

2012 Lead Management Optimization Study

Key Trends Analysis





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2012 Lead Management Optimization Study Introduction

For the past eight years, CSO Insights has conducted our annual Lead Management Optimization (LMO) study focused on understanding how, and how effectively, marketing is supporting sales in their efforts to hit their revenue targets. As part of the 100+ metrics we collect each year, we acquire a detailed understanding of the challenges facing marketing teams, why those problems exist, and what some companies are doing to leverage people, process, technology, and knowledge to address those issues.

We had over 400 firms participate in the 2012 Lead Management Optimization study. Professional services firms were the largest industry segment represented, followed by technology, manufacturing, advertising/media/PR/publishing, telecommunications, financial services, distribution, and health care.

In terms of geographic mix, 67.5% of the firms were based in the United States, and 32.5% were international companies.

An analysis of the data by industry or company size is available to advisory services clients by contacting their <u>CSO Insights</u> analyst. Anyone wishing to obtain these analyses or is interested in benchmark information for their firm should email <u>Laura Andrus</u>.

2012 Lead Generation Optimization Sales and Marketing Alignment

Marketing has many different types of responsibilities, but for this study the one we are most interested in is how effectively they support sales in generating the right quality and quantity of leads to fill the pipeline with legitimate sales opportunities. Our view has been that marketing is not responsible for generating all the leads that sales reps need, as clearly some prospecting efforts need to be territory specific, but marketing should be creating a meaningful number of quality leads.

One of the first things we do when we gather the data from our annual Lead Management Optimization study is to compare certain responses we receive from marketing teams with the answers we receive from our annual Sales Performance Optimization (SPO) study. Let us share with you a few metrics that show the level of alignment between these two functional groups.

The first question we ask both sales and marketing professionals taking their respective studies is: What percentage of all leads that sales pursue is generated by marketing? The percentage figure from sales, as reported in 2012 Sales Performance Optimization study, was 27.1%, while the number reported by marketing in the 2012 Lead Management Optimization study was noticeably higher, at 36.9%. In analyzing the data from both studies, we found one factor that may explain the difference of opinions, and that is not all leads turned over to sales are actively followed up, as shown in Figure 1.

Percentage of Leads Turned Over to Sales Actively Followed Up

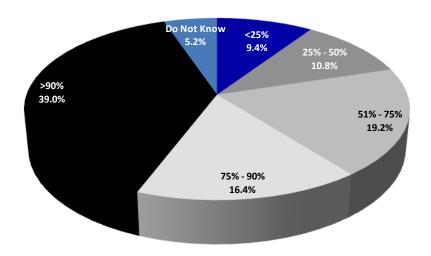


Figure 1
Only 55% of the firms surveyed have a lead follow up rate of 75% or more.

To help companies determine the true contribution of marketing's lead generation efforts, they will have to be able to track the disposition of all the leads that are turned over to sales.

We also looked at the ratings that marketing gave themselves in regards to how they thought sales graded their performance in three different areas. The first was the effectiveness of the company website to successfully engage prospects and customers. As shown below in Figure 2, half of all the companies surveyed felt their web presence needed improvement. This was in line with the 53% figure reported from sales.

Marketings' Assessment of How Sales Would Rate Support Services Provided by Marketing

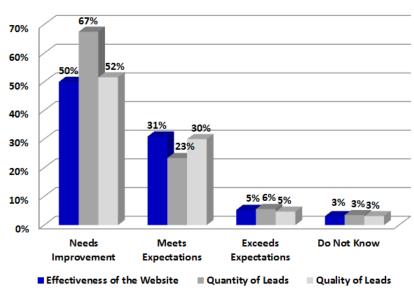


Figure 2
Marketing sees lots of room for improvement in meeting sales' expectations.

With regards to the assessment of the quantity and quality of leads, marketing was somewhat harder on themselves than sales. Above, we see 67% of marketing teams stated they needed to improve lead quantity and 52% believed the same about lead quality. Sales' ratings, when compared with marketing's, were 60% and 51%, respectively.

In general, we believe that marketing and sales are fairly well aligned with "what" to do. However, the challenge, as presented in the Key Trends Analysis of this report, is around lead generation teams getting more effective at "how" to do deliver effective lead generation programs. The study clearly shows that the number of options marketing can utilize to reach prospects and customers makes the task of selecting the right approaches and then effectively executing them much more complex than ever before.

We trust the information presented in this analysis will help you more effectively optimize your organization's lead generation efforts. While we believe the issues raised have broad applicability, we encourage you to use this information only as the basis for brainstorming and goal planning sessions for identifying and prioritizing your organization's lead generation objectives. Everyone can benefit from understanding the strategies and tactics other companies are using, but in the end you must implement solutions that fit your specific business needs.

After having had a chance to digest this analysis, research clients are encouraged to set up a briefing with their <u>CSO Insights</u> analyst to discuss the specific ways you can more effectively leverage people, process, technology, and knowledge to optimize your lead efforts.

Anyone having questions or comments on the data presented in this report can be directed to:

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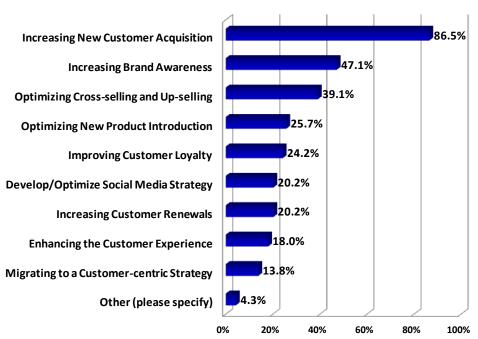
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For a complete list of the survey questions, e-mail kim.cameron@csoinsights.com.

What are your organization's top three strategic marketing objectives for 2012?



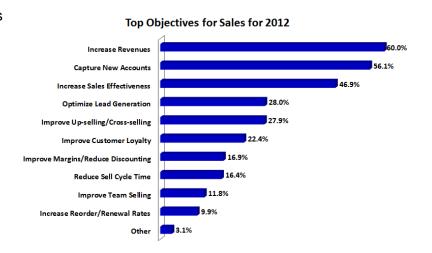


Key Findings

Commentary

- Marketing's objectives align well with sales.
- Disconnect seen between knowing what marketing wants to do and their ability to execute.
- Renewed interest seen in building brand awareness.

After reflecting on the low lead generation ratings that sales gave marketing, we were interested in how the goals of sales and marketing aligned. Above is what marketing identified as their key objectives. Below is what sales focused on this year. (Reference: CSO Insights' 2012 Sales Performance Optimization Study.)



When comparing the two sets of objectives, there are several commonalities, (e.g., focusing on new accounts, cross-selling and up-selling, improving customer loyalty, etc.). So the major issue is not that the two functional areas are not on the same page, as they are both very aware that the main objective is increasing revenues.

The issue between the two groups is marketing's ability to execute on these goals. In this regard there are some major challenges. When we asked marketing to rate their effectiveness, they gave themselves less than stellar marks as shown in the following chart:

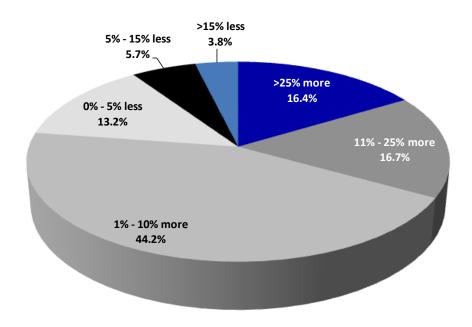


One last item of note is marketing's renewed interest in increasing brand awareness. After the stock market tanked in 2008, the number of firms focusing on brand building dropped to the mid '30s. Above, we see it has gained in importance, perhaps driven by marketing's new interest in social media.

Notes:

How does your 2012 marketing budget compare to your budget in 2011?

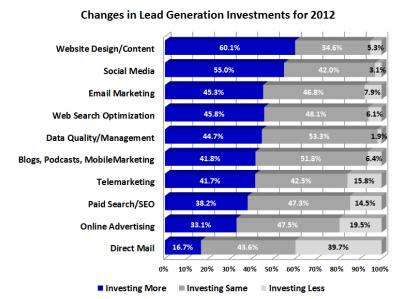
2012 Total Marketing Budget Compared to 2011



Key Findings Co

Commentary

- There are fewer firms holding back on marketing investments.
- In 2009 we witnessed a significant pull back/freezing of marketing budgets. That trend is now reversing itself as only 22.9% of the firms surveyed said their 2012 budget was the same as or less than 2011. The chart below shows the areas that are getting more, the same as, or less of the funds available to invest.
- Web-based marketing is receiving more of the budget.
- Without budgets to do "more," lead generation teams must focus on "better."



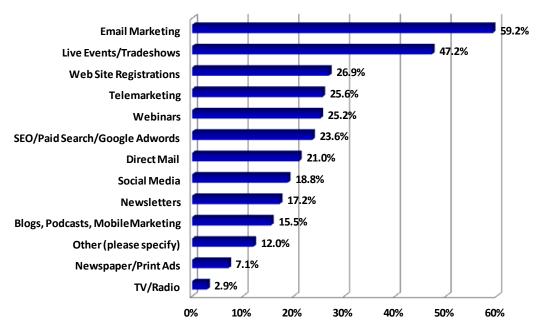
Investments in the company's website are of major interest to many firms participating in this study as supported by their planned increases for site design, content creation, and search engine optimization. Social media continues to be an area in which companies are willing to invest additional funds; although, as seen on the next page, the effectiveness of these programs rate less than other lead generation initiatives.

When looking at the changes in overall marketing budgets for 2012, what struck many members on our advisory board was the fact that only one-third of the firms will have substantially more money to spend on marketing this year. Because of this, our advisory board's view is that while marketing teams may not have the resources to do substantially "more," marketing teams should focus on doing what they can do "better."

Notes:

What three programs are producing the best quality/quantity of leads for your firm?

Top Three Rated Lead Generation Programs



Key Findings Commentary

- Even in the face of fatigue, email marketing remains the top lead generator.
- Increase seen in the percentage of firms leveraging live events/

tradeshows.

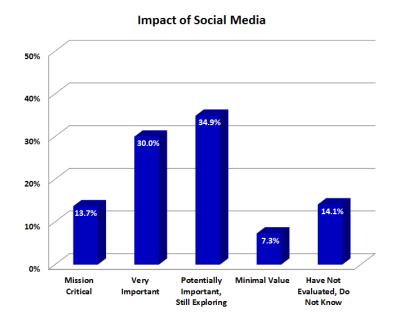
 Social media is not seen as a real lead generator. How many of you start your day by opening your email applications and hit delete, delete, delete, delete without ever opening any emails? With this being said, the chart above shows that email is still rated as the most effective source of leads compared to other lead generation options.

But dark clouds are on the horizon. Various sources report an estimated 119 emails are sent to business professionals each day, and 24% of those are thought to be spam—a number that continues to increase. Marketers will have to find new ways to get prospects and customers to opt in to receiving information from them via email if this is going to remain an effective a lead generation mechanism as it has in the past few years.

The number of firms reverting back to utilizing live events, (e.g., seminars, trade shows, user group meetings, etc.) is once again on the rise. While web events are common, more firms see the need to blend high-touch and high-tech and are choosing to have a balance of virtual and face-to-face events to build awareness, interest, and establish deeper relationships with customers and prospects.

The buzz factor around social media is still high, but what impact is it having on creating opportunities? Above, we see that social media came in eighth on the list this year, being cited by only 18.8% of the firms surveyed as one of their top three lead generators. This represents only a minimal improvement since last year.

An insight into how companies view the value of social media surfaced as part of our <u>2012 Sales Performance Optimization</u> <u>Study</u>. The chart below shows that many companies are still trying to determine what role social media should play.

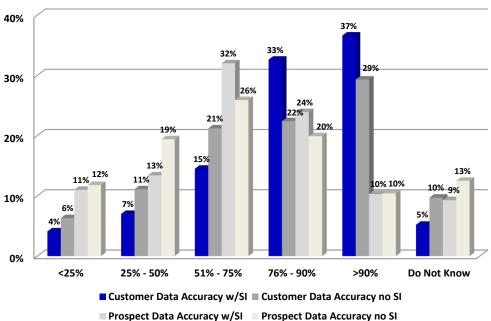


As firms further refine the ways they utilize this customer communication method and gather metrics of the impact it has on revenue, they will be in a position to gauge whether it is an overhyped method of marketing or a strategic way to create interest that companies must master.

Notes:

What percentage of your customer/prospect data is current and correct?

Customer and Prospect Data Accuracy Ratings: Using and Not Using Sales Intelligence Services



Commentary

Only modest increases in data accuracy were seen this past year.

Key Findings

- Firms using sales intelligence services have better accuracy than those that do not.
- Many firms are planning to invest more in data quality.

It is hard to generate interest if you don't know who to target. Because of this, one area where we continue to see the need for major improvements is marketing's access to current/accurate data on both their prospects and existing customers.

The 2012 study data showed that, on average, there were improvements in data ratings on a year-over-year basis. However, these ratings are not where they need to be in order for marketing to run effective lead generation campaigns.

However, based on input from our advisory board, we conducted a segmentation analysis of the survey findings, and one item got our attention. We asked in the study if marketing was using external sales intelligence (SI) services. We found that 53.9% said yes and 46.1% said no.

Above are the data accuracy comparison ratings for firms using and not using sales intelligence services. Sales intelligence can offer value to marketing teams seeking to improve customer and prospect data quality and quantity.

As 44.7% of the firms are planning to invest more in data management, making additional investments in sales intelligence should be considered.

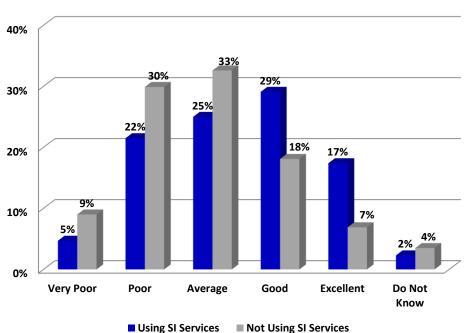
Study participants cited twenty-seven sales intelligence solutions and the majority of firms using sales intelligence services have relationships with more than one provider. This presents another way to validate data by comparing the information your firm has gathered to other data sources to help identify changes sooner rather than later.

Notes:

2012 Lead Generation Optimization – Key Trends Analysis

How would you rate your ability to deliver highly targeted/relevant messaging?

Ability to Deliver Targeted/Relevant Messaging



Key Findings

Commentary

■ Not Using SI Services

Few firms excel in delivering targeted messaging.

Knowing who to target is the first step toward improving lead generation efforts, but then you need to deliver effective messaging to get prospects to let you know they are interested.

- Ability increases based on leveraging sales intelligence services.
- We have tracked this metric for seven years. While the ebb and flow of how well firms implement this has changed, marketing teams have been consistently improving as evidenced by their lead generation results and lead to opportunity conversion rate improvements.
- It is worth reevaluating investments as not all sales intelligences services are created equal.

While the 2012 Lead Management Optimization study findings showed a modest improvement, what are the factors that improved performance at this aspect of marketing? Above are the comparisons of firms leveraging sales intelligence services and those that do not. Again, sales intelligence seems to increase marketing effectiveness.

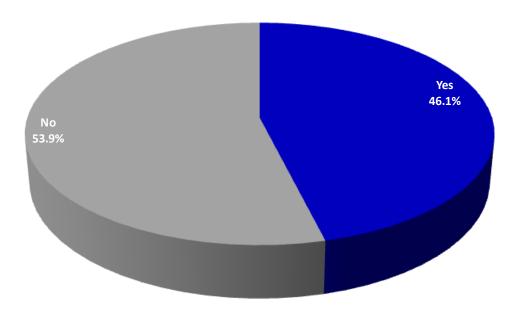
However, all sales intelligence services are not created equal. They range from simple services providing contact information of stakeholders inside companies to sophisticated solutions that track news events, personnel changes, insights from social media, trigger event analysis, etc.

There are clear areas where certain solutions offer more value than others. CSO Insights Advisory Services' clients looking to make new sales intelligence investments or reevaluate the ones they are already making, should contact their CSO Insights analyst to get an update on the sales intelligence marketplace and the strengths and weaknesses of the various players in this space.

Notes:

Has your organization implemented a Lead Generation Management system?

Utilization of Lead Generation Management System



Key Findings

Commentary

- Variety of Lead Generation Management systems being utilized.
- One in five nonusers is planning to implement a solution this year.
- Lead
 Generation
 Management
 systems help
 marketing better
 support sales.

Over the past five years we have tracked the adoption rate of Lead Generation Management (LGM) systems—applications specifically designed to help marketing teams develop, execute, and track effective interest development campaigns.

From an emerging technology in 2005 to a 24.8% adoption rate in 2008, usage of these applications is now approaching the 50% level. In addition, over 21% of the firms that had not implemented a Lead Generation Management system are now planning to do so in the next twelve months.

A more detailed analysis of the existing implementations found that one in five Lead Generation Management systems is an internally developed application. The remaining 80% are firms that have invested in a commercially available solution, of which the study participants identified twenty-eight different vendors.

If you looked at these types of applications in the past and chose not to implement one, now may be a good time to reacquaint yourself with what is available. The applications available today are much more robust; the user interface is much easier to use, and major advances have been made in the analytics capabilities that are a standard part of these programs. All of these

improvements have occurred while the price points for these solutions have come down.

The next six pages present some of the best practices leveraged by high performing lead generation teams. It is important to understand which Lead Generation Management systems support some or all of these best practices.

The proof in the pudding is seen when the performance of firms using Lead Generation Management systems is compared to those that are not. These companies manually manage lead generation efforts through spreadsheets or use the basic opportunity management capabilities provided in their core CRM application, (e.g., Salesforce.com, Microsoft, Oracle, SugarCRM, etc.).

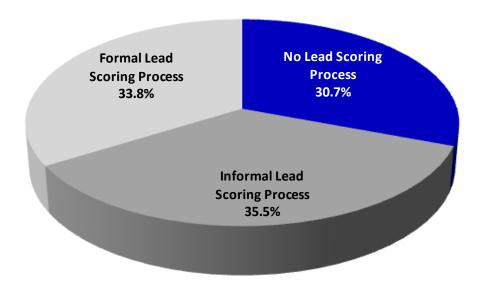
The analysis showed that the percentage of total leads generated by marketing increased notably. In addition, the conversion rate of leads to opportunities and opportunities to closes increased significantly for firms that were leveraging Lead Generation Management to manage and track their lead generation efforts.

To obtain an overview of the current capabilities of these systems and which solutions are receiving the highest customer satisfaction ratings, CSO Insights Advisory Services' clients should set up a briefing with their CSO Insights analyst.

Notes:

Which of the following best describes how your company handles lead scoring?

Scoring Method - Marketing Generated Leads



Key Findings

Commentary

- Some increase seen in the percentage of firms adopting formal lead scoring processes.
- Lead scoring is an activity/process we have been following with interest for several years. Each year we compare firms that have adopted a formal lead methodology with those that have an informal lead process and with those that don't engage in the practice.
- Formal scoring processes take past successes/ failures into account.
- Consistently, the results show that formalized lead scoring can have a major impact on the effectiveness of meriting campaigns. The 33.8% figure for a formal lead scoring process is up from 29.2% last year. Knowing that this is a clear best practice for lead generation teams, we continue to be surprised at the slow adoption rates.
- Lead
 Generation
 Management
 helps formalize
 and standardize
 this process.

When we have asked companies that don't utilize lead scoring as part of their marketing efforts, we often find that they struggle with understanding how to develop rules for this.

We surfaced a number of insights for developing a lead scoring strategy. These include assigning or deducting points to the lead score for a lead based on factors such as the following:

- **Demographics**: What is the prospect's title, location, industry, size of their company, etc.?
- Activity: Did they just visit your website, did they go

- beyond that and register, did they download a paper, did the sign up for a seminar/webinar, etc.?
- Past Buying Behavior: Does the prospect work for a company that is a current client or do they fit the model of other existing clients?

There are a number of great resources we can recommend to develop your own lead scoring strategy. Let us share with you why you should care. The following table shows an analysis of the percentage of leads that are turned over to sales that are actually followed up by sales reps based on the company's handling of lead scoring.

Percentage of Leads Turned Over to Sales that are Followed Up	Formal Scoring	Informal Scoring	No Scoring
>90% Follow Up	48.6%	32.4%	30.0%
76% - 90% Follow Up	21.0%	12.6%	13.7%

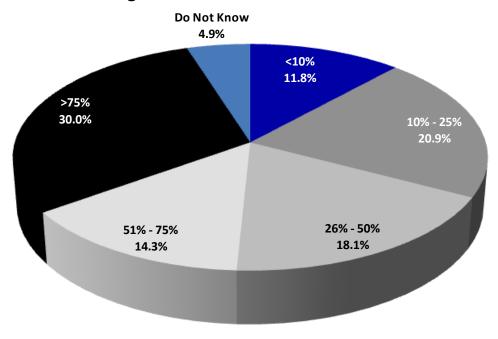
There are minimal differences between no scoring and informal scoring, but a big percentage jump when firms move to a formalized approach to lead scoring. Reps are making it clear that they are more likely to pursue leads if there is a high likelihood that the leads are of reasonable quality—something that lead scoring can help to assess.

To make the lead scoring process easier, we recommend that firms consider implementing a Lead Generation Management system. The analysis shows that 49.6% of companies that have adopted a formalized lead scoring process have a Lead Generation Management system compared to only 19.8% of the firms that are not using these technologies.

Notes:

Of all the leads marketing generates, what percentage are turned over to sales?

Percentage of Total Leads Turned Over to Sales



Key Findings

Commentary

- Variety of attitudes over which leads to turn over to sales.
- As a follow-up to the previous question, study participants were asked to identify what percentage of their total leads generated were turned over to sales. The above chart summarizes their responses.
- Adoption of lead nurturing practices influence attitudes on the number of leads to pass on.
- As you can see, there is a wide variety of opinions on this topic. Three in ten firms send 75% or more of the leads they generate to sales, while on the other end of the spectrum, a slightly higher number of marketing organizations send sales 25% or less of the leads that result from marketing's efforts.
- Higher percentage of leads does not equate to higher satisfaction with marketing.

In an analysis of the data, a couple of items surfaced that are worth discussing. The first is related to the attitude a company has on their determination if certain leads should be incubated/nurtured or not, and, if so, by whom?

When marketing teams are responsible for lead nurturing and have a formal process in place, they tend to pass a lower percentage of leads to sales than firms in which marketing has an informal process or no process for lead nurturing.

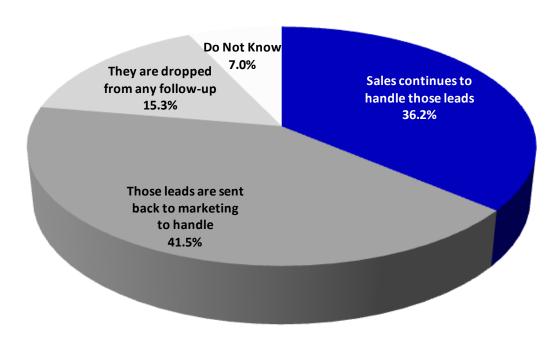
One of the questions posed by our advisory board was, "Does the sales organization rate marketing's performance higher or lower based on the total number of leads sent to sales?" The thought behind this was that if this were true, then it would be in marketing's best interest to forward a higher percentage of leads to sales.

However, the analysis found that the percentage of leads had essentially no impact on sales' ratings of marketing. Sales is not interested in quantity for quantity's sake; rather, they are interested in the quality of leads generated.

Notes:

Upon qualification, what happens to leads not seen as "sales ready?"

Disposition of Non-sales Ready Leads



Key Findings

Commentary

- Split seen between who is responsible for non-sales ready leads.
- Prospect's microsites are making nurturing easier to do and to track.
- Lead nurturing is generating an ROI for most firms.

Often leads are turned over to sales, and after an initial needs analysis discussion, the sales person determines that the opportunity should not be pursued. Sometimes this is a matter of not being a good fit for the prospect. But other times there is a fit, but the timing for the prospect to conduct a full evaluation of the firm's offering is off. What happens to those leads?

We added the question shown above to our 2012 Lead Management Optimization survey to address this. The chart shows that companies have different approaches for handling non-sales ready leads.

The most common case is that these leads are sent back to marketing to incubate until conditions change and the prospect is ready to proceed. Utilizing Lead Generation Management systems, marketing can easily and effectively nurture those leads to stay top-of-mind with prospects on behalf of the sales rep via a variety of strategies.

We see that in slightly over a third of the cases, sales takes on the responsibility of maintaining contact with qualified, but non-ready prospects. One tool to help make this easier and more effective is having reps set up microsites for the prospect.

Using this approach, a sales rep can decide what information to share with a prospect and make that available to them from a personalized website. This method offers a couple of key benefits. The first is that when any of the materials are updated, (e.g., price list, feature data sheets, references, etc.) the latest materials are always available to the prospect when they visit the site.

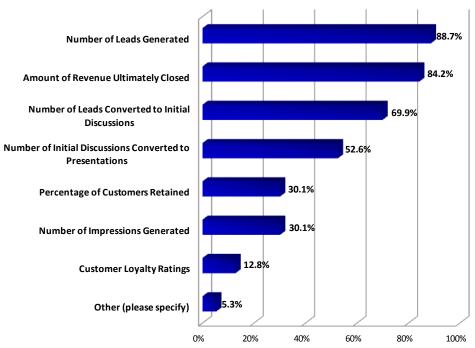
The second is that when a prospect revisits the site, the rep is automatically notified of that fact, and most of the microsite systems will alert the sales rep of exactly what the prospect viewed and when. The advantage is that the rep now knows the prospect is interested in relearning about their offering and can proactively reach out to reengage them.

Regardless of who manages this process, the data suggest that this is a best practice well worth doing right. In evaluating the performance of those that actively incubate leads, 75% reported an increase in the percentage of leads that convert to opportunities over time, which is increasing the ROI on their lead generation efforts.

Notes:

What metrics does your firm use to track the ROI of lead generation campaigns?

Metrics Used to Track ROI of Lead Generation Programs



Key Findings

Commentary

- Less than half of all firms surveyed track the ROI of their lead generation efforts.
- We are still in an era where most corporations are carefully monitoring their expenses to ensure that expenditures clearly benefit the organization. Because of this, we wanted to see how well marketing was prepared to defend their budgets when asked to show executive management the ROI from their lead generation programs.
- Those that track ROI are interested in quantity and results.
- Where we continue to be surprised is that less than half—actually 47.1%—of the firms surveyed has a formal process in place for tracking the ROI of their lead generation programs. We believe that the other 52.9% are putting their budgets at risk of another functional area in the firm convincing the CFO that they could better utilize those funds.
- Tracking ROI yields better future decisions and higher ratings from sales.

We wanted to know which specific metrics the lead generation teams that are actively tracking ROI were using to measure success. A summary of their responses is shown above.

The number of leads tops the list, as marketing has historically been interested in quantity. It is encouraging that right behind this is an interest in assessing the quality of those leads, which is something they are actively seeking to do by tracking how many leads ultimately turn into revenue generating events.

With the continued adoption of Lead Generation Management solutions and the ability to easily integrate those applications with the company's core CRM solution, (e.g., Salesforce.com, Microsoft Dynamics, Oracle, SugarCRM, etc.) marketing is in a better position to track the disposition of a lead. They can see how leads convert to an initial discussion, initial discussions converting to a presentation, presentations converting to a proposal, etc., all the way to the final purchase decision.

With new CRM analytics capabilities, marketing can mine the gold contained in this data to help develop a perfect prospect profile. This profile can contain the market segments in which they compete most effectively, the stakeholders they engage most effectively, and the problems they are best at solving.

With this knowledge in hand, marketing can further refine their targeting criteria and use the success of past lead generation efforts to optimize the effectiveness of future efforts. Because of the significant advantage this delivers to marketing, we feel every company needs to have a lead generation ROI strategy in place.

Notes:

Lead Generation Optimization: Going Forward

Having completed the 2012 Lead Management Optimization study analysis, the final task is to examine each of the insights the data surfaced to develop a few focused recommendations on what companies can do to optimize their lead generation efforts. As we highlighted on page 7, doing "more" lead generation programs is not an option for many companies, as budget increases are not there to support those efforts. So, the alternative is to get "better" at effectively leveraging the investments marketing teams have at their disposal. With this in mind, the following are the top five areas we believe companies should focus on to get the maximum ROI from their lead generation efforts.

 Know Whom to Target and How: The first thing you can do to optimize your lead generation efforts is to concentrate your efforts on targeting the best possible prospects. The following graphic helps visualize this concept.



Across the population of all prospects, there are some that are more likely than others to buy from you. And within that group there is a subset of accounts that are very likely to buy. If you can identify those accounts, then you can more effectively spend your lead generation budgets targeting those prospects.

To help identify those accounts, take a look at your past selling efforts: wins, losses, and no decisions. What market segments are you most effective in? What types of stakeholders do you relate to the best? What problems can you solve better than your competitors, etc.? The information you can gain from conducting win/loss reviews can give you invaluable insights into where to concentrate your efforts.

Optimize Sales Intelligence (SI) Investments: On page 11 we discussed the data quality problem that plagues marketing and sales. We also noted that the majority of the companies surveyed were utilizing some type of sales intelligence service to help increase the amount of data they have on customers and prospects and the accuracy of that information.

Our second recommendation is to make sure you are spending your sales intelligence funds as effectively as possible. Study participants cited twenty-seven different vendors from which to consider, while another research project we

conducted on Sales Knowledge Management found an additional dozen solution providers. So clearly, there are many potential partners to turn to for your data accuracy needs.

The key is making sure you select the right solution providers. Advisory Services clients can request a free sales intelligence services review from CSO Insights. Our analysts will compare your sales performance challenge survey responses to our database of sales intelligence services alternatives, and recommend the partners that can best meet your needs. With this analysis, if your budget is tight for sales intelligence services, we can assist you in allocating funds as effectively as possible.

• Leverage Technology: Five years ago, Lead Generation Management (LGM) systems were the exception in marketing; today, they are a must have. We continue to be impressed with the robust features these applications have today when compared to just a few years ago, and these improvements come at a time when price points for these solutions are going down, creating a win/win situation for new customers.

Not all solutions are created equal. Some vendors focus on transactional sales, while others are best for strategic sales. The analytics capabilities vary widely. The integration to CRM systems is different as well. We recommend you determine what you want to accomplish with a Lead Generation Management system first and then invest the time to do an assessment of some of the solutions available to determine the one that best fits your requirements.

To get an analysis of what existing users think of the various applications available, Advisory Services clients should contact their CSO Insights analyst.

• Optimize Score and Nurture: We discussed the advantages of scoring and nurturing leads on pages 17 and 19. These are two best practices that most know intuitively will add value, yet they remain initiatives where few companies really excel. If this is not a core competency for your organization, then make it one.

One great source of insights into how to effectively implement these two processes is the Lead Generation Management vendor community. Many of these solution providers have published a wealth of papers and webinars on the topic that offer useful insights. Several also include consulting as part of their services.

 Base Decisions on Metrics, Not Hunches: On page 9 we profiled the lead generation programs that survey participants reported were generating the best ROIs. In follow-up calls to several of these firms, we often found that their opinions on what was working most effectively were based on hunches as opposed to definitive metrics.

With the ability to integrate Lead Generation Management with CRM systems, the building blocks are in place to track the disposition of every lead. These applications show what leads came from specific campaigns, how far they progressed into the sales cycle—leads to first calls, first calls to presentations, presentations to

proposals, and proposals to closes. They report what types of leads close faster than others, which generate the highest average sales prices, which close at the highest margins, and much more.

With these types of metrics, companies are in a much stronger position to definitively know which lead generation programs are the most effective, and those that are not meeting expectations. Based on those insights, firms can better target their next round of demand generation efforts.

We trust you found the information in this report useful. For insights into how companies are successfully leveraging any of the findings and commentary discussed in this report, feel free to give us a call.

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