

SURGE

AUDIOBOOK COMPANION



BASED ON
THE BEST SELLING BOOK

**THIS PDF INCLUDES
THE ILLUSTRATIONS
AND EXAMPLES
REFERRED TO IN THE
AUDIOBOOK**

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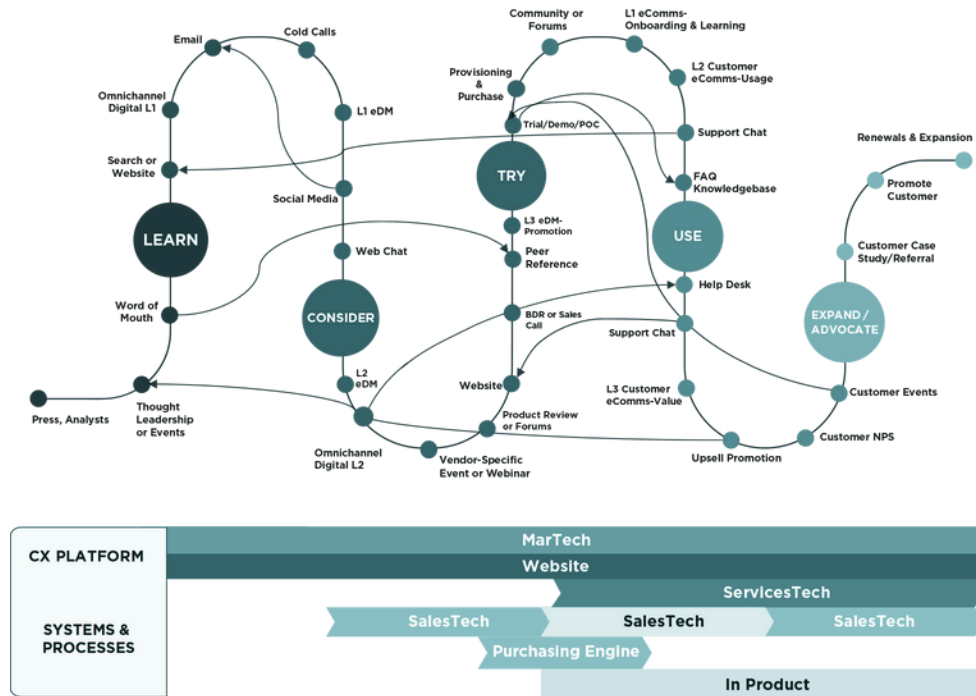
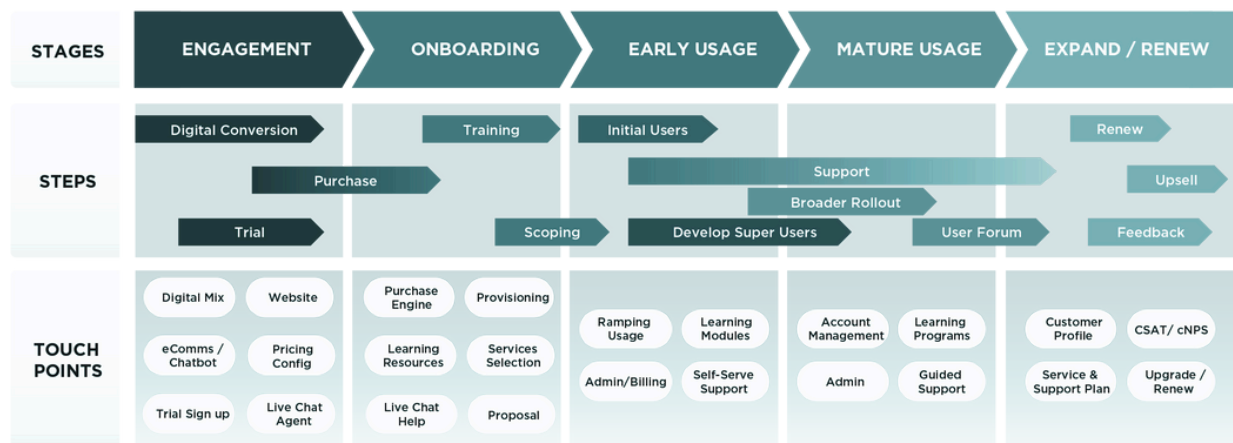


Figure 4.1

In today's digital world, a unified customer experience platform is fundamental to being able to effectively compete as a modern B2B software company.

CUSTOMER JOURNEY



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Figure 5.1

Strategic paths.



TRANSITIONAL: You are a mature or transitional company with a strong competitive position, but the market is slow or on the decline. Often legacy with cheaper or next-gen competitors looking to take customer base. Consider how to diversify or innovate.



LEADER: You are a visionary leader with a strong competitive position in a defined market that is expanding quickly. You are defining the market and finding ways to integrate functions, expand your base and grow share. Find ways to secure your base and future position.



DEFENSIVE: You have a weak position and slow growth and may be late stage or distressed. Either make big moves to improve competitiveness (retrench, innovate, and reposition) or reduce costs, divest, or liquefy. Focusing on your core business is critical; consider doubling down on a segment or niche.



INNOVATOR: You are a startup or early-stage company in a quickly evolving market you may be an innovator, but you have a weak market position or a limited reputation. Focus on securing brand reputation, delivering product innovation and consistent customer delivery. Gain leverage through partnerships or big moves.

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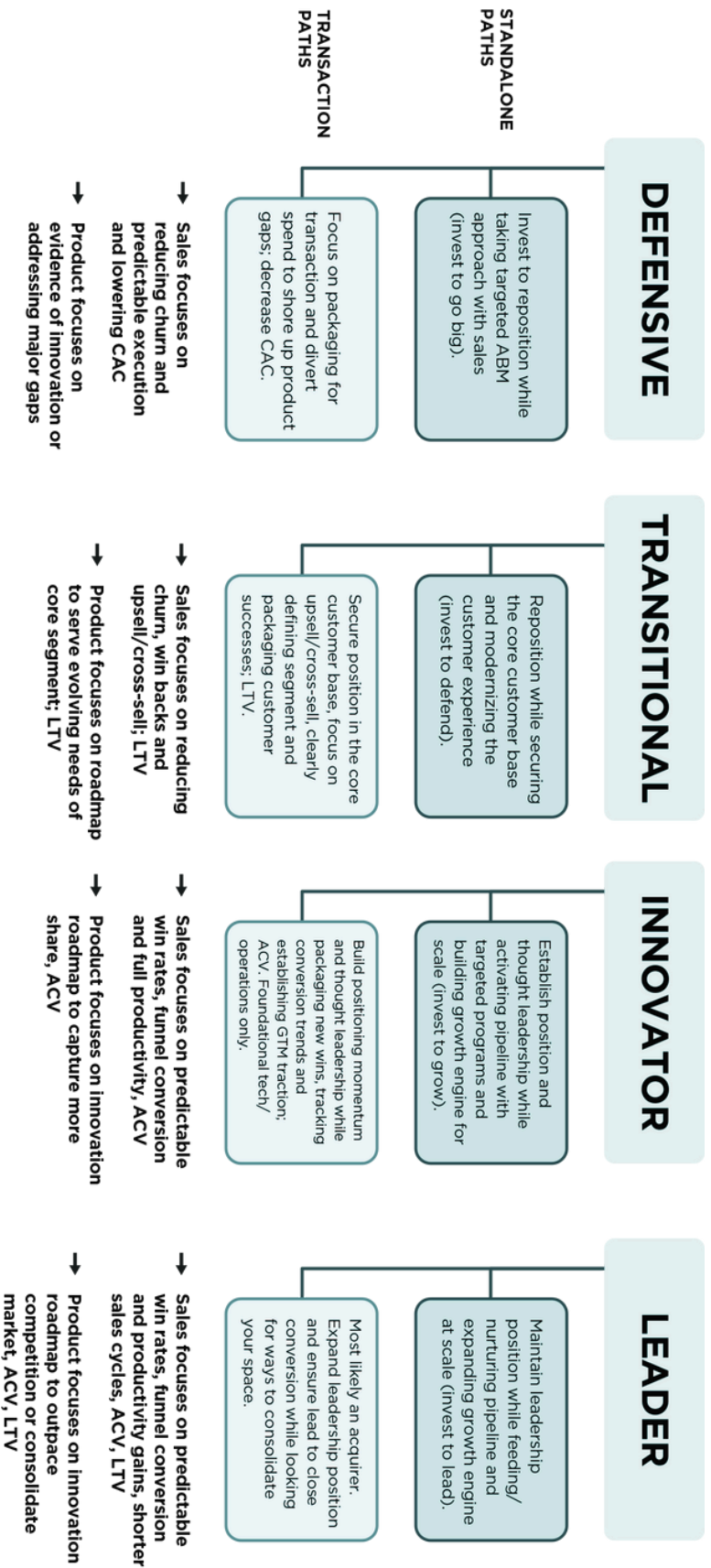


Figure 5.2

Examples of strategic marketing playbooks

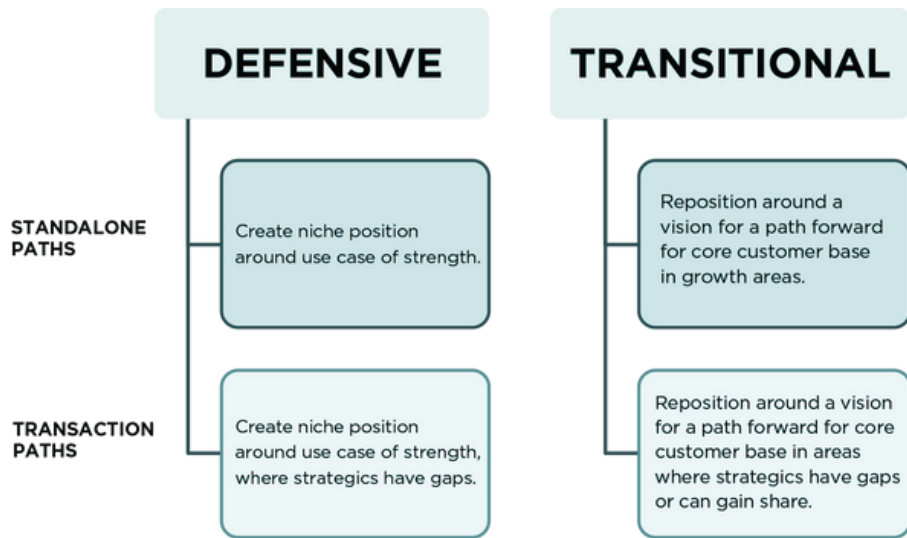


Figure 7.2

Examples of positioning options as a standalone company or approaching a transaction

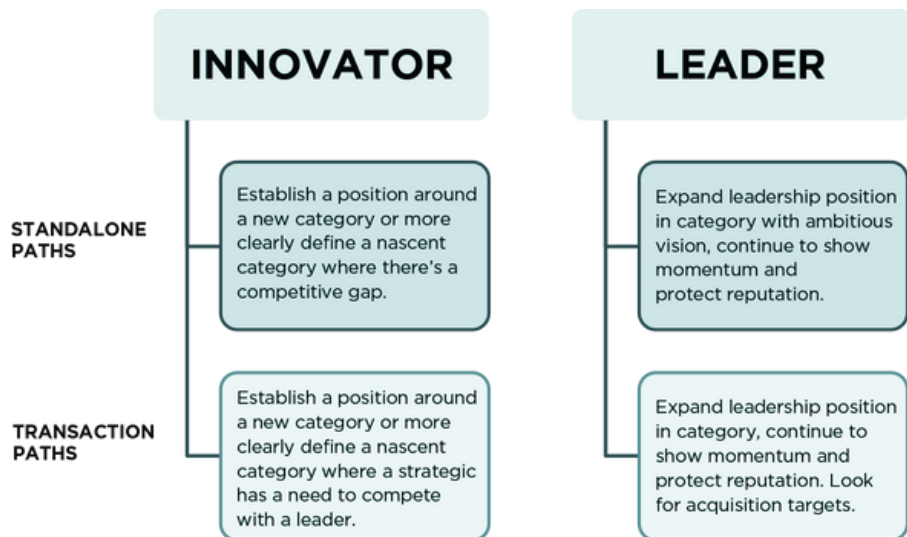


Figure 7.2 (continued)



TRANSITIONAL

Marketing Priorities:

- Reposition in the core customer base. To provide a path forward, consider a platform positioning strategy
- Focus on upsell/cross-sell, clearly defining segment and packaging customer successes

Marketing Budget: ~10% of revenue

In slow growth position but must invest to secure base

Key ROI Metrics: Marketing-led conversions in customer expansions or cross-sell trial conversions as a result of marketing outreach to installed base



LEADER

Marketing Priorities:

- Expand position by leaning into vision of where the industry is going
- Ensure lead to close conversion and optimize execution
- Maintain leadership position while feeding/nurturing pipeline and expanding growth engine at scale

Marketing Budget: ~10-15% of revenue

In high growth position but managing costs are more of an issue

Key ROI Metrics: A positive CLV-to-CAC ratio given how mature these companies typically are, share of voice



DEFENSIVE

Marketing Priorities:

- Reposition in a bounded segment or use case where you can win
- Focus on targeted ABM and windbacks with sales
- Focus on packaging for transaction and divert spend to shore up product gaps
- Modernize CX model, optimize processes and systems in a low-cost way for critical solutions

Marketing Budget: ~5-10% of revenue

In slow growth position but must find ways to optimize CX overall

Key ROI Metrics: ABM or marketing-led trial conversions, digital engagement rate for installed base



INNOVATOR

Marketing Priorities:

- Position in new category or more firmly define a growing category and drive thought leadership in an area where the leader has a gap
- Activate pipeline with targeted programs and build an engine to scale
- Invest in CX model and unified processes and CX tech engine to fuel growth and scale

Marketing Budget: ~25% of revenue (if revenue exists)

In high growth position must be aggressive, time to invest in right CX tech engine to scale quickly

Key ROI Metrics: Trial conversions, digital share of voice (or unique web visits by proxy)

Annual Targets		OPPORTUNITY COMMITS - Closed Won										TOTAL	
Revenue Assumptions		YR GOALS											\$ 500,000,000.00
Installed Base Upsells Product A Installed Base Upsells Product B Installed Base Upsells Product C Installed Base Upsells Product D Installed Base Upsells Product E Net New A Net New B Net New C Net New D Net New E Net New CHANNEL	Installed Base Upsells Prod A	10%	MKT>BDR	BDR CC	PRODUCT	STRAT	ENT	SME	VERT	CSS	PARTNERS	\$	
	Installed Base Upsells Product B	35%	40%	30%	10%	0%	20%	0%	0%	0%	0%	\$	
	Installed Base Upsells Product C	35%	40%	20%	10%	0%	0%	30%	0%	0%	0%	\$ 350,000,000.00	
	Installed Base Upsells Product D	10%	0%	10%	0%	0%	0%	0%	0%	90%	0%		
	Installed Base Upsells Product E	10%	0%	0%	0%	0%	0%	100%	0%	0%	0%		
	Net New A	20%	0%	0%	0%	100%	0%	0%	0%	0%	0%		
	Net New B	30%	30%	20%	0%	0%	40%	0%	0%	0%	10%	\$	
	Net New C	20%	30%	30%	0%	0%	0%	0%	0%	0%	0%	\$ 150,000,000	
	Net New D	5%	0%	10%	0%	0%	0%	0%	90%	0%	0%		
	Net New E	5%	0%	0%	0%	0%	0%	0%	0%	100%	0%		
Net New CHANNEL		20%	0%	0%	0%	0%	0%	0%	0%	0%	100%		
Total Bookings %		Total	\$ 124,500,000	\$ 83,500,000	\$ 24,500,000	\$ 61,500,000	\$ 42,500,000	\$ 48,750,000	\$ 41,750,000	\$ 39,000,000	\$ 34,500,000	\$ 500,000,000	
Marketing % Target		200%	24.80%	16.70%	4.90%	12.30%	8.50%	9.75%	8.35%	7.80%	6.90%	100%	
Revenue Amounts			MKT>BDR	BDR CC	PRODUCT	STRAT	ENT	SME	VERT	CSS	PARTNERS	Total Revenue by GTM	
Installed Base Upsells Product A			\$ 3,500,000	\$ -	\$ -	\$ 31,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000,000	
Installed Base Upsells Product B			\$ 49,000,000	\$ 36,750,000	\$ 12,250,000	\$ -	\$ 24,500,000	\$ -	\$ -	\$ -	\$ -	\$ 122,500,000	
Installed Base Upsells Product C			\$ 49,000,000	\$ 24,500,000	\$ 12,250,000	\$ -	\$ -	\$ 36,750,000	\$ -	\$ -	\$ -	\$ 122,500,000	
Installed Base Upsells Product D			\$ -	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 31,500,000	\$ -	\$ 35,000,000	
Installed Base Upsells Product E			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000,000	\$ -	\$ -	\$ 35,000,000	
Net New A			\$ -	\$ -	\$ -	\$ 30,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	
Net New B			\$ 13,500,000	\$ 9,000,000	\$ -	\$ -	\$ 18,000,000	\$ -	\$ -	\$ -	\$ 4,500,000	\$ 45,000,000	
Net New C			\$ 9,000,000	\$ 9,000,000	\$ -	\$ -	\$ -	\$ 12,000,000	\$ -	\$ -	\$ -	\$ 30,000,000	
Net New D			\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 6,750,000	\$ -	\$ -	\$ 7,500,000	
Net New E			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ -	\$ 7,500,000	
Net New CHANNEL			\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000,000	\$ 30,000,000	
Number of Deals		ASP	MKT>BDR	BDR CC	PRODUCT	STRAT	ENT	SME	VERT	CSS	Referrals	Total Deals by GTM	
Installed Base Upsells Prod A		\$ 200,000	17.5	0.0	0.0	157.5	0.0	0.0	0.0	0.0	0.0	175	
Installed Base Upsells Product B		\$ 100,000	490.0	367.5	122.5	0.0	245.0	0.0	0.0	0.0	0.0	1225	
Installed Base Upsells Product C		\$ 50,000	980.0	490.0	245.0	0.0	0.0	0.0	0.0	0.0	0.0	2450	
Installed Base Upsells Product D		\$ 20,000	0.0	175.0	0.0	0.0	0.0	0.0	0.0	1575.0	0.0	1750	
Installed Base Upsells Product E		\$ 75,000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	466.7	0.0	467	
Net New A		\$ 200,000	0.0	0.0	0.0	150.0	0.0	0.0	0.0	0.0	0.0	150	
Net New B		\$ 150,000	90.0	60.0	0.0	0.0	120.0	0.0	0.0	0.0	30.0	300	
Net New C		\$ 50,000	180.0	180.0	0.0	0.0	0.0	240.0	0.0	0.0	0.0	600	
Net New D		\$ 75,000	0.0	10.0	0.0	0.0	0.0	0.0	90.0	0.0	0.0	100	
Net New E		\$ 25,000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	300.0	0.0	300	
Net New CHANNEL		\$ 15,000	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2000.0	2000	
Total Closed Deals by OPP Source		1757.5	1282.5	367.5	307.5	365.0	975.0	556.7	1875.0	2030.0	9517		

Example: Opportunity to Commit Modeling to drive Radical Unity

WATERFALL METHOD

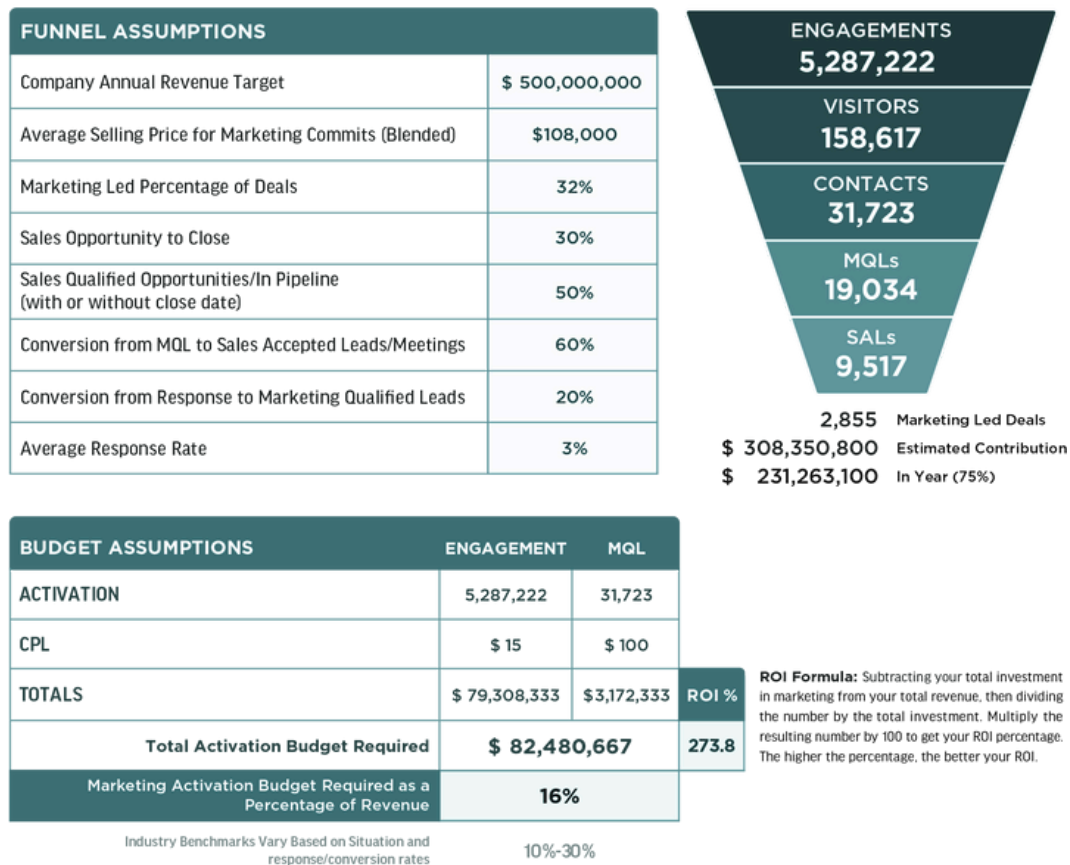


Figure 6.3

The Traditional waterfall method.

⚠ WARNING ON THE WATERFALL METHOD

As I mentioned, there are limitations to the waterfall method, but it's a good place to start. It is useful in planning to determine if you are in the ballpark to achieve the targets with the budget you have. It doesn't typically work for tracking metrics in real time in year one (because you have no historical data for actual conversion rates). Companies that get this work for tracking and metrics are those with the most mature systems and data platforms, so it's best to have realistic expectations on how to use it.

Also, this model assumes a very linear customer journey, which isn't how customers engage, as we've discussed. It also assumes you can track attribution, which any CMO will tell you is hard.

The best way to apply the model is to use it to ballpark a budget, track CAC, and track how your GTM teams are collaborating to get deals done. By tracking conversions at each stage, they can identify the operational problems that get in the way of great results.

POV	Your view of the world as it pertains to the situation/problem		
Context	How you see the pain point for your primary audience and the category you are in		
Positioning	Who is the primary audience you serve and what they are seeking?	What do you deliver that's unique?	Why should the primary audience care; what's the ultimate benefit ?
Message Pillars			
Claims	Claim 1 (substantiates your positioning statement)	Claim 2 (substantiates your positioning statement)	Claim 3 (substantiates your positioning statement)
Benefits	What is the benefit of this claim?	What is the benefit of this claim?	What is the benefit of this claim?
Reasons to Believe	Proof points of claim	Proof points of claim	Proof points of claim

Figure 7.1

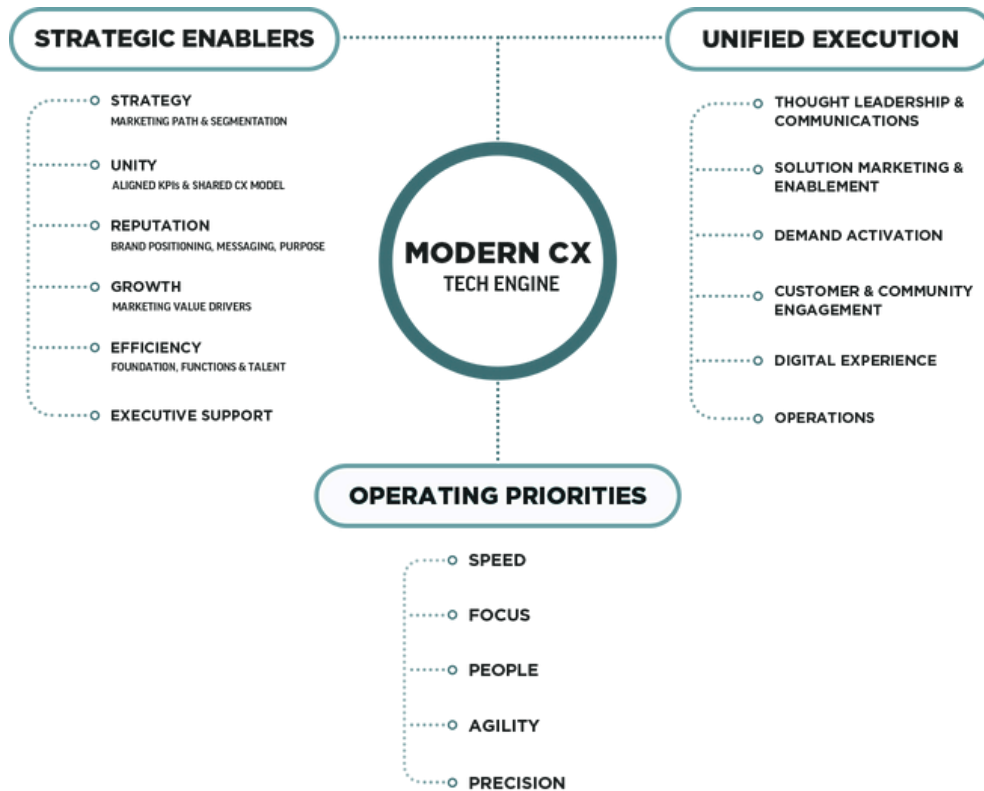
An example of a typical positioning framework.

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PRODUCT	MARKETING	SALES	SERVICES	PARTNER
Customer Data for User Onboarding	Prospect/Customer Database	Prospect/Customer Database, Entitlements, Renewal Information	Customer Entitlements Records in Database	Partner Database
Product Engagement Feedback Capture & Routing	Contact Management & Enrichment	Contact and Lead Management, Contact Enrichment, Conversation Capture & Routing	Contact Management, Conversation Capture & Routing, VOIP, Email, Chat	Contact Enrichment
Upsell Automations	Marketing Automation, Campaigns & Funnels (Built in Best Practices)	Sales Automation: Prospecting, Opportunity Mgmt., Forecasting, Pipeline, Activity Management (Built in Best Practices)	Services Automation & Helpdesk; Account/Contact History, tickets	Partner Program Automation
--	DAM for Assets & Templates	DAM for Templates/Scripts/ Playbooks	DAM for Templates/Scripts/ Playbooks	DAM for Assets & Templates
In-App Support & Guides	CMS for Marketing & Web Content	CMS for Content in Sales Cycle	CMS for Knowledgebase	CMS for Partner Content
--	Web Build, Landing Pages (self-serve) & Web Analytics	--	--	Landing Pages (Partner Specific)
--	Omnichannel Tracking; Ads. Social, etc.	--	--	--
--	SEO	--	--	SEO
In App A/B Testing	A/B Testing, Lead & Predictive Scoring	Predictive Scoring based on Activities & Interactions	Predictive Scoring	A/B Testing & Engagement Scoring
In App User Analytics	Analytics, Reporting & Attribution	Integrated Reporting, Analytics, Insights, Attribution	Customer Insights & Research (CSAT, cNPS, etc.)	Analytics, Reporting & Attributions
Video Server (linked to App Tutorials)	Video Server, Conversion & Analytics	Video Server (Sales-specific content)	Video Server (Support-specific)	Video Server (partner-specific), Conversion & Analytics
Customer Account Portal	Customer Portal (GEN)	Customer Account Portal	Customer Service Portal	Partner Portal & Programs (Incentives, Assets, etc.)
In App Chat	WebChat	LiveChat	Chatbot & LiveChat	LiveChat in Portal
Workflow & Task Management	Workflow & Task Management	Workflow & Task Management	Workflow & Task Management	Workflow & Task Management
Dev Tools	Design Tools	--	--	--
Webinar Platform	Webinar/ Events Platform	--	Webinar/ Events Platform	Webinar/ Events Platform
	--	Meeting Scheduling	Meeting Scheduling	--
Payment Platform (In App Purchases)	Payment Platform (Paid Events)	Payment Platform (Trials, Signups & Renewals)	Payment Platform (Add on Services, Upsells)	Payment Platform (Paid Activities)
--	--	Proposals & Quoting Tool	--	Proposals, Agreements & Quoting Tools

Figure 9.1

Example of Unified CX Requirements



Modern marketing methodology for success.

MARKETING REDEFINED:

In our interconnected world, technical buyers and customers expect a different level of digital engagement with B2B software companies. Marketing exists to build meaningful customer engagements and relationships through compelling, always-on experiences that measurably increase the value of the business. The foundation for its execution is built on a sophisticated web of technologies that deliver that engaging and holistic customer experience end to end.

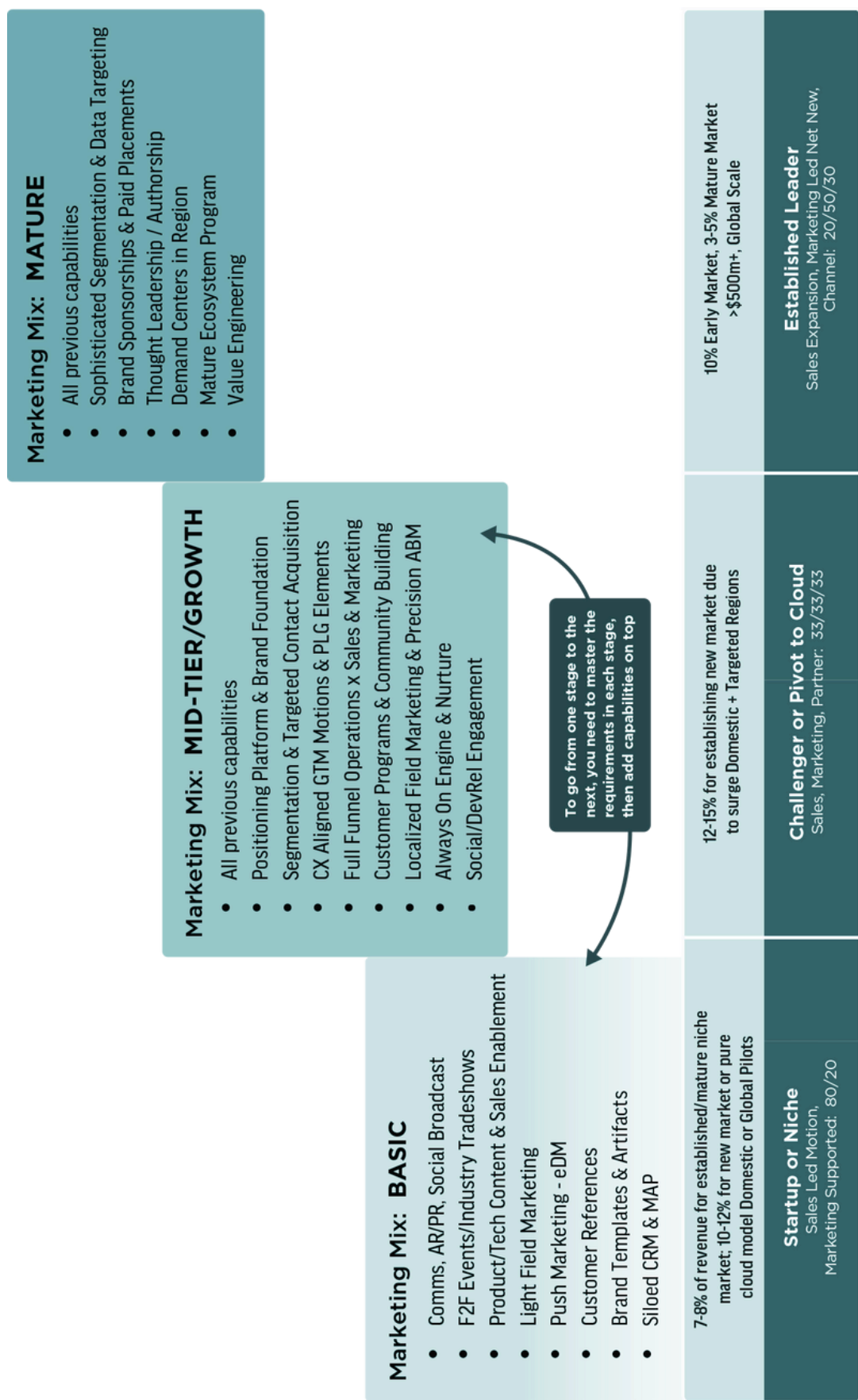


Figure 10.1

Marketing evolution on investment and mix.

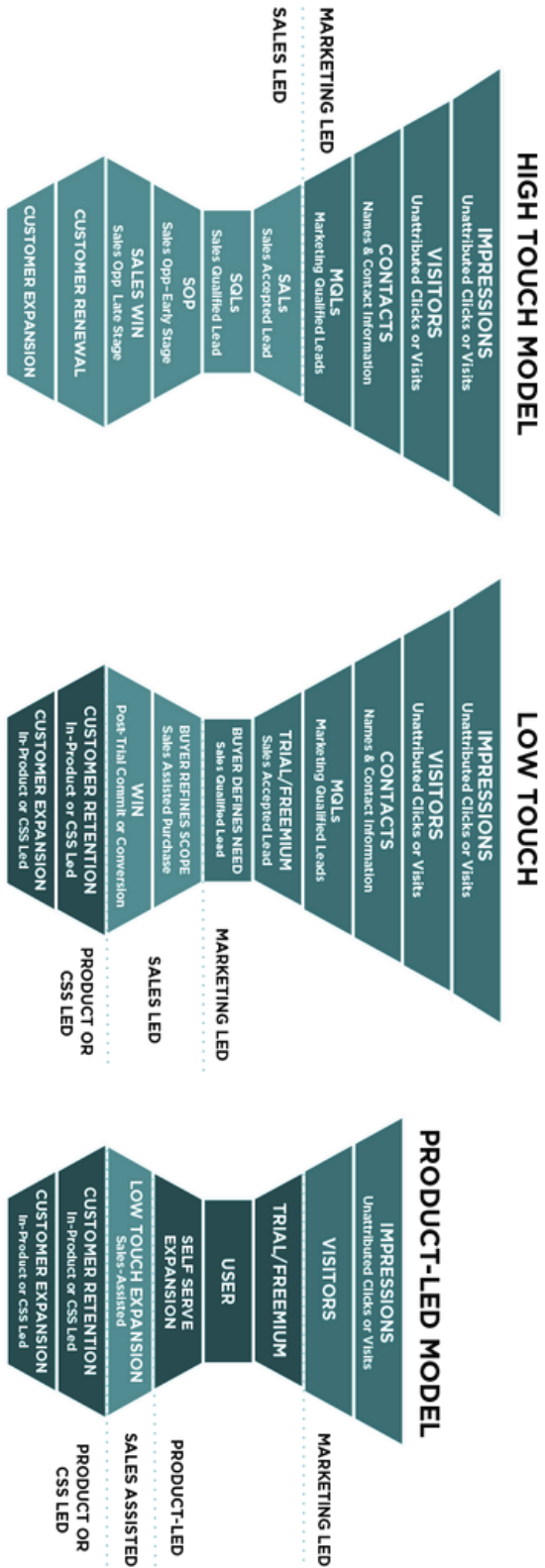




Figure 10.3

Traditional full funnel and example conversion rates based on best practices



Figure 10.4

Example of digital-first model conversion rates based on best practices.

THE GAP OF GRIEF

What people are thinking but not saying

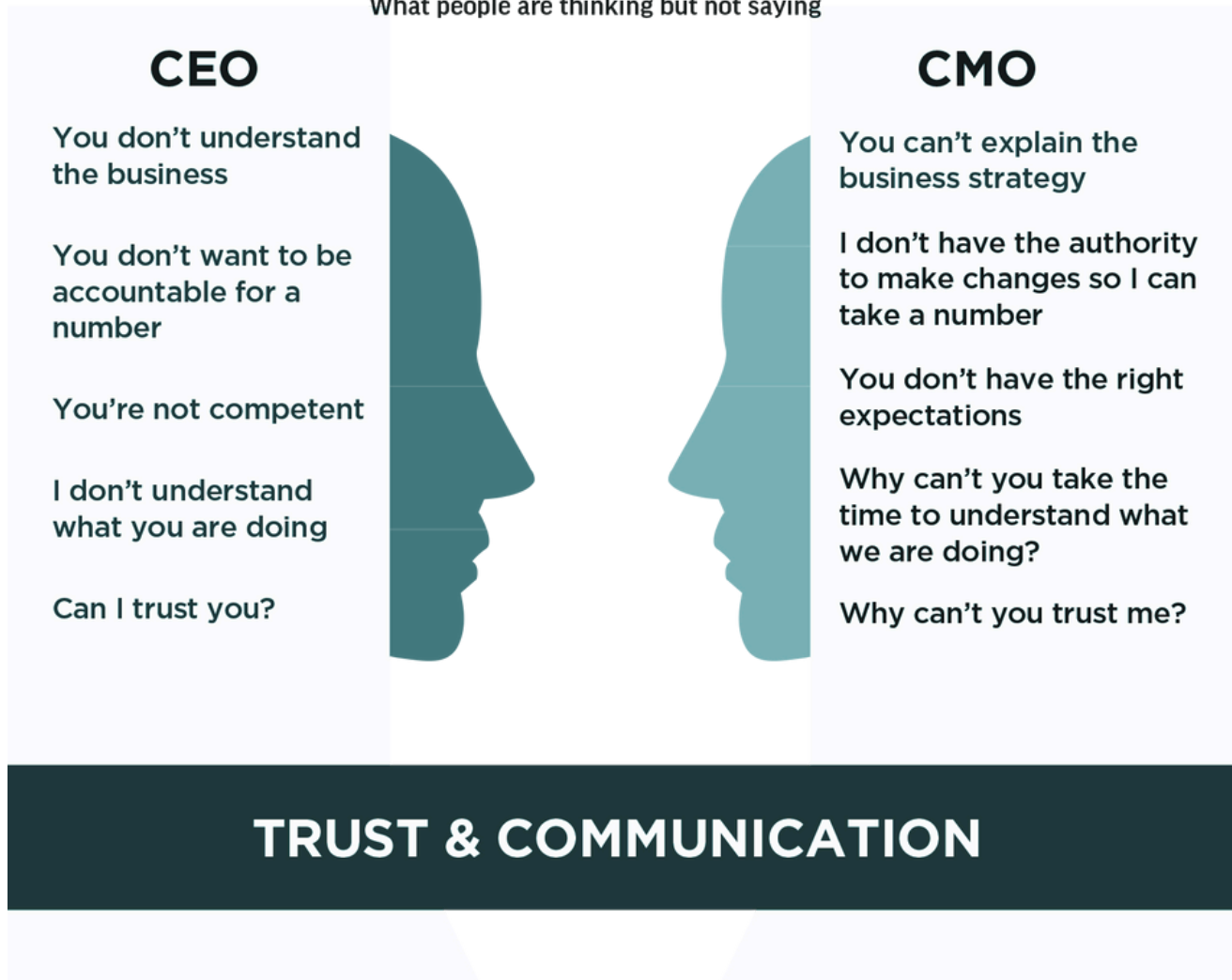


Figure 11.1

The CEO/CMO gap of grief.

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Figure 11.2

CMO fit for you strategy.



TRANSITIONAL

CMO Fit: A more seasoned, experienced generalist, who understands brand transformation & change management. Can manage complexity and ambiguity well with deep CX and modern tech experience. Has the patience to untangle detailed process challenges and is excellent positioning strategy.



LEADER

CMO Fit: A more seasoned, experienced generalist. Expert at brand and thought leadership, personal presence and communication skills. Inspirational leadership with demonstrated success unifying sales efforts.



DEFENSIVE

CMO Fit: A more seasoned generalist or a specialist in ABM who has the grit of an Idiatrod musher. Good financial awareness and is comfortable with complexity and ambiguity. Must be proactive in getting help to clarify priorities and manage change but must also have nerves of steel with the ability to say no.



INNOVATOR

CMO Fit: A more seasoned specialist may be best here. Understands solution and product marketing with a growth mindset. Has had some experience across omnichannel and understands the principles of building for scale. Must understand or hire for deep CX and modern tech experience.

POSITIONING STRATEGIES



TRANSITIONAL

You are a mature or transitional company with a strong competitive position, but the market is slow or on the decline. Often legacy with cheaper or next-gen competitors looking to take customer base. **Reposition in the core customer base. To provide a path forward, consider a platform positioning strategy**



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You are a strong visionary leader with a strong leadership positioning in a defined market that is expanding quickly. You are defining the market and finding ways to integrate functions, expand your base and grow share. Find ways to secure your base and future position. **Expand position by leaning into a vision of where the industry is going to.**



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You have a weak position and slow growth and may be late stage or distressed. Either make big moves to improve competitiveness (retrench, innovate, and reposition) or reduce costs, divest, or liquefy. Focusing on your core business is critical; consider doubling down on a segment or niche. **Reposition in a bounded segment or use case where you can win.**



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You are a startup or early stage company in a quickly evolving market you may be an innovator, but you have a weak market position or a limited reputation. Focus on securing brand reputation, delivering product innovation and consistent customer delivery. **Position in new category or more firmly define a growing category and drive thought leadership in an area where the leader has a gap.**

SURGE

Based on the Best Selling Book

"Holly has written the definitive strategic marketing manifesto. She has shared the scar tissue you get only by living and breathing the ups and downs of building a business and has described those lessons in a straightforward, digestible, and fun read. As one who has reviewed thousands of business plans and hundreds of board plans, Holly nailed it. You must keep your eye on the horizon lest you go off course, but you better pay maniacal attention to the details that are driving to that horizon. Holly's sage advice acts as a rudder and should be absorbed by every B2B CEO trying to balance their ship."

Ted Schlein

Former Managing Partner, Kleiner Perkins; Founder Partner, Ballistic Ventures

"Rollo's advice is a lifeline for those preparing for a major transaction or going through a pivot. If you're ready to turbocharge your software business and find hidden value, Power of Surge is an indispensable guide."

David Lang

Partner, KKR

"Refreshing and powerful. Rollo's insights about how to use strategic marketing as a value driver are helpful and impactful. She not only diagnoses root causes hindering results but also offers actionable remedies that CEOs can put to work immediately. The framework she lays out in this book can help companies set themselves up for long-term success."

Betty Hung

Managing Director, Vista Equity Partners

"Holly Rollo's new book is a must-read for any investor or CEO in the B2B software space. Her decades of marketing leadership success at important companies has given her the ideal perspective for crafting a tight, actionable framework for creating competitive advantage. All of this is combined with a highly accessible narrative style. What is not to like?"

Seksom Suriyapa

Partner, Upfront Ventures

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