

eBOOK

# Tips from **the top.**

Expert advice for marketing leaders  
to drive smarter revenue growth.

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# Today, CMOs have the toughest job in the C-suite. In fact, the challenges that CMOs face have **grown faster in the last two years than anytime in the last 20.**<sup>1</sup>

The CMO role has exploded. Over the past decade, marketing leaders have gone from “wanting a seat at the table” to being relied upon for a bewildering number of complex, high-stakes initiatives.

Spanning brand, demand, product, go-to-market, CX, RevOps, digital transformation, sales enablement, cross-functional alignment, analytics...the list goes on.

But ultimately, **CMOs’ number one responsibility is clear: Drive growth—quickly, measurably, and efficiently.**

Easier said than done. Especially since marketing leaders often have to fulfill these huge expectations with short timelines, limited budgets, messy tech stacks, and misaligned stakeholders. On top of that, their teams struggle to go from delivering activity to driving measurable revenue impact due to constricted timelines, finite resources, and gaps in skills or experience.

The pressure to do more in less time and with limited resources is hardly new. But it got worse in 2020 and 2021 as marketing budgets were cut in the face of pandemic uncertainty and an accelerating reliance on digital strategies.<sup>2</sup>

# Be a growth leader with these **top tips**.

Fear not! All of the disruption and change has ushered in a new opportunity to rethink, modernize, and truly transform the way companies grow. It's time for CMOs and their teams to leave behind a "survival-mode mentality" and lead that transformation.

Our world is evolving at an unprecedented pace. What worked in the past isn't guaranteed to work today. It's becoming clear that 2022 is when courageous, forward-looking growth marketing leaders (like you) will distance themselves from the rest of the pack. It requires you to push the boundaries of what's possible in growth marketing, and let go of outdated strategies. Fortune favors the bold (and smart).

**That's why we created this eBook for you:** to help you hone your growth-driving superpowers.

We've gathered and distilled proven, critical insights from expert growth marketing practitioners that you can use to permanently uplevel your integrated growth program and go-to-market strategy.

These tips will help you and your team execute strategic initiatives that create alignment across C-suite, Sales, SDR, Marketing, Product, and Customer Experience—and drive smarter, measurable growth.

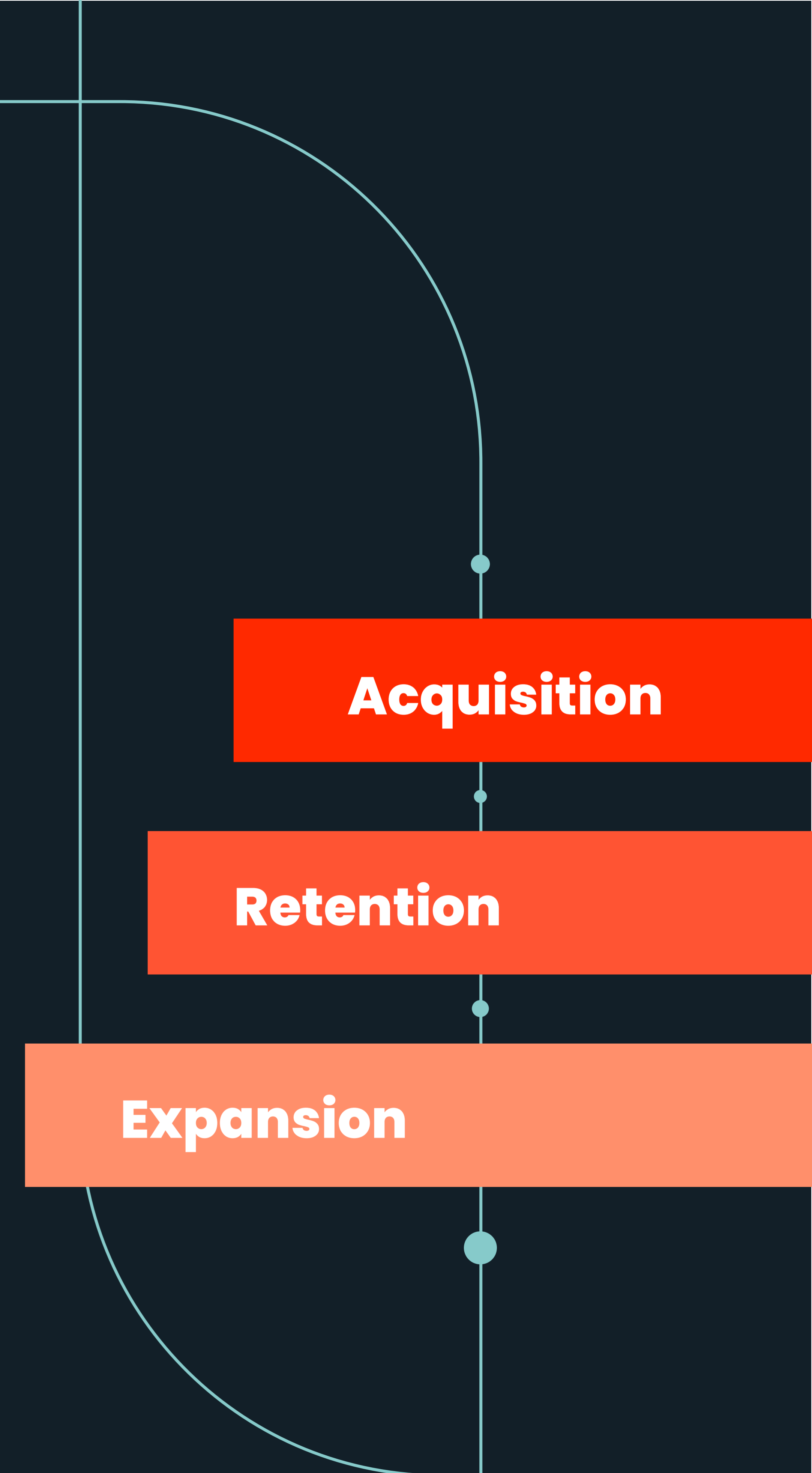
## TIP #1

# Use your growth goals to set the right go-to-market strategy.

The first step to making a real growth impact? Go far deeper with your company's revenue growth goals. Break them down into three buckets: acquisition, retention, and expansion. But go deeper still by determining what size and type of accounts you need to target across acquisition, retention, and expansion to reach your goals.

Doing this connects your revenue goals to your go-to-market reality. And THAT is a game-changer because it nearly always produces some serious aha! moments across your growth team. The lack of doing this (ideally, you'll do this with the CEO, CFO, CMO, CRO, and CPO in the room) introduces a serious risk of missing your growth goals—and wasting time and money in the process. This is how CMOs become former-CMOs.

When you do this “deep growth goal analysis” at the beginning of the year, you'll know what percentage of business is needed from each category. Just be sure to check back in to validate them at the 6-month mark to be sure they're still relevant.



“**The brands that get CX and go-to-market strategy right are the ones that think about things from the customer’s perspective.**”

What challenges are you trying to solve for the customer? What is the best way for the customer to address that challenge?

Don’t think about the easiest way for you to help the customer address the challenge. Don’t think about the best way to change your product to address the challenge. That is a sure-fire way to create an experience that doesn’t work for your customer and ultimately doesn’t work for you.

**Start from the customer’s perspective.** Put yourself in their shoes and walk through the process of addressing the challenge—step by step. Remove any point of friction that doesn’t add value to their process. Then figure out how to make that process work better because of your product, service, or company.”

– **Robert Galop, VP of Marketing, AskNicely**

“**Marketers tend to think about GTM top-down, while sales leaders tend to think about GTM bottom-up.**”

Use sales leaders' guidance on where the pockets of opportunity are to build proof of concepts for your programs, as opposed to a targeting strategy the marketing leader creates.

It's more important to build the program around a jointly agreed-upon set of targets than target every entity with a specific set of criteria based on some data source like ZoomInfo.

**In other words, don't create leads for sales...create opportunities.** Stop building things that sales doesn't use. Build what *must* be done to create/convert pipeline. If sales is hitting their goals and not using your materials, guess what—you wasted your time creating them.

Develop relationships with your sales leaders. Treat them like humans with really tough jobs, not colleagues who never do what you want them to do. Understand their plight and make sure they know that you understand. Don't be afraid to carry a bag. As a marketer, you may not be responsible for bookings, but you have to be responsible for a metric that sales needs (like opportunity generation that converts).

– **Gavin McKelvey, CMO, Identity Automation**



## TIP #2

# Use your go-to-market strategy to define the right brand+demand+sales recipe.

One size does not fit all. The same demand strategy can't be used across the board because your biggest accounts deserve more investment and deeper levels of personalization. Acquisition, retention, and upsell/cross-sell motions require different messaging, content, data, and stakeholder alignment. Just like a recipe, you have to have the right ingredients, in the right measures, expertly combined for any brand+demand+sales strategy to work effectively.

**SPOILER ALERT:** You'll probably quickly see that you need to use some flavor when you take an account based approach for your larger, most important accounts. Maybe that's a one-to-many demand generation approach for your smaller, more transactional accounts, and a one-to-ICP/TAM approach for connecting brand awareness to demand and sales.

The good news is that brand, demand generation, and account based strategies are converging, borrowing, and blending into what we always knew was true. Run your demand program as a continuum that supports varying degrees of targeting, personalization, collaboration, and investment per account.

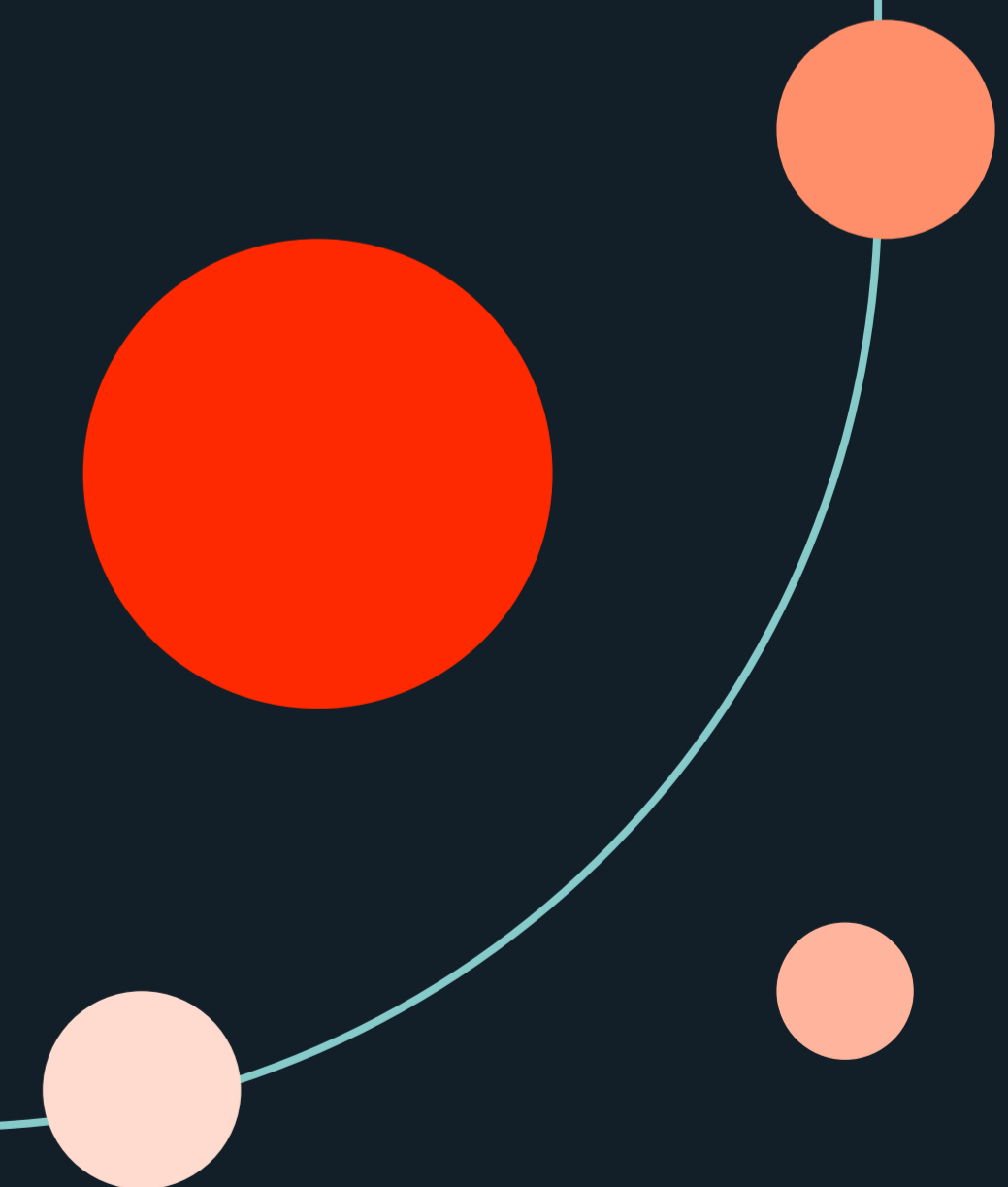


Instead of running your brand, demand gen, and account based programs in silos, think of this demand creation continuum as a kind of “slider” that you use to create the right integrated experiences that achieve a given growth goal.

Forrester’s research shows how much this trend is accelerating. More and more companies are using a blend of 1:Many, 1:Few, 1:One, and 1:ICP/TAM approaches as they translate their growth goals into smart, integrated, aligned go-to-market motions.

One more important note: the term “ABM” is transforming into Account Based Experience. ABX takes everything you already know about ABM but broadens and deepens it. Done well, ABX should:

- Create an engaging, end-to-end customer journey and revenue process
- Deliver the seamless, secure, personalized experiences your customers expect
- Align a cross-functional team of marketing, sales, CX, product, and executives
- Follow your GTM strategy, investing most where you can truly win





Remember that old board game, Mousetrap? Where a Rube-Goldberg set of mechanics trigger to drop a cage on a mouse at exactly the right time? How many marketers have built something similar to that—where workflows trigger based on behaviors? Modern buyers are way smarter than a mouse. As soon as the first gear starts spinning on that trap, they've already escaped and are looking for cheese across the room.

**Buyers are smarter and more empowered than ever before. Trying to force them into a rigid buying process is a recipe for disaster.**

The smarties at Sirius Decisions have found that '67% of their buyers' journey is completely digital.' This means two-thirds of your mousetrap is obsolete. Companies that make a self-guided buyers' journey the most frictionless are going to win. Giving your buyers the information they need, when they need it, and as quickly as possible is how modern marketers win.

Best practice? **Be upfront. Be transparent. Be honest.** According to CSO Insights, 'Two-thirds of buyers find chatting with salespeople helpful.' But juxtapose that stat with one from CEB '57% of buyers' decisions are made by the time they engage with sales.' That's a tiny window to change someone's mind. Rather than playing mental Jiu-Jitsu with buyers, just give the people what they want.

Ungate your content. Build personalized content experiences. Give buyers lightning-fast access to the right sellers through live chat. Put simply: Don't try and catch a mouse anymore. Put a bunch of cheese on the board and hope they come back for more."

**– Justin Keller, VP of Revenue Marketing, Drift**

## TIP #3

# Cross-functional alignment and integration are no longer optional.

Once you identify the right brand+demand+sales recipe for your key growth goals, you quickly realize that cross-functional alignment and real integration are critical to success.

You've no doubt heard the phrase "revenue is a team sport." It's actually true. Today, stakeholder alignment is no longer optional; it's a requirement. Marketing, SDRs/BDRs, Sales, and Customer Success teams are now realizing how much they need one another to succeed.

Cross-functional integration and alignment make the difference between winning versus underperforming. It's that important. Integrated strategies deliver real ROI because every team across the organization is in tight alignment. In fact, the latest industry research confirms that real integration drives better revenue results and better CX.

Have an honest conversation with your CRO and ask: Does our integrated growth team have the skill, experience, and tools we need to execute the right demand approach? If not, address the gaps immediately by integrating your cross-functional efforts into strategic motions. Make sure to target the right audience with the right experience and the right levels of personalization.

For CMOs, this is the time for candid conversations and trust-building with your CRO or VP of Sales. Addressing and solving gaps early will help your growth team hit the goals your CEO cares about most—your revenue growth targets.

Basically, if revenue stakeholders are not prioritizing alignment, they could miss their growth targets, waste valuable time and money, and impede their careers. That's why choosing an expert marketing partner is crucial. One who can help you quickly establish, build, launch, and optimize the integrated campaigns and cross-functional plays to bring your growth program to life. Plus, a solid partner can help you do it faster—and without the costly missteps that can occur with new teams.

“**The challenges we face in cross-functional alignment and collaboration are both human and cultural.**”

The human ones are personalities, work styles, and appetite to partner. The cultural ones are reflected by the leadership team in what they support, condone, and resist. Success is more likely achieved through a series of small moves, shrewdly made. Building collaboration is a developmental process that usually takes time and considerable effort.

Experiment with a small team of engaged stakeholders who share a common vision or frustration that is a blockage to a mutually desired outcome important to senior leaders. Own it, lead it, put your own elbow grease into it and see it all the way through to the end. The intent is to create a collaboration system where you can cite small achievements, celebrate little wins, break down the walls of individualism, and send a message that collaboration leads to results.”

– **Corey Livingston, SVP Marketing and Inside Sales, OneNeck IT Solutions**

“**Everyone thinks they know how to do marketing, right? Annoying, right? It works the other way, too.**”

Before you get frustrated at Sales or Product Management for being ridiculous, remember that you don't see everything driving their decisions and behavior.”

– **Aaron Ballew, CMO, Split**

## TIP #4

# Build your B2B brand into a growth driver.

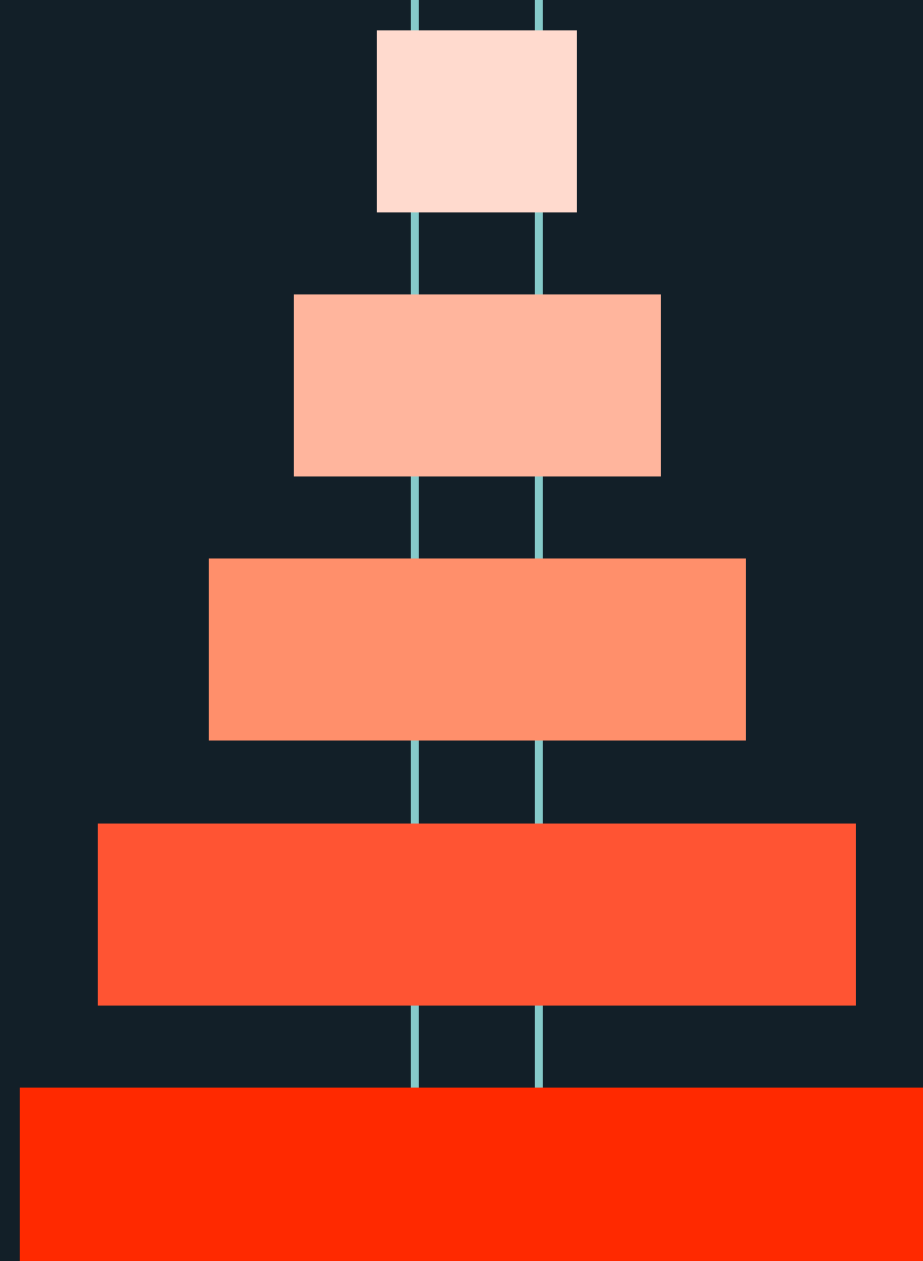
Ultimately, all of your planning, strategy, content, technology, media, data, and processes are there to create human moments that influence the hearts and minds of your prospects and customers. B2B buyers are driven by emotion and rational thought. And these come, ultimately, from your brand.

But most B2B companies misunderstand the critical role of brand in driving growth by making one or two of these mistakes:

- 1. Underinvesting or episodically investing**
- 2. Investing unwisely by building a product-centric or corporate narcissistic brand**
- 3. Leaving brand in a silo, largely disconnected from demand, sales, customer success, and employee experience**

In 2022, this needs to change. It's time to turn your B2B brand into a growth driver by moving from "shallow brand" to "deep brand." Define your north star—your purpose and why your company exists. Use your go-to-market strategy to determine the best team to help your company win, and why you're their best option. Then define and activate your deep brand throughout your end-to-end revenue program (don't leave it in a silo or on an island!). It serves as a force multiplier and actually comes to life across your revenue team and processes.

A shallow brand is all surface. It's what your competition can directly copy from you and use against you in the market. But your deep brand is something that only you have. A deep brand goes beyond the superficial and into your "why." Why you exist. Why you get up in the morning. Why you do what you do better than anyone else.



“**Ultimately, employees are the brand. By building an emotional connection to a brand and equipping employees to be advocates, the marketing team can help bolster employee satisfaction and company pride across the workforce.**”

One company I worked with saw a **10% increase in employee satisfaction** following a company-wide rebranding and employee training effort where every employee was reached multiple times during the rollout. The workforce was so invigorated by the new brand it was palpable, and the ongoing halo from the investment made internally was positively reflected on several waves of future employee surveys.

Taking steps to help deepen employees' relationships with their employer and the brand helps deepen the emotional connection to the company and fellow employees as well.

– **Carol Romashko, Founder, Upstream Marketing**

“**It takes a lot of MQLs to make up for being forgettable.**”

– **Aaron Ballew, CMO, Split**



## TIP #5

### Move toward revenue operations.

Let's be honest: Modern go-to-market motions are complex. The integrated brand+demand+sales recipes we explore in this eBook require cross-functional orchestration. Stronger omnichannel capabilities, targeted and personalized digital experiences, and credible reporting, analytics, and attribution.

Ultimately, that's why revenue operations (RevOps) is quickly being adopted as a critical strategy by revenue growth leaders. Here's a good definition:

**RevOps is the alignment of marketing, sales, and customer success operations across the full customer lifecycle to drive growth through operational efficiency. RevOps is a holistic approach that breaks down silos between the client-facing departments by keeping all teams accountable to revenue, freeing up departments to focus on the customer.**

You want a marketing partner that helps you quickly adopt and execute Revenue Operations' strategies by integrating MarTech, AdTech, SalesTech, data, cross-functional workflows, reporting, analytics—in support of the integrated, cross-functional campaigns you'll use to acquire, retain, and grow customer relationships. RevOps isn't just technology, data, and analytics.

It's an operating model and approach that guides your disparate revenue stakeholders across marketing, SDR, sales, and customer success to act like they're all on One Revenue Team™ with aligned strategies, goals, roles, processes, budgets, data sources, and success measures.

Shift your thinking to run your organization as an end-to-end revenue process with aligned go-to-market functions. Otherwise, you will likely waste money, create a disconnected CX, and confuse customers and prospects when marketing, SDR, sales, and customer success go to engage.

“**First, take the time to understand what’s working and what’s not working in your current marketing system.**

Rarely is everything broken, rarely is everything great. The key is determining which pieces are “good enough” for now while focusing on the areas which will make a rapid difference.

Assuming revenue growth is critical, quickly assess if you have a demand problem, conversion-to-revenue problem, or both. It is important to fix the posts that could actually make the house fall down, rather than focusing on easier to see, but less critical repairs.

Second, as you build relationships across the enterprise, be sure to position marketing as a growth driver for the organization. A successful marketing team can identify new markets, engage new demand, and foster existing customer loyalty. Be sure the leadership sees the function as appropriately broad and valuable. It is far too easy to put marketing in a corner.”

**– Byron O’Dell, Vice President, Digital Marketing, Operations, and Analytics, S&P Global**

“**The better we do at beating the same drum—the revenue drum—the better our companies become.**”

We must approach things from a common funnel. We need products that truly deliver outcomes, messaging that succinctly captures our unique differentiation in delivering said outcomes, and a full-funnel engagement strategy to meet our prospects and customers where they are in their journey.

No point of demarcation should exist between functions if we are working from a common funnel. We revenue leaders should be maniacally focused on optimizing conversion, and no matter if it's top of funnel, middle of funnel, or bottom of funnel, there is fodder for conversation from all functions on how we can optimize.

This is precisely where RevOps should step in and help us to direct our resources and attention. The film doesn't lie, and our RevOps teams are the experts of the film. Data, insights, tools, enablement, planning are all core responsibilities of RevOps and their purview is the entire funnel, our common funnel. Let's lead from the front (no matter the org chart) and get all of the revenue in the room where it happens!

**– Lane Brannan, Chief Revenue Officer, Convercent**

## TIP #6

### **Double down on your people and culture.**

The Great Resignation (we think of it as The Great Talent Reset because all of those former teammates are going somewhere) has rolled and reverberated through all industries. It's forcing companies to take a hard look at their culture, work-life balance, and employees' day-to-day experience in a job market that is hot for talented hires.

We know better than to spout shallow advice and expect it to move mountains. But this is a good time to get really honest. The companies that have leaned into change are adapting, learning, and thriving by embracing new ways of working, hiring, managing, connecting, and building employee trust. They're proving they can be incredibly productive and even outperform their own growth forecasts. They're proving that they can improve their employer brands, their cultures, and their employee experiences.

Happy employees bring more good people to work at your company. Good things spread quickly and soon you're known not just for how amazing you are for prospects and customers, but everyone wants to work for you too. The best part about doubling down on your people and culture? When you're good to your people, they're good to your customers—and to you.

But it requires courage and a willingness to do things differently by leaders. That's you. Companies and growth teams who practice human-centered leadership will see continued cultural and business success by committing to these 5 better practices:

1. **Cultivate gratitude** for your team's hard work and be mindful of challenges they're experiencing.
2. **Show them how they make a difference:** Help your team connect their unique talents to your company's purpose and successes.
3. **Create clarity** by making sure they know their role, but stay open to realistic priorities.
4. **Change the culture** on your team and at your company to be truly inclusive, human-first, trusting, and psychologically safe.
5. **Remember to care for yourself** because leadership and change management is a marathon, not a sprint.

It's all about creating a culture where employees feel seen, respected, and valued for their part in creating company-wide success. Balancing the professional with the personal, and the cultural with the business can feel overwhelming.

“**The role of a CMO can be overwhelming with the continual flood of work, managing people, and managing expectations with your peers.**”

While you may believe you need to continually work to keep up, the truth is the continual work pace is not sustainable and at a certain point, leaves you working from a mental and emotional deficit.

Two tips to help you overcome being overwhelmed:

- 1. Work in sprints.** All of us have ultradian rhythms which require a mental break every 90-120 minutes. Build it into your calendar and get better at managing your energy in addition to your time.
- 2. Define your boundaries.** Stop trying to balance, integrate, blend, and harmonize your work and life. It is simply life, which includes your work. Define your boundaries around those things you value (including your work) and in so doing you will bring the best of yourself to all aspects of life.”

– **Carlos Hidalgo, Life Design Coach to Marketing & Sales Executives**

“**Prioritize hiring. There is always pressure to do more marketing, but if you don’t make the time to build your capacity to market, you’ll pay for it down the road when expectations rise and you have a big hiring hole to get out of.**”

After hiring great people, next work on aligning marketing to the business and each marketer to marketing-wide objectives. This is easier said than done as many marketing teams crash on the rocks of misalignment with the business or the sales organization.

Finally, make sure you are actively managing your team by setting a clear vision and goals, and by providing them with feedback and recognition. Leading marketing isn’t about doing the marketing. It’s about leading people to do great work.”

– **Alex Ortiz, CMO, Sendoso**





# It's time to grow— smarter and faster.

Being a CMO is a tough, complex, consequential job, no doubt. We shared these tips and advice with you because we believe there's never been a better time to be a marketing leader.

The strategies, practices, tools, technologies, tactics, and buyer expectations have intersected to create an incredible opportunity. It's loudly asking: "Who will connect all of these dots in a newer, more modern, more effective way? Who wants to lead growth?"

If you're reading this, we think it's you and your team.

## **But you don't have to go it alone.**

CMOs and their teams love working with marketing partners that leverage their experience, capabilities, and incredible people to achieve their goals. One who measures their success by your success: Your pipeline and revenue growth, your brand winning in the market, your customers experiencing the kind of CX that turns them into raving fans, and your career flourishing because of the role you played in it all. That's where growth executives like you drive real results.

**Let's get started**

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<sup>1</sup> Michaela Jefferson. "CMO tenure falls to lowest level in over a decade." MarketingWeek. April 2021.

<sup>2</sup> Chief Marketing Officer Leadership Vision 2022: 3 Strategic Actions for Success. Gartner. 2022.