

2023 CMO OUTLOOK GUIDE:

Top Priorities & Challenges Of Modern Marketing Leaders



INTRODUCTION

After three years of disruption and uncertainty, heads of marketing in the B2B space are facing more aggressive goals and heightened expectations from their leadership teams. At the same time, they're trying to lead teams through a looming recession and tighter budgets, better understand changing buyer and customer needs and remix their go-to-market (GTM) strategies for a digital-first world with fewer resources.

The CMO role continues to evolve as marketing leaders face constant pressure to generate revenue and drive growth in a post-pandemic world while keeping their head above water to thrive in the age of the customer. In this report, eight heads of marketing from different industries and various stages of growth will sound off on their top challenges and priorities for 2023 and beyond. To gain greater perspective on the B2B CMO role, *Demand Gen Report* queried these leaders to better understand:

- How the CMO role has evolved and expanded among various organizations;
- Key lessons fueling GTM strategies for the new digital age;
- Top channels, tactics and programs showing positive results;
- The tools and solutions shaping their strategies; and
- Their plans for building and guiding a modern and diverse marketing organization.

Read on to hear from:

Jaime Punishill, CMO at nCino, Inc



Lydia Flocchini, CMO at SurePoint Technologies



Megan Heuer, CMO at Aite-Novarica Group



Jim D'Arcangelo, CMO at AWeber



Bryan Law, CMO at ZoomInfo



Lisa Ames, CMO at Norwest Venture Partners



Leslie Alore, Global VP of Growth Marketing at Ivanti



Deb Wolf, CMO at Lookout





Leslie Alore, Global Vice President of Growth Marketing, Ivanti

Leslie Alore is a strategic marketing leader with a passion for people, technology and problem-solving. As the Global VP of Growth Marketing at Ivanti, she oversees the teams responsible for global campaigns, regional marketing, partner marketing, business development and the demand and operations centers of excellence.

Alore spent the previous seven years with Iron Mountain, working in multiple international leadership roles, including marketing operations, demand and field marketing, enterprise strategy and product innovation. She has held various global marketing roles in the data center industry with Savvis (CenturyLink/Lumen), and in the research industry with J.D. Power and Associates. She earned her MBA from Walsh College of Accountancy and Business Administration in Troy, Michigan in 2014.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Leslie Alore: I've seen the role expand in two directions:

- 1. Go-to-market (GTM) strategy:** More and more, we see B2B companies recognizing the impact marketing can make on business performance — both revenue creation and even profitability. Good marketing teams have their finger on the pulse of external market factors that impact the business, as well as internal factors. This has earned marketing a seat at the table alongside sales and operations to set the go-to-market strategy.
- 2. Employee experience:** Marketing the value proposition of a company as an employer — whether current or prospective — is becoming an increasing focus for marketing executives. CMOs are getting closer to HR leaders and playing a bigger role in developing and supporting the execution of the employee experience strategy. The ability to attract and retain top talent is critical for businesses and meeting the evolving expectations of employees is a challenge that needs to be addressed in ways that are like addressing customer acquisition and retention.

DGR: What are your strategic priorities for 2023 and beyond?

Alore: Our strategic priorities for the marketing team have been designed to ladder up to our GTM priorities, so all GTM teams are aligned while each department focuses on the role they're best positioned to play:

- 1. Increase brand reputation:** Develop awareness, shape perception and increase credibility of our company and our brand. We are focusing on key analyst relationships, amplification through partners and employee advocacy via social media to support this.
- 2. Fuel recurring revenue growth:** Deliver a predictable recurring revenue growth engine via a value-based marketing and selling strategy. We are employing an ABX strategy and a Precision Demand Marketing (PDM) methodology to support this.
- 3. Deliver amazing experiences:** Increase customer and employee engagement by delivering amazing experiences fueling new product adoption and retention.

All of this is underpinned by two foundational principles: A performance-driven approach and scalability.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Alore: Organic traffic is consistently the single largest “place” where engagement occurs that leads to pipeline and revenue. This is notable as we have changed our content gating strategy, and we do not gate most content on our website! Our view is our content should be accessible with as little friction as possible and compelling enough that it elicits a hand-raise for those who are ready, when they are ready. The only “leads” we capture through our website are ready to speak to sales. Proving contact details or agreeing to a sales conversation are not a prerequisite for accessing our content (with some exceptions).

In 2022, we re-introduced in-person events to our marketing mix, and we found mixed results around the world. Parts of APAC and EMEA experienced strong performance off the back of these in-person events. The U.S. events were a bit more challenging to get attendance from decision-makers and had a more limited impact on new pipeline, although they did help to convert existing pipeline to won deals. Surprisingly, virtual events and webinars continue to be incredibly effective at capturing consideration and decision-stage buyers, helping to both create and convert pipeline.

We’re seeing declining performance (relatively) in low-touch digital lead gen tactics such as paid search and content syndication, but this is likely to do with our shift toward more complex enterprise deals that have long sales cycles and often require executive engagement.

Email continues to be an important tactic for maintaining engagement over the duration of a long sales cycle, although it is not effective as a means of initiating engagement with inactive audiences, even among existing customers.

In 2023, we will be focusing more on understanding the ways in which executive buyers engage through the buying process so we can better understand the messaging, tactics and channels through which to best reach them in a compelling and valuable way.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Alore: We believe in hiring the best candidates wherever they are and offer the flexibility to work where, and when, they do their best work. We endeavor to build a culture that marketers thrive in: Encouraging people to take initiative, take risks, celebrate failures, find creative ways to collaborate, exercise their curiosity and explore creative ways to adapt to the ever-changing things around us.

Providing a flexible way to work allows us to work with our employees’ unique needs, attracting more diverse talent and helping to establish an environment that unlocks each person’s potential.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Alore: DO LESS, BETTER! Stop throwing more campaigns into market and focus on reviewing, iterating on and optimizing the campaigns you have.

DGR: Can you share some best practices for leveraging new data sources to identify and engage target audiences?

Alore: Perhaps a contrarian view... I think most marketers have access to more than enough data. What’s more important is making sure you have the right data, are intentional and focused about how to use it and actually take the time to analyze it on a regular basis.

DGR: What new tools and solutions will you test and deploy in 2023?

Alore: We are looking to leverage intent signals to recognize potential customer satisfaction and retention risks so we can proactively trigger both 1:1 and scalable customer outreach to prevent declines in customer satisfaction and customer churn.



Lisa Ames, CMO, Norwest Venture Partners

Lisa Ames is Principal, CMO and Operating Executive at Norwest Venture Partners. In addition to driving brand strategy for the firm, Ames lends her 25 years of B2B marketing experience to Norwest's portfolio companies, working shoulder-to-shoulder with CEOs and their teams to help them thrive. Prior to Norwest, Lisa held marketing leadership roles at VC-backed SaaS companies including Lucidworks, Demandbase and Castlight Health. She holds a bachelor's degree in Sociology from Stanford University.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Lisa Ames: The CMO role has evolved into one of the most important in today's organizations, especially in B2B SaaS. What once was considered primarily a brand function when I began my career 25 years ago is now a strategic growth driver, influenced by a couple of factors.

First, the ability to measure our efforts, powered by technology, is omnipresent. So much data is in the hands of today's marketers, and they're using it to drive predictable business outcomes and expand influence across the org — from product and customer success all the way to the C-suite, including the CFO.

Second, buying committees have grown larger and a greater portion of purchase decisions occur online. Marketing at all stages of the funnel has never been more important, especially in account-based, enterprise environments. Savvy marketers are taking the opportunity to engage buyers over the complete lifecycle, from top-of-funnel demand gen through closed deal, upsell and long-term customer satisfaction.

DGR: What are your strategic priorities for 2023 and beyond?

Ames: At Norwest, our mission in marketing is twofold. On one hand, we're charged with driving brand strategy for the firm and elevating the platforms of our investors. Our second, most important mission is to help increase the success velocity of portfolio companies by providing them with the resources and guidance to build enduring businesses.

Anticipating a market recession — which is expected to begin in Q2-Q3 2023 and last two to three quarters — we are leaning in more than ever to help our companies drive capital efficient growth and extend their cash runway.

For marketers, this means doubling down on tried-and-true programs and increasing the focus on owned channels that create upstream demand. As paid budgets get squeezed, scrappy companies will lean into brand-building, activating their teams and customers as influencers to drive awareness and demand without paying for every impression.

Companies will naturally maintain a focus on measurement, but I encourage marketing leaders (and their counterparts in finance) to avoid the temptation to let ROI-driven performance marketing eclipse brand-building efforts. Over indexing on short-term demand gen erodes market trust and stalls long-term growth.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Ames: We're seeing increased demand for events, as Covid evolved and people feel comfortable rubbing elbows again. For Norwest, events are foundational to our community-building efforts. Bringing founders and their teams together to learn, share best practices and make connections is critical to increasing the success velocity of our companies.

In the past, we executed exclusive, portfolio-only events. But over the past 18 months, we've expanded our reach to include both current and future portfolio leaders. This shows the broader entrepreneurial ecosystem how Norwest supports its companies well beyond the investment of capital. We work together with founders and CEOs through all the ups and downs of company building, providing the expertise they need for their stage of growth.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Ames: We believe that the best teams and the highest long-term value come from companies made up of individuals with varying perspectives and experiences. That's why DEI&B is a strategic initiative for Norwest, informing how we attract and guide founders who share this value. As a potential recession looms, we are advising companies to build their pool of candidates from underrepresented groups while also investing in retention strategies that help employees thrive.

Retention will become even more important as companies face potential reductions in force (RIFs). That may sound counterintuitive, but let's say it becomes imperative to reduce headcount in your marketing org in 2023. It's logical to shed your lowest performers while keeping the star players. Now, if one of those star players gets wooed away by a competitor — which could happen given the ongoing low unemployment rate — you've suddenly lost critical institutional knowledge that could set you back 18 to 24 months by the time you recruit, hire and develop a replacement.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Ames: I continue to see opportunities for foundational sales and marketing alignment. This starts with clarity across the organization on ICP — articulating and documenting who the buyers are within accounts, and what the buying cycle looks like.

With macroeconomic uncertainty shaking the confidence of many industries today, it's going to be critical in 2023 to revisit these assumptions more often. Agile GTM execution can help companies stay a step ahead. Frequent reassessment of ICP could mean looking at which industries may be on spending freeze or better positioning your solution as an indispensable offering for lean teams and budgets. Then sales and marketing teams need to pivot and adjust, working together to run plays, define KPIs and share knowledge.

Companies that can do this successfully will be better positioned to weather the uncertainty of 2023 and come out stronger on the other side.



Jim D'Arcangelo, Chief Marketing & Growth Officer of AWeber

Jim D'Arcangelo is the Chief Marketing and Growth Officer at AWeber. Over the last 25 years, he has led the marketing teams at growth companies like Media Metrix, Traffic.com, Aria Systems, Global Crossing and Booker, specializing in hands-on strategy, planning and execution and, ultimately, having a hand in several successful exits. A Princeton graduate, D'Arcangelo also holds an M.S. in Marketing and Sales from Johns Hopkins University and an MBA from George Washington University, where he also conducted doctoral work in Organization Development.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Jim D'Arcangelo: The CMO role has evolved dramatically on multiple levels — for the better — during my career. When I began, a CMO was basically “brand and expand,” aka image or transactional advertising that moved the sales needle. And most of the time, no one was ever exactly sure how or why. Without heavy analytics and attribution (not counting CPMs as heavy analytics) for all but direct marketing, most of marketing came down to opinions at the C-level — and the CEO’s opinion usually held the most weight.

Marketing was brochures and playland and creative, and generally a lightweight in the C-suite. The CMO needed to know markets, approximately five ad media/channels and how to look slick in suit while giving an even slicker presentation of the new ads with the agency of choice. Such was the world of “push marketing.”

Now, the CMO plays a major role in the top-line with a focus on:

- Expanding markets;
- Understanding ICPs, segments, buyer journeys, content-to-offer strategies, sales tactics and philosophies;

- Account-based marketing, account-based experiences and product-led growth;
- Dozens of channel options with dozens of media player options under each;
- End-to-end go-to-market (GTM) plans, client engagement and upsell campaigns;
- The right tech and RevOps among a sea of thousands of options to enable it all; and
- Dozens of interlocking efficiency and effectiveness yield ratios that stem from it all.

CMOs must be as comfortable in CRMs and spreadsheets as they are leading a key account team into a prospect meeting or helping a research firm design user research to capture actionable psychographic insights.

The evolution has been remarkable — breathtaking, really. The last 15 years of CMO role expansion has made clear to all that the path to sustainable, predictable, increasingly cost-effective growth is through the marketing team.

DGR: What are your strategic priorities for 2023 and beyond?

D’Arcangleo: It’s always about getting closer and closer to prospects and customers. Rich context, understanding and empathy are the currency for engaging people now. And, trite as it sounds, all prospects are people — and all marketers need to understand the responsibilities that come with that. When a marketer truly understands the aspirations, hopes, fears, expectations and goals of a company, team and individual on the prospect team, it’s really where the magic as a marketer lies. They can meet each person engaged where they are and help them get to where they want to be.

I’ve found that with that understanding and compassion, the rest of marketing — content, channels, positioning, messaging and hitting growth goals — is relatively easy, even in challenging times, and all the more rewarding.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

D’Arcangleo: Meeting buyers where they are and where they find value worked increasingly well in 2022. For some markets and buyer personas, it was direct “how-tos” that drove big results. For mid- and C-level roles, thought leadership in the form of high-context, relatively short-form podcasts worked. Short form video played better than ever in 2022.

Content that added value and insights to the target audience, with actionable outcomes, delivered in a concise manner made for easy engagement, brand goodwill and growth opportunities. The bar is high to execute this well, but with flexibility and dexterity in channels and approaches, marketers, teams and brands can stand out without spending a fortune.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

D’Arcangleo: I’ve made it a practice to build diverse teams for several years, because diverse teams simply drive better results, differing perspectives, creativity, insights and approaches to opportunities. It sounds cliché, but “uniform” teams can easily fall into “group think” and blind spots that can get a team into one-way approaches or prospect and customer disconnects. My teams have made the fewest mistakes and driven the greatest results when they were diverse across factors that included race, sex, age, religious beliefs (or not), sexual orientation and marital status, work and industry experience, to name a few. Diversity in teams, where respect and understanding were in the team’s and company culture, led to unity of purpose, a sense of learning and sharing and individual and organizational success.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

D’Arcangleo: I definitely learned that the rapid expansion of effective ways to engage individuals offers unprecedented pathways for high-context engagement — usually in a cost-effective manner. Aggressively leaping into and testing channels that might seem like not a great fit or too early to try (like podcasts or TikTok) offer differentiation avenues.

As your peers and competitors often aren’t in there yet, you have lots of room to test, learn and establish a presence with little noise. And team members love to explore and be on the front edge of expanding their skill sets as marketers, so CMOs should actively push the envelope where and how their customers live.

Lydia Flocchini,
CMO at SurePoint
Technologies



Lydia Flocchini is a business transformation and go-to-market leader with 30 years of experience of working in legal tech. Her passion for helping legal professionals leverage technology to deliver greater value to their clients and innovating the way they work is apparent in everything she does.

As CMO for SurePoint Technologies, a leading provider of financial and practice management software to law firms nationwide, she leads the marketing strategy, product launches and community marketing programs. Her extensive experience includes legal tech start-ups, company acquisitions, launching new product categories such as Legal Analytics and the next generation of legal research. Previously, she held leadership roles in customer success, marketing and sales. In 2021, she was named a winner of *Demand Gen Report's* 2021 B2B Innovator Awards and is passionate about advancement of women in the law and technology spaces. She holds a J.D. from the University of San Francisco, School of Law.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Lydia Flocchini: I think about this question all the time because I consider myself a “perpetual student” who is always thriving to learn more, challenge myself and make an impact at SurePoint. As I reflect on my role, there is no question that today’s CMOs need to be data-driven to lead, innovate their strategies and drive growth. I live in the data, and so does the team. We constantly think about how the data helps us improve, understand what’s working, not working and identify new opportunities.

CMOs are increasingly becoming change agents. I believe this is especially true in the remote world. My colleagues are driving cross-team collaboration, anchoring their company through its values and serving as a brand ambassador. I advocate, promote and focus on driving a data-driven culture and leveraging technology to scale and automate. This requires me to be intentional with change management and develop innovative approaches to drive adoption.

I’ve also seen the CMO play a role in helping educate cross-functional teams on what go-to-market (GTM) means and identifying ways to create a connected customer experience across the company. It can be easy to think of GTM as a product launch, but it’s not. It’s about putting the customer at the center of everything your company does.

Today’s CMO must be a builder. It’s not enough to design the strategy. You need to understand the machine — the nuts and bolts of how things work — to operationalize your processes, desired outcomes and ultimately drive results.

Finally, I also see CMOs using their role as a platform for change in their industries and in the broader community. For example, I am passionate about the power of mentorship and allyship and how this impacts professional growth and helping women rise to levels of leadership. Last year, I had the opportunity to participate in several panels hosted by Women in Revenue, Demandbase, Salesforce and Sendoso that addressed these important topics.

DGR: What are your strategic priorities for 2023 and beyond?

Flocchini: I'm excited about this year and the plans we've put in place. Last year, SurePoint acquired two legal tech companies, ContactEase, a CRM solution for law firms and Coyote Analytics. We will continue to expand our brand and product portfolio. As our company continues to grow, we look for opportunities to leverage technology to scale, automate and empower the team to drive innovative marketing strategies. At SurePoint, one of our core values is "Commitment to Community" and our community truly inspires everything we do. The marketing team is deeply focused on community as a growth driver and infusing the voice of customer in everything we do. I'm looking forward to the initiatives we will launch this year, highlighting our customers' success and their stories of innovation and transformation in the legal industry.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Flocchini: I'm absolutely thrilled about our 2022 results and the programs that drove our success. We exceeded our goals. Key to our success were the thought leadership programs. Building on SurePoint's domain expertise, and history of working with mid-size law firms for more than 40 years, we launched the "Leading the Way" campaign. The goal of this integrated campaign was to provide mid-size law firms with practical guidance and a framework for success in an E-book, "Leading the Way: The Business of Law in 2022 and Beyond." The E-book provides a deep dive into how growth-oriented law firms leverage technology to set themselves apart and lead the way in the business of law. The campaign included a series of blog posts, an email campaign in "Above the Law" and a webinar featuring industry experts. The E-book has received over 185K page views. The campaign has delivered extraordinary value for our community and has provided guidance for innovating their law firms. I'm super proud of the team and the great work they do!

We also saw success and positive results with our webinar series focused on delivering product value and ABM campaigns.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Flocchini: Every day, I feel incredibly grateful and appreciative for the opportunity to work with a brilliant group of marketers who are passionate about what they do. They are entrepreneurial, creative and strive for excellence in all they do. Throughout my career, I have been committed to building modern and diverse teams. This means that team members have diverse backgrounds and experiences, that they feel empowered, and that as a team, we have a growth mindset.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Flocchini: Our constant attention and eye on the data helped us quickly pivot and make changes. In doing so, we developed new processes and strategies to drive growth. Case in point: Our website. Our website traffic increased 127.44% YOY; direct and referral traffic channels improved, as well. We also implemented ON24, and our events attendance and customer experience significantly improved.

DGR: What new tools and solutions will you test and deploy in 2023?

Flocchini: We have a very robust technology in place. We are focused on maximizing our tech and helping us work more efficiently. For example, we are looking at optimizing our chatbot, uncovering insights and learnings from Gong, and taking a fresh look at our outreach sequences to understand what's working, not working and delivering the right message at the right time.

Megan Heuer, CMO of Aite- Novarica Group



Megan Heuer serves as Chief Market Officer for Aite-Novarica, focused on positioning the company and its customers for greater impact. She is a B2B go-to-market leader and expert with more than 20 years in industry and professional services roles. She knows first-hand how new ideas, technologies and well-managed change can improve business results.

Most recently, Heuer was VP, Strategic Initiatives at Winning by Design (WbD), the top customer rated GTM consultancy. She helped companies define growth strategies for exceptional customer impact and profitable recurring revenue business models. Before WbD, she was head of Marketing at Engagio (acquired by Demandbase), the leading account based GTM platform. Prior to that, she led the Research and Advisory organization at B2B analyst firm SiriusDecisions (acquired by Forrester), responsible for delivering exceptional customer experience and double-digit growth from the company's largest product line. Heuer helped SiriusDecisions grow to be the leading B2B GTM advisory firm, founding their account-based marketing practice, leading their marketing operations practice, and ultimately leading the analyst and editorial team to deliver insights relied upon by leading B2B brands. She holds a BA in English from the University of Connecticut and an MBA from Cornell University.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Megan Heuer: The CMO role has evolved in three phases. The first was a brand-focused role with the spotlight on awareness, PR and communication. The second was a shift to focus on demand and "field marketing," sometimes called "growth marketing," which includes digital marketing and events. The current phase is an evolution toward an integrated focus on brand, demand and customer experience, with a shift towards profitable growth versus growth at any cost. We've seen strategy come back into the role, and a true focus on defining a market and ideal customer profile (ICP) versus a bias toward less intentional execution and activity for its own sake.

DGR: What are your strategic priorities for 2023 and beyond?

Heuer: We are focused on creating and closing demand in our target markets and accounts, building our brand and elevating our online

experience for prospects and customers. As a business, we strive to deliver impact to our customers and professional community, and marketing is playing a renewed, key role in that effort.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Heuer: In 2022, we saw continued positive impact from strong content marketing, a return to in-person events, the cultivation of peer communities, increased thought leader personal participation on LinkedIn and the humble but highly effective webinar. We found that a personal touch, from sales or our thought leaders, along with scaled marketing outreach, delivered promising results that we'll build upon this year. It's nothing especially novel, but the basics done well with your audience in mind at every step will always shine.



DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Heuer: Understanding why people do the work they do and what they're most excited about is key to building a diverse team. I like to think about diversity along multiple dimensions, and perhaps the most valuable is perspective. I'm lucky to have a team with a range of personal and professional interests, and differing points of view that allow us to challenge assumptions and solve problems together. Diversity thrives in an environment that respects and amplifies each person's gifts. A team that isn't afraid of trying something new because they know they will be supported by their peers and leadership is a haven for innovation.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Heuer: Focus is a superpower for marketing leaders and their teams. We all have to invest time where it will do the most good and not get sidetracked by smaller projects that are not tuned to our essential business goals.

Marketers also need to work on process and internal change management before upgrading tech. Often, incumbent tech stacks get blamed for performance issues, but I'm seeing that data, process and skills across the entire revenue are what deliver against goals. We can't blame our tools for everything, just as we don't credit our tools for the win when we crush goals.



Bryan Law, CMO at ZoomInfo

As Chief Marketing Officer, Bryan Law oversees ZoomInfo's global marketing organization. He has two decades of experience spanning marketing, general management, strategy, E-commerce and analytics, including leadership roles with some of the largest technology companies in the world, such as Salesforce, Tableau, Google and Monitor Deloitte.

Law earned his MBA from the Kellogg School of Management at Northwestern, where he was also student body president. He earned a BA in psychology from Georgetown University.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Law: There has been a continued shift, particularly as of late, toward heightened expectations of the CMO to demonstrably influence business outcomes. This includes a deep understanding of the business, tight alignment with sales (including leveraging consistent data, building aligned account lists and developing integrated GTM plays), comfort with analytics, greater fluency with technology and an ability to measure the impact of marketing efforts.

While this certainly highlights the need for CMOs to focus on down-funnel impact, top-of-funnel efforts are still critical — just with greater expectations for measuring impact. Understanding your customer (whether that's an individual or buying group) continues to be a top priority for CMOs, but additional research and insights on how our brains work have enabled CMOs to have a more science-backed approach toward marketing efforts.

DGR What are your strategic priorities for 2023 and beyond?

Law: Creating exceptional, consistently distinctive and integrated customer experiences at scale that amplify ZoomInfo's mental availability, attract and grow customers and partners and create loyal advocates.

As part of this, we need to increase awareness within the marketing persona of our offering, while making sure marketing and sales realize we are the only company that truly combines marketing-leading data with an integrated engagement platform that allows them to go-to-market in unison.

Customer retention is a renewed focus for us with our sales team — along with many across our industry — including making sure our customers are fully leveraging their subscriptions. Enterprises through startups successfully leverage our platform and we want to make sure that we continue to ensure we speak to and support their unique needs appropriately.

Lastly, funnel optimization for both new and existing customers is a key focus for us in 2023. We will be making enhancements to our funnel to ensure we are providing an optimal customer experience, while continuing to improve conversion.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Law: Our biggest success last year was from leveraging our own platform. ZoomInfo launched our ABM platform (MarketingOS) in early 2022 and we have seen incredible results from it. The ability to create aligned account lists with our sales teams, including individuals in our target buying communities, translate those audiences into 1:1 outreach across display, social, email, sales channels, etc. has been wildly powerful.

We leaned heavily into creating automated GTM plays (again, using our platform), which both improved our conversion rates, but also freed up our marketers to focus more on optimizing vs creating campaigns. We also increased our marketing focus on our customers, which saw substantial gains, and we prioritized social advocacy in 2022. Our social media team built an employee advocacy program from scratch that drove significant earned media value with more than 1,000 employees posting on social.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Law: Ensure every member of our team has a clear understanding of marketing's vision, values and priorities, and how their role and work contribute towards them. We implemented the V2MOM framework last year and now cascade company priorities all the way down to individuals on the team.

Standardized competency requirements, feedback cycles and goal setting make sure every employee their career in the direction they desire.

We continue to prioritize attracting top diverse talent as it's both the right thing to do and allows us to better serve our diverse customer base. We also focus on employee wellness and work/life balance, as well as employee engagement and team connectivity. As part of that, we started working in the office at least one day per week in our four largest U.S. office locations (with our Israel team already back in the office several days a week) knowing that in-person interaction is important to developing strong team bonds.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Law:

1. Ensuring marketing activities are focused on driving value and not just volume, particularly for segments most likely to grow after they become customers.
2. Driving tight alignment between sales and marketing is paramount to reaching and exceeding your goals — across metrics, target accounts and contacts, campaigns and actual outreach.
3. Being consistent and distinctive in your marketing is critical to capturing mindshare.
4. Investing in and leveraging technologies that support alignment (across marketing channels, but also with sales). In 2022, we prioritized technologies (including our own MarketingOS platform and Chorus) that helped eliminate silos and enabled joint GTM activities.



DGR: *Can you share some best practices for leveraging new data sources to identify and engage target audiences?*

Law: In addition to making sure you use the best data, you also need to make sure that you are looking at your market with the same “data lens” as your sales counterparts — otherwise your GTM motions will be disconnected. Our sales and marketing teams both use ZoomInfo for our data, as well as customer outreach and it’s been really powerful to see the impact.

Leveraging platforms that bring together data and engagement capabilities meaningfully simplifies your tech stack, but also should improve your team’s efficacy.

When considering different data sources, particularly relative to “intent data,” I’d recommend conducting A/B tests to assess the validity and value of that data. You want to make sure those signals are incremental before significantly shifting your marketing motions.

Finally, make sure that any data you use (whether first-, second- or third-party) is privacy compliant.

Jaime Punishill, CMO at nCino Inc.



Jaime Punishill is an experienced and innovative marketing executive with nearly three decades of experience in the technology and financial services sectors. Currently, he serves as nCino's Chief Market Officer and leads the Company's global marketing organization.

He previously spent five years as the Chief Marketing Officer at Lionbridge, a leading translation and localization company. During his tenure, he led a global rebrand, centralized Lionbridge's global marketing function and oversaw brand stewardship, demand generation, product marketing, external and internal communications and voice-of-the-customer and advocacy programs. Prior to Lionbridge, Jaime served as Head of Brand Strategy and Digital Marketing at TIAA, a top financial services company, and before that was Global Head of Content and Digital Distribution at Thomson Reuters and Head of Digital Innovation for Citibank N.A. Jaime holds a Bachelor of Arts in History and Political Science from Stanford University.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Jaime Punishill: The CMO role has become better understood for its strategic import and value. In B2B, it has evolved from being very brand centric to an integral part of the entire prospect and customer journeys. It requires a multidisciplinary set of expertise that might be more complex than any other C-suite level role. And it requires a comfort and expertise in digital technologies unlike any of the other C-suite role excepting the CIO/CTO.

DGR: What are your strategic priorities for 2023 and beyond?

Punishill: I am driving a marketing transformation to enable a GTM transformation. 2023 is about building the foundation for unifying and scaling our revenue motion.

DGR: What channels, tactics and programs did you see show positive results for you and your team in the past year?

Punishill: Early efforts in ABM showed great promise and will form the foundation of a highly targeted and scaled ABM program this year. We are adding an ABM platform, have made big investments in data and insights about our markets to power it and will pivot into well-defined segments with unique messages and motions for each.

In person events made a strong return. This year, we will build on that, do fewer — but bigger and better integrated — into the full revenue motion.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Punishill: We are reorganizing the team, adding a few key outside hires to lead new motions and programs and designing an L&D program to upskill everyone else

We are adding an ABM platform, AI-based ad targeting, a website redesign, conversational marketing and experiences to optimize both onsite activities and improve the UX, and much more first-party data capture from our core digital properties, to call recording that will drive personalized and targeted messaging at the account and opportunity level. It's a full-scale transformation.

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Punishill: A digital-first mindset remains a differentiated approach. Most firms still do digital marketing, but they don't "market digitally." There is a lot of digital kabuki theater out there that leaves a strategic advantage and opportunity for firms that do the actual transformation of their go-to-market motion. And that means winning over and bringing sales and customer success along for the ride.

DGR: Can you share some best practices for leveraging new data sources to identify and engage target audiences?

Punishill: Ask me that in a year. We built a proprietary database last year but didn't operationalize it yet. This year, it will form the foundation

of account scoring, ABM budgeting, message and solution targeting. By the end of the year, I believe we will have a propensity and scoring model better than anything I have ever seen, and it will drive resource allocation and prioritization. I also believe we're entering the phase where signals can't stand alone; you must be able to test and determine the marginal advantage of any new signal, or if two signals combined tell you something that either isn't sufficient enough to harness. It's the age of data alchemy.

DGR: What new tools and solutions will you test and deploy in 2023?

Punishill:

- Demandbase or 6sense for ABM;
- Qualified for conversational marketing and first-party data tracking;
- OpenSense for email tracking and contact harvesting;
- Gong for call recording and data enrichment/insights;
- Composable content management system;
- Metadata for message testing and targeted digital ads;
- Integrate's Event Lead Capture; and
- We will also test CTV, AI based lead engagement and probably a half dozen other things once we execute the above.

Deb Wolf, CMO at Lookout



As CMO of Lookout, Deb Wolf is responsible for leading the company's global go-to-market functions, including revenue marketing, integrated campaigns, digital marketing, field and event marketing, product marketing, corporate communications and marketing operations, as well as its team of business development representatives.

Wolf brings more than 30 years of marketing and brand experience, most recently serving as CMO of Integrate, a leading B2B marketing technology firm, where she was responsible for designing and delivering the category of Precision Demand Marketing. Prior to Integrate, she was the first CMO at BetterUp, a virtual coaching platform, where she helped shape the growth and direction of the company. She also previously served as CMO at Lookout from 2015 to 2018, where she led the organization through a successful transition from a consumer-centric company into one supporting the enterprise. She holds a bachelor's degree in English from California Polytechnic State University - San Luis Obispo.

Demand Gen Report: How have you seen the CMO role evolve and expand in your career?

Deb Wolf: There have been several changes to the CMO role over my more than 30 years in B2B marketing, but the most significant one is probably the move from Chief Marketing to Chief Market Officer. The role really requires someone who can understand and respond to market needs, closely align with the requirements of the buyer and unite their teams to meet those needs. Buyers have become fickler; markets move faster than ever and CMOs must prepare their teams to respond quickly to these conditions.

DGR: What are your strategic priorities for 2023 and beyond?

Wolf: We've been living in a world where companies have looked for growth at all costs. But in 2023, things have shifted dramatically, and the focus will be on efficient growth and profitability. Every program will need to be measured for its relative success and ability to deliver pipeline that drives revenue.

To meet those demands, our focus will be on growing revenue from our current customer base and driving new demand from a targeted group of prospective customers. We will continue to build brand awareness at the senior executive level and promote advocacy by demonstrating business value for our customers.

DGR: What are your plans for building and guiding a modern — and diverse — marketing organization?

Wolf: The biggest challenge in evolving and guiding a modern and diverse marketing organization is getting the team to move from functional business siloes to a collaborative and cohesive team. The team should operate as a unit that plans and executes around a common set of goals aligned to the buyer's process — but it's easier on paper than in practice.



It requires B2B marketers to understand the buyer they are trying to attract and align their plans and programs to the needs of that buyer, which includes asking questions like:

- What information is the buyer seeking?
- How can we provide the right content in the right channel at the right time?
- How do we move a buyer from one channel or program or tactic to another?
- How do we ensure a consistent and complementary experience across the entire buying journey?

DGR: What are some lessons you learned in 2022 that are fueling your GTM strategies?

Wolf: In 2022, my team at Lookout was siloed and it was hard to understand the impact of each team's efforts on pipeline and long-term revenue and growth. I joined the organization at the beginning of September, and they lacked a common set of goals, content framework, consistent storytelling and alignment to the field's objectives. Part of this was because there was no planning process that drew together the collective strengths of the group.

This year, we're changing the process in which we plan, set goals and work together so that our efforts are horizontally aligned across the buyer's journey rather than vertically focused on each functional area.

DGR: What new tools and solutions will you test and deploy in 2023?

Wolf: While the company has focused on target account lists, we have not truly employed an ABM strategy with technology to support it. In 2023, we plan to evaluate various vendors and partner with a solution that can help us achieve success.



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