



THE CMO'S GUIDE TO

NEXT GEN BRAND BUILDING

**NEXT
GEN
CMO**

YOU DON'T CONTROL YOUR BRAND ANYMORE

YOUR CUSTOMERS DO.

“ YOUR BRAND IS WHAT OTHER
PEOPLE SAY ABOUT YOU WHEN
YOU'RE NOT IN THE ROOM.

JEFF BEZOS, FOUNDER OF AMAZON.COM

84%

OF PEOPLE SAY WORD-OF-MOUTH
RECOMMENDATIONS ARE
THE MOST TRUSTED SOURCE
OF BRAND DISCOVERY*

In the not-so-distant past, conversations around brand building typically focused on defining your company's identity, summarizing it in a slogan, and developing the creative materials to support and communicate your branding messages.

But today, building a brand means so much more than poring over ad designs with expensive agencies, running focus groups for a select few, or reviewing pages and pages of tedious guidelines about logo placement and font sizes.

Whether you like it or not, a new version of your brand is emerging on the social web – one you may not even be aware exists. Your brand is being shaped by online reviews, peer referrals, conversations on social networks and [word of mouth](#) marketing generated by your socially connected customers.

SOURCE: [NEILSEN 'TRUST IN ADVERTISING' SURVEY](#)

WHERE YOUR BRAND LIVES ON THE SOCIAL WEB:



REVIEW WEBSITES



BLOG COMMENTS



DISCUSSIONS ON SOCIAL NETWORKS, SUCH AS TWITTER, LINKEDIN AND QUORA



ANALYST REPORTS



THIRD-PARTY CONTENT, SUCH AS BLOG POSTS, VIDEOS AND THOUGHT LEADERSHIP



CONVERSATIONS ON INDUSTRY AND BRANDED COMMUNITIES

Although it's not a conversation you can explicitly control as a CMO, forward-thinking marketing leaders are beginning to discover that the key to generating positive buzz around their brand – and keeping customers coming back year after year – is to:

- 1** Deliver a delightful customer experience that turns your customers into advocates.
- 2** Bring those advocates into the boardroom and give them a seat at the brand strategy table.
- 3** Harness their enthusiasm and mobilize them to share their experiences where and when it matters most.



“ FORGET ABOUT CUSTOMER LIFETIME VALUE: PROMOTER LIFETIME VALUE MATTERS A LOT MORE. HUMANS DON'T BUY FROM COMPANIES; HUMANS BUY FROM HUMANS – AND HUMANS ARE MORE LIKELY TO BUY FROM YOU IF THEY HEAR ABOUT HOW GREAT YOU ARE FROM OTHER HUMANS.

DHARMESH SHAH, FOUNDER AND CTO OF HUBSPOT

Delivering an exceptional customer experience is the most effective way to earn stronger loyalty among customers, turning them into promoters who tend to buy more, stay longer and make recommendations to their friends.



When a customer has a delightful interaction with your company, not only are they more satisfied and less likely to stray to competitors, but they tell their peers about it, too. These advocates are the key to helping you build and strengthen your brand.

WHERE TO START:

MAP OUT THE CUSTOMER EXPERIENCE

- In collaboration with the rest of the executive team, map out the customer experience as you see it today.
- Come to a consensus with your colleagues about how you measure the success (or failure) of the customer experience (e.g., revenue, brand awareness and association, advocacy, etc.)
- Survey your customers to identify the weakest points in the customer experience and ask them how they would like to see it improved.
- Compare your customer experience map against your customers' feedback to understand which gaps need to be filled.

CUSTOMER EXPERIENCE IS EVERYONE'S JOB



“ IF YOU BELIEVE THE BRAND IS A SUM OF EVERY SINGLE EXPERIENCE, THEN EVERY SINGLE PERSON IN THE COMPANY IS GOING TO INFLUENCE THAT EXPERIENCE.

BILL MACAITIS, CMO OF SLACK



80% OF CHIEF MARKETING OFFICERS SAY CUSTOMERS ARE THE MOST IMPORTANT PART OF THE CMO ROLE*

ESPECIALLY YOURS

At most companies, it's easy to find employees and leaders – including those in the marketing department – who mistakenly believe that the customer experience is not their responsibility. Why? They don't interact directly with customers every day or over the course of the entire customer lifecycle.

However, the world's most successful CMOs understand that the customer experience doesn't start with a sales rep and end with customer service. It begins the moment someone encounters your brand – online, at a tradeshow or in a conversation – and includes every interaction from then on, including emails, tweets, invoices, thought leadership, PR, product usage, customer marketing, support tickets and so on.

A significant number of those interactions originate within the marketing function under the leadership of the CMO. But even if they don't, it's still the CMO's responsibility to lead the charge in building a customer-centric culture across the organization – starting with your peers on the executive team.

SOURCE: [THE CMO CLUB](#)

Here's why: As a CMO, you are in the unique position to be able to reach customers at every stage of the customer lifecycle. Your fellow leaders in the sales, marketing, product, customer success and finance functions each have their own business objectives and strategies, but they only "touch" your customers during a small segment of the customer lifecycle. They need your help!

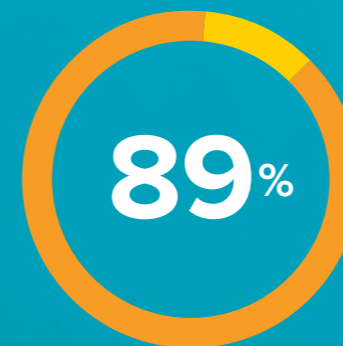
Increasingly, CEOs expect it. A December 2014 Gartner report on CMO leadership found that leading the customer experience cross-functionally across all touch points is an area in which CEO expectations of marketing has risen the most.

CEOs' #1 INCREASED EXPECTATION OF CMOS IS TO STEP UP TO LEADERSHIP OF THE INTEGRATED CROSS-FUNCTIONAL CUSTOMER EXPERIENCE*

“ CMOS CREATE AN EXPONENTIALLY MORE CAPABLE CUSTOMER ENGAGEMENT MODEL WHEN THEY LEAD EXECUTIVE PEERS IN TRANSFORMING FROM COLLECTING PASSIVE CUSTOMER INFORMATION TO ACTIVELY USING INSIGHT TO DRIVE DECISION-MAKING.

**LAURA RAMOS, VICE PRESIDENT,
PRINCIPAL ANALYST AT FORRESTER**

CMOs who come to their peers in the C-suite with solid research and insights around customer segments, demographics, behavior, and the wants and needs of customers, can initiate data-driven conversations about customers and the customer experience. Once this awareness is in place, you can work together to determine which strategies and actions are needed to ensure that everyone moves forward with CX top of mind – and the ability to deliver on it.



OF MARKETERS SAY THEY EXPECT TO COMPETE PRIMARILY ON CUSTOMER EXPERIENCE BY THE YEAR 2016*

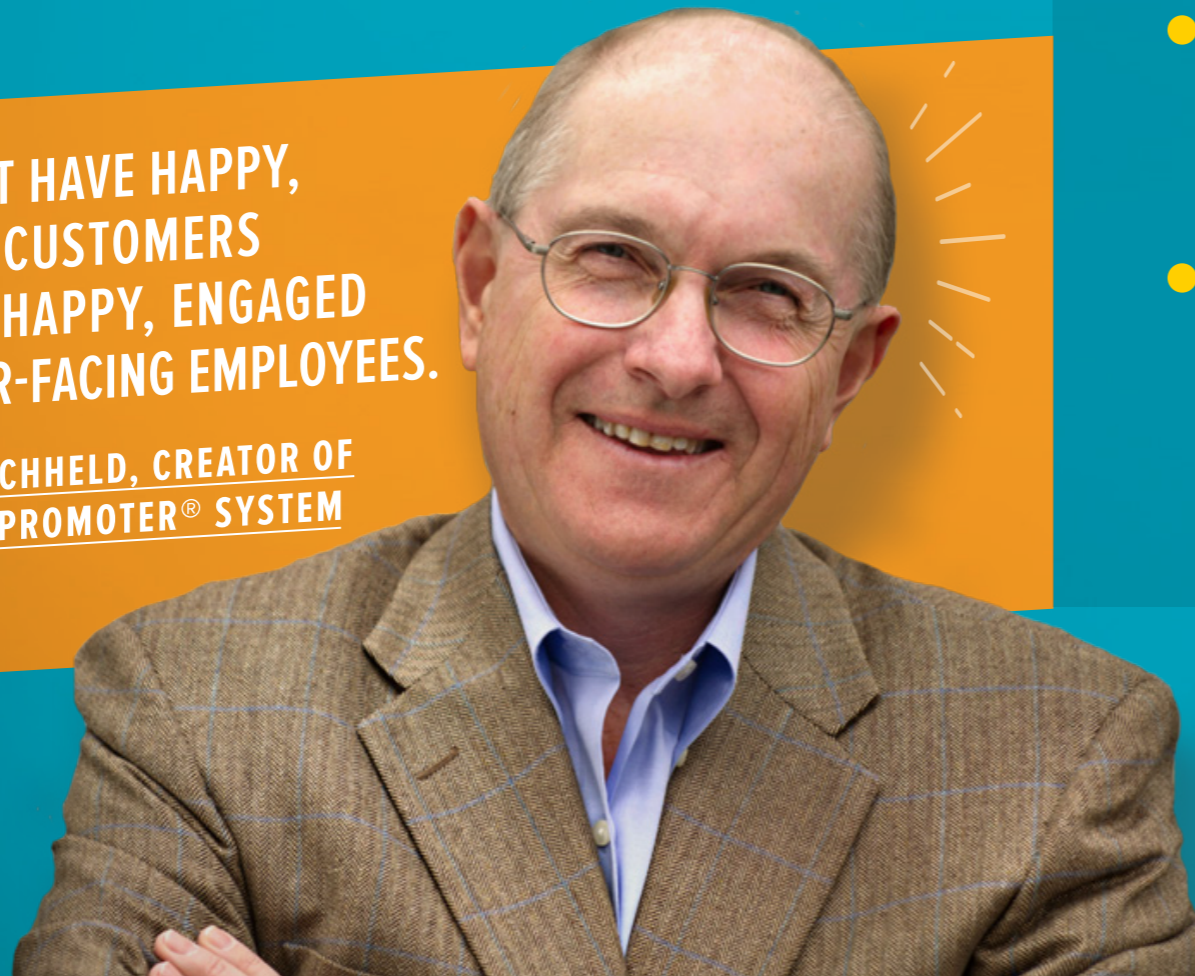
SOURCE: (1) [GARTNER](#) (2) [GARTNER](#)

Here's something else to consider: Engaged, customer-focused employees are more satisfied with their work. The payoff? Happier customers, more advocates sharing your brand love, and better chances for long-term growth.

With metrics and measurement in place to monitor progress over time, tying these changes to financial results will allow you to show positive ROI for your customer experience and culture efforts, and get you one step closer to building the army of advocates you need to spread your brand story.

“ YOU CAN'T HAVE HAPPY, ENGAGED CUSTOMERS WITHOUT HAPPY, ENGAGED CUSTOMER-FACING EMPLOYEES.

FRED REICHHELD, CREATOR OF THE NET PROMOTER® SYSTEM



WHERE TO START:

CULTIVATE A CUSTOMER-OBSESSED CULTURE

- With your peers on the executive team, develop customer-centric value statements that you and your employees can get behind.
- Communicate those values and set expectations around how employees at all levels and in all types of roles – including the C-suite – can embody them.
- Make a commitment to hiring people based on their orientation toward customers and the customer experience, regardless of their specific role.
- Evaluate employees on their customer-centricity (e.g., Ask: “What have you done for the customer and to improve the customer experience today? This month? This quarter? This year?”)

95%

OF MARKETING LEADERS BELIEVE THE CMO SHOULD PLAY AN ACTIVE ROLE IN SHAPING COMPANY CULTURE*

SOURCE: [SPENCERSTUART](#)

ENLIST YOUR COMPANY'S ADVOCATES TO BUILD YOUR BRAND



“ A COMPANY'S UNBELIEVABLE ADVANTAGE TODAY IS NOT IN CONTENT, LEAD SYSTEMS OR COLD CALLING. IT'S IN THEIR CUSTOMERS AND COMMUNITIES. GIVE THEM THE MEGAPHONE.

MEAGEN EISENBERG, CMO AT MONGODB

ONLY
1 IN 10
COMPANIES

ACHIEVE SUSTAINABLE, PROFITABLE GROWTH. THESE SUCCESSFUL COMPANIES HAVE TWICE THE LEVEL OF CUSTOMER ADVOCACY AS THEIR COMPETITORS.*

AND GENERATE REVENUE

If you're following the recommendations in this guide, you already have:

- ✓ Customer-obsessed culture and employees.
- ✓ Delightful customer experience.
- ✓ Promoters, evangelists, fans and advocates who love your company.

Once you've achieved these three objectives, you're already ahead of the brand-building game. However, there's still one thing you can do as a CMO to make the gap between you and the competition even wider:

- Implement a strategy to systematically engage, mobilize and recognize your advocates.

Happy employees and a delightful customer experience takes care of your customers – all of them, no matter how satisfied they are. But what about those promoters, evangelists, fans and advocates?

SOURCE: [BAIN & COMPANY](#)

These people love your company. They've told you as much in an email, during a phone call or through a Net Promoter (NPS) survey...but have they told anyone else? Even if they have, there's no way for you to know about it, track that referral or recommendation through the funnel, and attribute revenue to it – or to your customer experience efforts.

More than just a member-get-member referral campaign, an advocate marketing strategy allows you to systematically leverage the tremendous brand-building, revenue generating power of your advocates by:

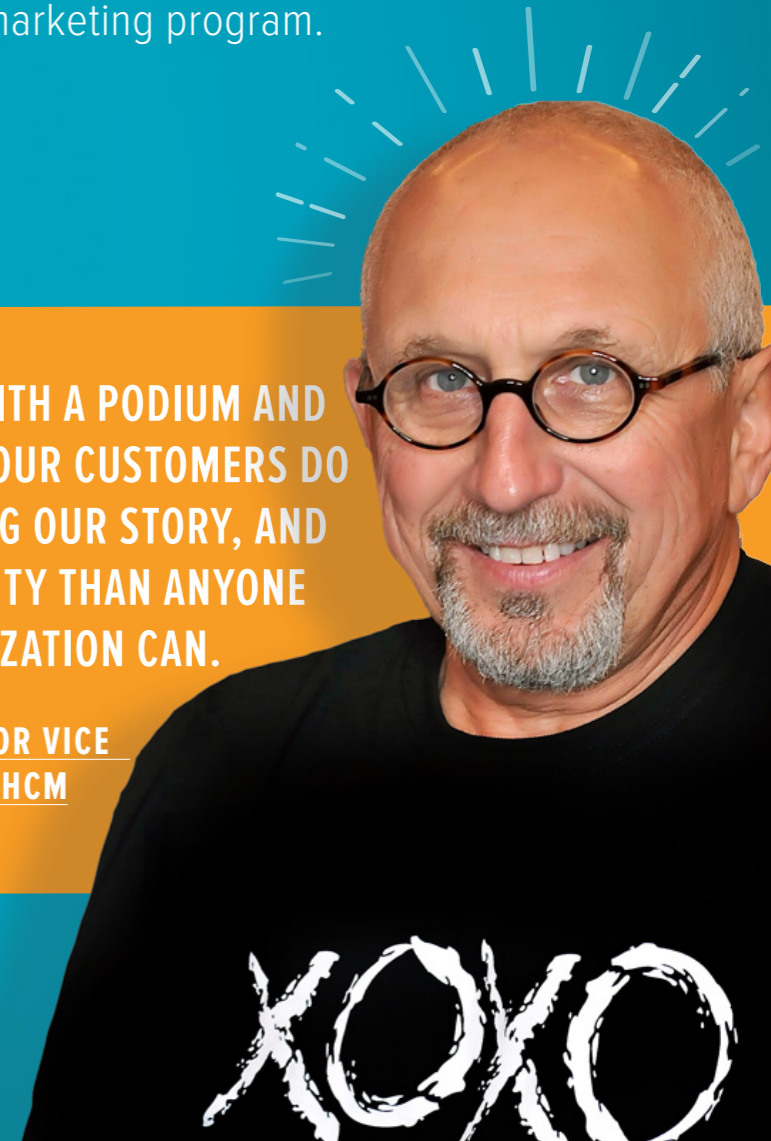
- Creating a special advocate experience that is just for them.
- Appealing to their unique personal and professional motivations.
- Engaging them with relevant activities, such as asking for referrals, reviews and references, as well as sharing feedback, best practices and success stories.
- Recognizing them appropriately for their contributions to your brand, demand and revenue.

- Strengthening their association – and in turn their network's association – to your brand.
- Scaling requests for advocacy in a sustainable, predictable way.

Building your brand in the age of the advocate means creating amazing experiences for your customers – especially your advocates – and making it easy for them to tell the world about it through an advocate marketing program.

“ WE PROVIDE CUSTOMERS WITH A PODIUM AND A MIC TO TELL OUR STORY. OUR CUSTOMERS DO A MUCH BETTER JOB TELLING OUR STORY, AND WITH FAR BETTER CREDIBILITY THAN ANYONE IN OUR MARKETING ORGANIZATION CAN.

**HOWARD TARNOFF, SENIOR VICE
PRESIDENT AT CERIDIAN HCM**



Nurturing advocates through an advocate marketing strategy helps increase brand awareness and association, keeps your pipeline filled with high-quality referral leads, and taps into a source of revenue that has been previously overlooked.

CMOs who “get it” will join the ranks of those who are now enjoying longer tenures of up to 5 years and making a difference in your company over the long term. Those who don’t? Well, they can always give their local branding agency a call. They might be hiring.



READ *THE ADVOCATE MARKETING PLAYBOOK*
FOR EVEN MORE BEST PRACTICES
ON IMPLEMENTING A SUCCESSFUL
ADVOCATE MARKETING STRATEGY.

WHERE TO START:

IMPLEMENT AN ADVOCATE MARKETING STRATEGY

- Tie your advocate marketing strategy directly to business objectives, such as brand awareness, lead generation, pipeline development, customer satisfaction, product development, etc.
- Identify or hire a customer marketer/marketers on your team who will own your advocate marketing program on a day-to-day basis.
- Educate other leaders at your company about how your advocate marketing program can benefit them and how they can get involved.
- Design your program to scale by adopting an advocate marketing software platform that will allow your Advocate Marketer to identify, engage, mobilize and recognize hundreds or even thousands of advocates.
- Establish a mission for the program as well as strategic, tactical and operational advocacy objectives that serve as a core indicator of organizational health and customer satisfaction.

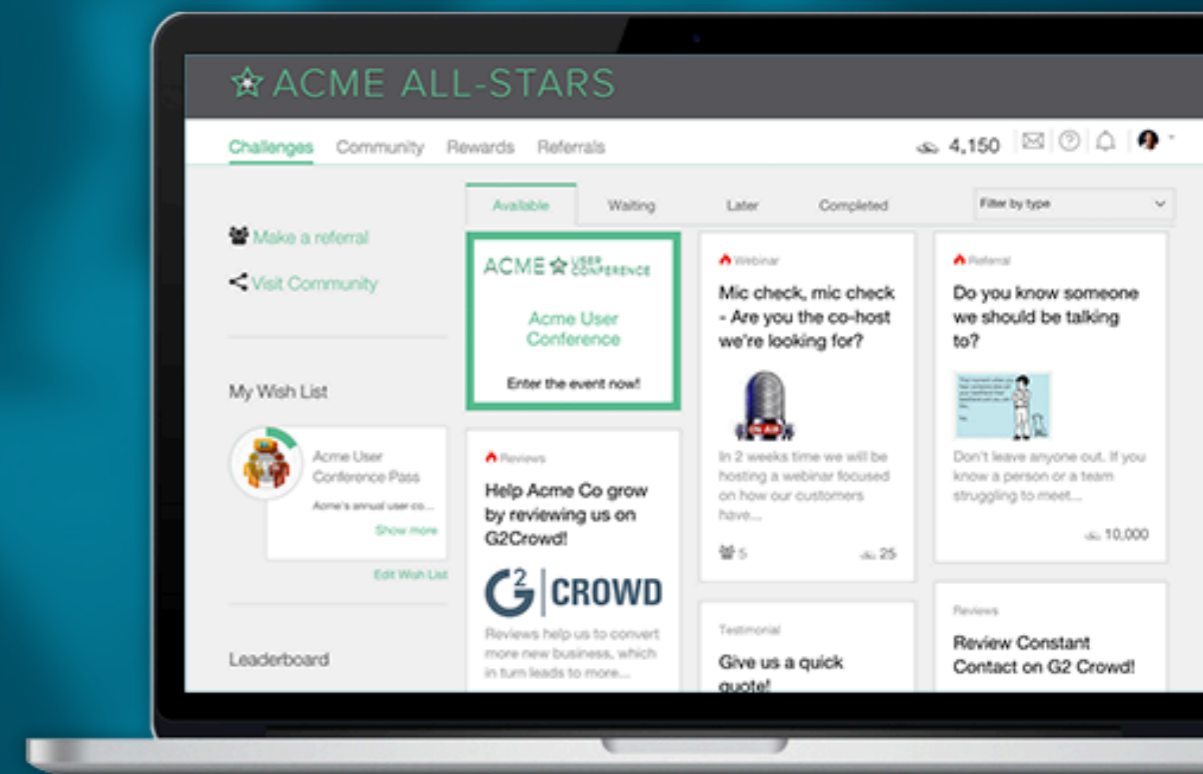


TRANSFORM CUSTOMER LOVE INTO BRAND AWARENESS, ASSOCIATION AND ADVOCACY

Influitive's AdvocateHub software is a complete advocate marketing management platform that helps B2B marketers capture customer enthusiasm, and use it to turbocharge marketing and sales efforts.

With AdvocateHub, B2B marketers build advocate communities where customers, fans and evangelists can complete high-impact activities, such as referrals, product reviews, social sharing and more.

Visit influitive.com to learn more.



ACKNOWLEDGMENTS

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