

TENEO
WHITE PAPER

What's Keeping You Up At Night?

A White Paper Report on Leading Marketing & Sales Issues

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What are the hottest issues in today's marketing & sales circles? What are the challenges keeping leaders awake at night?

Marketing & sales consulting and training company **Teneo** interviewed Canadian marketing and sales leaders in several industries including banking, packaged goods, technology, agriculture, alcohol, and natural gas utility. Senior executives of several advertising agencies were also interviewed for their perspective as 'extensions' of corporate sales and marketing departments. For an even broader view, interviews were conducted with the leaders of four marketing and advertising associations.

As well as identifying the critical issues and business challenges leaders face, another key objective was to determine how the integration or lack of integration between marketing and sales departments impact on these issues.

Teneo's research revealed that the 'Top Three' issues occupying the minds of sales and marketing leaders are Talent, Technology and Tracking Return on Investment (ROI). The 'big three' perhaps do not represent a huge surprise, as other studies and industry analyses have pointed in similar directions. However, the responses obtained during the interviews give insight into the nature and scope of these issues and offer direction both

to those seeking solutions to their business challenges and those who attempt to provide such solutions. Respondents also identified a wide range of other key concerns, also documented in this report. By sharing the results, Teneo hopes that further discussion will be initiated with the goal of turning these marketing and sales leaders 'pain into gain'.

The number one issue identified by the leaders interviewed was the talent issue, which is all about good quality people. The challenge to senior marketing and sales executives comes in finding and attracting the right people for the right roles, retaining the best and motivating all team members to drive superior results.

The next most frequently mentioned issue was technology. The incredible advancements of our digital world promised to make lives and business functions easier by enabling communication with anyone at any time from any place. According to the research, that's currently far from the case.

The third hottest issue identified in the study is the challenging and elusive nature of tracking the return on investment of marketing and sales spend. CEOs, CFOs and others charged with evaluating and approving marketing budgets are putting increased pressure on the role of the marketer to demonstrate proven results of their marketing investment. But the study results indicate this is no easy task and that obstacles exist both within the corporations investing in sales and marketing efforts and the agencies that work with them.

A recurring theme that underlies many of the issues raised is the ongoing disconnect between sales and marketing departments. A recent article in the Harvard Business Review¹ titled "Ending the War Between Sales and Marketing" offers an effective description of the problem.

"Product designers learned years ago that they'd save time and money if they consulted with their colleagues in manufacturing rather than just throwing new designs over the wall. The two functions realized it wasn't enough to just coexist—not when they could work together to create value for the company and for customers. You'd think that marketing and sales teams, whose work is also deeply interconnected, would have discovered something similar. As a rule, though, they're separate functions within an organization, and, when they do work together, they don't always get along."

The following pages detail the issues raised by the study participants and offer **Teneo's** suggestions for addressing them and generating overall marketing and sales success.

ISSUE #1

TALENT: Finding The Best... And Keeping Them Motivated

Client expectations are raising the bar for the people servicing them. "This business is all about people creating and selling ideas, yet the biggest challenge is finding the people to drive results", says Rico DiGiovanni, CEO of Spider Marketing. JAN Kelley Marketing CEO Jim Letwin states, "We are looking for people who are naturally capable of making complex decisions and bringing new ideas and perspectives to clients. Our people cost is 72% of our business — a huge asset. I do believe that execution is as important as strategy, in that strategy is only delivered to end users in the form of executed programs. In this sense, strategy isn't truly defined until it's delivered." Rory Lesperance, VP and General Manager of Canada Bread and past Chairman of the Canadian Professional Sales Association, is worried that our aging workforce will cause huge resource bottlenecks. He also expresses concerns about the growing shortage of qualified salespeople possessing the intellectual horsepower, energy, work ethic and values that drive change, add value and truly make a difference with the customer.

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Several executives interviewed believe there is a major expectation shift among university graduates and the younger generation when it comes to 'paying dues' and working their way up the ladder. Suggesting that many of those now entering the workforce have expectations of immediate high salaries and often gravitate towards entrepreneurship in an effort to avoid a long 'apprenticeship.' However, as one study participant puts it, "No one is born a banker, print salesperson, insurance broker – you can hire the people with the right attributes and then educate them with skills and knowledge." Unfortunately, many organizations lack a 'People Strategy' that will take young workers under its wing and guide their development. It is also difficult for smaller companies and/or advertising agencies to act as a training facility, especially when client expectations are so high and workloads already bursting. Many of today's business leaders seem to expect that new hires will come equipped with relevant skills and are reticent to invest company time or money to train their people. This reality leads to a conundrum; if companies don't invest in training, where will they find the people with the skills and experience they seek?

Teneo's suggestions to attract and retain better people:

Top leaders need to share the company vision with their people. They then need to get input from all people involved to develop both a marketing and sales strategy. If employees are involved in the development of a strategy, they are much more likely to embrace it and *want to implement it*.

- ◆ A 'people strategy' can pay off. Companies need to invest in their staff, train them, coach them and motivate them to develop their leadership qualities, skill abilities and attributes. At Teneo, we invest in our employees with a 2 day off-site strategic planning session to share the vision of the company and develop the next year's goals. Through the year, we establish 90 day goals for each quarter that roll into the one year and ultimately 3-year goals. At Teneo and with the teams we work with, we establish more than just sales goals. We also establish work-related goals such as: improving presentation, organization or computer skills and personal goals such as: losing weight, saving money or taking a vacation. When you develop a system with your team where they can post and share their goals it will result in powerful team synergy and camaraderie.
- ◆ The role of the salesperson/account person has to change to ensure survival. Today, salespeople must act as consultants and advisors. They need to understand a client's business and the challenges they face by asking the right questions – only then can they help develop a customized solution. Once again, it comes down to an essential investment in training and coaching for your teams. Programs like, **Teneo's CPSA Professional Selling** program provides the sales fundamentals and techniques to transform your sales people into professional sales advisors using the consultative sales approach. Do you see your sales force as your most valuable asset? How are you currently investing in that asset?

"No one is born a
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*"Brand image
and awareness are just not
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Richard McLaughlin,
Chair of the Canadian
Marketing Association

- ◆ Branding your salespeople will differentiate your company and products and reflect a distinct image in a commoditized marketplace. Companies are investing significant amounts in defining and branding their organizations image and reputation, but what about the image and reputation of your sales team? Is it aligned with your brand? People can make the difference – both in marketing and sales. Give your team the tools to re-invent themselves and stand out. Working with marketing and sales consultants like Teneo will help you weave your brand attributes into your sales team attributes.
- ◆ There is a science to hiring the right people for the right positions. Employers can use assessment tools and profiles to take out as much of the guesswork as possible, as opposed to just relying on gut instinct. At Teneo, we have researched and tested several assessment tools and behavioural profiles and have found the XT Profile System provides the easiest to read reports, with details on the key attributes of both the person and the position. This assessment tool analyzes, identifies and matches the right candidate to the right position. Working with an assessment tool such as this will help reinforce your gut instinct and relieve any second-guessing about hiring or promoting the right person for the job.
- ◆ Finally, what truly motivates an employee to expend extra effort in their job? Too often companies spend thousands of dollars on incentive programs and bonuses only to be disappointed with the results. The secret of **Teneo's Carrot Factor** program begins with learning the critical motivators for each individual. Then we help you and your team develop an appropriate performance measurement and implement a 'carrot' that is chosen by each individual as a reward for reaching their goals. You will be surprised at how quickly your team's motivation factor changes when they are involved in the process and the rewards are relevant to their preferences.

ISSUE #2

TECHNOLOGY: The marketing and sales process is evolving at digital speed.

The marketplace is becoming a speed game – tens of thousands of new products were launched last year alone – and being first to market is key. A few short years ago, one of the major issues was whether or not Sunday shopping should be allowed. Today's technology allows the consumer to become a 24-hour shopper in the global shopping mall, often eliminating the role of the salesperson.

Today's consumers act as their own filters by self-selecting the information they choose to read or review, making the role of marketers ever more challenging. The technology toolbox has expanded to market to consumers at home, the office, in an elevator or wherever they are connected electronically with the world.

Canada Bread's Rory Lesperance paraphrases Yogi Berra when he states, "The future just isn't what it used to be. Being able to stay in front of technology and process change with knowledge management is a huge challenge and most sales forces are not equipped to deal with what it will take to deliver added value and sustain a competitive advantage. Integrating all data points with a CRM system is a challenge."

Clients expect their marketers to be digital-savvy and aware of all the new developments and channels available to market to their customers.

Another challenge for marketers and advertising agencies alike is that the media landscape is shifting and fragmented. New media and combinations of media like podcasting, blogging and text messaging, are taking on a larger role. Clients expect their marketers to be digital-savvy and aware of all the new developments and channels available to market to their customers. However, it's difficult for organizations to stay on top of the latest technology and determine what medium or combination of media will generate results.

Teneo's suggestions to overcome the technology issue:

In order for organizations and leaders to stay on top of emerging technology trends they need to surround themselves with new technology, embrace it and dare to explore it!

- ◆ Try testing a combination of technology marketing tactics to determine what is producing the results. As an example, one of the largest telecom providers determined positive quantitative results through the use of digital in-store signage. Stores featuring digital signs found a 9% increase in purchases versus stores without the high-tech marketing tools. On the qualitative side, the telco's research revealed that customers were drawn to the dynamic, informative advertising and perceived wait times to be shorter. As a result, customers reportedly asked more questions about the products depicted in the advertising.² What kind of technology are you using to optimize the results of your campaigns?
- ◆ Invest in training your teams on the latest technology tools that will enable them to perform their roles more effectively and with greater speed and confidence. Just a few clicks can improve productivity levels and in turn your customer satisfaction levels. Hiring tech-savvy people who can bring their technology skills to your organization and creating an environment where your teams can informally or formally share with others, can help keep your organization ahead of the technology game.
- ◆ Develop your marketing and sales plan with technology-based media as part of the consideration set. Non-traditional initiatives can act as powerful sales tools to leverage marketing efforts but are too often are an afterthought in many organizations. Are podcasts, blogging and informational webinars a part of your plan? Do you have white paper reports and other articles/documents downloadable on your website to offer value-add information and collect prospective customer's contact information? Does your promotional contest include entry by text messaging?
- ◆ In this day and age we are often consumed with many day-to-day activities in our professional lives. See your technology issues as an opportunity to hang out with your kids or the younger generation in your office and learn the hottest tech tips from them. Generation "X" and "Next" have grown up with this technology, my 10-year daughter blows me away with her Google and savoir faire computer skills every day. Which members of your teams can bring technology insights to your campaigns and organizational operations?

*"Without
the right strategy,
the best creative won't
matter."*

Jim Letwin, CEO of JAN Kelley
Marketing

ISSUE #3

TRACKING ROI: Everybody Wants To, But There's No Magic Formula

"Brand image and awareness are just not good enough", says Richard McLaughlin, Chair of the Canadian Marketing Association. Senior executives and finance departments now expect a measurable justification of marketing spend, but this is no easy task, for agencies or the clients they serve. As Rico DiGiovanni states, "More and more clients are applying methods and predictive models to evaluate the effectiveness of their marketing. I wish there was a simple black box to measure marketing effectiveness and incremental sales revenue."

“Marketing and sales teams need to work in unison – hand in hand – consistently talking to each other while respecting each other’s talents and responsibilities.”

Harvey Copeman, CSP -
President and CEO of the
Canadian Professional Sales
Association

“ROI is ‘experiential’ – clients don’t have time or don’t want to take the time to evaluate”, comments Brad Snyder of Millennium. “More and more clients are applying methods, but surprisingly not asking for it from their agencies. Some clients and agencies are offering a bonus performance component to meet objectives and collectively work together to be accountable for results.”

“Creative is always important and it will always define effective communication,” says Jim Letwin, CEO of JAN Kelley Marketing. “However, clients are really looking for agencies and communication companies with a broader perspective. Without the right strategy, the best creative won’t matter.”

Harvey Copeman, CSP is President and CEO of the Canadian Professional Sales Association. He says, “Marketing and sales teams need to work in unison – hand in hand – consistently talking to each other while respecting each other’s talents and responsibilities.” The reality often is that the workloads of both marketing and sales teams are so full that they live in silos and do not have an appreciation of each other that would allow them to work together for improved results.

Many organizations don’t have a well-defined sales and marketing strategy. They need to better determine their positioning and “go to market” approach. Many marketers and salespeople, along with their employers, really can’t identify their unique value proposition. Once this is defined, a marketing campaign can be developed to generate results, and allow for measurements of success or failure. Furthermore, the sales team can then leverage the marketing campaign because the company has done its homework by researching client needs through both the sales team and feedback from customers and prospects.

Despite an increased focus on ROI and accountability, many agency clients are still not demanding assistance in leveraging marketing campaigns through the sales team to drive results.

Terry Polyak of Milestone Advertising says, “Even though agencies often approach clients with sales revenue and accountability measures as part of the plan, sometimes the demands and deadlines from the clients prevent the agency from being able to ‘coach’ their clients through the business planning process. Then the agency becomes too busy plowing through the work and meeting client needs, so the process becomes reactionary and plans to track and measure ROI fall by the wayside.”

There’s little doubt that measuring ROI on marketing and sales spend will continue to grow in importance and new tools will be developed to take away some of the guesswork and make measuring more precise. For now, ROI is an acronym that’s on everyone’s lips, but many are still struggling to find efficient methods of measurement.

Teneo’s Recommendations for Boosting ROI from marketing and sales:

Unfortunately, there is no magic formula for tracking ROI – it is a challenge for even the most sophisticated and savvy sales and marketing practitioners. At Teneo, we have found the key to boosting ROI is building best practices and constantly evaluating and reevaluating to get the biggest bang for your buck.

- ◆ Connect your marketing and sales teams for powerful results. For one client, Teneo brought together the CEO, CFO, VP of Canadian Sales, VP of U.S. Sales and a marketing manager and facilitated an exchange of goals, challenges and ideas. We then worked together to develop a marketing and sales strategy that directly aligned with the company’s vision and business goals. It was a very powerful session. Two key factors in the success of this process are having the right people in place in each of these roles and scheduling monthly or weekly follow-up meetings for each team member or leader to ensure they are on target to reach measurable goals. Direct Energy’s VP Sales Canada Bruce Andrew says the collaboration between marketing and sales departments to “knit together the information” has been a powerful tool in his organization. Are your marketing and sales teams working together to achieve greater results?

Too often, marketing and sales tactics are overlooked, or it is left for the sales team to just 'wing it.'

- ◆ When planning a promotional campaign, Brad Snyder of Millennium always asks for input from both marketing and sales leaders. He believes it is critical to have a sales perspective in any campaign created to boost sales results. It is surprising how this is often not the case in many organizations. During a campaign create one location – such as a website portal – to house all sales and marketing tools and projects including creative, webcasts, white papers, sales e-mail and voice mail scripts for the campaign. The telephone scripts, e-mail messages and sales presentations are just as important as marketing collateral to the process of leveraging marketing initiatives to achieve sales results. Too often, marketing and sales tactics are overlooked, or it is left for the sales team to just 'wing it.'
- ◆ Bringing your marketing and sales teams together to plan both the marketing and sales strategy and measurable tactics to achieve objectives, can make all the difference. In order to determine if ROI is being achieved, you first have to define what you are measuring. Put the metrics in place, keep it simple, measurable and focused and take the time to evaluate. Begin by developing a measurable objective then establish the metrics to measure the results throughout the campaign. Follow-up your campaign with a post analysis to see if you achieved the measurable objective. Don't blow the budget and expend disproportionate energy on the tracking measurements. Instead, focus on the objective of measuring marketing effectiveness against increased sales revenue.
- ◆ Boosting the ROI for any marketing or sales investment requires a close and respectful interaction between marketing and sales departments. Encouraging your teams to work together will help determine which marketing tactics and initiatives are driving sales results and which aren't. As lessons are learned, tactics can be revised and approaches altered. Utilizing programs like **Teneo's Marketing & Sales Mastery** program and its proven **5-Phase Approach** is a powerful way to bring your marketing and sales teams together and help them understand their symbiotic roles and the benefits of working together towards greater success. Creating synergy and a venue for collaboration between your marketing and sales teams will increase the ROI for any campaign.

Although the 'top three' issues identified in this study perhaps don't represent a huge surprise, as many other industry analyses have pointed in similar directions. This study has certainly provided an inside look at what's keeping marketing and sales leaders awake at night. These insights offer valuable direction to both those seeking solutions to their business challenges and those who attempt to provide such solutions.

Are these issues keeping your business from achieving its greatest heights? Is there a disconnect between your marketing and sales teams that leaves you desiring more synergy and collaboration in your organization? Are you spending the time and resources necessary to tackle your core issues?

At Teneo, we specialize in working with clients to master the connection between their marketing and sales, with increased revenue as the ultimate goal. If you are ready to tackle the issues that are keeping you awake at night **call Teneo today** for a complimentary **60 minute Marketing & Sales Consultative Assessment** and let us help you and your staff diagnose the problems and work together to seek solutions – solutions that will help you get a better sleep! The time is NOW!

Many marketers and salespeople, along with their employers, really can't identify their unique value proposition. Once this is defined, a marketing campaign can be developed to generate results, and allow for measurements of success or failure.

This research project effectively identified the top three issues faced by today's marketing and sales leaders, but they had much more to say. The next 10 issues documented are other critical marketing and sales challenges that leaders indicated as obstacles frustrating their ability to achieve desired results.

Next 10 Issues (in no specific order)

- ◆ **It's a commodity marketplace.** Today's marketplace is crowded with products that have so many features, options and plans that decision makers are now self-selecting the information they desire. Even when a unique product or feature is introduced to the marketplace, the competition is quick to react with a 'better' product. IBM's Deb McKenzie, who is also President of the American Marketing Association, advises marketers not to overwhelm customers with detail, "Develop 2-3 key, concise and precise points that meet the needs of the client." Uncover trends and focus on what the customer of the future wants. Involve customers and end-users, then deliver solutions with a benefit driven approach and a compelling reason to change brands, products, services or suppliers. This will allow you to sell products and services on value, not price.
- ◆ **Today's businesses require stronger leadership from Managers/VPs to work and communicate together for cause & effect.** The best players don't always make the best coaches. Research suggests that two-thirds of sales leaders/managers don't have the necessary interpersonal skills and the ability to motivate a team when they start their jobs. And less than 50% of sales managers are satisfied with their coaching skills.³ One insightful leader says, "Think about the people you've worked for, worked with and those who inspired you to get up in the morning with even just one or two words." Coaching/leadership can make the difference even with top performers. It can be more important than the compensation package they receive!
- ◆ **Customers are smarter and more sophisticated, thus requiring a much more professional and consultative salesperson and approach.** Today's customers do their homework and are more aware of the selling process. They are often more knowledgeable and informed of the products/services in the marketplace than some salespeople. "Very early in the conversation, you have to earn their respect and trust, or it will be a short conversation," states Steve Bryant – VP Sales & Customer Service of Execulink Telecom. Invest in developing a more consultative sales approach will help your sales team. A fresh approach that allows them to partner with your customers will help them gain the trust of the buyer and be more successful at closing every sale.
- ◆ **The sales cycle is longer and more complex and involves more people in the decision making process.** It's a difficult challenge when the business owner/boss is expecting fast results. "You cannot rush the sales process," says Direct Energy's Bruce Andrew. Salespeople have to bring in the right team resources/skills to seal the deal, and then demonstrate patience in the decision making process. In addition, B2B sales are much higher-touch, requiring a different sales strategy and process cycle.
- ◆ **To meet the demanding needs of the sophisticated customer, today's salesperson has to be a more professional, sophisticated consultant with business acumen and 'knowledge management' skills.** "Typically, sales is not a career of choice – but a career of default. Salespeople have to invest in their sales career and re-invent themselves to gain and then sustain the competitive advantage," states CPSA President Harvey Copeman. VP & General Manager Ontario Fresh Bakery – Canada Bread Limited and CPSA past chairman Rory Lesperance remarks, "Those engaged in the selling discipline have to be extremely capable business people, able to negotiate through a minefield of customer expectations."

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Rory Lesperance,
VP & GM - Ontario Fresh
Bakery - Canada Bread Ltd.
and CPSA Past Chairman

- ◆ **Shifting sales from tactical to strategic.** Salespeople often try to put the solution on the table when they don't know either the problem, or the company, or both. Some sales teams are short term-focused concerned only with what they need to do today to achieve their daily/weekly/monthly quotas. The marketing team on the other hand often has a long-term strategic plan. Sales and marketing teams have to work closely together to build both a marketing and sales strategy and then develop a plan with tactics to achieve objectives.
- ◆ **International opportunities require cultural knowledge.** Arnie Josephson, VP of International Sales for Brandt Industries, states that learning the cultural differences to sell to international countries, when faced with a shrinking domestic agricultural marketplace, has made a significant impact on sales for their Brandt Agricultural Products Division. In addition, imports from China and the effect of the U.S. Dollar are impacting our Canadian marketplace. Furthermore, there is the pressure of adopting U.S. and international advertising and marketing campaigns in Canada, forcing Canadian marketers to become adaptors and tacticians, comments one advertising agency leader.
- ◆ **It's still all about relationships.** Business is often awarded based on relationships, not necessarily skill. Even in a RFP process, it's still about whom you know, not necessarily what you know. All departments – especially the sales and marketing teams – need to have strong relationships that extend to vendors and clients. It is getting tougher to evaluate the value business/advertising agencies brings to the client. “How do you measure creativity, client service and attention to detail? They are intangible and more difficult to measure,” comments Mike Duncan – Managing Partner, OSL.
- ◆ **Good service is no longer good enough.** With today's savvy customer, you have to create an experience so compelling that the customer keeps coming back...and spreads the word. Organizations need to think of the customer first and then implement consistent processes and service levels to deliver phenomenal experiences. Does your Customer Service Team have a Customer Care Creed and ensure every action, word and service level meets that commitment? Investing in a program like **Teneo's Customer Care** program allows your teams to take a close look through the customer's eyes. Developing your own Customer Care Creed will establish the foundation for the ultimate customer loyalty experience and will profoundly effect the way your organization delivers customer service.
- ◆ **A disconnect between marketing and sales teams is a common problem.** Traditionally the Marketing department feeds the Sales team with data and lead generation, but they often fail to reinforce the importance of the data given. For their part, the sales team often doesn't take ownership for the data. Furthermore, sales departments often don't have the structure and discipline to follow up on those leads and when they do, they may not effectively demonstrate the benefits of the product or services to the prospect or existing customer, resulting in a lost sale. Some marketing and sales teams are working more closely together toward common goals and objectives but too many teams are still working in independent silos. Is your sales team leveraging your marketing investment? Do your marketing and sales teams work together for optimal results?

There is an underlying theme that weaves through many of the issues identified in this report. Organizations need to take the time to better understand the marketplace and their customer's individual expectations. Once this is understood, you can develop a stronger Marketing and Sales Strategy that better meets and more importantly exceeds customer expectations.

At Teneo we can help you research, develop and implement a strong marketing and sales strategy, backed by a concise marketing message, that your customers will take the time to listen to and your salespeople will leverage with a consultative sales solution.

When you integrate all the tactics and people involved, you will be amazed at how it will generate increased results.

Teneo's Marketing & Sales Integration Circle™

Teneo has developed the **Teneo Marketing & Sales Integration Circle™** featured below, to demonstrate the importance of connecting marketing and sales for greater results.

The outside blue circle represents marketing tactics including important branding elements like the sales presentation and media advertisements. The inside orange circle represents the people who play an integral role in the connection of marketing and sales, encompassing everyone from the receptionist who makes the first impression to the delivery driver. When you integrate all the tactics and people involved you will be amazed at how the connection of your marketing and sales will generate increased results.

The Teneo Marketing & Sales Integration Circle™ further exemplifies the importance of hiring the right team members and investing in their ongoing professional development. How much time are you investing in training and communicating with your teams to ensure they are appropriately representing your brand, marketing and sales message and exceeding your customer expectations? **Teneo's Customer Care and Marketing & Sales Mastery** programs are based on the principles demonstrated in the Teneo Marketing & Sales Integration Circle™ and will bring your teams together to communicate, deliver and achieve greater results for your business.



"As a marketer, I see much more clearly now the issue that exists between marketing and sales and how Lisa Leitch of Teneo has developed an expertise in helping businesses integrate their marketing & sales teams."

Richard McLaughlin -
Chair of the Canadian
Marketing Association

This research study was completed in the Spring of 2006 and during our interviews it became apparent that some of the leaders who participated were aware of how the integration, or lack of integration, of their marketing and sales teams was effecting the success of their business and other leaders commented that it was not a hot issue or even on their radar at that time.

Recently Lisa Leitch, President of Teneo, was asked to facilitate the Canadian Professional Sales Association's 1st Annual Sales and Marketing Roundtable, for a feature article in Contact Magazine. They invited ten business leaders to this session to discuss the trends and issues affecting sales and marketing today. Before the end of the session, it became very clear to the entire group that the integration of marketing and sales was a key success factor in today's business. It's clear that all departments must be aligned with the organization's vision and goals and that the marketing and sales teams specifically need to work cohesively and synergistically to increase overall revenue and productivity.

The more your marketing and sales teams fully understand, your customer, your customer's customer and, how to market to them and articulate your organization's value selling proposition, the more it will help them seal the deal - every time.

Summary

A key objective of this study was to determine if the integration of marketing and sales was an issue for leading corporations and advertising agencies. Based on the responses, there is progress being made. Marketing and sales teams are "working better together" but many questions still remain. Are they truly integrated and achieving measurable results? Do they respect and appreciate each other's talents? A few leaders commented that they are encouraging integration of their marketing and sales teams by relocating them closer together, but does that translate into effective joint planning and communication?

The Harvard Business Review article '*Ending the War Between Sales and Marketing*' mentioned earlier in this paper explores the progressive stages of the integration of marketing and sales. The process begins with an undefined relationship, that progresses to defined, then aligned and finally integrated. Many organizations have made progress in defining roles and processes, but still face challenges in aligning, planning and ongoing review and measurement of best practices.

The key to success is to hire the right people for the right positions in marketing and sales and then invest in training this talent to recognize the importance of effective inter-department communication and working together in synergy towards improved results. Marketers are often too focused on strategy and brand equity and don't feel accountable for sales results. Sales teams are still chasing volume – sometimes any volume – to meet their targets. Integrating the objectives of both teams will develop stronger, more strategic sales and marketing plans focused tightly on customer needs and generating profitable sales. When the strategies, objectives and tactics of both teams are closely aligned, it will equal results.

There will always be challenges, and many of those identified in this paper are not new. The solutions come down to – as they often do – leadership, strategy, people, execution and metrics. What are the major issues preventing you from achieving better marketing and sales results in your business? What are you currently doing to tackle them?

At **Teneo**, our focus is on helping clients master the connection between marketing and sales, with more powerful sales results as the ultimate goal. If you are ready to tackle the issues that are keeping you awake at night call Teneo today for a complimentary **60 minute Marketing & Sales Consultative Assessment** and let us help you and your staff diagnose the problems and work together to seek solutions – solutions that will help you get a better sleep!

Methodology

The Teneo Marketing & Sales Research Project began with interviews of 5 leaders in the advertising agency industry. The objective of the project was to identify the most critical issues and business challenges that they face today and to determine if the integration of marketing and sales – or lack thereof – played a role in these issues.

The project expanded to interviews with more than 20 Canadian marketing, sales and advertising leaders in several industries including banking, packaged goods, technology, agriculture, alcohol, and natural gas utility, along with the leaders of four different marketing & advertising associations.

Each leader was approached and asked the question, “What are the top five issues you are facing today.” This enabled an examination of the industry from 30,000 feet without obscuring the perspective and opinions of the leaders. If the issue of marketing and sales integration was not brought up, the question was probed. Each interview was conducted via telephone with permission to record the conversation.

This research was conducted by Lisa Leitch – Strategist, Speaker, Trainer and owner of **Teneo Inc.**

Acknowledgements

We would like to thank the following list of leaders who were interviewed for this research project and shared their valuable insights and perspectives:

- ◆ David Ross – Marketing Manager
Bacardi
- ◆ Tom Beakbane, CEO
Beakbane Advertising
- ◆ Arnie Josephson – VP of International Sales
Brandt Industries
- ◆ Rory Lesperance – VP & General Manager
Ontario Fresh Bakery - Canada Bread Ltd.
Past Chairman of the Board, Canadian
Professional Sales Association
- ◆ Richard McLaughlin – Chair
Canadian Marketing Association
- ◆ Harvey Copeman, CSP – CEO and President
Canadian Professional Sales Association
- ◆ Tony Chapman – CEO
Capital C
- ◆ Bruce Andrew – VP, Sales Canada
Direct Energy
- ◆ Jack Eva, CEO
Electra Supply
- ◆ Keith Stevens, CEO
Execulink Telecom
- ◆ Steve Bryant – VP Sales & Customer Service
Execulink Telecom
- ◆ Deb McKenzie
President, American Marketing Association
- Toronto Chapter
Worldwide Marketing Manager,
IBM Corporation
Professor of Marketing – York University and
Seneca College
- ◆ Rupert Brendon, President & CEO
ICA – Institute of Communications and
Advertising
- ◆ Mike Whitmore, CEO
IDT
- ◆ Jim Letwin – CEO
JAN Kelley Marketing
- ◆ Terry Polyak – President/Creative Director
Milestone Advertising & Design
- ◆ Brad Snyder – CEO
Millennium
- ◆ Mike Duncan – Managing Partner
OSL
- ◆ Rico DiGiovanni – CEO
Spider Marketing
- ◆ Alan Kay – Consultant
The Glasgow Group

Article references

¹ Article on “Ending the War Between Sales and Marketing” by: Philip Kotler, Neil Rackham & Suj Krishnaswamy, Harvard Business Review Issue July-August 2006.

² Article from Media in Canada. January 6, 2005 News Briefs

³ Statistics supplied by CPSA from the Development Dimensions International Leadership Forecast 2005/2006.

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