Whether you’re into self-help coaching or not, Anthony Robbins gives sound advice that’s worth echoing before we log off—It’s not what you know. It’s what you DO with what you know. Knowledge without action is merely interesting, but knowledge becomes truly valuable when we use it for productive
purposes. The principles I’ve shared with you are incredibly powerful when applied. They’re useless without action.

Over the years, I’ve been truly blessed to be able to present a lot of the Manufacturing Demand concepts and ideas to audiences around the world. Invariably, there’s an incredible amount of excitement and passion among the sales and marketing teams I meet with. But it might be comforting to know: There’s always a fair amount of intimidation, too. In our seminars and consulting sessions (and, in these pages) we cover a lot of material and new concepts.

But don’t fall victim to what business-meeting experts classify as the “seat-back phenomenon.” Here’s what they mean: When you travel somewhere for a convention or seminar, you leave brimming with passion and plans. Your new ideas and action items have been jotted down on the notepad they gave you at registration, or maybe you even snapped a few photos of slides using your smartphone during some presentations. You get to the airport and board your plane for the flight home. But when the captain rings that little bell after takeoff and permits you to recline in your seat, so much of the excitement and enthusiasm you had at the meeting starts to melt away. Sadly, reality, pragmatism, email backlogs, and short-term crises back at the office all beckon and conspire to drain your enthusiasm and divert you from your newly found higher objectives.

We can’t let that happen here as you finish this book. Don’t put this book on your shelf without firmly resolving to implement these principles and practices.

“But, Dave—there’s so much stuff here—where do we possibly begin?”

Start by sharing these principles you’ve learned with your immediate team. Look for people who want to go on this journey with you. Heck, give them a copy of the book. Think of yourself
as an agent of change by forming a taskforce that will work to rebuild the sales and marketing factory at your firm.

And don’t feel you have to do this alone without guidance and experienced resources. Consider getting a “Sherpa” for the journey. But there’s something else to keep in mind, too: These principles are not just something you “do” and then check off the list as completed. Masterful demand generation is a continuous discipline that requires constant refinement of these principles across all aspects of sales and marketing.

Is There an “I” in “Team?” Actually, Yes!

or

There’s a Seventh P?

I hope it’s not too late for me to introduce one final concept before I let you go. At the beginning of this book, I talked about expanding the classic “Four P’s” of marketing to encompass two more important principles: process and programming. As you have seen, I feel strongly about these tenets. But I’d like to also suggest one final “P” that, in many ways, is more powerful than the other six: people.

Now, before you roll your eyes, I’m not about to bust out the two most overused clichés in the HR canon: “People are our most important asset” or “There’s no ‘I’ in ‘Team.’” But the fact is, key individuals on your sales and marketing team must collaborate to effectively apply these principles in your organization. And what’s more, I’ll actually tell you—there IS an “I” in “Team,” because YOU are the person that has the recipe book, YOU have the insight into how to be an agent of change, and YOU can rally the team to apply these principles at your firm.

Where have we seen the “I” in ”Team” most effective? Like many of us in the U.S. on Aug. 5, 2012, I was glued to the TV in
awe of the successful landing of NASA’s Curiosity rover on Mars by the team at Jet Propulsion Laboratory. And, while the images coming back from the Red Planet were among the most amazing that the human race has ever witnessed, it was a different image on the TV that resonated even more with me.

I was fascinated by the team in the JPL control room as the rover seemingly did the impossible deceleration to safely touch down. What did we all see? Dozens of teammates—all in their JPL logo’d golf shirts and khakis—hugging, high-fiving, crying, laughing, and otherwise celebrating their joint accomplishment. Yet, even as they all pulled together to achieve a common goal, it was clear that each teammate had an individual role with personal accountability. How was this so obvious? You could see in the massive typeface used for each person’s name and job function on the computer monitor where they sat. Each individual role identified, one victorious, integrated team. I thought that was a perfect model for our sales and marketing endeavors as well. Make sure you have a team of experts—top-notch people—who are willing to be accountable for their part of the system while pulling together to transform your demand-generation and lead-management processes into a high-performance factory.

I’ve kept a secret for this last chapter that I want to reveal. Do you want to know the real ROI of all this? It isn’t just your company’s growth. The real payoff is going to be your own career growth. I’ve witnessed it firsthand, seeing almost all key contacts at our clients advance their careers and their incomes. How is this possible? It’s because marketing can finally show its contribution to revenue. The value YOU bring to the firm is finally measurable and, therefore, more rewarding on your W2. You’re holding the treasure map in your hand. Start the journey.
MANUFACTURING DEMAND IN ACTION

Concur

For Concur, the leading provider of travel and expense-management solutions, success was predicated on the ability to engage mid-market and enterprise organizations in a systematic way. “Previously, there weren’t clear funnel definitions between sales and marketing during the entire sales process,” explained Greg Forrest, senior manager of marketing operations. “We had service-level agreements based on campaign type and they were confusing. Lead quality was spotty and we didn’t have a way to report on our funnel metrics.”

The first step to success? Developing a process and taxonomy to align sales and marketing teams. Next, the company wanted to create a lead-management paradigm that leverages lead-scoring based on KPI triggers. Finally, Concur also sought to develop engaging and educational nurturing content that would appeal to target audiences’ pain points and, in turn, guide them through the sales funnel.

Concur found room to improve the systems that passed leads to sales, and determined that a common language was needed to describe each stage of the sales funnel as well as how leads would be handled at each stage.

At the beginning of the alignment process, Concur implemented a variation of the SiriusDecisions Demand Funnel Taxonomy for its lead nurturing and scoring model. Based on individual KPI triggers that push leads through three stages—the suspect stage, the inquiry stage, and the MDR-
working stage—this taxonomy enables sales and marketing organizations to “speak the same language” and create a model for reporting on pipeline velocity.

The Roll-Out

Once a common language was established to categorize each stage of the funnel, the new lead-scoring system was designed and implemented. By integrating marketing automation and CRM, Concur aligned its sales and marketing teams through a lead-scoring model that effectively measures the interest and qualification of a lead. As a result, the company could direct attention toward hot leads instead of focusing on false positives.

Concur’s scoring and prioritization method is based on qualification and interest. Qualification measures a lead’s fit based on factors like title and industry, which the lead furnishes when filling out a form. Interest level tracks and analyzes the “digital body language” through website visitation, download activity, and other online activities and factors. The intersection of the two scores determines a lead’s rating. With its rating process, Concur sifted through more than 1,000 database contacts and implemented a rating system of one to five stars to determine overall interest level and sales readiness. The team also implemented a coaching and assessment training program to improve sales and marketing knowledge of the terms and values used in the CRM system.

Since Concur’s sales model features contact from a market development representative, it adapted the SiriusDecisions Demand Funnel taxonomy for a lead-nurturing strategy that addresses the top three stages of the funnel.
• **Suspect**: Leads who are from a list upload and may or may not know Concur.

• **Inquiry**: Nurtures inquiries to further qualify a lead and build more interest.

• **MDR-Working**: This function develops a connection between the lead and market development representative (MDR).

These tightly integrated nurtures enable a lead to pass systematically from stage to stage, depending on the lead score and when the market development rep takes ownership of the lead. From a reporting and analytics perspective, the volume and velocity of each stage of the funnel is measured against benchmarks to ensure not only that the system is doing its job but also that sales and marketing are adhering to the defined process.

Content that is role-based as well as industry-related is the most effective for nurturing a prospect. However, since it would be virtually impossible for Concur to create nurture content for each industry it targets, the company selected the most common industries and developed content for those. Since Concur also captures the prospect’s role during form submission, it uses these two dimensions to create the highest form of one-to-one marketing.

**Immediate ROI**

The return on investment has been immediate in increased marketing effectiveness, improved revenue generation, and even a stronger rapport with sales. During the first month of the new lead management system, each team in the North America business unit was poised to hit its Q3 segment
number. Through the MDR-Working nurture program, the company hit a record week of attendees for the North America weekly webinar. The company also rolled out a free trial nurture program for Concur Breeze that increased Usage to Purchased conversion rate by 20 percent and maximized sales rep efficiencies.

Concur developed email assets for a variety of nurtures. Using a nurturing flow diagram to show a specific lead path, Concur clearly defined nurturing tracks for each key industry and role. Leads can now flow down the appropriate path based on their profiles and, in turn, receive the relevant content that speaks to their pain points and specific industries. If a lead isn’t responsive to sales communication, it is recycled back to marketing to continue the education process.

Through this combination of scoring and nurturing, Concur ensures its sales team can view marketing’s communication with prospects and can distinguish when to reach out to prospect. This easy-to-see scoring process is updated in real time, so both teams can easily track lead status and progress, and campaign efficiency. These policy changes have allowed Concur’s teams to further productivity and increase overall revenue.

But the journey isn’t over for Concur. “More revenue performance management reporting is being developed and our Demand Funnel metrics will be key to predicting velocity and the forecast of our pipeline,” Forrest said. “We will continue to hone the process so the adoption rate is as high as possible, and so marketing and sales can continue to understand each other better—it’s never over.”
This “artist’s rendering” captures the spirit at Concur after completing a two-day alignment workshop I hosted with its sales and marketing team. If you’d like to see Manufacturing Demand in action, I’ve posted a behind-the-scenes video based on the Concur case study on the book’s website.
I hope you’ve found this book to be helpful, insightful, and motivating—and I don’t say that as an empty platitude. Although books are, inherently, a one-way conversation (at least at the present time), please consider this book an invitation to join me and your peers at www.ManufacturingDemand.com and on Twitter at @MfgDemand for an ongoing dialogue. Please come share your feedback and your experiences, and exchange insights you’ve gained during your own unique journey. You’ll find plenty of additional resources, more cartoons to download, videos, webinars, blog posts, and access to a community of like-minded people who are taking sales and marketing to the next level. So come by and join our ongoing conversation. I hope you’ve enjoyed getting to know me and I look forward to getting to know you.

Finally, in the pages that follow, I want to acknowledge the people who have played such crucial roles in my own marketing journey and who have made my transformation so rewarding. I owe them all—collectively and individually—a tremendous amount of gratitude for all they have done.