



Marketing from cost to investment

Webinar

22th of April 2026

11:00 am EET / 10:00 am CET

MAVENFIRST

We help Senior Marketing Executives in Complex B2B to design stronger marketing functions that earn C-level trust by delivering unquestionable business impact.

Our best clients come to us for one reason:

They decided things around marketing need to change and it can't continue as is.

They know that the **potential for marketing is so much more** than they can currently capture.

Our clients are:

Experienced **Senior Marketing Leaders** such as CMOs, SVPs, VPs, Directors and Head of Marketings that lead either the whole marketing, some region or business line.

They work in medium to large professional service, Industrial or IT Companies that are in the **Complex B2B** and in companies that are sales, engineering or expertise driven.

They always have aggressive growth goals and/or some major shifts in the way they do business that create opportunities for marketing.
That “Room to grow”.

They typically struggle with:

- Unclear expectations from the business stakeholders
- How marketing is perceived by stakeholders
- Proving marketing Impact and value to the business
- Prioritizing the right and most valuable initiatives
- Get the team row in the same direction, as a one team
- “Production house” way of working, not as a strong business partner - Too late to influence, more on the tactics, not on the strategy

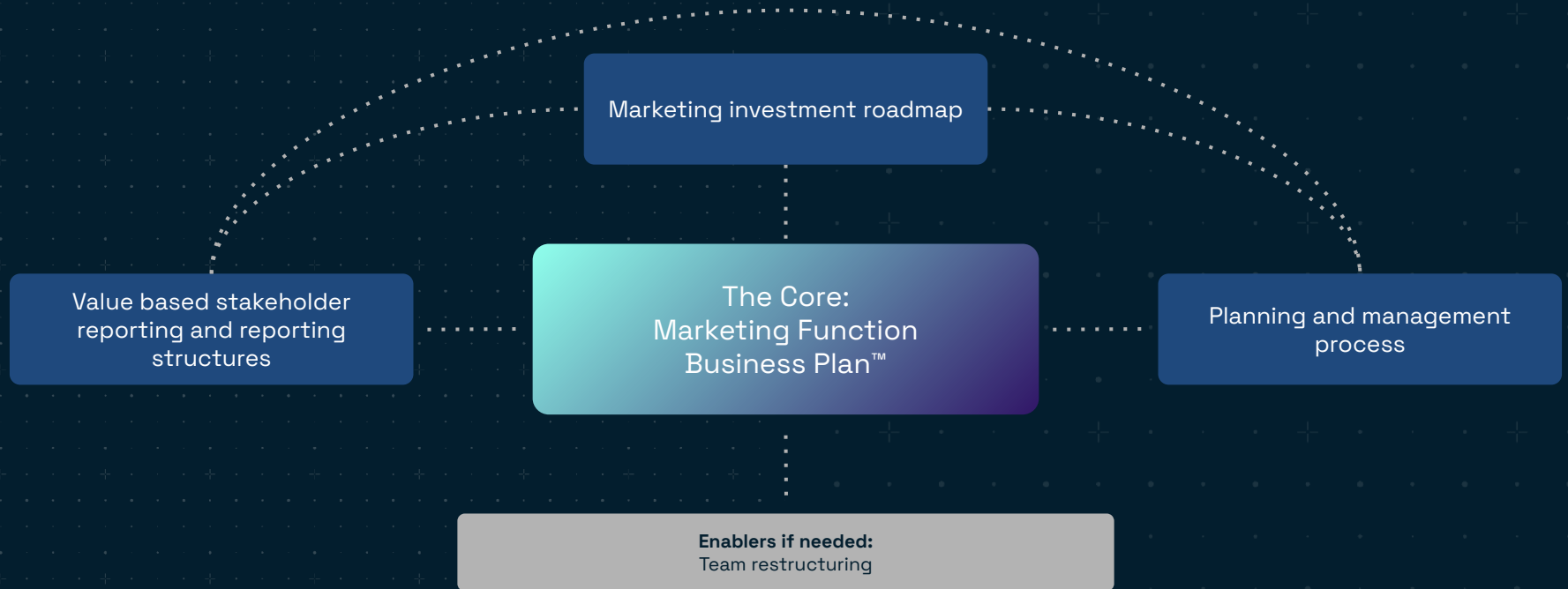
Here is how we help:

We combine “Do-it-with-me” consulting to executive coaching to help you on your journey towards a more stronger marketing function.

Our services are designed to solve 4 critical things:

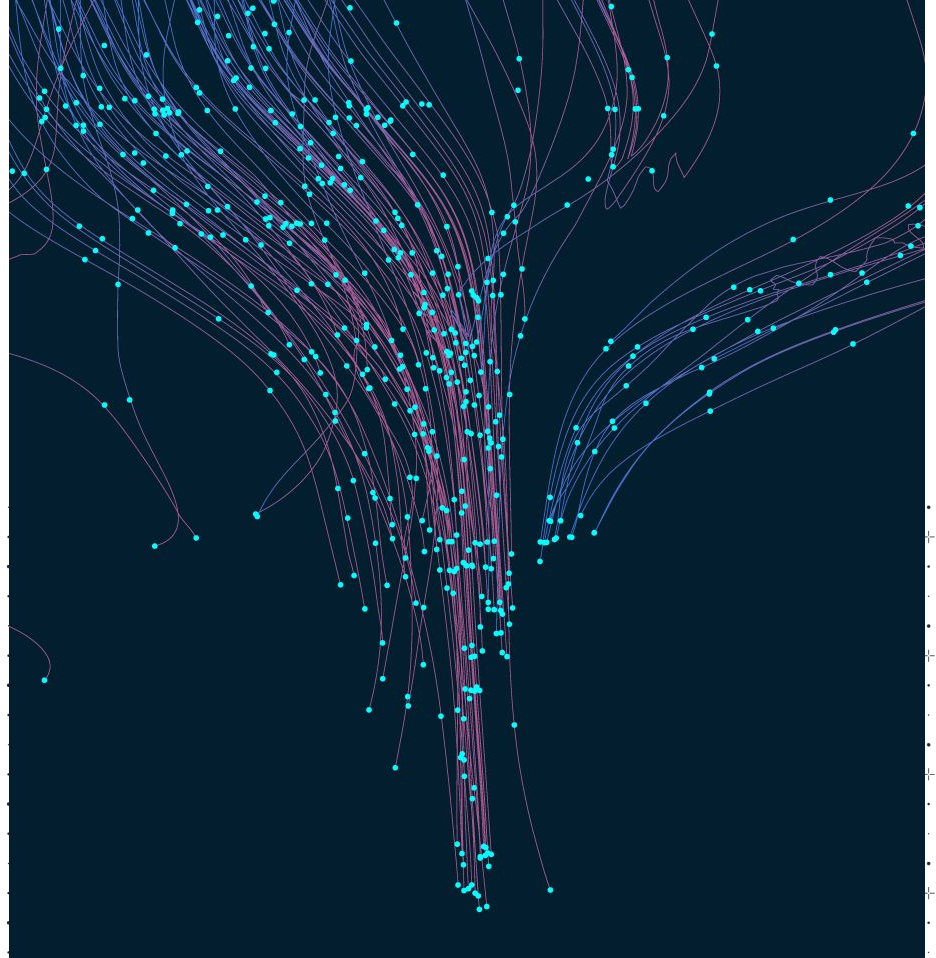
- **Marketing Function BusinessPlan:** Organizational level alignment on what is the role of marketing, tie tactics to business outcomes and show what we are responsible for
- **Value Communication:** Build Stakeholder trust through improved value communication and reporting structures
- **Management system:** Improve the leadership ability by designing management system that makes prioritization easy, deletes ad hoc and makes your team work like well oiled machine
- **Investment roadmap:** Change the narrative from cost to investment with clear investment options and roadmap

4 elements towards a stronger marketing function and marketing as a Strategic Business Partner



Today's Agenda

- 01 **Marketing as an Investment - What are we seeing missing now?**
- 02 Business Case for marketing - key principles
- 03 Top Investment options recurring in our conversations per value level



What are we seeing missing now?

Lack of visibility to the management team
- Why should we invest more in marketing
and what it would mean for the business?

Your management team can't invest something they don't know or understand.

No mechanism to plan marketing on a management team level

Yearly planning too tactical.

What opportunities we see in marketing?

What should we focus on next 1-3 years?

Think big.

What 2 things we need to the investment plan to work:

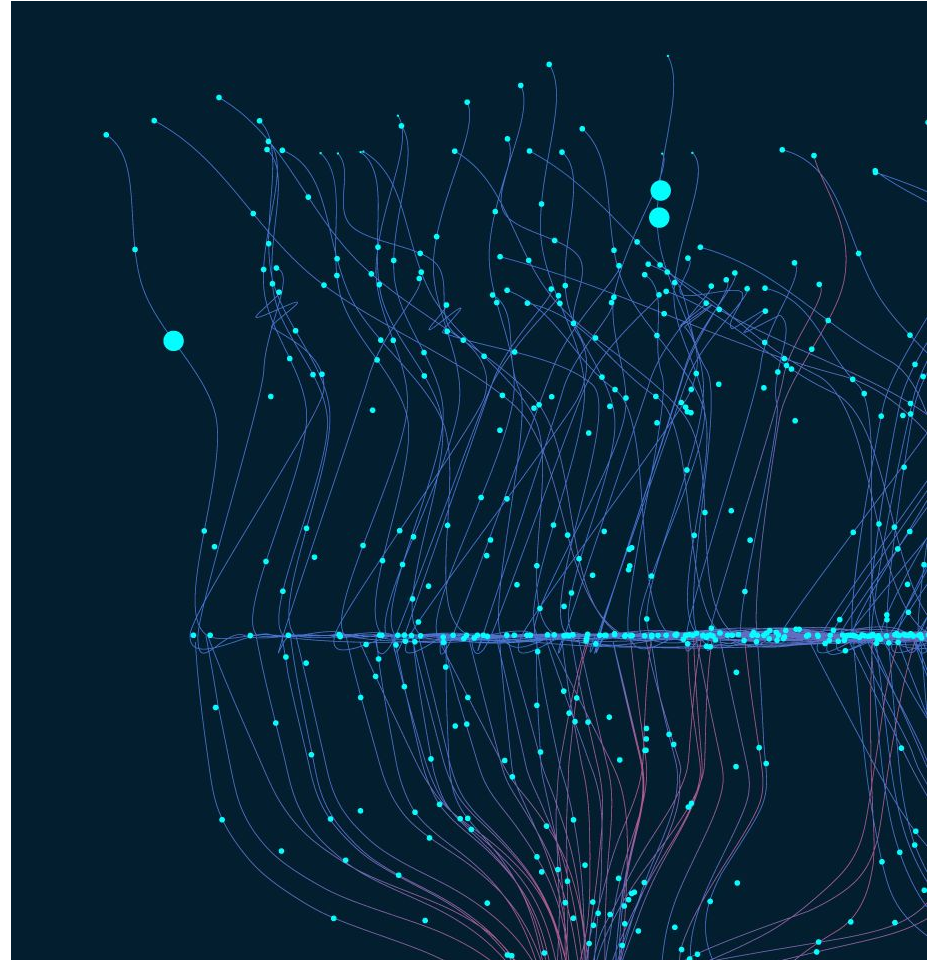
What 2 things we need to the investment plan to work:

- 1) **Enough trust for the marketing departments ability to follow through their plans**
- 2)



What 2 things we need to the investment plan to work:

- 1) Enough trust for the marketing departments ability to follow through their plans
- 2) **Internal Role of Marketing is somehow clear**
 - **Marketing Value Mechanism**
 - **Expectations towards marketing are somehow aligned**



Role of Marketing in Complex B2B - Four Different Situations in Complex B2B organizations

Painter

—
The views on the role of marketing are similar but not entirely shared between marketing management and the rest of the organisation.

Builder

—
There are significant differences in perceptions of the role and capability of marketing between marketing management and the rest of the organisation.

Drifter

—
The role of marketing is not clear to marketing management, nor to the rest of the organisation.

Dragger

—
The role of marketing is clear to the management team and the rest of the organisation, but not to marketing management.

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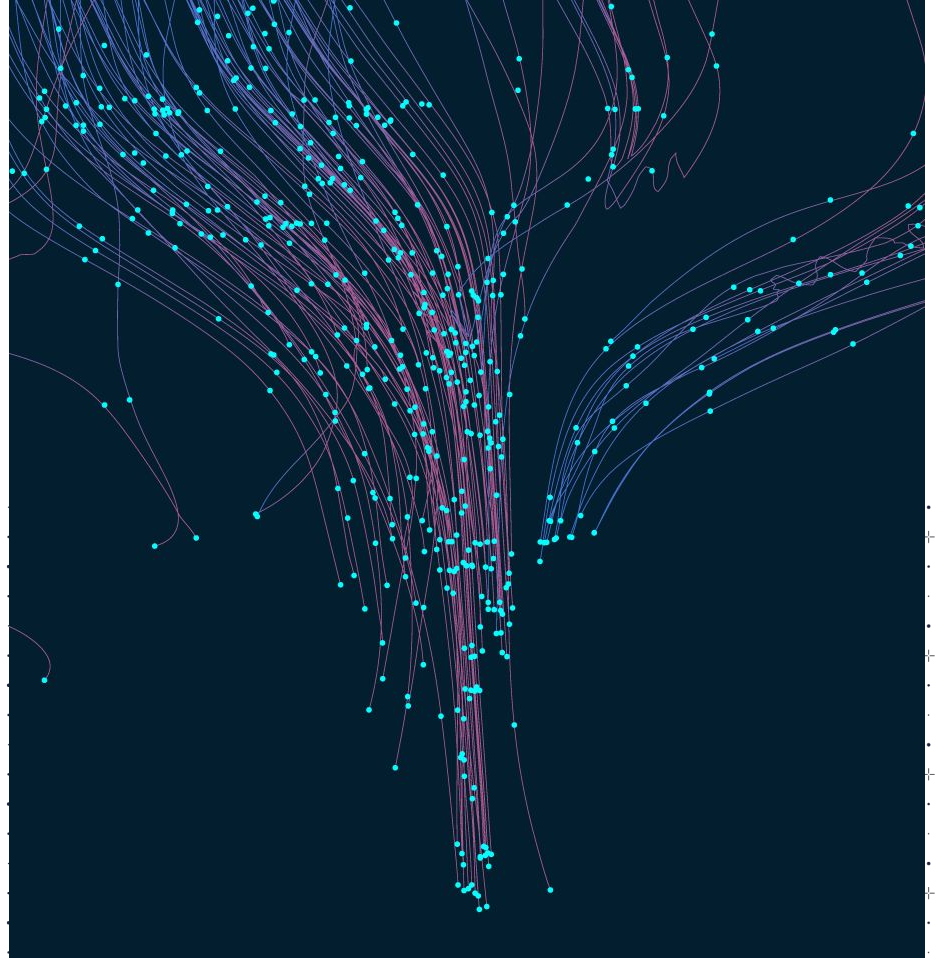
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Why I don't like ROI in marketing?

ROI should be used only when the “Value Mechanism of Marketing” is clearly understood and we are aligned on that.

Col = Cost of Inaction

Different mechanism of showing investment impact

Return of Investment

Clear value mechanism.

Big focus to clarify value mechanism.

Suitable for marketing investments that are “cause-related”.

Cost of Inaction

Clear cost / pain identified.

Big focus to quantify pain.

Suitable for marketing investments where our aim is to solve some business challenge.

Typically the upside vs investment is so good in marketing that you can focus on “Identifying” not even need to “Quantify”.

Problem

We can't get in to the RFIs in Market X

Reason

8% position us correctly in Market X

Business Goal

Revenue Targets are X million in 2028

Mechanism

Positioning
Awareness building

Goal

40 % in 2028 aware and position us correctly in Market X

How this impacts our Business

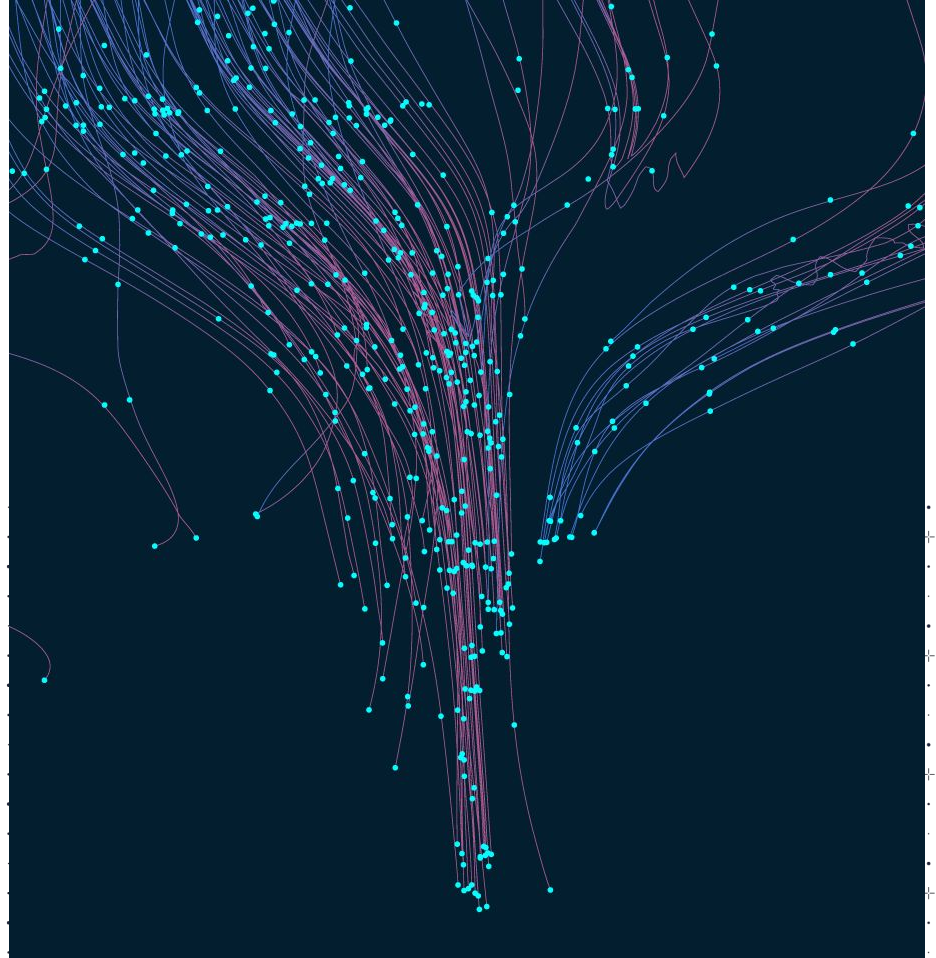
- Increase in RFIs in target market
- Holistic RFIs (Right solution)

Investment:

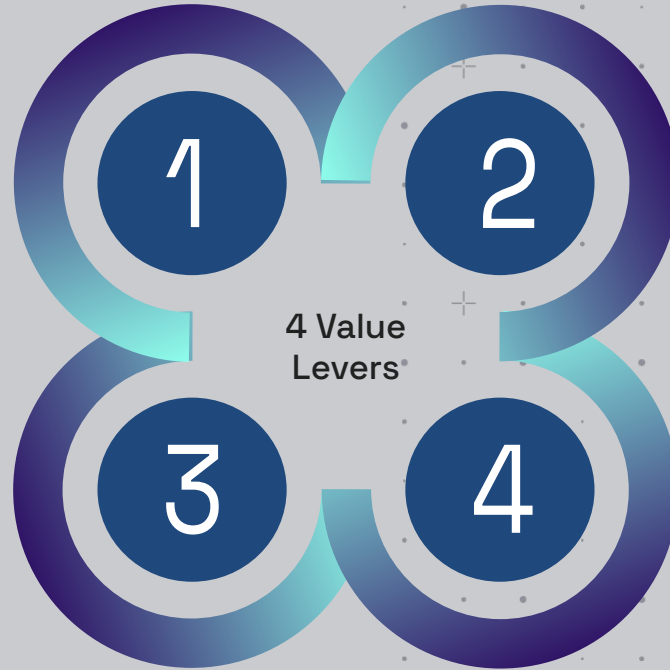
350k yearly for the next 3 years

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Pricing power /
Willingness to pay



Competitive
advantage

Commercial
efficiency

Operational
excellence /
Leadership
excellence

Mavenfirst 4 Value Levels™ Framework

Pricing Power is all about Positioning, Differentiation and Segmentation.

Marketing Initiated Competitive Advantage

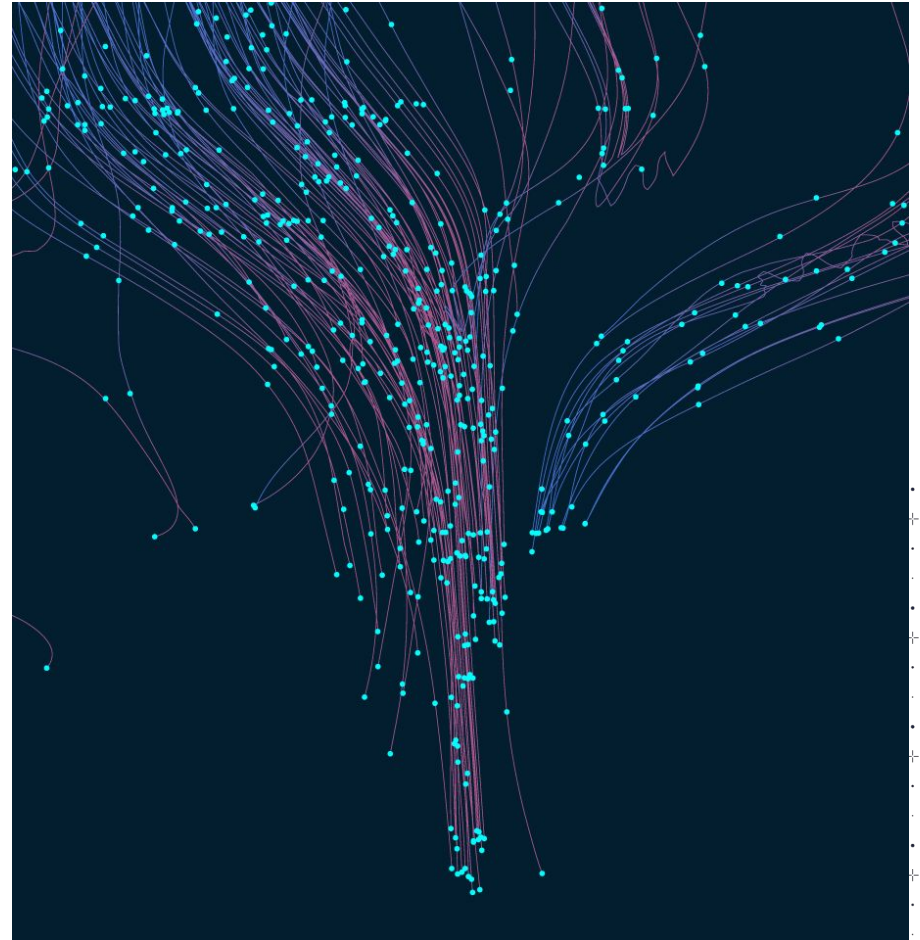
Most recurring investment opportunities in Complex B2B in Commercial Efficiency

- 01 Account based Marketing:
 - Cross/Up-sell to strategic accounts
 - “Self-serve” segments
- 02 Positioning / Preferred Partner
 - Make ourselves known
- 03 Fixing lead-to-revenue process leakage (Huge Cost-of-Inaction)
- 04 Digital Footprint and Digital Customer Bying process



Most recurring investment opportunities in Complex B2B in Operational Excellence

- 01 AI and Automation - New ways of working
- 02 Prioritization - Fix the Ad Hoc leakage
- 03 Standardize processes across marketing department/s



Explore our insights tailored to your environment

Read our latest thoughts for marketing leaders in complex B2B —

[14 core questions to drive marketing's transformation into a business partner](#)

[The end of the form-fill: How will B2B marketing prove value when the lead is gone?](#)

GET THE NEWSLETTER

This newsletter is for you: B2B marketing leaders in complex industries

You receive original thinking and “thought of the bi-week” tailored to marketing leaders in complex B2B.

