8 Critical Success Factors for Lead Generation
Measurement for the Complex Sale
8 Critical Success Factors for Lead Generation

Brian Carroll, CEO InTouch and author of Lead Generation for the Complex Sale
The 8 Critical Success Factors

1. Mindset: conversation, not campaigns
2. Sales and Marketing act as one team
3. Clearly defined ideal customer profile
4. Universal lead definition
5. Effective lead management process
6. Database treated as a valued asset
7. Multi-modal lead generation portfolio
8. Consistent lead nurturing
Build Relationships

**Identify** the right people and companies

**Initiate** a memorable conversation

**Nurture** them, regardless of timing to buy

Bonus Tip: 90% of B2B customers want their sales person to be more of a resource.
- Cahners Study
Factor 1: Mindset: Conversations vs. Campaigns

- The trusted advisor
  - They know you and had a consistent dialog
  - You are credible
  - They believe you can help them
  - They like you and want to work with you

“How you sell me is how you will serve me”
Factor 2: Marketing and Sales – One Team

• Our Culture – treat leads as a valued asset
• Shared vision – why are we here?
• Alignment of expectations
  – What gets measured gets done
  – How is marketing team measured?
  – How is sales team measured?
  – Tie the measurements together
• What’s your job?
• Ability to track and manage leads (process)
Factor 3: Clearly Defined Ideal Customer Profile

- Sweet spot – ideal fit
  - Who do we serve?
  - What problem do they face?
  - What do we enable them to do?
  - What does that mean to them?
Factor 4: Your Universal Lead Definition

- Allow leads to be scored and prioritized
- Defines the degree of sales readiness
- Requires buy-in from sales and marketing
Factor 4: Your Universal Lead Definition

Spectrum for Sales Lead Definition

Level 1
A response from an individual to a marketing campaign, or someone who has taken proactive steps to demonstrate interest in your message, product or service.

Level 2
A meaningful interaction (via phone or email) with an individual meeting the requirements of a fully qualified company and audience.

Level 3
Level 2, plus the individual demonstrates a specific need for and interest in your product or service.

Level 4
Level 3, plus the individual is in the process of defining a requirement for your product or service.

Level 5
Level 4, plus the individual has the responsibility, budget and a defined timeline for purchase.

Hand off To Sales

Source: SiriusDecisions Lead Spectrum 2006 Lead Metrics Study (used with permission)
Factor 5: Effective Lead Management

Marketing Pipeline:
- Email, Direct Mail, Print Media, Website, Outbound Calls, Webinars, Trade Shows
- Inquiries
- Nurturing
- Leads
- Returned Prospects
- Not a Fit

Sales Pipeline:
- Sales Ready Leads
- Customers
- Sales Generated Leads
- Existing Clients

Handoff:
- Closed Loop Feedback
- CRM

Measure ROI
## Factor 5: Effective Lead Management

### Tracking and Managing Your Leads

<table>
<thead>
<tr>
<th>Step</th>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>FYI</td>
<td>Review requires special attention</td>
</tr>
<tr>
<td>1</td>
<td>Appointment</td>
<td>Lead qualified by NBD Associate and sent to sales to be qualified</td>
</tr>
<tr>
<td>2</td>
<td>Handoff</td>
<td>Sales Rep is determining if lead is actually a viable prospect</td>
</tr>
<tr>
<td>3</td>
<td>Pursuit</td>
<td>Viable prospect - sales rep actively pursuing</td>
</tr>
<tr>
<td>4</td>
<td>Profiled</td>
<td>Completed written proposal profile and opportunity assessment</td>
</tr>
<tr>
<td>5a</td>
<td>Pre proposal</td>
<td>First step confirming plan prior to formal proposal</td>
</tr>
<tr>
<td>5b</td>
<td>Proposed</td>
<td>Final proposal delivered after prospect has reviewed pre-proposal with sales rep</td>
</tr>
<tr>
<td>6</td>
<td>Committed</td>
<td>Agreement delivered and verbal yes to proposal</td>
</tr>
<tr>
<td>7</td>
<td>Active Contract</td>
<td>Agreement is approved and signed with start-up retainer</td>
</tr>
<tr>
<td>S</td>
<td>Nurturing</td>
<td>Was Prospect and dropped out of the sales pipeline</td>
</tr>
<tr>
<td>Q</td>
<td>Follow-up</td>
<td>Sent back to NBA for re-qualification, rescheduling or lead nurturing</td>
</tr>
<tr>
<td>R</td>
<td>Returned (qual)</td>
<td>This clearly wasn't a lead - returned back to lead generation team</td>
</tr>
<tr>
<td>N</td>
<td>Not a fit</td>
<td>Lead Advanced beyond step 3 in sales process.  Sales person decided not a fit</td>
</tr>
</tbody>
</table>
Factor 6: Your Database is a Valued Asset

- Regular pipeline analysis
- # Of inquiries? (Weak)
- # Of leads? (Okay)
- # Of leads in sales process? (Better)
- # Of closed deals? (Best)

- Sales reporting
- Conversion rates by sales stage
- Closed loop feedback
- Calculate investment per sale
Factor 6: Your Database is a Valued Asset

Tracking ROI Based on Closed Deals

Sales Process Stages

<table>
<thead>
<tr>
<th>Stage</th>
<th>All Leads</th>
<th>% of all leads</th>
<th>% of leads advancing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leads - Hot, Warm, Cool</td>
<td>107</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales - Qualifying</td>
<td>70</td>
<td>65.4%</td>
<td>65.4%</td>
</tr>
<tr>
<td>Prospect</td>
<td>35</td>
<td>32.7%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Profiled</td>
<td>25</td>
<td>23.4%</td>
<td>71.4%</td>
</tr>
<tr>
<td>Proposed</td>
<td>18</td>
<td>16.8%</td>
<td>72.0%</td>
</tr>
<tr>
<td>Active Contract</td>
<td>7</td>
<td>6.5%</td>
<td>38.9%</td>
</tr>
</tbody>
</table>

Bonus tip: Jointly review your definition of a sales lead frequently to ensure it stays relevant.
Factor 6: Your Database is a Valued Asset

Executive Dashboard for ROMI

<table>
<thead>
<tr>
<th>Total Marketing Budget: $1,000,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outbound Phone</strong></td>
</tr>
<tr>
<td>% of Budget</td>
</tr>
<tr>
<td>Budget</td>
</tr>
<tr>
<td>Inquiries</td>
</tr>
<tr>
<td>Cost per Inquiry</td>
</tr>
<tr>
<td>% of Qualified Leads</td>
</tr>
<tr>
<td>Sales Ready Leads</td>
</tr>
<tr>
<td>Cost per Lead</td>
</tr>
<tr>
<td>Close Rate</td>
</tr>
<tr>
<td>Number of Sales</td>
</tr>
<tr>
<td>Cost per Sale</td>
</tr>
<tr>
<td>Total Number of Sales</td>
</tr>
<tr>
<td>Average Size of Sale</td>
</tr>
<tr>
<td>Total Revenue</td>
</tr>
<tr>
<td>Total Marketing Return on Investment: <strong>1200%</strong></td>
</tr>
</tbody>
</table>
Factor 7: Multi-modal

Lead generation

Brandiing
- Advertising
- Sponsorships

Public Relations
- Editorial
- Speaking
- Press Release
- Content
- News Coverage
- Article Placement

Lead Nurturing
- News Letter
- Case Studies
- Articles
- White Papers
- Special Reports
- Articles of Interest

Events
- Seminars
- Workshops
- Webinar
- Teleseminar
- Conferences
- Trade shows
- Executive Briefings

Phone Calls
- Develop Relationships
- Confirm Correct Contacts
- Opt-in for Content Notification
- Cross Marketing

Online Marketing
- Organic Search
- Paid Search
- Webinars
- Newsletter Sponsorships
- Banners
- Portals
- Online Directories

Email
- One-to-one
- Templates for sales team
- E-newsletters
- Share content

Website
- Site Design
- Redo registration page
- Add client names

Direct Mail
- Self mailer
- Postcards
- Dimensional Mail
- Personal Letters

Referral
- Vendors
- Opinion Molders
- Authors
- Consultants
- Channel partners
Factor 8: Consistent Lead Nurturing

Relevant and consistent dialog with viable potential customers, regardless of their timing to buy.

Bonus Tip: 90% of B2B customers want their sales person to be more of a resource.
- Cahners Study
Factor 8: Consistent Lead Nurturing
Developing A Lead Nurturing Program

1. Understand your audience
2. Develop your strategy
3. Execute and Track
Developing A Lead Nurturing Program
Step 1: Understand Your Audience

Interview your best clients and prospects

• What are their priorities and challenges?
• What difference did you make?
• What’s your value proposition?
Step 2: Develop Your Strategy

Your one-year plan

• Whom do you want to nurture? (viable)
• Message Map (relevant)
• Organize content (relevant)
• What frequency? (consistent)
Step 2: Develop Your Strategy
Whom Do You Nurture? (Viable)

Champions for your solution

Influencers for your solution

In a complex sale - 70% of brand perception comes from direct contact with sales person.
Step 2: Develop Your Strategy
Message Map Based on Role (Relevant)

VP marketing:
- Justify marketing investments
- Increase revenue
- Measure and increase reputation and brand awareness
  - Measure lead generation performance
  - Get sales team feedback on leads
  - Measure marketing contribution to revenue
  - Increase revenue with less budget

Marketing issues:
- Develop ideal customer/client profile
- Develop a strong value proposition
- Getting feedback from sales people
- Rising demand generation costs
Step 2: Develop Your Strategy
Filter and Organize Relevant Content

– Third-party articles
– By-lined articles
– White papers
– Research reports
– Newsletter / E-Newsletter
– Events: webinars, seminars, teleseminars
– Archived media (recorded events)
– Podcasts
– Blog posts
– E-books
– Case studies / Success stories
Step 3: Execute & Track (consistent)

- Define tactics for execution
- Use a multi-modal approach
- Develop your timelines (regardless of timing to buy)
Step 3: Execute & Track
 Execution Multi-modal Lead Nurturing
 (Consistent)
### Plan A

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial contact</td>
<td>Introductory phone call and follow-up e-mail.</td>
</tr>
<tr>
<td>Month 1</td>
<td>E-newsletter with voice mail alert to check.</td>
</tr>
<tr>
<td>Month 2</td>
<td>Recent customer success story via e-mail.</td>
</tr>
<tr>
<td>Month 3</td>
<td>Personal direct mail invitation from salesperson to forthcoming seminar with follow-up call.</td>
</tr>
<tr>
<td>Month 4</td>
<td>Case study and personalized transmittal letter.</td>
</tr>
<tr>
<td>Month 5</td>
<td>Recent Internet article of interest via e-mail with follow up call.</td>
</tr>
<tr>
<td>Month 6</td>
<td>Just touching base note via e-mail.</td>
</tr>
<tr>
<td>Month 7</td>
<td>Free report via direct mail with follow-up letter and call.</td>
</tr>
<tr>
<td>Month 8</td>
<td>Prospect calls you to become a qualified lead.</td>
</tr>
</tbody>
</table>
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Questions?

Read my blog:  http://blog.startwithalead.com
Website:  http://www.startwithalead.com
Questions:  bcarroll@startwithalead.com
Book:  www.leadgenerationbook.com
Identify Meaningful Steps

- Ad Impressions
- Site Visitors
- Form Entrants
- Leads
- Customers
Don’t Settle – cost per click/lead

Attribute Campaign Costs down through funnel

Cost per Click

Cost per Lead

Cost per Customer
Don’t Settle – Sales Value / Customer

Attribute Sales Value up through funnel

Sales per Visitor

Sales $ per Lead

Sales per Customer

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Campaign Report

How are your campaign elements or marketing variables performing compared to each other?

- Promotions: Webinars, Guides
- Online Channels: Paid Search, eMail
- Offline Channels: Trade Shows, Direct Mail

<table>
<thead>
<tr>
<th>Media Tactic by Media Source</th>
<th>Click-throughs</th>
<th>Response Rate</th>
<th>NQO Success</th>
<th>NAO Success</th>
<th>Closed Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Paid Search</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Google Adwords</td>
<td>25,815</td>
<td>19%</td>
<td>11,056</td>
<td>16.7%</td>
<td>23</td>
</tr>
<tr>
<td>2. Yahoo! Search Marketing</td>
<td>22,431</td>
<td>18%</td>
<td>10,720</td>
<td>16.3%</td>
<td>35</td>
</tr>
<tr>
<td>3. Microsoft AdCenter</td>
<td>14,252</td>
<td>18%</td>
<td>6,295</td>
<td>10.7%</td>
<td>32</td>
</tr>
<tr>
<td>4. MVA</td>
<td>20,115</td>
<td>16%</td>
<td>5,860</td>
<td>9.4%</td>
<td>13</td>
</tr>
<tr>
<td>5. Kanoodle</td>
<td>877</td>
<td>0.1%</td>
<td>467</td>
<td>0.8%</td>
<td>2</td>
</tr>
<tr>
<td>2. Website - Direct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Omniture</td>
<td>1,075,461</td>
<td>74%</td>
<td>7,482</td>
<td>12.7%</td>
<td>232</td>
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<tr>
<td>3. Newsletter</td>
<td>12,299</td>
<td>77%</td>
<td>4,608</td>
<td>12.7%</td>
<td>40</td>
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<tr>
<td>1. Wired</td>
<td>4,711</td>
<td>0.3%</td>
<td>1,890</td>
<td>3.2%</td>
<td>6</td>
</tr>
<tr>
<td>2. E-commerce Times</td>
<td>3,033</td>
<td>0.2%</td>
<td>1,281</td>
<td>2.1%</td>
<td>16</td>
</tr>
<tr>
<td>3. InfoWorld</td>
<td>1,588</td>
<td>0.1%</td>
<td>495</td>
<td>0.6%</td>
<td>6</td>
</tr>
</tbody>
</table>
Audience Analysis – Today’s Webinar

Graph

<table>
<thead>
<tr>
<th>Creative A/B Test 4</th>
<th>Instances</th>
<th>Response Success</th>
<th>Test Conversion</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Critical Factors: Guide Only</td>
<td>77.2%</td>
<td>82.4%</td>
<td>35.32%</td>
</tr>
<tr>
<td>8 Critical Factors: Webinar Only</td>
<td>13.4%</td>
<td>10.9%</td>
<td>26.72%</td>
</tr>
<tr>
<td>8 Critical Factors: Webinar &amp; Guide</td>
<td>5.5%</td>
<td>4.0%</td>
<td>24.18%</td>
</tr>
<tr>
<td>8 Critical Factors: Webinar &amp; Podcast</td>
<td>3.9%</td>
<td>2.7%</td>
<td>23.43%</td>
</tr>
</tbody>
</table>
Audience Analysis – Today’s Webinar
Questions