GEAR UP FOR SUCCESS:

8 Steps to Get Sales & Marketing Cranking in Unison

By Stephanie Tilton, Ten Ton Marketing

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The classic lack of alignment between sales and marketing is threatening the livelihood of many B2B organizations. That's because today's buyers are seeking more than solution providers – they're looking for trusted advisors who understand their challenges and goals and can help them move smoothly down the path to purchase.

Sales and marketing need to sell the way their target audience wants to buy. And achieving complete sales and marketing alignment is the key to connecting with today's prospects.

In creating this eBook, Stephanie culled insights from blog posts and articles online, and interviewed leading experts – including Ardath Albee, author of *eMarketing Strategies for the Complex Sale*; Andrew Briney, Senior Vice President and Group Publisher at TechTarget; Brian Halligan, CEO and Founder of HubSpot; Jill Konrath, author of *SNAP Selling*; Joe Pulizzi, co-author of *Get Content*. Get Customers.; and David Meerman Scott, author of *The New Rules of Marketing & PR* – for ideas and recommendations you can put into play today. So turn the page to discover concrete ways you can better align your sales and marketing teams – and engage prospects and convert them into customers.

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We welcome your feedback, and encourage you to share this eBook with any professionals and communities you feel may benefit from its content and resources.

Here's to your success!

Richard April
Vice President of Marketing Services
AG Salesworks

Contents

How Do I Reach You? Let Me Count the Ways…

> **"To gain mindshare and build credibility, provide ideas and content that help your prospects better articulate their problems and needs within their organization. Then they'll be more open to your pitch."**
>
> Andrew Briney, TechTarget

This should not come as news to you – B2B buyers are in control of the purchase process. The immediacy of access to a wealth of information has changed everything about the way companies attract and engage prospects. In some respects, it makes the job of sales and marketing both easier and harder.

How B2B Buyers Conduct Research

- **93% of B2B buyers use search to begin the buying process[1]**
- **74% of C-Level executives call the Internet "very valuable" while 53% said they prefer to locate information themselves[2]**
- **59% of B2B buyers engaged with peers before making a buying decision[3]**

Most prospects are holding their sales reps at arm's length while conducting research online and consulting their peers for input and guidance on possible purchases. As a result, many sales reps today are handicapped when they finally engage with prospects – especially since prospects have high expectations of their interactions with sales.

According to Jill Konrath, author of *Selling to Big Companies* and *SNAP Selling*, B2B companies face a new challenge in today's world. Because everyone is so busy and overwhelmed, even decision makers tend to opt for the status quo rather than go through the hassle of identifying, purchasing, and implementing a new solution. To combat this, sales reps need to engage prospects as early as possible, and demonstrate leadership throughout the sales process. Unfortunately, many sales reps fail in this department. According to IDC's 2010 Buyer Experience Study[4]:

- Over 50% of sales reps are insufficiently prepared for customer meetings
- 47% of buyers are dissatisfied with the quality and value of information from IT vendors
- Sales reps are unable to put aside the generic sales pitch to have deeper conversations with their prospects/customers

That's the bad news. The good news is that prospects are hungry for information and actively seeking it. If you can fulfill the need, you're well on your way to guiding buyers down the path to purchase. That's why smart companies are aligning their processes, content, and interactions with the buying process rather than the sales cycle. It's also why marketing needs to arm sales to help move prospects through the buying cycle.

Biggest Challenges to Engaging Prospects

Identifying which stage of the buying cycle prospects are in and delivering compelling, relevant content that aligns with those phases." Joe Pulizzi

"Driving momentum by creating content and calls to action that push prospects to the next step in the cycle." Ardath Albee

It's a Long Road…but it's Worth the Trip

To date, organizations have gotten away with taking shortcuts to attract, engage, and nurture leads – and convert them to customers. But in the current climate, skipping any of the following steps could be disastrous. The key is for sales and marketing to form a truly united front when engaging and interacting with potential buyers. With so much more competition and noise – and more limited budgets – your success depends on excelling in each of the following areas.

1. Identify your ideal customer
2. Define a qualified lead and processes for generating and nurturing them
3. Develop messaging and execute a more comprehensive yet targeted marketing strategy
4. Create content that attracts, engages, and nurtures
5. Connect where prospects spend time
6. Implement an inside sales/teleprospecting strategy for lead follow-up and qualification
7. Hand off to sales
8. Close the loop, measure the results, and refine

" 'Achieving better sales and marketing alignment' is one of the most important revenue-driving initiatives for more than 2,800 sales leaders for the year ahead." 2010 Sales Performance Optimization survey, CSO Insights[5]

STEP 1

Don't Waste Your Time BARKING UP THE WRONG TREE

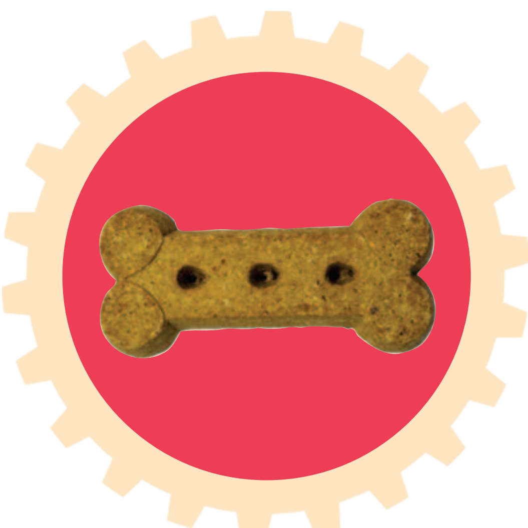
Your success requires a laser focus on the most promising leads and opportunities. And that starts with identifying your ideal buyer. A proven way to develop a well-rounded picture of your ideal buyer is what Jill Konrath calls the Buyer's Matrix[6] or through buyer personas. According to Adelle Revella, who has been using buyer personas to market technology products for more than 20 years, a buyer persona is:

"a short biography of the typical customer, not just a job description but a person description. The buyer persona profile gives you a chance to truly empathize with target buyers, to step out of your role as someone who wants to promote a product and see, through your buyers' eyes, the circumstances that drive their decision process."

Develop personas for the major roles involved in the buying process. Gather as much detail as possible about the target person's background, daily habits, activities, challenges, and problem-solving approaches. In addition to surveying and analyzing your existing customer base, talk to your sales reps – they know lots about your prospects and customers.

“The best organizations create content for each persona they’ve defined, and understand that content is about solving problems and not about pitching products.”

David Meerman Scott



Bob Apollo of Inflexion-Point Strategy Partners offers additional suggestions when it comes to creating your ideal customer profile[7]:

- **Get details** To increase your focus on the most promising prospects, evaluate recent sales successes to uncover subtle characteristics such as what systems these customers have in place.
- **Hone in on behavioral factors** When assessing strong candidates for your offering, consider how company culture and setup impact the likelihood of purchase.
- **Look for patterns** Building upon the point above, look for purchasing patterns that may indicate an openness – or resistance – to your offering. For example, Bob suggests that a prospect who has already bought one SaaS-based solution is probably open to others.

You should end up with a one-page profile that brings the ideal buyer to life, giving everyone in your company a sense of the person you’re trying to reach. To further help your sales people close new deals, Angela Quail of Goal Centric Management suggests that you develop[8]:

- **Scenarios** that help your various departments or teams envision the prospect achieving their goals in the course of their work.
- **Insights** to help your company pinpoint how the prospect’s situation can be improved by making it easier, faster, cheaper, etc. to achieve their goals.
- **New offerings or content** that reflect your deep understanding of the ideal buyer.

By working together to create a single definition of the ideal buyer and his or her role in the buying process, sales and marketing will find it easier to agree on what constitutes a qualified sales lead – after all, you will have already come to agreement on who that person is, and can supplement it with criteria, such as available budget and time frame for purchase.

STEP 2

One Universal LEAD DEFINITION FOR ALL…

Without sufficient lead qualification, organizations can't determine:

- **Whether or not a lead equates to a true opportunity**
- **Whether they're reaching the right prospects**
- **If content and other marketing efforts are working**

Next you need to develop effective processes for engaging and nurturing leads until they're ready to talk to sales. It all starts with marketing and sales meeting in the same room and talking. We know – it's a novel idea, right? Get together and hammer out the definitions for all the key processes involved in attracting and engaging prospects until they're ready to be turned over to sales.

Coming to agreement on what constitutes a qualified lead seems to be one of the toughest barriers to aligning marketing and sales efforts. Here's where the pros can help. Brian Carroll suggests the following steps for creating a universal lead definition[9]:

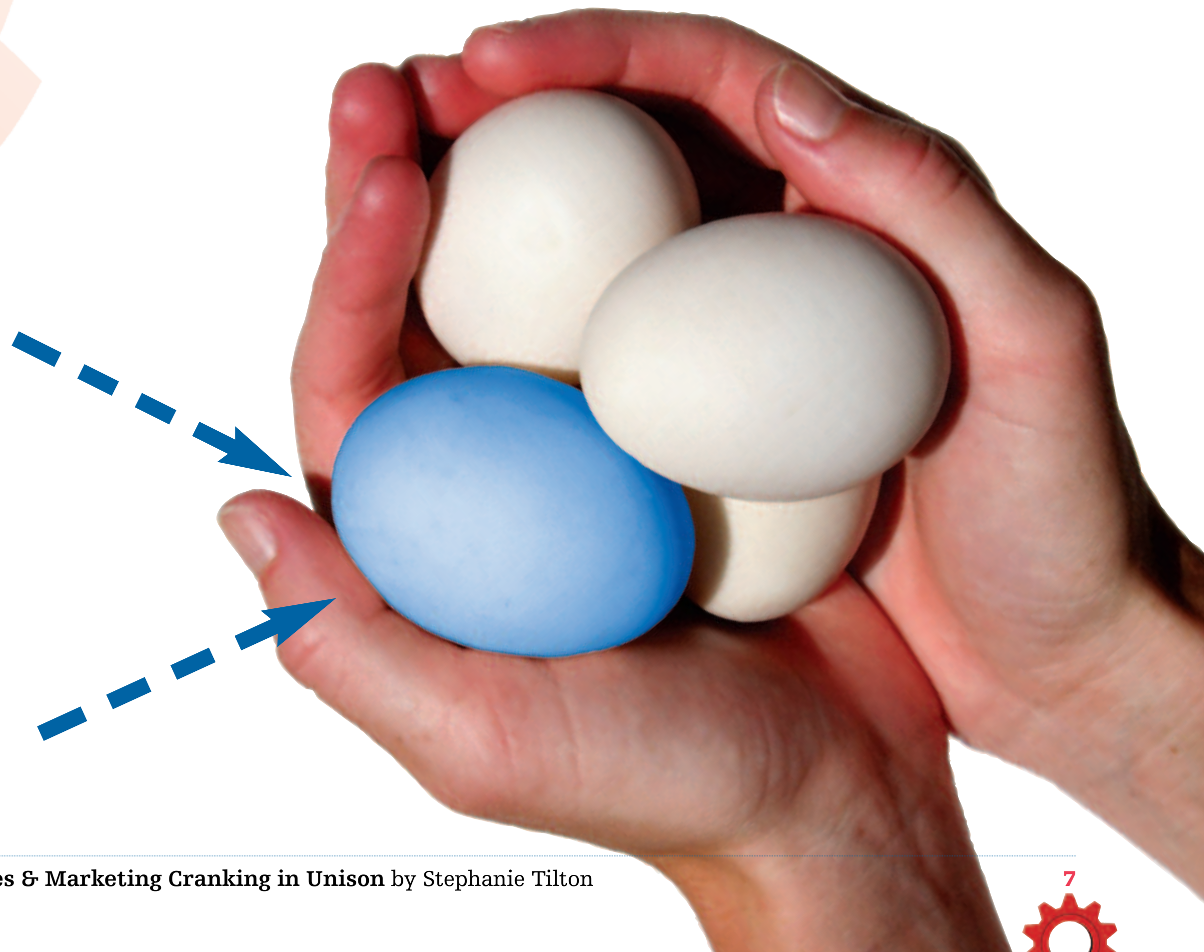
1. Ask the sales team at what point they consider a lead to be qualified. (Be sure to involve your inside sales group in these meetings. You need to understand what information your teleprospectors can realistically gather on a regular basis.)
2. Summarize your findings and call another meeting to confirm everyone is in agreement on the definition.
3. Publish the lead definition so everyone involved in customer acquisition is aware of the target and objective.

4. Hold a bi-weekly meeting between sales and marketing to make sure the lead definition is working.

Now you need to agree on the process for generating and nurturing leads. You also need to determine when leads are ready to be passed off to sales, and when they need more nurturing. A lead-scoring methodology can help you address both issues – and even informs the actions you take with each lead during the nurturing process. Check out this post by Brian Carroll for the key elements of lead scoring.

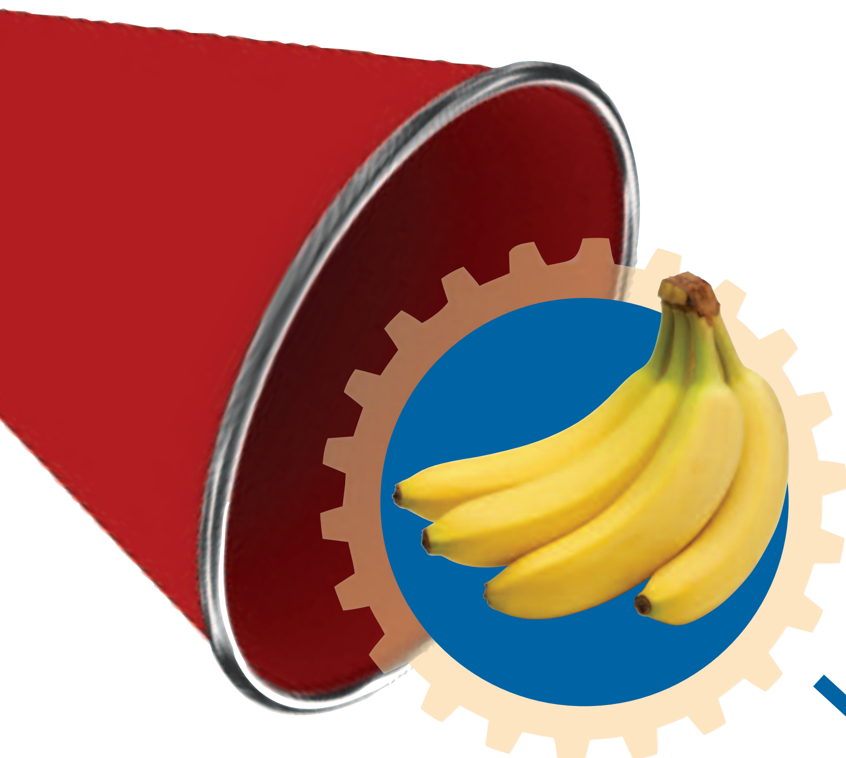
Just as you should do with lead generation, align your nurturing activities with what prospects are seeking at each stage of the buying cycle. And make sure the sales team understands and agrees to the metrics you'll use to measure your progress and success.

> **"Lead scoring helps quantify the value of a lead based on: the profile of the prospect, behavior (online and offline), demographics and the likelihood to buy within a defined time frame."** Brian Carroll



STEP 3

Tell a Story Your PROSPECTS WANT TO HEAR



Once you feel confident about the buyers you're trying to reach and how you'll go about engaging them, it's now up to marketing to develop messaging and test it with the sales team. The interests and needs you uncovered while developing buyer personas should shape the messages you produce to attract and engage prospects. The key is to find the intersection between what your prospects are looking for and what relevant expertise and knowledge your organization can share.

With that defined, you need to execute marketing programs that help you reach the most desirable buyers. While every organization needs to figure out the optimal mix of inbound and outbound marketing tactics, Brian Halligan of HubSpot advocates

that marketers start paying more attention to inbound marketing. By producing a steady stream of valuable content and making it easily found in the places where your prospects spend time, you might dramatically reduce the cost to attract prospects and convert them into customers. HubSpot has employed this strategy with tremendous success, signing on nearly 3,000 customers in just over three years. And get this – the total lifetime value is 200% higher for those customers who were initially engaged via inbound activities than ones reached through outbound means.

Next, create online playbooks that summarize content and key messages to train the sales team. Make sure this isn't a one-off exercise that only occurs at the annual sales meeting – you need to remind your sales reps about key messages and programs, and update them as changes occur. Also remember that it's not a one-way street: ask sales about prospect and customer response to the messaging so you can continually refine your messages and content.

Shift Your Mindset **Ardath Albee warns marketers that the campaign mentality needs to go away. Instead, marketers need to map their actions and initiatives to the buying cycle. For example, if you're running a long-term nurturing program, you need to send the content that makes sense to the prospect at that point in time – not campaign-specific content that the prospect will consider irrelevant.**

Cover All the Bases

"Involve teleprospectors from the start as you devise strategic outbound activities designed to drive inbound leads. Institute a regimented call plan detailing when to call, whether or not to leave a message, whether or not to send follow-up email, and when to follow up with a call. Make sure you identify the point at which prospects get deleted or moved forward."

Pete Gracey, President,
AG Salesworks

STEP 4
BE IRRESISTIBLE

With so much content available online, really good content is no longer good enough. According to Joe Pulizzi, content must be truly remarkable to position your organization as a trusted resource. Remember – with your prospects holding you at arm's length until late in the buying process, your content needs to work overtime to get their attention and keep it until they're ready to raise their hand and talk to your sales team.

Jill Konrath recommends you produce a pool of content that both marketing and sales can use. After all, as your sales team gets more involved in the communities where your prospects spend time (we'll cover that shortly), they need access to content that helps drive conversations. Plus, sales can't and doesn't rely solely on marketing to deliver all the leads. The best sales reps are always trying to initiate business by pursuing targeted accounts.

"All the content we produce not only helps our sales efforts, it's the key to our explosive growth. Each piece of free content is like a mini magnet for potential customers." Brian Halligan

Joe Pulizzi's best practices for content development

1. **Get employees involved. Employees are your greatest marketing asset. Most companies dismiss this, but the best ones leverage it.**
2. **Give up control. While it can be tough to give up control, the truth is that we never really had it. Showing vulnerability and sharing trade secrets can now be a competitive advantage.**
3. **Find the evangelist. Assign someone to drive content marketing within your organizations – that includes teaching, training, and striving to better understand the customer.**

"Marketing and sales needs to look beyond the decision maker and be prepared to engage with the variety of people now involved in the purchase process. That means your content needs to address the issues and concerns of influencers, champions, and users too." Ardath Albee

Address the Entire Mix

Don't forget – your prospects are individuals with unique habits and preferences. While some prefer to research and learn via webinars, podcasts, and white papers, others gravitate to trade shows, conferences, and networking events. To successfully engage them, try to address all the possible ways that prospects might learn about your company and its offering.

Help Prospects "Meet" Your Sales Reps

Jill Konrath suggests that you associate your emails and content with sales reps wherever possible. As you're sending emails during the nurturing process, sign them with the appropriate sales rep's name. Find ways to put sales reps' names on content, whether blog posts and articles, or eBooks and white papers. Even if only subconsciously, prospects will start envisioning the sales rep, and be more receptive when they receive a call.

Make Registration a Strategic Decision

By making registration a default option, you can put yourself at a disadvantage. For example, when you require registration early in the purchase process, prospects may choose to click away rather than fill out your form. Instead, determine when and for which content you'll require registration. Consider giving away your first piece of content for free and gathering incremental information about your prospects with each successive interaction.

Put Content in Your Sales Reps' Hands

Make sure your sales team is aware of and can easily access the content you produce for lead generation and nurturing. Ideally, this will be a reservoir of deep content addressing the business issues and challenges that concern your prospects. Jill Konrath advocates developing customizable scripts crafted around these issues and challenges.

You're Asking Too Much of Our Relationship!

"When you ask a first-time prospect to register for your content, you create an adversarial relationship because you're asking them for something before you've given them anything."
David Meerman Scott

"If prospects want to date us first, it doesn't make sense to hand them a marriage certificate right off the bat."
Joe Pulizzi

STEP 5

Make Your Way to THE WATERING HOLE

Clearly you need to be found where your prospects are hanging out. In the "old days," that included trade shows, conferences, and user groups. Today, the list has grown to include online communities, LinkedIn groups, Twitter, and other social-media and networking venues. According to a Forrester survey of business technology buyers, nearly one-half (46%) of tech decision-makers say they now maintain a profile on a social-networking site and visit those sites at least once a month for business purposes[10].

Your goal is to figure out where your prospects spend time and then show up, participate, and interact. You can draw up the list of sites and locations when you're developing your buyer personas. As you're surveying your customer base, ask them where they interact with peers and solution providers, both online and offline.

Your marketing team shouldn't be the only one engaging with prospects in these arenas. Just as sales reps attend conferences and other in-person events, they should be interacting with prospects online. Doing so can give them a leg up on the competition. By listening to the online conversation, your sales team will gain tremendous insight into prospects' concerns and top issues. And by then offering valuable information in response – whether a well-considered message or a link to an eBook, white paper, webinar, podcast, or other relevant content – they can establish themselves as a trusted resource.

Don't Ignore the Facts **"Companies and individuals use Twitter and Facebook to relay major events and tremendously valuable information – sales can and should tap into this. Otherwise you'll be at a disadvantage, because a sales rep somewhere else is probably doing it. Even being aware of personal events – such as an upcoming vacation – can help you plan calls for the most promising times."** InsideView, *Win More New Business and Close Deals Faster with Sales* 2.0 [11]

Rip out a page from HubSpot's highly successful playbook, as shared by Brian Halligan:

1. Automatically syndicate every piece of content you produce to the social media sites where you've established a presence, whether Facebook, Twitter, a LinkedIn group, or YouTube.
2. Add social-media sharing buttons to every piece of content so prospects and customers can easily share them across their networks.
3. Include your Twitter, Facebook, and LinkedIn buttons in every email sent so prospects and customers can easily connect with you on their favorite social network.
4. Every time a lead enters your system, automatically find the lead's Twitter and LinkedIn profile, so the sales person can see what is on the lead's mind (by following them on Twitter) and who is most closely connected to them (by looking at the LinkedIn info).

AG Salesworks' Director of Sales, Chris Lang, has realized tremendous success by embracing social media. Last year, he started sharing his knowledge and experience in the online marketing and sales community, answering questions, commenting on blogs, and Tweeting. Within four months, he noticed an impact. At the networking events he regularly attends, people would approach him with questions. His emails were opened and replied to more often. Prospects began calling back after he left a voicemail. Understanding that the CEO cares about closed deals, Chris then evaluated his win/loss ratio on proposals and saw that the number of wins was steadily rising. Chris hadn't changed anything about his process, other than to get more involved in social media and networking.

"It's likely that some of your prospects are at the Twitter watering hole, some are at the Facebook watering hole, and some are at the LinkedIn watering hole. Don't just pick one watering hole or you'll miss a lot of potential customers." Brian Halligan

If your sales team is resistant to participating in the social community, recruit one rep that you can train and assist in getting started. Figure out where social media and networking fit in your sales process and walk the rep through the uses of the various tools – LinkedIn, Twitter, etc. Use the example above to demonstrate that participation can provide keen insights into potential buyers, boost credibility with prospects, and help guide buyers further along the path to purchase. Then let that person run with it and track the results.

If done correctly, your rep's involvement in social media and networking will yield results that get the entire sales team raring to go. Once you've gotten sales' buy-in, take advantage of the ability to link social-media tools with your CRM system to facilitate ease of use. For example, embed a LinkedIn button that takes the rep directly to a prospect's profile.

STEP 6
WHO YOU GONNA' CALL?

An inside sales or teleprospecting group is critical to verifying that a marketing qualified lead (MQL) is sales-ready based on the definitions agreed upon in step 2. The best teleprospectors take advantage of a variety of tools and methods to qualify and convert an MQL into a sales-qualified lead (SQL), including gaining insights via social-networking sites and tapping into the power of persuasion. That said, ultimately your teleprospectors need to talk to your prospects via the phone. During the call, they need to capture the following:

1. **Business profile** What are the prospect's pains and needs?
2. **Time frame** How soon does the prospect plan to address these?
3. **Budget** Has the prospect's organization allocated budget? If not, are funds available?
4. **Decision-making** Who is involved in decision-making for this purchase? Who is responsible for approving this expenditure? How much influence does the prospect have?

At the end of the call, your inside sales team should place the MQL into one of three buckets:

1. **Qualified:** If the prospect is an SQL, the teleprospector needs to get that person to agree to minimum of a 30-minute call with the appropriate sales rep. After scheduling a call, the teleprospector should immediately pass the SQL to the appropriate sales rep.

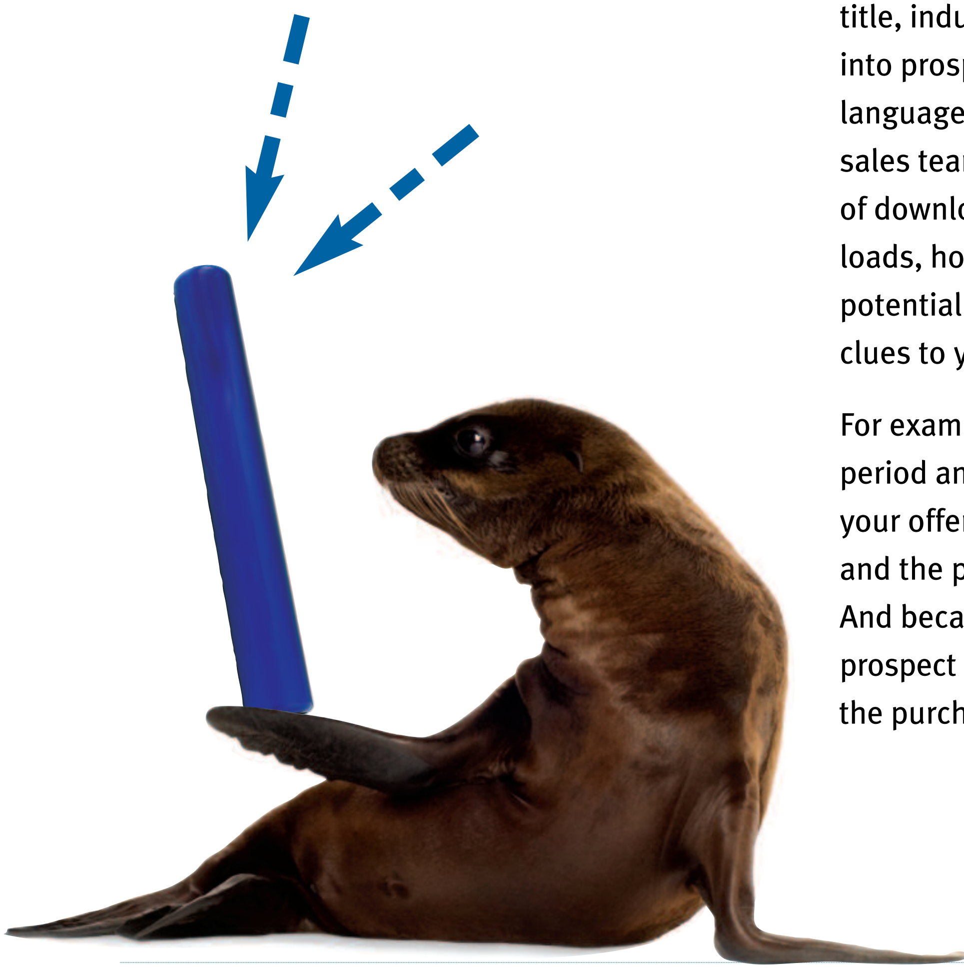
2. **Needs nurturing:** Prospects representing a potential opportunity but not yet ready to talk to sales should be entered into your lead-nurturing program. Ideally, you'll segment this out according to the size of the opportunity. For example, you might send a quarterly newsletter to a prospect likely to sign a small deal within a one-year time frame. On the other hand, it makes more sense to tag a prospect for follow-up by a teleprospector if the person's company is likely to sign a larger deal in the next week or month. Take advantage of sales force automation software to automate follow-ups.
3. **Unqualified:** Delete prospects from your database once your inside sales team deems them to be of no value.

> **"Teleprospectors' role extends beyond surveying to determine if a lead is sales-ready. They must add value by starting conversations and planting ideas that stimulate prospects' interest in your content."**
> Ardath Albee

Give Teleprospectors the Inside Scoop "Your inside sales team will probably be the first ones in your organization to interact directly with prospects. Make sure they're aware of all content and marketing programs so they can draw upon these resources as needed to educate and nurture prospects." Pete Gracey, President, AG Salesworks

According to Andrew Briney of TechTarget, paying attention to trigger points can help you effectively nurture leads. Trigger points can include downloading a white paper, attending a webinar, interacting with your organization via a social-networking site, or participating in a survey. By tracking these initial trigger points, you can contact the lead with relevant content. For example, if the prospect took your survey but did not respond to your call to action, send a message offering the report highlighting the results of the survey. Once the prospect downloads the report, follow up with an email pointing to your upcoming road show during which you'll delve into the details of the survey findings. By tapping into these trigger points, you pave the way for a fluid set of interactions and increase the likelihood of a positive response.

STEP 7
Don't Drop THE BATON



Once you've identified SQLs, you need to make the transition to sales as seamless as possible. You can accomplish this by providing as much insight as possible into the prospect's situation, needs, and intentions. To date, marketers have relied mainly on the information that prospects volunteer in registration forms, such as title, industry, and time frame for purchase. But savvy marketers are tapping into prospects' online behavior to glean additional insights. Coined digital body language[12] by Steven Woods of Eloqua, these actions can provide you and your sales team with a better understanding of a buyer's intent. Actions such as number of downloads around a topic over a certain period of time, the sequence of downloads, how recently the prospect has visited your site, and whether or not the potential buyer is spending enough time on your site to consume content are all clues to your prospect's plans.

For example, assume the prospect has visited your site numerous times in a recent period and consumed a range of content, most recently a white paper comparing your offering to competitive options. If the time frame to purchase is immediate and the prospect is the decision maker, you likely have a hot lead on your hands. And because your sales rep can start the conversation informed about what the prospect has done and seen to date, he or she can focus on helping the buyer finalize the purchase decision.

"To deliver value to prospects, your sales team needs to understand the storyline you're telling through your content. After all, your sales reps are the ones who need to finish the story with prospects." Ardath Albee

Ardath Albee suggests that you create briefs and a handoff package for sales. The briefs should summarize the storyline for each piece of content, and be included in a handoff package that explains the buyer persona, how and when the prospect has engaged with your organization (including the content the person has already consumed), and what the sales rep should do to get involved.

Connect the Dots with Ease **"To learn more about prospects before calling them, sales reps should tap into Twitter, LinkedIn, Facebook, and any other sites where the prospect spends time. By making it easy to access these resources directly from your CRM system, you can automate what would otherwise be a time-consuming, manual task."**
Pete Gracey, President, AG Salesworks

STEP 8
Are You ON TARGET?

In step 2, your marketing and sales organizations agreed upon criteria for a sales qualified lead. Once leads fitting that definition have been passed off to sales, you need to gather feedback so you can close the loop and optimize the quality of future leads.

First define the metrics that matter to you. We know – it's all about the number of closed deals. But the reality is that over the course of what is likely a lengthy sales cycle, you'll be hitting other important milestones. You need to understand how well – or poorly – you're performing in those areas, too. AG Salesworks, for example, routinely measures the following:

- **Connect rate:** Number of outbound activities that turn into conversations
- **Lead rate:** Number of conversations that transition to sales, in other words, a qualified opportunity
- **Conversion rate:** Number of leads that show potential of closing
- **Forecast:** Number of leads that end up on the forecast

By understanding the impact of your marketing and sales activities – and what is driving prospects from one stage to the next – you can make adjustments as necessary. For example, if the connect rate is low, it could indicate an issue with teleprospectors' skills or the lists you're calling from. If your conversion rate is low, it may signal a disconnect between sales and marketing. If your sales reps' forecasts are low, you may have a sales issue on your hands.

Ideally, your organization is using marketing automation, sales force automation, and CRM systems so you can set up a streamlined process that enables closed-loop feedback. That said, the tools are only useful if your team enters the information. If possible, get an executive champion to mandate this. Also, unless you measure the effectiveness of every step in your process, your calculations won't be accurate.

"Include a call to action and create a unique URL and landing page for every piece of content you produce so you can understand how effectively you're moving prospects through the buying cycle." Joe Pulizzi

To prove to sales that you're using this data, consistently generate a lead-quality report and present a scorecard to sales highlighting the results and explaining the plan to improve results. If the results are positive, show how you're going to produce more of the same.

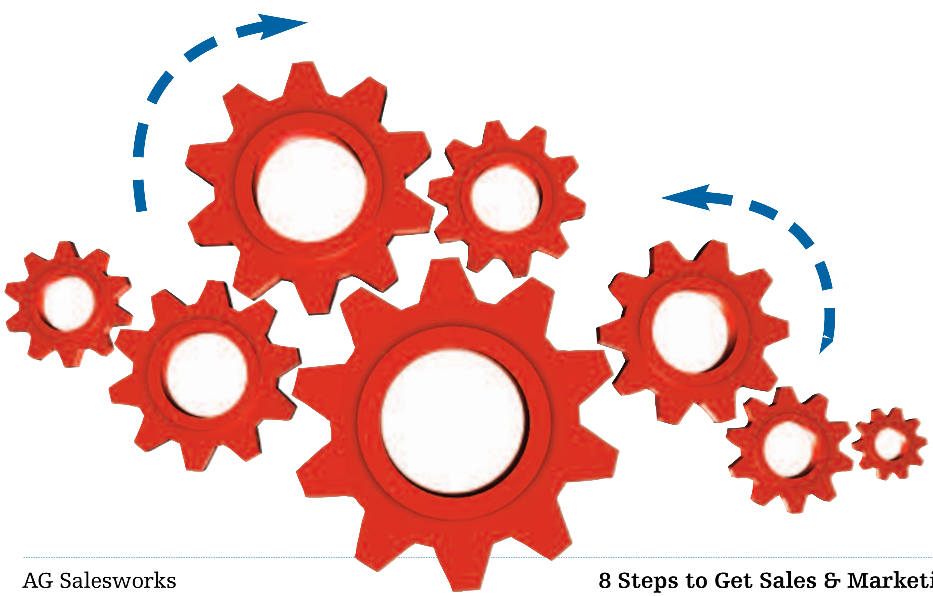
"Marketers need to build content for all stages of the buying cycle – including Status Quo – and monitor transitions from one to the next. It's not so much about clicks and opens. It's about how you're creating momentum and moving prospects along the path to purchase."

Ardath Albee

What's Next in Sales & Marketing Alignment

By applying the best practices and recommendations in this eBook, you can bridge the great sales and marketing divide and, in turn, improve results. In fact, you should see immediate improvements. But ideally, your organization can move past the distinction between sales and marketing and view them as a single entity with common goals and responsibilities. Advances in technology used to drive marketing and sales will likely be a catalyst for this evolution. Those organizations that aggressively adopt and use marketing automation, CRM, and lead management software – and are led by CEOs that compensate sales and marketing as a unified group – will end up winning.

If you want to ensure that you're targeting the right audience, developing relevant messaging, and defining a realistic lead definition, generation, and nurturing process, contact AG Salesworks at 781.702.6999 for a free analysis. They will deliver the insights you need to understand how well your sales and marketing organizations are aligned – and get you on track to start closing the gaps.



Resources

Hopefully you've found value in the information and suggestions we've shared in this eBook. But make sure you tap into the wealth of tools and other information sources available to help take your organization to the next level.

Identify your ideal customer

- *Buyer Persona Blog* by Adelle Revella – http://www.buyerpersona.com/
- Enquiro Research's *Business to Business Survey 2007: Marketing to a Technical Buyer* offers a comprehensive persona example – http://app.marketo.com/lp/enquiro/b2b-tech-2007.html?source=Marketing_To_A_B2B_Technical_Buyer_whitepaper
- *Goal Centric* – offers training and creation of buyer personas – http://www.goalcentric.com/home.asp
- *The New Rules of Marketing & PR* by David Meerman Scott – http://www.davidmeermanscott.com/books.htm
- *Step-by-Step Guide to Creating Buyer Personas* by Bulldog Solutions – http://www.bulldogsolutions.com/personas

Define a qualified lead and processes for generating and nurturing them

- *The Annuitas Group Blog* – http://blog.annuitasgroup.com/
- *B2B Lead Generation Blog* by Brian Carroll – http://blog.startwithalead.com/
- *The Funnelholic Blog* by Craig Rosenberg – http://www.funnelholic.com/
- *How to Use Social Media for Lead Generation* by HubSpot – http://www.slideshare.net/HubSpot/how-to-use-social-media-for-lead-generation
- *Lead Generation for the Complex Sale: Boost the Quality and Quantity of Leads to Increase Your ROI* by Brian Carroll – http://www.leadgenerationbook.com/

Develop messaging and execute a better marketing strategy

- *An Intelligent Content Strategy for Enterprise Technology Marketers* Presented by: Michael Gale, CEO, Strategic Oxygen and Marilou Barsam, Client & Corporate Marketing, TechTarget – http://www.techtarget.com/html/faas_res_index.htm
- *eMarketing Strategies for the Complex Sale* by Ardath Albee – http://www.emarketingstrategiesbook.com/
- *Marketing Interactions* blog by Ardath Albee – http://www.marketinginteractions.com/
- MarketingProfs: Marketing Resources for Marketing Professionals – http://www.marketingprofs.com/

Create content that attracts, engages, and nurtures

- *2009 Media Consumption Benchmark Report 2: Closing the Gap between IT Buyers and IT Marketers* by TechTarget – http://www.techtarget.com/html/faas_res_index.htm
- *Content is Marketing Currency* by Ardath Albee – http://whitepapers.adweek.com/whitepaper9022

- *Content Marketing Institute: the "How-to" Source for Content Marketing* – http://www.contentmarketinginstitute.com/
- *Get Content Get Customers* by Joe Pulizzi and Newt Barrett – http://getcontentgetcustomers.com/
- Savvy B2B Marketing blog – http://savvyb2bmarketing.com/search/tag/content%20marketing

Connect where prospects spend time

- *Chrisbrogan.com – Learn How Human Business Works – Beyond Social Media* – http://www.chrisbrogan.com/
- *Conversation Agent blog: connecting ideas and people – how talk can change our lives* – http://www.conversationagent.com/
- HubSpot Marketing Resources – http://www.hubspot.com/marketing-resources/
- *World Wide Rave* by David Meerman Scott – http://www.worldwiderave.com/

Implement an inside sales/teleprospecting strategy for lead follow-up and qualification

- Jill Konrath's SNAP Selling Sales 2.0 companies and resources – http://snapselling.com/sales20/
- *SNAP Selling: Speed Up Sales and Win More Business With Today' s Frazzled Customers* by Jill Konrath – http://snapselling.com/
- Teleprospecting Best Practices Webinars by AG Salesworks – http://www.agsalesworks.com/teleprospecting-best-practices-webcasts/

Hand off to sales

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Close the loop, measure the results, and refine

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About AG Salesworks

AG Salesworks (www.agsalesworks.com) is a Marketing Services and Teleprospecting firm that assists technology companies with the design, development and execution of their Demand Generation programs. AG Salesworks solutions empower our clients to focus on their core business and provide them with a quantifiable, competitive advantage. A true B2B Direct Marketing and Sales Prospecting Partner, AG Salesworks helps companies to demonstrate and improve Marketing ROI through the development of high revenue sales opportunities and closed loop marketing services.

About Stephanie Tilton

Stephanie Tilton (www.tentonmarketing.com) is a content marketing consultant who helps B2B companies advance the buying cycle with engaging content. Her best-practice marketing articles have appeared in productmarketing.com magazine, and on sites such as the American Marketing Association, BNET, Content Marketing Institute, Pragmatic Marketing, and SalesVantage. She is a founding member of and regular contributor to the Savvy B2B Marketing blog (www.savvyb2bmarketing.com).

About Schenkel/Stegman Communications Design

Schenkel/Stegman Communications Design (www.schenkelstegman.com) is a full-service graphic design firm that helps B2B companies create visual tools for marketing, sales and investor communications. Schenkel/Stegman's experience and creativity enables our clients to distinguish themselves in their market, to brand their products or services, and to inform and motivate their audiences to take action. Our expertise includes: corporate and product identity, web sites, marketing and sales collateral, annual reports, trade show graphics, advertising and presentations.

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