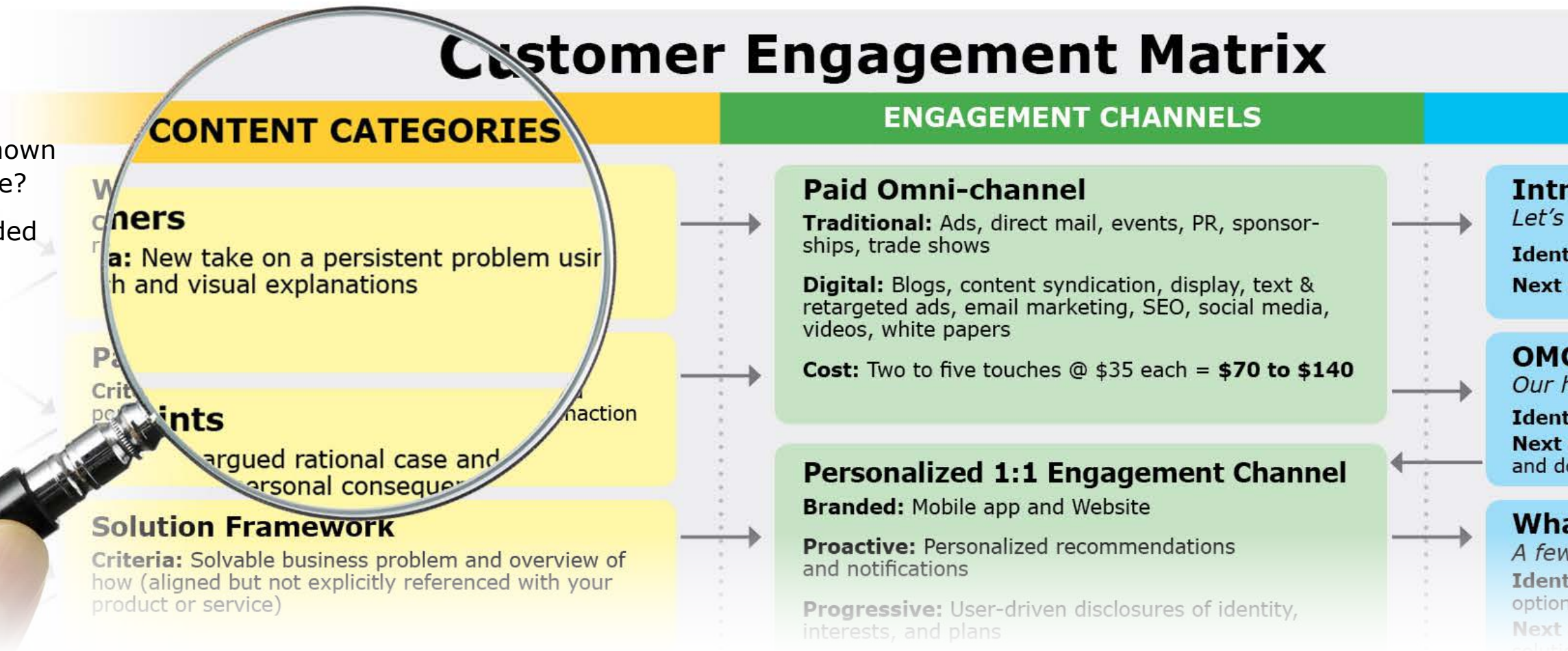


Content that Connects

What are the four categories of content that drive the buying process for complex B2B solutions?

Key Points

- What contributes most to the buying experience?
- How can vendors uncover unknown customer needs with confidence?
- What types of content are needed for personalized one-to-one engagement channels?



Drivers of Customer Loyalty

What contributes most to the buying experience?

Based on primary research of more than 7000 organizations, the data revealed that interaction with Sales creates over half of the buyer's experience of value and basis of loyalty – **why customers will buy again.**

The data also calls attention to what Marketing brings to the customer's experience.

These data also emphasize the value of supporting the **decision influence team**: "widespread support across the organization."

This suggests an opportunity for using **personalized 1:1 engagement channels** to provide unique, valuable perspectives and catalysts for conversation with Sales.

Action Points for Realignment of Marketing and Sales

- Conduct decision-influence forensics on 10 or more customer accounts, identifying the **common roles** and their decision-support information needs.
- Conduct five or more deal postmortems with account teams, mapping the **flow of marketing and sales content** to key decision influencers.

Drivers of Customer Loyalty

- Rep offers unique valuable perspectives on the market
- Rep helps me navigate alternatives
- Rep helps me avoid potential land mines

- Rep educates me on new issues & outcomes
- Supplier is easy to buy from
- Supplier has widespread support across the organization



Contribution to Customer Loyalty

19%

Company and Brand Impact

19%

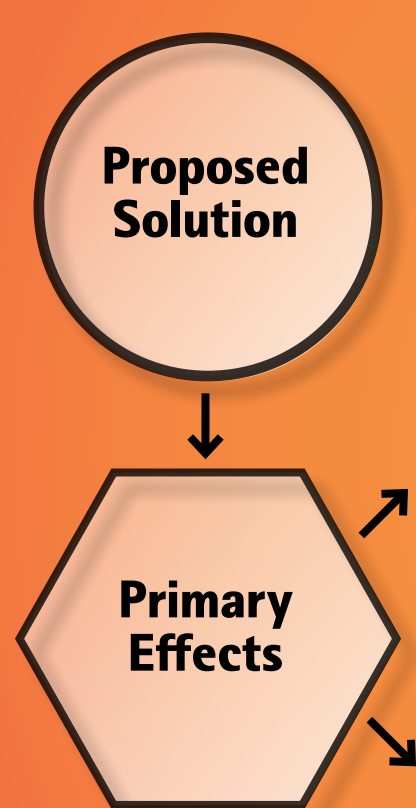
Product and Service Delivery

9%

Value-to-Price Ratio

53%

Sales Experience



INVESTMENT RETURNS	RELATIVE VALUES	BUSINESS BENEFITS
Higher Share Price	\$1,000	Marketshare gains, M&A, blockbuster products, medga deals, business model innovation
Balance Sheet Improvement	\$100	Lower debt, better operating ratios, higher asset valuations, new asset classes.
Compliance / Lower Risk	\$10-\$100	Ranges from training certification to consent decrees and malfeasance
Increased Revenues	\$20	From existing accounts and products OR from new accounts, new products, and new markets
Lower Costs	\$5	Measure reduction of fixed and variable expenses OR higher asset utilization rates
Process Improvement	\$1	Qualitative, rarely quantified; tactical, small scale improvements such as less hassle, stress, etc.
Intangible	\$0	Minor or inconsequential "localized" effects or too new for baseline comparisons

What's your hypothesis?

How can vendors uncover unknown customer needs with confidence?

Marketing brings an attractive, **differentiated value proposition** to the potential customers who are most likely to buy.

The figure to the left depicts the often obscure **value calculus** of buyers.

Most CFOs and economic buyers will pigeonhole an offered solution into one of seven value categories. Too many vendors allow customers to do this, thus deprecating a good value proposition and setting up the buyer to demand discounts.

Effective marketing today starts with insights about how their solution drives value into a customer's business.

The development of these insights—how your solution **drives value into a customer's business**—remains one of the more difficult jobs for Marketing. This is followed by transforming an insight into a **hypothesis-driven pitch**—for Sales to use in developing an account.

Action Points for Realignment of Marketing and Sales

- Through market forensics, categorize the **weaknesses** and **breakdowns** in your customer's business models
- **Segment your customers** by their shared weakness and breakdowns.
- Develop a **value hypothesis** that emphasizes the most strategic and credible **effect of your product or solution**.

Content Categories

What types of content are needed for personalized 1:1 engagement channels?

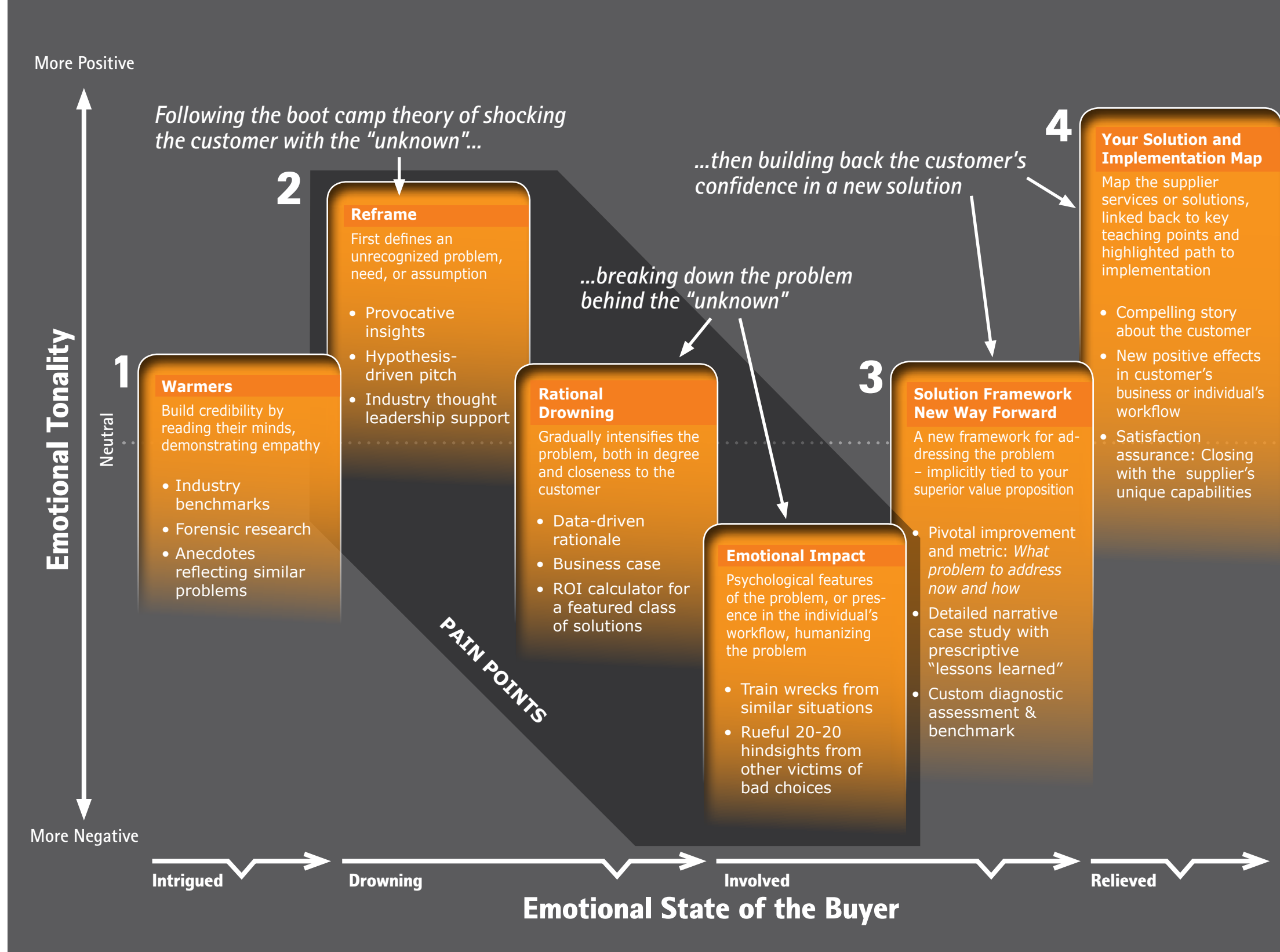
The content that fuels **personalized one-to-one engagements** moves a buyer through their journey.

The figure to the right depicts the **four categories of content**: warmers, pain-points, solution frameworks, and a vendor's solution.

Automation of personalized one-to-one engagement, using these four categories of content, enables Buyers to access relevant content from a curated directory and subsequently read, tag, and share with others.

Action Points for Realignment of Marketing and Sales

- Search the **web** and the **competition's website** for examples of warmers, pain points, solution frameworks, and implementation maps.
- **Develop** or **commission** your own content for all four categories.



Conclusion

- Marketing and sales work together in creating the **buyer's experience**
- Getting **widespread support across the organization's** decision influence team constitutes a key accomplishment of the winning vendor
- **Personalized 1:1 engagement channels** can perform much of the work that Sales now does:
 - Providing unique, valuable **perspectives**
 - Educating buyers in the general solution and **selection criteria**
 - Pointing out "**lessons learned**" through narrative case studies
- Development of content for personalized 1:1 engagement channels starts with **unique insights**—*How your solution **drives value** into a customer's business*
- It's Marketing job to transform these insights into **hypothesis-driven pitches** & provide "air cover" as Sales develops their accounts:
 - Warmers
 - Painpoints
 - Solution frameworks
 - Solution with implementation map
- Personalized 1:1 engagement channels automate the delivery of this content

Points to ponder

- How well do we connect with the business drivers of customers?
- What were the actual business drivers for our last 15 sales?
- What technology is required to administer personalized one-to-one engagement at scale?
- In their own words, why did customers buy from us, and not the other guys?