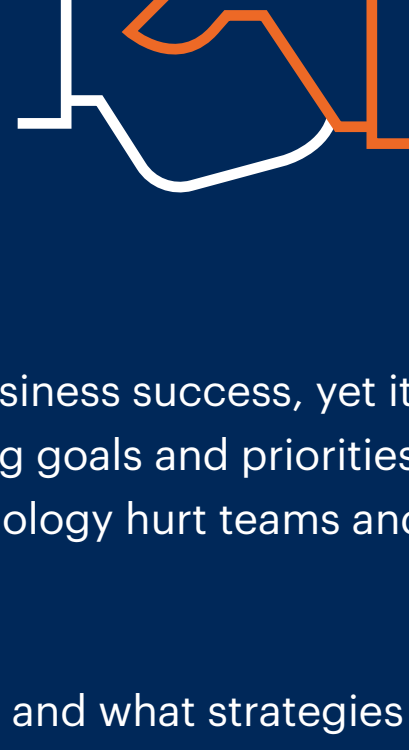


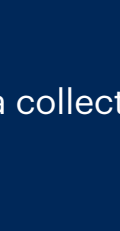
# The Sales and Marketing Relationship in 2023



Alignment between sales and marketing teams is crucial for business success, yet it remains a significant challenge for many organizations. Differing goals and priorities, communication breakdowns and lack of shared data and technology hurt teams and limit revenue growth.

Where is this misalignment impacting revenue teams the most, and what strategies are most effective at integrating sales and marketing teams and growing revenue?

## One-Minute Insights:



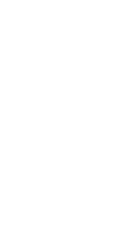
91% of respondents agree or strongly agree that their sales and marketing teams' priorities are aligned.



The most selected reason for sales and marketing team misalignment is having separate funnels (47%).



Lead generation (44%) is the most commonly cited item that is negatively impacted by the sales and marketing relationship.



32% say the most effective tactic to align sales and marketing teams is to create a liaison role that spans both functions.

One-Minute Insights on timely topics are available to [Gartner Peer Community](#) members. Sign up for access to over 100 more, and new insights each week.

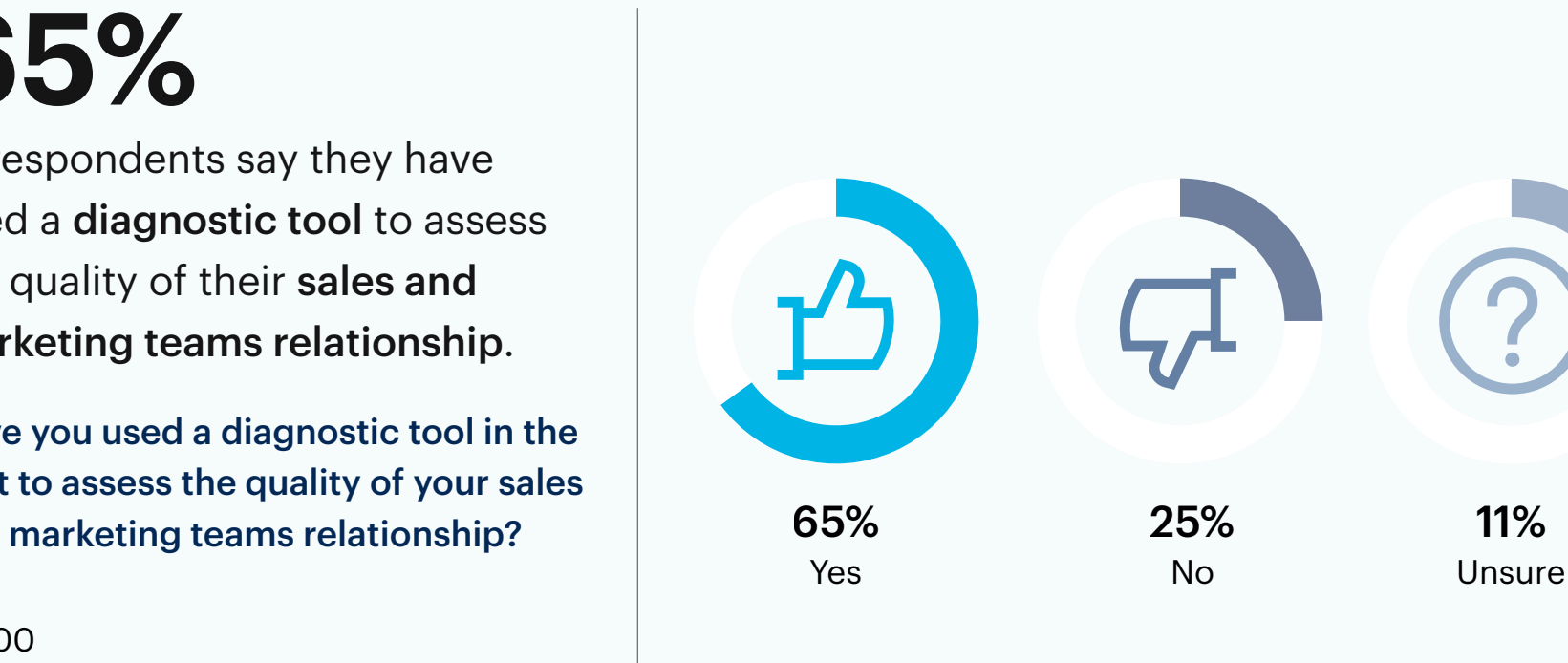
Data collection: November 17th, 2022 – April 20th, 2023

Respondents: 200 sales and marketing professionals

## Strong alignment between sales and marketing teams is built upon consistent lead allocation and a unified go-to-market strategy

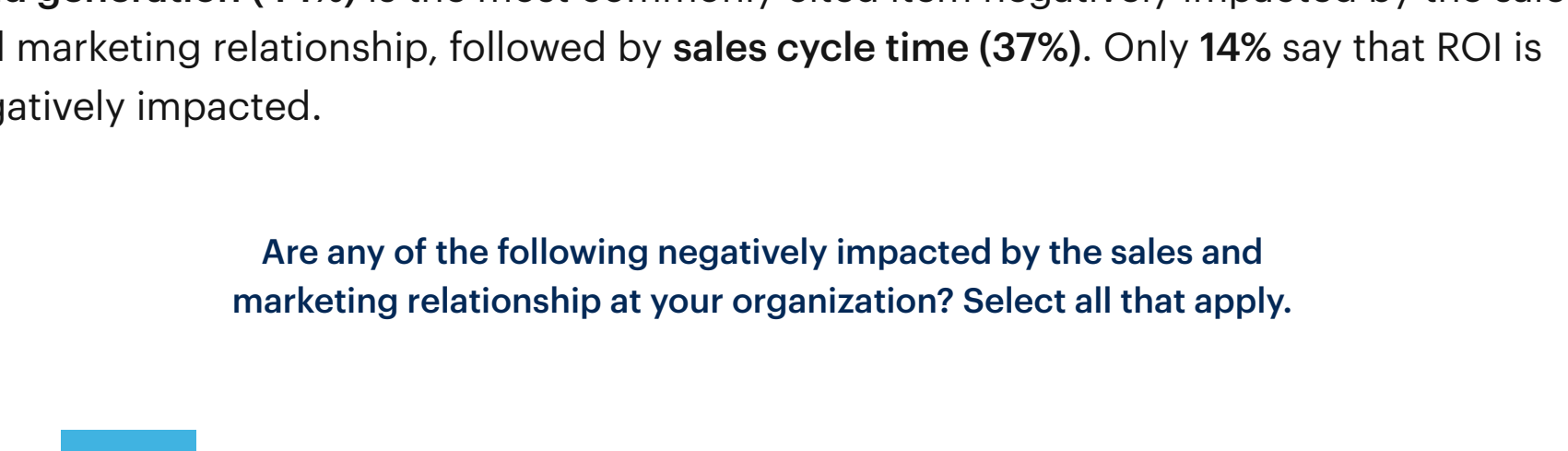
**91%** of respondents agree, or strongly agree, that their sales and marketing teams' priorities are aligned.

To what extent do you agree with the following: "Our sales and marketing teams' priorities are aligned."



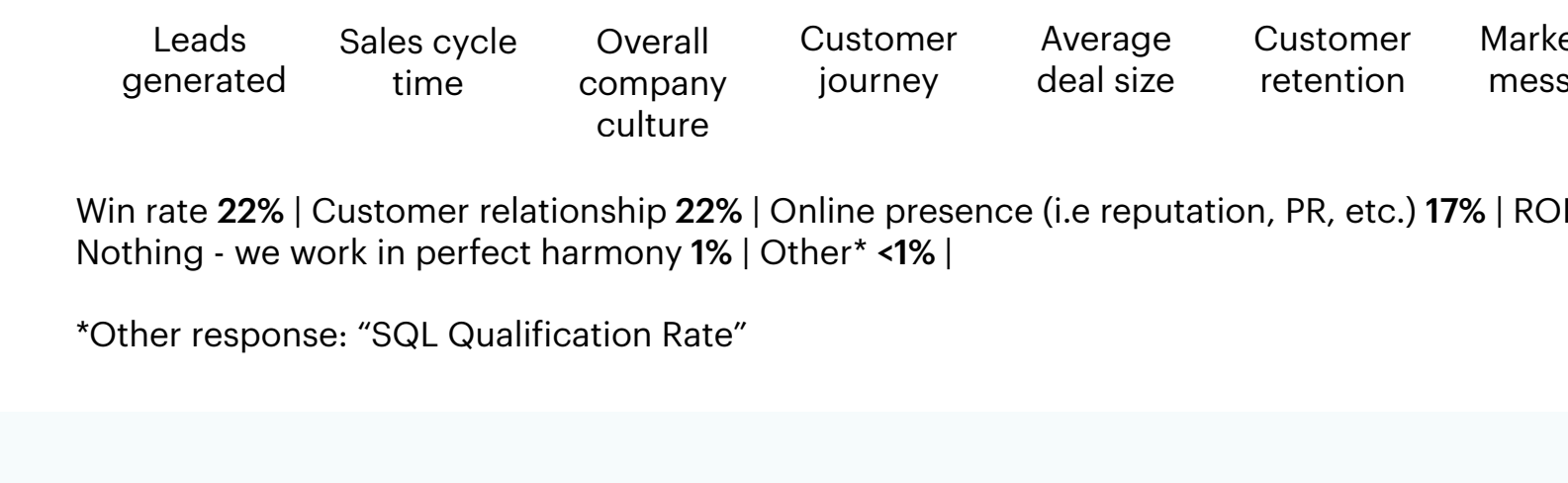
Just 3% disagree or strongly disagree that their sales and marketing teams align under a unified go-to-market strategy.

To what extent do you agree with the following: "Our sales and marketing teams align under a unified go-to-market strategy."



More than three-quarters (76%) agree or strongly agree that their sales and marketing teams utilize a consistent model for determining which team a lead goes to.

To what extent do you agree with the following: "Our sales and marketing teams utilize a consistent model for determining which team a lead goes to."

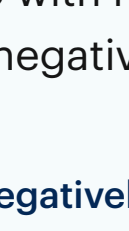


**65%** of respondents say they have used a **diagnostic tool** to assess the quality of their sales and marketing teams relationship.

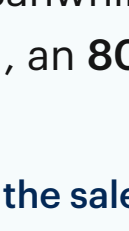
Have you used a diagnostic tool in the past to assess the quality of your sales and marketing teams relationship?

n=200

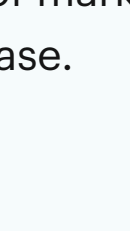
Note: May not add up to 100% due to rounding.



65% Yes



25% No



11% Unsure

## Separate funnels are driving misalignment and hurting both lead generation and sales cycle time

**Lead generation** (44%) is the most commonly cited item negatively impacted by the sales and marketing relationship, followed by **sales cycle time** (37%). Only 14% say that ROI is negatively impacted.

Are any of the following negatively impacted by the sales and marketing relationship at your organization? Select all that apply.



When analyzing sales responses, just 25% of respondents report sales cycle time being negatively impacted by their relationship with marketing. Meanwhile, 45% of marketing respondents see the sales cycle time as negatively impacted, an 80% increase.

Are any of the following negatively impacted by the sales and marketing relationship at your organization? Select all that apply.



The most selected reason for sales and marketing team misalignment is having **separate funnels** (47%). The second and third most selected misalignments were **budget disputes** (36%), and **reporting to different leaders** (33%).

Which of the following, if any, are reasons for misalignment between your organization's sales and marketing teams? Select all that apply.



"Too many types of marketing: Product, Field, Partner, Strategic Programs - all with a VP leader."

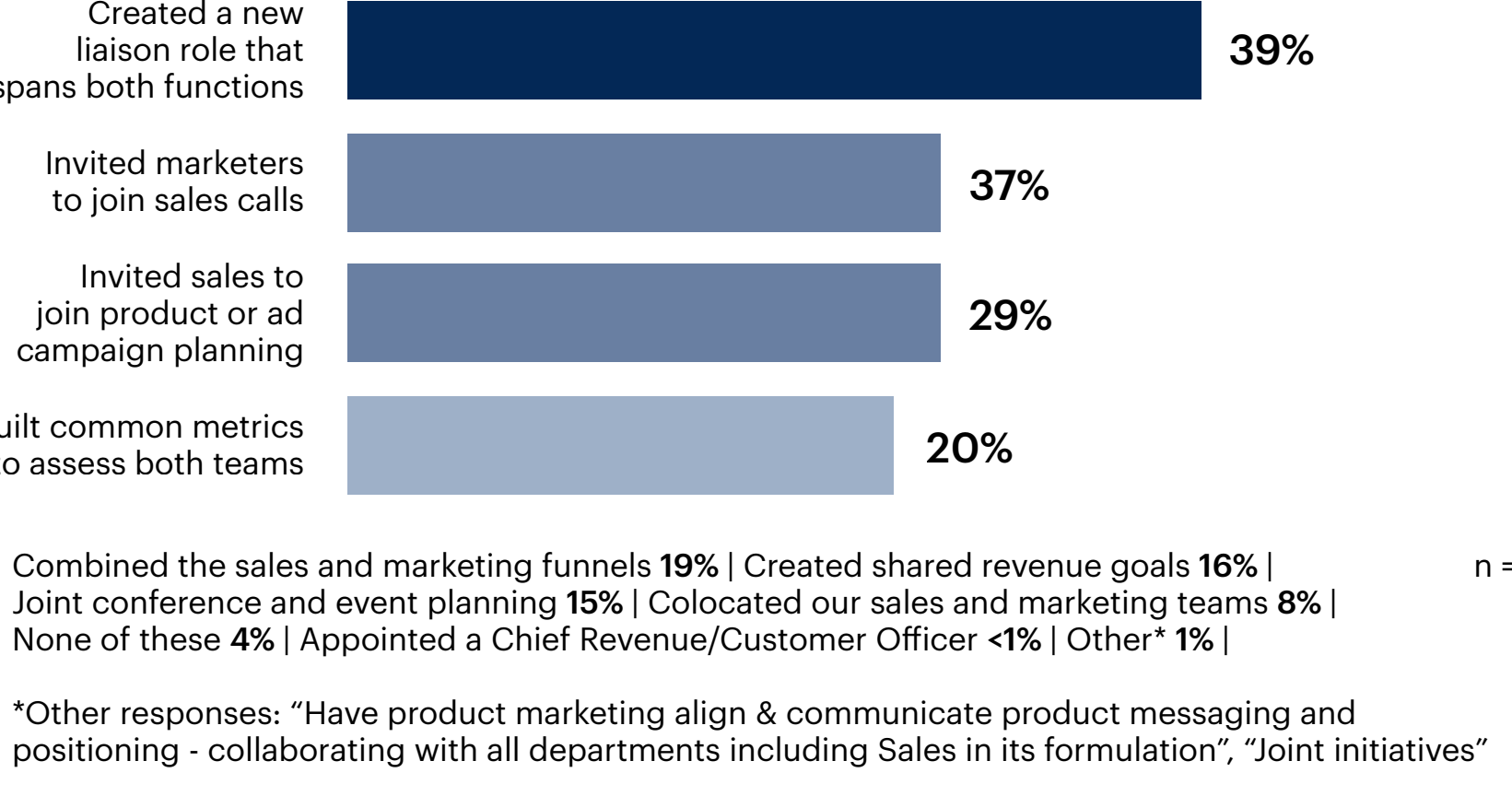
- Sales Director, Telecommunications Industry, North America, 1,001 - 5,000 employees

Question: Do you have any other thoughts or comments about the sales and marketing relationship at your organization?

## While teams strive to improve cross-department data sharing, and create liaison roles, communication is preventing sales and marketing alignment

The most commonly selected challenges to aligning sales and marketing teams are communication (45%), lack of complete data on accounts/prospects (43%), and lack of processes (37%).

What are the biggest challenges to aligning sales and marketing teams at your organization? Select all that apply.



As opposed to sales (21%), 57% more marketers (33%) cited flawed processes as a challenge to aligning sales and marketing teams.

Teams report to different leaders 31% | Leadership conflict 24% | Flawed processes 21% | Budgetary constraints 21% | Leadership conflict 17% | Lack of personnel resources 15% | Other\* 2%

Note: May not add up to 100% due to rounding.

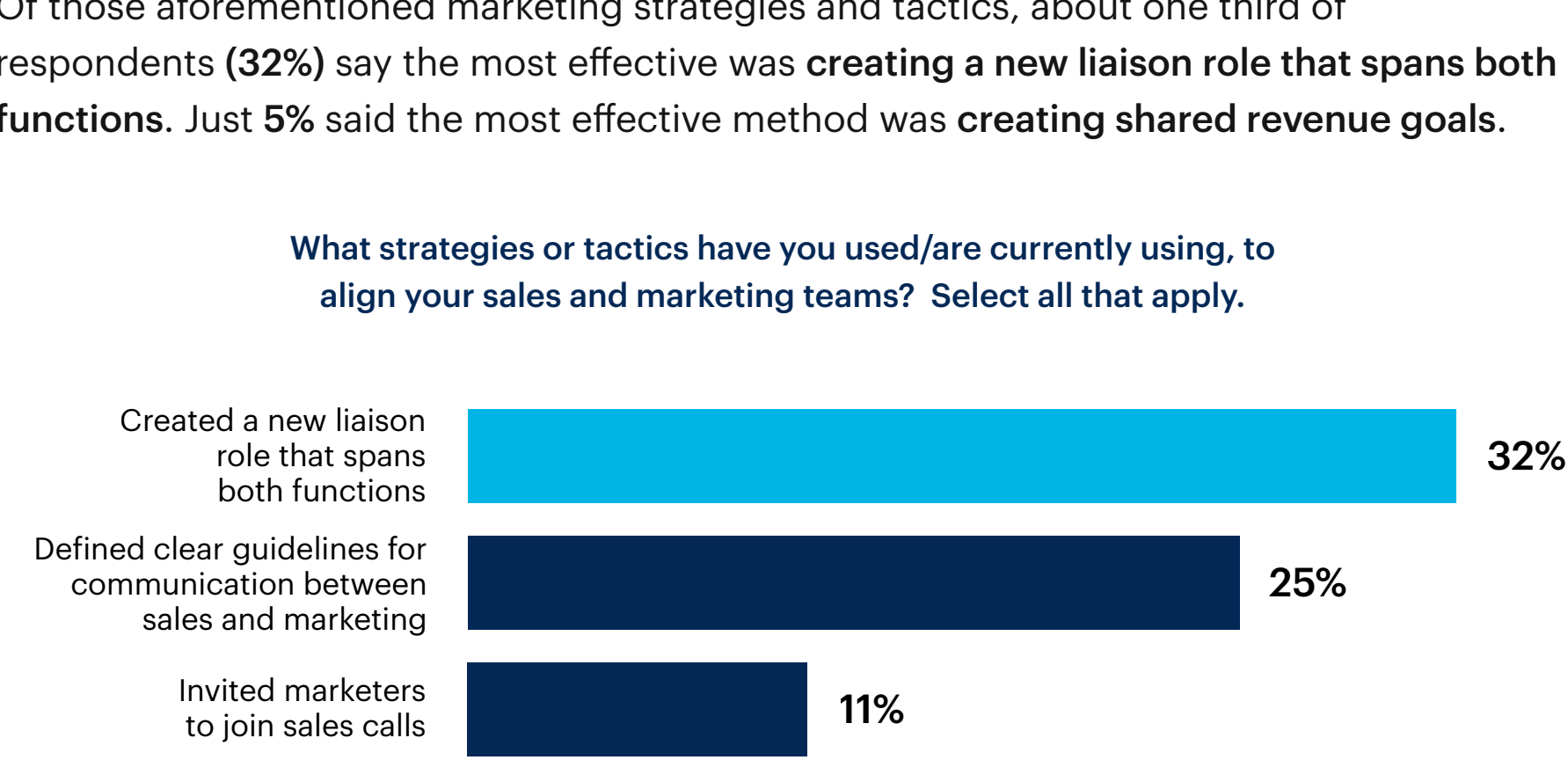
n = 87

Note: May not add up to 100% due to rounding.

n = 113

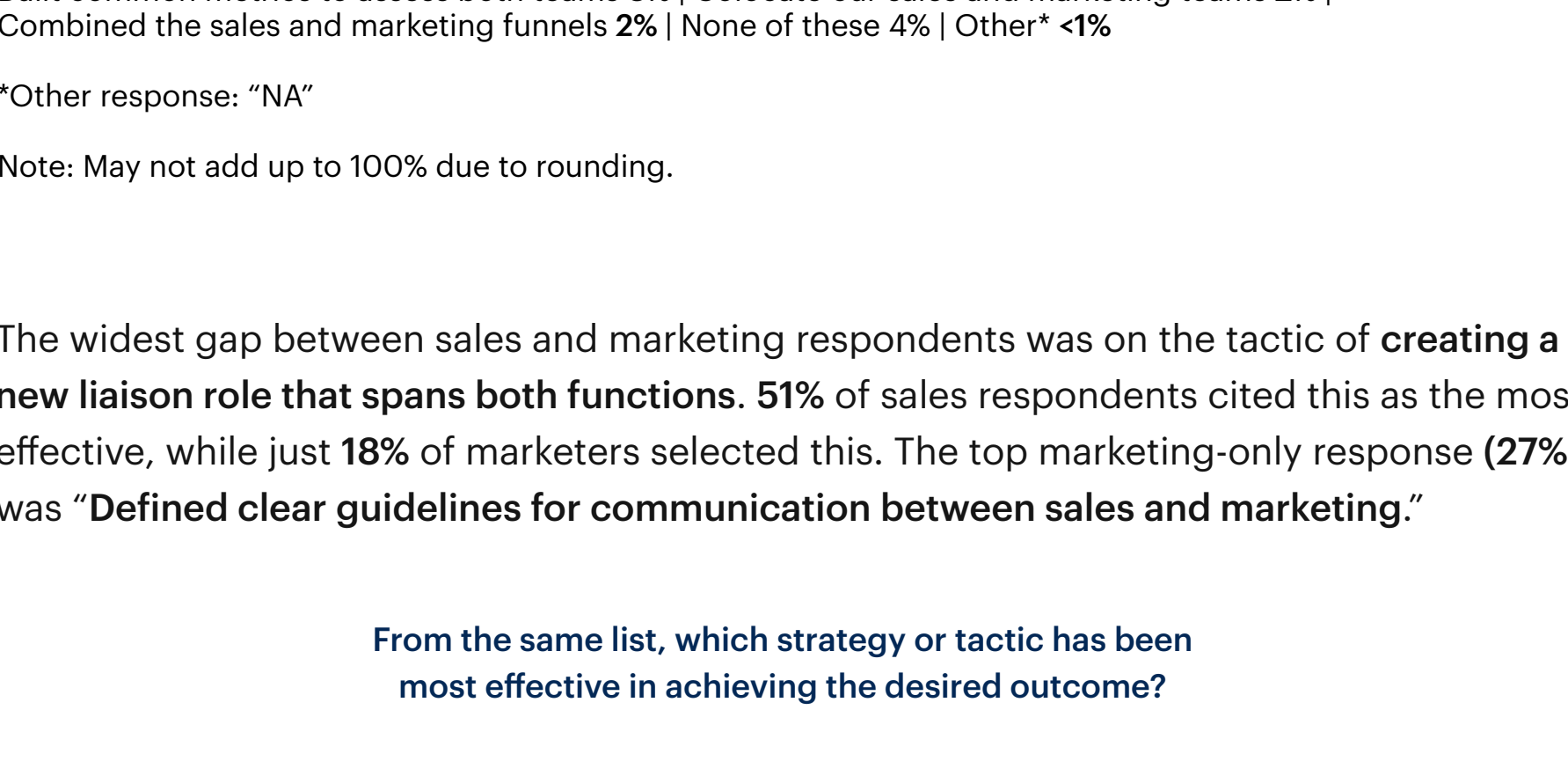
The most selected strategy or tactic for aligning sales and marketing teams is **improved cross-department data sharing** (64%). Nearly half of respondents (48%) selected defined clear guidelines for communication between sales and marketing.

What strategies or tactics have you used/are currently using, to align your sales and marketing teams? Select all that apply.



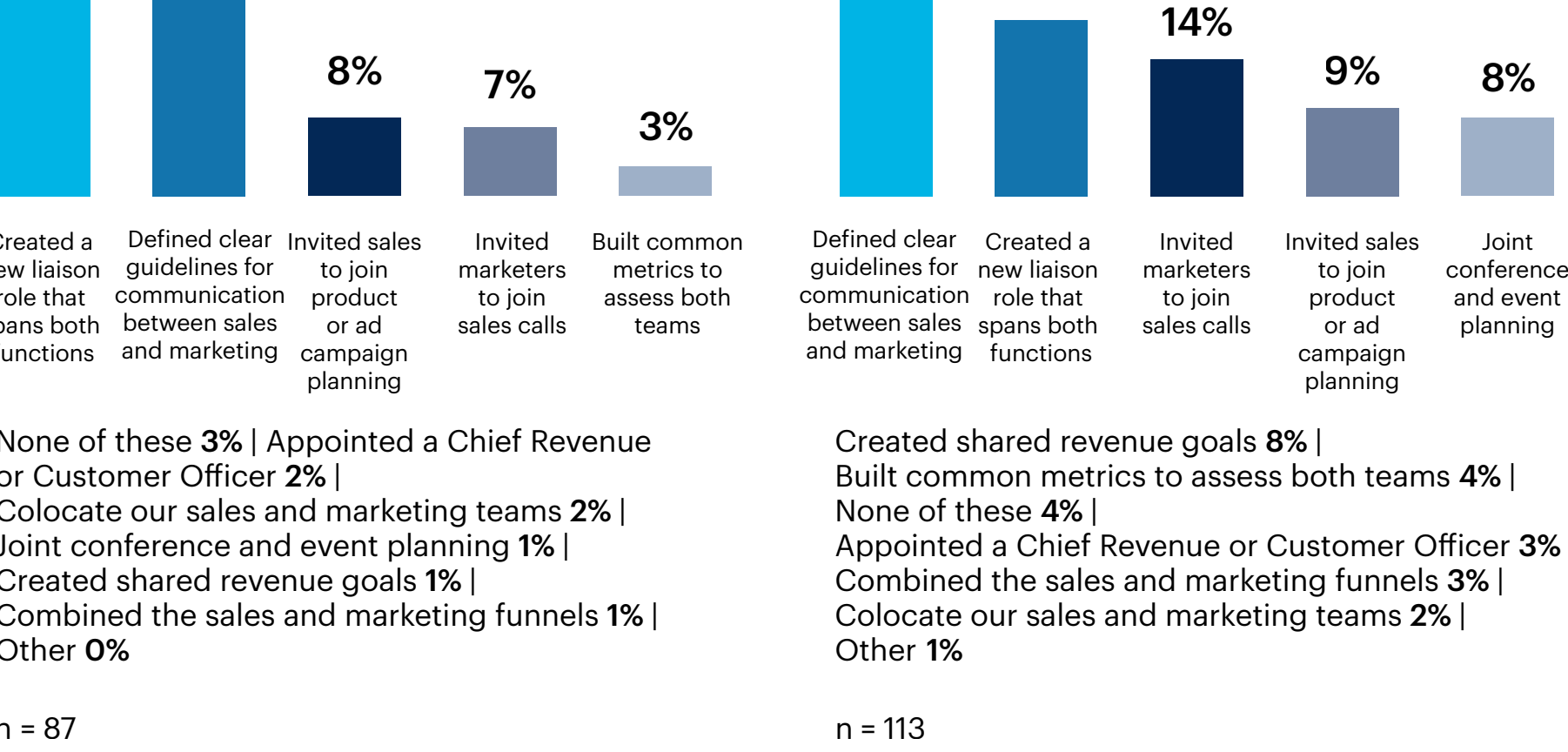
Of those aforementioned marketing strategies and tactics, about one third of respondents (32%) say the most effective was **creating a new liaison role that spans both functions**. Just 5% said the most effective method was **creating shared revenue goals**.

What strategies or tactics have you used/are currently using, to align your sales and marketing teams? Select all that apply.



The widest gap between sales and marketing respondents was on the tactic of **creating a new liaison role that spans both functions**. 51% of sales respondents cited this as the most effective, while just 18% of marketers selected this. The top marketing-only response (27%) was **Defined clear guidelines for communication between sales and marketing**.

From the same list, which strategy or tactic has been most effective in achieving the desired outcome?



Note: May not add up to 100% due to rounding.

"In my previous companies sales and marketing behaved as rivals. We managed to eschew that by bringing sales and marketing lead gen under one leader and unified lead gen strategy for co-managed efforts and alignment."

- Marketing C Suite, Software industry, North America, 51 - 200 employees.

Question: Do you have any other thoughts or comments about the sales and marketing relationship at your organization?

## Respondent Breakdown

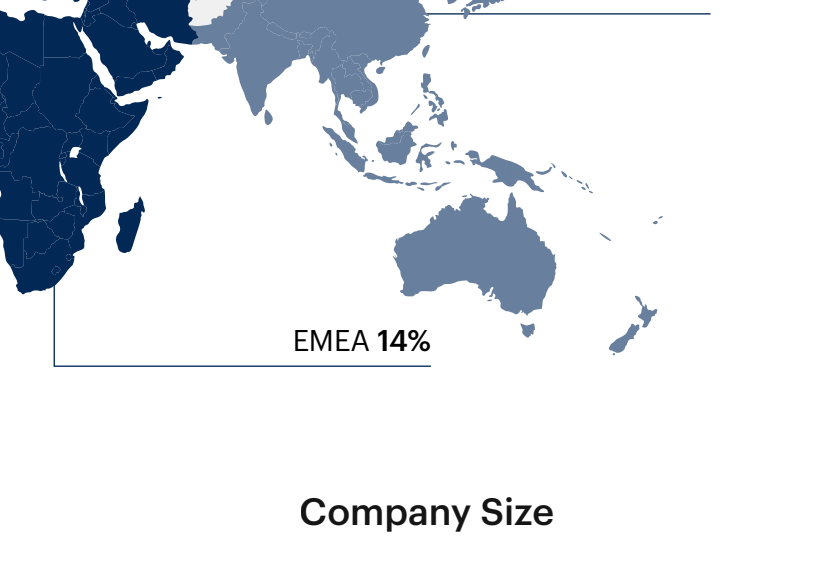
Region



Job Level



Company Size



Note: May not add up to 100% due to rounding.