01 / WORKING PAPER

AI transforming industrial B2B marketing

From marketing automation to market creation. For technology, capital goods and industrial systems companies.

Purpose	Continuously investigate markets, identify future investments, find the right people and generate demand before an RFQ.
Audience	CEOs and marketing and sales leaders who have not yet adopted AI extensively.
Scope	Eight applications, two commercial levers, CRM, tools, metrics, constraints and a 100-day programme. A basis for discussion and annual planning.

> **Key message: AI can build an entirely new commercial capability.**

02 / STRATEGIC SPECTRUM

From automation to market creation

Efficiency and productivity on the left; growth and competitive advantage on the right. Not a maturity scale or sales funnel.



CRM + ERP + installed base + external market intelligence + AI

Two commercial levers: pricing and quotations; existing customers and installed base. Continuous learning from orders, relationships and market changes.

Key message: CRM is the foundation of the entire commercial operation.

03 / WORKING PAPER

Market creation

Creating new demand and investment rationales.

New markets and categories	Apply technology to new industries, identify applications and latent needs.
Market scenarios	Technology, regulation and investment trends; positioning new products.
Creating investment demand	Analyse material losses, energy costs, capacity and the customer’s current situation.
Investment calculations	ROI, TCO and payback using verified customer inputs.
Thought leadership	Research, industry reviews, expert content and customer dialogue.
Ecosystems	Connect partners, technology suppliers and customers.

> **Key message: Sell the development of the customer’s business, not just technology.**

04 / WORKING PAPER

Market and competitive intelligence

A continuously updated market picture instead of annual research.

Market mapping	Industries, countries, TAM/SAM/SOM and industrial clusters.
Competitor mapping	Global and local competitors, products, references, recruitment and strategies.
Technology monitoring	Patents, research, technologies and substitute solutions.
Regulation and funding	Environmental requirements, standards, investment grants and funding programmes.
Industry foresight	Growing and contracting markets; changes in value chains.
Competitive position	Customer alternatives, buying criteria and fit of the offering.

Key message: Market research becomes a continuously updated market picture.

05 / WORKING PAPER

Project and investment intelligence

Identify investments as early as the planning stage whenever possible.

Permits and procurement	Environmental and building permits, TED, grant decisions and procurement notices.
Corporate changes	Investment announcements, acquisitions, production contracts and capacity expansion.
People signals	Technical hiring and changes in plant management may indicate development programmes.
Installed base and environment	Ageing equipment, energy prices and new regulatory requirements.
Sources	Industrial Info Resources, GlobalData, TED, permit registers, announcements and trade media.
AI task	Combine sources, remove duplicates, assess fit and surface projects for sales validation.

> **Key message: Sales should know as early as possible what is being built around the world.**

06 / WORKING PAPER

Account and decision-maker intelligence

Identify the entire network involved in an investment.

Organisation maps	CEO, CFO, plant manager, technical management and procurement.
Other influencers	Maintenance, users, EPC contractors, designers and integrators.
Key people	Identify roles and personnel changes from public and authorised sources.
Networks	Shared contacts, partners and account-specific sales preparation.
CRM enrichment	Build a broad view of customer decision-making rather than relying on one contact.
Tool example	LinkedIn Sales Navigator: Account IQ, Lead IQ and buying signals depending on subscription.

> **Key message: A customer is an organisation, a network and a set of changing needs.**

07 / WORKING PAPER

Targeted demand generation

Demand generation and ABM: systematically activate selected accounts and projects.

Countries and regions	Country and regional campaigns, e.g. German industry or Bavarian plants.
Industries and groups	Selected industries such as recycling, or 50 named target accounts.
Account and project	Account-specific pages, references, webinars and project-relevant content.
Roles and people	Role-specific ads and individually prepared sales outreach.
Channels	LinkedIn ads, search ads, trade fairs, remarketing and direct contacts.
Limits	Personal outreach is not the same as advertising to one person; respect platform and national rules.

> **Key message: Market to the companies you want to do business with.**

08 / WORKING PAPER

Digital discoverability

SEO, GEO and international discoverability: the right place and language.

SEO	Keyword research, technical website quality and customer terminology.
GEO	Visibility in generative AI answers and recommendations across languages.
Localisation	Country- and language-specific content, technical terms and search behaviour.
Technical content	Applications, FAQs and machine-readable product information.
References	Industry- and application-specific customer stories and verified customer value.
Monitoring	Test customer questions in search and AI services; compare with competitors.

Key message: Be discoverable to people and to the AI they use.

09 / WORKING PAPER

Content and thought leadership

Turn employee expertise into content that supports customer decisions.

Expert communication	Articles, white papers, industry reports and LinkedIn communication.
Customer stories	Verified customer value, references and applications.
Visualisation	Video, animation, digital demonstrations and complex solution illustrations.
Sales enablement	Account- and project-specific presentations and ROI calculators.
Interaction	Webinars and pre- and post-event marketing.
Conversational website	Answer from approved product information; escalate uncertainty to experts and disclose AI interaction.

> **Key message: The most interesting content often comes from your people’s expertise.**

10 / WORKING PAPER

Marketing automation

Improve productivity and quality in recurring tasks.

Email and newsletters	Personalisation, segmentation, sequences and distribution.
Social media	Editorial planning, scheduling and content variants.
Lead nurturing	Scoring, buying-stage communication and sales reminders.
Events and customers	Invitations, reminders, follow-up and relevant services.
Campaign optimisation	Budgets, audiences, A/B tests and reporting.
CRM maintenance	Enrichment, updates and suggested next actions.

Key message: Automation alone creates no advantage if targeting and content are wrong.

11 / WORKING PAPER

CRM as commercial intelligence

Combine internal, external, human and behavioural information.

Companies and sites	Existing and potential customers, plants, countries and organisations.
People and partners	Decision-makers, influencers, designers, integrators and distributors.
Projects and signals	Future investments, changes, interests and sources.
Installed base	Delivered and competing equipment, age, lifecycle, service and upgrades.
Customer history	Orders, quotations, lost projects, contacts and feedback.
Actions and data quality	Owners, next steps and qualified opportunities. Fix basic CRM data first.

Key message: CRM should help sales decide what to do next.

12 / WORKING PAPER

Pricing and quotations

Commercial lever: demand becomes margin through the quotation.

Price and margin analytics	Margin leakage, discount deviations, customer and product profitability, realised versus list price.
Pricing support	Value-based pricing, targeted increases and cost pass-through.
Quotation costing	Configurators, rules, standard components and estimates from completed projects.
RFQ responses	Approved technical knowledge, compliance matrices and translations.
Win-loss analysis	Classify price, lead time, features, relationships and competitors.
Discount authority	Document and monitor who may discount, how much and on what grounds.

Key message: Price is a fast profitability lever; the quotation is a visible product.

13 / WORKING PAPER

Existing customers and installed base

Commercial lever: move from a funnel to a customer flywheel.

Installed base and lifecycle	Delivered equipment, age, service, spares, modernisation and replacement investments.
Share of wallet	Upselling, cross-selling, service contracts and mapping total customer needs.
Churn prediction	Changes in buying patterns, complaints, contacts or competitor presence.
Voice of the customer	Analyse feedback, complaints, service reports and visit notes for sales and product development.
Advocacy and references	Satisfied customers become references, visit sites and shared stories.
Service business	Turn one-off equipment sales into recurring services where data and relationships permit.

> **Key message: The sale is not the end of the customer relationship. It is a new beginning.**

14 / WORKING PAPER

What international research suggests

Figures as reported in the Finnish source; not independently audited or rechecked for this translation.

6sense 2026	Sales contact occurs about 59% through a 10.3-month buying journey; 4,611 B2B buyers including Europe.
6sense 2026	85% of buying groups define requirements before seller contact; the pre-contact favourite wins 82% of deals.
McKinsey 2026	Estimated comprehensive pricing, growth and sales productivity transformation: 5-20% revenue growth and 5-10% EBITDA improvement in two years.
McKinsey 2026	High-growth B2B firms were about three times as likely to increase AI investments by double digits (71% vs 25%).
Cases	Hexagon/ESPRIT: buying-stage email workflows; unnamed manufacturer: AI opportunity identification; 6sense case: $181m pipeline, not realised revenue.

Key message: Early influence may matter; general B2B research does not prove industrial outcomes.

15 / WORKING PAPER

Tool landscape

Examples only; choose tools based on purpose and the existing CRM.

Market and competition	ChatGPT, Claude, Perplexity, AlphaSense, Crayon, Klue, Similarweb.
Projects and people	Industrial Info Resources, GlobalData, TED, LinkedIn Sales Navigator, Cognism, ZoomInfo.
CRM and intent	Clay, HubSpot Breeze, Apollo, 6sense, Demandbase, Bombora.
Pricing and quotations	PROS, Vendavo, Zilliant; Tacton, Salesforce CPQ; Loopio, Responsive.
Campaigns and search	LinkedIn Campaign Manager, Google Ads, Semrush, Ahrefs, Profound, Peec AI, Scrunch AI.
Content and automation	DeepL, ChatGPT, Claude, Adobe Firefly, Canva, HubSpot, Marketo, Salesforce Account Engagement.
CRM and integration	Salesforce, HubSpot, Dynamics 365, n8n, Make, Power Automate. Tools not audited.

Key message: Build one coherent commercial information system, not a collection of tools.

16 / WORKING PAPER

Three commercial capabilities

Marketing becomes an active growth partner.

Market Intelligence	Markets, competitors, projects, accounts and key people.
Demand Generation	Demand creation, campaigns, discoverability and expertise.
Commercial Operations	CRM, pricing, quotations, automation, data, processes and metrics.
Practical change	From annual research to continuous intelligence; from waiting for leads to identifying projects.
Shared responsibility	Marketing builds awareness and demand; sales validates opportunities and builds relationships.
Accountability and skills	One executive owns the whole, metrics and data quality. Leaders model AI skills and new ways of working.

> **Key message: Three capabilities do not imply three new employees.**

17 / WORKING PAPER

Commercial AI situation room

A commercial view of the existing AI situation room, not a new management system.

What is happening?	Market changes and investment signals.
Where are the opportunities?	Projects, potential customers and installed base.
Who decides?	Organisations, key people and buying groups.
What have we done?	Marketing and sales actions and results.
What happens next?	Forecasts, quotation pipeline and suggested actions.
Data and responsibility	Source-based data pond; the machine extracts and calculates, a named human assesses and decides.

Key message: Five questions. One situation room. One decision.

18 / WORKING PAPER

Five board-level commercial metrics

Focus on commercial impact and future business rather than activity.

1. New investment projects	Number and value; distinguish signals from verified projects.
2. Target account coverage	Knowledge of markets and decision-making networks.
3. Qualified opportunities	Value of new qualified sales opportunities.
4. Quotation pipeline	Value and trend; scale of future commercial activity.
5. Won orders	Value and margin; commercial impact.
Operational metrics	Discoverability, costs, meetings, conversions, win rate, discounts, churn, data quality and sales cycle. Agree targets in advance.

Key message: Separate signals, verified projects, qualified opportunities and quotations.

19 / WORKING PAPER

Different companies, different priorities

Choose the starting point based on the commercial bottleneck.

Equipment manufacturers	Installed base, replacement investments and services.
Production line suppliers	Early project intelligence.
Technology and cleantech	New applications, regulation and market creation.
Component manufacturers	OEM accounts, organisation maps and pricing.
Machine shops	Target accounts, quotation costing and partnerships.
Lifecycle services	Installed base and churn prediction.
Expert services	Expertise, GEO and demand generation.

Key message: A shared method, company-specific execution and separate datasets.

20 / WORKING PAPER

100-day development programme

A focused pilot in one market with a defined set of accounts.

Days 1-20	Baseline: CRM, target markets, customer profiles, pipeline, pricing and tools.
Days 21-40	Market and project intelligence: pilot market, signals and prospects.
Days 41-60	Decision-maker mapping, CRM enrichment, lost bid analysis and account actions.
Days 61-80	ABM campaign, discoverability and investment decision content.
Days 81-100	Assess results, situation room, responsibilities, metrics and next phase.
Constraints and continuation	Review privacy, outreach, source rights and secrets. Feed results into annual and 1,000-day plans.

> **Key message: Start with a commercial objective, not a technology choice.**

21 / WORKING PAPER

Constraints and risks

Review with legal counsel at programme launch; not legal advice.

Privacy	B2B contact data is personal data: lawful basis, notices, retention and maintenance.
Direct marketing	Rules vary by country; German email marketing generally requires prior consent even in B2B.
Platform terms	LinkedIn and other terms restrict automated collection. Verify enrichment data sources.
EU AI Act	Source notes transparency obligations applicable from 2 August 2026: disclose chatbot AI interaction and label relevant synthetic/deepfake content.
Trade secrets	Handle quotations, prices and CRM data in approved company environments under contract.
Technical accuracy	Use approved product data; humans approve quotations, technical answers and investment calculations.
Licensing	Paid data sources may restrict storage and redistribution.

> **Key message: Speed must not come at the expense of trust.**

22 / SELF-ASSESSMENT

Commercial AI capability self-assessment

Draft v0.2. Rate each area 1-5 or NA. Evidence is required for a formal assessment.

	NA	1	2	3	4	5	Evidence
1. Automation	☐	☐	☐	☐	☐	☐	_____
2. Content	☐	☐	☐	☐	☐	☐	_____
3. SEO / GEO	☐	☐	☐	☐	☐	☐	_____
4. Targeting	☐	☐	☐	☐	☐	☐	_____
5. Decision-makers	☐	☐	☐	☐	☐	☐	_____
6. Projects	☐	☐	☐	☐	☐	☐	_____
7. Markets	☐	☐	☐	☐	☐	☐	_____
8. Market creation	☐	☐	☐	☐	☐	☐	_____
9. Pricing and quotations	☐	☐	☐	☐	☐	☐	_____
10. Existing customers and installed base	☐	☐	☐	☐	☐	☐	_____
11. CRM and commercial intelligence	☐	☐	☐	☐	☐	☐	_____

1 undefined; 2 ad hoc; 3 documented; 4 managed; 5 measured and improving; NA not assessable. Report coverage and assessed scores only. Full score /55.

Key message: Self-assessment opens the discussion. Evidence determines the result.

23 / WORKING PAPER

What owners and boards need to do

Commercial AI is management’s work; direction and metrics are agreed with the board.

Owner	Target markets, risk appetite, growth and profitability targets; willingness to invest in capability.
Board	Ask the right questions; include commercial capability in the 1,000-day plan; monitor and spar.
Management	Annual plan: what, who, how, when, metric. Pilots, tools, data quality and regular situation picture.
Five questions	Do we know future projects before the RFQ? Are we shortlisted before the first meeting? Where does margin leak and who approves discounts? How much growth comes from existing customers? Which commercial process will we redesign with AI this year?

Key message: The owner creates opportunities, the board builds tomorrow, management delivers results.

24 / WORKING PAPER

More market. Not just more marketing.

Three priorities for 2027.

01	Continuous global market and investment intelligence.
02	CRM as active commercial intelligence.
03	AI-assisted targeted demand and quotation pipeline creation.
Development theme	AI-Driven Commercial Excellence. Share anonymised learnings.
Next steps	Self-assess, select one or two applications based on the bottleneck, select a pilot market and accounts, launch the 100-day programme and name an owner. For company-wide balance, use the Balance Radar or health check.

Key message: The greatest opportunity is not more marketing. It is more market.

25 / WORKING PAPER

Sources and scope

The spectrum, self-assessment, commercial view and 100-day programme are proposals.

McKinsey	How AI-led commercial transformation can power industrial growth (2026); The future of B2B sales: How growth champions rewire their playbooks with AI (July 2026).
6sense	2026 Global B2B Buyer Experience Report (4,611 B2B buyers).
European Union	AI Act (EU) 2024/1689, Article 50, and Commission guidance (July 2026).
Other	Google: Optimizing for generative AI features; LinkedIn: AI for Sales; Industrial Info Resources: Industrial Project Database.
Scope	Tool performance, cost and integration are not audited; some cases are vendor-reported. English adaptation of Finnish v1.3, not independent source verification.

Key message: The machine calculates, the human decides. A proposal, not a decision.