



Realigning Sales & Marketing to Succeed in Today's New B2B Marketplace

NEWS FLASH: B2B selling has changed!



Okay, so you already knew that. But, do you know exactly how and why B2B selling has changed?

Believe it or not, over 50 percent of the U.S. workforce is made up of millennials, those born between 1981 and 1996, and Gen Z, those born between 1997 and 2012. These are young adults who've grown up with search engines, peer review sites and social media.

They are buyers who have become accustomed to world-class B2C buying experiences, featuring convenience, easy-to-find product information like pricing, and peer-to-peer reviews. They're digital-first buyers who conduct the majority of their buying journeys — including those B2B journeys they embark upon at work — anonymously and defer, or avoid completely, speaking to sellers.

Changing B2B buyers and their new buying journeys require B2B revenue teams to respond accordingly. This eBook focuses on the opportunities for Sales and Marketing teams to realign themselves to succeed with today's new buyers and the new B2B marketplace.

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How B2B Selling Has Changed



How B2B Selling Has Changed

TrustRadius' *The B2B Buying Disconnect* is an annual research report that tracks year-over-year changes in business technology buying. Some of the key takeaways from the [2022 B2B Buying Disconnect](#) report based on a survey of 2,185 technology buyers include the statistics to the right.

It's clear that all revenue teams are entering a new era of buyer behavior. The models, strategies, processes and tactics of yesteryear were perfect ... for then.

Now? Not so much.

New buyers with newly empowered buying journeys and different buyer behaviors require Sales and Marketing teams to agilely adapt and respond.

Top 3

items buyers want potential vendors to provide as self-serve options are:

- 1) software pricing (**71%**)
- 2) demos or free trials (**70%**)
- 3) customer reviews (**35%**)

100%

of buyers want to self-serve part or all of the buying journey, up **13 percent** from just one year previously

81%

of buyers want to find pricing info on their own. **16 percent** will eliminate a potential vendor from their short list for not including transparent pricing info online

41%

of Gen Z & **29 percent** of millennials selected "Check review sites" as their first step in the buying journey

40%

of buyers named "having to contact sales for a demo or free trial" among the three things potential vendors do to make them less likely to buy

64%

of buyers named cold calling as the number one reason they are less likely to buy a product from a potential vendor

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What Changing Buying Journeys Mean to Sales & Marketing Teams



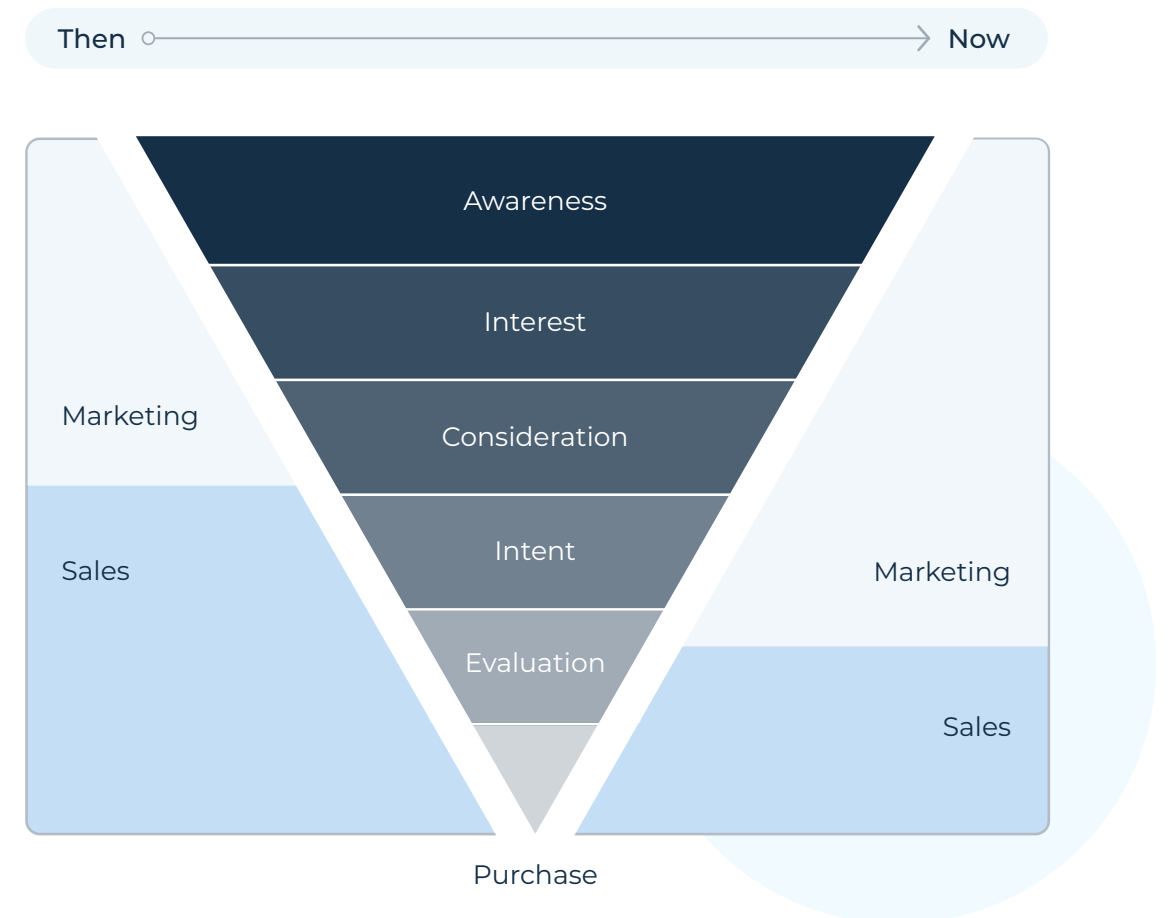
What Changing Buying Journeys Mean to Sales & Marketing Teams

On journeys of self-discovery, today's buyers choose not to interact with representatives until they are quite far down the traditional sales funnel, past the Consideration phase and beyond. In fact, there are even software applications like Testbox that allow a prospective buyer to shield themselves from a vendor completely.

Today's new buying model puts pressure on the selling models of the past, so much so, they're not really relevant any longer. In the not-so-distant past, revenue teams looked to get leads into the hands of Sales representatives as quickly as possible. It's what the business wanted.

Now, buyers don't want to speak to sales representatives until they are fully prepared to buy. This requires the Marketing team to nurture and facilitate buyers down their buying journeys before handing them over to Sales to complete the journey.

In many ways, the difference between yesteryear and now can be viewed as the difference between lead generation and demand generation.



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Realigning Sales & Marketing to Succeed in Today's B2B Market



Realigning Sales & Marketing to Succeed in Today's B2B Market

Alignment between Sales and Marketing is always critical for go-to-market success. And, anyone who has been on a revenue team for even just a year has heard plenty about Sales and Marketing alignment.

In the best of cases, alignment is a challenge. In a changing marketplace, alignment is even more important — and potentially even more problematic — and it quickly rises to the top of the priority list.

Misalignment in between Sales and Marketing teams can often be diagnosed with the following symptoms:

- Missed sales pipeline and revenue targets
- Poor orchestration (e.g., clunky handoffs of leads)
- Poor communication between Sales and Marketing
- Poor collaboration between Sales and Marketing — no leverage, no synergy
- Animosity and distrust between Sales and Marketing teams

However, alignment between Sales and Marketing is possible, and it's built on the triple-headed foundation of **transparency, agility and accountability**.



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Transparency



Transparency

As it relates to Sales and Marketing alignment, transparency can be defined simply as both teams know each other's strategic plan and tactics. But, for true alignment, it's more than that.

It's the collaborative co-development of strategies, with input and buy-in from all internal stakeholders to develop strategic plans that are deeply intertwined and connected with one another.

In fact, don't think of it as two different strategic plans, one for Sales and another for Marketing. Think of it as one revenue team plan with two connected, integrated halves.

In building strategic plans, collaboration begins with go-to-market strategies like account-based, verticalization and others, and includes defining ideal customer profiles (ICPs), target accounts and personas.

Deeper into the planning phase, collaboration starts anew with data strategies, and moves through important considerations like segments, territories, marketing and selling processes, events, integrated campaigns, messaging and joint performance metrics.

Of course, the formation of co-developed strategies is only the beginning of a truly transparent process. As plans begin to be executed upon, performance metrics — both high-level and step metrics — require dashboards and reports with shared visibility and accessibility.



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Agility



Agility

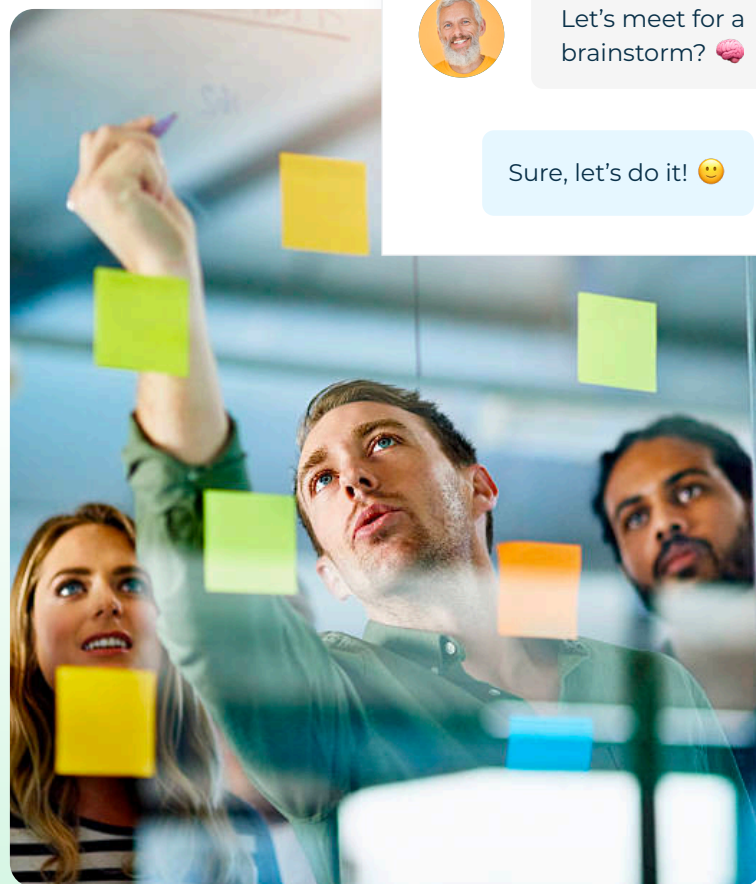
The age of the Internet has ushered in an era of lightning-quick change. Those who are slow to adapt and respond get left behind quickly. Catching back up again can be extraordinarily difficult.

Agility for Sales and Marketing teams is the ability to change and course correct quickly and seamlessly. However, being able to quickly pivot only works if both teams are literally on the same page of the strategic plan. Changes can't be made in isolation or in silos. There has to be purposeful, agreed-upon change.

Changes occur based on either past performance or in response to changing competitive or marketplace conditions, and frequently include the following:

- Shift in messaging
- Changes to sales territories and/or target account
- Improvements or shifts in sales process methodology
- New products, or changes in pricing and/or packaging

It's mission-critical that all changes, no matter the magnitude, are clearly communicated and bought into before they occur. The impact of every change must be fully vetted and understood by both teams, and both teams should work together, seamlessly, for joint enablement.



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Accountability



Accountability

Accountability between Sales and Marketing begins with transparency and collaboration in the strategic planning phase mentioned earlier. The roots of shared accountability lie in combined mutual goals, key performance indicators (KPIs) and success metrics.

Going into the plan, both teams must have a clear understanding and shared agreement on both goals and metrics. Common metrics include the following:

- Sales pipeline and revenue targets
- Conversion rates at stages and processes
- Quality of leads, contacts and accounts
- Service-level agreements (SLAs)

Enforcing accountability requires a commitment to open, transparent and honest communication, and requires joint meetings. As soon as you have separate meetings to discuss shared metrics, you're beginning to show signs of misalignment.

Sales and Marketing should both report and meet jointly to discuss progress toward campaign results, sales pipeline, and revenue goals. Additionally, joint meetings should be conducted to review feedback on what team members are receiving from customers, particularly external customers in the market.



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Leveraging Sales & Marketing Alignment



Leveraging Sales & Marketing Alignment

Just as there are signals that Sales and Marketing teams are not aligned, there are similar signals when the teams are aligned. Those signals include the following:

Shared strategic plans

Frequent and regular cadence of joint Sales and Marketing meetings

Shared success in revenue growth

Common goals and shared KPIs

Proven ability to respond to change together as a singular, unified organization

Tight partnerships between Sales and Marketing team members that go well beyond executive roles and includes Demand Generation, RevOps (Sales, Marketing and Revenue Operations), Sales Development Representatives, Field Marketers, Product Marketing, Partner Marketing and more



The Benefits of Realigning Sales & Marketing



The Benefits of Realigning Sales & Marketing


If your buyers haven't already changed completely, they are well on their way. To succeed in the marketplace — both today and in the future — revenue teams must pivot from the way they used to do things to the way they need to do things. It's what's required to win in the market.

Making those necessary changes requires a realignment between Sales and Marketing. We know this. According to the Aberdeen Group, highly aligned revenue teams achieve the following:

- Generate 32 percent higher revenue
- Retain 36 percent more customers
- Achieve 38 percent higher win rates

If that's not enough, consider Forrester's findings that aligned revenue teams get the following results:

- Achieve 24 percent quicker growth rates
- Achieve 27 percent faster profit growth over a one-year period



Change is inevitable.
Realignment between Sales and Marketing makes it successful, and it's founded on transparency, agility and accountability.

Recommended Readings

BLOG



Blast Through Mediocrity to Level Up Your Sales Game in 2023

 LeanData


BLOG

Blast Through Mediocrity to Level Up Your Sales Game in 2023

eBook

Build vs. Buy for Lead Management & Revenue Operations

What's Best for Your Tech Stack?

 LeanData

EBOOK

Build vs. Buy for Lead Management & Revenue Operations: What's Best for Your Tech Stack?

eBook

7 Steps to Building a Winning Account-Based Marketing Strategy

 LeanData

EBOOK

7 Steps to Building a Winning Account-Based Marketing Strategy

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Visit [LeanData.com](https://leandata.com) to learn more about LeanData's go-to-market operations solutions for Automated Scheduling, Matching, Routing and Engagement, or visit us on [AppExchange](https://appexchange.com).

[Request Demo](#)

Why LeanData?

Today's growth leaders power their B2B selling with LeanData, the gold standard in modern revenue orchestration and an essential element of the modern RevTech stack. The LeanData Revenue Orchestration Platform, powered by No-Code Automation, simplifies and accelerates coordination of all the people, processes and plays needed to transform buyer signals into buying decisions. LeanData is inspiring a global movement among its 1,000+ customers and community of 5,000+ OpsStars worldwide, empowering them with revenue operations excellence that translates into compelling buyer experiences and competitive advantage.

