STRATEGY & EXECUTION GROWTH & TECHNOLOGY TRANSFORMATIVE INNOVATION

The Marketing Transformation Report

A Research Advisory that Shares the Marketing Strategies, Best Practices and Technologies used by the Best-in-Class Marketers

JohnnyGrow

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Summary

The Marketing Transformation Report is designed to answer a single question:
How do the top marketers outperform their peers?

To answer this question, we applied a three-step process.

First, we began with a 55-question survey to capture marketing program effectiveness and performance results from 179 companies. See the Methodology on page 28 for a breakdown of participants.

Survey respondents were then measured on four performance results, including: i) percent of total qualified sales leads acquired by marketing, ii) percent of earned revenues sourced by marketing, iii) increase in marketing sourced revenues from the prior year, and iv) Return on Marketing Investment (ROMI).

Survey respondents were ranked and grouped into one of three archetypes based on their performance results

Best-in-Class organizations scored in the

TOP
15%

Median organizations scored in the

MIDDLE
50%

Laggard organizations scored in the

LOWER
35%

Finally, we analyzed marketing strategies, methods and technologies to measure which delivered the biggest impact to performance results. This allowed us to correlate marketing programs to performance results, and isolate and rank the top marketing programs.

9 marketing programs stood far above all others in terms of effectiveness and driving performance results. These 9 programs, which we refer to as evidence-based best practices, are shared on the following pages of this report.

Regards,

Chuck Schaeffer
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Summary Findings

The Best-in-Class did not achieve the top performance results with random strategies, processes or technologies. The data reveal they excelled in a combination of 9 marketing practices to achieve some extraordinary results. Below is a summary of those practices and their results.

- Marketing strategies range from ad-hoc to optimized. The research found that marketers with **optimized marketing strategies** achieved 64 percent higher growth in year over year marketing sourced sales pipeline, 59 percent higher growth in year over year marketing sourced revenue and 65 percent higher growth in Return on Marketing Investment (ROMI).

- The research found participants that applied **customer intelligence programs**, that is they harvested Voice of the Customer (VoC) data, calculated the Ideal Customer Profile (ICP), maintained a centralized 360-degree customer view and aligned offers, campaigns and other engagement pursuant to customer segments or personas, achieved 12 percent higher marketing campaign conversions, 9 percent lower cost per lead, 5 percent higher sales win rates and 6 percent lower cost per customer acquisition.

- Research measuring **brand management programs** found that marketers with active brand management delivered 18 percent more leads to the salesforce, 21 percent higher contribution to the sales pipeline, and 21 percent higher ROMI than marketers without branding programs.

- The research yielded one difference among marketing archetypes that stood above all others. The Best-in-Class marketers used **Revenue Engineering** 5X more frequently than their lower performing peers. The data also found that those marketers that apply Revenue Engineering acquire 2.5X more leads for the salesforce, source 3X more of the sales pipeline and achieve a 2X higher Marketing ROI than their peers who do not.

- The research found that while only 14 percent of respondents performed 7 or more integrated **lead management** processes, such as lead scoring, lead enrichment, lead nurture programs, lead transfer to sales, and lead analytics, those marketers earned 211 percent ROI on their lead management investment.

- The data also surfaced three lead management processes that stood out for their disproportionately higher ROI contribution. The respondents that performed regular **lead scoring** earned 4.5 times more ROI than those who didn't. Similarly, the respondents that performed regular **lead enrichment** and **nurture programs** earned 3.7 and 4.7 times more ROI, respectively, than those who didn’t.

- When we measured **performance metrics**, we found that the Best-In-Class marketers prioritize different measures. 87 percent of the Best-in-Class marketers cited marketing’s contribution to revenue as their top key performance indicator. This was 56 percent higher than their lower performing peers.

- The data also found adoption of information reporting tools varied significantly. 84 percent of the Best-in-Class regularly used **predictive analytics**, which was 67 percent higher use than their peers. And 90 percent of the Best-in-Class marketers regularly used **artificial intelligence (AI)**, which was 43 percent higher use than their lower performing peers.

9 Best Practices

An overarching takeaway from the research is that there is no one marketing program that transforms marketing performance. Sorry to say, but there is no silver bullet.

But there are evidence-based best practices. These are the replicable methods born from the research that show how the Best-in-Class marketers achieved the highest performance results. Adopting a mix of evidence-based best practices was exactly what the Best-in-Class marketing leaders did to outperform all others.

Influential Drivers of Top Results

Marketing Strategy

Go-To-Market Plan

Customer Intelligence

Brand Management

Revenue Engineering

Campaign Optimization

Lead Management

Marketing Analytics

Marketing Technologies

The Pursuit of Marketing Transformation

Successfully replicating any one of the evidence-based best practices will deliver an incremental benefit. That may be sufficient for some. Others seek marketing transformation to create order of magnitude improvements and deliver significant and sustained revenue growth. That requires a more holistic approach, which can be achieved by replicating a mix of the evidence-based best practices. The research was conclusive in showing the Best-in-Class marketing leaders excelled in most, but not all, of the nine best practices.

Marketing Strategy

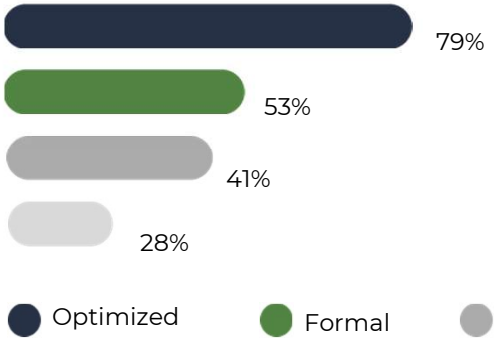
Marketing strategies engineer customer and business outcomes to maximize revenues. They identify the best customer and market growth opportunities. They define the path to achieve targeted revenue results in the shortest time and least cost. And they focus on the methods, processes and best practices that produce the outcomes that most matter and avoid wasting time with activities that don't.

However, not all marketing strategies are equal, so the research first measured each survey participants marketing strategy maturity and grouped them into categories of Ad Hoc, Informal, Formal and Optimized. We then compared marketing strategy maturity levels with the three marketing performance measures of marketing sourced sales pipeline, marketing sourced revenue attainment & Return on Marketing Investment (ROMI). And the results were revealing.

Those marketers with optimized marketing strategies were 64 percent more likely to achieve year over year marketing sourced **sales pipeline growth**, 59 percent more likely to deliver year over year **marketing sourced revenue growth** and 65 percent more likely to show year over year **Return on Marketing Investment growth.**

Performance by Marketing Strategy Maturity Level

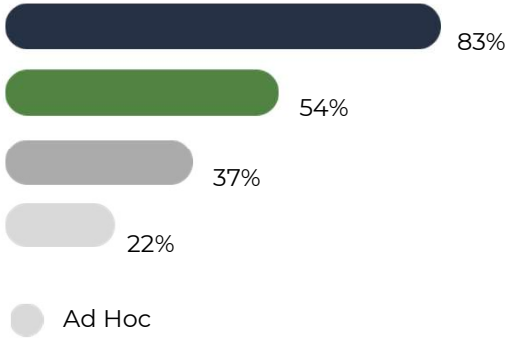
MARKETING SOURCED PIPELINE



50% AVERAGE

OPTIMIZED STRATEGY HIGHER THAN PEERS **64%**

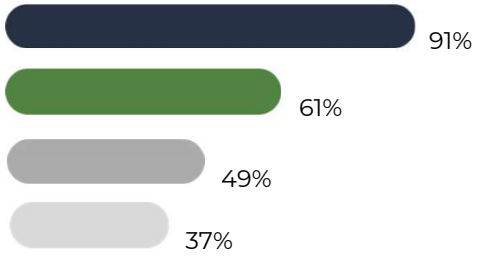
MARKETING SOURCED REVENUE



49% AVERAGE

OPTIMIZED STRATEGY HIGHER THAN PEERS **59%**

RETURN ON MARKETING INVESTMENT (ROMI)



60% AVERAGE

OPTIMIZED STRATEGY HIGHER THAN PEERS **65%**

Note: These very high double-digit increases make it clear that more mature marketing strategies drive the most important marketing performance results

Marketing Strategy Insights

Creating an effective marketing strategy sounds like a no-brainer. However, research shows that many marketers are unsure how to go about.

A marketing strategy built pursuant to a proven framework will define, de-risk and maximize the likelihood to achieve the desired result.

The Johnny Grow marketing strategy development framework was born from research and has been refined over many years. It's a simple but effective three step model.

First, no marketing strategy should exist in a vacuum. To maximize marketing's contribution to the company, the marketing strategy must directly align and contribute to the company's growth strategy.

Second, the strategy should perform customer and market research to compare alternative approaches, measure predictive results and identify the most direct route to drive the most revenue contribution.

Third, the strategy must cascade into a Go-to-Market Plan to bring operational execution and real-time measurement to the strategy.

Only with a solid strategy will execution advance from arbitrary acts of marketing to precision marketing. Additional research findings, development frameworks and best practices are available at **https://johnnygrow.com/category/marketing-strategy/**

Company Strategy

Customer & Market Growth Opportunities

Company and Product Innovation Opportunities

Industry Disruption Opportunities

Sustainable Competitive Advantages

Customer Strategies (CRM, CXM, Loyalty, etc.)

Organic & Inorganic Growth Opportunities

Company Target Operating Model (TOM)

Marketing Strategy

Total Addressable Market (TAM)

Customer Intelligence & Buyer Insights

ICP Market Penetration, Saturation, Depth, Expansion

Target Markets Penetration, Saturation, Depth, Expansion

Market Share, Growth & Competitor Analysis

Marketing Strategies: Brand development; Market expansion; Customer-centric culture; Lead generation; Revenue contribution

Go-To-Market Plan

Programs & Methods

Evidence-based Best Practices

Headline Metrics & Key Performance Indicators

Pro Forma Performance Calculations & Forecast

Interactive Budget, Assumptions & Variables

Talent, Skills & Resource Allocation

Technology Automation & Information Reporting

Schedule

Marketing Plan

Go-to-Market Plan

Marketing plans, sometimes called Go-to-Market plans, define the specific actions to achieve forecasted goals. For most companies, the marketing plan is the roadmap that plots the shortest path or most direct route to aid the company's annual revenue target.

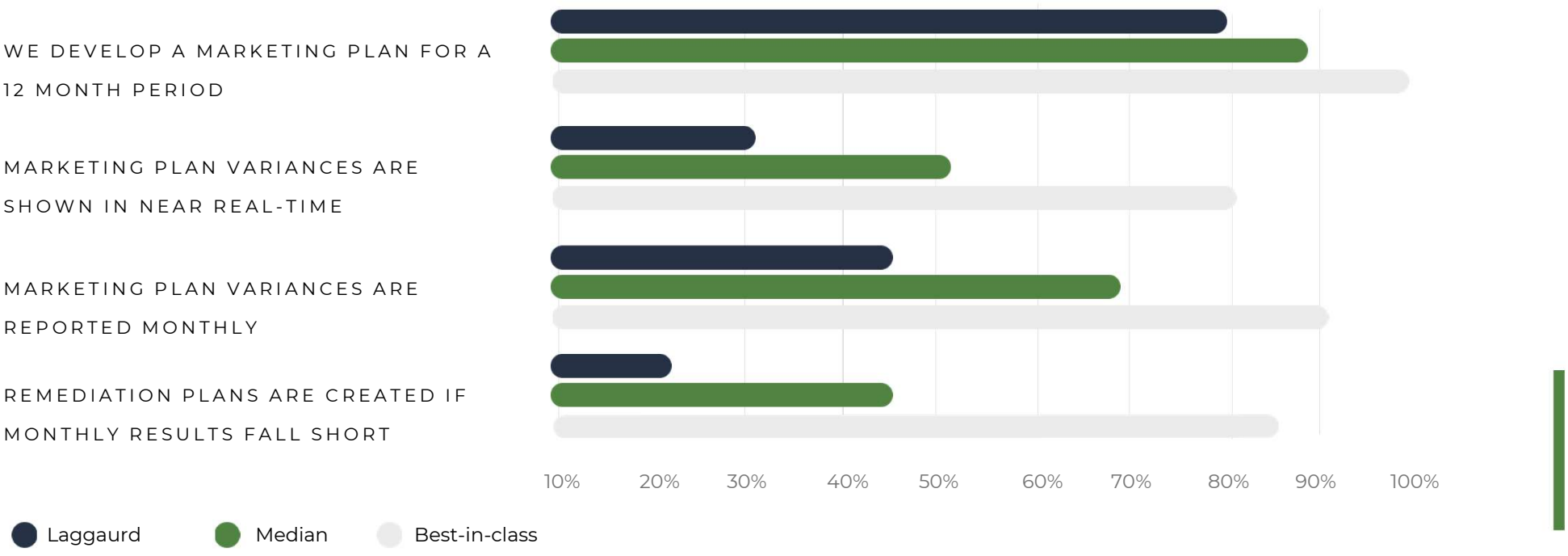
The survey data illustrated how Best-in-Class marketing leaders use their go-to-market plans differently than their lower performing peers.

The primary difference among marketing archetypes wasn't whether they created an annual plan or not; they pretty much all did. The difference was that for most laggards and medians it was a one-and-done exercise; limited to a completed document that was thereafter shelved or occasionally referenced in quarterly reporting.

In contrast, the Best-in-Class used it as an active operating tool throughout the period to measure progress, identify variances and implement timely course corrections as needed to meet the target goals.

In fact, when the data was correlated with other marketing performance measures, we found that those who implemented remediation plans when results fell short during the period **achieved 45 percent higher ROMI and delivered 34 percent more revenue contribution** than those who did not.

Marketing Plan Utilization



Marketing Plan Insights

The Marketing Plan identifies the top marketing goal, develops the actionable strategies and tactics to achieve that goal, communicates the plan so that the team is focused and working toward the same goal, and quickly adjusts to shifting environments and performance variances.

The first step is to define the most important goal. One of the top two marketing measurements among Best-in-Class marketers was Return on Marketing Investment (ROMI).

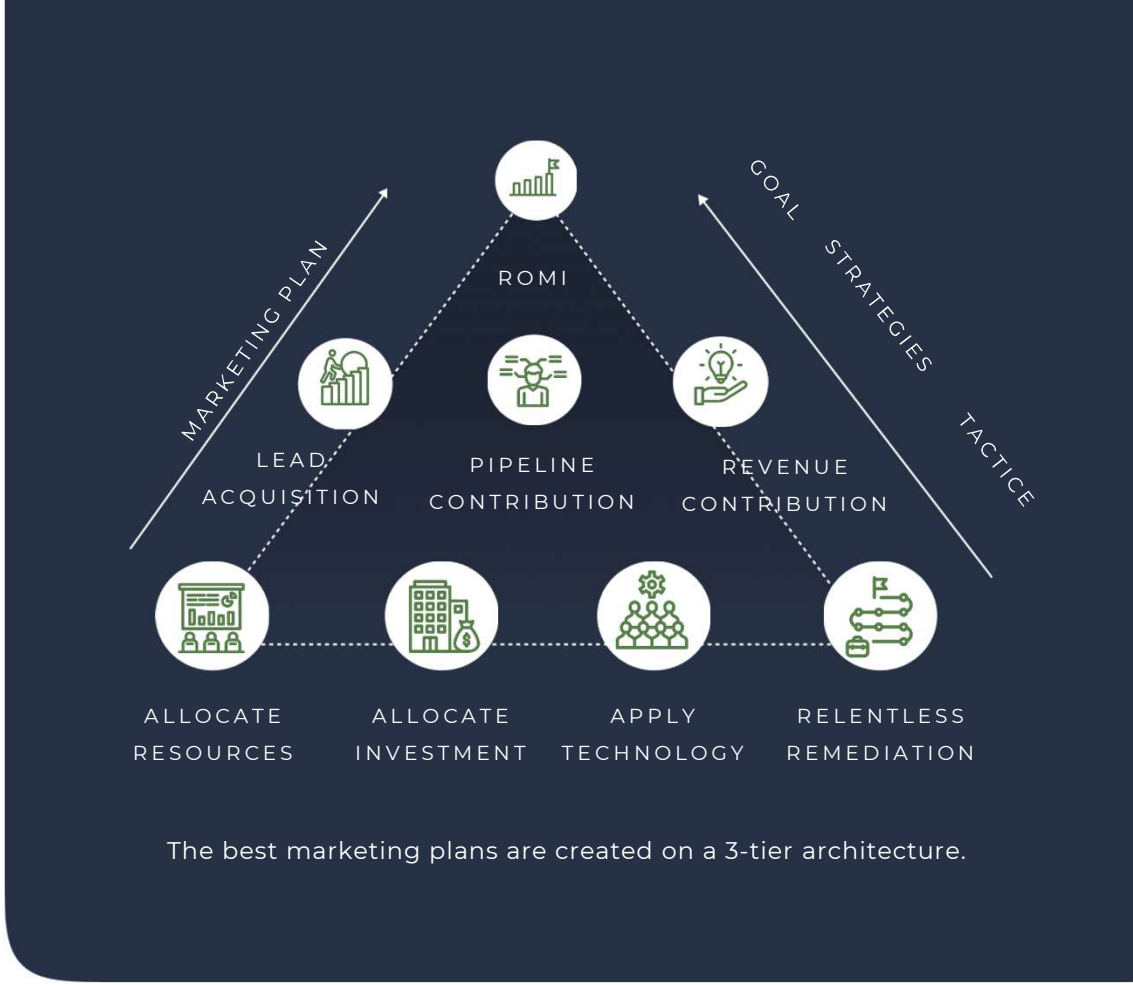
Interestingly, the top marketing measurement among most laggards and medians was the marketing budget amount. ROMI measures marketing's revenue contribution to the company while the budget measures marketing's consumption of company money.

This contrast makes it easy to understand why some marketing leaders have a seat at the C-suite table and others don't.

Once the top marketing goal is set, you need to show how to achieve that goal. The research found that many marketers referred to strategies and tactics interchangeably.

The Best-in-Class marketers differentiated between strategy and tactics. They recognized strategies focus on doing the right things. Tactics focus on doing those things right. Doing the right things drives effectiveness. Doing them right creates efficiency.

Strategies and tactics are symbiotic. Strategies without the right tactics are wishful thinking, normally falter or move at a snail's pace. Tactics without strategies are mostly aimless, never efficient and unlikely to achieve the most important marketing goals.



The best marketing plans are created on a 3-tier architecture.

The top three strategies among the Best-in-Class marketers were to increase brand reach, lead acquisitions (sometimes measured as the sales pipeline contribution sourced by marketing) and the revenue contribution sourced by marketing. Each of these marketing strategies delivered measurable financial contribution and rolled up to calculate the ROMI.

Finally, marketers must define the tactics that most drive the strategies. Tactics are helpful if they directly support a marketing strategy. Otherwise, they are distractions. The best tactics are created from evidence-based best practices.

Customer Intelligence

Transformational marketers' architect the company's growth strategy, grow brand equity, create real competitive advantages, disrupt markets and excel in marketing campaign conversions. But they don't do any of these things before they have acquired customer intelligence.

The survey data identified what types of customer intelligence programs were most used and compared each type to performance results.

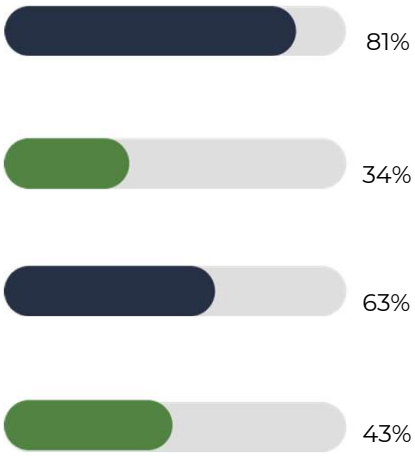
While the data revealed that respondents with each type of customer intelligence outperformed respondents without the same program, the results became far more compelling when comparing participants that used multiple programs.

The research found that while only 19 percent of survey respondents actively used all four customer intelligence programs shown below, those adopters achieved significantly higher performance results compared to all others.

Depending on the company's lead to revenue conversion and gross profit margin, each of these factors can drive high single digit revenue growth. Collectively, they drive double digit revenue growth.

The takeaway isn't that one type of customer intelligence program delivers better results than another but that multiple programs used together deliver far superior results than fewer programs

Data Analysis



PARTICIPANTS WITH ALL FOUR

19%

i.e., Compared to all other peers, this segment achieved:

Campaign Conversion Rate	+12% ↑
Cost Per Lead	-9% ↓
Sales Win Rate	+5% ↑
Cost Per Customer Acquisition	-6% ↓

Customer Intelligence

Customer intelligence replaces assumptions, guesswork, subconscious bias and unproven opinions with objectively measured customer data in the forms of an ideal customer profile (ICP), personas, buyer insights, customer segments, customer journeys and sentiment analysis to name a few.

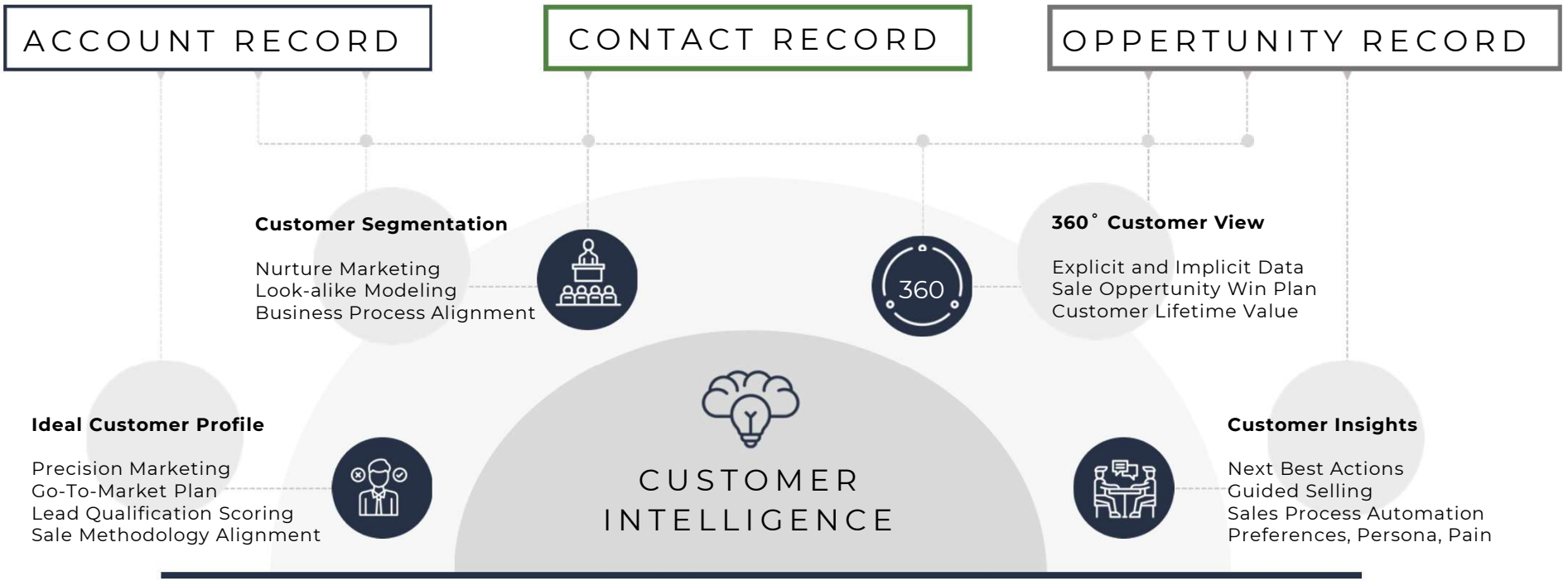
It's acquired from several sources including Voice of the Customer (VOC) programs, digital footprints, online behaviors, purchase transactions and customer service incidents.

The below diagram shows several types of customer intelligence and how they can be integrated with a CRM system.

Customer intelligence programs improve marketing conversions, increase sales win rates and enable better customer relationships by using customer data to make the customer feel special, delighted, valued, rewarded and appreciated. Customer data is further used to deliver differentiated customer experiences which creates a sustainable competitive advantage.

We're in the age of the social customer. Customers will tell you what they want, how to improve your products or services, and how to grow their business, but you must ask them.

Companies that apply customer intelligence to steer their product design, manufacturing, distribution, sales, service and returns create more valuable products and services and grow customer acquisitions, customer lifetime value and customer retention.



Brand Management

Your brand is the customers perception of your company or its products.

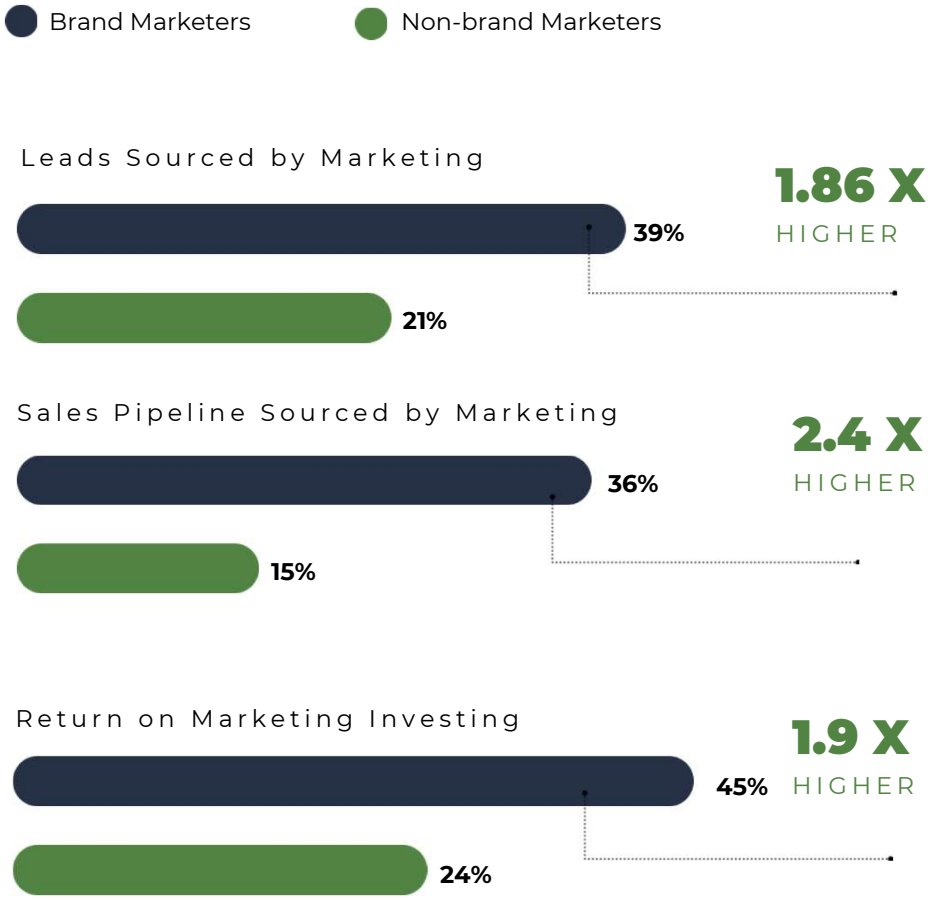
While few executives dispute the power of company brands, measuring perception and quantifying brand value can be tricky.

So, we designed the research survey to compare marketing, sales and financial results among those companies that invest in brand management with those that don't. We also compared different brand metrics and financial results.

Here's a sampling of what we found.

The percentage of total leads sourced by marketing groups that performed active band management was 1.86 times higher than marketers without active brand management.

The percentage of the sales pipeline sourced by marketing was **2.4X higher for brand marketers and ROMI was 1.9X higher** for marketers with active brand management programs.



Research findings, brand management frameworks and best practices are available at https://johnnygrow.com/category/branding/

Brand Management

Every company has a brand. It's developed over time either by design or happenstance.

Brands formed by happenstance almost always fail to best position the company and its products for increased patronage, customer advocacy and referrals. They fail to shape customer perception and drive increased sales because they are the result of unplanned actions, inconsistent messaging and unforeseen consequences.

In contrast, high-performance brands carefully define, measure, and reinforce messaging that drives slated business objectives. High performance brands are intentional, proactively designed and in a constant state of awareness and improvement.

Branding works because human perceptions are malleable. Neuroscience shows that our brains prefer meaning and association. We want things to make sense. We want to compare things in relation to other things.

Branding works when it measures the metrics that matter, clearly shows which branding efforts and investments impact revenues, and provides actionable insights to adjust the brand strategy and tactics. Unless your measurement system is creating insights that drive changes to your brand strategy, plan and budget, you're doing it wrong.

When you track the right brand metrics you can see how even small improvements to brand programs deliver significant financial impact.

B2B Brand Metrics

Awareness

Get found by prospects and remembered by customers

- Brand awareness
- Share of voice (drives referrals)
- Brand coverage or reach

Hootsuite, Google Analytics, Panel Services, Pollish

Consideration

Company considered by buyer in purchase decision

- Brand engagement
- Brand recognition
- Dwell time
- AES (for ABM/MAS)
- Brand association

Adobe Analytics, Bombora, 6sense, DemandBase, MAS

Purchase

Sale transaction completed

- New customer sales
- Up-sell & cross-sell
- CLV
- Campaign attribution
- Sales velocity

Marketing Automation System (MAS, i.e., Marketo), CRM system

Advocacy

Online advocacy, referrals, repeat purchases

- Brand equity
- Retention
- Referrals
- NPS
- CSAT

CRM system, social listening apps, Hootsuite

FUNNEL STAGE GOALS KPIs TOOLS

Brand Management

Our Brand Management Framework defines the metrics that matter and aligns with the buyer purchase process so that brand metrics can be manipulated to impact different parts of the sales funnel.

Brand dashboards display real-time key performance indicators that correlate with company revenues and profit growth.

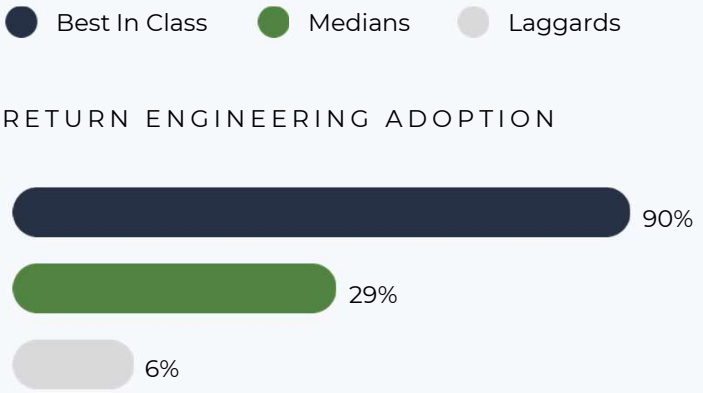
Revenue Engineering

Revenue Engineering, also known as Prescriptive Revenue Analytics or Revenue Performance Management, depicts the company's revenue progression in a Lead-to-Revenue sales funnel. The funnel shows the sales stages, conversions and velocity for all leads as they traverse the sales cycle. It displays real-time revenue visibility and date-based predictability. And most importantly, it permits What-If analysis, pro forma modeling or the manipulation of leads with marketing programs to improve or accelerate the funnel and grow revenue.

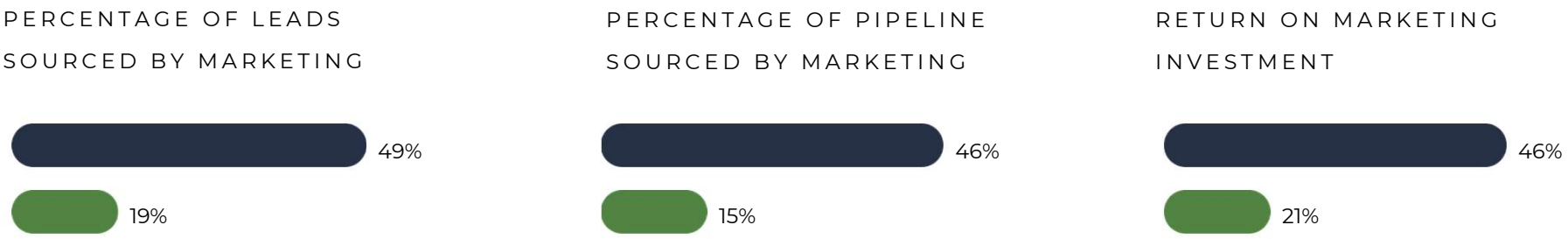
Best-In-Class

5 X MORE LIKELY TO USE REVENUE ENGINEERING

The research found one difference among marketing archetypes that stood above all others. An average of 22 percent of all marketers use a revenue engineering model. However, that figure is extremely skewed by archetype. Adoption by the Best-in-Class marketers was 90 percent. That's a whopping 5X higher adoption when compared to lower performing peers.



When we compared the top marketing performance measures among those that used revenue engineering (aka Revenue Engineers) with those who did not, the differences were significant but not surprising.



Those respondents that applied revenue engineering outperformed those who did not by more than **2X in all three measures.** Measures with this magnitude of difference are very unusual and should not be ignored.

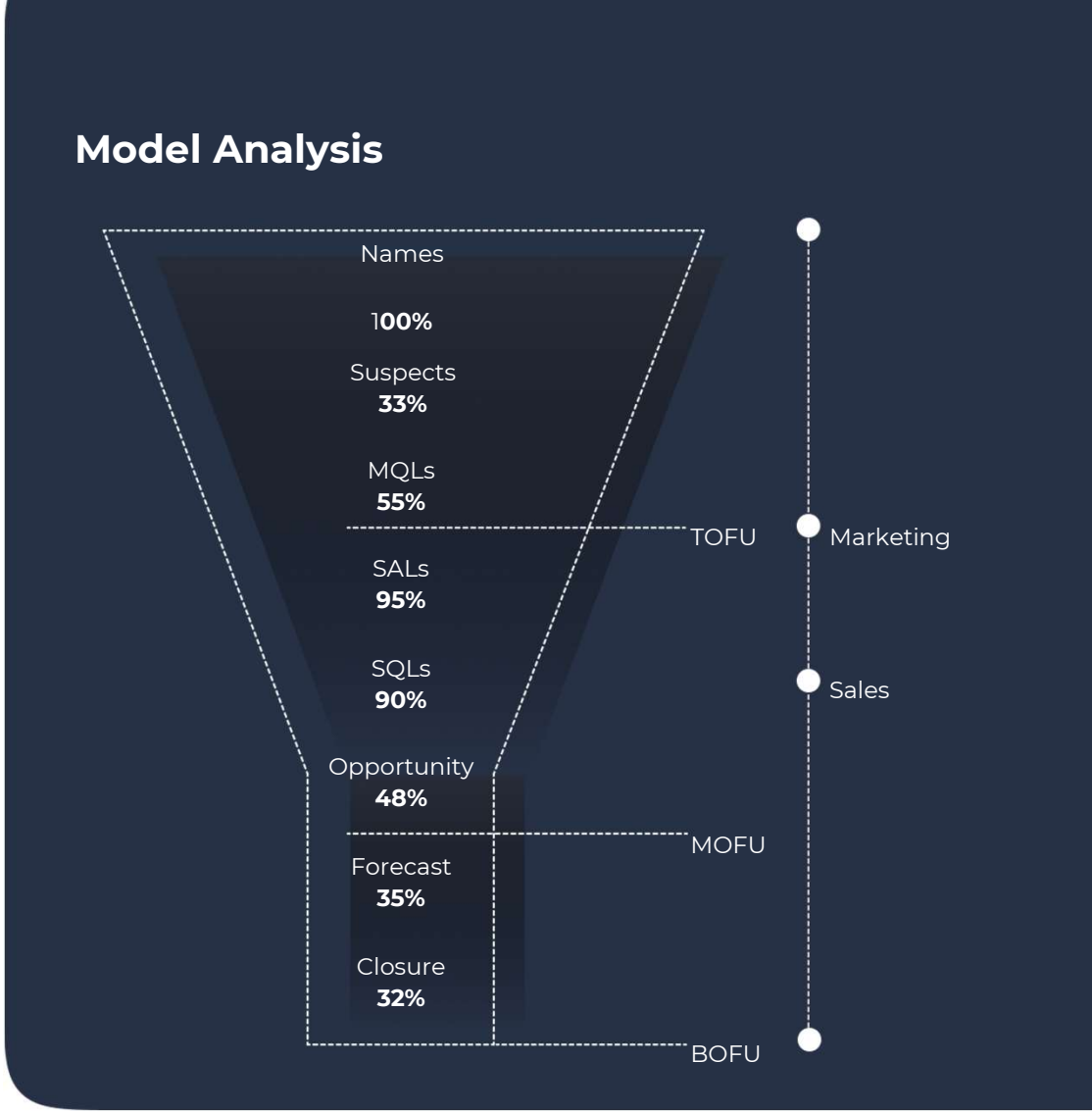
Revenue Engineering

Revenue engineering uses a visual interactive revenue model to depict the Lead-to-Revenue progression.

The model is displayed as a sales conversion funnel that shows each sales stage, the volume of leads or opportunities in each stage, and the conversion and duration metrics between stages.

It shows how and how many leads traverse from top to bottom and it permits What-If analysis and lead manipulation to show how different marketing programs may impact certain leads in the funnel.

The model brings visibility, predictability, and deterministic engineering to revenue generation.



Lead-To-Revenue Funnel

MQL: Marketing Qualified Lead

SAL: Sales Accepted Lead

SQL: Sales Qualified Lead

TOFU: Top of The Funnel

MOFU: Middle of The Funnel

BOFU: Bottom of The Funnel

Because the model calculates the sales stage conversions and durations of leads and opportunities pursuant to many variables (i.e., customer type, opportunity type, salesperson, region, line of business, product) it can identify stalled leads, illustrate the factors that impede or accelerate lead progress, and show the levers that will improve or optimize funnel throughput and top line revenue growth.

It can also engineer revenue to a targeted result. The lead to revenue funnel can be reverse engineered (i.e., turned upside down) to start with a revenue projection and then show exactly how many leads need to go into the top of the funnel to achieve that revenue target by a specified date.

Marketing Campaigns

The salesforce is one of marketing's most important customers, and their #1 request is still leads. That's why marketing campaigns are indispensable. To increase lead volume, you must increase marketing campaign effectiveness.

In the most recent research survey, we updated our marketing campaign questions to measure both individual campaign types and the combination of different types of campaigns executed together. That update turned out to be more enlightening than we expected.

While we may have set out to find the highest performing types of campaigns, we ended up finding something else.

The research found the most effective marketing campaign was not a particular type of campaign but an integrated mix of multiple types.

Marketing campaigns built on an orchestrated combination of multiple campaign types that were aligned, sequenced and delivered across multiple channels achieved the highest volume and quality of sales leads.

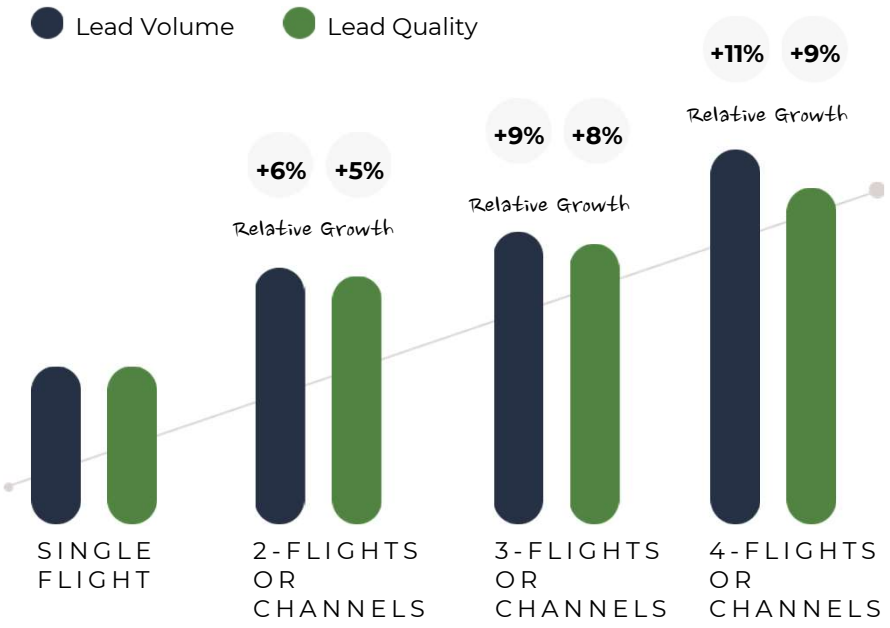
When analyzing the data not just by campaign type but by marketing archetype we found several related corollary findings:

01. At any one time, Laggards manage 1-2 campaigns, Medians manage 2-4 campaigns, and the Best-in-Class marketers manage 4-9 campaigns.

02. The most common campaign type for Laggards and Medians was email campaign, at 65 percent and 56 percent, respectively. However, the most common campaign type among the Best-in-Class marketers was integrated marketing campaigns.

03. We also measured the number of updates and changes to campaigns, and the short story is that the Best-in-Class marketing campaigns were seldom static, and continuously being manipulated and improved, both inflight and post campaign.

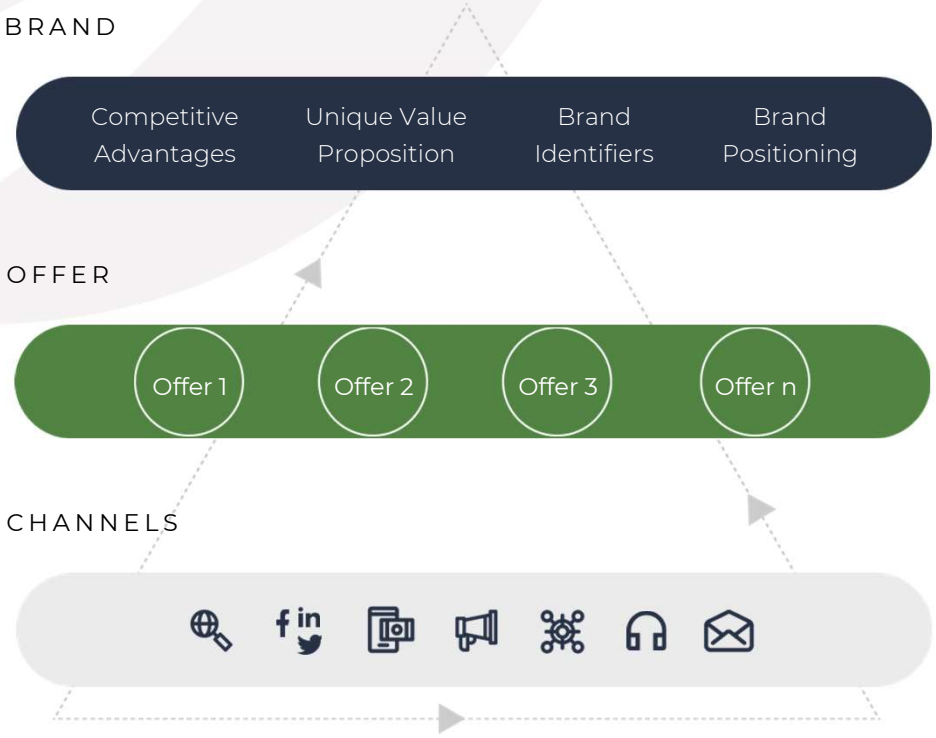
*CAMPAIGN TYPES SHOWCASING RELATIVE IMPROVEMENTS



For example, a single campaign type may be an email campaign. A campaign built on multiple types may start with an email distribution and then engage the target audience in social media or online retargeting or any other type of offer engagement. The combination of multiple campaign types is essentially the definition of an **integrated marketing campaign.**

Marketing Campaigns

Integrated Marketing Campaign



Campaign Management Insights

An influx of media and over-exposure of ads have desensitized buyers. So, unless a campaign can stand out it will simply drown in the noise.

Integrated marketing campaigns increase their likelihood of standing out by delivering a series of consistent or progressive messages to a target audience through multiple channels over a defined period. Each message increases recall and reinforces the company's brand.

The sequenced messages work together to strengthen and amplify the offer. The repetition creates familiarity and increases memorability. More touchpoints create more opportunities to convert.

Marketing conversions increase when you reinforce offers or calls to action over multiple messages, multiple channels or the customers buying journey. Showing up at the right times with consistent headlines, messages and offers creates brand awareness.

Repetition builds recognition. These campaigns acquire leads who would otherwise just not respond to a one-off campaign. It's a more holistic approach than a one-and-done offer sent through a single channel.

Analysis

With integrated marketing, the whole is greater than the sum of its parts. While the research shows that integrated marketing campaigns deliver significantly more leads to the salesforce, the upside is not without its challenges. They are more complex to create, manage and measure, but when correctly executed they deliver the highest volume and quality sales leads.

Lead Management

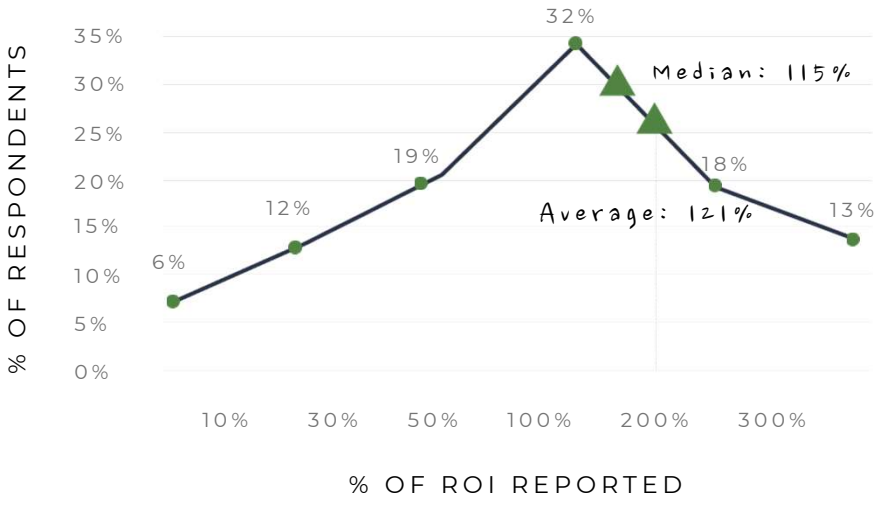
Sales leads fuel the revenue engine. And the better the lead management process, the more fuel to that engine.

Lead management consists of up to eight integrated processes that convert leads into sale opportunities.

You might think of lead management as everything from the point the lead was acquired to the point where it is transferred and accepted by sales.

The survey measured adoption for each lead management process and how each process individually and collectively contributed to the sales pipeline, sales forecast, earned revenues and lead management program ROI.

Lead Management ROI



Note: Tabulated responses omitted high and low scores as outliers and excluded response count for “Dont Know ROI”

When ROI Soared

We wanted to measure lead management payback, so we asked the participants to report their lead management program ROI. Something interesting happened when we compared lead management process adoption with ROI.

Marketers that operated seven or more of the integrated lead management processes achieved an impressive 211 percent ROI from their lead management program. That was about twice as high as the average and three times higher than respondents who operated six or fewer processes.

Average ROI FOR

+211% RESPONDENTS WITH 7 OR MORE INTEGRATED LEAD PROCESSES

And the benefit did not end with ROI. End-to-end lead management respondents converted a significantly higher percentage of sales leads to closure and minimized lead leakage.

Lead Management

The 3 Standout Lead Management ROI Processes

We wanted to understand if certain lead management processes delivered more ROI than others, so we analyzed each of the processes by comparing the average ROI of participants that performed the process with participants that didn't.

The three lead management processes below stood out for their disproportionately high ROI contributions.

Lessons Learned

Lead management goals are twofold. First, to engage, educate and help buyers through their purchase journey. Second, to increase lead conversions, accelerate sales velocity and decrease lead leakage. The two goals are symbiotic.

Because lead management processes occur early in the sales funnel even small improvements deliver significant increases in the volume of sales-ready leads sent to the salesforce. And that delivers a big revenue uplift.

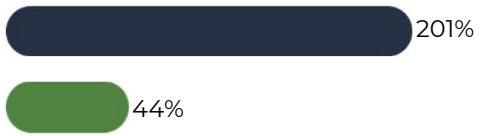
But here's the thing. When defining or refining your lead management processes you need to start at the beginning. That's because integrated processes build upon each other and a weakness in an early step will degrade downstream steps.

For example, poor lead enrichment will degrade lead scoring or poor lead scoring will degrade lead routing to sales. And because each process yields a smaller number of leads than the prior, simple math shows that improvements to the early processes are far more influential than comparable improvements later in the funnel.

Process Performed

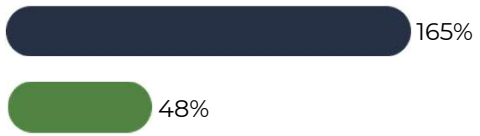
Process Not Performed

LEAD MANAGEMENT ROI WITH AND WITHOUT LEAD SCORING



4.5 X
IMPACT

LEAD MANAGEMENT ROI WITH AND WITHOUT LEAD ENRICHMENT



3.7 X
IMPACT

LEAD MANAGEMENT ROI WITH AND WITHOUT LEAD NURTURE CAMPAIGNS

4.7 X
IMPACT

Marketing Analytics

Analytics make marketers smart.
Instrumenting marketing performance with real-time key performance indicators permits marketers to know what's working, what's not and intervene with timely course corrections to remedy deviations.

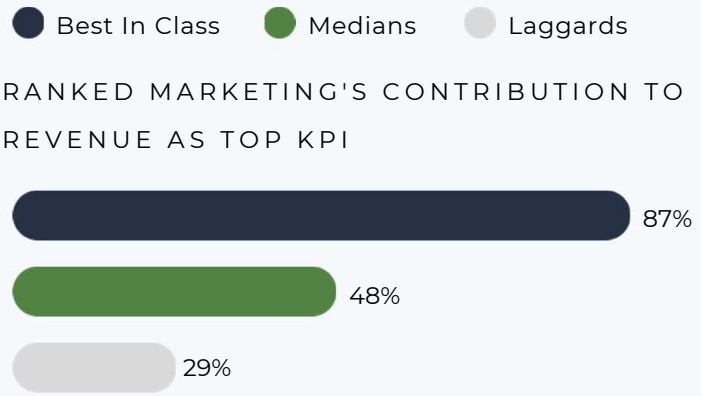
But that's not norm among most marketing organizations. As said by John Wanamaker over 100 years ago, "Half the money I spend on advertising is wasted; the trouble is I don't know which half." Sadly, for many marketers, this is still the case.

Best-in-Class Ranked Revenue Contribution as Top KPI

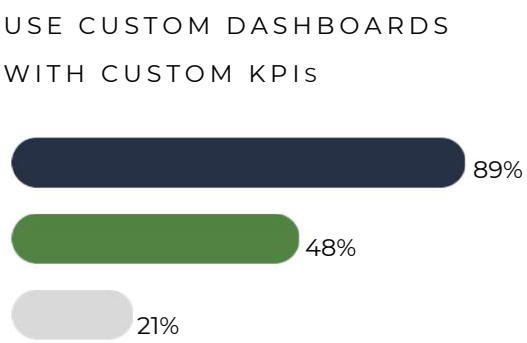
56% MORE THAN LOWER PERFORMING PEERS

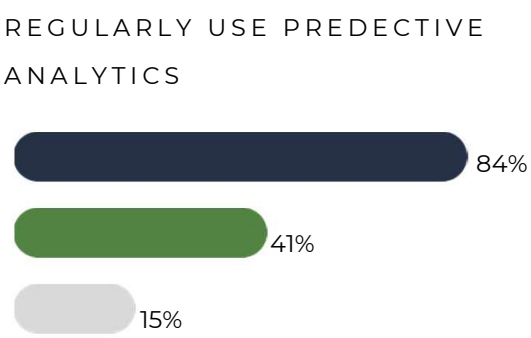
We posed several questions to measure analytics metrics, tools and outcomes. The data demonstrated how Best-In-Class marketers use marketing analytics differently than their lower performing peers.

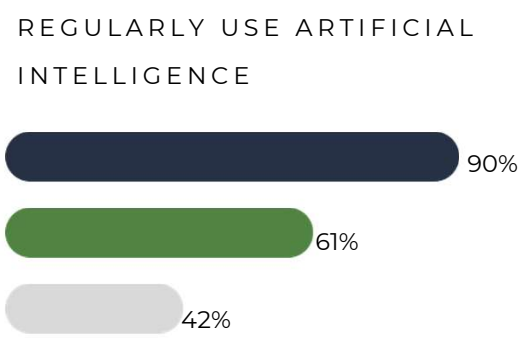
87 percent of the Best-in-Class marketers cited marketing's contribution to revenue as their top key performance indicator. This was 56 percent higher than their peers.



Adoption of analytics tools varied significantly. The below charts show how Best-in-Class marketers leverage advanced reporting tools much more so than their lower performing peers.







Marketing Analytics

Marketing dashboards rated as ineffective were described as all show and no go. They were visually appealing but failed to gain adoption as they didn't display anything that helped the marketer improve performance.

On a better note, dashboards rated as effective were less about displaying content and more about making the information actionable.

For example:

$95 COST PER LEAD

28 ↗ LEADS RECYCLED

42% OVERALL CONVERSION RATE

Marketing Dashboard

- Lead Acquisition
- Lead Routing
- Lead Receipt Disposition
- Lead Funnel Conversions
- Heat Map

Marketing Analytics Findings and Examples

Marketing Analytics

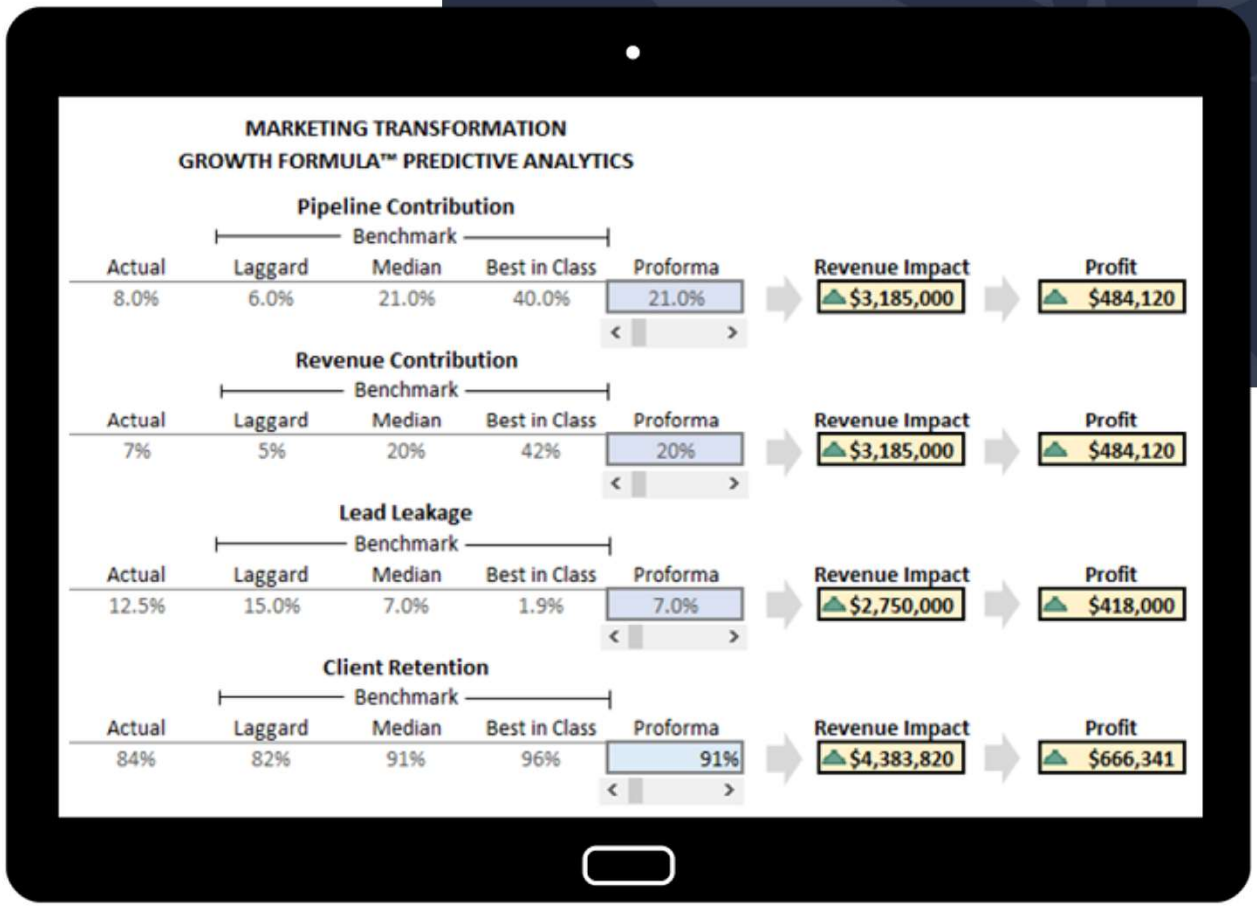
Marketing Transformation

GROWTH FORMULA PREDICTIVE ANALYTICS

The use of predictive analytics was the single greatest disparity among Best-in-Class leaders and their lower performing peers.

$666,341

SAMPLE REVENUE UPLIFT FROM IMPROVED CLIENT RETENTION

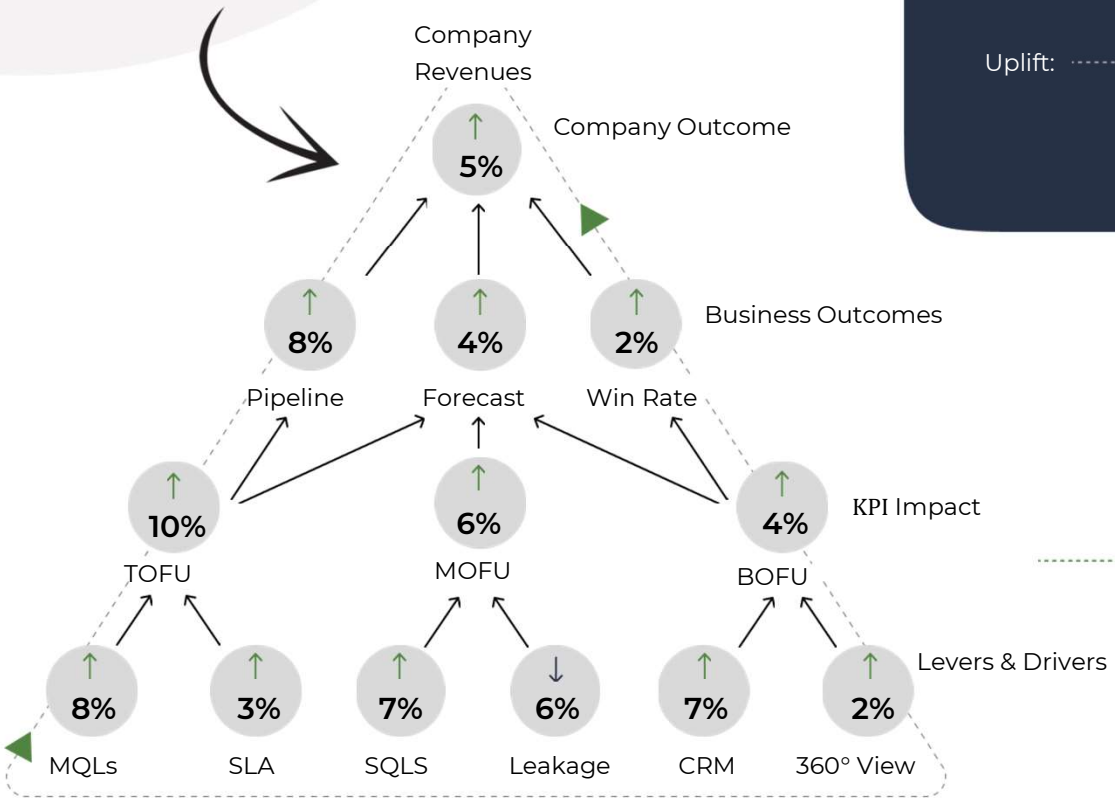


Marketing Analytics Findings and Examples

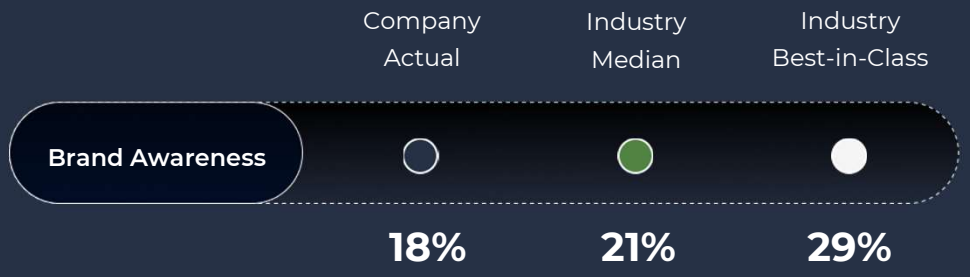
Marketing Analytics

The Predictive Pyramid shows how metrics can be modeled and manipulated, and how they cascade to impact each other.

Predictive Pyramid Analysis



When marketing performance metrics are compared with industry benchmarks management can quickly spot gaps or underperforming areas that offer the biggest financial uplift.



Uplift:

- ↑ to 19% = ↑ qualified leads by **1.15%**
- ↑ to 20% = ↑ qualified leads by **1.39%**
- ↑ to 21% = ↑ qualified leads by **1.75%**

Legend

MQL: Marketing Qualified Lead

SLA: Service Level Agreement

SQL: Sales Qualified Lead

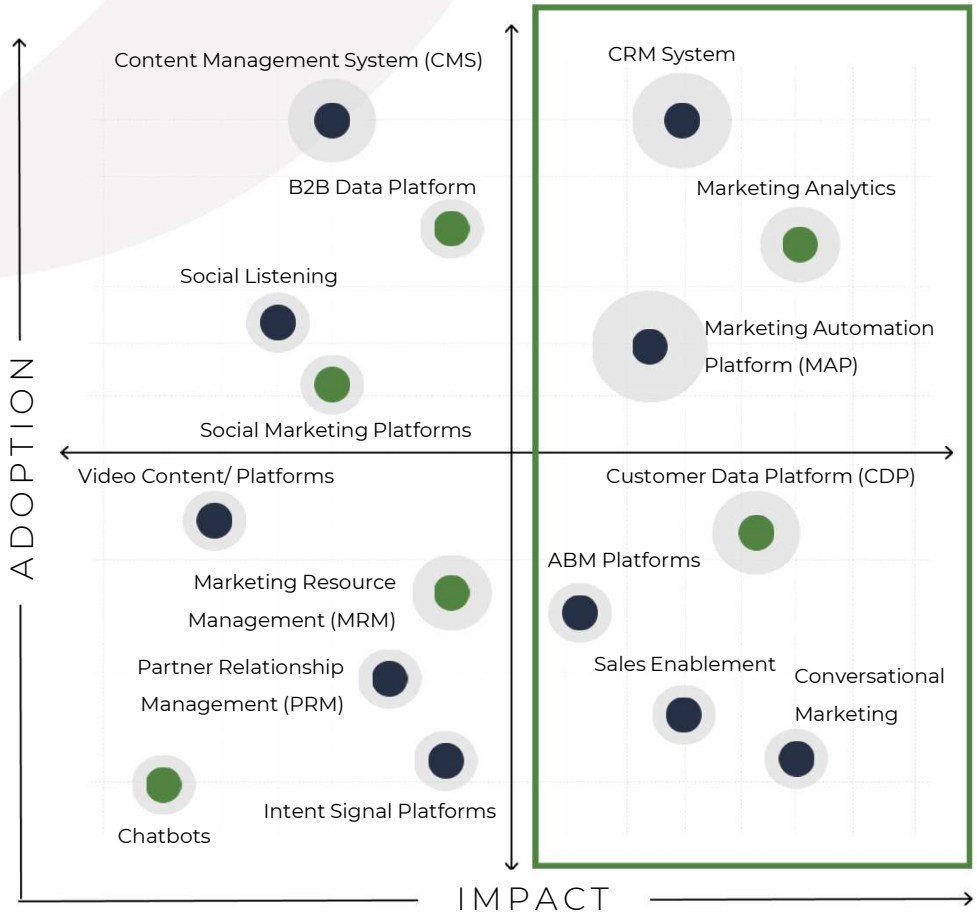
TOFU: Top of The Funnel

MOFU: Middle of The Funnel

BOFU: Bottom of The Funnel

Marketing Technologies

Data Analysis



B2B MarTech

Survey participants were asked to rate marketing technologies (on a 10-point scale) in terms of effectiveness. For those technologies rated above a score of 8 we asked why they were effective. For those scored below 7 we asked why they were ineffective.

We were not interested in just measuring adoption as that's more of a popularity contest and not necessarily indicative of value. As said by English author and founder of Pennsylvania, William Penn, "Avoid popularity; it has many snares, and no real benefit."

Our aim was to identify what the top performing marketers identified as the most effective marketing technologies. So, we filtered the results by performance archetype.

Adoption Vs Impact Quadrant

The quadrant displays the results for the Best-in-Class marketers. The green box highlights what we were after, the most effective marketing technologies (MarTech).

Marketing Technologies

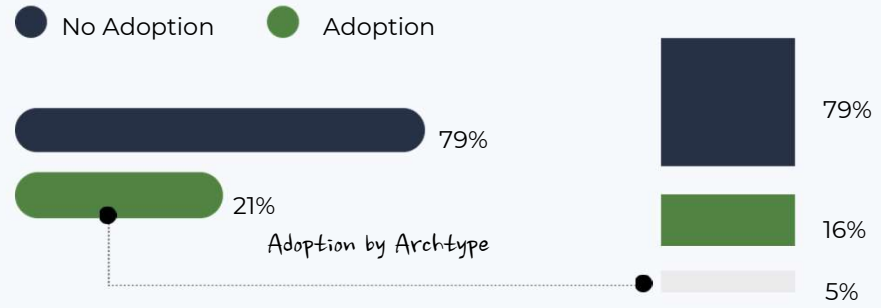
When MarTech is both Panacea & Pitfall

The data surfaced some unexpected results. Most marketing applications were rated as both effective and ineffective by large numbers of respondents. Even the MarTech with the highest scores had large numbers of low scores and vice versa.

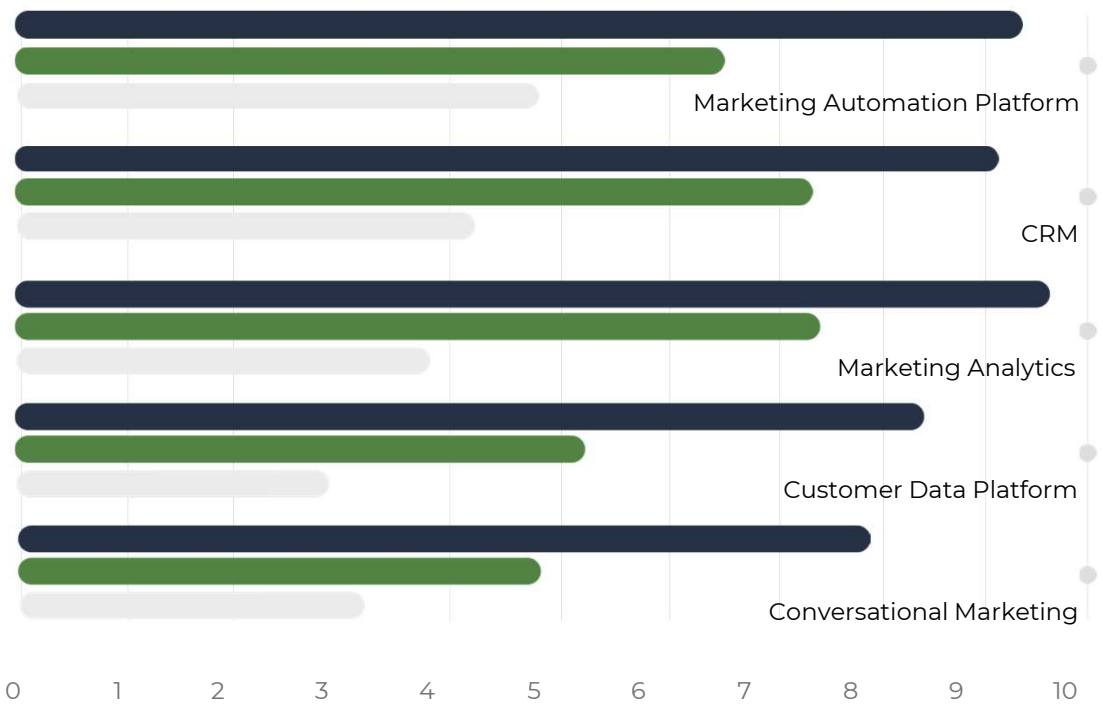
A Top MarTech Newcomer

Conversational marketing is the newest MarTech to the top 5 list. It is a relatively nascent category and market adoption is low. In fact, only 21 percent of respondents reported using this MarTech. But as shown in the chart below, that 21 percent overwhelmingly consist of the Best-in-Class segment that advised its very high effectiveness.

Conversational Marketing Adoption

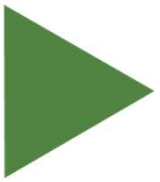


Most Effective Marketing Technologies



The research found that what separated the most and least effective marketing technologies was less about the actual technologies and more about how they were designed and implemented. So, we then focused on the top five marketing technologies ranked by the Best-in-Class marketers.

Next Steps



From Insights to Action

The research reveals findings that can be replicated.

Best-in-Class marketing performance is a measurable pursuit achieved in a five-step approach.

01. Start with clear goals. Consider design thinking to go beyond incremental gains and achieve order of magnitude advancements. Design thinking quickly identifies the most important and highest impact financial outcomes.

02. Solidify what's most important in the Marketing Plan. The research is clear. The best-in-class performers lead with an iron clad marketing plan that focused on the things that most matter and avoided wasting time with things that don't. The marketing plan is the roadmap and is used nearly every day of the journey. Without this roadmap execution is chaotic and aimless.

03. Leverage industry performance benchmarks. There's no need to reinvent the wheel. Replicate the marketing processes of industry leaders to achieve already proven results. This will likely require some Business Process Redesign (BPR) to simplify, streamline and automate marketing activities. Consider agile value stream mapping to reduce cycle times and eliminate non-value-added tasks and activities.

04. Execute with agility. Agile execution with time-boxed iterations and daily measurements will promote collaboration, accelerate time to value and lower risk.

05. Leverage these evidence-based best practices. Marketing recommendations without supporting data are just somebody's opinion.

The 9 best practices in this publication are born from research and show what the highest performers do differently than their peers. When you start with research-based findings, learn from companies that have achieved success and replicate best practices to repeat that performance, you eliminate the guesswork, avoid trial and error, and pursue the straightest and shortest course to targeted outcomes

How JohnnyGrow Can Help

Helping clients transform marketing for significant and sustained revenue growth is a Johnny Grow core competency. We have the research, benchmarks, frameworks and expertise to help clients apply best practices and technology automation for Best-in-Class performance. Visit **https://johnnygrow.com/marketing** to check out our flexible services, prescriptive methods and predictable results.

METHODOLOGY

About This Report

This research was conducted using an online survey. The survey was directed to B2B marketing professionals without regard to geography, company size or industry. All participants in the survey identified themselves in the Business-to-Business market. This was a pre-qualifier to participate in the survey.

The questions were organized among ten categories. Respondents were given the option to not respond to questions they deemed not relevant or did not know the answer.

The total number of questions may differ among respondents as based on a given response, a participant may be posed additional or cascading questions. Certain questions permitted multiple responses; therefore, response totals may not sum to 100 percent.

The survey results include the responses of up to 179 individuals in 177 unique organizations. The composition of respondents included the following demographics:

Job Title		Company Size		Industry		Department	
CEO/President:	3%	Annual Revenues:		AEC:	5%	Corporate:	5%
VP/SVP/EVP:	2%	Over $1B:	12%	Communications:	8%	Marketing:	88%
CMO:	16%	$100M to $1B:	38%	Distribution:	11%	Sales:	7%
Marketer:	71%	$10M to $100M:	36%	Financial Services:	11%		
VP Sales/CRO:	3%	Less than $10M:	14%	Industrial:	13%		
Salesperson:	4%			Life Sciences:	9%		
Other:	1%			Prof Services:	15%		
				Retail:	10%		
				Technology:	18%		

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About Johnny Grow

We are revenue architects.
We team with clients to engineer synergistic combinations of prescriptive growth strategies, evidence-based best practices and supporting technologies to maximize company revenues. Our work delivers order of magnitude results, not incremental improvements.

Helping clients accelerate revenue is our North Star and singular focus. It’s the only thing we do.

About the Lead Author

Chuck Schaeffer was the lead research analyst and author for this report. Chuck is a business growth strategist, thought leader and implementer of business strategies, best practices and Salesforce technology solutions.
He has been providing advisory services for 32 years and regularly speaks on the topics of revenue growth, CRM, Customer Experience, innovation and disruption at events and conferences. He retains many certifications, advanced graduate degrees and has been appointed a Malcome Baldrige National Quality Award Examiner.