

IAA TALKS: B2B

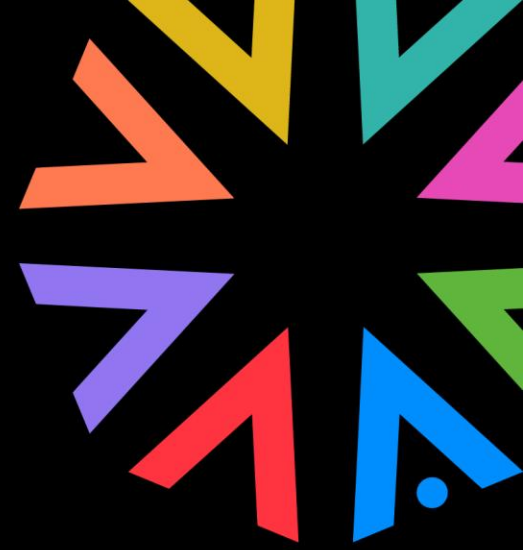
UNITED KINGDOM

95/5 No More: The Brand-to-Demand Zone



Marc Keating
Chief Innovation
Officer

Stein.



Winning in the brand-to-demand zone.

The key to driving successful revenue journeys

Marc Keating

Chief Innovation Officer
Stein

Stein.

sense

B2P

19 million data points tell a nuanced story about buyer behavior. **Activating the B2D zone** is key to creating and cultivating more demand.



More than 1,200
brands



Cross-industry

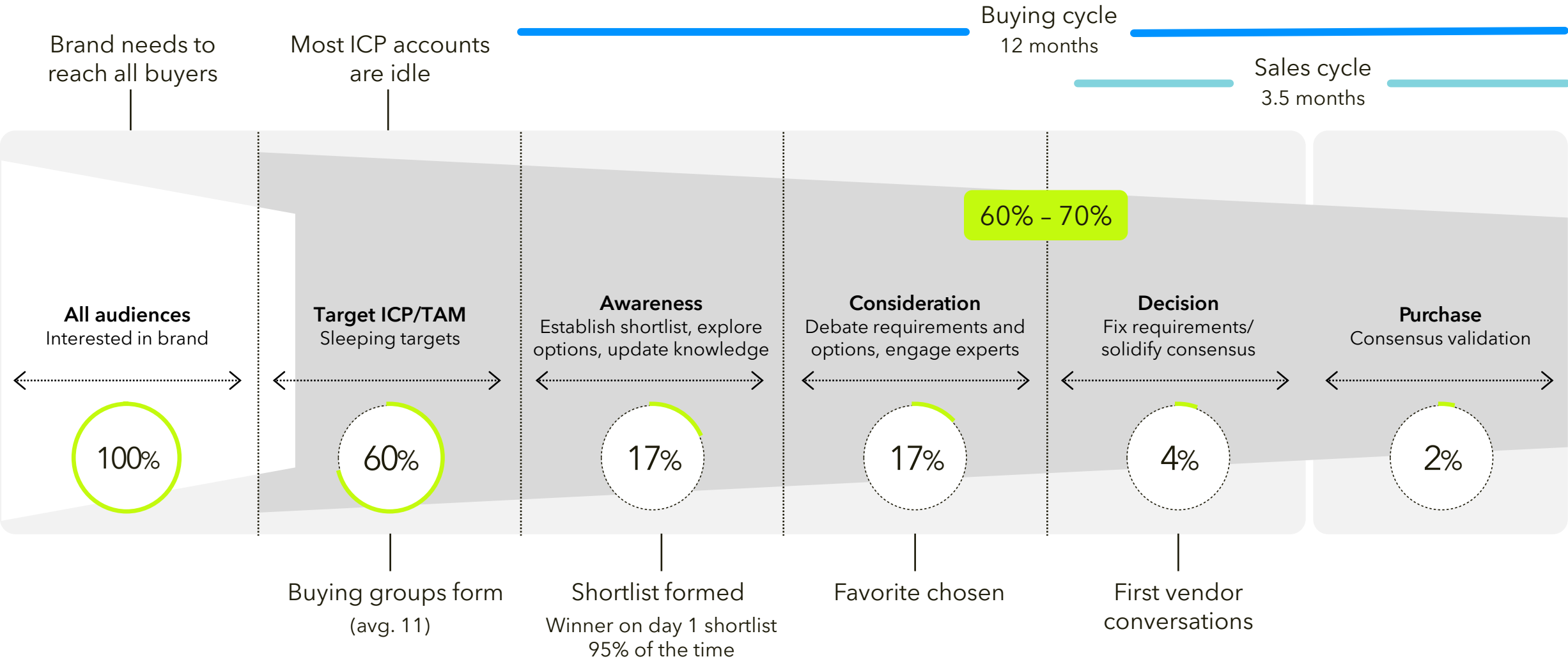


SMB to enterprise

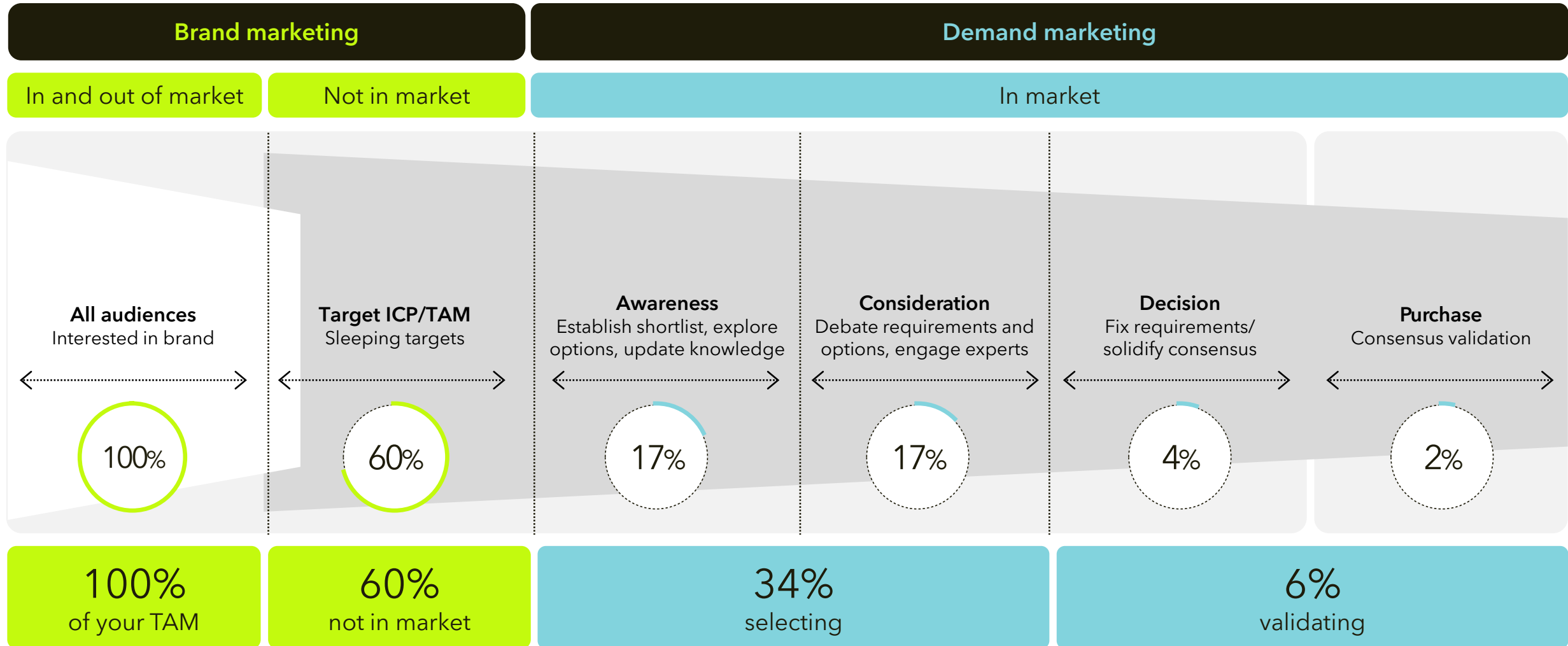


Across all buying
journey stages

Aligning to buying journeys.



Aligning to buying journeys.

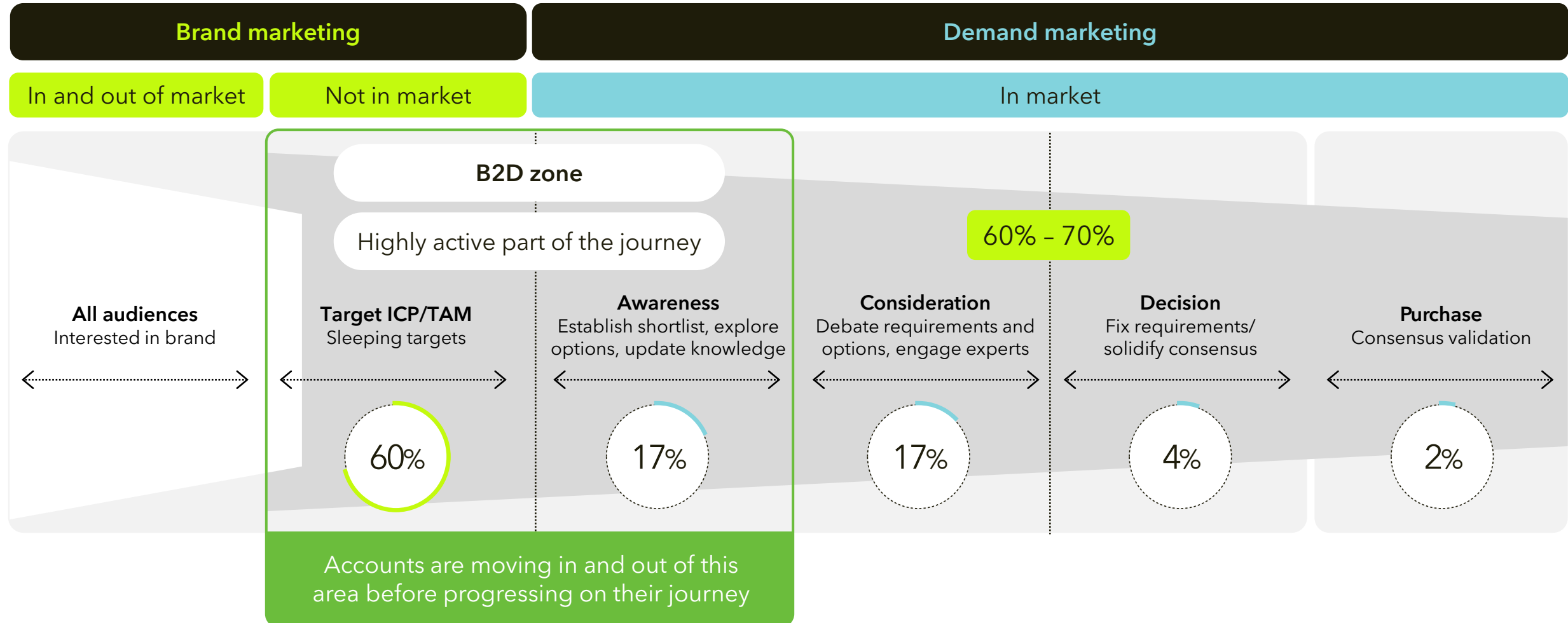


Buyers have been through part or all of eight buying cycles across their careers.

Regardless of their role in the buying process, your buyers have substantial personal experience evaluating you and your competitors.



Brands must win in the B2D zone.



The moments before the moment.

Target ICP/TAM

B2D zone

Awareness

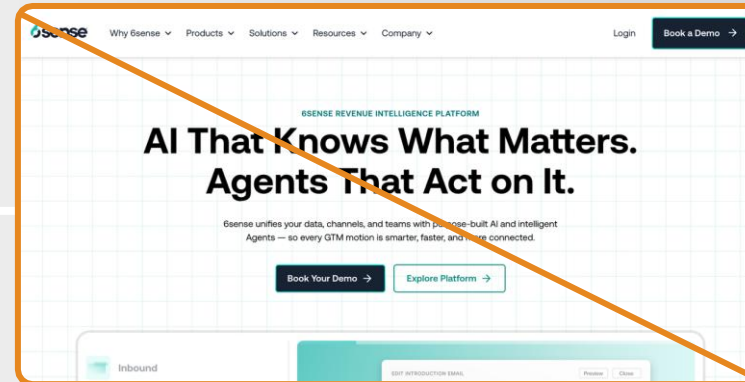
Not in market

In market

Pre-market buyers are not visiting vendor websites to stay current in their field. They have LLMs for that now



LLMs
Black and white text
on the screen



The moments before the moment.

Target ICP/TAM

B2D zone

Awareness

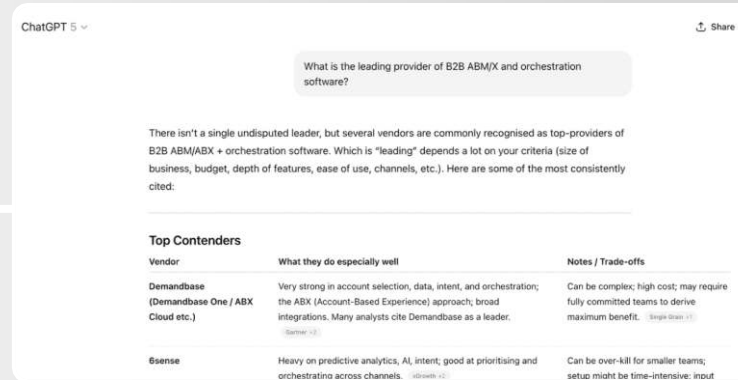
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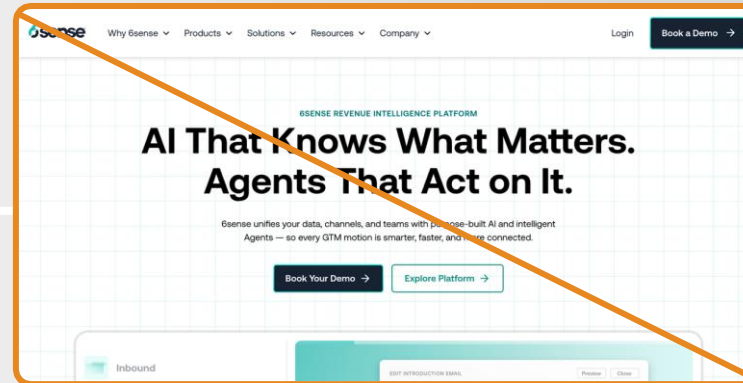
Not in market

In market

Immediately, the shortlist from which the winner will come is formed. Past experiences and recent impressions will shape that list



Shortlist created from previous awareness, LLMs not being used, etc.



The moment they cross the line...

Target ICP/TAM

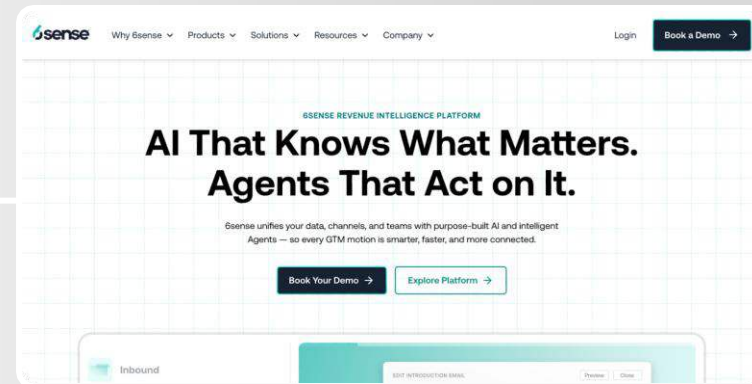
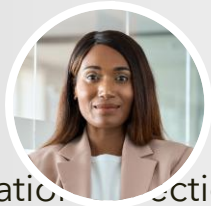
B2D zone

Awareness

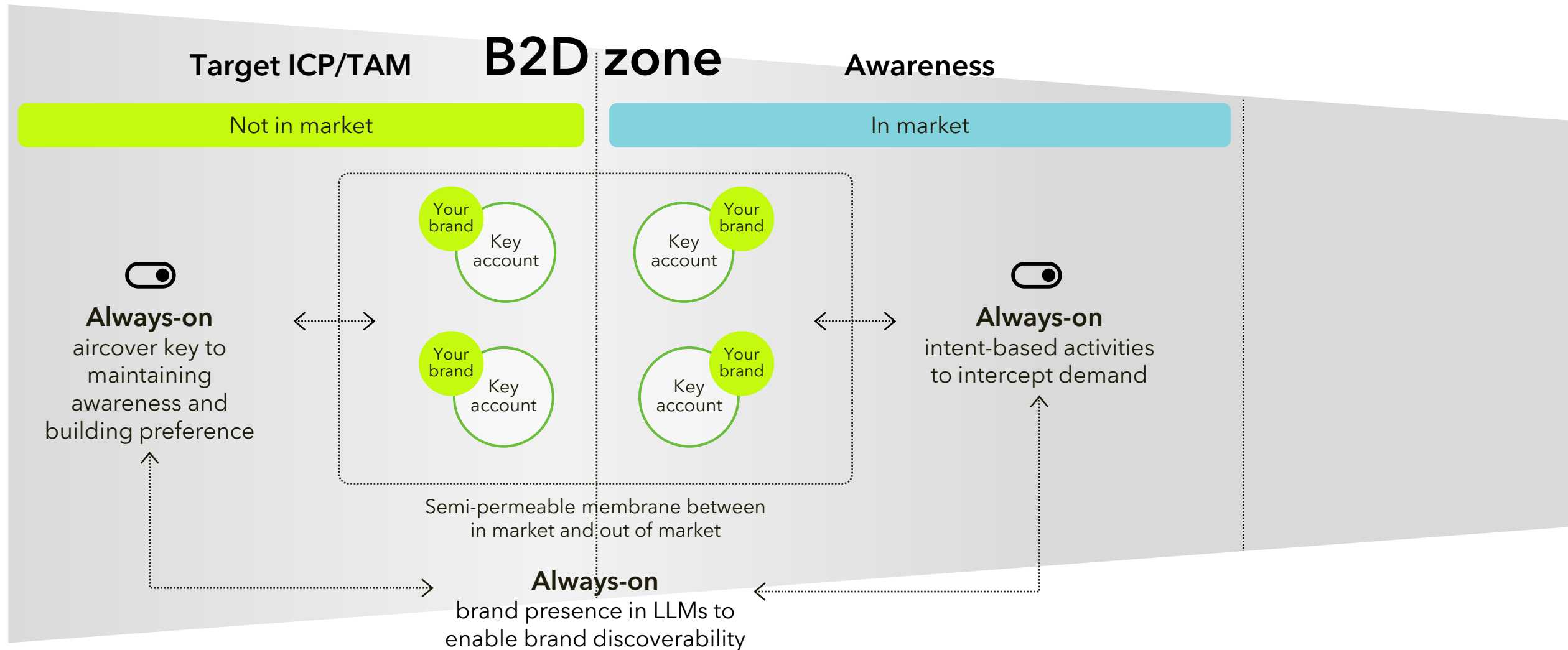
Not in market

In market

Their information section is less about convincing themselves of the value of building the relationship or against your case they will be argued, within the buying



The power of brand simultaneity.



Winning in the **out-of-market** stage.

Key considerations...



Building and maintaining awareness ensures you're mentally available when triggers occur



Recalibrating brand positioning for past buyers (what's changed, etc.)



Priming future preference shapes the criteria buyers will use to evaluate



Create a reason to explore further and accelerate market entry – nudging entry

Winning in the **out-of-market** stage.

Key approaches...



Lead with vision, not product: Out-of-market buyers don't care about features, they care about futures



Emphasize category, not company: Build the category's importance before your solution's superiority



Deploy thought leadership: Demonstrate expertise through insights. Help buyers think differently about their business



Leverage executive voices: CEOs and senior leaders carry authority that product marketing lacks

Winning in the **in-market** stage.

Key considerations...



Intent interception: Identify and engage buyers the moment they show signals. Gain first mover advantage



Emotional connection: In-market buyers seek rational justification for emotional decisions



Competitive Displacement: Provide clear reasons to switch, not just reasons to consider.



Ensure brand is surfaced across all LLMs and provides relevant and current content in brand tone

Winning in the **in-market** stage.

Key approaches...



Leveraging intent data to activate relevant campaigns with messaging and content reflective of buyer interests at the category entry points



Connecting “brand-to-business” to ensure the most relevant journeys are activated



Lead with pain-first messaging, proof-heavy content, and mitigate risks



Hero content formats: Interactive assessments, vendor comparison guides, implementation playbooks, ROI frameworks (made LLM friendly)

Not all journeys are the same.

Your levels of **brand
presence** and **category
maturity** determine how
buyers engage with you.



Category-brand matrix.

Understanding your position

Two dimensions determine your strategic imperatives:



Brand presence:

How well known are you?

High: Approaching 100% awareness among ICP

Low: Limited recognition, requires awareness building



Category maturity:

How established is your solution category?

Established: Clear business case, defined vendors, understood value

New: Emerging need, undefined solution space, educational requirement

Category-brand matrix.

Understanding your position

Your quadrant position determines a set of key characteristics and strategic imperatives that define your strategy across:



Media

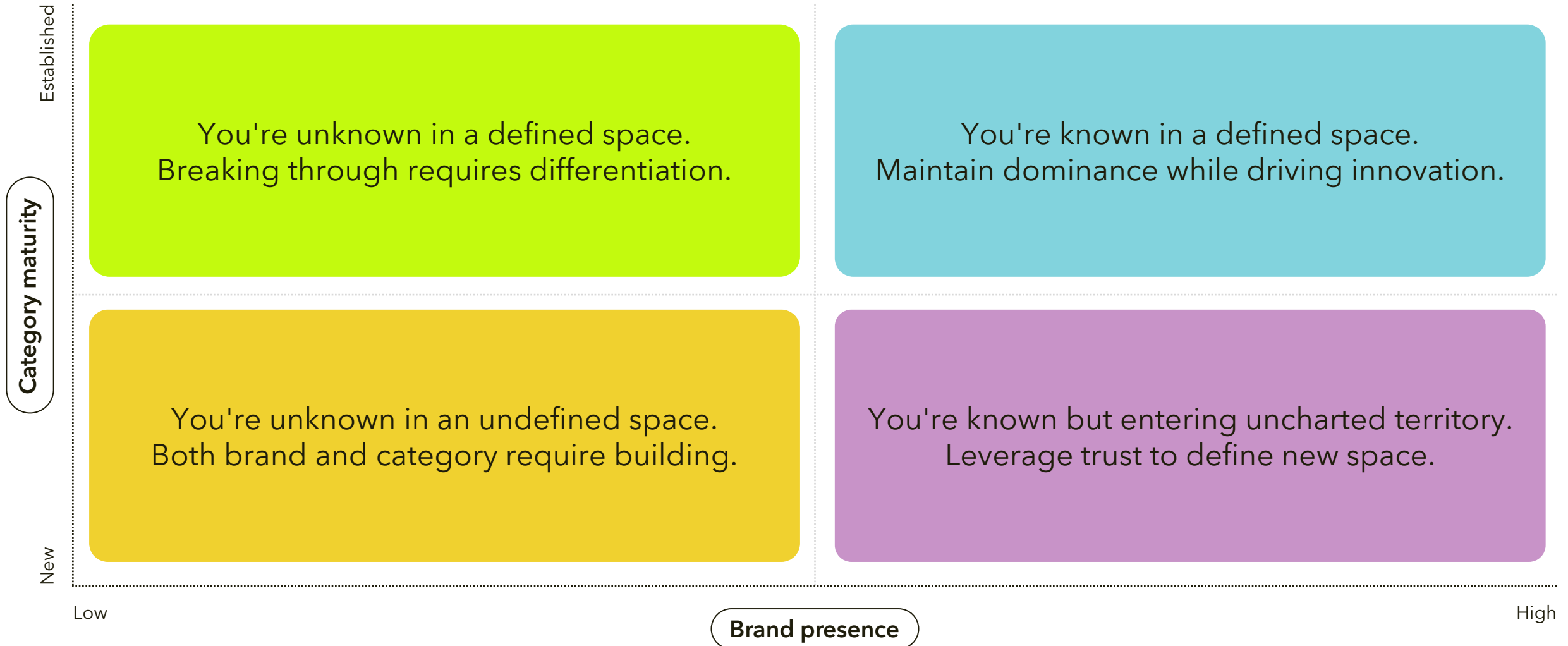


Messaging

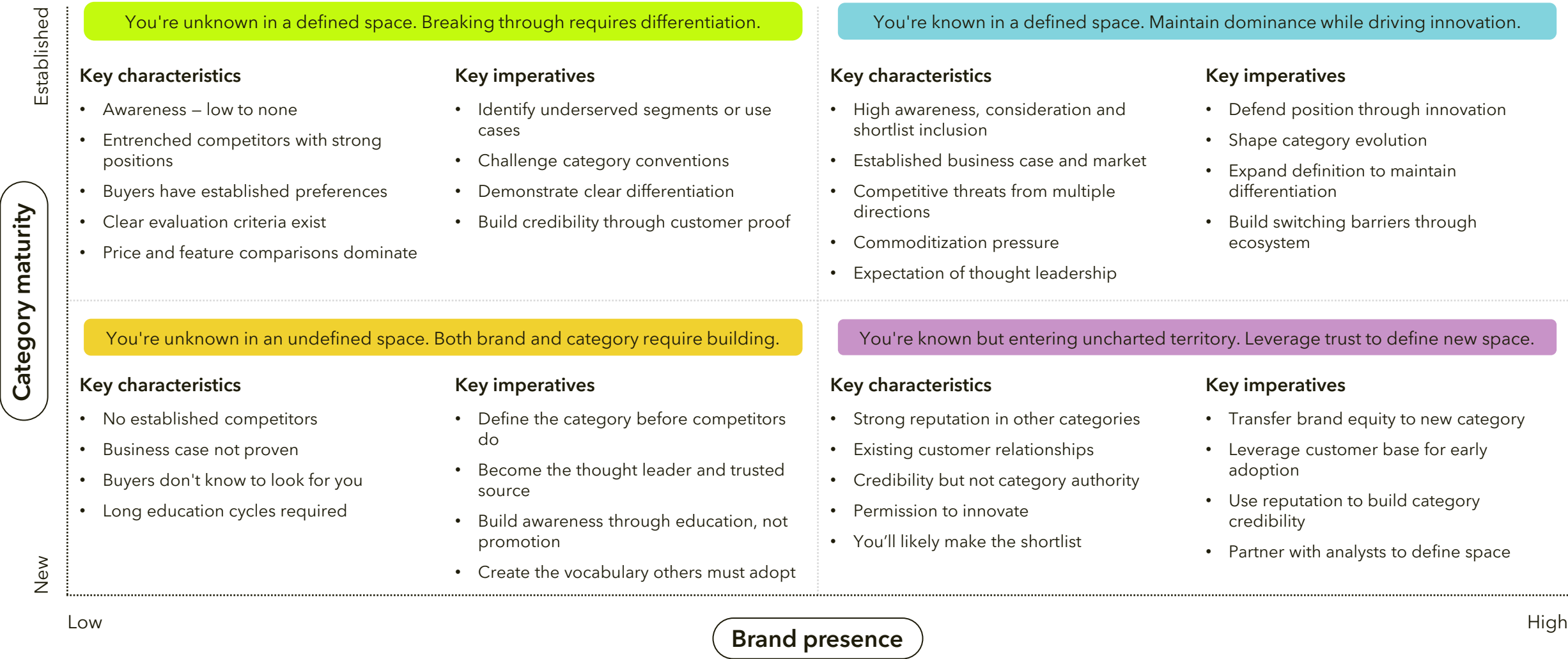


Creative and content

The four strategic quadrants.



The four strategic quadrants.



Recommended strategies.



Category maturity = **New**
Brand presence = **Low**

- No established competitors
- Business case not proven
- Buyers don't know to look for you
- Long education cycles required

 Media	 Messaging	 Creative and content
Analyst and journalist coverage/promotion of the category	There is a business case	Third-party testimony about the business case
ABM focus to win early adopters and reference customers	FOMO	Founder or equivalent brand building in press, social media
Earned media stunts and provocative and cut-through creative	Focused on “visionary” buyers	Influencer/SME articles/interviews

Recommended strategies.



Category maturity = **Established**
Brand presence = **Low**

- Awareness – low to none
- Entrenched competitors with strong positions
- Buyers have established preferences
- Clear evaluation criteria exist
- Price and feature comparisons dominate

 Media	 Messaging	 Creative and content
Analyst and journalist interviews	There is a better way	Third-party testimony about the business case
Promotion of founder/leader as thought leader in public discussion of issue	New kid on the block – challenger mindset	Founder or equivalent brand building
Superbowl ad (budget allowing) + daring creative	Fresh view, new voice – disruptive approach	Aligning reputation to business case

Recommended strategies.



Category maturity = **New**
Brand presence = **High**

- Strong reputation in other categories
- Existing customer relationships
- Credibility but not category authority
- Permission to innovate
- You'll likely make the shortlist

 Media	 Messaging	 Creative and content
Brand ambassadors	Focused on "visionary" buyers	Third-party testimony about the business case
Strategic sponsorships	"Imagine a world..."	Founder or equivalent brand building in press, social media
Industry paid media partnerships to boost category ownership	The business case	Influencer/SME articles/interviews

Recommended strategies.



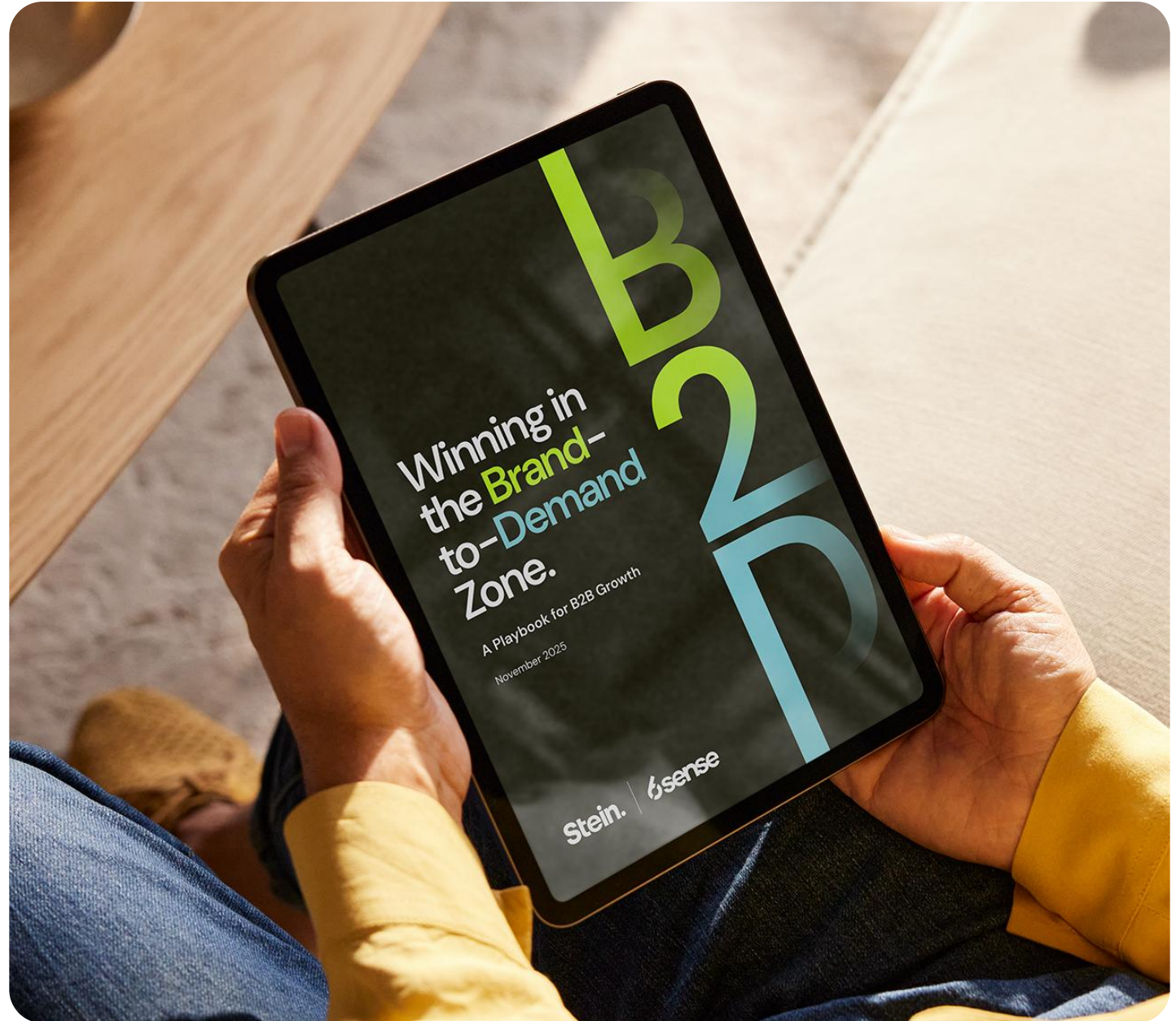
Category maturity = **Established**
Brand presence = **High**

- High awareness, consideration and shortlist inclusion
- Established business case and market
- Competitive threats from multiple directions
- Commoditization pressure
- Expectation of thought leadership

Media	Messaging	Creative and content
Command leadership position in key media	Never fired for buying...	Success stories/case studies
Strategic sponsorships	Safest to do business with	Testimonials
Maintain media share of voice	Continued innovation	Aligning reputation to business case

Winning in the brand-to-demand zone.

Scan to access playbook



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