

EBOOK

The Revenue Tower[®]

**A Marketing Operating System
Built To Drive Enterprise Value**



Marketing as a Value Multiplier

For growth-minded or private-equity-owned B2B companies, marketing can be one of your highest impact drivers of enterprise value. It's a strategic investment that influences many aspects of your business. Done right, marketing builds value in five key areas:

1

Driving revenue growth through data-driven lead generation and sales acceleration

2

Shaping your customer mix to meet your strategic business objectives

3

Helping your firm attract and retain the best employees, investors and partners

4

Creating scalable, repeatable processes that lower risk and drive innovation

5

Building trust, creating referrals and elevating profitability through branding

For marketing to have maximum impact, hundreds of factors must converge. Bringing it all together in a cohesive, data-driven and scalable system is critical.

“Marketing and innovation produce results; all the rest are costs.”

—Peter Drucker

Why a Marketing Operating System?

Frameworks like EOS (the Entrepreneurial Operating System), introduced in the book Traction, have been proven effective for overall business operations. Whether you use EOS or not, supplementing operational excellence with marketing excellence through a comprehensive Marketing Operating System will deliver significant benefits:

Focused Efforts

There are an overwhelming number of marketing tactics, directions and technologies that your business can pursue. You have to prioritize and balance these initiatives, forcing decisions to make sure that investments are optimized.

Repeatable Processes

Documenting your marketing and sales processes enhances efficiency and results. Tightly integrating marketing and sales functions through tools such as playbooks, process maps, technology platforms and content schedules creates exponential impact.

Internal Alignment

A marketing system provides clarity throughout the organization around marketing activities, goals and results. It also helps other functions understand how their efforts contribute, creating valuable integration and broad support.

Data-Driven Decision Making

Data provides insights, allows for smart testing, and drives elevated results. When your marketing leverages precise data, it not only optimizes your efforts, but it uncovers opportunities for improvement throughout your organization.

Scalable Systems

Through piloting and testing, you'll identify what's working and what's not. This allows your organization to continually build on its successes, adding fuel where it's going to have the most impact and adding new tactics as marketing scale is built.

When marketing operations are running as an integrated, scalable system, you'll realize better and more consistent results, higher profitability and greater enterprise value.

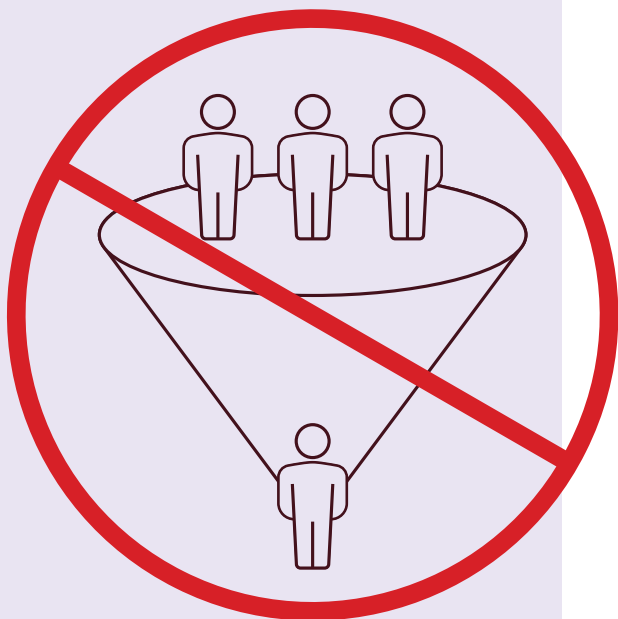
B2B marketing leaders identify “demonstrating impact on financial outcomes” as their primary challenge, with “securing cross-functional support” emerging as a fast-growing concern.

—The CMO Survey 2025

The Out-of-Date Funnel Framework

Many B2B organizations use the “funnel” as a strategic framework, but did you know the funnel was conceived more than 100 years ago? It gained prominence around the 1960s, and it’s still commonly used today. But is a metaphor that got popular thirty years before AOL started mailing out CDs still the best thing?

A few things have changed since the Mad Men era. B2B buyers have infinite information. They do their own research. They screen cold outreach. Overall, they have complete control over their buying journey. Talking to potential vendors is way down the path. No buyer today is going to let you put them into your funnel. If anything, you must make it through theirs. And if you don’t make it through to their short list, you won’t even know there was an opportunity.



Here is why the funnel needs to go into the recycle bin:

✗ It's Marketing-Centric, Not Buyer-Centric

The funnel was developed before buyers gained control of the process. The buyer's journey today is owned by the buyer, not by you as a seller.

✗ It's Linear

Years ago, Gartner and CEB debunked the idea that the buying process is a linear (funnel-like) path of awareness, interest, consideration and conversion. Today's B2B buyers follow a decidedly non-linear approach.

✗ It's Isolated

In the time it takes a web page to load, buyers can move between “funnels” – yours and all your competitors'. You may think they're sitting in your funnel, but it's better to think about them as jumping in and out at will and that you need to continually attract them back.

✗ It's Overly Acquisition Focused

Sometimes, the most effective marketing dollars are invested in efforts targeting current customers. In the funnel model, once customers pop out of the bottom, you're done.

✗ It Kicks People Out

The low cost of staying in touch today means you don't have to write people off if they don't convert. They can still be great referral sources, advocates or future customers. Remember, they may move to another organization, or they may just be on their own non-linear journey.

✗ It Misses the Feedback Between Customers and Prospects

Your prospects are listening to your customers for reviews, recommendations and experience. This should not only be considered but encouraged.

✗ It Ignores the Value of Strategy and Creativity

There's nothing in the funnel framework about brand messaging, leveraging marketing technologies or using novel approaches. These will all have a tremendous impact on your results.

✗ It Assumes That More in Equals More Out

In the old days, you could make twice the cold calls and get twice the customers. It's not that simple anymore.

✗ It Implies That Gravity Is on Your Side

The worst part of the funnel framework is the idea that customers just fall out of the bottom. It's harder than ever to keep people engaged and moving forward. There's no invisible gravitational force working for you!

The Revenue Tower[®]

A B2B Marketing System for Growing Revenue and Business Value

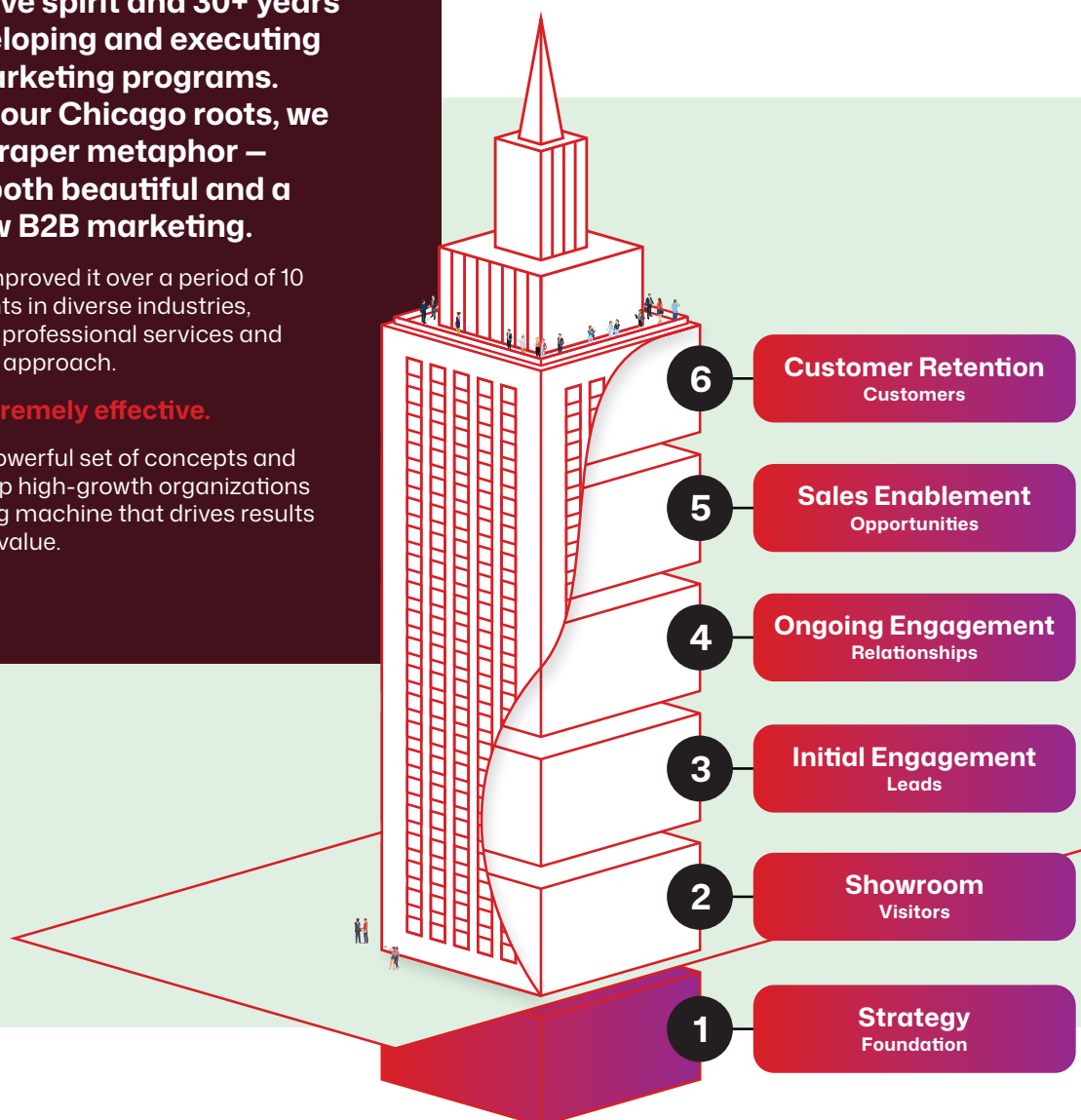
In developing an effective marketing system, we thoroughly analyzed the current B2B marketing frameworks, including the funnel model. Having used EOS (the Entrepreneurial Operating System) since 2010, we applied best practices around scalability and cohesion, and in creating a comprehensive and easy-to-understand framework.

We combined this with our strategic perspective, creative spirit and 30+ years of experience developing and executing successful B2B marketing programs. Paying homage to our Chicago roots, we developed a skyscraper metaphor – something that's both beautiful and a perfect way to view B2B marketing.

Finally, we tested it and improved it over a period of 10 years, with dozens of clients in diverse industries, including manufacturing, professional services and healthcare, validating the approach.

It has proven to be extremely effective.

The Revenue Tower is a powerful set of concepts and tools, purpose-built to help high-growth organizations build a scalable marketing machine that drives results and enhances enterprise value.



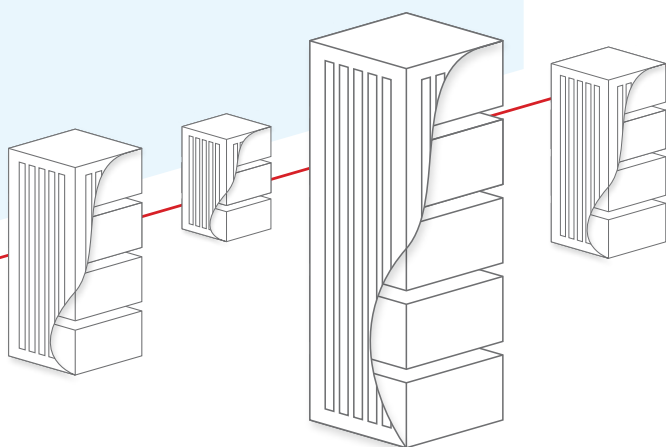
The Tower Metaphor

Consider your business revenue, profitability and enterprise value in terms of a tower. By building a larger Revenue Tower, you grow your business. But the market is finite, and you have competitors all around you who want to expand their towers, too. Attracting people (including customers, employees, investors and partners) is the key to growth.

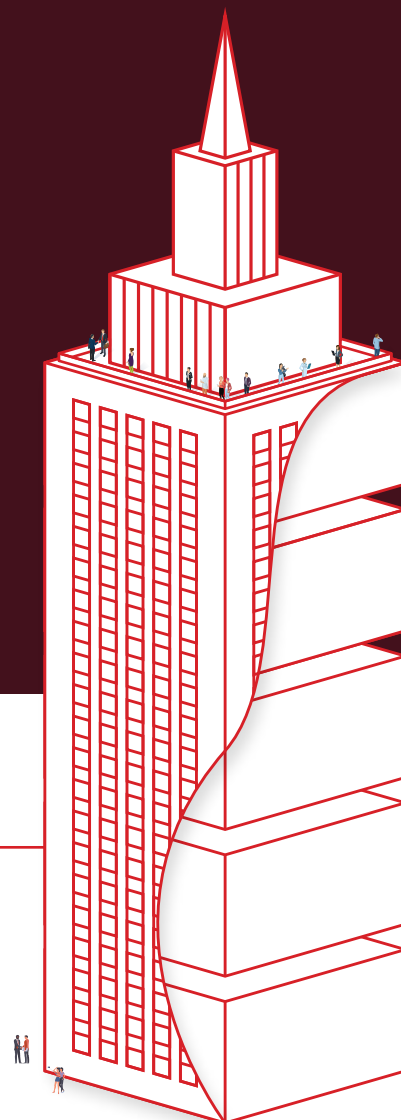
This Revenue Tower exists in a virtual world where prospects come in and out as quickly as they can load a web page. Once they become customers, however, they finally stick around, enjoying your rooftop garden. If they're happy, they'll tell others to come up, too.

As a marketer, it's your job to continually attract these prospects back into your tower and push against gravity to elevate them up to the top. To be most effective, you have to make sure each level is addressed. Each floor of the tower has an overall goal, as well as possible tactics that have been thoughtfully identified and grouped. As resources are always limited, the key is to identify the priority tactics in each section, while ensuring that every floor is covered.

Oftentimes, a Revenue Tower audit will find imbalances, meaning that the marketing system is not optimized. For example, some B2B companies spend significantly on trade shows, but their lead follow-up is poor. A better balance could dramatically improve ROI. Or a company might be investing heavily in digital lead generation, but their brand message isn't resonating with prospects, so their conversions are not as high as they could be.



Along with building out every level of your tower, you should ensure you're prioritizing the smartest tactics at each step and applying creativity, digital science and solid execution throughout.

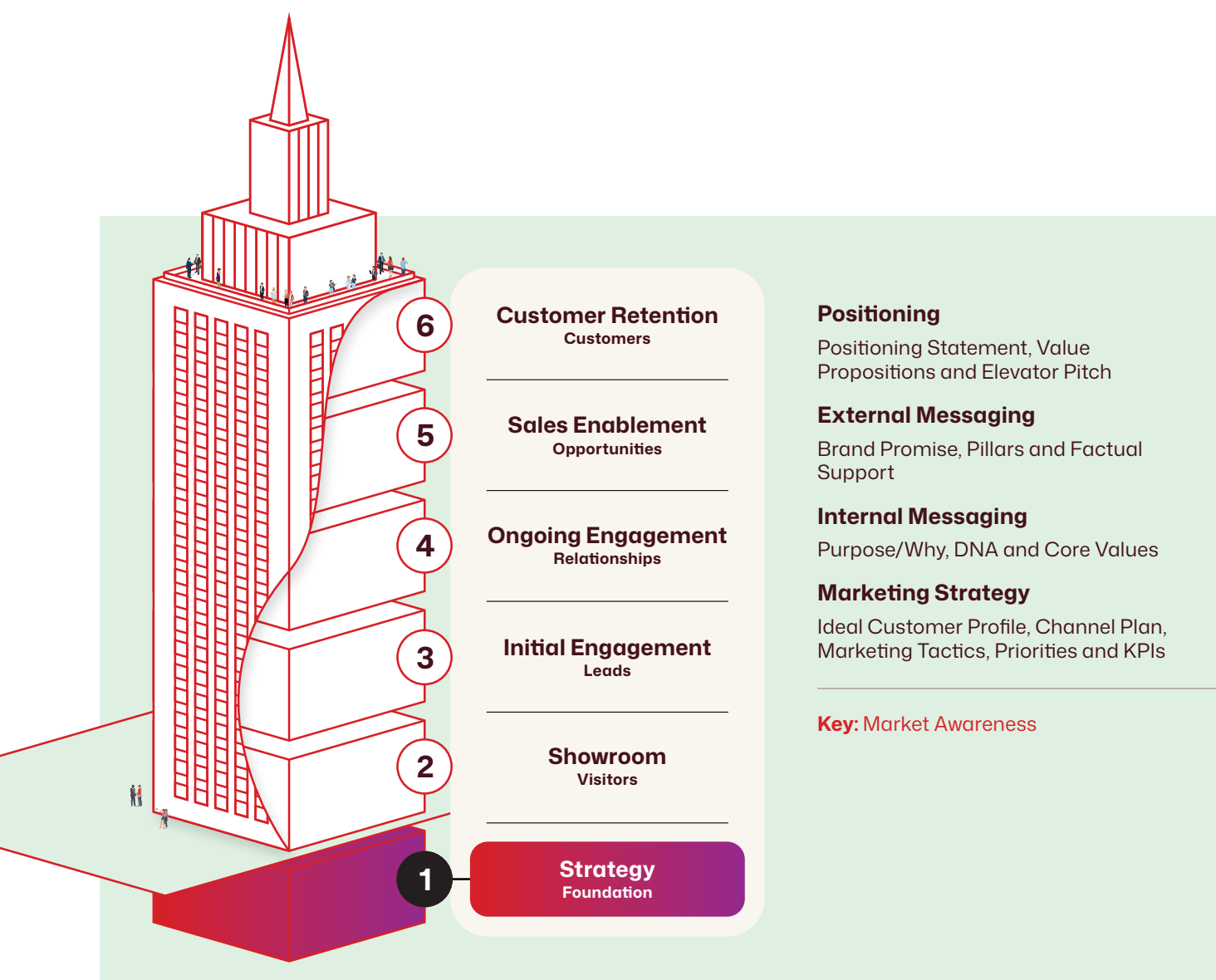


Strategy

Foundation

Walk by any skyscraper, and what's out of your view is the giant foundation holding the entire thing up. In the Revenue Tower system, these are the things your prospects don't see directly, but they're the foundation of your marketing program, and they are critically important. These items include your target audiences and personas, product and service structure, value propositions, positioning, channel strategy and overall messaging. It also includes the

internal communications plan and important elements, like core values and vision. It's about identifying "why" you're in business, making sure your employees are on the same page, communicating a consistent message and putting a good plan in place. The key at this level is market awareness and strategic vision. With a more solid foundation, you can build a bigger tower that creates more revenue.

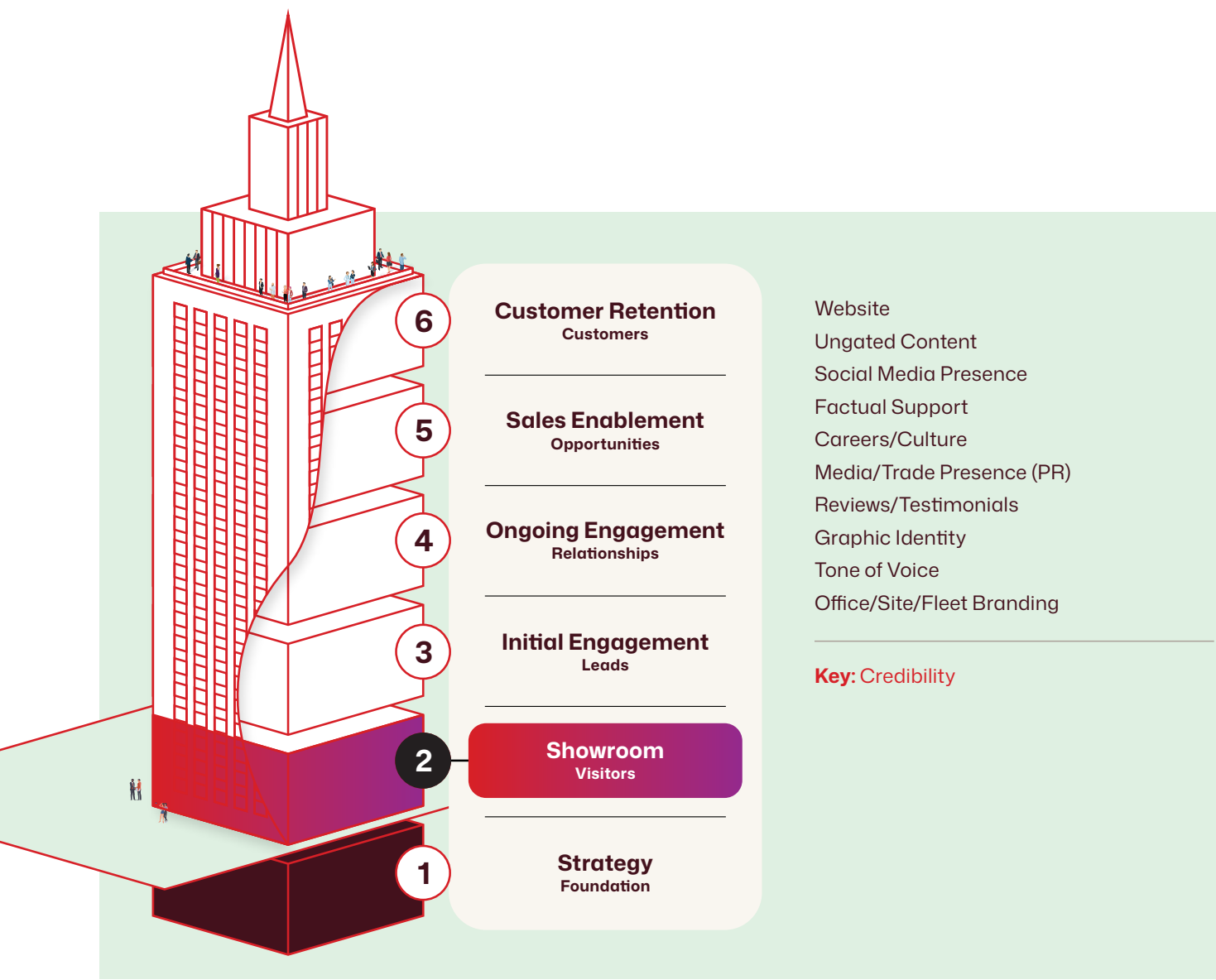


Showroom

Visitors

This is your first impression, your ground-floor-level digital and physical presence. It includes your graphic identity, your physical environment and your website. It also includes social media platforms, third-party endorsements and any other content you've distributed or made available for search engines and AI tools to index. If a buyer (or a recruit,

investor or partner) comes across your company, they'll get a quick impression at this stage. If they don't see what they're looking for, they'll move right on by, forgetting that you exist. Plus, you'll never know they were even interested. The key here is credibility, so you can capture their interest and get them wanting to learn more.

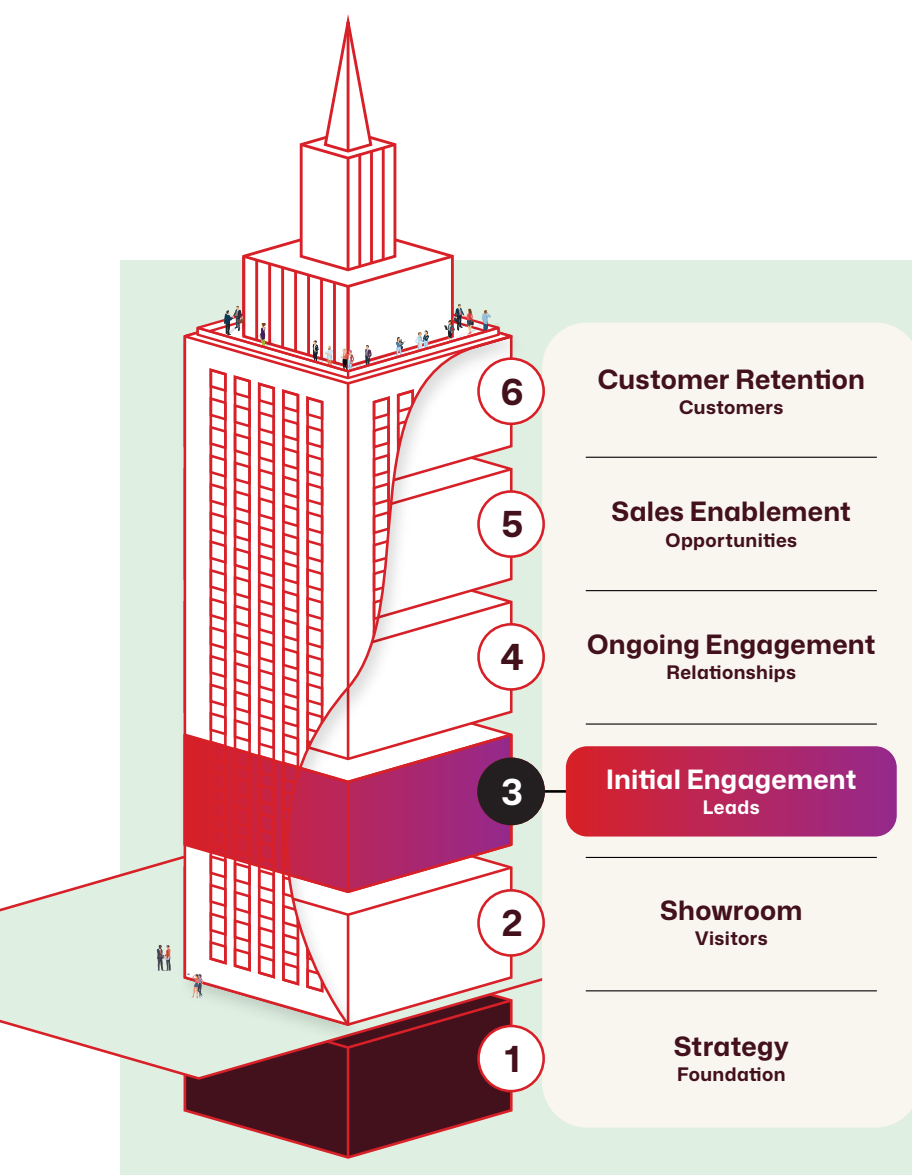


Initial Engagement

Leads

This is about lead capture and interest. Some of the tactics at this level are things like search marketing, targeted ads, trade shows, account-based marketing and direct prospecting. Actions might include downloading a white paper, signing up for a webinar, following your company on LinkedIn, subscribing to your email content or setting up a demo. And remember, this isn't a linear process; an individual

could go right from initial engagement to a sales meeting, or you may not hear from them until two years later when they send you a referral. The key here is to identify enticing offers or interesting propositions. These offers, packaged into attention-getting creative campaigns, should be created to drive action and start new relationships.



Digital

Paid: Display Ads, Search Ads, Social Ads, Industry Specific Platforms, ABM

Earned: Organic Social, Organic Search, AEO/GEO

Physical

Paid: Advertising, Direct Mail, Trade Shows and Conferences

Earned: Networking, Referrals, Cold Calls

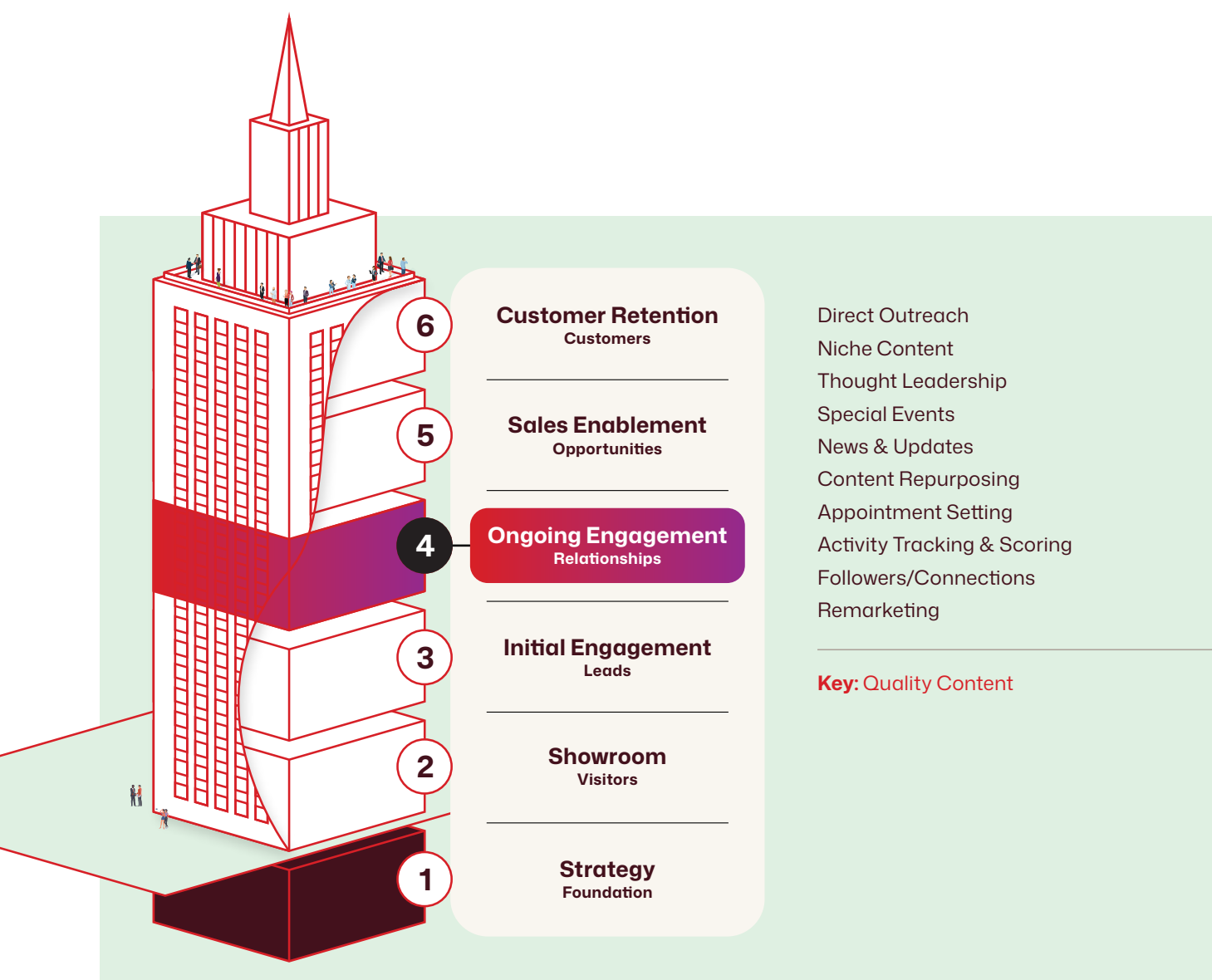
Key: Relevant and Enticing Offers

Ongoing Engagement

Relationships

Nurturing a large number of relationships is more important than ever. Many buyers expect to see ongoing proof of your company's leadership and value before they contact you. In other situations, someone may be perfectly happy with their current supplier, but a year later, something changes, and now they're looking for a new solution. Or maybe someone doesn't have buying authority today, but

down the road, they move to a new company and do. Tactics include special events, ongoing email communications, social media interaction and marketing automation campaigns. The key here is creating and sharing quality content on an ongoing basis to keep your company top-of-mind and build your brand image.

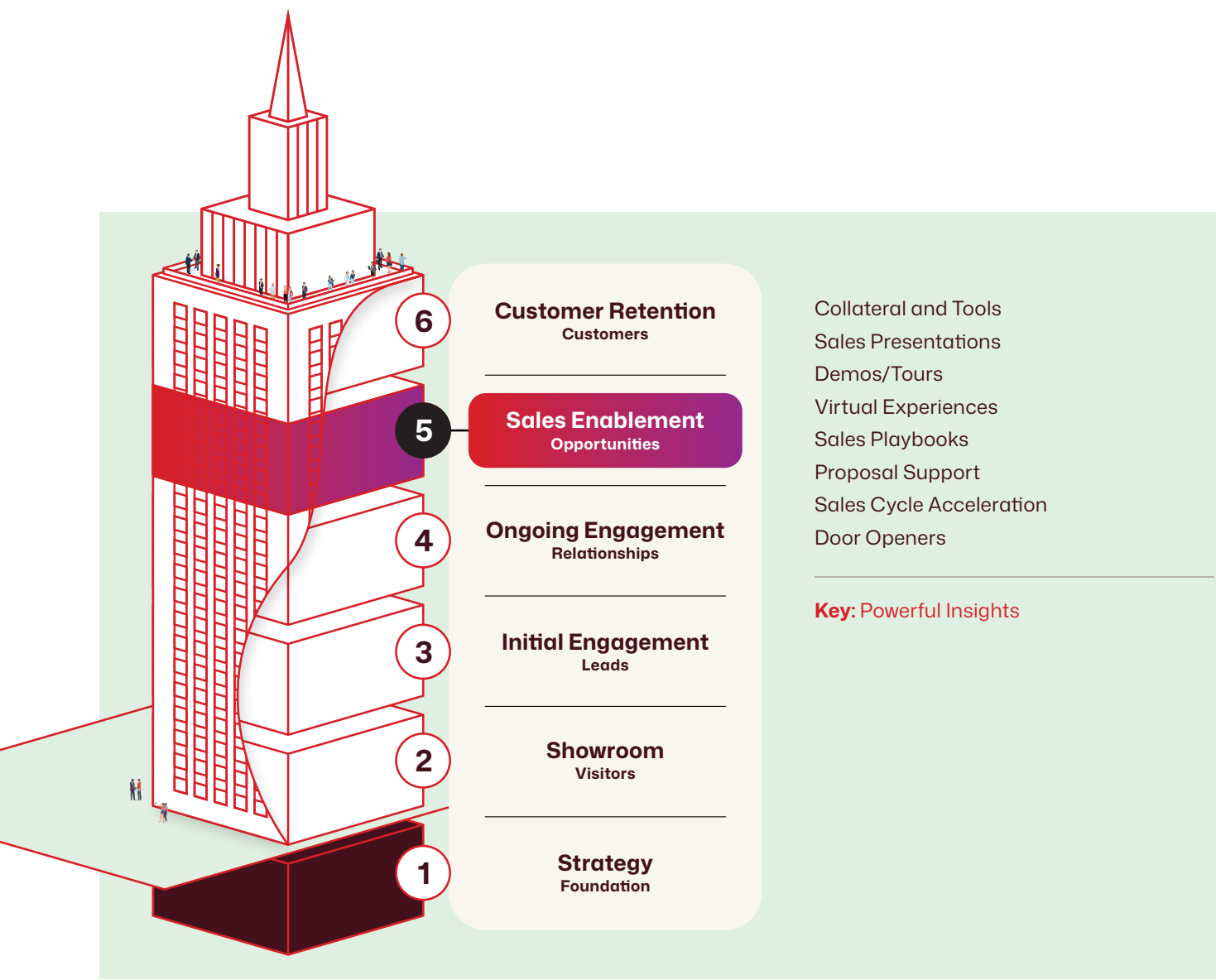


Sales Enablement

Opportunities

At this point, you’ve made contact with a qualified prospect, and your sales team is working to uncover needs and turn them into a customer. Tactics here can include door openers to help set up a meeting, playbooks and scripts to share best practices, automated outreach and reminders to give sales teams more power, high-impact sales

presentations to enhance the communication of your value and benefits and proposal tools to create better efficiency, quality and persuasiveness. The key is to create and share powerful insights demonstrating why the prospect needs your solution and why they need it now.

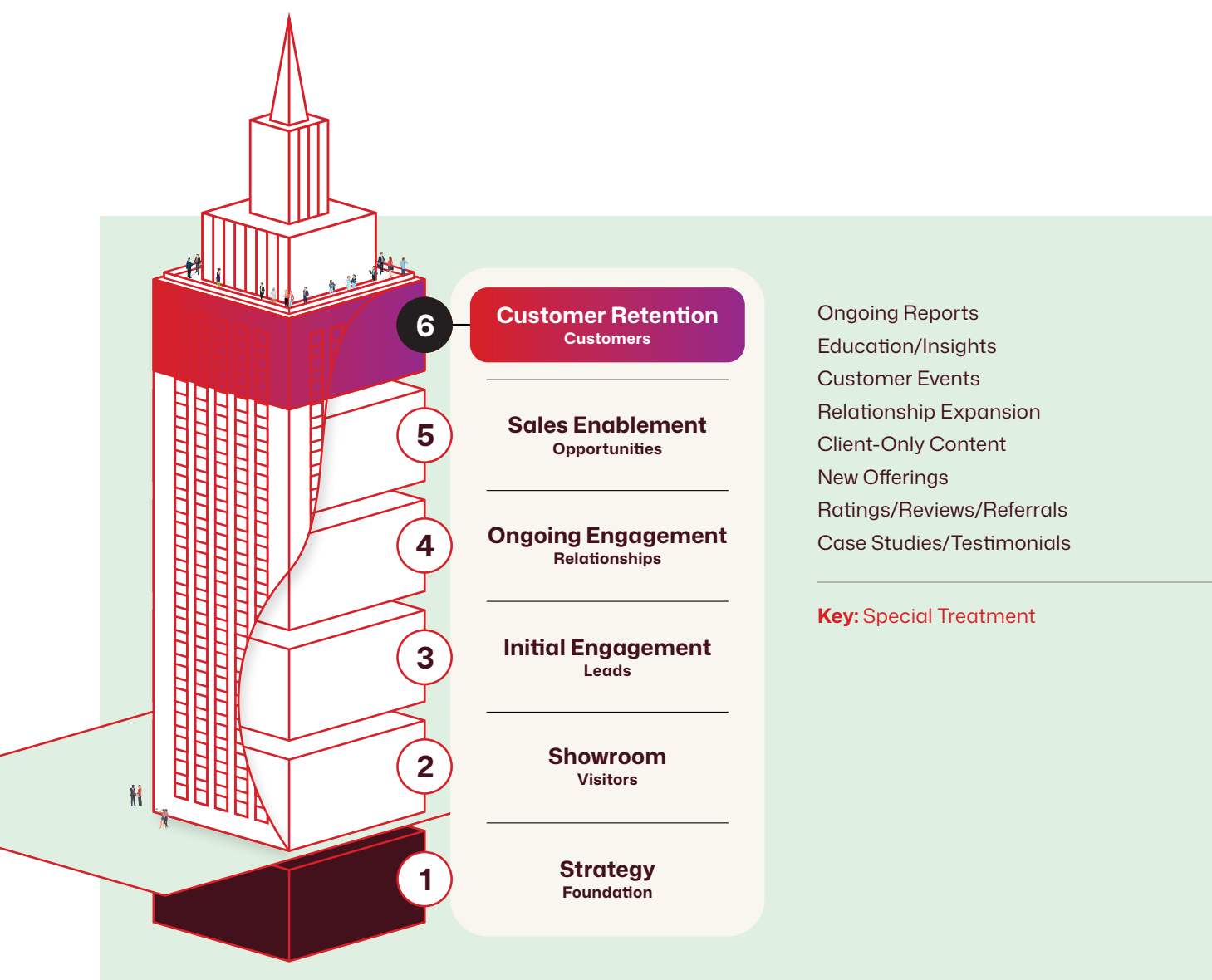


Customer Retention

Customers

The top floor is where your customers are. Now, they're finally staying in your tower. You want to build them a comfortable rooftop garden where they'll like to hang out. You'll help them understand the results you're delivering and why you're a great partner, and they'll have the opportunity to tell all the people below to come on up! Marketing to current customers is an area where many marketing organizations fall short,

but sometimes the biggest opportunity is in marketing to current clients – not only to increase loyalty, but also to expand the relationship and sell additional products and services. These tactics include creating ongoing reports demonstrating value and progress, creating customer events and educating and providing new insights. The key here is special treatment.



Robust Content Enhances Your Tower's Attractiveness

A strong Revenue Tower continually attracts people to come in and come back. Great content – whether it's education, promotion, demonstration or even entertainment – powers this process and drives results. A smart and effective content marketing program not only generates new content consistently, but it repurposes existing content into multiple formats and then distributes it across multiple channels. Pepper Group created a unique and proprietary cheat sheet called the Content Marketing Matrix™ to help build a robust content engine that brings people into your tower.

Real-Time Dashboards and Automated Reports Are Your Windows to the Outside World

From within your tower, you need to see what's happening in your marketplace, understand what your competitors are doing and evaluate what's working and not working. With continually measured and transparently reported KPIs and metrics, you'll be able to uncover valuable insights, test multiple options, empower innovation and optimize results. Pepper Group brings a core set of dashboards and automated reports to each engagement, with customization based on goals and tactics.

Four Cornerstones to Maximize Results

Ensuring that the Revenue Tower levels are covered and prioritizing tactics is core to building a strong marketing system. In addition, there are four cornerstone elements that will further enhance your results.

Talent Marketing Initiatives Help You Ensure the Best and Brightest Staff

With the pace of change continuing to accelerate, a new competitive advantage has emerged – the ability to attract and retain a better team. By having the best and most engaged salespeople, customer service reps, technologists and support staff, your business will outperform your competitors. A strong team sees opportunities, navigates obstacles and keeps your organization ahead of the competition. Pepper Group's Talent Marketing Framework™ is a tool that can help you audit your current situation and identify opportunities where talent-focused marketing initiatives can have a high impact.

An Effective Marketing Tech Stack Creates Efficiency and Strengthens Your Structure

A solid MarTech & CRM stack streamlines your operations, turbocharges your sales and marketing impact, enhances customer experience and supports data-driven decision making. However, there are currently more than 11,000 different MarTech tools available. Pepper Group's MarTech Audit will help maximize your existing resources, identify gaps and develop your core stack. From prospecting to automation, analytics, AI and CRM integration, we have the experience and certifications – including HubSpot Platinum status – to help you build your stack and extract the maximum benefit.

The Value of a Marketing Partner Like Pepper Group

You and your team are inside your Revenue Tower. While this brings advantages and insights, it also can make it difficult to articulate your own value, to be fully objective and to see the complete picture.

In other words, it's hard to read the label from inside the jar.

In addition to dynamic resources and skills, we'll bring an essential outside perspective. We'll challenge assumptions, ask the right questions and bring fresh, proactive ideas. We'll partner with your internal resources to then create and execute flawlessly.

As a true, strategic marketing partner, we'll help you accelerate results.

Let's Build Success Together.



– George Couris | *President & CEO*

“Pepper Group not only understands our goals, but they share them! They want Carow Packaging to succeed just as much as we do. Their thoughtful, strategic and creative approach to our marketing is helping us pursue our growth objectives, making sure that our target audiences know about us and understand the exceptional value we provide.”

– Steve Carow | *Owner, Carow Packaging*

Pepper Group is a full-service B2B marketing agency specialized in helping private-equity-owned and other growth-minded companies execute high-impact branding, lead generation and sales support initiatives. We'll work with you to build an efficient, scalable, analytics-powered marketing machine that drives real results.

Consistent Success

With more than 30 years of experience and a nationwide footprint, we have a proven track record of helping high-growth B2B companies build significant value.



Exceptional Team

Recognized as a Best and Brightest Company to Work For® every year since 2013, you'll have the brightest, most experienced, creative, stable and energized marketing team on your side.



Data-Driven

Our tech-forward approach, with continually measured and transparently reported KPIs and metrics, uncovers valuable insights, supercharges impact and optimizes your results.

Pepper Group has become the agency of choice for high-growth B2B companies.

If you want to learn more about the Revenue Tower and how this integrated and strategic system can be applied to your business, please reach out to George Couris at **847.907.3380**, or email us at **pepper@peppergroup.com**.

