



**Bringing  
Marketing  
Business  
Acceleration to**



Uptempo.io





Martyn Etherington, CMO



Ayman Sayed, CEO



Marc Rothman, CFO

# Martyn's the new CMO at BMC and he's excited.

But he also might be worried about what he finds. Here's why:  
**Martyn knows that marketing departments can be very dysfunctional.**

Martyn is an experienced executive. He's poured dollars, focus, and process improvements into marketing activation for years at companies like **Teradata, Cisco, and Mitel.**

But like so many CMOs, he knows it is very challenging to align the planning process—where resources, money, time, and people are allocated to achieve marketing goals—with the outcomes themselves. The more CMOs try to organize the team and allocate resources towards a specific objective, the more the gap between expectations and reality grows.

Here's why: marketers have over invested in MarTech tools for marketing activation, while continuing to run the business of marketing on outdated, siloed tools like spreadsheets.

Martyn wants to run his department the way great CEOs run their companies, by making data-informed decisions. And to confidently answer questions about those decisions from **CEO Ayman Sayed** and **CFO Marc Rothman.**

It's in response to challenges like this that Uptempo has proposed a new operating model called **marketing business acceleration** that helps CMOs optimize marketing operations for the realities of today's world. Marketing business acceleration unlocks marketing **visibility, velocity, and agility** by uniting planning, budgeting, work and performance management. This enables CMOs like Martyn to turn marketing into a coordinated engine for driving revenue. One that's accountable to the business and can pivot at the speed of the market.

Let's dive in.

# The Four Forgotten Domains of Marketing Operations

[Forrester's](#) 2021 CMO Survey shows that marketing leaders view the need to improve the ROI and overall marketing effectiveness as their top priority—climbing four spots since the equivalent 2019 study. And they are investing heavily in marketing operations to do so.

Unfortunately, marketing operations today it is still largely a tactical, fragmented discipline that ignores what really is operational. Strategic tasks like planning, budgeting, work, and performance management have been pushed to the periphery or ignored altogether.

Marketing business acceleration helps CMOs drive unprecedented performance by building a system of record for the four forgotten domains of marketing operations.

1

## Planning

In most companies, planning is an annual exercise with much fanfare but then forgotten almost as soon as it's submitted. This “plan drift” happens because disparate spreadsheets, reports, and PowerPoints abound.

2

## Budget Management

Far too often, enterprise marketing budgets are scattered across hundreds of disconnected spreadsheets and systems. Lack of budget clarity makes reporting upward a matter of guesswork. In a down market, where spend decisions are being scrutinized across organizations, this puts CMOs in real peril.

3

## Work and Digital Asset Management

CMOs need to have a clear picture of all their resources—people, time, content, and budget—in order to properly run marketing. Two pieces that are indelibly linked together are capacity and content production, because the content creation can consume so much time for marketers.

4

## Performance Management

Managing marketing performance has always been a point of frustration for marketing executives. According to [Gartner](#), more than 50 percent of marketing analytics leaders have limited trust in modeling techniques they employ. Department heads can't link effort to outcomes, and program managers can't quickly pivot based on prior performance.

# Realizing New Capabilities Through Marketing Business Acceleration

The best part about this new operating model: it doesn't require you to throw out what you've built, begin anew, or radically transform your go-to-market motion. Marketing business acceleration is about forging alignment via a shared understanding of objectives and outcomes, supported by common language and universal metrics.

Let's learn more about the three levels of maturity: visibility, velocity, and agility.

1

## Create visibility and escape the fog of marketing

The first level focuses on improving visibility by reducing or removing operational and data silos to achieve clarity and enable collaboration. Here are some examples of operational visibility:

- ◆ Ditching the disparate spreadsheets, PowerPoints, and apps for a centralized environment.
- ◆ Establishing a universal system of record for continuous planning.
- ◆ Connecting the central planning system with downstream budget, work, and performance management of the campaigns themselves.

2

## Create velocity and operate efficiently

The next level is velocity and is about optimizing workflow and productivity. Here are some examples of operational velocity:

- ◆ Automatically updating content when underlying product data or tech specs change.
- ◆ Getting real-time insight in committed budgets based on POs sent.
- ◆ Responding immediately to a competitor's price cut.

3

## Master complexity and drive agility in the business

Marketing agility is about improving your ability to change direction and seize opportunities as they appear. Here are some examples of operational agility:

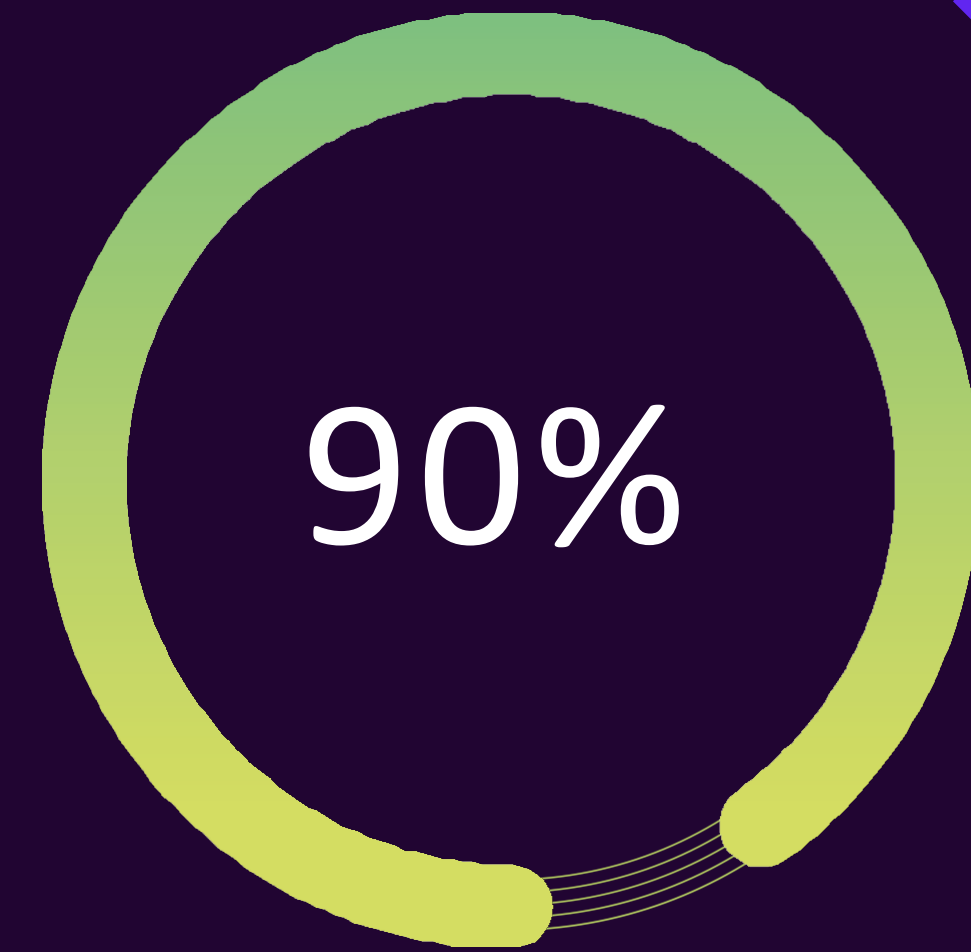
- ◆ Developing proper segmentation, identifying and aligning on KPIs, and enabling the proper measurement and analysis of plans.
- ◆ Linking budgets directly to living marketing plans so marketers can adapt quickly to market dynamics.
- ◆ Connecting plans to marketing projects, so changes are quickly communicated to downstream promotional efforts.

# Marketing Business Acceleration in Action: A Mini Case Study

Over 200,000 employees at one of the world's largest furniture retailers previously used spreadsheets to share marketing plans and content for their 445 stores in 32 countries. Their processes were grossly inefficient and inhibited the company's potential for future growth.

They achieved visibility by centralizing their plans and work management into a single system accessible to everyone. This significantly reduced manual tasks and the possibility of human errors, so marketing operations could focus on strategic work.

Now, over 90% of all customer-facing activities are captured within a single solution. Marketers have immediate visibility into the effectiveness of commercial and marketing activities across all markets. They can see campaign results by sales, stock availability, and store and product performance by market in real time to make changes as needed.



Over 90% of customer-facing activities are captured in a single solution

# Marketing Business Acceleration in Action: A Mini Case Study

Pivot marketing's annual plan in 24 hours

When COVID hit, a global leader in ERP solutions requested all of their marketing departments to provide a state of the union on their budgets. With an annual revenue of \$32.7 billion, there were significant investments on the line.

Leadership wanted to know what money marketing had committed, what they could get back from cancelled events, and where they would invest instead. The one business unit that had already adopted a system of record for marketing business acceleration was the only department that could provide this information within 48 hours. Every other department took two to three weeks to finish this exercise.

When unexpected changes occur, businesses that are able to meet the agility level of marketing business acceleration can pivot with speed.

“Adaptability is the fundamental capability that all CMOs must build into their organizations. In many cases, CMOs and their teams will have to react, and the organizations that can most seamlessly respond and who have that flexibility woven into their organizational DNA are the ones who will win over time.”

Gartner Chief Marketing Officer Quarterly Report, Q4, 2022.

# How mature is BMC's marketing operations, Martyn?

We've developed a [simple self-assessment survey](#) to help you gauge how mature BMC's organization is regarding the four forgotten marketing operations domains. In just a few minutes, you can identify your organization's strengths and key areas to improve on your journey towards marketing business acceleration.

Or, we could just schedule an introductory call about marketing business acceleration at BMC and how it can help you plan better, pivot faster, spend smarter, and execute with confidence. Please email me at [jim.Williams@uptempo.io](mailto:jim.Williams@uptempo.io) and we can get something on the calendar.