A three-page excerpt from our 14-page Best Practice Guidebook:

Implementing an Effective Demand Management Process

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Best Practice Guidebook

Implementing an Effective Demand Management Process

GUIDEBOOK SUMMARY

Firm: Kronos
Industry: Software Services and Applications
Headquarters: Chelmsford, Massachusetts, United States
Geographic Footprint: Global
Ownership: Private
Revenue (2011): $800 million USD

Problem:
Corporate Marketing needs to improve the quality and volume of leads generated to help grow the business, by addressing shortcomings in the lead management process and demand generation performance.

Solution:
Corporate Maketing at Kronos develops a demand management strategy to provide Sales with high-quality, actionable leads through:

- Enhanced lead management:
  - Conducting a thorough evaluation of the existing process
  - Developing a cross-functional vision for the future state of lead management
  - Improving the prioritization and scoring of leads
  - Establishing criteria for lead filtering and progression
- Improved demand generation:
  - Creating personalized multi-touch campaigns
  - Expanding and categorizing content

Business Results:

Before (2008)
- 15,000 Marketing Captured Leads (MCLs)
- 4% inquiry to Marketing Qualified Lead (MQL) conversion
- 8% sales pipeline contribution

After (2011)
- 55,000 Marketing Captured Leads (MCLs)
- 12% inquiry to Marketing Qualified Lead (MQL) conversion
- 27% sales pipeline contribution

Resources Required:
- Executive sponsorship (Chief Marketing Officer)
- Cross-functional project team: Marketing, Sales, IT, and Finance
- External project manager
- Investment in applications and integration development

Applicability of Best Practice to Executive Functions:

Function	Applicability
Marketing	●
Sales Leadership	●

SAMPLE

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Kronos Corporate Marketing builds a comprehensive demand management process

Kronos Demand Management Renewal Process

1 Create Demand Management Strategy

Objective

Develop a strategy to revitalize lead management activities

Activities

- Build a cross-functional team to address lead management issues
- Assess existing lead management practices from people, process, and technology perspectives
- Create a strategy and process for the future of demand management

Outputs

- Lead management task force
- Assessment findings
- Lead management goals
- Demand management process
- Glossary of terms

2 Enhance Lead Management

Objective

Expand the flow of high-quality leads to Sales

Activities

- Lead Processing:
  - Conduct lead cleansing and augmentation
  - Establish lead priority and routing based on explicit and implicit ratings
- Lead Development:
  - Adhere to Service Level Agreements (SLAs) in developing leads
  - Convert Marketing Captured Leads (MCLs) to Marketing Qualified Leads (MQLs) through a qualitative and quantitative prioritization process

Outputs

- Lead cleansing process and technology solution
- Service Level Agreements (SLAs) across the organization
- Lead scoring/qualification criteria

3 Improve Demand Generation

Objective

Drive increased demand across the buying cycle

Activities

- Organize and prioritize existing marketing content
- Create a content strategy that is:
  - Multi-touch
  - Tailored by prospect
  - Aligned with the value proposition
- Develop content/offers versioned by vertical, function, and buying stage

Outputs

- Vertical- and function-specific content that spans all stages of the buying cycle
- Personalized multi-touch campaigns for each segment
- Content Repurposing Methodology
- Contact acquisition strategy

4 Conduct Lead Nurturing

Objective

Re-engage stalled leads at all stages of the buying cycle

Activities

- Manually nurture prospects in the early stage of the buying cycle via offers tailored to specific needs
- Institute an automated nurture program for unresponsive prospects
- Continue nurturing customers for cross-sell and upsell opportunities

Output

- Nurture campaigns by function, vertical, and buying cycle stage

SAMPLE

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Source: Kronos; Growth Team Membership™ research.

KEY TAKEAWAY: Focus on solving lead management challenges first

Kronos identifies issues with demand management and prioritizes lead management challenges…

Demand Management Problem Identification

The Problem

Marketing's contribution to the sales pipeline is less than 8%

Kronos Chief Marketing Officer

Insight: tackle lead management first

A common pitfall is to boost demand generation efforts, without examining the lead management process. This results in:

- Continued Sales' dissatisfaction with leads
- Issues with lead velocity and quality
- Inefficient expenditure on demand generation programs

Demand Management Definitions

Demand Management

The process of identifying and engaging prospects, converting them to leads, and moving them through the sales pipeline. There are two components to the process:

Demand Generation

Marketing programs designed to increase demand across all stages of the buying cycle

Lead Management

The process and systems designed to clean, prioritize, qualify, and route leads to Sales for progression through the sales pipeline

…by establishing a cross-functional taskforce

Lead Management Taskforce

View the taskforce's responsibilities

	Marketing	Sales	IT	Finance
	Percent of Time Spent on Project			
Steering Team—provides strategic direction and approve project scope				
Chief Marketing Officer	10%			
VP, Corporate Marketing	25%			
VP, Sales Operations		5%		
VP, Information Technology			5%	
Senior Director, Finance				5%
Director, Inside Sales		5%		
Director, Sales Effectiveness		15%		
Director, Demand Generation	15%			
Project Team—provides expert understanding of the process, and develop future states				
Director, Marketing Operations	75%			
Director, Web Strategy	25%			
Manager, Inside Sales		25%		
Senior Sales Representatives (5)		5% X 5		
Business System Analyst	25%	25%	25%	25%
Total Full-Time Equivalents	1.75	1.25	0.30	0.40
External Project Manager—helps manage the revitalization project, provide best-practice recommendations and benchmarks, and acts as objective advisor throughout the process				
Project Manager	100%			

January 2008 Project Duration **April 2010**

View Kronos marketing organizational structure

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ASK THE THOUGHT LEADER WEBCAST

A quarterly webcast from the Growth Team Membership™ program

Register for the Webinar

Revitalizing Demand Management

Tuesday, March 27, 2012
11 am EST / 4 pm GMT
Duration: 1 Hour

Steve Gray, VP of Corporate Marketing at Kronos, Susan Paugh, Director of Corporate Marketing Operations at Kronos, and GTM will present this best practice. Steve and Susan will share key lessons learned and participate in a Q&A session.

Please contact us to learn how to access the full Best Practice Guidebook or for information on Growth Team Membership.™

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