

RETHINKING THE ROLE OF MARKETING IN B2B CUSTOMER ENGAGEMENT



SHOULD MARKETERS BE THE NEW MANAGERS
OF THE CUSTOMER RELATIONSHIP?

We surveyed 750 mid-size B2B companies to learn how the most successful organizations approach customer lifecycle engagement.

1

“SETTING THE STAGE”

2

“THE STATE OF CRM”

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“WHAT DOES CUSTOMER LIFECYCLE EN-
GAGEMENT SUCCESS
LOOK LIKE?”

4

“FROM THEORY TO PRACTICE”

SETTING THE STAGE

REVISITING THE CONCEPT OF CRM IN B2B

OVERVIEW

What is **customer relationship management (CRM)**? Is CRM a technology, a strategy, a process, a responsibility? What roles do front office functions like marketing, sales, and service actually have in supporting the customer relationship in a mid-sized B2B firm?

Gleanster Research and Act-On Software sought to answer these questions. We conducted a study in Q4 2014 and Q1 2015, surveying marketing professionals in 750 companies to understand how they perceive and support customer relationship management. For the purposes of this study, we defined CRM as: Any interaction a customer has with your brand across all stages of the customer lifecycle.

Customer engagement has a cycle, from the time a prospect first finds out about your brand to the lifetime value of the customer.

If we can optimize this cycle we can (presumably) maximize revenue.

The research we conducted looked at the allocation of marketing resources and budget at each stage of the customer relationship: awareness, acquisition, retention, and expansion, and gauged marketing's effectiveness at managing the end-to-end customer lifecycle. The results revealed the major challenges marketers face, identified key strategies and tactics being used today, and illustrated several profound differences between the priorities of Top Performers and Average Performers.

Perhaps most significantly, the survey found that no department is accountable for the stewardship of the customer relationship. Marketers, because they have the greatest investment in the most lifecycle stages, would seem to be best suited to orchestrate the overall experience.

The survey results challenge traditional perspectives about CRM and spark one fundamental question – **do B2B organizations need to re-think how marketing *should* be supporting the customer lifecycle?**

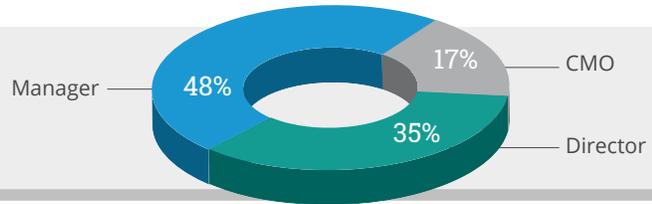
SURVEY AUDIENCE

In Q4 2014 and Q1 2015, Gleanster Research (in collaboration with Act-On Software) conducted an online survey to ascertain the state of customer lifecycle engagement and CRM in midsize B2B firms in the United States.

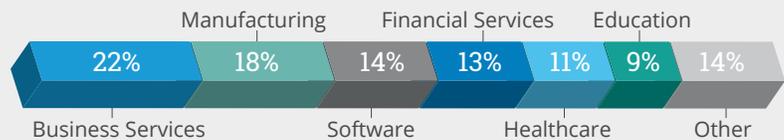
750

MIDSIZE B2B RESPONDENTS

MARKETING TITLE



INDUSTRY



REGION



NUMBER OF EMPLOYEES



Respondents were divided into two distinct categories based on self-reported data provided by the survey respondents: **Average B2B Firms and Top Performers.** Only 2% of the total population were representative of the 5 characteristics defining Top Performers.

AVERAGE PERFORMERS



Average

- B2B
- 50-1000 employees

TOP PERFORMERS



Top 2%

- B2B
- 50-1000 employees
- Beat 2013 revenue objectives
- “Very Effective” at managing end-to-end marketing lifecycle
- Estimate >90% of customers are happy

TOP 10 TAKEAWAYS AS TWEETABLE STATS

#B2B Marketers fail to manage end-to-end customer engagement. 90% spend 2/3 of time & budget on acquisition efforts
#CMO #RethinkMarketing

8 out of 10 average #B2B firms generate 60% of revenue from new customers
#B2BMarketers #RethinkMarketing

The average #B2B marketer estimates just 68% of customers are satisfied & ~30% of revenue comes from existing customers
#MarketingFail

Marketers don't jump at chance to own #customerlifecycle - accountability & compensation aren't in line w/ responsibility
#RethinkMarketing

Managing the #customerlifecycle is broken -it's fragmented between departments & systems. The #CMO can change that
#RethinkMarketing

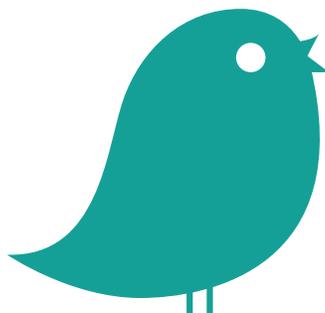
Successful #B2B firms use full potential of #MarketingAutomaton by personalizing campaigns by stage in the buying cycle & prospect behavior

Top performers are 2x likely to map #Mktg objectives to the entire #CustomerLifecycle via metrics that relate to revenue
#MarketingMetrics

Top performing #B2B companies invest 52% of marketing budget on customer retention & expansion vs. 44% for the avg. firm
#B2BMarketing

Marketing is the only function w/ technology infrastructure to transform the concept of #CRM into actionable customer engagement
#CustExp

The #CustomerLifecycle needs a leader! Marketing is only function that supports customer engagement across lifecycle
#CRM #RethinkMarketing



SECTION TWO

THE STATE OF CRM

PERCEPTIONS OF THE CUSTOMER LIFECYCLE

In order to understand how marketing perceives and supports CRM, we grouped customer engagement into a series of activities/outcomes. Marketers generally indicated they were responsible for awareness and acquisition, and supporting sales. But they didn't necessarily "own" retention and expansion activity – even though marketing plays a very active role in customer engagement at those stages:

- **AWARENESS** ➔ Owned by **MARKETING**
- **ACQUISITION** ➔ Owned by **MARKETING**
- **CONVERSION** ➔ Owned by **SALES**
- **RETENTION** ➔ Owned by **SERVICE**
- **EXPANSION** ➔ Owned by **SALES**

Too many B2B organizations still treat the customer lifecycle as a series of handoffs between departments – marketing, sales, service. But the only function to consistently allocate budget to all stages of the customer lifecycle is marketing.

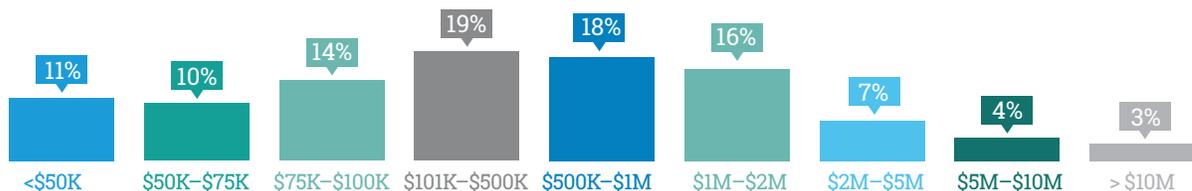
CUSTOMER LIFECYCLE



Customers judge the brand and the engagement holistically, not by the functions or departments that contribute.

TRENDS IN THE SPEND

Remember we are focused on B2B organizations with 50-1000 employees; the average annual marketing program budget for these organizations was \$1.3M.



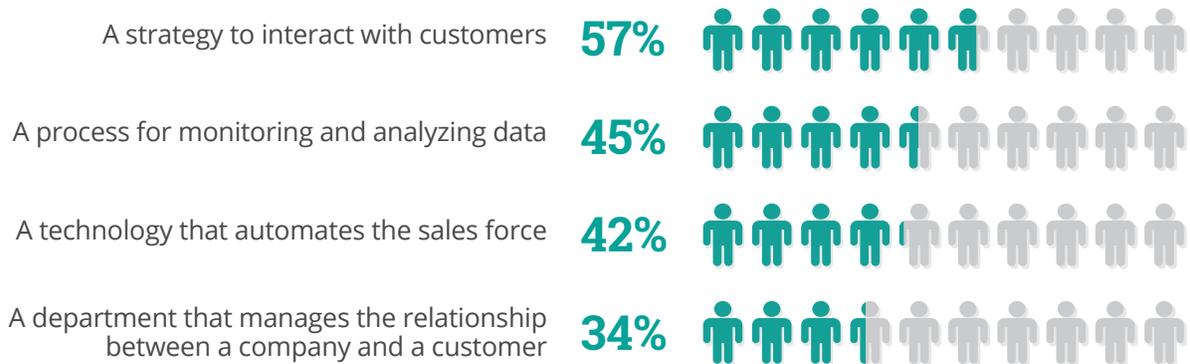
PERCEPTIONS OF CRM



We asked survey respondents to multi-select from a list of CRM definitions to isolate the attributes that define CRM for B2B marketers.

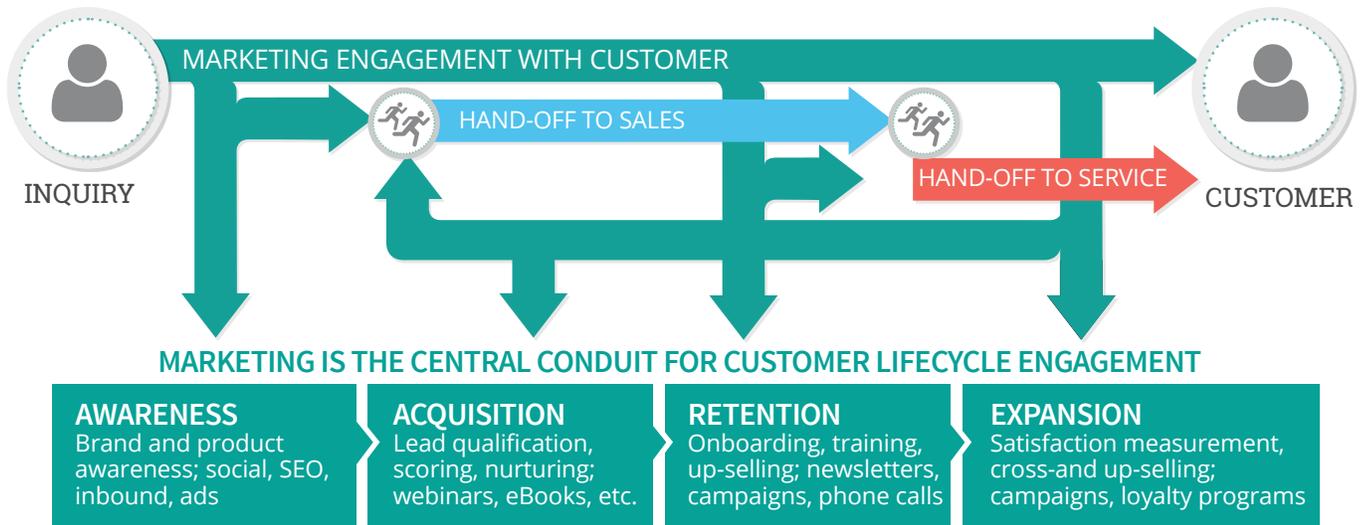
Marketers generally associate CRM as a strategy for engaging with customers, and therefore they should play an integral role in the execution of that strategy. But many marketers associate CRM with technology, process, and a department. It is all of those things.

AS A MARKETER, HOW DO YOU DEFINE CRM?



CHALLENGES IN MANAGING THE CUSTOMER LIFECYCLE

SUPPORTING THE CUSTOMER LIFECYCLE

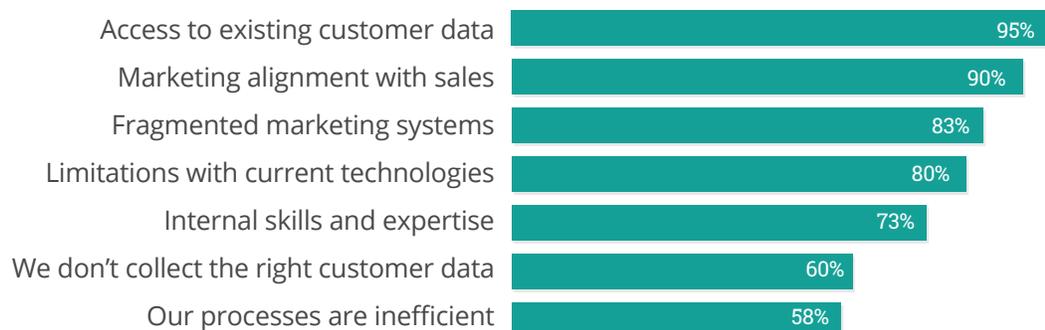


WHAT'S STOPPING MARKETERS FROM REACHING THEIR GOALS?

Customer lifecycle engagement could actually be referred to as *marketing* lifecycle engagement, given the fact that marketing is the only function to consistently be involved in all stages of the customer journey.

According to respondents, sales alignment was still a prevalent challenge in 2014; this breeds inefficiency and fragmented communications with customers. Marketers also don't have access to necessary customer data, metrics are not shared between marketing and sales, and fragmented marketing systems complicate the optimal delivery of communications along the customer lifecycle.

WHAT ARE THE OVERALL TOP CHALLENGES THAT CAUSE YOU TO STRUGGLE WITH CURRENT MARKETING OBJECTIVES?



A CLOSER LOOK AT TOP CHALLENGES



PEOPLE CHALLENGES

YOU INDICATED TALENT AND RESOURCES WERE A TOP CHALLENGE FOR MARKETING. WHY?

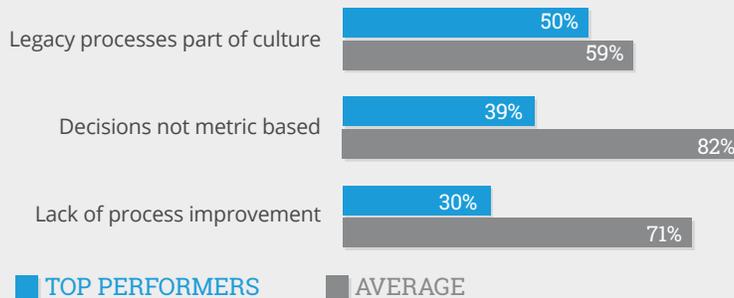


Hiring and retaining resources that understand the new dynamics of B2B marketing and how technology supports these challenges remains a concern for Top Performers. Average firms desperately need someone to be accountable for process re-engineering.



PROCESS CHALLENGES

YOU INDICATED INTERNAL PROCESSES WERE A TOP CHALLENGE FOR MARKETING. WHY?

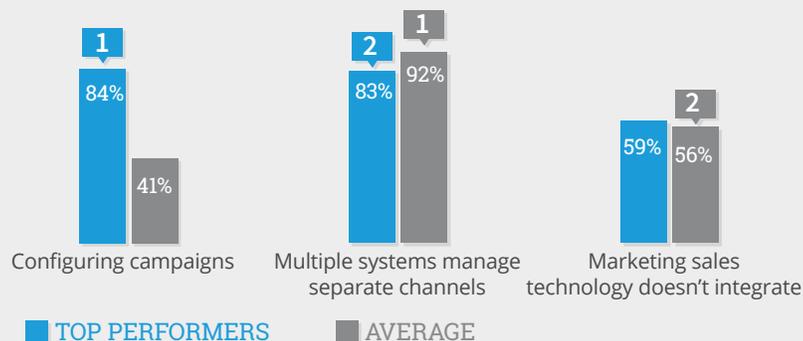


Top Performers are 3x less likely to struggle with using available data for marketing optimization and decision making. Average firms contend with decisions that aren't anchored in data, as well as stale processes.



TECHNOLOGY CHALLENGES (TOP 2)

YOU INDICATED TECHNOLOGY WAS A TOP OVERALL CHALLENGE FOR MARKETING. WHY?

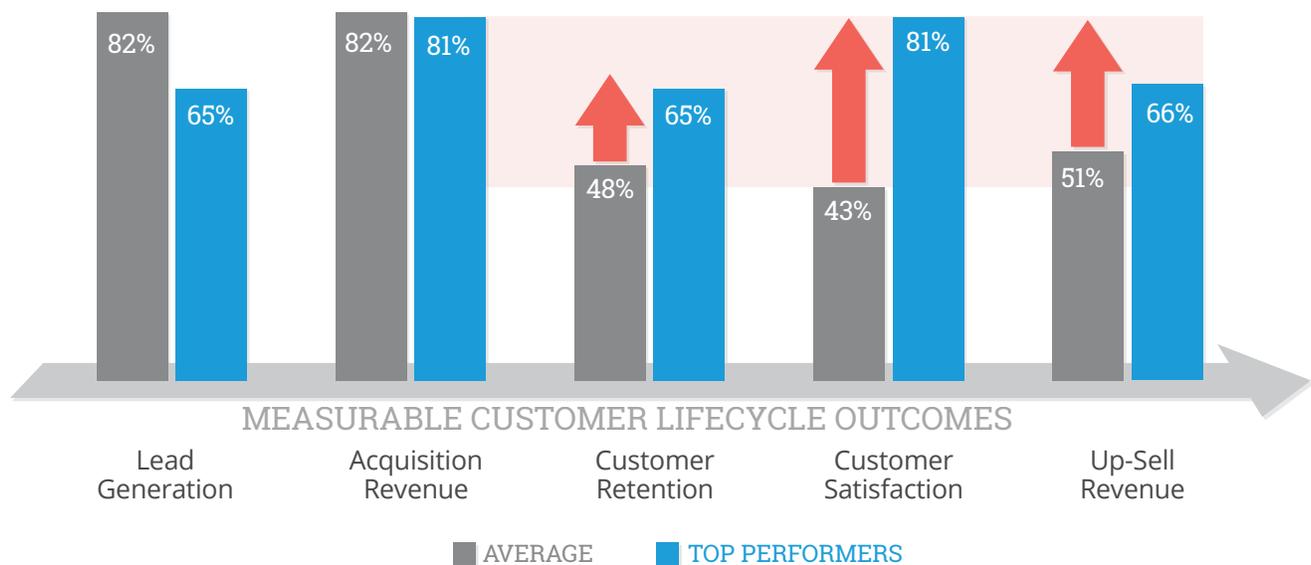


Top Performers automate all aspects of the customer lifecycle and therefore agility in campaign creation is a top challenge for them. Average performers juggle multiple systems, while a general lack of integration between marketing and sales technologies perpetuate the disconnect in the customer lifecycle.

WHERE'S THE ACCOUNTABILITY?

TOP PERFORMERS ARE FAR MORE LIKELY TO TIE MARKETING OBJECTIVES TO THE ENTIRE CUSTOMER LIFECYCLE

Does marketing have management objectives tied to the following metrics?



NO MEASUREMENT, NO EXECUTION...NO SURPRISE

Peter Drucker once said “you can’t manage what you can’t measure.” The data suggests that while marketers are expected to support the customer lifecycle in their efforts, the average firm doesn’t tie marketing objectives to these outcomes.

It’s no surprise that Average Performers spend more time and budget on awareness and acquisition activities – they’re measured by acquisition efforts. And the top two metrics used to measure CMO success at Average firms were the volume of leads generated (83%) and the number of inquiries generated (73%). Neither of these metrics measures the effectiveness of marketing – revenue, customer satisfaction, etc.

In contrast, the top three metrics used to measure success for Top Performers were response rates (93%), sales accepted leads (88%), and sales qualified leads (87%).

SNAPSHOT OF THE AVERAGE PERFORMER



PERFORMANCE BENCHMARKS OF AVERAGE B2B PERFORMERS



69% met 2013 revenue objectives



28% missed 2013 revenue objectives



3% exceeded 2013 revenue objectives



Estimate that, on average, **68%** of current customers are happy. (Top Performers estimate 90% of customers are happy!)



Estimate that **30%** of current revenue comes from up-selling and cross-selling

OVERCONFIDENT MARKETERS, UNHAPPY CUSTOMERS!

The Average B2B marketer considered current marketing efforts to be effective and sufficient. The majority of firms did meet revenue objectives.

But Average marketers also acknowledge challenges in customer satisfaction...only 68% of their customers are happy.

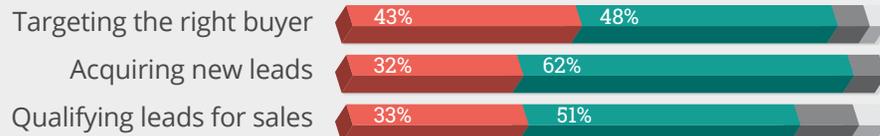
And only 30% of the revenue Average marketers drive comes from existing customers.

In contrast, Top Performers drive 50% of revenue from existing customers (1.6x more than Average firms). That means later-stage marketing spend and effort are translating to top-line growth for Top Performers.

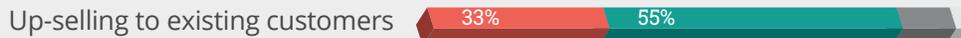
AVERAGE FIRMS:

IN YOUR OPINION, HOW EFFECTIVE ARE YOUR MARKETING EFFORTS IN THE FOLLOWING AREAS?

ACQUISITION



EXPANSION



CRM



SECTION THREE

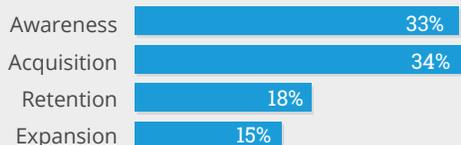
WHAT DOES
CUSTOMER
LIFECYCLE
ENGAGEMENT
SUCCESS
LOOK LIKE?

TOP PERFORMERS FOCUS ON RETENTION AND EXPANSION

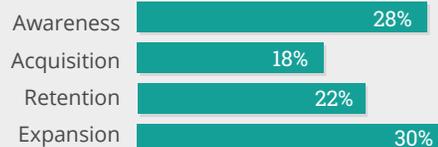
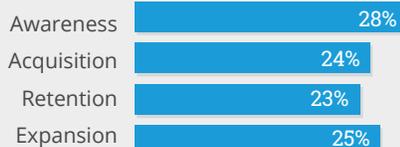
Average Performers spend 67% of their time and 54% of their budget in activities supporting awareness and acquisition. The bulk of their revenue – 70% – comes from acquisition.

Top Performers spend 52% of their time (22% less than Average companies) and 46% of the budget (15% less) on these stages. They spend correspondingly more on retention and expansion, and generate half their revenue in those later stages.

% OF TIME ALLOCATED?



% OF BUDGET ALLOCATED?



Top Performing companies allocate more time and effort on customer retention and expansion where revenue is more profitable. Retention activities don't require significant budget, but they do take time. The Average B2B marketer throws money at retention but doesn't take the time to personalize efforts.

Top Performing companies invest more marketing budget on getting found and up-selling to existing customers. Top Performers also tend to invest more time and effort personalizing campaigns and addressing customer preferences where budget is being allocated (unlike Average firms).

BENCHMARKING SUCCESS



**AVERAGE
B2B FIRM**



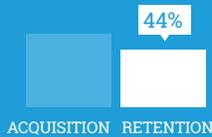
**TOP
PERFORMERS**



ACQUISITION \$ RETENTION \$



% OF TOTAL REVENUE



1. NUMBER OF LEADS
2. NUMBER OF INQUIRIES
3. RESPONSE RATES

1. WORD OF MOUTH
2. INQUIRIES
3. ANECDOTAL EVIDENCE

ESTIMATED % OF
SATISFIED CUSTOMERS

ESTIMATED % OF
REVENUE FROM
EXISTING CUSTOMERS

% MARKETING BUDGET
ALLOCATED TO
RETENTION/EXPANSION

% OF TIME SPENT
COMMUNICATING WITH
EXISTING CUSTOMERS

TOP 3 METRICS
FOR MEASURING
ACQUISITION EFFORTS

TOP 3 METRICS
FOR MEASURING
RETENTION EFFORTS



ACQUISITION \$ RETENTION \$



% OF TOTAL REVENUE



1. RESPONSE RATES
2. SALES ACCEPTED LEADS
3. SALES QUALIFIED LEADS

1. WORD OF MOUTH
2. INQUIRIES
3. SATISFACTION SURVEYS

** Note: All performance data was self-reported by survey respondents*

FOCUSING ON THE ENTIRE CUSTOMER LIFECYCLE PAYS OFF

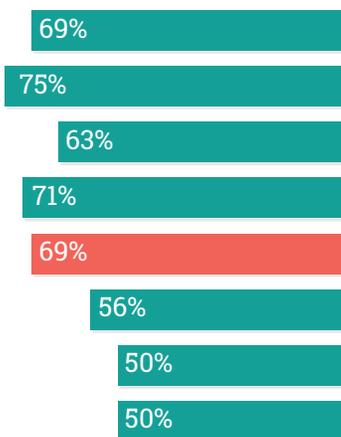
Top Performers spend proportionately more time, effort, and budget on customer retention, up-selling, and cross-selling. For superior performing B2B organizations, holistic customer engagement by the marketing department results in more revenue and happier customers. Measurement has a lot to do with this success; Top Performers are more likely to use metrics that have a direct correlation with revenue.

WHICH TECHNOLOGIES SUPPORT TOP PERFORMERS?

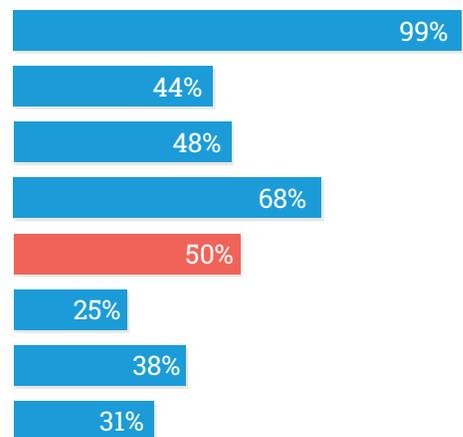
TOP PERFORMERS:

WHICH TECHNOLOGIES SUPPORT THE FOLLOWING ENGAGEMENT EFFORTS?

CUSTOMER ACQUISITION



CUSTOMER RETENTION



THE ROLE OF CENTRALIZED MARKETING TECHNOLOGY

Top Performers were 20% more likely than the average organization to currently use marketing automation technology. Marketing automation tools centralize social, web analytics, landing page hosting, and email capabilities so marketers can apply business rules to prospect engagement across any channel.

This is difficult or nearly impossible to do with fragmented marketing technologies that are not integrated – which is usually the case for some of the most common technologies such as CRM, social media, web analytics, and email marketing.

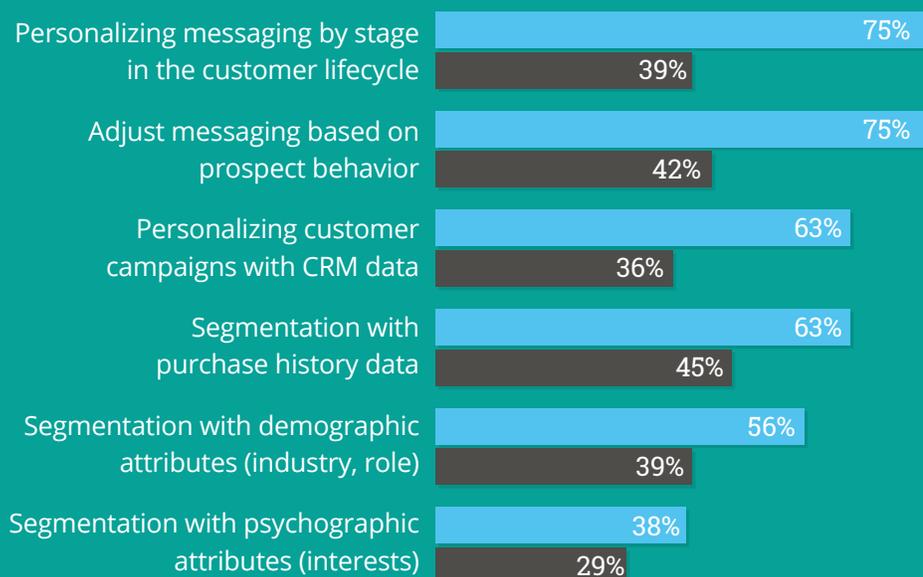
CRM INTEGRATION

Critically, marketing automation integrates with CRM so leads can flow seamlessly across the customer lifecycle. Remember, the most common metrics Top Performers use to measure success include Sales Accepted Leads and Sales Qualified Leads. These metrics are tracked using marketing automation tools.

While 90% of respondents indicated they automate up-selling campaigns, the vast majority are generic communications, which is also why only 30% of revenue comes from customers for average B2B firms.

HOW TOP PERFORMERS TURN INSIGHT INTO ENGAGEMENT

WITH RESPECT TO PERSONALIZATION,
 HOW FREQUENTLY DO YOU RELY ON THE FOLLOWING? ANSWER: “FREQUENTLY”



Personalizing messages by stage and adjusting messaging based on behavior can only be accomplished through centralization of multi-channel efforts and an automated rules-based engine for delivering communications. Further support for the role marketing automation plays in Top Performing organizations.

■ TOP PERFORMERS
 ■ AVERAGE

RELEVANCE IS THE KEY FOR TOP PERFORMERS

Top Performers were twice as likely as all other firms to trigger personalized messages by stage based on prospect behavior. This suggests an innate understanding of the customer lifecycle by stage, and marketing communications that are specifically designed for prospects in different stages of the customer lifecycle.

RETENTION

It's also important to note the use of purchase history and segmentation criteria Top Performers primarily use for customer retention campaigns. The key lesson is simplicity. Top Performers are merely using available data to automate customer communications. Yes, it's more effort to customize creative and copy, but technology can help automate the delivery of these messages over time. After all, there are presumably finite up-sell and cross-sell opportunities for customer retention efforts. Top Performers just take the time and effort to capitalize on these benefits with available data and existing technologies like marketing automation.

SECTION FOUR

FROM THEORY TO PRACTICE

KEY FINDINGS AND
RECOMMENDATIONS

KEY FINDINGS

Most organizations see CRM as a strategy for interacting with customers at any and all stages of the customer lifecycle. Marketers are the only function in the organization to actually invest in customer engagement at every stage of awareness, acquisition, retention, and expansion.

The data suggests marketers don't necessarily view themselves as the leaders of end-to-end engagement – but the tactics leveraged along the customer lifecycle tell a much different story.

Three key findings emerge from this research:

1. THERE IS A MASSIVE MISALIGNMENT OF EFFORTS AND OBJECTIVES AT AVERAGE B2B MID-SIZE FIRMS.

Average-performing marketing departments spend over two-thirds of time and budget on acquisition. If marketing objectives are exclusively tied to lead volume, guess where marketers apply all of their effort? Customer satisfaction metrics should be an ongoing metric of success for customer lifecycle optimization.

And yes, marketing objectives are linked to acquisition, retention, and loyalty in Top Performing firms. But compensation is not necessarily tied to achieving these objectives – because organizations struggle with marketing attribution.

2. THE CUSTOMER LIFECYCLE NEEDS A LEADER.

The customer lifecycle will always involve multiple teams – that's not going to change. The notion of leadership does not dismiss or invalidate ownership by others, but someone has to take the lead.

Marketers are in an ideal position to lead, but they don't necessarily want the responsibility of overseeing CRM, especially if compensation and objectives aren't in line with expectations. Today there are emerging roles for executives responsible for overseeing customer success and the customer experience. We believe these roles should reside under marketing. Further, organizations must align CRM efforts with measurable objectives.

Marketing is the only function that can measure qualitative and quantitative efforts across the entire customer lifecycle, making it the ideal steward of the customer experience.

3. MARKETING TECHNOLOGY IS KEY TO MONITORING, MEASURING, AND ENGAGING WITH CUSTOMERS ACROSS THE ENTIRE LIFECYCLE.

When integrated with the sales and service infrastructure, marketing tools can not only ingest customer data at all stages, they allow organizations to manage and trigger communications based on lifecycle stage or customer behavior. Marketing is the only function with the infrastructure to transform the concept of CRM to action. That said, the average firm does not use available technology effectively.

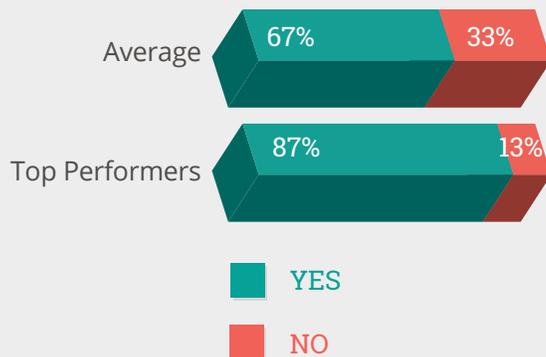
RECOMMENDATIONS

RECOMMENDATION

Prioritize your customer engagement efforts. Marketers generally indicated they struggled with segmentation capabilities in available marketing technology. **Consider analyzing win-loss data in CRM to isolate 1-5 key target audiences by product or service. Use this data to configure campaigns that narrowly target new prospects with similar profile behavior.** Don't measure these efforts by lead volume after a single campaign – this is a long tail effort designed to produce a low quantity of higher-quality leads over time.



ARE CURRENT TECHNOLOGIES SUFFICIENT TO SCALE END-TO-END MARKETING OVER THE NEXT 1-3 YEARS?



RECOMMENDATION

Move from static campaigns to behavior-based and segmented engagement. About 6 out of 10 B2B organizations we surveyed were using marketing automation, so it's no surprise that most marketers are confident they have the right tools. The research underscores the fact that the tools are not being used effectively today. **Don't over-complicate lead nurturing efforts. It's actually easier to configure automated campaigns for current customers because in most cases data can be pulled from CRM to inform business-rules and segmentation.** Don't worry about 1:1 marketing. Think in terms of micro-segmentation (manageable personalization) and refine the focus on 1-3 target customers.

RECOMMENDATION

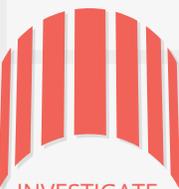
Create a Customer Lifecycle Metric Accountability Matrix. Use this matrix to start isolating which functions and business leaders are being measured against key metrics in the customer lifecycle. **Look for gaps in accountability.** This is also a great exercise to overlay against a Customer Journey Map to identify which functions are involved in different stages of the customer journey and where accountability is actually linked to optimization of the overall process.

SAMPLE CUSTOMER LIFECYCLE METRIC ACCOUNTABILITY MATRIX

What metrics does your organization currently measure in each stage?



STAGES OF THE CUSTOMER LIFECYCLE

METRICS & OBJECTIVES		STAGES OF THE CUSTOMER LIFECYCLE					
		AWARENESS	ACQUISITION	RETENTION	EXPANSION	EXPANSION	EXPANSION
METRICS & OBJECTIVES	MARKETING	<ul style="list-style-type: none"> Lead Volume Inquiries Response Rates 	<ul style="list-style-type: none"> Cost per Lead 	<ul style="list-style-type: none"> Marketing Qualified Leads 	 <p>INVESTIGATE GAP</p>	<ul style="list-style-type: none"> Response Rates Inquiries 	<ul style="list-style-type: none"> Customer Satisfaction Survey
	SALES			<ul style="list-style-type: none"> Sales Accepted Leads Sales Qualified Leads Etc. 	 <p>INVESTIGATE GAP</p>	<ul style="list-style-type: none"> Word of Mouth 	<ul style="list-style-type: none"> Net Promoter Score Churn Rate
	SERVICE				<ul style="list-style-type: none"> First Call Resolution Call Duration Quality Survey 	<ul style="list-style-type: none"> Word of Mouth 	 <p>INVESTIGATE GAP</p>

IF A CUSTOMER ENGAGES WITH AN UP-SELL OR CROSS-SELL CAMPAIGN...



AND THE CUSTOMER PURCHASES...



THEN WHAT PERCENTAGE OF THAT REVENUE DO WE FEEL COMFORTABLE ALLOCATING TO MARKETING FOR ATTRIBUTION?

TOTAL SALE



Marketing Attribution

- 10% ?
- 20% ?
- 30% ?

ANYTHING ABOVE \$0 IS PROBABLY BETTER THAN WHAT YOU HAVE TODAY.

RECOMMENDATION

Make a case for measuring, or at least linking marketing effort to retention revenue. It's easy for B2B organizations to become myopically focused on acquisition revenue – 8 out of 10 average organizations generate 60% of their revenue from new customers. In fact, most marketers are measured by the volume of leads generated.

Top Performers spend 50% of their time and budget on up-sell and cross-sell efforts. But you're going to need more than a survey statistic to justify the effort. **Sit down with the CEO and VP of Sales to agree on a realistic percentage of retention revenue to attribute to marketing if you can prove marketing played a role in the sale.** You may never know the exact impact marketing has, but management should be able to agree on a percentage of each sale to allocate to marketing when you can measure engagement in one or more channels.

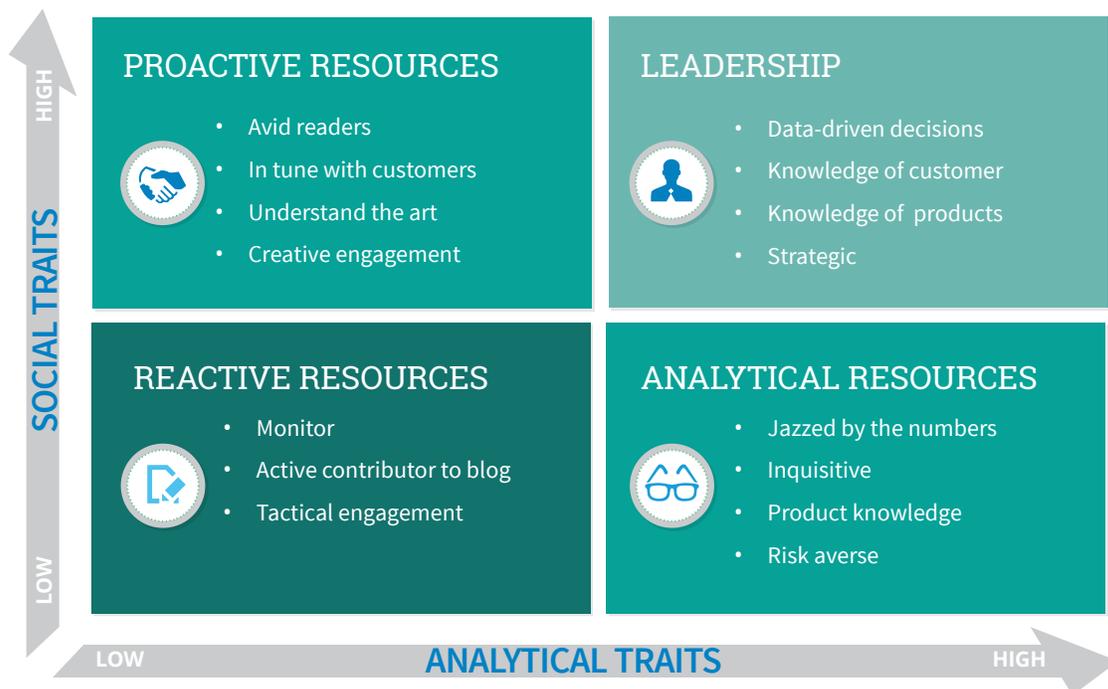
Marketing automation and CRM integration allows you to track which customers received up-sell or cross-sell communications from marketing and which customers converted to a sale. Even if you agree on 20% of that revenue for marketing attribution, that could be a sizable amount of money for marketing to reference against existing budget and time spent.

RECOMMENDATION

Hiring and retaining B2B marketing talent was a massive challenge for Top Performers. Good talent is in high demand. **Consider agency or consulting resources as a way to temporarily staff up on necessary talent.** Agency partners are also a great option for creating ongoing customer engagement campaigns in marketing automation. They can help map out the customer journey and configure campaigns that trigger based on customer behavior.

Use the matrix below to map out currently available resources and their respective knowledge of products and services. You will need resources to fill all of these quadrants to successfully address the customer lifecycle. It might also make sense to involve resources from different functions in a “customer lifecycle optimization committee.” Sales operations resources might bring some great perspectives from an analytical standpoint and customer service reps could shed light on common issues or up-sell opportunities that can be incorporated in future marketing campaigns.

STAFFING FOR SUCCESS IN B2B MARKETING



CONCLUSION

The survey findings highlight massive opportunities for improvement for mid-size B2B marketing firms. Average marketers spend too much time and budget on acquisition efforts – and they estimate that their customers are happier than they truly are.

At Top Performing organizations, over half of marketing budget and time is allocated to retention and expansion. These firms were more likely to drive accountability across the entire customer lifecycle through metrics tied directly to revenue, such as response rates, sales accepted leads, sales qualified leads, and customer satisfaction. Top Performers were also twice as likely to exploit the full potential of marketing technologies, automating personalized campaigns by stage in the buying cycle and triggering communications based on behavior.

This research is a rallying cry for marketing leaders to stand up and seize the opportunity to drive the customer experience. Marketing is the only function in B2B organizations that supports customer engagement across every stage of the customer lifecycle: awareness, acquisition, sales conversion, retention, and expansion. While marketing attribution is (and will remain) a challenge, marketing is undoubtedly a company's best conduit for brand awareness, opportunity creation, customer onboarding, satisfaction, and loyalty.

Customer lifecycle engagement is fundamentally broken for most B2B organizations because it's still a series of handoffs between siloed departments – marketing to sales to service. For the customer, a great deal is lost in translation. For mid-size B2B organizations, revenue is left on the table. Technology integration and customer data management can help. But the problem remains that nobody is really responsible for holistic customer lifecycle engagement. We think the CMO is in the best position to solve this challenge if goals, metrics, accountability, and compensation are revisited to reward marketers for their contributions.

The CMO needs to elevate the conversation with the CEO, VP of Sales, and board of directors to shift success metrics toward revenue. This will shift the focus away from metrics such as lead volume, and toward metrics that indicate more meaningful customer lifecycle investments.

Someone has to own the customer lifecycle or it will continue to be a fragmented and cobbled-together mess of sub-optimal technologies and processes. Mid-size B2B firms must **align efforts around the customer instead of the sales pipeline**, and the CMO is in an ideal position to make this a reality.

ABOUT GLEANSTER RESEARCH

Gleanster Research helps business leaders uncover best practices in technology adoption by benchmarking the successes and failures of Top Performing firms. We publish the results online so you can learn from the most successful CMOs on the planet.

We do this through a proprietary benchmark research methodology that informs a library of best practice market research and a comprehensive directory of vendor showcases (complete with vendor rankings based on reviews from users).

CONTACT GLEANSTER:

4695 Chabot Drive
Pleasanton, CA, 94588
www.gleanster.com
research@gleanster.com

ABOUT ACT-ON SOFTWARE

Act-On is the leading provider of integrated marketing automation software, helping 3,000+ companies to tie inbound, outbound, and lead nurturing programs together – across email, web, mobile, and social. Users can achieve superior return on marketing investment by leveraging behavioral data to increase engagement throughout the customer lifecycle – from acquisition through retention and expansion.

Act-On's fresh approach to marketing automation gives sales and marketing professionals full functionality without the complexity other systems impose, and makes campaign creation and program execution easier and faster. Act-On also offers a best-in-class professional services team, dedicated customer support, and the APEX ecosystem of partners to provide clients with the resources they need to achieve marketing success.

CONTACT ACT-ON:

8300 SW Creekside Place
Suite 250
Beaverton, OR 97008
www.act-on.com
sales@act-on.com