



Reimagining B2B Marketing for the Boardroom—and the Future of the CMO Role



CMO Conversations Part 2:

The Playbook for Transforming the Business of Marketing



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CMO, Board Member Chameleon Collective Telesto Strategy

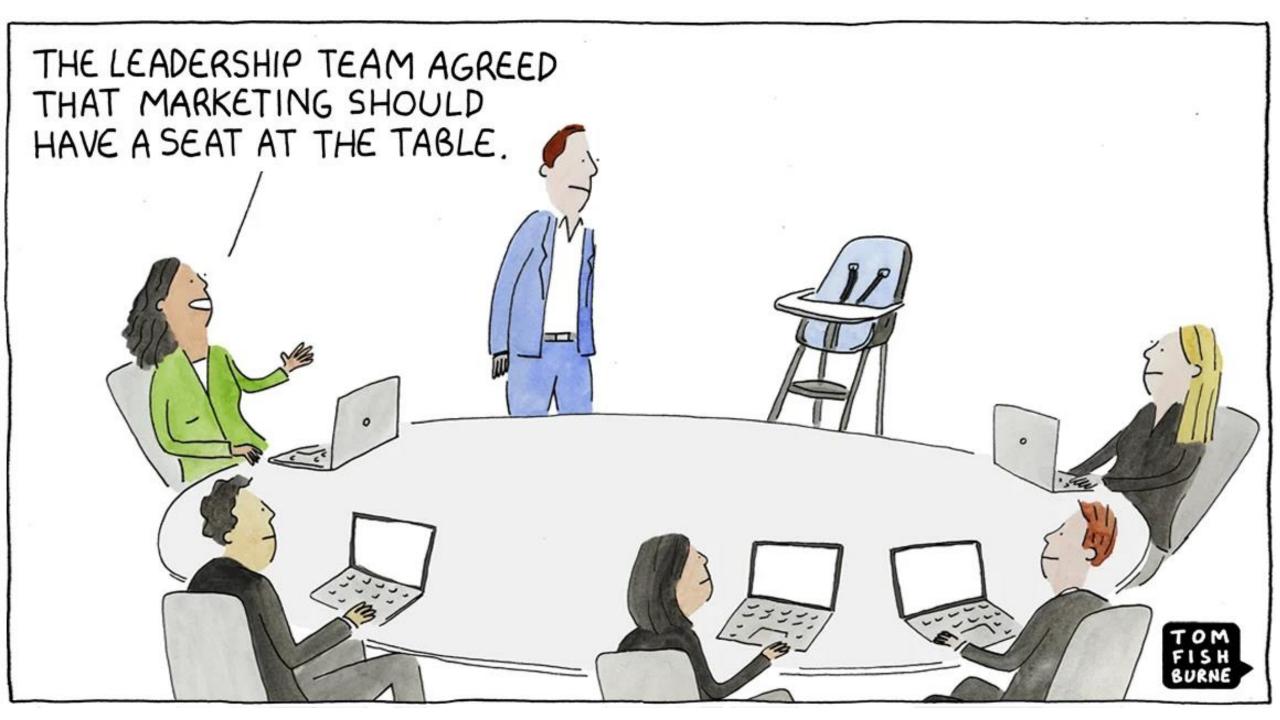
Agenda

1 BUSINESS & MARKETING TRANSFORMATION ESSENTIALS

2 TRANSFORMATION STORIES AND LESSONS LEARNED

3 KEYS FOR TRANSFORMATION SUCCESS

4 REFLECTIONS & BEST ADVICE



A CMO must be a business person first.



CMOs Must Change & Re-frame Views Quickly







If I had a \$1 million to spend

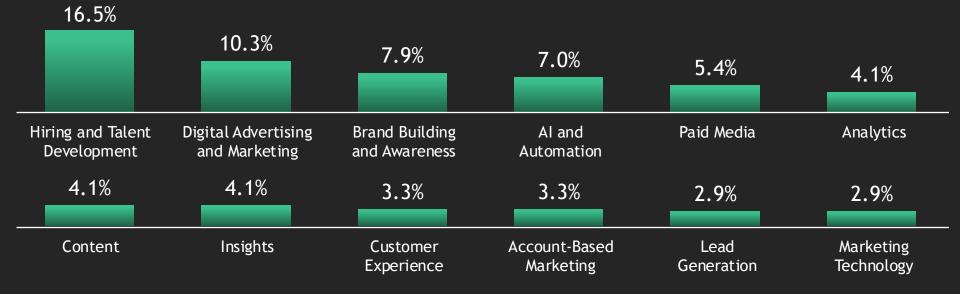


When presented with extra budget, marketing leaders overwhelmingly prioritize boosting and developing their workforce



If you had an extra \$1M of budget given to the marketing organization to use any way you wanted, where/how would you invest it? (% of respondents using budget for activity)





Spring 2024

*The remainder of investments were 2% or less the sample.

Source: Deloitte CMO Survey Spring 2024 Marketing as a Service



We need a business playbook for marketing.







Lisa ColeCMO and Al Advisor, 2X

My Marketing Journey

- 16+ years as a CMO advisor & mktg strategist for leading B2B agencies
- 8+ years as 4X CMO / Head of Mktg
- Transformed disjointed and underperforming marketing functions into scalable, high-growth engines
- Author of The Revenue RAMP
- 2018 SiriusDecisions ROI Award
- 2022 Forrester ROI Award
- DemandGen Report's B2B Innovator Award for C-Suite Strategy
- CMO Alliance's 2023 CMOs to Watch



The answer to a marketing problem is never 'do more'— it's about doing what matters, BETTER and FASTER.

Case Study:

Mktg Enabled FARO's Accelerated Business Transformation

Requirements



Decisions / Levers



Reduce total marketing spend by 35% by 02/2020, 50% by 2023)



Flip personnel / non-personnel mix (65/35 to 40/60)



Dramatically reduce events, increase digital investments



Drive operational efficiency for agility and scale



Increase demand conversion & velocity to grow pipeline



Consolidated, centralized strategic roles (global strategy, localized execution)



Outsourced production (creative, content, email, web development, data & analytics)



Terminated boutique marketing agency & freelancer agreements



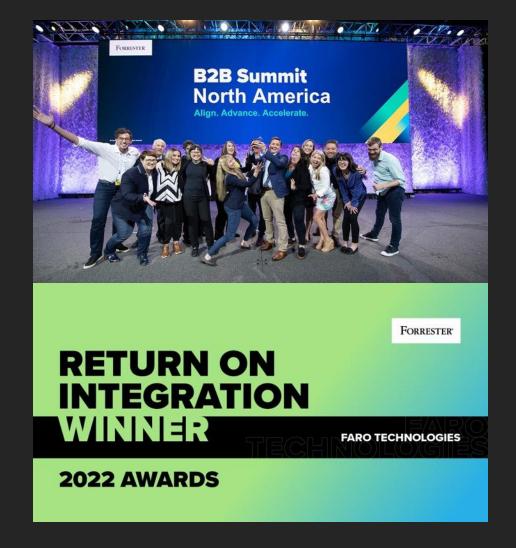
Focused trade show spend as an extension of ABM strategies, programs



Consolidated, upgraded & integrated tech stack (MPM, ABM, MAP, Gen AI)

The Results: Achieved More with Less

Key Metric	Oct 2019 Starting Point	FY 2021 Target	FY 2021 Actuals
Marketing Spend Reduction	\$16M	-35%	54%
Brand Loyalty	66%	69 %	76%
Employee Engagement	54%	74 %	75%
Demand Conversion Rate (AQL to CWS)	1.4%	4.2%	9.7%
Demand Velocity (AQL to CWS)	198 Days	148 Days	93 Days
Marketing Contributed Revenue	\$59.4M	\$73M	\$114.86M
Return on Marketing Investment	\$2.76	\$8.31	\$13.36



Collective Chameleou



CMO, Board Member

My Marketing Journey

- Career B2B CMO spanning multiple industries—industrial products, tech, and services
- Chief Market Officer vs Chief Marketing Officer

Most important learnings

- Success requires you to build strong internal partnerships
- We are all here to get it right—the business growth and the inherent responsibility we have for our team members—not to BE right
- In moments of difficulty, "go to the balcony"
- Rely on your network and your peers

Case Study

Leading hardware company creates a new market paradigm



Reimagining the path to growth

- From one legacy industry to serving several diverse industries
- Radically shifted our go-to-market strategy
- Shifted the role of marketing to market maker and reallocated resources



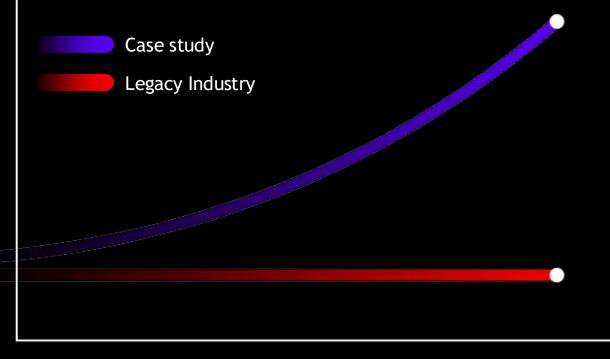
Customer led product innovation accelerated product market fit and provided recurring revenue stream and improved margins



Expanded channel/partnership model

The Results: Margin!

Nearly 60% increase in global margin over a 10-year period while the legacy industry remained flat



Year 1 Year 10







Domenic Colasante CEO, 2X

My Marketing Journey

- Former CMO at WGroup and marketing leader at SAP, Siemens
- Founded 2X to solve the 'do more with less' problem
- CMO to CEO transition
- CEO of a hypergrowth services company
 (0 to 1,000 employees in 6 years, 88% 6-year Revenue CAGR)





How CMOs Deliver Business Value & C-Suite Relevance



Understanding strategic metrics of the business and how marketing can support them



Define what marketing needs to be great at



Know how to use marketing to achieve these goals & know what plays you have access to



Find capacity & capability to deliver (re-imagine how work gets done)





What are my options?

1	Hire more people
2	Trade off tech and program spend
3	Have hard conversations ("just say no")

Before: Typical B2B Marketing Org Chart

Marketing Org under CMO/CRO

Marketing Communications

- AR/PR Execution
- AR/PR Strategy
- · Brand Activation
- Brand Strategy
- Content Atomization
- Corporate Communications
- Creative Production
- Internal Communications
- Promotional Creative
- Social Management
- Social/Community
 Engagement Strategy

Product/Solution Marketing

- Competitive Analysis
- Content Maintenance
- Industry/Solution Marketing
- Personas / Segment Definition
- Portfolio
 Management
- Pricing
- Product
 Communications
 (Versions, Features, Training)
- Product Innovation
- Product Lifecycle / R&D
- Revenue Enablement Content
- Thought Leadership Content Production

Customer Experience

- Awards
- Case Studies
- Customer
 Engagement Strategy
- Customer Event Programs
- Customer Marketing Programs
- Customer Reference Management
- Enablement Campaigns
- Event Execution

Digital & Demand Center

- 1:Many Campaigns
- Campaign Execution
- Campaign Strategy
- Channel Management (Email/Nurture, Media, Social, Web)
- Digital Strategy
- Nurture
- Program & Priority Definition
- Sales/Revenue Alignment
- Tele Services
- Top of Funnel DG
- Web Optimization (SEO, SEM, CRO)

RevOps & Marketing Ops

- Intent & Scoring
- Lead Management & Routing
- Marketing ROI & Analytics
- Marketing Strategy
- Organizational Effectiveness
- Planning & Budgeting
- Process Management & Optimization
- Target Audience Definition
- Target List(s)
 Management Accounts & Contacts
- Tech Stack Strategy
- Technology Management
- · Vendor Management
- Workflow Management

Account-Based & Field Marketing

- 1:1 / 1:Few / 1:Many Prioritization
- 1:1 Campaigns
- ABX Campaign Execution
- ABX Campaign Plans
- ABX Orchestration Tools
- BDR Enablement
- Business Unit Contribution
 Model
- Campaign Execution
- Channels & Partnerships
- Event Execution
- Event Strategy
- Named Account Strategy
- · Prospect Research
- Reporting
- Routing Hygiene
- Sales & Marketing Targeting Alignment
- Sales Enablement
- Stakeholder Relationship Management



After: Operating Model Transformation

Redefine Core Competency & Non-Core Standardized Work

Marketing Org under CMO/CRO RevOps & Account-Based & Marketing **Product/Solution** Digital & Customer Communications **Demand Center** Marketing Experience Marketing Ops Field Marketing Brand Strategy Product Lifecycle / Customer Engagement Program & Priority Marketing Strategy Named Account Strategy R&D Definition Strategy Internal Target Audience • Sales & Marketing Targeting Alignment Communications Product Innovation Customer Reference Digital Strategy Definition • 1:1 / 1:Few / 1:Many Prioritization Management Corporate Pricing • Sales/Revenue Planning & Budgeting • Business Unit Contribution Model Communications Customer Event Portfolio Management Alignment Organizational Event Strategy **Programs** BUSINESS Social / Community Effectiveness Industry/Solution Channels & Partnerships **Engagement Strategy VALUE CREATION** Marketing Vendor Management Stakeholder Relationship Management AR/PR Strategy Personas / Segment Tech Stack Strategy Definition **CORE COMPETENCY Shared Services Delivery** Target List(s) AR/PR Execution Competitive Analysis Enablement Campaigns Campaign Strategy ABX Campaign Plans Management - Accounts · Customer Marketing Brand Activation Thought Leadership · Campaign Execution ABX Campaign Execution & Contacts **Content Production** Programs Social Management Channel Management ABX Orchestration Tools Marketing ROI & (Email/Nurture, Media, Revenue Enablement Event Execution Creative Production Prospect Research **Analytics** Content Social, Web) Case Studies Promotional Creative 1:1 Campaigns Process Management

STANDARDIZED BEST PRACTICES REQUIRED

NON-CORE WORK

- Content Atomization
- Content Maintenance
- Product Communications (Versions, Features, Training)
- Awards

- Tele Services
- Web Optimization (SEO. SEM. CRO)
- Top of Funnel DG
- Nurture
- 1:Many Campaigns

- & Optimization
- · Workflow Management
- · Technology Management
- Intent & Scoring
- Lead Management & Routing

- Event Execution
- BDR Enablement
- Campaign Execution
- Sales Enablement
- Reporting
- Routing Hygiene

Reflections



Resources to help







Read our forthcoming paper (publishing week of October 14)

The B2B CMO's Guide to Reimagining Boardroom Impact: Four Drivers of New-Age Marketing Outcomes



Download the Definitive Guide to MaaS





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