

You can run into a problem when marketing executes programs for sales without aligning the marketing tactics to the sales strategies. It could be harming your bottom line. We have some relevant content from our webinar series: [What Do B2B Marketers Do Now?](#)

Below is an excerpt from our recent webinar, “[Choosing the Right B2B Demand Generation Strategy](#)”. In this excerpt, Alisa is addressing, what is the Forrester: [Demand Spectrum Model](#)?

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Note: The following is the output of transcribing software from the webinar recording. Although the transcription is largely accurate, in some cases it may be incomplete or inaccurate due to inaudible passages or transcription errors. Quite often unanticipated grammatical, syntax, and other interpretive errors are inadvertently transcribed by the computer software. Please disregard these errors.

**Rick:** Hello, everyone. Have you ever felt your sales and marketing teams are struggling to work together? I'm Rick Endrulat, President of Virtual Causeway, and we produce the insightful series, *What Do B2B Marketers Do Now?* I know everyone's busy, so today I have a segment from our recent webinar, “Choosing the Right to be Demand Generation Strategy”. Our featured guest in that webinar is Alisa Groockock, VP, Principal Analyst of Demand Generation and ABM at Forrester. In this webinar segment, Alisa introduces us to the Forrester Demand Spectrum Model. Imagine learning a model to identify weaknesses that reduce marketing effectiveness. It could give you a huge advantage. Let's join Alisa now.

**Alisa:** I'm going to dive in, as I said earlier, to these very specific factors that help tell us where we are in terms of demand approaches. So the first set of factors I want to talk about are degree of insights. And so what we mean by that is how much data do you have and data that then becomes interpreted and able to be used. And that's what we mean by an insight. So on the left hand side of this spectrum is very basic thermographic data, things like the size of a company, the industry that an account is in, the geography that they're in. And most of our clients have this data very readily available in their customer database. And so we believe that to do any decent marketing at all, you need to have that level of demographic data. And you also need to know

some very basic information about your target buying groups. You need to know things like job titles. You need to know how all of those particular personas come together to make a buying group decision. For us, we believe that those kinds of things are table stakes for being able to do even the most basic level of effective demand marketing. As we move up the spectrum to the right, we start getting into more sophisticated and nuanced levels of data. So things like intent data that tells us whether people are in market, and trigger events, so do we know whether a contract is up for renewal, for example. Purchasing plans? And you can see that this data becomes really valuable and really nuanced, but also much harder to get. So knowing whether an organization is going to be purchasing soon is almost certainly going to require some sort of human contact. Same thing with a competitive environment. Yes, you can buy technocratic data. You can try to buy data that tells you whether a competitor is installed if you're a technology company, for example, but you have competitors that are installed within a target organization. But that's hard to know. And then you get the kind of thing that you see in account plans if somebody's an advocate, a neutral contractor, and some of the specific things about what conferences a target persona may have spoken at. So that's the first access, if you will, in this model. The second access is collaboration, cadence. So this is how effectively and frequently marketing and sales are working together. So that can be everywhere at the bottom of the spectrum from annual sales and marketing. So folks getting into a room or maybe sending their plans to each other and doing a life review and said, yeah, that looks good. And, you know, it's not a very deep level of collaboration. It's more of a sign off all the way on up to quarterly QBRs and performance check points and that sort of thing.

**Alisa:** Sometimes we see clients moving towards more of a monthly cadence. And as we start to have more in the weeds kind of collaboration, that becomes even daily or real time. And we'll talk a little bit more later as to why you might want a weekly, daily or practically real time kind of a collaboration cadence. There are scenarios where we want clients to be doing that, and that's the way to make marketing campaigns the most effective. The last access we'll talk about is levels of customization. So at one end of the spectrum, we have pulling existing content off the shelf and we're looking at timing based on buying triggers. So we know certain people are in a planning window at the end of the year. And so we're going to send them a marketing campaign during that year. It's not very specific or very nuanced, but we try to put things in market roughly when we think people might be interested in what we have to offer. The next level of

customization starts to bump up into that vertical imagery, imagery and vertical messaging. And we start to look at do we have signals that people are in market and we start to customize our content based on those kinds of attributes? Pretty easy to pull that data and to customize our content in that way. Then we move to another level of customization, up to personalized imagery where we might be working with sales to figure out when is the best time to put a campaign in market for a particular account or group of accounts.

**Alisa:** And we might even have a specific imagery and messaging. And then finally, the last level of customization is what we'll call bespoke imagery. This is often going to be for very large pursuit deals, very large deals that might be coming down, in a very short time frame, because it's expensive, it's very resource intensive to do bespoke imagery and bespoke messaging and to understand a very detailed level exactly when an account or a particular department or function is in market. So because it requires a very strong resource level, we don't want to be doing that for a lot of accounts. So when we put all of these together, we end up with four different marketing approaches. The first is demand marketing and so in the demand marketing approach, you're going to know that basic thermographic data, you're going to know your basic target accounts, you're buying groups who you're selling to, what department, what function, what the job titles are. And you're going to bake that into your annual planning. And you're probably going to be pulling that content off the shelf as you move into vertical marketing, you start to have this higher resource levels and more frequent cadence of collaboration.

**Alisa:** The need named account marketing is the sort of that first level of account based marketing, typically hundreds of accounts, sometimes even in the low thousands of cohorts of accounts that have shared attributes. We call them clusters of accounts. And typically that's going to move beyond just thermographic or vertical industry clusters that might get in clusters of accounts that have a particular competitive profile, because we've got the data to support being able to group accounts together in more sophisticated ways using shared attributes. And you're able to then use that data. And that knowledge in collaboration with sales or sales is informing what you're doing to produce that more personalized imagery. And then finally, again, when you've got that handful of your top big bad accounts, you're going to be looking at account plans, getting that very regular, regular cadence with sales and being able to custom rate responses to an RFP or digital signage in an elevator or in a particular location or an

account where the headquarters might have some of those key decision makers. And we're going to know what conferences they've spoken at. And you can kind of reach out to them with that knowledge in collaboration with sales. So those are the four marketing approaches. And I'm going to pause there for a moment and get some perspective from you, Rick, of what we've what we've talked about the last few minutes here.

**Rick:** Yeah, thanks, Alisa. I mean, I've seen you talk about the demand spectrum model before, and I know it's pretty powerful way of presenting this now. I know some our audience members, all might be a little worried that it seems like a heck of a lot of work. I mean, there's depending on the size of the organization, this could be a lot of work to do. So, Alisa, I mean, what do you see as the real value of adopting a model like this? And how does it help with opportunities or risks? And what are some of those pitfalls, pitfalls that it might help you avoid?

**Alisa:** Yeah, I mean, the value of the model here is being able to use data to we call it kind of fishing in the right place, if you will. Right? So we sometimes use a kind of a commercial fishing analogy where we say, you know, you want to send boats out to that place where all the fish are. And yes, there's a bit of an investment in the data. There's a bit of an investment in sales and marketing doing that together. But at the end of the day, once you throw your line out there, you're going to catch a whole lot more fish by fishing in the right places. And by the way, by making sure that everybody on the commercial fishing boat knows what their roles and responsibilities are, one person might be out there running the net and another person is doing something with the fish or setting the bait and so forth. So that this idea of making those investments kind of up front so that you know, that your highest resource levels are going to those accounts that represent the highest disproportionate revenue potential to the organization. So you don't want to be applying marketing or sales resources to accounts that are not a good fit for your for your product, for accounts that might be a good fit for your product. But they just purchased a competitor's product and they're not going to be a market for another three years. So the value is to say we're going to get very crystal clear and we're going to do it together as a marketing team and a sales team collaboratively. We're going to go find those accounts that fit granularly as we possibly can at the ideal customer profile level. We're going to find those accounts that we think are going to be a spot on target for what it is that we sell.

**Alisa:** We're going to go in and we're going to understand within these accounts what those functions and teams and what their needs are and what the different buying group members look like. And by being very targeted and finding the right departments and functions and buying groups within those accounts. Yes, it's a bit of work in terms of the investment in infrastructure that you have to make and in terms of the investment in alignment that you have to create and some of the leadership that's required to do that. But what we've seen as our clients be like, you know, exponentially more successful by doing this. They just have much, much higher lead rates and conversion rates and sizes of deals go up, average deal sizes go through the roof. So yes, it's a bit of an investment. I'd also say we can help clients do that over time. It's one of the things that we do with our clients through Forester's we help them of take a phased approach, some clients, some budget and top down leadership to make this happen as a true transformation. And some clients have to do it in a little bit more of a stepwise approach. And there are ways to do either of those. So you don't have to do it all at once. You don't have to bite off the whole the whole thing. But it just is kind of common sense that the more you're able to identify those opportunities that are going to be your biggest and best and most likely to win and do that between the two organizations, you know, the more successful you're going to be. It's just kind of common sense.

**Rick:** I love to talk to our clients about these are just different ways that you can work smarter. I mean, it doesn't necessarily mean you need to be working harder to see the benefit, but it's just being a lot more focused and a lot smarter in terms of how you're approaching and who you're approaching and what the whole process is.

**Alisa:** Yeah, yeah. I think smarter, not harder is a really a really good way to put it because everybody can kind of wrap their head around that.

**Rick:** I hope you found that segment helpful. I'd be happy to send you the link to the full webinar playback and the related research brief that goes along with it. You can email us at [info@v-causeway.com](mailto:info@v-causeway.com) or drop by our [website](#).

And I want to say that while the content of that webinar is really important, it may not be the most important growth strategy for your business right now. At Virtual Causeway, we've identified several B2B growth strategies. So let's schedule some time when we can figure out the One Big Thing that will have the most impact right now. In our

strategy session, with you we'll investigate the sales and marketing challenges you're currently facing, utilizing tools to discover your current customer experience and map these findings to a spectrum of potential growth strategies to identify that One Big Thing that will have the most impact right now. I look forward to arranging a strategy session with you to identify that One Big Thing so you can accomplish all of your growth objectives. You can reach me at **866-211-6549**. Let's talk soon and have a great day.