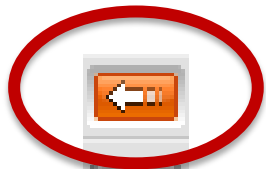


Taking a Strategic Approach to Demand Generation





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Carlos Hidalgo
Chief Executive Officer and Principal
ANNUITAS
@cahidalgo

Taking a Strategic Approach to Demand Generation



Carlos Hidalgo
Chief Executive Officer

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Who is ANNUITAS?

- Founded in 2005
- Transform Demand Generation
- Global enterprise organizations



Agenda

- Our Modern Demand Generation Pain Points
- What's Really Going On?
- Demand Process
- Closing Points

How Do You Define Demand Generation?

Defining Demand Generation



Defining Demand Generation



@cahidalgo

“Which Tactic” Is the Wrong Question



“[M]arketers are juggling too many tactical balls. A full 75% of respondents reported they were using 15 of the 26 techniques we surveyed.”

“The reported use of tactics was consistent across various company sizes, from small-to-medium businesses (SMBs) to large enterprises.”

A Tactical Frame = Our Greatest Challenge

Demand Generation = Strategic

**Taking a strategic (not a tactical)
approach to demand generation**

Strategic Demand Generation is

- A perpetual process
- Engage, Nurture, Convert
- Prospects + customers
- Buying-process-driven
- Educate + qualify
- Marketing + sales activities
- Operationalize + optimize

- **To drive sustainable revenue, CLV**

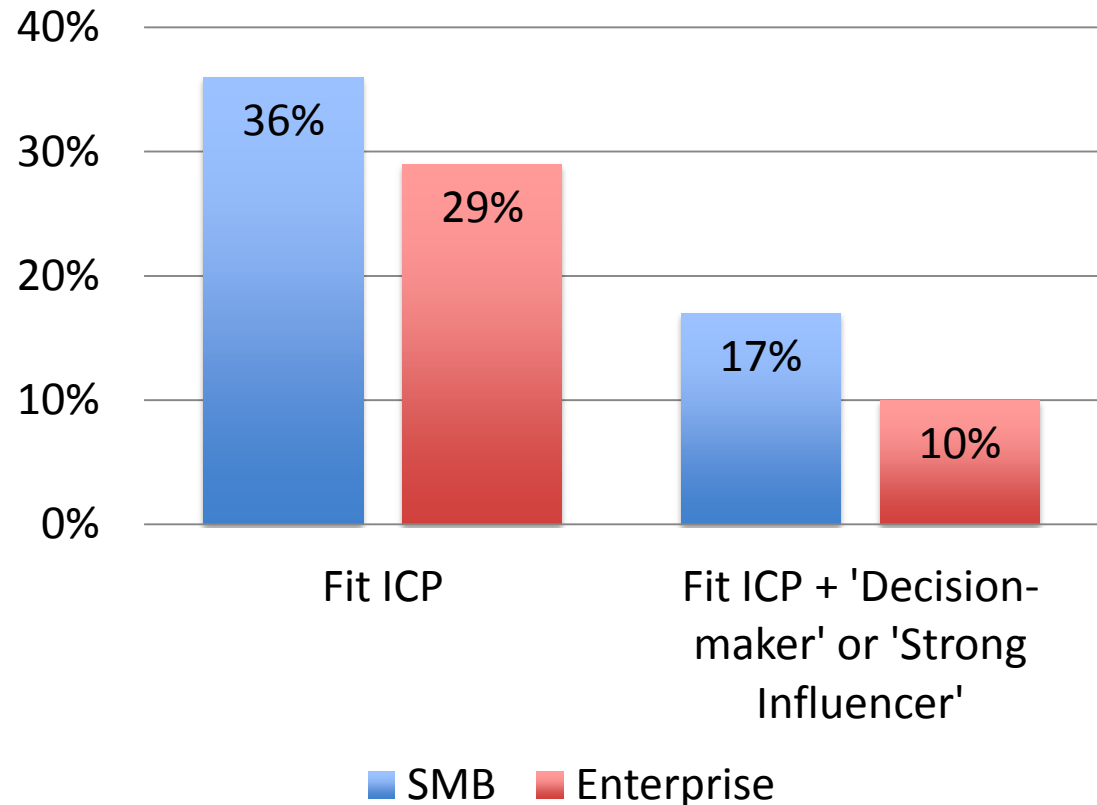
Modern Demand Generation Pain Points

A Focus on the Right ‘Quality’ of Leads?



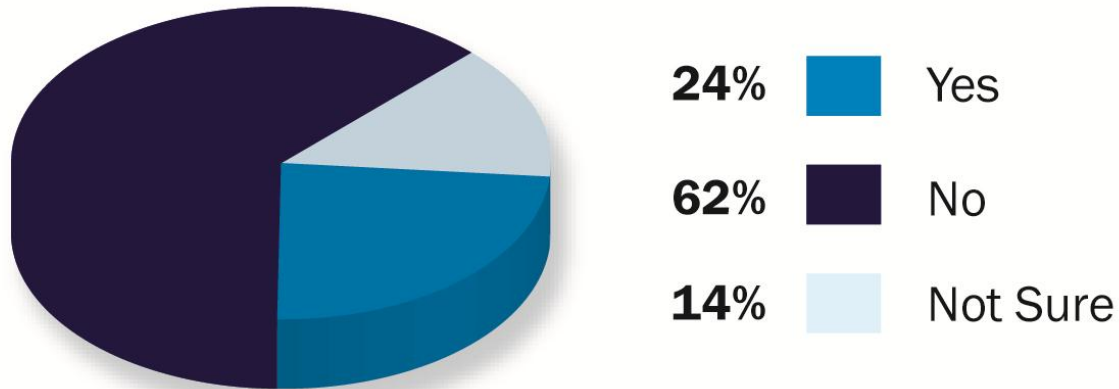
“On average, Sales Reps report that **only 31% of all leads generated fit their Ideal Customer Profile (ICP)**. Said another way, Sales Reps believe roughly 70% of the leads they receive have a low probability to purchase.”

Dispelling Myths: Enterprise Organizations DON'T Necessarily Do It Better ...



We Adopt Marketing Automation - but Fail to Generate Enough Leads

Are you generating enough demand (sales leads) to satisfy your sales team?



Source: Bulldog Solutions/Frost + Sullivan, "The Executive Benchmark Assessment," 2010.

Demand Generation Content Does Not Engage Our B2B Buyers



“86% of the 'unique benefits' touted by vendors were not perceived as unique or having enough impact to create preference.”

Our Demand Generation Content Does Not Support the Buying Process

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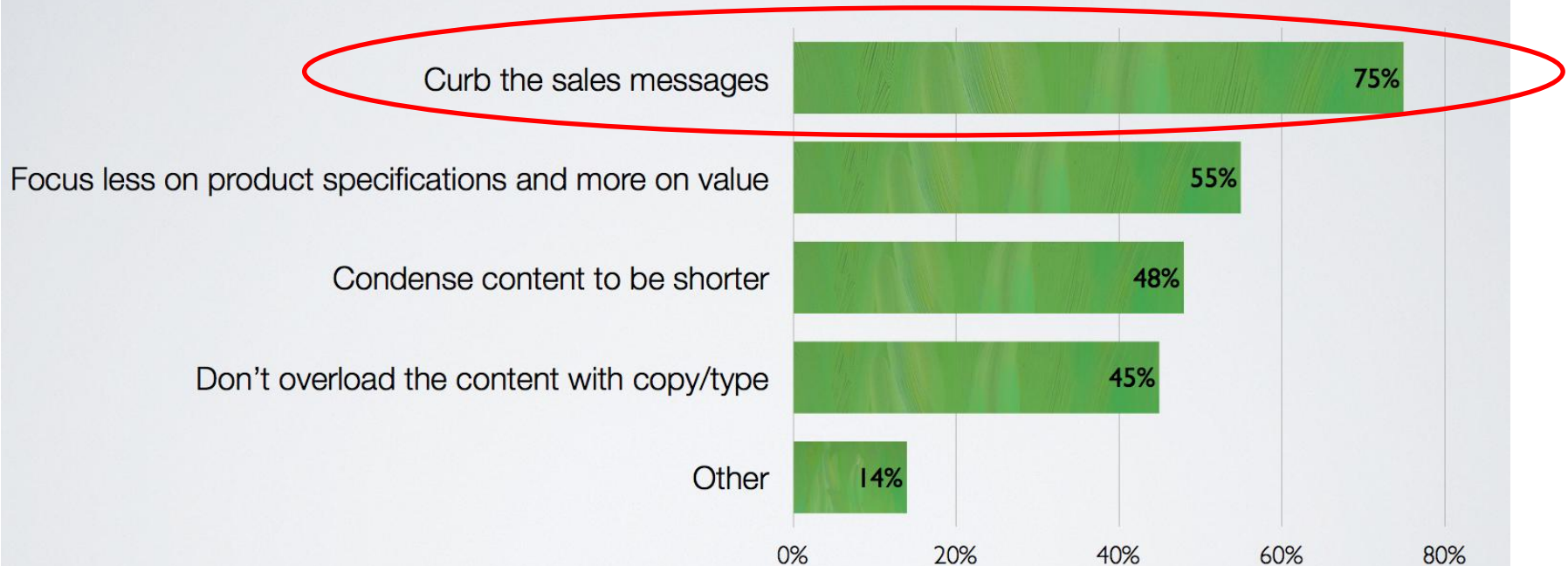
FORRESTER®

"Half of the marketers create and use content that educates buyers on their issues and problems, but **only 14% align compelling content with buyer journeys** in a way that tells a story."

We Lead with What We Want to Sell, Not What Our Customer Wants to Buy

What general recommendations would you make to solution providers who are creating content resources about business issues?

(please check all that apply)



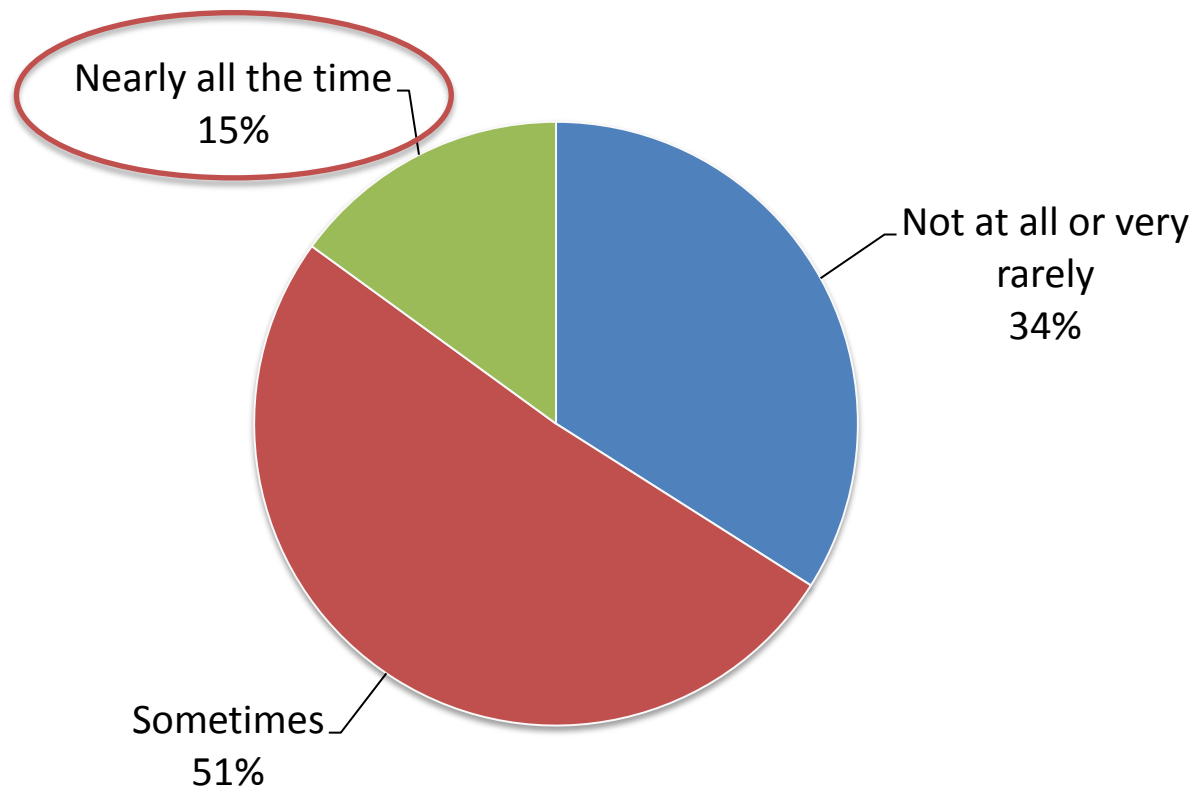
What's Really Going On?

Balancing the Demand Equation

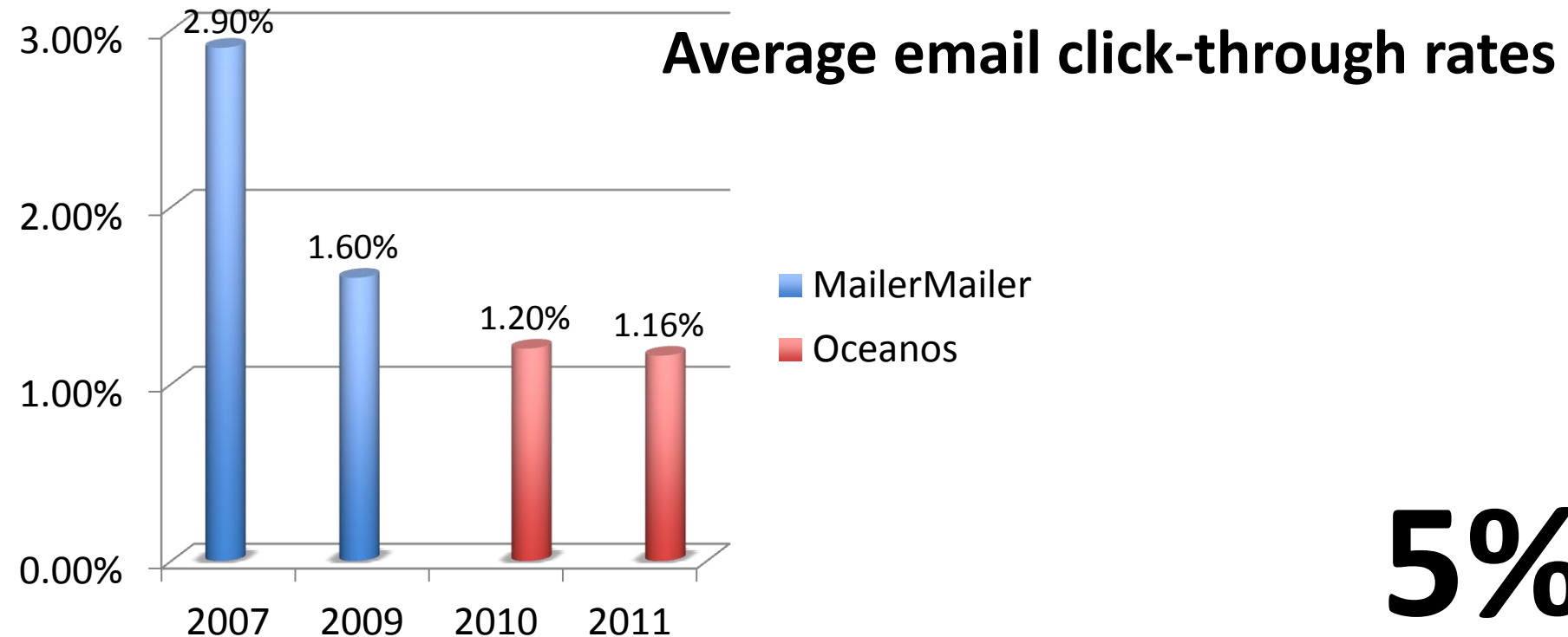
Demand Generation Core Issues	We're not really connecting with buyers, or supporting their buying process, in a value-added fashion	We're not really building a foundation for a continuous and long-term relationship with buyers
New Action Items	Stop 'selling,' start educating	Shift attention to middle-of-the-funnel dynamics
Strategic Orientation	Focusing on the buyer	Adopting an operations mindset

We Do Not Optimize Buyer Interaction

To what extent do you use data on past performance to build models that enable the prediction of future buying behavior? % of Respondents (N=85)



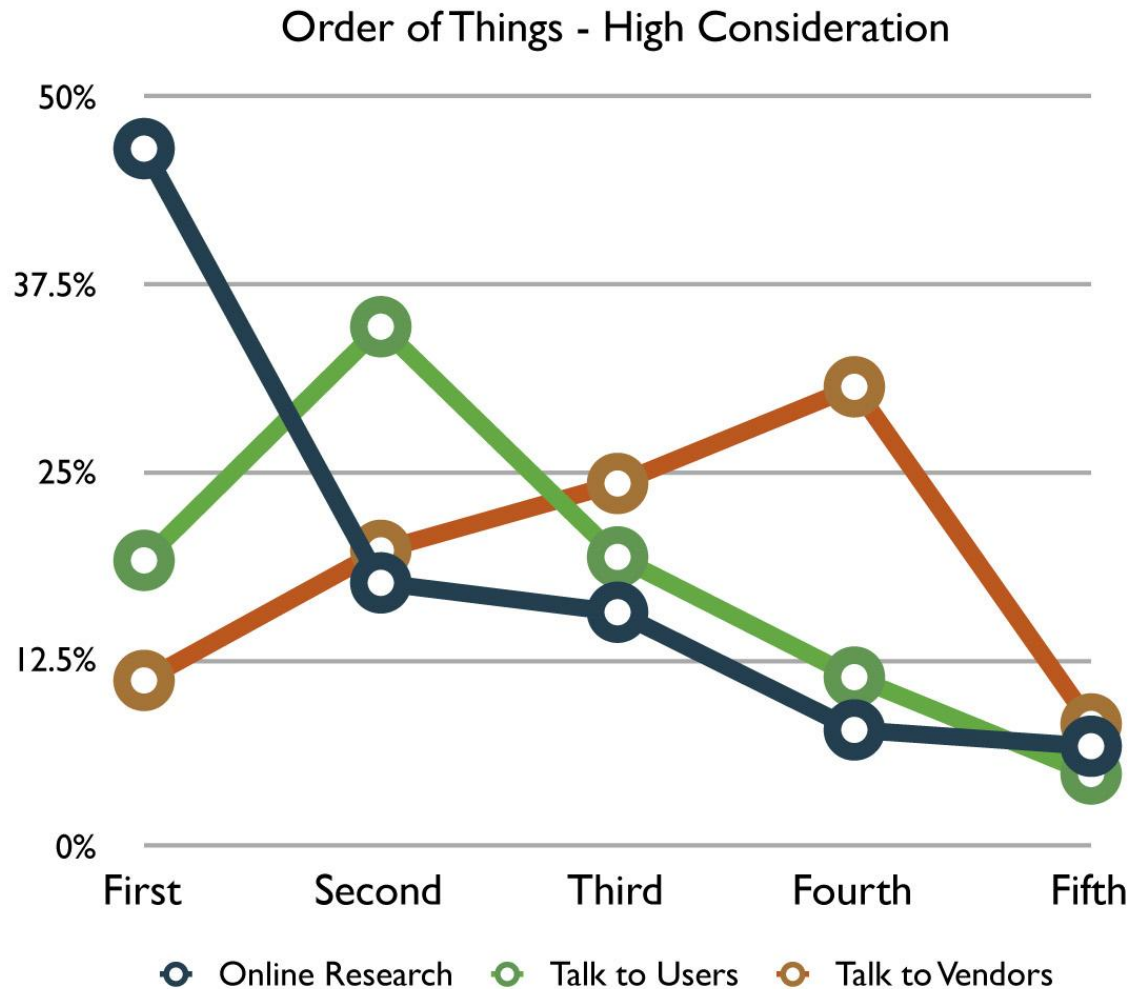
“One-and-done” Outbound Engagement Tactics Are Declining in Performance



Forrester: B2B marketers who cite newsletters and email as “highly effective” top-of-funnel tactics.

Sources: MailerMailer, “Email Marketing Metrics Report, Click Rates, July 2010 Edition”; Oceanos, “The List Intelligence Report, Spring & Summer 2011”; Forrester (L. Wizzo), 2012 Tech Marketing Planning Guidance - With Proliferating Tactics and constrained budgets, Targeting and Focus are a Mandate, 2011.

Buyer 2.0 – A New Buying Process



Adapting to Buyer 2.0's Buying Process Changes our Demand Generation ROI

Inbound marketing costs **61% LESS**
per lead than traditional, outbound marketing.

OUTBOUND:
AVG COST/LEAD: \$346



INBOUND:
AVG COST/LEAD: \$135



SOURCE: STATE OF INBOUND MARKETING, HUBSPOT, MARCH 2012

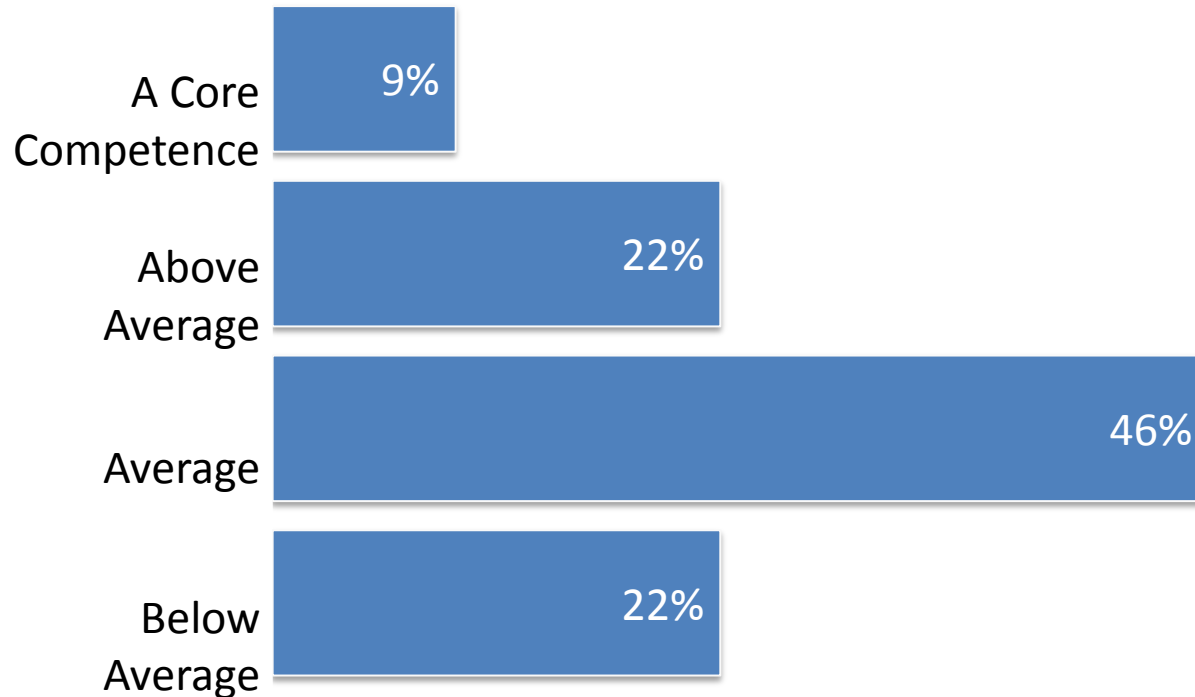
Inbound marketing costs 61% less per lead than traditional, outbound marketing. This is another data point that has remained consistent throughout the last couple of years.

Demand Process is Key

**We Need to Adopt an Operations
Mindset: Demand Process**

Lead management not a strength

How would you characterize lead management at your company?
% of Respondents (N=85)



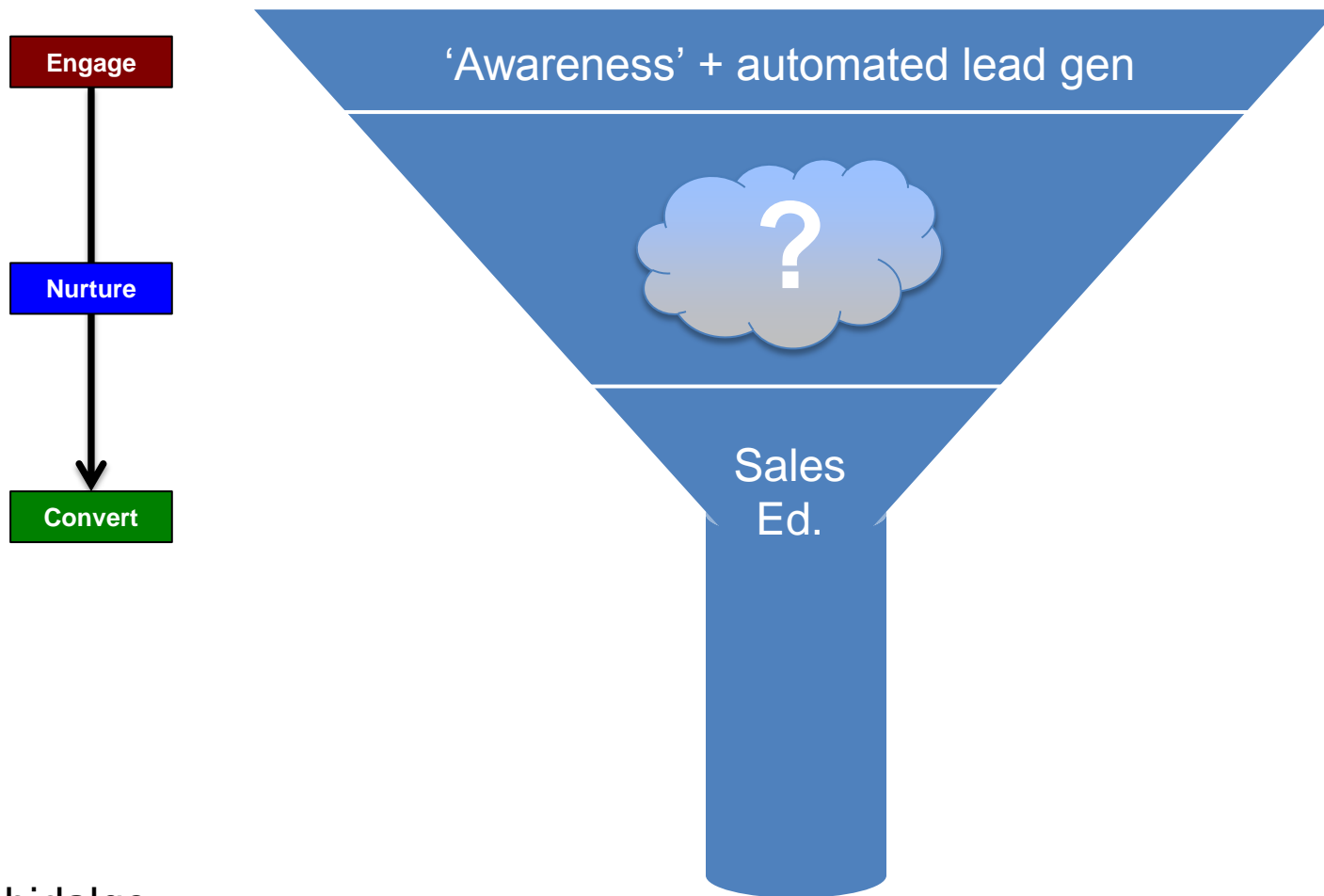
No Defined Their Lead-to-revenue Process

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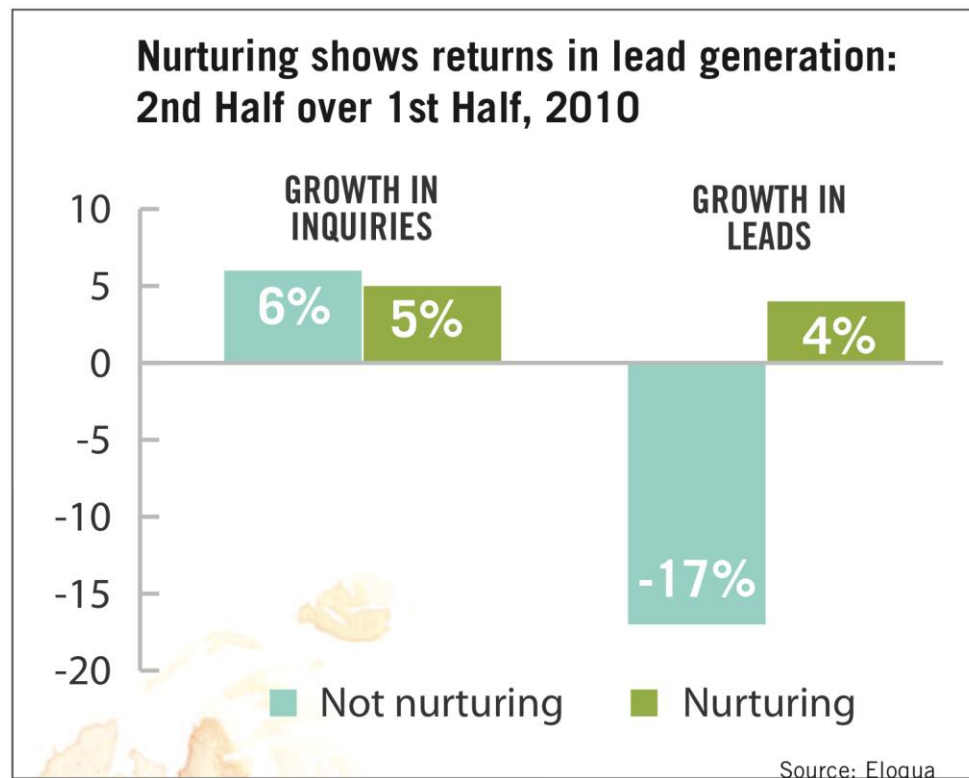
FORRESTER®

"Fewer than one-fourth of [B2B organizations] have defined a lead-to-revenue management process that their marketing and sales teams follow. Included in that number are only 5% who claim that every prospect interaction is orchestrated."

Lack of Demand Process = Mid-funnel Gap



Mid-funnel Gap / Lack of Nurturing = Negative Growth in Leads



Demand Process

What is Demand Process?

BUYER-CENTRIC

- **Aligning B2B marketing + sales interactions with Buyer 2.0**
 - Building demand generation messaging, programs and systems around the modern B2B buyer – i.e., “Buyer 2.0” – and his/her buying process



REVENUE-ORIENTED

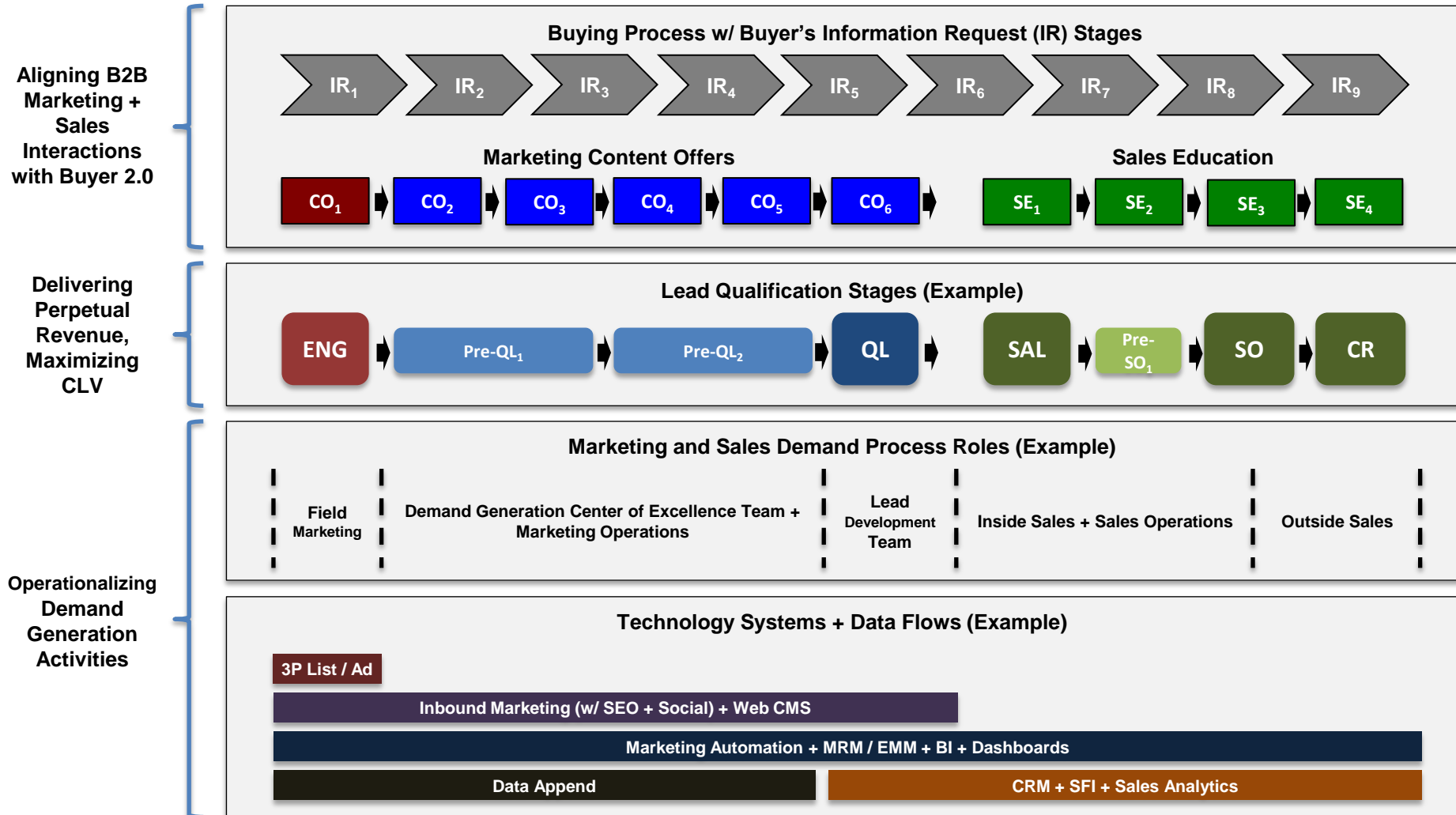
- **Delivering perpetual revenue, maximizing CLV**
 - Taking a strategic, outcome-oriented approach to identifying, qualifying and Converting B2B buyer interest into predictable, repeatable, sustainable revenue and to maximizing customer lifetime value



INTEGRATED + ORCHESTRATED

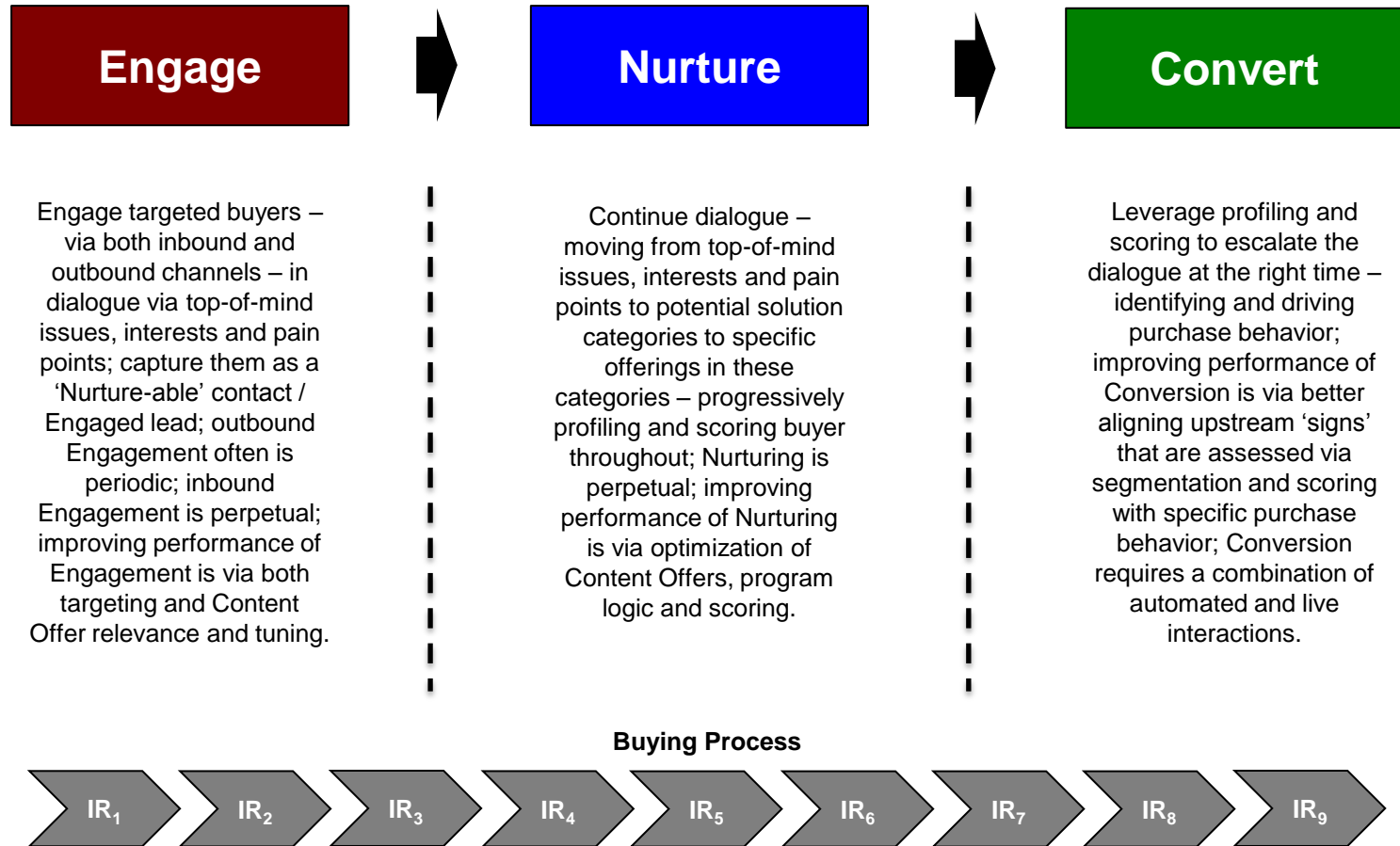
- **Operationalizing demand generation activities**
 - Treating the sequence of Engagement, Nurturing and Conversion of B2B buyer demand into revenue as a series of steps -- i.e., as a buyer-state-Conversion process -- that can be both managed and optimized

Understanding the 'Layers' of Demand Process

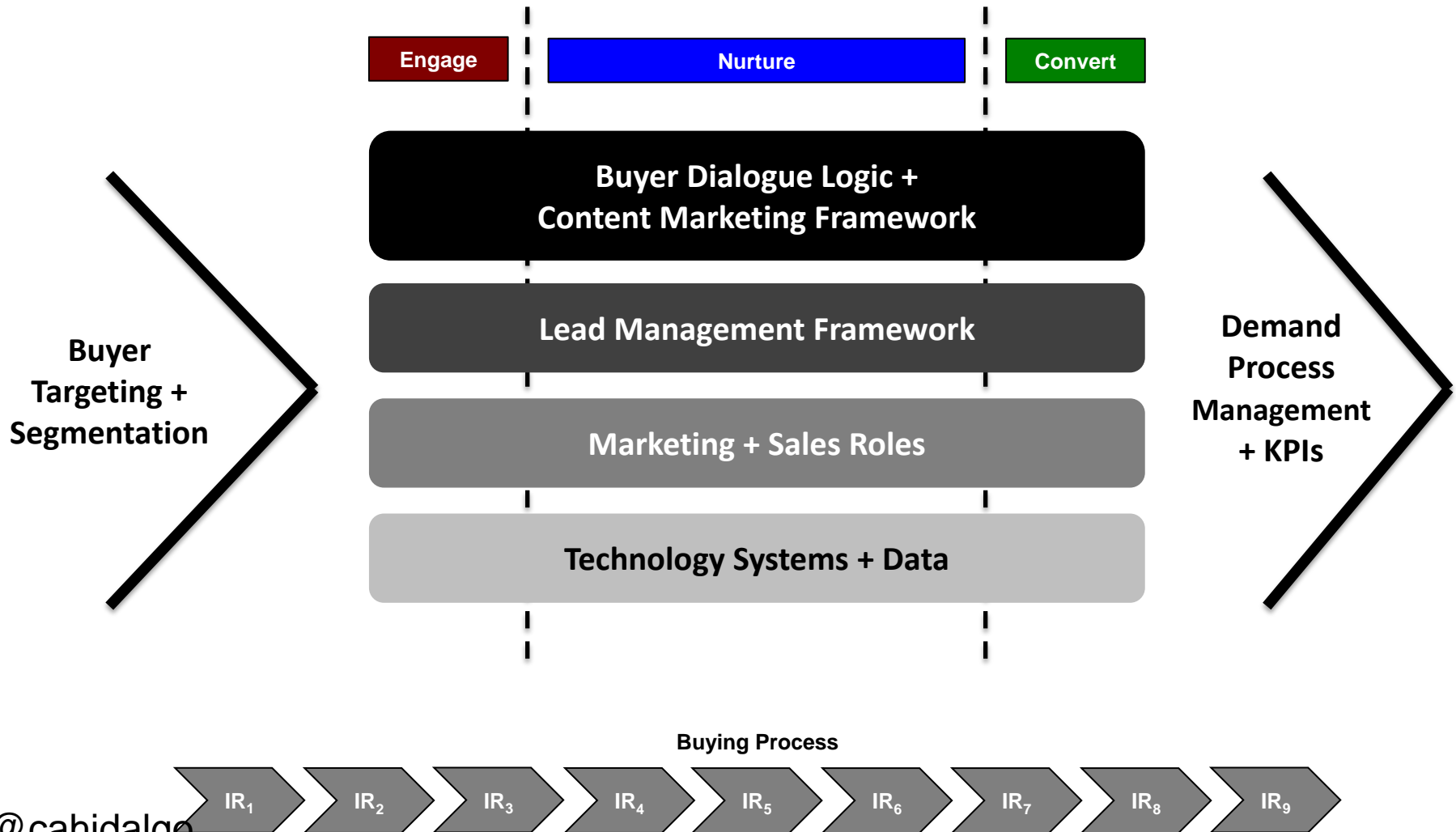


Building Blocks for Demand Process

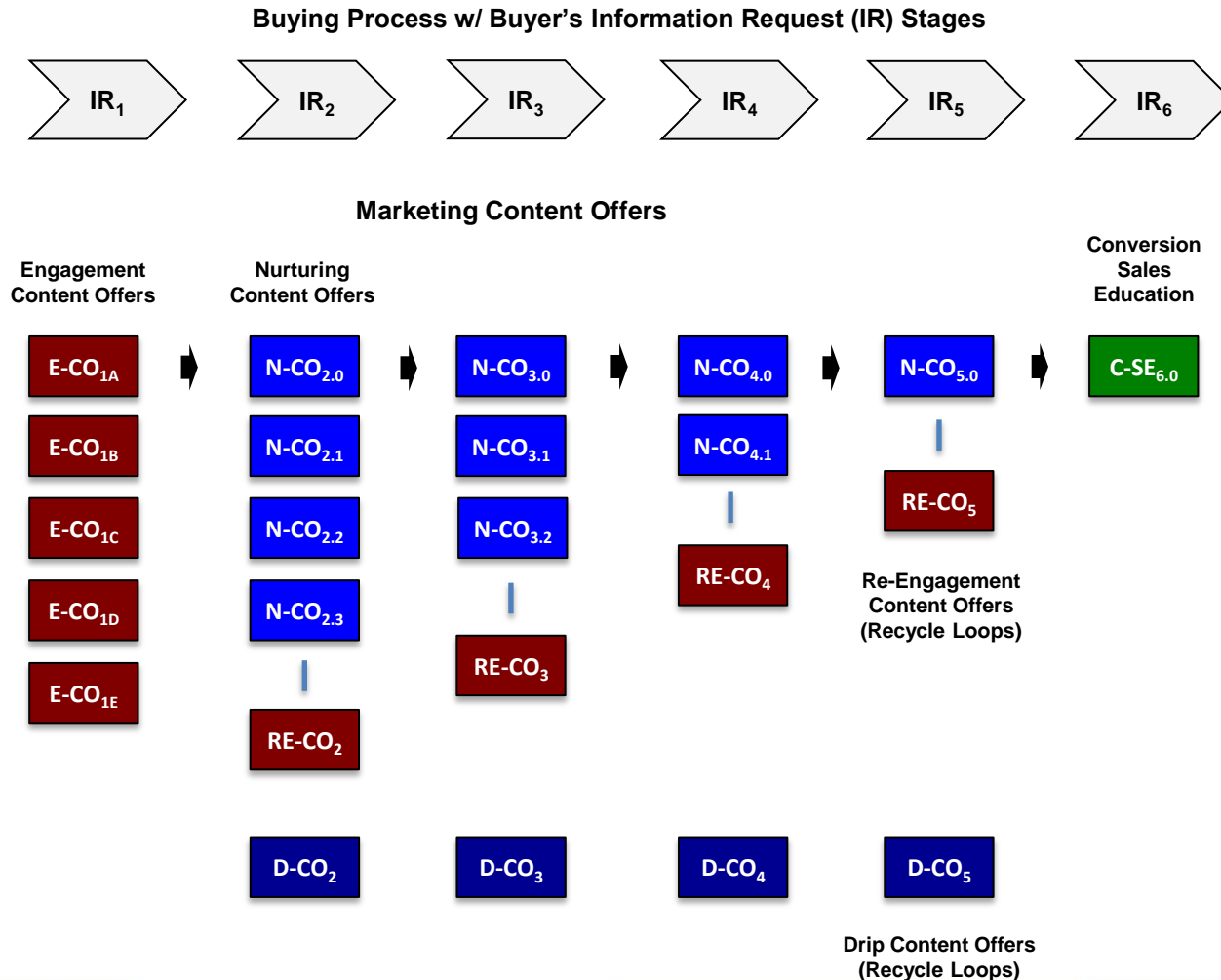
Rationalizing & Providing Continuity Across Demand Generation Activities



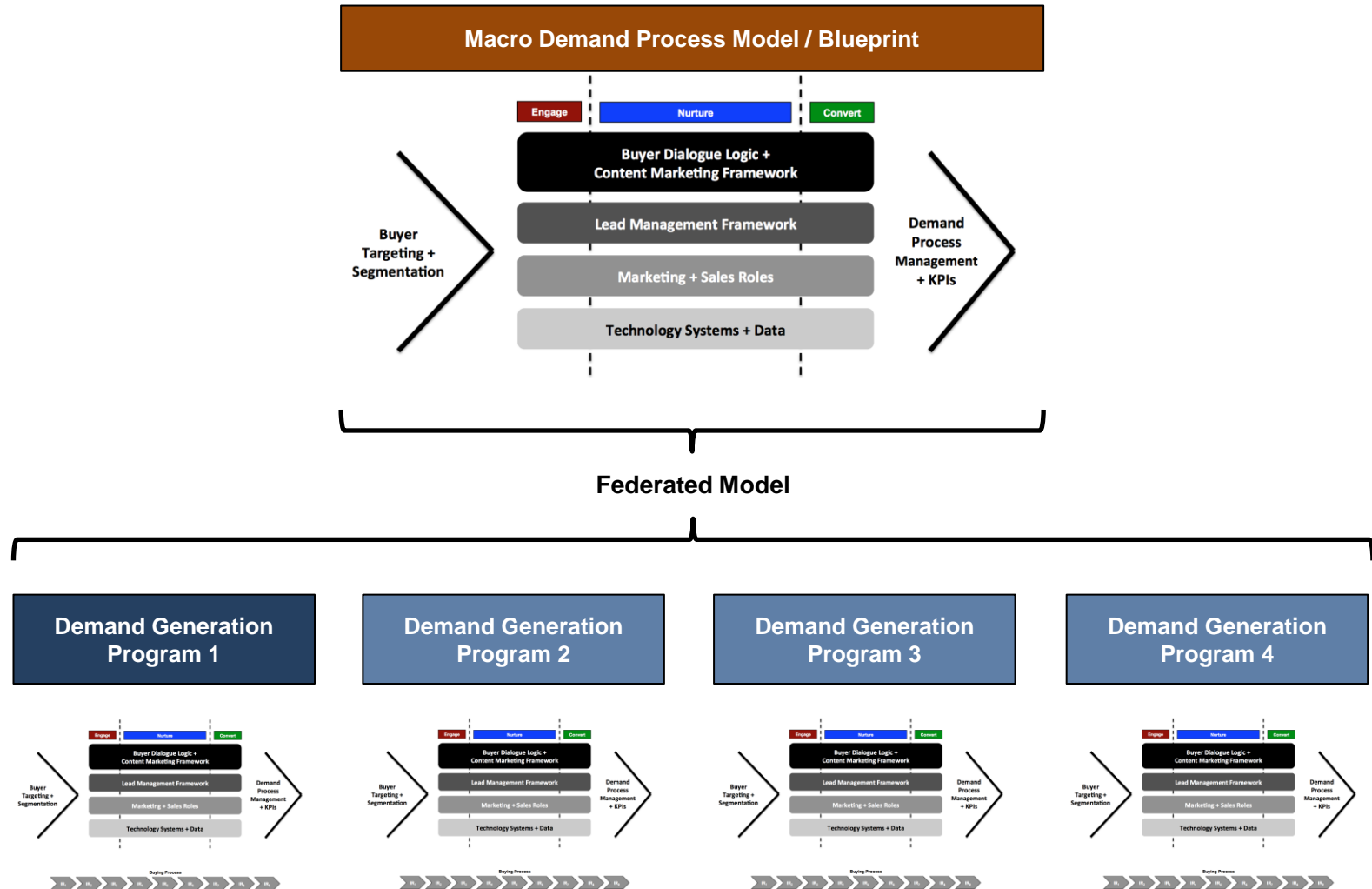
Structuring Demand Process Layers



Building Buyer-driven, Perpetual Demand Generation Programs

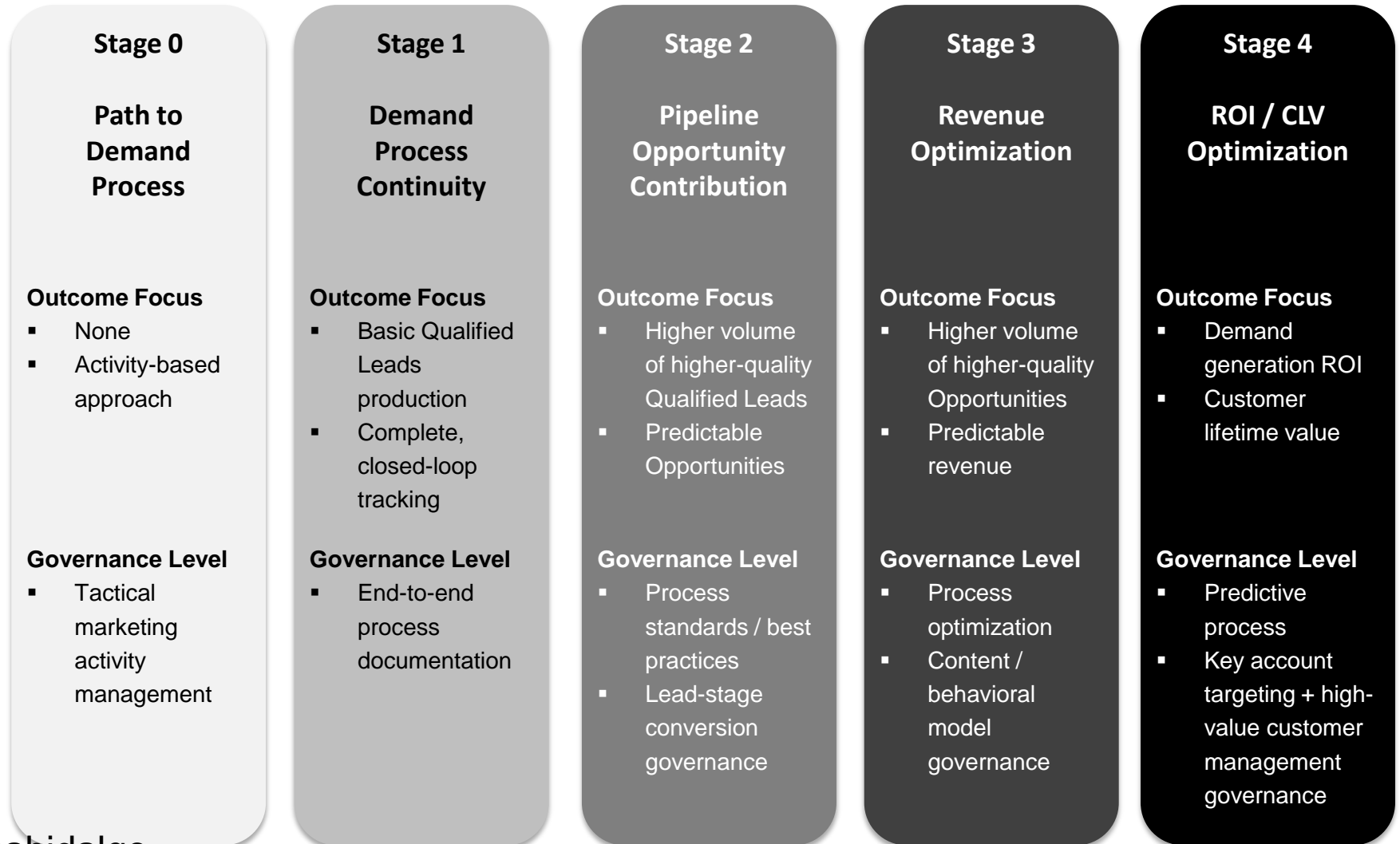


Delivering a Federated Approach

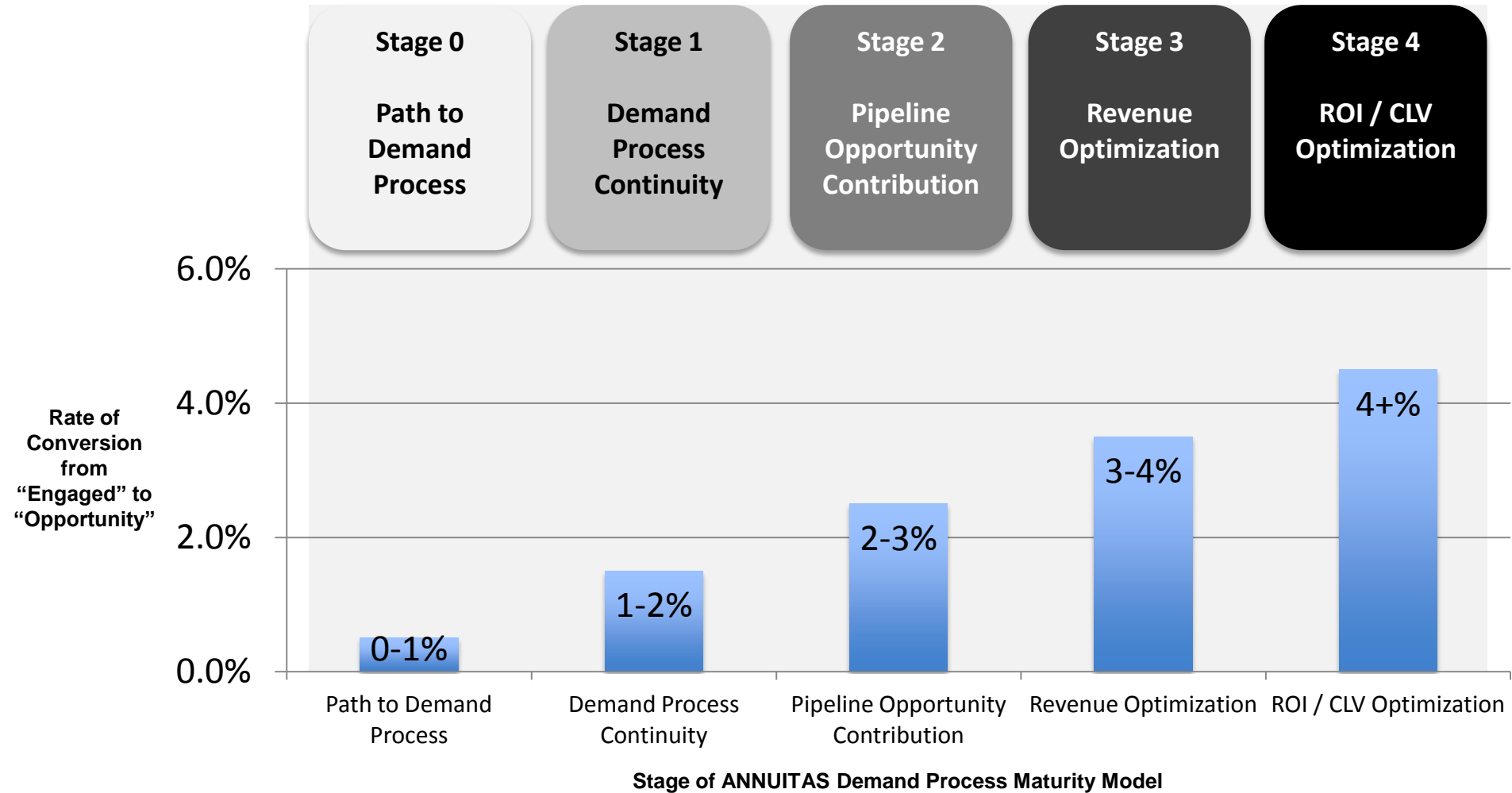


Transforming + Optimizing Demand Process

ANNUITAS Demand Process Maturity Model



ANNUITAS Demand Process Maturity Model



Closing Points

- Put the buyer at the center
- Address gaps in the middle of your funnel
- Build an end-to-end Demand Process
- Constantly optimize your Demand Process

THANK YOU

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