

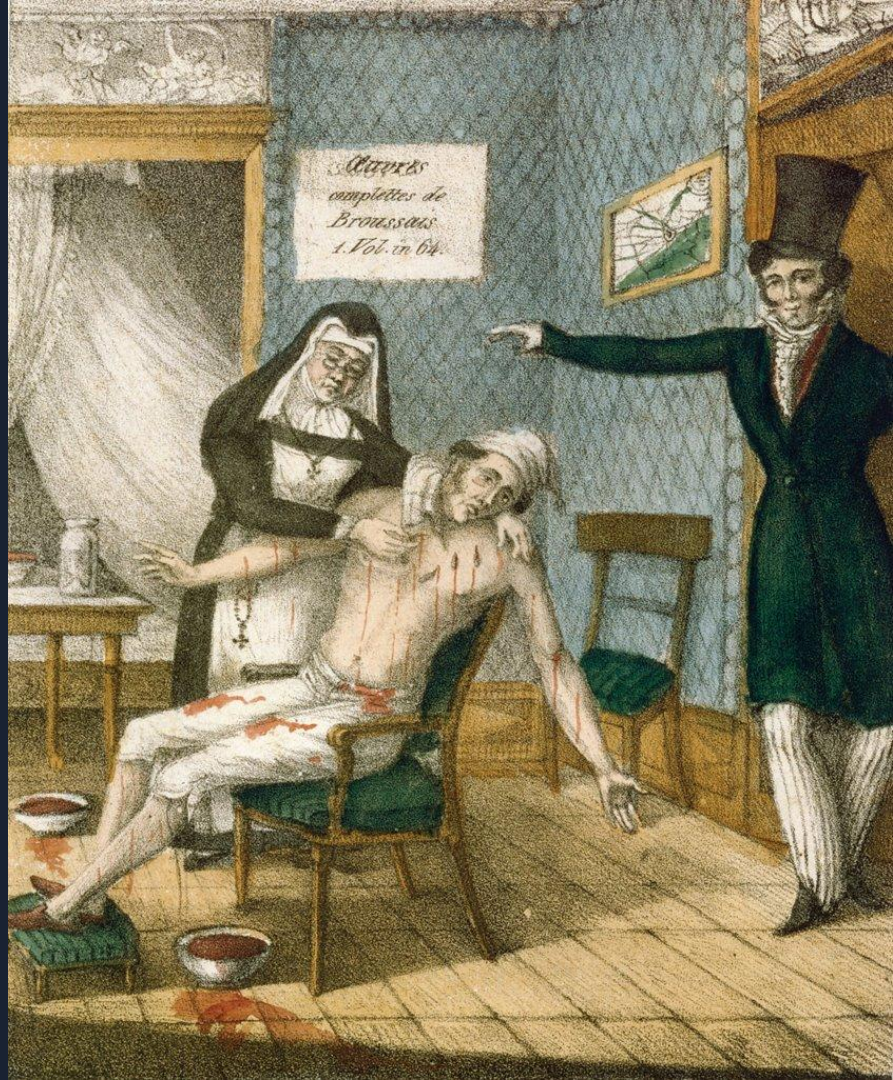


Why What We've Been Doing Is Wrong, How We Got Into This Mess, And What To Do About It

Kerry Cunningham

Senior Principal, Product Marketing

6sense







COCAINE TOOTHACHE DROPS

Instantaneous Cure!

PRICE 15 CENTS.

Prepared by the

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A
S Y S T E M
O F
S U R G E R Y.

BY
B E N J A M I N B E L L,

MEMBER OF THE ROYAL COLLEGES OF SURGEONS
OF IRELAND AND EDINBURGH,
ONE OF THE SURGEONS TO THE ROYAL INFIRMARY,
AND FELLOW OF THE ROYAL SOCIETY OF EDINBURGH.

ILLUSTRATED WITH COPPERPLATES.

V O L U M E I I I .

THE FIFTH EDITION.

E D I N B U R G H :
P R I N T E D F O R B E L L & B R A D F U T E ;
A N D
G . G . J . & J . R O B I N S O N , A N D J . M U R R A Y , L O N D O N .

M, DCC, XCI.

1796

PLATE XXXI.

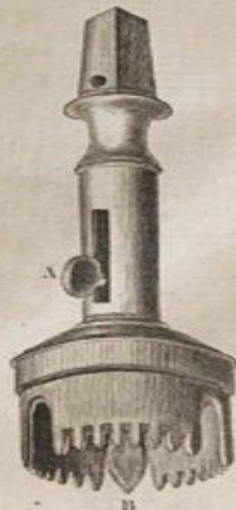
FIG. 1.



FIG. 2.



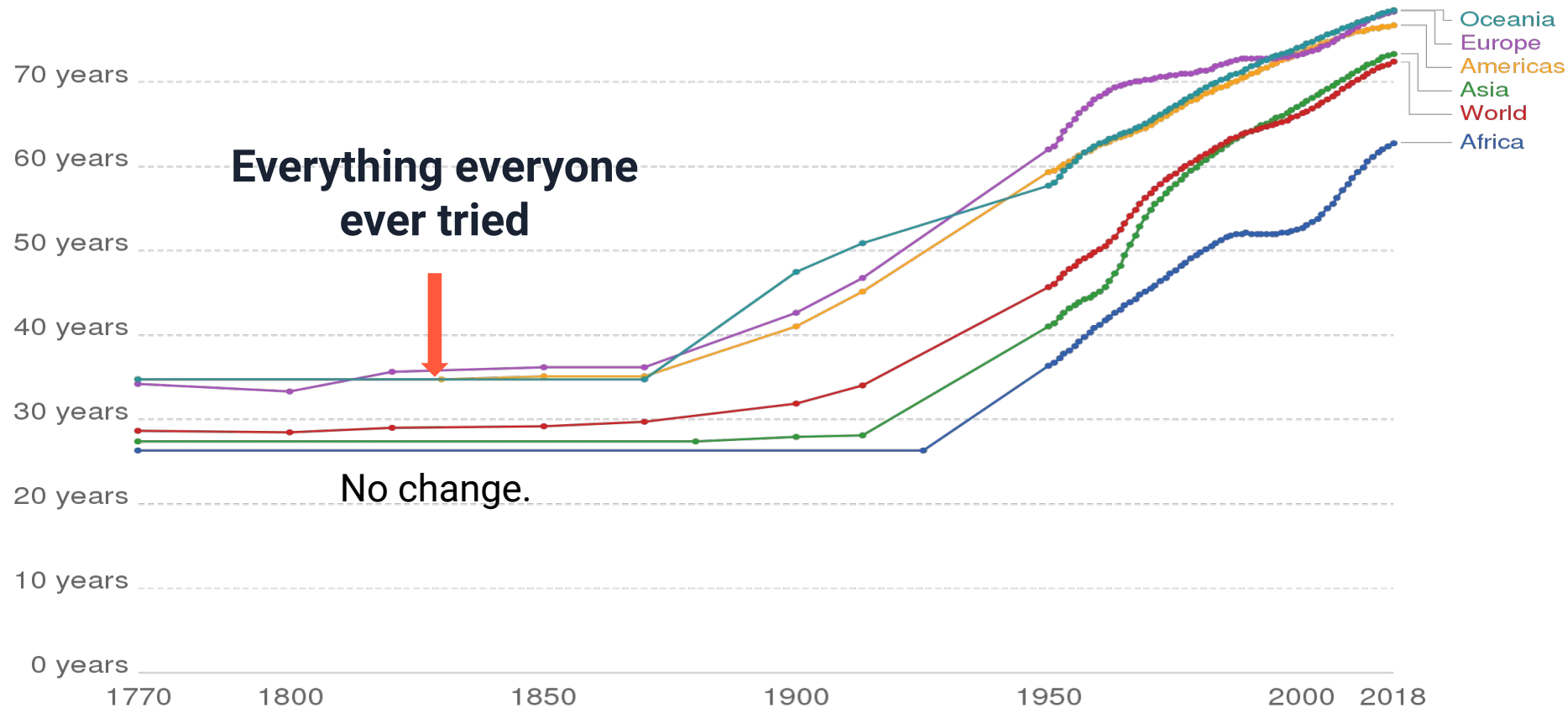
FIG. 3.



B

It was all completely, utterly bs.

Life expectancy



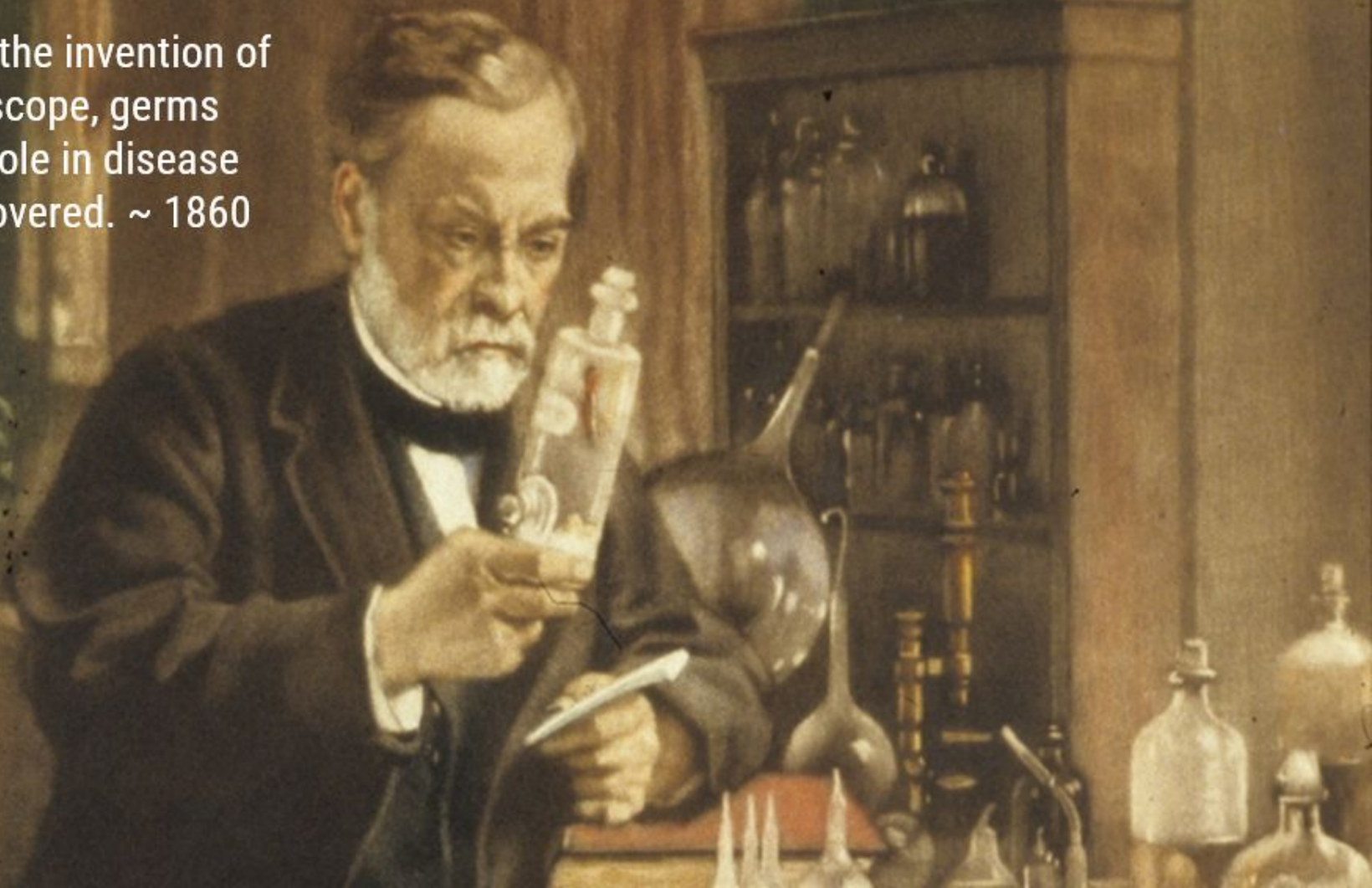
**Everything everyone
ever tried**

No change.

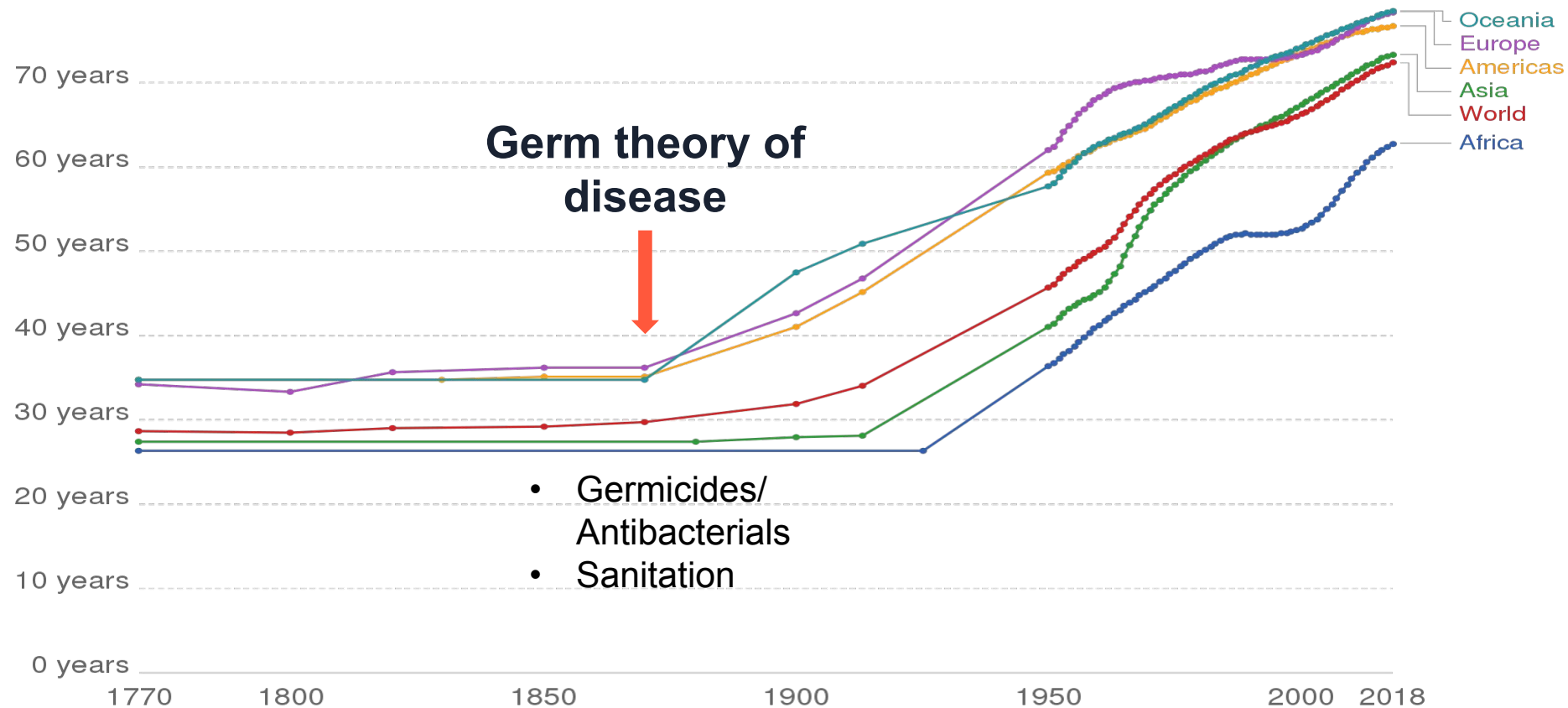
Source: Riley (2005), Clio Infra (2015), and UN Population Division (2019)

Note: Shown is period life expectancy at birth, the average number of years a newborn would live if the pattern of mortality in the given year were to stay the same throughout its life.

Following the invention of the microscope, germs and their role in disease were discovered. ~ 1860



Life expectancy

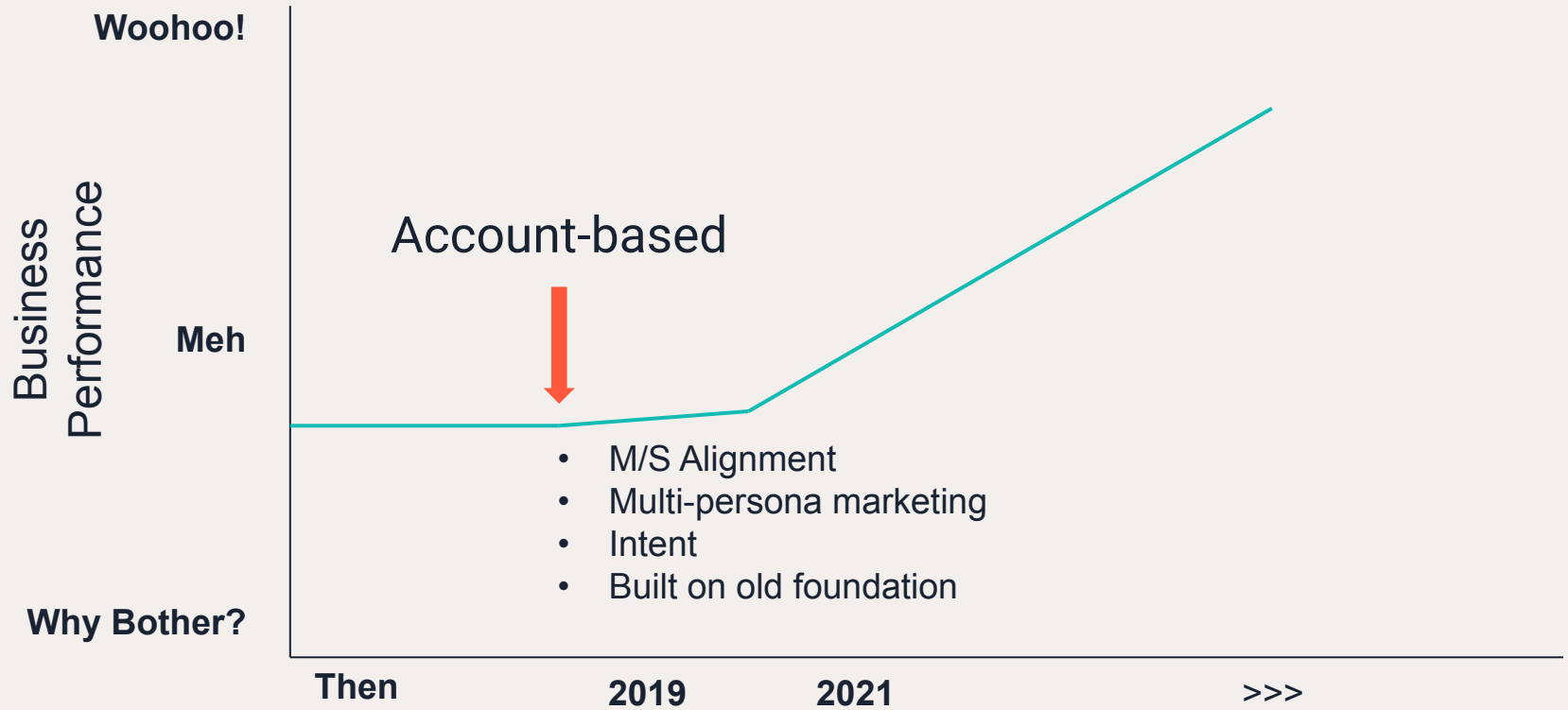


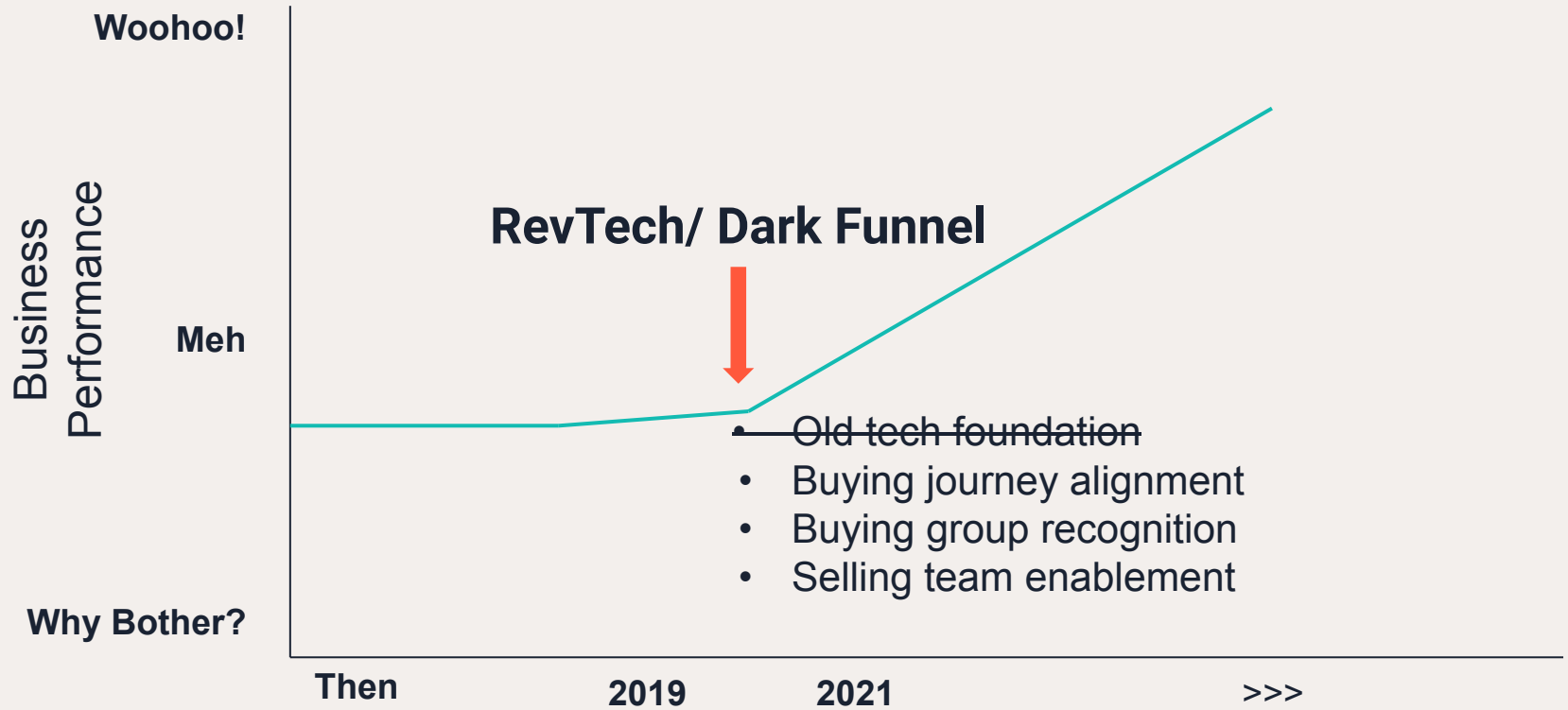
Source: Riley (2005), Clio Infra (2015), and UN Population Division (2019)

Note: Shown is period life expectancy at birth, the average number of years a newborn would live if the pattern of mortality in the given year were to stay the same throughout its life.

What's that got to do with B2B?







What Do We Mean By Improved Performance?

On **average**, within the **first year** 6sense-identified accounts provide our customers with:

- 2X deal value
- 10% increase in win-rate
- 25% shorter average days-to-close

Sample data:

- 100 random 6sense customers
- 714,000 opened opportunities
- 144,000 won opportunities
- Across 6 major industries



Report
Business Impact Framework

6sense

Executive Summary

Revenue generation is 120% more effective when using 6sense to identify and pursue accounts that are in-market and ready to buy.

One of the greatest challenges organizations face when making the transition from lead-based to account-based is measuring the impact of an account-based approach on pipeline and revenue production.

Without a clear understanding of how to measure the business impact of their account-based efforts and a framework to understand how to make the transition, many organizations cling to traditional lead-based metrics. This often exacerbates the "dual funnel" problem — two distinct sets of processes and metrics, and no clear path to making the full transition to an account-based approach.

The promise of an account-based approach leaves behind the MQL-to-SQL hand-off that has traditionally plagued marketing and sales teams (e.g. quality/quantity of leads, poor collaboration, inconsistent metrics, etc.), and instead offers a way for the entire revenue team to prioritize the best accounts to pursue, gain deep insights into those accounts, and work jointly to move those accounts through the buying journey. The question remains however: What are the key measures of success?

And that is why I am at 6sense now.



How We Got Here:

Why MQLs & ABM Can Never
Produce Predictable Growth

The Four Eras of B2B

B2B Era

Marketing

Sales

The Four Eras of B2B

B2B Era

Pre-Digital

Marketing

Brand/ Collateral



Sales

*Prospecting/
Networking*

The Four Eras of B2B

B2B Era

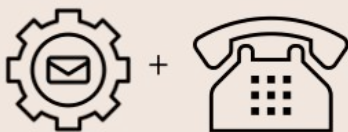
Pre-Digital

Digital/ MQL

Marketing

Brand/ Collateral

*Digital Marketing/
Leads*



Sales

*Prospecting/
Networking*

*Prospecting/
Networking/
MQL Chasing*

The Four Eras of B2B

B2B Era

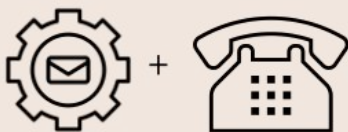
Pre-Digital

Digital/ MQL

Marketing

Brand/ Collateral

*Digital Marketing/
Leads*



Sales

*Prospecting/
Networking*

*Prospecting/
Networking/
MQL Chasing*

A Funny Thing Happened

- Leads are exciting and create expectation of marketing contribution
- **Natural reaction:** Let's get more of them! Let's get better at this!



The Four Eras of B2B

B2B Era

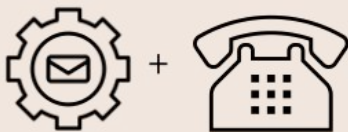
Pre-Digital

Digital/ MQL

Marketing

Brand/ Collateral

*Digital Marketing/
Leads*



Sales

*Prospecting/
Networking*

*Prospecting/
Networking/
MQL Chasing*

**There is no 'better'
that is good enough.**



The Four Eras of B2B

B2B Era

Pre-Digital

Digital/ MQL

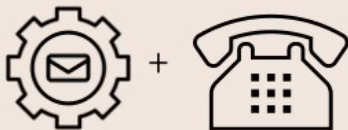
ABM/ MQL

Marketing

Brand/ Collateral

*Digital Marketing/
Leads*

*Digital Marketing/
ABM*



Sales

*Prospecting/
Networking*

*Prospecting/
Networking/
MQL Chasing*

*Prospecting/
Networking/
MQL Chasing*



Why The Old Way Doesn't Make Sense

The Nature of B2B Buying, 2021

Deal Size	< \$50k	\$50-\$250k	>\$250k
Buying Group Size ¹	7	10	19
Interactions per individual/ vendor in a B2B purchase, 2021: ~10²			
Total Interactions	70	100	190
Percentage of visitors that fill out a form: 5% - generous estimate			
Form-fill Interactions	4	5	10
MQLs	1	1	2
MQLs Acted On	1	1	1

Attribution is:

For Marketing:

Picking out one of those interactions and saying that's what mattered.

For Sales:

Ignoring them all and saying none of them mattered.

1. <https://www.clari.com/blog/relationship-insights/>

2. Forrester 2021 Buyer Insights Study (<https://www.forrester.com/blogs/three-seismic-shifts-in-buying-behavior-from-forresters-2021-b2b-buying-survey/>), retrieved, 10-26/2021

**And... only 17% of buyer research time is
spent with suppliers.**

-Gartner

The Four Eras of B2B Revenue Generation

B2B Era

Pre-Digital

Marketing

Brand/ Collateral

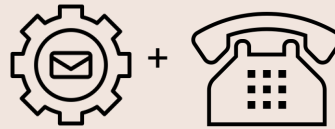


Sales

Prospecting/
Networking

Digital/ MQL

Digital Marketing/
Leads



Prospecting/
Networking/
MQL Chasing

ABM/ MQL

Digital Marketing/
ABM



Prospecting/
Networking/
MQL Chasing

Forrester Report Prepared For Giga, Red With Elsevier Insights, Inc.

The Forrester Buying Groups Manifesto: Without Buying Groups, Nothing In B2B Makes Sense

Forrester Report Prepared For Giga, Red With Elsevier Insights, Inc.

Why Your Falling Lead Conversion Rates Are A Good Thing (And What To Measure Instead)

Forrester Report Prepared For Giga, Red With Elsevier Insights, Inc.

Beyond Sourcing: The Case For New Marketing Performance Indicators

October 21, 2021

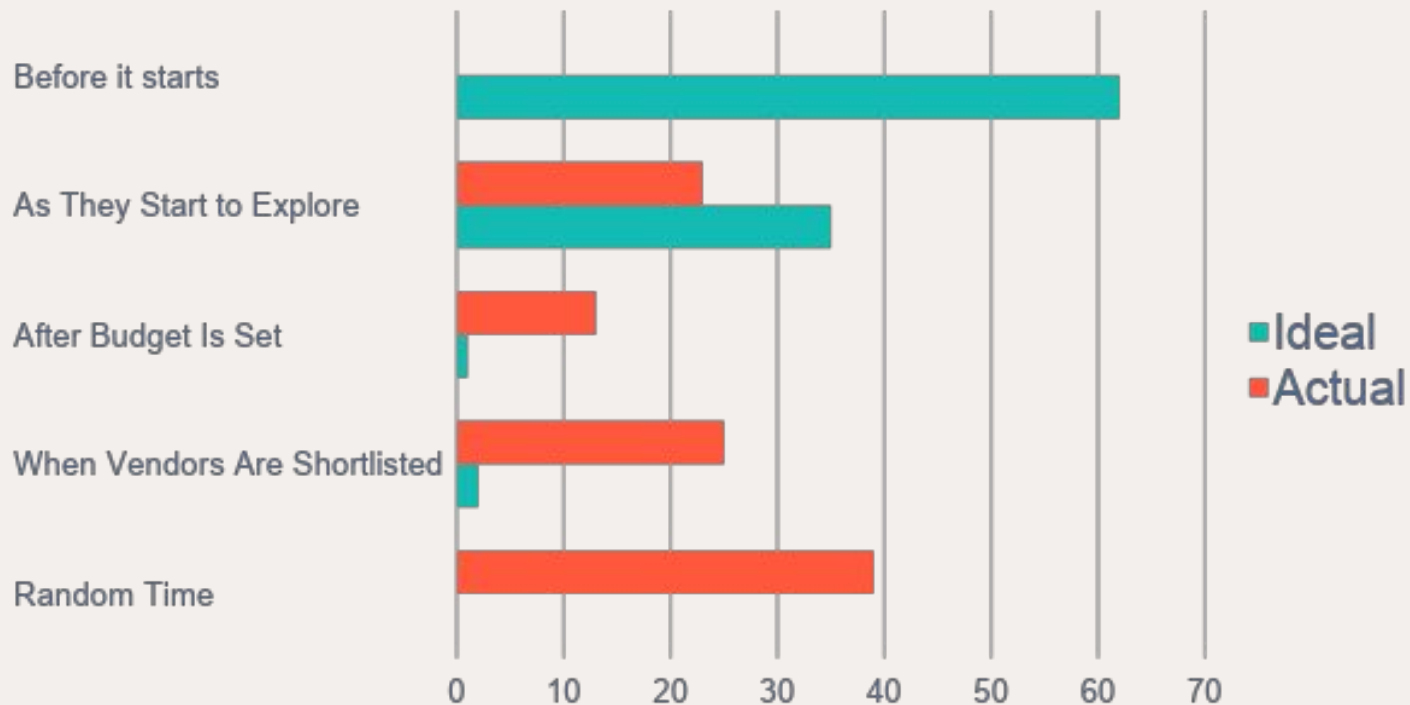
By Ross Greber with Kerry Cunningham

FORRESTER

Summary

B2B marketing functions face unrelenting pressure to demonstrate their business contribution in ways that are both data-supported and defensible. Although marketing-sourced and marketing-influenced metrics are staples of B2B marketing leadership reporting, the evolution of marketing strategies has elevated these metrics to their breaking points. When making the transition to sufficiency metrics, marketing leaders must overcome a significant challenge: justifying the adoption of a new method for assessing marketing performance. This report highlights key points that B2B marketing leaders can use to support the adoption of new metrics for tracking marketing's business contribution.

When We Want To Know: When We Know



October 21, 2021, 6sense Webinar Survey, n = 114

The Impact Of This Tech-Process Mismatch



Strategy & Tactic Churn

CMOs try everything time and again to produce pipeline, but nothing produces consistent results



Uncontested Losses

Great new logos show up out of the blue on competitor websites as customers



Inconsistent sales cycles

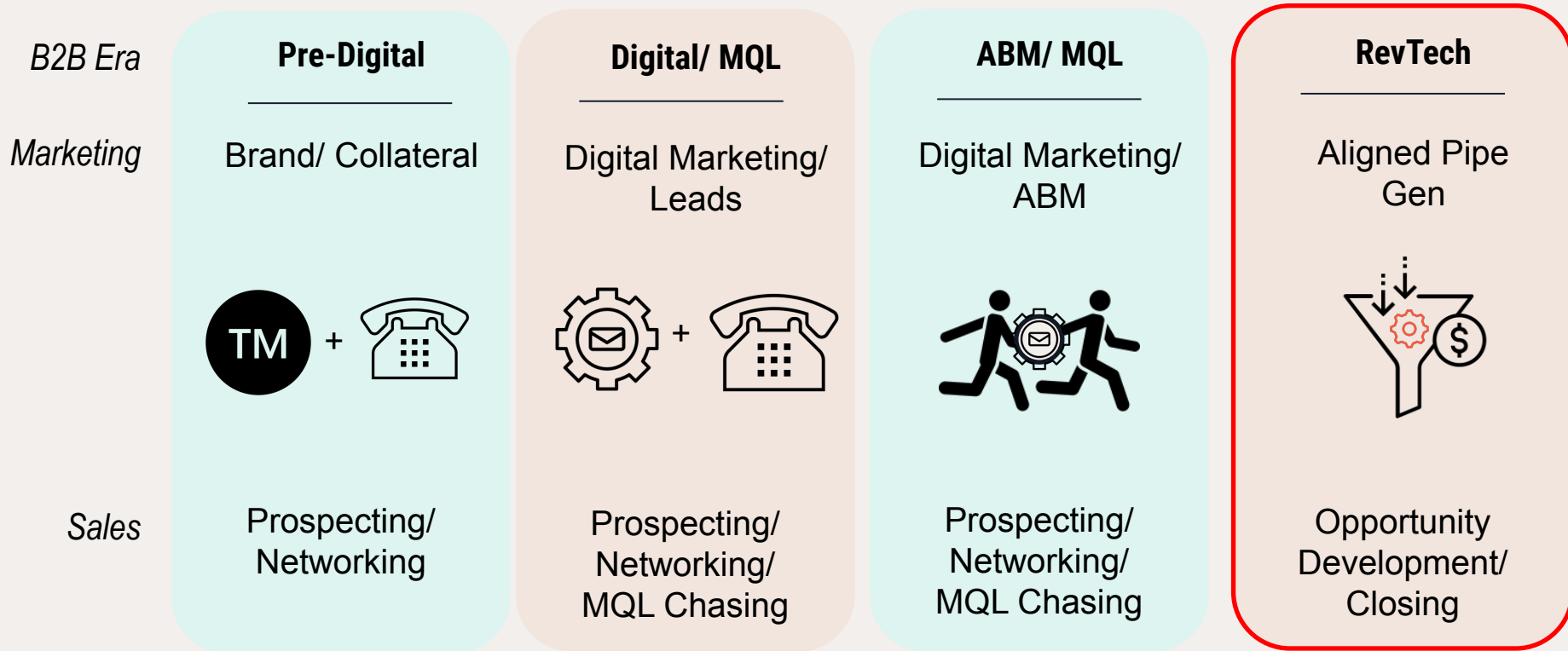
Sellers meet buyers at random moments across buyer journeys, yielding inconsistent sales cycles and success



CMO tenure

Less than 2 years on average

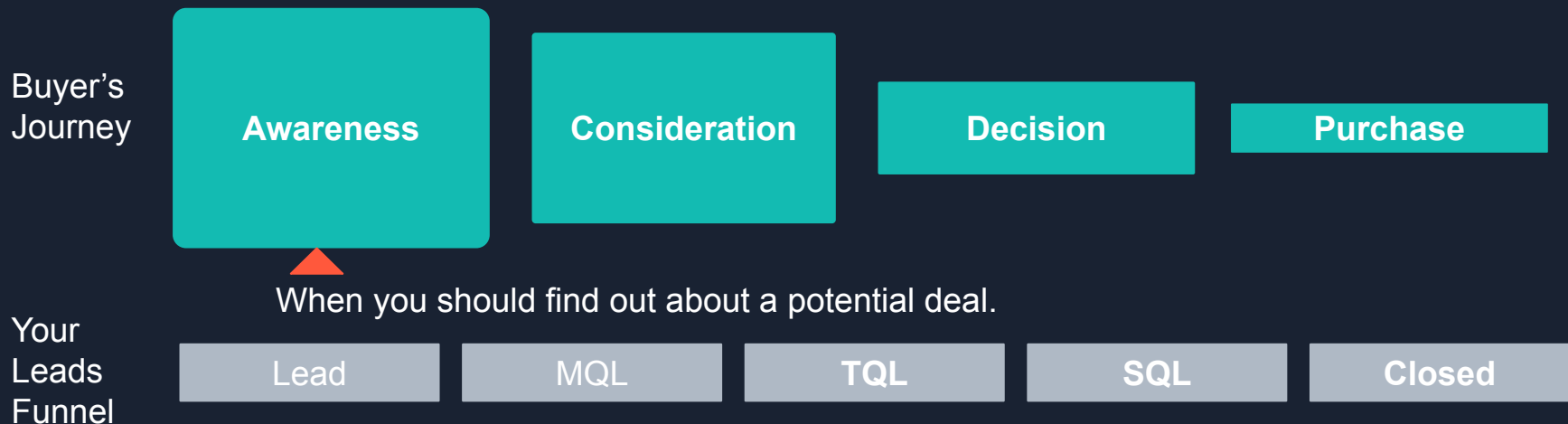
The Four Eras of B2B Revenue Generation



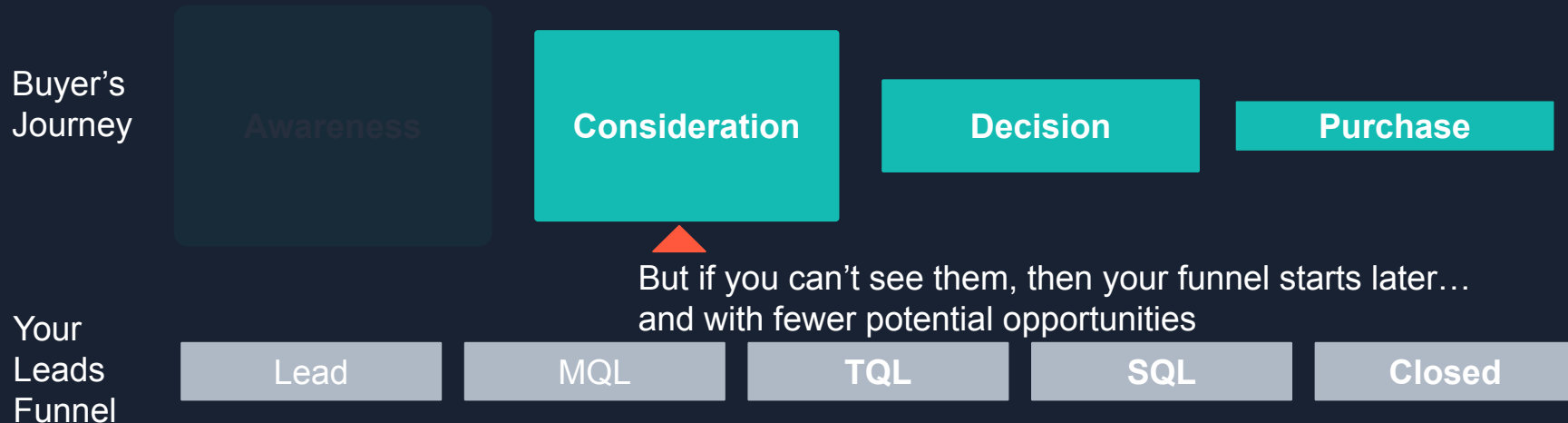


Why MQLs and ABM Don't Get You Predictable Growth

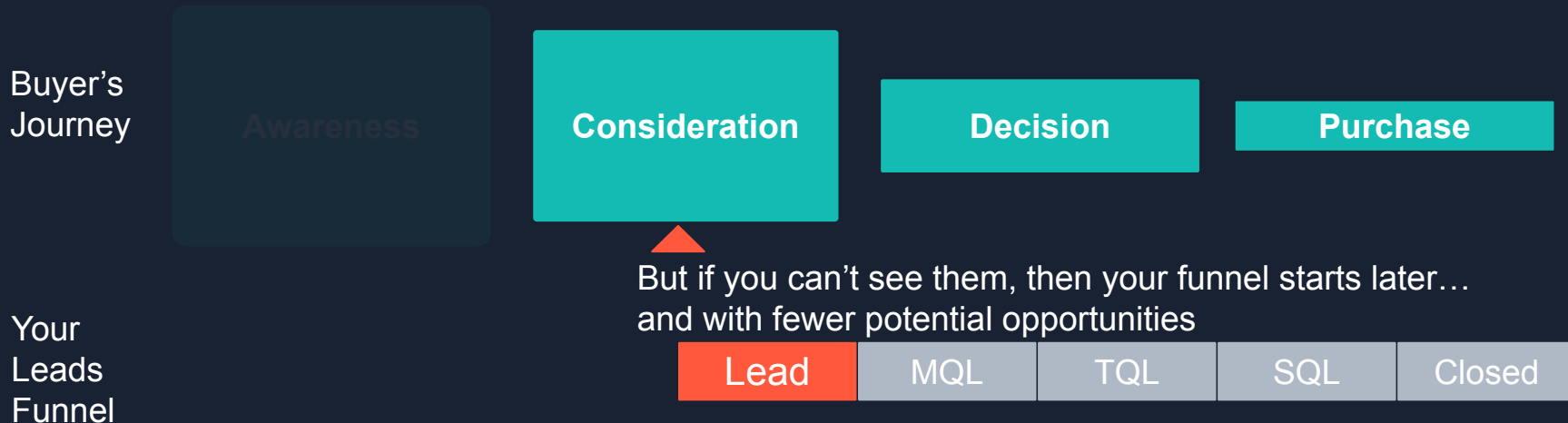
Why MQLs and ABM Don't Get You Predictable Growth



Why MQLs and ABM Don't Get You Predictable Growth



Why MQLs and ABM Don't Get You Predictable Growth



Why MQLs and ABM Don't Get You Predictable Growth

Buyer's Journey



Your Leads Funnel

Decision

Purchase



Buyers are well on their way toward a decision and you are starting them on your "Get to Know Us" nurture.

Lead

MQL

TQL

SQL

Closed

Why MQLs and ABM Don't Get You Predictable Growth

Buyer's Journey

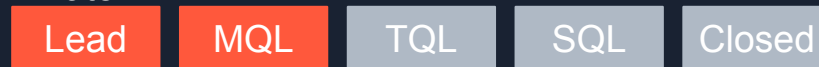


Your Leads Funnel

Decision

Purchase

When you do discover them, it is often too late.

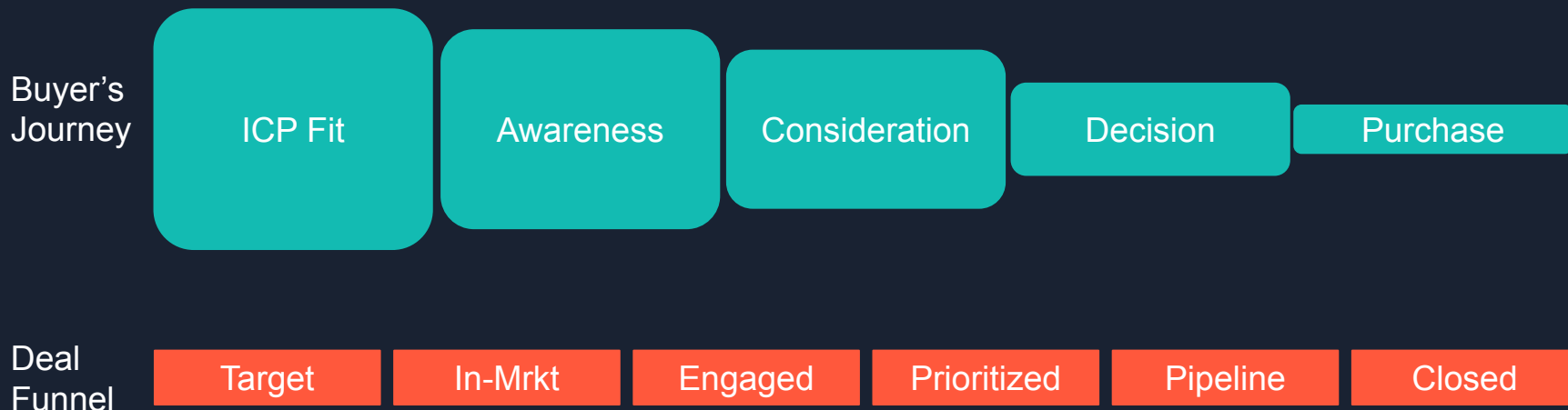


Aligning the Buyer Journey and Your Funnel



RevTech Revolution

Only by seeing buyer activity in the Dark Funnel can you align your engagement processes and funnel to the buyer journey

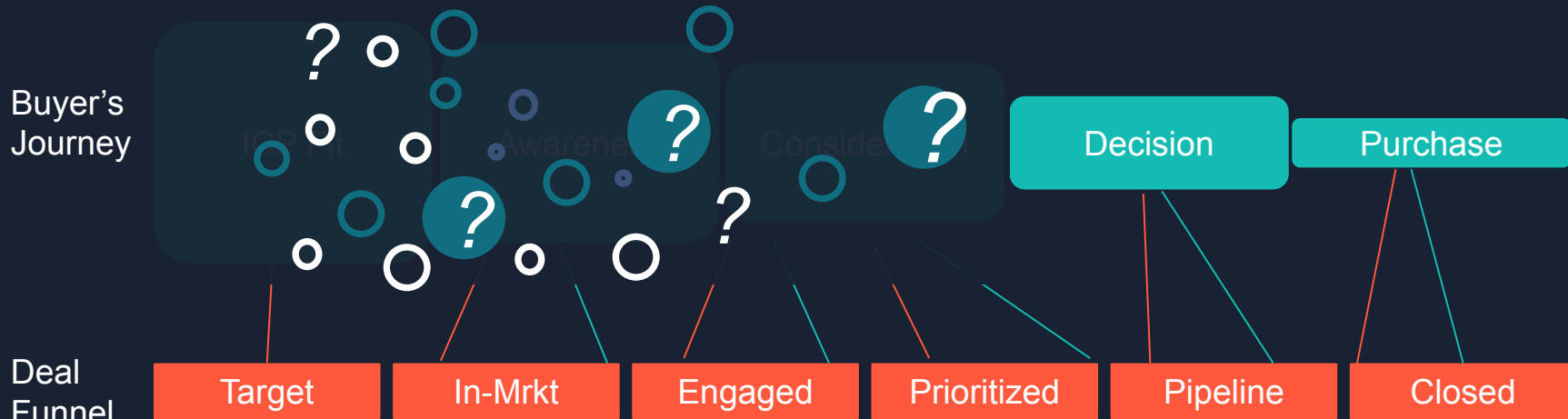


Aligning the Buyer Journey and Your Funnel



RevTech Revolution

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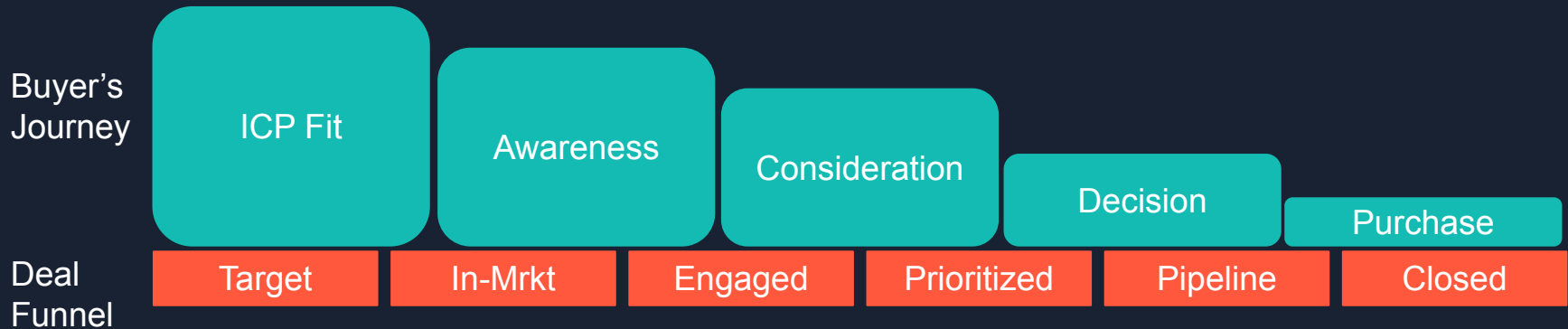


Leapfrog MQLs With the RevTech Revolution



RevTech Revolution

AI-driven RevTech breaks down revenue team silos and lights up the Dark Funnel so sellers meet buyers where they are to enable the buying experience.



When journeys and funnels align, buyers and sellers both win.

Seeing the Buying Team Journey Is The Key

The Dark Funnel™

Your buyers spend much of their journeys in the dark funnel, and their decisions may have been made long before they appeared to you.

If you are not lighting up
the **Dark Funnel™** and
uniting every form of
buyer signal, you are
treppaning yourself.

You **must** see into the Dark
Funnel™.



Take-aways

- Your buyer is a team of individuals working together
- That team has hundreds – maybe thousands -- of interactions across their buying journey, a small fraction of which are with your brand
- You meet buyers at random times in their journeys, so cannot have consistent, predictable sales cycles with them
- The technologies and processes you have inherited (MAP, SFA) are not fit for purpose and cannot see the entire buyer's journey and so cannot help you produce predictable results
- Don't drill a hole in your head to cure your sinuses, however much that might feel like the right thing to do



Thank you!