

B2B Marketing Well Orchestrated

B2B MARKETING RESEARCH REPORT 2021

A research report
exploring **B2B
MARKETING
PRACTICE,
INTENTIONS
and DIRECTIONS**
in Australia

Spinning all
the latest hits

Best-in-Class
Customer Experience
Lead Generation
Account-Based Marketing
Content Marketing
Sales and Marketing
Alignment
Branding
Martech



Green Hat

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MARKETING
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ON24

{ CUSTOMER CENTRIC TEAMS IN BEAUTIFUL HARMONY }

An

EXPLORATION OF

the **TOP 10
TRENDS**

*in Well Orchestrated
& Well Integrated*

**B2B
MARKETING**

WITH ADDITIONAL INSIGHTS

2021

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FOREWORD



Lynda Cavallera, Chairperson
Australian Marketing Institute

As the peak body for marketing professionals, the Australian Marketing Institute (AMI) aims to help fuel the careers of marketing professionals and advance the marketing profession. With that as our mission, the AMI is proud to partner again with Green Hat in bringing you this latest report researching the B2B marketing landscape in Australia.

Here are some of the key highlights that stood out for me:

- Over 90% of us were challenged due to the pandemic, with impacts to our budgets, our people and our activity. For many it's escalated the importance of marketing in responding to changing customer needs and market and environmental conditions, especially in elevating our digital engagement with customers.
- 74% of respondents cited the focus in 2021 is on developing a strategic plan to recover from the pandemic.
- Growing and measuring brand awareness and health has increased in importance from previous years, with 90% of respondents stating this as being somewhat significant or significant. The highest score we've seen here since we've collaborated on this report.
- With the many changes to marketing and the opportunities ahead, there is a recognition of the need to invest in our people and develop their skills across a number of key areas; including performance measurement and analytics, lead generation and nurturing, and digital events planning amongst many others. This is definitely a key space for the AMI to assist, and I encourage you to find out more about how we are helping organisations meet this challenge.
- Account-Based Marketing (ABM) is a key focus area for many of us marketers in the next year or so, with only 6% of respondents having a mature program.
- It was wonderful to see that 70% of respondents had the CMO role reporting into the CEO/MD. That's a significant step forward in raising the credibility of marketing and ensuring we are strategic partners to the business.

There are so many great insights into the findings in this report. I hope you enjoy reading it and it helps you in your planning for 2021. All the best for the year ahead.

FOREWORD



Andrew Haussegger, CEO
Green Hat

‘Orchestrated’ is an excellent theme for this year’s report. In the context of B2B marketing, it talks to being well planned with an integrated approach. It also talks to orchestrated activity across internal client-facing teams – namely Marketing, Sales and customer success teams. The report tells us there are slight improvements in Sales and Marketing alignment, but still a way to go.

It is interesting that growing brand awareness and measuring its health ranks as the #1 challenge for the second year in a row. COVID-19 has certainly fuelled this. In B2B, brand trust has traditionally been driven by Marketing and Sales teams. Sales build ‘in-person’ personal relationships with buyers and people trust people more than they trust brands.

The pandemic has radically reduced the human sales contact which has, in turn, put more onus on B2B marketers to maintain and grow brand affinity. And this in a year when the decibels from digital noise doubled!

Account-Based Marketing is flavour of the month – make that the year according to the findings. Best practice marketers do not want to ‘spray and pray’ with much of their investment missing the mark. They want to target with personalised messaging and content. Best-in-class respondents are driving account-centricity and are nearly twice as likely to have implemented ABM. However, the report tells us that only 41% of all respondents have an agreed definition between Sales and Marketing of their ‘ideal customer profile’. Looks like we need to get more... orchestrated!

Huge thanks to our association partner AMI, our partners, the B2B CMO Council and, of course, to those who participated in this important research. Here’s hoping you top the charts in 2021.

KEY FINDINGS



THE IMPACT OF COVID-19

93% of marketers found challenges addressing the impact of the pandemic
[>SEE PAGE 06](#)

MARKETING OBJECTIVES 28%

Only **28%** of respondents achieved their marketing objectives in 2020
[>SEE PAGE 10](#)

NO.1 MARKETING CHALLENGE

Growing and measuring brand awareness and health
[>SEE PAGE 10](#)

JOINT#1 TOP SKILLS SHORTAGES

Marketing Automation,
CRM and technology

Performance measurement
and analytics

[>SEE PAGE 13](#)

SOCIAL MEDIA

LinkedIn cements itself as
the #1 B2B social platform,
surging **25%** ahead of
Facebook

[> SEE PAGE 32](#)

ONLINE EVENTS

Now in **top 3** planned
investment areas for 2021

[>SEE PAGE 19](#)

CUSTOMER EXPERIENCE **72%**

Have developed either
customer personas or
journey maps or both

[>SEE PAGE 14](#)

ABM **57%**

Have implemented
or plan to implement
ABM and 52% of these
report ROI

[>SEE PAGE 25](#)

SALES & MARKETING ALIGNMENT **41%**

Only **41%** have a shared
definition of their Ideal
Customer Profile (ICP)

50% say these teams
are strategic partners
in business growth

[>SEE PAGE 22](#)

The Impact of COVID-19



IMPACT, PIVOTS AND EVENTUAL RECOVERY?

THE COVID-19 PANDEMIC WREAKED GLOBAL HAVOC AND FUNDAMENTALLY CHANGED THE WAY PEOPLE WORKED AND ENGAGED WITH EACH OTHER. A NUMBER OF INDUSTRIES HAVE BEEN SEVERELY IMPACTED, SUCH AS TRAVEL AND HOSPITALITY, WHILST OTHERS HAVE ACTUALLY SEEN GROWTH, SUCH AS TECHNOLOGY AND HEALTHCARE.

THE B2B SPACE HAS NOT BEEN WITHOUT CHALLENGES, WITH ABOUT TWO OUT OF EVERY THREE MARKETERS CLAIMING THAT THE PANDEMIC WAS TO BLAME FOR NOT HITTING MARKETING OBJECTIVES, AND 77% SAYING THAT COVID-19 HAD AT LEAST SOME IMPACT ON MARKETING WITHIN THEIR ORGANISATION.

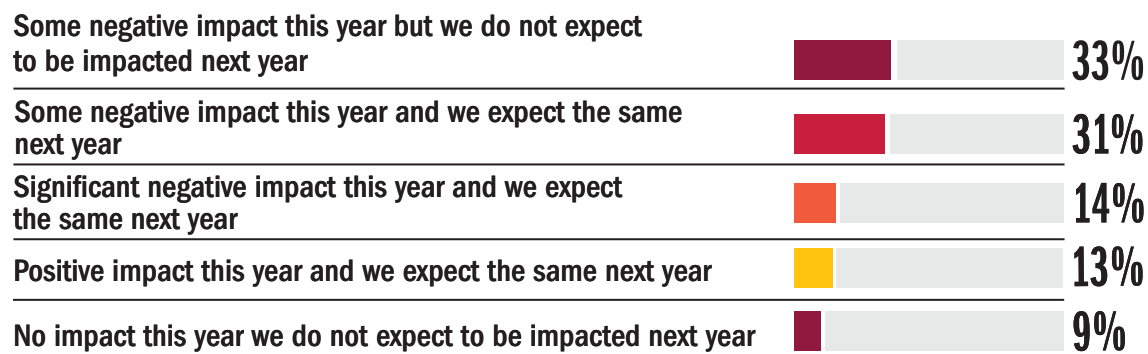
SOME OF THE KEY IMPACTS OF COVID-19 INCLUDE:

From physical to virtual, a new digital reality – we saw the rise of video conference adoption as companies moved from ‘work from office’ to ‘work from home’. In tandem, in-person meetings and events were cancelled and, in some instances, replaced by virtual events. We also saw the rise of digital engagement among staff as with B2B buyers. From webinars to virtual conferences, B2B marketers now cite digital engagement as one of the key changes. McKinsey reports that three-quarters of B2B buyers and sellers now prefer digital self-serve and remote human engagement.¹ Marketers without a plan for digital engagement will be behind the eight ball.

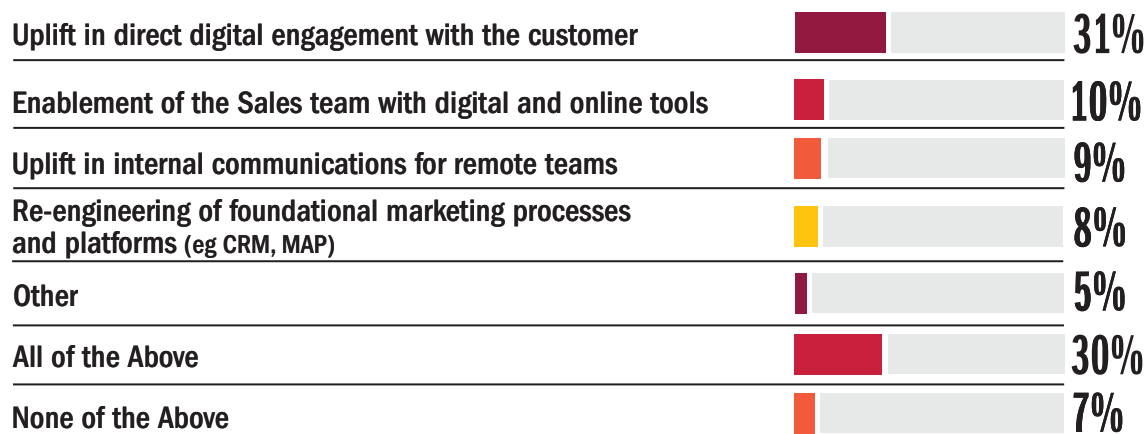
Shorter planning and sales cycles – the way people are buying is changing. As belts get tightened, we’ve had reports of deal sizes being reduced. Marketers are now having shorter planning cycles aligned to smaller deals and quicker buying cycles. Attribution is also impacted as marketers now need to find ways to attribute revenue which might be invoiced over a longer period.

What’s the outlook? Until a vaccine is readily available, the ‘new norm’ that was 2020 will continue into 2021. The silver lining is that 55% of respondents do not expect the pandemic to have a negative impact on marketing in 2021.

WHAT STATEMENT BEST DESCRIBES THE IMPACT OF THE PANDEMIC ON MARKETING IN YOUR ORGANISATION?



WHAT HAS BEEN THE MAIN CHANGE TO YOUR MARKETING APPROACH AS A RESULT OF THE PANDEMIC IN 2020?



¹ <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/these-eight-charts-show-how-covid-19-has-changed-b2b-sales-forever>

Best-in-Class

WHO'S LEADING THE BAND?



Each year, we identify best-in-class B2B marketers and compare their results to the rest of the research respondents. We define best-in-class marketing as having:

**CUSTOMER
EMPATHY**

Developed customer personas and/or journey maps

**SALES &
MARKETING
ALIGNMENT**

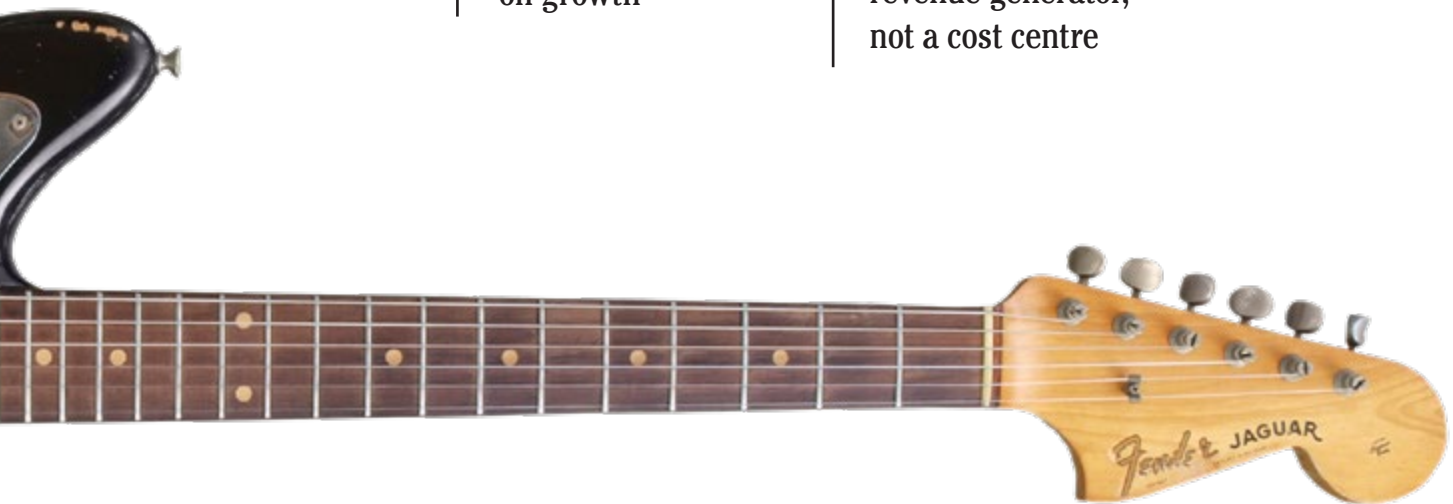
Have a strategic partnership and shared focus on growth

**ROI &
MEASUREMENT**

Measure ROI and marketing activity attribution; Marketing is a revenue generator, not a cost centre

**TECHNOLOGY
ADOPTION**

Have implemented marketing automation



TRAITS OF BEST-IN-CLASS MARKETERS

Account-Based Marketing

- Nearly twice as likely to have implemented an ABM program than the rest of respondents
- 4x more likely to be reporting strong ROI on ABM

Sales & Marketing Alignment

- 2x more likely to have mutually agreed an 'ideal customer profile' and 'marketing qualified lead'
- 2x more likely to have a mutually agreed lead management process
- 2x more likely to have all leads followed up

Brand Health

- Half as likely to be challenged by growing and measuring brand awareness
- 60% more likely to have a target for brand reach
- 2x more likely to use focus groups or social media listening to track brand health

Challenges & Objectives

For 2020,
there were
three areas
respondents
highlighted
as being
particularly
challenging.



1

GROWING AND MEASURING BRAND AWARENESS AND HEALTH

Brand broke into the top three marketing challenges for the first time last year and continues to be the top 'significant' challenge (46%), marginally ahead of the rest. During COVID-19, brand clarity and consistency have been key differentiators in cutting through the rise in digital noise.

2

GENERATING AND NURTURING LEADS

For the fifth year in a row, respondents report that effective lead generation and progression has been a significant challenge. Best-in-class marketers are less challenged here, in part due to being nearly twice more likely to have their martech stack defined and integrated, which in turn supports systematic lead management.

3

DEALING WITH THE IMPACT OF COVID-19

Not surprisingly, the pandemic was reported by respondents as one of the top three most significant challenges in 2020. Whilst all industries had to adapt, 22% of respondents said they were not commercially impacted or, in fact, had a positive impact.

Challenges & Objectives

MOST SIGNIFICANT CHALLENGES BETWEEN 2018-20

2018

- 49%** Proving marketing impact and ROI
- 46%** Optimising customer experience
- 43%** Implementing marketing technology

2019

- 49%** Growing and measuring brand awareness and health
- 47%** Proving marketing impact and ROI
- 44%** Generating and nurturing leads

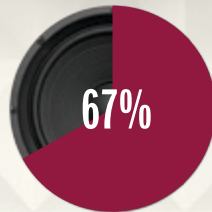
2020

- 46%** Growing and measuring brand awareness and health
- 45%** Generating and nurturing leads
- 44%** Addressing changes due to the pandemic

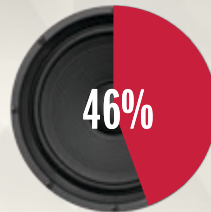
Only 28% of respondents achieved their marketing objectives in 2020



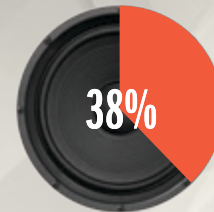
PRINCIPAL REASONS OBJECTIVES WERE NOT MET IN 2020



Impact of the pandemic



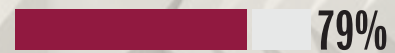
Changes in business strategy and direction



Insufficient budget

TOP THREE MARKETING OBJECTIVES FOR 2021

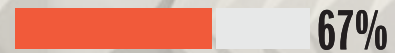
Generating and nurturing leads



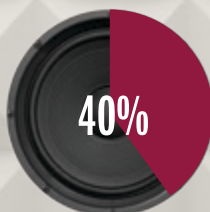
Optimising customer experience



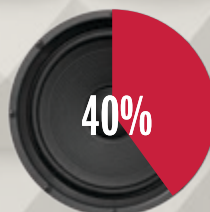
Measuring marketing performance



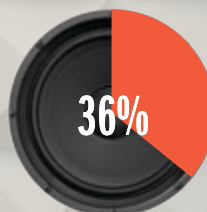
WHICH AREA DO YOU EXPECT TO HAVE THE GREATEST SKILLS SHORTAGE IN 2021?



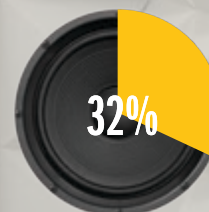
Marketing automation, CRM and technology platforms



Performance measurement and analytics



Lead generation and nurturing



Account-Based Marketing

Marketing Strategy



In 2020, 78% of respondents had documented their B2B marketing strategy which is an improvement on 2019 (63%). However, less than half had a documented content strategy or lead generation strategy (48% for both).

Over the last few years, relatively small numbers of respondents have achieved their objectives. From 2018, it has been 32%, 26% and 28%. Given the top objective over that period has been to generate and manage leads through the funnel, we believe marketers need to put more emphasis on pipeline performance in collaboration with their sales team.

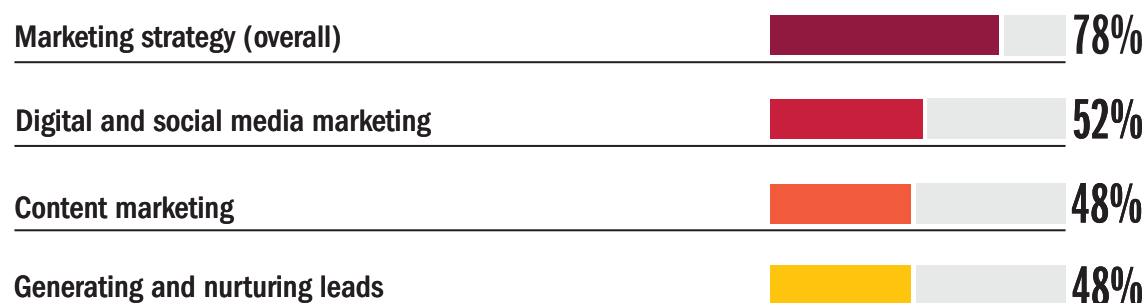
In parallel, another key goal over these years has been improved performance measurement. However only 18% of respondents this year reported that ROI was clearly measured and communicated.

Optimising customer experience requires deep understanding of customers. This is where marketers could do better, with over one quarter (28%) reporting they had developed neither customer journey maps or personas. On the flip side, best-in-class marketers are twice as likely to have developed customer personas or journey maps, and twice as likely to state that these artefacts have contributed significantly to marketing success.

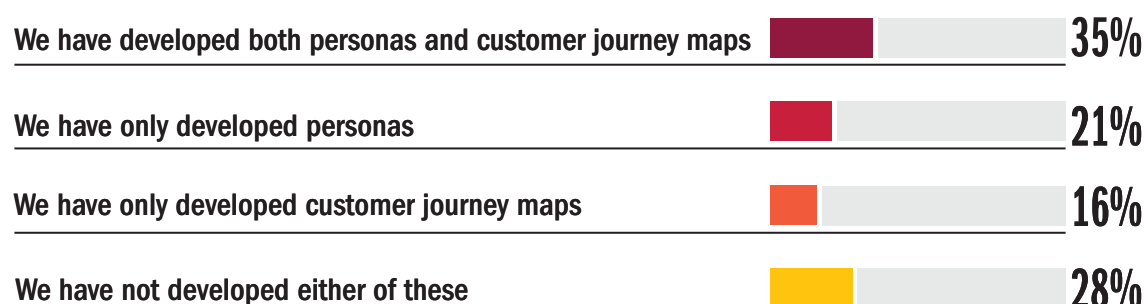
While it does take time, marketers who make an effort to understand their customers and who apply their learnings from customer research can expect to achieve significant success from their activities. How? When creating content and messaging for campaigns, lean on your customer research and journey maps to ensure that what you are putting out in market resonates with your target audiences.

Again, when it comes to planned strategy, best-in-class marketers are twice as likely to have documented a webinar and digital events strategy – something that came to the fore in 2020, and will continue to be relevant in 2021. Continuing in the digital groove, Gartner reports that by 2025, 80% of B2B sales interactions between suppliers and buyers will occur in digital channels². Having a clear digital-first strategy should be the focus for B2B marketers in the upcoming years.

TOP DOCUMENTED MARKETING STRATEGIES (MULTIPLES ALLOWED)



WHICH STATEMENT BEST DESCRIBES YOUR PERSONA AND CUSTOMER JOURNEY DEVELOPMENT?



² <https://www.gartner.com/en/newsroom/press-releases/2020-09-15-gartner-says-80-of-b2b-sales-interactions-between-su>



Budget, ROI & Measurement

B2B marketers continue
to struggle with reporting return
on investment



For four years running, B2B marketers continue to struggle with accurately measuring and communicating return on marketing investment (ROMI). This year, only 18% of respondents claim to being able to do this while nearly a third say that they do not measure and communicate ROMI. This is worrying, as ROMI is the key differentiator between marketers being considered contributors to success rather than labelled as the ‘colouring in’ department.

Best-in-class marketers buck the trend by being 11 times more likely to accurately measure and report on marketing investment, and twice as likely to have implemented as well as integrated their core marketing technology. The latter is critical, as technology plays a key role in helping track, measure and attribute ROMI. It's clear that marketers now need to be more effective in their use of marketing technology, not just for customer engagement, but to enable accurate measurement.

Best-in-class marketers are 11 times more likely to have clearly measured and communicated ROMI

While the Australian economy plunged into recession in 2020, there has been progress on COVID-19 vaccines coupled with the IMF predicting global growth of 5.2% in 2021.³ This could be the reason behind 46% of marketers reporting a planned increase for 2021 budgets – despite 43% having their funds reduced in 2020 due to the impact of the pandemic.

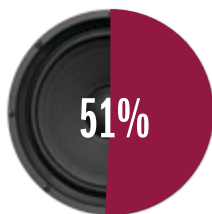
On planned marketing investments in 2021, content development again takes the top spot. The next key areas marketers plan to invest their marketing budget in are all digital related: website/SEO, online events and digital media advertising. These are logically fuelled by a need to engage in the ‘work from home’ era.

For this year's research, we split event budgets into online and in-person as COVID-19 put the brakes on in-person events such as conferences, trade shows and roundtables. Only 9% of respondents plan to invest in in-person events in 2021. This will place focus from a strategic and budgetary perspective on elevating digital events to drive brand awareness and lead generation in what will be an increasingly digitally noisy marketplace.

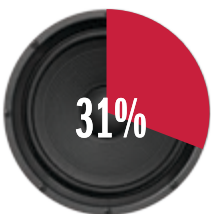
3 <https://www.imf.org/en/Publications/WEO/Issues/2020/09/30/world-economic-outlook-october-2020>

Budget, ROI & Measurement

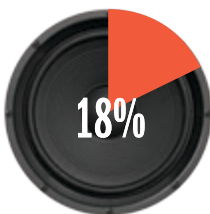
WHICH STATEMENT BEST DESCRIBES YOUR RETURN ON MARKETING INVESTMENT (ROMI)?



Limited ROMI
is measured and
communicated

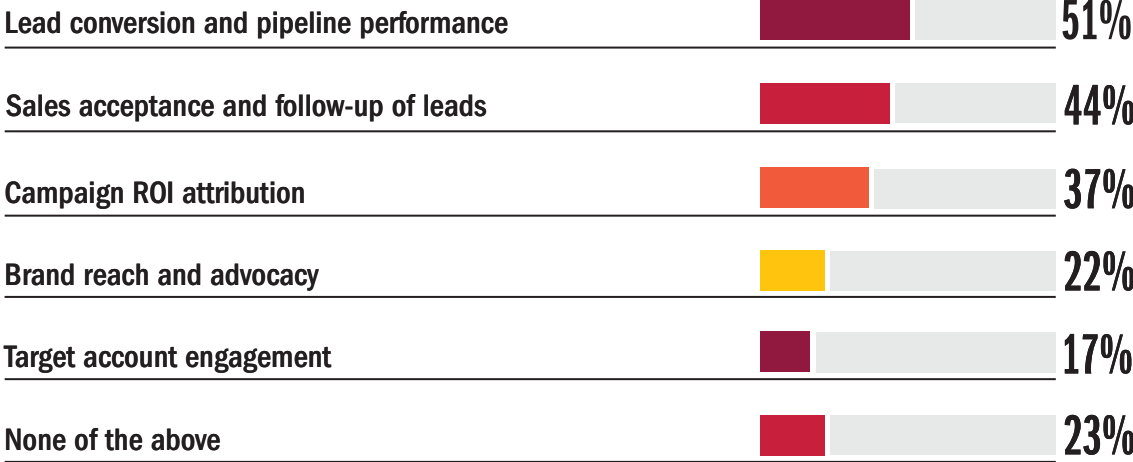


ROMI is not
really measured
or communicated

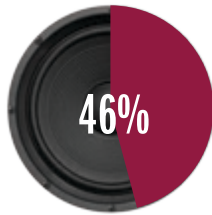


Clear ROMI is
measured and
communicated

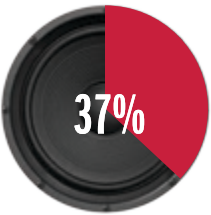
WHICH OF THE FOLLOWING AREAS DO YOU MEASURE WITH 80% ACCURACY? (MULTIPLES ALLOWED)



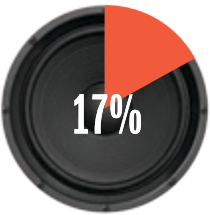
PLANNED 2021 MARKETING BUDGET COMPARED TO 2020 (EXCLUDING SALARIES)



Increase



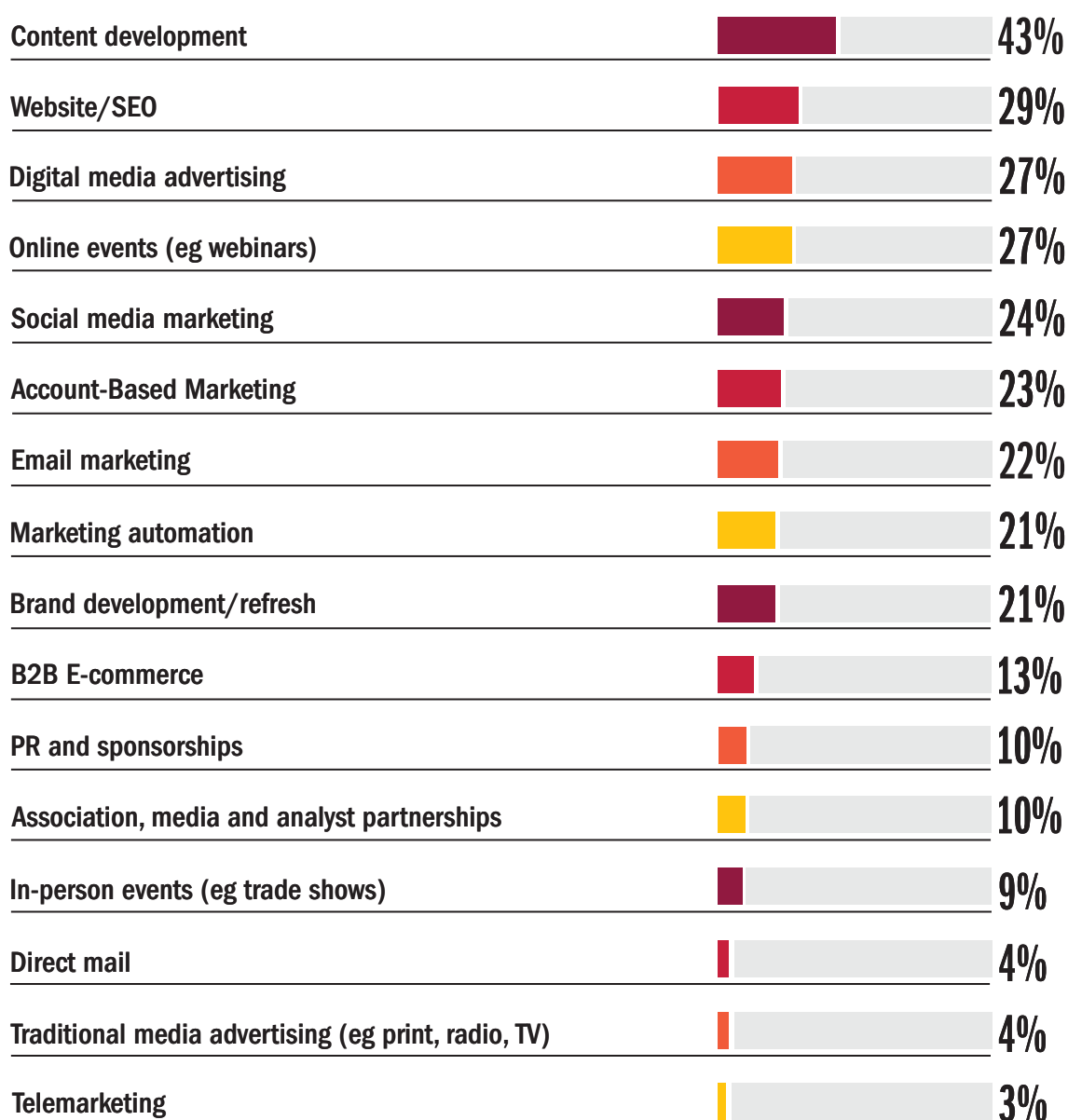
No change



Decrease

Only 41% of marketers carry a pipeline target, 35% a customer satisfaction target and 33% a brand reach target

WHAT ARE THE TOP THREE AREAS YOU PLAN TO INVEST IN OVER THE NEXT 12 MONTHS?



Brand Building



“MILES DAVIS ONCE SAID: ‘DO NOT FEAR MISTAKES – THERE ARE NONE’.”

– MARTY NEUMEIER

Last year, we gave special attention to B2B branding for the first time in the decade of publication of this research report. Why? B2B marketers singled out ‘growing and measuring brand awareness and health’ as their number one challenge in 2019, as they have this year. This is not surprising as B2B marketers search for ways to win brand trust without the support of in-person customer relationships being cultivated by the sales force.

As buyers and sellers move almost exclusively into the digital space during a time of ‘work from home’, how people recall and experience your brand will be a key differentiator. This extends to more than just investing advertising dollars to keep your brand in front of customers. It helps, of course, but your brand experience also extends well beyond top-of-funnel advertising.

Questions to ask include: What is the customer experience like across all your touchpoints? Is your messaging customer centric? Do your buyers have a compelling user experience across your digital channels/platforms? How you engage your customers from the first touch all the way through the funnel is a reflection of your brand.

‘You can’t track what you can’t measure,’ said Peter Drucker. So, the 32% of marketers who do not measure brand health should consider doing so. Almost half (49%) of the respondents use customer research and surveys for this, with social media listening another key measure (35%).

HOW DOES YOUR BUSINESS MEASURE ITS BRAND HEALTH? (MULTIPLES ALLOWED)



Sales & Marketing Alignment

Can Sales and Marketing ever sing from the same song book?



41%

Have an agreed Ideal Customer Profile (ICP) between Sales and Marketing

38%

Have an agreed definition of a Marketing Qualified Lead (MQL)

34%

Have an agreed lead management process from top to bottom of the funnel



SOME GOOD NEWS

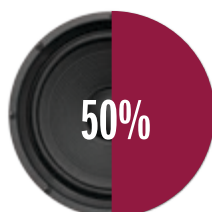
For the past few years, research indicates that B2B Sales and Marketing teams have not always been singing in harmony. This year, we saw a modest uplift across two important metrics. Half our respondents stated that Sales and Marketing are strategic partners in business growth and 38% now have an agreed definition of a Marketing Qualified Lead (MQL). This compares to 46% and 26% respectively in 2019.

However, there is much room for improvement. The MQL alignment above is not an acceptable outcome. If organisations are to effectively target their market segments, Sales and Marketing teams must agree on who those targets are. Today only 41% have a mutually-agreed definition of their Ideal Customer Profile (ICP), and just 34% have an aligned lead management process though the funnel. This will inevitably result in lead 'leakage' and lead 'lag', being leads getting stuck at stages of the funnel.

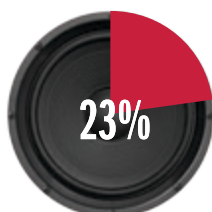
Concerningly, almost one in four marketers do not know what happens to the leads they provide. Working on these foundational elements will naturally lead to more marketing sourced leads being accepted and followed up by sales. Marketing and Sales need to work 'hand in glove' in order to achieve the ultimate goal – driving revenue for their B2B organisation.

#1 reason the sales force does not followup marketing leads is 'misalignment of objectives and expectations'

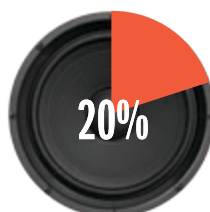
WHICH STATEMENT BEST DESCRIBES THE RELATIONSHIP BETWEEN YOUR SALES AND MARKETING TEAMS?



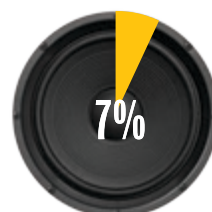
Sales and Marketing are strategic partners in business growth



Marketing is viewed as a revenue and pipeline generator for sales



Marketing is viewed as a cost centre and provides tactical campaign support



Sales and Marketing do not work closely together



ABM

**picks up
its tempo
in Australia.
Could this
be a smash
hit for B2B
marketing?**

As B2B marketing matures and winning share-of-mind becomes more challenging, marketers are compelled to innovate and find new ways of more precisely targeting their market. Australian B2B marketers are now investing in Account-Based Marketing as a key differentiator and revenue driver. At the time of the survey, 57% of marketers were planning to implement or had already implemented ABM. Of those running ABM programs, more than half (52%) are reporting moderate to strong ROI, while another 25% reported little ROI but plan to persevere.

ABM is a systematic approach to revenue growth that aligns Sales and Marketing activity for targeting pre-defined accounts with data-driven personalised communications.

Forrester predicts that by 2025, the term ABM will disappear as ‘account-centric’ becomes the way most B2B organisations will identify, plan, manage and measure buying and post-sale actions.⁴

When planning an ABM program, core areas to focus on include building a target account list, working out your data strategy (defining parameters you’ll use to score and engage accounts), developing hyper-personalised messaging and communications tailored to the buying party, developing strong alignment and orchestration with sales, and setting up a method or platform for reviewing and tracking progress of the program.

ABM is a transformation in B2B marketing, not a ‘quick-fix’ campaign. It requires both a strategic foundational structure alongside C-suite education and committed investment. Of the respondents who have implemented ABM, only 30% have invested in automation or ABM-specific platforms to support personalisation at scale. As marketers are more educated and the cost of platform and data services come down, we expect to see advancement in ABM adoption.



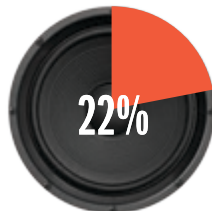
⁴ Forrester Infographic, ABM Maturity Corresponds To Better Revenue Results, Sept 2019

Account-Based Marketing

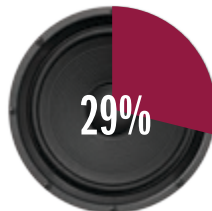
WHICH STATEMENT BEST DESCRIBES YOUR APPROACH TO ABM?



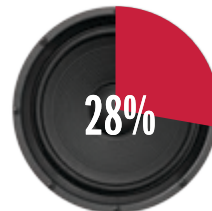
Mature ABM program driving positive ROI



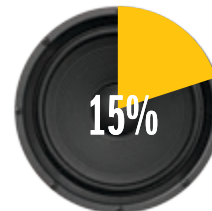
ABM program in early stages of implementation



Planning but not implemented



No plans for ABM over the next year



Not sure

Whilst the intent to deploy 'true' ABM appears to be strong, investment in processes and platforms is somewhat embryonic. Of those who have implemented ABM, only 29% have deployed and integrated martech platforms to automate processes and manage data. This becomes even more critical as more adopters are targeting cohorts of accounts rather than just single accounts. Processes need to be 'systemised' to support personalisation through the funnel, and to provide visibility into the activity and intent of the target accounts.

WHICH STATEMENT BEST DESCRIBES HOW YOU ARE OPERATING ABM TODAY?

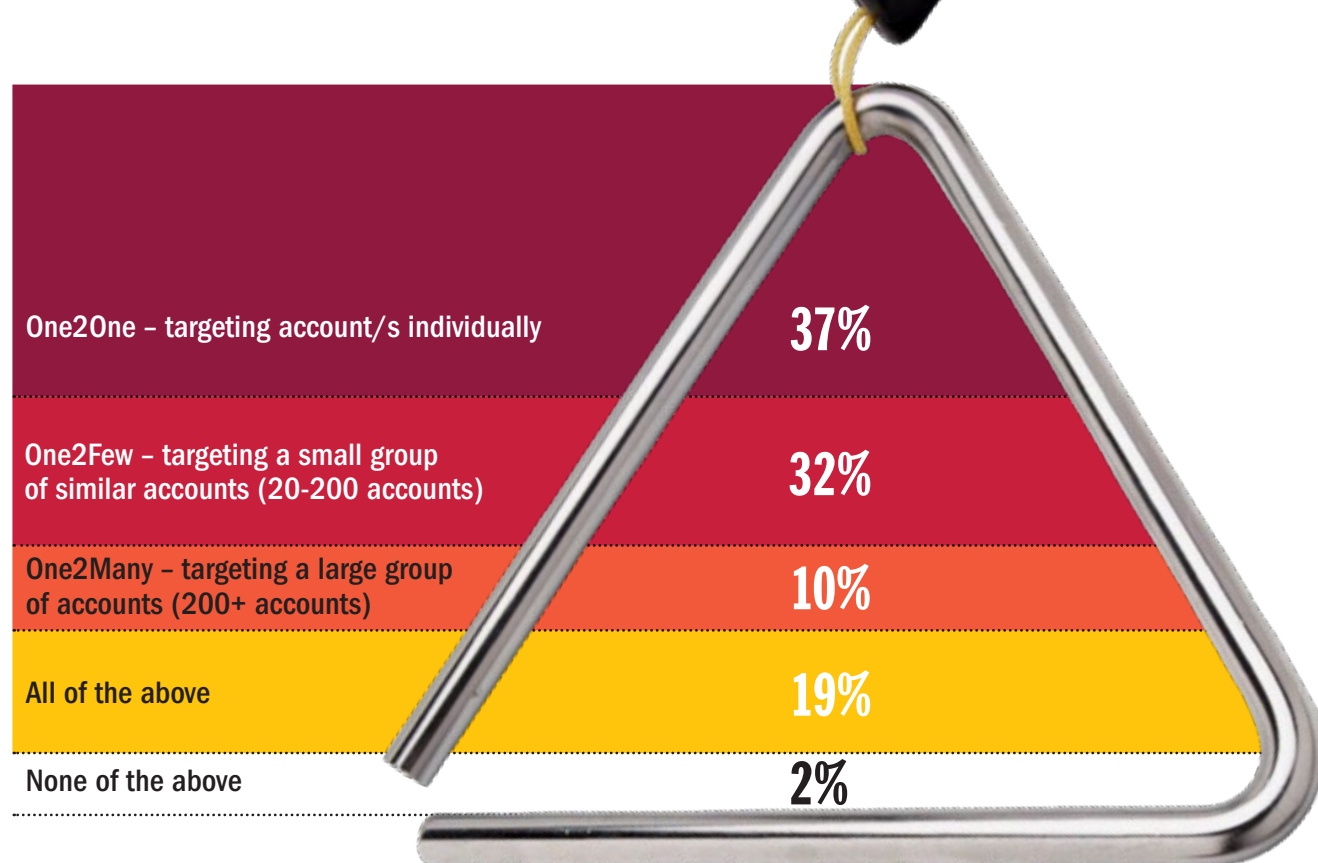
Manual processing of account intelligence and limited personalisation 38%

Automated processes but manual data collection and limited system integration 33%

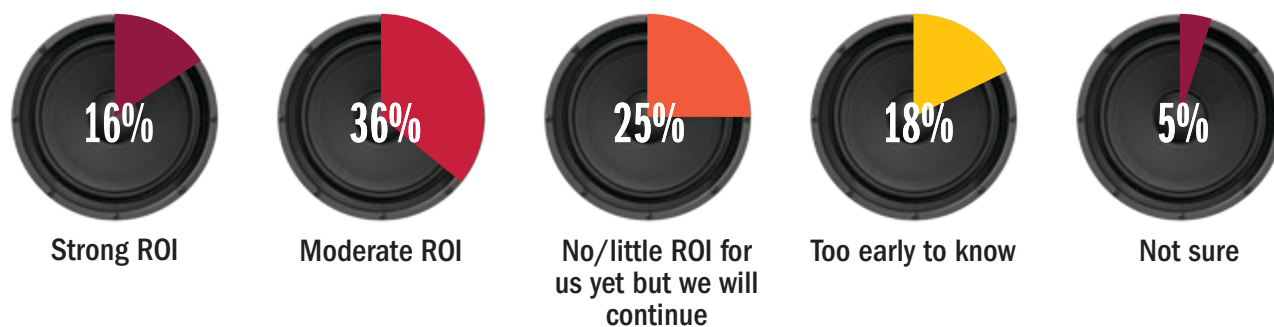
Automated processes with dynamic content, personalisation and account reporting but not using ABM-specific platforms 23%

Automated processes with dynamic content, personalisation and account reporting supported by an ABM-specific platforms 6%

WHAT IS YOUR PRIMARY ABM SEGMENTATION MODEL?



WHICH STATEMENT BEST DESCRIBES YOUR ROI FROM ABM?



Automation remains the B2B technology cornerstone

ANOTHER YEAR, ANOTHER BATCH OF NEW MARKETING TECHNOLOGY (MARTECH) SOLUTIONS IN THE MARKET. SCOTT BRINKER'S 2020 MARTECH LANDSCAPE SUPERGRAPHIC LISTS 8,000 AVAILABLE MARTECH SOLUTIONS THIS YEAR - A SIGNIFICANT RISE YEAR ON YEAR FROM JUST 150 IN 2011. ⁵

However, operating any platform without a strategy is akin to running an orchestra without a conductor. Best-in-class marketers are 80% more likely to have a martech strategy and integration between their core marketing and sales platforms.

For the third year running, B2B marketers are expecting a pressing need for skills in the area of marketing automation, CRM and technology platforms. With 73% of organisations now having automation, it's time for marketers to make sure that their investment gives them commercial value. They should don their 'process hats', mapping data structures and engagement flows to deliver a differentiated customer experience.

⁵ <https://chiefmartec.com/2020/04/marketing-technology-landscape-2020-martech-5000/>

In 2020, the most-deployed martech platforms were for marketing automation (73%), social media (57%) and webinars (43%). HubSpot and Adobe Marketo continue to lead the field as the automation platforms of choice.

The respondents claim the top two skills shortages they are expecting in 2021 are martech implementation expertise and performance analytics. Without the right skills and processes in place, organisations will not get the desired return from their martech investment and automation systems will operate more like ‘email-on-steroids’.

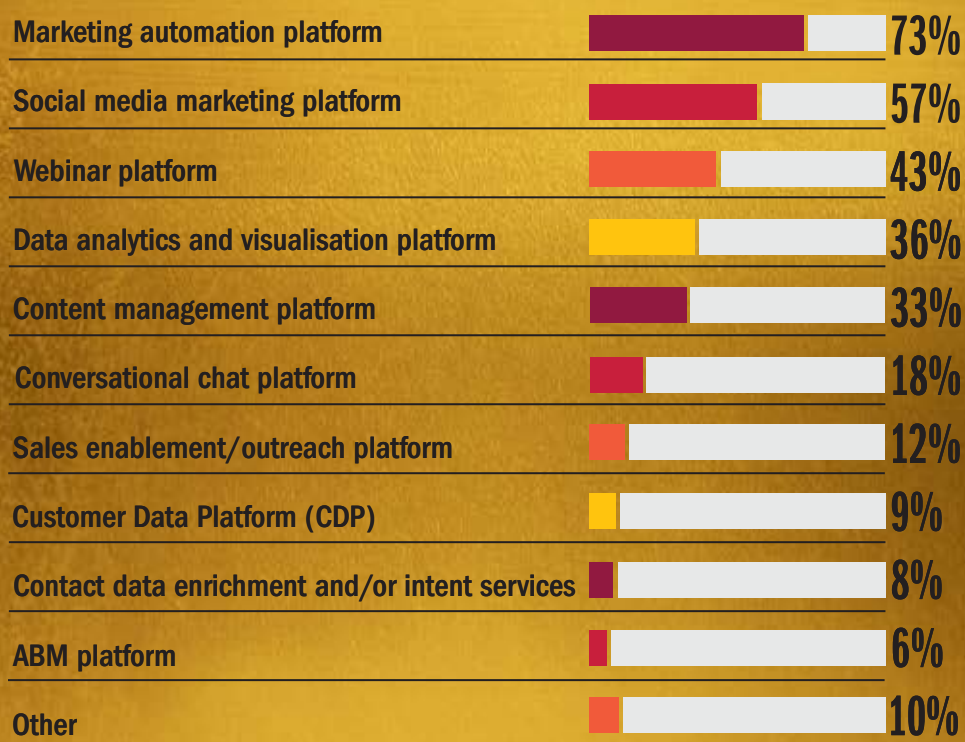
Other big winners on the martech front are virtual customer engagement platforms. With in-person events a no-go, marketers had to pivot online and the top virtual events that marketers ran were conferences/webinars and roundtables. If in-person events continue to be inaccessible, marketers will need to make sure that they have a strategy and technology to back their virtual events program.



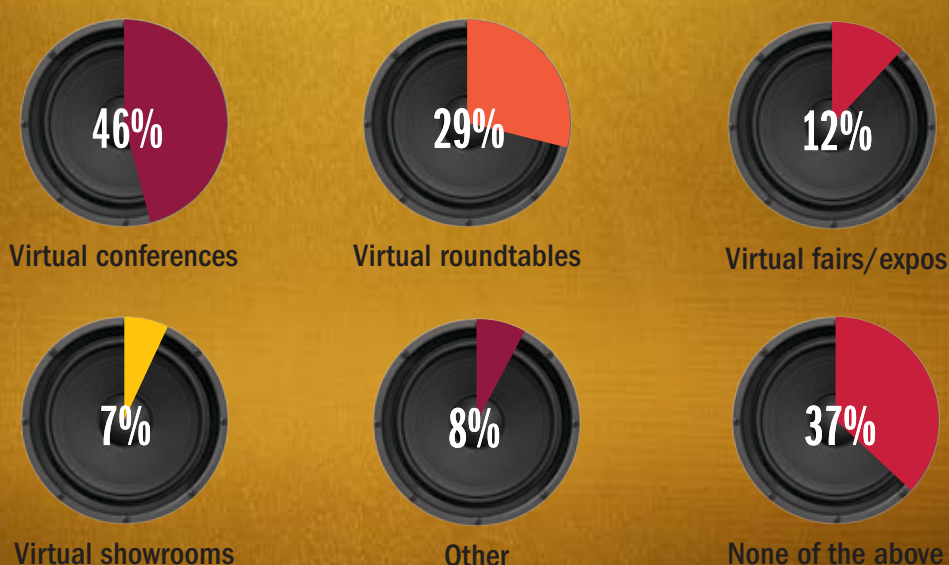
Overall, 45%
of marketers
have a defined
‘marketing
technology
stack’

Best-in-class marketers are significantly more likely
to have defined their marketing technology stack

WHICH OF THESE MARKETING TECHNOLOGY PLATFORMS AND SERVICES DO YOU HAVE? (MULTIPLES ALLOWED)

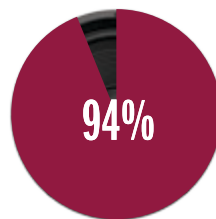


WHAT TYPES OF VIRTUAL CUSTOMER ENGAGEMENT PLATFORMS DO YOU USE? (MULTIPLES ALLOWED)





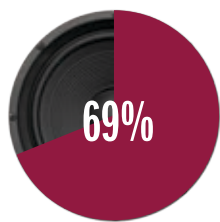
LINKEDIN



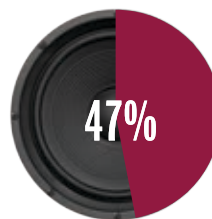
**LinkedIn
is still at
the top of
the charts.
TikTok joins
the band.**



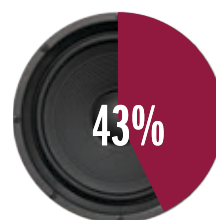
FACEBOOK



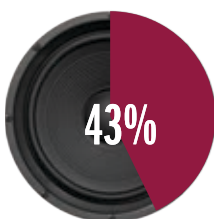
YOUTUBE



TWITTER



INSTAGRAM



WECHAT



TIKTOK



* Percentages represent those who use the social media channel for business purposes.

Content Marketing & Social Media

Content is the lifeblood of today's inbound and outbound B2B marketing. From top to bottom, what drives prospects through this funnel? Content. Whether you are driving brand awareness, generating or nurturing leads, or growing engagement, the B2B funnel machinery needs to be constantly fuelled with content.

While the top investment area for marketers in 2020 is content development, only 22% of our respondents had a personalised, full-funnel approach to content marketing that is tailored to personas.

COVID-19 has heightened marketers focus on digital engagement. In line with this, it is key to map your content and offers to support the digital journey you wish your customers to take. What content and offers will you present at the various touchpoints. Social? Webinars? Online events? Syndication? Nurture EDMs? Organic and paid search? Make sure that you have your strategy, personas and relevant content mapped out before you start investing your marketing budgets into production.

LinkedIn has firmly cemented itself as the go-to social platform for B2B marketers with an Australian 'record-breaking' 94% of respondents using the platform for business marketing.



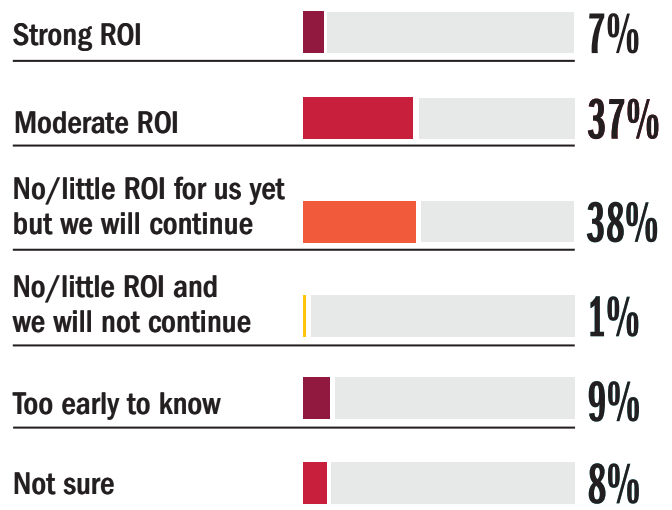


As Facebook and Instagram continues to limit its audience targeting, LinkedIn offers the opposite. If you want to reach a B2B audience across a wide range of industries, LinkedIn lets you get very granular with how you target your prospects through its platform. However, increased usage of the platform comes with higher costs. Make sure you set realistic budgets when running LinkedIn activity.

Interestingly, there is a small uplift in TikTok activity and we've seen the Chinese-run social media platform push out advertising features aimed at small-to-medium businesses. Definitely one to watch.

If you're continuing to invest in social media activity, work on refining your audiences (using lookalikes, matched customer lists, intent platform and other targeting parameters) and couple that with compelling creative and messaging which speaks to customer needs.

WHICH STATEMENT BEST DESCRIBES YOUR ROI FROM YOUR SOCIAL MEDIA ACTIVITIES?



B2B CMO Advisory Council

Our B2B CMO Advisory Council is a group of passionate B2B marketing leaders who provide strategic direction and analysis for the development of this annual research report. Here they share their initial impressions. To read their full perspectives, visit the B2B marketing research hub at www.green-hat.com.au/b2b-report.



Trisca Scott-Branagan

Head of Personalisation, Group Marketing,
ANZ

I commend all you marketers who at the start of 2020 had your annual marketing plans ripped to shreds and new ones developed within days – sometimes hours! Your ability to adapt, negotiate, create, innovate and survive through such an uncertain year is something to celebrate (once you've recovered that is!). I am delighted at how you have...

[READ MORE HERE](#)



Paul Liddiatt

CMO,
Education Horizons Group

2020 has demonstrated that whatever challenges the world presents us with our business leaders will still expect their B2B marketing teams to perform. Throughout this year marketing and sales teams have had to rapidly respond to ensure they continue to meet the needs of their clients and prospects.

For some this meant the really hard decision to pull back from marketing...

[READ MORE HERE](#)



Natalie Truong

CMO Asia & Partner,
Mercer

2020 will unmistakably be the year that no one – and certainly not marketers like me – planned for. The ink was barely dry on annual goals, budgets and work plans when our lives were upended by COVID-19. It was doubly difficult for me as I faced a new, exciting challenge of looking after 11 markets in Asia. Asia, as a region, was not only relatively...

[READ MORE HERE](#)



Dave Nicholls

Commercial Director,
PPG Industries

2020 – WOW what a year. If there has ever been a catalyst to change... a global pandemic is certainly it. What we have seen in 2020 has been an extended period of trial of new ways of working, interactions with our customers and interactions internally. Marketers have stepped up and proven that a blend of surprising moments of physical interactions with the digital experience...

[READ MORE HERE](#)



Bernice Muncaster

Director of Marketing & Communications,
Australia & New Zealand,
DXC Technology

I think as the Australian B2B Marketing and Communications community moves into 2021 we should take significant learnings from 2020 with us. If this study and challenging year has taught CMO's anything, it is that our success is driven by our ability to align ourselves to the business and position the marketing function as trusted advisors and change agents...

[READ MORE HERE](#)



Mitchell Mackey

General Manager Marketing,
Fauto Group

Thanks to the pandemic we are all moving rapidly to a digital world, where business, especially business-to-business activity, happens wherever people are. Businesses who did not have their digital platform acts together were especially vulnerable during 2020. They struggled to facilitate online commerce efficiently and with ease. Their vision, leadership, data, people, process and system silos...

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Emma Roborgh

Founder & CEO,
B2B Marketing Leaders Forum

For B2B marketers, the Pandemic year started off with decisions around cancelling, postponing or turning events virtual. We saw Salesforce and Forrester overnight moving their in-person events to virtual while others chose to postpone or cancel theirs only to launch into virtual much later in the year.

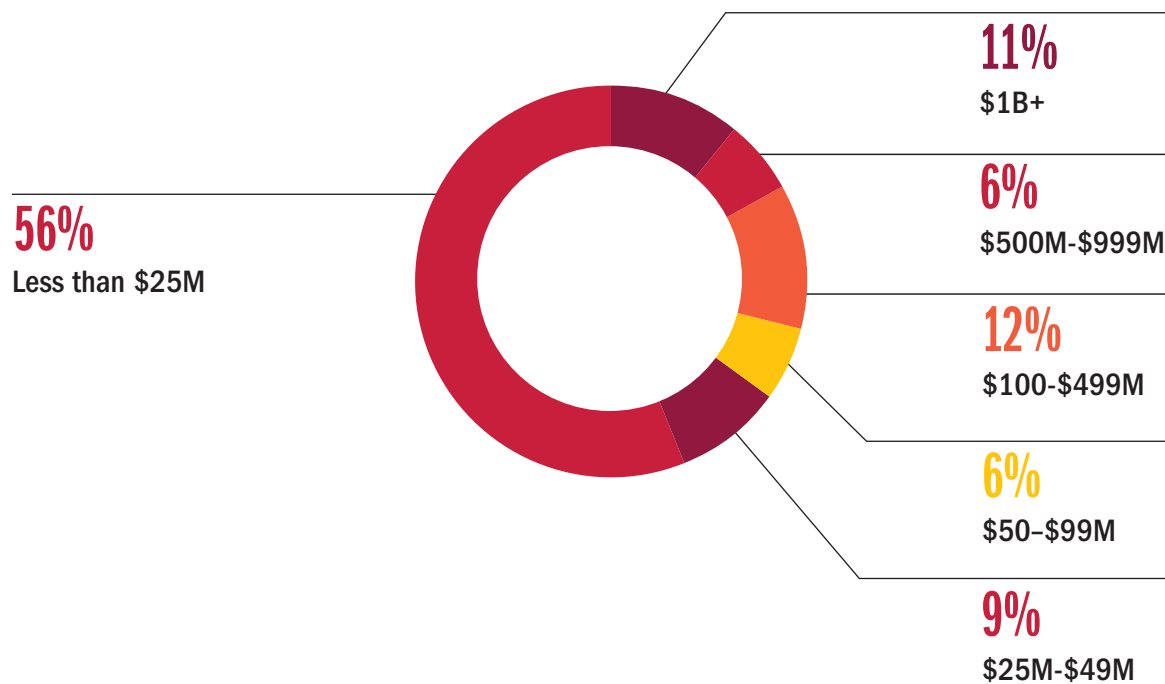
The ones that pivoted early gained the advantage of seeing their virtual forums and...

[READ MORE HERE](#)

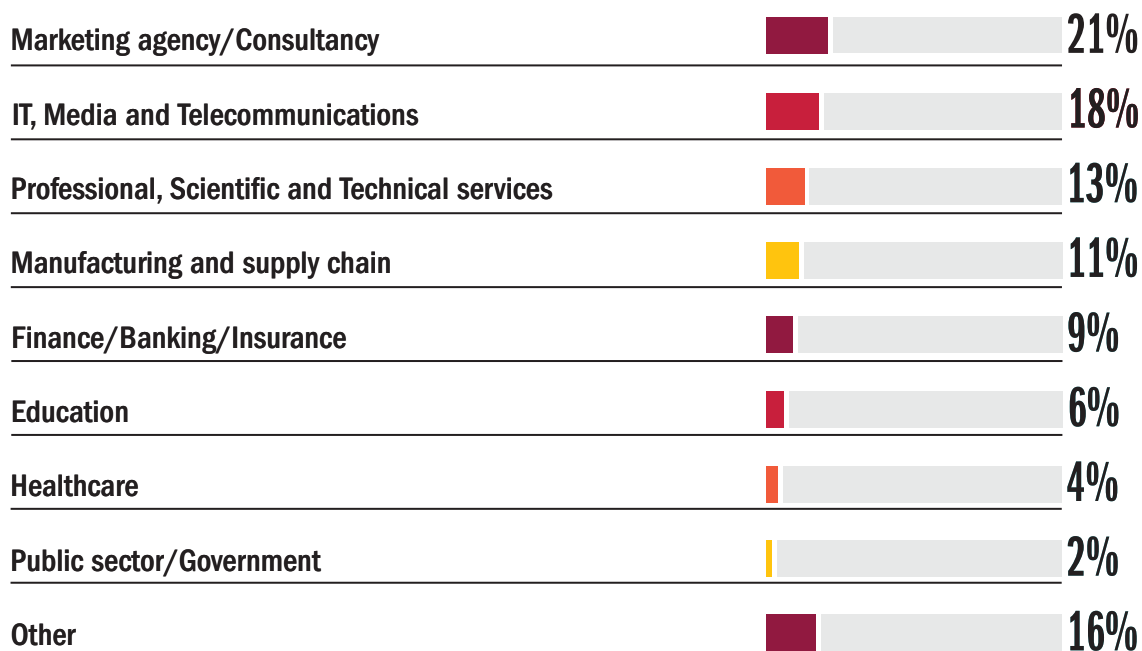
Research Demographics

This study was conducted from October to November 2020, with 305 respondents participating in an online survey. The survey was targeted to B2B marketers via digital communications, including email and social media.

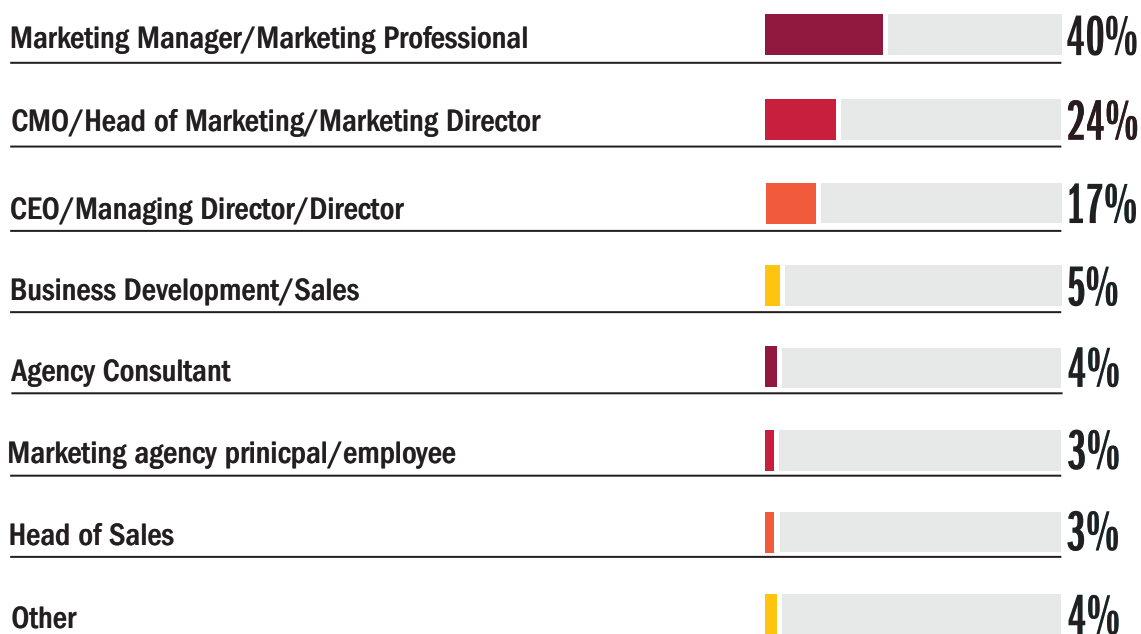
WHAT IS YOUR ORGANISATION'S ANNUAL REVENUE?



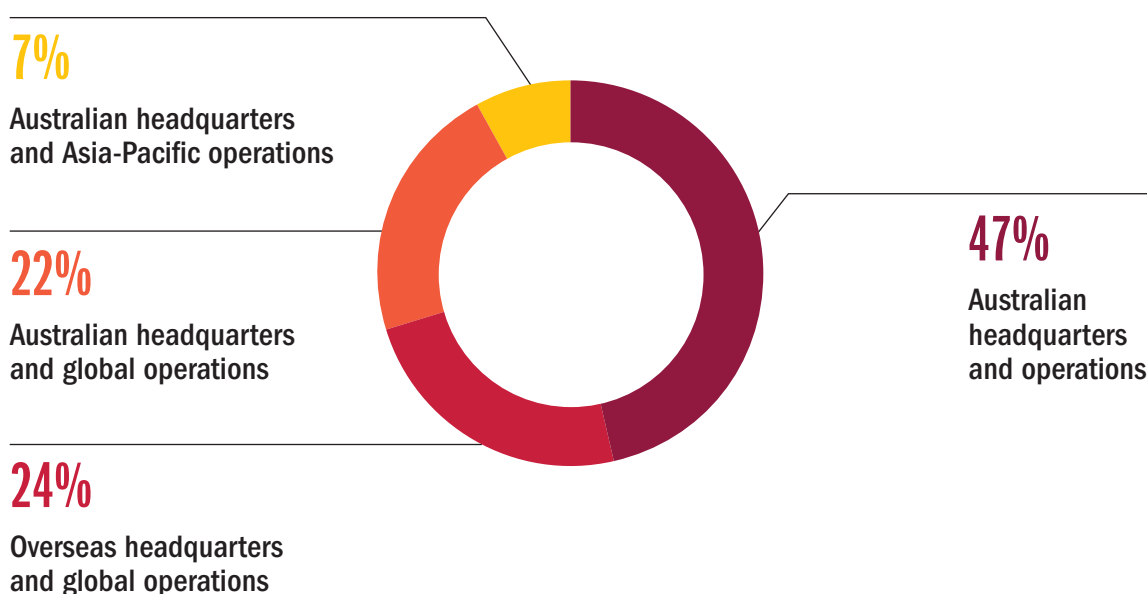
WHAT IS YOUR INDUSTRY?



WHAT IS YOUR ROLE?



WHICH STATEMENT BEST DESCRIBES YOUR ORGANISATION?



Acknowledgments

This study was conducted by Green Hat with the support of AMI, Marketing Magazine, the B2B Marketing Leaders Forum and our research sponsors Adobe and ON24.

Green Hat

We're an integrated marketing agency specialising in Business-to-Business. We assist our clients with B2B strategy and creativity to attract, engage and delight their customers and turn them into loyal advocates. We measure everything that matters and align Sales and Marketing to deliver revenue outcomes.

We 'think' and we 'do'. Our services include market research, strategy, ABM, branding, creativity, digital and social media services, content marketing, lead generation and nurturing – underpinned by analytics and automation. Industries we specialise in are professional services, ICT, financial services, industrial and any business dealing in 'complex and considered purchases'.

Our client list includes many blue-chip brands such as Nestle, DXC Technology, USG Boral, Thermo Fisher Scientific, TechnologyOne and Sigma Healthcare.

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The Australian Marketing Institute is the requisite organisation for professional marketers and authoritative voice of Marketing in Australia. With the largest network of marketers in Australia, the AMI has been supporting progress in the careers of our members and advancing the marketing profession since 1933.

The AMI's core purpose is to support progress in the careers of our members and advance the marketing profession.

In order to achieve this, the AMI will:

- Promote and advocate the status and interests of our members and the profession
- Build the status and professionalism of members through our Certified Practicing Marketer (CPM) designation
- Foster member collaboration and networking
- Provide access to professional development opportunities, including knowledge sharing, content and thought leadership
- Work collaboratively with marketing academia, including course accreditation
- Set and maintain professional standards of members through the Code of Conduct
- Celebrate marketing excellence through our Awards Program

www.ami.org.au

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Marketing

www.marketingmag.com.au

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APAC's largest community for B2B marketers. Launched in 2015, the B2B Marketing Leaders Forums, held yearly in Sydney, Melbourne and Singapore are firmly established as attracting the largest gathering of B2B CMOs and marketing leaders in the Asia Pacific region with focus on revenue, growth, brand, leadership and personal career advancement.

It's where the world's most successful B2B CMOs share their strategies, technologies and leadership techniques for turning their departments into growth and revenue generating machines, securing larger budgets and a stronger voice in the C-suite.

2020 saw the launch of the ABM Leaders Forum, Asia Virtual Forum and B2B Sales Leaders Forum.

Hope to see you at our 2021 events!

www.b2bmarketingleaders.com.au

 [b2b-marketing-leaders-forum](https://www.linkedin.com/company/b2b-marketing-leaders-forum)



Marketo Engage, part of Adobe Experience Cloud, offers the solution of choice for lead management and B2B marketing professionals seeking to transform customer experiences by engaging across every stage of complex buying journeys. Natively supporting both lead and account-based marketing strategies, Marketo Engage brings together marketing and sales in a comprehensive solution designed to orchestrate personalised experiences, optimise content, and measure business impact across every channel, from consideration to conversion and beyond. To learn more about Marketo Engage, the vast community of passionate marketers in the Marketing Nation and Marketo's robust partner ecosystem, visit www.marketo.com.

www.marketo.com

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ON24 is on a mission to transform the way businesses drive revenue and customer engagement through data-rich digital experiences. Powered by the ON24 Platform, marketers create and deliver live, always-on and personalised webinar, content and virtual event experiences to engage audiences in real-time, to generate powerful buying signals and to accelerate pipeline. With billions of engagement minutes created, ON24 is the network where enterprises engage prospects and customers at global scale. Headquartered in San Francisco, ON24 has a wide international footprint serving the regions of North America, EMEA and JPAC.

www.on24.com

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Editorial Team

Shawn Low
Andrew Haussegger
Caroline Leslie
Kathryn Thomason
Carmen Canle

Creative Team

Rochelle Sanko
Liam Jeal
Kyōko Bowden



green-hat.com.au
hello@green-hat.com.au
[@greenhatmktg](https://www.instagram.com/greenhatmktg)
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