MARKET
ONE.

The Full Stack Difference

Build better demand generation from the ground up: supporting the perfect customer experience by aligning technology, data, people and process.

Introducing full stack demand generation

All B2B companies have a marketing technology stack, some more advanced and integrated than others. But most are failing to extract the value they expected to derive from these investments and few are delivering the joined-up experience customers are now expecting.

A more holistic approach to demand generation is required. From the data that underpins the technology to the planning of the digital and human interactions that create a great customer experience.

A vertically integrated demand generation strategy will help you get new capabilities and campaigns into market, faster. It will get people with the right skills following a systemized, scalable process. And it will deliver measurably better results.

What is a stack?

You may have heard talk of full stack developers – people as comfortable working in a back-end database as developing front-end interfaces. Start-ups now seek full stack marketers – or heaven forbid, growth hackers –as comfortable delving into Google Analytics as they are discussing the merits of Snapchat.

Our frame of reference is technology stacks. Oracle has its business technology stack: hardware, database, middleware and applications. In the consumer space, Apple has tightly integrated the iPhone stack: the physical devices, iOS operating system and the apps that run on it.

The benefits of Vertical integration

There's a reason these companies are taking control of all the moving parts by vertically integrating – and it goes beyond just trying to take more wallet share.

THE ORACLE STACK

In Oracle's case, it's all about the performance gains that come from engineering systems to work together – a millisecond on a trading floor can make a major difference. With the purchase of Sun Microsystems, they

integrated backwards within the stack. And they're integrating forwards too – with the acquisition of countless independent software vendors.

Apple's backward integration strategy involved taking control of chip design to optimize battery life and performance. While their forward integration strategy has them designing the physical stores in which products are sold. The result? Simple, usable products, a category-leading customer experience, and a significant price premium.


Case studies reveal that integrated customer journeys provide a competitive advantage, in some cases doubling sales year over year.

SOURCE: HARVARD BUSINESS REVIEW

Creating Experience Based Differentiation

The experience we demand generation marketers are trying to optimize is the process of researching, evaluating and procuring business solutions. Let's call it the pre-customer experience.

A better buying experience is a powerful differentiator. More intuitive forms increase conversions. Content delivered at the right time can sway evaluation criteria in your favor. Having someone on the other end of the phone who's hungry for your business can be the deal clincher. Forrester calls this Experience Based Differentiation.

89%

36%

2010   2016
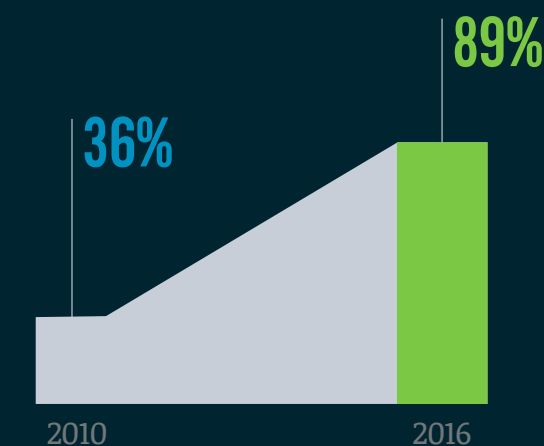
In 2016, 89% of companies expect to compete mostly on the basis of customer experience, versus 36% in 2010.

SOURCE: GARTNER (2016)
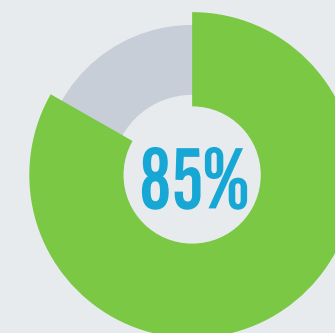
A marketing technology stack is not enough

A number of companies sell marketing technology stacks: IBM, Oracle, Adobe and Salesforce among them. They're acquiring data management platforms, CRM systems, web content management and marketing automation platforms, programmatic technologies, plus search and social tools.

The marketing tech industry has seen an average annual growth of 170%, increasing from 100 companies in 2011, to nearly 2000 in 2015.

SOURCE: **SCOTT BRINKER**

**170%
TECH INDUSTRY
GROWTH**
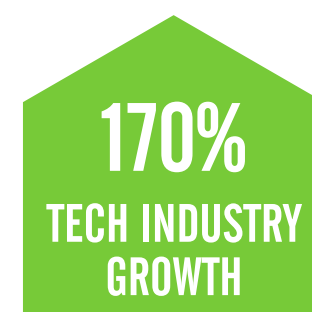
But despite all the technology at their disposal, B2B marketers are still struggling. In the consumer world, customer journeys are individual, short, linear, and often entirely digital. B2B is different. It's harder. We have to reach and influence multiple decision makers over several months, across disparate channels – human as well as digital.

85%

85% of B2B marketers felt they were not using their marketing automation software to their full potential last year.

SOURCE: **SIRIUSDECISIONS (2014)**

It doesn't help that the marketing technology stacks we're working with are far from fully integrated. Vendors have a lot of work to do before their solutions are as simple and delightful to use as an iPhone. What else is holding organizations back?

41% of marketers cite inconsistent data across technologies as their biggest challenge for maximizing the return on investment in marketing technology.

41%

SOURCE: **DUN & BRADSTREET (2016)**
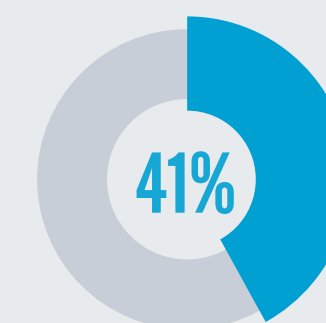
First and foremost, the data. All these tools are generating more of it by the second. It's inconsistent, incomplete and isolated. And the truth is, for many that's a bit of a relief. Because if data wasn't such an obstacle, an even harsher light would be cast on the chronic skills gap faced by most B2B marketing organizations.

Only 16% of executives believe their firm has all the skills and capabilities necessary to deliver its digital ambition.

16%
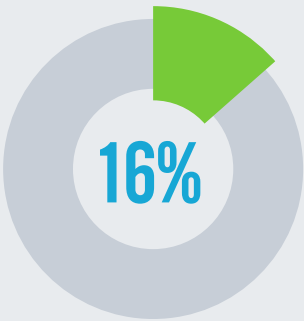
SOURCE: STAFFING AND HIRING FOR DIGITAL BUSINESS, FORRESTER (2016)

Vertically integrating demand generation

Creating the perfect pre-customer experience requires much more than just a marketing technology stack. It requires the vertical integration of the entire demand generation process. We call that full stack demand generation.

This means the backward integration of marketing technology with the data

layer. Data needs to move into and out of marketing applications freely, and maintain its integrity in the process. Data and technology is the platform on which great experiences can be built.

THE DEMAND GEN STACK

HUMAN INTERACTIONS

DIGITAL EXPERIENCES

FORWARDS INTEGRATION WITH CX DESIGN

MARKETING TECHNOLOGY

DATA & ANALYTICS

BACKWARDS INTEGRATION WITH DATA

PEOPLE &PROCESSES

In order to take full advantage of that platform, programs need to be planned and designed by people who have a full understanding of the capabilities they have at their disposal. This requires the forward integration of the campaign design process.

It's just not practical for every field marketer to work hand-in-hand with data scientists and marketing technologists. It's simply not scalable. What's needed is a centrally defined campaign architecture that shows how and where tactics can be combined for best effect. Then a standard operating model for planning and delivering campaigns that follow that architecture. Finally, an investment in training and enablement to drive adoption and compliance.

Think of it like the Software Development Kit that Apple makes available to developers wanting to sell on the App Store. Apple didn't perfect the iPhone just to allow any old app to be sold on it. Every app submitted is rigorously assessed in order to maintain a great customer experience. In a similar way, we shouldn't allow ill-considered programs to be executed on our carefully engineered platform.

A full stack demand generation partner

We all want to be Apple, delighting our customers and banking billions in the process. But managing data, integrating technology and planning perfectly personalized experiences takes time, skills and resources few companies have. Most still have events to run, a lead quota to deliver and new products that won't launch themselves.

59% COST REDUCTION

20% EFFICIENCY IMPROVEMENT

Outsourcing offers opportunity to reduce cost by 59% and improve efficiency by 20%

SOURCE: GLOBAL OUTSOURCING SURVEY, DELOITTE (2016)

This is where a full stack demand generation partner can help – and where other service providers fall short. Ask yourself…

- Do I want to get advice on the implementation of a marketing automation platform from a partner that doesn't understand digital marketing or lead management?

• Should I entrust the design of demand generation programs to a partner that doesn't fully understand the power – and limitations – of the underlying technologies?

• Is it possible to telequalify leads if agents don't have an intimate understanding of the campaigns and content that have driven the customer engagement?

• How can I expect a partner to analyze and interpret my data when they have no understanding of its context and meaning?

Working with a full stack demand generation partner means you don't have to ask yourself these questions. You'll have the confidence that all the layers of the demand generation stack will be taken into consideration.

How solid is your stack?

A good doctor wouldn't treat a patient on the basis of a self-diagnosis. A lawyer wouldn't take on a case without establishing the facts for herself. So we begin with an assessment of all the layers in the stack: the quality and movement of data, the use of marketing technology, the way in which campaigns are planned and executed, what skills are there – and which ones are missing.
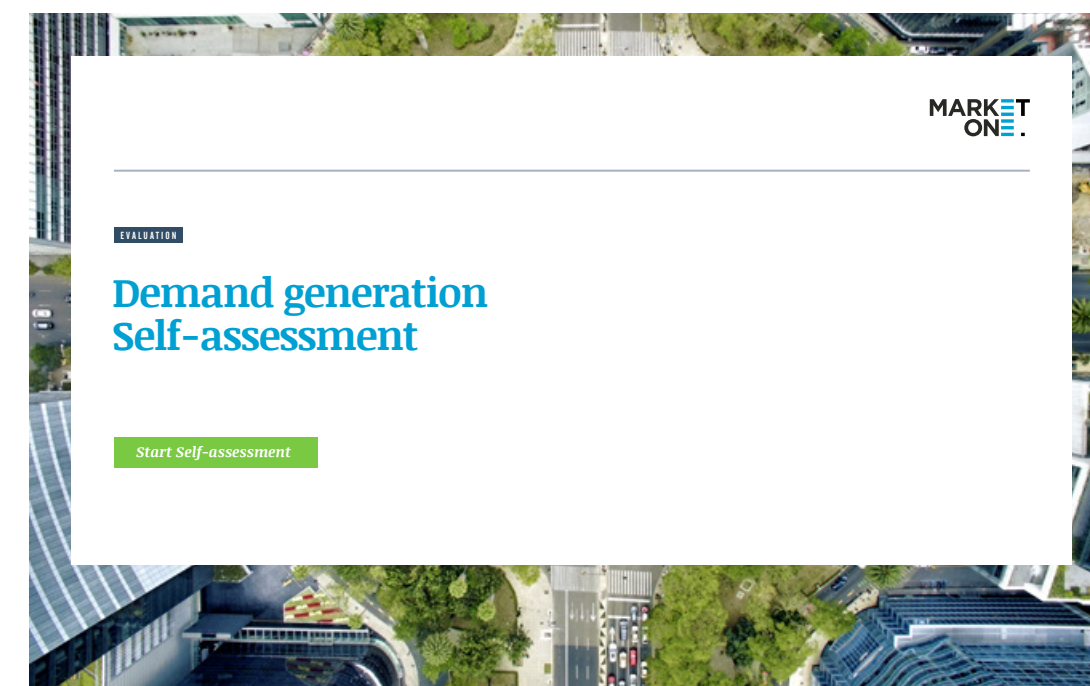
Once we understand the situation, we identify and prioritize any remedial actions. The first goal is to get to a point where basic, integrated campaigns can be executed and measured – from initial contact acquisition to formally acceptance of a lead by sales. More often than not, this means building from the ground up, with the data.

When the stack has been stabilized, and a current campaign architecture

and standard operating model documented, we develop a roadmap for the addition of new capabilities which provide value to both the customer and the business.

Adding new capabilities to your stack

Taking a vertically integrated approach to adding new capabilities means considering each layer in the demand generation stack...

- **Strategy** How will this improve the customer experience and how will we measure the business outcomes?

- **Interactions** What are the digital and human interactions we'll need to provide this improved experience and desired outcomes?

- **Technology** What marketing technologies will support those interactions and how do they need to be integrated?

- **Data** How does the data need to flow into the applications? What needs to be extracted in order to support the analysis we want to do?

- **People** What new skills are required – and are these best sourced in-house or from third party experts?

- **Process** And finally, what processes will be required in order to deliver and then scale success?

Let's imagine the capability we want to introduce is proactive live chat.
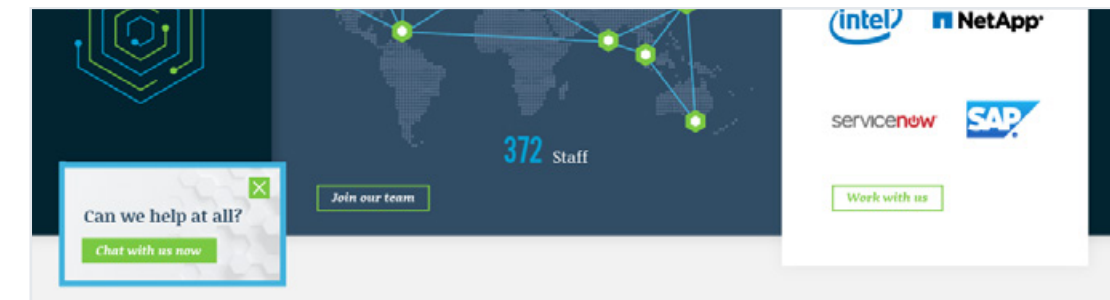
- **Strategy** We believe that offering assistance to anonymous website visitors from high value accounts will help identify and convert more leads.

- **Interactions** We want to push proactive chat sessions to enable one-to-one, real-time online conversations with contacts from key target accounts.

- **Technology** We need a chat tool with proactive capabilities integrated with our web CMS and able to identify visitors fitting the right profile.

- **Data** We'll need to flag key accounts, bring forward relevant contact history, capture when a chat session has been triggered, and what the outcome was.

- **People** We'll need people with a good understanding of relevant customer business pains and our solutions to operate the chat session.

- **Process** And a process for defining the business rules to trigger a session, and then routing leads generated for further qualification.

60%
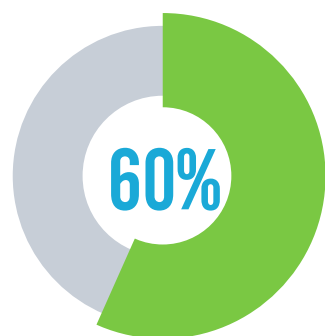
By 2018, 60% of B2B companies will have created immersive, authentic Omni-experiences for customers, partners, and employees

Once a proof of concept has been executed and assessed, we systemize and scale success. How to build and train a multi-lingual chat team, or develop standardized reports at an agreed cadence. Then a plan to inform those planning campaigns that this new capability is available to them – with a process for briefing and enabling the chat team.

THE CURRENT PROBLEM

THE VERTICALLY INTEGRATED SOLUTION

Campaign planning is siloed, focusing on the contribution of individual channels: web, email, paid media.

Campaign planning starts with desired business outcomes and designing the optimal customer experience.

Campaign designs are haphazard and so fail to make full use of the marketing technology available.

A standardized campaign architecture and operating model are established to ensure value is extracted from technology investments.

Digital and human interactions are dislocated, with digitally-driven leads handed off for qualification.

Digital and human interactions are interwoven with contacts moving back and forth seamlessly between the two.

Measurement of activities with each channel owner focused on their isolated channel.

Measurement of outcomes and visibility into the contribution of individual channels to the final results.

Data is a limiting factor, restricting the use of marketing technology and impairing the customer experience.

Data is an enabler, available to all marketing applications and supporting the delivery of relevant content in real-time.

Piloting and test-and-learn activity is sporadic and isolated, with learnings rarely rolled out broadly.

Proof of concept activity is rigorously planned and measured, then systematically made available.

Half stack solutions and horizontality

Systems integrators have plenty of experience with data and technology, but nevertheless, we've had to unpick a number of MAP implementations undertaken by systems integrators because they typically configure them to meet the needs of an IT department, not marketers. They may be rapidly bolting on digital agency capabilities, but most of their digital transformation experience still comes from the eCommerce-driven B2C world.

Meanwhile agencies are finally grasping the need to design experiences that span multiple channels. Hence the approach Martin Sorrell at WPP describes as "horizontality" – getting people at different agencies to work together. They may buy the media, create the ads, build the websites and send the emails – but at best you get 'imitation' not integration – a web banner that looks the same as the email masthead, which looks like the landing page. Horizontal integration perpetuates the siloed understanding and use of marketing technologies, and is undermined by the lack of a single, coherent data strategy.

" *The ultimate way you get to horizontality is to have one brand. That would be impossible, in my view, because the parent company would get confused with the operating company* "

MARTIN SORRELL WPP   *Source*

Let's go full stack

Are you keen to get your demand generation vertically integrated? Then you probably need a partner that thinks across the full stack – an approach that will give you the confidence that every piece of the puzzle will work together and the certainty that you'll be able to measure results and scale success.

If you want to get an independent view of your current state, talk to us about a demand generation assessment. Our simple self-assessment tool can take as little as an hour to complete and we can have an initial analysis back to you within a couple of weeks, with no commitment on your part.

Get in touch at *www.marketone.com/contact*