



How to Scale Your B2B Demand Operations

Using business buying behavior as a framework to measure cause and effect in the enormously complex B2B ecosystem.

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About the Author

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Contents

How to Scale Your B2B Operations	4
The B2B Path to Purchase: Your Go-To-Market Roadmap	7
Think of Sales as the Least Scalable Communications Channel	10
Create a Map of the Path to Purchase	11
Use a Universal Framework for the B2B Sales and Marketing Funnel	13
Establish and Use a Common Funnel Language for Sales and Marketing	14
Target Market	15
Exchanges	16
Conversation Leads	17
First Sales Meetings	21
Opportunities	23
Pipeline	24
Closed-Won Deals	24
Next Sale	25
Measure What Matters Most to Find and Repair Revenue Leaks	26
Use Baselines and Benchmarks to Get Context	28
Summary	30
About LeadCrunch[ai]	31

How to Scale Your B2B Demand Operations

The challenge in trying to scale B2B is complexity. You need to understand cause and effect. And that’s never been harder. The array of marketing technologies that were going to usher in the holy grail of marketing — the right message through the right channel, at the right time, to the right person in the right company — has made life for marketing more complicated, not less.

What makes B2B so complicated isn’t just the avalanche of new go-to-market technologies but the buying behavior of businesses. Consider these factors when B2B companies make buying decisions about complex solutions:

The Complexity of B2B

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- Different corporate cultures
 - Multiple people influence decisions
 - Multiple locations
 - Some involved have no influence
 - Agencies, consultants influence decisions
 - Many look. Few buy
 - Overlap of sales and marketing
 - Decisions take months, years
 - Prospect’s questions evolve
 - Most choose status quo
 - Prospect’s answers evolve

- Different types of corporate culture affect business buying behavior
- Multiple people from an account influence the final decision
- B2B accounts often have multiple locations and even different buying centers in the largest companies
- Not everyone who gets involved has influence
- Some people who have influence work for consultancies or agencies, not the brand
- Many appear to look but few buy
- During solution investigation, your prospects and customers interact with your marketing, sales, and even post sales team (where many pre-sales interactions can take place), across every medium
- Your customers and prospects take months to make a buying decision
- The questions your prospects have change as they move closer to a decision
- Their answers to your questions also can change as they move closer to a decision
- Most prospects choose the status quo, making closing out “dead” opportunities difficult

This list is not exhaustive.

The top-of-the-funnel overlap between sales and marketing makes things more complicated still, and efficient use of sales and marketing resources more problematic. For example, both sales and marketing target a set of accounts and buyer personas. Both can spark interest in those accounts, marketing with lead programs and sales with prospecting. Both can qualify those who express interest. And both can nurture those who are not quite ready. Because the sales team talks to multiple people in the same account and often more than one marketing lead, even the most diligent sales people might not take the time to sort through proper attribution so that you get the credit you deserve and can more effectively optimize your results.

Overlap Between Sales And Marketing



All these issues make sorting out cause and effect extremely challenging. It also makes revenue attribution like a game of pin the tail on the donkey. Plus, how can B2B companies avoid duplication of effort or sales and marketing avoid working at cross-purposes?

One model comes right from modern manufacturing where products are made in a highly repetitive sequence. Manufacturers use statistical measurements to identify problems in the production line, reduce defects, and improve production throughput and product quality. B2B companies can, too.

The B2B Path to Purchase: Your Go-to-Market Roadmap

There is not one path companies use when buying a complex solution. Solution commoditization affects the path. Your relationship with the company affects the path. The size of the deal and the company affect the path. So does corporate culture. Each of these and other factors can make the path longer or shorter. Moreover, buying big-ticket items is very complex. No two companies will take the exact same path each time.

Even so, the path B2B companies take when purchasing complex solutions represents a very predictable behavior.

When investigating and purchasing products, businesses make a series of incremental decisions over weeks, months, or even years. While various factors can affect the length of time and the number of people involved, this buying pattern applies to most B2B industries and to most complex product and service categories. Moreover, another pattern exists with respect to repeat purchases: the customer generally offers less and less resistance to each new product or service.

**When considering a complex solution,
three things gradually increase for the buyer.**



Because of this largely universal predictability, you can apply proven manufacturing principles to complex go-to-market operations to improve ROI and financial measurements. These principles, in turn, improve both ROI and financial and operational measurement and make possible a path for continuous process improvement.

With the right framework, you can measure the progress prospects make in their Path to Purchase and experiment with tactics that will improve efficiency and reduce sales and marketing waste. This universal set of metrics will allow you to compare your rate of efficiency across marketing channels. You can also use this framework to compare your current rate of success with your past efforts and those of other, similar companies. Those comparisons can help you identify and plug revenue leaks.

Because of this universal predictability, you can step back to see more easily the impact that various technology investments and new practices are having on go-to-market efficiency. With the array of new sales and marketing technologies — including those using artificial intelligence, machine learning, and natural language processing — you need a way to measure the effectiveness of your investments in go-to-market innovation, which will have profound impacts on growth and profit.

The B2B Path to Purchase affects goal alignment, resource allocation, messaging, media strategy, channel effectiveness, go-to-market metrics, and even the design and deployment of sales and marketing systems.

In this manufacturing metaphor, the products that sales and marketing make are conversations with prospects and customers.

At the beginning, these “conversations” are simple and often one-directional (your company sharing information with prospects). Later, the conversations are complex and highly customized. Those conversations occur on websites,

at events, in emails, social forums, chatbots, phone and face-to face meetings, and in all the other ways sales and marketing have for communicating with customers and prospects.

Because B2B companies follow this predictable path, sales and marketing can collaborate on the most effective ways to use available sales and marketing resources to have efficient and effective conversations.



Think of Sales as the Least Scalable Communications Channel

Sales people are just one of the many ways of communicating with customers. On the plus side, sales people, including sales development reps, can tailor what they say to the person, the account, and the stage in the purchase process. They are also the only channel of communications that can have highly complex conversations. On the other hand, even entry level sales development reps are expensive. Because they are the most effective channel, companies can sometimes ask sales people to do things that are better left to marketing or sales operations. Looked at through this light, marketing has a strategic opportunity to scale sales.

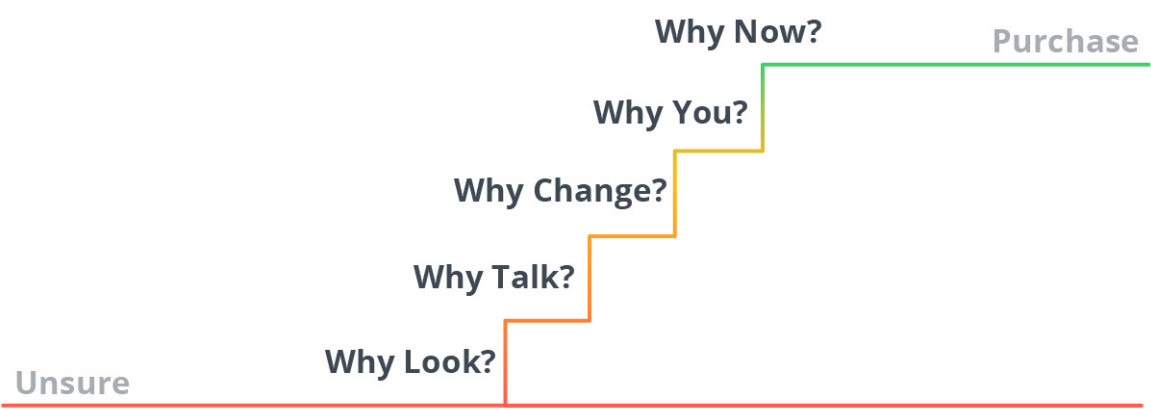


Create a Map of the Path to Purchase

To create a demand factory, you need to create a map of the Path to Purchase for each solution you sell. To do so, find out what triggers consideration, the sequence of questions prospects have, and the typical roadblocks to purchase. What are the problems? Who initiates consideration? Who influences? Who decides? What decisions are made along the way? The answers to these questions will give you much of the raw material you need to create blogs, infographics, videos, white papers, e-books, presentations, and other collateral.

While this type of exercise may seem especially daunting to larger enterprises with a portfolio of products and services, keep in mind that while the problems that motivate buying inquiries may change from solution to solution, many of the questions are the same for any complex product. The big ones are these:

The Buyer’s Biggest Questions Change as the Buyer Get’s Closer to a Decision.



The last three questions come from the CEO of The Bridge Group (Trish Bertuzzi), articulated in her excellent book, The Sales Development Playbook.

While current best practices advocate tailoring information to each buyer persona, keep in mind — as pointed out so shrewdly in the fantastic book by the Corporate Executive Board, The Challenger Customer — complex purchases

require a consensus. A consensus means getting everyone on the same page, not appealing to individual interests per se. Plus, trying to write nurture tracks for three to five buyer personas for each solution doesn't scale. At all.

To optimize this communications hypothesis, sales and marketing need to measure the success of each stage in the Path to Purchase. This measurement framework is the sales and marketing funnel. A funnel functions on both a micro- and macro-level.



Use a Universal Framework for the B2B Sales and Marketing Funnel

B2B funnels are fractals: you can telescope in and see smaller and smaller funnels, right down to the thought sequence of a website visitor on a landing page.

With an avalanche of measurements for every method of contact, it's easy to get lost in a confusion of these metrics, which can differ from channel to channel.

For that reason, **stepping back and using a small set of key milestones** (outline in detail later) **will help you measure the progress of customers and prospects as they move down the Path to Purchase, find and repair revenue leaks, and forecast results with reasonable accuracy before you've launched a campaign.**

Establish and Use a Common Funnel Language for Sales and Marketing

Probably nothing in the B2B lexicon has created as much misunderstanding as the word “lead.” To marketing, these can be lists, people who subscribe, people who download, and people who register. To sales, “leads” are akin to opportunities, which means sales thinks the prospect has a reasonable chance to buy something.

For that reason, the name of these macro-level funnel stages needs to be easy to remember and descriptive of the stage.

Here then are my suggestions for the top-level funnel stages for sales and marketing:



Target Market, Opportunities, Pipeline, and Closed-Won Deals are used universally and everyone seems to understand what they mean. Exchanges, Conversation Leads, and First Sales Meetings are my coinage because they better describe the outcome of the stage than terms like Inquiry, Marketing Qualified Lead, Automation Qualified Lead, Sales Accepted Lead, and Sales Qualified Lead. Plus, we really should use the word “lead” more carefully, moving it a little closer

to what sales think of as a lead: someone who is in the target market and wants to have a conversation with sales about buying the product.

Target Market

Definition. The companies, decision makers, and influencers who look like your ideal customers for each solution you sell. In the largest companies, there may be dozens or even hundreds of people who can buy or influence the purchase of your solution(s). There may even be multiple, discrete opportunities for you to sell your solution to these large enterprises. Factor in such considerations when assessing your target market.



Purpose. Understanding the number of people and companies you are trying to reach is a sanity check on your media plans and your deployment of sales resources. It’s also a sanity check on any forecasts you might make.

Practices. Key practices should include an in-depth, ongoing, annual qualitative discussion involving stakeholders from marketing, sales, customer support/success, product management, and finance. Your conversation with sales should be part of a larger effort to align sales and marketing.

You should then use big data, data science, artificial intelligence, and machine learning to look for the attributes of your ideal customers. Attributes once consisted of industry codes, employment, revenue, and geography. Big data now exists on a much richer set of attributes, like the mix of job skills within an organization, the technology stack of the organization, the core sales channels used by the company, the relative complexity of the solutions the company sells, the competitive intensity the company faces, the go-to-market maturity of

a company, the amount of money a private company has raised, the leadership track record, corporate culture, the buying capacity of an organization, the installed base of the company, and many other organizational characteristics.

Your qualitative analysis should help inform the quantitative analysis, including identifying for each product a specific set of best and worst customers (at least 25 each, but the more, the better). You can then use these lists of good and bad customers to identify your target market through your quantitative analysis. Furthermore, if you continue to feed outcomes from your demand generation efforts to the model, it will help you refine the target market.

More advanced approaches might further refine this audience in terms of the number of units of demand in the market. Several inputs would need to go into such models (e.g., industry studies for a mature solution category like servers that looked at refresh rates). Such approaches can add a revenue dimension to your targeting efforts, providing another sanity check on your own forecasts.

Exchanges

Definition. People who share their contact information with you in exchange for information access, updates, or other information exchanges. People call these “leads” and “inquiries.” As mentioned previously, the word “lead” has widely different meanings to sales and marketing, ranging from a list to a sales opportunity. Inquiry implies human interaction; really, what you have is an exchange. Someone shares contact information in exchange for something (usually premium content). It’s a trade.



Purpose. Getting prospects to willingly share their contact information with you gives you the opportunity to much more intentionally build a relationship

with them and assess their likely value. You can also tailor what you say based upon the company they work for, their areas of interest, their depth of interest, and so on. Unlike a list, the person generally has some idea about your value proposition, so they are more likely to become customers than those who don't know you. Thus, while you can obviously identify without their permission people and companies in your target market, identifying those who have some interest is much more valuable to you than a mere list.

Practices. While tracking each source is what you will want to do, grouping Exchanges into two broad categories is particularly useful:

- Exchanges you pay third parties to generate
- Exchanges you get organically through investments in word-of-mouth, brand recognition, and especially SEO and unpaid social media

The cost of an Exchange you pay for is straightforward. The cost for those generated through organic methods is not. Calculating a cost is much more difficult because many of the expenses are, at least in part, the cost of doing business, like having a website. Other expenses, like the cost of a given asset, may have multiple purposes, including sales collateral or an offer in your paid media campaigns. Thus, you'll need to look at the various direct and shared costs and allocate the shared costs appropriately.

Conversation Leads

Definition. Conversation leads are people you believe would like to talk with someone about your solution. There are two key sources: those that marketing generates and those that sales or an inside prospecting team generates. Sales can include channel partners when there is a deal registration process or some other level of visibility.



Purpose. Many people will subscribe to your blog, register for your event, fill out one of your web forms, and so on, but a much smaller number will talk to your sales people. Thus, identifying the small subset of Exchanges that are worthy of engagement by sales or an inside team dedicated to lead follow-up is a significant milestone in their Path to Purchase.

Grouping what marketing generates with what sales generates puts the picture into the proper context for both sales and marketing.

Specifically, sales has a particular capacity, and filling that capacity with people who are interested in talking to them and who fit the ideal customer profile for a given solution is a critical success factor for increasing sales productivity.

Practice. Whenever you transfer a prospect from one person or group to another, there is always a higher chance that you leak revenue because the process breaks down. One of those transfer points is the handoff to a sales development rep or team.

For this reason, you'll want to have an agreement with the leader who owns this function on what the informational definition of a valid Conversation Lead is. You'll then want to have a process that allows the SDR team to reject Conversation Leads that are not compliant. Such reporting will raise three possibilities:

- A process is broken upstream
- The SDR rep or team doesn't understand the definition or
- The definition is problematic and needs to change

Fixing any of these outcomes will help you increase downstream conversions and ROI.

While you'll count the number and percentage of Exchanges who convert to Conversation Leads, you'll need to make sure the SDR or sales people are following up a prescribed minimum number of times, generally with email and phone calls/voicemails and with a specified cadence to determine before dispositioning a Conversation Lead as "dead" (i.e., unresponsive, outside of the target market, etc.).

To identify the subset of Conversation Leads from the other Exchanges typically involves these practices:

- **Cleaning and Enhancing Exchanges.** Exchanges will often contain a great many problematic records. Cleaning and enhancing those records at the point of capture or shortly thereafter is often a good way to help with downstream nurturing and follow-up. Enhancement possibilities include remediating the lead at the point of capture (e.g., a web form that alerts a user that the email address he or she has entered is invalid), consolidating duplicates, matching against suppression lists (e.g., a list of competitor domains), various downstream manual and automated data hygiene routines. Enhancement can occur either within the record (e.g., extrapolating a website from the email domain) or by appending third party data to the record.

If you find you are getting too many bogus leads, you may want to see if you are exchanging sufficient perceived value when capturing the lead. You may also want to look upstream at the sources of Exchanges.

- **Scoring Exchanges Ready for a Sales Conversation.**
Many scoring functions in marketing automation systems are entirely subjective and can create a great deal of friction with sales.

Using Artificial Intelligence (AI) and big data to identify which leads match the attributes of your best customers will increase downstream conversion rates and eliminate a lot of the wasted effort by the sales organization or the sales development team. In addition to using AI to score leads, you'll want to simply ask prospects if they want to talk to sales. Demo requests, pricing requests, chatbots, inbound emails, and inbound phone calls are examples of these types of explicit and implied requests for sales engagement.



- **Nurturing Exchanges Until They Are Ready for a Sales Conversation.**

Most Exchanges are not ready for engagement with your sales or SDR team. You need to build your domain authority and a relationship through a cadence of nurturing. The idea is to add value without asking anything in return, initially, and lay out a progression of content that builds the need for your solution. Once they engage with enough content, prospects will often ask to talk to you, and they will certainly be more open to your solicitations to speak with sales.

Once you have the appropriate upstream processes in place, you'll want to look at the sources of your Conversation Leads in terms of three broad categories:

- **Sales Prospecting.** These are Conversation Leads generated via outbound prospecting by sales people or an inside team dedicated to prospecting. These manifest themselves typically as some type of positive response to an outbound solicitation. Email replies, inbound calls, social media exchanges, referrals from trusted sources, and an expression of interest in a short outbound call comprise the majority of these Conversation Leads. The idea is that there is a high probability that these Conversation Leads will convert into First Sales Meetings. Outbound prospecting can include unsolicited email (where legal), outbound phone calls, personalized notes and gifts sent by mail, and one-to-one social media. Indirect channels with registered opportunities would start here as well. In most companies, a large percentage of the sales pipeline (typically more than 50 percent) will happen through these outbound efforts, so tracking this contribution is critical. Note: many sales people will not bother tracking this type of data (a good reason to have an SDR team to handle this outreach). For SDRs, however, keeping track of the small number of people who have an interest is a best practice.
- **Fast-Tracked Exchanges.** Marketing is the source, and marketing has not nurtured these Conversation Leads but sent them straight to sales or an SDR team. The reason to single these out is to make sure you are not creating friction with the sales organization by classifying unqualified

Exchanges as Conversation Leads when you need to nurture them first. You may need to tune your scoring formula or otherwise validate and enhance these leads.

- **Nurtured Exchanges.** These Exchanges have gone through a nurture process and your scoring algorithm has identified them as ready, or they have explicitly asked for sales engagement. Given the considerable investment in marketing automation, content marketing, and workflow creation, analyzing leads that resulted in part through nurturing helps you answer two important questions:
 - Is your investment in nurturing paying off, relative to upstream paid or organic leads?
 - Are your paid or organic lead sources yielding more downstream value than you realized?

First Sales Meetings

Definition. The customer attends a first meeting (often over the phone) with someone from sales. There is nuance here that largely depends on the lifecycle of the product(s) or service(s). For products early in their lifecycle, sales typically needs less qualified meetings; later in the lifecycle, sales needs a higher level of qualification. These distinctions typically fall into three categories:



- **Level 1** (early in the solution lifecycle): A Conversation Lead that has a qualified decision maker or decision influencer working at an account in the target market, interest in the solution area, and wanting to talk to sales

- **Level 2:** A Conversation Lead that fits the above criteria but also has prioritized the problem(s) as one to address
- **Level 3** (late in the lifecycle): A lead that fits the above criteria but also has a specific timeframe for a decision

Purpose. This stage gives marketing and sales an early indicator of the likely percentage of Conversation Leads that will convert into pipeline and closed-won sales. Rapid feedback at this stage can enable marketing to tune the scoring model and improve upstream demand generation practices, based upon feedback from the most qualified prospects.

Practice. Sales people have some latitude here. Often, a sales person will know after this initial meeting whether to keep talking to the account and so will convert the First Sales Meeting into an Opportunity. A proposal, however, may take a month or more to develop, as the prospect shares needs, introduces other stakeholders, and begins to think about key solution requirements.

Just like passing Conversation Leads to an SDR team, passing First Sales Meetings to the sales team can lead to lost revenue because of broken processes and dropped opportunities.

In many organizations, sales people, including the most successful, will push back on having meetings scheduled on their behalf. Two big problems occur if sales are setting up these meetings:

- You'll lose revenue because sales will drop the ball
- You'll add many days or even weeks to the buying process

For these two reasons, marketing and whomever owns the SDR function should push back on the desire by sales to set up their own First Sales Meetings.

The cost of a single Initial Sales Meeting can typically range from \$200 to \$1.5k or more. When combined with the lost revenue potential from such dropped opportunities, carelessness with this handoff process gets very expensive very fast. Lengthening the buying process also has a cost, both in lost opportunities and the value of money over time.

There are some measurement details to be mindful of:

- Make sure your reporting can track the rate of meetings that are set but not held. Sometimes customers will agree to meetings to get a sales rep off the phone. You will want to have a way to see if that kind of problem might be happening.
- Distinguish between First Sales Meetings set for the sales person and a meeting the sales development rep sets up for herself.
- Allow your sales reps the latitude of reviewing the details of a set meetings and rejecting the meeting if it is not compliant with the service level agreement. These criteria should be objective, if at all possible.

Opportunities

Definition. A First Sales Meeting in which sales has spoken with the prospect and believes there is a reason to continue the discussion (and ideally has booked a follow-up meeting on the call).



Purpose. Rapid feedback on opportunities passed to sales is critical for process improvement, both to improve upstream follow-up and to clarify downstream understanding of sales follow-up obligations.

Practices. Document in your service level agreement the speed of follow-up, the number of follow-ups, and the timing and method of follow-up.

Pipeline

Definition. An Opportunity that warrants a proposal.

Purpose. Because the buying cycle is often many months, getting an earlier sense of the potential revenue contribution is very helpful for both sales leadership and those in marketing, analyzing the effectiveness of upstream resources that generated the opportunity.

Practice. Backward analysis of pipeline associated with a given campaign will give you an early revenue dimension to what had largely been a unit-cost analysis. Obviously, the revenue potential of a given source greatly impacts your evaluation of the source. More junior sales people and some sales leaders will often inflate this conversion percentage by sending proposals out prematurely or even for no reason. Keep an eye on increases in proposals that do not lead to more closed-won deals.



Closed-Won Deals

Definition. These are opportunities that sign contracts and receive one or more products or begin to receive services. There are two revenue numbers that should be attributed to closed-won deals:



- The contracted revenue, less any downstream adjustments that may occur
- A calculated lifetime value so that the company can put upstream investments into proper context

Purpose. Conversion rates need the additional clarity of revenue because not all wins have equal value. Further, upstream conversion rates can mislead those involved if there is not a worthwhile downstream outcome, especially at this and the next stage.

Practice. There will be the same funnel stages (Target Market, Exchanges, Conversation Leads, etc.) for installed-base campaign as there are for campaigns focused on adding new customers.

Next Deal

Definition: Closed-Won Deals you have renewed/rebooked or otherwise cross-sold something to after the original deal had closed.

Purpose. You want to see if customers you close like you enough to continue to buy from you. It is, therefore, an early look at lifetime value probability and solution/market fit.



Practice. The most advanced marketing organizations will increasingly use artificial intelligence to identify which customers in the installed base are most likely to renew a subscription or buy another product or service from you. You can use these same account profiles to target the prospects at the top of the funnel, as well.

Measure What Matters Most to Find and Repair Revenue Leaks

Across each stage, after Target Market, these five measurements are the most important:



- **The volume for each stage over time.** This metric answers the simple questions: how many or how much? How many First Sales Meetings? How much pipeline? You can ask these questions over various timeframes (e.g., month, quarter, year-to-date, etc.) and most importantly compare the change over time.



- **The unit cost for each stage.** Most marketing teams measure the unit cost, with cost-per-lead being universal and customer acquisition cost being a close second. Measuring how much it costs you to create a set of outcomes will put those outcomes into a useful perspective. This is another sanity check. Is the unit cost reasonable given the likely downstream conversion rate and the revenue per unit? Again, looking at the trending of this metric over time can also be helpful. It's very important not to over-value this metric because lower unit cost often correlates to lower conversion rates and / or smaller deal sizes.



- **The conversion of each stage into downstream stages.** What really matters is the conversion to Closed-Won Deals and Next Sales. Conversion rates between stages, however, can help you isolate why downstream conversions are increasing or decreasing.



- **Timeframe between stages.** Time-to-money matters. You'll want to capture the time (ideally, the number of business days) between any two stages so that you can forecast accurately and look for ways to condense the time between stages, often by removing obstacles in the customer path to purchase. To measure these timeframes, you'll want to date stamp in your marketing automation and CRM systems lead and opportunity records as they pass from stage to stage.



- **The unit lifetime value for each stage.** This metric puts all the other metrics into the proper context. Ideally, you are calculating profit or gross profit.



- **The revenue / cost ratio.** The better this ratio is, the better job you are doing. Of course, there are occasions when speed to market and market share matter more than profit, especially for start-ups and emerging technologies. Still, you want this ratio to be as good as it can be, given your objectives.

Once you start to use these measurements, you'll find occasions when an increase in conversion percentage in one stage did not result in an increase in volume or conversion at a downstream stage. For example, you might loosen the criteria for Conversation Leads and hurt the conversion of every downstream stage because the prospects were not as qualified.

In time, you'll be able to look at each campaign, marketing channel, solution area, region and/or time period through this set of measurements.

Use Baselines and Benchmarks to Get Context

Baselines and benchmarks put what you measure into context.

You need to look at these measurements long enough to establish baselines. The length of time depends in part on the buying cycle. Six months is usually a minimum.

Baselines are statistically meaningful volumes for each stage that allow you to compare what you are doing now to what you have done in the past.

Over time, as sufficient volumes of conversions occur, you will have a baseline conversion rate that serves as a frame of reference. That backward look can be between quarters, years, or any other reasonable comparison. These comparisons give you context, helping you answer the question, is my demand factory improving?

Likewise, you'll want to benchmark your performance against best in class organizations.

Benchmarks provide a different kind of context. Rather than just looking at how you are improving, you look at the results of the best companies in your class. That way, you'll know what is possible and can research best practices or emerging innovation.

Looking at these metrics can tell you where you are leaking revenue. Given the complexity of B2B, such a diagnostic is hugely beneficial.

You can use these baselines and benchmarks to trigger analysis. By monitoring these higher-order conversions, you can identify problems and then microscope into your funnel data to better understand why you're leaking revenue. For example, if the conversion rate of Conversation Leads fell, then you would look first at the immediate next stage in the funnel — in this case, the subsequent outreach by the opportunity development team. Questions to ask:

- Is there a sufficient effort being made to set up initial meetings (i.e., enough phone calls and emails per Conversation Lead)?
- Is the cadence right?
- Is there a problem with the messaging?
- Is there a problem with the quality of the Conversation Leads (e.g., too many that are out of the target market, too many with bogus information like bad email addresses and phone numbers)?
- Is there some other problem with the SDR team?

If your findings pointed upstream, look at your scoring rules and lead sources.



Summary

Thinking of sales and marketing as a manufacturing process and using proven models for process improvement will increase the return on investment of sales and marketing resources. Obviously, there are many other important considerations. You'll need an SDR team, a robust marketing database, a big data strategy, the right content, a nurture strategy, the appropriate technologies, and alignment with your sales and product teams.



Go-to-market technologies, especially emerging technologies like AI, machine learning, natural language processing, and the like will have profound impact on competitive advantage. To test and measure the effect of these technologies and other innovations on sales and marketing operations will require mapping the Path to Purchase and setting up a funnel metrics framework. Such a framework will help you measure cause and effect in the enormously complex B2B ecosystem.

About LeadCrunch^[ai]

The Problems We Solve

Despite technology advancements, even the best marketing teams get very low conversion rates throughout the funnel. Plus, most marketing teams must argue constantly to get revenue credit for marketing influenced leads. Conflicts with sales over lead volume and lead quality are never ending.

These problems stem from B2B complexity. B2B buying behavior involves multiple stakeholders, evolving buying criteria, and an elongated consideration cycle. The sales and marketing tech stack has thus far only increased this complexity.

Our Experience Design

We think differently about how to find and grow lasting B2B relationships. Scaling relationship development with Artificial Intelligence (AI) necessitates a data model that describes the B2B ecosystem. The data must not be a snapshot in time but a network of everchanging people, ideas, and companies. Mere firmographic models are too inaccurate and simplistic.

Scaling relationship development also means analyzing not just your hand-raisers, who convert infrequently, but your ideal customers. With such profiles, AI can predict who will buy and their buying capacity and buying longevity, not just who will respond.

Because the B2B ecosystem is constantly changing, your marketing model must learn continuously, too. The LeadCrunch always-on AI platform adapts to competitive threats, ideas that are changing market perceptions, and changes to your solution portfolio and business strategy. This continuous learning means tightly integrating content marketing with audience targeting, delivering a stream of proactive insights, and feeding outcomes back into the platform to improve targeting and insights.

Above all else, the design must simplify the complexity and make marketers the new maestros of shareholder value.

Our Services

We make it easy to pilot our AI-driven B2B marketing system. No complicated tech stack integrations. No long-term commitments. Only pay for qualified leads who engage with your content. We can also nurture the leads with your content, identify additional personas within an account for your sales team to engage, or even engage and nurture those additional personas in each account. Each lead is multi-touch verified and guaranteed to meet your campaign criteria and contain valid data.

