



White Paper

The Definitive Guide to Marketing as a Service



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A blurred photograph of business professionals in a modern office hallway. In the foreground, a man in a dark suit and a colorful striped tie is walking towards the right. In the background, three women in business attire are walking in the same direction; one is holding a tablet. The scene is brightly lit with large windows in the background.

Part 1

What is Marketing as a Service?



Part 1

What is Marketing as a Service?

The traditional operating model of marketing is broken.

Every day, marketing leaders grapple with competing objectives: **drive more revenue, but cut marketing spend. Do more with less—or be the first on the chopping block when companies facing financial challenges inevitably cut costs across the board.**

But to drive sales, the marketing engine needs to run continuously, putting this goal squarely at odds with reducing expenses. Marketing produces demand and brings in leads, and these leads feed into the sales pipeline and eventually turn into revenue. Without marketing, sales has a much smaller base to start with, translating into lower sales volume at higher acquisition costs. If marketing spending drops, so does the impact it creates.

At a time when the business needs marketing more than ever, a combination of short-sighted vision and a scramble to show “results” means marketing could become an easy target to scrap when times are tough. A big part of this is marketing’s failure, rightly or wrongly attributed, to demonstrate measurable value to the organization.

As a result, marketing leaders face ticking time bombs: **tighter budgets, fewer resources, more accountability for how marketing dollars spent perform, and more pressure to produce revenue impacting results.**

Part 1

What is Marketing as a Service?

How can marketing cut costs without sacrificing results? It's an impossible ask—or is it?

Advances in marketing technology have made it easier to measure and predict marketing results vs expenses, taking the guesswork out of programmatic budgets. There is no more wondering which channels are converting, at what rate, and at what cost. Marketing leaders know that putting X dollars into Y programs produces Z results, and until recently, most have focused their cost optimization efforts on the program half of the budget—the portion associated with technology, agencies, event, and advertising spend. But a growing number of CMOs have turned their focus on a new concept that innovates on the other half of the equation: **labor**.

Labor and headcount account for up to 50% of marketing budgets in the U.S., where the average fully-burdened cost of a marketer is between \$100,000 and \$150,000 a year. But what's the result of that labor investment? Like program budgets, can these costs be allocated into Y programs to produce Z results?

The short answer: yes, but that analysis will show that labor is not often allocated efficiently. Most marketing leaders know that their expensive internal staff are working on basic non-core competency execution and operational tasks—in some cases for a significant part of their day. But those tasks need to get done, so they let it happen.

That's where marketing as a service (MaaS) comes in. MaaS brings the concept of Managed Services—which has been used by a host of functions including IT, HR, Finance and Accounting for years—to marketing, where execution and operational tasks are outsourced offshore to extend the capacity of your workforce, while internal staff focus on more strategic and high-value work. Offshore outsourcing is one of the biggest cost-saving measures a business can take, and when done well, has no adverse impact on efficiency and quality of service. In fact, it often improves service quality by bringing in best practices and standardized process execution.

In this Definitive Guide, you'll learn everything you need to know about marketing as a service, including:

How MaaS jump-starts your marketing function to efficiently get to the next levels of marketing sophistication

What makes MaaS different from other marketing operating models

How your organization can gain the most value out of a MaaS delivery model

Ready? Let's dive in.

Part 1

What is Marketing as a Service?

Overview of Marketing as a Service



What is it?

Marketing as a service (MaaS) is a transformational marketing operating model designed to drive greater impact at lower cost.



How does it work?

Organizations outsource marketing execution functions to a dedicated and specialized offshore team, freeing up internal resources to take on higher value, strategic work. By keeping strategic functions in-house, organizations retain control over marketing strategy and can ensure brand consistency across different products, verticals and campaigns.



Why is it important?

At 30-50% lower costs than internal US-based headcount, and almost 70% lower costs than onshore agencies, the MaaS model enables a reimagined operating model that allows you to scale your marketing in a cost-effective way—either by reallocating budgets to turn on more programs and campaigns or by creating greater impact within programs that are already running. MaaS resources work as an extension of your own team, which means you reap the benefits of cost savings, dedicated expertise and best practices—without the additional need to train and onboard every new resource.



Who is it for?

From mid-sized organizations to multinational enterprises, MaaS enables you to ramp up your marketing function no matter where you are in your organization's marketing maturity. With a key focus on data-driven decision making, MaaS enables you to achieve the highest level of marketing sophistication: **where marketing is a scalable, sustainable engine that drives growth effectively and efficiently.**

“ Marketing leaders recognize the need to grow, get organized and run their marketing teams like a business. Gone are the days when marketing operations was focused solely on the ‘run’ aspects of the marketing business. ”

— Gartner Marketing Organizational Survey 2019

Part 1

What is Marketing as a Service?

Key features of MaaS

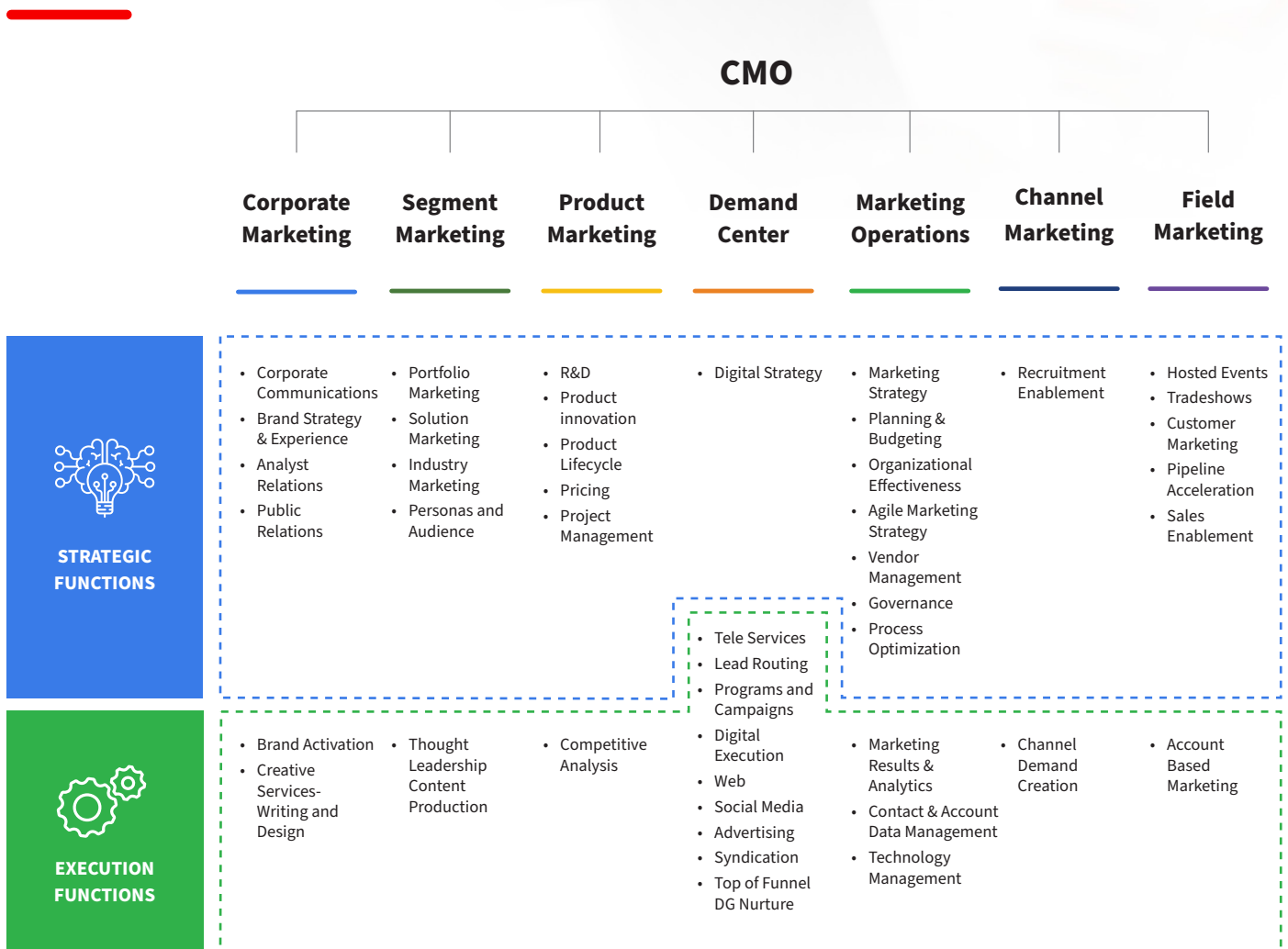
Central to the MaaS operating model is reimagining the marketing organization and splitting the work along strategic and execution functions. For most businesses, marketing execution isn't a core competency—and that's okay!

To use a simple analogy, if a pipe bursts and the basement starts flooding, we wouldn't try to fix it ourselves. Instead, we turn the water off and pay a plumber who has the tools to fix it and has spent a decade fixing exactly these kinds of problems. We rely on experience and institutional knowledge to get the job done fast and well, while we focus on more important things that only we can do.

Similarly, by decentralizing marketing execution, your organization benefits from the depth and breadth of operational and executional experience garnered over many years across different clients with problems exactly like yours—things like leveraging new marketing technology, managing the day-to-day of digital advertising and email campaigns, running demand generation and outreach efforts, performing campaign optimization and lead routing. These are necessary components for a well-run marketing engine, but they are not core competencies for most businesses.

But some parts of marketing should be kept within the organization—in fact, there's great value in keeping the strategic functions in-house. Your unique value proposition, the elements of your brand and voice, your competitive differentiation story—only you can establish and govern these, and you should. Retaining strategic roles in-house also ensures you maintain control over the bigger picture of your marketing strategy and how that ties into driving organizational growth.

Example of a marketing organizational chart with delineated strategic and execution functions



Part 1

What is Marketing as a Service?

What MaaS is not:



Cheap, unskilled labor

The term “outsourcing” has unfortunately become associated with poor quality, especially when used with “offshore” labor. Some may link it to moving internal functions to the lowest bidder, resulting in subpar quality and additional sunk costs to re-hire suitable candidates and retrain them to re-do the work.

It’s important to remember the cost benefits of MaaS is an outcome of offshore economic conditions, and not indicative of the resources’ level of training, education or experience. Organizations that work with a MaaS agency also benefit from the deep expertise and knowledge and capabilities that marketing outsourcing companies have developed and perfected. In other words, it isn’t just less expensive, it’s better.



A hands-off approach

MaaS is not a “set it and forget it”, silver bullet approach to marketing. Rather, it requires a commitment to transforming the marketing organization. Your internal team, for example, needs to be empowered to get out of “run” mode and equipped with the right tools to take on the strategic thinking that the business needs. In other words, you need to commit to moving the execution work outside your walls.

For more on Getting Successful with MaaS, go to **Part 5**.



Short-term project outsourcing

With companies like UpWork and Fiverr revolutionizing the freelance market, it’s easier than ever to access short-term talent to fulfil immediate staffing needs. But the transient nature of the gig economy may end up costing you more in the long run. Every new freelancer needs to be trained and brought up to speed on your organization’s unique story, requiring time and multiple engagements before they can deliver the impact your marketing engine needs.

MaaS provides your organization with dedicated execution team, ensuring focus and consistent delivery. We’ll talk about the differences between MaaS and other operating models in **Part 3**.



Part 1

What is Marketing as a Service?

What MaaS does:

1. Cost

Provides marketing with operating leverage

Marketing budgets have been stagnant for years, dropping to their lowest levels since 2014.

Source: Gartner (2020)

It's imperative for marketing to align resources to strategic initiatives that deliver growth. But that's not always possible when teams are constantly in "run" mode, with day-to-day operations taking up the lion's share of a finite budget.

According to a Gartner report, marketing budgets have remained stagnant for years, dropping to their lowest levels since 2014—and this was before a pandemic-induced recession.

More than ever, marketing needs operating leverage—in other words, to get more impact and productivity out of the same budget. This means current initiatives need to stretch every dollar to deliver the biggest results.

For growing organizations, the pressure on cost is even greater, as marketing leaders struggle with reducing costs per opportunity—a critical metric of productivity and a key indicator of a company's growth trajectory. To drive sustainable growth, organizations need to strike a balance between marketing spend and costs per opportunity, evaluating resources vs programs to ensure budgets are spent in the right place.

Part 1

What is Marketing as a Service?

What MaaS does:

2. Scale

Expands the value of marketing

Instead of higher-value tasks such as data analysis, **57%** of marketers are spending a week or more each month solely on harmonizing data.

Source: Datorama (2020)

There's always a new frontier to tackle in marketing. Whether that's implementing new technology, advancing their journey towards account-based marketing, or investing time and resources into gaining better analytics, marketers understand the value of asking, "what can we do better?"

When equipped with the right tools, marketing can provide invaluable insights to leadership and help chart the course for the company. But with limited time and resources, the strategic role of marketing may take a backseat to running the shop. Increasing the strategic role of marketing begins with freeing up your resources from the day-to-day execution work that takes up a disproportionate amount of time and budget.

3. Focus:

Enables marketing to connect to the mission

Outsourcing lead generation is **43%** more efficient compared to generating leads in-house.

Zoom Info (2019)

The most important thing that the marketing function can do is to evolve alongside the organization to support growth in new ways. Unfortunately, most marketers are stuck in the "run" mentality — not for lack of vision, but because of a challenge of focus.

Part 1

What is Marketing as a Service?

What MaaS does:

For example, there may be members of your team who are deep into execution work when the business needs strategic thinking. Or you may have invested in new technology but don't have the right people to implement and get value out of it. As a result, marketing teams may be working on things that are disconnected from the mission. Realigning your team's focus needs a transformational approach to marketing.

4. Agility

Enables marketing to drive growth efficiently

In a survey of 1,200 marketing leaders, **77%** of respondents said they had a content marketing strategy in place, but only 9% evaluated it as a “very good” one.

Source: SEMrush, 2020

Telling your story faster than anyone else in your industry can be the difference between surviving in a crowded marketplace and thriving ahead of the pack. But it's not just about being fast, marketing also needs to be flexible to adapt to changing business needs in real time—from the programs you run to the campaigns you're executing and being able to realign the skills and expertise you have to where you need them most.

A traditional approach to marketing, where it plays an order-taker function to sales, is not only ineffective today — it can even be detrimental to the business. An agile and flexible marketing function is the engine that drives the sales organization forward, prioritizing where sales goes for the most efficient growth and revenue.

Q&A with Domenic Colasante

Former B2B CMO,
CEO and Co-Founder, 2X



1. How are recent events affecting the key drivers of the marketing landscape?

Every dollar that is going out the door right now is more precious than it was before. Companies are extraordinarily cost conscious and attentive to where they're making their investments. There's no room for waste or inefficient operations.

Besides cost, scale, focus and agility, it's also more important than ever for marketing to create impact. When marketing is able to pivot and turn on campaigns really quickly—those are the companies that will continue to do well.

The reality is that the solution to almost every problem in business can be found with more revenue. And marketing is the key to more revenue. In the same way that companies may be cutting their marketing budgets, the business needs marketing now more than ever.

2. Where do you see MaaS heading in the next 2-3 years?

I think this is going to become the next wave of change in marketing, much like the way ABM exploded onto the scene and became standard practice, and martech before that, and demand generation before that.

But all those previous waves—ABM, martech and demand generation—have all been focused on the program budget. As a marketing community, we have not yet innovated on the labor side of the marketing

3. Are organizations ready for MaaS?

The key idea of MaaS is in innovating how labor in marketing is used to deliver results. We're already hearing this buzz around it—the industry is talking about how investing in technology without labor means you'll never unlock its full value. I couldn't agree more. What they're on to is the idea of transforming the labor model of marketing—the idea that the work that marketing does is just as important as the campaigns and tech that they spend on, and changing the way work gets done.

MaaS is a strategic solution to fix that. It reinvents how marketing delivers value and impact to the business.



Part 2

**Why is MaaS the
logical next step
in marketing?**



Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model

Before we can answer the question of where your marketing needs to go, we first need to understand where you are. Most organizations would use some form of maturity model as a framework to gauge what their marketing processes need to achieve, establishing foundations that successively “unlock” the next level. It’s a great tool for setting priorities, implementing a culture of continuous improvement, and developing a baseline of marketing performance expectations.

But there’s an inherent danger in defining a “final state” of maturity — partly because marketing needs to evolve along with the ever-evolving world around us, and also because the problems that marketing purportedly solves at each level can’t always be defined in a linear progression. That’s why we propose another approach: the marketing sophistication model, which is both

- 1) actionable in the immediate short-term and**
- 2) future-proof even after an organization’s marketing is deemed “mature”.**

Why is MaaS the logical next step in marketing?

Levels of marketing sophistication



	Level 0 Founder as sales driver	Level 1 Sales enablement	Level 2 Marketing communications crossroads	Level 3 Demand gen evolves	Level 4 Marketing performance	Level 5 Efficient marketing engine
Marketing organization priority	100% sales driven	Brand identity	Brand/ product awareness	Scale/ growth	Measurement of ROI	A sustainable, scalable marketing engine
Role of marketing	None	Sales enablement	Quantity – producing content to get our name out there	Quality – content oriented towards personas, pains and problems	Relevance – personalized content	Strategic driver of growth
Relationship to sales	None	Support	Alignment across buyer’s journey	Partnership	Insight-led enablement	Unified

Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model

Marketing plays a supportive and assistive role to sales, producing a limited amount of content.

Level 0:

Sales-driven organization

Most organizations start with being 100% sales driven, with the founders as the primary sales driver. With unparalleled enthusiasm for the idea or product—and little more than bare collaterals to present basic information on what the company does—they do their own “marketing” to drive sales.

These initial sales are imperative for the company to gain traction and prove they can deliver value to customers. When the role of driving sales moves beyond the founder, marketing steps up to support the sales team.

Content

Brand logo, tagline	✓
Corporate identity	✓
Product or service descriptions	✓

Level 1:

Sales enablement

Once a company proves that its offering is commercially viable, it must then develop a sales model. This is Level 1 of marketing sophistication, where marketing supports sales with enablement material like product brochures, solution summaries or presentation decks—content that enables the salesperson to be effective in educating and convincing prospective customers. At this level, sales enablement is marketing’s primary focus and critical success factor.

Content

Presentation decks	✓
Brochures	✓
Website with brand/product and contact information	✓

Marketing’s focus is to enhance the effectiveness of sales at critical moments such as presentations. Key content assets are produced and polished.

Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model



Without the ability to tie in marketing’s effort to revenue impact, marketing is seen as a cost center rather than a profit center. Marketing organizations at this level are content production factories, with limited access and knowledge of martech and analytics to guide the production and deployment of campaigns for the biggest revenue impact.

Level 2:

Marketing communication crossroads

At this level, organizations face a crossroads between two routes: producing content and generating leads. Some organizations, especially brand-new companies without a lot of content to begin with, go on a content creating spree—building a social media presence and other top-of-funnel content like blogs, thought leadership papers and webinars—with the sole priority of getting their name “out there”.

Unfortunately, with little data to link these efforts to actual results, the only way to gauge marketing’s success is by its output.

But measuring the number of blogs, social media posts and white papers created in relation to total sales is an ineffective metric that may even be harmful to the organization in the long run—without visibility into what is generating results, you may be spending all your marketing resources on low-impact efforts.

On the other hand, some organizations go down the demand generation route, building content for the purpose of bringing in prospects.

With a more directed focus in content creation, these organizations will be better equipped to evolve their marketing to the next level.

Content	
Social media presence	✓
Website with top-of-funnel content, e.g. thought leadership papers, webinars, blogs	✓
Technology	
Marketing technology foundation, e.g. customer relationship management (CRM) software and subscription to contact lists	✓
Analytics & insight	
Marketing output: volume of content produced vs total sales	✓

Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model



With deeper insight into the buyer’s journey, marketing is able to produce and match content across the whole funnel. Leads passed to sales are of higher quality and analytics inform some marketing decisions.

Level 3:

Demand generation evolves

As marketing ramps up demand generation efforts, content starts to be aligned to each step of the buyer’s journey. At this level, content is focused on the whole funnel with specific messaging geared towards personas, pains and problems to build awareness, generate interest, and encourage action to close the sale.

The content infrastructure becomes more sophisticated, with thought leadership content and valuable “gated” pieces that are worth registering for. Communication is pushed out via concurrent programs including email, advertising, social and content syndication. Marketing becomes more of a partner to sales, feeding intelligence on prospect companies and handing over marketing qualified leads (MQL).

Content	
Website with content oriented towards specific segments	✓
Social media as a robust content distribution channel with ad hoc engagement	✓
Thought leadership pieces and gated content (whole of funnel)	✓
Technology	
Structured workflows for content creation	✓
Campaign automation tools to ensure contacts are tracked and leads are captured	✓
Automation of additional reports and lead scoring	✓
Analytics & insight	
Marketing outcomes: contacts acquired, campaign responses, leads generated and passed to sales	✓

Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model



With flawless lead scoring and routing as well as advanced analytics, marketing is able to leverage technology and automation to become more than a partner to sales—providing valuable insight-led enablement from the driver’s seat.

Level 4: Marketing performance

Organizations gain marketing sophistication at Level 4 when they start to measure the effectiveness of their marketing programs. With a focus on ROI (and key performance indicators beyond vanity metrics) marketing can then begin to link their efforts to results that matter to the business, like reducing cost per opportunity, improving conversion rates, or improving the speed at which prospects move through the sales funnel.

Efficiency and scalability are key focus areas for marketing—organizations may deploy more advanced technologies to achieve better analytics and automation. At this level, marketing is able to unify data from different sources and really use it to make decisions: what programs to run, how to prioritize customer segments, how to reach and nurture active leads, etc.

Effectively utilizing this data leads to a highly developed account-based marketing (ABM) program—going beyond basic segmentation and becoming more of a one-to-one marketer at scale, where campaigns are large but content is individualized.

Content	
Individualized content oriented to specific accounts	✓
Focus on nurture for pipeline acceleration	✓
Integrated, consistent messaging across channels	✓
Technology	
Unifying data from different sources to make data-driven decisions	✓
Flawless lead scoring and routing from marketing to sales	✓
Ability to forecast pipeline to predict future sales	✓
Analytics & insight	
Marketing outcomes are linked to business outcomes – sales volume and value	✓

Part 2

Why is MaaS the logical next step in marketing?

The marketing sophistication model



At the highest level of sophistication, marketing fulfills its potential as a strategic driver of organizational growth. A bi-modal marketing organization enables internal resources to focus on optimization and continuous improvement while dedicated experts take over execution functions.

Level 5: Efficient marketing engine

At the highest level of marketing sophistication, marketing is a strategic driver of organizational growth as an efficient, sustainable and scalable engine. The marketing organization is bi-modal where the strategy and execution functions are split—this way, you can have resources focused on thinking strategically on what the business needs and direct execution resources accordingly.

Meanwhile, execution is delivered by a service bureau—dedicated experts in SEO, advertising, email, analytics and other day-to-day operations. This paves the way for marketing to play a strategic role in driving organizational growth. A focus on optimization and continuous improvement enables marketing to scale and consistently deliver greater impact in a cost-effective way.

When it comes to its relationship with sales, marketing plays a true collaborative role, unifying separate sets of data and metrics to form revenue ops. With visibility into the same data, a cohesive revenue ops function can make informed decisions to deliver optimized outcomes.

Organization structure	
Dedicated resources for strategy and execution	✓
Analytics & insight	
Optimized outcomes	✓

“ Marketing is not an event, but a process. It has a beginning, a middle, but never an end, for it is a process. You improve it, perfect it, change it, even pause it. But you never stop it completely. ”

— Jay Conrad Levinson, author

Part 2

Why is MaaS the logical next step in marketing?

Getting to the next level

The bigger your sales organization grows, the more leads and demand it needs to fulfil its pipeline requirements—which in turn fuels an ever-growing appetite for marketing to deliver impact. Marketing is a marathon, not a sprint, but a new finish line appears on the horizon as soon as you cross it.

The day-to-day operational requirements of marketing—sending out emails, building webinars, updating the website, creating a new program for a product launch—reflect this endless “run” mode. For your marketing team to play a strategic role, it needs to get out of the mindset of running the shop and embrace a transformational approach to drive organizational growth.

As a comprehensive, ongoing solution that scales along with the organization, marketing as a service (MaaS) is the fastest way to reach higher levels of sophistication—no matter where the starting line is for your organization. Not only does it get you closer to the goal of an efficient, impactful marketing engine in a fraction of the time it would normally take, MaaS also gives you a head start over the competition by leveraging the experience and expertise you wouldn't have access to on your own.

For example, a company at Level 2 can expect to spend up to a year producing vast amounts of content—at a substantial cost of time and resources—before reaching Level 3 where this content can start to have an impact on the sales pipeline as its demand generation program evolves. The company's marketing expertise is limited to the resources it can hire, which means every problem is a potential roadblock that needs a lengthy trial and error process to solve.



A company at Level 4 may be thinking about driving efficiency and reducing cost per opportunity, but struggle to reach economies of scale where marketing can be run at a lower percentage of revenue while still delivering sufficient results. Lacking a clear path to scale marketing while spending less, the company may be stuck at this stage in perpetuity, with marketing never quite reaching its full potential as a strategic growth driver.

With a MaaS partner, you benefit from the breadth and depth of experience and best practices—gathered from lessons learned across a range of customers, with marketing problems exactly like yours—without having to do the heavy lifting. This enables you to focus on your core competencies while achieving higher levels of marketing sophistication much more efficiently. For example, a company at Level 2 can leverage MaaS to produce content with the intent, strategy and outcome of a Level 5 marketing organization.

And with a focus on efficiency, only MaaS gets you to Level 5—the highest level of marketing sophistication. It's not just about building marketing programs with a smaller budget; it's about optimizing your marketing function to deliver greater revenue impact.

Part 2

Why is MaaS the logical next step in marketing?

MaaS in practice

Marketing as a Service early adopter: IT consulting firm

The challenge

A management consulting firm specializing in IT optimization and transformation was under pressure to deliver a growth plan on a budget. Our initial assessment put the company's marketing sophistication at Level 1, with 100% of its revenue delivered by sales in a go-to-market model dependent on its founder.

The firm hoped to get to the next level by engaging multiple onshore vendors to work on website design and management, digital campaigns and content creation. But this not only ballooned its marketing budget, it resulted in disconnected messages and programs.

The solution

The firm knew there was a better way to consolidate its marketing initiatives. In 2017, the company decided to leverage MaaS to tackle its marketing challenges.

The outcome

This allowed the company to expand its marketing function and implement impactful initiatives that were out of reach before, including a comprehensive rebranding exercise and professionalization of sales enablement material. With the cost savings of the MaaS model, the company was also able to ramp up its social media presence, digital advertising and account-based marketing, among others.

Within two years, the company was able to see considerable returns on its marketing, such as a 30% compound annual growth rate and a 30% reduction in cost-per-lead. Impressively, it achieved a Level 5 bi-modal marketing engine while its marketing expenses have remained flat for two years—all while achieving more web traffic, social media engagement and better qualified leads.

The results: from Level 1 to Level 5 in two years

Marketing-sourced sales pipeline increased by \$11 million

Marketing revenue impact (MRI) achieved \$14 million in from direct and indirect booking within one fiscal year

Generated over 500 marketing qualified leads (MQLs) from 2,000 contact ABM target list

MQL to sales accepted leads (SAL) conversion rate increased by 60%



Part 3

**How is MaaS
different from the
status quo?**



Part 3

How is MaaS different from the status quo?

How is marketing as a service different from the status quo and how can it add value to your organization? Read on for answers on what makes MaaS a better operating model compared to external agencies, internal teams and freelancers.

Onshore/ External Agencies



Industry best practices

External agencies often bring fresh ideas, access to the latest martech tools, and a wide range of expertise and industry experience. However, a drawback is that these external agencies typically have a project mindset and tend to offer short-term solutions. While they care about delivering the project you have hired them for, critical issues like evolving the operational maturity or improving marketing efficiency and impact take a backseat.



Higher cost

And the costs add up: hiring an external agency for each piece of the marketing execution puzzle is expensive. As marketing is constantly evolving, organizations end up spending time and resources creating and launching new projects (and onboarding new agencies) instead of solving the real problem.

With a long-term focus on optimization, MaaS offers a more comprehensive solution to resolving marketing issues. It works towards driving continuous improvement—constantly applying new thinking on how to increase conversion rates and lower the cost per lead and cost per opportunity. Basically, it is a unique thinking model that explores how to optimize your time and resources, and run the marketing function more efficiently while ensuring scalability and sustainability.

Internal Agencies



Centralized expertise with dedicated focus

Some organizations form an internal agency to act as a service bureau, which brings long-term orientation and dedicated focus into the agency model and solves the problem of the agency being transactional. As this team is made up of your own employees, this allows executives to have more direct control in developing and scaling the team. But the issues with an internal agency include the high overhead costs associated with permanent hires, onboarding, training—and their limited scope of expertise. After all, these employees have only experienced issues within the walls of your organization and other companies they have worked for previously.



Best practices are limited to internal experience

An offshore MaaS provider functions exactly like an internal agency. You get dedicated staff and the long-term orientation, but the biggest advantage is the collective wealth of knowledge and expertise they bring to the table. Having worked in different industries, a MaaS workforce leverages industry best practices and has explored countless ways to solve various marketing challenges. And with an offshore model, a MaaS partner presents a much more cost-effective option.

Freelancers



Low cost, project oriented



Onboarding, turnover and transient knowledge

Freelancers are a great economical choice for smaller, growing businesses—especially if you can find a good freelancer with vast experience in the field. But the hourly charges can get comparatively high depending on the project. Freelancers often accept jobs as stand-alone projects and, as they tend to work alone, this can lead to a bottleneck in output delivery. They may be able to handle a one-off or two-pronged marketing strategy, but scaling for growth can be challenging. And hiring additional freelancers to support scaling is simply not a functional proposition as you'll have to invest time onboarding and training them to understand what you do—and repeat the process every time you hire a new freelancer.

The collaborative nature of a MaaS firm with a team of over 100 people eliminates the need for freelancers. You get to leverage their shared knowledge of business practices and versatile expertise, which enable you to deliver faster, more sustainable solutions—from the get-go.

Part 3

How is MaaS different from the status quo?

Marketing as a Service



Low cost, best practices, dedicated focus



Requires a commitment to work differently

With marketing, the problems organizations face run in endless cycles of always needing leads, pipeline and demands – every day. The real problem that organizations need to solve is: “How do we run marketing more efficiently and scale it more sustainably?”

Marketing as a service addresses these problems, leveraging the dedicated focus of an internal agency with the average cost model of a freelancer. It brings the expertise and best practices of the external onshore agency, and delivers efficient, sustainable and scalable solutions. It has the best of all operating models all rolled into one.

The key differentiator? MaaS is a strategic shift in how you deliver marketing work. It is about constantly changing the norm of what marketing is – innovating new ideas and performing better than your competitors.

Part 3

How is MaaS different from the status quo?

5 signs you need to do marketing differently

Handling multifaceted marketing strategies can be challenging as it demands total focus, commitment, consistency and the collaborative effort of everyone on your team, which can be difficult when you're juggling other responsibilities as well. Here are five signs you need to do marketing differently:

1. Your sales and marketing teams are working with different data sets

Data silos often limit a marketing team's ability to gain full insight into your campaign performance. Without unified data, you will not be able to see how your strategy is working or how it might work in the future. Modern marketers use customer insights (intent data) to measure and improve their strategies in real time. This helps them get new customers, personalize communication and deliver results. Real-time campaign data would help marketers deliver a campaign that continuously meets audience expectations and generates results.

2. Your marketing team focuses more on lead generation than pipeline generation and revenue impact

Granted that you need leads for a successful marketing, but that does not mean your marketing strategy should focus solely on generating leads. While lead generation is geared towards the top of the funnel, pipeline marketing takes a full-funnel approach. That means the work of marketing isn't "done" once leads are captured. Rather, sales and marketing need to work together to nurture prospects through the entire funnel until they are converted into customers—and even then, marketing continues to deliver personalized communication throughout the customer lifecycle.

Part 3

How is MaaS different from the status quo?

5 signs you need to do marketing differently

3. Vanity metrics rule your digital ad spend

Marketers have limited time and resources to make a big impact. While vanity metrics like impressions, clicks and web traffic may seem to make your marketing results look great, they do not carry real value for your business. When it comes to measuring the true impact of digital marketing, focus on actionable metrics like cost per lead (CPL), conversion rates and lead quality because these metrics lead to opportunities, engagement and sales. Reduce the spend on vanity metrics and redeploy it on strategies that can deliver pipeline and revenue impact.

4. Your content exists only on your website

Most businesses tend to promote their content on their own website. But regardless of how good the content is, not many people visit websites on their own. Using SEO and other content marketing tactics can help new readers find your content but those take time to show results. This is where content syndication works. When your content is syndicated on another site, it gives your content more visibility to a much wider audience a lot quicker—and at a reasonable CPL. Content syndication leverages intent data to get your content promoted to a target audience who are already actively searching or have shown a high propensity to buy what you sell. With a healthy content syndication program, you have a reliable channel to deliver quality leads that sales can close effortlessly.

5. You don't know the visitor-to-qualified-lead conversion on your website

Visitor-to-qualified-lead conversion rate is an important metric that tells you the ratio of visitors to your website that is converted into qualified leads. It evaluates how effective your marketing team is in creating appealing online content that persuades visitors to become potential clients. Visitor-to-qualified-lead conversion is a low-cost way to get more impact out of your existing marketing. A conversion rate improvement as small as 1% can equal a significant increase in qualified leads. To do this right, you need to prime your content for demand generation by using gated content with forms or chatbots that allow visitors to ask questions in exchange for contact information or even offer content upgrades by asking readers to subscribe with email addresses. The key is to optimize every page of your website to make it more visible to the target audience and search engines.

How is MaaS different from the status quo?

Evaluate your marketing effectiveness

Assess where your organization stands in terms of marketing effectiveness (and if it's time to change the way you do marketing) with this questionnaire. Rate the following statements on a scale of 1 (strongly disagree) to 5 (strongly agree):

No.	Description	Rating				
1	My solution manager spends too much time writing campaign copy	1	2	3	4	5
2	My marketing team spends more than one day a week preparing reports	1	2	3	4	5
3	My marketing and sales teams' strategies are misaligned	1	2	3	4	5
4	We are not able to track and measure the impact of our marketing programs accurately	1	2	3	4	5
5	My marketing team focuses more on outbound marketing	1	2	3	4	5
6	Our content is not easily visible on search engines	1	2	3	4	5
7	Email marketing is not a priority in our marketing strategy	1	2	3	4	5
8	Our SEO ranking and social media results remain stagnant	1	2	3	4	5
9	Our website has low conversion rate	1	2	3	4	5
10	My marketing team is not generating enough qualified leads	1	2	3	4	5

Tally your score to interpret your results:

If you scored > 35:	You need to seriously consider adopting a more robust marketing engine to transform the way you do marketing in today's business environment.
If you scored between 20 – 35:	You are doing some things right but with some help, you can propel your brand to success through updated marketing strategies.
If you scored under 20:	You're headed in the right direction. You should consider refining your strategy for long-term high impact marketing.

That said, regardless of your score and where you are now, this guide provides the information you need to know about how you can transform the way you do marketing and how leveraging an agile and scalable marketing model can help you gain traction in your business.

Part 3

How is MaaS different from the status quo?

Fast facts about outsourcing services:

Outsourced services are the

#2

most important factor in driving growth and productivity of the revenue engine.

Source: SiriusDecisions, 2016 Best In Class Survey

75%

of marketers outsource at least some of their content creation.

Source: LinkedIn Tech Marketing Community, 2014

More than half of marketing leaders expect to deploy a decentralized organizational model by 2022, but only

20%

of respondents have that model in place today.

Source: Gartner, 2019

Some of the largest weaknesses impacting marketing objective execution are **lack of resources, lack of process and inability to fill skills gaps.**

Source: Gartner, 2019

In a survey of marketing leaders, the top reasons cited for using external marketing services are: **to improve operational efficiency, they provide higher quality work, and the breadth and depth of skills and experience**

Source: Gartner, 2019



Part 4

The Business Case for MaaS



Part 4

The Business Case for MaaS

Marketing needs to evolve alongside your organization. Just when you think you've got your strategy in place, the dynamics change, customers get more savvy and soon it's time to adapt or risk lagging behind your competitors. But not all organizations are successful in navigating change. Some organizations get trapped in a vicious cycle because of the common assumption that what works well today, will work again tomorrow—mostly because they do not have a sustainable marketing model. Pivoting the way you do marketing will help you not only stay in the game, but give you an edge over your competitors.

The marketing misalignment cycle

Getting trapped in the marketing misalignment cycle and the possible consequences look something like this:



Getting successful marketing results starts with making the right choices, while making the wrong decisions puts your marketing in a frustrating cycle that continues to drain time and resources with little or no impact. Break the misalignment cycle and get back on track with a sustainable marketing model.

Greater impact at lower cost

Here's a business case on how marketing as a service drives greater impact at lower cost:

The average cost of an onshore FTE marketer in the U.S. is between \$100,000 and \$150,000. You can purchase an FTE marketer of equivalent or greater skillset from an offshore MaaS firm for about \$50,000.

The cost difference is significant. Shifting a single role to the outsourced model can net you a 66% cost reduction, plus a more experienced marketer.

What CMOs are spending onshore can get them twice the labor output offshore—without the time and cost burdens of recruitment, onboarding, training and management.

For example:

A graphic designer may cost an internal agency about **\$85,000**. A designer from an onshore agency tend to cost **30-40% higher**. And if you're getting a freelancer, the hourly rates can get expensive in the long run—expect to pay \$100 to \$150 an hour depending on their skills and experience. But there are other limitations when you hire freelancers.

An offshore MaaS firm's cost for a designer is going to be 50% less than the internal agency cost and probably 70% less than the external onshore agency costs. Plus, you get a professional designer who brings diverse experience and expertise.

The bottom line:

By outsourcing your marketing execution functions, you can gain up to 50% savings on your labor costs—which is usually about 25% of your entire marketing budget—without impacting service delivery.

Average cost of a FTE marketer in the U.S.



**\$100,000 -
\$150,000**

Offshore FTE marketer of equivalent skillset



\$50,000

Cost reduction of a single role



66%

Savings on labor costs



50%

Part 4

The business case for MaaS

Key metrics of MaaS

A MaaS model enables a reimagined operating model with cost-effective scaling, while delivering high-impact marketing. Here are the key metrics of MaaS and real-world results achieved by organizations that adopted MaaS early:

1. Reduced cost per lead and cost per opportunity

The ultimate goal of marketers is to generate quality demand for as little cost as possible. The ability to reduce cost per lead and cost per opportunity translates to having visibility and agility to optimize every campaign—and scale your marketing. MaaS enables you to target a more specific audience and connect with the most qualified target, which will help you reduce your new customer acquisition cost. The money saved can be redirected into new initiatives, tools and other strategic projects on your wish list.

Real-world case study:

A leading SaaS solutions provider needed to deliver 40% in gross margin and growth rate. By leveraging MaaS, they were able to generate marketing qualified leads (MQLs) exceeding the goal with 60% being high-level target respondents. The organization achieved the next \$100m revenue growth at a lower cost and while also reducing the average marketing headcount cost by half without having to scale down the team.

2. Improved internal team productivity

With limited time and resources, the strategic role of marketing often takes a backseat to execution. Increasing the strategic role begins with freeing up your resources from the day-to-day execution work that takes up your time and budget. Partnering with an offshore MaaS firm means tapping into the expertise and experience of an entire team of marketing professionals immediately. A team dedicated to understanding the inner workings of your specific organization—and who speak your language of demand generation, content operations, pipeline acceleration and revenue impact marketing.

Real-world case study:

A leading software solutions provider was looking to expand business beyond U.S. operations. While they had an in-house marketing team, they needed to scale beyond current functions without incurring additional cost. Deciding to team up with an offshore MaaS provider helped them achieve their goals. The company made significant cost savings on headcount by 56% on average per role as a highly skilled team of 10 could be obtained at a price equivalent to three onshore FTEs. As the offshore team took over marketing execution tasks, this left internal resources more time to focus on strategic initiatives.

Part 4

The business case for MaaS

Key metrics of MaaS

3. Increased marketing impact

There is a constant need to scale and evolve the marketing function to drive organizational growth—whether by leveraging martech, expanding towards account-based marketing, or focusing on better analytics. However, most companies simply do not have the time and resources to implement such strategic initiatives. MaaS fills the gap by offering an agile and flexible marketing engine that helps companies adapt to changing business needs in real time—from running programs, executing campaigns and realign expertise where you need them most—to drive growth and impact.

Real-world case study:

A large enterprise software company needed a sustainable way to scale marketing despite the constant need to reduce marketing cost. Leveraging the MaaS model, they successfully managed to scale their ABM by expanding to more than 80 accounts with a team of just eight. The dedicated team of marketing specialists, data analysts, designers and writers worked on building microsites, creating thought-leadership content, executing email marketing campaigns, enabling deeper analytics into operations and administering intent data programs, among other tasks. MaaS proved to be 67% more economical as they were able to achieve 3-4 times the results compared to a previous model on the same budget.

4. Saving time and money

The time and effort spent on hiring, training and eventually repeating the process when there's a turnover can be tedious, not to mention costly. It can be disruptive especially when there's a tall order to produce results when your marketing budget remains stagnant. This is where offshore MaaS providers can complement your internal team with dedicated resources that function as part of your team at a unique cost proposition.

Real-world case study:

An IT solutions provider specializing in digital software often relied on its mid-level marketing talent to run events. When their new CMO introduced a complex marketing operations plan, they realized they wouldn't be able to execute it with only two people, plus they lacked the funds to increase headcount. That's when they decided to leverage an offshore MaaS team. This helped them save time that would go into hiring, onboarding, training and managing new recruits—and obtain instant access to a team of skillful professionals at a highly cost-effective rate.

Forward-thinking CMOs are increasingly aware that a traditional approach to marketing is no longer effective today—in fact, it can even be disadvantageous to the business. An agile and flexible marketing model like MaaS is the way forward to achieve sustainable marketing.

A blurred photograph of several business professionals in a hallway, moving from left to right. The image is dark and has a motion blur effect, suggesting a fast-paced environment. The text is overlaid on the right side of the image.

Part 5

**Getting successful
with MaaS**

Part 5

Getting successful with MaaS

Making MaaS work for you

The transformational approach of MaaS offers the benefits of all operating models—but there is a potential downside: as marketing leaders, you have to equip your internal team to take on the strategic thinking that the organization needs. In other words, you need to commit to moving the execution work outside your walls.

This requires a change in mindset across the entire marketing organization. Here are some best practices to make MaaS work for you.

1. Start small and scale

Introducing a new operating model for your marketing can be a daunting exercise. Instead of trying to do too much at once, the best advice would be to start small and then scale from there.

Start with marketing programs that you've always wanted but never had the ability to execute. Maybe you've always wanted to implement account-based marketing, or reap the benefits of a unified digital marketing strategy. A good place to start is with enabling marketing for a new product, typically after an acquisition, or responding to an underserved or emerging industry.

Another way to identify where you could start is to evaluate your team's current responsibilities and tasks. If your team is focusing too much on day-to-day execution, then a MaaS model would free up their time to work on value-adding, strategic tasks instead.

2. Don't just outsource: Transform the impact

There's a difference between just moving your marketing execution work and engaging in a true partnership to create impactful marketing that drives growth. When choosing a MaaS partner, choose one that lives and breathes marketing.

What you want is an agency that continuously learns from success in other clients and shares these best practices with you. With learning and improvement as core values, these agencies are not content with just following orders—they come to you with ideas that would improve the quality, efficiency, and impact of the work that they deliver.

When working with such an agency, push the team to innovate by encouraging optimization and out-of-the-box solutions. By continuously raising the bar, you foster a win-win partnership with innovation expected and encouraged on both sides.

Part 5

Getting successful with MaaS

Making MaaS work for you

3. Change management: Make it a win, not a threat

When considering a MaaS provider, identify what functions you want to move offshore by looking at what you're already paying for. Evaluate each investment you've made in third-party agencies for its function, effectiveness and cost. A MaaS operating model can easily provide cost savings without sacrificing the function.

You could also identify potential areas for outsourcing by looking at the internal turnover of your workforce, or resources going on parental or sabbatical leave. Use MaaS when you want to incrementally step up or build up functionality in your organization. With a partner that knows your processes well, you can minimize disruption, compared to a totally new hire.

When introducing MaaS to your organization, be clear and transparent about the shift of execution work offshore to enable more strategic capabilities internally. Your team should be assured that the reason is not to replace their roles, but to allow them to grow.

In fact, moving execution work offshore could also improve the internal team's morale and satisfaction—especially when teams are able to realign their focus to the kind of strategic thinking that enables success.



Part 5

Getting successful with MaaS

CMO Insight:

What made me say “yes” to MaaS

Interview with former CMO of an IT and business advisory firm

Initially, I was very skeptical of the idea. I had so many questions on the top of my mind: How am I going to work with someone that I can't see in the office? Do they understand B2B marketing and its nuances? Is English proficiency going to be a problem?

And I think how I started being comfortable and really passionate about the MaaS operating model was when I evaluated the potential opportunity and learned all there is to know about the MaaS trend.

What got me over the hill was when I talked to a MaaS vendor and they gave me 20 ideas that I never had—and these were really good ideas about how to do things better, how to improve the marketing function, how to deliver more demand at lower cost, how to use our martech investment to the fullest, and how to produce way more content than I could ever imagine.

I was impressed with what I heard. It was very rare that I talked to a vendor and learned something new. Typically, it would be more like the vendor listening to my ideas and then telling me how they could bring it to life.

I came away from that conversation with a new perspective and fresh insights—and I think that's a really instrumental moment. That was when I realized that the MaaS operating model could actually work and our marketing is going to be better than it ever was because of it.

The cost of delaying



So, when is the right time to start with MaaS? In truth, there's never a "perfect" time when it comes to organizational change—but the longer you delay, the longer it'll take for your marketing department to create revenue impact.

Here are some of the most common reasons for delaying the transition to MaaS and how you can overcome them:

1. We already have our own processes and technology solutions—working with an outsider would just cause too much disruption and change.

A MaaS partner should have a dedicated training session as part of the onboarding process to learn and understand your existing processes and technology. And as far as technology goes—a MaaS provider already has deep expertise in martech like CRMs and automation platforms that makes it possible for them to master any solution and quickly ramp up.

By taking ownership of the learning curve, the MaaS provider is in the best position to pinpoint areas for improvement and share best practices with the client team to ensure optimal efficiency and results. Any change or disruption to your existing processes is driven by what adds value now and in the future.

The cost of delaying

2. I'm not sure that these so-called best practices will work for me.

Look at the hard facts behind the claims. Can the firm explain the value of implementing the suggested best practices by demonstrating how it leads to higher conversation rates, higher quality leads, a more efficient workflow, and more hours saved?

A MaaS provider develops best practices through internal testing and their collective experience from working across different clients so the knowledge sharing is to your advantage, as you can get better ROI from your sales and marketing methods by leveraging these tried-and-true methods.

3. I'm trying to scale my marketing team with a shrinking budget, so I can't afford to spend the money.

MaaS is the ideal solution to both of those problems. An offshore MaaS provider makes it possible to build or supplement your team with professional marketers, analysts, researchers, SEO specialists, web developers, operations specialists, copywriters, and designers for a fraction of the cost of hiring additional talent at home—thanks to exchange rates that are in your favor.

The money saved can then be redirected into new technologies, initiatives, and capabilities (basically anything on your strategic wishlist).

4. I don't have time to train a new team.

Hiring a new addition to your team generally involves time, training, and a fair amount of risk. On the other hand, a MaaS provider has highly-skilled marketing professionals with all the capabilities you need, and can hit the ground running.

Any training would be limited to learning the tools and processes that are unique to your organization. As the MaaS partner is already at the top of the learning curve, they are able to deliver faster and get it right the first time.

The cost of delaying



5. We already take care of most of our marketing needs in-house. How would I extract more value from MaaS?

There's nothing wrong with doing things yourself if your people are doing the job they were hired to do. However, if your managers are writing EDMs, social campaigns or doing other support work, they are being severely underutilized. A MaaS team frees up your top people to concentrate on high-level, essential functions that cannot be conducted remotely, such as devising your marketing strategy roadmap or aligning with sales, R&D, and other departments.

When you focus on these strategic functions and worry less about execution and optimization, the impact is felt much more quickly and significantly by your stakeholders.

6. It seems difficult to build a productive working relationship when part of your team is working remotely.

Now that remote working is fast becoming a norm, communication is more important than ever to build a healthy client-vendor relationship. It's important to get a good cadence going with weekly video conferences that go through a set agenda. Video calls are also a good way to resolve issues quickly rather than over email, which could take a lot of back and forth.

Most importantly, treat the remote team like your own. Loop the team in for important announcements and when celebrating successful campaigns, just as you would your in-house team. There are some fun things you can do to boost team spirit and inclusiveness, like ordering a teatime spread as a treat or even sending your exclusive company swag over.

Part 5

Getting successful with MaaS

15 questions to ask a potential MaaS partner

- 1 What types of companies do you serve, and in what industries or markets?
- 2 What are the core capabilities of your agency?
- 3 What marketing and sales technology certifications do you have?
- 4 Do you have samples of your work (like websites or content pieces)?
- 5 Do you have case studies of your clients that show the results over time from engaging with you?
- 6 How long does it take to transition to a MaaS operating model?
- 7 What happens during the transition period?
- 8 How do you encourage collaboration between the in-house and remote team?
- 9 What metrics do you use to measure the performance and results of the MaaS team?
- 10 How do you handle ad-hoc requests from the in-house team?
- 11 What is the culture like?
- 12 What is your Net Promoter Score and how many clients did you get from referrals?
- 13 What is your client retention rate?
- 14 What is your talent attrition rate?
- 15 What is your hiring and talent retention strategy?

Part 6

MaaS best practices





Part 6

MaaS best practices

The 2X perspective

Founded in 2017 by three former CMOs, 2X is a B2B-focused MaaS firm that enables marketing to operate with greater impact and at significantly lower cost.

A pioneer in offshoring B2B marketing, we provide clients with world-class talents at labor rates of 30-50% less than US equivalents. 2X enables a client's onshore team to focus on strategy and planning, while offshore teams focus on marketing execution including build, run, and optimize activity.

Our capabilities extend across marketing operations and include digital campaigns, graphic design, content operations and writing, web management, research, analytics, and the full marketing technology stack. Our expertise enables our clients to adopt a global operating model and reimagine their marketing mix.

In the following section, we share our perspective on five key marketing strategies and how to create greater value from them.

Account-based marketing (ABM)

The problem

ABM programs tend to fall short of its goals because of marketing and sales misalignment.

The 2X perspective

ABM programs perform best when marketing and sales work together to activate targeted high-value accounts and continue engaging with them to create brand advocates.

What success looks like

The core nugget of ABM is about identifying the highest priority accounts for your brand and strategically engaging with these key decision-makers so they become customers. But the purchase is only the middle part of the buyer's journey; a successful ABM program continues even after the initial purchase to continue building brand loyalty and brand advocates.

To achieve this requires a concerted effort from both marketing and sales.

As a whole, it's about building thoughtful ways that marketing and sales are connected to activate a set of companies for your brand. On the marketing side, much of the work involves research, data analytics, campaign optimization, prospect targeting, and lead scoring.

On the sales side, it's about reaching out and communicating with high-value prospects to build relationships and keep the conversation going. This is where the marketing and sales tag team work well together to blow prospects away with personalized messaging and collateral (think one-to-one microsites) that address and solve their unique pain points and needs.

Because it's as much a marketing campaign as it's a sales campaign, the success metrics should be unified: How many people from this list engaged with your brand? How much sales value resulted from that engagement? How many of them referred your brand to other people? These are some of the ways to measure the impact of your ABM program in activating that segment of best-fit accounts.

Demand generation campaigns

The problem

Demand generation campaigns are too focused on effectiveness without growing an equally important metric: efficiency.

The 2X perspective

Effectiveness metrics show that your demand gen efforts are on the right track and producing its intended results, but efficiency metrics ensure the sustainability and scalability of your demand gen program.

What success looks like

Scaling a demand gen program is not about delivering more leads; doubling the number of names that enter your database does not qualify as success if you end up with a skyrocketing cost-per-lead and dismal ROI.

The next step in growing the maturity of demand gen programs is optimizing the efficiency metrics so that you're able to deliver more highly qualified leads without significantly more cost and effort.

By testing and optimizing advertising campaigns, landing pages, email subject lines, and the website experience (to name a few), you can improve cost-effectiveness and lead quality. Once you're able to maintain the same or increased volume of leads at a lower cost, you can reinvest the savings into increasing the lead conversion rate so now you get triple the impact at the same or lower cost.

While many start off with optimizing for effectiveness (like increasing lead volume), optimizing for efficiency is what gets you ready to scale and maximize the impact of your demand gen programs.

Revenue operations: Sales and marketing impact reporting

The problem

Sales and marketing operate in silos and work off different data and metrics. As a result of this disconnect, it's difficult to track the impact that marketing has on revenue.

The 2X perspective

Sales and marketing need to be unified as revenue operations so they can align their strategies and work efficiently towards increasing revenue.

What success looks like

Revenue operations enables you to see how marketing campaign results are generated from the first touch point all the way through to revenue. It provides a better understanding of how different marketing initiatives impact sales metrics like velocity, value, size, speed, and win rate of deals.

By creating visibility into sales and marketing data and applying analytics to it, marketing leaders can translate this data into business insights that show how marketing contributes to revenue and pipeline. With the power of data-driven insights on your side, marketing and sales can collaborate effectively towards a single, aligned goal—driving revenue.

This is the shift that needs to happen for marketing to transform from being a sales enabler to a strategic revenue driver.

Take for example an SEO program; typically, you can see how a keyword search converts into leads, but it stops there. Beyond that, marketing has no vision into how their leads performed once they become opportunities and how many become closed-wins.

But with revenue operations, you can see how a keyword search converts into leads and how it moves through the pipeline to result in revenue, and you can better plan your strategy around it.

Content analytics



The problem

Most writers and businesses don't know what impact their content produces.

The 2X perspective

Integrating content operations with data analytics helps track the marketing impact of content and enables the content team to identify and leverage successful content to further drive revenue.

What success looks like

Our content operations work closely with a data analyst to gain insight on how many clicks, leads, social shares, and traffic each content piece produced. Knowing what's working, what's not, and more importantly, why—Was the positioning wrong? Was the topic out of touch with the target audience?—create all kinds of questions and thought processes that the content team would never have considered, had they not seen the data.

What most B2B content marketers overlook is that taking your content creation cues from data—rather than guesswork—helps you create high-impact content that resonates with your prospects wherever they may be in the customer journey. Moreover, you can save time, money, and effort by atomizing high-performing pillar content into smaller, focused pieces for distribution in different marketing channels.

Since content is one of the gears that keep the marketing engine running, creating purposeful content based on a data-driven strategy will amplify the impact of demand generation initiatives.

Search engine optimization (SEO)



The problem

Businesses think that the most important thing in SEO is ranking first in search engines.

The 2X perspective

Higher rankings and higher web traffic make up the first half of the SEO equation; the second half is about converting relevant web traffic to leads and demand.

What success looks like

SEO programs shouldn't stop at just achieving higher rankings and higher web traffic—those are just the interim goals. We measure the success of our SEO program based on how much pipeline impact it creates from search engines.

To do that, we optimize the website experience to boost the engagement value and move your prospects towards the conversion goal: getting someone who is an anonymous visitor to want to become a known visitor and complete an action on the page like downloading content, registering for a demo, or requesting for more information.

Most websites see a 99-98% drop-off rate because there is no clear user flow or next step for prospects to continue engaging with your brand and potentially convert to a lead. Simply increasing that 1-2% conversion rate to 4-5% by tweaking the conversion journey more than triples the amount of leads you get, even on flat web traffic. Imagine the impact with tripled or quadrupled web traffic.

So, ranking higher and increasing web traffic are important goals but the most valuable goal of an SEO strategy that shouldn't be overlooked is increasing the conversion rate and as a result, your company's revenue.



Let's talk

Contact us to explore how you can start your journey to cost savings and impactful B2B marketing with a MaaS operating model.



ask@2x.marketing



1055 Westlakes Drive
Suite 300, Berwyn,
PA 19312, United States

About 2X

With its global headquarters located outside of Philadelphia, PA, USA, and delivery operations based in Kuala Lumpur, Malaysia, 2X is a pioneer in B2B Marketing as a Service, which enables marketers to operate with greater impact at a significantly lower cost than the market average. Our unique operating model focuses on execution and operations, providing the agility and expertise to help CMOs solve marketing problems faster and smarter, with a world-class team of B2B marketers specializing in a variety of functions—from marketing operations and data analytics to content creation and campaign optimization—as the building blocks to our success.