



# Above the Funnel

How to Measure (and Grow) Your Lead Pipeline

Sales Readiness Series



# Sales Readiness Series Hosts



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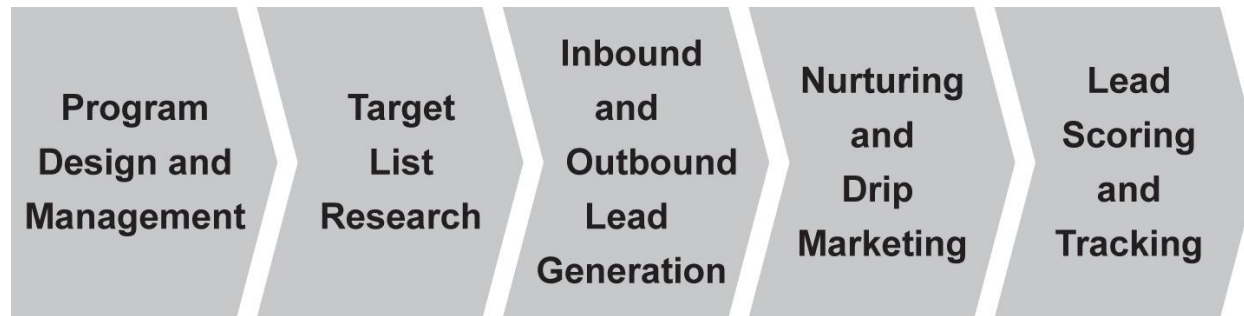


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# Lead Ready™ from 3forward

3forward's Lead Ready™ service provides companies a fully managed and complete program for finding, developing and converting leads to sales ready opportunities.



## Lead Ready™ Full Service Offering and Exceptional Functionality

- **Track** all lead interactions with your company over time
  - Website and landing page **visitor analytics, tracking** and **scoring**
- **Nurture** leads with automated, rules based **drip marketing** and personalized content
  - **Score and prioritize** leads based on behavior (online and offline)
    - Measure campaign and event results on single **dashboard**
- Create customized **landing pages, forms and surveys** for your website
  - Create **personalized e-newsletters** to further nurture leads

# Pipelines – 3forward Perspective

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- **Most Sales Leaders** know their total Sales Pipeline value
  - *Best in Class also know the most important metrics for detailed analysis*
- **Some Sales Leaders** know their total Lead Pipeline value
- **Best in Class leaders** apply Lead Pipeline metrics to assessing value, quality and velocity

# Lead Stage Definitions and Criteria

Prospect Stages	
A	Identified – intend to pursue
B	Contacting – attempting to engage
C	Qualifying – introductory dialogue occurring
D	Engaged – actively discussing opportunities
X	Cold – lost traction, attempting to re-engage
Z	Idle – lost traction, not currently pursuing

	Opportunity Stages	Probability	Activity
1	Opportunity ID'd	10%	Potential opportunity identified
2	Idea Discussed	20%	Client confirms issues, challenges, need...
3	Concept Delivered	30%	Written concept submitted to prospect
4	Solution Meeting Complete	40%	Concept discussed; including how and when to begin
5	Full Solution Delivered	50%	Solution submitted, including outcomes, timeline & pricing
6	Solution Validated	60%	Proposal modified if necessary / Resubmitted
7	Verbal Approval	75%	Client decision maker accepts proposal
8	Terms Negotiation	90%	Contract and SOW in review / negotiation
9	Formal Award	100%	Contract and SOW signed
10	Opportunity Lost	0%	
11	Dead or Delayed	0%	

# When Are Leads Sales Ready?

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Transition qualified leads to Sales when they pass 'Engaged' stage by demonstrating Interest, Timetable and Willingness to discuss. Otherwise, continue Nurturing\*.

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# Sales Ready Triggers

From Sales 2.0 – Seley, Holloway

Rank	Business Potential	Description	Action
A	Excellent	<ul style="list-style-type: none"> <li>Actively looking to solve a problem;</li> <li>Meets qualified lead criteria (sweet spot matrix);</li> <li>Making a buying decision in (6-12) months or less;</li> <li>Contact has functional responsibility</li> <li>Willing to meet with company representative;</li> </ul>	Pass lead to sales / Set appointment
B	Good	<ul style="list-style-type: none"> <li>Newly realized problem, beginning research on options</li> <li>Meets qualified lead criteria (sweet spot matrix);</li> <li>Likely making a decision in (12-18 months);</li> <li>Willing to meet with company representative;</li> </ul>	Pass lead to sales / Set appointment
C	Not Defined	<ul style="list-style-type: none"> <li>Information gathering, may have a problem;</li> <li>Fits prospect profile (sweet spot matrix);</li> <li>More development required to improve rank;</li> <li>Contact authority to be identified;</li> </ul>	Continue cultivating with drip marketing / personalized contact
D	Latent	<ul style="list-style-type: none"> <li>Tire kicker;</li> <li>May have need at some point;</li> <li>Timeline not defined;</li> </ul>	Rank and leave in database for on-going marketing
X	None	<ul style="list-style-type: none"> <li>Not a fit / Does not meet minimum lead criteria;</li> </ul>	Delete from database

# Valuing A Lead Pipeline

Average Opportunity Annual Value		\$ 250,000	
Lead Stage	Count	Stage Value	Stage Progression Rate
Contacting	1,000	\$250,000,000	30%
Qualifying – dialogue occurs	300	\$ 75,000,000	30%
Engaged – challenges revealed	90	\$ 22,500,000	25%
Opportunity ID'd – fit exists	23	\$ 5,625,000	50%
Priced Proposals	11	\$ 2,812,500	20%
Wins	2	\$ 562,500	-

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**Very few Sales Leaders inspect above this line....**

# Analysts on Lead Automation

“Sales organizations are looking for... *“high touch” selling experience with “low touch” selling utilization rates.* Such a ‘best-of-both-worlds’ combination would generate the **highest level of sales productivity with the shortest sales cycle at the lowest cost.** *Is this even possible? The answer is simply – yes.”*

*Sales Benchmark Index – Accelerating The Sale*

Lead management is a marketing discipline moving from early stage to essential. **Experts focus on customer profiling, lead scoring, content design, and nurturing to accelerate investment returns.**

*Forrester Research – Managing Leads for a Stronger Pipeline*

Lead Generation Management systems are now available to help companies more effectively target campaigns and track prospect interest levels when they come to your Web site. We have documented numerous examples where using LGM systems has increased the quality and quantity of leads...

*CSO Insights – What’s Your Path To Success In 2010?*

# Lead Automation Must Haves

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- Support detailed segmentation with user defined fields and database customization
- Analytics and Campaign Measurement
- CRM Integration
- Lead Scoring and Prioritization
- Ability to launch and track emails and newsletters
- Website, landing page, forms integration

# Segmentation Fundamentals

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- Establish target client characteristics and attributes
  - and alternatives (competitive analysis)
- Classify buyer drivers and considerations
- Validate and rank prospect types based on target criteria
  - Separate prospects into Tiers 1, 2, and 3
- Create sales tools such as Sweet Spot Matrix
- Trial Inside Selling

# Sweet Spot Matrix

Category	Strong Fit	Good Fit	Neutral Fit
Annual Revenues			
Geography			
Installed Technology			
Seats			
Relationships			
Other Vendor Relationships			
Cross Selling Opportunities			

# Lead Nurturing

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Lead nurturing is a **relevant** and **consistent** dialog with **viable** *potential* customers, **regardless** of their timing to buy.

Brian Carroll, CEO, InTouch and author of *Lead Generation for the Complex Sale* (McGraw Hill, 2006)

# Lead Nurturing Schedule - Example

Nurturing Progression - Segmented Leads	Schedule	Count	Segment Specific	Type of Communication		
				Individual Message	General Message	Phone Touch
Segment specific message (value add content, whitepaper, etc.)	Day 1	Drip 1	1			
Introductory phone call and follow-up email	Day 3	Drip 2		1		1
Email another whitepaper of interest	Day 10	Drip 3	1			
Email an industry article of interest	Day 20	Drip 4	1			
Email links to a recent Webinar broadcast	Day 30	Drip 5			1	
Email recent industry analyst report	Day 40	Drip 6	1			
Personal invitation to attend an upcoming seminar	Day 50	Drip 7				1
Send your monthly e-newsletter	Day 60	Drip 8			1	
Mail customer case study	Day 70	Drip 9	1			
Send an email to "touch base"	Day 80	Drip 10		1		
Email a recent customer win article	Day 90	Drip 11			1	
Prospect calls or responds back to your email	Day 110	Drip 12		1		
			5	3	3	2
				13		

# Benchmarking Lead Management

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- Cost per number of engaged prospects (community vs. other initiatives)
- Number of leads/period
- Number of qualified leads/period
- Ratio of qualified to non-qualified leads
- Cost of lead
- Time to qualified lead
- Lead conversion
- Number of pre-sales reference calls (to other customers)
- Average new revenue per customer
- Lifetime value of customers

# Aligning Sales & Marketing Goals

## Marketing

- Accountable for finding, creating, developing, nurturing and tracking leads
- Establish multiple out- and in-bound lead channels, 2.0 enable the web and provide SEO direction
- Provide information on Lead scoring, activity and metrics-based reviews

## Sales

- Accountable for leads that become qualified
- Transition non-progressing leads *back* to marketing for nurturing
- Accurately maintain CRM tracking data
- Provide market, competitive and prospect intelligence to marketing

# Shared Sales & Marketing Goals

## Co-Create and Jointly Maintain

- Market Segmentation and Sweet Spot Matrix
- Target profiles and lead definitions
- Lead stages and Sales Ready Qualification criteria
- Market messages, key distinctions and proof points
- Scoring criteria
- Program success goals and key measurements

## Recapping *Above The Funnel*

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- Specific criteria for lead stage definitions
- Metrics to assess lead pipeline value and viability
- Triggers for moving leads to sales
- Tools for engaging and tracking leads
- Benchmark lead management metrics
- Lead goals Sales and Marketing leaders should share

# “Above the Funnel” Mistakes to Avoid

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- Skipping the Strategy – “Fire! Ready. Aim”
- Marketing only focused on image and branding
- Sales Reps choose prospects and manage leads
- Leads tracked in email
- Companies raising quotas without investing or improving the sales model
- Spending too much time improve bottom performers – not investing in Producers

# 3forward's Above the Funnel Checklist

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1. Marketing and Sales alignment and mutual goals on lead definitions, development, qualification and conversion
2. Research-based assessments of markets and segments
3. Descriptive prospect profiles and analysis
4. Specific and tailored target lists
5. Differentiated value proposition, customized by segment
6. Out-bound and in-bound lead paths (*Integrate Social Media!*)
7. On-going / real-time prospect and target intelligence
8. Defined and structured process to create, develop, nurture, score and track leads
9. Clear delineation on when to transition leads to sales
10. Technology to automate nurturing and measure effectiveness
11. Reporting and analysis of all program elements / continuous improvement loop

## How We Can Help

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- Sweet Spot Analysis
- Pipeline Revenue Planner
- Content Nurturing Programs
- Lead Management Systems Overview
- Tools for engaging and tracking leads
- Benchmark Lead and Pipeline Metrics

# July Webcast

## Reinventing the Sales Model

July 15, 2010; 2:00 to 3:00 PM EDT




[Register](#)

Are you Ready to Create your New Sales Model? Join 3forward for this rule-breaking live discussion!

*What you will learn:*

- Today's buying process – and where sales can add value
- The Three Zone strategy for optimizing your sales pipeline
- Four risks worth taking when recreating your sales model
- Embracing the Science of Selling
- Unlikely Allies – the two (new) partners you will need to succeed
- Deadly sales mistakes not worth repeating

# Questions?

<p>Join Our Group</p> 	<p><a href="#"><u>Sales Readiness</u></a></p>
	<p><a href="#"><u>3forward Become a Fan</u></a></p>
	<p><a href="#"><u>3forward</u></a> <a href="#"><u>Dan_3forward</u></a> <a href="#"><u>Mattat3forward</u></a></p>
	<p><a href="#"><u>Sales Leaders Blog</u></a></p>
<p>Sales Leader Resources</p>	<p><a href="#"><u>New Tools Directory</u></a></p>

# Resources

## New Tools Directory

- [9 categories of sales and marketing best practices, dozens of downloads](#)

## New Model Sales, Marketing and Social Media Experts

- [Seley and Holloway](#) Sales 2.0
- [Ardath Albee](#) Marketing and Content
- [Chris Brogan](#) B2B Social Media
- [Brian Solis](#) Social Media
- [David Meerman Scott](#) Marketing and PR
- [Gerhard Gschwandtner](#) Sales 2.0

## Sales Benchmarking

- [CSO Insights](#)
- [Sales Benchmark Index](#)



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Learn More

Visit us at [3forward.com](http://3forward.com)

