

# Transforming a global B2B software / information services provider into a customer-centric digital led marketer




| Client context                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Approach                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <ul style="list-style-type: none"><li>Global B2B Software / Information Services provider with traditional marketing approach:<ul style="list-style-type: none"><li>“Product centric” marketing approach with overlapping tactics</li><li>Generalist workforce without deep expertise</li><li>Fragmented CX across different journeys</li><li>Siloed / decentralized functions across globe with shadow organizations</li><li>Waterfall approach for campaign launches</li><li>No common currency of marketing activity measurement</li><li>Sub-scale digital capabilities and adoption with few pockets of excellence</li></ul></li><li>Overall organization moving ahead with agile and layering transformation while marketing was left behind</li></ul> <div>Client name: X<br/>Team set-up: X<br/>Fees Structure: X</div> | <ul style="list-style-type: none"><li>Created marketing target state to become the growth engine for the company as a customer centric, digital/omni and data driven function</li><li>Benchmarked client’s target organization size against best in class B2B tech providers, client interviews, and expert interviews</li><li>Consolidated siloed organizations across the globe and created a balanced marketing structure with 50% of the resources in the segments and 50% of the resources at the center driving excellence around digital and brand</li><li>Ran working sessions to identify the critical interlocks and use cases to align the operating model for the target state</li><li>Identified key capability gaps and created a multi-phase implementation roadmap</li><li>Trained key leadership on agile marketing to get them ready for test &amp; learn in a leaner organization</li></ul> <div>What was unique: X</div> | <ul style="list-style-type: none"><li>Stood up a new marketing organization (~500 FTEs) with clear roles and responsibilities</li><li>Created two new centralized functions:<ul style="list-style-type: none"><li>Enterprise Digital to drive the design and execution of E2E digital journeys with deep expertise in digital marketing and e-commerce</li><li>Enterprise Brand to shape and own the brand globally</li></ul></li><li>Delivered a more efficient organization with annual FTE savings of \$25MM (80% of the savings identified and implemented during the study)</li><li>Started the implementation of digital, data and tech enabled operating model and culture in the segments and the center</li><li>Agreed on a path forward with clear guidelines on prioritization</li></ul> |

# To start the transformation, it is critical for leaders and marketing employees to align on a vision ....

|                               | From...                                                                                                                                                                                                                                                                                               | ...To                                                                                                                                                                                                                                                                                                                |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer centric focus        | <ul style="list-style-type: none"><li>▪ <b>Product-first</b> marketing strategy reflective of what we can sell not what the customer wants</li><li>▪ Fragmented and <b>disjointed customer experience</b> across product teams</li></ul>                                                              | <ul style="list-style-type: none"><li>▪ <b>Customer</b> focused strategy focused on pain points and understanding what truly matters for our customers</li><li>▪ We build <b>answers and content</b> for customers through <b>end to end journey</b></li></ul>                                                       |
| Enterprise and segment design | <ul style="list-style-type: none"><li>▪ <b>Siloed and decentralized marketing teams</b> within segments disconnected from each other</li><li>▪ Many messages across teams leading to collisions that <b>confuse our customers</b></li></ul>                                                           | <ul style="list-style-type: none"><li>▪ <b>Integrated marketing teams</b> sharing learnings and best practices with a <b>common currency</b> to measure results</li><li>▪ <b>Consistent campaigns</b> and messaging strategy delivered around common <b>growth levers</b></li></ul>                                  |
| Agile & Capability-driven     | <ul style="list-style-type: none"><li>▪ <b>Waterfall approach</b> to campaign marketing inhibits test and learn results</li><li>▪ <b>Marketing generalist</b> orientation vs. specialization in next gen marketing skills</li></ul>                                                                   | <ul style="list-style-type: none"><li>▪ <b>Pooled, cross functional resources</b> that can be flexibly deployed against highest priority areas</li><li>▪ <b>Capability-driven teams</b> building and sharing deep functional knowledge</li></ul>                                                                     |
| Digital-first                 | <ul style="list-style-type: none"><li>▪ <b>Sub-scalability digital capabilities</b> (e.g., Digital Marketing, Analytics and CRM) required to win</li><li>▪ <b>Many incomplete views of customer</b> resulting in disjointed communications and collisions (e.g., multiple Eloqua instances)</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Always on omnichannel campaigns</b> around end-to-end customer journey, powered by unified martech strategy</li><li>▪ <b>Unified customer data platform</b> tracking all customer interactions (including 1st party and 3rd party data) to enable growth levers</li></ul> |

# ...combined with design principles to win in the rapidly changing digital world

## Design principles

| Description         |                                                                                                                                                                                                                                             |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer centricity |  Customer needs inspiring all go to market activities (i.e., customer needs drive our strategy, not the products we can sell)                              |
| Omnichannel         |  Leverage scale across all touchpoints and channels to create a unified and frictionless experience                                                        |
| Digital First       |  Place digital at the core of all customer engagement (vs. part of the marketing mix)                                                                      |
| Speed               |  Speed up decision making by de-layering the process and number of participants required for approvals                                                     |
| Simplicity          |  Create a more efficient and evenly allocated team structure across enterprise and segments, with shared vision, ways of working and processes             |
| Data Driven         |  Empirically-led approach to decision making, powered by advanced analytics & big data (i.e., machine learning)                                            |
| Test & Learn        |  Rapid test-and-learn, with an emphasis on speed to market (vs. long-term campaigns)                                                                     |
| Cross Functional    |  Agile, cross-functional teams (i.e., segment, enterprise) to more effectively share information and implement consistent methods and tools across teams |
| Talent              |  Attract, develop and retain winning talent with a reputation for being world-class marketers                                                            |

# Then, we focused on three key workstreams with clear deliverables

Details to follow

## Organization design

### Key actions we took

- Used **benchmarks** for a top-down and **interviews** (e.g., client, expert) for a bottoms-up view of the target org size and required capabilities
- Started design from top down with detailed roles and responsibilities for the leaders to drive the transformation with **right people at the right seats**

### What we accomplished

- Transitioned **12 separate marketing teams into 5 functions** with distinct roles and aligned capabilities
- **Shifted from 15% to ~50%** marketing FTEs in enterprise capacity to unlock greater scale, deeper capabilities, knowledge sharing and best practices

## Operating model

- Held **deep dive workshops** to design critical activities between groups in the marketing organization and between marketing and the rest of the company
- **Assessed marketing capability across** Segment and Enterprise marketing teams across the globe

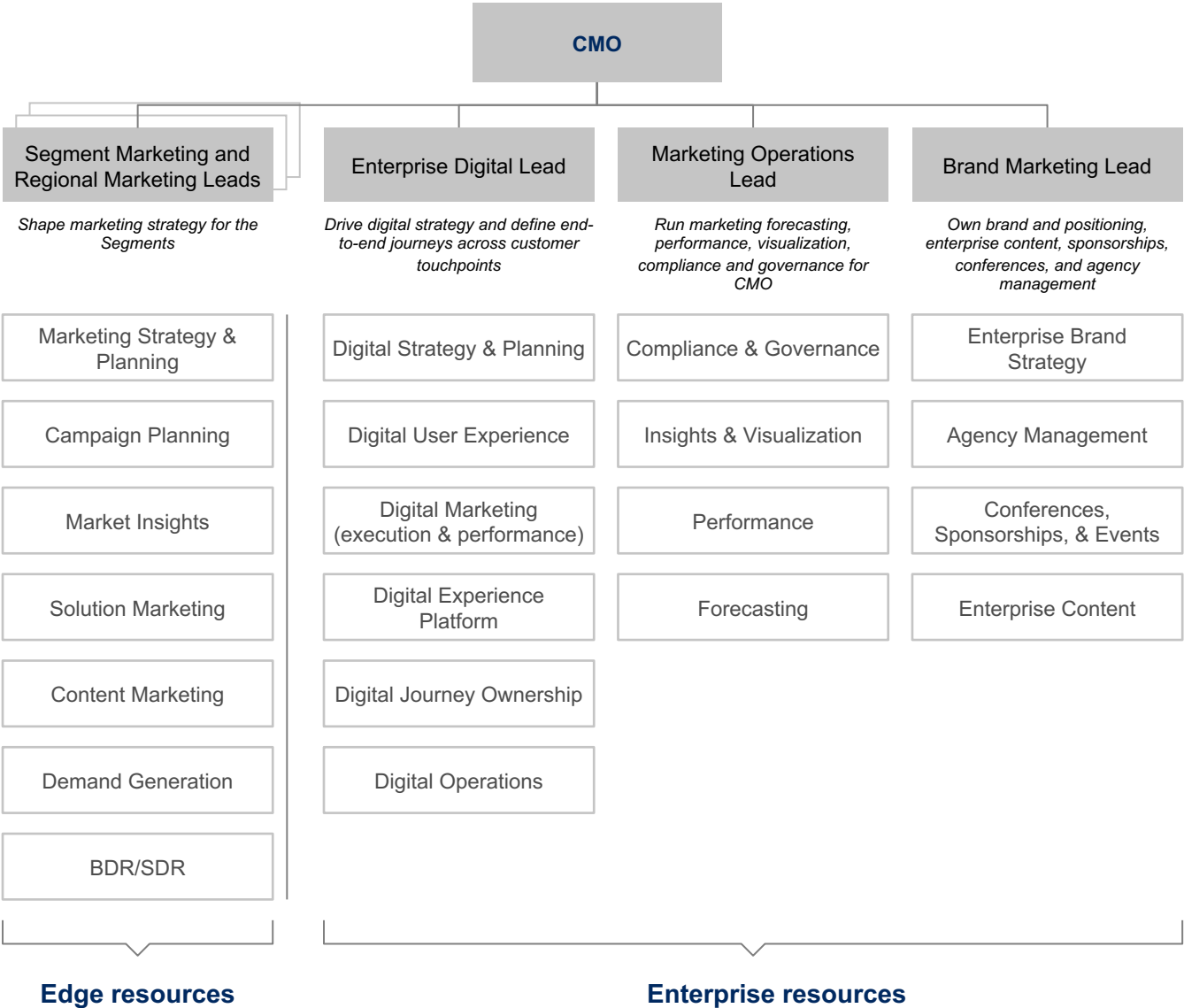
- Refined the operating model and identified **critical use cases** to set the direction for the workforce
- Highlighted **risk mitigation strategies** and initiated work on key initiatives to mitigate risk in 2019
- **Assessed capability relative** to best in class B2B companies and created a short to long term roadmap

## Productivity

- Created and executed Productivity initiatives including design principles, spans, layers, FTE sizing, budget envelopes, and future state roles
- Sized and benchmarked non-people marketing spend

- **Identified \$25M in savings** and achieved 80% of for the existing calendar year
- Aligned on productivity charters to monitor progress for 2019

# To realize the target organization structure, a segment/region organization will be supported by centralized shared resources

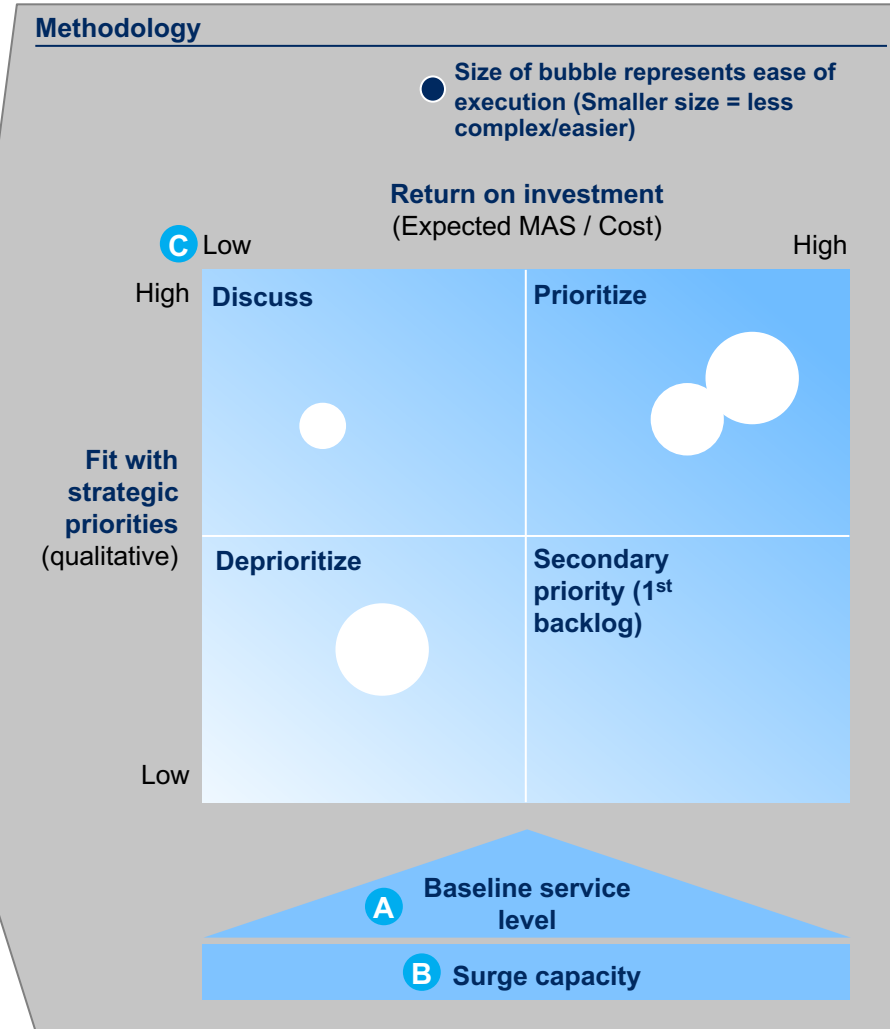


- ### Highlights
- **Segment/Region** teams act as the **translation** between business and enterprise resources
  - **Enterprise Digital** provides the **best in class capabilities** and deploys resources in an agile way
  - Segment / region organizations can **combine capabilities** given their solution sophistication and revenue

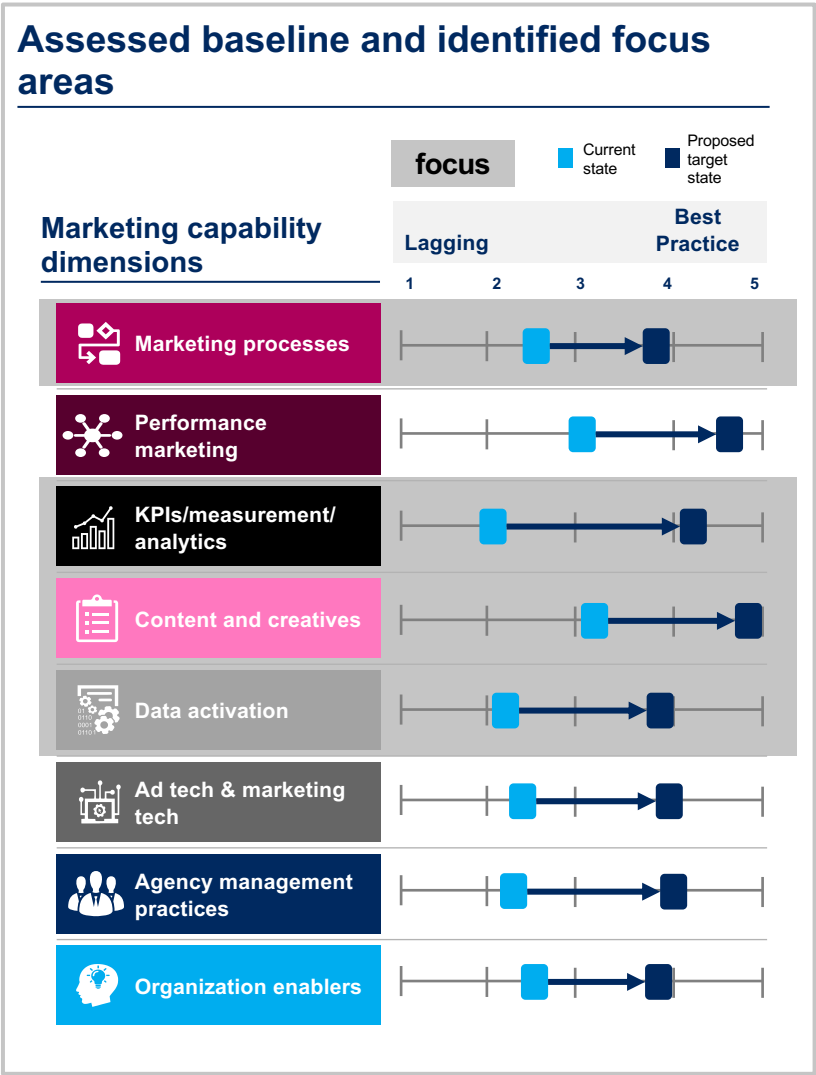
# After assessing the risk for the transformation, we developed mitigation strategies to help mitigate the risks

## Risk assessment and mitigation strategies

- To **assess risk**, we developed different risk scenarios using two primary factors:
  - **Magnitude**: impact of people (e.g., reduction in workforce) and non-people factors (e.g., increased agency costs)
  - **Duration and timing**: recovery rate to achieve central marketing operational efficiencies (e.g., based on degree of business disruption)
- Then, identified four key mitigation strategies to minimize short-term business disruption:
  - **Ruthlessly prioritize** marketing activities (e.g., events, emails, webinars) and workflows (e.g., in-house creative studio)
  - **Overinvest in wiring the new operating model** (e.g., identify lighthouse initiatives to refine ways of working)
  - **Establish key operational enablers** (e.g., launch agile ways of working)
  - **Launch the marketing story**, culture and retention efforts (e.g., 1-on-1 meetings)



# We developed a comprehensive marketing capability roadmap to focus on critical capabilities to be great at





Got any questions? Ask us!



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