

MARKETING RESOURCE MANAGEMENT SOFTWARE

EMERGING VENDOR PROFILE: MARMIND

Research In Action

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RESEARCH IN ACTION
independent research & consulting

FOREWORD

Every year, Research In Action surveys 10,000+ enterprise IT and business decision makers in order to gain insights on strategy, investments and ongoing challenges of technology innovation in the IT and Marketing Automation realm. These surveys give us access to a wealth of direct and unfiltered feedback from the buyers. It also helps us to understand how buying decisions are made in today's business environment. The Vendor Selection Matrix™ is a primarily survey-based methodology for vendor evaluation where 62.5 % of the evaluation is based on a survey of enterprise IT or business decision makers and 37.5 % on the analyst's opinion. The analyst's input is fed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point-of-view as an analyst. All of this combines to make Research in Action Vendor Selection Matrix™ reports so unique. This approach is one of the key differentiators of Research In Action in market research. For this report we interviewed 1,500 business managers with budget responsibility in enterprises globally.

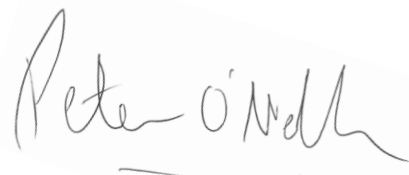
There is a clear gradient of project maturity across the topic. Many marketing departments are still only managing content and digital assets and operate as a cost center. Then we observe, over time, some marketing organizations maturing into fully accounted-for revenue centers where the CMO needs visibility into all project work and all types of resources deployed.

This maturity model is reflected within the maturity S-Curve shown in this report: moving from PIM and DAM projects to a more "universal content management" system; then adding costs and talent to achieve MRM; before progressing further with a Customer Data Management project and, ultimately, being able to do full Marketing Performance Management.

This report provides you with a useful guide to important trends and profiles one of the upcoming vendors in this market - a vendor whose 2020 customer base was too small to be captured in the recent Vendor Selection Matrix™. It is also much more than an MRM solution; it is a full end-to-end marketing operations automation solution.

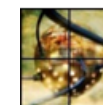
Always keeping you informed

Peter O'Neill

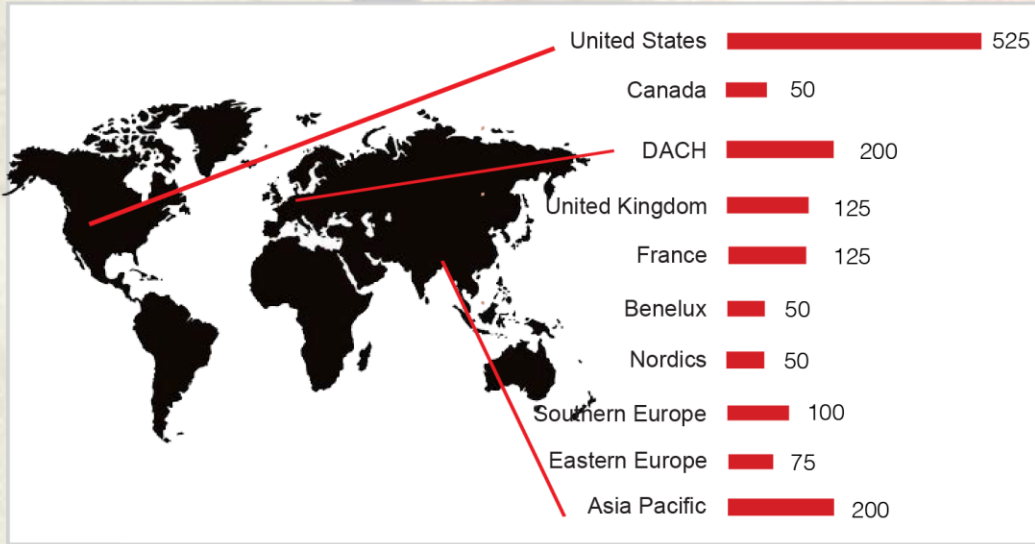


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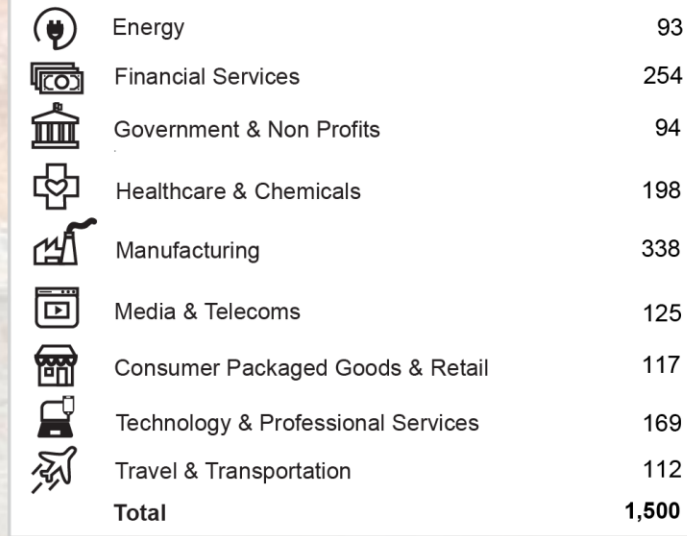
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COUNTRY BREAKDOWN



INDUSTRY BREAKDOWN



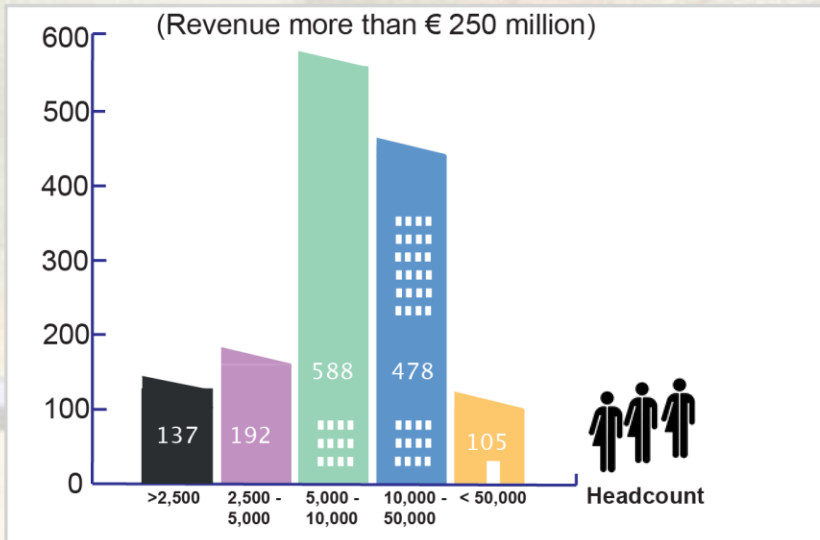
100,000+
Data Points

1,500
Marketing Managers

Leading
Vendors

30+
Reports
In 2020/21

COMPANY SIZE BREAKDOWN



JOB TITLE BREAKDOWN



37.5 %
Analyst's
Opinion

62.5 %
Survey
Results

WHAT TOOLS DO YOU USE TO CREATE THE VENDOR SHORTLIST?

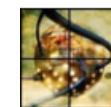


Decision Makers use a mix of traditional and online tools to create the vendor shortlists

N = 3,750 Business and IT Managers with budget responsibilities.

WHAT IS MARKETING RESOURCE MANAGEMENT?

- Marketing executives, as with any business executive, should have full visibility for the planning and effectiveness of all the business resources they deploy. Some of them use a Marketing Resource Management (MRM) process to manage all marketing assets and better plan and budget for marketing initiatives.
- MRM systems are used to help to define marketing plans, collect and share marketing assets, execute on campaigns, and track marketing assets across print and digital channels. MRM also manages marketing budgets, tracks actual costs and supports offer the campaign planning process. It provides a single unified system for all marketing material, which in turn ensures consistency of branding and messaging. It also enables marketers to create workflows and processes to streamline marketing operations.
- MRM systems are used in conjunction with adjacent marketing software such as marketing lead management and marketing analytics and are also commonly integrated with CRM software. As an asset management system, it may also integrate to the company's digital asset management (DAM) and/or product information management (PIM) systems.
- An advanced MRM system would be tightly linked to the company's Human Resources and Finance systems to enable full resources planning and management by the Marketing executives.



COMPONENTS OF MARKETING RESOURCE MANAGEMENT

An MRM project would automate one or more of these processes:

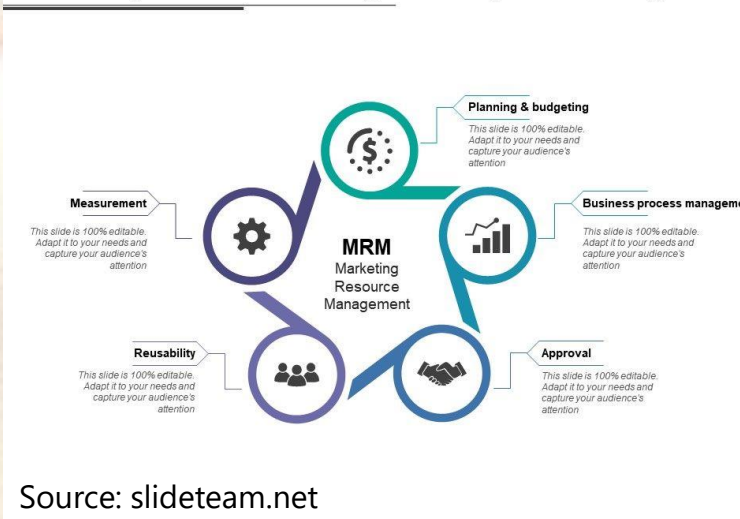
- Brand management
- Collaboration support
- Content management
- Digital asset management
- Financial management
- Marketing calendar management
- Marketing performance management
- Product information management
- Project management
- Promotions/MDF management
- Through-channel marketing
- Workflow management



Source: smartsheet.com

Source: marconomy.de

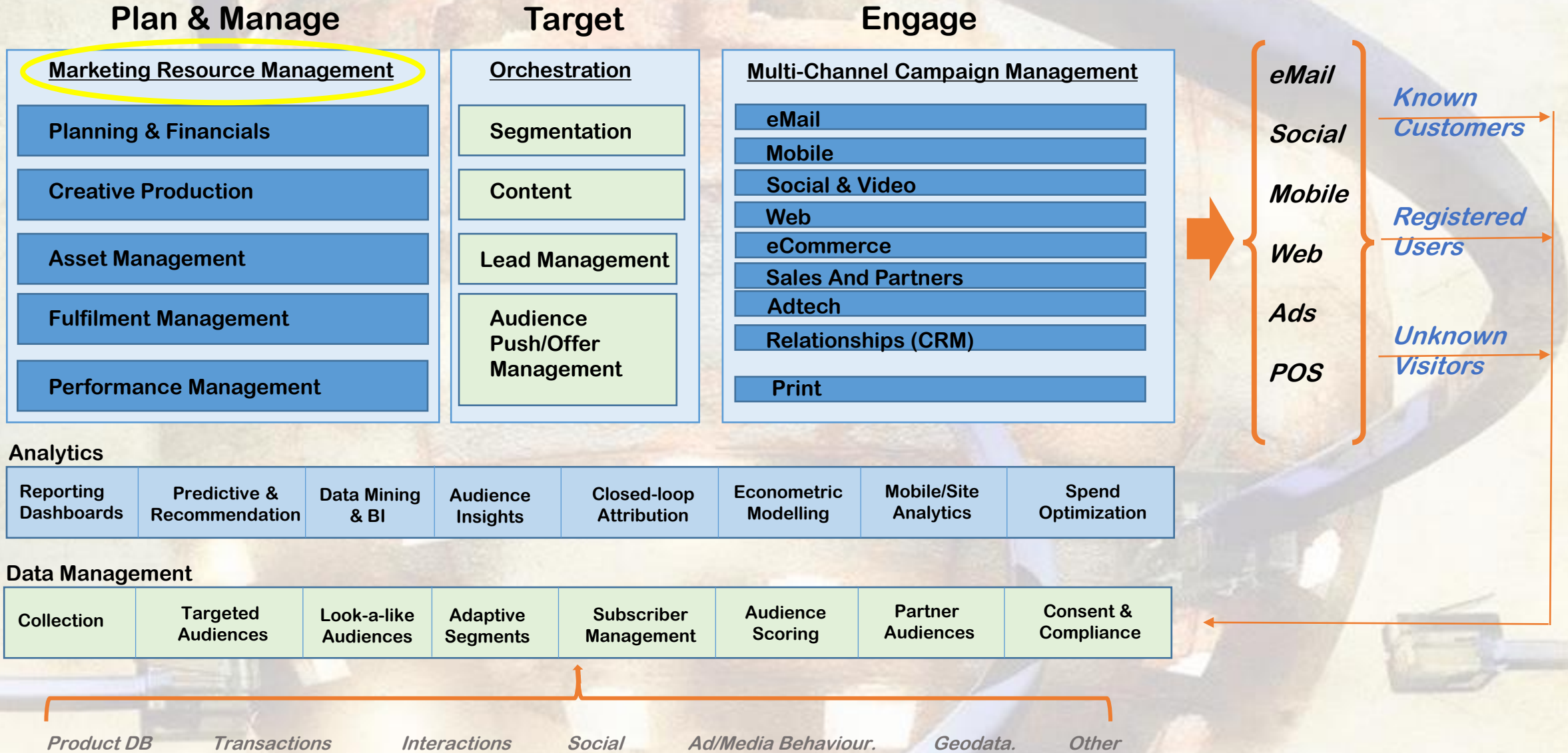
Marketing Resource Management Cycle Showing...



Source: slideteam.net

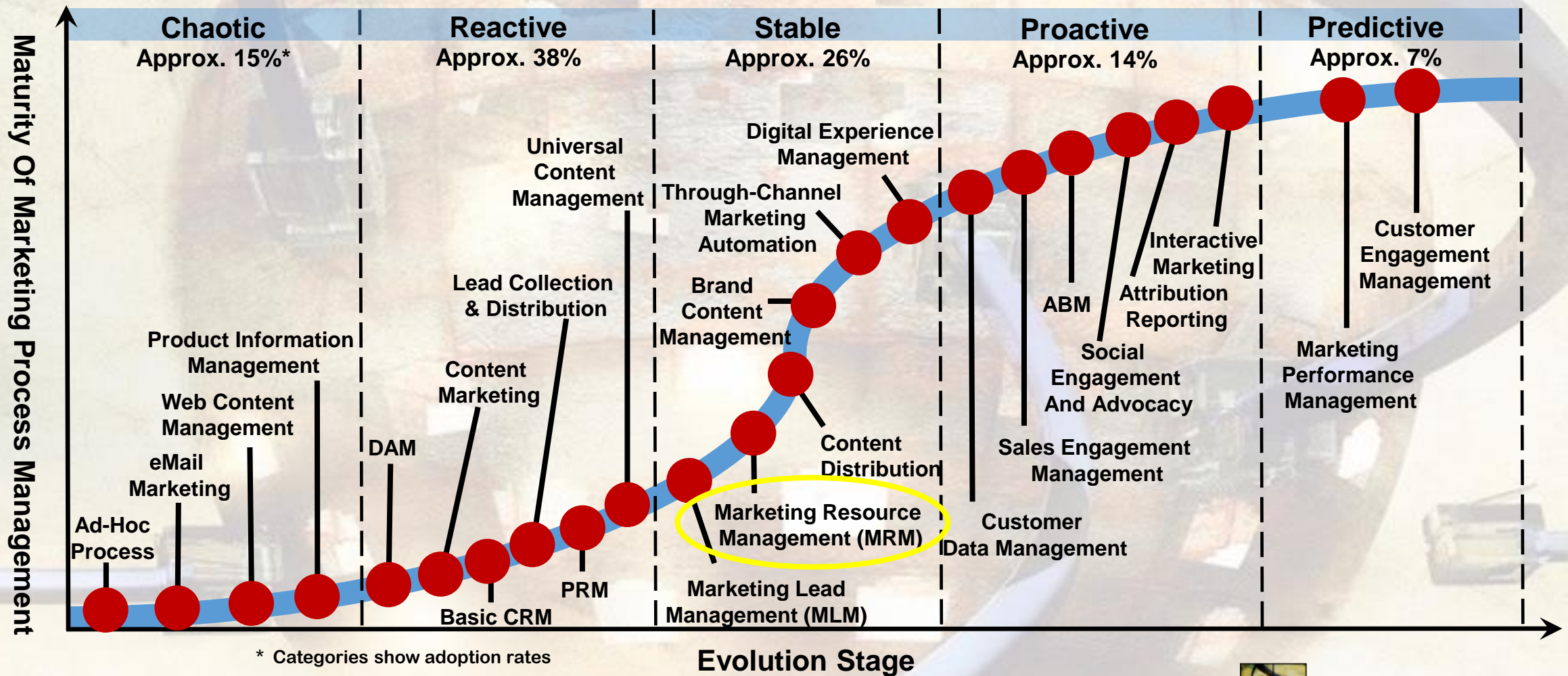


OVERALL MARKETING AUTOMATION MARKETECHTURE



MATURITY S-CURVE FOR MARKETING MANAGEMENT

Our surveys and consulting work enable us to continually assess the maturity of marketing organizations (combination of organization, process and technology) and we observe these five phases – **MRM projects are mostly midway in the maturity progression, and we estimate that 50-55% of companies have automated, or will be automating, this process in 2021.**

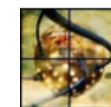


MRM MATURITY: FROM PRODUCT TO ENGAGEMENT

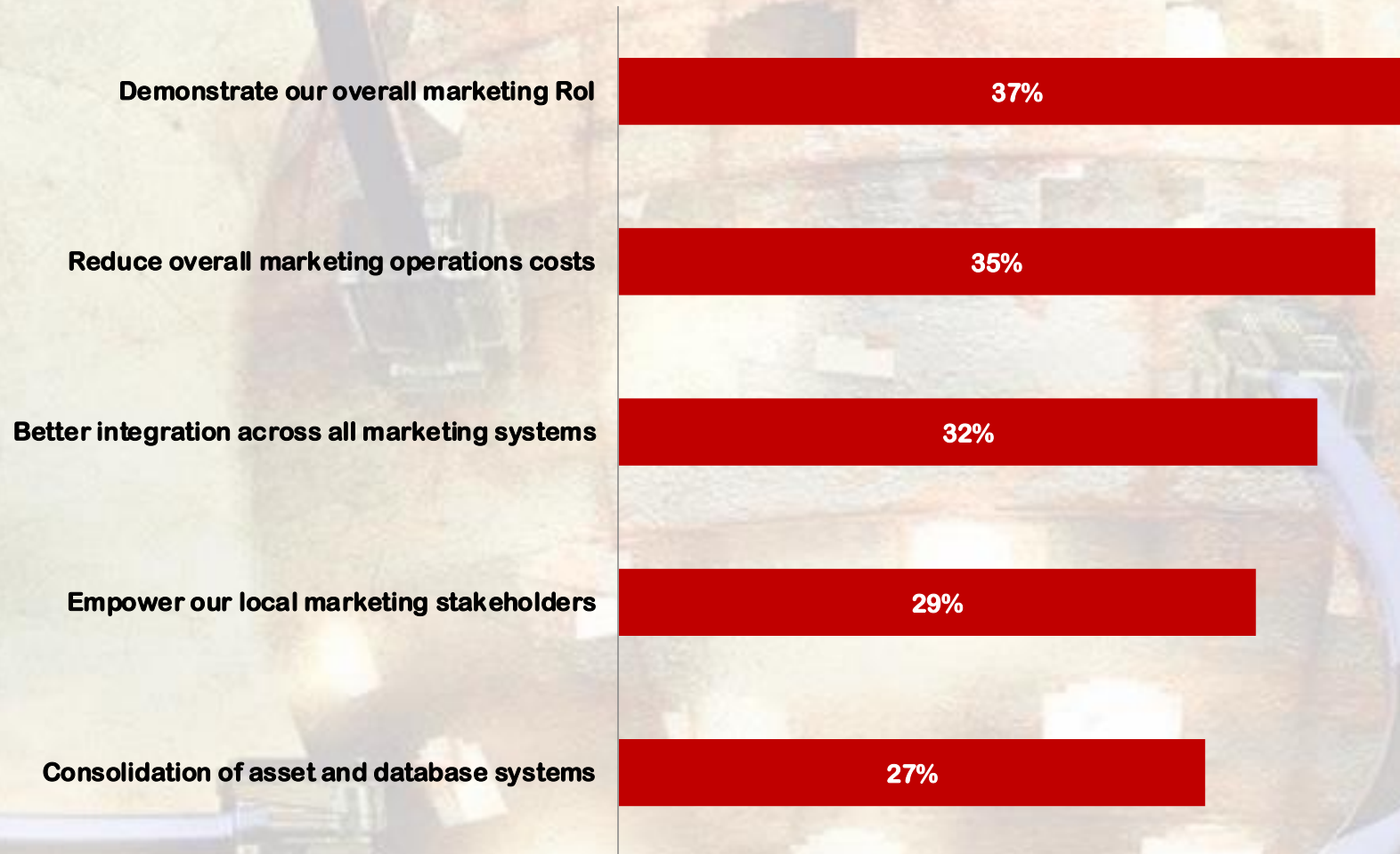
Our surveys and consulting work enables us to continually assess the maturity of marketing organizations (combination of organization, process and technology). We have identified these five phases for MRM and associated processes.

- **Chaotic.** Neophyte marketing organizations focus their efforts on promoting their offering and the first important system to be addressed is Product Information Management (PIM) and the Website.
- **Reactive.** The added complexity of digital marketing and multi-channel fulfillment programs require companies to then set up a Digital Asset Management (DAM) system. Many companies then combine their multiple content assets systems into a more comprehensive asset database. IT-centric projects tend to be named Marketing Data Management while marketers prefer the title Universal Content Management.
- **Stable.** The desire to manage all marketing assets and better plan and budget for marketing initiatives results in an operational MRM system. While some MRM solutions also manage projects and teams, some marketers prefer to, or must, deploy the company standard project/work management solution.
- **Proactive.** Marketing's role matures from supporting sales transactions to ensuring a full customer experience. Attention is paid to attribution: identifying exactly where and how marketing is contributing to revenue success.
- **Predictive.** Data managed in the MRM system is combined with other business data, including attribution, so that a CMO can monitor the performance of marketing programs and campaigns on an ongoing basis.

Whether you are trying to win over consumers to be active in communities and social media, or if you are trying to recruit a business buyer to be a loyal user and advocate, the classical lead generation paradigm for all marketers is, ultimately, going to be replaced by new relationship-based metrics of customer success.



RESEARCH: THE TOP BENEFITS ACHIEVED OR EXPECTED FROM USING MRM



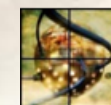
These are the Top 5 benefits named by enterprise marketing software buyers, all selected by a quarter or more of the respondents.

Financial considerations dictate the decision to invest in MRM. The #1 objective is to collect enough data showing the return on marketing investment, closely followed by wanting to identify cost saving opportunities.

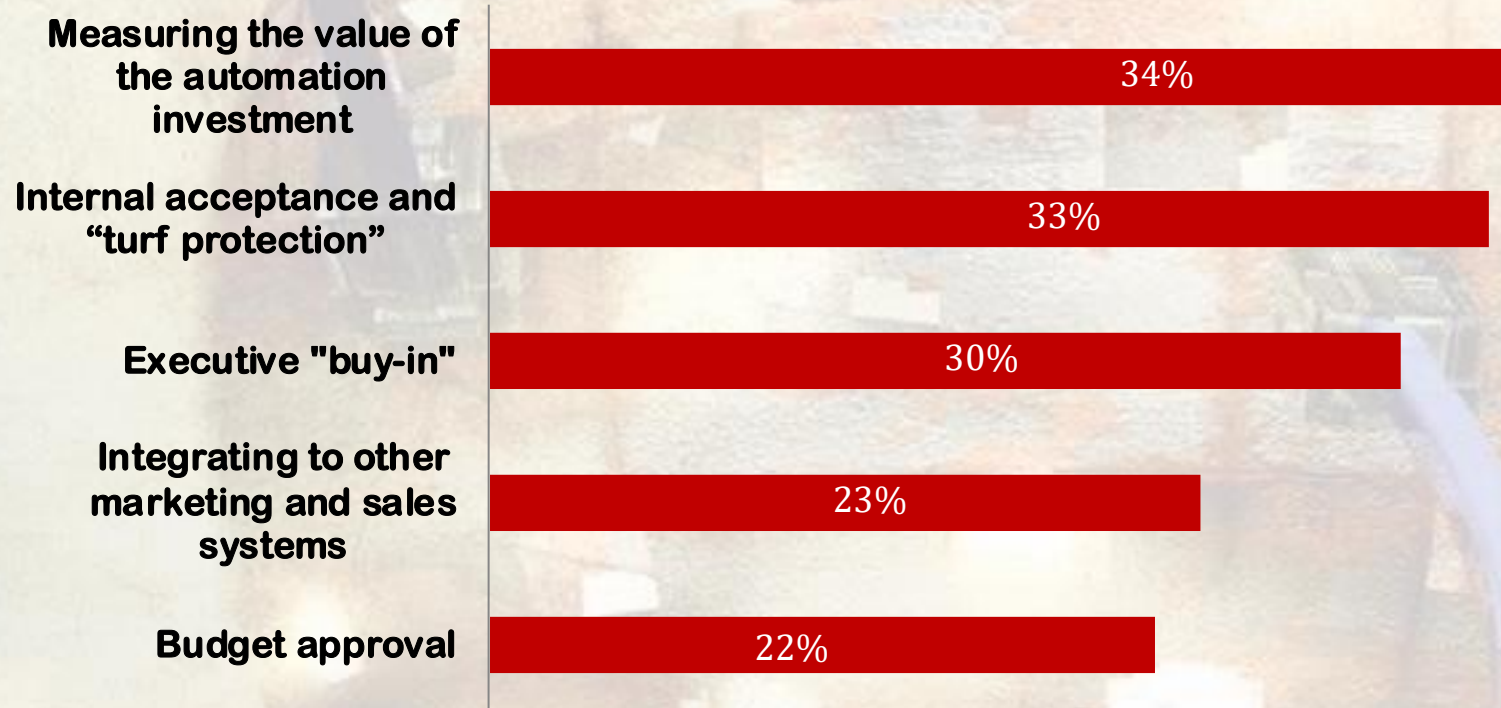
Integration and consolidation motivations are the second class of investment drivers.

Buyers are most likely to engage with those MRM vendors whose messaging addresses these motivations.

N = 1,500 Enterprise Business Managers with budget responsibilities.



RESEARCH: THE MOST SIGNIFICANT BARRIERS FACED WHEN ADOPTING MRM SOLUTIONS

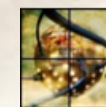


These enterprise marketing software buyers reported these project inhibitors (they could select up to two).

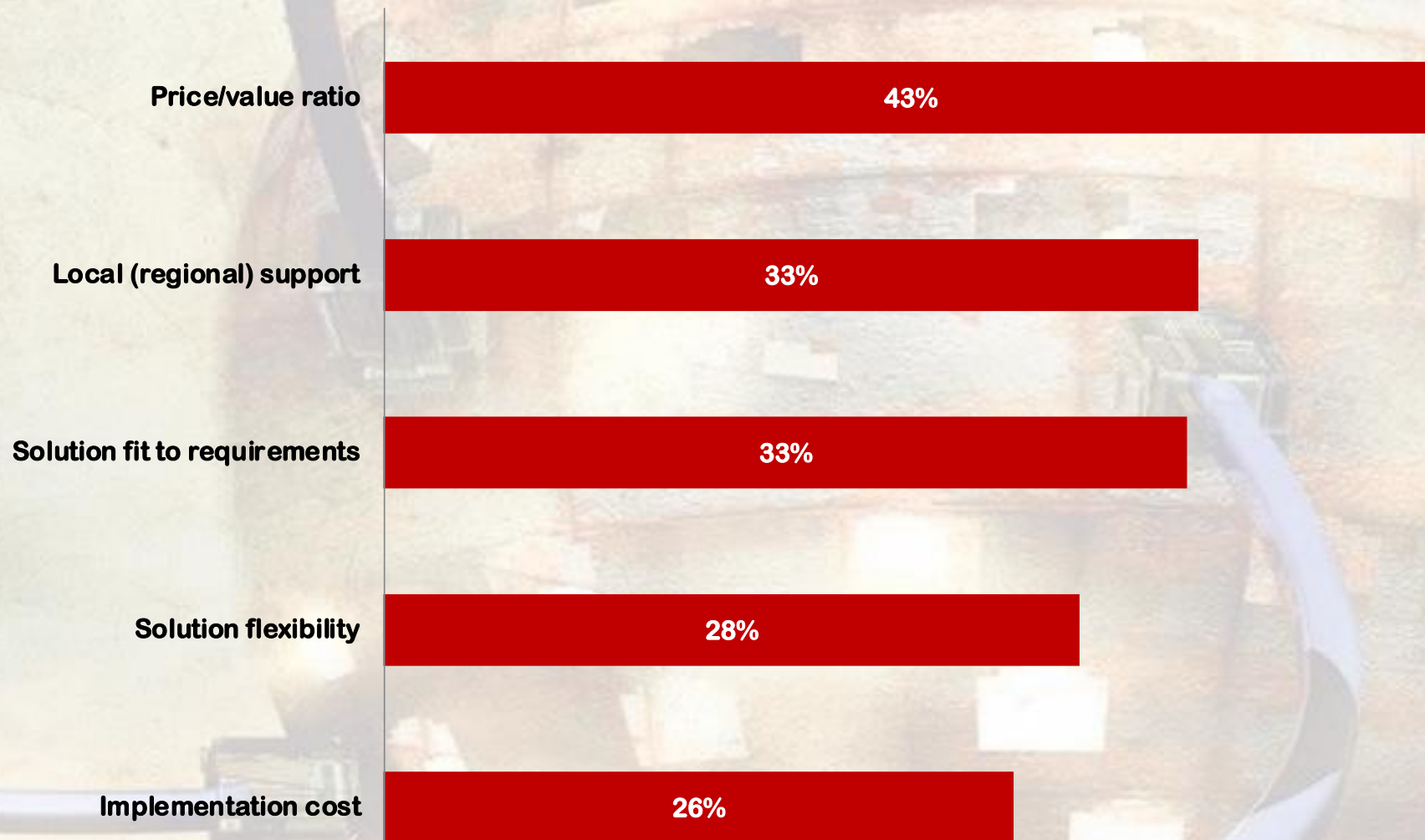
Value Management is their #1 challenge, as with many marketing technology projects. Issues of executive support or internal acceptance mark those firms that view Marketing as a support discipline only.

"Adequate support from vendor" scores lowest, but vendors can help more by providing value management support and better template and best practice support.

N = 1,500 Enterprise Business Managers with budget responsibilities.



RESEARCH: THE TOP PRIORITIES WHEN CONSIDERING AN MRM VENDOR

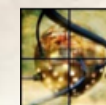


These were the most significant priorities, selected by more than one in five of the enterprise marketing software buyers (they could select up to three).

Value Management features again as #1 challenge, with implementation cost also high. Marketing software buyers expect to have access to local resources for implementation and support. MRM is a complex system which cannot be installed out-of-the-box because it integrates to many other systems.

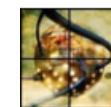
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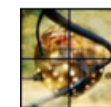
INSIGHTS: MRM PROJECTS ARE DIFFICULT TO DEFINE

- **MRM scale depend firstly on the marketing organization.** The concept of “resources” varies according to the complexity and maturity of the marketing work being done. One company’s DAM consolidation project may be another’s **MPM** project (see page 9). It may not even be called MRM: titles like marketing project management, campaign management or even work management are becoming common within marketing organizations.
- **There is a myriad of MRM Use Cases.** A project may focus on a process automation; or be concerned with improved management of content assets; or focus on resource management or business performance. There are generally three broad types of MRM projects:
 - Resource management – managing resources like content assets, talent (internal and external people).
 - Spend management – building transparency in all aspects of marketing spend to enable budging and reporting.
 - Workflow management – Most marketing automation systems orchestrate campaigns but not internal workflows.
- **The four categories of marketing resources.** The relative importance of each resource category in a planned MRM project will often determine which solution fits best:
 - Cost – financial planning, allocation and attribution. MRM reports on marketing spend by source and project.
 - Talent – the work is complex, with internal plus external contributors requiring a project management platform.
 - Content – content creation and delivery processes require management for consistency, reusability and tracking.
 - Brand – distributed marketing and compliance challenges have elevated brand to a vital resource category.



INSIGHTS: MRM TRENDS 2020

- **Marketing's need for financial reporting is driving MRM investment.** As the survey shows, financial imperatives are driving MRM projects. CMOs need to collect data to demonstrate their contribution to the business and their accounting peers are encouraging them to oversee and optimize their spending plans.
- **MRM has been around for a decade but has changed.** The early MRM vendors had limited success because CMOs were not under enough pressure to watch their spend. This has changed and financial reporting has become important, but 2020 MRM must now also cover the complexity of marketing work and resources. The workflow element has become essential.
- **MRM in practice requires considered change management.** Marketing professionals are extremely sensitive to new IT systems after adopting digital marketing platforms in a (too) rapid manner in the last years. If MRM, which will disrupt their established working practices, is perceived as a time and motion reporting system, there will be resistance.
- **MRM success depends most on the integration sub-projects.** In an ideal world, CMOs would first set up the MRM system then add other marketing automation projects on top of it. The reality is more challenging where MRM must feed off existing systems in Marketing and other departments and provide reporting and insights compatible to according to other business systems. Each company has a different environment so project managers should evaluate and test the specific integration capabilities of its potential MRM vendors diligently.



EMERGING VENDOR PROFILE: MARKETING RESOURCE MANAGEMENT

MARMIND enables full control over planning and optimization for all marketing resources so that executives can secure maximized results

- **General:** Founded in 2000, in Vienna, Austria, MARMIND has 70 employees and is enjoying a 30+% growth trajectory. The vendor's solution enables marketing executives to establish project and organization plans and budgets. It also collects and reports the resulting financial impact and outcomes. As the MARMIND® software also manages all workflows between itself and across the other marketing software systems, such as content management, product information management and digital experience management, it is much more than an MRM solution; it is a full end-to-end marketing operations automation solution.

The solution was first created as a “Marketing Controlling” system for the Universal Music Group, the world's leading music company, where it now supports over 8,000 marketing users. In the meantime, the vendor has a multitude of reference customers in the CPG, FSI, Media, Manufacturing, Public/Non-Profit, Retail, Telco and Travel sectors.

- **Strategy:** The vendor recognizes the reality that the REAL marketing resources are costs, people and projects. Most MRM players focus on content, digital asset-or brand management. MARMIND focuses more on streamlining planning, budgeting and performance monitoring workflows to give businesses full control over their marketing. It uses the Marketing Cockpit metaphor, to demonstrate how the software combines planning, budgeting and result analysis workflows into one platform by creating seamless processes across point solutions and teams. The most recent release also simplifies resource allocation through automated insights, cross-channel performance predictions and recommendations based on its unique RAMMA® (Resources Attribution Modelling & Marketing Analysis) algorithms.

MARMIND was one of the first cloud-based business software solutions for marketers running on the Microsoft Azure cloud and first received the Microsoft Partner of the Year award back in 2011. Now, it has become one of the leading vendors for enterprise marketing software in Europe and, as business in the US increasing, it has set up a subsidiary in Chicago to boost further expansion overseas.



EMERGING VENDOR PROFILE: MARKETING RESOURCE MANAGEMENT

MARMIND enables full control over planning and optimization for all marketing resources so that executives can secure maximized results

- **Execution:** In addition to its own direct resources, MARMIND has network of partners of various types to ensure local support & an extended value proposition across the globe. These include Consulting Partners, for campaign structure analysis, process & requirement analysis, and change management consulting; Integration Partners, for customization, workflow modelling, and tailor-made project implementation; and Agency Partners, for efficient & transparent collaboration, innovative services & processes, and to support an agile mix of in- vs. out-sourcing (a vital trend in many marketing organizations). Together with Technology Partners such as Microsoft, the vendor enables its customers to create an end-to-end marketing process that goes beyond the typical features of a Marketing Resource Management platform.

The software can be delivered in two architecture options: as a SaaS solution on Microsoft Azure cloud, or on-premise as a customer-specific instance. Its 10+ years of experience with SaaS has enabled MARMIND to establish a pricing offering which is truly value-based, not the more common user-based. The pricing calculations consider the number of organization units deploying the software, and which features are activated. The software therefore can match the varying needs of all companies, from a medium sized-business to a large enterprise.

- **Bottom Line:** While most MRM systems are asset and content focused, MARMIND is much more focused on the processes across Marketing and can, ultimately, automate the entire marketing operations suite of processes. The vendor is expanding the list of marketing software integrations it provides as standard, adding the Adobe product suite and other solutions through this year. The fact that the vendor's RAMMA® technology can automate and simplify resource allocation, plus provide insights and predictions of marketing channel performance, is an important claim for all CMOs who are now under pressure to run Marketing as a revenue contributor, or at least as a business.

The vendor has already built up a base of nearly 200 customers and it is growing its business at a rate of over 30%. The expansion into the North American market will only accelerate this growth. Across all industries, marketing organizations are becoming more process-oriented and focused on managing all their resources more transparently. MARMIND is extremely well positioned to take advantage of these new needs.



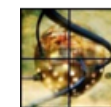
THE RESEARCH IN ACTION GMBH VENDOR SELECTION MATRIX™ METHODOLOGY

Vendor Selection Matrix™ Disclaimer:

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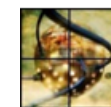
About:

Research In Action GmbH is a leading independent information and communications technology research and consulting company. The company provides both forward-looking as well as practical advice to enterprise as well as vendor clients.



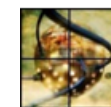
APPENDIX: CHAOTIC AND REACTIVE PHASES DEFINITIONS

- **eMail Marketing.** The process of setting up campaigns via eMail to purchased or built-up lists of contacts.
- **Web Content Management.** The process of creating and updating content on the company website.
- **Product Information Management.** Maintaining all product data on one system to optimize product presentation across sales and marketing channels.
- **DAM (Digital Asset Management).** The storage and management of all digital files, particularly media files. Allowing marketing and other users to find, access and deploy the assets in their content.
- **Content Marketing.** Publishing digital content on the company website but also on other sites to generate additional web traffic.
- **Basic CRM (Customer Relationship Management).** In most companies, CRM was set by Sales Ops and/IT and has little marketing value. But integration to the CRM database is necessary for marketing/sales alignment.
- **Lead Collection and Distribution.** The process of collecting and qualifying inbound marketing leads from the increased web traffic generated by content marketing. Distribution of appropriately leads to Sales.
- **PRM (Partner Relationship Management).** Processes around the channel partner (reseller, distributor, etc) relationship : recruitment, registration and classification, contractual details, information exchange, and more.
- **Universal Content Management.** Combination of content management, DAM and PIM into one common system of record and management. It-centric organizations call this Master Data Management.
- **Marketing Lead Management (MLM).** Often called Marketing Automation, the backbone process family to share content and run digital campaigns, nurturing and progressing leads through all digital channels.
- **Marketing Resource Management (MRM).** The budgeting and reporting processes for marketing executives consolidate management of all asset projects plus human and financial resources to support business analytics focused on the marketing organization.



APPENDIX: STABLE AND PROACTIVE PHASES DEFINITIONS

- **Content Distribution.** Process and systems that collate, manage and distribute marketing content both from internal and external sources.
- **Brand Content Management (BCM).** Process to control the brand messaging, from corporate brand to individual messaging statements around products. Companies in a more distributed (or local) marketing environment use BCM systems to manage content across internal organizations, subsidiaries, and/or all business partners.
- **Through-Channel Marketing Automation (TCMA).** Management of brand content, plus programs and campaigns, promotions, and even leads, both down and up the distribution channel of business partners.
- **Digital Experience Management (DXP).** Creating and updating content, as personalized as possible to the consumer, and rendering it through all required digital communications channels (web, social, POS, etc).
- **Customer Data Management.** The process of consolidating and aggregation of all data from disparate systems in the company about customers - a Marketing-led initiative to ensure the data unification project is focused directly on marketing requirements.
- **Sales Engagement Management.** A process where marketers provide relevant digital assets to a salesperson to support their customer interactions, supported by training and coaching delivered on-demand.
- **ABM (Account based marketing).** A process of leveraging collected behavioral and profile data on target companies (accounts) or even individual buying decision-makers.
- **Social Engagement and Advocacy.** Processes to manage and leverage interested parties within communities and on social media.
- **Attribution Reporting.** The ability to recognize the contribution of individual pieces of marketing investment (campaigns, events, specific content assets) to business success. The success factors include metrics like deal progression through the funnel, deal value increase, deal velocity increase and deal closure.
- **Interactive Management.** Digital marketing programs that provide responsiveness and deep personalization.
- **Marketing Performance Management.** Dashboard and reporting that consolidates data from MRM, CDM and attribution reporting to list the financial return on individual and aggregated marketing investments.
- **Customer Engagement Management.** The full orchestration process, support by personalization, of providing and supporting an ongoing digital relationship with individual customers across the full customer lifecycle and organization.



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