

THE SIX PILLARS OF B2B ENGAGEMENT MARKETING



INTRODUCTION



BRAND-CENTRIC MARKETING

One message to all audiences.



ENGAGEMENT MARKETING

Right audience, right message, right time.

The stage is set for B2B marketers to change the way they talk to and engage with their audience. As customers demand more relevant and personal experiences, marketers have to stop spending money talking to the wrong people about things they don't care for. Doing so requires a customer-led approach to marketing with the right combination of customer insight, tools, process, and the ability to craft interesting stories across many different channels. We call this next-generation approach *engagement marketing*.

There are several factors driving the shift toward engagement marketing:

Businesses are seeing the value in being customer-led.

With significant changes in the channels buyers use to research and purchase items, as well as who has influence in the buying process, marketers simply cannot bombard all roles and companies with the same messages. Smart marketing and sales organizations are investing in data and platforms to help them understand their customers as individuals (rather than companies), and then they are using that insight to put the customer at the center of their communications across all channels.

Big growth expectations have triggered interest in a different approach amongst marketing executives.

With B2B marketers being pressured to generate significant demand, teams are looking for greater insight into which customer groups that growth will come from, an understanding of where to reach those customers and the platforms to help nurture them in more meaningful ways. Marketers are also more interested than ever in the ability to measure impact and attribute their investments to revenue.

B2B marketers are becoming more sophisticated and capable of looking across the whole lifecycle.

There was a time when each marketing channel had its own strategy and its own success metrics. As technology has delivered more sophisticated means of connecting with customers and engaging them in ongoing conversations, B2B marketers have an unprecedented opportunity to drive those conversations, build lasting relationships with customers and ultimately measure customer value over time. Today's B2B marketers are also equipped to build audience insights that go beyond personas and basic-journey marketing to truly deliver the right content in an integrated fashion from the first point of contact to post-sale.

In this eBook, Rosetta outlines the six pillars of engagement marketing for B2B technology marketers and provides initial recommendations for where to start.

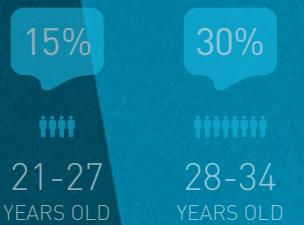
THE 6 PILLARS

Customer engagement is about more than simply securing a re-order of products. Rather, engagement marketing creates an ongoing exchange of value between a brand and the customer. With greater insight into current and future needs, and the ability to meet those needs in the most relevant way, brands have the opportunity to build longer-lasting relationships.

The key pillars of a winning B2B engagement marketing strategy include:



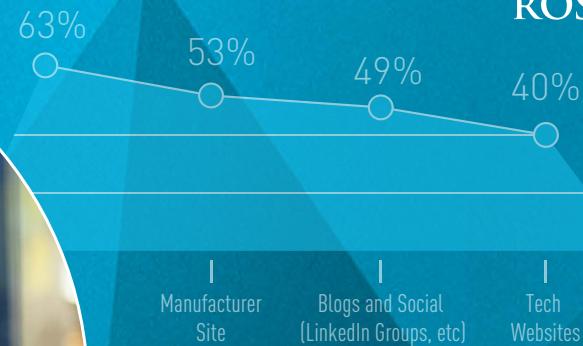
AGE



TOP PURCHASE CONSIDERATION



TOP SOURCES CONSULTED



ROSETTA

TO CLIENT X LOYALTY PROGRAM



TAKE A
CLOSER
LOOK

28%

Being customer-led demands knowing your customer(s) first. Click above for sample segment data for a software manufacturer.

PILLAR 1 CREATING A CUSTOMER-LED ORGANIZATION

A number of variables can stand in the way of creating a business around the core customers, including legacy business models, siloed teams and success metrics, poor systems integration or just a lack of customer intelligence. Even if the customers are well understood, large sales forces, many global channel partners and breakdowns in the process can easily blur the alignment around B2B customers.

The good news is that B2B marketers are fast recognizing the need to build a single view of the customers, and to operationally prepare their business to meet those customers' needs. One great example is Autodesk, where teams are learning how to align themselves around changing customer needs and new software service offerings.

BEST PRACTICES

- The starting point for being customer-led is fully understanding the customer. Use data to create a detailed customer segmentation that delves deeper than a traditional persona to drive a focused strategy. A good segmentation should tell economic value of each segment, attitudes about your business segment, responsiveness to marketing channels, etc. Most importantly, it should provide detail on what they need from your company. The sample snapshot of segment data on page 4 provides an example of the types of things to include.
- Most organizations attempt to align disparate channel marketing or sales teams strictly around the demand funnel. The underlying customer need at each stage of the demand funnel should be the ultimate drive of what someone in marketing or sales does. Start by putting greater emphasis on building communication maps and ensuring each part of the organization is talking in the same language to customers about what they

actually care about, regardless of the channel. This will naturally align teams.

- Create a culture of “customer-led thinking” by establishing customer success metrics that are more comprehensive and meaningful than just individual channel conversion metrics.
- Simplify the marketing planning deliverables so teams can act on what they know. In many cases, a handful of core insights can spark the best concepts across any customer touch point. Have a team that helps turn reams of market, product and customer data into something meaningful.
- Reorganizing groups around customer groups or their lifecycle is a major initiative that not all businesses can undertake. At a minimum, have one or more individuals from each area of the marketing group serve as a customer advocate and connect with other groups to identify ways to make different channel efforts more integrated.

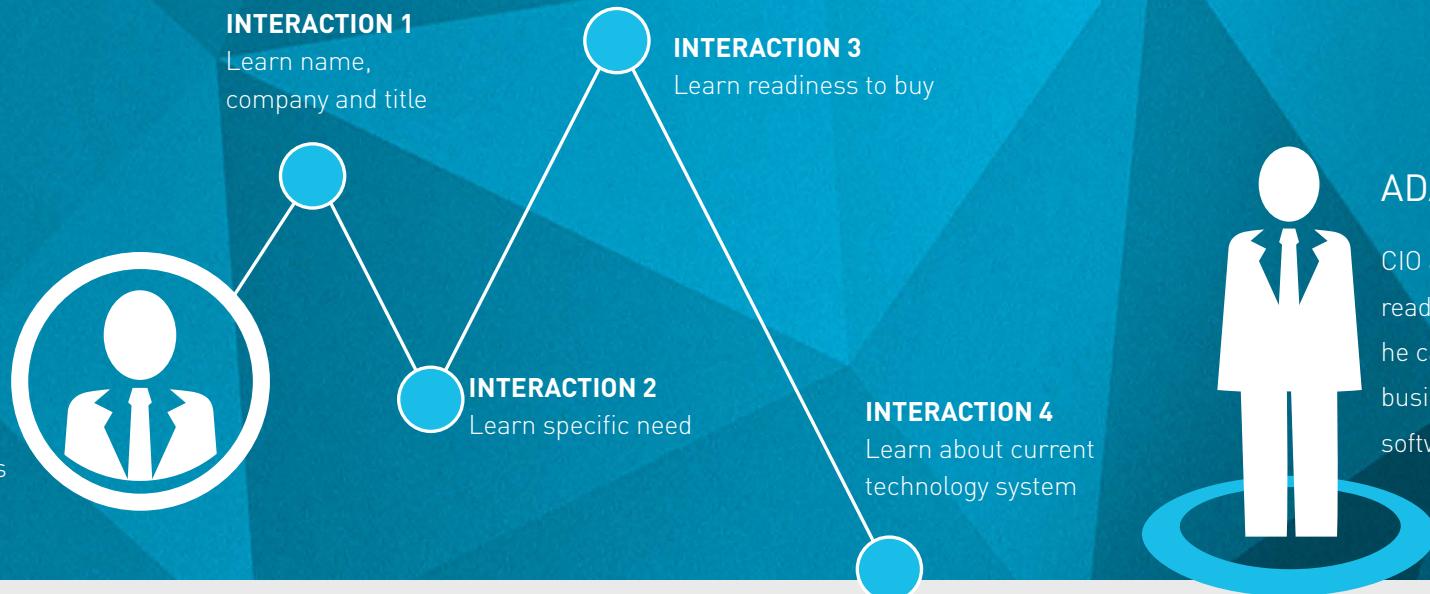
- Give marketing-operations professionals more of a starring role. With marketing operations at the helm, a company can better align sales and marketing around the demand funnel, as well as ensure interconnectivity among the demand center, technology platform investments and resources – strategies that are certain to drive a customer-led enterprise.



89% of high-performing businesses surveyed by *The Economist* have responded to market conditions by trying to enhance the customer experience, compared to 71% of other respondents

SEGMENT A

Needs X, Y, Z
Behaves like...
Has X, Y, Z attitudes



ADAM SMITH

CIO at Company Z. Is ready to buy as soon as he can show CEO the business value of new software investment.



A strong data strategy should help turn unknown customers into known ones by capturing the right information at each touch point along the lifecycle.

PILLAR 2 UNDERSTANDING AND CONTINUALLY LEVERAGING CUSTOMER DATA

Being customer-led clearly requires having a well-defined approach to managing data on an ongoing basis. Having customer segments is the starting point, but many companies then struggle to deal with data that is either too much to handle, incomplete, difficult to integrate, or too challenging to apply to creative or marketing programs.

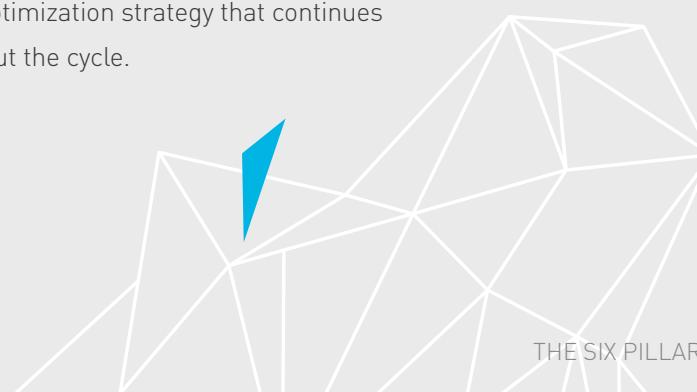
Overcoming these challenges requires an ongoing data management strategy to help move beyond just segment-based marketing and get to a “segment of one” approach to personalized marketing.

BEST PRACTICES

- Use segment data to inform initial journey map exercises, but build ways to leverage learnings from other internal and external data streams into your marketing process as you start to deploy programs in the market. Other sources might be your sales force, web analytics or CRM system. This allows you to refine your segments over time.
- Try to paint a complete picture of activity by integrating data sources along the whole customer journey. For example, while tracking VAR or channel partner activities used to be a “black hole,” today there are data tools allowing B2B organizations to slip past these filters, find out what’s working and what’s not working and fine-tune marketing initiatives for greater marketing ROI.
- Invest substantial effort in establishing the right business rules to help synthesize data and make it more meaningful and actionable.
- Most B2B companies have a plethora of data, but too many corporate divisions and subdivisions can create data silos that are difficult or impossible to use; have dedicated technology and analytics resources that have visibility into the channel investments being made across all of marketing (as well as their desired goals), so they can provide guidance on ongoing data-capture and measurement strategies.
- Marketers who want to use data to better understand customers must commit to the process. Using data just at the beginning won’t cut it; engagement marketing requires a clear optimization strategy that continues throughout the cycle.



More than three-quarters of analytics-using businesses (77.4%) source data from systems like Finance, Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) for use in day-to-day decision-making, according to Dun & Bradstreet.





TAKE A
CLOSER
LOOK

*View a sample conversation map
that illustrates how an Enterprise
IT organization should talk to
customers across the lifecycle.*

PILLAR 3 BUILDING AN INTEGRATED BUYER JOURNEY AND COMMUNICATION MAP

B2B organizations have always been unique in that there are typically several different buyers involved in the purchase process, each of which has different needs at every step. These challenges have deepened as new audiences outside of the IT group exert their influence on the purchasing process. Under these circumstances, the imperative is for B2B marketers to figure out how and when to deliver content that is relevant to each individual based on how each group makes purchases.

Doing so requires creating both the integrated journey showing the interplay of different roles in the buy process, as well as a more detailed communication plan. Interaction plans can be created for each different group of products, or in some cases, for a group of products or products that form a broader solution someone might be in the market for.

BEST PRACTICES

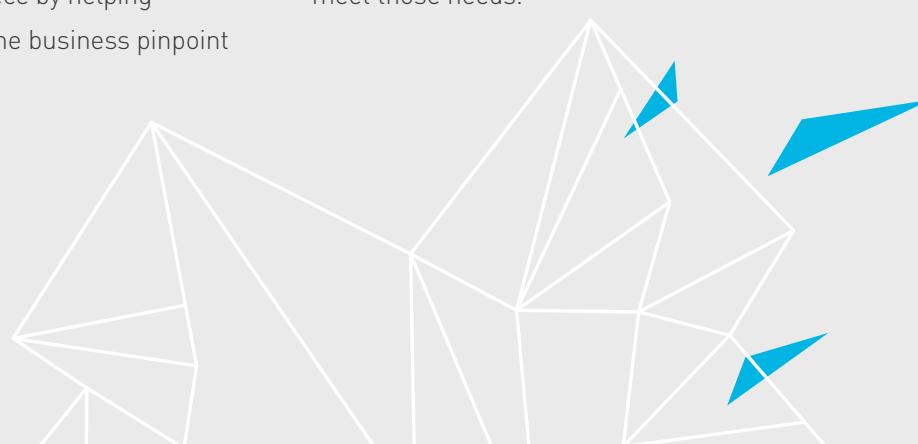
- Use segment data to determine the role and level of influence for each of the buyers in your integrated journey. Focus on identifying the stage(s) in the journey where each stakeholder is most influential.
- Go beyond the basic journey map by creating conversation maps that outline each decision-maker's pain points, the products or solutions that meet those pain points, key messaging, relevant offers and preferred communication channels. For example, an enterprise software company with a mobile device management suite would likely have a conversation map for buyers looking for BYOD solutions, like the sample map on page 8. These maps can serve as a foundational strategy and planning piece by helping marketers from across the business pinpoint

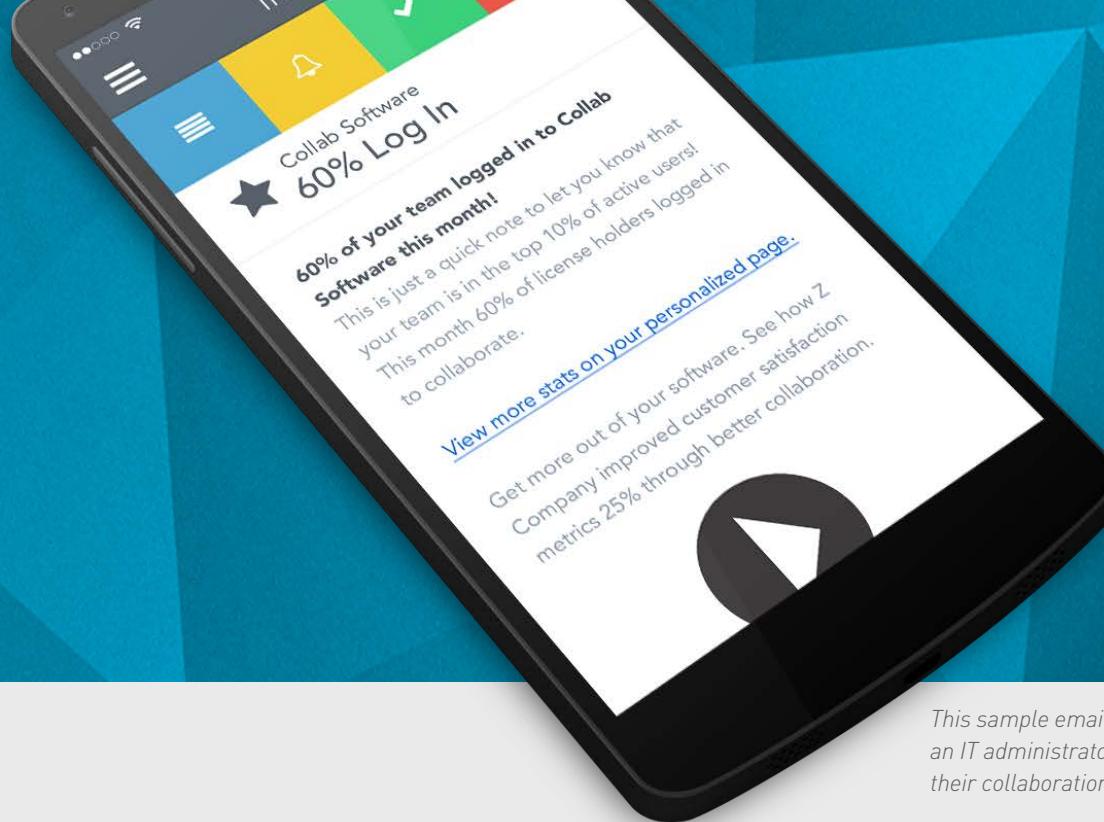
how each channel can be used most effectively, and which messages their content strategy should focus on.

- Leverage the journey and conversation maps together. The journey indicates who to talk to and at what stages, while the conversation map helps determine how to talk to them and move them through the buyer journey. Maps can also be enhanced over time. For example, if the web marketing team is undergoing an effort to optimize the site design to be more content-driven, they could leverage the conversation maps to identify the most common use cases in which the website can meet a customer need. They can also learn what content assets and CTAs should be built into the site plan to meet those needs.



49% of respondents to an Oracle Eloqua survey said their sales and marketing teams are learning to leverage marketing automation to align content across the buyer's journey in order to present a united front in communications.





This sample email has truly personalized content for an IT administrator about how his business is using their collaboration software.

PILLAR 4 DELIVERING PERSONALIZED EXPERIENCES ACROSS THE LIFECYCLE

B2B brands often have lengthy sales cycles where much of the research is conducted by a stakeholder who has little direct interaction with a sales representative. Failure to properly personalize communications and content represents a huge missed opportunity. In the end, many marketers waste valuable time and effort sending people irrelevant content that not only doesn't resonate, but may even detract from the buying experience.

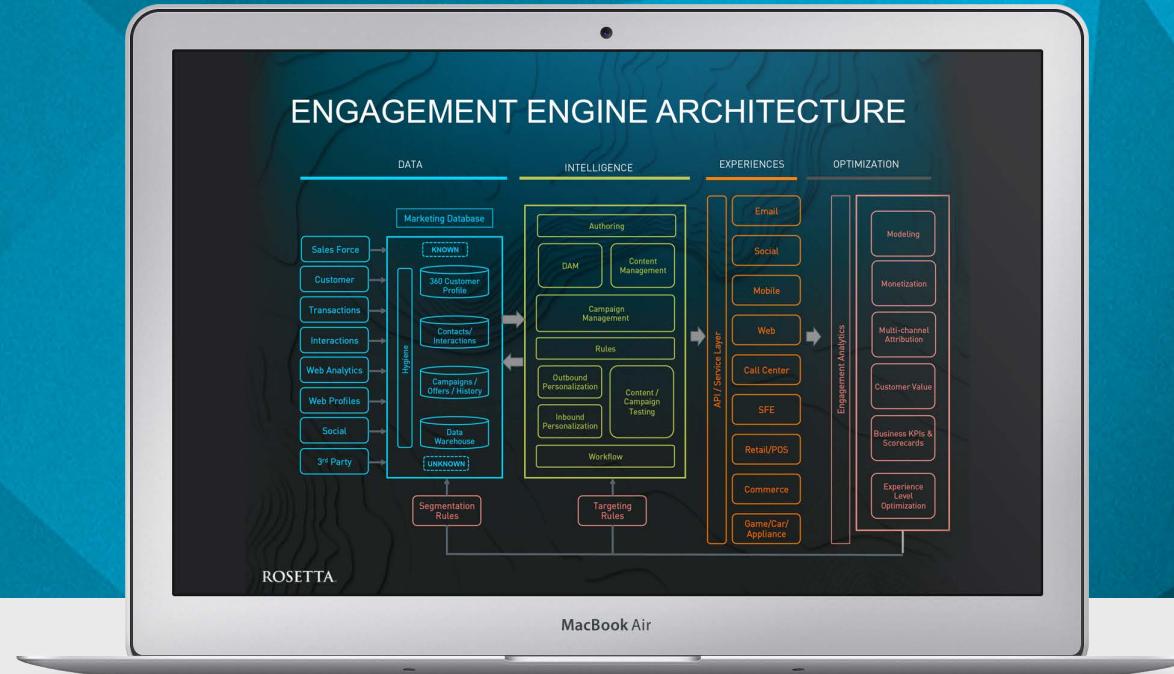
Personalization requires more than addressing an email recipient by name. The value is in making every message relevant to that recipient by anticipating what he or she is looking for based on past actions or where they are in the sales cycle. Personalization means delivering relevant and valuable content – for example, delivering content based on a customer's particular software usage and sending communications that initiate greater adoption of complementary software features.

BEST PRACTICES

- Define what personalization actually means for your business in each stage a customer might interact with you. The type of data you have access to and the types of channels you have the ability to impact will dictate how you define personalized marketing.
- Look beyond just email marketing when it comes to personalization. Customized on-site content, retargeted banner ads or paid search ads, and relevant materials/offers on a sales call are just a few other examples to consider.
- Build more thoughtful data-capture programs by gathering more company-specific information, using form fields more wisely and offering greater value at marketing events.
- Follow up on captured data by leveraging it to take prospects from an “unknown” to a “known” to build accurate customer profiles that can guide future communications.
- Greater personalization demands the creation of content that caters to a customer’s specific needs and wants. To communicate more effectively with customers, work closely with analytics, data and technology teams to understand how these decision-makers are interacting with their products (if they are digital products like software), and with marketing. That information should help drive ongoing content strategy and identify opportunities for the next best interaction.
- Keep in mind that not all roles are created equal. An IT Manager at HTC may have different needs than one at Microsoft. Avoid segmenting customers too broadly by categories like role/title and focus more on behavioral, attitudinal and prior engagement data to help drive future experiences.
- If you have long sales cycles but limited interaction with customers, it can be challenging to decipher what the next best and most relevant content will be. Test different tracks of nurture content to see how people respond and ultimately which content paths lead to the greatest conversions.



According to a report from the Content Marketing Institute and MarketingProfs, at least 95% of B2B content marketers tailor their web site content in at least one way. The report revealed that 65% of B2B organizations specifically tailor their content toward industry trends, while 59% tailor content to the profile of individual decision makers.



PILLAR 5 HAVING TECHNOLOGY TOOLS IN PLACE TO DELIVER RELEVANCE

As the economy gradually recovers, IT investments are on the rise and businesses are eager to play catch-up on important infrastructure needs. B2B marketing investments are also experiencing an uptick, requiring marketing organizations to rethink how they drive massive demand and qualified leads. One of the most effective strategies is to ensure the right technology platform investments are in place.

There is a diverse range of platforms that ultimately help deliver more relevant content and enable a more customer-led approach to marketing, including marketing automation, lead management, web content management and digital analytics tools. Successfully leveraging these requires many best practices beyond the tool implementation.

Rosetta has a sample technology architecture that breaks existing technology tools into appropriate categories and clearly illustrates how they should all connect to one another.

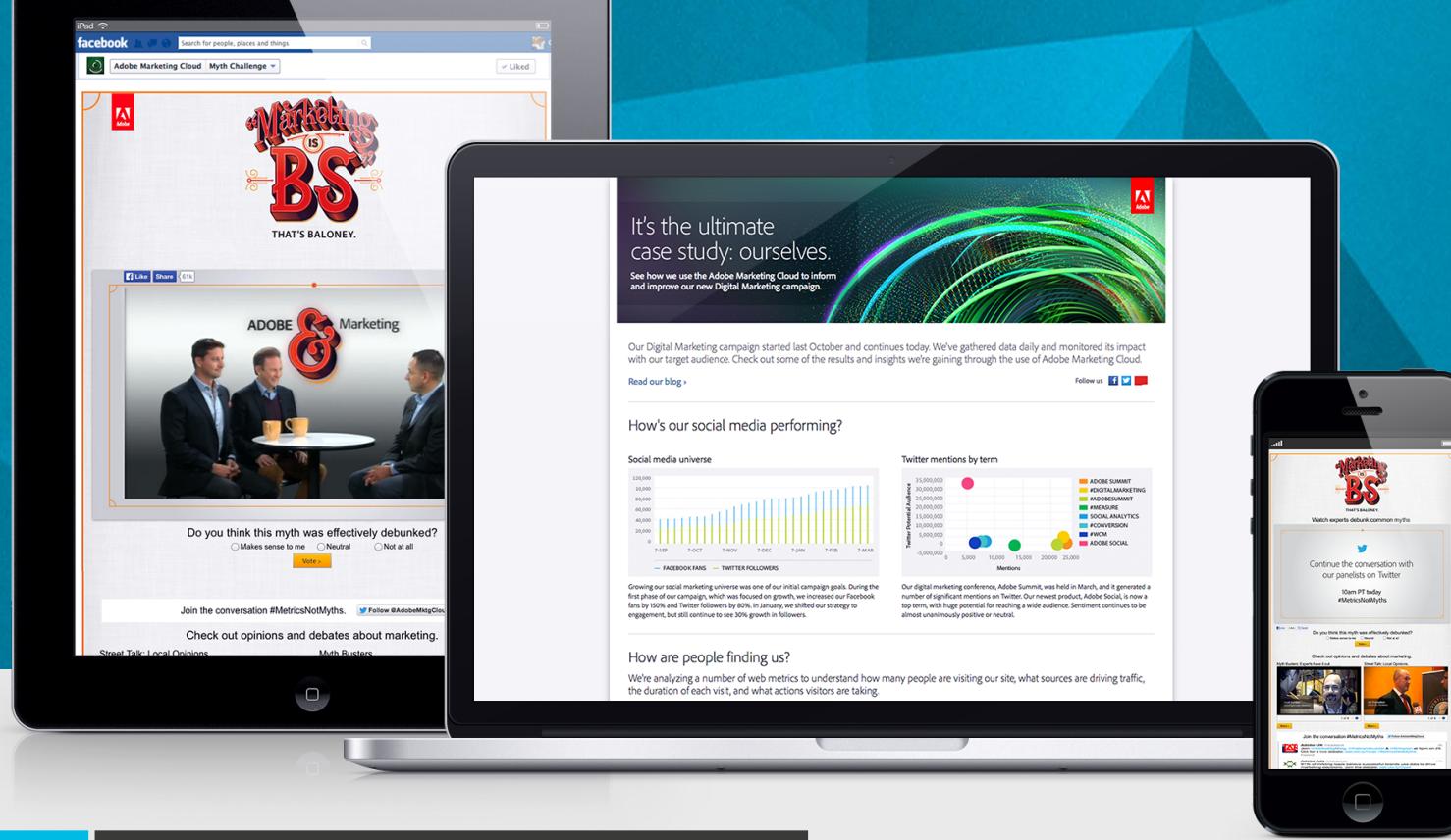
BEST PRACTICES

- Business leaders who are making platform investment decisions must understand and take into account the end customer needs and common use cases, as well as the needs of the multiple groups across the business that are going to leverage the systems.
- Most enterprises will have many systems that are not being fully leveraged. Conduct an audit to validate that the necessary tools exist and to identify where there are opportunities to get more value out of the existing platforms. The technology architecture on page 12 is an example of how different existing systems can be integrated and optimized.

- Prioritize the system improvements based on level of effort required, expected impact and available resources.
- Create detailed use cases for the key activities Marketing and Sales will be conducting that will rely on marketing technology. Then, work with the Technology team to talk about how existing tools (and possibly new additions) can be implemented and integrated to deliver the optimal experiences.
- Be sure the technology itself is as good as the people and processes built around it.



61% of marketers plan to increase proportion of spending on technology in 2014, according to Forrester Research, to help prove their programs ROI by tracking prospects' engagement throughout the buying process and to help track the effectiveness of campaigns and tactics.



Adobe's "Marketing Is BS" campaign is an example of fantastic storytelling and content that extends across many channels.

PILLAR 6 DESIGNING ENGAGING MULTICHANNEL EXPERIENCES

While we have already discussed ways to make content more relevant and personalized, another important factor is ultimately designing an experience that is interesting, tells a story and that draws the customer to engage with the brand. An IT manager who is about to buy Cisco equipment, for example, needs not only the right information, but the right product specifications at the right time, through the right channel. There are only certain periods of time during which an IT manager will consider the purchase of new network infrastructure. When that window of opportunity hits, it is the job of Marketing to make their brand top of mind and to find compelling ways to engage.

BEST PRACTICES

- Don't invest in channels or start building experiences before referring to the journeys, conversation maps and any other data that exists to validate the importance of each channel to your audience. Customer-led marketing requires more than just having data – you have to use it to reach your customers in the right place.
- Multichannel isn't limited to having a responsive or mobile-optimized website. Companies also need an integrated view of how people access and experience a wide variety of channels; consider the various types of screens used to view everything from search to social media and content marketing. A multichannel mindset in everything you do will ensure you avoid poor experiences, like having mobile search ads link a customer to a non-mobile-optimized site.

- Allocate the proper budget to drive the conversation in social media channels. Forrester Research has found that 85% of business decision-makers view at least one social channel as either *very important* or *important* when researching and evaluating products and services. Indeed, social marketing is the second most effective channel to build awareness. Yet in 2013, Forrester found that 28% of B2B organizations still allocated no budget to social efforts.
- Tailor personalized content to the appropriate audiences within their media of choice – and optimize that content for a variety of screens.
- Make content truly interesting and in a format that meets the customer's needs. Ask yourself whether it is something they would likely share with their colleagues or pass on to their boss.



52% of B2B customers are using smartphones to buy products and services, and 62% percent are using tablets to do their research before buying, according to Forrester Research.

CONCLUSION

To drive demand and keep more empowered customers loyal, marketers have to think about a new approach to ongoing customer engagement that requires:

- 1 Creating a customer-led organization;
- 2 Understanding and continually leveraging customer data;
- 3 Building an integrated buyer journey and interaction plan;
- 4 Delivering personalized experiences across the lifecycle;
- 5 Having technology tools in place to deliver relevance; and
- 6 Designing engaging multichannel experiences.

By following these six pillars of engagement marketing, B2B marketers can finally begin building long-lasting relationships with high-value customers.

ROSETTA®

To discuss engagement strategies for your own brand, contact Jordan Wells at Jordan.Wells@Rosetta.com. For more info about Rosetta, visit www.Rosetta.com.

