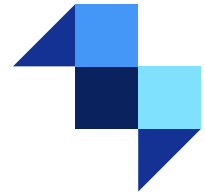


# Economic Value of Marketing Discussion

**Chris Hummel**  
Green Thread

**Karen Ebben**  
Global Marketing Impact



**Marketing  
Accountability**  
Standards  
Board

# Chris Hummel



**President, Green Thread**

**Former SVP & CMO  
– United Rentals**

# Karen Ebben



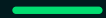
**President, Global Marketing Impact**

**Former Marketing Director – GM  
MASB Director**



**GreenThread®**

# Building a System-based Approach to Sustainable, Scalable Revenue Growth



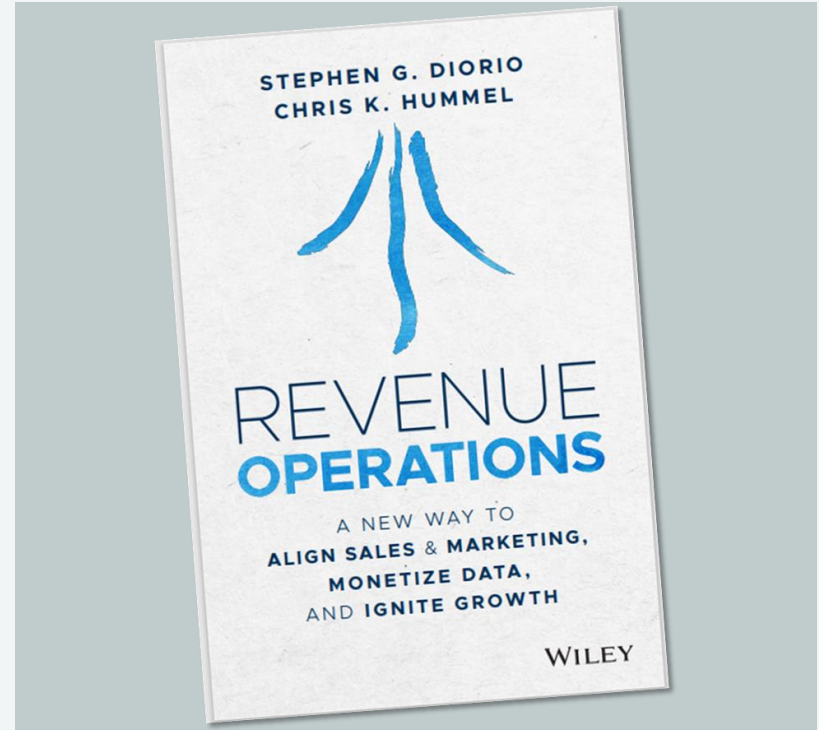
August 2023



**Chris Hummel** is co-author of: “*Revenue Operations: A New Way to Align Sales and Marketing, Monetize Data, and Ignite Growth*,” which presents a research-driven, systems-based approach to sustainable, scalable revenue growth.

Chris is a global c-level executive and two-time former F500 CMO with a track record of accelerating revenue and adapting to changes in the buying and selling environment. He has successfully led sales, marketing and product teams at world-class companies like Oracle, SAP, Schneider Electric, Siemens and United Rentals.

Over the past 25 years he has developed a 360-degree experience leading every aspect of commercial systems – as a GM, CMO and Chief Commercial Officer responsible for growth and as the executive leading sales, product development, marketing operations, communications, brand, field marketing, sales operations, and digital.





# The CXO100

Learn how a new generation of growth leaders are transforming their commercial models to accelerate revenue growth and adapt to the new buying reality

## **Fact Base for the Book:**

Interviews with hundreds of growth leaders, managers and performance professionals; academic research on the science of growth; and analysis of 6,000 sales and marketing solutions

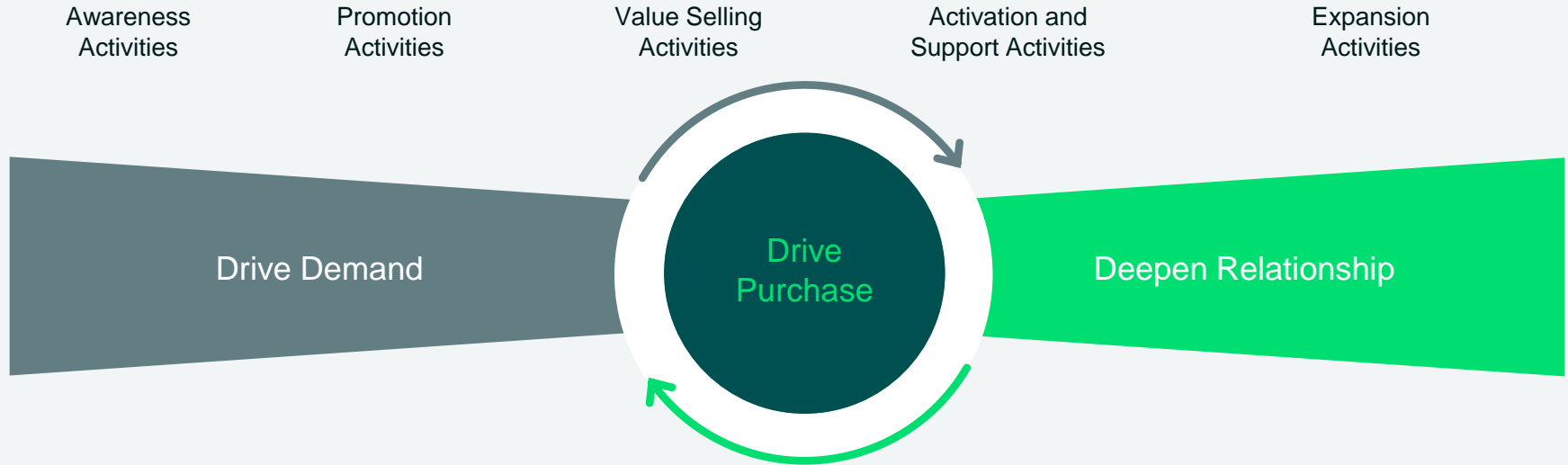


Revenue growth generates more increased firm value and shareholder return than all other sources combined.



THE REVENUE  
ENABLEMENT INSTITUTE  
[WWW.REVENUEENABLEMENT.COM](http://WWW.REVENUEENABLEMENT.COM)

# Largest profile: complex, fragmented businesses that want to take control of the revenue cycle



# Three Leadership Models Have Emerged



## The Tsar

Uses institutional authority to align all revenue teams.

Consolidates decision-making and operational control for all revenue-related functions under one leader.

One leader governs growth investment decisions and allocates resources.



## The Federation

Uses control mechanisms outside the org structure to foster teamwork.

Leverages rules, committees and SLAs to coordinate growth priorities and manage initiatives.

A matrix overlay establishes joint accountability and common purpose without



## The Chief of Staff

Uses a consolidated support function for all revenue support functions

Consolidates data and process controls to provide a common platform.

A centralized support function leverages a mix of institutional authority and indirect influence

# Six Pillars of a Management System for Growth

Extracted from the data and stories of all these growth leaders, we identified six core pillars for aligning, sales, marketing and service teams and the commercial operations and assets that support them.

We then converted this into a 72-point assessment that maps and measures how well your revenue teams and systems are working together.



COMMERCIAL  
LEADERSHIP



COMMERCIAL  
OPERATIONS



COMMERCIAL  
ARCHITECTURE



COMMERCIAL  
INSIGHTS



COMMERCIAL  
ENABLEMENT



COMMERCIAL ASSET  
MANAGEMENT



<b>REVENUE ENABLEMENT</b>		<b>REVENUE INTELLIGENCE</b>		<b>TALENT DEVELOPMENT</b>	
DIGITAL ASSET MANAGEMENT	LEARNING MANAGEMENT	FORECAST ACCURACY	ACCOUNT HEALTH & LIFETIME VALUE	FIND NEW TALENT	RAMP NEW SELLERS
CRM	SALES AUTOMATION	OPPORTUNITY POTENTIAL METRICS	SELLER PERFORMANCE METRICS	DEVELOP SKILLS AND CAPABILITIES	RETAIN TOP TALENT
<b>CHANNEL OPTIMIZATION</b>		<b>ENGAGEMENT DATA HUB</b>		<b>RESOURCE OPTIMIZATION</b>	
DIRECT SELLING	VIRTUAL SELLING CAPABILITIES	SELLER ACTIVITY DATA	CUSTOMER ENGAGEMENT DATA	SALES RESOURCE ALLOCATION	OPPORTUNITY PRIORITIZATION
DEALER/ DISTRIBUTOR CHANNELS	DIRECT TO CUSTOMER (DTC)	PRODUCT USAGE DATA	FINANCIAL TRANSACTION DATA	SELLING TIME OPTIMIZATION	OPTIMIZE COVERAGE, AND TARGETING
<b>CUSTOMER FACING TECHNOLOGY</b>		<b>CUSTOMER INTELLIGENCE</b>		<b>REVENUE ENHANCEMENT</b>	
OWNED CHANNEL INFRASTRUCTURE	MARKETING AUTOMATION	RECOMMENDER ENGINES	ACCOUNT MANAGEMENT	PRICING	PERSONALIZATION
MOBILE INFRASTRUCTURE	E-COMMERCE	CAMPAIGN OPTIMIZATION	RESPONSE MANAGEMENT	VALUE ENGINEERING	DIGITIZATION

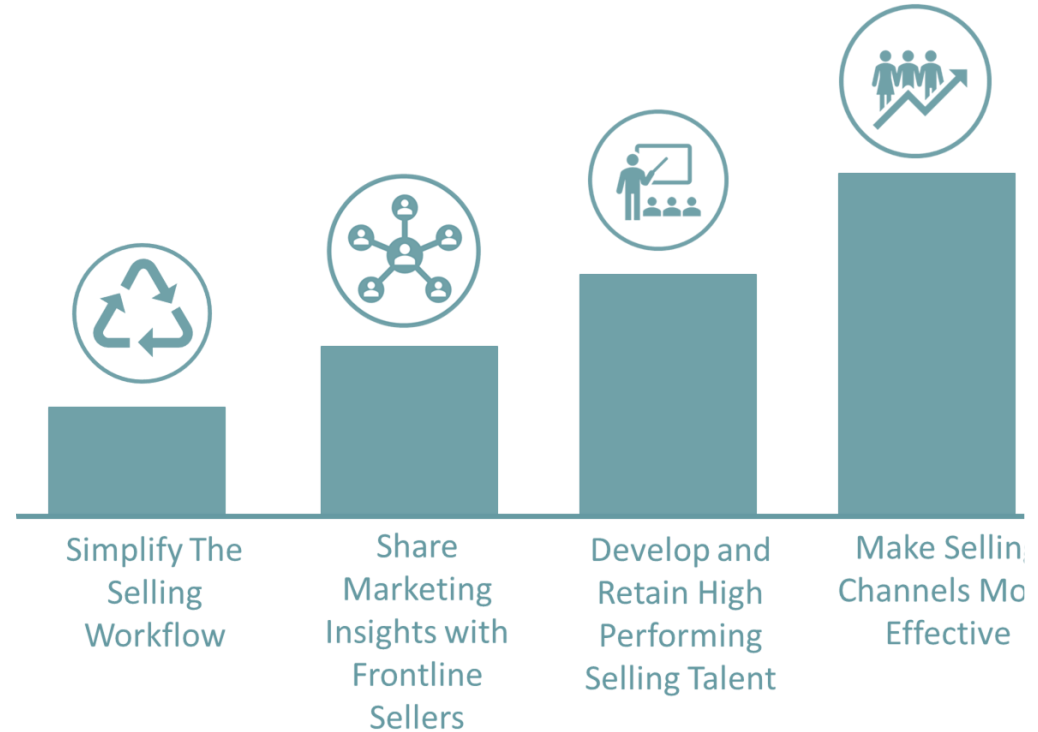
# The Revenue Operating System<sup>SM</sup>

# Connect the Dots with “Smart Actions”

Smart Actions are targeted business solutions that are executed individually yet collectively reinforce one another.

These carbon chains of micro-disruptions achieve short-term objectives while also fostering long term change.

Actionable. Connected.  
Accretive. Scalable.



# Drive growth.

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linkedin.com/company/greenthread  
chummel@horizonmedia.com

**GreenThread**®



# Introducing Green Thread

Green Thread is a full-service B2B practice – part consultancy, part agency, part institute – that helps companies achieve sustainable, scalable revenue expansion by aligning sales, marketing and service around a common purpose: **growth**.

Today growth is a data-driven, technology-intensive team sport where audiences, content, channels, sellers, media, and campaigns must be connected to win. We design and operationalize commercial strategies that target specialized, complex audience groups and agilely adapt to changing customer buying behaviors across the full revenue cycle.

**We align and connect your business to drive sustainable, scalable revenue growth.**

***Thank You!***

