



**Bridging the
Sales and
Marketing
Chasm Through
Shared Metrics**

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If You Have Lemons...

“Ratchet up the use of sales metrics - use the economy as an “excuse” to focus on metrics (This *can* help in sales and marketing alignment.)”

Source: IDC: 2009 Sales Barometer and Top 10 Predictions



Sales 2.0 Is About...

- **Alignment**

- Across sales and marketing organizations
- Throughout sales cycle

...to *achieve* broad performance improvements.

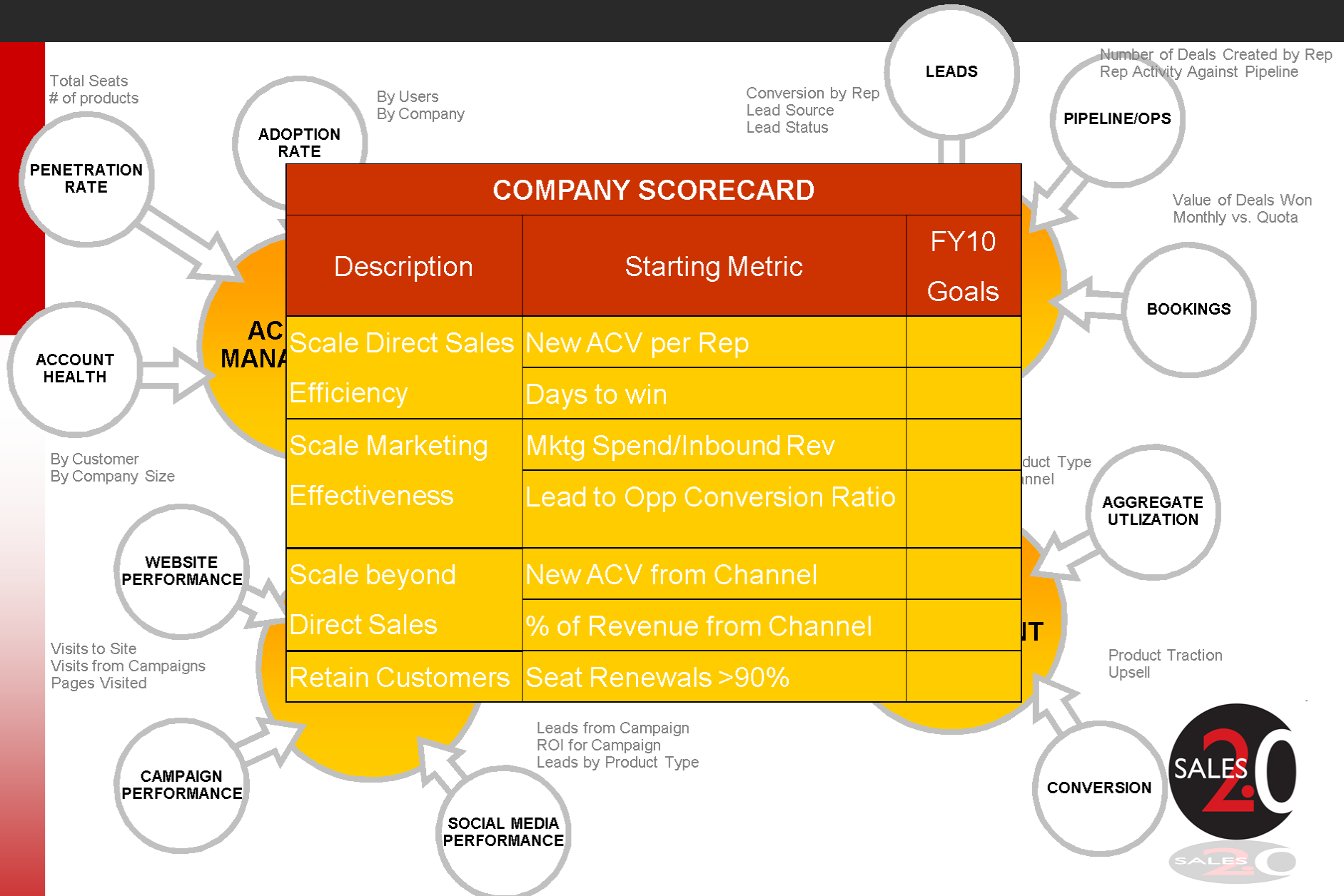
- **Establishing a culture of measurement by**

- Optimizing of the “lead-to-opportunity conversion” process
- Performance monitoring to incent the right behavior in sales at the right time
- Analyzing the effectiveness of the sales and marketing organizations

...to *increase* accountability, *reduce* the cost of sales and *drive* revenue.



Establishing A Culture of Measurement

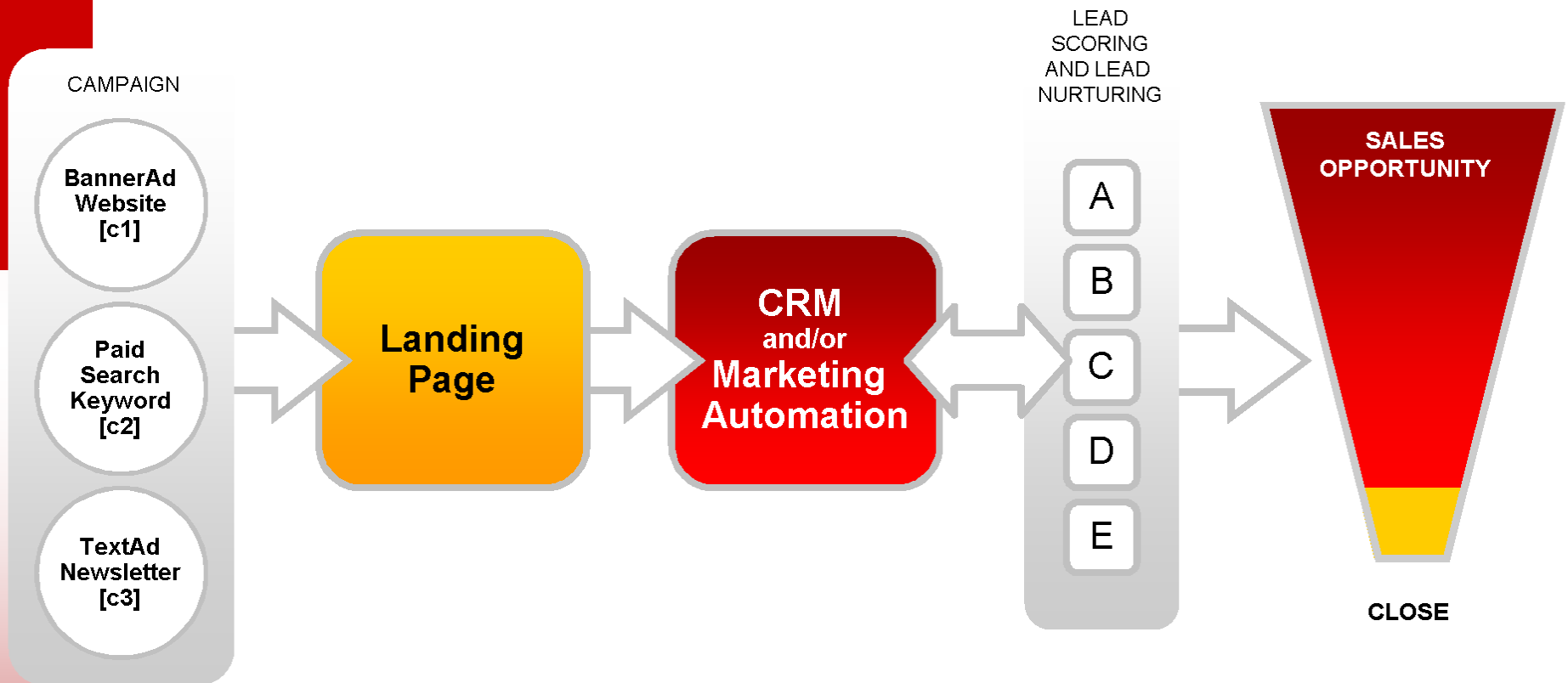


Keeping Marketing Accountable

		Reach		Acquisition			Conversions			Qualified Leads		
		Impressions	CPI	Clicks	Click Through Rate	CPC	Conversions	Conversion Rate	CPCV	Leads	Quality Rate	CPL
Search Engine Marketing	Spend											
Google Adwords (US)	100,000	400,000	\$0.250	80,000	20.00%	\$1.25	10,000	12.500%	\$10.00	3,500	35.00%	\$28.57
Google Adwords (International)	20,000	20,000	\$1.000	12,500	62.50%	\$1.60	4,300	34.400%	\$4.65	900	20.93%	\$22.22
Yahoo! SEM	5,000	25,000	\$0.200	6,000	24.00%	\$0.83	950	15.833%	\$5.26	500	52.63%	\$10.00
Search Engine Marketing Totals	\$125,000	445,000	\$0.483	98,500	35.50%	\$1.23	15,250	20.911%	\$6.64	4,900	32.131%	\$20.26
Banner Advertisments	Spend	Impressions	CPI	Clicks	Click Through Rate	CPC	Conversions	Conversion Rate	CPCV	Leads	Quality Rate	CPL
Click Z	\$80,000	5,500,000	\$0.011	125,000	2.27%	\$0.48	25,000	20.000%	\$2.40	2,250	9.00%	\$26.67
E-Commerce Times	\$35,000	500,000	\$0.070	55,000	11.00%	\$0.64	18,500	33.636%	\$1.89	1,750	9.46%	\$20.00
Internet Retailer	\$1,800	975,000	\$0.002	19,500	2.00%	\$0.09	753	3.862%	\$2.39	200	26.56%	\$9.00
Marketing Profs	\$4,500	725,000	\$0.006	10,000	1.38%	\$0.45	1,000	10.000%	\$4.50	250	25.00%	\$18.00
eMarketer	\$2,000	38,500	\$0.052	6,500	16.88%	\$0.31	364	5.600%	\$5.49	165	45.33%	\$12.12
Banner Advertisments Totals	\$103,300	7,738,500	\$0.028	216,000	6.71%	\$0.39	45,617	14.620%	\$3.34	4,615	23.070%	\$17.16
Email Marketing	Spend	Impressions	CPI	Clicks	Click Through Rate	CPC	Conversions	Conversion Rate	CPCV	Leads	Quality Rate	CPL
AAF	\$15,000	900,000	\$0.017	60,000	6.67%	\$0.25	846	1.410%	\$17.73	500	59.10%	\$30.00
SmartBrief	\$6,800	650,000	\$0.008	50,000	5.88%	\$0.13	300	0.600%	\$22.00	100	33.33%	\$66.00
IAB	\$9,500	300,500	\$0.032	25,000	8.32%	\$0.38	254	1.016%	\$37.40	90	35.43%	\$105.56
CMO	\$1,200	35,500	\$0.034	3,000	8.45%	\$0.40	537	17.900%	\$2.23	50	9.31%	\$24.00
MarketingVox	\$1,800	15,000	\$0.120	450	3.00%	\$4.00	100	22.222%	\$18.00	30	30.00%	\$60.00
Email Marketing Totals	\$34,100	2,101,000	\$0.042	138,450	6.46%	\$1.03	2,037	8.630%	\$19.47	770	33.436%	\$57.11

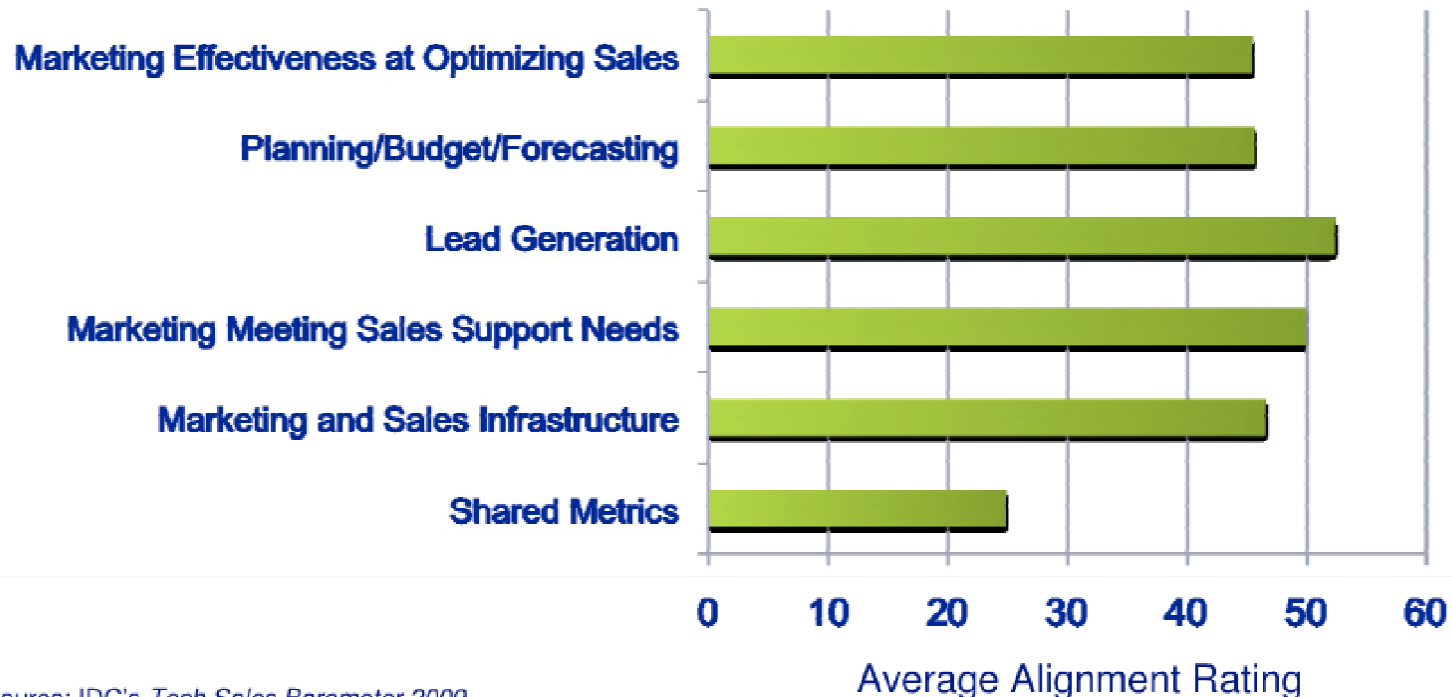


Lead Flow Across The Organization



Marketing and Sales Still Need Greater Alignment

On a scale of 1 to 100, where 1 is mis-aligned and 100 is perfectly aligned, please indicate the alignment rating between marketing and sales along the following dimensions:



Source: IDC's Tech Sales Barometer 2009



Alignment Breeds Success

“78% of the best-in-class companies work collaboratively on the definition of a qualified lead, the buying cycle and the sales cycle between sales and marketing, compared to only 37% of the laggards.”

Source: Aberdeen Group Lead Lifecycle Management report (July 2009), Ian Michiels

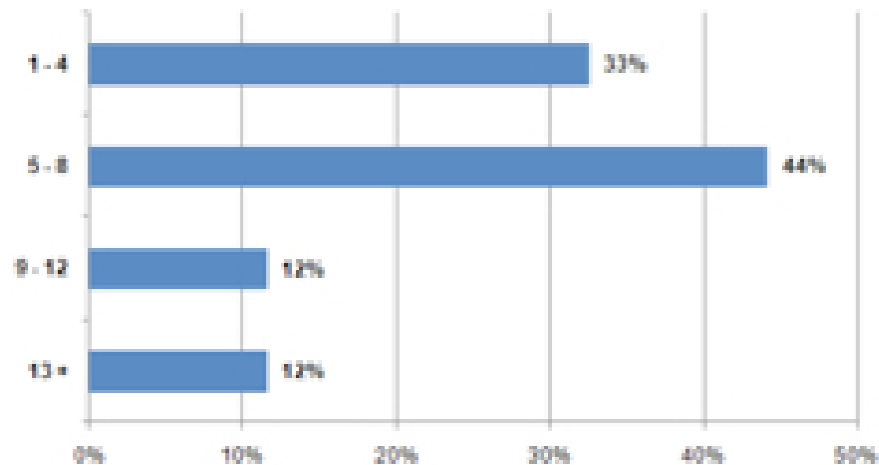


Now On to Sales Accountability

> 74% Companies assign lead generation responsibility to sales.

On average, how many touches (from both sales & marketing) does it take to convert a "suspect" to a "prospect"?

On average, it takes 7 touches to convert a "suspect" to a "prospect".

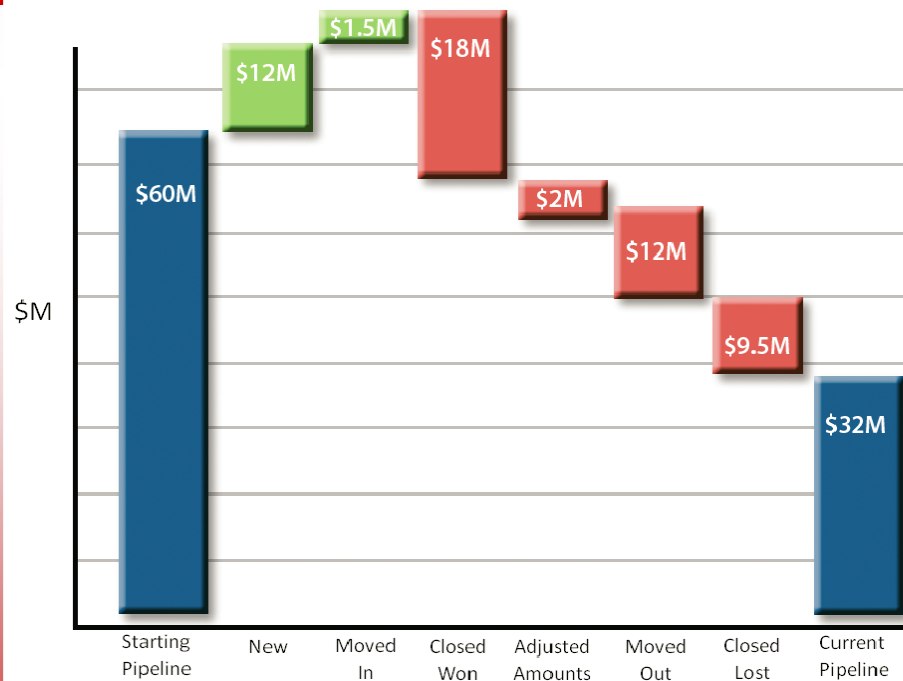


Source: Bridge Group, 2009 Inside Sales Report



Keeping Tabs On Sales Productivity

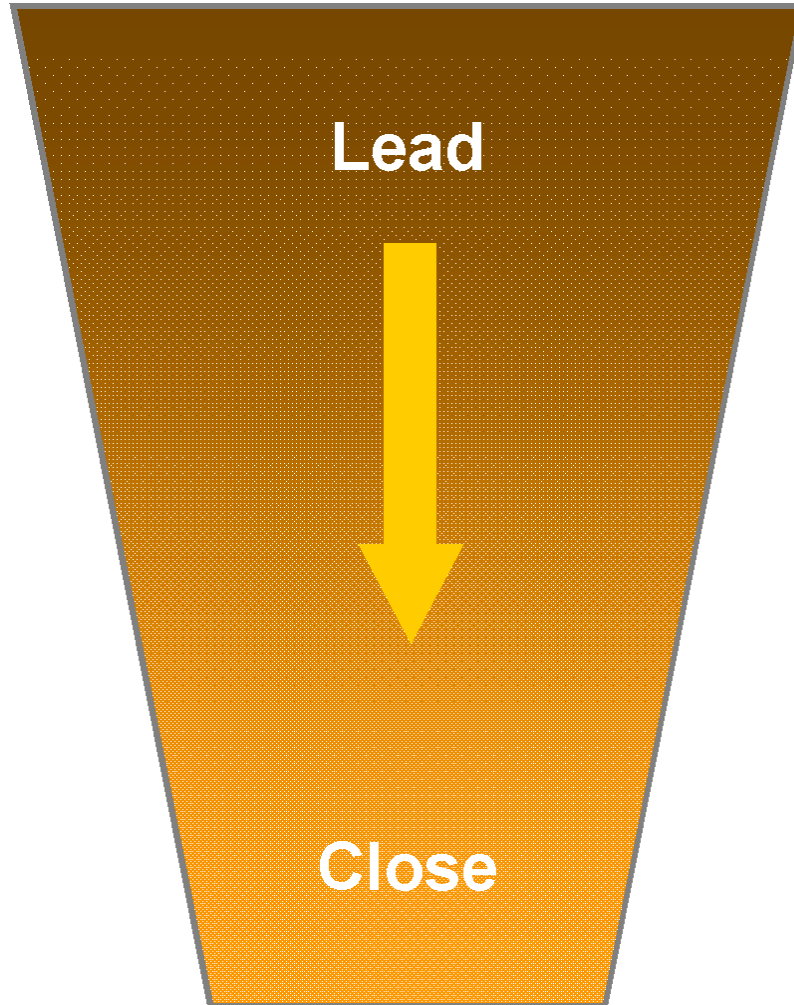
Lead Owners (Current)	Count of Lead Companies	Average Days to Convert Lead to Opportunity	Average Days from Lead Creation to Opportunity Close	Average Age Of Open Opportunities	Average Days to Close (Lost)	Average Deal Size (Lost)	Average Opportunity Amount
Sales Rep A	746	154	307	32	207	\$33,350	\$33,963
Sales Rep B	515	47	170	79	143	\$30,898	\$28,791
Sales Rep C	237	117	181	78	65	\$29,788	\$28,614
Sales Rep D	168	75	139	72	137	\$22,800	\$27,013
Sales Rep E	128	52	109	109	52	\$28,920	\$27,185
Sales Rep F	127	101	203	168	119	\$28,800	\$24,970
Grand Total	1,921	84	174	82	125	\$30,336	\$28,701



Tracking The Sales Metrics That Matter

Traditional Metrics	Additional Metrics That Matter
Number of Leads Generated	Number of Leads Converted to Opportunities
Pipeline Value by Sales Stage	Pipeline Velocity by Sales Stage
Sales Rep % of Quota Achievement	Sales Rep Scorecard (e.g. Quota Achievement, win rate, average deal size, # days to close deals they win, # days to close deals they lose, etc.)
Sales Cycle Time	Sales Stage Cycle Time
Win Rates	Win Rates by Age and Deal Size
Forecast Attainment	Forecast Attainment / Accuracy Drill Down: by Region, by Rep, by Product Line

“It Takes A Village”



Marketing Automation
+
Web Analytics
+
CRM
+
Sales Analytics / Forecasting
+
Compensation Management



Optimum Funnel
SIZE & VELOCITY



Thank You!

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