kvadrant

Impact Case

Building & Connecting KPIs to ensure results

Inspirational material

To connect behaviour to results,
Use the KPI impact map

(1) RESULTS

The end result we're interested in
(e.g. 20% sales growth)

(2) OBJECTIVES

The goals for individual drivers of realising desired results
(e.g. 10% bigger deals & 10% higher win rate on deals)

(3) BEHAVIOUR

What we need to do more/less of, to achieve objectives
(e.g. 20% more sales meetings with C-suite decision makers & 100% of sales meetings conducted with preparation sheet filled out by sales)

(4) KNOWLEDGE, ATTITUDE, CAPABILITIES

The knowledge, attitude and level needed to conduct desired behaviour
(e.g. 100% of sales training in c-level prospecting and sales meeting management capabilities)
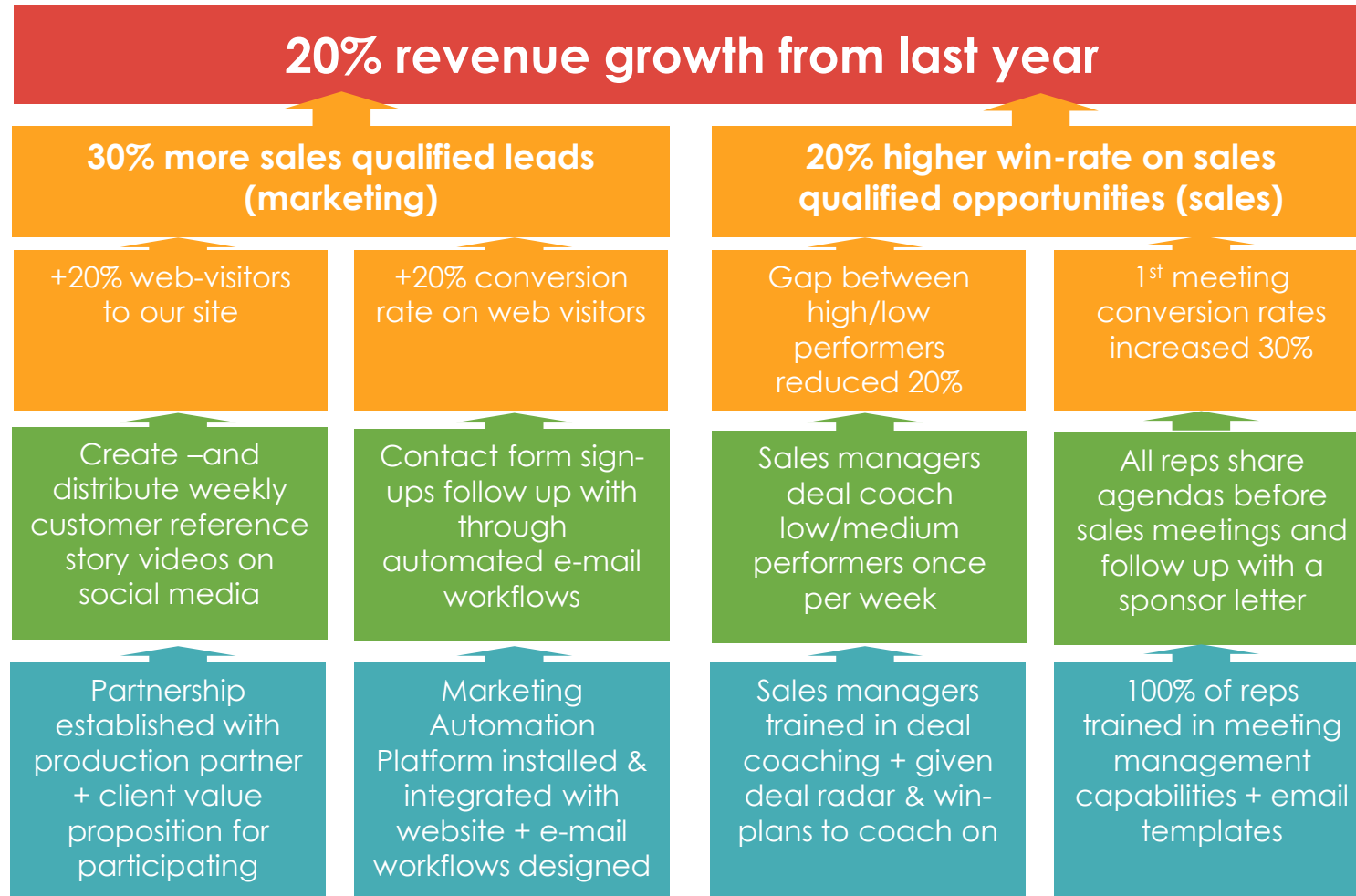
ABOUT THE KPI IMPACT MAP

The KPI impact map is used to connect knowledge and behavioural key performance indicators (i.e. those that we can directly influence) with the results and individual components of realising those results (i.e. those KPIs that are realised as a result of different capabilities and actions)

KPIs at every level must be clear and measurable, so they can be tracked and followed up on

1. **Results**: What is the end goal that your organisation is aiming to realise? (Revenue growth, profitability, market share etc.)

2. **Objectives:** To realise results, what underlying components need to change by how much? (e.g. x% more leads, x% higher conversion rate, x% lower cost/unit etc.)

3. **Behaviour:** To realise individual objectives, what behaviour is needed in our organisation? (e.g. x% more sales meetings/rep, sales reps receive weekly coaching on top 3 sales opportunities, always send agendas for sales meetings etc.)

4. **Knowledge/attitude/capabilities:** To conduct desired behaviour, what do we need to know and feel? (e.g. Sales managers trained in deal coaching, Avg. employee satisfaction score of 85%, sales reps trained in managing complex customer buying processes etc.)

Simplified, illustrative
Example

20% revenue growth from last year

30% more sales qualified leads (marketing)

20% higher win-rate on sales qualified opportunities (sales)

+20% web-visitors to our site	+20% conversion rate on web visitors	Gap between high/low performers reduced 20%	1st meeting conversion rates increased 30%
Create –and distribute weekly customer reference story videos on social media	Contact form sign-ups follow up with through automated e-mail workflows	Sales managers deal coach low/medium performers once per week	All reps share agendas before sales meetings and follow up with a sponsor letter
Partnership established with production partner + client value proposition for participating	Marketing Automation Platform installed & integrated with website + e-mail workflows designed	Sales managers trained in deal coaching + given deal radar & win-plans to coach on	100% of reps trained in meeting management capabilities + email templates

■ Results   ■ Objectives   ■ Behaviour   ■ Knowledge/Capabilities / attitude

THE LOGIC

If we have a goal of 20% revenue growth from last year (Results) we ask,

"What has to be true for that to happen?" (Objectives)

And in order to realise those individual objectives, "what behaviour do we need to have? (behaviour)

And in order to have that behaviour, "what capabilities, knowledge or attitude is needed?" (knowledge/capabilities/attitude)

THE KPI STRUCTURE IS DECOMPOSED INTO ITS ACTIONABLE COMPONENTS, TO REALISE THE FINAL RESULTS
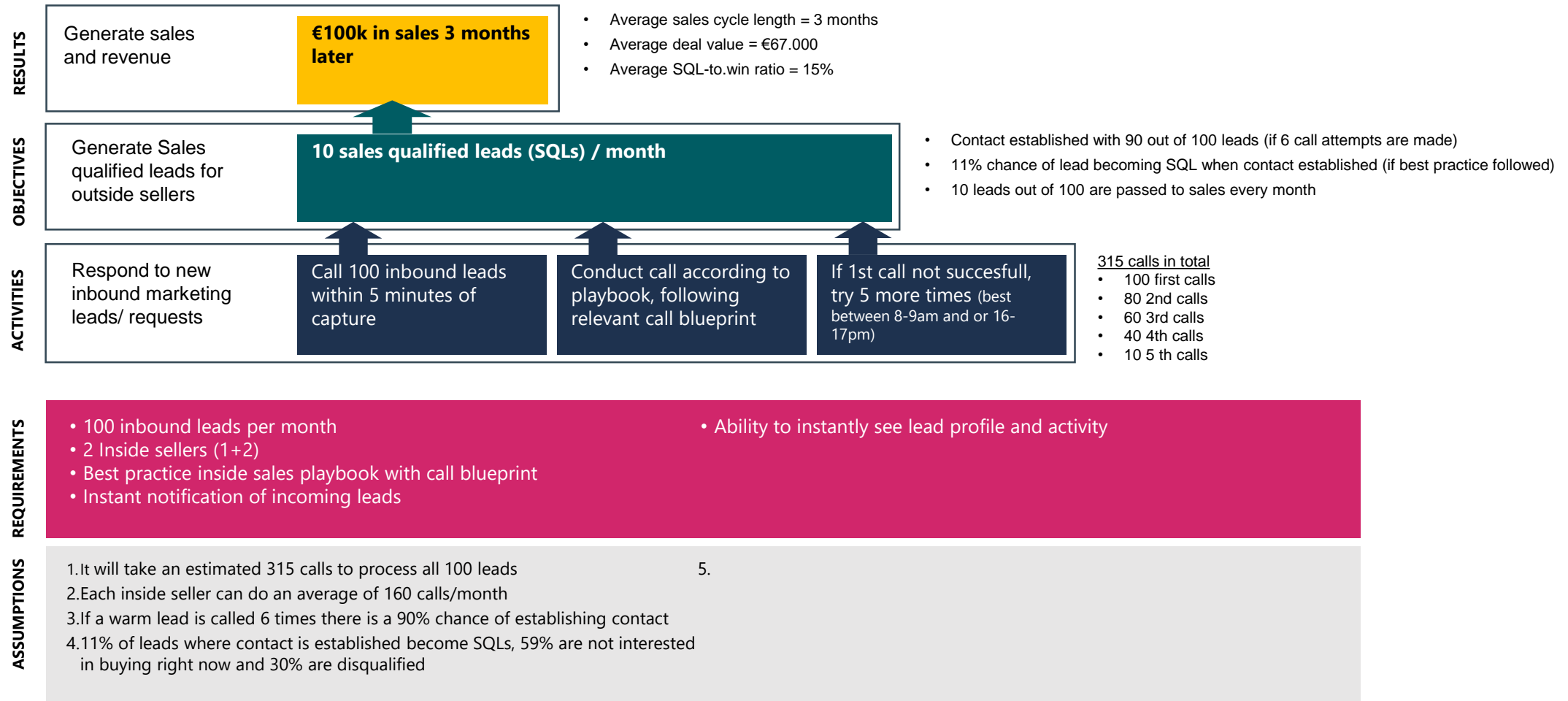
From Client Marketing function
Impact case example

WHAT WE ARE FOCUSED ON ACHIEVING

KPIs (GOALS AND MEASUREMENTS)

RESULTS

⬆ **Number of sales qualified leads passed to sales**

⬆ **Share of revenue from new services**

⬆ **Top line revenue growth**

- #of SalesQualifiedLeads (SQL) passed to sales: Number
- $top line revenue growth: +Number

OBJECTIVES

Higher number of leads regularly captured via digital	Higher conversion rate on leads going into the funnel	Market perception of AA as strategic partner	More leads leading to new services	Avg. win-rate on opportunities in the pipeline	Avg. value of opportunities in the sales pipeline

- % conversion rate (win-rate) on leads passed to sales: +x%
- $Avg. value of deals closed: +$x
- %Share of leads positioning new services/products: +%

BEHAVIOUR

➕ Consistent distribution of engaging content & messages via social media

➕ Content connected in strings of increasing value exchange

➕ We make available high value content for free, in return for contact information

➕ All content leads towards contact capture forms & all leads are nurtured

➕ Elevate relevant messages on digital communication to CxO level

➕ Distribution of messages and content that leads to new services

➕ Talk about buyer personas pains and interests, not or services

➕ Earned content in digital media that leads to new services

➕ Assist sales rep to win identified must-win deals

➕ Nurture captured leads with valuable messages and content

➕ Activate existing customers with regular emails

- 1 weekly emai to commercial about content for the week
- Updated Content distribution calender, always accessible to all
- 3 insights + 3 SOME posts shared / week
- 1 article in earned media / month
- Participation in must-win pipeline meetings

CAPABILITIES

➕ Digital platform for
- Lead management
- Marketing automation
- Tracking

➕ Firm understanding of target aurdience (buyer personas) and their pains, interests and buying process

➕ Ability to consistently create buyer persona oriented content & messages for different phases of the buying process

➕ Ability to design & hardwire (in automated workflows) lead generation, capturing & nurturing processes

- Share of lead management activities automated (%)
- Buyer personas dossiers (updated quarterly)
- Level of engagement with content distributed

From Client Sales function

Impact case example

RESULTS

Generate sales and revenue

€100k in sales 3 months later

- Average sales cycle length = 3 months
- Average deal value = €67.000
- Average SQL-to.win ratio = 15%

OBJECTIVES

Generate Sales qualified leads for outside sellers

10 sales qualified leads (SQLs) / month

- Contact established with 90 out of 100 leads (if 6 call attempts are made)
- 11% chance of lead becoming SQL when contact established (if best practice followed)
- 10 leads out of 100 are passed to sales every month

ACTIVITIES

Respond to new inbound marketing leads/ requests

Call 100 inbound leads within 5 minutes of capture

Conduct call according to playbook, following relevant call blueprint

If 1st call not succesfull, try 5 more times (best between 8-9am and or 16-17pm)

315 calls in total
- 100 first calls
- 80 2nd calls
- 60 3rd calls
- 40 4th calls
- 10 5 th calls

REQUIREMENTS

- 100 inbound leads per month
- 2 Inside sellers (1+2)
- Best practice inside sales playbook with call blueprint
- Instant notification of incoming leads

- Ability to instantly see lead profile and activity

ASSUMPTIONS

1. It will take an estimated 315 calls to process all 100 leads
2. Each inside seller can do an average of 160 calls/month
3. If a warm lead is called 6 times there is a 90% chance of establishing contact
4. 11% of leads where contact is established become SQLs, 59% are not interested in buying right now and 30% are disqualified

5.

EXERCISE

90 min.

! SET YOUR GOALS AND BUILD THE KPI STRUCTURE

In the leadership group

1 Define the end goals (Red, results) for the year (10 min)

2 Break the results into it's individual components (Yellow, objectives), "what needs to be true to realise results?" (20 min)

3 Clarify what behaviour and capabilities (green+blue) you believe is needed to realise the defined objectives (20 min)

3 Review KPI Impact map to make sure that each KPI can be measured and tracked (so it can be followed up upon) (10 min)

4 Define who is responsibility for each KPI and how it will be measured, tracked and reviewed by leadership (30 min)

Material
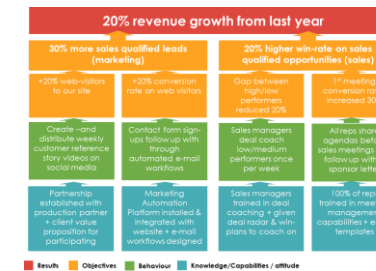
Use colored cards to build the structure on a wall

Use a flip chart to write down KPI, goal, how to measure /track/review and who has the responsibility for it