



Category number: 25

Category name: Marketing team of the year

Company name: Dell

Names and job titles of individual team members:
Bryan Shaw – Marketing Operations Manager
Kasey Johnson – Lead Intake Manager (US/Canada)
Thomas Steinbach – Lead Intake Manager (Europe, Middle East, Africa)
Edith Fainsod – Lead Intake Manager (Latin America)
Leila Henley – Online Lead Concierge (US/Canada)
Deidra Congleton – Online Lead Concierge (US/Canada)
Jennifer Kneese – Online Lead Concierge (US/Canada)/Global Operational Reporting
Kimberly Nowak – Global Marketing Data Analyst
James Barron – Global Marketing Data Analyst
Victoria Schmidt – Global Marketing Data Analyst
Ruth Francis – Global Marketing Data Analyst
Jacqueline Clough – Global Marketing Data Analyst

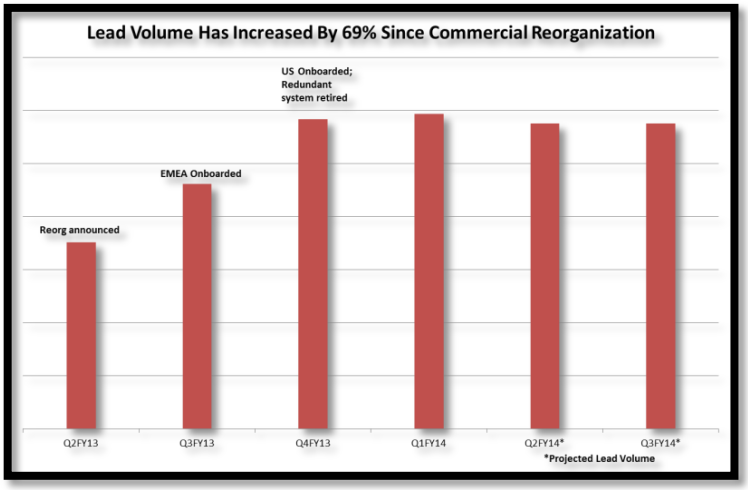
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Summary

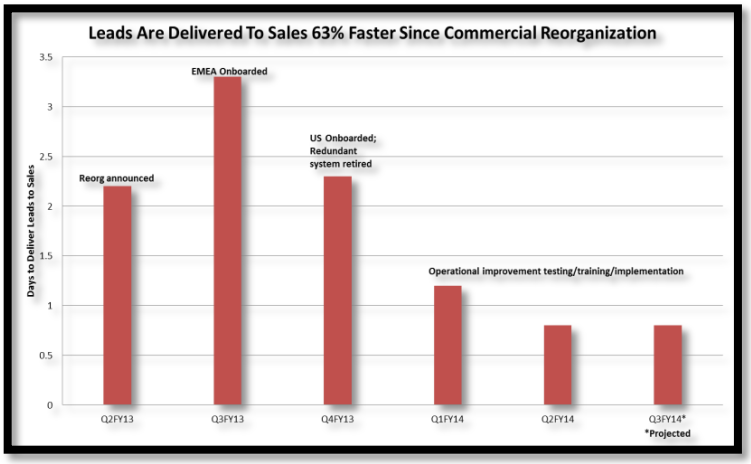
The Global Marketing Operations team supported a massive reorganization over the past year as Dell merged four business units into one Global Commercial organization. Our team was directed to integrate the legacy organizations into one standard lead management process within two quarters.

Aligning to one standard process was challenging due to competing requirements, fragmented business units, systems integrations, and increases in lead volume. We tackled these challenges through process improvements, the retirement of a redundant system, embracing marketing automation, and teamwork.

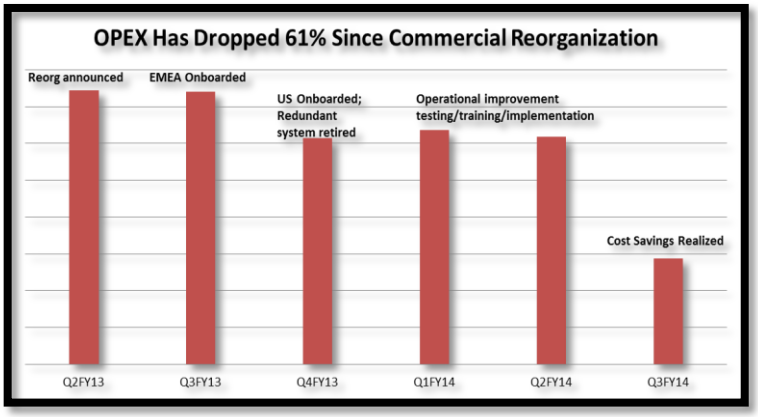
Today, the Global Marketing Operations team is processing ***69% more*** leads than we were a year ago:



Even with this increase in volume, we are currently processing leads ***63% faster*** than last year:



We have also realized a ***61% decrease*** in operating expenses:



About the marketing team
The Global Marketing Operations team is part of Dell's Global CRM Organization. We are the central hub of the "Demand Center" in that we deliver leads to sales, support marketing demand generation programs, develop lead management best practices, drive CRM and marketing automation changes, and help ensure that "one view of the truth" is maintained for Global Marketing Reporting.

Our motto is: "Customer First, Sales Second, Marketing Third." We give customers the power to choose when they want to be contacted by Dell. If customers desire to speak to Dell, we quickly honor their requests by routing them to a dedicated Dell representative.

The team is built to drive global lead management standards, while also supporting regional needs:

- ***Regional Lead Intake Managers:*** Onboards marketing teams to lead management processes; captures regional requirements to drive global changes; supports region specific requirements
- ***The Core Team:*** Delivers leads to sales in under 36 hours; supports ad hoc CRM requests
- ***Online Lead Concierge:*** Follows-up with online leads in under two hours; delivers leads to sales
- ***Reporting:*** Tracks and maintains marketing accountability

The brand they work for
We work for one brand: Dell. We support the needs of our customers. Whether we are helping customers build a server infrastructure or purchase one laptop, our team is there to connect customers to their dedicated sales reps.

Commercial challenges
It has been challenging to get marketing teams to accept our premise that B2B marketing was the same regardless of the company or deal size.

Our team helped other marketing organizations understand that leads are people with needs, and that each deserves a quick response. We accomplished this through the display of our lead conversion data. We also drove positive change through our shared services model that allowed teams to cut their operations budget.

Individual contributions
Thomas Steinbach was given one quarter to align the EMEA marketing teams into our operational processes. The EMEA marketing teams were onboarded three weeks ahead of schedule. The model that Thomas built in EMEA is what drove the team to adopt Lead Intake Managers for each region.

Kasey Johnson dedicated three months to testing changes and training the Core Team on new marketing automation enhancements, in addition to her daily duties. Her efforts facilitated our process improvements and our ability to cut operating expenses.

Deidra Congleton took control of processes that were originally owned by sales. This resulted in a 25% improvement in lead follow-up and a 300%+ Q/Q improvement in reportable pipeline for her leads.

Teamwork and collaboration
The "Thomas Model" was identified as the key to obtaining alignment within the regions. Thomas worked with Kasey and Edith to build out their respective regional models. At the start of the fourth quarter, we had over 95% of the globe fully aligned to one standard lead management process.

The Core Teams spends their entire day executing our operations. Kasey traveled from Boston, MA to Austin, TX and sat with each Core Team member to validate the changes we were implementing. This validation exercise is directly responsible for the successes we have seen in our operations.

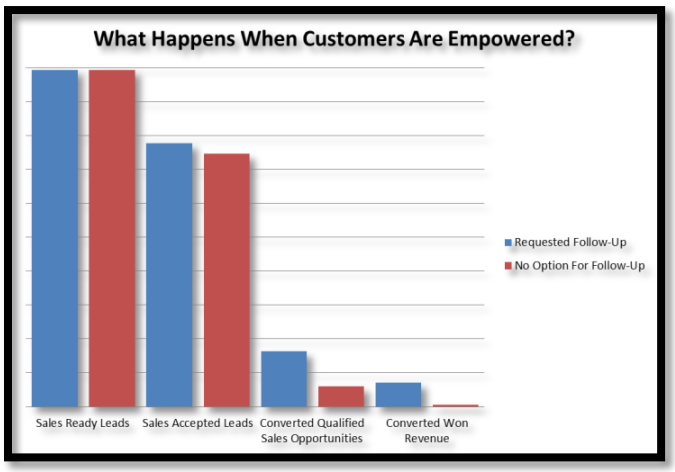
We also have great cross-team collaboration with sales. The Online Lead Concierge team has been building relationships with sales reps over the past two years. The leads touched by the Online Lead Concierges have resulted in higher rates of sales acceptance and conversion than traditional "offline" leads. These results are a testament to their strong rapport with sales.

Strategic alignment
The Global Marketing Operations team's motto is in direct alignment with Dell's core competency of "Customer First: Act with the customer in mind."

Alas, there were growing pains associated with our customer empowerment model. Marketing teams feared that putting customers in charge would result in lost revenue. On the contrary, it has been realized that allowing our customers to request contact has resulted in the generation of very high quality leads.

We continually build consensus with other teams by sharing our internal data that supports the benefits of our Customer First philosophy:

- Sales Acceptance is three percentage points higher
- Conversion to Qualified Sales Opportunity is 3x higher
- Conversion to Won Revenue is 12x higher



Team development and retention
Team members are thought leaders who are encouraged to lead Town Hall lectures for our stakeholders. Key topics include:

- The Importance of Fast Lead Turnaround
- Reporting Enhancements to Marketing Campaigns
- Best Practices in Lead Management

Our team is unique in that half of the members have been in role for over two years, while the average time in role at Dell is 18-24 months. Team members choose to stay on our team because of the exciting challenges we face each day and the strong sense of accomplishment we feel supporting our customers.

Colleague testimonials
Outstanding job of resolving the issue to fulfill our requirements in a timely manner – the order has been placed. – Unsolicited feedback from an online customer who only had 51 minutes to place an order

Thank you for your assistance and support with this lead. I have also accepted the lead in SFDC. The work you do is excellent towards capturing additional revenue for Dell. – Unsolicited feedback from Sid Covington, Sales Account Manager

Just wanted to send a quick note to say how much I enjoy working with you and your team for testing these process changes. IT has commented that they are impressed with the level of review that this team puts forth when performing testing. I've noticed your team putting in extra hours, not only to complete their "real jobs," but extra hours devoted to the testing activities. I'm happy that you're seeing huge improvements. – Rance Ivie, Salesforce User Acceptance Testing Project Manager

Submission ends