MARKETING AUTOMATION

Industry Overview

With Profile of Leading Vendor Hatchbuck

by Dan Freeman

President, Marketing Growth Strategies

MARKETING Growth Strategies

INTRODUCTION

On July 29, 2013, both the New York Times and the Wall Street Journal featured front page stories on the merger of two of the world's three largest Advertising firms, Omnicom and Publicis. Now, a merger of market leaders is always big news, but the extraordinary coverage of this event is about something larger. The advertising business is in the throes of innovative disruption and this merger came as a direct response to Google's domination of the rapidly growing digital side of the Ad business.

"At the nexus of data, content, and technology is a sector know as Marketing Automation and it's gone from red to white hot."

WALL STREET JOURNAL.

MONDAY, JULY 29, 2013 - VOL. CCLXII NO. 24 WSJ.com ★★★★ $2.00

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Advertising Giants to Merge

Omnicom and Publicis Aim to Fight Off Growing Competition From Silicon Valley

BY SUZANNE VRANICA AND RUTH BENDER

Advertising giants Omnicom and Publicis said Sunday they had agreed to merge, in a $35.1 billion cross-border linkup that shows how Big Data is making Madison Avenue look more like Wall Street.

The combination of Omnicom Group of the U.S. and France's Publicis Groupe SA is aimed at restoring the balance of power between advertising agencies and such Silicon Valley companies as Google Inc. and Facebook Inc. About 22% of global ad spending now is digital, according to eMarketer, a share projected to grow to 27% by 2017.

Omnicom and Publicis hope that by joining forces, they will be better equipped for an industry increasingly dominated by data-driven analysis and automated trading of ad space.

The market for automated buying of space is relatively small, but fast growing. According to eMarketer, U.S. advertisers will spend $3.4 billion on real-time bidding in 2013, mostly in online display ads.

"Digital buying of media is done by machines, as if you're standing on the floor of the Nasdaq as opposed to traditional media shop," Omnicom's chief executive, John Wren, told analysts earlier this month. "I hold the long-term belief that eventually traditional media, or a lot of traditional media, will get purchased that way."

Mr. Wren and Publicis Chief Executive Maurice Lévy are to be co-CEOs for 30 months, after which Mr. Lévy, who initiated the talks, is slated to become nonexecutive chairman and Mr. Wren to continue as CEO, the compa-

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◆ 'Merger of equals' can prove tough to balance............ A2

Google's market cap (roughly $300 billion as of this writing) is largely the consequence of its transformation of the world of advertising from a top down, indiscriminant *push* of content to a vastly more efficient, bottom-up *pull* from billions of consumers via Internet search. Of course we still push content, but at a fraction of the cost through Internet advertising and email marketing, and it's aimed at intricate demographic segments and individuals that are far more likely to purchase.

And it's not just Google. Marketing—in its continual search for efficiency—has become more data intensive than Wall Street. The synthesis of Marketing and Silicon Valley was initiated during the Internet bubble of the late 90s by venture and self-funded start-ups, and is now being driven by tech giants like IBM, Adobe, Oracle, and Salesforce.com.

At the nexus of data, content, and technology is the sector know as *Marketing Automation* and it's gone from red to white hot. In 2010, marketing automation caught the attention of tech leader IBM, which purchased marketing automation provider Unica for $480 million. Later that year, data and analytics firm, Teradata, acquired Aprimo, an early leader in marketing automation, for $525 million.

Prior to their acquisitions, Unica and Aprimo and were the sector's top recipients of venture funding, raising $66 and $76 million, respectively.

Acquisition	2010	2011	2012	2013	Total
Unica acquired by IBM	480				480
Aprimo acquired by Teradata	525				525
Alterian acquired by SDL		108			108
Eloqua acquired by Oracle			871		871
LeadForMix acquired by CallidusCloud			9		9
Pardot acquired by ExactTarget			96		96
Neolane acquired by Adobe				600	600
Totals	1,005	108	976	600	2,689

TABLE 1 SELECTED ACQUISITIONS IN MARKETING AUTOMATION ($MILLIONS)

Venture capital continues to flow into the sector—over $500 million since 2005. In October of 2012, Microsoft entered the fray with the purchase of MarketingPilot (the dollar amount of the acquisition was not disclosed). Enterprise software giant Oracle purchased marketing automation leader Eloqua for $871 million in December of 2012.

Company	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
Hubspot		0.5	5	12	16		32	65		130.5
Marketo		5.4		8	10	35	50			108.4
InfusionSoft			18	16					54	87.9
Genius		5.1	10	19	6.5					40.6
Silverpop				15					25	40
Eloqua		12.8	23							35.8
Neolane		6.6						27		33.6
Acton						4	10	16		30
Aprimo	15									14.5
SalesFUSION									1.8	1.8
LoopFuse					1.4					
Totals	15	30	56	70	34	39	92	108	81	523

TABLE 2 SELECTED VENTURE FUNDING DEALS IN MARKETING AUTOMATION ($MILLIONS)

In June 2013, CRM leader Salesforce.com announced the $2.5 billion purchase of ExactTarget (and its marketing automation division, Pardot) and Adobe acquired Neolane for $600 million.

The sector also had its first IPO in 2013—marketing automation leader, Marketo, raised $79 million in May (MKTO popped over 50% on its first trading day). And it's not just Enterprise level marketing platforms that are getting the attention of Wall Street and Venture Capitalists. Hubspot, a marketing automation platform geared to SMBs (and focused on inbound marketing and SEO) received $130 million in venture funding since 2006, and InfusionSoft, serving the very small market (firms with less than 25 employees) led the pack in 2013, raising $54 million from Goldman Sachs.

WHAT IS MARKETING AUTOMATION?

Think of marketing before social media, before smartphones, before Google, before email, and before the Internet. One way or another, information had to be pushed to prospects. A B2B marketer might have started with a target list, based on a profile—maybe a zip code, industry, or job title. Precious sales time was spent "prospecting" or trolling through the list of prospects for leads—interested parties. "Cold calling" was one painstaking way of sifting through prospects for leads. Another method was to send direct mail pieces or place an ad in a trade journal and wait for a response. Once a lead was uncovered, a salesperson would take on the role of information broker, trying to understand the prospect's needs and educating them about how the product could fill those needs. Since little information was captured other than their profile, the salesperson had to start from scratch, deciphering the needs and gauging the interest level for each new lead. Lead capture was a labor-intensive, tedious and time consuming.

TABLE 3 SELECTED 2012 MARKETING EXPENDITURES ($BILLIONS)

Broadcast TV	39.6
Internet Advertising	36.6
Cable TV	32.5
Magazines	22.8
Newspaper	19.4
Radio	16.1
Direct Mail	13.0
Email Marketing	2.1
Marketing Automation	***0.8***

Fast forward to today: Think about how the buying process has been transformed. Today, the buyer controls the process. They Google a company or its products, or respond to an email campaign or a social media message, and quickly find information on a website or landing page or, perhaps, a LinkedIn page, a published article or white paper. They show their interest by *interacting* digitally. They sign up for a newsletter, sign up for a webinar, download a document, or just browse a website. They may spend just a few seconds, then leave, or perhaps stay longer—reading a blog or checking out pricing.

"What if you could capture and synthesize these interactions in a meaningful way and use this intelligence to direct relevant and customized content to a prospect?"

What if you had the ability to uncover these hidden digital interactions? What if you could capture and synthesize these interactions in a meaningful way and use this intelligence to direct relevant and customized content to a prospect? What if you had the ability to create vastly more digital interactions, and to shepherd a prospect through the buying process? Finally, what if you could quantitatively *score* prospects based both on the particular *actions* they take and their data *profile* (e.g., title, company, industry, etc.). Scoring could then be adjusted based on feedback from the sales team regarding the quality of the leads delivered. In short, you would have the ability to generate more and better leads with less resources, and thus improve your return on marketing investment. The software that enables this is known as marketing automation and it's one of the fasting-growing sectors in both software and marketing.

To summarize, the digital interactions between companies and their prospects/customers can now be cost-effectively gathered, synthesized and acted upon in real-time. This ability was first implemented in B2B digital marketing, where the number of customer contacts was relatively small and the value per contact was high. However, the same principles holds for B2C; the difference is that the number of consumer contacts can grow exponentially, and engagement is focused on micro demographic segments in addition to individuals.

FEATURES OF MARKETING AUTOMATION

The essence of marketing automation is multifold and ever expanding, but here are its essential elements:

1) Create and distribute content across multiple channels.
2) Capture and synthesize a broad range of digital marketing interactions of prospects and customers.
3) Devise automated rules to quantitatively assess and score leads.
4) Automatically distribute the most promising leads to salespeople so that they can spend time selling to *receptive* prospects versus prospecting.
5) Construct automated workflows to nurture prospects with relevant content until such time as they either disengage or become qualified.

Companies that **excel** at **lead nurturing** generate

50% MORE

SALES READY LEADS

AT

33% LOWER

COST

--Forrester Research

Although functionality varies from platform to platform, the basic features of marketing automation software include the following:

Data Management: Import, export, scrub, de-dupe, remove opt-outs, upload/download to CRM, and segment customer and prospect data records.

Email Marketing: Create, test, schedule, send, and report on outbound email messages.

Landing Pages: Literally, these are pages that we want prospects to “land” on. Marketing Automation software should streamline landing page production and report on interactions.

Lead Capture: Streamline production of web forms to efficiently capture prospect and customer data.

Companies that automate **lead management** see a **10%**

OR GREATER

INCREASE IN REVENUE
IN 6-9 MONTHS

--Gartner Research

On average, organizations that use lead scoring experience a

77% lift in Lead Generation ROI

over organizations that do not use lead scoring

--MarketingSherpa

The odds of reaching a contact decrease by over

10 TIMES

in the 1st hour after a Lead is Generated

--MIT Lead Response Management Study

Lead Nurturing: Nurture programs combine behavioral and profile data with automated work flows to engage with selected prospects over time, in a way that is manageable and meaningful. Nurturing a prospect involves setting up an automated sequence of marketing steps based on a trigger event.

Lead Scoring: Quantify lead quality based on both demographic criteria (e.g. industry, size, job title) and behavior (e.g., clicks, website visits, downloads, etc.). Both demographics and behavior are important. One way to think about the difference is that behavioral data of a prospect describes their interest in you while demographic data highlights your interest in the prospect. Configurable scoring rules include time-based scores for interactions—a page visit today is worth more than a page visit last week.

Lead Tracking & Reporting: Track marketing activities such as website visits, campaign responses, downloads, and page views. Anonymous visitor tracking should be convertible to "known" leads based on certain *conversion events* such as a form completion or an email open. Even without a conversion event, leads (not individuals, but companies) can be identified using *Reverse DNS Lookup* (sometimes called *Reverse IP Address Lookup*). This is the determination of a domain name that is associated with a given IP address using the Domain Name System (DNS) of the Internet.

Lead Routing: Route appropriate leads to nurture campaigns or to the sales organization and integrate with CRM systems based on digital interactions and lead scores.

Return on Marketing Analysis: Tie the leads generated from forms or campaigns directly into your CRM opportunity management system in order to calculate an ROI from various marketing activities.

ADDITIONAL FEATURES

Marketing automation providers are continually adding to their mix of features. The following features are found in a growing number of platforms.

Social Media Integration: Post messages to social media sites from within the marketing automation platform and provide streamlined ways to share content to social sites. Respond to and engage with leads and prospects who interact with you via social networks and posts.

Data Integration: Identify contacts at prospect firms who have visited your website and landing pages, and import directly into your marketing platform.

Google AdWords and SEO Integration: View Google AdWords campaigns and search engine optimization efforts from within the marketing automation platform, and tie revenue generation to inbound marketing efforts.

IS MARKETING AUTOMATION FOR B2B OR B2C?

Marketing automation is frequently said to be the domain of B2B. We think this is a fundamentally incorrect assertion. Marketing automation technology is applicable to any market where the value of a new lead exceeds cost of acquiring a new lead using said technology; or when the incremental value of advancing a lead exceeds the cost of a advancing it.

The value of marketing automation tends to rise with more expensive products in which prospects engage in a multi-step buying process. Some marketers use terms like “complex sale” or “considered purchases” to describe these types of transactions. Whether a transaction is B2B or B2C is not particularly relevant. Consumer purchases like a new home, a laptop computer, or a healthcare plan usually require a considerable amount of research. Lead nurturing is as important in these cases as in any B2B transaction.

The value of marketing automation also rises when there is a handoff between marketing and sales. The ability to deliver qualified, information-rich leads to sales is a huge value driver for any organization that employs salespeople.

SIZING THE MARKETING AUTOMATION INDUSTRY

“Marketing Growth Strategies estimates total marketing automation software revenues at $850 million in 2013 and forecasts a growth rate of 45% reaching 1.2 billion for 2014”

With scarce public data available, sizing of the marketing automation sector remains more of an art than a science and size estimates and forecasts vary widely. Gartner has estimated the CRM Marketing Automation application and services sector at $2 billion for 2012 and projects it to grow at 20 percent per year, reaching $4.2 billion by 2016. Based on our analysis of 30 vendors, Marketing Growth Strategies estimates total marketing automation revenues at $850 million in 2013 and forecasts a growth rate of 45% per year for the next 3 years. Table 4 shows the numbers of businesses by employee size and our estimate of the penetration of marketing automation software for each size category. Market penetration by firms with less than 20 employees is less than one percent, while an estimated 20 percent of large firms use marketing automation software. In comparison, we estimate that nearly 80% of large firms are using email marketing software.

Firm size	No. of Firms (000s)	Marting Automation Penetration
Very Small (1 to 19 employees)	5,295	Less than 1%
Small (20 to 99 employees)	526	2%
Mid-sized (100 to 499 employees)	90	10%
Large (500 or more employees)	20	20%
Firms with 20 or more employees	631	4%
Total (1 or more employees)	5,932	Less than 1%

TABLE 4: MARKETING AUTOMATION PENETRATION BY FIRM SIZE

For firms with 20 or more employees, Marketing Automation penetration is just 4%; for firms with less than 20, it's less than 0.2%.

CROSSING THE CHASM

In his book, *Crossing the Chasm*, Geoffrey A. Moore describes a technology lifecycle in which the adoption or acceptance of a new product or innovation proceeds according to the demographic and psychological characteristics of defined adopter groups (see Figure 1). According to Moore's model, the first group of people to use a new product is called "innovators," followed by "early adopters". The "chasm" is the crucial period during which a product is either adopted broadly, or remains part of a niche market. The "early majority" and "late majority" then adopt the product, followed by the last group, known as "laggards". If this model is applied to the marketing automation sector, it becomes evident that, although the technology is still early in its lifecycle, the chasm is being crossed—at least among large companies.

FIGURE 1: TECHNOLOGY ADOPTION LIFECYCLE FROM CROSSING THE CHASM

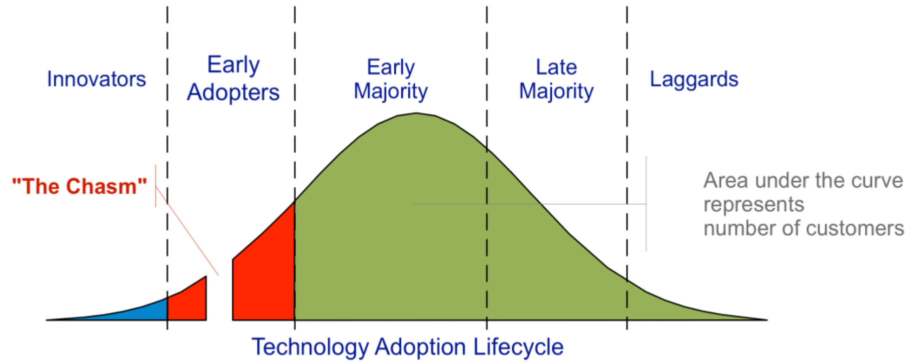
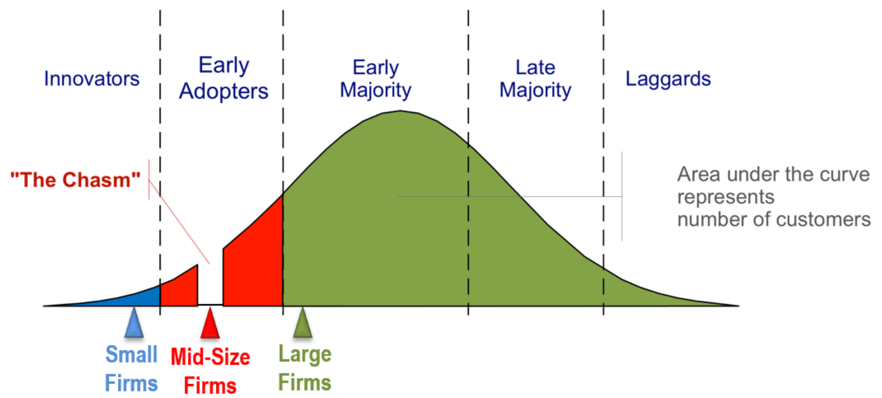


Figure 2 shows that marketing automation among large firms has *crossed-the-chasm* and has now reached the *early-majority* stage. By contrast, mid-sized firms are just now *crossing the chasm* and small firms are still in the *innovators* stage. This explains the growing number of marketing automation vendors seeking to gain a foothold into this market, as well as the substantial venture capital the sector has attracted. Marketing Growth Strategies expects marketing automation to follow a pattern similar to that observed with the adoption of email marketing, with a lag of about 5 years. We believe that many of the lead management and workflow features that are driven by the needs of large B2B companies will be adopted for by both B2C and small and mid-sized (SMB) firms.

Figure 2: Current State of Marketing Automation Adoption by Firm Size



Over the next three years, we believe that growth will continue to be driven primarily by mid-sized and large firms, following the growth pattern observed among email marketing vendors. Rapid growth among small firms will soon follow as price points decline.

The SHORT LIFE of a LEAD

Firms that tried to contact prospects within **1 HOUR** of receiving an inquiry were **7 TIMES** as likely to **QUALIFY THE LEAD** as firms that **waited at least 1 hour…and** **60 TIMES** as likely to as firms that **waited at least 24 hours**

--Harvard Business Review

MARKETING & SALES ALIGNMENT

Management guru Peter Drucker famously said that the aim of marketing is to make selling superfluous—to know the customer so well that the product sells itself. Well, we still need salespeople, but marketing automation technology allows marketers to come a lot closer to Drucker's ambition. Marketing automation software was developed around the needs of B2B organizations. Traditionally, marketing's role was to find prospects for sales, whose job it was to build the relationship and eventually close the sale. This arrange presented two problems: First, since marketing had little or no role in building the customer relationship, it usually did an unsatisfactory job delivering qualified leads. Second, sales people had to spend a good deal of time acting as an information broker for unqualified leads, and had less time for the high-value tasks of understanding and responding to the needs of qualified leads. Sales complained about the poor quality of leads, and marketing did not have much in its arsenal to improve lead quality. As a result, sales and marketing often had an adversarial relationship. Marketing automation has great potential to change this. Automated workflow rules allow marketing to engage with prospects and build relationships before a sales contact. Marketing and sales must work together to define lead scoring rules, so both take responsibility for the quality of "sales-ready" leads. With the proper implementation of a marketing automation system, marketing and sales are part of a single integrated customer acquisition process. Information on prospects is accumulated, synthesized, and shared. Marketing gets the feedback it needs on sales results and has the ability to change workflow and lead-scoring parameters to delivery better qualified leads.

THE BUYER'S JOURNEY is
70% COMPLETE
by the time they contact a sales person
--SiriusDecisions

CHANGING THE ROLE OF MARKETING

Over the last decade or so, both the day-to-day tasks of marketers and the strategic role of marketing have undergone almost continuous change. The Internet; search marketing; ecommerce; blogging; social media and mobile computing have required marketers to rethink virtually every aspect of their jobs. Since marketing departments own these new digital channels, they have become more critical than ever to revenue growth and overall business success. It's no wonder that technology research firm Garter recently forecasted that CMOs would outspend CIOs by 2017. Theoretically, marketing has always been responsible for the profitable growth of a business. But up until recently, marketers have not had the tools and resources to take on this challenge. Marketing automation software enables marketers to address and manage the complexity of interacting and engaging with prospects across these new digital channels. In order to succeed in this world of recurrent change marketers must master these new marketing technologies. This means not just knowing the technical capabilities but also being able to use the tools to create and manage all of the processes around customer acquisition.

MARKETING AUTOMATION FOR SMALL BUSINESSES

Marketing Automation technology holds unique opportunities for small businesses. In his best-selling book, *E-Myth*, Michael E. Gerber observes that most businesses fail because the founders are specialists who were inspired to start a business without knowing how successful businesses run. The "myth" is that people who are experts regarding technical details of a product or service will also be expert at running that sort of business. All new businesses must eventually learn to build systematic processes. Marketing, however, has been particularly resistant to this type of systemization. Small business marketers have taken a checklist approach to dealing the complexity of the customer acquisition in the digital age.

The advent of marketing automation technology affords an opportunity for small businesses to create improved and measurable processes around all aspects of customer acquisition, from attracting new prospects with streamlined form creation, to nurturing leads with triggered outbound communications, to scoring and routing qualified leads to sales.

CHOOSING A MARKETING AUTOMATION VENDOR

During the course of our research we identified more than 60 marketing automation vendors, and new players are surfacing on a regular basis—many have come into existence within the past five years. With a large and growing list of vendors, products that are rapidly changing, and no outright market leaders, selecting a marketing automation vendor can be daunting. Marketers who are new to marketing automation have some extra challenges, since they must first familiarize themselves with the capabilities of these platforms. All of the vendors profiled in this guide have marketing automation platforms that handle the basics of lead capture, campaign management, automated workflow, scoring, and lead distribution. When selecting a vendor, markets should keep in mind a number of considerations.

1. Do your preliminary research and view some online product demos to gain a greater understanding of the generic capabilities of marketing automation systems.
2. Carefully assess your marketing needs early on, before spending much time trialing any platforms. Make a list of *must have* versus *nice to have* features.
3. Identify your available resources—both the dollars and the people that can be resourced to marketing automation.
4. Don't underestimate the importance of ease of use. Product demos often give users an impression that the product is simpler than it is. Trials are much better than demos for assessing ease of use. Don't be shy about doing several trials.
5. When pricing vendors, make sure to include all implementation costs and know what resources the vendor is committing for implementation.
6. Planning for marketing automation should include not only the technical implementation but also the time and resources needed to understand/create your marketing processes.
7. Make sure customer support is adequate to meet your needs. Assume that you will require support in implementing some of the features of marketing automation.
8. Assess the vendor's financial and business viability. Ask about the number and growth in both employees and customers. Be concerned if a vendor is laying off workers as the overall market expands.
9. Use social networking sites like LinkedIn to get the most recent buzz and customer feedback about vendors you are considering.

hatchbuck

Vendor Profile

Company Background

Hatchbuck is a privately held marketing automation company, based in St. Louis and founded in 2011.

The company is focused on the SMB market.

Hatchbuck has received a total of 3.66 million in funding, including a recent investment from Cultivation Capital in December 2013.

Customer & Market Trends

As of Q1 2014, Hatchbuck had approximately 500 customers and employed 23 people.

Hatchbuck's customer base is segmented by size as follows:

- 75% are Very Small (< 20 employees)
- 20% are Mid-Size (20-99 employees)
- 5 % are Large (100-499 employees)

Hatchbuck's target market is small to midsized businesses who want to boost sales by moving from traditional email marketing tools to an all-in-one CRM and marketing automation system that engages and converts prospects through personalized email nurturing. Typical customers have experience using traditional email tools, but want more robust features to help automate their sales and marketing. Notable customers include Maritz, Nationwide, RE/MAX, Atomic Dust, and Sleeve a Message.

Hatchbuck sees its primary competition as Infusionsoft and Greenrope. Indirect competitors include Hubspot, Constant Contact, and MailChimp.

Product Overview

Hatchbuck is sales and marketing platform that combines marketing automation with CRM. Its features include:

Email Marketing
Create email campaigns with Hatchbuck's simple drag & drop email builder and extensive email library.

Lead Capture
Capture new prospects and trigger follow-up actions with Hatchbuck's simple drag & drop form builder.

Website Analytics
See which pages contacts are visiting and how well landing page forms are converting with Hatchbuck's webpage tracking.

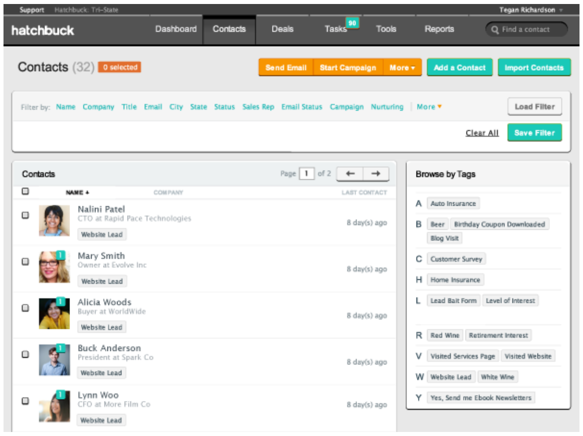
Lead Nurturing (Workflow Automation)
Intelligent campaigns automate email nurturing, follow-up, and tasks so your sales team can focus on following up with hot leads.

Reporting & Analytics
Comprehensive reporting gives users the insights they need to see where marketing efforts are paying off.

Native CRM
Segment, track, and manage contacts in Hatchbuck's simple CRM.

Contacts can be tagged with words and phrases to help with customer segmentation. Hatchbuck keeps lead scoring basic and simple — points and actions are generated when user clicks on emails or visits web pages.

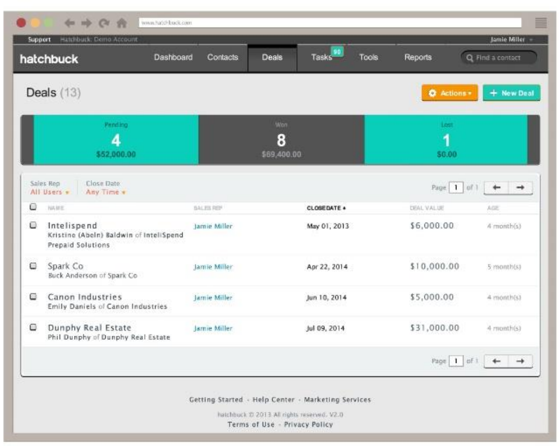
Product Overview (Cont'd)



Hatchbuck CRM

Hatchbuck offers three pricing plans. The **Starter** edition costs $99 per month for up to 2,500 contacts and one user. The **Standard** edition costs $199 for up to 10,000 contacts and three users. The **Deluxe** edition costs $299 for up to 25,000 contacts and unlimited users.

All edition include unlimited email sends.



Hatchbuck Opportunity Management

Support

New customers receive one-on-one training from their dedicated Hatchbuck consultant.

There is no additional cost for training or support.

Knowledge base includes how-to articles, videos, and webinars on Hatchbuck training and marketing best practices.

Customers are typically ramped up after their first training session – usually scheduled within a week from sign-up.

Contact Information

Web site: http://www.hatchbuck.com

Email Contact: triciacreek@hatchbuck.com

Telephone: (314) 288-0399

Location:
911 Washington Ave., Ste. 828,
St. Louis, MO 63101

About the Author

Dan Freeman has over 20 years of senior level management and marketing experience in both the corporate and consulting environments. He has worked hands-on with Fortune 100 organizations as well as many small and mid-sized businesses to address top-level growth and performance issues. Dan has advised business owners and executive teams in areas such as marketing strategy & planning, marketing technology selection & implementation, corporate and product web sites, business process improvement, and sales and marketing effectiveness.

During in his career Dan has held senior consultant and leadership positions at PaineWebber, Citigroup, Renaissance Worldwide and KPMG, where he was a Director within the Advisory Services Group. Dan has worked extensively with Sales & Marketing *Software-as-a-Service* (SaaS) providers. In 2009, Dan formed Marketing Growth Strategies, LLC. Dan holds an MBA from Columbia University and a BA in Economics from the University of Rochester.

Dan is President of Marketing Growth Strategies, LLC and Founder and Editor of Marketing Tech Report.

About Marketing Growth Strategies

Marketing Growth Strategies LLC is a marketing strategy and services firm focused on lead generation for the B2B, Technology, Healthcare, and Retail sectors. The company combines marketing strategy, content development and marketing technology to help clients reach more targets, engage more prospects, qualify more leads, and drive more revenues.

For advice on all aspects of marketing automation, including vendor selection, marketing automation readiness assessment, and implementation of marketing automation platforms, please contact Dan directly.

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