



ROLE PROFILE

# What I *Actually* Did

Building in the Crossfire: Head of Marketing Era, at

**MADISON**  
LOGIC.

0 ML Demo Client: Journey Acceleration

ML Demo Program: Journey Acceleration

Client List

0 ML Demo Client

Program List

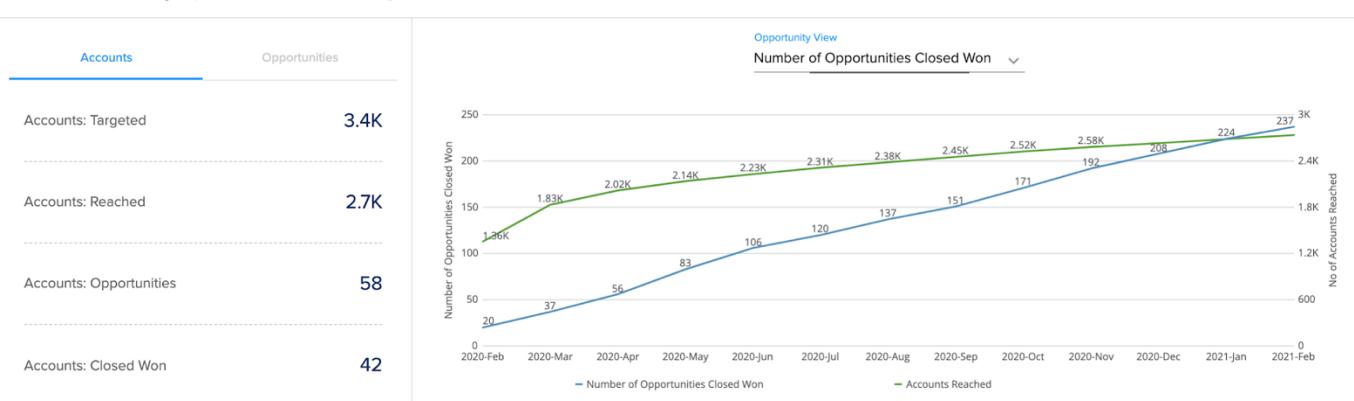
ML Demo Program: Journey Accele

Date

02/01/2020 - 02/21/2021

Export

Performance Summary Spend: \$370K | Won: \$3.4M | Flight Dates: 2/1/20-12/21/20



Top Account Details ⓘ

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## WHAT... JUST... HAPPENED...

After SiriusDecisions was acquired by Forrester, I worked through and supported the integration by developing and delivering consulting-led solutions for a number of key, enterprise clients. I continued working to crack some smiles with jokes on stage at the B2B Summit (to nominal success, depending upon who is asked). And I continued trying to carve a path skyward in my career to more leadership roles, more decision-making, more executive involvement beyond just facilitating thinking, and into driving my own as a stakeholding leader invested in the organization's success.

And that's when I hit a *proverbial* ceiling.

Seeing the word "consultant" at the top of my resume suddenly felt limiting, when met with a desire to lead and deliver success of my own.

The longer it sat at the top of my LinkedIn, I started to worry it would be harder and harder to remove when it was time to leave Forrester, and in essence, the network and community of thought leaders and friends I had made at SiriusDecisions.

And so it was, that when the role of Head of Marketing and a key member of the executive leadership team at digital ABM and content syndication provider Madison Logic came my way, I set out to make an impact and to take on my first official leadership role.

It was to be a pretty meaningful decision, and one that taught me more than I expected.

About leadership, about marketing... and ultimately, about myself.

**Below:** Recording things for feedback posterity, to capture leadership direction and requirements, works *best* when recordings stick around.

ZOOM

Products Solutions Resources Plans &amp; Pricing

Search Support 1.888.799.5926 | Contact Sales Request a Demo

Schedule Web App

This recording does not exist.

# LET'S SET THE STAGE

When I joined Madison Logic, it wasn't some sleepy SaaS company in need of just a brand refresh. It was a global ABM platform in a high-stakes showdown, trying to prove it wasn't just useful, it was essential.

As a third-party media company, we sold "Account-Based Marketing." That meant we had to *embody* it.

The challenge? The engine was already running, but sputtering. The story was almost half-written. Growth was happening, but no one could tell you why, and they certainly couldn't replicate it.

And then: COVID.

Cue the raised stakes, the agitated workflows, and the "what is marketing doing?" Slack threads.

My mission became crystal clear: Turn marketing into a revenue function. Make it impossible to forget what we did, because it would now be tied to that commercial important area: money.

## GETTING HANDS DIRTY

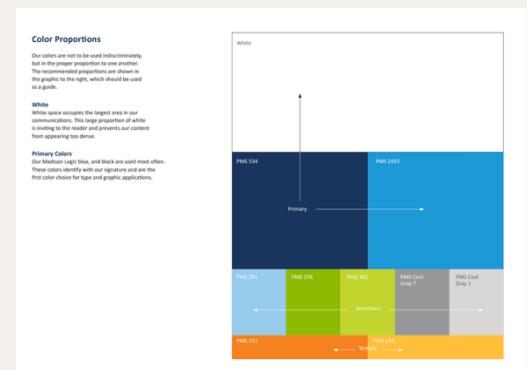
This was never just about campaigns. It was about *credibility*. About building a marketing function that could show its math, justify its budgets, and run next to sales as opposed to behind it.

We weren't trying to win awards. (Not THIS time, anyway...) We were trying to win deals. The questions stopped being "what's the theme of this campaign?" and became "where does this effort create leverage in the funnel?"

Marketing became the model. The emperor wearing their cobbled shoes, if the metaphor hadn't escaped my grasp.

If Madison Logic wanted the world to believe in ABM, we had to run ABM like it was our job.

I mean... it was.



**Above:** Data was a comfort zone for me, whereas I needed to stretch into the Brand side of our marketing universe. One early initiative was revised Brand Standards, spread across the organization.

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies/Risks
Achieve top-line bookings revenue increase of 12% over 2020, achieving ~\$68MM	Develop and execute Top 25 Key Account Planning and programming	ABM Account Planning across Top 25 and training for balance of sales force with mid-year check-in/refinement (Global footprint, 100+ accounts)	Focus on refinement of sales enablement voice, materials, and communications	SDG Key Account Training, support for completion of plans in 2020, balance of Top 50 in January	Leverage of strategic partnerships with LinkedIn and Merkle DWA to collaborate on account plans and strategies
Increase Total Registrations, Customers, and Active by 30%, to 60 Active	Expand global footprint and make top 25, increasing cross-sell/up-sell opportunities from within key installed base customers for multi-channel coverage	Multi-Channel utilization increase of 20% (number of customers)	Develop audience targeting with a focus on operational segmentation	Develop account opportunity pipeline for cross-sell opportunities (channels, regions, integrations)	Budget to execute 'In Motion' program, including the Madison Logic solutions and products
Improve retention of existing clients by ...%	Capture greater positioning and credibility for thought leader and credible business media source; capabilities on planning for 2021 come regularization	Establish dual waterfall view (buying group and journeys), increasing sales activation and consumption by 45%	Establish marketing deliverable governance and SLAs for installations, including new M2Ms with coordinating routing rules	Implement value capture process for existing customers to support cross-sell opportunities for program success, content development, and use cases	Continual evolution of the role of marketing and non-reactive planning and execution
Develop annualized contracts and revenue projections for larger clients, converting five (5) clients to larger contractual engagement	Develop system for customer growth, target new business and full rep coverage for additional pipeline and revenue support	Close all gaps of content for buying group journeys (3), increasing sales activation and consumption by 45%	Develop and hold internal Thought Leadership event with key partners and customers, engage media to increase pick-up and create twenty (20) content pieces across multiple channels	Obtain more and better placements in Tier 1 business media	COVID-19 restrictions and limitations on travel, collaboration opportunities, and physical event presence
Achieve and maintain EBITDA of ...%	Implement robust Marketing reporting and metrics	Develop and upskill team members and marketing			Clarity of product architecture
Decrease employee attrition rate by ...%					

**Above:** I brought my foundations! We had large, mature planning activities to manage aggressive growth goals, so we could communicate our role in how the organization would win in the years ahead.

Work-stream	Tasks / Activities	Owner	w/c October 30				w/c November 6				w/c November 13					
			10/26	10/27	10/28	10/29	10/30	11/2	11/3	11/4	11/5	11/6	11/9	11/10	11/11	11/12
Governance	#PIDs Team Check-Ins JIRA Updates and Review	ALL ALL ALL														
Messaging and Positioning	Messaging Document	Mh/MC														
Customer Facing Sales Materials	1-Pager - Enhanced Measurement Sales Presentation Email - Prospects Web Page Revisions Social Media	Mh Mh/MC Mh/MC Mh/MC TBD														
Public Relations	Press Release Distribution Policy/Procedure	Mh Mh Mh														
Analyst Relations	Advance Review of Materials Forrester Vendor Briefing Toss Gather	AC AC/NA AC/NA AC/NA														
Training and Enablement	CS Training Sales Feedback Sales Training	AC AC/NA AC/NA														
Internal Communications	Announcement - 3 Weeks Announcement - 1 Week Announcement - Weeks Off	AC/NAH AC/NAH AC														

**Above:** We were never short on activities within our plans, and on some occasions we passed through the bottlenecks of "let's give it one more revision!" to get to the market, and when we did... we landed.



**Above:** My “Elements of ML Marketing” helped guide the focus areas... where we built, where we fixed, and where we executed.

## WHAT I ACTUALLY DID

When I wasn’t battling a leadership perception that “no profitable companies invest in marketing,” I was speed-running a foundation pour for a company in the throes of responsive growth.

**Precision ABM that proved the model:** One programmatic effort stood out above the rest... our first “walk the walk” ABM program launched for 35 key accounts with astonishing results... specifically **96x ROI** and a direct revenue contribution of **\$2.9M**... all from treating our own team like the case study of our dreams.

**Team scale with purpose:** Grew the marketing org by 300% with surgical hires in product marketing, RevOps, and sales enablement. This wasn’t hiring for optics. It was building a winning bench.

**Unified the GTM story:** Created the company’s first virtual Sales Kickoff (yes, during pandemic times), aligning 125+ employees across global time zones to one full-funnel narrative.

**Enablement that stuck:** Partnered directly with the CRO to overhaul lead definition and handling,

and sales enablement playbooks. The result? A **41% lift in conversion rates** and fewer eye twitches from reps when they heard “marketing.”

**Product + platform evolution:** Co-led the launch of a new SaaS insights product that added ARR in under two quarters. We didn’t just market it, so much as hammer it into shape with a narrative, a place in the funnel, and a way to be sold.

**Operationalized the unspoken:** From persona docs and campaign ops to lead management and reporting models, I built the infrastructure that turned ambiguity (and spreadsheets!) into strategy. I didn’t just “launch marketing.” I helped make it **matter**.

Revenue became a team sport with clarity (and tools!). ABM wasn’t our product, it was our lived playbook. We stopped reporting outputs and started showing outcomes.

No credible questions remained in the mold of “What does marketing even do?”

## THE POWER OF PARTNERSHIP

When internal clarity hit limits, the external signal got turned up, giving me a crash course of experience in co-marketing and formal partnership agreements. Two of those partnerships in particular came with ongoing performance reviews, consistent expectation-setting conversations, and an air traffic effort of joint planning sessions and chaotic leadership influence.



With **LinkedIn Marketing Solutions** we crafted co-led campaigns, thought leadership content, and public-facing use cases that mirrored our internal rigor. I spoke in customer and partner sessions and co-hosted talks on how digital account-based marketing was more important than ever in that current state of lockdown-led interactions.



Investment-minded partner **Merkle** allowed us to transform our services relationship into a revenue-producing collaboration with co-created strategy and attribution modeling.

This partnership activity accelerated my experience with the contractual revenue sharing and growth goals from within the partner ecosystem... so less marketing, more business.

**Below:** Nightmare fuel.

**Also below:** To promote the "CMO Confessions" podcast appearance where I talked about the ML team build-out, an animation was made.



## CONSTRUCTING THE TEAM IN THE TRENCHES

When I arrived at Madison Logic, I inherited a marketing team of two and a well-respected consultant I'd known from my SiriusDecisions days. Within a few months, all three were gone. Not in a dramatic fashion... but in the natural way that teams shift when time calls for change for them and the company.

So... I built a new one:



**A VP of Marketing** I trusted implicitly... someone who stood next to me as an usher at my wedding, and who now stood next to me in the fire of hypergrowth.



**A Marketing Ops wizard**, the sister of a friend no less, who turned out to be far better than any resume could've promised.



An **intern-turned-generalist** stepping into her first full-time role with more resilience and range than people twice her age.



A **sarcastic product marketer** who matched me joke-for-joke, strategy-for-strategy... and with whom I built both campaign chemistry and a real friendship.



A **former Forrester colleague** turned enablement guru, who brought signal through the noise and helped sales see strategy, not just slides.



And a **newbie (to me!) multimedia creator** (young, hungry, and intuitive) who helped us finally tell our story the way it sounded in our heads.

It's not that it was the dream team... but it was absolutely a *made* team. And it became the most creatively and operationally synced org I'd led up to that point.

When it came time to leave Madison Logic and seek out environments worth personally bearing, it wasn't hard to choose a new path. Leaving was hard because I'd brought these people into the arena with me... and we were **building**.

Most of them moved on not long after I did. But I like to think they left with more range, more clarity, and more grit than when they came in.

I know I did.

# WHAT MADISON LOGIC TAUGHT ME AND WHY IT STILL MATTERS

Being “Head of Marketing” is rarely about the, you know, marketing.

It’s about being the glue. The translation system and the norm challenger. The calm one when leadership asks for the 9th deck revision before launch. (Or in many cases, the shield between high-pressure and a team that needs to operate at their best with wind at their backs sometimes, too.)

“Working with you shaped my professional growth in countless ways,” said **Julie Aronson**, the product marketing manager who opened her first interview with the organization with ‘so do I talk first or do you talk first.’ “The environment you created wasn’t just fun and engaging... it was genuinely encouraging.”

**Jackie Nations**, our Director of Marketing Operations, took it further: “You let us spread our wings. You were protective of our team, and you cared about each of our initiatives without getting bogged down in the weeds.”

Madison Logic taught me that clarity is the product, and that playbooks are more valuable than pitches. It helped me instill a culture that happens in the gaps between meetings. In the shared smiles beneath the screams.

What I left behind wasn’t a team... it was a marketing engine running full tilt, with leaders who’d become operators, skeptics turned believers, and just enough fire to keep pushing forward without me.

That’s legacy. That’s the job.



## SKO2021.

“You were a pleasure to have at the helm of the ML marketing team,” said **Robert Eakin**, sales partner. “And not just because your taste in music let you pick out the tunes for our internal meetings.”

Some key tracks on repeat during the ML days, if you’re up for an audio memory lane...

“Miracle,” by Caravan Palace

“Overload,” by Life of Dillon

“Summertime Magic,” by Childish Gambino

“Tom Petty,” by LehtMoJoe

“The Feeling,” by the Knocks

“Last Forever,” by Fenech-Soler

“Schools Out,” by MEMBA

# TOMORROW CMO

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