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Traits of Effective Marketing Organizations

In association with Eloqua

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Introduction from Eloqua

Most marketers go through some form of budgeting and planning process every year – or even every quarter. But the emphasis, intent and outcome of these processes differ greatly among different organizations.

As we at Eloqua thought about our own budgeting and planning process, we wondered how other marketers approach the development of new strategies for the coming year. This was the catalyst for the Budgeting and Planning Survey. Knowing that we were curious about how marketers build their plans led us to believe that other marketers would be interested in the data that such a study could produce.

The goal of this research was to understand how organizations of all sizes and industries are prioritizing projects and investments and the process they undertake to make these decisions. We hope that by examining how marketers are thinking about investments in programs, systems and people, we can assist our marketing peers in thinking about their own processes.

With data from hundreds of senior marketers, this report offers an analysis of the current trends in marketing strategy, talent and goals. We hope you find the information and analysis useful, and perhaps provocative, as you undertake your own planning process.

The Eloqua Marketing Team

About Eloqua

Eloqua helps clients dramatically accelerate revenue growth. Eloqua provides powerful business insight to inform marketing and sales decisions today that drive revenue growth tomorrow. The company's mission is to make its customers the fastest growing companies on earth. Thousands of users rely on the power of Eloqua to execute, automate and measure programs that accelerate revenue growth.

Eloqua's customers include Adobe, AON, Dow Jones, ADP, Fidelity, Polycom, and National Instruments. The company is headquartered in Vienna, Virginia, with offices in Toronto, London, Singapore and throughout North America. For more information, visit www.eloqua.com, call 866-327-8764 or email demand@eloqua.com.

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About Econsultancy

Econsultancy is a [digital publishing and training group](#) that is used by more than 200,000 internet professionals every month.

The company publishes [practical and timesaving research](#) to help marketers make better decisions about the digital environment, build business cases, find the best suppliers, look smart in meetings and accelerate their careers.

Econsultancy has offices in New York and London, and hosts more than [100 events](#) every year in the US and UK. Many of the world's most famous brands use Econsultancy to [educate and train](#) their staff.

Some of Econsultancy's members include: Google, Yahoo, Dell, BBC, BT, Shell, Vodafone, Virgin Atlantic, Barclays, Deloitte, T-Mobile and Estée Lauder.

[Join Econsultancy](#) today to learn what's happening in digital marketing – and what works.

Call us to find out more on +44 (0)20 7269 1450 (London) or +1 212 699 3626 (New York). You can also [contact us online](#).

Research aims and Methodology

The *Planning and Budgeting Survey* was fielded with a number of questions in mind, most of them centered on the yearly budget process and the practices related to it. Primary among these questions were the following;

1. What does the budget planning process look like today and **how is it evolving**?
2. What is the relationship between **oversight and excellence** in marketing?
3. What is the **role of technology** in marketers' plans?
4. What **skills do marketers value** and how do they match up with team capabilities?
5. How do marketers **expect budgets to change** and how are they planning on responding to new financial bandwidth?

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Methodology

USA: Findings in this report are based on the *Planning and Budgeting Survey*, which was fielded on August 22nd and closed on August 31st 2010. After a number of responses were eliminated for the reasons set out below, 572 qualified responses were included in the sample. The only incentive for participation was the offer of the resulting report and an invitation to access the accompanying webinars.

EMEA: The *Marketing Planning, Strategy and Technology Survey* went live in EMEA on September 9th 2010 and closed on October 1st. In North America, the survey was fielded on August 22nd and closed on August 31st. After a number of responses were eliminated for the reasons set out below, 184 qualified responses were included from EMEA and 572 from the US and Canada. The vast majority of EMEA respondents were from the UK (154 respondents) but also from other countries including France, Spain, Belgium and the Netherlands.

The only incentive for participation was the offer of the resulting report and an invitation to access the accompanying webinars.

Survey Demographics

Several criteria were used to determine which responses would be included in the final dataset;

1. **Type of organization** – only client-side marketers were included in the sample.
2. **Organizational knowledge** – respondents who were unable to answer an initial set of general company questions were eliminated from the sample.
3. **Geographic location** – only responses identified by IP address as being from North America were included.

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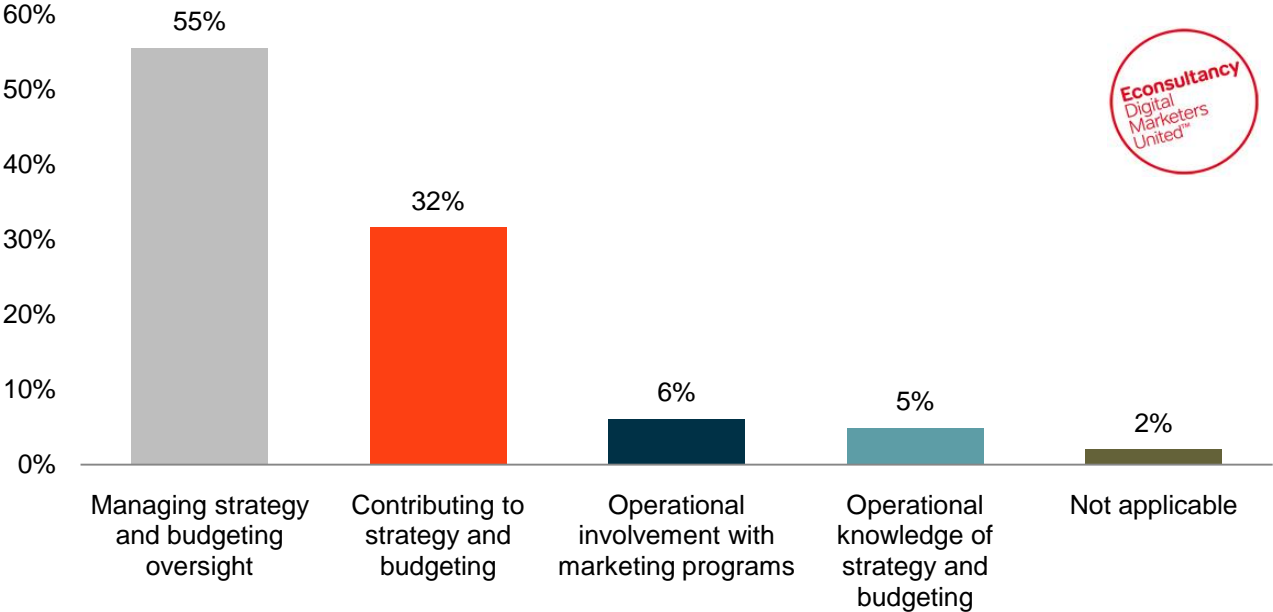
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Demographic profile of respondents to the *Planning and Budgeting Survey*

Figure 1: What is your highest level of involvement with marketing planning or strategy?



Number of respondents: 571

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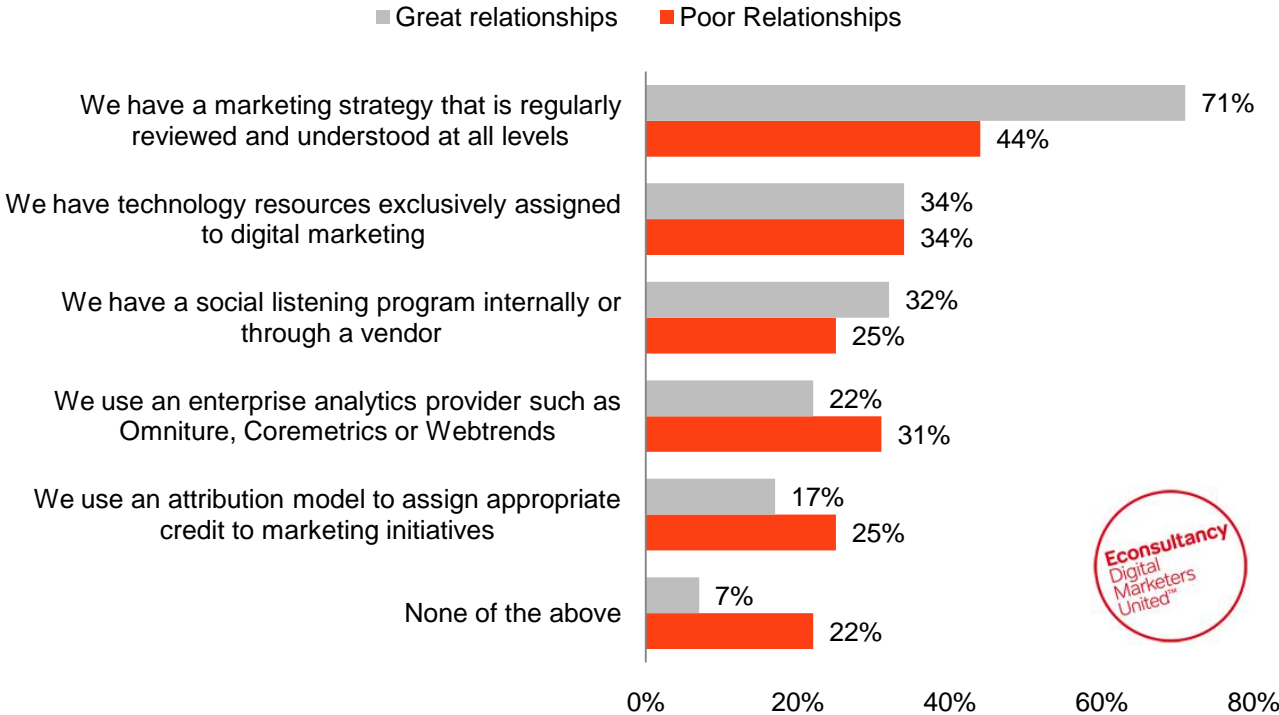
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Trait #1. Establish benchmarks and encourage oversight

Marketing is in a particularly difficult position these days. Responsibilities are expanding, budgets are unusually tight, and the very nature of marketing is in flux as technology and media find their new, digital balance. But there’s a silver lining to this period of change – marketing is getting more respect.


Figure 2: A key to a beautiful friendship with the C-suite



Number of respondents: 571

We asked marketers to characterize their relationships with senior management, and Figure 4 shows one sharp difference; those who report that they have “great relationships” with their CEOs and CFOs are 62% more likely to develop, share and discuss a marketing strategy. The benefits of having buy-in and awareness from the C-suite seem to far outweigh the costs of transparency.

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