A CRO's Guide to Revenue & Reporting

How to Build, Optimize, and Manage the Revenue Stack

CloudKettle

Introduction

This eBook begins by discussing the broad strokes of Revenue Stack Management and how it's connected to the rise of the Chief Revenue Officer. Then, individual chapters cover the most important elements of the Revenue Stack: Analytics, Advertising, Marketing Automation, and Salesforce (CRM). The purpose of this eBook is to give you a holistic view of how Sales and Marketing should work together to close more sales and secure more renewals—faster, more often, and for more money.

The Chief Revenue Officer has become more popular, in part, because companies have realized that siloing Sales, Marketing, and Customer Success doesn't work for subscription-based companies. Revenue is generated at all points of the customer life cycle. Understanding holistically how your organization generates revenue is necessary to optimize and reinvest correctly. Having an integrated technology stack (what we call the Revenue Stack) is the first step in that process.

Why Listen to us?

We're specialists; we work exclusively with B2B SaaS companies and our team has decades of experience in this space. In addition:

- Our clients' software platforms service over 80% of the Fortune 100.
- Those clients recognize our expertise; over 75% of our revenue is referral based.
- We've done it. Our team has been part of SaaS companies acquired by Salesforce and other publicly traded organizations.
- We are specialists. We service one type of organization—B2B SaaS companies that sell Enterprise software and use Salesforce.

We hope you enjoy the eBook! As always, if you have any questions please reach out.

Contents

Greg Poirier
PRESIDENT, CLOUDKETTLE

CHAPTER 1

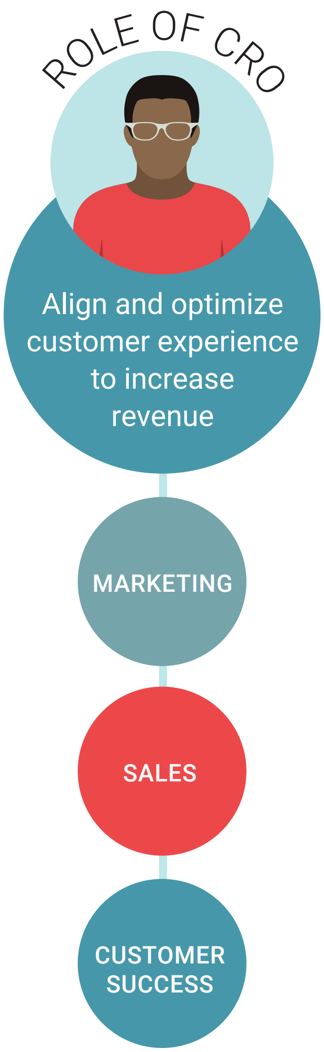
Revenue Stack Management and the CRO

Why SaaS Companies Need a Chief Revenue Officer

In 2015, the title Chief Revenue Officer (CRO) gained popularity within the SaaS space. Since, we've seen it grow in prominence among tech companies. In this chapter we'll talk about why the CRO is a more common position and how its rise is connected to the Revenue Stack.

Companies in the B2B SaaS space face high customer acquisition costs, making renewals, upselling, and decreasing churn essential. To make strategic decisions, someone needs a bird's eye view of all revenue generating activities within the company.

Marketing, Sales, and Customer Success are responsible for revenue generating activities within most SaaS organizations. Unfortunately, these departments often have three leaders making decisions in isolation. A CRO, however, has C-suite clout and the responsibility to maintain a high-level view of the sales funnel from start to finish (from lead generation to renewal).



What is a Chief Revenue Officer (CRO)?

The CRO oversees all revenue generating processes. They are also accountable for driving integration and alignment between all revenue-related functions. This includes lead generation, marketing, sales, customer success, and pricing. Ideally, members from Marketing, Sales, and Customer Success teams report to the CRO.

According to VentureBeat, the purpose of the CRO is “to align and optimize the entire customer experience with the aim of increasing revenue.” The challenge is each department typically has a VP and their own platform to track, measure, and report success. For example, Sales relies on a CRM, Marketing on an analytics platform, and Customer Success on a support platform. This means if a company wants to optimize revenue from end-to-end of the customer lifecycle, there is no single source of truth to inform the CRO’s decisions.

What is a Revenue Stack?

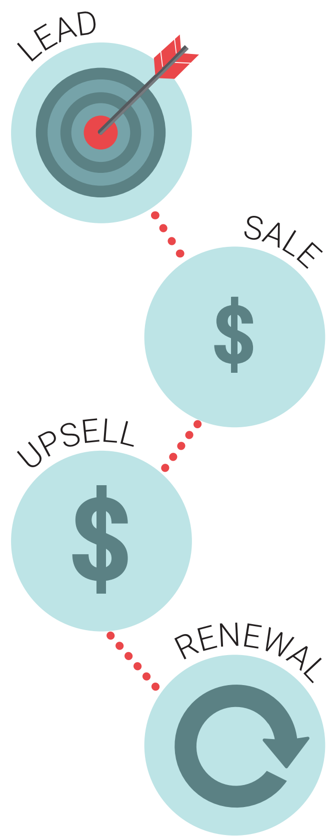
A Revenue Stack is the set of SaaS systems that facilitate and track revenue’s progression from lead, to sale, to upsell, and renewal. For many of our clients this might look like: Facebook and AdWords to WordPress, or AEM to Marketo to Salesforce to GainSight, with a tool like Zuora at the end of the trail and Google Analytics tracking in place.

The Revenue Stack is the integrated set of tools that gets a prospect to your site, converts them to a lead, preps them for the sale, and ensures they renew. Sound familiar? Despite some similarities, there are important differences between a technology stack and a Revenue Stack.

The key differentiators between a Revenue Stack and a standard technology sales and Marketing Stack are:

- It’s built from the ground up with integration in mind—not as an afterthought.
- The Revenue Stack is focused on ROI, not just clicks or leads or visits. It’s optimized to provide end-to-end reporting on how specific efforts (like an AdWords campaign) influence pipeline and sales.
- It extends beyond the first sale and continues to track value and optimize renewal and upselling efforts.

Revenue Stack facilitates and tracks revenue progression



Why the Revenue Stack is Important for B2B SaaS Companies

To say the Revenue Stack is important to B2B SaaS companies is a bit of a misnomer because we assume a certain size of sale. Many B2B SaaS companies may not need a Revenue Stack. For example, if you’re selling $15 monthly widget subscriptions online, it’s really more of a B2C sale in terms of finding somebody with a credit card.

When *we* talk about B2B, we mean enterprise software sales; companies selling software that costs tens or hundreds of thousands of dollars a year on an annual contract. A Revenue Stack must be designed to handle the complexity of a sale worth a quarter of a million dollars or more, as well as the sophistication that this type of sale requires (i.e. a deal that might not only include software licenses, but also involve an onboarding or configuration fee, or sometimes even onsite training.)

When you reach the level of complexity where multiple sales happen simultaneously, throughout different departments with multiple stakeholders, your Sales and Marketing tech stack needs to be heavily integrated to maximize the long-term value (LTV) of each client. This is where the Revenue Stack comes in.

The Revenue Stack will be important to your company if your software sales…

CHAPTER 2

How Salesforce Powers the Revenue Stack and Renewals

It's intuitive that Salesforce is the foundation for any Revenue Stack because so much of Sales and Marketing is facilitated by the CRM.

Salesforce is the backbone of the Revenue Stack and should be the single source of truth for every B2B SaaS organization. In chapter one we discussed the concept of Revenue Stack Management and the domains it ties together: Analytics, Advertising, Marketing Automation, Customer Success, Support, and the CRM. In this chapter, we explore how Salesforce powers your Revenue Stack and how the Revenue Stack drives renewals.

Salesforce is the Foundation of the Revenue Stack

Salesforce is the foundation of the Revenue Stack for several reasons. First, Salesforce is the heart of any good enterprise Sales team because it drives sales, upsells, and enables renewals. Second, Marketing's activities should generate leads for the CRM and then nurture those leads until they're ready for Sales to work. After that, Marketing should continue the heavy lifting of sales enablement throughout the entire sales cycle based on what is happening in the CRM. It's intuitive that Salesforce is the foundation for any Revenue Stack because so much of Sales and Marketing is facilitated by the CRM.

Salesforce enables integration like no other platform, giving your company unmatched sales support and global B2B access.

Additionally, Salesforce has the largest B2B app ecosystem in the world. Almost every major marketing tool integrates with Salesforce. There are other platforms central to Sales and Marketing performance (Google Analytics is a good example) but Salesforce enables integration like no other.

How Renewals Impact Revenue

For a traditional B2B SaaS company, customer acquisition costs could take 12 to 16 months to pay off. If the customer doesn't renew for the second year, you've lost money.

Companies have no problem investing money to close a sale, but sometimes hesitate to invest in securing renewals at higher annual amounts. This doesn't make sense. The end game for B2B SaaS companies isn't just the renewal. Your organization doesn't want $250,000 deals renewed for $250,000. It wants $250,000 to renew for $350,000.

To begrudge investing in customer success and support, but still be happy spending on sales is naive. Every customer your company doesn't keep and nurture into year two of a renewal is a lost investment. Yes, there's a balance between investing in new business and decreasing churn, however, customer success and support are far more important to revenue and a SaaS company's long-term success than the initial sale.

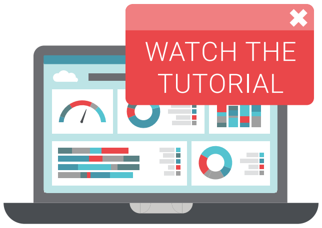
Every customer your company doesn't keep and nurture into year two of a renewal is a lost investment.

How the Revenue Stack Powers Renewals

There are several Salesforce APIs that allow organizations to pass data into Salesforce from their own B2B SaaS product. Once your team integrates your SaaS backend with your instance of Salesforce, your customer-facing teams can easily view data like login frequency, features customers use, and how many credits they consume. This enables a proactive customer success strategy based on client data in the platform your teams already use everyday.

Let’s look at two examples of how a Revenue Stack can be used to automate Customer Success to decrease churn and improve LTV.

Example One: Infrequent Logins



Once a Salesforce instance is integrated with your SaaS platform, Sales, Support, and Customer Success can query and use data based on customer actions. This means having the ability to trigger a workflow for a Customer Success manager based on how often a client logs in. Passing last login data to Salesforce via an API is straightforward: if a client hasn’t logged in to a certain feature within a designated timeframe, you can send the client emails with tutorial videos. Or, Salesforce can send a notification to their Customer Success manager if a client has a low number of logins and is at risk to churn.

Example Two: Frequent Logins

On the other hand, if a user logs in frequently, this indicates they’re obtaining high value from your product. The same API foundation between your product and Salesforce means being able to notify Sales to begin planning for an upsell or cross-sell opportunity.

CHAPTER 3

How to Track Qualified Leads in Salesforce Using Campaigns

While many organizations measure Marketing's performance by the number of leads generated "By Source" in Salesforce, this method is rudimentary and doesn't account for the nuances of today's complex sales cycles. Salesforce has a far superior method for tracking the touchpoints that contribute to a successful sale. The process even shows the return on investment, total pipeline, and dollars in sales generated. This great feature is called Campaigns.

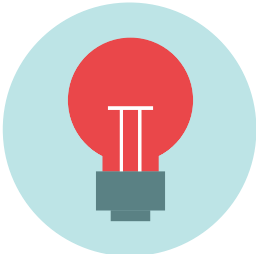
Leveraging Campaigns in Salesforce is especially important for B2B Enterprise companies because it allows you to accurately attribute all of the touches that contribute to a sale.

Why Use Salesforce Campaigns?

Salesforce Campaigns show your return on investment and exactly how many dollars of opportunity pipeline or sales each individual campaign influenced. There are three common wins organizations experience after Salesforce Campaigns have been properly configured and customized.

1. Marketing Spend Gets Smarter

Without extra complex spreadsheets or relying on an offline source, your organization's Salesforce Dashboard can say: "For every dollar we spent on AdWords in Q3, we generated $150 in opportunity pipeline or $25 in closed sales." Once that number is accessible, a smart organization will start pushing available marketing dollars into AdWords.

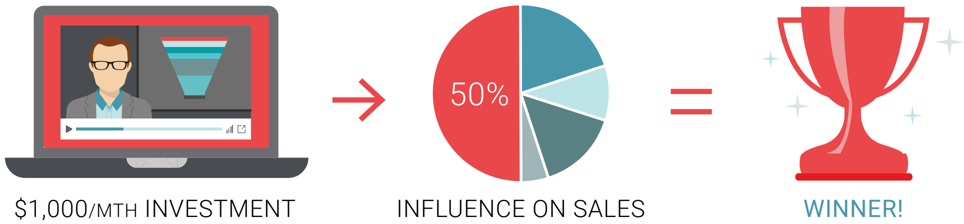


2. Clients Eliminate Negative ROI

Often, when campaign ROI becomes readily available, organizations can catch campaigns with a negative ROI. Those campaign activities need to stop, unless there's some compelling brand reason why they're happening.

3. Clients See That What's Boring May Be Profitable

Boring, ongoing marketing initiatives can sometimes be shockingly profitable and deserve recognition. For example, a monthly webinar series that only costs a thousand dollars a month but influences 50% of your sales is a winner. Hidden gems are clear when campaign attribution works properly in Salesforce.



How to Track Qualified Leads in Salesforce

Salesforce is similar to Google Analytics and other tracking programs in that it uses the concepts of "Source" and "Campaign." Unlike other platforms, Salesforce does not use the concept of "Medium" (although that can be added as a custom field). Salesforce also differs from Google Analytics and Marketing Automation platforms (like Marketo, Eloqua, Pardot and Marketing Cloud) in that it generally isn't the primary entry point of data from a website.

While it's possible (using Web to Lead) to push leads into Salesforce with tracking data, this method is simplistic. Most sophisticated organizations go further, pulling Source and Campaign data into a Marketing Automation platform like Marketo and passing that data into Salesforce via their native integration.

Lead Source vs. Campaigns (Broad vs. Narrow)

Lead Sources in Salesforce should be broad buckets. Think: tradeshow, customer referral, online advertising, or social media. Salesforce comes with a default picklist, but your team should update that list with Lead Sources specific to your business. When developing your list, think about Lead Source in terms of what your staff might update as they input new leads by hand. Also keep in mind that as leads convert, they will carry Lead Source information into their associated Contacts and Opportunities (but not to Accounts, although this can be done with a little customized development).

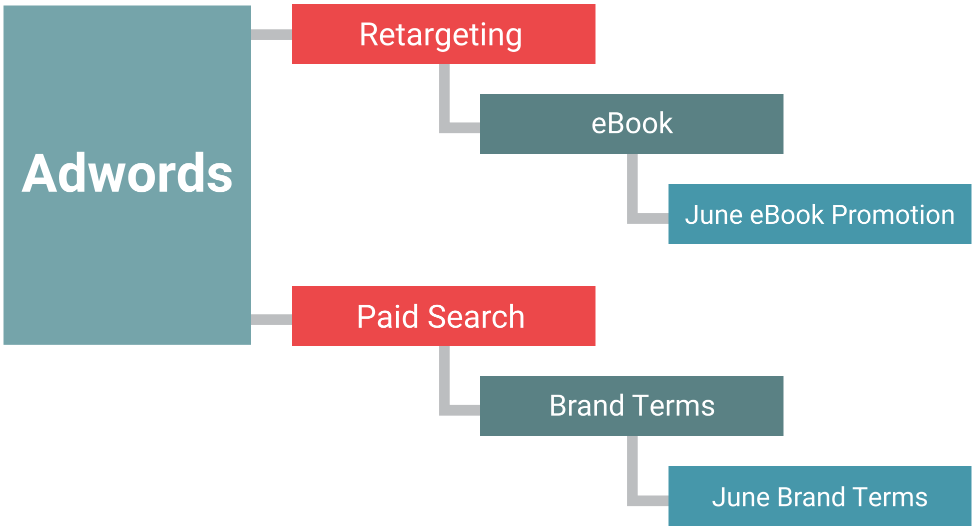
Campaigns, on the other hand, are very narrow and can be as specific as "AdWords Retargeting October 2016." As your team sets up Campaigns they need to choose go-to bucket types. For most organizations, the defaults in Salesforce are a good place to start.

The defaults are:

- Advertising
- Direct Mail
- Email
- Telemarketing
- Banner Ads
- Seminar/Conference
- Public Relations
- Partners
- Referral Program
- Other

In today's world, it likely makes sense to delete some (like direct mail—although we are seeing a resurgence in its effectiveness) and add others. In particular, consider replacing "Advertising" with something specific like "Digital Advertising."

The next step is to plan how your organization will use Campaign Hierarchies. In Salesforce, your team can create parent and child Campaigns. What this looks like differs from organization to organization, but here is an example of what you might implement:



We recommend breaking down child Campaigns on a monthly or quarterly basis. This allows your organization to do in-depth analysis of successful Campaigns to find what works.

How to Track the ROI of Qualified Leads

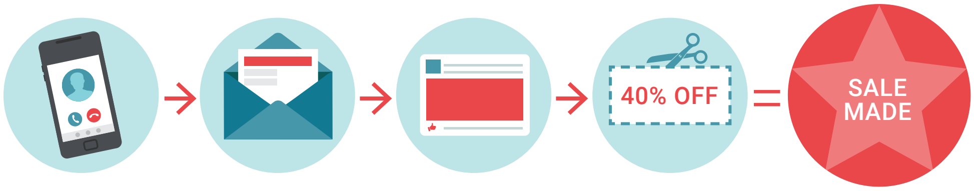
If your company uses a Marketing Automation tool to pump leads into Salesforce (and make updates as they revisit your site) then the heavy lifting is probably being taken care of. A word of caution: ensure your team creates new Campaigns in Salesforce (so they appear in your Marketing Automation platform).

Don't limit your Campaigns to paid advertising and landing pages. Outbound email efforts should have Campaigns, as should call down efforts. For example, if your company sends an end of quarter offer by email to 5,000 lucky recipients, ensure that effort is tracked with its own Salesforce Campaign.

Tracking the ROI of Campaigns

When tracking the ROI of Campaigns, a common mistake is to give too much weight to last touch or first touch attribution. Today's buyer is more sophisticated, as is the typical sales cycle. We now know it takes many touches to a make a sale. This is why tracking attribution versus last touch or first touch is so important.

Enterprise-sized opportunities are impacted by more than one Campaign. For example, in most cases it's an oversimplification to say, "The offer we sent that lead was the reason they decided to buy." It's often a combination of tactics like a cold call, sending a piece of collateral, a video in Facebook, and then an offer.



It takes many touchpoints to a make a sale.

In Salesforce, your team can associate multiple influential Campaigns to a single Opportunity. This enables your organization to understand holistically what it took to push that prospect through the sales funnel.

It's easy to view information on which Campaigns influenced opportunities as either standalone reports, or as part of a marketing dashboard. These reports can illustrate the value of pipeline influenced, Campaign ROI (including total opportunities won, the cost of the Campaign, exact ROI, and even cost per customer), and more. Marketers struggle to justify the value their efforts and budgets deliver, and Salesforce's Campaigns go a long way to quantifying Sales and Marketing's success.

How to Customize Campaign Influence in Salesforce

First, have your team check that Campaign Influence is enabled in your organization's instance of Salesforce. Go to Settings and search for Campaign Influence, then click into the feature. Ensure Campaign Influence and auto-association are enabled.

The biggest decision your organization needs to make is the length of Campaign Influence eligibility. Once a contact has been exposed to your campaign, how long afterward would you consider that touchpoint effective in driving sales? We often use 180 days, but many organizations have a much shorter (or even longer) period. The timeframe should depend on your organization's average sale cycle.

Salesforce provides a great guide for organizations deploying Campaigns. You can get a copy here. (bit.ly/sfcampaignguide)

Wrap Up

The more complex the sales cycle, the more customized an organization's foray into Campaign Attribution and ROI tracking needs to be. It takes time and is intricate, but yields immense long term value.

Joel Burke
ANALYTICS PRACTICE LEAD

CHAPTER 4

Analytics: Linking CRM and Web Activity

This chapter is written by Joel Burke, a data insights and analytics expert. Joel discusses how to manage analytics for SaaS companies from end-to-end of the customer lifecycle. Google Analytics is an important piece of the Revenue Stack and having accurate data and attribution is key in making Marketing and spend decisions.

How to Track Attribution From Prospect to MQL to SQL

Correct attribution is especially difficult for SaaS companies selling an enterprise product with a long sales cycle. If your average sale takes nine or 18 months to close, many marketing initiatives contribute to that sale. Generally companies rely too heavily on either first and last touch attribution models, forgetting or ignoring that today's customers and their buying patterns are more complex.

To get the right results, we work with clients to help them measure their investments as someone moves from Prospect to Marketing Qualified Lead (MQL), to Sales Qualified Lead (SQL), to customer.

The first step is setting up a system to allow data to pass between Salesforce and ad platforms, like Facebook and AdWords. Then, as the prospect moves through the sales cycle, we can see how much value is created at each stage.

If a lead converts to a sale, we can see deal size, revenue, and ROI. By capturing all this data and optimizing it for various stages of the life cycle, we're better able to focus spend on the activities that generate the best LTV.

CRM Retargeting

As leads move through the sales funnel, your company has more data, so your advertising should become more relevant. With most clients, ad efforts change the moment a lead converts to an opportunity; everything changes from demand generation to sales enablement at that point. With our help, clients use data like lead status, opportunity stage, even value proposition and title to show the perfect online advertising to individuals as they move through each step of the sales funnel.

Why Tie Google Analytics to Salesforce

Salesforce was originally built to support Sales teams with a heavy outbound, offline sales strategy. The challenge all B2B SaaS companies face is: how do we reflect intelligence about online activities in the CRM? Certainly we know it is important, but most organizations are limited to what their Marketing Automation platform can do and that isn't sophisticated enough in today's buying world.

Tying Salesforce to Google Analytics provides a richer level of intelligence into how Sales and Marketing activities influence each sale and therefore how organizations can improve their pipeline. Campaign influence, ROI, and attribution are hot topics right now. As an example, conceptually Salesforce Campaigns are incredibly powerful but few companies are leveraging them fully.

Tying Salesforce Campaigns to Web Activity

Salesforce and other CRMs are well built to track the offline Sales component of phone calls and trade shows. Historically, organizations have tried to shoehorn web activity into that data model. As an example, if someone downloads an eBook and later uses a form to request a demo, that single lead has taken multiple valuable online actions. The challenge is that Lead Source in Salesforce—where online activities have historically been bucketed—can't handle that nuance.

There is an extraordinary amount of power in knowing someone viewed the pricing page and tying that information to exactly where that person is in the Salesforce sales funnel. This is the intersection of web behavior, which is Google Analytic’s forte, and Sales process and funnel which is Salesforce’s strong suit.

Knowing that not only is a pricing page view important, but that it is a strong signal of buying intent before visitors are a Sales Qualified Lead (SQL) is crucial. Knowing that after they are a SQL a pricing page view is actually a negative signal is equally as crucial—now they’re hesitant and wondering if there is enough value in the cost.

Your organization needs to know when to take action and when to forward a lead to an SDR to be qualified right away, especially in the event of a late stage opportunity when salvage activities should be kicked into high gear to save the sale.

Without strong ties between Google Analytics and Salesforce the organization cannot accumulate and process the data to determine that this is the scenario and then surface this to Sales at the right time.

Wrap Up

An advanced organization passes data from CRM to Analytics platform and back. This is what allows for sophisticated advertising across the Customer Lifecycle. Doing so is about Sales having the intelligence to reach out at the perfect moment and Marketing adding value all the way through the lifecycle instead of just when the lead is created.

Andrew Breen
DIGITAL ADVERTISING PRACTICE LEAD

CHAPTER 5

Advertising: Remarketing for B2B SaaS

Chapters five and six are written by Andrew Breen, an advertising expert specializing in B2B SEM. In these chapters he talks about why cross-channel remarketing is crucial for every B2B marketing strategy, and how remarketing is especially powerful for converting leads in long sales cycles. Advertising is one of the key pieces of the Revenue Stack, and leveraging remarketing in the mid-to-late stages of the sales funnel is incredibly powerful for subscription based companies.

Why Remarketing is Crucial for B2B SaaS Companies

Remarketing is a powerful way to drive lead and revenue generation for B2B companies. Long sales cycles mean your company needs to target leads throughout the deal, sometimes over an entire year. Remarketing is an incredibly effective way to do this.

Remarketing is integral to any modern digital advertising strategy because only a small percentage of initial web traffic will convert to sales. We typically see 1% to 3% of website visitors convert on their first visit. So, all the money and energy your organization spends getting the other 97% of visitors to your site are lost if they don't come back. Remarketing allows you to stay in front of those previous visitors as they're doing their research and going through the customer journey.

Only
1% to 3%
of website visitors convert on their first visit

How to: Remarketing for B2B SaaS Companies

For most companies we work with, organic is their number one traffic source. Often, visitors find a website because they know your brand or are searching for an answer to a problem they have.

Let's say you sell sales performance software. Someone Googles a question about sales operations and your company's blog post appears organically to answer their question. The searcher might not know your company and may not even know what sales performance software is. They're just looking for an answer to their question.

They visit the blog, read your post, get the answer they are looking for, and go about their day. Remarketing allows you to then stay top-of-mind in their world.

Immediately after the visitor leaves your company's blog, begin to remarket to them on Facebook. Your team might have an eBook offer about "Data Challenges Within Sales Operations." You know they're interested in sales operations because they read your blog post. Over time, they've seen your ad on Facebook and eventually click through, download a resource, and become a lead in Salesforce.

Now you can leverage Salesforce data and put the lead on different remarketing lists. If you consider their customer journey, they are just beginning to understand the bigger problem your software can solve. As they move through the funnel, your team might want to serve them a video testimonial on YouTube, like a pre-roll ad from a satisfied client. Alternatively, your team could promote a case study on Twitter.

The idea of cross-channel remarketing is to take advantage of all the different remarketing opportunities at your fingertips. Some people love Twitter, others prefer Facebook or Pinterest. Focusing only on certain channels means missing out on a big swath of your audience. Remarketing effectively makes your company look bigger than it is, which, when you're trying to sell to enterprises, can make a huge difference.

CHAPTER 6

Top Five B2B Remarketing Mistakes

Last chapter, Andrew covered why Remarking is necessary for B2B SaaS companies and its impact on revenue. Now let's talk about what not to do.

Without understanding your business and goals, we can't accurately state how remarketing should look for your organization. However, there are five common mistakes even the most sophisticated B2B SaaS companies consistently make.

1. Only Using Standard Channels for B2B Ads

Only using standard channels and not testing out "non-business" channels like Facebook is a mistake. Many B2B marketers don't value Facebook for advertising because "it isn't a B2B channel." This is crazy, because 99% of digital advertising growth comes from either Facebook or Google. If your team thinks your audience isn't there, they're wrong. At best, it's an unfounded assumption, and at worst, it's a massive missed opportunity for your business.

99%

digital advertising growth comes from either Google or Facebook

We encourage our clients to start with AdWords because that's an almost guaranteed high ROI when done well. From there, we recommend adding Facebook, then small tests with Twitter to see if the volume justifies an investment of resources. Once the obvious options are tried, there is Yahoo Gemini or even Pinterest. We like to try to go to places where other people aren't because that's where we can often drive a lot of value.

2. Only Using Website Signals

At first, remarketing was limited to creating audiences based on actions on organizations' websites. Now, remarketing has expanded in both breadth and depth.

One of the hottest terms in the B2B SaaS industry right now is CRM retargeting. As Joel discussed in a previous chapter, CRM retargeting is when you track leads as they move through the sales funnel in Salesforce. For example, the idea is to tie Salesforce data to Marketo (or whichever Marketing Automation platform your organization uses) to leverage customer and lead data for marketing. The set-up is complex, but the ROI we see is fantastic. Don’t limit yourself with run-of-the-mill remarketing, explore new and up-and-coming options.

3. Quitting Early: Remarketing Never Ends

A common perception of remarketing is that its sole purpose is to drive someone to a landing page for their email address. As a result, most people think remarketing stops once the lead has entered the CRM. We believe remarketing never stops.

Instead, we recommend having one type of campaign to obtain emails and a second to generate brand awareness before a Sales Development Representative (SDR) reaches out. Even once a prospect books a demo, continue remarketing to them to stay top-of-mind as they approach a purchase decision.

4. Not Negative Matching Audiences

This is a killer. Only a certain percentage of people visiting your company website could potentially become a net new customer. If you’re a big company, there are a lot of people viewing job postings or researching your company to inform investments. It’s essential to negative match certain patterns and behaviors, so you’re only paying to show ads to people who are likely to become customers.

To start, have your team negative match anyone who visits a career page. They should also negative match existing customers by excluding web actions that indicate they’re a customer—like visitors to your login and support pages.

Improve your marketing's effectiveness by excluding website visitors who aren't likely to become customers.

Think about what signals your team can use to negative match people. It will massively improve marketing's effectiveness.

5. Not Being Sequentially Strategic

Any remarketing is better than none, however, in an ideal world, your company's remarketing strategy involves different triggers to move people through your sales funnel. This requires strategic thinking to segment audiences and push them from not knowing your company to making a purchase and later to prepare for renewal.

The challenge is knowing how to place all of your pixels and understanding audiences across platforms. From a technical perspective, there are tools to help with this. From a strategic standpoint, it means thinking beyond customers vs. leads, and instead segmenting potential customers in a more nuanced way.

CHAPTER 7

Marketing Automation to Enable Sales and Renewals

Marketing Automation: The Status Quo

B2B marketers understand how to leverage Marketing Automation to warm new leads for a sale, before it's ready to be worked by a Sales rep. What companies aren't doing effectively is using Marketing Automation across all stages of the sales cycle.

A Marketing Automation platform's interactions with any CRM start, and stop, depending on the lead status, account type, and whether an opportunity is open. At most organizations, Marketing Automation platforms are set up by default to do one of two things. First, if Marketing Automation picks up a lead that is already in the CRM, it will update that lead. Second, if they're a net new lead, Marketing Automation talks to the CRM to create a new lead that is then sent nurture emails and targeted with ads. Both or one of these things will happen until a Sales person moves the lead status from open to working contacted (or the equivalent lead status).

Enterprise Marketing Automation platforms (like Marketo, Marketing Cloud, and Eloqua) are built so that your team can run advertising and email nurture campaigns based on the entire customer lifecycle—not just a go or no-go signal on lead status. Not using its built in functionality of these platforms is a significant lost opportunity. If your team's decisions are based on a snapshot instead of the whole picture, you risk losing valuable insights and ultimately, revenue.

Marketing Automation Throughout the Customer Journey

Generally, we see companies understand and use Marketing Automation in terms of nurturing new leads. The opportunity exists to also use Marketing Automation to enable sales, renewals, and customer success.

Truly leveraging Marketing Automation means going well beyond knowing whether someone is a lead or a customer. Instead, it's understanding which ad and email to deliver at each step of the sales process.

Why is this level of sophistication necessary? Here's an example. Sending customers drip email campaigns for 25% off of a product they already bought isn't helpful. Once someone is a customer, email nurture campaigns should shift to talk about new product features or case studies on how to get more value out of the product.

Email nurture campaigns should reflect the sales cycle from the top of the funnel to the bottom: From brand awareness all the way to testimonials and use cases to help close deals. Then, the minute a deal closes, Marketing Automation should send onboarding emails. Finally, as the CRM indicates an organization is coming up for renewal, you should have nurture campaigns built to enable renewals four months out, helping Customer Success close every renewal for more than the previous year's sale was worth.

Marketing Automation should warm clients for a renewal the same way most organizations use the platform to nurture a net new lead for a sale.

Marketing Automation to Support Renewals

Earlier, we discussed how the end goal for B2B SaaS companies isn't just the renewal, but ensuring renewals close for a higher dollar value than the initial sale. We advocate that each renewal be treated as a sale. Marketing Automation should warm clients for a renewal the same way most organizations use the platform to nurture a net new lead for a sale.

If your organization has invested tens of thousands of dollars in Salesforce and a Marketing Automation platform; get your money's worth. Nurture current customers to tell them about new features they're not using or the benefits of upgrading from "Pro" to "Enterprise" tier.

Conclusion

The Chief Revenue Officer has become more popular, in part, because companies have realized that siloing Sales, Marketing, and Customer Success doesn't work for subscription based companies. Revenue is generated at all points of the customer life cycle. Understanding holistically how your organization generates revenue is necessary to optimize and reinvest correctly. Having an integrated technology stack to do this is the first step in that process.

At CloudKettle we specialize in building Revenue Stacks to connect your organization's Analytics, Advertising, Marketing Automation, Salesforce and Subscription Management tools to enable data-driven decisions on revenue generation. We love tackling new challenges and answering questions about Revenue Stack Management.

We hope you find this eBook helpful. If you have any questions, reach out today.

Interested in knowing more about how B2B SaaS organizations are using the Revenue Stack to enable data-driven decisions on revenue generation?

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