

C-level Executive Briefing

Great rivalries can be huge enough to impassion countries and powerful enough to launch fiery debates. Locked in a matched struggle, first one has the lead then the other. The term “rivalry” implies high stakes, greatness in each party; two opposing forces each with a grudging respect . . .

The Yankees vs. the Red Socks

Coke vs. Pepsi

Professor Moriarty vs. Sherlock Holmes

Gates vs. Jobs

Sales vs. Marketing Who's Got the Lead?



Extending Brands
into **experience**

INTRODUCTION

Among the mandates a C-level officer must follow, increased revenue, client retention and improved working environment can rank at or near the top. Each of these goals can be enhanced by a supportive and cooperative relationship between sales and marketing.

As this paper shows, their rivalry is deep seated and can be divisive.

With many years experience in the face-to-face marketing field, MC² can attest to this first hand. We've delivered more than 60,000 exhibit and event experiences in the last 10 years. It is on the trade show floor that marketing and sales meet head-to-head and we've seen the sparks fly.

That's why I feel this white paper has a valuable information that I wanted to put in front of C-level executives. I believe that the ideas outlined in this paper can make a difference—particularly in live selling environments like trade shows and events.

—Rob Murphy, CMO, MC²



Extending Brands
into **experience**

Trash-talking Rivals.

The gap between marketing and sales has been around since the two functions were created.

- According to a recent study, 87% of the terms that come out of the mouth of a sales or marketing employee about the other department is **negative**.¹
- Contrasting views lead to **conflicting** perceptions of what contributes to the overall success of the business.
- And while rivalries may be profitable when it comes to sports and films, a rivalry between sales and marketing is not going to increase your company's **revenue**.
- Sales thinks marketing is **lightweight** and easy.
- Marketing says sales people will say **anything** to get a deal.
- 75% of sales never or only **occasionally** uses what they get from marketing.²
- Sales spends 50% of their time on **unproductive** prospecting, while simultaneously ignoring 80% of marketing's leads.³
- 58% of marketing content is **not relevant** to potential buyers and this disconnect reduces the chance of closing a sale by 45%.⁴
- 30% of sales feel **disconnected** from the changing needs and expectations of their prospects and customers.⁵

¹ MediaWizardZ.com, Ending the Bitter Sales vs. Marketing Rivalry, 2014

² Firebrick Consulting; from Accenttechnologies.com, 2014

³ B2Blead.com, Marketing Sales Alignment, 2011

⁴ International Data Group; from Accenttechnologies.com, 2014

⁵ Aberdeen Group; from Accenttechnologies.com, 2014



So when it comes to Sales vs. Marketing,
are you a **traditionalist** that believes
basic human nature remains the same,
the rivalry continues, and only
the tools have changed?

Or, are you a **digital advocate** who is certain
that changes to the tools are so radical that
the old sales and marketing relationship
is gone forever.

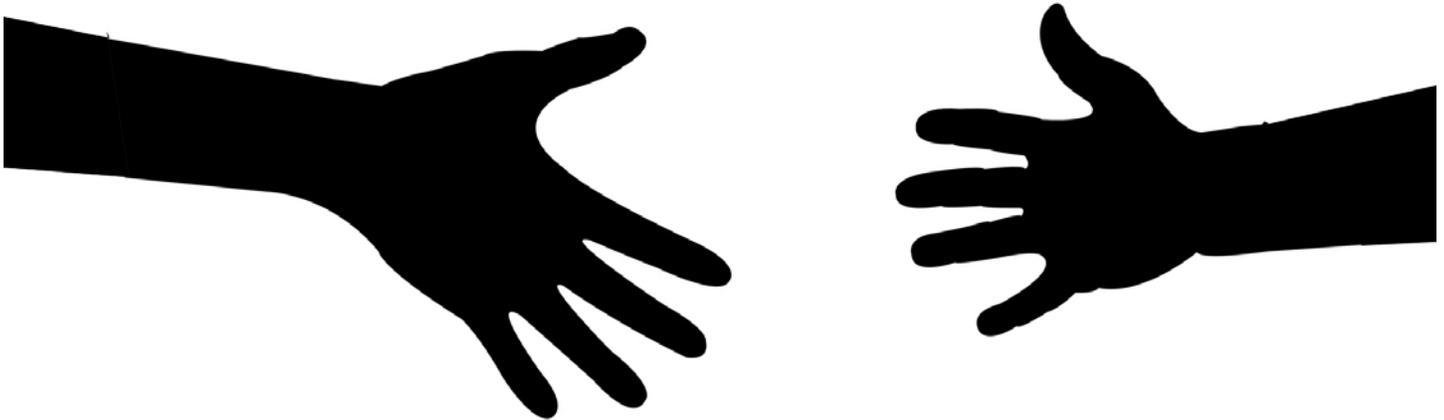
Either way, everyone agrees that the most fundamental tools have changed starting with one of sales and marketing's most basic—The Sales Funnel. Although the sales funnel may not be completely dead, there's no doubt the old "numbers game" approach to marketing (cramming as many leads into the funnel as possible in hopes that more deals will come out) is over.

Even though there has not been a consensus as to what the new sales funnel should look like all the experts agree the sales process is now driven by buying patterns that have **changed drastically**.



The Corporate Executive Board survey of 1,900 B2B companies found that customers will contact a sales rep only **after** independently completing 60% of the purchasing decision process.⁶

Forrester warns it might actually be anywhere from two-thirds to 90% of the way through their journey before a buyer reaches out to a vendor.⁷



Customers have decided that they are empowered to exert their preferences regarding how, when and where they want to engage pre and post-sale. They almost always begin their search for information **without a sales person** knowing they are even a prospect.⁸

Customers now dictate how fast they descend to the final purchase decision. They often do so without assistance, making inbound marketing key.⁹

⁶ Corporate Executive Board Survey, 2011

⁷ Lori Wizdo, Forrester.com, 2013

⁸ Pardot at Salesforce.com, The Buyer's Journey, 2014

⁹ LinkedIn Influencer, Steve Anderson, 2014

- Buyers no longer depend on salespeople to provide information and educate them on products or solutions.
- 58% of buyers say they spend more time researching.¹⁰ Buyers have extended the number of places they get information and the way they consume it.
- 65% say the winning vendor's content had a significant impact.¹¹ Buyers have increased the type of and the frequency of activities they complete before engaging with a salesperson.
- 75% of B2B buyers claim social media will likely have influence on a future purchase.¹² Buyers are entering the sales process much later and salespeople have less opportunity to influence the purchasing decision.

Buyers are influenced by content prior to becoming a recognized lead in the sales process.

Content

Content, if delivered soon enough, often enough, and through the right channels, still provides sales and marketing the opportunity to engage and influence prospective customers before they officially enter the sales cycle.¹³

¹⁰ MarketingInteractions.com, Cut Through the Red Tape of Consensus for B2B Buying Decisions, 2014

¹¹ MarketingInteractions.com, Cut Through the Red Tape of Consensus for B2B Buying Decisions, 2014

¹² Eloqua, Grande Guide to Social Selling, 2014

¹³ Monster.com, The Art of Social Selling, 2014



**Marketing now owns
a much larger portion
of the sales cycle.**

The New Role of Marketing

The buyer's journey has created an important new framework for marketing strategy.¹⁴ Not that long ago, McKinsey declared "we're all marketers now."¹⁵ And it's absolutely true. At the end of the day, there is no separation between marketing and the product—the customer's response is to the entire experience.

McKinsey declared
"we're all marketers
now".

With the buyer in charge and the audience now a segment of one, marketing is definitely in the hot seat. The tools and assumptions that marketers have traditionally relied on are out. Marketers are scrambling to catch up.

According to Adobe's Digital Roadblock, 64% of marketers surveyed expected their role to change in the next year. And while 40% said they wanted to reinvent their role as a marketer, only 14% felt they knew how. It's not just the pace of change that alters the roles of marketers; 73% cited the expanded number of channels and platforms needed to reach audiences as drivers requiring new skills to adopt and new things to learn.¹⁶

¹⁴ Pardot at Salesforce.com, The Buyers Journey, 2014

¹⁵ McKinsey, We are All Marketers Now, 2011

¹⁶ Adobe Digital Roadblock, 2014

Is it possible that even the Four Ps of marketing have changed?

Brian Fetherstonhaugh* of Ogilvy One has spoken and written about how marketing is no longer about Product, Place, Price and Promotion but about Experience, Everyplace, Exchange and Evangelism.¹⁷ Here's what Fetherstonhaugh is saying:

Experience

Discover and map out the full Customer Journey on your own brand.

Everyplace

Develop and master your knowledge of new media.

Exchange

Appreciate the value of things, not just the cost.

Evangelism

Inspire your customers and your employees.
Find the emotion in your brand.¹⁸

* (FAN-shaw)

¹⁷ Ogilvy One, Ogilvy.com, 2014

¹⁸ Ogilvy One, Ogilvy.com, 2014

What Marketing Can Learn From Sales

Sales and marketing are both about persuasion. The sales person's job is to persuade one buyer at a time, while the marketer's job is to persuade markets full of buyers. It used to be a great division of labor; it was marketing's job to get a buyer to notice your company, and then it was sales' job to persuade that buyer to choose you. But buyers have **changed the rules**. Companies that haven't made the shift to persuasive marketing risk elimination before the sales people have a chance to do their job.¹⁹

In the past, a B2B customer would talk to a salesperson when they were in the early solution development phase. The salesperson gained their greatest advantage by being the first person to assist the B2B buyer in developing their requirements (meanwhile incorporating their company's key differentiators). Customers are now doing their own **research online**, but being the first to provide insight to solutions still

creates substantial advantage. Now creating that advantage is up to Marketers.

Marketers can be there first by helping buyers with the right online content. By developing an effective lead nurture program that helps educate B2B buyers as they develop their solution requirements, you become the natural 1st choice when they are deciding which solution to select for their company. You don't need to "sell" to them, you just need to make it **easy for them** to find you by putting the right content in the right places, at the right times. An effective inbound marketing strategy can eradicate the need for your sales team to make cold calls.

In the past, Sales has competed by being the best listener and by using their product knowledge and insight to convince buyers that their company was the most qualified to meet the buyer's requirements and expectations.

Now that buyers can avoid sales contact for much of the buying process, a lot of that responsibility belongs to the marketing team.²⁰

¹⁹ Buyerpersona.com, The Five Marketing Lessons I Learned from Sales, 2014

²⁰ Buyerpersona.com, The Five Marketing Lessons I Learned from Sales, 2014

Content marketing offers an opportunity for sales and marketing to work closer than ever before.

Sales is still on the front line speaking to customers every day, so they have first-hand knowledge about what your customers need and want. They know what questions prospects are asking and what their biggest challenges are.

That kind of information is invaluable in creating relevant content marketing.

The content created for your company blog, social channels and electronic direct mail can double as great customer-ready collateral for your sales team. This content needs to be easily accessible

to Sales to use for client meetings or as a follow-up mailer to trigger a further conversation. This creates an invaluable resource.

LinkedIn and other social channels are also a great way for your sales team to demonstrate their knowledge and connect with prospects.

Marketing can make a valuable contribution by collaborating on the content Sales needs to share with their networks, attract interested prospects and start new conversations.²¹



²¹ Business2community.com, Five ways to Support Sales, 2014

What Sales Can Learn from Marketing

The proliferation of social media and mobile devices has completely changed how prospects interact with sales professionals.

According to a recent study by InsideView, more than **90%** of CEOs said they never respond to cold calls. The return on cold calling has decreased so drastically that it is essentially extinct.²²

Sales cycles require more contact to get meetings even with your best and most loyal clients. Today, it takes **almost seven** meetings to get new business with existing clients. Today's customers are less loyal than in the past.²³

Most prospects are well aware of what they want and why. Today's buyers may be better equipped than your sales team when it comes to knowing how your product and service can help them grow their business.

Sales can take a page from Marketing's playbook when it comes to seeking out new customers. They must be proactive in finding the right match for your company—the ideal client. From a long-term value point of view, you're better off spending as much time and effort as it takes to find the **right relationships**.²⁴

Becoming viewed as an **authority** by potential customers means salespeople can enter the buyer's journey earlier. Buyers are drowning in information, and need someone to make it valuable to them and their situation.²⁵ Sales can help to personalize the information buyers are already researching.

Most importantly Sales should undergo a shift in approach from product-pushing, "go-to-market" thinking to "go-to-customer" thinking—a simple but hugely important distinction.²⁶

The return on cold calling has decreased so drastically that it is essentially extinct.

²² The Aberdeen Group, Sales Intelligence: The Secret to Sales Nirvana, 2014

²³ MarketingLeadership.net, How Has Sales Changed, 2014

²⁴ Forbes.com, The Secret to Sales Think Like a Marketer, 2014

²⁵ Forbes.com, The Secret to Sales Think Like a Marketer, 2014

²⁶ Forrester Research, Inc., The Selling System in the Age of the Customer, 2014

Turning Rivals into a Dynamic Duo

Aligning Marketing with Sales can significantly improve an organization's revenue by streamlining the customer's path to purchase. According to the CMO Council, 38% of CMOs say that aligning and integrating Sales and Marketing is a top priority this year. But, only 30% have a clear process or program to make this priority a reality.²⁷

53.4% of respondents said their company has no formal process for generating, clarifying and validating leads.²⁸

Business acquisition experts estimate that 80% of leads are typically lost or ignored.²⁹

When marketing and sales teams are aligned to the same goals, the number of quality leads increases and ultimately revenue goes up.

Marketing and sales teams need to speak the same language by creating a shared terminology.

Teams must also agree on handoff points by identifying the stages of a lead and the point at which a lead should be passed to sales. That agreement should include the creation of a closed loop process that allows sales to push leads back to marketing for ongoing nurturing programs.³⁰

²⁷ CMOCouncil.org, 2014

²⁸ CMOCouncil.org, 2014

²⁹ GlobalSpec.com, 2014

³⁰ Reachforce.com B2B Lead Generation, 2014

Create Same Side Selling

Overall, the answer is to recognize that marketing and sales bring **different strengths** to revenue growth, and to find ways to get the best out of each function with a coordinated and efficient process.

1. Talk about everything you do from the customer's perspective.
2. **Nobody cares** how many offices you have or people you employ. What they care about is whether or not you understand their situation and have the potential to help them.
3. Engage all your customer-facing team members in building a list of the problems your customers rely on you to solve. Build your sales content from that list.
4. Become masters at creating useful content.
5. **Stop thinking** that Marketing and Sales are different.

Companies with a strong sales and marketing alignment achieve a 20% annual growth in revenue.

What's more to the point, those without alignment experienced a decrease.³¹

³¹ Hubspot.com, 2014

Sales and Marketing Come Face-to-Face

Both Sales and Marketing are hereby put on notice.

The importance of that face-to-face communication is greater than you think. Exhibitions are not just random window shopping. Trade shows give you greater influence and an access to buyers that cannot be replicated in anywhere else.

- 88% of attendees have not been seen by a member of your company's sales staff in the preceding 12 months.
- Seven out of ten attendees plan to buy one or more products.
- 76% asked for quotes and 26% signed purchase orders (average all shows).
- 72% of show visitors say the show influenced their buying decision.
- 87% of attendees will share some of the information obtained at an exhibition.
- 64% of attendees tell at least 6 other people about the event.
- 58% attend only the show in which you are exhibiting.
- 40% are first-time attendees.
- It costs 22% less to contact a potential buyer at a show than it does through traditional field sales calls.³²

³² CEIR, The Value of Trade Shows, 2013

Marketers responsible for a trade show booth cannot afford to take a chance on a bad experience.³³

The average trade show attendee will spend 7-8 hours on the floor over a period of 2-3 days visiting an average of 25-31 exhibits.

This leaves 5 to 15 minutes per visit— just **5 to 15 minutes** to make a lasting impression that will give you an edge over the competition. Marketing has to create an exhibit that works as a true marketing tool.³⁴

The trade show floor gives Sales a great opportunity to put their new-found “expert” status to good use. Today’s attendee (especially the millennial attendee) wants to talk to a **real person**, one-on-one, and preferably not a salesperson.³⁵ To change perception, Sales needs to be prepared to deliver relevant information by **partnering** with the right product specialist, engineer, or brand manager.

It’s definitely worthwhile to prepare for these attendees.

A recent Exhibit Surveys Inc.’s report determined that 82% of trade show attendees have the **power to recommend**, specify, and/or make final purchasing decisions. Perhaps more importantly, 49% come to trade shows with purchasing intent.³⁶

³³ Tannerismsontues.blogspot.com, Comments on Nancy Drapeaus AMA Presentation, 2014

³⁴ CEIR, AMA Educator Conference - Highlights of Key Value of Exhibitions to Attendee, 2014

³⁵ Tannerismsontues.blogspot.com, 2014

³⁶ Exhibit Surveys Inc.’s Trade Show Trends report, 2014

The Sales Toolbox

Your sales team should take advantage of these lead generating tools.

LinkedIn. For B2B companies, LinkedIn should be an invaluable source of lead generation. LinkedIn has made it easier than ever to be proactive about getting introduced to new opportunities.³⁷ Have Sales...

Explore who their contacts know and ask for introductions to people who fit your target audience.

Join groups where your target audience hangs out. Answer questions and contact people who have issues with which they can help.

Reach out to members who have recently viewed their profiles and ask how they found them and what interested them about them.

Post links to articles, blogs, events, and lead generating offers to drive traffic to the company website and generate leads.

Introduction Tools. Reachable.com³⁸ instantly renders a visual map of their network, showing people they know that are between them and the person they want to meet and the best route to take to get introduced.

Blogging, Articles and Speaking Engagements. Creating educational content differentiates your company and articles will eventually turn up in a potential buyer's Google search.

The Marketing Toolbox

Marketing plays its part in the new paradigm.

Interactive video experiences. A short video clip is able to convey a message much more effectively than a static ad. (YouTube, Vine, and Instagram's new video component)

Custom content delivery. Move away from purely promotional messaging and focus on delivering new valuable content, connective advertising and messaging.³⁹

Targeted Direct Mail campaigns. Data driven and used in collaboration with new technology and digital outlets.⁴⁰

Lead generating & lead nurturing tools. Use lead generation and nurturing tools like those offered by Hubspot.

Stay dedicated to creating new blog content, lead gen offers, and optimized landing pages.

Follow up via email using targeted lead nurturing content.

CRM. CRM tools like Salesforce.com and Landslide make it easier to memorialize, track, and stay on top of opportunities and coordinate with the sales pipeline.⁴¹

Influencers. Influencers keep you up to date on latest developments in their field of expertise. Engage with key influencers on social networks.⁴²

³⁷ Hubspot.com, The Sales Game Has Changed, 2014

³⁸ Reachable.com, 2014

³⁹ MarketingPros.com, Four Digital Marketing Trends to Watch, 2014

⁴⁰ B2Bmarketing.net, How B2B Sales Have Changed, 2013

⁴¹ B2BMarketingZone, Salesforce.com, 2014

⁴² Businessstocommunity.com, 2014

Replace strife with harmony, hope with results.

More and more, companies are considering exhibitions to be an important part of their selling and marketing process. Exhibitions create an excellent opportunity for decision makers to evaluate new products and even conduct purchasing activities.⁴³ But, the most successful exhibitors don't just fill the booth space hoping to get sales leads. The winners are the companies that fully integrate sales efforts and marketing tools in their exhibiting process.⁴⁴

⁴³ Marketing-playbook.com, 2014

⁴⁴ CEIR, The Power of Exhibition, 2013



Extending Brands
into **experience**

MC² is a recognized leader in the exhibit and event marketing industry. We design, build and manage integrated marketing programs for events, exhibits, and brand environments for the world's best brands. We have 12 locations in the U.S. and Germany.

Atlanta • Boston • Chicago • Düsseldorf • Detroit • Kingman • Las Vegas • Lehigh Valley
Los Angeles • New York • Orlando • San Francisco • St. Louis

www.mc-2.com | 800-537-8073

LinkedIn: [MC2-events-exhibits-environments](#) | Twitter: [MC2_Exhibits](#)

Facebook, Pinterest, Vimeo: [MC2Exhibits](#)