



# The Keys to Building a Revenue Marketing Practice

*Addressing The People and Process Challenges*



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## Introduction

When I first implemented marketing automation at my last employer – a global Fortune 500 firm with over 100 marketers worldwide – it became immediately apparent that technology was *not* going to be the end solution. The company's entire culture had recently shifted to one of metrics and results when they implemented a global standard for Customer Relationship Management (CRM) and the marketing department needed to follow suit.

Technology alone was not going to transform the marketing team from a traditional marketing department into a demand generation marketing practice focused on revenue. All of the people and processes needed to be adjusted to support this new paradigm and tough choices had to be made. As it turns out, the shift paid off – very well.

Marketing automation (MA) is the newest weapon in a marketer's arsenal and, when leveraged effectively, it's a game-changer. But don't think a fancy marketing automation tool is an instant fix to your demand creation problems. Though it's true that MA technology is revolutionary, it isn't *magic*. You still need to have the right people and processes in place around this new system to support it, boost its effectiveness, and ensure your success.

This e-paper explores how to strategically build a revenue marketing team in your global organization.

### The People Challenge

Regardless of which marketing automation software you choose, you will need someone on your team who clearly understands how to use it – especially if you are new to demand generation.

In a global organization, this can be particularly challenging due to the silos that develop within large marketing departments. Often, teams develop with specialties in particular channels or product lines.

While this may have been useful for traditional marketing techniques, when you are trying to gain a holistic view of

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your target market and create activities based on their buying cycle and behaviors, some reorganization is required.

Chances are you don't have the right skill set in your current marketing department. Though you may have experts in communications, event management, copywriting and graphics, it takes quite a different skill set to make the most of your marketing automation investment.

### ***A Dedicated Resource***

MA is an innovative technology that requires a new breed of marketer. We call these new marketers *Revenue Marketers* because their focus is on driving revenue for the company. In order to realize the full benefits of marketing automation, you need a dedicated resource that not only understands the technology, but also understands email marketing and demand generation, and has the operational and analytical mindset to dig into the data you will begin to collect. This individual's job is to analyze the data, and then do something useful with it.

Large enterprises may need several resources to manage across regions and business units. Global marketing, especially electronic marketing, presents special challenges. Europe and Asia have different rules and expectations than North America for email campaigns and social media.

Managing MA tools can't be just an added responsibility for an existing team member. Indeed, it takes a dedicated resource to really make it work, especially for large companies managing hundreds of thousands of contacts and selling multiple products or solutions. If you don't dedicate resources, you're in danger of your marketing automation system becoming little more than an e-blast tool. And if that's all you want from MA, you're wasting your money!

### ***An Executive Sponsor***

Every large implementation project needs an executive sponsor and MA is no different. Large organizations often move very slowly to change because it involves many layers of people who need to shift their mindset and can lead to major cultural shifts.

Driving the project from the top down by the CMO and VP of Sales is critical to getting every member of the sales and marketing teams on board. However, your CEO should also support the project to ensure that your CMO won't run into obstacles when trying to obtain funding for such a major change.

## **The People Challenge**

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### *Finding the Experts*

Marketing automation is a growing space and most companies are just beginning to explore the benefits. There are not many marketers today who have experience with these kinds of tools. Most marketers have creative expertise, but not the operational skill set to become true Revenue Marketers. So, unless you find someone from another company who was managing the MA system there, it is unlikely you will find many veterans.



MA technologies require a team with the insight and creativity to leverage them effectively. This will require a specific group of competencies to augment your existing marketing team.

There are four key roles that make up a successful Revenue Marketing team:

- VP of Revenue Marketing** – to manage lead funnel and envision effective campaigns
- Business Analyst** – to assess the impact of each campaign on the bottom line
- Power User** – to set up and execute campaigns
- Creator** – to conceptualize what will invite prospects to take the next step



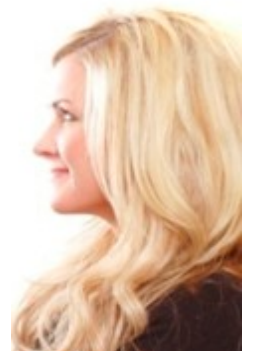
You likely have a **VP of Marketing** today, and this person may well be capable of taking on the new role of managing the lead funnel. However, it is unlikely that he or she has the competency required to create effective demand generation campaigns.

Many organizations will have the current skill sets to manage the **Power User** role, as there are generally one or more individuals who can pick up new technologies and ideas quickly. A **Business Analyst** is harder to come by within the marketing department. Usually, this is either an outside hire or an internal transfer from another strategic or analytical team who needs to be trained in marketing.



The **Creator** is one of the most difficult roles to staff for an organization entering the marketing automation space. Most companies have either designers on staff or a design agency, but they are typically well-versed in traditional marketing design – not in the unique set of requirements for demand generation and online content.

You have two options to find the experts you need: The first is to hire them yourself. This might mean stripping your marketing department down to the bare bones and building it back up again. The other, and more practical, route is to pull in a third-party consultant who is well-versed in demand generation. If you can find the right base skill sets internally, the right consultant can provide the training and expertise to help you build a very effective demand generation team.





## The Process Problem

Once you have the right people in place, the next key to successful implementation of a sophisticated marketing automation system is the *process*.

Frequently, companies simply try to replicate their current processes using MA technology. It's better to step back and ask, "What is our goal, and how do we use technology and processes to get where we want to go?" A large global team will likely be resistant to changing too many of their existing processes at the same time. Best practices show it's wiser to start by singling out a few new marketing processes - ones that will affect change quickly - and adopt those first.

### Five Processes That Will Have the Biggest Impact

#### #1: Campaign Creation

Will all campaigns be created by a centralized team? In a large organization, it is best to delegate campaign creation to the field marketers closest to both your targets and products. However, you will need a set of guidelines around what makes a good demand generation campaign so that all marketers will be working from the same playbook. Standardizing campaign creation will help your team create more high quality campaigns in a shorter period of time.

#### #2: Email Frequency Monitoring

With several groups or business units often mailing to the same targets, you need to ensure that a target gets the right messages at the right time and does not get bombarded by your company.

There are several approaches to this. The first uses subscription management to enable targets to tell you what stage of the buying cycle they're in, how they want to be communicated with, and how often. The second, and complementary approach, is to work closely with your sales team to determine the right set of targets, the right message and the right set of campaigns for each major target group. This is a major shift in process from campaign-centric marketing to segmented, target-centric marketing. Though it can be difficult in a large decentralized organization, it is well worth the reorganization needed to make this work.

The third approach is to have a centralized team create all campaigns and target lists to avoid over-marketing to any given target. This is often not practical for a large organization. A fourth approach that works for large companies and doesn't require major change is to create a centralized Demand Generation Council. This is a cross-functional group that regularly reviews all campaigns being run, along with their target lists, to look for potential conflicts.



Ultimately, regardless of your approach, monitoring email frequency and target lists will protect your brand reputation and keep your “unsubscribes” to a minimum.

### #3: Lead Management

To correctly route a lead, you must first ensure that you have a clear and shared ‘qualified lead’ definition between the sales and marketing teams. This can be difficult in a global organization with many disparate departments – all with different processes and ideas. But the importance of this is illustrated in an Aberdeen Group report in May, 2010, showing that companies with sales and marketing alignment on lead definitions have a **41%** lead conversion rate, versus a **19%** lead conversion rate for companies without alignment.

It’s equally important for sales and marketing to map out and agree upon a clearly defined lead management process, with full sales accountability. Executive sponsors can be very useful here to help set standards everyone can follow. Once you’ve defined a lead, MA allows you to set up sophisticated lead scoring to determine which leads will be passed to sales and which leads marketing will keep for further nurturing. Other governance concerns include setting up Service Level Agreements (SLAs) for how quickly a lead needs to be followed up and how activities are documented in the CRM. Simply making sure hot leads get into the right hands faster can make a huge difference in closing a sale.

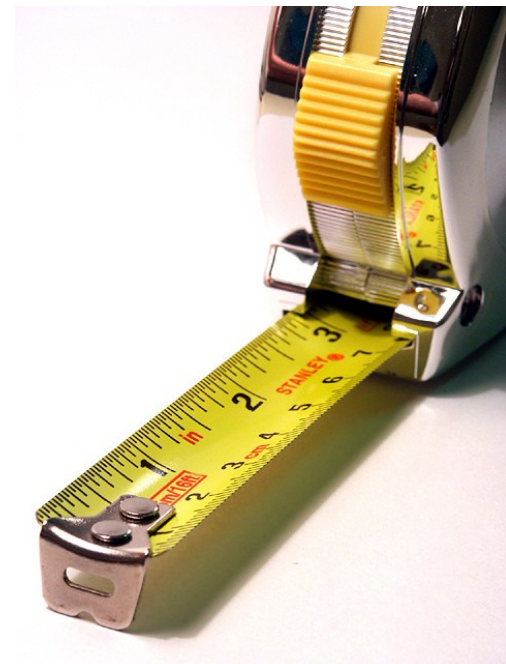
### #4: Testing and Measurement

Testing becomes very easy with marketing automation tools, since you can automate and quickly test small email lists to see what message, subject line, or offer works best. Testing should be something that you do regularly as part of your campaign process, as testing alone can lift your response rate by several percentage points.

Marketing Experiments Quarterly Research Journal, April 2010, cites a marketer who increased visit-to-lead conversion by **201.3%** by testing a radical redesign of their landing page.

Measurement should become standard in all campaigns. Identify five key metrics that are most important to you and make sure all marketers are regularly measuring and reporting on these. Focusing your team on testing and measurement will help ensure that they are spending their time on the right activities – those that are generating more revenue for your company.

*“More than half of respondents to our Q2 2006 B2B Marketing Effectiveness survey report that they struggle to measure results, and closing the loop between marketing and sales is particularly difficult.”*  
**August 2, 2006 Trends, “B2B Marketing Needs a Makeover – Now”**





## #5: Best Practice Sharing

You may have many different marketing sub-teams, across regions or business units, developing campaigns simultaneously. For maximum effectiveness, take advantage of the lessons learned in one group and share those across all groups in your organization.

For example, you want to provide a way for successful campaigns to be replicated across other parts of your organization. A centralized repository of materials will minimize duplication of efforts. In addition, share these successes in management meetings – even those not specifically dedicated to marketing.

Find key advocates on your sales team and ask them to share ideas on what is working with their colleagues to help disseminate success stories and win more support from sales. Best practice sharing will also lead to operational efficiency within marketing, because marketing teams are not constantly reinventing the wheel with new campaigns.

### Affecting Change

Marketing automation in larger companies often requires a number of disparate business units to work together. These business units can be accustomed to doing things their own way and very resistant to change. The larger the company, the more people and business units involved, the greater the challenge.

Putting solid, standardized processes in place to manage the system and support your efforts is critical to success. Everyone must cooperate and be on the same page.

### Marketing and Sales Alignment

Marketing automation can transform your organization and drive measurable, repeatable revenue for your business – but it won't work without buy in from sales.

Typically, marketing drives the purchase of the MA system and brings sales in only as an afterthought. However, when sales is brought in at the early stages, they are more likely to see the benefit and support the implementation process throughout. It is critical that marketing work closely with sales from the beginning. Because without their buy in, you've wasted your money.

The new face of marketing – that of the Revenue Marketer – requires marketing to take some responsibility for an organization's revenue. Passing qualified leads to sales is no longer enough. Marketers now must play an active role in the entire lifecycle of a lead, from first inquiry to closed business. When selecting your team and building your processes, focus on the end goal: *driving revenue for your organization.*

Companies with best-in-class lead prioritization and scoring systems have a 192% higher average lead qualification rate than those that do not. ***“Lead Prioritization and Scoring: The Path to Higher Conversion”, Aberdeen Group, May, 2008***





Though this is scary for most marketers, remember, if you don't put a little skin in the game and accept some responsibility, it will be difficult – if not impossible – for sales to buy in to your motivations and support your efforts.

**About the Author:**

**Angela Sanders** is a marketing automation expert and senior revenue engineer focused on helping clients align marketing and sales and assemble an effective set of marketing tools and processes to drive top and bottom line results. Angela's extensive electronic and traditional marketing experience includes a wide cross-section of industries from insurance and financial services to IT consulting and distribution.

**About The Pedowitz Group:**

The Pedowitz Group is the world's largest, full service demand generation agency focused on delivering marketing and sales automation solutions that drive sustainable revenue and return on investment for global clients. They enable clients to create and execute demand generation strategies and tactics that get results. Services include strategy, program design, system selection, implementation, integration, creative services and outsourced demand generation. Customers include such industry leaders as Intel, Comcast, Deutsche Bank and Palace Sports and Entertainment. For more information on how they can help you make a significant and measurable contribution to your company's growth, visit [www.pedowitzgroup.com](http://www.pedowitzgroup.com).

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