

# Digitally-Enabled Business Transformation

Expert Session

March 25, 2021

Mark Coronna  
Area Managing Partner & CMO



# Today's Presenter...

Mark Coronna, Area Managing Partner & CMO, Chief Outsiders

- Marketing career started in a high-tech software company which became a category leader
- Developed a passion and understanding of how to use technology to support business growth
- Strong appreciation and recognition of the benefits of profitable growth
- Former Chief Information Officer (CIO) and first VP eCommerce for two F-200 Corporations
- Built first Internet B2B payment business for U.S. Bank

# Setting Expectations--What You Will Learn Today

- How a **digital journey** can enable business growth
- A complete **digital roadmap**
- Focus on **digital marketing** and **digital customer engagement**
- Why **content** is your “**digital fuel**”
- How to **assess** your digital investment and performance

# Let's Start with a Brief Offline Self-Assessment

(Surveys will be included in the session follow-up)



## DIGITAL

- You use digital technologies in your business, other than smart phones and a website
- Your website is effective as a lead generation engine for your business
- You proactively measure the performance of your website against key metrics like conversation rates
- Your website supports ecommerce capabilities
- You use digital technologies to improve integration with suppliers and procurement
- SUB-TOTAL (\_\_\_ of 15)

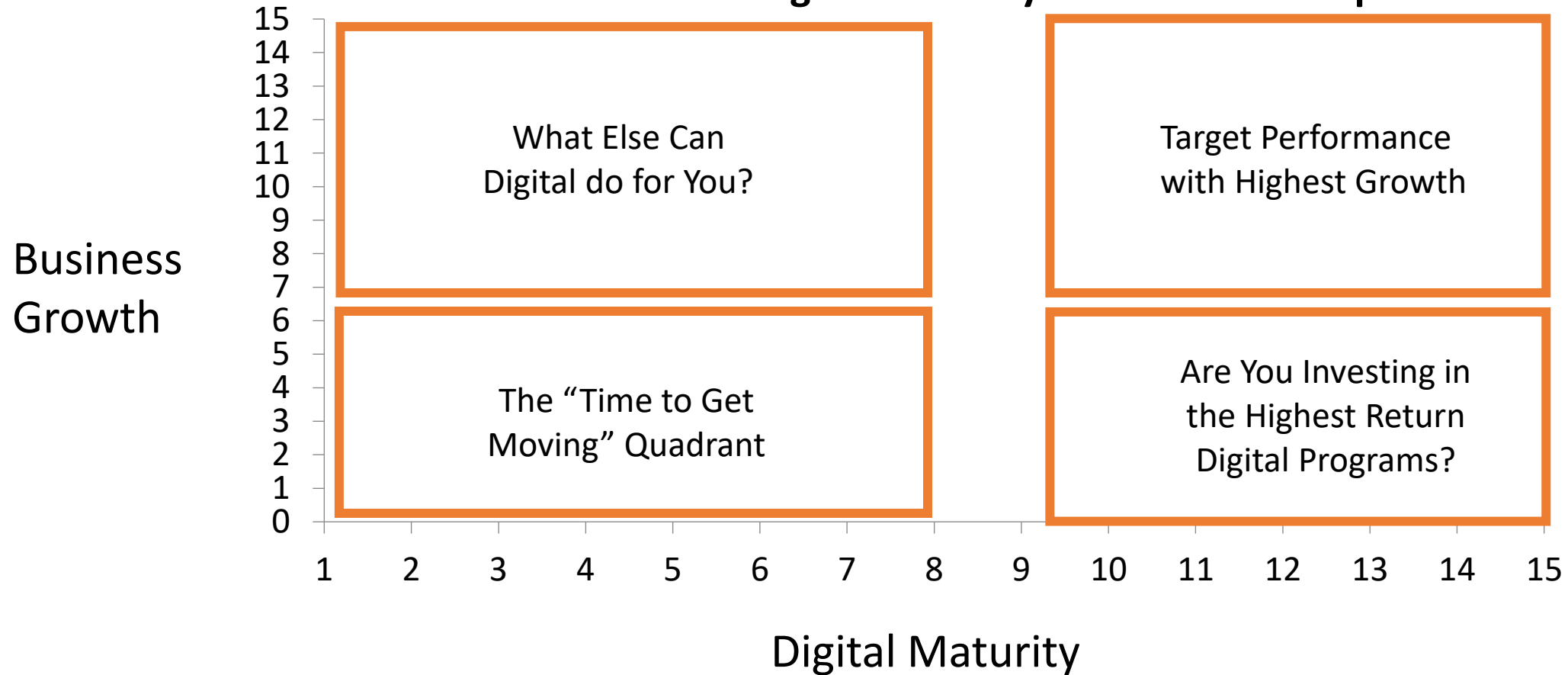
## GROWTH

- Your marketing plan includes basic digital marketing programs: email, newsletters, and social media
- You use digital technologies effectively to build customers through new channels
- You are confident that you are getting a desired ROI on your digital investments
- You believe that your use of digital technology is a competitive advantage
- You believe that your use of digital technologies is a growth-enabler for your business
- SUB-TOTAL (\_\_\_ of 15)

Each question is worth up to 3 points

Wherever you are on this map, I believe there's something in today's session for you...

### Growth and Digital Maturity Performance Map



# Let's start with your business goals: "Business First" not "Digital First"



- Get "found" & increase demand generation
- Improve prospect targeting (quality, time)
- Reduce sales cycles & improve sales productivity through a pipeline model vs. a funnel
- Increase repeat business to expand share of wallet



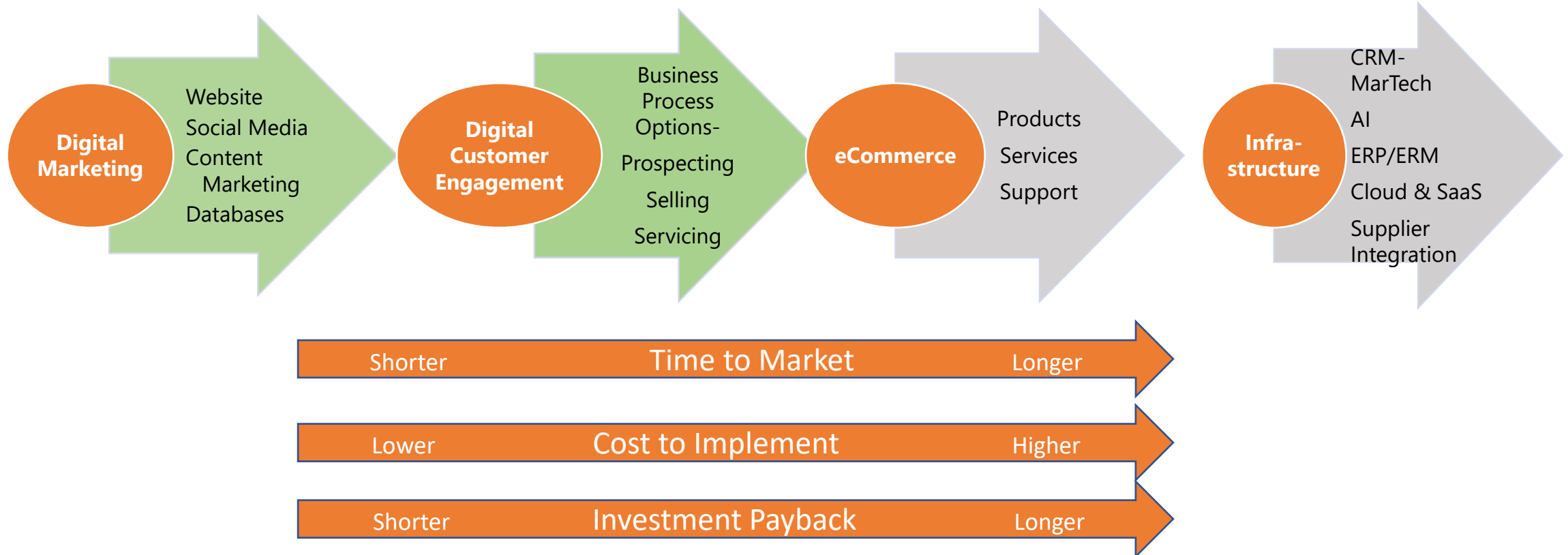
- Increase brand awareness & value proposition visibility
- Improve competitive positioning
- Expand into new markets
- Nurture customers to increase customer lifetime value
- Cross-sell and upsell products and services



- Cost-effectively scale revenue
- Optimize Marketing investments and campaign ROI
- Reduce customer acquisition costs
- Reduce "front-end" operational costs

# When we say "Digital," what could we mean? Today's focus: Digital Marketing & Digital Engagement

## DIGITAL TECHNOLOGIES & PROGRAMS REPRESENTING A MULTI-YEAR DIGITAL JOURNEY



# "The times they are a-changin'..."

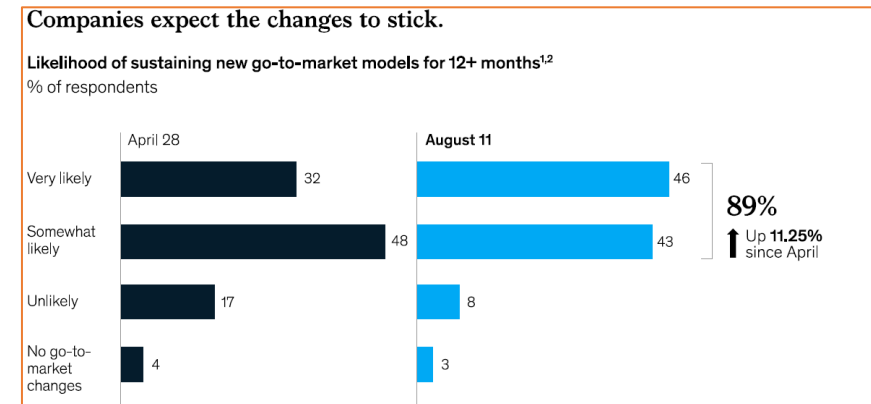
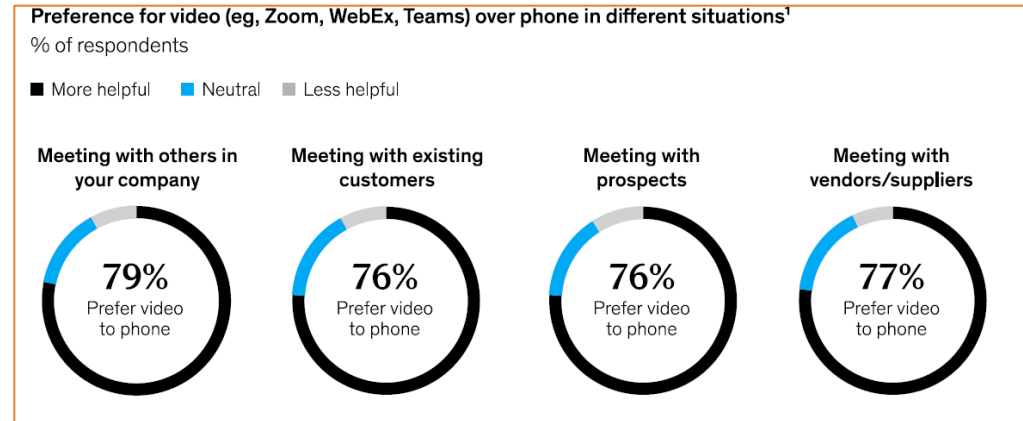
Bob Dylan, 1964

October 2020 landmark study from McKinsey...

## "These Eight Charts Show How COVID-19 Has Changed B2B Sales Forever"

- 70-80% of B2B decision-makers prefer remote human interactions or digital self-service (identifying & evaluating suppliers, ordering, reordering)
- Buyers are willing to spend big
- Remote engagement successfully supports prospecting and selling
- Traditional in-person sales interactions are down 52%
- Video and online chat are up 41% and 23% since COVID
- Video is much preferred over the phone
- **89% of companies expect the changes to stick**

 Download Full Study Here: [McKinsey B2B Study](#)





# Business and Digital Benchmarks from Chief Outsiders' New Study...

## Top Five Key 2021 Business Growth Challenges

1. Attracting Growth-Minded Talent
2. Adopting Sales and Marketing Technology
3. COVID Lockdowns
4. Retaining Talent
5. Unfavorable Legislation and Trade Barriers



## How Digital is Expected to Enable Growth

1. Digital Advertising Expected to Increase 94%
2. Top Digital Content Strategies for 2021:  
Blogging, Video, Case Studies, eNewsletters,  
Webinars and online events
3. Top Digital Spending Priorities for 2021:  
Organic Search, Content Marketing, Email Marketing  
Paid Search, Social Media

## Questions we need to ask ourselves...

1. What digital enablers are needed to move the revenue needle?
2. Do we have a digital strategy or are we doing "digital stuff?"
3. Do we know which digital programs perform and which don't?
4. How do we align talent & technology with business & digital needs?
5. Do we have the internal resources to do everything we need to do?
6. How do we maintain compliance with regulations and privacy expectations?



Source: Chief Outsiders 2021 CMO Survey: Growth Insights from Fortune 500 Leaders  
[2021 CMO Survey: Market Trends, Growth Insights from Fortune 500 Leaders \(chiefoutsiders.com\)](https://chiefoutsiders.com/2021-cmo-survey-market-trends-growth-insights-from-fortune-500-leaders)

# Digital Marketing defined (sort of...)



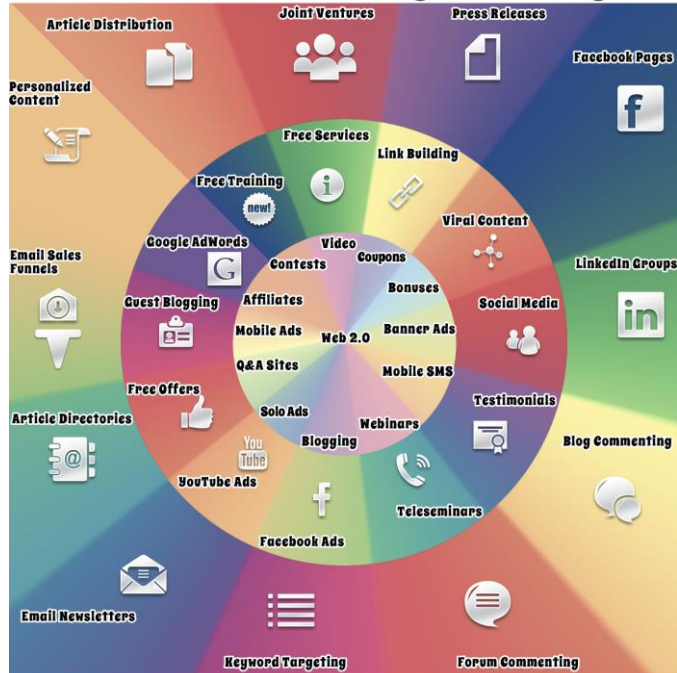
© marketoonist.com

*“Achieving business AND marketing objectives by effectively applying digital technologies, tactics, and talent.”*

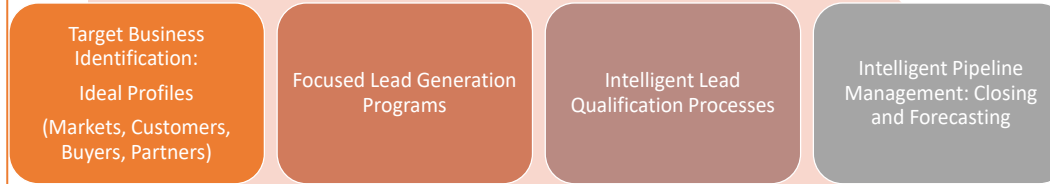


# Digital Marketing can be confusing but can drive better performance

## 37 Online Marketing Strategies



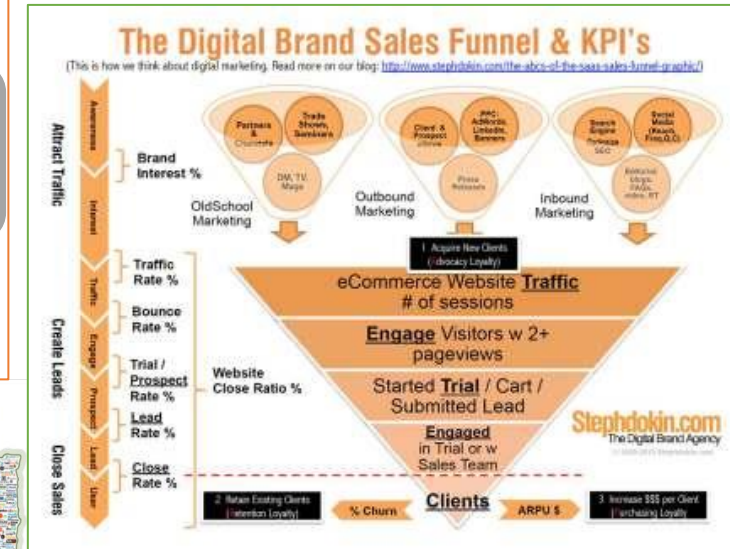
## Deploying an Intelligent Sales Pipeline™



chiefmartec.com April 2020  
Marketing Technology Landscape  
The Martech 5000

Total Solutions	8,000
Advertising & Promotion	952
Content & Experience	1936
Social & Relationships	1567
Commerce & Sales	1314
Data	1258
Management	601

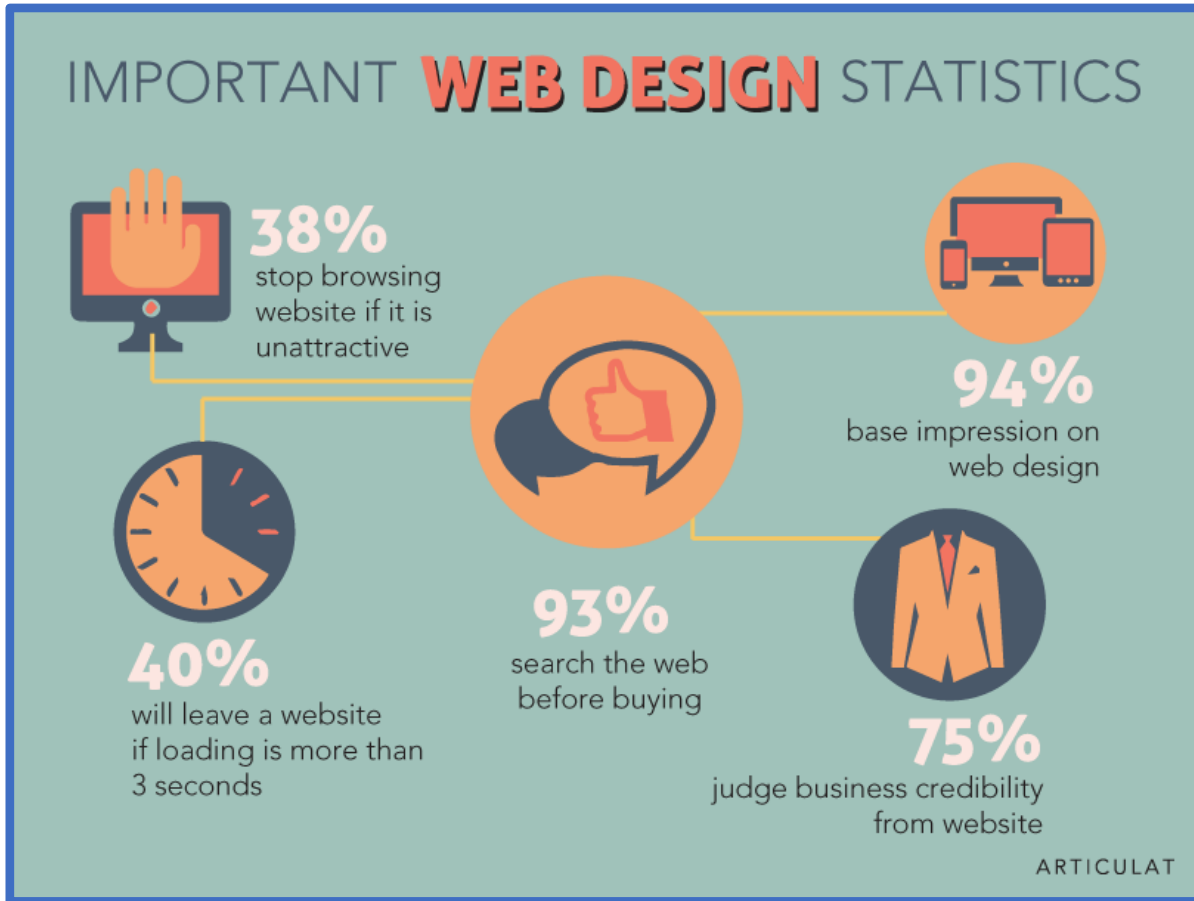
Access all the data of this landscape & more at [martech5000.com](http://martech5000.com)



Digital technology allows you to dump the Sales Funnel model for a more effective and efficient Sales Pipeline.

[Improving Your Lead Generation and Qualification Processes eBook | Chief Outsiders](#)

# All Digital Marketing starts with your website: The center of your Marketing ecosystem



B2B

Your website is today's  
**1<sup>st</sup> (or 2<sup>nd</sup>, or 3<sup>rd</sup>, or 4<sup>th</sup>)** Sales Engagement  
Step

B2C

Your website  
**IS** the Business

# Every website must have great content. Content is your Digital Fuel



## A FEW BEST PRACTICES ON WHAT TO DO...

- Find every way you can to demonstrate your expertise...add "**visible**" to your brand
- Start with topics you have expertise in and match them to what you think the market is interested in
- Be **practical**. No one has time or interest in understanding the strategy behind the scenes.
- Use co-authors or secondary research to add **credibility**
- "Write to the opportunity"
- Offer brief, **intrusive** headlines
- Add lots of **links**
- Make it **visually** compelling
- Write and **reuse**...over and over and over...
- Embed **client profiles**, case studies, & testimonials--good for you both

## WHAT RESULTS CAN YOU EXPECT?

- You **will** look different than other experts who are less visible
- You **may** drive leads and new business
- You **will** improve your **closing** rates:
  - Prospects can get inside your head
  - You will have made them more confident in the process/approach you will use and the outcome they can expect
  - You have great content for your proposals
- Your online presence will be more **visible** and **robust**
- More contacts will find you
- Offer "free resources"...everyone likes "**free**"
- Let the process **develop**
  - Start with articles
  - String them together into a planned eBook
  - Use your content in presentations
  - Use your content in interviews and podcasts

# Dissecting Effective Content

## Consistent set of criteria: for:

- Articles
- eBooks
- Advertising
- Social Media
- Website
- Sales Collateral
- Email Campaigns

### Intrusive:

Will it get you to stop and read it?

### Believable:

Are the claims made both clear and reasonable?

### Credible:

Does it contain facts and third-party endorsements, awards?

### Customer-Centric:

Does it stress benefits and applications or features?

### Memorable:

Will you be able to associate the offer with the brand or company?

### Actionable:

Does the content inspire you to take action?

### Intrusive Headline

MANAGEMENT + CHIEF CONCERNS

## Ditch the funnel sales model for go to market

4 steps to move from funnel to pipeline model to better results

By Mark Corona

The model of a funnel to represent how leads convert to sales is credited to a gentleman named E. St. Elmo Lewis, who devised it in 1898. It is ripe for improvement. Would you use 1898 manufacturing technologies to do business today? It would be amazing for a technology or business model to remain unchanged 120 years later.

As manufacturers, you are leaders in continuous improvement, process automation, and deployment of more effective equipment. You eat, think, and breathe operational excellence.

There's a way to apply operational excellence to the go-to-market side of your business. This approach, called the Intelligent Sales Pipeline, is a new way to proactively manage lead generation and lead qualification using prospective customer data, intelligence, engagement, and metrics—none of which were around in 1898.

**Problems With a Traditional Sales Funnel**

As a process, the traditional concept and application of a sales funnel is very flawed. Effective and efficient processes have short cycles and, therefore, operate at lower costs as they deliver quality results. They have high throughput and productivity. They produce known results and so future revenues are easier to forecast. They are operationally excellent in their structure and results.

Typical problems with sales funnels are:

**Time.** Buyers don't necessarily want to follow your process or wait for you to encourage their movement and buying journey, and their buying cycles are shorter.

**Sequence.** Today's buyer journey is anything but linear or one way. It jumps around as new information is introduced.

**Quantity, Cost.** Acquiring a mass of unqualified leads just won't work economically today, even if you get them inexpensively.

**Lead Quality.** A funnel model results in low sales productivity. Only after wasting time screening inquiries can you weed out poor-quality prospects.

**Control.** While you can influence through education and insight, you can't dictate what options your buyers are considering or competitors' prices.

**Capacity Forecasting.** When you keep filling funnels beyond their size and capacity with what you know as "junk in, junk out" approaches, this makes the funnel less predictive of the future growth of the business.

**Introducing the New Pipeline Model**

This model operates very differently than the traditional funnel model. Today selling is much more of a conversion process, built on a level of intelligence-gathering and engagement.

**Intelligence.** The intelligent part of the new model is that it's a proactive process of identifying prospects in a more effective way based on research focused

### Strong Graphic

**Engagement.** Building rapport and a deeper understanding of pain points, needs, challenges, and goals through deeper interaction with a smaller number of prospects leads to better results.

**Metrics.** Starting with higher-quality, better-fitting prospects at the beginning of your interaction and placing more emphasis on quality versus quantity improves sales metrics. The following are the key components of the new, intelligent pipeline model.

**1. Identify Target Business**

The model starts with identifying your ideal customer and buyer. Ideal buyers are the individuals in those ideal customer companies you want to cultivate. Profiles often include factors such as:

**Demographics**

- Size and growth: revenue, employees
- Location, scope: local, regional, national, global

**Strategic Fit Factors**

- Match with your value proposition
- Fit with capabilities, product, and service offerings
- Long-term potential (transactional versus relationship buyer)
- Profitability (ability to meet target margin)

**Buying Factors**

- Openness to discuss projects, share concerns, discuss options
- Purchase process (length, involvement, individual or group)
- Ideal buyer profiles represent specific roles within the prospect's organization for your sales team to focus on. Some of these roles or people have more influence and decision-making authority than others. An important task is understanding the various stakeholders involved in making what is often a collective decision on a complex service or product. Each stakeholder may vary in influence, and it might be difficult to identify a decision-maker.
- Typical influencers and buyers for a manufacturer's products often are vice presidents of engineering, COO/vice presidents of operations, vice presidents of product design/development, and vice presidents of procurement and supply chain management.

An Intelligent Sales Pipeline approach starts by understanding which organizations make for the best business relationships. This places significant emphasis on prequalifying prospects.

**2. Focus on Lead Generation**

Focused, proactive lead generation starts with these four questions—and the last three are much more important than the first one:

- What markets should we be in, based on our size, growth, and competitive coverage?
- Are there good markets for us, and can we win?
- Can we find our ideal customers and buyers in these markets?

### Believable Process

The Intelligent Sales Pipeline model follows a linear approach, starting with identifying your target business, then focusing on lead gen before qualifying the lead and closing.

If you have answered these four questions affirmatively, then you're ready to design a proactive go-to-market plan. By proactive, we mean an intentional plan to identify your ideal customers and buyers and communicate with them effectively. This is the first step in implementing an Intelligent Sales Pipeline. Prequalification is a critical step. If you have identified your target business and focused your lead generation program, then you have already defined with whom you want to do business. Instead of dumping a large quantity of unqualified leads into this pipeline, you carefully curate leads that match your ideal customer profile and introduce them into the process.

An effective website is only one source of prospects. It is not optimal for hosting qualifying conversations. Creating and maintaining a low-in-class website with highly relevant content and search engine optimization is the foundation for all good go-to-market programs. But it alone is insufficient, because it relies on your target customers to find you through their search actions.

There are many ways of being proactive beyond your internet marketing initiatives. One of the best ways is to implement an account-based marketing program. These marketing programs start with your ideal customer and buyer profiles and use a third party to contact and qualify leads.

As you improve your target profiling, the quality of your lead stream will improve. Your focus should be on quality over quantity. Your sales team will be much happier not having to screen out poor-quality prospects and their productivity will improve.

**3. Qualify Leads**

The traditional way of qualifying leads was based on tasks. Often an organization's customer relationship management platform embeds this approach. Intask-based qualification, every task completed until a prospect is closed as a customer is given a percentage score. For example, an initial verbal qualification of an order worth \$1 million may be assessed at 10%; if you give a prospect a demo, it might be assessed at 30%; and when you receive a request for quotation, it might be 70%. However, this method of scoring may be misguided, because the deal is worth nothing if you lose it, or it will be worth \$1 million if you win it. It will never be worth \$300,000 unless it is broken into individual components.

Conversely, using the Intelligent Sales Pipeline model, you qualify any prospects based on their answers to the factors mapped out in the ideal customer profile.

**4. Close and Forecast**

With improved qualification using the pipeline approach, your sales group will be able to have deeper, more valuable interactions with your best prospects. The qualification steps lead to complete in-house qualifying budgets, qualifying the decision-maker and decision process (they have already identified the decision-maker through your ideal buyer profiling), and negotiating the final purchase price, terms, and conditions of the new model comes through different indicators. The first indicator is how many active leads you have, measured as a percentage of qualified leads. You may be able to reach sales closing rates of 25% to 30%, well above industry averages. You will also likely see increases in average order sizes.

More important, you are likely to see higher customer lifetime values, driven by longer terms, higher-margin business from each customer.

These types of metrics are paramount to measuring, managing, and predicting performance. Figure 8 summarizes the dynamics of the traditional funnel

**Does the Pipeline Approach Really Work?**

The Intelligent Sales Pipeline drives the following advantages:

- Fewer nonqualified suspects or prospects to process
- Lower customer acquisition costs
- Dramatically improved sales productivity, revenue growth, and margin improvement
- Reduced time from prospect to closed customer
- Strong probability of higher customer lifetime value

**Smart Sales Pipeline Case Example**

Figure 2 displays a before and after example from Dalain Industries, the 2020 CMO's 2020 Industry Award winner. Dalain Industries Vice President of Sales and Marketing Tom Schmieding had this to say about the new approach: "When we started, we weren't sure how this program would benefit us. Now, however, it has become a critical part of our go-to-market programs. Our program has a nice payback, which is important for a smaller company with resource constraints."

These types of results are there for you, too, if you are willing to bring operational excellence to your go-to-market programs. **#M4**

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Factor	Traditional Funnel Model	Intelligent Sales Pipeline
Primary Lead Generation Approach	Website with Search Engine Optimization (SEO)	Proactive Lead Gen Programs with Account Based Marketing (ABM)
Who Initiates First Contact?	Prospect	Business
Lead Volume Generated	High volume, priority is often to respond out of funnel	Much lower volume, priority is quality over quantity
Qualification Approach	Task-based, done by salesperson	Specialized resources to build Customer Profile criteria
Leads "Qualified"	Large volume of low quality, unqualified	Very intentional
Key Metrics	Average lead volume per month	Qualified leads as a % of overall volume
Ratio of Marketing Qualified Leads to Sales Qualified Leads %	20-30%	50%
Conversion Rate Expectations (Qualified Lead to Customer)	5-10%	25-30%

**FIGURE 2**  
This chart shows that the Intelligent Sales Pipeline model sets double to triple the qualified lead to customer percentage.

Business Model: Before with Funnel	Business Model: Today with Smart Pipeline
• 100,000 Leads per Month with 50% and 10% MQL	• 50,000 Leads per Month with 80% and 20% MQL
• 100,000 Leads per Mo. with 10% MQL	• 100,000 Leads per Month with 20% MQL
• 100,000 Leads per Mo. with 5% MQL	• 100,000 Leads per Month with 10% MQL
• 100,000 Leads per Mo. with 1% MQL	• 100,000 Leads per Month with 5% MQL
• 100,000 Leads per Mo. with 0.5% MQL	• 100,000 Leads per Month with 2.5% MQL
• 100,000 Leads per Mo. with 0.1% MQL	• 100,000 Leads per Month with 0.5% MQL

Credible,  
Quantifiable Claims

Customer Success  
Story & Testimonials

## Does Your Website...

- Communicate your brand promise and positioning?
- Deliver a customer experience you are proud of across desktops and mobile?
- Rank well for important key words in search engines?
- Generate "active leads?"
- Effectively convert visitors to buyers?
- Enable customer success and repeat business?

## Best Practice Tips...

- Ensure it's clear on the homepage what you do in five (5) seconds
- Drive traffic via Search Engine Optimization (SEO) through relevant content, backlinks and technical setup
- Ensure Calls-to-Actions (CTAs) are optimized for conversion

★ Grade your website for free:  
<https://websitegrader.com>









## Key to Successful Adoption

1. Start simply and with the core (content, website, SEO)
2. Run tests and pilot programs to determine the ROI of additional programs and investments.
3. Keep what works, stop what doesn't.
4. Continue to evaluate key metrics monthly and the overall program quarterly.
5. Use expert resources when required to protect your investment. Often helpful to define your most effective strategy.

# Digital Marketing Review – Performance Questions to Ask Your Team

## Website

- How does our web traffic compare to our top competitors?
- What % of our web traffic comes from organic search, direct, referral, social media, email and paid search?
- What are the top lead generation offers/Calls-to-action on our website?
- How much time do visitors spend on our site?
- How many pages do visitors view on each visit?

## Conversions

- What's our process for conversion rate optimization on the website?
- What is the open and click-through rate for our email campaign?
- Are we using email nurturing campaigns to drive qualified leads?

## Content

- How many up-to-date videos do we offer and which are five top performers?
- What keywords, both branded and unbranded, result in page 1 Google search results?
- How many blog posts do we publish a month?
- How many content views do we get per piece?

## ROI

- What are our top 5 performing campaigns by ROI?
- What is our average cost per lead (CPL) for paid search?
- What are our top 5 performing content assets?

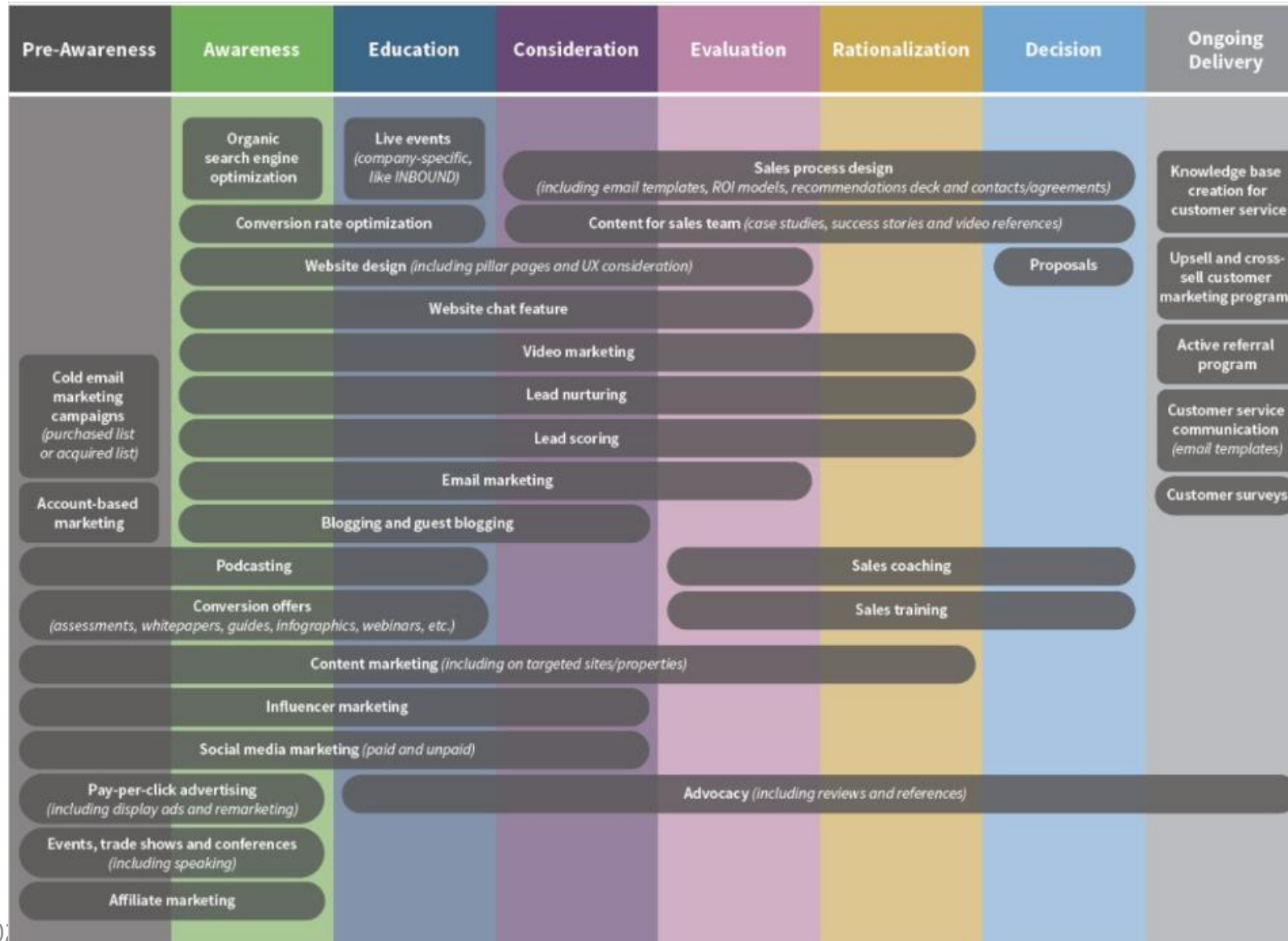
**This is a great start of a Balanced Scorecard**

# Engaging the Customer's Buying Journey is anything but linear and you can support all engagement points.



This model dramatizes the non-linear path of a buyer's journey.


# Today's Buyer Journey can touch multiple digital marketing programs



This model appears linear but really demonstrates the true complexity of a buyer's journey.

It does show the role of digital marketing in supporting journeys.

It is complicated!

 [Square2marketing: New Buyer Journey](#)

# Customer Engagement starts with an internal process assessment (cost, time, quality)

## 6.0.0 Cross Industry Process Classification Framework

### Summary of Classification Taxonomy

#### *1.0 Develop Vision and Strategy*

#### *2.0 Develop and Manage Products and Services*

#### *3.0 Market and Sell Products and Services*

#### *4.0 Deliver Products and Services*

#### *5.0 Manage Customer Service*

#### *6.0 Develop and Manage Human Capital*

#### *7.0 Manage Information Technology*

#### *8.0 Manage Financial Resources*

#### *9.0 Acquire, Construct, and Manage Assets*

#### *10.0 Manage Enterprise Risk, Compliance, and Resiliency*

#### *11.0 Manage External Relationships*

#### *12.0 Develop and Manage Business Capabilities*

### "Business First"

The first two questions we need to ask ourselves...

1. What business processes are ripe for reengineering and for digitization?

*Use the APQC framework for an initial list...*

2. What impact would digitization of these processes have on our operational environment (people and costs)?

*An internal cost and quality analysis can answer these questions...*



Find Free Resources here: [APQCs Process Classification Framework](#)

# Digital Customer Engagement: Among Multiple Choices, What do Your Customers Want?

## “Digital Next”

The second two questions we need to ask ourselves...

1. What forms of digital engagement do our customers want?

A brand survey can easily ask these questions...

2. How will our competitive position improve if we focus on digital customer engagement?

A competitive insights analysis can answer these questions...

SAMPLE SURVEY RESULTS: Customer Attributes & Overall Priority	Total Responses
Order Delivery Tracking	59
Online Order Management & Issue Resolution	58
24x7 Access to Technical Documents	58
Online Process Support	46
After-hours Technical Support	44
Process Audits with Recommendations	39
Supplier Monitored Inventory and/or Replenishment	36
Performance Dashboards for Product Usage & Reporting	34
Online Library of Case Studies, Testimonials, References	30
Website Access to Market Updates	27
Online Project Tracking	26
Online App for Product Recommendations	23

# Let's talk about other key success factors: Plans, People and Technology are your digital building blocks

## BUSINESS, MARKETING & DIGITAL PLANS

Aligned Plan Ensure Priorities  
Improve Implementation



**VIRTUOUS CYCLE OF  
DIGITAL INITIATIVES**



## ORGANIZATION

Management Commitment  
Internal Growth Champion  
Continuous Improvement Culture



## TECHNOLOGY

“Best Fit” Technology  
SaaS Models  
Internal Maturity





# Organizational Building Blocks: Can you identify a growth champion and a digital champion?

Internal Support Resources  
and Funding

Internal "Mind Space" &  
Priority

Integration of Growth  
Initiatives into  
Management Processes

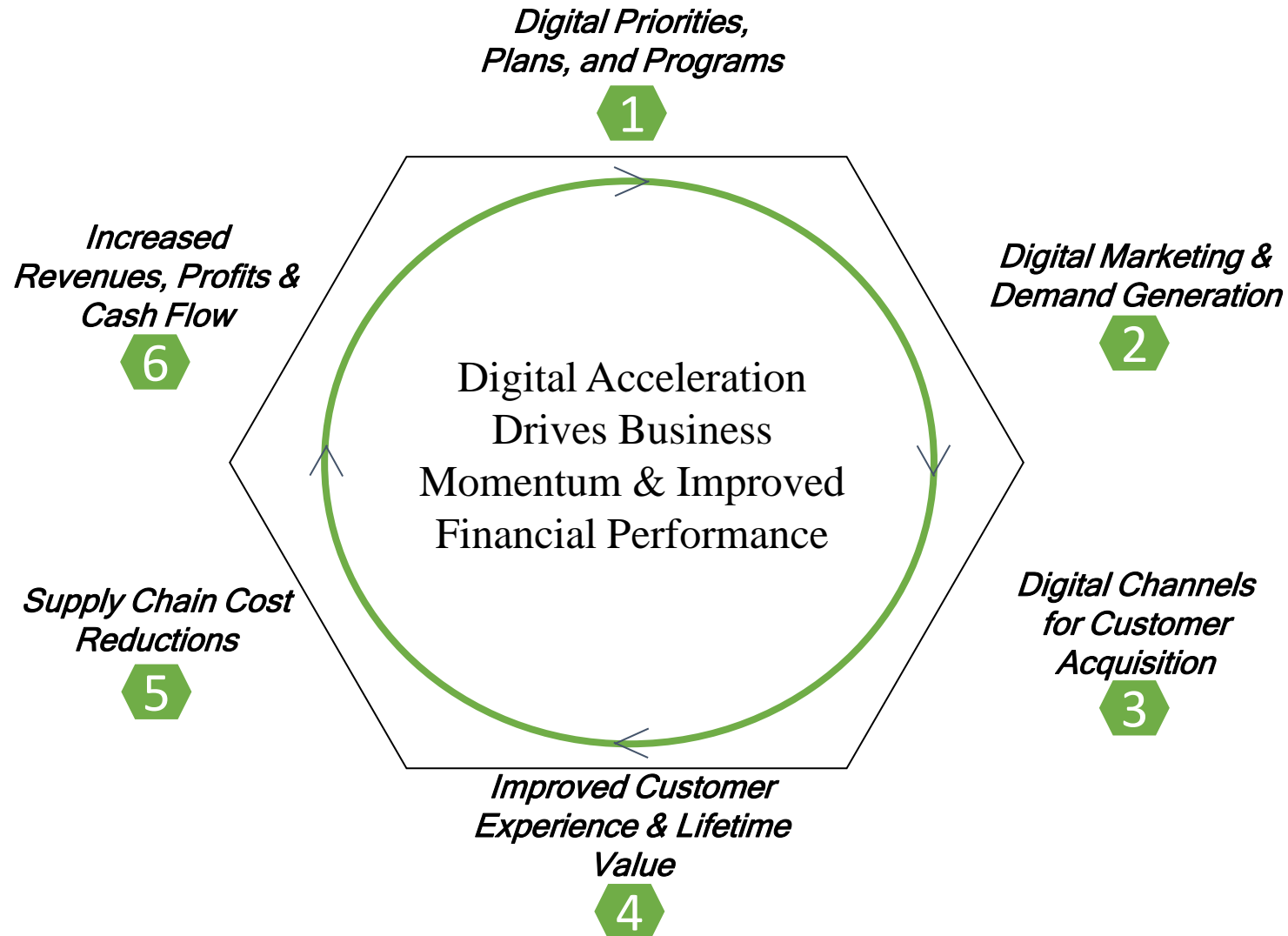
## Responsibility & Accountability for Growth:

- Internal Business Growth Champion
- Internal Digital Champion
- Can you combine these into one role?
- What part of the organization may the best candidates come from?
  - How will candidates stay current in dynamic market?
- Should you outsource this role to someone with expertise to reduce risk and to improve results?

Management Support for  
Growth Initiatives

Organizational Recognition  
of Need to Accelerate  
Profitable Growth

# The "Virtuous Cycle" of Digital Initiatives



# Six Next Steps...

1. Complete the Self-Assessment (tool provided with webinar follow-up materials)
2. Clarify your Business Growth Roadmap
3. Lay out a preliminary Digital Roadmap for your business
4. Assess your current Digital Marketing programs (see page 19 questions)
5. Assess your Digital Customer Engagement programs and opportunities and define gaps and priorities
6. Select your growth team of a business growth champion and a digital growth champion and supplement with outside advisory resources if needed

# Successful Growth is Within Reach!



# Free Resources Provided Below:

Two eBooks:

The Digital Growth Imperative for SMBs

- <https://contact.chiefoutsiders.com/digital-growth-imperative-ebook>

Building an Intelligent Sales Pipeline

- [Improving Your Lead Generation and Qualification Processes eBook | Chief Outsiders](#)

Article

- [It's Not Too Late to "Act Digital" \(chiefoutsiders.com\)](#)

Podcasts: The Practical CMO

- <https://thepracticalcmo.com/>
- [Amazon: Friend or Foe? \(thepracticalcmo.com\)](#)



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