



Adobe Marketo Engage

From shortfall to success.

Turn Second Lead Syndrome
into a B2B differentiator.



What is the big deal with the second lead?

Second Lead Syndrome (SLS) is a failure in many B2B organisations that goes unnoticed. Put simply, SLS happens when marketers and sales teams assign the first qualified lead from a new account an undue amount of value. Conversely, they will tend to overlook the second lead, consider it of less value, or in many cases, disqualify it.

This definition of SLS alone will be alarming for some organisations and identifying it is the first step in overcoming it. But SLS, its symptoms and impacts can run deep.

A key example of SLS's complexity is a cultural one. For example, if marketers have already qualified and pushed a lead to sales, there's no incentive for them to follow up a second lead because sales are already working on that account.¹ And many businesses are 'blind' to second leads due to their lead scoring mechanism. In other words, a second lead would not count as 'net new' because it is part of an already qualified account.

Regardless of the complex causes of SLS, the consequences are simple:

- Missed revenue opportunities.
- Incomplete account engagement.
- Poor demand management.

To those organisations recognising SLS, doing something about it can actually become a huge competitive differentiator.

In this eBook, we'll show you exactly how you can identify the impacts of SLS and can flip the scales on those second, third, fourth leads and get more out your marketing without upheaving the culture you've worked so hard to establish.

identify



¹ <https://abminaction.com/issues/volume-03-issue-01/abm-analysis/>

Better account engagement. Better lead conversion.

The challenge.

Engaging with only the first leads in any one account has one, big impact: narrow scope of understanding and exposure.

When it comes to understanding, the staple of sales and marketing teams is knowing the pains leads and accounts are experiencing so they can better frame their offering. But the B2B buyer group is more than one person, and each person has many facets. Each person's priorities can differ from other buyers in the same group, one lead may have more sway on the wider group than another.

With an understanding borne from only the engagement of one lead, B2B organisations are left making assumptions about an account on incomplete information.

This would naturally lead to either generic marketing and sales, or skewed strategies that focus on a challenge or goal that's only relevant to one lead. Overall, this means lower account success.

The opportunity.

By engaging with multiple leads, sales and marketing teams can take advantage of a broad understanding. And, they can position their company as a comprehensive provider, or the exact match for their needs.

The latter point becomes a reality when teams can identify unique needs shared across multiple leads. Here, you can begin spreading your footprint across the whole account, and tailor your proposition to address the identified challenges on a deeper level than competitors. Thereby boosting lead conversion rates.



70%

of B2B marketers rely on lead conversion as a content marketing strategy.²

Engaging with multiple leads also demonstrates a full commitment to building a relationship with the account as well as a desire to serve the organisation as a whole. This broad-spectrum account exposure spreads your name and builds trust across the buyer group and contributes to a stronger buyer relationship.

² <https://contentmarketinginstitute.com/wp-content/uploads/2022/10/b2b-2023-research-final.pdf>

The opportunity of inefficiency.

The challenge.

When you can only see the edge of a target, how can you expect to hit a bullseye?

Focussing on the first lead as your measuring stick for an account has a similar end result: you may make a direct hit and convert that lead. But you don't win the account because if seen as a whole; you actually hit the rim of the target.

The impact goes deeper than what we have already discussed. Because to convert that lead, you may have given it a lot of your account resources, and the result was nothing to show for it.

Not balancing demand management because of a lack of knowledge is not your teams fault, they hit the target they could see. It is a process and culture problem that ultimately has a huge drain on efficiency of sales and marketing teams.

And – even in cases where the hit leads to a conversion an account through that first lead, that first-lead-focus means your sales team will overlook powerful opportunities for upselling and cross-selling.

The opportunity.

With complete knowledge of the wider account on your side, you can make the decisions necessary to ensure a balanced approach to demand management and make significant marketing and sales efficiency gains.

This allows you to make the most of resources at your disposal. Whether that's ensuring equal attention across leads of equal value, or choosing to double down and nurture leads that show the most potential. The bottom line is you can make informed decisions about your use of resources and take control of sales and marketing efficiency in the context of the account as a whole – helping boost you ROI.



Organisations that implement account-wide approach to demand management experience 4x more opportunities and 2x account engagement.

A new breed of buyer requires a new breed of seller.

The challenge.

SLS by its nature means that teams solely focus on one part of an overall buyer group, and with the current, dynamic changes in buyer groups, this can have a big impact on their success.

According to Gartner, buying groups are expanding their view to new technologies, suppliers and solutions.⁴ This in isolation could appear to make for fertile ground that savvy marketing and sales teams could take advantage of. However, Gartner also reports that the typical B2B buying group now involves between six and ten decision makers, and each one will bring to the table 4-5 key pieces of information they've independently sourced.⁴

On top of this, sales reps have only 5% of a customer's time during their B2B buying journey. This lack of communication time, growing buyer group size and new, digital buyer independence,

means marketing and sales teams can't tighten their focus into just one lead with an account. In fact, they need to rethink strategies of how they communicate with the wider group.

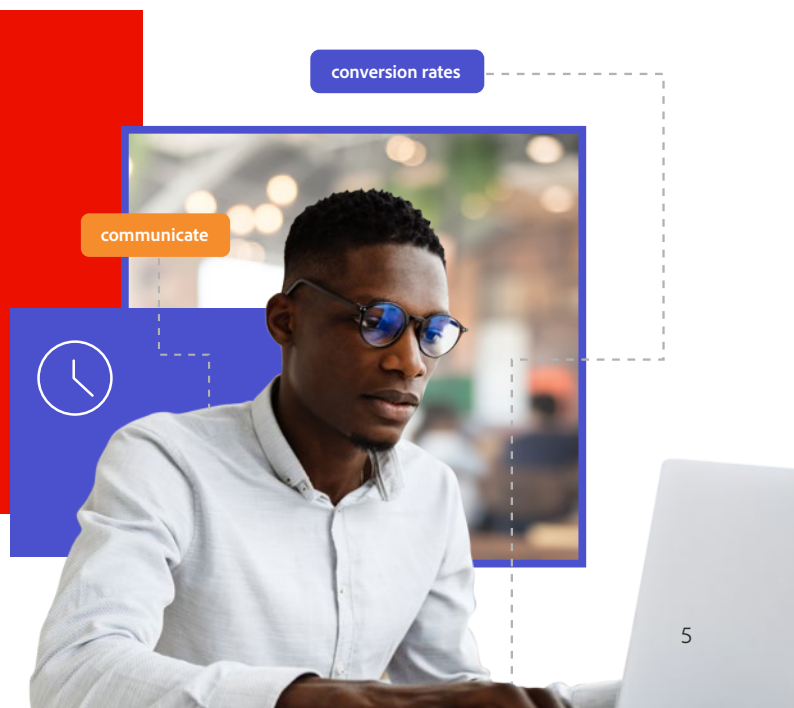
The opportunity.

The reality is, SLS represents a revenue gap. Therefore, by using some of the following methods in this eBook, sales and marketing teams can make strides in new revenue.

Each lead within an account represents a potential buyer or influencer and disregarding them can result in lost sales and hinder overall revenue growth. But equally: by meeting the changing buyer group where they wish to buy; engaging them broadly as well as on an individual level, and deploying teams efficiently, you can leap ahead of competitive conversion rates and tap into unexplored revenue.

5%

Sales reps have only 5% of a customer's time during the buying journey.⁴



⁴ <https://www.gartner.com/en/sales/insights/b2b-buying-journey>

Turn SLS on its head.

As we have explored, the first obstacle of SLS is recognising that it is happening. Once you have recognised the challenges, the best way to help your teams make the most of the opportunities is by taking advantage of certain capabilities in a proven platform like Adobe Marketo Engage.

By leveraging the following capabilities of Adobe Marketo Engage, you can help your sales and marketing teams work in sync, improve their efficiency, deliver exceptional customer experiences, and transform their ability to drive new revenue.

Account-Based Marketing, but better.

Build best-fit account lists. When you can better segment and prioritise accounts, you can focus on the leads you know matter most instead of on the one that lands first.

Adobe Marketo Engage allows you to bring automation to the ABM level – connecting you to the right decision makers at the right time, advising on previous engagement and a slew of rich behavioural data. This means you can identify and engage key leads with quick, leading experiences, around the clock.

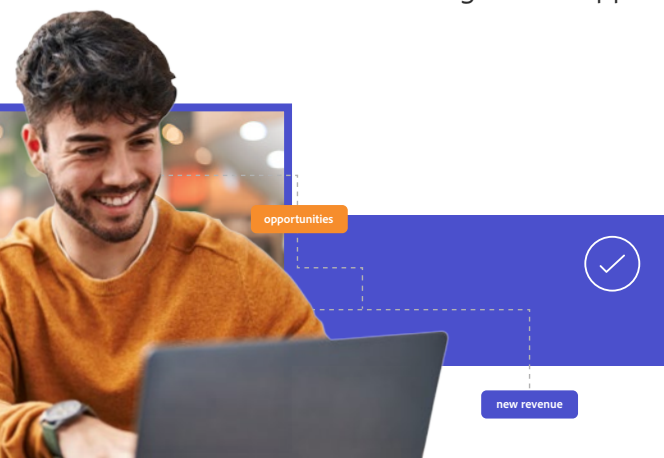
Taking this automation further, you can enjoy predictive lead and account scoring within Adobe Marketo powered by Adobe's AI, Sensei. This provides you and your teams with the capability to predict the likelihood of a persona or an account becoming a sales opportunity.

Connect on a deeper level.

Marketo Engage pulls the stuff that matters from your account data so you can truly understand the needs of each account, and each individual lead within it. With Marketo's advanced segmentation capabilities you can create dynamic lists based on criteria you set such as demographics, behaviour, and engagement.

Not only can you understand your buyers better, but you can use that information to rapidly create or tailor personalised content and messaging for leads, accounts and clusters. Adobe Marketo Engage offers your marketers dynamic content capabilities so they can customise anything from offers to landing pages to meet changes in lead behaviour.

With a wider perspective of leads and accounts together with this level of granular personalisation, your teams can target the right people with the right content and boost the effectiveness of campaigns.



Sales and Marketing in-sync.

One of the largest opportunities for boosting sales and marketing performance is through seamlessly aligning the two teams around a single revenue cycle.⁵

Not only does alignment help increase revenue, but your sales cycles shorten, and conversion rates improve. This is because, when aligned, they ensure consistent messages and seamless experiences that build authority and trust throughout the buyer group.

With alignment, complex and dynamic buyer groups can be harder to penetrate, alignment increases the likelihood of messages punching through and sticking.

Prove your success.

Don't just transform the function of your sales and marketing teams, prove it with Adobe Marketo Engage's tracking, analysis, and reporting capabilities. Track your buyer journeys as they progress from engagement to conversion. And, with Adobe Marketo Engage's scoring mechanisms, you can see and leap on promising opportunities.

Report on campaign performance, lead generation, conversion rates and revenue growth so your teams can measure their effectiveness and areas to improve. All while keeping your campaign's on-budget.

Marketo Measure is a detailed analytics and reporting tool that allows you to measure the pipeline, revenue, ROI, and impact of each of

your campaigns. Using Automation and AI it gives deep visibility into performance and empowers your marketing teams to make better, more data-driven decisions.

Take your leads with you.

When you identify a shortfall in your business, it's easy to see it as a problem. With Adobe Marketo Engage you can turn Second Lead Syndrome into a huge opportunity to propel your sales and marketing teams ahead of the competition.

Adobe Marketo Engage provides easy to use, complete solutions to the process insufficiencies than lead to Second Lead Syndrome. With it, you can go beyond the SLS shortfall and deliver seamless, personalised buyer experiences that build deeper relationships with your customers.

⁵ <https://business.adobe.com/blog/basics/marketing-and-sales-alignment>

Find out if Marketo Engage is right for your business. >



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