



CEB Marketing Leadership Council®

The Digital Evolution in B2B Marketing

13 September 2012

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thinkB2B
with Google

A FRAMEWORK FOR MEMBER CONVERSATIONS

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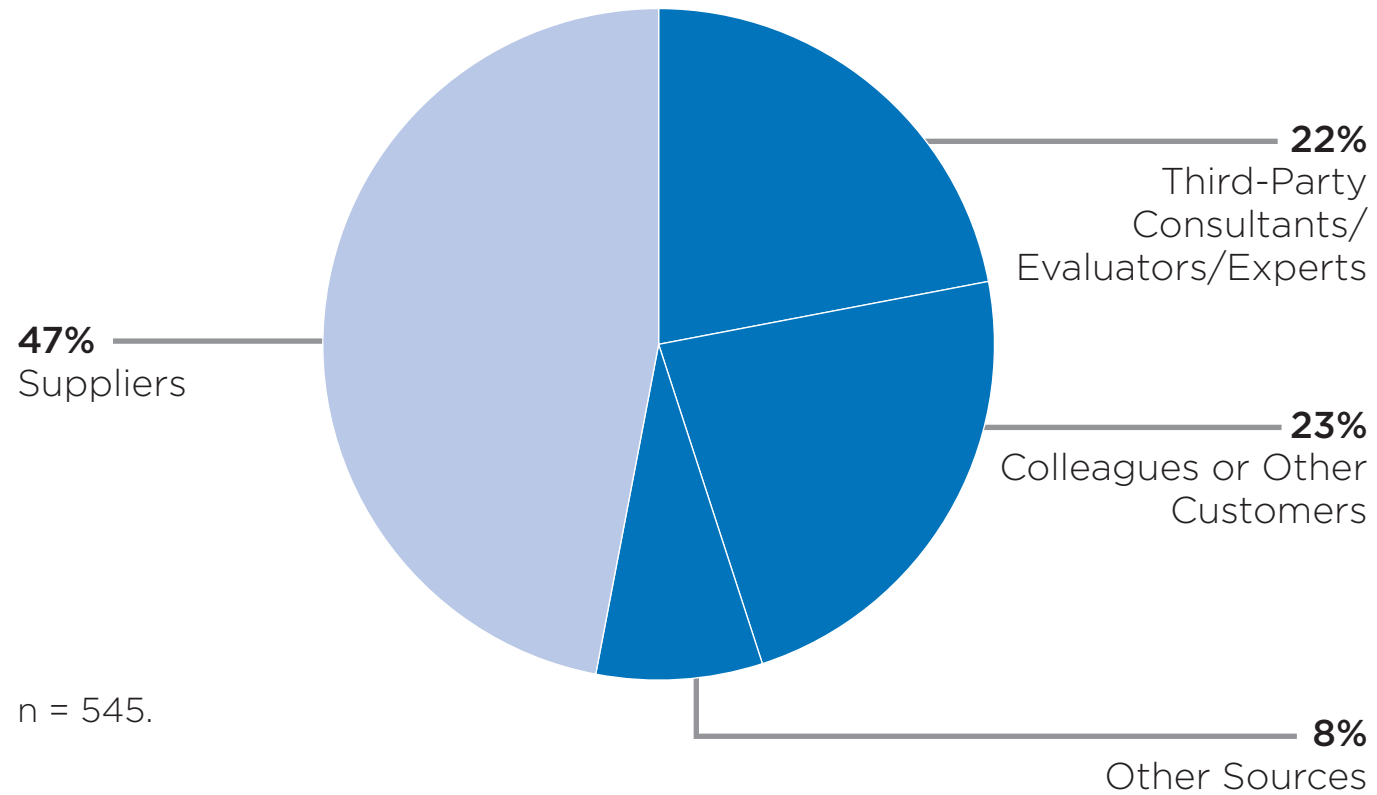
ROAD MAP FOR THE PRESENTATION



DON'T CALL US, WE'LL CALL YOU...OR NOT

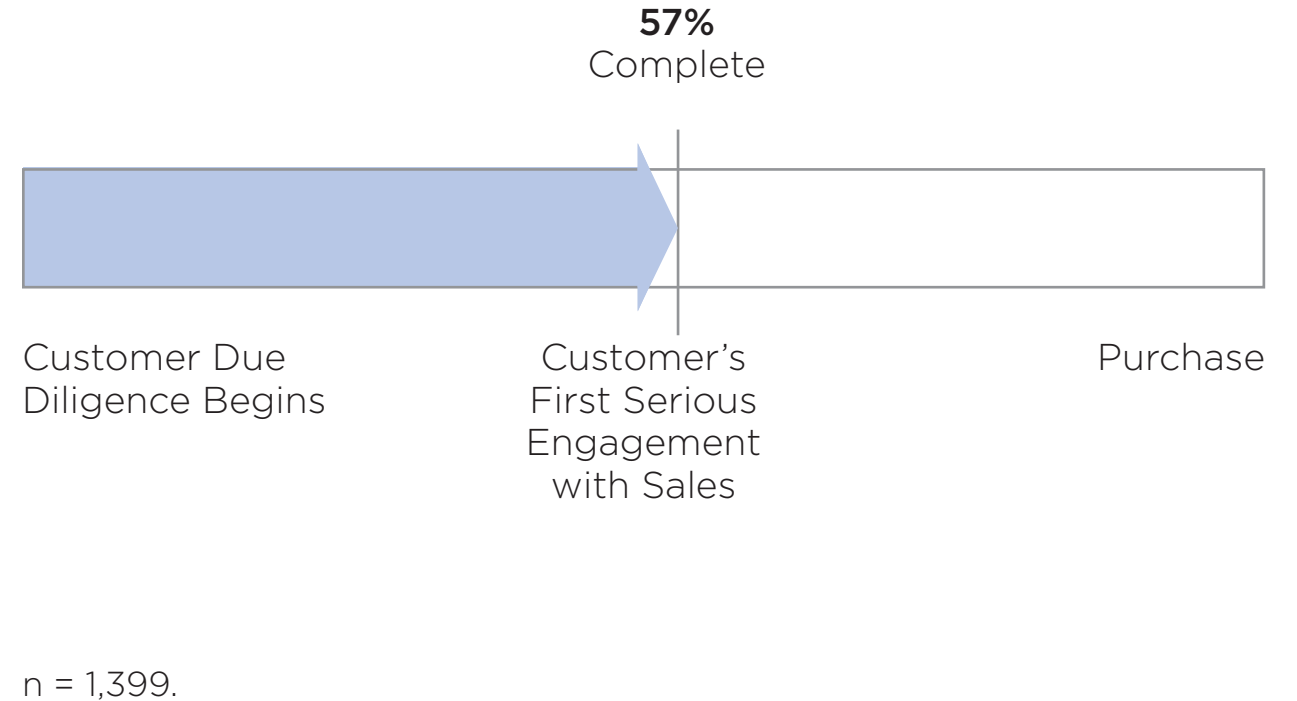
Customers increasingly look to non-supplier sources to guide purchase decisions...

Sources of Information Customers Use



...and delay serious engagement with Sales while self-diagnosing their problems.

Customers' Progress in Purchase Decision-Making Before Engaging Sales

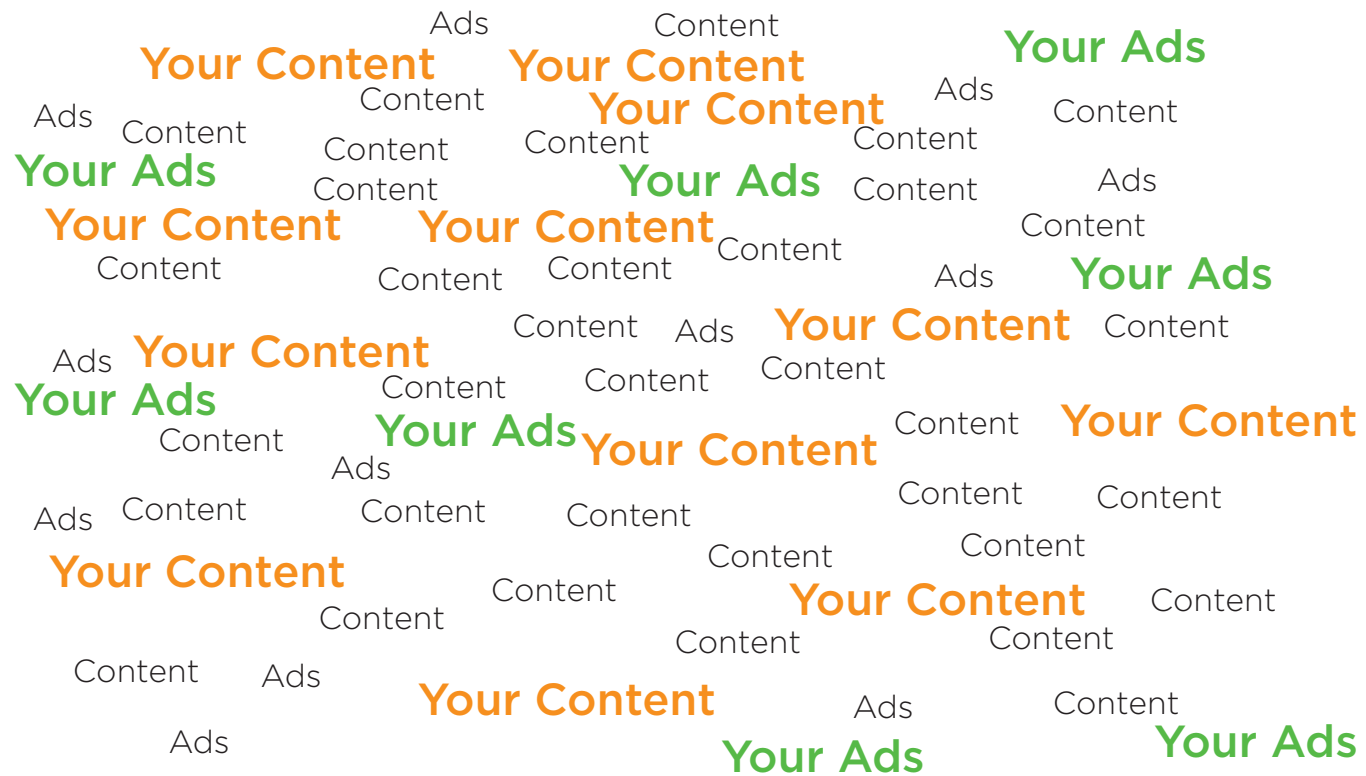


Source: CEB Marketing Leadership Council 2012 Customer Purchase Decision-Making survey; CEB Marketing Leadership Council 2011 Customer Purchase Research survey.

ENGAGING CUSTOMERS WHEREVER YOU CAN

Broad-based efforts in content and digital marketing have helped restore engagement...

...boosting key performance metrics and helping identify sales opportunities earlier.



Marketing Objectives: Awareness, Attention, and Engagement

Performance metrics

- Website Traffic
- Time on site
- Social connections
- Newsletter subscribers
- E-mail click-thrus
- Content downloads
- Event attendance
- Lead pipeline

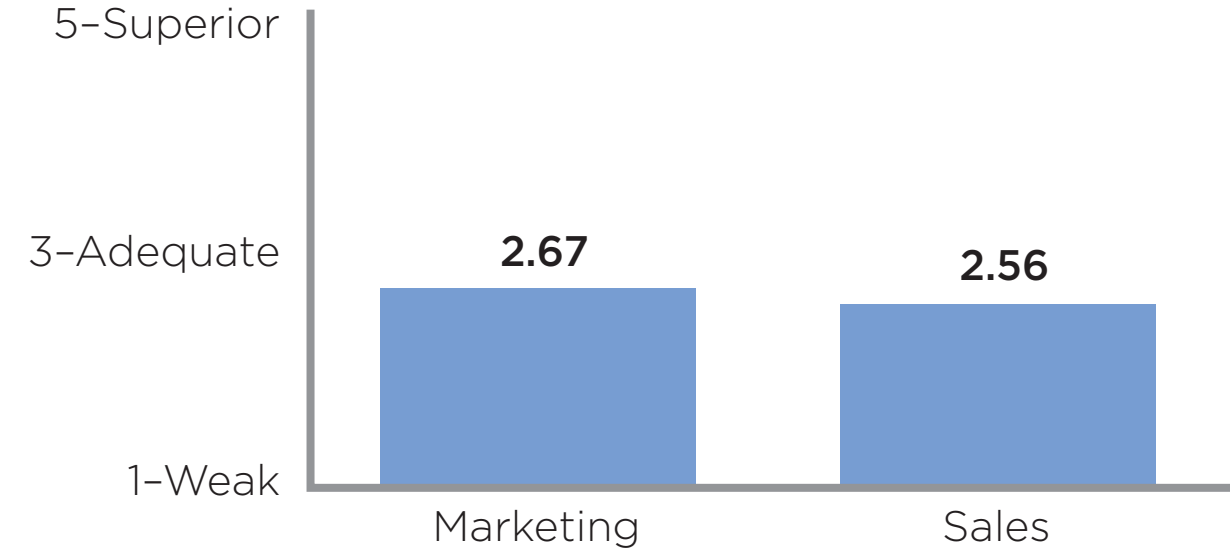
YOUR RESULTS MAY VARY

Unfortunately, many marketers have seen only the intermediate benefits from these efforts, but not the economic impact.

Overall Performance of Digital Efforts

Marketing Report Card		Business Report Card	
Web Traffic	A	Quality Leads	C
E-mail Open Rates	B+	Conversion Rates	D
Content Downloads	B	Topline Growth	F
Leads	B	Reduced Price Pressure	F
Connections and Subscribers	B		

Perceived Effectiveness of Lead Generation

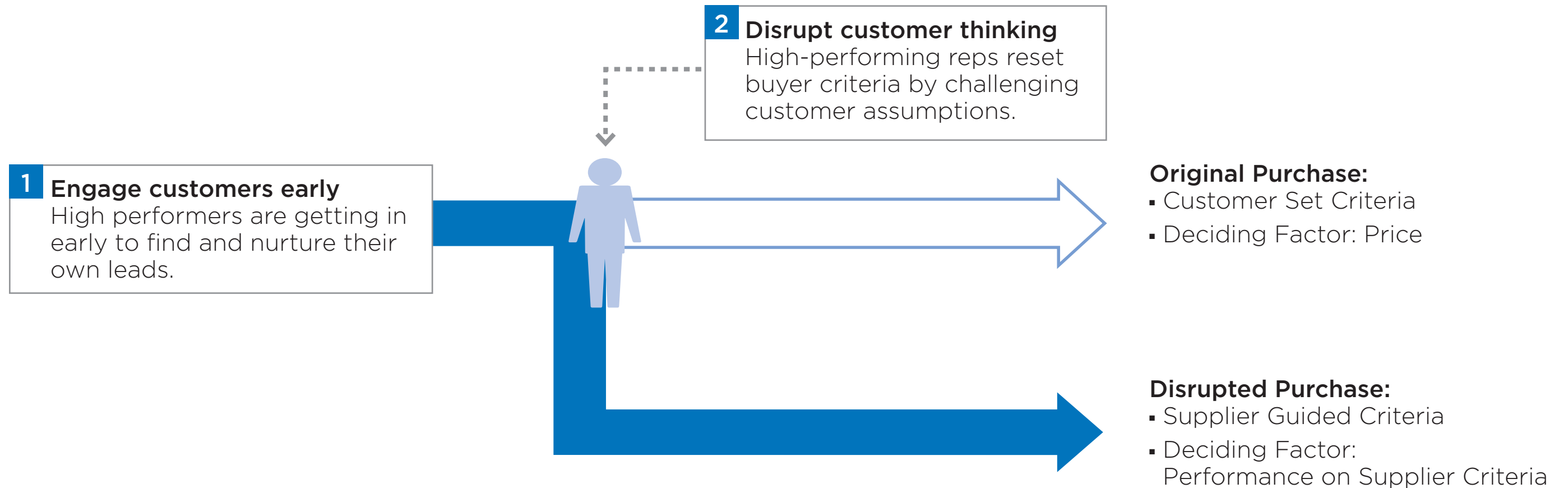


n = 1,395 Sales and Marketing professionals from 43 B2B companies.

THE CHALLENGER SALE

Effective sales reps focus on challenging key assumptions underlying customers' points of view (and their purchase decision-making criteria) to push more deals in their favor.

Significant Changes in Hi-Per Rep Behaviors

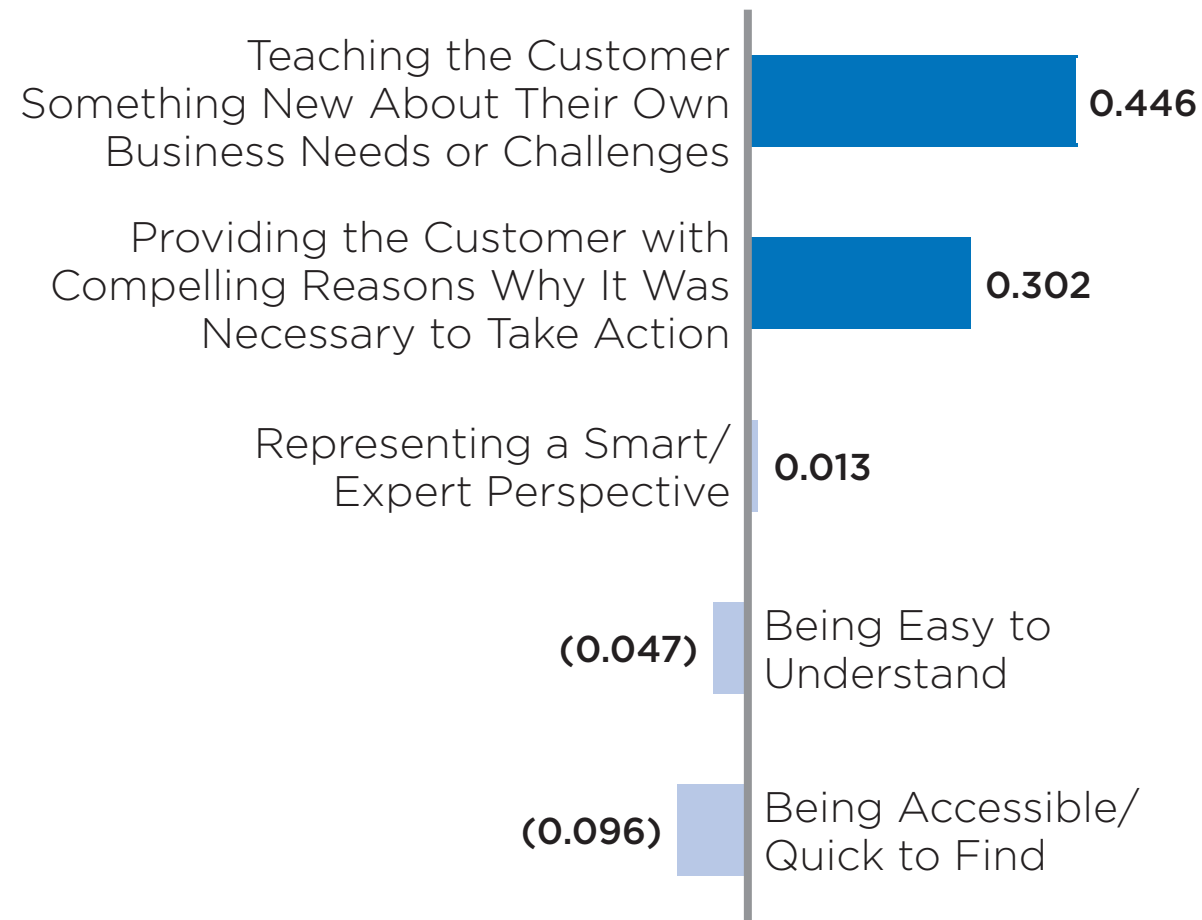


MARKETING'S NEW MANDATE: SET CUSTOMERS UP FOR DISRUPTION

Progressive marketers seek to teach customers and reset their purchase criteria...

...with a focused and interconnected path of content and marketing efforts.

Drivers of Changing a Buyer's Direction



Customer Journey on Marketing-Engineered Disruptive Path



n= 545.

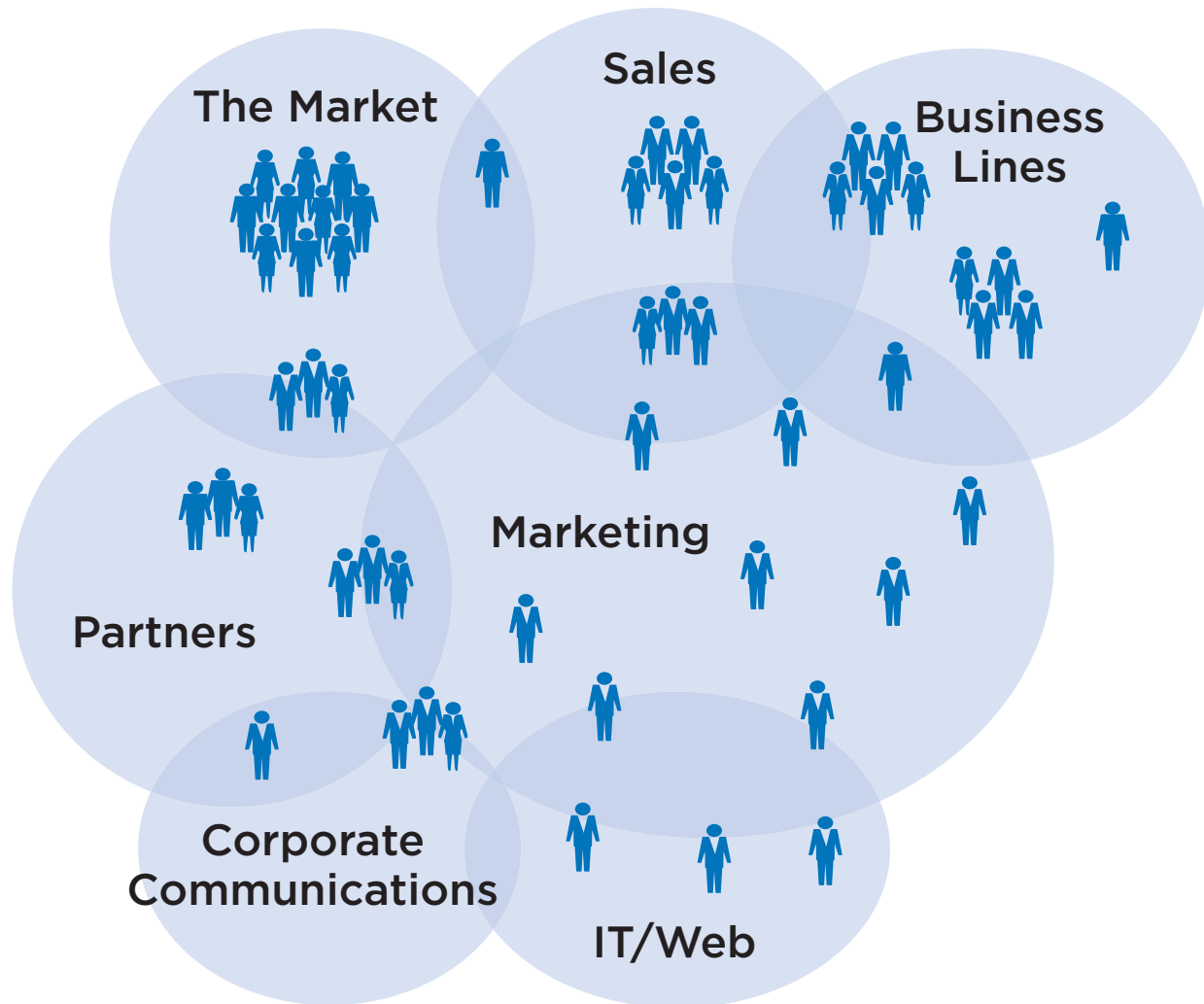
ROAD MAP FOR THE PRESENTATION



NOT FIT FOR PURPOSE

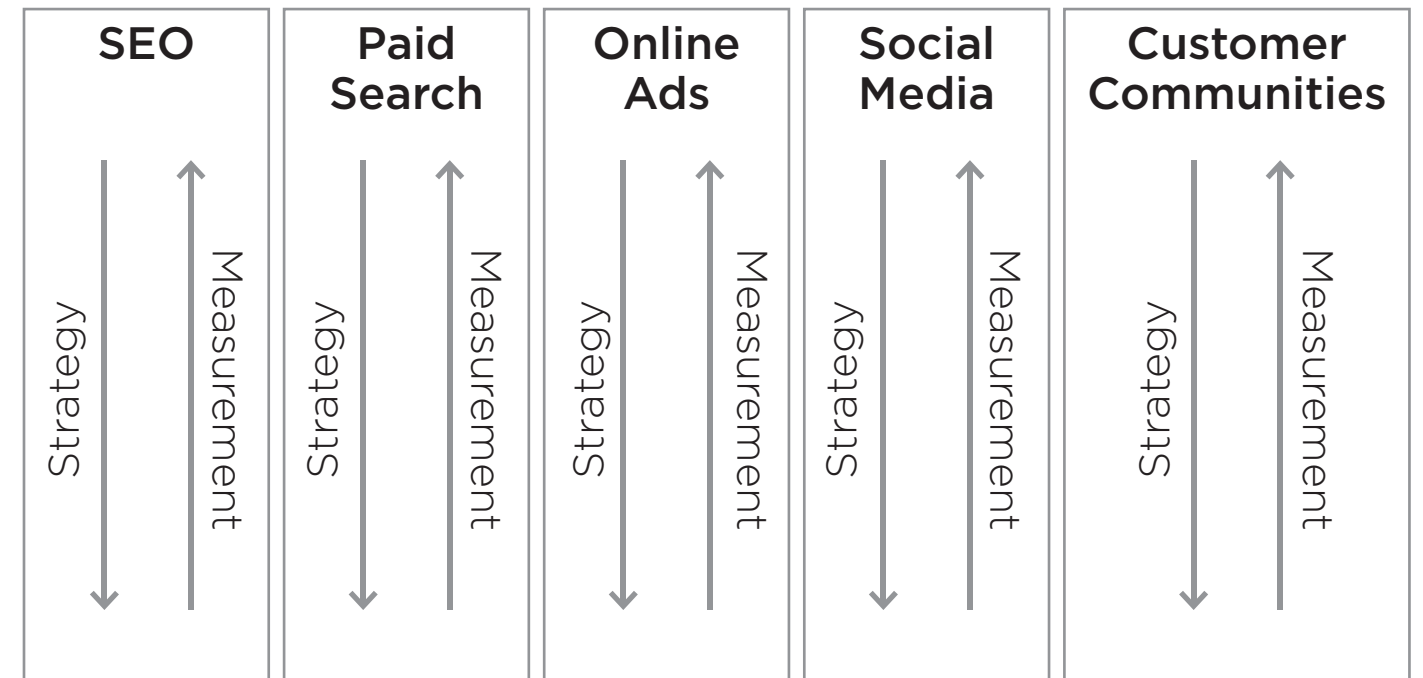
Dispersed and loosely guided content efforts lack coherence and interconnectedness...

Diffused Content Efforts



...while siloed digital tactics optimize to individual goals, not collective customer impact.

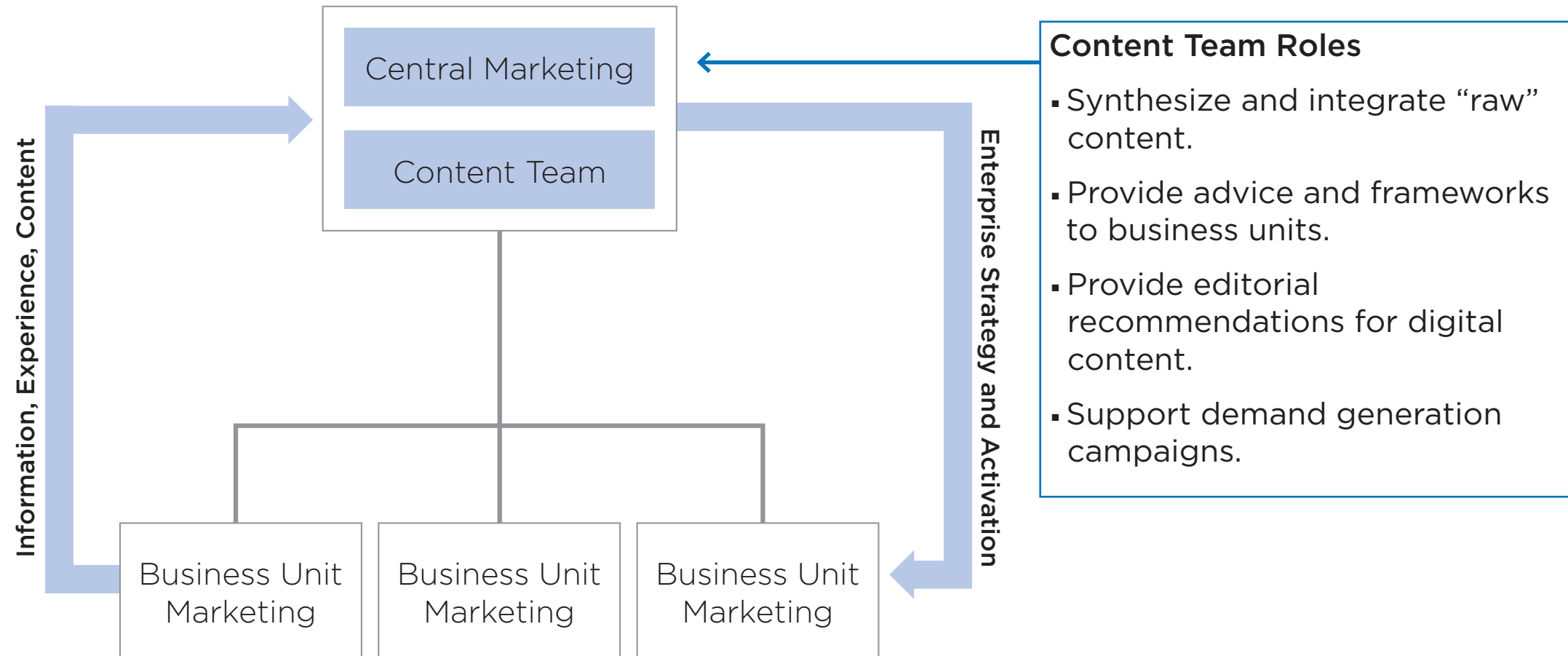
Digital Tactics Optimized in Siloes



ORGANIZATIONAL CONTENT GOVERNANCE



Leading marketers appoint central content experts to advise business units in content production and facilitate cross-business activation in the marketplace.

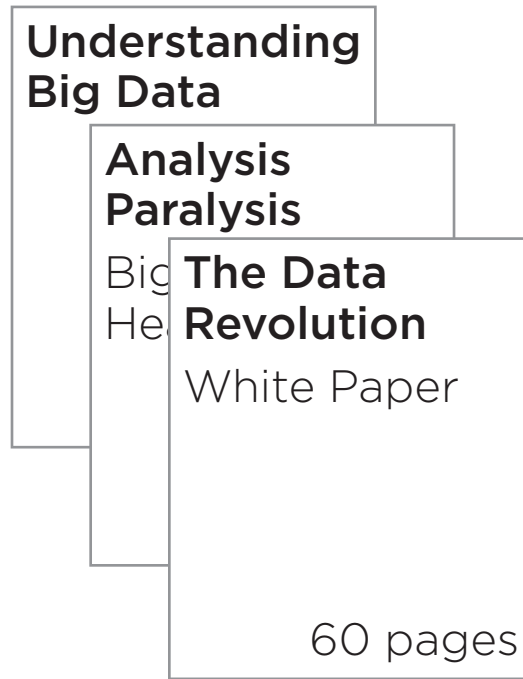


ACTIVATING ORGANIZATIONAL POINTS OF VIEW



While business unit content may contain strong ideas...

...content only comes to life when the central team diligently integrates and activates it.



- ✓ Idea quality
- ✓ Idea relevance
- ✗ Connectedness of related ideas
- ✗ Audience engagement

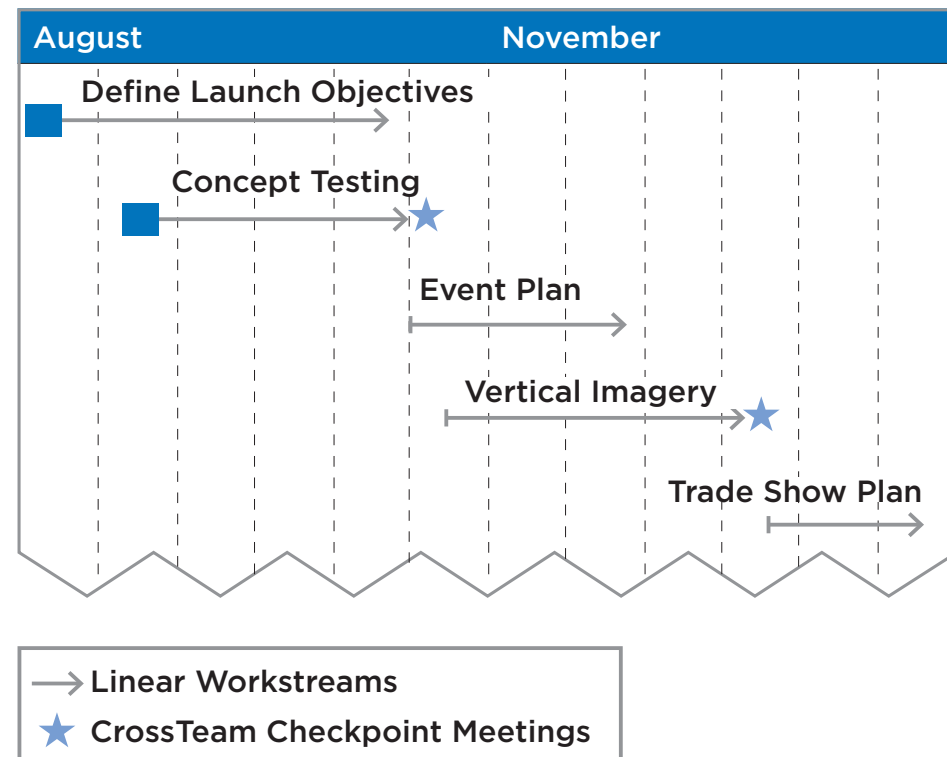
Shift to pan-organizational perspectives and web centers

Shift to visual, interactive, and mobile formats

A PROCESS FIX CAN ONLY GO SO FAR...

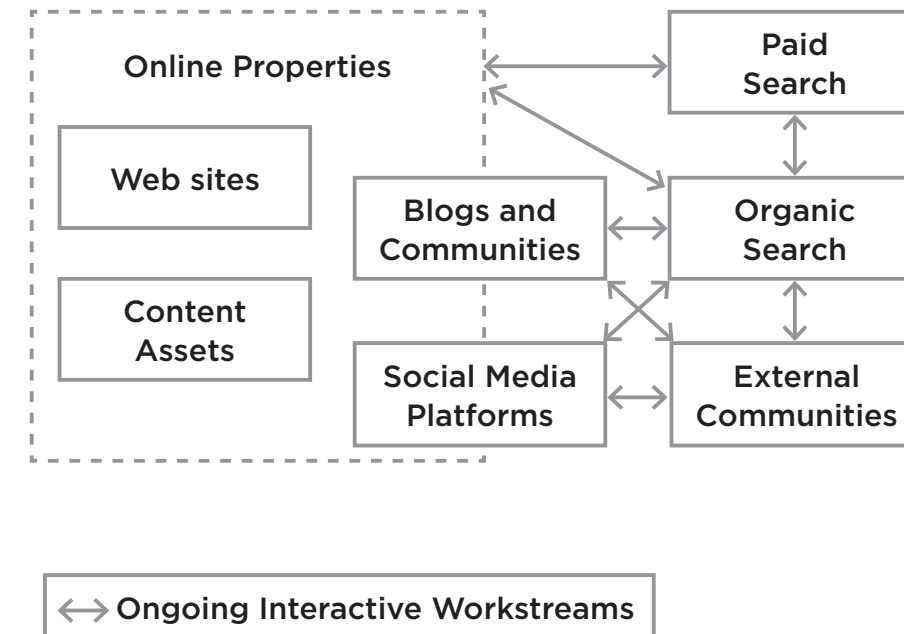
While campaign planning frameworks are useful for intermittent collaboration...

Campaign-Based Integration



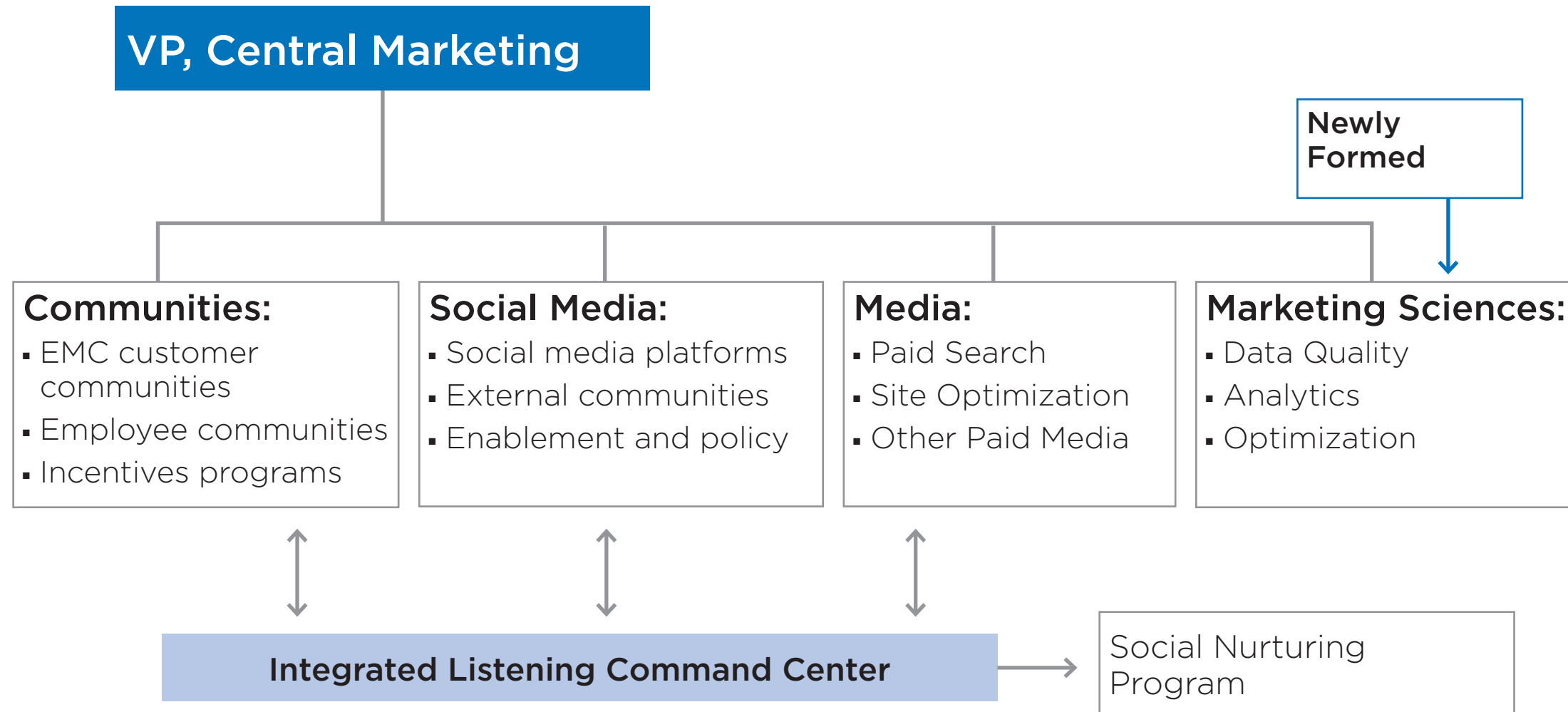
...the next threshold of digital performance requires continuous, collective management.

Ongoing Digital Integration



A COLLECTIVIST APPROACH

EMC pulls together dispersed specialists into one team supported by an integrated listening platform to enable a more collective management approach.

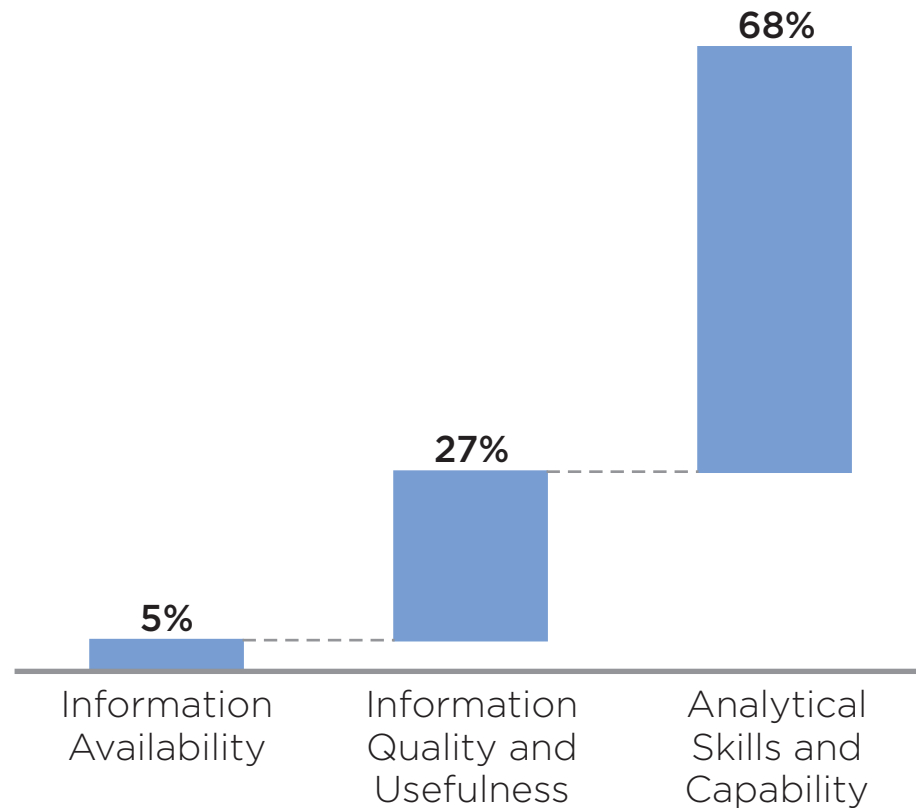


BUT WHAT ABOUT OUR SILOED DATA?

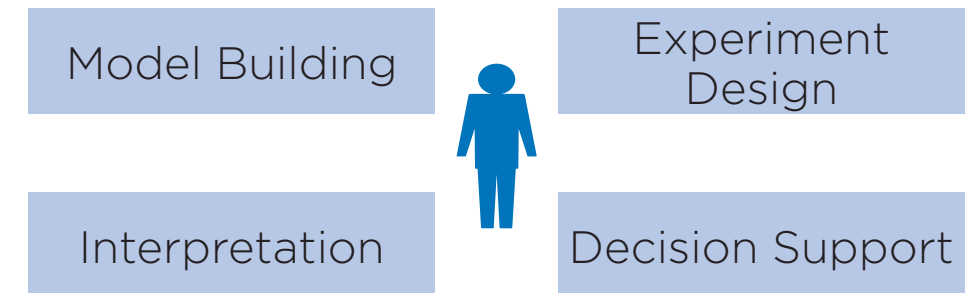
Emphasis on system investments and data governance may obscure an underlying truth...

...that insights and action logic are primarily based on smart, thorough human analysis.

Impact on Realizing Business Value from Data



Key Human-Centric Analytic Responsibilities



Under-Funded Data Imperatives:

- Acquiring the right minds
- Unburdening high performers
- “Integrating” analytics staff

Source: CIO Executive Board research (a division of CEB).

KEY TAKEAWAYS

Customers are self-diagnosing their problems and deciding on potential solutions before you know about it.

Sales' and Marketing's joint mandate: 1) get in earlier and 2) disrupt purchase criteria in your favor

Implications:

- Pursue fewer, higher-impact ideas and more concentrated execution.
- Don't shortcut activation of the ideas and expertise you already have.
- Formalize content roles and promote a publisher mindset, not just a marketer mindset.
- Bring digital teams closer together—planning processes can support integration only so far.
- Prioritize advancement of smart, disciplined human analysis over sophisticated tools and Big Data governance initiatives.

ROAD MAP FOR THE PRESENTATION

B2B Marketing's
New Mandate



Rethinking Talent
and Structure



Q&A

WHAT TO DO NEXT

CEB Marketing Leadership Council and Google are pleased to offer the full research for free at CEBurl.com/digital-evolution.

CEB Marketing Leadership Council®
WHAT THE BEST COMPANIES DO

The Digital Evolution in B2B Marketing Organizations

Research Conducted by
Marketing Leadership Council

In Partnership with
Google

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Section 1 of 2

To what extent do you agree or disagree with each statement as it relates to the marketing organization (defined broadly) at your company?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	I don't know
Meaningful search trends (e.g., rapidly ascending search terms) are fed directly into our social media, paid search, and content production efforts on a continuous basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There is a great deal of common language and terminology used between marketing staff across social media, paid digital media, and organic search	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our social media specialists go beyond tool know-how to intimately understand our business and the most interesting debates and conversations in our markets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social listening outputs are fed directly into our organic optimization, paid search, and content production efforts on a continuous basis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our digital marketers are all well-versed in the dynamics, trends, and applications of social media	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The way we "package" our digital content is strongly influenced by best practices for optimizing search and social media performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We approach search engine performance holistically with an integrated planning framework combining organic and paid search optimization	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next

CEB Home Search My Account

The Digital Evolution in B2B Marketing

Breaking into the integrated performance paradigm with multi-channel content, communications, and analytics.

Overview | Digital Integration | Content Marketing | Analytics

Did you know?

- 57%**—that's how far the average B2B buyer is through the purchase decision before engaging a supplier sales rep.
- 12%**—that's how much of your customer's total mindshare you as a supplier have across the entire B2B purchase path.

About the research

This research was completed by CEB's Marketing Leadership Council in partnership with Google. Underpinning the findings are:

- Insight and quantitative benchmark research and analysis into B2B Marketing and Sales Practices.
- Insight from the CEB advisory teams specializing in B2B marketing issues and from subject matter experts at Google.
- Structured interviews with leaders at 50 B2B marketing organizations.
- Secondary research and interviews with numerous vendors, consultants, agencies, and research organizations operating in the digital marketing space.

What are you doing about it?

CEB partnered with Google to learn what leading large enterprise marketing teams are doing differently to thrive in a world where customers learn on their own.

Chapter 1: Digital Integration

You can't process your way out of a structural problem. Your sites are holding you back. Process changes won't fix it.

Read More | Download Chapter | Take Assessment

Sponsored by: **CEB** and **Google**

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Rethinking Talent
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About Our
Research



Q&A



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