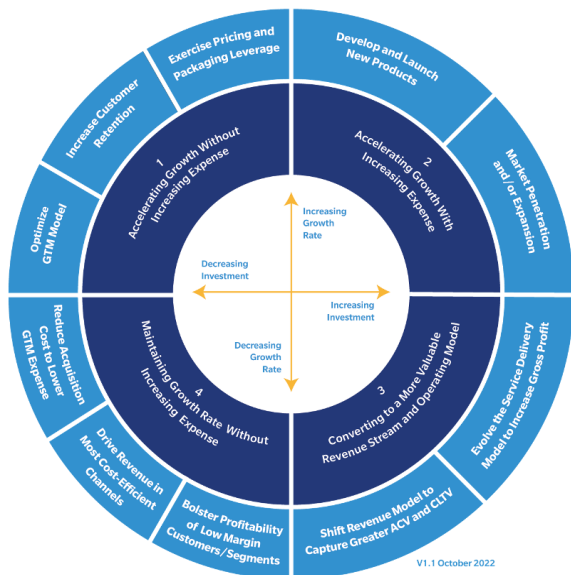


SBI recently hosted a roundtable discussion with a small group of CMOs and marketing leaders to discuss unlocking the potential of customer marketing, how they are approaching growth and value creation moving into Q2 2023.

SBI's Value Creation Compass



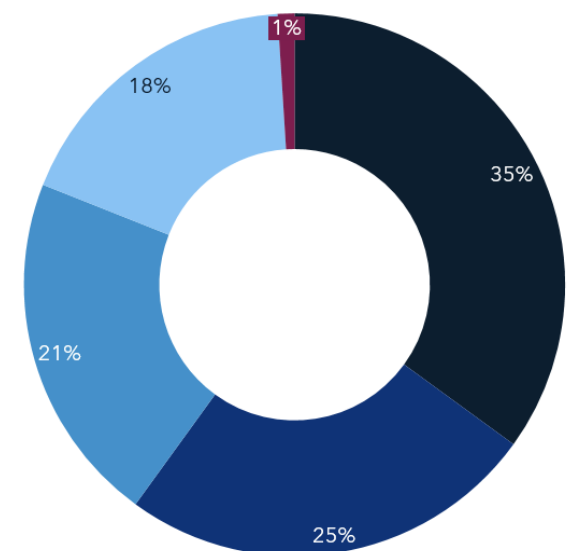
Driving Value Through Tight Execution Against Focused Growth Bets

- CMOs discussed which growth levers they see as essential to their strategies this year. While marketers had a variety of responses when thinking about their 2023 value creation strategies, consistent growth levers included increasing customer retention, market penetration and/or expansion, and driving revenue via the most cost-efficient channels.
- Some of the biggest growth bets were around identifying and penetrating whitespace in existing accounts, upsell and cross-sell opportunities, as well as net new acquisition for some.
- Additionally, marketing teams are investing in refining their demand-generation strategy, including how they approach customer journey mapping, customer data analysis and ensuring the content they produce is aligned with the complete customer journey, pre- and post-sale.

Emerging Observations From Customer Marketing Research

- Are longer sales cycles indicative of a new normal? Many attendees expressed that the pressure of increased sale cycles has been felt since Q2 of 2022. With this comes the stress of mitigating any wasted time and resources on stuck deals.
- While marketing leaders and their budgets are the first ones to be scrutinized—or even cut—in uncertain markets, CMOs in attendance shared their views on how they have become even more intentional about where and how their spend is being allocated.
- With these market conditions, customer marketing is at the top of mind for many CMOs, with a common goal of ensuring buyers realize value from their solutions, driving retention and growth opportunities from customers.
- An additional customer marketing “recipe” that attendees had consensus around was the role of customer marketing in driving scalable relationship expansion. Especially in organizations where growth bets are significantly reliant on revenue expansion from existing accounts, customer marketing is an integral ingredient in coordinated expansion plays.
- Some leaders discussed the advanced data techniques they were pursuing, combining disparate customer data to build and test new segments. For example, integrating data from engagement systems, transactional records and NPS scores to target promoters. And using automation to scale their ability to test new segments.
- Lastly, when discussing what good looks like for customer marketing programs, most attendees agreed that customer retention, upsell/ expansion revenue and NPS scores were common metrics for measuring success.

No Clear Owner of Customer Marketing



A cross-functional team of account managers, customer success managers, marketing and/or other functions
 A dedicated and separate customer marketing team
 A dedicated individual or team within our Marketing organization
 Part of the responsibilities of individual(s) in our Marketing organization
 We do not run any customer marketing programs