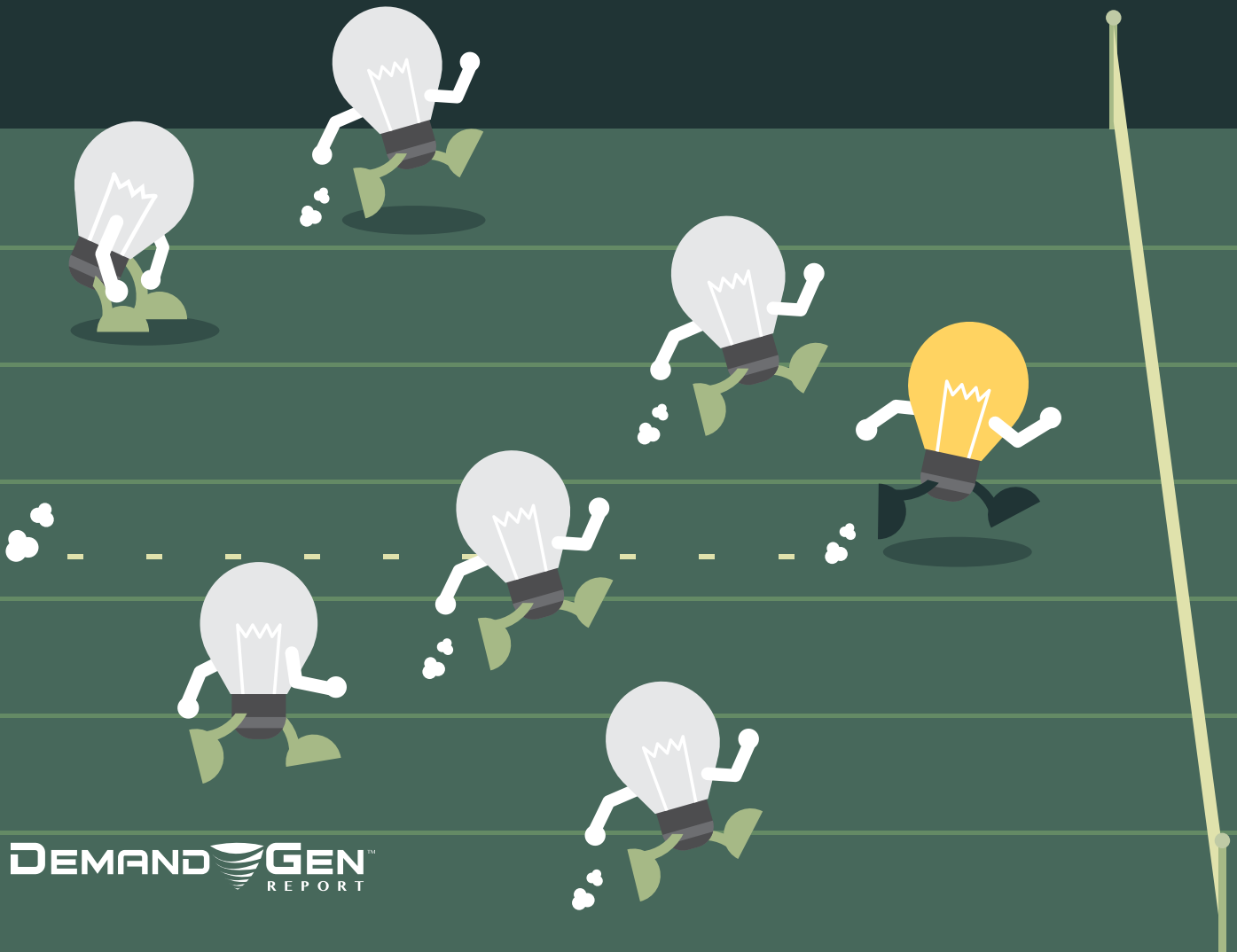*Demand Gen Report's*

2015 MARKETING AUTOMATION OUTLOOK GUIDE

15 thought leaders share their predictions about how the marketing automation landscape will change in the coming year

DEMAND GEN REPORT™

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MARKETING TO GET EVEN MORE PREDICTIVE, DATA-DRIVEN IN THE COMING YEAR

As we start 2015, many of the themes from 2014 — data-driven marketing, advanced lead scoring capabilities, predictive analytics and tracking campaign effectiveness — will continue to influence the marketing automation landscape.

Overall, there continues to be a major push to build more meaningful relationships with prospects. B2B marketers are increasingly turning to predictive marketing strategies to help identify the next customer. This year, personalization and customization will become the norm, according to many marketing automation experts we spoke to for this 2015 Outlook Guide.

Progressive marketers are also looking to interact with B2B buyers in some of the same ways their B2C counterparts are reaching customers. Many members of our expert panel pointed to mobile as a key area of focus for 2015. B2B buyers are doing their research in airports, in hotels rooms and in their living rooms. Content has to be optimized for mobile.

Our panelists expect to see more shakeups and consolidations in 2014. HubSpot went public in October and reported a 51% revenue increase in its first quarter as a public company. Marketo, which went public in the summer of 2013, has fallen off of its highs of more than $42 a share in early 2014, but has stabilized at about $30 a share during the second half of the year. Some still see both, along with Act-On, as potential take-over targets by bigger firms looking to build their marketing cloud.

Marketing cloud vendors such as Oracle and Salesforce, as well as Marketo and other independent marketing automation firms, have also invested a lot of resources in building out their third-party vendor networks with applications for mobile, video and analytics, among other areas, to provide specific technologies to their customer base.

We look forward to reporting development in the marketing automation industry in the coming year and seeing how many of these predictions hold true at the end of 2015.

Kim Zimmermann

Kim Ann Zimmermann,
Managing Editor
Demand Gen Report

JOHN STETIC
GROUP VP, ORACLE MARKETING CLOUD

What do you see as the biggest trends for marketing organizations in 2015?

Marketing has just scratched the surface when it comes to creating deeper relationships with customers. Marketers are moving beyond simple personalization and activity-based marketing in a single channel to deliver personalized and targeted experiences across multiple channels. The convergence of data and execution platforms will continue to simplify the marketing world, and allow typically disjointed teams within marketing and across the organization to put the customer at the center of all marketing activities.

What new opportunities/trends do you see in demand generation in the coming year?

Applying predictive analytics has been alive and well for large B2C brands for some time. But it has been out of reach for many marketers, due to complexity, cost and limited access to data. We are starting to see this change with a new breed of vendors providing predictive analytics to the B2B marketer. Not all of these vendors are the same and

marketers need to do their research and understand what they want to get out of predictive analytics before committing to a particular vendor. The important piece, like so many newer offerings, is how can they compliment what you are doing today and not create another isolated silo of data and execution.

Predictive analytics can't work if you don't have access to good data. So marketers need to be looking at how they acquire data, how they make use of their own data, and consider the impact on targeting, segmentation and analytics across all channels.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

Content, content, content. The best way to engage customers and prospects is by providing something useful that can help them solve a problem, either a product, or service or information. Customers are drawn to organizations that help them solve a problem without necessarily selling them anything. This is why it's so important to have a strong content marketing strategy, and tools and processes to create useful relationship-building content. Content needs to be used across all stages of the customer lifecycle, and demand gen teams who don't embrace and integrate their content teams and activities will be left behind.

How do you see the marketing technology landscape changing in 2015?

It's a very exciting time for marketers. We see large companies unifying products and creating innovative modern marketing platforms to help marketers succeed. At the same time, a rich and vibrant ecosystem of vendors

hello

Predictive analytics can't work if you don't have access to good data. So marketers need to be looking at how they acquire data, how they make use of their own data, and consider the impact on targeting, segmentation and analytics across all channels.

is emerging that are connecting to these platforms and helping customers to address new needs.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

The biggest success we have seen, without a doubt, is from marketers that execute campaigns across multiple channels with messages that are targeted and personalized to engage customers on multiple channels throughout the buyer's journey. So no matter where or how the customer engages (email, display advertising, social networks) the message is targeted and personalized to the buying stage of that specific customer. Utilizing this strategy creates a more engaging experience, and marketers that execute it are seeing enhanced conversion rates and increased revenue.

JON MILLER
VP OF MARKETING, CO-FOUNDER
MARKETO

What do you see as the biggest trends for marketing organizations in 2015?

I continue to believe that marketing has changed more in the last five years or maybe 10 years then in the 100 years before that.

Marketing is moving away from a campaign mindset into the idea of 'always on marketing' — what Marketo calls engagement marketing — which involves continuously interacting with someone as an individual over time with the goal of directing them toward an outcome.

If you have a campaign mindset, you measure your campaigns by how many responses you got in isolation to that campaign. The problem with that is it encourages what I call a 'gumball machine' mentality.

What new opportunities/trends do you see in demand generation in the coming year?

There are two I want to highlight. The first is the increasing use of predictive tools and analytics to help guide the customer interaction.

Marketing — and marketing automation, in particular — has really been about 'if-then' rules. I think there is an opportunity for marketers to use analytics to help optimize those interactions beyond just what the simple rules might say.

The other emerging trend is the rise of more account-based marketing tactics. It's not just about how many MQLS and SQLs you generated. It's about how deeply are you penetrating and engaging with these different accounts and moving those relationships forward.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

The two that really stood out to me are the use of segmentation and the use of triggered campaign, which sounds funny to be sitting here at the end of 2014 and saying, 'Hey, these were big ideas.' I still see so many marketers just doing low segmentation batch and blast. Yet, the companies that actually do take advantage of some segmentation are seeing significantly better engagement, especially in behavioral segmentation.

What new features and functionalities do you see users adopting more of in 2015?

I'm sure a lot of people are pointing to mobile, and I agree. I think, personally, that's what we're realizing — what the industry has started to realize is that — especially in the U.S. — customers don't really want to get SMS messages.

What increasingly is becoming apparent is that in-app personalization and in-app interactions are really where mobile marketing is coming into its own. I think B2B marketers should be thinking about how they can get an app onto their customers' devices. There's still innovation happening in terms of figuring out how B2B companies can get apps onto the device and we're so very much in the early days, but it's also just so important, you can't really ignore it.

How do you see the marketing technology landscape changing in 2015?

Scott Brinker wrote an article about why there are a thousand marketing tech companies and that there will

always be a thousand marketing tech companies. I think in 2015, we will continue to see even more innovation and new companies doing new things in marketing technology.

Even as acquisitions happen, some things succeed and some don't succeed. Marketing is changing and moving so fast right now, and it's so relatively easy to start a company that you're just going to continue to see this explosion of new stuff coming out the door.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

As we get bigger and we are moving forward and want to get to the enterprise more — we're not giving up small business at all but want to broaden our target — we're thinking a lot about tactics that generate demand, but also building our brand at the same time.

> *What increasingly is becoming apparent is that in-app personalization and in-app interactions are really where mobile marketing is coming into its own.*

ATRI CHATTERJEE
CMO, ACT-ON SOFTWARE

What new opportunities/trends do you see in demand generation in the coming year?

We foresee marketing automation playing a larger role in lead generation and customer engagement across social platforms. As buyers continue to take to social to investigate and share opinions on products and services, it will become more necessary for brands to customize offers by specific channels, work towards a unified voice in what they share across platforms, and track and measure the impact these efforts have on brand loyalty and lead generation. We believe marketing automation will enable marketers to take social to the next level and begin including social engagement from prospects and customers alike in the overall nurturing process; specifically around the idea of scoring.

With social media publishing and tracking becoming more embedded in marketing automation platforms, the ability to use social engagement can be pulled into lead and customer scoring programs. Knowing how the buyer is engaging with your content across social media should be part of the leads' overall score and similarly with customers, as well.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

Social tools like Oktopost and Hootsuite have been huge. For social marketers, it has been somewhat of a manual process to measure the true impact a campaign has had on the business — number of the clicks received on a link, how many prospects actually completed the CTA and submitted the form, etc. Whether you are doing paid ads on Twitter or organic posts to support a demand generation program, being able to see deeper into the performance of these campaigns is crucial.

For organic posts, most companies use a social publishing platform like Oktopost to measure the conversions these posts are creating.

What new features and functionalities do you see users adopting more of in 2015?

In the new year, we believe marketing automation will figure more prominently into the new buyer's journey, serving not just as a lead-to-revenue platform, but as a means of managing the customer lifecycle from end to end. We'll see lead nurturing and lead scoring features used more widely and across acquisition and retention programs; applied as a tool beyond lead generation and clear through to retaining and expanding the relationship with current customers (upsell and loyalty initiatives). We believe marketing automation will become the de facto technology for managing customer relationships, at the front and back end.

How do you see the marketing technology landscape changing in 2015?

At present, we see tremendous potential in the mid-market space, with well over a million organizations in North America alone in need of marketing automation and only 7% currently deployed. As marketing automation vendors continue to diversify their offerings, we're likely to experience even greater stratification as it pertains to company size/industry served; it will become even more paramount that these vendors differentiate in this regard.

Only 16% to 20% of the market is currently penetrated top-down, leaving open swaths for vendors heading up-market (selling into larger enterprises), vendors selling into the mid-market, and vendors catering to micro-businesses. It is a greenfield market for the leading marketing automation vendors and adoption is still in its early stages and up for grabs.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

We've benefited enormously from creating content that both educates and enables marketers; delivering content through organic and promoted channels that helps make marketers better at their skill. In the last year we have focused on writing content that addresses marketing automation in a "peel-the-onion" approach — starting small in what marketers can do with the technology, and then enabling them to become more strategic. We hope to continue this same trajectory of targeted content in 2015, as personalization in the customer experience becomes the norm.

> *We believe marketing automation will enable marketers to take social to the next level and begin including social engagement from prospects and customers alike in the overall nurturing process.*

ADAM BLITZER
SVP AND CEO, SALESFORCE PARDOT

What do you see as the biggest trends for marketing organizations in 2015?

The biggest trend for 2015 will be an emphasis on 1:1, cross-channel customer journeys. The companies who already understand the need to create content and have the correct tools to distribute it will now be focused on optimizing the personal customer journey across all marketing channels.

What new opportunities/trends do you see in demand generation in the coming year?

Companies providing the best customer experience will see the largest opportunities in demand gen in 2015. Content marketing has created a flood of white papers, webinars, and videos — yet 71% of prospects that we have surveyed at Pardot have been disappointed with the content they have experienced. The companies who create better customer journeys that cater to the real needs and pain points of their customers — and do so at scale — will be to be the big winners of 2015.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

The new demand model for modern businesses calls for a combination of three things: a central database, complete visibility into a single prospect's interests and activities across all interactions, and the ability to automate a personalized customer journey. The tool used to do all three is a marketing automation platform, and more and more companies have adopted marketing automation over the course of 2014.

Looking forward to 2015, the companies that have not yet adopted marketing automation can see the largest gains by simply adopting

a tool and covering the basics of automation. The companies already using marketing automation, on the other hand, will see the largest increase through optimization of their existing workflows — and the most progressive companies will see gains in their demand generation efforts by adding ancillary tools to their existing framework, such as account-based marketing, data automation and sales enablement tools.

What new features and functionalities do you see users adopting more of in 2015?

We will see more companies adopting marketing automation than any other single technology for demand generation in 2015. For the marketing automation users, I expect we'll see more companies start to experiment with dynamic customer journeys in both email nurturing and on-site dynamic personalization. Each of these tactics allows marketers to engage with their buyers on a 1:1 level, helping companies to foster more meaningful relationships with their customers and, in turn, yielding higher conversion rates and an accelerated sales funnel.

How do you see the marketing technology landscape changing in 2015?

The marketing landscape is likely to consolidate even more this year. Following 2014 and the number of major acquisitions, I don't expect this trend to slow down.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

We've seen the best engagement from B2B buyers come from a combination of content distributed via organic methods, augmented with

The marketing landscape is likely to consolidate even more this year. Following 2014 and the number of major acquisitions, I don't expect this trend to slow down.

personalized nurturing programs. This year, Pardot's content marketing team won multiple awards — including one from Content Marketing Institute for our corporate blog — and we plan to continue to invest in content creation and lead nurturing in 2015.

ELLEN VALENTINE
EVANGELIST, SILVERPOP, AN IBM COMPANY

What do you see as the biggest trends for marketing organizations in 2015?

We expect to see a new focus on the 'customer journey' as a renewed way to become more relevant and customer focused.

The smartest marketers will go beyond using data as a basic tactic reporting tool (opens, clicks, attendees, no shows etc) and will begin to use data to predict top segments, isolate at-risk customers and identify new product opportunities. This data needs to represent a consolidated view of each customer, including social, mobile, web, email and all other channel activity.

Of course, the relentless focus on making communications mobile and tablet-friendly will continue.

Retailers will be fully exploiting mobile payment options, in-store notifications.

What new opportunities/trends do you see in demand generation in the coming year?

In terms of demand generation, I see marketers taking a more holistic, longer term view of demand generation. Marketers have fallen into the trap of turning tactics into campaigns. Over time, this meant that events and product push emails overran the demand generation calendar — and results diminished. Campaigns should be long-term, integrated efforts. Personas and customer journey planning will help marketers re-elevate their efforts and assist them in turning back to a more strategic framework.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

Marketing automation and email remain the most impactful tools. Marketing automation remains the heartbeat of the demand gen engine. Without it, pre-purchase nurture activities would be too time-consuming for marketers to implement. Email continues to be the primary method to communicate to customers and prospects, and is the cornerstone of marketing automation.

What new features and functionalities do you see users adopting more of in 2015?

More marketers will look to combine their content management systems with their marketing automation platform. This may involve upgrading to new vendors who can provide a symbiotic solution that allows for personalized websites based on implicit and explicit profile data collected using marketing automation.

> *Specialty integration tools and connector solutions will become more prevalent to help tie all the tools and data together.*

How do you see the marketing technology landscape changing in 2015?

With literally thousands of solutions now being part of the technology landscape, marketers will want help simplifying their investments. But most marketing departments will continue purchasing best of breed point solutions to address their requirements. This means that the integrations between all of these products will be critical.

Specialty integration tools and connector solutions will become more prevalent to help tie all the tools and data together. Acquisitions will continue at a brisk pace as larger companies with deep pockets will want to provide their clients with as many core marketing backbone solutions as they can.

KURT ANDERSEN
CMO, SAVO

What do you see as the biggest trends for marketing organizations in 2015?

Marketers will be increasingly asked to justify the value that their marketing and content programs are having on their company's overall business objectives. This is difficult to measure in the first place, but as more and more organizations embrace modern technologies and marketing philosophies – each of which adds its own element of complexity and noise – this becomes an almost impossible task.

In 2015, marketers need to think completely differently about how they're contributing to a company's bottom line. They need to pave a road with clear checkpoints that unequivocally illustrate specific areas of value being provided by their marketing programs across every stage of the buying cycle.

What new opportunities/trends do you see in demand generation in the coming year?

Today's buyers are so overwhelmed by the number of marketing campaigns vying for their attention that they've actually conditioned themselves to avoid them without thinking twice, and the tools that once seemed like great ideas have now become the bane of a marketer's existence.

The next "big thing" in the demand gen arena will be about how we view the marketing funnel. In fact, we shouldn't be calling it a "funnel" anymore at all — instead, we should think of the customer journey more like a nail.

The top head of the nail equates to what previously was the top of the funnel, but with a nail strategy, you narrow your targets down much quicker.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

The world of Big Data has created a wealth of opportunities for marketers, but, as mentioned earlier, much of those opportunities only add clutter to an already hectic environment. In 2014, companies that combined technology and marketing in a way that started making sense of this Big Data were the ones that achieved the greatest success, and will likely continue to do so into next year.

What new features and functionalities do you see users adopting more of in 2015?

Big Data can create amazing opportunities for marketers, but in order to really capitalize on its benefits, marketers need to go one step further than they did in 2014. This requires two things, the first of which is investing in predictive analytics. These types of technologies help to ensure that you're using the multitude of information available to you in a way that drives the highest probability outcomes and cuts through the noise.

But just having the right buyer and the right problem isn't enough. Marketers also need the right message. Look for technology solutions that can ensure that only the most effective content — mapped precisely to whatever stage of the buying cycle a given prospect might be in — is being used by everyone within your organization.

How do you see the marketing technology landscape changing in 2015?

We've been monitoring trend patterns in our data and have already realized that what may have worked 18 months ago simply doesn't work today. Coupling the right message with the

> *In 2015, marketers need to think completely differently about how they're contributing to a company's bottom line. They need to pave a road with clear checkpoints that unequivocally illustrate specific areas of value.*

right prospect may seem like Sales 101, but the most successful companies of 2015 will learn how to use these two technologies — predictive analytics and solutions that offer proven content mapped to the right state of a given buying cycle — in tandem, rather than as separate entities.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

Across the board, video is becoming increasingly popular among businesses for improving prospect and customer engagement. Not only is video easier to consume than a text-heavy email, but it's also more entertaining and impactful when it comes to helping customers and prospects make a decision.

Digital postcard technologies became popular in 2014 and will continue to gain traction next year as a way of enabling more productive virtual communications.

GILES HOUSE
CMO, CALLIDUSCLOUD

What do you see as the biggest trends for marketing organizations in 2015?

We expect to see smart companies getting sales and marketing teams aligned — but not by issuing an executive decree, spending three weeks in meetings and team-building exercises, and deciding that sales and marketing will suddenly have complete personality changes and work together seamlessly. It'll be more gradual, transitioning from the way things are to the way they need to be. Part of that will be driven by technology. For example, we expect sales to take advantage of marketing automation software to run their own targeted campaigns, thus leveraging marketing tech and investments, and behaving more like marketers in their roles.

What new opportunities/trends do you see in demand generation in the coming year?

Demand generation is going to become more personalized and more targeted. Sales technology is doing this for sales reps — it's delivering very specific personalized information about prospects that the reps can use. There's no reason the same concepts can't leap the fence into marketing and help develop personalized messaging and the correct timing for contacts. At the same time, those messages are going to shift away from talking about products and more toward industry- and market-specific topics. What you'll see is an intersection of the two trends — instead of blasting out messages that talk about their products, smart companies will send messages that are personalized based on demographic and behavioral data, and are also oriented toward the vertical market the prospect works in.

What new features and functionalities do you see users adopting more of in 2015?

Content marketing is becoming understood as a critical part of the B2B buyer experience. But unless you understand the path a customer takes through content to get to a decision, it's hard to assess its value or understand how you should improve it. We expect marketers to gain greater access to tools that help them track content consumption through the entire funnel. That way, they can identify sequences of content that work and replicate them, and really understand what content moves the ball toward the goal line. Attribution for sales must not go to the last content a buyer touched, but to every touch on the journey to a purchase. The technology exists and it's time we used it.

How do you see the marketing technology landscape changing in 2015?

We expect to see marketing integrate more tightly with sales solutions. The two sides can't survive as

We expect marketers to gain greater access to tools that help them track content consumption through the entire funnel.

neighboring silos anymore — they have to perform, and to do that they must work together. Those silos were tolerated when the objective was to automate tasks — and a lot of mundane, time-wasting tasks are now handled by software. But the objective is now shifting toward driving performance, and that means better and faster data distribution between marketing and sales.

BRIAN KARDON
CMO, LATTICE ENGINES

What do you see as the biggest trends for marketing organizations in 2015?

We are seeing marketing teams getting much more comfortable with experimentation — trying new things and being OK with failure. For mature marketing organizations, just doing more of the same is not a formula for growth. They are realizing the need for new ideas, technologies, markets and processes. For less mature marketing organizations, the big trend is for better integration of their existing technologies and improved reporting.

What new opportunities/trends do you see in demand generation in the coming year?

Successful organizations are continuously learning and improving. Demand gen teams need to take a deep dive into their past programs to fully understand how they performed — and then make changes based on that analysis. Whether it's optimizing SEM, dropping poor-performing events, or improving a nurture program, the focus has got to be on stronger performance. Demand gen teams have to also look at how their investments are scaling. Is cost per MQL declining? Are conversion rates improving? How does your CAC (cost to acquire a customer) compare with last year?

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

The last few years have seen an explosion in the number and variety of new tools for marketers. Scott Brinker (chiefmartec.com) identifies 950 marketing technology companies in 43 categories — everything from analytics and content marketing to personalization, sales enablement and social advertising. It is really overwhelming! Marketing automation and CRM are at the core. You've got to get those right, and you need to be implementing lead nurturing and scoring. Once you have that foundation built, you should ask yourself how different technologies could help support your marketing strategy.

Many of the organizations I work with are embracing analytics and seeing strong results. Without a strong analytics engine you are really flying blind. Analytics can really tie all your marketing investments together.

What new features and functionalities do you see users adopting more of in 2015?

Marketers know that they have to tie their marketing programs to revenue creation if they are to succeed. Therefore, many marketers are now adopting ROI reporting and campaign attribution. Everyone wants to know which campaigns drove new business and what were the sources of those leads. All marketers should be able to answer those questions.

How do you see the marketing technology landscape changing in 2015?

There are four mega "marketing cloud" companies right now that are acquiring, developing and integrating an ever-growing suite of marketing technologies. These include Oracle, Adobe, Salesforce and IBM. These companies have incredibly deep pockets and will continue to invest in selling to marketers. There are also two independent companies that are doing great for marketers — Marketo and HubSpot. All six of these companies have demonstrated a desire to sell their customers more capabilities each year, through both acquisition and internal development.

> *Without a strong analytics engine you are really flying blind. Analytics can really tie all your marketing investments together.*

I think 2015 will be a year of continued consolidation. Already, the marketing tech industry has produced at least four companies with a market cap at or above a billion dollars: Eloqua, Marketo, HubSpot and ExactTarget. There will likely be more. However, it will also be a year where many companies go out of business. There is certainly not enough demand for the nearly 1,000 marketing tech companies out there. More than $21 billion of venture capital and private equity has been invested in marketing technology companies. Some VCs, like Battery, NEA and Benchmark have each invested in over 30 separate marketing tech companies. It will not be a happy ending for most.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

Personalization can dramatically improve engagement. Most marketers are still in the mass marketing era where they communicate in the same way with all customers. Personalization by industry, role or issue can lead to higher conversions and should be used wherever possible.

DEREK SLAYTON
CMO, NETPROSPEX

What do you see as the biggest trends for marketing organizations in 2015?

I'm going to use the analogy of a barbell. On one end, I think there is a much closer alignment between marketing and sales. I think we do it here internally. We certainly see it with our customers that are more forward-leaning. The marketing team — the demand gen team — is taking up more and more of the responsibility of the early sales process and owning a lead until it's really a true opportunity before it goes over to sales.

On the other side, it's more on the brand experience, largely driven by content and education and providing people with a comfort around doing business with your company. It feels to me like marketing is really starting to focus on two sides of the same coin. One side is how do I make sure someone is ready to talk to my sales team before I pass it to my sales team. On the other side of the coin — at the top of the funnel — how do I pull people toward me by being a really great brand and be more focused on attracting people versus targeting people. I think that's another big trend I see for 2015.

What new opportunities/trends do you see in demand generation in the coming year?

I think it's again more to the idea of less is better and fewer leads that are more ready to engage with sales. I think that's a real trend. I think there's a lot of technology out there that helps the marketer do that. I think there's a lot of acceptance now from the sales organizations that they need to build a function that's good at taking people from engaged to purchase and somebody else is going to take them from not aware to interested and engaged.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

One is dynamic content capabilities — the ability to create one-to-one, or at least perceived as one-to-one, digital experiences through your web site.

Along those same lines, more engaging content, as well, so content that's not only targeted dynamically to the person, but also is engaging in the form of asking questions or providing some gamification to it, where people are inclined to engage with it much more deeply than the usual white paper or E-book. I just think about them as right on the cusp of breaking out.

What new features and functionalities do you see users adopting more of in 2015?

I do think dynamic content will become more mature in 2015. Like any technology evolution, I'm not sure that the technology is lacking. I think it's more bandwidth and adoption and prioritization by busy B2B marketers. I think the technology is probably there. The problem isn't the functionality as much as it is that we're busy and there are some other fundamental things.

How do you see the marketing technology landscape changing in 2015?

I think there are two things that will happen in 2015. On one hand, I hope that the value propositions of all of these technology vendors are going to become much more defined and refined. Emerging vendors are going to become much better and much more focused on communicating and delivering features into the tight value proposition that they see is their core expertise.

> *Marketers have to stay focused on all channels when it comes to penetrating the market and engaging with the prospects and customers.*

The other thing is, obviously, acquisitions are going to increase. I think we'll see it with some of the big software vendors coming in. We've already seen it with Oracle and IBM to some extent. I think vendors will become much more focused on their value proposition and big vendors will gravitate toward the pieces they see as what they need to fill in certain gaps in their product portfolio and the acquisitions will continue that.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

We are increasingly focused on getting our arms around our target market, the people who we think are our ideal buyers, and making sure we have a data strategy that supports being very deep in the targets that matter to us. I think that the better companies are doing better work in those areas in terms of segmenting the universe into markets that matter for certain offerings.

Marketers have to stay focused on all channels when it comes to penetrating the market and engaging with the prospects and customers. I think it's one of the things where persistence pays off.

CHRISTIAN NAHAS
CEO, SALESFUSION

What are the most important trends occurring in this market?

Three big trends will dominate marketing organizations in 2015: marketing and sales alignment; content quality over quantity; and revenue centric metrics.

As we head into 2015, marketing leaders (and sales leaders) are realizing that marketing is owning an increasing percentage of the 'sales' funnel. As such, there is a need for marketing and sales organizations, more than ever, to act as a single team. Where technology will play a role in this trend is that we will see an increased demand for solutions that unite marketing and sales teams through fully integrated marketing automation with sales and CRM technology.

From here, integrated lead management workflow will exist in CRM with lead assignment, tracking and nurturing as closed-loop analytics combined with response and opportunity data. This allows joint ownership of the funnel between sales and marketing, since sales is just as reliant on marketing data as it is on other data sources, such as InsideView, LinkedIn and Zoominfo.

"Content is king" is a slogan that has been around for years. In 2015, the shift will be made dramatically away from mass content to meaningful content. Marketing will take a stronger content delivery focus, sending the right message to the right person at the right time, as nurtures replace bulk email.

As the industry continues to grow, revenue-centric metrics will rule, return on marketing investment will be the metric that trumps all others, and marketing program management will be more closely tied to CRM sales opportunities.

Marketing automation platforms will be the hub for all marketing technologies and services (data, social, web, sales enablement). Marketing automation

platforms will be the hub for all marketing technologies and services (data, social, web, sales enablement), will add context to lead scoring and provide real-time data appending.

What new opportunities/trends do you see in demand generation in the coming year?

Listening to the buyer. Building a relationship. Guiding the buyer journey. Once the purview of the sales team, these top of the funnel actions are now squarely in the marketer's court. The marketer is no longer just responsible for putting leads in the funnel. Today's buyer is savvy and self-directed, with a wealth of information at his or her disposal. Today's marketer owns the top 70% of the funnel — the buyer's journey. The opportunity is for today's marketer to become a proficient guide to their prospective buyers. Gone are the days when email blasts and loudspeakers will move buyers through the funnel.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

This past year was the year marketing automation crossed the chasm from interesting product for the tech savvy to the must-have product for the revenue driven marketer. It isn't new. In fact, marketing automation has been around for years, but it went mainstream in 2014 and, used well, marketing automation can enable a marketer to align tightly with their sales counterparts to deliver more revenue for the business.

What new features and functionalities do you see users adopting more of in 2015?

2014 was all about demand generation and buyers' journeys—and for good reason. 2015 will see marketers own

> "Content is king" is a slogan that has been around for years. In 2015, the shift will be made dramatically away from mass content to meaningful content.

the role as the hub of all journeys for both prospects and customers. Marketers will start to adapt the tools they are using today to move prospects through the buying funnel to also move current customers through the customer journey. 2015 will be less about major new features and functions, and more about usability and leveraging tools across every touch point.

How do you see the marketing technology landscape changing in 2015?

The marketing technology "space" has been hot for several years. Successful IPOs and acquisitions of marketing technology companies have fueled startups dreaming of a big exit. Unfortunately, the race to realize the aspirations of a billion-dollar exit does not always align with the reality of delivering long-term success for customers. In 2015, customers will choose marketing technology partners that are focused on delivering success, not just dollars. This sounds like a simple thing, but the shift could be dramatic.

JIM MEYER
VP AND GENERAL MANAGER, ETRIGUE

What do you see as the biggest trends for marketing organizations in 2015?

We see a real focus on getting back to strategies for engaging prospects that are measurable and provable. Email engagement, online visits, individual and personal contact are all very real indications of prospect interest and inclination to purchase. Drilling down to capture more detailed segmentation of prospects — for example, by using dynamic progressive forms — will create better data for engagement. Emphasis on illusory metrics, such as social engagement, has proven to be a distraction without significant reward for too many B2B sales organizations.

What new opportunities/trends do you see in demand generation in the coming year?

There is a drive to make marketing technology products more accessible and easier to use. In our marketing automation space, the biggest of the providers have proven too difficult and expensive for all but larger enterprises to deploy and manage. The effort and expense in headcount and sheer complexity just doesn't payoff for many B2B organizations. There is no doubt that the capabilities of marketing automation are important, the question is to make it economically feasible for all B2B organizations to deploy it.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

The largest impact was made not by technology, but by the marketing people involved. Content is finally getting the attention it deserves. Marketers now understand the value of content that is consistent across all

channels and have embraced the task of creating and managing content as a strategic asset. Targeted content that is more focused on the prospects' needs and interests is winning.

What new features and functionalities do you see users adopting more of in 2015?

Marketing automation is still relatively new to the full range of B2B companies, but it's vital to any business with a large B2B prospect pool. SMBs want to go beyond simple email, but are not quite ready for full marketing automation capabilities. Many are now taking advantage of interim steps, such as our VisitIQ, which brings web and email tracking to boost the capability of their batch email systems. Mid-size to large enterprise accounts still lead in marketing adoption, but SMBs are catching on.

How do you see the marketing technology landscape changing in 2015?

It's the natural order for consolidation to occur, even as new entrants come into the market. The major email providers see the need to make their products prove their value. Acquiring technology from the marketing automation space makes sense so they can offer greater value and accountability to their customers.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

Email marketing continues to prove its value. Marketing automation coupled with an aggressive content curation program has proven effective in B2B across industry segments. Given the

> *It's the natural order for consolidation to occur, even as new entrants come into the market. The major email providers see the need to make their products prove their value.*

failure of social channels to properly engage prospects (as highlighted by Forrester), as well as Google's admission that over 56% of online ads are not seen, email marketing continues to drive measurable results.

MIKE VOLPE
CMO, HUBSPOT

What do you see as the biggest trends for marketing organizations in 2015?

I think we're going to see a shift toward stronger marketing and sales alignment in 2015. At most organizations, these teams stay out of each other's way when they really should be working in tandem to reduce friction for the buyer and for the business. As more and more companies realize this, we'll see marketing leaders prioritizing better communication between teams and creating a bigger common ground when it comes to technology, data, and metrics. At the end of the day, sales and marketing are working toward the same goals and it's becoming clearer than ever that companies need to improve their 'smarketing' before they can take their results to the next level.

Additionally, blogging has been a trend for a few years now but I think we'll really see companies make the shift to publishing more broadly and investing in truly remarkable and inventive content. Marketers have finally embraced the value of creating original content and the next step will be for them to raise the quality bar on the resources they put out.

How do you see the marketing technology landscape changing in 2015?

The customer is in control today and over the past few years we've seen marketers take on a variety of new technologies to adjust their strategy accordingly. Companies are now realizing that this shift doesn't stop with marketing but changes the game for sales, too. As a result, I think we'll see an increased need for shared marketing and sales platforms in 2015. Organizations need a holistic view of their buyers in order to create an aligned experience and they can't do that with a smorgasbord of marketing tools and sales rep technologies. Integrated platforms are going to play a more important role than ever as sales catches up to marketing in the technology realm.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

Creating content has always been at the core of our marketing strategy and has really helped us build trust with our B2B audience. Most B2B buyers aren't ready to make a purchase decision on their the first, second, or even third interaction with a business and most marketers make the mistake of ignoring them until they're ready to sign on the dotted line. Instead, we keep the dialogue going by sending them free, helpful content even if they're not ready to become a customer for 6 weeks or 6 months. We'll continue to double down on content creation and keep learning from our audience on how we can give them an even more personalized and valuable experience through our content.

> *We'll see an increased need for shared marketing and sales platforms in 2015. Organizations need a holistic view of their buyers in order to create an aligned experience.*

MEGAN HEUER
VP AND GROUP DIRECTOR, SIRIUSDECISIONS

What do you see as the biggest trends for marketing organizations in 2015?

Customer experience is definitely the area to watch in 2015. More and more companies tell us they plan to invest more in marketing to existing customers because it's clear the way to new business is through having happy customers who use what they have, want to stay with you, buy more and tell others about you. Not a new concept, but thanks to companies with recurring revenue models who've shown how this becomes a virtuous cycle, it's one whose time has come again. It's just smart business.

What new opportunities/trends do you see in demand generation in the coming year?

Account-based marketing continues to be a big trend, and a big opportunity for companies who embrace it. Demand creation is increasingly insight-led and technology-enabled. Companies who get smart about who their real target audience is and invest their demand creation focus on engaging those customers will be the clear winners this year. The tools are all there for account-based demand creation, from predictive lead scoring to online engagement and conversion optimization, to behavioral analytics and content optimization. It's about how you put the tools together, and how you help your team have the skills and incentives they need to focus on the right outcomes.

What new tools/solutions do you think have had the biggest impact on demand generation in 2014?

Tools that help marketers become more predictive and also tools that help them understand the landscape of an account are very valuable right now. Too much

of this is manual today, in spreadsheets and offline account plans. That can't scale and it hurts the ability of sales and marketing to work together. Companies who are embracing these are seeing good results.

We also see more focus around tools that support customer advocacy and reference efforts, because customer evidence-based content and interactions are far and away the most powerful tools we have as marketers. Companies are looking for better ways to source, engage and protect their precious community of customer advocates, and technology is a must to do this at scale.

What new features and functionalities do you see users adopting more of in 2015?

We regularly hear from clients looking to do more customer marketing with their marketing automation platforms. The same features that help with great lead nurture can easily be deployed to help with meaningful post-sale customer engagement. The challenge for marketers is to remember that if all they do is ask customers to buy something else with that nurture, it will fail.

Good customer nurture is focused on pure engagement and helping customers to get value from what they already have. This is a difficult transition for marketers who are rewarded only for generating leads, not driving engagement.

How do you see the marketing technology landscape changing in 2015?

While we've seen consolidation this year, we also continue to see proliferation of new entrants, and I don't expect to see either slowing down. That means marketers,

> *Account-based marketing continues to be a big trend, and a big opportunity for companies who embrace it.*

especially marketing operations leaders and their teams, must be agile in their approach to technology evaluation and deployment. Don't be afraid to test and try.

The best solutions are coming from companies who see a real pain point for marketers and look to solve it in a simple, easy-to-deploy way. We'll also see technology in 2015 aimed at bringing together the various tools marketing uses. The vision we'll see come to life is more complex, event-driven and real-time nurture flows that reflect the dynamic reality of the buyer's journey and the post-sale customer lifecycle.

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

There's no substitute for doing your homework with segmentation and buying-center level opportunity analysis. If you start by defining who you should sell to and then look at what each account and the buying centers in them could buy from you (compared to what they buy now and what they're likely to buy, which is a smaller number), it saves a lot of wasted effort.

DAVID RAAB
PRINCIPAL, RAAB ASSOCIATES

What do you see as the biggest trends for marketing organizations in 2015?

Organizationally, I think we'll see a merger of channel-specific departments (i.e., separate managers for web, email, print, trade show, etc.) into unified groups that can more easily coordinate cross-channel campaigns. Marketing will instead be organized by customer life stage (acquisition, retention, upsell, etc.). I also think we'll see more sophisticated attribution measurement, which becomes much easier when shifting budgets from one channel to another and doesn't move money across departmental boundaries.

What new opportunities/trends do you see in demand generation in the coming year?

There will be a continued shift toward mobile as marketers recognize it is the primary channel for message consumption. Less patient consumers demanding content that is educational, entertaining, or both, and prefer more control over which content they consume and when.

What new tools/solutions do you think have had the biggest impact on demand generation in 2015?

Greater use of predictive modeling for content selection, customer segmentation, and other uses beyond simple lead scoring. Greater use of social and other public data to identify new prospects and segment existing prospects' records, especially early in the buying process where there has been little direct involvement of a prospect with a company.

What new features and functionalities do you see users adopting more of in 2015?

Tighter integration of marketing automation campaigns and data with sales automation (CRM) systems, so that salespeople have more control over the treatments provided to their contacts, and have access to more of the content created by marketing. More prebuilt campaign and content templates from vendors, aiming to make it easier for marketers to get started with marketing automation.

> *There will be a continued shift toward mobile as marketers recognize it is the primary channel for message consumption.*

How do you see the marketing technology landscape changing in 2015?

There will be more funding and acquisitions, although probably nothing huge (more than $500 million). This means that neither HubSpot nor Marketo will be purchased. We'll see some IPOs, such as Infusionsoft's. But the fundamental structure of the landscape will remain the same — a few end-to-end cloud suites, and a parallel universe of independent systems that users integrate for themselves. Marketers will increasingly turn to specialized systems that build customer databases to act as a shared foundation for all those independent systems (I call these Customer Data Platforms, but others will use a different term.)

Which tactics have you found to be the most successful in engaging B2B buyers? Which ones will you spend more on in 2015?

We primarily engage in content publishing and email; I think those will remain the most effective approaches.
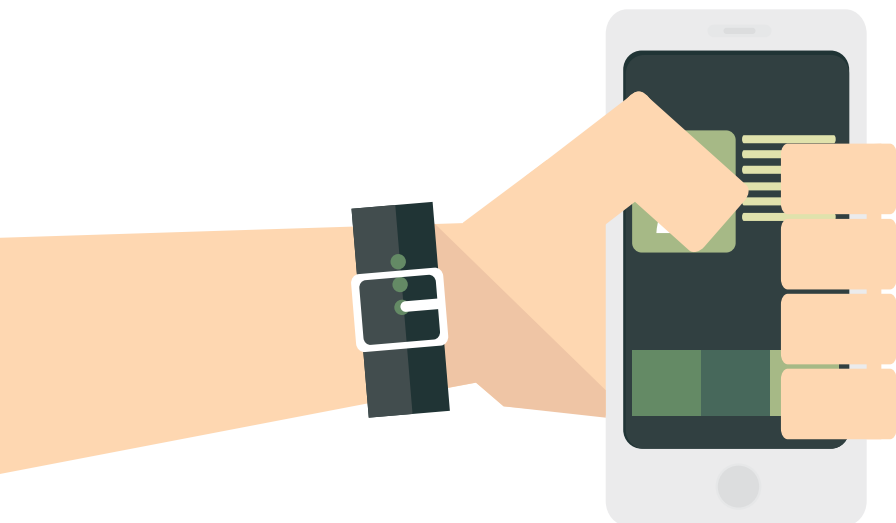
MEAGEN EISENBERG
VP OF CUSTOMER ACQUISITION AND MARKETING, DOCUSIGN

What are your top new marketing initiatives for 2015?

My top marketing initiatives are to continually improve sales and marketing efficiencies, dive further into predictive analytics, further leverage the data we collect, and drive more engagement in the social channels.

What new concepts or tools did you successfully test or deploy in 2014 that you are planning to expand in 2015?

We deployed several new concepts and tools at DocuSign this year. If I look at the technologies we deployed in 2014 to capture top of funnel, we have Bizo for retargeting, Integrate for lead gen, and Heroku for creating and managing landing pages. For middle of the funnel marketing, we implemented LookBookHQ, PTI Expressions from MarcomCentral, and Vidyard. And we are piloting webinar and field marketing software, ReadyTalk and Eventsforce. And if that wasn't enough, we dove into the competitive intel space with TrackMaven. I am sure I am missing some, but we love technology and SaaS at DocuSign, and we continually test and add tools to our arsenal.

Can you share any successes or trends you have seen in any of the following areas?

Retargeting: I like what Bizo and Demandbase have going on in the retargeting ad-tech space. The ability to deliver ads based on targeted accounts and where they are in your funnel is key.

Analytics/Big Data: The metrics obsession and focus on analytics, along with the growth of available data to companies from the market and their customers, continues to amaze me. I am fascinated by what companies like MongoDB are doing to captivate developers' imaginations and enable solutions and apps never before possible.

Multichannel Lead Nurturing: As far as multichannel lead nurturing, I love what we are doing with Insightpool in the social channel. Insightpool is to social nurturing as Eloqua is to email nurturing. The solution allows DocuSign to scale conversations on social.

Predictive Analytics Tools: Leaders, especially in marketing, need to be able to extract insights and make predictions based on existing and external data. In the lead generation area, amazing insights comes from studying existing customer DNA to predict and find future customers, and we work with a company called Mintigo to do this. Marketers also need to create efficiencies in the follow up of leads using predictive analytics and modeling to create a better scoring methodology to focus on opportunities most likely to turn into customers.

We also need to use customer analytics to predict customer behavior and score customers on their propensity to respond, purchase or churn. By anticipating what the customer will do next , we can take action. Predictive analytics and big data are too important for marketing teams to ignore in 2015.

> *The metrics obsession and focus on analytics, along with the growth of available data to companies from the market and their customers, continues to amaze me.*

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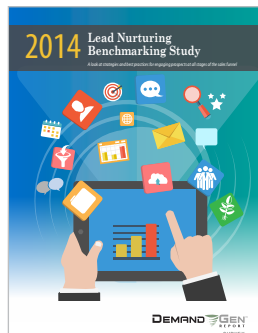
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