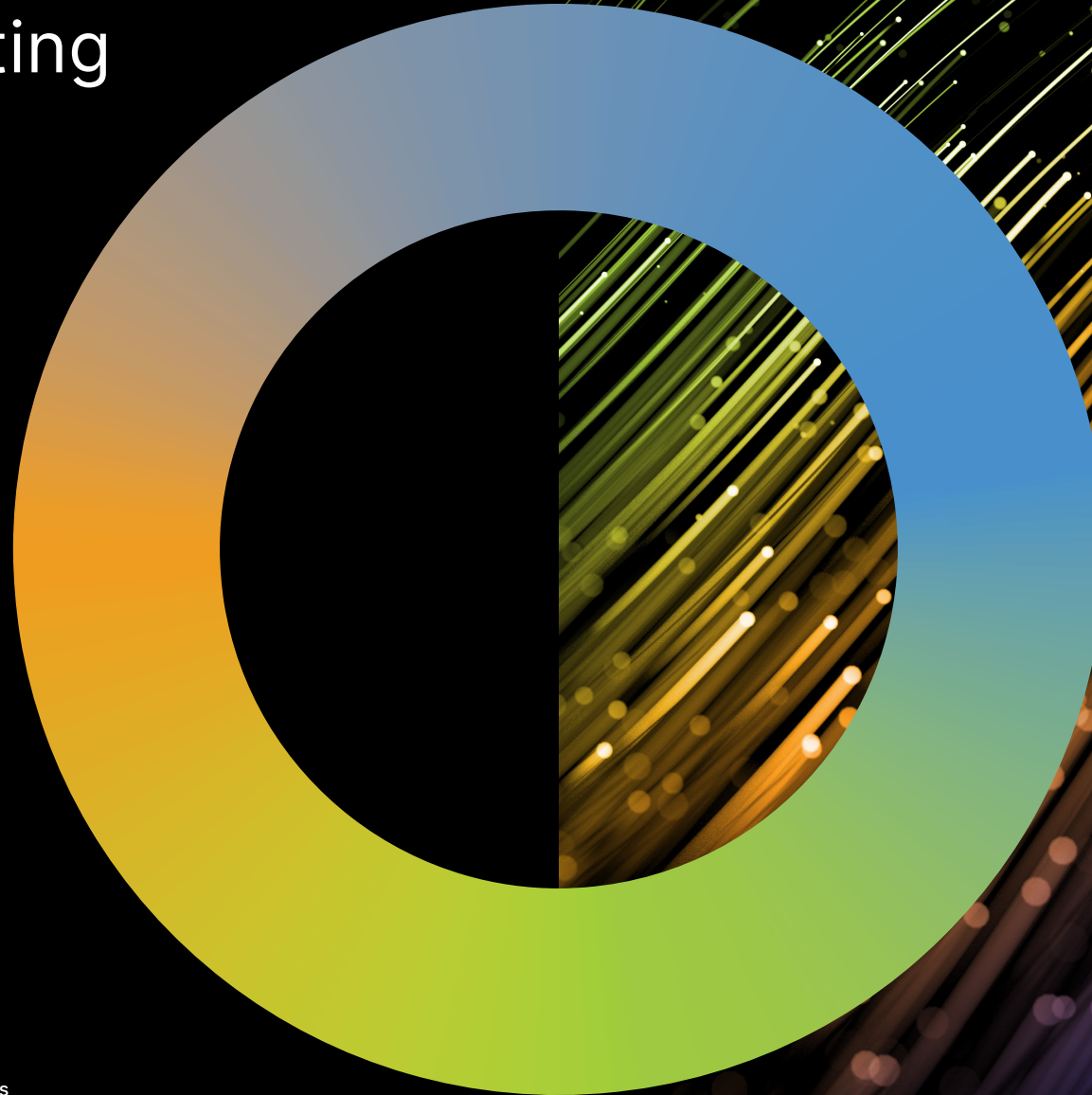


State of Marketing Maturity

The Future of Marketing





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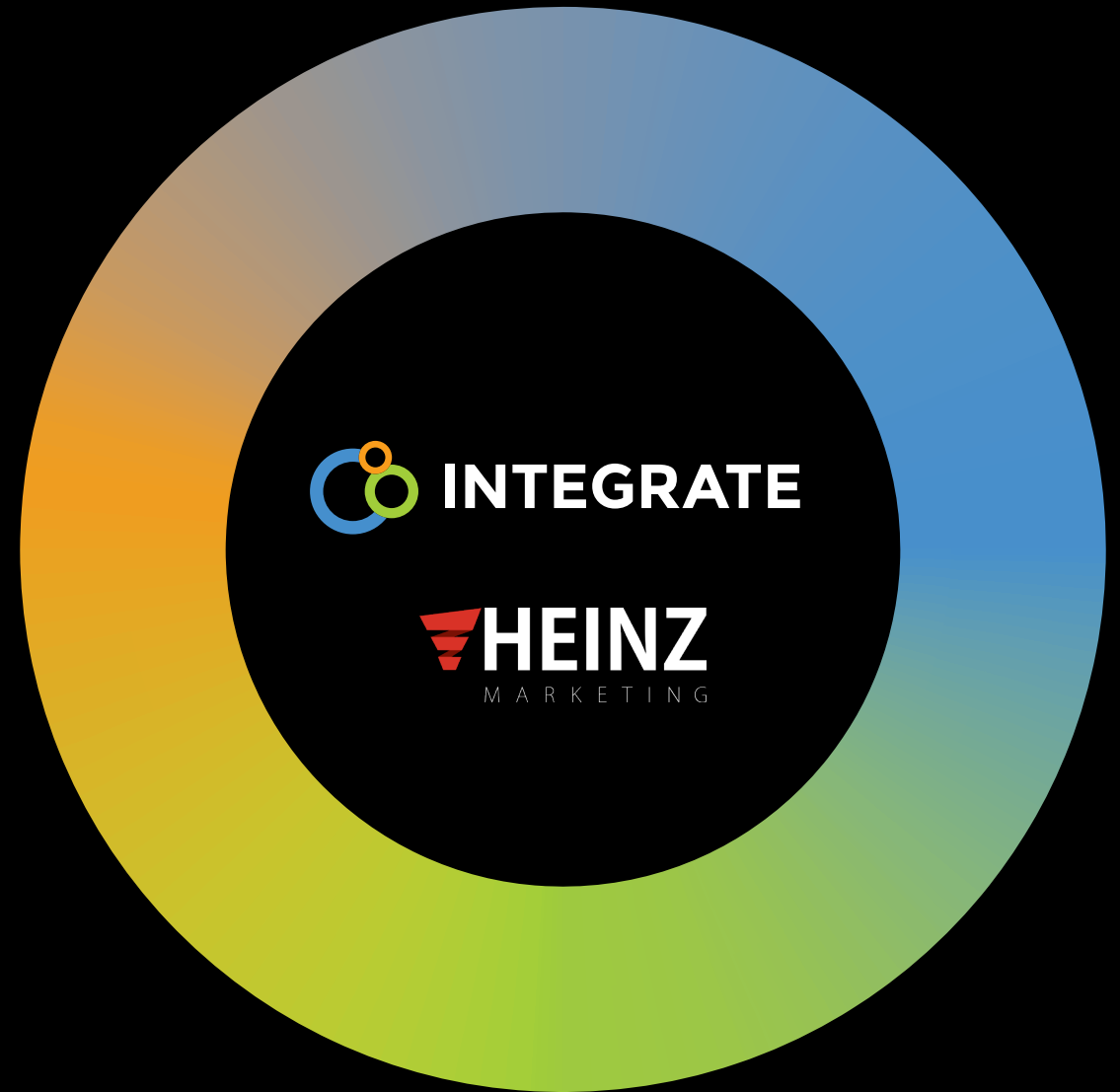
Today, B2B buyers are not waiting for you to connect with them. They're online, performing their own research, and charting their own paths to purchase.

At this same time, B2B marketing leaders across all industries are in the grips of the perfect storm: they're not only facing record-high attrition and severe employee burnout (especially within the technology sector), but new data reveals marketing teams are ill-equipped to adapt to this new environment, one fraught with continuous disruption, consumer-esque business buyers, and accelerated digitalization.

In this challenging market, the pressure is still on for marketers to deliver results. In fact, **according to McKinsey**, 78 percent of today's CEOs expect CMOs and their teams to drive growth for their organizations.

To understand how B2B marketers can succeed in this new buyer-driven world, overcome challenges, and meet these increased expectations, **Integrate** partnered with **Heinz Marketing**. Together, we surveyed over 200 global B2B marketers in order to uncover the fundamental shifts B2B marketing organizations are experiencing today.

The results of this report provide insight into what B2B marketing teams look like today, how they are evolving their organizational structure, technology, and strategy with a goal of increasing marketing maturity, and what steps marketing leaders can take to position themselves for success.

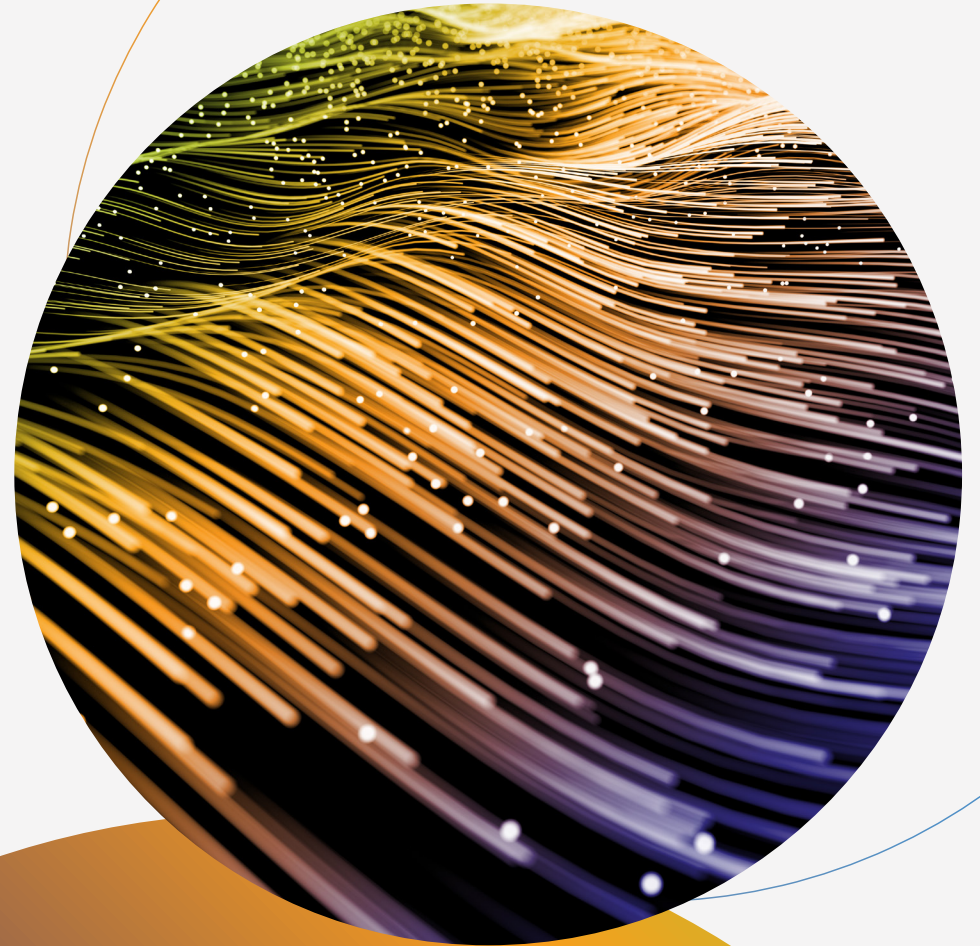




Methodology

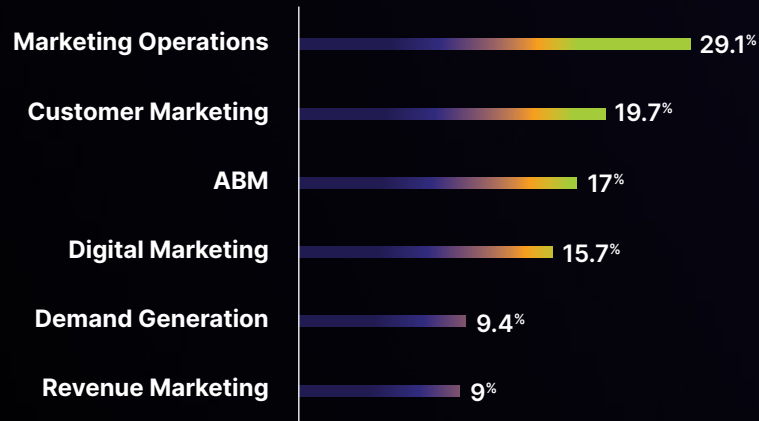
The following response data was collected from Spring 2021 in the U.S. and UK from 223 senior vice presidents, vice presidents, senior directors, directors, senior managers, and managers at B2B technology, financial services, manufacturing, education, and healthcare companies.

The respondents work in six functional groups: marketing operations, customer marketing, account-based marketing (ABM), digital marketing, demand generation, and revenue marketing.

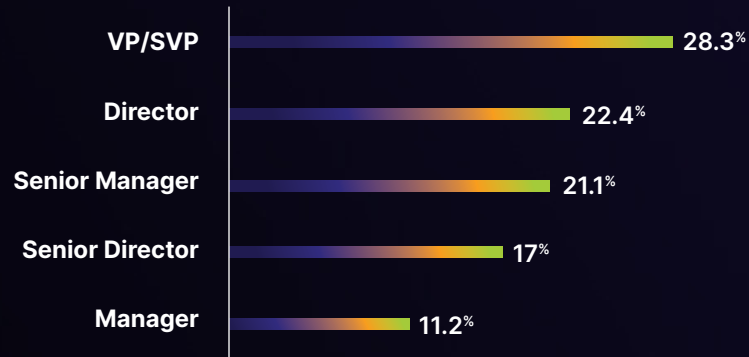


Respondent Breakdown

Which best describes your functional role in your organization?



Which of the following titles best reflects the level of responsibility you have in your current role?



The 3 Pillars of Marketing Maturity

Marketing maturity is the current state of a marketing team's organizational structure, its connected technologies, and its go-to-market strategy. The concept of marketing maturity is used to assist marketing leaders and teams to rate and rank the current state of their people, processes, and technology.

To benchmark current maturity, respondents were asked to report on their effectiveness within each of these three pillars:

1 Organizational Structure

We asked marketers to evaluate how they structured their teams, defined roles and responsibilities, set goals, and communicated and aligned across functions.

2 Marketing Technology (MarTech)

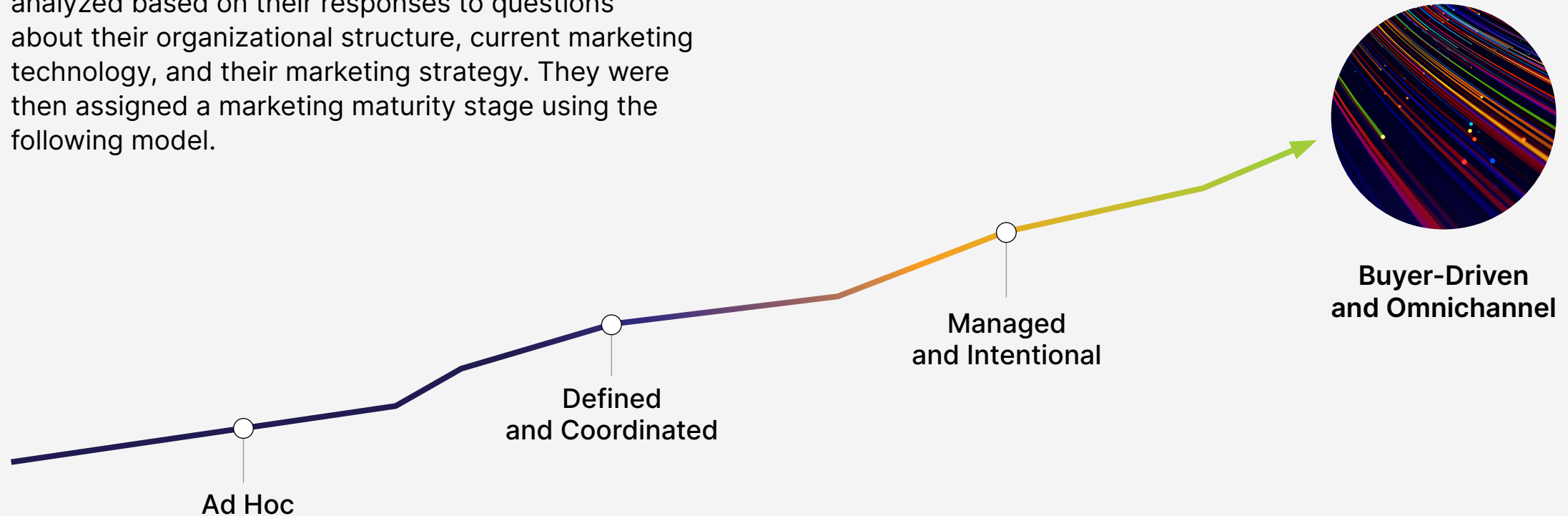
We asked marketers to share what marketing technology they used, how they connected their technology systems together, how effective their technology was at supporting their goals, and the impact technology had on different marketing functions.

3 Marketing Strategy

We asked marketers to share how confident they felt about the effectiveness of their marketing strategies—whether they took a marketing-driven, sales-driven, or buyer-driven approach—how they addressed an always-on multichannel digital world, and what areas they felt improvement is needed.

Marketing Maturity Model

Each respondent's marketing maturity level was analyzed based on their responses to questions about their organizational structure, current marketing technology, and their marketing strategy. They were then assigned a marketing maturity stage using the following model.



	1 Ad Hoc	2 Defined and Coordinated	3 Managed and Intentional	4 Buyer-Driven and Omnichannel
Organizational Structure	Roles and responsibilities are undefined and functions are siloed by channel or by tactics; individuals operate independently of one another with little to no cross-functional collaboration. Communication is individually managed by each function, which leads to one-off and reactive marketing efforts.	Roles, responsibilities, and functional competencies are defined and there is some cross-functional collaboration to develop sales-driven account-based marketing programs. The tactics, communication, and measurement being used by teams are often still siloed, particularly in the systems used.	Roles, responsibilities, and team handoffs are operationalized and managed. The members of the marketing team are in sync and have developed cross-functional relationships that are tied to strategic organizational business goals. The team may shift to accommodate growth into new channels and/or to manage an increase in marketing activity.	The marketing team is working in a unified, adaptable environment to align across channels and functions for a buyer-centric approach. There is a significant focus on delivering omnichannel marketing that meets organizational objectives and ensures alignment with buyers. The team is held accountable to revenue generation.
Marketing Technology (MarTech)	Technology is limited to a marketing automation platform with standard utilization, including manual integrations to other core systems, such as managing and uploading data from spreadsheets. Data quality is poor and typically below 50 percent marketable.	Investment is made to procure marketing technology systems, including marketing automation, analytics, or a CRM. However, there are still manual processes used to ensure data and reporting are connected. As a result, there is a high likelihood of invalid data entering the marketing automation platform.	There are a number of technology platforms in use, but they aren't fully integrated. Marketing and sales are operating from the same set of data, leading to operational efficiency and trust between sales and marketing. Data is better connected leading to an increase in available marketable data. There are still manual processes involved to connect attribution and ROI reporting.	All systems in use are fully integrated to deliver omnichannel, always-on, buyer-centric experiences, provide valid and marketable data, deliver relevant insights on all programs, and attribute impact to revenue goals. This also allows the team to test new tactics and approaches in response to shifts in marketing trends.
Marketing Strategy	The primary focus is to generate leads. The marketing organization is driven by siloed tactics or campaigns that are reactionary and focused on top-of-funnel metrics (e.g., number of inbound leads generated, impressions, or website traffic) with a lack of cross-functional alignment on key performance measurements or how to use insights to inform campaigns.	The marketing team uses an account-based marketing strategy and is focused on generating Marketing Qualified Leads (MQLs). The team is reactive to sales to deliver different tactics or campaigns. While this keeps the team busy, it leaves little time for more proactive strategic campaign collaboration and coordination.	The marketing team is focused on more integrated marketing tactics driven by business revenue goals. The core metric is the number of opportunities generated. The team is aligned on outbound tactics and is deploying an integrated marketing approach to better align to the buyers' experience.	The marketing team is focused on the buyer's journey and has mastered its approach to be proactive in developing programs to reach buyers across all channels. The team is focused on driving growth and generating measurable results that impact the bottom line, and the team is seen as a critical function within the business.



Key Insights:

The State of Marketing Maturity



Increasingly, in today's evolving B2B environment, more and more is expected from marketing teams. Succeeding in an omnichannel, buyer-driven world requires marketers to better connect everything they are doing—to meet buyers where they are.

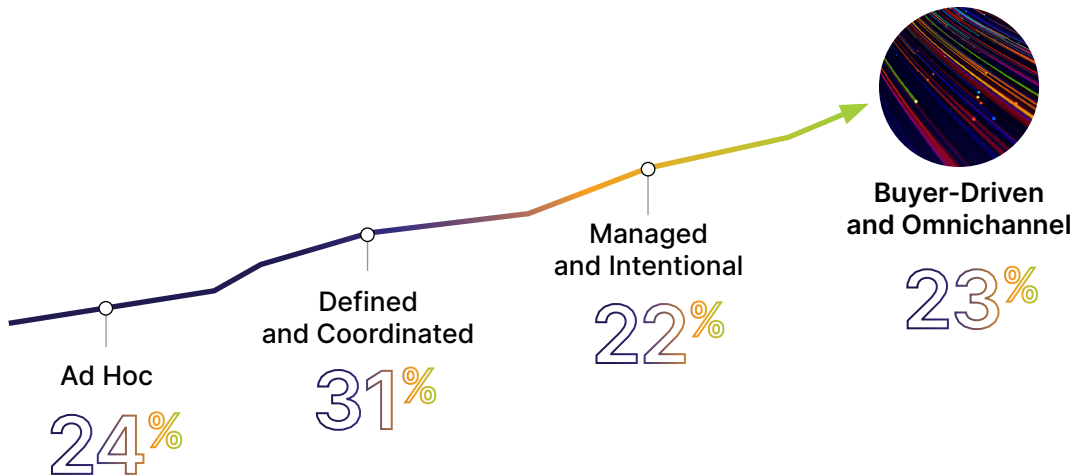
Marketing teams need to break free from siloed approaches and become more collaborative internally and across functions. Marketing technology needs to become deeply interconnected and integrated to eliminate manual data governance and processing. Marketing strategies need to become focused on delivering transformative experiences to B2B buyers at the time and channel of their choosing.

This research explores the current maturity of B2B marketing teams across organizational structure, marketing technology, and marketing strategy. Four key findings emerged as we analyzed the results.



1) Today's marketing teams are scattered across the maturity spectrum.

The numbers are spread across the board, with about a quarter of the respondents falling into each marketing maturity level.



2) Marketing leaders believe their current organizational structures, technologies, and strategies need to change.

When asked to rate how effective their current organizational structure, technology, and strategy were at meeting marketing goals, the resounding answer from senior management is **there is room for improvement**. Over 56 percent of respondents are not confident that their marketing strategy, technology, and team structure are capable of effectively supporting their marketing goals.

3) Marketing teams need functional alignment now more than ever.

Surprisingly, a majority of marketing teams (60 percent) fail to align their department goals with company goals. Additionally, the survey found that account-based marketing (ABM) and revenue marketing teams are in the most need of re-evaluating their team structures, technologies, and strategies in order to achieve higher levels of maturity.

- 87% of ABM leaders say their current strategy misses the mark
- 73% of revenue marketing leaders feel their marketing strategy is inadequate to meet their goals

4) The case for improving your marketing maturity is strong.

Compared to the bottom half of the maturity curve, the respondents who operate at the "Managed and Intentional" or "Buyer-Driven and Omnichannel" levels report better performance across the board with:

- More effective communication between teams and functions
- Clearly defined goals that are aligned to company objectives
- Better data quality and management
- Greater synergy among department functions
- Higher ROI from marketing campaigns and programs

What do these key findings reveal?

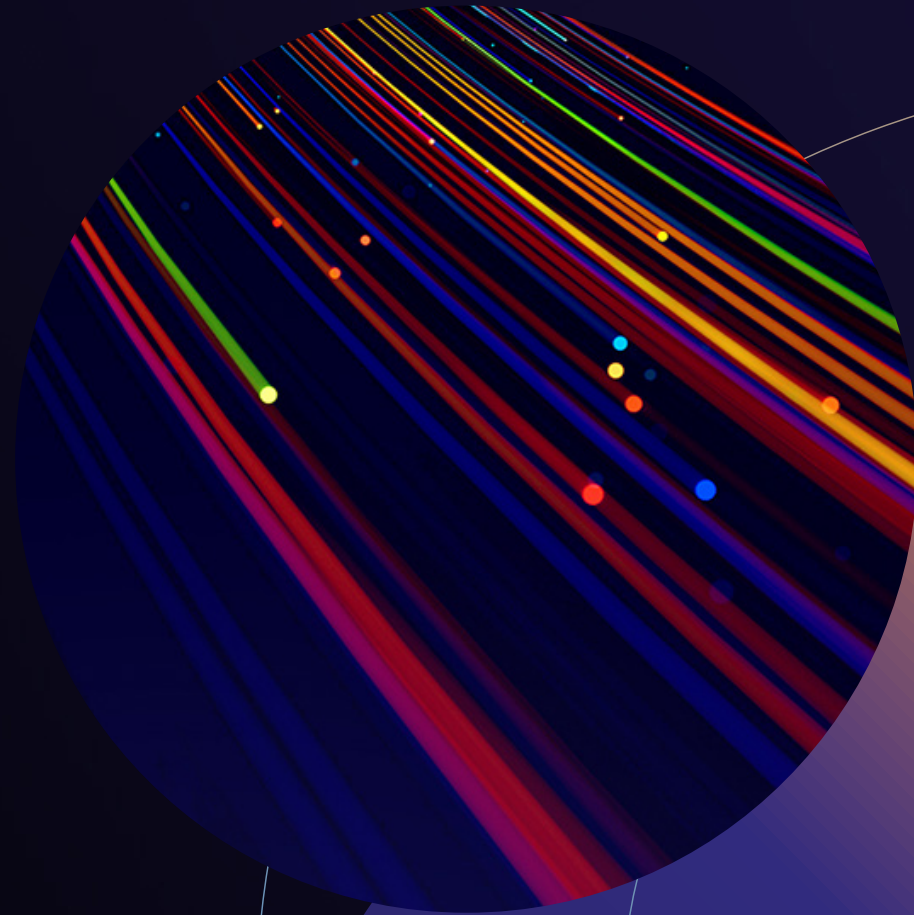
To perform at a high level in today's B2B buying environment and meet rising expectations, leaders are optimizing their teams, technology, and strategies in order to deliver high-quality buying experiences at each stage of the buyer's journey. The closer marketing organizations get to expressing the highest level of marketing maturity, which we define as Buyer-Driven and Omnichannel, the better they perform.



Marketing Maturity:

A Profile of Today's Most Effective Marketing Teams

Marketing organizations reach the highest level of maturity by creating a structure that is unified and adaptable, fully connecting and integrating their technology, and focusing their strategy on enabling the buyer's journey in an omnichannel environment. Of the optimized teams who meet those criteria, 48 percent believe they are poised to meet their revenue goals in 2021.



The profile of a successful marketing team.

Of the respondents who believe their operations have matured enough to effectively meet strategic goals:

- 28% identify their current organizational structures as optimized
- 31% believe their MarTech provides seamless, omnichannel, buyer-centric experiences that allow for proactive testing and agile response to market trends
- 43% describe their current marketing strategies as omnichannel
- 42% create marketing goals based on company goals
- More than 50% share those marketing goals with their main cross-functional partners
- More than 35% prioritize opportunities sourced as key funnel metrics in measuring performance

A unified and adaptable organizational structure enables:

- Effective communication and coordination between functions resulting in marketing programs that create meaningful touchpoints across all channels, wherever engaged buyers, known and unknown, may be.
- Clear and aligned goals throughout the organization that orient teams around tasks and tactics that support—rather than impede—cross-functional goals, leading to more consistent achievement of marketing and revenue goals.

Fully integrated marketing technology enables:

- A single source of truth for analysis and measurement for both marketing and sales teams that delivers actionable insights from multi-touch, cross-channel campaigns—allowing teams to direct spend to where it matters.
- Simplified and automated data management that powers cross-channel targeting, activation, and measurement efforts with verified, high-quality data from all channels.
- Teams to fully leverage data and technology capabilities in order to quickly reach key personas and accounts in a precise and highly scalable way.

An optimized omnichannel marketing strategy enables:

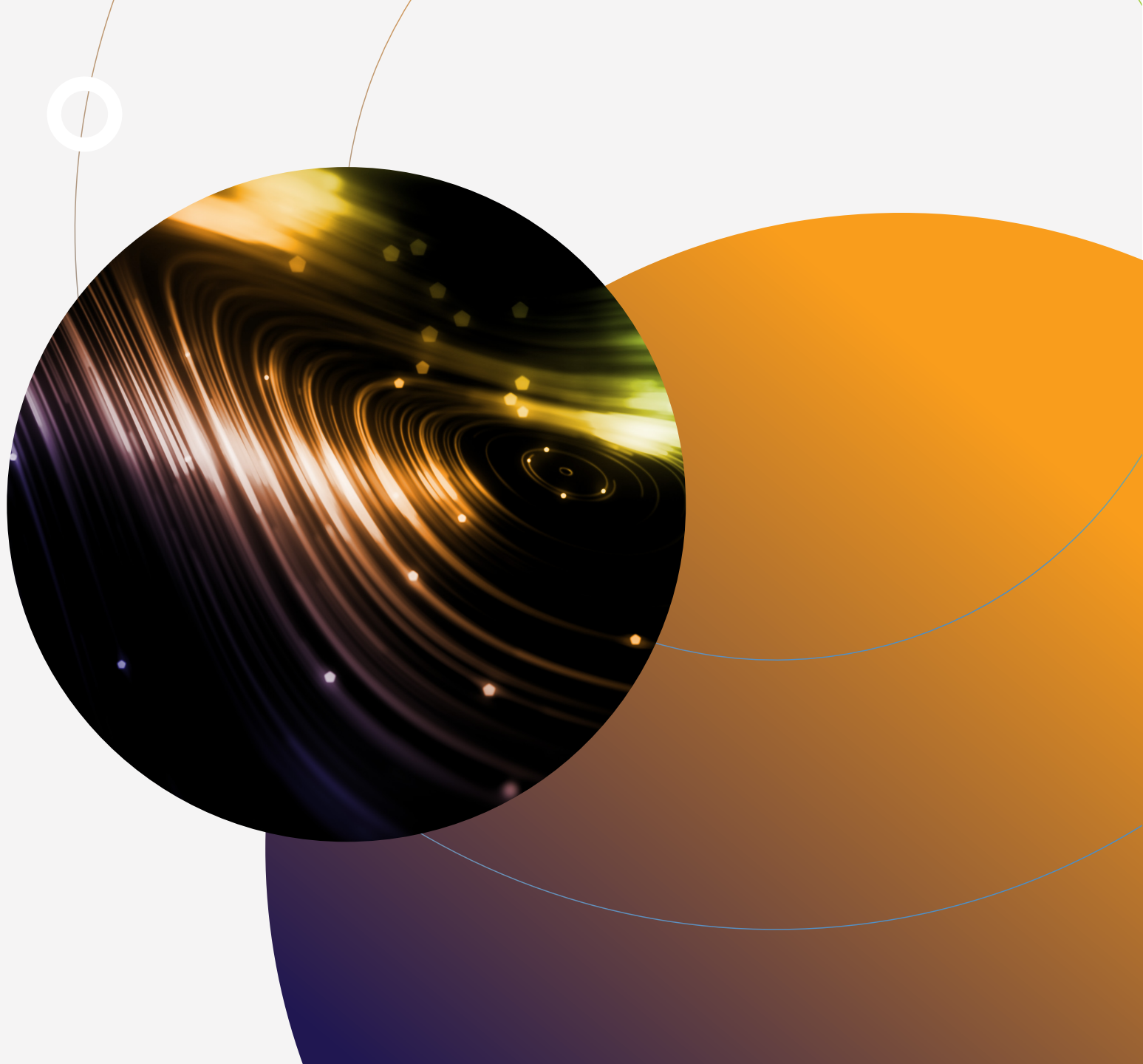
- The orchestration of touchpoints across all channels.
- High-quality buying experiences at each stage of the buyers journey

Marketing teams operating at the highest maturity level, Buyer-Driven and Omnichannel, report strong benefits across all three pillars of maturity. They are able to report more accurately on bottom-line pipeline and revenue impact than less mature teams. They are better aligned across marketing teams and across functions within the company. And they are more confident in their marketing strategy.



The Marketing Maturity Pillars

Organizational Structure,
Strategy, and Technology



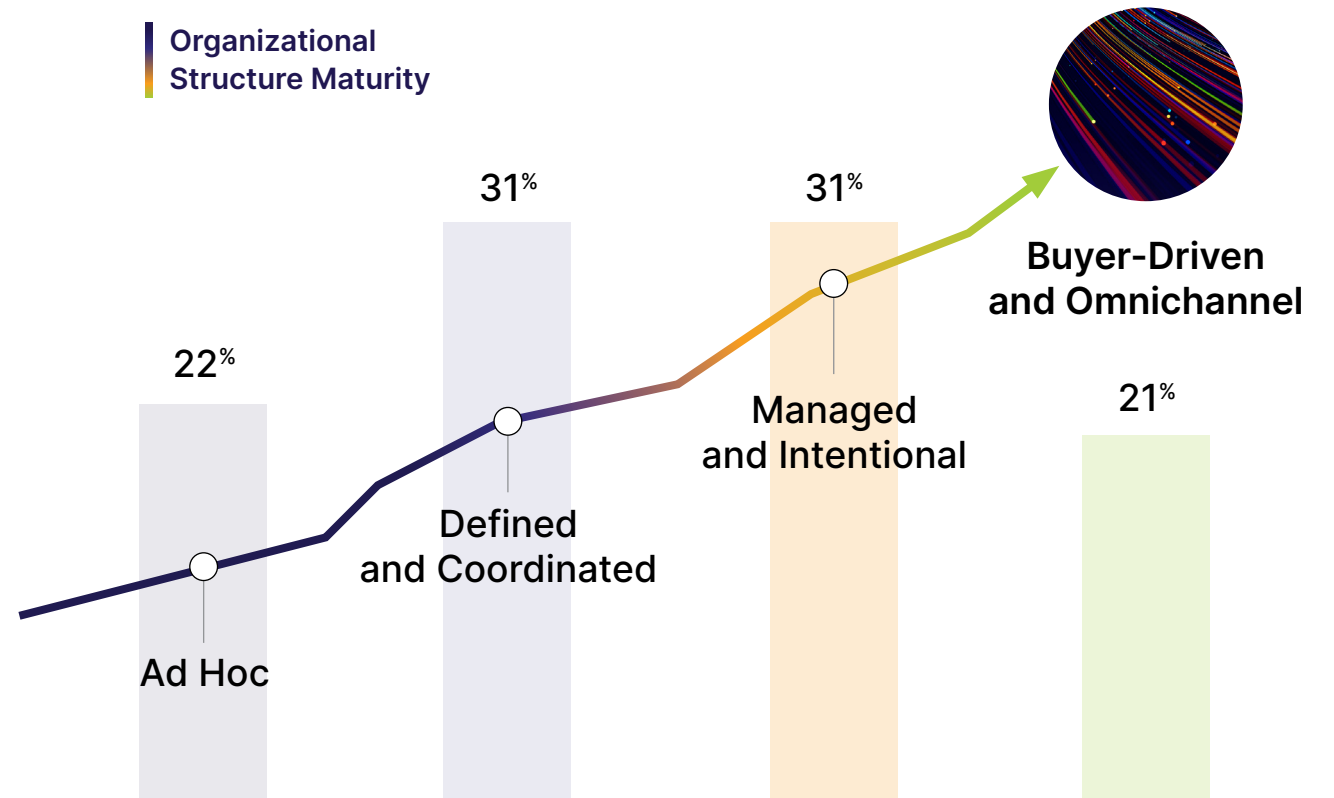
In every marketing organization, the structure, strategy, and MarTech being utilized come together as interdependent pillars of success, each vital to helping an organization reach its maximum marketing maturity. Here's a look at how our respondents talked about each pillar.

Organizational Structure

Overall, marketing leaders report frustration with their team structure, citing silos and misaligned goals as two key problems plaguing their teams. Over half (57 percent) of marketing leaders are only somewhat confident that their current organizational structures will support their marketing goals.

When asked to define their current organizational structure:

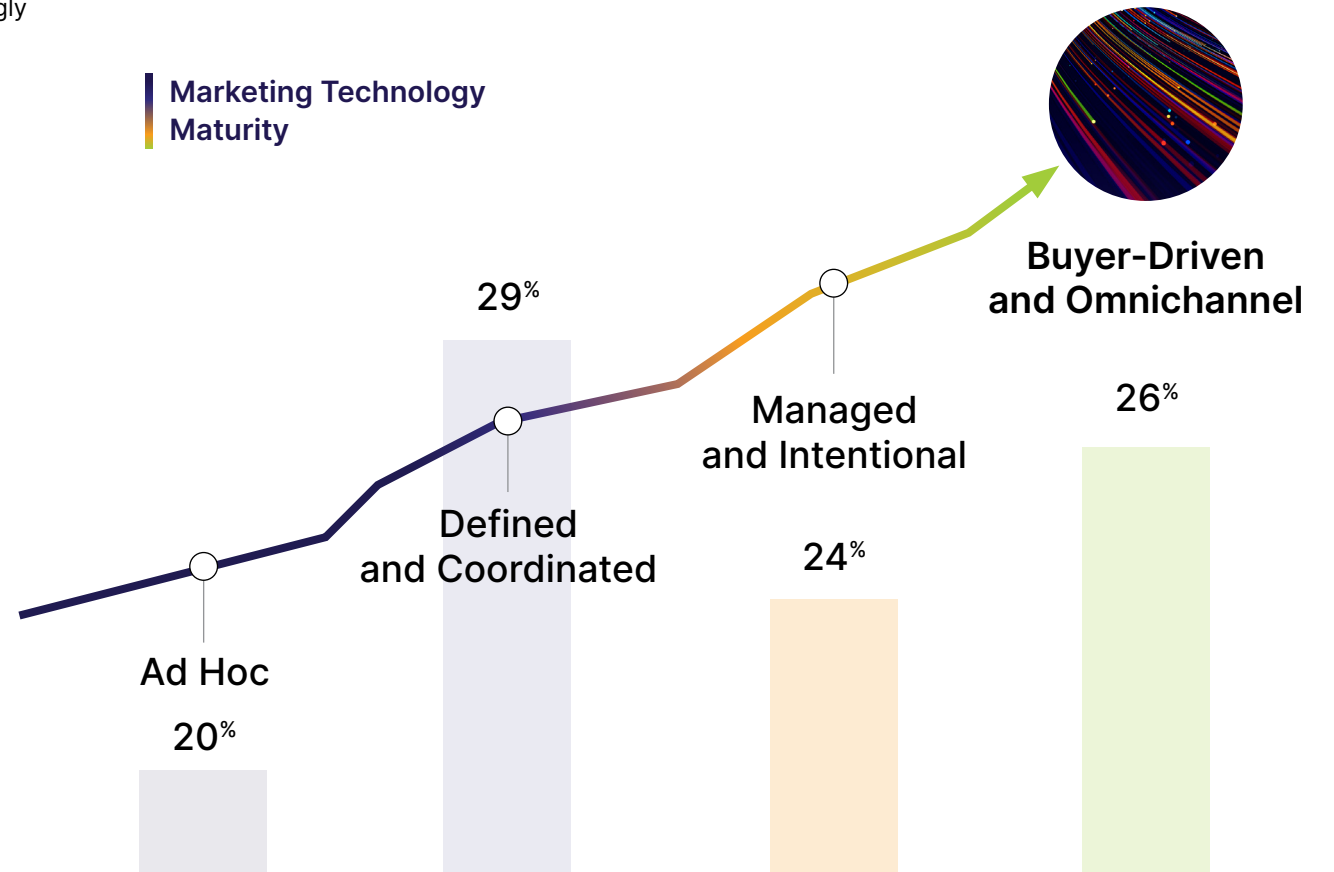
- 22% of respondents say their teams are siloed with low shared responsibility across functions (**Ad Hoc**)
- 31% of respondents say their teams are defined with transparency of goals across functions (**Defined and Coordinated**)
- 31% of respondents say they are synced cross-functionally with goals based on company objectives (**Managed and Intentional**)
- 21% of respondents say their teams are optimized with other functions to align around the buyer (**Buyer-Driven and Omnichannel**)



Marketing Technology

With over 8,000 MarTech solutions across the landscape, B2B marketers have a seemingly endless array of technology options. From point solutions to comprehensive platforms, there is a wide range of MarTech adoption and utilization. When asked to describe their marketing technology, respondents were divided across the maturity spectrum.

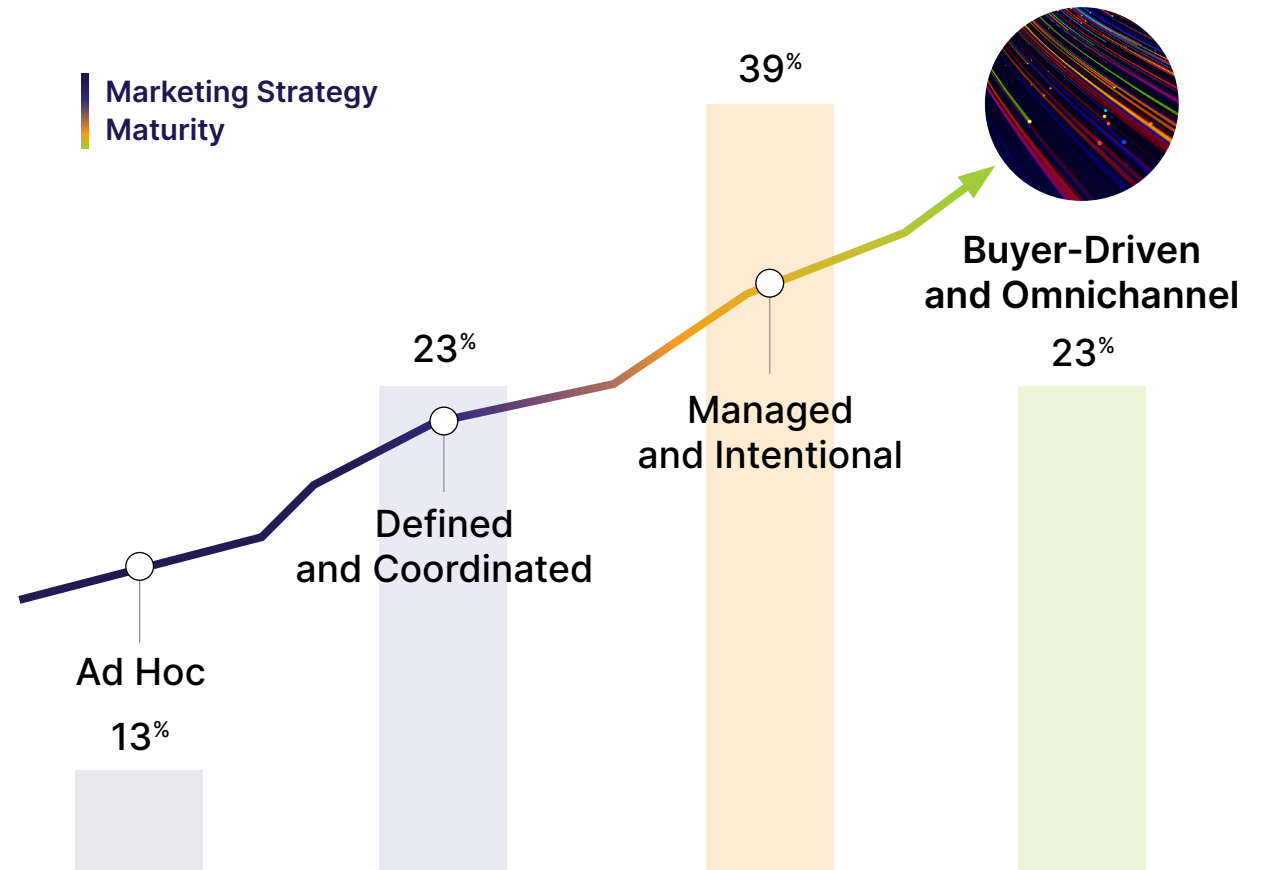
- 20% of respondents have limited to no MarTech (**Ad Hoc**)
- 29% of respondents have standard MarTech and utilize manual steps to integrate data across systems (**Defined and Coordinated**)
- 24% of respondents have managed technology that supports reporting and ROI attribution (**Managed and Intentional**)
- 26% have full integration of marketing tools to support an omnichannel strategy (**Buyer-Driven and Omnichannel**)



Marketing Strategy

As they seek a new way forward, marketing leaders are facing a daunting challenge. They are not only tasked with rectifying internal issues and reaching department goals, but they also must account for shrinking budgets, a digitized omnichannel landscape, and a lifeline for retaining their talent. When asked to describe their marketing strategy:

- 13% of respondents state their strategy is reactive and speckled with random acts of marketing (**Ad Hoc**)
- 23% of respondents identify their tactics as defined, with some sales-driven and coordinated programs (**Defined and Coordinated**)
- 39% of respondents report their strategy as multi-channel, with a strategic combination of direct and indirect communication channels (**Managed and Intentional**)
- 23% of respondents utilize an optimized omnichannel approach to provide a unified message across all communication channels (**Buyer-Driven and Omnichannel**)



How the Pillars of Marketing Maturity Influence Each Other

Organizational Structure

Marketing teams at higher levels of organizational maturity share their goals across the organization, creating synergy between cross-functional teams. Collectively arriving at shared metrics of success creates the impetus for connecting technology for better visibility into how the efforts of one function are impacting the success of another.

Marketing Technology (MarTech)

Operating at high levels of maturity in technology also supports the development of a collaborative, cross-functional perspective. As technology gets closer and closer to full integration, cross-functional teams begin to align around a single view of their accounts and buyers. As technology begins to take on more and more of the manual tasks that take up hundreds of hours each week, marketing teams find they have more time to dedicate to develop strategy.

Marketing Strategy

Collaborative, cross-functionally aligned structures foster an environment where ideas for buyer-centric, omnichannel strategies emerge, are prioritized, and are valued. As data quality improves and begins to flow between connected systems automatically, marketing teams find that they have the targeting, activation, and measurement capabilities needed to successfully execute, measure, and report on buyer-driven omnichannel strategies.



Key Takeaways:

How to Improve
Marketing Maturity



As you think through your approach to 2022 and beyond, here are some recommendations to help you meet and exceed the growing expectations placed on B2B marketers.

Analyze where your team falls within the Marketing Maturity Model.

In order to adapt to the realities of a buyer-driven omnichannel world, it's important to analyze and understand where your team lies on the curve. Remember, your assessment of each pillar—organizational structure, marketing technology, and marketing strategy—can range greatly. You may find that maturity levels vary across each of your pillars.

Reference [Page 8](#) when evaluating your own marketing maturity.

Break teams out of silos through transparency and collaboration.

Teams that work in deep organizational silos typically aren't agile enough to execute mature strategies. However, teams that operate at high levels of marketing maturity are aligned and agile and operate with centralized processes that lead to greater revenue.

- **Create transparency between marketing and the organization at large:** High-performing teams connect their goals to greater business goals—as they move toward owning opportunity and revenue numbers and then share and report on them to finance and sales.
- **Connect your channels one by one:** Connecting with B2B buyers today requires marketers to deliver the right message at the right time and place. If, for example, your demand team isn't collaborating with your digital team, how are you going to bridge the gap in buyer experience between channels? Focus on creating connections between teams siloed in their channels and starting to connect your channels one channel at a time.

Place the buyer experience at the center of your strategy.

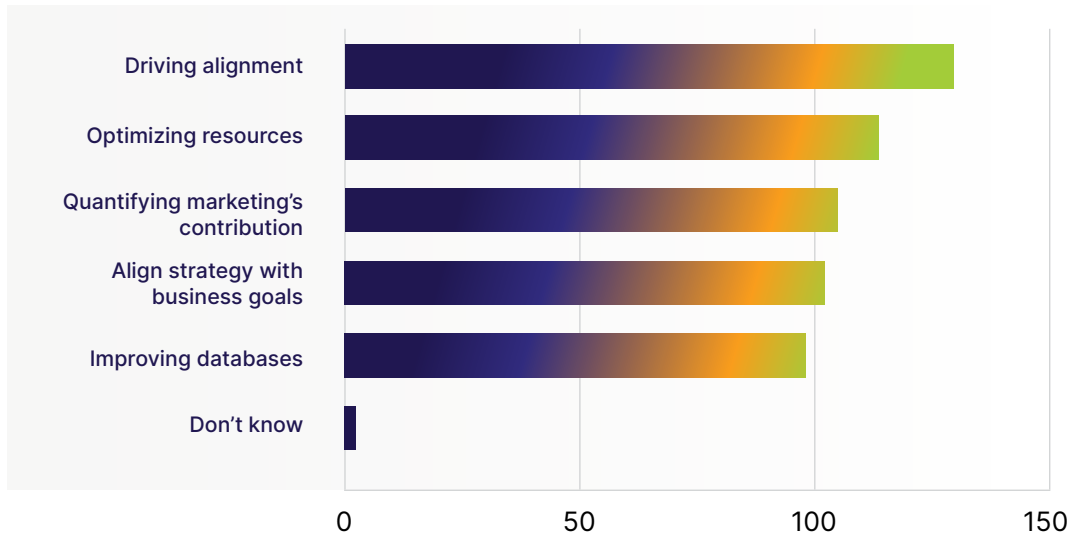
If you want to accelerate and enable the decision-making process, it's critical that you create meaningful experiences from a buyer's first touchpoint to the last. Achieving greater strategic maturity occurs as organizational silos break down and technology becomes integrated. As you increase your maturity in the first two pillars (organizational structure and technology), you'll become increasingly capable of executing a personalized marketing approach that expands across your operation, delivering predictable results.

- **Connect with buyers at relevant points in their journey:** Marketers who operate at the highest level of marketing maturity are able to quickly adapt to the needs of their buyers no matter the channel or device.
- **Drive cross channel experiences:** Go beyond digital ads. Target account lists and display ads are fine strategies for increasing awareness within an account. Strategically mature marketers, however, are able to capitalize on awareness by also targeting additional members of the buying unit at responsive accounts on other channels like content syndication, events, and social. Marketers who utilize mature strategies are able to deliver personalized and targeted experiences across multiple channels.

When thinking about the three pillars that contribute to a marketing organization's maturity, over half of marketers (52 percent) shared that—based on their assessed level of marketing maturity—they lack confidence in their ability to support revenue goals. We asked for their top three priorities for improving readiness for the coming year.

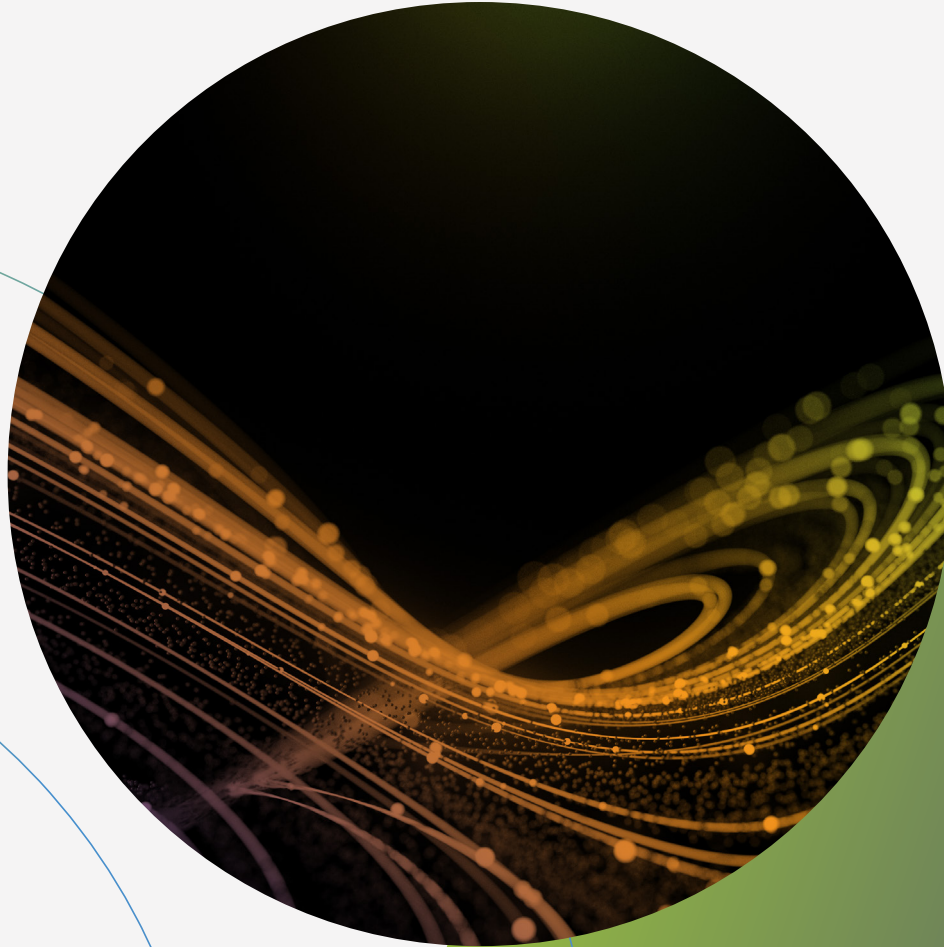
- Driving alignment between systems, data, and activities
- Optimizing marketing resources
- Quantifying marketing's contribution to business ROI and customer growth

Which areas are you investigating in the next year to boost your team's ability to plan and execute successful marketing initiatives?





Conclusion



Today's buyer offers new challenges to B2B marketers. Buyers do their own research. They expect to connect with you on their own terms, via the channels they choose, and may not even reach out to communicate directly with your business until they're ready to engage.

In order to meet this new buyer where they are, marketers need to adapt and change—the status quo is no longer an option, for your organizational structure, your strategy, or your technology. Teams that rank lower on the maturity curve will continue to find it challenging to succeed, as siloed teams, inaccurate data, and disconnected technology make it difficult, if not impossible, to connect with the modern buyer.

As the research demonstrates, marketers who seek to succeed in a buyer-centric world must mature across each of the three pillars. The exciting news is that, when marketers are able to mature, they unlock the capabilities necessary to execute buyer-driven and omnichannel marketing strategies, resulting in tangible business impacts and revenue as they elevate marketing to be seen as a critical function within the business.

As we have seen, teams that operate on the higher end of the marketing maturity model invest and focus on building solid marketing practices across the three pillars to support buyer-centric strategies. Highly effective teams with synced organizational structures and seamlessly integrated MarTech with cross-channel connections have more success achieving marketing goals, delivering a personalized relevant buying experience, and generating higher ROI.

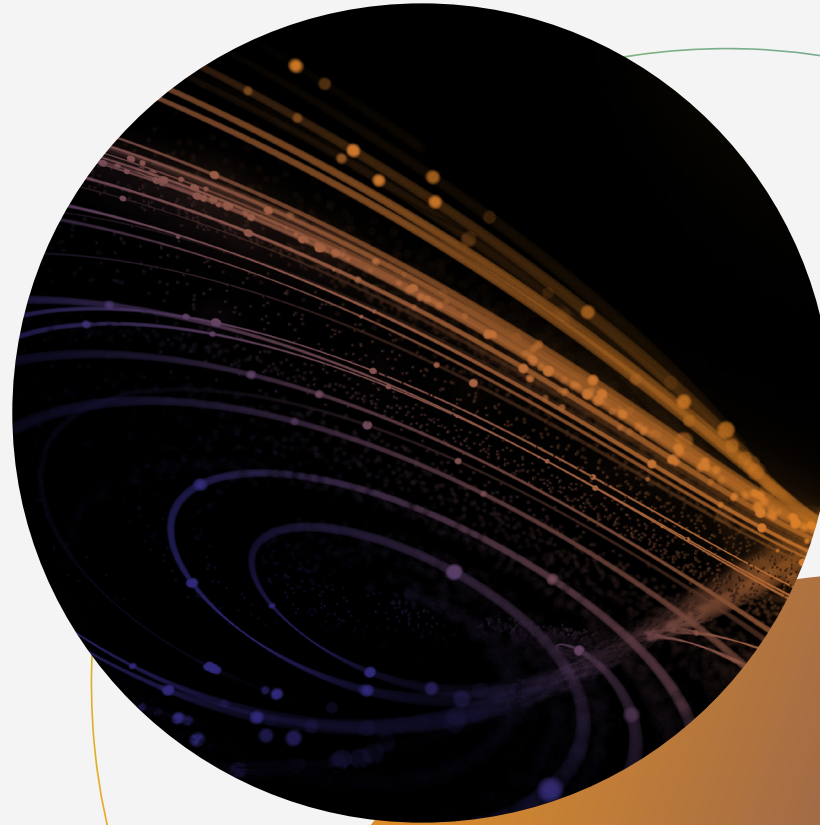
At a time when our industry is changing dramatically, marketers must change as well. We must rise to the occasion and take this opportunity to evolve and grow. We invite marketing leaders to take a prescriptive look at their marketing teams, analyze where you are positioned on the marketing maturity model, and leverage your findings to chart a forward-looking plan that seeks to position the buyer and the buyer's experience at the center of everything you do. When you can foster better connections with your buyers, you can further influence the sales cycle, and ultimately provide a better experience for your buyers. It is clearly a buyer's world and it's our responsibility as marketers to evolve to meet our buyers' needs.

Highly effective teams with synced organizational structures and seamlessly integrated MarTech with cross-channel connections have more success achieving marketing goals, delivering a personalized relevant buying experience, and generating higher ROI.



Appendix:

Further Insights



Further Insights: Organizational Structure

Responses from marketers varied widely depending on their functional roles within their marketing organizations. A breakdown of the data reveals that those with the most cross-functional roles in driving pipeline, ABM and revenue marketers, report that their existing organizational structure does not support their needs.

How effective is your team at achieving your marketing goals with your current organizational structure?

	Effective	Somewhat effective	Not effective
Demand Generation	33%	57%	10%
Digital Marketing	53%	44%	3%
ABM	13%	76%	11%
Marketing Operations	54%	38%	9%
Customer Marketing	59%	35%	6%
Revenue Marketing	27%	55%	18%

Based on the analysis, the research looked for key factors that drove effectiveness across marketing functions. At the core of a team's structure is how its members create and share goals across the team and organization. When asked how marketing goals are shared within their organization:

- 39% of all respondents reported that they share their marketing goals across the organization
- 47% reported their marketing goals were shared with their main cross-functional partners
- 13% of teams are still siloed, only sharing goals within their immediate team

Working seamlessly with other functions ensures greater momentum toward goals and revenue.

When we map the data to marketing strategy effectiveness, the survey found that 45 percent of those who share their goals across the organization report their marketing strategy is highly effective. On the flip side, 33 percent of teams that create goals in silos report being dissatisfied with the effectiveness of their marketing strategy.

Those who classified their structures as synced and fully optimized experience:

- Effective communication and coordination between functions
- Clear and aligned goals throughout the organization
- Greater agility and innovative problem solving

Those whose structures are on the lower end of the maturity model experience:

- Poor communication
- Lack of consensus on buyer's needs and pains
- Unclear and/or inconsistent business objectives

Further Insights: Marketing Technology

Low utilization of marketing analytics is common.

Marketers operating at lower levels of technology maturity rely on channel-specific engagement or basic lead generation as their main measurement of marketing success. Whereas marketers operating at higher levels of maturity measure success by opportunity pipeline or revenue impact. Sophisticated reporting on marketing impact is only possible when technology systems become integrated.

- **Engagement:** 15% of respondents measure performance by engagement volume
- **Lead and MQL:** 37% of respondents measure performance by lead and MQL volume and conversion
- **Opportunities:** 32% of respondents measure performance based on opportunities sourced/influenced
- **Revenue:** 12% of respondents measure performance by revenue sourced and/or influenced

There is disagreement on how marketing technology is performing.

Digital marketing and customer marketing teams indicate their marketing technology meets their performance needs, but cross-functional groups like revenue marketing and ABM do not.

- 68% of ABM leaders feel their marketing technology lacks the support necessary to meet their goals
- 73% of revenue marketing leaders find their technology to be only somewhat effective in achieving their goals

Marketers at lower levels of maturity struggle to connect their technology.

Respondents who consider their marketing technology ineffective cite the following obstacles blocking their path to connected technology:

- The need to aggregate and unify data from different sources
- Lack of, or limited, support from management to prioritize technology connections
- Insufficient technology available to simplify connections between platforms

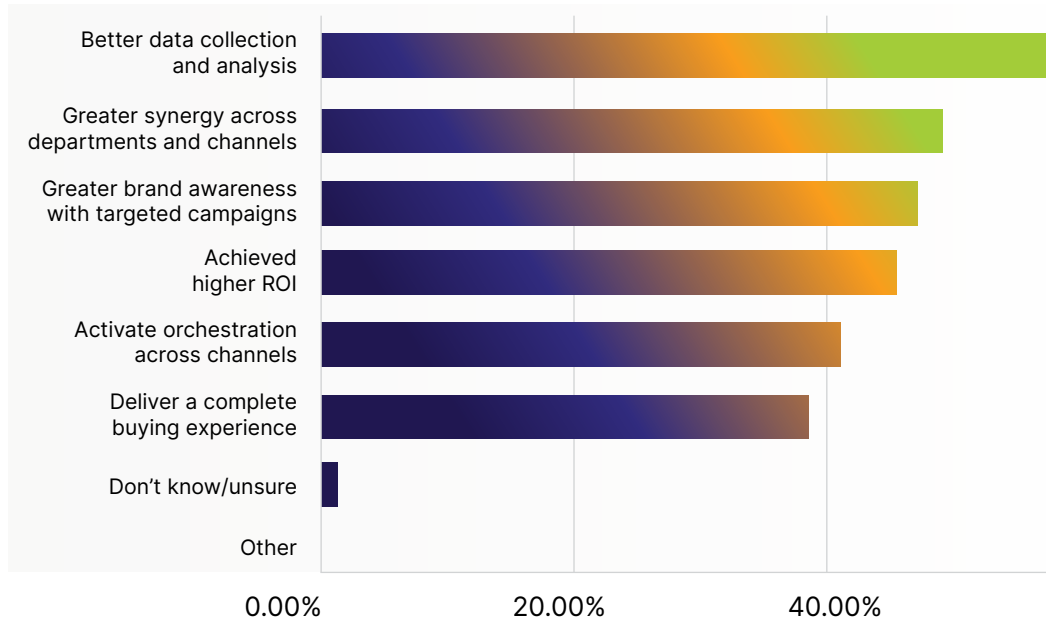
A low level of maturity in organizational structure is indicated by siloed teams and goals. Understandably, a culture of siloed teams will naturally implement its technology in silos. A lack of organizational alignment blinds teams from seeing the need to connect and integrate technology. As a result, these teams may implement technology, but they are unable to adopt and integrate it fully.

Mature teams that reach full technology integration reap the benefits.

Respondents whose marketing technology is fully integrated to deliver omnichannel, buyer-centric experiences have:

- Better data collection and analysis
- Increased synergy across departments and channels
- Greater brand awareness with targeted campaigns and segmentation

Biggest benefits of integrated technology



It's clear the effectiveness of marketing technology is not completely reliant on implementation alone. These marketers achieve results because their technology works with them every step of the way - from adoption to orchestration.



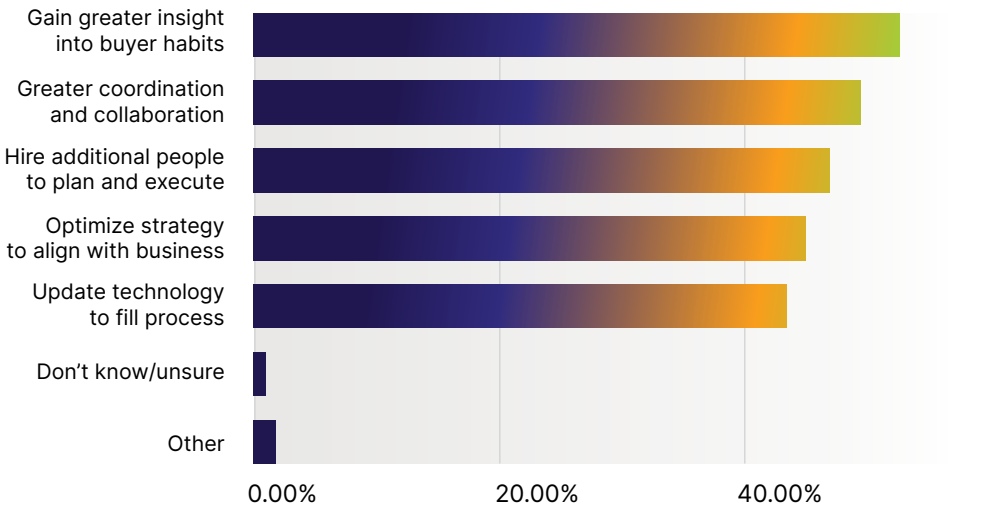
Further Insights: Marketing Strategy

57% of respondents are concerned with the effectiveness of their strategies.

When asked what it would take to increase the effectiveness of their marketing strategies, respondents said:

- They need more insight into the habits, pains, and motivations of their buyers
- There is room for growth in coordination and collaboration between marketing teams and their processes
- Teams need additional people to execute initiatives

What changes would improve the effectiveness of your marketing strategy?



At lower levels of maturity, teams struggle to connect with buyers.

56% of teams with less mature marketing strategies struggle to prioritize the foundational elements of those strategies. These respondents who lie on the lower level of the marketing maturity model prioritize the development of their marketing programs in the following order:

1. Named Accounts
2. Buyer's Journey Stage
3. Buying Committee
4. Persona
5. Ideal Customer Profile (ICP)

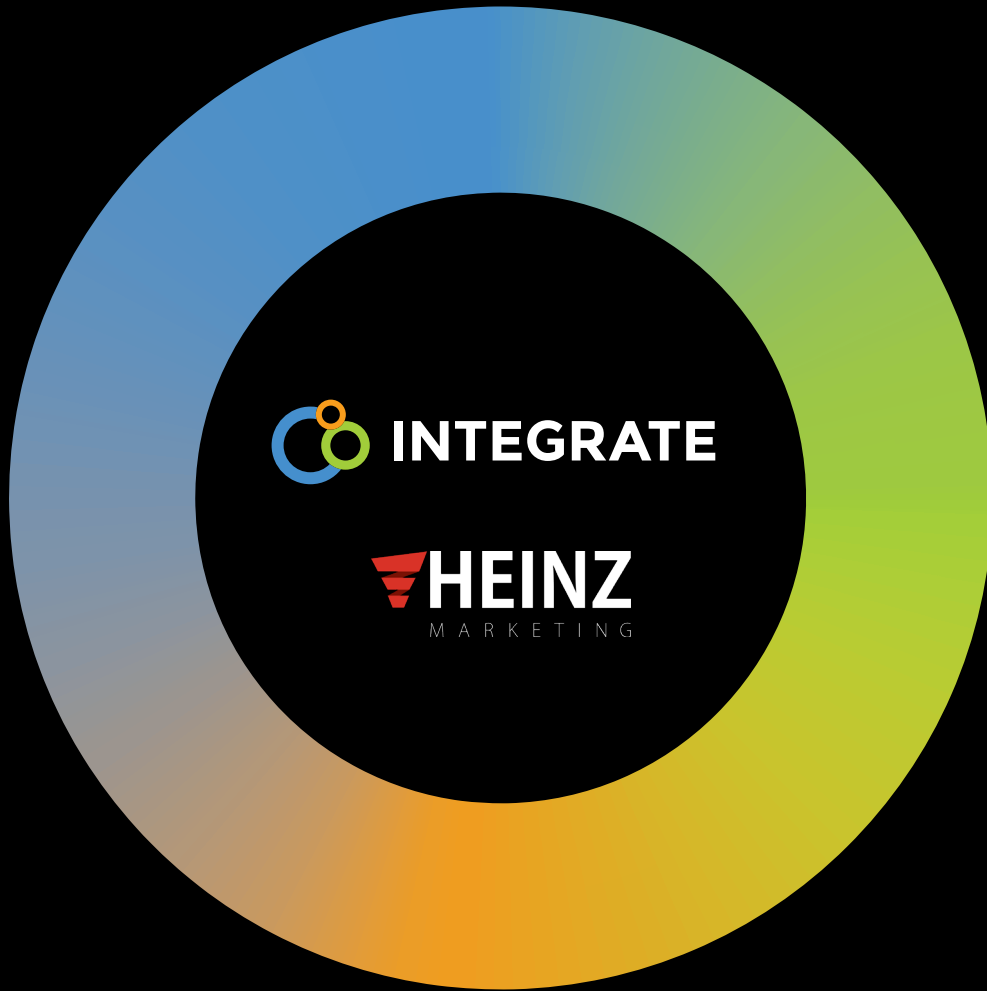
Teams with less mature marketing strategies find it difficult to drive revenue and say their ABM strategies miss the mark.

As marketing maturity increases, teams are better able to connect with buyers.

Teams that operate at the Buyer-Driven and Omnichannel maturity level prioritize foundational elements of marketing strategy in the following order:

1. Ideal Customer Profile (ICP)
2. Persona
3. Buying Committee
4. Buyer's Journey Stage
5. Name Accounts

Teams with more mature marketing strategies report greater insight into buyer motivations, connected marketing channels, and better coordination of processes and teams. They also prioritized foundational elements of marketing strategy in inverse order as compared to teams at the lower levels of maturity.



About Integrate

Integrate is the leader in Precision Demand Marketing, an emerging category to help B2B marketers develop and deliver an omnichannel demand strategy, convert customer and prospect data records to revenue, and drive marketing ROI. Integrate works with high-growth and enterprise organizations like Salesforce, Microsoft, Akamai, and Pluralsight to power their Precision Demand Marketing strategies. Over the past decade, Integrate has evolved from solving the complex challenges across each demand generation channel to powering account-based, buyer-driven omnichannel experiences. Today, Integrate's Demand Acceleration Platform helps marketers orchestrate connected buying experiences that drive qualified conversations at scale, simplify ABM management, and accelerate revenue generation. For more information, please visit www.integrate.com or follow us on [LinkedIn](#), [Facebook](#) and [Twitter](#).

About Heinz Marketing

Heinz Marketing is a B2B marketing and sales acceleration firm that delivers measurable revenue results. Every strategy, tactic, and action has a specific, measured purpose. Instead of focusing on the activities, we focus on the outcomes. What really matters is the sales pipeline, closing business, and accelerating revenue. For more information, visit www.heinzmarketing.com.

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