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A Business Perspective and Insight from
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Profile of a Revenue Marketer™

Fulfilling the New Revenue Obligation





Seven years ago, while VP of Marketing for a small software firm, my CEO walked into my office one morning with a bombshell of a question. He said, "Debbie – I have a question for you. *What are you going to do about revenue?*"

My first thought was, *It says VP of Marketing on the door – not VP of Sales.*

Like many small companies, we were struggling to hit our revenue numbers. Having been a VP of Sales for many years prior to joining this firm, I knew our CEO was doing what CEOs do best: push each member of the executive team to think outside the box and look for new solutions to the age-old problem of revenue production.

During my career in sales and sales team leadership, I had never wondered how marketing might directly impact revenue. For me, sales had always been about acquiring, working and closing qualified leads (with little help from marketing). There was never a thought about how we could track a lead through the entire sales process to see which campaigns resonated and ultimately converted to closed business. My personal experience with marketing had very little to do with revenue production – that was considered the sole domain of sales.

My perception of marketing did not include characteristics of revenue contribution. That began to change dramatically the day my CEO asked me *the question*. My journey to becoming a Revenue Marketer™ began.

I searched for experts who could tell me what marketers can do about revenue, which led to my engagement with a classification of tools called Marketing Automation (MA). I still remember the meeting, the people, the room, and even the date of my first marketing automation capabilities presentation. I was blown away by its potential to dramatically change the role marketing would play in my company. I thought to myself, "This is going to significantly blur the lines between marketing and sales and help me respond to my CEO's challenge."

In today's economic environment, C-level management is focused on revenue. Savvy executives expect more than higher numbers of qualified leads from their marketing teams. They are demanding a *measurable return on their marketing investment*. There must be a direct connection between marketing activities and closed business; they want *proof* that marketing is making a real impact on revenue. Management is willing to back it up with compensation packages directly tied to revenue generation.

New *Revenue Campaigns* executed with marketing automation tools focus on following leads throughout the entire lifecycle. From first inquiry, to passing a qualified lead to sales, to closing business, leads are being tracked every step of the way. Campaigns have set revenue goals and defined metrics. Each campaign includes a quality review to determine its overall effectiveness.

Just like sales, marketing now manages a predictable, reliable funnel with a plan that ultimately produces higher value leads and maximizes revenue. Expectations have changed. The available tools have evolved. Now a new breed of marketer is required to leverage this powerful technology to make a measurable and repeatable impact on revenue.

This paper profiles the *new* face of marketing: *The Revenue Marketer*.



New Tools: Geared For the Breakthrough

Over the last three years, my position as a partner in The Pedowitz Group has given me the opportunity to work directly with many of our clients. Additionally, through our thought leadership programs, I have had the pleasure of meeting and/or interviewing hundreds of revenue-focused marketers. The common thread across the most successful marketers – those who are contributing measurable revenue to their companies' bottom lines – is their deployment of fully leveraged marketing automation systems.

Through these MA systems, there's finally a way for marketing to create and measure its revenue impact. It's changing the way companies view the role of marketing, and by extension, how marketers view themselves.

Marketing automation tools enable marketers to better manage inquiries and nurture leads by providing insight into prospects' digital body language. It is a breakthrough technology that many organizations are just now beginning to adopt.



Campaign management is nothing new. A recent Forrester survey of 224 direct and database marketers found that more than 60% use campaign management tools to build lists and execute event-triggered email programs. However, implementation of more sophisticated marketing automation technologies is just beginning to take off. According to a 2009 Forrester report, only 2% to 5% of B2B firms have invested in full-featured lead management automation. These companies have the ability to track all marketing activity and assess its direct impact on revenue.

As this market is heating up, we are seeing dramatic growth in the use of marketing automation tools in 2010. Marketing automation vendors are growing at an impressive pace and the level of awareness among marketers increases daily. Anecdotally, as a frequent speaker at the Online Marketing Summit series, I always poll my audience to see how many are using a marketing automation system. I can happily report that the number of hands that go up is two to three times what it was even 12 months ago.



Evolving Budgets

One of the best ways to identify trends is to follow the money. If we review marketing budgets from 2009 and 2010, we'll see that, overall, they shrank. Yet the line item for lead generation / demand generation held firm. It was even slightly up in 2009.

We are seeing more of the same in 2010. In a recent survey conducted as part of our *Revenue Bootcamp for Marketers*, survey respondents reported that 33% had higher overall marketing budgets in 2010; 49% had increased budgets specifically for lead generation / demand generation. We are consistently seeing more emphasis on budget line items associated with anything digital, and fewer dollars being spent on the more traditional channels such as print and trade shows.

The Role of the Revenue Marketer™

I first began to think about the concept of the *Revenue Marketer* in 2009 when I interviewed 16 marketing leaders (*The Changing Role of the B2B Marketer*) who had fully leveraged marketing automation tools and who had seen a measurable impact on their business as a result. I was struck by how much these marketers talked about their impact on revenue.

In 2010, the role of Revenue Marketer™ – by whatever formal title you use – has fully emerged and is here to stay. If you are not yet accountable for revenue in some fashion, just wait. It's coming. To help you prepare, let's clearly define the roles of the Revenue Marketer and the Revenue Marketing team.





Assuming Roles, Wearing Different Hats

The role of the Revenue Marketer™ is actually not one job – it is a group of competencies that can be segmented into five key roles.



Role #1: VP of Marketing Revenue

The “VP of Marketing Revenue” (e.g., *VP of Demand Generation* and *VP of Lead Generation*) is a strategic role. Whatever the title, someone on the marketing team needs to be obsessing about the impact marketing can have, and is having, on revenue. In terms of revenue, this role is similar to that of a VP of Sales.

When I talk with demand generation leaders, most are accountable for some aspect of revenue in their organizations beyond the number of qualified leads they produce for sales. Most often, I hear that they are accountable for numbers of opportunities expressed as a percentage of the sales pipeline and/or closed business. Their business vernacular is similar to that of a VP of Sales. They speak about their impact on revenue generation, quota, and so on. Their constant concern relates to marketing's contribution to revenue. They proactively seek solutions to help the sales team meet quota, both short and long term.

This position will manage a lead funnel and will be able to envision effective campaigns with all of the necessary elements. They must have a deep understanding of their market and their buyers. The ability to read prospects' digital body language and effectively create campaigns for pipeline and revenue impact are key competencies.

Day in and day out, the *VPs of Marketing Revenue* are responsible for marketing campaigns that can be tracked through the pipeline and on to revenue impact. They are constantly reviewing – and tweaking – the lead funnel.

There's a heavy emphasis on personal communications. The *VP of Marketing Revenue* must be able to effectively interact with the marketing, sales, and executive teams. The *VP of Marketing Revenue* must be able to facilitate teamwork and perform as an agent of execution to make sure campaigns get out the door on time and with the desired effect.

Most importantly, this role must focus on *revenue*. This position is typically filled by someone with a background in sales, sales operations, or even finance. About 25% of the companies we work with have filled these positions from the outside, rather than from promotions through the marketing ranks, and they are looking specifically for the marketer who has had a measurable impact on revenue.

The *VP of Marketing Revenue* is a new breed of marketing leader that requires the support of a new and unique marketing team. The marketing automation technologies available today require a dedicated team that understands (1) how to operate them and, (2) how to leverage them to better serve the business. These new marketing tools are fluid and dynamic. To make the most of their power, you need a strong support team with the skills, creativity, and insight to harness this power.

Interview responses excerpted from
The Changing Role of the B2B Marketer:

"My role went from being all about brand to all about leads!"

"My role has changed in three ways – it is less creative, more people management focused, and very measurement driven."

"Lead generation was important last year, but it is EVERYTHING this year!"

"I was hired because I had a background in sales, operations and demand generation."

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Role #2: Business Analyst

Everything in an automated marketing campaign must be weighed, measured, and constantly reviewed. It is critical to have someone on your team who is dedicated to looking at the numbers and finding ways to improve the impact on the business.

Once you implement a marketing automation system and begin to track results, you will see that *what* you measure will change drastically over time. To marketers just starting out with marketing automation, *efficiency* is often the primary concern: how can I do more with less, produce more leads with limited manual effort, drive five campaigns at once, and more. Then, as you become more knowledgeable about the tools and processes, the focus quickly turns to *revenue metrics*.

Numbers do not lie. The *Business Analyst* should be the person on your team dedicated to assessing the impact of each campaign on your bottom line.

This person should be analytical, which can be a challenge on a primarily creative team. The *Business Analyst* is responsible for analyzing the numbers and reporting results back to the team.

Therefore, communication skills, technical experience, and the ability to make suggestions for change are paramount.

Role #3: Power User/Campaign Executioner

As you begin to align the people, processes, and technology around marketing automation, a key role on your Revenue Marketing team is the person responsible for setting up and executing the campaigns in the marketing automation system.

- ◆ Building emails
- ◆ Building forms
- ◆ Building landing pages and microsites
- ◆ Establishing work flows for multi-step campaigns
- ◆ Setting up segmentation
- ◆ Setting up preference management
- ◆ Building reporting and dashboards



Pulling together all the tactical elements of a campaign and fully leveraging the automation system is the role of the *Power User*.

The *Power User/Campaign Executioner* should be detail-oriented and application oriented, but does not necessarily need to understand code. The most important qualification of the role is the ability to understand the application and use it effectively.

Experience with HTML and CRM is highly recommended – regardless of what marketing automation system you deploy.



Role #4: Creative for Revenue

Marketing is typically considered a creative field, but this is a different kind of creative – *Creative for Revenue*. Your new demand creation efforts may not need as much “creative” as you think.

As a VP of Marketing, I loved creative. I enjoyed having beautiful landing pages and attractive graphics on my email campaigns. My team once wanted to use plain text instead of graphically-enhanced emails. I argued against it; I was certain that plain text emails would not receive the same attention as their fancier counterparts. I was wrong. After testing, the plain text emails out-performed the heavy graphic emails almost three to one.

Your environment may be very different, but the key point is this: in the world of demand generation, creative is not done just for creative’s sake – it is done to help create a digital relationship which will eventually morph into revenue. The great thing about marketing automation tools is that you get immediate feedback and can quickly change tactics to get the desired result.

This position requires a strong background in creative and the ability to conceptualize what will invite prospects to take the next step with your organization. Many organizations continue to work with their agencies for demand generation creative.



Role #5: Demand Generation Content Chief

Content is king in the world of demand generation. The ability to communicate in the digital world through the offer of high value content is the core of many successful campaigns. In the world of demand generation, the *Demand Generation Content Chief* is following a few key content guidelines:

- ◆ Content should represent an exchange of value that contributes to a digital relationship.
- ◆ Chunk down the content. Clients are busy – what can you offer that is quick and valuable?
- ◆ All of the content does not have to be yours. You can effectively use third party content.
- ◆ Get creative with content. Look for new ways to create and serve up effective content. For example, if you have a blog, take the blog post and all the comments the community has added and publish a Blog White Paper.



Sourcing Revenue Marketer™ Expertise



So, where can you find these Revenue Marketers? In 2009, while I was interviewing marketers, I began to hear anecdotally how the *Revenue Marketer™* leadership position was filled. I found that many of these organizations searched for candidates who had "been there and done that." Successful candidates had a proven track record of impacting revenue through the marketing organization.

Companies were specifically hiring "Revenue Marketers" and giving them titles such as VP of Demand Generation. Some were even hired with quota expectations and compensation was based on some aspect of that quota. Many of the more successful candidates had CEOs that expected them to directly impact revenue.

In 2010, it's a hot market for the Revenue Marketer skill set. Not surprising in a fast-growing market that is still in the early stages, this level of experience and talent is highly valued and still fairly scarce. Several of my clients have been looking for this expertise to add to their team. They are having a hard time filling the position.

I get at least one call a week from recruiters looking for candidates with "Revenue Marketer" expertise. For talented marketers with experience in any aspect of the Revenue Marketer, the future looks very bright. I recently had a conversation with a large client who had trained 20 people on a marketing automation platform from a leading vendor. Even before the training was complete, this executive was having conversations with his team about what this skill set would mean to their careers and earning potential. At the same time, he worries about his vulnerability to losing these skill sets as outside demand for his staff's expertise intensifies.

A Seat at the Table



You are sitting in the executive team meeting on Monday morning and your CEO looks at you and asks, "*What are we going to do about revenue in 2010?*"

Now you have an answer. Marketing can provide a strategy with demonstrable revenue results. You'll no longer be viewed just as the first place to cut budget. Marketing automation tools have changed the way marketing can be measured. These tools are defining a new role in marketing and it is a role that is here to stay. The *Revenue Marketer* has earned a seat at the table.

Debbie Qaqish has enjoyed 30 years of business success as a sales and marketing executive in software and technology companies. She has been at the forefront of the Marketing Automation phenomenon, first as a beneficiary, and now as advocate and expert. Debbie is recognized nationally as a thought leader and innovator in the Marketing Automation arena.

Debbie is the Chief Revenue Officer and Principal Partner at The Pedowitz Group, a premier demand generation agency. The Pedowitz Group delivers software and services specifically designed to create, manage, automate, and optimize marketing and sales efforts utilizing Marketing Automation, Customer Relationship Management, and Web 2.0 technologies.