

2022

2022 C-SUITE GO-TO-MARKET BENCHMARK SURVEY

Modernizing B2B & More Progressive Approaches to Go-To-Market Initiatives





EXECUTIVE SUMMARY

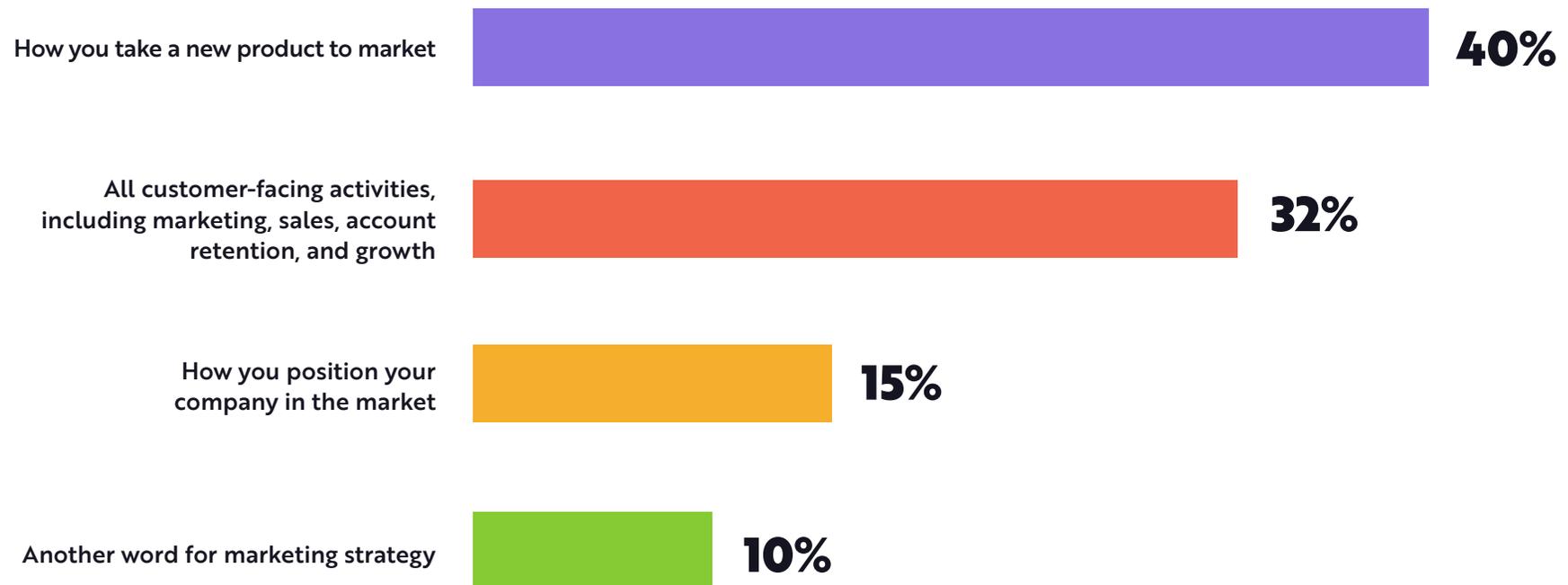
The B2B market is evolving rapidly — and the need for smarter go-to-market (GTM) strategies is growing right alongside it. In the “2022 GTM Benchmark Survey,” which queried more than 200 high-level B2B leaders across sales and marketing, 40% of respondents indicated they define “GTM” as how they take a new product to market — which was expected. But, interestingly, just under one-third took the progressive route and said that GTM includes all customer-facing activities, including marketing, sales, growth, and account retention.

When viewed through the lens of leaders (those who exceeded their revenue goals) and laggards (those who fell short of their revenue goals), more leaders (34%) than laggards (26%) chose the more progressive definition, demonstrating that successful companies view GTM strategies through a wider revenue-generating lens vs. just launching new products.

It’s clear that there’s room for improvement to get the rest of the industry on board with the modern definition. Throughout this survey report, we’ll highlight the changing GTM landscape and discuss how leaders (and laggards) perform in their current GTM strategies. We’ll examine:

- The strategies that sales and marketing leaders indicated are critical to driving growth and how they’re allocating their investments;
- The continued challenge of sales and marketing alignment, with an inside look into how companies are bridging the gap;
- GTM’s overall shift from heavily product-focused to all-encompassing of the customer journey;
- How account intelligence and insights influence campaigns and sales motions and the data marketing and sales are using to fuel them; and
- Key areas of GTM that can be enhanced or aided through the help of technology platforms and providers.

HOW DO YOU DEFINE THE TERM “GO-TO-MARKET (GTM)”?



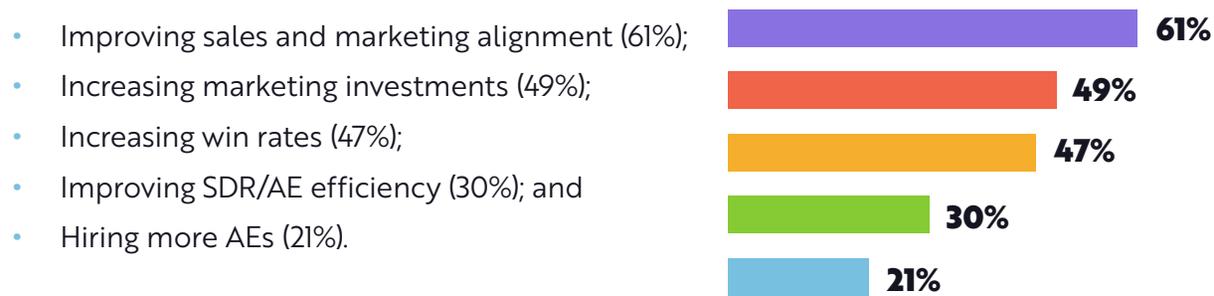
LEVERAGING INVESTMENTS TO DRIVE ACCOUNT RETENTION & CUSTOMER EXPANSION

In terms of specific GTM strategies, the majority of respondents (56%) indicated they operate with a product-led growth model, which falls in line with how the majority define GTM, but the more interesting statistics are those who operate with a lead-based approach (23%) and account-based approach (20%).

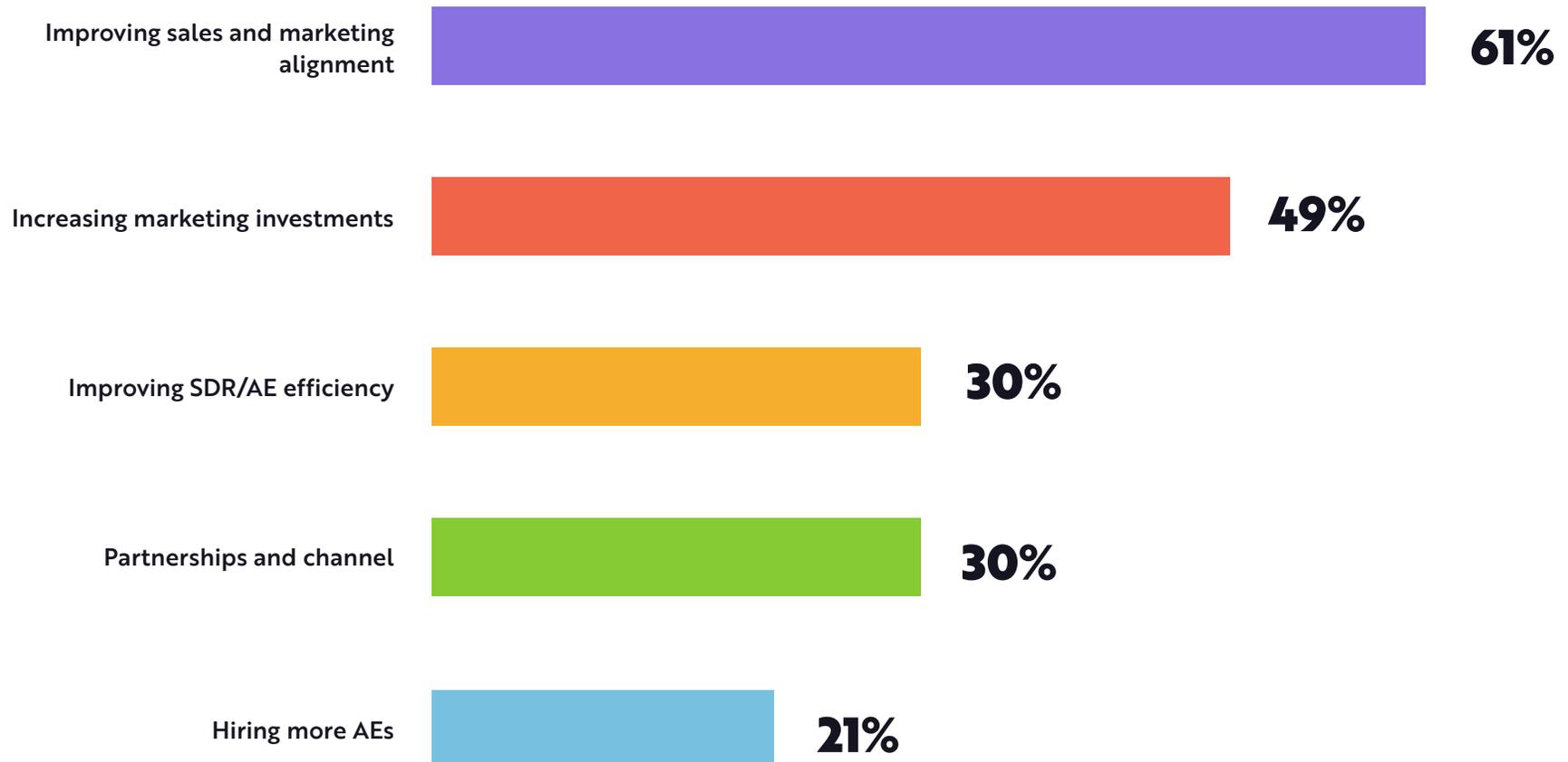
When asked what was most critical to driving growth over the next year, there was a tie for the top priority – “acquiring new customers” and “expanding our customer base and improving retention” both came in with 41% of the vote. It appears that the lead/demand generation focus of the past five to 10 years is being replaced in part by an increased focus on cross-sell and upsell opportunities to strengthen existing relationships.

GTM strategies are moving away from just rolling out new products and offerings to capture buyers’ attention; instead, companies are taking a wider view of their customer interactions and determining how to better serve them and drive more growth. While customer acquisition will be a slice of this strategy, it’s no longer the entire pie.

Given this shift, organizations are prioritizing pipeline efficiency and sales effectiveness. When asked about the key investments they planned to make to drive growth, respondents said:



WHAT WILL BE MOST CRITICAL TO DRIVING GROWTH IN THE COMING YEAR? (SELECT TOP 3)

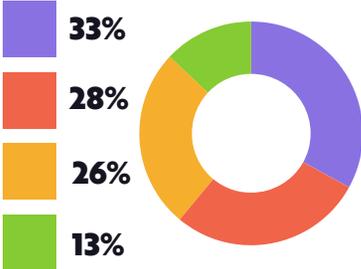


Improving marketing and sales alignment traditionally ranks as the No. 1 challenge for organizations trying to increase lead generation and revenue, so it's not surprising to find it at the top of the list again. However, it is surprising that 60% of respondents indicated they don't struggle with it.

While it's clear organizations are investing in tools to keep sales and marketing in lockstep, the more telling statistic is within the 40% who still struggle to align internal teams. It's the laggards who struggle most in this area, as more than half (52%) indicated they haven't yet found the formula for strong marketing and sales alignment.

When asked what their biggest alignment challenges are, respondents indicated:

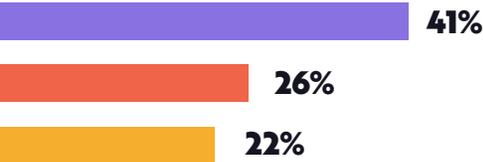
- Measuring different metrics (33%);
- Poor handoffs — sales and marketing having parallel, disconnected conversations with accounts (28%);
- Lack of communication (26%); and
- Looking at different data/operating in different systems (13%).



Differences in measurement have historically challenged B2B companies, and poor handoffs can have a detrimental impact in their own right. Allison Metcalfe, Demandbase's Chief Revenue Officer, refers to sales and marketing metrics as a Venn diagram — one circle is Sales KPIs, and another Marketing KPIs. If the metrics don't overlap in the middle, misalignment will continue to challenge organizations. To help build stronger internal alignment, it's important revenue teams can agree on what is in that Venn diagram overlap and identify how to best work together to drive success there.

When asked where sales development sits in their organization, respondents indicated the following:

- Report to sales (41%);
- Inbound to marketing and outbound to sales (26%); and
- Report to marketing (22%).



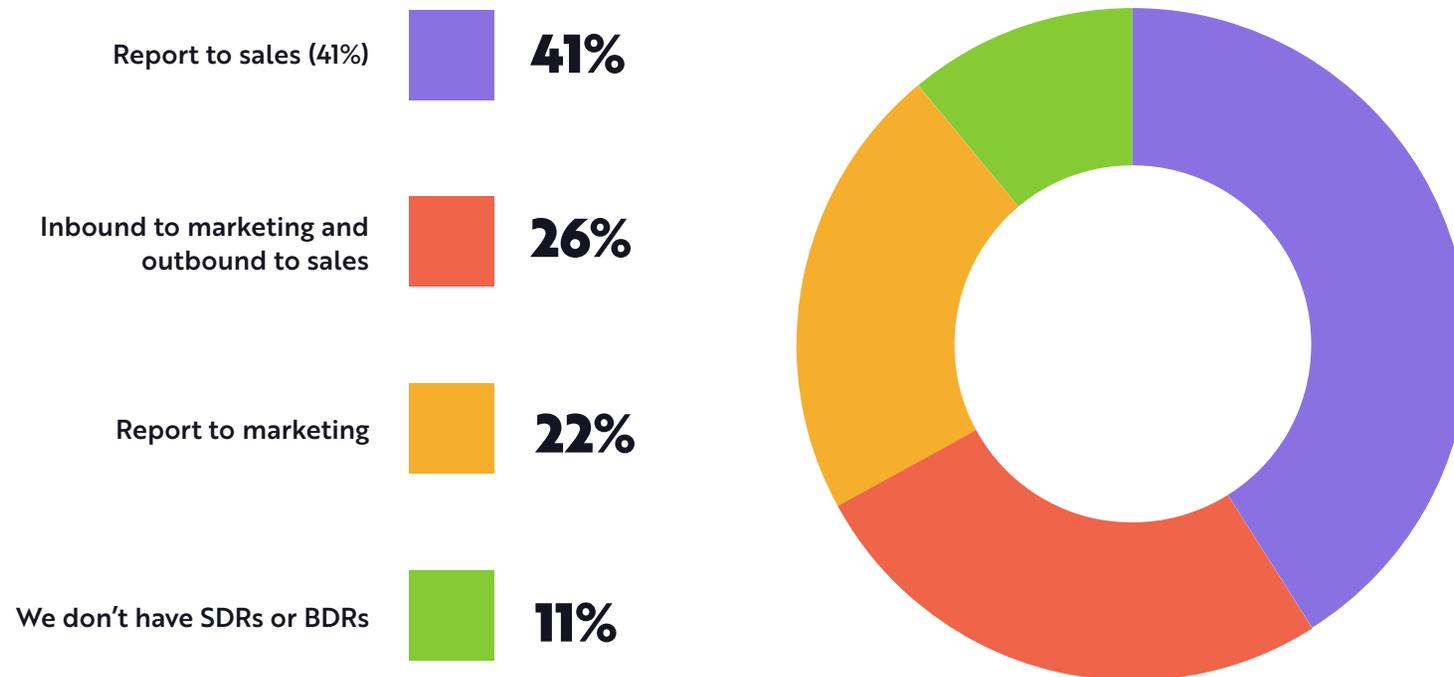
It's no surprise that SDRs primarily report to sales, but, interestingly, a large chunk reports to marketing, which has advantages for driving more effective marketing program follow-up and can help bridge the sales and marketing alignment divide. However, the more interesting findings reside in the hybrid model – inbound is marketing's responsibility and outbound is sales'. The hybrid model supports speed to lead on high volumes of inbound activity by having a team dedicated to quick follow-up with web chat requests and demo form fills, without interrupting outbound SDRs who may be deep into work with strategic accounts. When viewed through the lens of leaders and laggards, 28% of the more successful companies (and those who struggle less with alignment) indicated that hybrid was their model of choice, compared to just 24% for laggards.

In terms of SDR measurement and compensation, most respondents indicated they primarily tracked opportunities generated (64%), while close behind was activity (60%) and meetings (47%). Tracking meetings, in particular, is poised to grow in measurement popularity, as highlighted by Forrester [in a recent keynote](#). And interestingly, 45% of executives said they track their SDRs with a points-based system.

No matter where sales development sits in an organization – whether it's under marketing or sales or a combination of both – the respondents shared that they're turning to orchestration solutions that help coordinate, program, and track the actions that happen after initial outreach.

“The hybrid model supports speed to lead on high volumes of inbound activity by having a team dedicated to quick follow-up with web chat requests and demo form fills, without interrupting outbound SDRs who may be deep into work with strategic accounts.”

WHERE DOES SALES DEVELOPMENT (SDRS/BDRS) SIT IN YOUR ORGANIZATION?



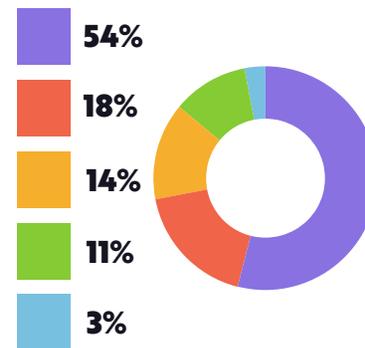
HOW ARE YOUR SDRS/BDRS PRIMARILY MEASURED AND COMPENSATED? (SELECT ALL THAT APPLY)



ALLOCATING BUDGETS TOWARD PROGRESSIVE GOALS

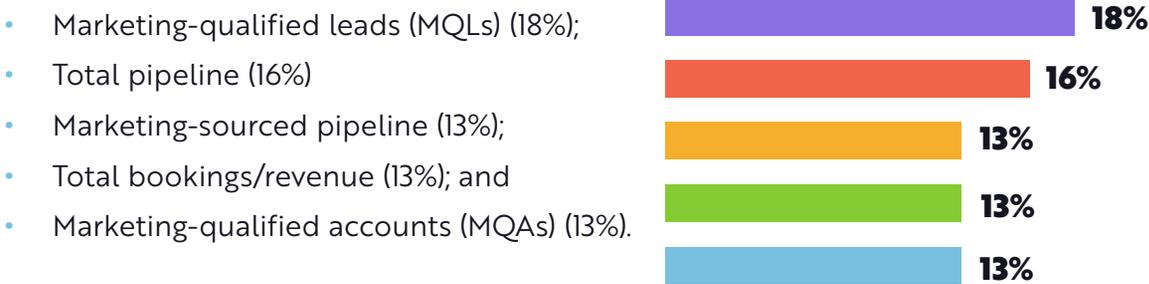
Now that there's an understanding of how companies are investing in their marketing initiatives, it's time to determine how that spend will influence pipeline. When asked how they track marketing influence on pipeline, respondents pointed to:

- Multi-touch attribution (54%);
- First-touch (18%);
- We don't track marketing influence on pipeline (14%);
- Last-touch (11%); and
- Unsure (3%).



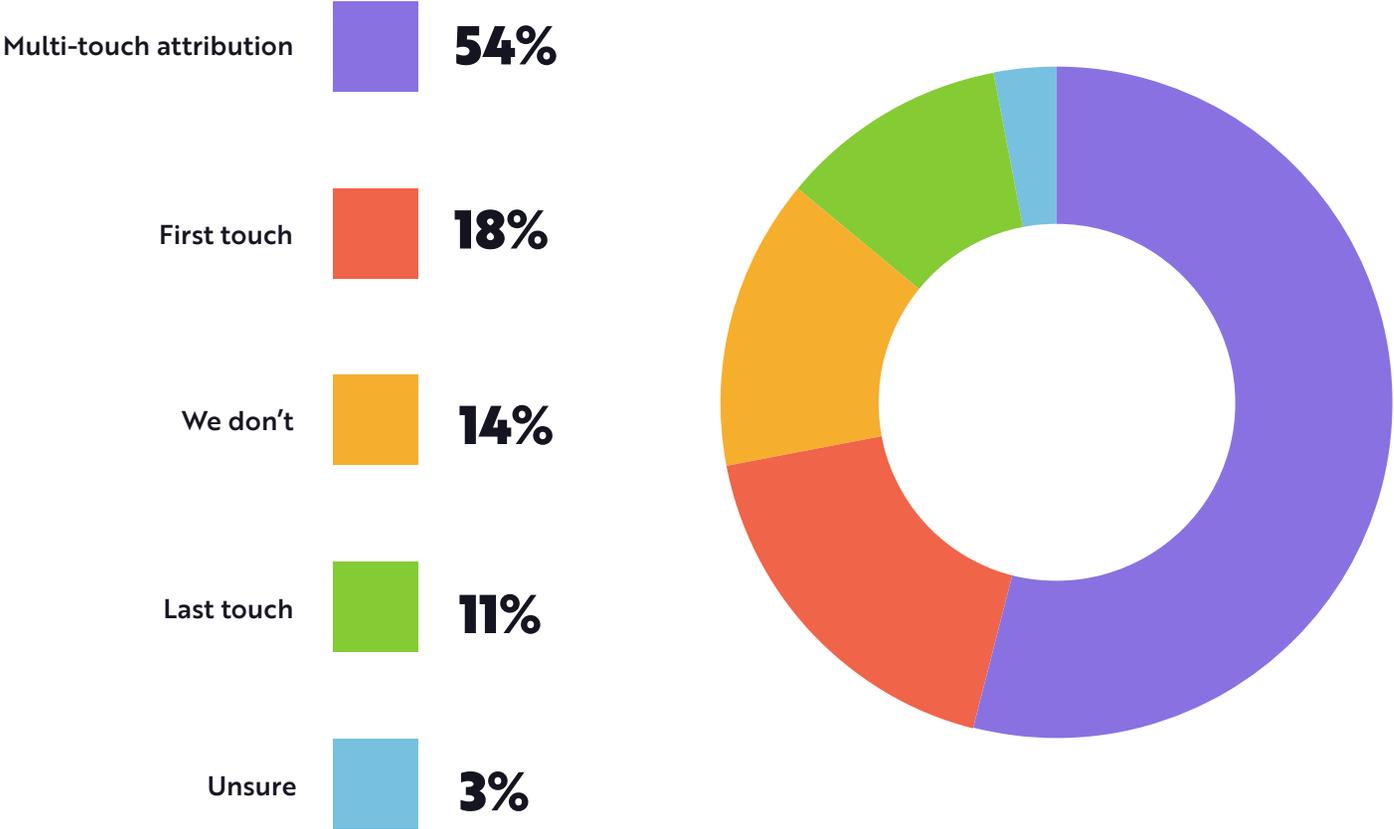
It appears that organizations are starting to pay attention to the unreliability and inaccuracy of first and last-touch attribution, shifting in favor of multi-touch, as leaders must attribute and credit all investments over time. While multi-touch attribution is more complex to measure, it's something organizations are solving to get a better understanding of their investments.

In terms of how they measure those investments, respondents indicated their primary measure of marketing success as:



Despite recent industry debates about the staying power of MQLs, it's clear they remain a top priority for leaders – but they're no longer the "end all, be all." Companies are starting to favor different measurement practices, so it's important to evolve MQL practices and consider the more beneficial ways of measurement for B2B buying groups. In fact, the majority of leaders in the space prioritized tracking total pipeline.

HOW DO YOU TRACK MARKETING INFLUENCE ON PIPELINE?

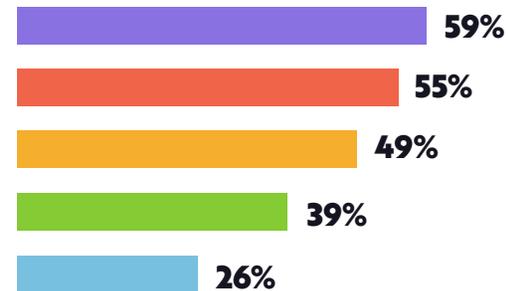


UNDERSTANDING THE NEW WORLD OF SALES/MARKETING OUTREACH

Now it's time to shift to the information powering sales outreach and marketing strategies: Account data and intelligence.

When asked how organizations are using account intelligence, such as intent and technographics, in their GTM strategy, the survey uncovered:

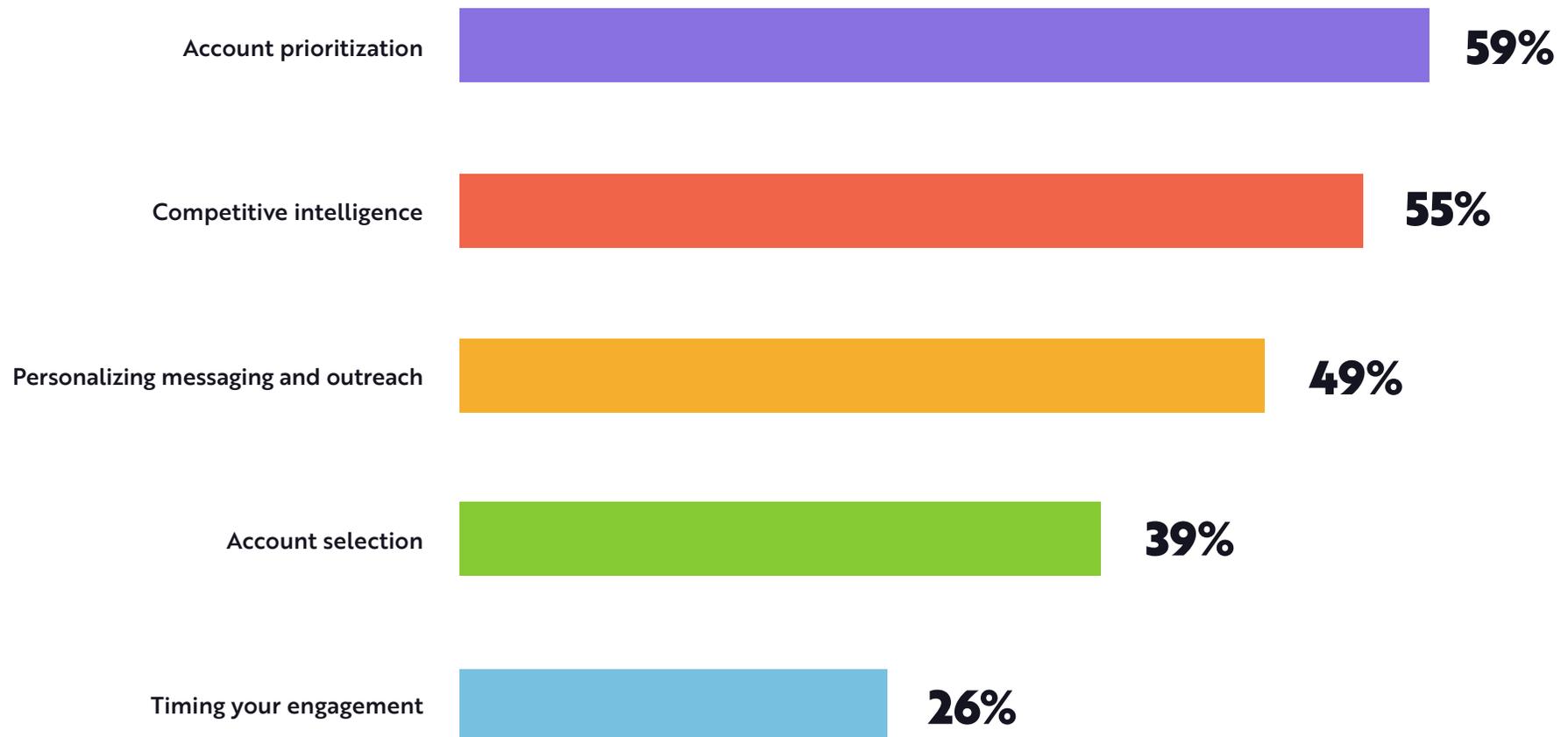
- 59% of practitioners are using it for account prioritization;
- 55% rely on it for competitive intelligence;
- 49% use it for personalized messaging and outreach;
- 39% utilize it for account selection; and
- 26% use it for timing their engagement.



Account prioritization remained a key component, and revenue leaders rely on it to identify the best-fit accounts for their sales and marketing efforts. It was closely followed by competitive intelligence, which is a relative newcomer on the charts but ultimately beneficial. The practice utilizes AI and machine learning to uncover when prospects are considering other competitors.

The research also found that 47% of survey respondents are using more or much more intent data providers compared to the year before. Intent is defined as third-party signals that indicate when an account is in-market for an organization's products and services. In an open-ended question that asked sales leaders about which intent providers they were currently using or planning to implement, several of the write-in responses pointed to G2 and Trust Radius for their product comparison data and Demandbase buyer intent data.

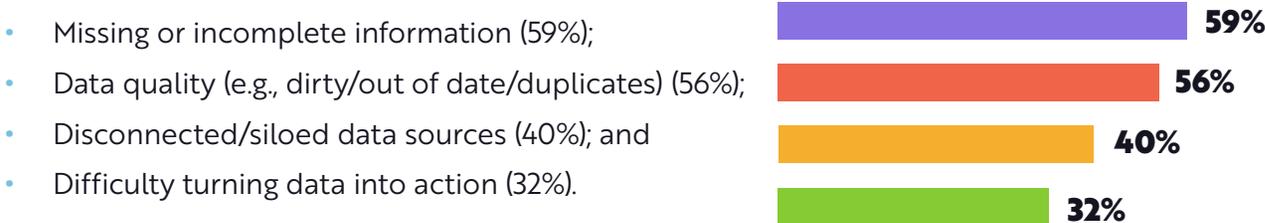
HOW ARE YOU USING ACCOUNT DATA AND INTELLIGENCE (SUCH AS INTENT AND TECHNOGRAPHICS) IN YOUR GTM STRATEGY? (SELECT ALL THAT APPLY)



Beyond competitive intelligence, it's clear organizations are working on better personalizing and customizing account outreach, and relying on data and intelligence to provide the insights needed to drive relevant sales and marketing engagement. A common best practice is for leaders to use intent keywords from sources such as Demandbase and Bombora – as well as news and social insights, also provided by Demandbase – to help tailor their outreach and communication. With the help of these third-party data providers, organizations are gaining the upper hand in building relevance and connections by identifying each account's interests based on their digital behavior.

With that in mind, only about 26% of respondents are using intent data to help with timing their engagement. This represents a huge opportunity for revenue teams to capitalize on, enabling them to be first to the party and therefore improve deal velocity.

And, although organizations are using more data, there are still gaps that show a need for better, more accurate data. In fact, respondents' biggest data challenges included:



While organizations have a firm handle on key components of their GTM strategies, it's clear there is a need for better utilization of data management and maintenance solutions. B2B company and contact data is constantly decaying – companies are acquired or go out of business, people switch jobs or move to new roles – and B2B data will always be dirty without continuous cleaning and management.

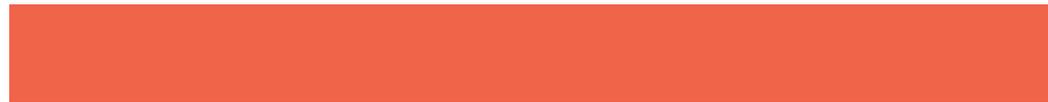
WHAT ARE YOUR BIGGEST DATA CHALLENGES? (SELECT ALL THAT APPLY)

Missing or incomplete information



59%

Data quality
(e.g., dirty/out of date/duplicate)



56%

Disconnected/siloed data sources



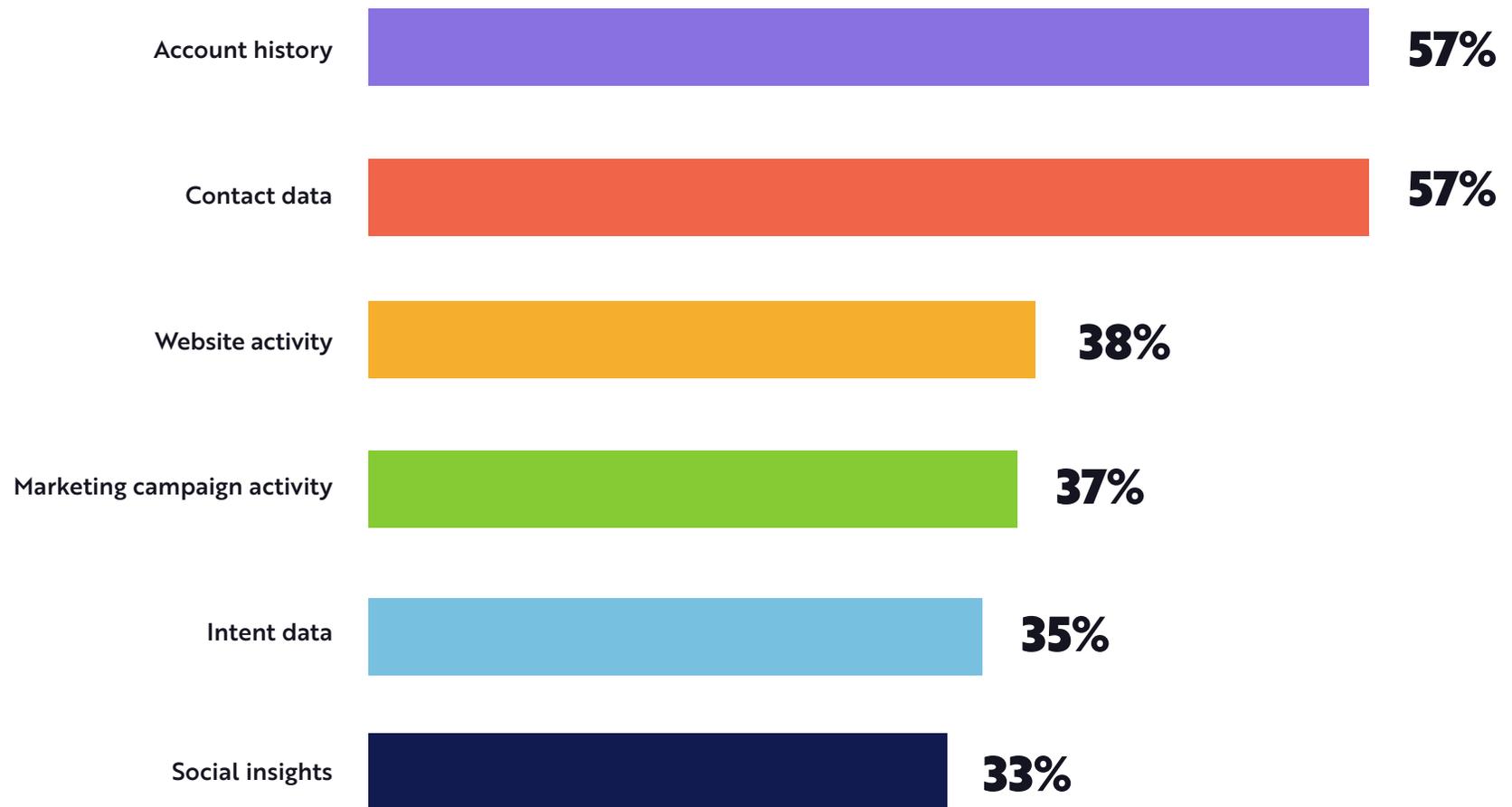
40%

Hard to turn data into action



32%

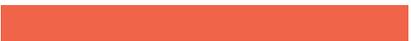
WHAT TYPES OF DATA DO YOU USE IN YOUR GTM STRATEGY? (SELECT ALL THAT APPLY)





GET SMARTER ABOUT USING DATA

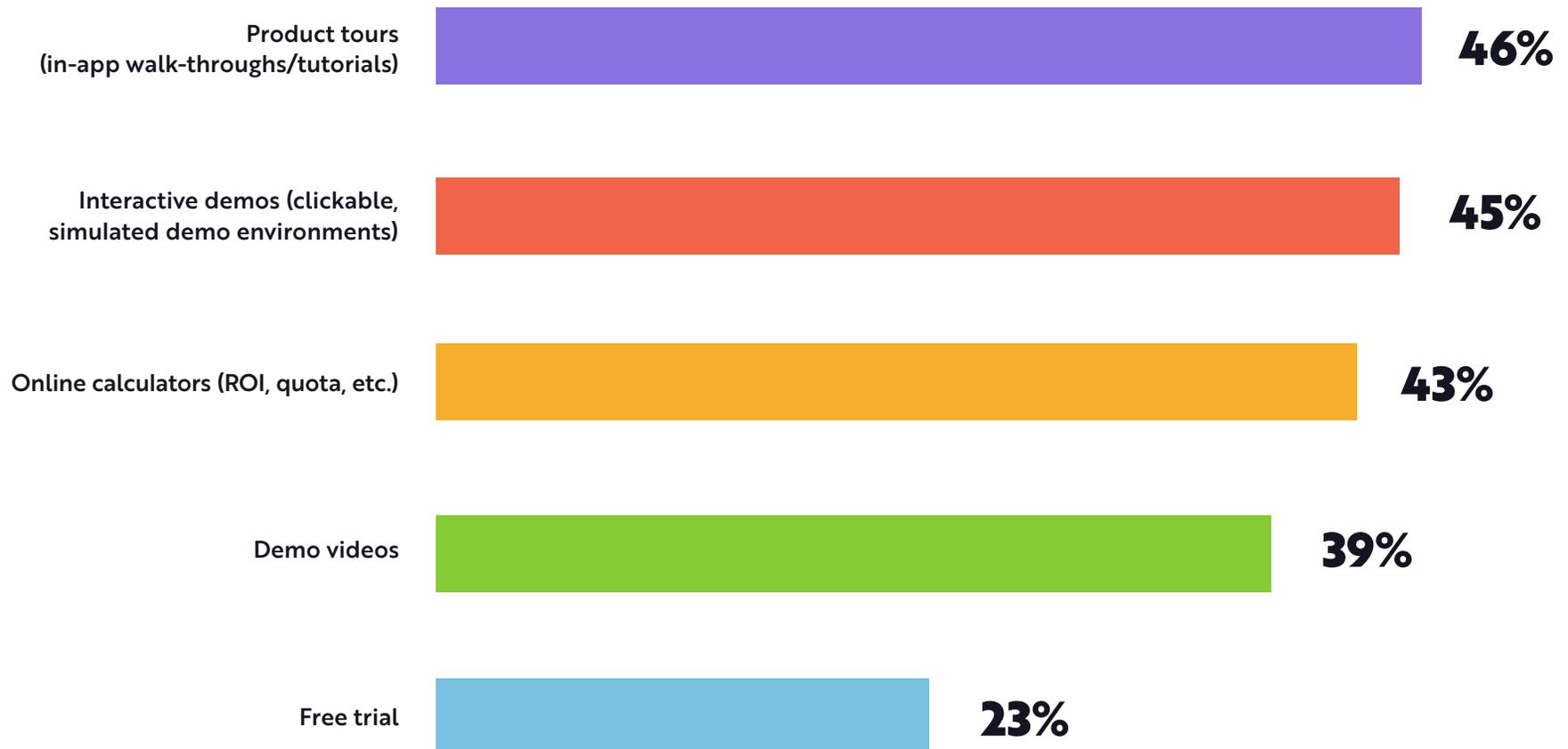
It's clear that organizations are getting smarter with how they target and engage their accounts — after all, they have to ensure they're targeting the right people, timing their engagement when buyers are in-market, and being relevant if they want to remain successful. The menu for different data used includes:

- Account history (57%);  **57%**
- Contact data (57%);  **57%**
- Website activity (38%);  **38%**
- Marketing campaign activity (37%);  **37%**
- Intent data (35%); and  **35%**
- Social insights (33%).  **33%**

Although companies still struggle with alignment and other common challenges, it's promising that companies are increasing their reliance on data and insights to improve their traditional marketing and sales strategies. With so much focus on contact data, it's important to note there's significant room for improvement around understanding the importance of first choosing the right accounts — a mere 21% focused on firmographics, which is key to identifying the best-fit accounts — the starting point for a successful account-based strategy.

HOW IS YOUR GTM EVOLVING TO SUPPORT THE INCREASING DESIRE OF BUYERS TO “SELF SERVICE?”

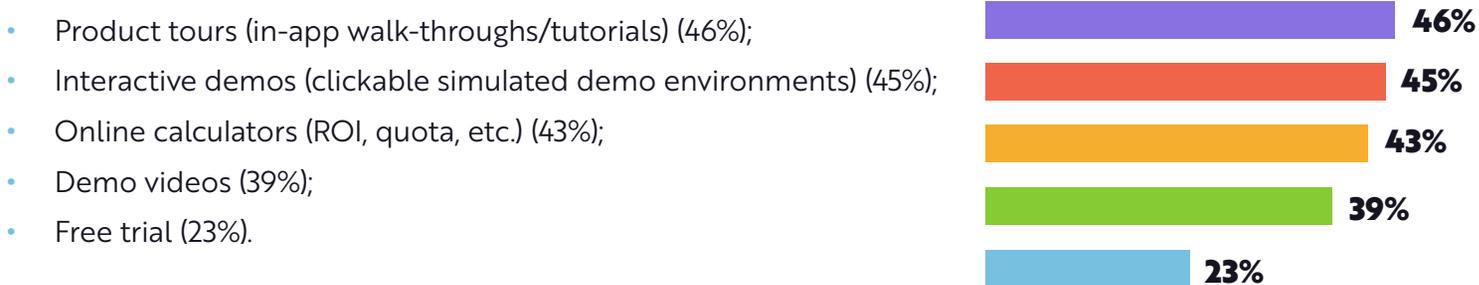
(SELECT ALL THAT APPLY)



It's clear that those who utilize "old-school" GTM methods are falling behind. Although both leaders and laggards had the same top metrics (account history, contact data, and marketing campaign activity), which indicate laggards understand the importance of intent data, the secondary metrics were interesting. The leaders focused more of their priorities on social insights (34%), technographics (27%), news (27%), and account hierarchies (26%), while laggards still rely on first-party data sources (such as website activity), which only show a part of the puzzle.

This highlights the importance of incorporating third-party data into your GTM strategy, as it helps fill in major gaps to provide a bigger picture of an account's actions outside of known insights — and helps an organization rise above the competition.

Looking ahead, the industry as a whole is trending toward an almost entirely self-service buyer's journey. When asked how they're evolving their GTM to support the increasing preferences for "self-service," respondents indicated:



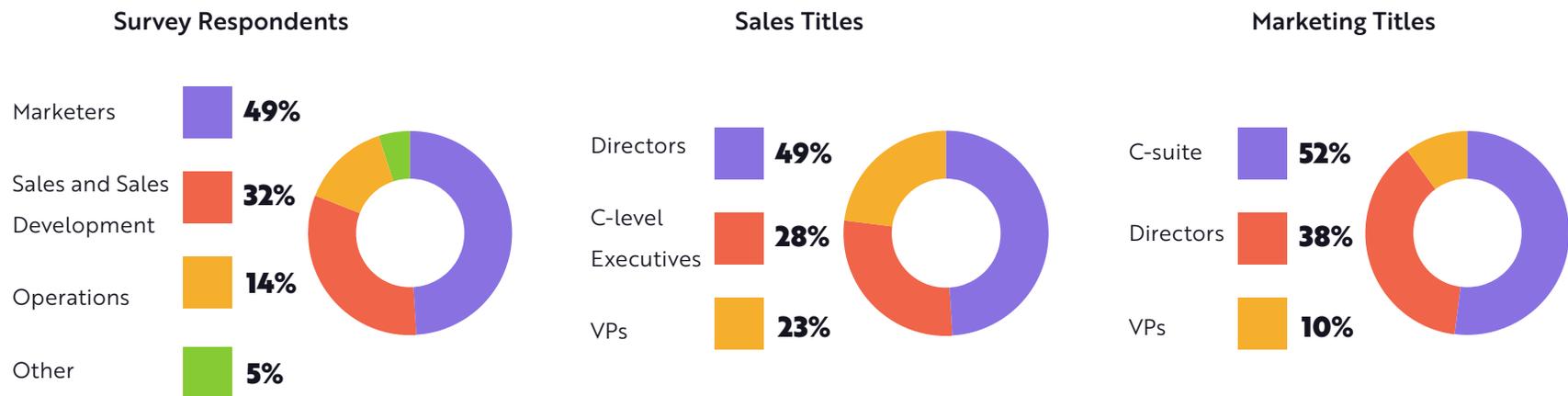
As the industry evolves to more self-service, the leaders will quickly be separated from the laggards as new processes, technology, and strategies enter the fold. Only with a firm understanding of the "new-age" GTM definition can companies find the most success.

GTM STRATEGY ATTRIBUTES OF B2B LEADERS:

Define GTM more broadly, including: <ul style="list-style-type: none"> ✓ acquisition ✓ retention ✓ expansion 	Have more alignment between sales and marketing 	 Have shared metrics	Use intent for best fit accounts 	Leverage: <ul style="list-style-type: none"> ✓ account hierarchies ✓ news ✓ technographics ✓ social insights
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ABOUT THE SURVEY

The “2022 C-Suite Go-To-Market Benchmark Survey” includes responses from 224 high-level B2B sales and marketing leaders, including Directors (42%), C-level Executives (40%), and VPs (18%). Respondents were a mix of marketers (49%), sales and sales development (32%), operations (14%), and other (5%). On the sales side, 49% of respondents were Directors, 28% were C-level, and 23% were VPs. For marketing, 52% of respondents were in the C-suite, 38% held the role of Director, and 10% were VPs.



In terms of annual revenue, 29% reported their organization makes \$100-\$500 million, 22% bring in more than \$1 billion, 18% make \$10-\$50 million, 17% generate \$500 million to \$1 billion, and 13% bring in \$50-\$100 million.



Demandbase is Smarter GTM™ for B2B brands. We help marketing and sales teams spot the juiciest opportunities earlier and progress them faster by injecting Account Intelligence into every step of the buyer journey and orchestrating every action. For more information about Demandbase, visit www.demandbase.com.

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