ANA B2B MARKETING | NewtonX

The Confident B2B Marketer

(and how you can be one too)

October 2025

Key Findings and Conclusions
Pages 6-10

Foreword

In a time of technological disruption, shifting buyer expectations, and growth challenges, *The Confident B2B Marketer* arrives as both a compass and a call to action. This study is more than a snapshot of current trends — it's a strategic blueprint for B2B marketers who want to lead with clarity, creativity, and genuine commercial impact.

It's not about confidence as a personality trait, but something anchored on a sharp understanding of the landscape. It's a measurable capability. Defined as such, it becomes a strategic imperative for success.

Developed by the ANA and NewtonX, and enriched by the voices of industry leaders, it reveals what separates the most effective B2B marketers from the rest.

A confident B2B marketer is defined by the ability to align with sales, activate data, balance brand and demand, and measure what truly matters. These are not abstract ideals; they are actionable insights drawn from the lived experience of 200 senior B2B leaders across industries.

Whether you're navigating the necessary AI transformation, redefining buyer engagement, or fighting for brand investment in a short-term world, this report offers pragmatic insights you need to thrive.

I invite you to truly immerse yourself in the findings. It will stimulate you to reflect, reframe, and reimagine **how confident B2B marketing could truly transform business outcomes.**

Dean Aragon
CEO, Shell Brands International
Co-Chair, ANA B2B Forum

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Background

B2B is big business. While it's often overshadowed by B2C, it shouldn't be. One economist estimates that B2B is twice the size of B2C, representing about 65 percent of global revenues and profits, 68 percent of global assets, and 63 percent of global enterprise value. Big business indeed. Yet B2B marketing rarely receives the attention it deserves.

The ANA B2B Practice partnered with NewtonX to identify the most urgent and complex priorities facing B2B marketers today. As marketers respond to shifting buyer expectations, an expanding number of stakeholders, and ongoing economic pressures, they are also expected to do more with less, prove ROI, and keep pace with rapid technological change. This research reveals the capabilities, practices, and structural shifts required to drive growth under uncertainty.

Our study was created to benchmark key aspects of B2B marketing. As market volatility reshapes business priorities, this initiative aims to capture how B2B marketers are responding — not just in theory, but in practice. It explores what they do, what they believe, what they need, and how they are adapting to survive and thrive through volatility.

Methodology

NewtonX led this multi-faceted research initiative, combining a large-scale quantitative survey with in-depth qualitative interviews to provide a comprehensive and nuanced view of the B2B marketing landscape.

Participants were carefully screened to ensure a cohort of experienced leaders from significant B2B enterprises, meeting the following criteria:

- Employed full-time at a B2B company
- U.S.-based
- Organization size of over 500 employees
- Marketing role
- Decision-making authority over B2B marketing
- Seniority of a director or above

The quantitative survey, fielded from May 9–22, 2025, established a robust baseline, capturing data from 200 senior B2B marketing leaders. Each participant was vetted through the NewtonX Knowledge Graph to verify their role and decision-making authority. The survey explored these core topics:

- Sales/Marketing Relationship
- Brand-to-Demand
- Account-Centric Marketing
- B2B Buyer Groups
- Measurement
- Data/Martech/AI
- Brand Strategy and Creative
- Thought Leadership

To ground the data in real-world experience, NewtonX and the ANA conducted a series of 45-minute interviews in July and August 2025 with a select group of CMOs and senior go-to-market leaders. Participants represented a broad cross-section of the B2B economy, from global energy and health care giants to fast-growing SaaS companies and leading firms in professional and financial services. This mix of perspectives was essential, showing how leaders with very different business models are grappling with the same core challenges including sales alignment, measurement, and AI readiness.

Key Findings

This research highlights a pivotal segment fueling B2B growth: **"The Confident B2B Marketer."** Their confidence isn't just attitude or personality. It stems from a critical capability: the ability to measure marketing's impact on financial performance.

- A **Confident Marketer** is defined as someone "extremely or very confident in their ability to measure marketing's impact on financial performance." This group makes up 39 percent of B2B leaders surveyed.

In addition to their ability to measure financial impact, **Confident Marketers** are defined by the following characteristics:

1. **Confident Marketers are nearly four times more likely than their peers to report a fully aligned relationship with sales, characterized by shared goals, joint planning, and strong trust.**
   - 22 percent of Confident Marketers are fully aligned; only 6 percent of non-confident marketers are fully aligned.
2. **Confident Marketers place greater importance on every key driver of sales–marketing alignment compared to their less-confident peers.**
   - Top drivers include leadership prioritizing alignment, clear shared goals, and a strong collaborative culture.
3. **Confident Marketers strike a balance between brand and demand investment.**
   - Nearly half (47 percent) reported an equal split between brand and demand tactics, compared to just 37 percent of their less-confident peers.
4. **Confident Marketers are ahead in ABM maturity.**
   - Two-thirds (66 percent) described their ABM programs as either mature or scaling, compared to less than half (46 percent) of their less-confident peers.

5. **Confident Marketers demonstrate dramatically higher channel marketing effectiveness at a regional and account level.**
   - 52 percent describe their channel teams as highly or extremely effective, more than three times the rate of their less-confident peers (15 percent).

6. **Confident Marketers believe they are more effective at helping buyers achieve internal buy-in.**
   - They are three times more likely (22 percent vs. 7 percent) to be very confident that their marketing helps build internal consensus and drive organizational buy-in.

7. **Confident Marketers possess superior measurement and attribution capabilities.**
   - 61 percent of Confident Marketers have advanced or intermediate attribution approaches (17 percent advanced, 44 percent intermediate), compared to just 32 percent of less-confident marketers (8 percent advanced, 24 percent intermediate).

8. **Confident Marketers have a much stronger data foundation.**
   - They are nearly twice as likely to have fully or mostly integrated data systems, with 65 percent of Confident Marketers having this level of integration (13 percent fully, 52 percent mostly), compared to 33 percent of less-confident marketers (zero percent fully, 33 percent mostly).

9. **Confident Marketers are far ahead on AI readiness.**
   - 35 percent of Confident Marketers say their martech stack is fully (1 percent) or mostly (34 percent) built for an autonomous AI future (i.e., ready for advanced AI-powered automation). This is more than four times the rate of less-confident marketers, where only 8 percent are similarly prepared (1 percent fully, 7 percent mostly).

10. **Confident Marketers are far more assured that their data is ready for AI-driven personalization.**
    - They are more than four times as likely to believe their data ecosystem can support AI-driven personalization at scale (48 percent vs. 11 percent).

11. Confident Marketers prioritize brand originality.

- 25 percent prioritize originality and distinctiveness in their creative strategy, nearly twice the rate of less-confident peers (14 percent).

12. Confident Marketers are increasing focus and investment in brand.

- 61 percent say their organizations will increase long-term brand strategy spend in the next 12 months, almost double the share of less-confident peers (36 percent).

Conclusions: What Leaders Can Do Now To Be Confident B2B Marketers

1. **Effective sales and marketing alignment is built on joint planning and data transparency.**

   Action: Create rituals for both. The data shows that while 72 percent of marketers see joint planning as the top opportunity for improvement, only 12 percent are "fully aligned" with sales today. Set up a recurring meeting with sales to track future business and align on a single shared dashboard.

2. **Treat brand as your future pipeline.**

   Action: Stop treating brand and demand as a trade-off. Justify brand investment by linking it to long-term growth, especially when 95 percent of B2B buyers are out-of-market. While 62 percent of marketers agree the ideal mix is an equal brand/demand split, only 40 percent currently achieve it, often due to pressure for short-term results.

3. **Shift focus from individual leads to the entire buyer group and decision committees.**

   Action: Redefine your core metric. The data shows only 13 percent of marketers are very confident they influence the full buying group. Shift from the individual MQL (Marketing Qualified Lead) to the Qualified Buyer Group (QBG), because as one leader's data shows, engaging a larger committee can improve win rates by 50 percent. Blend structured data and sales insights to uncover all buying group stakeholders.

4. **Think B2H (Brands to Humans), not just B2B.**

   Action: Recognize the person behind the title. B2B buying is hampered by "internal politics or decision fatigue" (47 percent) and "misaligned priorities" (46 percent). One firm boosted market share by 30–50 percent by offering mechanics in India "human incentives" like school fee contributions instead of standard promos.

5. **Own the end-to-end revenue pipeline.**

   Action: Own the entire revenue engine with the same rigor as sales. This is a key opportunity, as 51 percent of marketers cite "defining clear KPIs across all funnel stages" as a top area for improvement. Become the "pipeline guardian" and build a model that translates the annual revenue target into the exact number of qualified meetings your team needs to book.

6. **The goal of measurement is to build the strategic trust that enables long-term growth.**

   Action: Use measurement to elevate C-suite credibility by adopting a holistic scorecard that covers human, customer, and commercial metrics to explain the "why" behind the results, not just the "what." While only 12 percent of marketers have an advanced attribution approach, organizations that build this essential skill translate marketing activity to business performance and strengthen marketing's role as an engine for sustained growth and confident decision-making.

7. **Use AI for strategic process transformation, not just tactical efficiencies.**

   Action: Don't just settle for small efficiencies. Only 18 percent of marketers have a tech stack that is mostly or fully built for an autonomous AI future (i.e., ready for advanced AI-powered automation). As one CRO warned, your board expects a "big slice of cake and not just crumbs." One leader uses AI to autonomously create 25 percent of the sales pipeline, while another cut a project from two years to two months.

8. **Activate insights, don't just integrate data.**

   Action: Shift focus from data collection to insight activation, as 59 percent of marketers say data fragmentation limits their effectiveness significantly or extremely. As one CEO stated, there is an "abundance of data, but a dearth of insight." Build a process to turn marketing data into "active intelligence for sales teams."

9. **Effective thought leadership serves as a market-shaping strategy, not a content tactic.**

   Action: Find your "white space." Only 29 percent of marketers use thought leadership as a strategic priority to shape markets. Use proprietary data to create "benchmark type of thought leadership" that competitors cannot replicate, establishing your company as an "industry problem solver."

Detailed Findings

1. SALES/MARKETING RELATIONSHIP

Our research reveals that sales and marketing alignment is not a single state but a wide spectrum. At one end, in heavily sales-driven cultures where alignment was rated as low as 4.5 out of 10 by a qualitative interviewee, marketing is viewed as a tactical service center — a "brochure maker" relegated to supporting a sales function that singularly owns the customer relationship. This challenge is compounded in complex partnership models where some client-serving partners "don't fully understand marketing's role," leading to friction.

At the other end, leaders of highly aligned organizations describe their teams as "intertwined" and "very close." They point to a combination of structural, procedural, and cultural factors fueled by executive focus. The "magic recipe," according to one, begins with leadership clearly defining the distinct and complementary roles of each function. To put this into practice, leaders often implement formal structures, such as dedicated liaison roles or recurring, cross-functional forecast calls, to ensure joint planning and create critical feedback loops. The foundation of this partnership is data transparency; as one senior marketing director states, "We all see the same dashboard. We all are watching the same measurements."

The payoff for getting this right is significant. The CMO of a financial services firm noted that in business units with deep connectivity, marketing generates five times more demand. This alignment elevates marketing's role from a support function to a strategic partner. In these successful models, marketing takes ownership of the entire pipeline, with the marketing leader of a high-growth tech company advocating for the CMO to become the "pipeline czar," running a weekly "pipeline forecast call" with the same rigor as a sales forecast. This allows marketing to provide data-driven intelligence that helps sales "open doors" and win business more effectively.

> **"When we work closely with sales teams, we have real connectivity and engagement, and our ability to generate demand is 3-5 times higher."**
> *— Dipti Kachru, Global Chief Marketing Officer, Broadridge*

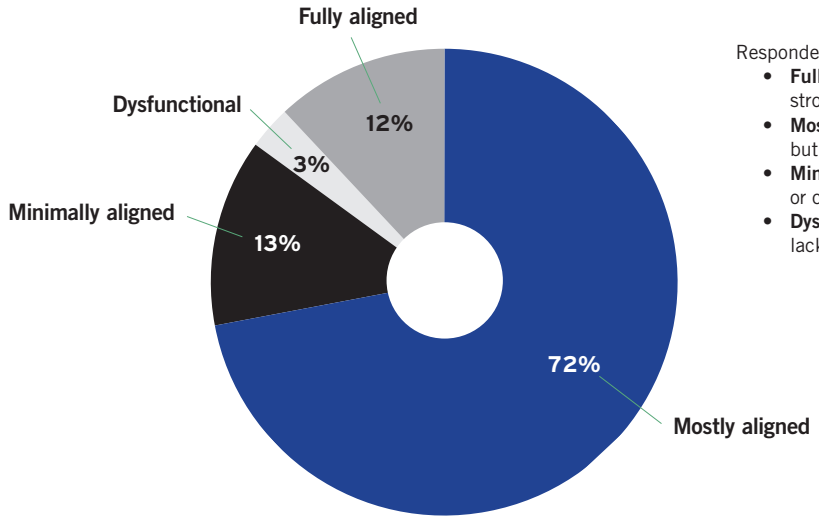
Broadridge®

Sales and Marketing Are Generally Aligned

Among all respondents, 84 percent describe the current relationship between their sales and marketing team as fully or mostly aligned. Yet only 12 percent describe it as fully aligned.

Sales/Marketing Relationship

Base: 200



Respondents were provided these definitions:

- **Fully aligned:** Shared goals, joint planning, strong trust
- **Mostly aligned:** Occasional friction, but generally work well together
- **Minimally aligned:** Frequent misalignment or competing priorities
- **Dysfunctional:** Siloed, conflicting goals, lack of trust

Q: How would you describe the current relationship between your sales and marketing team?

Confident Marketers are much more likely to have a fully aligned relationship between sales and marketing than their non-confident marketer counterparts. They are almost four times more likely to report full alignment, meaning shared goals, joint planning, and strong trust.

- 22 percent of Confident Marketers are fully aligned.
- Only 6 percent of non-confident marketers are fully aligned.

Major Drivers of Alignment

There are various considerations that contribute to strong alignment between sales and marketing. At the top of the list:

- Leadership prioritizing alignment
- Clear, shared goals and incentives
- Strong cross-team collaboration and culture
- Unified view of the customer across functions

Major Drivers of Alignment (Major/Significant Contribution)

Base: 200

Q: How much does each of the following contribute to strong alignment at your organization?
(Major contribution, Significant contribution, Moderate contribution, Minor contribution, No contribution at all)

Confident Marketers rate all the major drivers of alignment higher in providing a major or significant contribution than their non-confident marketer counterparts.

	Confident	Non
Leadership prioritizing alignment	87%	76%
Clear, shared goals and incentives	83%	73%
Strong cross-team collaboration and culture	83%	68%
Unified view of the customer across functions	79%	63%
Agreement on lead definitions and pipeline stages	77%	56%
Integrated data and systems	74%	54%

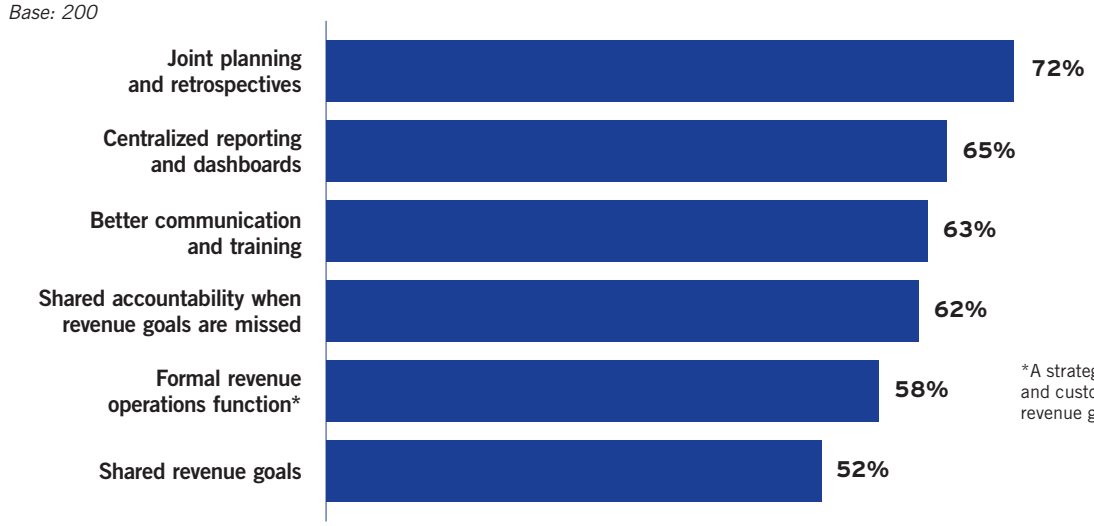
Strengthening Cross-Functional Alignment

The greatest opportunities to further strengthen cross-functional alignment are:

- Joint planning and retrospectives
- Centralized reporting and dashboards
- Better communication and training
- Shared accountability when revenue goals are missed

Opportunity to Strengthen Cross-Functional Alignment (Major/Significant Opportunity for Improvement)

Base: 200



*A strategy that brings sales, marketing, and customer service together to drive revenue growth for a business.

Q: Where do you see the greatest opportunity to strengthen cross-functional alignment at your organization? (Major opportunity for improvement, Significant opportunity for improvement, Moderate opportunity for improvement, Minor opportunity for improvement, No opportunity for improvement)

Case Study

Field Activation at Labcorp: Building Sales and Marketing Alignment

The Challenge

Labcorp, a global leader in laboratory services, launches about 100 new diagnostic products each year. These launches are often complex and highly scientific, making it critical for marketing to ensure sales is aligned and prepared. Meeting this challenge created value in three ways:

1. **Business Growth:** Improved sales readiness drives stronger performance.
2. **Team Alignment:** A true sales/marketing partnership increases trust, quality, and results.
3. **Market Impact:** Customers receive consistent, timely, and high-quality information, strengthening Labcorp's competitive edge.

The Approach

Labcorp recognized that additional tools or one-off communications wouldn't solve the alignment challenge. Instead, the company focused on bridging the human gap by forming a Field Activation team within marketing. This team served as a strategic link between sales and marketing, building trust and translating strategy into execution.

The Execution

A small, specialized Field Activation team was established to partner with leaders across Labcorp's largest business lines. Its responsibilities included:

- Creating a unified sales readiness approach for product launches that aligned go-to-market strategy with execution
- Leading joint planning sessions to prioritize growth opportunities and synchronize campaign calendars
- Enhancing delivery of launches, tools, and resources across the diagnostics sales organization
- Translating sales insights into usable opportunities for revenue growth and lead generation

Though dedicating headcount was a new investment, the cross-functional collaboration paid off. Sales and marketing began working in coordination, not in silos.

The Outcome

Field Activation delivered both measurable and cultural benefits:

- **Accelerated Growth:** New product growth rate increased significantly in the first year.
- **Lead Generation:** Coordinated campaigns and media investments boosted leads by over 50 percent.
- **Sales Readiness:** 85 percent of sales team members reported feeling informed and confident about new products, a double-digit improvement from the prior year.
- **Efficiency:** Marketing resources were allocated more strategically, reducing wasted effort.
- **Cultural Shift:** Marketing evolved from a siloed product function to a recognized growth partner.

Takeaway

True alignment between sales and marketing requires more than tools. It requires people dedicated to building trust and translating strategy into execution.

2. BRAND-TO-DEMAND

Our interviews highlight a "constant tension" between the long-term goals of brand-building and the short-term pressures of demand generation. One executive noted that when business is not rosy, "brand gets kicked out" in favor of easily measured, bottom-funnel activities. The most sophisticated leaders caution against this, calling it a "tyranny of binary thinking" that jeopardizes a company's long-term viability.

In contrast, Confident Marketers are far more likely to strike a healthier, more equal balance between brand and demand investment. They reject binary thinking and instead view the two as a "continuum where each influences the other." They achieve this balance through a variety of sophisticated strategies, adjusting the budget mix based on factors like a brand's maturity in a given country or a company's life cycle. For a mature, well-known company, brand-building can be highly targeted toward specific growth segments, while a company seeking to shift its market perception may require a concentrated, short-term brand investment "blitz" to "flip the script."

Ultimately, Confident Marketers justify brand investment by framing it as the essential foundation for all demand generation. They emphasize that B2B marketing is about human connection, and decisions are not purely rational. As one CMO put it, "You're not gonna rationalize me into something unless I feel good about it... I gotta like you before I even wanna work with you." This perspective elevates brand from a hard-to-measure expense to a critical prerequisite for building the trust necessary for any sales conversation to begin. This forward-looking perspective is reflected in the data: Confident Marketers are nearly twice as likely to expect an increase in their organization's long-term brand investment over the next 12 months.

> **"I prioritize marketing based on the business strategy and business priorities. They hit that strategic priority, that gets the focus. There's no question."**
> *— Amy Summy, Executive Vice President, Chief Marketing Officer and Consumer Lead, Labcorp*

Brand-to-Demand, Current and Ideal Mix

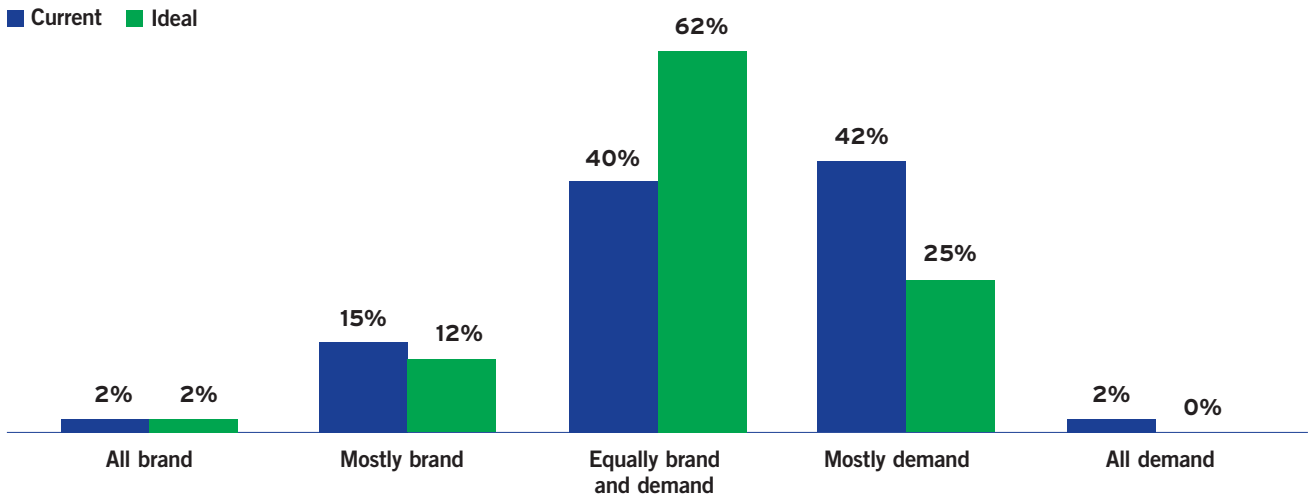
The current allocation between brand and demand tactics leans more towards demand (44 percent mostly or all demand), with another 40 percent splitting equally between brand and demand.

But the ideal split for 62 percent of respondents is equal brand and demand. For 25 percent of respondents, the ideal split is mostly demand.

These findings are directionally consistent with the recently released 2025 B2B Brand-to-Demand Maturity Study from the ANA and Stein. That work identifies "the sweet spot" for investment should be between 40/60 brand/demand and 60/40 brand/demand.

Brand-to-Demand, Current and Ideal Mix

Base: 200/200



Q: What is the current split between your brand and demand tactics? (Budget mix today)
Q: What do you believe the ideal mix of brand and demand tactics should be? (Ideal mix)
Note: Numbers do not add up to 100% due to rounding.

Confident Marketers have a more equal split between brand and demand tactics.

- For Confident Marketers, the current split between brand and demand tactics favors equal brand and demand for 47 percent, mostly/all brand for 15 percent, and mostly/all demand for 38 percent.
- Meanwhile, for non-confident marketers, the current split is equal brand and demand for 37 percent, mostly/all brand for 17 percent, and mostly/all demand for 46 percent.

A key driver of balanced brand to demand investment is the 95-5 rule, based on research from the Ehrenberg-Bass Institute of Marketing Science and widely promoted by The LinkedIn B2B Institute. The rule reflects the fact that, on average, only 5 percent of B2B companies are in-market for a specific product/solution at a given time, with 95 percent out of market. To grow a brand, you need to advertise to people who aren't in the market now, so that when they do enter the market your brand is one they are familiar with. The rule suggests that B2B marketers should invest to build brand salience and mental availability among out-of-market buying groups to create future demand.

Highest Long-Term Value Investments

Demand generation and brand storytelling are the top-ranked investments for delivering the highest long-term business value.

Highest Long-Term Value Investment

Base: 200

	Rank		
	1	2	3
Demand generation	26%	27%	16%
Brand storytelling	21%	10%	12%
Sales enablement	13%	18%	19%
Thought leadership	12%	9%	12%
Account-based marketing	11%	16%	14%
Customer experience programs	8%	8%	11%
Events and sponsorships	7%	8%	11%
Influencer or marketing partnerships	3%	6%	6%

Q: Which of these investments delivers the highest long-term value for your business? Rank your top 3 investments.

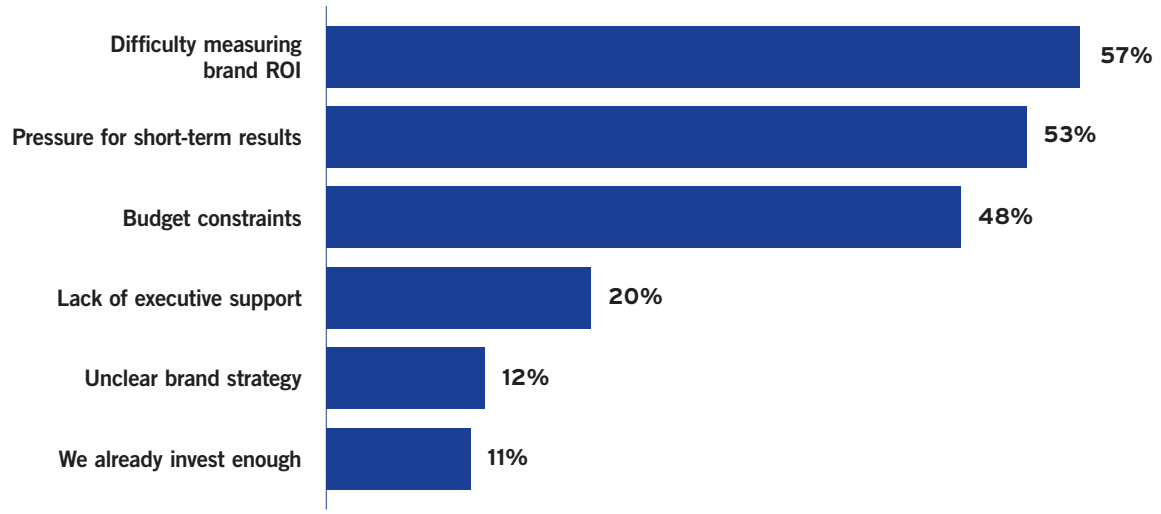
Barriers to Increased Investment in Brand Marketing

The top barriers that prevent more investment in brand marketing are evergreen issues:

- Difficulty measuring brand ROI
- Pressure for short-term results
- Budget constraints

Barriers to Increased Investment in Brand Marketing

Base: 200



Q: What prevents your team from investing more in brand marketing? Select your top 2 biggest barriers.

3. ACCOUNT-CENTRIC MARKETING

The research shows that Confident Marketers are significantly more advanced in their use of Account-Based Marketing (ABM), with 66 percent describing their programs as mature or scaling, compared to just 46 percent of their less-confident peers. Our interviews reveal that this gap is not about tools, but about strategy and integration. Leaders who are struggling with ABM candidly described how, without deep operational alignment with sales, marketing's efforts often disappear into a "black hole," failing to translate into action. In contrast, Confident Marketers who are in the "very early" stages of ABM are already focused on strategic goals like improving the "health of the account" rather than just immediate revenue.

Confident Marketers build their successful ABM programs on a strong strategic foundation. A crucial prerequisite, according to one executive, is establishing a "very sharp customer segmentation model" *before* any campaigns are launched. From there, the focus shifts from engaging individuals to activating the entire buying committee. The data proves this is critical. One leader's analysis shows that for enterprise deals, having 10 engaged contacts versus six results in a 50 percent better win rate. This insight is driving a strategic shift away from traditional metrics like the Marketing Qualified Lead (MQL) and toward a new goal embraced by Confident Marketers: the Qualified Buyer Group (QBG).

How do Confident Marketers pursue qualified buyer groups once identified? Through a multi-threaded strategy, tailoring outreach by role, and leveraging ABM and sales collaboration to reach target and hidden buyers. They motivate reps to connect with multiple stakeholders and track progress by group engagement, empowering champions for internal buy-in.

In execution, Confident Marketers deploy a more sophisticated approach to personalization and channel strategy. For them, personalization is not about generic details but about using behavioral signals to provide context and value, based on the principle that "people love to be educated and hate to be sold." This human-centric mindset extends to their choice of channels. One leader advocates for a "brands to humans" approach, engaging B2B buyers on the consumer platforms they use in their personal lives. He shared a powerful example of increasing market share in India by offering mechanics "human incentives," like contributions to their children's school fees, instead of standard promotional items.

> **"I don't need a qualified lead. I need a qualified buyer group."**
> *— Lou Cohen, Chief Digital Officer, Americas, EY*

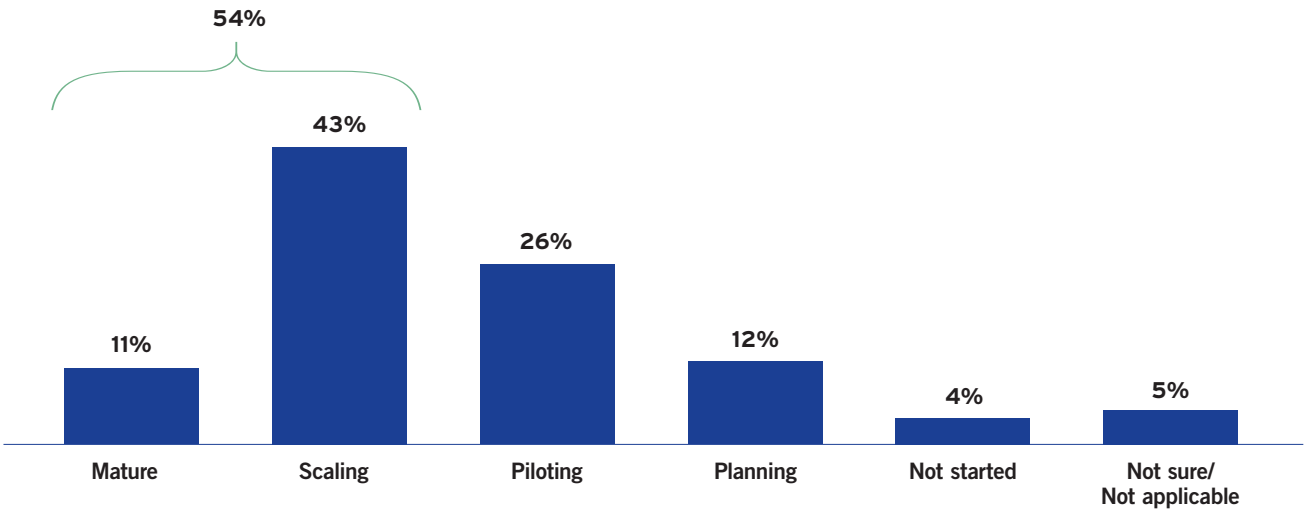
> **"For an enterprise deal, the difference between six engaged contacts and 10 is a 50 percent better win rate."**
> *— Latane Conant, Chief Revenue Officer, 6sense*

ABM Maturity

Account-based marketing (ABM) is in the "scaling" stage for 43 percent of respondents; and is in the "scaling" or "mature" stage for 54 percent.

ABM Maturity

Base: 200



Q: At what stage is your Account-Based Marketing (ABM) maturity?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are more likely to classify their account-based marketing as mature or scaling compared to non-confident marketers.

- Confident Marketers: 19 percent mature and 47 percent scaling (66 percent total)
- Non-confident: 6 percent mature and 40 percent scaling (46 percent total)

Biggest ABM Challenges

The biggest challenges for account-based marketing are:

- Creating personalized content at scale
- Measuring performance and ROI

Biggest ABM Challenges (Major/Significant Challenge)

Base: 200

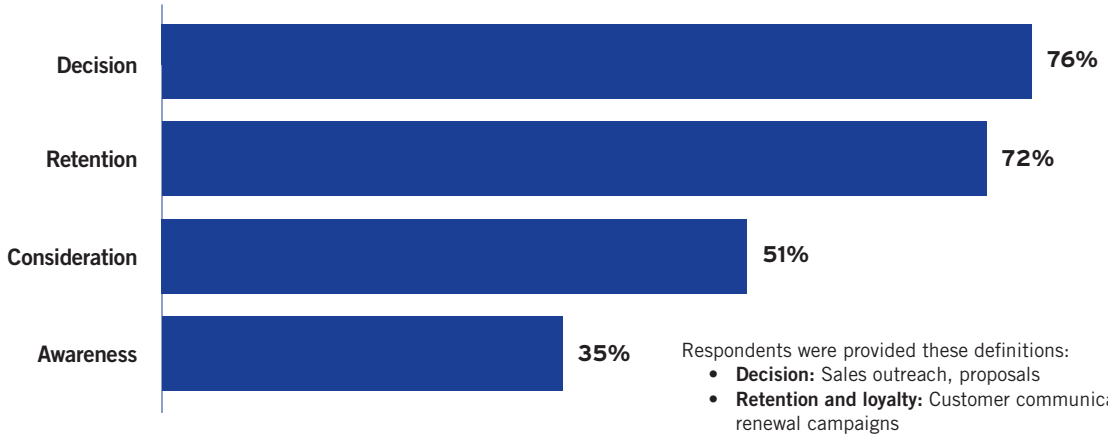
Q: How much of a challenge is each of the following for your Account-Based Marketing (ABM) efforts? (Major challenge, Significant challenge, Moderate challenge, Minor challenge, Not a challenge)

Personalization Across Buyer Journey

Creating personalized content at scale is the top challenge for account-based marketing. Personalization has the greatest impact on the decision and retention stages of the buyer journey.

Personalization Across Buyer Journey (Very High/High Impact)

Base: 200



Respondents were provided these definitions:

- **Decision:** Sales outreach, proposals
- **Retention and loyalty:** Customer communications, renewal campaigns
- **Consideration:** Content hubs, nurture emails
- **Awareness:** Ads, thought leadership

Q: How much impact does personalization have at each stage of your buyer journey?
(Very high impact, High impact, Moderate impact, Minor impact, No impact, Not sure/Not applicable)

Marketers Embrace Diverse Co-Marketing Relationships

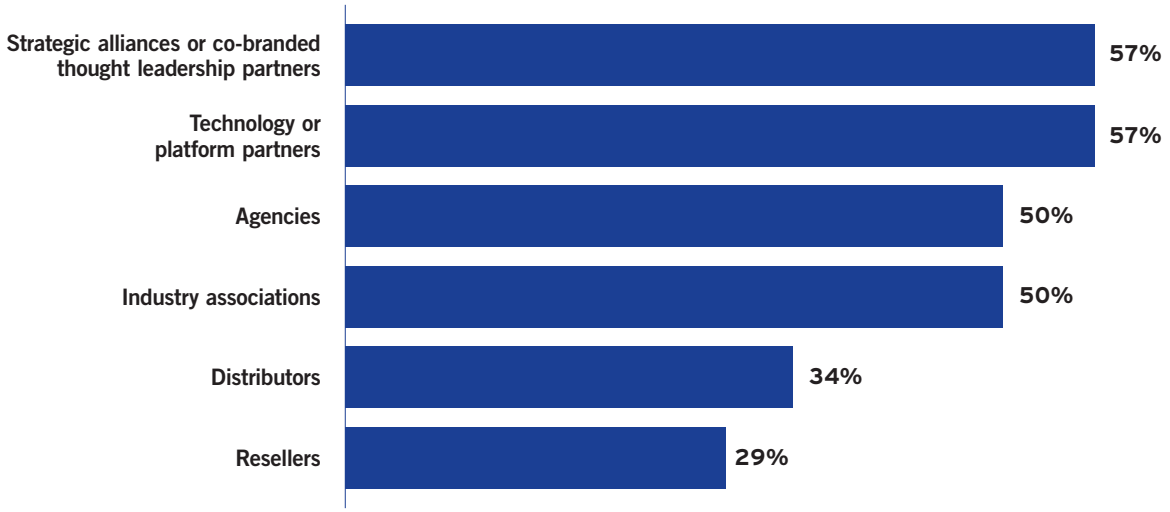
B2B marketers actively engage in a diverse range of co-marketing relationships with external partners. The most common partnerships are:

- Strategic alliances or co-branded thought leadership partners
- Technology or platform partners
- Agencies
- Industry associations

This widespread adoption is highlighted by the fact that over half of marketers partner with strategic alliances and technology partners, while only 6 percent report having no active co-marketing partners at all.

Top Co-Marketing Partners

Base: 200



Q: Which external partners do you actively co-market with?

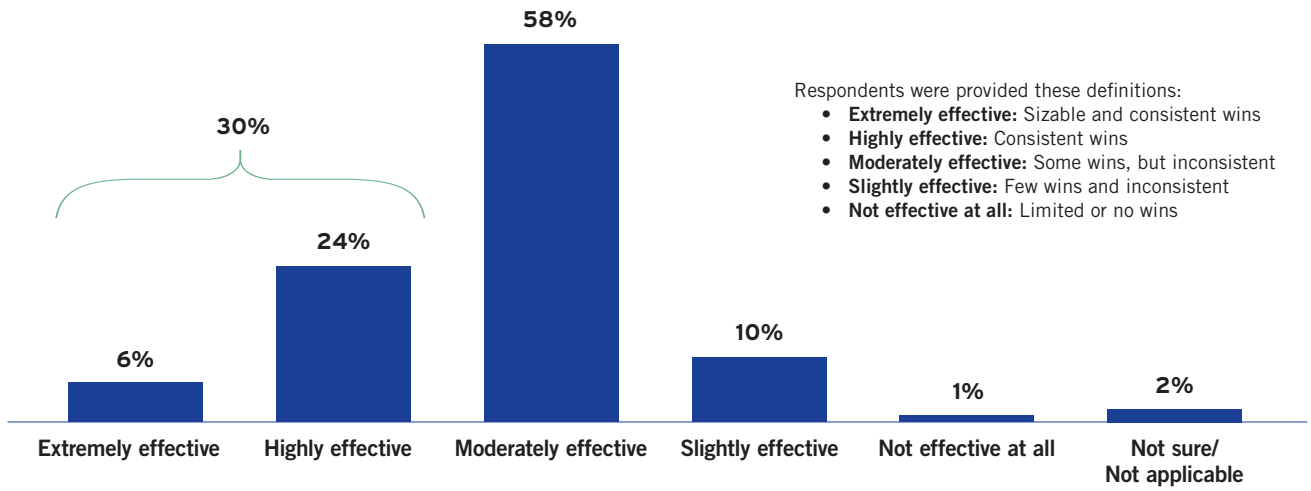
Channel Marketing Teams Get Mixed Ratings for Driving Results

B2B channel marketing teams get mixed ratings for driving results at the regional or account level.

- Moderately effective (some wins, but inconsistent) per 58 percent of respondents
- Highly effective (consistent wins) and extremely effective (sizable and consistent wins) for 30 percent of respondents

Channel Team Performance

Base: 200



Q: How effective is your B2B channel marketing team in driving results at the regional or account level?

Note: Numbers do not add up to 100% due to rounding.

Effectiveness of the B2B channel marketing team in driving results at the regional or account level varies dramatically between Confident Marketers and their counterparts. **Confident Marketers** are over three times more likely to report having an extremely or highly effective channel team.

- 52 percent extremely or highly effective for Confident Marketers
- 15 percent extremely or highly effective for non-confident marketers

This gap highlights how confidence, strategy, and execution combine to turn channel programs into engines of consistent growth.

Effective channel marketing starts with a clear, mutually-beneficial strategy that prioritizes partners, sets measurable goals, and delivers training, assets, and funding.

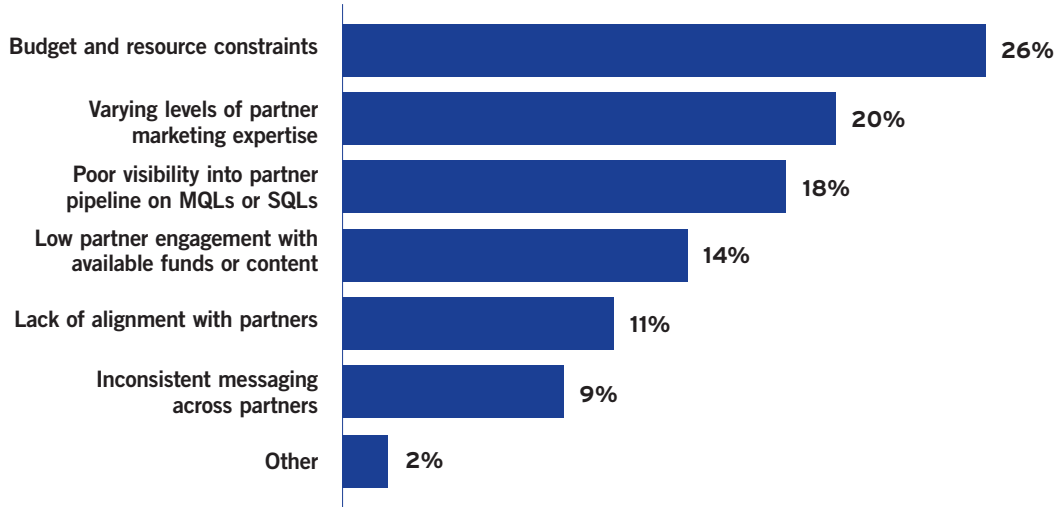
Top Channel/Ecosystem Partner Challenges

The top challenges in B2B channel or ecosystem partner marketing are:

- Budget and resource constraints
- Varying levels of partner marketing expertise

Top Channel/Ecosystem Partner Challenges

Base: 200



Q: What is your biggest challenge in B2B channel or ecosystem partner marketing?

To address these challenges, one company tackled its end-buyer attribution gap by assigning unique trade IDs in their CRM system and building portal features for contractors to upload invoices. These steps, alongside dealer engagement, enabled better attribution of orders to individual buyers, gradually improving program measurement and visibility across its dealer-centric channel.

4. B2B BUYER GROUPS

The interviewed leaders confirm that B2B buying has grown increasingly complex. They describe how buying committees are getting larger and sales cycles are extending to 18 months or more, often with frequent personnel changes along the way. One CMO noted that as her company's product lines expand, the fundamental challenge of simply identifying all the correct decision-makers within a target account has become more difficult.

As buying groups expand, advanced B2B organizations turn to data-driven methods for identifying and activating every key stakeholder. By applying proprietary decision committee models that score each contact's influence, teams move beyond traditional single-lead tactics. This collaborative, data-enabled process equips marketers and sales to engage not only decision-makers, but also hidden influencers across the buying group. This lays the groundwork for multi-threaded engagement strategies and new metrics that focus on the entire qualified buying group.

The most sophisticated leaders are fundamentally reorienting their strategy and operations around the entire buying group, not just a single contact. One leader at a large professional services firm has shifted his team's primary metric away from the individual Marketing Qualified Lead (MQL) and toward the "Qualified Buyer Group" (QBG). Others have operationalized this focus by changing sales incentives; for example, the CRO of a high-growth tech firm compensates her BDRs (Business Development Representatives) not just for the first meeting, but for booking multiple "stakeholder meetings" within an account to ensure deals are multi-threaded from the start.

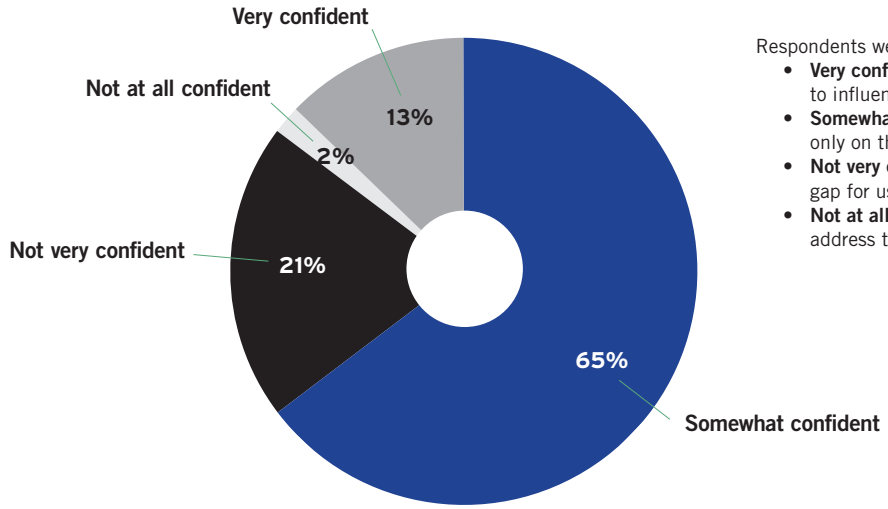
> **"We are seeing a real shift in the makeup of buying groups over the last few years. There are a lot more participants in the process across functions and levels, and the decision-making cycles have gotten longer."**
> *— Dipti Kachru, Global Chief Marketing Officer, Broadridge*

Confidence that Marketing Drives Organizational Buy-In

Two-thirds (65 percent) are only somewhat confident (i.e., we often focus only on the primary decision-maker) that their marketing helps buyers build internal consensus and drive organizational buy-in. Only 13 percent are very confident (i.e., our content is tailored to influence the full buying group). Meanwhile, 23 percent are not very or not at all confident.

Confidence that Marketing Drives Organizational Buy-In

Base: 200



Respondents were provided these definitions:

- **Very confident:** Our content is tailored to influence the full buying group.
- **Somewhat confident:** We often focus only on the primary decision-maker.
- **Not very confident:** This is a known gap for us.
- **Not at all confident:** We don't really address this need.

Q: How confident are you that your marketing helps buyers build internal consensus and drive organizational buy-in?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are three times as likely as their non-confident marketer counterparts (22 percent vs. 7 percent, respectively) in being very confident that their marketing helps buyers build internal consensus and drive organizational buy-in.

Internal Buyer Barriers

There are multiple barriers for buyers when trying to get internal stakeholders on board with a purchasing decision. At the top of the list are:

- Internal politics or decision fatigue
- Misaligned priorities within their organization

Internal Buyer Barriers (Major/Significant Barrier)

Base: 200

Q: How much of a barrier is each of the following for your buyers when trying to get internal stakeholders on board with a purchasing decision? (Major barrier, Significant barrier, Moderate barrier, Minor barrier, Not a barrier)

Buyer Enablement Resources

The most valuable resources to help the marketing team support buyers in building internal consensus are:

- Better integration between sales and marketing outreach
- Content tailored for multiple personas (e.g., finance, IT, operations)
- Tools that help buyers socialize internally (e.g., shareable decks, ROI calculators)

Buyer Enablement Resources (Extremely/Very Valuable)

Base: 200

Q: How valuable would each of the following be in helping your marketing team support buyers in building internal consensus? (Extremely valuable, Very valuable, Moderately valuable, Slightly valuable, Not valuable at all)

Case Study
"Trickle-Up Adoption" at Ambi Robotics

The Challenge

Driving enterprise adoption of AI-powered robotics is complex. Traditional B2B marketing focuses on decision makers (C-suite, procurement, operations), but ultimate adoption depends on frontline users: the robot operators. Without their buy-in, even the strongest business case falls short.

The Approach

Ambi Robotics adopted a "Trickle-Up Adoption" strategy, treating operators as a primary audience. By empowering end users as advocates, proof of value flowed upward to decision-makers.

This is not a new concept — restaurants, for example, empower servers with knowledge to recommend wine and food pairings, which directly drives business outcomes. Likewise, engaged operators become advocates, fueling enthusiasm and growth.

The Execution

- **Operator-First Design:** Before deployment, Ambi tailors the human-machine interface to operators' preferred languages, creating immediate accessibility and connection.
- **Daily Touchpoints:** The AmbiAccess portal delivers personalized robot performance reports to operators and managers, making contributions visible and measurable.
- **Balanced Investment:** Marketing resources were split evenly between new customer acquisition and account expansion to drive scale.

A national delivery company discovered one of its Texas facilities outperformed others, because "We just got our Ambis." This exemplifies how operator advocacy drives enterprise adoption.

Additionally, Ambi empowered product champions to create internal sales decks, enabling facility managers to make their own business cases for investment. Since launching this program, all growth has come from internal advocacy rather than external push.

The Outcome

- **Enterprise-Wide Scale:** 100 percent of customers expanded Ambi systems to multiple locations.
- **End-User Advocacy:** Operators proactively requested Ambi solutions at new sites.
- **Business Impact:** Daily ROI reporting strengthened upsell opportunities and software licensing growth.
- **Margin Impact:** Scaling fewer customers more deeply improved gross margins and operational excellence.
- **Cultural Impact:** Decision-makers gained confidence because frontline teams were already on board.

Takeaway

Starting with end users creates internal champions who influence decision-makers and accelerate adoption. Trickle-up advocacy is a force multiplier that drives reliable, scalable growth.

5. MEASUREMENT

Confident Marketers are moving beyond tactical, top-of-funnel metrics and adopting a more holistic, business-oriented view of performance. Our interviews revealed that they utilize a balanced scorecard that encompasses not just commercial outcomes but also the human and customer dimensions of their work. One leader described his framework as tracking three distinct categories: human metrics (like the nine dimensions of trust), customer metrics (like NPS and satisfaction), and commercial metrics (like revenue and LTV). This approach shifts the goal of measurement from simply reporting data (the "what") to having deep insights (the "why"), with one leader focused on turning engagement data into "active intelligence for our sales teams."

This kind of approach is operationalized through rigorous processes and advanced models. Some leaders employ marketing mix attribution models to measure ROI and guide investment decisions, helping them determine where they are over- or under-invested. For others, the core belief is that "Pipeline is destiny," leading them to run a weekly marketing pipeline forecast call with the same rigor as a sales forecast. This focus on business reality has even led to a fundamental shift in the unit of measurement itself, moving away from the individual Marketing Qualified Lead (MQL) and toward the "Qualified Buyer Group" (QBG).

Ultimately, for Confident Marketers, measurement is not just a defensive tool for proving value; it's a means of building strategic trust across the organization. One CMO said that when leadership makes constant, granular demands for metrics, it often signals a "trust problem," not a measurement problem. This elevates the conversation, suggesting that the goal of a mature measurement function is to build the credibility that makes constant justification unnecessary, allowing marketing to focus on its primary role as a driver of long-term growth.

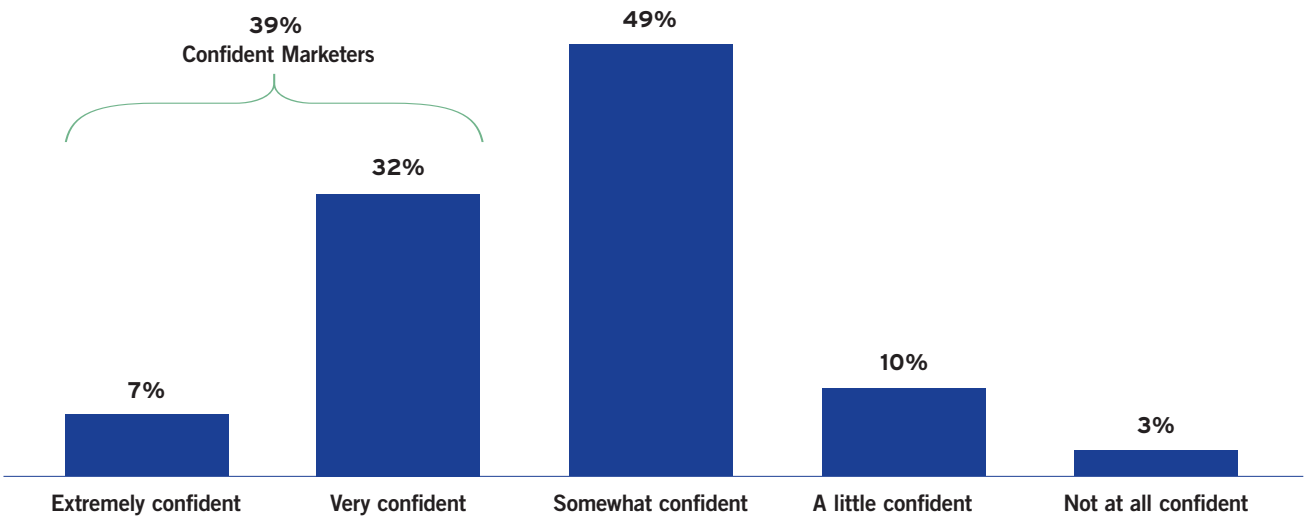
> **"I would argue that there is an abundance of data, but a dearth of insights... insights answer the deeper question of why. We need to respond to whys and less and less to whats."**
> *— Dean Aragon, CEO, Shell Brands International*

Confidence in Measuring Marketing Impact on Financial Performance

Thirty-nine percent are extremely or very confident in their ability to measure marketing's impact on financial performance. These are our **"Confident Marketers."**

Confidence in Measuring Marketing Impact on Financial Performance

Base: 200



Q: How confident are you in your ability to measure marketing's impact on financial performance?

Note: Numbers do not add up to 100% due to rounding.

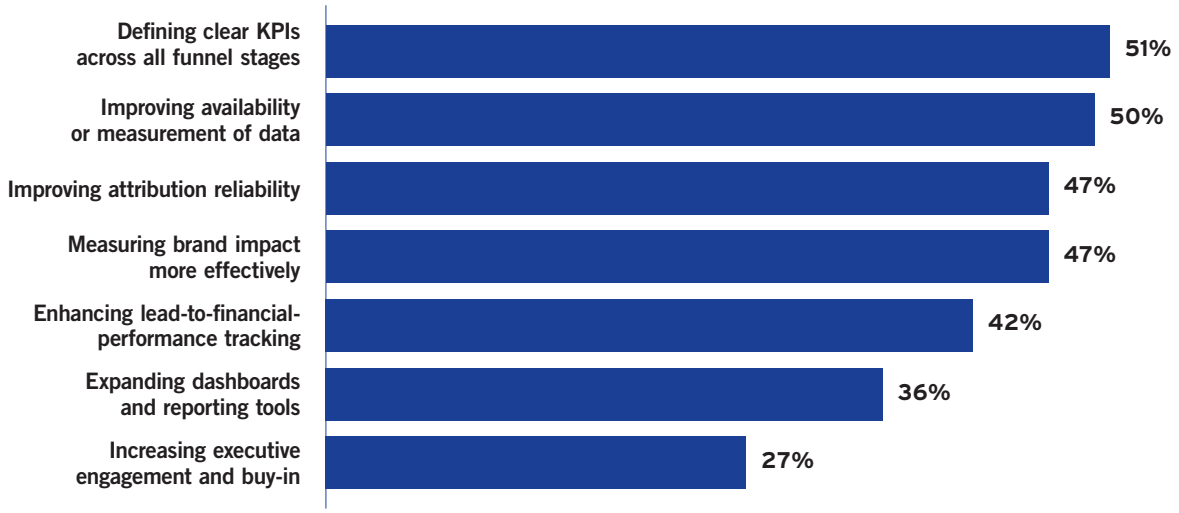
Top Measurement Improvement Opportunities

There are multiple areas of opportunity to enhance current measurement approaches. The top ones are:

- Defining clear KPIs across all funnel stages
- Improving availability of data or measurement of data
- Improving attribution reliability
- Measuring brand impact more effectively

Top Measurement Improvement Opportunities

Base: 200



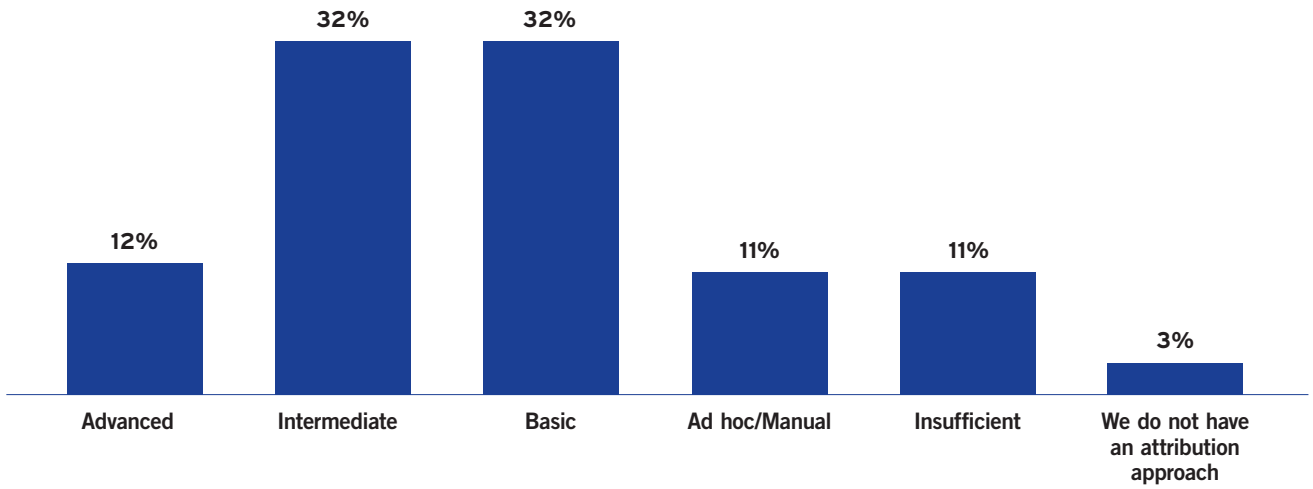
Q: Which of the following areas represent the biggest opportunities to enhance your current measurement approach? Rank your top 3 opportunities.

Attribution Approach Maturity Level

Only 12 percent have an advanced marketing attribution approach; another 32 percent have an intermediate-level model. The majority have a basic model or worse.

Attribution Approach Maturity Level

Base: 200



Q: How would you rate the maturity of your marketing attribution approach?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are twice as likely to have advanced or intermediate-level attribution approaches.

- Confident Marketers: 61 percent total with 17 percent advanced and 44 percent intermediate
- Non-confident: 32 percent total with 8 percent advanced and 24 percent intermediate

6. DATA/MARTECH/AI READINESS

Our interviews reveal that a strong data foundation is a key differentiator for Confident Marketers. Leaders from less-integrated organizations describe the significant challenges of data fragmentation, with one qualitative interviewee scoring their company's data integration at a 2.5 out of 10 and another noting the difficulty of unifying data across different business verticals. In contrast, leaders with strong data programs have moved from a "disconnected system to a more integrated ecosystem," with one executive whose Customer Data Platform (CDP) centralizes 180 data sources, transforming their martech stack into a "strategic asset."

This foundational data capability directly affects AI readiness. While leaders are universally optimistic about AI's potential to handle the "mechanical aspects" of marketing and free up teams for more strategic work, the impact of being ready is transformative. One CMO shared a powerful example of an AI-powered project that will enhance the customer experience on their website, a task that was reduced from a two-year timeline to just under two months thanks to AI.

Beyond just having the right tools, Confident Marketers approach AI with a more advanced strategic mindset. They look past small, task-based efficiencies, with one leader warning against the idea that "all these little crumbs are gonna make cake" when the board expects transformative results. Instead, they focus on fundamentally re-engineering entire processes to deliver significant value, such as the autonomous creation of 25 percent of a company's sales pipeline. This advanced approach is tempered with pragmatism, as leaders navigate security concerns in regulated industries by using secure, internal AI tools, and all agree that successful AI adoption requires a cultural willingness to "abandon old systems."

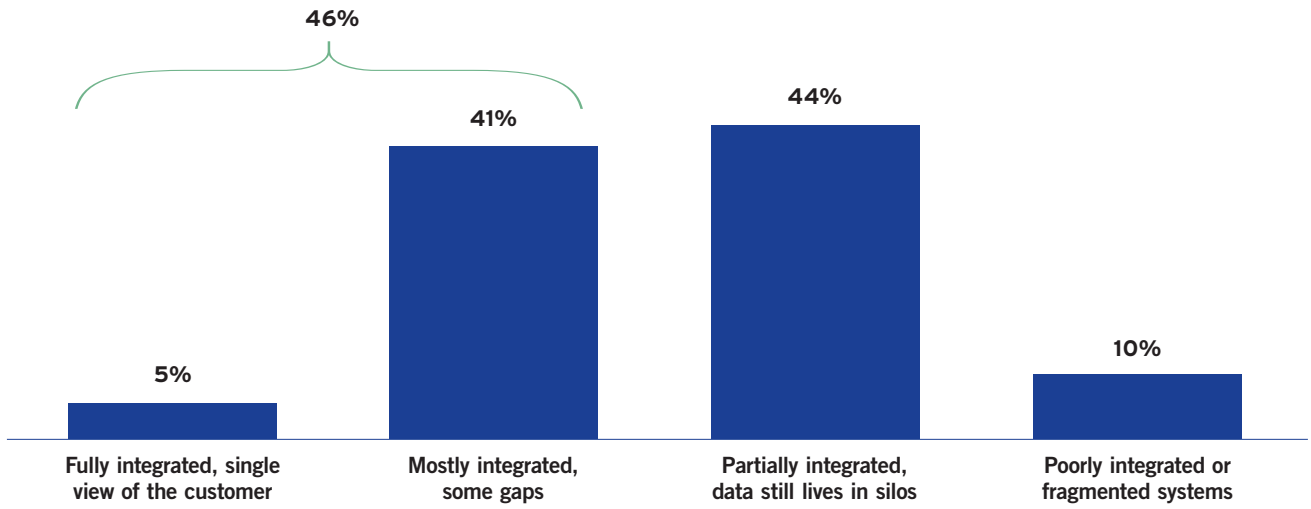
> **"There's this big assumption that all these little crumbs are gonna make cake. And I know that my board is gonna want a big ol' slice of cake."**
> *— Latane Conant, CRO, 6sense*

Current State of Data Integration

Data is fully or most integrated for 46 percent of respondents.

Current State of Data Integration

Base: 200



Q: What best describes your current state of data integration?

Confident Marketers are twice as likely to have fully or mostly integrated data systems.

- Confident Marketers: 65 percent total with 13 percent fully integrated and 52 percent mostly integrated
- Non-confident: 33 percent total with zero percent fully integrated and 33 percent mostly integrated

The ANA report, **Using Data to Supercharge B2B Marketing: An ANA B2B Data and Analytics Playbook**, provides guidance on how B2B marketers can optimize data with practical frameworks, AI-ready models, and insights into how data can fuel smarter strategies across the funnel.

Tech Stack Is Ready for Autonomous AI Agents to Run Campaigns

Only 18 percent have a current martech stack fully (i.e., we're already building toward autonomous marketing) or mostly (i.e., AI is a growing part of our operations) built for a future where AI agents autonomously manage campaigns and customer journeys.

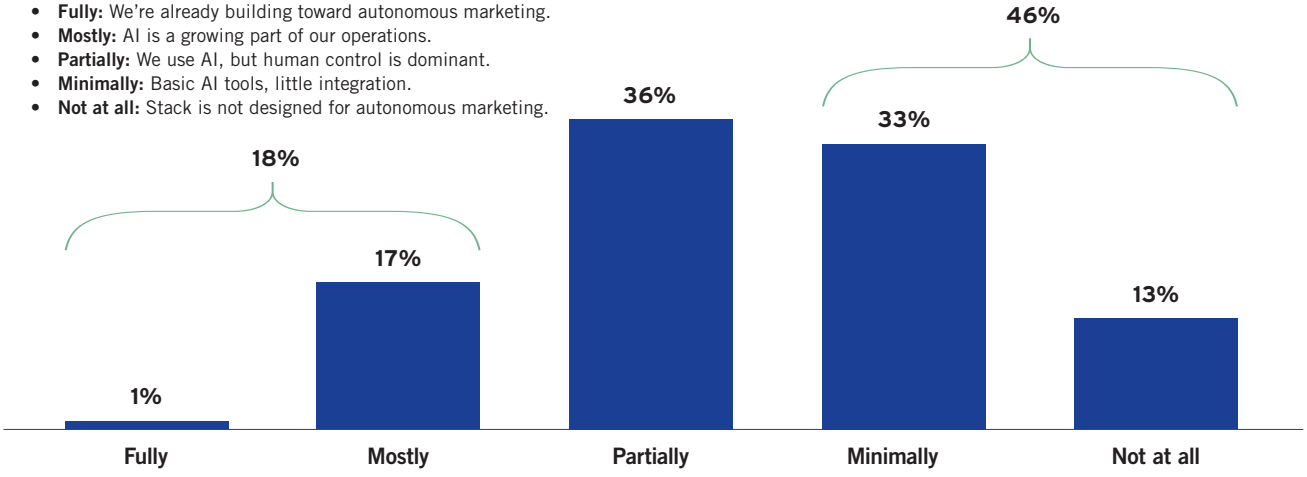
Thirty-six percent have a martech stack partially (i.e., we use AI, but human control is dominant) built for a future where AI agents autonomously manage campaigns and customer journeys. Meanwhile, 46 percent are behind — either minimally built for autonomous AI agents or not at all.

Tech Stack Is Ready for Autonomous AI Agents to Run Campaigns

Base: 200

Respondents were provided these definitions:

- **Fully:** We're already building toward autonomous marketing.
- **Mostly:** AI is a growing part of our operations.
- **Partially:** We use AI, but human control is dominant.
- **Minimally:** Basic AI tools, little integration.
- **Not at all:** Stack is not designed for autonomous marketing.



Q: To what extent is your current martech stack built for a future where AI agents autonomously manage campaigns and customer journeys?

Confident Marketers are over four times as likely to have a martech stack fully or mostly built for a future where AI agents autonomously manage campaigns and customer journeys.

- Confident Marketers: 35 percent total with 1 percent fully built and 34 percent mostly built
- Non-confident: 8 percent total with 1 percent fully built and 7 percent mostly built

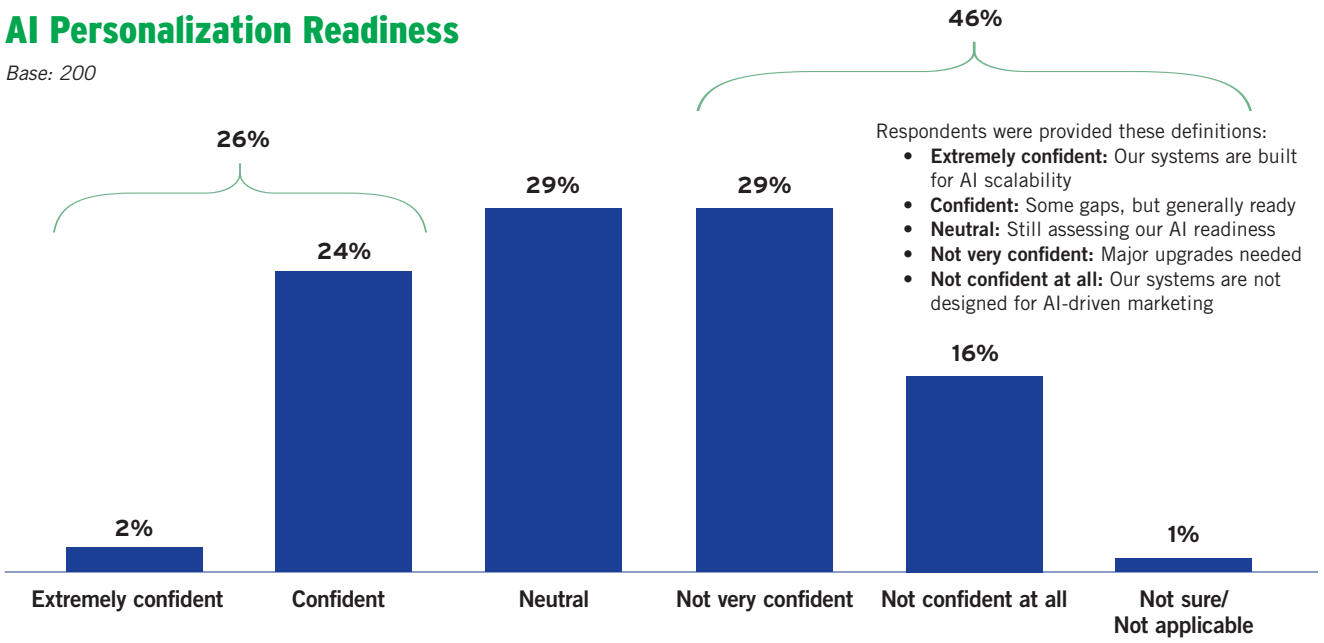
AI Personalization Readiness Lags

Twenty-six percent are confident that their marketing data ecosystem is ready to support AI-driven personalization at scale (i.e., ready for advanced AI-powered automation by using AI to automatically tailor content and outreach to every decision-maker in a buying group, without manual effort).

Yet 29 percent are neutral and 46 percent are not very confident or worse.

AI Personalization Readiness

Base: 200



Q: How confident are you that your marketing data ecosystem is ready to support AI-driven personalization at scale?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are more than four times as likely to have a marketing data ecosystem ready to support AI-driven personalization at scale.

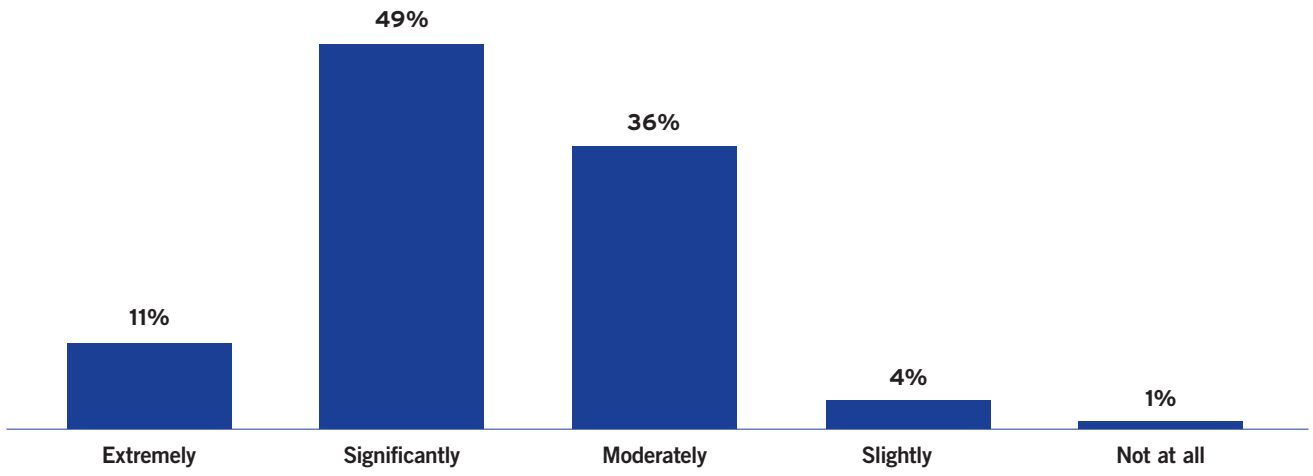
- Confident Marketers: 48 percent with 4 percent extremely confident and 44 percent confident
- Non-confident: 11 percent with zero percent extremely confident and 11 percent confident

Data Fragmentation Limits Effectiveness

Data fragmentation (when customer and campaign data is scattered across disconnected systems) limits marketing effectiveness for the majority of respondents. Data fragmentation makes it difficult for marketers to access, analyze, and act on insights. Without a unified view, the impact of data-driven strategies is reduced.

Data Fragmentation's Effect on Marketing Effectiveness

Base: 200



Q: How much does data fragmentation limit your marketing effectiveness?

Note: Numbers do not add up to 100% due to rounding.

Marketing Technology Spending Wish List

The most desired investment options to strengthen one's marketing tech and data ecosystem over the next 12 months are:

- Improving CRM, sales, and marketing platform integration
- Expanding analytics tools and dashboards

Martech and Data Spending Wish List (Extremely/Very Valuable)

Base: 200

Q: How valuable would each of the following investments be in strengthening your martech and data ecosystem over the next 12 months? (Extremely valuable, Very valuable, Moderately valuable, Slightly valuable, Not valuable at all)

7. BRAND STRATEGY AND CREATIVE

The interviews reveal that B2B brand strategy is a constant battle against two core challenges: the difficulty of measurement and the struggle for differentiation. Leaders describe having to continually justify brand investment in organizations that are often focused on more tangible, short-term results. The biggest creative challenge, according to one CMO, is breaking through a "sea of sameness," where many competitors are saying the same things, making a unique and memorable brand voice essential for success.

Confident Marketers overcome these challenges by championing a human-centric approach to brand. Their strategy is rooted in a core belief articulated by one leader: "You're not gonna rationalize me into something unless I feel good about it." This philosophy shifts the focus from product features to building genuine emotional connections. A powerful case study illustrates this "brands to humans" strategy in action: instead of standard promotions, a company offered mechanics in India "human incentives," like contributions to their children's school fees, leading to a 30 to 50 percent increase in market share.

This strategic view of brand is only possible with strong executive and board-level buy-in. The interviews confirm that this support allows marketers to evolve their brand strategy beyond simple awareness. For mature companies, brand-building becomes less about traditional advertising and more about fostering deep, valuable relationships through thought leadership and customer experience. When executed well, this approach creates a powerful financial lever, giving a company "premium pricing power" and a durable competitive advantage.

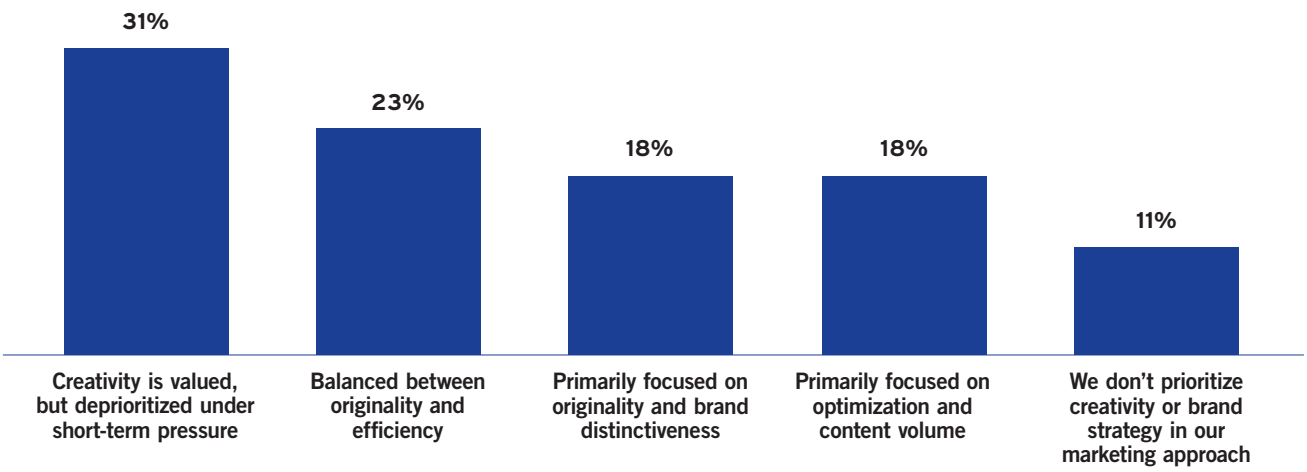
> **"It's about humanity and making people feel something. You're not gonna rationalize me into something unless I feel good about it... I think B2B marketers often forget that. But it's true. I gotta like you before I even wanna work with you."**
> *— Erik Petersen, Senior Director, Global Brand Advertising and Media at a leading AI-powered B2B platform*

Brand Strategy and Creative Execution

The most common approach to brand strategy and creative execution is that creativity is valued, but deprioritized under short-term pressure.

Brand Strategy and Creative Execution

Base: 200



Q: How would you describe your organization's current approach to brand strategy and creative execution?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are more likely to prioritize originality.

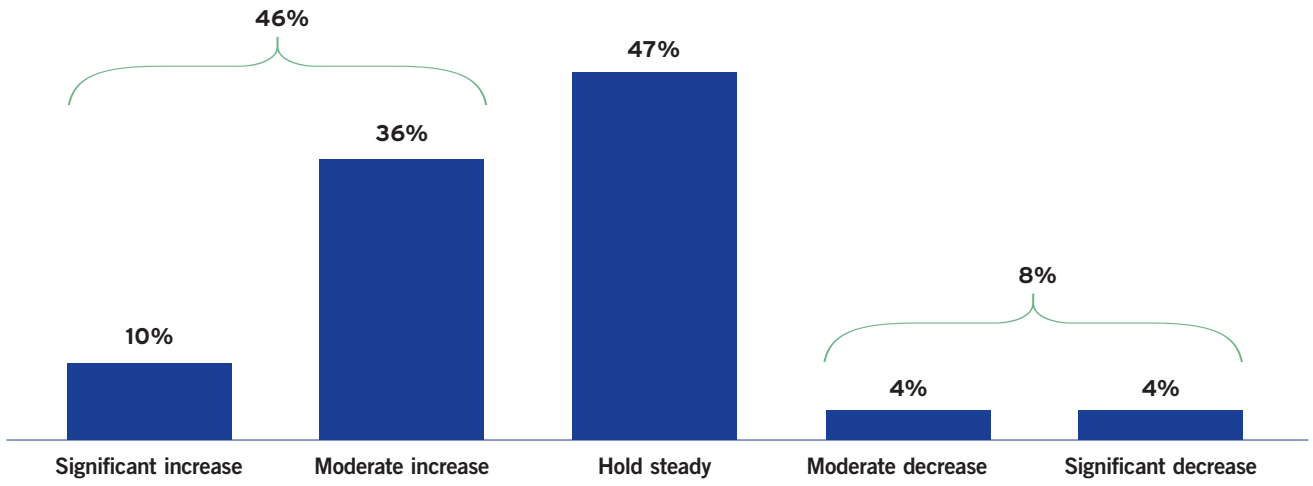
	Confident	Non
Creativity is valued, but deprioritized under short-term pressure	28%	32%
Balanced between originality and efficiency	21%	24%
Primarily focused on originality and brand distinctiveness	**25%**	14%
Primarily focused on optimization and content volume	18%	18%
We don't prioritize creativity or brand strategy	8%	13%

Long-Term Brand Spending

Over the next 12 months, 46 percent expect their organization's investment in long-term brand strategy to increase; only 8 percent expect a decrease.

Long-Term Brand Spending

Base: 200



Q: Over the next 12 months, how do you expect your organization's investment in long-term brand strategy to change?

Note: Numbers do not add up to 100% due to rounding.

Confident Marketers are almost twice as likely to expect their organization's investment in long-term brand strategy to increase over the next 12 months.

- Confident Marketers: 61 percent total with a significant increase for 16 percent and moderate increase for 45 percent
- Non-confident: 36 percent total with a significant increase for 6 percent and moderate increase for 30 percent

Interestingly, B2B marketing investment overall is likely to be underfunded. According to eMarketer:

- B2B ad spending in the U.S. in 2025 is estimated to be $43 billion, representing only 10.5 percent of total media ad spending.[1]
- B2B digital ad spending in the U.S. in 2025 is estimated to be $20.5 billion, representing only 6.1 percent of total digital ad spending.[2]

1 U.S. B2B Ad Spending Forecasts, eMarketer
2 U.S. B2B Digital Ad Spending Forecasts, eMarketer

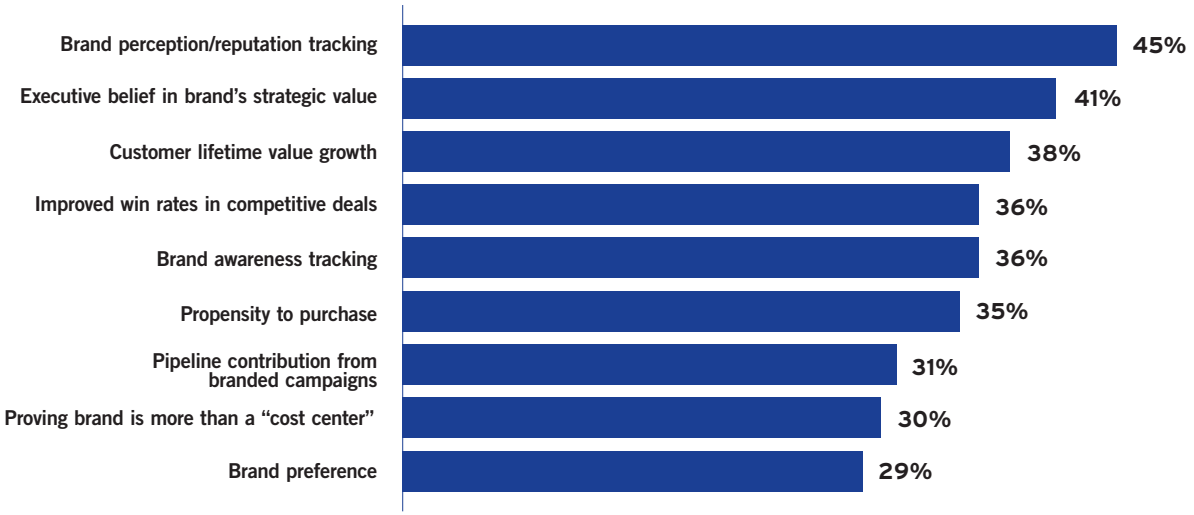
Reasons for Brand Investment

The most important reasons for justifying brand strategy investment inside the organization are:

- Brand perception/reputation tracking
- Executive belief in brand's strategic value
- Customer lifetime value growth

Reasons for Brand Investment

Base: 200



In addition: Share of voice/share of market studies (28%), Reduced sales cycle time (22%), Pricing power/ability to command premium pricing (20%), Talent attraction/retention improvements (12%).

Q: Which of the following are most important in justifying brand strategy investment inside your organization? Rank your top 4 reasons.

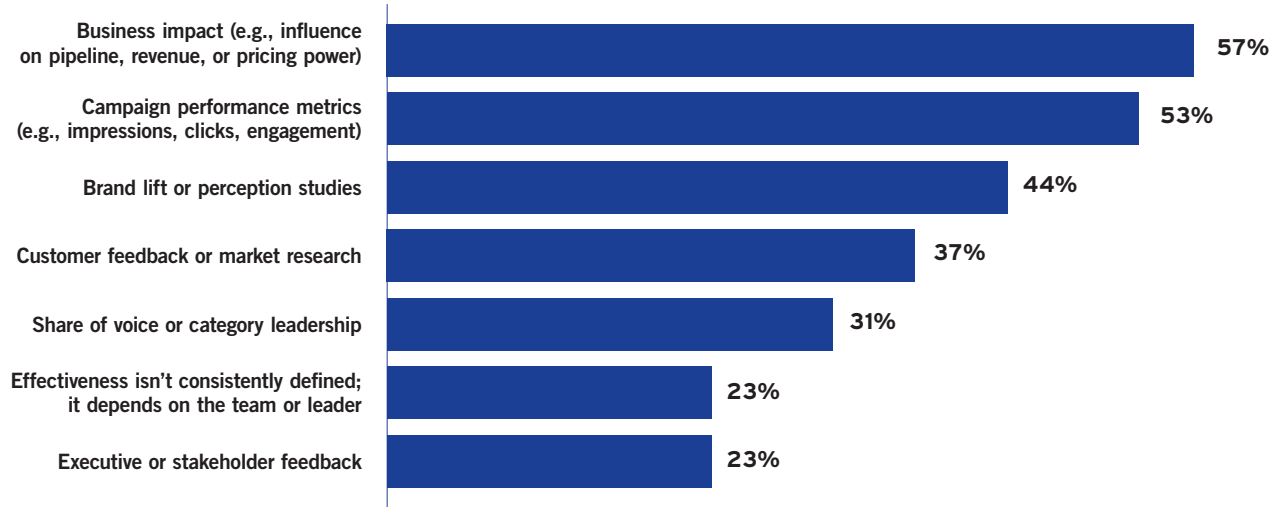
Defining Brand Strategy Effectiveness

Brand strategy effectiveness is most commonly defined as:

- Business impact (e.g., influence on pipeline, revenue, or pricing power)
- Campaign performance metrics (e.g., impressions, clicks, engagement)

Defining Brand Strategy Effectiveness

Base: 200



In addition: We only measure creative on tactical metrics like engagement or impressions (17%), We have no consistent definition of brand or creative effectiveness (16%).

Q: How does your organization define the effectiveness of brand strategy? Rank your top 3.

Case Study
ServiceNow: Brand and Creativity

servicenow

The Challenge

ServiceNow, The AI Platform for business transformation that connects every corner of a business.... such as IT, HR, customer service, and security. The company's marketing team was asked to elevate ServiceNow to world-class brand status by:

- Building brand strength through strategy, creativity, and content
- Balancing brand-building with demand generation
- Engaging diverse B2B buyer groups
- Leveraging creativity for differentiation

The Approach

1. *Build Internal Buy-In*

   Internal alignment was essential. C-suite, finance, and sales teams needed to understand how brand investment affects both in-market and future demand. ServiceNow used the 95/5 rule (5 percent of buyers are in-market at any given time, 95 percent are not) to educate stakeholders. The team also demonstrated that emotions are central to B2B decision-making because emotions drive memory and recall.

   A key advantage: ServiceNow's CEO believes brand drives shareholder value, reinforcing executive-level commitment.

2. *Understand Customers*

   Rather than focusing solely on internal stakeholder demands, ServiceNow leveraged synthetic research and AI insights to build campaigns that resonated with customers. Recognizing the complexity of B2B buyer groups, the company reframed its approach from "business-to-business" to "people-to-people."

3. *Define the Brand*

   At ServiceNow, brand is more than design or advertising. It's the sum of every interaction with customers, partners, and the ServiceNow community. Brand strength comes when stakeholders themselves articulate what the brand stands for.

The Outcome

- Climbed to No. 41 on the Kantar 100 Most Valuable Brands list (up 12 spots year over year)
- Ranked No. 3 on Glassdoor's Best Places to Work
- Recognized as an Interbrand "Brand to Watch"

Takeaway

Six keys to success emerged:

1. Align brand with business outcomes.
2. Educate and influence internal stakeholders.
3. Demonstrate ROI on brand investments.
4. Balance brand-building and demand generation.
5. Leverage creativity for distinctiveness.
6. Focus on customer needs, not just internal.

8. THOUGHT LEADERSHIP

Thought leadership is more than content. It is a market-shaping strategy that uses unique expertise, proprietary data, or original insights to establish a company as an industry problem-solver.

Thought leadership is becoming a key strategic function in B2B marketing, with nearly a third of all marketers (29 percent) now using it as a priority to shape markets and influence buyers. The leaders interviewed for this report exemplify this strategic approach, viewing it as a "pillar of B2B," the "lifeblood of the space," and "very core of our go-to-market."

For Confident Marketers, the goal of thought leadership is not just lead generation but a more strategic one: to position the company as an "industry problem-solver." They use proprietary research and flagship content as a "door opener" for their sales teams, enabling them to lead conversations with valuable industry insights rather than a product pitch. This approach aims to build the brand, demonstrate expertise, and establish the kind of long-term, valuable relationships that are central to their brand strategy.

The interviews revealed three keys to executing this strategy effectively. First is differentiation; in a crowded market, leaders emphasize the need to find the "white space" and focus on the "strength of our storytelling." Second is a multi-channel distribution strategy; one CMO stressed that without paid support, even the best work is a "lost cause." This often involves a mix of channels including blogs, podcasts, and partnerships with analysts. Finally, credibility is paramount. Leaders achieve this by elevating the personal brands of their internal experts or by leveraging unique, proprietary data to create "benchmark type of thought leadership" that competitors cannot easily replicate.

> **"Brand building is less about traditional advertising and more about building valuable relationships with customers through relevant content and customer experience."**
> *— Amy Summy, Executive Vice President, Chief Marketing Officer and Consumer Lead, Labcorp*

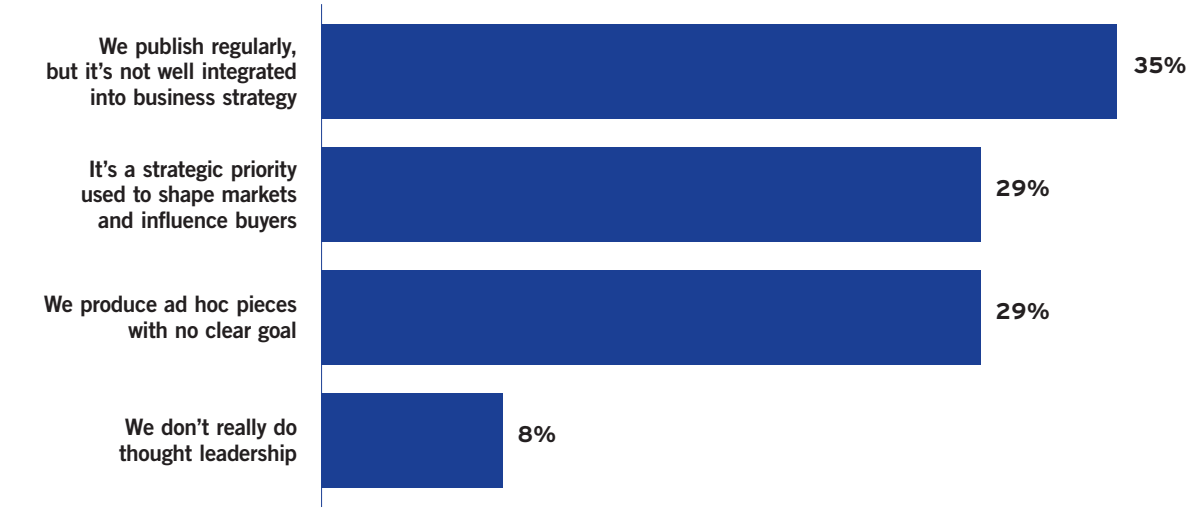
Current Thought Leadership Approach

There are various approaches to thought leadership.

- Only 29 percent consider it to be a strategic priority used to shape markets and influence buyers

Current Thought Leadership Approach

Base: 200



Q: How does your organization approach thought leadership today?

Note: Numbers do not add up to 100% due to rounding.

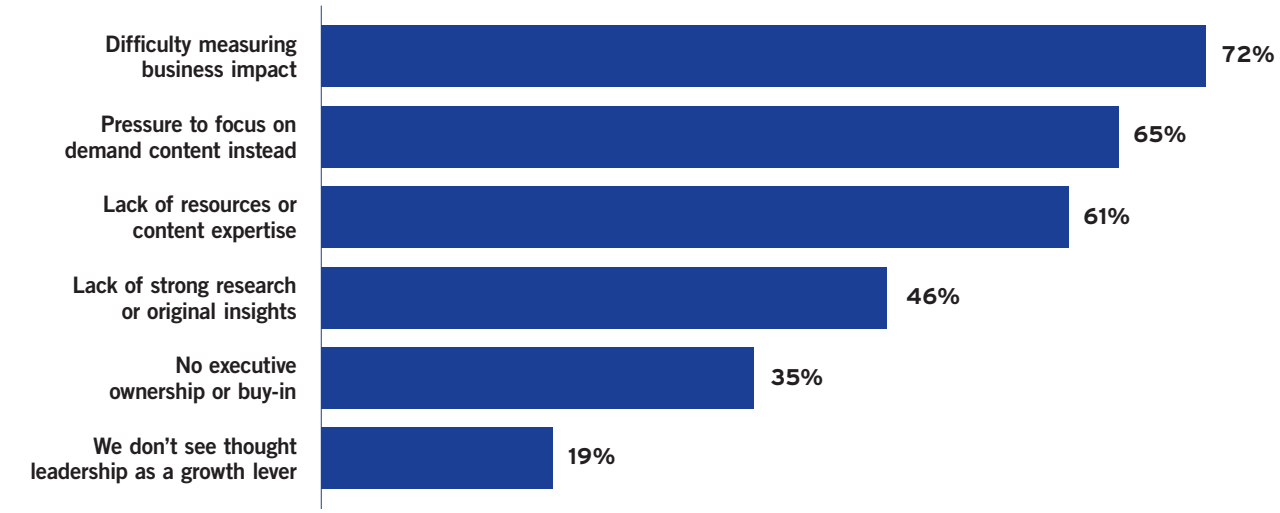
Barriers to Thought Leadership

The biggest barriers to producing high-impact thought leadership are:

- Difficulty measuring business impact
- Pressure to focus on demand content instead
- Lack of resources or content expertise

Barriers to Thought Leadership

Base: 200



Q: What are your biggest barriers to producing high-impact thought leadership? Rank your top 3 barriers.

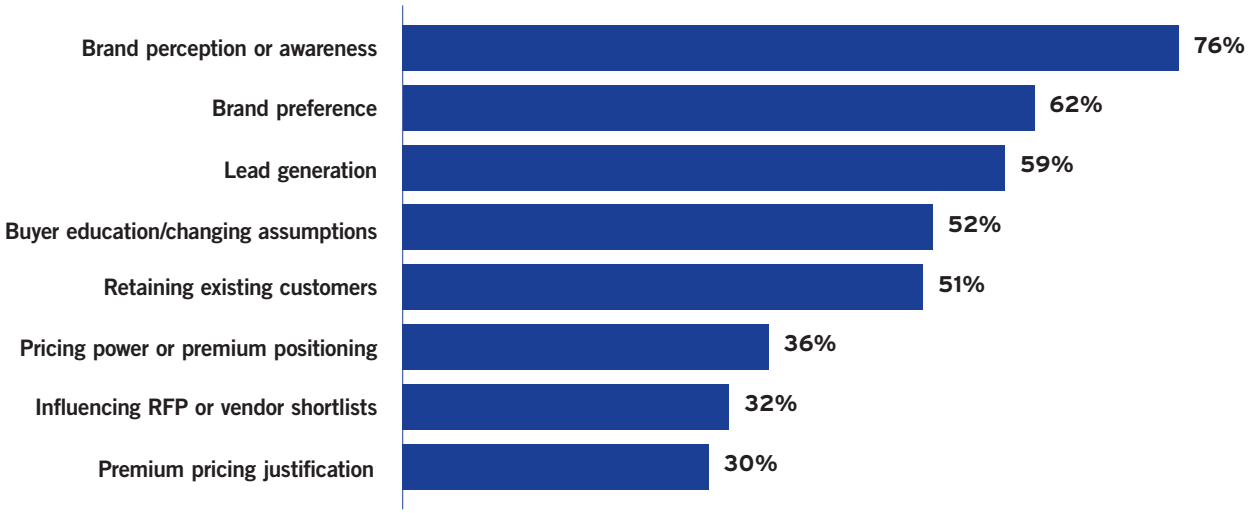
Business Outcomes Expected from Thought Leadership

The top business outcomes that thought leadership is expected to influence are:

- Brand perception or awareness
- Brand preference
- Lead generation

Business Outcomes Expected from Thought Leadership

Base: 200



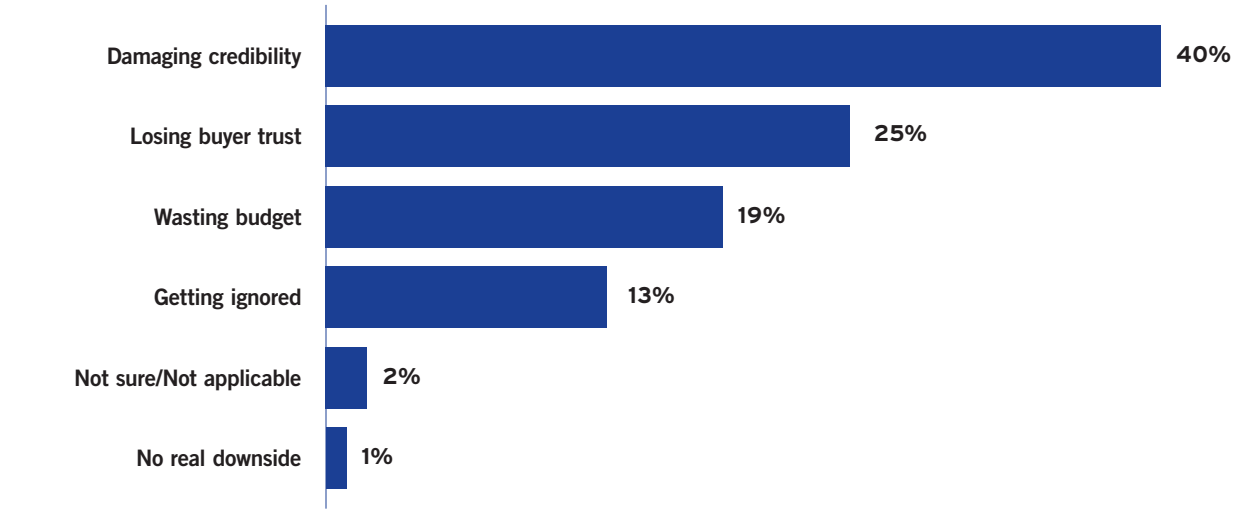
Q: What business outcomes do you expect thought leadership to influence? Please select all that apply.

Biggest Risk of Low-Quality Thought Leadership

The biggest risk of publishing low-quality thought leadership is damaging credibility.

Biggest Risk of Low-Quality Thought Leadership

Base: 200

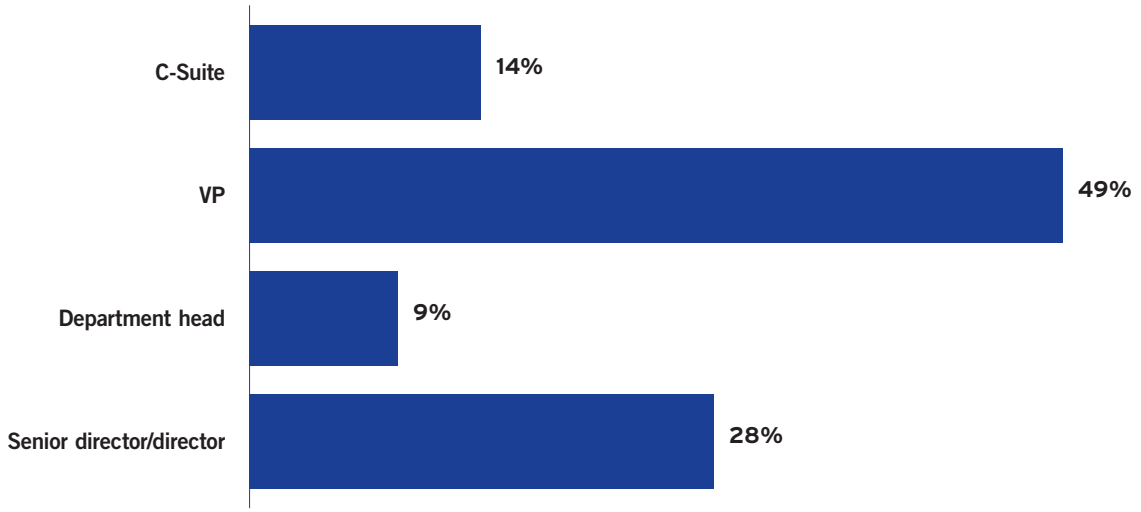


Q: What is the biggest risk of publishing low-quality thought leadership?

Appendix

Job Seniority

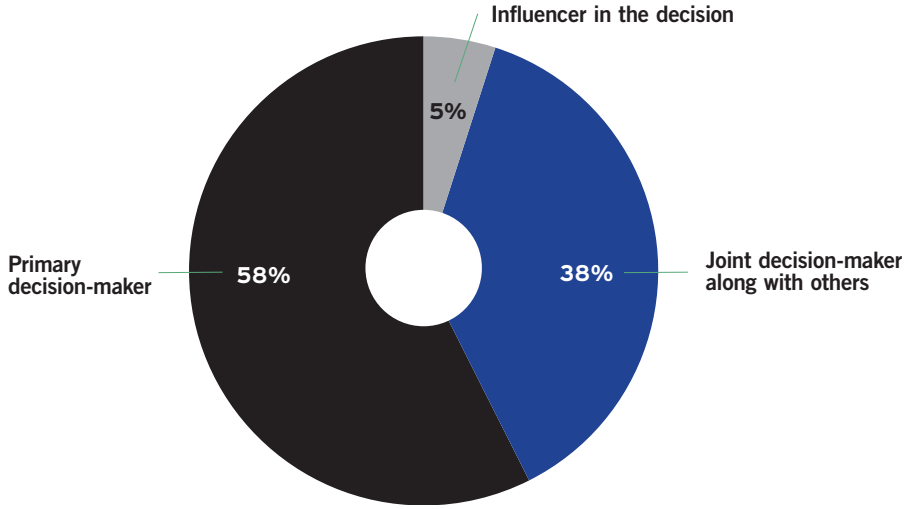
Base: 200



Q: What best describes your job seniority?

B2B Marketing Decision-Making Authority

Base: 200

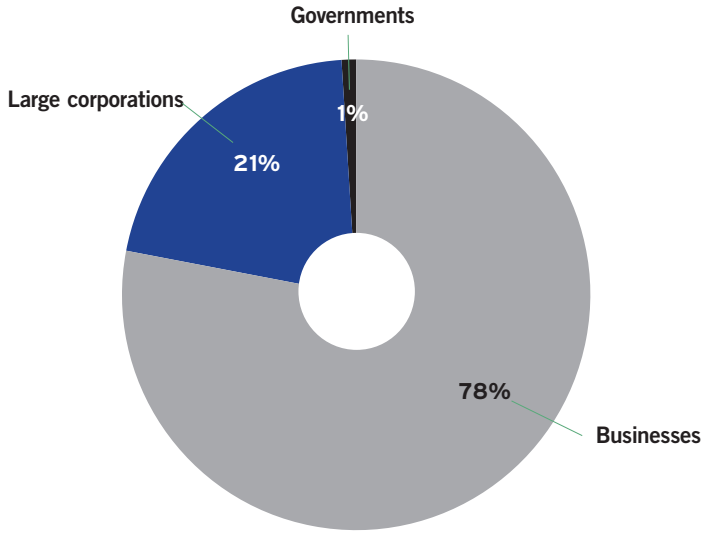


Q: What best describes your decision-making authority over the B2B marketing strategy and execution at your organization?

Note: Numbers do not add up to 100% due to rounding.

Main Customers

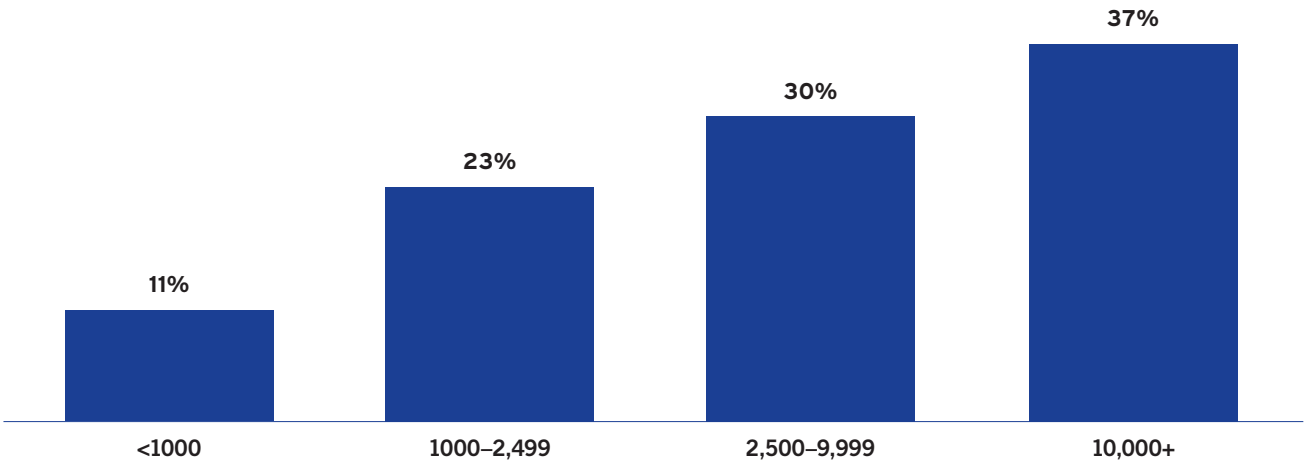
Base: 200



Q: Who are your main customers?

Employees Worldwide

Base: 200

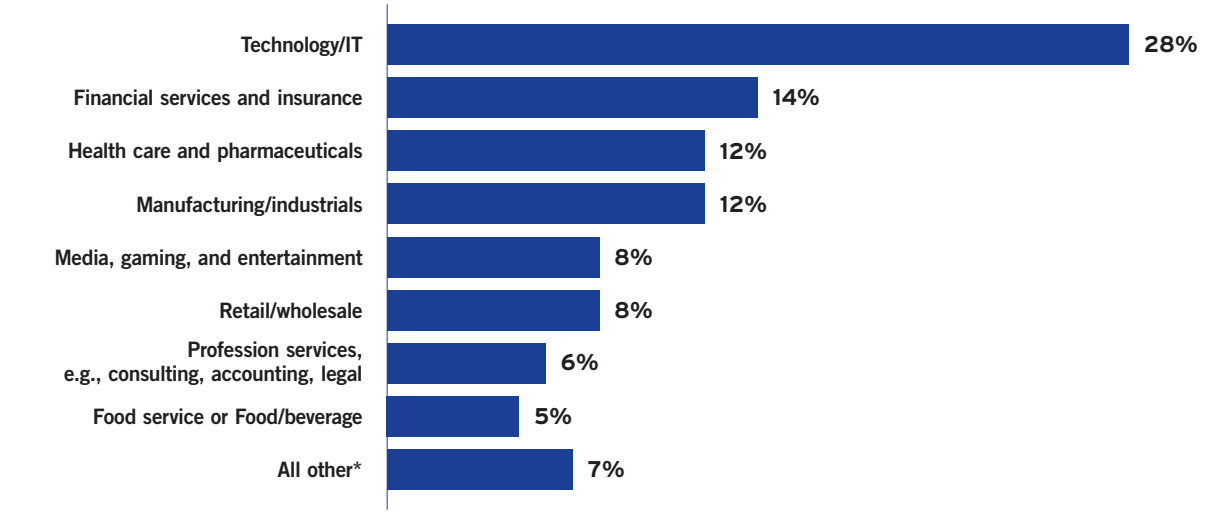


Q: Approximately how many employees does your company have in all locations worldwide?

Note: Numbers do not add up to 100% due to rounding.

Industries

Base: 200



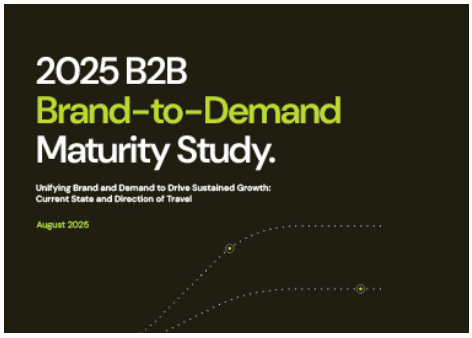
*All other includes energy/utilities, logistics/distribution, supply chain, travel/hospitality.

Q: Which of the below most closely describes your organization's industry?

There are 13 charts that provide the key differences between the Confident Marketer and their non-confident counterparts.

Additional Resources

The ANA and NewtonX have additional resources for B2B marketers.



- **2025 B2B Brand-to-Demand Maturity Study:** Brand-to-Demand (B2D) integration is gaining momentum, but challenges remain. Many B2B marketers still treat brand and demand as separate functions with different teams, budgets, and KPIs, limiting overall marketing effectiveness. This report, developed by ANA and Stein, explores the current state of B2D maturity and outlines the path forward.

- **Using Data to Supercharge B2B Marketing: An ANA B2B Data and Analytics Playbook:** The playbook reflects real-world contributions from senior marketers across sectors and tackles today's most urgent challenges — hidden buyer dynamics, sales-marketing disconnects, and post-sale retention — with practical frameworks, AI-ready models, and insights into how data can fuel smarter strategies across the funnel.

- **Automation for Performance: Marketer's Guide to AI-powered Advertising:** A new report from TikTok and NewtonX based on a global study of 1,200+ executives and advertisers. It offers a roadmap for integrating AI automation across the marketing journey, tackling talent gaps, and leveraging partnerships for growth. The study also highlights innovation, technical expertise, and creativity as the hallmarks of AI leadership.

Acknowledgements

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- Debbie Schildkraut, VP
- Bill Zengel, SVP
- Bill Duggan, Group EVP

The NewtonX team:

- Daniel Sills, Director, Brand Partnerships
- Jasmin Siegle, Senior Director, Strategic Insights & Analytics
- Linda Thach, Senior Associate

About the ANA

The Association of National Advertisers (ANA) is the definitive voice of the marketing industry. Since 1910, we have set and advanced the agenda for marketing transformation, connecting over 1,600 member companies to an influential global network, insights and resources that drive growth. Our members represent 20,000 brands and $400 billion in annual marketing investment. Through industry-leading research, the CMO Growth Council, and our proprietary Growth Agenda and Practices, the ANA empowers marketers to shape the future of marketing and create lasting impact for their organizations and the industry.

About NewtonX

NewtonX is the leader in B2B research. Trusted by Fortune 500 companies, NewtonX delivers results through custom-recruited professionals, expertly designed surveys and interviews, end-to-end research services, and the NewtonX Hub—your all-in-one destination for insights. Whether exploring new markets, refining a product strategy, or better understanding your customers, NewtonX delivers the insights you need to drive your business forward. Visit newtonx.com to learn more.

Recap: What Leaders Can Do Now to Be Confident B2B Marketers

1. Effective sales and marketing alignment is built on joint planning and data transparency.

2. Treat brand as your future pipeline.

3. Shift focus from individual leads to the entire buyer group and decision committees.

4. Think B2H (Brands to Humans), not just B2B.

5. Own the end-to-end revenue pipeline.

6. The goal of measurement is to build the strategic trust that enables long-term growth.

7. Use AI for strategic process transformation, not just tactical efficiencies.

8. Activate insights, don't just integrate data.

9. Effective thought leadership serves as a market-shaping strategy, not a content tactic.

See pages 9 and 10 for complete details.

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The Confident B2B Marketer

(and how you can be one too)