

— 2019

# Digital Marketing Transformation Survey

Executive Report

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# Digital Marketing Transformation: Accelerating Marketing Maturity and Business Impact

Digital transformation of the enterprise has been at the top of the business agenda for a while, but when it comes to digital *marketing* transformation (DMT), most enterprises have barely started their journey. And those further along have realized it's about constant evolution, not one giant leap. But evolution can only be achieved if the transformation roadmap is aligned against business and marketing strategy and an organization's current levels of marketing maturity and competency.

To help brands realize their digital marketing transformation vision and develop effective roadmaps, Stein IAS developed the Digital Marketing Transformation Framework (DMTF). The Framework is outlined on page 19.

As part of the DMTF initiative, Stein IAS has undertaken the first large-scale quantitative study to understand how global organizations approach digital marketing transformation. Conducted across major B2B sectors, it provides benchmarks and guidance to help marketers and organizations structure their own plans, as well as enormous insight into the strategies marketers believe are critical to implementing a successful digital marketing transformation roadmap.

Overall, results strongly indicate that, despite intense interest in digital marketing transformation, there also are significant challenges in navigating complexity, prioritizing investment and realizing the benefits. Results further underscore the need for benchmarking – which the data herein helps provide – and an actionable road-mapping and strategic planning framework.

Of note, the data herein is used within an online version of Stein IAS' DMTF. This is a unique web-based application which enables marketers to assess their current maturity levels and build their transformation roadmaps and action plans. Using firmographic data provided by respondents, the use cases that best align with an organization's profile and marketing goals, as well as an overall strategic roadmap, can be generated by the tool.

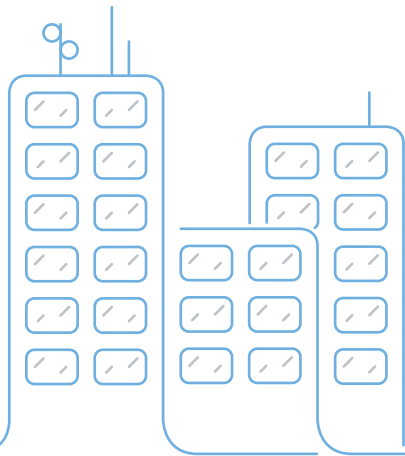
**The DMTF tool is a free resource  
accessible at [DMTF.steinias.com](https://DMTF.steinias.com)**



## Who We Surveyed

Respondents were from a broad range of B2B companies and were screened to ensure that they had the necessary experience, decision-making authority and industry relevance to provide meaningful feedback.

In total we surveyed 450 respondents, which included:



# 450

respondents from mid-sized to large  
B2B companies

The sample of respondents to this survey was international and came from the following territories:



# 200

from the USA



# 54

from the UK



# 121

from Western Europe



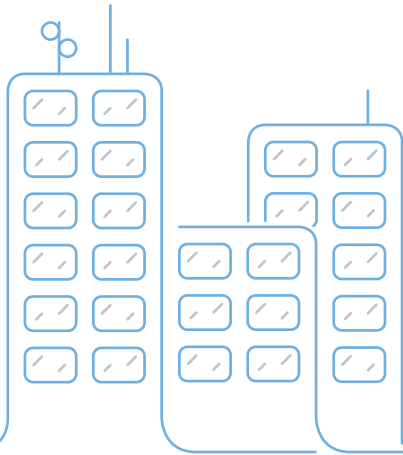
# 75

from the rest  
of the world

The majority of B2B companies consider DMT to be important.

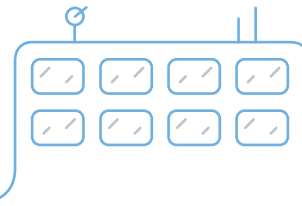
91%

of larger B2B companies rate DMT as important or highly important



78%

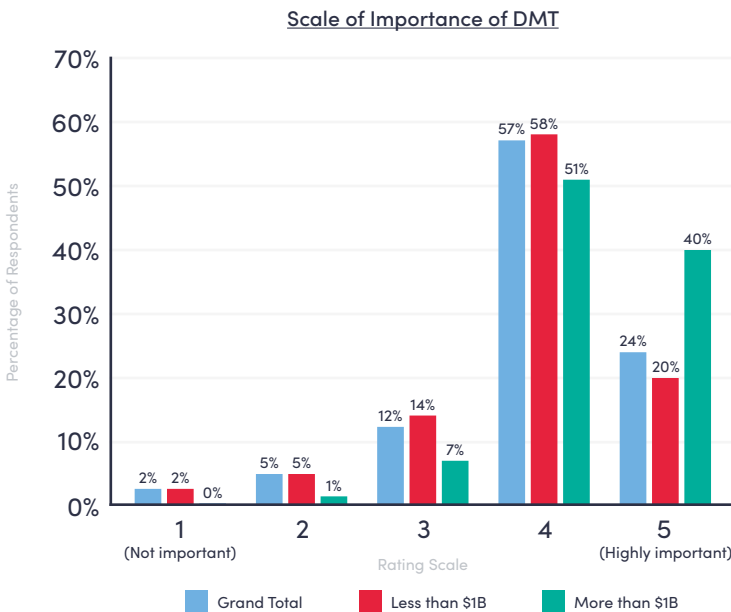
of smaller B2B companies rate DMT as important or highly important



### Question 1

How important is Digital Marketing Transformation for your company at this point in time?

81% of the B2B companies surveyed rated DMT as important or highly important to their organizations.



Larger B2B companies consider DMT to be more important than smaller B2B companies, with **91%** of larger B2B companies rating it as important or highly important, compared with **78%** of smaller B2B companies.

The perception of importance increases as the size of the company increases.

Cost is the biggest barrier to pursuing DMT, especially for smaller companies, but integration of technologies is also a key concern.

41%

of B2B companies say cost is the biggest barrier to pursuing DMT



44%

of smaller companies put cost at the top of the list of barriers

31%

of larger companies also consider cost the biggest barrier

## Question 2

Please rank in order of magnitude the following barriers to pursuing Digital Marketing Transformation.

Rank		Total	Less than \$1B	More than \$1B
1	Cost	41%	44%	31%
2	Integration of technologies	20%	20%	19%
3	Time and resource allocation	14%	13%	19%
4	Team skill set, including upskilling	9%	8%	12%
5	Disruption to current marketing team and activities	6%	6%	7%
6	Do not see the need for it	4%	3%	6%
7	Concerns over return on investment	3%	3%	1%
8	Lack of knowledge of Digital Marketing, roadmap or best practices	2%	2%	4%
9	Stakeholder buy-in	1%	1%	1%

For 41% of B2B companies, cost is the biggest barrier to pursuing DMT. It's even more significant for smaller B2B companies, with 44% ranking cost as their number one barrier, compared with 31% of larger B2B companies.

Integration of technology was ranked as the second biggest barrier by 20% of all B2B companies.

For larger B2B companies, allocating time and resource is an equally great barrier to implementing DMT as the integration of technology.

Over a third of all companies ranked marketing's ability to directly contribute to revenue growth as the most important opportunity to come from embracing DMT.

36%

of B2B companies surveyed see revenue growth as the main benefit of DMT

### Question 3

Please rank in order of importance the following opportunities from embracing Digital Marketing Transformation.

Rank		Total	Less than \$1B	More than \$1B
1	Ability for marketing to directly contribute to revenue growth	36%	36%	36%
2	Ability to deliver a connected customer experience from brand to demand to in-life	19%	19%	20%
3	Closer alignment between marketing, sales and other key functions	14%	15%	11%
4	Improves our efficiency	8%	8%	7%
5	Gives us greater, faster insight into customer needs, wants and behaviours	7%	5%	13%
6	Enables us to reach and interact with our total addressable market and enables us to deliver the right content and messages at every buyer journey stage	6%	6%	5%
7	Speeds our ability to go to market	4%	4%	1%
8	Enables greater personalization of marketing communications	2%	2%	4%
9	Has proven returns on investment	2%	2%	1%
10	Connects previously siloed marketing tactics and activities	1%	1%	1%
11	Gives us an advantage over competitors	1%	1%	1%
12	Gives us more control over our marketing strategy and investment	0%	1%	0%

36% of all B2B companies surveyed ranked marketing's potential to directly contribute to revenue growth as the most significant opportunity to come from embracing DMT.

Enhancing the ability to deliver connected customer experiences from brand to demand to in-life was the second most popular opportunity.

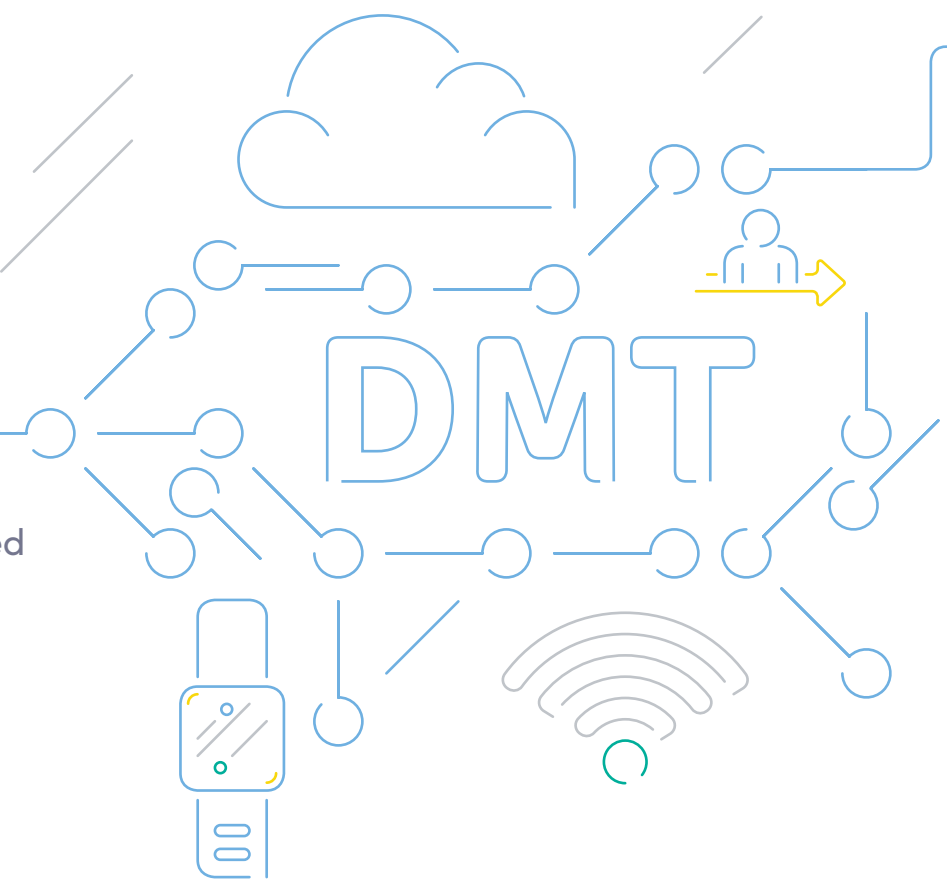
Achieving closer alignment between marketing, sales and other key functions was considered the third most significant opportunity. However, the strength of feeling towards this opportunity varied by company size, with 15% of smaller B2B companies ranking it as most important compared with 11% of larger companies.



Over three quarters of companies rate executing a DMT strategy as complex or highly complex.

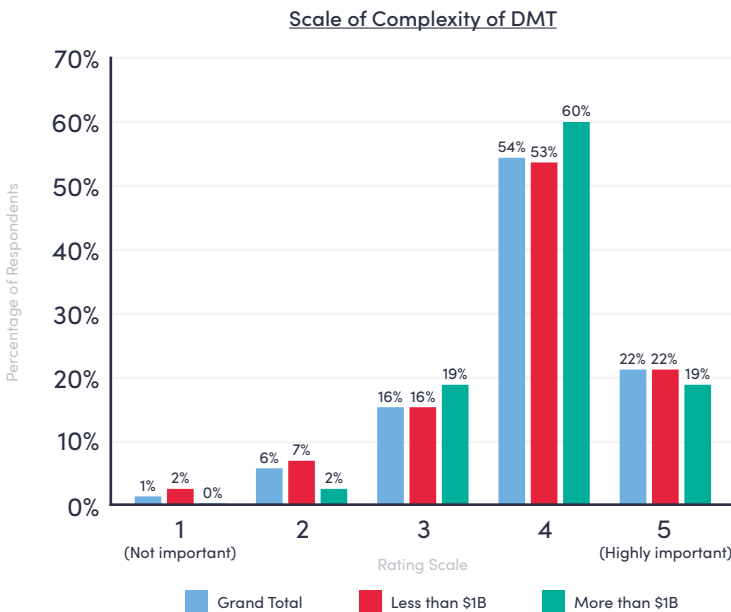
76%

of B2B companies surveyed see DMT as a complex strategy to execute



#### Question 4

How complex do you consider your Digital Marketing Transformation strategy to execute?

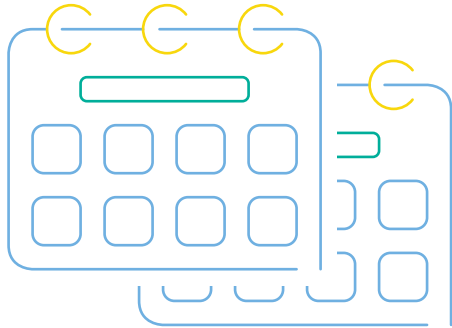


76% of all B2B companies surveyed rated executing a DMT strategy as complex or highly complex.

Overall, larger companies are marginally more concerned about this complexity than smaller companies are. However, it is also worth noting that a greater number of smaller companies consider DMT to be highly complex than their larger counterparts.

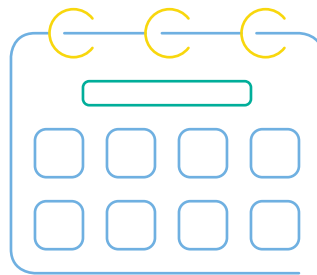
75% of smaller B2B companies rated DMT as complex or highly complex, compared to 79% of larger B2B companies.

Almost three quarters of companies estimate that a DMT strategy will take between 1 and 3 years to successfully implement.



37%

estimate implementation of DMT to take 1-2 years



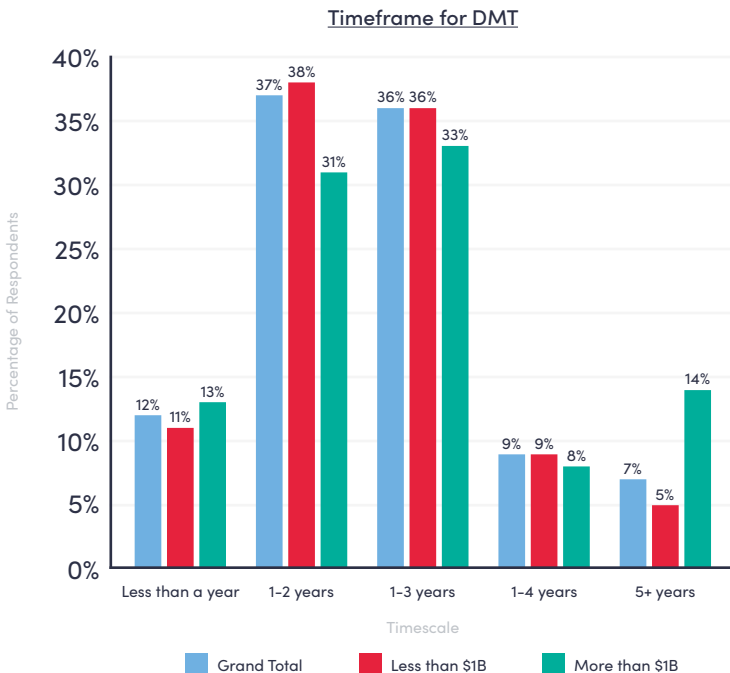
36%

believe a further year could be required

### Question 5

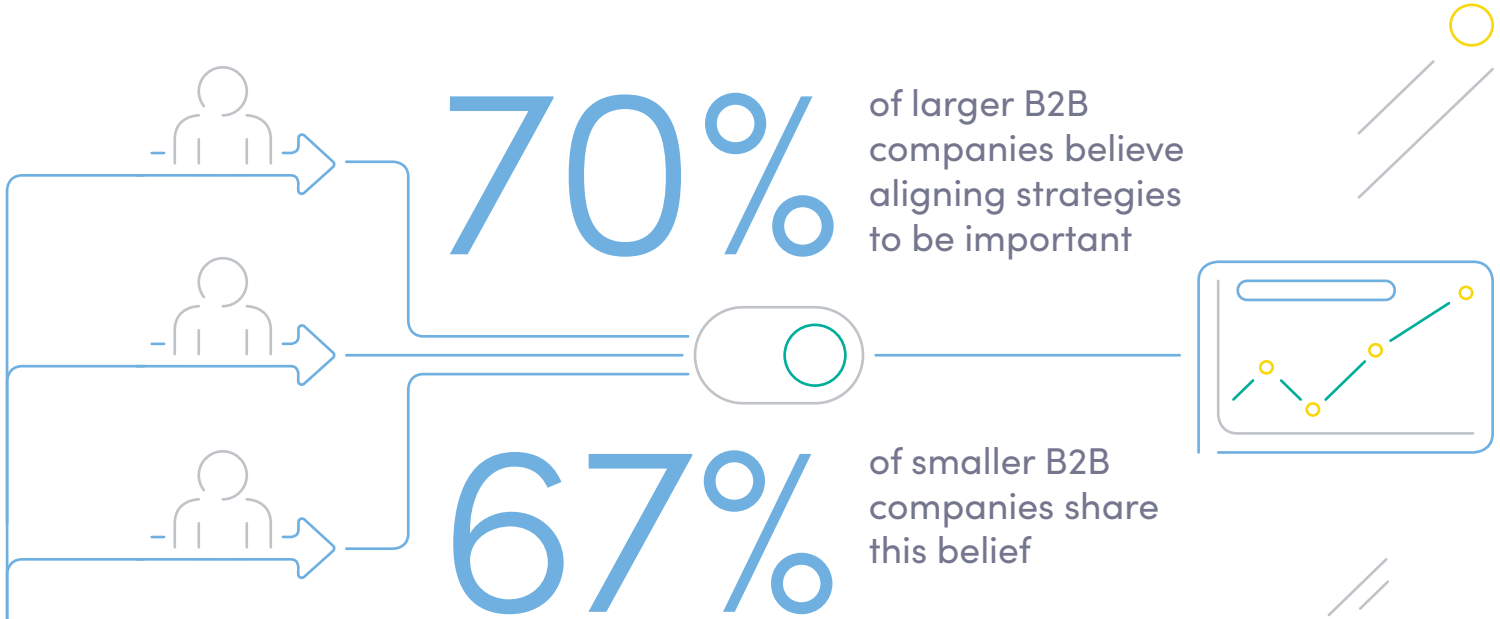
What is your approximate timeline for implementing and achieving a successful Digital Marketing Transformation strategy?

37% of all respondents estimate successful implementation to take between 1-2 years, while 36% believe it will take longer, estimating 1-3 years.



In larger B2B companies, 14% believe implementing DMT could take 5 years or more. This finding is significantly higher than among smaller B2B companies, with only 5% believing it will take that long.

Over two thirds of all B2B companies surveyed rated activating internal engagement to align all stakeholders behind a single strategy as important or highly important.



**Question 6**

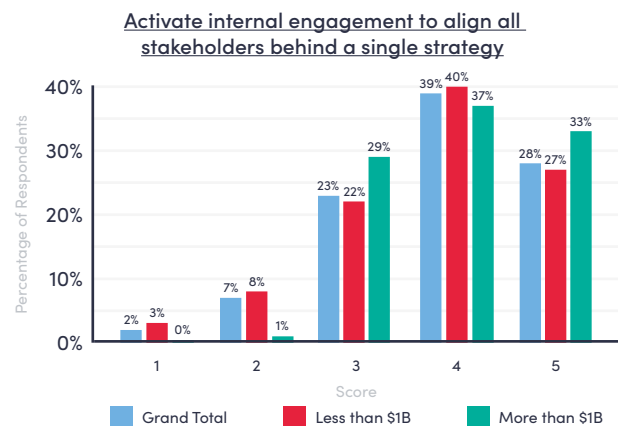
Please rate on a scale of 1-5 how important the following digital marketing approaches/strategies are to your overall transformation roadmap.

Rank		Score out of 5
1	Activate internal engagement to align all stakeholders behind a single strategy	4.04
2	Reskill and train our teams to think digital first	3.89
3	Target and engage our prospects using tiered ABM strategies	3.87
4	Deploy an integrated data strategy to fuel all GTM activities	3.86
5	Establish an always-on strategy aligned with campaign plans	3.85
6	Develop an integrated annual campaign plan	3.78
7	Integrate brand and demand activity	3.74
8	Deploy a centralized demand center/COE/marketing operations function	3.74
9	Build an integrated and automated demand engine	3.74
10	Build out a prioritized and integrated tech stack	3.73
11	Activate centralized campaign deployment frameworks	3.71
12	Put buyer personas and journeys at the heart of our GTM strategy and CX	3.70

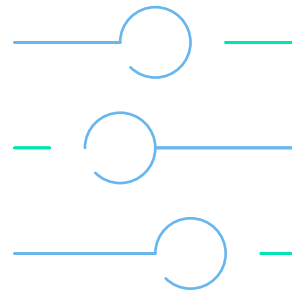
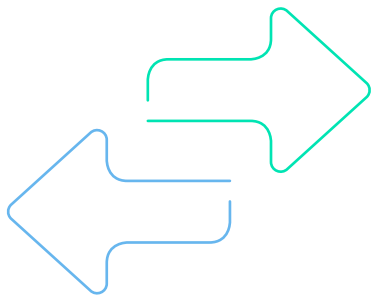
70% of larger B2B companies consider activating internal engagement to be important or highly important, marginally more than the 67% of smaller B2B companies.

On average, all B2B companies surveyed considered reskilling and training their team to think digital first to be almost as important as activating internal engagement.

These responses indicate that changing internal company culture and attitudes are crucial factors for embracing DMT.



Across all companies, the ability to Analyze & Optimize was rated as the most important element of a DMT strategy, with over a third of all respondents rating it 5 out of 5 for importance.



## Reach & Attract

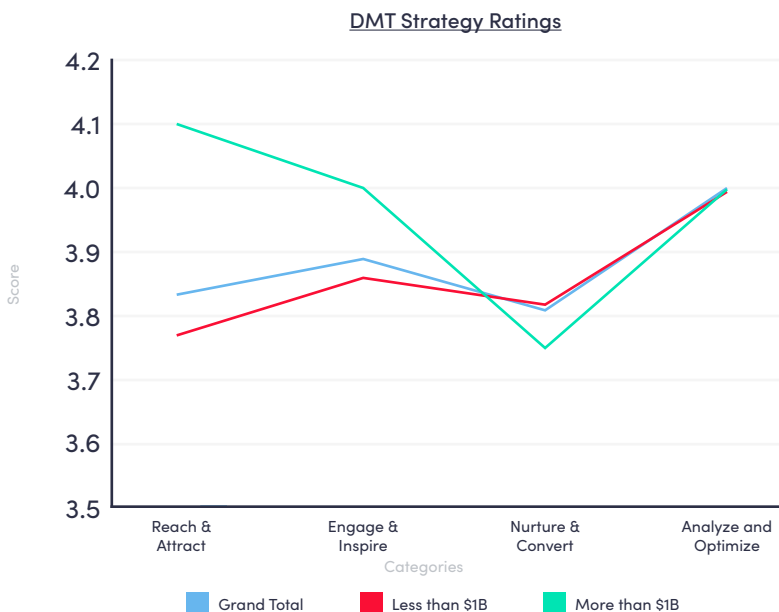
Most important category for larger B2B companies' DMT strategies

## Analyze & Optimize

Most important category for smaller B2B companies' DMT strategies

### Question 7

Please rate on a scale of 1-5 how important the following categories of digital marketing strategy are for you.

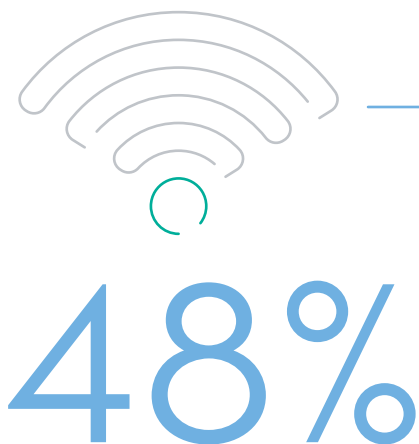


Small and large B2B companies diverged significantly in how they prioritize the four tenets of post-modern marketing.

For smaller B2B companies, the ability to **Analyze & Optimize** marketing information is the most important category for their DMT strategies, while larger companies rated the ability to **Reach & Attract** customers as their most significant strategy.

The ability to Nurture & Convert customers was rated as the least important overall.

For B2B companies, the top priorities for reaching and attracting customers are: activating digitally-based media, activating intent data for targeting and segmentation insight, and connecting adtech and martech.



of smaller B2B companies want to activate more digital-based media



of larger B2B companies share this view

### Question 8

As part of your Digital Marketing Transformation strategy to Reach & Attract customers, what are your top 3 priorities/use cases from the list below?

Rank		Total	Less than \$1B	More than \$1B
1	Activate more digitally-based media/channels	46%	48%	42%
2	Activate intent data for targeting and segmentation insight and to find more high-value prospects	34%	32%	39%
3	Connect adtech and martech to activate data driven media targeting	31%	32%	29%
4	Adapt audience targeting based on behaviour and lookalike analysis	29%	30%	24%
5	Build a database reflective of our Total Addressable Market	28%	28%	30%
6	Orchestrate campaigns across channels	26%	25%	35%
7	Drive more targeted traffic into the funnel	22%	24%	15%
8	Gain insights into competitors' digital ad spend and strategies	21%	21%	20%
9	Deploy/trial native content formats and channels	19%	17%	26%
10	Deploy/trial programmatic media	16%	15%	21%
11	Better integrate earned media (PR and social) with demand generation	14%	15%	10%
12	Adjust digital ad spend in real-time based on performance	13%	14%	10%

Almost half of smaller B2B companies (48%) prioritize activating more digitally-based media/channels as their top priority and 42% of larger companies shared this view.

35% of larger B2B companies consider the ability to orchestrate campaigns across channels to be a top 3 priority, while only 25% of smaller B2B companies agreed.

#### Less than \$1B

1. Activate more digitally-based media/channels
2. Activate intent data for targeting and segmentation insight and to find more high-value prospects
3. Connect adtech and martech to activate data driven media targeting

#### More than \$1B

1. Activate more digitally-based media/channels
2. Activate intent data for targeting and segmentation insight and to find more high-value prospects
3. Orchestrate campaigns across channels

Over a third of all B2B companies consider introducing more interactive and personalized content alongside placing their website at the heart of marketing strategies as top priorities to engage and inspire customers.

41%

of smaller B2B companies consider the shift from static to interactive content to be a top priority

37%

of companies want to prioritize the website in their marketing strategy



34%

of companies want more personal customer experiences



### Question 9

As part of your Digital Marketing Transformation strategy to Engage & Inspire customers, what are your top 3 priorities/use cases from the list below?

Rank		Total	Less than \$1B	More than \$1B
1	Shift from static to interactive content	41%	39%	49%
2	Put the website at the heart of our marketing strategy	37%	38%	35%
3	Make customer experiences more intimate with personalized content, messages and creative	34%	35%	30%
4	Incorporate dynamic content within web environments	30%	31%	30%
5	Increase content engagement and conversions	28%	28%	27%
6	Integrate channels and media for a more connected experience	27%	27%	27%
7	Make our website conversational with AI (Voice activated, chatbots, etc)	23%	22%	29%
8	Align content with buyer journey stages	23%	22%	24%
9	Understand and manage our customers' contact preferences	21%	20%	23%
10	Track our prospects' and customers' digital body language	15%	16%	11%
11	Optimize our website and content for mobile/multidevice	14%	14%	14%
12	Increase website conversions	6%	7%	2%

41% of companies consider the shift from static to interactive content to be the top priority to engage and inspire customers for DMT. Larger companies rated this priority more strongly than smaller companies, with 49% and 39% ranking it as their top priorities respectively.

37% of all companies want to put the website at the heart of their marketing strategy.

34% of companies want to make customer experiences more intimate with personalized content, messages and creative.

#### Less than \$1B

1. Shift from static to interactive content
2. Put the website at the heart of our marketing strategy
3. Make customer experiences more intimate with personalized content, messages and creative

#### More than \$1B

1. Shift from static to interactive content
2. Put the website at the heart of our marketing strategy
- =3. Make customer experiences more intimate with personalized content, messages and creative
- =3. Incorporate dynamic content within web environments

B2B companies consider activating and enhancing performance measurement, and aligning and integrating marketing and sales, to be central to their strategies to nurture and convert customers.

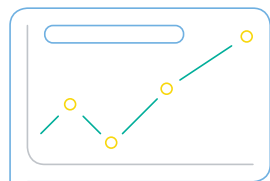
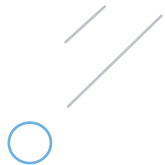
45%



of B2B companies surveyed rate lead scoring and measuring performance as a top priority

34%

ranked integrating demand and sales enablement activity as a top 3 priority



32%

ranked aligning marketing and sales amongst the top 3

### Question 10

As part of your Digital Marketing Transformation Strategy to Nurture & Convert customers, what are your top 3 priorities/use cases from the list below?

Rank		Total	Less than \$1B	More than \$1B
1	Activate lead scoring and measure performance	45%	46%	42%
2	Integrate demand and sales enablement activity	34%	33%	39%
3	Align marketing and sales for true integration	32%	33%	31%
4	Connect automation and CRM for effective lead management	31%	30%	33%
5	Surface real-time alerts based on website analytics and visitor behavior	30%	29%	31%
6	Activate intelligent lead nurturing for a continuous conversation	25%	26%	21%
7	Activate lead qualification (Tele and HQL activities)	23%	23%	24%
8	Activate account-based lead scoring	21%	22%	20%
9	Deliver predictive account insight for sales	21%	20%	25%
10	Activate sales enablement tools	17%	18%	15%
11	Deploy lost lead reactivation strategies	11%	12%	10%
12	Connect our channel to our lead management process	10%	10%	8%

45% of B2B companies surveyed rated activating lead scoring and measuring performance as the top priority to nurture and convert customers.

34% of companies ranked integrating demand and sales enablement activity as a top 3 priority. Larger companies felt more strongly about this, with 39% ranking it in the top 3 compared with 33% of smaller companies.

32% of companies ranked aligning marketing and sales for true integration as the third highest priority

Larger companies ranked connecting automation and Customer Relationship Management (CRM) for effective lead management as a top 3 priority.

#### Less than \$1B

1. Activate lead scoring and measure performance
2. Integrate demand and sales enablement activity
3. Align marketing and sales for true integration

#### More than \$1B

1. Activate lead scoring and measure performance
2. Integrate demand and sales enablement activity
3. Connect automation and CRM for effective lead management

B2B companies want to standardize, integrate and track marketing reporting and performance in order to analyze and optimize marketing data and information more effectively.

37%

of B2B companies surveyed ranked standardizing campaign reporting as a top use case

36%

rank tracking and forecasting as the second highest priority

31%

ranked developing a cross-channel framework as a top 3 priority

**Question 11**

As part of your Digital Marketing Transformation strategy to Analyze & Optimize marketing data and information, what are your top 3 priorities/use cases from the list below?

Rank		Total	Less than \$1B	More than \$1B
1	Standardize campaign reporting	37%	36%	44%
2	Track and forecast campaign performance, pipeline and ROI	36%	35%	38%
3	Develop a cross-channel measurement framework	31%	30%	35%
4	Track campaign performance in real-time	29%	30%	27%
5	Attribute revenue to marketing spend by closing the loop	28%	28%	30%
6	Better understand our customers path to purchase to enable optimizations	28%	30%	20%
7	Measure brand lift and recall	28%	29%	20%
8	Analyze balance of POEM media originated conversions	23%	23%	25%
9	Determine and manage attribution models	22%	20%	29%
10	Optimize digital platforms to improve usability and conversions	18%	19%	15%
11	Deploy test and learn strategies	13%	13%	10%
12	Reoptimize content based on SEO performance	7%	7%	7%

For 37% of B2B companies, standardizing campaign reporting is the top use case for analyzing and optimizing marketing data and information. Larger B2B companies prioritize this more strongly than smaller companies, with 44% and 36% rating it as their top priority use case respectively.

36% of companies rank tracking and forecasting campaign performance, pipeline and ROI as the second highest priority.

31% of companies ranked developing a cross-channel measurement framework as a top 3 priority.

**Less than \$1B**

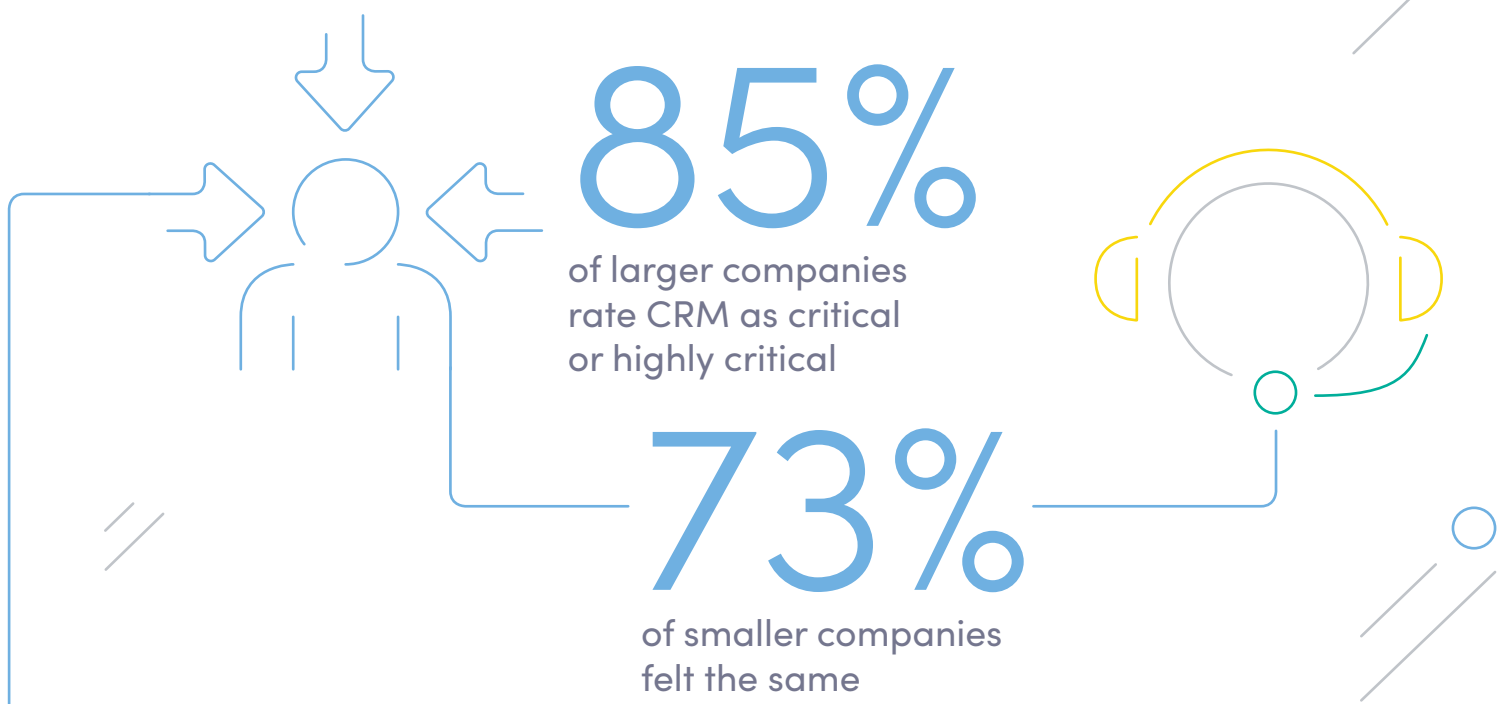
1. Standardize campaign reporting
2. Track and forecast campaign performance, pipeline and ROI
- =3. Develop a cross-channel measurement framework
- =3. Track campaign performance in real-time
- =3. Better understand our customers path to purchase to enable optimizations

**More than \$1B**

1. Standardize campaign reporting
2. Track and forecast campaign performance, pipeline and ROI
3. Develop a cross-channel measurement framework



# CRM was considered the most critical marketing technology for achieving DMT.



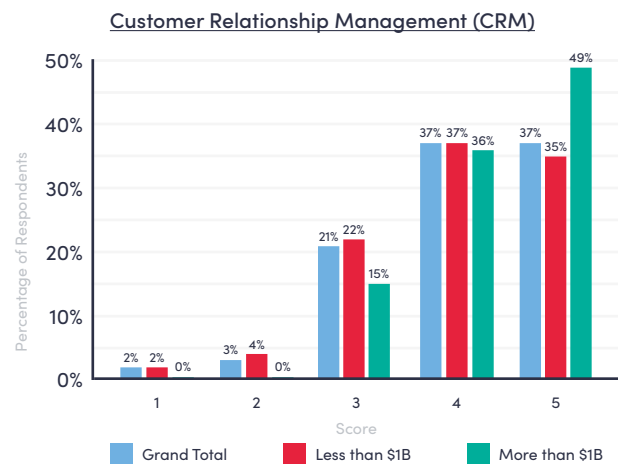
## Question 12

How critical do you consider each of the following marketing technologies to be for your Digital Marketing Transformation strategy? Please rate from 1-5.

Rank		Score out of 5
1	Customer Relationship Management (CRM)	4.04
2	Customer Data Platform (CDP)	3.89
3	Social management/monitoring tools	3.87
4	Data Management Platforms (DMP)	3.86
5	CMS	3.85
6	Predictive analytics tools	3.78
7	Content Delivery Network (CDN)	3.74
8	Interactive content platform	3.74
9	Analytics and tracking	3.74
10	Account Based Marketing Platform (ABM)	3.73
11	Event management platform	3.71
12	Ad serving platform	3.70
13	Marketing automation	3.69
14	Webinar platform	3.65
15	Demand Side Platform (DSP)	3.64
16	Tag management	3.56

Respondents ranked CRM, CDP and social management/monitoring tools as the most critical marketing technologies for DMT.

There is a discrepancy between larger and smaller B2B companies over the criticality of CRM in achieving DMT. **85%** of larger companies rate it as critical or highly critical, while **73%** of respondents from smaller companies felt the same.



# The Digital Marketing Transformation Framework: enabling marketers to advance their organization's digital marketing maturity and performance.

The Digital Marketing Transformation Framework (DMTF) is a strategic planning system created by Stein IAS, designed to help brands quickly and efficiently measure current marketing maturity levels and develop a high-level digital marketing three-year roadmap and related action plans.

In addition to pre- and post-work sessions, Stein IAS facilitates a collaborative workshop structured to align digital marketing priorities and optimizations with the overall business and marketing strategy. The workshop utilizes a customer experience framework that we call the four tenets of Post-Modern Marketing:



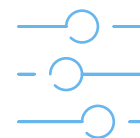
Reach & Attract



Engage & Inspire



Nurture & Convert



Analyze & Optimize

## The framework consists of:

- A collaborative planning methodology
- A marketing maturity measurement structure
- A five-stage strategic marketing and CX planning framework
- A library of over 100 strategic marketing use cases to identify strategic priorities
- Research insights into use cases to help with roadmap selection
- A template for building a three-year digital marketing transformation roadmap and related action plans

Working with your key marketing stakeholders and using your strategic business and marketing objectives, we review a number of use cases that act as a framework for discussion and ideation. This enables us to assess your current marketing maturity levels and devise an approach that aligns with your business and marketing strategy.

Each use case represents a key strategy and/or tactic we believe is critical for achieving advanced marketing maturity and transformation realization. This discussion and analysis helps to prioritize and develop a three-year roadmap. For each prioritized use case, we further explore the activation strategy, defining the goals, tactics, resources, technology requirements, dependencies and timings to enable effective development and deployment by the business. Upon completion of the three-year roadmap, all stakeholders can rally behind an agreed and collaborative vision.

## The DMTF benefits:

- Aligns the transformation roadmap with business and marketing priorities/goals
- Guarantees all teams and stakeholders are aligned with one central vision and roadmap
- Ensures tech stack selection and investment are aligned with defined use cases and value creation
- Provides clear focus on priorities/use cases required to deliver strategic and optimization goals achieved through annual planning cycles
- Provides a platform to deliver enhanced campaign/revenue performance and ROI
- Measures current levels of marketing maturity to identify performance and optimization quick wins
- Provides the foundations for building an integrated demand engine
- Helps achieve a higher level of digital marketing excellence

# 81%

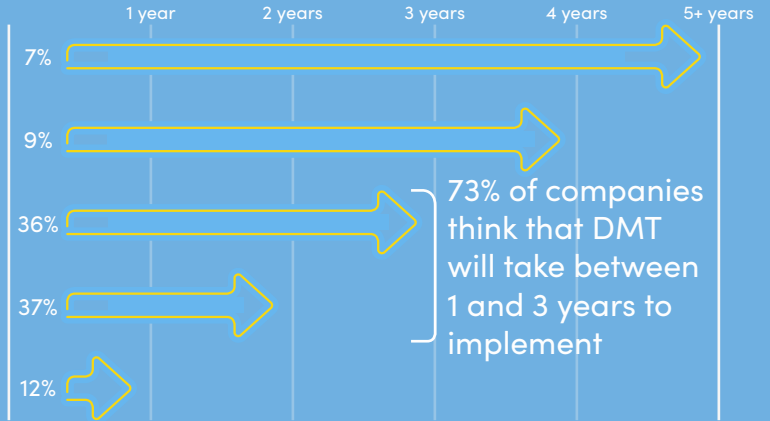
of B2B companies think that DMT is important but complex. They have concerns about cost, but recognize that it offers the potential to accelerate revenue growth.

## COMPLEXITY



Over three quarters of companies rate executing a DMT strategy as complex or highly complex.

## TIMELINE



## MOST IMPORTANT TECH



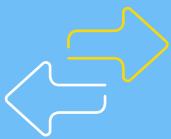
B2B companies rated marketing technologies that help manage customer relationships and data as most critical to their DMTF strategies.

## STRATEGIC DIRECTION



Over two-thirds of all B2B companies surveyed rated activating internal engagement to align all stakeholders behind a single strategy as important or highly important.

## REACH & ATTRACT



Almost half of smaller B2B companies prioritize activating more digitally-based media and channels as their top priority.

## ENGAGE & INSPIRE



41% of companies consider the shift from static to interactive content to be the top priority to engage and inspire customers for DMT.

## NURTURE & CONVERT



45% of all B2B companies surveyed rated activating lead scoring and measuring performance as the top priority to nurture and convert customers.

## ANALYZE & OPTIMIZE



37% of B2B companies rate standardizing campaign reporting as their top use case for analyzing and optimizing marketing data and information.

## BARRIERS



Cost is the biggest barrier to pursuing DMT, especially for smaller companies, but integration of technologies is also a key concern.

## OPPORTUNITIES



Over a third of all companies ranked the ability for marketing to directly contribute to revenue growth as the most important opportunity to come from embracing DMT.

# STEIN IAS

Stein IAS is the Post-Modern B2B Marketing Agency. Strategic partner to brand leaders around the world, Stein IAS fuses award-winning creative and content experiences with transformative digital-, data- and technology-driven interactions approaches. Most importantly, we seamlessly connect brand to demand to business results.

As B2B marketers increasingly embrace digital marketing transformation, Stein IAS has developed the industry's first Digital Marketing Transformation Framework (DMTF) – a structured strategic process to prioritize and align the many elements of digital transformation with overall business strategies.

Stein IAS has long been committed to advancing the theory and practice of B2B marketing. The DMTF with its attendant DMTF online tool ([postmodernizer.com](http://postmodernizer.com)) is our latest step forward.

Modern Marketing and martech leader, Stein IAS believes we have now entered B2B's Post-Modern age. The age in which martech-powered digital marketing transformation takes flight, elevated to new heights by braver, bolder, more inspiring creativity. The age when "Martech Meets MadMen" to take customers' breath away – and to deliver the attributable results that are marketing's endgame.

To find out more, please visit us at [SteinIAS.com](http://SteinIAS.com)

#PostModernB2B



Experience the DMTF now.

Use our online interactive tool to access use cases, measure marketing maturity and build your digital marketing transformation roadmap.

[DMTF.steinias.com](http://DMTF.steinias.com)