

DEMAND 2.0

**A B2B demand marketing framework
for driving revenue growth**

Tony Mohr, Managing Director

With special thanks to
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INTRODUCING

DEMAND ENGINE 2.0

Perspective in brief



THE PROBLEM

B2B buyers today expect a seamless experience across their buying journey. To deliver on that, demand marketers must orchestrate, align and coordinate people, processes, platforms, tools, perspectives, strategies and tactics—and that can be a significant challenge given the lack of a shared framework to rally around and guide collaboration.



WHY THIS HAPPENS

B2B demand marketing requires a cross-section of knowledge and disciplines spanning insight, brand strategy, experience design, marketing technology, marketing operations, inbound and outbound marketing and measurement. B2B demand marketers across these disciplines often bring different mental models for how to operationalize their strategies and tactics and where to focus, which can lead to low integration, inefficiencies and reduced effectiveness—not to mention potential conflict and decreased career satisfaction.



THE SOLUTION

The Demand Engine 2.0 framework offers a mental model for demand marketing teams to consider what strategies and tactics they need to have within their marketing system and what relationships should exist between elements in that system. When leveraged across teams, the framework can improve collaboration, drive greater team alignment and increase positive outcomes all around.



In this position paper, Tony Mohr introduces and unpacks a framework for identifying, understanding and orchestrating the many complex parts that need to come together to effectively build momentum and grow revenue in the new demand marketing era.

There's a joke in the aviation industry that an airplane is "nothing more than a million spare parts flying in close formation." In fact, did you know that an Airbus A380 commercial jet airliner is estimated to have over 4 million parts?

Think about that for a moment. We fly all over the world every year in these huge machines, putting our trust (and lives) in the hands of the companies that built them, not thinking about the fact that to create these vessels took the coordination of thousands of complex design, engineering and production processes, the integration of millions of individual components and the expertise and skills of countless people. The processes all had to be executed well and every component had to be properly produced. Then, like a massive puzzle, the components had to be perfectly assembled to realize the magnificent working system that is a modern passenger aircraft. It's an impressive feat that demonstrates the amazing results that can be produced when a system is properly built.

Building demand and driving revenue in B2B markets today has a lot in common with the systematic processes involved in creating complex machines. To understand what it takes to be successful at B2B demand marketing means understanding that there are constituent parts (people, processes, platforms, tools, perspectives, strategies and tactics) that each play a role.

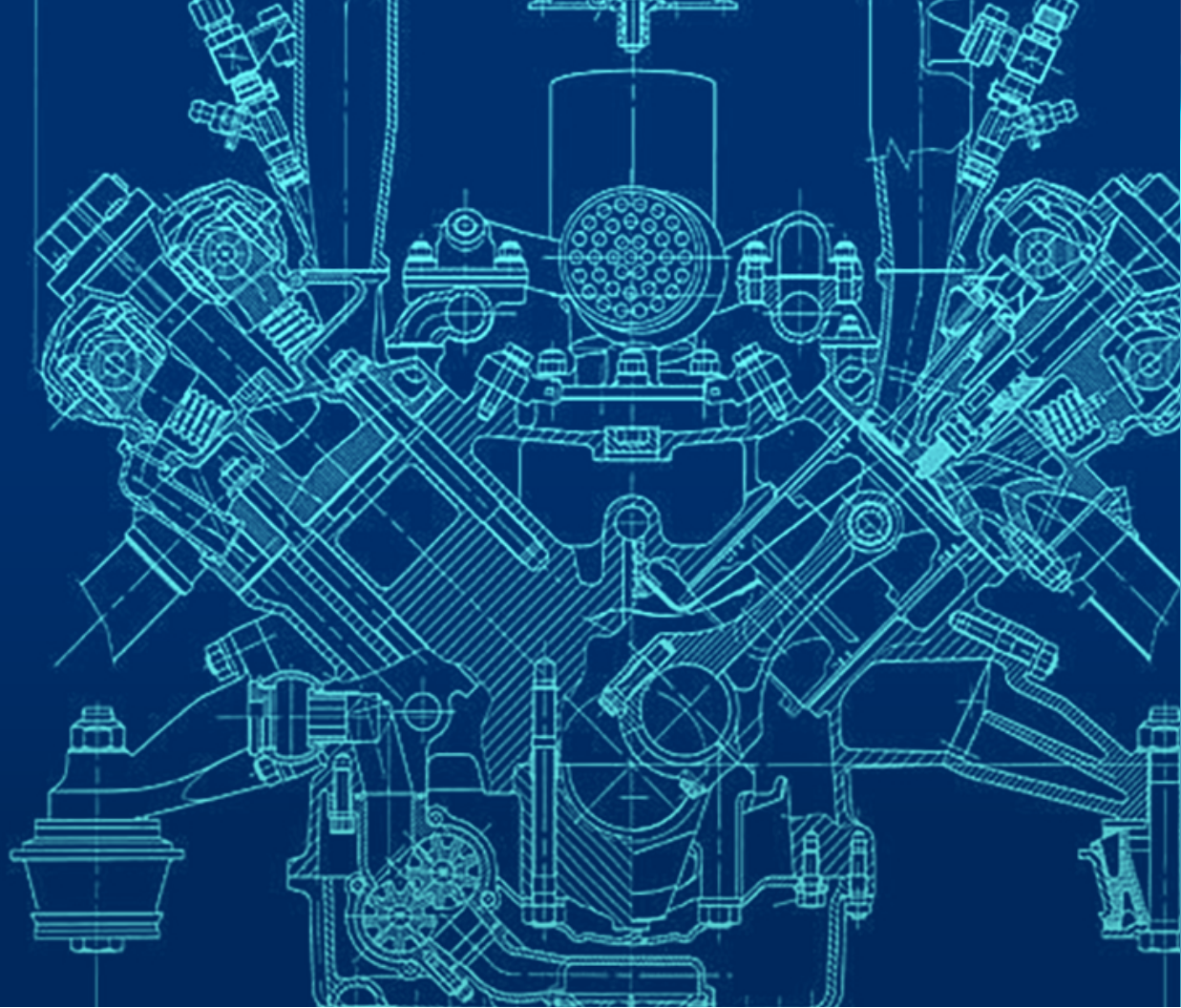
And, when those parts or elements are effectively designed, built, tuned and then integrated into a larger system, they can together create competitive advantage, build brand momentum, grow revenues and increase profitability.

When they're not, you risk creating unnecessary friction not only for your internal teams and organization, but more importantly, for your buyers.

In this #demandmarketing perspective position paper, we offer you a way to think about your demand marketing initiatives, programs, tactics and infrastructure as a system—one designed around and focused on your buyers (not your products or services). By doing so, we hope you'll be able to further unlock significant value from your demand marketing efforts by, firstly, understanding the strategic relationships between the parts and, then, by systematically improving the performance of your own engine.

On behalf of the Quarry team,

Tony Mohr, Managing Director



If you're like most B2B demand marketers, you're driven each day to figure out how to contribute optimally to your company's revenue growth.

And, like those marketers, you've recognized that the world of B2B marketing has increased in complexity—and continues to do so. You've got to have a lot of elements properly in place and working effectively to outperform your competition, driving demand for your products or services and building a reputation of success for you and your team within your organization.

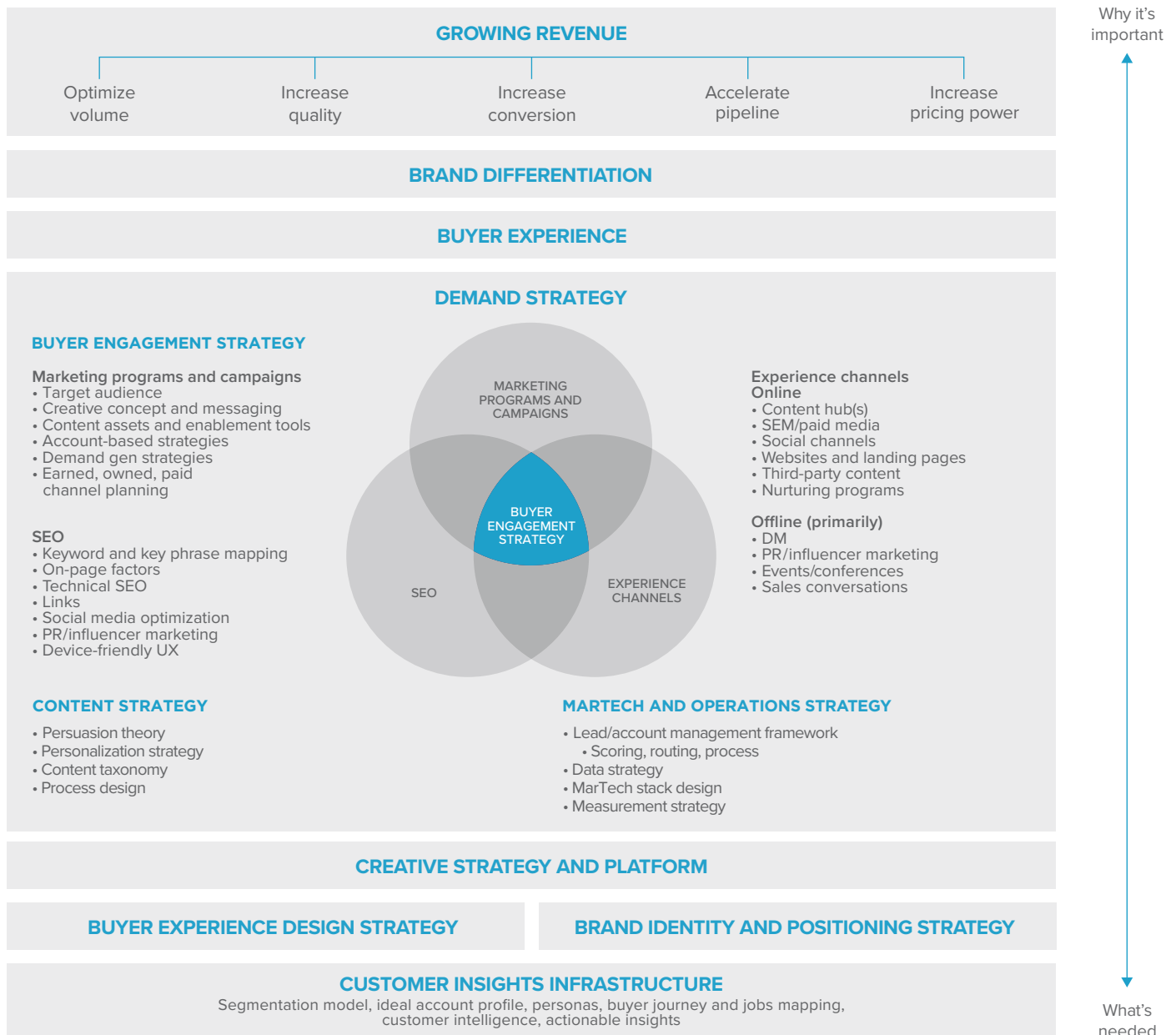
In the face of such complexity, having a mental model—an explanatory framework for thinking about the context, strategies and tactics you need to have within your marketing system and the relationships between elements within that system—provides a useful tool for understanding

where to focus and for orchestrating the collective efforts of your teams and their accompanying processes, inputs and outputs.

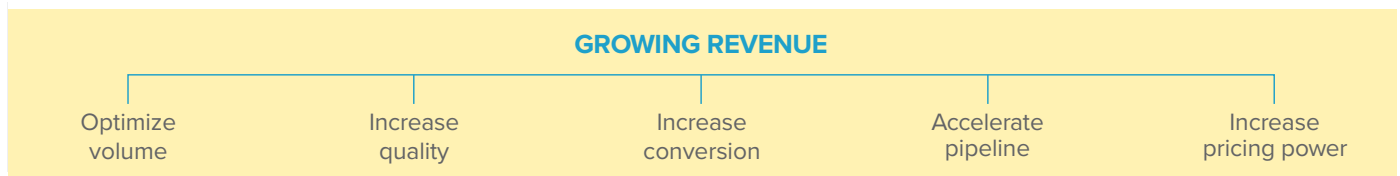
With the goal of producing that tool in mind, and with the benefit of substantial experience, we've developed the Demand Engine 2.0 framework. This framework seeks to create a view of the constituent parts required for Demand Engine 2.0 and to illustrate how they relate to one another within a demand marketing system optimally suited to driving revenue growth in today's complex B2B landscape.

DEMAND ENGINE 2.0

Here's the Demand Engine 2.0 framework, followed by a discussion of each layer that sits within the overall framework



Growing Revenue



Working from the top down, we start with the ultimate goal: growing revenue. All roads for a for-profit B2B organization must lead (arguably) to revenue growth. Sure, there are companies that want to maintain their revenue levels and just increase profitability, but those tend to be cash cows and mature companies that aren't seeking to disrupt the status quo. Most B2B companies have aggressive growth goals and need a capable marketing system to help them challenge embedded, outdated thinking and support their target buyers and customers along their journey, ideally towards the company's products and services; these are the kinds of companies that move marketing practices forward. And, they're the companies for which the Demand Engine 2.0 was created.

If we embrace revenue growth as the ultimate goal of B2B companies, then it's critical we "double-click" a bit further to understand the key ways to drive revenue growth. In other words, what are the imperatives that companies (specifically, their demand-generation-focused marketing teams) need to pursue in order to perform better at growing revenue?



Five levers for driving growth

From our perspective, there are five distinct—yet interrelated—levers marketers can focus on to drive growth. Effective demand marketers seek to:

1

Optimize volume: The starting point for most marketers is looking at how to get more accounts and leads into the pipeline. If you can grow your pipeline, then at any given conversion rate, your sales team will have a higher number of qualified accounts and leads to follow up with. But what if you deliver too many leads for Sales to effectively manage? This funnel overflow could result in poor buyer experiences and potential lost opportunities to capture pipeline and revenue. The key, therefore, is to understand the capacity of the sales organization and optimize your funnel to best enable Sales for success.

2

Increase quality: The better the quality of accounts and leads you are able to attract (that is, ones that a variety of data measures such as predictive, intent, fit and engagement show are in the market for what your company has to offer), the more effective and efficient will be your company's downstream investments in marketing and sales efforts—because your efforts will be focused on prospects and repeat customers that are more likely to convert.

3

Increase conversion: Once prospective buyers from target accounts intersect with your brand, they need to encounter experiences and touchpoints that are relevant and emotionally resonant and that provide clear direction with respect to the next best steps in their journey. Providing these meaningful moments encourages prospects to engage more deeply and take action in a direction that, ideally, leads to your company's offerings.

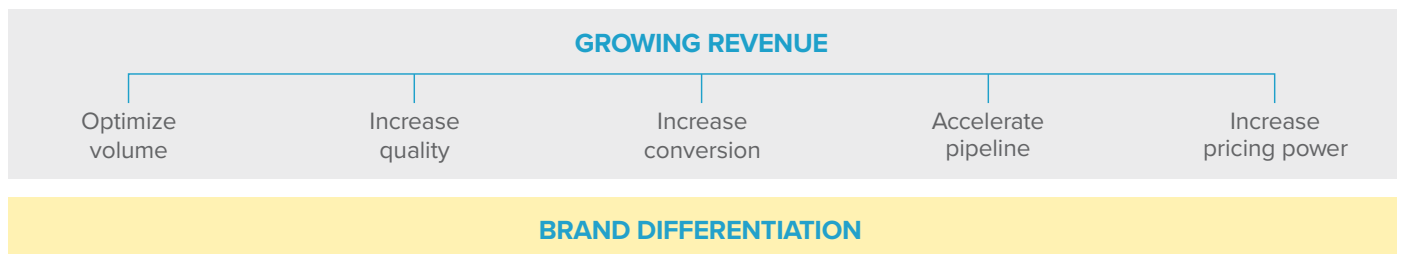
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Accelerate pipeline: When high-quality leads feel an affinity towards your brand because you've delivered experiences that support and guide their path through the buying journey, you also maximize your ability to increase the speed at which those accounts move through that journey. By getting your upstream efforts right, you are, in turn, helping to shorten buying cycles for your products and services.

5

Increase pricing power: The basic formula for revenue is [price x quantity]. If, while you're seeking to sell more of your products and services, you're also able to achieve higher price points versus historical levels and/or versus your competitors' prices, you'll be able to grow even more revenue at any given sales volume. The key influencers over your ability to do this are the degree of value your brand is perceived to create for your target buyers and, relatedly, how relatively differentiated your offering is—which leads us to the next layer of Demand Engine 2.0.

Brand Differentiation

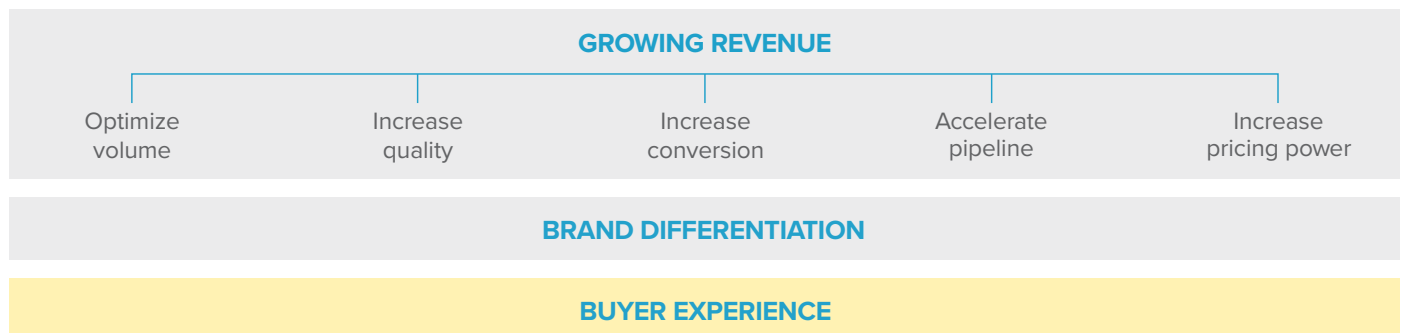


While there are a multitude of benefits that arise from having an effectively differentiated brand, from the perspective of the Demand Engine 2.0 framework, and as the diagram above reflects, a differentiated brand directly affects all five levers for driving growth.

A well-differentiated brand is one that has developed trust and affinity among its target buyers and customers. Such brands are positioned and delivered so that promises made by the brand are credible and relevant in the minds and hearts of target buyers. These types of brands connect with prospective buyers and customers at both rational and emotional levels in a way that is unique, ownable and sustainable for the brand. When you have that sort of brand, it contributes significantly to your ability to achieve your revenue growth goals because it:

- Has a direct **impact on the quantity** of accounts and leads that pay attention to your brand and what it offers
- Has a direct **impact on the quality** of the accounts and leads that are attracted to your brand and the likelihood that they align with your ideal account profile or ideal customer profile
- **Hails potential mobilizers within buying groups** to advocate for change
- **Increases the likelihood of buyers at a given account taking action** and moving forward in their journey
- **Influences the speed** with which an account progresses through a “conversation over time” with your brand
- **Provides the ability to command price premiums** that, in turn, drive profits. This ability then allows your company to reinvest in building the business and brand to an even greater extent

Buyer Experience



A differentiated brand can directly influence the five levers for driving growth, but how do you build a brand that is positively differentiated in an enduring fashion?

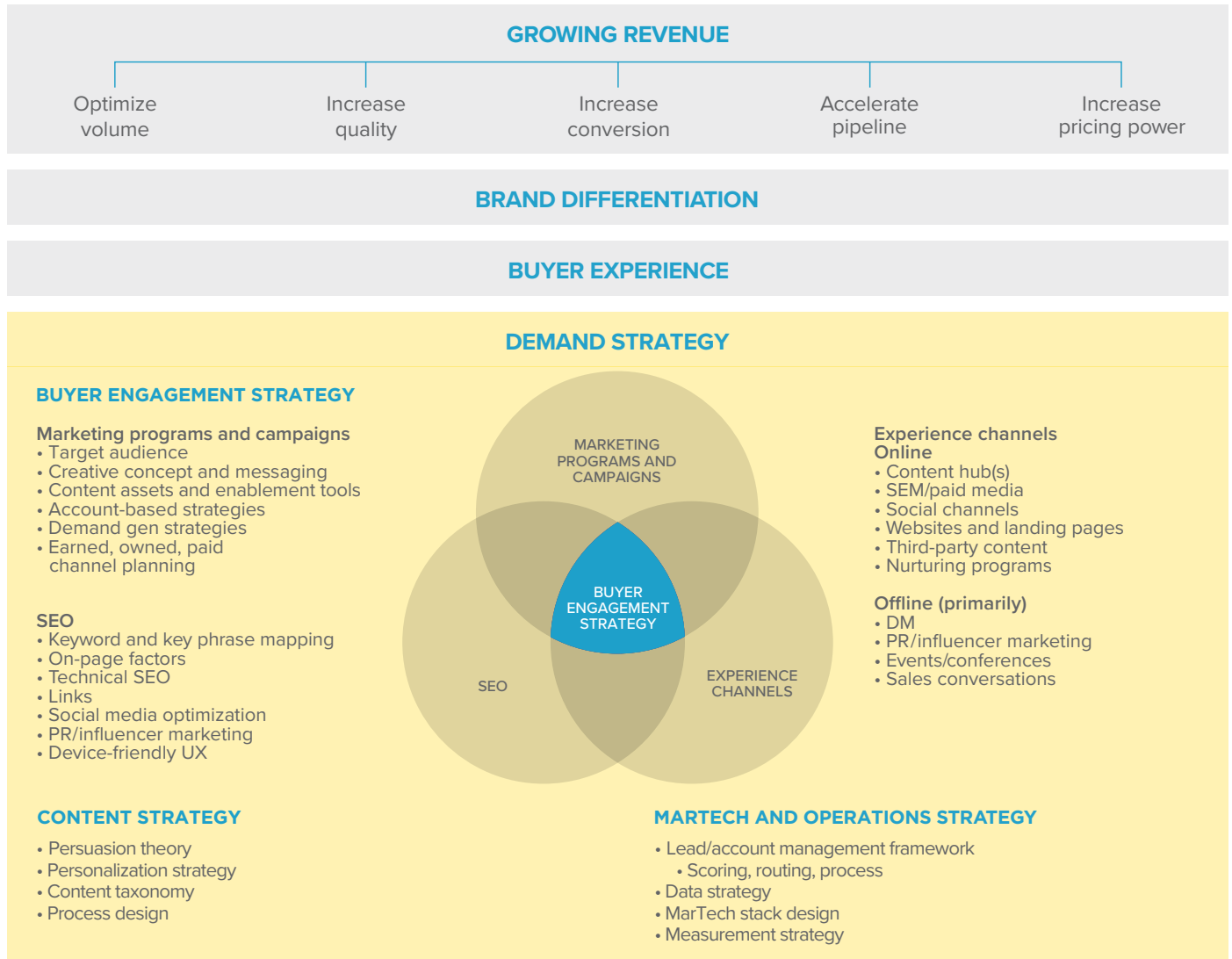
Most B2B demand marketers today understand that brand = experience and experience = the brand. In other words, the experiences buyers and customers have with your company give rise to those buyers' and customers' perception of, beliefs about and satisfaction with your brand. It's this perspective that sets the frame for treating all brand interactions (whether direct or indirect) as moments of truth, where your brand is either incrementally and positively reinforced with target buyers and customers or negatively impacted and diminished.

All interactions and touchpoints related to your company, products and services give rise to the buyer experience layer of Demand Engine 2.0 and, by direct extension, the relative place which your brand holds in the hearts and minds of buyers and customers.

However, there are boundaries related to the areas within which your demand marketing efforts contribute to the buyer experience layer. That is, many demand marketers do not regularly or frequently get involved in product design, distribution channel strategy, pricing strategy or sales strategy— even though these elements all influence the buyer experience layer.

Rather, when it comes to generating demand, one of the primary and most critical jobs for effective B2B demand marketing is to produce engaging communication experiences, including content and enabling tools, that are easily found or seen by your target audience and deliver a positive experience of your brand. The layer of Demand Engine 2.0 that strategically guides and tactically delivers on that job is the Demand Strategy layer, one of the central components of your engine.

Demand Strategy



The demand strategy comprises three sub-strategies. The first sub-strategy is the Buyer Engagement Strategy, which is made up of your SEO efforts, marketing programs and campaigns, and experience channels. Within this layer of the framework, content assets and enablement tools are created in line with what buyers are searching for, strategic communications programs are both developed and activated, and experience channels are

built and deployed. SEO, marketing programs and campaigns, and experience channels must be conceived in the context of one another. The second sub-strategy is your Content Strategy. The third sub-strategy is your MarTech and Operations Strategy. Together, the Content Strategy and the MarTech and Operations Strategy provide infrastructure that supports, enables and guides the Buyer Engagement Strategy.

Buyer Engagement Strategy



Marketing programs and campaigns

This component within the Buyer Engagement Strategy is about strategically defining:

Target audience: who you're seeking to engage and resonate with

Creative concept and messaging: the creative theme or idea and key messaging for each campaign or content marketing program that builds off the foundational brand creative platform that sits near the base of the Demand Engine 2.0 framework

Content assets and enablement tools: the content and informational tools your brand can credibly serve up to engage buyers as they seek to complete critical buying jobs throughout their buying journey

Account-based strategies: the defined set of target accounts within a market and the personalized campaigns and messages you'll deploy to resonate with those accounts

Demand gen strategies: what broader, non-account-based strategies, tactics and experiences you might create to get your valuable content and tools in front of the right target audiences at the right accounts at the moments that matter

Earned, owned, paid channel planning: the channels you'll employ to build awareness of your products and services, disseminate your messaging, influence opinion-setters, connect with your target buyers and participants in the buying group and encourage an affinity and preference for your products and services

Experience channels

This component within the Buyer Engagement Strategy is about creating, launching and optimizing the micro- or sub-experiences that will present your brand, products and services to target audiences.

Online we think about content hubs, SEM and paid media campaigns and creative executions; social channels; websites and landing pages; third-party content; and nurturing programs. Offline we think about direct mail, public and influencer relations, events and conferences, and sales conversations.

Within these sub-experiences, your target buyers and customers experience your brand

and form perceptions. They are either equipped to make decisions and drive change within their organizations or are left wanting for better support and are forced to seek out that support elsewhere—typically with your competitors (whether through competitive substitutes or alternative solutions). Perhaps even more typically, the opportunity evaporates and the status quo wins.

SEO

The third component within the Buyer Engagement Strategy is one that, in the past, might have been considered part of a website project. However, today SEO needs to be thought of as its own, critically important area to be addressed in order for demand marketing teams to drive positive results online. Not surprisingly, SEO is a battlefield characterized by fierce competition over keywords, search phrases and page ranking.

To fully understand the role of SEO in the Demand Engine 2.0 framework is to first appreciate that the organic search results rankings that you achieve are a direct result of multiple factors and that search engine optimization is a marathon that is never completed.

Effective SEO starts with relevant and emotionally resonant content, meaning content that is targeted to a specific audience and is developed based on—and rich with—keywords and phrases connected to what audience members are searching for. As well, effectively produced content is critical because content that serves up a relevant mix of information,

entertainment and inspiration leads audience members to consume and share it.

Beyond keywords and phrases and the content itself, the other aspects of an effective SEO program include addressing on-page factors; ensuring the technical aspects of SEO are addressed; building and attracting links (inbound and outbound); atomizing and promoting content in social media, PR and influencer channels; and delivering the content in forms that are accessible regardless of screen size.

Content Strategy

Underpinning and informing the SEO program, marketing programs and campaigns, and experience channels is the content strategy. Just as it sounds, this is a framework that sets strategy for content at a foundational level. It's less about any specific content marketing program, campaign or asset and more about establishing the strategic and procedural infrastructure intended to enable and set the course for content marketing initiatives.

A content strategy helps keep content relevant and useful over time, streamlines content production and ensures you get the most out of every piece you've created by establishing important foundations and guideposts around:

The persuasion theory that will be leveraged to engage prospective buyers and customers. One we at Quarry particularly appreciate comes from CEB (now Gartner) in *The Challenger Customer*, where the authors argue that your content should problematize the status quo, reframe the target audience's perspective on the situation and lead uniquely to your company as the supplier of the ideal solution.

A personalization strategy which deals with the degree to which different content will be served up on a dynamic basis related to who is the suspected audience. Personalization strategy can range from a general approach, such as focusing on primary and secondary personas and serving up persona-targeted content to all visitors regardless of who they might actually be, to delivering personalized content experiences based on data that you've either previously captured or inferred about them.

A taxonomy for classifying content according to attributes such as who the target is, what stage of the buying journey it's intended for and what vertical(s) and what products or services it is related to.

A repeatable process for producing and managing content that is on-strategy, timely and effective.

MarTech and Operations Strategy

The other foundational sub-strategy within the Demand Strategy layer that works in concert with the Content Strategy is the MarTech and Operations Strategy; this strategy establishes the technology and data infrastructure required to identify and prioritize the right target buyers, deploy personalized brand experiences, orchestrate marketing programs and campaigns, and measure effectiveness.

A marketing technology and operations strategy bridges the gaps between people, process, technology and data. It maps out the data and technology leveraged to help identify and target buyers within an organization's ideal account profile or ideal customer profile. It drives sales and marketing alignment by automating workflows that ensure effective lead and account management as buyers progress through their buying journey. It enables personalization at scale by integrating technologies and customer databases to experience channels. And it ensures, through integration and governance, that the right technology and data are in place to measure the success of your demand strategy.

The MarTech and operations strategy includes:

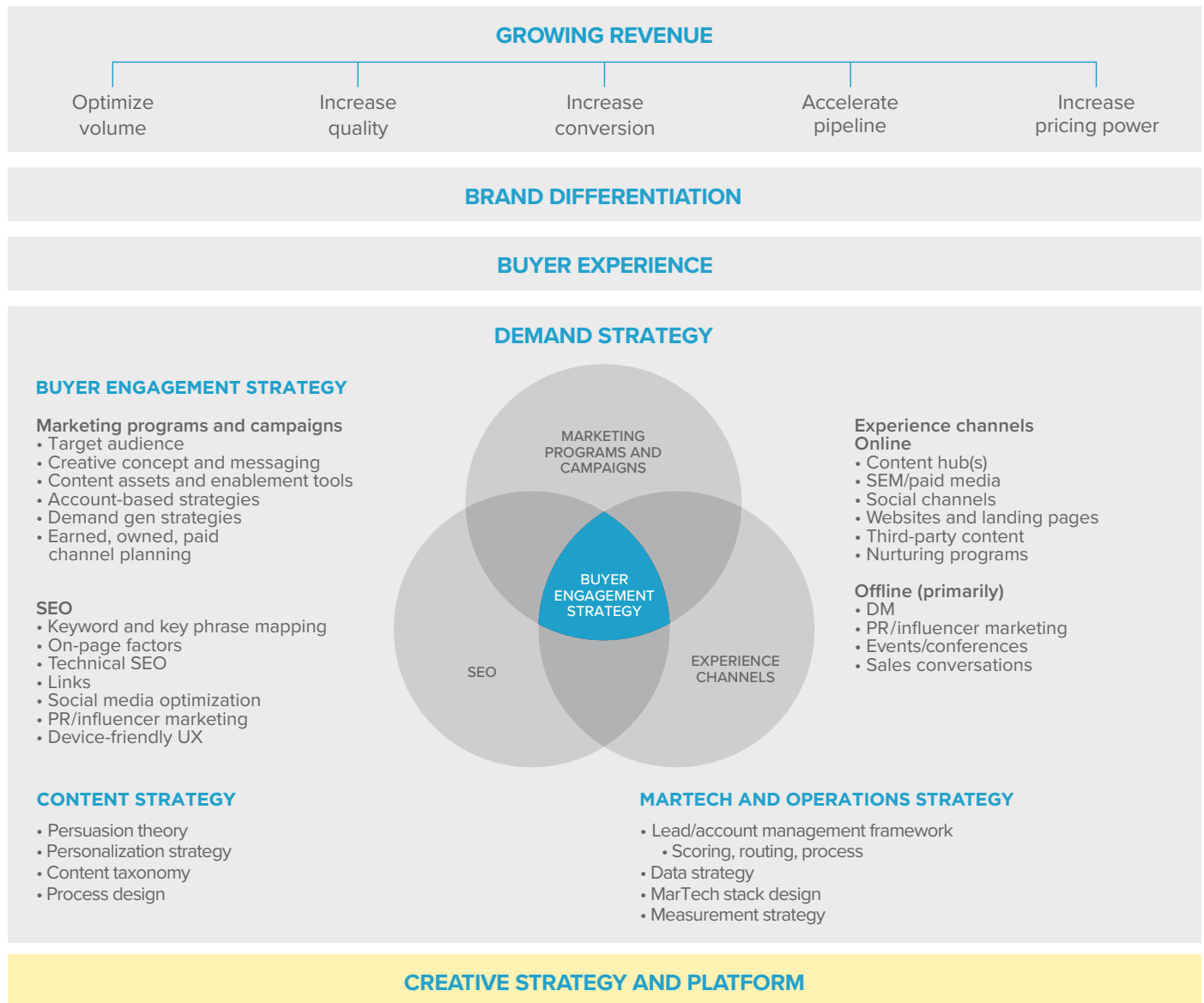
A lead/account management framework that aligns Marketing and Sales around their shared roles and responsibilities to attract, engage, convert and nurture buyers throughout their journey. The framework ensures Marketing and Sales share common definitions for a marketing-qualified lead (MQL) or marketing-qualified account (MQA); establishes lead nurture, routing rules and service-level agreements (SLAs); and maps out the systems of management for buyers at various stages in their journey.

A data strategy that defines the first-, second- and third-party data required to identify, segment and manage buyers, deploy and measure success of marketing programs and campaigns, and personalize buyer experiences. A complete, consistent, clean and accurate data strategy is vital to a successful demand strategy. The data strategy maps out how data is meant to flow across marketing and business technology while also establishing governance rules that support the continuous enrichment and standardization of contact and account profiles.

A MarTech stack design that defines the technologies and architects the integration of those technologies to enable Marketing and Sales to deploy content experiences, streamline workflow processes, and measure campaigns and programs. Your MarTech stack design can range from something as basic as an automated email platform (a marketing automation platform) to a highly sophisticated technology stack that includes personalization technology, a customer data platform, an advanced content management system, a content marketing platform, a marketing automation platform and a customer relationship management system.

A measurement strategy that identifies how you'll measure success: what KPIs, with what targets and in the context of which benchmarks, capturing what data with which tools.

Creative Strategy and Platform





Creative Strategy and Platform

As you build your Demand Engine 2.0 system, it's tempting to focus exclusively on the rational, engineering-minded construction of it. However, in doing so, you would overlook the critical importance of having a creative strategy and platform that (when done well) brings with it the ingredients of inspiration, emotional resonance and entertainment, the soul of your overall Demand Engine 2.0.

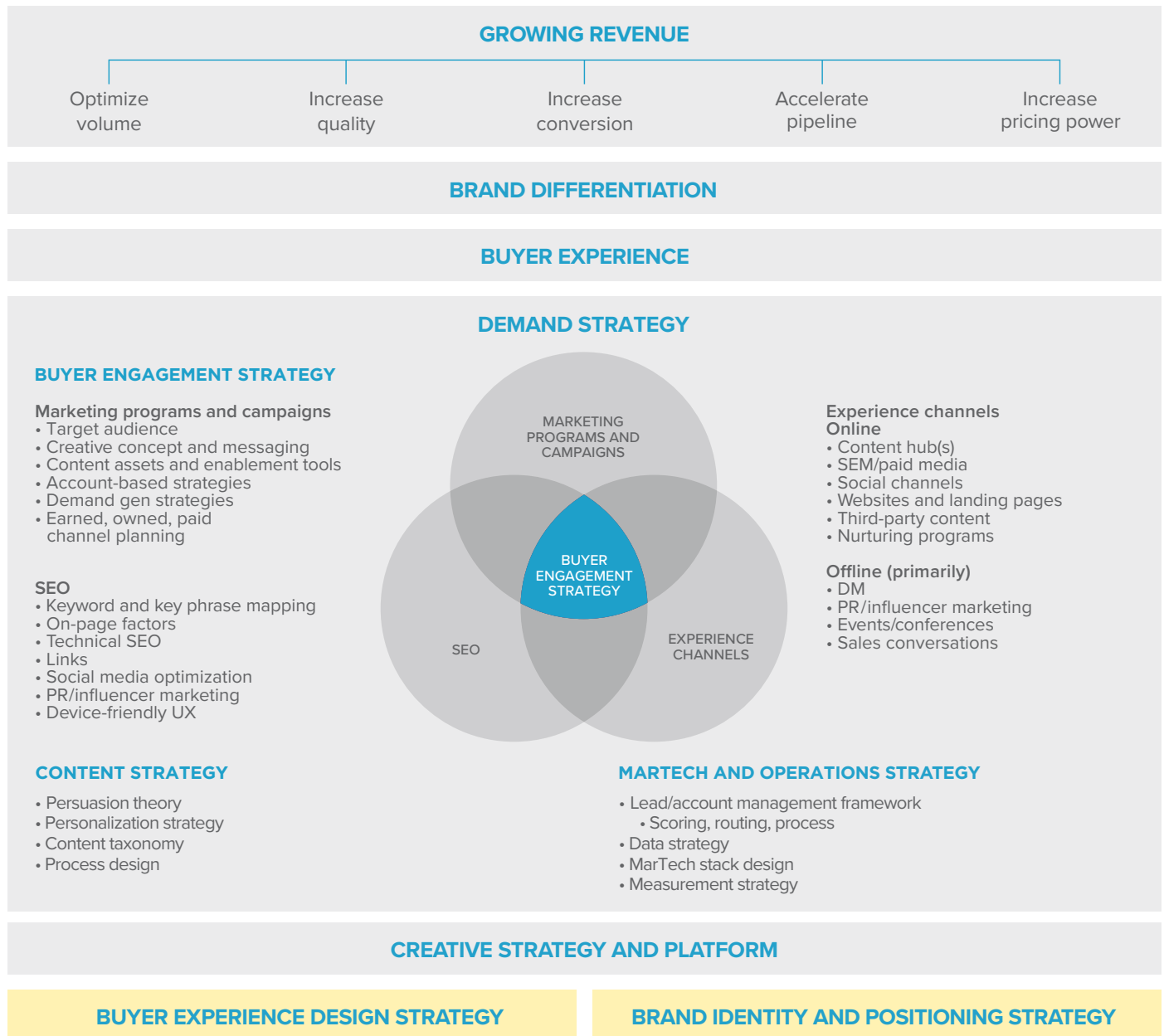
B2B demand marketing does not have to be boring. In fact, the foundation of all effective marketing—whether B2B or B2C or B2B2C—is about telling compelling stories and taking actions that demonstrate why your brand is one that is worth your target buyers' and customers' time, energy, trust, dollars and (if you dare to dream) passion. The creative strategy and platform must be robust, have “legs” and provide the opportunity for executions over time.

When you create an effective platform, it inspires additional ideas. It guides the tone, personality, word choice, imagery and

messaging that you employ as you develop your marketing programs and campaigns, design your experience channels and deliver buyer experiences.

Some claim this type of creative platform is more easily achieved with consumer brands, but we believe that's just an excuse. All business is about humans buying from other humans, and great B2B brands find ways to frame and contextualize their brands such that they connect not only at the rational level with target buyers and customers, but also at the emotional level through a sense of shared values and purpose.

Buyer Experience Design Strategy and Brand Identity and Positioning Strategy



Buyer Experience Design Strategy

The second-from-bottom layer of the framework is comprised of two deeply interrelated building blocks for your brand's strategy: the buyer experience design strategy and the brand identity and positioning strategy.

At this layer in the framework, we're dealing with elements that should be treated as persistent over fairly long periods of time relative to some of the components of the framework that form the middle layers (e.g., marketing programs, experience channels and SEO tactics).

Three key heuristics comprise the buyer experience design strategy, two of which (the experience compass and design preferences) are critical to include as you build out your Demand Engine 2.0 and one of which (the concept model) can be highly useful in select situations or for specific applications, but isn't always necessary.

Experience compass

An experience compass explicitly defines the emotional responses that your target audience should feel after they've engaged with your branded experience touchpoints.

Experience compasses typically specify three or more emotions. Not only do they reflect the emotions you want your experience to elicit, but they also depict the degree to which you want to emphasize one emotional outcome over another.

Design preferences

Design preferences are a set of explicit guidelines that help define what belongs in the experience and what doesn't. While they're not pixel-level rules (i.e., not a style guide), they equip the design/marketing team with a richer sense of the boundaries the experience should stay within to increase the likelihood of connecting with the target audience while maintaining a coherent representation of the brand.

Concept model

The concept model is an extended metaphor that helps those involved in designing complex or multi-touch experiences (e.g., digital experiences, nurture campaigns) to understand both the design challenge and the desired direction of the solution. It helps ensure that individual members of the design/marketing team are able to make choices that are consistent with the overall experience strategy. In turn, having a concept model results in a more cohesive design that enables customers to have a more seamless experience.

For more on experience design strategy in a digital context, visit [Quarry.com](https://www.quarry.com) and download *The Savvy Marketer's Guide to Digital Experience Design Strategy*.

Brand Positioning Strategy and Brand Identity



While the brand’s positioning strategy and its identity are two separate elements within the development process, they’re inextricably linked so we talk about them here as an integrated component in the overall framework.

The central artifact that focuses brand positioning strategy is the brand architecture or, more colloquially, the brand house.

A brand architecture encodes a series of foundational, strategic attributes of the brand positioning strategy. While there is much behind-the-scenes work that needs to take place to formulate the inputs to the brand architecture, ultimately, the form of the “house” provides a vehicle for capturing key elements of a positioning strategy in a single, coherent artifact.

The brand architecture articulates what the brand stands for—its foundational brand values and “why”; the kind of personality it would have if it were human; the primary target buyer(s); the compelling, actionable and ownable insight you have about them; your understanding of what your target buyer(s) value; the unique value that your company has to offer the primary buyer based on the insights you’ve developed; the proof points for that unique value; the benefits it delivers regardless of product, service, campaign or initiative; the emotions it evokes within its audiences; and, ultimately, the promise your company makes and commits to deliver on at each interaction and experience touchpoint.

A related building block that needs to be defined is brand identity. At its core, brand

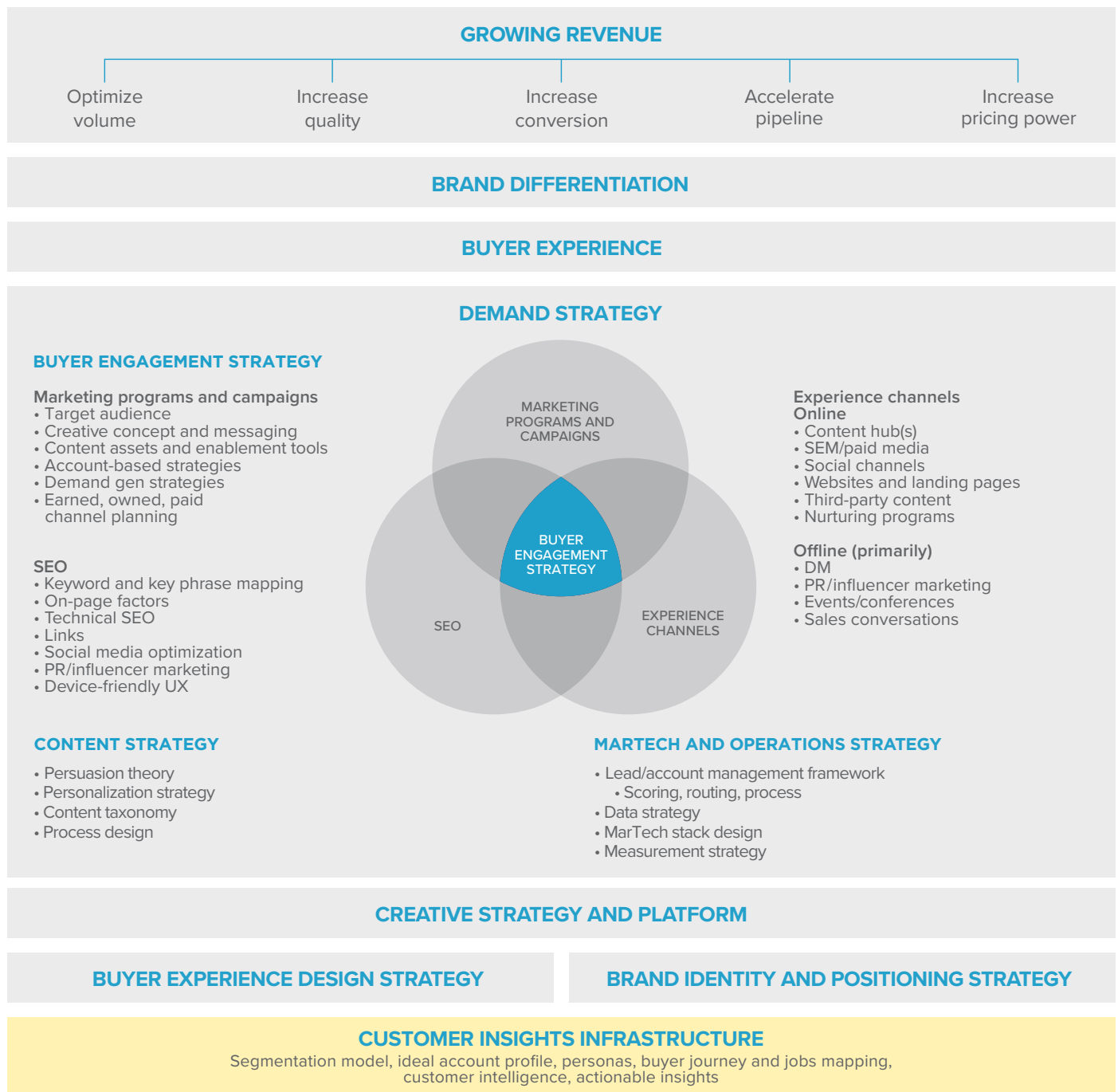
identity is often reduced to how the brand looks and feels in terms of logo, slogan and colors. In an experiential, buyer- and customer-centric world, however, you must be deliberately attuned to how the brand is expressed visually or textually in all forms and what that says about the brand. Atomic design leads us to think about brand identity in terms of the smallest interface elements (atoms)—such as type, color, grids, arcs and so on.

From there, those elements can be combined to create molecules (more complex visual elements), which, in turn, can be combined to form organisms, templates and, ultimately, coherent visual artifacts that reflect a consistent and compelling visual definition of the brand—all in a manner that you can expect will be appealing to target buyers and customers.

Brand identity does not stop at the visuals plus slogan. Because a brand is made real in collaboration with the target audience, brand voice and messaging are also critical aspects of brand building. Design preferences, the experience compass, brand positioning and buyer insights fuel decisions about how the voice should come to life and how tone might shift across channels, or across the buyer’s journey.

DEMAND ENGINE 2.0

Customer Insights Infrastructure



Customer Insights Infrastructure

The base and foundational layer of Demand Engine 2.0 is about having a proprietary, unique understanding of your target accounts, buyers and customers that serves as a fuel source for all the layers that sit above it.

When you know something about target accounts, buyers and customers that competitors do not, you gain a competitive advantage. Effective demand marketers seek to identify which specific accounts are most primed to be receptive to their company's offers. And, from there, those demand marketers strive to understand the types of buyers at those accounts—what they're motivated by, what their goals are, what their pain points are, what hurdles they're facing, and what relationships exist between mobilizers, influencers and detractors within the buying group at those accounts. At a broader level, demand marketers are even better equipped when they have a deep appreciation for the trends groups of buyers and customers are exhibiting and what influences them to make one choice over another. Therein lies the potential to set a unique, compelling and ownable course with your buyer experience design strategy, positioning strategy, creative strategy and content strategy and the layers that sit on top of them and to, ultimately, deliver a buyer experience that differentiates the brand. When you get all that right, you'll be pulling the five key levers for driving growth. That is the elegance of how this all works as a system.

The bottom layer of the framework comprises buyer and customer data, experience design tools and insights that, together, are the fuel sources for the whole engine:

Segmentation model: At its simplest definition, a segmentation model is the categorization scheme by which an organization chooses to divide a business market made up of existing customers and potential buyers. The goal of building a segmentation model is, fundamentally, to determine the segments that have the greatest potential for the organization in terms of sales, profitability and/or growth, and to then use that segmentation model and related insights to determine the organization's targeting strategy and demand marketing approach.

Traditionally, B2B marketers have segmented markets, buyers and customers based on a set of common characteristics such as firmographics (e.g., revenue, geography, vertical industry), demographics (e.g., age, income, education), and, sometimes, psychographics (e.g., values, attitudes, interests). However, with the far-reaching and now-widely obvious shift from the product-centric mindset, culture and approaches of the industrial economy to the experience economy, wherein buyer and customer needs, goals, motivations and behaviors have increasingly taken center stage, we believe the most actionable and effective B2B segmentation models today are those that are based on a deeper understanding of *the differences that make a difference*[®] between buyers (as well as existing customers) within a market.

Today, it's no longer sufficient to use the same segmentation model as your competitors, which historically would have been a model based on top-down measures such as revenue size, geography, vertical or some other easily observable attributes that you would find in a typical database.

If you want to improve buyer and customer experience, differentiate your brand experiences from those of your competitors and truly connect with a particular group of buyers and customers at an emotional level, you need to move beyond easily observable measures and acquire a deep appreciation for what makes different buyers and customers different. That means building segmentation models that are based on an understanding of the differential motivations, pain points, behaviours and attitudes among individuals as well as the interpersonal dynamics that exist between decision makers in a buying group.

In an optimized organization, today's segmentation model aligns with and helps

activate the business model because it reflects deep insight into the differences between buyers/customers that matter to the organization's business. With that understanding in place, the organization can build a more effective targeting strategy for specific buyers and customers. In turn, the organization's functional groups can create exceptional and differentiating experiences by designing and delivering for particular buyers and customers, not just the average ones. Companies that approach their product, marketing, sales and support efforts with a shared, rich and proprietary understanding of their target buyers and customers are the ones that increasingly will outmaneuver their competitors and win greater revenue, market share and profits.

For more on this important piece of infrastructure and how to build an effective experiential segmentation model, visit [Quarry.com](https://www.quarry.com) and download *Your Segmentation Model: The #1 hidden obstacle to creating exceptional customer experiences*.

Ideal account profile (IAP): An ideal account profile comprises a set of attributes that define an archetypal account (as opposed to buyer) that's a perfect fit for your solution. An ideal account is one that aligns with your business strategy, will be more successful based on your value proposition or offering, has the potential for high lifetime customer value and has demonstrated interest and potential intent in your category of solutions. Typical attributes within an IAP include firmographics (e.g., annual revenue, industry or vertical, number of employees); geography; technographics, organizational attributes that index desirable factors (e.g., presence of senior IT leadership); and even time-sensitive trigger moments (e.g., topic surge, new hire, location move).

Personas: These are a Customer Experience (CX) tool that personifies your prospective buyers and customers. At their best, personas believably reflect whole people and encode insights for both the rational and intuitive aspects of your brain. Beyond demographic and firmographic attributes (which can often be useful covariate information to include in a persona), great personas reflect the emotional, motivational and aspirational elements that make B2B decision-makers human. In effect, personas give marketers, content creators and designers a unique and tangible human with whom they can empathize to create relevant and emotionally resonant experiences.

For more on this important tool and how to get personas right, visit [Quarry.com](https://www.quarry.com) and download *From Vulnerable to Advantaged: Six Types of Personas on the Road to Customer-Centricity*.

Buyer journey and jobs map: This is a CX tool that goes hand-in-hand with personas. A buyer journey and jobs map encodes insight about the critical buying tasks that prospective buyers and existing customers seek to complete during their buying journey. They iteratively work through: identifying that they have a problem to solve; looking for solutions; narrowing in on specific types of solutions and the brands that provide them; and negotiating and purchasing from a particular brand. As they complete these buying tasks, they also actively and continuously seek to build consensus within their organization among decision makers and influencers.

A buyer journey and jobs map reflects your understanding of the questions that buyers have at different stages, the types of content resources they consume, the sources of authority and information they trust, the emotional states they experience throughout their journey and the colleagues or influencers they consult.

Customer intelligence and actionable insights:

These two components are inextricably linked. Customer intelligence arises from the collection, analysis and interpretation of data and gives rise to insight into buyers and customers that is both smart and useful.

To gather customer intelligence, you should draw on data (both qualitative and quantitative) from multiple sources, analyze it and use it to diagnose situations and inform follow-on action. This intelligence primarily provides information on who, what, when, where and why. Good customer intelligence, and the actionable insights that spring from it, should not only provide information, but also guide and advise you as you collaborate with others (colleagues and partners) on real-world business decisions. The result is a holistic picture of customers that's more about people than pie charts.

An actionable insight is a deep understanding of customers that comes from gathering, analyzing and synthesizing customer intelligence. Actionable insights have three attributes: alignment (with a strategic context), utility (for a tactical context) and depth (a focus on customer goals and experiences, not on the product or service). They do not necessarily present themselves by just looking at the customer intelligence; rather, they often require a type of logic called abductive reasoning, whereby you use inference to arrive at the best explanation for behavior. When doing so, you access creative aspects of the brain, and you can often arrive at ways to engage buyers and customers that are unique and ownable by your brand.

ENGINE

FROM



TO



With the Demand Engine 2.0 framework fully unpacked, we've now traveled a significant distance, yet the real journey for you lies in putting this all into practice.

As you move forward, we think it's valuable to recognize that while the engine metaphor has much merit, that metaphor ultimately will take marketers only so far. As machine learning enters the mainstream and gets incorporated into key elements of the marketing technology stack, the machine-based metaphor we've referred to here may not be adequate to describe the actions of a system that will eventually perform intelligently in real time. When (rather than if) that takes place, the appropriate metaphor to describe the systematic relationships within the demand engine framework will be more brain-like and less machine-like. The demand engine of the future will learn, adapt, evolve and generate new possibilities. That's the promise and potential for the ultimate demand engine—one where knowledge is shared across functions in real time to power revenue more intelligently.

Until that time, though, Demand Engine 2.0 offers a valuable and useful framework for conceptualizing the systematic relationships between key elements that demand marketers need to put in place and for orchestrating the strategies and tactics that bring those elements to life.

We hope you find it valuable and useful as you seek to fully unlock the potential of your B2B demand marketing efforts, propelling demand for your company and brand.

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