



The Authoritative Guide to Buying Groups

All Your Questions About an Opportunity-Focused Motion, Answered

Introduction

Goldilocks obviously wasn't working in the SaaS industry when she entered the Three Bears' cottage. Yet B2B go-to-market motions in today's organizations are experiencing a familiar Goldilocks pattern.

Leads are too small of a target. In the rise of Marketing automation, MQLs ruled the world, but for many, Leads are simply too small a target.

Accounts are too big a target. An Account is not your buyer. There are groups of buyers within an Account with many potential Opportunities.

The Opportunity motion, centered in buying groups, is just right. Today, pipeline grows faster and more efficiently when marketers and sellers adopt an Opportunity-focused model centered around Buying Groups.

For many enterprise organizations, the B2B buyer is in actuality a buying

group composed of multiple players, a scenario that renders the traditional MQL model less effective.

However, for some, the idea of changing sales and marketing culture or having to adjust systems and processes from Leads to Opportunities seems like climbing Mount Everest.

Most B2B sellers' revenue engines are set up to identify, nurture, and sell to Leads. They're not engineered to identify buying groups and focus on Opportunities, not to mention nurture the buying group successfully from inquiry to close.

Nevertheless, there's hope. Things often

seem impossible, until they're done.

After supporting several LeanData customers through their shift from MQLs to buying groups and an Opportunity-based motion, we can say with confidence:

Transitioning to buying groups always delivers multiple positive outcomes: **a better buying experience, greater marketing and sales efficiency, and increased revenue growth.**

This guide will help you understand why and how organizations are transitioning to a buying group motion, the impact of this shift, and how LeanData operationalizes the plays.

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Executive Summary

The old revenue processes of qualifying individual Leads or targeting large Accounts are no longer effective. The primary reason is, for many organizations, the B2B buyer is not one person, but a buying group composed of multiple players.

Applying Lead-centric or legacy ABM processes to members of a buying group results in a longer sales cycle, a poor buying experience, lead leakage, and a waste of marketing investment.

The better solution is a buying group motion where revenue teams focus on identifying, qualifying, and moving Opportunities through the sales cycle. A buying group motion meets buyers with the right messages, acting as an ally the moment they're ready to take action.

By shifting to a buying group motion, sellers will experience several revenue-impacting benefits:

- Efficiency in Marketing and Sales processes.
- An improved, contextual response to buyer signals.
- Increased velocity of the sales cycle.
- The delivery of new Opportunities that were previously ignored.
- Better Sales and Marketing alignment.

Say goodbye to an obsolete process that's leveraging concepts and technology based on a 25-year-old buying journey. By implementing a buying group motion, sellers will increase revenue through efficiency — working smarter, not harder.



PART 01

A Need for Change

The Old Models are Breaking Down

It's an age-old problem:

The Marketing team is high-fiving each other over all the Leads pouring into the pipeline, while the Sales team is complaining about lousy Leads.

The problem usually starts when Marketing passes Leads to Sales too early in the buying cycle. Then, as Leads are thrown over the proverbial fence, it's a jump ball as to who's going to nurture the Account. Is Sales responsible for connecting the dots? Is Marketing supposed to be performing outreach on other buyers at the Account?

More and more Sales and Marketing teams are noticing that the old go-to-market processes are breaking down.

Here are the tell-tale signs:

- The majority of Opportunities are either Closed-Lost or recycled.
- Lead-to-Opportunity conversion rates are low, wasting resources and spending.
- Opportunities have only one Contact when there are obviously more people on the buying team.
- The Sales team has no visibility into the interactions of the full buying team.

- SDR, BDR, and Marketing teams are chasing after high Lead volumes that don't convert down the funnel.

Companies are stuck on a hamster wheel of MQLs that don't convert and don't result in revenue. And, it doesn't seem to matter what version of a Lead- or Account-centric model you try: demand gen, lead gen, ABM or ABX, **they're all failing to deliver an efficient, effective revenue process.**

Companies who achieve 100% of their MQL goal, often only achieve around 30% of their pipeline goal.

- [Madkudu](#)

50% of companies report that the definition of an MQL is susceptible to change from quarter to quarter.

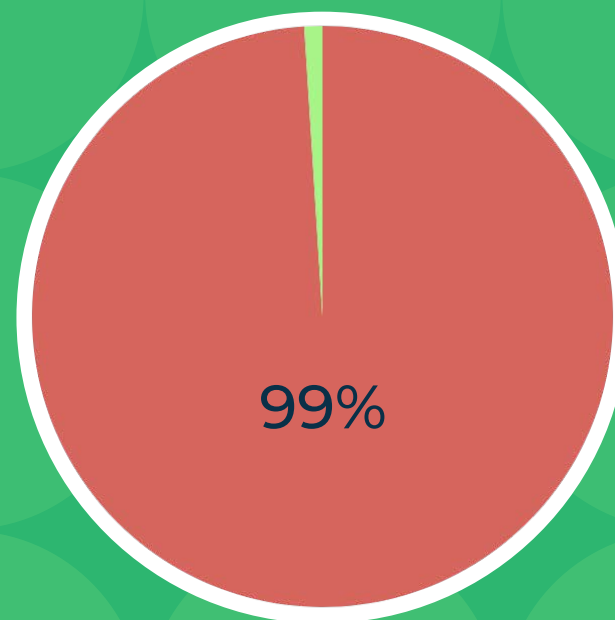
- [Databox](#)

For every 100 MQLs, each marketing campaign should yield at least 13 successful SQLs.

- [ClickUp](#)

“A Lead-centric process has a 99% failure rate, from inquiry to close.”

Forrester



Six Problems with MQLs

Another problem with these old, broken-down GTM models is their attachment to their favorite KPI: the marketing qualified lead (MQL). As previously described, the shift from one buyer to a buying group has rendered MQLs less effective.

When an organization treats members of a buying group as individual Leads or Contacts, and focuses their efforts on qualifying individual buyers, several problems often occur:

- 1 Lack of Insight**
Focusing on Leads under-estimates all the personas on the full buying committee. Essential context about the group making the buying decision, including relevant buying signals, is missing.
- 2 Poor Buying Experience**
Treating members of a buying group as individual Leads often creates a poor buying experience. Traditional marketing automation may assign Leads from the same company to different sellers, creating multiple MQLs rather than connecting them to a buying group.
- 3 Waste of Marketing Investment**
Treating buying groups as MQLs leads to wasted marketing investment and missed Opportunities. Without a clear understanding of who to engage with and what product to promote, sellers may spread their efforts too thin or target the wrong individuals entirely.
- 4 Lead Leakage**
Under the MQL model, if a Lead is handed off too early, it may potentially sit untouched and go stale. If a Lead is handed off too late, a competitor may come in and steal the sale. These process breakdowns create leaks in the sales funnel, and cause sellers to lose track of key members of a buying group.
- 5 Longer Sales Cycle**
Relying on one or two Leads or Contacts to disperse data to the entire group causes misinformation and long delays. Plus, when the revenue process from marketing to SDRs/BDRs to sales only fits one contact, Sales is now tasked with the work to research the buying group.
- 6 Low Conversion Rates**
When sales reps accept Opportunities with only one Contact in the pipeline, deals have a lower conversion rate. Further, focusing on individual Leads puts BDR and marketing teams on a hamster wheel, chasing after ever-higher lead volumes which do not convert down the funnel.

The Role of Buying Signals in the Modern Revenue Process

Another reason that old go-to-market models are breaking down involves the new buyer journey. The modern B2B buyer wants to remain anonymous as long as they can, navigating as much ungated content as they can, before speaking to a seller. That's how buyers want to buy.

And here's the most important change: for high-consideration products, **the new B2B buyer is not an individual, but a group of individuals, working together on a buying committee, making a collective decision to buy.** This makes the anonymous buying journey even more challenging for Sellers who are trying to track buying signals.

When Leads are the focus of systems and processes, the Sales team doesn't have a holistic view of the signals of the whole buying team. **Intent signals may be firing on an Account, but large Accounts often contain multiple Account hierarchies.** Not to mention, consolidating all the engagement signals of individuals at an Account level is logistically complicated.

Conventional wisdom believed the buying committee was around six people. In reality, buying committees are 10, 12, 14 people or more.

- [Forbes](#)

The average buying group consists of 4-10 members, with operational leaders and managers accounting for the majority of decision makers.

- [Infuse](#)

**“MQLs ignore the
signals that matter.”**

Forrester

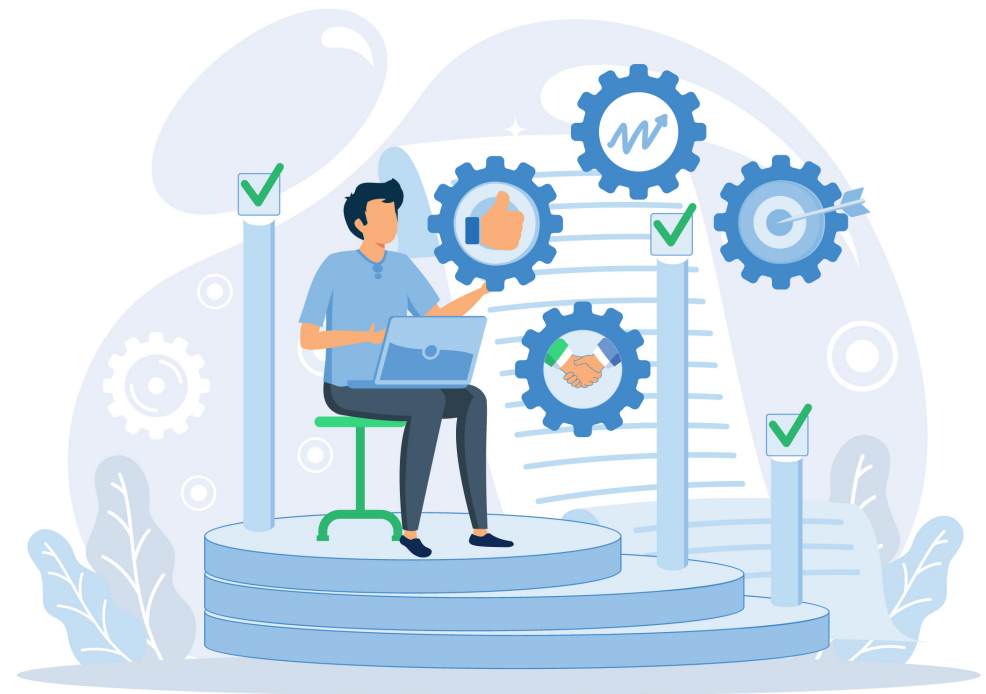
The Role of Buying Signals in the Modern Revenue Process (cont.)

In order to create a level of prioritization, some companies use Lead scoring to qualify buyers. However, scoring the activities of an individual Lead doesn't accurately reflect engagement of the buying group. Not to mention, not all members of the buying group will send enough signals to reach a company's scoring threshold.

To make matters worse, signal management becomes impossible for members of a buying team who don't engage with the Seller at all. For example, there are buying team members, strong influencers such as IT professionals, who rarely if ever show their faces during the customer journey.

Modernizing today's broken revenue processes requires a new approach to engaging with buyers. Sellers must track signals from the entire buying group and respond to buying group members with the appropriate context.

Simple Lead and Account scoring models can't do that.



Getting It Just Right

The well-known tale of Goldilocks and the Three Bears uncovers the solution to today's failing GTM motions.

TOO SMALL: THE LEAD-CENTRIC, VOLUME MODEL

In the Lead-centric model, organizations typically segment their target market into different types of companies and engage with individual leads. This motion relies heavily on lead engagement and lead scoring.

As mentioned previously, this model ultimately falls apart as companies get stuck on a hamster wheel of MQLs that don't convert and don't result in revenue. The Lead object is too narrow of a target.

“Lead-based marketing is too narrow. Accounts are too broad. Buying groups are just right.”

Jon Miller
MarTech Entrepreneur

Getting It Just Right (cont.)

TOO BIG: ACCOUNT-BASED MARKETING (ABM) MODEL

In the ABM model, organizations create an ideal customer profile (ICP), find companies that match that ICP, and engage with people at those Accounts. Similar to the Lead-centric model, this motion relies on Account scoring and Account engagement.

The problem with ABM is that the Account target is too big. An Account is not your buyer. Accounts are made up of groups of buyers with many potential Opportunities.

Treating every group at an Account as if they worked in the same department seeking the same solution creates false assumptions. In reality, you may sell different products to the same departments, the same product to different departments, or some combination of both.

Other common failures of ABM include a constantly shifting list of target Accounts, outdated lists, and misalignment between Sales and Marketing activities. Like the Lead-centric model, ABM is yet another misaligned, high-spend, low-conversion strategy.

JUST RIGHT: THE BUYING GROUP MODEL

The buying group motion doesn't completely replace the Lead-centric or ABM models. Rather, it extends those motions, like a logical next step.

The buying group model recognizes that today's B2B buyer is a group of individuals, each performing a specific role on the buying committee. In the buying group motion, Marketing teams focus on identifying members of the buying committee and engaging with all of them.

Then, as Marketing creates and qualifies a buying group, the group is placed into an Opportunity and sent to the Sales team. An Opportunity-based motion satisfies the demands of multiple contacts while also allowing for multiple Opportunities from the same Account. Plus, in this model, Marketing and Sales work collaboratively, coming out of their silos, and aligning around the same goal.

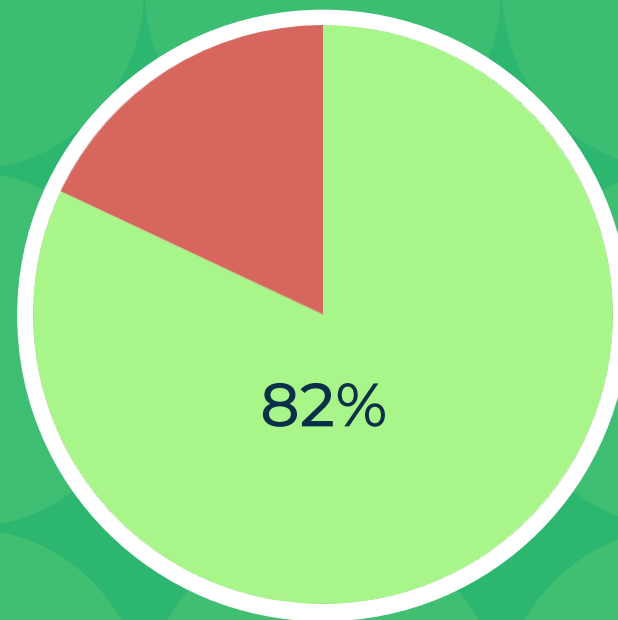
It's time for a major shift where interactions with multiple buying team members and higher-quality Opportunities become the gold standard in go-to-market motions.

It begins by focusing on buying groups.



“82% of buying decisions are made by a buying group”

Forrester (2021 B2B Buying Survey)



PART 02

The New Wave

Buying Groups: The New GTM Motion

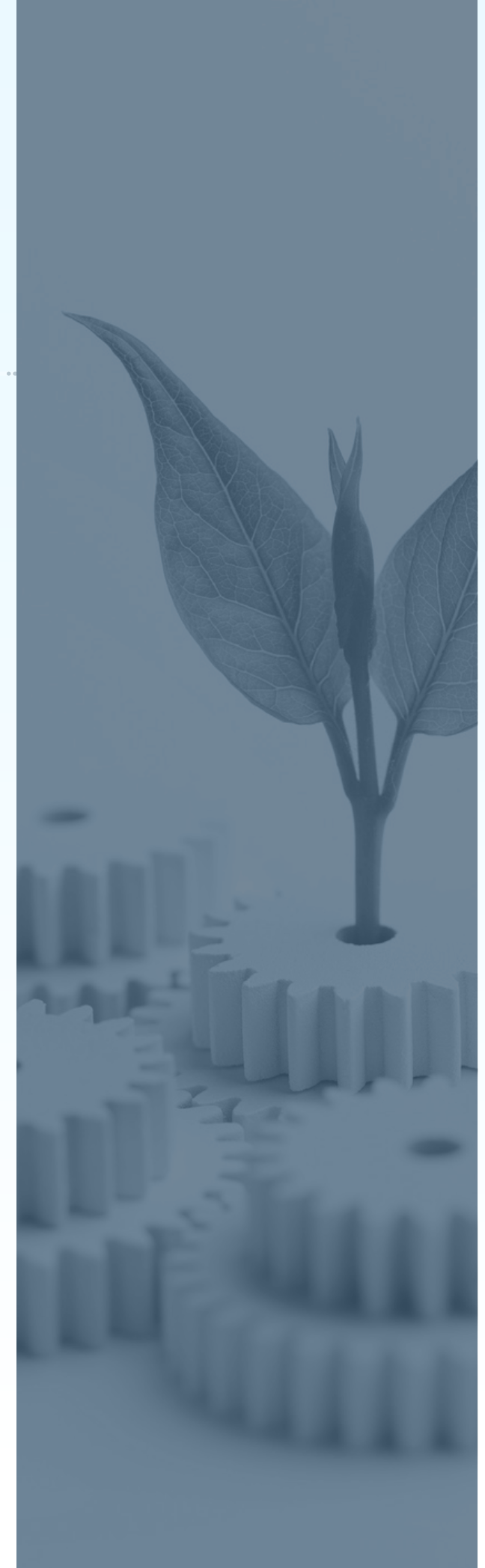
In a buying group motion, the basic buying journey doesn't change. However, the tasks are tackled by a wide range of players, not a single individual.

An organization:

- Identifies a problem (Awareness).
- Investigates solutions to solve the problem (Consideration).
- Makes a decision on the final resolution (Decision).

ALIGNMENT ON THE OPPORTUNITY OBJECT

On the seller's side, a buying group motion is a natural extension of Lead-centric and ABM models. However, a buying group motion is aligned around Opportunities. The Opportunity object is like a container tied to a solution that has the ability to hold multiple contacts from a buying group. The Opportunity object not only reflects how sellers think, it matches how buyers buy.



Buying Groups: The New GTM Motion (cont.)

FUNDAMENTAL BUILDING BLOCKS OF A BUYING GROUP MOTION

There are five fundamental building blocks Marketing and Sales teams need to consider in a buying group motion:

Who is in the buying group?

What solution are they looking for?

What are the key roles and buying drivers?

How can we connect these people and qualify them?

How can we orchestrate the go-to-market motion?

On a tactical level, a buying group motion is played out in **three basic stages**:

- Stage one involves the detection of buying group members.
- Stage two focuses on building and qualifying the buying group.
- Stage three assigns the buying group as a qualified Opportunity to the Sales team.

ORGANIZATIONS BEST SUITED FOR A BUYING GROUP MOTION

The two primary characteristics of companies who will benefit from a buying group motion are fairly straightforward:

#1 Multiple People Involved in the Buying Process

The organization is selling to a buying committee. The product or service being sold requires input from

multiple individuals and stakeholders in order to make a purchase decision.

#2 High Consideration Direct Purchase

The product being sold is a high consideration, direct purchase. This means the buyers will spend time and energy researching the product and will carefully weigh their options before making a decision. In addition, the product is typically sold directly from the seller. The buying process is not an ecommerce, self-driven purchase.

“The best buying signal you will ever get is the presence of multiple individuals from the same organization researching your solutions at the same time.”

Kerry Cunningham

6sense Research & Thought Leadership

Buying Groups Defined

Buying groups are buying committees, just like those found in most Account-Based Marketing (ABM) initiatives. Additionally, a buying group is connected to a particular deal moving through a sales cycle. **At their core, buying groups are made up of individuals involved in an organization's decision-making process.**

Each member of a buying group is influenced by information they've gathered independently which they then share with the group.

There may be members of different Opportunities in different buying groups, within the same Account, influencing one another. That is one major benefit of the buying group motion: greater visibility into multiple selling Opportunities within an Account.

Buying groups vary in size. In Forrester's **revenue operations survey**, 94% of sellers reported they sell to groups of three or more individuals. Thirty-eight percent sell to groups of 10 or more.

Forrester estimates an average of **27 engagements** with seller-related content (both known and anonymous) across a buying group.

Roles Within a Buying Group

Buying groups are made up of multiple departments, roles, and personas. While an individual's department and persona are static, their role on the buying committee may change depending on the product under consideration.

Buying groups usually consist of subject-matter experts, contributors from a relevant department, and other stakeholders (or gatekeepers) from finance and IT.

For example, for marketing purposes, your organization may target personas like the Head of Marketing. This job title is often associated with a primary decision maker. However, in the buying group context, that Head of Marketing may fill the role as someone who simply advises.

Each person in the group has their own needs, priorities, and concerns. Some people have the power to make the final decision, while others provide important input that influences the final decision.



Roles Within a Buying Group (cont.)

WHO IS ON THE BUYING COMMITTEE?

Members of the buying committee cover a broad range of responsibilities and perspectives to ensure a thorough evaluation and decision-making process. One individual may hold several different roles. Here's a breakdown of the different roles you may find on a B2B buying committee:



Initiator: Identifies the need or opportunity that the purchase could address.



User: Directly interacts with the product or service on a regular basis. Their feedback is crucial for understanding the practical implications and benefits of the purchase.



Influencer: Shares expertise and advice through their knowledge or authority on the subject.



Decision Maker: Has the authority to say yes or no to the purchase, often senior executives.



Gatekeeper: Controls the flow of information and access to other members of the buying committee.



Buyer: Handles the procurement and purchasing process by negotiating terms, managing contracts and compliance.



Champion: Advocate for the purchase internally, pushing the decision forward and rallying support among stakeholders.



Financial Approver: Approves the financial aspect of the purchase including the budgetary allocation.



Sniper: Has the power to completely veto the purchase and kill the deal.

ENGAGING WITH THE BUYING COMMITTEE

To effectively engage with members of the buying committee, the Seller must market to individuals, taking into account their needs, priorities, concerns, and objectives. The message and approach to each committee member should be distinct.

In addition, keep in mind that buying committee members enter the buying journey at different stages. While a particular member may enter at a later stage, sellers should not assume the member is at ground zero, lacking product knowledge or deal information.

Members of the buying group will naturally move forward as a group and should be treated as such.

Benefits of a Buying Group Motion

Buying groups have a huge propensity to buy. That is their purpose: to vet a solution and make a purchase decision. Other benefits of a buying group motion include:

Improved Conversions

Organizations using a buying group motion experience increased pipeline, higher quality pipeline, reduced sales cycles, significant time savings, and increased revenue.

Streamlined Efficiency

By focusing on buying groups, sellers eliminate manual processes that slow the buyer journey. There's less wasted effort on Leads and Accounts that will not convert.

Increased Revenue

Demand generation and ABM plays typically focus on acquiring new customers. Buying group motions help identify expansion opportunities.

Enhanced Alignment

In a buying group motion, there's better alignment between marketing, operations, and sales departments to engage, qualify, and win opportunities.



PART 03

Implementing a Buying Group Motion

Internal Teams Impacted by a Buying Group Motion

When an organization transitions from an MQL or ABM model to a buying group motion, several internal teams will be impacted:

SDR/BDR TEAMS

Sales development representatives (SDRs) or business development representatives (BDRs) have likely been trained to find one contact in the past. Now they must proactively flush out more members of the buying committee in order to create an Opportunity.

This changes the insights that SDRs/BDRs will gather and the actions they will take. Plus, qualification criteria will change. The shift to buying groups often requires a new compensation structure. For example, SDRs may only get compensated for Opportunities where at least three key buying members have been identified.

ACCOUNT EXECUTIVES

Most Sales teams are accustomed to a large volume of Leads. A buying group motion changes the focus from quantity to quality. As a result, the daily priorities of Account Executives (AEs) will change.

Discovery questions now involve determining the role of the prospect in the purchase and adding more members of the buying committee to meetings. AEs will look for and engage with more personas in a buying group motion than under a Lead-centric motion.

Kate is online

John
Account Exec.



We've met with Finance, but I'd love to better understand how IT & Services will be involved.

Kate
Marketing Ops

Great idea, let's move them into this discussion.



Internal Teams Impacted by a Buying Group Motion (cont.)

OPERATIONS

With existing processes engineered around Leads, a move to buying groups will require significant changes to sales and marketing automation. Platforms and flows will be rearchitected. Systems may require custom builds or even the purchase of new technologies.

The Marketing Ops and Sales Ops teams now have to be aligned on how the data will look and how Sales teams will interact with Contact records. Plus, marketing automation must be aligned with the CRM.

MARKETING

A buying group motion is ultimately a Sales and Marketing initiative, therefore, neither can work as a siloed team. Marketing must work collaboratively with a go-to-market

team and an SDR/BDR organization, often reporting on new shared metrics.

Next, with MQLs out of the picture, attribution models and metrics will change. The buying group motion turns traditional marketing metrics on their head and requires full funnel attribution. [Forrester](#) recommends alternative metrics such as number of engaged buying group members, average buying group members at a qualified stage, or average buying group members who attended a meeting.

Last, with less emphasis on lead volume, some organizations choose to ungate their content, focusing their efforts on identifying prospects who are on a buying journey and surfacing those contacts to the SDR/BDR team.

EXECUTIVE TEAM

A buying group motion will impact the ways an Executive team assesses the value of individual organizations like Marketing and Sales. Specifically, with regard to reporting, Executive teams may have expectations around MQLs or other legacy metrics they relied on in the past.

Therefore, it will be important to involve Executive team members in the transition to a buying group motion. This new model fundamentally changes how Marketing and Sales work together and will require executive buy-in.



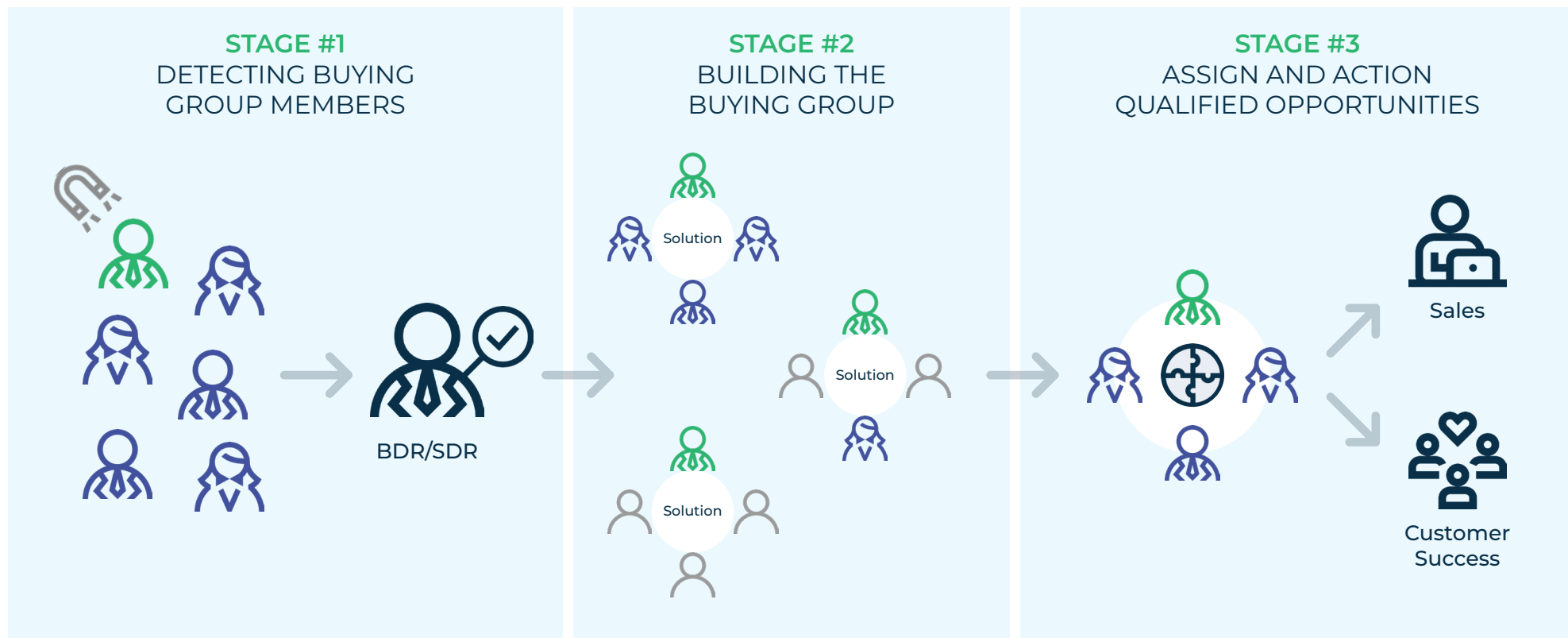
“The most important change is to not view ourselves as an isolated, siloed Marketing team.”

Maria Robinson

Head of Marketing, Reltio

Anatomy of a Buying Group Revenue Motion

The buying group motion facilitates the shift from a lead-centric process to an opportunity-centric motion in three basic stages.



It's important to note the processes within **these stages are not silo-based**. The entire buying group revenue motion is highly collaborative between Marketing and Sales. The stages shown above simply reflect the mechanics of building a buying group.

For example, if an eight-member buying group is currently being worked by the Sales team, and only six buying members are engaged, Marketing may still be watching for intent signals from the remaining two members, or running campaigns to drive engagement — especially if those two are key decision-makers.

Technology Considerations

SYSTEMS AND PROCESSES

By aligning on the Opportunity object, buying group members and all of their interactions with the seller (or sellers, for more complex sales organizations working within opportunity teams) are contained in one place, visible to the sellers' revenue teams. An effective buying group motion exposes not only key members required to close the deal, but also the engagements of all the different people in a buying group.

Unfortunately, organizations capture more insights than are typically shared with SDR/BDR and sales teams. The challenge becomes how to aggregate the insights and share them efficiently.

Under an MQL model, the systems and processes for collecting buying signals are typically not engineered

to notice or respond to multiple members of a buying group. Therefore, implementing a buying group motion involves converting existing systems from a Lead-centric process to an Opportunity-focused strategy.

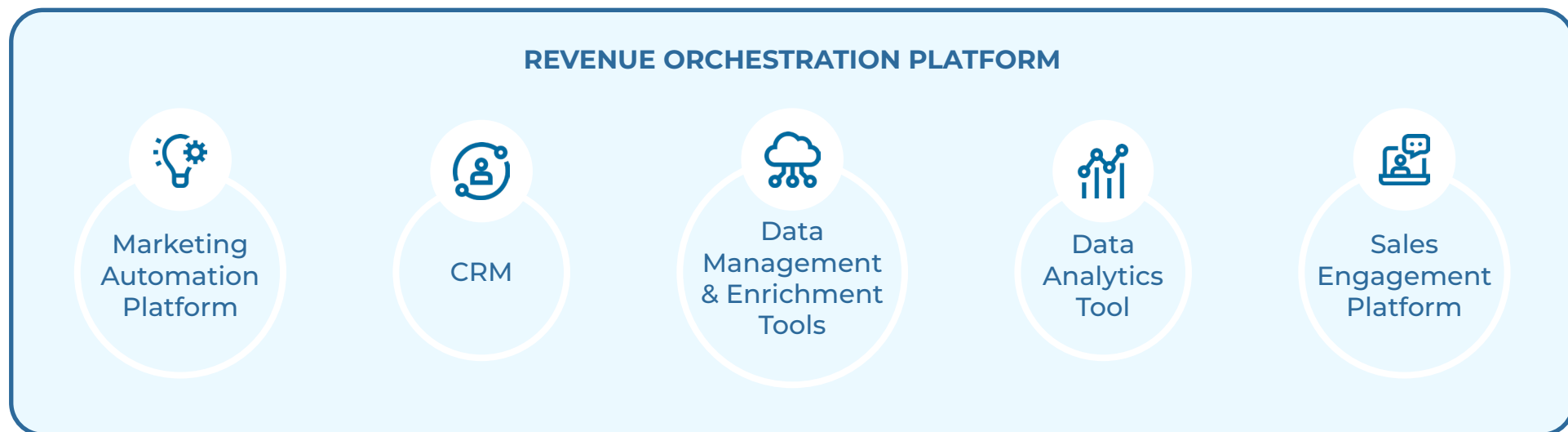
[Forrester](#) recommends creating an Opportunity for every solution within an Account, since marketing campaigns for multi-product organizations are primarily centered around solutions offered to the customer rather than single product lines. The Opportunity starts at a suspect level. Then, the goal across all teams then becomes to fill that Opportunity with the right people who are engaging, before moving the opportunity forward to the next stage.

Technology Considerations (cont.)

MAPPING OUT THE TECH STACK

LeanData customers who have successfully transitioned to a buying group motion took two primary paths in regards to their tech stack: (1) re-architecting existing systems without adding any new tech, and (2) reconfiguring existing systems as well as buying new tech.

While tech stacks vary, a buying group motion will most likely include the following categories of technology:



THE ROLE OF AUTOMATION

Using the right technology, much of the buying group motion can be automated, decreasing the manual time potentially spent on capturing signals, creating buying groups, and sending qualified Opportunities to Sales.

For example, with LeanData Revenue Orchestration, Leads can be automatically matched to the right account, converted into a contact, and assigned to an Opportunity.

“We never went out and bought anything. We had all the pieces across our tech stack, across Marketing and Sales, already there. The work that had to be done was rearchitecting them to the new funnel and way we are doing things.”

Joel Jacob

Operations & Analytics Manager, Reltio

Operationalizing Buying Groups with LeanData

Market conditions over the past few years have put an end to the growth-at-all-costs era and placed a renewed focus on efficiency. As a result, organizations expect more out of tech investment, such as increased automation and platforms that easily connect between systems.

With efficiency top-of-mind, LeanData Revenue Orchestration helps operationalize all three stages of buying group motion in the following ways:

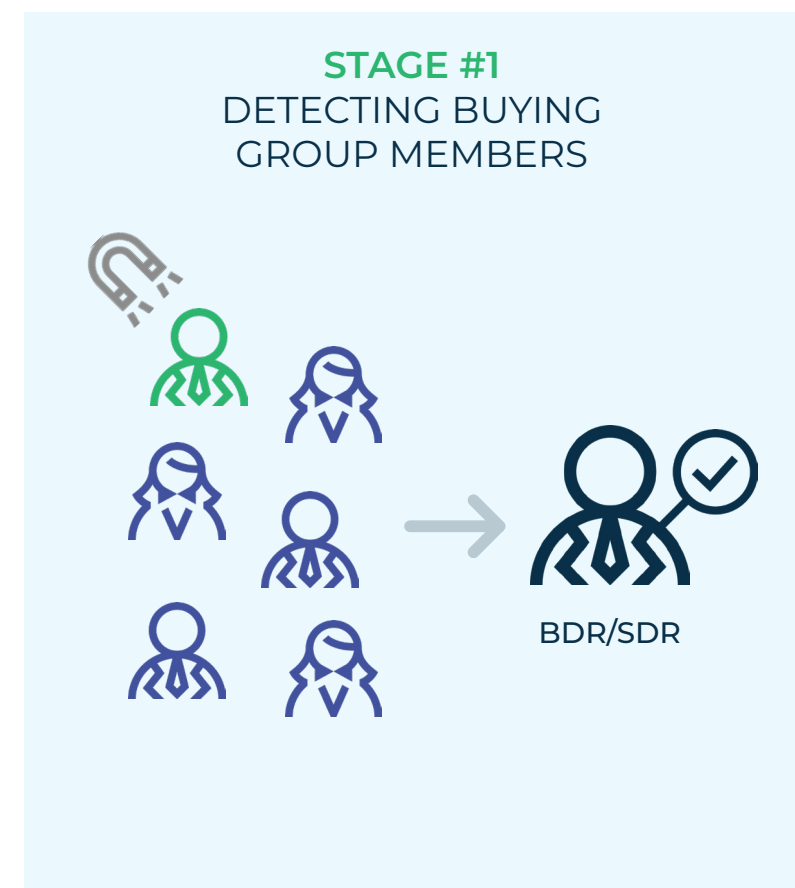
STAGE 1

Detecting Buying Group Members

LeanData offers automated workflows that will capture individual inquiries and buying signals from new or updated Leads, Contacts, and Campaign Members. Our platform will also recognize signals from other sources such as 6sense and UserGems. LeanData will match the signals to an existing Contact, Account, and/or Opportunity and then perform a variety of actions such as converting a Lead to a Contact, merging duplicates, cross-object updating, and any-object routing.

Common Challenges Solved

- From duplicate inquiries driven by dirty data to a single, unique contact.
- Alleviate manual efforts by SDRs.
- Clear, full funnel attribution models.
- Surface valuable context (source, product interest, Account or Opportunity details).



Operationalizing Buying Groups with LeanData (cont.)

STAGE 2

Building the Buying Group

LeanData will use Contact Roles to centralize buyer data and activity around an Opportunity. LeanData can auto-create an Opportunity, route to a matched Opportunity, create tasks, and create Opportunity Contact Roles.

Common Challenges Solved

- Additional Contact roles, improving marketing attribution and sales activity.
- Gain opportunity-level product interest within an Account.
- Identify areas of overlapping interest.
- Transition sales from working disparate Leads to buying groups.
- Ability to manage multiple selling opportunities within a multi-channel sales organization.



Operationalizing Buying Groups with LeanData (cont.)

STAGE 3

Assign and Action Qualified Opportunities

LeanData's best-in-class routing capabilities will deliver qualified Opportunities, with buying groups intact, to the right sellers, enabling a faster time to sales touch with automated notifications and SLA tracking. Routing features include weighted round robins, territory routing, and matched Opportunity routing.

Common Challenges Solved

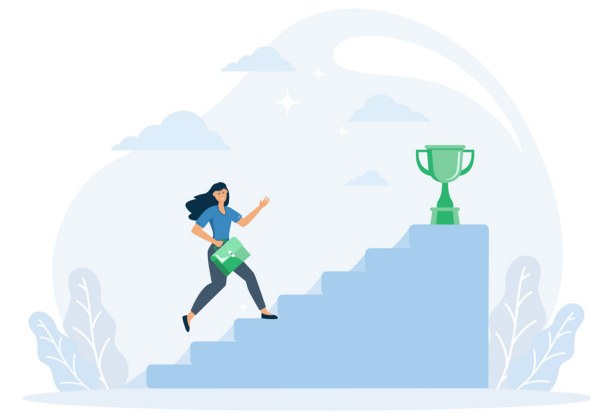
- Supports complex selling organizations with multiple sales channels.
- Reduces channel conflict through accurate opportunity delivery, factoring in territories, pre-existing relationships, & more.
- Assignment accuracy and actionable context for sellers.
- Decrease time to sales touch and closed won deals.



For end-to-end automation of the funnel, LeanData also integrates with sales engagement tools like Outreach, Salesloft, Salesforce Sales Engagement as well as notification tools like Slack and Microsoft Teams.

Unlike alternatives that require manual efforts from multiple teams and leave knowledge gaps, LeanData enables a comprehensive view of buying groups through no-code automation, driving conversion rates and revenue.

Benefits & Challenges



Organizations who have transitioned from a Lead-centric or ABM motion to a buying group motion report several common benefits and challenges.

MEASURABLE BENEFITS

As shared in the [Benefits of a Buying Group Motion](#) section of this ebook, a buying group motion will deliver a holistic understanding of an Account, create internal efficiencies, and improve conversion rates.

LeanData customers using a buying group motion today also report the following improvements:

- Less siloed departments.
- Competitive advantage.
- Decreased lead assignment time.
- Shorter sales cycles.

In a [Forrester webinar](#), LeanData customer Reltio shared the following

benefits that resulted from their shift to buying groups:

- 20% increase in actionable sales pipeline.
- Opportunities advanced 24% faster than prior year.
- Closed Lost Opportunities reduced by 50%.
- 20% YoY increase in pipeline.

In addition, Reltio reports their BDRs now have more pipeline to work with and the quality of pipeline is better than under their previous MQL model.

DIGITAL TRANSFORMATION CHALLENGES

The challenges of a buying group motion transition are typical to any large organization facing cross-departmental digital transformation:

- Gaining employee buy-in.

- Concerns over compensation.
- Sales, Operations, and Marketing alignment.
- New metrics and KPIs.
- Changes to attribution models.
- Changing company culture, i.e. “We’ve always done it this way...”

One organization shared that the transition to buying groups required a total mindset shift. However, employee buy-in increased when they understood the “why” behind the changes.

Another organization reported that it helped to have a feedback loop between departments to understand what processes were (or were not) working. This required recurring go-to-market pipeline meetings as well as coordinated marketing campaigns.

“What we’ve seen is both quality and velocity have improved, which helps us achieve our revenue targets and our bookings targets.”

Maria Robinson
Head of Marketing, Reltio

Conclusion

Embracing Buying Groups for GTM Success

Navigating the transition from Lead-centric and ABM strategies to an Opportunity-focused, go-to-market motion is admittedly no simple feat. Adjusting sales and marketing paradigms to accommodate buying groups is both a cultural and operational shift.

This transformation requires a thorough internal process evaluation, an understanding of industry best practices and data management strategies, and potentially the adoption of new technologies.

However, as the saying goes, “The definition of insanity is doing the same thing over and over again and expecting different results.”

Continuing to apply MQL and ABM models to a buying group scenario

is inefficient, largely ineffective, and will not result in the revenue growth your organization is seeking.

Many enterprise organizations have successfully made the transition from Leads and Accounts to buying groups, delivering measurable improvements to processes, pipeline, and revenue.

Consulting groups like Forrester and others have experience guiding organizations through this positive transition.

And, as always, LeanData is here to help.

Contact LeanData for a buying group readiness assessment today. [➤](#)

About LeanData

Recommended Resources



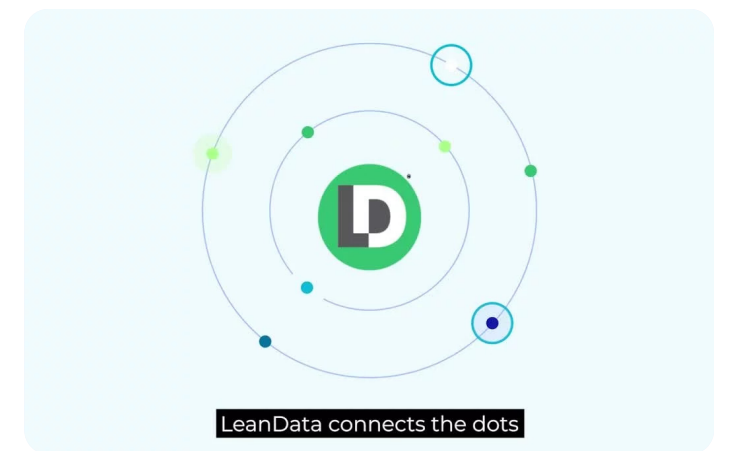
GUIDE

Getting Started With LeanData:
An Implementation Guide



REPORT

G2 Report: Lead-to-Account
Matching & Routing



VIDEO

LeanData Demo in 100 Seconds

Get Started Today:

Visit [LeanData.com](https://leandata.com) to learn more about LeanData's go-to-market operations solutions for Automated Scheduling, Matching, Routing and Engagement, or visit us on [AppExchange](https://appexchange.com).

[Request Demo](#)

Why LeanData?

Today's growth leaders power their B2B selling with LeanData, the gold standard in modern revenue orchestration and an essential element of the modern RevTech stack. The LeanData Revenue Orchestration Platform, powered by No-Code Automation, simplifies and accelerates coordination of all the people, processes and plays needed to transform buyer signals into buying decisions. LeanData is inspiring a global movement among its 1,000+ customers and community of 5,000+ OpsStars worldwide, empowering them with revenue operations excellence that translates into compelling buyer experiences and competitive advantage.