

Marketing Performance: Structural Constraints, Impact, and Path Forward

Forward

Why results have been constrained over the last 15 months



Over the past 15 months, marketing has been asked to build, rebuild, and absorb major functions while still being held accountable for demand generation and pipeline impact.

Constraint		Business Impact	
	1. Repeated org changes		Lost momentum and repeated rework
	2. Missing foundational capabilities		Gaps in Marketing Ops, analytics, product marketing, and content strategy
	3. Expanded scope without equivalent leadership capacity		Brand, PR, content, social, comms, and rebrand work absorbed by a lean team
	4. Imbalanced marketing mix		Too much time and budget in events; not enough fuel for scalable inbound and digital demand



Bottom Line

Marketing has not been operating from a stable foundation. The team has been rebuilding the engine while also being expected to drive revenue from it.



15-Month Timeline: Where Momentum Was Lost

Repeated change redirected marketing capacity away from scalable demand generation



Starting Point Role began with the assumption that Marketing Ops and Global Mktg shared services were in place. Instead, core operations had been dismantled and had to be rebuilt.	Global Marketing Reorganization About 4 months in, Global Marketing was dissolved and responsibilities for content, brand, PR, design, social, and comms shifted into Growth Mktg.	Leadership Gap + Rebrand Load The senior brand/content leader resigned and was not backfilled, while the rebrand became a major priority requiring significant leadership attention.	Ongoing Structural Gap Throughout the period, Product Marketing remained absent, leaving Growth Marketing to absorb upstream strategy work.
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~3 months impact ~2-4 months impact ~2-3 months impact Persistent drag

What It Disrupted	Systems, processes, reporting, and tech stack	Content, thought leadership, PR, and brand consistency	Leadership focus available for demand generation	Messaging, enablement, and competitive response
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Estimated Disrupted Build Time
Approximately 7-10 months out of the last 14 were materially affected by rebuilding, absorbing new responsibilities, and covering structural gaps.

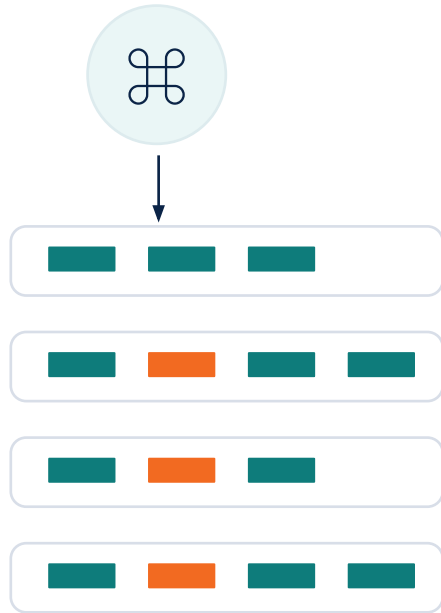
~7-10 months disrupted

Disrupted Unimpacted









14 months total

The Marketing Operating Model Kept Changing

The team was built for one structure and repeatedly asked to operate under another



Shifting structures.
Expanding scope.
Constantly changing lanes.

Original Assumption		What Actually Happened	
	Marketing Operations existed as a separate function		Ops had to be rebuilt inside the team
	Global Marketing would support brand, content, PR, design, and corporate communications		Those responsibilities were later added into Growth Marketing scope
	Product Marketing would provide upstream strategy and enablement		Product Marketing was absent during a critical GTM period into new industries
	Industry marketers could focus primarily on demand generation and thought leadership		They became hybrid roles covering positioning, enablement, content, campaigns, and sales support



Key Implication

The challenge is not simply execution. The operating model, ownership swimlanes, and resource assumptions changed faster than the team could stabilize around them.



The Product Marketing Gap Has Been the Biggest Structural Issue

Missing upstream product marketing has pushed strategic work downstream into Growth Marketing



Without Product Marketing, strategic foundation work shifts downstream and overloads the execution team.

What Product Marketing Should Own	Downstream Impact When Missing
 Messaging and positioning	→ Campaigns become inconsistent or too generic
 Persona and buying committee clarity	→ Industry marketers lack clear targeting guidance
 Competitive differentiation	→ Sales enablement becomes reactive instead of strategic
 Proof points, ROI tools, and customer evidence	→ Campaigns and sales conversations lack credibility
 Collateral, analyst/partner strategy, and enablement	→ Materials become outdated or created ad hoc

Why This Matters More Here

[Redacted] serves multiple industries, audiences, products, and buying motions. Without product marketing, the burden shifts downstream and creates overload, inconsistency, and slower GTM execution.

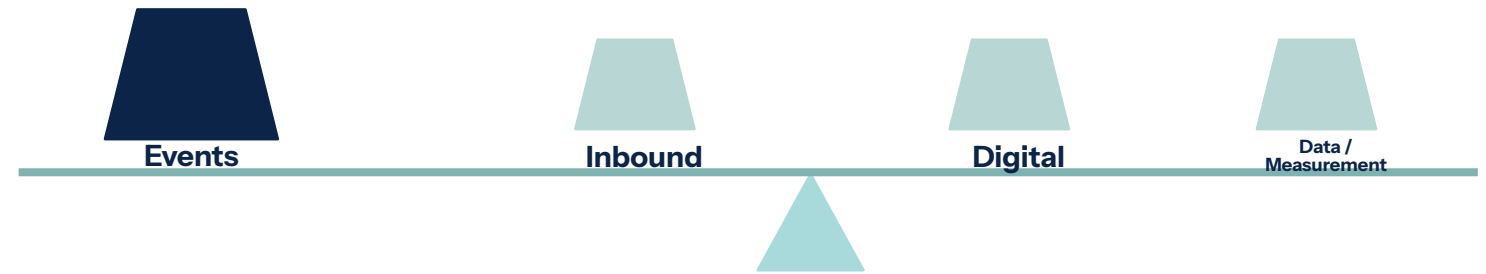


The Marketing Mix Has Been Too Event-Heavy and Too Light on Scalable Demand

The current mix has limited marketing's ability to generate repeatable, measurable pipeline efficiently



Current investment and effort skew toward high-touch, less scalable channels



Area	Current Reality	Impact
 Events	A large share of budget and team time has been allocated to events, including exploratory events with inconsistent return	 High effort, uneven results, and budget pressure
 Inbound	Content depth and lead magnets have been limited, reducing fuel for SEO, nurture, and thought leadership	 Not enough scalable demand generation
 Digital advertising	Available budget has been constrained after events and tech stack needs, and compelling offers have been limited	 Reduced ability to build awareness and conversion at scale
 Data + measurement	List quality, target account management, and event measurement took time to rebuild	 Campaign performance is capped before execution even begins



Bottom Line

If the lists, content, offers, and measurement are not strong, campaign performance will remain capped no matter how hard the team works.



What We Need to Improve Performance

The path forward is to stabilize the operating model, close key capability gaps, and rebalance investment

	Area	What We Need	Why It Matters
1	Operating model	Clear swimlanes across Product, Product Marketing, Growth Marketing, Industry Marketing, Sales, IT, and Ops	 Reduces rework, confusion, and stakeholder friction
2	Product Marketing	Dedicated ownership for messaging, positioning, proof points, competitive intelligence, and enablement	 Allows Growth Marketing to focus on demand creation and execution
3	Marketing Ops / data	Stronger support for Salesforce lists, target account management, reporting, and lead flow	 Campaigns cannot scale without clean data and reliable measurement
4	Marketing mix	Rebalance investment from lower-return events toward content, inbound, digital, and ABM	 Improves scalability and pipeline efficiency
5	Content strategy	A focused industry-specific content plan tied to personas, keywords, and campaign Priorities. Our web content optimized for SEO/AEO/GEO	 Builds inbound demand and strengthens paid media performance
6	Executive alignment	Agreement on industry priorities and what marketing should stop, start, and continue	 Keeps the team focused on the highest-value work



Recommended Priorities



Stabilize ownership and operating model



Close the upstream product marketing gap



Shift more time and budget toward scalable demand generation