B2B Marketing™



BENCHMARKING REPORT

MARKETING AUTOMATION 2015

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In association with Circleresearch The B2B experts





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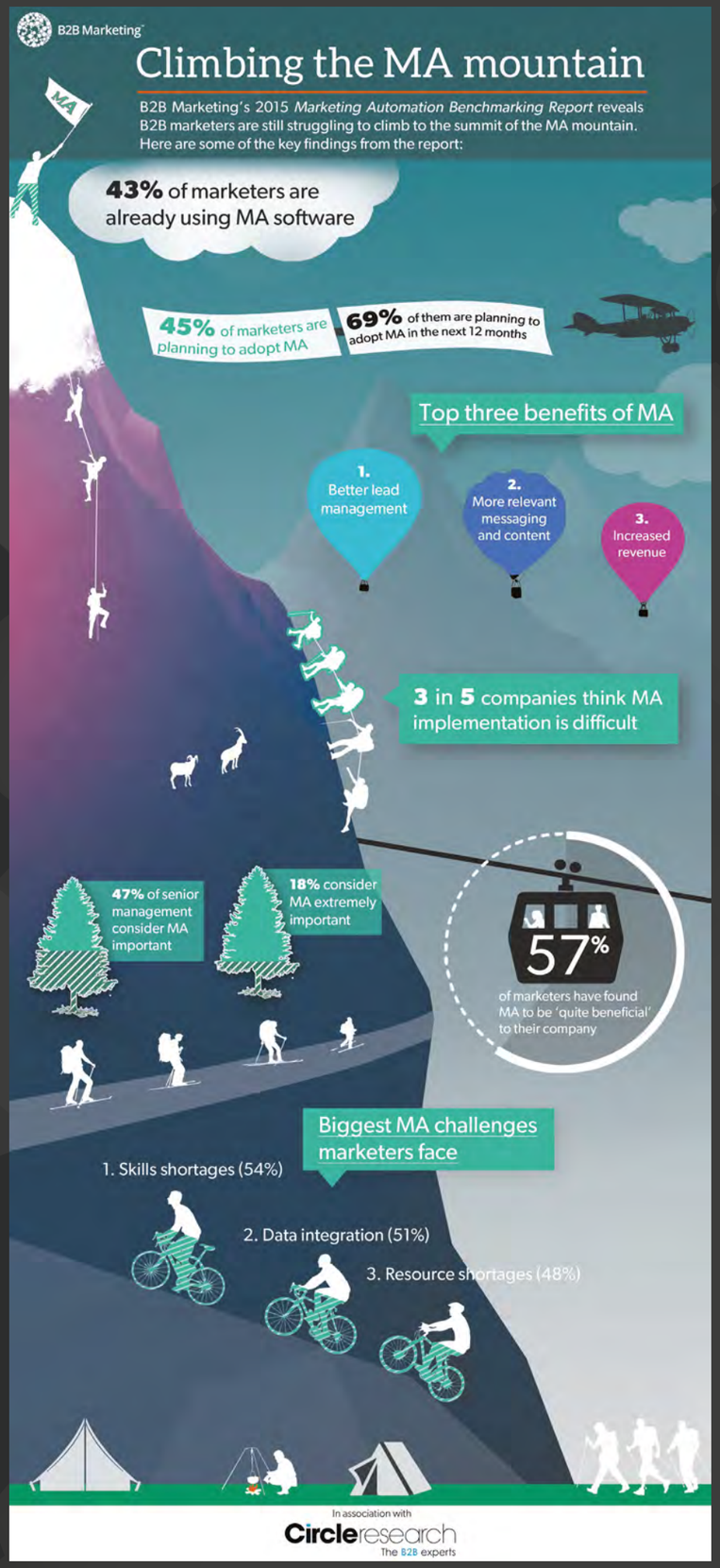
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Introduction

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This is the first time B2B Marketing has produced a benchmarking report dedicated to marketing automation (MA). And it comes at an interesting time in the technology's history. No longer only the preserve of the largest corporates with the deepest pockets and most technologically advanced minds, MA – as we will show – has gone mainstream.

We have attempted to distil a very broad subject, one that impacts right across a business, into a relatively easily consumable report. We've focused on the pain points marketers are most likely to face; issues such as implementation, data management and departmental alignment, as well as highlighting the characteristics that tend to underpin success: a commitment to the process and investment in up-skilling.

Hopefully, much of what's in this report will resonate with situations experienced within your company. We also hope that benchmarking the sophistication and experiences of your peers will allow you to improve your own performances in this area. Our insights are backed up by quantitative research, as well as the expert commentaries of those leading the field.

Profiling

The analysis and data included in this report is drawn from research conducted in March 2015. A total respondent pool of 280 B2B marketers were surveyed initially, with some screened out at various stages of the research study depending on the kind of organisation they worked for, or because they were not currently using or had no future plans to adopt an MA platform.

Feedback has been gathered from across verticals, from the smallest organisations right through to multi-national corporates, and from organisations yet to take the MA plunge as well as those that have been using the technology for several years.

There are, of course, nuances within any company structure and the paths each organisation must tread are unique. However, we are attempting to locate shared pain points and successes in a bid to help B2B marketers – regardless of their field – improve the sophistication of their MA efforts.

Credits

This report is the product of a collaborative research project undertaken by B2B Marketing and Circle Research, as well as a series of industry experts.

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The benefits of marketing automation aren't automatic

ANDREW DALGLISH
DIRECTOR
CIRCLE RESEARCH



If you're about to take the plunge and adopt an MA system, this report has some valuable lessons from those who have gone before you.

They'll tell you to manage your own and others' expectations carefully. Most adopted an automation system to achieve three goals: to better manage leads, to deliver more relevant content/messaging and to increase revenue. Most of these benefits will emerge, but might take time. That's especially true of revenue growth. Sixty-three per cent expected automation to increase revenue, but even among those whose system has been in place for more than two years, only 40 per cent have seen revenue growth materialise.

They'll tell you to choose your supplier carefully. MA is tough to implement. Six in 10 (61 per cent) of those who have implemented an automation system describe the experience as 'difficult'. But help is at hand. The most commonly cited way to ease the implementation process is to choose a supplier who provides ongoing support – 51 per cent say this would have made things easier.

And they'll tell you that if you really want to make automation work in the long term, you'll need to focus on three things:

- **Have a plan in place to integrate diverse technologies and data sources:** 51 per cent describe data integration as a challenge and a further 36 per cent struggle with technology integration.
- **Think about resourcing early on** – either invest in up-skilling your team or outsource the management of your automation system altogether: 54 per cent describe skills shortages as a challenge and a further 48 per cent face resource shortages.
- **Work out how you're going to bring other departments on the journey**: 29 per cent describe departmental alignment as a challenge.

And finally, if this is all sounding like a lot of hard work, I suspect that automation pioneers will also tell you that it's worth the effort. Three-quarters have found automation to be very (17 per cent) or quite beneficial (57 per cent).

Circleresearch
The B2B experts

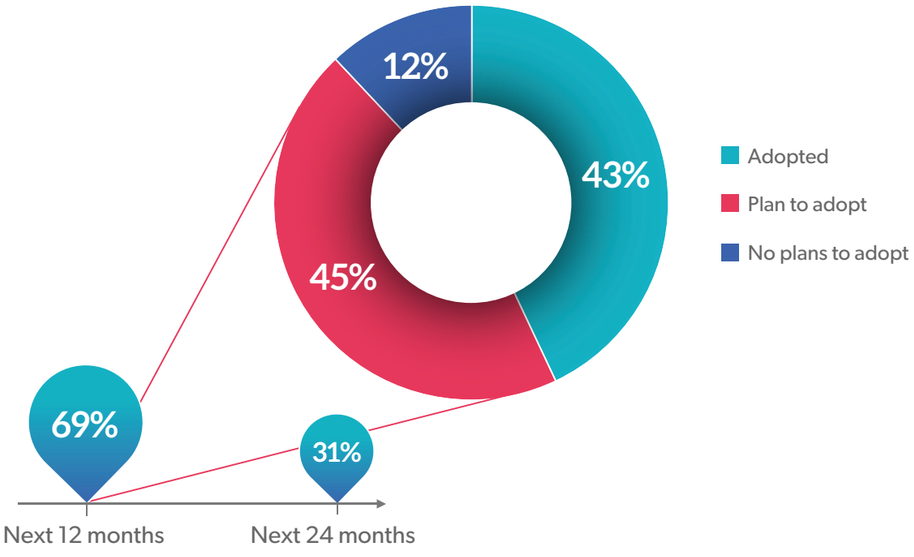


Current trends in marketing automation

1

1: Adoption and implementation

FIGURE 1: Use of marketing automation (MA)



Question: Does your company use MA software?

MA is mainstream

That this is our first MA benchmarking report suggests one of two things. One; maybe we should have done one before, and two; the industry is at a tipping point with its MA journey. Perhaps both are true. There's certainly evidence for the second point right from the outset of our report.

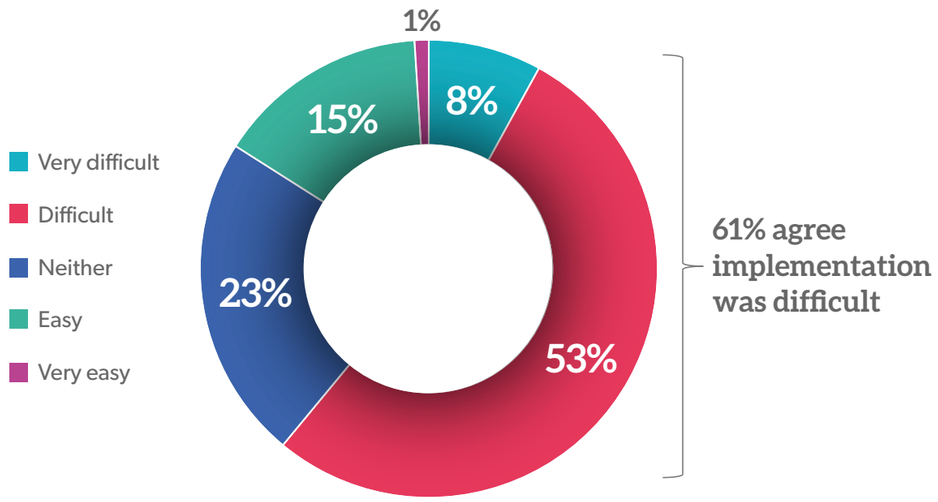
We were keen to understand the level of MA adoption that currently exists in B2B. According to our research, 43 per cent of respondent organisations are currently using MA software. Only 12 per cent reported that they had no plans to adopt MA in the near future. Of the remaining 45 per cent, just over two-thirds (69 per cent) said they were planning to adopt MA in the next year, while the remaining 31 per cent stated they would be using the technology within the next 24 months.

If these projections come to pass, MA software solutions will be present in 88 per cent of B2B organisations by the start of the 2017-18 financial year. Anyone working in a company that falls into the 12 per cent not planning to make the move in the next year or two must ask themselves if ignoring MA is the best course of action.

There are no panaceas in marketing but if competitors are making the most of MA's myriad of benefits, brands steering clear must be prepared for the potential results.

A brief word on the respondents reporting that MA isn't on the radar: the most commonly cited reason for avoiding MA was, perhaps unsurprisingly, a lack of budget (highlighted by 34 per cent). Other commonly referenced reasons were 'lack of inhouse skills', 'lack of support from senior managers' and the perception that MA doesn't bring enough benefits to justify the investment. This final point will be revisited later in the analysis.

FIGURE 2: Three in five companies think the implementation process was difficult



Question: How difficult did you find the process of implementing MA?

It's not easy

For those companies planning on implementing MA solutions, or for those right at the start of the process, we have a clear message from those further along the line: it isn't easy. Sixty-one per cent of our respondents reported that they found the implementation process either 'very difficult' or 'difficult'. Only 16 per cent reported that they found it easy.

The main challenges flagged by respondents were 'data integration' (a challenge for 58 per cent), 'skills shortages' (48 per cent) and tech integration (43 per cent). These are barriers that must be overcome by anyone looking to adopt MA. A successfully integrated and operational MA system is not created overnight; it's certainly not a case of just writing a few emails and pressing 'send'.

The good news is that many of the challenges associated with getting the technology to deliver for your business can be addressed before the purchase is even made.

Marketers must secure buy-in across multiple departments, which may involve addressing work flows and precedent, they must ensure that they are using reliable data sets, and they must have a decent understanding of what they are trying to get out of their investment. Patience, and a willingness to learn from failure, are two additional traits that also come in handy. However, our respondents flagged 'ongoing support from the chosen supplier' as the factor most likely to make implementation easier. Therefore, selecting the right partner should also be an obvious priority during the buying process.

2: Sophistication and satisfaction

Quality control

In order to fully justify the claim that MA is now mainstream we need to see not only widespread adoption but also a certain level of sophistication of use across the B2B space. A willingness to invest in the technology and an understanding of the benefits and challenges it brings to the table aren't necessarily always going to be complemented by people that know exactly how to secure the returns.

Despite its increasingly widespread use, MA is still a relatively new technology when compared to basic email systems, databases and CMS platforms. You'd expect the average marketer to be more proficient in these areas than perhaps they would be with MA. But our respondent group does seem relatively satisfied with their own abilities. Of the respondents that are using MA, only 11 per cent described their personal understanding of the technology as 'basic'. Almost half (48 per cent) claimed to have 'intermediate' understanding, a quarter claimed to be 'advanced' and the remaining 16 per cent said they were experts.

Despite human beings' tendency to over-report their own workplace efficiencies from time to time, this may well be representative. But there are other methods of assessing the levels of sophistication with which B2B organisations are using MA technology.

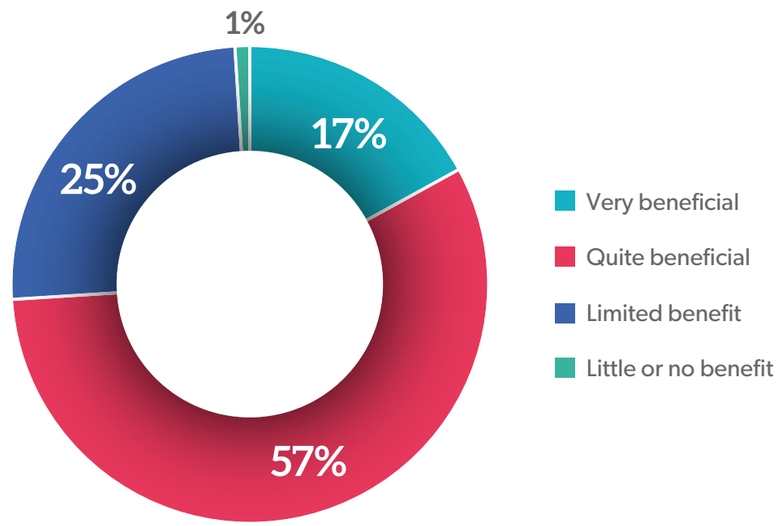
It's often said that MA technology used badly is little more than an expensive email platform. Organisations that aren't making the most of their MA investments are likely to be sending emails out, perhaps doing some form of basic lead scoring and little more besides, meaning the vast majority of their platform's functionality is left unused. This clearly isn't a good way of investing hard-fought budget. But it does appear to be a scenario that resonates with a good proportion of our respondents.

When we asked marketers to reflect on the proportion of their MA platform's features that they were making use of, only 36 per cent claimed to be using more than half of the functionality at their disposal. Forty-two per cent claimed to be using 'around half' of it, while a fifth (21 per cent) admitted they were only using a few of the features for which they were paying. Those falling into the final area should make a priority out of figuring out which unused features they are best positioned to be able to start using.

As long as some functionalities are going unused, it's likely that returns won't be realised and satisfaction won't be as high as it should. When we asked respondents to rate out of 10 how satisfied they currently were with their MA systems we saw an average figure quoted of 6.7. Similar figures were also quoted when we looked at whether respondents felt they were getting value for money. There's clearly room for improvement here, and if people improve the sophistication of their operation, making use of more advanced functionality and features, it stands to reason that the middling levels of satisfaction will start heading in the right direction.

3: Success

FIGURE 3: The benefits of MA are widely recognised



Question: Overall, how beneficial has MA been for your company?

Buy-in

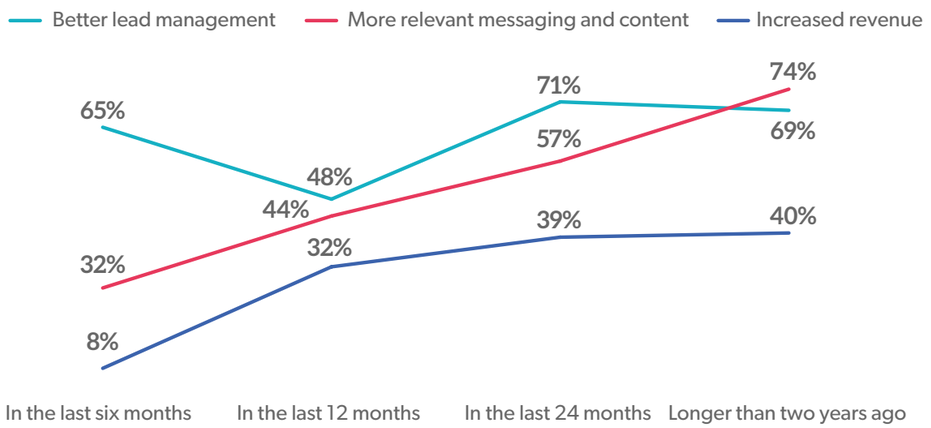
Despite what could be described as a mixed bag of sophistication and the middling levels of success revealed in the previous section, it's notable – and encouraging – to see that a commitment to and appreciation of the benefits of MA still exist. It is such a belief in the theory that will ultimately lead to more widespread stories of MA success.

To quantify this somewhat, when we asked respondents to reflect on how beneficial they saw the technology as being in terms of what it brings to their organisation, we saw a groundswell of positivity. Three-quarters of B2B marketers stated that MA was either 'very' or 'quite' beneficial to their organisation. Only 25 per cent reported that it was of limited benefit and just one per cent reported that it had 'little or no benefit'.

Digging down into the specifics, and in a bid to get a handle on what people were actually hoping to get out of their investments in MA, we asked respondents to reflect on the key goals they were hoping to achieve as a result of successfully implementing and operating their MA platform. This question prompted a great variety of very legitimate responses, including issues such as departmental alignment, improving user experience and driving internal efficiencies. However, despite the variety of responses provided, three goals were selected more commonly than any others.

The most common goal was 'better lead management' (selected by 86 per cent), followed by 'delivering more relevant messages and content' (85 per cent) and 'increased revenue' (74 per cent). It's fair to say that these are standard objectives for people adopting MA, so it was interesting to see whether these objectives are being realised for our respondents.

FIGURE 4: Top realised benefits by time of adoption



Question: Which, if any, of the following benefits of MA have you actually realised?

The long game

We asked respondents simply to state whether they had realised these top three objectives, or whether they still expected to in the future. Sixty-three per cent reported that they had delivered better lead management since adopting MA, and 59 per cent expected to see improvements in the future. For the increased relevancy objective, 51 per cent had realised it and 66 per cent still expected to, while only 30 per cent reported having seen increased revenue. However, 69 per cent reported that they anticipated revenue levels to increase with time.

This is a crucial point. MA does not involve an overnight step change. There are quicker – perhaps softer – wins. And there are the wins that are the result of a commitment to adoption, integration, testing and improvement. Most good business people know that increased revenue is hard fought. Our respondents are acknowledging that here, and there is quantitative evidence to back it all up.

When you plot the feedback we received from the questions tracking whether or not respondents had realised their key objectives against the amount of time they had been using MA, a very interesting story emerges.

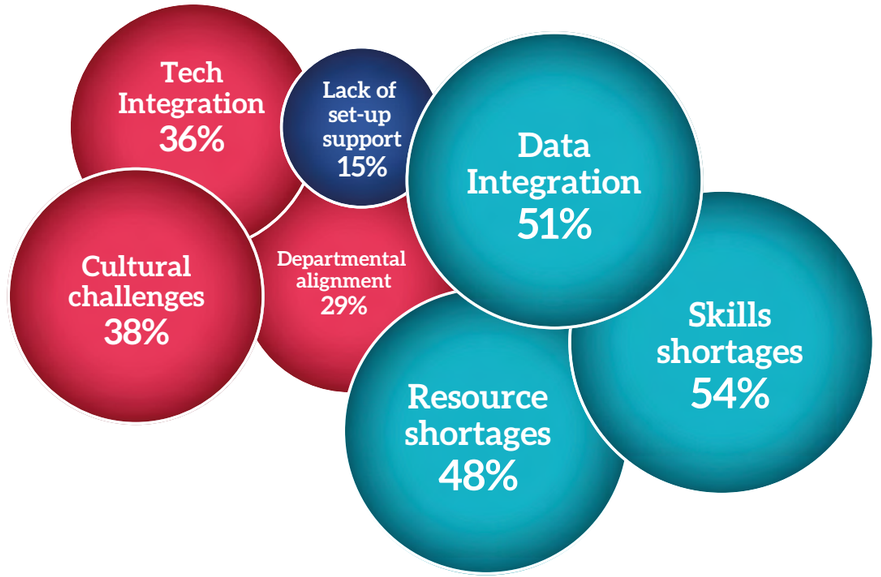
Only eight per cent of marketers to have adopted MA in the last six months claim to have seen resultant increased revenues. However, the figure noticeably increases over time. After one year of MA use 32 per cent claim to see increased revenue. By the two-year mark the figure rises to 39 per cent and for those to have been using it for more than two years the figure is 40 per cent.

Similarly, 'more relevant messages' is reported by 27 per cent of those new to the technology but it increases consistently with time to a position where 74 per cent of veteran MA users report success in this area. And again, while 65 per cent of newcomers report improved lead management, 69 per cent of longer-term users acknowledge the success.

The message here is clear: the biggest wins take time, but they do materialise. Marketers should be content to quickly see better lead management because it will lead to the creation and delivery of more relevant messaging, which will eventually lead to the improved prospect relationships that deliver the increased revenue all businesses strive to achieve.

4: Challenges

FIGURE 5: Challenges faced by those implementing MA



Question: What challenges do you face in relation to MA?

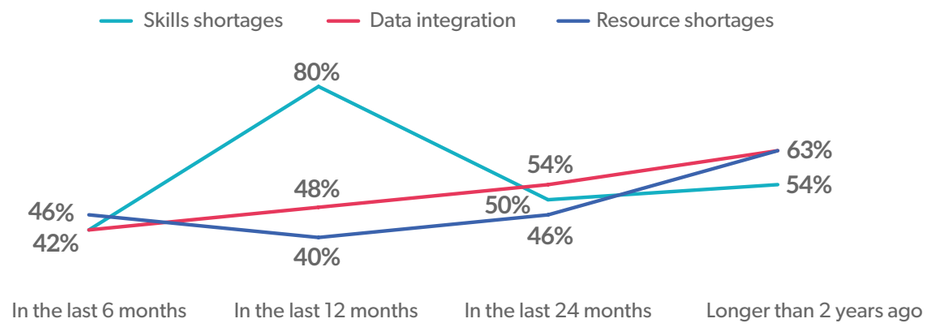
Data, skills and resourcing

No examination of the current B2B MA landscape would be complete without looking at the challenges marketers are facing in terms of realising the benefits flagged previously. We've already highlighted that commitment and an appreciation that Rome wasn't built in a day are pre-requisites for MA success. But what are marketers grappling with while that time is passing?

Again, this question delivered a range of responses, some of which are likely to be specific to individual company types, but it is possible to see common trends. And, once again, we were able to isolate three specific challenges that were most widely recognised.

Skills shortages were acknowledged as a main challenge by 54 per cent, data integration by 51 per cent, and resources shortages by 48 per cent. It's possible to see a causal relationship here; the three are related. Data integration, and data as a whole, is a key element of getting MA right. Without the requisite skill base, which is often only held by very specific subject experts, getting the data side of things right can be a significant struggle. And, like with MA skills in general, it's very difficult to make headway without investing in the talent and training required. It's here that the lack of resources factor comes in to play.

FIGURE 6: Top realised challenges by time of adoption



Question: What challenges do you face in relation to MA?

While the relationship between challenges acknowledged and the passing of time isn't quite as telling as when we compared time to benefits, one clear message does still emerge. There is a huge leap in the amount of people acknowledging skills gaps that have been using MA for a year, compared to those who have adopted the technology more recently. Perhaps this means that B2B organisations are not doing enough up front to ensure their teams are suitably trained in MA systems.

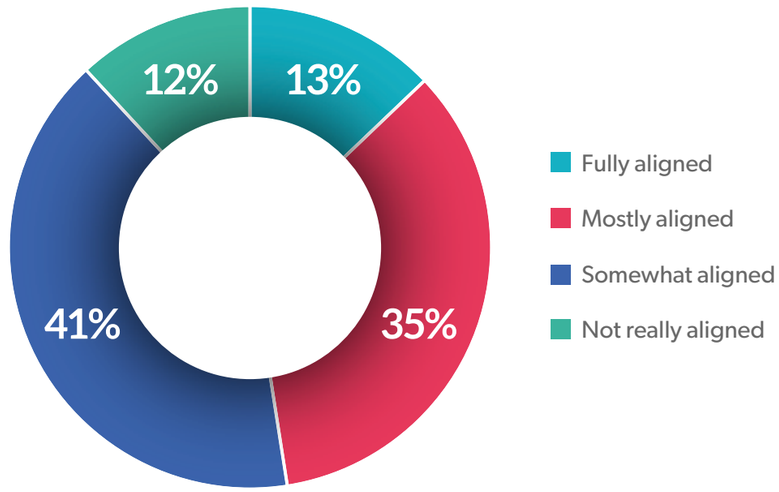
The fact that takes a year for 80 per cent to acknowledge shortcomings in this area suggests that as marketers grow more used to the presence of their systems, they become increasingly aware of just how much they are not utilising. This is a case both for training, as well as working with vendors and independent specialists right from the off.

Going right back to the start of this analysis, 28 per cent of those marketers that have decided not to invest in MA cited a lack of inhouse skills as being the principle reason. While this seems like a legitimate concern, it isn't necessarily the kind of approach likely to deliver long-term success. Of the 40 per cent of companies happily reporting increased revenues directly attributable to their MA efforts, it's likely that a decent chunk faced skills-related issues along the way.

As with any challenges – business or personal – there is little to be gained from burying your head in the sand. MA is not going away, it's something your competitors are likely to be grappling with, so it's also advisable that it's something you try and get your head around too. Up-skilling is a constant challenge for all businesses, and investing in people should ideally be seen as a very pragmatic cost of doing business.

5: Departmental alignment

FIGURE 7: Marketing and sales activities are generally aligned



Question: How closely aligned would you say your company's sales and marketing activities are?

The old enemy?

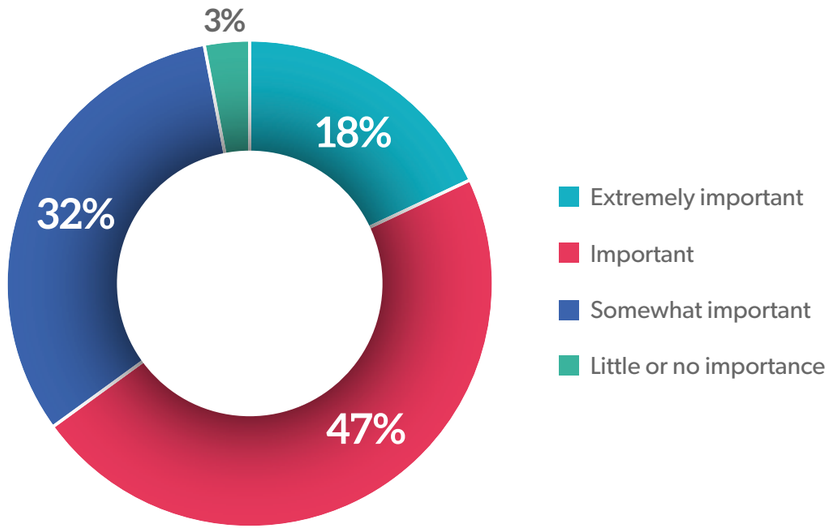
Marketers – and indeed everyone in any business – should be working closely with colleagues in other departments if they are eager to maximise efficiencies and returns. MA is an example of a technology that both requires and delivers improved inter-departmental alignment. Marketers have to liaise, for example, with senior managers, finance and IT prior to sending their first MA campaign.

But, as ever, it is the relationship with sales that is of most interest to those working in marketing. Despite the obvious dependency each has on the other, everyone is aware of the disconnects and frustrations that have traditionally existed. We are able to report on an encouraging outlook though.

While only 13 per cent of respondents described their sales and marketing activities as being 'fully aligned', an encouraging 35 per cent stated that they felt they were 'mostly aligned' with sales. This means that almost half of our respondents are well positioned to deliver the hard-growth figures their bosses will be hoping for.

Further encouragement can be drawn from the fact only 12 per cent of B2B marketers reported being 'not really aligned' with their sales counterparts. This is a relatively low number. The remaining 41 per cent reporting partial alignment have work to do but they should take encouragement that they have foundations from which to build, as well as an almost never-ending supply of information online regarding how to further their development along these lines.

FIGURE 8: Senior management considers MA as important



Question: To what extent would you say senior management recognises the importance of MA?

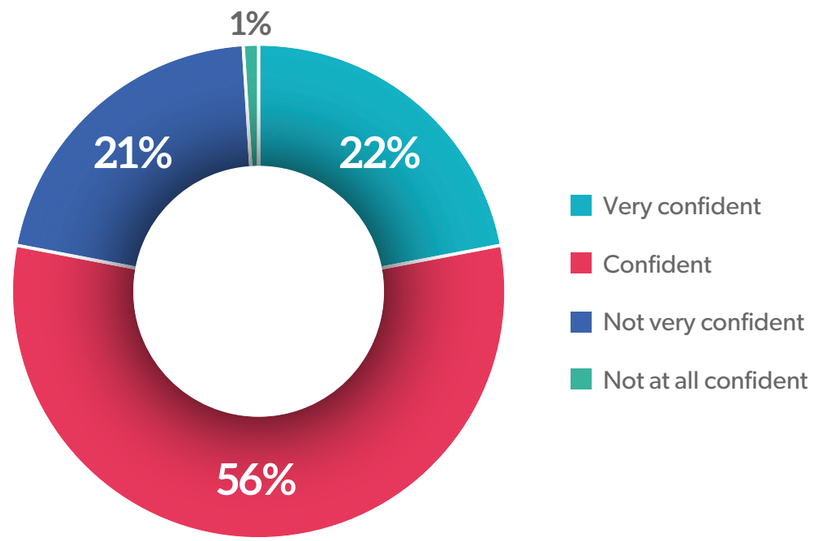
Successfully implementing MA requires the co-operation of the sales and marketing teams, as well as being a benefit commonly associated with successful MA practices. In order for MA to be set up correctly, sales and marketing need to agree on various data practices, lead management and scoring models; not necessarily an easy process. But once these are in place, and SLAs are signed, it should become possible for MA to help remove some of the old arguments and accusations. This is a theory our respondents can corroborate.

We asked marketers using MA to reflect on the degree to which they felt the technology had facilitated more effective working relationships between sales and marketing, and the results were pretty unequivocal. More than three-quarters (76 per cent) reported that MA had led to more efficient co-operation between sales and marketing.

Only one per cent of our respondents suggested that MA had led to a greater disconnect between the two departments. This argument should be included in the business case for anyone still attempting to encourage their management team to take the MA plunge. Indeed, this argument is likely to be one of the reasons our respondents are able to report that their senior management teams recognise the value of MA. Only three per cent stated that MA was of 'little or no importance' to their senior management team, whereas 65 per cent stated that their managers saw the technology as being either 'important' or 'extremely important'.

6: Futures

FIGURE 9: Confidence in being able to keep up-to-date



Question: How confident are you that your company will be able to keep up-to-date with MA best practice?

All change

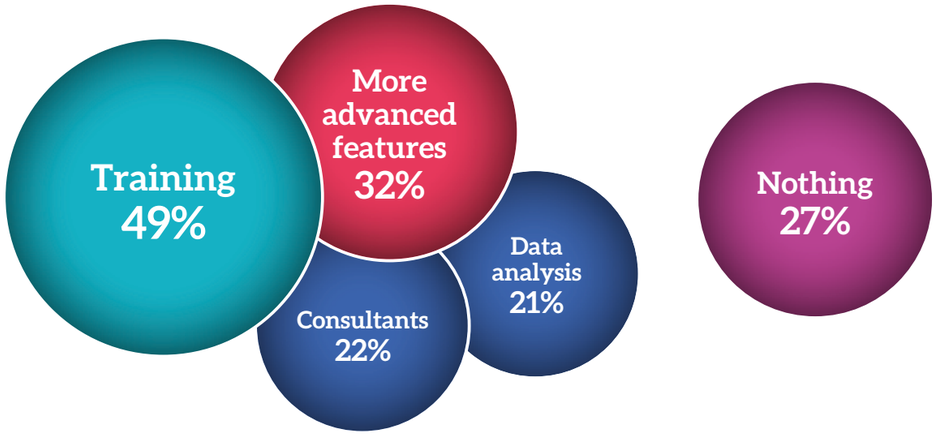
Regardless of whether your organisation is well versed in MA and enjoying the increased revenues associated with committing to the technology or if you're nearer to the beginning of the journey, it's important to always keep one eye on what's coming next. With the pace of change what it is and showing no signs of slowing down, there can be no room for complacency.

Whether it's a sign of confidence or complacency, our respondents don't appear overly concerned about their ability to keep up-to-date with MA best practice. Only 22 per cent reported that they weren't confident they'd be able to stay informed. It is encouraging to see the majority of marketers aren't overly daunted by the shifting sands and pace of technological development that currently exist in communications and marketing. It's possible that as seasoned professionals, the average marketer is now used to constant change and the methods of staying ahead of the curve.

Of course, it's important that we don't confuse knowledge of best practice with the successful implementation of best practice. Time and again throughout this research project we have been forced to highlight shortcomings in relation to MA sophistication. Still, a positive outlook is an essential starting point.

For those willing to imagine a scenario in which they might be at risk of getting left behind, relatively few cite the speed of change (31 per cent) and access to advice (12 per cent) as being likely explanations. Instead respondents were more ready to point the finger at technical skills shortages and a lack of resources. These are very real concerns and marketers are right to acknowledge them as factors that could potentially cause their organisations to slip behind more committed competitors.

FIGURE 10: Investment in the next 12 months



Question: Are you planning to invest in any of the following over the next 12 months?

Invest now

Fortunately, it appears relatively few are going to be content to sit by and hope for the best. When we asked where MA investment priorities were likely to sit over the course of the coming year, only 27 per cent stated they were not planning on investing further. The rest, broadly, were set to focus on addressing some of this report's recurrent issues head-on.

Almost half (49 per cent) were planning to invest in training existing staff to ensure they were equipped to maximise potential returns, 32 per cent were planning to invest in making use of MA's more advanced functionalities, and around a fifth of respondents were planning on recruiting external assistance in the guise of consultants (22 per cent) and data analysts (21 per cent).

It's hard not to conclude that these seem like sensible decisions. We've seen that once the initial decision to implement MA has taken place, the most commonly recurring issues come in the guise of the skills shortages associated with data and the platforms themselves. We've also seen that the companies that have committed for the long term and invested in addressing such challenges are the ones now successfully reaping the rewards. It seems reasonable to expect that those willing to address knowledge and skills gaps right from the beginning are more likely to be joining the 40 per cent associating increased revenues with MA adoption than those less willing to commit.

Each company must tread its own path and will face singular challenges in relation to its specific situation but it seems there is a blueprint for success for those willing to embrace the opportunities.

Vendor comment

2

The four pillars of success with marketing automation

LEE HACKETT
DIRECTOR OF STRATEGY
BLUPRINT



You're a modern marketer and don't need to be sold the benefits of marketing automation (MA). You recognise its potential and understand that it has the ability to transform your marketing. What's not so easy, however, is figuring out where this powerful technology sits within the broader landscape of your department and, indeed, your entire business. It's not something to be considered in isolation – nor can it simply be set up and left to its own devices. It needs to be supported by four fundamental pillars:

Pillar one: Choose the right technology
The reams of MA technologies available can be overwhelming. Which is the right one for your business? How easy will it be for you to integrate these platforms with your existing systems? How do you cast aside the sales spiel to identify the real benefits of a particular platform to your specific user case? What are the real costs of buying these systems? A one-size-fits-all approach should not be taken when it comes to choosing an MA platform, and what works for one business may be a disaster for another. Take the necessary time to identify your individual requirements and be sure to carefully consider where you are now and where you want to be. Which technology will best help you to achieve this?

Pillar two: Get your processes in order
Pressure to deliver is constantly increasing for marketers. On top of everything else that you're required to do, you're now being told that you need to take time out to establish or realign processes for the technology that's supposed to make your marketing more efficient. On the surface, it's a hassle and seems like a contradiction in terms – but putting that initial time in to define everything from development of campaigns, to content creation and the management of the system will ensure that your chosen MA platform performs at its best and you reap the rewards the technology is capable of providing.

Pillar three: People
While more and more businesses are beginning to understand the need for MA, that doesn't necessarily mean they understand how to use it. Do you have a well-defined structure for your team? Does each member within it understand their role with regards to MA? More importantly, do they have the skills to carry out that role? Identifying skill gaps within your department is an essential step to take before embarking on your first automated campaign. Take note of where you need support and invest in providing it. Nurturing your team now will avoid having to explain why the platform isn't being used later.

Pillar four: Know your data
Never has the phrase 'garbage in, garbage out' rung truer than in the case of MA. Development of the other three pillars is futile if the data you're using is poor. From hygiene to segmentation and preference centres, make quality data a priority. Doing so will ensure the content you create has the biggest impact, your lead scoring matrix is as relevant as possible and, ultimately, your results with MA are the best that they can be.

When it comes to the four pillars of success with MA, each has its own part to play, but each also requires the other three to provide the best possible support. Working on one element alone is a start - but your results won't be as stable or as effective as they could be if all four aren't given the necessary consideration. You can have the best MA platform in the world but, without laying the foundations first, it's a dead piece of kit that will do very little for marketing's reputation as a cost centre. Be sure to give your MA platform the best chance of success with the strongest pillars to support it.

Successful marketers should ditch content concerns and focus on technology

ADAM SHARP
MANAGING DIRECTOR
CLEVERTOUCH



Marketers, do you want a brutal truth? Then forget your content strategy – your career will be judged on the technology infrastructure you put in place, not the content you create. Let's be honest, buying and implementing technology does not come naturally to most marketers, but in the next three to five years it will be a fundamental skill set of all senior marketers.

Technology is more important than content, every time
As marketers we like change, creativity and crave instant results. It's one of the reasons so many of us get lost in developing a content strategy. But frankly it's rather old school and can be pretty ineffective.

Don't get me wrong, I think organisational marketing and product positioning are essential; it's just that too many marketers confuse positioning with a content strategy. This leads many to forget the fundamental point: content is a tactic to reinforce positioning, not a strategy in itself.

Why is technology so critical to you?
Your future success will be evaluated on whether you have put coherent technology in place that:

1. Enables your business to communicate and engage your audiences in new ways.
2. Provides your CEO and the leadership team with a new level of insight.
3. Supports a new business model, which increases buyers' engagement and provides a small but smarter consultative sales force with account-based intelligence.

Insight can take marketing from the backroom to the boardroom
The CEO wants marketing to talk about business outcomes based on customer and prospect insight and intelligence, in the same way the IT function can only talk about applications, data and process flows. Marketing technology presents an opportunity for marketers to turn this around and prove their value.

Fifty-seven per cent of the sale happens before it gets to your sales team
Last year research by Google/CEB suggested that as much as 57 per cent of the buying process happens before the sales team is even aware a buying process is happening.

This means marketing should now take responsibility for more than half of the sales funnel. MA vendors can help marketers track the digital body language of these previously unknown users, and help nurture them through the funnel to revenue.

The advancement of ROI to marketing forecasting capability
MA can enable marketers to track the source of the lead and attribute metrics and ROI. The smartest marketers can also forecast marketing's contribution to the business in the same way sales can.

A truly customer-focused business needs more marketing and less sales. Through most of the buying cycle the customers and prospects want a relationship with marketing and not with sales.

Put simply, customers don't want to be sold to. They want to receive credible content in a coherent order, before going on to speak to a salesperson – this is exactly what MA can enable marketers to do.

So here is the key point: only when technology that can support the customer journey is put in place and integrated, can those of you on the content strategy production wheel ever be successful.

What technology does the modern marketer need?
Marketers should consider the integration of a content management system, MA for campaign and analytics and a CRM system for sales and account-based selling and marketing.

If you're curious, ambitious and industrious, then my final recommendation is to think big – or go home. Create a vision for what a coherent marketing technology strategy and architecture could look like. Part of this bigger thinking has to involve technology taking a central role in your strategy. On the basis that every business is a digital business, surely this is so much more important than any content strategy alone?

Modern marketing gold dust – up-skilling to reach the good stuff

ANDREW FREEMAN
CEO
CRM TECHNOLOGIES



The evolution of the modern marketer
To stay ahead of the pack, today's marketers must continually strive to deepen their modern marketing skills. For many, technology has defined the scope of their job role and the skills required to deliver on the ever-increasing budget that's being put in their hands (or conversely, reduced budget, to do more with less).

Significant research has recently shown that over half of UK marketing professionals feel their job role requires them to possess certain skills or knowledge that they don't have. Clearly marketers can no longer simply be 'tech-savvy'; they must also be masters of skills that span different aspects of the digital marketing mix and some that would not traditionally be considered within the marketing domain at all. Web development, web analytics, content creation, social marketing and best practice know-how in lead management, scoring and technology integration all have their definitive roles to play for a modern marketer.

The rise of the data scientist
According to recent research, the number of marketers investing in data management platforms is growing rapidly, suggesting that they are looking at campaign sources, data accuracy and data appending as the next frontier to improve targeting and segmentation, and to drive better conversion and results. Data science, therefore, has quickly become a focus for forward-thinking marketers looking to develop their own skill set and for CMOs looking to diversify the skill base within their marketing team.

The birth of the marketing data scientist
All modern marketers know data is at the heart of successful marketing. Combining data from multiple sources to create an 'integrated customer profile' is the key to audience engagement and increased conversion.

Data insight can help identify new, active, lapsed, passive and inactive prospects, which in turn can influence the types of marketing campaigns delivered (re-engagement campaigns for lapsed or inactive segments, for example). Data quality is essential for governance and compliance, especially prevalent for the financial services and pharmaceutical industries. The focus on data will have a knock-on effect on the holy grail of personalisation and one-to-one marketing, where MA plays a huge part in customer journeys, efficient delivery of campaigns and improved conversion. The benefits of data insight are clear, however 'data' is not a natural recruiting ground for traditional marketers and marketing is not a natural career choice for budding data scientists.

Plugging the skills gap
This all leaves CMOs with something of a dilemma, at least while we remain in this evolutionary state with the recruiting environment struggling to catch up. The support and expertise delivered by agencies is, therefore, becoming increasingly interesting.

Agencies make it their business to stay at the forefront of marketing trends and developments – this is in the very nature of their existence. They will be continually working to ensure the skills in their team are ahead of the curve in a way that inhouse marketing departments may not have the time or resource to do. We've no doubt the recruitment market will adapt to the new demands as job descriptions change, but it will take time for this to be filtered down into education and training, and longer still until 'data insight' is a natural and integral marketing skill. Agencies, either in a consultancy capacity or as an outsourced extension of the marketing team, are quickly becoming increasingly important in helping clients reach the modern marketing gold dust.

Copy the 11 secrets of success from our marketing automation winners

CHRIS BODDICE
MARKETING DIRECTOR
DOTMAILER



Marketing automation isn't really a game, but if it were, there would already be winners and losers. Many businesses are reaping the rewards of automation while others have written it off as a tech-led fad. Research suggests that just 18 per cent of businesses that turn over less than $500m are using MA*, which leaves many of you still in the game and able to join the winners.

Here at dotmailer, we've noticed some of the common benefits experienced by businesses that are already using MA. So, here are 11 practical secrets of success to consider:

1. **Pitch it.** Have a good reason for starting to automate. Think about your goals and build your plan from there. Don't justify automation based on cost saving; focus on the benefits of saving time to plan more carefully and achieve more. Both of these will boost your revenue – and if you save costs as well, even better.

2. **Just start.** It's not as obvious as it seems. Marketers can be masters at finding reasons not to get started, however all the winners have made the decision to do something now.

3. **Start small.** But scale quickly. Yes, buyer journeys can be complicated. If you think about your entire customer journey it's incredibly difficult to 'get it right'. Our winners have simplified their starting point and added complexity as they learn.

4. **One team.** Make sure your sales and marketing teams are aligned from the start. Build your programmes so they fit with both teams' goals and processes. Find out what the sales team's pain points are, and make sure your programmes are designed with these in mind.

5. **Appropriate data.** You may not have all the data you need to make an effective programme. Our winners have found ways to access the right data internally, sometimes using automated systems.

6. **Choose wisely.** Think carefully about which channels you choose to build into your programmes. Some will always perform better than others, so make sure you automate based on the channel that will impact your business the most.

7. **Relevance counts.** Remember, automation is just delivering the right messages at the right time. If your programme doesn't deliver a relevant message during the right stage of your buyer cycle, you could be wasting your time.

8. **Be human.** MA is absolutely a process for communicating with your customers and prospects based on behaviour and timing, but remember communications aren't just processes. Our winners know it's also about the customer. It's easy to forget that all your prospects and customers want to deal with a business they like and trust, so make sure your messaging bears this in mind.

9. **Measure it.** Clear metrics and definitions of success are an indication that your approach to automation will work. Those businesses that know their objectives and measure their continued improvement are always among the winners.

10. **Shout out.** Share your successes with the rest of the business (and the industry). If you want to be a winner, you'll need supporters on your side. Don't make MA a secret win, make it a public one.

11. **Partner up.** Choose a platform that makes it easy to use your data to create the programmes that work for you. Even better, choose a platform from a company that can help you take marketing best practice and bring that to life in your programmes.

Of course, there are never any guarantees. But our most successful customers are showing they have been following these principles. They should work for you too.

* Raab Associates: Marketing Automation 2014 Industry Overview.

Seven questions to ask when buying marketing automation software

KIERAN FLANAGAN
MARKETING DIRECTOR EMEA
HUBSPOT



The term 'marketing automation' sounds robotic. It scares many marketers as it sounds complex and technical. This means they tend to shy away from it, which is a real lost opportunity for most organisations. Yes, MA requires investment, strategic thought and creative ideas. And it can take time to get right. However, once it's set up and working, building a well-oiled MA machine is rewarding.

So how can we get other marketers to overcome the fear of investing in MA and embrace its superpowers? Sometimes the fear of the unknown is the worst of all, and being armed with some questions to ask when making the jump is a little less frightening. Here are seven questions you should always ask before purchasing any MA platform:

1. **How is this going to help your database grow?**
   Does the platform provide you with all the tools you need to grow your list in the long term? Marketing for list growth today relies on ongoing content creation, blogging, SEO, social media, landing page creation and so on. Ensure that all these tools are included or integrated within the platform. Make sure it's easy to integrate the platform with the external tools you use to build your database too, such as survey and event tools like SurveyMonkey or Eventbrite. It's equally important that it integrates seamlessly with your CRM.

2. **How easy is it for the whole team to use?**
   Investing in a user-friendly platform will ensure that your transition to MA will be smooth and painless. If it's laborious, you'll hit lots of pushback from your team. Your platform of choice should not require you to have expert or technical coding knowledge. You should be able to create professional-looking marketing assets yourself, and quickly too. Ask for a free trial and use it before committing to purchase.

3. **Are your landing page and email templates mobile-optimised out of the box?**
   According to a recent Google survey, 52 per cent of consumers said a bad mobile experience made them less likely to engage with a company. Other stats show that 30 per cent of website traffic is coming from mobile devices. Will the platform you choose offer landing pages and emails that are mobile-optmised or responsive by default? Using templates built for responsive design can save you time, money, and help increase your conversion rates.

4. **What can I report on, and is report configuration simple?**
   To get complete buy-in from top-level management, you'll need to be able to report effectively on your activities. Ensure that your reports are completely customisable and easy to create.

5. **How easy will the transition to MA be?**
   Transitioning to an MA solution can be really challenging. It's new to most people, and there are often many moving parts. Ask if your vendor offers some kind of on-boarding period where it will make someone available to you so you can get your first campaign off the ground quickly and effectively.

6. **What level of customer support will you get?**
   Once you're off the ground, what kind of customer support will you get? Phone? Email? How long will it take for customer support to get back to a support request?

7. **Are you choosing the right package based on your current contacts and projected growth?**
   This comes down to the size of your current list, and how you see your list growing over the following year. Ideally, you'll have the option to upgrade your package as you grow your list of contacts.

Getting answers to these questions means you'll make your purchase with confidence. The next step is to embrace the power of MA.

Beyond clicks: Marketing metrics you must measure

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ORACLE MARKETING CLOUD



The trouble with metrics is that they're too simple. If you're like most marketers, you're drowning in data and have a tasklist you could publish as a novel. But stop for a second: what if your inbox is crammed, not because your decision support data is too complex, but too simple?

Think about it. Page views, clicks, impressions, the 'normal' web metrics the board likes to see: they're all data in isolation. One-dimensional, free-of-context. And your business isn't like that. From first lead to closed sale, marketing actions aren't points, they're processes. So maybe your metrics need to measure processes, too.

Take lead generation. People visit your site for a number of reasons, but the only data you get is that click-through.

So where do you look for your new metrics? There are five main areas:

1. **Targeting metrics** for lead generation.
2. **Engagement metrics** for content marketing.
3. **Conversion metrics** for lead generation.
4. **Analytics metrics** for closing the sale.
5. …and **MA** to tie it all together.

Effective targeting needs a big scope
Imagine being able to cross-reference those raw web stats, so every click is presented to you in context. Not 'Bob signed up' but 'Bob, who's on his fourth visit and came to a seminar last month, downloaded his third whitepaper this year'. Now that's targeting. It tells you why the action mattered, as well as what that action was.

Engagement: It takes two to tango
Multi-dimensional metrics also let you do lead nurturing right. As Bob travels down the sales funnel he'll be receptive to different content at different times. Imagine letting your content lie hidden on Bob's route towards a sale, waiting for the right moment to pounce … you can't do it with a graph of page views.

Conjuring conversions from metrics
Many people within your company only care about the sale. Again, multi-dimensional metrics can help. If there's a tipping point that makes or breaks a sale, and you've got 1000 prospects on that point a week before period end, you can look forward to a blockbusting quarter. But you've got to have those data points connected up.

Analytics for fun and profit
Your colleagues in sales tend to yawn at marketing analytics. But they'll wake up when you show them how connected metrics let them keep increasing sales, quarter after quarter. If 90 per cent of sales come from customers who've visited a seminar, that's a signal to pay a lot of attention to your seminars.

Swinging in the technology
If connected metrics are the way to go, how do you get them? Surely they're a bit more complex than counting clicks. Well, they don't have to be. Some tools for MA make it easy, with visual charts you can pull and push until every response rate, conversion and sales uplift is maxing out the percentages at every step. The right software applications can see your database as the big picture it is: each prospect's actions, reactions and interactions with others. And all of it focused on the person who matters.

To do list:
- Ask yourself whether your metrics are predominantly focused on page views and click-throughs.
- List what you would like your metrics to tell you in an ideal world.
- Spend some time researching MA software to see how the right platform can satisfy your wish list.
- Remember – the best metric isn't a 'count', but a view on your data that gives the story behind the numbers.

Eight questions B2B marketers need to ask their sales team

ADAM BLITZER
SVP AND CEO
PARDOT



At Pardot, the topic of sales and marketing alignment comes up on a regular basis – on sales calls, during implementation, throughout the course of the buyer's journey. For many, this area is still a daily struggle. And because we're an MA provider, we hear stories from many companies about how this issue is keeping them from reaching their full revenue potential. In the B2B sector especially, it's common for these tensions to exist. Broken workflows between sales and marketing have been a driving force behind the development of a number of modern sales and marketing technologies.

MA is one such technology, designed to address some of the most basic and essential parts of the sales-marketing relationship, such as aligning the objectives of your two teams so they're pursuing the same goals. Encouraging transparency between your teams can do wonders for the workplace dynamic – but the problem is often bigger than that. Many of the tensions between marketing and sales stem from breakdowns in the lead management process. All too often the marketing team is sending over leads that aren't sales-ready, and the (understandably frustrated) sales team is choosing to pursue its own leads instead. This leaves customers lost in the mix and revenue on the table.

Fortunately, many companies have been able to solve this problem by putting in place a system to qualify and assign leads automatically. With the data gathered via an MA system, marketers can automatically score and grade leads so only the most qualified get passed to sales. A lead score measures interest in your product or service, while a lead grade reflects how well a lead fits your ideal prospect profile – using a combination of the two can help both teams identify hot leads at a glance.

However, before you can put a lead scoring and grading system in place, sales and marketing need to have a conversation to determine how to make it worthwhile for both teams. Since your sales reps are the ones on the front line, we'd recommend marketers start by asking them the following questions:

1. What constitutes a qualified lead?
2. How often would sales reps like to receive alerts of prospect activity? What would be their preferred method of delivery?
3. Dive deep into the current sales cycle and what it takes to close a deal. Who are the different stakeholders you are selling to, and what obstacles do you encounter at each stage of the sales process?
4. How might lead nurturing supplement the sales process with targeted messaging?
5. Which content and lead generation campaigns are producing the most qualified leads today? Which aren't working?
6. How will lead follow-up be handled?

Having an understanding of sales' needs can ensure both teams are on the same page when it comes to the lead management process. Not only does this ease tensions between marketing and sales, it also shortens the sales cycle and improves the selling experience for your customers. And ultimately, isn't that what's most important?

Five ways to enhance the customer journey

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Today's buyers are more connected than ever, interacting with brands on a variety of channels during all hours of the day. A unified, personalised marketing approach is necessary to ensure you're creating the experience your buyers deserve, while driving brand loyalty and ROI.

The customer's journey is critical to initial marketing success as well as the generation of long-term revenue. Below I highlight five critical stages in the customer journey to ensure you're creating an awesome customer experience.

1. *Stage in the customer journey*: Awareness
***How you can enhance it*: Welcome programme**
You've successfully acquired a new contact who provides an email address because they're interested in learning more about what your company has to offer. Set up an automated welcome programme. Provide details of what the new contact should expect and consider making it a multi-part message series with each communication describing the value of engaging with your brand. This is also a great way to encourage new subscribers to set preferences for future communications.

2. *Stage in the customer journey*: Researching
***How you can enhance it*: Nurture programme**
Today's sophisticated technology gives marketers the ability to deploy advanced nurture programmes, allowing marketing teams to build brand preference and loyalty.

A drip nurture, the simplest programme to establish, automatically sends an email every week or two. Every recipient receives the same message at the same time. Also consider employing tactics like data-driven or persona-driven nurtures.

3. *Stage in the customer journey*: Evaluation/ decision
***How you can enhance it:* Browse and cart abandonment programmes**
Cart abandonment programmes can be extremely successful, allowing marketers to monitor shopping carts that never turn into a confirmed order. They automatically deploy a series of reminder emails to encourage consumers to complete their purchase. Our clients have experienced great ROI here – some see lift as high as 50 per cent.

Browse abandonment programmes are similar, with a message series being triggered when a visitor leaves a website without completing a conversion goal. The goal here is to provide helpful and educational information that encourages visitors to come back to complete their purchase.

4. *Stage in the customer journey*: Repeat customer
***How you can enhance it*: Top customer reward programme**
Often, marketers don't give their most loyal customers the love and attention they deserve. However, this is a huge opportunity for revenue. Consider rewarding your most loyal customers to strengthen their brand loyalty.

You can determine your best customers by reviewing the RFM (recency, frequency, monetary) of their purchases. You can then provide special offers that are exclusive to them. Consider providing things such as early access to beta programmes or premium content.

5. *Stage in the customer journey:* Dormant
***How you can enhance it*: Reactivation programme**
Sometimes, despite our best efforts, customers fall off the radar. However, there are ways to re-engage them. Your first approach should be to leverage the behavioural data you have to send automated, triggered messages.

For example, send an email on a purchase anniversary or one that's geographically targeted. These are more likely to catch someone's eye than a generic batch-and-blast email. If the customer never engages with the emails, consider suspending their name from marketing messages. Remember, it's OK to keep your database clean and full of individuals who are excited to interact with your brand.

While these are just a few of the automation techniques you can use to reach your customers and prospects, getting started with these programmes will ensure you're staying in touch with them during important points in the customer journey.

Think before you act:

The importance of a defined strategy to deliver a successful marketing automation investment



STEVE HOYLE
HEAD OF CLIENT SERVICES
SUCCESSFLOW

B2B organisations have their work cut out to avoid getting left behind as the marketing landscape becomes increasingly fragmented and complex. And with new technologies, methodologies and channels it's only going to get worse. Often this complexity, combined with a lack of a clearly defined strategy, means organisations fail to keep up with the digital transformation happening around them. This is where MA comes in, helping businesses to manage their digital channels and processes, all from a single platform. Automation provides the ability to generate, track and nurture leads from initial engagement through to sale.

So, how should you go about developing an MA strategy that's tailored to generating the outcomes your organisation needs? At SuccessFlow, the approach we take with our clients (and ourselves) is to think before we act. Before delivering an automation solution we make sure it will meet organisational objectives. This thinking includes content, audience, segmentation, channels, resourcing, lead nurturing and sales alignment.

Take the best first step

In our experience the greatest results are borne from a best practice approach combined with high levels of stakeholder engagement. One proven way of making sure key colleagues support your MA plans is to invite them to a facilitated strategy workshop to inform them, gather inputs and agree an outline plan.

However, unstructured workshops and projects do more harm than good. The best way to get results from this not-insignificant investment in time and energy is to use a proven framework. SuccessFlow uses the highly effective SOSTAC model, voted in the top three global business models by the CIM, as the basis for developing automation strategies. SOSTAC stands for situation (where are we now?), objectives (where do we want to be?), strategy (how do we get there?), tactics (exactly how do we get there?), action (the details of the tactics) and control (monitor performance). During this process we bring together key elements such as segmentation, personas and a content framework: We also aim to define the prospect journey and the needs of the sales team.

Ready for launch

Once your MA strategy is ready to execute, a common early deliverable is the ability to track your audience's behaviour online. Through the use of automation software, this is a lot easier than it sounds. Next is lead scoring, where the database is prioritised in terms of sales follow-up. Using a combination of profile (job title, industry, etc.) and behaviour (content downloads, website visits, etc.) means that leads are no longer equal.

On to lead nurturing, which is a crucial part of the process to turn interest into opportunities and opportunities into customers. Use content marketing to engage with prospects at all stages of the buying cycle. Content can include gated 'premium' content, such as guides, ebooks and webinars, ungated 'freemium' content, such as blogs, videos and infographics, and supporting content, in the form of emails and social posts.

Finally we come to up/cross-sell, whereby communications to customers can be automatically triggered based on purchase history to generate leads/sales.

The benefits are clear

With well thought out implementation the business case for MA is strong: reduction in marcomms costs through automated processes, a reduced sales cycle as leads are nurtured further into the funnel and an increase in sales from improved engagement with your audience.

Vendor comparison table

3

SECTION 3 Vendor comparison table b2bmarketing.net

	Act-On	dotmailer	eTrigue	Force24	HubSpot	Marketo	Pardot	Oracle	Salesfusion	Silverpop
Platform structure										
Website hosting	✗	✓ (for campaign landing pages/surveys)	✓	✓	✓	✓	✗	✗	✗	✗
CRM integration	SFDC, NetSuite, Microsoft Dynamics CRM, SugarCRM, Infor CRM	Salesforce, Microsoft Dynamics, Infor CRM	All major CRM solutions, including Salesforce, MSCRM, SugarCRM, etc	Compatible with all CRMs through API development	✓	Salesforce, MS dynamics, SAP Sales Cloud, others	Salesforce, SugarCRM, Microsoft CRM	Oracle CRM On Demand, Oracle Sales Cloud, Salesforce, Microsoft Dynamics, Netsuite, Sage, Infor CRM	Native integration to Salesforce, Microsoft Dynamics, Sage, SugarCRM and Infor CRM	✓
White label offering	✓	✗	✓	✓	✗	✗	✗	✗	✗	✗
Email service provider	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓
Platform functionality										
A/B testing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Behavioural targeting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Triggered campaigns	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Web forms	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Multichannel marketing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dynamic content management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Search engine marketing (SEM)	✓	✗	✓	✗	✗	✓	✓	✓	✓	✗
Budgeting functionality	✗	✗	✓	✗	✗	✓	✗	✗	✓	✗
Internal social publishing	✓	✗	✓	✓	✓	✗	✓	✓	✓	✓
Integration with client website	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
AdWords management	✓	✗	✓	✗	✗	✓	✗ (integration but not management)	✗	✓	✗
Event integration	✓	✗	✓	✓	✓	✓	✓	✓	✓	✓
Calendar functionality	✓	✗	✓	✗	✓	✓	✓	✓	✓	✗
Dynamic content	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Landing pages	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Social media										
Social listening	✓	✗	✓	✗	✓	✗	✗	✓	✓	✗
Social sharing functionality	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓
Social scheduling	✓	✗	✓	✗	✓	✗	✓	✓	✗	✗
Social engagement tools	✓	✓	✓	✗	✓	✓	✓	✓	✗	✓
Social ads	✗	✗	✓	✗	✗	✓	✗	✓	✓	✗
Social landing pages	✓	✓	✓	✗	✓	✓	✗	✓	✓	✗
LinkedIn integration	✓	✗	✓	✗	✓	✓	✓	✓	✓	✓
Twitter integration	✓	✓	✓	✗	✓	✗	✓	✓	✓	✓
Facebook integration	✓	✓	✓	✗	✓	✓	✓	✓	✓	✓
Google+ integration	✗	✓	✓	✗	✓	✗	✗	✓	✓	✗
Pinterest integration	✗	✗	✓	✗	✓	✗	✗	✓	✓	✓
Data management										
List management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lead nurturing	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lead scoring	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Data cleansing	✓	✓	✓	✓	✓	✓	✓ (via Data.com integration)	✓	✓	✓
Profile building	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Data quality management	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Segmentation functionality	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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Customer support										
Fully managed service	✗	✓	✓	✓	✓	✗	✗	✗	✓	✓
Product engineering and support	Customer support portal, user community forum, personal contact with CSM, Act-On University	Custom integrations team offering full engineering solution	On-boarding and support provided free of charge	Unlimited support as standard	Phone/web-based technical support	Monthly product updates included with subscription	Quick start implementation package, unlimited online training, webinars, client advocate, unlimited email support	Oracle Cloud Support Oracle Cloud Priority Service (OCPS)	Unlimited	Tailored assistance from technical service teams
Consultant day rate (£)	Professional services available – rate based on project scope	Available on request	Provided as part of on-boarding service	Available on request	N/A	Available upon request	Varies based on partner, internal consulting not offered	N/A	£1000	N/A
Dedicated account management	All clients are given a designated customer success manager (CSM) for the lifetime of their agreement	Account management team and account director team available	Full dedicated account manager provided as standard	All clients have a dedicated account manager and account director	All customers	Included in standard subscription. See: eu.marketo.com/services/support/	All clients have access to a client advocate; individualised options also available	All levels	All levels	Both full service and on-demand account management and consultancy are offered
Telephone support desk	✓	✓	✓	Unlimited as standard	✓	✓	Phone support and in-app chat support is available depending on subscription level	✓	✓	✓
Free support	✓	Dependent on contract	Full telephone and email support provided free of charge	Unlimited as standard	Unlimited	Customer community, support portal, phone support, product updates, on-demand training	Clients are free to access the expert solutions team for unlimited email support	Oracle Cloud Support	Unlimited	Around the clock support through online and phone support centre, and dedicated teams for training and deliverability
Types of reporting										
Web analytics	✓	✓	✓	✓	✓	✓	✓ (some)	✓	✓	✓
Graphical campaign modelling	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
Performance management	✓	✓	✓	✓	✓	✓	✓ (campaign performance, not sales performance)	✓	✓	✓
ROI mapping	✓	✓	✓	✓	✗	✓	✓	✓	✓	✓
Dashboard	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pricing										
Pricing model (£)	Based on an active contact model; starts at £380 PM for 1000 contacts and scales up based on number of contacts	Platform fee and send cpm	Starts from £350 PM	Bespoke pricing, available on request	Varies by product type and database size	See eu.marketo.com/pricing	Licenses available in three tiers based on feature usage. Each tier includes up to 10,000 database records with the ability to purchase additional record blocks. Pricing is publicly available at pardot.com/pricing	Three product trims offered: basic, standard or enterprise. Pricing is based on the product trim and size of contact database. See eloqua.com/products/pricing.html	£575 (by contact database size)	Based on number of sends or database size
Database size pricing (£ according to tiers)	Different tiers ranging from 1000 contacts – £380 PM to 10,000 contacts – £740 PM and 1,000,000 contacts – £5090 PM (contact us for databases > 1,000,000)	N/A	£350 PM for up to 1000 contacts on database. See etrigue.com/pricing-demandcenter for full pricing	Unlimited (based on send costs)	See hubspot.com/pricing	See eu.marketo.com/pricing	Standard MA: £680 PM up to 10,000 contacts Advanced MA: £1360 PM up to 10,000 contacts Customisable MA: £2050 PM up to 10,000 contacts	Pricing starts at $2000 PM for up to 10 users and a database of 10,000 contacts (for the standard product)	£50/10,000 contacts (may scale up based on size of database)	N/A

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Vendors in detail

4

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4.1 Bluprint

Date founded	October 2010
HQ address	29 Throgmorton Street London EC2N 2AT, UK
Website	thisisbluprint.com
Twitter	@thisisbluprint
Telephone number	+44(0)8448 223936
Contact email address	info@thisisbluprint.com

Personnel

Number of permanent staff 2015	34

Key personnel

Director of strategy	Lee Hackett
Senior project director	Andrew Mullings
Head of marketing EMEA	Jade Rice

Work

Sector specialisms	B2B and B2C
Key clients	Symantec

Client testimonial

"Working with Bluprint to set up and run nurture campaigns via Marketo has been an absolute pleasure. The team demonstrated a high degree of expertise and worked well to our tight deadlines without sacrificing quality. I recommend Bluprint highly and look forward to working with it in future on more high-pressure campaigns that are executed with speed, efficiency, knowledge and enthusiasm." *Louise Walsh, marketing manager, Symantec*

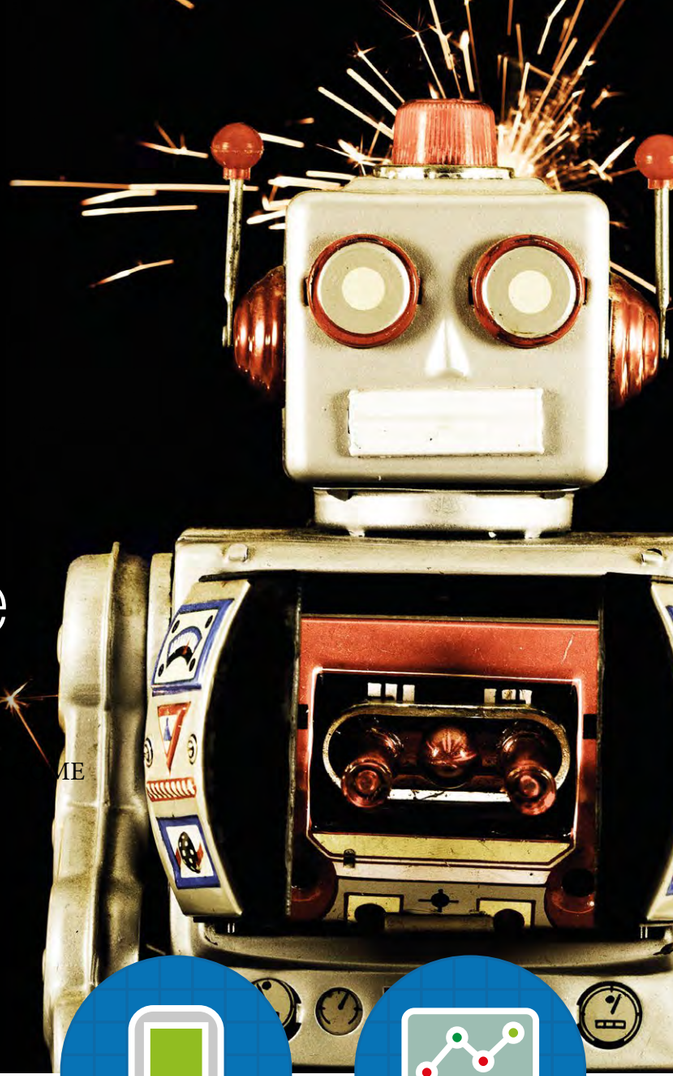
Success

Revenue	Confidential
Accreditations	Inhouse Marketo Certified Experts Eloqua certified Salesforce partner Oracle partner

bluprint

Technology is an enabler

Not the whole solution



People Process Technology Data

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Our partners

Bluprint is partnered with some of the largest marketing technology vendors globally.

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Questions?

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Visit us at www.thisisbluprint.com

4.2 CleverTouch Marketing

Date founded	2009
HQ address	The Old Forge The Dean, Alresford SO24 9BH, UK
Website	clever-touch.com
Twitter	@clevertouch
Telephone number	+44(0)1962 677000
Contact email address	info@clever-touch.com

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Personnel

Number of permanent staff 2015	50+

Key personnel

MD and co-founder	Adam Sharp
FD and co-founder	Nick Burrell
Business director	Phil Ball
MD CleverTouch Consulting	Caroline Hodson
Managing consultant	Jane Allan
Technical director	Tim Mulcare

Work

Sector specialisms	None, though very strong in technology, banking and finance, professional services, publishing
Key clients	VMware, Paypal, Rackspace, Legal & General, Jupiter, Lloyds, BT, RBI

Client testimonials

"We have been very encouraged by CleverTouch. It has been exceptional throughout the whole process and has made everything really clear and simple to understand. We're still in the early stages of our MA journey right now, but we are well on track to achieving measurable return." *Layla Marshall, head of marketing, Adapt*

"CleverTouch was instrumental in taking us along the lead nurture journey. We would not have achieved the results we did without CleverTouch, it has challenged us throughout and is a great partner." *Jane Delbridge, EMEA marketing operations manager, VMware*

"CleverTouch was fantastic throughout our on-boarding. From start to finish the team was on hand to help guide us through the implementation period. The practical advice and training we received was superb. Thanks again to the team at CleverTouch." *Liz Okwei, data and insight manager, Zen Internet*

Success

Revenue	Confidential
Awards	VMware and Legal & General case studies in *MA for Dummies* Only MA Consultancy recognised by Forrester Research based wholly on customer feedback
Accreditations	Largest Oracle Eloqua practice in EMEA Largest Pardot consulting partner, with Net Promoter Score on client satisfaction at over 95 per cent Marketo consulting partner

42:1
RETURN ON INVESTMENT*

*VMWARE B2B Awards 2013-2014



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W: www.clever-touch.com

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4.3 CRM Technologies

Date founded	1999
HQ address	Grove House, Lutyens Close, Chineham Court, Basingstoke RG24 8AG, UK
Website	crmtechnologies.com
Twitter	@crmtechnologies
Telephone number	+44(0)1256 399800
Contact email address	info@crmtechnologies.com

Personnel

Number of permanent staff 2015	30

Key personnel

CEO	Andrew Freeman
CTO	Tony Sprague
Client services director	Alison Saunders
Sales director	Paul Lee
Senior operations manager	Judy Watson

Work

Sector specialisms	Marketing automation, sales and marketing alignment, CRM and MA integration, campaign management, best practice consultancy
Key clients	Basware, Canon, F5, Google, Manhattan Associates, McAfee (Intel Security), RSPCA, TalkTalk

Client testimonials

"McAfee worked with CRM Technologies to embark on an ambitious MA project to overcome some significant integration challenges. The results of this project have translated into 40 per cent more opportunities with a four per cent increase in new leads. The significance of this was cemented by an internal award recognising that the team has gone above and beyond in demonstrating innovation, inspiration and impact." *Jeff Breyare, senior programme manager, McAfee*

"CRM Technologies has become an extension of the F5 team. In EMEA, it is my second marketing ops person to offload to when we need to deliver campaigns. In the longer term, CRM Technologies has helped to create a roadmap for our MA journey, helping us to evolve as our knowledge increases and our business requirements change." *Kristen Petersen, director, demand center & marketing operations, F5*

Success

Revenue	Confidential
Accreditations	Oracle Marketing Cloud Specialised Partner Oracle Eloqua Gold Certified Partner Marketo Certified Consultants Salesforce Partner

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www.facebook.com/crmtechnologies
www.linkedin.com/company/crm-technologies

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salesforce



4.4 dotmailer

Date founded	1999
HQ address	20th Floor No 1 Croydon 12-16 Addiscombe Road Croydon CR0 0XT, UK
Website	dotmailer.com
Twitter	@dotmailer
Telephone number	+44(0)8453 379170
Contact email address	rohan.lock@dotmailer.com

Personnel

Number of permanent staff 2015	189

Key personnel

CEO	Simone Barratt
Sales director	Rohan Lock
VP USA	Dave Littlechild

Work

Sector specialisms	B2B/B2C, retail, travel and leisure, automotive, financial services, publishing, education, NFP
Key clients	DHL, BP, Verifone, Danone, Sage, Econsultancy

Client testimonials

"Dotmailer has a great culture and is extremely positive, especially when we need support or ideas, and we love the fact that is has a clear roadmap and gets very involved with clients like us."
Lloyd Ress, digital marketing executive, Nutricia

"I don't think of dotmailer as a separate organisation, I see it as an integral part of my communications team."
Lori Folts, head of marketing communications for the Americas, DHL

Success

Revenue	£20m+
Awards	National Business Awards winner 2009 European Business Awards winner 2012 Deloitte Technology Fast 500 winner 2012

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4.5 HubSpot

Date founded	2006
HQ address	25 First Street Cambridge MA 02215 USA
Website	hubspot.com
Twitter	@hubspot
Telephone number	+353 1 518 7500
Contact email address	kflanagan@hubspot.com

Personnel

Number of permanent staff 2015	785

Key personnel

CEO and co-founder	Brian Halligan	**VP, product**	Brad Coffey
CTO and co-founder	Dharmesh Shah	**General counsel**	John Kelleher
COO	JD Sherman	**VP of operations**	Elizabeth Graham
CMO	Mike Volpe	**VP of services**	Frank Auger
SVP global sales	Hunter Madeley	**MD, international**	Jeetu Mahtani
CFO	John Kinzer		

Work

Sector specialisms	B2B
Key clients	13,500 customers globally ranging from agency partners to B2C companies and B2B companies focused on lead generation

Client testimonials

"What makes HubSpot so appealing is its all-in-oneness. The fewer tools that I have to use, the better off I am. It's easier to get people trained. I'm less likely to have to jerry rig things together to make them happen." *Michael Freeman, senior manager of search & analytics, ShoreTel*

"[HubSpot] has helped us establish credentials in inbound marketing which enable the generation of recurring revenues, which has enabled us to plan and grow." *Johnny Mone, director and VP of business development, Brightfire*

"We use HubSpot because it helps us improve our entire lead process from increasing acquisition, and enabling segmentation, to sending them off to our sales organisation in a more qualified state than we were able to do before." *Dawn Augiar, senior manager of digital marketing, Mimio*

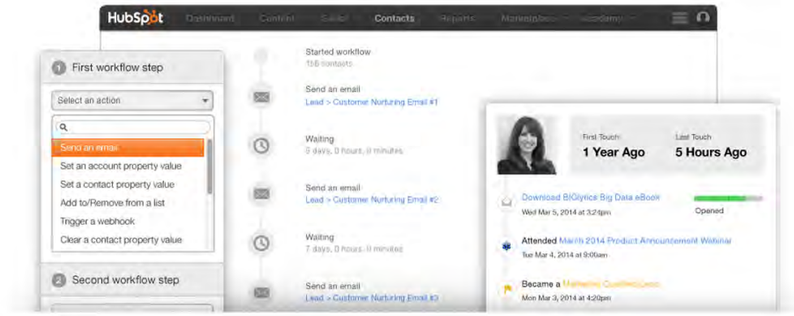
Success

Revenue	$115.9 million (FY 2014)
Awards	Glassdoor's Best Places to Work in 2015 Deloitte Technology Fast 500 in 2014 #1 in Customer Satisfaction for Marketing Automation by TrustRadius #1 in VentureBeat's Marketing Automation Index 2014 #1 in G2Crowd's Marketing Automation Report 2014

HubSpot

HubSpot Workflows

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Start a Trial

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HubSpot.com/free-trial

4.6 Oracle Marketing Cloud

Name	Eloqua, part of the Oracle Marketing Cloud
Date founded	1999
HQ address	*Americas*: 475 Sansome St #15, San Francisco, CA 94111 *UK*: Helicon Building, Once South Place, 6th Floor, London, EC2M 2RB
Website	oracle.com/marketingcloud
Twitter	@OracleMktgCloud
Telephone number	+44 11 89243600
Contact email address	marketingcloud_ww_grp@oracle.com

Personnel

Number of permanent staff 2015	2000+

Key personnel

SVP Oracle Marketing Cloud	Kevin Akeroyd
VP marketing	Andrea Ward
Senior director, EMEA marketing	Sylvia Jensen

Work

Sector specialisms	Financial services, manufacturing, life science, telecommunications, retail, travel, transport
Key clients	Micro Focus, TalkTalk Business, Thomson Reuters, VMware, McAfee, Swiss Post Solutions, Exact Software, F-Secure, The Dow Chemical Company, Basware, NetApp

Client testimonials

"Marketing contribution to the sales pipeline has doubled in just three years. Oracle Marketing Cloud allows us to put precise metrics behind everything we do so we can maximise our efforts. Reporting always keeps our sales teams up-to-date with what worked and what failed to deliver business results." *Mark Plant, director of marketing operations, Micro Focus*

"Great technology fuels great cultural change: that's what happened with Oracle Marketing Cloud. In less than 12 months, our marketing team turned into a truly international organisation with the creative power to change things and prove it." *Frank Geldof, senior marketing communications professional, Exact Software*

"Swiss Post Solutions is a global organisation and the integration and collaboration between our various business functions is crucial if we are going to effectively promote our brand and value proposition. Eloqua supports this integration, allowing us to measure the ROI that we make." *Frank Marthaler, CEO, Swiss Post Solutions*

Success

Revenue (Oracle Corporation)	$38 billion (FY ended May 31 2014)



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4.7 Pardot

Name	Salesforce (Product: Pardot)
Date founded	1999
HQ address	The Landmark @ One Market Suite 300 San Francisco, CA, 94105 USA
Website	pardot.com
Twitter	@pardot
Telephone number	+1 855 426 9213
Contact email address	europe@pardot.com

Personnel

Number of permanent staff 2015	>13,000 (Salesforce)

Key personnel

Chairman and CEO	Marc Benioff
Co-founder	Parker Harris
Vice chairman and president	Keith Block
President, products	Alex Dayon
SVP and CEO, Pardot	Adam Blitzer

Work

Sector specialisms	B2B including technology (software/hardware), manufacturing, healthcare and finance
Key clients	CareerBuilder, Precor, Stanley Black & Decker, Fujitsu

Client testimonials

"Using Pardot we have driven marketing accountability across sales, partners, prospects and customers." *Neil Curtis, marketing manager, NTT Europe*

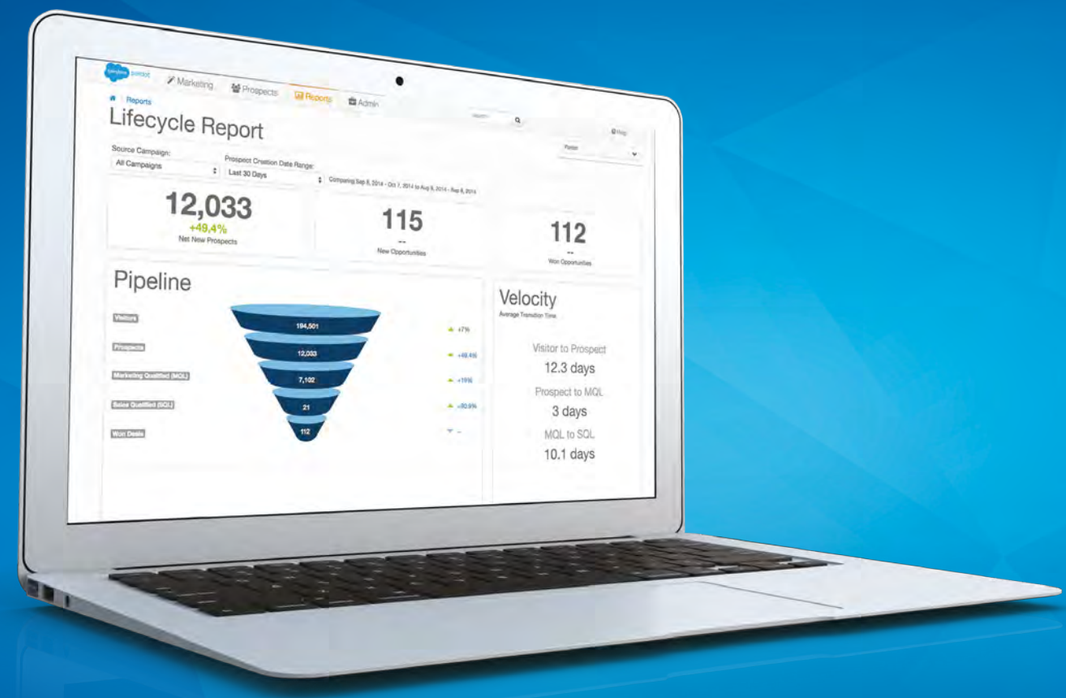
"Before Pardot we were loud and frequent, now we are targeted and relevant." *Stephen Rossi, vice president, business marketing, Trulia*

"Pardot has been transformative. It has helped lower costs, increase revenue, and accelerate the speed at which we can market." *Ed Barrett, VP of membership and marketing, Global Business Travel Association*

Success

Revenue (Salesforce)	$5.37 billion (FY 2015)
Accreditations	Forbes World's Most Innovative Company (2011 – 2014) Fortune #1 Most Admired Company in Software (2014) Fortune #8 Best Company to Work For (2015, eight years on the list)

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salesforce pardot

B2B Marketing Automation by Salesforce

www.pardot.com

4.8 Silverpop

Name	Silverpop, an IBM Company
Date founded	1999, acquired by IBM in May 2014
HQ address	76/78 Upper Ground, Southbank, London SE1 9EZ, UK
Website	silverpop.com
Twitter	@Silverpop
Telephone number	+44(0)2072 025930
Contact email address	contactsales@silverpop.com

Personnel

Number of permanent staff 2015	Confidential

Key personnel

President and CEO	Bill Nussey
EVP and CFO	Jim McCormick
VP	Pam Woerhle

Work

Sector specialisms	MA, behavioural marketing, multichannel marketing, database marketing, email marketing
Key clients	Visit: silverpop.com/Clients/Clients-Overview

Client testimonials

"From my first experience using Engage, I realised that it was designed with marketers' needs in mind. I am continually impressed by the depth of the solution and the potential it offers my organisation." *Andrew Cullen, marketing communications manager, Yamaha Motor Corporation*

"A successful social media presence is inextricably linked to email marketing, which means that emails need to be engaging, relevant and personalised. Personalised, dynamic automation is only possible using the Silverpop system." *Brendon Macdonald, founder, ApexHub*

"The speed and ease with which Silverpop allows the RSPCA to gather and segment data, as well as send the campaign is important, especially in a small, busy digital communications team that is always looking for ways to help colleagues meet their communication targets and achieve the highest possible ROI." *Sarah Brown, senior digital communications officer, RSPCA*

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4.9 SuccessFlow

Date founded	2011
HQ address	2 Wellington Place Leeds West Yorkshire LS1 4AP, UK
Website	successflow.co.uk
Twitter	@successflowltd
Telephone number	+44(0)8456 805409
Contact email address	kethan.parmar@successflow.co.uk

Personnel

Number of permanent staff 2015	16+

Key personnel

Managing director	Mark Donkin

Work

Sector specialisms	Digital transformation, content marketing, content production, marketing automation, CRM consultancy, social media marketing, sales and marketing alignment, marketing strategy, social selling, creative design
Key clients	BT, Liebherr, Charities Aid Foundation, Consilia, Voiteq

Client testimonial

"I'm delighted with SuccessFlow's services, its digital marketing expertise and the impact we've made working together on promoting and delivering our webinars. It helped us achieve great results, attract more registrations and attendance and engage our audience with relevant content. It has demonstrated how marketing can be made even more successful through automated programmes and integrated activities using a range of channels and media." ***Stuart Cole, marketing manager, Charities Aid Foundation***

Additional testimonials and case studies can be found here: successflow.co.uk/success

Success

Revenue	Confidential
Awards	N/A
Accreditations	Certified Salesforce consultants

S

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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:

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- 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 7014 4920

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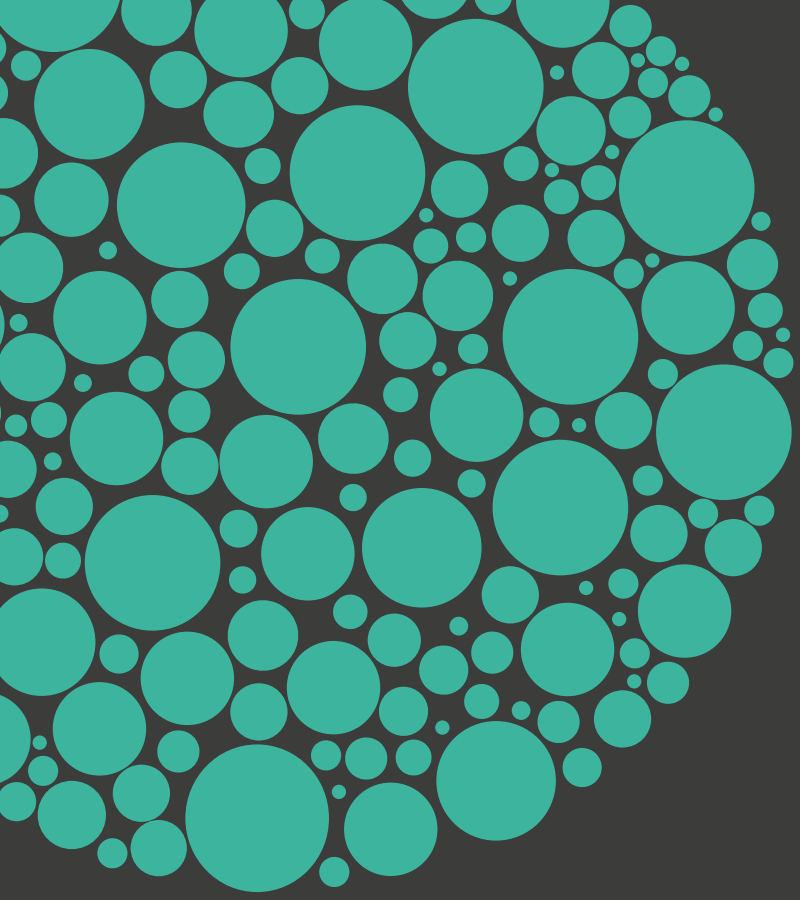
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