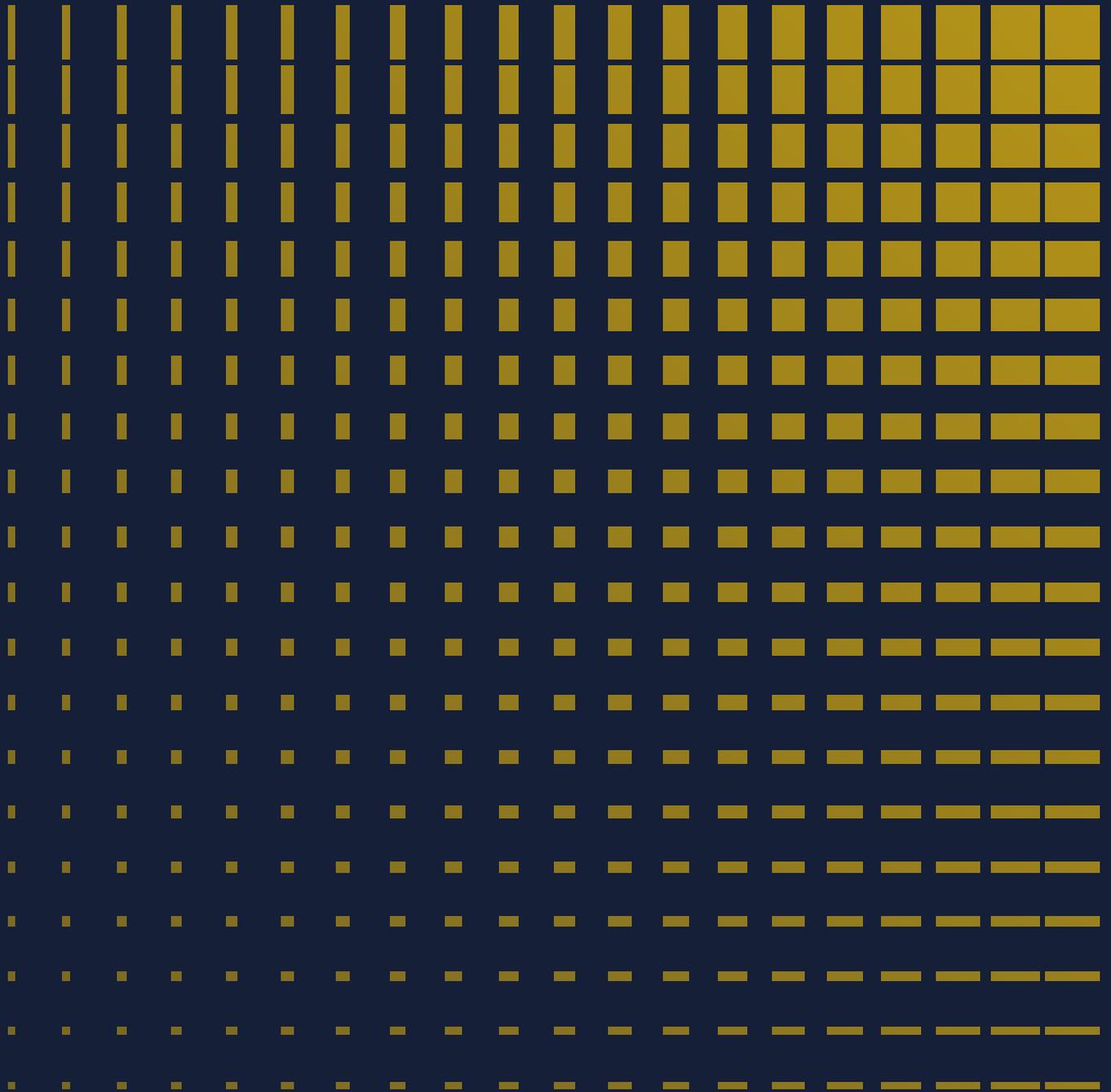
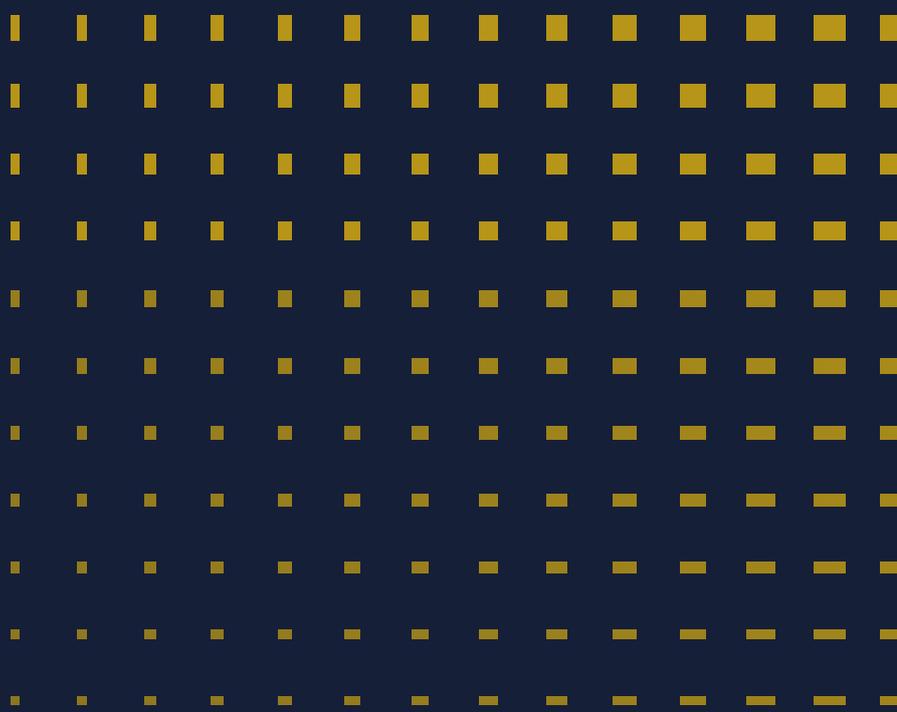

The key to successful demand generation

What's missing in the modern-day marketer's arsenal?





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Introduction

As well as having an insatiable curiosity for what makes people and brands tick, the most successful marketer out there is the one with the best selection of tools at their disposal. After all, what's Spiderman without his web shooters, Wolverine without his claws, or Batman without the trusty Batmobile?

Superhero metaphors aside, the B2B marketer's ability to nurture relationships, qualify leads and unlock ROI relies to a large extent on their array of stealth tools – of which the most crucial are used for demand generation. Why? Because generating demand is what every B2B marketer is tasked with on an almost daily basis. Whether it's drumming up interest through a carefully timed LinkedIn post, a witty tweet or a cleverly placed ad, demand gen is a core part of the marketer's role, running across and alongside a whole host of other objectives and responsibilities.

What's less clear is which demand gen tools can be relied upon to hit and exceed targets – which is why in this report, carried out in association with ON24, we surveyed 150 B2B marketers to find out which tools every marketer needs to be using, and the unexpected benefits some offer in terms of not only demand gen, but pipeline attribution, sales enablement and customer engagement.

In the following pages, we're also going to be exploring what happens when you take demand generation to the next level – in today's data-driven world, is a name or job title really enough to grow revenue, capitalise on engagement and contribute to your company's commercial success? And which tools best enable you to gain the truest and most comprehensive picture of your often hard-to-reach prospect?

Is a name or job title really enough to grow revenue, capitalise on engagement and contribute to your company's commercial success?

What is demand gen and why is it so crucial?

At surface level, this might seem like an odd question to ask. Of course B2B marketers know what demand gen is – we've already covered how integral it is to their role. But like many descriptors in the world of marketing (think 'agile', 'ABM' and 'moment marketing', to name but a few), its true meaning isn't widely agreed upon.

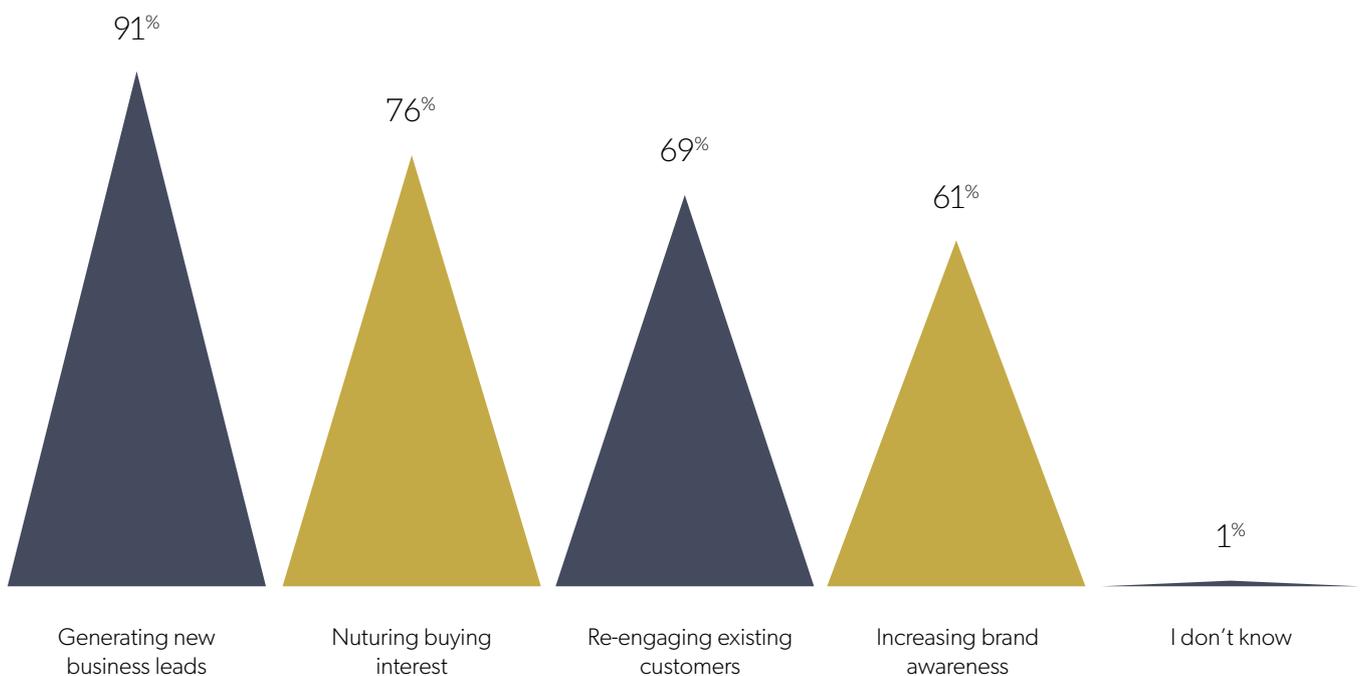
Reassuringly, while two respondents out of 150 hold their hands up and admit feeling wholly unsure, the

majority seem to agree that the most important facets of demand gen are 'generating new business leads' and 'nurturing buying interest'. This makes perfect sense: both are two sides of the same coin – generating new business being the more active approach, and nurturing new business the more strategic. 'Re-engaging existing customers' and 'increasing brand awareness' came a close third and fourth, which isn't necessarily surprising: finding a tangible ROI linked to brand

awareness is notoriously difficult, which is perhaps why it fails to register as a key element of demand gen here.

It should come as no surprise, however, that what matters to marketers doesn't necessarily top the priority list for the wider organisation, frustrating though that may be: while 63% of respondents describe demand gen as 'highly important' to themselves as marketers, the same can only be said for 51% in terms of their wider organisations.

Q: In your opinion, which of the following does demand gen incorporate?



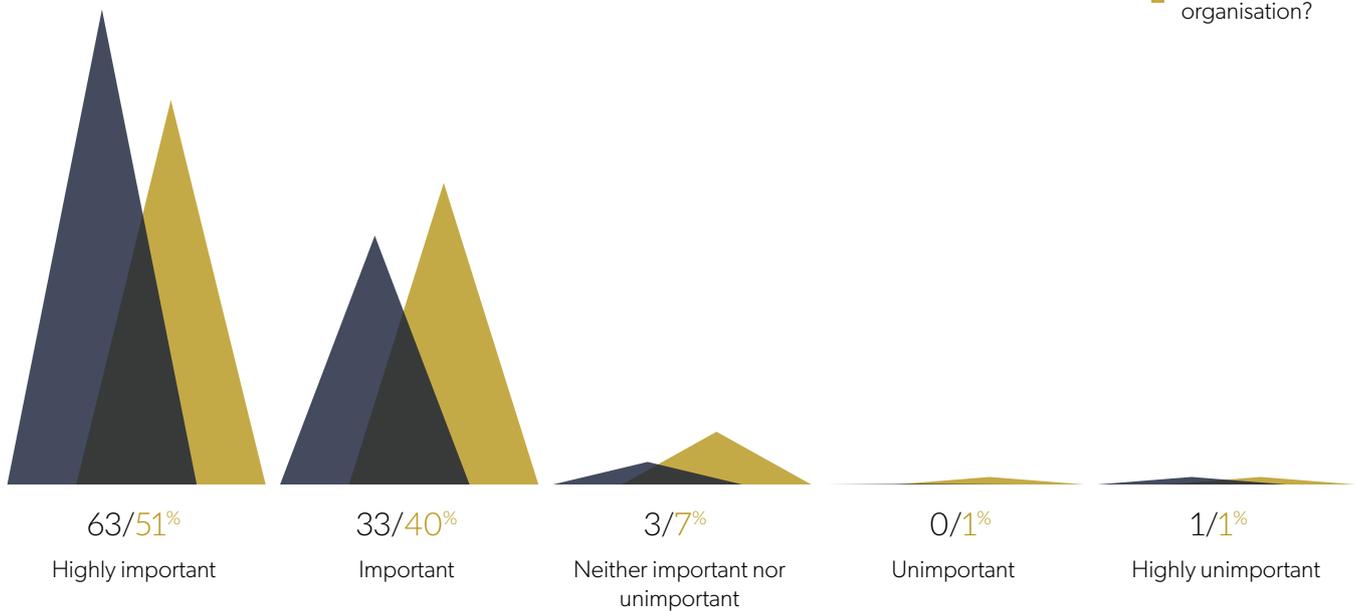
Following on from this is the revelation that more than a third of marketers (36%) are working to targets that aren't supported across the wider organisation,

and that 34% lack an organisation-wide agreed definition of a strong lead. This worrying combination can only lead to unrealistic expectations over 'easy to hit'

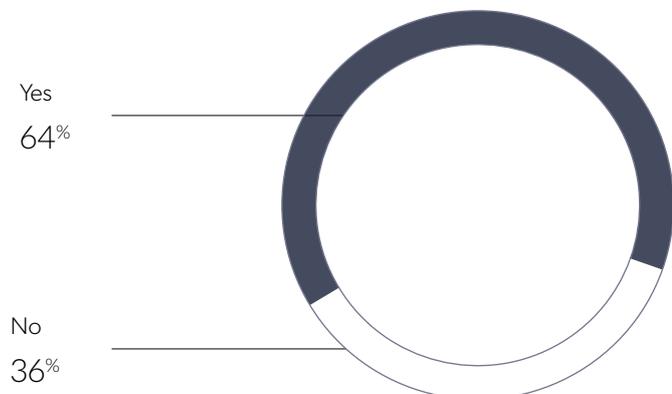
targets or, alternatively, sky-high targets that simply aren't achievable. Definitely not a recipe for a holistic demand gen approach, that's for sure.

Q: How important is demand gen to...

- You as a marketer?
- Your wider organisation?



Q: Are your demand generation targets aligned with other departmental objectives in your organisation?

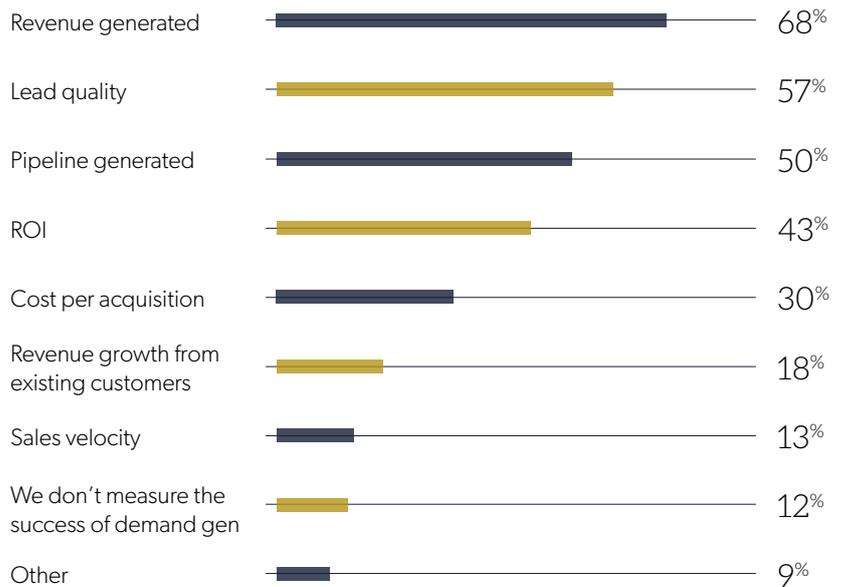


Measuring the success of demand gen is something every business will do differently (although shockingly 12% of respondents admit they don't measure its success at all). Topping the list in terms of measurement methods is 'revenue generated' – unsurprising considering the pressure on marketing departments to be contributing to the company's overall commercial success. Next up is 'lead quality', 'pipeline generated' and 'ROI'.

We find ourselves in a dichotomy here: while lead quality is hailed as a key demand gen metric, a huge 34% of respondents say their organisation doesn't have a clearly specified definition of a strong lead. This is concerning. If demand generation is about lead quality, how can its success be accurately measured if no-one's in agreement about what constitutes a strong lead? And how, if this is all so unclear, can marketer's be expected to determine which demand gen tools they should spend their precious budget on?

Pipeline is also worth a mention; again, it's clearly an important metric for marketers (50% of respondents say it's in the top three in terms of measurement). Later on, we'll determine exactly how different demand gen tools are delivering on these different areas – the results are pretty eye-opening.

Q: How do you measure the success of demand gen in your organisation?



If demand generation is all about lead quality, how can its success be accurately measured if no-one's in agreement about what constitutes a strong lead?

Q: Does your organisation have a clearly specified definition of a strong lead?



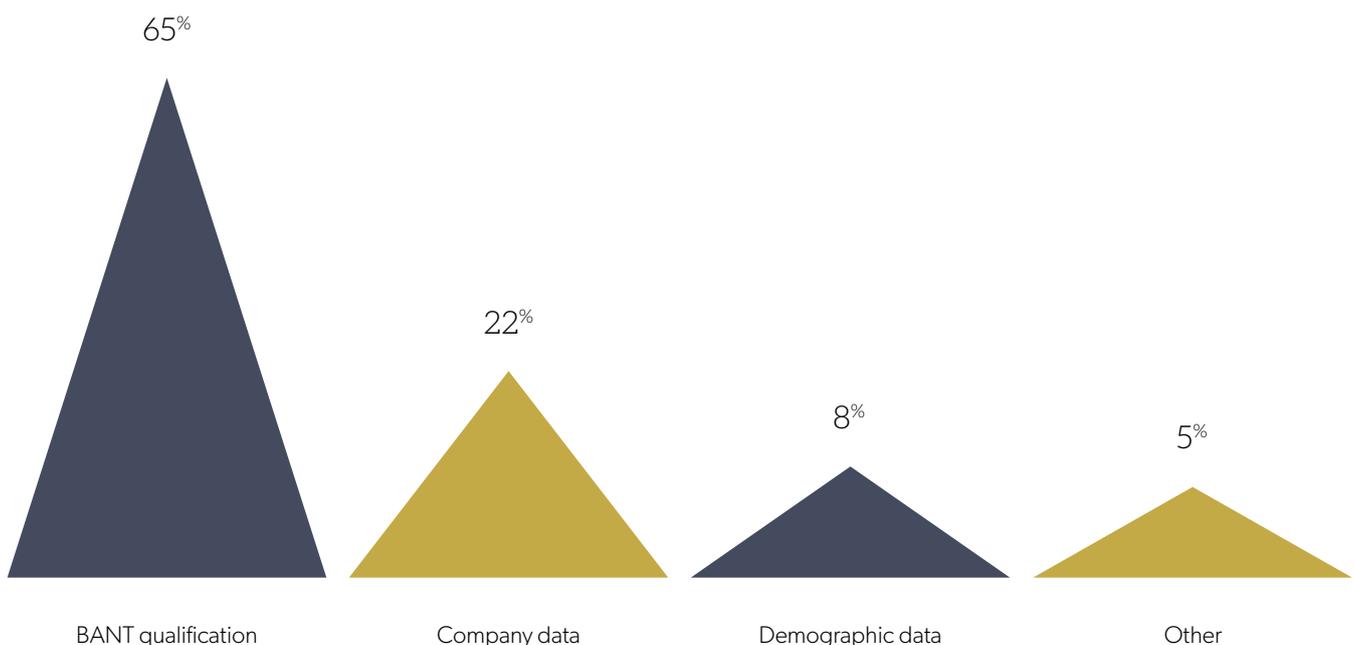
Greater clarity comes when we ask marketers about how they best qualify a sales-ready lead. Rather than being about the individual's demographic data or even company data, a huge 65% agree that BANT (budget, authority, need and timing) qualification is the biggest factor. BANT, it seems, is the golden goose of demand gen: it gives the marketer the fullest picture of their customer and the best chance of lead qualification and sales handover.

BANT, then, needs to be a key consideration for B2B marketers

when looking at which demand gen tools will work for them. Answering the question posed earlier, it seems that name and job title just aren't enough – the best tools will dive deeper and unearth some far more useful pearls of knowledge. Does your prospect have an appropriate budget, the authority to sign off on a purchase, the need for your product or service and finally a timescale in which they must make a decision? These are the bits of information every switched-on marketer is looking for.

BANT, then, needs to be a key consideration for B2B marketers when looking at which demand gen tools will work for them

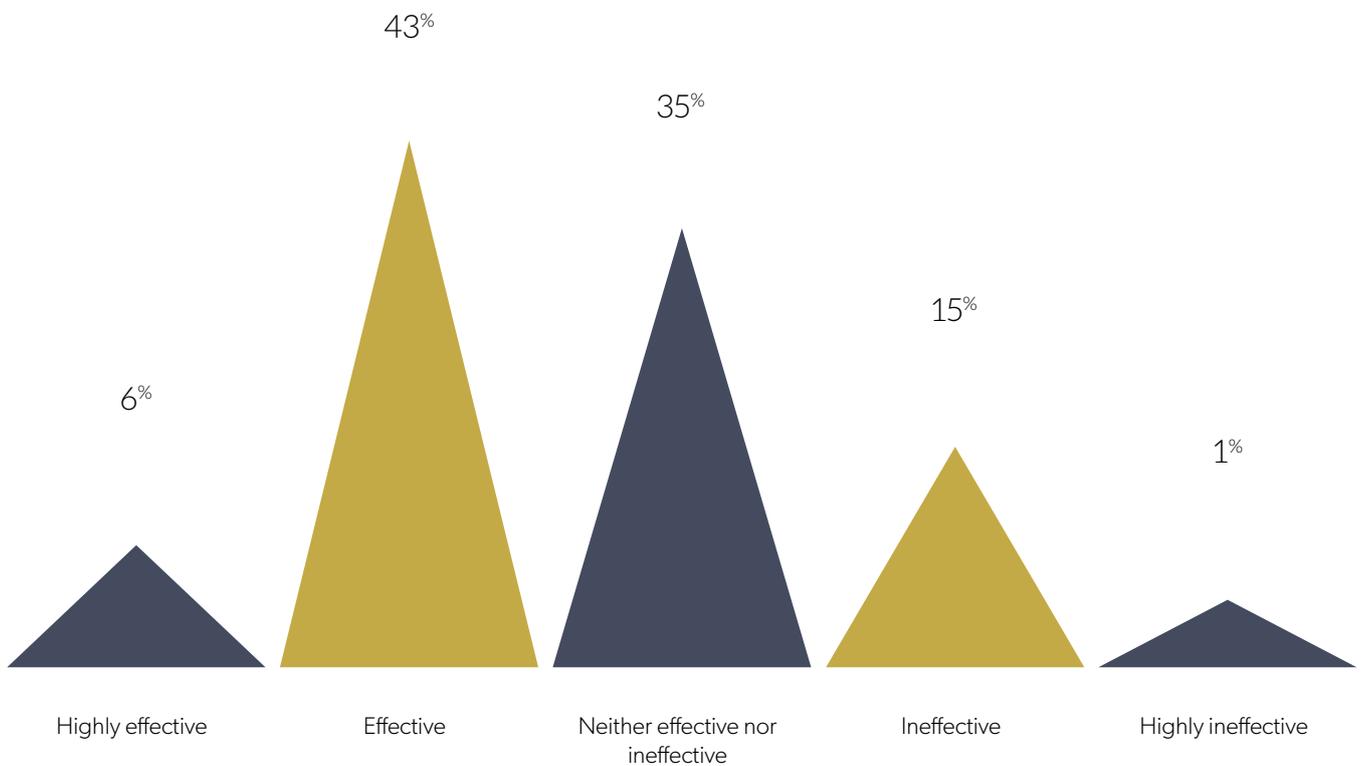
Q: Which one of the following criteria provides the best opportunity to qualify a sales-ready lead?



So, while the majority of respondents seem to recognise what the best demand gen activity can deliver, few regard their ability to do it well as 'highly effective' (just 6%). Perhaps more startlingly, less than half (49%) describe their organisation's approach as being 'effective' or better. This is a rather flat appraisal

that doesn't exactly inspire us with confidence, but suggests the majority of respondents see great scope for improvement in their demand gen programmes. In the coming pages we'll unearth the tools that can help you shift up the sophistication index and take your demand gen efforts to dizzying new heights.

Q: How effective do you consider your organisation's approach to demand gen?



Which tools are you using and how are they working for you?

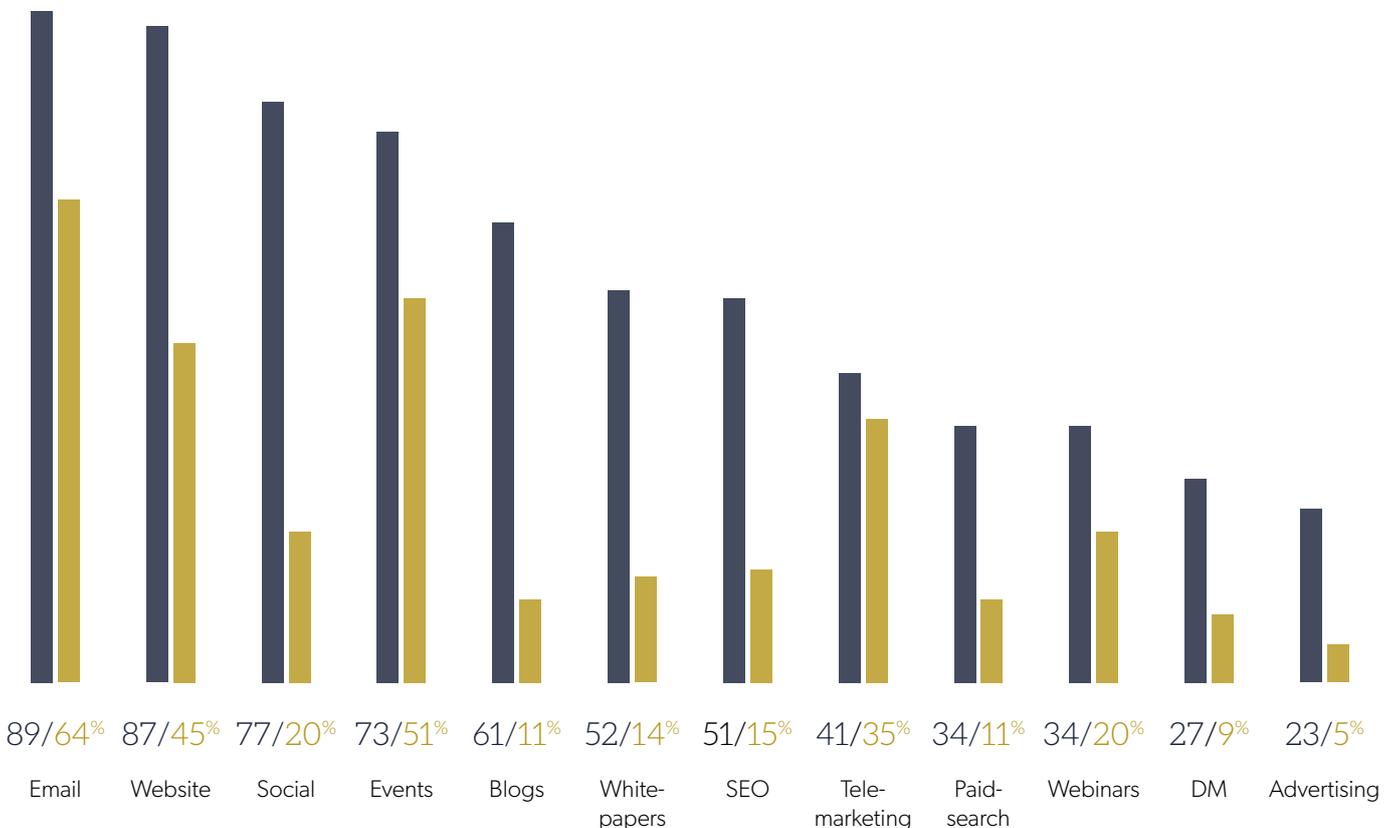
The demand gen approach that so many marketing departments plump for tends to be rooted in the way things have always been done historically. This isn't to say that they're failing to deliver the goods, but they may not be achieving quite what they should – and could – be.

In terms of tools used most widely, email and website top the list. This is wholly unsurprising: these are the old faithfuls of the marketer's toolkit, steady, dependable and time-tested. And the proof is in the pudding: they're also seen as effective. Interestingly, tools

like social are widely used but not considered that useful, and events are seen as more effective than websites. The overall story seems to be that many marketers are going for a 'spray and pray' approach, which doesn't seem to be delivering the goods.

Q: Which of the following tools do you use for demand gen and which are the most effective?

■ Use for demand gen ■ Most effective

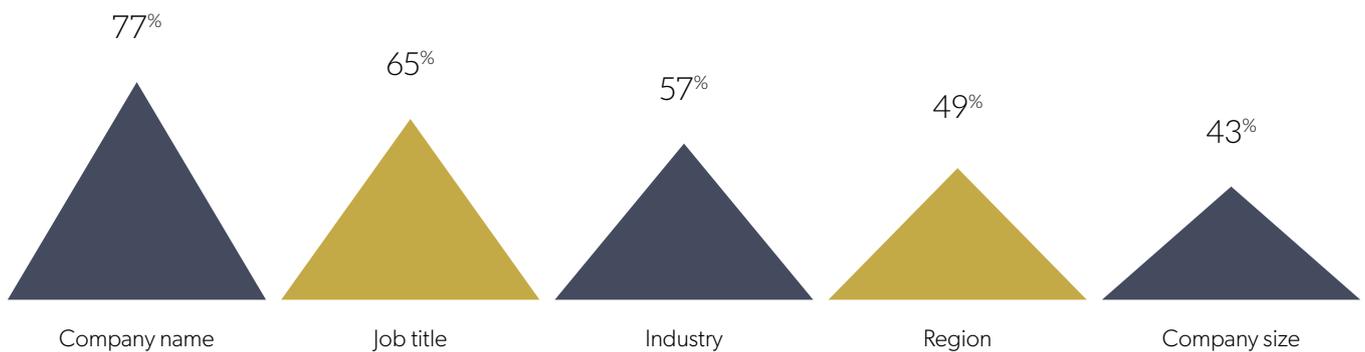


When we asked respondents to tell us which demand gen tools gather what, it seems the majority are able to provide company name, industry, job title and region. Fair enough: they're all useful starting points for generating new business leads. But they don't paint much of a picture – and they certainly don't offer that much sought-after BANT qualification.

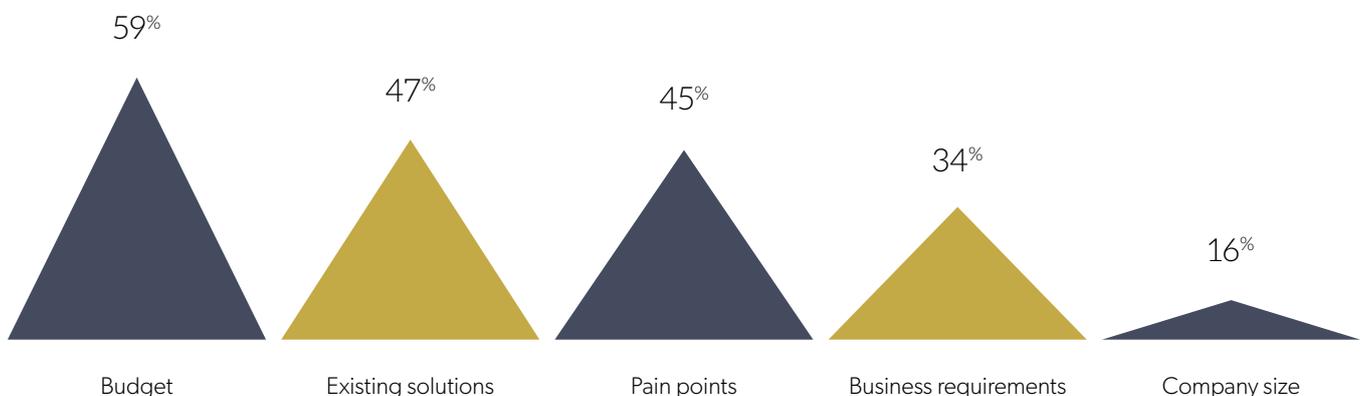
This becomes evident when we ask which information they're failing to gather. Budget – the precursor to any kind of BANT insight – is top of the list. Edging behind are existing solutions and pain points, which unearth more interesting insight: this is the information that really gives context to who your prospect is, not only in terms of budget, but in terms of challenges, business requirements

and current suppliers. Going back to our earlier findings, can the key objectives of demand gen – new business leads and nurturing buying interest – be achieved if you lack any real insight on your prospect? How can you nurture someone when you don't know what their pain points are, where they sit in the funnel and the kind of solutions their business needs?

Q: Thinking about the demand gen tools you find the most effective, what information on your prospects are they able to gather?



Q: What information are they least effective at gathering?



In terms of what's not hot in demand gen, it seems that DM and advertising have plummeted in the marketer's estimations in recent years, which isn't too much of a surprise in an increasingly digitised customer landscape. The days of dedicating great chunks of budget to thousands of mail-outs are long gone.

The fact that email, website, events and social are, rightly or wrongly, the demand gen tools of choice among B2B marketers is, in some ways, reflected in the fact that 57% and 52% will be increasing spend on website

and social in the future. Interestingly though, this comes despite the fact that social doesn't deliver much in terms of BANT qualification, and is seen by many as little more than a demographic lead generation exercise. To what extent, then, are the 52% increasing spend on social because of a widely held perception that it *should* be happening, rather than a recognised acceptance that it works?

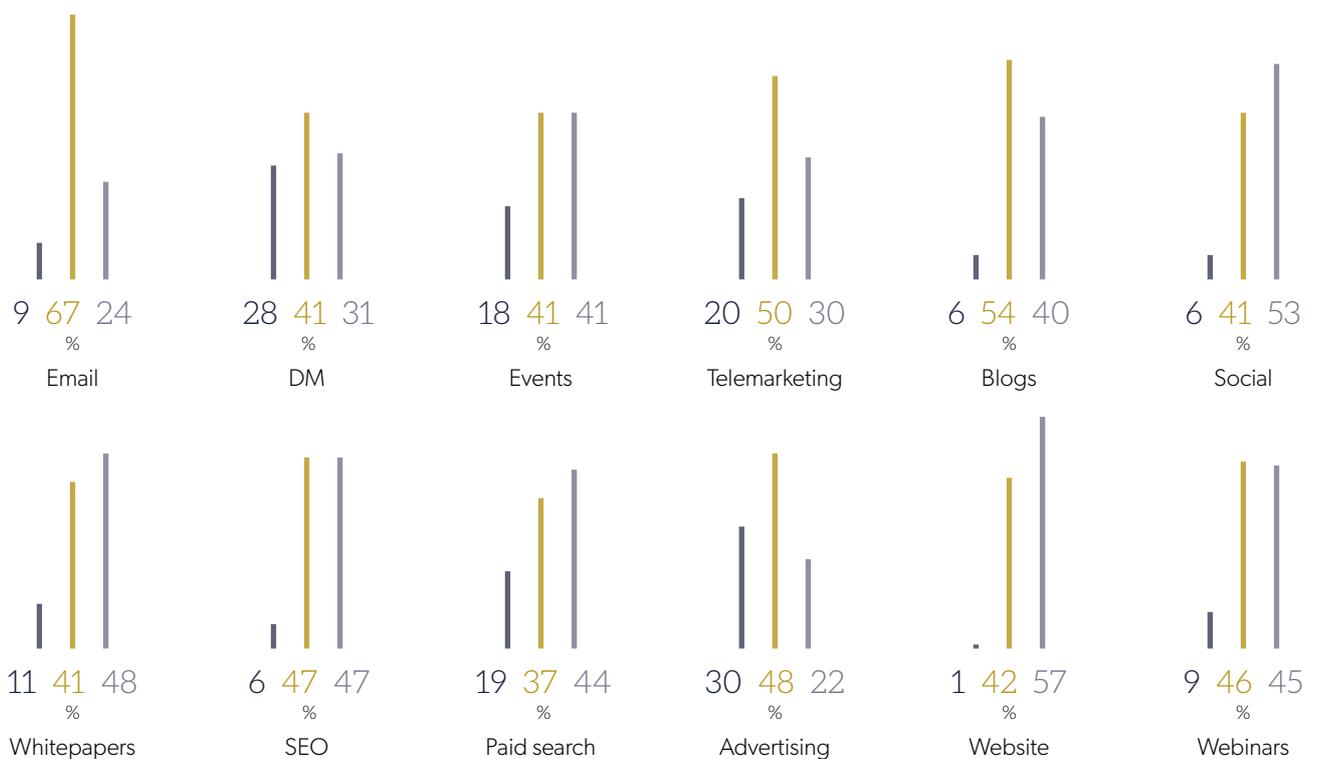
Regardless of this question, a host of new demand gen players are emerging front and centre. According to our research, whitepapers, SEO

and webinars are also going to be receiving increased spend in the months and years to come.

Whitepapers have always been a go-to demand gen tool for marketers, and if well thought through can be hugely effective. SEO is something that even the most technophobic marketer has to give credence to – and webinars are clearly seen as powerful in terms of the information they're able to mine. In the final section of this report, we'll dig a little deeper to discover why you should be re-thinking your demand gen spend in the future.

Q: In the future, how will your investment in demand generation channels change?

■ Reduce spend ■ Maintain spend ■ Increase spend



What tools should you be using and what benefits do they bring?

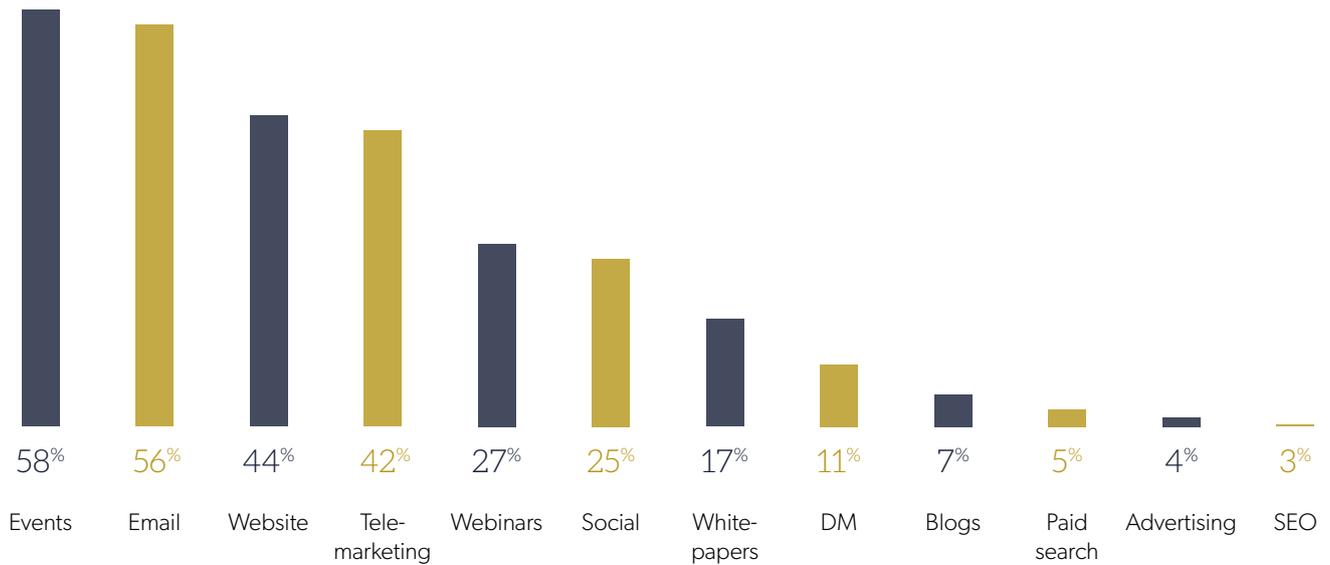
What's clear, then, is that the tools most widely used are not necessarily delivering the actionable insight that marketers actually value the most. Yes, some have their advantages: the big favourites (email, events and website) are, according to our respondents, well placed to gather actionable insight, but again we see some rank outsiders edging in from the back. Webinars and telemarketing are clearly impressing marketers in terms of customer/prospect engagement. Events, where face-to-face communication is clearly order of the day, are seen as the kingpin in terms of maximum engagement, but telemarketing and webinars gain some solid ground in this area too. Telemarketing might

receive some mixed press in the world of B2B, but can provide an effective way of harvesting information that really counts.

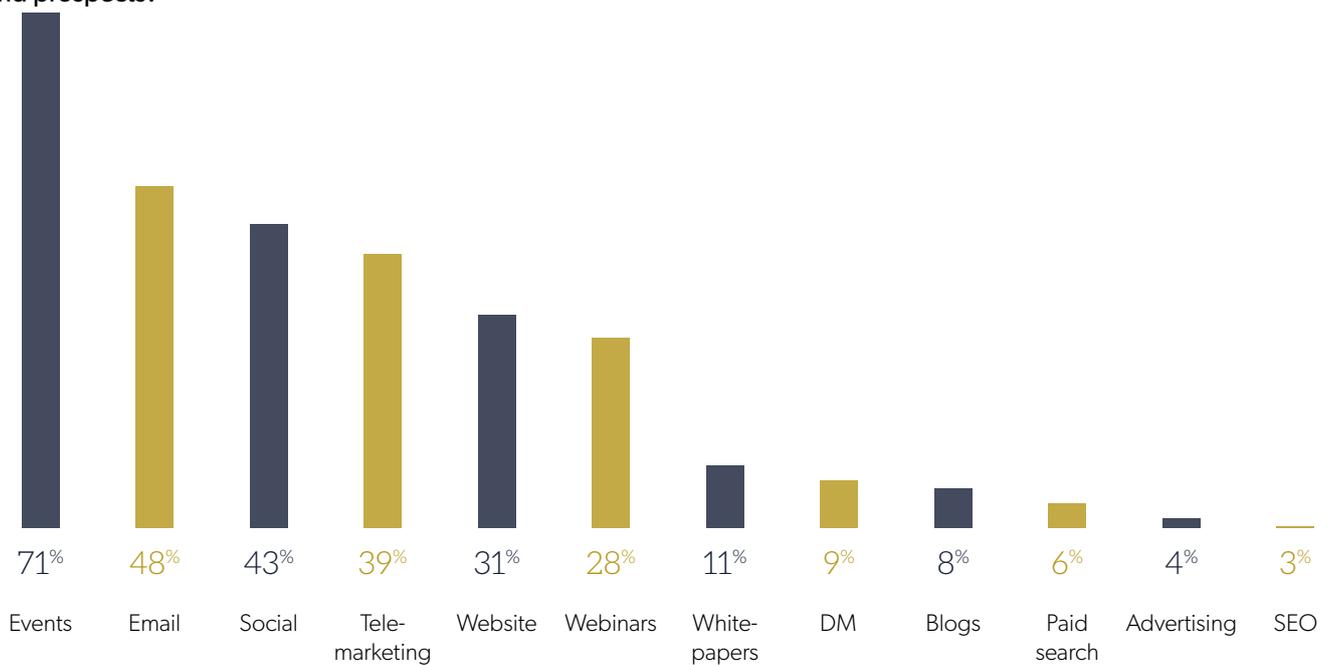
Webinars, too, offer the opportunity to engage with your prospects on issues that are causing them problems: they allow you to present yourself as a thought leader and position your brand as the one with the solutions. It's also easy, with a webinar, to use tools such as polls and Q&As to gather valuable information about a prospect's pain points and business needs – two aforementioned nuggets of information key to the success of any demand gen effort.

It's also easy, with a webinar, to make some pretty solid assumptions about your customer's painpoints and business needs

Q: Which three of the following tools enable you to gather the most actionable information on your prospects?



Q: Which three tools offer maximum engagement with customers and prospects?



Sales enablement – the ability to pass the sales team MQLs they can nurture and win business from – is another area where telemarketing and webinars edge their way into the top five, behind email, events and website. If ‘generating new business leads’ is the main focus of demand gen, sales enablement is clearly important.

But when it comes to investing in demand gen tools, what’s holding marketers back? Some 57% describe lack of resource as a ‘major factor’,

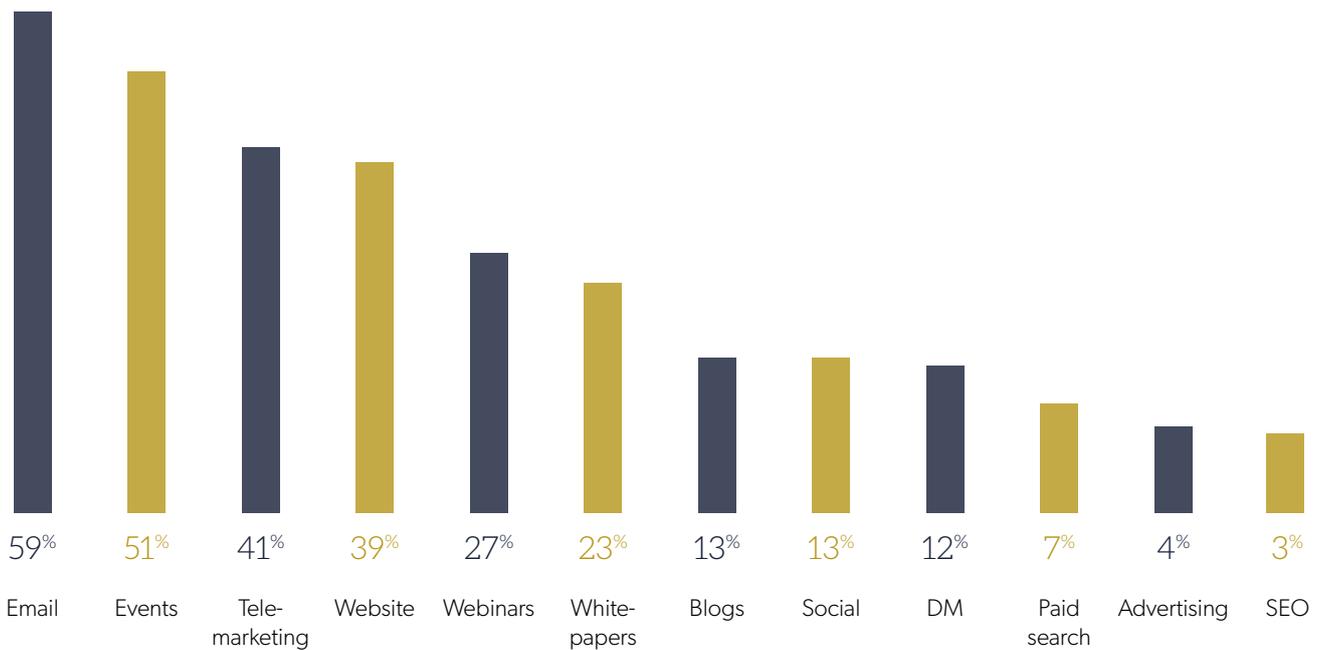
which can be expected in today’s budget-stretching culture. But respondents also point the finger elsewhere: firstly, they blame a lack of buy-in from the budget holder, and secondly, confusion over which tools to use.

The latter is particularly pertinent, given our report’s earlier findings. While we’ve seen that marketers are falling back on traditional demand gen tools, they’re clearly waking up to the fact that these tools aren’t always hitting the mark in terms of BANT and

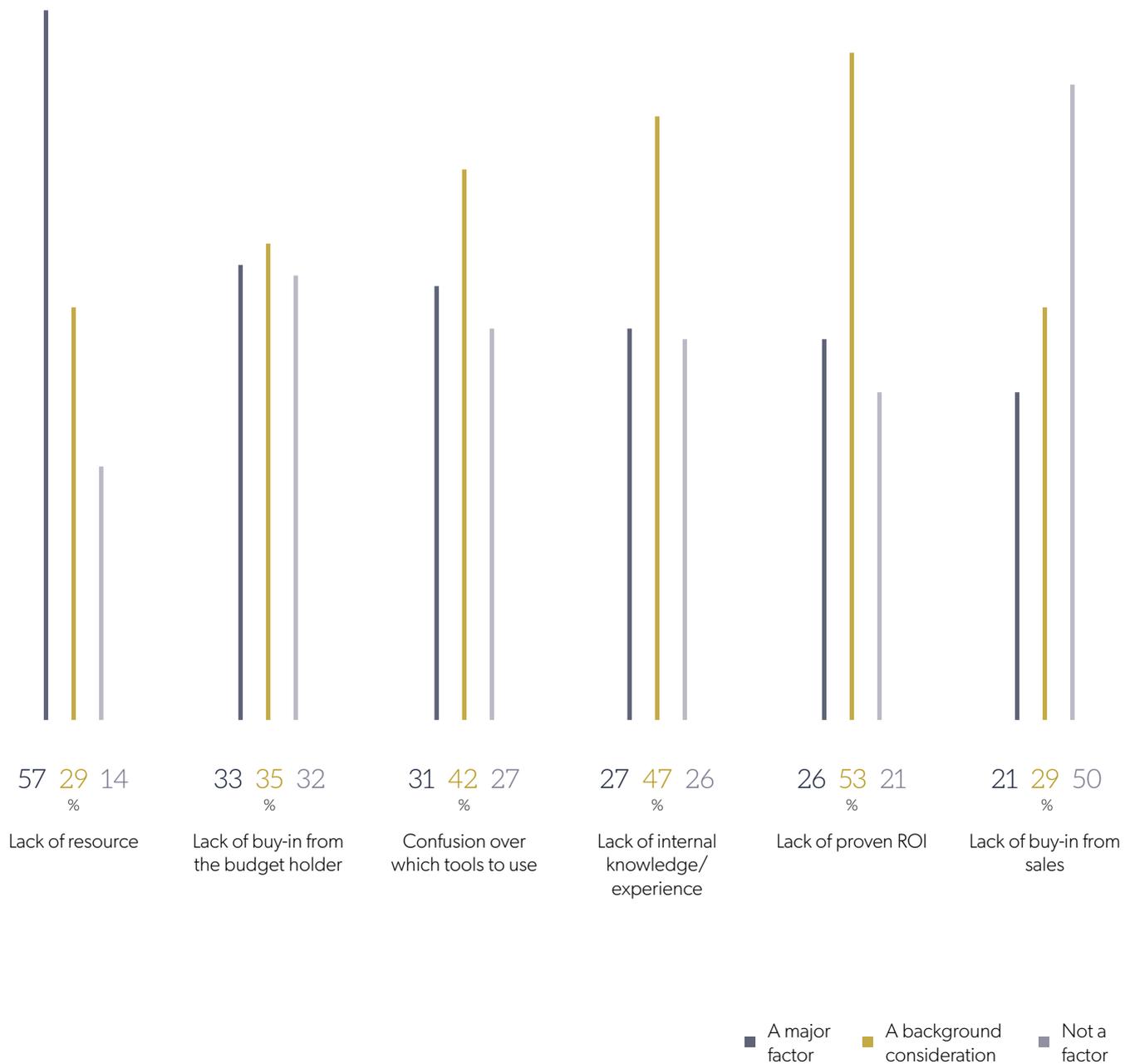
customer engagement, and that other options could make the difference between meeting and exceeding those all-important targets.

Reassuringly, the fact that investment in tools like SEO, whitepapers and webinars looks set to rise is testament to the fact that marketers are looking beyond traditional, time-honoured demand gen techniques to new options – options that look set to bolster their demand gen armouries and make a big impact on campaigns in the future.

Q: Which three tools best aid sales enablement?



Q: When it comes to trialling new demand generation tools, what's holding you back?



Marketing tech stack.

Three words which have come to define demand generation



Joe Hyland, CMO,
ON24

Marketers now have access to a breadth of constantly evolving tools that have seen them take their place at the forefront of business technology, able to demonstrate measurable ROI, produce data-driven prospect metrics and directly influence the sales cycle. Gone are the days of marketing and sales being 'us' and 'them'.

But with great tools come great expectations, and this research shows that where technology has evolved marketing processes, it hasn't necessarily managed to bridge the gap between delivery and expectations.

Worryingly, a third of marketers aren't working to aligned goals with the rest of the business, with a similar amount saying they don't have an agreed definition of a strong lead. A lack of alignment means targets can be seen as too easy, or expectations set too high. Sales and marketing alignment is essential for getting buy-in on a demand gen campaign.

While it's encouraging to see almost two-thirds of respondents looking towards budget, authority, need and timescale, there's actually a risk that even this could be becoming outdated by the very technology we're so reliant on. BANT is a time-honoured sales tradition which marketing is echoing, but the reality is we can provide so much more.

The marketing tech stack now incorporates behavioural technologies that report on the multi-touch interactions a prospect goes through in the marketing funnel. Every touch is actionable data which paints a more vivid and personal picture than just 'need'.

At ON24, we enable data-driven decisions every day through the webinars we deliver. By allowing the audience to use multiple engagement

touchpoints, they provide a detailed profile of their demand gen aspirations, where they feel pain and where they want to take their marketing strategy. These behavioural signals are passed on to our MA platform (triggering the next campaign step) and into our CRM software, where the sales team are provided with a detailed prospect profile.

With this type of process in place, the emphasis isn't on marketing to align itself to sales, but on marketing to educate sales on how all of this rich lead intelligence can be used to personalise their sales follow-up. This is embodied in the principles of ABM, where metric-driven, highly targeted campaigns are aligning sales and marketing in a way that was difficult to comprehend a decade ago.

We're entering a golden age of marketing and although it's almost impossible to predict where this will go, it's important that as the marketing tech stack evolves we share the experience with our partners in the sales department and work towards a shared pipeline and shared success.

About

B2B Marketing

B2B Marketing is the comprehensive information resource for B2B marketers. Its mission is to provide practitioners with the information they need to perform better and achieve more, whatever sector of the B2B space they are operating in.

Launched in 2004 as *B2B Marketing* magazine, it has since evolved into a multi-faceted resource, delivering a broad range of content in a variety of different forms and formats.

Its key products are:

- Online community
- Magazine
- Awards
- Research and reports
- Training
- Events
- Membership.

For more information on any of these products or services go to b2bmarketing.net or call +44 (0)20 7014 4920.



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ON24 is the leading webinar marketing platform for demand generation, lead qualification and customer engagement. Its award-winning, patented, cloud-based platform enables companies of all sizes to deliver engaging live and on-demand webinars.

Providing industry-leading analytics that can be integrated with all leading marketing automation and CRM platforms, ON24 enables marketers to optimise demand generation, enhance lead qualification and accelerate sales pipeline opportunities.

More than 1000 enterprises of all sizes rely on ON24, including IBM, CA Technologies, Merck, JPMorgan Chase, Deloitte, Credit Suisse, Ernst & Young and SAP.

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