

A GUIDE TO  
**SUCCESSFUL  
DEMAND  
GENERATION  
LED MARKETING  
EXECUTION**



From the FTSE100 to hot startups, many ventures today see their market as global - including many you might not think of as “international companies”. A global market means a global marketing strategy for demand generation.

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There's a risk in going global with demand gen: the broader your horizons, the harder it gets to see anything close-up. With profit margins closely correlated with how well you listen to customers and localise on the ground, seeing that detail is just as important. The following six points will help you.



91% of the most successful users agree that marketing automation is “very important” to the overall success of their marketing across channels.

Marketo & Ascend2 “Marketing Automation Strategies for Sustaining Success” (2015).

# ALWAYS JOIN THE DOTS

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Start with the most vital principle of all. Whatever technologies you use to implement your demand gen strategy, make sure they all play well together.

Keep this principle in your mind at all times, every day, forever. It's only when all parts of a process are connected properly that the data coming out can be trusted.

Demand generation is about harvesting as much as growing.

Every manual process, every badly-formed automated response, or customer fumble is a place where demand gets dampened.

So make sure every point in your process where data enters or emerges is in the right place so the right action can be applied.

Along the way, you might discover there are customer touchpoints that should be in that process, and aren't.

More accurate data, of course, leads to smarter decision making - which is at the core of competitive advantage. So connect your information systems to reflect a single version of the truth. Swear this oath to yourself just as you would in a courtroom.



**Best-in-Class companies are 67% more likely to use a marketing automation platform.**

Aberdeen Group "State of Marketing Automation 2014: Processes that Produce" (2014).

# PUT PEOPLE BEFORE TECHNOLOGIES

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The most innovative technology is useless if your people don't use it, but just arranging training simply isn't enough. The application or infrastructure must offer every user genuine benefits at their own level.

For anything new to be widely used and adopted by staff those staff need technical training on the platform and an organisational culture that supports not only this training but also encourages widespread adoption through an enterprise wide culture shift.

If the process is over-administered, or the workload high, something can happen that's even worse than it not getting done: employees will find shortcuts to reduce the hassle and frustration of getting data into it. That's not demand generation - it's gaming the system.

Always look at what value your demand gen infrastructure gives to users on the shopfloor, not just the decision makers in the boardroom.



Just under 60% of Marketing Automation projects are challenged by a lack of skilled staff



and around 45% are challenged by organisational culture.

# LOOK AT THE DIFFERENCES THAT DIVIDE

A major mistake when rolling out reporting for demand gen is over-agglomerating numbers. It's easy to see why - it's nice to see a topline set of figures on one page that sum up 100 sales regions - but always remember such topline numbers are averages.

Why is this important? Averages conceal a range of results. That range can be wide. If one territory makes a 20% margin while the other loses 5%, you might think all's well, because on average you're earning 15%. But that clouds Territory A's terrific 20% achievement - and lets Territory B hide its failings.

There's a way to fix this: think graphs and scales, not single numbers.

Looking at results data as a graph shows you where the peaks and troughs in your metrics are - which will give you [clues on where your tactics need tweaking](#).

The good news is that many sales and marketing automation technologies are capable of showing you such useful graphs and diagrams in "dashboards" built from the raw data - frequently letting you slice that data any way you want, making demand generation management far more intuitive.



8% of B2C and



21% of B2B marketers

find Marketing Automation one of their Top Digital Priorities.

Adobe "Quarterly Digital Intelligence Briefing" (2014).

# LOOK AT THE DIFFERENCES THAT UNITE

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The flipside of drilling down into your demand gen processes is to zoom out, looking at them from a distance with the goal of spreading best practice. What if Territory A's demand generation above had discovered the "secret sauce" of demand gen, and that knowledge could help save the failing Territory B?

In addition to all the market-specific preferences that determine customer choices - the difference between a cold suspect becoming a hot prospect, or sliding off your database forever - there will be broad themes that appeal to your entire target audience across the world, made up of the beliefs and biases that customers associate with your company's personality. Sounds familiar? Yes, this is your brand.

Looking for commonalities is where brand strategy meets demand gen. If the public image you communicate through your marketing is at odds with what customers really value, you may need to adjust your branding strategy.

When brands go off-track, they take time to re-align. But the prize is large: your customers get the value they need, from a brand they know and will want to form stronger brand loyalties as a result.

When the product matches the personality of the brand, the customer relationship is self-sustaining. Your CRM infrastructure can deliver it if you take the time to look at demand generation across the market and your organisation as a whole.



**26% of marketers make extensive use of marketing software to manage lead generation, 36% make limited use of marketing software for it.**

Ascend2 "Lead Generation Strategy Survey" (2014).

# SET UP LOCAL LISTENING...

## AND KEEP YOUR EAR TO THE GROUND

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But the bigger your market, the harder it is to see details beyond its edges. That's important, because what matters in today's demand generation isn't solely the conversations you have with customers. Just as relevant are the conversations they have with each other.

Increasingly, partners in the [growing marketing automation](#) business can handle social media - following the topics and conversations customers are involved in outside your relationship.

What's the value of knowing what's worrying your customer on Twitter? What are they writing about on their blog? Learn those concerns, and you can answer them. Always make an effort to find out where customers are talking, market by market, including local sites and services that may not be on your radar. Once known, a good CRM infrastructure can squeeze more demand from them.



# ... AND REMEMBER, IT'S NOT ALL ABOUT GENERATION

Demand generation is the buzzword, but “generation” implies “creation” - and creating demand is the hardest marketing task of all. So as a final principle, step back and think about the demand that’s already there, and you just haven’t discovered yet. It’s far easier to harvest demand than generate it.

So where can you hunt the harvest? The bigger your CRM database gets, and the more descriptive the data within it, the more potential it has to turn up insights. (Many CRM partners offer this as a service.)

What if you discovered your billings from a customer tended to double once 5 people in that company knew about you - wouldn’t that suggest a great strategy for your next marketing campaign? Or suppose your most profitable sector turned out to be companies just passing that difficult 50+ employee barrier, turning from single-office businesses into growing SMEs. The data’s there, as are the opportunities so it’s worth harvesting. [Around half of companies are already doing it.](#)

To sum up, executing successful demand generation is more about principles than Powerpoints. Check you’re performing on the big ideas, and driving results on the ground becomes much easier.



**97% of B2B respondents used email marketing software.**



**Customer relationship management (CRM) and marketing automation suites were the next most commonly used technologies, at 97 and 96%.**

B2B – Software Advice and Research Now “Demand Generation Benchmark” (2014).



# TAKEAWAYS



Following best practice is essential for successful demand generation.



Accurate data means connecting every process.



Harvesting demand is easier than generating it!

Contact CRMT, the marketing operations experts, to discover how we can help you strategise, execute and transform your marketing activities, whatever your stage of marketing maturity.

Contact us on +44 (0)118 945 0030  
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