

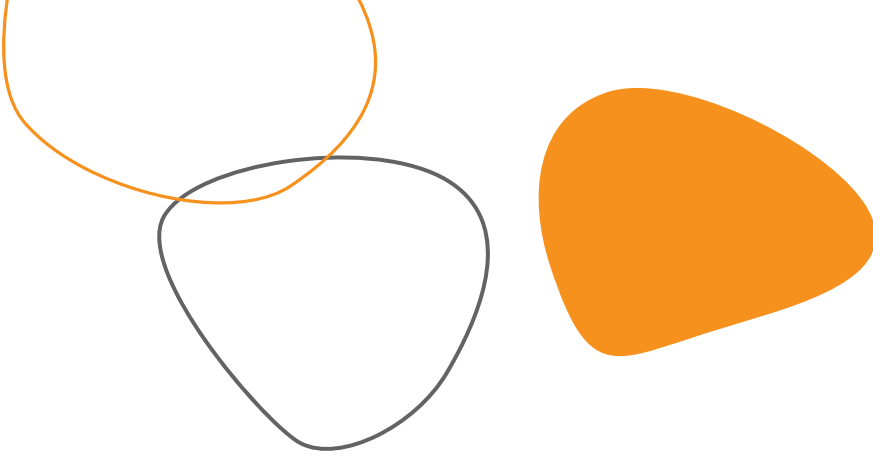
# How successful businesses are better at Sales+Marketing Collaboration

## RESEARCH REPORT

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## Introduction

Today's highly competitive markets and global economic slowdown force B2B organisations to seek greater internal efficiencies to safeguard their revenue growth.

Compounding this requirement is that the art of selling has changed forever, particularly when it comes to large or complex B2B sales. The internet has revolutionised the way that people and organisations buy, and the old sales cycle has given way to the buyer's journey. Various research says that buyers now have completed between 60% and 80% of their decision making process by the time they contact a vendor.

This extremely challenging business environment requires enterprises to focus on their most valuable assets – their customers. One of the key roles in large business strategy includes Sales and Marketing departments. This is because sales and marketing teams are directly responsible for managing existing customers, for growing revenue and, at the end of the day, for the generation of sales profits.

The effectiveness with which these two critical business functions interact can make the difference between business growth and failure.

This study examines the state of collaboration between sales and marketing departments in Australia in 2013. It provides insight into what type of co-operation can help to increase sales revenue and describes the roles of sales and marketing departments in companies of different sizes.

Moreover, it gives an overview of the strategic and operational objectives and the various collaboration methods as seen from both Sales' and Marketing's points of view.

This insight report also outlines the factors that successful organisations focus on when it comes to sales and marketing departments' effectiveness and sales revenue growth.

*The effectiveness with which these two critical business functions interact can make the difference between business growth and failure.*



# Research Methodology

In September, October and November of 2013 Peter Strohkorb Consulting conducted market research, called 'Fresh Market Research into B2B Sales & Marketing Collaboration'.

The research is based on a comprehensive online survey which examined 185 B2B enterprises in Australia. We also conducted follow-up interviews with some individual participants.

Responses included:

- **Business Roles:** sales, marketing and C-level executives
- **Seniority Levels:** senior executives (22.2%); middle management (13.0%); junior management (43.8%) and frontline employees (21.1%).
- **Geography:** companies from Australia and New Zealand, some also operating in other APAC regions

- **Company Sizes:** 45.7% of responding organisations were small businesses (annual revenue less than \$15m); 33.7% were mid-size enterprises (annual revenue between \$15m; and \$100m) and 21.7% were large organisations (annual revenue above \$100m)

## Important Note:

For the purposes of this study we have defined '**successful**' organisation as those which reported sales revenue growth during the past twelve months.

'**Less successful**' or '**unsuccessful**' organisations are those whose sales revenue stagnated or slowed over the last 12 months.

*The research is based on a comprehensive online survey which examined 185 B2B enterprises in Australia. We also conducted follow-up interviews with some individual participants.*



# Executive Summary

The survey was conducted between September and November 2013 and includes responses from 185 Australian B2B sales organisations of different sizes and differing levels of annual revenue.

41.6% of those companies managed to increase their revenue during the last 12 months, 41.6% reported a revenue decrease and 16.8% performed at about the same level as compared to the previous year.

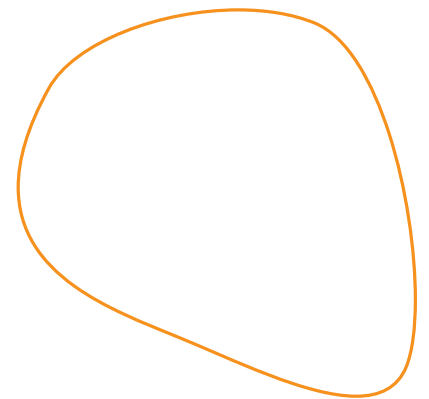
The research showed distinct differences between these in terms of their Sales and Marketing teams' collaboration, goals and revenue growth.

The intensity and frequency of contact between sales and marketing people, as well as having a single senior executive being accountable for both departments seem to be the key that enables sales revenue growth. 54.5% of companies that reported

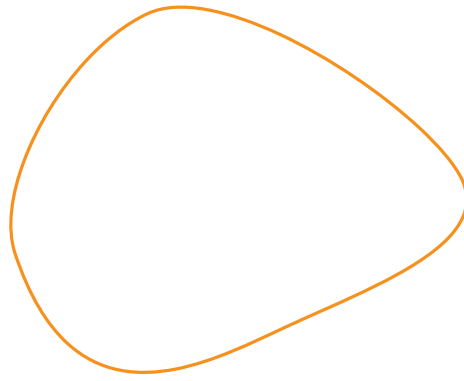
sales revenue growth last year have a combined sales and marketing team, reporting to one and the same manager or senior executive.

At the same time, 81.5% of enterprises whose revenue declined, or staid the same operate separate Sales and Marketing teams, each reporting to a separate manager or senior executive.

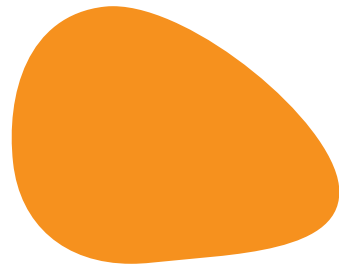
The very clear message from the research is that the better the collaboration between marketing and sales departments, the higher the chance of sales revenue growth for the organisation.



*The very clear message from the research is that the better the collaboration between marketing and sales departments, the higher the chance of sales revenue growth for the organisation.*



# The Top 3 Research Findings



1. **It's about People and Relationships**  
81.5% of companies that reported a decrease in sales revenue last year operate separate Sales and Marketing silos.

Collaboration does not happen between departments, it happens between people, and it seems that people collaborate better when they are not structurally separated.

There is an important role for the senior leadership to play in order to establish an environment where collaboration can thrive.

2. **It's about Shared Objectives and Quality Insight**  
Sales and Marketing people reported meeting only once a year or never in 24.4% of companies that reported stagnant or decreased revenue.

Significant contributors to sales effectiveness appear to be 1) well aligned, shared objectives, accountabilities and metrics between Sales and Marketing, and 2) a good understanding by

Marketing about what actually works for Sales, e.g. what sales collateral is being used by the high performing sales people, and also how it is used. This insight can then be used to skill up the less-performing sales people.

3. **It's about choosing Your Technology Wisely**  
Over 88% of surveyed businesses which had kept their technology implementations relatively simple increased their sales revenue over the last 12 months.

It seems that having more sales and marketing automation technology does not necessarily lead to better sales results.

*81.5% of companies that reported a decrease in sales revenue last year operate separate Sales and Marketing silos.*



# The Top 3 Recommendations

To improve their business performance and to promote future sales revenue growth, companies should align their Sales and Marketing Departments.

Where possible, they should do the following:

**1. Implement An Appropriate Organisational Structure**

That combines Sales and Marketing reporting lines into one operational executive with shared business objectives, accountabilities and metrics. Support this structure with the right leadership to allow collaboration to be successful.

**2. Understand and Support What Works to Boost Sales, and stop what doesn't.**

This sounds simple enough but the real challenge is to acquire the right insight and factual data before deciding what changes to make. We recommend choosing a structured and holistic Sales-Marketing collaboration program

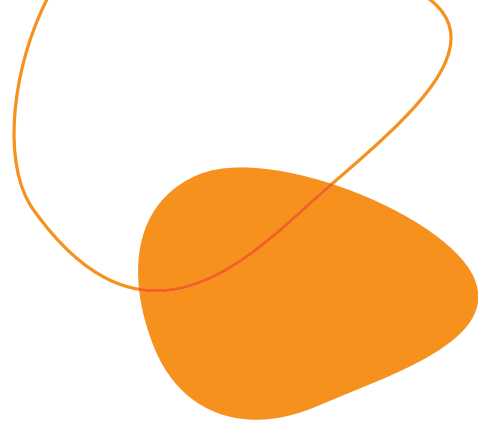
that takes the 'Trinity' of People, Processes and Technology into consideration.

**3. Select and implement Sales & Marketing IT Systems Judiciously**

Try not to introduce too much change and distraction into the organisation at any one time. Thus, avoid negative impact on sales revenue and margin outcomes.

*The real challenge deciding to make changes, thereafter the key is to acquire the right insight and factual data.*





## The Detailed Research Findings

The following sections outline the research findings in more detail. The very clear message from the research is that the better the

collaboration between marketing and sales departments, the higher the chance of sales revenue growth for the organisation.

## Intensity and Frequency of Contact

The intensity and frequency of contact between sales and marketing people, as well as having a single senior executive being accountable for both departments seem to be the key that enables sales revenue growth. 54.5% of companies that reported sales revenue growth last year have a combined sales and marketing team, reporting to one and the same manager or senior executive.

At the same time, 81.5% of enterprises whose revenue declined or staid the same operate separate Sales and Marketing teams, each reporting to a separate manager or senior executive.

Figure no.1 below shows that the majority (51%) of both successful and less successful companies organise sales and marketing team meetings at least several times a year.

Significantly, 47% of successful organisations organise sales and marketing team meetings even more frequently, i.e monthly, weekly/ fortnightly, or more than once a week.

In contrast, 24.4% of companies that reported stagnant or decreased revenue compared to the previous year say that their sales and marketing people meet only once a year, or even never (!).

*Significantly, 47% of successful organisations organise Sales and Marketing team meetings monthly, weekly/ fortnightly, or more than once a week.*

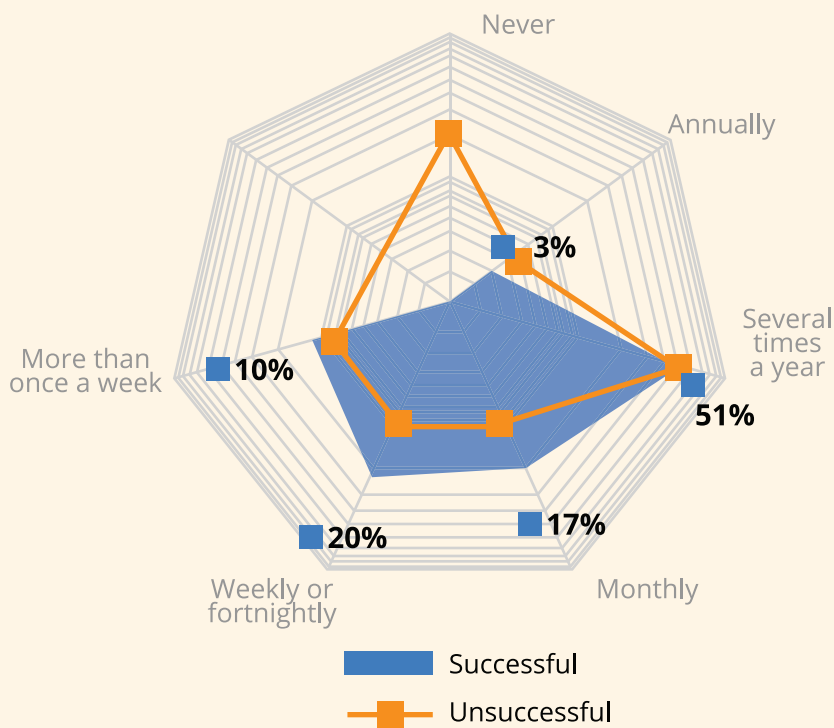


Figure 1: Frequency of Sales and Marketing Team Meetings

Interestingly, 10% of both successful and of less successful organisations' Sales and Marketing teams meet more than once a week. So, here the frequency of meetings does not

seem to be a significant differentiator for success. Perhaps it is the quality of these meetings that makes the difference, or perhaps there are other factors in play.

*Sales and Marketing people meet only once a year, or never, in 24.4% of companies that reported stagnant or decreased revenue, compared to the previous year.*



Looking at different types of collaboration methods between Marketing and Sales departments (Tab. 1 above), there are two areas with significant difference between successful and less successful enterprises:

Namely, 1) a good understanding by marketing people of the usage of sales collateral they create for their sales team, in particular what sales

collateral is actually being used, how it is used, and, most importantly, what and how it is used by the high performing sales people, so that this corporate know-how can be passed on to the 2nd and 3rd tier sales staff.

The second differentiator seems to be a set of shared objectives and/or performance metrics for both departments.

## Sales & Marketing Collaboration Perception

Let us now take a look at the way that the Sales and Marketing functions in Australian organisations perceive their relationships with each other.

When we analysed the responses that were received from sales people as against the responses received from their marketing colleagues we found that they do not at all think alike about their roles, nor do they agree on their level of collaboration.

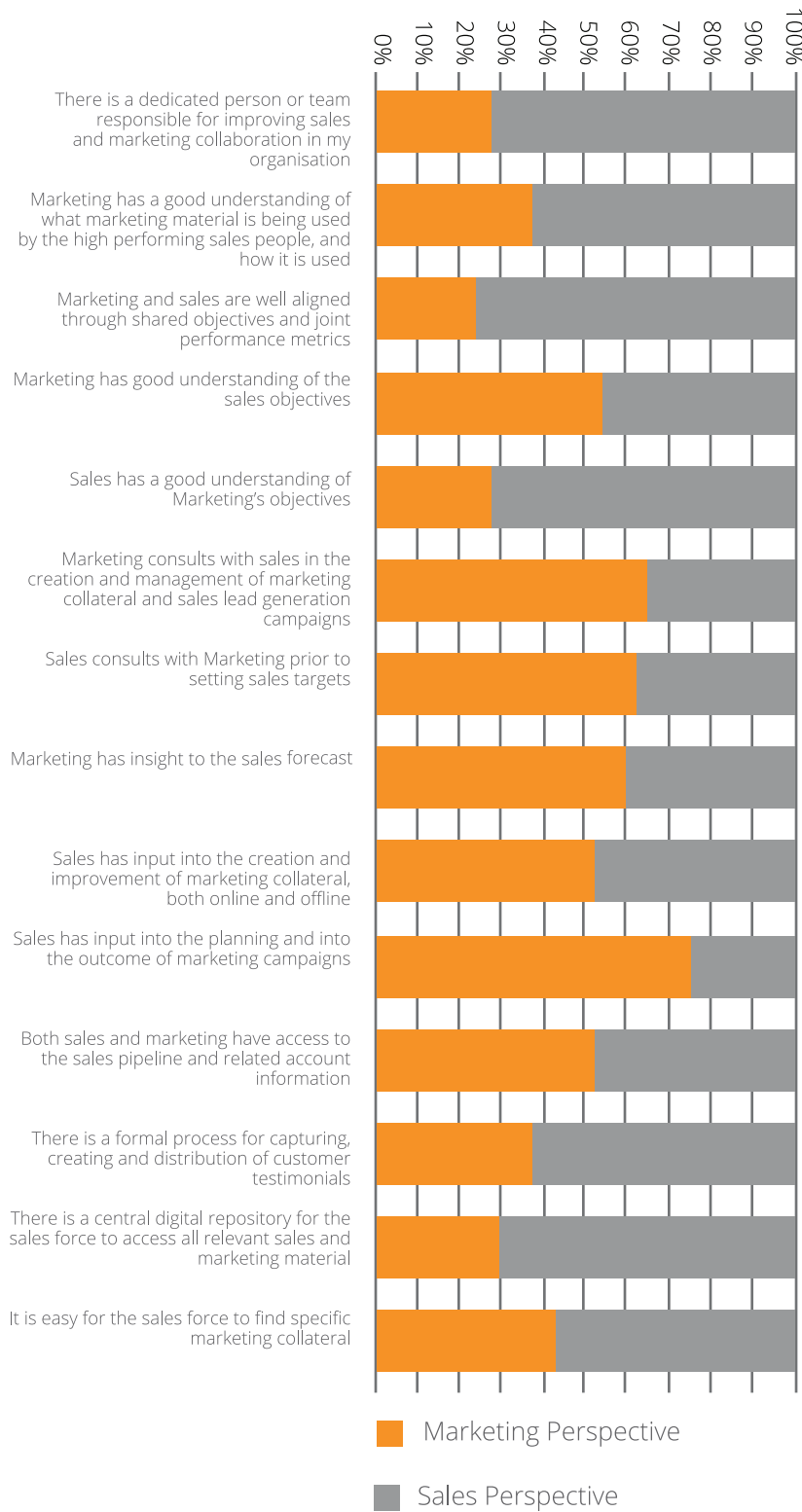
In Figure 2 below we are comparing the perceptions of the degree of collaboration between sales and marketing departments in organisations whose sales revenue remained

stagnant or shrank last year. If there were consensus between the two groups then in all fields the blue Marketing perspective should equal the red-brown Sales perspective and they should meet at the 50% mark.

Clearly, the graph shows that the two teams are far more in agreement in successful sales organisations than in less successful ones when it comes to agreement on the type and extent of sales and marketing collaboration. While not at the ideal 50% mark their consensus is significantly closer than the less successful group.

*Those differences underline the need for collaboration and cross-functional management of both marketing and sales teams.*

Figure 2a, Successful Organisations: The Perceptions of Collaboration between their Sales and Marketing Teams



In my opinion, we have the following OPERATIONAL collaboration between the sales force and the marketing team in my organisation

*Sales and Marketing teams in successful organisations display only a relatively small discrepancy in their respective perceived levels of collaboration.*

Figure 2a, Less Successful Organisations: The Perceptions of Collaboration between their Sales and Marketing Teams



*Sales and Marketing teams in less successful organisations seem to disagree on their respective perceived levels of collaboration.*

Table 1: Operational collaboration between sales and marketing teams in successful and less successful companies

COLLABORATION METHOD	In Organisations With Growing Sales Revenue	In Organisations With Falling or Stagnant Sales Revenue
There is a dedicated person or team responsible for improving sales and marketing collaboration in my organisation	18%	7%
Marketing has a good understanding of what marketing material is being used by the high performing sales people, and how it is used	64%	30%
Marketing and sales are well aligned through shared objectives and joint performance metrics	48%	6%
Marketing has good understanding of the sales objectives	18%	10%
Sales has a good understanding of Marketing's objectives	57%	55%
Marketing consults with sales in the creation and management of marketing collateral and sales lead generation campaigns	16%	31%
Sales consults with Marketing prior to setting sales targets	7%	33%
Marketing has insight to the sales forecast	23%	57%
Sales has input into the creation and improvement of marketing collateral, both online and offline	23%	11%
Sales has input into the planning and into the outcome of marketing campaigns	16%	10%
Both sales and marketing have access to the sales pipeline and related account information	25%	36%
There is a formal process for capturing, creating and distribution of customer testimonials	27%	24%
There is a central digital repository for the sales force to access all relevant sales and marketing material	66%	57%
It is easy for the sales force to find specific marketing collateral	13%	7%

Significant contributors to sales effectiveness seem to be the following two factors:

1. well aligned shared objectives and metrics,
2. a good understanding by Marketing about what sales collateral is being used by the high performing sales people, and how it is used.

It is quite clear that Sales and Marketing teams in less successful organisations do not agree on the level, nor the type of collaboration that exists between their departments. The most dramatic points of difference are displayed in the areas of

- alignment through shared objectives, where no one agreed that this even exists, and
- around the capture of customer testimonials, where Sales says there is a formal process, while no Marketing person agreed.

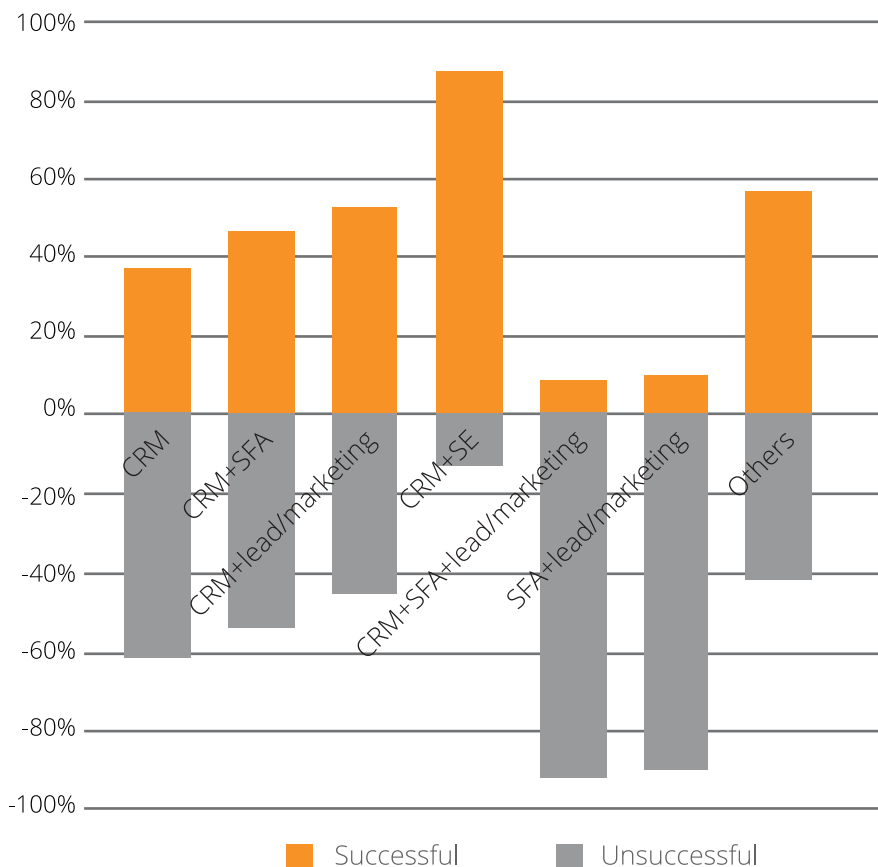
## Supporting Technology

Organisations which take advantage of new technology reported more frequent revenue growth.

Not surprisingly, all respondents reported the use of CRM system. However, they very much differed

in the implementation of additional sales and marketing supporting IT systems, ranging from CRM or SFA systems only, to a combination of three or four different IT systems that support sales and marketing activities.

Figure 3: IT systems in successful vs in less successful organisations Sales and Marketing Teams



More than 88% of surveyed businesses which implemented a combined CRM and Sales Enablement (SE) solution managed to increase their sales revenue over the last 12 months.

Almost 62% of companies with a CRM as their only sales-supporting IT system reported a decrease in sales revenue.

Surprisingly, those organisations that had implemented CRM and sales force automation, plus marketing automation systems fared worst when it came to sales performance.

Legend:  
 CRM – Customer Relationship Management  
 SE – Sales Enablement  
 SFA – Sales Force Automation  
 MA – Marketing Automation



More than 88% of surveyed businesses which implemented a combined CRM and Sales Enablement (SE) solution managed to increase their sales revenue over the last 12 months. Whereas, almost 62% of companies with only a CRM as their sales-supporting IT system reported a decrease in sales revenue. Perhaps there is some substance to the old notion of sales reps that CRM systems reduce their selling time.

Interestingly, the survey shows that the most efficient technology seems to be a combination of CRM and Sales Enablement (SE) systems, followed by the combination of CRM and Lead Management/Marketing Automation systems.

Surprisingly, those organisations that had implemented CRM and sales force automation, plus marketing automation systems fared worst when it came to sales performance. Only 8% of these reported sales revenue growth in the last 12 months. This result seems to suggest that marketing automation and sales force automation system are perhaps not the panacea that they are being promoted as.

This research did not examine the reason for this result but we can speculate that perhaps the change that is imposed on the organisation with the implementation of this much technology may have distracted the sales and marketing teams from fulfilling their roles, or perhaps the organisation is still going through the inevitable learning curve that naturally occurs with any sort of change.





# Marketing vs. Sales Objectives

Generally speaking, it is accepted wisdom that properly set up operational and strategic goals for sales and marketing teams serve to help maintain better performance in any business environment.

Obviously, one of the most important strategic objectives for marketing departments is helping Sales to increase revenue. But it appears that the importance of building recognition for the brand and awareness of service or product offerings, e.g. by organising promotional campaigns and events, are also important.

However, our research shows that there is broad disagreement on both sides as to whether the role of sales lead nurturing should fall to Sales or to Marketing.

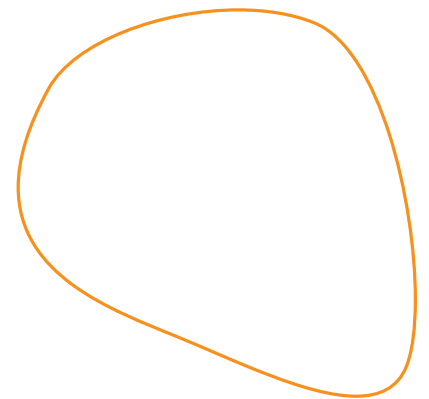
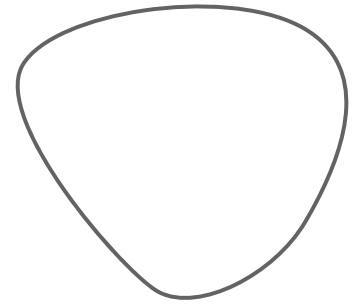
The seemingly easy way out appears to be to install a CRM system, this was by far the most popular solution among the examined enterprises. However, as reported above, almost

62% of companies with a CRM as the only sales support system reported a revenue decrease. It seems that a CRM alone may not be the key to sales success.

Let's look at Marketing's operational objectives and how they compare when looking at successful versus less successful organisations.

Companies whose revenue decreased during the last 12 months appear to emphasise different marketing and sales objectives, compared to those whose revenue increased over the same period.

As is shown in the charts below, the creation of sales material and leads, as well as the nurturing and management of sales leads are cited as the top priorities in the Marketing departments of less successful enterprises.



*There is broad disagreement on both sides as to whether the role of sales lead nurturing should fall to Sales or to Marketing.*

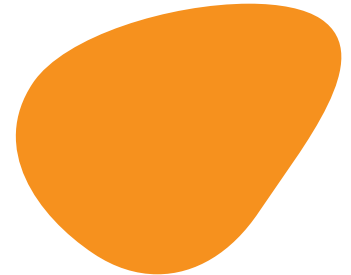
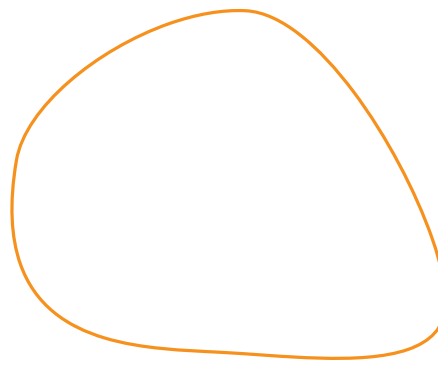
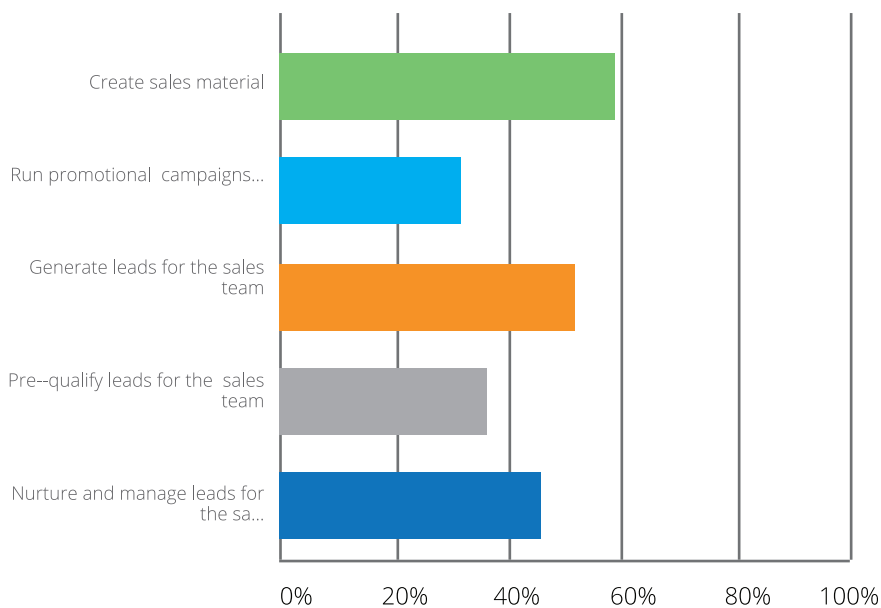


Figure 4, Less Successful Organisations: Cited Priorities in Marketing's Operational Objectives



How do these findings compare to the Marketing objectives of successful organisations?

The chart below indicates that successful organisations highly value brand promoting and profile-raising campaigns and events. Also, the generation of sales leads and collateral is viewed as a high priority.

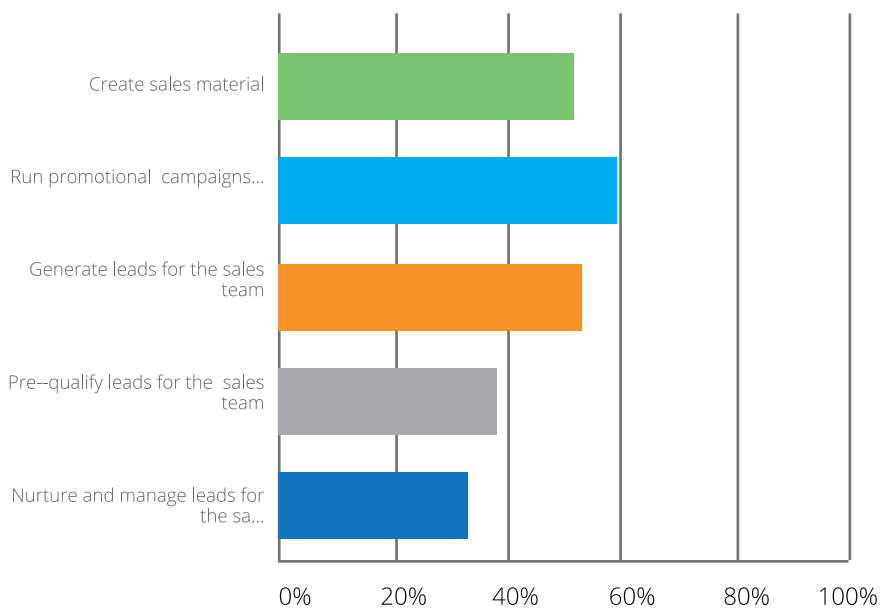
Interestingly, here, Marketing seems not to be actively involved in nurturing the leads further. It seems that if brand

recognition and product awareness in the market place are high then sales people in successful organisations can look after the sales leads comfortably themselves.

Or, perhaps the causality is reversed, insofar as successful organisations may simply be better at attracting high performing sales people who possess highly developed skills to advance sales leads through to a win.

*Nurturing sales leads for the sales team seems more important to marketing teams in less successful companies, compared to successful ones.*

Figure 5, Successful Organisations: Cited Priorities in Marketing's Operational Objectives



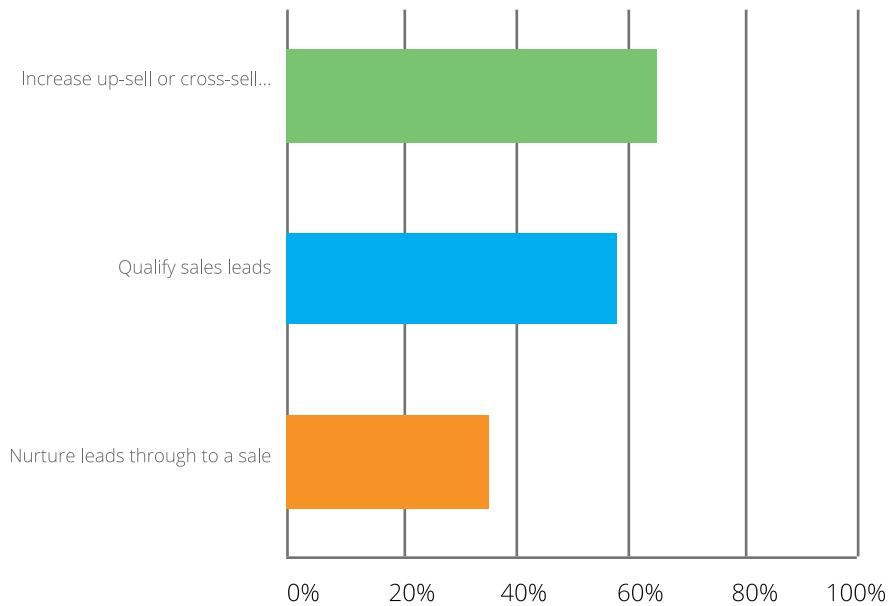
Let's now look at the stated objectives in Sales departments of successful versus less successful organisations.

As far as the operational objectives in the Sales functions in successful organisations are concerned, it seems that qualifying and nurturing of new sales leads are considered somewhat less important than up-selling or cross-selling existing clients.

The next highest priority seems to be to qualify new sales leads, before nurturing and managing them.

*Promotional activities and lead generation are far more important for marketing teams in successful companies, compared to less successful ones.*

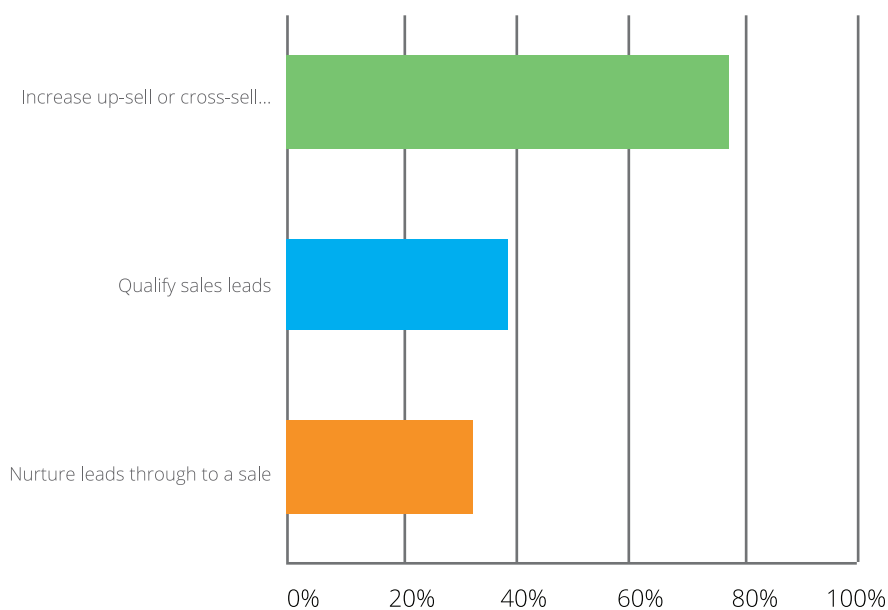
Figure 6, Successful Organisations: Cited Importance of Sales Departments' Operational Objectives



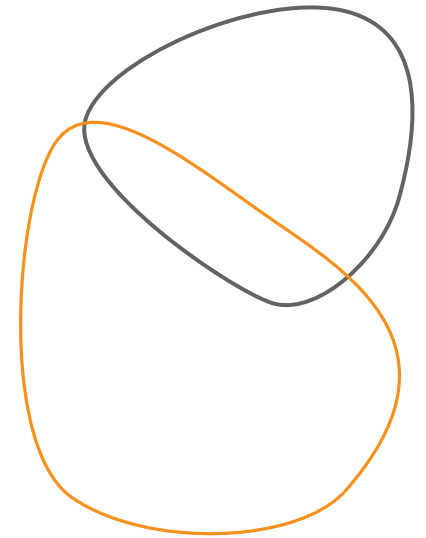
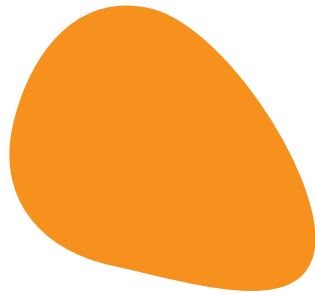
Perhaps surprisingly, there seems to be not much contrast to the sales objectives of less successful organisations. As the chart below shows their priorities are the same, albeit with slightly higher emphasis

on up-selling and cross-selling. I may be noteworthy that sales teams in successful companies perceived qualifying leads as a far more important objective than in less successful enterprises.

Figure 7, Less Successful Organisations: The cited Importance of Sales' Operational Objectives



*Sales teams in successful companies perceived the qualifying of leads as a far more important objective than in less successful enterprises*



## Does Size Matter?

In today's market, businesses of all different sizes operate in many industry sectors. Although there are many differences between small, medium and large organisations by the very nature of business, all

of them are focused on profit and/or revenue growth. This chapter describes the differences in marketing and sales management structures and the objectives in successful sales organisations of different sizes.

## Management Structure and Collaboration

The survey shows that the ways that marketing and sales teams are managed differ in companies of different sizes.

Almost all large organisations, those which reported revenue growth and those with revenue decline, have separate Sales and Marketing teams, each reporting to their own respective executive. At the same time, more than 65% of large companies, where Sales and Marketing departments never meet or only meet annually, reported a revenue decrease.

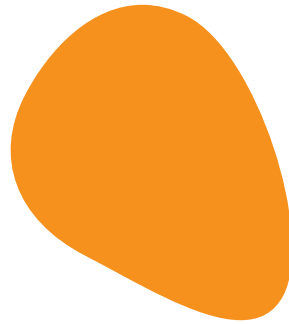
Among medium-sized enterprises, the majority of successful companies (60.8%) implemented a combined team model with a single executive managing Sales and Marketing teams.

Looking at successful smaller companies, the type of management

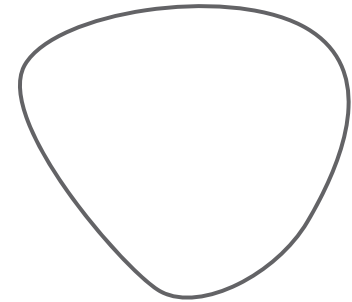
structure seems to be less important as they are almost equal in terms of having single or dual role executives managing the Sales and Marketing functions. However, the difference seems to be that more than 73% of those enterprises organise sale and marketing team meetings monthly, or more frequently.

In the case of small companies which reported a revenue decrease, almost 87% of these have separate Sales and Marketing teams and only 20% of their Sales and Management teams meet monthly, or more frequently.

*More than 65% of large companies, where Sales and Marketing departments never meet or only meet annually, reported a revenue decrease.*



## Goals and Objectives by Organisation Size



Can enterprises of different sizes define their Sales and Marketing departments' goals and collaboration efforts in different ways, yet still maintain growth? The survey shows that differences among successful small, medium and large enterprises are not significant, but some differences do exist.

For small enterprises 'help to increase sales revenue' remains the main overall strategic goal for their marketing department.

The majority of medium-sized companies believe 'build recognition for our brand' is the key strategic goal for marketing.

Respondents from large organisations chose all three goals as equally important: 'help to increase revenue', 'build brand recognition' and 'promote thought leadership'.

In terms of operational objectives of the marketing departments 'running promotional campaigns and events' remains the most popular response amongst all businesses sizes. The second important operational objective for large and small businesses is 'creating sales materials', whilst for medium enterprises it is 'pre-qualification of sales leads'.

Sales teams of large and medium organisations put similar importance on strategic objectives: 'achieving sales targets', followed by 'win new customers' and 'protect sales margins'.

In the case of small businesses 'win new customers' is the most important goal, followed closely by 'achieving sales targets'. The importance of the operational objectives of the Sales function is the same across all businesses sizes, starting from 'revenue generation from existing customers', through 'lead generation' and finish with 'nurturing leads'.

*The survey shows that Sales and Marketing goals among successful small, medium and large enterprises appear very similar.*



## Marketing vs. Sales: Stated Priorities

The successful sales process starts with finding sales opportunities and finishes with a sale. In this process, potential customers become suspects, then leads, then prospects and it the end - if all goes well - customers.

During each stage of this process marketing, sales or both teams have a role to play and objectives to complete. The mutual understanding by each department's objectives of the other may be crucial for the effectiveness of the whole sales process and the organisation's revenue and customer growth.

From the Marketing Manager's point of view their team's strategic goal is mainly to help increase sales revenue, followed by building brand recognition and promoting thought leadership.

Sales Managers, on the other hand, see the role of marketing rather as a builder of brand recognition.

In terms of operational objectives, marketing people seem focused on promotional campaigns and lead generation. Leads pre-qualification while the creation of sales materials and nurturing of leads also remain important objectives.

Sales Managers perceive the marketing team as being responsible mainly for pre-qualifying of leads. Only 13.1% of respondents from sales departments indicated lead generation as the key operation objective of the marketing team.

*Only 13.1% of respondents from sales departments indicated lead generation as the key operation objective of the marketing team.*

Figure 8 below: Differences in the Perception by Marketing and Sales Teams of Marketing's Strategic Objectives

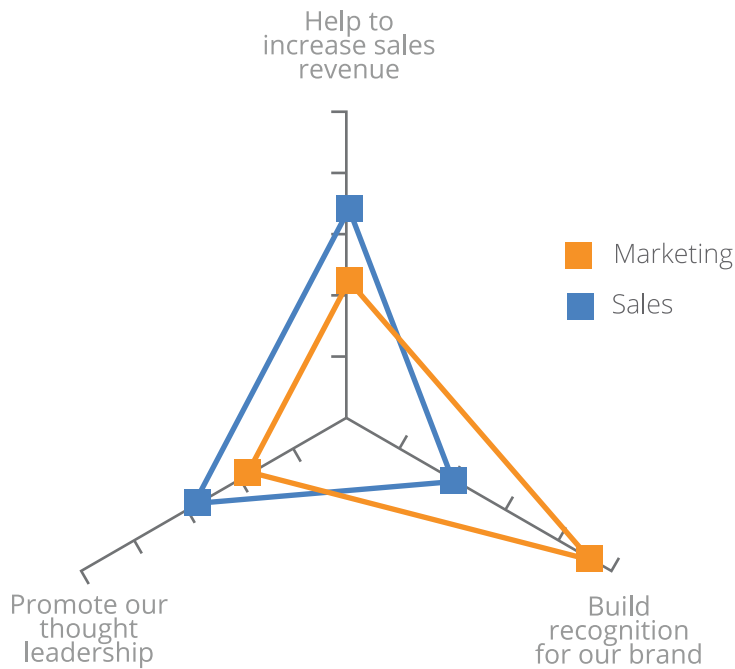
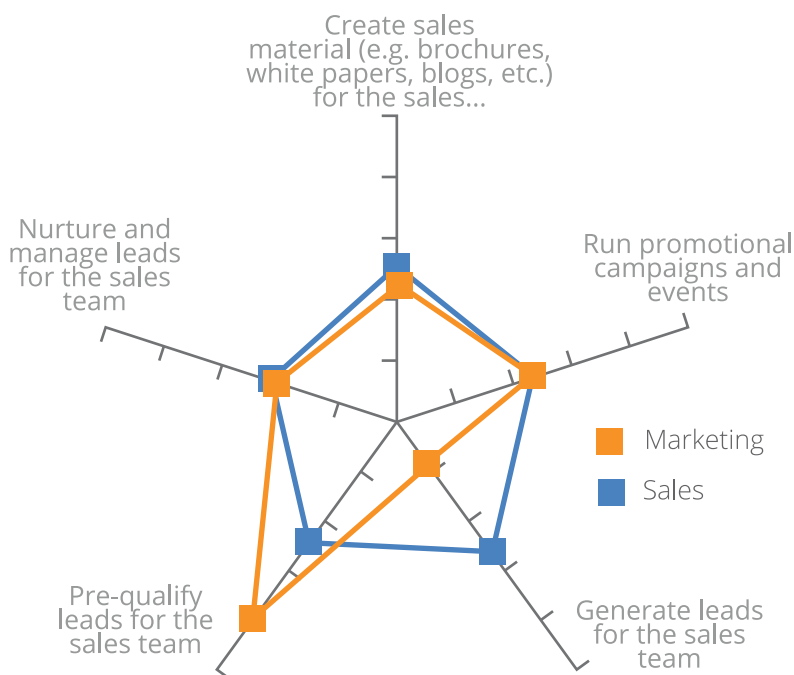
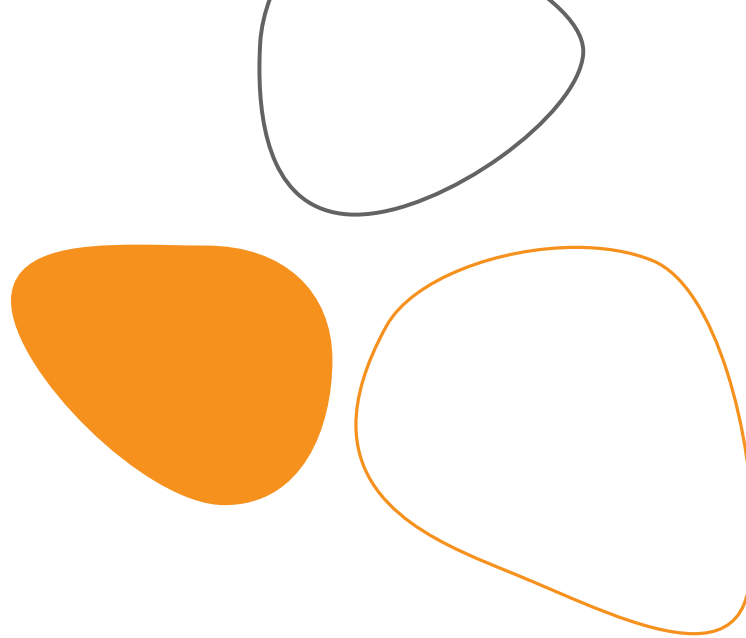


Figure 9 below: Differences among Marketing vs Sales Teams in the Perception of Marketing's Operational Priorities



Lead generation and lead pre-qualification are the areas with the highest differences in the perception of Marketing's objectives by Sales vs Marketing staff.





Of course, sales people are very much focused on achieving sales targets and not surprisingly this also corresponds to the marketing managers' point of view. The second important strategic goal for sales managers is protecting of sales margins and only 19% of them perceive winning new customer as strategic goal of sales department. The results from marketing people are the opposite. They think winning

new customers is far more important than protecting sales margin.

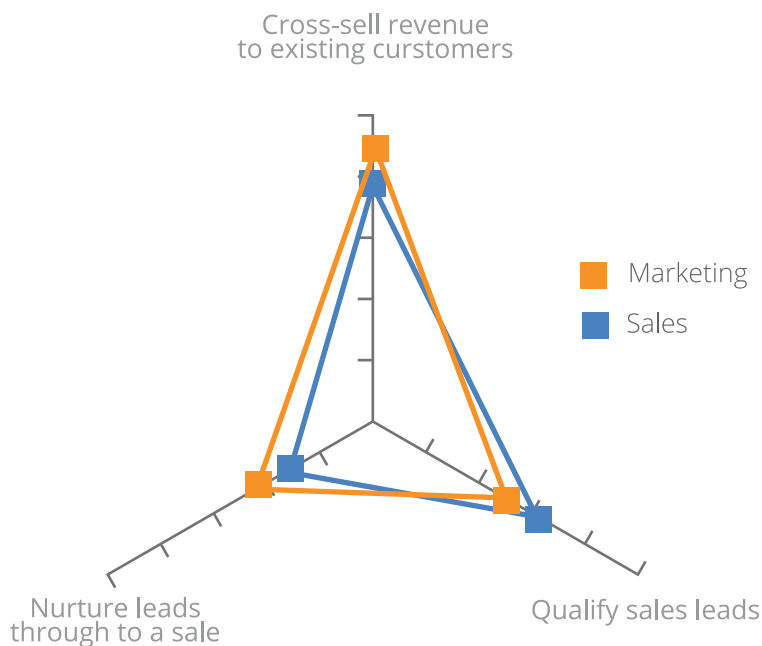
In case of operational objectives the responses of marketing and sales managers differ the most in case of nurturing leads. The majority of marketing managers confirmed it is the sales team goal, while only 38.1% of sales people marked this point.

Figure 10: Differences in perception by Marketing and Sales people of Sales' strategic objectives



*It seems the main differences in the perception of Sales' and Marketing's objectives result from different performance metrics in each department.*

Figure 10: Differences in perception by Marketing and Sales people of Sales' strategic objectives



Although, there are several major differences in the perception of Marketing's and Sales' strategic and operational goals, the understanding and priorities of both departments' objectives are similar among marketing and sales managers.

It seems the main differences result from different methods of performance metrics deployed in each department.

Sales people seem mainly focused on margin protection where it corresponds with their sales targets. At the same time, sales margin levels seem not to be of high importance to Marketing.

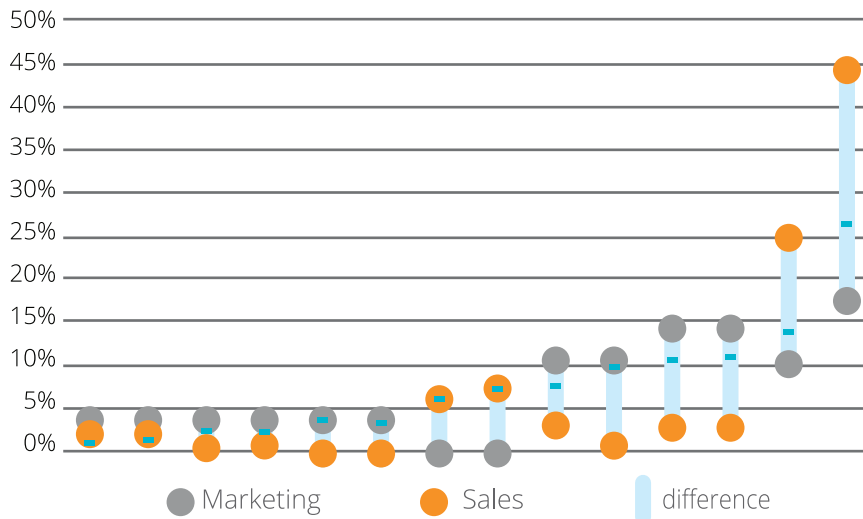
Marketing department targets are usually associated with both the number of generated leads and the company's revenue. This is possibly why Marketing Managers seem to believe that helping to increase sales revenue is the most important strategic goal for their teams, and that they perceive lead generation as the main operational objective.

On the other hand, sales people seem to feel responsible for revenue generation all on their own. They also say they need Marketing's help to pre-qualify sales leads, rather than merely generating them.

*Sales margin levels seem not to be of high importance to Marketing.*

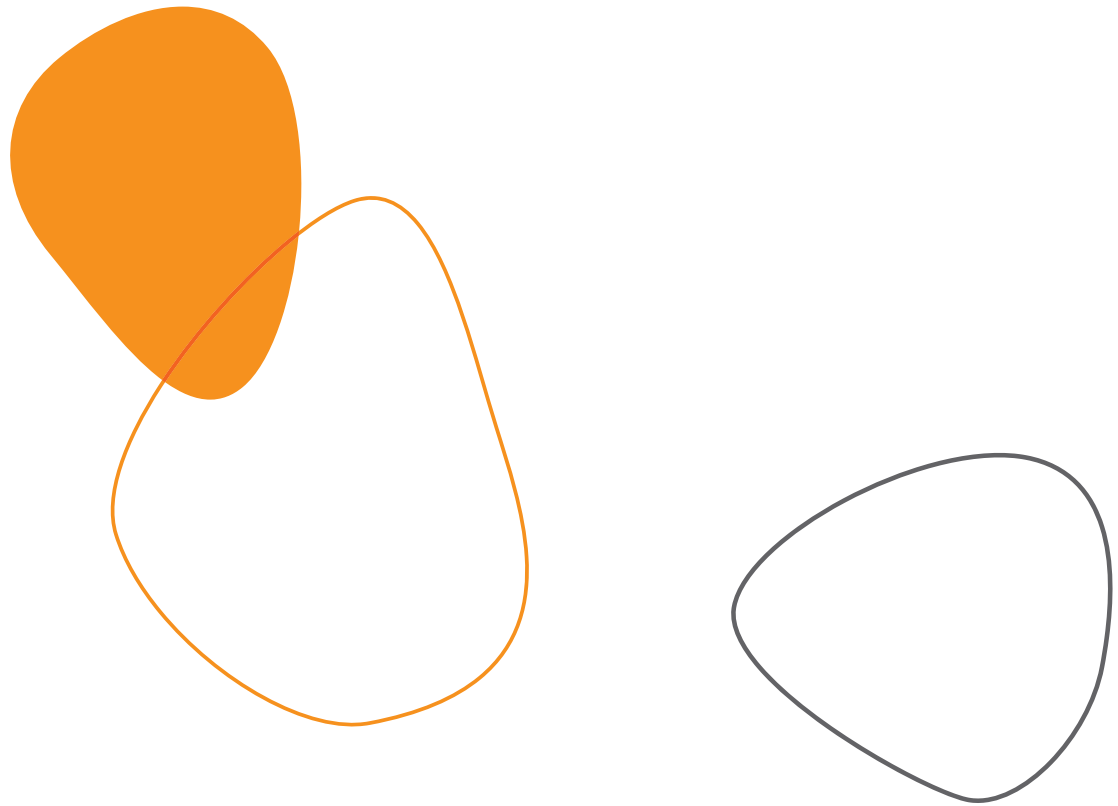
# The Perceived Importance of Collaboration

Figure 12: The Relative Importance of Key Operational Collaboration to Marketing and Sales Teams



1	Sales has a good understanding of Marketing's objectives
2	Sales consults with Marketing prior to setting sales targets
3	Marketing has insight to the sales forecast
4	Sales has input into the creation and improvement of marketing collateral, both online and offline
5	Marketing has a good understanding of what marketing material is being used by the high performing sales people, and how it is used
6	There is a formal process for capturing, creating and distribution of customer testimonials
7	There is a central digital repository for the sales force to access all relevant sales and marketing material
8	Sales has input into the planning and into the outcome of marketing campaigns
9	Both sales and marketing have access to the sales pipeline and related account information
10	There is a dedicated person or team responsible for improving sales and marketing collaboration in my organisation
11	Marketing and sales are well aligned through shared objectives and joint performance metrics
12	It is easy for the sales force to find specific marketing collateral
13	Marketing consults with sales in the creation and management of marketing collateral and sales lead generation campaigns
14	Marketing has good understanding of Sales' objectives

*The highest reported area of agreement between Marketing and Sales on important key operational collaboration is: "Marketing has a good understanding of Sales' objectives", whereas the reverse is not always the case.*



For the sales team the key areas of operational collaboration with marketing are: “Good understanding of their objectives by colleagues from marketing” (44.8%), followed by “Influence on marketing collateral and lead generation campaigns” (25.0%). The other areas mentioned in the table above seem to be perceived as less important.

In the case of Marketing, the important areas are more scattered. The last six areas (9-14) as listed in the table ranged from 10.7% up to 17.9% respectively.

Still, the most important area for Marketing is the same as it is for Sales: “Marketing has good understanding of the sales objectives”. Although, curiously, Sales seems to have more confidence in Marketing in this regard than Marketing itself has.

# Recommendations

Companies looking to improve their Marketing and Sales effectiveness in order to increase their revenue, improve profitability, customer growth and competitiveness should consider the steps outlined below:

- Create a virtuous circle of collaboration between Sales and Marketing that is supported by a structured method to exchange feedback between the two departments
- Set up clear joint strategic and operational objectives for the Sales and Marketing teams, and communicate them effectively to both departments
- Create shared accountability for success among the Sales and Marketing teams and establish appropriate KPIs for the above
- Support the above with appropriate IT solutions, such as CRM and Sales Enablement systems but be careful not to overload the organisation with too much technology change all at once
- Implement a combined Sales and Marketing management structure and/or improve the cooperation between Marketing and Sales teams by organising constructive joint meetings at least monthly
- Conduct a 'collateral audit' to ensure that Marketing has a good understanding of what marketing material is actually being used by Sales, what is used by the high performing sales people, and how it is used, so that Marketing can focus on what works for Sales
- Take a holistic perspective that is not focused on sales lead generation or the generation of sales collateral alone
- Embrace a quality and customer-centric perspective

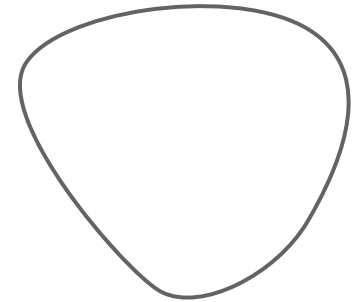
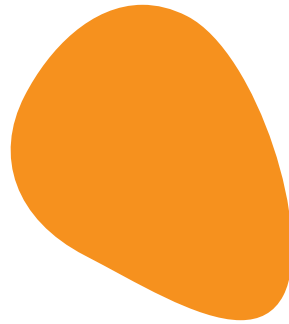


## CONCLUSION

The internet has fundamentally changed the way that buyers purchase. These days, by the time buyers are ready to talk to your sales reps they have already made the majority of their purchasing decisions.

That means that your Sales and Marketing teams need to work together as never before in order to capture the buyers' attention early.

Improving the overall sales effectiveness of an organisation requires a deep understanding of the subject matter, as well as the best tools and the right methodology.



## About the Authors

### Peter Strohkorb

Peter is Managing Partner at Peter Strohkorb Consulting, a specialist firm founded in 2008 in Sydney, Australia.

Working with CEOs, Sales Directors, Marketing Executives and their clients Peter brings the teams more effectively together in order to boost their sales productivity.

During 20+ years in senior sales and marketing roles for some of the best known brands on the planet Peter Strohkorb experienced first-hand the frustrations that ensue when Sales and Marketing teams do not work well together.

This led Peter Strohkorb to develop a dedicated methodology to address this all-too-common problem. This methodology is now encapsulated in his **OneTEAM** Sales Effectiveness Program.

Peter holds a Mini MBA from Macquarie Graduate School of Management (MGSM) in Sydney.

Peter's blog is at  
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Przemek is a Senior Analyst with an interest in market and strategic analysis, with specialisation in the European IT industry.

He holds a Master of Economics from the Akademia Ekonomiczna, Poland.

# About Peter Strohkorb Consulting



Peter Strohkorb Consulting is a business consulting firm, founded in Sydney, Australia in 2008.

It specialises in working with Sales and Marketing executives to help their teams to work more effectively together in order to drive sales effectiveness, revenue and profit.

Peter Strohkorb Consulting has devised a methodology to provide a low risk, step-by-step path to success;

Our OneTEAM sales productivity program addresses the 'Trinity' of People first, Processes second and Technology third in a holistic fashion

to minimise risk and cost, and to enable success.

We will be delighted to discuss your specific requirements and outline how we can benefit your organisation.

If you wish to find out more, or to book an obligation-free Discovery Session please contact us at

[info@ps-consulting.com.au](mailto:info@ps-consulting.com.au)  
or visit our website at  
[www.ps-consulting.com.au/contact-us.php](http://www.ps-consulting.com.au/contact-us.php)



***"Are you interested how the Sales+Marketing Collaboration in your organisation compares to best practice?"***



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