CaliberMind

The CMO's 90-Day Guide to Better Analytics

Prep Work: Know What You Don't Know

Understanding where you're starting is the key to knowing what and where to improve. It also prevents you from making promises to the board or C-Suite that you can't report on or prove.

Check only the boxes next to questions that you can answer "Yes" to with confidence. If you're unsure, do not check the box.

- ☐ We're confident in our ICP (Ideal Customer Profile)
- ☐ We know our key personas
- ☐ We've confirmed our ICP and personas in the last 180 days
- ☐ We have qualified lead tracking
- ☐ We report on how quickly the sales team follows up on leads
- ☐ We use lead scoring to gate our leads routed to sales
- ☐ We use lifecycle reports in our marketing automation system
- ☐ We have funnel stage tracking (spans marketing automation and CRM)
- ☐ We have an MQL goal
- ☐ We know our pipeline coverage rate
- ☐ We understand how many MQLs are needed to generate one opportunity
- ☐ We understand how pipeline converts into bookings (Win Rate)
- ☐ We have opportunity "source" reporting
- ☐ We have some form of multi-touch attribution

Prep Work: Know What You Don't Know

Know What You Don't Know Continued

- ☐ Marketing has a pipeline goal

- ☐ Marketing has a bookings goal

- ☐ We report on departmental attribution

- ☐ Marketing has return on marketing investment (ROMI) reports

- ☐ Finance uses marketing's ROMI (Return on Investment) model for budgeting

- ☐ We have weekly data reviews by marketing functional group

- ☐ We are adjusting our campaigns throughout the quarter

- ☐ Every marketer understands the leading indicators and adjusts accordingly

- ☐ Every marketer uses pipeline and bookings attribution to optimize their campaigns

- ☐ Every marketer uses ROMI to optimize their campaigns

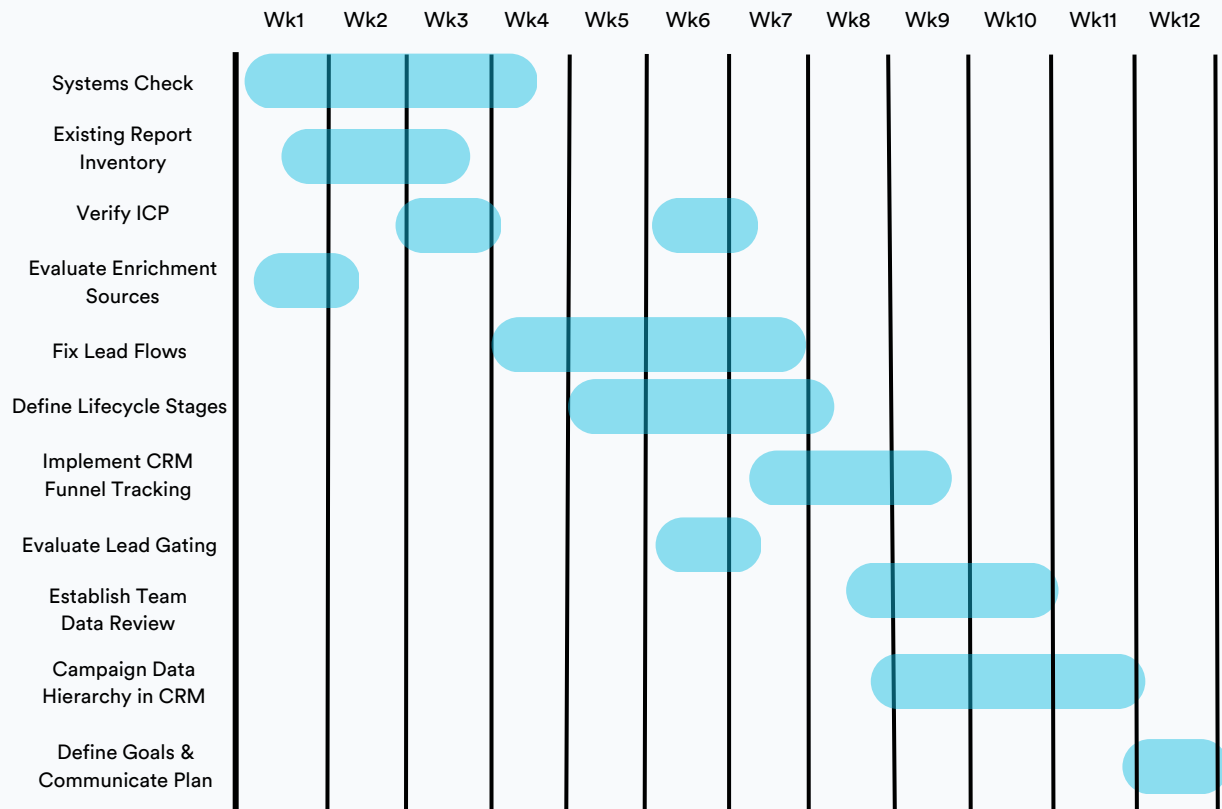Tally your checkmarks to determine which category your team should use for the 90-day roadmap.

The "At-Risk" 90 Day Roadmap

Less Than 12 Boxes Checked

We're glad you've taken the time to run this assessment! Your team needs to prioritize laying the groundwork to be able to report on key performance indicators that will be table stakes to prove the team's impact on the bottom line. Our first priority will be gaining visibility into lead tracking and performance, then we'll evolve from there.

The "At-Risk" 90 Day Roadmap

The "At-Risk" 90 Day Project Timeline & Checklist

	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12
Systems Check	███	███	███									
Existing Report Inventory		███	███									
Verify ICP			███			███						
Evaluate Enrichment Sources	███											
Fix Lead Flows				███	███	███						
Define Lifecycle Stages					███	███	███					
Implement CRM Funnel Tracking							███	███				
Evaluate Lead Gating						███						
Establish Team Data Review								███	███			
Campaign Data Hierarchy in CRM									███	███		
Define Goals & Communicate Plan												███

WEEK 1

- ☐ Determine whether you have an integrated data enrichment solution.

- ☐ At a minimum, pull updated enrichment data to update key fields (industry, technographics, firmographics, etc.).

- ☐ Have ops diagram your tech stack and how the data flows.

WEEK 2

- ☐ Have ops investigate each of your lead channels' connectivity to MAS & CRM.

- ☐ Compare ops investigated lead volume to the team's lead reports.

WEEK 3

- ☐ Pull customer data and identify patterns.

- ☐ Pull churned customer data and identify patterns.

- ☐ Determine whether all offline campaigns are tracked in the CRM.

WEEK 4

- ☐ Ask that ops provide a cross-functional definition of a marketing-qualified lead.

- ☐ Ask that ops fix any broken or missing integrations to lead channels.

The "At-Risk" 90 Day Project Timeline & Checklist

WEEK 5

- [ ] Ask ops to investigate whether the MQL definition matches what's actually happening in the system.

- [ ] Push the team to investigate and define lifecycle stages that should be tracked in your marketing automation platform.

WEEK 6

- [ ] Review your customer profile findings with the broader organization to get buy-in.

- [ ] Ask ops to provide you with their lead scoring methodology and compare that to your customer profile research.

WEEK 7

- [ ] Implement lifecycle processing in your marketing automation system.

- [ ] Ask ops to provide an update on your technology stack and how the data flows between systems.

WEEK 8

- [ ] Determine whether your team uses UTM parameters (and fix it if they don't).

- [ ] Ask ops to map and recommend how lifecycle stages should be tracked in the CRM.

WEEK 9

- [ ] Have Ops update your marketing qualified lead routing.

- [ ] Ensure operations collaborates with sales ops to put lifecycle tracking in the CRM. (Make sure they know you want to understand lead conversion by channel).

- [ ] Communicate you would like weekly qualified lead updates and monthly updates on the conversion rate and time in stage.

WEEK 10

- [ ] Announce weekly department data reviews. Work with sales ops to coordinate which reports should be used to understand pipeline generation and bookings to goal.

- [ ] Enforce total team adoption of CRM campaign maintenance.

WEEK 11

- [ ] Ask marketing ops to find a way to standardize campaign member status and response status in CRM.

- [ ] Ask sales ops to research whether primary contacts exist on all opportunities. If not, ask that they gate opportunity creation.
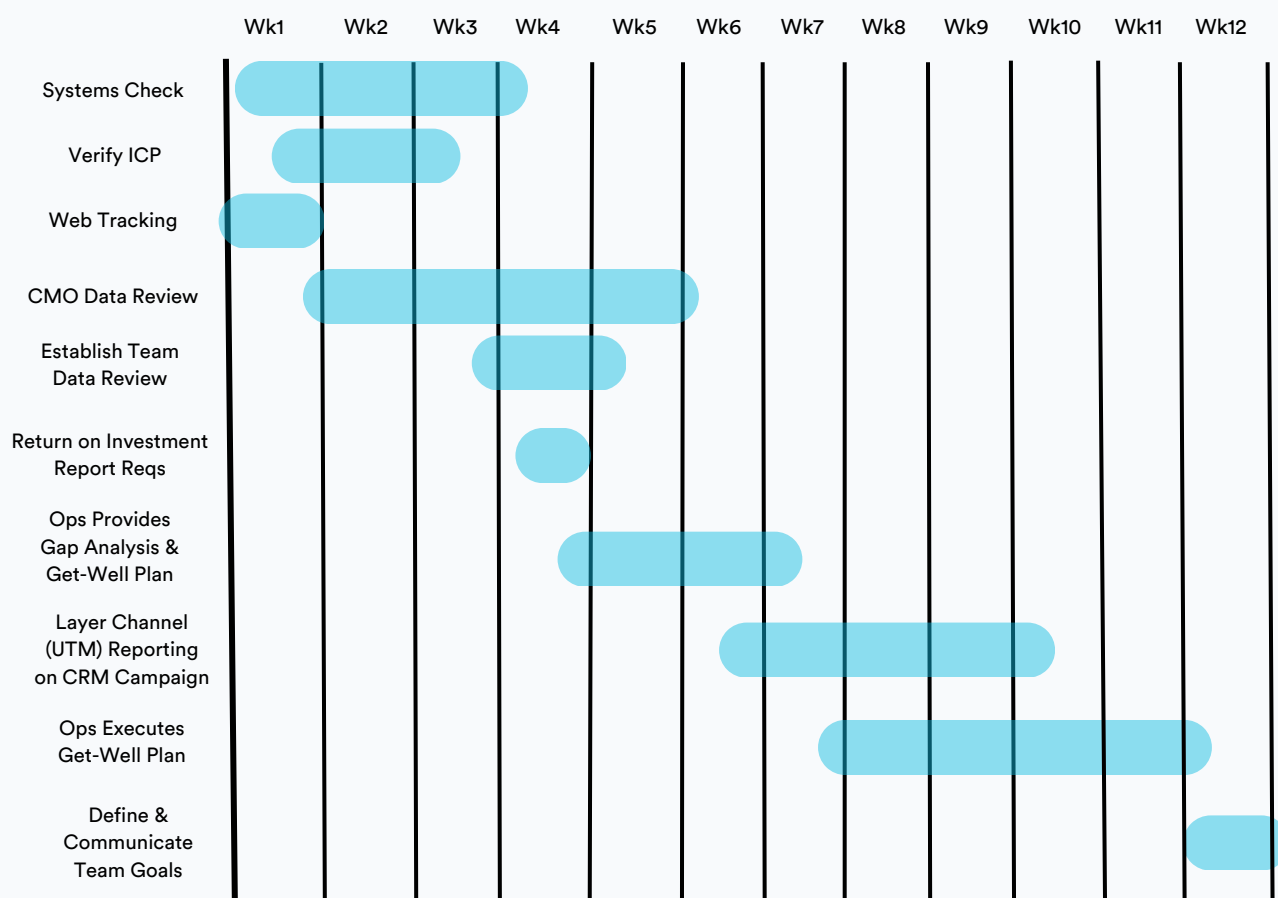
WEEK 12

- [ ] Deterime team goals.

- [ ] Establish regular feedback sessions with sales.

- [ ] Define board report requirements & future goals.

The "At-Risk" 90 Day Project Timeline & Checklist

The "Average" 90 Day Roadmap

12-18 Boxes Checked

Your organization has some foundational development and you're able to manage to lead volume and (perhaps) quality. The next stage is to prioritize building pipeline and understand how different campaign tactics accelerate different stages of the funnel.

The "Average" 90 Day Project Timeline & Checklist

	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12
Systems Check	▉	▉	▉									
Verify ICP		▉	▉									
Web Tracking	▉											
CMO Data Review		▉	▉	▉	▉							
Establish Team Data Review				▉								
Return on Investment Report Reqs				▉								
Ops Provides Gap Analysis & Get-Well Plan					▉	▉						
Layer Channel (UTM) Reporting on CRM Campaign							▉	▉	▉			
Ops Executes Get-Well Plan								▉	▉	▉	▉	
Define & Communicate Team Goals												▉

The "Average" 90 Day Roadmap

WEEK 1

- [ ] Determine whether you have an integrated data enrichment solution.

- [ ] Determine the veracity of your customer profile by running a new analysis on customer and churned customer data.

- [ ] Ask how website tracking and deanonymization are being managed.

WEEK 2

- [ ] Interview sales leads to determine lead quality perceptions.

- [ ] Ask ops for a write up on the cross-functionally agreed upon definition of a qualified lead.

- [ ] Ask ops for a write up on lead gating mechanisms and the logic behind them.

- [ ] Obtain the organization's average time in stage, conversion rates, and average volume by stage. Develop an understanding of how long it takes from first touch to the close.

WEEK 3

- [ ] Ask for a 12-month trend report of conversion rates from marketing qualified lead to pipeline.

- [ ] Ask for a 12-month trend of pipeline coverage rates versus bookings attainment.

- [ ] Ask your team to provide you with how they're using system data to improve their campaigns and brainstorm 2-3 ways they can improve upon their process.

WEEK 4

- [ ] Ask for a weekly data review meeting. Prioritize communicating where sales pipeline and bookings attainment is to goal and ask your team to strategize ways they can improve performance on their own. Cover their ideas in your one-on-one meetings.

- [ ] Ask for a 12-month historical report showing pipeline by opportunity source (last touch).

- [ ] Ask for a 12-month historical report showing opportunity creation by lead source (first touch).

WEEK 5

- [ ] Ask for a 12-month historical report showing MQL conversion to pipeline by lead source or channel. If this isn't possible, set the expectation that you would like to report on this going forward.

- [ ] Determine what kind of multi-touch attribution reporting is available and whether it has been used across teams.

- [ ] Ask operations to work with finance to determine what kind of return on marketing investment model would be best for collaborating on budget planning. Do they want to calculate return on bookings? Do they want to split bookings by marketing and sales efforts? Do they want channel specific rates of return? What is the level of detail they expect?

The "Average" 90 Day Roadmap

WEEK 6

- [ ] Ask operations for a write-up identifying what is needed to meet finance's requirements for budget planning purposes.

- [ ] Make sure UTM data is being captured at the campaign member level. Talk through your reporting structure with operations and make sure they know you're expecting to get to a place where you can report on advertising return in terms of bookings. Have them write up what's standing in the way of those reports today and make recommendations for how to get there.

- [ ] Determine whether your knowledge of channel performance is aligned with how those functional marketers view the programs. Coach them toward optimizing for efficiency over volume.

WEEK 7

- [ ] Meet with each of your marketers and compare their definition of an ideal customer profile to your findings. Ask them to collaborate with the sales team to confirm pain points they've used to connect with prospects.

- [ ] Determine which initiatives are perceived by sales and finance as "low performing" or "at risk."

- [ ] Ask marketing operations to analyze these initiatives. Do they feel the reports reflect reality? Have they worked with the functional marketer to understand if the process for lead collection and follow-up is optimized? Are there different reporting options?

WEEK 8

- [ ] In your weekly data reviews, introduce the concept of optimizing campaigns while they are in flight. If they don't know where to start, have them work with operations.

- [ ] Ask for pipeline and revenue using a multi-touch model. See what this tells you about major initiatives. Are there ways your team can layer on this type of reporting to learn more about what does and does not work?

WEEK 9

- [ ] If you're in a product-led organization, ask operations to come up with ways to tap into and use product signals to drive upsell campaigns.

- [ ] Determine what your upsell strategy is in the organization and how the customer success team solicits third-party reviews.

- [ ] Determine whether your team is actively using intent data to help them identify ready-to-buy accounts.

WEEK 10

- [ ] Ask ops to brainstorm ways to improve lead targeting for the sales team. Have them work with sales ops and collect qualitative feedback from sales.

- [ ] Ask your ops team to analyze the funnel and report back on possible inefficiencies.

The "Average" 90 Day Roadmap

WEEK 11

- [ ] Sit down with operations and define your ideal board reporting structure. Ask operations to take time to identify gaps and document what's needed to provide the desired reports.

- [ ] Ask your team to talk through (in their one-on-ones) how they're incorporating what you've been learning into their marketing strategy.

WEEK 12

- [ ] Confirm you now have UTM reporting in place for return on ad spend calculations.

- [ ] Work with operations to develop a mock-board deck.

- [ ] Work with sales leadership to identify whether multi-touch attribution is something they would support. Talk to them about how they feel sales should be represented in the data. How can you put something like this in place without creating debate over "credit?"
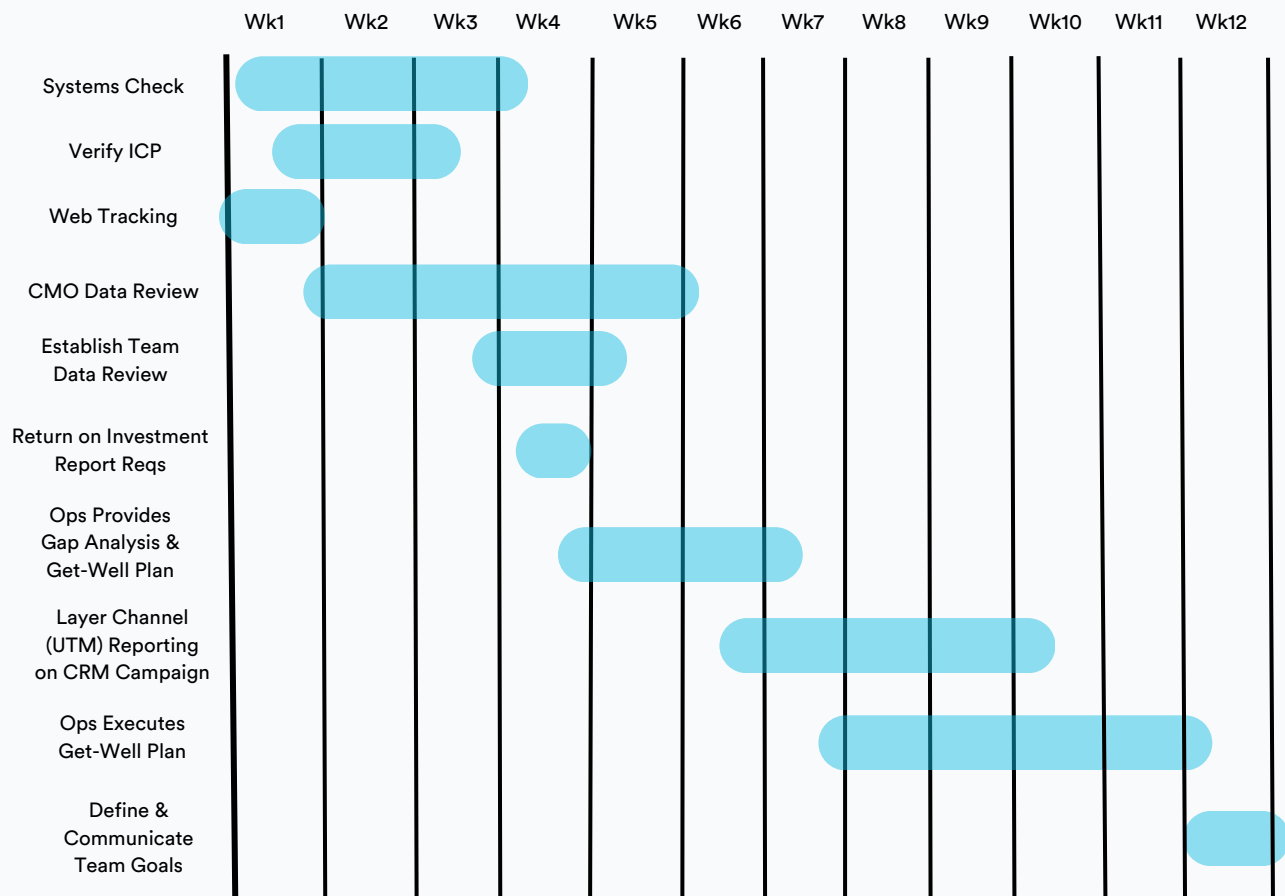
The "Best Practice" 90 Day Roadmap

18+ Boxes Checked

Your organization has a lot of core reporting capabilities necessary to be considered a best-in-class marketing organization. However, there are still areas that can be refined, particularly when it comes to cross-functional adoption.

You'll notice this checklist is very similar to the "Average" 90-day plan. You'll be searching for more nuanced reactions and ways to refine what is already in place as opposed to asking questions to spur a project on to solve a total gap.

The "Best Practice" 90 Day Project Timeline & Checklist

	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12
Systems Check	▔	▔	▔									
Verify ICP		▔	▔									
Web Tracking	▔											
CMO Data Review		▔	▔	▔	▔							
Establish Team Data Review			▔	▔								
Return on Investment Report Reqs				▔								
Ops Provides Gap Analysis & Get-Well Plan					▔	▔						
Layer Channel (UTM) Reporting on CRM Campaign						▔	▔	▔				
Ops Executes Get-Well Plan							▔	▔	▔	▔	▔	
Define & Communicate Team Goals												▔

WEEK 1

☐ Determine whether you have an integrated enrichment solution & ask how it's used in lead scoring or gating.

☐ Determine whether you have active web tracking and IP address enrichment - and how sales is using that information to shorten their sales cycle.

☐ Determine whether there are intent data platforms that would make sense to add to your tech stack or if you already have something that isn't being leveraged to its full potential.

WEEK 2

☐ Interview sales leads to determine lead quality perceptions.

☐ Ask ops for a write-up on lead gating mechanisms and the logic behind them.

☐ Obtain the organization's average time in stage, conversion rates, and average volume by stage. Develop an understanding of how long it takes from first touch to the close of a sale and whether benchmarks are on pace with industry standards.

The "Best Practice" 90 Day Roadmap

WEEK 3

- [ ] Ask for a 12-month trend report of conversion rates from marketing qualified lead to pipeline and then pipeline to closed won.

- [ ] Ask for a 12-month trend of pipeline coverage rates versus bookings attainment.

- [ ] Ask for your team to provide you with how they're using system data to improve their campaigns and brainstorm 2-3 ways they can improve upon their process.

WEEK 4

- [ ] Ask for a weekly data review meeting. Prioritize communicating where sales pipeline and bookings attainment is to goal and ask your team to strategize ways they can improve performance on their own. Cover their ideas in your one-on-one meetings.

- [ ] Ask for a 12-month historical report showing pipeline by opportunity source (last touch).

- [ ] Ask for a 12-month historical report showing opportunity creation by lead source (first touch).

WEEK 5

- [ ] Determine what kind of multi-touch attribution reporting is available and whether it has been used across teams.

- [ ] Ask operations to work with finance to determine what kind of return on marketing investment model would be best for collaborating on budget planning.

WEEK 6

- [ ] Ask operations for a write-up identifying what is needed to meet finance's requirements for budget planning purposes.

- [ ] Make sure UTM data is captured at the campaign member level. Talk through your reporting structure with ops and make sure they know you're expecting to get to a place where you can report on advertising return in terms of bookings.

- [ ] Determine whether your knowledge of channel performance is aligned with how functional marketers view the programs. Coach them toward optimizing for efficiency over volume.

WEEK 7

- [ ] Meet with each of your marketers and compare their definition of an ideal customer profile to your findings. Ask them to collaborate with the sales team to confirm the profile and determine pain points they've used to connect with prospects.

- [ ] Determine which initiatives are perceived by sales and finance as "low performing" or "at risk." These could be major trade shows, digital advertising campaigns, or webinars.

- [ ] Ask marketing operations to analyze these initiatives. Do they feel the reports reflect reality? Have they worked with the functional marketer to understand if the process for lead collection and follow-up is optimized? Are there different reporting options that may reveal how that campaign helps in a different stage of the funnel?

The "Best Practice" 90 Day Roadmap

WEEK 8

- [ ] In your weekly data reviews, introduce the concept of optimizing campaigns for different stages. Ask your marketers to present how they use the information to adjust campaigns at different stages. What are the early indicators? What do they use to decide whether or not to repeat the campaign? If they don't know what to present, have them work with operations.

- [ ] Ask for pipeline and revenue contribution by department using a multi-touch model. See what this tells you about major initiatives. Are there ways your team can layer on this type of reporting to learn more about what does and does not work?

WEEK 9

- [ ] If you're in a product-led organization, ask operations to come up with ways to tap into and use product signals to drive upsell campaigns.

- [ ] Determine what your upsell strategy is in the organization and how the customer success team solicits third-party reviews.

- [ ] Determine whether your team is actively using intent data to help them identify ready-to-buy accounts.

WEEK 10

- [ ] Ask your sales operations team to come up with where they think there's inefficiency in the funnel. What's sales leadership's position? What does marketing operations see? Identify areas for improved efficiency between marketing and sales.

WEEK 11

- [ ] Sit down with operations and define your ideal board reporting structure. Ask operations to take time to identify gaps and document what's needed to provide the desired reports.

- [ ] Ask your team to talk through (in their one-on-ones) how they're incorporating what you've been learning into their marketing strategy.

WEEK 12

- [ ] Confirm you now have UTM reporting in place for return on ad spend calculations.

- [ ] Work with operations to develop a mock-board deck. Ask them to tell you the patterns and anomalies they see and work together to research root causes.

- [ ] Work with sales leadership to identify whether multi-touch attribution is something they would support. Talk to them about how they feel sales should be represented in the data. How can you meet in the middle to build more efficiency instead of viewing attribution as proof one team or another isn't performing well? How can you put something like this in place without creating debate over "credit?"

The "Best Practice" 90 Day Roadmap

Establishing a Baseline - Why is it important?

Picture walking into an organization desperate for a strong marketing leader. The CEO is convinced the messaging is off and they need help nailing down their brand story. Even more critical to the organization is generating the pipeline necessary to hit their number.

It's tempting to sign up for benchmarks like lead quality improvements, upticks in conversion rates, and better pipeline coverage. But are these things being tracked today? Is there a meaningful benchmark to point to when you've achieved your goals?

As the saying goes, the proof is always in the pudding. If you don't have benchmarks, you can't prove that you're improving marketing performance. And if you can't prove that you're improving marketing performance, you're going to experience a degradation in trust. And if you don't have trust, you're in deep trouble with the C-Suite.

Doing a little legwork upfront can prevent a landslide in six months. The following is an explanation of why each of those check marks in "Phase 1: Know What You Don't Know" are so important.

Baseline Checkpoints: What They Do

Confidence in Our Target Market Definitions:
- We're confident in our ICP
- We know our key personas
- We've confirmed our ICP and personas in the last 90 days

As a marketer, you know exactly how important defining your ideal customer profile and key personas are to nailing your message. What's equally important is ensuring the data points we use to define our ICP exist and are regularly refreshed with enriched data. We can't identify those perfect targets if the data is missing.

We see analyzing the existing customer base, trying to uncover patterns in the customers who have churned, and applying that to the marketing strategy skipped far too often just because the executive team has a view of the "perfect profile" based on a few calls they attended.

Establishing a Baseline - Why is it important?

Baseline Checkpoints: What They Do Continued

Lead Execution:
- We have qualified lead tracking
- We report on how quickly the sales team follows up on leads
- We use lead gating

Never assume things. Particularly when it comes to lead tracking and activation. Too many consultants report forms routing to nowhere to not investigate whether your systems are firing on all cylinders. A quick way to check this is to have a conversation with your sales team about perceived lead quality. If they believe they receive zero help from marketing, chances are extremely high that you have major systems setup issues.

Understanding your lead gating mechanisms is also crucial to understanding the maturity of your organization. It's not uncommon for sales to receive every form fill response by default in small organizations. It's (unfortunately) also not uncommon for operations professionals to get a little overzealous when they first implement lead gating.

Funnel Awareness:
- We use lifecycle reports
- We have funnel stage tracking (spans marketing automation and CRM)
- We have an MQL goal
- We know our pipeline coverage rate
- We understand how many MQLs are needed to generate one opportunity
- We understand how pipeline converts into bookings (win rates are known)

Sales leaders have a history of memorizing key funnel metrics. They understand that the key to attaining more pipeline predictably is understanding which stages are "sticky" and whether core conversion rates are on pace or behind industry benchmarks.

The most critical aspects of the funnel for marketers are MQL conversion to pipeline and pipeline conversion to bookings (or the pipeline coverage rate). If your team understands which lead channels convert more efficiently and how much pipeline is needed for sales to hit next quarter's number, you have a chance to react and create positive outcomes before the quarter is over.

For more on how and why the funnel is such a vital construct in B2B, check out our guide.

Establishing a Baseline - Why is it important?

Baseline Checkpoints: What They Do Continued

Attribution and Proof of Marketing "Contribution":
- We have opportunity "source" reporting
- We have some form of multi-touch attribution
- We meet regularly with sales to review key campaign results
- We have a pipeline goal
- We have a bookings goal
- We report on departmental attribution

Marketing KPIs are a fantastic indicator of a company's maturity. Traditionally, B2B SaaS organizations operated on a volume-centric goal structure that prioritized lead generation. Over the years, businesses have adjusted their goals to focus more on bookings efficiency. Giving your team a pipeline and bookings goal creates different behaviors, many positive (some not), that force the team to better align with the sales goal of acquiring more customers or expanding their existing customer base.

When it comes to attribution, reporting on a single point in time is a great way to create conflict between departments. Inevitably, organizations that embrace a last-touch model and compensate team members on opportunity production will experience internal strife. We've even seen organizations manually review each opportunity every quarter to improve "accuracy" (even though each leader will admit opportunities are sourced from a combination of tactics across departments).

Determining where your organization is on its attribution journey will help you quickly understand department alignment (or lack thereof). And remember, just because a company has a multi-touch attribution model doesn't mean they're using it in the boardroom or with finance.

Control Over Budget:
- We have return on marketing investment (ROMI) reports
- Finance uses our ROMI model for budget design

Every marketer hopes to work in an organization where they can drive the budget conversation. Working in collaboration with finance and agreeing on a methodology to calculate return on marketing investment is the only path to this utopia.

Establishing a Baseline - Why is it important?

Baseline Checkpoints: What They Do Continued

Reactive vs. Proactive:
- We have weekly data reviews by marketing functional group
- We are adjusting our campaigns throughout the quarter
- Each marketing function understands the leading indicators they should use to adjust their campaigns for lead volume
- Each marketing function is using pipeline and bookings attribution to optimize their campaigns
- Each marketing function is using ROMI to optimize their campaigns

People rarely proactively do the right thing. It's rarely laziness. More often, the "correct" behavior was never modeled to them. Nearly always, the expectation isn't communicated and enforced by leadership.

If you want your department to use data to make decisions throughout the quarter, you'll need to institute and participate in a regular metric review. At the bare minimum, your team should be made aware of bookings attainment to goal, pipeline attainment to goal, and overall lead volume to goal. They need to understand that each category is a leading indicator of the next, and your team has the ability to positively impact those metrics.

A regular reporting cadence builds confidence in being able to understand numbers and will naturally lead to understanding or spotting when the company is behind target and what exactly can be done to fix it. The goal is to eventually be a best-in-class marketing organization that has easy access to return on marketing investment data necessary to improve your overall strategy.

Establishing a Baseline - Why is it important?