

EXECUTIVE QUESTION AND ANSWER

Presented by Innoveer Solutions
and Kronos

Q&A

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InnoVeer: Why did your team evaluate and implement a new lead management program at Kronos?

Kronos: Today's economic challenges necessitate that sales and marketing teams ensure quick delivery and effective mining of leads and immediate follow up, and we are always looking for new opportunities to aid and abet our sales and revenue process. At the time, our lead management program was broken and behind from a speed of delivery and quality perspective. Our ability to follow up and track leads was hamstrung. As a result, we wanted to fix our program, so that we could effectively nurture and deliver leads, and quickly follow up to generate new opportunities and additional revenue.

InnoVeer: What goals did you set from a sales and marketing perspective for your lead management program?

Kronos: From a marketing perspective, we wanted to automate our lead nurturing process, improve lead turnaround time, increase the number of leads accepted by the field by making the leads more "sales-ready" and evaluate and understand the return on our campaign investments. From a sales' standpoint, we wanted to deliver a more consistent customer experience, increase sales acceptance of leads, improve lead prioritization and ensure more effective follow up and closing of opportunities. It was important for us to understand these goals and then develop a sustainable process, so that we never find ourselves back at the drawing board.

InnoVeer: Lead management is definitely an area of focus for companies today. However, many find it difficult to address because it involves more than one department. How did Kronos address this concern and meet the needs of all groups involved?

Kronos: Four parts of our organization (marketing, sales, IT and finance) all "touch" lead management, as there are many cross-functional responsibilities—from capture through to field delivery and beyond. Lead management, as a result, can be the top priority for one function and not for another. However, there must be a common ground across the teams to effectively fix the problem.

To achieve buy in, gain funding and find this common ground at Kronos, we conducted an investigation that resulted in discovering \$2.5M worth of opportunities for which follow up and next steps were unclear. These leads could have been dormant in our system, requiring additional attention or added to an existing opportunity, but regardless, they were a clear sign that we could be missing revenue. We then spent time framing this problem, so that every function understood their critical link in the process, accepted responsibility and recognized the busi-

ness benefits of fixing this problem. Marketing spearheaded the initiative, but the other groups willingly did their part.

Innoveer: What was Innoveer's role in helping Kronos improve its lead management program?

Kronos: Innoveer teamed up with our internal group, helped with our cross-functional efforts and augmented our internal capabilities. Using its technology knowledge, sales process best practices and functional design expertise, Innoveer worked with us on all areas of our program from a process and technology skill set perspective. Innoveer managed the overall design from web to CRM, including multi-channel lead capture, staging of raw leads, data cleansing and quality, marketing campaign management, lead assignment, scoring and validation, lead-to-opportunity conversion, closed-loop marketing campaign effectiveness and orchestration of the lead flow through all related systems via middleware.

I compare working with Innoveer to a good plane ride—no surprises, we took off and landed on time, with all bags intact. When you engage with a consulting firm, you want to say, here is the problem, now solve it. This is what Innoveer did, and we have confidence in their team as a result.

Innoveer: When fixing your lead management program, beyond the technology enhancements, how much was a process or people change?

Kronos: Our program needed improvements from a people, process and technology perspective, as well as from an integration standpoint. For example, our team would wait one to seven days to receive a web lead after it had been filled out online and four to eleven days for tradeshow leads. This was because of problems in all three of these areas, not just technology.

From a process and people perspective, we had no way to conduct effective lead scoring or nurturing, and we needed

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to develop an appropriate calling methodology and service levels—how long does a salesperson manage the relationship with a prospect prior to sending it back to marketing for nurturing. Time parameters and clear hand-offs had to be implemented and adhered to. Also, ensuring sales acceptance is a must for lead management. For instance, if there is a long queue of leads that remain pending for a significant period of time, the system becomes clogged, and sales will quickly lose confidence in the program. Our sales team needed to build their confidence, so we met with them to develop our lead scoring process and gain their approval, commitment and acceptance.

Innoveer: How did you work with your sales team to ensure effective lead scoring?

Kronos: We said to the sales team, here are the questions we will ask and the scores we will assign (based on what you would want), and if the answers are not at a certain level, we will not allow them to be passed to you. However, you must commit to accepting those that we pass to you, and follow up within 48 hours. At the same time, marketing will commit to not passing you too many leads at a time, and focus on quality, so that the inputs and outputs do not become clogged, which can be avoided if service levels are set correctly. It is also important to note that if the sales team cannot achieve your service level, this should be a red flag. We also created reports to manage the lead queue and overall lead acceptance, and validate that people in various roles kept to their agreed upon tasks. We are now in the process of staggering our lead drops to ensure that we don't deliver too many at once, to achieve set service levels.

Innoveer: As a result of your lead management program, what results did you achieve?

Kronos: Our sales team received a lot of benefits from the improved program—from quicker delivery of quality leads

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to improved lead scoring and qualifying. From a marketing perspective, the team has confidence that leads are routed correctly and sales will follow up, and they can successfully measure the success of their campaigns. As an example of our success, web leads are now delivered within one hour and tradeshow leads are delivered within one day.

InnoVeer: How is overall user acceptance, and what do you recommend other companies do to ensure high levels of adoption?

Kronos: Our sales team believes in our leads and must log into our CRM system to retrieve this data. Ensuring that our sales team only receives leads by logging into the CRM system helps affect behavioral change to use and realize benefits from CRM. However, if the leads were old or non-existent, this would give sales an excuse to not use the CRM system and say that it does not help them. By fixing the lead management program, we were able to take the excuses off the table, and reestablish confidence in our CRM system.

For us, lead management was a way to start proving the value of CRM to our sales team, achieve user adoption, make them accountable, add structure and ensure cross-functional support. As a next step in improving SFA adoption and changing sales behavior, we believe that companies should forecast directly from their CRM systems on a daily basis. If the sales team knows that the data that management reviews is coming directly from the CRM system for forecasting, they must use the system if they want the executive team to have a true understanding of their pipeline and forecast. There are certain expectations you can set for sales, however, ensuring that executives view sales data only from within the CRM system is the surest way to achieve user adoption.

Marketing is encouraged to use the system because they want sales to call on their leads, they want to receive feedback from sales and see what leads end up in the sales pipeline and result in revenue.

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Innoveer: What advice can you offer other organizations embarking on or enhancing their lead management and CRM programs?

Kronos: It is important to understand what you want to get out of your system and to set clear objectives, with all functions on board and committed. Understand what the new state is and then back into it, to ensure that the end result is exactly what you expected and needed. Next, set clear and defined service levels for how to hold various groups accountable, so that the end-to-end process works—just as we did for lead management. For a project like lead management, it is important to have agreement on the lead scoring model from both sales and marketing.

Innoveer: What are the next steps for your sales and marketing program from a CRM perspective?

Kronos: We are now at the point where we can determine which leads and campaigns result in revenue, which will ensure that our campaigns are driven from resulting revenue, not lead quantity. This will enable us to say ‘we expect XX amount of revenue from this marketing program in this period of time, or we should run or not run this campaign again because of the amount of revenue it generated.’ A true dashboard that can look at the number of leads, their stages in our sales process and the pipeline and the resulting revenue for a given period time will give us a true statement of what is working in a timely manner. Also, by tying the opportunity ID to finance and integrating our CRM application with our ERP system, we will have a 360 degree view of our leads, revenue and customers by tying leads to offer codes and customers.

We are also now focusing on rules- and account-based territory management, so that we can allocate accounts efficiently and clearly, provide data consistently, improve segmentation and lead delivery and avoid conflicts among

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our team. By improving our lead and territory management programs, we are helping our sales and marketing team become more successful and generate more opportunities and revenue.

ABOUT INNOVEER SOLUTIONS

INNOVEER SOLUTIONS, an award-winning CRM consulting firm, provides advanced services to high-technology, life sciences and insurance companies, among others, in the areas of planning and strategy, technology implementation and optimization. The company's deep industry knowledge, broad technical skills and Multishore Methodology enable organizations to address their critical customer-facing issues and achieve an integrated view of all customer information. With an exclusive focus on customer management since 1998, Innoveer has worked with more than 400 organizations to increase their overall business growth, improve internal efficiency and enhance the customer experience.

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ABOUT KRONOS INCORPORATED

KRONOS is the global leader in workforce management solutions that enable organizations to control labor costs, minimize compliance risk, and improve workforce productivity. Tens of thousands of organizations in 60 countries—including more than half of the Fortune 1000®—use Kronos time and attendance, scheduling, absence management, HR and payroll, hiring, and labor analytics applications. To learn how Kronos uniquely delivers complete automation and high-quality information in an easy-to-use solution, visit www.kronos.com.