

# MARKETING TECHNOLOGY AS A STRATEGIC ASSET

**Beyond the hype:** how leading companies are driving revenue and adapting to the future through winning marketing technology strategies



Presented By:



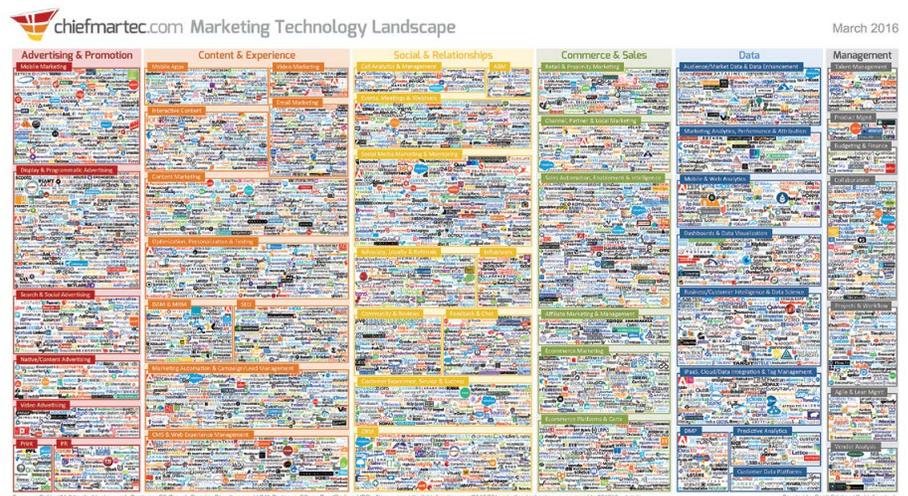
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# The Challenge

The Marketing Technology (MarTech) landscape has driven tremendous opportunity and change in marketing over the past few years. Venture funding continuing to pour in? Check. Over 3,800 vendors in the latest [Marketing Technology Landscape Supergraphic](#), with a dizzying array of acquisitions, entrants and exits? Check. Hundreds of content marketing emails every day touting the latest and greatest? Check. Equal parts promise and hype? Check!



For marketing executives and their teams, landing the right technology stack to drive near-term revenue objectives while investing for the future is a daunting prospect. With increasing scrutiny from the C-suite on the value of these investments, marketers need to cut through the noise. They have to balance the desire for scale with the need for innovation. The "shiny penny" approach (focus all your attention on the latest and greatest) and "head in the sand" approach (avoid making decisions until absolutely necessary) are no longer viable. Everyone needs to get a lot more value from the investments they've already made.

*We consider ourselves pretty leading edge, but we are utilizing at best 30-40% of the capabilities of our biggest MarTech investment, marketing automation.*

—GEETA SACHDEV, CMO, VMTURBO

[Lenati](#), a customer strategy consultancy, in partnership with Scott Brinker of [chiefmartec](#), interviewed marketing executives from companies of all sizes and in all stages of growth. Interviewees included CMOs and Marketing VPs at Adobe, Chronus, Dun & Bradstreet, Hilton, Microsoft, SAP, Tableau, Veeam, and VMTurbo. This executive brief offers practical, real-life guidance and examples to help marketing executives and their teams navigate this challenging landscape.

# Executive Summary

It's no surprise that leading marketing executives are continuously adapting their approaches to the ever-changing MarTech landscape. In this briefing, we address four critical questions that marketing executives are grappling with:

## 1. How do we decide **which MarTech bets to make?**

The biggest shift recently for leading marketing executives is approaching the Marketing Technology stack as a strategic capability and asset, instead of as a set of tactical tools or "shadow IT." We will explore how marketing executives ensure they are making the right MarTech decisions, while incorporating enough flexibility to counterbalance change.

## 2. As we make those bets, how do we **maximize their value?**

Buying technology is easy. Change management is hard. Here we demonstrate how marketing executives are including more formal downstream planning into their rollout processes and creating change evangelists to sell their strategic visions in order to prepare entire organizations for change.

## 3. How do we recruit, hire, & nurture **the right team?**

As MarTech programs become part of a team's core responsibilities, marketing executives must ensure they are staffing the right mix of skills to ensure maximum utilization. Learn which skills executives are hiring for, and how they ensure knowledge transfer is continuous and seamless.

## 4. How do we **drive innovation & stay in front of what's next?**

Today, it is not only critical for marketers to stay abreast of the latest trends in Marketing Technology, but they must also welcome open discussions with their peers. See how marketing executives are connecting with those that have deep learnings to share. This ensures that they are asking the right questions at the beginning of the decision-making process and anticipating hot spots prior to rollout.

# 1. Making the Right MarTech Bets

## MarTech Spotlight

### Dun & Bradstreet

#### Aligning MarTech Stack to Business Strategy

When Rishi Dave came on board as Dun & Bradstreet CMO, he helped lead a brand modernization initiative at the company. One key element of this new go-to-market approach was a highly personalized, persona-based marketing strategy focused on deep customer insight. Instead of diving directly into data architecture and digital tactics, Rishi and team took a step back and asked two basic questions: "Who do we sell to?" and "How will we differentiate in the marketplace?" They went out and talked to customers, pouring through data-driven insights. Throughout the strategy design process, the team thought about enabling technologies, and they continue to prioritize capabilities that further enable or accelerate the persona-based strategy. The team has now moved on to a testing and optimization program through which they continually assess new features and components that can help them better execute the strategy.

*Leading companies are taking intentional approaches to investing in Marketing Technology—thinking strategy first, taking a portfolio approach to their MarTech stack, engaging with strategic partners early on and designing with the anticipation of change (the only certainty). The net effect is a MarTech stack that supports business priorities with maximum flexibility.*

## Strategy Shapes the Decision-Making Process

The biggest shift recently is approaching a MarTech stack as a strategic capability and asset, rather than as a set of tactical tools or "shadow IT." **When analyzing a stack, a holistic approach will include three considerations:**

- The organization's business goals
- The team's decision-making approach
- The customer experience for high-value segments

Business objectives can vary greatly from company to company. For example: Is the goal to build awareness of a new product category? Drive deeper engagement with a key audience or community? Improve share of wallet and retention with existing customers? Enable the best customers to become passionate advocates? Aligning MarTech decisions to business goals and core KPIs will help prioritize investments and technology requirements.

*We have a very clear set of business goals as a SaaS company growing 30-50% a year—reducing cost of customer acquisition, increasing deal velocity, improving customer lifetime value, and reducing churn. Every new MarTech investment is evaluated against these four core KPIs.*

—STEVE O'BRIAN, VP OF MARKETING, CHRONUS

How a team approaches decision-making will determine how teams can properly vet new technologies. The clear trend is toward “agile marketing,” with some companies more fully adopting agile with a strong test-and-learn mindset. In an agile environment, one best practice is an expedited approach to MarTech decision-making which includes quickly vetting top vendors and launching multiple proofs of concept before selecting and investing heavily in a product. These agile marketing organizations tend to regularly integrate new technologies as part of the rhythm of business.

For companies that have not fully adopted an agile approach, a push toward agile principles within a more traditional stage-gate decision-making process makes sense. Even companies that invest heavily in the vetting process upfront fall down if they don't carefully plan for downstream impacts.

## PERSPECTIVES ALONG THE AGILITY SPECTRUM

“You can't force agile—you need to adapt it to your organization. One approach we've used is trying to keep our cross-functional teams small (<7 people) to avoid the 'collaboration tax'.

—BRIDGET PERRY, VP OF ENTERPRISE MARKETING, ADOBE

“Our biggest criteria is ease of implementation, including time and resources needed to keep it running. It can't take a quarter, and we have to know that we have people ready to take advantage of the tool.

—GEETA SACHDEV, CMO, VMTURBO

“We take an extremely agile approach. The biggest thing in MarTech is you better not have a playbook and you better not plan too far ahead.

—WADE TIBKE, VP OF MARKETING, SOFTWARE & TECHNOLOGY, TABLEAU

“We continuously review our MarTech stack and remove elements that do not work or scale.

—RISHI DAVE, CMO, DUN & BRADSTREET

Finally, marketers should always perform a gut-check to ensure any changes will not disrupt the customer experience for high-value segments. Too many times, tools launched in siloes end up having negative impacts on customers. Specifically, marketers should ensure they have customer experience KPIs and voice of the customer inputs integrated within their evaluation plan for new technologies.

*We were heavily focused on operational KPIs in the past. Going forward as our stack matures, the dominant consideration for new tools is: Does this improve the customer experience?*

—JENN CHICK, VP OF MARKETING, HILTON

## MarTech Spotlight

## Xerox

**Balancing Core Investments with Innovation**

Duane Schulz, Chief Marketing Technologist at Xerox, takes a 70/20/10 investment approach to his MarTech stack. He has an intentional mix of MarTech budget investment across core platforms (70%), adjacent solutions integrated with core platforms (20%), and edge point solutions (10%). Interestingly, he notes that the distribution of the number of technology solutions in each category is flipped, with many more in edge point solutions.

## Microsoft

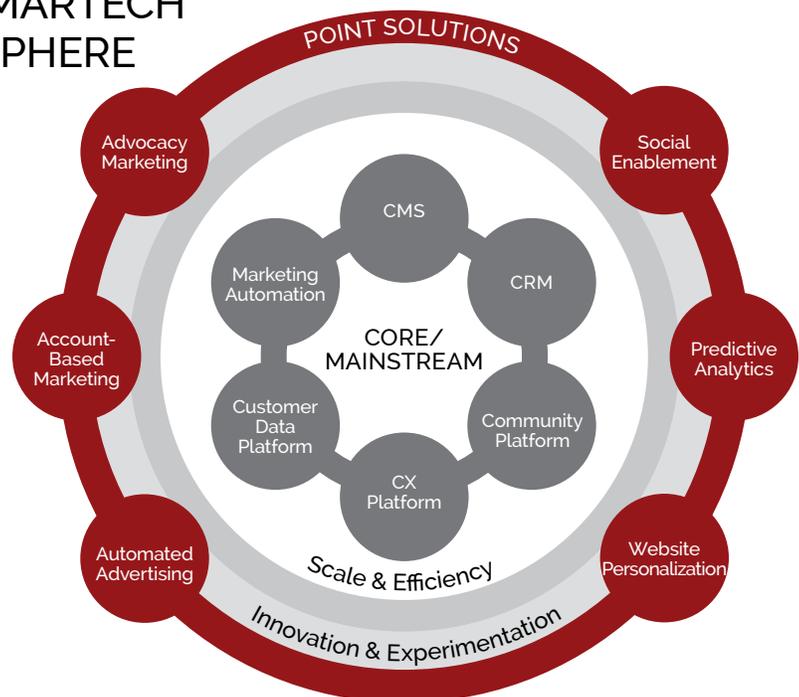
**Investing in Innovation Drives 10X Performance**

Over the years, Grad Conn, US CMO at Microsoft, has witnessed the natural evolution of core platform innovation shift from customer service software to salesforce automation to marketing automation. With the opportunity to tie anonymous customer acquisition to direct revenue, he sees advertising automation as the next big opportunity. By cobbling together leading solutions for a creative platform, data management platform, and dynamic landing page software, Grad and team have developed an integrated real-time programmatic approach across creative, media, and landing pages that has outperformed their previous approach by 10x.

# Treat Your MarTech Stack Like an Investment Portfolio

Many marketing executives are balancing achieving greater utilization with innovation and experimentation by treating their stack as a portfolio of investments. Rather than having one vetting process for all solutions, they vary their strategies and approaches by solution and purpose. For highly integrated core solutions (typically more cross-functional and complex), the focus is on stability, scalability and strategic vendor partnerships with a goal of high adoption and utilization. Meanwhile, frequently changing independent point solutions (often with more focused marketing use cases) helps companies experiment and drive innovation in areas with greatest strategic impact.

## THE MARTECH ECOSPHERE



*We have tried to reinforce getting more out of our existing technology. For example, we use a single unified community platform for our customer portal, our partner portal, and our sales enablement hub. Having this centralized resource makes the platform a much higher impact investment for us.*

—GEETA SACHDEV, CMO, VMTURBO

## Seek Out the Right Strategic Partners

Given the complexity of the MarTech landscape, marketing executives are looking to internal and external partnerships to extend expertise and manage risk.

Internally, IT can be the greatest ally and, since they can't possibly be the expert in 3,500+ marketing applications, will appreciate the partnership. Many marketing executives are forging strong alliances with IT and clarifying roles. **Most often, marketing takes the lead on evaluation, selection and detailed business requirements while IT takes the lead on areas like transactional applications, back-end system integration, data architecture, privacy, and security.**

*Being in with the IT group is now critically important as a marketer. IT still makes many of the technology decisions, but this is shifting. This partnership has enabled us to have some autonomy with regard to testing and deploying point solutions more quickly.*

—JENN CHICK, VP OF MARKETING, HILTON

*We have a very effective partnership with IT, with clearly-defined roles.*

—RISHI DAVE, CMO, DUN & BRADSTREET

Increasingly, marketing executives are partnering with external peers and 3rd-party experts to gain real-world, unbiased perspectives on how others use technology to solve their business challenges. Gaining these insights can shed light on lessons learned from different implementation approaches, helping craft a strategy more suitable for their organizations' structure and goals.

*If you work with a startup company, you can influence their roadmap more. They will work with you and help you, and they become more of a partner.*

—RISHI DAVE, CMO, DUN & BRADSTREET

*We balance using vendors with building in-house, because vendors often don't approach the problem the same way that we do, and often their solutions don't scale when you get to multiple segments and global markets.*

—WADE TIBKE, VP OF MARKETING, SOFTWARE & TECHNOLOGY, TABLEAU

# Always Design for Change

With the Marketing Technology landscape in constant flux, it is incredibly challenging for even the best industry analysts, let alone marketers themselves, to predict which providers marketers will be relying on in five years. That's why marketers need to prepare for the unknown.

**A smart marketer will always have an exit strategy to maintain flexibility in her MarTech stack should the unforeseen happen.**

Common questions to ask include:

- How flexible are vendor contracts?
- Who owns the data flowing through each solution?
- How easily could each solution be removed or replaced?
- If we removed or replaced any solutions, what would be the impacts on other components in the MarTech stack?

Putting a contingency plan in place will help companies remain agile and shift as the tides of change accelerate.

*The only prediction that we can be absolutely certain of is this: Things will change. They will change in unexpected ways, and they will change faster than they have in the past. We see this acceleration of technological innovation in every facet of our lives these days. In our rapidly changing environment, it's hard not to see that the single most valuable marketing capability is agility.*

—SCOTT BRINKER, EDITOR, CHIEFMARTEC.COM

## 2. Maximizing Value from MarTech Investments

### MarTech Spotlight

#### VEEAM

#### Detailing Impacted Marketing Workflows

Veeam's formalized approach to MarTech procurement and implementation is standard in functions with mature IT usage like Finance, but new to many marketing executives. The key differentiator in Veeam's approach is a focus on defining, in detail, the marketing workflows that the new technology will enable or impact. First, high-level workflows guide their initial technology evaluation stages: Discovery, Business Requirements Definition, and RFP. Then the workflows are built out in detail and actually implemented for the Proof of Concept phase. This helps Veeam shift the conversation with vendors from generic benchmarks to highly relevant, contextual Proof of Concept performance.

*When assessing the challenges of Marketing Technology investments, Grad Conn, US CMO at Microsoft puts it best: "Technology selection and implementation are relatively easy. Implementation seemed hard, but was really pretty easy. Change management is hard." Rishi Dave, CMO of Dun & Bradstreet, expands: "Getting people on board is by leaps and bounds the hardest aspect of Marketing Technology. The two most challenging pieces are getting end-users to actually change their workflows, and further up, getting teams to coordinate work across siloes." To ensure success, savvy executives are realizing both speed-to-market and program adoption improve with more formalized downstream planning and continuous communication.*

### Formalize the Rollout Plan

When a vendor demos a new technology, they do so in a pristine environment. Assumptions are made that implementation will go smoothly and that other teams, if they are even considered, will be fully on board to help realize marketing's vision. At rollout, that pristine environment can quickly become an unkempt jungle. Soon teams find themselves running into roadblocks surrounding privacy, or translation with international offices, or data scientists now needing twice as much time to translate the new system's data exports into insights.

Marketers may get validation from IT and other stakeholders that “we can make it work,” but often, the time it takes to realize this change is too long. The increasing interdependence of technology systems means that to realize the full value of investments as rapidly as possible, it pays to identify all the systems, teams, and processes that will be impacted by new tools and platforms upfront.

*In addition to our formal evaluation approach, we focused on executive buy-in for a recent major purchase of an enterprise content management system. We sent our senior stakeholders to the vendor’s annual conference. We discussed with my cross-functional peer leaders the shift in resources that would be needed (for example, we would need more content managers and fewer programmers). Then I personally invested my time lobbying our CEO, CMO and key executive leaders. That’s what it took to not only secure the investment, but make sure it would land.*

—STEFAN GASS, VP OF MARKETING, VEEAM

## MarTech Spotlight

SAP

### Maintaining Excitement Through A Long Rollout

Maggie Fox, Global SVP of Marketing at SAP, recently led a major platform change across the organization. Her primary focus was on driving change through the organization. In her words: “Personally, I will do basically nothing to advance this vision other than to tell a good story. If the people in the organization don’t believe in the vision, the technology is useless. Internal communication should be the biggest priority when navigating change internally. You must sell the vision and make people passionate about adopting change. People take on big changes for emotional reasons.”

## Appoint a Change Evangelist

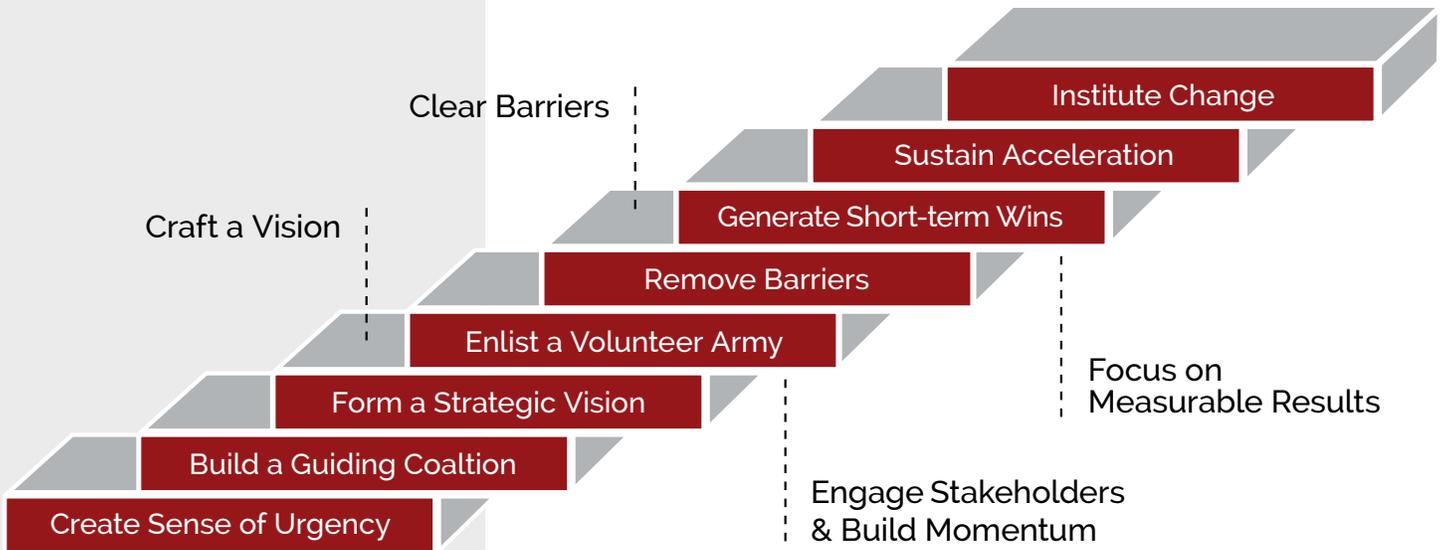
There are many parallels between marketing product launches and garnering new technology adoption within an organization. Marketing executives must approach the communications strategy for any technology change with the same rigor they would apply to selling customers their own products. **To ensure an organization is ready for change, a marketing executive must establish a vision, set KPIs, and build out a communications plan that leverages multiple internal channels to open dialogue with employees from all levels of the organization.**

First, the marketing executive needs to lay out a vision that the entire organization can rally behind. She should craft a story that can be understood by all levels and parts of the organization. It should explain the “why” in a way that ignites passion.

Then, to help maintain the passion and energy throughout a long implementation process, the marketing executive should craft short-term wins into implementation status updates. Rollouts, especially phased ones, can lose steam fast when results are not seen. And, often times, success requires multiple teams to adopt new processes and ways of thinking. To maintain excitement and ensure adoption, short-term wins need to have meaning to get the stakeholders involved. They might not relate directly to the overall goal, but can provide the air cover needed to get there.

Maggie Fox, Global SVP of Marketing at SAP, recently led a major change across the organization. Managing a complex customer web experience with over 600 sites, she had been given a mandate to fix the digital experience. She found change management success by relying on John Kotter's 8-Step Process for Leading Change.

## MANAGING MARTECH CHANGE AT SAP



<p><b>Craft a Vision</b></p> <p><i>Fox crafted a motivating strategic vision - "Delivering the best digital experience in the world" - then planned around what that experience should be.</i></p>	<p><b>Engage Stakeholders &amp; Build Momentum</b></p> <p><i>Fox built a battalion of over 400 stakeholders and built momentum by showing them demonstrable progress on a monthly basis.</i></p>	<p><b>Clear Barriers</b></p> <p><i>Fox cleared internal barriers by jumping in the trenches to educate and negotiate with people 1:1 to address their concerns.</i></p>	<p><b>Focus on Measurable Results</b></p> <p><i>Fox focused on measurable results that could be accomplished quickly - shutting down 500 websites was a clear first step toward a unified digital experience.</i></p>
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*\*Based on Kotter's 8 Principles of Change*

# 3. Hiring and Nurturing the Right Team

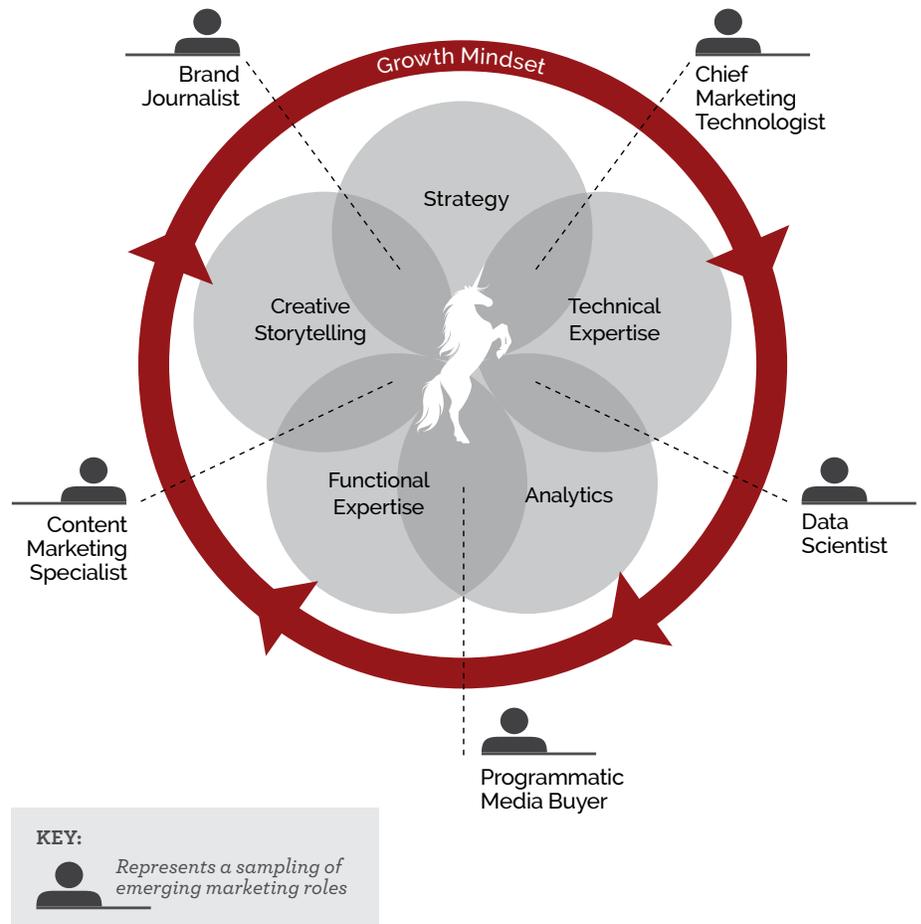
*Avinash Kaushik, Digital Marketing Evangelist for Google, explained through his blog, [Occam's Razor](#), his 10/90 rule: for every \$10 you spend on technology, you need to spend \$90 on the people. As MarTech programs grow and become part of a team's core responsibilities, marketing executives must ensure they are staffing the right mix of skills to adapt with the technology changes. Marketers will likely want centralized "shared service" skills in a central team, but will also need core "modern marketer" skills distributed throughout the organization.*

## Staff the Right Mix of Skills

As modern marketing has gotten more complex and the collection of necessary skills has grown too varied to exist in any individual, executives are realizing that chasing the one perfect hire, marketing's "golden unicorn," is no longer realistic. Instead, marketing executives need to ensure that they staff the right mix of skills across the entire team and then build the right organizational structure to ensure knowledge transfer is as seamless as possible.

Recently, with the explosion of MarTech, hiring managers have focused on staffing tech-savvy and analytical marketers. Often defined as the "modern marketer", these desired hires are described as growth focused, technically knowledgeable and digitally experienced. Often these skills are found within the millennial population with many honing their marketing expertise through an experiment, learn and adapt process.

## CHASING THE UNICORN: THE MODERN MARKETING SKILLSET



However, many marketing executives are beginning to notice that their hiring pendulums have swung too far, and traditional strategic marketing insights are getting lost at the executional level. Now executives are realizing they must strike a balance and ensure that they are staffing the right mix of skills to ensure that all bases are covered.

*First, if you are not thinking digital and mobile first, you are probably going to have a problem. Then, I look for people who see an opportunity when there is an “Oh no!” ... people who are energized by change.*

—MAGGIE FOX, GLOBAL SVP OF MARKETING, SAP

*Our two biggest criteria are: are you a marketer by background, and do you understand technology?*

—STEVE O'BRIAN, VP OF MARKETING, CHRONUS

## Hiring a Tech-Savvy Marketer

The growing need for a tech-savvy marketer is not a new concept. But what does it really mean to be tech savvy? Digging deeper, marketing executives are putting less emphasis on having technical know-how and focusing more on simply having the hunger and capability to learn quickly in a technology-driven environment. As the pace of Marketing Technology change increases, it's no surprise that the true needed skillset is not the knowledge and experience the person brings in on day one, but more so the ability to learn and adapt quickly to stay ahead of any new wave of change. When interviewing, executives need to uncover a person's passion for learning and her ability to adapt within an ever-changing technology-centric environment.

*For me, marketers need to have a growth mindset and desire to always keep learning. The big skills needed are a passion for technology, user-centric perspective, and curiosity on how things work together.*

—GRAD CONN, US CMO, MICROSOFT

*We want people who are open-minded, willing to try new things, and are analytical. We push our internal functional experts to use the technology we already have in new and different ways.*

— BRIDGET PERRY, VP OF ENTERPRISE MARKETING, ADOBE

## Strategy and the Art of Storytelling is Still Crucial

Going back 10 years, traditional marketers were trained to follow proven strategic frameworks where campaigns were crafted from positioning statements, benefit analyses, and proof points. Then, gifted marketers would layer on the creativity we often associate with the Mad Men generation, and craft a story that grabs attention and drives desired business objectives.

These skills are still critical, especially in today's world of message oversaturation. Marketers need to grab people's attention and evoke

emotion to break through the noise and see results, especially if they want to win at earned media. Without a compelling story rooted in customer insight, any digital marketing tactic will fall flat.

*Marketing isn't just a machine. You need a mechanic, but it's the soul of the product that connects with people and evokes emotion and reaction. And how do you do that through the story that you're telling in your marketing? That to me is the piece that's harder to come by, because there's no formula.*

—BRIDGET PERRY, VP OF ENTERPRISE MARKETING, ADOBE

*Our competitive advantage in marketing is based on an internal marketing team which is highly proficient in Marketing Technologies AND has in-depth understanding of the products/solutions we sell and the audience we need to market to. You usually will not get this through an outsourced agency model.*

— STEFAN GASS, VP OF MARKETING, VEEAM

## MarTech Spotlight

Dun & Bradstreet

### Cross Functional "Tiger Teams"

After Dun & Bradstreet invested in technology capabilities to support their persona-based marketing strategy, they needed to align the marketing organizational model to ensure its success. They created cross-functional "tiger teams," each of which fully owns a distinct target customer persona. While team members align with functions to manage career growth, their primary business focuses are on their personas. This approach has had interesting challenges, including the distinct maturity levels of different personas (implying a different culture for each persona team), as well as delivering consistent training and functional support across the persona teams. But overall, it has helped break down siloes and increase customer understanding and focus.

## Organize Teams for Information Sharing

Even in the most collaborative cultures, teams can benefit from more formalized information sharing structures to ensure critical learnings are shared quickly and individual strengths are optimized. Since every company's skills, strategy, and structure are unique, there is no one-size-fits-all model, but many marketing executives are experimenting with unorthodox organizational structures or communication processes with hopes of increasing their teams' efficiencies and output.

*We have a weekly "step-back" meeting so we can look at something fresh, whether it be a specific MarTech technology, a new metric or an alternative perspective on how we are doing something... we want to keep challenging ourselves.*

—STEVE O'BRIAN, VP OF MARKETING, CHRONUS

## 4. Staying in Front of What's Next

*Five years ago, if you asked other marketers to share learnings about Marketing Technology, you would have been classified as an IT bandit in disguise. Today, it is not only critical for marketers to stay abreast of the latest trends in Marketing Technology, but they must also welcome open discussions with their peers. By connecting with those that have experience and implementation learnings to share, marketing executives can ensure that they are asking the right questions at the beginning of the decision-making process and anticipating hot spots prior to a rollout.*

### Deeper Insights: It's Time to Get Creative

When in the market for a new technology, marketing executives should seek out the information that they don't know early in the process. Since no situation is the same and speed-to-market is critical, they likely will have to get creative in seeking out the insights needed to make the right decisions quickly. These insights can be found in experts (including trusted consultant and agency partners), peers currently using the same technology, or within their own marketing team.

*The one thing you know is you don't know anything. Make sure you have a plan in place to iterate and learn.*

—GRAD CONN, US CMO, MICROSOFT

No path will likely be the same. While some marketers are finding unique ways to feed external insights into innovation, all marketers must make sure they do their own due diligence to ensure that they are asking the right questions to make informed decisions.

The MarTech landscape is so large and rapidly changing that there are infinite ways to keep up, but doing so still isn't easy. Leading executives are finding their own creative ways to stay on top of this change. Here are six examples.

## KEEPING UP CREATIVELY



### Stefan Gass

Veeam

*Has organized peer exchange trips with similar, non-competing companies to understand how they approach MarTech challenges.*



### Rishi Dave

Dun & Bradstreet

*Regularly speaks with VCs to get advice on what companies coming out of the startup scene are most promising.*



### Steve O'Brian

Chronus

*Sends his team to conferences not only to learn, but also to validate their approaches against what others are doing.*



### Grad Conn

Microsoft

*Is admittedly "addicted to Facebook," and has heavily curated his feed to turn up relevant Marketing Technology news and developments.*



### Maggie Fox

SAP

*Calls Twitter her "human RSS feed," noting, "I trust my network to bubble things up to me, because I've been in the space a long time."*



### Bridget Perry

Adobe

*Pushes her team to experiment with their tools and find new ways they can be used.*

## MarTech Spotlight

## VMTurbo

**Empowering Teams to Own the MarTech Stack**

At VMTurbo, they hire and train functional experts across Demand Generation, Product Marketing, Amplification, and Sales Enablement. They seek candidates who are hungry, passionate, and want to learn. Within those teams, they hold functional experts accountable for staying ahead of the technologies in their areas. Their social media lead, for example, regularly presents back to the team on the latest/greatest tools and best practices. They empower these leads to then invest in what they need.

## Everyone is Responsible

Marketing executives can best prepare for the next MarTech wave of change by engaging the entire marketing organization in the process. Holding marketers accountable within the learning and discovery stage will help drive faster technology adoption in the implementation stage.

Marketing executives will need to evaluate and balance formalized education and learning processes against time spent to actually get work done. But regardless of which method she chooses, a marketing executive's goal should be to influence a cultural shift within the marketing team, one that instills a feeling of ownership for the entire MarTech stack evolution.

# Conclusion

Companies are recognizing the impact the right MarTech investments can have in driving their businesses forward. According to Scott Brinker, [Marketing Technology budgets are now even surpassing advertising budgets](#). With greater spend, growing configuration complexities, and higher expectations from leadership, marketing executives can no longer take a cobbled approach to their technology stacks. Instead, they must treat Marketing Technology as a strategic capability and asset.

Marketing executives are also learning that to achieve greater utilization of their investments requires much more than simply choosing the right technologies. Managing change, staffing the right team, and continuing to adapt to the ever-changing landscape is crucial for success.



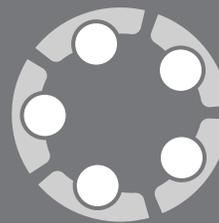
## 1. Align Investments

Treat MarTech investments as strategic assets and align to business objectives, team operations, and customer experiences.



## 2. Manage Change

Proactively manage change with in-depth downstream planning and continuous communications.



## 3. Hire the Right Team

Staff the right mix to ensure the right blend of savviness, creativity, and strategic know-how.



## 4. Stay in Front

Find ways to keep up with MarTech trends and actively seek out objective information from a variety of sources.

# Special Thanks to Our Contributors



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*Global SVP of Marketing | SAP*



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## ABOUT LENATI

We are a marketing and sales strategy consultancy that helps companies acquire, grow, and retain customers. Our clients come to us to build market leadership, whether through radical innovation or intelligent evolution. Learn more about our [services](#).

## ABOUT CHIEFMARTEC

The Chief Marketing Technologist Blog, [chiefmartec.com](http://chiefmartec.com), has been covering the intersection of marketing and technology — and the effects of that entanglement on marketing strategy, management, and culture — since 2008, and now has over 100,000 readers worldwide. The site's editor, Scott Brinker, has been a practitioner in the Marketing Technology space for two decades. He also serves as the program chair of the MarTech conference series and is the author of the book Hacking Marketing.

## ENGAGE AND CONTINUE THE DISCUSSION

In this brief, we offer a "tip of the iceberg" view into the mindsets and best practices of marketing executives investing in strategic marketing capabilities. As new approaches are taken and lessons learned, we want to continue to evolve the conversation with them. We invite you to get involved in the discussion:



1. **Subscribe** to Lenati's marketing and sales strategy blog



2. **Watch** the August chiefmartecTV episode, where we will take your questions live



3. **Schedule** a 1:1 call with a Lenati MarTech strategy expert to discuss what this means for you and your team



4. **Share with your own personal networks and see what they think**

