

HOW IS YOUR B2B TRAVELLING?

.....
**B2B
MARKETING
RESEARCH
REPORT
2020**
.....

.....
A research report
exploring B2B
marketing practice,
intentions and
directions
in Australia
.....



**Best-in-class
B2B marketers
plan the most
engaging
pathways &
destinations to
ensure business
success for the
long haul**



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Lynda Cavallera

Chairperson
Australian Marketing Institute

The Australian Marketing Institute (AMI), as the peak national professional body for marketers, aims to progress marketing as a profession and fuel the progress of marketing professionals throughout their career journey. This research report into best practice for B2B marketers aligns exceptionally well with this purpose.

This 10-year anniversary report highlights the key issues facing B2B marketers and what best practice looks like. The rapid change in customer demands and expectations, digital disruption and the ever-changing technology underpinning this, as well as the increasing importance of cultivating and maintaining brand trust means the role of marketers has expanded. Marketers can and should be credibly leading this change to deliver sustainable growth for their organisation.

Not only are marketers the custodians of the brand and voice of the customer, but also the orchestrators in aligning internal silos and teams across the organisation to deliver this. At the same time, demonstrating ROI is an ongoing challenge for many marketing professionals. The report highlights the importance of customer, brand, alignment between sales and marketing functions and proving ROI amongst other key findings. The role of marketing is increasingly critical for organisations and a great time for us in the profession to take this lead.

Finally, hats off (no pun intended) to the exceptional team at Green Hat and the very talented senior marketing professionals in our CMO council for leading this research, and many thanks to all the marketing professionals who participated in the study. It's been a privilege to be a key partner again this year.



Andrew Haussegger

CEO
Green Hat

We had 537 respondents for the tenth edition of this B2B research study – a record number again. Many thanks to all. Over the last decade, this has been the go-to report on the state of B2B marketing in Australia.

This year, brand awareness has been reported as the top challenge faced by B2B firms. In fact, three quarters of respondents are investing 25%+ of their budget to improve this. Why? As we are seeing more focus on customer experience, our view is that marketers are seeking to deliver a consistent and memorable brand experience across the many touchpoints. There is also a growing realisation that the long game is centred around brand salience.

We know that B2B buyers have changed the way they buy which means we need to change the way we sell (think ‘inbound marketing’). It is incumbent on B2B marketing leaders today to develop a modern marketing strategy for their organisations and take their C-suite, especially sales leaders, on the journey through education and experimentation. Sadly the indicators in this research still point to a serious gulf between sales and marketing – some more work to be done.

Thanks to our partners Australian Marketing Institute (AMI), Marketing Magazine, our research sponsor HubSpot and our CMO Council who were our advisory think-tank when analysing the ‘why’ behind the data.

→ KEY FINDINGS

THE ROLE OF MARKETING

54%

Only 54% said marketing is highly valued and the CMO is a strategic member of the senior leadership team

→ SEE PAGE 07

MARKETING OBJECTIVES

26%

achieved their marketing objectives in 2019

#1

issue was changes in business strategy and direction

→ SEE PAGE 12

#1 MARKETING CHALLENGE

Growing and measuring brand awareness and brand health

→ SEE PAGE 10



CUSTOMER EXPERIENCE

65%

have developed either customer personas or journey maps or both (down from 70% last year)

→ SEE PAGE 16

MARKETING AUTOMATION

**Dropped to #8 position
in the planned top three
investment areas for 2020**

(down from position #3 last year)

→ SEE PAGE 33



TOP SKILLS SHORTAGES

#1 Marketing automation, CRM and technology

#2 Performance measurement and analytics

→ SEE PAGE 17

SALES & MARKETING ALIGNMENT

46%

Only 46% said these teams are strategic partners in business growth

→ SEE PAGE 26

SOCIAL MEDIA



LinkedIn is the #1 B2B social platform but Facebook gained ground. WeChat is a new entrant!

→ SEE PAGE 36

Is the CMO role still relevant?

“In the past, CMOs weren’t as prepared to be at the executive decision-making table, or they weren’t even invited in. Now, they are.”¹

– Diana O’Brien, Deloitte Global CMO

In recent years brands such as Johnson & Johnson, Uber, Beam Suntory and Hyatt Hotels have done away with CMO roles.² In its place are roles such as chief brand officer, chief experience officer and chief commercial officer. This begs the question as to whether the traditional CMO role needs to be re-evaluated. Forrester reports that 88% of organisations agree the CMOs remit has changed in the last two years and will change continuously over the next few years.³

1) <https://www.marketing-interactive.com/the-changing-cmo-title-will-we-see-the-role-as-we-know-it-being-wiped-out-soon/>

2) <https://adage.com/article/cmo-strategy/why-more-brands-are-ditching-cmo-position/2183166>

3) https://www.accenture.com/_acnmedia/PDF-87/Accenture-Rethink-the-role-of-the-CMO.pdf

Why is this the case? Changing market and customer needs, the increasing role of technology, pressure to focus on growth and retention, cross-functional teams ... the list goes on. The 21st century CMO straddles the fine line between product development and demand generation, creativity and effectiveness, content and channels, brand building and revenue generation.

In order for CMOs to create meaningful impact within an organisation, they need to be part of the senior leadership. How many CMOs can claim to have a seat at the proverbial table? Of those organisations where the CMO reports to the CEO/MD, 77% of the respondents in this study reported that marketing is 'highly valued' and a 'revenue generator'. However, only 54% overall reported that the CMO is a strategic member of the senior leadership team (SLT) and that the function is valued. There is no easy solution for marketers, but learning from our evaluation of best-in-class marketers is a good starting point – they are twice as likely to be part of the senior leadership team and twice as likely to have reported a 20% increase in marketing budgets.

Which statement best describes the perception of marketing by the C-suite in your organisation?



Who does the CMO (or head of marketing) report to in your organisation?



What does it take to upgrade your marketing from economy to first class?

Each year, we identify best-in-class B2B marketers and compare their results to the rest of the research respondents. We define best-in-class marketing as having the following:



CUSTOMER EMPATHY

Develop customer personas and understanding



SALES & MARKETING ALIGNMENT

Have a strategic partnership and shared focus on growth



TECHNOLOGY ADOPTION

Implement a marketing automation platform

TRAITS OF BEST-IN-CLASS MARKETERS

LEADERSHIP

Work in organisations where it is nearly 2x more likely for marketing to be highly valued and for the CMO to be a member of the senior leadership team.

2x more likely to receive a 20%+ increase in budget for 2020.

STRATEGY & PLANNING

Significantly more likely to have a documented content marketing strategy (58% more likely), brand strategy (52% more likely) and account-based marketing plan (36% more likely).



MEASUREMENT

3x more likely to clearly measure and communicate return on investment.

Almost 2x more likely to accurately measure marketing-sourced revenue, lead conversion and campaign attribution.

SALES & MARKETING ALIGNMENT

Over half (52%) have shared goals and KPIs established between sales and marketing.

Nearly 2x more likely to have a mutually agreed lead management process – however only 40% of this leading group have done this.

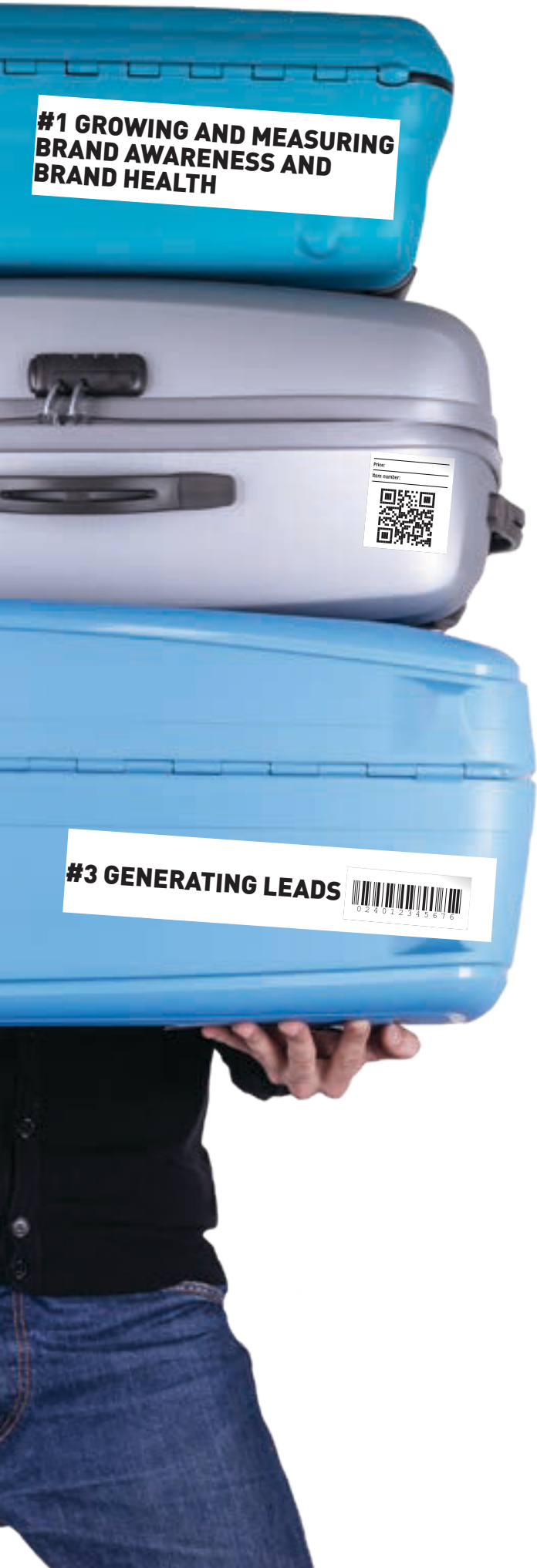
2x more likely than the rest of respondents to have all leads followed up.

For 2019, there were three areas respondents highlighted as being particularly challenging

#1 GROWING AND MEASURING BRAND AWARENESS AND BRAND HEALTH

Brand has broken into the top three marketing challenges for the first time since we started this research program in 2011. This year, LinkedIn shone a huge spotlight on brand building through its newly established B2B marketing think tank. (See page 22)





#2 PROVING MARKETING IMPACT AND ROI

Last year's number one challenge remains a top concern for nearly half of respondents. This is an area where best-in-class marketers excel. They are nearly 2x more likely to have a 'martech' strategy and core platforms integrated, which is a 'must have' if marketers are to effectively measure performance.

#3 GENERATING LEADS

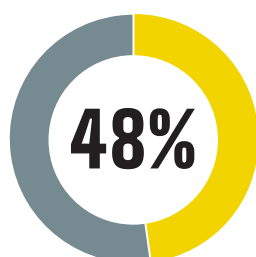
Lead generation moves back into the top three challenges after dropping to fourth last year, and is also the #1 marketing objective for 2020 (79% of respondents). Best-in-class marketers have a clearly defined lead management process and, more importantly, agreement with sales on the definition of a 'lead'.

Only 26% of respondents achieved their marketing objectives over the past 12 months

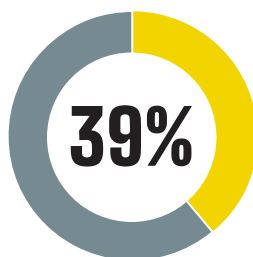
Top three marketing challenges during 2019 (multiples allowed)



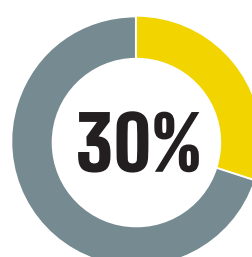
Principal reasons objectives were not met during 2019 (multiples allowed)



Changes in business strategy & direction



Insufficient budget



Lack of required marketing technology or platform integration

Top three marketing objectives for 2020 (multiples allowed)

Generating leads



Nurturing leads



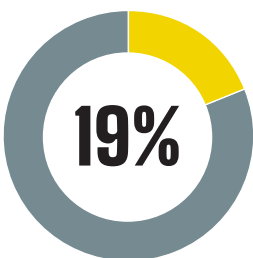
Optimising customer experience



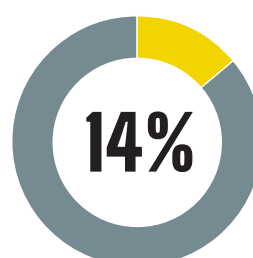
In which area do you expect to have the greatest skills shortages over the next six months?



Marketing automation, CRM & technology platforms



Performance measurement & analytics



Lead generation

**“How you
sell is more
important than
what you sell.”**

– Brian Halligan

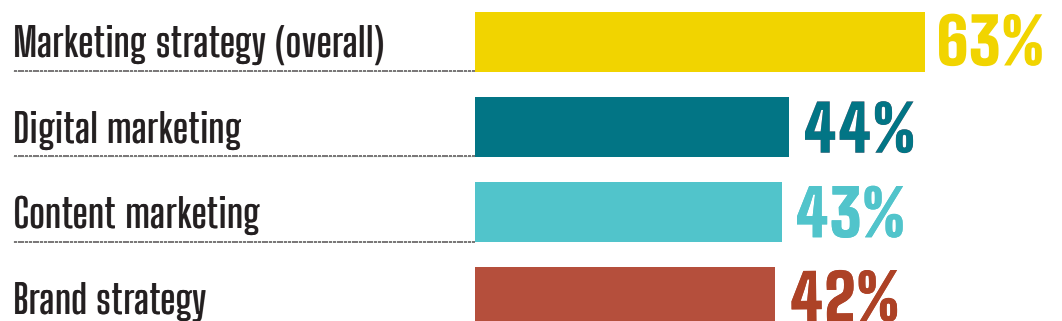


This year, 63% of respondents reported having documented overall marketing strategy, but only 26% achieved their marketing objectives

Comparing that to the top two goals for 2020 – generating leads (79%) and nurturing leads (68%) – indicates that marketers should be spending time on strategic initiatives for addressing lead process flows and management.

Once the ‘new frontier’ of B2B marketing, customer experience (CX) has matured to become a core focus for many marketers. Great CX begins by putting the customer in the centre – 65% of respondents have developed either personas or customer journey maps or both, down from 70% last year. However, a resounding 85% of this year’s respondents reported that this activity has contributed to marketing success. So don’t let personas and customer journey maps languish on a wall or in a drawer – those insights should drive your strategy and tactics and need to be revisited to ensure their currency. They are also a great storytelling tool for the rest of the organisation.

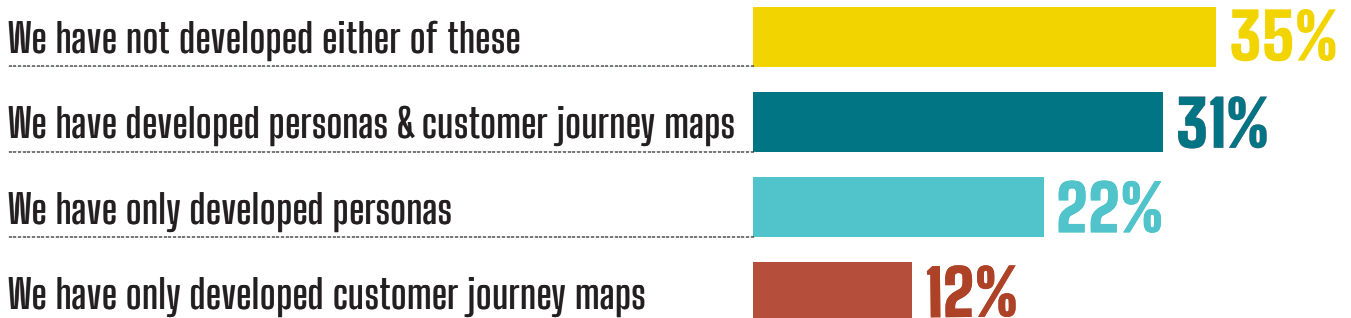
Top documented marketing strategies (multiples allowed)



B2B marketers are expecting a pressing need in the areas of technology and measurement

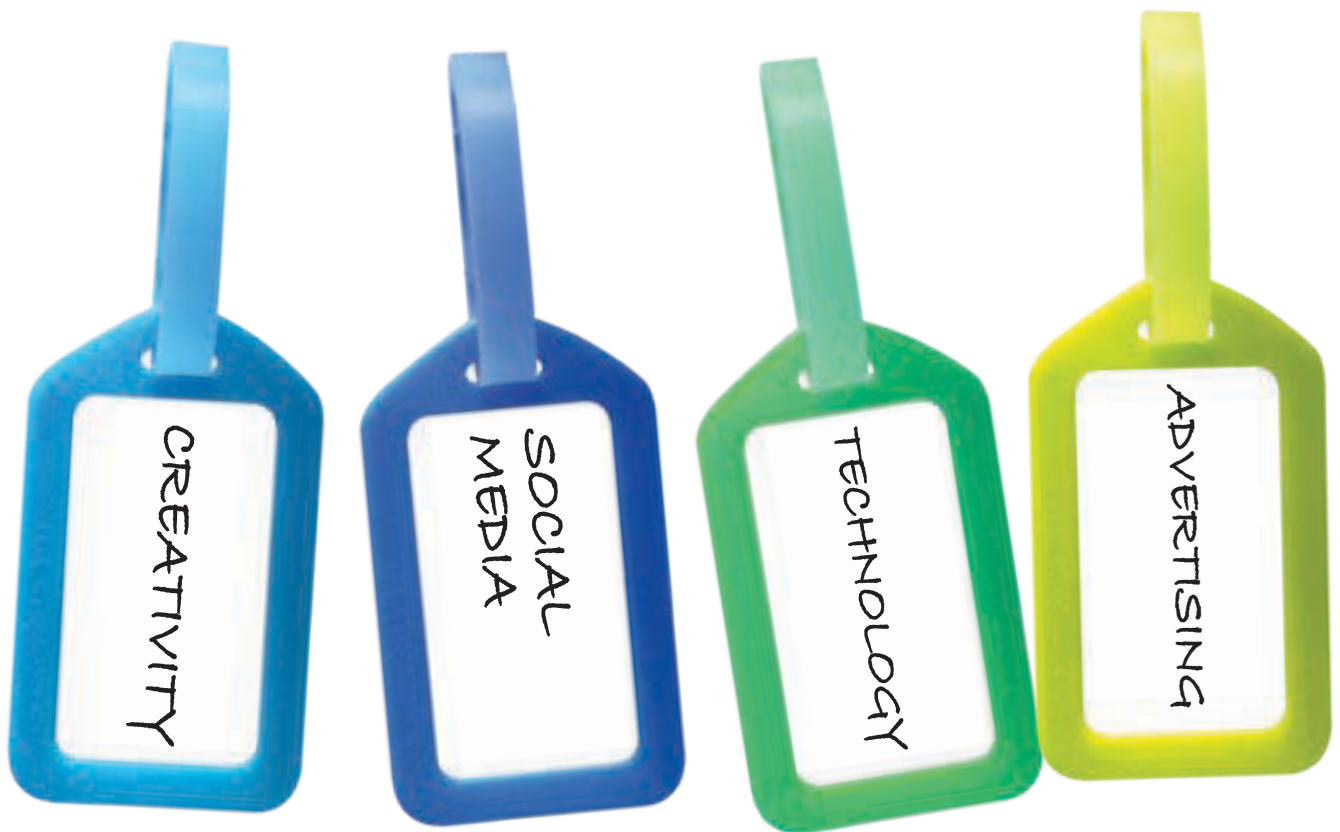


Which statement best describes persona and customer experience development for your audience?




Best-in-class marketers are much more likely than others to have a content marketing plan in place. They recognise the critical role of content in enabling their future customers to find them, rather than the other way around. For most B2B marketers, inbound marketing is the strategic imperative. Whilst sharing insights and points of view in content is a proven technique for attracting customers, nearly half of the respondents (48%) reported they do not produce thought leadership content.

For effective strategy, firms need skilled practitioners to design processes and flows to optimise customer experience and engagement, and to optimise data and manage lead lifecycles. Technology plays a key role and budgets are generally rising to fund this investment. However, for the second year in a row, marketers are forecasting skills gaps in marketing automation, CRM and analytics. It's imperative that marketers find skilled staff who can leverage their investment in technology platforms and solutions.



**“If you can’t
measure it,
you can’t
improve it.”
– Peter Drucker**



For three years running, marketers continue to struggle with accurately measuring and communicating return on marketing investment (ROMI). This year, only 18% of respondents claim to being able to do this, an increase of just one percentage point over last year. Best-in-class marketers buck the trend by being 3x more likely to accurately measure the performance of marketing, and 2x more likely to have implemented and integrated their core marketing technology platforms. This latter statistic is critical, as technology plays a key role in helping track, measure and attribute ROMI.

The best-in-class are 3x more likely to have clearly measured and communicated ROI

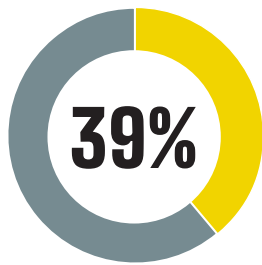
On the budget front, a surprising 49% of respondents have reported an increase in their planned marketing budgets for 2020, despite the IMF slashing growth predictions for Australia and a general tightening of the economy over the past year.⁴ On planned investments, content development and website/SEO checked in as the top two for the second year running. No surprises here, given that a company's website and its searchability are key elements in the customer buying process with nearly two-thirds of B2B transactions starting online⁵.

4) <https://thenewdaily.com.au/finance/finance-news/2019/10/16/imf-slashes-growth-australia/>

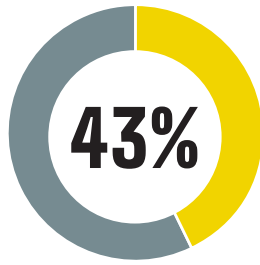
5) Accenture - Make Music, Not Noise Study, 2018

Best-in-class marketers are more likely to accurately measure marketing-sourced revenue, lead conversion and campaign attribution than the rest of marketers

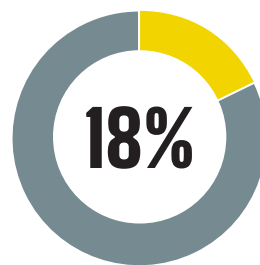
Which statement best describes return on marketing investment (ROMI)?



ROMI is not really measured or communicated

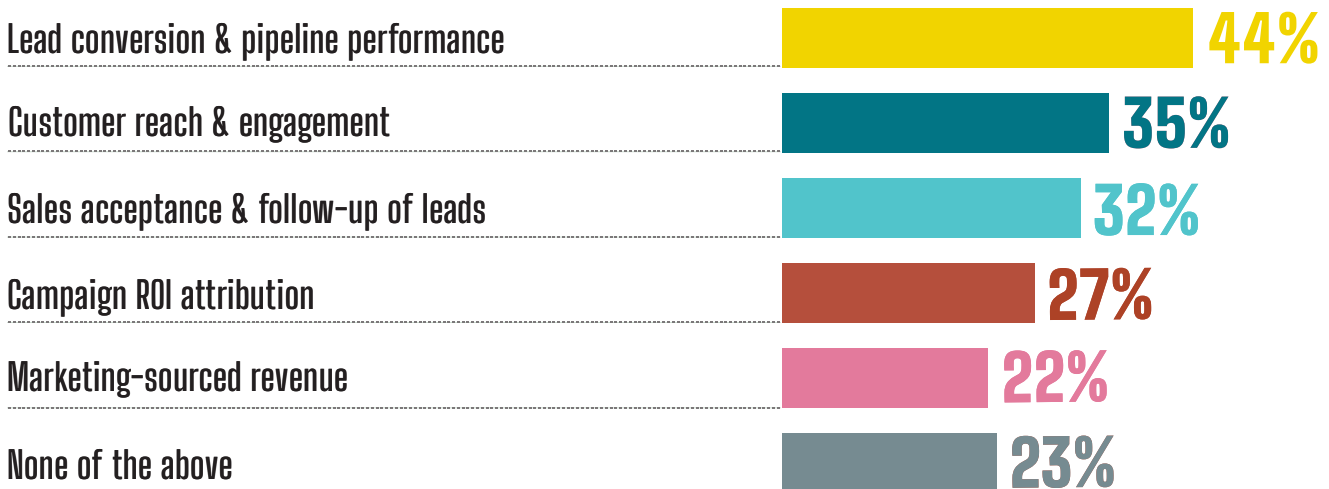


Limited ROMI is measured & communicated

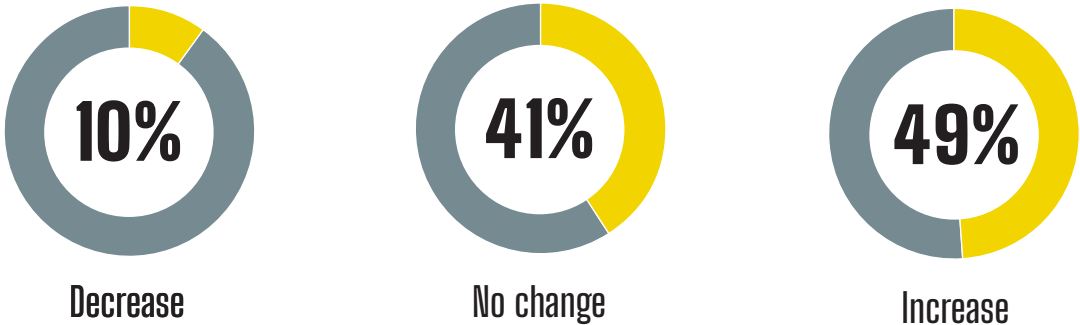


Clear ROMI is measured & communicated

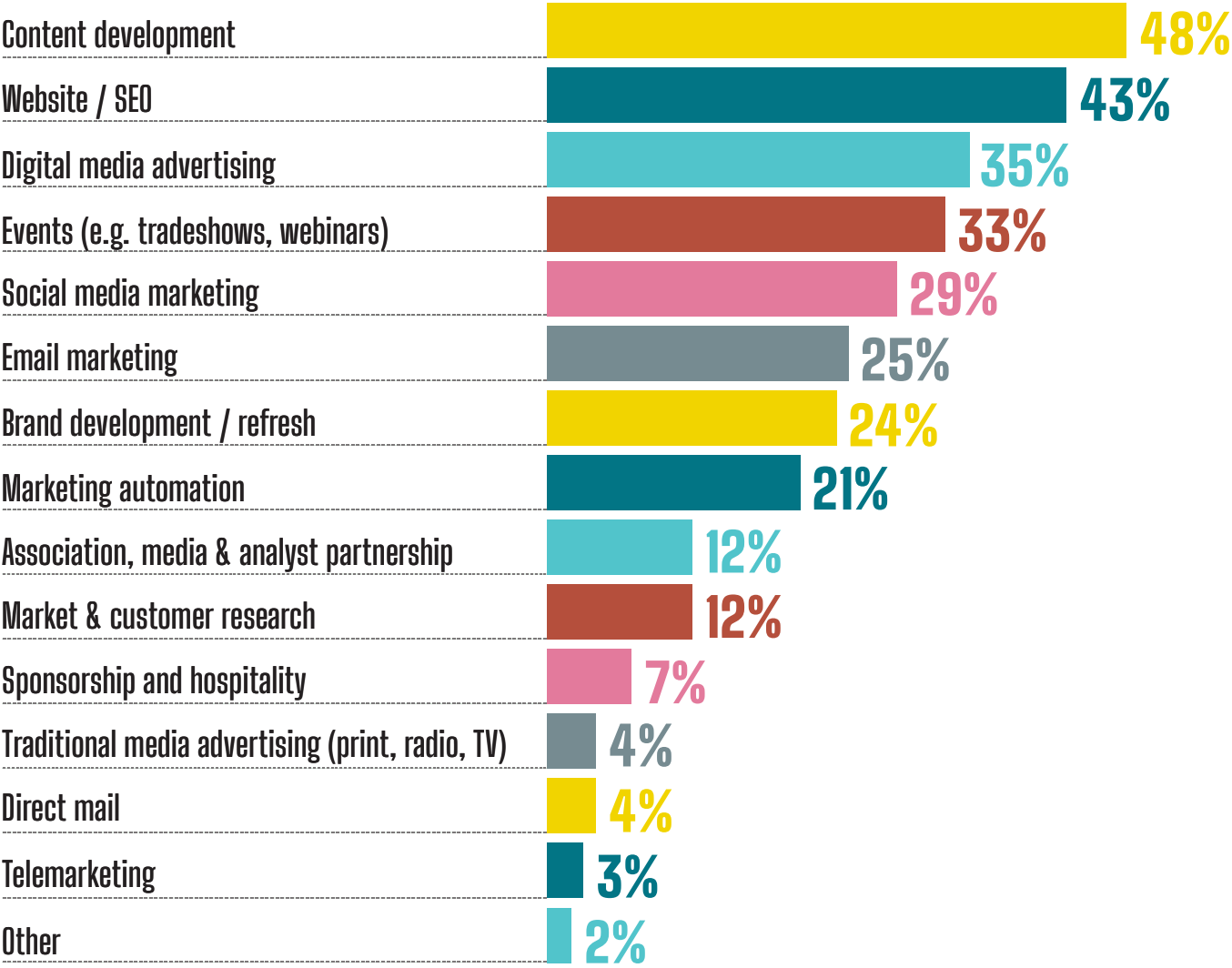
Which of the following areas do you measure with 80% accuracy? (multiples allowed)



Marketing budget comparison between 2019 & 2020 (excluding salaries)



What are the top three areas you plan to invest in over the next 12 months? (multiples allowed)





“Brand building matters more in a digital world, not less.”
– Les Binet



This year, we've given special attention to brand for the first time in the 10-year history of this research report. Why? B2B marketers singled out 'growing and measuring brand awareness and health' as their number one challenge. In previous years, driving brand awareness had always ranked low on the list of challenges.

Is the focus on customer experience underpinning a re-evaluation of the value of B2B branding? We believe so. As marketers seek more customer-centricity in their market engagement, they need consistency, relevance and clarity in their brand position and messaging – as much internally as externally.

In an increasingly crowded and tough market place, brand salience – or 'front-of-mindness' – will be a key driver for customers to engage with the B2B seller's brand

We're not alone in recognising that investment in brand activities is crucial to success. In 2019, LinkedIn launched the B2B Marketing Institute, a think tank focused on accelerating growth in B2B. Their launch report researched by Les Binet and Peter Field emphasises the need for long-term brand building activities to work in tandem with short-term activations.⁶ Their recommended budget split of 50-50 between brand activities and short-term activities parallels our best-in-class respondents. However, one slightly alarming counterpoint is the high percentage of marketers who do not measure brand health (41%). Of those who do, the top methods are using customer research, surveys (42%) and social media listening (28%).

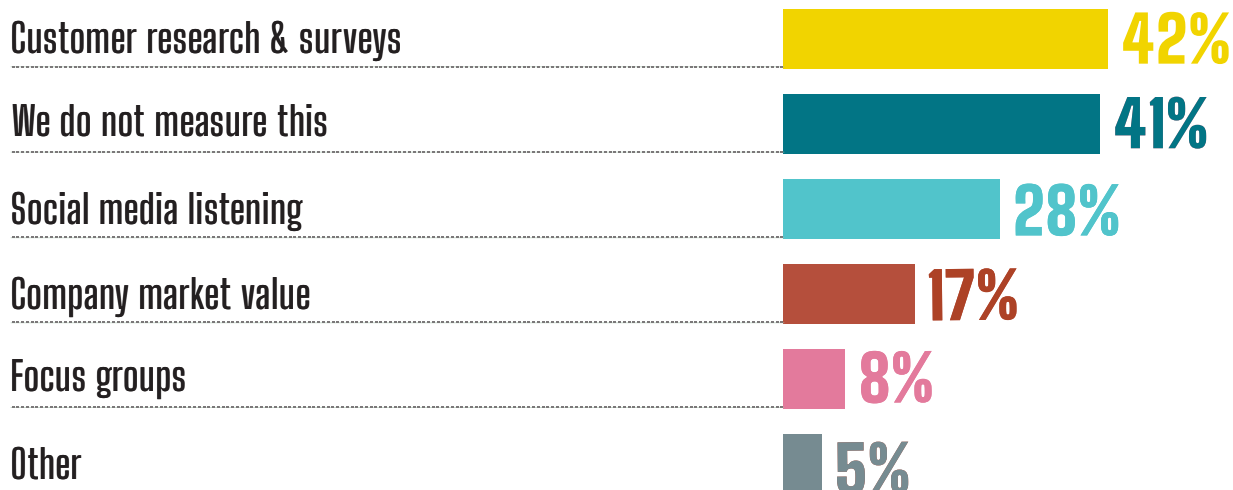
⁶ https://business.linkedin.com/content/dam/me/business/en-us/amp/marketing-solutions/images/lms-b2b-institute/pdf/LIN_B2B-Marketing-Report-Digital-v02.pdf

“Determine who you are and what your brand is, and what you’re not. The rest of it is just a lot of noise.”
– **Geoffrey Zakarian**

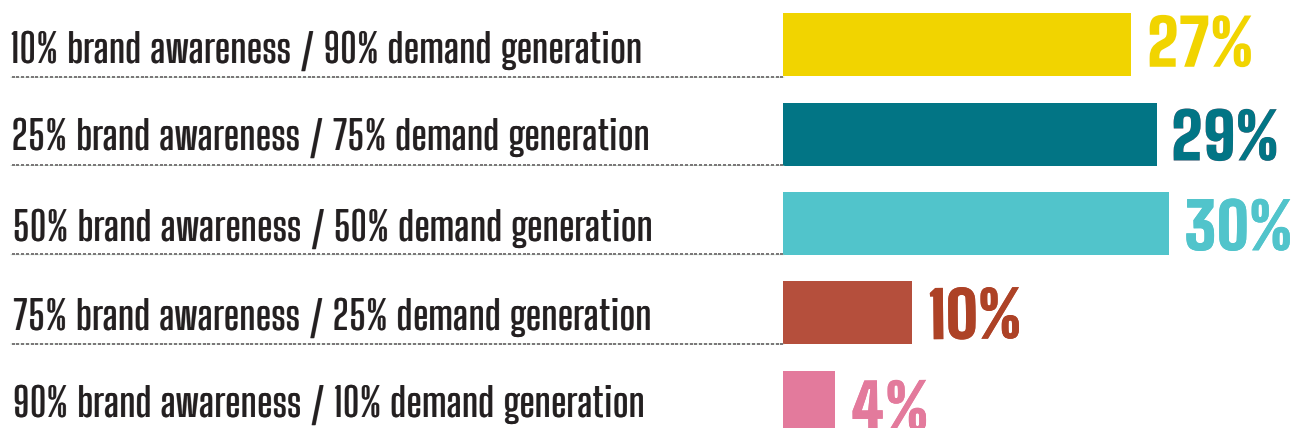


How do you measure your brand health?

(multiples allowed)

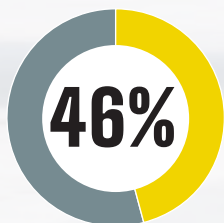


Which statement best describes your investment split between long-term brand awareness and short-term demand generation?



Can sales & marketing ever be truly aligned?

Which statement best describes the relationship between your sales and marketing teams?



Marketing & sales are strategic partners in business growth



Marketing is viewed as a revenue & pipeline generator



Marketing is viewed as a cost centre & provides tactical campaign support



Marketing & sales do not work closely together

26%

ONLY 26% HAVE AN AGREED DEFINITION OF A 'MARKETING QUALIFIED LEAD' (MQL)

25%

ONLY 25% HAVE AN AGREED LEAD MANAGEMENT PROCESS FROM TOP TO BOTTOM OF THE FUNNEL

#1

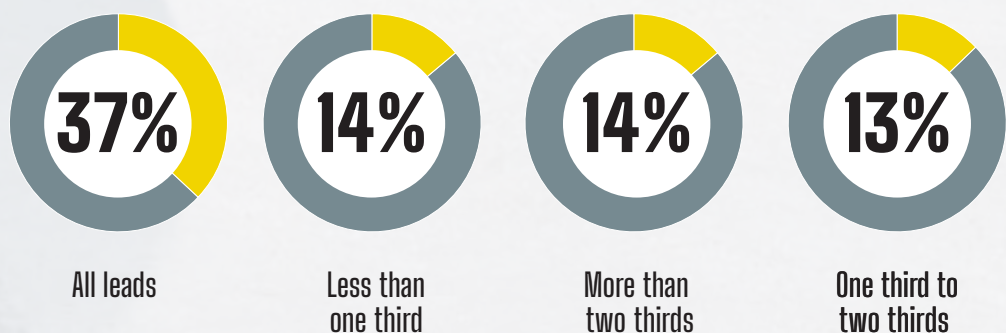
REASON LEADS NOT FOLLOWED UP: LEAD-PASSING PROCESS IS INEFFECTIVE

For the past few years, responses to our questions around sales and marketing alignment have remained similar. Marketers understand the pressing need for sales and marketing to be aligned, with 64% indicating that this is a significant objective for 2020 and a further 24% stating it is somewhat significant. This comes in behind objectives to generate and nurture leads.

Yet, given how closely related lead generation and nurturing are to sales and marketing alignment, it's concerning that only 46% of respondents have indicated that sales and marketing are truly strategic partners in business growth. Key indicators continue to be disturbing, including only 26% having a mutually agreed definition of a marketing qualified lead and only 37% having all leads followed up. Digging deeper into the top two reasons behind the lack of lead follow-up, respondents reported an ineffective lead-passing process and a disconnect between the teams' lead objectives and expectations.

In order for this alignment to happen, marketers need to do more to change the conversation with sales within their organisations. The reality is that B2B buyers have changed the way they buy, now engaging sellers much later in their buying process. Marketers must educate the sales team and the C-suite on the role of 'new-age marketing', which includes the importance of inbound marketing and internal alignment. Marketing must understand sales' challenges and then drive much needed change in B2B organisations for true sales and marketing alignment.

On average, how many marketing leads are followed up by sales*?



*22% Information not available

ABM remains immature in Australia. Is this a growth opportunity?



Respondents have reported a slight increase in the adoption of account-based marketing (ABM) – also referred to as ‘account-based everything’! For this research, we defined ABM as ‘a strategy that focuses sales and marketing resources on personalising messaging, solutions, data and content to a specific account or set of accounts and key account personnel’.

The number of respondents implementing ABM in 2019 (40%) remains similar to last year (38%) but, more importantly, a whopping 46% report that ABM is delivering ROI compared to just 27% one year ago. We believe this surge in ROI is the culmination of ABM programs coming to fruition given typically long B2B sales cycles.

This parallels research by Forrester which reports 62% of marketers have experienced a positive impact since adopting ABM.⁷ While data points to the positive results that ABM offers, marketers in Australia are still behind their international peers when it comes to getting a higher percentage of ROI on ABM. US-based martech company Terminus reports that 60% of marketers plan on investing more in ABM next year.⁸

7) <https://go.forrester.com/blogs/abm-helps-b2b-marketers-produce-better-revenue-results/>

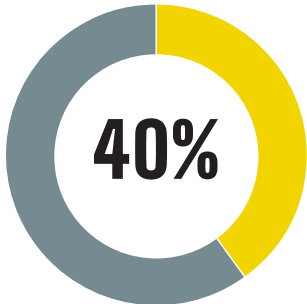
57% of best-in-class marketers deploy ABM

8) <https://blog.hubspot.com/marketing/account-based-marketing-guide>
<https://www.businesswire.com/news/home/20190312005360/en/FlipMyFunnel-Unveils-State-Account-Based-Marketing-ABM-Report>

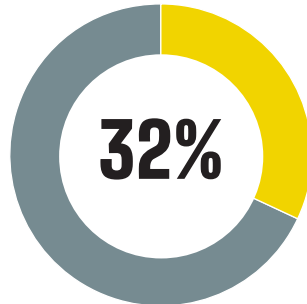
What are the key differentiators between successful ABM practitioners outside and within Australia? Forrester’s research indicates that the factors driving ABM success are personalised content (56%) and advanced data management (43%).

A successful ABM program requires integration of strategy, technology, data, channels and content for ‘hyper-targeting’. Another important element in a successful ABM program is communication and alignment with sales; however, only 40% of our respondents doing ABM said this was a joint responsibility. Developments in integrated sales and marketing automation, as well as account-based advertising and social media targeting (in particular LinkedIn) are enabling aligned sales and marketing teams to hone in on key accounts to drive a deeper level of engagement.

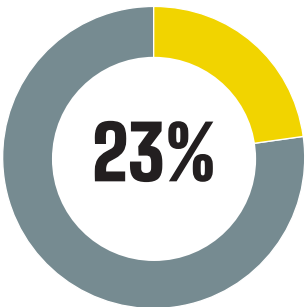
Do you currently practice account-based marketing?



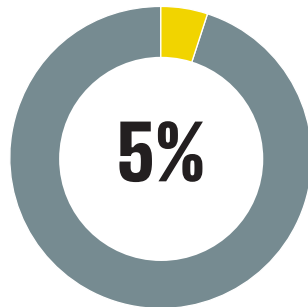
Yes



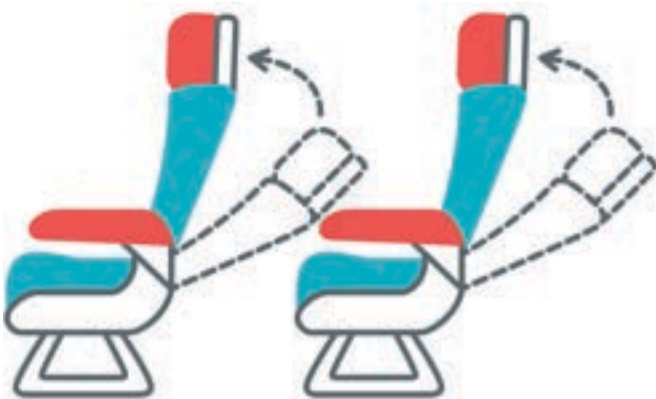
No



No but
planning to



Not Sure

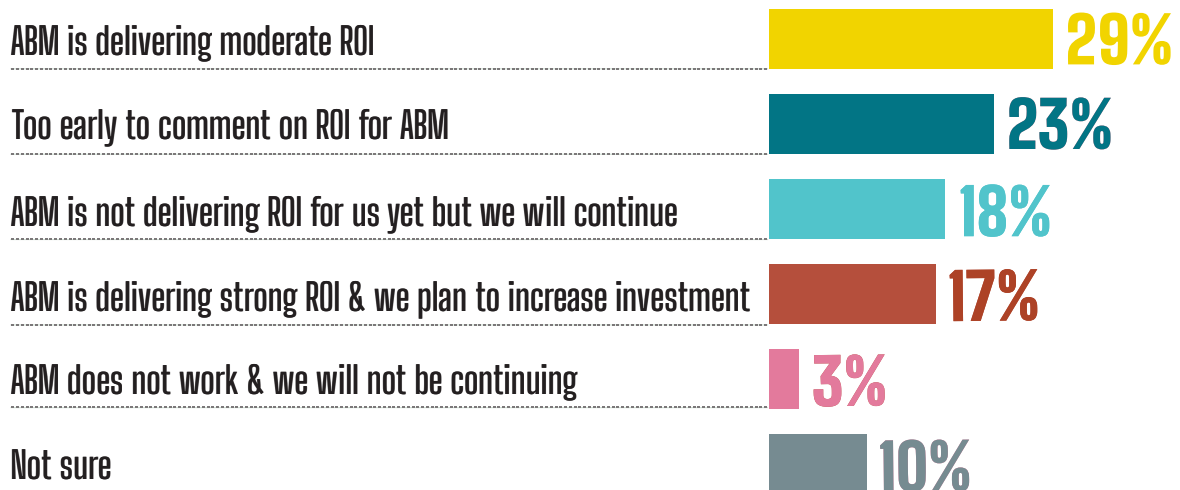


Another important element in a successful ABM program is personalised communication & alignment with sales

44% of large companies⁹ run ABM programs and 41% of these report positive ROI

9) Firms with \$50m+ revenue

Given you deploy ABM, which statement best describes your current situation?



Is 2020 the year of realising ROI from marketing automation investments?



Marketing technology (martech) continues to grow at an unabated rate. Scott Brinker's 2019 Martech Landscape Supergraphic lists 7,040 available martech solutions.¹⁰ Back in 2011, there were a mere 150 solutions! While there are a myriad of point tech-based solutions, marketing automation is the cornerstone technology platform in most B2B marketing environments.

10) <https://chiefmartec.com/2019/04/marketing-technology-landscape-supergraphic-2019/>

Best-in-class marketers are 80% more likely than others to have a martech strategy and integration within their core platforms. However, only 13% of all respondents reported they had reached this position.

During 2019, marketing automation adoption rose from 57% to 66%. However, aside from the importance of automation as an enabler of personalisation and nurturing, there is a question mark around ongoing investment during 2020, given it reportedly will drop from third to eighth as a budget priority. Respondents have rated areas such as brand development, social media and event marketing as being more important.

The tech is tough – even for best-in-class marketers, of which only 21% have their core marketing platforms implemented and integrated

With two thirds of organisations having some degree of automation, we believe 2020 will be a year of realising a return from previous investments. Marketers need to put their 'process hats' on to map out data structures and engagement flows to support more effective customer engagement, which should result in greater financial impact.

To do this, B2B marketers need to take a strategic approach to their marketing technology stack and address skills shortages in marketing automation, CRM and analytics – reported as the top recruitment challenges in securing talent. They will also continue to use third-party expertise to help build out best-practice automation programs.

**HubSpot, Adobe
& Salesforce have
the leading share
of the marketing
automation
platform business
in the Australian
market – as
has been the
case in the prior
two years**

Turning our lens to other areas, the top two marketing technology initiatives deployed, or planned to be deployed, in 2020 are dynamic content marketing (41%) and A/B and/or multivariate testing (38%). This is no surprise, given that planned investment in content development came out on top (48%) and marketers report looking for ways to personalise their communications and optimise the customer experience.

Conversational marketing/chatbots also rated with growth in adoption (25%). Hybrid machine/human chatbots have been traditionally adopted on websites to support customer service. Conversational marketing now provides a way of using supercharged chat platforms/tools to generate leads in a shorter time frame. These platforms integrate third-party plug-ins and track user behaviour (using forms of machine learning) to better contextualise a customer’s digital journey. AI initiatives are still embryonic with low levels of adoption (11%).

66%

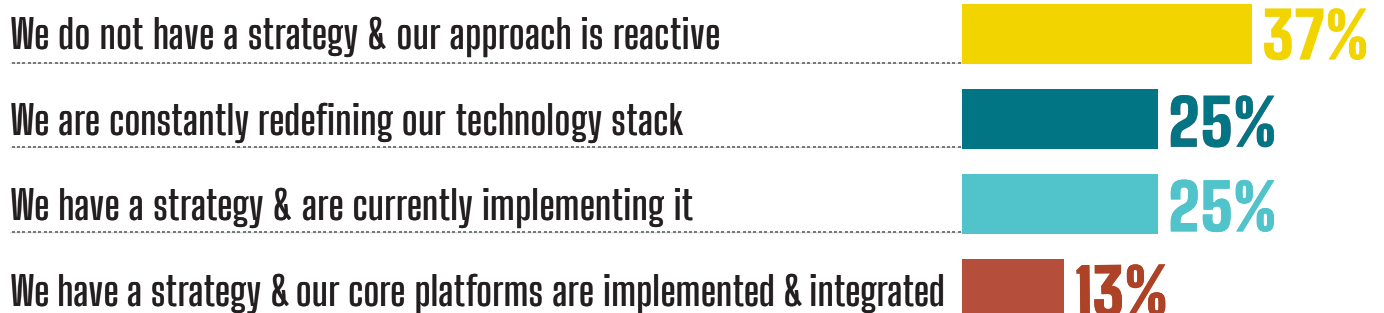
**HAVE A
MARKETING
AUTOMATION
PLATFORM
(MAP)**



66%

**COINCIDENTALLY,
66% OF THESE HAVE
INTEGRATED THEIR
AUTOMATION PLATFORM
WITH THEIR CRM**

What statement best describes the status of your marketing ‘technology stack’?



Flight No	Destination	Time
CX7183	LINKEDIN	7:50
QF3474	FACEBOOK	7:50
BA372	INSTAGRAM	7:55
AY6554	TWITTER	8:00
KL3160	YOUTUBE	8:00
BA8903	PINTEREST	8:05
BA710	WECHAT	8:10
QF3371	TIKTOK	DELAYED?

LinkedIn leads the charge, Facebook closes the gap and WeChat is in the market



Content continues to be king. This is not surprising given it underpins so many marketing activities including social media, email, thought leadership, lead generation campaigns and nurturing. Yet, while the top investment area for marketers in 2020 is content development, only 17% of our respondents had a personalised, full-funnel approach to content marketing. Some tenets of good content marketing never change, such as ensuring content is relevant for customers and presented at the right stage of their journey.

Social media is now a bona fide channel in the B2B marketer's suitcase of channels. A recent IDG study reported that 75% of B2B buyers and 84% of C-level or vice-president level executives use social media to make purchasing decisions.¹¹ This isn't surprising given the pervasive influence of social media during and outside of work hours. What is surprising is that 59% of our respondents did not have a social media strategy.

11) <https://www.idg.com/blog/5-statistics-will-change-view-b2b-buyers-journey/>

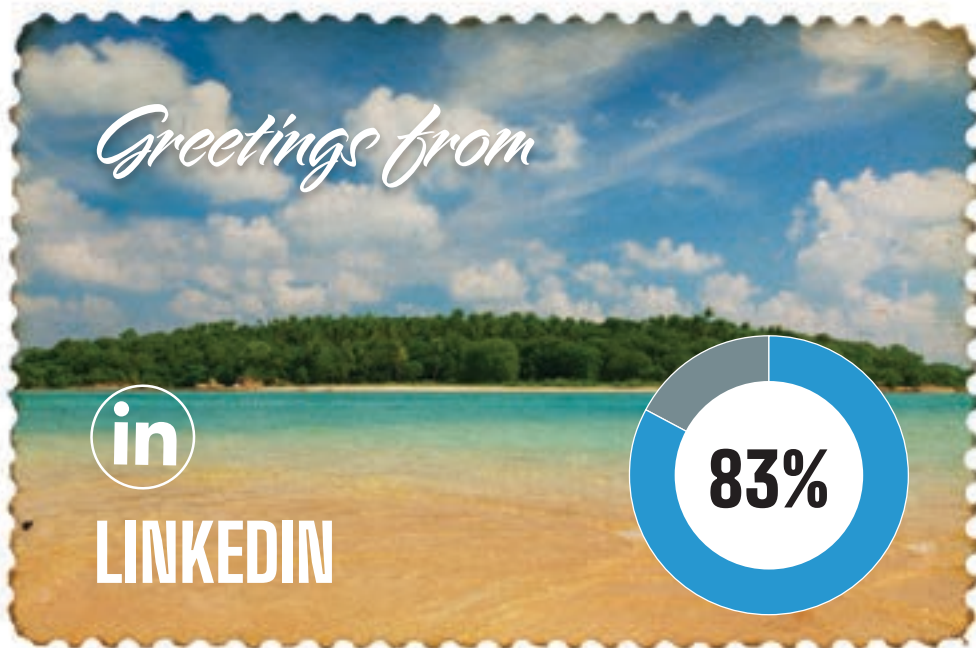
On the platform front, LinkedIn continues to be the most active platform for B2B businesses, but Facebook and Instagram have continued to gain ground. Not dissimilar to last year, Facebook was increasingly attractive to B2B marketers in 2019 owing to its robustness and lower cost-per-lead than LinkedIn. Of note is the entrance of WeChat, clocking in at 7% across respondents. This likely correlates to the recent increase in the Chinese population in Australia. According to the ABS, the Chinese population in Australia increased 35.7% over a five-year period to 2018.¹² Marketers who focus on Chinese audiences should take WeChat into serious consideration as a potential social channel. For B2B marketers to use social media successfully, they need to continually refine their audiences (using lookalikes, matched customer lists and other targeting parameters) and couple that with compelling creative and messaging which speaks to customer needs.

12) <https://www.abs.gov.au/ausstatsabs%40.nsf/ediareleasesbyCatalogue/D8CAE4F74B82D446CA258235000F2BDE?OpenDocument>

When creating content in 2020, consider exploring formats that offer higher engagement. The Content Marketing Institute's 2019 study found a year-on-year increase in the use of audio and visual content.¹³ This corresponds with the rise in the take-up of podcasts and videos. Marketers should research their audiences' media consumption preferences and consider investing in richer media formats to match these preferences.

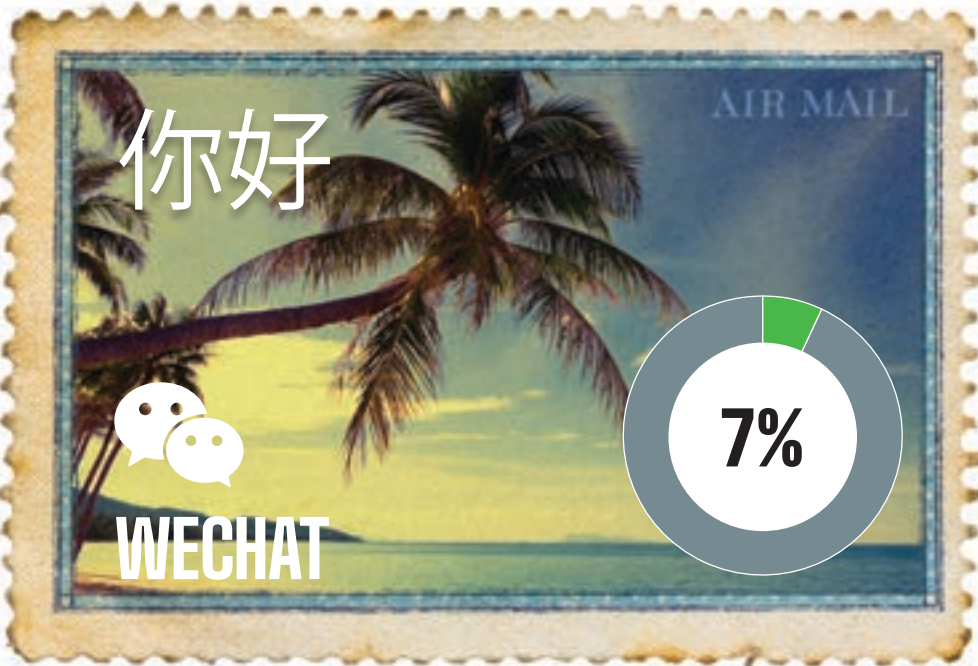
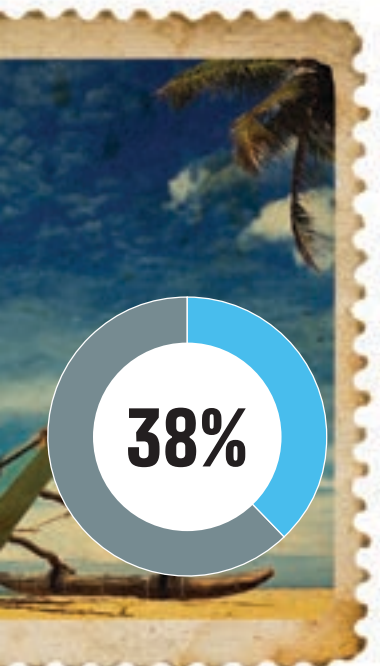
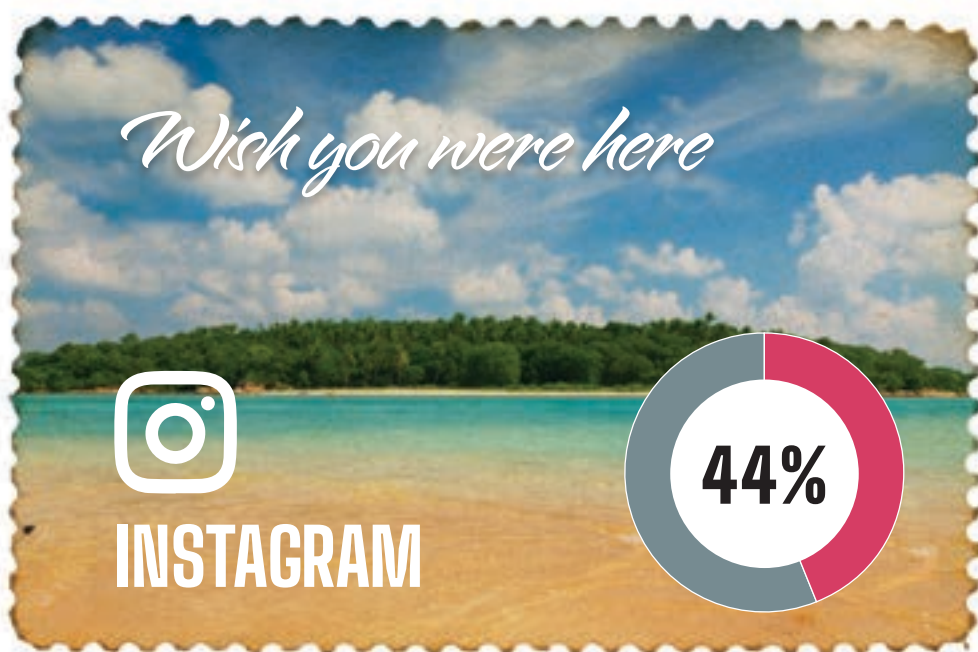
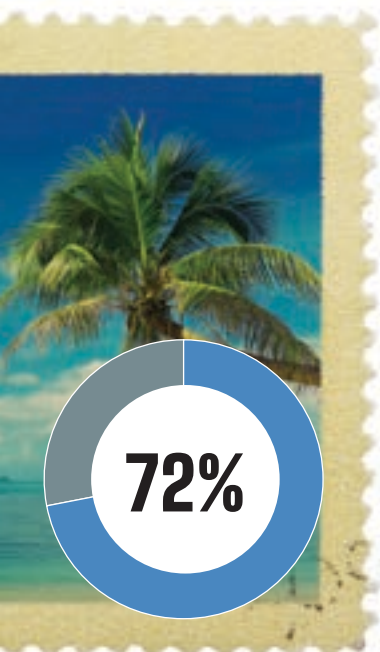
13) <https://contentmarketinginstitute.com/2018/10/research-b2b-audience/>

Which social media platforms is your business using?



Best-in-class marketers are over 2x more likely to adopt a personalised content marketing approach for all stages of the funnel

Of those measuring ROI from their social media activities:



Our B2B CMO Advisory Council is a group of passionate B2B marketing leaders who provide strategic direction and analysis for the research report development. Here they share their B2B ‘hot buttons’.

Bernice Muncaster

Director of Marketing & Communications, Australia & New Zealand, DXC Technology

Building better experiences with technology

My entire marcoms career has been in the IT industry, so seeing the integral role technology is playing today in B2B marketing is really exciting for me. When configured properly it allows the human behavioural aspect of marketing and communications to come together with data and analytics to build more consistent brand experiences and better business outcomes.

I believe 2020 and beyond should be when B2B marketing leaders invest their time and effort ensuring their people and tech resources are better aligned to the sales organisation, so we can create a single view of the customer and prove the value marketing is contributing to the business. This way we continue to build credibility and trust in the marketing function.

Dave Nicholls

Commercial Director, PPG Industries

Marketing needs to take ownership of business objectives

I've had the privilege of working across both senior sales and marketing roles in diverse international markets, and through tumultuous periods such as the GFC. My experiences have shaped my passion and formed the belief that marketing should take ownership of true business objectives and be an enabler to leaders to make the tough decisions. To be enablers we marketers need to be asking ourselves three things every single day:

1. How do we add value to the consumer or end user?
2. How do we add value to our customers who in turn serve the consumer or end user?
3. How do we add value to the company by increasing sales, improving cash flow, growing brands and ensuring we get the best from our assets and inventory?

If we answer those then the sky's the limit!

Mitchell Mackey

Marketing Director – Transformation
Ansell Healthcare

Cultivating profit & planet, shareholders & stakeholders

Marketing today is the key to customer success. This mission has never been more significant nor more challenging. Today we marketers must have a digital sense, a purpose sense and, most critically, a business sense as our companies and institutions strive to balance shareholders and stakeholders, profits and our planet. We need everyone engaged and committed, not simply compliant, if we are to deliver superior end-to-end customer experiences across our businesses, from operations, to customer service to sales, from multi-channel to omni-channel.

This reality means we must generate impact without direct authority. It means we have got to be good at mobilising. We can't just be doing marketing, we must be leading marketing.

Fundamentally, we must credibly impact across the dimensions of profit and planet, shareholders and stakeholders. Do this and we build marketing-driven, values-based, diverse companies, that people want to work with, not for, and subscribe to rather than buy from.

Natalie Truong

CMO Asia & Head of
B2B Marketing, Pacific,
Mercer

Change the conversation

Since the start of this year – I’ve been looking after 13 markets in Asia Pacific. As I reflect on my travels and think about the teams I work with, there are questions I am often asked by marketers from Asia and Australia alike.

How do you get sales teams to action your leads? What are the right marketing metrics we should agree with the business? How do you manage global teams who push campaigns that are not relevant?

There isn’t a simple answer. It’s difficult, uncomfortable and it takes time. However, it’s something I’m really passionate about.

Don’t be a lazy marketer, take a moment to think about it, every day as marketers, we are looking at how we can change the conversation with our clients, our customers, our members etc so why aren’t we pushing each day in our organisations to change the conversation for our personal brand, for our profession?

Paul Liddiatt

CMO,
Education Horizons Group

Everyone has a view of what is most important for B2B marketing

This year ‘brand’ seems to be in vogue with increasing focus on how B2B companies communicate what we stand for, our unique points of difference and how brand can help sustain customer loyalty. The alignment of sales and marketing has always been a hot topic. It is maturing to become a discussion of how sales and marketing align, not just to each other, but also to the company’s strategic business goals.

Marketing automation continues to headline as our marketing systems become more integrated with our company business platforms. This investment in technology has increased the expectation of executive leaders that marketing can deliver more frequent performance reports supported by insightful analytics that demonstrate ROI. We may never get consensus on what is the most important area of focus for B2B marketers. But perhaps we would all agree that it is the people in our marketing teams, their skills, creativity and motivation, that will dictate how successful we are in the end.

Trisca Scott-Branagan

Head of Marketing,
Institutional,
ANZ

Dynamic content marketing & understanding our customers

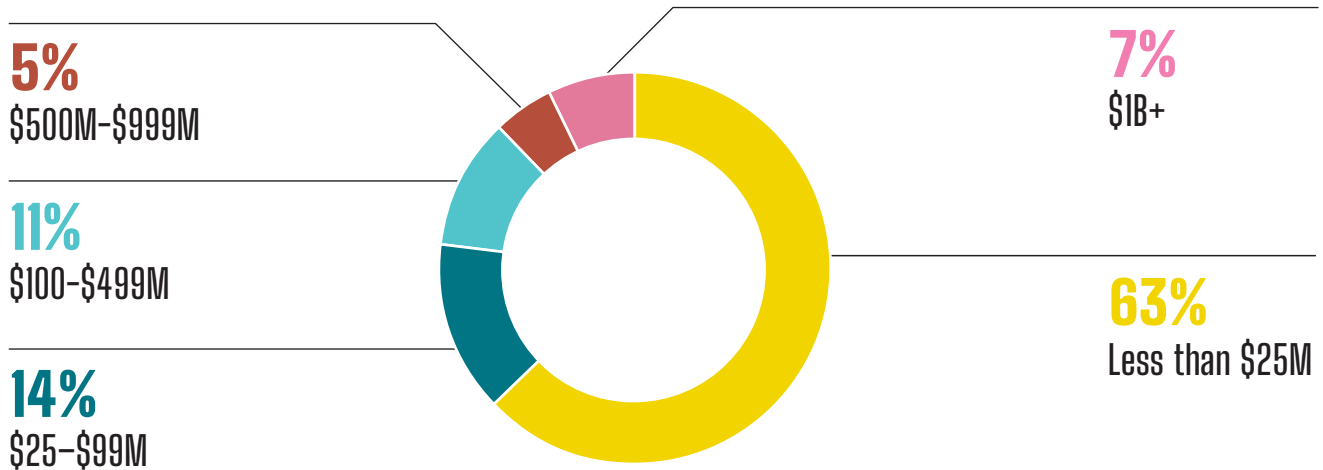
My first foray into B2B marketing was 15 years ago. At that time, what we did was undefined, and there was no playbook to go by. A couple of years ago I re-entered the B2B marketing profession and am blown away by how much support and infrastructure is now available. But I’m also not surprised that we are facing similar challenges to our B2C marketing professionals. Both have seen an absolute rise in dynamic content marketing as customers increasingly switch off from invasive advertising; and both are challenged in building and maintaining the skills and infrastructure that can deliver this highly personalised, timely and engaging content.

Meanwhile, marketing professionals who understand their customers’ path-to-purchase and loyalty are playing a more strategic role inside their organisations. By shining a spotlight on customers’ needs, feelings, actions and pain points, marketers are being the voice of the customer; and are also in a fabulous position to identify ways of better serving our customers’ needs.

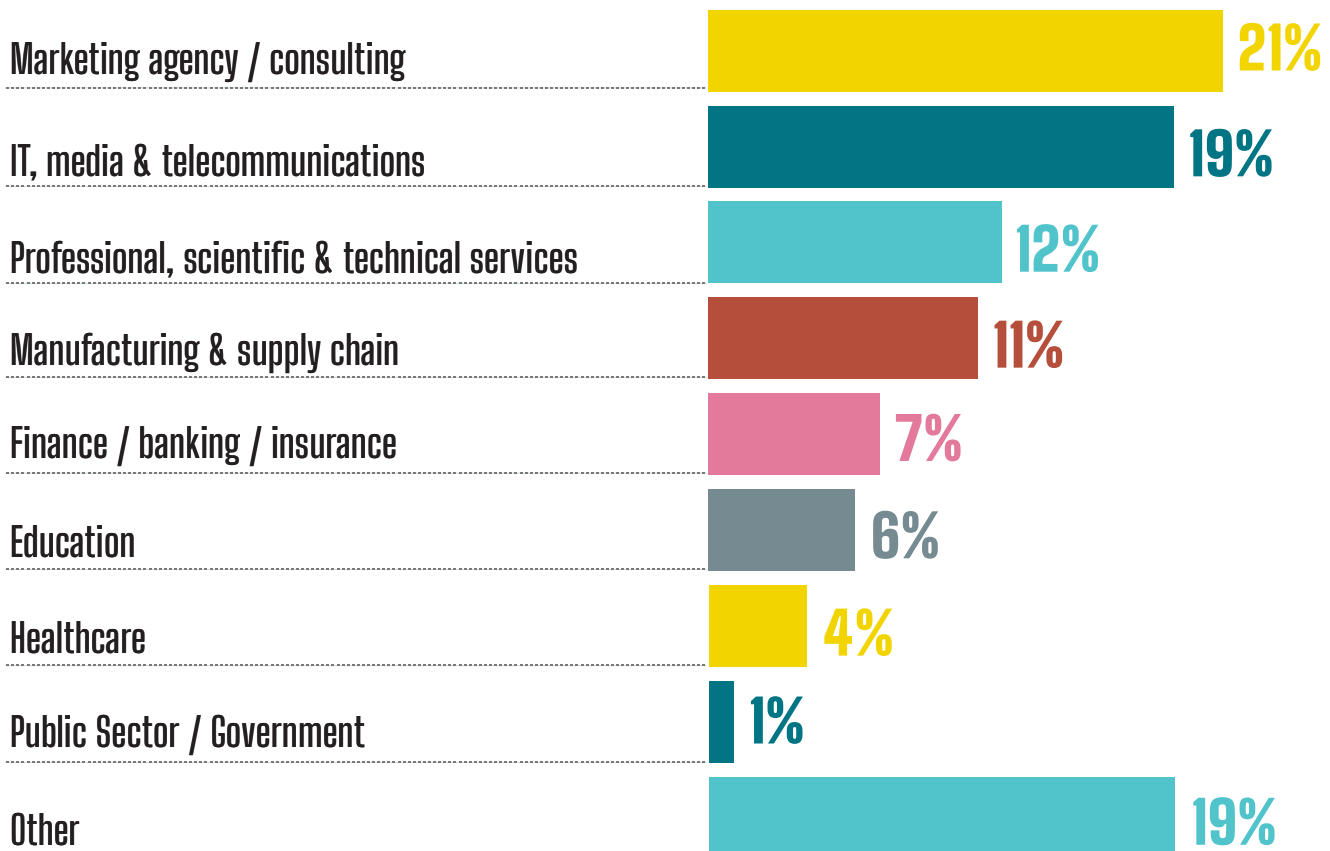
→ RESEARCH DEMOGRAPHICS

This study was conducted from October to November 2019, with 537 respondents participating in an online survey. The survey was targeted at B2B executives and marketers via digital communications, including email and social media.

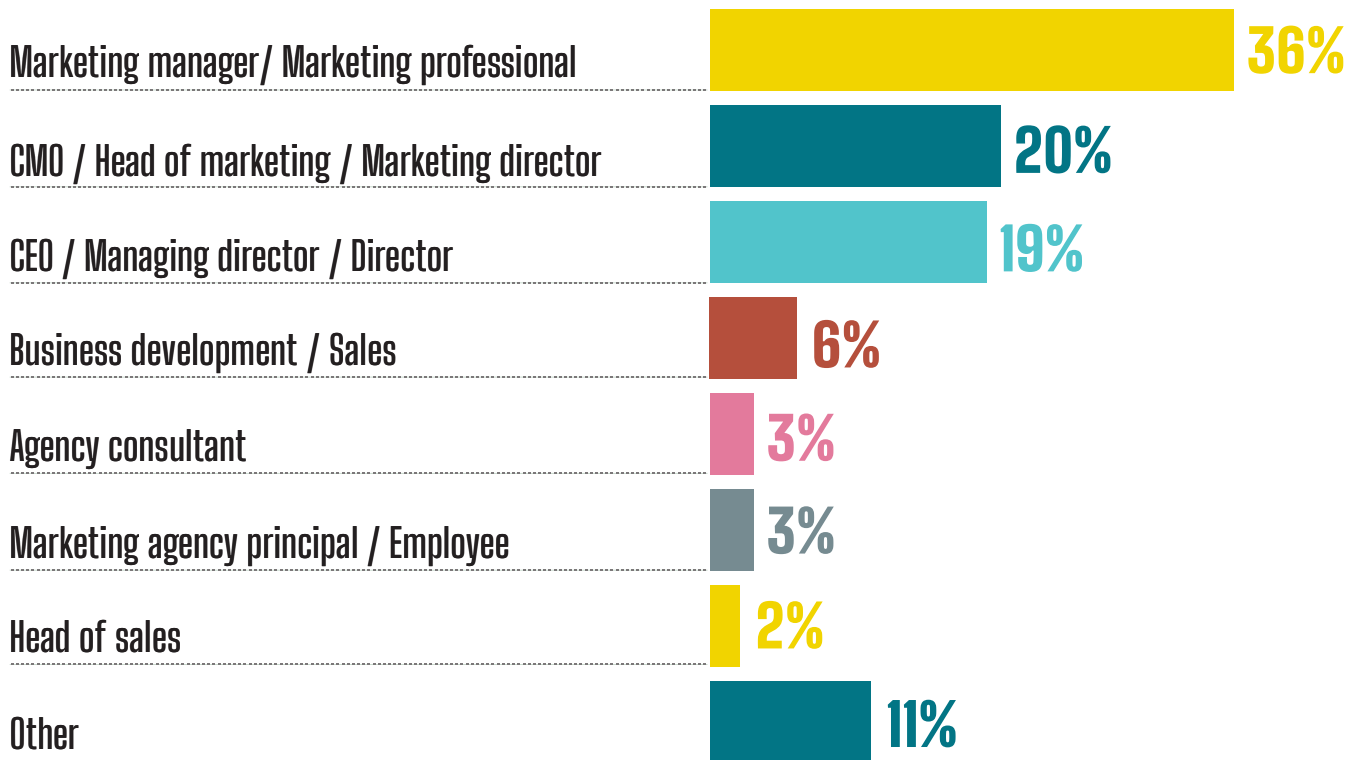
What is your organisations annual revenue?



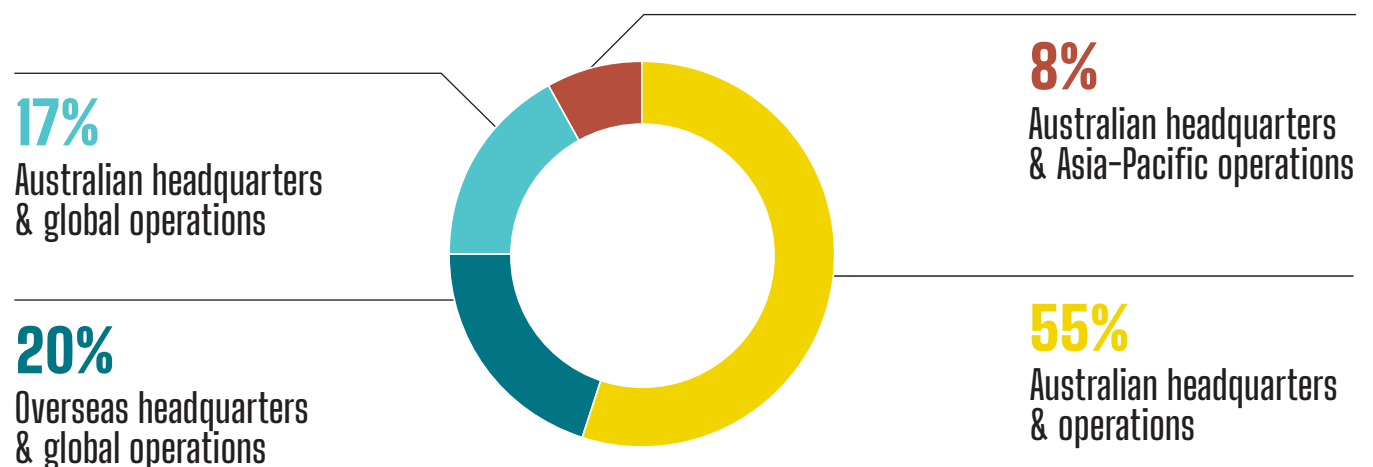
What is your industry?



What is your role?



Which statement best describes your organisation?



→ ACKNOWLEDGEMENTS

This study was conducted by Green Hat with the support of AMI, Marketing Magazine and our research sponsor HubSpot



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We 'think' and we 'do'. Our services include B2B strategy, research, branding, design, digital and social media services, content marketing, lead generation and nurturing – underpinned by analytics and automation. Industries we specialise in are professional services, ICT, financial services, industrial and any business dealing in 'complex and considered purchases'.

Our client list includes many blue-chip brands such as Nestlé, IBM, USG Boral and Sigma Healthcare.

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The AMI's core purpose is to support progress in the careers of our members and advance the marketing profession.

In order to achieve this, the AMI will:

- Promote and advocate the status and interests of our members and the profession.
- Build the status and professionalism of members through our Certified Practicing Marketer (CPM) designation.
- Foster member collaboration and networking.
- Provide access to professional development opportunities, including knowledge sharing, content and thought leadership.
- Work collaboratively with marketing academia, including course accreditation.
- Set and maintain professional standards of members through the Code of Conduct.
- Celebrate marketing excellence through our Awards Program.

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