

The Data-Inspired Art of Growing Customer Relationships

dun & bradstreet

GROWING RELATIONSHIPS THROUGH DATA

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Getting Started

Data-inspired marketing
is the art of building relationships

Relationships Have Always Been at the Core of Business-to-Business Marketing.

But as a marketer, your role in developing and fostering relationships has changed in the digital age. Today, your customers aren't waiting for you to deliver information to them. They're out there, actively looking, and choosing how (and if) they want to interact with your brand. Whether or not a single interaction turns into an ongoing relationship depends entirely on how effectively you respond.

This e-book is the first in a series designed to show how data can inspire artful marketing that delivers what your customers really want. How can data empower marketers to have the biggest impact on business growth? By painting a picture. By showing you the finer details of your prospects and customers. By helping you build the relationships that build your business. Through this series, we'll explore how you can use data to really *see* your customers—who your most valuable customers are, what they do and what appeals to them. We'll explore strategies that will help you make sense of what can seem like an overwhelming amount of information. And how to extract insight by focusing on the relevant details found in data. And most importantly, how to use that insight to build better relationships. American painter Robert Henri said, "The object isn't to make art, it's to be in that wonderful state which makes art inevitable."

Prospects Know How They Want to be Marketed to. Are You Delivering?

77%

77% of commerce professionals say B2B customers' expectations have been raised.[1]

After gathering preference data, Microsoft's personalized marketing to small business customers achieved opt-in rates up to 95%, an open rate of more than 50% and double-digit response rates.[2]

95%

Data—properly applied—can put you in a wonderful state where better relationships are an inevitable outcome. Read on to learn how.

[1]Oracle Customer Experience Blog
[2]TechTarget, SearchCRM, "Voice of the Customer Strikes New Bargain in B2B Marketing"

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Finding Your Inspiration In Data

What It Looks Like and the Relationships It Can Help You Create

> *"Art, in itself, is an attempt to bring order out of chaos."*
> – Stephen Sondheim

Using data is an art—but where are all the artists? It is really difficult to build a relationship with someone you don't know. That's why marketing organizations today are so intent on capturing data. Leads—still one of the primary mandates of B2B marketers—are a form of data. But marketers are owning a growing percentage of the customer relationship. That's why many of us have also started capturing customer and prospect engagement statistics to show that our marketing is working even before we capture a lead. After all, in a time when most of us are being asked to justify our existence, data is a great way to show tangible results.

With all of this data, you'd think that we'd be getting better and better at delivering relevant marketing—but that doesn't seem to be the case. For example, content marketing—one of the most important tools for building a relationship with today's empowered buyer—should benefit greatly from data-driven feedback. And yet, according to the Content Marketing Institute, only 38% of B2B marketers say that they are effective at content marketing[3] (down from 42% last year). Even worse, the same study points out that only 21% of B2B marketers say that their organization is successful at tracking ROI.



We live in the world of big data—customer data, prospect data, behavioral data (like clicks, time spent on site, engagement metrics and email open rates) tradeshow data and so on. Why isn't that data helping us create better content and, in general, better marketing? Why isn't that data helping us understand what is really working? It may be because we're focusing on the data rather than what really matters: the customer relationship.

[3]Oracle Customer Experience Blog
[4]2015 B2B Content Marketing Benchmarks, Budgets and Trends—North America by Content Marketing Institute and MarketingProfs

Is Data-Driven Marketing Really Working?

A great deal has been written about a data-driven approach to marketing, and for good reason. A strong data-driven approach should help you learn about the behaviors of clients and maximize the effectiveness and efficiency of marketing investments.[5] But is being data-driven enough? The problem with a data-driven approach is that it puts the emphasis on the data first. These mistakes are all too common:

- **Focusing on metrics rather than goals.** The classic example is focusing on the quantity of leads vs. the quality of those leads: Yes, we're getting lots of interest, but is it from the right people?

- **Making your goals about data.** A data-first approach can distract you from the most important thing: building relationships with your customers.[6]

- **Using bad or incomplete data.** If you are taking a "data-first" approach to marketing, but your decisions are based on inaccurate or fragmented data, it stands to reason that you're going to have bad data-driven marketing (we'll talk more about this in Chapter 2).

What if, rather than letting data drive your marketing, you let customers drive your marketing, and use data as a source of inspiration rather than the driver itself?

82% of CMOs feel underprepared to deal with the data explosion[7]

The question is—are CMOs really underprepared to deal with data? Or are they unable to put data in the context of the customer?

[5]Adweek infographic, "What Data Driven Marketing Looks Like in 2015"
[6]Econsultancy, "Six Ways You Can Fail at Data Driven Marketing"
[7]IBM CMO study, "Stepping Up to the Challenge," March 2014

Data-Inspired Marketing Starts With the Customer

OK, I know what you're thinking: "Inspired? Driven? What's the difference? It's still about data first." But when you're inspired by data, it significantly alters how your marketing team thinks about data, and more importantly, what you actually *do* with that data. Data-driven marketing focuses on the ROI of statistics. Data-inspired marketing doesn't focus on the representation of data itself, but what that data signifies and tells us about customers. Data-inspired marketing is free to zero in on the ROI of the entire customer relationship—not just a tactical execution.

> *"A lot of that information we get from Dun & Bradstreet allows us to cater to that particular customer. It depends on who they are and what industry they're in. You're going to want to give them different products and service them differently based on who they are and what they do for their customers. By having that data within our systems we can easily do that."*
> – Cathy Pettinella, Sales and Marketing, Neopost

What should "data-inspired" marketing look like? It doesn't focus on what you want to say, but on what customers and prospects want to know. That means it's relevant, timely and customized *for a particular audience*. We all get caught up on what seem like "hard" behavioral metrics (clicks, engagement time, downloads, etc.), but that data is really only useful when you can understand it and interpret in the context of the customer or prospect. Data-inspired marketing keeps in mind that the individuals who make up your audience are the central hub around which all communications revolve, and if their preferences aren't respected and needs fulfilled, they won't be around for long.

Make Your Inspiration Complete by Capturing Context

We started this chapter by pointing out that most (if not all) marketers are capturing data. Where many fall short, however, is in adding customer-relevant context to that data. Customer context is the single most important factor in interpreting data. It tells you not just what is happening, but with which customers, where and why. It can even provide indicators about what's likely to happen next. This one shift—from capturing just data to capturing data in context—can have the single biggest impact on your marketing effectiveness.

Context comes in a lot of forms, and it can be both specific and general. In some cases, your ability to tie behavior to a specific customer record may be very limited (such as a new visit to your website). But using the technology built into most Web platforms allows you to capture progressively robust data about visitors. You can even use the incoming IP address to append additional information about visitors to your website (usually through third-party services which we'll discuss in more detail in the next chapter). Customer interactions aren't limited to the Web, of course, and it is just as important to capture customer context in email campaign results or tradeshow interactions. Context is what allows you to truly see your audiences within the behavioral data—and when you see them, it is easier to build a relationship with them.



Do You *Really* See Your Customers in Your Data?

"Art is the child of nature in whom we trace the features of the mother's face."
– Henry Wadsworth Longfellow

Context can also give you a point of comparison with your existing customers. Consider the fact that you've probably already divided your existing customer base into segments—possibly by industry, by size or even by the kinds of products purchased. That data allows you to apply what you know about your best customers to identity and more effectively reach "look alike" opportunities.

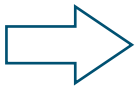
Context data—once captured—gives you not only a lens through which to interpret behavior, but also a way to focus your outbound efforts. It allows you to deliver more relevant content more consistently and more quickly. Even something as simple as customizing imagery and copy on a website can make your marketing more effective. Simple things can go a long way toward creating an experience that delights prospects and customers alike. And creating marketing that deepens and extends relationships gets a whole lot easier if your marketing team understands its audiences.

Putting Theory Into Practice

How do you make the shift from being data-driven to being data-inspired? Hold your team accountable for capturing more than just the click—and for staying tuned in to customer cues. Here are some simple points of customer context to make sure that you're capturing all of the relevant data. Get as specific as you can, but even general information provides contextual cues that you can use to make your marketing better. Here are some specific things to add to your data capture process.

- ☐ **What was the interaction?** Knowing what happened is critically important. Make sure that you're capturing browser session data, in-person interactions, email opens—anything that helps you track the way that customers are engaging with your marketing.
- ☐ **What relationship do we have with them?** Are they customers or prospects? Is this the first time they've interacted with us or are they a repeat-visiting prospect—or even a former customer? (You can capture this information from a variety of sources, depending on the interaction—cookie data, CRM records, marketing automation analytics, or captured data from a badge swiped at an event.)
- ☐ **When did the interaction occur?** This provides insight into the pacing of content. For events, when do attendees tend to visit? Do existing customers come at different times? For emails—are there better times of day for sending out emails?
- ☐ **Where did it occur (or where did it come from)?** Location data can give insight into regional differences in behavior—whether it is who engages, how and when at a trade show, or the country/region from which a browser session was initiated.
- ☐ **What happened next?** Where possible, it is critical to start creating a map of the sequence with which your audience is engaging with your marketing materials.
- ☐ **Who are they?** In the next section we'll talk more about how to enrich the contextual data you are capturing so that you can make your marketing efforts even more targeted, timely, relevant and meaningful.

You may not use all of the data all at once. But you can't analyze data that you haven't captured. If you're like most marketers, though, the problem isn't that you aren't capturing enough data. And if the data is there, start digging in to it to look for inspiration.



Ready to take your customer connections to a higher relationship level? Read on to learn how paving a path to deeper engagements can help.

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The Value of Marketing Artfully

Take What You Know and Build On It For Even More Value

Many marketers are already doing a good job of using basic data to make their marketing more relevant to prospects. But that doesn't necessarily help you understand whether you're driving value. After all, not everyone who hits your site or responds to your brand's tweets is going to be a solid prospect for business. So how do you identify those customers who are of greatest value to your business? How do you make sure that your marketing is not only focused on building relationships—but building the *right* relationships?

You Don't Know What You Don't Know

It stands to reason that looking at your best customers is a smart way to identify valuable new opportunities. But how much do you really know about your customers? Despite the fact that more than 75% of businesses today recognize the importance of data[8], we don't spend enough time focusing on the quality of the data that exists. Is it accurate? Is it up to date? Is it complete? If you're going to focus on building the right relationships, you'd better make sure that you know what the right relationship looks like.

The problem for many marketers is that there's a divide between "marketing data" and "customer data." This divide means that it is more difficult for marketers to know what the best customers really look like. It also means that the most relevant data is inaccessible when marketers need it the most—in marketing automation platforms or content management systems.

Accurate Data is Good. The Right Data is Better.

As marketers, we often struggle with gathering data. For example, we know that we can't ask prospects to provide too much information on a landing page or they'll abandon it. Yet when we fail to capture complete data, it makes it harder to really understand who is responding and what is going on. Further, it can make it really difficult to deliver relevant marketing material—you can't deliver audience-specific messages if you don't know which persona or segment a prospect belongs in.

Fortunately, there are lots of options that will allow you to append rich data to incoming leads without requiring them to answer 100 questions or fill out 15 fields on a lead/registration form. And if you have done the same exercise for your existing customer database, you'll have a much better basis for comparison between existing and prospective customers.

That data can help you get more targeted once a visitor has engaged enough to share his/her information with you. But it actually doesn't stop there. Not only can you append data to captured prospect information, you can often use the IP address of the visitor to find critical information about them. If you're able to match an IP to a company (for example, by mapping IP to a Dun & Bradstreet D-U-N-S® Number), you can find out the site visitor's size, location, sales, industry and more. Once you know all of that, you can make your marketing even more relevant.

> *"Learn the rules like a pro so you can break them like an artist."*
> – Pablo Picasso

[8]Adweek infographic, "What Data Driven Marketing Looks Like in 2015"

Are You Painting the Right Subject?

Capturing the right data helps you target your marketing so that it reaches the right audiences:

- ☐ Are you reaching the customers who represent the biggest opportunity?
  - In terms of immediate sales?
  - Over the customer lifetime?
- ☐ Do you actually want to continue to market to them? Is it worthwhile? What's the value of that connection?
- ☐ Do they align with your strategies for future growth?
- ☐ Do they represent a new opportunity? And if so, how big? Is it actual or emerging?



We talk about this kind of customer profile data in more detail in our third e-book about sales acceleration.

Look Through the Lens, Filter and Focus

If you like what you see, don't let a prospect (or a customer!) slip through your fingers. With the data you've captured, you know how to create—and deliver—highly targeted materials that will move prospects and customers along the buyer's path. Marketing that will not only build on the story you've already begun, but continue to pique their interest. This is true whether you're nurturing a lead (we'll talk more about that in the second e-book in this series) or if you're simply making it easy for them to find and browse the content they need to move themselves through the funnel. Either way, once you've learned enough about them, you can focus your marketing efforts on building a strong relationship between your company and theirs, your business leaders and theirs.

> *"Now, we can quickly identify target companies and pinpoint who we should be talking to and almost more importantly, who we should not be talking to."*
> – George Coughlin, Marketing Director, Adaptive Insights, a Dun & Bradstreet customer

Remember—the more you learn about how prospects and customers engage with content, the better you'll be able to do meaningful customization. But to do this, you have to make sure that you're capturing complete and consistent data. Once you've done so, you can actively look for and market to companies in like industries, located in the same region, with similar annual sales and employee count. Or, slice and dice what you know in other ways. It's called mirroring, and it's a great way to make your marketing more effective because it allows you to automate the delivery and analysis of targeted and personalized content.

With the right tools, your marketing can take on a life of its own—with you orchestrating the process and keeping everything marching to the same beat. Constantly capturing intelligence as you go, you can make every subsequent interaction more intelligent. And make sure that every dollar you spend is spent wisely.

Good data analysis? It's never done. There is always more to be known and refined.

Putting Theory Into Practice

Are You Capturing the Right Data?

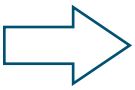
Your ability to use data inspiration to build relationships will only be as good as the data itself. That means that the data has to be complete, consistent, accurate and recent. Here are some things to do right now to help get you started:

- ☐ **Get your database in order**—What do you really know about your existing customers? Do you have the data that you really need to understand them? Are you actually seeing them clearly?
  - **Cleanse your database**—It doesn't do you any good to start looking for comparison points if the data itself is flawed.
  - **Enrich existing data records**—If you don't have the right data on your existing customers, you may be missing points of comparison.

- ☐ **Make sure you know what you need to know**—In order to capture the "right" data, you have to know what the right data is. Start with determining what data is necessary to identify your best customers.
  - **Analyze your database**—Look for common data points among your best customers (industry, company size, income, purchasing history, pain points, etc.)
  - **Look at your top customers**—Use best customer information—enriched with additional data (via third-party data providers or research resources)—to segment your database. Enrich basic segmentation with behavior data and persona-based needs.

- ☐ **Apply the same data logic everywhere**—Make sure that the data captured is consistent everywhere that it is stored. Start with all of your marketing systems, but then expand to consider your CRM, customer care and finance systems as well (more about this in the next chapter).

- ☐ **Make sure the right data stays the right data**—Monitor what is going on in your marketplace. Your customers aren't static, so make sure you aren't missing new opportunities.
  - **Maintain data quality**—Do you have clear data rules and governance processes to preserve and sustain your data improvements?
  - **Keep your data updated**—Between companies going out of business or moving, or contacts changing jobs, as much as 68% of your data can go bad every year.[9]
  - **Keep looking for new commonalities**—As markets shift, new opportunities and new segments may present themselves. You'll only see them if you're looking.



Now it's time to discuss how much marketing your customers can tolerate. Read on to learn how to strike the perfect balance.

[9]Chief Marketer, "How Job Churn is Hurting Marketing Data"

4



The Art of Marketing Balance

How Many Touches Will a Customer Tolerate?

Imagine, as an artist, you're halfway done with a difficult sculpture. You've invested time, materials and hours of skill to create something powerful. Then, out of nowhere, your model gets up and walks away. What happened? What changed your model's mind? What will you do now?

The same holds true with marketing. The relationships with your customers can change at a moment's notice. If they feel unappreciated or conversely harassed, they won't stick around for long. Nothing is worse than believing that you've built a relationship and discovering that you haven't. That's the way your customers feel when you over- or under-market to them.

> *"Customer data is critical not only to your marketing success, but also for delivering a better customer experience. You improve customer experience by delivering the right message and content at the right time and place—whether through email, social or within your product. And you can only do that if you track the right information for understanding and segmenting your customers."*
> – Meagen Eisenberg, VP of Customer Marketing, DocuSign

The customer experience belongs to the customer. It's not about you—or your value proposition. It's about what the customer finds valuable and how well you fulfill that need. But how do you know when your work is complete? Ask any artist. Fighting the urge to do "just a little more" is never easy. But it can be critical to achieving the best result.

What Does Over-Marketing Look Like?

Too many touches. Even when it is good content, it can annoy prospects. After all, marketing is on their terms now. They know where you are, if they want to reach out. That said, receiving valuable information that meets a pain point at just the right time is always welcome. The trick is knowing when it is welcome and when it is not, and analyzing what responses you get to certain content that is offered. The shotgun approach is too much too fast (and usually unfocused). And the results are never pretty.

What Does Under-Marketing Look Like?

We've all been there. Plenty of companies send mass marketing to your mailbox. You're the proud owner of credit card A or phone service B, and then you get a direct mail piece from your service provider trying to persuade you to become a customer. Really? Clearly they don't even know who you are. Not only is it insulting, it can sometimes be enough to make you rethink being their customer at all. No one wants to do business with a company that has switched its marketing to automatic pilot. It doesn't exactly promise compassionate and personalized customer care.

The Art is in Having a Unified View of the Relationship

A single view of the customer—within your marketing organization at least—is critical to building strong relationships. We set up this chapter with the analogy of a sculptor whose model gets up and walks away. And as marketers, it can feel like that when a prospect suddenly unsubscribes. But think about things in reverse: What does that same relationship feel like to your customer? In previous chapters we've talked about how having that common view of customers and prospects gives you greater marketing intelligence. A single view of the customer can help you market more intelligently as well.

It has to start with your marketing organization. Your customer retention team has to be able to see if and when an existing customer gets dropped into the pipeline. After all, an existing customer's research behavior may indicate that it is in the market for a complementary solution. Or if multiple titles and roles from the same prospect company suddenly start downloading content, it may be an indicator of a more advanced opportunity.

A centralized marketing automation platform can help—but only if the shared data is both accurate and clean. Working with a data partner is valuable not only because of the data it appends, but because in many cases it can also help you fix data inconsistencies. Resolving these inconsistencies can help you avoid precisely the kind of over- or under-marketing we've been talking about.

The Danger Of Marketing Automation



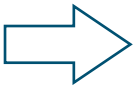
The great thing about a marketing automation tool is that it makes life easier for your marketing team. Once that system is in place, though, you must have the appropriate internal rules in place to make sure that ease of communication doesn't translate into an avalanche of overcommunication. That can be as bad as a disjointed relationship experience.

The key to driving positive business results is understanding exactly where customers start their journey, and how far they've already come. As important as customer data is to understanding the behavior of prospects in general, the reverse is true as well. Whenever possible, track the behaviors of prospects and customers both at the individual contact level as well as at the customer level. Remember—the best database for relationship-building is rich with both company and individual contact information.

Putting Theory Into Practice

To make the most of each customer relationship, you have to be able to see the entire thing. When you can access data from the whole relationship to inform every interaction, well, that's inspired! Here are some things to do now that can help improve your organization's relationship vision:

- ☐ **Integrate data everywhere**—If any point of interaction is an opportunity to build a relationship, every point is also an opportunity to damage a relationship. A shared view of the customer that spans the entire organization can make sure everyone knows the status of the customer. Look for opportunities to create a single customer view across:
  - Customer relationship management
  - Marketing automation
  - Call center tools
  - Social media management systems
  - Finance
  - Service and support
- ☐ **Share data**—But share insight from behavioral data for paid and owned content.
- ☐ **Build strong cross-functional organizational relationships**—If you don't have these in place, how can you expect to grow and deepen your relationship with customers? Marketing is in a unique position to rally the whole company around the idea of data-inspired customer relationships.
- ☐ **Use cross-functional collaboration as a strategy**—This includes, but goes beyond, sales—leveraging customer intelligence throughout the company to decide how to best grow customer relationships.



You've received tons of information about a prospect and distilled it into a 4D portrait; it's single, complete, actionable and flexible—packaged in a budding relationship. Now it's off to sales. Read on to ensure that your dynamic, data-inspired masterpiece is completed to your liking.

5



The Art of Delivering a Prospect to Sales

Giving Them Everything They Need to Know to Continue and Close the Deal

For each prospect, your work as a marketer can only do so much. At some point, you hand them off to the sales team with hopes that the deal will be closed. But how do you increase the odds in your favor? How do you arm your sales teams with everything they need to continue building the relationship that you've begun? Even the greatest artists do it. Painters hand their art to framers and installers to complete. Composers who have put so much work into the perfect score rely on musicians to interpret and perform the notes on the page. The trick is in knowing how.

Of course, the relationship between sales is different from the relationship between a master artist and an assistant. Unlike the artist's assistant, sales doesn't always see or recognize the value of what has been handed to them. However, we've already established that the customer relationship today most often starts with marketing. How, then, does your company maintain the positive relationship that you've worked so hard to develop?

Marketing Owns the Customer Relationship— But Did Anyone Tell Sales?

If you were to ask your peers if marketing owns the customer relationship, what do you think they would say? Would the sales team agree? There is still plenty of tension between sales and marketing (this article in Inc. gives a preety good indicator of what they may thin of you). The biggest problem is lack of trust: Sales doesn't believe in what marketing is doing. But they probably don't believe in it because they don't understand it or because they don't see what's in it for them. Fundamentally, these problems exist because your organization hasn't fully embraced the idea that the customer relationship begins the moment a prospect lands on your website.

When You Hand Your Masterpiece to Someone Else, How Do You Keep It Personal … and Relevant?

So your organization has built an amazing marketing engine that quickly identifies the most valuable prospects and feeds them the most valuable information. Once you've finished with them, they're primed and ready for sales. But if sales is supposed to continue that conversation, do they have everything they need to do so?

The divide between marketing and sales is an old one. But marketing can do a great deal to help fix the problem. It starts with arming the sales team with the same type of in-depth and robust information that marketing has used. Provide them with information about how the customer entered the nurture stream and what they responded to. Don't make them start over and don't make them guess. Give them every tool they could need to complete the picture you've begun to paint.

Beyond that, make sales the partner and ally of marketing in defining your up-front goals. Sure, you've done "best-customer" modeling to identify the "right" prospects. But do those prospects really line up to what your sales team is going after? Are they getting compensated on closing the same kind of leads that you're delivering? Is your sales focused on selling products while your marketing pushes solutions?

Be transparent and share information with the sales team. Solicit their input. Use their feedback to help define nurture streams and ensure that they understand not only what has been done with individual leads, but also why certain things have been done. Make it an implicit part of your organizational DNA that customer interaction data follows the customer through every aspect of their dealings with your company. Remember—it is all about delivering a better experience to the customer. Marketing can help by being the champion of shared data.

Sales organizations frequently keep their own CRM database that is separate and distinct from the marketing database. This is—in part—because sales and marketing do need different types of data. But both organizations can benefit from data that is more complete and more accurate. So if you're going to append data to incoming leads before you deliver them to sales, make sure you're adding the information that sales wants.

Does Art Matter if You Don't Share It?

We've talked a lot about the value of data to drive insight—and you may be in an organization that is already doing it. But what happens to that insight once the prospect moves from marketing to sales? In many organizations, marketing insight stays in one silo, and sales insight stays in another. Remember … insight is about more than just the data. As marketers, share things that you see about new leads.

> *"Everything goes back to knowing who you are working with on an individual level and the companies that you are selling to."*
> – Patrick Booher, Director of Data Management, Autodesk

2%

"Only 2% of cold calls result in an appointment."
– Jake Atwood, President, Ovation Sales Group

49% of sales personnel ignores more than half of the leads marketing provides to them.[10]

49%

Make sure that sales understands how a lead opportunity relates to existing opportunities, or even to existing clients. In that way, sales professionals can show that they really understand the customer. What's more, it makes the sales team an active participant in continuing to build the relationship—they can go into sales conversations with a more complete understanding of the opportunity.

And finally, make sure that your marketing organization takes advantage of what sales knows. The flow of shared insight shouldn't be unilateral. Make sure you follow up with your sales team to find out if the leads you're delivering are actually working. And if the leads aren't working, make sure you invest time in figuring out *why* they aren't working. Are you qualifying too soon? Are they getting opportunities too late?

Data can inspire your sales team as well!

[10]WOW Analytics, "Generating Leads: Why Do Sales Ignore Marketing Information?"

Putting Theory Into Practice

Does sales have the same insight that marketing has?

Make sure your sales team has the same information that your marketing team has successfully analyzed and employed. The following list has implications not only for the data that is included with a lead, but also for how we—as marketers—develop sales enablement materials. Use alignment meetings and reports and start thinking about your data as a true "relationship platform" to make sure that your sales team knows:

- ☐ How a customer/prospect came into the sales cycle
- ☐ What content the customer/prospect responded to
- ☐ Whether it's a strong lead or an immediate sales opportunity
- ☐ Pain points, likely solution/use case interests
- ☐ Current buyer's stage
- ☐ Past interactions/engagement with your brand
- ☐ Relevant trends and emerging issues for the buyer's industry
- ☐ Which piece(s) of content are best to use while engaging with the customer/prospect

Of course, a closed deal is only one part of the customer relationship lifecycle. In an ideal state, your customer relationships should be seamlessly interconnected through every part of the customer lifecycle—from marketing through sales to finance and support. Creating the single view of the customer can sound like a daunting task—but doing so can be tremendously valuable for your marketing organization. And being the champion of that vision can cement your role as the undisputed owner of the customer relationship.

6



In Conclusion

The New Art of the Marketer? It's Creating and Growing Relationships With the Power of Data.

It's using data to see things differently and build the relationships that build your business. From identifying website visitors in real time and using what you know to speak with them via personalized messages. From painting a picture of who they are and where their interests lie, to understanding how much they want to be marketed to and when. From mirroring who they are to find other people and businesses like them, expanding your database and reaching new audiences with infinite possibilities. From delivering the most robust lead possible to sales teams, so they can continue your masterpiece, close the deal and begin to work with marketing to nurture customer loyalty. But is your organization set up to deliver and succeed?

Data-Inspired Marketing and the Data-Inspired Marketing Organization

> *"Marketing has changed more in the last five years than over the previous hundred. But … marketing is going to change even more in the next five years."*[11]
>
> – Sanjay Dholakia, CMO, Marketo

If B2B customers have changed, have we changed as marketers to follow them? Have our marketing teams changed? Many of us have made huge strides in trying to be "modern" organizations. That's why we now have social media specialists, digital marketing teams, and in some cases entirely new hybrid roles like "marketing engineers." But has our focus really changed?

We've created marketing roles that are focused on the delivery mechanism (social, digital) or the functional data aspects of marketing. Delivering data-inspired, customer-focused marketing will require that we look for ways to reorganize our teams not around tactics or deliverables, but around the customer. To be sure, there will always be value in having specialists who understand the intricacies of particular tactical marketing approaches. But the relationships that customers build with your company and your brand don't live in silos. So we need a "customer relationship" specialist who understands how to interpret all data gathered from an increasingly large number of sources, from both inside and outside of marketing.

But before we try to change the world (or even just your entire company), you may need to shift your marketing team's focus. Align your organization to support a data-inspired approach. By changing relationships within marketing, you may improve them everywhere else—both with peers in your own company and with customers and prospects. The key is to create marketing roles that foster a relentless curiosity about what's going on in the customer's world.

A true marketing artist understands how data is applied. How it is used, interpreted and acted upon to make relationships—and business—grow. Watch for our next two e-books that will explore how data can help you nurture leads, and more ways that data can inspire you to deliver better leads to sales.

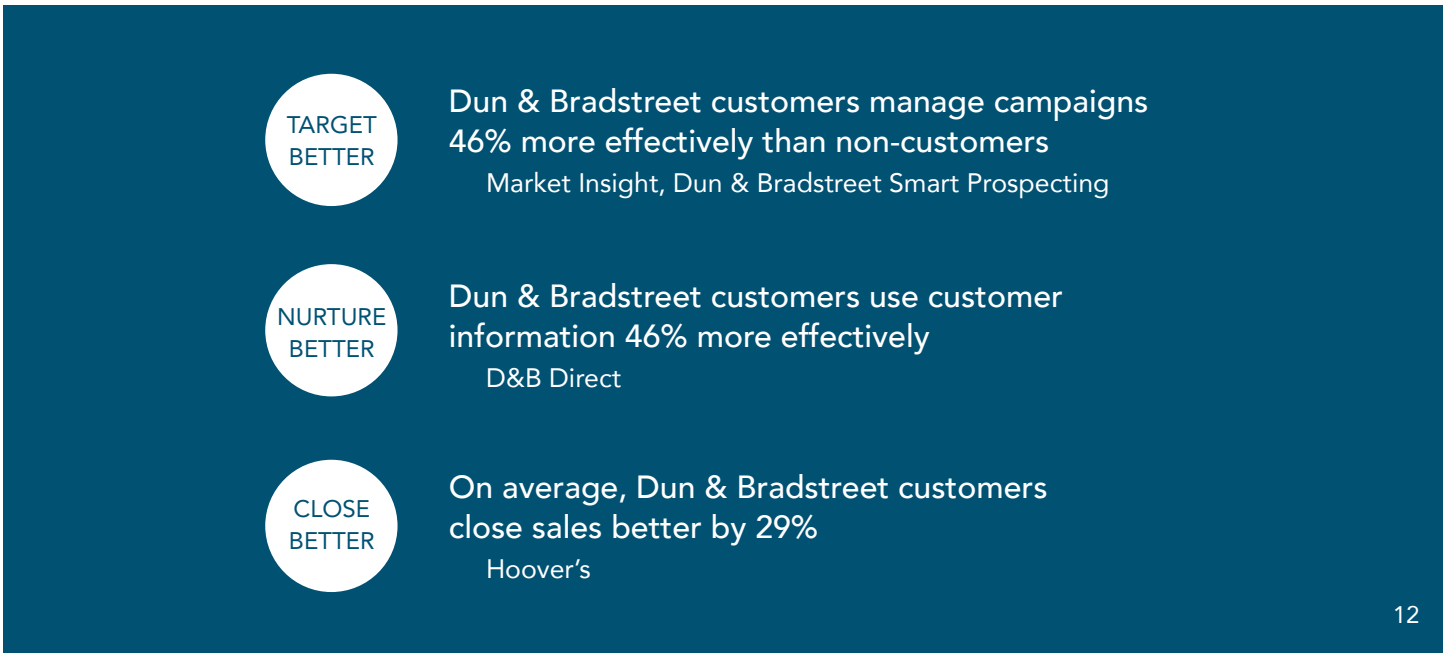
[11]Venture Beat, "Marketers: Think Tech Has Changed Your Job Already? Brace Yourself"

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About Dun & Bradstreet

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Dun & Bradstreet (NYSE: DNB) grows the most valuable relationships in business. By uncovering truth and meaning from data, we connect customers with the prospects, suppliers, clients and partners that matter most, and have since 1841. Nearly ninety percent of the Fortune 500, and companies of every size around the world, rely on our data, insights and analytics. For more about Dun & Bradstreet, visit DNB.com. Want more on the data-inspired art of modern marketing? Visit the *CMO Insights* section of our website or our *Connectors* blog for B2B marketing executives.

[12]2015 Dun & Bradstreet study with a major global technology analyst firm.

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