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Skills for the B2B Revenue Marketing Team

The eight key competencies you need for success

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For most B2B organizations, actual revenue production has historically been left to the sales team. Marketers have focused on acquiring qualified leads with little thought as to how to track a lead through the sales process to determine which campaigns resonated and ultimately converted to closed business.

But as C-level executives have become laser-focused on revenue, the expectations of marketing have changed. This new revenue obligation – coupled with the emergence of new marketing automation technologies – has blurred the line between sales and marketing. Today’s executives expect a measurable return on their marketing investment and, for the first time, marketers have the tools available to directly connect marketing activities to revenue.

New “revenue campaigns” executed with marketing automation follow leads from first inquiry to close with set revenue goals, metrics, and even quality reviews to determine overall effectiveness. Just like sales – these new revenue marketing teams manage a repeatable, predictable and scalable funnel with a plan that follows the entire lifecycle of a lead.

But as traditional marketing organizations make the transition to revenue marketing, executives everywhere want to know... *What skill sets will this new revenue marketing team require? Who do we need and where do we find them?*

“The end-goal of marketing is to drive inquiry and passion and understanding of your business all the way through the sales funnel. It’s not just getting somebody on the hook and then letting sales reel them in – it’s fishing all the way through the lifecycle and nurturing a lead from A to Z.”

– **Evan Whitenight,**
Revenue Marketer,
ReachForce

Skills for the B2B Revenue Marketing Team

During a recent presentation at the CMO University on the topic of revenue marketing, I was pleasantly surprised to see the level of executive interest in the key skills required to build a successful revenue marketing team for B2B organizations.

Revenue marketing does not reside within a single role – it is a team effort – and it requires a very specific set of competencies.

In our experience working with hundreds of leading revenue marketing teams who have fully leveraged marketing automation tools and seen a measurable impact on revenue as a result, we have found that the most successful organizations have focused on eight specific competencies and roles to build their revenue marketing teams.

Here is an eight role framework you can use to address this critical skill set. While this framework began as just five roles, it has since expanded as we have worked with clients and gained a more intimate understanding of the roles required.

Role #1: VP of Revenue Marketing

The business vernacular of this role is similar to that of a VP of sales, as they discuss and measure funnel, conversions, opportunities, deals and bookings. This role manages the lead funnel and must be able to envision effective campaigns with all of the elements. They must have a deep understanding of their market, their buyers, how to read prospects’ digital body language, and how to effectively create campaigns for maximum pipeline and revenue impact.

This position is generally filled by someone with a background in sales, sales operations, or even finance. The position is often hired from outside the company rather than promoted through the ranks. Companies without this role in place typically use their marketing automation platforms as a glorified and expensive e-mail system. To successfully connect marketing to revenue using people, process and technology, this role is an absolute requirement.

Role #2: Business Analyst

Revenue marketing is a new competency and when you begin the journey, put simply, “you don’t know what you don’t know.” As your team transitions from a creative organization to one that encompasses a focus on revenue metrics, it is the job of the **Business Analyst** to analyze results, set-up testing protocols, and work to optimize systems and programs in order to achieve the highest and fastest revenue results.

Everything in an automated marketing campaign must be weighed, measured, and constantly reviewed. The role of the Business Analyst is to constantly analyze the numbers because what you measure will change over time. The

Business Analyst should be the person on your team dedicated to assessing the impact of each campaign on your bottom line.

This person should be analytical with exceptional communication skills. Because the Business Analyst is responsible for analyzing the numbers and reporting back to the team, technical experience and the ability to make suggestions for change are a must. Companies without this role in place tend to be unable to reach the revenue marketing stage. Instead, they remain stuck in the early demand generation phase and are left wondering “why this stuff doesn’t work.”

“The Business Analyst should be familiar with behavioral marketing and have high analytical skills – someone who can step back, take a look at things from an executive standpoint, and present metrics that are meaningful to both the sales organization and C-level executives.”

– **Liz McClellan,**
Senior Director of Marketing,
Sage Business Solutions

Role #3: Power User or Marketing Technologist

Technology is the driver for revenue marketing, beginning with having your CRM system tightly integrated with a full-featured marketing automation system. The role of the **Power User/Marketing Technologist** is to set up and execute campaigns while continuously leveraging technology to meet the needs of your business.

These marketing automation systems are powerful and in order to get the most out of them, you must have someone on the team who has the required technical skill set. Investing in the effective training of your Power User should be a priority.

The Power User skill set is an absolute requirement for the team. This person will work closely with the Business Analyst and should be detail-oriented, application friendly, and have the ability to understand the technology and be able to use it effectively. Experience with HTML and CRM is highly recommended.

While CRM skills in the market abound, finding marketers with marketing automation experience will be challenging. (Our clients typically take 4-6 months to find this skill set.) Take your time and find the right fit. There is a high correlation between revenue results and a high degree of competency in marketing automation systems.

Role #4: Nurture Specialist

The **Nurture Specialist** is more than a campaign manager. This role takes direction from the VP of Revenue Marketing, analytics from the Business Analyst, best practices from the content and creative teams, and knowledge from the Power User to ultimately design the most effective campaigns.

Nurture Specialists are obsessed with creating an intimate digital dialog at all phases of the buying cycle and providing qualified leads to the sales team. This role focuses on the long-term digital relationship with prospects and customers and must effectively work with all team members to pull campaigns together.

Role#5: Content Specialist

The **Content Specialist** role is responsible for content associated with all campaigns, which is the currency for digital discussions.

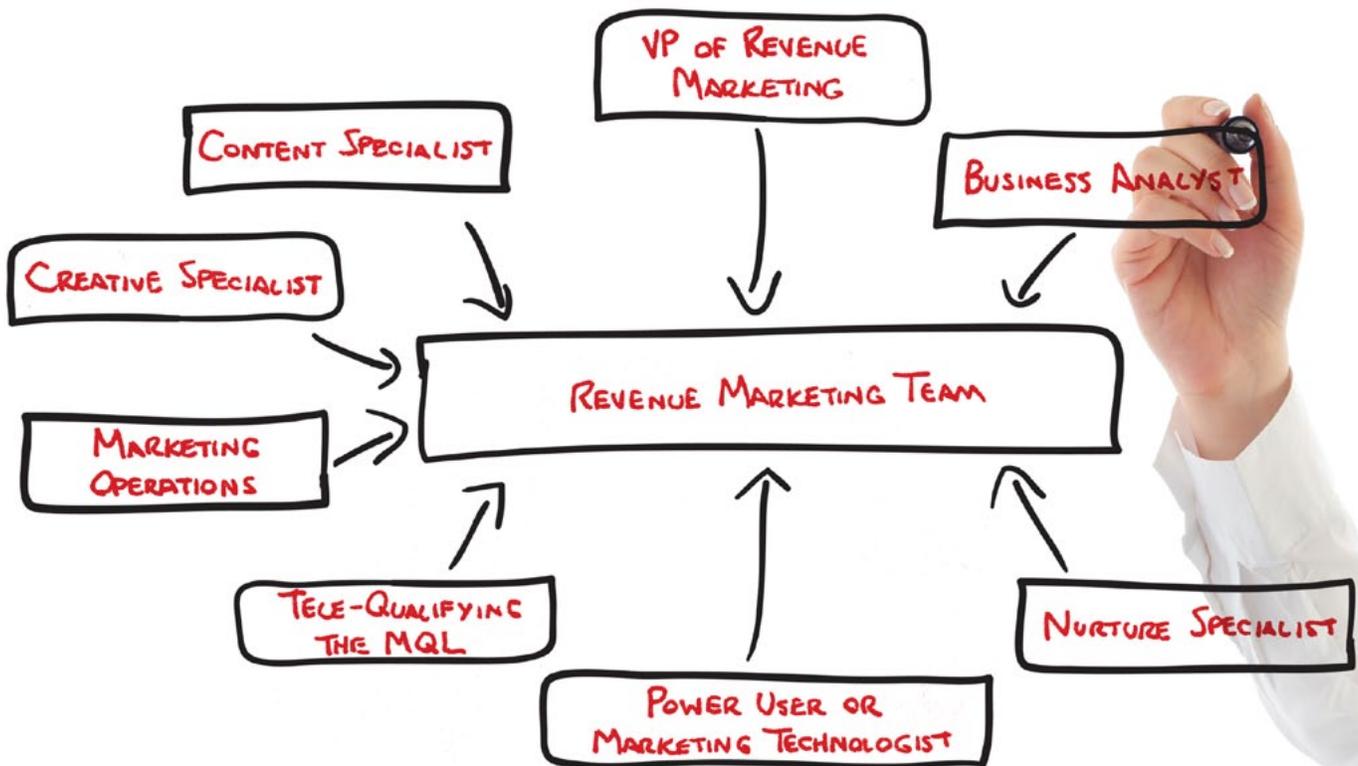
The key is using the smallest piece of content possible that will create the required exchange of value that provides the opportunity for the prospect to exhibit behavior that can then be tracked and scored.

In this context, “content” is getting the right message to the right person at the right time – and then only just enough to keep them engaged. In order to be a successful revenue marketing organization, you need an effective content machine to feed the demand generation engine.

Role #6: Creative Specialist

Though marketing is typically considered a creative field, revenue marketing calls for a different kind of creative. In revenue marketing, creative cannot be just for the sake of creative.

In other words, it isn't about how pretty it is – it's about how *effective* it is. And with effective demand generation, sometimes less is more. Plain text e-mails may



“Most of the lead management process is ultimately based on delivering the right content to the right lead at the right time. The key is generating content that is meaningful at different stages of the buying cycle.”

– **Alex Pelletier,**
Director of Marketing,
Acquisio

outperform those with beautifully created graphics and landing pages. Test it and see what works. If creative is required, use it, but stay focused on the revenue.

The **Creative Specialist** role on your team must have a strong background in HTML along with the ability to conceptualize how creative will be used and what “action” the campaign is ultimately trying to provoke. The key to success is trying out different things to see what works. Test, test, test!

Role #7: Tele-Qualifying the MQL

There is a trend in revenue marketing that once a MQL (Marketing Qualified Lead) has been created, it is then turned over to a tele-qualifier to follow-up with a call to further qualify for BANT (Budget, Authority, Need and Timing.)

This model works best when the **Tele-Qualifier** role reports directly to marketing. When this role reports to sales, it is often called upon to take on other responsibilities, which dilutes its effectiveness. Tight and immediate feedback to marketing is invaluable when it comes to attaining higher quality leads.

Role #8: Marketing Operations as an overlay competency

In the early 90’s, sales transformed with the introduction of CRM technologies. As sales began to use key technologies to help run the business of sales, the sales operations position grew in companies. Marketing is taking a similar path with the introduction of numerous types of marketing technologies – marketing automation, web analytics, social tools, CMS tools, etc. The Pedowitz Group is seeing a marked rise in the marketing operations func-

tion, especially within larger companies. This is a trend that will continue and a function that may need to be defined.

The Talent Challenge

Revenue marketing is still in its early stages and, as a result, finding and hiring the right skill set for your revenue marketing team can be challenging. These competencies are highly valued and still somewhat scarce.

Marketing automation tools have changed the way marketing is measured as an organization, and has changed the way marketers view themselves. Once you begin viewing your marketing organization as an asset to the business that is directly responsible for generating revenue, the next step is building an effective team that is up to the challenge and capable of converting opportunities to closed business at an above average rate.

Now that you know *who* you need, you are one step closer to building your team!

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