

# Building a More Metrics-Driven Marketing Organization

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“If you can’t  
measure it, you  
can’t manage it.”

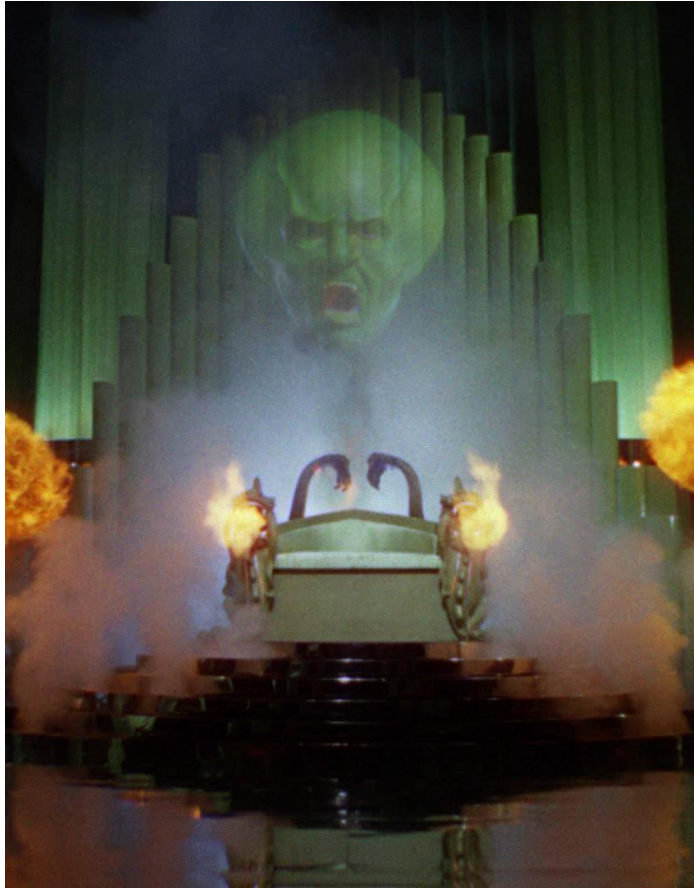
Peter Drucker

# Agenda

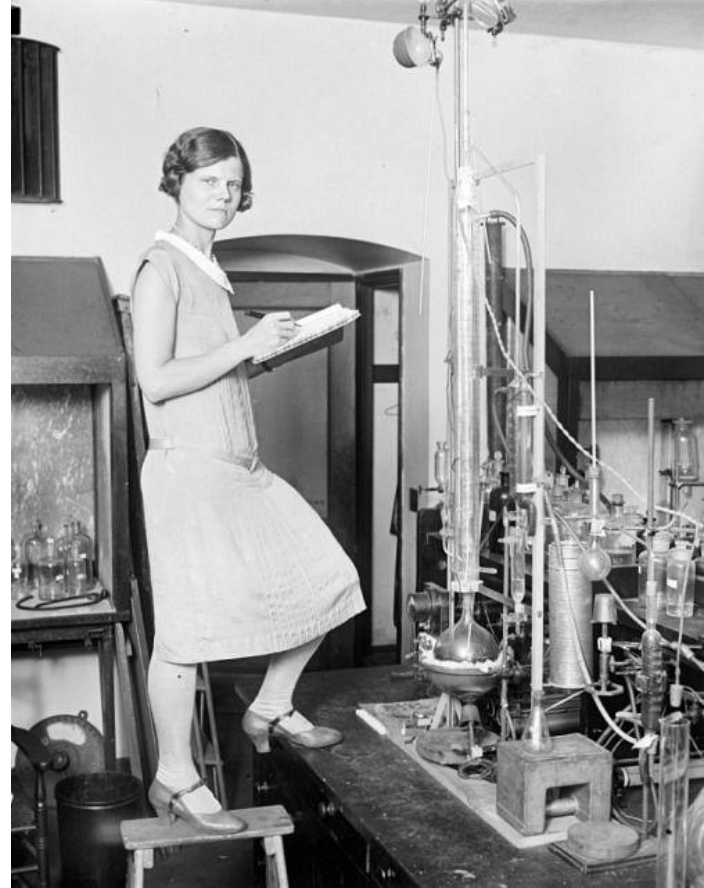
- Types of marketers and approaches
- The new marketing organization
- 4 ingredients for success
- Measurement & experimentation
- Getting started

# Two Kinds of Marketers

## Illusionists



## Scientists



## Illusionists

Make you feel like something amazing happened, but you're not really sure what or how.

Have **unscalable** tactics. ❌

## Scientists

Measure, test, and implement. Use tools to help find the right answers.

Create **repeatable, scalable** initiatives. 👍

# Illusionists





# Scientists





# Scientists with a Side of Magic



# Two Kinds of Approaches

## Jumpers



## Testers



## Jumpers

Commit to an approach  
and invest heavily to  
make it successful.

**Prioritize making the  
approach work.**

All in. ❌

## Testers

Validate an idea before  
going “all in.”  
Prioritize finding the  
right approach.

Agnostic about the  
approach, **prioritize  
the results.** 👍

# Jumper



# Tester



**Oreo Cookie**   
@Oreo

 Follow

Power out? No problem.

[pic.twitter.com/dnQ7pOgC](https://pic.twitter.com/dnQ7pOgC)



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# Testers with a Wild Side





# Building a Metrics Driven Team

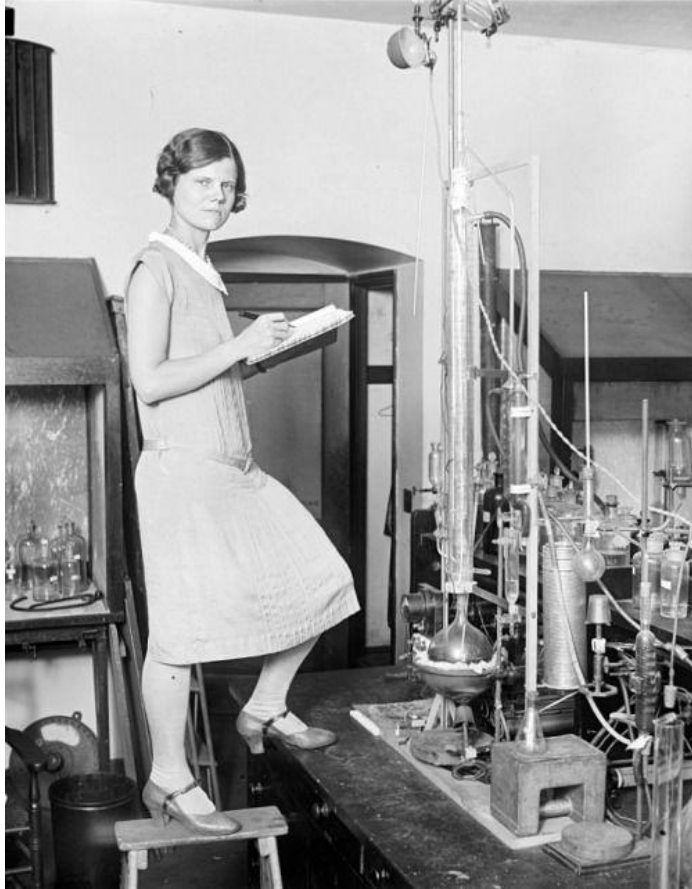
# The New Marketing Organization

 We want to impact our business and customers in measurable ways.

 We want our work to have high returns, and be cost efficient.

 We want to scale and grow our teams and our efforts.

# The New Marketing Organization



# Formula for Marketing Team Success

Aligned to Company Objectives



Focused



Measurable



Prioritized

Where can marketing make the biggest impact on growing the business?

Pick a lane. You must choose where you want to win, and then focus on doing that. Don't spray and pray.

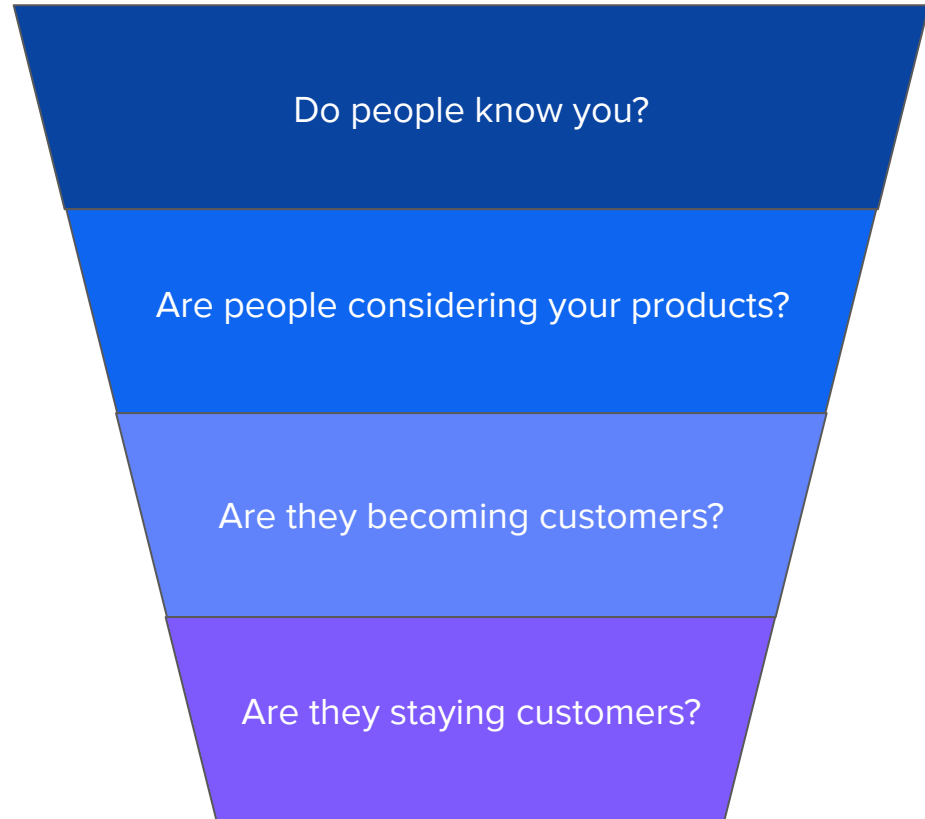
For the focus areas you've chosen, pick KPIs that matter to the business. Not vanity metrics.

There will always be many fish to fry. And the order will change. Make sure you're aligning your team regularly.

Get key stakeholder buy in on choices before you start execution.

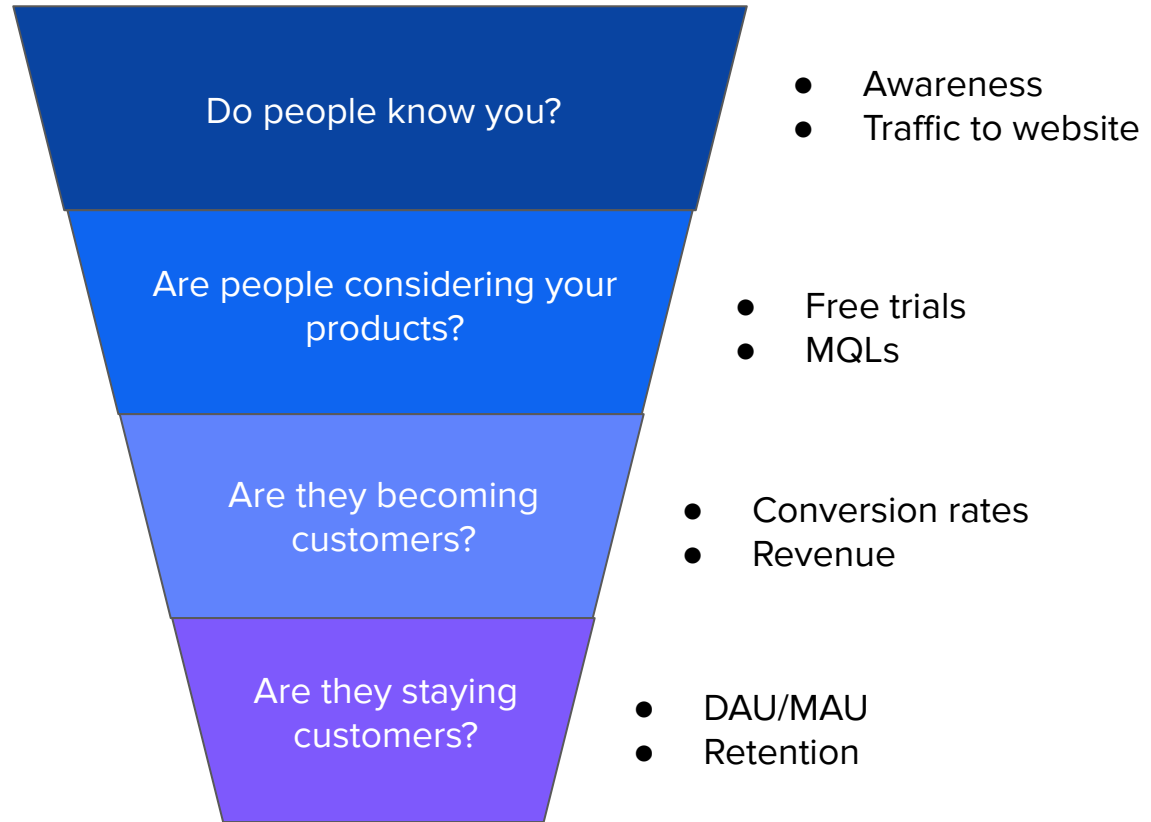
# Alignment and Focus: Finding Opportunity

*Where does your  
company need  
marketing help?*



# Measurement: Impacting Your Business

*What biz metrics matter to your company?*



# Building Metrics-Driven Programs



# Culture Shift: Initiatives Experiments

AKA Magician to Scientist

## Initiatives:

We are going to do X for Y result.

### Example:

We're going to run display ads for more traffic to site.

### Problem:

We don't know that this will necessarily have the desired impact. ❌

## Experiments:

We will **test** if doing X will result in Y impact.

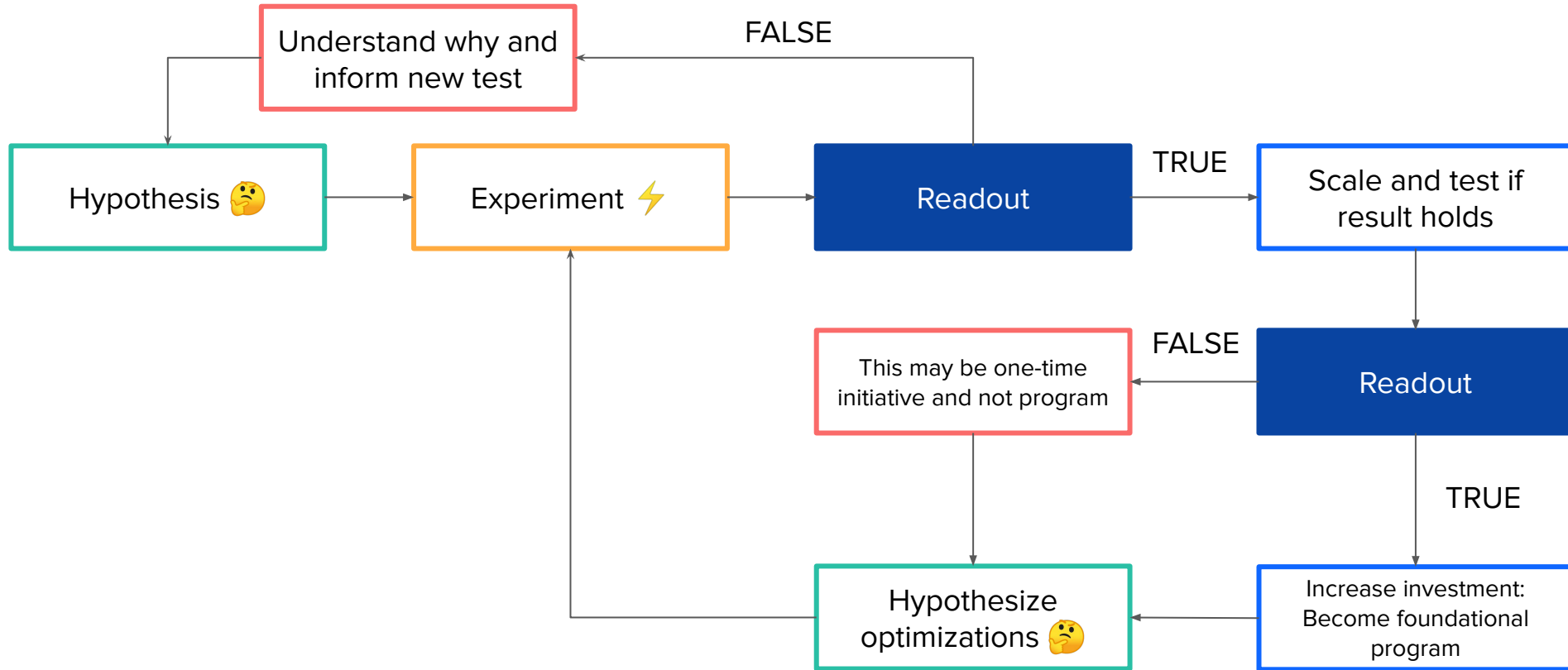
### Example

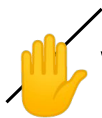
We're testing if running display ads has an incremental lift on site traffic.

### Benefit:

We focus on the learning before we scale. 👍

# Winning Experiments Become Programs

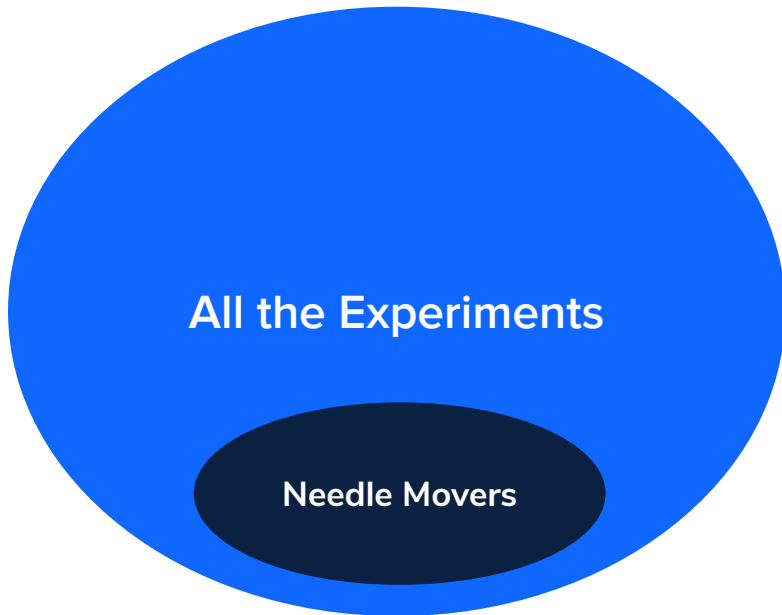




# Watchout: Experiment Overkill

Before you begin testing something, make sure it's actually something that meets two criteria:

- 1) You actually have uncertainty. Some things don't actually need to be tested. They're universal truths.
- 2) The results of the positive experiment are worth the time it would take to run the test.



# Culture Shift: Raw Data Insights

AKA Jumper to Tester

## Data:

We moved x metric.

### Example:

We got 1 million impressions on our display ads.

### Problem:

We don't know if this is good or bad, or whether it informs a future decision. ❌

## Insights:

The change in X means that Y was/wasn't effective for our desired objective.

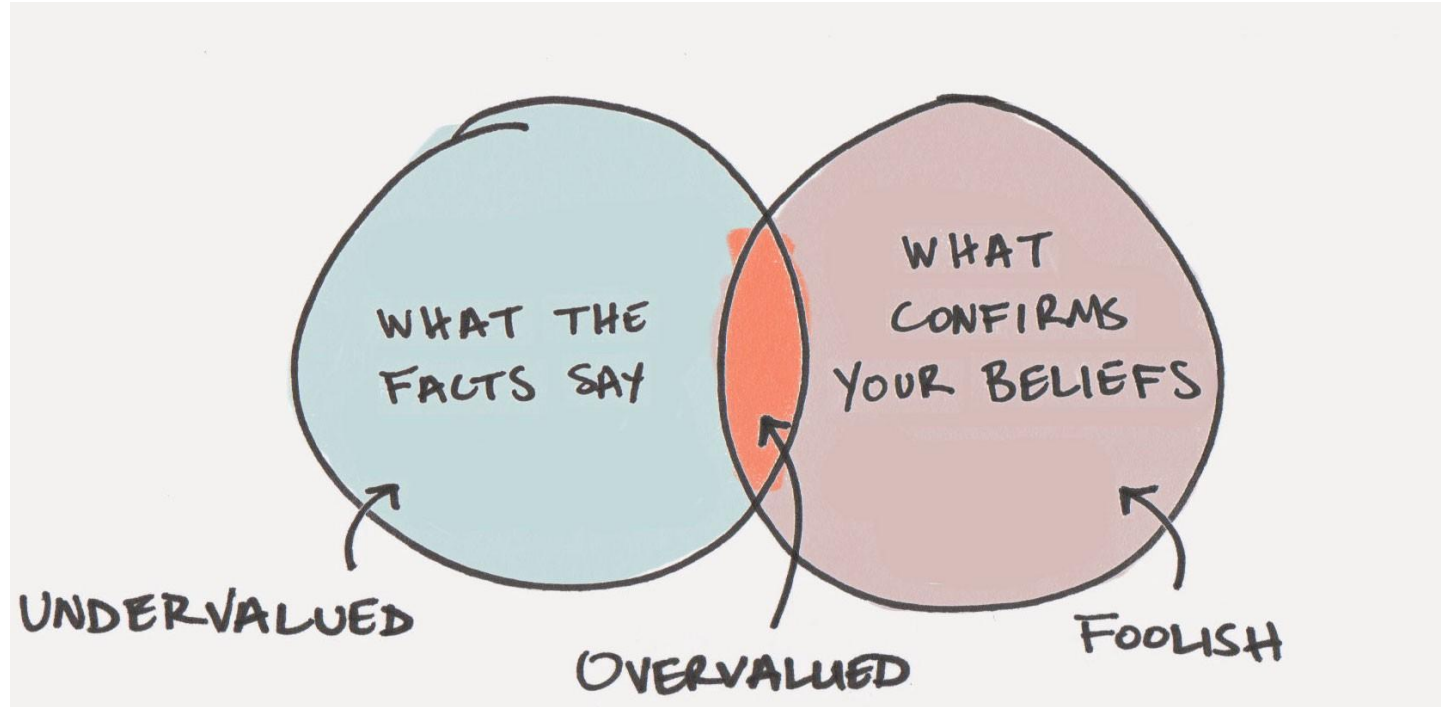
### Example

The volume of impressions on our display ad was lower than previous test, at a higher cost. We will not be investing further.

### Benefit:

True understanding of impact. 👍

# Measurement Should Be Objective

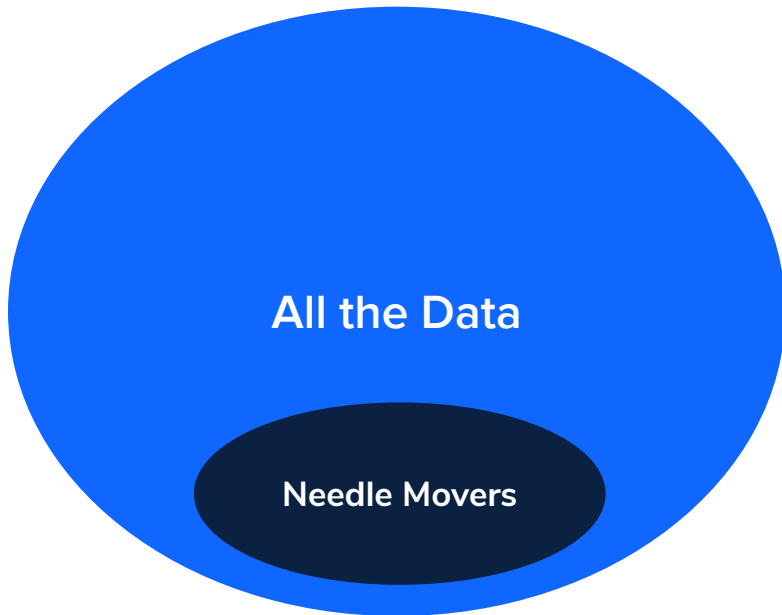




# Watchout: Analysis Paralysis

There are thousands of vectors on which you can measure marketing programs today. The danger is you might get distracted by the wrong ones. Before you choose what to measure ask:

- 1) Can my marketing program affect a leading or lagging indicator? If lagging, do I have a way to prove correlation to leading?
- 2) Do I have a benchmark for success? Do I know what success looks like?



# Putting it Together

Getting started at your organization



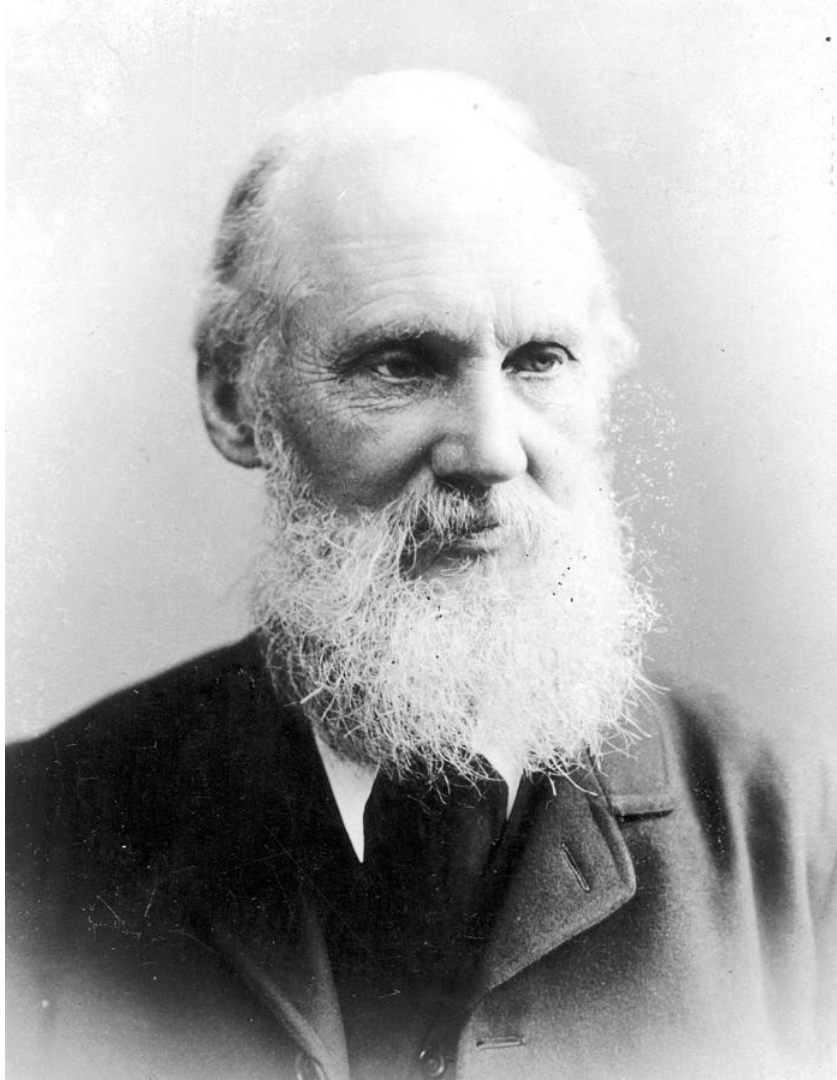
# Getting Started at Your Company

Understand your  
company's  
objectives

Use those to  
inform marketing  
objectives

Build experiments  
to ID initiatives  
that achieve  
objectives. Double  
down on winners.

Focus only on  
KPIs that matter to  
the business, and  
insights that help  
you improve.



“If you cannot  
measure it, you  
cannot improve  
it.”

Lord Kelvin

# Thank you!

@shaneebenzur from @crunchbase