

# Build a demand generation engine and scale marketing with data

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Founder and CEO, How To SaaS

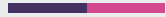
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# Agenda

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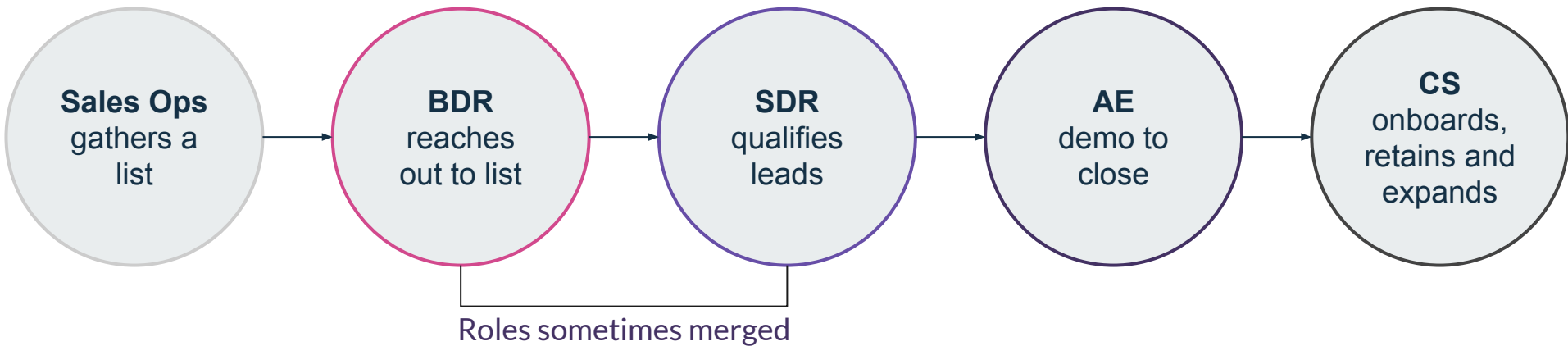
1. Market Forces
2. Company Dynamics
3. Demand Gen Framework
4. The 6 Essential Steps to Scale Demand
5. Q&A

# Market Forces



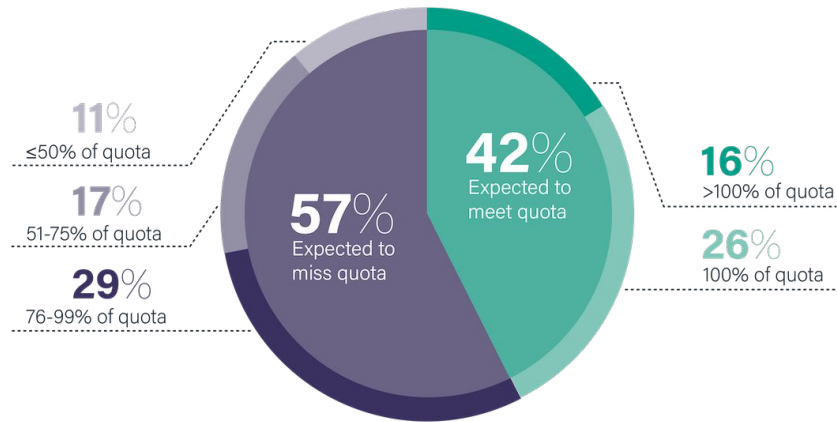
# Most companies start as sales companies

CEOs and Founders often play all of these roles and leverage their networks to sell. As they grow, they fill each box with people first. Marketing is ignored as a growth lever through several growth stages.

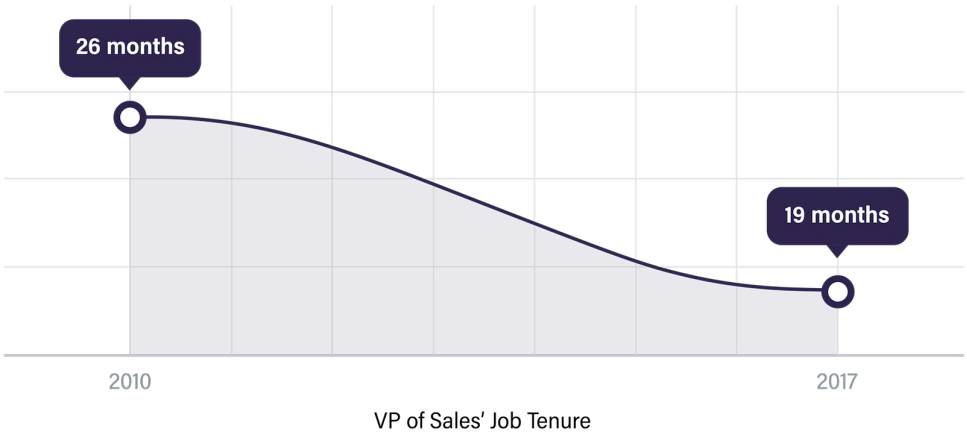


# 57% of sales reps will miss quota

Percentage of Sales Reps Who Expect to Meet the Following Share of Their Quotas This Year



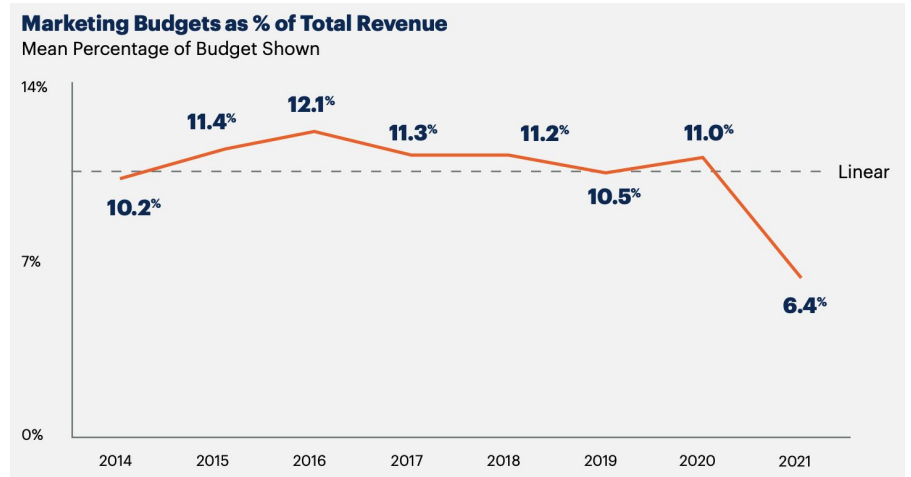
# VP of Sales tenure is declining



# Meanwhile, marketing budgets are declining

“This is an opportunity for CMOs to take stock and create a clearer link between investments and the value marketing delivers to the enterprise.”

-Gartner CMO Spend Survey



# The Disconnect

We are not bridging the gap between Sales projections and Marketing activities needed to support those results.





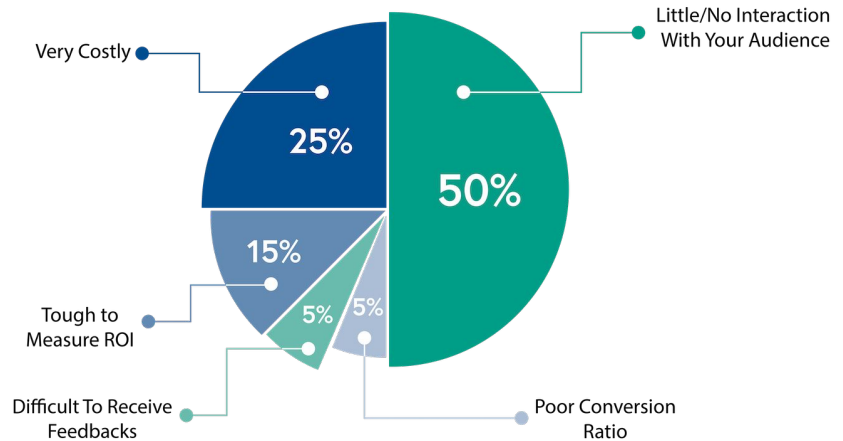
# Marketing is traditional and ineffective

Activities are often limited to:

- Brand
- Sales enablement
- Events
- PR
- Communication
- Product Marketing

**Marketing is NOT the primary revenue driver**

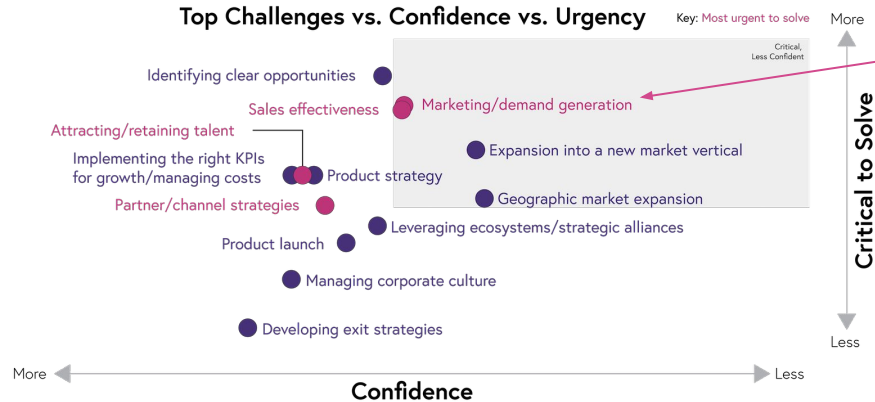
## Drawbacks of Traditional Marketing



# CEOs intuitively understand this

## Tech CEOs' Confidence in Solving Their Challenges in the Next Six to 12 Months

Average Responses



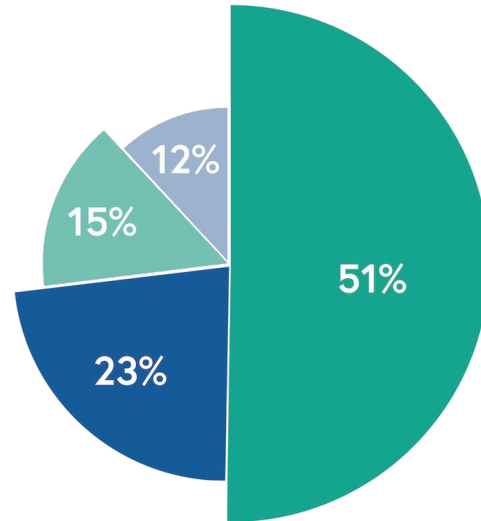
Marketing and demand generation are two of the biggest challenges facing SaaS and Technology CEOs.

# Investors Agree

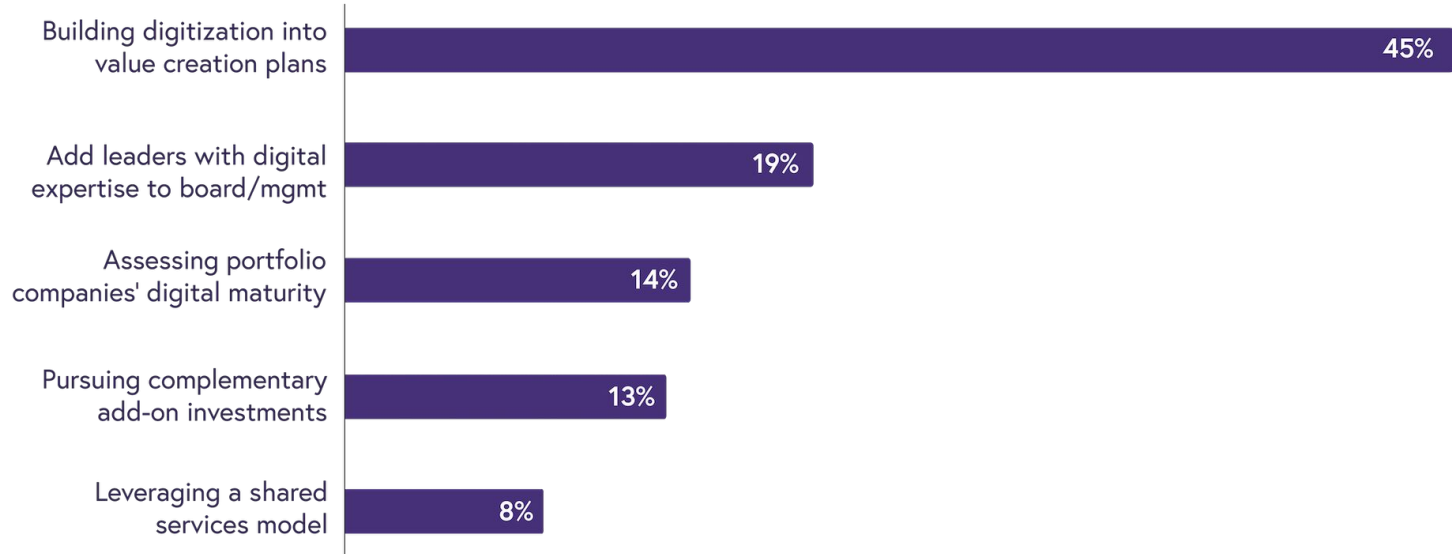
WHICH STRATEGIES ARE YOU EMPLOYING TO BOOST THE VALUE OF YOUR PORTFOLIO COMPANIES?

Digital transformation is the second biggest focus area of PE firms, and this includes adjusting the Go-To-Market of their portfolio companies.

- Integrating add-on companies
- Implementing digital transformation initiatives
- Cost reduction
- Adjusting geographic footprint

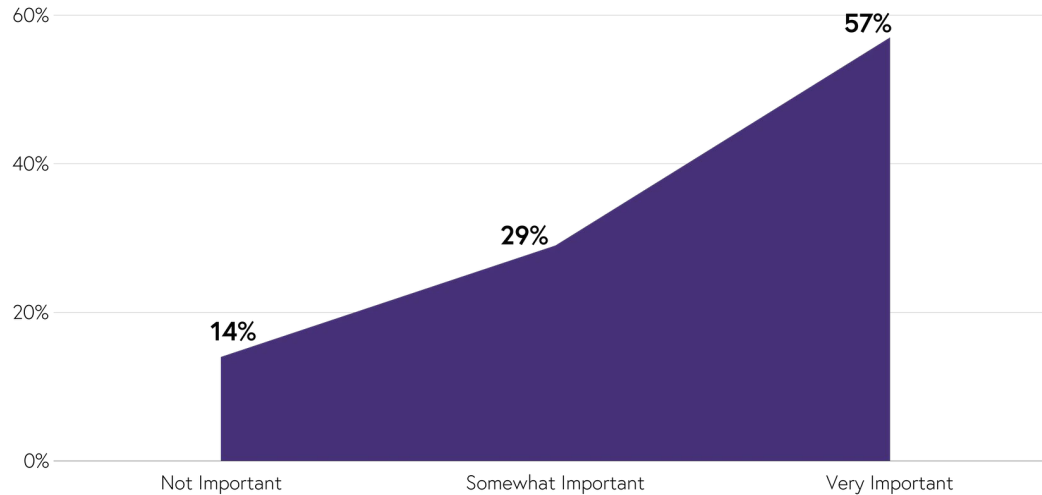


# They're working to digitize their portfolio



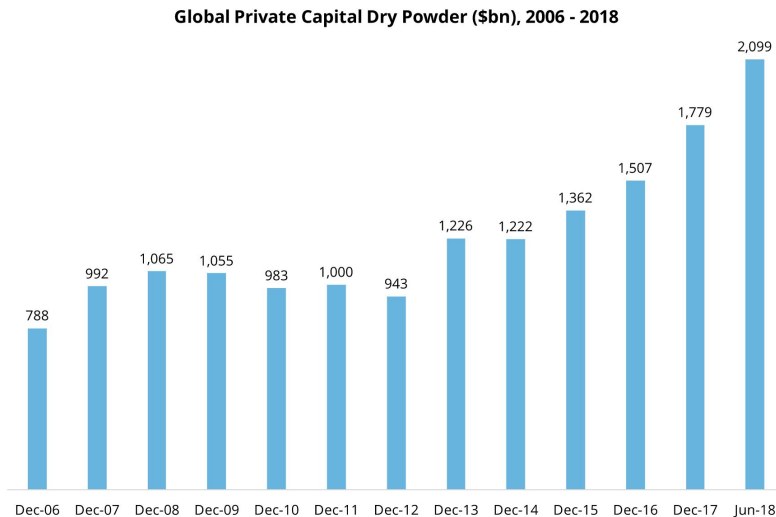
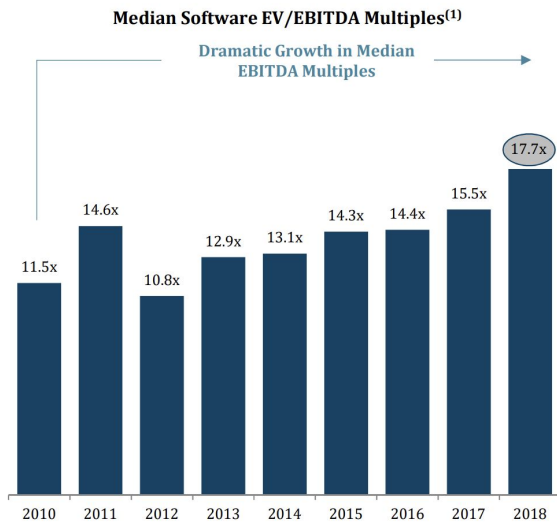
# Long-term digital potential is key to decisions

HOW IMPORTANT IS A TARGET ORGANIZATION'S LONG-TERM DIGITAL POTENTIAL TO YOUR INVESTMENT DECISIONS?



# What's at stake

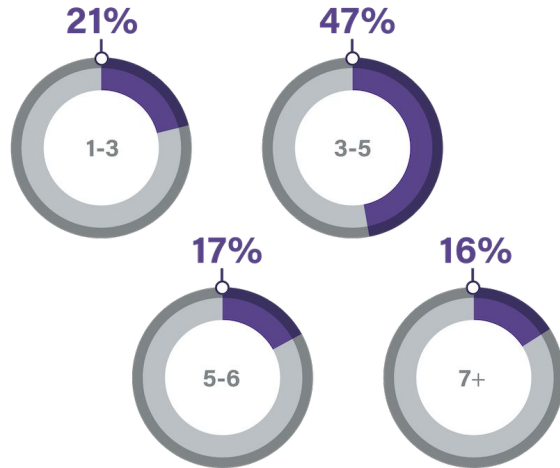
- Software exit multiples growing
- Global Dry Powder at all-time highs



# Content consumed before talking to sales

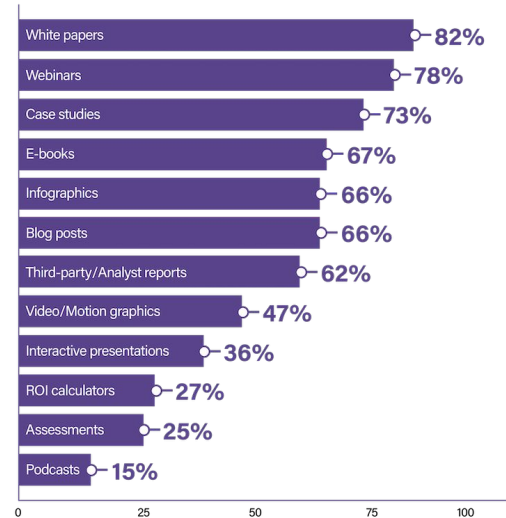
79% of B2B buyers consume 3-5+ pieces of content before talking to sales.

Pieces Of Content Consumed Prior To Engaging With A Salesperson



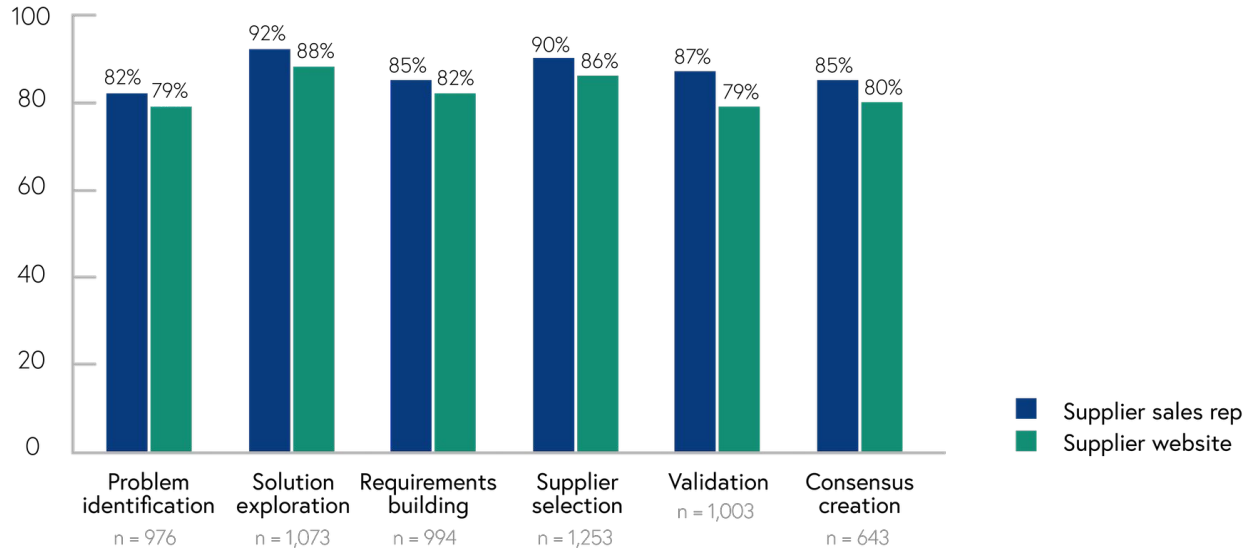
Content Types Used To Make Decisions In The Past 12 Months

(Check all that apply)



# Where buyers are finding information

Proportion of buyers who used sales reps vs. website to complete a job



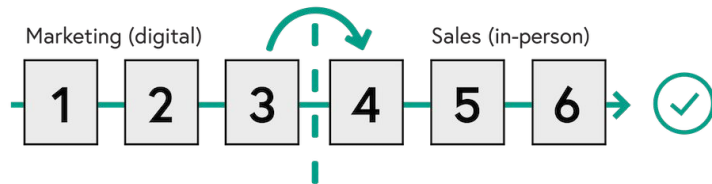
Source: Gartner



# Sales and Marketing own all stages together

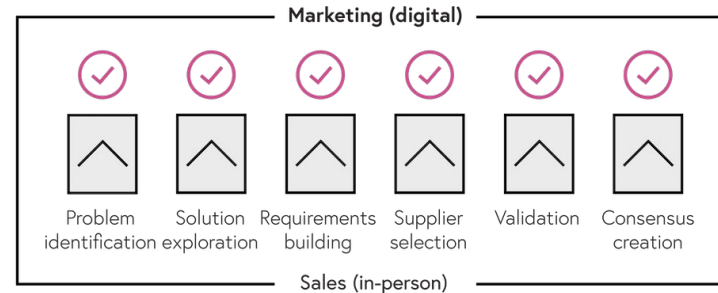
Old

The serial commercial organization



New

The parallel commercial organization



Source: Gartner

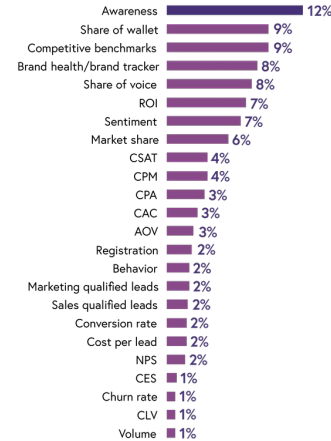
# How to get there

Marketing needs more budget, but before that, it needs to be data driven.

## Most Important Metric Tracked on CMO Dashboard



**12% of CMOs cite brand awareness as most important metric. This compares with 7% for ROI, and only 1% for lifetime value.**



Base: All respondents, n=618 excludes Don't Knows.

Q. Considering all of the metrics being tracked on your CMO (or senior marketing leadership) dashboard, which are most important to inform marketing strategy?

Source: Gartner (October 2018)

# Company Dynamics

# Marketing Starting Points

Every company is a **unique marketing puzzle** with different constraints, challenges and opportunities.

## 1. New GTM

- Startup or new product launch
- Founder-led marketing, zero marketing investment

## 2. Sales-Led

- Sales is the primary revenue drive
- Marketing is a support function, less than 10% Marketing generated pipeline

## 3. Nascent Marketing

- Marketing investment less than \$300K, Marketing team is 1-3 people
- Less than 10% Marketing generated pipeline

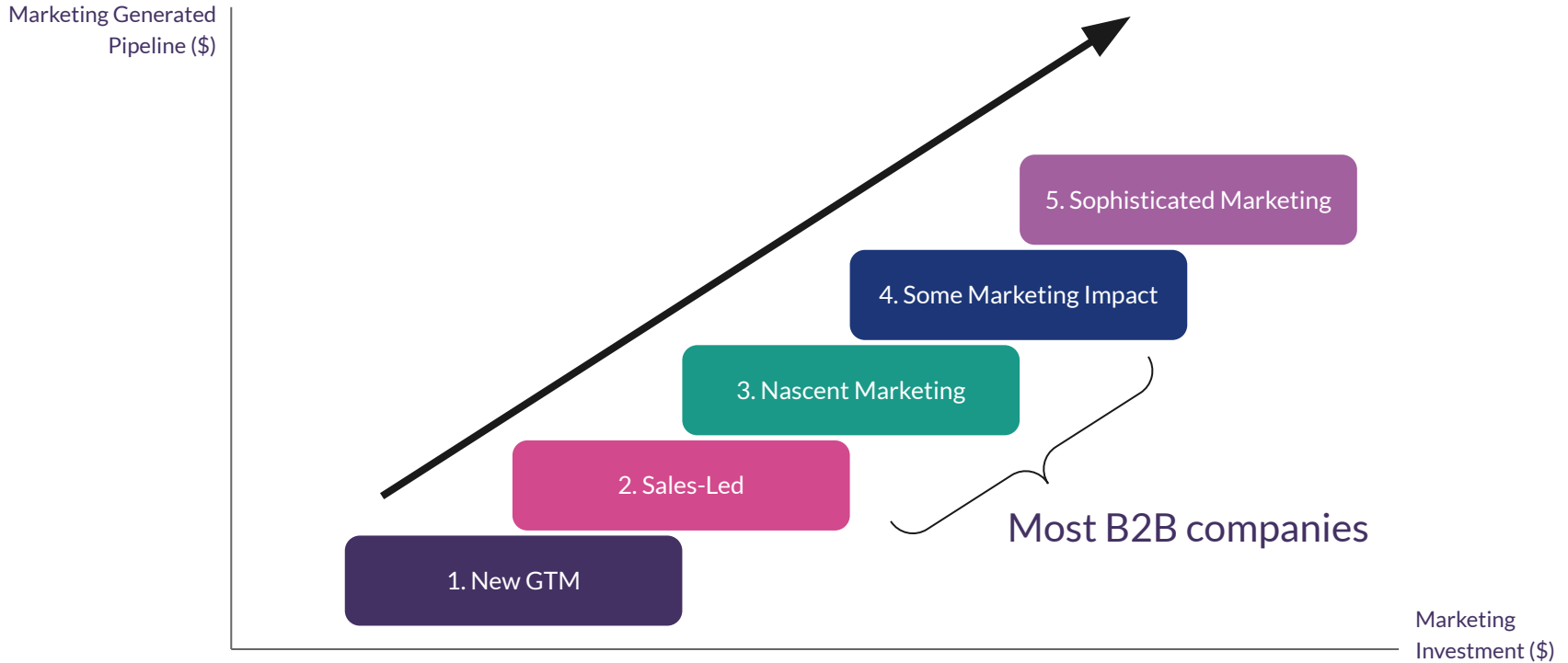
## 4. Some Marketing Impact

- Marketing contribution to pipeline at roughly 10-20%
- Marketing team is 4-7 people

## 5. Sophisticated Marketing

- Marketing contribution to pipeline at 25-50% plus
- Marketing team is larger than 10 people

# Continuum of Marketing Maturity



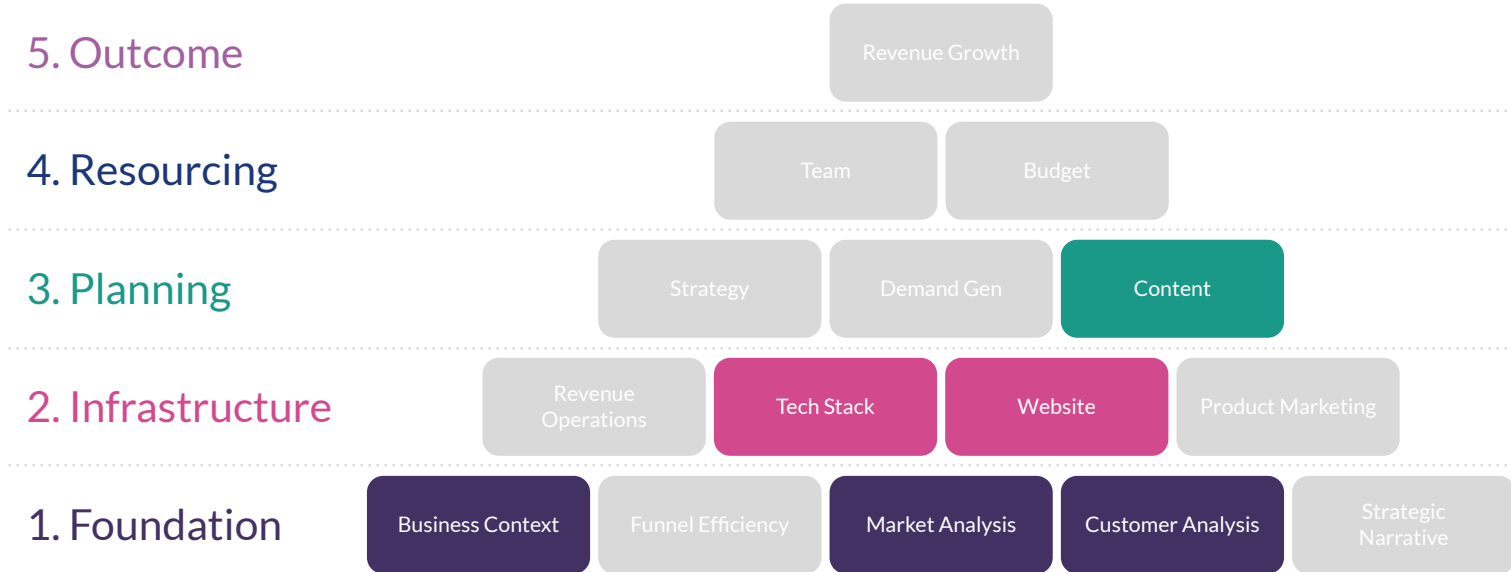
# Pyramid to Marketing Sophistication

To drive **pipeline and revenue growth**, Marketing needs to build 5 critical layers to reach sophistication.



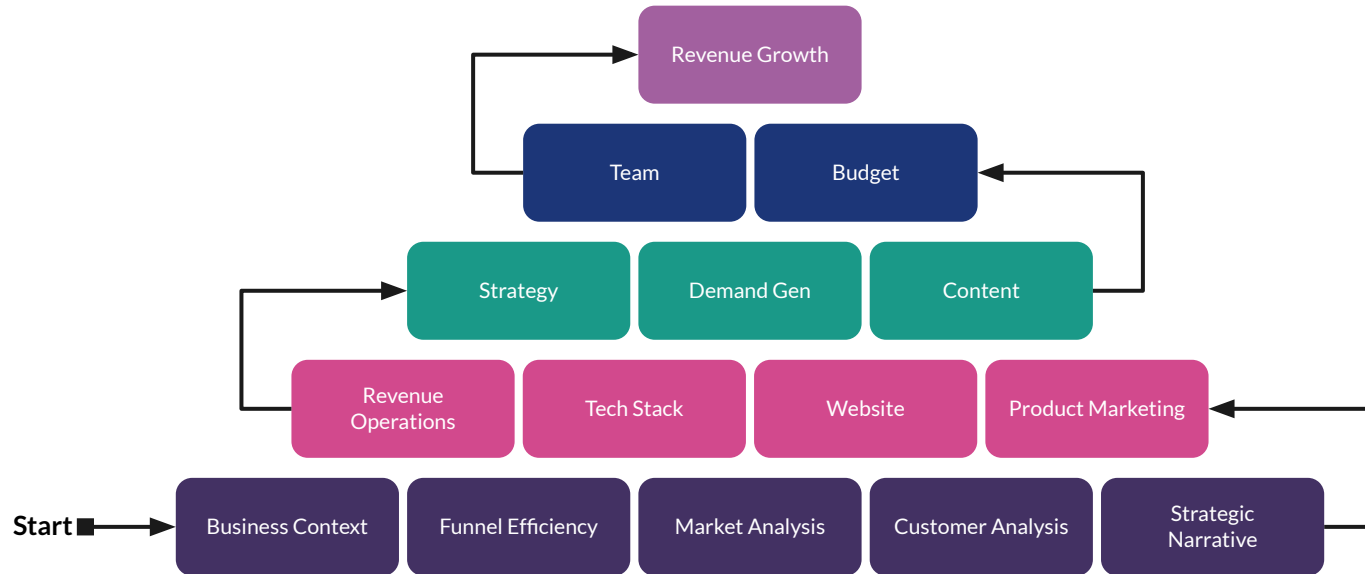
# At-Risk Companies

Companies with **unpredictable Marketing contribution and insufficient revenue impact** often skip some or all of critical layers.



# The Right Approach

Work through each layer, brick-by-brick,  
to build Marketing into a sophisticated revenue-growth engine.





# Urgency

Companies in certain situations have **added urgency to work their way through the layers** to increase Marketing's contribution to pipeline.

## New Acquisition

New investment where Marketing needs to scale in the first 100 days to increase pipeline contribution.

## M&A Platforms

Bringing together multiple companies into a single platform, with add-on companies each quarter.

## Transitions

Companies where teams, leadership, strategy and/or positioning has changed.

To drive **pipeline and revenue growth**, Marketing needs to build 5 critical layers to reach sophistication.

## 5. Outcome

Revenue Growth

## 4. Resourcing

Team

Budget

## 3. Planning

Strategy

Demand Gen

Content

## 2. Infrastructure

Revenue Operations

Tech Stack

Website

Product Marketing

## 1. Foundation

Business Context

Funnel Efficiency

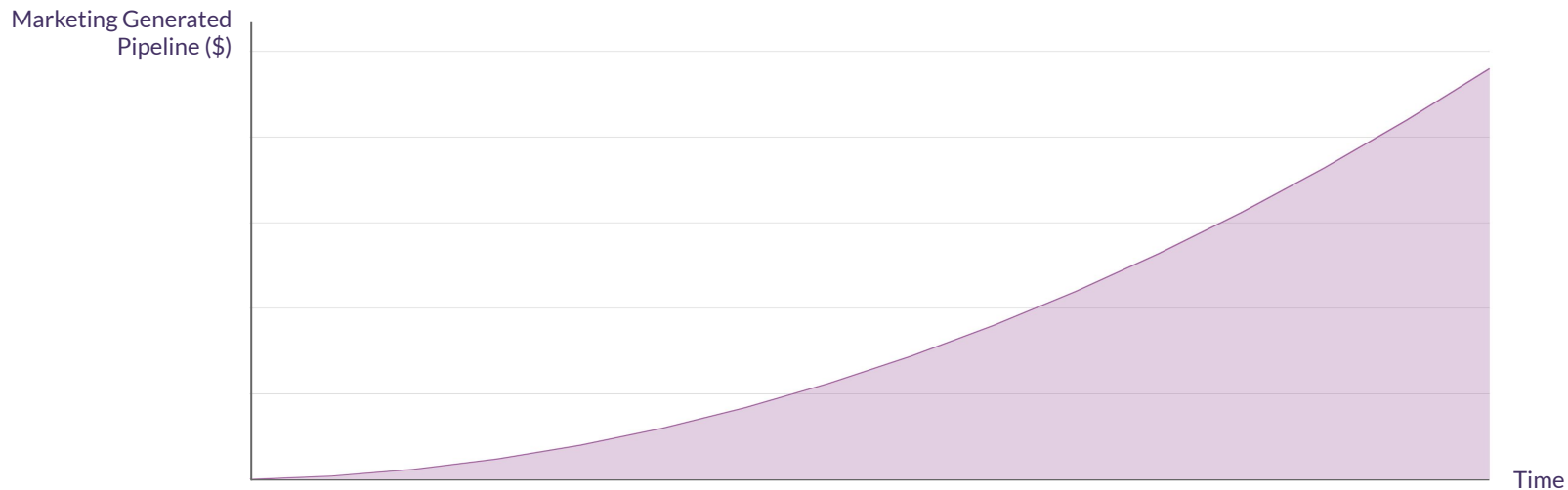
Market Analysis

Customer Analysis

Strategic Narrative

# Revenue Impact

Companies that spend time working through all the layers increase Marketing's **contribution to revenue exponentially**.



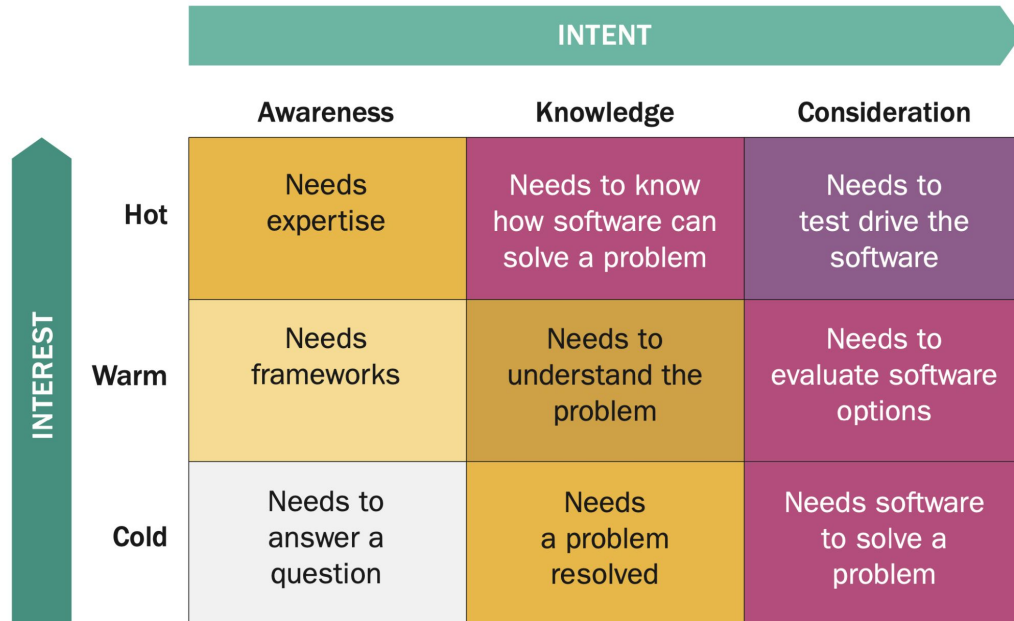
# Demand Gen Framework



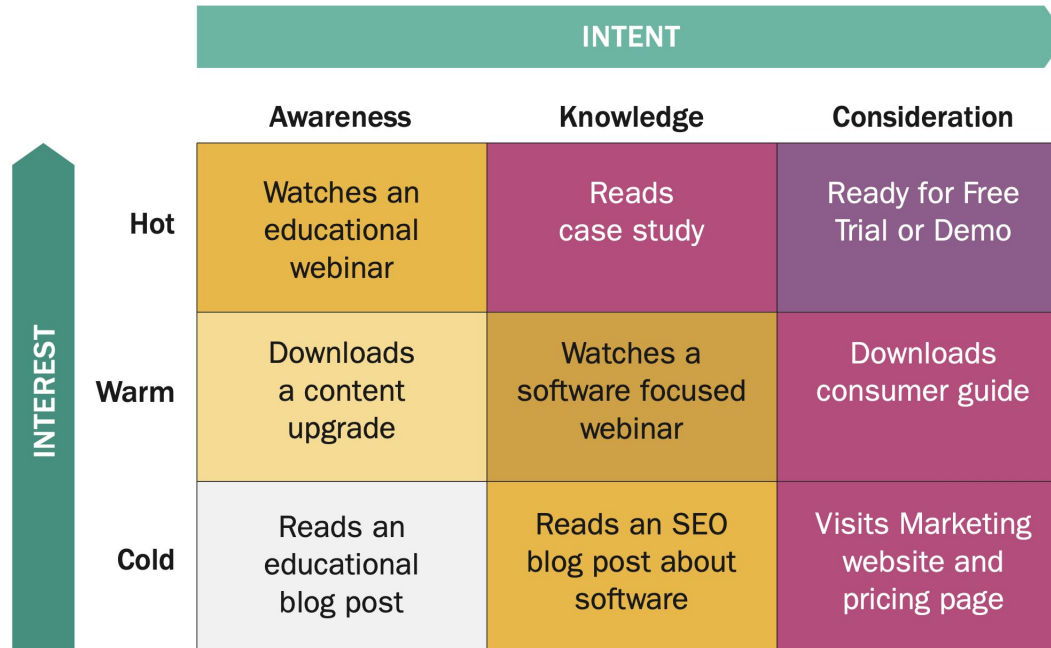
# Customer Journey Stages

Unaware	Awareness	Knowledge	Consideration
Needs to be made aware	Needs information	Needs nurturing and guidance	Needs to evaluate and make a decision

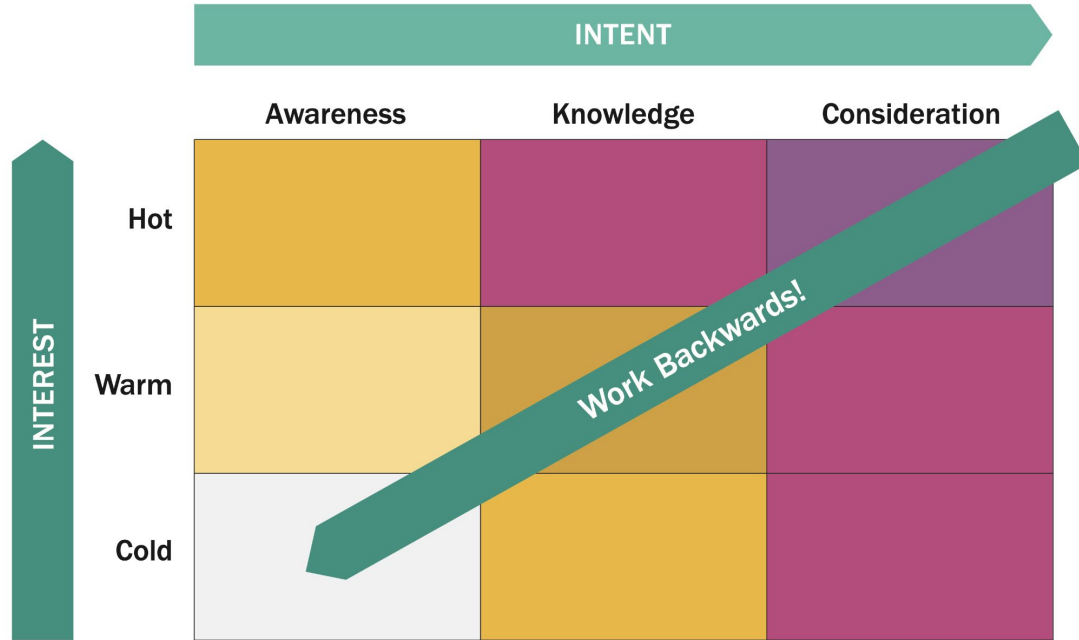
# Needs at each stage



# How to address those needs

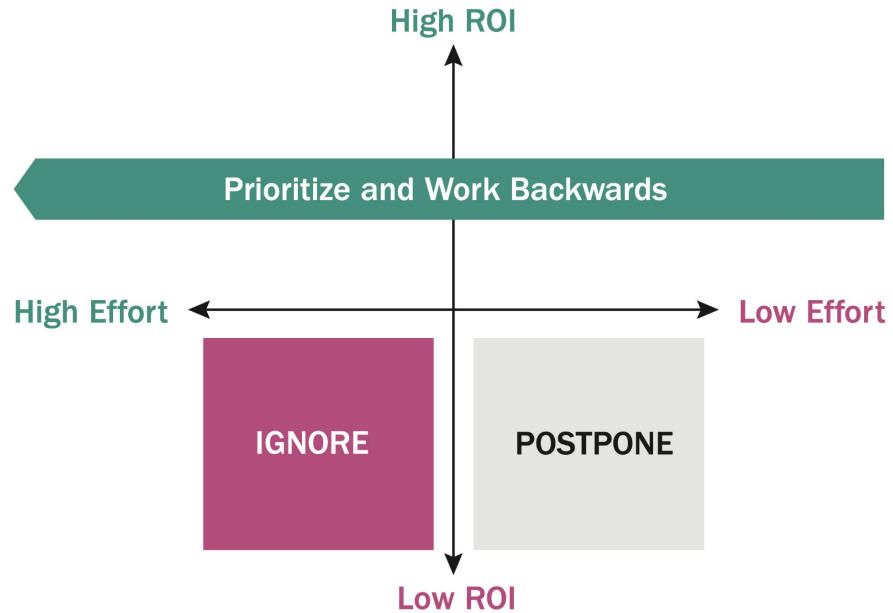


# Order Matters

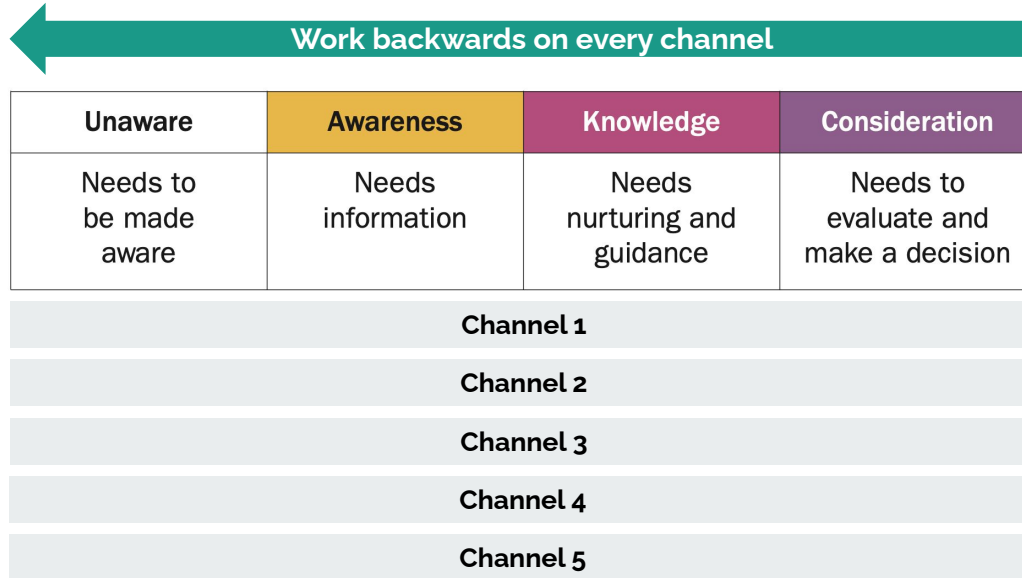




# How To Prioritize



# Scaling channels



# 6 Steps to Scale Demand

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# Build MQL-to-Close Reporting

Marketing needs to work backwards to know how many leads to need to get 1 closed won deal. **This involves building full funnel tracking.**



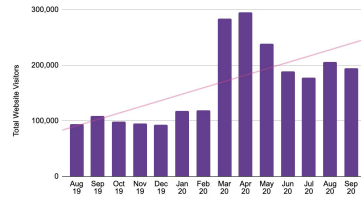
# Build MQL-to-Close Reporting

Month	Prospect MQLS	New Customer Opps	New Prospect MQL to Opp Rate	New Prospect Opps Closed	New Prospect Opp to Close Rate
Jan 2018	960	390	40.63%	84	21.54%
Feb 2018	903	314	34.77%	62	19.75%
Mar 2018	858	302	35.20%	52	17.22%
Apr 2018	1032	234	22.67%	53	22.65%
May 2018	594	258	43.43%	57	22.09%
Jun 2018	720	264	36.67%	50	18.94%
Jul 2018	630	208	33.02%	46	22.12%
Aug 2018	579	244	42.14%	57	23.36%
Sep 2018	561	204	36.36%	45	22.06%
Oct 2018	669	310	46.34%	55	17.74%
Nov 2018	501	266	53.09%	78	29.32%
Dec 2018	444	222	50.00%	43	19.37%
<b>2018 TOTAL</b>	<b>8451</b>	<b>3216</b>	<b>38.05%</b>	<b>682</b>	<b>21.21%</b>

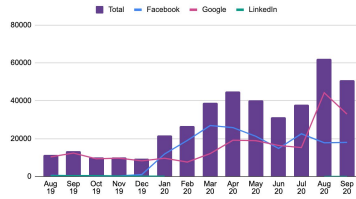
# Full funnel analysis

Analyze the full marketing funnel from website visitors to Closed Won through every stage of the funnel (MQL, SAL, PQL, SAL, Closed Won)

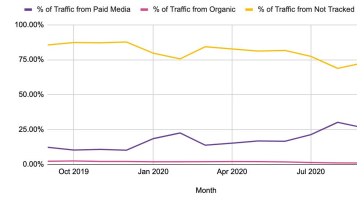
Website Visitors



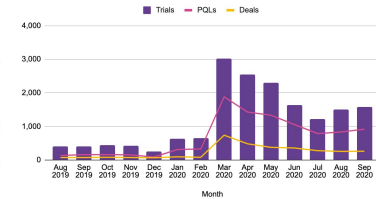
Website Visitors from Paid Media



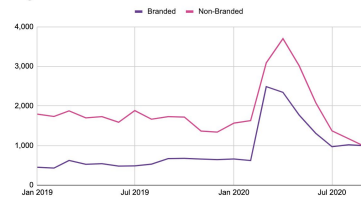
Total Trials vs. Paid Media Trials



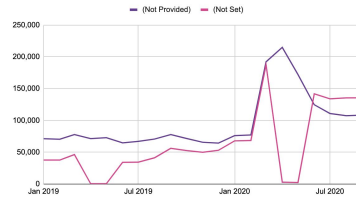
Trials vs. PQLs



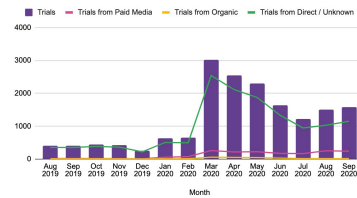
Organic Search



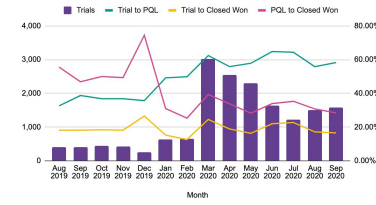
Untracked visitors



Total Trials vs. Paid Media Trials



PQL and Trial Conversion Rates



# Channel Analysis

Understand performance of channels by understanding impact on revenue and using Acceptable Costs / MQL as a baseline.

	Acceptable Cost / MQL	Actual Cost per MQL	Net Difference	Recommendation
Advertising	\$57.15	\$218.53	-\$161.38	Scale down
Channel Based	\$308.69	\$209.65	\$99.04	Maintain
Online Events	\$193.01	\$72.38	\$120.62	Scale up
Physical Events	\$207.74	\$259.68	-\$51.94	Scale down
Google PPC	\$271.10	\$142.69	\$128.42	Scale up
Social Media	\$78.45	\$12.06	\$66.38	Maintain

# Channel and Campaign Scalability

Understand highest Pipeline ROI by campaign. Uncover significant inefficiencies from poorly performing campaigns that can reallocate + spend.

AdGroup/Campaign	Sum of Cost	Sales Qualified	Evaluating	Pricing & Approval	Closing	Total Pipeline	Average Pipeline \$ per Opp	Total Closed/Won \$	Pipeline \$ + Closed Won \$	Pipeline + Closed Won \$ / \$ invested
Download	\$1,947.57					\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Branded	\$9,434.47		\$5,124.92		\$24,000.00	\$29,124.92	\$3,236.10	\$26,000.00	\$55,124.92	\$5.84
Data	\$31,972.44			\$8,200.00		\$8,200.00	\$2,733.33	\$11,933.00	\$20,133.00	\$0.63
Website Tracking	\$4,390.46	\$20,000.00				\$20,000.00	\$3,333.33		\$20,000.00	\$4.56
Desktop Variant	\$4,820.58					\$0.00		\$0.00	\$0.00	\$0.00
Files Variant	\$1,476.05					\$0.00		\$0.00	\$0.00	\$0.00
Keyword Cluster A	\$3,385.83					\$0.00		\$0.00	\$0.00	\$0.00
Keyword Cluster B	\$83,676.18	\$22,000.00	\$9,462.48			\$31,462.48	\$1,498.21		\$31,462.48	\$0.38
Network Variant	\$8,830.49		\$25,000.00	\$8,200.00		\$33,200.00	\$11,066.67	\$9,308.00	\$42,508.00	\$4.81
New Page Variant	\$37,066.60		\$30,000.00			\$30,000.00	\$7,500.00		\$30,000.00	\$0.81
Spanish Downloaded	\$4,789.40					\$0.00		\$0.00	\$0.00	\$0.00
Competitor 1	\$18,790.80					\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Branded v2	\$59,662.71	\$63,429.00	\$48,000.00			\$111,429.00	\$18,571.50		\$111,429.00	\$1.87
Competitor 2	\$8,152.20					\$0.00		\$0.00	\$0.00	\$0.00
Retargeting	\$67,438.36	\$8,200.00				\$8,200.00				
Total	\$270,243.57	\$106,290.60	\$151,187.40	\$14,400.00	\$24,000.00	\$295,878.00	\$4,483.00	\$47,241.00	\$343,119.00	\$1.27



# Identify Opportunities to Scale

Channel	Cost	Leads	Demos	Opps	Closed Won	Closed Won (\$)	ROI
Google	\$14,129.70	9	24	8	2	\$22,074	1.56
Capterra	\$5,771.75	12	10	1	2	\$15,976	2.77
LinkedIn	\$2,111.53	25	?	0	0	\$0	0.00
Facebook	\$1,945.94	157	?	0	0	\$0	0.00
<b>Total</b>	<b>\$23,958.92</b>	<b>\$203.00</b>	<b>\$34.00</b>	<b>\$9.00</b>	<b>\$4.00</b>	<b>\$38,050.00</b>	<b>1.59</b>

Channel	Google	Capterra	LinkedIn	Facebook	Total
Monthly Investment	\$25,000	\$15,000	\$5,000	\$5,000	\$50,000
Annual Investment	\$300,000	\$180,000	\$60,000	\$60,000	\$600,000

# Identify gaps in content

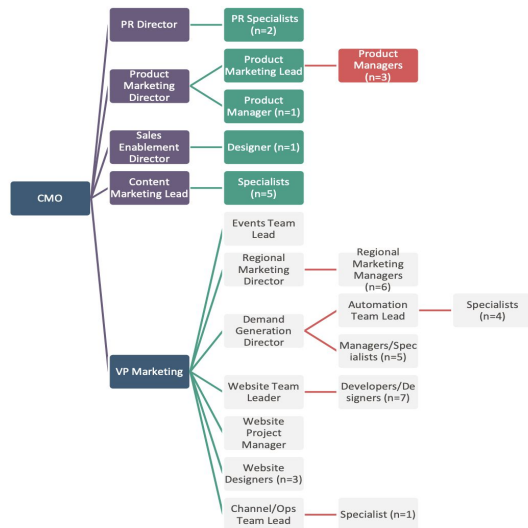
Theme	Product	Keywords	Questions	BOFL	MOFL	TOFL
Payroll & Tax Management	Payroll & Tax	<p>payroll taxes calculator                      payroll taxes 2019                      payroll tax example                      payroll tax vs income tax                      employer payroll taxes calculator                      payroll tax rate                      employer payroll deductions                      w-2 form                      w-4 form</p>	<p>how to do payroll?                      how to calculate payroll tax                      when are payroll taxes due                      what is certified payroll?                      how long to keep payroll re                      what is the difference betw                      how to convert minutes to p</p>	<p><a href="#">Payroll &amp; Tax Feature Demo feature demo video</a>  <a href="#">Customer Success Video - focused on payroll</a>  <a href="#">Payroll &amp; Tax One-pager</a>  <a href="#">Payroll &amp; Tax Solutions Page</a></p>	<p><a href="#">7 Most Common Payroll &amp; Tax Mistakes HR Departments Are Making</a>  <a href="#">Payroll &amp; Tax Software: Emerging Trends &amp; New Innovations for Your HR Department</a></p>	<p><a href="#">The Complete Guide to Payroll &amp; Tax Management for HR</a>  <a href="#">Answers to the Top 10 Payroll &amp; Tax Questions</a>  <a href="#">Payroll Calculator</a>  <a href="#">What's the Difference Between Payroll Tax and Income Tax</a></p>
Employee Time Tracking/Employee Time & Attendance Tracking	Time & Attendance	<p>employee time tracking software                      employee time tracking app                      employee time tracking system                      employee time off tracking                      remote employee time tracking                      time tracking software                      time clock app                      time and attendance systems                      online time and attendance                      time and attendance software                      time and attendance app                      online time clock</p>	<p>how does biometric time ar                      what are the benefits of aut                      what is time and attendanc</p>	<p><a href="#">Time &amp; Attendance feature demo video</a>  <a href="#">Customer Success Video - focused on Time &amp; Attendance</a>  <a href="#">Time &amp; Attendance One-pager</a>  <a href="#">Time &amp; Attendance Solutions Page</a></p>	<p><a href="#">The Complete Buyer's Guide to Employee Time &amp; Attendance Tracking</a>  <a href="#">5 Must-Have Features in your Employee Time Tracking Software</a></p>	<p><a href="#">How Does Biometric Time and Attendance Software Work?</a>  <a href="#">5 Benefits of Automated Time and Attendance Records</a></p>
Employee Onboarding & Employee Management	Netguide Onboarding & Talent Management	<p>employee onboarding                      employee onboarding checklist                      employee onboarding software                      new employee onboarding                      employee onboarding process                      employee onboarding template                      employee onboarding best practice                      new hire checklist                      new hire checklist template                      new hire orientation checklist                      onboarding software                      employee management software                      employment management software                      employee management system                      talent management system</p>	<p>what is onboarding softwar                      why is employee onboarding                      what is onboarding time                      what is onboarding process                      what is a talent managemen</p>	<p><a href="#">Netguide feature demo video</a>  <a href="#">Customer Success Video - focused on Emplo</a>  <a href="#">Employee Onboarding (NetGuide) One-pager</a>  <a href="#">Employee Onboarding (NetGuide) Solutions P</a></p>	<p><a href="#">The Complete Buyer's Guide to Employee Onboarding Software</a>  <a href="#">Employee Management Software: 5 Mistakes to Avoid When Purchasing</a>  <a href="#">Employee Management Software Can Help Improve Retention &amp; Employee Satisfaction</a></p>	<p><a href="#">The Complete Guide to Employee Onboarding</a>  <a href="#">The Ultimate Employee Onboarding Checklist for Restaura</a>  <a href="#">The Ultimate Employee Onboarding Checklist for Hotels</a>  <a href="#">What is a Talent Management System?</a></p>
Employee Recruitment	NetRecruiter ATS	<p>employee recruitment                      employee recruitment strategies                      recruitment strategies                      recruitment and selection                      recruitment process                      applicant tracking software</p>	<p>what is applicant tracking s                      what is full cycle recruiting                      what is recruitment process                      what is recruitment process                      how to reject a job applican</p>	<p><a href="#">NetRecruiter feature demo video</a>  <a href="#">Customer Success Video - focused on Emplo</a>  <a href="#">Employee Recruitment (NetRecruiter ATS) O</a>  <a href="#">Employee Recruitment (NetRecruiter ATS) Sc</a></p>	<p><a href="#">The Complete Buyer's Guide to Applicant Tracking Software</a>  <a href="#">Applicant Tracking Software: 7 Must-Have Features</a>  <a href="#">Why Recruitment Software is Crucial for your HR Department</a></p>	<p><a href="#">The Complete Guide to Employee Recruitment</a>  <a href="#">What is Applicant Tracking Software?</a>  <a href="#">7 Strategies for Attracting the Best Talent</a></p>

# BOFU: Sales Enablement Content

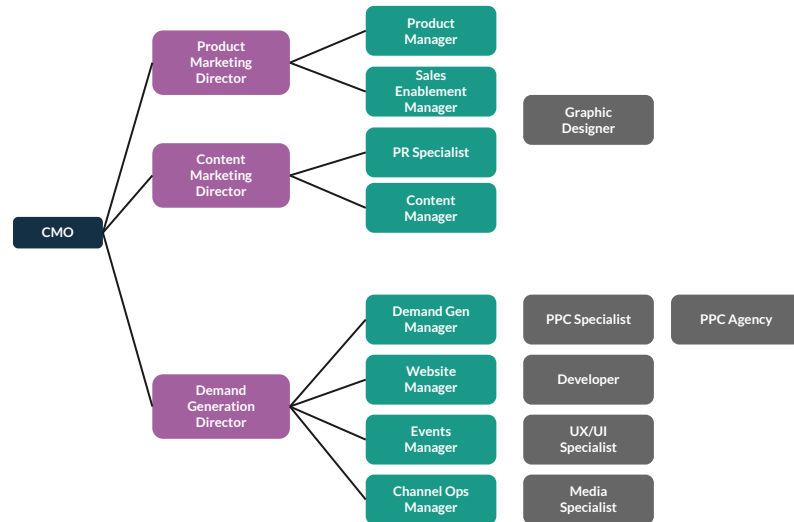
Asset Type	Current Status	Recommendation	Priority
<b>Video case studies</b>	None	Create additional case studies with focus on ROI and localization — aim for one new video case study for each main market per quarter.	<b>High</b>
<b>Full pitch deck</b>	None	Create full pitch deck for sales team to introduce all product lines.	<b>High</b>
<b>How-to videos</b>	Some but not all product lines	Create product how-to videos; aim to create one per quarter, prioritizing core functionality.	<b>Medium</b>
<b>Product intro videos</b>	Not for all product lines	Create intro videos to all products for sales to distribute; aim to create one per quarter.	<b>Medium</b>
<b>Services team case study</b>	Case studies do not focus on core services	Create case studies that prioritize services team's work to support sales process; aim to create one per quarter.	<b>Medium</b>

# Update Org Structure

## Current



## Recommendation



# Hiring Roadmap

Identify core roles that need to be filled to scale the marketing.

Phase	Role	Responsibilities	Salary
1	Marketing Director	Lead all marketing activities	\$100-120K
2	Paid Media Agency	Supports execution on paid media platforms	\$50-60K
2	Marketing Ops Manager	Manages marketing stack, data and automation	\$60-70K
3	Content Manager	Leads all content activities	\$80K
3	Demand Gen Manager	Leads all demand gen activities	\$80-100K
4	SEO Specialist	Creates SEO content to increase organic traffic	\$50-60K
4	Content Creator	Creates nurture and thought leadership content	\$50-60K
4	Product Marketer	Creates product marketing content	\$60K

# Integration & Efficiencies

Identify core efficiency areas to scale marketing performance while reducing spend.

Adjustment	FY21	FY22
Reduce general Advertising	↓	↓
Reduce PR	↓	↓
Increase Content Investment		↑
Reduce Headcount	↓	
Add PPC Agency		↑
Increase Paid Media Spend		↑
Reduce Physical Events spend	↓	↓
Increase Online Events spend		↓

# Analyze Marketing Budget Needed

Understand marketing budget needed to hit bookings targets

Q3 2020		Q4 2020	
Won	\$12,406,000	Won	\$18,632,000
Won Deals	2,304	Won Deals	3,420
SQLs Needed	14,203	SQLs Needed	23,021
MQLs Needed	64,252	MQLs Needed	83,402

	Q3	Q4
Bookings	\$12,406,000	\$18,632,000
MQLs Needed in previous quarter	56,039	83,402
Actual MQLs in previous quarter	41,303	69,853
Difference	- 30.28%	- 17.68%

# Forecast Budget needed

Forecast Budget needed to support Bookings Targets.

	<b>2019</b>	<b>2020</b>	<b>2021</b>
Bookings Target	\$7,517,396	\$8,624,812	\$9,743,660
Closed Won	3198	3670	4146
SQLs Needed	7996	9174	10364
<b>MQLs Needed</b>	<b>13326</b>	<b>15288</b>	<b>17272</b>
Budget needed at \$150/MQL	\$1,998,822	\$2,293,276	\$2,590,770



# Timeline of budget adjustments

Understand timeline of adjusting marketing investment going forward

Adjustment	Q1 2021	Q2 2021	Q3 2021	Q4 2021
Implement Full Funnel Tracking				
Build attribution for Uncategorized visitors				
Improve Paid Media efficiency				
Scale Paid Search				
Scale Paid Social (FB, LI, YT)				
Scale Marketing Team				
Scale Content production (blog, webinars, podcast, SEO)				

# Budget Recommendations

Identify marketing budget adjustments across all channels and activities.

Area of Spend	FY21 Plan	Current FY21	FY22 Recommendation
PPC	\$2.86	\$2.08	\$2.86
Technical Media	\$0.05	\$0.05	\$0.05
Online Events	\$0.44	\$0.39	\$0.65
Physical Events	\$0.85	\$0.47	\$0.39
Advertising	\$0.72	\$0.35	\$0.20
Channel	\$0.59	\$0.42	\$0.33
Organic	\$0.12	\$0.10	\$0.20
Social Media	\$0.01	\$0.01	\$0.01
PR	\$0.31	\$0.31	\$0.05
<b>Total</b>	<b>\$6.38</b>	<b>\$4.46</b>	<b>\$5.02</b>

# The end goal: be scientific about marketing



# My book covers all this and more

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# Q&A

