

VENDOR SELECTION MATRIX™ MARKETING OPERATIONS SOLUTIONS

The Top Vendors 2024

August 2024

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RESEARCH IN ACTION
independent research & consulting

THE RESEARCH IN ACTION MARKET IMPACT



Vendor Selection Matrix™: The right mix makes all the difference
63% customer evaluations (typically based on 1,000 interviews per report) + **37% analyst's judgement = 100% success**

FOREWORD

Every year, Research In Action surveys 10,000+ enterprise IT and business decision makers to gain insights on strategy, investments and ongoing challenges of technology innovation in the IT and Marketing Automation realm. These surveys give us access to a wealth of direct and unfiltered feedback from the buyers. It also helps us to understand how buying decisions are made in today's business environment. The Vendor Selection Matrix™ is a primarily survey-based methodology for vendor evaluation where 63% of the evaluation is based on a survey of enterprise IT or business decision makers and 37% on the analyst's judgement. The analyst's input is fed by a combination of intensive interviews with software or services vendors and their clients, plus their informed, independent point-of-view as an analyst. All of this combines to make Research in Action **Vendor Selection Matrix™ reports so unique**. This approach is one of the key differentiators of Research In Action in market research. For this report we interviewed 1,000 business managers with budget responsibility in enterprises globally. We selected those vendors which achieved the best evaluations scores from the buyers but disregarded those with fewer than 15 evaluations.

More and more enterprises are deploying Marketing Operations (MOPS) staff, sometimes as a centralized department even, to manage their marketing technology, customer data and to monitor and report on campaign or marketing performance. Now, while MOPS staff operate the installed martech solutions, they often need additional tools to be able to automate their own processes. To discover what tools are being used, we defined the concept of MOPS in our interviews and asked about the vendors being used for these processes.

The resulting vendor landscape is a broad mix of vendors with a wide variety of claims in helping MOPS increase effectiveness. Curiously, several of these vendors do not even talk about MOPS, let alone Marketing, in their own promotion.

This report provides you with a useful guide to important MOPS trends, preferences and challenges; names the Top vendors as selected by 1,000 users based upon product, company and service quality; and will help you make an informed decision regarding which vendors could best fit your requirements. This information can then be used for a more detailed evaluation.

Enjoy reading it and reach out if you have questions. I know more than I wrote here.

Always keeping you informed! **Peter O'Neill**



Peter O'Neill

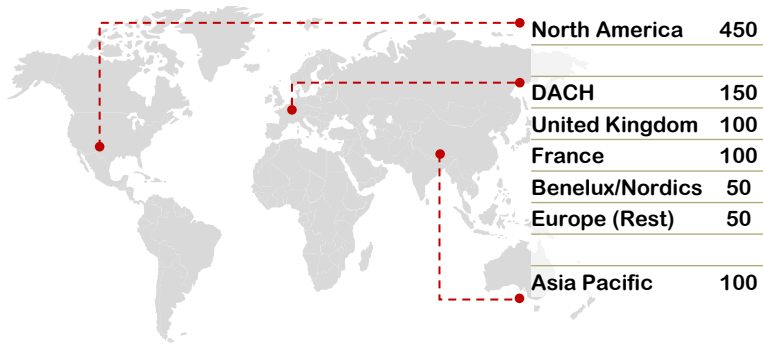
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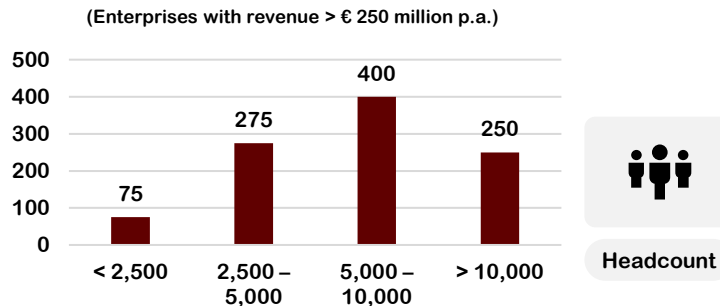


SURVEY DEMOGRAPHICS: MARKETING AUTOMATION IN ENTERPRISES

Country Breakdown



Company Size Breakdown



Industry Breakdown

Energy	100
Financial Services	175
Government & Non-Profit	50
Life Sciences	100
Manufacturing	250
Technology, Media & Telecoms	125
Consumer Packaged Goods & Retail	75
Professional Services	50
Travel & Transportation	75
Total	1,000

Job Title Breakdown

Business Unit Marketing Executive	117	Chief Digital Office	49
Corporate Marketing Executive	113	Sourcing/Vendor Management	45
VP /Director Marketing Operations	103	COO	33
VP/Director Demand Generation	99	Chief Sales Officer	21
VP/Director Channels	87	CFO	19
VP/Director Sales	81	Total	1,000
VP/Director Marketing Analytics	72		
Channel Sales Operations	57		
VP/Director Marketing Technology	53		
CIO/CTO	51		

All Research in Action surveys are gender neutral and 100% confidential.



75,000+
Data Points



1,000
Marketing and Business Managers



37%
Analyst's Opinion



63%
Survey Results

The Vendor Selection Matrix™ Evaluation Methodology:

The basis of our competitive vendor evaluation reports is always an extensive buyer survey.

We then select those vendors which achieved the best evaluations scores from the buyers but disregard those with fewer than 15 evaluations.

The final matrix scores are a combination of the survey results, vendor input and analyst's opinion.



WHAT IS MARKETING OPERATIONS?

- The concept of Marketing Operations (MOPS) has emerged in recent years as many companies assign specialists to oversee an organization's marketing programs, campaign planning and annual strategic planning. They also manage processes such as technology and performance measurement, plus reporting and data analytics. Three quarters of the enterprise marketing organizations surveyed have a MOPS function, but these specialists are not necessarily all in one department – just 21% have centralized their MOPS staff for operational efficiency.
- According to the *2023 Martech Salary and Career Survey**, the most common responsibility in MOPS is “researching and recommending marketing technology products” (81%). The next four responsibilities are
 1. Train and support marketing staff on using marketing technology (martech) products (80%).
 2. Design and manage internal workflows and processes (78%).
 3. Integrate marketing technology products with each other (77%).
 4. Operate marketing technology products as an administrator (73%).Monitoring data quality (64%), architecting the overall martech stack (63%), integrating with non-martech systems (63%), consolidating duplicative martech (63%), and monitoring martech performance and SLAs (61%) round out the top 10 responsibilities for MOPS professionals.
- In summary, MOPS oversees the entire marketing tech stack. From streamlining the workflows and automating marketing tasks, to improving productivity, and analyzing customer data, they do it all.

* See <https://chiefmartec.com/wp-content/uploads/2023/04/2023-MarTech-Salary-Career-Survey-final.pdf>



WHAT ARE MARKETING OPERATIONS SOLUTIONS?

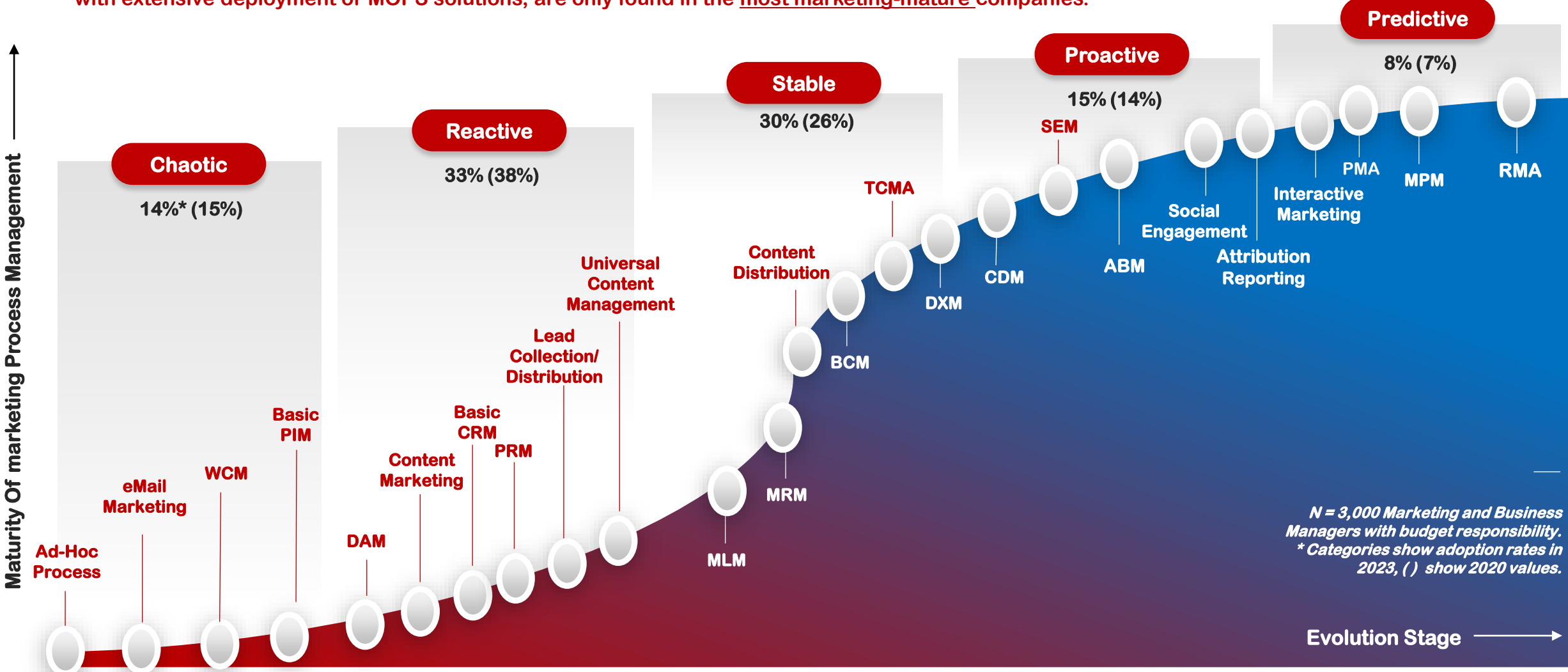
Marketing Operations Solutions are software tools that can support the MOPS organization or function in their work, tools such as:

- **Marketing Resource Management.** Some enterprises have their own “ERP for Marketing” installed to plan all resources required to operate marketing including people, money, digital assets, customer data.
- **Marketing Work Management.** A threat to marketing effectiveness is casual users making errors when using the martech products – to set up events, define campaigns, etc.. This can be mitigated by serving a work management tool as an interface to those users; the tool then populates the background martech products as an automated process. Some enterprises use low-code workflow generators to achieve this.
- **Marketing Portfolio Management.** The strategic process of overseeing/optimizing a collection of marketing initiatives, products, or services to achieve business objectives and maximize performance.
- **Workforce Collaboration.** Some MOPS teams manage very complex marketing projects where one or more external agencies are involved. This is often the fact for content marketing or event management.
- **Marketing Process Management.** Similarly, the process itself can be very complex, involving many external parties, such as content proofing especially in regulated industries.
- **Reporting and Analyzing MOPS Data.** Collecting and providing insights on how effective are the marketing programs, campaigns and investments.



MARKETING PROCESS MATURITY S-CURVE 2024

Our surveys and consulting work enable us to continually assess the maturity of marketing organizations (combination of organization, process and technology) and we observe these five phases. **MOPS staffing begins when an organization is in the Stable phase. Organizations with extensive deployment of MOPS solutions, are only found in the most marketing-mature companies.**



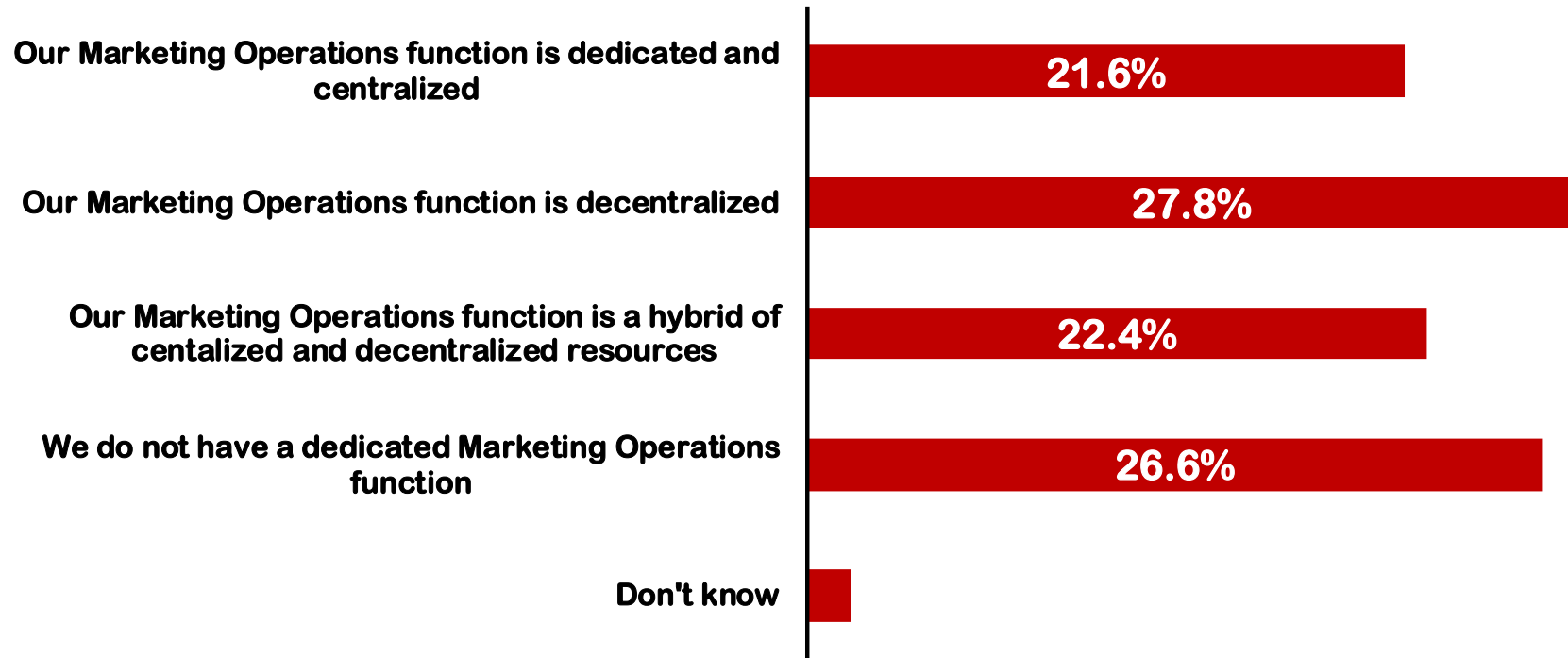
*N = 3,000 Marketing and Business Managers with budget responsibility.
* Categories show adoption rates in 2023, () show 2020 values.*

All acronyms are defined in the report Appendix



RESEARCH IN ACTION
vendor selection matrix®

RESEARCH: THE MOPS FUNCTION IS SOMEWHAT CENTRALIZED IN MOST COMPANIES



N = 1,000 Enterprise and Business Managers with budget responsibilities.

Question:
How is your Marketing Operations function set up in your company?

Close to 75% of the companies surveyed already have a MOPS function in place.

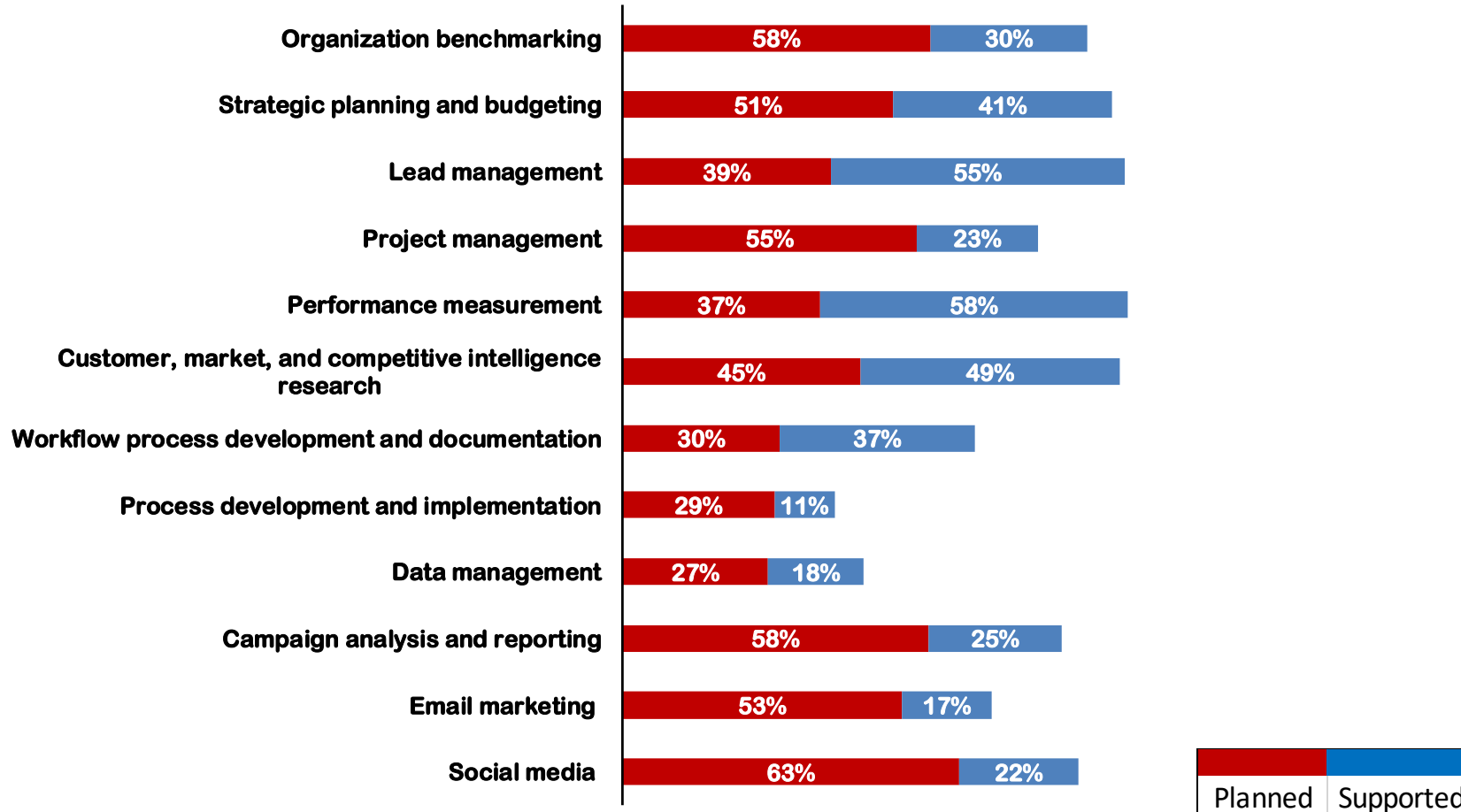
This varies from having some specialists around that do the MOPS activities, to a dedicated MOPS department of specialists providing shared services across Marketing.

The degree of MOPS centralization varied across the three regions we surveyed.

- In North America, 40% described their MOPS function as decentralized (26% do not have MOPS, same as the global number).
- In EMEA, the hybrid option was selected by 36% (again, the no-MOPS share was similar).
- In Asia-Pac, 39% stated that they have no MOPS function.



RESEARCH: MOPS DOES MANY THINGS, WITH MORE TO COME



N = 864 Enterprise and Business Managers with budget responsibilities.

Question:
Which of the following processes are currently supported, or planned to be, by the Marketing Operations function?

The expectations of MOPS functions is extremely high. The survey respondents were given a list of 17 processes and asked if their MOPS function supports the process currently or plan to do so.

Most (11) of the processes were selected as significant. Social media, organizational benchmarking, campaign analysis and project management are the processes with the highest “planning to support” responses.

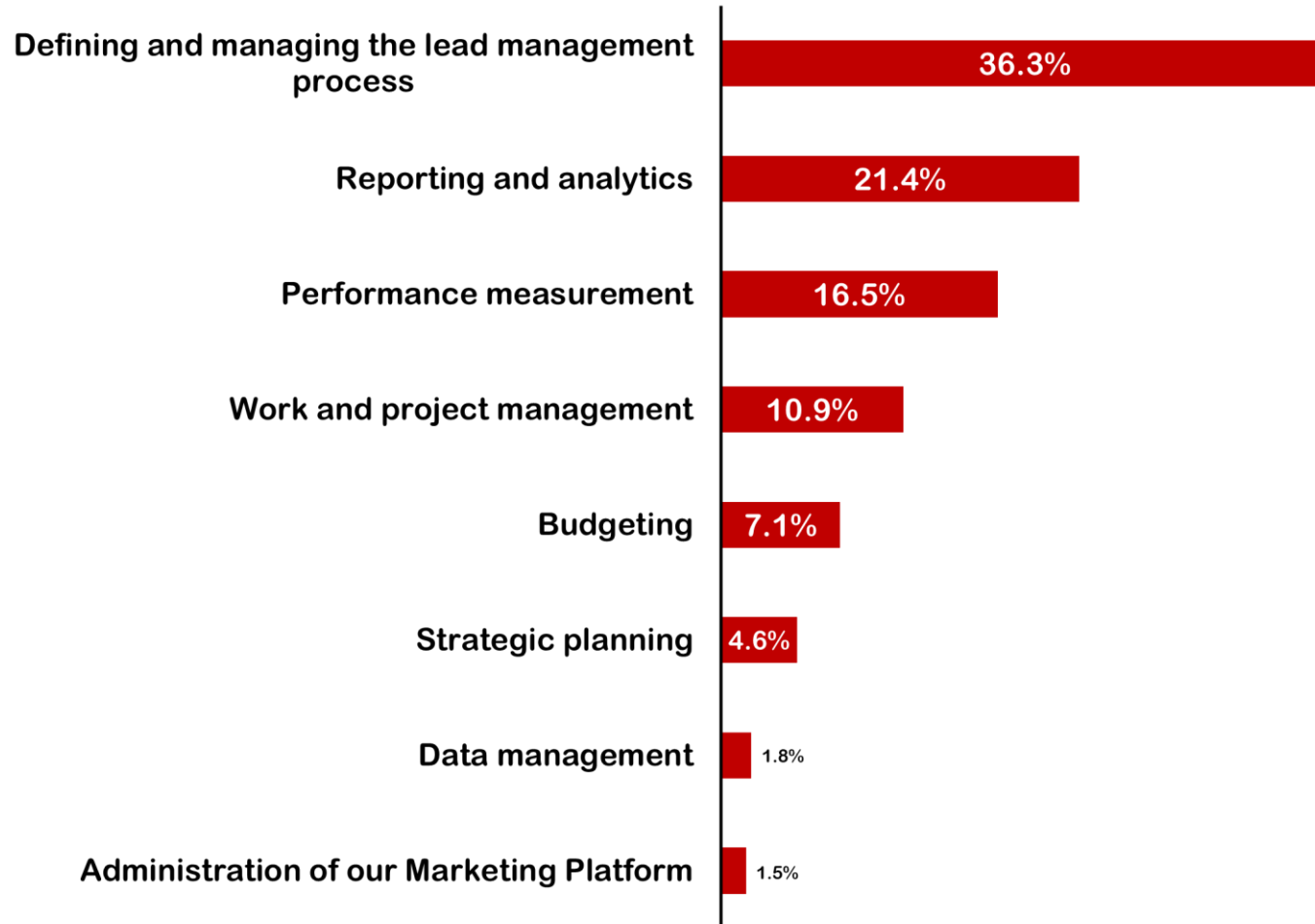
Buyers are most likely to engage with those vendors whose messaging addresses these priorities.

Five processes scored 84% or more as “not needed today”:

- MQL nurturing
- Brand strategy
- Copy writing
- BDR team management
- Marketing campaign ideation



RESEARCH: MOPS REASON FOR BEING ARE CLEARCUT



The survey respondents were asked to name the most important responsibility for MOPS in their view.

Although the foremost MOPS function is martech operations, no respondent wanted to name that as the most important responsibility. Instead, the lead management process was selected by well over one third.

Also significant are Reporting/Analytics, Performance Measurement, and Work/Project Management.

Buyers are most likely to engage with those vendors whose messaging addresses these motivations.

N = 945 Enterprise and Business Managers with budget responsibilities.

Question:
Which of the following options do you consider to be the most important responsibility for the Marketing Operations function?



INSIGHTS: TOP MOPS MARKET TRENDS 2024



MOPS will shift its focus from operating the MAP to more focus on CDM.

Perhaps the most important emerging priority in marketing operations is the use of data to inform and improve every aspect of a marketing plan, from budgeting and resource allocation to campaign design and measurement. Data-driven marketing operations will help identify the most effective target audiences, segment them based on their behavior and preferences, personalize messaging/offers, and track and analyze results to optimize ROI.

To achieve this, a robust customer data management platform is needed with a clear data governance framework, plus a culture of data literacy and curiosity across the marketing team.



MOPS teams are adopting work management solutions or low-code workflow generators to simplify the martech stack.

MOPS organizations are getting good at adopting tools to streamline and simplify workflows, reduce human errors, and increase efficiency and productivity. The tools help to automate repetitive and tedious tasks, such as email marketing, event planning, lead generation, nurturing and scoring, social media posting, and reporting.

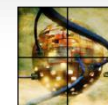
Automation also ensures that marketing messages and actions are consistent across various channels and customer touchpoints, maintaining brand integrity across multiple channels. And they free up marketing teams to focus on strategic and creative activities and increase efficiency and productivity.



Most MOPS solutions are not presented as marketing solutions by the vendors.

Most work management solutions and low-code workflow generators are mostly sold as horizontal software tools; to be deployed in any business department. Some of the vendors named in our survey for MOPS do not even mention the “marketing” use case as a solution in their literature. They are probably adopted by MOPS because it is the company standard for work management.

However, those vendors who personalize their marketing content best – by documenting and empathizing with MOPS challenges will have more success in marketing-led buyer teams.



VENDOR SELECTION MATRIX™

MARKETING OPERATIONS SOLUTIONS



These are the Top vendors and/or brands selected by 1,000 users from buyer companies in the context of Marketing Operations, based upon product, company and service quality.

VENDOR NAME	SOLUTION
ACTIVECAMPAIGN	ActiveCampaign
ADOBE	Adobe Experience Cloud, Adobe Workfront
AIRTABLE	Airtable for Marketing
ASANA	Asana
ATLASSIAN	Atlas, Confluence, Trello, Jira Work Management, Jira Service Management
CLICKUP	ClickUp Productivity Platform for Marketing
FILESTAGE	Filestage Online Proofing Software
KISSFLOW	Kissflow Low-code Platform
MONDAY	Monday Work Management for Marketing
NINTEX	Nintex Platform for Workflow Automation, Process Management
OPTIMIZEZY	Optimizely One
SALESFORCE	Salesforce Marketing Cloud
UPTEMPO	Uptempo Marketing Operations Suite
WORKDAY	Workday Adaptive Planning
WRIKE	Wrike Platform

NOTE: If a vendor does not respond, Research In Action will complete its scoring assessment based on analyst experience and desk research. The vendor's products and quick facts will be documented in the report, though a full vendor scorecard will not be written.

For this report we interviewed 1,000 enterprise IT and business managers with budget responsibility in enterprises globally.

This listing here is alphabetical and includes the vendors named by the survey respondents in the context of Marketing Operations.

We have included those vendors which achieved the best evaluations scores from the buyers but disregarded those with fewer than 15 evaluations.

Additional vendors that were cited but did not list in the Top 15, or had less than 15 ratings:





- GURU
- INTELLIGENCE BANK
- SMARTSHEETS
- TRUE NORTH
- WORKPLACE
- ZAPIER



VENDOR SELECTION MATRIX™

EVALUATION CRITERIA

STRATEGY		
 Vision And Go-To-Market	30%	<ul style="list-style-type: none"> › 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 market and customers?
 Innovation And Differentiation	30%	<ul style="list-style-type: none"> › How innovative is the company in this market? › Does the solution have a unique selling proposition and clear market differentiators?
 Viability And Execution Capabilities	15%	<ul style="list-style-type: none"> › How likely is the long-term survival of the company in this market? › Does the company have the necessary resources to execute the strategy?
 Recommendation Index	25%	<ul style="list-style-type: none"> › Would customers recommend this vendor in this market to their peers?

EXECUTION		
 Breadth And Depth Of Solution Offering	30%	<ul style="list-style-type: none"> › Does the solution cover all necessary capabilities expected by customers?
 Market Share And Growth	15%	<ul style="list-style-type: none"> › How big is the company's market share and is it growing above the market rate?
 Customer Satisfaction	25%	<ul style="list-style-type: none"> › How satisfied are customers with the solution and the vendor today?
 Price Versus Value Ratio	30%	<ul style="list-style-type: none"> › How do customers rate the relationship between the price and perceived value of the solution?

NOTES:

- 63% of the evaluation is based on the survey results, 37% is based on the analysts' assessment.
 - 40% of the evaluation is based on the survey results: (1) Recommendation Index, (2) Customer Satisfaction, (3) Price Versus Value.
 - 15% of the evaluation is based on the analysts' assessment: (1) Viability And Execution Capabilities, (2) Market Share And Growth.
 - 45% of the evaluation is based on a combination of survey results and analysts' assessment: (1) Vision And Go-To-Market (2) Innovation And Differentiation (3) Breadth And Depth Of Solution Offering.
- The Research In Action Recommendation Index (RI) is collected and calculated by asking the survey participants: "Would you recommend this vendor in this market to your peers - Yes or No?".



VENDOR SELECTION MATRIX™

MARKETING OPERATIONS SOLUTIONS



- MARKET LEADERS**
- ACTIVECAMPAIGN
 - ADOBE
 - AIRTABLE
 - ASANA
 - ATLASSIAN
 - FILESTAGE
 - MONDAY
 - NINTEX
 - OPTIMIZEZELY
 - SALESFORCE
 - UPTempo
 - WORKDAY
 - WRIKE

- THE OTHERS**
- CLICKUP
 - KISSFLOW

THE RESEARCH IN ACTION GMBH VENDOR SELECTION MATRIX™ METHODOLOGY

Vendor Selection Matrix™ Disclaimer:

The Vendor Selection Matrix™ is a primarily survey-based methodology for comparative vendor evaluation. Research In Action GmbH does not endorse any vendor, product or service depicted in our research publications, and does not advise technology users to select only those vendors with the highest ratings. The information contained in this research has been obtained from both enterprise as well as vendor sources believed to be reliable. Research In Action GmbH's research publications consist of the analysts' opinions and should not be considered as statements of fact. The opinions expressed are subject to change without further notice. Research In Action GmbH disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. All trademarks are recognized as the property of the respective companies.

About:

Research In Action GmbH is a leading independent information and communications technology research and consulting company. The company provides both forward-looking as well as practical advice to enterprise as well as vendor clients.



APPENDIX: MARKETING PROCESS DEFINITIONS

- **ABM (Account-Based Marketing).** A process of leveraging collected behavioral and profile data on target companies (accounts) or even individual buying decision-makers.
- **Attribution Reporting.** The ability to recognize the contribution of individual pieces of marketing investment (campaigns, events, specific content assets) to business success. The success factors include metrics like deal progression through the funnel, deal value increase, deal velocity increase and deal closure.
- **BCM (Brand Content Management).** Process to control the brand messaging, from corporate brand to individual messaging statements around products. Companies in a more distributed (or local) marketing environment use BCM systems to manage content across internal organizations, subsidiaries, and/or all business partners.
- **Content Distribution.** Process and systems that collate, manage and distribute marketing content both from internal and external sources.
- **Content Marketing.** Publishing digital content on the company website but also on other sites to generate additional web traffic.
- **CRM (Customer Relationship Management).** In most companies, CRM was set by Sales Ops and/IT and has little marketing value. But integration to the CRM database is necessary for marketing/sales alignment.
- **DAM (Digital Experience Management).** The process of consolidating and aggregation of all data from disparate systems in the company about customers - a Marketing-led initiative to ensure the data unification project is focused directly on marketing requirements.
- **DXM (Digital Experience Management).** Creating and updating content, as personalized as possible to the consumer, and rendering it through all required digital communications channels (web, social, POS, etc).
- **eMail Marketing.** The process of setting up campaigns via eMail to purchased or built-up lists of contacts.
- **Lead Collection and Distribution.** The process of collecting and qualifying inbound marketing leads from the increased web traffic generated by content marketing. Distribution of appropriately leads to Sales.
- **MAP (Marketing Automation Platform).** Often called just “Marketing Automation”, especially in the US, this is the backbone process family to share content and run digital campaigns, nurturing and progressing leads through all digital channels.



APPENDIX: MARKETING PROCESS DEFINITIONS

- **MRM (Marketing Resource Management).** The budgeting and reporting processes consolidating management of all asset projects plus human and financial resources to support business analytics focused on the marketing organization.
- **MPM (Marketing Performance Management).** Dashboard and reporting that consolidates data from MRM, DAM and attribution reporting to list the financial return on individual and aggregated marketing investments.
- **Personalized Marketing.** Digital marketing programs that provide responsiveness and deep personalization.
- **PIM (Product Information Management).** Maintaining all product data on one system to optimize product presentation.
- **PRM (Partner Relational Management).** Processes around the channel partner (reseller, distributor, etc) relationship : recruitment, registration and classification, contractual details, information exchange, and more.
- **PMA (Partner Management Automation).** In an “as-a-service” business model based upon digital interactions channel partners are even more influential and advocational. As well as resellers/distributors, we have partners called affiliates, referrers, associations, commerce content providers, communities, groups, ambassadors, and more. PMA is the aggregation of PRM and TCMA.
- **RMA (Revenue Marketing Automation).** The full orchestration process of providing and supporting an ongoing digital relationship with individual customers, and/or customer accounts, across the full customer lifecycle and organization.
- **SEM (Sales Engagement Management).** A process where marketers provide relevant digital assets to a salesperson to support their customer interactions, supported by training and coaching delivered on-demand.
- **Social Engagement and Advocacy.** Processes to manage and leverage interested parties within communities and on social media.
- **TCMA (Through-Channel Marketing Automation).** Management of brand content, plus programs and campaigns, promotions, and even leads, both down and up the distribution channel of business partners.
- **Universal Content Management.** Combination of content management, DAM and PIM into one common system of record and management. It-centric organizations call this Master Data Management.
- **WCM (Web Content Management).** The process of creating and updating content on the company website.



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