

NEW WORLD. NEW WAY TO **ENGAGE.**



MARKETERS HANDBOOK TO VALUE-BASED DIFFERENTIATION

ebook by Joanne Moretti & Lizzie O'Rourke, DecisionLink

KEY TAKEAWAYS

- The goal of any B2B SaaS company with a recurring revenue business model is to create customers for life, ensuring consistently growing recurring revenue that boosts company valuations.
- Customer Value Management is the most critical tool in the marketing leaders' toolkit because it is the only initiative that reaches throughout the entire buyer journey to create a thread of value that produces incredible results for the business.
- Regardless of title, every marketing leader can become a strategic business partner throughout the enterprise by leveraging customer value as a strategic asset.

RECOMMENDATIONS

Marketing leaders who are looking to improve their conversion rates, differentiate their messaging and leverage value-based metrics in their campaigns should:

- Educate themselves on the powerful capabilities that exist for marketers to uplevel their campaigns, messaging, and funnel conversions.
- Partner with the CRO and CCO to understand how they are communicating value to customers and prospects.
- Start internal, enterprise-wide conversations about leveraging their company's unique value to the market as a strategic asset that can be leveraged throughout the customer journey, starting with marketing.

EXECUTIVE SUMMARY

It's a new world out there for marketers. Everything about it looks different; how we attract prospects; how we engage them, all the way through to how we retain and grow them. And there is a big emphasis on retaining and growing them these days, because in the B2B world, especially the SaaS oriented world, that's where all the margin is. But back to the changes — we believe in this world of change and complexity, that building customers for life **starts with marketing**. Before we explain why, we believe that let's examine the current state of marketing and specifically the CMO's world.

Unfortunately, the CMO is not having an easy time right now. The average tenure of a CMO is shrinking, according to IDG. CMO's now have the shortest tenure of the entire c-suite. These findings are backed up by the third annual edition of CMO's *State of the CMO*, released last year, which demonstrated an average tenure across marketing leadership roles at 2 years 5 months, the lowest ever, down from 2 years 10 months in 2018, and 2 years 11 months in 2017.

In a study of the top 1000 US companies by revenue, Korn Ferry found similar results. The consultancy chalks this shrinking tenure up to a lack of understanding about how important marketers are to driving business outcomes and of course, cites issues in hiring the right marketer with the right skill set to drive strategic imperatives and a set of outcomes at a given stage.

"Short CMO tenure is a reflection of a lack of understanding of how powerful this role can really be in terms of driving business outcomes," Korn Ferry leader of global marketing officers' practice, Caren Fleit, said. "This often leads to lack of clarity around tangible deliverables and also hiring CMO's whose skills and experiences may not be aligned with business needs."

Suffice to say, it's more difficult to be a CMO today than at any other point in history. CMOs are being asked to do more with less, with incredibly high expectations. Expectations of growing brand awareness, ensuring differentiated messaging that hits the right targets, delivering traffic, and marketing qualified leads (MQLs) to sales, and of course ensure a pristine and consistent experience across all channels at every touchpoint in the customer journey. It doesn't stop there; many CMOs are expected to support both direct, high-touch account based selling motions and simultaneously indirect channel marketing and enablement. That's a tall order, especially if you're in a large, multi-faceted, multi-national organization that needs to consider a global landscape, varying markets, a broad portfolio, and varying buyer journeys. Not to mention the hazards of trying to please so many stakeholders and potentially having to navigate a politically charged landscape (we will leave that for another book).

Add to all of this pressure brought on by COVID-19, both in terms of internal budget pressures as well as external buying processes shifting with less face-to-face interaction and trust being built. Buyers are availing themselves of research more frequently and are having to justify every single penny they spend, along with many other complexities brought on by this new world.



The other issue marketers face is a marketplace saturated with competing solutions and an overwhelming amount of digital outreach, with every company striving to be a “thought leader” offering content in the form of webinars, eBooks, whitepapers, keynotes, you name it. And even if you do manage to cut through the noise and push through an MQL or a booked appointment with a prospect, the prospect is more than likely looking at multiple solutions and comparing them on a business outcome basis. Ultimately, if your solution is down-selected, the buyer’s internal economic approvers are evaluating multiple investments and generally have a bar set (or Internal Rate of Return – IRR) in terms of which one they will select.

Nothing across this thread of activity is easy. It’s difficult to attract, engage, compel, and win business these days. And of course, this means the cost of acquiring a new customer is high. In fact, according to Profitwell, the cost to acquire a new customer has risen 65% over the past 5 years which puts a huge strain on sales and marketing ROI.

Profitwell is saying this pressure is so bad it now costs \$1.32 to acquire \$1 of ARR. This gets better as more products are sold into the same account or more capacity is sold, however, as it stands, most companies are in **negative margin territory** acquiring new customers!

The problem is exacerbated by deep discounting by sales teams who are stuck selling undifferentiated products where 51% of most salespeople believe it’s OK to discount over 20% on deals! But it gets worse. According to Profitwell, that discounted license, has a higher chance of churn, versus a license that is not discounted.

This is a death spiral and CMOs are caught right in the middle.

So, the question is, how can marketers break this cycle and at the same time help downstream in terms of securing, growing, and building customers for life?

We believe they can. We believe that marketers are the key to reversing this death spiral and enabling profitable growth for their respective businesses. Everything starts with marketing, including differentiated, value-based messaging and engagement, and we believe marketers set the tone from the outset.

This book will examine a few things: 1) how to shift from undifferentiated, qualitative, “me-too” style messaging (which sets a poor example and roadmap for sales) and 2) the benefits value-packed, differentiated messaging can have.

So, fair warning: only marketers that are serious about escaping the “death spiral” and who want to emerge as leaders within this new world and their respective organizations, need continue.

“Short CMO tenure is a reflection of a lack of understanding of how powerful this role can really be in terms of driving business outcomes”

CAREN FLEIT

Leader of global marketing officers’ practice



PART 1

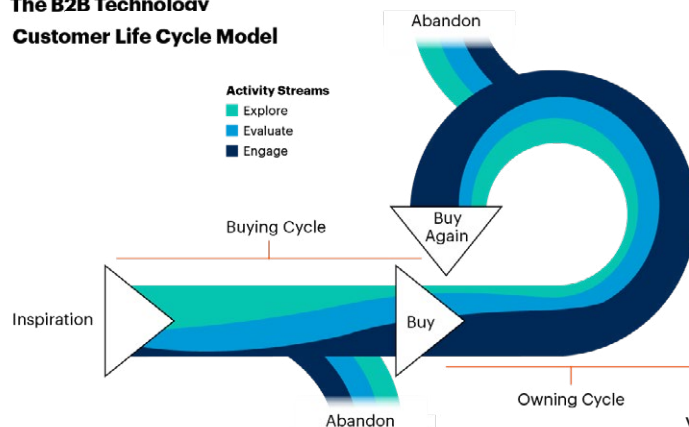
The B2B Technology Buying Process is Evolving and CMOs Must Step Up and Lead with Value



Buyers are doing their own research,
only spending 17% of their group buying
time **meeting with vendors.**

CEOs rely on CMOs to be strategic partners that lead the organization to provide excellent customer experiences throughout the buyer journey, a process which can be especially challenging for B2B technology companies. For SaaS and other recurring revenue subscription business models, a customer doesn't buy just once — there's a continuous buying and owning cycle that great organizations extend for the life of the customer. And as previously noted, the margins grow after a customer is acquired, retained, and then expanded. As demonstrated by the graphic below from Gartner, we can understand how CMOs play a key role throughout the B2B technology customer life cycle¹:

The B2B Technology Customer Life Cycle Model



During the Inspiration phase, buyers encounter messaging provided by vendors or other thought leaders that inspires them to search for a way to solve their current challenges. Marketers own the process of developing and communicating that messaging and encapsulating it in engaging digital experiences across an ever-growing variety of channels and mediums.

As buyers explore and evaluate potential vendors, they are doing a significant portion of research and evaluation on their own this makes it

critical to equip buyers with vendors². This poses a massive risk of abandonment early in the funnel, as buyers are drawing their own conclusions around the value a particular solution might provide them. This makes it more critical than ever to equip buyers with interactive digital tools that empower them to see for themselves the potential value they will receive if they purchase your products.

“Most companies must realize that they are no longer competing against the guy down the street or the brand that sells similar products,” said Dan Gingiss, author and customer experience expert. “Instead, they’re competing with every other experience a customer has. This presents an opportunity for forward-thinking brands to create positive experiences that customers want to talk about to others³.

1-2 The Future of Sales in 2025: A Gartner Trend Insight Report Published 8 September 2020 - ID G00730671

3 <https://www.salesforce.com/resources/articles/customer-engagement/>



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DAN GINGISS

Author and Customer Experience Expert

When buyers do choose to reach out to a sales person, they expect a personalized and efficient process where the conversations are centered on business impact. The real question is — how can marketers equip their sales colleagues with compelling materials that make the most of that 17% of time spent meeting with them? How can salespeople provide their prospects with quantified business cases that they can use to sell the initiative internally, which represents 22% of their total group buying time?⁴ Even more challenging — how can they do that at scale, for every deal, regardless of size and available value engineering resources? CMOs who enable this will become heroes in their organizations.

Once the buyers have signed, Marketing leaders can relax, right? Of course not. Managing CAC, reducing churn and actively developing brand advocates are high priorities for any strategic CMO, which means empowering CCOs and their teams with the tools and processes to measure value realized is a critical component for marketers to understand and deliver upon. On the path toward renewals, there's another major abandonment danger zone. Customers who bought based on high discount levels are more likely to churn⁵, which makes sense because the high discount happened as Sales did not adequately establish and communicate the potential value their solution will deliver. How can CMOs play a key role in empowering Sales to set the right expectations for potential value, and then work with Customer Success to measure and communicate the actual value realized?

Ultimately, the goal is to create a closed loop system — an infinite loop where customers are so happy that abandonment isn't even a thought in their minds, and renewals, cross-sells and upsells happen organically because customers can see the value they're receiving in hard numbers, as well as any other soft benefits they had hoped to experience with your solution.

THE ANSWER TO THESE BIG CHALLENGES is to work smarter, not harder, and invest in Customer Value Management, partnering with Sales and Customer Success leaders to transform the way potential buyers interact with your solutions throughout the buyer journey.

⁴ The Future of Sales in 2025: A Gartner Trend Insight Report Published 8 September 2020 - ID G00730671

⁵ Profitwell - slide 12 in master customer deck



PART 2

Marketing's Secret Weapon: Unleashing Customer Value Management in the New Era



Leveraging CVM in an **analog**, offline way, that relies heavily on error-prone spreadsheets is labor-intensive, expensive and results in a **slow turnaround and low output.**

Before we dive in to the challenges facing Marketing leaders, it's important to take a step back and look at a powerful new trend taking the marketing world by storm: Customer Value Management (CVM).

WHAT IS CUSTOMER VALUE MANAGEMENT?

At its core, Customer Value Management is an approach to managing all aspects of the 'value journey' that a customer takes — from initial contact with prospective buyers, whether that is through a web calculator, SDR outreach or a targeted marketing campaign, through the active sales cycle, to on-going customer relationship management following solution implementation.

The customer value management journey consists of **three distinct collaborative stages**:



1. Value Discovery. Both the buyer and seller need a reason to initiate a meaningful conversation. Buyers need a 'directional sense' of potential business value: 'given your understanding of our business challenges, what is the potential business value of your solution for my organization?' To respond, sellers need an efficient way to

- (a) gain unique insights into the buyer's business needs;
- (b) reach the Economic Buyer and frame the conversation around potential business outcomes; and
- (c) quantify an 'outside-in' business value hypothesis.

The goal: gain buyer agreement to collaborate on a business case to justify investing in the seller's solution.



2. Value Delivery. This collaboration consists of first, determining the solution benefits that are relevant to the buyer and then, quantifying them according to the buyer's input. The goal: create a transparent business case, transfer ownership to the Economic Buyer, and implement the B2B solution, successfully setting the stage for periodically quantifying value achieved.



3. Value Realization. Following a successful implementation, this stage measures actual value achieved relative to the original baseline ROI model — helping the customer showcase business value. This stage leads to a satisfied customer, helps lock-in renewals, and opens the door to cross-sell / upsell opportunities. In addition, customer testimonials and case studies along with benefit proof points should be captured and fed back into the value models for continued refinement and enrichment.



By achieving these goals, CVM complements and enhances the traditional Customer Relationship Management (CRM) discipline. Specifically, by adding insights and assets that enable value-centric conversations at each customer interaction touchpoint, CVM helps customers achieve success, which in turn accelerates seller success — a win-win value proposition for buyers and sellers.

HOW CAN MARKETERS HARNESS THE POWER OF CUSTOMER VALUE MANAGEMENT?

DecisionLink has a number of resources that go into great detail on how to build, implement and scale an effective CVM program, so we won't spend a ton of time on that here. The most important aspect to understand is there are two primary approaches to leveraging Customer Value Management: analog / non-scalable methods, and SaaS-based / infinitely-scalable methods.

Many companies today are leveraging CVM in an analog, offline way, relying heavily on error-prone spreadsheets and limiting the ability to have a repeatable, scalable process for delivering value to their buyers and customers. This analog method is labor-intensive, expensive and results in a slow turnaround and low output. As a result, only the most strategic or at-risk deals are supported by value analysis. In customer success organizations, there is a blind spot for success because there is no seamless handoff from the sales team to the implementation team for why the customer bought and what outcomes they expect to achieve. This impacts the ability to measure and quantify the value achieved by the customer that is necessary to continually justify the investment (especially in SaaS scenarios).

Companies who have transformed their customer value management processes have learned that they need a scalable, SaaS-based solution to serve as a system of record for their prospects and customers. Those who are leveraging value across their customer journey realize improvements across the funnel, from marketing, to sales and customer success.

A comprehensive, scalable CVM platform will contain a collection of capabilities that are critical for Marketing leaders to leverage at every stage of the buyer journey, including, but not limited to, creating a value hypothesis with your internal account team; building and refining a defensible business case with the buyer team; measuring value realized post solution implementation; and creating persona-relevant assets along the way.



**1% improvement
in price boosts
profits by 11%**

WHAT BENEFITS DO COMPANIES SEE WHEN THEY LEVERAGE CUSTOMER VALUE AS A STRATEGIC ASSET?

Change is tough for any organization, which is why it's important to stay focused on the "why": what will we gain if we start leveraging customer value as a strategic asset?

Of course, individual results may vary, but **DecisionLink's top customers have realized the following benefits:**



26%+
early
attach
rates



10%+
lower
discounts



20%+
higher
close rates



3-5x
super-size
deals



40%+
increased
deal
velocity



130%
renewals –
profitable
growth

▶ 'Value Selling' has been around for years and when sales cycles are centered around conversations on business impact and value, it works. Deal sizes grow, win rates improve and sales cycles close more quickly.

It's time for marketing to take the cue from sales and begin to leverage value in their efforts, differentiating themselves from competition and the noise in the market earlier in the buyer's journey. By leveraging value based content and interactive tools, marketing will not only generate higher quality leads, they'll give their sales team a leg up from the start.

PART 3

Top Marketing Challenges and How to Solve Them with Customer Value Management



It's more expensive and **more difficult than ever to reach qualified prospects...** most web experiences are flat and not engaging

Now that we've covered how the B2B buyer journey is changing and how Customer Value Management is critical to meeting the needs of this new type of buyer in this new era of selling, let's look more closely at the top challenges plaguing marketers, with practical tips on how to overcome them.

ATTRACT MORE (AND MORE QUALIFIED) PROSPECTS TO BOOST TOP OF FUNNEL LEADS

! CHALLENGE

As marketers shifted their budgets to be 100% digital in 2020, paid advertising has become more competitive and more expensive. Many marketers report that their PPC ad budgets are running out by mid-day, and overall conversion rates remain relatively low⁶.

And the competition isn't just ad inventory — competing marketing messages sound the same to buyers. Every technology company promises “innovative” solutions that solve buyer's challenges — but can you prove it? How do you rise above the noise to attract more of the right prospects?

✓ SOLUTION

By implementing a customer value management platform that can quantify the value you've delivered to similar prospects at scale, you can create differentiated content that speaks to buyers in a fresh way based on their unique challenges, persona, and industry.

+ BENEFIT

When you communicate hard numbers on the value your solution has delivered for customers, it grabs prospects' attention, getting them to wonder — can I achieve these same results, or even more?

By using a comprehensive CVM platform, marketers have tangible proof points demonstrating the value their solutions deliver, and can leverage it in marketing communications to optimize organic and paid media with powerful messages that impel action.

⁶ <https://valveandmeter.com/pay-per-click-statistics/>

ENGAGE PROSPECTS WITH INTERACTIVE DIGITAL EXPERIENCES THAT CONVERT INTO HIGH QUALITY LEADS

! CHALLENGE

Most web experiences are flat and not engaging, resulting in high bounce rates and prospects who leave without understanding the value your solution can provide them. And while some organizations have started to implement data-based value analysis tools like web-based interactive ROI calculators, if the data they collect is disconnected from marketing automation systems and the rest of the sales process, their value is limited.

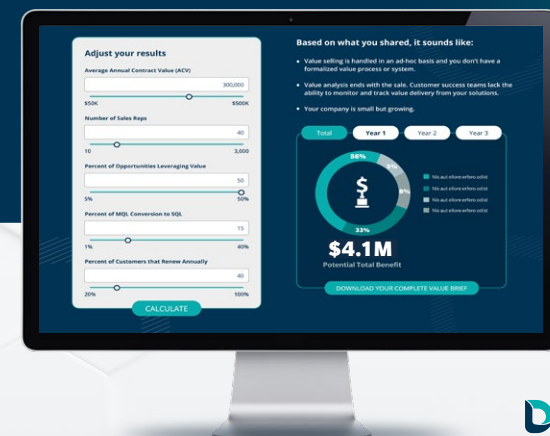
According to Dimensional Research, 72% of sales organizations use an Online ROI calculator, but only a third use data-based value analysis tools for more than half of their sales, suggesting there's a big disconnect and that not all ROI calculators are equal, especially if the data is disconnected from other parts of the sales process.

✓ SOLUTION

Investing in an enterprise customer value management platform provides interactive ROI simulations (like gated web-based ROI calculators) that integrate with your marketing automation platforms and popular tools like Drift. This empowers prospects to understand the potential value they'll receive by using your solutions, keeping them on your website longer and "gamifying" their interactions with you while collecting new leads.

+ BENEFIT

By giving prospects self-service tools (like web-based ROI calculators) that quantify an estimate of the value you can provide them, you give them what they want in terms of actionable research into your solutions, and you get valuable data that can be stored and used to qualify them and give your SDRs / Sales team data they can use to have a more intelligent first conversation.



EQUIP YOUR SALES TEAM WITH BRANDED VALUE ASSETS — AUTOMATICALLY

! CHALLENGE

Once you've qualified a lead, you need to equip your sales team with high quality assets that speak to the specific value your solution delivers to the exact situation your prospect finds themselves in — for every deal in your pipeline. But that spins off two distinct challenges: pulling through the data on what the potential value of your solution is to them, and then actually producing customized, high-quality assets that sales teams can immediately leverage — at scale.

✓ SOLUTION

Investing in an enterprise customer value management platform will allow you to pull through any data prospects entered in a web-based ROI calculator into your marketing automation / CRM platform of choice, and immediately generate a series of branded assets that can be leveraged by your sales team to have a more intelligent first conversation and refine the models.

+ BENEFIT

The ability to automatically produce a series of on-brand sales tools that communicate the value your prospect identified is a marketer's dream! You don't need to hire an army of graphic designers and value engineers to support every deal for every sales person with professional looking assets that will get the attention of your prospects and allow them to communicate the potential value of your solutions to other decision-makers and influencers throughout the organization who might also benefit from a customer value management platform.





ServiceNow added
\$140 Million in
new pipeline in 2020
with ValueCloud®

CREATE COMPELLING CUSTOMER EVIDENCE ASSETS WITHOUT ALL THE HASSLE

! CHALLENGE

After customers buy your product, it can be a challenge to produce case studies. Typically, content creators need to work with customer success managers to gather information about the value your solution has delivered a particular client, and then run that through a gauntlet of approval processes. Not to mention the amount of time and resources it takes to write and design.

Even worse are completed case studies that lack validated proof points or hard evidence — data is critical to making a case study credible and believable by the market. For many marketing organizations, scaling case study creation remains an elusive task that leaves marketing, customer success, and sales frustrated.

✓ SOLUTION

Instead of trying to gather data on value your solutions have delivered customers only when the planets align or at the point when the original technology buyers no longer even work at the organization, by capturing and storing value metrics throughout the buyer journey as tracked in an enterprise customer value management platform, you're able to quickly and automatically produce branded case studies based on actual value data.

+ BENEFIT

Leveraging customer data on value realized streamlines approval processes and cuts out the need for creative resources, which can be redeployed to top of funnel purposes. Instead of relying on anecdotal evidence that is open to interpretation, you can build case studies automatically based on facts. By investing in an enterprise CVM solution, case study creation doesn't have to be a protracted battle between your marketing and customer success teams, and your customers' MarCom and Legal teams. If you capture both value forecasted and value realized along the way, it's much easier to get approval and focus on promotion and sales enablement instead.

WORK WITH CUSTOMER SUCCESS TO ENSURE A POSITIVE BRAND EXPERIENCE THROUGH VALUE REALIZATION

! CHALLENGE

Fulfilling your brand promise throughout the buyer journey is one of marketing's most important functions, but it's easier said than done. Since every experience with the brand nudges a customer's NPS score one way or the other, it's critical for marketers to help customer success teams create customers for life based on something real — the quantified value your solution has provided them. But without a scalable way to track and measure the value delivered, this task devolves into a qualitative guessing game, trying to read between the lines to discern if your customer is truly happy.

Salesforce Research

Forty-eight percent of marketers now also track lifetime customer value, the ultimate measure of whether or not they're effectively engaging customers and providing the experiences they expect.

"Measuring customer lifetime value is a great start, because it will likely convince companies to invest more in existing customers," said Dan Gingiss, author and customer experience expert. "That's as opposed to continuing the infinite loop that is spending on acquisition without regard to the 'leaky bucket' on the other end."

✓ SOLUTION

An end-to-end customer value management platform empowers teams across the organization to quantify and communicate the value that's been delivered, raising red flags when the value is lagging to goal, and chilling the champagne when expected value has been far exceeded.

+ BENEFIT

By helping customer success manage customer value, marketing leaders position themselves as strategic business partners who contribute to the entire customer experience, ultimately lifting brand value and establishing marketing as more than simply asset creators, but essential to P&L across the enterprise. By proactively managing the customer experience with value, CMOs can convert customers into raving fans who recommend your solution to others.

7 <https://www.salesforce.com/resources/articles/customer-engagement/>

PART 4

Perspectives from a CMO: Attract & Engage Who You Sound Like

*by Joanne Moretti, featuring Kim Kaminski
from ServiceNow*



When marketers, sellers and customer success teams all communicate the economic value of their solutions across every stage of the customer journey, they create **customers for life**.



During my career, I've had the opportunity to work in sales, serve on boards, and lead marketing organizations for startups up to Fortune 200 brands. But what I love more than anything else is creating magical experiences and outcomes for prospects and customers. Attracting them with differentiated messaging, engaging them with unforgettable experiences, empowering sales teams to lead with value-based conversations that result in new business, and ultimately ensuring a customer's success through customer relationship management. That thread of 'customer value' was always at the center of everything we did, and I ensured my colleagues were aware of this focus at every touchpoint.

As marketers, we are on the front lines, creating awareness, attracting interest, and compelling prospects to take the next step to set up sales for success. We often create the customer's first experience with the brand – and first impressions are lasting impressions. That's why it's critical from the very start to convey the value you deliver. Today, when companies evaluate the success of vendor relationships, they no longer rely simply on cost or pricing to determine ROI – they look at the total added value, including intellectual capital they can't get elsewhere.


Marketers can no longer position their solutions based on features, functions, and price; that will simply land salespeople in "procurement jail". If we project value-based messaging, we start the engagement on the right foot, in terms of speaking to customers about investments versus costs. There's a subtle but big difference there.

With high-priced digital transformations taking shape into new business models with big hopes of higher margins, and the VC world pouring billions into SaaS offerings, traditional marketing, and selling models that involve selling features and functions with steep discounts can devour your margins and ultimately fail to deliver the returns your stakeholders expect. As marketers, we need to frame the narrative as value — the benefit minus the cost.

Value is the net weight that your customer expects to get from buying your product/service. Unlike satisfaction, which is based on performance, value is based on importance – how valuable is the relationship to them? How important is what you bring to the table?

Quantify that. The DNA of value marketing is ROI. Unless you work for a non-profit or in the public sector, we all have the same job description: make money for the firm. Value selling communicates the hard numbers behind everyone's reason for being, i.e., "Deals are 20% bigger" or "There's 10% less customer attrition."

It can be a different sell, but CMOs are already ahead of it. A study last year found that value selling has become part of the methodology for 94% of respondents. It's incumbent on marketing leaders to communicate this positioning and achieve greater top-of-funnel lead flow, better conversion rates, and ultimately, greater marketing ROI.



"...if you keep the focus on the customer and their business imperatives, then the value surfaces. ...we reinforce at every touchpoint the value that they will realize from a relationship with us. It's always about them, not us."

KIMBERLY KAMINSKI
VP of Global Integrated
Campaigns, ServiceNow

Kimberly Kaminski, VP of Global Integrated Campaigns at ServiceNow, leads a team driving value marketing across the buyer's journey. "It's a fundamental pillar of Integrated Marketing Campaigns (IMCs)" she says. "Too often, you see companies talking about themselves: 'We do this, or we're known for that.' But if you keep the focus on the customer and their business imperatives, then the value surfaces. As customers engage with us — from 'first touch' awareness of our brand, through the sales cycle, and even to becoming advocates — we reinforce at every touchpoint the value that they will realize from a relationship with us. It's always about them, not us."

Based on my experience, here are seven rules of thumb for marketing leaders:

- 1. Sell the brains, not the brawn.** Remember, companies value knowledge transfer from their suppliers.
- 2. Don't discount.** If you're under duress, go the Hubspot route: provide more services (add value).
- 3. Lead with the benefit.** DocuSign, a DecisionLink customer, doesn't promote online document management; it sells faster times to close.
- 4. Know who isn't your customer.** That may be 65% of potential clients in your universe... but the 35% you do partner with will be with you 100% of the way.
- 5. Sell up to the top.** It's pretty straightforward: executive management will think in terms of the business outcome and strategic value of your offerings vs. operational staff, who are more concerned about features, functions, and price.
- 6. Engage in Value from the get-go.** It's everyone's job along the entire customer journey to align on the value and benefits you are delivering to customers.
- 7. Know your audience.** As you engage in value discussions, it's critical you adopt your subject's POV. What is their persona? What are their pain points? Your competition has your prospect's attention, too — what impressions are they making?



People like to do business with companies they admire. And discussions centered around value instantly tell buyers, "this company gets me." It takes you from selling/buying to seller/buyer, as you're not vending product but connecting on a deeper level with their motivations and core business imperatives. And — here's the best part — it's totally doable.

PART 5

Where to Go from Here: How to Create Customers for Life and Win with Value

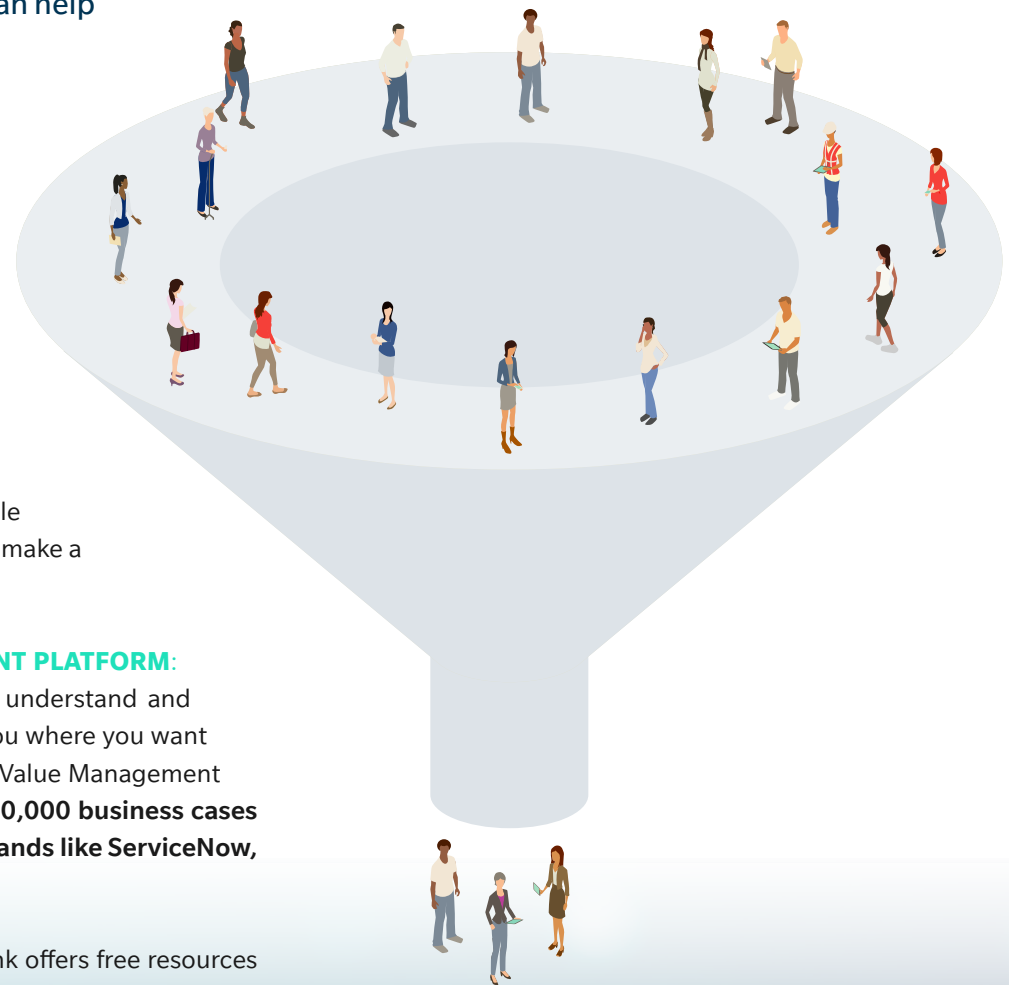


ValueCloud® has successfully produced **over 50,000 business cases** and delivered **over \$1.4 Billion in combined value** for leading brands

Now that we've explored how the buyer journey is changing, what Customer Value Management is, the challenges it solves, and how it can help you create customers for life — it's time to get practical.

Here's how you can get started with leveraging value today:

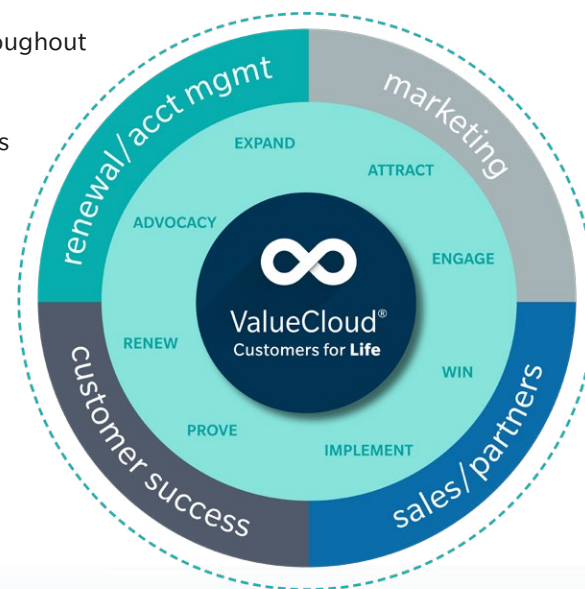
- 1. START SMALL, BUT MAKE SURE YOU START:** building and scaling a value program is a big initiative — bigger than any one person or department. But that doesn't mean you can't be the spark that ignites the fire across your company. Position yourself as a strategic advisor who understands what boards and shareholders care about — the immediate growth and long-term valuation of your brand, which customer value management boosts more than any other single initiative. Form strategic partnerships with your CRO and CCO and make a plan to unite around value.
- 2. IMPLEMENT AN ENTERPRISE CUSTOMER VALUE MANAGEMENT PLATFORM:** macro-enabled spreadsheets, bespoke tools that only a few can understand and operate, and disconnected ad-hoc web-based tools will not take you where you want to go. DecisionLink's ValueCloud® is the only enterprise Customer Value Management platform, period. **ValueCloud® has successfully produced over 50,000 business cases and delivered over \$1.4 Billion in combined value for leading brands like ServiceNow, DocuSign, VMware, CrowdStrike, and many many more.**
- 3. BECOME A VALUE BLACK BELT:** knowledge is power. DecisionLink offers free resources that allow anyone to expand their knowledge of CVM and become value leaders within their organization. Make yourself more valuable in your company by becoming the go-to person on all things value.



WRAP UP AND KEY TAKEAWAYS

The world is on the shoulders of the CMO and marketing team, but we believe it's in your hands to change everything and that change can start with you. Below are some key takeaways.

- The ultimate goal of any B2B SaaS / subscription company with a recurring revenue business model is to create customers for life, ensuring consistently growing recurring revenue that boosts company valuations.
- Customer Value Management is the most critical tool in the marketing leaders' toolkit because it is the only initiative that reaches throughout the entire buyer journey to create a thread of value that produces incredible results for the business.
- Regardless of title, every marketing leader has the opportunity to become a strategic business partner throughout the enterprise by leveraging customer value as a strategic asset.
- DecisionLink's ValueCloud® is the only enterprise Customer Value Management platform that empowers marketers to take their messaging to the next level, equip their sales teams with powerful tools, help customer success reduce churn, and ultimately catapult your career to new heights based on becoming an even more strategic business partner.
- Not ready for Turnkey Value Management? The Top of Funnel bundle is a curated collection of the best parts of ValueCloud specifically for marketing — everything you need to maximize Top of Funnel traffic and engagement with value-based content and interactive ROI simulations, including:
 - Case Study Builder
 - Smart Web Calculator
 - Marketing Automation Connector
 - CRM Connector, and more



Want to see what differentiated, value-based messaging really looks like or determine the impact value-based messaging can have on your funnel? Visit our ValueCloud® for Marketers page and specifically check out our special pricing on the new “Top of Funnel Bundle” to see what we’ve pulled together to help you attract, engage and compel prospects to turn into customers, and stay that way for life! Visit us at decisionlink.com/for-marketers or contact us at 800.670.8301 to learn more.



Learn how DecisionLink can help Marketers begin to leverage value today at decisionlink.com/for-marketers

DecisionLink's ValueCloud® is the first and leading solution for enterprise-class customer value management. The ValueCloud® enhances the value of CRM systems by providing the missing link to elevating conversations and shifting relationships from tactical to strategic by providing value insights from initial sales call all the way through to contract renewals. The ValueCloud® turns customer value insights into strategic assets that can be leveraged across the enterprise, from CXO's, to line of business leaders, to Product Managers, to Marketers, to sales & sales support teams, to value managers. DecisionLink is trusted by top enterprise businesses, including Adobe, Caterpillar, CrowdStrike, DocuSign, Marketo, VMWare and more.

For more information, please visit www.decisionlink.com, call 800.670.8301 or engage with us on social media [!\[\]\(99f58673407353e96a019fbca558fd72_img.jpg\)](#) [!\[\]\(2113e5cba4d11862fa536c379e9b61cd_img.jpg\)](#) [!\[\]\(c9a5cd0ae2be6c3d63effa266a341339_img.jpg\)](#)

