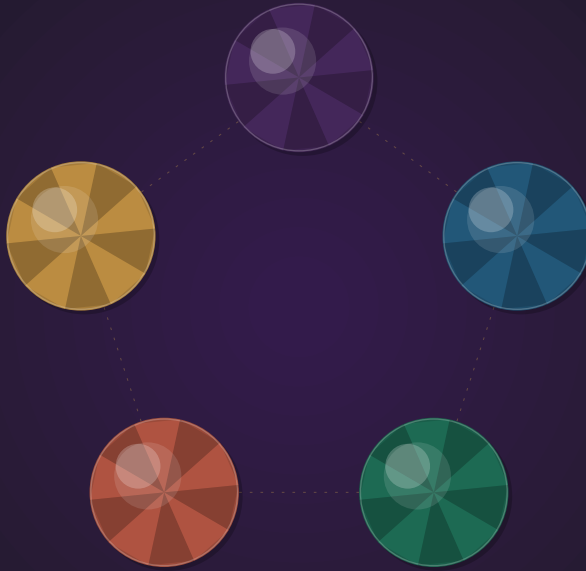




SECOND EDITION • UPDATED FOR THE AI ERA

Revenue Motion

FRAMEWORK™



*How B2B Enterprise Demand Generation
Actually Works*

BY ROEL HAANAPPEL
MATTERMORE.NL

MATTERMORE PRESENTS

Revenue Motion

*Framework*TM



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How B2B Enterprise Demand Generation Actually Works

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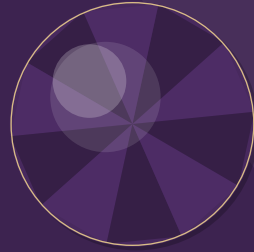
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This is an operating system, not a theory. Read it linearly the first time, then return to the chapters that match where your organisation is today.



Foreword

*Why this book exists — and what it will change
for you*

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Why this book exists – and what it will change for you

There has never been more technology available to B2B marketing and sales teams. More tools, more data, more automation, more AI-powered promises arriving in your inbox every week. And yet, for most enterprise organisations, demand generation has not become meaningfully more effective. Pipeline is still unpredictable. Marketing and sales are still misaligned. Buyers are still harder to reach than they were five years ago.

This is not a coincidence. It is a consequence.

The explosion of point solutions – each one claiming to solve a specific piece of the demand generation puzzle – has produced organisations that are simultaneously over-tooled and under-connected. A signal captured in one system never reaches the person who needs to act on it. A message crafted in one platform contradicts what is being said in another. A buying group moves through an invisible journey while three separate tools each capture a fragment of it and none of them talk to each other.

Technology did not create this problem. But the way most organisations adopt technology has made it significantly worse.

A word on AI – before we go any further

AI is generating more noise in demand generation than any other topic, and most of it is about tools. That is the smaller half of the story.

The smaller half first. AI is not a strategy, a goal or a competitive advantage in itself. It is intelligence: the capacity to analyse

patterns, predict, personalise and surface insight at a speed no team can match. But it only creates value with context. A standalone AI tool that sees your ad data but not your CRM, or writes content without knowing which accounts are moving, is smart within its own boundary and blind across it. The answer is not more AI tools around weak core systems. It is fewer, better connected platforms with AI built in. Consolidation, not accumulation.

The bigger half is what AI is doing to your buyers. They now research inside ChatGPT, Perplexity, Claude and Google's AI answers. They arrive later, better informed and often with a shortlist already formed, and much of what they have heard about you came from sources you don't own. Increasingly, AI agents do part of that research for them. The educational funnel that most demand generation programmes were built on is collapsing, while the buying itself carries on.

That is why this edition has a chapter of its own on AI and the demand funnel, and why every phase of the Revenue Motion Framework™ ends with what changes in the AI era. The framework holds. The routes to the buyer have changed.

Why I wrote this book

I have spent the better part of my career inside enterprise B2B organisations — as a field practitioner, a global leader, and eventually as the founder of MatterMore. Across those years, I have seen the same expensive failure repeat itself in organisation after organisation.

Not failure caused by bad people. Not failure caused by lack of effort or ambition. Failure caused by a fundamental misunderstanding of how enterprise buying actually works —

and a demand generation system built around a model of buying that has not been accurate for years.

The model most organisations still operate from assumes that buyers move as individuals, that demand can be generated through campaigns, that leads are a meaningful unit of measurement, and that marketing's job is to fill the top of a funnel that sales will convert at the bottom. Every part of that model is wrong. Enterprise buyers move as groups. Demand is shaped over time, not generated in campaigns. Leads are noise. And the funnel is a metaphor that has outlived its usefulness.

At Unit4, we built a demand generation program around a different model — one where marketing and sales shared accountability for pipeline, where buying groups were the unit of focus, and where signals rather than leads drove action. Forrester recognised it as the EMEA award winner in ABM. More importantly, conversion rates across target accounts increased by 10%. Not because we had better tools or a bigger budget. Because we finally had the right model.

We went further — creating an Account Developer role that translated signal intelligence into structured account profiles before sales ever made contact, turning invisible buying groups into qualified pre-opportunities. A weekly alignment meeting between senior marketing and sales leaders became the operating heartbeat of a system that consistently delivered pipeline above target.

The Revenue Motion Framework™ is the distillation of what works across those experiences. It is not a theoretical model. It is a practical operating system, built from real implementations, refined through real feedback, and designed for the reality of enterprise B2B buying as it actually happens today.

Who this book is for

This book is written for leaders — in demand generation, in marketing, in sales, and for the executives who oversee both. It is not a beginner's guide to B2B marketing. It assumes you already understand the basics and are ready to think at the system level.

If you are a demand generation or marketing leader, this book will give you a framework for repositioning your function — from campaign executor to strategic revenue partner — and the practical mechanics to make that repositioning credible and durable.

If you are a sales leader, this book will show you what great marketing looks like from the inside — and what to demand from the marketing function if you are not seeing it yet.

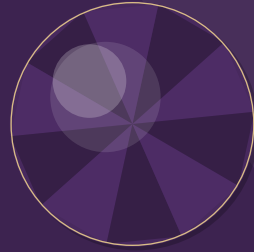
If you are a CEO or revenue leader overseeing both functions, this book will give you a clear model for what a high-performing revenue system looks like — and an honest diagnostic for where yours may be falling short.

What you will be able to do differently

By the time you finish this book, you will have a complete picture of the Revenue Motion Framework™ — how it works, why it works, and what it takes to implement it. You will understand how enterprise buying actually happens, how to build a signal system that sees buying groups before they raise their hands, how to orchestrate marketing and sales around the right accounts at the right moment, how to build messaging that meets every stakeholder exactly where they are, and how to run the optimization loop that makes the whole system progressively sharper over time.

Demand generation does not have to be unpredictable. When the system is right — when alignment, signals, orchestration, messaging, and optimization are working together as a continuous motion — revenue becomes something you can manage, not something you hope for.

That is what this book is designed to help you build. Let's begin.



CHAPTER ONE

Why Most B2B Demand Gen Fails

The problem this book solves

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Why Most B2B Demand Generation Fails

The problem this book solves

Most B2B demand generation doesn't fail because of bad tools. Or lack of budget. Or even bad people. It fails because marketing operates from the wrong position: not equal to sales, not leading the conversation, but reacting to it.

Sales asks for leads. Marketing delivers campaigns. Sales wants pipeline. Marketing reports on MQLs. Sales is focused on hitting short-term targets. Marketing stays busy with campaigns, events, content calendars, and internal updates. Everything looks productive. But very little of it drives actual deals.

Enterprise B2B buying simply doesn't work like that. In most enterprise environments, deals involve 10, 20 or more stakeholders — from IT to finance to procurement. A single lead is not a buying signal. It's noise. But when pipeline is missing, pressure builds. Sales asks for more. Marketing responds with more campaigns. More leads. Lower quality. More short-term focus. And slowly — almost invisibly — marketing becomes a sales service desk.

A typical situation

A global enterprise team was generating thousands of leads per quarter. On paper, everything looked strong: campaigns were running, events were well attended, MQL targets were exceeded. But pipeline didn't grow. Sales kept asking for more

leads. Marketing responded with more campaigns.

Until one simple question changed the conversation: “How many deals actually started from these leads — and how many stakeholders were involved?”

The answer was confronting. Almost none of the deals came from single lead conversions. Real opportunities were built over time — across multiple touchpoints, involving multiple people. Marketing wasn’t building demand. It was feeding activity.

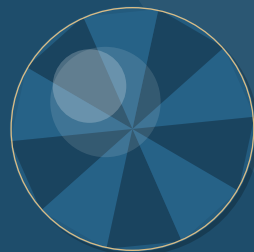
The real problem

Marketing is often not sales-fluent enough. Not in theory — but in practice. Marketing needs to become fluent in how revenue actually happens: understand how deals progress, know what creates momentum, recognise buying group dynamics, speak the language of pipeline not clicks, and anticipate how buyers behave — not how we want them to behave.

The shift that changes everything

High-performing B2B organisations do one thing differently: marketing doesn’t support sales. Marketing and sales operate as one revenue system. That means marketing understands how deals are built, sales trusts marketing signals, both work from the same audience, timing, and intent, and there is a shared focus on what drives real impact.

*If marketing is not confident enough to
challenge sales... it will always lose. Not loudly.
But structurally.*



CHAPTER TWO

How Enterprise Buying Works

Buying groups, the dark funnel, and why leads are the wrong unit of measurement

CHAPTER TWO

How Enterprise Buying Actually Works

Buying groups, the dark funnel, and why leads are the wrong unit of measurement

If you still think B2B demand generation is about generating leads, you're looking at the wrong layer of reality. Because buyers don't move as individuals. They move as groups.

The reality: buying is a group decision

In enterprise B2B, a deal is rarely driven by one person. It's a group effort: decision makers, influencers, technical evaluators, procurement, finance — each with different priorities, different questions, different risks. And most of the time they are not aligned.

This means something critical: there is no single “lead” that represents a real opportunity. What you're actually trying to influence is a buying group in motion.

The dark funnel

Most of the buying journey is invisible. Buyers talk to peers, use AI chat and search, read content anonymously, compare vendors internally, and revisit your website multiple times — without ever identifying themselves. By the time someone leaves their email address, they are already deep into their decision process.

You're not generating demand at that point. You're capturing it — late. But when your positioning is clear and your presence shows how well you fit their needs, that moment of conversion becomes incredibly valuable. It's where interest turns into intent.

Signals: what you should actually pay attention to

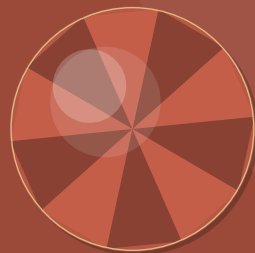
If leads are too shallow, what should you focus on? Signals. Not single actions — but patterns of behaviour across an account. A single signal means nothing. But combined, they tell a story. Interest is building. Awareness is growing. A buying process might be starting.

Examples of meaningful signals: high third-party intent on topics where you win; multiple people from the same account visiting your site; repeated engagement with specific themes; activity across channels — ads, content, search, email; sales conversations that suddenly gain momentum.

From leads to signal-based thinking

Instead of asking “how many leads did we generate?” you start asking “where are signals increasing — and what does that mean?” This changes everything: you stop overvaluing single conversions, start recognising momentum, focus on accounts not individuals, and align timing between marketing and sales.

The visible part of the funnel is shrinking. The invisible part is growing. If your strategy only focuses on what you can see — you're missing most of what actually drives revenue.



CHAPTER THREE

How AI Is Changing the Demand Funnel

The framework holds. The routes to the buyer have changed.

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How AI Is Changing the Demand Funnel

The framework holds. The routes to the buyer have changed.

The previous chapter described the dark funnel: the part of the buying journey you cannot see. AI has made it darker. Not because buyers stopped researching, but because they now research somewhere else. The questions that used to bring them to your website, your blog and your gated ebook are increasingly answered before they ever arrive.

This matters because most demand generation programmes were built on one assumption: that buyers educate themselves on vendor websites and leave signals behind while they do. That assumption is breaking down. The buying itself carries on. The route it takes has changed.

From search engines to answer engines

For twenty years, search engines ranked pages and sent a click. You competed for position, earned a visit and turned the visit into a signal. AI assistants such as ChatGPT, Perplexity, Claude and Google's AI answers work differently. They read many sources, form a view and give the buyer an answer. Machines that rank are becoming machines that answer.

The change is already measurable. In G2's 2026 survey of more than 1,000 B2B software buyers, 51% said they now start their research in an AI chatbot rather than a search engine.¹ And the pattern AI accelerates was already there: buyers are nearly 70%

of the way through their process before they engage a seller, and 81% have a preferred vendor by the time they do.²

If you are not in the answer, you are often not on the list.

Seven shifts in the demand funnel

01 The dark funnel got darker. Research that used to leave signals on your website now happens inside AI conversations. The early visits that warned you weeks ahead are disappearing.

02 Buyers arrive informed but unknown. They come late, with an opinion already formed, looking for confirmation and a next step rather than education. Expect fewer page views and fewer form fills from the same amount of buying.

03 The educational funnel is collapsing. AI answers the top- and middle-of-funnel questions your content was written for. Gated content and MQL volumes shrink, while pipeline that comes through other routes does not.

04 Content now serves four audiences. People decide. Search engines rank and send a click. Large language models cite. AI agents act. All four are best served from one structured content source, with the website as one of its outputs rather than the only place your knowledge lives.

05 The shortlist is set before sales gets involved. This was a trend before AI. AI made it effortless, so now it is the norm.

06 Reviews and peer proof feed the machines. Review sites, communities and peer platforms are among the sources AI answers draw on. The volume and recency of your customer proof now shape how AI describes you.

07 Agents are starting to buy. Procurement platforms already use AI agents for supplier research and comparison. For complex B2B technology purchases, agents prepare the comparison and humans still decide, for now. Gartner expects AI agents to intermediate more than \$15 trillion of B2B spending by 2028.³ Treat that as a forecast, not a fact. Either way, agents favour vendors whose information is clear, structured and verifiable.

What most companies get wrong

They publish only on their own website. Good content is still the foundation. But AI answers lean heavily on sources you don't own: press, analysts, reviews, communities and expert voices. Content that lives only on your site reaches a shrinking share of buyers.

Nobody owns the routes. PR chases news. Analyst relations chases rankings. Communities run on their own. Executives post when they have time. Being the answer falls between all of them.

They keep measuring the old funnel. When MQLs and click-based attribution decline while buying continues, the wrong debate starts: is demand generation dead, should we switch to brand? Demand generation is not dying. It is moving to routes the old metrics cannot see.

They produce generic AI content. As AI-written content floods every channel, it becomes invisible to buyers and to the models alike. What both value is what cannot be generated: original data, practitioner experience and a clear point of view.

Be the answer, wherever buyers ask

The response is not a new framework. It is a new standard for the one you have. Content still wins; the routes to the buyer have changed. In practice that means three things.

Choose the topics you want to be the answer for. Not every keyword. The handful of buying questions where your expertise and your customer proof are strongest, and where your buyers are asking AI for advice.

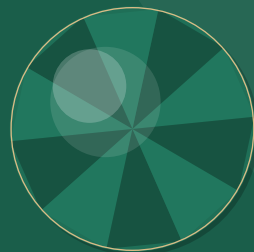
Get every route working towards them. Marketing, PR, analyst relations, communities, partners and executives each feed the sources AI draws on. Being the answer is a shared outcome with a clear owner, not a website task.

Measure after the click. Track how often AI answers cite you on your chosen topics, ask new opportunities where they first heard of you, and watch branded search and pipeline velocity. These replace MQL volume as the early signals of demand.

The Revenue Motion Framework™ in the next chapter still describes how enterprise demand works: align, sense, orchestrate, convert and optimise, as one continuous motion. What changes is what goes into each phase and what comes out. At the end of every phase chapter you will find a short note on what changes in the AI era.

SOURCES

1. G2, The Answer Economy: How AI Search Is Rewiring B2B Software Buying (2026 AI Search Insight Report). Survey of 1,076 B2B software buyers, March 2026.
2. 6sense, 2024 Buyer Experience Report.
3. Gartner, presented at Gartner IT Symposium/Xpo 2025.



CHAPTER FOUR

The Revenue Motion Framework™

*A new operating system for B2B demand
generation*

CHAPTER FOUR

The Revenue Motion Framework™

A new operating system for B2B demand generation

Most B2B demand generation programs aren't broken because of bad people or bad tools. They're broken because they're built on the wrong model.

Marketing runs campaigns. Sales chases leads. Both report to leadership separately. And somewhere in the gap between the two functions, real buying opportunities get missed — often without anyone noticing.

What enterprise revenue actually requires is something different. Not a campaign. Not a funnel. A motion.

Introducing the Revenue Motion Framework™

Over years of working with enterprise B2B organisations, a consistent pattern emerged — not just in what was failing, but in what high-performing teams did differently. They didn't treat demand generation as a marketing responsibility. They treated it as a shared revenue system.

The Revenue Motion Framework™ is MatterMore's methodology for building that system. It consists of five phases that work together as a continuous cycle — each one feeding the next, and the last one feeding back into the first. This is not a funnel. Funnels imply a start and an end. Buying doesn't work that way, and neither does the system that drives it.



FIGURE 1 — The Revenue Motion Framework™. A continuous motion, not a funnel.

The five phases

01 ALIGN Before anything else works, marketing and sales must operate as one revenue system. Not as separate functions with separate targets. This means shared definitions of who you’re going after, shared language around pipeline, and shared accountability for what actually matters — deals moving forward.

02 SENSE Once aligned, the system needs to read what’s actually happening in the market. Not by counting leads — but by sensing buying group signals across target accounts. Which companies are showing intent? Which stakeholders are engaging? What topics are gaining traction?

03 ORCHESTRATE Signals alone don't drive revenue. Orchestration does. This phase is about coordinating marketing and sales actions across the right accounts, the right people, and the right moments — based on what the signals are telling you.

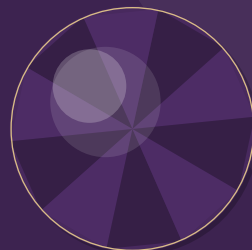
04 CONVERT Orchestration creates the conditions. Messaging converts them. This phase is about building a messaging system — not a single campaign — that speaks to every stakeholder in the buying group based on their role, their concerns, and where they are in the decision process.

05 OPTIMIZE This is where most frameworks stop. The Revenue Motion Framework™ doesn't. The Optimize phase closes the loop — using real feedback from sales, pipeline data, and signal patterns to continuously sharpen every phase above it.

Why it's a motion, not a model

The word “motion” is deliberate. A model describes how something looks. A motion describes how something moves. Enterprise buying is always in motion — accounts heating up and cooling down, stakeholders entering and leaving the process, priorities shifting. A static model can't keep up with that reality.

The Revenue Motion Framework™ is designed to move with it. That's what makes demand generation predictable — not control over the buyer, but a system that genuinely understands how buying actually works.



CHAPTER FIVE

Phase 1 — Align

Building one revenue system: how marketing and sales stop serving each other and start serving the buyer

PHASE 1 · ALIGN

Building One Revenue System

How marketing and sales stop serving each other and start serving the buyer

Here is the most expensive illusion in B2B marketing: that marketing and sales are aligned because they are talking to each other.

They attend the same meetings. They share the same slides. They agree, broadly, on who the target customer is. And yet — deals stall, pipeline stays thin, and both teams quietly blame the other when targets are missed. The problem is not communication. It's ownership.

Talking is not the same as being accountable for the same outcome. And in most enterprise B2B organisations, marketing and sales are still accountable for fundamentally different things. Marketing owns MQLs. Sales owns revenue. And in that gap — between the metric marketing is measured on and the outcome the business actually needs — enormous amounts of effort, budget, and opportunity disappear.

The alignment trap

Most misalignment doesn't look like conflict. It looks like coordination. Marketing runs campaigns. Sales follows up. There are handoff processes, SLA agreements, lead scoring models. On paper, the system works. In practice, sales quietly stops trusting marketing leads and builds its own pipeline. Marketing keeps

optimising for volume because that's what gets reported.

The buyer experiences this too. What they experience is inconsistency. The ad says one thing. The sales conversation goes in a different direction. The follow-up email feels disconnected from the content they just read. In enterprise buying, where trust is everything and deals take months, that disconnection has a cost that never shows up in a campaign report.

What genuine alignment requires

Alignment is not a workshop, an offsite, or a new Slack channel. It is a structural change in how both teams operate — specifically in three areas.

The first is a **shared definition of who you are actually going after**. Not a vague ICP document that lives in a Google Drive folder no one opens. A live, specific, agreed list of accounts that both marketing and sales have selected together.

The second is a **shared language around what progress looks like**. Marketing talks about impressions, MQLs, and content engagement. Sales talks about conversations, timelines, and stakeholder maps. Alignment means building a common vocabulary around pipeline stages, buying signals, and account momentum that both teams can read and act on together.

The third — and most important — is **shared accountability for pipeline outcomes**. Not marketing accountable for leads and sales accountable for revenue. Both teams accountable for the same number: qualified pipeline generated from target accounts.

What this looked like in practice

When building the demand generation program at Unit4, the starting point looked familiar. Marketing and sales were talking — regularly, even productively. There was genuine goodwill between the teams. But ownership of the outcome sat in different places. Marketing was measured on lead volume and campaign performance. Sales was measured on revenue.

The shift that changed everything was structural, not cultural. Marketing and sales were given shared pipeline targets — a single number both teams were responsible for hitting. Suddenly, account selection became a joint conversation. Messaging became something sales had a stake in. Marketing investment decisions were evaluated against pipeline impact, not campaign metrics.

The result was a program that Forrester recognised as the EMEA award winner in ABM — and more concretely, a 10% increase in conversion rates across target accounts. Not because the campaigns became more sophisticated. Because the system behind them finally had two functions pulling in the same direction.

The three misalignment patterns to watch for

Metric divergence — when marketing is optimising for a number that sales doesn't care about. **Account divergence** — when marketing is activating accounts that sales hasn't prioritised and won't follow up on. **Narrative divergence** — when what marketing says and what sales says tells different stories to the same buyer.

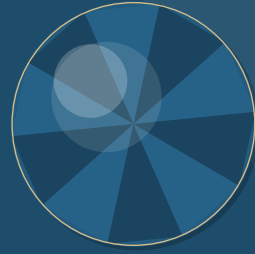
Alignment is not a destination

The final thing worth saying about alignment is that it is never finished. Markets shift. Priorities change. New sales leaders arrive with different instincts. High-performing revenue teams treat alignment as an ongoing practice — built into weekly rhythms, monthly reviews, and quarterly planning — not as a problem that was solved once and can now be assumed.

When that conversation is happening regularly, in good faith, with shared numbers on the table — that is when demand generation stops being a marketing program and starts being a revenue motion.

PHASE 1 · ALIGN · IN THE AI ERA

Being visible in AI answers is a shared outcome, not a website task. Marketing, PR, analyst relations, communities and executives all feed the sources AI draws on. Agree which buying questions you want to be the answer for, who contributes what, and who owns the result. And add one question to your ideal customer profile: where do these buyers research today?



CHAPTER SIX

Phase 2 — Sense

Designing a signal system: how to stop counting leads and start reading buying group behaviour

PHASE 2 · SENSE

Designing a Signal System

How to stop counting leads and start reading buying group behaviour

The moment a prospect fills in a form, most B2B marketing teams celebrate. A lead has been generated. The system has worked. What they don't see is everything that happened before that form was filled in.

The research conducted anonymously. The conversations with peers. The internal presentations already built. The shortlist already formed. By the time someone raises their hand, they are often near the end of a buying process — and your competitors have been part of that journey whether you were or not.

The difference between noise and signals

Not all data is a signal. A single visit to your website is noise. A single content download is noise. A single ad impression is noise. These individual data points tell you almost nothing about whether a real buying process is underway.

A signal is a pattern of behaviour across an account that suggests something meaningful is happening. Multiple people from the same company engaging with related content over several weeks. A spike in third-party intent data around topics directly connected to your solution. Repeated visits to specific pages — pricing, case studies, integration documentation — that indicate a buyer moving from curiosity to evaluation.

Building a signal infrastructure

To sense effectively, you need three things working together: intent data, behavioural tracking, and a scoring model that translates both into something actionable.

Intent data comes from outside your own properties — third-party platforms that track what companies are researching across the web. **Behavioural tracking** covers what happens on your own properties — your website, your content, your emails, your ads. The key is account-level aggregation: rather than tracking what one person did, you track what an entire account is doing across all touchpoints.

The **scoring model** is where most teams either get it right or waste everything they have built. The mistake most teams make is building complex, opaque scoring models that produce a number no one understands. The better approach is a simplified differentiation — a clear indication not just of how much interest an account is showing, but what specifically they are interested in.

The Account Developer: a structural innovation

At a global IT company, this approach was taken one significant step further — and what emerged was one of the most effective structural innovations in demand generation practice.

The signal infrastructure was built and intent data was flowing. Target accounts were showing high levels of interest in specific solutions — repeated engagement, multiple stakeholders, clear topic clusters. But there was a problem: the accounts were not ready for a sales conversation. Handing high-intent accounts directly to sales at that stage — before the buying group was

mapped, before the key stakeholders were identified — would mean calling too early, with too little context.

So instead of handing the account to sales, a new role was created on the marketing side: the **Account Developer**. Their job was to take a high-intent account and build it out completely before sales ever made contact. That meant mapping every relevant stakeholder at the account into the CRM — their role, their likely concerns, their level of engagement with specific topics. It meant creating what was effectively a pre-opportunity: a fully constructed account profile built on signal intelligence, ready for a business developer on the sales side to act on with genuine context and confidence.

These accounts became significantly more valuable than individual hand-raisers — with every single one followed up, because sales had both the information and the confidence to do so.

The dark funnel is not a problem to solve

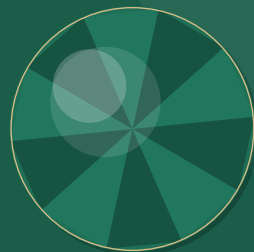
You will never see everything. Most of the buying journey remains invisible. No intent data platform and no behavioural tracking system will give you complete visibility into what a buying group is thinking. This is not a failure of the system. It is the nature of enterprise buying.

The goal of the Sense phase is not omniscience. It is early advantage. If your signal system tells you that something meaningful is happening at a target account three months before that account would have raised their hand through a traditional channel — you have won the opening of the buying process.

The dark funnel is not a problem to solve. It is a reality to work with. The teams that accept that reality — and build systems designed to sense what they can — consistently get to opportunities first.

PHASE 2 · SENSE · IN THE AI ERA

First-party signals get thinner as research moves into AI conversations and visitors arrive late and anonymous. Add third-party and person-level intent signals, within EU privacy rules. Treat visits that come from AI assistants as a signal of their own. And track how often AI answers cite you on your chosen topics: it is the earliest sign of whether you are on the shortlist.



CHAPTER SEVEN

Phase 3 — Orchestrate

Timing, accounts, and action: how to coordinate marketing and sales around the right accounts at the right moment

PHASE 3 · ORCHESTRATE

Timing, Accounts, and Action

How to coordinate marketing and sales around the right accounts at the right moment

Understanding signals is not enough. Acting on them is where most teams fall apart.

The gap between sensing that something is happening at a target account and doing something meaningful about it is where enormous amounts of pipeline potential quietly disappears. Orchestration is the phase of the Revenue Motion Framework™ that closes this gap.

Why most execution fails

The most common failure in B2B demand generation is not a lack of activity. It is activity that isn't coordinated. Marketing runs a campaign targeting a set of accounts. Simultaneously, sales is cold-calling a different list. The content being promoted in ads has no relationship to what sales is saying in their outreach. The account receives multiple disconnected touches from the same company — and the cumulative effect is noise rather than relevance.

The anatomy of an orchestrated account play

Consider a mid-market manufacturing company — Vantrel Industries — that appears in your target account list and begins showing meaningful signals. Over six weeks, your signal system

detects: three people from Vantrel visiting your website repeatedly, focusing on supply chain integration; third-party intent data showing a spike in research around your solution area; repeat content engagement. No form fills. No raised hands.

In a traditional model, Vantrel does not exist yet. In an orchestrated model, Vantrel triggers an account play the moment signals cross a meaningful threshold. Marketing runs targeted paid media for the specific personas showing activity — not your full product suite, but the exact topic cluster driving their engagement. Not a single static message, but one that adjusts automatically as engagement deepens over time. The Account Developer maps the buying group into the CRM. Two weeks in, with signals strengthening and the account profile built, the business developer makes proactive, contextual outreach — not a cold call, but an informed conversation at exactly the right moment.

Six weeks after the play began, Vantrel agrees to an initial discovery call. They did not fill in a form. They responded because the outreach was relevant, the timing was right, and every touch told a coherent story. That is orchestration.

The weekly rhythm — and the joint account decision

A well-running orchestration system has a weekly rhythm that keeps both marketing and sales operating from the same picture. At the start of each week, account intelligence is reviewed — which accounts have increased in signal strength, which have plateaued, which new accounts have entered the target tier. Marketing and sales review this together.

This is the moment where a critical joint decision is made: which of the high-intent accounts are worth developing further right now. Not every account that crosses a signal threshold gets worked. Sales brings essential context — existing relationships at the account, open opportunities that might create conflict, capacity constraints. Activating the Account Developer on an account that sales cannot or will not follow up on is wasted effort — and erodes the trust between the two functions that the entire system depends on.

When both marketing and sales agree that an account is worth developing, the Account Developer is assigned. This joint gate-keeping step ensures the Account Developer's time is invested only in accounts where there is a real, shared commitment to pursue the opportunity.

Timing is the variable most teams underestimate

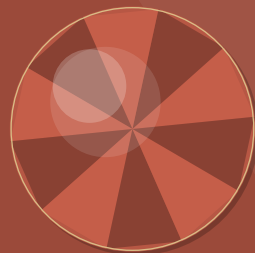
Reaching out too early — before a buying group has developed sufficient internal momentum — produces conversations that go nowhere. Reaching out too late — after the buying group has already formed a shortlist — means competing in a process that was largely decided before you arrived.

The signal system exists precisely to solve this timing problem. When signals cross the threshold that indicates genuine buying group momentum — not a single action, but a sustained pattern of behaviour across multiple stakeholders — that is the moment for sales to engage. This requires discipline from both marketing and sales: marketing must resist the pressure to hand accounts to sales before they are ready; sales must trust the signal intelligence enough to prioritise accounts that have not yet raised their hands.

Orchestration does not replace relationships. It gives the human elements of selling the best possible conditions to succeed — ensuring that when a business developer reaches out, they do so at the right moment, with the right context, to the right person.

PHASE 3 · ORCHESTRATE · IN THE AI ERA

Buyers reach you later, often with a shortlist already formed, so plays get shorter and focus on validation rather than education. AI also changes how your team works: an AI-supported Account Developer can prepare account research and briefings in minutes, so people spend their time on the conversations that need judgement.



CHAPTER EIGHT

Phase 4 — Convert

Messaging that moves buying groups: how to meet every buyer exactly where they are

PHASE 4 · CONVERT

Messaging That Moves Buying Groups

How to build a messaging system that meets every buyer exactly where they are

Relevance is the most overused word in B2B marketing and the least understood in practice. Every marketing team claims to deliver relevant messaging. Most deliver segmented messaging — content filtered by persona or funnel stage. That is a starting point. It is not relevance.

True relevance in enterprise B2B requires something more precise: understanding not just who the buyer is, but where they currently stand — and how far they are trying to go.

The dimension most messaging frameworks miss

Most B2B messaging frameworks operate on two dimensions: persona and buying stage. These are necessary. They are not sufficient. What they miss is maturity and ambition — where the buyer currently sits in their capability development, and how significant a change they are considering.

Not all buyers are trying to do the same thing. Some are **standardising (level A)** — getting the fundamentals right for the first time. Others are **optimising (B)**, **scaling systematically (C)**, **transforming (D)**. And at the frontier are the **innovators (E)** — the frontrunners who are not following best practice but inventing what comes next.

A level A buyer is not ready to hear about innovation. A level E buyer will not be moved by a case study about standardisation. Send the wrong message to the wrong maturity level and you do not just fail to convert — you signal that you do not understand them.

The path matters as much as the destination

When signals indicate that a buyer is at level B but their ambition suggests they want to reach level D, the messaging challenge is not simply to describe what D looks like. It is to map the entire journey from B to D — and to do so in a way that makes each step feel achievable before the next one becomes relevant.

Maturity is sequential. You cannot skip stages. A buyer who has not yet standardised their processes cannot successfully scale them. Each level requires the previous one to be complete. Without A, there is no B. Most vendors jump straight to the destination. They show the buyer level E and say: this is where you could be. The ambitious buyer is excited. Then reality sets in — they do not know how to get there, and the vendor has not helped them understand the path. The deal stalls.

How the buyer tells you where they are

The elegant solution is one that most marketing teams do not consider: you do not need to ask the buyer where they are on the maturity curve. You let them tell you — through what they choose to engage with.

The approach is to run messaging simultaneously across multiple maturity levels, across the same target accounts. Different ads, different content pieces, different narratives — each one speaking directly to a specific level of maturity and

scale of ambition. A buyer at level A will engage with content about standardisation and foundations. A buyer at level D will stop at something that speaks to transformation. The signals that come back reveal both current maturity and ambition — together, the two data points that tell you more about what messaging will convert than any persona definition.

Building the messaging matrix

To make this operational, the Convert phase requires a messaging matrix — a structured map of content and narrative across two axes: persona on one side, maturity level on the other. Each cell answers three questions: what is this person's current reality at this maturity level? What is the change they are considering? And what does your organisation offer that makes that specific transition credible?

The matrix is not a marketing tool. It is a shared asset between marketing and sales — the common reference point that ensures everyone engaging with a buying group is telling a consistent, credible, and relevant story at every stage of the journey.

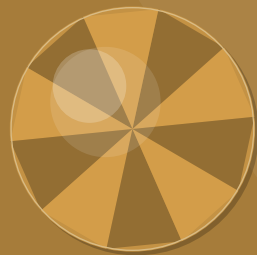
Consistency across every touchpoint

Every touchpoint the buyer experiences must tell the same story. The ad and the landing page. The content piece and the follow-up email. The sales conversation and the case study shared during it. If any of these pull in a different direction, the coherence breaks. In enterprise buying, coherence is trust.

When that coherence exists across every touchpoint, you stop feeling like a vendor running campaigns. You start feeling like a partner who genuinely understands where they are and where they are trying to go. That is what converts a buying group.

PHASE 4 · CONVERT · IN THE AI ERA

Buyers want confirmation, not education. Skew messaging to higher maturity levels, and publish your messaging framework as content AI can cite. Make reviews and customer proof a deliberate lever. Let sales open with “what have you already learned?”. And personalise on what visitors show or choose, not on who you assume they are.



CHAPTER NINE

Phase 5 — Optimize

The feedback loop that makes it predictable

PHASE 5 · OPTIMIZE

The Feedback Loop That Makes It Predictable

How to learn from pipeline reality and sharpen the system continuously

Most demand generation programs are built once and then defended. Targeting decisions made in January are still running in September. Messaging frameworks agreed in a quarterly planning session survive long after the market has moved on. The system that was designed with good intentions becomes, over time, a system that is maintained rather than improved.

The Optimize phase of the Revenue Motion Framework™ exists to prevent that drift. It is the feedback loop that keeps every other phase sharp — continuously adjusting targeting, messaging, account priorities, and spend based on what is actually happening in the market, in sales conversations, and in the pipeline.

Why most teams skip genuine optimization

There is no shortage of reporting in B2B marketing. Dashboards, weekly updates, campaign performance reviews. What is missing is not measurement. It is the structured, regular translation of what the data is saying into decisions that change how the system runs.

Reporting tells you what happened. Optimization tells you what to do differently. And in most organisations, the reporting happens reliably while the optimization — the actual changing of

targeting parameters, messaging angles, account priorities, and budget allocation — happens sporadically, if at all.

The weekly alignment that changed everything

At one enterprise client, the Optimize phase was anchored in something deceptively simple: a weekly alignment call between a senior marketing leader and a senior sales leader. Not a reporting session. Not a status update. A joint operating meeting — with both leaders empowered to make decisions and adjust the system in real time.

The setup was deliberately structured around shared accountability. Marketing and sales were running on the same targets, tied to pre-defined pipeline goals. Rewards were shared. Success was defined the same way for both functions.

The sales leader brought intelligence from the field — which accounts were progressing, which had gone quiet, which needed to be handed back to marketing for further nurturing, where conversations were gaining momentum. The marketing leader brought signal data — which audiences were showing increased engagement, which content was generating the most relevant activity. Together, they adjusted the buttons.

That phrase — *adjusting the buttons* — captures something important. The system had levers: audience targeting parameters, content topics, paid media allocation, account prioritisation, messaging angles. Each week, based on what both leaders were seeing, those levers were moved. If sales was struggling to gain traction in a particular segment, paid media spend shifted toward supporting those accounts. If a new topic was surfacing consistently in sales conversations, content and targeting were adjusted.

Within months, the pipeline metrics moved into what the team called *dark green* — significantly above target, consistently, across quarters. Not because the original strategy was wrong. Because the system never stopped learning.

What the Optimize phase actually measures

To run an effective optimization loop, you need clarity on what to measure and when. **Leading indicators** — signal strength, account engagement trends, sales conversation quality, content resonance by maturity level — are the ones that matter most for weekly decisions. They arrive early enough to change what happens next.

Lagging indicators — pipeline volume, deal velocity, win rates, revenue — confirm whether the system is working over time, but they arrive too late to inform weekly adjustments. They are essential for quarterly reviews, but should not be the primary input into the weekly meeting.

The three things that most commonly need optimizing

Audience definition. The ICP agreed at the start is rarely perfect. As signal data accumulates and sales conversations deepen, a clearer picture emerges of which accounts genuinely convert. Some segments that looked promising show consistently weak conversion. Others show strong signals that were not originally prioritised.

Messaging and content topics. What resonates with buyers shifts over time. A topic that was highly engaging six months ago may have become table stakes. When sales reports that the same objection is coming up repeatedly, that is the signal for

marketing to adjust messaging before the pattern becomes a problem.

The balance between accounts being worked and marketing support deployed. As sales progresses through the account list, some accounts accelerate and need more concentrated support. The paid media allocation, content prioritisation, and Account Developer focus all need to move with that rhythm — not stay fixed against a plan built before the accounts revealed their actual behaviour.

Optimization as culture, not process

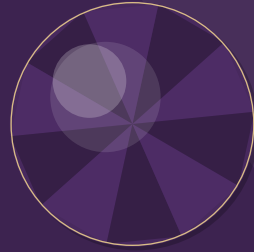
The most important thing to understand about the Optimize phase is that its value is not primarily procedural. The weekly meeting, the shared dashboard, the joint targets — these are mechanisms. What they produce, when they work well, is something more durable: a culture of shared accountability and continuous improvement.

When marketing knows that what they build this week will be evaluated in the field by sales next week — and that the feedback will come back directly and be acted on — the quality of their output changes. When sales knows that the accounts they flag as priorities will receive coordinated marketing support within days, their engagement with the system changes. Both functions stop operating as separate disciplines and start operating as one team managing one system toward one goal.

The Revenue Motion Framework™ is not a program you launch. It is a capability you build. And the Optimize phase is where that capability compounds.

PHASE 5 · OPTIMIZE · IN THE AI ERA

Click-based attribution breaks down when research happens in AI answers. Measure what still shows demand: citation share in AI answers on your chosen topics, self-reported attribution (“where did you first hear about us?”), branded search growth and pipeline velocity. Review them in the weekly operating meeting, alongside pipeline, instead of MQL volume.



CLOSING

Where to Start

A 90-day roadmap for leaders who are ready to move

CLOSING CHAPTER

Where to Start

A 90-day roadmap for leaders who are ready to move

You have now read the full Revenue Motion Framework™. The question is no longer *what*. It is *where to begin*.

The most important thing to understand before reading further: you do not need a large team, a significant budget, or full organisational alignment to begin. You need two people, one shared commitment, and the discipline to start small and prove what is possible before scaling what works.

Before day one: find your counterpart

Every successful implementation of the Revenue Motion Framework™ begins the same way. Not with a strategy document. Not with a tool selection. With a conversation between two leaders — one from marketing, one from sales — who agree to build something together.

The marketing leader and the sales leader need to make a genuine commitment to joint ownership. Not a polite agreement to collaborate more. A real decision to share accountability for the same outcome, to meet weekly with honesty about what is working and what is not, and to present a unified front to their respective teams.

If you are a marketing leader, your first action is to identify the right sales counterpart and have that conversation. Not to present the framework. Simply to ask: *are you willing to build this with me, and share ownership of what it produces?*

Days 1 to 30 — Align and diagnose

The first thirty days are not about activation. They are about foundation. Resist the pressure to launch campaigns or generate activity. Make three decisions together: choose one go-to-market topic where you have genuine strength and accounts worth pursuing; choose one Account Developer on the marketing side; choose one business developer on the sales side.

These three decisions — one topic, one Account Developer, one business developer — are the entire organisational requirement to begin. End month one with a shared list of twenty to thirty target accounts within your chosen topic area, agreed by both leaders.

Add one AI check to the same conversation. Ask five AI assistants the questions your buyers ask about your chosen topic, and note who gets named. That is your starting position. Agree who in PR, analyst relations or communities will help change it.

Days 31 to 60 — Sense and build

Begin with intent data. Within your chosen topic area, identify what buyers are actually searching for. Configure your tracking around the target account list. Build the first messaging framework for your chosen topic — structured across the maturity levels most relevant to your target accounts.

Activate your first paid media — targeted at your account list, across your chosen topic, with messaging mapped to the maturity levels you have defined.

As the program matures, the messaging framework evolves with it. More maturity levels mean more messaging variations, and more variations mean greater relevance — but also greater

complexity. At this stage, additional tools such as chatbots, website personalisation, and email nurturing can be introduced to reinforce the narrative across every touchpoint the buyer encounters.

The more personalisation variables you introduce, the more essential dynamic audiences become. The model is straightforward: one base audience containing all selected target accounts, and one audience per messaging variation. An account enters a variation audience when it meets specific criteria — being part of the main target account list, reaching a certain engagement threshold, or showing signals that indicate a recognisable ambition level.

Every tool in the program — paid media, web personalisation, email nurturing, chatbot flows — runs off these dynamic audiences rather than static campaign lists. When a new account is added to the target list, it enters the relevant audiences automatically. When an account's engagement increases or its ambition level becomes clear from signal data, it moves into the appropriate variation audience without any manual adjustment to individual campaign settings. The system updates itself. Targeting stays current without the overhead of constant manual maintenance.

By the end of month two, your Account Developer should have built detailed profiles for the five to ten accounts showing the strongest early signals.

In the same month, publish the first pieces of your messaging framework where AI can find and cite them: one clear, structured page per buying question on your own site, and at least one piece of earned media, a review push or an expert contribution outside it. Start tracking visits from AI assistants as a separate source.

Days 61 to 90 — Orchestrate, act, and review

The first proactive outreach goes to the accounts your Account Developer has profiled — not cold, not generic, but informed by signal intelligence and buying group mapping. The business developer reaches out with relevance: referencing the topic area the account has been engaging with, opening a conversation rather than pitching a solution.

The weekly alignment meeting begins. Both leaders sit down for thirty to forty-five minutes each week: which accounts are moving, which have gone quiet, what is the field telling us, where does paid media need to shift, which accounts are ready for business developer outreach. The buttons are adjusted. Decisions are made. The system stays current.

Add two lines to that weekly meeting: how often AI answers now name you on your topic, and what new opportunities say when asked where they first heard of you. By day ninety, these give you a before-and-after view that click-based reports can no longer provide.

By the end of day ninety, you will have something more valuable than a campaign result. You will have proof of concept — a real demonstration that the Revenue Motion Framework™ works in your organisation, with your accounts, in your market.

On starting small and scaling what works

When the first success is visible — and it will be, if the system is run with discipline — scaling becomes a different kind of conversation. You are no longer asking leadership to believe in a methodology. You are showing them what it has already produced and asking for the resources to do more of it.

Start with one success. Then another. Let the results build the case for expansion. Add topics, Account Developers, and business developers as the proof accumulates. Within twelve months, what began as a focused pilot can become the operating model for the entire revenue organisation.

On making people want to be part of it

The final thought in this roadmap is not strategic. It is human.

When the Account Developer maps a buying group and the business developer converts it into a pipeline opportunity — that is a moment of shared success that neither could have produced alone. When a piece of content lands at exactly the right account at exactly the right moment and accelerates a conversation that was stalling — that is marketing feeling the impact of their work in a way that a campaign report never produces.

Build those moments deliberately. Celebrate them visibly. Make sure the people running the system can see the difference their work is making. Because the teams that sustain the Revenue Motion Framework™ over time are not the ones with the best tools or the biggest budgets. They are the ones where people genuinely want to show up on Monday morning and build.

That is the real return on this investment. Not just pipeline. A revenue organisation that knows how to win — and enjoys doing it.

FROM FRAMEWORK TO IMPLEMENTATION

Working with MatterMore

If you are ready to move from framework to implementation — or if you want a thought partner as you navigate the conversations, decisions, and early pilots described in this roadmap — MatterMore works directly with marketing and sales leaders in enterprise B2B organisations to help build and run the Revenue Motion Framework™.

*Every engagement starts the same way this book does: with an honest conversation about where you are, where you want to go, and what it will actually take to get there. Just email me:
info@mattermore.nl*

FIND US AT

MATTERMORE.NL
