TOMORROW PEOPLE
BUILDING BRANDS, LEADS & CUSTOMERS

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Building a Lean, Mean Sales and Marketing Organisation



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In these uncertain times, the last thing that you'll want to do is cut marketing budget and activities and stop attracting new customers. What you need to do instead is known as Smarketing – integrating and aligning sales and marketing.

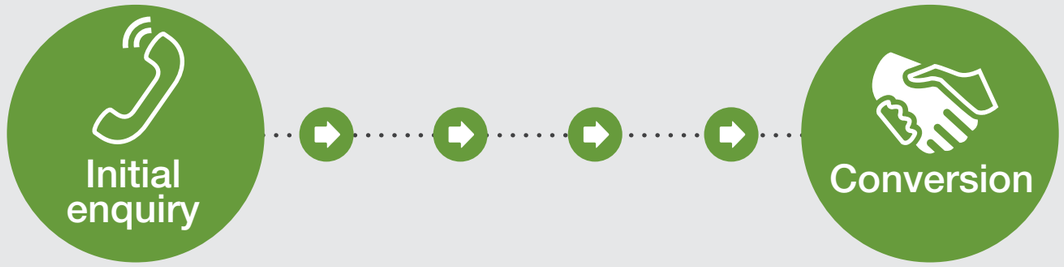
*Businesses that get it right can stop duplicating effort and deliver **15%** higher year-on-year revenue growth than companies that don't.*



Sales and marketing alignment has been climbing the business agenda ever since an Aberdeen Group report in December 2011 named them the new 'power couple'. New approaches are needed to deliver this alignment.

Bringing it All Together

In contrast to the old ways of communicating with customers - in which marketing developed the messages and go-to-market plans and executed campaigns then passed the leads that were generated on to sales to follow up - true alignment between the two teams means ongoing collaboration at all stages of the sales cycle, from initial enquiry right up to conversion.



This means that key messages and positioning statements are jointly developed by marketing, sales and product development teams. As the message is crafted, so are sales scripts that tie in with the messaging and show how your products and services deliver those benefits that marketing are talking about. With everyone working together, there's a shared sense of ownership. **The blame game, in which sales accuses marketing of being out of touch and marketing accuses sales of not following up leads, is no longer played. Instead, the two teams are working together to achieve common goals and objectives, sharing information at every stage and passing leads back and forth until the prospect is ready to convert.**

Automate for Success

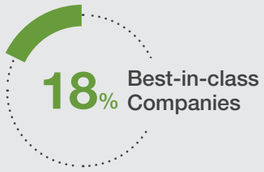
Marketing is seeing a dramatic transformation driven by process automation and the huge amounts of data now available through digital interactions. The businesses that are making the most of this are using marketing automation solutions to manage the lead process and score leads based on online activity then deliver lead nurturing content that keeps prospects engaged at every stage of the sales cycle.

Statistics in another Aberdeen Group report "Marketing Lead Management, From the Top of the Funnel to the Top Line" show that businesses that have mastered the use of lead management tools are improving both the quantity and quality of marketing generated leads.

One of the key differentiators of those identified as best-in-class companies is that they have embraced digital tools and invested in marketing solutions that automatically implement and manage lead processes. Another differentiator is the results that these companies are seeing in relation to other organisations that are not quite up to speed yet:



YOY Increase in Marketing's Contribution to Company Revenue



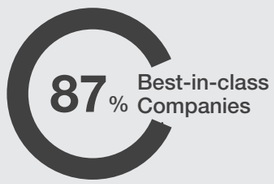


YOY Increase in Marketing's Contribution to Sales Pipeline





Actionable Marketing Leads Passed to Sales



Measure for Effectiveness

Metrics and measurements don't just apply to the campaign and sales conversion results. Forbes has come up with three metrics you can use to gauge whether your sales and marketing alignment is where it should be:



End-to-End Conversion Metric.

This is used to measure the conversion ratio for the full revenue cycle as well the major stages throughout it – from attraction and initial engagement through to sales close and customer lifetime value. If benchmarked over time it can show you where there are inefficiencies between sales and marketing to help you drive further improvement and enable more accurate forecasting.

Organisations that have sales and marketing aligned effectively will show stable conversion ratios and organisations that don't will see fluctuations that will reveal where the process needs to be improved.

Revenue Diversity Metric.

This measures the productivity of lead generation from the multitude of lead sources now available, such as web, direct mail, physical and virtual events, email, cold calls, e-commerce, etc. It shows how efficiently your marketing activities reach your target prospects; which lead sources are most productive; and how effectively the sales team converts them into revenue.



You can then focus 80% of your resources on the highly productive lead generation activities with the remaining 20% continually moving between new and emerging channels.



Outcome Profitability Metric.

This is for companies that sell complex products or solutions that they need to link to the buyer's desired outcomes. This measures the amount of profit that can be attributed to each specific business pain or "outcome" that you sell your products and services against.

A move away from the usual 'by product line' revenue analysis, this will show how well your sales and marketing team understands buyers and the business pains they are looking to resolve; and how effective they are in delivering what those buyers need to make the decision to invest with your company.

Continuous Improvement

By developing end-to-end automated lead management processes that bring marketing and sales together you can continually accelerate overall conversion rates.

Today, the industry average is that a company has to generate 143 marketing leads to get one customer. **But best-in-class organisations need just 68. It's a refreshing idea - the solution is not to buy more data lists, but to get more effective at nurturing the leads you already have.**

Businesses that recognise the importance of acting on the opportunities that the digital revolution has provided - and align sales and marketing, then enable them with tools to automate the lead process - will not only see an improvement in their results. They will be able to sustain results going forward.



To find out more about engaging prospects online, download our eGuide CEO's guide: Building shareholder value through an opt-in community now!

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