Moving Beyond MQLs

New Metrics & Models That Support Segmentation & Account-Based Strategies

Pat Oldenburg
Sr. Director, Digital Marketing and Operations
ServiceMax

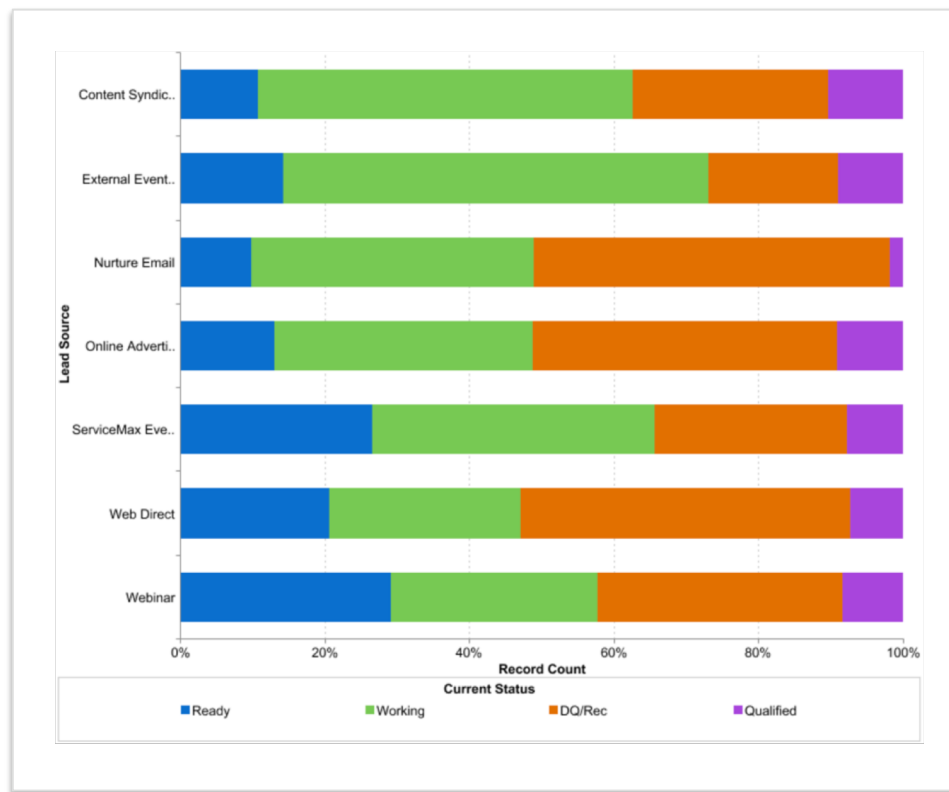**B2B** MARKETING EXCHANGE

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ServiceMax

The premier field service software solution

- The leader in Field Service Management
- 100% cloud-based; built on Salesforce App Cloud
- 400+ customers in 40 countries
- Comprehensive product suite
- Ecosystem of technology partners & SIs
- 150 million assets managed
- 2.5+ million mobile syncs each day
- Used at 30 million locations

The Picture That Started Everything

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History of ServiceMax Go to Market

Express
Mid-Market
Enterprise

→Q4 2015

Enterprise/ Whitespace
Target Accounts

Q1 2018 –
Q4 2018

Q1 2016 –
Q4 2017

Triads
Strategic

2019 Go-to-Market: Sales Organization

COMMERCIAL FOCUS
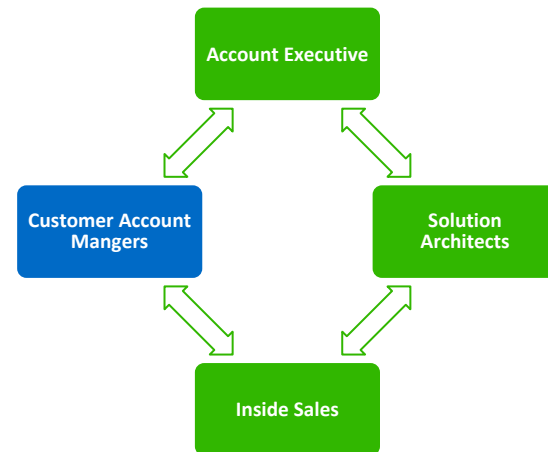
1. Named Accounts
4500+ Target Accounts

Overlay (Power and Oil & Gas)

2. Channel & Resellers
- Enabling & ramping certified resellers
- GE Digital, BHGE, & GE Business Units

SALES POD STRUCTURE

- New CAM function

- 80 - 120 target accounts per pod

- Inbound qualified by ISR team

- Account Executive
- Solution Architects
- Inside Sales
- Customer Account Mangers

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Result of Change

- No history
- 1-2 month ramp each year
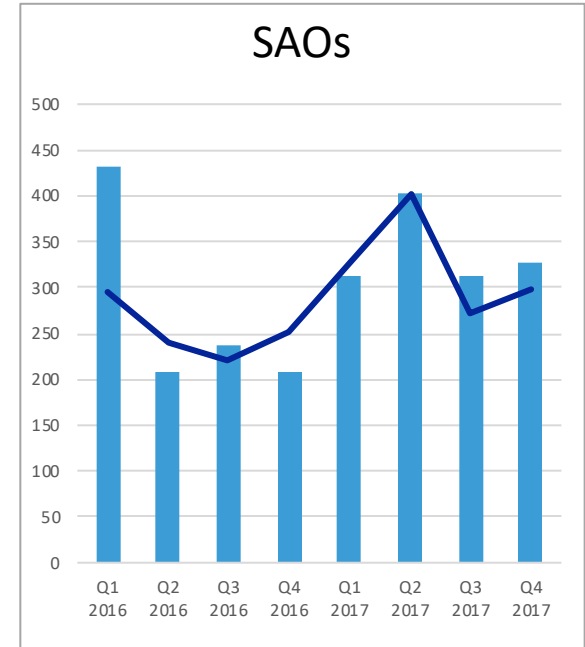- 'Inbound reliance'
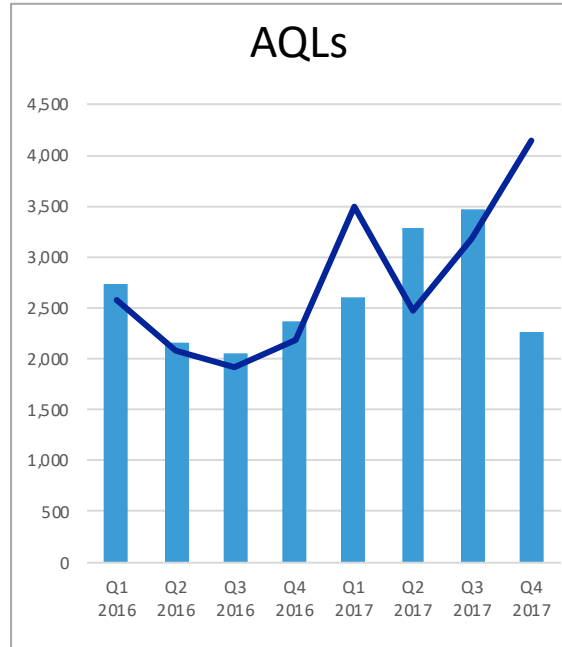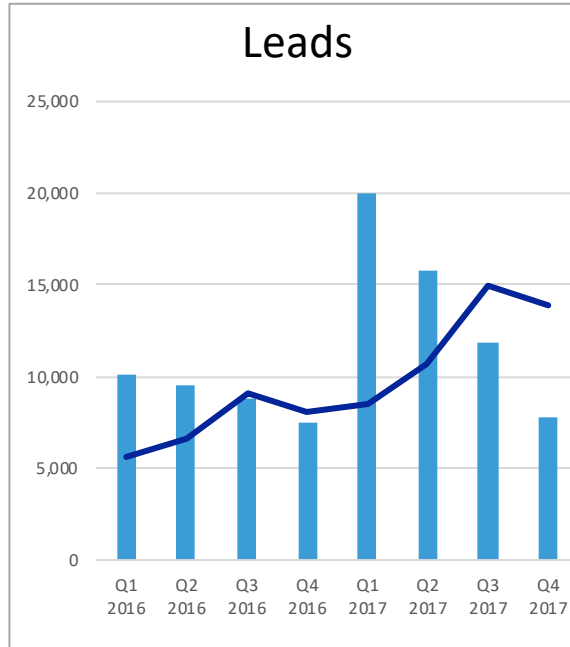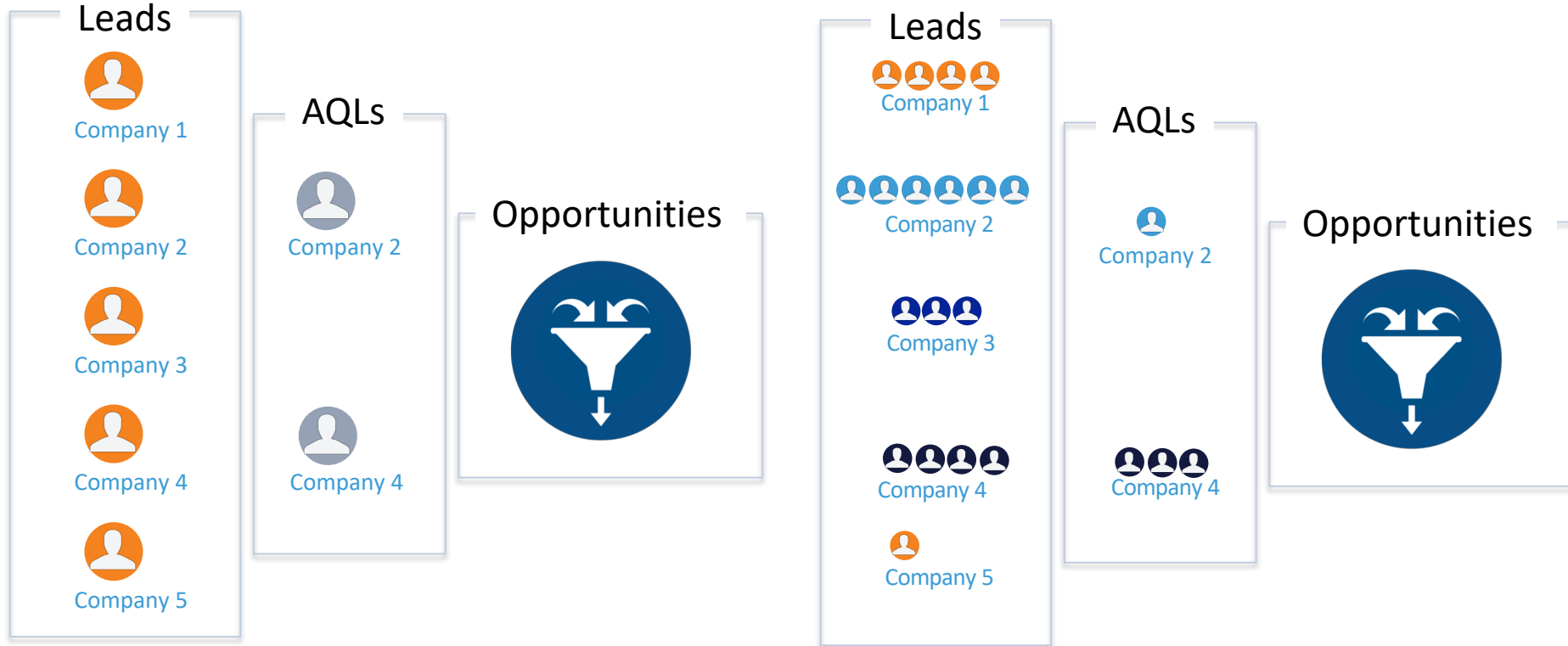- Reporting needs changes

What Marketing Commits To

- Supporting a % of sourced opportunities

- Event coverage for each territory

- Air cover (PR, thought leader, display)

- Sales enablement and content

- Leads and AQLs

1.

2.

3.

4.
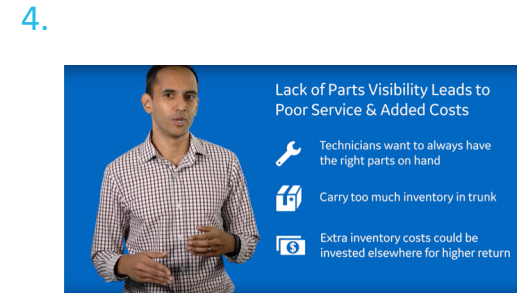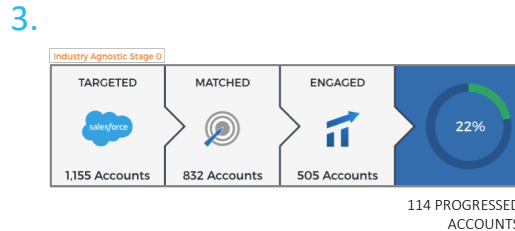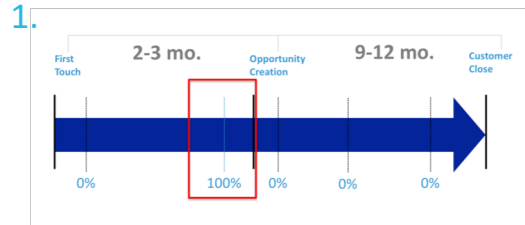
What Marketing Commits To...

More on the waterfall

Taking A Step Back

- How can we quickly adapt to critical requirements of the 2019 go to market strategy?

- How can we measure performance of efforts, from account selection, to demand generation while retaining 'forecast ability'

- How can we use reporting to drive desired sales behavior in a new GTM approach

Two Key Outputs

- Shift to an all-account funnel
- Reporting framework to achieve business goals

I. Getting Beyond the AQL

- Account Selection
- Intent
- Qualified Account Funnel Stage

Getting Beyond the AQL – Selection

- What factors lead to a 'good' fit account
- Analysis
  - Win rate by industry, geography
  - Sales leadership interviews
  - Marketing interviews

FOCUS FOR SUCCESS:
IDEAL CUSTOMER PROFILE

The Ideal Customer Profile identifies the attributes of accounts expected to become a company's most valuable customers

TARGET MARKET

TARGET ACCOUNTS

SELECTED ACCOUNTS
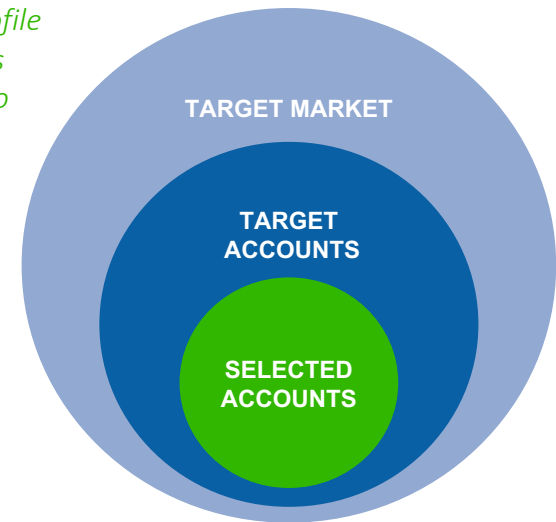
Getting Beyond the AQL - Selection

- Metrics and Reports
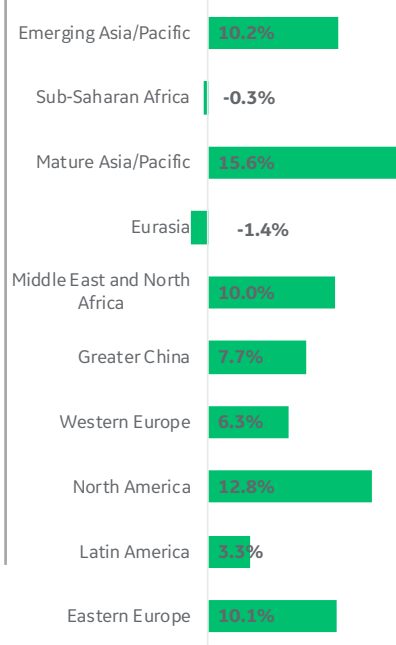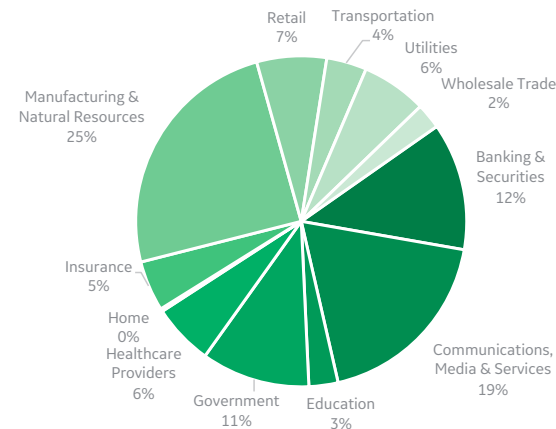 - TAM growth by geo
  - Target account growth m/m
  - Priority churn
  - Priority win rate

Geographic Growth Rate

Region	Growth Rate
Emerging Asia/Pacific	10.2%
Sub-Saharan Africa	-0.3%
Mature Asia/Pacific	15.6%
Eurasia	-1.4%
Middle East and North Africa	10.0%
Greater China	7.7%
Western Europe	6.3%
North America	12.8%
Latin America	3.3%
Eastern Europe	10.1%

Vertical Segmentation

- Manufacturing & Natural Resources 25%
- Retail 7%
- Transportation 4%
- Utilities 6%
- Wholesale Trade 2%
- Banking & Securities 12%
- Communications, Media & Services 19%
- Education 3%
- Government 11%
- Healthcare Providers 6%
- Home 0%
- Insurance 5%

Getting Beyond the AQL – Intent

Quickly discover new contacts

Real-time alerts for account activity

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Getting Beyond the AQL – Sales Digest

Prioritized weekly activities

Prioritized account list

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Getting Beyond the AQL – Qualified Account
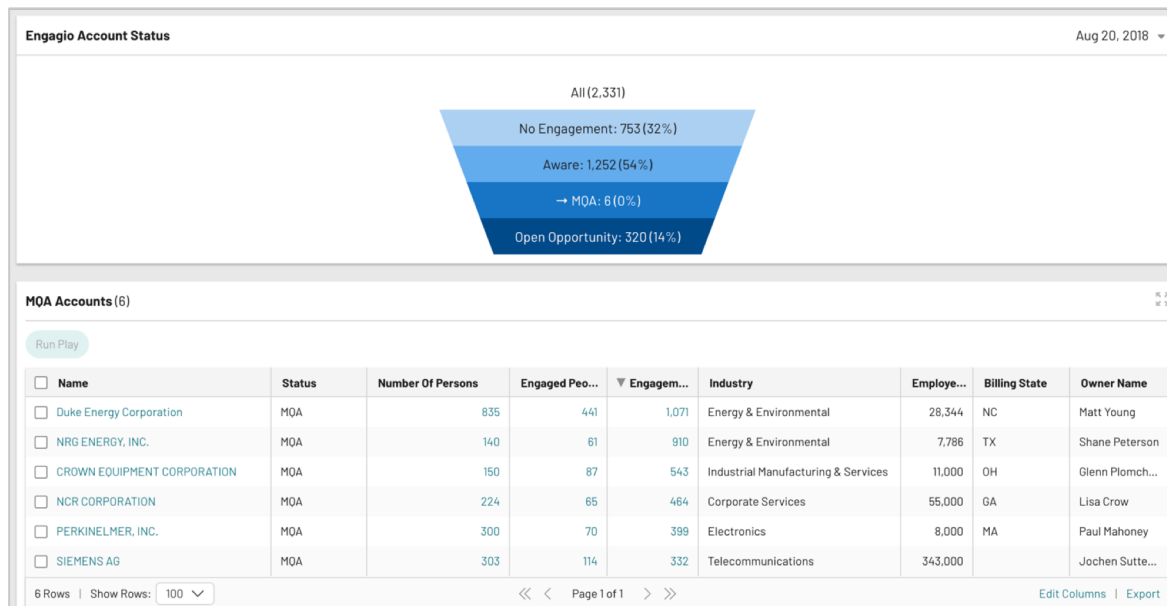
- Multiple contacts
- Baseline level of engagement
- Time-bound activity

II. Reporting Framework

3 Tiers of Reporting

- Board of Directors and Corporate Leadership

- Sales and Marketing Leadership

- Marketing Stakeholders

Reporting Framework – BoD

PIPELINE GENERATION
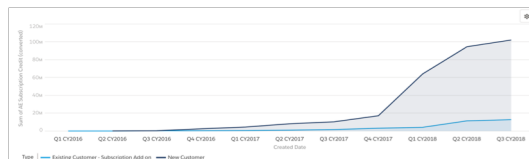
PRIORITY A ACCOUNTS
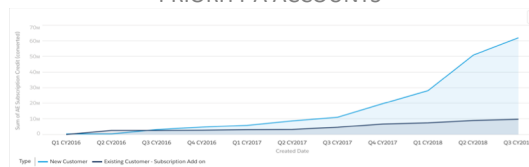
NON-PRIORITY ACCOUNTS
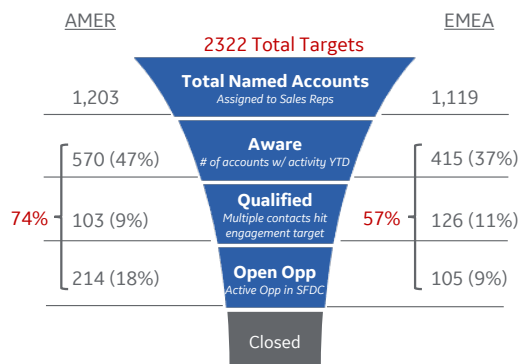
BOOKINGS COVERAGE

Worldwide **5.2** -5% v. Nov

5x Target

Stage 2-5 | Stage 1 | Stage 0

TARGET ACCOUNT PENETRATION

AMER | EMEA

2322 Total Targets

Total Named Accounts
Assigned to Sales Reps

1,203 | 1,119

Aware
# of accounts w/ activity YTD

570 (47%) | 415 (37%)

Qualified
Multiple contacts hit engagement target

103 (9%) | 126 (11%)

74% | 57%

Open Opp
Active Opp in SFDC

214 (18%) | 105 (9%)

Closed

"Qualified": # of named account SAOs that attended a webinar, downloaded web site content, filled out contact form

COMMIT VS. ACTUAL SOURCED OPP

Department	SAOs: Actual	SAOs: Plan	Actual/Plan
Marketing	260	186	140%
GE Referral	26	76	34%
Partner Referral	86	88	98%
Sales Generated	159	259	61%
Total	**531**	**611**	**87%**

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B2B MARKETING EXCHANGE

Reporting Framework – BoD

BOOKINGS COVERAGE

Worldwide   5.2
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5x Target

AMERICAS
SE
NE
W
ENT.
EMEA
N
S
APAC
Japan
ASEAN

-    1.0   2.0   3.0   4.0   5.0

■ Stage 2-5   ■ Stage 1   ■ Stage 0

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Reporting Framework – BoD

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Q1 to date

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Reporting Framework – Sales & Marketing

VELOCITY

Legend:
- Average of Days to Stage 1
- Average of Days to stage 2
- Target S0-1
- Target S1-2

X-axis: 2018-1, 2018-2, 2018-3, 2018-4, 2018-5, 2018-6
Y-axis: -, 20, 40, 60, 80, 100

STAGE PROGRESSION

TA+ Ent

Y-axis: 0%, 20%, 40%

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Stage 2 Conv.	7%	9%	9%	16%	24%	35%	29%	26%

ACCOUNT ACTIVITY

Active accounts with no sales touches - last 14 days

Engagement Minute Trend

Default | Group   Auto | Day | Week | Month

See how engagement is calculated >> ⌄

X-axis: Jan 4, Jan 11, Jan 18, Jan 25, Feb 1

OPPORTUNIY INFLUENCE

MARKETING
SALES

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Reporting Framework – Sales & Marketing

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EMEA
A Accounts

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Reporting Framework – Sales & Marketing

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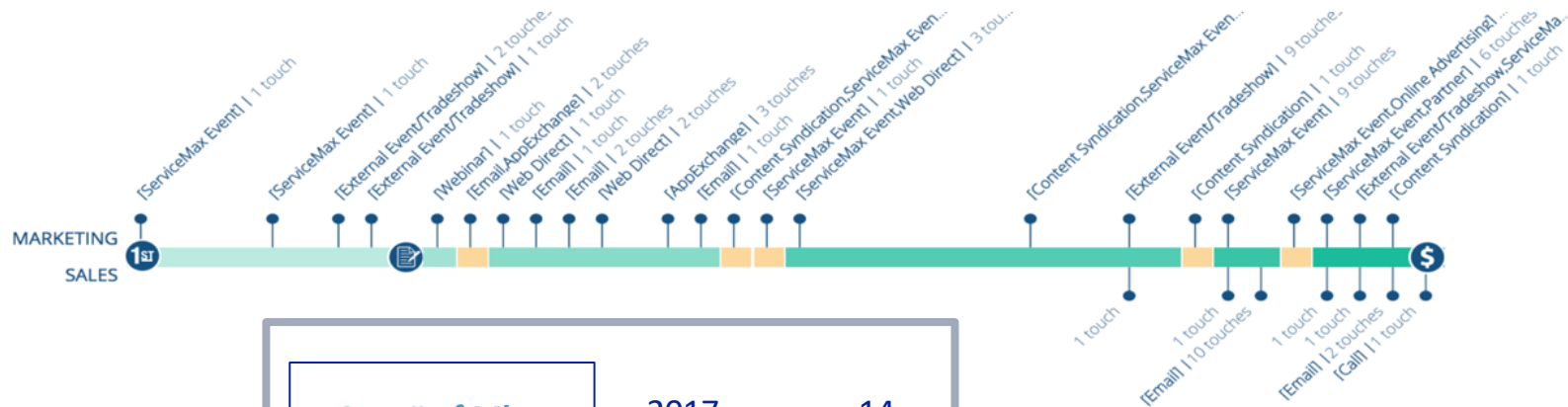
Avg. # of Mktg touches on Wins	2017	14
	2018 Q1-2	23

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Reporting Framework – Marketing

CHANNEL PERFORMANCE

	Source	Leads/Mo	AQL/Mo	SAOs/ mo	Pipeline Sourced/Mo	Influence / mo
Digital		**5,352**	**585**	**34**	**$6,927,117**	**$11,891,248**
	AppExchange	33	33	0	$49,306.67	$49,919.11
	Blog	5	3	0	$0	$0
	Content Syndication	344	95	1	$355,213.53	$1,865,941.36
	Email	56	91	2	$260,970.60	$130,009.81
	Online Advertising	431	156	9	$1,974,802.50	$2,619,693.47
	Webinar	4148	30	3	$555,441.19	$453,681.28
	Website	335	178	19	$3,731,382.73	$6,772,003.20
Live		**4,914**	**364**	**14**	**$2,907,084**	**$2,197,797**
	External Event / Tradeshow	431	156	6	$1,030,138.00	$1,171,163.87
	List	4148	30	1	$264,411.33	$0
	ServiceMax Event	335	178	7	$1,612,535.11	$1,026,632.97
Marketing Total		**10,266**	**949**	**48**	**$9,834,202**	**$14,089,045**

CAMPAIGN LEVEL PERFORMANCE

Web Direct: Campaign Name ↓	Sum of MT Attribution Amount	Target Account Touches MTD
WW - WD - Data Gravity Report	USD 2,040,399.145	110
WW - WD - Schedule Demo	USD 1,209,061.181	28
WW - WD - Report - Asset 226 - Vanson Bourne Whitepaper	USD 1,788,313.264	200
WW - WD - Report - Asset 221 - Gartner MQ 2017	USD 6,542,139.884	505
WW - WD - Report - Asset 220 - Gartner Schedule Report	USD 813,770.311	44
WW - WD - Maturity Matrix	USD 645,249.607	92
WW - WD - Field Service Effect Calculator	USD 17,265.639	4
WW - WD - Drift (Chat)	USD 243,596.250	13

REGIONAL ACCOUNT MANAGEMENT LEVELS

APAC Tier 1

All (103)

No Engagement: 31 (30%)

Aware: 13 (13%)

→ MQA: 15 (15%)

Open Opportunity: 44 (43%)

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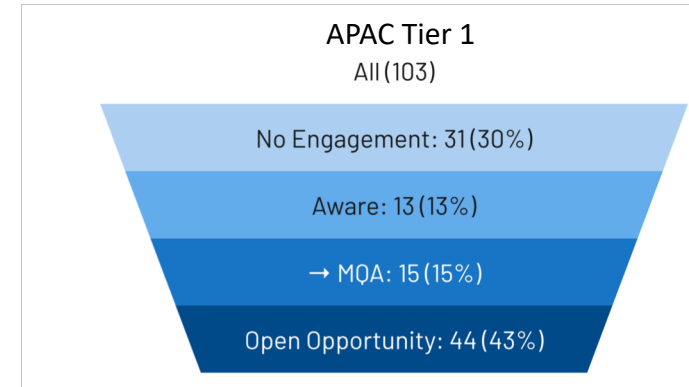
What's Next

- Automation of reports
- More intent signals and data
- Refined account scoring

Takeaways

- Never show report without context
- Let the go-to-market and sales strategy dictate the reports and metrics
- Tier your reporting and make them repeatable

Questions?