

# Inconsistency: The Silent Deal Killer in B2B Sales

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Driving buyer value through Marketing & Sales

March 7<sup>th</sup>, 2024

BOLD  
AT  
WORK



# What do buyers want ?

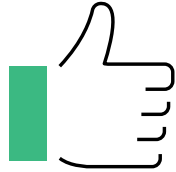
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# 83%

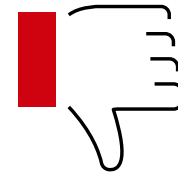
of buyers were dissatisfied with the winning vendor in one or more areas

# A key reason for vendor selection and dissatisfaction

**“Ease of doing business”** was one of the top five responses for both questions



“Why did you choose the winning vendor?”



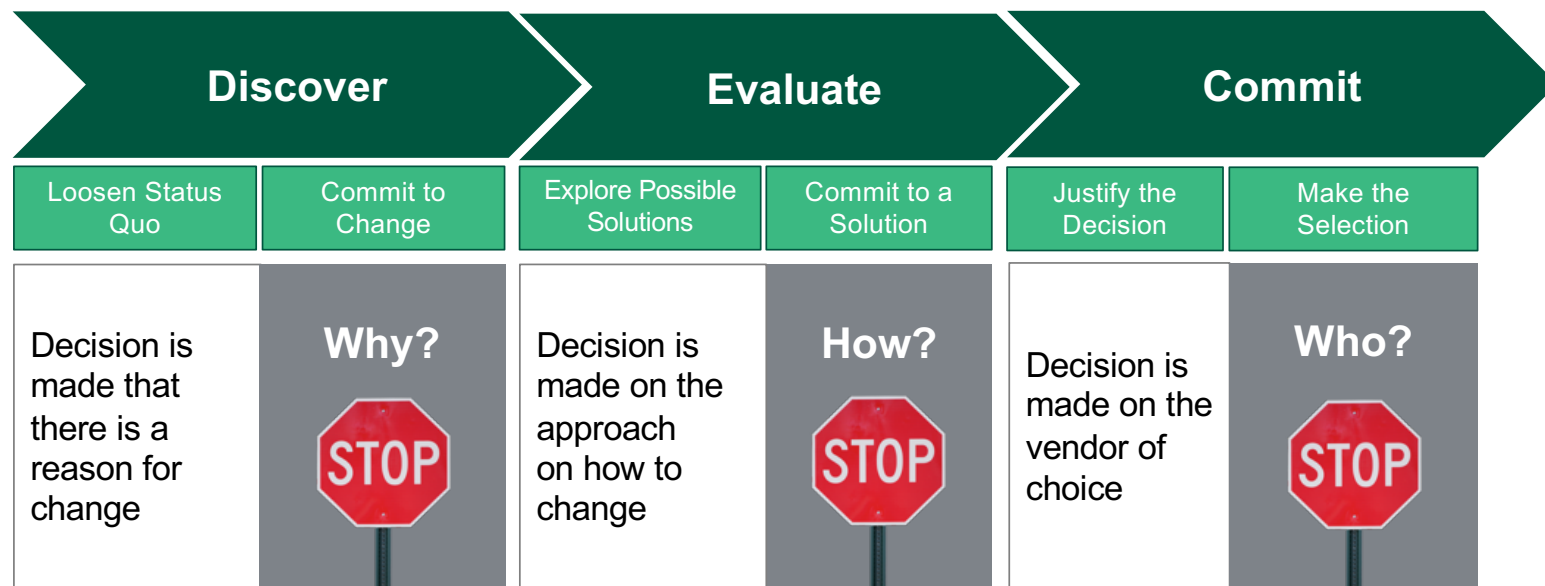
“How were you dissatisfied with the winning vendor?”

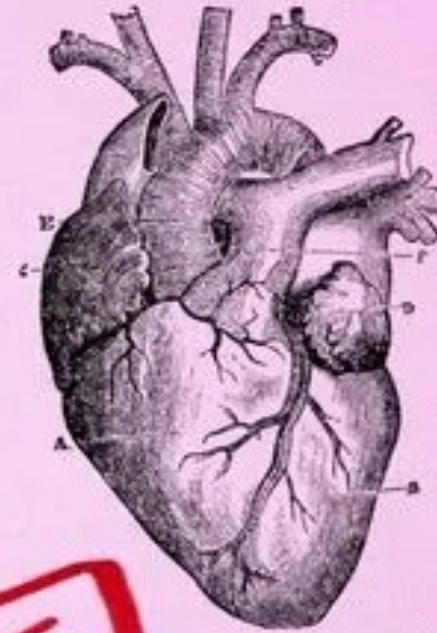
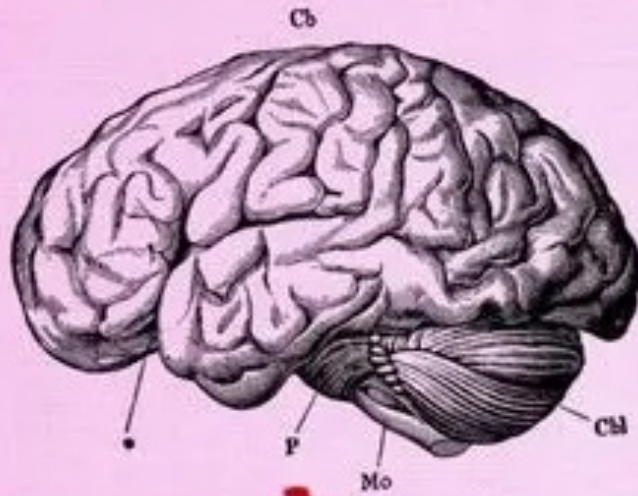


# B2B Buying Is A Cognitive Decision Process

Decision-making is a cognitive process defined by psychologists as the selection of a course of action from multiple alternatives.

## The Forrester B2B Buying Decision Process Framework





I'm with stupid.



# B2B buyers expect their experience to be:

Understanding the Buyer's expectations increases the vendors' value of experiences needed throughout the buying decision process.

**Open**



Access  
to information

**Connected**



Shared  
goals

**Intuitive**

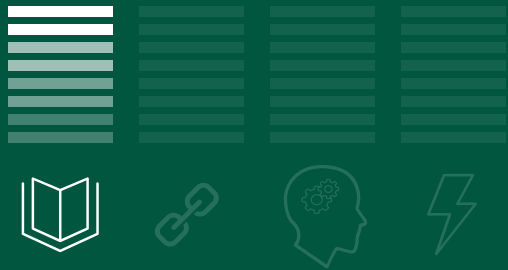


Contextual  
experiences

**Immediate**



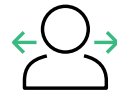
Present and  
proactive interaction



## Strong Partnerships Are Open

Buyers expect more visibility and easier access to relevant information such as pricing, business practices, policies, and market feedback.

## Reduce Buyer Frustration and Establish Trust and Affinity



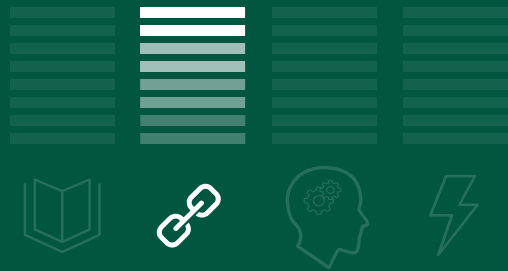
Help buyers make better-informed decisions



Provide more information about a solution's real business and financial outcomes and clearer guidance regarding possible routes to purchase



Differentiate on proven innovation, customer experience and results, and company practices and principles — not on unsubstantiated claims

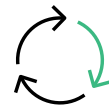


## Strong Partnerships Are Connected

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Buyers expect providers to work with them on a shared set of goals throughout the pre- and post-sale experience.

## Create Lasting Partnerships Through Empathy and Commitment



Provide a formal platform that brings buyers into the process of solution innovation, co-creation, and value measurement



Flip your organization's brand perspective and messaging platform to connect more directly with buyer emotions



Participate in the expanding buyer ecosystem and facilitate more peer-to-peer connections



## Strong Partnerships Are Intuitive

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Buyers expect providers to know who they are and what they want in every experience they have throughout the lifecycle of the relationship.

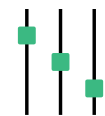
## Demonstrate Deep Customer Knowledge and Understanding



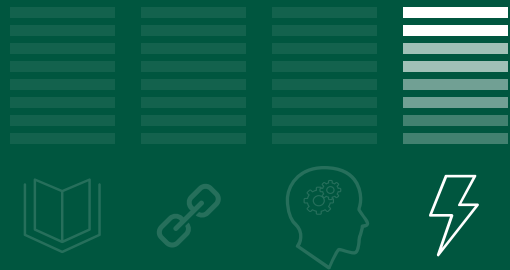
Create a shared view of buyer context



Knowledge of the buyer is persistent in every experience



Deliver contextual experiences personalized at the account, buying group, and persona levels



## Strong Partnerships Are Immediate

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Buyers expect providers to be present and proactive at every moment of their journey, in all their preferred channels, and at their touchpoints.

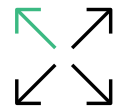
## Deliver Real-Time, Frictionless Experiences to Streamline Buying



Provide digital purchase options for omni-channel buyers



Deploy chatbots and virtual assistants that help as much as they “sell”



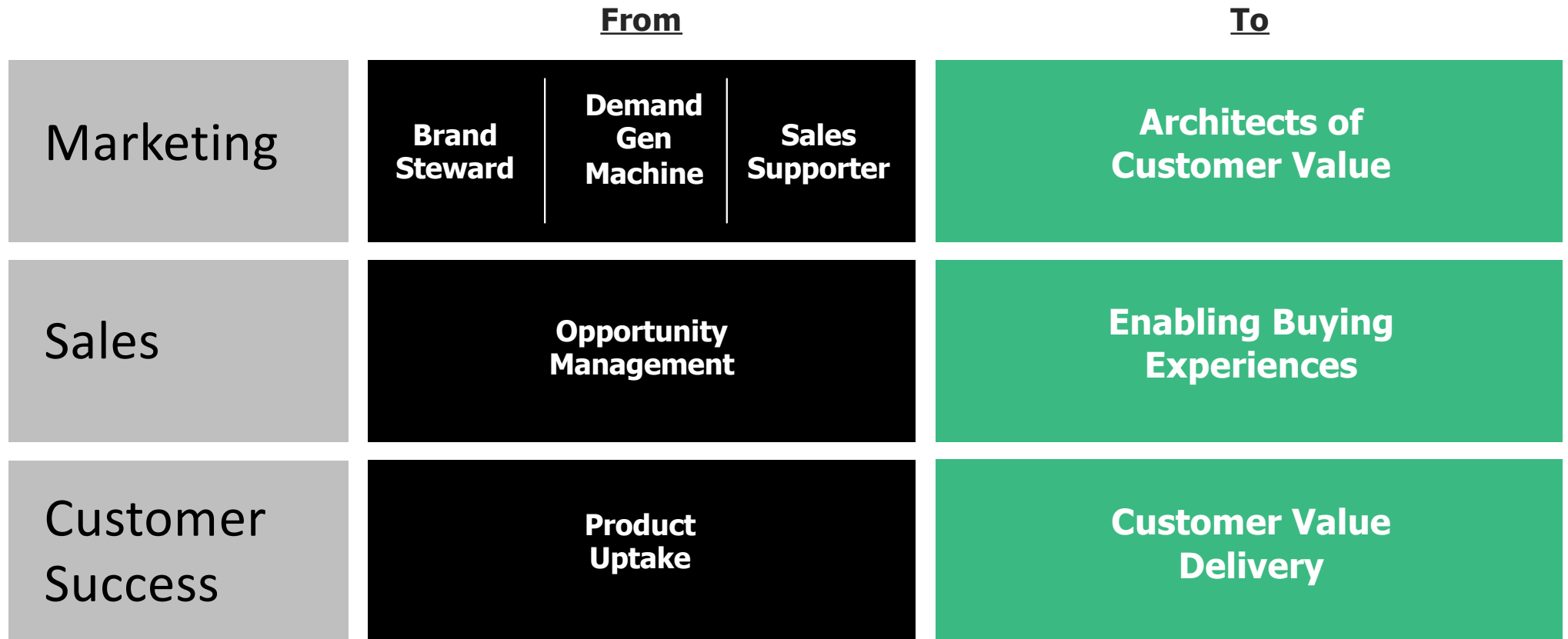
Expand into third-party marketplaces for unique buyer needs, industries, or regions currently underserved by branded e-commerce

# What do we need to do different ?


















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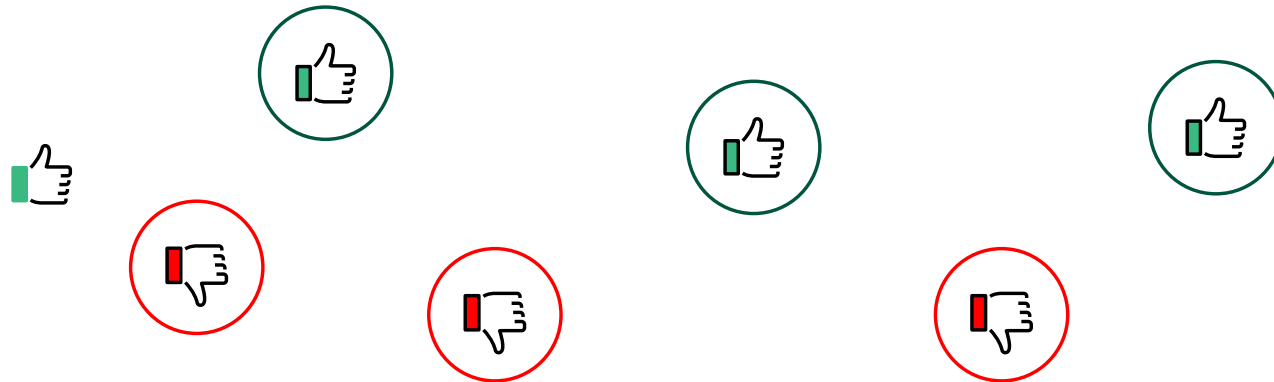
# Re-orienting To Buyer Value Requires Shifts...

Aligning customer-facing teams to buyer value releases each team's unique contribution to buyer value and drives growth in collaboration with functions that don't always interface with customers.



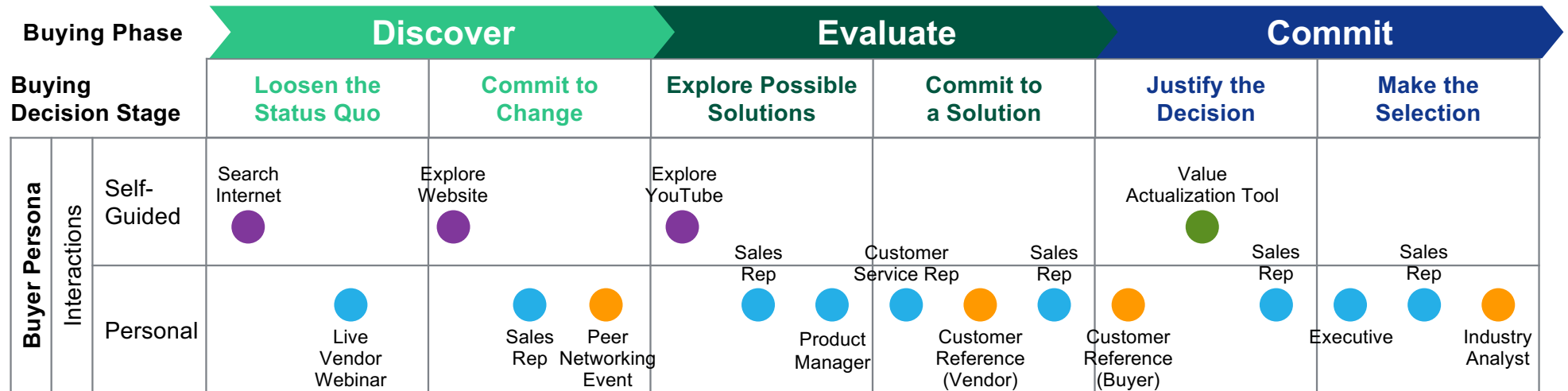
# Buyer's Interactions Drive Value Perception

Buying Phase			Discover			Evaluate			Commit		
Buying Decision Stage			Loosen the Status Quo	Commit to Change	Explore Possible Solutions	Commit to a Solution	Justify the Decision	Make the Selection			
Buyer Persona	Interactions	Self-Guided	Search Internet 	Explore Website 	Explore YouTube 		Value Actualization Tool 				
		Personal	Live Vendor Webinar 	Sales Rep  Peer Networking Event 	Sales Rep  Product Manager 	Customer Service Rep  Customer Reference (Vendor) 	Sales Rep  Customer Reference (Buyer) 	Sales Rep  Executive 	Sales Rep  Industry Analyst 		





# Buyer Interactions Are Episodic, Not Linear

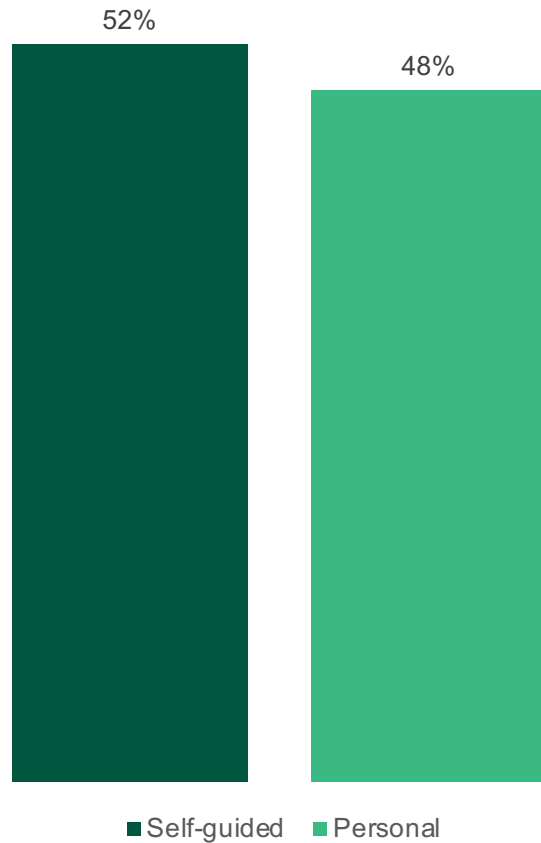


We have many touchpoints with prospects and customers ...



... but we often lack the ability to track and connect all interactions and determine which are most effective.

# Buyers require aligned engagement

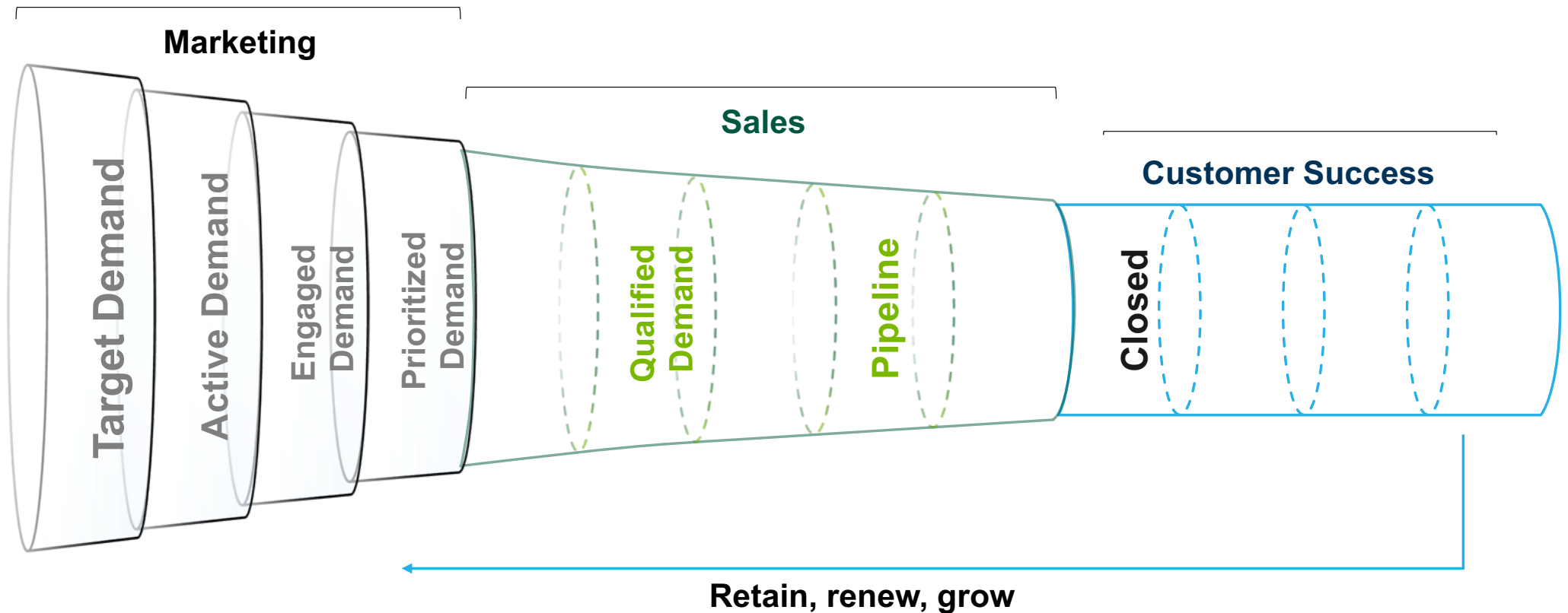


## Unified Signals Will Help Drive Value Perception

- 💡 Integration of digital signals
- 💡 Complex engagement requires technology
- 💡 Unified sales and marketing engagement

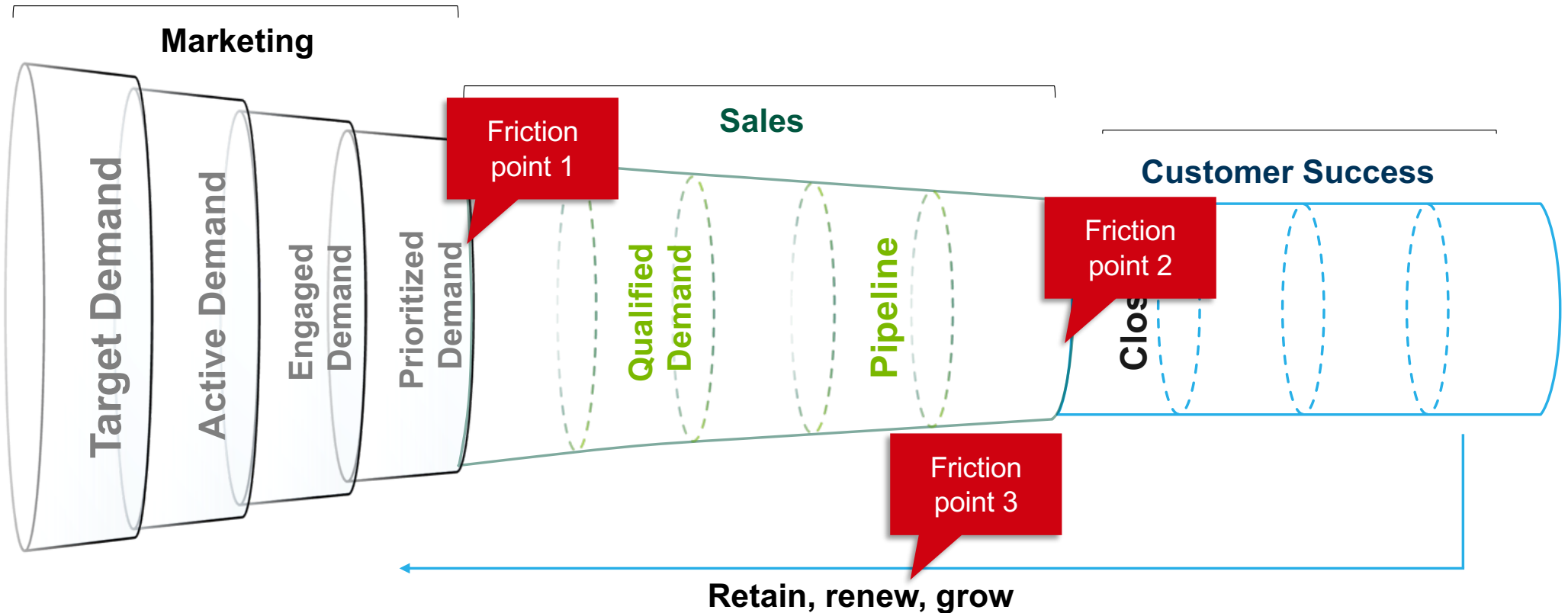
# Typical B2B Sales Funnel

We organize our Buyers engagement based on our internal organizational design.



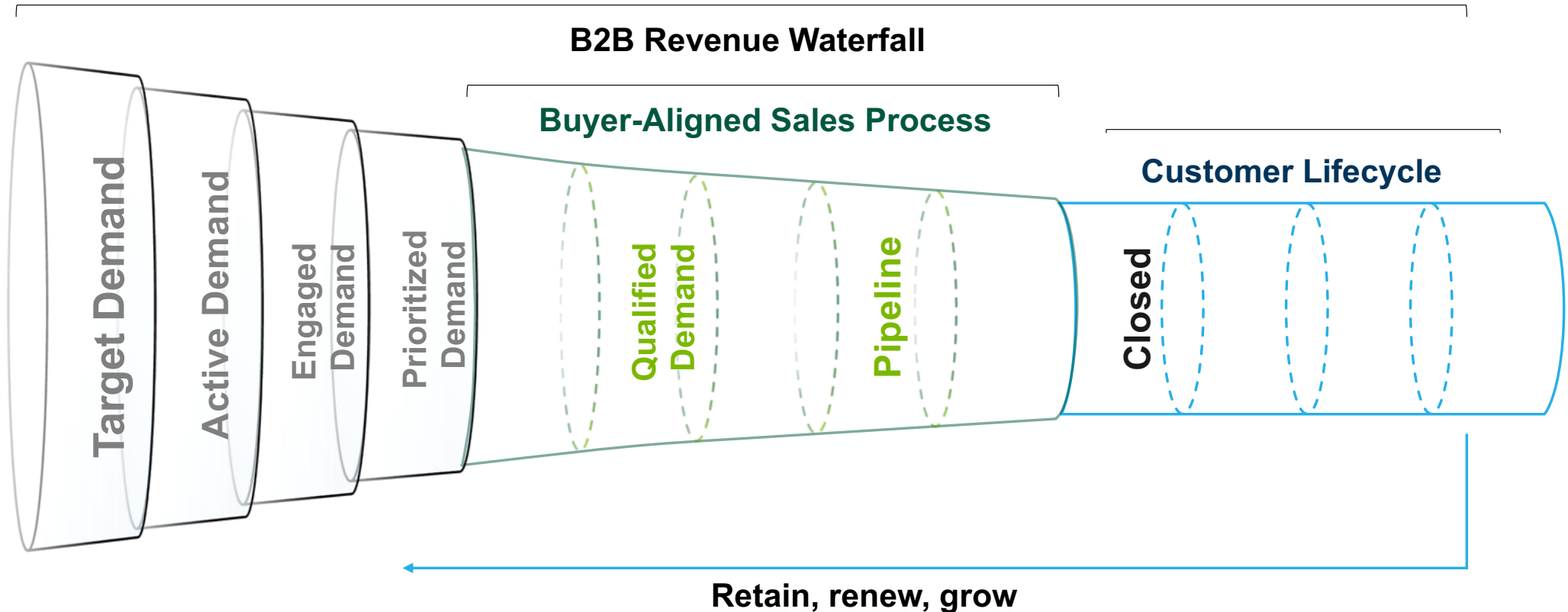
# Typical B2B Sales Funnel

Do you think buyers care about our organizational structures?



# The End Goal: Holistic, Predictable Revenue Management

The b-to-b revenue engine consists of all functions that identify, attract, engage, qualify and close prospects and customers – and those parts must all align to optimize performance.



# Forrester's B2B Revenue Waterfall

Think Opportunities Not Leads...



# The Buyer-Aligned Sales Process

Mapping Sales Activity and Stages to Buyers' Journey Expectations.



# The Forrester Post-sale Customer Lifecycle Framework

Support Post-sale Customer Engagement Systematically To Retain Customers, Grow Existing Accounts, And Create Advocates.

	Initiate	Participate	Actualize	Advocate
Customer expectations	<b>Prepare for engagement</b> <ul style="list-style-type: none"> <li>• Implementation</li> <li>• Training</li> <li>• Resources</li> <li>• Feedback opportunities</li> </ul>	<b>Engage with the offering</b> <ul style="list-style-type: none"> <li>• Adoption guidance</li> <li>• Support</li> <li>• Community opportunities</li> </ul>	<b>Attain value and recommit</b> <ul style="list-style-type: none"> <li>• Value evidence</li> <li>• Renewal opportunity</li> <li>• Executive engagement</li> </ul>	<b>Share success</b> <ul style="list-style-type: none"> <li>• Share experiences</li> <li>• Peer collaboration</li> <li>• Upskill and expand</li> </ul>
Company responsibility	<b>Set the stage for success</b> <ul style="list-style-type: none"> <li>• Installation/delivery</li> <li>• Welcome</li> <li>• Onboarding</li> <li>• Feedback collection</li> </ul>	<b>Ensure offering adoption</b> <ul style="list-style-type: none"> <li>• Adoption guidance</li> <li>• Nurturing</li> <li>• Insight gathering</li> <li>• Community management</li> </ul>	<b>Drive renewal/repurchase</b> <ul style="list-style-type: none"> <li>• Value confirmation</li> <li>• Renewal support</li> <li>• Upsell development</li> </ul>	<b>Expand the relationship</b> <ul style="list-style-type: none"> <li>• Cross-sell development</li> <li>• Insight gathering</li> <li>• Customer story creation</li> <li>• Recognition</li> </ul>



# How can technology help ?

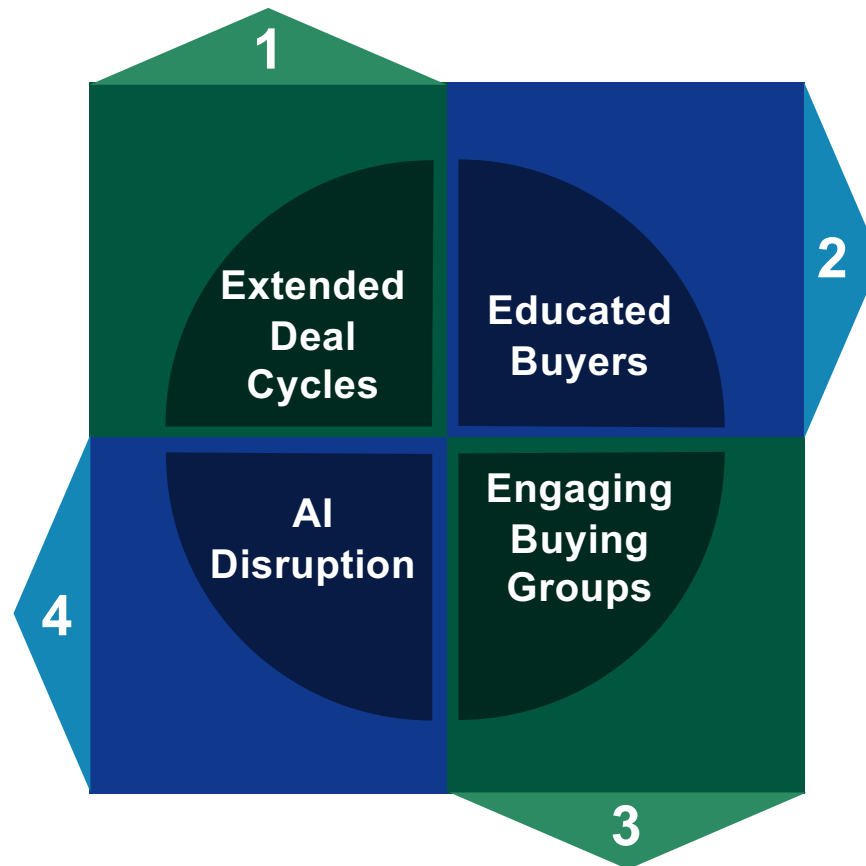
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# Four ways to leverage technology to separate yourself

Focus on delivering a buyer experience that separates them from competitors using technology as a force multiplier

Advanced workflow enables precise execution and better predictability.

Leaning on technology providers to maximize AI keeps those who adopt at the forefront.



Conversation intelligence rapidly increases sellers capabilities in less time.

Consolidated information allows sellers to provide a better experience in their limited buyer interactions.

# AI Disruption

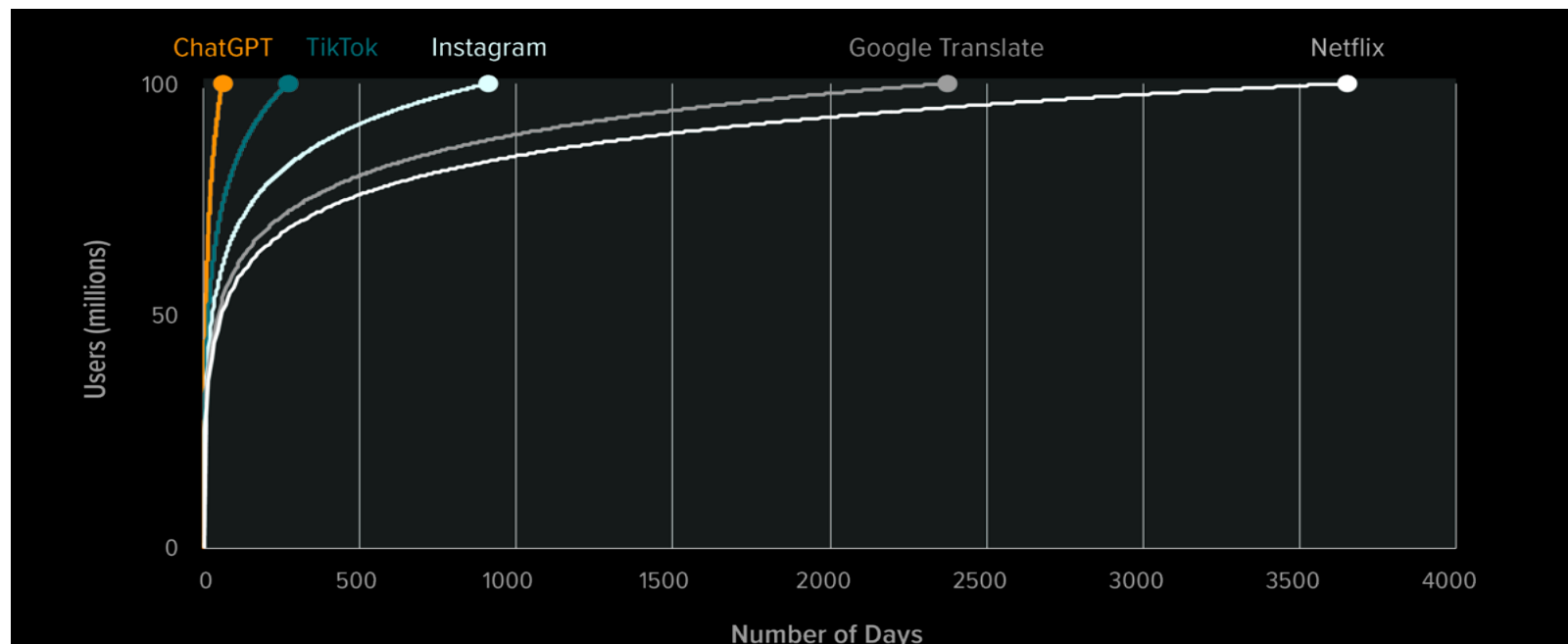
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# The speed of adoption makes this feel different

GenAI tools are easier to deploy than any technology ever released, leading to unprecedented speed of adoption

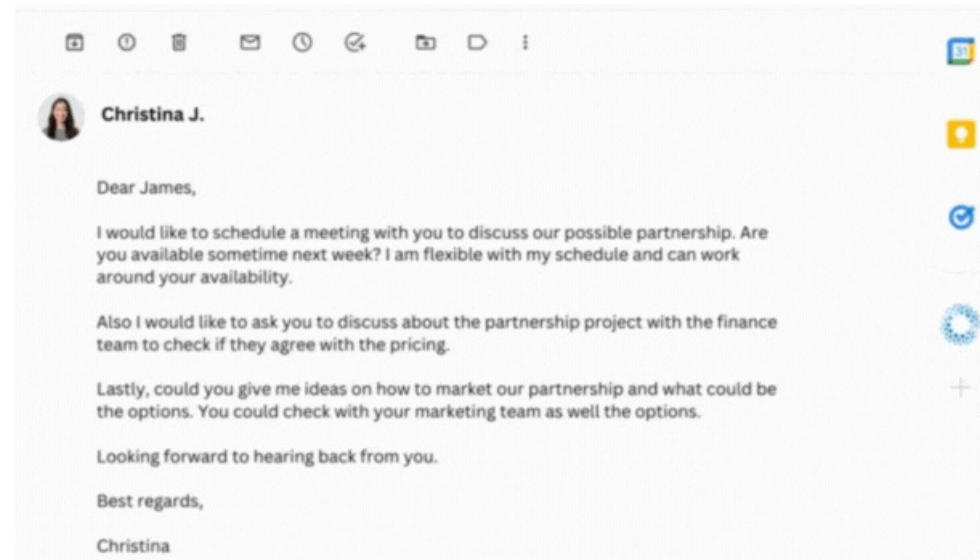
## TIME IT TOOK COMPANIES TO REACH 100 MILLION USERS

Sources: Global X ETFs with information derived from: BBC News. (2018, January 23). Netflix's history: From DVD rentals to streaming success; Cerullo, M. (2023, February 1). ChatGPT user base is growing faster than TikTok. CBS News.

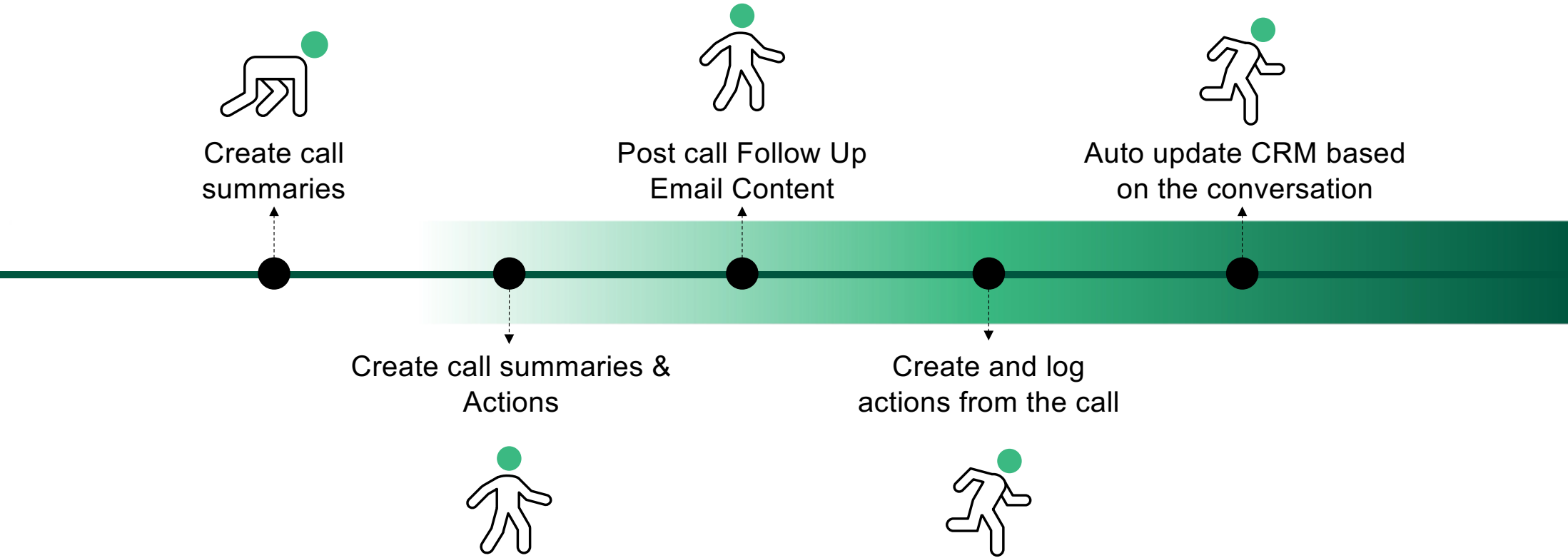


# Key things to look for with generative AI

Some of the impact you will be able to see. Most you will only feel in the increased value of the tool



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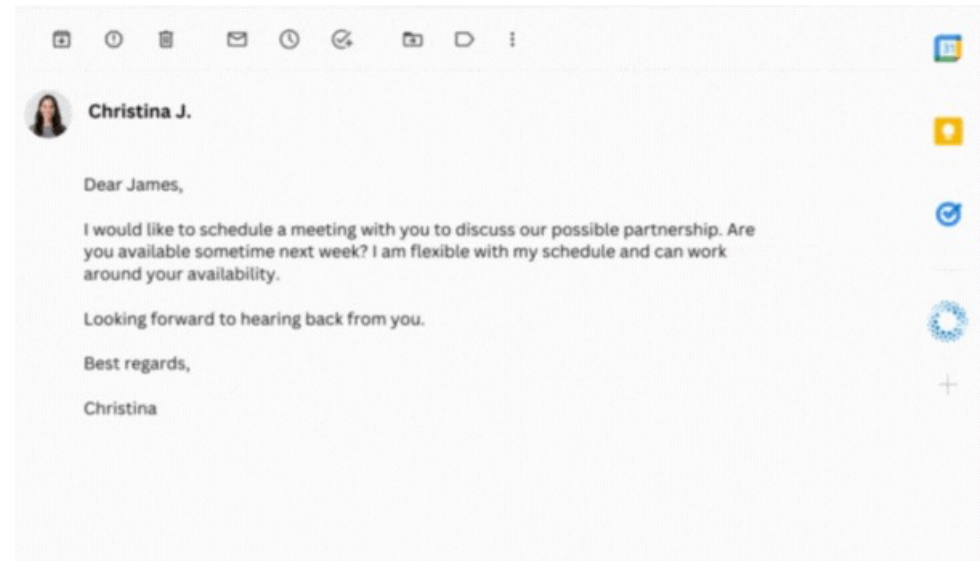
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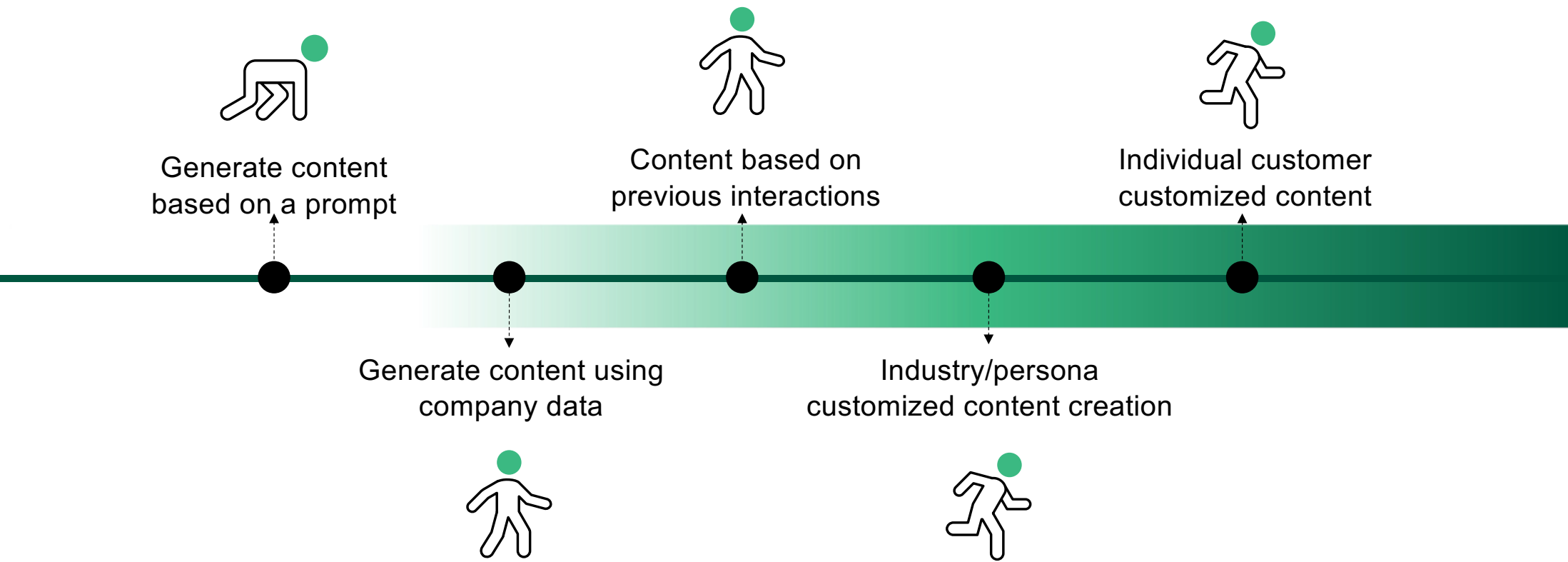
Summarization



**Automatically create responses aligned to you**



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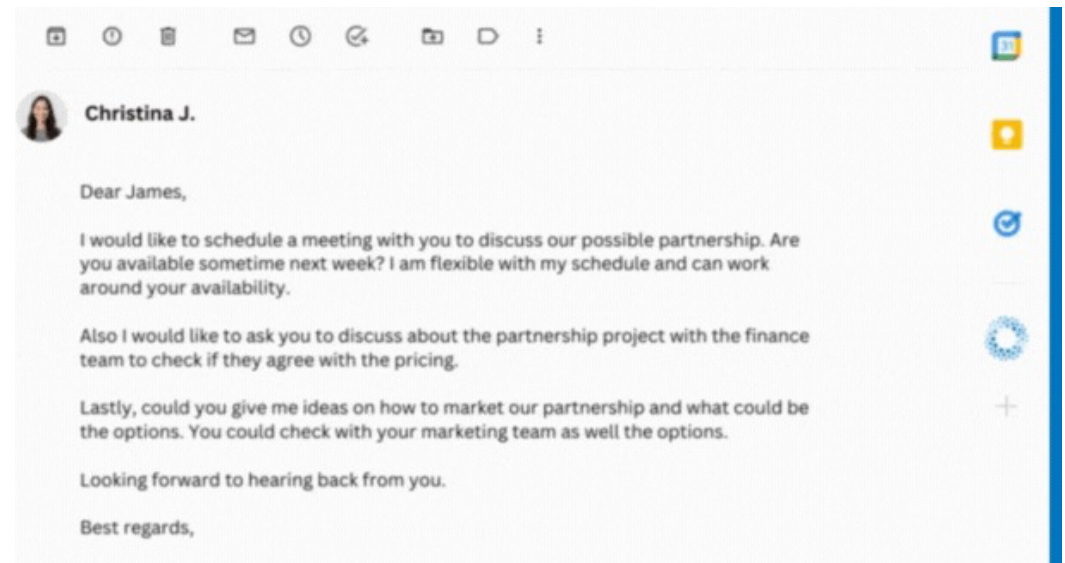
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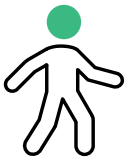
Making it easy to get insights



# Key things to look for with generative AI



Answers to questions

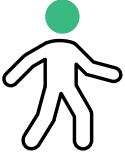


Ask for insights around groups of interactions



Ask for insights around contacts, account, and opportunities

Ask for insights around an interaction



Generate charts and trends



# Thank You.

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