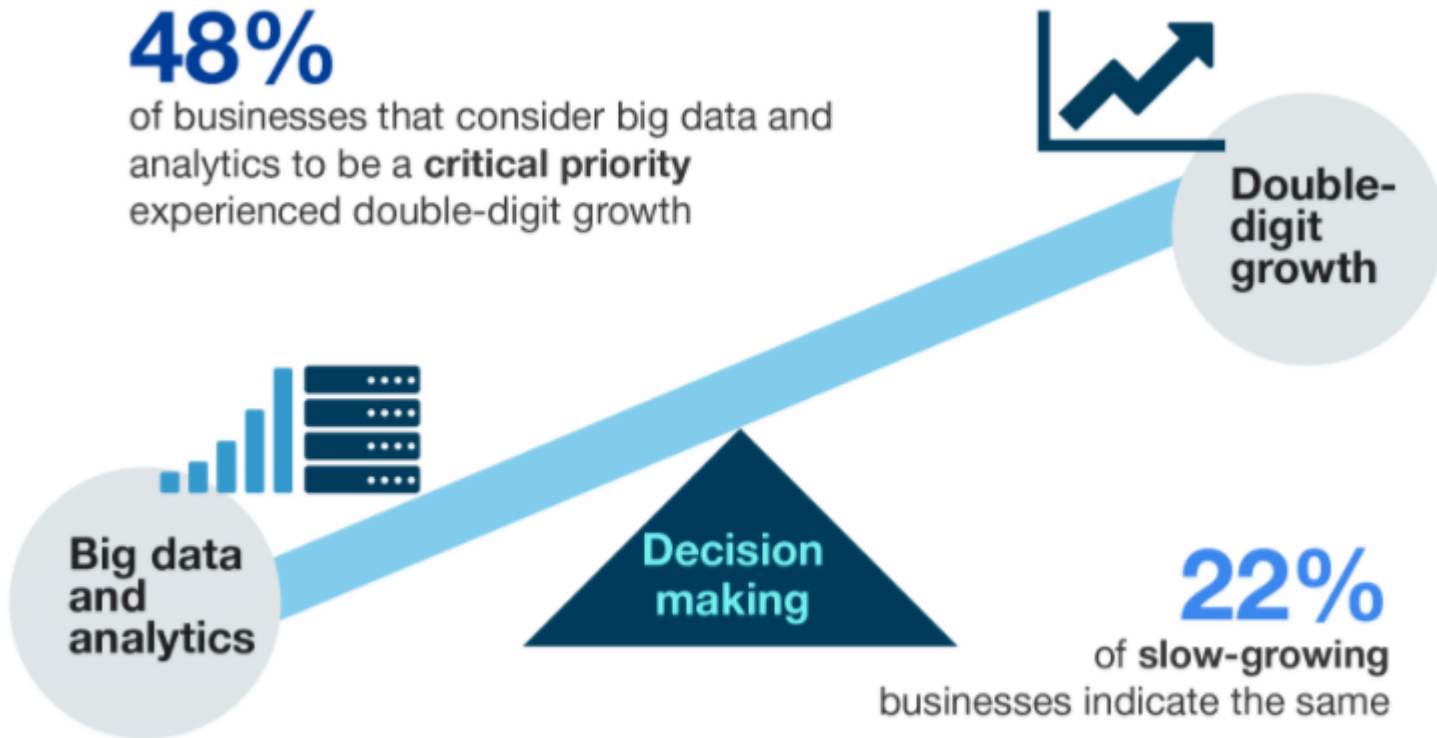


Base: 138 B2B marketing decision makers

Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey

Source: **Vendor Landscape: B2B Marketing Data Providers**, Q3 2017 Forrester report.

# Fast-Growing Firms Prioritize Big Data And Analytics



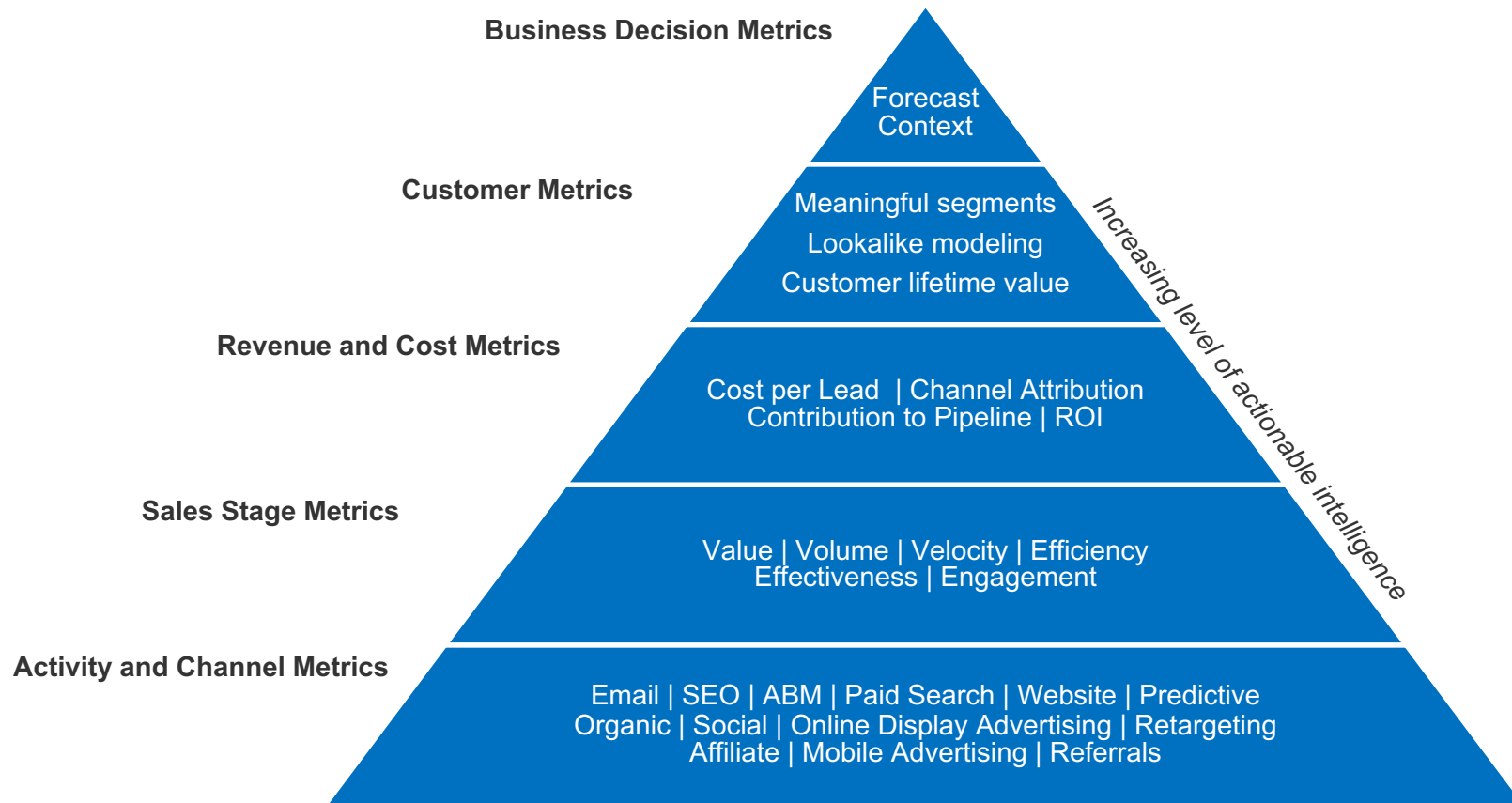
Source: The "Seven Steps To Kick Off A Customer-Obsessed Insights Program" Forrester report.





**77% of global B2B marketing decision makers say that lacking the ability to measure results is one of their top marketing concerns, up from 58% in 2016.**





# Your Move



Image Source: Unsplash

**56% of B2B marketers agree that they don't have the right type of analytics skills or resources to produce insights.**



For sales and marketing to **collaborate**  
on the **refreshed agenda** – to  
**architect** customer engagement across  
the life cycle – skills that have lived in  
the background need to **come to**  
**the forefront.**



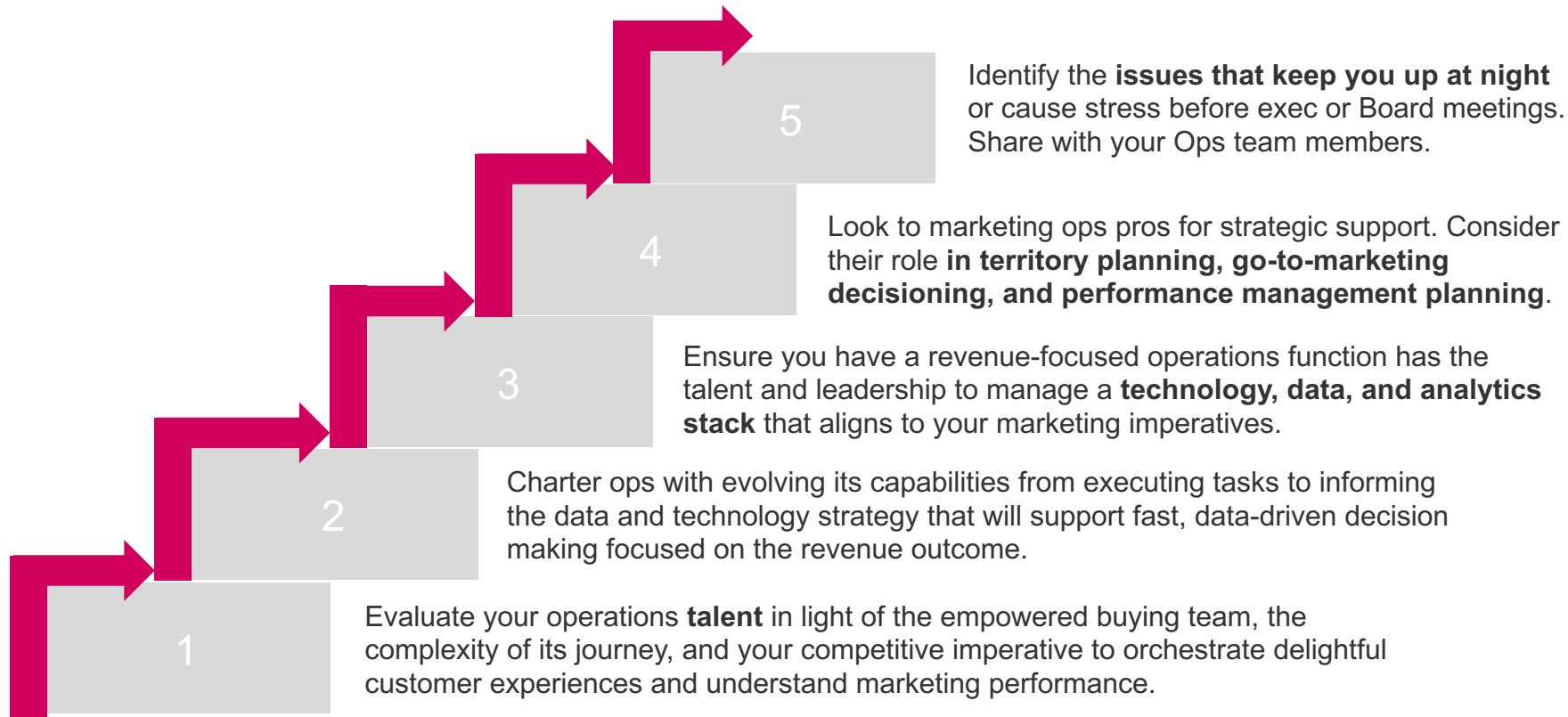




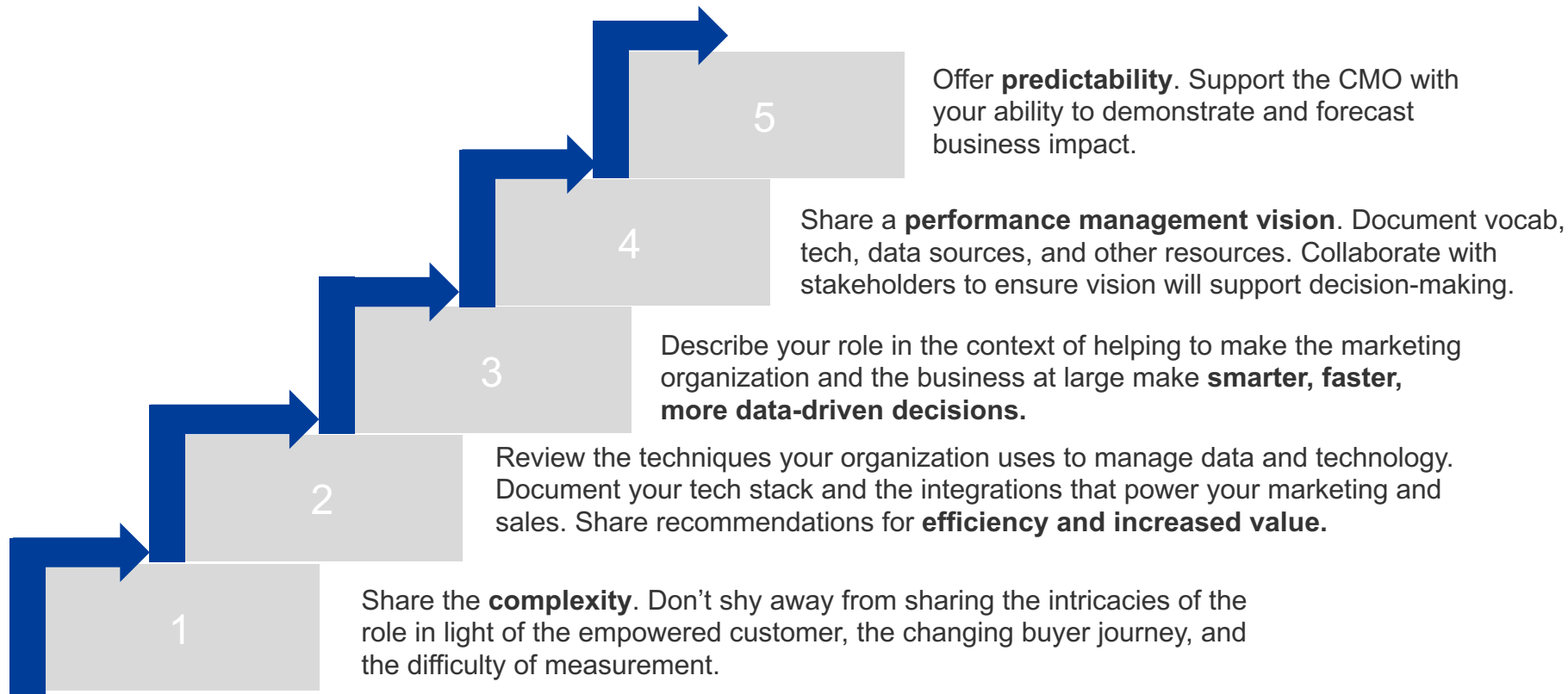
***“I can’t wait for all this ops stuff to happen for me!”***



# The Stairway To Operational Excellence (For CMOs)



# The Stairway To Operational Excellence (for MOPS)



JOIN US AS WE CONTINUE THE

# REVOLUTION



<http://resources.allocadia.com/Revolution-Webinar-Series>

