



Lead Planning & Nurturing that Converts More Customers

Marketing Profs
B2B Forum 2010



Preview Agenda

- Who is The Annuitas Group?
- The Changing B2B Buyer
- Today's B2B Marketer
- Lead Management Defined
- Nurturing & Planning: Part of the Lead Management Process
- How to Plan & Nurture
- Key Takeaways
- Q & A



The Annuitas Group

- The Annuitas Group's mission is to help our clients deliver a measurable return on their sales and marketing practices.
- Do this through process consulting and technology (marketing and sales automation)
- Practice Areas...
 - Lead Audit
 - Lead Management
 - Marketing Automation
 - Campaign Management Services

Our Clients





The Changing B2B Market

Today's B2B Buyer

- The way buyers buy has changed
- Buyers are more educated and looking to sales much further down the buying cycle
- Buyers are turning to online and social as sources for decision making
- More than one buyer – buying units
- Looking to each other as sources of information





Change in How Buyers Buy

5. Did the buying process follow a traditional path where a budget was established, criteria outlined and then an RFP distributed to a pre-set list of solution providers?

	Response Percent
Yes 	16.7%
No 	83.3%

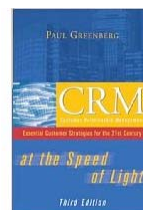
"Transforming the BtoB Buying Process," DemandGen Report Study - February 2010



Customer is The Focal Point

"No longer is the corporation the fulcrum around which customer groups and suppliers revolve. ... **[T]he customer is now the pivot point.**"

Source: Paul Greenberg, CRM at the Speed of Light (3e)

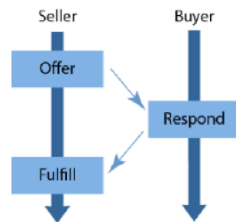


The Buyer is Boss



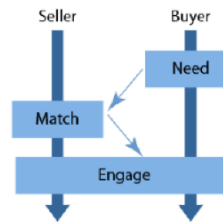
Web 2.0 puts buyers in charge

Pre-Web or Web 1.0 Interactions



- Managed by seller
- Seller's goal is to convert a prospect to a lead or a buyer.
- The quality of the offer in targeting is key to the pattern's success.

Web 2.0 Interactions



- Managed by buyer
- Buyer's goal is to qualify the seller for participation in the adoption network.
- Seller's success is dependent on the quality of the matching effort.

Source: May 7, 2008, "Community Marketing: A New Discipline For Business Technology Marketers" report

Buyer 2.0



"[T]he hunter has become the hunted. Buyers are more informed and seek information independent of sales. ... How sales people want to sell has little impact on how buyers are choosing to buy."



Source: SiriusDecisions, "Marketing Needed for Sales 2.1"



Buyers - Plural

“Relationship marketing is the key here and **different levels of the organization participate in the buying/selling process** especially if the sale is a big ticket sale.”



Source: Lowell D'Souza, "Understanding B2B Buyer Behavior"



Today's B2B Marketing

- Issues with Measurement & Acquisition
 - 70-80% of leads never get follow-up
 - 52% of marketers say lead generation is their biggest challenge
 - More than 50% of marketing teams cannot track ROI on program spend
- Shrinking budgets
- More pressure to justify spend
- Shift from traditional marketing to automated, online, inbound & social
- Increased pervasive use of technology
- Marketing asked to assist in pipeline acceleration & sales enablement



Source: Sirius Decisions, Forrester



The Response Adapt!

- Marketers must manage and engage that relationship
 - Buyers want a 1-1 relationship
- It's **Lead Management** not Lead Generation
- It will affect every area of your role as a marketer
 - Sales interaction
 - Buyer interaction & communication
 - Content Management & Marketing
 - Inbound Marketing Management
 - Social Media Strategy
 - Internal marketing & sales process
 - How you utilize your technology
 - How you work & think as a marketer



Lead Management Framework



Lead Management – What it isn't

- Not just scoring and lead nurturing
- It is not a practice of individual silo's, everything feeds into the next and has to be looked at ***holistically***
- Not technology, but supported by it.



Source: Sirius Decisions, Forrester

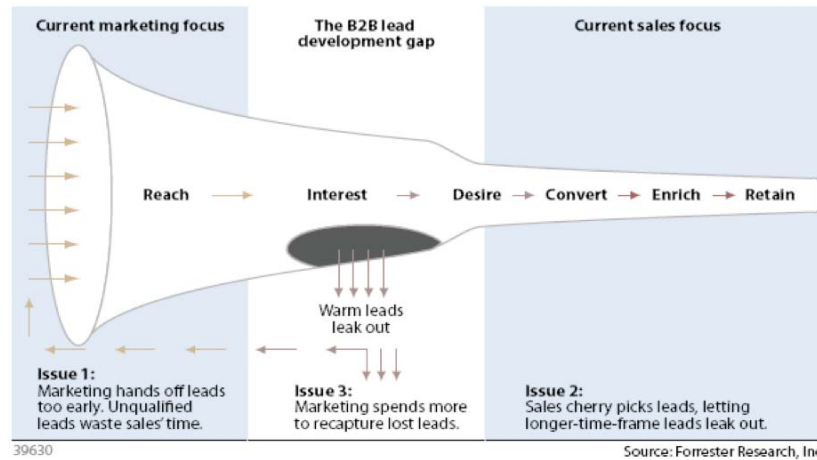


Lead Management – What it is

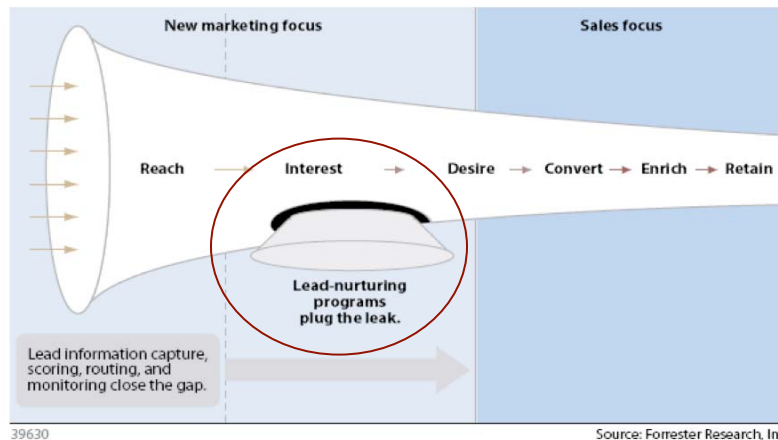
- The operational response to the buyers power
- It's a process not a program that includes
 - Data
 - Lead Planning
 - Lead Qualification
 - Lead Nurturing
 - Lead Routing
 - Metrics
- Not technology; a process supported by technology



The Common Lead Management Approach Increased Effort & Decreased Efficiency



The Process Based Lead Management Approach





Lead Planning & Nurturing – Part of the Framework



Why Nurture?

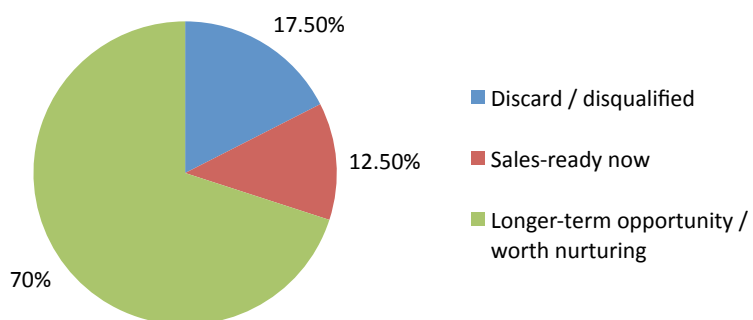
- Offers an integrated, best practice approach to marketing by making all of your marketing activities more effective as you eliminate “one-off” activities
- Target a specific audience
- Build a continual stream of qualified, interested contacts
- Re-use/Re-touch contacts
- See higher conversion rates
- Feed sales more qualified leads, making sales force more efficient



Why Nurture?



Average B2B Initial Lead Break-down

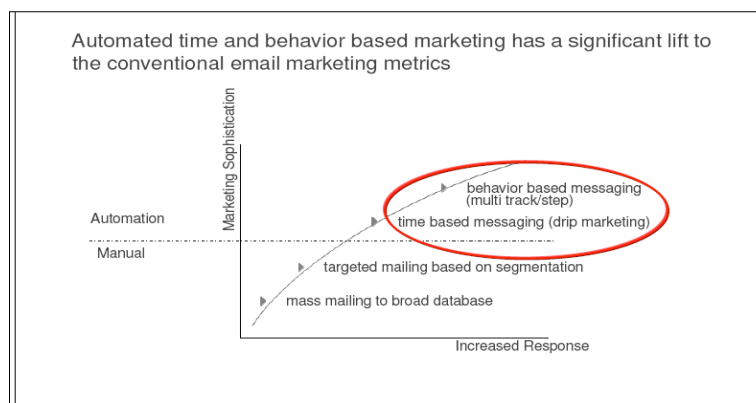


Source: MarketingSherpa

The Value of Lead Nurturing



"Leads that were nurtured recorded 47% higher order value over those leads that were not nurtured" – Aberdeen



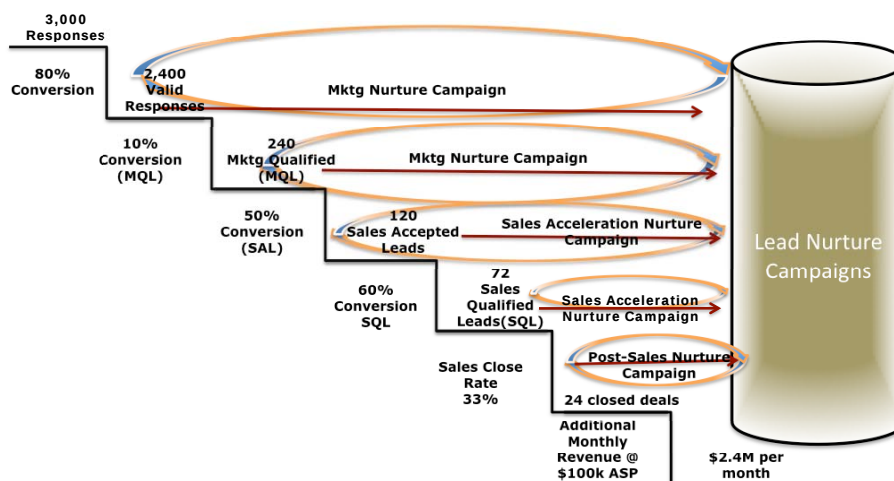


The Value of Lead Nurturing

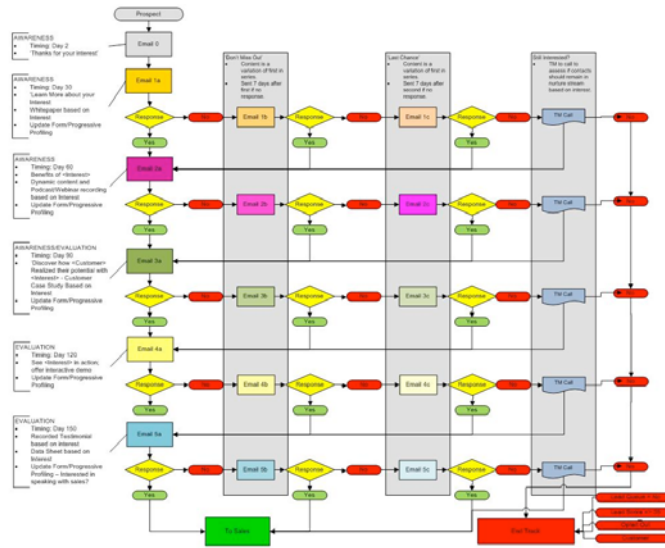
- Open rates for nurture campaigns are **twice** that of one-off emails.
- Click rates for nurture campaign are **three times** that of one-off emails.
- Win ratio is higher for prospects touched 3-4 times per month by marketing nurture campaigns.



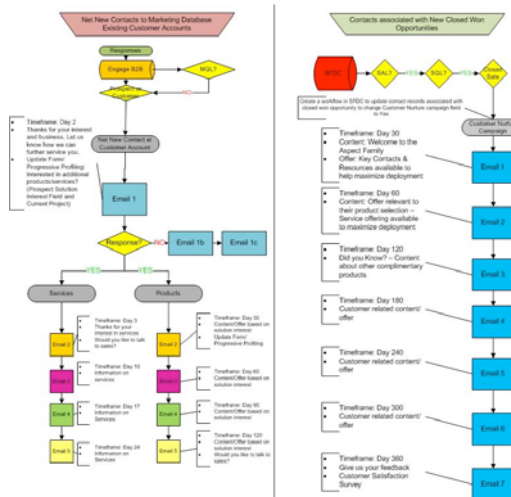
Nurture & Plan At Every Phase in the Buying Process

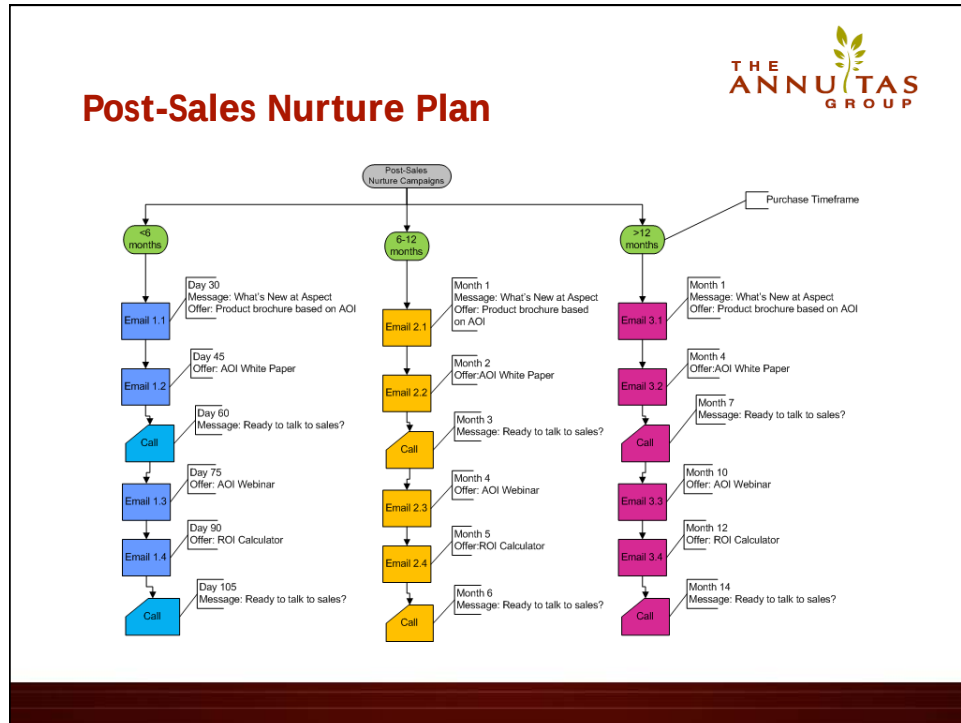


Prospect Nurture Plan



Customer Nurture Plan





THE ANNUITAS GROUP

Where Do You Begin?



Prospect Lead Nurturing Strategy

- Know The Intended Purpose
 - o All new prospects in the database that are not yet marketing qualified (MQLs)
 - o MQLs who have not been upgraded to a Sales Accepted Lead (SAL) within 7 business days of being qualified
 - o MQLs that cannot be reached by Sales within three attempts



Prospect Lead Nurturing Includes

- Understand the Dependencies
 - o Series of targeted communications utilizing available content
 - o Correlation to the lead scoring model
 - o Offer mapping based on sales cycle
 - o Repeatable communications in an effort to drive response





Determine the Routing & Rules

- Removed if Lead Becomes an MQL
- Remove if CRM field "Remove from Lead Queue" is set to "yes"
- Remove If the contact becomes a customer (*would move to Post-Sales Nurture*)
- Remove Contacts who Unsubscribe From Communications



Key Requirements/Dependencies

- Offer library categorized by agreed-upon buying cycle stages
- Content is key used for nurture campaign(s) must be unique from lead generation campaigns
- Work together with sales to determine approach





Automate the Process

- Manual run processes and nurture campaigns will fail
- Process based automation will allow you to improve the bottom line and improve value
- Automation is the only way to streamline 1-1 buyer dialog
- Automation is well beyond feature & function, it enables the relationship process with the dialog



One more thing...

- Dream big, start small, scale appropriately
- Process equals behavior change – be ready
- Include Sales in the process – This bears repeating





Key Takeaways

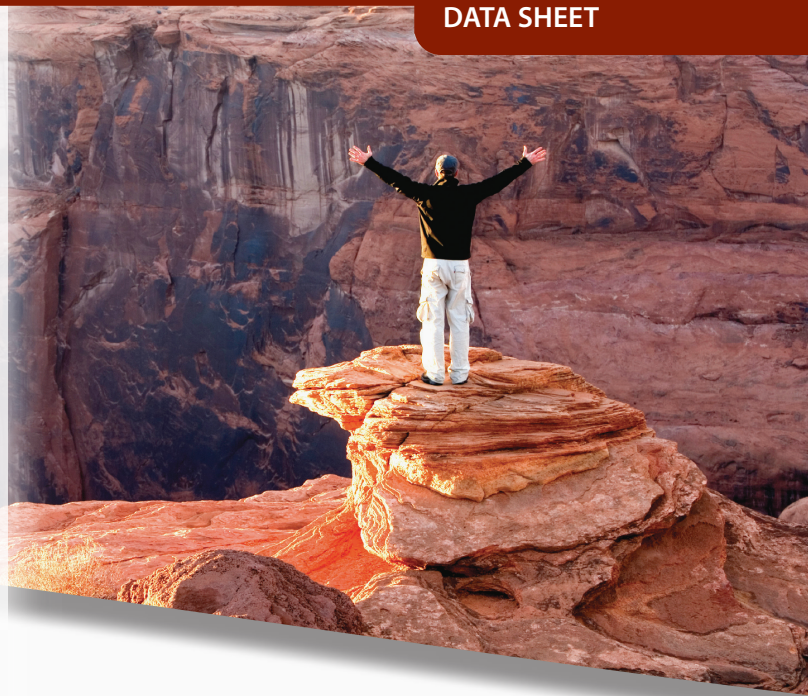
- The buyer has changed – change with them and build a relationship
- The response to the buyer change is a shift from Lead Generation to Lead Management i.e. Process
- Lead Planning & Lead Nurturing are part of the process and impact all the other areas
- Nurturing at all levels of the buying process is vital for success
- Automation is fundamental



Contact Information

Carlos Hidalgo
President
The Annuitas Group
chidalgo@annuitasgroup.com
972-998-5630
Twitter: @cahidalgo





Lead Management Steps: Key Things to Remember

- ▶ **Data:** Determine how your data is structured and how it will be segmented based on ideal profiles.
- ▶ **Lead Planning:** Know how many qualified leads are needed for sales to reach revenue goals. Track this quarterly or by the average sales cycle.
- ▶ **Lead Qualification:** Develop key definitions of every aspect of the lead waterfall. Work with sales to get definitions and then build your scoring model (Sample Definitions on the reverse side).
- ▶ **Lead Scoring:** Once the qualification definitions are established, build out the scoring model that is based on BANT criteria, demographics and behavior. Scoring should be continually revisited based on industry shifts and changes.
- ▶ **Lead Nurturing:** Develop campaigns that allow those leads that are not ready to buy to continually engage with your company. Base these campaigns on definable criteria such as sales cycle or pain point.
- ▶ **Lead Routing:** Define and document how qualified leads will be sent to sales, and how sales will send leads back to marketing for further nurturing. Avoid the lead black hole.
- ▶ **Metrics:** Know what marketing activities you are measuring, and why you are measuring them. Use your metrics as a roadmap to develop future programs and marketing strategies.
- ▶ **Process:** It's all about the process! The process governs and drives the technology, not the other way around.
- ▶ **Collaboration:** Processes are not developed in isolation – bridge the gap and work with sales.

Sample Lead Management Definitions

- ▶ **Unique Visitor:** A net new visitor who visits the company website or any pages within that domain
- ▶ **Impression:** The number of views by customers/prospects/suspects from any campaign tactic - print advertising, direct mail, online, email, etc
- ▶ **Inquiry:** An inbound action from a customer/prospect/suspect driven from a marketing campaign or general researching on the company website
- ▶ **Valid Inquiry:** Inquiries that have been validated as actual customer/prospect data - removing the bad data from the total responses (ie - the 'Mickey Mouse', etc)
- ▶ **Lead:** A valid Inquiry that is not sales ready, based on lead score and is interested in company, product or service
- ▶ **Marketing Qualified Lead:** Valid or nurtured responses that have been qualified for a product/solution interest and provided to appropriate sales representative based on a lead score of X or higher, or by defined rule
- ▶ **Sales Accepted Lead:** Marketing Qualified leads that have been received by sales for sales follow up
- ▶ **Nurtured Leads:** Sales Accepted leads that have been sent back to marketing by sales nurturing
- ▶ **Sales Qualified Lead:** Sales Accepted leads that have been qualified to have true potential by sales and converted from a lead to an opportunity in CRM
- ▶ **Closed Opportunities:** Any lead that has been closed from further engagement by sales - either as a sale or no sale with specific reasons
- ▶ **Dead:** "TBD by Sales"

Contact Information

The Annuitas Group
 Grand Rapids, MI office: (616) 364-1345
 Dallas, TX office: (972) 998-5630
info@annuitasgroup.com
www.annuitasgroup.com