



The Marketing Practice

Festival of Marketing 2022

Fuelling the B2B growth engine

The top 3 principles for B2B marketers to live by



The Marketing
Practice



In this masterclass

Quick orientation: what ‘growth marketing’ is, to us, and why it is important

Describe the shift it demands in how we think and operate

Practical tools and examples for how to make this shift

Q&A

Insights based
on previous
success...



And primary research

Our interviewees

We spoke to ten leading B2B marketing and salespeople in the UK and US:



Ross Chapman
Marketing Director and
Growth Tribal Elder,
PortSwigger



Tifenn Dano Kwan
CMO at Collibra



Neil Dowling
Vice President,
Global Integrated
Marketing, Genpact



Mimi Flanders
Head of Global
Field Marketing
at Prometheus



Amy Heidersbach
CMO, most recently
at Persado



Mark Larwood
Head of Strategic Customer
Marketing & ABM at
Virgin Media O2



Steven Shapiro
Founder,
Digital Demand Gen



Rob Reynolds
Head of EMEA
Alliance Marketing,
Verizon Business Group



Louis Fernandes
Vice President, Sales,
EMEA, Uberall



Frederic Morillon
Global VP Revenue
Marketing at Collibra

Growth marketing is the dominant trend

Top ranking topics 2020–2022 (client-side only)



B2B Marketing trend tracker, 2022



Wtf is 'growth marketing'?

Isn't all marketing about growth?



Marketing's role

From

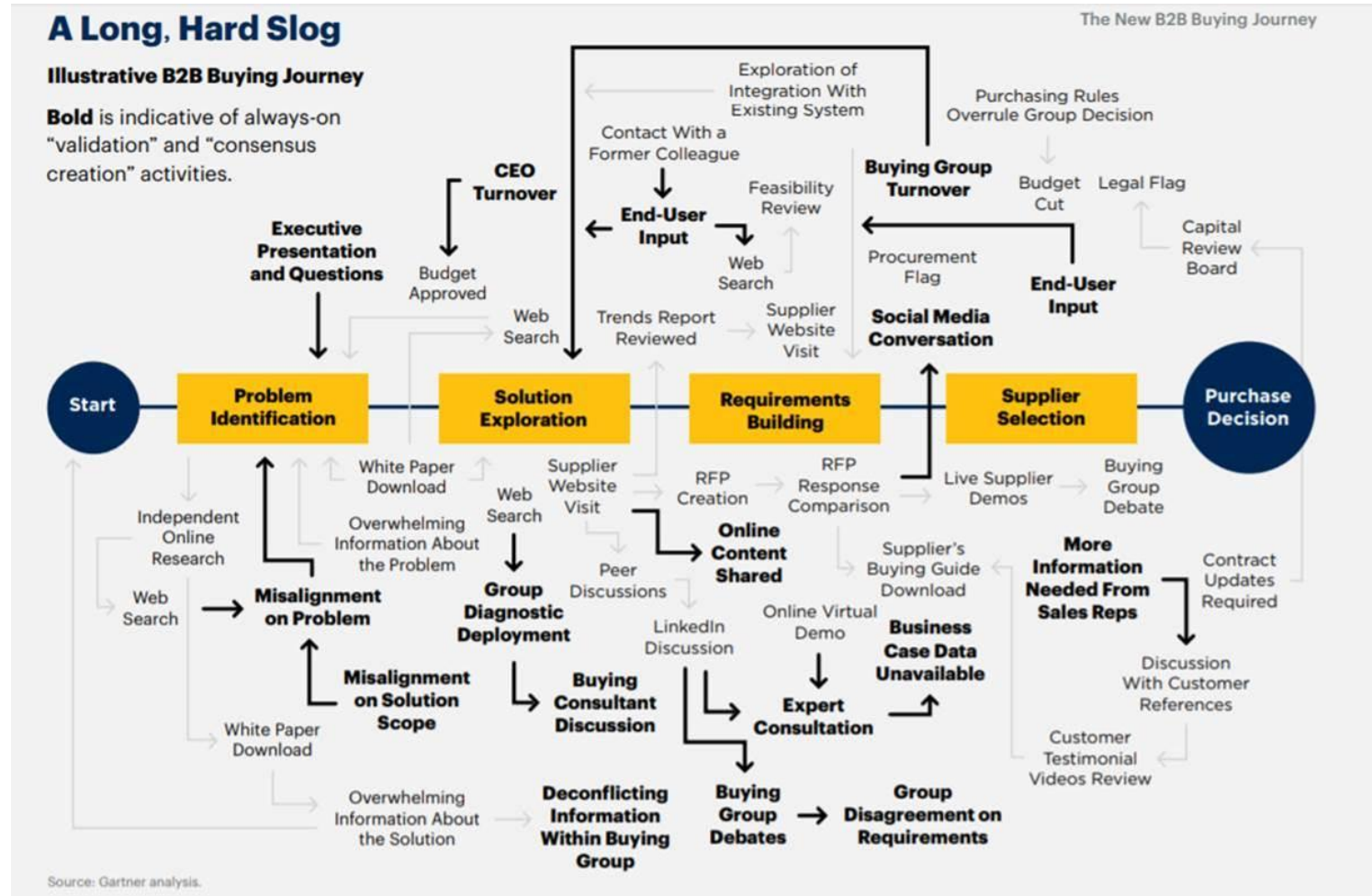
Sales enablement



To

Growth engine

The complex buying process

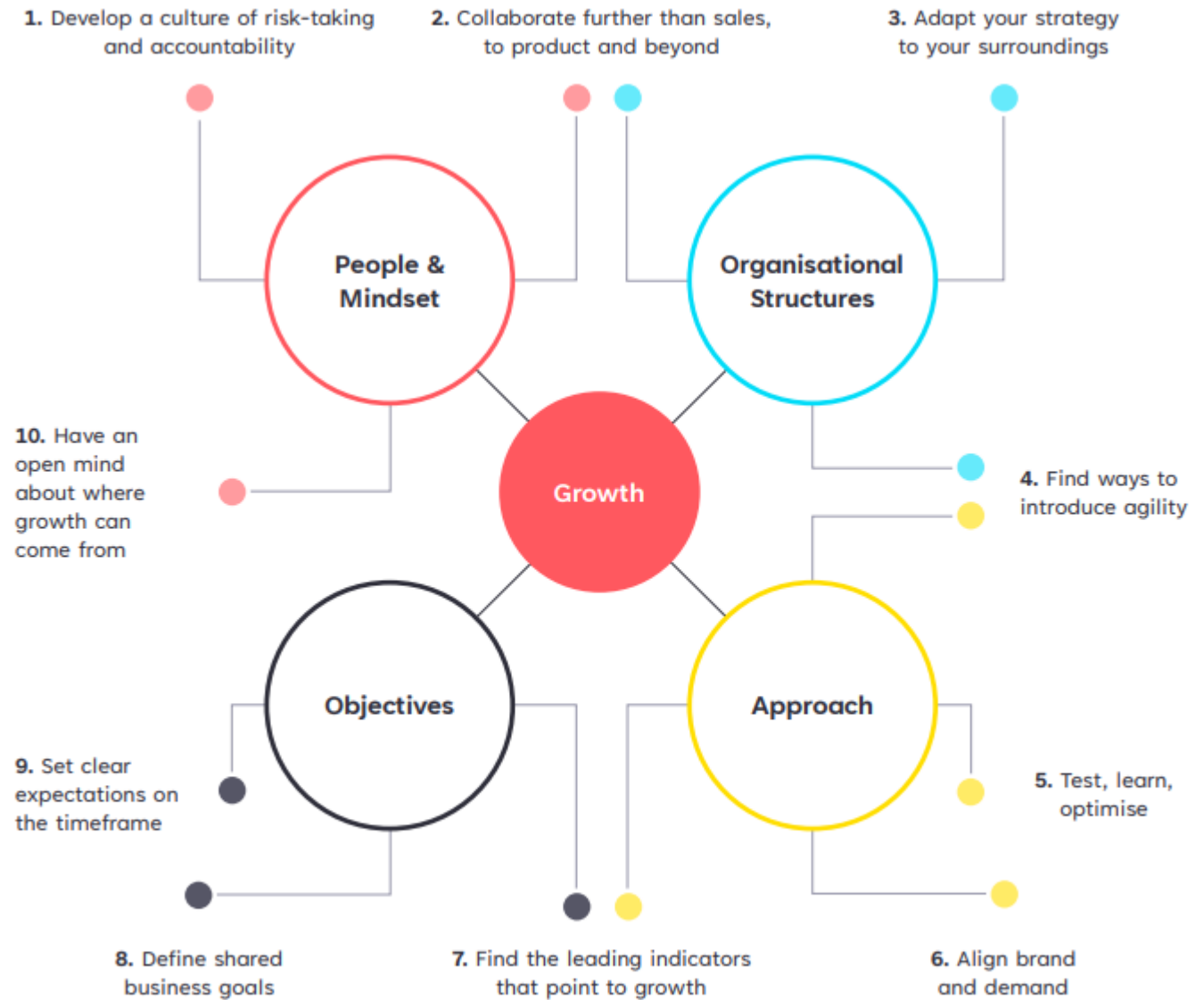




Dealing with complexity

1. Strategy as emergent not a waterfall plan
2. Be data-driven; look at leading indicators
3. Triangulate insights from multiple sources
4. Experiment: test, learn, adapt
5. Smaller multi-disciplinary teams working in tandem (more like product teams)
6. Using agile practices

Research shows





How we actually make progress

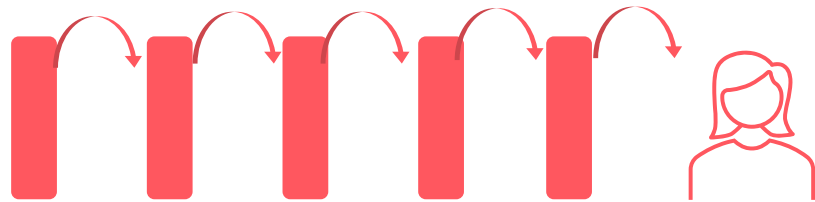


Small multi-disciplinary teams
working on short feedback cycles



The mental model of how we do it

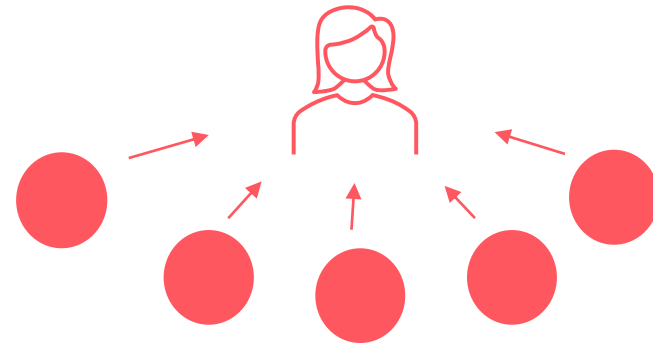
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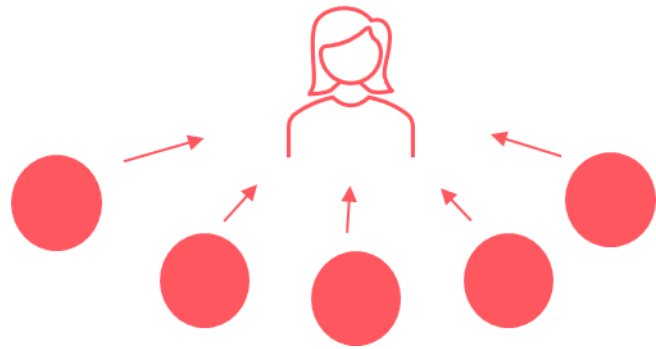
Teams work in silos and pass work along the chain



To



Multi-skilled teams working with an intense focus on the customer



**Requires the ability
and the autonomy to
learn and adapt**



**So how do we equip our
teams to work in this way?**



Three principles for growth marketing teams

1. Collaborative
ways of working

2. Aligning measures
and incentives

3. Creating a shared
definition of value

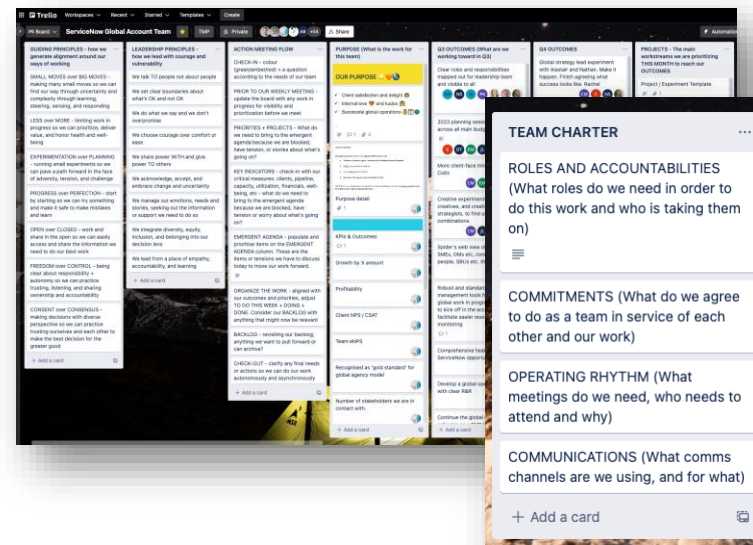
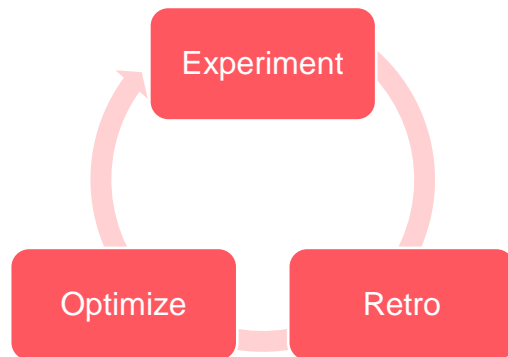


Ways of Working: Doing

Experiment – Retro – Optimize

Working in the open

Decision making





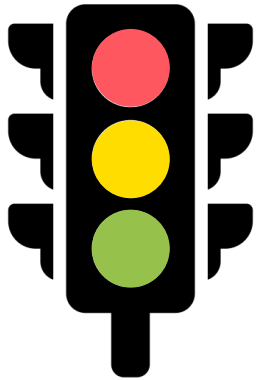
Decision Making

Decision Type	Impact on Others	Decision Tool
Simple	Low Little or no impact on others	Self Solve this on your own, involve others if necessary
Complicated	Medium Impacts more than myself	Advice Process Collect Perspectives from those affected, or have expertise. Accountable for making my own decision.
Complex	High Establishing a process or changing aspects of business model.	Integrated Decision Making (IDM) Bring a proposal to the team with decision making rights. Work together to make it safe to try. Inform others.



Ways of Working: Being

Check-ins



Rumbles



Daring Leadership



Rumbles

- 1: Identify your trigger
- 2: Create an SFD
- 3: What is the story you are telling yourself?
- 4: Get curious
- 5: Own your part (with compassion)
- 5: You're ready to rumble!

Rumble Language

The story I'm telling myself is...

I'm curious about...

Help me understand...

Tell me more...

Walk me through that...

I have a different experience...

Tell me why this doesn't work for you..



Leadership Principles

WE TALK TO PEOPLE not about people

WE SET CLEAR BOUNDARIES about what's OK/not OK

WE DO WHAT WE SAY and don't overpromise

WE CHOOSE COURAGE over comfort or ease

WE SHARE POWER with and give power TO others

WE ACKNOWLEDGE, accept, and embrace change and uncertainty

WE MANAGE OUR EMOTIONS, needs, and stories

WE INTEGRATE diversity, equity, inclusion, and belonging

WE LEAD from a place of trust, empathy, accountability, and learning



Managing our 'armour'

Armoured Leadership

Being a knower and being right

Collecting gold stars

Rewarding exhaustion as a status symbol, and attaching productivity to self-worth

Daring Leadership

Being a learner and getting it right

Giving gold stars

Modelling and supporting rest, play and recovery.

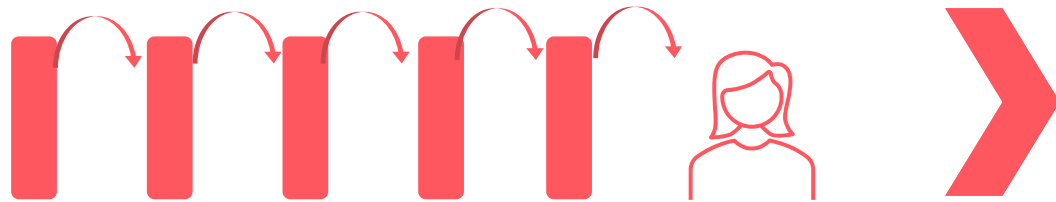


Aligning measures & incentives

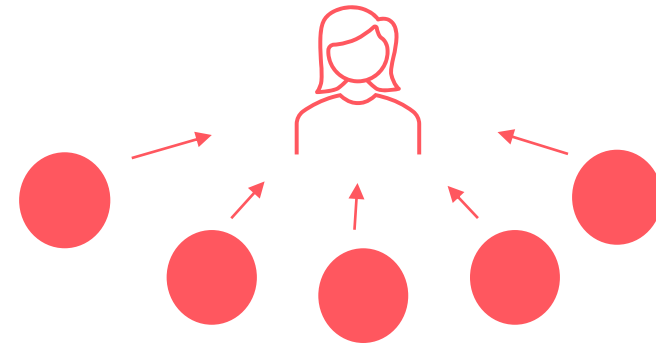


The currency of value in B2B marketing

Leads



Accounts





OKRs



Objective

An **Objective** describes where you want to go and sets a clear direction.

Objectives shouldn't be technical and shouldn't contain a metric — making sure that everyone understands where to go.



Key Results

Key Results show you how you're progressing towards your Objective.

They're measurable outcomes required to achieve the Objective. They contain a metric, with a start and target value.



Initiatives

An **Initiative** describes what you'll do to achieve your Key Results.

They're all the projects and tasks that will help you achieve a Key Result.



Connect intangible
to measurable

‘Contract’ with the
target carriers

Measurement Plan to Support: Becoming the lead partner for 5G with Tesco, estimated to be worth £5m annually						
OBJECTIVES	DESCRIPTION					
Objective 1	Be seen as the go-to experts on 5G in Tesco					
Objective 2	Improve seniority of relationships outside of IT					
Objective 3						
Objective	Initiative	Description	Measure	Target (key result)	Data source	RAG
Be seen as the go-to experts on 5G in Tesco	Run 5G 'art of the possible' workshop	Marketing to co-create workshop content and run the invitation process	# of attendees	5 from 20	Salesforce	G
	Thought leadership piece on the future of 5G in retail	Based on the workshop, marketing to create and distribute engaging thought leadership piece	# of key execs that read report	15 execs	Web analytics	A
	Create distinctive brand asset	Disruptive marketing to strengthen association of O2 with 5G	NA	NA	Anecdotal	G
Improve seniority of relationships outside of IT	Meetings with decision makers in retail	Mini campaign to generate net new meetings with C/D level execs in Retail arm of the business	# of meetings	6 in three months	Salesforce	R
	Meetings with decision makers in supply chain	Mini campaign to generate net new meetings with C/D level execs in Supply Chain arm of the business	# of meetings	6 in three months	Salesforce	G
	Presence at Retail Futures 21	Event attendance	# of Tesco staff at stand	8 conversations	Salesforce	A
Objective 3	Key result one					
	Key result two					
	Key result three					

MTA for greater scale
and sophistication

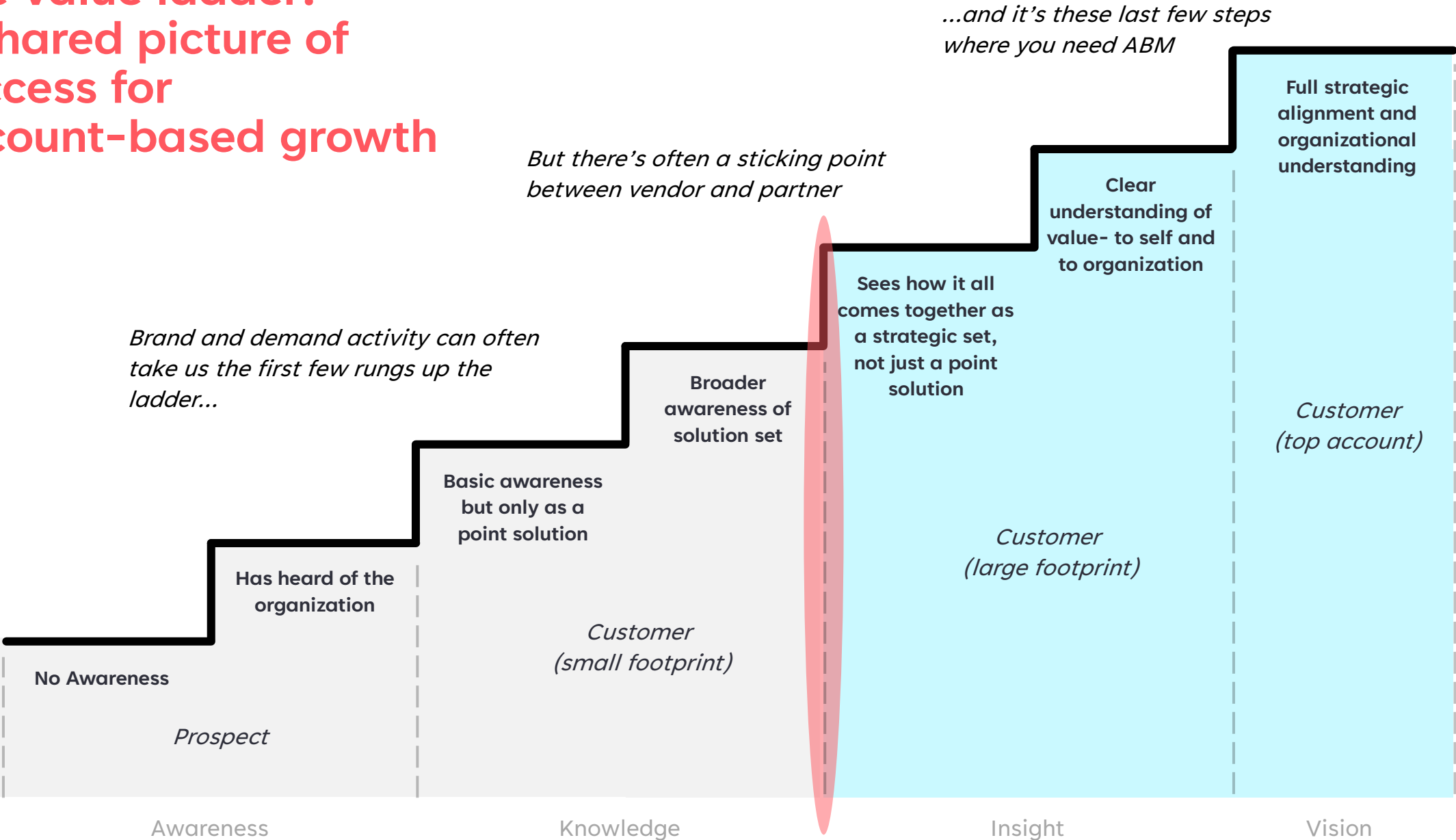
Pass the 'red face test'
on influence





Creating a shared definition of value

The value ladder: a shared picture of success for account-based growth

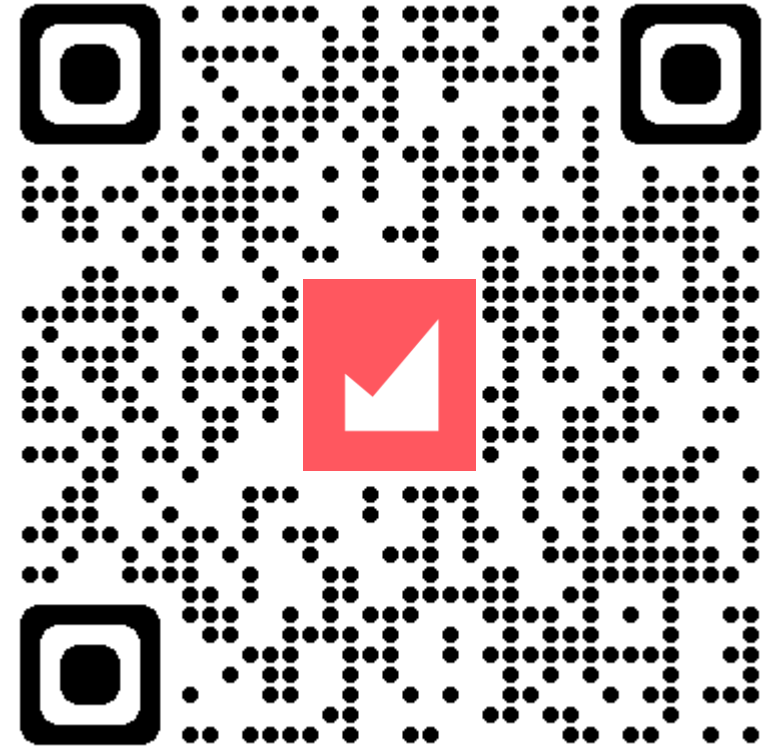




The key to B2B growth is...

1. Shifting from 'production line' to collaborative teams working with an intense focus on the customer
2. To do that we need to give power to teams, by working in the open and giving autonomy to make decisions
3. Daring leadership is required to build psychological safety
4. There are simple tools which can help redefine measures and incentives, which will encourage the right behaviour

Get the slides
and more here:
themarketingpractice.com/fom22



Thank you

dvanschaick@themarketingpractice.com



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