VENDOR SELECTION MATRIX™
MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

THE TOP 15 GLOBAL VENDORS 2020

Research In Action

March 2020

RESEARCH IN ACTION
independent research & consulting

FOREWORD

The Vendor Selection Matrix™ is a primarily survey-based methodology for comparative vendor evaluation where 60% of the evaluation is based on a survey of enterprise IT or business decision makers. This is balanced by analyst subject matter expert input fed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point-of-view. All of which combines to make Research in Action Vendor Selection Matrix™ reports so unique. For this report, we interviewed 1,500 business managers with budget responsibility in enterprises globally. We selected and profiled the Top 15 vendors which achieved the best evaluation scores from the buyers, having disregarded those with too few evaluations.

By firstly describing a business process and asking business managers to name vendor(s) they associate with that process, we have collected a list of those vendors most likely to be found by potential buyers seeking an automation solution to this business process. The resulting vendor landscape for Marketing Lead Management (MLM) is an interesting mix of Email Service Providers, Marketing Automation vendors and even some describing themselves primarily as Customer Data Platform vendors.
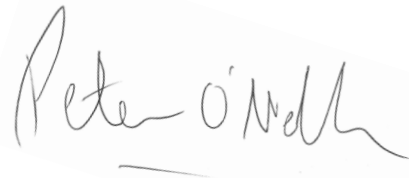
This is due to the range of project maturity across the landscape. We think that, over time, the prevalent transactional prospect/lead process will mature to a lifecycle-based customer engagement process in both B2C and B2B and the landscape already reflects this tendency in many ways.

Nearly three quarters of the 1,500 companies surveyed will invest in new MLM software in the next years, with over half of those projects a first implementation, so this is a very active market. As well as the ratings, we also asked respondents whether they would recommend the vendor to their peers, the percent of affirmatives is documented as the Research In Action Recommendation Index; it ranges in this landscape from 83% to 96%.

This report provides you with a useful guide to important MLM trends and will help you make an informed decision regarding which vendors could best fit your requirements and earn a more detailed review.

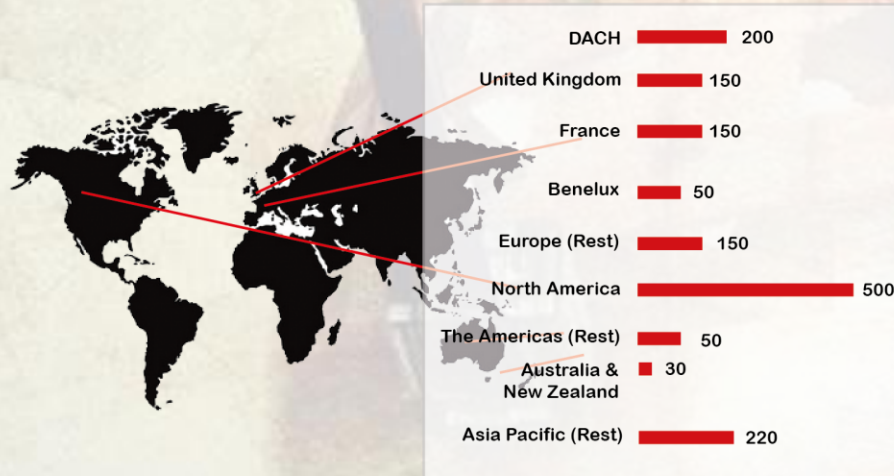Always keeping you informed

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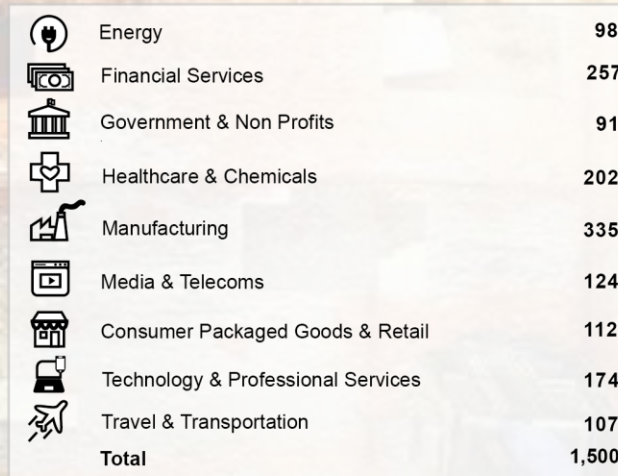+49 174 3210020
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THE VENDOR SELECTION MATRIX™ METHODOLOGY

COUNTRY BREAKDOWN

Country	Value
DACH	200
United Kingdom	150
France	150
Benelux	50
Europe (Rest)	150
North America	500
The Americas (Rest)	50
Australia & New Zealand	30
Asia Pacific (Rest)	220

INDUSTRY BREAKDOWN

Industry	Value
Energy	98
Financial Services	257
Government & Non Profits	91
Healthcare & Chemicals	202
Manufacturing	335
Media & Telecoms	124
Consumer Packaged Goods & Retail	112
Technology & Professional Services	174
Travel & Transportation	107
Total	**1,500**

RESEARCH FACTS

100,000+ Data Points

1,500 Business Manager

TOP 20 Vendors

30+ Reports in 2020

40% Analyst's Opinion

60% Survey Results

COMPANY SIZE BREAKDOWN

(Revenue more than € 250 million)

Headcount	Value
>2,500	124
2,500 - 5,000	153
5,000 - 10,000	521
10,000 - 50,000	587
< 50,000	115

JOB TITLE BREAKDOWN

Job Title	Value
VP Marketing	253
VP Sales	237
BU Marketing Manager	175
General Manager	158
Project Manager	147
CMO	119
BU Head	93
VP IT	79
CEO	62
CTO	56
COO	35
IT Manager	18
CIO	23
CFO	17
Supply Manager	13
Others	15
Total	**1,500**

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WHAT TOOLS DO YOU USE TO CREATE THE VENDOR SHORTLIST?

Tool	Percentage
Vendor Comparisons (MQ/Wave/Vendor Selection Matrix™)	20.1%
Press (Print and Online)	16.2%
Peer Contacts	15.6%
Vendor Information	11.9%
Social Media	11.6%
Webinars	10.1%
Events and Conferences	5.3%
Vendor Presales	4.2%
Case Studies	3.7%
Others/Don't know	1.3%

Decision Makers use a **mix** of **traditional** & **online** tools to create vendor shorlists

N = 3,000 Business and IT Managers with budget responsibilities

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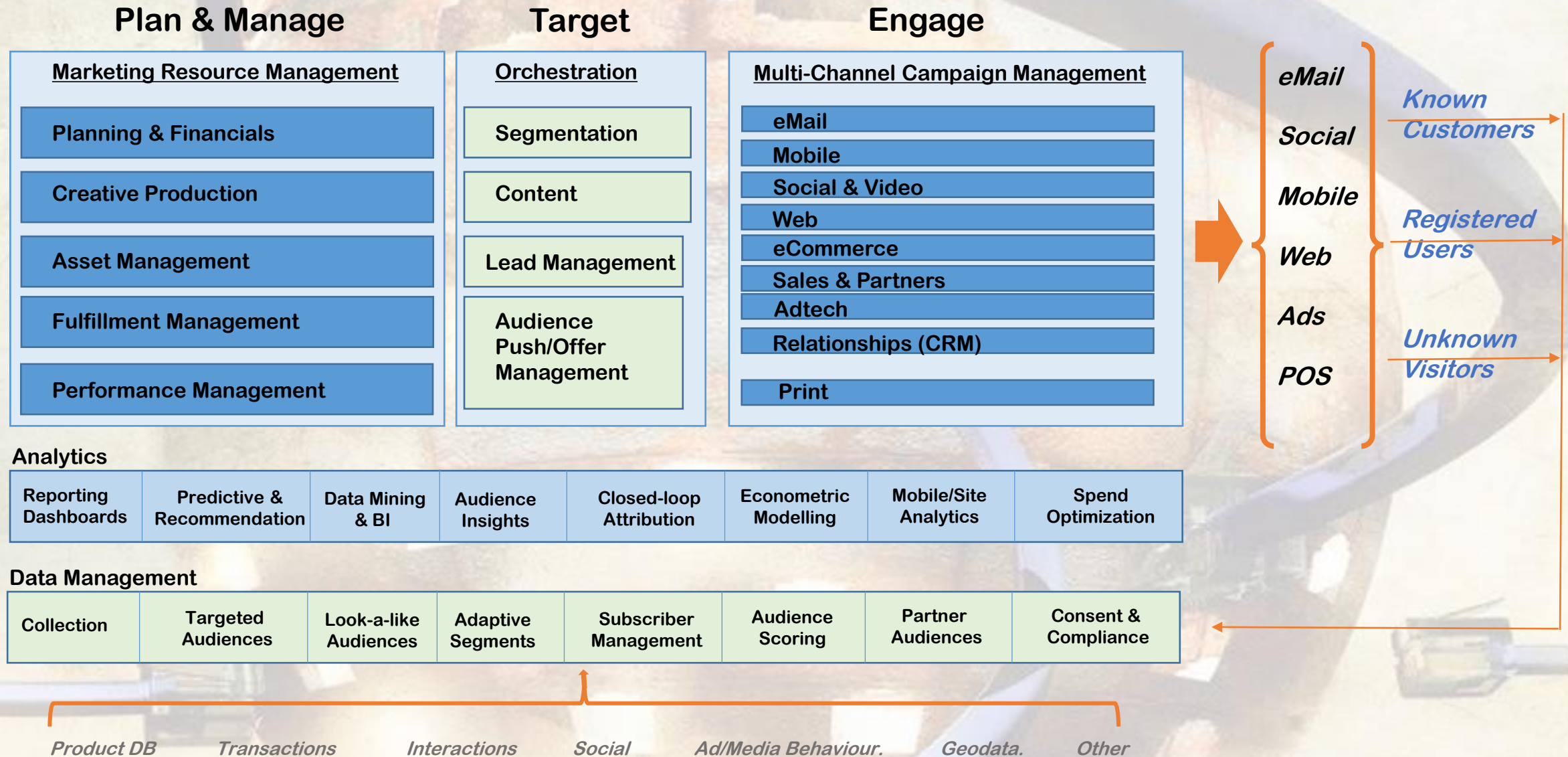
WHAT IS MARKETING LEAD MANAGEMENT?

- Marketing Lead Management (MLM) applications are deployed in marketing departments. They support the process of collecting unqualified contacts and opportunities from various sources such as: Direct mail or email responses; Database marketing programs; Other multichannel marketing campaigns; Offline interactions such as seminars and tradeshows; Social media contacts; and Web page visits.

- These applications can de-duplicate or augment the lead information, perhaps with third-party data, to form a more complete lead profile. The leads can be scored or rated, sent through a nurturing workflow, and then qualified (prioritized) as sales opportunities and output to a sales team or an outbound contact center team. The fundamental goal of MLM applications is to deliver higher-value qualified information to the sales team.

- MLM applications are used by companies mostly in support of the sale of "considered purchases"[1] — products or services representing a significant investment which typically involves complexity that requires in-depth research. These sales are made primarily by companies selling in a business-to-business (B2B) or business-to-business-to-consumer (B2B2C) capacity.

In this report, Research In Action evaluates MLM customer needs and requirements and provides market feedback about the Top 15 vendors who were mentioned and rated, unprompted, by the 1,500 global survey respondents.
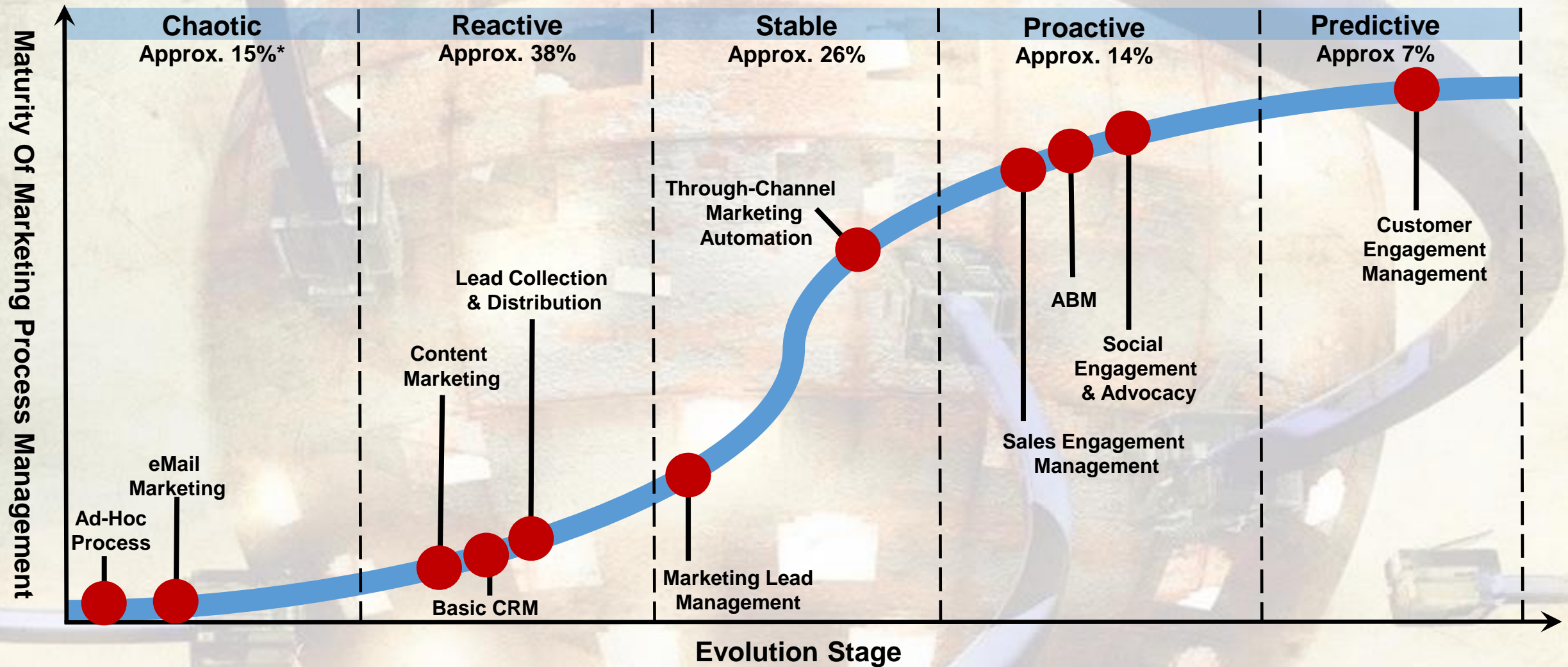
[1] Considered purchases, see https://en.wikipedia.org/wiki/Considered_purchase

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MARKETING AUTOMATION MARKETECHTURE

Plan & Manage

Marketing Resource Management

- Planning & Financials
- Creative Production
- Asset Management
- Fulfillment Management
- Performance Management

Target

Orchestration

- Segmentation
- Content
- Lead Management
- Audience Push/Offer Management

Engage

Multi-Channel Campaign Management

- eMail
- Mobile
- Social & Video
- Web
- eCommerce
- Sales & Partners
- Adtech
- Relationships (CRM)
- Print

eMail
Social
Mobile
Web
Ads
POS

Known Customers

Registered Users

Unknown Visitors

Analytics

Reporting Dashboards	Predictive & Recommendation	Data Mining & BI	Audience Insights	Closed-loop Attribution	Econometric Modelling	Mobile/Site Analytics	Spend Optimization

Data Management

Collection	Targeted Audiences	Look-a-like Audiences	Adaptive Segments	Subscriber Management	Audience Scoring	Partner Audiences	Consent & Compliance

Product DB   Transactions   Interactions   Social   Ad/Media Behaviour.   Geodata.   Other

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MATURITY S-CURVE FOR MARKETING LEAD MANAGEMENT

Maturity Of Marketing Process Management

Chaotic	Reactive	Stable	Proactive	Predictive
Approx. 15%*	Approx. 38%	Approx. 26%	Approx. 14%	Approx. 7%

Ad-Hoc Process

eMail Marketing

Content Marketing

Lead Collection & Distribution

Basic CRM

Through-Channel Marketing Automation

Marketing Lead Management

Sales Engagement Management

ABM

Social Engagement & Advocacy

Customer Engagement Management

Evolution Stage

* Categories show adoption rates

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MLM MATURITY MOVES FROM EMAIL TO ENGAGEMENT

Our surveys and consulting work enables us to continually assess the maturity of marketing organizations (combination of organization, process and technology). We have identified these five phases for MLM and associated processes in our S-Curve.

- **Chaotic**. Lead management neophytes commonly first focus on eMail campaigning to purchased or built-up lists. The goal is to distribute content to qualified contacts and provide rudimentary leads to Sales.

- **Reactive**. Initial fulfillment creative matures to a content marketing program earning an audience and new contacts from inbound lead capture. Marketing-qualified leads are generated and passed on.

- **Stable**. An operational MLM system shares content and run digital campaigns, nurturing and progressing leads through all digital channels, including indirect business channels such as subsidiaries, distributors, resellers (TCMA).

- **Proactive**. Marketing's role matures from supporting sales transactions to ensuring a customer experience. The necessary functionality is found in more mature MLM solutions or from additional products. Sellers are supported as a vital experience channel and marketing at the account level becomes mission-critical.

- **Predictive**. Over time, the prospect/lead process changes to a more holistic Customer Engagement Management process. Every industry is morphing to an "as-a-service" business model and digital channels will increasingly be used to engage with customers throughout their lifecycle: from initial research through to product use or service consumption.

Whether you are trying to win over consumers to be active in communities and social media, or if you are trying to recruit a business buyer to be a loyal user and advocate, the classical lead generation paradigm for all marketers is going to be replaced by new relationship-based metrics of customer success.

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RESEARCH: WHICH TOPIC IS PRIMARILY DRIVING YOUR INVESTMENT IN MLM AUTOMATION IN 2020?

Topic	Percentage
Improve our eMail marketing campaigns	13.0%
Improve our social marketing campaigns	10.9%
Finding and selling to more new customers	8.8%
Consolidate our content marketing resources	7.5%
Marketing Lead Management process automation	6.7%
Improve overall lead capture and management	6.5%
Ensuring brand and messaging consistency	6.3%
Measuring our marketing ROI and performance	6.1%
Better use of predictive analytics	5.6%
Dissatisfaction with our existing marketing automation vendor	5.1%
Consolidating our customer data management	4.3%
Cloud transformation	4.1%
Consolidating our existing marketing automation systems	3.7%
Establishing relationships with potential buyers early	3.1%
Channel partner management	2.9%
Account-based marketing	2.3%
Increasing our productivity within marketing	1.9%
Others/Don't know	1.0%

N = 1,500 Business Managers with budget responsibilities

- Clear focus on inbound marketing campaigns: eMail and social marketing.
- eMail is still seen as #1 digital channel for leads.
- New customer acquisition is prioritized.
- The leading topics are most likely to be important in neophyte MLM projects
- More mature, or even replacement, MLM buyers will focus on topics like marketing ROI, predictive analytics, and data management consolidation.

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RESEARCH: WHAT ARE/WERE THE TWO MOST SIGNIFICANT BARRIERS FACE/FACED IN ADOPTING MLM AUTOMATION?

Barrier	Percentage
Executive Buy-In	20.0%
Collaboration with Sales	15.5%
Internal acceptance – "turf protection"	13.6%
Measuring the value of the automation investment	13.0%
Skills and resources to operate the software	10.0%
Understanding how to score and manage leads	8.8%
Integrating with other marketing and sales systems	6.5%
Skills and resources to generate sufficient content	4.3%
Data privacy and compliance	3.1%
I see no barriers at the moment	4.3%
Others/Don't know	0.9%

N = 1,500 Business Managers with budget responsibilities

- Organizational issues are the most significant success inhibitors – 20% citing executive buy-in is a serious barrier. Vendors should provide appropriate argumentation in their content marketing.

- Some CMOs struggle to get a role in lead management and must argue with sales about "turf".

- Marketing automation skills and resources (lack of) are also significant success inhibitors:
  - Leveraging the software
  - Creating enough content
  - Understanding lead scoring principles.

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RESEARCH: ARE YOU PLANNING TO IMPLEMENT OR REPLACE YOUR MLM SYSTEM IN THE NEXT 1-3 YEARS?

Category	Percentage
Implement our first system	38.9%
Migrate to a more suitable system	33.4%
Retain our current system	25.3%
Others/Don't Know	2.5%

- 72% of the 1,500 companies surveyed will invest in new MLM software (same figure as in 2018).
- We see the overall MLM market growing at around 10% CAGR, plus another 10% investment in repacement projects.
- Over one half of the projects will be first implementations of an MLM system.
- Vendors involved in these projects need to educate both executives and users to ensure customer success (a variance in topics is noted on page 6).

N = 1,500 Business Managers with budget responsibilities

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RESEARCH: WHAT ARE YOUR TOP THREE PRIORITIES WHEN CONSIDERING AN MLM VENDOR?

Priority	Percentage
Positive Return on Investment for the project	10.6%
Integration with existing systems	10.5%
Increasing sales force productivity	9.2%
Improved accurate forecast capabilities	8.9%
Cost reduction	7.1%
Consolidating the number of vendors we work with	7.1%
Increasing marketing productivity	6.3%
Finding and selling to more new customers	5.8%
Improved social marketing and selling	5.2%
Increased business with existing customers	5.1%
Optimising the customer experience	5.0%
Ensuring brand and messaging consistency	4.7%
Improved transparency in Marketing's contribution to sales success	3.8%
Data privacy compliance	3.6%
Data management consolidation	3.2%
Ease of use for our own staff	2.0%
Improving customer advocacy	1.3%
Others/Don't know	0.6%

- ROI is #1 priority - vendors who can help here will win. First step: which "ROI" is meant: More leads? Faster processing? Better leads? Cost savings?

- Integration (probably to CRM, but also to web/ digital experience system) is key.

- The #3 and #4 priorities relate to the leads provided to sales

- Vendor consolidation is high on the priority list, so a best in class vendor will not always win against an encumbant suite supplier.

N = 1,500 Business Managers with budget responsibilities

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INSIGHTS: TOP MARKET TRENDS 2020

- **Automation of marketing and sales itself.** Marketers are becoming increasingly aware of the potential of chat systems, chatbots and artificial intelligence. Conversational artificial intelligence will automate more and more of the lead-nurturing process itself, reducing cost of sale, allowing companies to create a greater reach, and sellers to focus on the most qualified leads. Technology adoption seems inevitable for cost reasons, but marketers will prefer solutions that enable them to communicate with prospects and customers without appearing "creepy" or robotic.

- **AI, KM, and predictive analytics are features not benefits.** The software industry preens itself on these new technologies, even branding their code (*Einstein*, *Leonardo*, *Sensei*, *Watson*, etc). Business buyers do not care – it is assumed that is what modern software does. They care much more about the outcomes.

- **MLM becomes a platform across all touchpoints of customer experience.** The functions provided by lead management systems are also of increasing importance to other departments and programs in a business: internal communications, customer satisfaction initiatives, customer service or support, and channel management. That increases the installed footprint for MLM providers but also expand the user profiles that they sell to and work with.

- **MLM will become Engagement Management.** Over time, the prospect/lead process will change to a more holistic customer engagement process in many companies. Every industry is morphing to an "as-a-service" business model and digital channels will increasingly be used to engage with customers throughout their lifecycle: from initial research through to product use or service consumption.

  Whether you are trying to win over consumers to be active in communities and social media or trying to recruit a business buyer to be a loyal user and advocate, the classical lead generation paradigm for all marketers is going to be replaced by new relationship-based metrics of customer success.

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INSIGHTS: MLM MATURES

- **MLM is not a technology category.** By firstly describing a business process and asking business managers to name vendor(s) they associate with that process, we have actually collected a <u>vendor landscape</u> – a list of those vendors most likely to be found by potential buyers seeking an automation solution to this business process. The vendor landscape for Marketing Lead Management (MLM) is an interesting mix of Email Service Providers, Marketing Automation vendors and even some describing themselves primarily as Customer Data Platform vendors.

- **Marketing maturity defines the MLM project** With 38% of firms about to invest in MLM for the first time, there is an implicit ranking of project maturity across the landscape. Lead management neophytes commonly first focus on Email campaigning; to purchased or built-up lists and, later, to contact-lists developed from inbound lead capture. Their role is to generate qualified leads for the sales force or promote consumers into loyal communities.

    More mature teams, prompted by industry or professional experience, will have recognized that marketing's role is moving from supporting transactions to supporting experiences. They will need additional functionality to manage relationships and engagement with prospects, and with customers; this functionality is found in some MLM solutions or from additional products.

- **An Engagement Management Landscape is emerging** The landscape already reflects this process change:
    - Nobody uses *Evergage* for pure MLM but, clearly, many are deploying it together with their established MLM platform to improve the customer engagement process.
    - The feedback on *Right On Interactive* increased significantly over the 2018 survey and so did its ratings – that vendor's concept of "Customer Lifecycle Marketing" was less understood a few years ago but is now being found by marketing professional researching on their own terms.
    - *Marketo*'s solution is now called, and deservedly so, Marketo Engage.
    - *Hubspot* offers Sales and Service Hubs in harmony with its Marketing Hub.

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE: THE TOP 15 GLOBAL VENDORS 2020

VENDOR NAME	PRODUCT(S)
ACT-ON SOFTWARE	Act-On Marketing Platform
ADOBE	Adobe Campaign, Adobe Marketing Cloud, Marketo Engage
CREATIO	Marketing Creatio, Studio Creatio
CRMNEXT	CRMNEXT Marketing
EVERGAGE	Evergage Platform
HUBSPOT	Marketing Hub
MARKETO	Marketo Engage, Adobe Marketing Cloud
ORACLE	Oracle Eloqua, Oracle Responsys
PEGASYSTEMS	Pega Marketing, Customer Decision Hub
RIGHT ON INTERACTIVE	ROI Customer Lifecycle Marketing
SALESFORCE	Pardot, Salesforce Marketing Cloud
SALESFUSION	Salesfusion
SAP	SAP Marketing Cloud
SUGAR CRM	CRM for Marketing
ZOHO	Zoho CRM Plus

- Marketo Engage is the B2B solution in Adobe Marketing Cloud; the B2C solution is branded as Adobe Campaign (Adobe acquired Neolane in 2013).
- Salesforce acquired Evergage in February 2020
- SugarCRM acquired Salesfusion in Summer 2019

Other Vendors mentioned outside of the Top 15 or with too few evaluations:

- ADESTRA
- BRANDMAKER
- EMARSYS
- ETRIGUE
- INFOR
- INFUSIONSOFT
- IMPARTNER
- REDPOINT GLOBAL
- SAS INSTITUTE
- SELLIGENT

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE: THE TOP 15 GLOBAL VENDORS 2020 - QUICK FACTS

NAME	STAFF	REVENUE	GROWTH	RI[1]	GOOD TO KNOW
ACT-ON SOFTWARE	350	$ 60 m	20% p.a.	85%	Act-On is spreading its mid-market success to enterprises
ADOBE	23,000	$ 11 b	31% p.a.	93%	Adobe has a strong product portfolio for any enterprise marketing organization
CREATIO	650	< $ 100 m	5% p.a.	93%	Creatio profits from a drive for process management in marketing
CRMNEXT[2]	50	< $ 50 m	20% p.a.	88%	Claims to be the world's most powerful financial CRM
EVERGAGE	100	< $ 50 m	50% p.a.	85%	Evergage helps marketers to personalize the world
HUBSPOT	3,000	$ 630 m	30% p.a.	93%	Hubspot practices what it preaches about "Inbound Marketing"
MARKETO	*Part of the Adobe Oganization*			96%	Marketo Engage continues to flourish within and alongside the Adobe brand
ORACLE	137,000	$ 40 b	90% p.a.	90%	Oracle presents a visionary marketing cloud concept for the modern marketer
PEGASYSTEMS[2]	4,650	$ 890 m	10% p.a.	89%	Pegasystem's Customer Decision Hub users can set up workflows as they desire
RIGHT ON INTERACTIVE	50	< $ 10 m	50% p.a.	92%	Right On Interactive is a platform for customer lifecycle marketing
SALESFORCE	35,000	$ 16 b	20% p.a.	89%	Salesforce Pardot is marketed intensively to Salesforce clients
SALESFUSION[2]	50	< $ 10 m	20% p.a.	92%	Salesfusion is now Sugar Market
SAP	100,330	$ 31 b	15% p.a.	90%	SAP presents a strong vision of driving intelligent enterprise lead management
SUGAR CRM[2]	500	$ 110 m	10% p.a.	87%	SugarCRM powers marketing, sales & services collaboratation over the customer lifecycle
ZOHO[2]	8,500	$ 415 m	20% p.a.	83%	Trust your sales to the CRM trusted by the world

[1] The Research In Action Recommendation Index
[2] These vendors did not provide a direct briefing to the Research In Action analyst

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE: EVALUATION CRITERIA
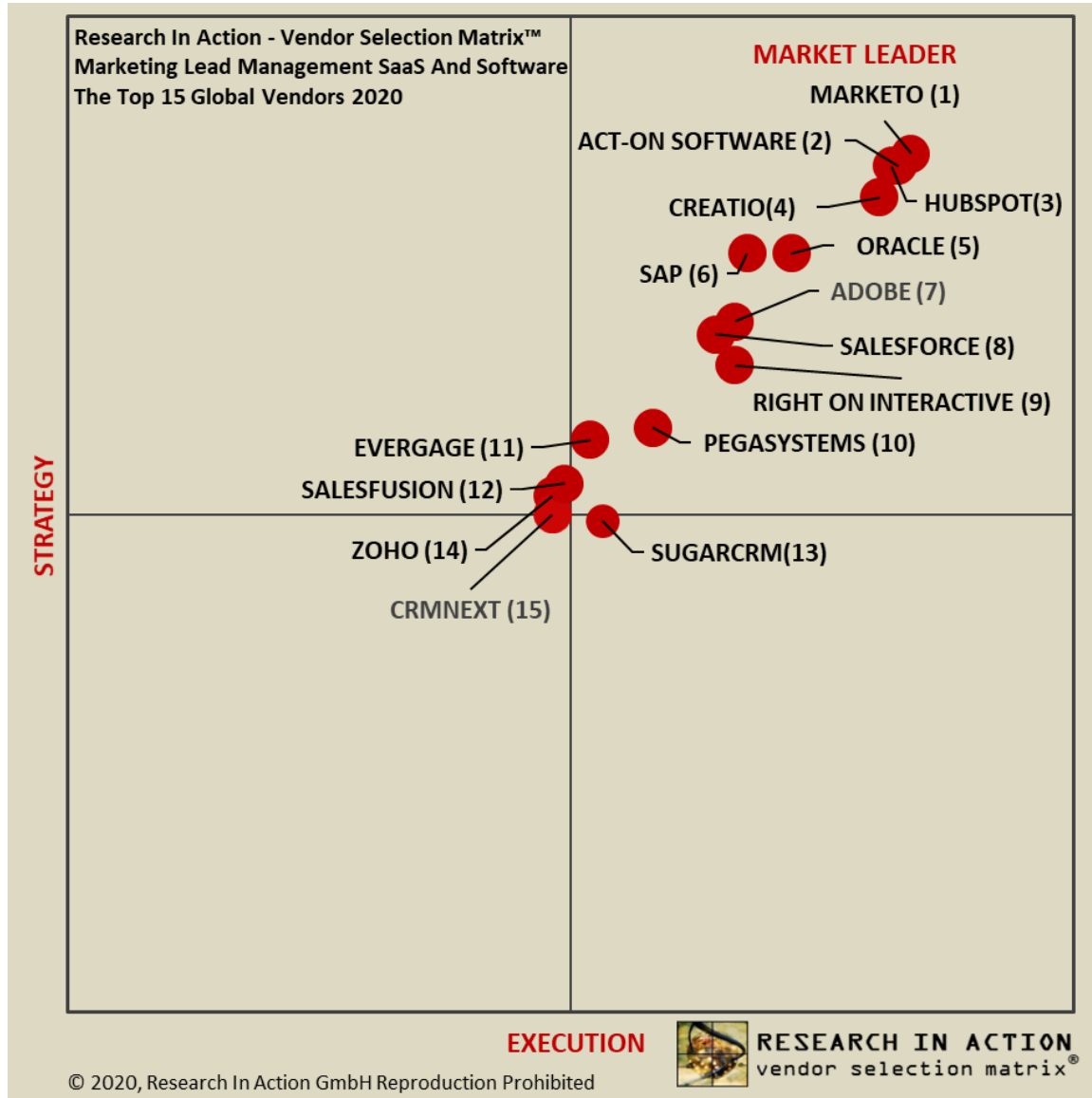
STRATEGY

Vision & Go-To-Market   30%   Does the company have a coherent vision in line with the most probable future market scenarios?

Does the go-to-market and sales strategy fit the target markets and customers?

Innovation & Partner Ecosystem   20%   How innovative is the company?

How is the partner ecosystem organized and how effective is the partner management?

Viability & Execution Capabilities   15%   How likely is the long-term survival of the company in this market?

Does the company have the necessary resources to execute the strategy?

Differentiation & USP   35%   Does the solution have a Unique Selling Proposition (USP) and clear differentiators?

EXECUTION

Breadth & Depth Of Solution Offering   30%   Does the solution cover all necessary capabilities expected by the customers?

Market Share & Growth   15%   How big is the market share and is it growing above market rate?

Customer Satisfaction   25%   How satisfied are customers with the solution and the vendor?

Price Versus Value Ratio   30%   How do customers rate the relationship between the price and perceived value of the solution?

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE: RESULTS

Research In Action - Vendor Selection Matrix™
Marketing Lead Management SaaS And Software
The Top 15 Global Vendors 2020

MARKET LEADER
MARKETO (1)
ACT-ON SOFTWARE (2)
HUBSPOT(3)
CREATIO(4)
ORACLE (5)
SAP (6)
ADOBE (7)
SALESFORCE (8)
RIGHT ON INTERACTIVE (9)
PEGASYSTEMS (10)
EVERGAGE (11)
SALESFUSION (12)
ZOHO (14)
SUGARCRM(13)
CRMNEXT (15)

STRATEGY

EXECUTION

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		STRATEGY	EXECUTION	TOTAL
1.	MARKETO	4.73	4.68	9.40
2.	ACT-ON SOFTWARE	4.70	4.65	9.35
3.	HUBSPOT	4.70	4.64	9.34
4.	CREATIO	4.64	4.61	9.25
5.	ORACLE	4.53	4.44	8.96
6.	SAP	4.53	4.35	8.88
7.	ADOBE	4.39	4.33	8.71
8.	SALESFORCE	4.36	4.29	8.65
9.	RIGHT ON INTERACTIVE	4.30	4.33	8.63
10.	PEGASYSTEMS	4.18	4.16	8.34
11.	EVERGAGE	4.15	4.04	8.19
12.	SALESFUSION	4.06	3.99	8.05
13.	SUGARCRM	3.99	4.06	8.05
14.	ZOHO	4.04	3.96	8.00
15.	CRMNEXT	4.00	3.96	7.96

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Note: Potential numerical deviations due to rounding

VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Marketo Engage continues to flourish within and alongside the Adobe brand

- **General:** Marketo was acquired by Adobe in 2018 and has been fully integrated into Adobe. Adobe recognizes the strength of its brand and continues with the Marketo Engage product branding. Its customer base was over 5,000 at that time. The "Marketing Nation", as it likes to call its user base, is mainly mid to enterprise-size businesses (100 to 1,000 users) in the high-tech, professional services, and financial services sectors. The Marketo Engage SaaS-based solution supports inbound marketing, lead management, ABM, social marketing, event management, marketing ROI reporting, and analytics.

- **Strategy:** Adobe also successfully markets Marketo Engage within its Experience Cloud offering. Marketo Engage now takes advantage of most of the rest of the Adobe products such as analytics and content (or experience) management. Marketo was one of the pioneers of the digital lead management process and continues to educate the market with strong content marketing programs. The company has extensive sales and service resources internationally, as well as an extensive network of Marketo partners, including marketing agencies. Half of the current 74 Marketo partners have offices in Europe (though mainly UK).

- **Execution:** Marketo Engage is sold direct and indirect through the Adobe sales organization. There is also a large community of experienced Marketo users that tend to promote the software as they move from company to company. We estimate that Marketo Engage has added another 20% to its customer base in the meantime. As well as being the overall global winner in the survey, the respondents also score the Marketo brand highest in the Customer Satisfaction category and Marketo users generally feel a sense of community.

- **Bottom Line:** Marketo Engage will continue to profit from Adobe's extensive technology roadmap and provide a modern customer engagement platform and many Marketo Engage users integrate with Adobe modules across their corporation. Overall, customers and partners are extremely happy with the breadth and depth of the company´s solution, and the vendor earned an outstanding 96% Recommendation Index. The Marketo brand also scored a remarkable 5 out of 5 for the Innovation and Partner Ecosystem category.

STRATEGY	RESULT
Vision & Go-To-Market	4.50
Innovation & Partner Ecosystem	5.00
Viability & Execution Capabilities	4.75
Differentiation & USP	4.75
	4.73

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.75
Market Share & Growth	4.75
Customer Satisfaction	4.75
Price Versus Value Ratio	4.50
	4.68

RESEARCH IN ACTION Recommendation Index **96%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Act-On is spreading its mid-market success to enterprises

- **General:** Founded in 2008 and based in Portland, OR, USA, Act-On has more than 4,000 customers globally. It continues to be a favored vendor to replace failed first-generation MLM projects. In 2019, it re-architected its SaaS solution, modernizing the user interface, as well as improving scalability and performance to become even more interesting to larger enterprises. Act-On focuses its messaging on the financial services, manufacturing and high-tech sectors, with industry-specific packaging and accelerators (templates) for rapid onboarding and time to value.

- **Strategy:** Act-On sells direct from its offices in the US and UK, plus indirectly through nearly 100 partners, including 20 in EMEA. One of its competitive differentiators is the pricing strategy; being based upon the volume of only the active contacts maintained, not all contacts in the database. An active contact is one you are actively emailing with the software and that can vary each month.

- **Execution:** For its target markets, the vendor deploys sales playbooks and industry-specific agencies. It has dedicated content marketing and events for each industry. As well as a direct sales programs, Act-On leverages the partner ecosystems of leading players of adjacent markets like Microsoft, NetSuite and SugarCRM and has some lucrative white-label distribution agreements in specific industries. The survey respondents scored the vendor high for customer satisfaction but they also, recognizing the policy described above, scored it highest of all in the category Price versus Value.

- **Bottom Line:** Act-On fits best-of-all to the needs of mid-sized businesses (marketing team up to 75, revenues between $ 10 million - $ 1 billion, helping these clients mature from email marketing, through multi-channel campaigning, to ultimately become "Adaptive Marketing Pros" with complete MLM processes incorporating sales and marketing. solutions. The survey respondents specific to Act-On allocated it an impressive 95% Recommendation Index.

STRATEGY	RESULT
Vision & Go-To-Market	4.75
Innovation & Partner Ecosystem	4.50
Viability & Execution Capabilities	4.75
Differentiation & USP	4.75
	4.70

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.75
Market Share & Growth	4.50
Customer Satisfaction	4.50
Price Versus Value Ratio	4.75
	4.65

RESEARCH IN ACTION Recommendation Index **95%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Hubspot practices what it preaches about "Inbound Marketing"

- **General:** Still managed by the founders, Hubspot is the most successful provider of MLM software to small-medium businesses (10-2,000 employees) with 65,000 customers. Originally providing a feature-rich Marketing hub solution, Hubspot now offers Marketing, Service and Sales software suites catering to all company sizes – Hubspot now has over 8,000 enterprise customers. Already, 20% of its revenue is from Sales and Service.

- **Strategy:** The company wins and grows its business through a freemium business model; where customers upgrade from a basic to the suite solution, and then to a full platform with a myriad of partner solutions as they mature in their usage of the software. 60% of their revenue comes from companies who started with the free version. Their CRM platform is completely free and they claim it is being used by some 70,000 teams. With an average contract value of $ 10,000 per customer, there is plenty of business opportunity outstanding.

- **Execution:** Practicing what they preach, inbound marketing dominates Hubspot's sales strategy (33% of prospects are won through "word of mouth", a further 26% come from Google). They sell 70% directly and 30% through business partners around the world (40% of their business in outside the US). This includes cross-selling, with 30% of their customers now with two suites and 5% with all three. On a 35% CAGR track, 2019 revenues were $ 630 million. In our survey, Hubspot has the highest score for the Customer Satisfaction category amongst all competitors.

- **Bottom Line:** Hubspot prevails as a major innovator, educator, and supplier in this market sector. This is recognized by its market cap of $ 4.9 billion and the fact that over 26,000 people attend their annual conference, reflecting its position as a thought leader in the marketing world. Their product roadmap hints at more hubs of software and a marketplace. The vendor considers itself to still be in its "early innings of growth", citing the gulf between their 65,000-customer base and the over 3 million SMBs that have websites. The vendor's Recommendation Index is an impressive 93%.

STRATEGY	RESULT
Vision & Go-To-Market	4.75
Innovation & Partner Ecosystem	4.50
Viability & Execution Capabilities	4.75
Differentiation & USP	4.75
	4.70

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.75
Market Share & Growth	4.50
Customer Satisfaction	4.75
Price Versus Value Ratio	4.50
	4.64

RESEARCH IN ACTION Recommendation Index **93%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Creatio profits from a drive for process management in marketing

- **General:** Formerly know as bpm'online, Creatio offers a process management platform for companies to set up their desired MLM system rapidly, often delivered by one of the 700 business partners spread over 35 countries. It sells to thousands of medium and large enterprises in the financial services, technology, professional services and scientific sectors. Founded in 2002, it has 650 employees in offices in the US, UK, Australia and Singapore.

- **Strategy:** The company stresses a paradigm of the "citizen developer", just as anybody is now able to take great photographs with their smartphone. It provides a starting platform for sales, service and marketing professionals plus a Studio product to complete the workflows and a marketplace with hundreds of connectors and utilities. The proposition is that the solution is easier to set up, gain user-adoption, and integrate with other systems than MLM application software - because users are basically implementing a workflow automation system designed to their specific process needs and in their business terms. Half of the Creatio sites support a more complex B2B2C scenario - not a standard functionality for many MLM solutions.

- **Execution:** The Creatio roadmap promises more of the same around CRM, plus expansions to the ecosystem, partner community and in customer success resources. In our survey, Creatio achieved the highest score in our survey for the Price versus Value category amongst all competitors.

- **Bottom Line:** As Creatio speaks the language of business, not a software vendor, it appeals to many business professionals facing the challenges of digital and consumerization. It has thousands of customers, hundreds of partners and dozens of application templates in its online marketplace. There are many companies who will prefer this low-code approach, set up by their own dedicated IT teams as opposed to installing larger bulky packaged software applications. The vendor's Recommendation Index is an impressive 93%.

STRATEGY	RESULT
Vision & Go-To-Market	4.50
Innovation & Partner Ecosystem	4.75
Viability & Execution Capabilities	4.50
Differentiation & USP	4.75
	4.64

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.75
Market Share & Growth	4.25
Customer Satisfaction	4.50
Price Versus Value Ratio	4.75
	4.61

RESEARCH IN ACTION Recommendation Index **93%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Oracle presents a visionary marketing Cloud concept for the modern marketer

- **General:** Oracle is one of the largest software providers in the world, headquartered in California, and its MLM software is used by many enterprises who have large contact databases and moderate-to-sophisticated requirements. Oracle's Cloud-based Eloqua solution has a wide range of B2B multichannel lead management capabilities. Now well integrated with Oracle's Marketing Cloud Suite, Eloqua can also work with other CRM systems, such as Salesforce.

- **Strategy:** Part of Oracle's customer experience umbrella, Oracle Marketing Cloud helps marketers understand, acquire, and retain customers with connected data and intelligence, all with one solution. The solution consists of several products acquired over the last years: Eloqua, Responsys, BlueKai, Maxymiser, Infinity, and Content and Experience. Oracle continues to present a visionary marketing Cloud concept for the modern marketer with a clear focus on the enterprise market, but it is presented often by Oracle general salespeople.

- **Execution:** The Marketing Cloud Suite is sold direct and indirect through the Oracle sales organization and its partners. Oracle has extensive sales and service resources across the globe. As one of the few MLM vendors also providing data as a service (Oracle Data Cloud), it stresses the need for strong lead augmentation, data cleansing and data deduplication capabilities, as well as functional audience selection.

- **Bottom Line:** The survey results for Oracle are much improved over the 2018 MLM survey where Eloqua users were clearly quite dissatisfied with support and enhancement continuity after the Oracle acquisition of Eloqua. Generally considered to be a sophisticated MLM solution, even hard to use and overly complex, there is also a large community of experienced Eloqua users that tend to promote the software as they move from company to company. While improved, the survey scores for customer satisfaction and innovation are still not stellar and pricing, contracts and total cost of ownership concerns still prevail. The Recommendation Index of 90% reflects this reaction.

STRATEGY	RESULT
Vision & Go-To-Market	4.75
Innovation & Partner Ecosystem	4.25
Viability & Execution Capabilities	4.50
Differentiation & USP	4.50
	4.53

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.50
Market Share & Growth	4.50
Customer Satisfaction	4.25
Price Versus Value Ratio	4.50
	4.44

RESEARCH IN ACTION Recommendation Index **90%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

SAP presents a strong vision of driving intelligent enterprise lead management

- **General:** SAP is one of the largest software providers in the world, headquartered in Germany, and its MLM functions are in the Cloud-based SAP Customer Experience CRM product portfolio and offered as part of SAP Marketing Cloud, with a strong customer base in the high tech, manufacturing, utilities, and professional services sectors.

- **Strategy:** The SAP marketing functions are promoted as part of the overall CRM Cloud story managed by SAP's Customer Experience organization. Its lead management functions support a holistic view into a customer's profile, with supplemental data points delivered from other SAP Customer Experience Cloud products (e.g., SAP Customer Data Cloud, SAP Sales Cloud, SAP Service Cloud and SAP Commerce Cloud). The SAP MLM software also integrates with other third-party applications.

- **Execution:** SAP presents a strong vision of driving intelligent enterprise lead management through dynamic, trusted customer profiles, insight-driven planning and performance, optimized in the moment, orchestrated at scale, and deeply connected across marketing, sales and commerce. The SAP Marketing Cloud Suite is sold direct and indirect through the SAP sales organization and its partners, with extensive sales and service resources across the globe. Nearly half of the current SAP Marketing Cloud customer base is in Europe where enterprises tend to work with local system integrators to complete their customized solution with SAP software.

- **Bottom Line:** The company differentiates itself by its strong customer data foundation and embedded analytics and intelligence capabilities and will continue to be a strong platform for application system integrators who understand the needs of their clients and set up appropriate business solutions. It has a comprehensive open software partner ecosystem to complete almost any business solution. The vendor offer a broad set of delivery options through a simple pricing and packaging approach with full support from services and infrastructure. The Recommendation Index for SAP is a modest 90%.

STRATEGY	RESULT
Vision & Go-To-Market	4.75
Innovation & Partner Ecosystem	4.25
Viability & Execution Capabilities	4.50
Differentiation & USP	4.50
	4.53

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.50
Market Share & Growth	4.00
Customer Satisfaction	4.50
Price Versus Value Ratio	4.25
	4.35

RESEARCH IN ACTION Recommendation Index **90%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Adobe has a strong product portfolio for any enterprise marketing organization

- **General:** Adobe is the largest vendor focused on marketing software in the world, headquartered in California, and its MLM functions are offered within the Experience Cloud: the separately-branded Marketo Engage for pure B2B organizations and Adobe Campaign, based on its older Neolane acquisition for B2C and B2B2C organizations. its Cloud-based multichannel marketing hub solution. Marketo Engage is profiled separately in this report. Adobe Campaign unites content creation and data analytics with cross-channel execution capabilities. It leverages access to a common set of audience data that users can share and enrich across other Adobe applications within Adobe Experience Cloud.

- **Strategy:** Adobe is already the traditional preferred vendor for content creation for most B2C companies and many B2B organizations and has the resources and strategy to build out this position in all areas of marketing process automation. It has grown via acquisitions and now gathers all its products together under the Cloud metaphor, having systematically converted its product lines and business model to SaaS in the last years.

- **Execution:** Adobe has a strong product portfolio for any enterprise marketing organization and an extensive partner ecosystem of system integrators and, most importantly, marketing agencies. It has an extensive sales and service organization worldwide. Adobe Campaign is most successful with global enterprises and upper-midmarket organizations across a range of industries.

- **Bottom Line:** Adobe has added important MLM features such as predictive email send times and other predictive capabilities to Adobe Campaign through 2019. B2C marketers seeking a marketing hub that includes native integration with analytics, advertising and creative applications should consider Adobe. However, Adobe deployments can be relatively expensive and implementation complexity often means hiring professional services teams to support an implementation and further raising costs. The Adobe Recommendation Index is an impressive 93%.

STRATEGY	RESULT
Vision & Go-To-Market	4.00
Innovation & Partner Ecosystem	4.50
Viability & Execution Capabilities	4.75
Differentiation & USP	4.50
	4.39

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.50
Market Share & Growth	4.25
Customer Satisfaction	4.25
Price Versus Value Ratio	4.25
	4.33

RESEARCH IN ACTION Recommendation Index **93%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Salesforce Pardot is marketed intensively to Salesforce clients

- **General:** Salesforce is the largest vendor focused on customer relationship software in the world, headquartered in California, and its MLM functions are found in the Pardot solution provides multichannel lead management functionality, including email marketing, landing pages, content, embedded AI, lead augmentation, lead scoring, lead nurturing and qualification, and lead routing. Pardot has the most traction in mid to large enterprises and is strongly represented presence in the high tech, financial services, manufacturing, and professional service sectors. Salesforce also offers specific vertical solutions for financial services, healthcare and life sciences.

- **Strategy:** Salesforce Pardot is mostly sold in conjunction with other Salesforce Sales Cloud applications. Or to the Salesforce Marketing Cloud applications support programmatic advertising (Advertising Studio), mobile marketing (Mobile Studio), and social media marketing and management (Social Studio). Pardot does not offer other CRM integrations as standard, customers requiring that must integrate via the MuleSoft product.

- **Execution:** The Salesforce Cloud Suites are sold direct and indirect through the Salesforce sales organization and its partners, with extensive sales and service resources across the globe. Pardot is marketed intensively to Salesforce clients with the argument that the integration between it and Salesforce SFA is native, easier, and superior. The Pardot offering can also be enhanced through the availability of over 1000 marketing apps on the Salesforce App-Exchange. It has also now been enhanced by the Feb 2020 acquisition of Evergage.

- **Bottom Line:** Salesforce Pardot will prevail as a leading MLM solution, albeit within the Salesforce user community. However, many of the more modern marketing functions tend to be part of other Salesforce products and not incorporated into the older Pardot product. Pardot pricing is edition-based which includes a limited number of database contacts. Licensing the necessary add-ons such as Salesforce Engage, Marketing Cloud, or analytics increase the total cost of ownership; so does adding more contacts. The Recommendation Index for Salesforce is a modest 89%, probably due to the TCO.

STRATEGY	RESULT
Vision & Go-To-Market	4.25
Innovation & Partner Ecosystem	4.00
Viability & Execution Capabilities	4.75
Differentiation & USP	4.50
	4.36

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.50
Market Share & Growth	4.00
Customer Satisfaction	4.25
Price Versus Value Ratio	4.25
	4.29

RESEARCH IN ACTION Recommendation Index **89%**

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VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Right On Interactive is a platform for customer lifecycle marketing

- **General:** Right On Interactive (ROI) first released its MLM solution as a "customer life-cycle marketing system" in 2013, promising to help clients win, retain, and grow their customers for maximum lifetime value. Instead of inbound marketing and lead management, ROI talked about data integration and advanced segmentation abilities. The offering resonated with companies having a more sophisticated understanding of marketing, typically companies with an ongoing subscription-based business model. ROI is headquartered in the US, has several hundred clients and its Saas-based business is now growing at around 50%.

- **Strategy:** ROI now has support for multichannel marketing; analytics for sales, marketing, financial, and service/support users as well as executives; and processes multiple life-cycle use cases such as onboarding, cross-selling/upselling, and managing at-risk customer churn. The message is still that lead management is just part of the customer lifecycle. The ROI platform tends to spread out in a client account as new departments connect to the system, so they are able to grow their annual contract value (ACV) over time in most cases.

- **Execution:** In addition to direct sales, ROI works with several specialized resellers in sectors like credit unions and healthcare and plans to add marketing agencies to its partner list. In sales scenarios, ROI always pushes to present to many more stakeholders in the company than a typical MLM vendor addresses, to emphasis their holistic, lifecycle, approach. It is planning to offer a CRM-like platform to collate customer demographic and behavior data as an extension to its offering.

- **Bottom Line:** ROI is enjoying an uncommon phenomenon in the software industry: a market catches up with a vendor. The vendor's ideal customer profile of medium/large enterprises with a subscription business is now a target growing each year as whole industries adopt "as-a-service" and look for lifecycle marketing solutions or even engagement management. The survey respondents scored ROI's product breadth and depth relatively high and the Right On Interactive Recommendation Index is an impressive 92%.

STRATEGY	RESULT
Vision & Go-To-Market	4.50
Innovation & Partner Ecosystem	4.50
Viability & Execution Capabilities	3.75
Differentiation & USP	4.25
	4.30

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.50
Market Share & Growth	3.75
Customer Satisfaction	4.25
Price Versus Value Ratio	4.50
	4.33

RESEARCH IN ACTION Recommendation Index **92%**

RESEARCH IN ACTION vendor selection matrix®

VENDOR SELECTION MATRIX™ – MARKETING LEAD MANAGEMENT SAAS AND SOFTWARE

Evergage helps marketers to personalize the world

- **General:** Founded in 2010, Evergage has gained significant traction among marketing organizations in the retail, technology and financial services sectors because it empowers non-technical users to leverage robust data and analytics functionality. The vendor has 100 employees and 250 customers, mostly in North America and Europe. It is enjoying a 50% growth rate as more and more marketers strive to personalize their website renditions email campaigns, mobile apps, and lead generation activities by licensing Evergage 1 as an add-on to their current MLM, and/or web experience, and email marketing platforms.

- **Strategy:** The vendor appears in multiple analyst research categories like ABM, CDP, and Personalization Engines, as the Evergage 1 platform does use machine learning to build unified customer profiles and predictive scores and deliver expriences. But it also cleverly positions itself as enhancing various marketing functions such as e-commerce, demand-gen, ABM, content publishing, and customer success. Its message is "personalizing the world", revising the decade old, but still not yet realized, dream of one-to-one marketing. For that reason, in the context of MLM, it is mostly bought by experienced users of Marketo, Eloqua and Pardot seeking that 1-to-1 customer engagement.

- **Execution:** Evergage presents its solutions by industry as well and the software is often licensed direct by marketing users. It also wins significant strategic projects in companies investing in ABM or Customer Data Platforms. The vendor is highly-rated for ease of deployment. Evergage also has a rich ecosystem of service and affiliate partners.

- **Bottom Line:** An exciting newbie on the MLM block, Evergage has earned its place in this survey because it is being found and deployed by marketing professionals searching for more functionality to optimize their ongoing engagements with buyers and customers. Although designed for use by non-technical users, the product does assume knowledge of marketing concepts like A/B testing and lead scoring, but this is not always the case even in experienced marketing teams, so Evergage can sometimes be perceived as difficult to use. The Recommendation Index of 85% probably reflects this reaction.

STRATEGY	RESULT
Vision & Go-To-Market	4.25
Innovation & Partner Ecosystem	4.00
Viability & Execution Capabilities	4.50
Differentiation & USP	4.00
	4.15

EXECUTION	RESULT
Breadth & Depth Of Solution Offering	4.00
Market Share & Growth	4.25
Customer Satisfaction	4.00
Price Versus Value Ratio	4.00
	4.04

RESEARCH IN ACTION Recommendation Index **85%**

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THE RESEARCH IN ACTION GMBH VENDOR SELECTION MATRIX™ METHODOLOGY

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