

A large, thick, orange graphic that starts as a straight arrow pointing up and to the right, then curves into a series of three connected 'W' or 'M' shapes, and finally curves back into a straight arrow pointing up and to the right, ending in a large arrowhead. This graphic spans the width of the page and is positioned behind the main title.

THE CMO'S GUIDE TO

MODERN MARKETING

Modern marketers are creative, curious, experimental, willing to fail, and obsessed with data and tech.

They work best in or with a C-suite with the same ethos.

www.gtmpartners.com

INTRODUCTION

MAKING SENSE OF MODERN MARKETING

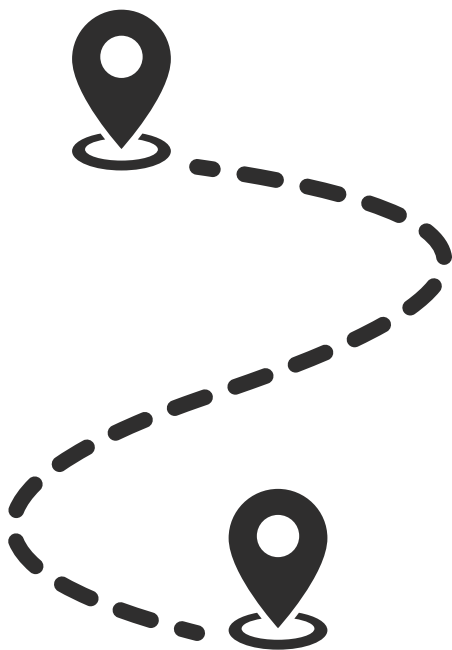
One of marketing's most important missions is creating a consistent, predictable, attributable pipeline to drive sales.

But the demand gen playbooks that worked even two or three years ago no longer deliver the results companies need.

Email inboxes are overwhelmed by spam, so marketers turn to advertising. But an increase in channels, a proliferation of social media sites (TikTok, YouTube, Reddit, Quora, Facebook, LinkedIn, X etc) and the introduction of generative AI makes it hard for an average marketer to keep up.

With all of these different channels, variables, and rules, how do you create a single version of attribution truth the leadership team all accepts and trusts?

FORGING A NEW PATH



There is no school for B2B marketers. There is no standard playbook for demand generation.

There shouldn't be.

Many marketers are afraid to experiment and put their necks on the line because of a company culture that will punish failures. Others naturally fear change or unpredictability, or just don't know what to do.

But the fact is that the only way through uncharted territory is experimentation. There is no one-size fits all approach. It's what makes marketing so fun, so challenging, so demanding, and so frustrating. It's why those of us that do it can stay engaged for a lifetime.

THE MAKING OF A MODERN MARKETER

There is a small group of elite marketers who have fun with the chaos and consistently generate sourced pipeline more efficiently every year. Here are some things they have in common:

1

Curious, innovative, independent personalities. The modern marketer doesn't care what everyone else is doing. They're free thinkers who design their own funnels, attribution models, and campaigns that have never been done before.

2

Willingness to experiment. Modern marketers are hungry for innovation and love experimenting. They leverage a perfect blend of art and science: creative campaigns that actually work for the unique matrix of their current product, market, environment, and buyers' needs in a way that yields maximum pipeline and ROI.

3

Obsession with data. Modern marketers look at data as the lifeblood of their decision-making process. They demote vanity metrics (i.e. impressions, open rates) and focus on the same KPIs their c-suite and board executives are tracking (ARR, NRR, pipeline, CAC, LTV).

4

Focus on their true buyers. Modern marketers hone in on their TRM (total relevant market) and ICP (Ideal Customer Profile). They avoid the pitfall of boiling the ocean by going after the whole TAM (total addressable market) with too few resources.

5

Use technology as a competitive advantage: Modern marketers leverage new technologies, data sources, channels, and generative AI to reimagine what's possible. They love to learn and are excited rather than overwhelmed by new possibilities.

6

Optimization is a way of life: Modern marketers run demand gen strategies that relentlessly segment, personalize, and optimize based on data . . . even when things are going well! They're always trying to improve.

MODERN MARKETING MATURITY ASSESSMENT

In summary, modern marketers are creative, curious, experimental, willing to fail, and obsessed with data and tech. They understand that the **business of marketing** (company strategy, P&L, NRR) must inform **marketing the business** (campaigns and activities).

Use the following Modern Marketing Maturity frameworks to assess:

- Are you a modern **marketer**? (psychology, leadership style, organizational role)
- Is your **company** supporting modern approaches? (culture, technology, alignment)
- Is your marketing **strategy** modern? (measurement, targeting, messaging, channels, and motions)

Data-driven companies are:

23x more likely to top competitors in customer acquisition

19x more likely to stay profitable

7x more likely to retain customers

Source: McKinsey

ARE YOU A MODERN MARKETER?

ASSESS YOURSELF

TRADITIONAL

Consider how closely you align to the attributes of a modern marketer.

MODERN

PSYCHOLOGY & LEADERSHIP STYLE

Conservative,
cautious,
tentative



Creative,
curious, willing
to take risks

ORGANIZATIONAL ROLE

Support
function



Strategic
function

DECISION MAKING

Off-the-shelf
“best practices”



Gut, intuition
& data-driven

Traditional

- Focuses on following established processes & predefined norms
- Thinks linearly (5x results = 5x cost)
- Wary of emerging technologies and trends
- Afraid to challenge authority (e.g., CEO or “experts”)
- Focuses on tactics - no strategic oversight
- Tracks vanity metrics - unaware of board level KPIs
- Copy/pastes someone else's playbook
- Ignores data insights, missing out on opportunities for optimization and innovation

Modern

- Innovates and experiments constantly
- Ensures data is actionable
- Adapts to market changes
- Resists silos and encourages cross-functional collaboration
- Advises CMO, CEO & CRO in a strategic capacity
- Makes decisions independently with faith and confidence of leaders
- Drives pipeline and revenue in measurable ways
- Supports their teams trying new things, taking risks, and failing forward
- Creates a culture of continuous learning
- Audits results and constantly optimizes
- Evangelizes for marketing as a profit driver

CAN YOUR COMPANY SUPPORT MODERN DEMAND GEN?

ASSESS YOUR COMPANY

TRADITIONAL

How well does your company support modern marketing?

MODERN

CULTURE

Risk averse



Risk taker

TECHNOLOGY

Lack of tools or integration



Connected data, right-sized tools

ALIGNMENT

Siloed thinking; reactive



Strategically aligned; focused

Traditional

- Hires talent who follows instructions
- Creates an ICP in a silo with a weak feedback loop with sales and CS
- Orients towards tasks vs. outcomes
- Rewards vanity metrics (impressions, clicks, reach, opens, attendees)
- Competes with sales on pipeline credit
- Spreads themselves too thin and lack focus
- Suffer from poor communication and transparency to overall organization
- Afraid of CFO getting involved in the numbers
- Uses analytics and data discovery in a limited way
- Has multiple silos within GTM tech stack
- Get no support from RevOps

Modern

- Hires talent who questions status quo
- Funds experiments without knowing the outcomes
- Discourages fighting around pipeline credit (everyone wins or loses together)
- Defines and refines TAM, TRM & ICP collaboratively with sales, CS, and product
- Welcomes a CFO audit of ROI and P&L
- Runs GTM motions tied to strategy (no random campaigns)
- Tracks board level KPI's (e.g. pipeline by stage, CAC, CLTV, ARR)
- Learns from failure by digging at root causes (poor creative, bad CTA, lack of sales follow up?)

IS YOUR DEMAND GEN STRATEGY MODERN?

ASSESS YOUR STRATEGY

TRADITIONAL

How would you rate your demand gen strategy?

MODERN

MEASUREMENT

Volume of leads



Pipeline & revenue

TARGETING & MESSAGING

One-size fits all



Behavioral and ICP-based segmentation

CHANNELS

One digital channel



Multi-touch across many channels

GTM MOTIONS

Reliance on one motion (inbound/outbound)



3+ GTM motions tied to revenue plan

Traditional

- Celebrates quantity of leads sent to sales
- Emphasizes the top of the funnel only
- Uses a rudimentary qualification process and little or no lead scoring
- Deploys unsophisticated nurture campaigns
- Targets only with broad characteristics (e.g. # employees, industry, revenue)
- Delivers random brand-level or topic-level content
- Adapts slowly to changing marketing conditions or customer preference
- Relies on long-term, fixed marketing plans

Modern

- Strives for high intent, high conversion, ICP-based leads
- Drives engagement in named account lists
- Supports leads throughout the whole funnel
- Creates sophisticated multi channel nurture programs with proven conversion
- Leverages A/B testing and optimization to maximize performance and ROI
- Executes GTM Motions in coordination with sales & revops to deliver on revenue plans
- Iterates and improves constantly
- Adapts quickly to market shifts

MODERN MARKETERS

Thanks and appreciation to all the modern marketers who lent their expertise to framing this report.



Adi Hagag

GM, MetaMatch by Metadata

“Evergreen is a dirty word when it comes to marketing. It implies we aren’t testing, iterating, optimizing, and constantly improving.”



Carlos Mario Tobon Camacho

Director of Demand Generation, Eightfold

“There is no tech in the world that can make demand gen effective if you don’t have experimental people constantly changing ads, images, creative, and messaging based on data.”



Corrina Owens

Chief Evangelist, Purple Cork

“Your north star always has to be revenue. Other metrics may help you optimize and iterate, but at the end of the day, the demand gen team has to prove its contribution to NRR.”



Gil Allouche

CEO, Metadata.io

“The top 1% marketers are experimental, they have no sacred cows, they optimize for board-level goals such as revenue and CAC, and they always have hard data to prove what is working and what isn’t.”



James Gilbert
VP of Demand Gen, Bloomerang

“When you really understand who customers are and what they care about, it’s much easier to get creative. That’s the bridge between the art and the science of marketing: data feeds innovation.”



Jen Leaver
Senior Director of Demand Gen + ABM, CloudBolt Software

“Sales, marketing, product and customer success all have to be on the same page when it comes to TRM and ICP. Otherwise, you’ll see sales bringing in accounts that are likely to churn.”



Josh Carter
Director of Demand Generation, Pavilion

“Marketers really need to be Swiss army knives with expertise across many marketing disciplines in order to be successful.”



Julija Noskova
Head of North American Marketing, Pigment

“You don’t want sales and marketing fighting over credit for a lead. Attribution works when it shows us what is and isn’t working, and not when it’s focused on who should get credit.”



Kanika Mirchandani

Digital Marketing Manager of Demand Generation, Own

“I am always asking myself and my team, ‘how do we continue to do cool stuff and what can we learn?’ Optimization is a word that wouldn’t exist if everything worked out perfectly the first time. We have to be here for the ride, not just the destination.”



Rowan Tonkin

CMO, Planful

“Don’t be afraid to buck best practices and try new channels. Doing so will allow you to move faster than conventional wisdom allows.”



Roy Naar

Head of Strategic Marketing, Atera

“Given the incredible array of tools and technologies, there is no excuse for relying on manual processes in the modern era.”



Tim Hillison

Founder and CEO, Entrypoint1

“Modern demand gen is not a support function that simply follows orders. It’s a strategic function that serves in an advisory capacity.”

ABOUT GTM PARTNERS

GTM Partners, a data-driven Go-to-Market Analyst firm, helps organizations achieve efficient growth by transforming their GTM strategy. We work with high-growth companies to help them unify their GTM teams and to provide them with lasting strategies and frameworks. GTM Partners, with a mission to make Go-to-Market simple, aims to be the voice of the industry for all things GTM.

We do this by offering:

1. Data and benchmarks collected from data providers, including G2 and Bombora, as well as our community of the world's fastest-growing companies.
2. Research, best practices and design frameworks to provide guidance on the best-in-class approaches to strategizing, executing and tooling your Go-to-Market approach.
3. Personalized advice and support from experienced leaders and practitioners that help you address business challenges in a manner that is authentic and specific to you. Our consulting work focuses on areas such as Go-to-Market strategy, creating a Point of View and Go-to-Market project execution strategy across the 8 pillars of GTM.
4. Events and networking with industry leaders looking to define the category of Go-to-Market and revolutionize the way we create value for our organizations.

The Analysts



Bryan Brown
Cofounder, Chief Analyst

Bryan is a SaaS pioneer and thought leader in the marketing and sales tech industry. He has both created and brought to market innovative software products and ideas while helping thousands of companies in their effort to grow revenue more efficiently. Bryan is a co-founder with multiple exits (Vtrenz), has led strategy teams in Fortune 100 Companies (IBM) and has helped multiple organizations scale their products and Go-to-Market approaches from point solutions to platforms (Silverpop, Terminus).



Lindsay Cordell
Senior GTM Analyst

Lindsay is a practitioner turned analyst who studies best practices and trends in Go-to-Market and develops actionable models and blueprints for our clients. She has held both practitioner and leadership roles in almost every aspect of Go-to-Market, including Product, Marketing, Sales, RevOps, and Enablement in Fortune 500 companies including AT&T, Hearst and Cox. She most recently ran the GTM Center of Excellence for the Account-Based Marketing Platform Solution Terminus.



Sarah Allen-Short
GTM Analyst

Sarah brings more than 20 years of experience of B2B marketing and sales leadership to her role as a GTM analyst. She's worked in technology, nonprofit, government, and higher education, with a specialty in B2B SaaS. She excels at taking the skills and experience she developed working with Fortune 500's and billion-dollar companies and helping startups and scaleups apply those lessons in practical, agile ways. Sarah specializes in combining strategic and tactical approaches for maximum impact.



Sangram Vajre
Cofounder, Industry Analyst

Sangram is a three-time best-selling author and co-founder of several organizations, including Terminus, The Peak Community and most recently, GTM Partners. Sangram has been at the forefront of B2B marketing trends, the Flip-my-Funnel movement, and defining the Account-Based Marketing category ushering in a new generation of marketers. He has previously held CMO roles at Pardot, a Salesforce company and Terminus.