

Webcast | January 25 & 26, 2022

# ITSMA's 2022 State of the Profession Address

Dave Munn, Chief Community Officer & President,  
ITSMA

Julie Schwartz, Senior Vice President,  
Research and Thought Leadership, ITSMA

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# 2022: The year of marketing enablement

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Marketing stepped up  
and delivered for the  
second year in a row...

...and was a critical driver  
of strategic growth  
during the COVID crisis

In 2022, marketing is focused on the three priorities that matter most to business success

Reputation



Relationships



Revenue





To build upon its elevated position,  
marketers must address two key challenges:

- Marketing's digital transformation
- Talent acquisition, development,  
and retention

**AKA: Marketing Enablement**

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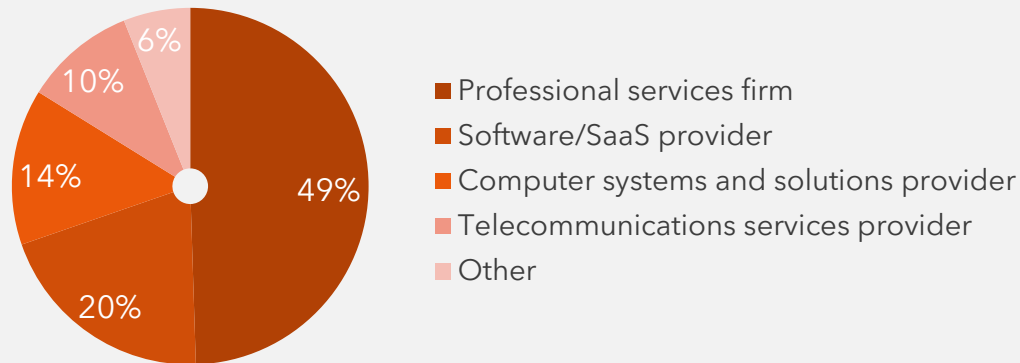
# About ITSMA's 2022 Marketing Trends and Priorities Research

## Web-based survey

@ Survey invitations were emailed December 2021 through January 2022 to senior executives from ITSMA member and select non-member companies

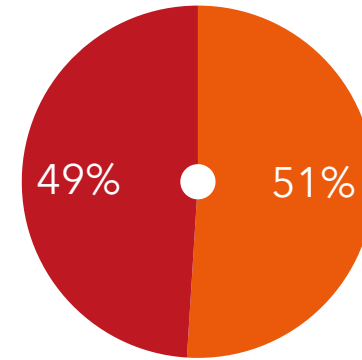
✓ 49 companies participated

Which of these categories best describes your industry subsector?



## Type of company

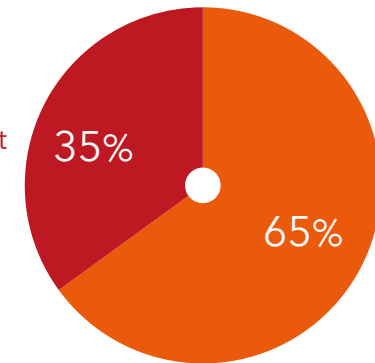
We primarily sell services (<10% revenue from products)



We sell both products and services

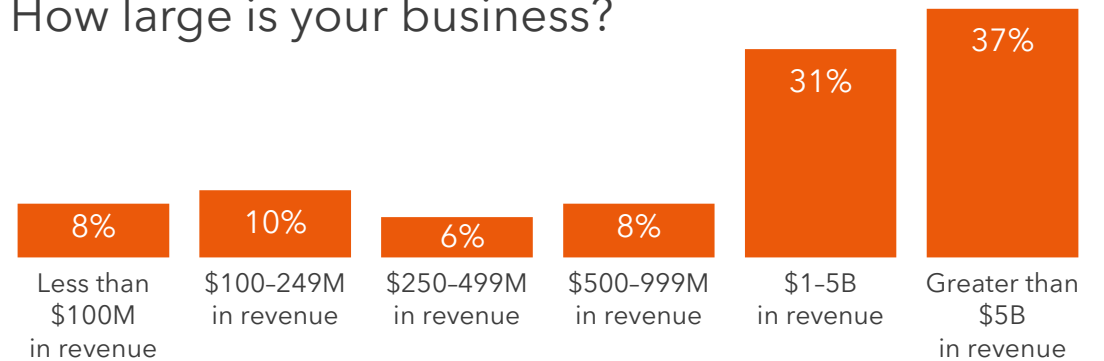
## Respondents' perspective

A specific business unit or division



Entire company

## How large is your business?



Source: ITSMA, 2022 B2B Marketing Trends Survey | % of respondents (N=49)

Marketing stepped up and delivered  
for the second year in a row

# POLL

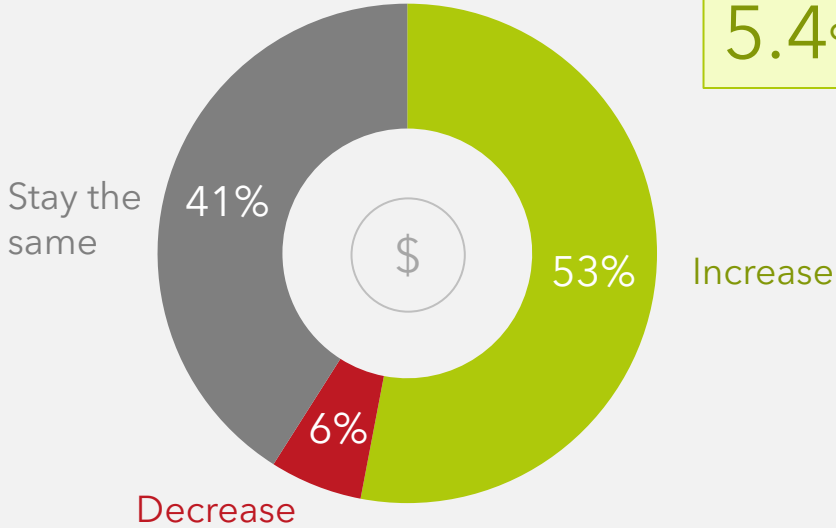
How do you feel about your marketing organization's contribution to the business in 2021?

- A. Marketing added little to no value
- B. Marketing added some value
- C. Marketing added considerable value



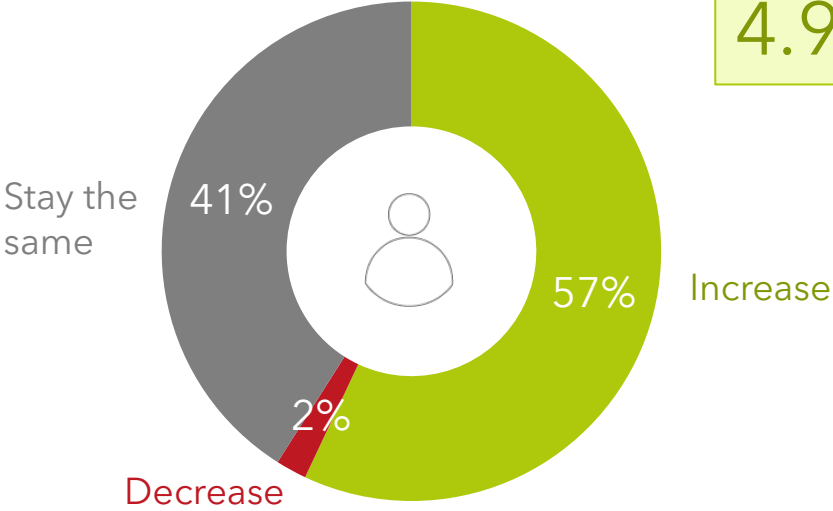
# Marketing budgets and staff at most organizations are growing or holding steady

In FY2022, do you expect your **marketing budget** to increase, decrease, or stay the same when compared to FY2021?  
% of respondents  
(N=49)



Average:  
5.4%

What changes do you anticipate in your **marketing staff** in FY2022 (includes direct employees, staff augmentation contractors/associates, and marketing interns)?  
% of respondents  
(N=49)



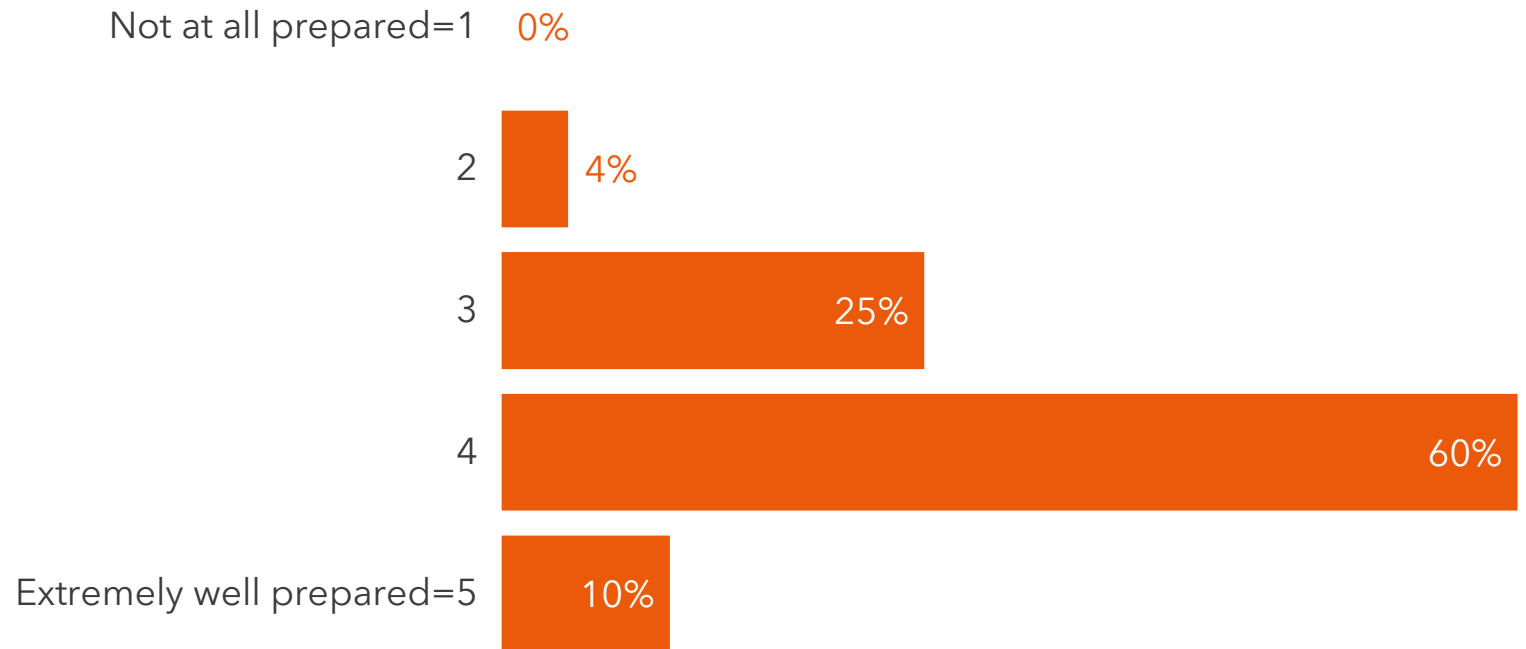
Average:  
4.9%

# And most marketers are ready to take on 2022

In your opinion, how well prepared is your marketing organization to take on the challenges of the next 6-12 months as new COVID variants emerge, inflation increases, supply chains disrupt, and so forth?

% of respondents (N=48)

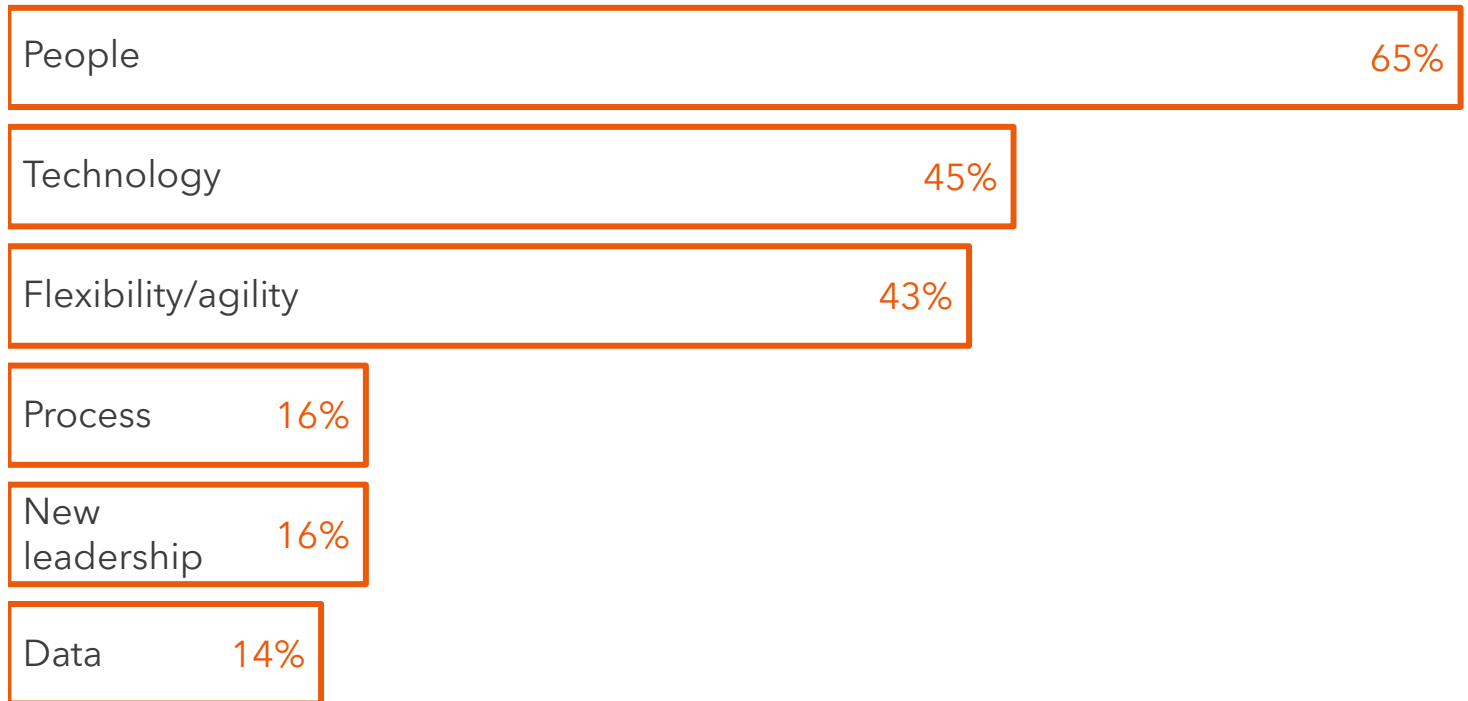
Mean Rating **3.8**



# Enabling marketing teams to fully leverage technology with agility will be critical to success

Which two factors will contribute most to your level of preparedness?

% of respondents (N=49)



Marketing is focused on the three priorities  
that matter most to business success

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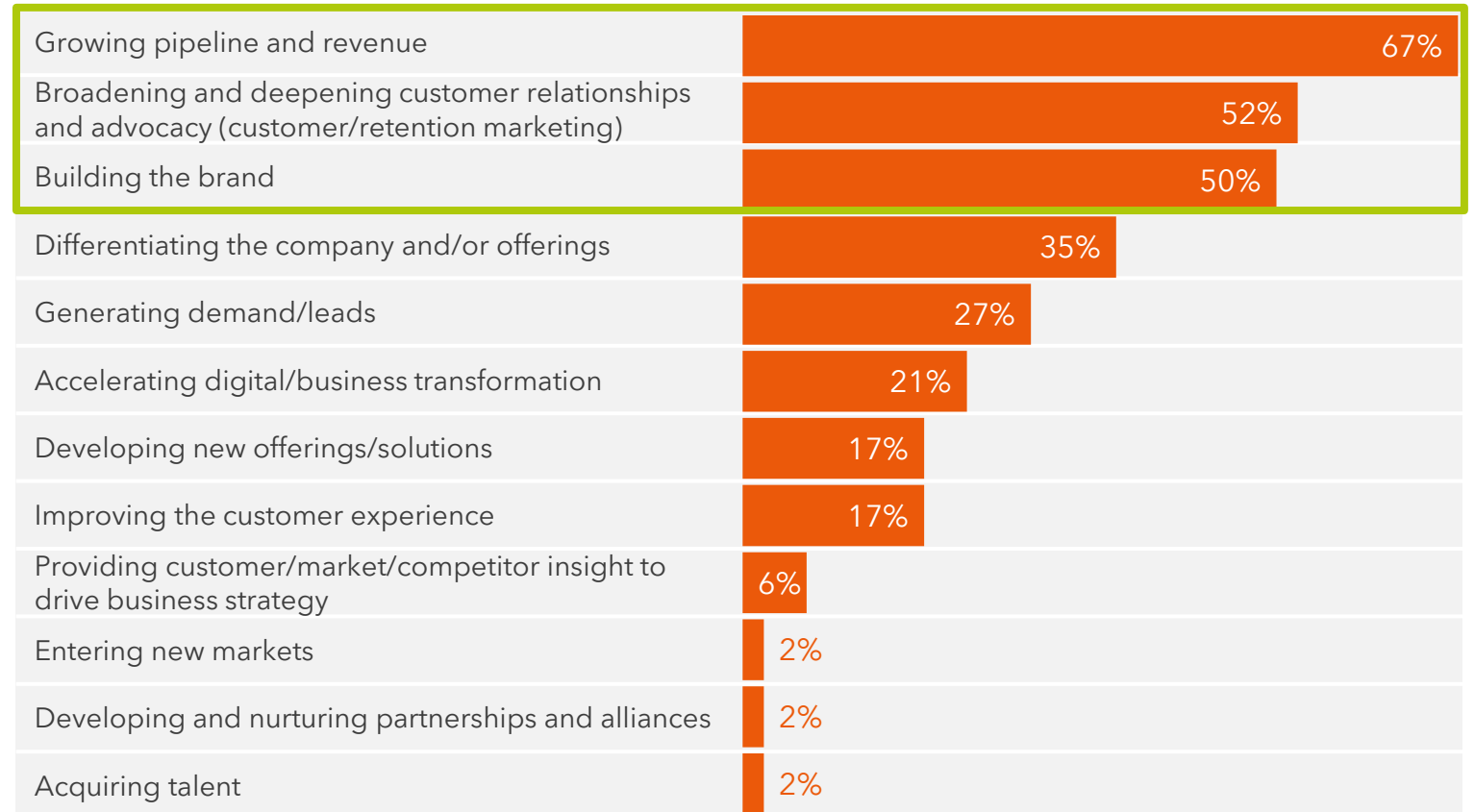
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# Marketing's top business objectives show a strong balance among the 3 Rs

As you look ahead to 2022, which of the following would you say are marketing's top three business objectives?

% of respondents (N=48)

Reputation Relationships Revenue



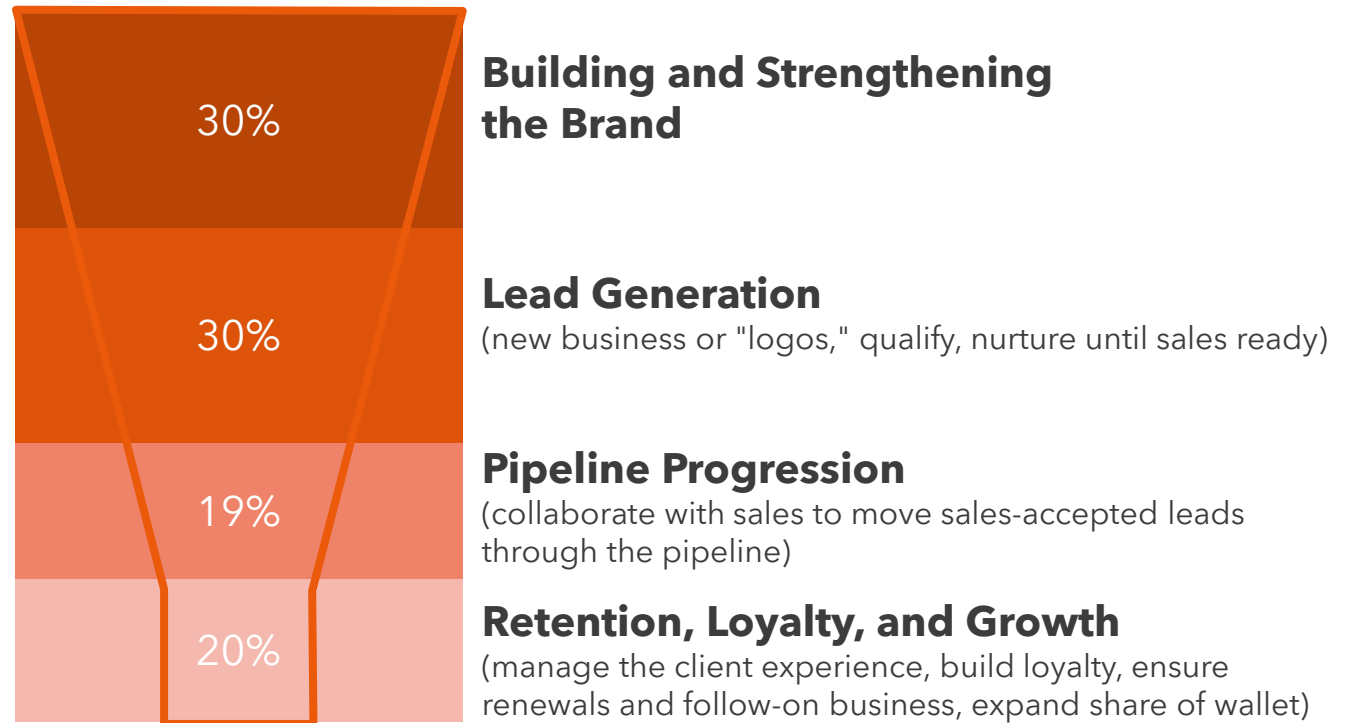
Note: Up to three responses allowed.  
Source: ITSMA, 2022 B2B Marketing Trends Survey

# Marketers are also showing a healthy allocation across the marketing funnel

Approximately, how was/will your marketing budget (be) allocated across the following broad categories?

% of marketing budget

FY2022  
(est.)  
(N=43)



# Marketing's priorities show continued focus on ABM, lead management, and brand, with marketing talent and restructuring returning to the top 10

2022	2021	2020	2019	2018	2017	2016	2015	Marketing Priorities
1	2	1	1	4	4	5	3	Account-Based Marketing (ABM)
2	1	2	1	2	2	1	5	Lead/demand generation, management, and nurturing
3	5	2	2	1	1	3	2	Brand/reputation management/differentiation
4	6	3	4	8	6	5	4	Integrating marketing programs and messaging
5	4	5	11	13	12	10	13	Data-driven marketing culture
6	3	4	3	3	4	6	3	Marketing metrics/performance management
7	5	5	2	7	4	6	2	Sales and marketing alignment
8	14	12	20	20	21	7	19	<b>Marketing talent, training, and retention</b>
8	9	6	10	9	11	—	—	Agile marketing culture
8	12	11	21	11	7	13	15	<b>Marketing organization restructuring</b>

# With ABM, marketers seek improvement in all 3 Rs of strategic marketing, not just revenue

% reporting **improvement** from ABM (N=183)

40%

Reputation

(Brand equity, perception, awareness, and knowledge)

73%

Relationships

(Account engagement, relationship strength, breadth/depth of relationships)

65%

Revenue

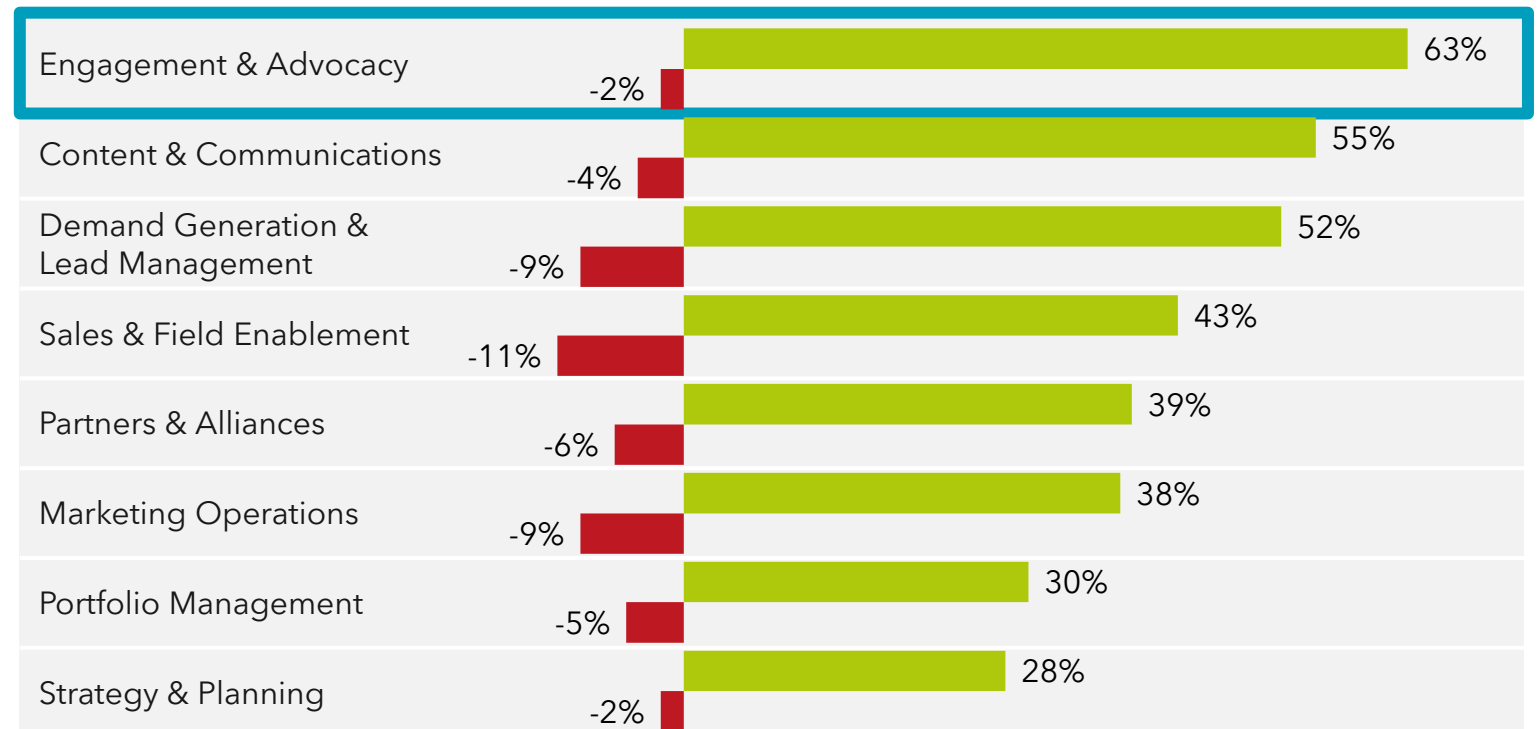
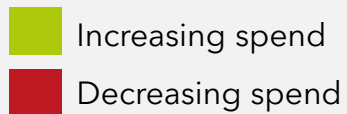
(Revenue per account, pipeline growth, deal size, portfolio penetration)



# Strengthening relationships: Marketing is upping the ante in engagement and advocacy

What are your spending plans in FY2022 for the following budget categories?

% of respondents (N~46)



# The shift in tactics shows the rise of more personalized, intimate marketing and rethinking the event portfolio

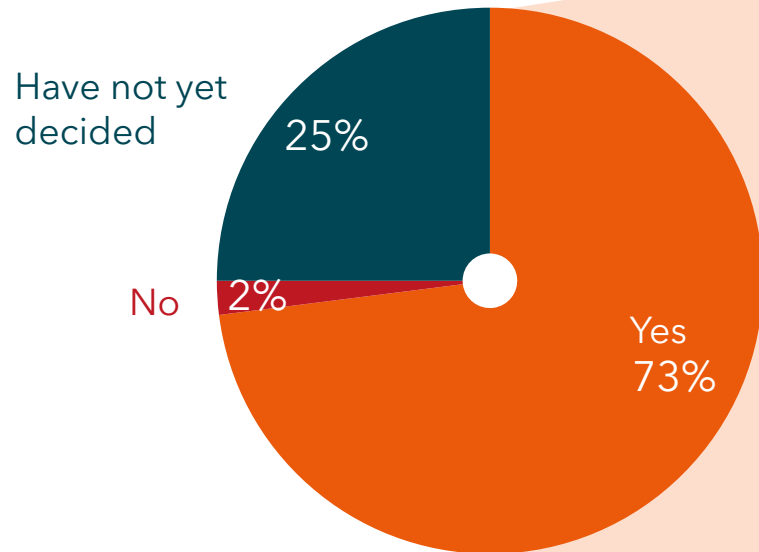
- Video
- Search engine optimization
- Advisory boards/customer councils
- Content marketing
- Personalization



- Third-party, in-person events and event sponsorships
- Direct mail
- Email marketing
- Third-party webinars, virtual events, and virtual event sponsorships
- Owned, in-person events

# Event plans for 2022 show a mix of formats

Are you planning to hold any in-person events in 2022?  
% of respondents (N=48)



How will your event budget be allocated between virtual, in-person, and hybrid events in FY2022?  
% of respondents (N=37)



Virtual events (only)



In-person events (only)

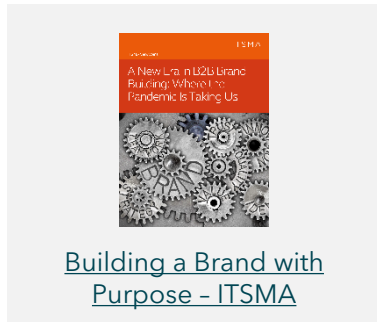


Hybrid events (both virtual and in-person)

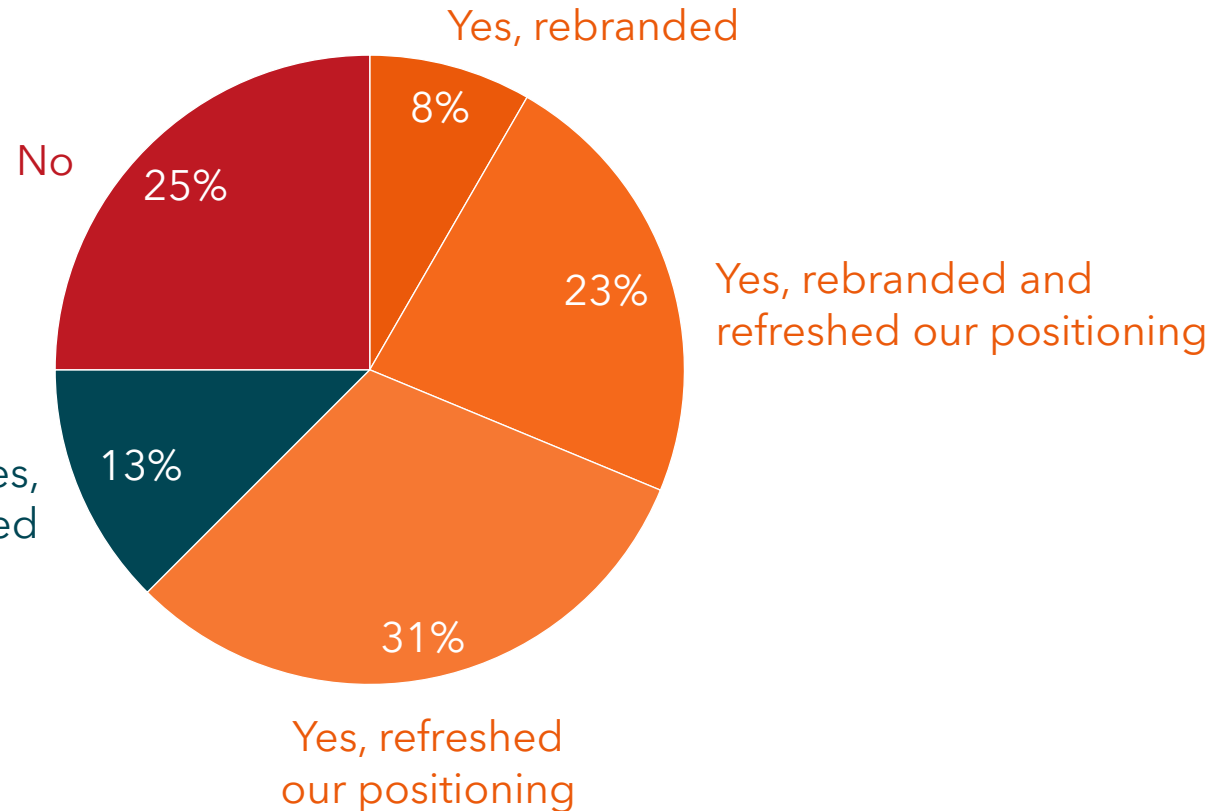
# Brand, always a marketing priority, is entering a new era

Has your company rebranded and/or refreshed its positioning in the last three years?

% of respondents (N=48)

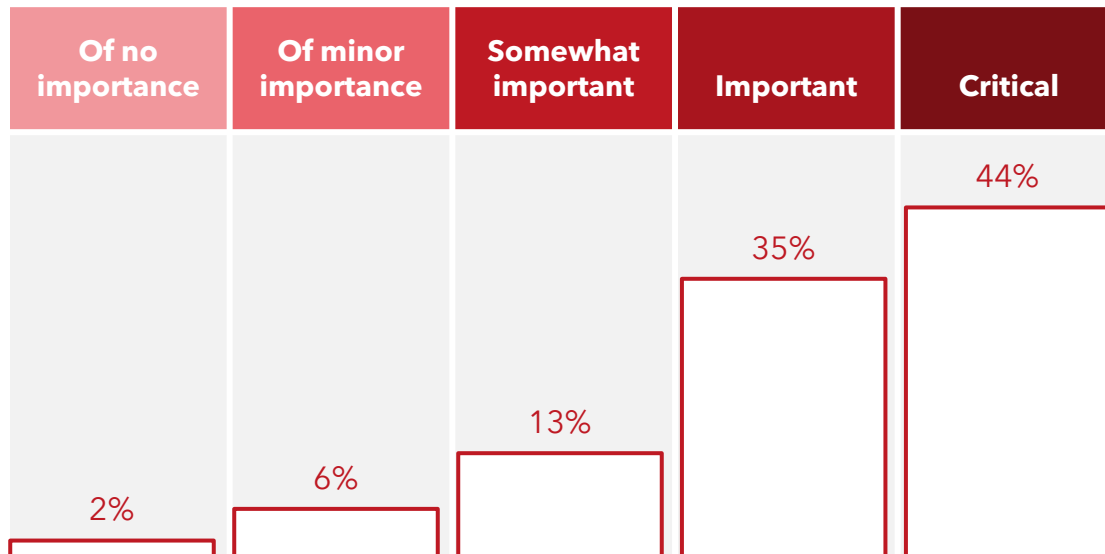


In the planning stages, but not yet launched

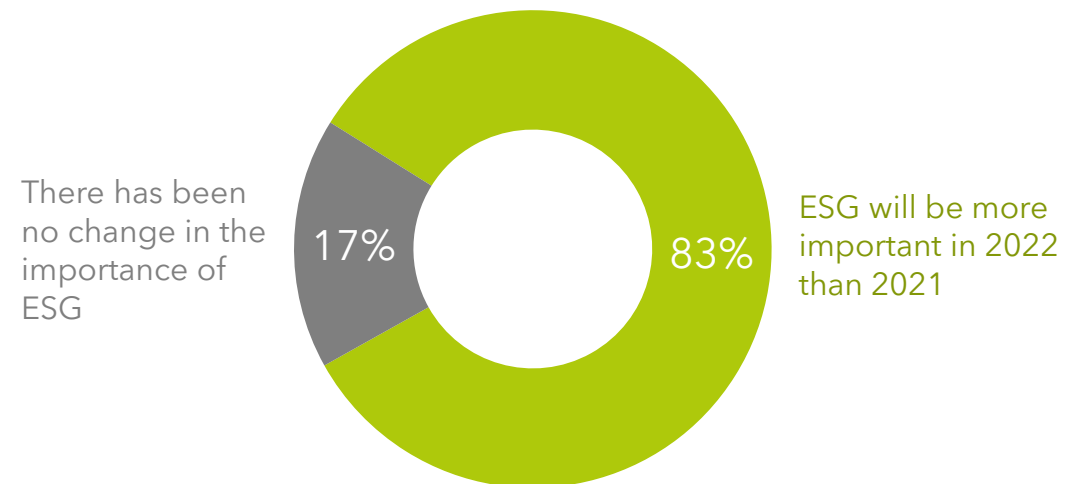


# In the new era, companies will derive brand value from collaboration with clients, partners, employees, and society

What is your company's view of the role ESG (environmental, social, governance) plays in strengthening your company's brand and reputation? % of respondents (N=48)



How will the importance of ESG (environmental, social, governance) change in 2022 compared with 2021? % of respondents (N=46)



To build upon its elevated position,  
marketers must address two key challenges:



Marketing's digital transformation



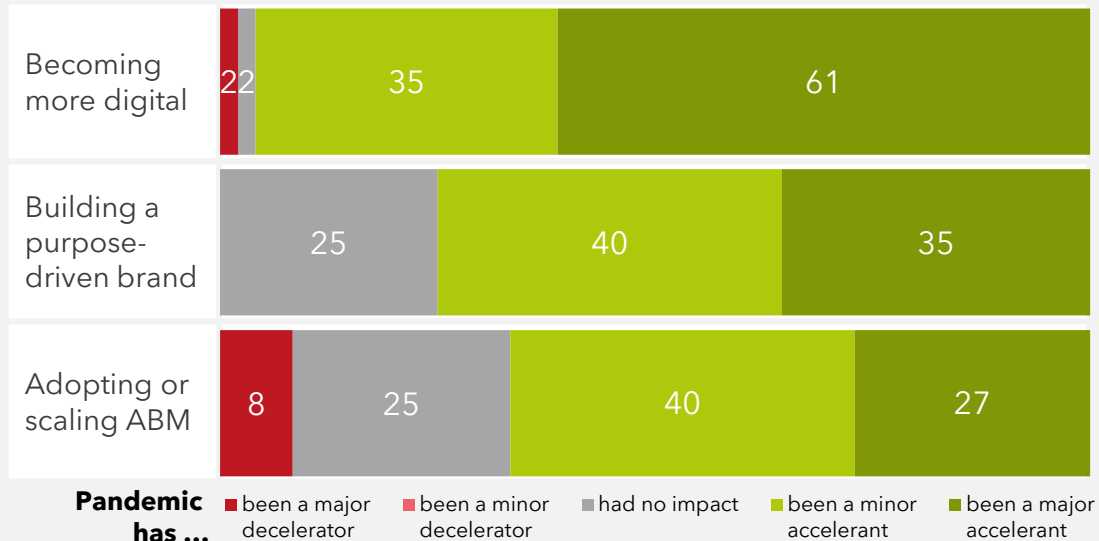
Talent acquisition, development, and retention



## Marketing's digital transformation

Despite the pandemic being an accelerant for digital transformation, many companies are still woefully behind

To what extent has the pandemic accelerated or decelerated these trends in your marketing organization? % of respondents (N~47)

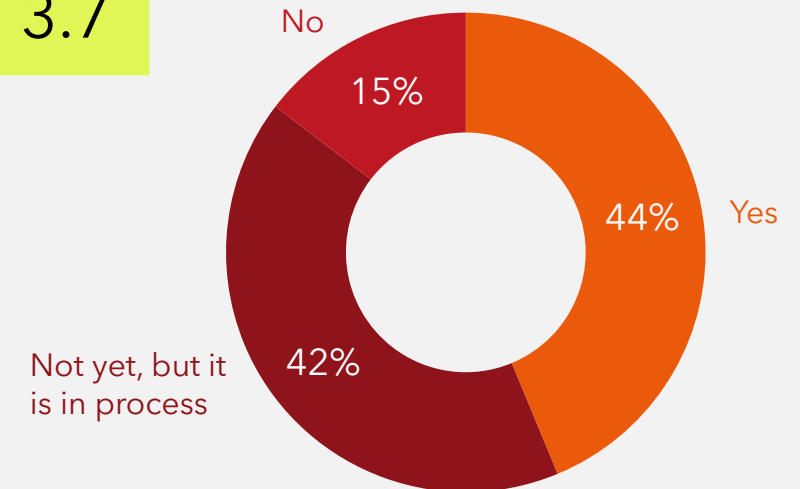


## Talent acquisition, development, and retention

Many marketing organizations are facing difficulty finding talent, have yet to define career paths, and overall, training days are limited

Does your marketing organization have defined career progressions or career development plans? % of respondents (N=48)

Average # training days **3.7**



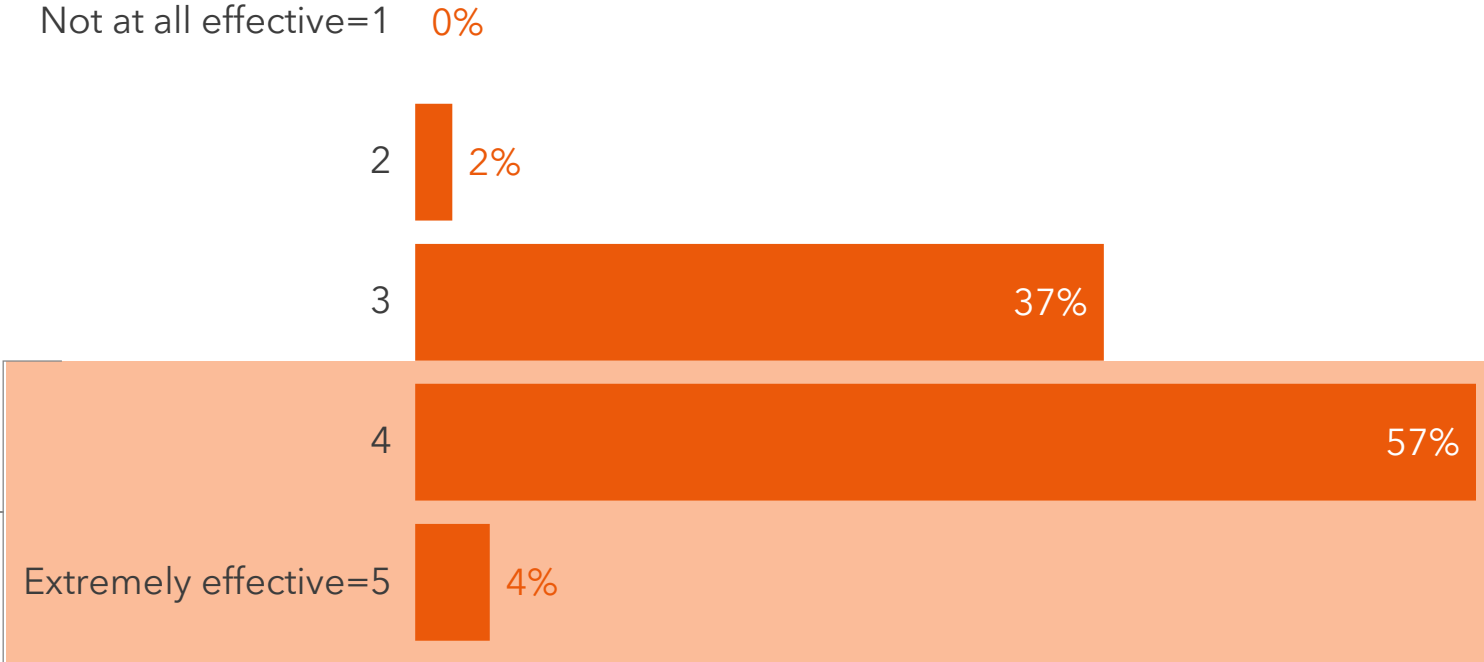
# Some companies in our study are performing better than the others; what are they doing differently?

Currently, how effective do you believe marketing was in achieving its goals for 2021?

% of respondents (N=49)

Mean Rating **3.6**

**High Performers**





## High performers do **not** have

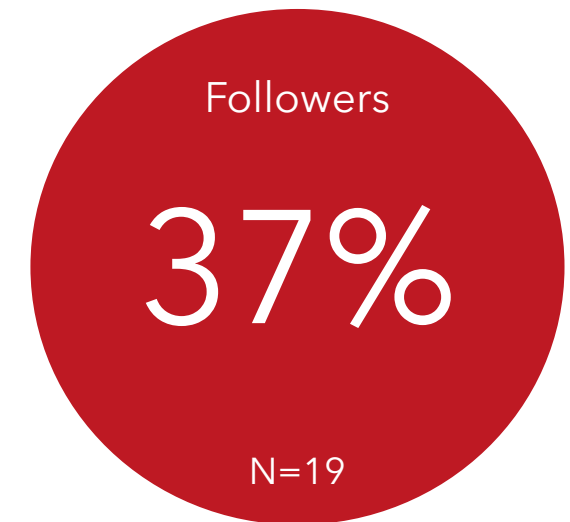
- Different marketing **priorities** or business objectives
- **Larger** budgets

## High performers **do** have

- A strong lead in the **digital transformation** journey
- A greater focus on **talent** management

Consequently,  
the high  
performers are  
better prepared  
for what 2022  
will throw at  
them

Well- or extremely well-prepared for the future



# ITSMA's Maturity Model for Marketing Transformation

	Internally focused <span style="float: right;">Customer centric</span>				
	Just getting started 1	Digital marketers 2	Digitally transformed marketers 3	Digitally transformed marketers & sellers 4	Marketing transformed for the digital future 5
Role of marketing	Internal agency	Demand generator	Relationship builder	Customer experience steward	Strategic growth driver
Thought leadership & content	Company/product centric	Quantity: Content mapped to the buyer's journey	Quality: Persona-based content mapped to the buyer's journey	Relevance: Contextually personalized content	Individualization: Personalized, strategic guidance
Sales relationship	Support	Alignment across buyer's journey	Partnership: ABM & executive engagement	Insight-led enablement	Collaborative for customer success
Technology infrastructure	Website & social media	Marketing technology foundation	New technology-based marketing processes	Fully integrated & optimized	Omnichannel customer experience
Data, analytics, & insight	Activity & output	Marketing outcomes & ROI	Performance management & buyer insight	Business outcomes & predictive	Optimized outcomes: AI & machine learning
Organization, culture, & talent	Marketing operations organization	Digital center of excellence (COE)	Agile, cross-functional teams, digital workplace	Data-driven	Creative, insight-led, agile collaboration

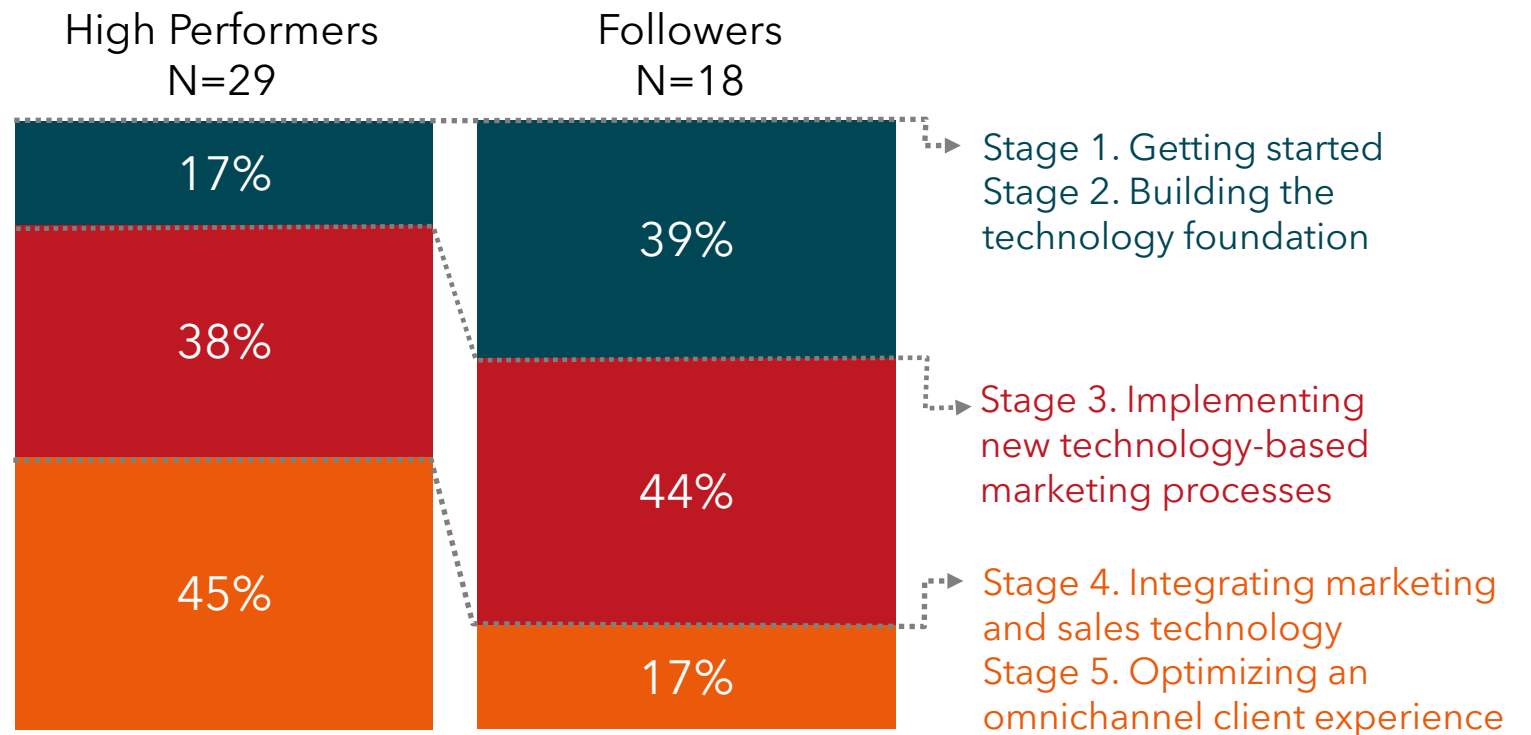
# ITSMA's Maturity Model for Marketing Transformation

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# High-performing marketing organizations further along in the digital transformation journey

Which of the following best characterizes your organization's transformation in terms of marketing technology infrastructure?

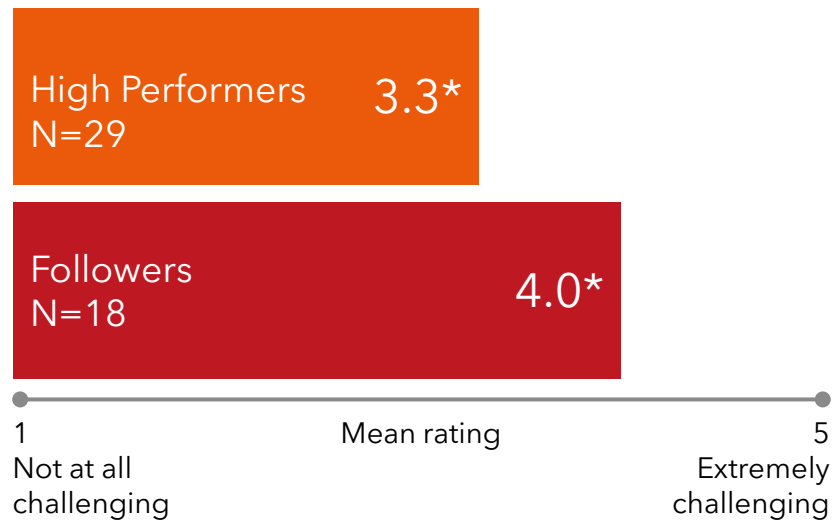
% of respondents



Note: Differences are statistically significant.  
Source: ITSMA, 2022 B2B Marketing Trends Survey

# High performers are not struggling as much during the Great Resignation

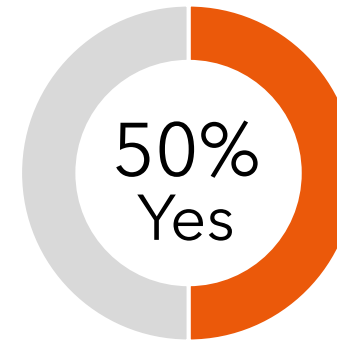
How challenging is it to attract the kind of talent you need into your organization?



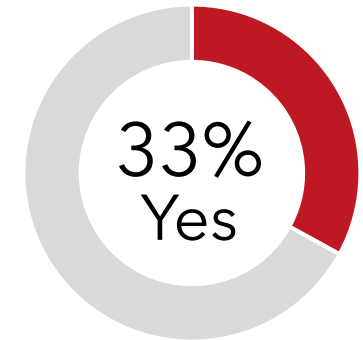
Note: Mean rating based on a 5-point scale where 1=Not at all challenging and 5=Extremely challenging. Differences are statistically significant.

Does your marketing organization have defined career progressions or career development plans?

High Performers  
N=30



Followers  
N=18



Note: Differences are statistically significant.  
Source: ITSMA, 2022 B2B Marketing Trends Survey

# POLL

## How does your organization enable marketing?

- A. Training on new martech and tools
- B. Training on new ways of working
- C. Coaching and mentoring
- D. Defining career paths
- E. Restructuring the marketing organization
- F. Creating Centers of Excellence (CoEs)
- G. Providing a flexible work environment
- H. Implementing collaboration tools
- I. Facilitating an agile marketing culture
- J. Other (specify in the chat)

## The good news:

- Most marketers are prepared to take on the challenges of 2022
- Budgets and staff are increasing
- Marketing is prioritizing the business objectives that matter most: the 3 Rs
- We are entering a new era of brand building

## Challenges:

- Some marketing organizations are falling behind in digital transformation
- Talent acquisition and retention are top pain points
- Many are underinvesting in talent development
- Ad hoc marketing enablement is preventing marketers (and their companies) from reaching their full potential



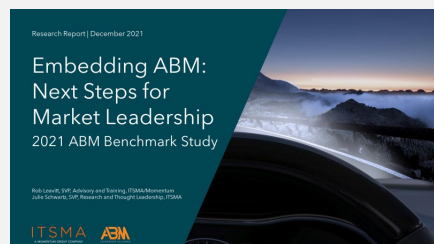
A photograph of a steep, rocky staircase in a lush tropical forest. The stairs are made of large, flat rocks and are flanked by thick, braided ropes that serve as handrails. The ropes are secured to wooden posts and are intertwined with the tree roots of the surrounding vegetation. The forest is dense with green foliage, including palm trees and other tropical plants. The sky is overcast and grey. The text "Make 2022: The year of marketing enablement" is overlaid on the left side of the image in a white, sans-serif font.

Make 2022:  
The year of  
marketing  
enablement

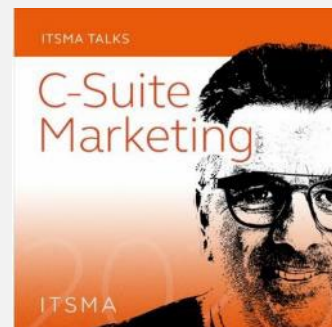
# Learn more ...

Upcoming Events	Date
2021 Marketing Vision Conference: Gaining a New View and Perspective Moving Ahead & Post-Conference Workshops <a href="https://www.itsma.com/event/2021-marketing-vision-on-demand/">https://www.itsma.com/event/2021-marketing-vision-on-demand/</a>	<u>ON DEMAND</u>
ITSMA/ABM Leadership Alliance ABM Benchmark Study: Realizing ever greater business value in 2022	<u>BrightTALK</u>
ITSMA's 2022 State of the Profession Address	January 25 & 26
Breaking the bias: Stories of female leadership with CMOs at Numis, PwC, and Ricoh	February 17
Upcoming Training	
ITSMA Account-Based Marketing <sup>SM</sup> Certification & Mentoring Program (Virtual)	Feb 3-Mar 15 Mar 3-Apr 5
Fundamentals of ABM: An ITSMA Virtual Training Course (NA/EU)	Feb 15

**VISIT** [www.itsma.com/events/](http://www.itsma.com/events/) for the latest information and to register online



**VISIT** [www.itsma.com/research/](http://www.itsma.com/research/) for more Research and Content



## ITSMA C-Suite Marketing Podcasts

C-Suite Marketing Episode 25: CMOs share their most successful Executive Engagement moments of 2021

C-Suite Marketing Episode 24: Janis Fratamico Has Questions About Executive Engagement

C-Suite Marketing Episode 23: SAP's Eric Martin on ABM and Executive Engagement

C-Suite Marketing Episode 22: Momentum colleagues on the pace of change in the C-suite

**VISIT** [www.itsma.com/c-suite-marketing-podcast](http://www.itsma.com/c-suite-marketing-podcast)



## Momentum Account-Based Marketing Podcasts

Ep.37 Adobe: How to maximise partner marketing results

Ep.36 Arvato: The world of Key Account Management

Ep.35 Capital Group: Platinum client experiences

Ep.34 Sales enablement for a new world of selling

Ep.33 Finastra: Building a global ABM program in a pandemic

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# Thank You!



**David C. Munn**

Chief Community Officer & President  
ITSMA, a Momentum Group Company  
dave.munn@itsma.com  
+1 781 862 8500, x117  
@davidcmunn  
LinkedIn.com/in/davemunn



**Julie Schwartz**

Senior Vice President  
Research and Thought Leadership  
ITSMA, a Momentum Group Company  
julie.schwartz@itsma.com  
+1 407 788 8220  
@julieitsma  
LinkedIn.com/in/julieschwartzitsma/

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