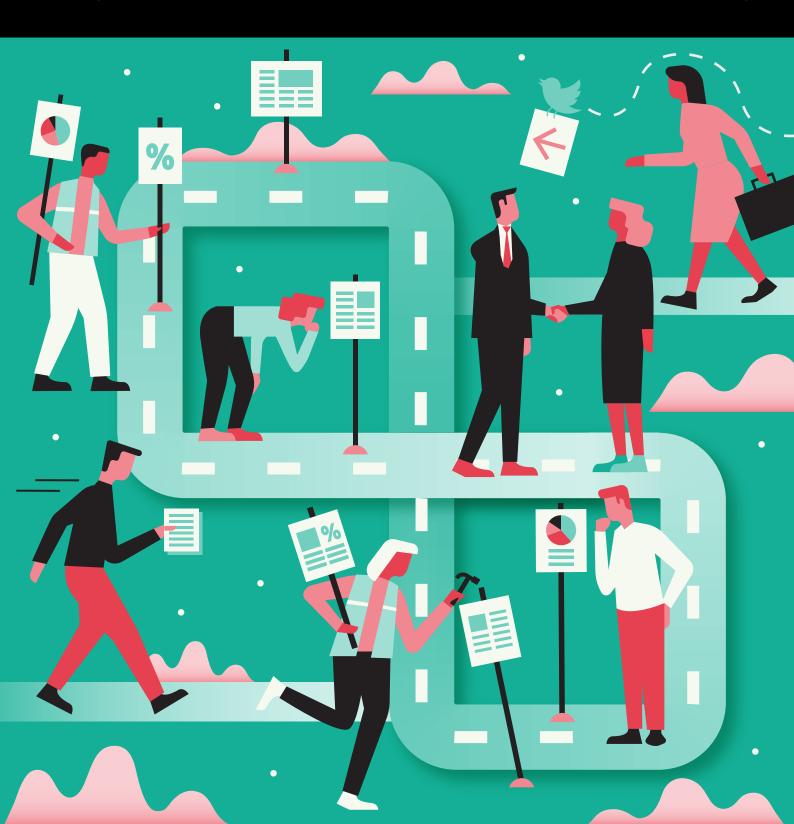


E F F E C T I V E C A M P A I G N P L A N N I N G F O R B 2 B M A R K E T E R S



Contents

It's time to reimagine the marketing funnel - PAGE 3

- A The role of marketing has changed
- B How the marketing funnel is failing B2B brands
- C A new model for the B2B customer journey

Building your campaign activation plan - PAGE 13

- A Mastering the basics of lead nurturing
- B Automating your content personalisation
 PAGE 20
- C Aligning content with customer needs
 PAGE 25

PART

It's time to reimagine the marketing funnel

The traditional marketing funnel is no longer the best tool for understanding B2B customers

The marketing funnel is in desperate need of an update.

This simple tool has served B2B marketers well for 120 years. But today, it's long past its best. The customer journey has changed hugely since Elias St Elmo Lewis first described the concept in 1898.

Back then, coal power stations were still cutting-edge technology. And just as the energy industry is transitioning rapidly to more modern fuel sources, today's marketers need a more efficient way to guide prospects through the customer journey.

This guide will reveal how you can make the switch to a more efficient model for campaign activation.

But, before we get to that, we should briefly outline how radically the role of marketing has changed in recent years. That way, you'll be able to see why it's so important to act now to change the way you design your campaigns.

You see, Lewis' original marketing funnel was designed to describe the path a buyer takes from when they first encounter a brand to the moment they make a purchase. In fact, his model still does a pretty good job of describing the emotional journey marketers must take their customers on.

First, you need to grab someone's *attention*. Then, you have to develop their *interest* in a challenge you can help them with and turn it into a *desire* to overcome it. Finally, you must prompt them to take *action* to fulfil that desire.

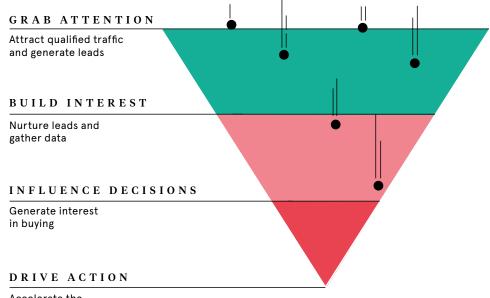
Lewis coined the acronym AIDA to describe this process – and it's been a staple of the marketing world ever since.



The role of marketing has changed

The problem with Lewis' funnel is that marketers today must use content to reach customers far earlier in the decision-making process than they used to. What's more, a client's initial purchase is just a small part of the potential value of your relationship with them.

There are typically four phases to a marketing funnel



Accelerate the sales process

Thanks to the internet, customers now have all the information they need at their fingertips to independently assess their own business needs and research potential solutions.

As a result, up to 67 per cent of a typical B2B buyer's journey now involves self-directed research online - and 80 per cent will read three or more pieces of content before they ever speak with a salesperson.

At the same time, it's becoming increasingly clear that the marketing process doesn't end at the point of purchase. According to Marketo, 90 per cent of B2B customer value is obtained after the initial sale. As such, marketers can't afford to ignore the impact that upsells, cross sells and renewals can have on the company bottom line.

Better yet, generating repeat business from customers who have already been through your marketing funnel is naturally more cost effective than finding new prospects and warming them up from scratch.

All this means that the scope of marketing is getting wider - and the marketing funnel must grow wider with it.

This guide will reveal how you can send the old marketing funnel the way of the coal-fired power station. Along the way, you'll see how to use a new model to develop content activation plans that let you reach prospects with the right content, through the right channels and at the right time.

of B2B customer value is obtained after the initial sale

Source: Marketo, 2016



How the marketing funnel is failing B2B brands

A key issue with the traditional marketing funnel is that it's a 'one size fits all' approach. It implies that everyone joins your campaigns at the top of the funnel and that they then follow the steps you've laid out for them at the same pace until they get to the end and are ready to buy something.

If only people were that predictable!

In reality, there are many paths that may lead someone to decide they should buy from your company – and the marketing funnel of the future should help you take them all into account when planning your campaigns.

First of all, prospects can enter the marketing funnel at any stage of the buying process. Some may have already identified a need and be ready to buy from you almost immediately. Others will already be aware of your brand and your content but have yet to identify a need you can help with, so still require nurturing through the middle of the funnel.

That means you need content ready to serve the whole customer journey before you launch a new content initiative.

At the same time, the customer journey is non-linear. Don't expect customers to engage with your content pieces in any particular order. Some will skip parts of your funnel in order to make a purchase decision more quickly. Others may flit between top, middle and bottom-of-funnel content many times before making a purchase.



You need content ready for the whole customer journey before you launch a new content initiative"

The customer journey has many possible paths

INBOUND



According to Demand Gen Report, 17 per cent of buyers will consume more than seven pieces of content before they even speak with a salesperson. Not everyone can be easily funnelled.

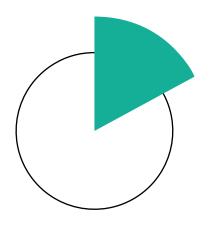
In fact, not everyone is even heading to the same destination. You might want to take an ideal prospect on a journey that ends with them making a purchase. But it's also important to remember other stakeholder groups, such as end users, where your focus might be providing onboarding content or turning them into advocates for your brand.

For all these reasons, your marketing funnel replacement should look beyond the customers who make their decisions in a

simple or predictable fashion and it shouldn't take a generic approach. It must help you create personalised content experiences that make the buying process as relevant as possible no matter what path a customer decides to take.

That means creating content that addresses the specific themes and ideas your audience cares about and remedies their biggest pain points at each section of the customer journey.

Once you know the key messages you need to convey, the next step is to package and distribute that content in the best formats and channels to reach your audience in the right place and at the right time. Automation technology will have a key role to play here, helping you gather information about ideal



of buyers will consume more than seven pieces of content before the speak with a salesperson

Source: Demand Gen Report, 2018

prospects and serve them the content they need when they need it.

For example, a research report can be a great way to engage prospects and provide them with useful insights that establish your organisation's industry expertise. But, a content piece that substantial may seem daunting to someone who's unfamiliar with your business.

To engage prospects who aren't ready to read a full report, look for ways to repurpose that content into more easily digestible formats.

Consider publishing some sections as blog posts or infographics and repurposing the report's most useful insights as social cards to share in your audience's preferred

social media channels. Then, use automation software to share this content with prospects who can benefit from your insights.

Of course, this process extends well beyond each customer's initial purchase. As you're about to see, it's equally important when designing your post-purchase content initiatives.



A NEW MODEL FOR THE B2B CUSTOMER JOURNEY

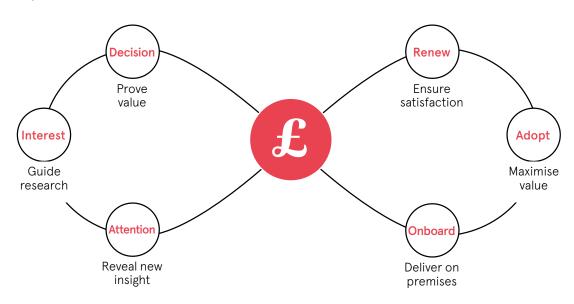
A new model for the B2B customer journey

The limitations of the traditional marketing funnel mean it's no longer the best model for activating modern B2B content campaigns.

It's too simple to account for the many routes a customer may take on their path to purchase and says nothing about the crucial role content plays in unlocking the value of customer relationships post-purchase.

That's why we believe it's time to replace this old concept with a new one that more accurately reflects the modern customer journey. We call this new model for campaign activation the 'marketing loop'. And the first thing to note about the marketing loop is that the process doesn't end when a customer buys something.

The content marketing cycle never ends



There will always be opportunities to offer clients additional services, or to enhance their experiences and make them more likely to come to you for repeat business.

For each stage of the loop, consider how you might repurpose your content so you can distribute it in a range of formats and channels and at different stages throughout the customer journey.

As we say, it is just as important to engage key stakeholders outside of your primary audience. Aim to create complementary activation plans for these secondary audiences, considering how their actions will feed into your primary marketing loop and what content will apply to them at each stage.

All this may seem a bit daunting if you're used to designing rudimentary campaigns using the traditional funnel. But, remember that neither the marketing funnel

nor the marketing loop actually is the customer journey you're trying to visualise. They just represent it.

Your success as a marketer depends on using the model that most accurately depicts the journey you need to take your customers on. And as you've just seen, the traditional model simply doesn't cut it in the modern age.

Expanding the funnel to include post-purchase marketing will help you unlock the full value of your customer relationships. Meanwhile, breaking down hero content into more digestible formats will help you reach less engaged audience members your campaigns would otherwise fail to influence.

The traditional funnel has served marketers well for more than 100 years, but it's no longer the best tool for understanding B2B customers. It's time to switch to a more efficient model for planning your content campaigns. It's time to embrace the marketing loop.



A map is not the territory it represents. But, if correct, it has a similar structure to the territory, which accounts for its usefulness"

- Alfred Korzybski, philosopher

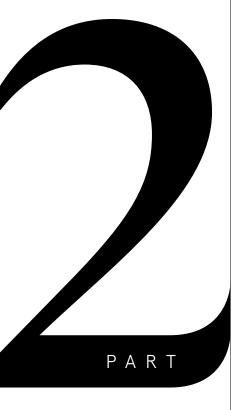
Key takeaways

Different customers will move through the customer journey at different speeds.

So, be sure to launch your campaigns with content ready for all stages of the buying process.

Use a range of formats and channels to communicate with your audience. Bitesize content will help you convey key messages to buyers who aren't ready to engage with meatier content pieces.

The marketing cycle doesn't end with a customer's initial purchase. You can't afford to ignore the impact that upsells, cross sells and renewals can have on the company bottom line.



Building your campaign activation plan

To deliver effective content marketing campaigns, you need content for each of the key milestones along the path to purchase

Most B2B marketers are failing to deliver campaigns that guide prospects through the customer journey effectively.

HubSpot's 2018 *State of Inbound* survey shows that <u>69 per cent</u> of marketers list converting leads into customers as their top priority. Yet, research from Demand Gen Report reveals that <u>71 per cent</u> struggle to ensure prospects receive relevant content at each stage of the customer journey.

Overcoming this challenge means designing personalised nurturing experiences that provide valuable insights and deliver consistent messages no matter what channels customers use to engage with your content.

Quite simply, poor or irrelevant content damages customer relationships. That's why it's so important to tailor your content distribution to meet your prospects' needs – and Part 2 of this guide will show you how.



Mastering the basics of lead nurturing

The sheer length of the B2B buying cycle is one of the biggest factors that distinguishes B2B from B2C marketing.

Longer sales cycles inevitably lead to more opportunities for prospects to disengage with your brand. They may be won over by another company's content campaigns, lose the budget they need to invest in your services or simply move onto other things when their priorities change.

All this means that finding promising leads is only half the battle in B2B marketing. You also need a system in place to provide

prospects with the key information they need when they need it to guide them through the customer journey. This process has come to be known as 'lead nurturing'.

Nurturing has become a hot topic in recent years – because it works. Forrester reports that companies which excel at lead nurturing generate 50 per cent more sales-ready leads at just two thirds of the cost.

Of course, every business is different. The specific journey you need to take your customers on will vary depending on your business goals.



The B2B buying process is far too complex

65%

of buyers spend as much time as they expected to need for the entire purchase just getting ready to speak with a salesperson

Source: CEB, 2015



Agree what counts as an ideal prospect

The core aim of any nurturing programme is to educate your audience, add value and keep your brand front of mind until they want or need your services. That means it's important to make sure that the people you feed into yours are really in a position to buy from you.

It may be true that <u>61 per cent</u> of B2B marketers pass every single lead their campaigns generate over to sales. But this practice will erode the sales team's trust in the quality of those leads over time, undermining the work your team does to attract ideal prospects to your brand.

Just a fraction of the people your top-of-funnel content reaches will be ideal prospects. And picking them out from the crowd is the first step to delivering personalised content that guides them through the marketing loop.

That means, your first move when designing any nurturing programme is to sit down with sales

and define exactly what counts as an ideal prospect for each of your offerings. Where should they be based? What verticals must they work in? How big must their company be? Which job titles are you interested in?

Agreeing shared definitions here is essential. All your work will be for nothing if the leads your campaigns generate don't represent real opportunities in the eyes of your sales team.

61%

of B2B marketers pass every single lead their campaigns generate over to sales

Source: Implisit, 2014



Map out your typical customer journey

Once you've defined exactly who you'll be targeting, the next step is to create a detailed map depicting each persona's typical buyer journey and the key touchpoints where they interact with your brand's content.

B2B buyers tend to purchase in teams of 6-8. They will often join in at different times and may have competing priorities and purchase criteria. All this will have implications for the messages, content formats and distribution channels you should use to target each group.

Create separate maps to account for each target persona's experience during the purchase, onboarding and renewal processes. This will determine how many content streams you should build into your nurturing programme.

A customer journey map template

	AWARENESS	CONSIDERATION	PURCHASE	ONBOARDING & ADOPTION	RENEWAL
Touchpoints					
Pain points					
Messages to convey					
Call to action					
Preferred channels					
Preferred formats					

Organise the key touchpoints you identify for each of your buyer personas according to where they sit in the marketing loop. Then, use these touchpoints to chart the different paths that may lead each group to make a purchase decision, advocate your brand or fulfil any other marketing goal.

Although precision is important when fleshing out journey maps, they will become difficult to use if you go into too much detail. We recommend identifying your 5-10 most impactful touchpoints and focusing on them.

Remember that organic touchpoints are just as important as your outbound channels here. Given how much research B2B buyers conduct independently online, you should consider how your brand will appear in search engines, at events, on social media and in any media coverage you receive.

Common challenges facing B2B buyers

	TOP-OF-FUNNEL:	MIDDLE-OF-FUNNEL:	BOTTOM-OF-FUNNEL:
	Information challenges	People problems	Decision paralysis
>>	Distinguishing between meaningful and irrelevant	>> Competing business priorities	>> Overwhelmed by multiple options
	information	>>> Different purchase criteria	>> Confused when new options are introduce
>>	Interpreting conflicting	>> Conflicting views on	at a late stage
	information	the need for change	>>> Unclear how to implement the
>>>	Knowing how much information is enough	>> Hidden concerns	solution

With this framework in place, you're ready to plot your primary audience's specific needs and pain points at each stage of the customer journey.

Consult colleagues in client-facing departments like customer services and sales to ensure your map is as detailed as possible.

Then, use interviews, focus groups or surveys to uncover the key stumbling blocks your existing customers encountered during the purchase, onboarding and renewal processes.

The insights you uncover while doing this will often reveal recurring challenges that you can then tailor your nurturing programme to address.

Once you've identified who you'll feed into your nurturing programmes and the different journeys you want to take each persona type on, you'll already be in a much better position to provide customers with relevant content tailored to their specific needs.

You can then use automation tools to grade each of the prospects you attract according to their desirability as a lead and assign them scores that align with their progress through the customer journey.



Use automation tools to track your prospects' progress through the customer journey"



Automating your content personalisation

The demands of today's customers create a dilemma for B2B marketers.

Big data is allowing brands to gather more insights than ever about audiences and use them to deliver highly personalised marketing experiences.

As these practices become mainstream in B2C marketing, customers are starting to demand the same personalisation when researching their B2B purchases. Unfortunately, many B2B brands are struggling to deliver.

Customers now want all the information they could possibly need to be available at their fingertips. But, they don't want to know about it until they need it. Satisfying these competing demands is challenging enough, even before you consider how complex the B2B buying process has become!

Automation offers a solution to this challenge. Email list segmentation, social media retargeting, client relationship management tools and more are already helping marketers across the globe create highly personalised content programmes for key target audiences.

But, <u>91 per cent</u> of marketers feel they're not getting the most out of their marketing technology, or that they don't have the right capabilities.

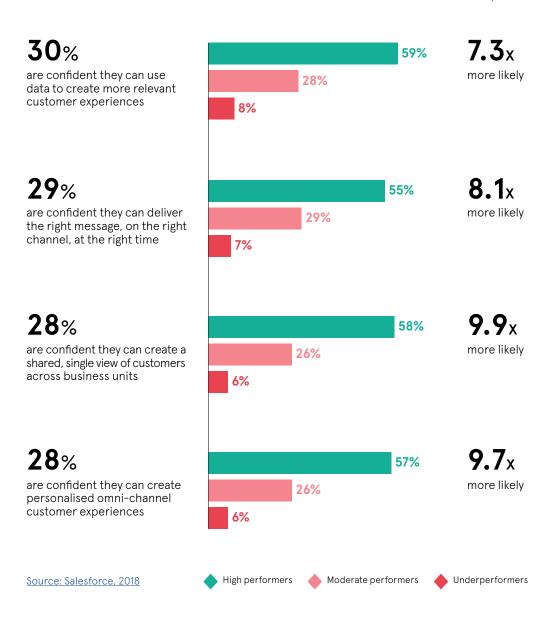
So, in the final chapter of this guide we'll outline how to use automation tools to implement a distribution strategy that shares the right content with the right prospects at the right time.

First though, we need to introduce the two concepts that will make it all possible: lead grading and lead scoring.



The best marketers master content personalisation

High performers vs underperformers



How to track lead quality and engagement

Grading the leads your content marketing campaigns generate based on their relevance and desirability, will ensure the right ones are fed into your nurturing programme, and ultimately followed up with when passed on to sales.

The first step is to take the ideal prospect definitions you agreed with sales and input those criteria into a marketing automation platform like Pardot.

You can then use tools like data capture forms to gather information about your leads and see how they stack up against these benchmarks. Data is what makes lead grading possible – the more you can gather about your prospects, the better.

That said, compiling your prospect profiles bit by bit can be far more effective than asking customers for all their details at once.

Consider adopting a 'progressive profiling' approach that uses forms with fewer fields for content towards the start of the buyer journey and then deploys subsequent forms to gather the rest of the data you need.

Once set up, your marketing software will automatically assign a grade to each new prospect, so you can quickly see who is worth pursuing. For example, Pardot grades leads on a scale of F-A+ and you may decide to single out leads that score B+ or above to feed into your nurturing programme.

Factors you may use to grade your leads



Location



Industry



Job title



Company size



Annual revenue With your candidates for nurturing identified, the next step is to work out how engaged each prospect is and the right point to hand them over to sales.

This is where lead scoring comes in. The basic idea is to estimate how far someone is through the marketing loop, based on how much of your content they've engaged with and which types.

Lead scoring will let you assign your prospects a unique numerical value, giving them points whenever they perform an action you deem to be valuable. This might include visiting the pricing page of your website, requesting a demo, downloading a guide, registering for an event and more.

Your nurturing programme ends when a prospect reaches a defined 'ideal engagement score' and it's time for sales to take over. Just as you did when defining your ideal prospects, you'll need to work with sales to decide what this score should be.

Actions that may affect a lead's score

>> Post views

The more content pieces a prospect views, the more engaged with your brand they're likely to be.

>> Site searches

The web pages a prospect visits can reveal which goods or services they may be interested in.

>>> Downloads

Engaging with specific pieces of content can be a sign a lead is ready for the next phase of your nurturing programme.

>> Email clicks

Engaging with newsletters or marketing emails can indicate that a prospect is interested in learning more about your brand or products.



For example, if someone has only read a couple of blog posts, it's a safe bet that they're still in the early stages of their journey.

But once they've read several posts and downloaded a white paper about a specific challenge you can help them with, they're clearly engaged. They've identified a need and are looking for ways to address it.

The most important thing when developing your lead scoring strategy is to make sure the engagement scores your prospects receive align with where each of them is in the buying process. It's no good if your scoring system tells you leads are sales-ready too soon, or not soon enough!

To achieve this, you need to ensure that each of the actions you're tracking is worth the correct number of points. For example, downloading a white paper is

more valuable than reading a blog post - and requesting a demo or downloading a buying guide would be more valuable still.

Of course, the process isn't an exact science. It will take some testing to arrive at a scoring regime that matches the experiences of your customers. Even then, leads may occasionally perform the actions you're tracking on a whim before they're ready for the next phase of your nurturing programme.

But in general, the more accurate you can make your lead grading and scoring systems, the more effective your content campaigns will be.

With these building blocks in place, it's time to design the content journeys you will take your prospects on.



Make sure the engagement scores your prospects receive align with where they are in the buying process"





Aligning content with customer needs

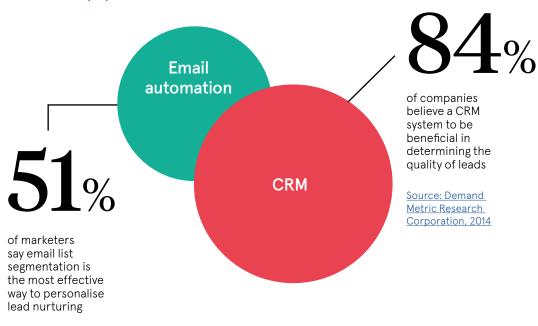
Personalisation is the key to delivering superior customer experiences.

Salesforce's fifth *State of Marketing* report shows that marketing leaders who have mastered this emerging art are storming ahead of the competition.

The survey of more than 4,100 marketing leaders found that personalisation is driving improvements across the whole customer journey. It improves lead generation, customer acquisition, upselling and more.

Now we've covered the core concepts involved, you should have a far clearer idea about what it takes to provide these personalised experiences to your customers. The final step is to take what we've looked at so far and apply it to your own business.

Two key personalisation tools

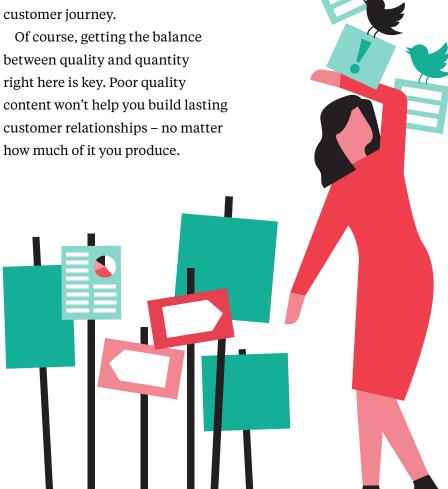


Source: Ascend2, 2017

Grabbing your audience's attention

At the top of the marketing funnel, your priority is attracting qualified traffic. It's then down to your content to raise your audience's awareness of key business challenges and build their interest in solving them.

Achieving this goal will require a steady stream of ungated content addressing the key pain points you identified while mapping your customer journey.



-GN-NG CUSTOME

O

B2B decision-makers expect quality content

51%

of C-suite members think the content brands produce lacks credibility

71%

of executives find brand content expected, repetitive and boring

1 in **4**

say brand content is irritating when it lacks an original viewpoint

23%

won't engage with your content again if their first experience is negative

Source: Raconteur, 2017

Setting up a centralised content hub and establishing a clear editorial calendar will help you create enough content to fuel your campaigns all year round. You can then use owned channels like email and social media to share this content with your existing followers.

From there, you should look to run targeted paid campaigns to reach parts of your audience which aren't yet connected to your owned channels. This can be a great way to increase traffic to your website, boost your social media followings, generate newsletter subscriptions - or all of the above.

When exploring new paid and earned media channels you might

tap into, the key is to ensure the audience you'll reach matches your own target audience as closely as possible. Use the information in your buyer personas or customer journey map to inform vour decisions.

Paid social media is a great place to start, due to the broad range of targeting options available on most platforms. For example, LinkedIn lets you target prospects by job title, company size, vertical and more.

Meanwhile, securing coverage in renowned trade or business media titles can grant your brand access to vast audiences of senior business leaders.



Sending prospects on the right content journey

Once you have attracted an ideal prospect to your brand, the next step is to build their interest in the issues you can help them with and inspire them to change the way they do business.

To achieve this, you'll need to start tailoring the content you share with them to their needs. You can then start to introduce middle-offunnel content showing them how to solve the challenges you help them identify.

If your business operates in a single region and deals with one narrowly defined business challenge, this process will be relatively straightforward. It's largely a matter of tracking each ideal prospect's engagement score and tailoring the type of content you share with them accordingly.

Unfortunately, most companies sell a range of different goods and services. The more complex your business is, the more nuanced your content marketing operation will need to be.

If your content programme spans several themes and speaks to a variety of audiences, you need a

way to tell which buyer persona any given audience member belongs to and which issues they're most interested in.

Deploying data capture forms at strategic points in the customer journey is one time-honoured tactic for gathering this kind of insight.

B2B buyers instinctively know that brands tend to keep their best content behind forms like these. What's more, 79 per cent are willing to share their details in exchange for more relevant content experiences.

So, forms will help you gather the first-party data you need to grade your leads and tally their engagement scores. Using metadata to tag your content pieces according to the topics they address will then help you record which specific themes prospects are interested in.

You can use all this information to place prospects onto different nurturing journeys based on their interests. At the same time, these insights will help you match the types of content you share with each of them to their personal engagement score.

Spotting when someone is ready to buy

Once you've put a prospect on the correct nurturing track, all that's left is to ensure they receive relevant and high-quality content to meet their evolving needs as they move through the customer journey.

As each prospect edges closer to your ideal engagement score, you can start sharing more middle- and bottom-of-funnel content with them. Depending on your marketing mix, you may also invite them to attend webinars or events before ultimately prompting them to speak with a salesperson.

Of course, a customer can develop a need for your services at any time. It doesn't always make sense to wait until they reach your ideal engagement score to pass them over to sales. Instead, consider building automated prompts into your nurturing journey to test the water at key engagement checkpoints or after prospects engage with certain pieces of content.

This may be as simple as ensuring prospects receive automated emails inviting them to book a consultation, request a demo or watch an explainer video. The important thing is to consider how each of your target personas fits into the buying process and tailor your calls to action accordingly.

In this way, you can build a system that helps you identify sales-qualified leads and pass them over to your colleagues as quickly as possible.



A customer can develop a need for your services at any time"

That's what it takes to effectively activate a B2B content marketing campaign. When you use journey maps and automation technology to find your ideal prospects and track their progress through the buying process, you'll be in a far better position to deliver impactful content marketing campaigns.

Then, it's just a matter of creating the great content they need and distributing it in the right formats, through the right channels and at the right time.

- 1 The customer journey is non-linear. Different prospects will join your campaigns at different stages of the buying process and move through it at different speeds. So, be sure to launch them with content ready for all stages of the buying process.
- The marketing cycle never ends.

 There will always be opportunities to offer clients relevant upsells and cross sells, or to use content to keep them engaged with your brand until it's time for them to renew or use your services again.
- 3 Agree what counts as an ideal prospect. Work with sales to define the buyer personas your campaigns should target. All your work will be for nothing if the leads you generate don't represent real opportunities in the eyes of your sales team.
- 4 Understand your audience's needs.

 Map out the customer journey for each of your target personas. This will help you distribute content with the right messages and in the right formats and channels at each stage of the buying process.
- Promote your top-of-funnel content to audiences that are rich in your target buyers. Then, use lead grading and scoring technology to identify ideal prospects and guide them through your nurturing programme.



To find out more about how Raconteur can support your content marketing campaigns, please contact:

bom@raconteur.net

agency.raconteur.net

© 2019 Raconteur Media Ltd.