

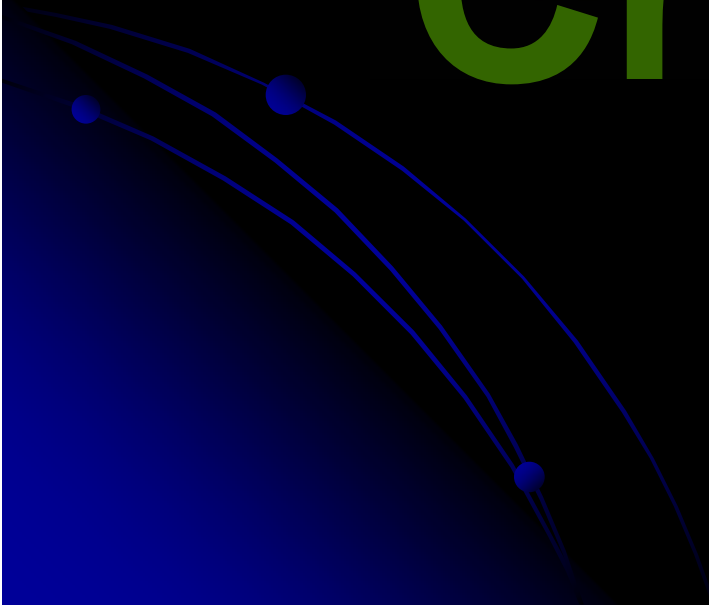
Creating a More Productive Sales Pipeline

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Value Creation Creation



Traditional Pipeline Management



Lead Score

Lead Nurture

Marketing

Sales Accept

Sales Engage

Sales Qualify

Sales Discovery

Sales

Sales Develop

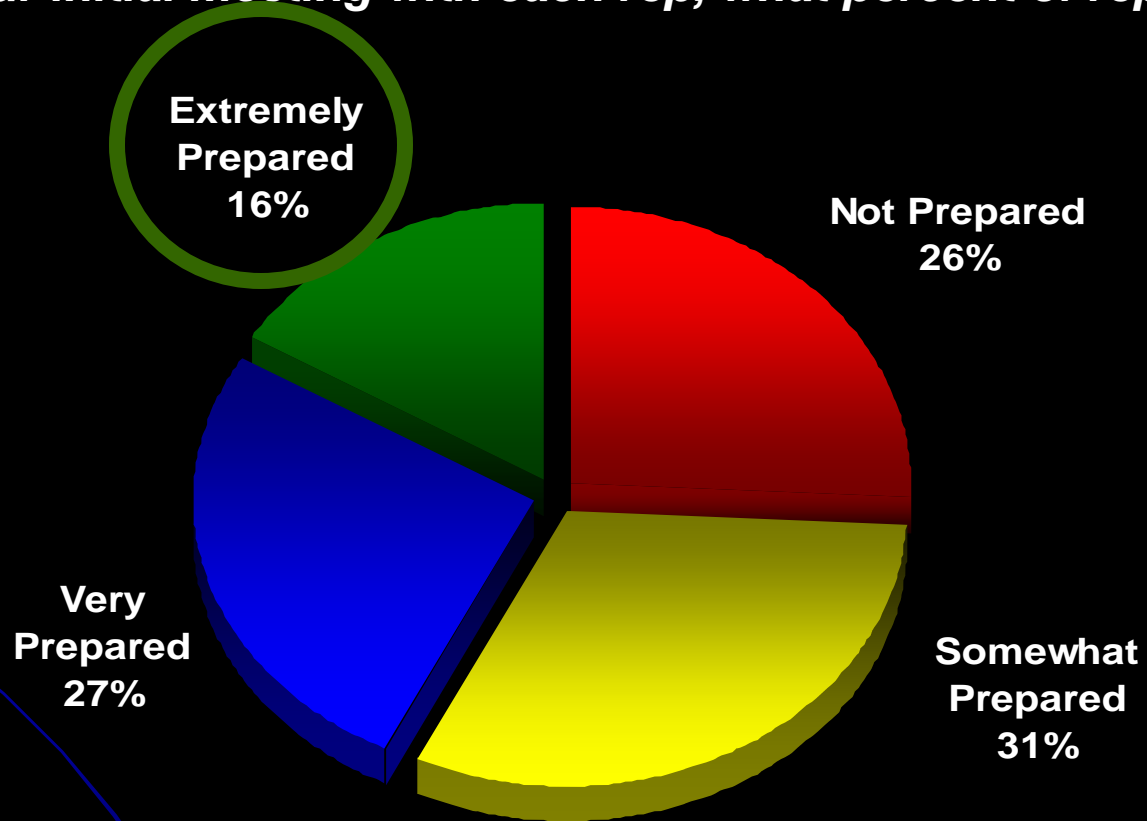
Sales Present

Sales Negotiate

Sales Close

Current Results

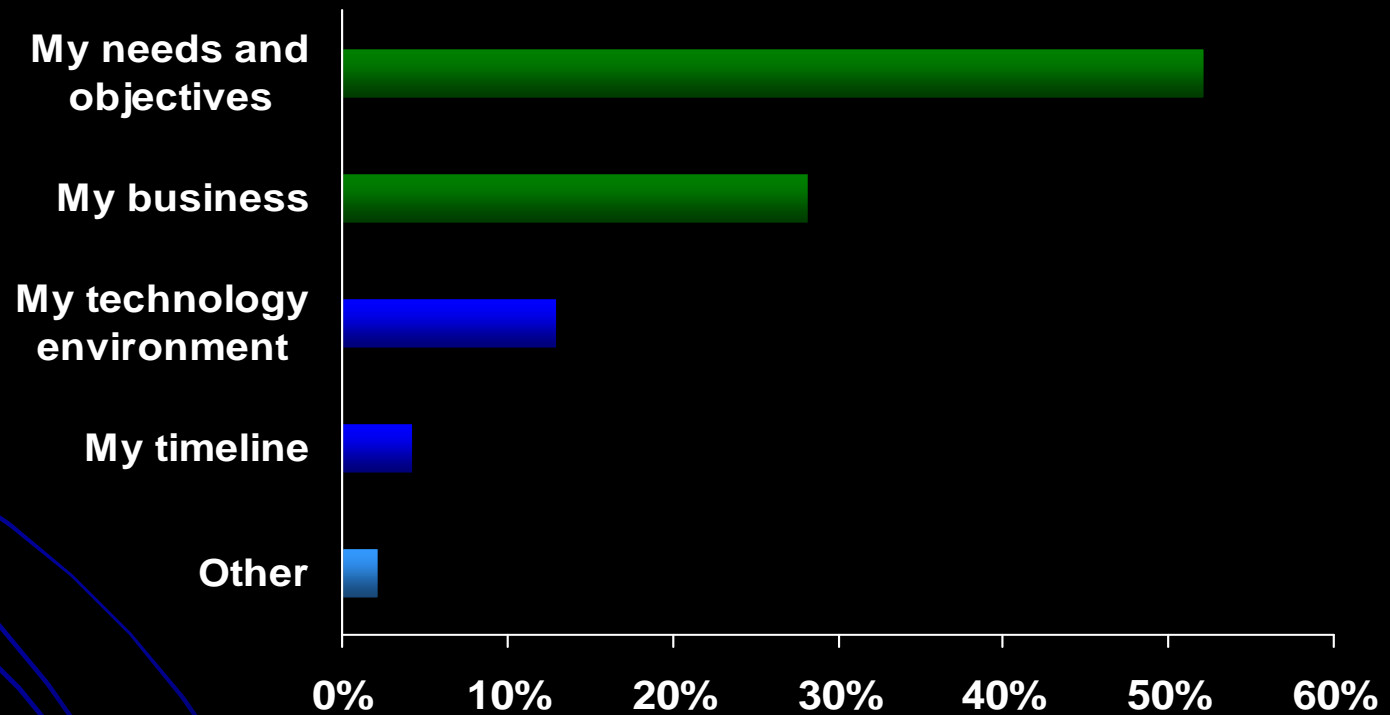
Thinking of your initial meeting with each rep, what percent of reps were:



Source: IDC Enterprise Panel, January 2009

Customer Feedback

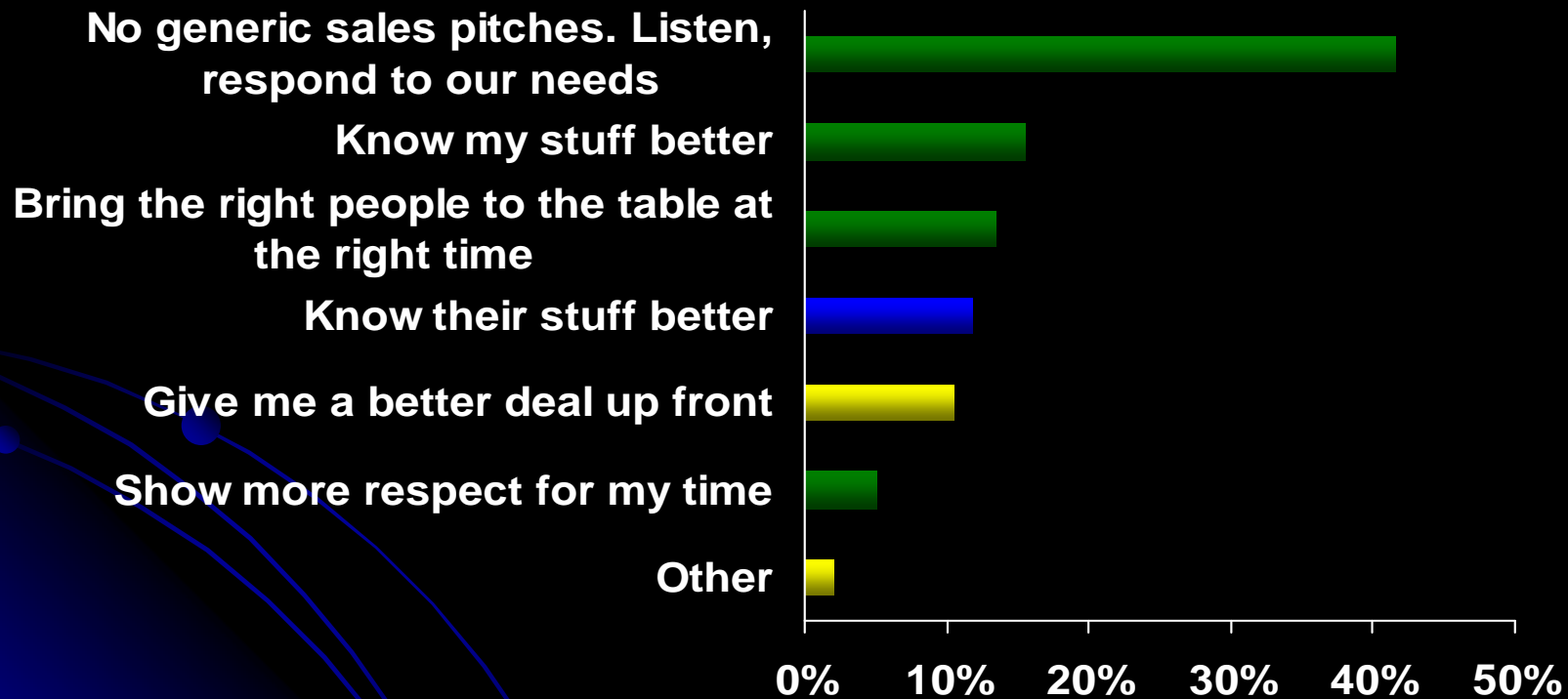
Which one of the following areas do sales reps need to know better to improve the value of your relationship?



Source: IDC Enterprise Panel, January 2009

Customer Feedback

Which of the following is the number one thing a sales rep can do to improve the value of your relationship?



Source: IDC Enterprise Panel, January 2009

Next Generation Pipeline Architecture

The Attributes

Efficiency

Effectiveness

Customer Satisfaction

Revenue Growth

Profitability

The Approach

Inform

Match

Observe

Partner

Collaborate

Share

Serve

Source: IDC 2009

Critical Success Factors

- Customer Intelligence
- Lead Management
- Resource Optimization
- Process Improvement
- Marketing & Sales Alignment

Goal: Solve important problems for the right customers

Critical Success Factors – Customer Intelligence

Best Practices:

- Build composite profile of customers & prospects from marketing, sales, finance, support, external sources
- Continuously profile with “digital footprint” & other activity info
- Set pattern & event “triggers”

Goal: Build understanding of key customer issues, 5 “W”s of engagement

Critical Success Factors – Lead Management

Best Practices

- Develop & implement lead scoring process (Sales & Mktg)
- Map lead flows – identify “leaks” in the system
- Manage leads based on quality, opportunity, probability – assign to marketing or sales resources based on expected value
- Evaluate lead cadence – what is the “best” nurturing approach, when should a prospect be approached...
- Evaluate Sales & Marketing on the same lead management metrics

Goal: Improve lead quality and flow

Critical Success Factors – Resource Optimization

Best Practices

- Disqualify early and often
- Invest in leads based on expected value & requirements
 - Telesales, outsourced Lead Qual, Partners...
- Develop “cascading” cost structure for lead development – invest incrementally relative to opportunity
- Measure rep performance, evaluate skills relative to task requirements

Goal: Improve pipeline efficiency

Critical Success Factors – Process Improvement

Best Practices

- Evaluate both *activity* and *results* metrics
- Identify and eradicate “time sinks”
- Build a “culture of measurement”
- Make decisions based on analytics rather than “gut feel”
- Technology helps the right processes to scale

Goal: Improve pipeline management effectiveness

Critical Success Factors – Sales & Marketing Alignment

Best Practices

- Establish & compensate on shared pipeline metrics
- Identify & eradicate overlap
- Include the Voice of the Customer
- “We’re all in this together”

**Goal: Improve organizational
efficiency & effectiveness**

A Management Framework

The IDC Sales Productivity Framework

Customer Intelligence

Talent Management

Efficiency
Effectiveness
Sales Productivity

Sales Enablement

Sales Management

Sales Methodology

Source: IDC 2009



To Follow up...

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