

# THE EVOLUTION

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## OF THE MARKETER IN 2023

— *By Victoria Albert*

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## Introduction

Given the economic realities and budget scrutiny, marketers today are under far more pressure than ever to deliver performance. However, more often than not, the internal definition of success fed back into marketing departments is far from clear.

The mounting expectations upon marketers are often subject to rapid change and scaling as businesses encounter new challenges in the pursuit of growth. With the ever-changing economic, technological, and social environment, marketers need to be prepared to stay flexible and agile. They must remain aware of new trends and technologies, while also effectively managing client expectations.

The challenge is maintaining a balance of consistent results and growth while also staying aware of what changes need to happen in order to capitalize on the opportunities available.

This strain has driven the continuous evolution of the marketer's role within organizations. In 2023, the question keeping marketers awake becomes how to ensure that such pressure in the face of today's challenges results in impactful outcomes, rather than burnout.

Victoria Albert  
VP of Marketing



## Today's B2B marketer

To forge the way forward with new strategies, it is crucial to first analyze the impact of the challenges currently faced by marketers and organizations as a whole.







## The rise of the B2B buying committee

Comparative to the B2C buyer’s journey, the sales cycle (buying process) for B2B has always been more drawn out, less linear, and certainly more complex, particularly given the average number of stakeholders. However, these characteristics have been exasperated by the current economic climate and [the readjustment of the tech market](#) since 2020.

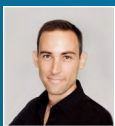
Indeed, according to Forrester, buying scenarios involving one to two decision makers have decreased to only [18% of total purchases](#). The number of buying interactions has also jumped from [17 in 2019 to 27 in 2021](#), representing a higher probability of roadblocks—particularly if buyer data has become outdated. While the adoption of digital marketing and content creation to suit independent research may have had influence, this mostly indicates greater scrutiny from buyers.

Difficulties from changes in buying attitudes are largely due to the state of the market, resulting in buyers becoming increasingly scrupulous with purchases and demanding of companies to prove the worth of their solutions.

This has resulted in longer sales cycles and therefore more internal pressure on marketers to deliver on influencing buyers and demonstrating value over such an extended time period. Due to this development, the organizational role of marketing as a department must evolve to meet these challenges.

### Outlook 2023

For more information on the readjustment of the tech market and its impact on the B2B space, read our chapter: [The Readjustment of the Tech Market](#) →



By **David Verwey**,  
VP of EMEA





## The failure of sales and marketing alignment

[Sales and marketing alignment](#) should be a worst-case scenario as an organization should be aligned from its inception. However, the fact of the matter is that synchronizing teams requires strategy and upkeep, particularly in the case of rapid growth.

Misalignment presents an obstacle for all, but in the case of marketers, it only exacerbates the issue of delivering and demonstrating marketing performance. After all, without the right insights and interdepartmental communication, marketing efforts are unlikely to strike a balance to provide effective enablement for sales teams.

Many companies have realized the importance of marketing in relation to sales, yet have struggled to measure its effectiveness or tie it to revenue. As a result, some organizations have opted to move their marketing teams into their sales divisions in hopes to better understand their impact and tie it to revenue.

A recent [Forrester report predicts that some 20% of demand teams will be incorporated into the sales organization in 2023](#)—hardly a measure of trust in demand teams delivering the performance these organizations need.

Not only does this highlight the impact of poor alignment, but it also puts greater emphasis on marketing performance and the role of the marketing team within an organization—particularly when it comes to the attribution of quantifiable value for growth and revenue.

**This move can be avoided by following the right strategy, as presented below:**

## The evolution of the B2B marketer over recent years

The mark of a truly successful business is its ability to assess and adapt to meet the ever-changing needs of its clients, as well as the influence of external factors contributing to change in its industry and the broader market.



It is therefore no surprise that B2B marketing, as the first bridge between prospect and brand, has sat at the forefront of organizational development and restructuring over the years. To inform the next stage of marketing evolution, it is important to look back on how much the department's role has changed over time.



## #1 Brand marketing

It was not until recently that B2B marketing began to depart from its B2C counterpart, subsequently leading to specific strategies, technologies, practices, and metrics for success.

A decade or so ago, the role of marketing was primarily to boost brand awareness with audiences and expand reach. While B2B marketers regularly adopted new and upcoming channels, digital channels did not hold the same dominance as they do today. The infancy of these platforms and their relevant strategies had an impact on performance as marketers aimed to keep pace with their development.

This broader focus, as well as the nature of brand marketing's objectives, led to internal scrutiny, with many attributing marketing performance and ROI to a clouded form of revenue attribution (a problem that still persists today).



## #2 Lead generation

In response to these concerns and to better facilitate the complex buyer's journey, B2B marketing and its performance metrics shifted for many to an emphasis on lead generation.

Not only did this bring marketing more in line with the sales process, but it also determined the role of B2B content for inbound marketing. This was particularly important to support the influx of independent buyer research.

As a result, content marketing became a powerful strategy due to its potential for high ROI and lead generation. This was in part a consequence of the ability to quickly repurpose content to suit trends and multiple formats with relatively low effort.

The delivery of MQLs highlighted the importance of marketing for B2B, but the dialogue about MQLs and their role in the sales process is ongoing, as companies assess how well they reflect the likelihood of purchase.

**The motivations for marketing's current state are evident, even when only discussing its recent evolution.**

Discover 7 complementary methods for fine-tuning your MQL process →







### #3 Holistic marketing: the best of brand and demand performance

Now, with the realities of a recession, the need has become apparent for marketers to adopt a holistic approach that combines brand marketing with long-term demand generation outcomes.

Change is particularly pertinent as reduced budgets together with a higher expectation on performance presents quite the challenge. How marketing supports longer sales cycles necessitates an evolution that will impact entire organizations.

Holistic marketing is the most suitable approach for catering to a longer sales cycle and the pressures from other departments on marketing to achieve success.

# THE EVOLUTION OF THE MARKETER



BRAND MARKETING



LEAD GENERATION



HOLISTIC MARKETING



# Why holistic marketing?

A primary focus is to establish marketing value (and brand identity as a result) consistently and seamlessly across all channels to generate demand outcomes.



Holistic marketing represents a complete, company-wide cohesion of strategies and processes that include both the channels and experience provided, as well as the synchronization of services and departments beyond marketing. With true alignment, holistic marketing has the potential to exponentially boost marketing results, and create a launchpad for real demand performance.

## Below is a brief overview of key elements of holistic marketing for marketers in 2023:



### #1 Alignment and internal marketing

As holistic marketing aims to consider the entire lifecycle of a brand, the synergy of all departments is essential for producing the best results. Breaking down boundaries begins with internal marketing. After all, acquiring the buy-in of internal stakeholders is just as important as that of external clients in order to work toward common goals.

A critical element of adopting holistic marketing is therefore synchronizing all teams on the core value of the business. Reevaluating the legacy of an organization and its unique offering is tremendously useful in today's context for setting the foundation for a strategy to competitively position the business.

Teams who stand firmly behind company core values are more likely to deliver performance. Indeed, much in the same way that marketing must account for its role in supporting all other processes, other teams must be aligned to aid the marketing process. This enables organizations to quickly pivot to meet challenges and objectives to stay competitive and generate impactful results.

#### Outlook 2023

Read our Outlook on RevOps to learn how to build a company structure set for success →



By Dan Freeman, Chief Revenue Officer







## #2 Integrated marketing



Improved communication and processes between teams allow marketers to better deliver an optimized and seamless experience across all channels. This is known as integrated marketing and supports a strong and consistent brand image that drives demand outcomes.

Synchronizing activity on all channels helps to ensure that all prospective clients and business partners have a shared perception of the brand. This is key to driving continued growth and stronger relationships with audiences by building trust.

For best results, this should be combined with a well-optimized channel mix and an [omnichannel marketing strategy](#). Despite omnichannel marketing requiring more resources and investment, it remains one of the most effective, outcomes-driven approaches.





### #3 Performance marketing: a long-term focus

While not a new concept holistic marketing, and the processes it supports facilitate the implementation of performance marketing, which originated from the need to track marketing value.

Under a holistic approach, performance marketing has an amplified range of metrics for quantifying the value and return on marketing efforts. This expands upon immediate revenue attribution, such as sales revenue, to include **long-term drivers** such as:

- **Client success (results and experience delivered)**
- **Client lifetime value (CLTV) and client acquisition costs (CAC)**
- **Product performance**
- **Market share**

This should also include partner and channel marketing, as well as the general impact and influence of an organization beyond its clients and teams. Performance marketing with its associated strategies is beneficial for B2B buyers as it provides a long-term focus that allows for a more complex purchasing journey, and time for teams to produce desired outcomes.

Given the need for marketers to effectively drive both brand and demand for businesses, holistic marketing’s emphasis on congruent, impactful communications and organizational alignment make it a logical transition. Performance marketing is a core element, as it is crucial for demonstrating marketing value internally.

Although this strategy goes beyond the marketing department to cover the entire organization, it will be down to marketers to champion this transition in order to maximize budget, performance, and results.

#### Outlook 2023

Learn how to counteract the impact of the recession with strategies for driving success and growth with partnerships and co-marketing →



By **Andrew Sambrook**,  
SVP of Global Demand Generation



## How to measure marketing success in 2023

As the role of the marketer continues to evolve, the need to support the sales process remains a constant, if not elevated priority. While marketers must also support the rest of the business, it is clear that for marketing to be successful, integration between sales and marketing is a must.



For teams to align on common goals and quantify the impact of marketing towards outcomes, it is important to establish shared KPIs. While there are an immense variety that serve as indicators of marketing performance, the most crucial are longer-focus KPIs that center on outcomes above all else.

**To help, here are my KPI recommendations for measuring marketing performance:**

- **Marketing-generated pipeline and opportunities, pipeline velocity, win/loss metrics, cost per opportunity:** These KPIs both demand and facilitate strong communication between marketing and sales teams. After all, the true success of marketing efforts is enabling sales processes, contributing to the number of opportunities generated, and positively impacting the overall revenue potential. Be sure to support measuring this metric with a solid foundation of [lead formulas](#).
- **Account opportunities:** Depending on the strategy in place (ABM or ABX for example), quantifying opportunities at an account level can prove to be insightful for evaluating the performance of account intelligence programs.
- **Channel performance:** Delivering prospective buyers and clients a seamless experience accurate to their preferences and needs requires investment into the right channels. As such, analyzing the performance of the marketing deployed across each channel is essential for maximizing the impact of budgets.
  - **Marketing attribution:** Determining the role of channels in driving sales processes, conversions, and revenue is an integral element of measuring performance. As such, be sure to adopt the right attribution model for your business (most likely multi-touch) and assign value to priority channels that hold a greater weight in your sales process.

This may take time, however, this process can be facilitated by marketing attribution systems or processes available to you. Given the emphasis on demonstrating marketing ROI, channel performance and attribution will be key KPIs for 2023.



- **Client lifetime value (CLTV):** Beyond the number of deals closed, another key indicator of performance is CLTV. This metric is crucial for the continuing growth and success of organizations. CLTV is therefore an area that concerns all departments, however, marketing's potential to drive client value is often not realized to its full potential.
- **Client acquisition costs (CAC):** As the combined marketing and sales spend for acquiring new clients, measuring CAC is essential for analyzing overall performance and the ROI for demand outcomes. This should also include expenditure for any new or existing technology or solutions purchased to aid acquisition to inform necessary cuts to preserve budget efficiency.
- **Cross-sell and upsell:** Keeping track of cross-sells and upsells serves as a good indicator of how marketing is performing and supporting sales processes. These strategies should always be driven by personalization and meeting client needs, in order to boost CLTV. As a result, be sure to prioritize measuring cross-sells and upsells for determining performance in 2023.
- **Brand evangelism & community building:** While this may be considered another element of CLTV, the value attributed to brand evangelism and establishing community building goes far beyond total revenue from an account. Effective strategies not only help support a stronger brand image, but are also crucial to drive demand outcomes by maintaining and expanding audiences—through word-of-mouth marketing, reviews, and testimonials.

It is imperative to regularly assess the definition of what an outcome represents in line with changing needs and objectives, and to ensure that the outcomes being measured reflect the overall company's long-term goals. Aligning marketing teams and the organization as a whole on the measure of outcomes, while potentially a broad-scope metric, is essential.





## Focusing on demand is a necessity in 2023

In such a results-driven environment, the temptation is often to seek short-term strategies. This can drive organizations to prioritize lead generation over generating demand and, consequently, longer-lasting value.



Although lead generation delivers results, its potential for driving growth is far more limited without integrated demand and growth acceleration strategies. As such, demand and ultimately revenue should be a priority for those looking to achieve impactful outcomes in 2023.



Indeed, while lead generation is an integral element of demand, other more focused strategies that drive sustained interest over time, such as nurturing and ABM/ABX, are critical for generating the best results—organizations must make a mindset shift toward bringing prospective buyers a stronger experience that is more aligned with their needs.

As Gartner revealed in their 2019 study, [only an average of 5% of your total addressable market \(TAM\)](#) is looking to make a purchase at any one time. This statistic certainly still rings true, with the real challenge for marketing being how to engage the remaining 95%. Indeed, in the same study, Gartner found that leads only spend [17% of the buyer's journey](#) actively engaging with sales teams.

Meeting the buyer where they are and actively encouraging engagement during the remaining 83% of their journey is therefore imperative.

Given the state of marketing today, wasting resources and budget on lead lists and un-nurtured contacts with cold outreach is no longer an option. The answer to achieving real performance is high-quality demand generation to promote growth with the portion of the market that has yet to demonstrate a propensity to buy.

# 6 strategies for driving demand performance in 2023

It is apparent that in today's climate, marketers must ensure they provide meaningful value to each client through precise personalization.



Here are my strategies for delivering demand performance for your clients:



## 1. Build the right team

With the rise of performance marketing and revenue optimization, the organizations that will thrive are those led by teams empowered with the right skills. As a result, start by reviewing your teams, upskilling, and hiring where necessary.

Find individuals who are eager to grow and learn as much as they are motivated to innovate and drive your business forward. In terms of hard skills, look for talent who are data-driven and know their way around your tech (or have the ability to be upskilled).

You will want your team to be able to interpret data and use insights to action strategies that drive performance. Ultimately, achieving results requires the right team for the job.





## 2. Relationship marketing

Also referred to as human-to-human marketing (H2H), relationship marketing is a powerful approach that aims to establish stronger emotional connections between clients/prospects and a brand.

The idea is to cultivate loyalty and a more genuine bond rather than interaction only when necessary. This approach is more likely to be appreciated by today's prospects as they prioritize partnerships with organizations that invest in their clients with personalized experiences.

Relationship marketing is organization-wide, spanning all departments. Executed correctly, it has the potential to drive demand outcomes by building brand image and contributing to consistent revenue streams—as a result of increased renewals, longer client relationships, and word-of-mouth marketing.

This makes relationship marketing a priority for companies looking to maximize performance to secure ground in today's competitive market, as loyalty is arguably the most valuable commodity in the face of economic uncertainties.

**In this way, this strategy also makes a logical accompaniment to holistic marketing and client obsession (see below).**

### How to measure relationship marketing

Measure your team's performance by encouraging feedback as clients and prospects progress through the buyer's journey. This could take the form of [surveys and questionnaires](#) or by including case studies in deal proposals. Investing in growing and training your client success team is also a must, as they will be responsible for most of the contact with clients.

Both of these tactics serve to make the client feel heard and valued, thereby increasing loyalty.







### 3. Delivering impeccable CX

Ensuring that clients receive the best experience possible is essential for demand performance. While this is reliant on multiple factors, CX plays an important role in boosting client satisfaction.

#### Leverage UX data

Delivering impactful CX requires a wealth of data in order to glean the insights necessary for actioning optimizations. Be sure to collect and utilize UX data on user behavior, preferences, and the areas of most friction. This will allow you to prioritize CX projects without overwhelming your team's capacity to make impactful change.

#### Client obsession and CX innovation

Essentially, client obsession is the practice of prioritizing client retention and loyalty above obtaining new clients. Not only does this represent savings by cutting down on the amount spent on new acquisitions (CAC)—particularly considering the complexity of the B2B buying cycle—but it also promotes a healthy stream of revenue.

As organizations strive to break competitive ground, innovative CX has the potential to create powerful differentiation that aids positioning and, therefore, retention.

Given the [CX skill shortage reported by Forrester](#) (2022), those who succeed in providing the best experience and, therefore, client obsession, will be those who adequately invest in building and upskilling CX teams to innovate in their industry. Without such investment, [up to 50%](#) of above-average brands are likely to stagnate with their CX.

However, as with any strategy, it is essential to ensure that development is aligned to solving pain points by collecting regular feedback from clients (in addition to gathering UX data). Demonstrating dedication by actioning feedback to support a seamless experience for clients will not only result in a better experience across the board, but will also increase the likelihood of retention.





## The rise of ABX

The need for better CX and client obsession to drive performance has resulted in the rise of ABX, a combination of ABM and UX/CX best practices to provide buyers with a personalized experience at an account level. While requiring a significant investment, ABX promises to deliver performance far beyond the capability of ABM alone. Success in ABX has the potential to establish stronger relationships with impactful experiences and, therefore, client retention and loyalty as a result.

### Outlook 2023

Learn more about the rise of ABX and True ABM in our Outlook chapter →



By **Mukesh Rajpurohit**,  
VP of APAC Sales





## 4. Implement personalized nurturing streams

Building on the strategies explored above, a crucial element of any campaign is the nurturing of prospective buyers to guide them through their buyer's journey. More often than not, leads are pushed forward to SDRs and BDRs without the requisite nurture, despite the risk.

With buying committees expanding, alongside an ever-complex B2B buying process, nurturing is crucial now more than ever. This includes prospects or accounts, in the case of ABM, that have demonstrated high levels of intent. Prospects must receive nurturing even if they are demonstrating a propensity to buy.

For the best outcomes, this should be as personalized as possible (see ABX) in terms of the type of content shared and the platform, as well as the format. Where possible, consider implementing nurturing over all active channels so as to stagger outreach and match the preferences of your target market.

Be sure to regularly audit content to identify opportunities for optimization. Fuel this with feedback from sales to ensure that teams are equipped with the content perfect for nurturing leads.

The more you invest in nurturing, the more likely that your strategies will gain better results. In short, without nurturing, campaigns in 2023 are unlikely to yield the demand performance necessary for driving the outcomes you need.



## 5. Build a compelling omnichannel presence

Given how little time buyers spend interacting with sales teams (17% of the buyer's journey, Gartner 2019), it is imperative for marketers to craft a compelling online presence with enough materials to empower buyer research.

Creating a regularly updated body of quality content is the first step for many—particularly given the potential ROI of content marketing and how readily content can be repurposed for multiple channels and formats.

Once generated, it is important to consider developing a strategy commensurate with each channel's performance goals, its unique experiences, and most importantly, buyers' needs. For many looking to secure performance today, omnichannel marketing is ideal (and required) for adapting quickly.

Indeed, implementing and maintaining an omnichannel presence is essential for ensuring the reach of brand awareness, authority, and image—all contributors to demand performance. Despite the significant investment it requires, omnichannel is the most optimal solution for supporting a fluid, frictionless process for prospective buyers.

## Maximize performance with the right channel mix

While omnichannel refers to all channels, it is crucial for marketers to deploy an [optimized channel mix](#), particularly given the budgetary pressures faced today. After all, the essence of omnichannel is building an experience that is best suited to your audience’s preferences.

Conduct regular audits to ensure that spending is optimized for each channel with the highest performance to maximize the results of your campaigns and therefore, your budgets. On top of spending, be sure to consider the workloads of your teams versus the performance you received per channel.

The greater the accuracy of your channel mix and campaigns, the stronger the buyer experience.

Build and drive a high-performance strategy for reaching your buyers →



## Third-party sources and partnerships

Reinforce omnichannel experience by leveraging third-party sources. This can be via partnerships and co-marketing with non-competitors most likely to boost your standing.

Having your content featured by reputable third parties helps to boost your online presence and increase the likelihood of demand generation with leads researching for solutions.

For channels such as social media, this could include influencer marketing or guest speaker partnerships in the case of on-demand webinars.

Partnerships can also extend to SEO strategies and backlinking agreements, however, those that feature your work and thought leadership as a reference are preferable for contributing to your presence as well as demand results and brand image as a result.

## Corporate Social Responsibility initiatives (CSR)

The development and implementation of CSR initiatives is a core element of creating an omnichannel presence, and therefore driving demand outcomes. In recent years, this has been devoted to environmental sustainability and community development, both key issues for creating a strong brand image that delivers results. Social media is an ideal platform for introducing collaborator and CSR strategies since it facilitates interaction with followers and allows content to spread easily.





## 6. Stay agile and accurate

While a long-term focus is important for generating demand, the ability to adopt new practices, strategies, and processes to meet the changing needs of your target market is also crucial. After all, guaranteeing performance means investing in winning strategies and high-performers to maximize the impact of marketing budgets.

**Here are my recommendations for staying agile:**

### Regularly assess your ICP and their needs

ICPs are the foundation for building out strategies to target and drive engagement with buyers. As such, it is imperative to evaluate the accuracy of your ICP, their current needs, challenges, and goals, as well as how you are currently meeting them—particularly in line with market developments.

This should also inform an analysis of your current target accounts and whether they are a good fit, both in terms of your product for their needs, as well as their ability to purchase. Doing so will help you adjust current strategies and optimize spending, alongside measuring general performance.

### Measure your results to evaluate outcomes

Actively measuring the results of your strategies and campaigns is essential for determining the value being brought back into the business. Start by determining your goals alongside a shortlist of priority KPIs that support them being met.

While it is crucial to be thorough, be careful not to overcrowd your analysis with too many metrics, as this will likely complicate your process for quantifying performance and actioning optimizations. In addition, schedule reporting and feedback sessions to avoid teams fixating too much on past performance over managing current campaigns. Focus these meetings on a balance of current and older strategies to best inform the creation of new campaigns.

In essence, measuring performance will not only empower your teams to pivot as necessary to secure better outcomes and competitive ground for your organization, but also to celebrate your wins.





## Prioritize client obsession

As mentioned in delivering exceptional CX, client obsession is the practice of investing in client retention and loyalty above finding new clients. While expanding your client base is important, effective client obsession represents an opportunity to drive consistent revenue for your business, reducing client acquisition costs.

This is particularly pertinent today, given longer sales cycles, larger buying committees, and the scrutiny of decision makers. Client obsession strategies have the potential to also drive growth from increased awareness, demand outcomes, and loyalty from word-of-mouth marketing.

## Invest in creative marketing

Creativity has the potential to elevate and differentiate messaging to capture the interest of your buyers. Therefore, approach content creation with a quality over quantity approach.

This will allow you to develop content that leverages impactful insights in a creative manner. After all, your content should establish your brand as industry thought leaders equipped with the experience and knowledge to deliver outcomes.

Start your process by assessing the content of your top competitors to identify opportunities for characterizing your message in a unique manner. Of course, all of your creative marketing efforts should be informed by the pain points and preferences of your ICP, including their favorite content formats.

Lastly, be sure to also consider how content can be repurposed for omnichannel marketing strategies, as this will help to maximize the ROI of your content.



## Key takeaways

**These are the top three considerations for marketers looking to drive demand performance and demonstrate marketing value in 2023:**

### Adopt holistic marketing and promote alignment

The unification of strategies does not require marketing becoming absorbed into sales. Instead, rally the entire organization with joint goals and strategies that promote brand image in a manner that drives performance both internally and externally.

Not only will this help organizations achieve the best outcomes but it will also establish a strong base from which the teams will be able to quickly pivot to challenges and trends as they surface.

### Drive performance and measure success

While there is an expansive range of KPIs to determine marketing success, true performance should be measured on opportunities and outcomes. This shift in mindset should be organization-wide to capture success.

Moreover, long gone are the days when marketers could rely on brand metrics to demonstrate value. Instead, in today's performance-driven culture, outcome-based metrics are an integral part of successful revenue teams and must be able to drive demand performance by optimizing marketing investment that fuels growth.

### Deliver the best experience possible

Creating content and sales outreach that breaks through the noise remains a constant challenge. Experiences, however, are often far more memorable.

As a result, it is critical to invest in and enhance the client experience in order to promote growth and yield results.

### 7-step checklist for driving demand performance in 2023

- ✓ Build a team of data-driven marketers determined to lead with innovation
- ✓ Determine goals and KPIs for measuring performance in 2023 to drive optimization and innovation
- ✓ Implement relationship marketing to create stronger bonds with new and existing clients
- ✓ Deliver impeccable CX to aid client retention and loyalty
- ✓ Build personalized nurturing streams to avoid wasted opportunities
- ✓ Establish a compelling omnichannel presence to support performance
- ✓ Stay agile and accurate with regular analysis to advance strategies to maximize outcomes



## About the Author

[Victoria Albert](#), VP of Marketing, is a visionary marketing executive with a proven track record of driving revenue growth for some of North America's most prominent brands. With decades of wide-ranging vertical and cross-function expertise, Victoria leads INFUSE's marketing initiatives to enhance the company brand and market position.

# LEVERAGE HIGH-PERFORMANCE DEMAND PROGRAMS TO DELIVER ON OUTCOMES

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