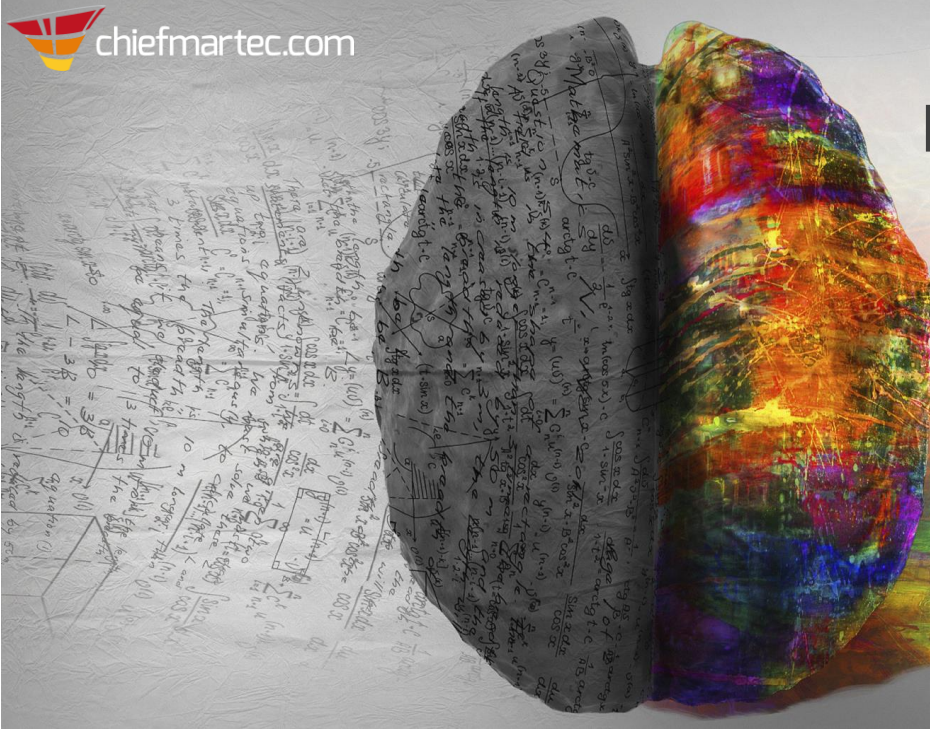




Hacking Marketing

Marketing Management in a Software World

Scott Brinker
@chiefmartec



Co-founder & CTO

Software and services for interactive content.



chiefmartec.com

Editor

Blog on the entwining of marketing & technology.



MARTech™

Program Chair
Marketing tech conference.



~150

Marketing Technology Landscape



2011

~350

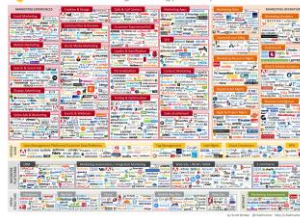
Marketing Technology Landscape



2012

~1,000

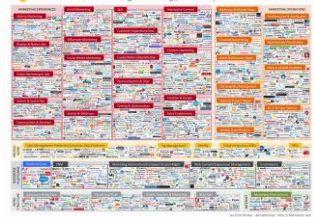
chiefmartec.com Marketing Technology Landscape



2014

~2,000

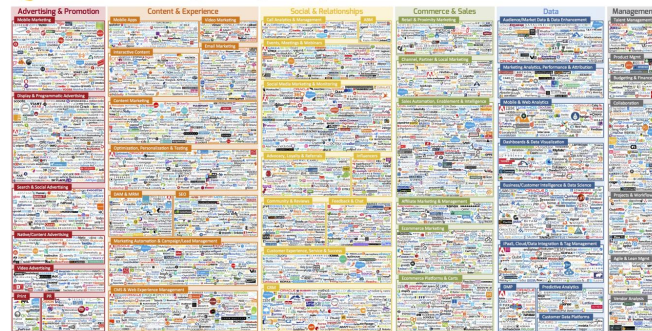
chiefmartec.com Marketing Technology Landscape



2015

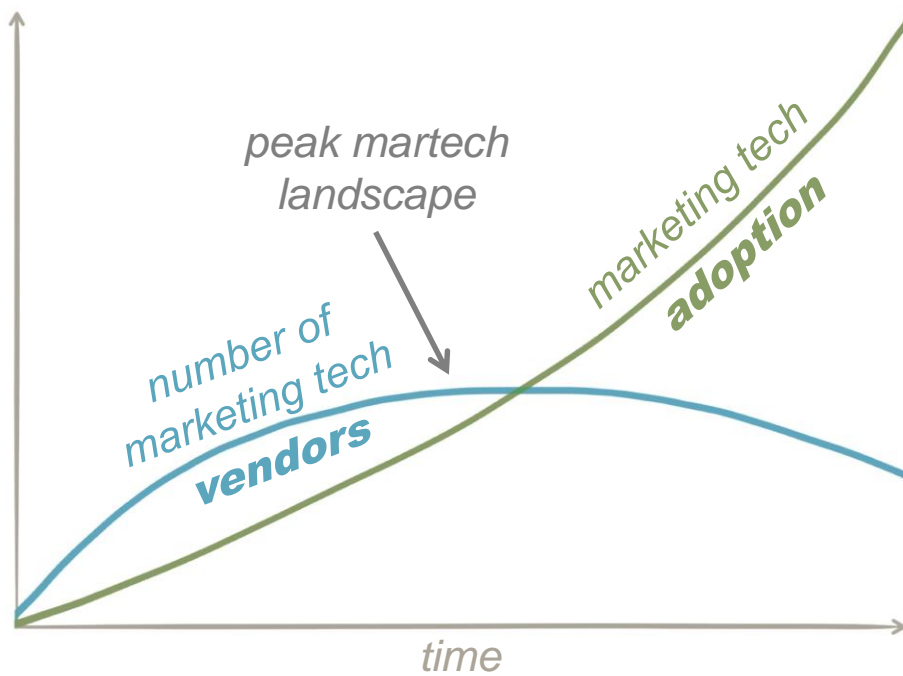
chiefmartec.com Marketing Technology Landscape

March 2016



~3,500
(3,874 logos)

2016





Analytical



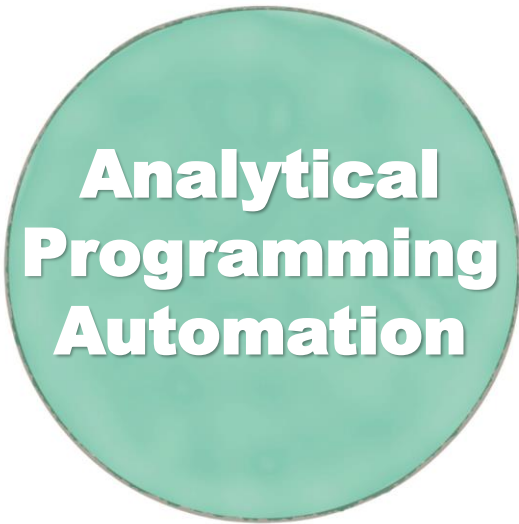
Creative



**Analytical
Programming**



**Creative
Design**



**Analytical
Programming
Automation**



**Creative
Design
Experience**



Marketing



**Software
Development**



Thinking Like an Engineer

In Marketing Automation

1 - Email Address

Email Address: @newrelic.com

2 - Marketo OwnerID String

Marketo OwnerID String: (3) 00G; 0054000000wWfS; 0054000000Z5P6

3 - Marketo OwnerID String

Marketo OwnerID String:

1 - Change Data Value

Choice 1 ▼

if:	<input type="text" value="Routing Reason"/>	is empty
Attribute:	<input type="text" value="Routing Reason"/>	New Value: <input type="text" value="Website Chat"/>

Default Choice

Attribute:	<input type="text" value="-- Do Nothing --"/>	New Value: <input type="text" value="Select..."/>
------------	---	---

Note: Data of this activity type is archived after 90 days

2 - Change Owner

Owner Name:

Source: Isaac Wyatt, New Relic, presentation at MarTech 2015

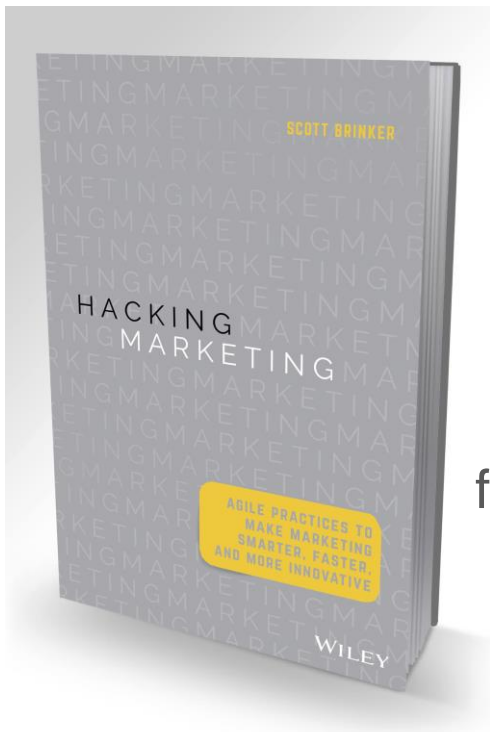
In Pseudo Code

```
for(MktoLead lead in leads[]){

    if (!lead.email.contains(@newrelic.com) &
        lead.mktoOwnerID = "005400000025zP6" &
        lead.source = "Website Live Chat"){

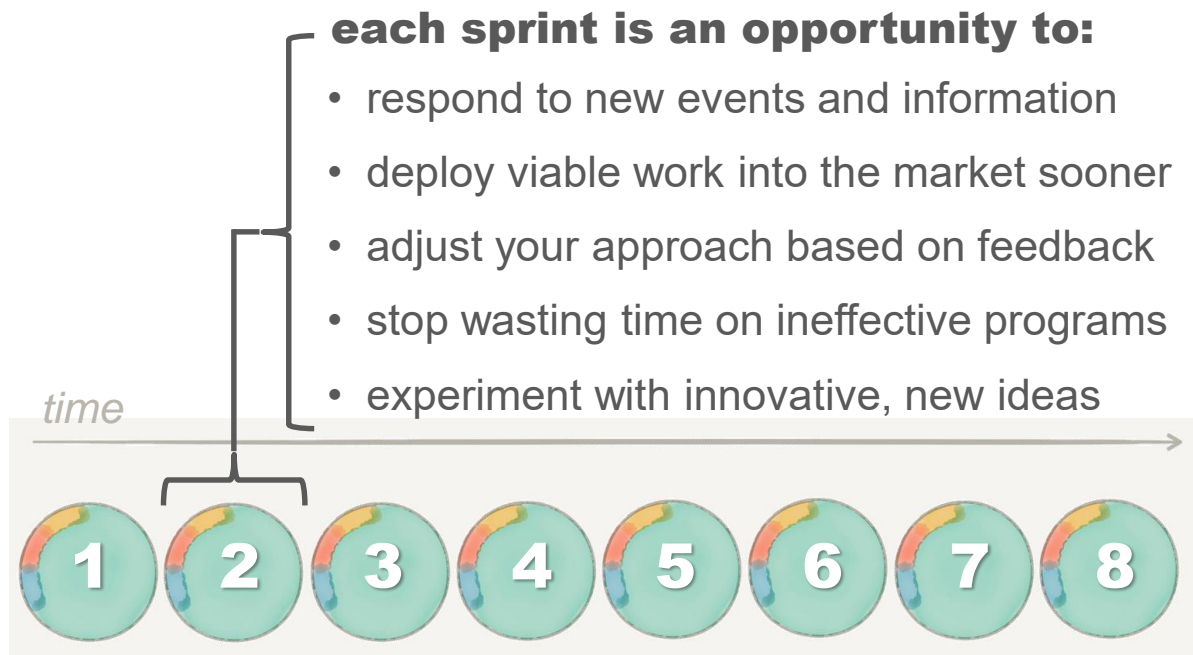
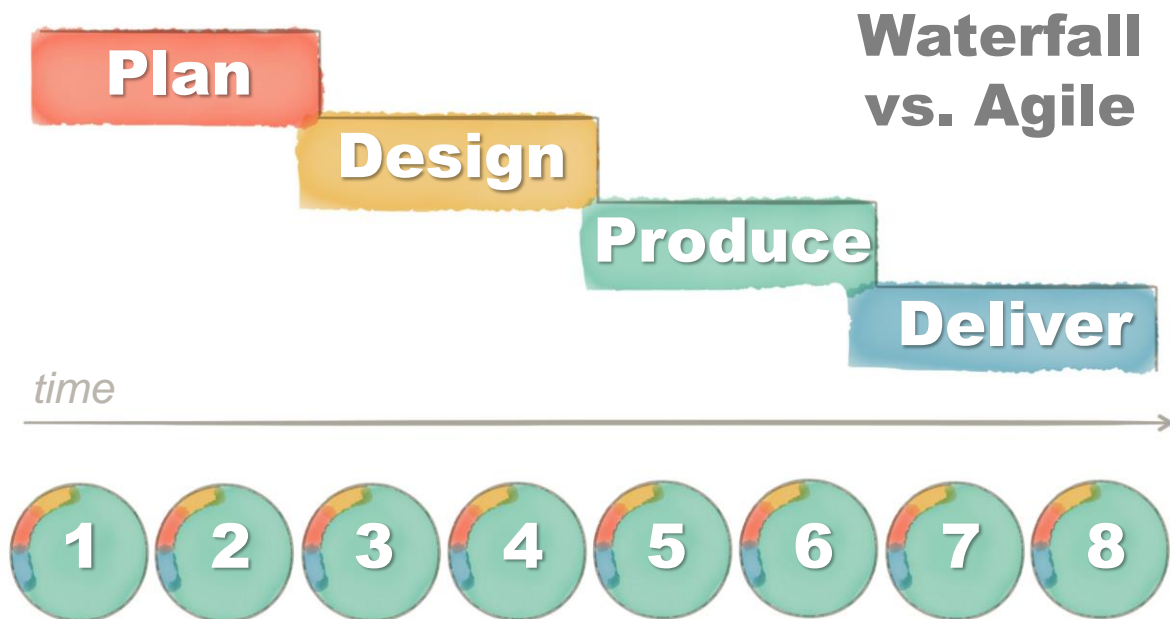
        if(lead.routingReason.isEmpty()){
            lead.routingReason = "Website Chat"
        }

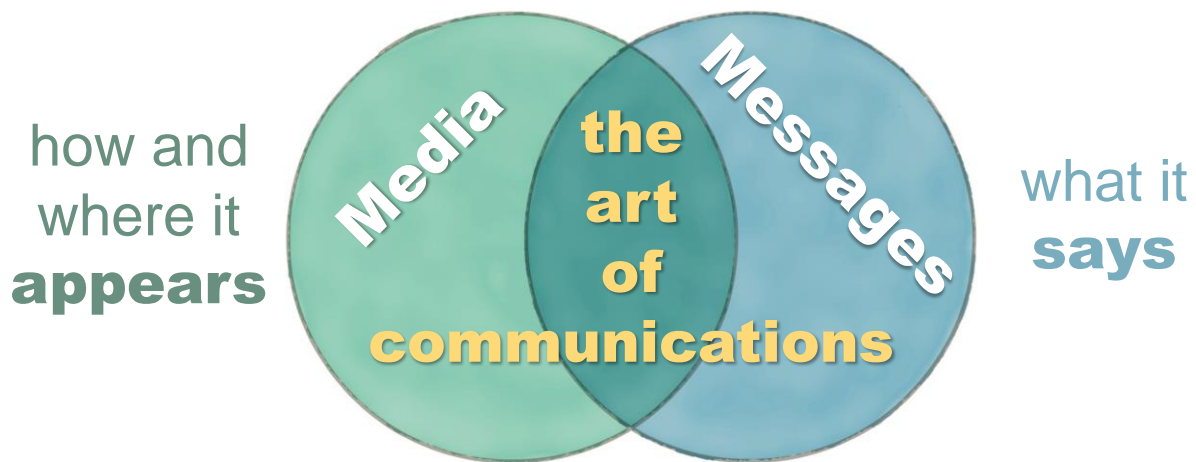
        lead.ChangeOwner("Queue: SDR Queue")
    }
}
```



Now that marketing and software are thoroughly entangled...

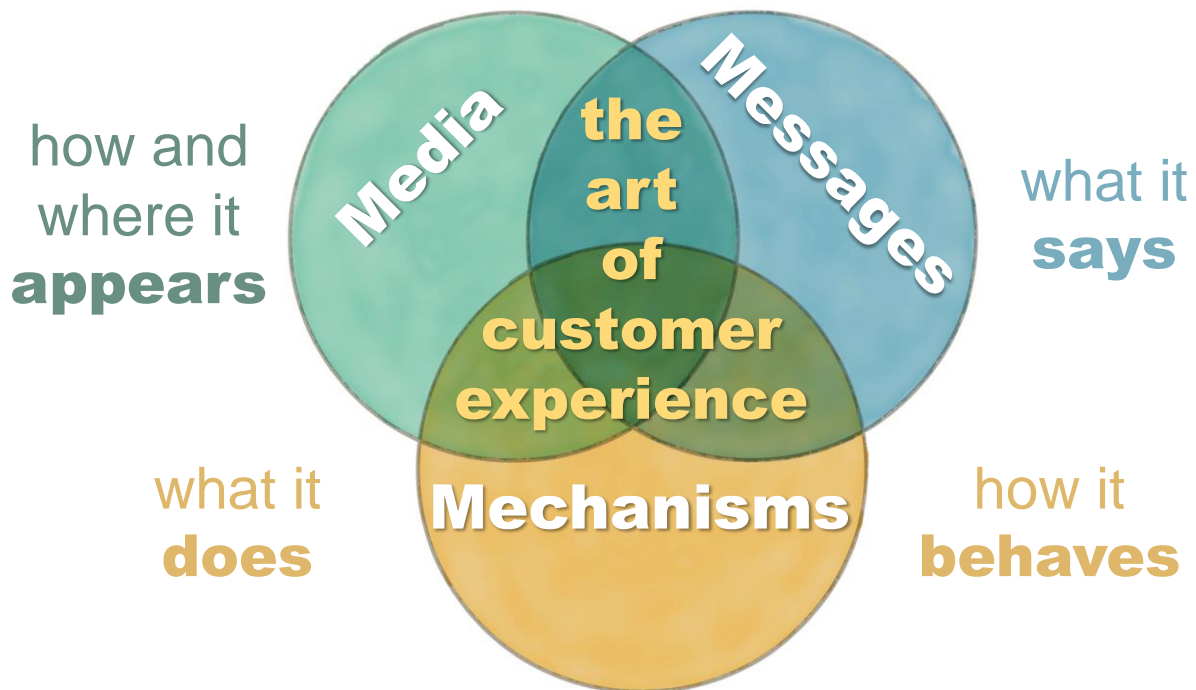
What can **marketers** learn from **software management** to thrive in this environment?



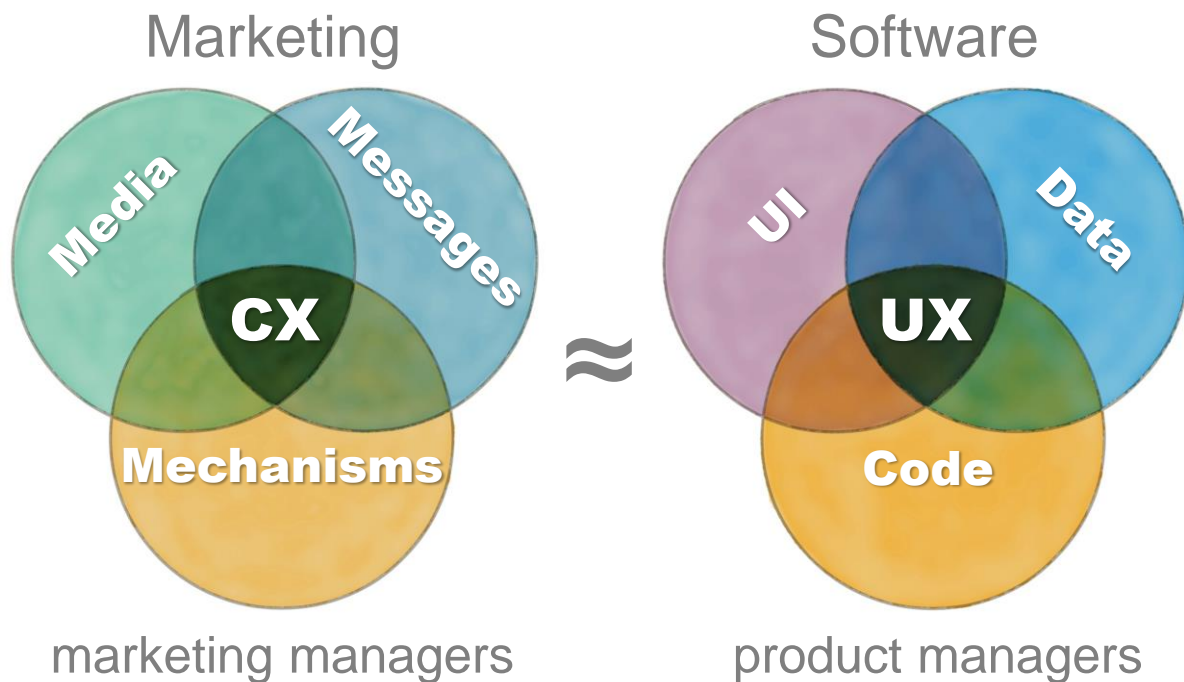


“The medium is the message.”

– Marshall McLuhan



	Passive Content	Interactive Content
Audience	Consumes	Participates
Delivers	Information	Services
Innovation	Media	Mechanisms
Examples	Blogs E-books Reports Webinars	Assessments Calculators Configurators Quizzes



Innovation	Scalability
Experimentation	Standardization
Explore	Exploit
“Fail Fast”	“Fail Not”
Question Assumptions	Leverage Assumptions
Speed	Dependability

Can we manage both with **one** framework?

Innovation	Scalability
Experimentation	Standardization
Explore	Exploit
“Fail Fast”	“Fail Not”
Question Assumptions	Leverage Assumptions
Speed	Dependability

Bimodal IT = Marathon Runners + Sprinters

Think
Marathon Runner



Mode 1

Reliability

Goal

Mode 2

Agility

Think
Sprinter

Price for performance	Value	Revenue, brand, customer experience
Waterfall, V-Model, high-ceremony IID	Approach	Agile, Kanban, low-ceremony IID
Plan-driven, approval-based	Governance	Empirical, continuous, process-based
Enterprise suppliers, long-term deals	Sourcing	Small, new vendors, short-term deals
Good at conventional process, projects	Talent	Good at new and uncertain projects
IT-centric, removed from customer	Culture	Business-centric, close to customer
Long (months)	Cycle times	Short (days, weeks)

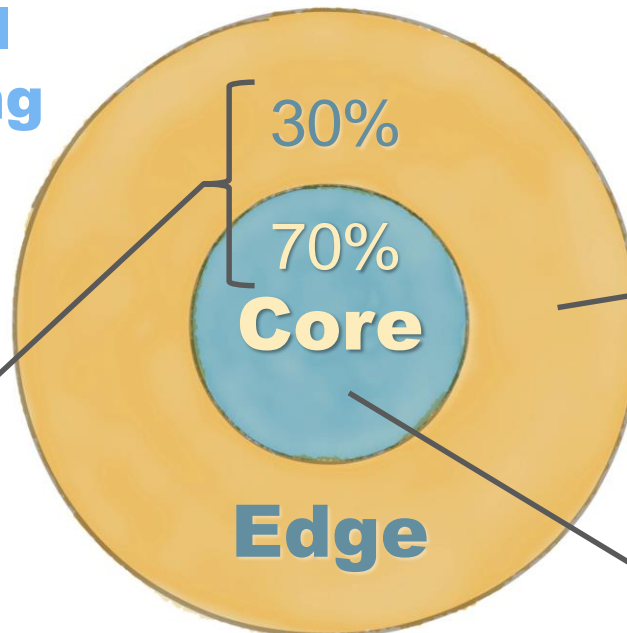


Gartner.

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Bimodal marketing

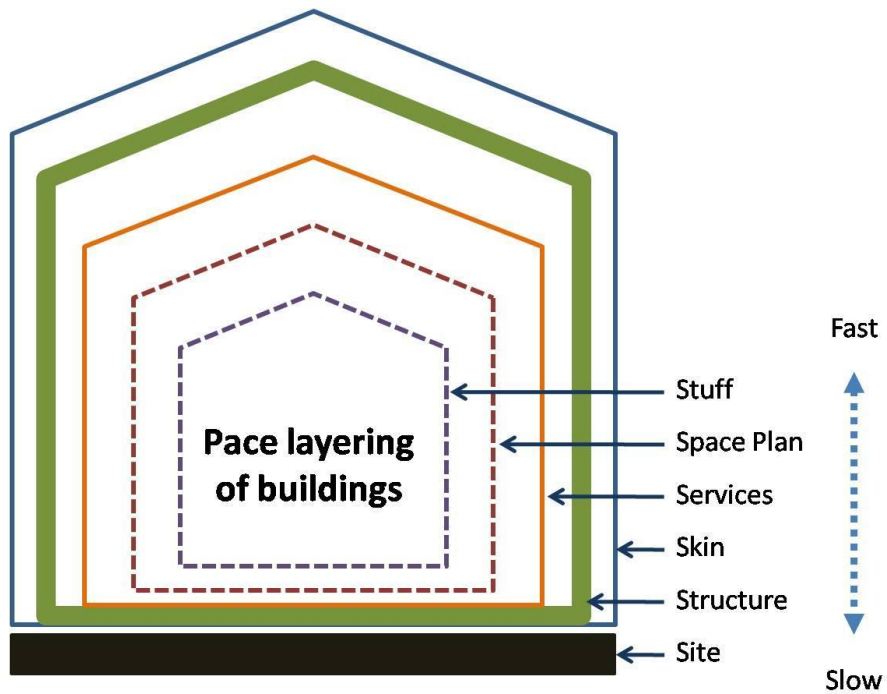
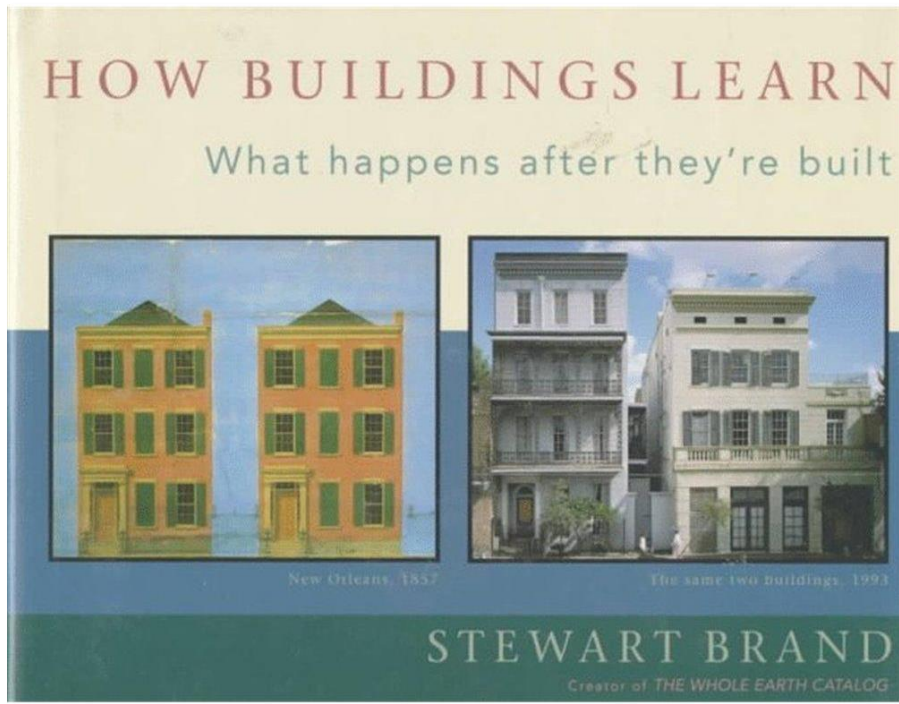
Majority of investment allocated to the **core**, but wider exploration on the **edge**.



Many innovations are explored on the **edge**.

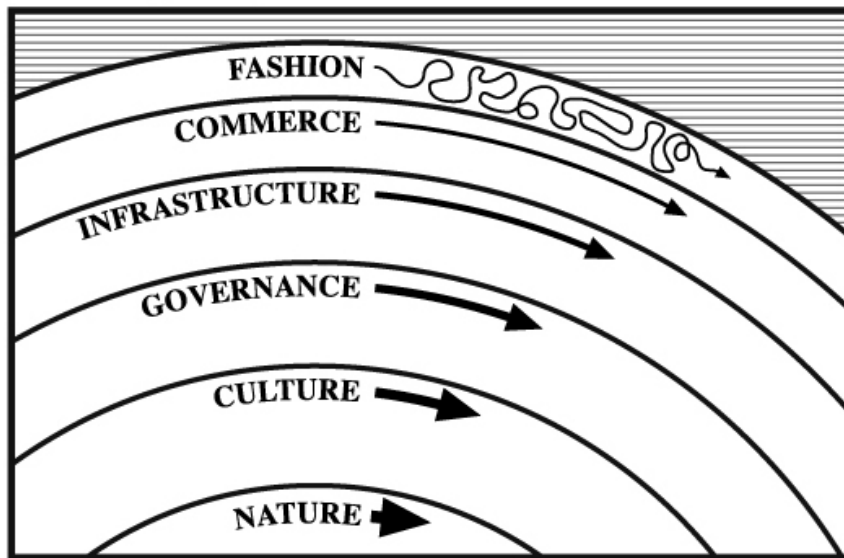
Only a few are scaled into the **core**.



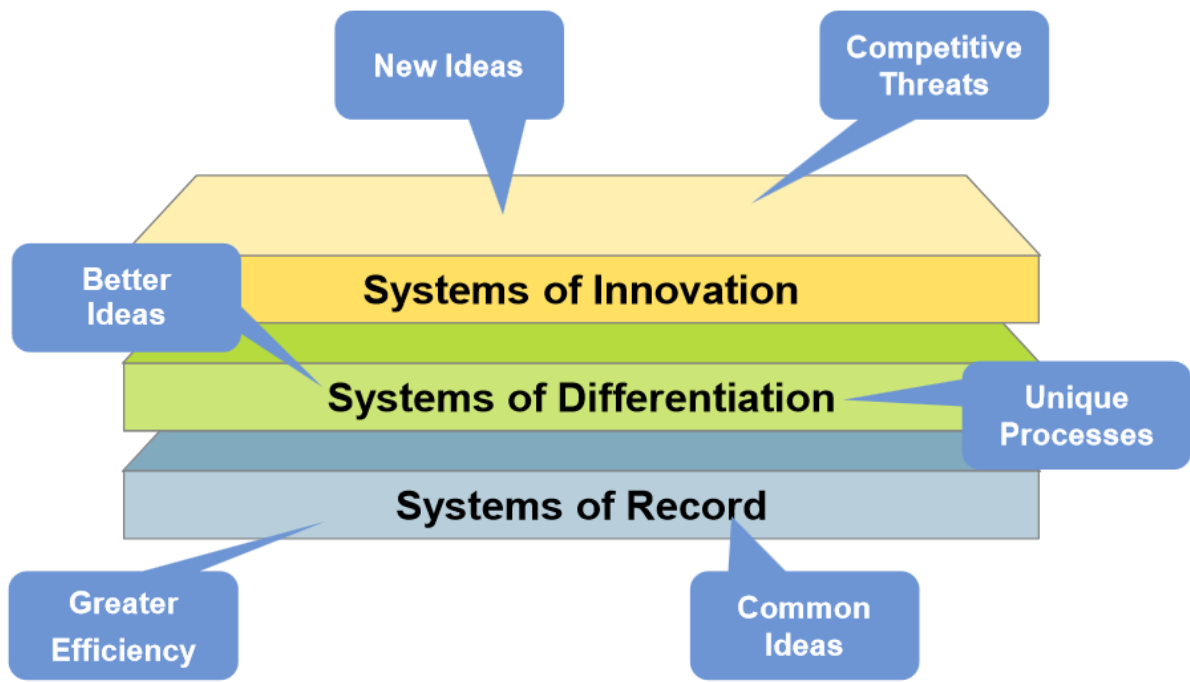


Brand, S. (1994). *How Buildings Learn*.

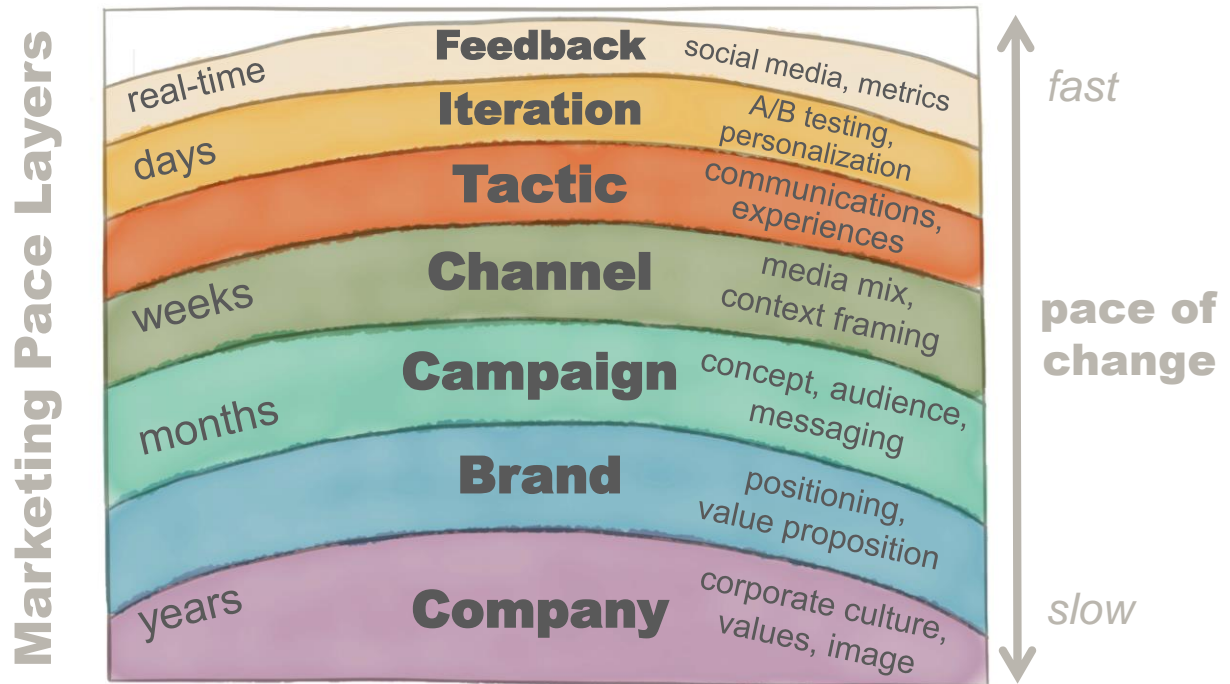
Pace Layering



Source: Brand, S., 1999, *The Clock of the Long Now*, p. 37.



Gartner

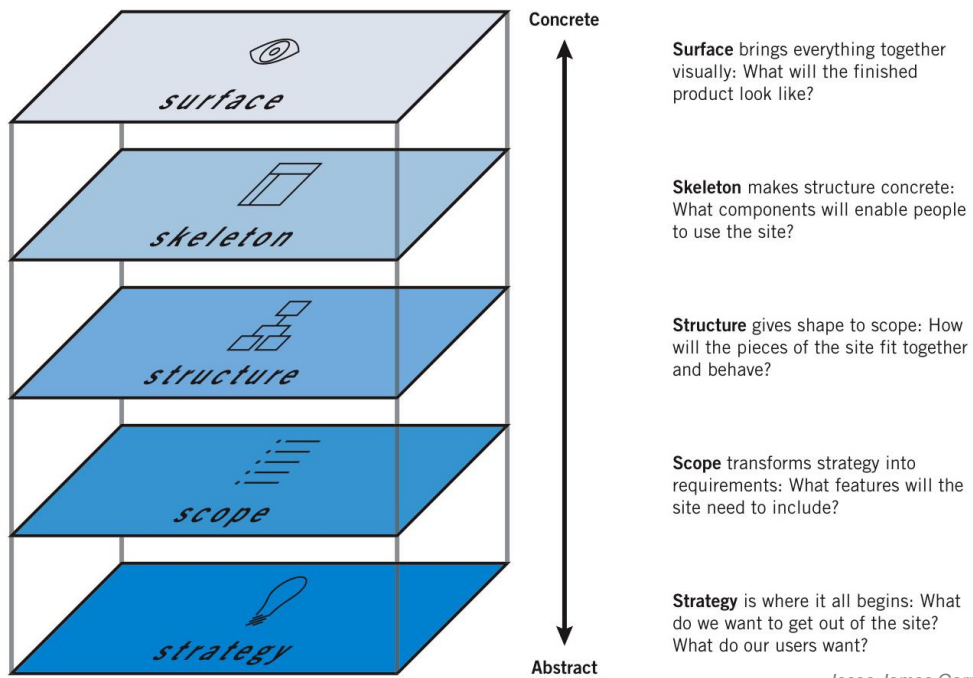


pace of change

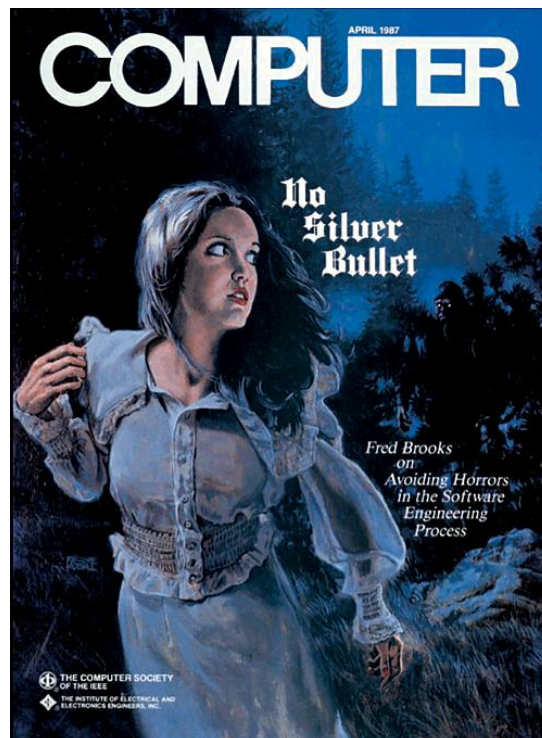
pace layers apply to:

- marketing strategy
- marketing operations
- marketing technology stack
- website design
- marketing data

Design governance and architecture to facilitate layers changing at their own pace.

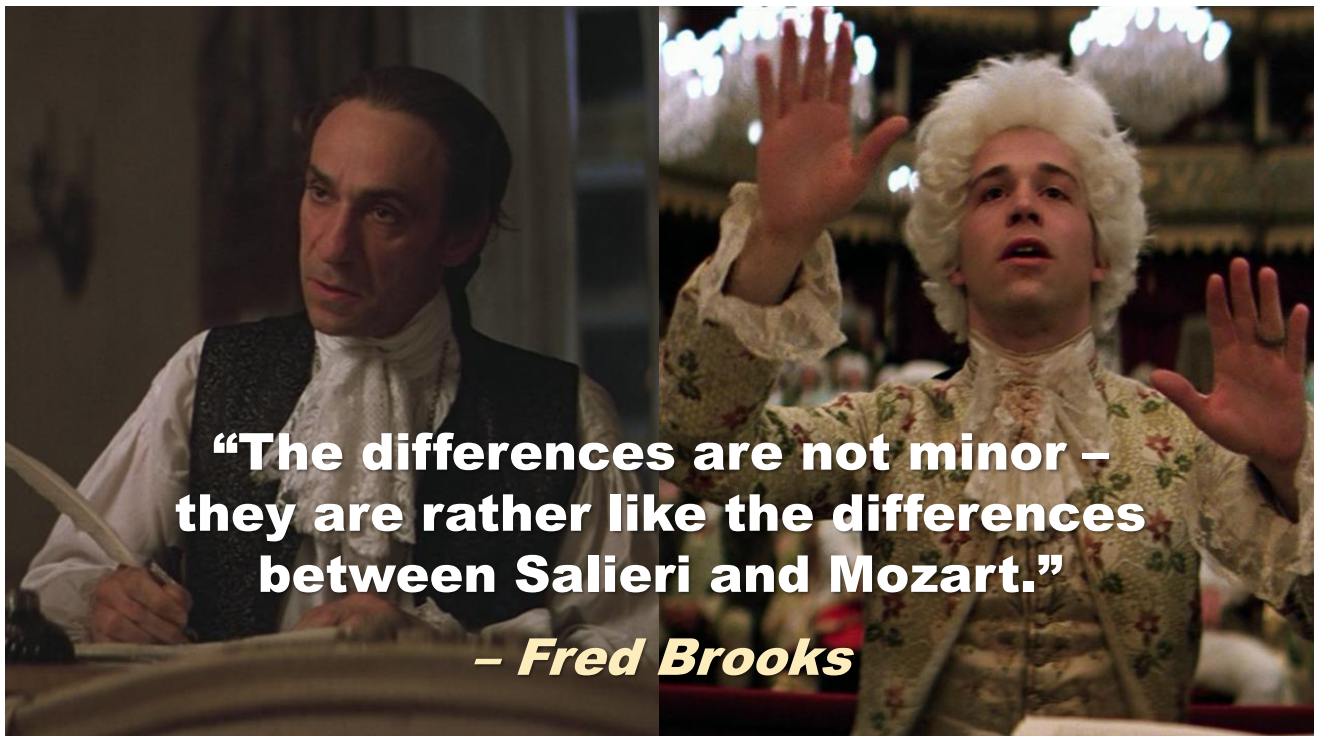


Jesse James Garrett (jjg@jjg.net)

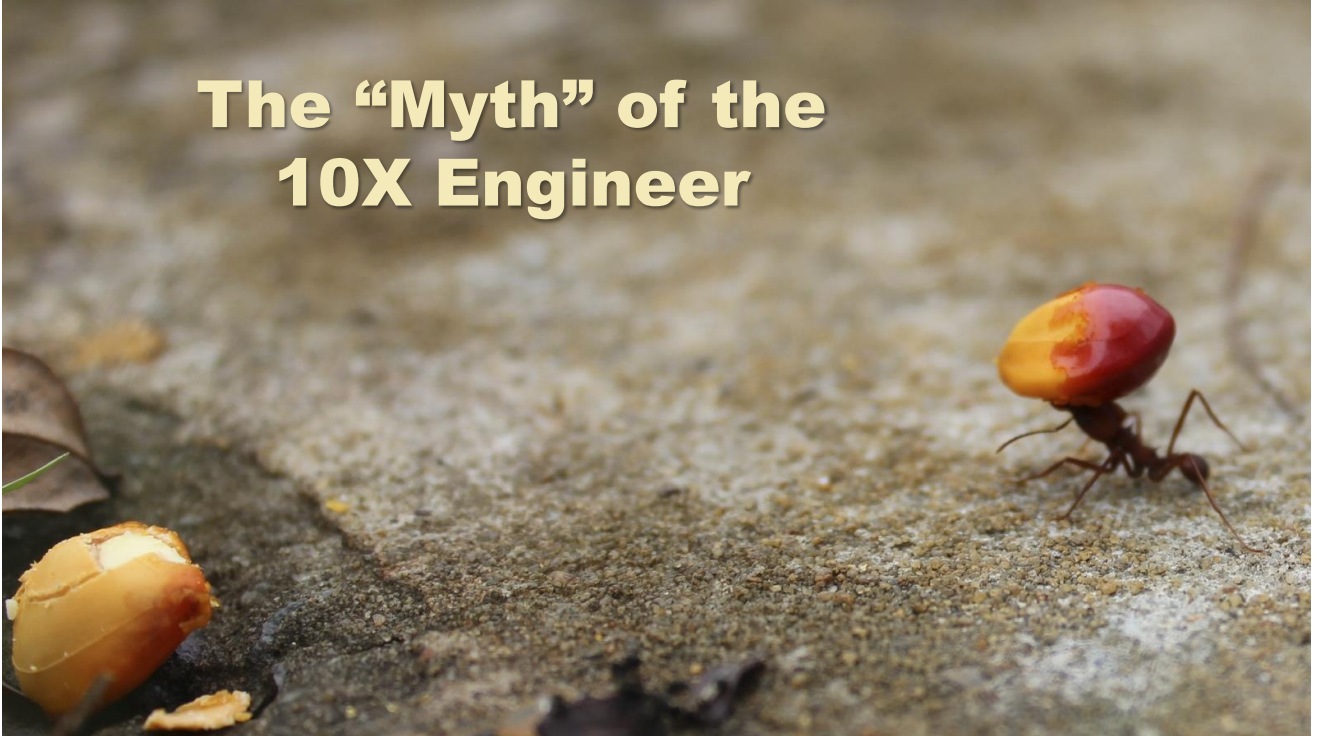


“The difference between
the great and the average
approach an order of magnitude.”

– *Fred Brooks*



The “Myth” of the 10X Engineer



The “Myth” of the ~~10X Engineer~~ 10X Marketer



(click on my head)

[« Without a doubt | Main | "But what will I tell the others?" »](#)

The mythical 10x marketer

She's not a myth.

Some marketers generate ten times (or a hundred times) as much value as a typical marketing person. How come?

- The 10x marketer understands that the job isn't to do marketing the way the person before you did it, or the way your boss asked you to do it. Strategic marketing comes from questioning the tactics, understanding who you are seeking to change and being willing to re-imagine the story your organization tells. *Don't play the game, change the game.*
- The 10x marketer doesn't fold in the face of internal opposition.

The mythical 10x marketer

She's not a myth.

Some marketers generate ten times (or a hundred times) as much value

DO
FRI

Ente

met



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