



From Silos to Cohesion

Zendesk's Journey
of Tech Stack
Transformation



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The promise



MarTech initiative objective

**Develop a holistic target architecture
to enable our GTM and Marketing
strategies and objectives**



Guiding principles



Unified data as our foundation

Invest in a data infrastructure and architecture capable of scaling and supporting future capabilities.



Easy to use and manage at scale

Be considerate of user experience, support, and maintenance.



Avoid feature and data duplication

Move away from point solutions to core platforms with multiple features and unified data.



Future proof

Design the stack in a manner that allows for the “easy” integration or removal of peripheral tools.



Bias towards automation powered by AI

Focus on investing in tools leading in automation, AI, and ML.



CMO OKRs and metric goals

- ✓ **Drive efficient top-line growth**
 - Generate pipeline
- ✓ **Deliver gold standard CX to retain & grow our customers**
 - Improve retention rate
 - Grow expansion & share of wallet
- ✓ **Extend operating leverage to reinvest in the business**
 - Improve bookings to spend rate



Current state to ideal: **Data**

MARKETING TODAY

Disconnected Data: Prospect data is fragmented across systems

- ✗ No centralized source for audience segmentation
- ✗ Profiles lack real-time / dynamic segmentation and behavioral events
- ✗ Content is dispersed and managed across separate applications

TARGET

Unified Data: Complete and unified customer profiles, inclusive of attribute and event data, to power personalized journeys.



Current state to ideal: Technology

MARKETING TODAY

Disparate & Incomplete Systems:

Siloed prospect engagement on separate channels without coordination

- ✗ Unable to build and automate cross-channel campaigns
- ✗ Limited ability to dynamically suppress paid audiences
- ✗ Inconsistent and / or unresponsive messaging across channels

TARGET

Connected Systems:

Consolidate campaign and journey building tools into a centralized platform with multi-channel orchestration.



Current state to ideal: People & process

MARKETING TODAY

Channel-Centric: Teams are limited to taking actions on specified channels

- ✗ Over-emphasis on channel metrics
- ✗ Fragmented / unresponsive customer journeys

TARGET

Customer-Centric: A centralized system with the insights and capability to deliver the right message at the right time, on the channel most likely to convert.



Tech stack consolidation

The Adobe Experience Platform enhances our capability

SYSTEM	CURRENT TOOL	ADOBE SOLUTION
Content Management Systems (CMS)	Wordpress Instapage Foleon	Adobe AEM Sites
DAM (Asset Library)	Bynder	Adobe Assets
Personalization and Experimentation	Optimizely	Adobe Target
Marketing Automation	Eloqua Moveable Ink Litmus	Marketo B2B
Prospect Database	Segment (partial)	Adobe Real-Time CDP



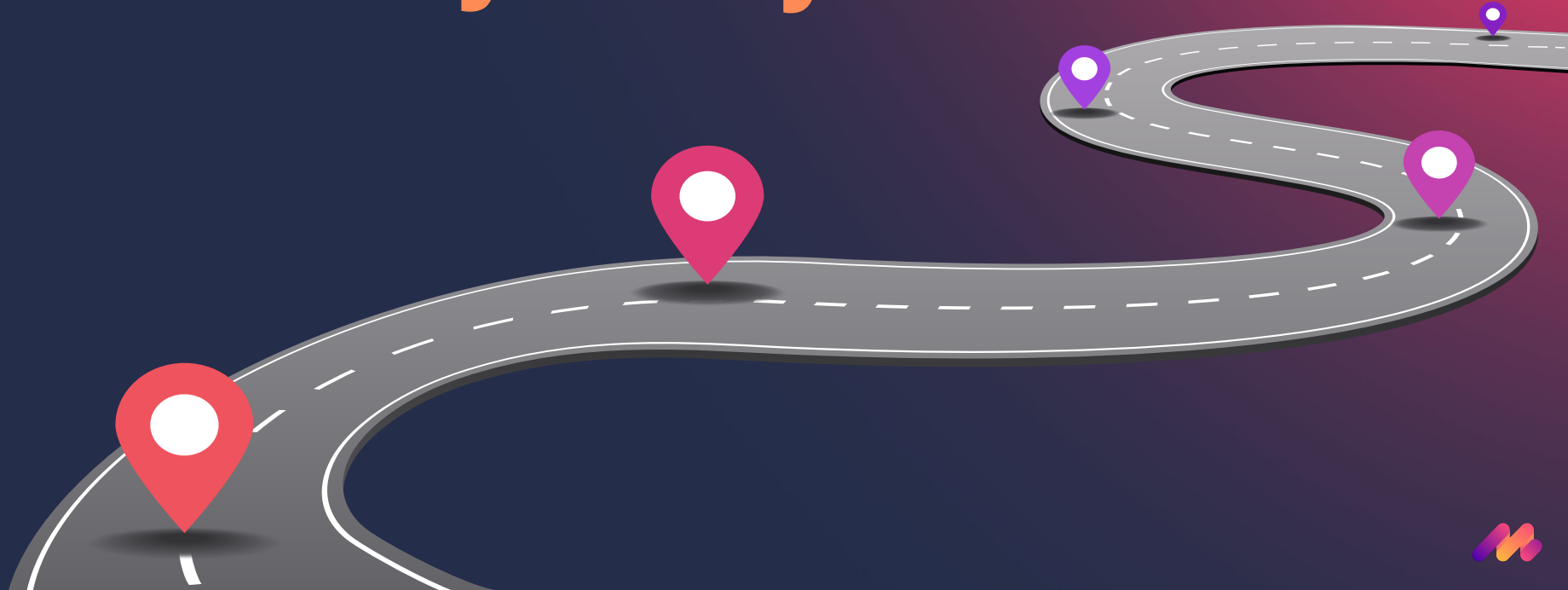
Benefits

Enabling a better customer journey with bottom-line impact

- **Automated cross-channel orchestration**, including improved lifecycle marketing, for a more cohesive journey
- **Personalization & ABM at scale** to increase relevance
- **Centralized Content & Digital Asset Management (DAM)** to increase speed to market & provide asset-level insights
- **Advanced analytics and reporting** to enable continuous improvement of our efficiency
- **Dynamic targeting suppression** to improve paid channel ROI



Learnings from the Journey



Change Management

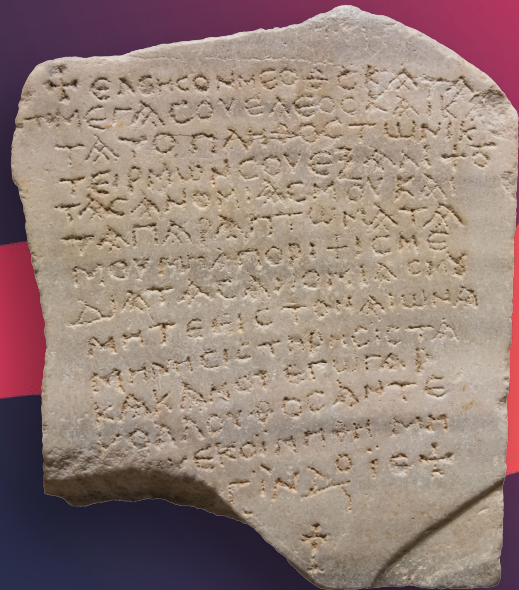


Lift & shift vs. Blue sky thinking

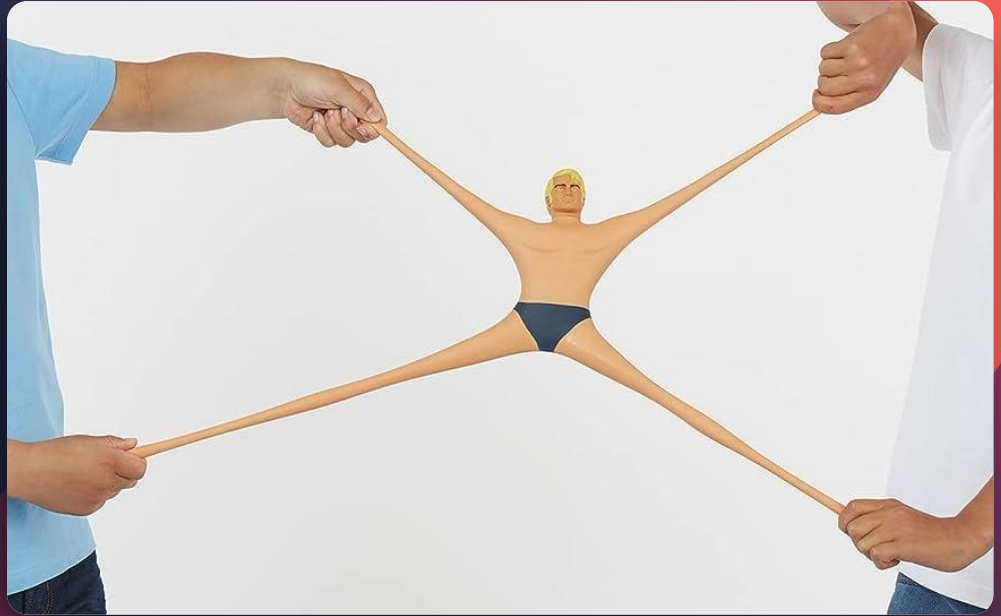


MVP vs. Big Picture





Consistent.
Persistent
pursuit of
your goal(s)



Data >

**People, process,
technology**



DATA



HOW IT STARTED



HOW IT'S GOING





If you only
learned
three things
from this
session...

- 1** Don't work in a silo
- 2** Have a roadmap. Be flexible
- 3** Allow yourself more time: $2x + 10\%$

