

A **three-page excerpt** from our 18-page Best Practice Guidebook:

# Implementing an Effective Demand Management Process



Best Practice Guidebook

# Implementing an Effective Demand Management Process

## GUIDEBOOK SUMMARY

Firm: Kronos

Industry: Software Services and Applications

Headquarters: Chelmsford, Massachusetts, United States

Geographic Footprint: Global

Ownership: Private

Revenue (2012): \$870 million USD



**Problem:**

Corporate Marketing needs to improve the quality and volume of leads generated to help grow the business, by addressing shortcomings in the lead management process and demand generation performance.

**Solution:**

Corporate Marketing at Kronos develops a demand management strategy to provide Sales with high-quality, actionable leads through:

- Enhanced lead management:
  - Conducting a thorough evaluation of the existing process
  - Developing a cross-functional vision for the future state of lead management
  - Improving the prioritization and scoring of leads
  - Establishing criteria for lead filtering and progression
- Improved demand generation:
  - Creating personalized multi-touch campaigns
  - Expanding and categorizing content

**Business Results:**

Before (2008)

- 15,000 Marketing Captured Leads (MCLs)
- 4% inquiry to Marketing Qualified Lead (MQL) conversion
- 8% sales pipeline contribution

After (2011)

- 55,000 Marketing Captured Leads (MCLs)
- 12% inquiry to Marketing Qualified Lead (MQL) conversion
- 27% sales pipeline contribution

**Resources Required:**

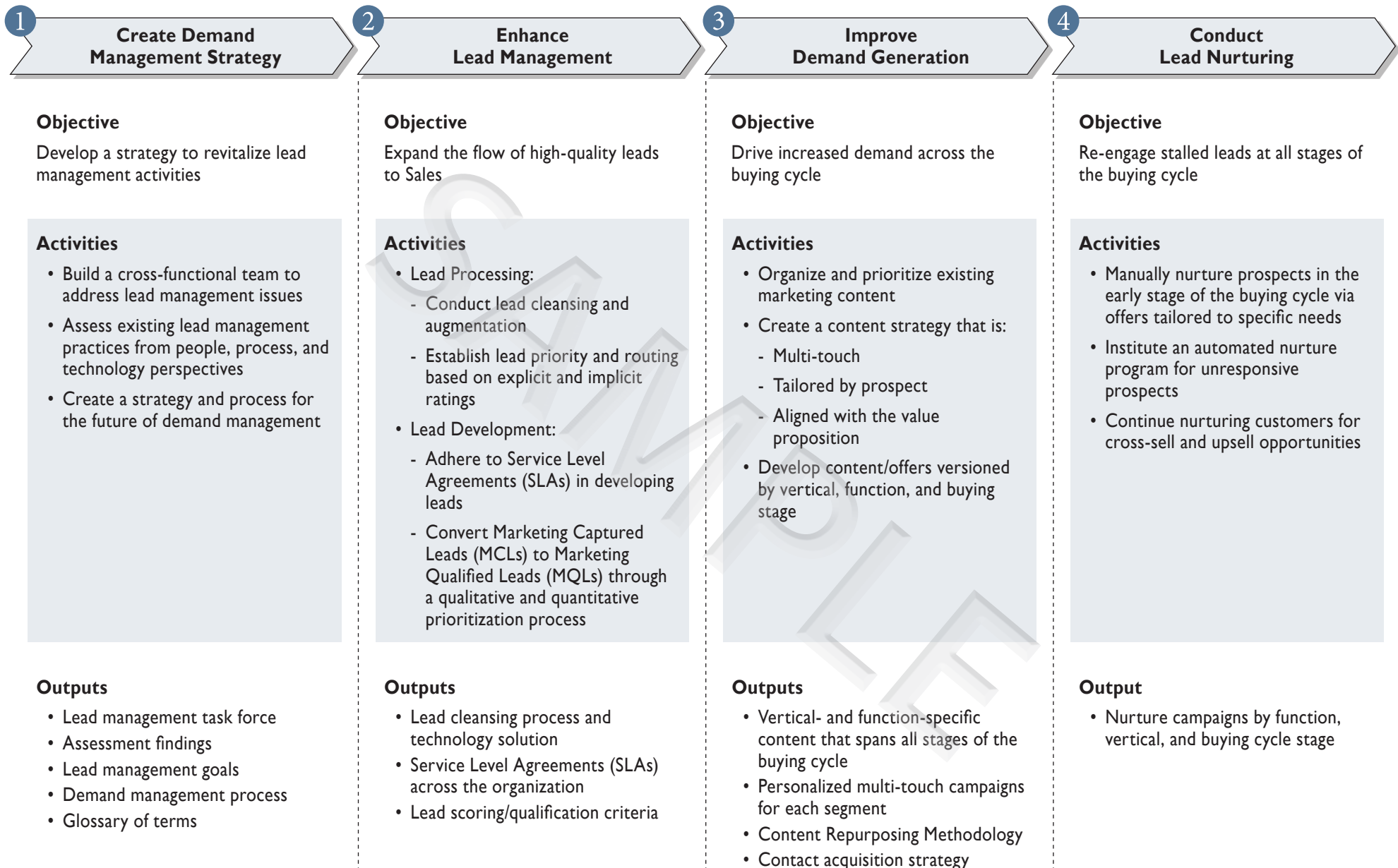
- Executive sponsorship (Chief Marketing Officer)
- Cross-functional project team: Marketing, Sales, IT, and Finance
- External project manager
- Investment in applications and integration development

**Applicability of Best Practice to Executive Functions:**

Function	Applicability
Marketing	●
Sales Leadership	●

## Kronos Corporate Marketing builds a comprehensive demand management process

### Kronos Demand Management Renewal Process



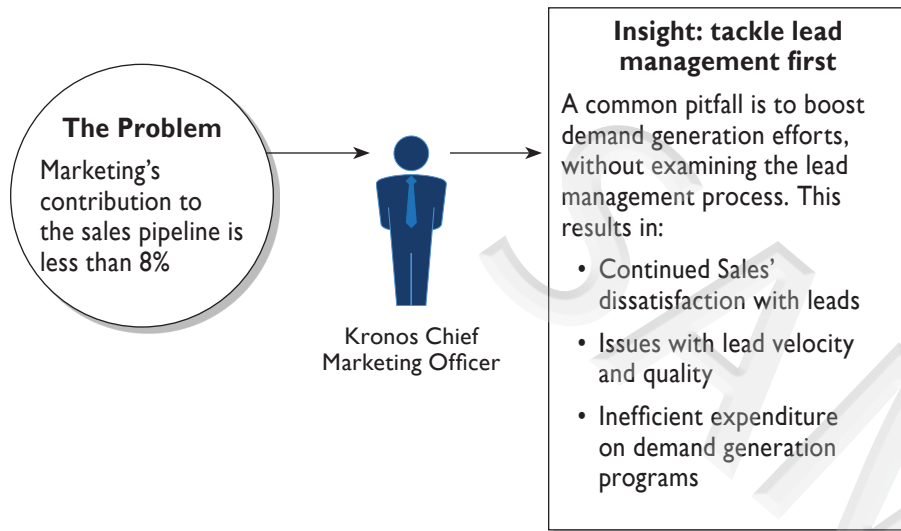
**1 Create Demand Management Strategy**

**KEY TAKEAWAY: Focus on solving lead management challenges first**

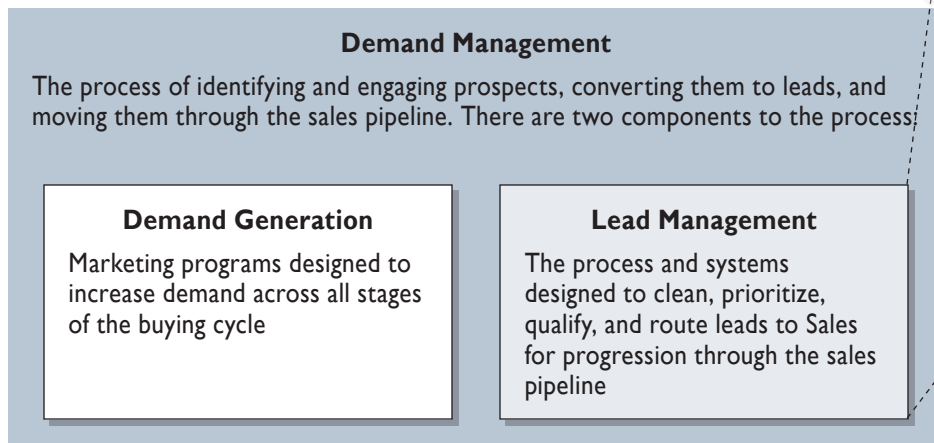
*Kronos identifies issues with demand management and prioritizes lead management challenges...*

*...by establishing a cross-functional taskforce*

**Demand Management Problem Identification**



**Demand Management Definitions**



**Lead Management Taskforce**

	Marketing	Sales	IT	Finance
Percent of Time Spent on Project				
<b>Steering Team—provides strategic direction and approves project scope</b>				
Chief Marketing Officer	10%			
VP, Corporate Marketing	25%			
VP, Sales Operations		5%		
VP, Information Technology			5%	
Senior Director, Finance				5%
Director, Inside Sales		5%		
Director, Sales Effectiveness		15%		
Director, Demand Generation	15%			
<b>Project Team—provides expert understanding of the process, and develops future states</b>				
Director, Marketing Operations	75%			
Director, Web Strategy	25%			
Manager, Inside Sales		25%		
Senior Sales Representatives (5)		5% X 5		
Business System Analyst	25%	25%	25%	25%
<b>Total Full-Time Equivalents</b>	<b>1.75</b>	<b>1.25</b>	<b>0.30</b>	<b>0.40</b>
<b>External Project Manager—helps manage the revitalization project, provides best-practice recommendations and benchmarks, and acts as objective advisor throughout the process</b>				
Project Manager	100%			



View GTM's webinar with Steve Gray and Susan Paugh (Kronos)

## ASK THE THOUGHT LEADER WEBCAST

A quarterly webcast from the Growth Team Membership™ program

[Access](#) the on-demand webinar

### Revitalizing Demand Management

Steve Gray, VP of Corporate Marketing at Kronos, Susan Paugh, Director of Corporate Marketing Operations at Kronos, and GTM present this best practice. Steve and Susan share key lessons learned and participated in a Q&A session.

Please contact us to learn how to access the full Best Practice Guidebook or for information on Growth Team Membership.™



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