



THE FUTURE OF MARKETING TECHNOLOGY

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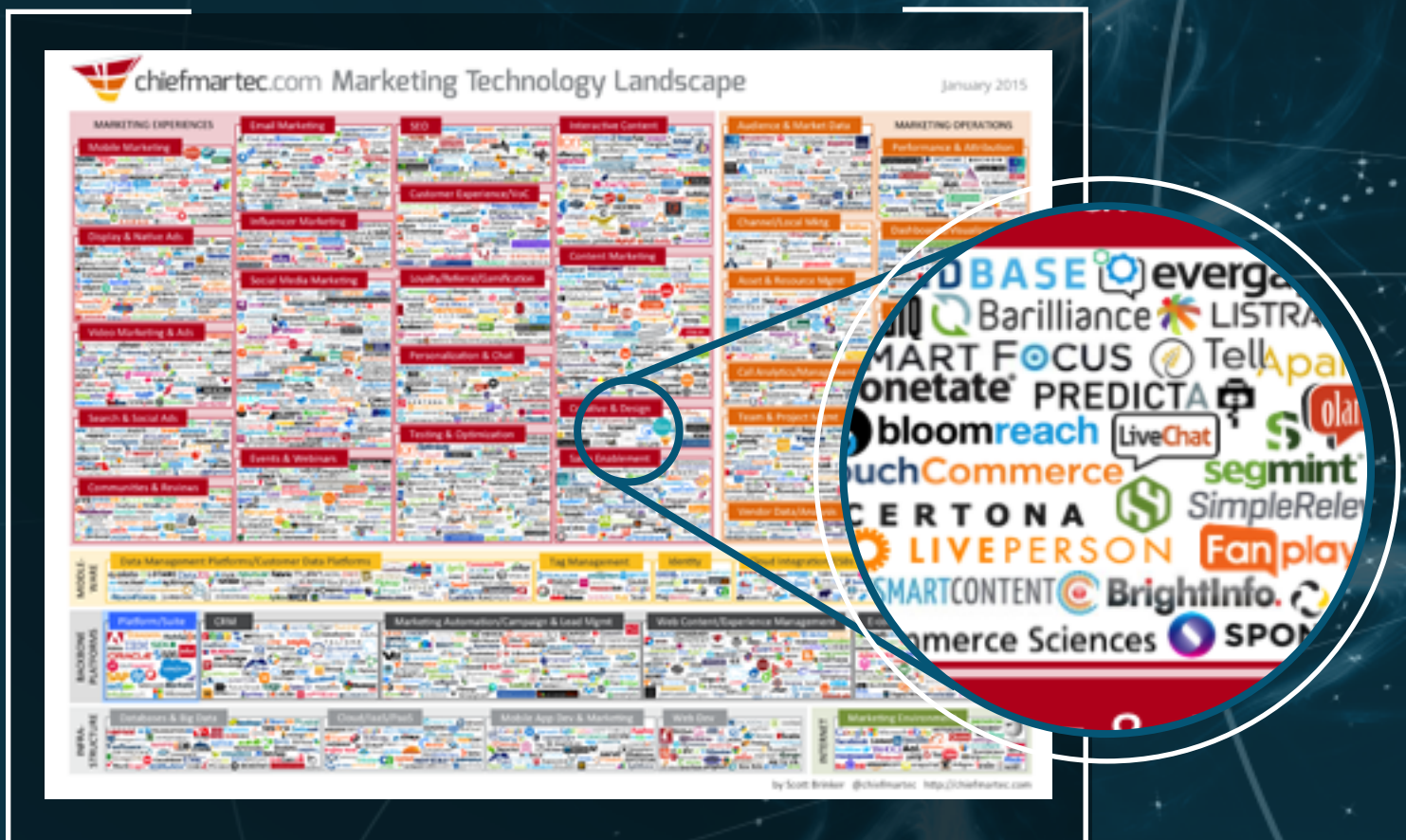
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THE SHIFT: WHY MARKETING STRUGGLES TO BE CUSTOMER-CENTRIC

All marketers claim to prioritize their customers. Few actually do.

Need evidence? We submit exhibit one: the current marketing technology landscape.

EXHIBIT 1:

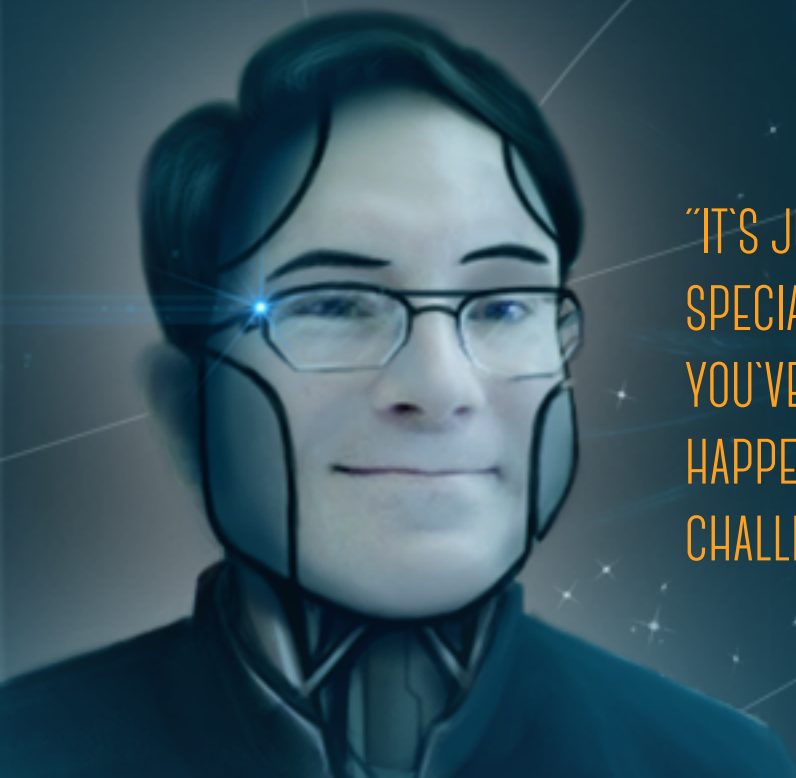


Marketers have access to over 1,876 technologies that specialize in social, search, email, analytics, promotion, planning, and much, much more.

The result of all this invention hasn't led to greater concentration on strategy but tactics. Marketing organizations are more obsessed with channels than customers' interests.

That's because shifting to a consumer-centric model isn't easy. It requires a change in mindset, not just tactics. And that's particularly difficult in a heavily fragmented technology landscape.

Just how did we get to this level of fragmentation? A low barrier to entry, says Scott Brinker, marketing technologist and CTO of ion interactive.



"IT'S JUST SO EASY FOR PEOPLE TO CREATE SPECIALIZED SOFTWARE SO CHEAPLY, THAT YOU'VE GOT THIS EXPLOSION OF INNOVATION HAPPENING. AND THAT'S BEEN REALLY CHALLENGING FOR MARKETING."

- SCOTT BRINKER

Challenging to the point of confounding. As a result, marketers with grand aspirations of becoming buyer-centric struggle when faced with the daily internal reality, says Kimberly Clark's Chief Marketing Technologist, Mayur Gupta.

The numbers bear out his claim. While 83% of B2B marketers say creating buyer-centric marketing is a priority, only 23% claim to be advanced in its implementation, according to research firm SiriusDecisions.

Still, there's evidence that marketers are making the shift to customer-focused strategies. But to do so, marketers must leverage technology correctly, using it to support the processes, workflows, and roles of a buyer-centric marketing organization. The future of marketing technology lies in the integration and interconnection of separate technologies to support an internal marketing operation. That's what this whitepaper explores.



**"WHILE WE ALL SAY THAT THE INDUSTRY
IS CONSUMER-LED, MOST OF US ARE STILL
OPERATING IN A VERY CHANNEL-LED MINDSET."
- MAYUR GUPTA**



THE FUTURE WILL BE INTEGRATED

You don't have to look far for predictions about where marketing tech is headed. Despite the volume and divergence of opinions, most experts agree the future will be cloud-based and integrated.

Rebecca Lieb, Industry Analyst at the Altimeter group, refers to a future model called the "content marketing stack," which combines eight specific workflow solutions around content and social.

ALTIMETER®

This stack will not only work with technologies currently on the market, Lieb says, but will also promote integrations with future tools.

"THERE CAN ALWAYS BE NEW TECHNOLOGIES THAT EMERGE, TECHNOLOGIES WE HAVEN'T EVEN THOUGHT OF OR CONCEIVED OF AT THIS POINT - BUT THERE IS AN IMMEDIATE NEED FOR ALL OF THESE POINT SOLUTIONS ON THE LANDSCAPE TO START TALKING TO EACH OTHER AND START PLAYING NICE WITH EACH OTHER."

-REBECCA LIEB



Scott Brinker suggests another model — one in which the web services that already own huge audiences, like Google, LinkedIn, and Facebook, will be in the position to make a play as the primary providers of the “software to business.”

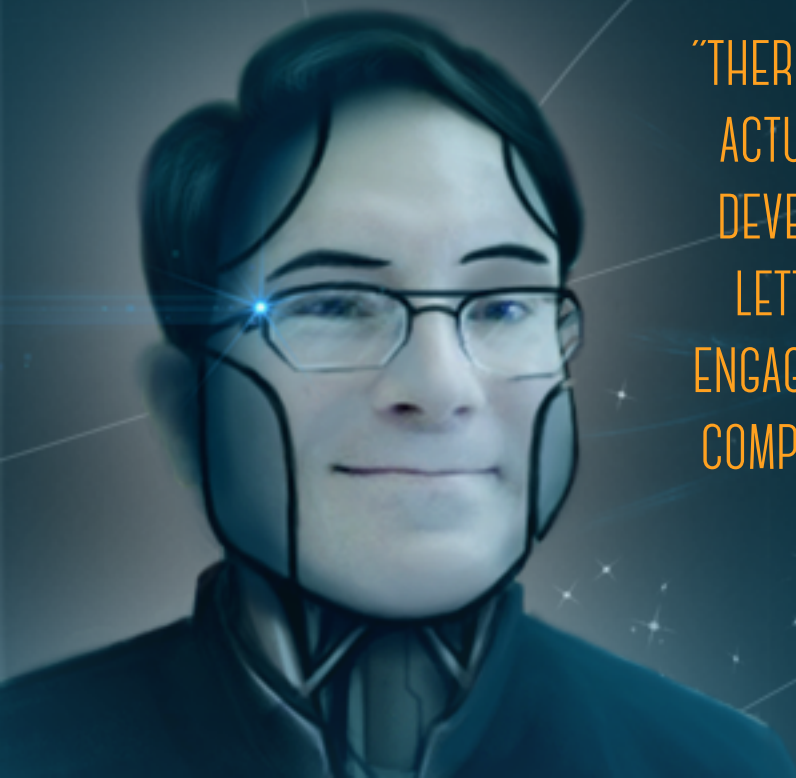
Big monolithic companies won’t necessarily slow innovation. In either scenario, new technologies will need to plug into a foundational layer (or platform) or interconnect individually in order to “talk” to each other.

Talking requires language. And the language of marketing technology is data.



“THERE’S A SET OF COMPANIES OUT THERE THAT ACTUALLY OWN THE AUDIENCE. AND THEY’RE DEVELOPING MORE SOPHISTICATED WAYS OF LETTING MARKETERS ENGAGE AND MANAGE ENGAGEMENTS WITH THAT AUDIENCE. THIS WILL COMPETE WITH THE SO-CALLED SUBSCRIPTION ENTERPRISE SOFTWARE.”

- SCOTT BRINKER



DATA AS A LANGUAGE

By opening up their APIs, marketing “stacks” will allow new technologies to plug into their environments seamlessly.

Marketers will merge the multiple solutions they use to deliver messaging and content across various touchpoints within the buyer’s journey within a single platform, coalescing around a common set of workflows and processes. They’ll be able to manage their entire marketing operation — from planning to promotion — from one place.



“AMAZON MONITORS AND RECOMMENDS BASED ON WHAT THEY SEE THE CUSTOMER DOING AND WHAT THEY LEARN FROM THEM. NETFLIX DOES THE SAME THING. IF COMPANIES WANT TO MONITOR THEIR CUSTOMERS AND KEEP THEM, THE DATA, AND PREDICTIVE ANALYTICS, ARE IMPORTANT.”

- MEAGAN EISENBERG



There are several ramifications of this movement. First, players in the marketing tech space will need to “open” their software, allowing individual offerings to integrate with complementary vendors. Second, marketers will need to converge around shared processes, and the technology to support those processes, that take into account the steps, requirements, and tasks of each tool responsible for delivering a customer experience. Third, new roles will emerge — and already are emerging — within marketing to grasp how systems interconnect and provide value.

We explore two of these roles next.



“DATA IS GOING TO PLAY A MASSIVE ROLE IN TERMS OF DRIVING CONNECTIVITY ACROSS THIS DIVERSIFIED TECHNOLOGY ECOSYSTEM...IT WILL ENABLE CONVERGENCE AND, ULTIMATELY, DRIVE A SEAMLESS CONSUMER EXPERIENCE.”

- MAYUR GUPTA



NEW ROLES AND RESPONSIBILITIES

No matter how sophisticated, technology alone cannot deliver a consistent, harmonious journey for buyers. The process of selecting and managing technologies, and how they interconnect, requires bringing in the right people.

Many organizations are now seeking a skillset that ranges across both creative and analytical sensibilities. This is leading to new roles emerging within marketing departments.



THE CHIEF MARKETING TECHNOLOGIST

Great customer experiences are human-driven, not technology-driven. Companies need someone to hold the reigns on internal marketing technology investments, organizing and prioritizing them to deliver a rewarding customer experience.

Enter, the Chief Marketing Technologist (CMT).

70% of companies today already have a CMT. Pretty soon, it will be more like 90%.

Research firm Gartner defines CMTs as “familiar with marketing techniques as well as technologies. They need to understand how to use technology to define markets, attract, acquire, and retain customers.”

Their main job, as Scott Brinker puts it, is to enable a holistic approach to marketing technology and help leadership recognize how new technologies can open up new opportunities across all teams.

ACCORDING TO GARTNER, THE SPECIFIC RESPONSIBILITIES OF THE CMT INCLUDE:

CHEIF MARKETING TECHNOLOGIST RESPONSIBILITY CONTINUUM

SET MARKETING TECHNOLOGY STRATEGY	→	SET ALL X-FUNCTIONAL CUSTOMER - FOCUSED SYSTEMS & SVCS. STRATEGY
MARKETING TECHNOLOGY ROADMAP	→	MARKETING TECHNOLOGY & SERVICES & INNOVATION
MARKETING TECHNOLOGY & SERVICE BUDGET	→	DIGITAL TRANSFORMATION PLAN & BUDGETS
PROVIDER SELECTION	→	ALL SOURCING DECISIONS
TRAINING / CHANGE MANAGEMENT	→	INNOVATION & INCUBATOR LEADER
CMO ADVISOR	→	DE FACTO CHIEF DIGITAL OFFICER

Technically fluent storytellers, CMTs are the bridges between IT and marketing. They work closely with the CIO and the CMO to establish the technological blueprint that allows companies to serve their customers at the highest level.

Here's a glimpse into how the CMT will coordinate with various teams and executives within an organization:

IT

As technology requests flood the IT department, CMTs help prioritize and align them. They do so by encouraging more holistic technologies that integrate across disjointed systems and unify siloed groups.

CMTs work with the IT department to ensure technologies are functioning well and adhering to company standards, and also to pick and choose software that will enable seamless internal collaboration and consumer-facing consistency.

THE MARKETING TEAM

It's one thing to decide on and invest in new software. It's another to ensure your team will adopt and leverage that software.

The CMT is responsible for fielding tool and technology requests from the entire marketing team, and investing in the best, most holistic technology solution to meet marketing's needs. They also need a keen understanding of current workflows, and how software will improve processes, encourage visibility, and enhance efficiency and effectiveness.

Simply purchasing software will not support change management. The CMT must ensure adoption by providing proper training, and consistently monitoring (and reporting on) usage and ROI.

THE CMO

Not all marketing executives believe in the transformative power of new technologies. The CMT's role is to be an advocate for marketing technology, evaluating and proving the value of their investments through data-driven results.

The CMT internally sells software in the language of the C-suite, explaining how it drives traffic, engagement, and new revenue for the business.

THE UNICORN

Mayur Gupta calls the future marketer, who is not only technically-driven but creatively-driven, "The Unicorn."

"THE THINGS THAT LOOK LIKE
SPECIALIZED SKILLS AND
CAPABILITIES TODAY WILL BE IN THE
HANDS OF A LOT MORE PEOPLE."

- SCOTT BRINKER

"THE UNICORN IS A MODERN MARKETER WHO IS A TECHNOLOGIST. BUT SHE IS
ALSO A STORYTELLER, SHE IS ALSO A CREATIVE, SHE IS ALSO A COPYWRITER."

- MAYUR GUPTA

The Unicorns will cut across silos — both internal and external — unifying the customer journey from awareness to sale through retention. In this scenario, marketing operations and the CMT suffuse all roles across marketing. The result is a closely integrated department, regardless of function, that can plan and deliver marketing campaigns based on both analytical and creative decision-making.

MARKETING
TECHNOLOGIST
DATA-DRIVEN
ANALYTICAL
SOFTWARE SAVVY
BUSINESS-ORIENTED



CREATIVE
STORYTELLER
DESIGN ORIENTED
EMPATHETIC
CONSUMER-DRIVEN

UPDATING WORKFLOWS AND PROCESSES FOR THE NEW BUYER'S JOURNEY

The advancements occurring within marketing technology will trickle throughout the organization, as other functions in the organization use key tools to better communicate with customers and one another.

In order for technologies — and the professionals who use them — to successfully operate in this environment, they will need to put greater focus on organizing and optimizing workflows and processes.

Since the technologies marketers invest in will help tailor, time, and publish content and messaging, the majority of these refined processes will be designed to facilitate the creation, collaboration, approval, distribution, and analysis around content. While the technologies used may range in purpose — personalization, testing, etc. — each will play a role in how content is delivered and consumed by the customer. This means customized workflows and processes need to account for the people involved as well as the technologies used in the deployment of marketing content.

Below we outline the critical elements of processes and workflows that are designed to work with an expanding number of marketing tech offerings.

“CREATING CROSS-DEPARTMENTAL STANDARDS AND MOTIVATION AND TRAINING TO USE THE TECHNOLOGY TO UNDERSTAND THE TACTICS, STRATEGIES AND TECHNIQUES IS BECOMING INCREASINGLY IMPORTANT.”


- REBECCA LIEB



1. VISIBILITY

Visibility is the cornerstone of a customer-centric marketing process. As a buyer's research becomes increasingly independent and performed digitally — 67% of the buyer's journey takes place online and 57% of that journey occurs before speaking to sales — each team within marketing must have visibility into the content being created, the purpose it serves, which segments of the audience it's intended for, and where it will be distributed.

As the channel landscape fragments, and buyer touchpoints proliferate, the marketing organization has become more complex and specialized — both in the functions established internally and the tools employed. This makes global visibility more difficult, particularly when mapping the organization's technology investments. This lack of visibility results in redundant or conflicting efforts, leading to a disjointed and longer buyer's journey.



As our buyers become increasingly more independent, it's imperative that each team has visibility into what content the organization is creating, why, when it's launching, where it's launching, who it's for, and where it will live.

As marketers investigate future technology investments, getting organization-wide visibility across all functions, channels, and tools is critical. Without a platform to ensure a common set of themes, messages, workflows, and processes, complexity will throw the team into disarray.

2. REAL-TIME COLLABORATION AND AGILITY

Most marketing teams depend on static documents circulated via email for feedback or a sea of disorganized Google documents. As a result, multiple versions and conflicting viewpoints hiding in separate documents throw a wrench in the efficiency and effectiveness of the team and stall campaign launches. There are no visible tasks or next steps. And things get very messy very quickly.

Future marketing teams will depend on agile, adaptable processes that hinge on real-time editing and collaboration on a cloud-based platform.

Workflows will shift constantly based on how customers are responding to a certain campaign or product. And these agile systems will only be possible if they live on a cloud-based, interactive platform that is accessible across the organization.



"THE BIGGEST CHALLENGE IS ORGANIZATIONAL STRUCTURE...HOW DOES AN ORGANIZATION OF ANY REAL SIZE STRUCTURE THEMSELVES TO BE ABLE TO EXECUTE AT SCALE?" - SCOTT BRINKER

3. HOLISTIC IDEATION

Enterprises can't create compelling experience for customers if they don't understand their needs and questions. Those needs are often sourced from teams outside of marketing, like sales and customer success.

Various internal software is available for fielding these types of requests. But if those systems don't plug into a centralized platform, requests will go unmet, and customer needs will be forgotten.

Future marketing teams will depend on a single technology platform that absorbs these requests from across the organization — including IT, sales, product, and customer support — and aligns messaging and content around those customer needs.

On this platform, teams can submit and source content ideas that stem directly from customer engagement and feedback.



A SNEAK PEEK INTO THE FUTURE

If there are three trends that will define the marketing technology landscape, they are the ability to integrate technologies through a centralized platform, the rise of new roles such as the Chief Marketing Technologist inside enterprises, and an increased focus on workflows and processes to support marketing tech investments across teams, departments, and regions.



Integrating technology investments so apps can “talk” to each other is fast becoming a top priority for organizations, not only because it allows greater visibility and alignment among disparate teams, but because integrating systems enables marketers to deliver a consistent, seamless brand experience as buyer’s move toward purchase.

New roles — like the Chief Marketing Technologist — are emerging to assess investments and choose the right technologies from both a technical function and for the value they provide in designing and deploying a customer-focused marketing experience.

And platforms that provide automated workflows and strategic processes for working cross-functionally will replace ad hoc systems for planning, producing, distributing, and analyzing content.

This vision isn’t only a figment of our imaginations. There are centralized platforms already adopting this model today, including Kapost.

To get a sneak peek into the future of marketing technology, take a look inside our integration capabilities, and how the technologies, people, and processes you work with today can come together in one centralized place to transform your marketing.

THE FUTURE

OF

MARKETING TECHNOLOGY

