Today's Presenter...

Mark Coronna, Area Managing Partner & CMO, Chief Outsiders

- Marketing career started in a high-tech software company which became a category leader

- Developed a passion and understanding of how to use technology to support business growth

- Strong appreciation and recognition of the benefits of profitable growth

- Former Chief Information Officer (CIO) and first VP eCommerce for two F-200 Corporations

- Built first Internet B2B payment business for U.S. Bank

Setting Expectations--What You Will Learn Today

- How a **digital journey** can enable business growth

- A complete **digital roadmap**

- Focus on **digital marketing** and **digital customer engagement**

- Why **content** is your "**digital fuel**"

- How to **assess** your digital investment and performance

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DIGITAL
___ You use digital technologies in your business, other than smart phones and a website
___ Your website is effective as a lead generation engine for your business
___ You proactively measure the performance of your website against key metrics like conversation rates
___ Your website supports ecommerce capabilities
___ You use digital technologies to improve integration with suppliers and procurement
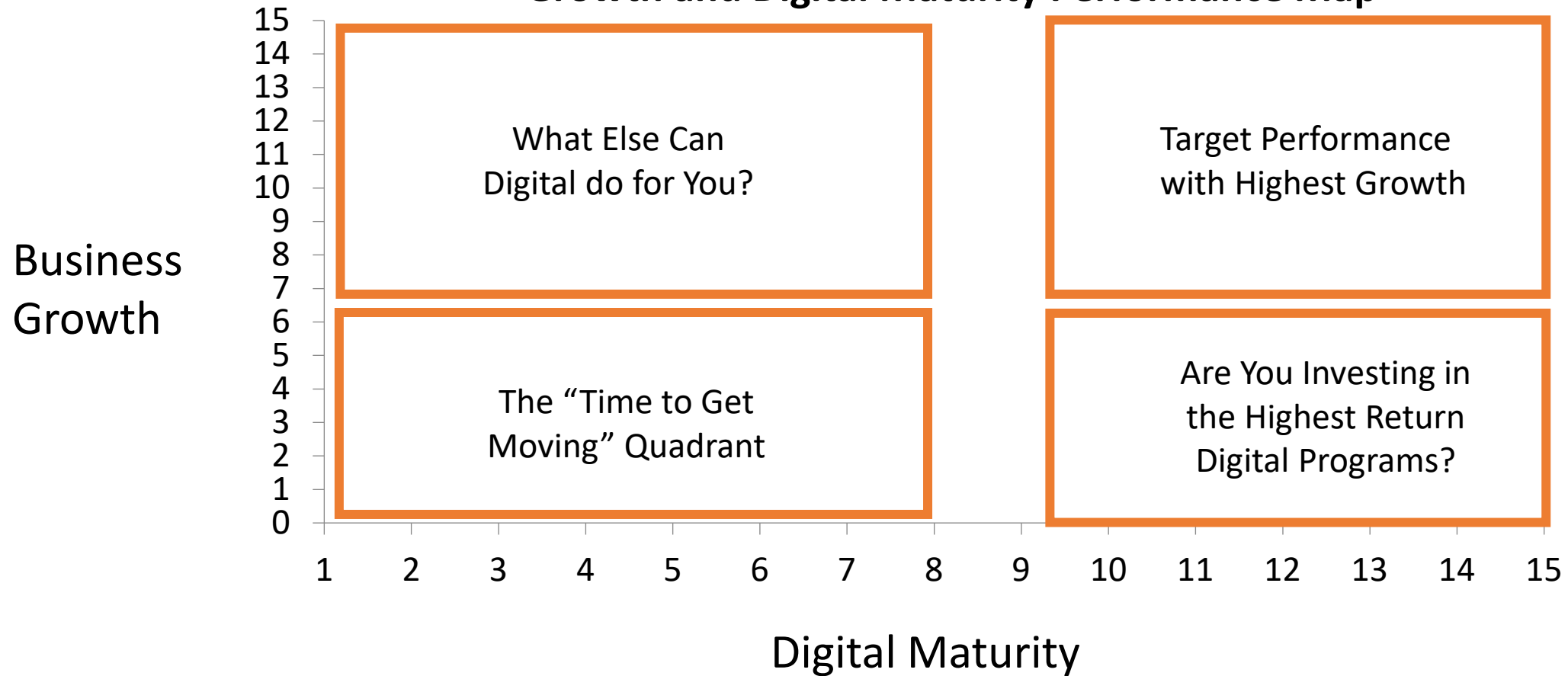___ SUB-TOTAL (__ of 15)

GROWTH
___ Your marketing plan includes basic digital marketing programs: email, newsletters, and social media
___ You use digital technologies effectively to build customers through new channels
___ You are confident that you are getting a desired ROI on your digital investments
___ You believe that your use of digital technology is a competitive advantage
___ You believe that your use of digital technologies is a growth-enabler for your business
___ SUB-TOTAL (__ of 15)

Each question is worth up to 3 points

Wherever you are on this map, I believe there's something in today's session for you…

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Growth and Digital Maturity Performance Map

Business Growth (y-axis, scale 0–15)

Digital Maturity (x-axis, scale 1–15)

Quadrants:
- Top-left: What Else Can Digital do for You?
- Top-right: Target Performance with Highest Growth
- Bottom-left: The "Time to Get Moving" Quadrant
- Bottom-right: Are You Investing in the Highest Return Digital Programs?

Let's start with your business goals: "Business First" not "Digital First"

Drive Sales

Grow Your Audience

Increase Scale

- Get "found" & increase demand generation
- Improve prospect targeting (quality, time)
- Reduce sales cycles & improve sales productivity through a pipeline model vs. a funnel
- Increase repeat business to expand share of wallet

- Increase brand awareness & value proposition visibility
- Improve competitive positioning
- Expand into new markets
- Nurture customers to increase customer lifetime value
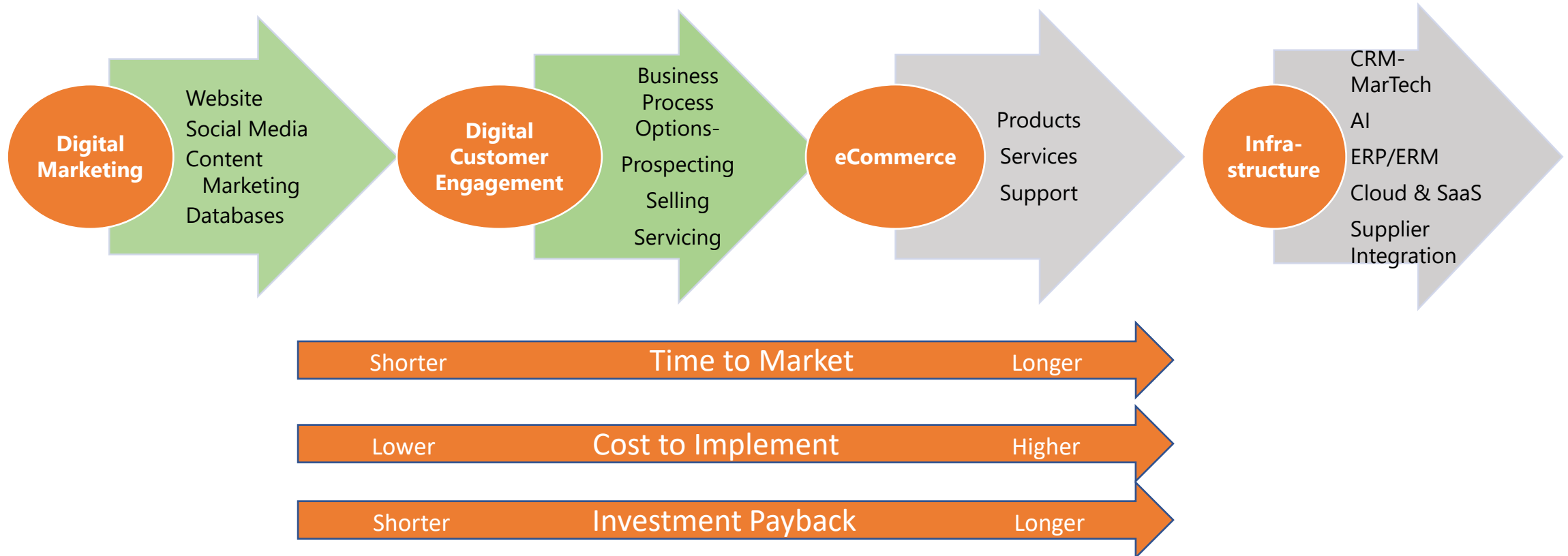- Cross-sell and upsell products and services

- Cost-effectively scale revenue
- Optimize Marketing investments and campaign ROI
- Reduce customer acquisition costs
- Reduce "front-end" operational costs

DIGITAL TECHNOLOGIES & PROGRAMS
REPRESENTING A MULTI-YEAR DIGITAL JOURNEY

Digital Marketing
Website
Social Media
Content
Marketing
Databases

Digital Customer Engagement
Business Process Options-
Prospecting
Selling
Servicing

eCommerce
Products
Services
Support

Infra-structure
CRM-MarTech
AI
ERP/ERM
Cloud & SaaS
Supplier Integration

Shorter	Time to Market	Longer

Lower	Cost to Implement	Higher

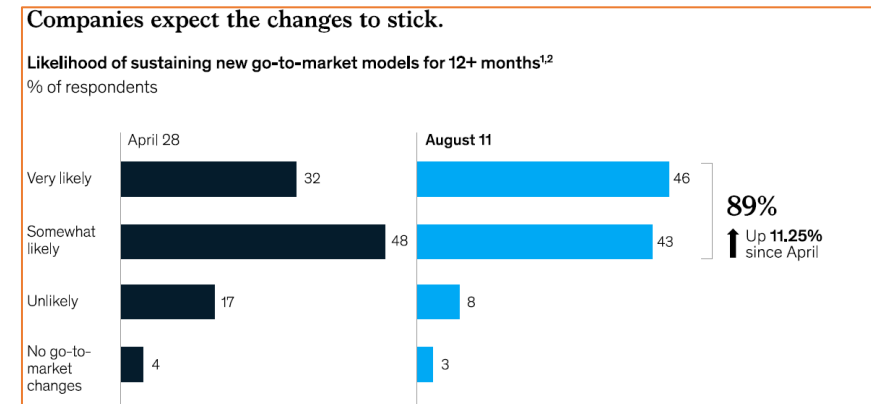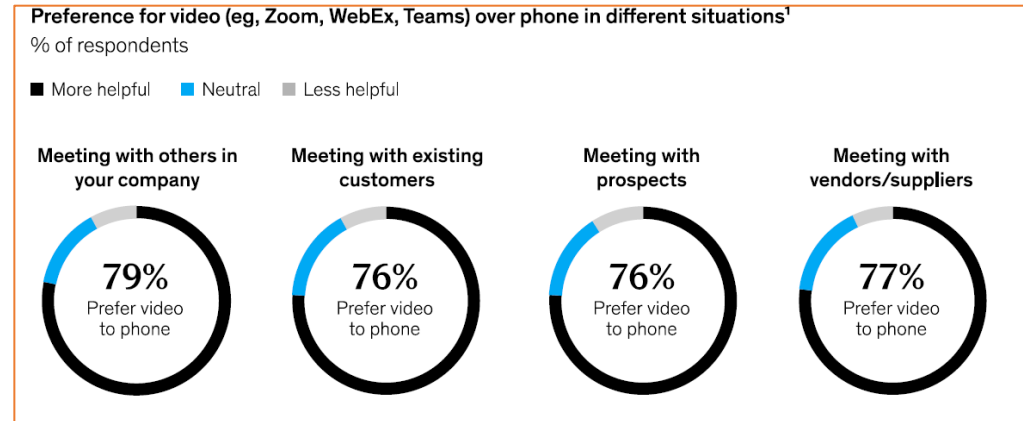| Shorter	Investment Payback	Longer

October 2020 landmark study from McKinsey…

"These Eight Charts Show How COVID-19 Has Changed B2B Sales Forever"

- 70-80% of B2B decision-makers prefer remote human interactions or digital self-service (identifying & evaluating suppliers, ordering, reordering)

- Buyers are willing to spend big

- Remote engagement successfully supports prospecting and selling

- Traditional in-person sales interactions are down 52%

- Video and online chat are up 41% and 23% since COVID

- Video is much preferred over the phone

- ***89% of companies expect the changes to stick***

Download Full Study Here: McKinsey B2B Study

Preference for video (eg, Zoom, WebEx, Teams) over phone in different situations[1]
% of respondents

■ More helpful   ■ Neutral   ■ Less helpful

Meeting with others in your company	Meeting with existing customers	Meeting with prospects	Meeting with vendors/suppliers
79% Prefer video to phone	**76%** Prefer video to phone	**76%** Prefer video to phone	**77%** Prefer video to phone

Companies expect the changes to stick.

Likelihood of sustaining new go-to-market models for 12+ months[1,2]
% of respondents

	April 28	August 11
Very likely	32	46
Somewhat likely	48	43
Unlikely	17	8
No go-to-market changes	4	3

89% Up **11.25%** since April

Business and Digital Benchmarks from Chief Outsiders' New Study…

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Top Five Key 2021 Business Growth Challenges
1. Attracting Growth-Minded Talent
2. Adopting Sales and Marketing Technology
3. COVID Lockdowns
4. Retaining Talent
5. Unfavorable Legislation and Trade Barriers

How Digital is Expected to Enable Growth
1. Digital Advertising Expected to Increase 94%
2. Top Digital Content Strategies for 2021:
      Blogging, Video, Case Studies, eNewsletters, Webinars and online events
3. Top Digital Spending Priorities for 2021:
      Organic Search, Content Marketing, Email Marketing Paid Search, Social Media

Questions we need to ask ourselves…

1. What digital enablers are needed to move the revenue needle?

2. Do we have a digital strategy or are we doing "digital stuff?"

3. Do we know which digital programs perform and which don't?

4. How do we align talent & technology with business & digital needs?

5. Do we have the internal resources to do everything we need to do?

6. How do we maintain compliance with regulations and privacy expectations?

Source: Chief Outsiders 2021 CMO Survey: Growth Insights from Fortune 500 Leaders
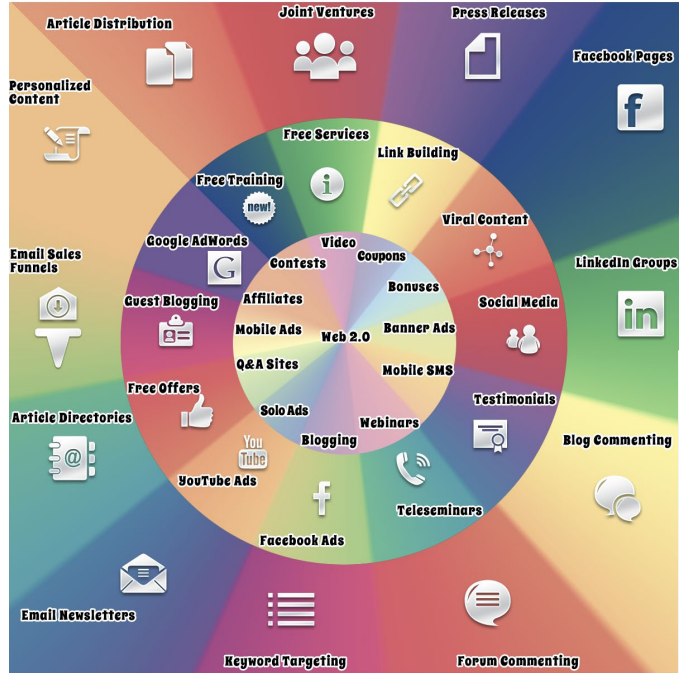2021 CMO Survey: Market Trends, Growth Insights from Fortune 500 Leaders (chiefoutsiders.com)
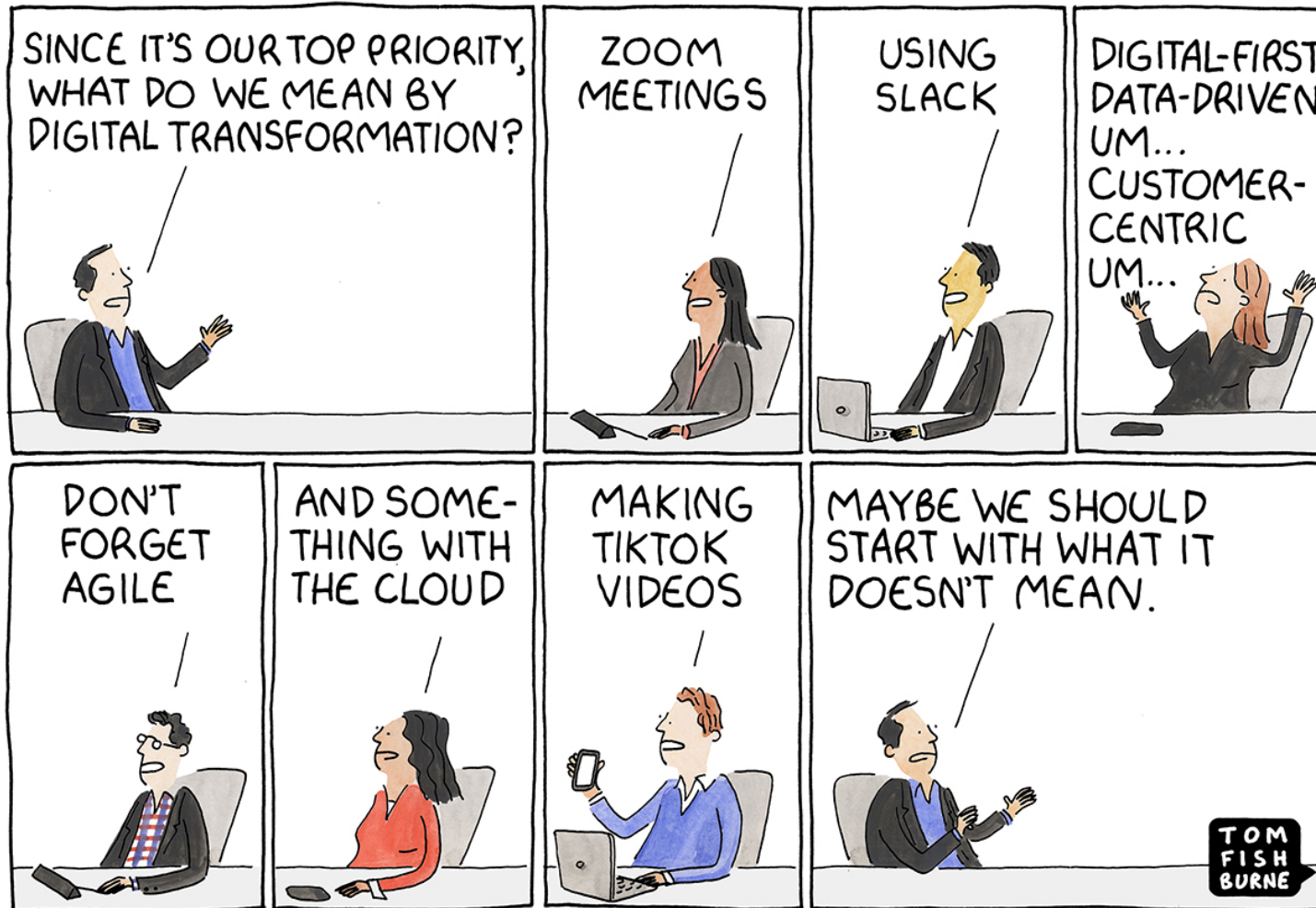
"Achieving business AND marketing objectives by effectively applying digital technologies, tactics, and talent."
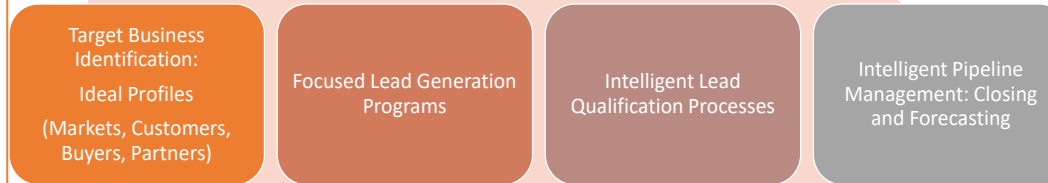
Digital Marketing can be confusing but can drive better performance

37 Online Marketing Strategies

Deploying an Intelligent Sales Pipeline™

Target Business Identification: Ideal Profiles (Markets, Customers, Buyers, Partners)

Focused Lead Generation Programs

Intelligent Lead Qualification Processes

Intelligent Pipeline Management: Closing and Forecasting

chiefmartec.com — April 2020

Marketing Technology Landscape
The Martech 5000

| Total Solutions	8,000
Advertising & Promotion	922
Content & Experience	1936
Social & Relationships	1969
Commerce & Sales	1314
Data	1258
Management	601

Access all the data of this landscape & more at martech5000.com

Only 8,000 apps to choose from!

The Digital Brand Sales Funnel & KPI's

(This is how we think about digital marketing. Read more on our blog: http://www.stephdokin.com/the-abcs-of-the-sem-sales-funnel-graphic/)
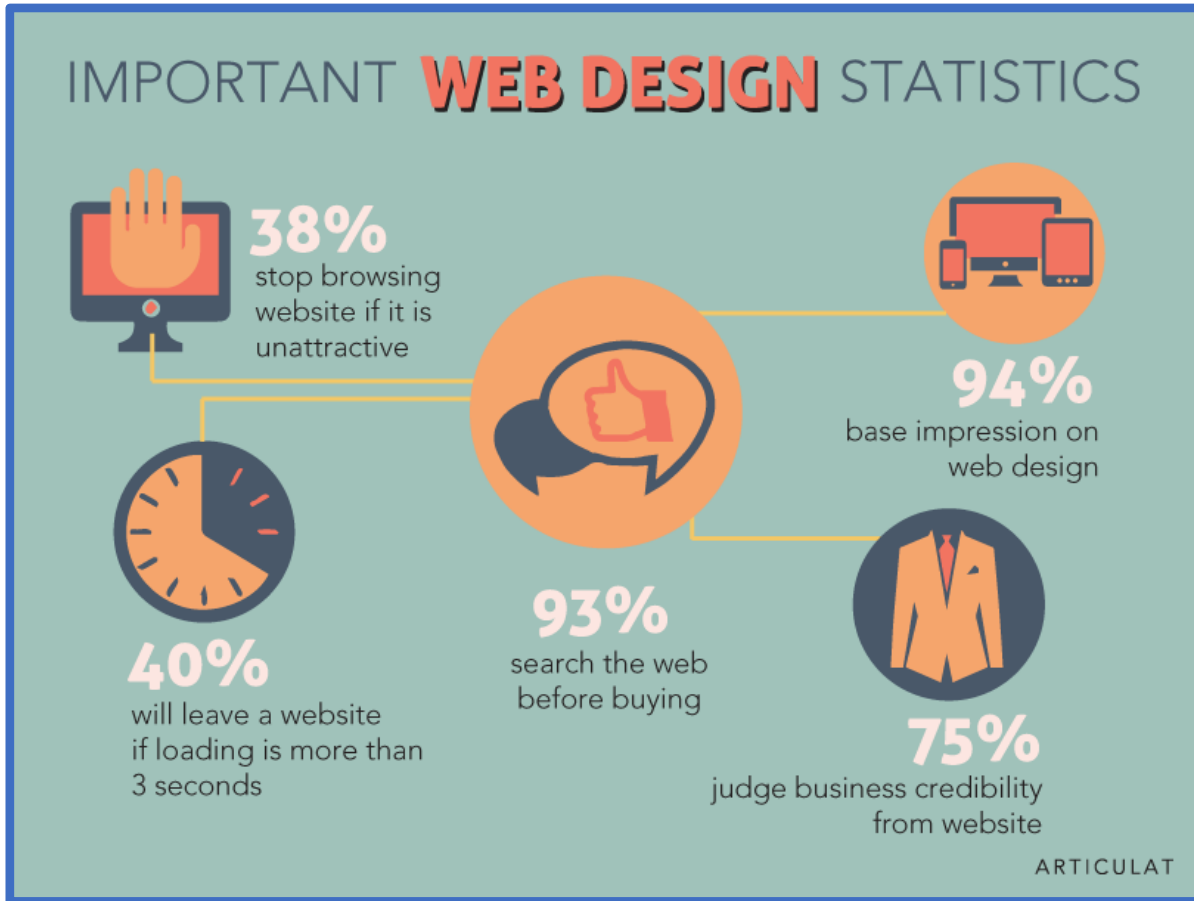

Stephdokin.com
The Digital Brand Agency
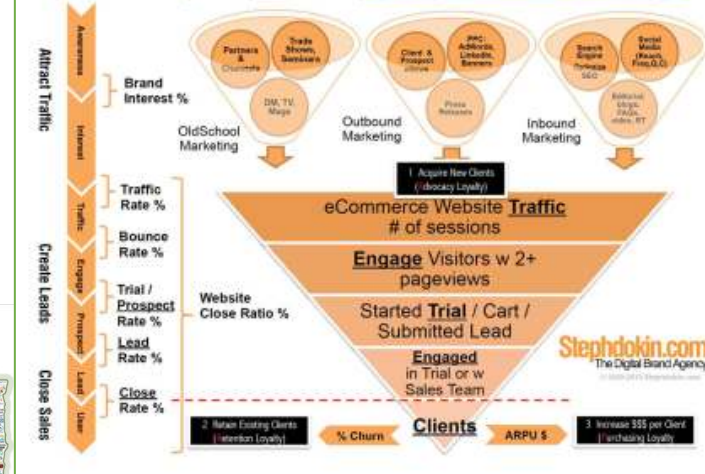
Digital technology allows you to dump the Sales Funnel model for a more effective and efficient Sales Pipeline.

Improving Your Lead Generation and Qualification Processes eBook | Chief Outsiders

IMPORTANT **WEB DESIGN** STATISTICS

38% stop browsing website if it is unattractive

94% base impression on web design

40% will leave a website if loading is more than 3 seconds

93% search the web before buying

75% judge business credibility from website

ARTICULAT

B2B

Your website is today's 1st (or 2nd, or 3rd, or 4th) Sales Engagement Step

B2C

Your website Is the Business

Every website must have great content. Content is your Digital Fuel

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A FEW BEST PRACTICES ON WHAT TO DO…

- Find every way you can to demonstrate your expertise…add "**visible**" to your brand

- Start with topics you have expertise in and match them to what you think the market is interested in

- Be **practical**. No one has time or interest in understanding the strategy behind the scenes.

- Use co-authors or secondary research to add **credibility**

- "Write to the opportunity"

- Offer brief, **intrusive** headlines

- Add lots of **links**

- Make it **visually** compelling

- Write and **reuse**…over and over and over…

- Embed **client profiles**, case studies, & testimonials--good for you both

WHAT RESULTS CAN YOU EXPECT?

- You **will** look different than other experts who are less visible

- You **may** drive leads and new business

- You **will** improve your **closing** rates:
  - Prospects can get inside your head
  - You will have made them more confident in the process/approach you will use and the outcome they can expect
  - You have great content for your proposals

- Your online presence will be more **visible** and **robust**

- More contacts will find you

- Offer "free resources"…everyone likes "**free**"

- Let the process **develop**
  - Start with articles
  - String them together into a planned eBook
  - Use your content in presentations
  - Use your content in interviews and podcasts

Dissecting Effective Content

Consistent set of criteria: for:

- Articles
- eBooks
- Advertising
- Social Media
- Website
- Sales Collateral
- Email Campaigns

Intrusive:

Will it get you to stop and read it?

Believable:

Are the claims made both clear and reasonable?

Credible:

Does it contain facts and third-party endorsements, awards?

Customer-Centric:

Does it stress benefits and applications or features?

Memorable:

Will you be able to associate the offer with the brand or company?

Actionable:

Does the content inspire you to take action?

Intrusive Headline

Strong Graphic

Believable Process

Credible, Quantifiable Claims

Customer Success Story & Testimonials

Your Website: Best Practices

Does Your Website...

- Communicate your brand promise and positioning?

- Deliver a customer experience you are proud of across desktops and mobile?

- Rank well for important key words in search engines?

- Generate "active leads?"

- Effectively convert visitors to buyers?
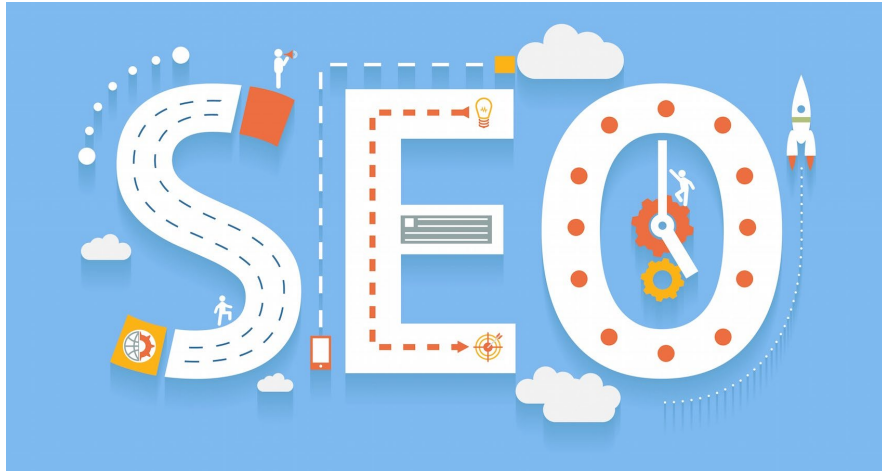
- Enable customer success and repeat business?
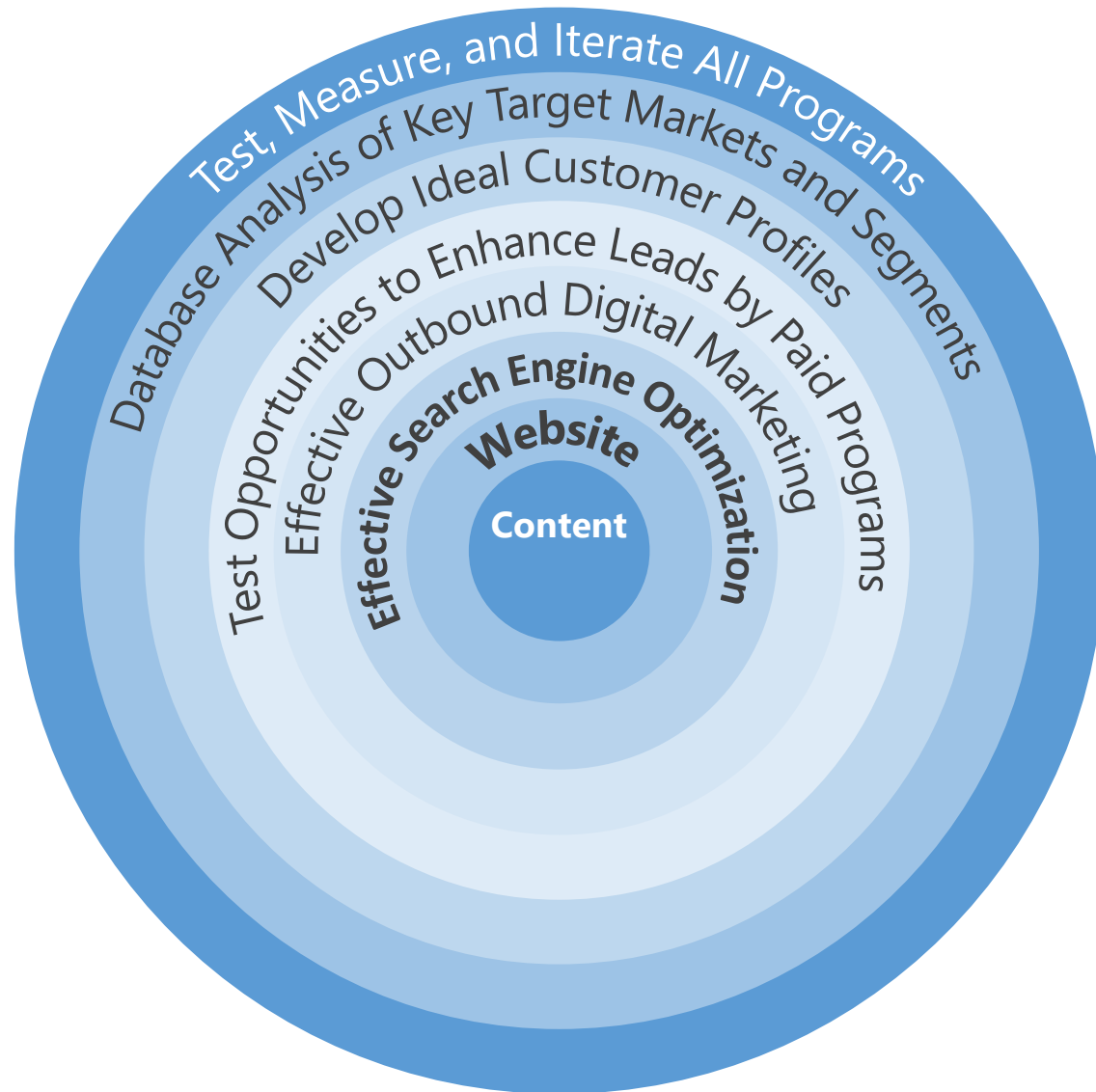

Best Practice Tips...

- Ensure it's clear on the homepage what you do in five (5) seconds

- Drive traffic via Search Engine Optimization (SEO) through relevant content, backlinks and technical setup

- Ensure Calls-to-Actions (CTAs) are optimized for conversion

- Grade your website for free: https://websitegrader.com

Online Advertising & SEO Programs

Digital Marketing Success Factors & Takeaways

Concentric circles (outer to inner):
- Test, Measure, and Iterate All Programs
- Database Analysis of Key Target Markets and Segments
- Develop Ideal Customer Profiles
- Test Opportunities to Enhance Leads by Paid Programs
- Effective Outbound Digital Marketing
- Effective Search Engine Optimization
- Website
- Content

Key to Successful Adoption

1. Start simply and with the core (content, website, SEO)

2. Run tests and pilot programs to determine the ROI of additional programs and investments.

3. Keep what works, stop what doesn't.

4. Continue to evaluate key metrics monthly and the overall program quarterly.

5. Use expert resources when required to protect your investment. Often helpful to define your most effective strategy.

Digital Marketing Review – Performance Questions to Ask Your Team

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Website

❑ How does our web traffic compare to our top competitors?

❑ What % of our web traffic comes from organic search, direct, referral, social media, email and paid search?

❑ What are the top lead generation offers/Calls-to-action on our website?

❑ How much time do visitors spend on our site?

❑ How many pages do visitors view on each visit?

Conversions

❑ What's our process for conversion rate optimization on the website?

❑ What is the open and click-through rate for our email campaign?

❑ Are we using email nurturing campaigns to drive qualified leads?

Content

❑ How many up-to-date videos do we offer and which are five top performers?

❑ What keywords, both branded and unbranded, result in page 1 Google search results?

❑ How many blog posts do we publish a month?

❑ How many content views do we get per piece?

ROI

❑ What are our top 5 performing campaigns by ROI?

❑ What is our average cost per lead (CPL) for paid search?

❑ What are our top 5 performing content assets?

This is a great start of a Balanced Scorecard

Engaging the Customer's Buying Journey is anything but linear and you can support all engagement points.

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PURCHASE

RECOMMEND

4

8

SELECT **3**

BUY
Market & Sell

OWN
Support & Serve

7 MAINTAIN

1

5

2

6

NEED

RECEIVE

RESEARCH

USE

This model dramatizes the non-linear path of a buyer's journey.

Today's Buyer Journey can touch multiple digital marketing programs
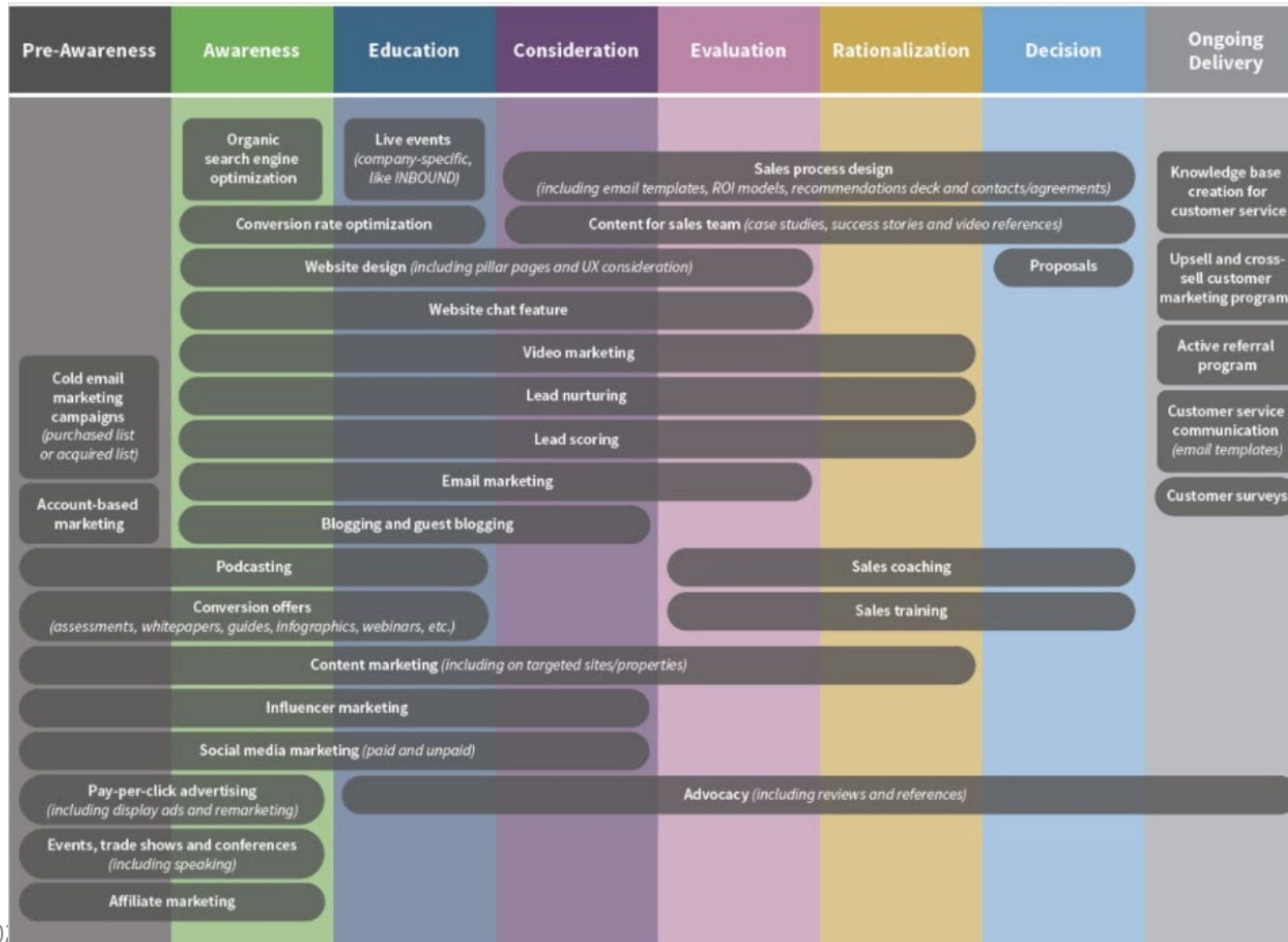
This model appears linear but really demonstrates the true complexity of a buyer's journey.

It does show the role of digital marketing in supporting journeys.

It is complicated!

[Square2marketing: New Buyer Journey](#)

6.0.0 Cross Industry Process Classification Framework

Summary of Classification Taxonomy
1.0 Develop Vision and Strategy

2.0 Develop and Manage Products and Services

3.0 Market and Sell Products and Services

4.0 Deliver Products and Services

5.0 Manage Customer Service

6.0 Develop and Manage Human Capital

7.0 Manage Information Technology

8.0 Manage Financial Resources

9.0 Acquire, Construct, and Manage Assets

10.0 Manage Enterprise Risk, Compliance, and Resiliency

11.0 Manage External Relationships

12.0 Develop and Manage Business Capabilities

"Business First"

The first two questions we need to ask ourselves...

1. What business processes are ripe for reengineering and for digitization?
Use the APQC framework for an initial list...

2. What impact would digitization of these processes have on our operational environment (people and costs?
An internal cost and quality analysis can answer these questions...

Find Free Resources here: APQCs Process Classification Framework

Digital Customer Engagement:
Among Multiple Choices, What do Your Customers Want?

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"Digital Next"

The second two questions we need to ask ourselves…

1. What forms of digital engagement do our customers want?
A brand survey can easily ask these questions…

2. How will our competitive position improve if we focus on digital customer engagement?
A competitive insights analysis can answer these questions…

SAMPLE SURVEY RESULTS: Customer Attributes & Overall Priority	Total Responses
Order Delivery Tracking	59
Online Order Management & Issue Resolution	58
24x7 Access to Technical Documents	58
Online Process Support	46
After-hours Technical Support	44
Process Audits with Recommendations	39
Supplier Monitored Inventory and/or Replenishment	36
Performance Dashboards for Product Usage & Reporting	34
Online Library of Case Studies, Testimonials, References	30
Website Access to Market Updates	27
Online Project Tracking	26
Online App for Product Recommendations	23

BUSINESS, MARKETING & DIGITAL PLANS

Aligned Plan Ensure Priorities
Improve Implementation

VIRTUOUS CYCLE OF DIGITAL INITIATIVES

ORGANIZATION

Management Commitment
Internal Growth Champion
Continuous Improvement Culture

TECHNOLOGY

"Best Fit" Technology
SaaS Models
Internal Maturity

Organizational Building Blocks: Can you identify a growth champion and a digital champion?

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| Internal Support Resources and Funding | Internal "Mind Space" & Priority | Integration of Growth Initiatives into Management Processes |

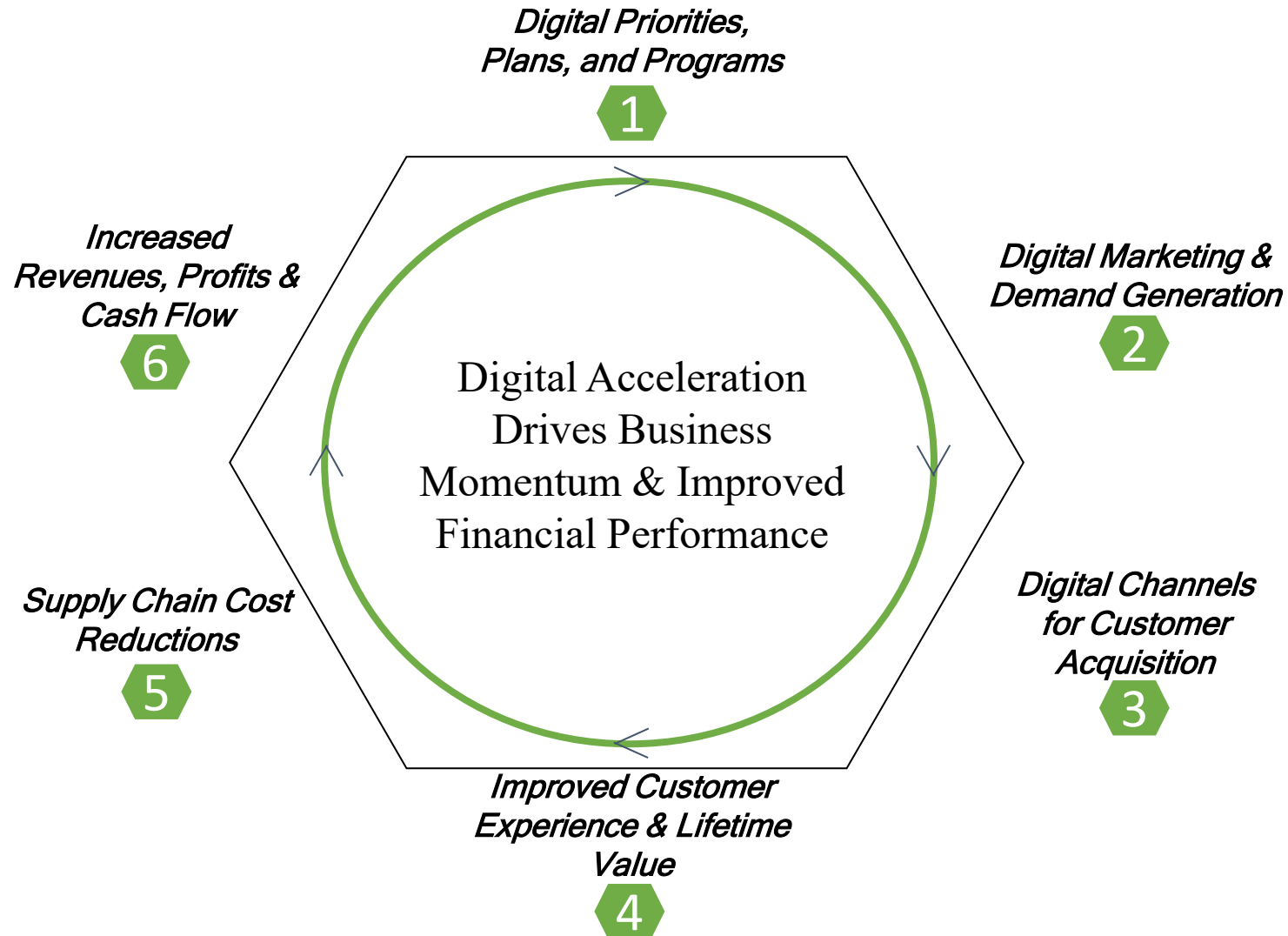**Responsibility & Accountability for Growth:**

- **Internal Business Growth Champion**

- **Internal Digital Champion**

- **Can you combine these into one role?**

- **What part of the organization may the best candidates come from?**

- **How will candidates stay current in dynamic market?**

- **Should you outsource this role to someone with expertise to reduce risk and to improve results?**

Management Support for Growth Initiatives

Organizational Recognition of Need to Accelerate Profitable Growth

The "Virtuous Cycle" of Digital Initiatives

Digital Priorities, Plans, and Programs
1

Increased Revenues, Profits & Cash Flow
6

Digital Marketing & Demand Generation
2

Digital Acceleration Drives Business Momentum & Improved Financial Performance

Supply Chain Cost Reductions
5

Digital Channels for Customer Acquisition
3

Improved Customer Experience & Lifetime Value
4

Six Next Steps...

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1. Complete the Self-Assessment (tool provided with webinar follow-up materials)

2. Clarify your Business Growth Roadmap

3. Lay out a preliminary Digital Roadmap for your business

4. Assess your current Digital Marketing programs (see page 19 questions)

5. Assess your Digital Customer Engagement programs and opportunities and define gaps and priorities

6. Select your growth team of a business growth champion and a digital growth champion and supplement with outside advisory resources if needed

Successful Growth is Within Reach!

Free Resources Provided Below:

Two eBooks:

The Digital Growth Imperative for SMBs

- https://contact.chiefoutsiders.com/digital-growth-imperative-ebook

Building an Intelligent Sales Pipeline

- Improving Your Lead Generation and Qualification Processes eBook | Chief Outsiders

Article

- It's Not Too Late to "Act Digital" (chiefoutsiders.com)

Podcasts: The Practical CMO

- https://thepracticalcmo.com/

- Amazon: Friend or Foe? (thepracticalcmo.com)

Contact me directly for a complimentary Self-Assessment Debrief call

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