

Keynote Presentation | **[B2B Marketing Metrics]** Making Metrics Valuable for B2B Marketing Leaders



FORRESTER®

JERRY ZHAO

Senior Analyst
Forrester

Making Metrics Valuable for B2B Marketing Leaders



Jerry Zhao

Senior Analyst

Revenue Operations | Marketing Operations | Sales Operations

April 2024

BOLD

AT

WORK



SINGAPORE AIRLINES

AIRBUS A380

KN

9V-SK

10-28



Millennials Are Ruling B2B Purchases

Millennials (age 25 – 44) make up **81%** of business buying teams in Asia Pacific in 2024

Throughout the world,
younger buyers
outnumber older buyers

2:1

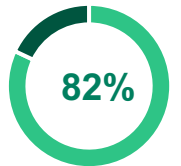
In APAC, younger
buyers outnumber
older buyers

4:1

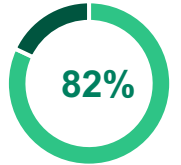
APAC Buyers are Very Demanding Today

How much do you agree or disagree with the following statements about B2B buying behavior over the last 12 months?

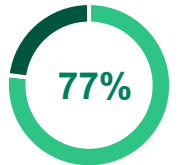
Buyers and customers expect an experience that is personalized to their needs & preferences across sales and marketing



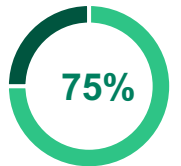
Buying groups are getting more complex and include individuals across departments & from within and outside their org



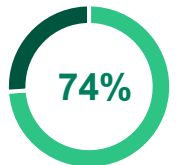
Buyers and customers seek more third-party validation about our offerings before making a purchase decision



Buyers expect experiences and content to show understanding of their businesses and local markets



Buyers and customers want to buy across multiple different sales channels





Modern B2B buying decisions happen as a group

16

Team Members

4

Departments

17

Outsiders

3

Vendors

20

Interactions

Base:
Decision Makers – 3,447 APAC Purchase Influencers
Interactions – 4,317 APAC Purchase Influencers
Source: Forrester's Buyers' Journey Survey, 2023

The Measurements & Insights challenges in B2B marketing organization

B2B marketing organizations have difficulties to direct their efforts and demonstrate value and attribution to business

55%

Marketing organizations overly on sourcing metric, marketing full value is understated

26%

Measurements and analytics are not tied tightly to business goals and priorities OR aren't clearly actionable

16%

Ineffectively measure marketing performance and a lack of business insights to drive decision-making

**More
vs
Few**

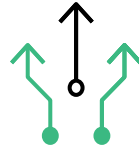
Executive's attention is limited, what's the best way to demonstrate marketing's value effectively and efficiently

Metrics Design And Selection Are Critical To Steering Marketing Efforts

What It Means



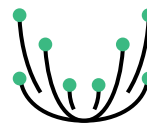
1. Ensure that core metrics align to and address business objectives and priorities.



2. Ensure that metrics are directional and actionable



3. Prioritize and focus on impact metrics to demonstrate marketing's value



4. Expand metrics beyond sourcing to include new marketing performance indicators



5. Balance organizational value with customer value metrics

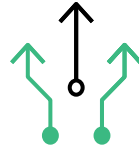
1

Ensure that core metrics align to and address business objectives and priorities



The Forrester Decisions Aligned Measurement Process Model

Strategy			Execution		Evolution	
Developing the measurement plan			Implementing the measurement plan		Managing measurement to drive performance	
Initiation	Discovery	Alignment	Build	Launch	Monitor	Refine
Effort scoped and formalized	Identification of key inputs into strategy	Mapping deliverables and metrics against priorities	Construction of deliverables	Rollout planned and executed	On-going tracking of effectiveness	Continued adaptation and improvement



B2B Marketing Plan On A Page

2

Ensure that metrics are directional and actionable

Business Objectives	Marketing Approach	Marketing Priorities	Marketing Goals	Key Actions	Dependencies and Risks
<p><i>What the company wants to achieve</i></p> 	<p><i>The approach marketing will take to support business objectives</i></p> 	<p><i>The top areas of focus for marketing leadership</i></p> 	<p><i>What marketing will contribute to business objectives</i></p> 	<p><i>How the marketing approach will be executed</i></p> 	<p><i>What must be addressed for the marketing plan to work</i></p> 

Maintain enterprise segment growth at **10%**, to achieve **\$500M** revenue

Retain: Maintain existing customer base; recapture lost accounts
Grow: Drive upsell/cross-sell revenue within customer base

Source revenue in growth segments **(Immediate)**
 Drive business results with the "Efficiency" campaign **(Immediate)**

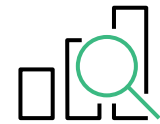
Increase enterprise customer retention rate **by 25%**
\$135M in upsell/cross-sell pipeline (\$15M sourced, \$120M influenced)

Create: Build customer retention program
Keep: Maintain "Efficiency" campaign for enterprise upsell/cross-sell
Keep: Expand existing large-account ABM program





Ecosystem implications to current field, sales and customer support teams
 Need to improve ABM **skills** on field marketing team
Resource constraints to execute retention program

3

Prioritize and focus on impact metrics to demonstrate marketing's value

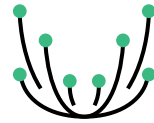


The Forrester Metrics Spectrum

Metric class	Description	Examples	
		Magnitude	Efficiency
 Impact	Effects on business goals	<ul style="list-style-type: none"> Revenue \$\$\$ Market share % Retention rate % 	<ul style="list-style-type: none"> Profitability % CAC \$
 Output	Results from actions taken	<ul style="list-style-type: none"> Opportunity volume # Proposal requests # Event attendees # 	<ul style="list-style-type: none"> Cost per opportunity \$ Average days to proposal Cost per attendee \$
 Activity	Counts of actions taken	<ul style="list-style-type: none"> Emails sent # Calls made # Requirements written # 	<ul style="list-style-type: none"> Cost per email \$ Calls per rep #
 Readiness	Preparedness to perform	<ul style="list-style-type: none"> Database growth % SLA compliance % Skill certifications # 	<ul style="list-style-type: none"> Investment-to-record growth rate Cost per certification \$

4

Expand metrics beyond sourcing to include new marketing performance indicators



New Marketing's Performance Indicators

- Adopt “Beyond Sourcing” performance indicators.
- Identify insight gaps and develop analytics capabilities.

Marketing's Performance Indicators



Target to engaged

Percentage of overall target market reaching engaged demand stage



Sufficient pipeline

Percentage of pipeline value that has experienced a minimum number of marketing interactions



Marketing lift

Percentage increase in revenue when a minimum number of interactions occur



Investment-to-revenue lift

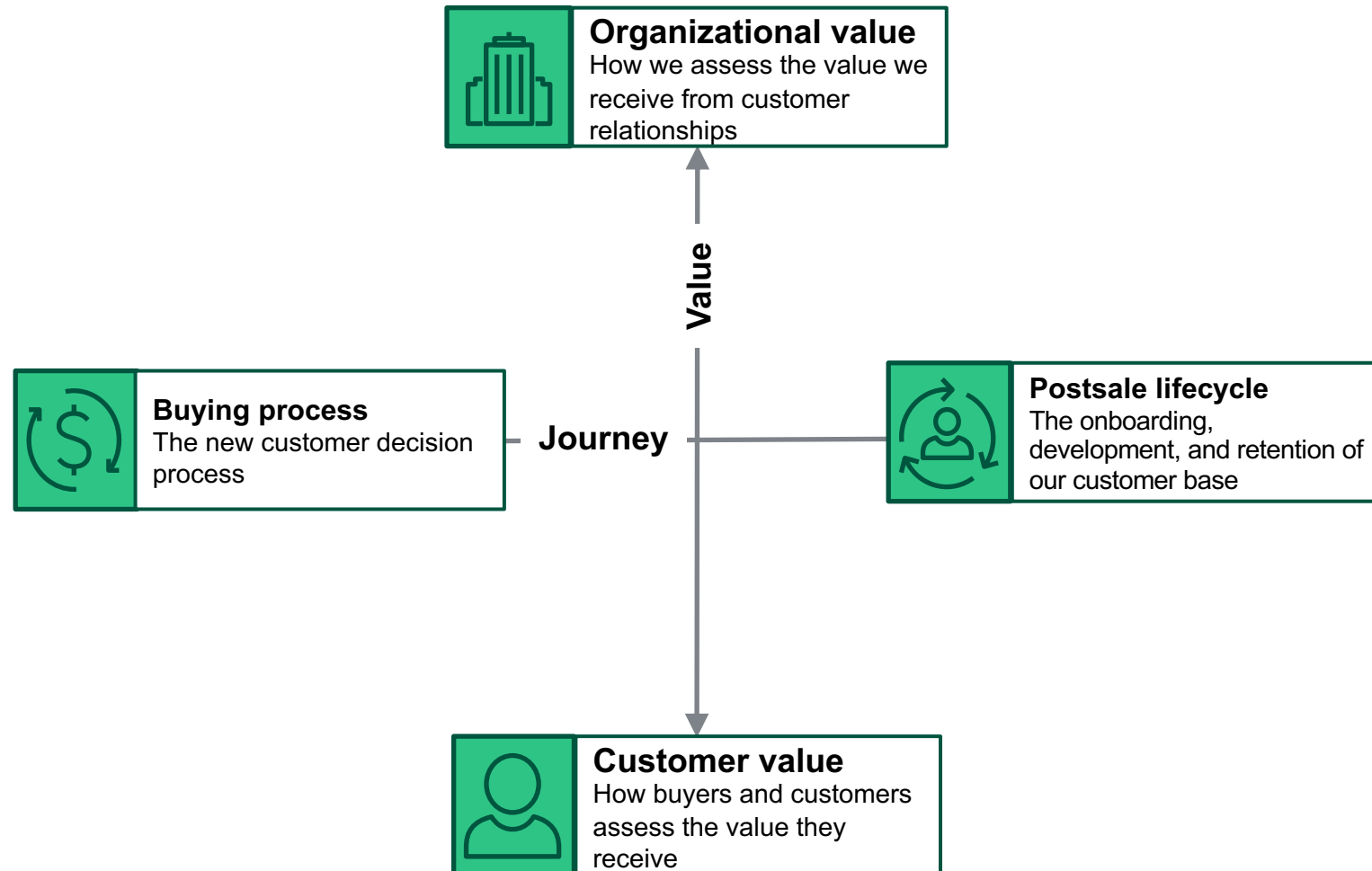
Ratio of program investment to lifted revenue

5

Balance organizational value with customer value metrics



The Forrester Value Balance Framework

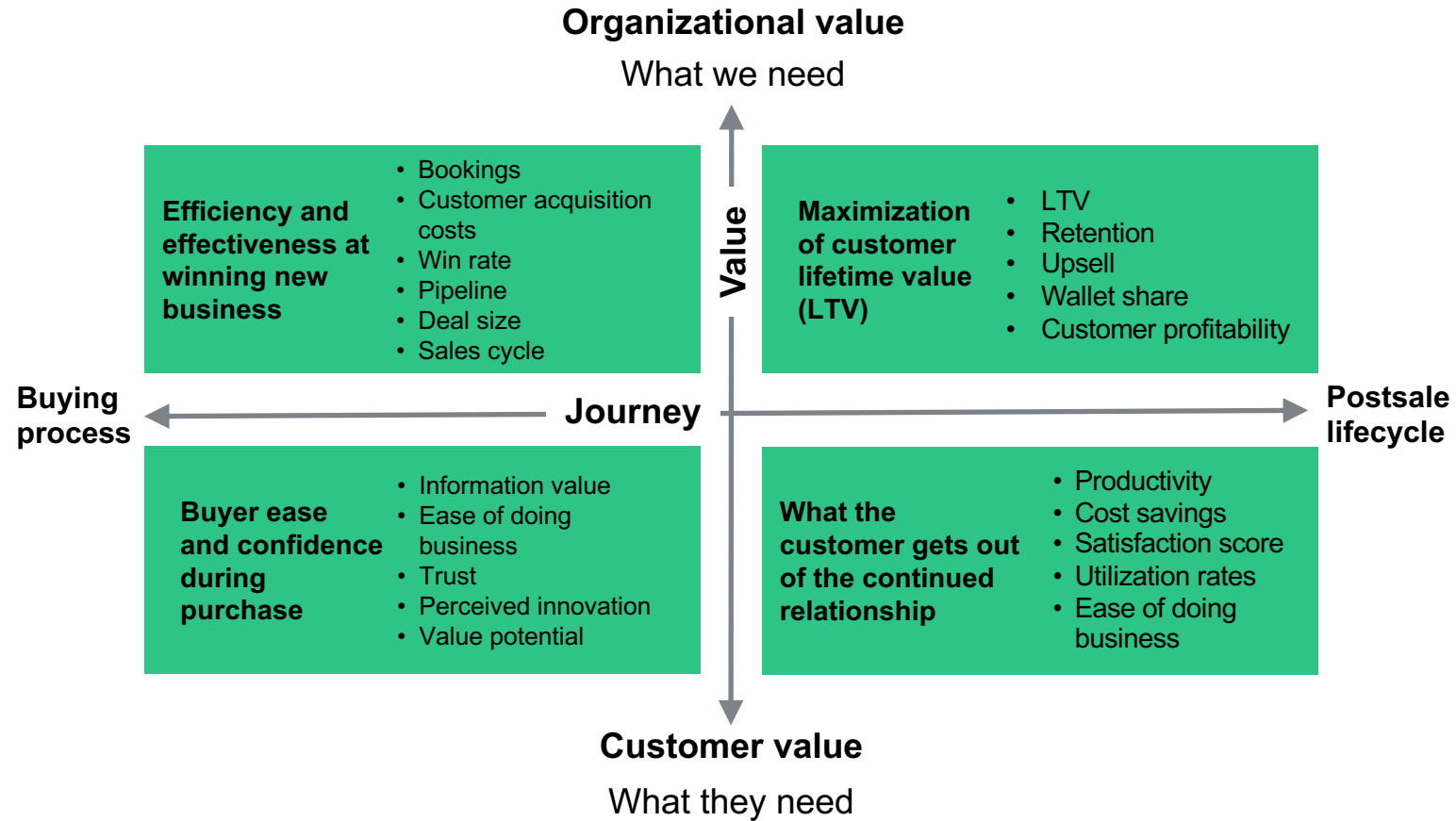


5

Balance organizational value with customer value metrics



The Forrester Value Balance Framework





PFD

AI
ADI
ALT
TC
VSI
HI

PFD

AI
ADI
ALT
TC
VSI
HI

Thank You.



Jerry Zhao

Senior Analyst

Revenue Operations | Marketing Operations | Sales Operations

BOLD

AT

WORK