

Research Questions Explored

- **How Do Buyers Articulate Their Problem?**
- **What are Their Goals and Challenges?**
- **Which Solutions Did They Explore?**
- **Which Requirements Do They Prioritize?**
- **Why (or Why Not) Did They Choose [client]?**
- **Where Did They Struggle to Build Internal Consensus?**
- **What Were the Biggest Buying Obstacles and Objections?**

Research Approach



Interviews

4 x 30 minute interviews



Status

1 closed-won, 3 closed-lost



Segments

Retail Media Newbies
Established Retail Media
Players
Prospective Tech Leaders

3 Customer Segments

(Prospective) Tech Leaders

- Following [retailer]'s and [retailer]'s lead
- Sales and ad ops mostly in-house
- Want to build in-house tech

Established Retail Media Players

- Already work with [retailer], [retailer] or [retailer]
- At least \$20M in media revenues

Retail Media Newbies

- Still hesitant regarding retail media
- Will soon realize there's no way forward without it

Buyer Journeys Summarized

By Segment



Retail Media Newbie · [retailer]



Buying
Milestones



**Problem
Identification**



**Buying
Trigger**



**Solution
Exploration**



**Requirements
Building**



**Supplier
Selection**



**Consensus
Creation**



**Big
Objection**

**Goal: Budding Retail
Media Initiative**

"When I came on board it was all due to the question of why aren't you monetizing the audience?"

Sponsored products in search became a strategic priority

"When we moved to full-price products on a regular basis, that's when we were like, okay, here's an opportunity for search and category pages to become a thing."

Compared us to the Big Cs

"We started with maybe ten different companies and then quickly went down to four (they all started with C)."

Page-by-Page Flexibility

"I wanted to be able to quickly test and have flexibility on a page-by-page basis—if we see an uptick, and there's bigger demand, we can add a spot and create the opportunities and customize things instead of being stuck in a very rigid scenario."

Why [client]



- **High-Caliber, Educational Sales Experience**

"You came to the table every time fully prepared and happy. That made a big difference. And it's not just me--others commented on the attentiveness."

- **Fashion Retail Expertise**

"Are they in the spaces that were in? Some were much more for CPG products or for grocery and not for clothing and home"

Flexible Placements vs Better-Known Partners

"I had to fight for that flexibility and explain to people again, and again. Others wanted to go with some of the bigger, better-known partners."

Skepticism Around Ease of Implementation

"Our internal tech people were skeptical that [client] did not have a big long implementation document."

How do you Weigh the Impact of Ads on Top-line and Bottom-line Revenue?

"When I presented to the executive team, I cut the numbers in half. I said, 'This is what I really think it can do, based on what the people who are trying to sell to us were telling us.'"



Quotes



Use Voice of Customer inspiration for website messaging.



Consider targeted ABM efforts towards retail media newbies who go through a similar transition.



Use Voice of Customer inspiration for website messaging.



Consider vertical-focused ABM campaigns, product content.



How can we coach buyers to build consensus?



How can we credibly help buyers estimate the potential impact of ads on revenue?



Gaps/
Opportunities

Established Retail Media Players · [retailer]



Buying
Milestones



Quotes



Gaps/
Opportunities

Problem Identification

Goal: Scale Existing Retail Media Initiative

"We needed to figure out how do we scale and put the most robust functionality in place for the business that we wanted to build."



Use Voice of Customer inspiration for website messaging.

Buying Trigger

As the Business Scales, Margins Dwindle

"Three years ago, when we launched [retailer] Media Network, we already had a sponsored products platform in place, but when I did the RFP—it was because we had very aggressive growth and aspirations."



Content idea: RFP template prepped with our information?

Solution Exploration

Compared Us to the Big Cs

"It was very clear to me that we'd include [client] alongside several other players [retailer]Ads, [retailer]and [retailer]"

Alternative: Doing Nothing (Fear of Messing Up-Again!)

"Trust is hard at this point in the US market, because a lot of retailers were just failing for a platform that made a lot of promises. If your prospects are like us, the last thing they want is another gamble, they're probably embarrassed that they made the wrong choice."



Revisit our "additive" messaging for established players.

Leverage partnerships with trusted vendors who sell to the same audience (not competitors) as an entry point?

Requirements Building

Strong Partner

"I need a partner with lots of experience, and a robust backbone, in terms of a platform and references."



Use Voice of Customer inspiration for website messaging.

Supplier Selection

Why [client]



• High-Caliber, Educational Sales Experience

"They were certainly thought partners, particularly in the early stages of building [retailer]Media Network."

Why Not [client]



• SP in Search Was Not a Strategic Priority

"My priorities were adding more capabilities—not just spinning my wheels and reinventing sponsored products over and over."



Highlight ROI of SPA with [client] compared to other investments.

Consensus Creation

Big Objection

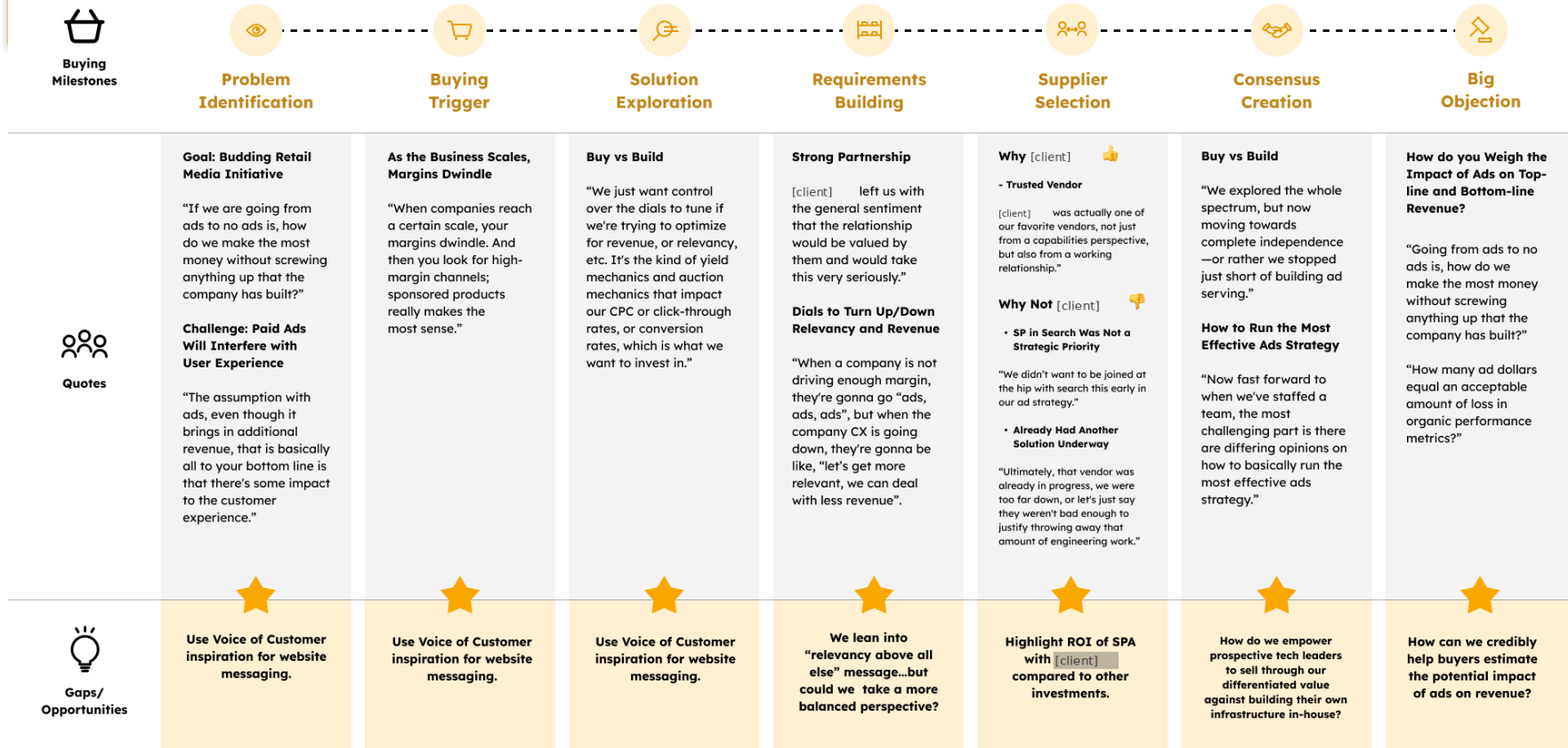
How Does it Work with My Current Tech Stack?

"How do we stitch an additional platform in between what we already have running [retailer] [retailer]etc And how robust will it be? Will it slow down site speed?"



Address in sales deck and enablement content.

(Prospective) Tech Leader · [retailer]



Buyer Journey Takeaways



Goals, Challenges, Buying Triggers, Requirements and Supplier Selection Criteria are similar across 3 customer segments



Solutions Explored differed across maturity of segment

- For example, [retailer] (prospective tech leaders) explored build vs buy, but [retailer] (retail media newbies) rather chose to investigate other vendors in our category.



Consensus Creation challenges also differed across segments

- [retailer] built a team and it resulted in too many cooks in the kitchen with different opinions on how to do ads properly.
- By contrast, [retailer] was more preoccupied with creating consensus with the executive team.