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The secrets of martech superstars



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Introduction

Do you have what it takes to be a martech superstar?

You'll need technical knowledge, marketing expertise and relationship skills, of course, but to become a superstar you'll need something extra.

You need to be able to anticipate future trends, not just react to them.

You need to be able to see what's vendor hype, and what'll really deliver value to your organisation or clients.

You need to lead people through change, rather than just hoping they'll deal with it.

This guide profiles those superstar individuals, teams and agencies who've done just that, and picked up gongs at the B2B Marketing Martech Awards to prove it. In these case studies, we've collated wisdom and practical support for martech adoption, integration and skills.

Read on to find out how:

- Nuix delivered more than $10 million in new business revenue and 5700 MQLs with an integrated tech stack.
- JTF Marketing helped Sommet Education cut the cost of a lead by 50% in paid media.
- Marco Maccio turned the building materials supplier Marshalls into the 'Amazon of hard-landscaping'.
- Marc Keating's expertise with Eloqua led him to a round of golf on Oracle founder Larry Ellison's private course.
- 'Project Utopia' drove martech consultancy CleverTouch to be named in the UK's top 100 places to work.

The secrets of martech superstars © B2B Marketing

Nuix: Martech team of the year

How Nuix delivered more than $10 million in new revenue, created 5700 MQLs and doubled web traffic with the help of an integrated tech stack

It takes a well-oiled martech team to relaunch a brand and reimagined offering in multiple geographic markets, and at the same time take martech-driven demand generation to the next level. That's precisely what the Nuix martech team has been able to do.

CMO Andy Nester and the team were able to weave together brand building, demand generation, content creation, sales and channel partner enablement, event coordination and public relations – with martech innovation and integration as the golden thread tying all these critical activities together.

Who are they?

Nuix is a global technology company that provides data intelligence through its index, search and analysis software engine.

What did they achieve?

One of martech's great challenges is integration of key stack layers. Done successfully, this is one of the biggest differences
a team can deliver.

A similarly huge challenge is integrating a high-growth tech brand's multiplicity of messages, markets and solutions into a tight narrative and martech powered go-to-market approach. Nuix did these both at the same time.

The Nuix team launched a new brand positioning – 'Securing the new information age' – in 2018. The information age is being redefined by new challenges, growing threats and never-before-dreamed opportunities. To thrive, organisations need to confidently step into this new era with a partner that is defining and delivering the standard of data intelligence required in every critical area – Nuix is that partner.

With this new positioning, the martech team launched the most ambitious digital marketing campaign ever via its integrated martech stack. The results clearly show the campaign's impact on pipeline generation:

- Delivered 5700 MQLs globally and close 200 net new logos.
- Delivered marketing sourced net new business revenue of almost $10 million.
- Doubled relevant traffic to nuix.com.

As evidenced by closed loop reporting, marketing's impact on pipeline generation by channel, region, solution and tactic is clear. This visibility has opened up a robust dialog with the sales teams, with marketing now seen as a partner in achieving quarterly sales targets. For Nuix's c-suite, martech is looked at as an engine to power profitable growth for the company, and not as cost centre.

The Nuix martech stack

Nuix had achieved significant growth based on The Nuix Engine which transforms more than 1,000 digital file types into searchable text and meta data at scale and speed. Nuix's challenge was to increase its rate of growth by moving past its point-solution positioning to a holistic brand positioning that

enabled c-suite engagement and the sale of bigger-ticket holistic solutions.

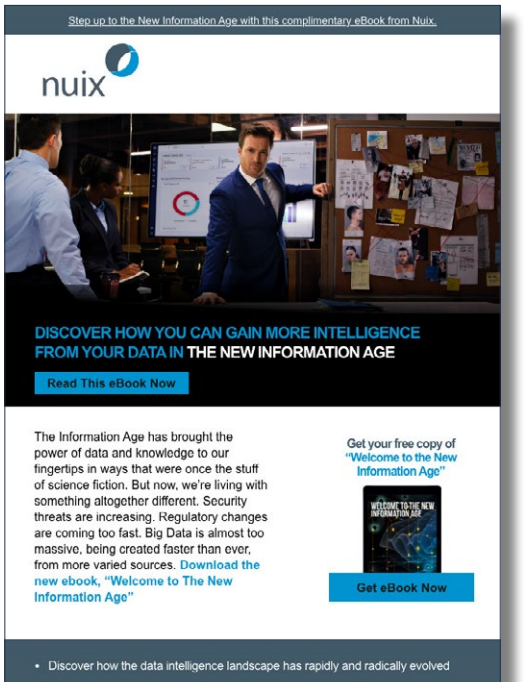
More specifically, Nuix needed to:

- Accelerate revenue growth by creating true clarity in its messaging to enable efficient, effective value-building brand and revenue-driving demand generation campaigns.
- Closely connect with customers and convert them from suspects, to prospects, to sales opportunities, to closed business, and recurring revenue.
- Prioritise audience targets, personas and buyer journey messaging to focus investment precisely where it would deliver the greatest return.

The Nuix martech team has a clear, phased strategy for martech enhancement based on revenue and CX impact:

- **IP identification**. The team seeks to better leverage IP identification to drive web personalisation.
- **Personalisation**. The team's next step was to enable personalised experiences from pre-prospect to post-sale/in-life. This involved a more robust approach to segmenting audiences, a more precise understanding of the interplay of channels to connect with each segment, and the analytics to optimise personalised experiences and drive KPI lift.
- **Buyer intent data**. By testing and implementing intent data solutions on both an individual decision maker and account level, the team add on the capability to understand who's in market at any given moment for Nuix's solutions.
- **Account-based marketing**. The combination of personalisation and intent data is also key to ABM. The team believes this is the next step to even stronger results.

Nuix use martech to enable all the above: CRM (Salesforce), automation (Marketo), IP identification, website CMS, ABM (Demandbase), programmatic (Varick) and Google Analytics.



Restructuring the team for success

Between 2017 and 2018, the Nuix martech team was restructured to stand up to the challenges of delivering a global brand demand campaign featuring both scale and granularity. Over the course of two years, the team added new, tech-savvy talent, upskilled existing members, and moved to agile marketing. Nuix now runs in loose sprints to develop and test different methods of reaching and delivering results from its target audiences.

The team restructure and focus on martech/demand generation have allowed roles to be more specialised with less noise and distraction. Previously, each person had to do a bit of everything, rarely being able to plan effectively and see success. Now, every person knows their role and has an individual growth plan that leads to deeper subject matter expertise. Growth plans include professional development from training and certification to conference attendance.

Meet the team

Andrew Nester, CMO
Responsible for overseeing strategy, execution and agency interface at the brand and demand levels, from initial planning through implementation and c-suite interaction.

Megan Pettit, marketing operations manager
Responsible for nurture strategy, implementation and build within Marketo. Also owns the Marketo instance and all integrations (e.g. CRM).

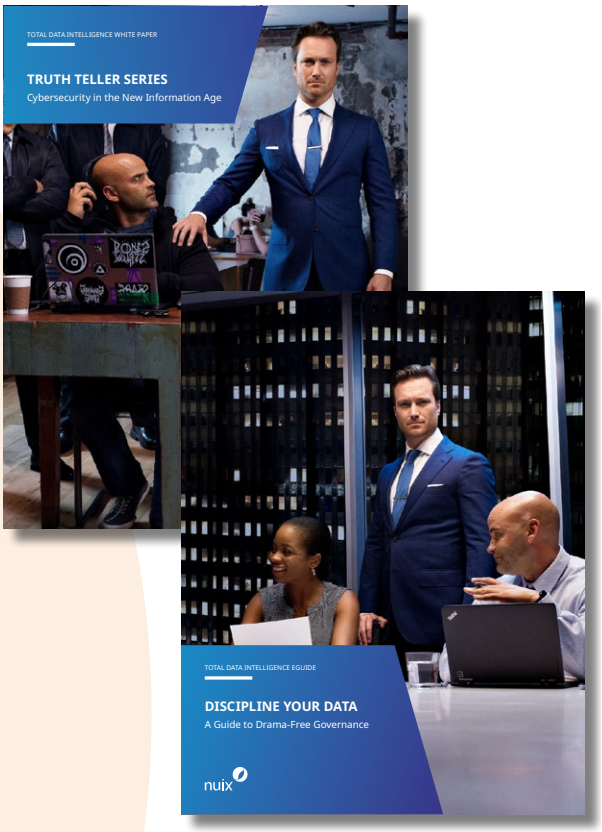
Josh Mehlman, editorial director
Responsible for content strategy and execution (thought leadership, research, reports, whitepapers, infographics, blogs, etc.)

Emilie Bertolino, head of graphic design
Responsible for reviewing communications, content and website design to assure compliance with Nuix brand guidelines, which she developed.

Erin Decker, graphic designer
Works with internal and agency resources to drive website development based on the evolution of brand strategy and demand tactics.

Matt Schneider, director creative services
Oversees and implements technical elements of campaign build (e.g. build within Nuix website, build within CEROS platform for campaign pages, creation of HTML 5 banners for media).

Lisa Bailey, global senior product marketer
JR Jenkins, head of marketing, Ringtail Nuix
Todd McQueston, head of product marketing
Subject matter experts responsible for developing segment strategy and supporting content marketing and sales.



"Nuix is a technology leader. Andy Nester and the martech team have made us one in marketing technology, too. The results the team is achieving are essential to our growth strategy"

Rod Vawdrey, CEO, Nuix

How a wolf pack can help you navigate the martech marketplace

The choice of martech continues to get bigger and more complex every year. Jay Famico has some advice on how to stop feeling overwhelmed

The tech landscape has grown phenomenally over the past two decades, with now nearly 7000 solutions to choose from. Even the most ambitiously learned of marketers – such as Capstone Insights co-founder Jay Famico who has two master's degrees and an MBA – would never be able to fully consider all the options available to them.

"If two of us started today and each spoke to 10 different martech vendors we'd finish in about two years!" he says. "I look at [the landscape] as a marketer and I just feel fear, uncertainty and doubt. How the heck am I meant to be an expert on that? There's no way. How are we meant to have mastery in that? It's untenable."

Instead Jay refines his 'need-to-know' information, usually relying on peers for reviews, recommendations and networking. This is what draws him to tech conferences like B2B Marketing's Get Stacked – where he spoke about nurturing the right mindset for martech. "That's a good place to start," he says.

It's at these events that Jay has cultivated a group of fellow tech marketers to keep himself up to date with the industry. He describes this group, who share reviews to help survive the martech landscape, as a wolf pack. "These are all marketing professionals that I respect, they're really smart in their area," he says. "In my wolf pack I have Jason Hekl [SVP marketing] from Zingle, Justin Sharaf [director of marketing tech] from LogMeIn, and Zak Pines [director of sales and marketing] from Formstack."

Having a network that's external from the company gives Jay the space to think out loud without worrying about political interference. "It's really just having someone that doesn't have a horse in the race. Someone that you trust and has that level of expertise where you can just talk it out, and validate," he explains.

When asked if he believes companies have unrealistic expectations when it comes to what's commonplace in tech, Jay laughs. "God yeah!" he replies.

He says heightened expectations were something he observed up close when working as an analyst. "Every single client I ever spoke to would say the same thing; that they were woefully behind competitors and not up to industry standards. I would have them describe exactly what they were doing, and you know what? They were just like everyone else."

This panic of being behind causes companies to try and improve and roll out every different technology at once. Jay disagrees with this, adding that you need to prioritise. "My perspective is there are certain categories that are substantially more important than everything else. There's core infrastructure like marketing automation, CRM, the website and the data that flows into them. Focus on those first. Make sure you have them nice and tight and then extend beyond them. There's this notion that process proceeds technology. You need to define your process up front before you talk to any vendors," he advises.

JTF Marketing: Martech agency of the year

How JTF Marketing supports its clients before and after martech implementation

Founded in 2015, JTF Marketing is already one of Europe's leading marketing automation consultancies, having developed a unique approach to helping businesses drive revenue growth through predictive marketing performance.

Best known for its work with engagement platform Marketo, JTF not only implements marketing automation software for its customers, but supports its customers after implementation to help integrate its use, and consult on how to make the most out of it. By educating customers on use cases of marketing automation, the agency helps businesses to get the best out of a highly effective, yet complex, platform.

With offices in both London and Madrid, JTF operates on a European scale, and has clients from a wide range of industries such as education, financial services and travel, including Euler Hermes, Fidelity International, Leaseplan and Hotelbeds Group.



Helping Sommet reach the summit

One of those clients, Sommet Education – a network of hospitality management schools – sought to improve its conversion of website visits into leads, and to convert more of those leads into students.

One of the most crucial implementations was cross-channel marketing. The JTF team helped Sommet utilise Marketo to allow automation between paid adverts, email, web targeting and interaction with field sales people to target individuals who are entering the pipeline every day. Working together, Sommet Education has doubled its conversion rate of visits to leads on paid landing pages. Sommet also leveraged A/B testing using Marketo, resulting in a reduction of 50% in the cost per lead through paid media.

"The expertise of the team at JTF helped us to leverage functionalities of the platform that not many people use," says Yves-Alain Schwaar, former director digital marketing and CRM at Sommet. "It takes a very specific skillset to be able to make the most out of the complex setup we had. Having JTF on your side to help you deliver your vision and guide your strategy throughout the process – that's when marketing automation is taken to the next level."

Another client, investment management firm Fidelity International hired JTF to train its employees in using Marketo and to provide much needed local support to the company. While working as on-site marketing consultants to Fidelity, JTF also taught the marketing team how to get the most out of Marketo's applications, training new employees and helping the company to optimise its use of the technology.

The level of comfort that developed between the two businesses means that consultancy has always been pain-free, and neither party is afraid to be honest in discussions. As Richard Davies, head of marketing and insight at Fidelity International, says: "The relationship with JTF is very honest. If something won't work, the team will tell us, and vice versa; if it's something that Fidelity doesn't need, we are comfortable enough to tell them no – and this has become a huge part of our success together."

Building a culture that rewards performance

In 2018, JTF signed a reseller agreement with Marketo and expanded across Europe, opening a new office in Madrid, with a particular focus on Spain, Portugal and Italy. It has rapidly expanded its expert staff, moving from a headcount of three to 21 to operate across Europe and increased its revenue five times in the past financial year. Finding the right resource has been challenging due to a lack of knowledge in the market, but JTF's dedication to finding the best talent and investing in professional and personal training has meant all the team, from consultants to finance, are equipped to deliver a unique, quality service while identifying new opportunities to support its customers in maximising return.

The agency puts a great amount of energy into getting the very best out of its employees and ensuring they receive every opportunity to succeed, not only for the benefit of the company, but for their own careers. JTF invests heavily in the training of all its employees, who each take relevant qualifications such as Marketo Certified Associate or Marketo Certified Expert.

Every employee is tasked with improving, developing and growing the business, and JTF runs an incentive scheme based on both company and individual performance. The agency is also in the process of developing a share scheme to demonstrate the business is focused on rewarding everyone involved for being committed to helping clients.

Furthermore, the company works to make sure that all staff enjoy a healthy work/life balance, with free gym memberships and office drinks, flexible working locations, team lunches and events to celebrate company successes, and even an office dog.

Meet the team

James T Fletcher, CEO
James brings more than 12 years of experience with marketing automation strategy and technologies to help a range of organisations to maximise their marketing investment.

Miranda Pickford, chief operating officer
Miranda has accrued more than 12 years of project and product management through various roles in small to global enterprise organisations based in France, Spain and the UK.

Ashley Omphroy, marketing automation consultant
Ashley originally joined the team to support the consultants with ad hoc projects, but quickly demonstrated her background in digital marketing and design (plus her tenacious attitude). She now leads large scale projects.

Adrian Mills, principal consultant
Adrian leads the consulting team with his expertise and knowledge earned from more than 20 years' experience in CRM and automation.

Why adoption of martech has a lot to do with culture

Ever noticed martech is adopted quicker in the US than the UK? Ever wondered why and what the implications might be, asks Joel Harrison. If so, read on...

Is martech cultural? Or at least, is the adoption of it cultural? And are there different propensities to embrace or deploy it in different cultural and geographical locations? These questions are ones I've asked myself with increasing frequency over the past few years, and I'm beginning to believe that it is.

This line of thinking started a few years ago at the B2B Marketing Awards. I was speaking to the marketing director of a global tech company who was on a high having won a couple of very hard-fought categories. He told me he had recently switched from running the EMEA team to a global role, based out of New York. I asked how it was going. "It's great," he said, "but they are addicted to tech, and that makes the whole thing more difficult than it might be, because you become more focused on getting the best out of the tech, rather than getting the job done."

He said this was both the cause and consequence of the US marketing team having more martech at their disposal: because they had a bigger or more sophisticated tech stack, they spent more time trying to integrate it and get it to work. At the same time, because the EMEA team had less at its disposal, they made the best use of what they had. The result probably wasn't pretty (from a process and operations point of view), but it worked.

I've subsequently heard this story, or variations of it, validated by a number of other marketers in different organisations, which makes me believe there must be some truth in it.

Martech vendors converge on the US

Why are US B2B marketers more likely to invest faster in martech, and become more quickly reliant on it? Short of making sweeping generalisations about the propensity to be sold to in different cultures, or access to marketing budgets, the most logical explanation for this conundrum was simply due to the focus of the martech vendors. Most of them are based out of the US, therefore they're more likely to be focusing more of their efforts to sell within their own national borders first and foremost. "America first," as the president recently put it. Only once they have sufficient scale and penetration do they begin to focus outside the US in any meaningful way.

How marketing siloes impact on martech adoption

The explanation that adoption is simply driven by the expansion of martech firms masks many nuances. Some of these were highlighted to me in a conversation with Chris Bagnall and Ricky Abbott from specialist ABM agency Transmission. Their perspective was the faster and (apparently) more enthusiastic rate of adoption of martech is often due to how the marketing function is set up – particularly for large firms in the tech sector. Given the scale of the US as a territory, the marketing teams in such organisations are often large and siloed, with different units operating on specific remits and often (to different degrees) in isolation. This is quite different to UK or EMEA teams, which are typically smaller, with a less specific remit, and consequently need to be more

pragmatic in how they operate – they don't have the option not to be.

In the context of martech adoption, there are pluses and minuses to both set ups. For the smaller teams with a more discrete geographical or territorial remit (or large but undeveloped market), it can be more difficult to build a case to invest in technology due to lack of scale – hence the 'just-muddle-through-with-what-we've-got' approach. In short, adoption is just slower.

Meanwhile, for the larger but more siloed teams, it can be easier to build a case to implement a platform for a particular function or activity, because there is greater scale to these activities and potentially greater benefits. However, the different marketing sub-teams are less likely to share experiences or thinking, and what emerges are islands of best practice with little or no alignment across the wider team. Ironically, tools which become isolated in this way are potentially more likely to be superseded by something else in due course, given the rapid turnover of martech, than to become fully embedded.

(On a more positive note, where it applies, this scenario suggests that the smaller and more integrated UK or EMEA team might be a great 'hothouse' or testbed for martech applications, prior to rolling them out within a larger marketing function – or across the entire department.)

To be clear, I'm not seeking to be judgemental. I'm not suggesting that either the US or UK 'model' (if you can call it that) is better or worse – only that it's relevant to circumstances and typically driven by them. Neither am I suggesting that there is any problem acquiring or implementing multiple platforms providing the rationale for adoption is sound.

Simply ignoring the opportunities presented by technology is not an option for B2B marketers any more – if it ever was. Whether you're in the UK, US or Timbuktu, the challenge is to make sensible investment decisions which deliver genuine benefits to both your marketing and wider business. But it does highlight the benefits of marketing teams (particularly those in different continents) working collaboratively to evaluate and understand technology, before proceeding with a full rollout, and this should save time, money and everyone's patience.

5 steps to embrace change

If anyone knows what it's like to be a martech hero, it's Valitor CMO Christine Bailey. Earlier this year she was named at the top of B2B Marketing's ranking of the top 20 women in martech. She shares five ways to handle a rapidly evolving environment.

The ability to embrace change and risk are learned behaviours, says Christine Bailey, CMO at Valitor.

She knows this from having developed the ability to look positively at even the most challenging situations – from redundancy to walking on hot coals (yes, literally).

Here, Christine shares her five keys steps to embracing change the right way:

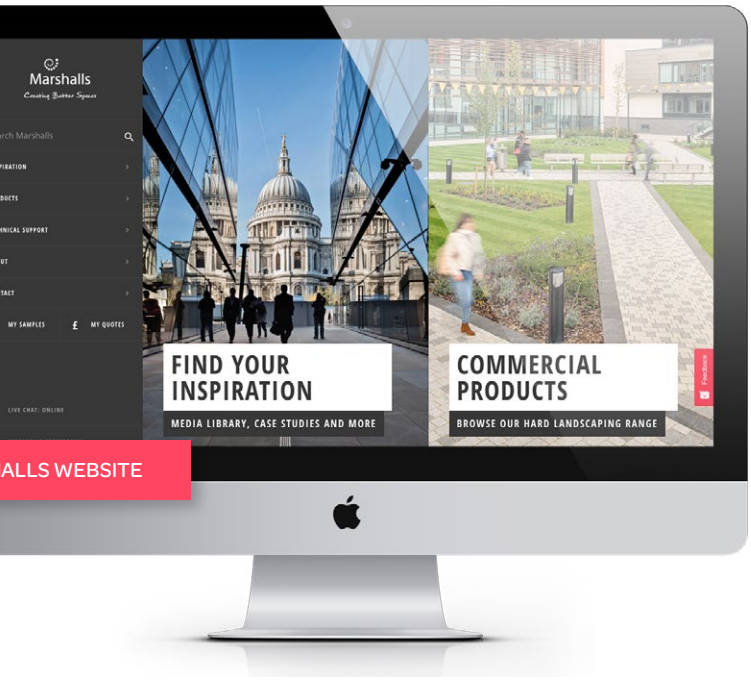
- **Dare to begin before you're ready**. No one can afford to wait for the 'right time'. Take a leap of faith before your competitor does.
- **Challenge limiting beliefs**. We're often held back by our self-enforced limits. We tell ourselves we can't, so we don't try. Acknowledge limiting thoughts and learn to flip your thinking.
- **Fight imposter syndrome**. We all suffer imposter syndrome from time to time, but staying in an environment in which you're completely comfortable and confident will not help you grow. A little anxiety is good for you.
- **Dream big, but take small steps**. Your vision shouldn't be limited by what you can achieve right now, nor should your actions be delayed because you're overwhelmed by the task ahead.
- **Feed your brain**. Learning new things, like a language, helps develop our brains in different ways, building not only new skills but flexible thinking.

Marco Maccio: Inhouse marketing technologist of the year

How Marco Maccio turned Marshalls into the Amazon of hard-landscaping products

Marco Maccio at Marshalls stood out as marketing technologist of the year because in just two years he took a traditional supplier of hard-landscaping products with a standard offline go-to-market approach, and created a seamless integrated digital marketing and sales experience – miles ahead of anything else in the sector.

In a traditional industry where concrete and rock are the base materials, product lines change surprisingly quickly. Marshalls' customer base reflected the world at large, with everyone from builders and merchants to driveway installers and local authority procurement officials completing their buyer journeys without looking away from their screens.



Marco's transformative work means Marshalls now has a website and suite of auxiliary applications that give users everything they need, when they need it, easily. This makes the company much easier to buy from. This radical digital enhancement of the customer experience doubled traffic to the Marshalls website, generated six million video views, won numerous awards, and helped grow revenue, margin and profits.

Using the right martech in the right way has been key and Marco made this happen with extraordinary agility, speed and strategic acumen.

Marshalls' once traditional customer base now comprised millennials and smartphone natives. If it was to keep these customers, the business needed to give them everything they needed at a time they needed it, and to make this an easy process. Fully automating and integrating the complete, online buyer journey was the challenge facing the digital marketing team, which Marco led.

Having the right people and using the right martech was critical, but everyone needed to be clear on the wider strategic goals that digital marketing must achieve for Marshalls to ensure buy-in at the highest level.

The Marshalls tech stack

Marco assembled a unique tech stack tailored to Marshalls' particular needs. The completely new technologies this comprises include:

Kentico EMS: This all-in-one enterprise marketing solution integrates Marshalls' web content management, e-commerce and outbound digital marketing.

Salsify PIM: Keeps information on hundreds of product lines and variants up-to date across all channels.

Azure: Powers all web and auxiliary applications from the cloud ensuring total availability to customers.

This stack helps the team deliver CMS, digital asset management, personalisation and now automated outbound campaigns. This is helping to create one holistic marketing to e-commerce process.

Marshalls' first fully-integrated, digital product campaign, produced in collaboration with Stein IAS, promoted its drainage solutions. This campaign combined a creative idea of 'Just Add Water Management' with the full integrative power of the tech platforms to orchestrate social, online ads, web, content marketing and automated email nurture. It aimed to identify and qualify leads as well as deliver a conveyor belt of perfectly timed opportunities to the sales team –this resulted in sales into the education sector increasing by 40 % as a result.

Martech x passionate people

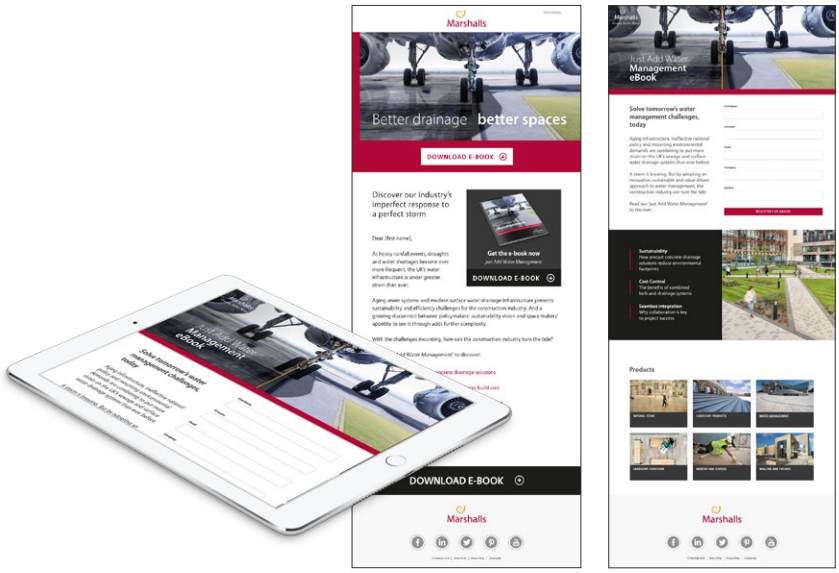
Marco believes in martech amplified by the power of passionate people. This approach has been critical to his success.

Recruitment and training has seen Marco's team expand from three to 12 as the value they deliver has multiplied too. The company's apprentice programme has enabled Marco to inject millennial tech-centric values, while strategic appointments have brought key functions like UX, UI and end-to-end content production in-house for the first time.

By combining this expanded in-house expertise with external agencies for specialised tasks, Marco successfully and effectively orchestrates web content, social media, and outbound and inbound marketing in a fully integrated way for the first time in Marshalls' history. Wider communication and alignment within the organisation is an essential component for success. Building strong links with the IT leadership, for example, has helped to smooth implementation and assure reliability.

Digital marketing executive Ross Bickerton says: "This has been a challenging but exciting project to work on. The whole team is inspiring, but particularly Marco, whose ability to bring everyone together and motivate us is second-to-none."





Why B2B needs more hybrid marketers

If companies are ever going to make the most of their tech stack, there'll need to be more marketers who can blend traditional marketing and technical skills within teams

Buying the latest piece of martech is easy. It's trying to make it work in conjunction with the rest of your stack that's hard.

"In an ideal world you'd wipe the slate clean, start again with unlimited budget and everything would be perfect," says Jane Morrin, director of digital marketing at the Irish tech business Corvil. "But even then I don't think we'll ever get full integration. The martech stack is exploding at too crazy a rate to ever contain that."

Any technology will only be as effective as the people in control of it. And the tech stack explosion will require more highly-skilled resources in your teams.

"We have marketing people, we have tech people, and then we've got these hybrid marketers, who are a mix between the two," Morrin says. "We do need more of them, and we need more technical people to be part of marketing teams as well because they're the ones who can understand deeply how marketing technology works."

As the martech landscape becomes more complex, it's Jane's view that more technical people will be required to complement the strategic vision provided by the marketers if the integration is trickier than a simple, out-of-the-box approach.

"There is a permanent role there, because having someone on a team that is a marketing technologist will enable you to change tech as frequently as possible, and open up more opportunities to choose better tech," she adds. "It's an up-and-coming role, which I think needs to be in place and have someone with a more technical background."

The martech itself can be relatively user-friendly – according to Morrin, marketers familiar with one particular provider should be able to pick up a rival's product fairly quickly. But issues may arise with stakeholders who might not have directly been involved in the purchase but are affected by its results. For instance if a new MA system impacts on sales processes, operations or reporting. The key, says Jane, is early involvement in the conversation and talking to them from their perspective, rather than marketing's.

How much more could vendors contribute to alleviate these integration issues? It has to be a partnership, says Jane, where both sides are honest about the situation.

"One of the questions the vendor should ask the buyer – and I've never been asked this – is show me your tech stack, and let me talk you through it," she says. "The vendor can only take it so far, and if there are major customisations – it depends on what your sales and marketing processes are – the buyer is the only one who really knows those, so how can you expect the vendor to?

"If you're very clear with the vendor, then there shouldn't be a problem. But there'll always be parts that don't integrate and conflict somewhere. On the vendor side, they can tend to sell the dream that everything will be automated and very little work will actually be needed. But there'll always be anomalies."

Martech visionary of the year: Marc Keating, chief innovation officer, Stein IAS

How Marc Keating's martech vision got him a seat at Larry Ellison's table

Marc Keating is the man with marketing in his name and one of the top names in B2B martech. He is blessed with an innate understanding of how and why people buy stuff, and an early adopter's mindset, which means he's always imagining how future martech could solve marketing's problems.

As founder of River Interactive in 1999, Marc implemented early web-based service delivery for organisations such as GlaxoSmithKline, Shell and the Home Office. His award-winning work, and the partnerships involved, led to River being bought by Stein IAS in 2005 and Marc becoming the agency's head of digital.

Marc's ideas have shaped the Stein IAS offering ever since. One important factor here is Marc's relationship with Oracle. This started in 2013 when he first used Oracle's Eloqua marketing automation platform to drive highly targeted campaigns to deliver highly qualified leads for clients' CRM systems. Marc soon had Eloqua churning out record sales revenues for clients, attracting a glut of new 'automation' clients such as Castrol, Western Union, Atos and KPMG. This helped to double the agency's revenue over four years.

Marc's mastery of Oracle Marketing Cloud piqued the interest of Oracle co-founder Larry Ellison. Marc was appointed to the Oracle Marketing Cloud Global Advisory Council where he helps to improve their technologies. He's even been to Larry's Palm Springs ranch, and got to play his Porcupine Creek golf course a few days after Barack Obama enjoyed the same privilege.

The partnership led to the creation of Marc's Digital Marketing Maturity Index (DMMI). This became the first online tool for businesses to assess their marketing capabilities. It also created a set of global benchmarks and generated new business for Stein IAS.

Making an impact at Ingredion

Stein's most productive long-term relationships depend on Marc's vision and innovation.

Ingredion, multinational food ingredients supplier and a client for seven years, is a great example. Marc has masterminded the company's digital marketing transformation by integrating three software programs: Adobe Experience Manager (AEM), Oracle Eloqua, and Salesforce. Its 'You Are How You Eat' campaign was the first to use the full functionality of this tech stack by integrating web, PR, display ads, PPC, social and email, to deliver hot leads to the sales team. This multi-stage content campaign nurtured leads over a six month period to deliver an ROI of over 20:1 and six major awards.

In financial year 2017-18, Stein IAS grew revenue by 20% and won major accounts like HSBC, Tetra Pak and Boeing. Marc is now helping these household names to specify, select and integrate their technology stacks.

Marc's vision for the future – the 'cognitive marketing cloud'

The DMMI's daughter is currently in development. The Digital Marketing Transformation Framework will

measure maturity against over 70 use cases and generate a bespoke transformation roadmap.

Marc's unique appreciation of the interaction between adtech, martech and marketing strategy helps him adopt the right technologies early. He is now immersed in the early application of technologies like VR, AI and machine learning. Marc was the first to bring leading predictive analytics vendor Lattice Engines to Europe; introducing clients to concepts like the 'perfect customer profile fit' and 'look-a-like' prospect targeting.

His vision for the future of martech is currently forming into what he calls the 'cognitive marketing cloud'.

The five key ideas it is being built around are:

1. **Dynamic individualisation**: Orchestrated by AI and fuelled by big data, the new wave of individualisation will deliver a better experience to individual audience members and massively improve efficiency for marketers.

2. **Recombination**: This involves 'atomised' content and creative that come together to deliver any number of possible executions, depending on various rational and emotional user triggers.

3. **Real-time adaptability**: This is about reacting to digital body language in real-time to influence buyer journeys as they happen, rather than mapping out campaign content and communications explicitly in advance.

4. **Intelligent automation**: Near-future marketing automation platforms will have adaptable campaign canvases that build themselves.

5. **Self-learning**: The future marketing machine will learn from every interaction and every conversion from every campaign to continuously maximise efficiency and funnel velocity.

Marc believes that AI-orchestrated post-modern marketing powered by the cognitive marketing cloud, will be here within the next decade.



What makes a martech hero?

Redstor CMO Gareth Case has worked in technology marketing for more than 20 years. He explains the key attributes that make up a martech hero

Gareth Case, CMO at Redstor, defines a martech hero as an innovator who's not afraid to fail fast and has a thirst for knowledge. As he discusses his team's contribution to making decisions on tech investments, it's clear some of the inspiration for this has come from them.

"You've got to have people who understand technology. If you don't do that, you're often too heavily reliant on agencies, which will cost you a lot of money and you won't be close enough to understand what they're doing with the platform. You need to get under the skin of that tech rather than an agency tell you," he explains.

Having tech savvy people in the team also lightens the load when it comes to making investments in martech - often cutting research time and having more eyes peeled for new innovations relevant to the company. "I have an amazing guy on the team, who's very technical. He can code, design and has all-round good knowledge. He's brilliant for assessing new tools and bringing them in," says Gareth.

He gives a recent example of a Redstor marketer who took the initiative to research a back-up product for WordPress. "They evaluated two or three products without even telling me and said which one was the best option. They ran through it with me and we signed up there and then."

The next 20 years

Gareth has had a front row seat in watching the development of tech marketing over the past 20 years. He says it's impossible to say what will happen in the future, but there are some guarantees.

The big one is of course data. "The past three to five years have accelerated massively," Gareth explains. "More data has been created in the past two years than all of history combined. I think 30 zeta bytes are predicted to be created in 2019." This, he says, puts the pressure on marketers to use their data effectively and selectively rather than grabbing as much as they can and leaving it to rot.

Gareth's other prediction also ties-in with the continual rise in data. "There'll be more automation in place. We've already seen that a bit with marketing platforms building out workflows and lead gen streams," he says. "AI will also start playing a part — perhaps having bots that sit on the back-end of your tech stack looking at customers who are more likely to buy than not."

From Gareth's perspective, looking forward and back at his career, the martech landscape is undergoing a metamorphosis toward an unrecognisable landscape. And it's only a matter of time before we'll all need to be tech heroes.

CleverTouch: Martech consultancy or integrator of the year

How 'Project Utopia' helped CleverTouch grow by more than 35%

CleverTouch was founded in January 2009, with just four people around a kitchen table offering demand generation services. 10 years later, it's a 60+ team of multi-certified marketing technology experts and Marketo's inaugural International Partner of the Year.

Its vision is to become a £10 million business with a 100+ team within five years, by incorporating more software into its current service offering to help customers maximise their investment in martech.

2018 was CleverTouch's best year to date; achieving more than 35% business growth, employing 22 new colleagues and supporting 64 new customers.

Today it supports more than 450 clients on their martech journey, from initial deployment to optimisation. It also boasts some of the world's largest and most ambitious B2B brands including Fujitsu, VMware, PayPal, Eaton, BNY Melon, Trend Micro, Rackspace, Deloitte and JLL to name a few.

Its USP is that its marketing automation expertise sits at the heart of its martech engagements and believes the future success of customers is in the delivery of three key pillars: connect, simplify and insight.

Although it's a martech consultancy at its core, it also develops its own technology (DevLab) to improve marketing process efficiencies and the effectiveness of martech. This software is used today by the likes of the London Stock Exchange, Fujitsu, ICON and Bank of Montreal.

Alongside the award-winning work delivered for clients, CleverTouch is committed to 'Project Utopia', an initiative to create an exceptional culture and working environment for employees. It was recognised for this by reaching the coveted Sunday Times' Top 100 Companies to Work For ranking for 2019.

Building a utopia

'Project Utopia' is CleverTouch's internal project and commitment to making the business an amazing place to work. An open and data-driven culture is actively encouraged. Every employee is given access – and actively encouraged to take interest in – all its business performance dashboards. There'salso regular events and socials, including riding the 'gin train' – a steam locomotive that runs on the Watercress line from Alresford to Alton. The company also gives back 1% of profits to the local community and charities within Alresford, where the consultancy is located. As a result, CleverTouch was named as one of the UK's top 100 companies to work for. It's aiming to become a top 50 employer and three-star best company in the next 12 months.



Showing the way at Fujitsu and Metso

As part of a wider business objective to make Fujitsu fit for the future through digital transformation and cost efficiencies, CleverTouch deployed Marketo across 30+ countries and 300+ marketers in EMEA. This consolidated 30 disparate marketing technologies into one integrated platform. This increased operational efficiencies and greater insight on marketing programmes by creating one source of truth. The agency also implemented new processes and an organisational structure in the marketing function to aid a long-term objective of self-sufficiency with martech.

As part of industrial machinery supplier Metso's initiatives to align sales and marketing more closely, CleverTouch was asked to improve their martech environment. The business had been using Pardot and Salesforce in isolation since it was originally deployed by a third party a few years previously. CleverTouch helped Metso develop a roadmap for optimisation and worked with global steering committees for cross-country collaboration. It developed a global lead management and business process map across the entire martech environment to understand how customers and prospects were engaging with the Metso brand and what future interactions should be (i.e. routed to sales or other nurture campaigns).

Meet the team

CleverTouch's senior leadership team has more than 200 years' combined experience in marketing, technology and customer success. Adam and Nick – having previously worked together in senior marketing positions at IBM and other large tech brands – are the entrepreneurs behind CleverTouch and continue to set the future vision, executed by Phil and Elaine as joint MDs.

Adam Sharp, co-founder and CEO

Nick Burrell, co-founder, COO

Phil Ball, joint MD

Elaine Webley, joint MD



How martech can help you to be a great CMO

When Vasu Jakkal took up the role of CMO at cyber security firm FireEye, her plan involved moving from product-out to customer-in, with the help of a super-powered tech stack. Joel Harrison asked how she did it

What makes a great CMO, as opposed to a great marketer?

Vasu: There are three aspects to being a great CMO.

1. A great CMO works for the team, not the other way around.

2. They have to know what their north star is. They have to understand why you exist as an organisation, and what you're good at. And you need a clear and strategic plan that will allow marketing to deliver.

3. I believe that imagination is stronger than innovation. Mankind has grown up with stories. You need to be able to tell magical stories about companies, create immersive experiences and understand how you make people feel. And you need to bring this trilogy together.

How important is getting the right technology going to be in helping you to achieve that?

I'm a geek and I love technology. If you're in the tech sector, you have to invest in martech. You can't not do it. Your buyers are online and you need to understand how to reach them. I'm a big believer in having the right information.

Marketing is a business function, and we need to measure everything. So our investment in martech is growing, and we'll be investing more in digital.

What does your tech stack look like currently?

We have more than 50 products, split over our different business areas. Technology proliferated because of our history as three separate companies, and because of silo-based decision making. Sometimes there are just hot bits of tech that people just want to trial. We're definitely looking to consolidate this number. Marketo and Adobe are our foundations, and we're not looking to change these.

What are the challenges that you're going to face in building that stack?

Looking at the whole martech landscape is scary. The big challenge is integration – each time you take on a new bit of technology, you have to work out how it will integrate, and you need to train people to use it. Integration challenges aren't always considered properly in the pitch process. Each tech stack is different so will face a unique set of issues. Martech often becomes sticky because no-one wants to break everything else by 'sunsetting' a particular application, and deal with the pain that will cause. Or to admit that they made the wrong decision in the first place.

How can you ensure your tech stack is fit for the future?

Your tech stack is evolving, and the vendors are evolving too. You need to stay on top of this, and of your changing needs. You need to have the ability to 'sunset' technology that has outlived its usefulness, or has become obsolete. You have to avoid 'Frankenstein' technology!

About

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