

An aerial photograph of a river winding through a dense forest. The water is a deep blue, reflecting the sky and trees. In the foreground, three kayakers in red and yellow kayaks are paddling down the river. A yellow dotted line starts from the top right, curves down to a yellow kayak in the middle of the river, and then continues down the left side of the river towards the bottom left. The Gartner logo is in the top left, and the main title is in large yellow letters on the left side. A subtitle is enclosed in a yellow-bordered box below the title. The copyright notice is at the bottom left.

Gartner®

Leadership Vision for 2023

Top 3 Strategic Priorities for
Technology Product Marketers

From Rishi Sood, GVP, Technology & Service Providers

Your clients are facing uncertainty brought about by persistent inflation, scarce, expensive talent, and global supply constraints caused by the Russian invasion of Ukraine, COVID-19 lockdowns and energy shortages. This triple squeeze is impacting businesses globally and directly impacting technology spending priorities for 2023.

The cost, talent and strategy decisions you make as a leader during such difficult times will determine if your company takes share or loses share in uncertain times. Your teams must be capable of agile pivots.

Despite economic uncertainty and perceived headwinds heading into 2023, CFOs indicate their current plans call for continued IT investment, particularly in terms of digital technology. The Gartner IT spending forecast points to continued growth opportunities for tech providers that support digital transformation.

Enterprise technology buying decisions have always been inefficient. That inefficiency is only increasing as those decisions become more democratized and uncertainty hangs over buying teams. Product-led growth motions offer opportunities to reduce friction in the buying cycle. Providers who take share in 2023 will improve the entire customer experience from buying through owning.

Talent is scarce, and top talent is hard to attract. Top performers don't stick around when they can see the business is challenged and potentially experiencing layoffs. Once-in-a-lifetime talent can be attracted during economic unrest for companies that have properly prepared to execute a strategy to win in — not weather — the storm.

For larger and/or more established technology and service providers, economic headwinds and uncertainty typically result in greater scrutiny and slower sales cycles, even for renewals. Marketers, product managers and general managers need to be at the “top of their game” and demonstrate differentiation, customer-centricity and value to their customers to maintain high growth rates.

Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research. We provide detailed insights to our clients across dozens of roles, and we're now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions — especially as you solidify your strategic plans for 2023.



Rishi Sood
Gartner Research & Advisory

Three key trends impacting technology product marketers

Proving marketing ROI remains critical

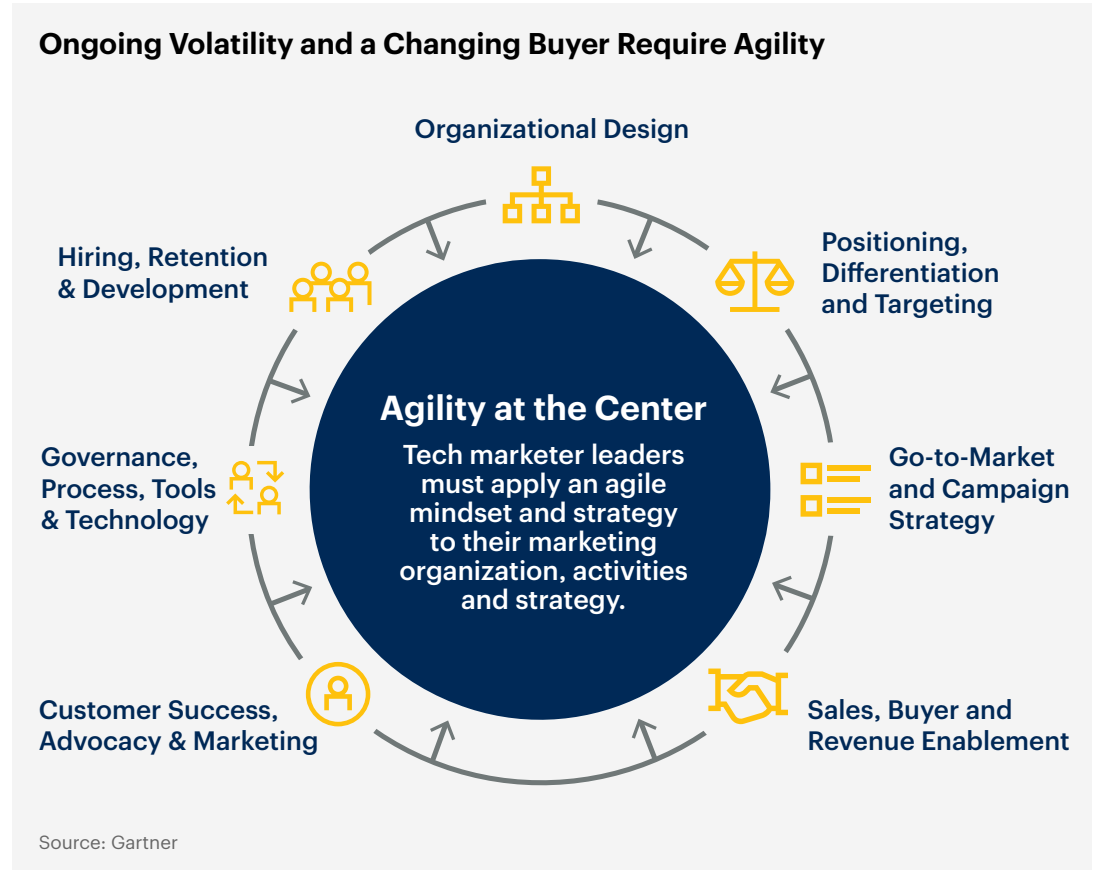
Despite new analytics and techniques, proving return on investment of marketing activities continues to be the biggest challenge to demonstrating success for tech marketers. As their influence and visibility grows, tech marketers must find ways to measure and communicate how their organization is directly impacting top business objectives.

Tech marketing talent pool to stay tight

With record low unemployment and a hot hiring market for many tech marketing roles, marketing organizations have struggled to find and retain key critical skill sets and competencies. In 2023, these will continue to be top priorities.

Customer growth comes back into focus

Although the average large tech provider's existing customers account for 64% of sales leads, net new prospects and the sales pipeline often receive dramatically more attention. Progressive tech marketers will look to create a better balance through customer marketing and other customer-centric activities.



Challenges and actions for the technology product marketer

1 Disconnected marketing KPIs

Although most tech marketers rely on the standard views of the metrics they've traditionally tracked, it hurts their ability to demonstrate value and impact on business objectives. The challenge is how to identify the right set of KPIs that align to business strategy and show how marketing is helping move the organization forward.



Apply agility to your KPI and performance management approach, by tailoring dashboards to match business priorities and using stories to communicate marketing value.

2 Optimizing the talent mix is complex

While hiring and retaining talent are the top priorities for tech marketers, many are struggling to best fill their needs in a complex talent market. Should they look to hire experienced tech marketers with in-demand skills? Or upskill high-performing talent into new development opportunities?



As marketing teams become more deeply aligned with functions across the business, focus on soft skills in hiring and retention that better enable collaboration and innovation.

3 Unbalanced focus on customer growth

Renewals aren't as attention grabbing as new logos, but more enterprise revenue originates from the base. Unfortunately, most large tech providers dedicate their marketing budgets and more sophisticated operations to prospects, missing out on valuable growth opportunities from the base business.



Drive growth and expansion through a dedicated customer marketing organization that leverages your existing marketing technology capabilities and reports into a centralized marketing function.

Actions for the technology product marketer

Source: Gartner

Align KPIs and communicate with stories

To overcome the disconnect between tech marketing performance measurement and business strategy, tech marketers need to tailor dashboards to match business priorities, and evolve their reporting strategy from just sharing numbers to crafting data stories that bring marketing value to life.

Select KPIs that are leading indicators of marketing's contribution to business.

Business Objective:

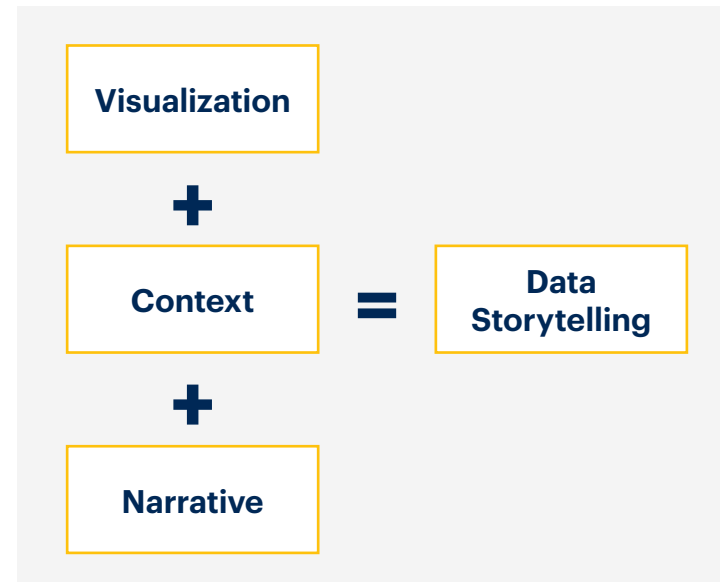
Establish presence in APAC by Q4



Q2 Tech Marketing Performance

- ✓ APAC Awareness
- ✓ APAC Influencers Identified
- ✓ APAC Buyer Personas Developed
- ✓ APAC Content Consumption
- ✓ APAC Partners Established

Communicate performance using compelling stories.



Recommended Next Steps

- 1 Refine dashboards:
 - Include indicators that clearly show investment aligned with outcomes.
 - Focus on more agile approaches to data collection and analysis.
- 2 Tell stories with data that include:
 - Visualization: Choose the best presentation format.
 - Context: Make it relevant to business leaders and their goals.
 - Narrative: Frame with a plotline that prompts action.

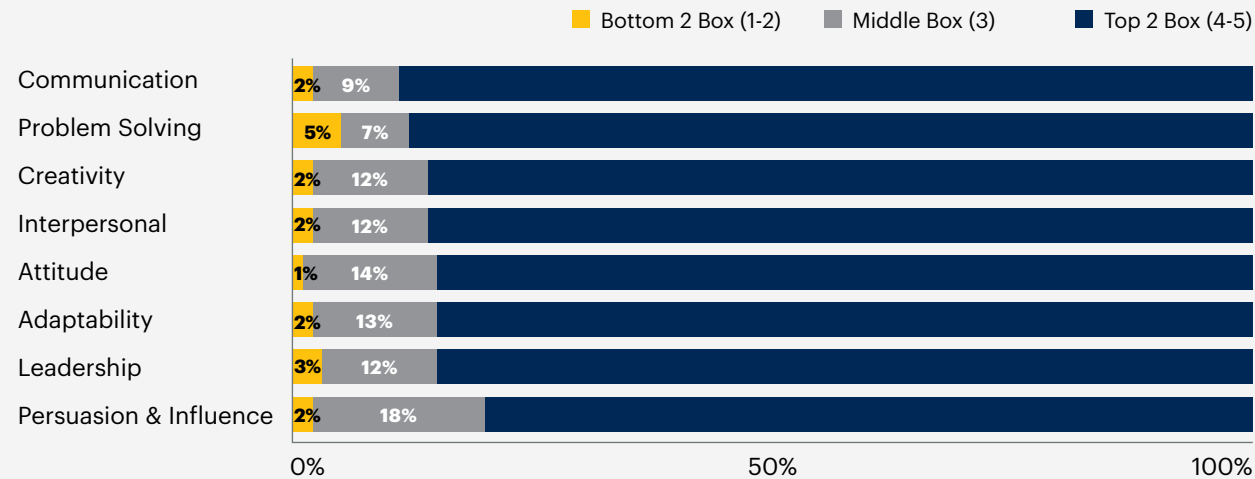
Source: Gartner

Prioritize soft skills and future needs

Employees with soft skills like communications, problem-solving and creativity are critically important to find and retain as marketing teams continue to work more closely with functions like product management, sales and customer success.

Importance of Soft Skill Competencies Across Marketing

1 = Not At All Important to 5 = Very Important



n = 91; overall marketing section respondents

Q. Select the option that best describes the importance of the following soft skill competencies to your overall marketing organization.

Source: 2022 Tech Marketing Organizational Design

Recommended Next Steps

- 1 When hiring, ask about candidates' past application of soft skills.
- 2 Train existing employees to help practice and apply soft skills.
- 3 Ask managers to hone current processes to ensure soft skills can be effectively applied.

Build a dedicated customer marketing organization

To drive growth and expansion that capitalizes on their existing customer base, tech marketers must formalize a customer marketing function that reports into the broader, centralized team. They must also ensure customers benefit from the same level of personalization and relevancy as prospects.

- 1 Formalize customer marketing by creating a dedicated team within the broader tech marketing organization. Give it a mandate, funding and a strong leader.

Customer Marketing Organization



Customer Experience



Customer Marketing Leaders



Customer Advocacy

- 2 Unleash the power of the existing MarTech stack to apply personalization, account intel and intent data to the existing customer base.



Recommended Next Steps

- 1 Create a dedicated team with clear ownership of customer retention and renewal.
 - Report into a centralized function to ensure continuity of the customer journey.
- 2 Unleash the power of your existing MarTech stack on the customer base.
 - Apply personalization, account intel and intent data to the customer experience.

Actionable, objective insight

Explore these additional complimentary resources and tools for tech product marketing leaders:



Infographic

Do Tech Marketers Have the Right Formula for Revenue Growth?

Optimize your marketing plans and drive revenue growth.

[View Infographic](#)



Webinar

The Gartner 2023 Leadership Vision: The Art & Science of Navigating Turbulent Times for Tech Marketing Leaders

Enable teams to more readily adjust to dynamic market conditions.

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Research

Key Responsibilities for Customer Marketing

Drive growth with customer marketing

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