

*A quarterly newsletter for technology marketers*

## About Goldberg Communications

Goldberg Communications offers marketing writing and editing expertise to hi-tech companies.

It's a rare writer/editor who excels in her craft and knows technology. By outsourcing your marcom projects to Goldberg Communications, you gain:

- **Copy that sells.** Our benefit-oriented copy is designed to sell your products.
- **High-quality writing.** Read this newsletter. Ask for samples.
- **In-depth understanding of technology.** We've written about hardware and software technologies, including networking, DBMS, development tools, ERM software, and more.
- **Quick turnaround.** Short product cycles leave little room for lead time. Call if you need something fast.

## Make Your B2B Marketing Programs Stand Up to Scrutiny

*Money for B2B marketing programs will flow to those who use it wisely and show results.*

Despite a burgeoning recovery, chances are, your senior management is demanding that every dollar you spend on B2B marketing programs prove its mettle in drumming up sales.

If so, you're not alone. A recent IDC survey of technology marketers found that nearly 50% of respondents have measurement mandates from their CEOs.

As a savvy marketer, you can turn this trend to your advantage. By measuring results of marketing activities, you'll be better able to justify programs to your CFO and other budget authorities, who are likely to wield tight control over budgets during uncertain economic times. Such meas-

urement can also help you determine how to spend your precious budget dollars most effectively.

### A New Phenomenon

Although B2C marketers have long measured marketing results, B2B marketers are only just beginning to engage in the practice.

The reason? With consumer products, it is relatively easy to connect an ad, direct marketing piece, or promotion to a particular sale. B2B companies, however, engage in a multi-stage sales process that includes numerous customer touch points over a period of months, making it difficult to determine which activity most influenced a sale.

### A Comprehensive Approach

As a result, B2B companies need to take a comprehensive



and closed-loop approach to measuring return on their sales and marketing activities.

One company that does just that is Unisys, a worldwide information technology services and solutions organization headquartered in Blue Bell, PA. Says Kathy Green, senior manager of strategic marketing, "This past year, we implemented a marketing dashboard that allows us to set targets and measure all of our marketing activities around performance

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## Turn Your White Papers into Sales Lead Generation Engines Tailor-

*Want to grab customers' attention? Try a white paper.*

In terms of glitz and glamour, white papers can't hold a candle to an ad on the Superbowl. But when you want to generate sales leads, your Plain-Jane white paper has the potential to become a star.

Indeed, according to *eMarketer*, white papers are the second most consulted source of information by corporate customers—after the employee phone directory.

Why? Because business audiences face innumerable challenges. And white papers describe solutions.

Thus, by offering a white paper as a fulfillment piece for advertisements, direct mailings, email marketing campaigns, and on the Web, you can help your campaigns generate a high degree of interest. And since people who contact your company to receive the white paper are self selected, these sales leads are highly qualified.

### Make White Papers Work

How can you make white papers work for you? To start, you need to understand what customers look for in white papers, the purposes they serve, and how to best present the content.

### Feel Your Customers' Pain

Potential customers don't have a lot of time. So you need to grab their attention—fast.

To pique your readers' interest, start your white paper with a statement of the business

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## Editor's Note: What's Marcom Worth?

As the lead story in this issue describes, executives remain relentlessly focused on bottom line accountability. In such an environment, knowing how your role affects sales can mean the difference between having a role—or not.

Marcom supports sales by:

- Making the first sales call

- Getting in doors that a sales rep may not be able to enter
- Selling when the sales representative isn't there
- Refuting competitive claims
- Presenting a uniform, correct, and persuasive sales message
- Arming sales representatives with documentation

to increase credibility

- Reinforcing buying decisions

We in marcom do all this at a fraction of the cost of a live sales call, providing low-cost indirect sales that support the direct sales effort. How's that for proving our worth?

**Cheryl Goldberg, Editor**

## Measuring B2B Marketing Efforts

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goals that relate to our corporate goals."

Using its marketing dashboard, Unisys tracks performance against goals in four areas: financial, customer, reputation, and employees. For example, says Green, "Say we run a seminar, we might establish financial goals around how many qualified leads we intend to generate from the event and measure results around those targets with the dashboard. By linking in with our sales force automation software, we are then able to close the loop by tracking how many of those leads result in sales."

"Even though some of our goals are qualitative," Green says, "everything we track has a quantitative measurement." For example, Unisys tracks customer and employee satisfaction using surveys. Web-based survey tools make such surveys easy and inexpensive.

Although marketing at Unisys is a decentralized function spread across business units, all marketing employees enter results into the Web-based dashboard. Says Green, "The dashboard allows us to roll up our results to provide high-level information for management discussions. We can see where we're performing well, and where we're not, in order to capitalize on things that

work and adjust what's not working to improve it. We're now using what we learned in 2003 to direct our marketing budgets in 2004 toward activities and programs where we're really seeing results."

### All Marketing is Measurable

While Unisys may be in the vanguard in the breadth of its efforts in measuring marketing results, its example illustrates an important goal toward which every marketer can aspire—measuring results for every activity you do.

Of course, some marketing activities are easier to track than others. Techniques such as direct mail, which can be tracked by unique response mechanisms, like landing pages or 800 numbers are becoming increasingly popular. Similarly, Webinars allow you to track who attended, for how long, whether they found the content useful, and, most importantly, whether they agree to be contacted by the sales force, enabling your company to establish a relationship with them.

Not surprisingly, a survey by *BtoB Magazine* and Patrick Marketing Group found that the top budget priorities for B2B marketers, in terms of increased funding, were direct marketing and Internet spending.

Still, just because a marketing program isn't easily measurable doesn't mean it isn't valuable. One way to fit such programs into new results-oriented paradigms is to find some aspect to measure.

For example, to determine the impact of a white paper, you might use it as a fulfillment piece for a campaign, which can be measured, or include a unique 800 or Web landing page to demonstrate that the piece contributed to the sale. A TV ad used to build brand awareness should always include a unique response mechanism. If you're putting on a luncheon for customers, you might report on any deals struck during the event.

Management today is looking for everyone in their organizations to demonstrate care and intelligence about spending. By measuring results from marketing programs, you can better allocate your marketing resources and justify the budget you need to get the job done right. ■

*Contributors to this article include M.H. McIntosh, president, Mac McIntosh, Inc. Sarah Fay, president of Carat Interactive, Stephen Botte, marketing consultant, Technology Marketing Group, and Mike Pennella, vice president of business development, Hudson River Group.*

## What Clients Are Saying...

*"I was very impressed with the quality of Cheryl's editing. She clearly understood the highly technical material and made our article a much more effective marketing vehicle."*

Steve Breit  
Vice President,  
Product Development  
Coventor, Inc.

*"I think Cheryl is one of the finest people I've had the pleasure to work with. I'll keep her name on my 'best professionals' list."*

Sean Feng  
Senior Software/Technical  
Architect  
Crimson Consulting, Inc.

## News and Trends in Technology Marketing

### Optimism Makes a Cautious Comeback in Hi-Tech Marketing Departments

As customers increase IT spending, IT marketers are seeing more funding for marketing activities, according to recent surveys by IDC and Bitpipe, Inc.

More than 90% of the 48 companies that IDC surveyed in its 2004 Tech Marketing Barometer Survey expect their worldwide revenue growth to equal or exceed 5%; marketers share this optimism, with 58% of those polled reporting "cautious optimism."

Similarly, a survey by Bitpipe, Inc. ([www.bitpipe.com](http://www.bitpipe.com)) of 359 technology vendors and the advertising and PR agencies that serve them, found more than half plan to increase their marketing budgets, with another 31% planning to maintain current spending levels.

But marketing is hardly returning to the glory days of the late '90s. "As the industry begins to rebound, marketers must content themselves with: more competition for scarcer business and—following three years of budget costs—less dollars and less people to compete with. This makes resource allocation crucial," said Rich Vancil, vice president, CMP Advisory Research at IDC.

IDC found that resource allocation will depend on the type of company—whether it is a leader or laggard. "The leaders are truly back in business. They're in better shape to come out of the downturn and are able to put in a full slate of marketing activities," said Vancil. "Laggards are in cost-control mode and have low expectations of the market. Their priority is in lead generation, not awareness."

Overall, 55% of companies

surveyed plan to emphasize demand generation while 34% plan to do more to create awareness. Similarly, Bitpipe found that more than two thirds of respondents to its survey plan to maintain or increase the priority they assign to lead generation.

Bitpipe looked at the im-

pact of these priorities on marketing communications efforts. It found that 82% of respondents will use white papers as one of their tactics to generate sales leads in 2004, up from 75% in 2003.

Bitpipe expects other top marketing communications methods to include email pro-

motions (85% in 2004 vs. 82% last year), Webcasts (73% in 2004 vs. 55% in 2003) and direct mail (62% vs. 59%).

Two thirds of respondents claim to have an effective methodology in place for measuring the quality of the sales leads generated to determine the results of their marketing investments. ■

### IT Marketers Face an Increasingly Competitive Landscape

IT marketers are slowly emerging from their recession induced seclusion into a changed landscape. According to a recently released report by IDC, the technology market has been transformed to one where standards-based commodity computing predominates. This shift will result in a far more competitive arena for technology vendors.

"The shift toward commodity computing is a massive structural change that has been underway for several years," says Frank Gens, senior vice president of research at IDC. "But 2004 will be the first year where virtually all the leading hardware and software players have standards-based products at the center of their offerings. To succeed in this commodity market, vendors will have to learn how to differentiate their products without the protection of proprietary fences. This will present serious challenges for many of the major players and sets the stage for some major market shifts by 2007."

From a marketing communications perspective, marketers in a commodity marketplace will need to speak clearly about their product's differen-

tiation in the market.

Other IDC predictions that will change the types of messages marketing communications will craft include:

- IT suppliers will need to reconfigure their product offerings to more clearly address high-priority business problems; and marketing communications will need to reflect the new business focus.
- IT spending will be increasingly driven by CEO-level business priorities, such as improved product development and management, new

regulatory reporting requirements, and the continued pursuit of a single customer view. Thus, marcom will need to describe how technology addresses these issues.

- China and Europe will be powerful drivers for worldwide IT spending. China is expected to spend nearly \$30 billion in products and services in 2004. The larger EU will be responsible for 11% of new IT spending in Europe, the Middle East, and Africa. Marcom will need to enhance its understanding of global markets and create programs to speak to each market's needs. ■

### Trade Press Placements Still Difficult

Computer vendors hoping to pursue a thought-leadership strategy by placing articles in trade magazines will continue to find it difficult to find a home for these pieces.

For the past three years, corporations have slashed their ad budgets. Since trade publications generally adhere to strict ratios between ad and editorial pages, this reduction in advertising spending has meant less room for editorial. In many

cases, even articles accepted for publication have been cut.

Although the economy has begun to stabilize, ad pages and, therefore, editorial pages have continued their downward slide.

One bright spot for vendors who hope to place articles is that article backlogs have dwindled; once new ads do come in, magazines will need new articles to fill the space. ■

## White Papers that Generate Sales Leads

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problem your solution addresses.

### Define Your Purpose

White papers usually range from 5 to 15 pages; long enough to provide real information, short enough to focus.

All white papers support the sales process. But white papers can play different roles. Typically, companies produce white papers to:

- **Establish credibility.** Maybe you're new in your niche. A white paper can help you establish your credibility with potential customers. To accomplish this objective, find one typical problem that your customers face within your domain of expertise, then describe a solution.
- **Redefine the market.** You may want to help educate the marketplace about a new technology. In this type of

white paper, explain the problem, how existing solutions approach the problem, why these solutions are insufficient, and what makes for better solution today.

- **Address a vertical market.** Vertical market white papers are meant to demonstrate that you understand the problems of the particular market and know how to solve them. While the elements of the paper are similar to those of other white papers be sure to tie your discussion to specific vertical industry concerns.
- **Explain technology.** You're in the middle of the sales cycle. You've piqued the interest of executives. Now you need to win over the techies. This type of white paper should explain why existing technologies that might solve this problem don't do a sufficient job,

how your solution works, and why it is different from and better than the competition. Techies will expect a reasonable amount of technical detail.

- **Explain business benefits.** You may wish to explain the benefits of your solution to non-technical users.
- **Describe functionality.** Here the purpose is to provide detailed information, often during a product launch or further along in the sales cycle. This type of paper should briefly describe market conditions, but focus on a detailed description of the products' features and benefits.

### The Finer Points

Once you've got your focus and outline, ensure the effectiveness of your result by:

- **Remaining nameless.** You'll make a stronger impact if you make your argument sound objective. The best way to do

this is to describe problems and solutions in generic terms. If you must mention your product or service, do so in at the end of the paper. If you provide sound information, readers will assume that your company is an expert.

- **Speaking plain English.** Every white paper needs to educate, inform, and convince. You can only do this if your ideas are well organized and in plain English.
- **Giving real info.** To get prospects, you need to build goodwill by giving something worth reading. If you're writing for technical audience, provide technical detail. If you're a consultant, offer helpful tips. Your readers may not be ready to buy right away. But if you show you feel their pain and provide real solutions, your prospects will remember you when they are ready to buy. ■

## Services

<p><b>Writing</b></p> <ul style="list-style-type: none"> <li>• Articles</li> <li>• Backgrounders</li> <li>• Brochures</li> <li>• Customer Stories</li> <li>• Data Sheets</li> <li>• Press Releases</li> <li>• Training CDs</li> <li>• Web Content</li> <li>• White Papers</li> </ul>	<p><b>Fees</b></p> <ul style="list-style-type: none"> <li>• Hourly or by project</li> <li>• Call for a free estimate</li> </ul>
<p><b>Editing</b></p> <ul style="list-style-type: none"> <li>• Repurpose Existing Materials</li> <li>• Reorganize Content</li> <li>• Polish Text</li> </ul>	<ul style="list-style-type: none"> <li>• Hourly or by project</li> <li>• Call for a free estimate</li> </ul>

## Customers

Goldberg Communications' satisfied clients include Above All, Actuate, Adaptec, Adforce, Anderson Solone, Annuncio, Asera, Atomic Tangerine, Borland, BroadVision, Cadence, Ceon, Corio, Coventor, E.piphany, Everypath, Exodus, Intraspect, Keynote, Lucent, Mercado, NEC, Nextance, Oblix, ONE TOUCH, Oracle, PeopleSoft, PlaceWare, Ponte, Resonate, Siebel, Sterling Communications, Sun, Sybase, TAB, Troba, VeriSign, ViaNovus, Vitria, Zantaz.com, and Zone Labs.

## Contact

Cheryl Goldberg  
 Phone: (510) 832-5255 or (919) 462-8077  
 E-mail: cheryl@lmi.net

## Website

[www.cjgoldbergcommunications.com](http://www.cjgoldbergcommunications.com)