

BREAKING **BARRIERS**

Embedding a culture
of marketing-driven
commercial growth
in B2B



WHY MARKETING NEEDS TO OWN **MORE OF YOUR** **GTM STRATEGY**



Nick Turner
CRO, Dreamdata



Jon Clarke
VP Global Service Innovation,
Transmission

ECONOMIC HEADWINDS

SINCE 2022

- Operating costs
- Margins
- Business valuation multiples



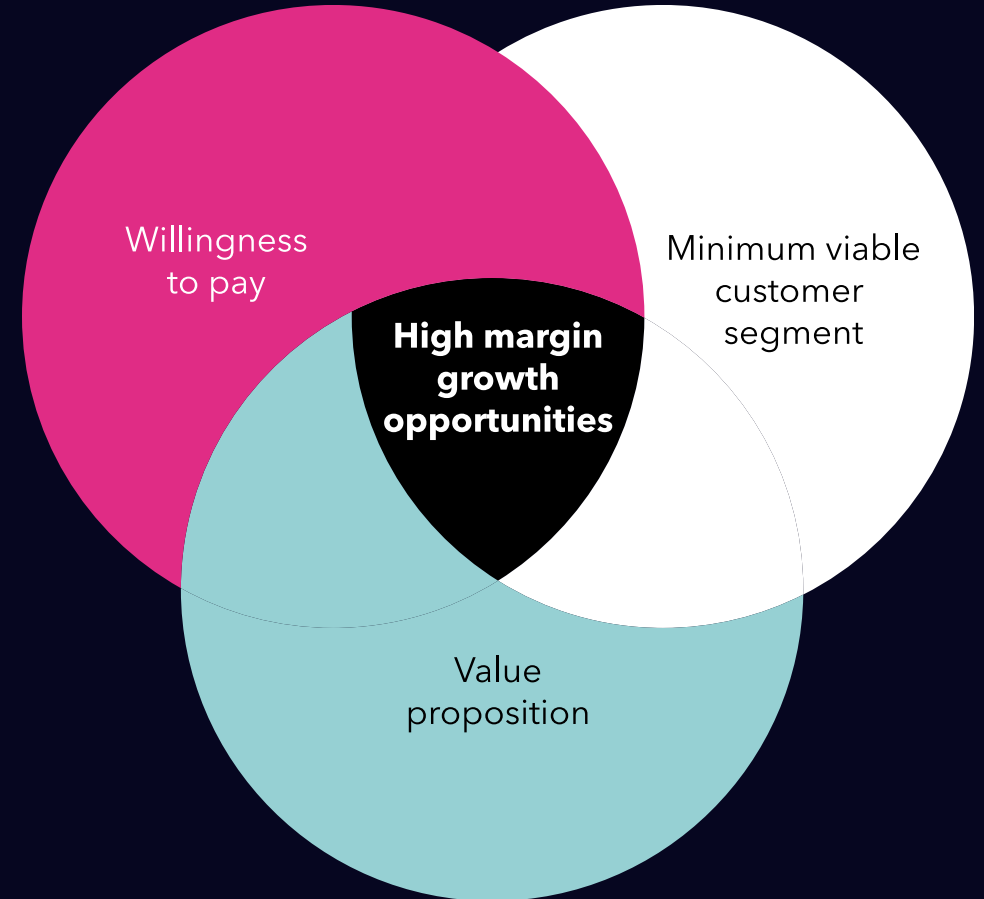
WHO OWNS THE 4Ps?

OPINION:
**WHO SHOULD
OWN THE 4Ps?**

4Ps RESPONSIBILITY

THE CASE FOR GTM OWNERSHIP

- **Deeper market understanding**
- **Product/market fit**
- **Sustainable growth requires:**
 - **A distinctive brand**
 - **Compelling value propositions**
 - **Distinctive products**
 - **Compelling campaigns**



SUMMARY

THE CASE FOR GTM OWNERSHIP

- **Responsibility for the 4Ps has drifted away from marketing function**
- **Today's need for efficient GTM strategies requires efficiency across the 4Ps**
- **There's a correlation between GTM efficiency and business valuations**
- **Marketing is best positioned to provide success**

RESPONSIBILITY FOR THE 4Ps
(PRODUCT, PRICE, PROMOTION, PLACE)
HASN'T CHANGED HANDS

TODAY, GTM FUNCTIONS
NO LONGER HAVE
ACCOUNTABILITY **FOR**
MOST OF THE 4Ps.

COMMUNICATING THE COMMERCIAL VALUE **OF** **MARKETING TO THE BUSINESS**



Jon Evans
Uncensored CMO
podcast host



Graham Wylie
CMO
Activpayroll



Joanne Gilhooley
CRO
Adarma



Emma Acton
VP Marketing
Zendesk

B2B GO-TO-MARKET BENCHMARKS: THE INSIGHTS YOU NEED TO PLAN FOR SUCCESS IN 2025



Steffen Hedebrandt
Co-founder & CMO
Dreamdata



Calvin Field
Demand Generation Lead
Hyperexponential



Who's Steffen?



Steffen Hedebrandt

B2B marketing nerd

CMO and co-founder at [Dreamdata](https://dreamdata.io)

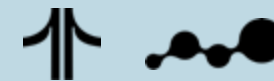
Who's Calvin?

Calvin Field

Demand Generation Lead

hyperexponential





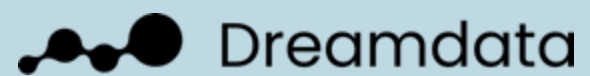
Agenda

Steffen

- ⚡ What's happening at the moment?
- ⚡ B2B customer journey benchmarks
- ⚡ Common measurement mistakes in B2B marketing
- ⚡ How can we better measure the B2B customer journey?

Calvin

- ⚡ Understand your buyer journey
- ⚡ Move away from MQLs
- ⚡ Test now... scale later



Steffen





What's happening at the moment?

Why marketers need to perform
better than ever to keep their job.



Marketing budgets have been cut.

Decreasing



15%

Marketing budgets have dropped from an average of 9.1% of company revenue in 2023 to 7.7% in 2024*



Marketers are being fired.

51%

of companies experienced layoffs in 2023.

18% of these were marketers*

In Q2 2024

28% of companies reported layoffs

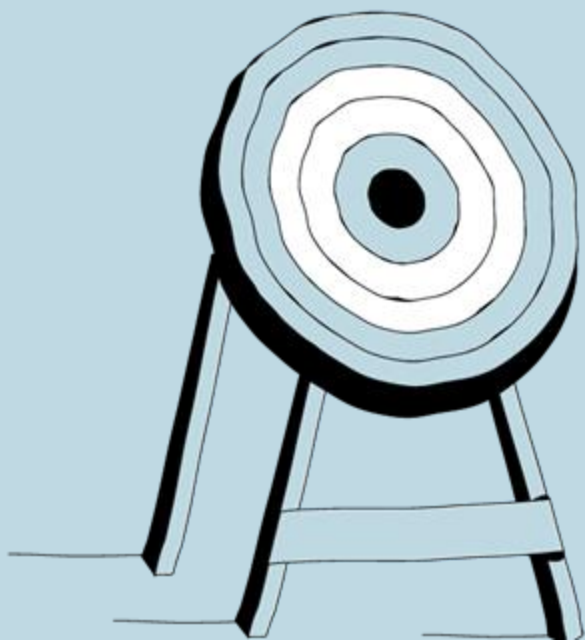
12% being marketing**

**Pavilion Pulse Survey, 2023*

***Pavilion Pulse Report Q2 2024*



Expectations are getting bigger.

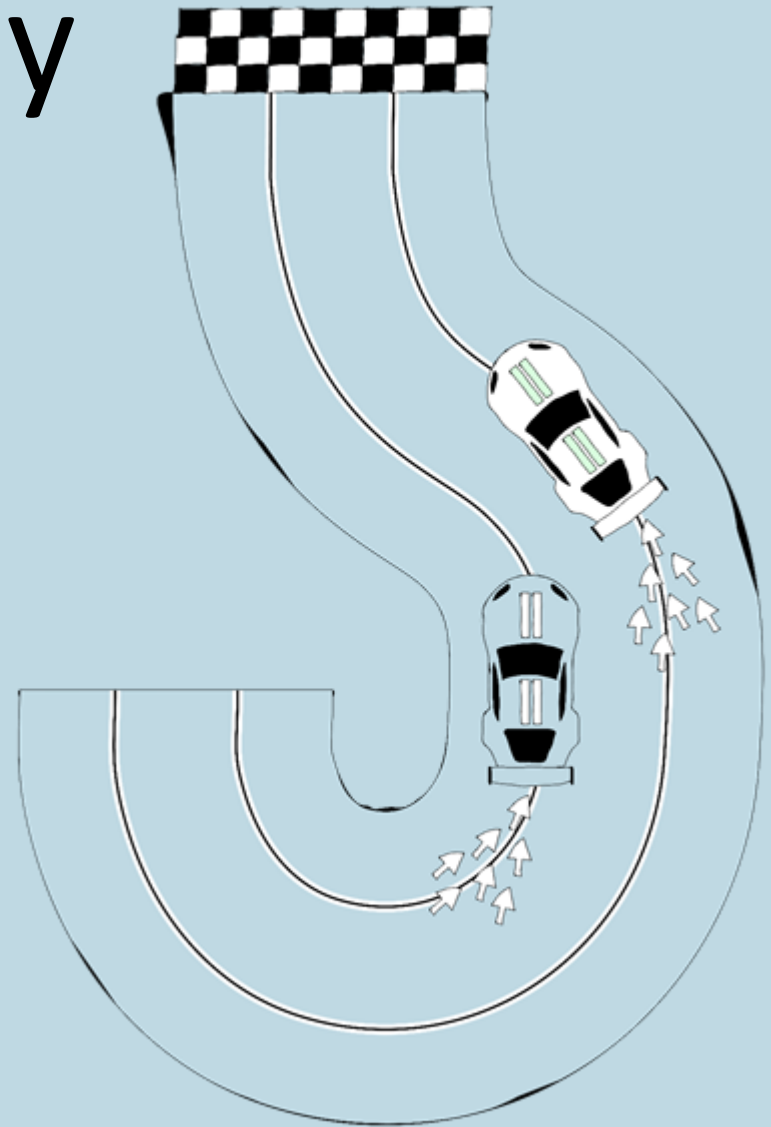


63%

of go-to-market leaders missed their
revenue targets in Q2 2024

“B2B buyers are nearly 70% through their purchasing process before engaging with sellers.”

6Sense





What's the particular challenge with B2B customer journeys?

***Benchmarks:** The data used to compile the following benchmarks is anonymised aggregated data taken from a sample of 414 active Dreamdata user accounts.

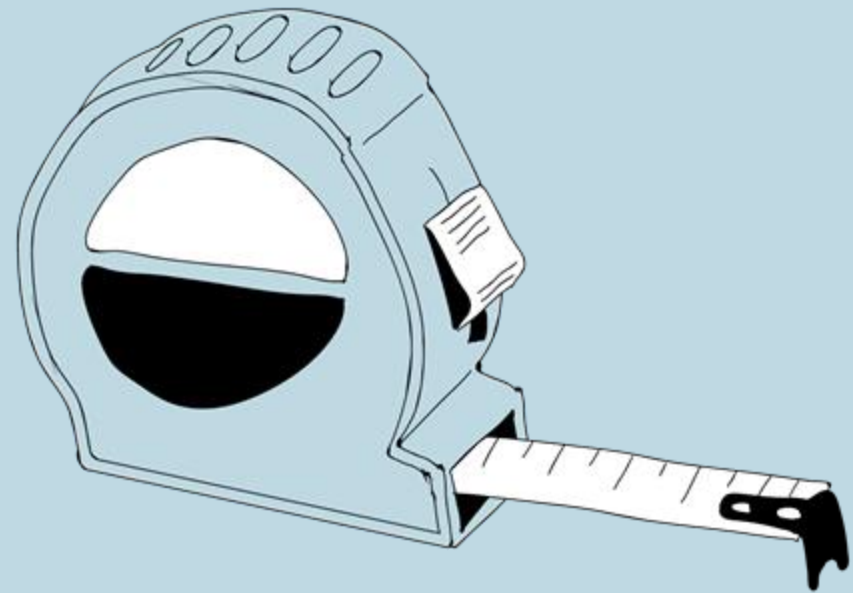
How long is the B2B customer journey?



192
days to revenue

That's over 6 months from the very first
anonymous touch to closed-won.

How long is the B2B customer journey?



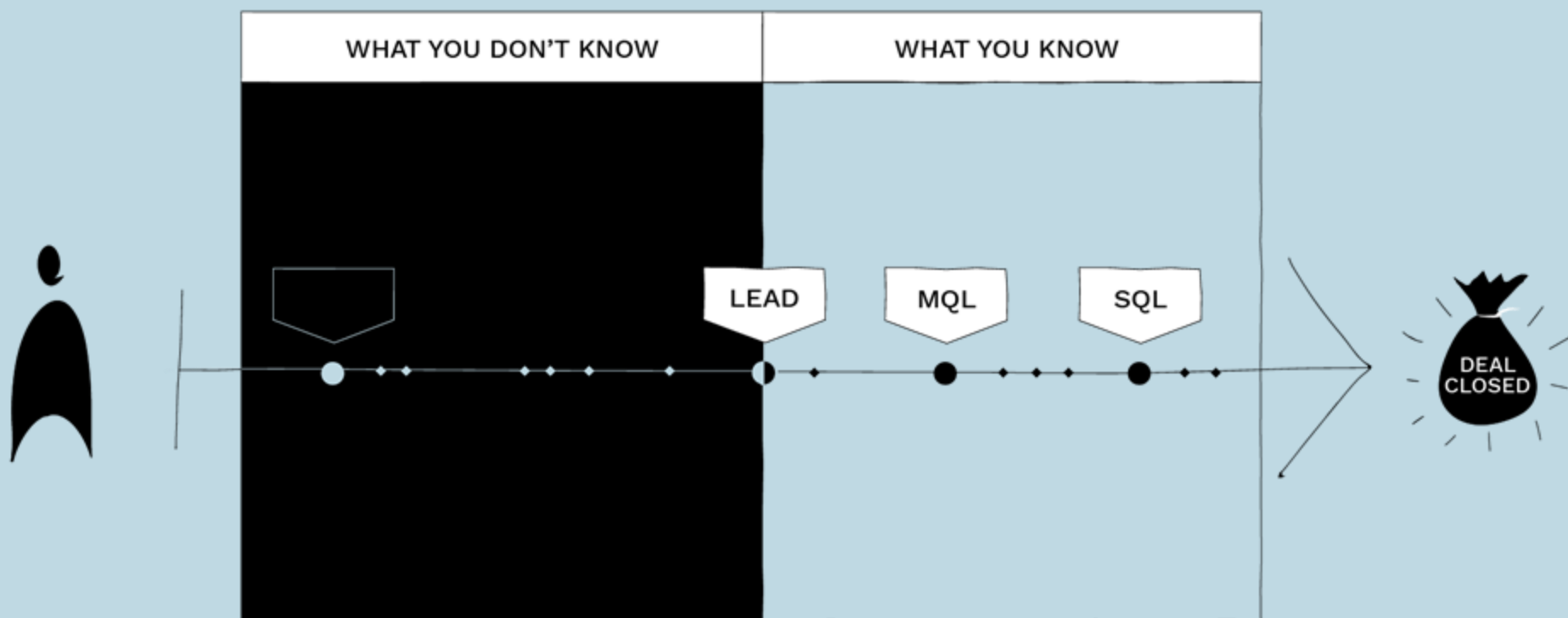
65% longer

customer journeys
for **large companies**

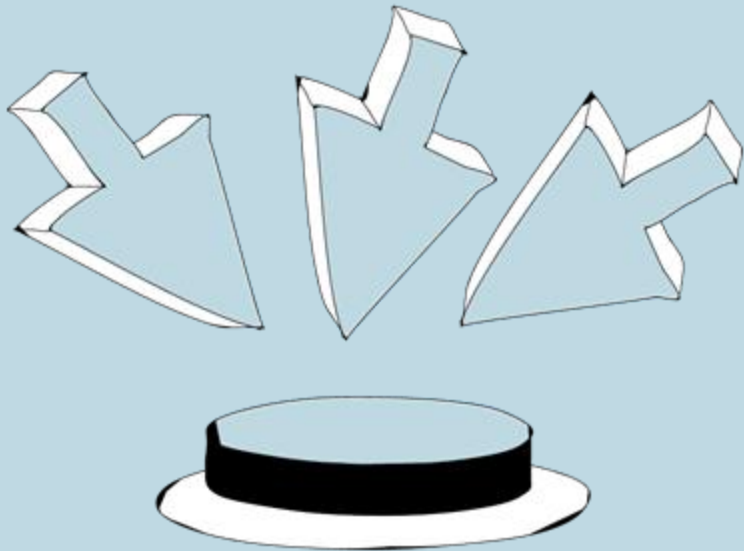
Large companies with >250 employees have an average customer journey length of 242 days.



Research time is **often longer** than
the identified customer journey



How many touches does the B2B buyer make before purchasing?



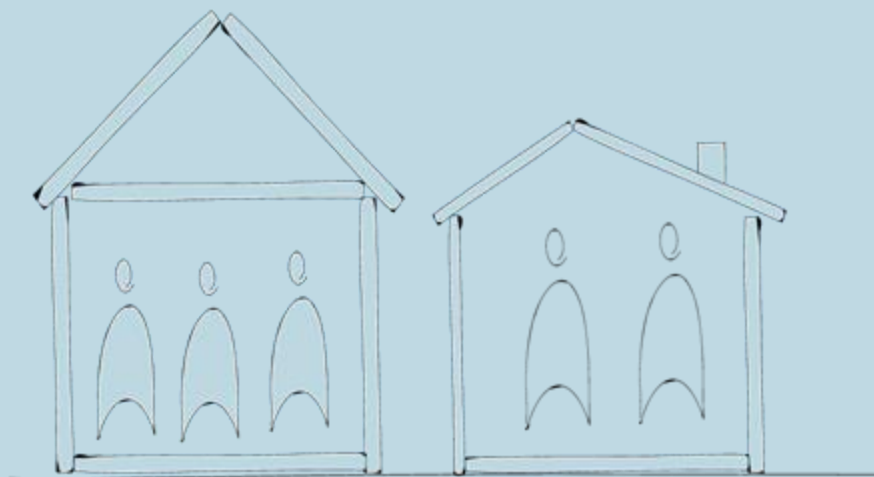
62.4 touches
3.5 channels



How many stakeholders are involved in B2B deals?

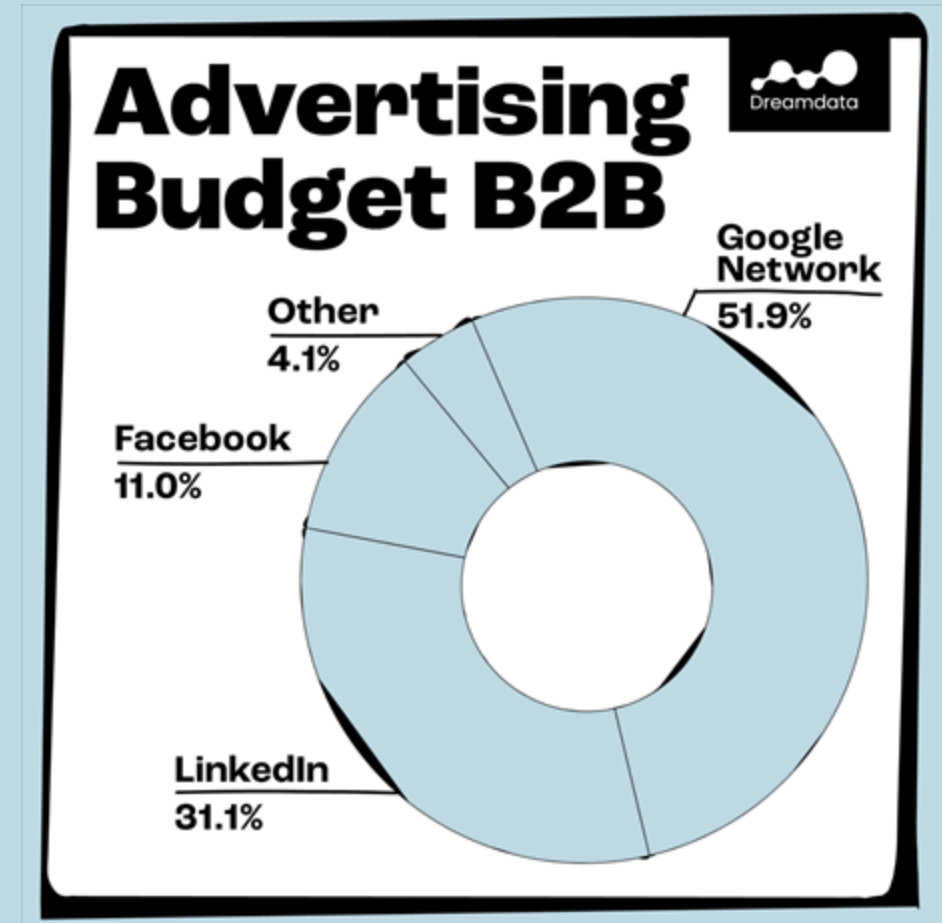
6.3
stakeholders

The average B2B buying journey involves over 6 identified stakeholders.



Ad budget distributions?

- Spend on the Google Network (Search, Display, YouTube) accounts for **over 50% of paid budgets**
- Spend on **LinkedIn Ads** a **third of paid budgets**
- YouTube and Google Display Ads account for **4%** of B2B ad spend
- **Branded terms** on Google Search are **7%** of total ad spend
- Bing receives less than **2%** of ad budgets
-



Ad network performance

- LinkedIn offers the **best cost per company influenced and ROAS** of the major ad networks
- It's **cheap** to buy emails on Facebook
- But Facebook generates only **29% ROAS**, the poorest return of the major ad networks
- Google non-branded Search Ads only generate a **ROAS of 78%**
-

	FACEBOOK	GOOGLE SEARCH	LINKEDIN
CPC	€1.80	€4.00	€4.30
CPM	€9.10	€236.60	€28.70
CTR	0.5%	5.6%	0.6%
COST PER COMPANY	€243	€243	€138
COST PER CONTACT	€157	€254	€411
ROAS	29%	78%	113%
BUDGET	11%	39%	31%

Benchmarks

The true value of LinkedIn Ads

31%

lift in attributed conversions*

20%

lower Cost Per Action*

*on average after implementing LinkedIn Conversions API



7.7x

increase in revenue

attributed to LinkedIn Ads when engagement data was included.



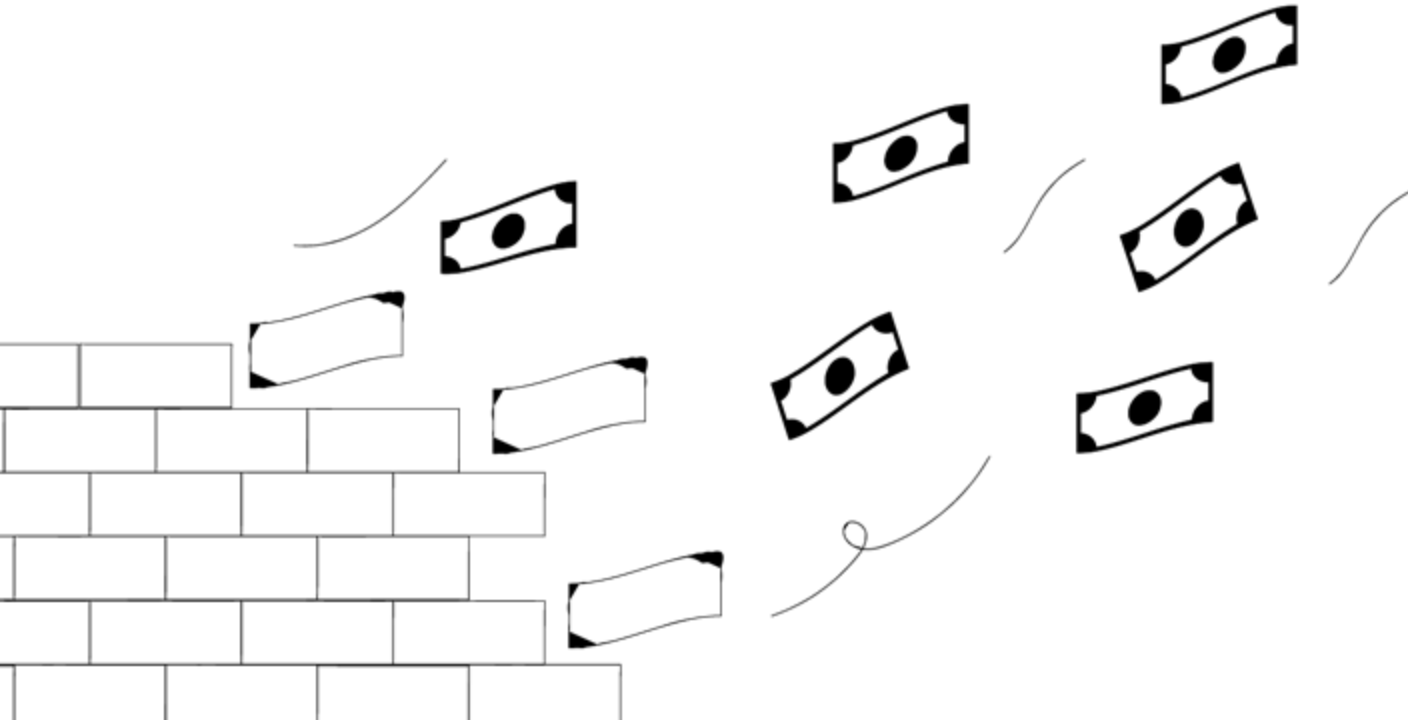
4.3x

more business interactions

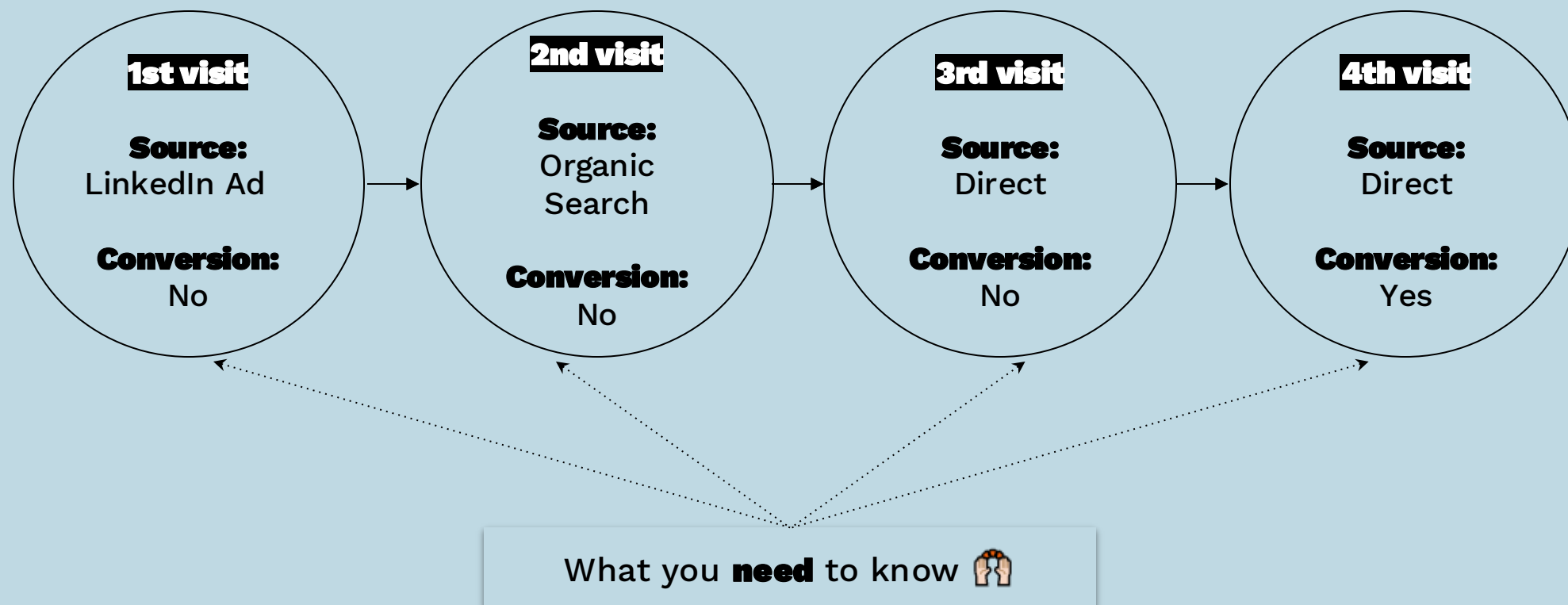
when tracking LinkedIn Ads engagement



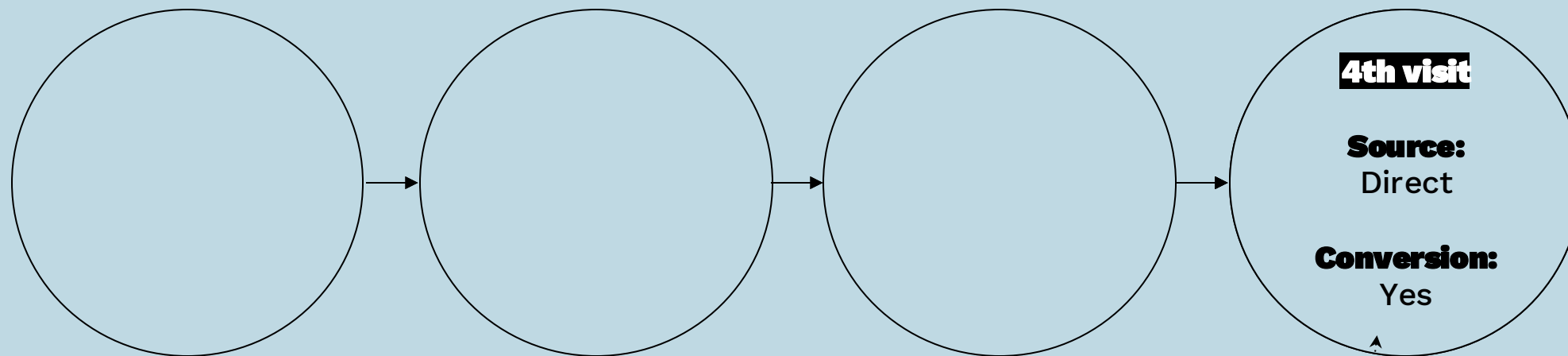
Common measurement mistakes in B2B marketing



The Account-based Marketing Challenge: A journey towards a Demo call booked 📞



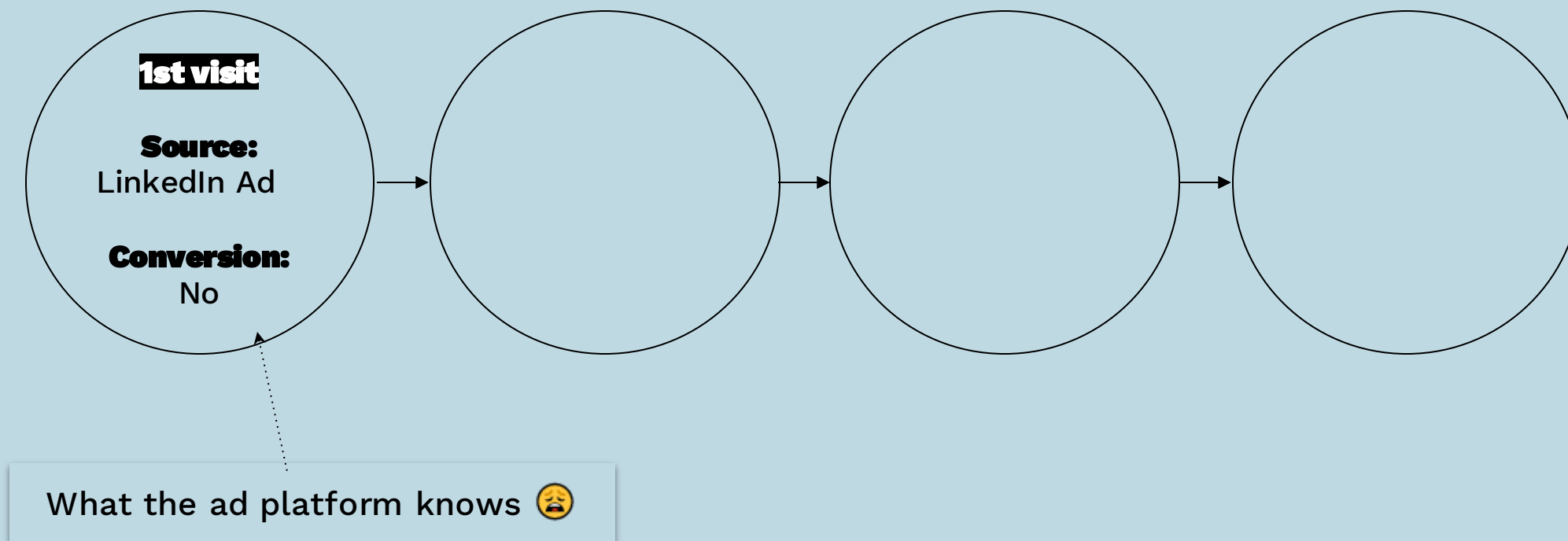
The Account-based Marketing Challenge: A journey towards a Demo call booked 📞



What Google Analytics / CRM will tell you 😞



The Account-based Marketing Challenge: A journey towards a Demo call booked 📞





How can we better measure the B2B customer journey?



Increase visibility of every touch on the customer journey

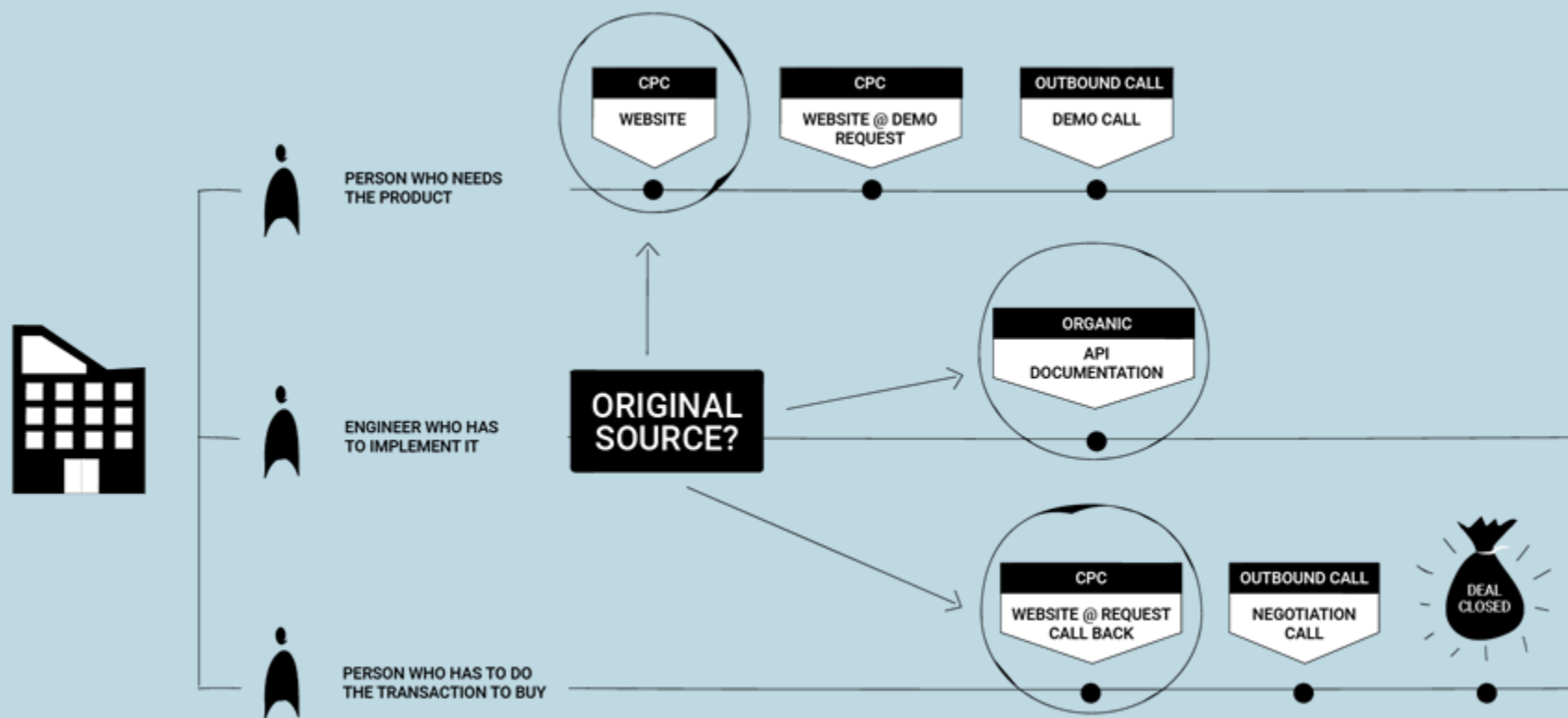
Offline initiatives

- ❑ Measure marketing on revenue
- ❑ Weekly deal sessions - retell the story of what happened
- ❑ Asks prospects where they heard about you (in meetings and on website)

Digital initiatives

- ❑ Digitalise your behavior
- ❑ CRM discipline (log it all!)
- ❑ First-party tracking - website and product
- ❑ UTM everything (don't forget social profiles, ads and emails)
- ❑ Screenshot and store whenever good stuff is posted digitally (e.g. Slack, LinkedIn)
- ❑ Join all of the above data into account-based timelines

The account-based timeline allows you to connect any touch with Revenue







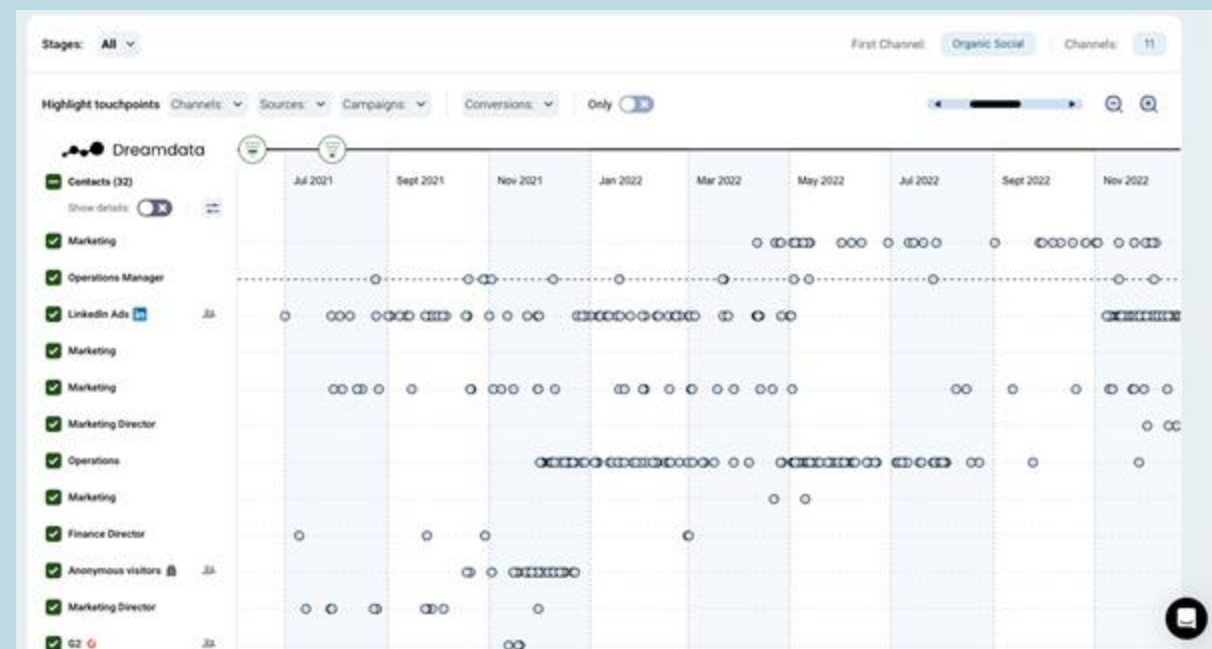
↑ hyperexponential

Calvin



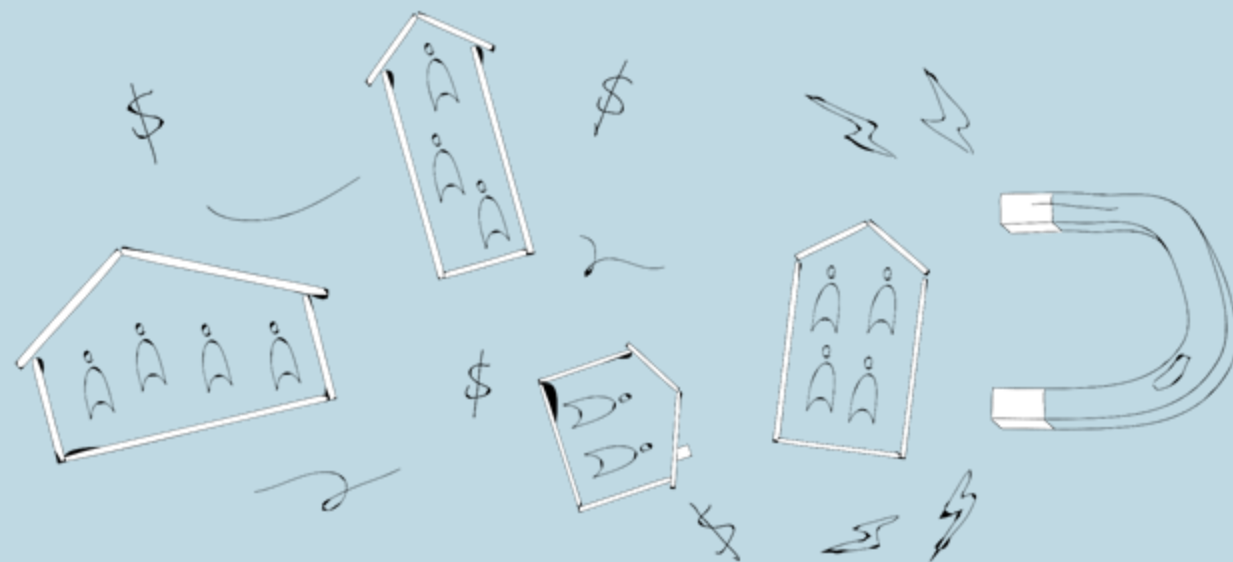
Understand your buyer journey

- Understand the **nuances** of your industry
- **Work closer with sales** to understand both wins and losses
- Implement a **learning culture**





Move away from MQLs!

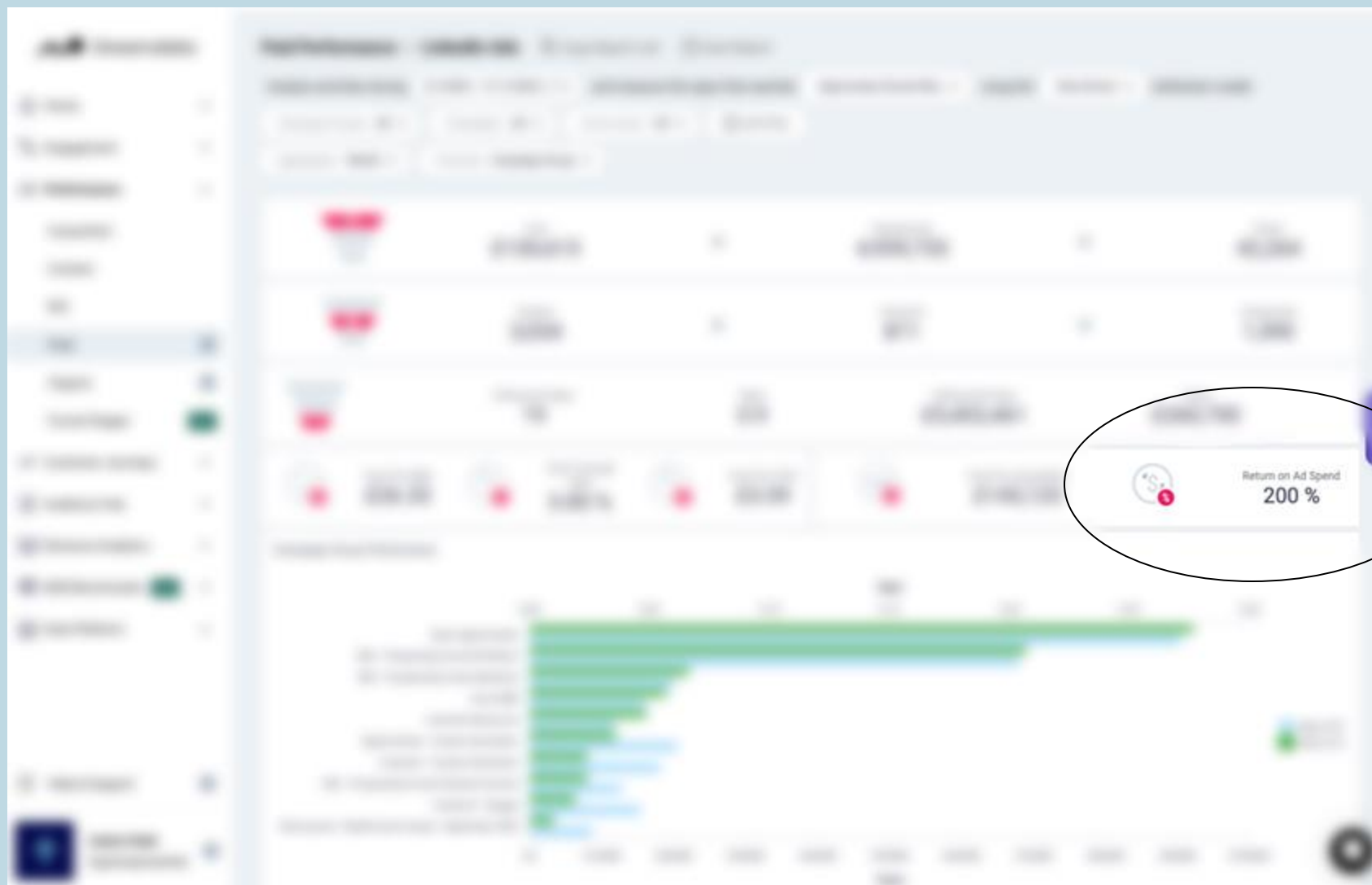


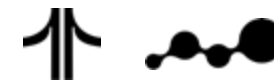
- It's all about **winning accounts!**
- MQLs can be **misleading** when reporting upwards
- Focus pipeline and planning on channels, **not leads!**



Test now... Scale later

"Hi Calvin, quick q for you. I've got your spendesk request to increase the subscription for LinkedIn. Could you give me quick info on what this is for, over what period (annual?) and what's driving the increase please?" - C-level Executive





Steffen Hedebrandt

Co-founder & CMO, **Dreamdata**

 **Connect**



Calvin Field

Demand Generation Lead, Hyperexponential

 **Connect**

Thank you!

We're happy to take any questions.

HOW TO BECOME A BUSINESS-CRITICAL **B2B MARKETER**



Vanessa Cheal
Head of Brand Strategy
Transmission



Emily Gustin
Business Development Manager,
Measurement & Attribution
LinkedIn



Only 2.6% of corporate board members have any form of marketing experience.



Harvard University

**4% of applicants
accepted**



The London Marathon

**3% of applicants
accepted**



TED Talks

**2.8% of applicants
accepted**

BUILDING THE BOARD-READY CMO IN B2B



1. Why are there so few CMOs on public and private boards today?
2. How can a CMO improve their chances of securing a board seat?
3. What percentage of B2B CMOs are board-ready today?

WHY? THE BOARD VIEW



"We don't consider CMOs to be well-rounded businesspeople. They're specialists that tend to 'stay in their lane'. They don't have enough 'big-picture' strategic experience to be successful."

BOARD VICE PRESIDENT (NON-EXECUTIVE), SERVING ON A EUROPEAN FINTECH BOARD



"CMOs are great at generating ideas or finding ways to solve problems. Boards are about oversight, supervision, and protecting the long-term life of the company. Not about creative ideas and innovation."

BOARD CHAIRPERSON, SERVING ON A PRIVATE US IT SOFTWARE BOARD



"90% of CMOs are extroverts. We need people who listen carefully to every word said in those meetings. Extroverts talk a lot. That's why we don't consider CMOs for board roles."

BOARD MEMBER, SERVING ON A PUBLIC US MANUFACTURING BOARD



"CMOs have lost control of the 4Ps and no longer influence the GTM levers of our growth strategy - they lack the commercial skills and experience needed to add long-term value to the business."

CEO & BOARD MEMBER, UK FINANCIAL SERVICES ORGANISATION



Jennifer Griffin Smith
CMO at Acquia



Chris Burggraeve
Former CMO, board
member/chair



Doug Bewsher
Board Investor, Ex-CMO at
Salesforce.com



Cristina Bondolowski
Board Director, CMO at MSCI



Tim Pickard
Board Advisor, CMO
at UPP.AI



Patricia Hadden
Board Director, Global
Marketing
at Google



Sonita Lontoh
Board Director, Fortune
100 Technology Exec

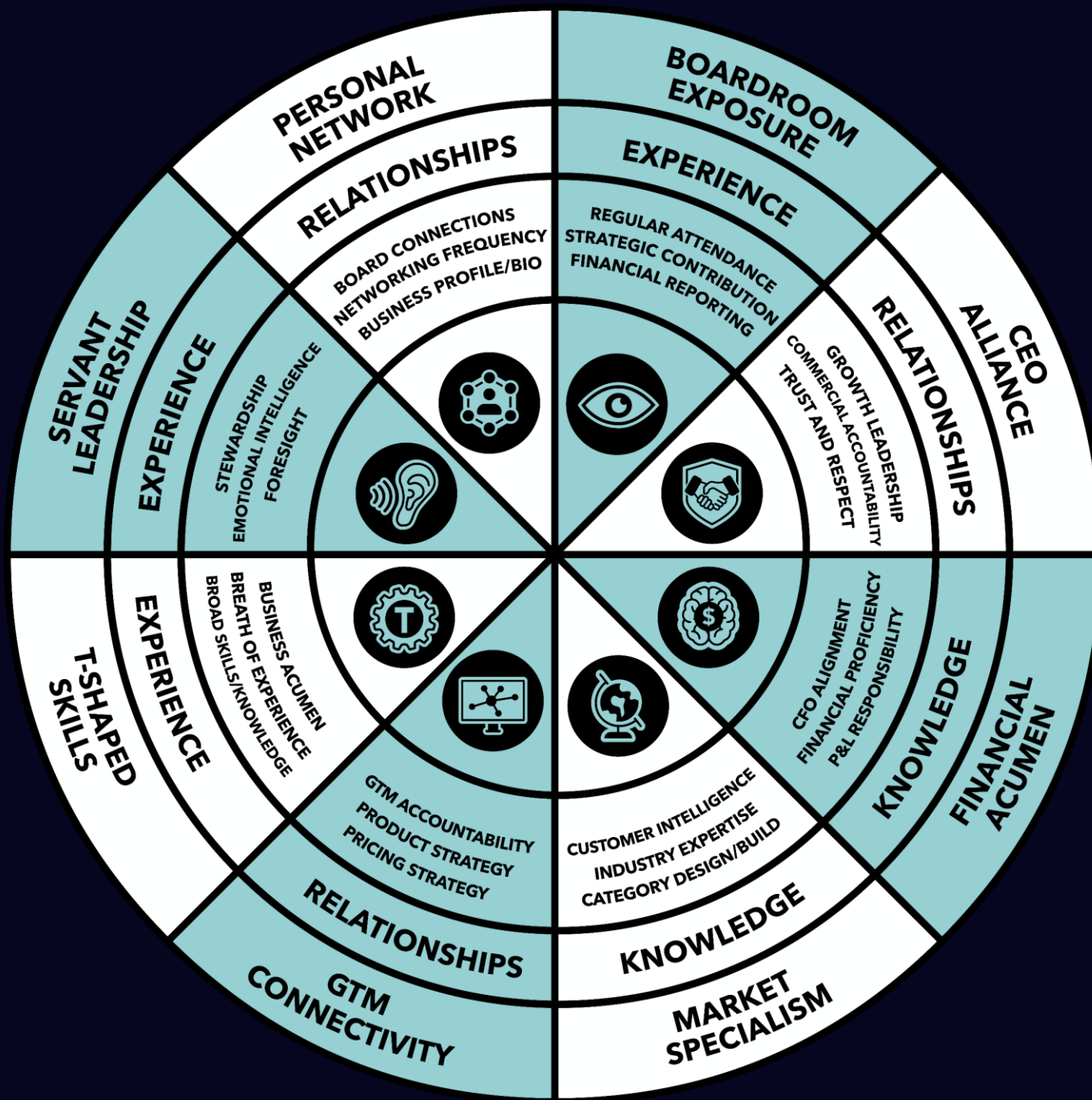


Peter Finter
Board Chair and
Advisor, CMO at KX



Sarah Reynolds
CMO at HiBob

B2B BOARD-SERVING CMOs



CMO BOARD-READINESS FRAMEWORK

The eight board-readiness building blocks:

- Boardroom exposure
- CEO alliance
- Financial acumen
- Market specialism
- T-shaped skills
- Servant leadership
- Personal network

HOW DO YOU MEASURE UP?

Maturity level		Score Criteria	B2B CMOs worldwide
Early Starter	At the starting point of board-readiness	0-9 points	2%
Establishing	Proactively building board-ready skills but lack maturity	10-19 points	54%
Developing	Solid board-ready competences but had 2-3 development gaps	20-29 points	42%
Advanced	Mastering most of the board-critical skills. Ready to apply for a board role	30-40 points	2%

FOUR KEY STRATEGIES

FOR SUCCESSFUL B2B MEASUREMENT

- 1. Anchor strategies to key business outcomes**
- 2. Play the long game**
- 3. Connect data throughout the funnel**
- 4. Educate and align internal teams**

BUILDING THE BOARD-READY CMO IN B2B



COMING SOON!



**BUILDING THE BOARD-
READY CMO IN B2B
DIAGNOSTIC TOOL**

LAUNCHING IN JAN 2025

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LIVE INTERVIEW: TURNING THE TABLES



Jon Evans

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CEO and Founder,
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THANK YOU

TRANSMISSION.

