The Digital Evolution in B2B Marketing

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A FRAMEWORK FOR MEMBER CONVERSATIONS

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

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

**Sources of Information Customers Use**

- **47%** Suppliers
- **23%** Colleagues or Other Customers
- **22%** Third-Party Consultants/Evaluators/Experts
- **8%** Other Sources

**n = 545.**

**Customer Due Diligence Begins**

**57% Complete**

**Customer’s First Serious Engagement with Sales**

**Purchase**

**n = 1,399.**

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

### Overall Performance of Digital Efforts

<table>
<thead>
<tr>
<th>Marketing Report Card</th>
<th>Business Report Card</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web Traffic</td>
<td>Quality Leads</td>
</tr>
<tr>
<td>E-mail Open Rates</td>
<td>Conversion Rates</td>
</tr>
<tr>
<td>Content Downloads</td>
<td>Topline Growth</td>
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<tr>
<td>Leads</td>
<td>Reduced Price</td>
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<td>Connections and</td>
<td></td>
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<td>Subscribers</td>
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</tbody>
</table>

### Perceived Effectiveness of Lead Generation

<table>
<thead>
<tr>
<th></th>
<th>5-Superior</th>
<th>3-Adequate</th>
<th>1-Weak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>2.67</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>2.56</td>
<td></td>
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</tbody>
</table>

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

1. Engage customers early
   High performers are getting in early to find and nurture their own leads.

2. Disrupt customer thinking
   High-performing reps reset buyer criteria by challenging customer assumptions.

Original Purchase:
- Customer Set Criteria
- Deciding Factor: Price

Disrupted Purchase:
- Supplier Guided Criteria
- Deciding Factor: Performance on Supplier Criteria
Progressive marketers seek to teach customers and reset their purchase criteria...

**Drivers of Changing a Buyer’s Direction**

- Teaching the Customer Something New About Their Own Business Needs or Challenges: 0.446
- Providing the Customer with Compelling Reasons Why It Was Necessary to Take Action: 0.302
- Representing a Smart/Expert Perspective: 0.013
- Being Easy to Understand: (0.047)
- Being Accessible/Quick to Find: (0.096)

...with a focused and interconnected path of content and marketing efforts.
ROAD MAP FOR THE PRESENTATION

- B2B Marketing's New Mandate
- Rethinking Talent and Structure
- About Our Research
- Q&A
Dispersed and loosely guided content efforts lack coherence and interconnectedness... while siloed digital tactics optimize to individual goals, not collective customer impact.

Diffused Content Efforts

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

**Content Team Roles**
- Synthesize and integrate “raw” content.
- Provide advice and frameworks to business units.
- Provide editorial recommendations for digital content.
- Support demand generation campaigns.
BY THE NUMBERS

BIG Data

BIGGER

POtENtIaL

once you get your mind around just how big our data has become, the next trick is to open your mind to the possibilities created by having all that data. the industry term is Big data, but it really ought to be called huge data or perhaps Ginormous data. In 2011, the total data that had been created was 1.8 zettabytes. A zettabyte is a trillion gigabytes, or sextillion bytes. By 2020, IDC expects annual data generation to increase 4,300% from 2009, with total data produced to be around 35 zettabytes.1

more than 70% of the data is generated by individuals, and herein lies the opportunity for enterprises: to access this data, combine it with the enterprises' data and analyze it all for new insights. EMC says the number of customers storing a petabyte (1 million gigabytes) or more was 1,000 in 2010, and estimates that it will be 100,000 customers before the end of the decade. think about how much data you generate every day. You take a picture and store it in the cloud. maybe you post a video on YouTube. Certainly you make a few purchases on your credit card, send email, browse more than a few websites or post a tweet. now multiply those actions by billions of people. Add in data generated by sensors, from weather satellites in space, to manufacturing sensors on a factory floor, to sensors on the ocean floor, to sensors in your car.

An exabyte here, an exabyte there, and pretty soon you're talking about really massive data.

Getting to information

they say that information is power, but information shouldn't be confused with data. Power comes from mining the data to get at the information it contains. that's where things get interesting. most of the data we are generating and will continue to generate is called "unstructured" data. that means that much of it doesn't fit neatly into the fields of a relational database. unstructured data is less rigid, less ordered and more interrelated than traditional data. All those photos, videos and passages of text fall into this category.

Given the volume, variety and velocity of data, the tools for analysis are changing. more people can peer into the data in more ways for more meaning. Analytics is no longer confined to a few people working with a subset of data on a small analytics server off in a corner. today analytics is moving to center stage as more people can access the tools and analyze all the data, leveraging data from multiple sources and unleashing the power of a distributed grid of computing resources to do the heavy lifting involved in the analysis.

Analytics is now moving to the "predictive edge," where the analysis is more time-sensitive and closes in on real-time results, as CSC's William Koff and Paul Gustafson write in their research report, "data revolution."

practical uses

one example they highlight is insurance fraud analysis. In the past, companies may have run fraud analysis every two months—which may have meant that fraudulent claims had already been paid. With Big data tools, insurance companies can run those analyses twice a day, catching fraudulent claims in hours.

the production of data is expanding at an astonishing pace. experts now point to a 4300% increase in annual data generation by 2020. drivers include the switch from analog to digital technologies and the rapid increase in data generation by individuals and corporations alike.

Size of Total Data

Enterprise Managed Data

Enterprise Created Data

.79 zb

1.2 zb

.96 zb

.36 zb

2012: customers will start storing 1 EB of information.

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...

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

Campaign-Based Integration

Ongoing Digital Integration

Linear Workstreams

CrossTeam Checkpoint Meetings

Online Properties

Paid Search

Web sites

Blogs and Communities

Content Assets

Social Media Platforms

External Communities

Ongoing Interactive Workstreams
A COLLECTIVIST APPROACH

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

Communities:
- EMC customer communities
- Employee communities
- Incentives programs

Social Media:
- Social media platforms
- External communities
- Enablement and policy

Media:
- Paid Search
- Site Optimization
- Other Paid Media

Marketing Sciences:
- Data Quality
- Analytics
- Optimization

Integrated Listening Command Center

Newly Formed

VP, Central Marketing

Social Nurturing Program
**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.

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**Impact on Realizing Business Value from Data**

- **Information Availability**: 5%
- **Information Quality and Usefulness**: 27%
- **Analytical Skills and Capability**: 68%

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**Key Human-Centric Analytic Responsibilities**

- Model Building
- Experiment Design
- Interpretation
- Decision Support

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**Under-Funded Data Imperatives:**

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

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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.
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WHAT TO DO NEXT

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