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# HOW TO BUILD A SCALABLE CUSTOMER ACQUISITION SYSTEM

Enterprise Playbook Series

WHAT YOU'LL LEARN

Marketing is often seen as a black box. With endless channels to tackle (content, events, outbound emails, and ads, to name a few), where should early-stage enterprise startups even begin? And how do you convert marketing dollars into revenue?

This Enterprise Playbook outlines how to build out an early Marketing function, including how to build a customer acquisition "system," scale it over time, and then measure success that aligns with weekly revenue goals and other top of mind business outcomes.

Additionally, Ryan hosted a Marketing Masterclass Webinar walking through this deck and elaborating on this topic. Watch the recording here.

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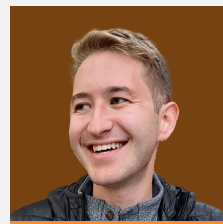
Authored by

RYAN NAROD

Head of Marketing

Mutiny

WHO THIS
IS FOR

THERE ARE SIGNS OF PRODUCT-MARKET FIT

Without it, you shouldn't be looking to scale marketing. You should focus on founder-led sales until you are ready to build a repeatable motion.

SALES-LED WITH HIGH ACV

Many of the tactics we will cover are about identifying and going after high-value accounts, so some of it may not be as relevant to PLG companies.

YOU CAN MAKE TIME FOR MARKETING

Some of this can be done as a founder, but it's a marathon, not a sprint. This is how I approach marketing as a first marketing hire, but this system can be applied to existing teams.

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DEMYSTIFYING MARKETING IN 4 STEPS

1 Understand your buyer personas and ICP

2 Set targets and prepare your data

3 Activate your channels

4 Measure and iterate

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START WITH BUYER PERSONAS

Talk to your customers

— How they are currently solving the problem your product offers to solve

— Main pain points, their day-to-day blocks, their fears

— Reasons for purchasing your solution

— Reasons for not purchasing your solution (ouch)

— Alternatives they've considered or are considering

Bonnie Buyer

Industry: Internet Software & Services

Role: Head of ABM

Summary sentence: "I need a solution to effectively scale my ABM program, while keeping my team lean (and sane)."

Other stakeholders
Head of Web

Alternatives
. Continue using internal team
. Find a novel (but not ideal) way to use current tools

Reasons for choosing your solution
. Demonstrated record of effectiveness
. Ease of implementation
. Useful integrations

Current solution
Borrow internal engineering resources

Pain points and fears
Not breaking through the noise/converting enough enterprise accounts with generic messaging

As needs and expectations of target accounts shift, I'm concerned we won't have a solution to keep up

Main objections
My org is careful and slow about adding new tools to our stack

Cannot commit any additional headcount to managing another tool

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1 START WITH BUYER PERSONAS

QUESTIONS TO ASK

— **Day in the life:** Can you walk me through your calendar last week?

— **KPI and motivators:** What do people expect of you here? How do you know you are doing a good job?

— **Emotional needs (hopes and fears):** Do you feel like you're doing a good job? Tell me about a time you felt really proud of your work. How about a day that made you feel shameful or defensive?

— **Functional needs:** What's top of mind? What's your biggest priority right now? What will it take to make that happen? What's in your way?

— **Job to be done:** Why did you start looking for Product X (your product or a similar one)?

— **Alternatives:** How would you accomplish that without Product X? What are you doing today?

— **Blockers:** Was this the first time you looked for a solution to this problem? If not, what got in the way of implementing something before?

— **Differentiators:** Why did you choose Product X?

— **Discovery/channels:** What other tools do you use today? How did you discover each of them?

— **Buying Process and stakeholders:** Walk me through when you bought Product X (or the last time you bought a similar product). Who was involved? How long did it take?
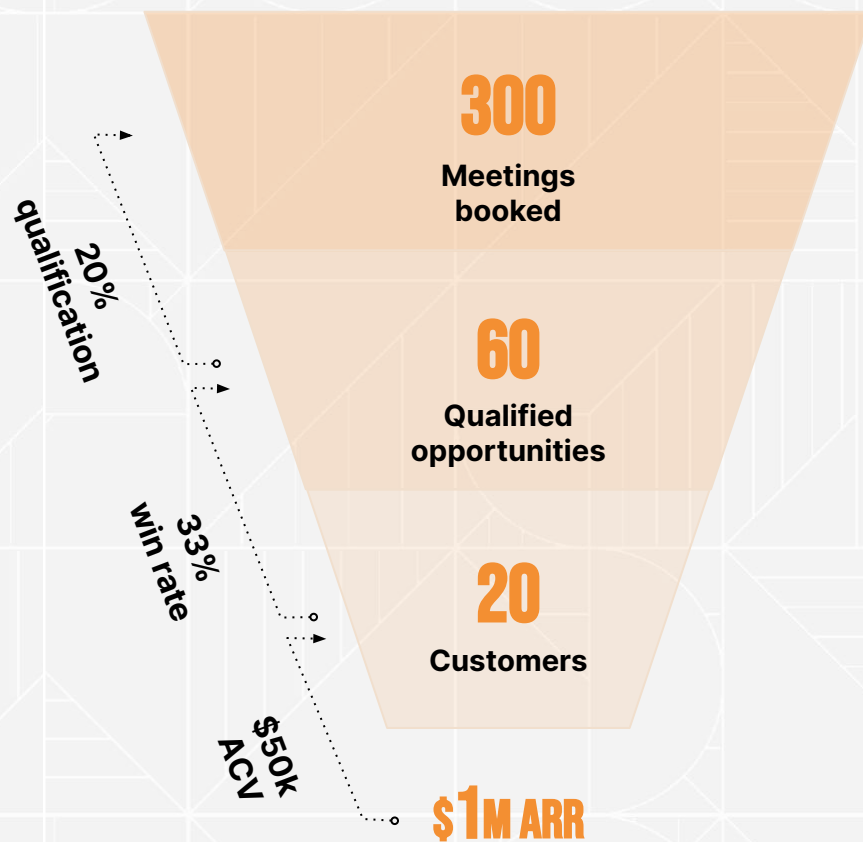
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2

SET YOUR TARGETS

Work backwards from revenue to get to a goal you can measure weekly and daily.

My recommendation: "**meetings booked**"

Why?
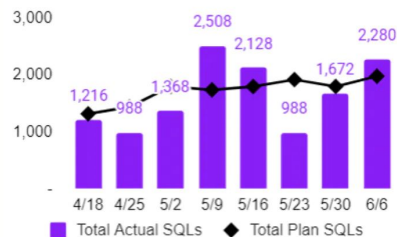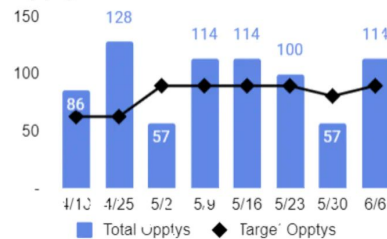It's measurable on a daily basis and doesn't have external dependencies.

300
Meetings booked

60
Qualified opportunities

20
Customers

20% qualification

33% win rate

$50k ACV

$1M ARR

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2 BUILD YOUR TARGET ACCOUNT LIST

Apollo.io · crunchbase · built with · leadiQ · Linked in · upwork

Account Name		✓	# Overall Fit	ƒx Tier	A Overrides	Profile Signals	Org Signals	Relevance Signals
							Hiring Sales Hiring Marketing	Multiple Markets Multiple Products
Greenhouse Software	▶		90	A		Employees 501-1000 Founded 2006 or later	Hiring Demand Gen Hiring Growth Hiring Hiring Sales Hiring Marketing	Traffic Rank Top 100K LI Followers 5001+ Demo Multiple Products
Conductor	▶		90	A		Employees 201-500 Founded 2006 or later	Hiring Demand Gen Hiring Hiring Sales Hiring Marketing	Traffic Rank 100K-200K LI Followers 5001+ Demo Produ Multiple Markets Multiple Products
Puppet	▶		90	A		Employees 501-1000	Hiring Demand Gen Hiring Hiring Sales Hiring Marketing	Traffic Rank Top 100K LI Followers 5001+ Demo Multiple Integrations Multiple Products
Workhuman	▶		90	A		Employees 1001-2500	Hiring ABM Hiring Hiring Sales Hiring Marketing	Traffic Rank Top 100K LI Followers 5001+ Demo Product Multiple Products
LeanIX	▶		90	A		Employees 201-500 Founded 2006 or later	Hiring Demand Gen Hiring Hiring Sales Hiring Marketing	LI Followers 5001+ Demo Product-Led Multiple Integrati Multiple Markets Multiple Products
Yotpo	▶		90	A		Employees 501-1000 Founded 2006 or later	Hiring Demand Gen Hiring Growth Hiring Hiring Sales Hiring Marketing	Traffic Rank Top 100K LI Followers 5001+ Demo Multiple Integrations
Asana	▶		90	A		Employees 1001-2500 Founded 2006 or later	Hiring Growth Hiring Hiring Sales Hiring Marketing	Traf Mult
PitchBook Data	▶		90	A		Employees 1001-2500 Founded 2006 or later	Hiring Demand Gen Hiring Hiring Sales Hiring Marketing	Traf Mult
Scandit	▶		90	A		Employees 501-1000 Founded 2006 or later	Hiring Demand Gen Hiring ABM Hiring Hiring Sales Hiring Marketing	Traf Mult

What non-obvious signals do you look at when deciding whether or not an account is a good fit?

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3 **ACTIVATE YOUR CHANNELS**

Immediate results
Low volume
High value

OUTBOUND · · · · PAID · · · · EVENTS · · · · INBOUND

Slow results
High volume
Low value
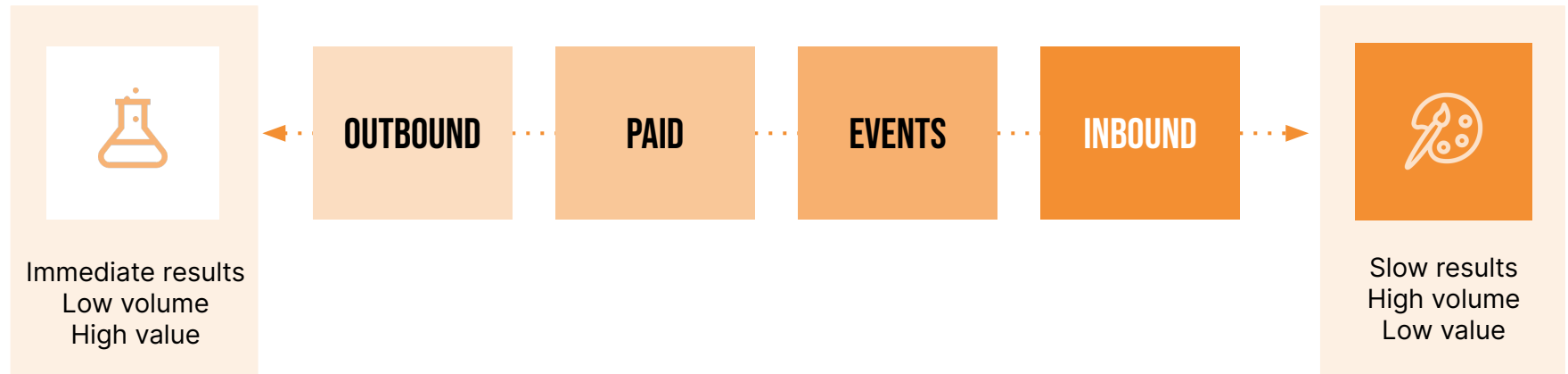
3 ACTIVATE OUTBOUND AND PAID
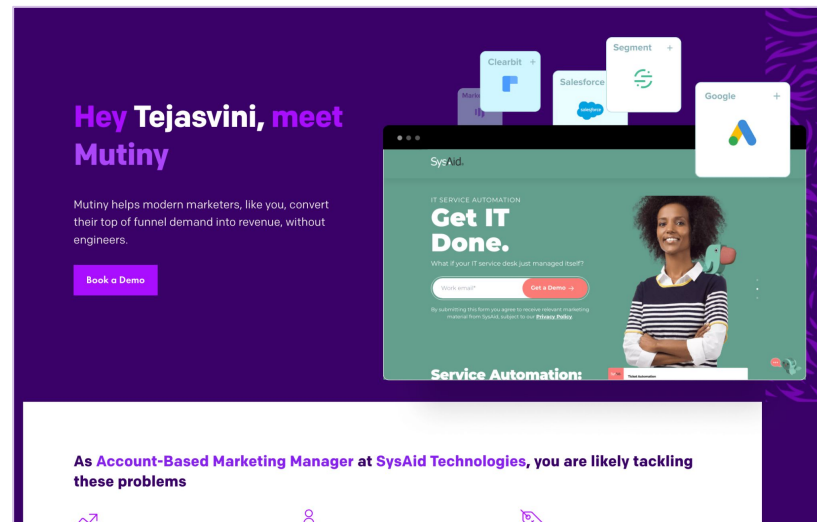
Ryan Narod <ryan.narod@mutinyhq.com>   👁 Aug 16, 2022, 10:41 AM   ☆ ↩ ⋮

to Tejasvini ▾

Hi Tejasvini,

I am reaching out to a handful of marketers who are leveraging 6sense as part of their ABM strategy.

With Mutiny, you can leverage 6sense data (buying stage, intent) and deliver personalized experiences to your enterprise accounts across channels like email, paid, and the web.

We can help you generate 1:1 landing pages for your target accounts/contacts at scale (like the one we made for you): mutinyhq.com/SysAid

Hey Tejasvini, meet Mutiny

Mutiny helps modern marketers, like you, convert their top of funnel demand into revenue, without engineers.

Book a Demo

IT SERVICE AUTOMATION

Get IT Done.

What if your IT service desk just managed itself?

Work email*   Get a Demo

By submitting this form you agree to receive relevant marketing material from SysAid, subject to our Privacy Policy

Service Automation:

As **Account-Based Marketing Manager** at **SysAid Technologies**, you are likely tackling these problems

Identify cohorts of accounts that have enough in common where you can write **one** hook that resonates with all of them.

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3 **ACTIVATE EVENTS**

Virtual · In-person

| FIRESIDE CHAT | PANEL | PRESENTATION | DINNER | VIRTUAL CONFERENCE | NETWORKING EVENT | SUMMIT |

Low effort ← → **High effort**
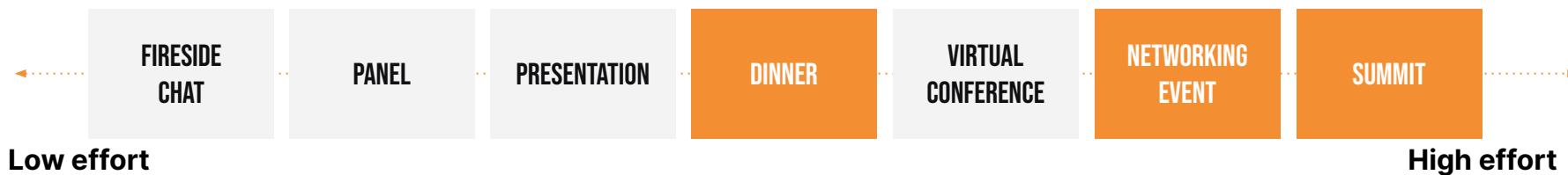
1. SELECT A FORMAT

Start with something low-effort and high scale

2. FOCUS ON DISTRIBUTION

Set weekly goals for registrations, leverage partners and speakers.

3. FOLLOW-UP STRATEGY

Send follow up emails to turn registrants into meetings. Bonus: post-event content.

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3 ACTIVATE INBOUND

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3 ACTIVATE INBOUND

Quick favor for Mutiny [External]

Ryan Narod <ryan@mutinyhq.com>   Thu, Dec 1, 2022, 6:34 PM
to Ryan, Renata

Hi Ryan,

Hope things are going well!

I'm reaching out with a quick favor to ask. My team is just finishing a post around annual planning and we wanted to include your perspective on what marketers need to focus on next year.

Would you be open to sharing a few sentences answering: **What will CEOs and boards expect from marketing in 2023?**

Thanks so much,
Ryan

Ryan Bonnici <ryan.bonnici@gympass.com>   Thu, Dec 1, 2022, 6:44 PM
to me, Renata

Here's something quick. Please rewrite/refine any words/sentences if you have a better / more eloquent way to say what I'm saying.

"Marketers need to shift focus from driving net-revenue through the most cost-effective channels, to which channels generate the most net profit. Budget is going to be harder to come by next year for your sales team, so marketing should help sales create the most compelling story by adapting messaging to emphasize how your product decreases costs to the customer and increases ROI."

--
Cheers,
Ryan

Ryan Bonnici
Chief Marketing Officer

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4 MEASURE AND ITERATE

INBOUND

Website traffic
(content)

Conversion rate
(offers)

Week of	Inbound SQLs			Weekly Unique Visitors			Sitewide Conversion Rate		
	Actual	Target	% attainment	Actual	Target	% attainment	Actual	Target	% attainment
8/1/2022	16	15	107%	2618	3000	87%	0.61%	0.50%	122%
8/8/2022	12	15	80%	3148	3000	105%	0.38%	0.50%	76%
8/15/2022	8	16	50%	3409	3000	114%	0.23%	0.53%	44%
8/22/2022	17	15	113%	4099	3000	137%	0.41%	0.50%	83%
8/29/2022	11	17	65%	4176	3000	139%	0.26%	0.57%	46%
9/5/2022	31	19	163%	8006	3500	229%	0.39%	0.54%	71%
9/12/2022	18	19	95%	4709	3500	135%	0.38%	0.54%	70%
9/19/2022	23	20	115%	4350	3500	124%	0.53%	0.57%	93%

Content

Offers

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4 EVERY PROGRAM CAN BE BROKEN DOWN INTO ITS LEVERS

INBOUND

Website traffic (content)

Conversion rate (offers)

OUTBOUND

of contacts reached (effort)

Open rate (subject line)

Reply rate (offer/relevancy)

PAID

of accounts reached (spend)

Click through rate (relevancy)

Conversion rate (offer)

EVENTS

of events (effort)

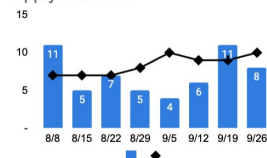Registrations (distribution)

Conversion rate (offer/relevancy)

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4 PUTTING IT ALL TOGETHER
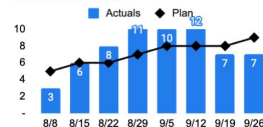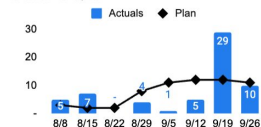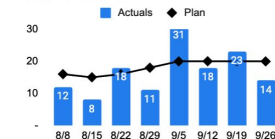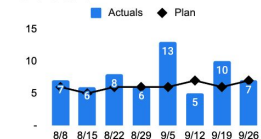
BONUS:
MARKETING TOOLING 🔧

— Don't get too many tools, especially early on.

— Hubspot does 99.9% of what you need!

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ABOUT WORKBENCH

Work-Bench is an enterprise venture capital firm based in New York City. We lead Seed rounds in enterprise software startups throughout the country. We are laser focused on supporting early-stage startups on all things go-to-market and have built a dynamic **enterprise tech community** in New York City and beyond.

Sign up for the Work-Bench **Enterprise Weekly Newsletter**, to stay up-to-date on all things enterprise tech with 22K+ subscribers.

PROUD INVESTORS IN

Catalyst   Cockroach Labs

FireHydrant   spring health

Socure   Arthur

and **many more**

🌐 **www.work-bench.com** | 🐦 **/work_bench** | ✉ **hello@work-bench.com**