

# Our Opportunity Moment in Select Territory

Top-of-funnel marketing more important than ever in B2B tech sales

**92% of buyers start with at least 1 vendor in mind**; 41% start with a single-preferred vendor (Forrester)

**81% "pick a winner"** before any interaction with a rep (6Sense)

**75% of B2B customers prefer a rep-free sales** experience (Gartner)

Persona-based approach highly preferred by buyers

**75% report marketing content** targeting the right info to the right buyer significantly influenced purchase decision (Delve.ai)

**74% expect vendors to know their role** and context (Gotoclient)

**40-50% indicate an increased willingness to buy** based on role-based content (on24)

Digital journey and partner-led sales critical for Mid-mkt/SMBs

**50% of \$1M+ B2B purchases** are digital self-serve or marketplace (Forrester)

**57% decrease in overall sales cycle time** for growth tech peers relative to IBM baseline

**20-25% improved SDR-to-sales conversion** for growth tech peers with agentic AI adoption

# Select Territory – Overview & Trends

## Who are Select Territory Customers?

- Select-Territory customers have potential for increased awareness and spend with IBM Technology.
- Make up **50%** of IBMs Total Addressable Market (IT spend)
- Prioritized by revenue & employees
- They often buy through **Digital Sales or Ecosystem partners**

## Select Territory Trends

### Clients spend big:

- Select T clients have large IT budgets (50% of the IT market spend) - we are working to ensure that spend lands with IBM & its Partners

### Buyers are moving to SaaS:

- Buyers prefer SaaS and simplicity. We are working to align to these preferences, while maintaining flexibility for multiple license types.

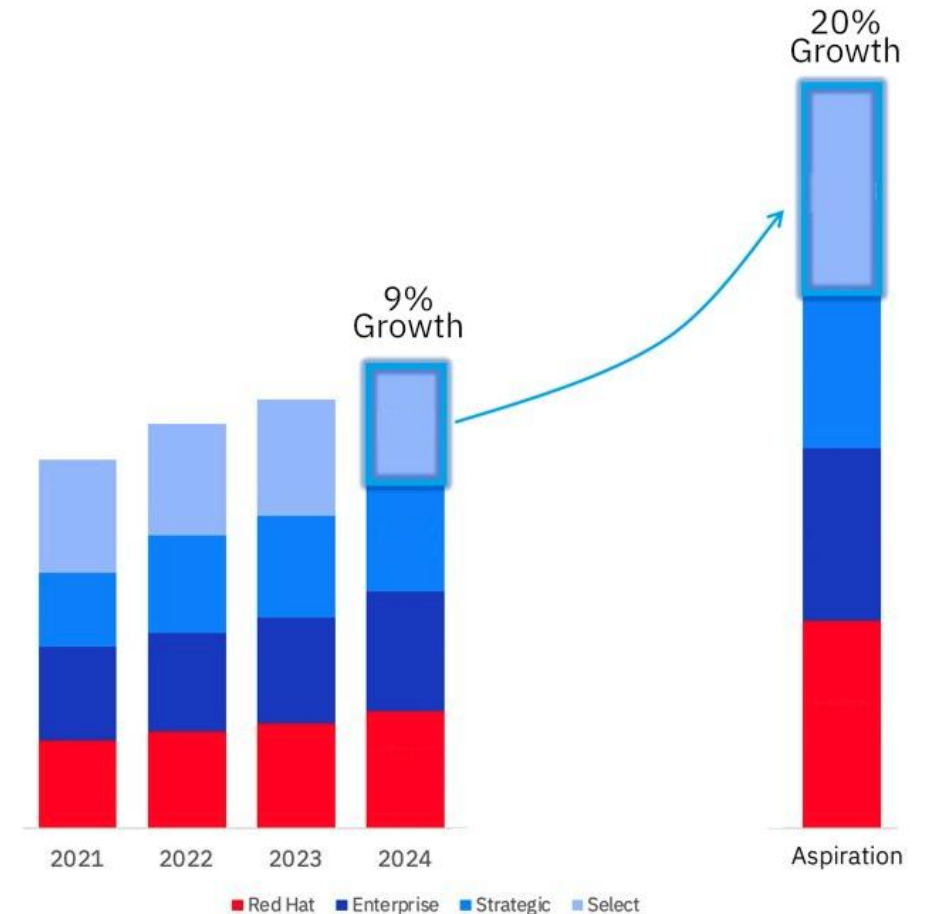
### Select clients make decisions faster:

- Research shows they are making decisions in 30 days vs. 6-9 months for IBM's largest clients by spend

### Acquisitions are leading the way:

- Acquired companies like Apptio have proven success with focus, autonomy, and a simpler experience — as reinforced by field feedback.

## Select is essential to our aspiration



# Why persona-first edges out product-first

## 95:5 Rule

*95% of accounts aren't in-market to buy*

Persona-first content engages all 100% of prospects—product-first may only resonate with the ~5%\*  
Our focus is to educate, build trust, and stay top-of-mind, optimal for engagement now and for laying seeds for future consideration

### Product First

- Leads with features/capabilities
- Assumes buyer knows why features matter
- Can feel salesy and generic

**Example:**  
*Our tool automates IT cost allocation and improves forecast accuracy by 30%.*

Vs

### Persona First

- Leads with buyer's goals & pain
- Connects to measurable outcomes
- Builds trust and relevance

**Example:**  
*Answer IT cost and forecast questions in minutes—not months—and tie every dollar to business impact.*

### The Golden Thread

Product based marketing gets messy as products and sub-solutions address different challenges and pain points.

Effectively segmenting content and scaling activities becomes increasingly challenging.

Persona based marketing allows for a golden thread across all channels and tactics.

One person >>> One Campaign

One person >>> One story

\*Ehrenberg-Bass Institute for Marketing Science