

The State of B2C Revenue Execution Report

How B2C marketing, sales, and,
contact centers align to drive
revenue growth

2024

A large, abstract 3D wireframe graphic in the bottom right corner, resembling a complex, twisted cylinder or a Möbius strip. It is composed of a grid of lines and is rendered with a gradient of colors from light blue to purple. The background features soft, overlapping circles in shades of teal and purple.

The Disconnects Damaging B2C Revenue Growth

In today's economic climate of volatility, high interest rates, and increasing costs, B2C companies are under pressure to find creative ways to drive revenue growth. Executives and investors are also increasingly demanding that these companies connect their marketing and sales investments directly to revenue.

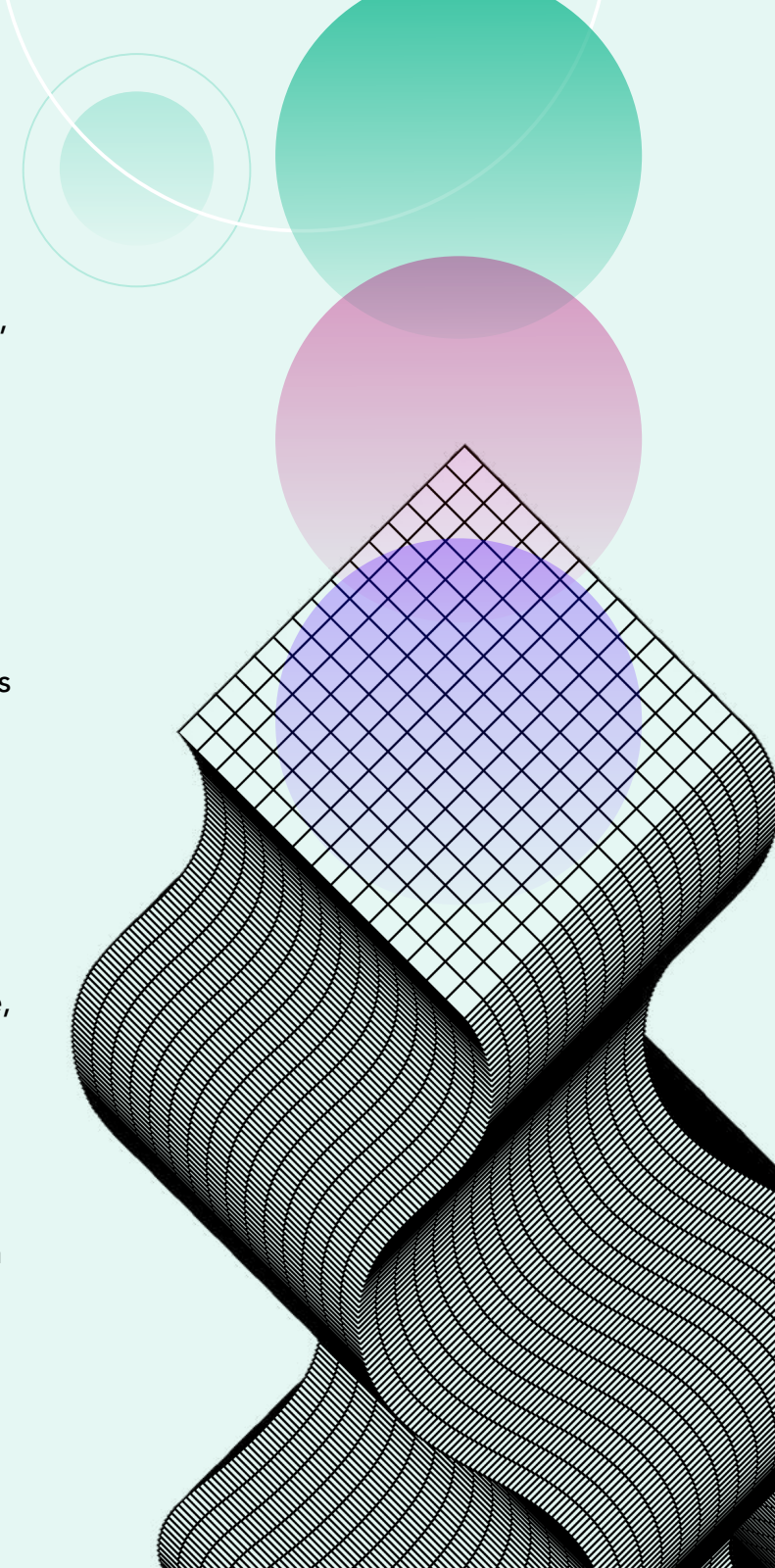
While marketing and sales jointly own revenue, at most B2C companies, these teams are totally disconnected. Further challenging these teams are buying journeys that span online and offline channels, causing gaps in both data and strategic collaboration.

It's a triple-whammy that's challenging the cultural, organizational, and technological status quo, especially in high-stakes, high-touch industries like automotive, healthcare, home services, telecom, and other industries that rely heavily on human interactions to convert leads. When the customer leaves the digital journey—which many B2C companies have nearly perfected—and calls a business, the experience breaks down for them and visibility

of the buying journey and attribution for revenue becomes obscured for marketing, sales, and contact center teams. This results in poorly coordinated planning and a lack of shared goals, undermining revenue growth.

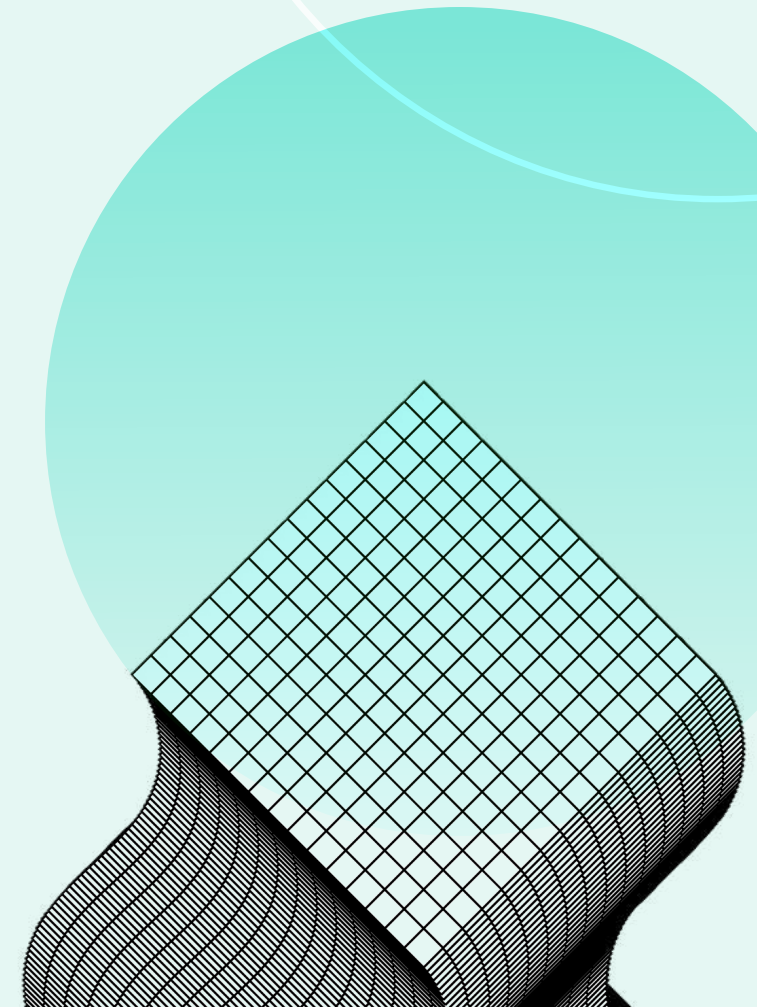
For this report, we surveyed 600 marketing, sales, and contact center leaders at B2C organizations who report that 20% or more of their lead conversions happen on the phone.

We'll delve into the root causes of the disjointed and disconnected buying journeys that hamper revenue growth for B2C companies. You'll discover how misaligned marketing, sales, and contact center teams impact visibility and revenue, why the buyer journey is broken, and how revenue leaders are (or aren't) connecting their investments to revenue. You'll also learn the importance of creating a unified "revenue team" that owns the entire buying journey from the first click through the final sale.



How Sales and Marketing Alignment Equates to Revenue Growth

When marketing, sales, and contact center teams work as a single revenue team, they can collaborate on shared goals and build a unified buying journey that drives revenue growth. But at most B2C companies, these teams are woefully disconnected.



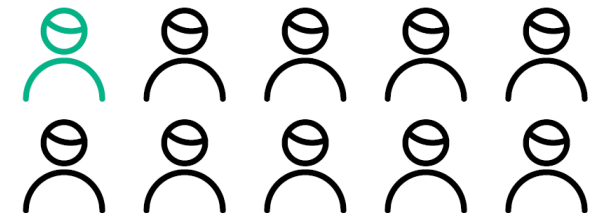
Revenue Growth Depends on Alignment

Marketing, sales, and contact center leaders know that teams must be aligned to drive growth, but few report very strong alignment.



9 in 10

believe that marketing and sales alignment is important for driving revenue growth



1 in 10

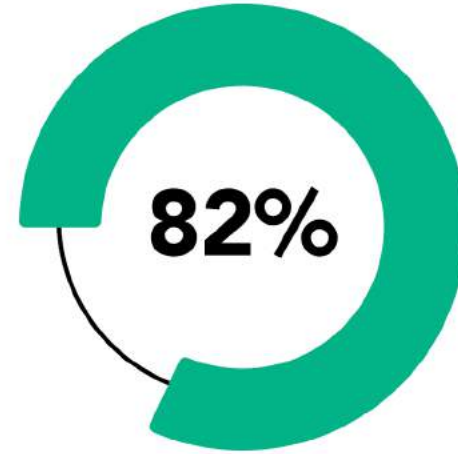
say their marketing and sales teams are very strongly aligned

Source: Invoca, 2024

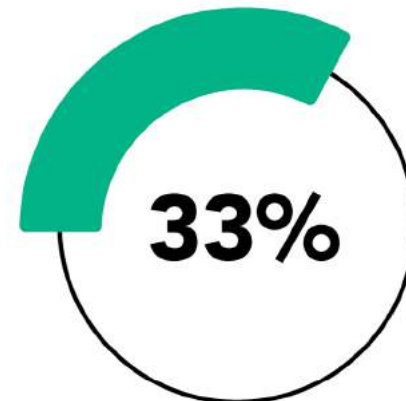
Highly Aligned Teams are Confident About Growth

When marketing and sales are tightly aligned, there is more transparency across the organization. Everyone knows what the goals are and how they can contribute to reaching them.

Nearly all companies with highly aligned teams are confident revenue will grow significantly in the coming year. Only a third of those with poorly aligned teams believe the same.



of companies with strongly aligned sales and marketing teams expect revenue to increase significantly in 2024



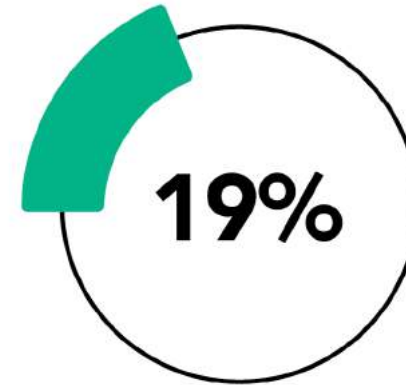
with poorly aligned teams expect the same level of growth

Source: Invoca, 2024

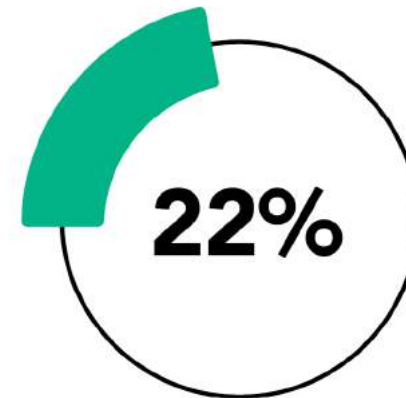
Trust Between Marketing and Sales is Vital

B2C marketing and sales teams are suffering from a trust deficit. Less than a quarter of sales teams have very high trust that marketing can deliver high-quality leads and marketing doesn't trust sales teams to convert them.

Without high levels of trust, it's unlikely that these teams will be able or willing to align on strategies and goals.



of marketing leaders have very high trust in the contact center to convert leads into sales



of sales leaders have very high trust in the marketing team to deliver high-quality phone leads

Source: Invoca, 2024

“

Most companies treat marketing and sales as church and state. But we saw an opportunity to change the relationship dramatically. By creating synergies across both functions, we've created the right environment for success. We went from greeting one another in passing to becoming joined at the hip.”



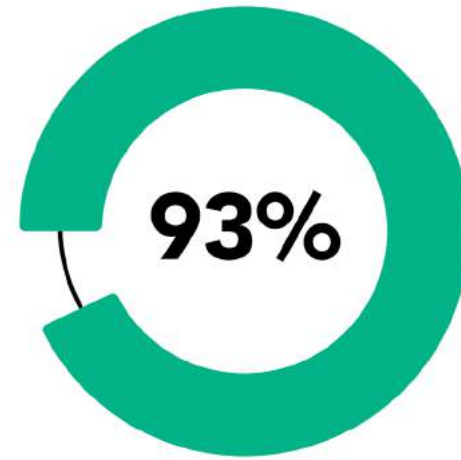
—
Lorenzo Clark
VP of Sales

windstream. 

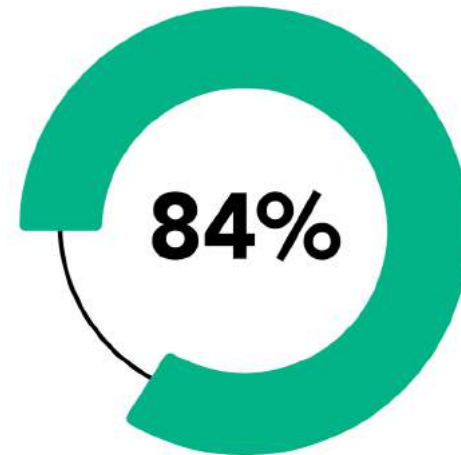
Low Trust Reduces Revenue Growth

Sales and marketing leaders are aware of the impact that tight alignment can have, and nearly all believe that meeting more regularly with their counterparts would positively impact revenue growth.

When marketing and sales don't trust each other, they're less likely work together to create the cohesive strategies required to drive revenue growth.



feel that low trust between marketing and sales has a significant impact on the company's ability to grow revenue



think meeting more regularly with their counterpart in marketing or sales would positively impact their ability to drive revenue

Source: Invoca, 2024

Misaligned Strategies Equal Misaligned Teams

The top 5 causes of poor alignment between marketing, sales, and contact centers rank very closely, with misaligned strategies leading the list.

All the reasons are interrelated, though. Without integrated technologies, for example, you can't properly handle and share data, get a unified view of the customer, or align on KPIs.

The top challenges to aligning sales with marketing:

1. Misaligned strategies

43%

2. Inconsistent data handling

42%

3. Inadequate communication

41%

4. Differing customer understanding

41%

5. Lack of integrated technologies

37%

Source: Invoca, 2024

Is the Buyer Journey Broken?

Alignment of sales and marketing teams impacts visibility of the buying journey—and the ability to attribute investments to revenue.

Marketing frequently lacks access to conversion data for the phone leads they drive and can't prove impact on revenue, while contact centers are burdened by a lack of intent data for inbound calls and too many low-quality leads.

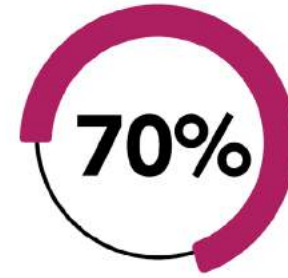
The result is a broken buyer journey and poor customer experiences that drive down revenue.

The Buying Journey Lacks Ownership

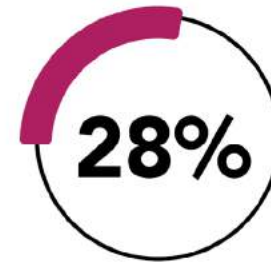
The need for highly aligned revenue teams becomes apparent when you ask who owns the buyer journey.

Less than a third are very confident that they understand the full buying journey, but this jumps to 40% for those who have full access to contact center data.

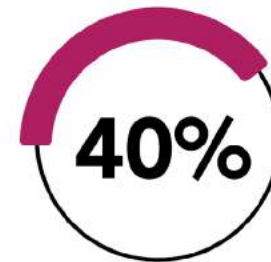
Without cross-functional alignment, you can only impact the part of the journey that you manage and you lose visibility of the bigger picture.



of leaders think their buyer journey lacks a clear, unified owner



of companies are very confident that they understand their customers' full buying journey



of those with full access to contact center data say they're very confident that they understand the full buyer journey

Source: Invoca, 2024

Offline Data and Silos Create Blind Spots

The lack of understanding of the buying journey is attributed (pun intended) to a lack of visibility into calls, unifying online and offline data, and accessing data from other departments.

When marketing has no visibility into how the leads it sends to call the contact center or business locations convert, they have no way to improve lead quality or prove their full ROI.

The biggest barriers to understanding the buyer journey:

1. Visibility of offline interactions i.e. phone calls

54%

2. Accessing data from other departments

48%

3. Unifying online and offline data

38%

4. No single source of truth

36%

5. Visibility of online interactions

35%

Source: Invoca, 2024

“

Some marketers put all their energy into driving leads and don't think too much about what happens after that. But our success also depends on the sales team converting those leads.”



—

Taylor Wick
Director of Marketing

RICK'S
CUSTOM FENCING & DECKING

Access to Contact Center Data Boosts Performance

When marketing teams have access to contact center data like lead quality, conversions, and revenue outcomes, they can use that data to make better optimization decisions.

Nearly 80% of marketers said that having access to contact center data would allow them to drive higher-quality leads to the contact center.

Impact of access to contact center data on lead quality:

Significant impact

27%

Some impact

50%

Small impact

15%

No impact

6%

Source: Invoca, 2024

The Contact Center is a Revenue Generator

The contact center isn't just for customer service—it's how many B2C businesses convert their highest-value leads and generate revenue.

We surveyed marketing, sales, and contact center leaders who see at least 20% of their customers convert on the phone. Over 8 in 10 said more than 40% of their conversions occur on the phone.

The contact center serves as the most important buyer journey touchpoint and revenue channel for many of these businesses.

Reported percentage of conversions that occur on the phone:

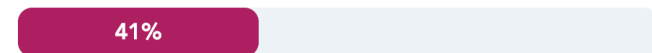
80-100%



60-80%



40-60%



20-40%



Source: Invoca, 2024

But the Contact Center is Still Seen as a Cost Center

Despite the contact center being a critical revenue-generating channel for a majority of the survey respondents, more than half still view it as a cost center—or that it costs money to run but does not contribute to revenue.

Surprisingly, this view is shared by marketing, contact center, and sales leaders.

When the contact center isn't viewed as a revenue center, the buyer journey becomes fractured because teams are more likely to be siloed, fail to share data, and align on goals.

Moreover, the contact center is not given the budget, tools, and attention needed, resulting in a poor buyer experience and slowed revenue growth.

Is the contact center a cost center or a revenue center?

Cost center



Revenue center



Believe it's a cost center by role:

Marketing:



Sales:



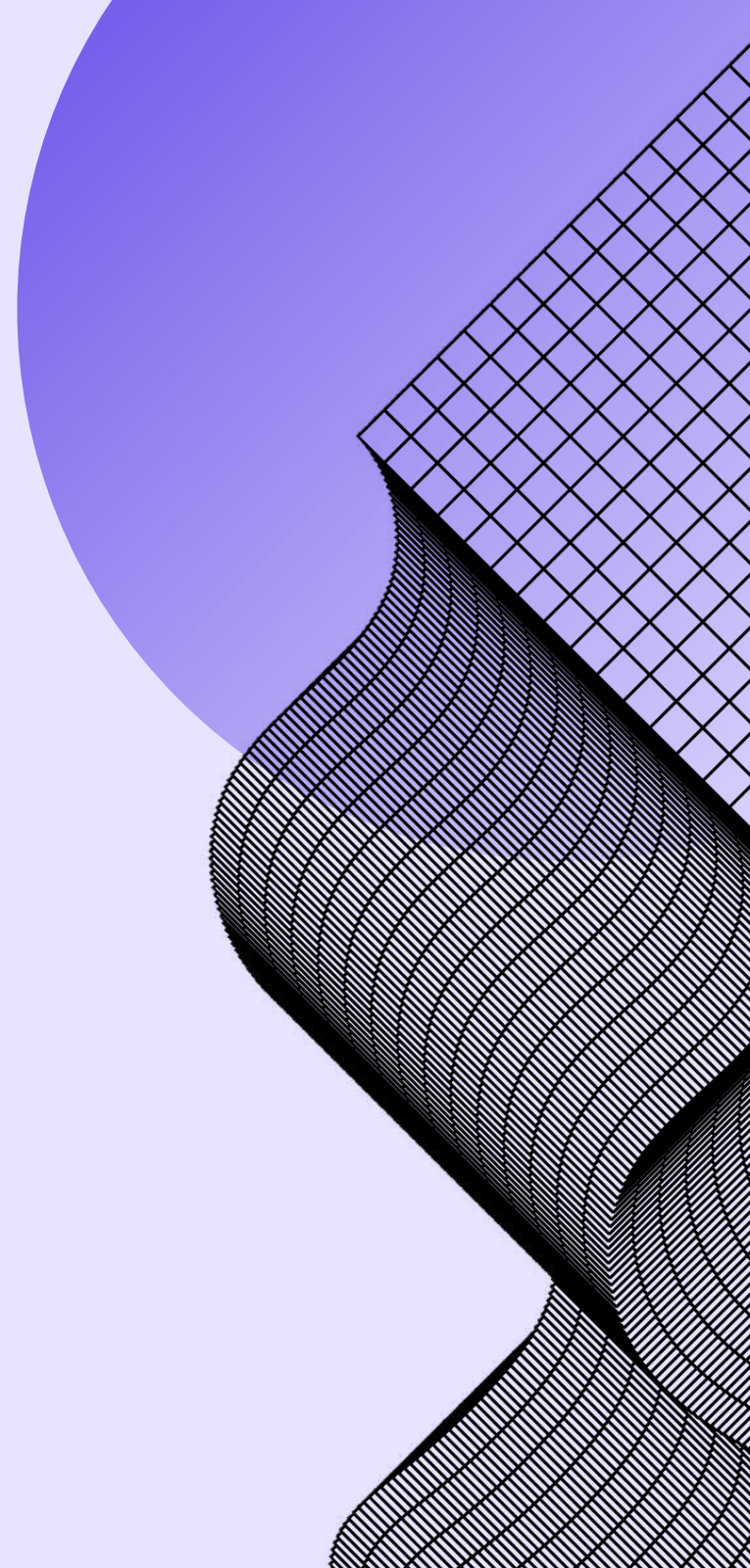
Contact center:



Source: Invoca, 2024

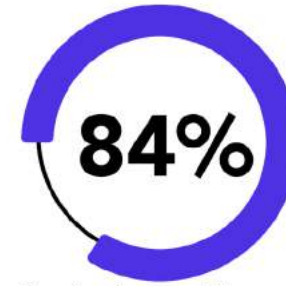
The Revenue Connection

If marketing and sales can connect their investments to revenue, they can prove their performance, make smarter optimization decisions, and reduce wasted spend.

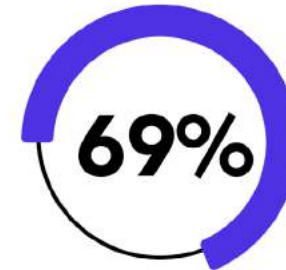


Revenue Attribution is Critical, but Hard to Get

Over 8 in 10 marketing leaders say that it's very important to directly attribute revenue to marketing investments, but most have difficulty doing it with phone calls. Half also say that tying revenue to marketing spend isn't easy.



of marketing leaders say it's very important to directly attribute revenue to marketing investments



of marketing leaders have inadequate revenue attribution to tie phone calls back to specific marketing campaigns

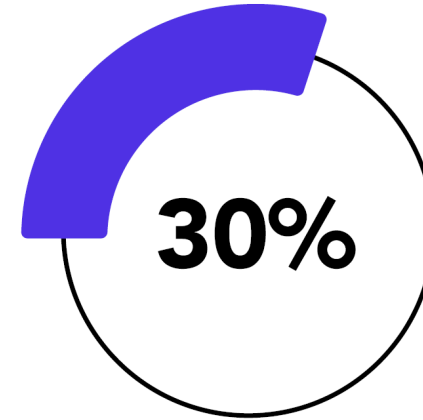


of marketing leaders find it hard to tie marketing spend to revenue

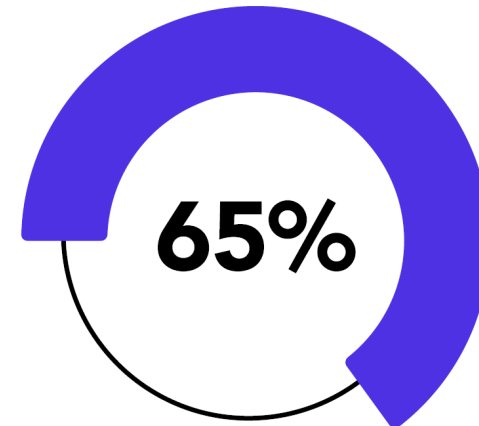
Source: Invoca, 2024

Even attribution for online sales isn't a sure thing

The biggest gaps in data occur when leads leave the digital journey and call a business. While most B2C marketers are confident in their online analytics capabilities, only a third say they can always connect online sales to revenue.



say they can **always** attribute revenue from online sales



say they can **sometimes** attribute revenue from online sales

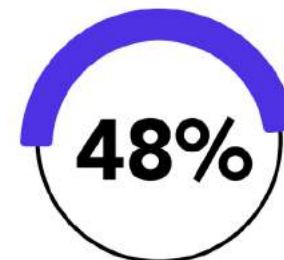
Source: Invoca, 2024

Sales Has Limited Visibility into How Marketing Drives Leads

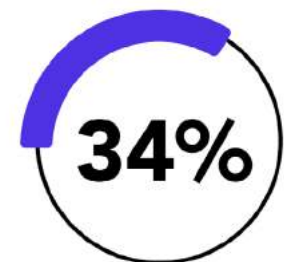
If sales and contact center leaders don't know how marketing is driving phone leads, it's highly unlikely that they're properly trained on marketing programs and promotions.

This also makes it unlikely that they're able to pass data about the digital buying journey to contact center agents, so they have no context about why people are calling.

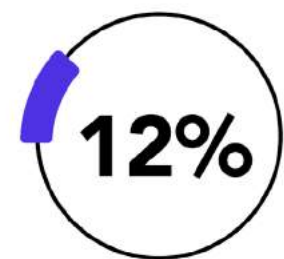
This creates frustration for leads who call and find that they're connected to agents who can't help them, have no idea why they're calling, and are unaware of the promotions and campaigns that the caller will ask about. This poor experience has a direct impact on conversion rates and revenue.



of sales leaders have inconsistent visibility into how marketing campaigns drive phone leads



of sales leaders report a lack of technology and lack of data as the biggest barriers to getting revenue attribution for sales that occur on the phone



of sales leaders strongly agree that they can attribute revenue from phone calls

Source: Invoca, 2024

Poor Alignment is the Biggest Barrier to Attributing Revenue

When asked what the biggest barrier to getting revenue attribution for calls is, only 7% said they can directly attribute revenue from phone sales to marketing programs.

Over 40% cited poor alignment between marketing and sales, and nearly a quarter point at lack of access to contact center data as the culprit.

Lack of access to data and poor alignment are one in the same—teams that are well-aligned will likely have better access to cross-functional data streams.

The biggest barriers to getting direct revenue attribution for sales that occur on the phone:

Poor alignment between marketing and sales

43%

Lack of access to contact center data

23%

Inaccurate record-keeping/CRM

15%

Lack of technology

12%

Only 7%

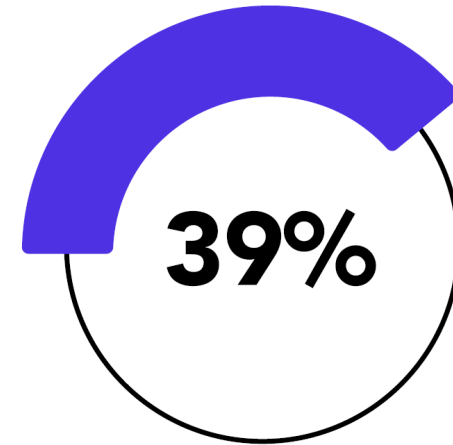
say they can directly attribute revenue from phone sales to marketing

Source: Invoca, 2024

Marketers Have Limited Access to Contact Center Data

Without access to contact center data, marketers have no way to tell if the leads their programs drive end up converting and driving revenue.

This means they also cannot optimize their campaigns to drive the best leads to to the contact center.



of marketing teams have limited or no access to contact center data (e.g. phone lead conversion data)

Source: Invoca, 2024

“

We offer self-serve options for appointment scheduling, but many of our patients prefer the personal touch of speaking to a real person. Phone calls are a key conversion for us — they're what generates revenue for the organization.”



—

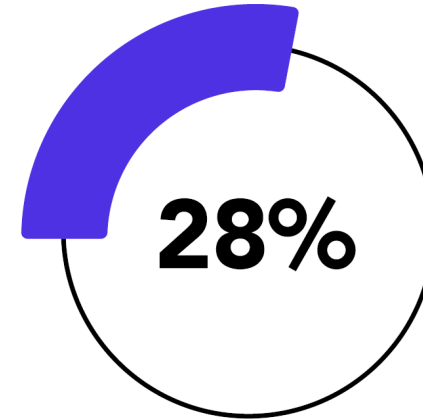
Chris Pace
Chief Digital Marketing Officer



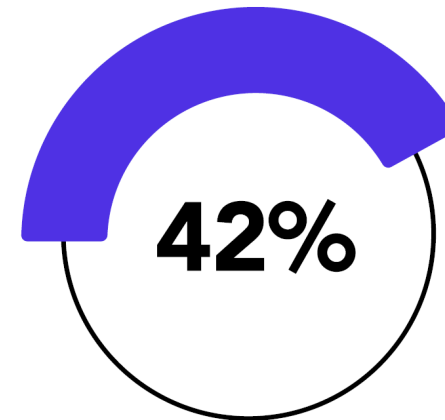
Access to Contact Center Data directly impacts revenue attribution

When marketers have full access to contact center data, they're more likely to be able to attribute revenue from the phone calls that their marketing campaigns drive.

With this information at hand, they can prove their ROI, defend their marketing spend, and optimize campaigns to drive more high-value leads.



of marketers with no access to contact center say they can attribute revenue from phone calls



of marketers with full access to contact center data can attribute revenue from calls

Source: Invoca, 2024

Low-Quality Phone Leads Impact Revenue

When marketing sends a high volume of low-quality leads to the contact center, they will spend more time converting fewer customers and drive less revenue. With limited visibility of contact center data, though, it's tough to optimize marketing efforts to drive better leads.

Over 80% of sales and contact center leaders say revenue is negatively impacted by marketing sending too many low-quality phone leads. Marketing leaders agreed at nearly the same rate.

Revenue is negatively impacted by marketing sending too many low-quality phone leads:

Definitely

32%

Probably

51%

Probably not

11%

Definitely not

2%

Source: Invoca, 2024

Most leads convert online or on the phone, but the journey is disconnected

The most concerning part of the disconnected online-to-offline buying journey is that marketers report that nearly a third of their highest-value leads will convert on the phone.

The limited visibility of what’s happening on phone calls would be completely unacceptable in the digital realm.

Marketers wouldn’t fathom spending money on ads if they couldn’t track online conversions, but many accept it when conversions happen on the phone.

How do the most valuable leads typically convert?

Online store

36%

Phone calls

28%

Web form

19%

In-person/brick-and-mortar

18%

Source: Invoca, 2024

Many Can't Control Their Revenue Destiny

Over half of the marketing, sales, and contact center leaders surveyed say they have at least some control over revenue outcomes. But a disturbingly high number (36%) say they have limited or no control over revenue outcomes.

This is a strong signal that many revenue teams cannot see the buying journey all the way through from the first click to the final sale, and therefore feel that they can't control the outcomes.

With complete visibility of the buying journey and better alignment between marketing, sales, and the contact center, businesses could experience significant revenue growth.

How much control does your team have over revenue outcomes?

Complete control

15%



Some control

50%



Limited to no control

36%



Source: Invoca, 2024

Drive More Revenue with the Revenue Execution Leader

With Invoca's leading revenue execution platform, revenue teams can connect paid media investments directly to revenue, align marketing and contact center sales teams, improve digital engagement, and deliver the best buyer experiences to drive more sales.

Get the Forrester Wave™: Real-Time Revenue Execution Platforms, Q2 2024 report to learn more.

Get the report

THE FORRESTER WAVE™
Real-Time Revenue Execution Platforms
Q2 2024



*A gray bubble or open dot indicates a nonparticipating vendor.

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Survey Methodology

Invoca commissioned TrendCandy, an independent market research firm, to survey 300 sales and contact center leaders and 300 marketing leaders to gain new insights on how marketing and sales teams are approaching cross-functional collaboration to align on revenue growth.

Respondents are:

- Manager level or higher
- Serve B2C companies with 100+ employees
- Report that 20% or more of their conversions occur on the phone

The margin error for this study is +/-4% at the 95% confidence level.

Company Size

36.67%	100 to 1,000
41.67%	1,001 to 5,000
17.17%	5,001 to 10,000
4.50%	More than 10,000

Roles

25%	Sales
25%	Call center/contact center management
50%	Marketing
6.67%	Executive
3.83%	VP
29.67%	Director
59.83%	Manager

Roles

2.67%	Computer hardware
4.67%	Computer software
10.50%	Business services
4.67%	Restaurant
8.17%	Telecommunications
11.67%	Financial services
7.00%	Hospitality/Travel
3.33%	Energy
6.67%	Media/Entertainment
5.50%	Healthcare
4.83%	Automotive
0.33%	Government
2.33%	Education
7.00%	Manufacturing
8.83%	Consumer products
1.00%	Home services
10.83%	Retail