Research

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B2B Marketing

Marketers' priorities and pain points



Ogilvy

About B2B Marketing

B2B Marketing is the comprehensive information resource for B2B marketers. Its mission is to provide practitioners with the information they need to perform better and achieve more, whatever sector of the B2B space they are operating in.

Launched in 2004 as *B2B Marketing* magazine, it has since evolved into a multi-faceted resource, delivering a broad range of content in a variety of different forms and formats. Its key products are:

- Online community
- Magazine
- Awards
- Research and reports
- Training
- Events
- Membership

For more information on any of these products or services go to b2bmarketing.net or call +44 (0) 20 7438 1370

About OgilvyOne

OgilvyOne is one of the UK's leading digital and direct agencies. It has has been *Campaign* magazine's 'Direct Agency of the Year' for three consecutive years, and is currently the top UK B2B marcomms agency in B2B Marketing's UK B2B Agency League Table.

OgilvyOne is a customer engagement agency with a uniquely integrated approach to one-to-one communications. It helps clients to unlock the full value of customers. It does this by turning big ideas and data insights into compelling personal experiences, to help clients win more customers and make them more valuable.

While OgilvyOne is in both the consumer and the business sectors, its B2B clients include BT Business, IHG, Black Rock, Philips, Sage, British Airways, IBM, American Express and The Co-operative Group.

For more information go to ogilvy.co.uk

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How to be successful in marketing doing a lot less

Earlier this year we commissioned some research among B2B marketers. They four biggest issues they faced were:

- Measurement.
- Content marketing.
- Brand.
- Marketing and sales integration.

The roundtable discussion we had with 10 or so B2B marketers illustrated what they really meant:

- Telling a completely different story in sales and marketing is both nonsensical and wasteful.
- With a small budget you can't do big brand campaigns without the business questioning your sanity.
- Content marketing is like sex, most people do it in their spare time and think they are pretty good at it. And more tends to be considered better.
- Marketing struggles to prove it is making a tangible difference to the business.

We then outlined how we would solve these sort of challenges in a series of how-to articles. But re-reading them there is a simple message: do less, a lot less.

Your sales colleagues may not appreciate the sentiment, and the same probably goes for your boss, but we think it is an important habit to adopt. It doesn't mean be more focused because that so often creeps into management speak and one person's focus is another person's 'you do everything I ask you to'. So what do we mean?

Create three or four metrics you are willing to commit to, metrics that sales buy in to. There could be a change in attitudinal metrics like consideration and behavioural ones like visits longer than two minutes and downloads. Don't be a slave to short-term communication metrics, think of them as symptoms rather than anything that reveals a root cause.

Find an interesting content area to own, one that is both relevant and differentiates you. Brief your agency and commit to it. Ask them to be proactive.

If you are working with small budgets use communications to promote your content, at least that way you will be seen to have a memorable point-of-view.

Turn your best bits of marketing into sales support material, and give sales the top three of whatever they ask for.

This is a clear starting point which almost feels doable this afternoon – that has to be good.

Survey

TOP PRIORITY FOR B2B MARKETERS REVEALED

New research from **B2B Marketing** and **OgilvyOne** shows that content marketing now rivals measurement and brand at the top of business marketers' to-do lists. **Joel Harrison** investigates

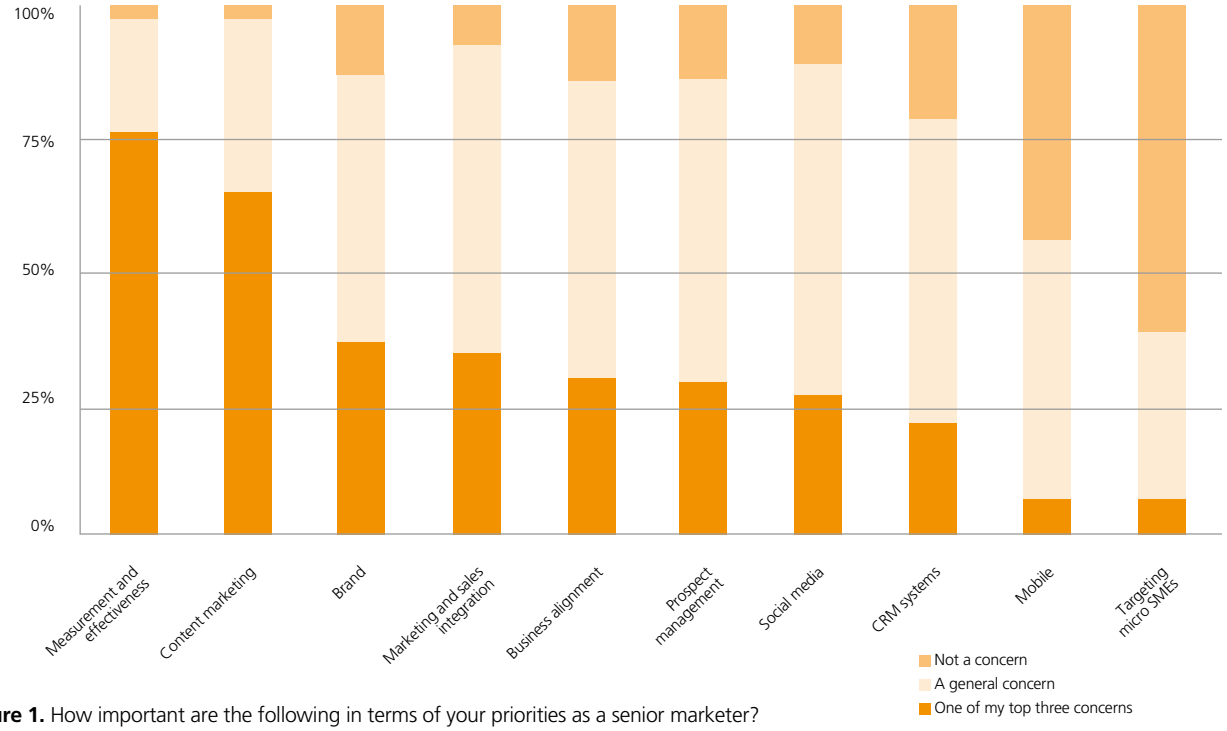


Figure 1. How important are the following in terms of your priorities as a senior marketer?

Content marketing is now rivalling measurement and effectiveness as the number one topic of concern for B2B marketers, according to new research by B2B Marketing in association with OgilvyOne.

The survey identifies the key issues and concerns for B2B marketers from all sectors, and ascertains the level of sophistication and expertise that marketers can bring when dealing with this issue. Approximately 300 B2B marketers responded to the survey, which was conducted in March. Comprehensive results and a host of additional content will be made available to download from the B2B Marketing website in the next few weeks.

Brand lags behind content

Respondents were asked to demonstrate how they prioritised a series of 10 key topics, stating whether each was a 'top three issue', a 'general concern' or 'not a concern'. Measurement and effectiveness was shown to be the highest priority issue, with 76 per cent of respondents ranking it in their top three, as compared with content marketing which was regarded as a top three issue by 65 per cent of respondents – which is surprising for what remains a relatively new topic in B2B marketing.

Third most popular, and a long way behind the top two, was brand, cited as a top three priority by 37 per cent of respondents, closely followed by marketing and sales integration which was put in the top three by 35 per cent of respondents.

Among the least important topics for B2B brands were mobile, regarded as a top three issue by less than eight per cent of respondents, and CRM systems, which was seen as pressing by only 23 per cent of respondents. Despite the hype regarding social media, only 27 per cent cited it as one of their top three concerns.

Measure for measure

Just over half of respondents (54 per cent) were confident on the subject of measurement and effectiveness, claiming they were able to measure most or all of their activities. Of the remainder, only five per cent said they were unable to measure anything.

Despite its relative novelty as a B2B term, attitudes to content marketing were surprisingly advanced, with just over 50 per cent of respondents, "creating content in a considered way… integrating with demand generation activities". This suggests content marketing is widely understood and utilised in the B2B sector. However, less than five per cent described themselves as 'content marketing experts', demonstrating that there is still much to learn.

Reassuringly, respondents also suggest a wide level of understanding and appreciation of the power of branding exists within B2B organisations, with almost 80 per cent regarding brand 'critical' or 'important'.

Long term ROI

B2B marketers' focus on ROI and measurement was also underlined by the response to a later question – when asked 'To what extent is the following true for your organisation: every activity needs a business rationale and clear ROI', almost two thirds of respondents (65 per cent) said that it was 'mostly' or 'always' true (45 and 20 per cent respectively).

Contrastingly when asked in the same format whether 'every [marketing activity] must result in a short term lead for sales', less than 40 per cent responded 'mostly' or 'always', suggesting the majority of marketers

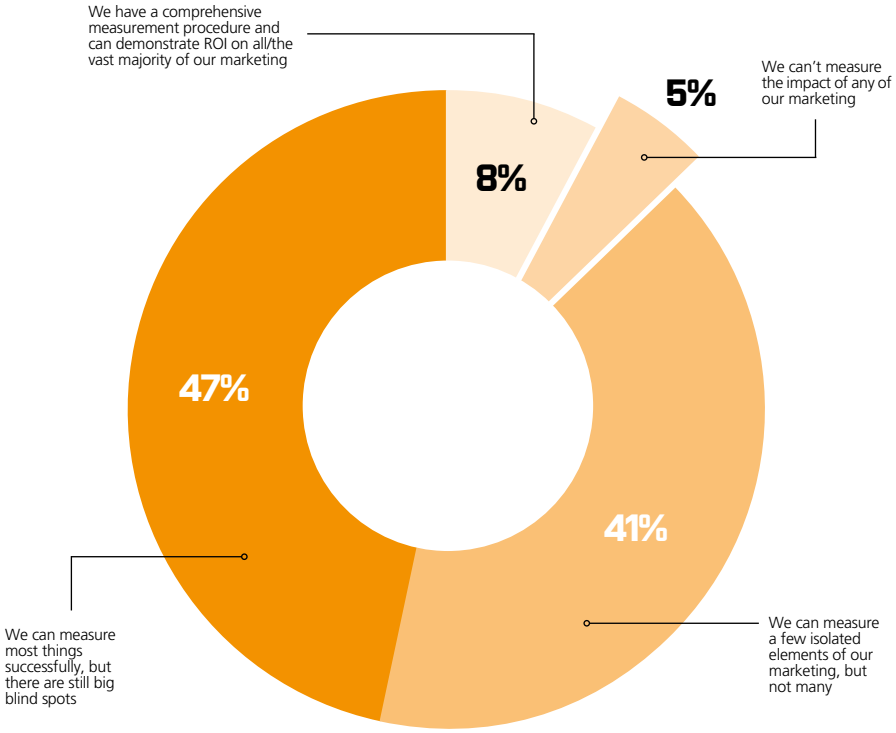


Figure 2. How would you describe your stance on measurement and effectiveness of your marketing?

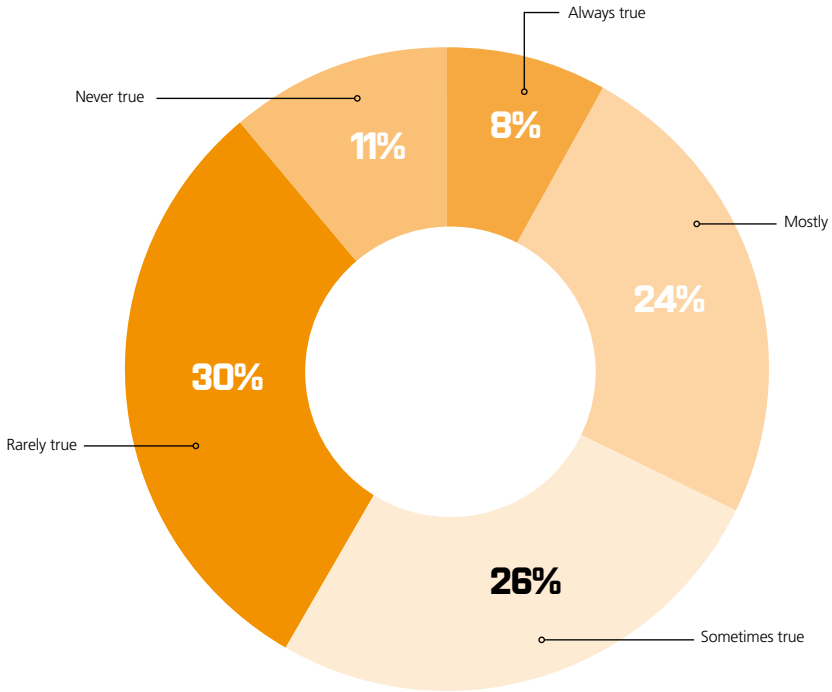


Figure 3. To what extent is a portion of marketing budget always reserved for experimentation?

recognise the need for longer term nurturing of prospects, reflecting complex sales cycles. In other words, although measurement is important, marketing works at a different pace to sales, and marketers must respect and reflect that in their strategies.

Hand-to-mouth marketing

Less positively, the survey also confirmed the lack of time spent on testing of marketing activities or techniques, with only around a third of respondents generally or always reserving budget to experiment, in order to refine communications. B2B, it seems, remains often too hand-to-mouth, with practitioners unable or unwilling to allow the time or budget to scientifically evaluate the best approach to marketing. Ultimately this will undermine the effectiveness of a brand's marketing, and result in missed opportunities.

Areas for concern

James Myers, joint head of planning at OgilvyOne speculates on the reasons behind the key findings



The research highlighted the top concerns for B2B marketers. The results threw up some surprising anomalies and confirmed the big concerns.

Social media is a concern for the large majority but isn't as pressing as other factors, with respondents expressing anxiety at a more general level. Most feel they are doing okay but this is difficult to reconcile with the amount of chatter on B2B forums. Maybe our expectations are low and we don't know what good is, alternatively the business doesn't recognise the value.

Content appears in the top three concerns for 65 per cent, the second highest score. Over half believe their organisation is making a decent fist of it. The only question this raises is 'how is their content distributed?' since they are struggling with social media, and email and search can only get you so far. Content distribution is the real challenge. We are already suffering from infobesity and I worry there is too much reliance on the PDF department.

Brand, however, is seen as less of a concern and 97 per cent of marketers feel their organisation gets the value of brand. Twenty eight per cent say it is seen as critical to how their business performs and competes. Although a large majority say brand is secondary to revenue-generating activity.

Measurement is the other biggie. It is a top three for over three quarters of respondents yet only seven per cent claim to have robust procedures and processes in place. It is reassuring that businesses recognise the challenge of measurement, effectiveness and optimisation but it looks like we need to crack small data before we worry about big data.

Finally, a word on mobile. Our survey says it's not an issue for marketers (less than one per cent regard it a top priority). However, as marketing and sales integration is a concern (82 per cent), perhaps mobile's role is more important than they think, maybe it is the best way to support sales?

Roundtable

My brand's bigger than your brand

B2B leaders may be under pressure to drive revenue, but corporate vanity still has the potential to influence marketing spend. That's one of the revelations from a roundtable of senior B2B marketers, hosted by **Joel Harrison,** editor-in-chief at B2B Marketing

Brand versus demand: it's the eternal conflict for B2B marketers. The sales team and the CEO are screaming for high quality leads in order to drive revenue. But as any good marketer knows, without a strong, consistent and well-communicated brand, their organisation will not even get considered, let alone reach the shortlist.

So how do senior marketers resolve this struggle? How do they retain focus on one, without losing the effectiveness of the other? This was the focus of a roundtable discussion run by B2B Marketing, in association with OgilvyOne, for senior marketers in June. The event also sought to explore content marketing, the current hot buzzword in B2B, the changing role of media and advertising particularly in the wake of the recession and how marketing can work best with sales.

The conversation took place over breakfast, at the Hospital Club in London's Covent Garden, with Chatham House Rules in place, meaning no individual quotes were attributed. Those in attendance were all in leadership positions in marketing within B2B companies, with attendees including CMOs, marketing directors and heads of marketing (see panel overleaf), working across a variety of different industry sectors. Below is a summary of the key points to emerge and conclusions drawn.



1. It's not brand versus demand. You can do demand generation work that impacts on the brand, but not always explicitly. Arguably you always have to do both at the same time. One tactic to avoid conflict can be to do brand activity surreptitiously, without emphasising brand-based objectives. The idea is not to let other stakeholders know they are making a choice between brand and demand. Instead of talking about brand or demand, talk about the themes you will be focusing on.

2. The corporate ego is still an important factor in spend. Revenue-focused marketing is the priority, but companies and the powers that be within them still want to see the organisation featured in the press to satisfy their personal ego or corporate vanity. Sales people also want to see prominence of the brand, they want the feel-good factor from that. In the worst case scenario, marketers can be asked why the brand isn't advertising in more airports one minute and why its ROI is not greater the next. It's the marketer's challenge to steer a course through this. Sometimes the factors that govern marketing spend are not completely logical.

3. Don't get swept away in the content avalanche. Content is the voice of the brand. But the main problem now is not about creating more content, but creating the right sort. Furthermore, the chief problem many marketers are facing is less about convincing people to write, but more that they cannot write, or at least in a format usable for marketing. Marketers also face the challenge of packaging content in a format that is relevant and appealing to the target audience. They then have to convince individuals to disseminate it and understand that results are a slow burn.

Content audits are really important, understanding where gaps exist, and making

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creation more of a formalised process, before anything is commissioned, will improve results. All content activities should be pre-planned and should be analysed afterwards.

4. Sales is key to effective content marketing. The best sales people are the ones who really understand content marketing and make the most use out of it – there can be a pretty direct correlation between sales success and content consumption. Good sales people are also great in terms of providing feedback and helping content generation, by driving their customers to create case studies.

5. Thought leadership must permeate the entire organisation. Thought leadership is very important as part of the demand generation process, not just in terms of convincing individuals within the organisation to become commentators, but also for rank-and-file employees, ensuring the overall message is driven through every interaction.

6. New skills are required for content marketing. The migration to content marketing has had a massive impact on marketing skills. These days project management skills are just as important as creative skills for a marketer. In particular, brands are employing content experts, such as ex-journalists, to create materials for them.

7. Marketing campaigns are dead – long live programmes. Marketers are increasingly talking about programmes, rather than campaigns, as they are longer term, and more strategic in nature. Some brands have actually banned the use of the word campaign. Even those brands that continue to use the word see the focus being on sustaining the peak of the campaign over a longer period. The advantage of migrating towards programmes rather than campaigns is that it allows marketers to start measuring at a customer level, rather than a campaign level, and seeing the longer term benefits of marketing activity through multiple initiatives.

8. Marketing automation is increasingly essential. Attendees are either using it, are looking to use it, have previously used it, or would very much like to use it. Marketing automation can have a profound change in how the organisation functions, and can allow brands to become more interesting, but it could also make them become more intrusive. Automation also allows marketers to really focus on which messages are working, and it allows targeting by behaviour, rather than by message. However, marketing automation is a complex beast and it takes a long time to get it working, and get people onboard.

The panel

- **Karen Ancell**, CMO, Masternaut
- **Rosemary Brown**, brand advertising manager, IBM
- **Janet Coulthurst**, head of marketing communications, GrowthAccelerator
- **Katrina Douglas**, head of marketing, hosting, 1 and 1 Internet
- **Simon Downs**, director of marketing programmes and services, Avaya
- **Gill Hawkins**, director of marketing communications, Savvis
- **Fran Hayes**, CMO, BSI Group
- **Clare Lawson**, client services director, OgilvyOne
- **James Myers**, head of planning, OgilvyOne
- **Matthew Skipper**, regional director of marketing Europe, Tata Consulting
- **Octavia Wolton**, global head of brand, Hay Group

9. Traditions refuse to die out. Besides advertising, traditional forms of marketing still have a role to play, although they are generally used slightly differently. Events are still key, and there's great overlap with social media. Integrated face-to-face and online events are a growing challenge – can they complement one another? Direct mail is still useful as part of the mix, but these days it is increasingly focused around part of a structured engagement programme. Investment in PR has actually increased because marketers feel this is a better way to target their audience.

10. Variety is the spice of life for content. The whitepaper is very much alive and kicking, and continues to play a role, but lots of different types of content are important. Case studies are particularly valuable, but can be hard to identify and get delivered. Customer stories in any format are very compelling, and should be a key focus as clients are looking for proof of why they should invest. Pandering to the egos of the client companies also helps. The best kind of content can be spun and re-used in lots of different directions and channels.

B2B Leaders Roundtables: B2B Marketing will be running regular roundtables for senior B2B marketers – if you're interested in attending, please email amie.bakker@b2bmarketing.net

Time to ditch 'one-off' marketing



BY JAMES MYERS
HEAD OF PLANNING
OGILVYONE

It is good to know it isn't just me, it's you as well. We are all addressing pretty similar challenges. All the points that Joel covers in the article are absolutely right but as a strategist I can't help trying to over simplify things.

Managing content is the only challenge we face.

I was told this was too simple, I need to expand on this POV and that I have 300 words. So here goes.

B2B marketers have to:

- Make their products and services easy to find, search friendly and interesting.
- Provide different levels of information depending on where the prospect is in the sales journey.
- Give narratives that sales can use to build on and sell.
- Inspire and nurture prospects through from initial contact to personal conversation.
- Work that limited budget to build brand.

…and content seems to tick most of these boxes.

Of course we still need to be clear on our (business not just communication) objectives, measure, automate and develop integrated customer experiences, but it does feel content should be at the centre of everything we do. One off 'lead-gen' campaigns are so noughties, it is now content programmes. Content can even be the focal point of your ad campaign, you don't have to feature the confibulator in all its glory, centre page.

So as an industry we have to find a better way to efficiently reduce the volume, finesse and version what is all too much and too often dull content into something more relevant, engaging and personal. One of the 'roundtablers' questioned why copywriting and video production is not on the curriculum of most marketing courses. Great point.

How to guides

HOW TO: Measure your marketing meaningfully

First you couldn't measure anything, now technology allows you to measure everything. **James Myers**, joint head of planning at OgilvyOne, helps marketers make sense of their measurement woes

Most of the things we want to measure we can't measure very well. And all the things we can measure aren't necessarily that useful. For that matter, we can't even measure absolute profit accurately, it is just a number based on several assumptions around depreciation and future flows; and as much as we talk about it we can't actually measure engagement or even customer satisfaction, just proxies for it.

The trouble is we all get seduced by a nice succinct number in black and white that is 'the answer'; we use spreadsheets the same way to show factual data. Too rarely does anyone ask how you actually calculated the information in it. And historically marketers have muddled along safe in the knowledge that the proxies we created were pretty good stabs at what we were trying to measure whether it be responses or awareness. Everyone loved a good old brand tracker even if someone tried to attribute the random blip to their team. As human beings we love narratives, and we don't like randomness, or 'it just happened', 'no idea' type explanations.

However, digital technology is changing everything. It's enabling the number obsessed among us to become even more vigilant. Now we can measure almost everything without knowing what it means, and that is a big problem.

So what's a marketer to do? How can we create the narrative, the answer, out of all the seemingly random but sort of useful pieces of information that are now available to us?

1. Focus on your end goals

We find the biggest cause of inefficiency and confusion in the measurement protocols our clients adopt is the misalignment of objectives. The classic case is finance chasing margin, marketing chasing budget efficiency, field sales wanting quality leads and sales requiring lead volume. As we all know, trying to do all of this is the best way to miss all four targets. The business has to align its objectives and be clear about what it is trying to achieve, which is not necessarily a trite task.

To that point some agencies have created an approach to help clients identify the business ambition and KPIs aligned to the purchase cycle. The advantage of this type of approach is that if the purchase cycle is complex and lengthy it is clearer for all to see what type of interaction is required and the best way to measure it.

2. Make use of the buckets

You can't pin yourself to one single metric. You have to outline how different metrics can enable you to identify success at each part of the sales funnel. Organise your data around your model of the funnel. Each stage of the funnel is effectively a bucket.

'Bucketing' statistics in this manner will help you begin to make sense of the data landscape. It will allow you to provide every interaction; clicks, tweets, likes, CTRs, with an 'engagement value'. If a potential customer has clicked through and read a product review for example, you would give that action a higher value than a user liking a brand competition on Facebook.

> "You have to outline how different metrics can enable you to identify success at each part of the sales funnel"



JAMES MYERS
JOINT HEAD OF PLANNING
OGILVYONE

3. Observations are not metrics

Of course you can learn lots from the measurement of data but don't start using and publicising it until you know the information ladders up to your end objectives or that they really mean something. Treat them for exactly what they are – clues. Create hypotheses and test them. Here are three examples of things you could glean from a healthy and well managed measurement system:

- **Channel attribution:** put all of your measurement information in one place, whether digital advertising performance, direct mail response or number of print insertions. This will allow you to profile a 360-degree view on channel attribution. See how shifting advertising on different media channels affects awareness, engagement and conversion. Use this information to optimise your media mix and make every penny count.
- **Segment by behaviour and interaction:** once you have begun bucketing your metrics you will see the simplicity and value in having different measurement sets for your different target audiences, after all they do all behave differently.

  You can attribute different success metrics per audience (highly sought after CEOs, for example, could have a higher value placed on a brand engagement, whereas an IT manager who already knows all about your tech company would have a higher value on a conversion). You can measure how engaging particular content is to a particular audience, therefore making your messaging more relevant while also improving performance in real-time.
- **Profile high-value customers and interactions:** use measurement to find out who your audience actually are. With social campaigns, for example, you can measure the real demographic data of users that are most interested in your advertising. This can lead to interesting challenges to company pen portraits.

  For example, we recently ran a campaign for a client and found that a large number of engagements were from women, when the pen-portrait assumed the decision-maker was 90 per cent likely to be a man. The ability to measure demand for your content in real-time can have a real influence on how you structure content and messaging to your target audiences.

In conclusion: less is more focused.

HOW TO: Succeed with content marketing and increase sales

Content marketing is a major challenge for B2B marketers. **Chris Hare**, business partner at OgilvyOne reveals four steps to content marketing success

In our B2B marketing leaders survey, we asked for respondents' top three challenges. The good news is that content came out as the number one issue. In the past marketers may have focused on the new opportunities; social, blogs, mobile, and the need to make them work harder – often in isolation. Now everyone is recognising what we say and the stories we tell are more important than where we say it. It feels controversial saying we should focus on the 'what' rather than the 'how' but it shouldn't be, and fortunately from the evidence of the research you seem to agree.

For B2B marketers, especially those with limited budgets, their content strategy should be the glue holding everything together. Below are four things marketers need to remember.

1. Segment by behaviour

It isn't time to rip up the rulebook and start again. The pillars of what we do, how we do it and why we do it remain the same. We still need to create awareness, stimulate interest, drive consideration and sell. And good content, utilised at the right touchpoints and at the right time in your customers' buying cycles can help you achieve these objectives.

However, the fact of the matter is that the world has changed; it is that internet thing again. Increasingly your customer's behaviour better defines where they are in the buying cycle, profiling becomes less important the more they interact with you. Think about Amazon. Do they care who you are? No, not really, your previous buying and search behaviour is a far better indicator of what you are likely to do next. Because the B2B purchase cycle is so much longer than the B2C, it is all the more important marketers design content that fits the different stages of the buying process and learn to derive clues just like Amazon. Marketers need to make sure they don't bore prospects on the first date; initial interactions are best when they are short and sweet.

2. Integrate content

Greater onus now falls on the content marketer to help prove content adds value to the business. Here are some ways to do this.

First, identify and agree what the role of content is and how it fits into the marketing mix. Don't be assumptive that everyone in the organisation agrees it is a good investment. If its purpose is to convert prospects into luke warm leads, make sure that is understood and acknowledged, as well as part of your marketing plan.

Second, measure what customers are engaging with and publicise it internally. Assess the reach of your content by exposure, complete views, the value of earned views, the number of 'shares', 'likes', subscribes, favourites and more qualitatively, by ratings and reviews. This will ensure you have got the quantity and quality of activity right. Measure the impact of it on the sales funnel through leads generated and products sold. You can also measure post-play interactions (the number of times a business shares it around, forwards it on and any repeat views), the brand lift and the increase of relationship value. If you don't measure these aspects already, then now is the time to start.

Third, ensure all content is 'versioned' for sales collateral or visa versa – taken from content created by the sales teams. If sales and marketing feel they own part of the content strategy you are half way home. Deliver that content on mobile devices and it will be close to a holy conversion.

3. Be brave or don't bother

It is said the world generates as much information every two days as we did from the beginning of time to 2003. So it goes without saying – what you do produce needs to be great. For it to work, your audience must want to see it, read it or listen to it. Don't be boring and replicate what everyone else is doing.

This means start with what your customer is interested in. Then think hard about what content you can deliver that is unique to your brand. It is the cross over that is important, interesting and unique. Concentrate on producing content that ticks both these boxes, 50 per cent of your content you should hit this sweet spot. So before you craft your content ask yourself: Are we telling a story in our own unique style or delivering content our competitors can't or wouldn't? If you are not, think about binning it.

> "If sales and marketing feel they own part of the content strategy you are half way home"



CHRIS HARE
BUSINESS PARTNER
OGILVYONE

Fail to apply these filters and you will just be adding to the noise, jumbled in with your competitors doing the same thing, doing the same search analysis, wasting money and resources duplicating efforts. Market leaders can get away with doing the generic education pieces; customers go to them first. You probably can't.

However, sometimes you can tell the same story in a more engaging way. Stats are made more interesting by the use of infographics. Video allows you to show a sense of humour. Blogs are great for more controversial content. Your uniqueness can be in how you tell the story.

4. Get started

Above all, I recommend you just do it. You would be surprised at how many organisations intellectualise themselves into inertia. The less you do the less you learn.

Those organisations that have started are learning what formats work, what don't, how best to distribute content, how to build your editorial plan and whether anyone can blog or not. You will be learning what improves search scores and what doesn't.

And hopefully you will be learning that content helps drives sales.

HOW TO: Get sales and marketing walking hand-in-hand

It's well known both parties benefit if sales and marketing work together. **Clare Lawson**, managing partner at OgilvyOne, offers six tips on making it happen

If we had a pound for every time a marketing director has asked how to integrate their sales and marketing functions, we would, at last count, have £274. The findings from our recent *B2B Marketing Leaders Survey* suggest the solution to this thorny issue is still not an easy one to find. Ninety per cent of marketers surveyed suggested it was a general concern or in their top three issues. With marketing budgets tight and sales targets high, the question is how can you integrate these two key business functions to prove they really are better together. Like it or not, it is down to you to make them walk hand-in-hand.

1. Listen

Firstly let's think about planning sales and marketing campaigns. The conversations your sales teams are having with prospects and customers are one of your most valuable insights. Forget focus groups and simulated research, the customer conversations that occur all day every day are by far the most powerful messaging tool in your business. Yes, we should all be speaking the same language but the dialect of the sales people is what your customers understand. Listen to their terminology, understand the problems they are trying to solve for your customers. Those are the insights that should drive your marketing proposition and execution. Refine them by all means using traditional research methods, but plan your campaigns based upon real customer insight.

2. Agree what makes a lead

There will always come a point where a lead or prospect that has been wooed by the marketers campaign will need to be passed into a one-to-one conversation with a sales person. But what constitutes a lead, how is it ranked? All too often this basic categorisation is the undoing of sales and marketing integration. The best examples we have found are the simplest. A five-point scale, where one is being aware of a brand; two is showing interest in their service through engaging with an email or communication; three is showing a desire to learn more, downloading content or completing a survey. This engaged customer represents a lead, we know enough about their background and their motivations to get into a one-to-one relationship. Four is a qualified lead and five is a hot prospect. Agreeing the hand off point between three and four, and agreeing what customer engagement tactics and levels are involved in each stage keeps everyone on the same path. It also avoids the conversation of marketing providing leads sales don't value.

3. Create a collective agenda

Never approve a campaign calendar that shows the above-the-line and below-the-line activity on a timeline but doesn't indicate the lead nurture and sales activity that follows it. At worst it's an administrative step that forces marketing and sales to talk, at best it's the way to consolidate plans and ensure resources are aligned against the same messages, time periods, and goals. And remember it's a course to navigate not a march to be completed as quickly as possible.

4. Steal your USPs from sales

When you get to the point of campaign execution, don't just use the sales teams' insight to drive the campaign proposition, make sure your points of substantiation are taken directly from the sales teams top selling messages. They know what customer benefits are resonating better than a marketer. However, there is one small trap you should avoid, it's called sales backwash. Don't allow the sales closing arguments to be replicated in prospecting communications. There is a difference between an invite to the party and a minute-by-minute agenda of the entertainment on offer. That's the point where you have to celebrate your differences.

> "We should all be speaking the same language, but the dialect of the sales people is what your customers understand"



CLARE LAWSON
MANAGING PARTNER
OGILVYONE

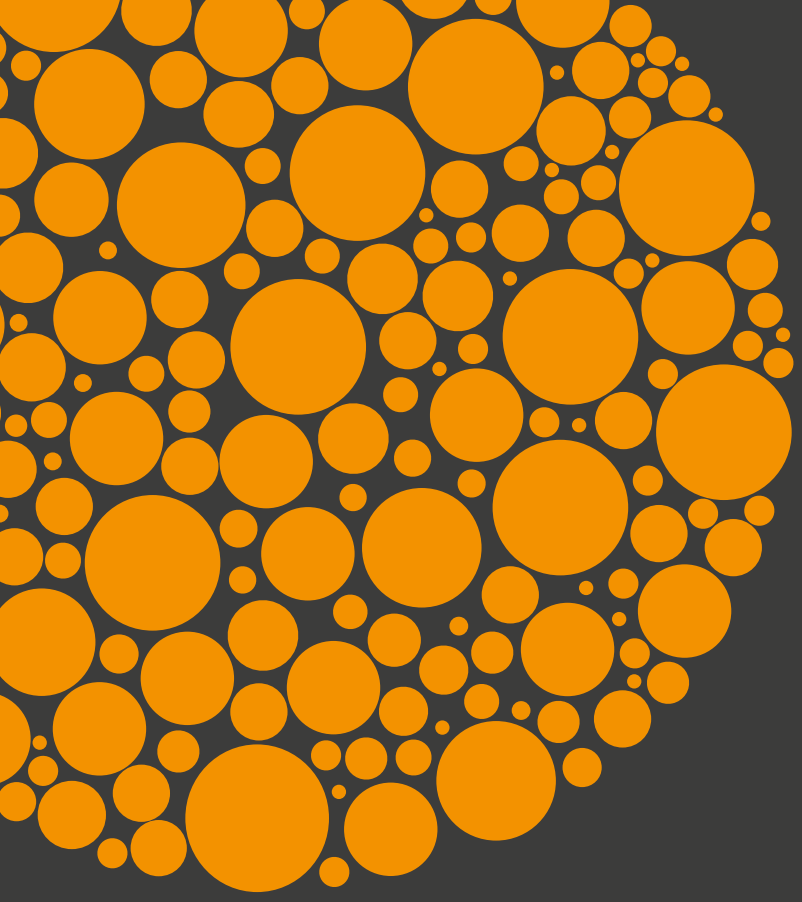
5. Work your content

Content now plays a significant role in educating and inspiring a prospect base. Particularly in long B2B purchase decisions, seeding the right information or the right functionality to a prospect or customer can give them a better empathy with your brand than advertising alone. In creating that content, ensure your brief is to make it work for sales as well as marketing. A great example here is the Nissan Service Cloud Demo, (take a look on YouTube). The Nissan mobile app that helps a Nissan owner get advice or tips on how to manage issues with their car is a great marketing tool. But the same tool links to the sales persons CRM system, meaning sales automatically know who is searching for advice or support – and they can then interject the conversation to drive a better service experience. The same content, looked at from two different angles integrates the marketing and sales support for Nissan.

6. Share goals

Finally, and perhaps most obviously, measure the same things. It's a well held prophecy that KPIs are self fulfilling. If you share the same metrics, you focus on the same things, you come across each other in the corridor, and you talk about how you are collectively doing against the current targets. A human touch, you might say, to get sales and marketing paddling in the same direction.

Yes there are other factors in play. An organisation's culture, its willingness to share and its desire to see marketing and sales as a continuum. But if you get started with some of these suggestions, you'll hopefully be surprised at how in-step you really are.





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