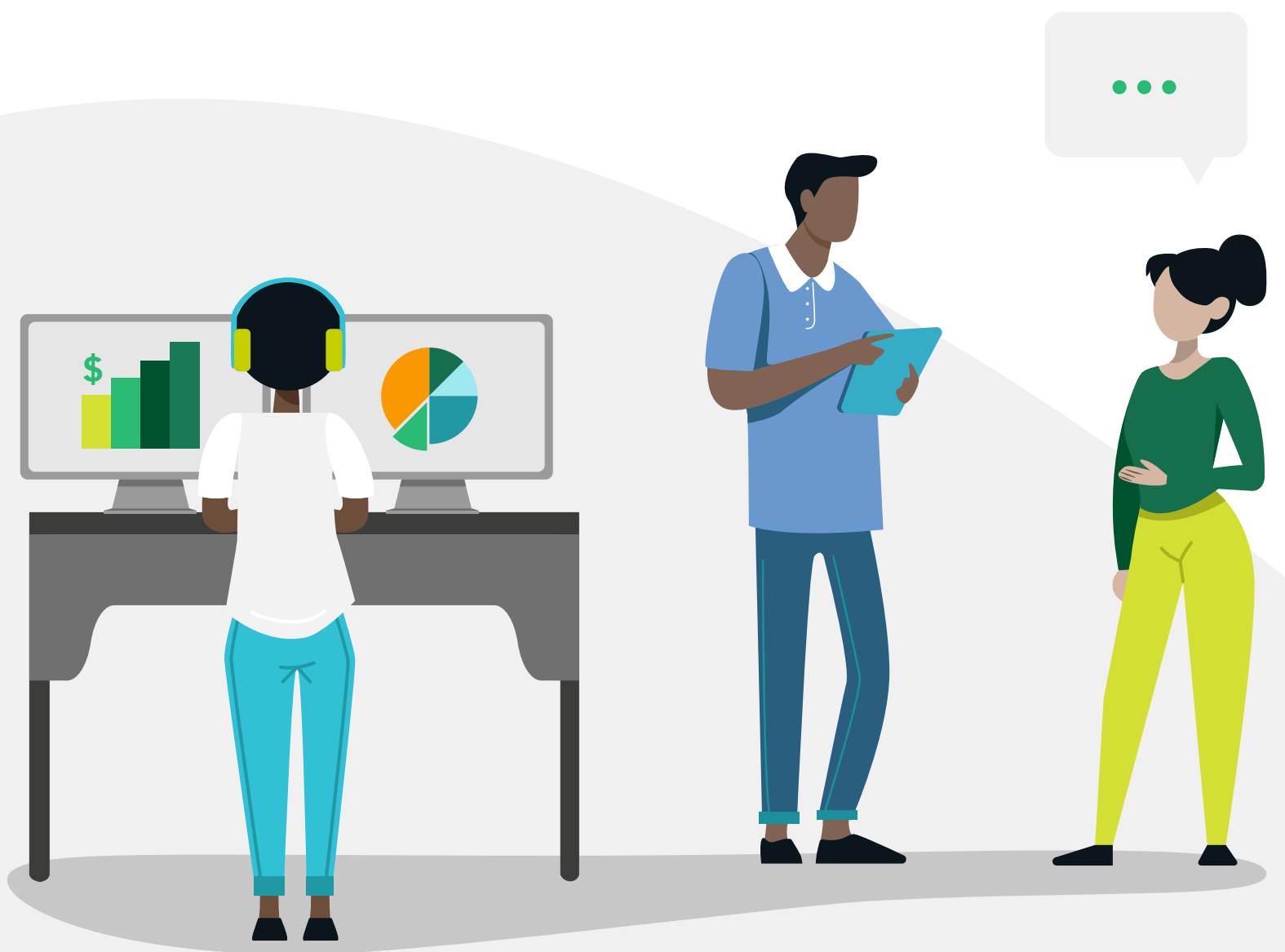


BCG Digital Sales Market Insights

VOLUME SEVEN

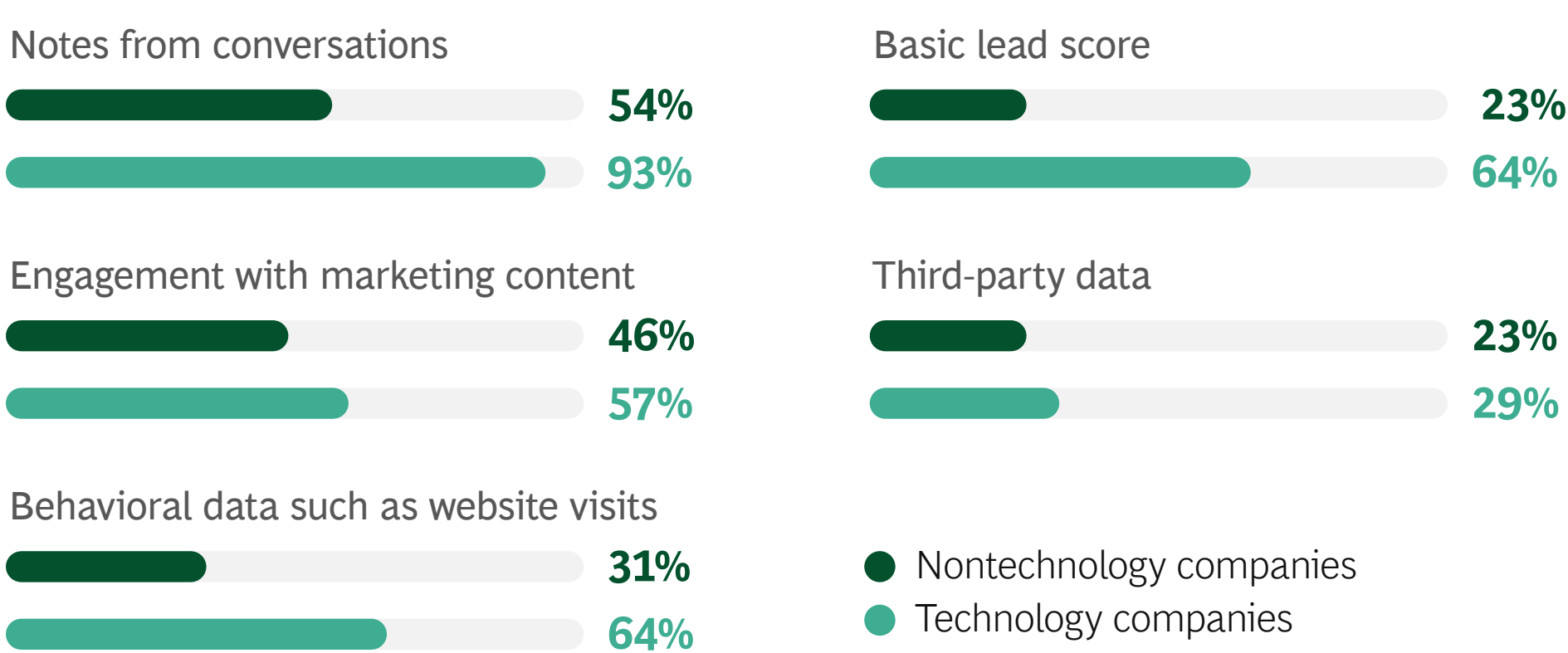


The Relationship Between Digital Marketing and Sales

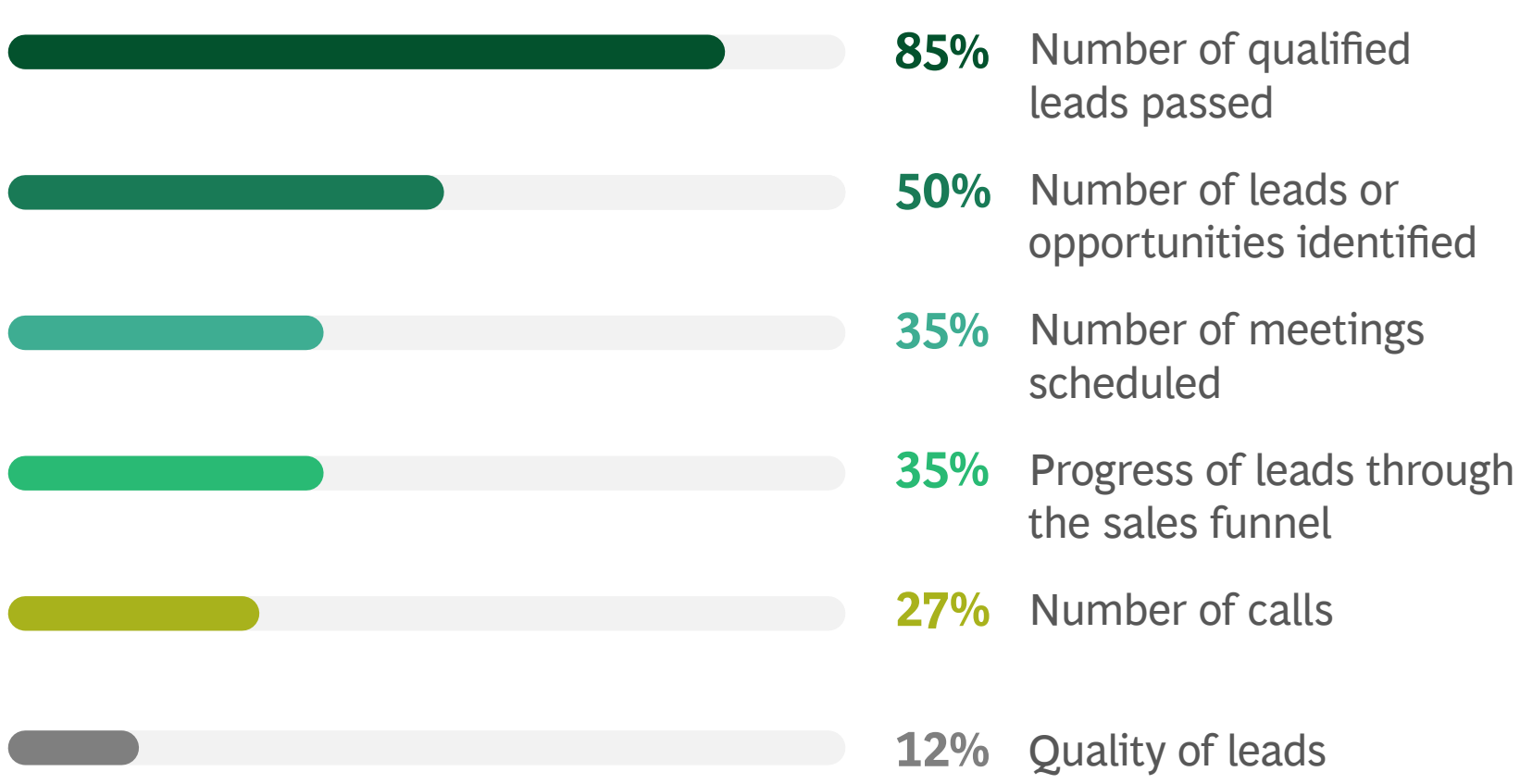
In the seventh survey in an ongoing series, BCG partnered with the American Association of Inside Sales Professionals to assess the relationship between digital marketing and inside sales functions. The results show that although digital has changed the way companies identify and cultivate potential customers, many companies haven't fully integrated their marketing and sales functions. (Our survey respondents are sales leaders, so the results include only their perspective.) At the same time, the data highlights specific steps that companies can take to improve.

1 One source of misalignment involves the flow of information about marketing-generated leads. At many organizations, marketing passes only high-level details about leads—such as contact information—to the sales team, omitting data that would enable sales reps to make their initial call more engaging. Technology companies are an exception to this rule because they tend to pass along more-detailed information.

WHAT DATA CAN INSIDE SALES REPS SEE ON THE LEADS PASSED ALONG FROM MARKETING?



EVALUATION CRITERIA USED FOR SALES DEVELOPMENT REPS



2 Another issue relates to incentives. Sales development reps—who identify potential customers and pass them along to the sales team—are more likely to be evaluated on the volume of leads they generate than on the quality of those leads.

Among the 12% of companies that factor in lead quality, three metrics are most important:

- Rejection rate by sales reps
- Conversion ratio (that is, share of leads that result in future sales)
- Feedback from the sales team

3 Not surprisingly, some inside sales leaders see significant room for improvement in their alignment and collaboration with marketing.

AMONG ALL RESPONDENTS:

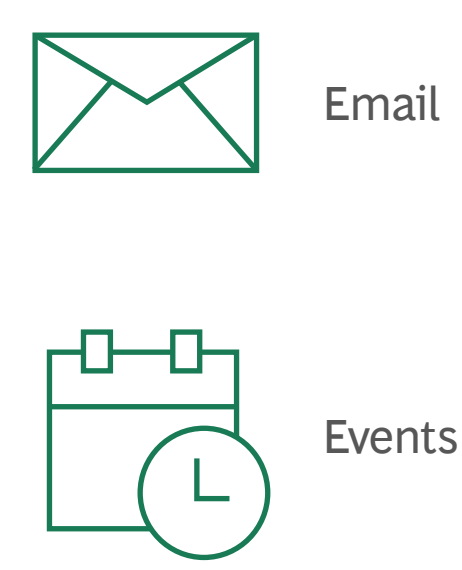
40% believe that they don't have shared goals and accountability with their marketing counterparts.

JUST 35% believe that marketing contributes to landing new leads across all accounts and that marketing-generated leads are of good quality.

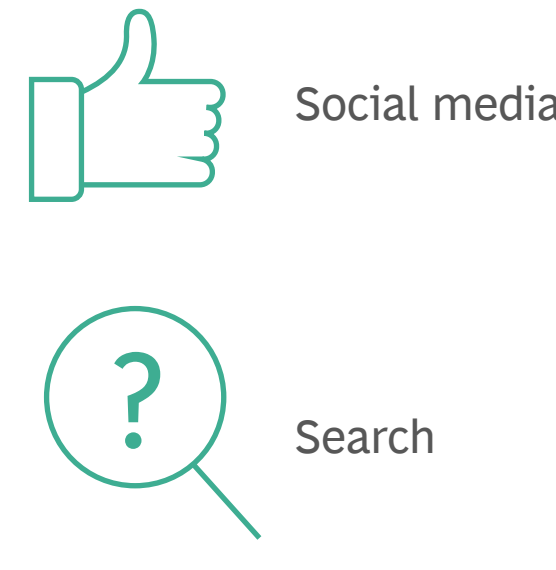
TABLE STAKES



HIGH POTENTIAL



MIXED RESULTS



4 The specific channels where companies find high-quality leads are largely consistent.

5 There is clearly room for significant improvement in the use of technology to analyze customer engagement and score potential leads.

28% Share of companies that track customer engagement across different interactions and channels

40% Share of companies that use automated, rules-based algorithms to score leads

In addition, sales reps often don't have visibility into the cost of generating a qualified lead.



- Shift marketing team evaluations from volume metrics to value metrics, to better align incentives.
- Assign marketing a quota for qualified leads.
- Implement digital collaboration and feedback tools.

6 Respondents had several recommendations for improving the interface between marketing and sales.

Source: BCG survey, August 2021, fielded to AAISP membership.