

B2B Marketing Operating Model

The **B2B Marketing Operating Model** defines how the marketing organization drives measurable business impact in a B2B environment. Marketing begins with deep market and customer insight, translates that insight into clear strategy and differentiation, and executes through three core mandates: 1. Building qualified demand, 2. Defining why the company wins, and 3. Enabling revenue teams to perform at scale. Success is measured not by activity, but by outcomes—pipeline quality, competitive win rates, and revenue productivity. The model establishes clear accountability, aligns marketing with sales and product, and ensures marketing investment directly supports predictable, profitable growth.



Marketing, Sales, and Product RACI

RACI charts help clarify cross-functional roles and hand-offs across the three core marketing mandates. In general, marketing owns demand and differentiation, sales owns conversion and execution, and product owns value creation. Unlock sales growth by ensuring accountability is explicit and shared.

R = Responsible (does the work)
A = Accountable (owns the outcome)

C = Consulted (provides input)
I = Informed (kept aware)

1. Qualified Demand (Pipeline Creation & Quality)

Outcome Owner: Marketing
Shared Success Metrics: Pipeline Quality, Win Rate
Best-in-Class State: *Marketing reliably delivers sales-ready accounts; target accounts align to revenue objectives; marketing’s contribution to the pipeline is tracked; leading to shorter cycles and higher win rates.*

Activity	Marketing	Sales	Product
ICP Definition & Segmentation	A+R	C	C
Target Account Selection	R	A	I
Demand Generation Campaigns	A+R	C	I
Lead & Account Scoring	A+R	C	I
MQL-to-SQL Hand-Off	A	R	I
Pipeline Reporting & Attributions	A+R	C	I

2. Differentiation & Positioning

Outcome Owner: Marketing
Shared Success Metrics: Win Rate vs. Competition, Price Realization
Best-in-Class State: *Messaging resonates with buyers; sales can articulate differentiation; strong brand with buyers pre-selecting the company; reduced discounting; category leadership.*

Activity	Marketing	Sales	Product
Market & Buyer Research	A+R	C	C
Value Proposition and Messaging	A	C	R
Competitive Intelligence	A+R	C	C
Product Launches	R	C	A
Pricing and Packaging Input	C	C	A+R
Corporate Website and Branding	A+R	C	C
Win/Loss Analysis	A+R	C	C

3. Revenue Enablement & Scale

Outcome Owner: Sales
Shared Success Metrics: Revenue Per Sales Rep, Sales Ramp Time
Best-in-Class State: *Faster NPI sales ramp; consistent execution across campaigns and teams; better deal quality; reps and partners execute confidently; revenue scales efficiently.*

Activity	Marketing	Sales	Product
Sales Enablement Assets	C	C	C
Sales Training & Onboarding	R	A	C
Buyer Journey Orchestration	A+R	C	I
Partner & Channel Enablement	A+R	C	C
Case Studies & Proof Points	A+R	C	I
Revenue KPI Reporting	C	A+R	C

B2B Marketing Toolkit

Strong B2B marketing teams don't just run campaigns on demand. To effectively scale revenue, they must be proactive, resourceful, and operate from proven, repeatable frameworks and playbooks. This is where the B2B Marketing model becomes truly operational. Below is a practical toolkit view for each core marketing mandate, highlighting the various tools or templates designed to develop successful revenue growth strategies and execute them consistently.

1. Qualified Demand (Pipeline Creation & Quality)

Purpose: Translate growth strategy into predictable, high-quality pipeline.

Strategy & Planning	Execution	Measurement
<ul style="list-style-type: none">• Business Model Canvas• Ideal Customer Profile• Tiered Account Lists• Demand Forecast with Pipeline Coverage Targets• Buyer Journey Maps• Marketing Budget	<ul style="list-style-type: none">• ABM Campaign Playbooks• Campaign Briefs• Content Offer Framework• Lead Scoring Model• Nurture Flow Diagrams• Channel/Asset Roadmaps	<ul style="list-style-type: none">• Pipeline Attribution Model• MQL-to-SQL Conversion Dashboard• Campaign Performance Scorecards

2. Differentiation & Positioning

Purpose: Make value clear, credible, and defensible.

Strategy & Planning	Execution	Measurement
<ul style="list-style-type: none">• Positioning Briefs• Value Prop Frameworks• Buyer Personas• Market & Competitive Landscape Maps	<ul style="list-style-type: none">• Messaging Architecture• Competitive Battlecards• Product Launch Playbooks• Thought Leadership Content Roadmap• Website Roadmap• Brand Guidelines	<ul style="list-style-type: none">• Win/Loss Analysis Reports• Message Adoption Benchmark Surveys• Win Rate vs. Competition Dashboards

3. Revenue Enablement & Scale

Purpose: Increase consistency, confidence, and productivity across revenue teams.

Strategy & Planning	Execution	Measurement
<ul style="list-style-type: none">• Sales Playbooks• Sales Enablement Roadmap• Buyer Journey-to-Asset Map• Partner Co-Marketing Plan• Customer Proof Roadmap	<ul style="list-style-type: none">• Pitch Deck Templates• Sales/Call Scripts• Product Demo Playbooks• Solution Brief / Sales Sheet Templates• Case Study Templates• Training Materials• Partner Toolkits	<ul style="list-style-type: none">• Asset Adoption Reports• Sales Ramp & Productivity Dashboards• Partner Scorecards