MAYHEM REPORT:

THE ART & SCIENCE BEHIND MARKETING OPERATIONS

aprimo™

Top Right®
transformational marketing

This research report explores the daily mayhem that marketers face. We reached out to more than 275 marketing leaders within their respective organizations. We wanted to understand how they deal with mayhem and the challenges they face. We focused our questioning around what we identify as five essential actions that marketing leaders must proactively take to mitigate the risks of marketing mayhem: plan, spend, create, distribute, and perform. Through our analysis, we were also able to point out new, effective ways to drive behavior correlated to these five essentials.

In this report, we show you how we apply the "science and art of marketing" to give you some recommendations on how to mitigate the risks... and maybe altogether eliminate the mayhem.

Where are you in your marketing operations (MO) journey?

To kick off the survey, we asked marketers, "Where are you in your marketing operations journey?"

With this information, we could get a glimpse into who uses MO solutions and understand their main pain points.

MARKETING OPERATIONS JOURNEY DISTRIBUTION

Utilizing marketing operations solutions 27%

Not doing anything with marketing operations 8%

Building justification for marketing operations 17%

Mid-implementation 7%

Beginning implementation (solution is selected) 13%

Evaluating marketing operations solutions 28%

The majority of our respondents were either at the point of evaluating MO solutions (28%) or were already using a MO solution (27%).

The Challenges

Armed with this information, we unpacked the challenges that marketers face. Brand Strategy and Marketing Technology stood out as larger challenges. This wasn't a surprise, because more marketers struggle with harmonizing the art and science of marketing.

It was when we dove into the five essential actions of marketing that we noticed a few other challenges stood out.

Top Challenges (All Respondents)

Specific Challenges Marketers are Facing
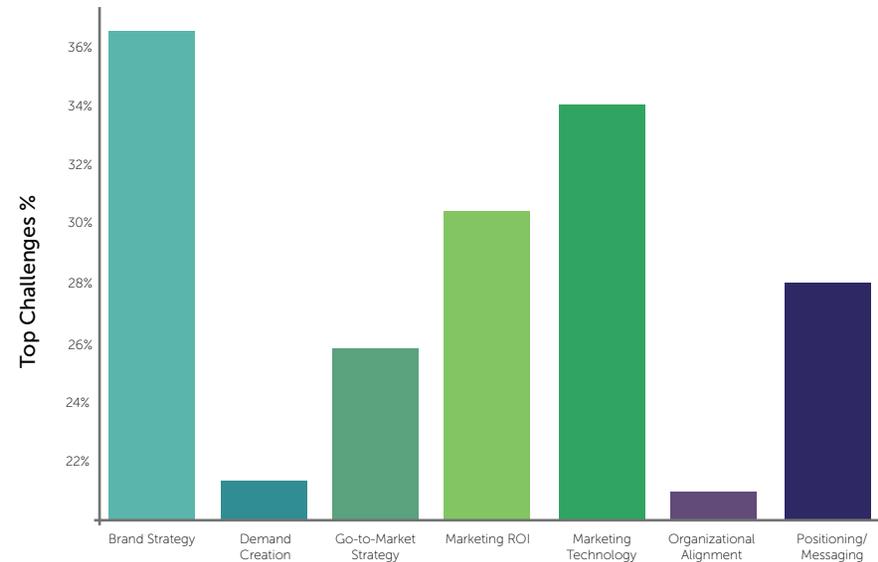
Managing a team's capacity, measuring ROI, and prioritizing marketing's systems of records were significant problems. (More on this later.)

As we dove into the specific phases of the MO solution journey, the pain points marketers faced varied.
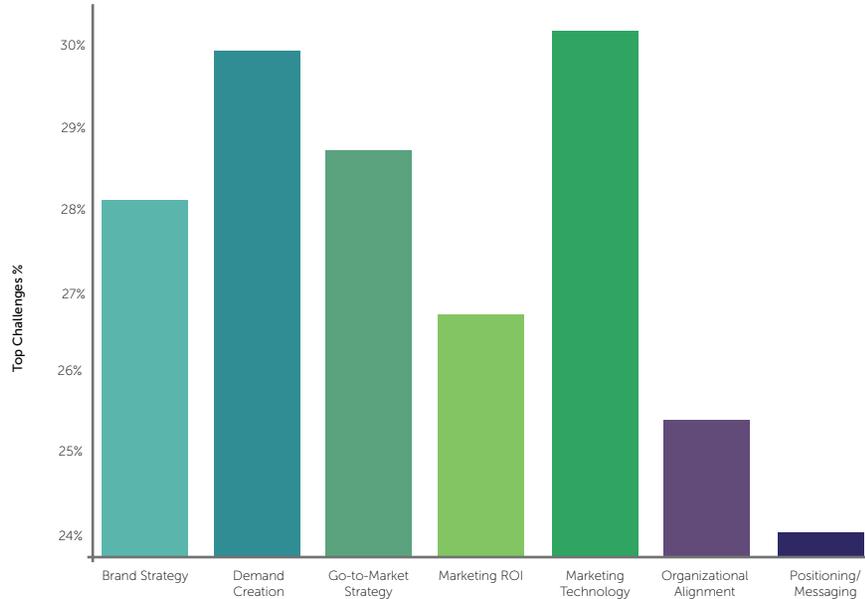
Not Engaging with MO Solutions

When marketers indicated that they were not engaging with MO solutions, positioning and messaging stood out as the largest challenge. However, this doesn't mean that MO solutions can't help solve for this challenge.

At TopRight, when we move into the Systems portion of our 3S Methodology, we find it crucial to build systems that provide a feedback loop for further improvements to messaging. If your systems aren't agile in adapting to your consumer preferences, you could potentially miss out on properly addressing an unseen customer segment, or even worse — turn them away.

Top Challenges When Marketers are Doing Nothing with Marketing Operations

Top Challenges at the Evaluation Stage of the Marketing Operations Journey
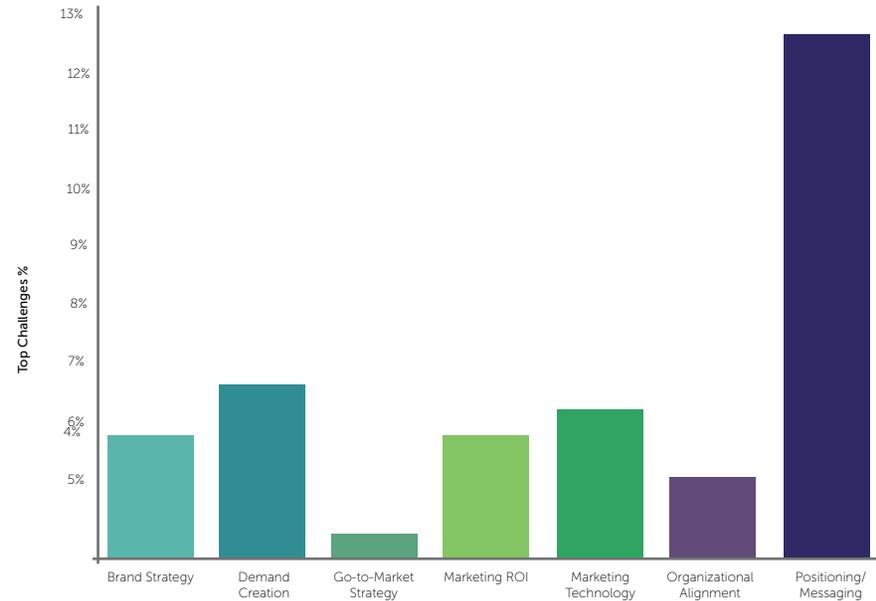
Evaluating MO Solutions

When marketers indicated that they were evaluating MO solutions, their responses touched on two main pain points: marketing technology and demand creation.

Could demand creation be why marketers look to MO solutions? Marketing technology as a challenge in this stage makes sense. If you're struggling with your technology set, you're likely to end up evaluating a MO solution.
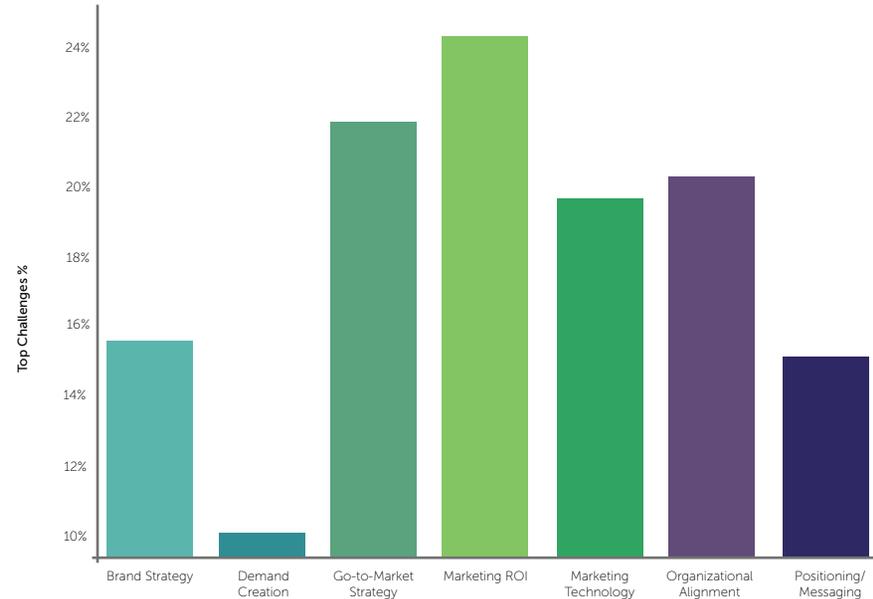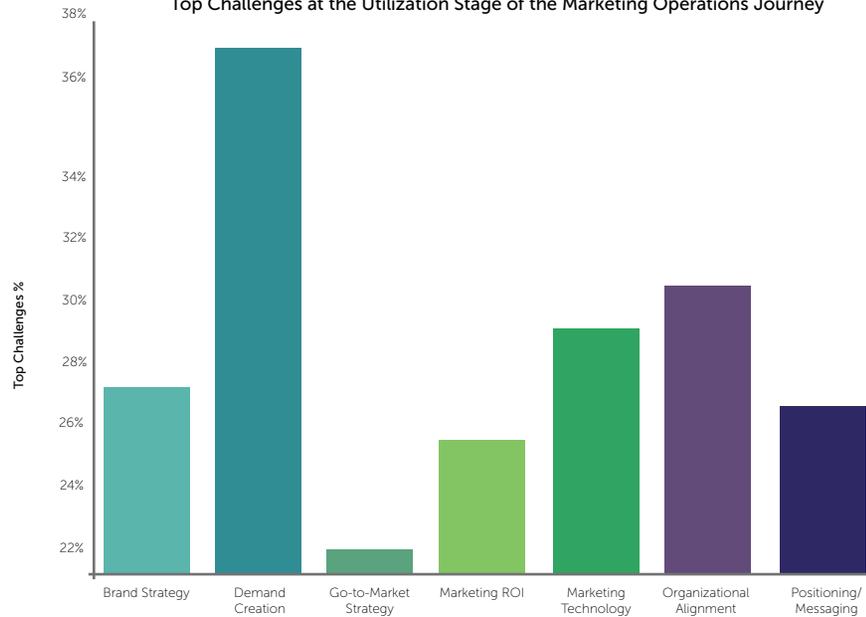
Justifying MO Solutions

When marketers indicated they were justifying MO solutions, the focus was on marketing ROI.

According to a 2016 HubSpot study, marketers who prove ROI were 1.6X as likely to receive a larger budget.... No wonder marketing ROI was such a hot button.

Top Challenges at the Justification Stage of the Marketing Operations Journey

Top Challenges at the Utilization Stage of the Marketing Operations Journey

Utilizing MO Solutions

For marketers already utilizing MO solutions, demand creation shot to the top of their priority list, at just over 38%.

Also, organizational alignment made a jump toward relevance (to almost 31%). This data indicates that, as people use MO solutions, the challenges of their internal alignment become visible and more noticeably cumbersome.

Plan

Spend

Create

Distribute

Perform

—5—
Essentials
to Mitigate Marketing Mayhem

The Five Essentials

Regarding the five essential actions marketing leaders must take, we established the following list of statements. Respondents chose on a Leichardt scale how much they agreed with these statements:

Planning
We have eliminated silos and have a centralized marketing view for enhanced organization-wide planning.

Spending
We are able to easily justify the budget we need to execute our marketing plan.
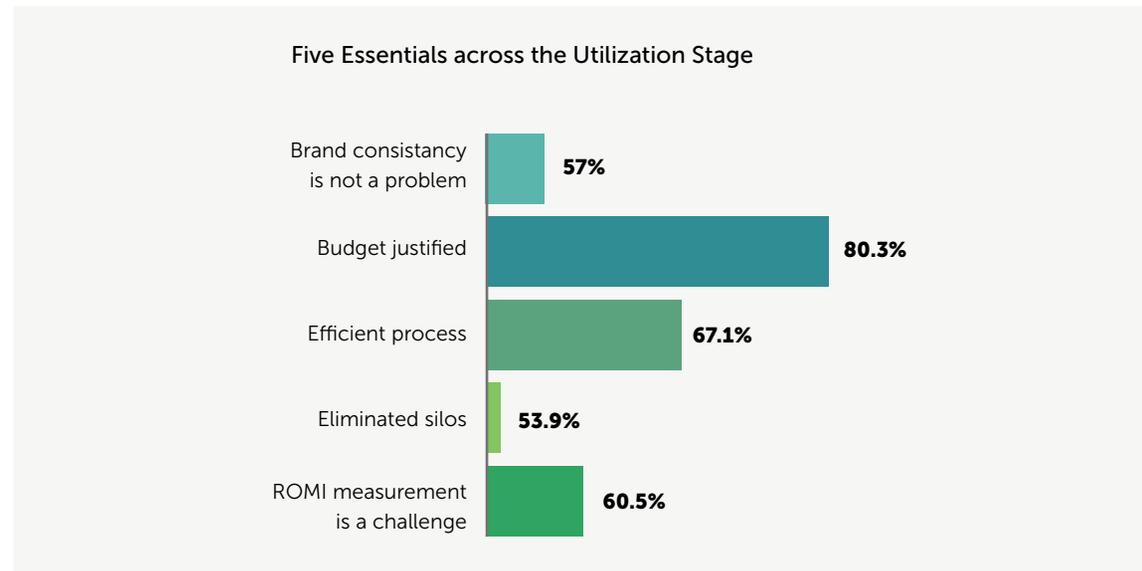
Creating
Our creative review and approval process is efficient and easy to navigate.

Distributing
Brand consistency has not been a problem in our channel marketing and partner marketing programs.

Performing
Measuring our return on marketing investments (ROMI) is challenging and needs to be a top priority.

Five Essentials across the Utilization Stage

Category	Value
Brand consistancy is not a problem	57%
Budget justified	80.3%
Efficient process	67.1%
Eliminated silos	53.9%
ROMI measurement is a challenge	60.5%

Before we dive into the specifics of each of the five essentials, how did marketers say they were doing in dealing with these challenges?

- ~54% feel they have eliminated silos for a centralized marketing view

- ~80% felt they could easily justify the budget they needed to execute marketing plans

- About two thirds feel they have an efficient creative review and approval process

- ~58% felt that brand consistency wasn't a problem in channel and partner marketing programs.

- 60% still feel that ROMI is a challenge to the point that it needs to be prioritized. (This is down from 74% of marketers without a MO solution who view this as a prioritizable challenge.)

Plan

Creating organizational alignment on annual plans, budgets, and strategy can be challenging.

Front-end planning is essential to marketing success. Without a plan, campaigns can drag on indefinitely, or worse yet, never get off the ground at all.

The key is to establish objectives and strategies at the highest level, curate innovative marketing ideas at the distributed level, and align the organization around an integrated, agile marketing plan that is tied back to the company's objectives. With a solid strategy in place, marketers are equipped to ensure their goals—from market share to customer growth—are met.

Taking a page from Winston Churchill, "he who fails to plan is planning to fail," smart marketing begins with a strategic plan. Visibility across the dreaded "silo" is key to this.

It's easy to tell your marketing departments to "tear down those silo walls," but we wanted to find out what had a statistically significant effect on eliminating silos.

Without visibility, creating alignment is like trying to hit a bullseye with your eyes closed... it just doesn't work.
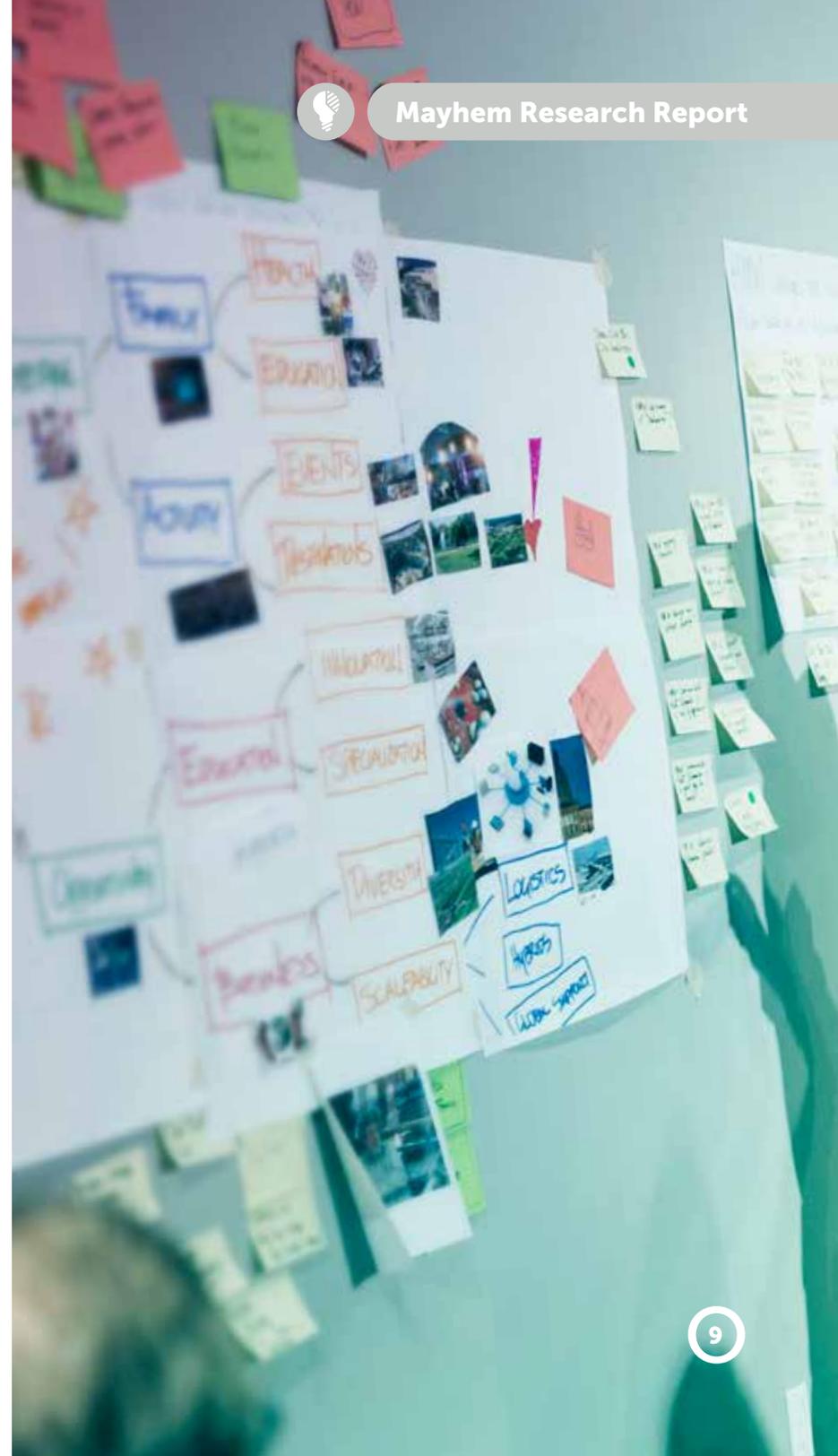
Here's what we found:

With 99% confidence level, we can say the ease of your budget reviews with your finance team had a clearly positive effect on eliminating silos and having a centralized marketing view for enhanced organization-wide planning.

A couple of tips to make these reviews easy:

- Be visible with your spending, and be sure to hold your team and others accountable.

- Have a solid answer for "How, where, and when did you allocate your budget?"

With a 99% confidence level, we can say having a highly respected marketing team throughout the organization has a positive effect on eliminating silos and having a centralized marketing view for enhanced organization-wide planning.

Some tips to make sure your marketing team doesn't have an "arts and crafts" reputation:

- Provide scientific, data-driven results that can be continually improved upon

- Prove ROI

- Be upfront with the metrics that matter, and hold your team accountable

- Use dashboards to offer easy visibility

With a 95% confidence level, we can say having an aligned budget has a positive effect on eliminating silos and having a centralized marketing view for enhanced organization-wide planning:

- Be ruthlessly consistent that everything you budget for is aligned to a strategic marketing plan

- Be agile with your ability to adjust your budget (this requires an open relationship with finance)

- Understand your KPIs and ensure they align with your strategy

Spend

The key first step to budget management is budget insight. Marketers who have full visibility into campaign dollars are better equipped to make real-time decisions, agile adjustments, and impactful reallocations.

When marketers can allocate and manage spend from budgeting to invoicing, adjust those budgets with insight and agility, and link ROI to specific projects, budgets become a lot more manageable.

When we sifted through the numbers, we wanted to see what could be pinpointed back to making it easier to justify marketing execution budget. Here is what we found:

With a 99% confidence level, having a highly respected marketing team throughout the organization has a positive effect on our ability to easily justify the budget we need to execute our marketing plan:

- Your finance team trusts that you've done your homework and that your marketing plan will return a proven ROI

- Focus on showing your finance team the research that's led you to request budget, and then prove that they were right to trust you

By creating visibility and increasing agility, marketing organizations become both accountable and credible.

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With a 99% confidence level, the efficiency of your creative review and approval process has a positive effect on our ability to easily justify the budget we need to execute our marketing plan:

- When you can easily produce high-quality materials in an agile fashion, your finance team notices
- Set up established processes that enable the right people to have visibility at the right time

With a 95% confidence level, prioritizing incorporating partner marketing capabilities into your channel marketing strategy has a positive effect on our ability to easily justify the budget we need to execute our marketing plan:

- Partnership marketing means that your message gets more reach with a shared burden of the cost. What finance team is going to be upset with a marketer for messaging to more people for a lower cost?
- Partnership marketing has several complexities. You need to be able to go to market with a shared message that speaks to both companies' stories, but you also need to have systems in place to effectively, and compliantly, share information.

Create

Automating tasks to increase efficiency and productivity leaves more time for creatives to be... well, creative.

Great marketers thrive under healthy creative tension. They are people who love to take an idea from concept to execution. But there are many moving parts to marketing, and those parts take time... time that could be better spent on cultivating great ideas. When time is squeezed, stress mounts and the creative spirit can be doused.

Automating repetitive activities and implementing best practices with an industry-leading MO tool means marketers have more time to tap into their creative brains.

An additional bonus? Built-in approval and compliance measures ensure every piece of collateral in the market has been appropriately signed, sealed, and delivered.

So, what did our survey data show us influenced creating an efficient review and approval process? At a 95% confidence interval, we found:

Being challenged by managing the capacity of marketing teams has a negative effect on having an efficient creative review and approval process.

- If you're negatively impacted by the challenge of managing your marketing teams, it's hard to have your review process go efficiently.

- Creating visibility into people's capacity allows managers to set up the correct workflow and assign people to the right task.

The absence of brand consistency problems in channel marketing and partner marketing programs has a positive effect on having an efficient creative review and approval process.

And

The ability to efficiently meet regulatory and compliance requirements has a positive effect on having an efficient creative review and approval process.

- These effects likely go both ways, but the absence of brand consistency issues with partners would mean your creatives are spending less time going back and forth; this leads to a more efficient review process.

- Keeping brand standards, regulatory and compliance requirements clear and readily available will cut down on creative process time, leaving creatives with more time to do what they do best.

Distribute

The best and brightest marketing campaigns won't make a difference for an organization if they don't reach or resonate with the target audience.

To gain a competitive advantage and amplify their marketing voice, marketers leverage their distributed partners – resellers, agents, franchisees, field sales, and other channel partners – to execute locally relevant campaigns at scale.

A platform that enables marketers to market to, through, and with channel partners means even more customer connections can be made. So... given our survey data, what affects the reduction of brand consistency issues in partner marketing efforts?

At a 95% confidence level, we can say that having a marketing team that is accountable for different metrics and results, yet stay aligned to achieve strategic goals has a positive effect on the absence of brand consistency problems in channel marketing and partner marketing programs.

- Holding your team accountable without a proper system to back them up is setting your team up for failure. When looking to reduce brand consistency issues- certainly hold your team accountable for hitting their numbers across the multitude of channels that come with a partner marketing campaign, but be sure that they can efficiently access the information they need.

With a 99% confidence level, we can say the ease of budget reviews with finance teams has a positive effect on the absence of brand consistency problems in channel marketing and partner marketing programs.

- With painless finance reviews in the rearview mirror, marketers can focus on innovation within their organizations.

Perform

Today's digital environment moves quickly. Marketers who aren't able to adapt to the speed of change with agility and innovation may find themselves falling behind emerging trends and opportunities.

By aligning marketing programs to strategic objectives, marketers boost the results and performance of marketing investments through analytics, alignment, and assignment of resources to the most effective—and high-performing—activities.

Given our survey data, what affects the challenge of being able to measure marketing ROI?

At a 99% confidence level, we can say being challenged by managing the capacity of marketing teams has a positive effect on the challenge of measuring our return on marketing investments (ROMI):

- The more challenged you are with the capacity of your marketing team, the less time you have to worry about measuring the returns on your efforts.

- Marketers need a system in place that removes the hassle of measuring everything that they do. To show returns, establish processes that make it easy to capture all the data needed to make accurate ROI measurements.

At a 99% confidence level, we can say marketers prioritizing the upgrading their "system of record" for marketing asset management and tracking positively effects on the challenge of measuring our return on marketing investments (ROMI)

- If marketers are focused on upgrading their system of record, it is likely that they are trying to put the technology in place to more accurately measure their marketing investment returns… but this is only half the battle. Processes hold an equal weight to technology when you look at systems. How good is the technology if no one uses it correctly… or at all?

95% confidence level, incorporating partner marketing capabilities in our channel marketing strategy affects the challenge of measuring our return on marketing investments (ROMI):

- Measuring returns on marketing investments into partner marketing efforts is challenging. You're relying external people to provide you with visibility across much more than just silos.

- From the start of your partnership, establishing data-sharing best practices is a great way to set expectations for the rest of your partnership. Having weekly meetings to go over interesting data points can also be helpful, because you can start to use collective brainpower to understand customers.

Stated Versus Derived Analysis

At TopRight, we place importance on the stories marketers tell. Marketing is about deeply understanding your consumers' needs better. Understanding which benefits customers say are important needs to be weighed and measured against what benefits are actually driving behavior. You may hear customers say, "I want
the lowest cost option," but when you look at their technology set, they've actually chosen a more expensive option. What drove that behavior?

We built our Stated Versus Derived analysis to get to the heart of this question. We place how important something is stated and compare it to how strongly it correlates to a behavior that we want to understand. With this, we can understand what is:

Required: Attributes that are stated as highly import, but don't drive behavior. They are cost of entry features. You have to have them, but they don't make the difference.

Crucial: These attributes are stated as important and drive behavior.

Motivating: These attributes have a low-stated importance, but drive behavior. These are hidden potential opportunities for marketers to better stand out.

For this application of our analysis, we ran the same variables for our five essentials to find out:

- What are marketers not paying attention to that they need to if they want to better master their marketing essentials?

- What do marketers need to continue focusing on to continue improving within their marketing essentials?

- What do marketers appear to be over focusing on?

STATED IMPORTANCE	REQUIRED	CRUCIAL
	"Goes without saying." Won't help, but hurts if not provided.	"Headline it!" Provides significant consumer leverage.
	UNINSPIRING	MOTIVATING
	"Relatively safe to ignore." No value here!	"Show it, Don't say it." Provide opportunity to differentiate.

DERIVED IMPORTANCE

Plan

When looking to eliminate silos:

- Marketers are aware that having an aligned budget is needed. Our results showed it makes a difference. This should be an area where marketers continue to focus.

- There is an opportunity to increase awareness through easy budget reviews. As a marketer, focusing on improving budget reviews will move the needle toward eliminating silos.

Plan

REQUIRED

CRUCIAL

76%   Respected marketing team

74%   Accountable team

72%   Team capacity prioritized   Execution budget justified   Budget aligned

Regulatory and compliance requirements are met

70%   Partner marketing capabilities incorporated

Average

68%

ROMI measurement is a challenge   Efficient process

66%

64%

Stated Importance (Aggregate %)

62%   Management and tracking is a priority

60%

Easy budget reviews

58%

56%   Brand consistency is not a problem

Average

0.10   0.15   0.20   0.25   0.30   0.35   0.40   0.45   0.50   0.55

Derived Importance – Plan (Correlation Coeeficient)

UNINSPIRING

MOTIVATING

Spend

When marketers are looking to justify marketing budget:

- Surveyed marketers recognized that holding their teams accountable is important, but we found that this isn't driving justification for marketing execution budget. Marketers would be better off focusing on issues like eliminating silos and better communicating with their finance teams if they want to ease the justification of their marketing budget.

- Marketers recognize that focusing on having an aligned budget will, and does, drive easier budget justification, but they should also focus on increasing the efficiency of their creative process.

Spend
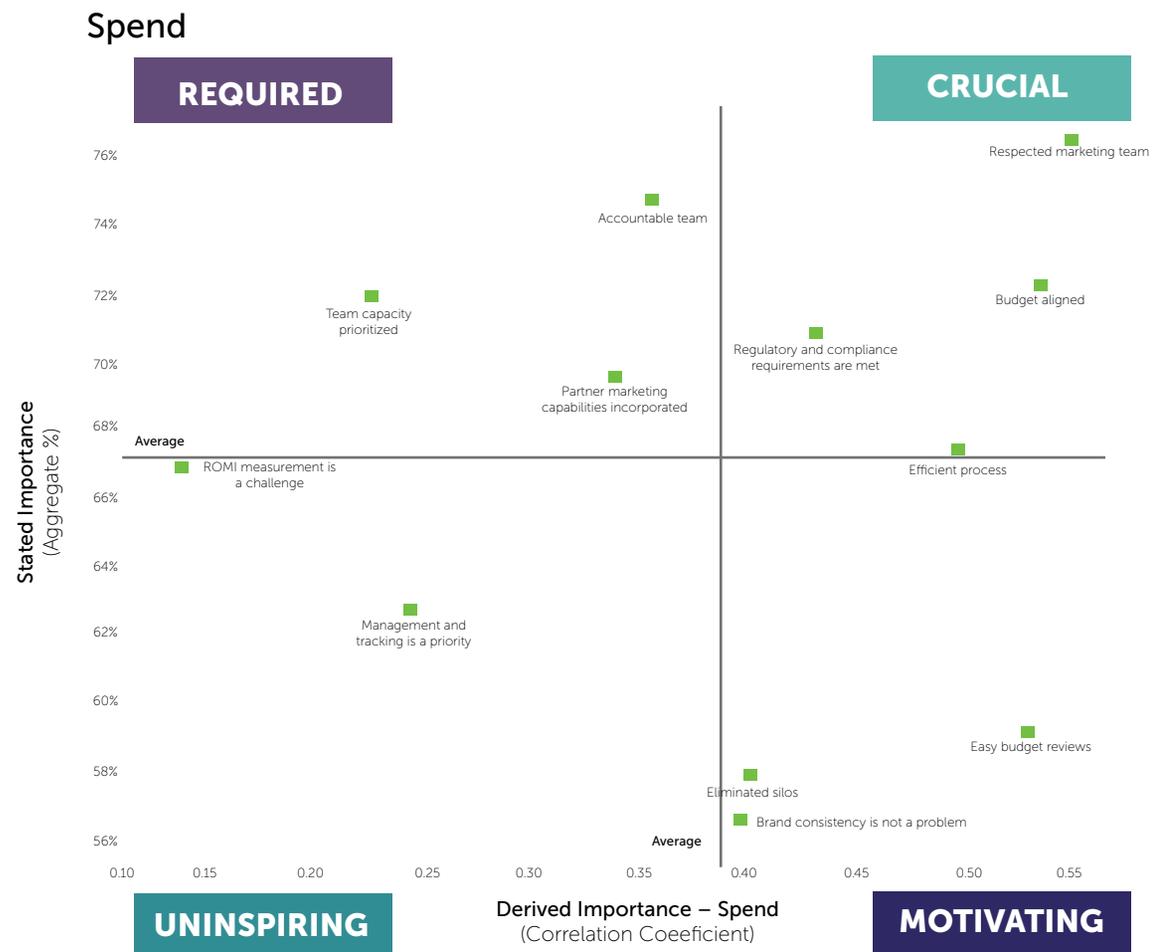
Create

Establishing an efficient creative review process:

- Focusing on incorporating partner marketing capabilities is recognized as important, but we found it's not a critical factor in driving an efficient creative review process.

- Marketers could focus more on eliminating brand consistency issues and reducing the amount of time they are having to focus on budget reviews.

Create

REQUIRED

CRUCIAL

Respected marketing team

Accountable team

Execution budget justified

Budget aligned

Team capacity prioritized

Regulatory and compliance requirements are met

Partner marketing capabilities incorporated

Average

ROMI measurement is a challenge

Stated Importance (Aggregate %)

Management and tracking is a priority

Easy budget reviews

Eliminated silos

Brand consistency is not a problem

Average

0.10   0.15   0.20   0.25   0.30   0.35   0.40   0.45   0.50   0.55

Derived Importance – Create (Correlation Coeeficient)

UNINSPIRING

MOTIVATING

Distribute

Solving for brand consistency:

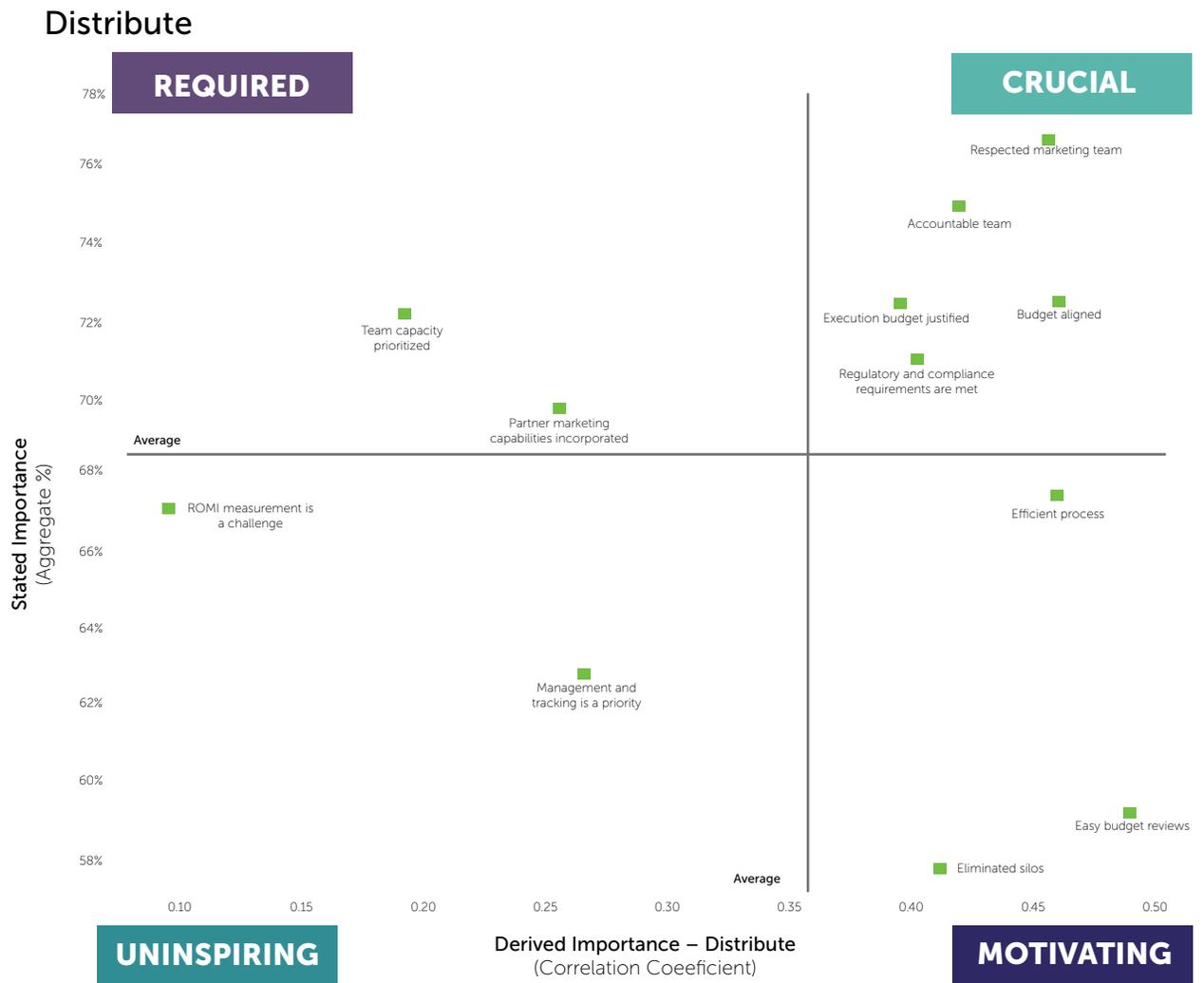- People correctly recognize that holding their team accountable and having an aligned budget leads to less brand consistency issues.

- People are less aware that focusing on eliminating silos, having easier budget reviews, and having a more efficient process help minimize brand consistency issues.

Distribute

REQUIRED

CRUCIAL

78%

Respected marketing team

76%

Accountable team

74%

72% — Team capacity prioritized | Execution budget justified | Budget aligned

Regulatory and compliance requirements are met

70% — Partner marketing capabilities incorporated

Average

68%

ROMI measurement is a challenge

Efficient process

66%

64%

Management and tracking is a priority

62%

60%

Easy budget reviews

58% — Eliminated silos

Average

0.10   0.15   0.20   0.25   0.30   0.35   0.40   0.45   0.50

Stated Importance (Aggregate %)

Derived Importance – Distribute (Correlation Coeeficient)
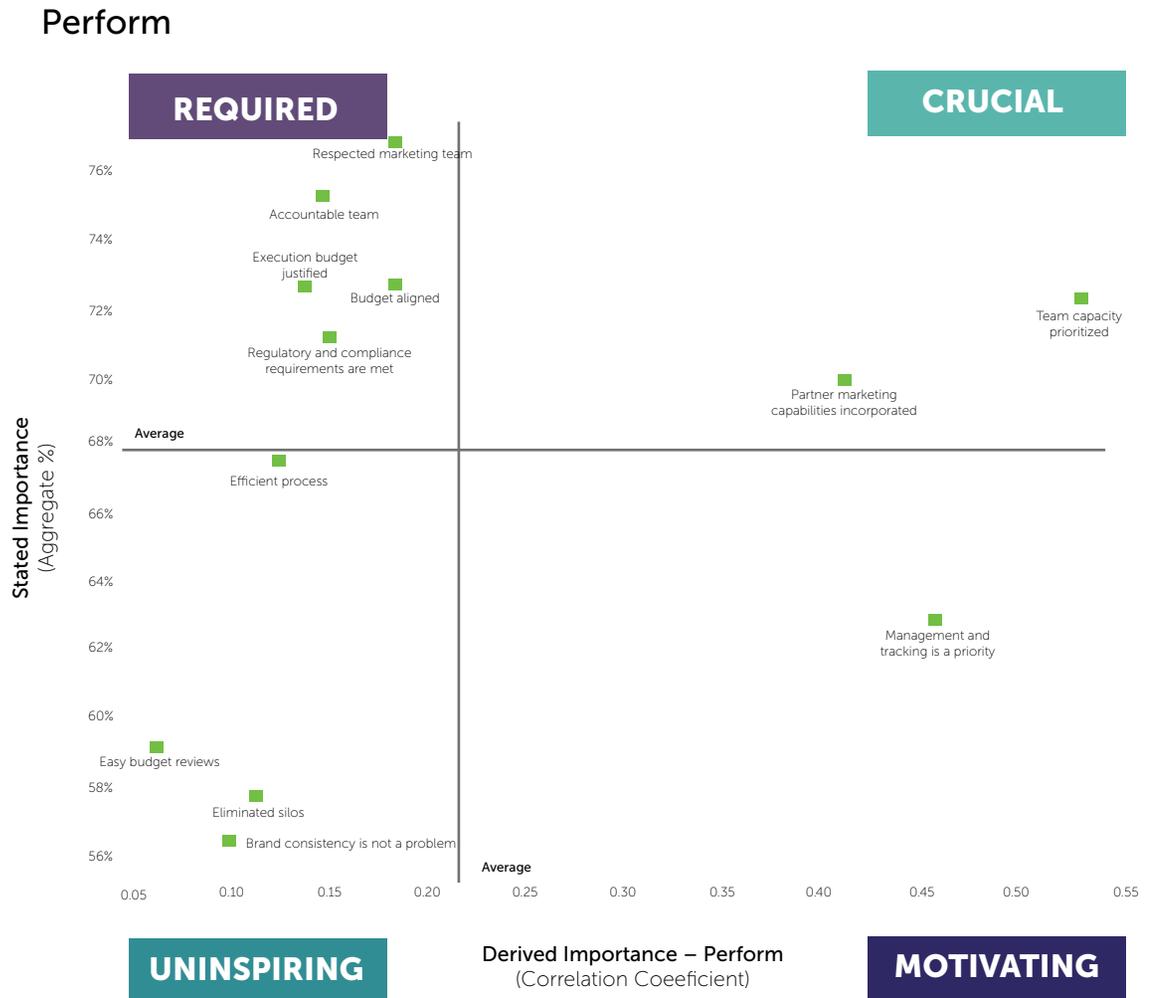
UNINSPIRING

MOTIVATING

Perform

This was the only factor we measured against that was a negative statement. Marketing ROI measurement is a large challenge. A recent HubSpot Study puts only 26% of marketers feeling that they can effectively measure ROMI. Our analysis proved:

- Marketers are rightly prioritizing partner marketing capabilities, but while outdated systems of record are less recognized as a problem, they have a more outsized correlation, with ROMI being a challenge.

- The challenge of managing team capacity proved to be the most highly correlated factor to having trouble with measuring ROMI.

Note that "having a respected marketing team" tended to fall in the TopRight of most of our quadrants. This is tied, correctly, to the fact that when your marketing team is correctly mastering the five essentials of marketing, people notice... and respect follows.

Perform

REQUIRED

CRUCIAL

Respected marketing team

Accountable team

Execution budget justified

Budget aligned

Team capacity prioritized

Regulatory and compliance requirements are met

Partner marketing capabilities incorporated

Average

Efficient process

Management and tracking is a priority

Easy budget reviews

Eliminated silos

Brand consistency is not a problem

Average

Stated Importance (Aggregate %)

76%
74%
72%
70%
68%
66%
64%
62%
60%
58%
56%

0.05   0.10   0.15   0.20   0.25   0.30   0.35   0.40   0.45   0.50   0.55

UNINSPIRING

Derived Importance – Perform
(Correlation Coeeficient)

MOTIVATING

Summary

Transformational Marketing, giving your customers a reason to care, a reason to buy, and a reason to stay, ultimately depends on marketers implementing the correct systems. Systems being the people, processes, and technology that come together to deliver your brand's story to the right people at the right time. Without the right systems in place, brands are leaving delivering their brand promise, their ideal customer experience, to chance.

Execution is only as effective as the processes flowing behind them. If marketers are stuck in inefficient processes, dealing with talented people in the wrong roles, or dealing with incomplete information, execution suffers. And even the best messages in the world won't reach their potential.

Mastering the 5 essentials is about more than a great story or a disrupting strategy. Having the right systems in place to execute is the difference between a marketing department in mayhem and providing transformational experiences.

Check out our webinar What's Your Marketing Mayhem?
How to Overcome Complexity to Meet Customer Expectations
for more insight in this research report.

Transforming Marketing Through Smart Operations

TopRight's Transformational Marketing and Aprimo's marketing operations platform couldn't be a better match. TopRight's 3S methodology brings simplicity, clarity and Alignment to their clients' Story, Strategy and Systems. When TopRight approaches aligning a client's Story and Strategy to the Systems they execute with, it requires a full System view. Not just the technology they use, but an understanding of the people and processes behind those enabling platforms.

This is where Aprimo fit's like a glove. Aprimo's holistic vision of marketing operations and their highly comprehensive solution serve as a perfect compliment to TopRight's transformational approach to marketing Systems. Marketing has become increasingly complex- to the point of mayhem. Aprimo's solutions bring order to the chaos by automating marketing operations to bring all marketing activity into view.

By bringing the five essentials of marketing (Plan, Spend, Create, Distribute, Perform) into one platform, Aprimo serves as the perfect platform to align marketing operations while enabling Transformational Marketing.

TopRight and Aprimo are seeking to banish the mayhem that can get in the way of truly transformational marketing. This is why through partnership, TopRight and Aprimo are helping to transform marketing through smart operations.

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