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# Accelerate Business Performance with Integrated Sales and Marketing Management

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BUILDING BLOCKS FOR SUCCESS

## What Sales Says About Marketing...

- “They don’t understand who our customer is.”
- “Marketing still can’t tell me in one sentence what we do.”
- “I don’t use our marketing materials, they’re useless.”
- “I need more sales tools!”
- “Our messages sound like everyone else, marketing needs to tell me why we are different and where we fit.”
- “Our PowerPoint presentations are way too technical and not focused enough on the business problem.”
- “I never have enough leads – and the ones we get are not well qualified!”
- “Someone who hits our web site is not a lead.”
- “Marketing thinks this stuff is so good that it sells itself!”

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## What Marketing Says About Sales...

- “Sales people are stupid – they don’t get what we do.”
- “Sales expects us to sell this stuff for them – I can’t go on every sales call!”
- “They change our PowerPoint slides all of the time and each have their own set of messages.”
- “Sales people are always selling features that we don’t have.”
- “We put 500 leads in the database last month and they never followed up on them.”
- “They never want us to talk to the customers, we have no feedback loop.”
- “We never know how effective the marketing program was – we can’t get the sales team to use the CRM system.”

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## Common Mistakes CEOs Make

- Lack of consistent vision for the company
  - “Here is our new positioning, now go sell it.”
  - Vision and execution are not integrated
  
- React too quickly to financial and competitive pressures, not customer requirements
  - Let category positioning direct business, not customer demand
  - Don’t spend money on market research or customer validation
  - Expect results with 30 or 60 day plans
  
- Pitting marketing people against sales
  - “Revenue is more important than brochures.”
  - “We will build what ever sales can sell.”
  
- Don’t integrate marketing with sales metrics and expectations
  - Processes are not put in place
  - Leads are not tracked back to revenue

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## Five Simple Rules

### **...to Accelerate Business Performance and Align Marketing and Sales**

- Validate Your Market
- Know Your Customer
- Differentiate Your Position
- Adopt Solution Selling
- Build Integrated Processes

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## Validate Your Market

### Strategy

- Invest in upfront (and ongoing) market validation to save time, money and make your programs more effective.
  - Is there *really* a market for your product?
  - Do you have a compelling solution to solve customer pain?
  - Do your messages map to potential customer usage?
  - What is the best sales and delivery model?

### Tactics

- Get both sales and marketing involved in validation and build integrated programs based on feedback.

### Result

- Both teams are on board and have the same vision of customer demand and market opportunity.



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## Know Your Customer

### Strategy

- Ensure both marketing and sales understand (agree) who the customer is and why they would buy your solution.
  - Who will benefit the most from using your product or service?
  - What size company or organization is your best target?
  - Who in the organization do you sell to? Who signs the check? Who are the influencers?
  - What are his or her ongoing issues and requirements?

### Tactics

- Build all programs and communications around target customer groups with unique usage-based messages.

### Result

- A highly focused go-to-market strategy with a repeatable process.



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## Differentiate Your Position

### Strategy

- Find an established (and huge) market and carve out your piece.
  - What is your USP – need to answer “why” and “so what?”
  - Don’t put yourself in a category without competition
  - Need to lock in your position – avoid continual change
  - Keep it simple

### Tactics

- Anchor on a known solution and then state why you are different and better.
  - Clearly identify what you extend or replace in the organization

### Result

- Gets sales people to the heart of the usage and value discussions instead of explaining who you are and what you do.



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# Solution Selling

## Strategy

- Stop selling your products and features but instead, think about your buyers goals, problems, and needs.
  - Rely less on presentations, ask questions to uncover demand
  - Be problem solvers – not peddlers (leverage technical staff)
  - Sell to decision makers, not end users
  - Build sales messages with usage-based verbs instead of nouns

## Tactics

- Make solution selling a corporate wide philosophy; train marketing, sales and technical staff to work together as an integrated team.

## Result

- Higher close rates, more effective marketing communications, and happier customers.



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## Build Integrated Processes

### Strategy

- Build integrated, closed-loop processes and establish metrics for accountability and measurement.
  - Tie lead generation directly to revenue
  - Assign 60-65 percent of budget to lead generation
  - Encourage open communication – listen, learn and be flexible

### Tactics

- Mandate that both marketing and sales use the CRM system.
  - Agree on what a lead is and track by program and target
  - Track what happens to a lead from its capture all the way through the sales cycle and adjust programs accordingly

### Result

- Reduce your sales cycle, increase revenue, manage your marketing expenses and monitor program effectiveness.

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