

For: CMOs

From Priming The Pipeline To Engaging Buyers: The B2B CMO's New Role In Sales Enablement

by Laura Ramos, March 4, 2015

KEY TAKEAWAYS

Cutting-Edge Marketing Practices Boost Sales Opportunities

B2B marketing teams that work collaboratively with sales while setting an aggressive automation agenda produce a lion's share of forecast opportunities. But success here is rare, as many marketing and sales teams still engage in contentious quarrels about each's role in streamlining revenue generation.

Creating Customer Engagement Is The CMO's New Role In Sales Enablement

To calm these rivalries, CMOs must recast sales support with a focus on the customer life cycle. When marketing activity aims at creating lifelong relationships with customers, marketing programs and customer communications also create enduring benefits for sales.

Sales And Marketing Benefit From Renewed Customer Focus

To make marketing activity pay off in business impact, top CMOs center sales support strategies on 1) providing deeper insights tied to recommended actions; 2) putting salespeople squarely in front of prospects; 3) using stories to create narratives worth sharing; and 4) championing dedicated customer success managers to retain and grow accounts.



From Priming The Pipeline To Engaging Buyers: The B2B CMO's New Role In Sales Enablement

by [Laura Ramos](#)
with [Peter O'Neill](#) and Ryan Trafton

WHY READ THIS REPORT

Advances in automation increase visibility and accountability surrounding lead-to-revenue processes. Despite this, tensions between marketing and sales persist concerning the quality of support that marketing brings to the revenue-production equation. To progress from open hostilities to collaborative détente, CMOs will need to reimagine sales enablement programs and strategy around the journey that spans the customer's lifetime. This means creating a more interdependent relationship with sales that puts the customer at the center of the conversations that marketing and sales create, talks more about the problems and issues that buyers face, and aligns lead-to-revenue planning and processes around outcome-focused goals. Top business-to-business (B2B) CMOs achieve this by 1) shifting from passing leads to sharing the buyer's context; 2) making sales the face that buyers see; 3) developing narratives that spark conversation; and 4) supporting customer success management with ongoing marketing-led communications.

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Forrester interviewed 21 vendor and user companies, including Adobe, Altera, Autodesk, BitTorrent, Brainshark, CareerBuilder, CSC, Demandbase, Dynamic Signal, FIS Global, Five9, InsideView, Marketo, McKesson, Neustar, Oracle, Rapid7, Savo Group, Showpad, Sungard Availability Services, and Xcel Agency.

Related Research Documents

[Shift Focus To The Customer Life Cycle To Take L2RM To The Next Level](#)

January 30, 2015

[Why Buyers Don't Want To Meet Your Salespeople And What To Do About It](#)

September 29, 2014

[The Customer Life Cycle: A Blueprint For Customer-Obsessed Enterprises](#)

April 14, 2014



MODERN MARKETING PRACTICES PRIME THE SALES PIPELINE

It's the middle of the decade, and B2B CMOs find that — despite an explosion of technologies aimed at making marketing more effective and efficient — they have yet to emerge fully from their historical communications, promotion, and demand generation functions.¹ The pressures on B2B marketing to help sales engage with information-empowered buyers have never been greater as prospects deftly ignore marketing messages and sales overtures in their quest to explore solutions independently. Winning their scarce attention and interest creates an unprecedented need for marketing and sales as a team to understand customers much better than before.

To learn how top marketers are rethinking sales enablement practices to better drive revenue and meet the demands of more discerning business buyers, we talked to 21 companies and their CMOs and senior executives whom we consider to be modern marketers or their advocates. Our conversations explored the changing nature of the marketing and sales relationship, marketing's need to be more accountable for revenue production, and the impact of technology on managing this change. We found that these marketing leaders:

- **Drive a larger share of the sales pipeline.** While other marketers struggle to demonstrate marketing's value to the business, modern marketers can easily connect the dots between their activity and revenue results.² Among those we interviewed, we found that CMOs who enjoy the most collaborative working relationships and push the automation envelope also develop 50% or more of the opportunities that sales accepts and forecasts (see Figure 1). It surprised us how well tech sophistication and tight sales alignment correlated to pipeline contribution.
- **Deeply appreciate the value that sales delivers.** These CMOs know that closing deals is a tough job. Beyond the rep's role in revenue production, however, CMOs see salespeople as relationship builders who must take their firm's value proposition and customize it to the specific needs and concerns of each decision-maker. Rather than viewing salespeople as order takers and contract writers, CMOs see them making their brand relevant to each customer they touch.

“Sales customizes our value proposition for each account. Websites describe our message, and case studies support it. But it's sales who must deliver that personalized pitch to prospects and show them how you'll make a difference.” (Peter Isaacson, CMO, Demandbase)

“They create trust between customers and our business. Sales are the face of the company, our long-term relationship builders.” (Nick Panayi, head of global brand and digital marketing, CSC)

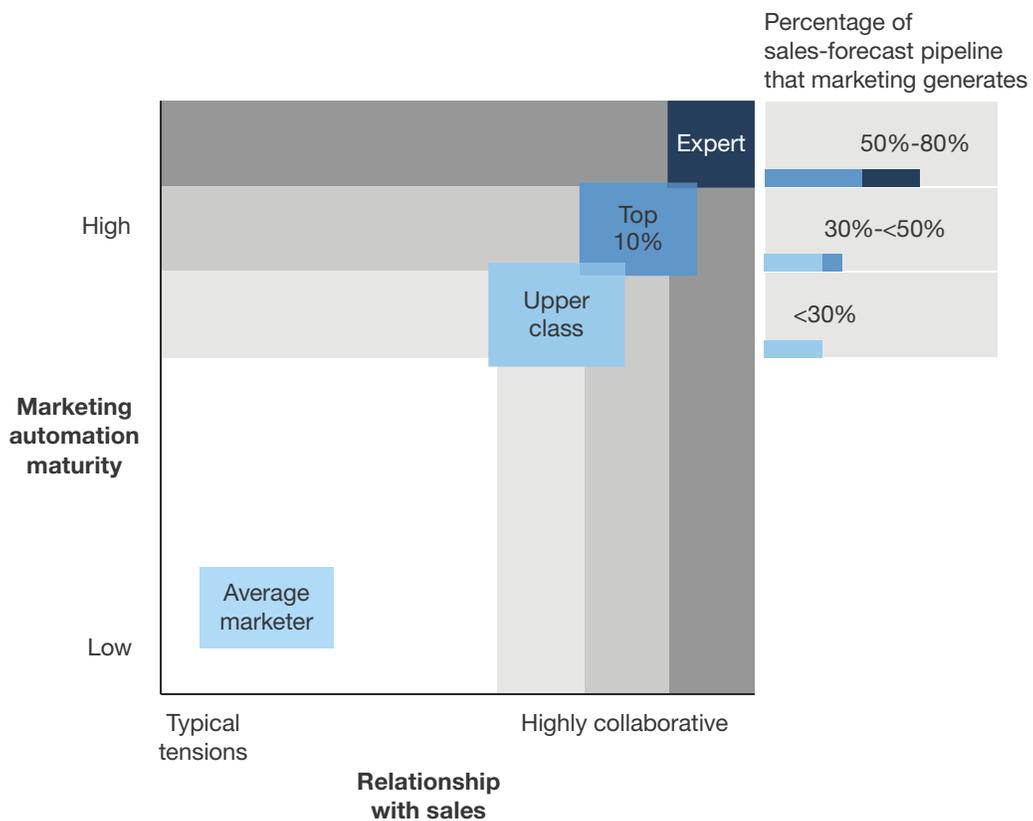
- **Believe that automation helps close the gap between sales and marketing objectives.** Without exception, the marketing leaders we spoke with agree that process automation is essential to aligning marketing activity with sales goals and making revenues flow. Creating more visibility into pipeline activity fosters important discussions about qualification criteria, lead readiness,

service-level agreements, and level of fit with product capabilities — all important factors to making sales and marketing operate cohesively and consistently. It also shifts the spotlight onto customers and away from arguments over which organization has more impact on the pipeline.

“The more people are exposed to marketing automation data and metrics, the more conversations get started and accelerated. Automation forces communication.” (Melissa McCreedy, customer relationship management and marketing automation strategist, Xcel Agency)

“Marketing and sales now have an active debate rather than a passive stalemate. Nurturing and examining visitors shifted our primary focus to the buyer’s journey, instead of just Altera’s journey.” (Jocelyn King, senior director of global corporate marketing, Altera, and president, the Marketing Operations Cross Company Alliance [MOCCA])

Figure 1 Strong Sales Relationships And Tech Maturity Improve Marketing’s Impact



Despite Progress, Sales Enablement Challenges Persist

Advances in lead-to-revenue technology and processes haven't turned the sales and marketing boxing ring into a night of candlelit dinners. Tensions will likely persist since these teams have different charters and timelines under which they operate. Teams may share demand creation goals, but metrics are not identical. Marketing looks at customers by segment while sales looks at them by name, title, and account, and neither understands completely how customers benefit from what they buy. On the customer side, B2B purchasing is a complicated team game with decisions made in what Forrester calls an agreement network, with players entering and exiting the network throughout the customer life cycle.³ As a result, enabling sales remains a contentious problem for many marketing teams. Even with technical and operational progress, the divide between sales and marketing increases as B2B CMOs struggle to:

- **Reach agreement on definitions, processes, and language.** Many CMOs underestimate the impact of new technology and its accompanying terminology on sales.⁴ Having looked at customers as segments for years and dealt with inadequate ways to measure their progress, marketing is amazed by the precision that technology creates. Working within accounts, sales meanwhile remains puzzled that technology still can't help marketing figure out what truly constitutes a workable lead. Doug Sechrist, vice president of demand marketing at cloud-based contact software provider Five9, sums up the biggest challenge in automating when he told us, "The hard part is getting to agreement on terminology, and convincing sales management that it's going to make us more efficient and predictable if sales does things for marketing — like using these fields and treating leads in a specific way — that [it hasn't] done before."
- **Create new behavior when incentives are misaligned.** Sales incentives focus mainly on closing business before set deadlines. When marketing introduces new tasks — like responding to leads in a timely manner and giving marketing feedback on lead quality — that don't match these incentives, resistance rears its ugly head. Jascha Kaykas-Wolff, CMO of BitTorrent, an Internet technology startup focused on building a portfolio of peer-to-peer technologies, explains his approach to this challenge. "To succeed, we needed to architect our lead-to-revenue processes to slightly, but positively, impact sales systems. We couldn't tell sales what to do or make wholesale changes. We first had to show we empathized with their situation and how we could make things just a bit better for them."
- **Close the loop with sales on the value it gets from marketing.** In our discussions, we found that the pinnacle of marketing success is not delivering better leads to sales efficiently. It's getting sales to complement your work and argue on your behalf for the resources to do more. Getting to closed-loop bliss is arduous and fraught with interpersonal challenges, as Lisa Joy Rosner, CMO at Neustar, a marketing and security data and analytics provider, sums up. "Valuable feedback happens when people take the time to communicate. While marketing should share the blame when sales results miss expectations, we need to hear when things are working too and share the success when they make the number." Ultimately, it's the customers who suffer when the teams waste energy quibbling rather than serving their needs.

MARKETING'S NEW SALES SUPPORT CHARTER: CREATE LIFETIME ENGAGEMENT

With buyers completing a majority of purchase decision-making before they contact a rep, effective sales support must help get the company's brand promise and value proposition in front of buyers earlier — regardless of whether it comes from marketing, sales, or another part of the company. Today, most marketers focus sales enablement efforts on proving that they have an impact on revenue while few focus on strengthening sales' relationships with customers (see Figure 2). This tends to make salespeople grow resentful as they perceive marketing intruding into their responsibilities.

To ease these age-old rivalries, CMOs need to work with their sales executive counterparts to rethink sales enablement around the customer life cycle, which is the enterprise's view of the phases that a customer passes through in the course of an ongoing relationship with a company.⁵ When marketing focuses its efforts on creating lifelong relationships with customers, its activities and interactions also create residual benefits for sales (see Figure 3). Top CMOs center sales support strategies on the customer when they:

1. Evolve from handing off leads to providing sales with deep insight and recommended actions for each opportunity.
2. Give salespeople a starring role during early-stage acquisition and nurture communications.
3. Use storytelling concepts and format to create a narrative about their company, customers, and value proposition that sales can easily learn, remember, and share.
4. Support customer success management (CSM) more strategically by dedicating marketing insight, messaging, and execution to scale communications and drive advocacy.

Figure 2 B2B Marketers Focus On Enabling And Not Enough On Engaging



Base: 18 B2B CMOs, marketing leaders, and executives
(multiple responses accepted)

Source: Forrester qualitative research and interviews

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Figure 3 Lifelong Engaged Customer Relationships Deliver Multiple Benefits To Sales



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Move From Nurturing Leads To Creating A Shared Customer Context

Instead of sending hundreds or thousands of leads through a process of serial attrition, modern marketers design customer acquisition around the buyer’s context to maximize the chance of successful revenue events.⁶ Forrester uses the lead-to-revenue escalator, instead of the funnel or waterfall, to model how sales and marketing must lead individual prospects through a series of coordinated efforts that raise engagement at each interaction (see Figure 4). B2B CMOs do this well by focusing demand creation on the customer’s journey, not on moving leads through stages of an internal process. These CMOs enable their teams to:

- **Surface promising leads inside sales-managed accounts.** Sales cares about accounts, not about the number of people downloading white papers or attending webinars. B2B marketers get sales' attention by connecting the highest-scoring individuals whom marketing programs attract or nurture with the organizations where they work. Positive sales attention also results when marketing uncovers new interested parties within a salesperson's target accounts or pushes target accounts to the firm's website, where they can be converted into opportunities. Demandbase reached 50% of its sales-targeted accounts, boosted close rates by double digits, and created more than \$5 million in new opportunities by taking this account-driven approach.⁷
- **Turn interaction and response details into meaningful sales insights.** Automation technologies help marketers identify and track buyers' behavior in greater detail. But presenting a list of prospect activities in a dashboard often just confuses or frustrates reps who may lack the context behind each interaction. To overcome this challenge, CMO Sanjay Dholakia at marketing technology provider Marketo told us, "By sharing buyer journey steps in more detail with business development reps, we make them smarter and give them an unfair advantage over the competition during conversations with prospects. Real-time activity tracking and sales intelligence help them understand their buyers' business, speak their language, and map our solutions to their needs."
- **Hand off leads with digital speed and ease.** Reaching agreement on lead qualification criteria, response times, and prospect readiness is vitally important to creating an efficient sales support system. Leading B2B marketing executives boost team reaction times further when they create systems and processes that pull together relevant buyer data automatically and streamline lead handoffs without prospects realizing that the baton has been passed. Andrea Ward, Oracle's vice president of marketing for the firm's marketing cloud products, believes that this key pivot happens when "marketing can provide the context for any engagement at the customer's moment of need. Buyers' expectations around human-to-human contact haven't changed; they are just not willing to wait like they used to do. As buying becomes more digital, the speed with which we hand off to business development or account managers must also increase along with the quality of the information we pass."

Figure 4 The Lead-To-Revenue Escalator Puts The Focus On Customers, Not On Process



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Put Salespeople Front And Center With Buyers

As business buyers congregate online to research purchases, marketing takes on more responsibility for developing early-stage demand. While online tactics better reach digital explorers, it's the salesperson who must build trust and ultimately persuade them to buy. A growing number of innovative technologies and services help marketers put reps back in front of buyers when discovering and exploring solutions.⁸ These marketing pacesetters:

- **Create communications centered on the salesperson, not marketing messages.** Even with a wealth of online information at their fingertips, many business buyers still prefer to talk to someone while they learn and decide. Instead of hearing a sales pitch, Forrester found that 50% of B2B buyers want to work with suppliers who “understand my business, culture, and how to help me execute.”⁹ Marketing can help sales create this level of intimate interaction at scale. For

example, at technology management security and data analytics provider Rapid7, marketing delivers prospecting emails on behalf of each rep. Carol Meyers, the CMO, explains, “Marketing researches target accounts and adds specific information of relevance for each account to our communications. These automated messages go out without a lot of fancy graphics and formatting. Our technology routes any responses to that prospect’s rep to follow up personally.”

- **Use social sharing to turn sales into brand ambassadors.** Like email, social channels provide another way to connect buyers with the people inside your company. Rather than leave social sharing up to the whim of the individual salesperson — who may say something off-brand or pass on social media entirely — marketers are turning to social advocacy software from companies like Dynamic Signal, Everyone Social, and Social Chorus to make sharing as simple as swiping their mobile phone or posting a social update. Describing how employee advocacy can change the buyer-salesperson dynamic, Dynamic Signal CEO Russ Fradin told us, “When sales tweets or posts interesting information, rather than thinly disguised pitches, prospects begin to see them as resources. Marketing can help salespeople build their social brand by supplying helpful, interesting, thought-provoking content and boost their top-of-funnel pipeline by giving them a platform that makes sharing these insights timely and easy.”
- **Help sales pick up the conversation rather than hunt through piles of content.** Modern marketers don’t just hand leads off to sales; they provide account-relevant content and leading questions to keep the conversation flowing. Rather than loading collateral and customer-facing content into general-purpose document management systems and intranet portals, marketers are adopting solutions from companies like Brainshark, Knowledge Tree, Savo, and Seismic to put dialogue-extending content at sales’ fingertips. To accelerate prospects from campaign to close, Brainshark and Showpad create tablet, mobile, and PC experiences that coach sales reps on selecting the best content to offer when meeting prospects or speaking to them on the phone.

Use A Shared Narrative To Spark Customer Conversations

With sales back in a leading role, marketers should also ensure that reps know their lines and can enthrall the audience. Successful sales messages should connect with buyers as people, not as companies or statistics. And people are wired to relate to and remember stories.¹⁰ Innovative B2B marketing leaders are using story structure and format to develop a common narrative that lets sales relate the issues and concerns that prospective buyers face to their offerings and value proposition. A consistent storyline helps sales and marketing:

- **Win the hearts and minds of buyers.** Business buying combines rational and emotional factors when making decisions. An interesting story not only helps sales relate to prospects but also creates interest and attachment long before buyers become ready to buy. Top B2B marketers help sales spark interesting conversations by embracing the twin muses of comedy and tragedy. On the lighter side, HubSpot posts blog entries like “9 Hilarious Out Of Office Replies” to

share a laugh and get potential buyers to pay attention.¹¹ On the serious side, SAP's Center for Business Insight publishes exposés titled "Flying Blind" and "Holding Pattern" to raise concerns around the reliability issues that data inaccessibility creates in the airline industry.¹²

- **Shift from selling to conversing.** Automation helps marketing personalize and fine-tune messages to specific buyers at specific accounts. It also gives sales the ability to be more conversational at scale. Autodesk's Jeff Wright says that personalization gives its teams "the ability to be more thoughtful about the different types of audiences we want to reach. Because automation hides complexity, we can tailor content individually. Whether delivered by email, social media, or a salesperson, automation lets us monitor responses and determine the next logical conversation to have with customers." Companies like Corporate Visions and Qvidian are helping B2B marketers craft sales conversations that motivate buyers to take action.
- **Use the customer's voice to guide the sales process.** Every customer interaction teaches sales and marketing something about the buyer's situation at that moment. Capturing that voice consistently is labor-intensive without automation.¹³ The lead qualification team at one global technology provider combines information gleaned through phone calls and lead nurturing responses to capture the language that customers use when talking about problems and needs. Through its marketing automation system, this team updates a library of campaign and sales tools where the embedded insights make it easier for sales to interpret the customer's context and have relevant conversations using terminology that buyers recognize.

Play A More Strategic CSM Role To Increase Customer Engagement

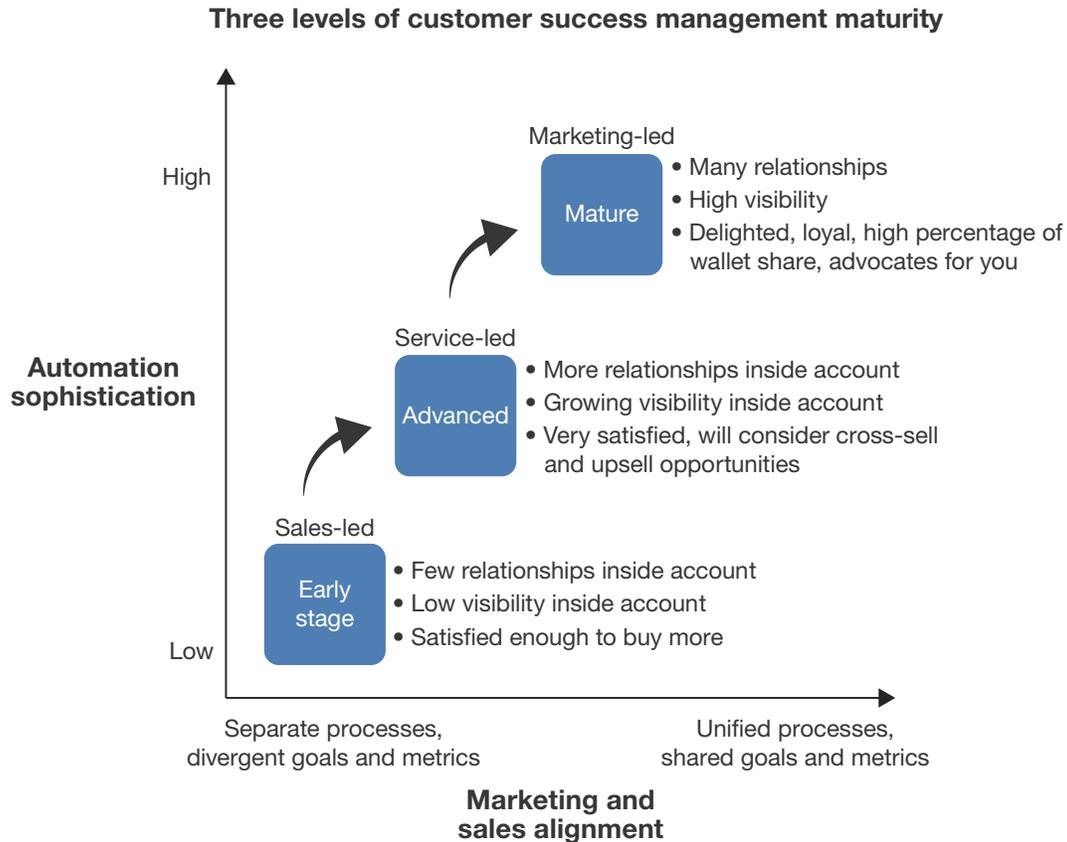
Companies that actively manage their customers post-sale decrease churn, preserve revenue, and increase advocacy. We found that firms with advanced automation capabilities and highly collaborative sales relationships also lead in CSM maturity (see Figure 5). While CSM teams may start in sales to increase account penetration, or service to better manage retention and increase loyalty, the most mature examples we found see marketing as the primary driver behind a rapidly evolving CSM strategy.

Forward-thinking CMOs help their firms invest in customer success by articulating strategy, establishing high-level measures, and adopting solutions that manage the disparate data used to monitor a customer's health.¹⁴ To build lasting customer relationships, B2B marketing should work more closely with customer success teams to ensure that post-sale customer experiences meet expectations set by sales and marketing during the early stages of the life cycle. To do this well, marketing must:

- **Enrich post-sale communications with customer insights.** Great marketers track prospects' purchase journey and show sales where to take them next. Top marketers extend this practice across the entire life cycle. As companies move to more service-based delivery, the need to

better engage customers post-sale will increase. “With the shift to the cloud and a services-based model, we are now marketing to our existing customers in addition to prospective customers. We are now able to tap into our customer data to better understand how they are using our products and where additional opportunity lies to increase their adoption and usage. This allows us as marketers to increase the relevance and value of our communications, improve the customer experience, and support customer retention, loyalty, and growth. This is the next frontier for marketing,” explains Bridget Perry, vice president of Americas Marketing, as she describes the transition that Adobe is making to take a more programmatic approach when marketing to current customers.

- **Use marketing interaction data and content to activate success management.** Savvy marketers analyze buyers’ behavior information — much of it coming from sources like social media, the Web, and community networks found outside of a firm’s transactional systems — to understand how customers reenter the problem-discovery phase of the life cycle.¹⁵ Autodesk is rolling out an early-warning system that looks across data silos, assesses risks, and identifies churn indicators. Marketing hands this intelligence over to sales along with pointers to helpful content aimed at rescuing these wayward accounts. Jeff Wright sees this as the start of an account diagnostic system capable of letting customer-facing personnel understand where their relationship with each account stands. Marketing would then deliver intelligence and content to help an employee take the next best action based on predicted needs and purchase stage.
- **Provide brand and editorial guidance for post-sale communications.** From welcome messages to onboarding, training, cross-sell, upsell, and retention, B2B marketing is moving beyond building awareness and positioning solutions. Leading marketing teams now play a bigger role in content production and curation that customer-facing workers use to better serve buyers. At Altera, for example, marketing maintains oversight for all content that customers see, including technical user guides that it found prospects sifting through to evaluate solution options. Jocelyn King defines this new scope by explaining, “Except for when there is a face across the table, we touch the whole user experience.”

Figure 5 Marketing Advances Customer Engagement To The Highest Maturity Level

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RECOMMENDATIONS**REDEFINE SALES SUPPORT AROUND HELPING SALES UNDERSTAND YOUR BUYERS**

As technology advances and experience grows, marketing and sales will continue to drive greater efficiency in their joint pursuit of revenue. Catching up with already evolved buyers, however, will require B2B CMOs to take concerted steps that shift the sales enablement focus from priming the pipeline to creating lifelong engagement. Next-generation sales enablers:

- **Activate customer data to shed new light on account and leads.** Rather than burying insights surfaced through nurturing programs and prospect profiling in the activities section of the sales management system, enterprise market intelligence provider InsideView maps interesting moments in a prospect's journey to its marketing touches and product

capabilities. It lays this information alongside key contact and company information in a customized Salesforce user interface, which makes it easier for sales development reps to hone in on specific prospect interests and pains before calling for the first time. B2B CMOs should follow this lead to help sales teams rapidly assemble working hypotheses about where buyers are in their journey and what they need next, rather than waste time on discovery questions that often lead nowhere.

- **Use personas to help sales get to know target buyers better.** Created to inform customer experience design and hone marketing messages, top marketers are extending personas to sales interactions. Modern marketers use a combination of customer research, data captured in lead-to-revenue processes, and sales' firsthand knowledge to create in-depth workshops focused on pain points, motivations, and journey steps. These experiences help sales reps internalize key buyer profile information through role-playing, interactive tests, and team exercises that turn the academic idea of personas into practical guidance when dealing with the different buyers whom sales may encounter.
 - **Foster a cadence of communications with sales.** Marketing leaders we talked to told us that technology implementation challenges pale in comparison to the communication and change management issues they faced when implementing data-driven sales support programs. Regularly scheduled meetings between sales and marketing still work wonders to get teams on the same page with respect to content development, marketing campaign objectives, and lead management training. Whether held monthly, weekly, or on some other interval, these collaborative settings also provide time to celebrate sales successes and win support for new sales enablement processes, tools, and practices.
 - **Create opportunities for sales and customers to hang out.** Not everything needs to happen online; sometimes the best interactions still occur face to face. To create informal opportunities for sales and customers to collaborate, CareerBuilder hosts "Cagility" sessions (a term derived from its company principles of candor and agility) to bring sales, senior leaders, business unit leaders, and product leaders together quarterly to share experiences and talk through issues. In 2014, McKesson invited industry thought leaders from hospitals, health plans, pharmacies, startups, government organizations, and pharmaceutical companies — along with reps from the local market — to daylong programs aimed at surfacing cross-sector perspectives, competitive insights, opportunities, and risks in target locations. By talking through ways to improve local-population health — which varies widely from city to city — McKesson's sales and marketing gained forward-leaning perspectives on how healthcare is evolving and changing.¹⁶
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SUPPLEMENTAL MATERIAL

Survey Methodology

Forrester fielded its Q4 2013 North America And Europe Executive Buyer Insight Online Survey to 319 senior-level executives located in Canada, France, Germany, the UK, and the US who were involved in purchasing technology products or services and work in companies with annual revenues of at least \$500 million. Our sample consisted of 50% of buyers who worked on the business side (29% being C- or vice-president-level) and 50% of buyers in a technology management role (30% being C- or vice-president-level). The panel consists of volunteers who join on the basis of interest in and familiarity with buying products and services from technology vendors. For quality assurance, panelists are required to provide contact information and answer basic questions about their firms' revenue and budgets.

All respondents were screened for significant involvement in technology management decision-making as well as technology management purchasing processes and authorization. This survey was fielded online from November to December 2013 by Research Now on behalf of Forrester and motivated respondents with a small monetary incentive.

Panels are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

Companies Interviewed For This Report

Adobe	InsideView
Altera	Marketo
Autodesk	McKesson
BitTorrent	Neustar
Brainshark	Oracle
CareerBuilder	Rapid7
CSC	Savo Group
Demandbase	Showpad
Dynamic Signal	Sungard Availability Services
FIS Global	Xcel Agency
Five9	

ENDNOTES

- ¹ To get a sense of the scope here, take a look at Scott Brinker's marketing technology landscape. His 2015 edition includes 1,876 suppliers, an increase from 947 in 2014. Source: "Marketing Technology Landscape Supergraphic (2015)," chiefmartec.com, January 2015 (<http://chiefmartec.com/2015/01/marketing-technology-landscape-supergraphic-2015/>).

In 2015, Forrester also predicts that CMOs will step forward to take responsibility for turning the enterprise toward the customer by identifying places where technology can create a more engaged customer relationship. See the November 10, 2014, "[Predictions 2015: CMOs Boldly Reach For More Influence In The Enterprise](#)" report.

- ² We asked about the challenges that marketers face in setting budgets in Forrester's Q4 2014 budget survey and found that almost half of respondents still struggle to attribute program spending to revenue results. More than a third also said that it's difficult to connect marketing goals with business objectives. See the January 20, 2015, "[Direct Your 2015 B2B Budget Gains Toward Creating Exceptional Customer Experiences](#)" report.
- ³ As B2B buyers become more empowered, the pressure is building for sales management to prepare the sales force to meet buyers' expectations. Salespeople who can only communicate in terms of products and services will see their message resonate with procurement-level buyers but will fail to hit the mark with executives. In short, understanding your buyers is the first step toward optimizing your selling system. See the September 29, 2014, "[Why Buyers Don't Want To Meet Your Salespeople And What To Do About It](#)" report.
- ⁴ The majority of lead-to-revenue technology implementations are still early-stage. Many use this technology simply to pick the low-hanging fruit of better-qualified leads. And the real costs and benefits of marketing automation are not present in these early approaches. Getting past the process complications and resource barriers that emerge later requires a more comprehensive business case. See the August 19, 2014, "[CMOs Must Prepare For Lead-To-Revenue Investments Now](#)" report.
- ⁵ Forrester has identified six customer life-cycle stages: discover, explore, buy, use, ask, and engage. For more information on the definition of these stages of the customer life cycle, see the April 14, 2014, "[The Customer Life Cycle: A Blueprint For Customer-Obsessed Enterprises](#)" report.
- ⁶ Lead-to-revenue management (L2RM) is not just about stepping up to take responsibility for the impact of marketing spend on revenue performance. Nor is it simply about standardizing, automating, and scaling your current marketing practice. L2RM is a rapid evolution opportunity for marketing to catch up with an already evolved buyer. See the January 30, 2015, "[Shift Focus To The Customer Life Cycle To Take L2RM To The Next Level](#)" report.
- ⁷ CMO Peter Isaacson shared his account-based marketing accomplishments at the Predict 2014 conference hosted by Fliptop and VentureBeat. Source: "Predict 2014 — Account Based Marketing with Peter Isaacson of Demandbase," SlideSearch (<http://www.slidesearch.org/slide/predict-2014-account-based-marketing-with-peter-isaacson-of-demandbase>).
- ⁸ Sales enablement professionals also enjoy an abundance of technology options and services to drive more valuable customer conversations. See the September 4, 2014, "[The Sales Enablement Execution Landscape](#)" report.

- ⁹ Source: Forrester's Q4 2013 North America And Europe Executive Buyer Insight Online Survey.
- ¹⁰ Most business content fails to engage buyers. And marketers admit that they struggle to make it more compelling. The solution to this problem is something we all know and love — a good story. To free business content from the “feature this, function that” humdrum, CMOs need to reconnect their teams with four core principles of storytelling. See the November 20, 2014, “[Tell Stories To Connect With Business Buyers](#)” report.
- ¹¹ Most replies, and a few of the comments, are pretty funny. Source: Corey Eridon, “9 Hilarious Out-of-Office Email Auto-Replies,” HubSpot Blogs, July 3, 2014 (<http://blog.hubspot.com/marketing/hilarious-out-of-office-email-auto-replies>).
- You can also find some that are a bit longer and sometimes redundant. Source: Nick Lindauer, “Funny Email Auto-Responders,” Forthea, June 11, 2012 (<http://www.forthea.com/blog/2012/06/11/funny-email-auto-responders/>).
- ¹² SAP's white paper looks at how airlines have the data needed to reduce delays and equipment problems but how they struggle to put this to use — saving billions if they did. Source: Wolfgang Ullwer, Phil Te Hau, and Stephanie Overby, “Flying Blind,” SAP, 2013 (http://www.sap.com/bin/sapcom/en_us/downloadasset.2013-03-mar-28-18.inquiry-flying-blind-pdf.html).
- ¹³ Idio provides one solution to this problem. The idio content intelligence platform tracks buyers' interests and intent based on the content they read and presents the results to salespeople when needed. Source: idio (<http://www.idioplatform.com/>).
- ¹⁴ CSM is an emerging organizational role for companies that offer products and services as subscriptions. Its mission is to proactively engage with customers to ensure that they are realizing the economic benefit of their purchase. Customer success organizations use an array of company and customer data to create a health score. Technology solutions to help manipulate data and calculate a score are early-stage, with many emerging only during the past two years. See the October 31, 2014, “[Market Overview: Customer Success Solutions](#)” report.
- ¹⁵ By analyzing the footprints that their best customers leave behind, B2B CMOs can more accurately map the buyer's journey and use technology and analytics to predict where the next best business opportunities will show up. See the April 14, 2014, “[B2B Marketing's Big Data Destiny](#)” report.
- ¹⁶ Andy Burtis, senior vice president of corporate marketing and communications at McKesson, shared his insights from a recent “Better Health Tour” engagement in Minneapolis, Minnesota, via a blog post. Source: Andy Burtis, “Six Ways Health Care Will Change Over the Next Five Years,” McKesson, January 30, 2015 (<http://www.mckesson.com/blog/better-health-twin-cities---continuing-the-conversation/>).

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- Best practices for marketing and cross-channel strategy.

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Forrester Focuses On CMOs

As the top marketing executive for your company or division, you're engaged in orchestrating and building a competitive brand while fueling business growth. You're also responsible for ensuring consistency in digital and traditional marketing channels and empowering others across the organization to deliver a consistent brand experience.

« CATHERINE MELISSA OLIVER, client persona representing CMOs

