



B2B MARKETING AGENT OF CHANGE TRANSFORMS MARKETING APPROACH

CHALLENGE

Cox Enterprises' (CEI) Media Divisions were faced with decreasing revenues in late 2007 and 2008 due to a declining media economy. In the past, most of the media divisions of Cox focused primarily on B2C marketing by driving audience to their television stations, radio stations, newspapers, etc. There was little to no focus, planning or budgets allocated to enable sales teams and to generate leads. Marketing team members were often not considered a key part of the strategic planning process. Sales teams had always sourced 99% of their own leads and led strategic planning efforts. This worked great when media demand outweighed media supply as the divisions could add sales headcount and achieve growth in revenue and share. However, increases in media supply (digital inventory) combined with a recession and declining media economy began to take a toll on media businesses. The CEI marketing team assigned to work with media divisions (now known as Cox Media Group) began receiving calls from sales teams to help educate local marketing teams on the benefits of B2B marketing to help stimulate demand and enable sales teams to pursue key advertising accounts with a targeted value proposition.

ACTIONS

- Developed “thought leading”, revenue driving B2B marketing training presentation to align with and educate local sales and marketing teams about the benefits of B2B marketing.
- Presented training program to 20+ sales and marketing executives at the corporate level and 20+ influencers at the local level.
- Secured meetings with key local influencers across many markets and observed current B2B marketing strategies and tactics.
- Identified an analyst and consulting group (Sirius Decisions) to assist in driving change in the area of B2B marketing, Sales Enablement, Sales Operations and Demand Generation across all Cox Divisions.
- Led contract discussions with Sirius Decisions on behalf of all Cox Divisions and introduced Sirius Decisions to all divisions as a resource for the sharing of best practices.
- Developed internal network of B2B sales and marketing practitioners internally at Cox for sharing of best practices.

RESULTS

- 95%+ of projects facilitated by the CEI Marketing team assigned to media divisions were focused on B2B marketing activities to optimize sales resources or stimulate demand generation activity and drive increased revenues.
- Media divisions developed a process for B2B marketing planning and budgeting in conjunction with B2C plans to provide a more balanced marketing approach.
- Many media divisions and properties added headcount or other resources and began to track ROI for ad sales marketing or B2B marketing efforts.