CMO: the Riskiest Seat in the C-Suite

Take Control with the Revenue Stack

CloudKettle

Introduction

The Harvard Business Review (HBR) inspired us to write this eBook after publishing a report on how the CMO is the riskiest seat in the C-suite. The report has garnered a lot of attention and begs the long-standing question: when will Marketing get an equal seat at the revenue table? (bit.ly/revenuetable)

The HBR report wasn't a surprise to us. **We know it's tough for CMOs**. Often, with CMO positions there's a lack of clarity around expectations and measurement of success. For B2B SaaS CMOs, add to that the high turnover in staff which brings a unique set of challenges.

We start every client relationship with an audit. We provide recently appointed CROs, CMOs and CEOs an unbiased peek under the hood of Sales and Marketing to find out what's working and what needs improvement. Often, what we discover is the person that implemented system X left six months ago and no one knows why/how it's configured. The high turnover and lack of consistency in Marketing departments across high-growth SaaS companies are major obstacles. That combined with the high-demand reality of the talent market in saturated ecosystems like San Francisco and New York means often CMOs can't staff senior positions. Even if they can, those team members are often gone in 12 months and you're back to square one.

With all this in mind, we wanted to write an eBook for B2B SaaS CMOs that addresses six key areas you can focus on to move the needle in 2018. **Here's what this eBook covers:**

1 The best way to combat the lack of clarity around CMO milestones is to define Marketing's contribution to Annual Recurring Revenue (ARR) pipeline. Lauren Vaccarello, seasoned marketing executive, talks about how to set up the milestones and metrics for B2B SaaS success.

2 How to implement cross-channel data cleanliness best practices so you can trust your data and make meaningful data-driven decisions.

Contents

3 How to centralize data by pulling it into a shared set of reports and dashboards, to align all go-to-market teams.

4 How to track attribution in Salesforce beyond a first or last touch attribution model.

5 Ross Simmonds shares how to take your content distribution strategy to the next level. In today's sea of content, distribution will determine if you sink or swim.

6 Simple steps to skyrocket sales referrals.

A special thank you to our remarkable contributing authors Lauren Vaccarello and Ross Simmonds. We also took inspiration from our good friends at Bizible and their State of Pipeline Marketing Report (bit.ly/pipelinereport17). This report speaks to the shifts happening in the MarTech space and interesting figures around where B2B Marketing spend and effort is headed.

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EXPERIENCE

CHAPTER 1

How to Align Go-to-Market to Accelerate Growth

Chapter one is written by Lauren Vaccarello and talks about the Four Horsemen; an attribution methodology used to align go-to-market teams (GTM) at companies like Salesforce and Splunk. Lauren has a proven track record of accelerating revenue growth at companies like Salesforce, Adroll, and Box.

Lauren discusses how to set pipeline contribution targets across the GTM teams. She also highlights the importance of data visualization and how to centralize your data so all the of the GTM organization is measuring against the same figures. But, before you can focus on building that out, your organization needs to ensure your data is accurate. Every organization struggles with data integrity, but chapter two will provide tactics to overcome this challenge.

An Attribution Model for High-Growth Companies

The Four Horsemen is a way to create alignment across the GTM organization. I worked with this methodology during the early days of Salesforce and now at Box. It keeps your Sales and Marketing teams better aligned, and allows your organization to holistically understand how you're performing by program, department, geo, and Horsemen. This is crucial knowledge for any high-growth SaaS company. If one Horseman is going to miss their number, you need to know where you can double down to help fill that gap.

The Four Horsemen is a model of attribution that keeps all of the GTM organization on the hook for Annual Recurring Revenue (ARR) pipeline contribution.
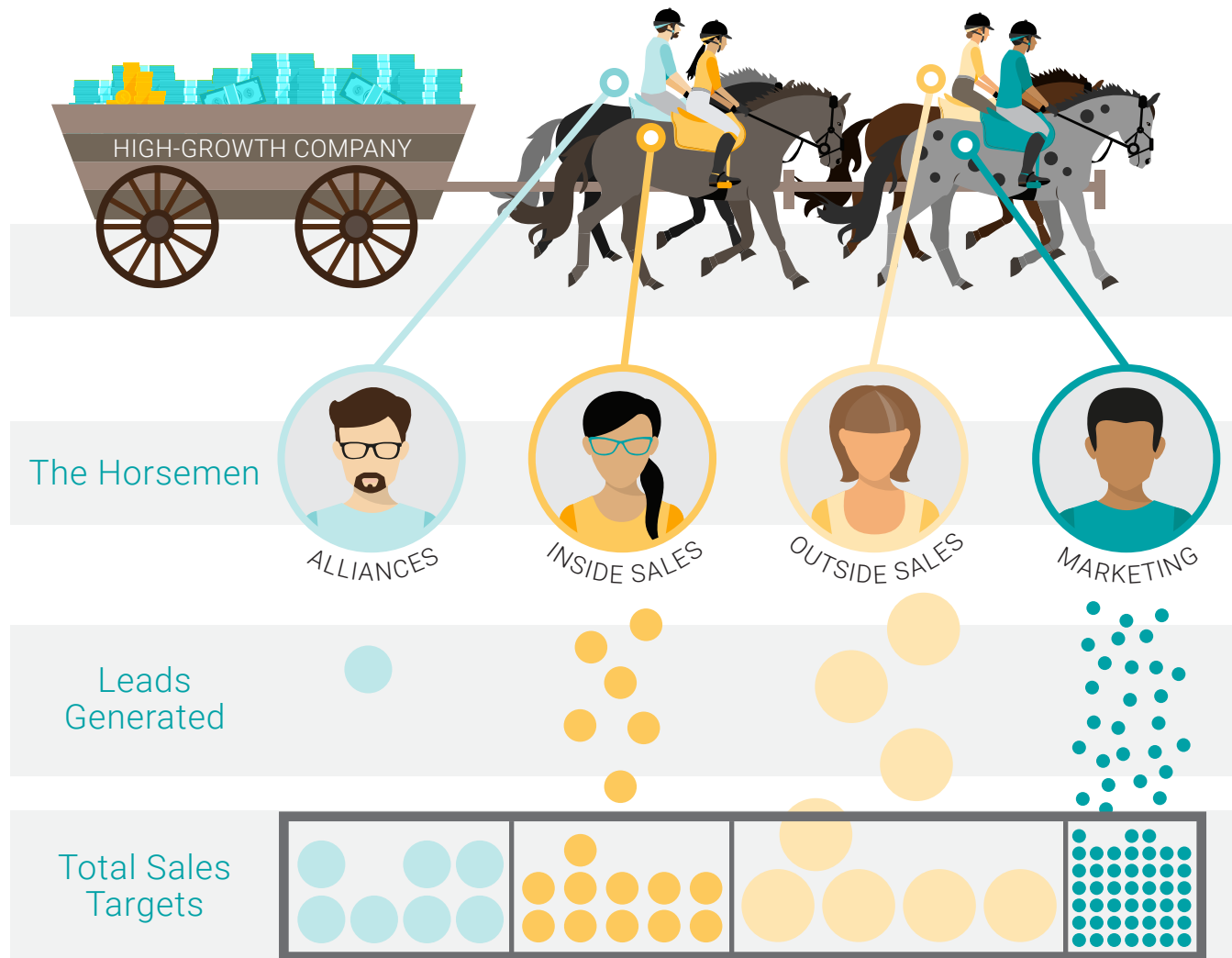
Who are the Four Horsemen?

The Four Horsemen are Marketing, Alliances, Inside Sales and Outside Sales. All pipeline and revenue come from one of these four business units. It helps solve the challenge many organizations face: **how do you ensure everyone in the GTM org is driving towards the same goal?** This is an especially difficult challenge for high-growth companies that experience the highs and lows of rapid growth.

The 4 Horsemen & Their ARR Contributions

HIGH-GROWTH COMPANY

The Horsemen

ALLIANCES INSIDE SALES OUTSIDE SALES MARKETING

Leads Generated

Total Sales Targets

Step One: Reporting

If you're looking to adopt the Four Horsemen, make sure everyone is working from the same data set. That's step one. To understand what moves your business, Sales should not only know Marketing's target, but have complete visibility into how Marketing got that number and vice versa.

Box pulls all Salesforce data into Tableau and builds a standard set of reports across all of GTM. A centralized team built the initial dashboard and the initial set of reports, so everyone started on the same page. The Marketing dashboards and reports are in the same place as the Sales numbers, so each Horseman has complete visibility into the others. This is key to prevent Marketing and Sales from relying on different figures.

Aligning Sales and Marketing

The second thing you want to do is get Marketing in sync with your Sales Organization. At Box, we learn the goals of the Sales Organization by asking questions like:

- Are you going after net new customers?

- Are you going after customer upsells?

- What are the verticals you are going after?

- What are the geographies you're going after?

It's easy for Marketing to be order takers for the Sales department. Instead, we try to develop targets as a collective unit. After all, Sales and Marketing successes are tightly related.

How to Set Targets

We all get paid on revenue, but pipeline is your leading indicator for ARR. Each Horseman has an ARR target, and you use the Four Horsemen model to start building out your pipeline target. To do this, each Horseman starts by looking at deal size, time to close, win rate by channel, and win rate by geo.

Start by looking at your data by individual or segment. Don't look at blended averages. Looking at blended averages will skew revenue forecasts.

- How long is your sales cycle?

- What is your win rate now?

- What does your win rate need to be?

- What is your pipeline coverage ratio? (bit.ly/coverageratio)

Also, determine:

- Close rate by lead source.

- Close rate by type of sales rep (SDR, BDR, ISR/AE).

- Time to close by type of sales rep (SDR, BDR, ISR/AE).

Then, look at Marketing Qualified Lead (MQL) to Sales Qualified Lead (SQL) conversion and SQL to close by geo and by Horseman.

What if a Horseman Will Miss Their Number?

The metrics I discuss above are important for setting realistic targets, but they're also necessary to understand how you can fill gaps when times get tough. People often forget to factor in win rates and time to close when they look at how to supplement for a Horseman that's struggling. For example, if Alliances needs to make up for a deficit in Marketing's pipeline, and Marketing deals close at a 25% higher rate than the Alliance team. In order for Alliances to supplement for Marketing, you have to calculate that Alliances' pipeline target will be 125% of the Marketing team's pipeline target.

When building out your pipeline target, review:

TIME TO CLOSE

WIN RATE
BY CHANNEL

WIN RATE
BY GEO

How Often Do the Four Horsemen Meet?

It depends on the organization but somewhere between weekly and monthly. If you're not meeting monthly, you might as well not be doing it—it's too reactive. Meeting every week may be too often, but some organizations choose to use the weekly check in to dive deep on certain issues. Even though the numbers might not change dramatically on a week over week basis, you can use the hour to go deep on upcoming obstacles facing each of the Horseman.

Structuring Four Horsemen Meetings

Look at this quarter, plus two-quarters out. A lot can happen over the course of a year, even if your average sales cycle is nine to 12 months. It's a balance between looking out far enough so every time you discover a problem you aren't in dumpster fire mode and not looking out too far. If you can detect a problem that will happen next quarter or in two-quarters, that's when you can start to think a little more strategically about how to shuffle things around to hit your overall number as an organization.

A Fifth Horsemen?

Something I've been thinking about a lot lately is how Customer Success fits into the Four Horsemen model. Customer Success is technically still part of the GTM organization. However, they're usually sort of an afterthought. Status quo at many orgs is that Customer Success doesn't have a pipeline or an ARR target. However, I think as SaaS evolves we'll see this shift.

Customer Success contributes to pipeline via renewals, upsells, and cross-sells. To just think about net new pipeline as a subscription-based company is ignoring a very profitable portion of your business. I think there is a next wave of the Four Horsemen model coming which will see the CS function with a much bigger seat at the table.

CUSTOMER SUCCESS

What to Consider Before Adopting the Four Horsemen

One of the biggest challenges companies face when adopting the Four Horsemen is getting everyone to make the emotional commitment. If someone misses their number, it's easy to point fingers and lay blame on a specific team. That's not the purpose of the Four Horsemen.

The purpose of the Four Horsemen is increased program and department visibility, so your organization better understands the problems you're trying to solve. Which in turn, forces Marketing, Sales, and Alliances to think as one unit.

I've heard, "well, if everyone works for a CRO, shouldn't that create alignment?" It can, but often you're still missing the measurement and individual accountability component that just being part of the same reporting structure won't achieve.

With high-growth companies, there will be good times and challenging times. The purpose of the Four Horsemen is to create visibility, so challenges are handled collectively. This requires a deep sense of trust but yields the best results.

Wrap Up

Interested in implementing the Four Horsemen? Start by getting a central set of reports and dashboards accessible to all of the GTM organization. We talk more about data visualization and centralization in chapter three to help with this.

Then, follow the steps in this chapter to set each Horseman's ARR pipeline target. Lastly, mandate a weekly or bi-weekly meeting where all the Horsemen meet and talk about obstacles and solutions.

If you aren't sure if the Four Horsemen is a good fit for your organization, contact us today. We're always happy to chat. (bit.ly/contactusck)

CHAPTER 2

Cross-Channel Data Cleanliness Best Practices

In chapter one, Lauren spoke about how her organization uses a visualization tool like Tableau or Google Data Studio to pull data into a centralized set of reports and dashboards that all of the go-to-market teams can access. It's important that all the Horsemen agree on data.

The ability to use cross-channel data in analytics can be extremely valuable if done correctly. Before you can look at data visualization, you have to make sure you have data integrity best practices in place. Chapter two is all about cross-channel data cleanliness best practices. Then, chapter three speaks to data visualization and how to pull data into centralized reports and accessible dashboards for the entire go-to-market organization.

This chapter includes a list of cross-channel data cleanliness best practices in the domains of Salesforce, Google Analytics, and Marketing Automation. If you're a new CMO to your organization, make sure the leaders of each domain are implementing the guidelines presented in the following pages.

Google Analytics

Website traffic is an excellent indicator for many aspects of a SaaS business. From the effectiveness of marketing at driving quality web traffic, to understanding the strength of your brand awareness, website analytics can provide a wealth of valuable information to a CMO. That information gets exponentially stronger when we can combine it with data from Marketing Automation, CRM platforms and other cross-channel data sources.

Some of you may find this rudimentary but we find big Google Analytics weakness at even sophisticated companies because it wasn't deployed by a specialist. Google Analytics allows users to segment, and filter their website traffic to mold raw data into something that provides value for reporting. Google Analytics accomplishes this using what they call "views". In terms of best practice, we recommend anyone who wants to use Google Analytics to set up three of these Views to start: Raw, Reporting, and Test.

- The Raw view is like a big net catching any traffic that interacts with your website.

- The Reporting view is a narrower net that only catches traffic you're interested in reporting on.

- The Test view is where you add filters or segments to the net that either include or exclude certain types of traffic. If you're happy with how it looks, you can push these changes into the Reporting view.

A Test view is vitally important because, if you unintentionally exclude or include traffic in live views, you can't go back and try again.

Once a user visits your site, any filter you had at that time is applied to them. For example, if you accidentally implement a filter that excluded all traffic from Canada on Tuesday and don't realize your mistake until Friday, all of the traffic from Canada won't magically reappear on Friday once you remove the filter. This is where the value of a Test view is easy to see. It preserves the integrity of the data in your Reporting view, by allowing for thorough testing.

Aside from utilizing those three views, many Google Analytics users may not fully understand exactly how Google tracks website traffic. Luckily, a new tool called Google Analytics Debugger was recently released to help alleviate some of this. It allows you to crawl your website page by page and get feedback on exactly what and how data is being sent to Google Analytics.

This is incredibly useful when combined with Google Tag Manager. The two tools make it simpler to catch issues like double counting that affect data integrity and lead to inaccurate results if used in reporting.

Google Analytics cont'd

Here's the complete checklist you should provide your internal Google Analytics resource:

1. Install Google Analytics Debugger

This is a plugin used to debug your instance and show you exactly what is getting sent to Google Analytics page by page. It answers the following questions:

☐ Are we double tracking pageviews?

☐ Do we have double counting issues? (very low bounce rate is a good hint)

- Multiple Google Analytics tracking code instances could exist.

☐ Are users being tracked across relevant domains?

☐ Are events being properly tracked?

☐ Might there be bounce rate issues with certain events?

2. Account Structure

☐ Do Raw, Test, and Reporting views exist?

- Having these three views setup is important so you can test changes (Test View) to see if they break anything before pushing to production (Reporting View). Once a change is complete in Reporting view, your data will reflect that. Even if you revert the change, the data collected while it was in production can't be altered.

3. Audience

☐ Are there **unusual variances** in metrics? These are often errors and will give you an idea of where problems might exist. (For example, very low bounce rate might mean you're double counting—nobody has a bounce rate of 3%.)

☐ Are we filtering internal traffic? What about unserviceable markets?

4. Acquisition

☐ Is self referral filtering set up?

- This is very important for SaaS companies with multiple subdomains.

☐ Is subdomain/cross-domain tracking set-up?

- If improperly set up, visitors that go from one subdomain to another in the same session may be counted as two unique visitors.

5. Behavior

☐ Are we effectively using event tracking to ensure we catch the behavioral data we want and value?

6. Campaign Tracking

UTM Parameters

☐ How accurately do we catch and measure paid ad traffic across campaigns and different advertising channels?

Salesforce

A challenge all B2B marketers face is each platform in the MarTech stack recognizes Source and Campaign values differently. Google was built to track every action online, whereas Salesforce was built around an outbound sales process. What Google tends to consider Source and Campaign aren't a perfect correlation to what Salesforce considers them to be. This trickles down to Marketing Automation as most Marketing Automation platforms are built to sync with Salesforce.

The first step in overcoming this challenge with Source and Campaign values across platforms is ensuring data cleanliness across Google Analytics, Marketing Automation and Salesforce. Here is a list of considerations:

Who is Babysitting Your Platforms?
In most organizations, the employee or team overseeing each platform isn't the same. On top of which, quite often, a different consultancy or agency is managing each platform. For example, most Salesforce partners don't have an internal Google Analytics domain expertise. There is enormous value working with a vendor who understands your tech stack from top to bottom.

Google Analytics and Tracking Ad Performance
Considerations around Google Analytics and tracking ad performance in Google Analytics tend to frame most discussions around how UTM values should work. At the end of the day, it isn't clicks or conversions in Google Analytics a savvy B2B marketer needs to worry about. It is number of MQLs, SQLs and dollars in sales. Only 11% of marketers are still judged on lead volume (bit.ly/biziblelearn). This is why passing attribution data (beyond a first touch model) from Google Analytics or Marketing Automation to Salesforce is key.

> Only 11% of marketers are still judged on lead volume

Revenue Attribution Tools
A better way to track attribution data is using a tool like Bizible (bit.ly/biziblelearn—we're a Bizible partner and love the product). Tools like this have been built to close the loop between marketing activities and attribution.

Salesforce cont'd

Passing GCLIDs Into Salesforce

Bizible or not, UTM values (or in some cases, being able to decipher the Google GCLID) are key to attribution. Google Analytics will, of course, do this automatically, but that won't pass data into Salesforce.

Google Analytics 360 and Salesforce

Not every organization has the resources or need to upgrade from Google Analytics to Google's Analytics 360 offering for the enterprise. But for those that do, there is a powerful new tool available to you. It will be in Beta for the foreseeable future, but there is a native Analytics 360 to Salesforce integration being piloted.

It allows organizations to see sales data from Salesforce in Analytics that can be used to create custom audiences and then optimize bids in AdWords, as well as to better track and study attribution. In addition, data from Analytics will become available in Salesforce platforms. This is an incredibly powerful opportunity that historically we've had to build for our clients from scratch, but now it will be available as an out of the box solution. You can learn more about the Analytics 360 and Salesforce integration here (bit.ly/moreongoogle).

How to Configure Web to Lead Forms in Salesforce

One way to capture attribution data is to configure your forms with hidden fields for campaign and source. Marketing automation platforms often populate these fields based on the landing page as opposed to someone's actual click trail and origin. Knowing someone downloaded a certain eBook is important and should be recorded. However, it's more valuable to know it was the result of the July 2017 Facebook CMO targeted campaign. Some Marketing Automation isn't capable of this, but you can write a piece of custom code to embed in landing pages both on your website and on landing pages built with the Marketing Automation platform.

This custom code populates hidden fields on the form with the UTM values from a visitor's URL and/ or grabs key information (like if their visit was organic search vs paid). With those populated you can transfer data to the Marketing Automation platform and Salesforce. In chapter four we explain how to leverage Campaigns in Salesforce for attribution. Tracking attribution correctly in Salesforce and data cleanliness go hand in hand. Correct attribution is irrelevant if data integrity is low.

Marketing Automation

Finally, let's dive into data cleanliness in Marketing Automation. This is important because most companies pull and push data into Salesforce from their Marketing Automation platform. This means if your data is dirty in Marketing Automation and you push it into Salesforce, you've now doubled your problem. Here are a couple things to be aware of:

Purging Records

Most Marketing Automation platforms have a pricing model that includes surcharges for exceeding certain limits related to your number of contacts. As a result, many organizations will delete records in their Marketing Automation instance, but keep them in Salesforce. This isn't a best practice. If a record is so invaluable you are not willing to pay a few cents a year to retain it, it should be deleted from the CRM. Keeping these records in only Salesforce causes issues when something happens to the record in the CRM, bu that isn't reflected in the Marketing Automation platform.

For example, let's say a lead that has been stale for a year (and was deleted in Marketing Automation) becomes a customer. Since they don't exist in the Marketing Automation platform, they don't get their onboarding training emails and renewal nurture—but no one notices. If a record is deleted in one platform, it should almost always be removed in the other. Consider the pricing model of the Marketing Automation platforms to be a good reason to keep your instance of Salesforce cleaner.

Alternatively, organizations will often prevent a record from passing from the Marketing Automation platform to Salesforce because it is not of a high enough quality. As an example, a company may only require one field (email address) for someone to sign up for a newsletter or blog updates. That company doesn't want bare-bones records clogging up the CRM. So, they create a rule that until First name, Last name, email and company are known, the record won't be passed to Salesforce.

Conversely, an organization might have a rule in place that prevents Salesforce from creating records in the Marketing Automation platform when the Account Type is competitor. Both are valid strategies, but must be carefully documented and widely known amongst the team.

You can automate purging records but we advise against this. We instead recommend a quarterly review and purge meeting between Sales and Marketing.

Marketing Automation cont'd

Documentation

Documentation shared across the Google Analytics, Advertising, Marketing Automation and Salesforce teams in your organization is an easy best practice to implement. What we like to see are two shared Google Docs.

DOC 1 – Shared fields and URLs

A shared Google Sheet allowing teams to update fields (campaign, source, etc.) and generate a properly formatted URL with perfect UTM values that work across platforms. Everyone who touches campaigns should access this document. This not only includes the team managing advertising, but also:

- The team building email templates in Salesforce and sending emails.
- The external communication (prospect or customer) and social media outreach teams.

DOC 2 – Criteria for data sharing

A shared Google Doc that breaks down criteria for passing data between platforms. These criteria will be different for each organization, but here are some examples:

- A record will not be created in Salesforce by Marketing Automation unless it contains First Name, Last Name, Company Name and email address.
    - However, if a record already exists in Salesforce that does not have these criteria, Marketing Automation will sync with it and update it.
- A record will not be created in Marketo by Salesforce if it does not create an email address or the "Do Not Email" field has been checked.
    - However, if the record already exists in Marketo, this record will continue to sync.
- If a record has been deleted in Marketo but continues to exist in Salesforce, that record can only manually be recreated in Marketo. It will never be re-created automatically. This includes cases where a lead becomes a customer.
- If a lead exists in Salesforce but has been deleted in Marketo, and that lead returns and completes a Marketo form, that lead will be recreated in Marketo and begin syncing with Salesforce.

CHAPTER 3

Data Enrichment and Visualization

We heard from Lauren in the first chapter how data visualization is beneficial from a reporting perspective. Having a central set of reports and dashboards that all of go-to-market (GTM) can access is beneficial regardless of if you're using the Four Horsemen or not.

Centralizing your data translates to increased productivity. The time savings on analytics allows analysts to work on other important tasks, instead of spending unnecessary hours going through spreadsheets. More importantly, it solves complex problems almost all high-growth SaaS companies face. We recommend creating a central set of reports and dashboards in either Google Data Studio or Tableau.

We've put together a list of the top three problems leveraging data visualization at your B2B SaaS organization can address:

1. Ease of Communication

Effective visualization improves productivity, makes it easier to spot outliers, and quickly highlights problem areas or trends. It's much easier to communicate and absorb data in a graph or chart than tables or spreadsheets. Effective visualizations allow for easier communication with management and executives. This makes the process less time consuming and allows analysts to spot outliers and focus on solving the problem.

2. Less Confusion = Better Decisions

Data only becomes useful once it is given context. Storytelling provides a broad overview with the ability to logically drill down to the most minute statistic or metric.

3. Reduced Information Siloing: Collaboration

- Data visualization greatly aids collaboration by allowing all departments access to organization wide data in a simple and easy to understand package.

- Helps to develop a universal language around reporting within the GTM organization.
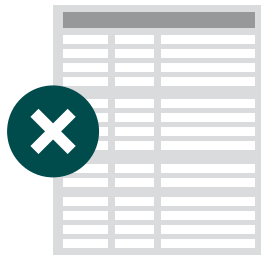

❌ 1,068

✅ 70%

Use **percent to goal** instead of showing a real metric so everyone can understand the context.

Highlight **achievement of quotas** during Sales and Marketing meetings. Showing total number of leads generated (or ideally MQLs) has no meaning for Sales. Showing instead that 110% of lead quota in NA was attained, 90% in EMEA, 98% in APAC. That is useful. It has context.

AVOID TABLES & SPREADSHEETS

USE GRAPHS & CHARTS

Q2 SALES QUOTAS

Charts using stats like % attainment are also valuable in sharing results across the company. For example, large monitors as displays on walls. If done well, they don't require further explanation. They also keep the KPIs of the company top of mind.

Data Enrichment

Now that we've outlined why data centralization is worth the investment, let's discuss how to get enough *accurate* data in your systems to make this possible. AI and Machine Learning technology are hot topics many companies are keen to leverage. Before you can harness the power of any of these tools, you need to have enough accurate data to work with. That's where data enrichment comes in. Using a data enrichment tool saves employees time, contributes to data integrity, and helps create a more accurate picture for data visualization.

Where and When Data Enrichment Can Occur:

1. Natively in Salesforce

The most common, and certainly the most integrations exist for data enrichment to occur natively in Salesforce (for more information on this see bit.ly/sfdataenrich). However, many SaaS companies are integrating a data enrichment tool into their Marketing Automation platform and complementary tool in their Salesforce instance.

So why aren't companies enriching data natively in Marketing Automation? Often it has more to do with internal budget politics than best practice. Marketing and Sales argue over whose budget data enrichment should come out of and as a result it is often bundled under the Salesforce line item which usually means Sales foots the bill.

Where budgets allow, we often suggest that you integrate a data enrichment tool in Marketing Automation and a complementary one in Salesforce.

2. Marketing Automation

Enriching data natively in your Marketing Automation platform using a tool like Leadspace is incredibly beneficial but a less common practice (full disclosure: Leadspace is a client of ours, but we believe they have a great product). Here's why we advocate for integrating a data enrichment tool with your Marketing Automation instance.

> Integrate a data enrichment tool in Marketing Automation and a complementary one in Salesforce.

Pass MQLs Faster: Help Marketing Meet Their SLA

Pushing enriched data into Salesforce from Marketing Automation keeps you from pushing weak leads into Salesforce. It also allows the lead to be enriched and then scored before hitting Salesforce, which means MQLs are passed faster. This is very important if your SDR team has an SLA that requires MQLs be contacted within X minutes. If the lead is scored in Marketing Automation it will automatically be routed to someone as soon as it hits Salesforce. In comparison, if an unenriched lead is passed to Salesforce, and Marketing Automation handles scoring, it may be a few minutes before it is rescored and routed in Salesforce.

Decrease API Calls

Natively enriching data in your Marketing Automation platform before it gets passed to Salesforce decreases API calls. If you enrich a lead in Marketing Automation and pass to it to Salesforce that's one set of API calls. However, if you create the lead in Marketing Automation, pass it to Salesforce and enrich it, then you have to pass it back to Marketing Automation. Then Marketing Automation will score it and send it back to Salesforce. In scenario one you're using one set of API calls and in scenario two you use four sets of API calls. This is important if your Salesforce instance is API call heavy.
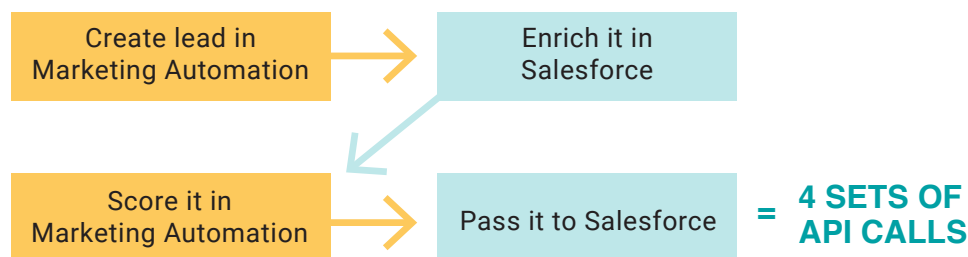
SCENARIO 1:

| Enrich lead in Marketing Automation | → | Pass it to Salesforce | = | **1 SET OF API CALLS** |

SCENARIO 2:

| Create lead in Marketing Automation | → | Enrich it in Salesforce |

| Score it in Marketing Automation | → | Pass it to Salesforce | = | **4 SETS OF API CALLS** |
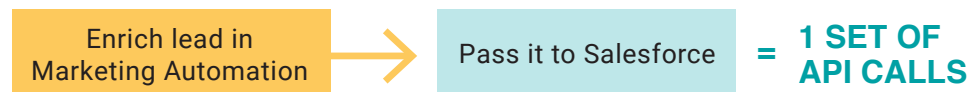
3. Form Submissions

Enriching form submissions is a new area in data enrichment.
This can be done one of two ways:

On the front end:

When someone is filling out a form, a tool like Clearbit (bit.ly/clearbitlearn) or ReachForce (bit.ly/reachlearn) can start to auto populate fields in the form based on initial data entered into the form or using a responding IP address. For example, after someone has entered their email address your data enrichment tool could detect where that person works and populate that field to save the person submitting the form time.

On the back end:

Alternatively, you can have a shorter form and populate that information behind the scenes without the user realizing. For example, your form could only ask for first name, last name and email but data enrichment could populate more fields, like company, address and titles as the form is submitted.

Wrap Up

Depending on the technology stack you have in place, your high-growth SaaS company may need multiple data enrichment tools. It can be hard to know which tools to use and integrate with which platforms. To holistically understand what data enrichment tool/tools are the best fit for your organization, set up a meeting between Marketing and Sales to discuss where data enrichment should occur.

At the rate that Salesforce and Marketing Automation talk to each other, Marketing and Sales need to make this decision together. Making siloed decisions leads to inefficiency and problems long term.

Campaign Attribution in Salesforce

This chapter is granular compared to the first three chapters, but we feel the content is extremely important. As a CMO, you won't be configuring Campaigns in Salesforce yourself. However, it's important you understand how and, more importantly, why you should be using Campaigns in Salesforce. Large deals and long sales cycles make getting accurate attribution the bane of every B2B marketer. Flawed attribution models give too much credence to either first or last attribution. Knowing which initiatives are influencing pipeline is crucial to investing in the correct areas as a B2B SaaS CMO.

After reading this chapter, you should talk to the person (or people) who own Salesforce internally and make sure you're leveraging Salesforce Campaigns correctly.

How to Track Campaigns in Salesforce

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 touch points 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.
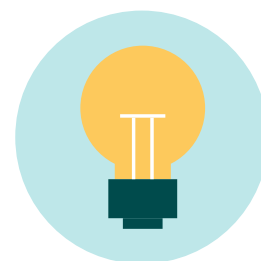
2. Eliminate Negative ROI

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. 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 quarter but influences 50% of your sales is a winner. Hidden gems become visible when campaign attribution works properly in Salesforce.

$1,000/MTH INVESTMENT → 50% INFLUENCE ON SALES = WINNER!
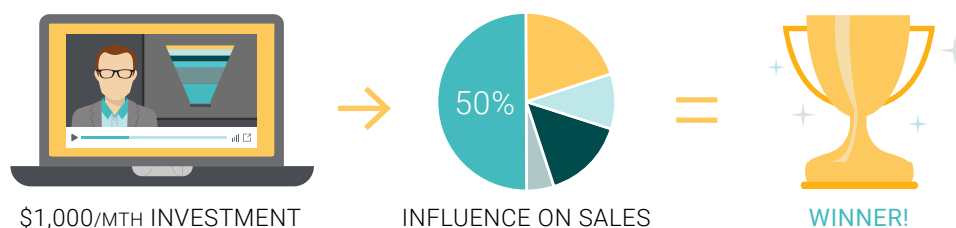
How to Track Qualified Leads in Salesforce

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 2017." 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.

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."
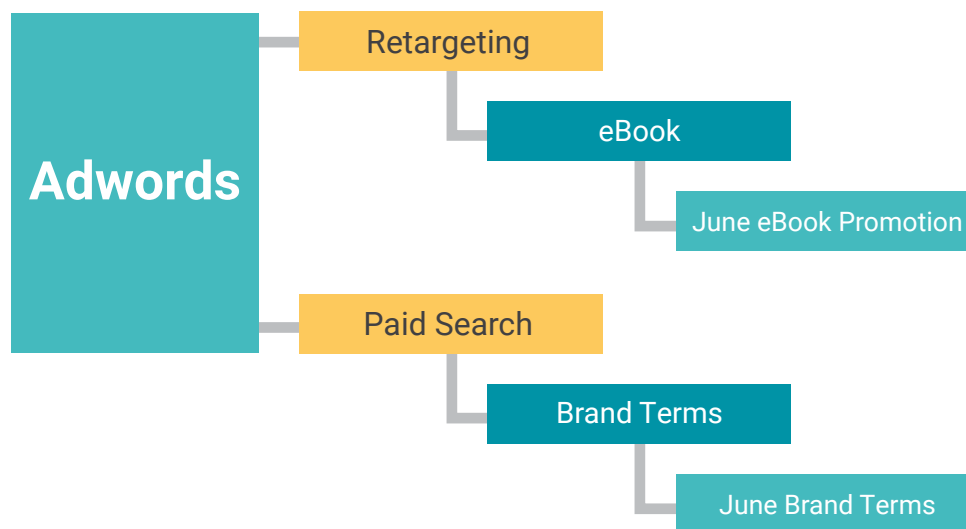
CAMPAIGN DEFAULTS:

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

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:

```
Adwords ── Retargeting
               └── eBook
                       └── June eBook Promotion
        ── Paid Search
               └── Brand Terms
                       └── June Brand Terms
```

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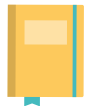
Salesforce provides a great guide for organizations deploying Campaigns. You can get a copy here. (bit.ly/sfcampaignguide)

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.

Ross Simmonds
DIGITAL STRATEGIST
& CEO

CHAPTER 5

What's Content Distribution and How To Do It Right

*The unfortunate consequence of the entire B2B industry deciding content is key is **now, we're drowning in content**. Producing decent content is now the baseline for any organization with a content marketing strategy. So, how do you stand out from the rest?*

As a CMO, the most important question you have to ask your content team is: what does your content distribution strategy look like for 2018? Even high-quality content has little value in the absence of a solid distribution strategy. The ecosystem is too noisy and the investment of producing good content is lost if no one reads it.

Chapter five is written by Ross Simmonds, founder of Foundation, a consultancy that helps brands ranging from Fortune 500 companies to some of the fastest growing startups in tech with content creation and distribution. Simmonds is a frequent speaker at conferences like MozCon, SearchLove and InternetWorld's Webbdagarna to name a few. He has also been published in Forbes, Inc, VentureBeat, EliteDaily and was listed by Mashable at No. 5 for Top Snapchat Marketers in the World.

Ross shares his top five content distribution tactics. Take this chapter and give it to your content lead. Hopefully it can help them develop their content distribution strategy and if they're looking for more tips, Ross's blog is a great place to start (bit.ly/rosssim).

The Life of Your Content Begins When You Press Publish

If you want people to notice your content (and share it) there's one thing you need to know. The life of an article doesn't end when you press publish. It's at this point in which the life of your article actually begins.

The lifecycle of most blog posts looks a little like this…

TYPICAL CONTENT LIFECYCLE

WRITE POST + TWEET = PROFITS?
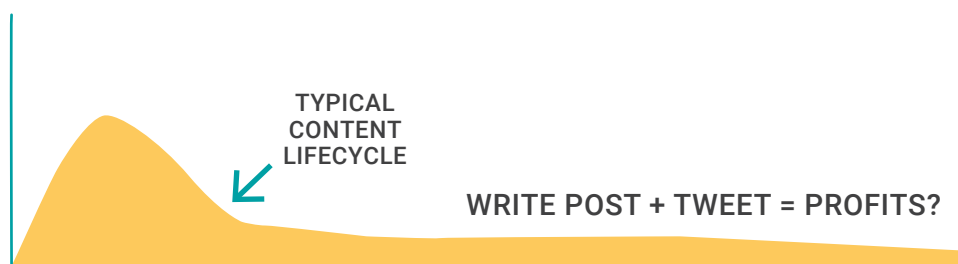
That initial spike is great but what if I told you, you can make a more sustainable ding in the universe with your content? Look, we've all been there. We create something that we thought would make a ding in the universe but it barely makes a dent in a bumper. So…

What exactly can you do to drive success for your content?

Distribution is King

Content distribution is the intentional and strategic efforts a brand or individual takes to have content placed in front of their audience. You can implement content distribution efforts through paid media, earned media (press coverage) or owned media (email marketing). I'm going to share with you five tried and tested distribution tips that will help you spread your content more effectively.

TIP 1: Search the Domain on Twitter and Respond

There's a theory that acquiring your first 1,000 true fans is enough to make a living. According to Kevin Kelly, a true fan is someone who will purchase anything and everything you create. They can't wait until you issue your next work. They will travel to hear you speak or perform. They are true fans.

One of the best approaches to acquiring your first 1,000 true fans is building relationships. If you've created a great piece of content and have already implemented some of the strategies highlighted here, it's likely that people are sharing your team's content online. Don't let their shares go unnoticed.

Twitter search is a great way to find out who is sharing your content. Type in the domain of your blog post or website and Twitter will deliver any tweets that include a link back to that post.

Upon finding people who were fans of your blog post, it's time to reach out with a simple tweet thanking them for sharing or engaging in a more meaningful way. It could be asking them a question about what they do or requesting their opinion of the content.

TIP 2: Reference Your Content in Forums & Quora

Forums are a great resource for finding people who want the content your team created. People use forums to discuss topics they're interested in or acquire answers from a specific group of people. Your goal in distributing your team's content in these channels is to deliver as much value as possible through your response and then reference your own content throughout.

For example, if someone asks you about Facebook Marketing and your team has created an infographic about Facebook ads, you can talk about both organic and paid tactics with a link to your own content. The key here is to ensure that the content your team is creating is high-quality. You don't want to come across as someone who is simply looking to send traffic back to their own site so be sure that you give as much value as you can within the text response.

TIP 3: Turn the Blog Post Into a Slideshare

So you've exhausted all of the distribution hacks at your fingertips and have noticed that traffic has dipped significantly. At this point, it's time to go big in figuring out how to add a new wave of life into your content. How can you do that?

Repurpose the content into a Slideshare deck.

I've leveraged this tactic multiple times and the Slideshare decks have in many cases, generated more traction than the actual blog posts. In total, I've generated millions of views on Slideshare by taking blog posts and turning them into high-quality Slideshare decks.

Here's an example of a Slideshare I created from this blog post about Content Marketing Hacks (bit.ly/rosscontent).

TIP 4: Distribute Content Within
Slack Communities

Slack has been growing like a rocket ship. It's a startup darling that tends to be viewed as a communications tool amongst teams but it's quickly becoming a place where you can connect with people you don't even know. Communities have sprouted up on Slack where people with a specific interest have daily conversations and even host events like an Ask Me Anything.

One of the first Slack communities I came across was Maker Hunt, a slack chat for product driven makers from the Product Hunt community. Since then, the number of Slack communities I've joined has skyrocketed with awesome communities like Online Geniuses, Saas Founders Club and more. Sites like Chit Chats give you the ability to find Slack communities that are directly relevant to you:
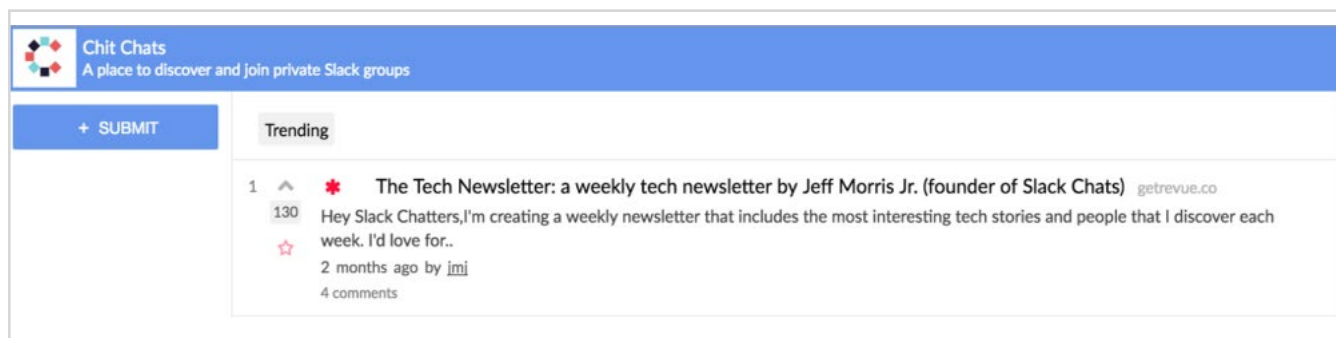
One of the best parts of these communities is that they often have a specific channel created for shameless plugs and promotion. Your team can share your content within these channels and the community will respond by sharing your content and helping spread your story.

TIP 5: Update Your Email Signature

Call me old school but it works!

The average professional sends and receives about 120 emails a day. If you send 60 emails within 24 hours and every single one of those emails has a link to your team's content in your signature, you have a great chance to drive more traffic to your content. In addition, you know the people you're engaging with are relevant because you're talking to them.

Sometimes the people you'll be interacting with will be team members and other times, they will be clients or partners. In each case, it's beneficial to keep them in the loop about the content you're creating. Make sure everyone on your content team does this to magnify the effect.

Wrap Up

If you like what Ross had to say, head over to LinkedIn (bit.ly/connectross) and connect with him. If you're interested in more advice on content distribution, Ross created an awesome checklist with 80+ distribution ideas. We would highly recommend checking it out: bit.ly/distributioncontent

How to Skyrocket Sales Referrals

Referrals have been incredibly powerful for our business at CloudKettle and we know we aren't alone. The State of Pipeline Marketing Report found "22.2% of respondents said that word-of-mouth referrals have the greatest impact on revenue, the most of any marketing channel or activity." This chapter lays out tactical ways you can skyrocket sales referrals by making small changes to your content, proposals, and website.

22.2% of respondents said that word-of-mouth referrals have the greatest impact on revenue.

Referrals at CloudKettle

Some context around just how powerful referrals are for CloudKettle. In 2016, leads from **referrals generated 76% of our revenue**.

However, this figure isn't reflective of volume in our sales funnel. Like many of our clients, disproportionately our leads come from organic search, then paid advertising and social efforts, then speaking engagements, with referrals at the bottom of the list.

Referred leads close at an astronomically high rate and are on average worth significantly more in ARR by client.

Intuitively, this makes sense, but it's more powerful when you break out the numbers. Referrals close at a higher rate, are worth more in ARR and convert into customers more quickly than any other source of leads. So how do you skyrocket sales referrals?

Turn Current Clients into New Leads

What does this have to do with testimonials, case studies and client videos? Well, buyers have become increasingly cynical and no longer put as much stock in your salespeople or website as you wish they did. Often, they want some sort of third party validation; particularly when engaged in a long, complex sales cycle.

If you are a young organization or scaling quickly, you won't have enough referrals to run your business. However, you can get great testimonials, case studies and customer stories which is the next best thing. They become a proxy for referrals.

Why Testimonials Matter

CloudKettle is a company of quants—we like to analyze everything about our Sales process. One thing we've dug in on is how our potential clients treat our proposals and quotes. Using Proposify we can see how many minutes and seconds are spent on each section of every proposal we send out. The results initially surprised us.

We'd like to believe potential clients spend their time pouring over every line of the Overview, Goals and Scope we so carefully write. However, what we now know is many only peruse those sections. Instead, on a per-page basis, they disproportionately spend time reading the Testimonials section.

Before putting pen to paper (or e-signature in our case), people want an extra piece of reassurance. For that reason, we've peppered key pages on our site with testimonials and even have a whole page dedicated to them, which we feature in the top-level navigation.

Often we are engaged by potential clients who aren't in the same city as us and have yet to meet us before they sign off on our first project. Testimonials provide potential clients reassurance that they aren't the first and demonstrate our history of expertise.

No one wants to be first; that's why testimonials and client logos are so important.

How to Get Testimonials

Work Them Into Your Contract

Some larger clients may redline these sections out, which is fine, but many won't. At the end of the day, permission for testimonial and logo usage should be included in every proposal you send. You still need to wow the client and then ask them to provide a quote but this covers what's often your biggest hurdle: legal.

Be Proactive

When we ask most clients why they don't have more testimonials, the answer is their customers aren't providing them. Meaning, customers aren't phoning them up and offering amazing quotes.

If you want testimonials (and you should) you need to request them. It's important to be courteous, but if you've done a great job, there is no shame in asking for a referral. This should be done on a call or in-person, with a follow up email after you make the ask.

In addition to a quote, we also request a high quality version of their logo with a transparent background and a headshot (we often offer to use their LinkedIn headshot—this is what most people end up sending anyway). A quote is powerful. A quote with a headshot makes a person "more real." The logo is the icing on the cake.

When requesting a quote and logo, notify the client where this will appear—ensure they're never surprised. At a minimum, request permission to use their testimonial and headshot in your proposals, website, and printed collateral like product one sheets.

Timing is Everything

The request needs to be made while the client is still actively engaged with you, but a project has been completed. If you wait too long it seems like an afterthought. Ask too early and you are requesting they provide feedback on something they can't give context to.

> Approach testimonials like a sale: warm your client, ask at the right time, and be persistent.

ASK FOR:

- Testimonial
- Logo
- Headshot

Do a Good Job

Don't take on project if you can't do an amazing job. There is a fine line between running an organization at capacity and taking on more work than you can execute. There is also a fine line between taking on a stretch client and taking on one that you can't possibly service properly. Don't be greedy.

Serve your clients well and they'll be happy to advocate for you and help grow your business. You'll know you've hit your stride when they start referring new business to you.

Case Studies

How to Ask

Begin by introducing the idea of a case study in terms of how progressive a client they have been, how well their project went, and how perfect that project would be to feature in a case study. In short, make it about them and make them the hero. Yes, you are going to benefit from it. But, focusing on a use case that demonstrates your client's success is going to make them happier and produce a story that is more likely to resonate with a potential client.

What to Write About

The most common mistake we see companies make when producing case studies is to make them too broad. Choose opportunities to highlight a very specific success ideally with results. Explain how it was done and demonstrate quantifiable execution. Don't approach a case study as needing to be so broad it applies to every possible prospect you may ever have. Instead show how a very distinct success was accomplished and celebrate your client's success, not your own.

Celebrate your client's success, not your own.

General Rules for Case Studies

There is a fairly well known structure for case studies and you can find templates to help online. At its heart, the case study should follow the formula of problem, solution, results.

PROBLEM	SOLUTION	RESULTS
Be specific about the challenge or goal	Discuss how and why your product/approach worked	Specific metrics: time, cost, improve/reduce

When writing all of this, be specific. Talk about the problem that was solved or the opportunity that was created. Describe how success was achieved and offer metrics and quotes to support your case.

Client Videos

Client videos are a powerful medium and they don't have to be expensive. In your earliest stages, they can be as simple as someone using a high-quality smart phone camera. The key is to make sure you have great lighting and clear audio. Other aspects can be fixed with editing.

Keep it short and to the point. While you might interview a client for 30 minutes (be sure to provide questions in advance), the finished product might be as short as two minutes. If you are lucky, there are also key quotes that can be highlighted in a composite video outlining multiple clients.

Wrap Up

Videos, testimonials and case studies often get shortchanged because they aren't seen as lead generation tools. However, when used effectively they are extremely powerful at enabling sales. Once you have a lead convinced they have a problem, you need to start selling them on the fact that your organization is the credible solution to their problem. Videos, Case Studies and Testimonials are how you do that.

Conclusion

If you're a CMO that's new to your organization, you have your work cut out for you. Hopefully this eBook gave you insight on what questions to ask your teams to validate best practices are in place. Before you do that, it's helpful to know where you're starting from.

Understanding status quo at your organization as new CMO can often be a challenge. Especially when there's a delta between what people think is occurring and what is actually happening—which is, sadly, most often the case.

One way you can learn exactly what's happening in Sales, Marketing and Customer Success is via a Revenue Stack Audit. The audit should assess both the teams and technology you have in place, the requirements and expectations, and make recommendations for short, mid, and long term objectives.

This is best executed by an impartial third-party company with expertise and experience in your industry, CRM, advertising platform and Marketing Automation platform.

Being smart, capable, and experienced won't be enough to move the needle if you have no idea where you're starting from. If you only have a limited amount of time in your new C-suite position, you can't afford to waste time not knowing exactly what is running. An audit of the Revenue Stack can efficiently help uncover what's working, what's not, and identify the delta between what people think is happening and reality.

We hope you enjoyed the eBook. If you're a B2B SaaS CMO we'd love to know if you found this resource helpful.

Interested in knowing more about how B2B SaaS companies are using the Revenue Stack to fuel growth?

Call or check us out online:

CloudKettle

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