HOW TO

Align Sales & Marketing Through Demand Gen Funnels

A Short eBook on Improving B2B Synergy Through Data

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powered by CaliberMind

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Note: This eBook assumes that you have implemented a demand generation or net new account funnel at your company. Check out our Playbook for tips on designing and implementing a funnel if you don't already have one in place.

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Using Funnels to Diagnose Misalignment

There will always be tension between marketing and sales. Each group looks at the world through a different lens. Sales is compensated monthly or quarterly for selling to a narrow segment, and marketing is hard-wired to think globally and several quarters ahead because most marketing tactics take time to produce results.

These fundamental differences will result in some head-butting between the teams, but in well-aligned environments, that tension pushes both groups to iterate and improve constantly. The tension will become toxic when sales and marketing are foundationally misaligned.

Signs that malignant forces are present include finger-pointing any time something goes wrong, leadership arguing openly, and increasingly siloed efforts. Sales doesn't trust marketing to execute a solid campaign, so they start running their own campaigns. Marketing doesn't trust sales to follow up on their leads, so they beat the sales team over the head with specific examples of follow-up failures. Both accuse the other of poor messaging.

In stark contrast to the examples above, research has proven that alignment translates into better results. If sales trusts marketing, they're willing to put more effort into lead follow-up, leading to 200% more marketing-driven revenue growth than misaligned teams. Other benefits include 38% higher opportunity win rates, 27% faster three-year profit growth, and 36% higher customer retention.

To determine whether marketing and sales alignment is strong, you'll need to look at various metrics. But if you want to identify how to fix the root causes of misalignment, few tools work as well as the traditional demand generation funnel. Before we can correct the problem, let's look into what commonly causes demand gen funnel conversion rates to change for better or worse.

When Do I Know I Have a Problem?

Funnels give a sense of pipeline and bookings momentum–it's an early indicator of how the future will unfold. Funnels can also detect inefficiencies between teams because some core demand generation funnel stages signal a team handoff. When conversion rates at hand-off points are low, it stands to reason that something is out of balance at a fundamental level.

The first baseline go-to-market indicators any leader should seek out when they start at a new B2B company are:

- The average contract value per new customer
- The average sales cycle duration per new customer
- The lifetime contract value of an average customer
- Which core personas participate in a buying committee for the product
- What the ideal customer profile is, and how much variability there is in that profile

If we understand the contract value and sales duration, we can estimate the effort needed to secure a sale. These stats also tell us what our conversion rates should be throughout the funnel. The larger the monetary value of a contract, the larger the buyer committee and the longer the sales cycle. With increased value comes increased perceived risk by the company making the investment, which means more friction in the sales cycle.

In a new industry? New to measuring funnels? Several resources list average conversion rates by funnel stage and benchmarks by specific industry. If you can't find benchmarks to fit your business, you can always reach out to community experts in the RevOps Co-Op, The MOP Pros, and Marketing Ops communities.

Once you have a benchmark, you can understand whether your company is above or below average and investigate how to fix it.

Common Causes of Misalignment

On The Revenue Marketing Report, one of our mantras is "Nail the Basics." Departments won't work well together if they disagree on the fundamentals. Poor alignment manifests as poor conversion rates throughout the funnel, although another common culprit exists.

Poorly instrumented systems.

The common causes for depressed conversion rates (in no particular order) are:

- Poorly implemented or process-heavy / usability-light systems
- Misalignment of stage definitions
- Misalignment on what the bar for "qualified" is
- Misalignment of the ideal customer profile definition

Optimizing conversion rates are usually a function of addressing one or more of the above issues. Let's look at each contributing factor in a bit more depth.

Leaky Funnels: Fun With Technology

Whenever we see low conversion rates, the first place we research is the technology landscape or all of the systems that record and benchmark funnel activity. Usually, marketers begin recording the first stages in their marketing automation platform, then sync (hopefully) that information to their CRM. The CRM is considered the source of truth and is used to marry the marketing stages and subsequent sales stages.

Each stage introduces a potential point of failure. The fewer stages you manage, the less room for error you introduce. When there is a problem, the most common cause is a system that doesn't flag the stage when it should be (as defined by the business). Unfortunately, this mismatch between system output and expectations may be an unintended consequence of the design.

Funnels won't work if your marketing automation platform and other lead sources aren't properly integrated with your CRM. You should also configure your CRM so marketing and sales can quickly and effectively enter data.

In other words:

- All prospect hand raises (form fills, webinar attendees, registrations, chat engagements, demo requests, and anything else your company does to engage a prospect) should be logged in your marketing automation platform and CRM.
- Your marketing team should use your CRM campaign and campaign member objects (for best practices, check out this webinar).
- Sales should be able to refer to clear signals in the CRM that fit into their current workflow to make follow-up simple.
- Each handoff between teams should be captured and preserved. This means a qualified lead passed off to inside (or field) sales and a meeting passed from inside sales to the account executive should be two distinct stages captured at the transfer point.
- Sales activities should be passively logged whenever possible (calendar integration and email integration are musts!).
- A system for "recycling" leads that become disinterested must be in place to prevent missing future engagement from accounts that have already participated in a buyer journey and gone cold.
- Each funnel journey and stage should be stamped and preserved so you can analyze historical numbers and not just a snapshot of what has happened most recently.
- Each funnel stage should be triggered only when your stage criteria have been met.

The last point may seem obvious, but we see many companies neglect to test their funnel stages. This leads to conflict between teams and mistrust. If people go through the work of agreeing on a stage definition and then see contradictory behavior in their CRM, it never goes over well.

Unfortunately, the only way to identify and fix system issues is through research and dogged determination.

Define Your Stages OR ELSE

When neglected, the revenue operations fundamental that creates the most chaos is creating clear definitions for the various metrics we measure and getting cross-functional buy-in. If different departments operate under different assumptions (which is what a metric definition is–an assumption), it creates misalignment. It also leads to other teams reporting different numbers for the same metric and infighting.

Getting a group together to agree on a definition is tedious, but it saves a ton of time in the long run!

We recommend starting with a write-up of how your analysts define the different metrics, then sending out the document for review as a prerequisite for attending the meeting you also schedule to discuss any discrepancies. The good news is that once everyone agrees to definitions, that document can be used and reused when (not if) someone goes rogue.

Check out our playbook for more on defining stages.

What Is Qualification?

It's one thing to get a group of analysts to agree on metric definitions and another to get groups to adhere to them. When marketers are given an MQL goal, it's tempting to stretch the rules and load some questionable names into the MQL pipeline.

It's important to gather qualitative feedback from your main stakeholders when investigating an issue with a funnel stage. Do they agree with the definitions? What kind of things are they seeing? What are their opinions on the process? Take complaints with a grain of salt, but never ignore them. The saying, "Where there's smoke, there's fire," is valid. When you consistently hear a pattern in complaints, it's time to dig deeper.

If there is a misalignment on a qualification threshold, reevaluate the definition and work until you have a satisfactory buy-in from leadership to play by the rules. In a recent webinar, we detailed best practices and how to get organizational alignment.

What's Your Target Market?

Marketers are incentivized to target accounts that convert into interested prospects. Inside sales will target anyone who will accept meetings. Account executives want to meet with people with leverage to push a deal through. Too often, each department is targeting a different persona at a given target account, which is problematic.

When developing company-wide definitions for the ideal customer profile and personas, it's essential to use the proper "success criteria" when analyzing the data. Everyone should be marching to the same drum. Sometimes changing department goals can better align teams.

For example, if the CMO is given a revenue goal, they are more likely to be invested in improving quality and conversion rates further down the funnel than when given a lead volume goal (MQL). Lead volume goals tend to drive what sales leaders call "pipeline stuffing" behavior, or creating engagement with anyone and everyone regardless of fit.

For more details on developing perfect target segments for conversion, check out our best-practice article and an expert interview with Scott Wright.

Common Missteps in System Design

Once you have agreed upon definitions, it's essential to think through system design carefully. We won't be going through specifics on how to build a funnel in your marketing automation platform and CRM–or which outsourced tools are made to do this for you. Instead, we will talk through common issues we see with funnel designs.

Inadvertent Issues With Stage 1 Definitions

Incorrectly defining the first stage of the funnel can create many problems downstream. If you set the bar too broadly, your conversion rate to automatically qualified lead will never look good–and you may inadvertently block accounts that display interest a second or third time from entering a new buyer journey. This is a big problem when you rely on your system to flag engaged accounts for your sales team.

We recommend NOT defining your first stage as newly created leads or accounts. Remember that in a B2B buying cycle, people will fall in and out of your funnel, and you need to bubble up each request to contact the sales team.

Not Accounting for Sales Process

From a leadership and analytics standpoint in most B2B businesses, making sure that your funnel reporting is functional at an account level is essential. Unfortunately, not many people can build a perfectly functioning funnel, so investing in the right resources is necessary.

If you define a customer as an account with a closed won opportunity, it doesn't make sense to look at the funnel journey from a person perspective. Multiple people will be involved in large-ticket B2B sales. It's a given. So why count qualification at the person level when you can benchmark an account's journey at the company level?

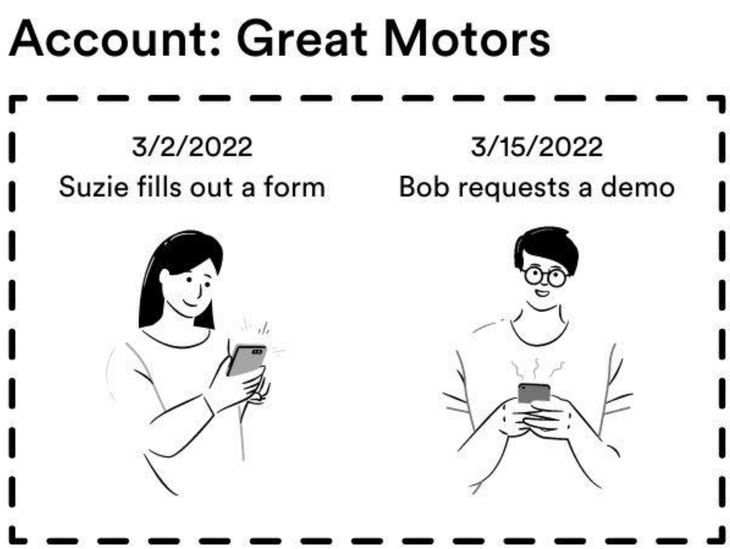
Marketing automation platforms are meant to recognize distinct person records, and some (including the market leader at the time of writing) don't have an account object. To get around this, marketers pull indicators from the account in Salesforce into fields on related contacts. When marketing departments maintain lifecycle processing in their marketing automation platform, marketing automation reports inflate opportunities and pipeline generated when multiple people at a single account enter the funnel.

The sales portion of the process, which begins at the time of lead or contact qualification, can be aggregated at the account level once an opportunity is created. Salespeople can associate contacts to an opportunity, but because reports are based on opportunity records and not multiple people at a single contact, the correct count of open opportunities and pipeline is easy to summarize.

Marketers should run their lifecycle processing for people in their marketing automation platform, but they should analyze engaged and qualified accounts for two reasons. One is so that their conversion rates aren't minimized once opportunities drive the funnel stages. The second is to align with how the rest of the business thinks about customers–typically by logo or individual account.

When lifecycle processing is in your marketing automation platform, you can surface leads to the sales team when they happen. When automated processes run in your CRM to benchmark funnel stages at the account, you can continue to route individual people to the correct salesperson and report on account conversions throughout the funnel.

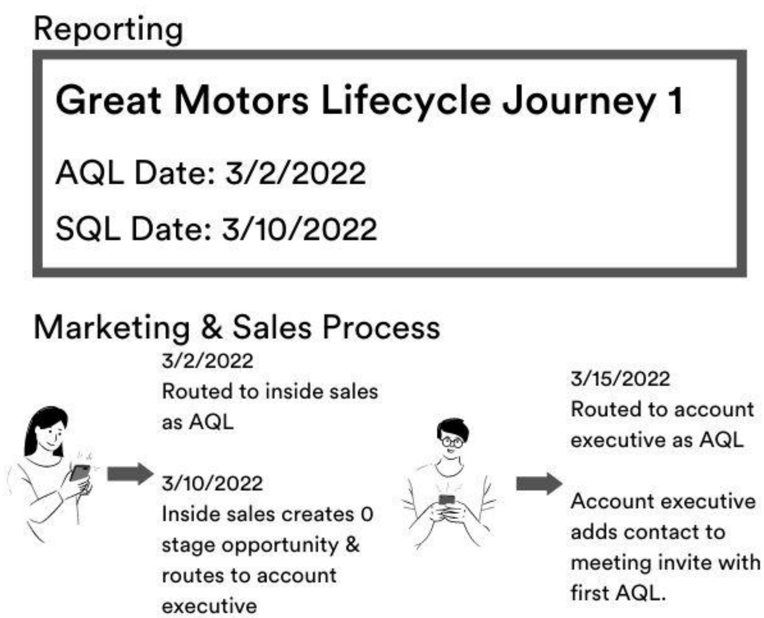
For example, suppose you have Suzie at Great Motors fill out a form and kick the Account Funnel into the Automatically Qualified (AQL) stage. Then Bob at Great Motors requests a demo. You'll want one behavior reflected in your reports and another by your sales team.



In your reports, Great Motors will only hit AQL once and reflect the date Suzie filled out the form. Since the account journey is still active, the account doesn't hit AQL twice when Bob comes into the picture.

However, the sales team will want to know that Bob raised his hand and wanted a conversation.

Your CRM needs to support the sales workflow, and your team will need to decide whether a different account-based funnel is captured in your CRM or you put it in a data warehouse or other tool for reporting purposes.



Forgetting to Recycle

B2B sales cycles are not linear, particularly when your product exceeds what people are able to expense on their own without manager approval. B2B organizations must think through how to allow people at an account to disengage and re-engage in a way that will continue to record and alert your sales team. It's not uncommon for businesses to accidentally build a gate in their funnel that prevents re-qualifications from being noticed.

Ignoring an interested prospect–particularly someone who keeps returning to your brand–is like burning cash in your parking lot.

Not Backfilling Data

B2B sales cycles are not linear–which means not only do they disengage and re-engage–they also will skip stages. To appropriately calculate conversion rates, you'll need to ensure that your engaged buyers are recorded as passing through each stage even when there is a stage skipped. We also recommend you capture that skipped stages were automatic backfills rather than valid stage qualifications, which brings us to our next point.

Not Capturing What Triggered Each Stage

Highly useful variations on funnel analytics can occur if you snapshot what action the buyer took to qualify for the next stage. For example, a website visit may put the account in Stage 1, and a form fill may be the action that made the account an AQL. These stages should be linked accordingly so that your reports can determine:

- Which campaign tactics convert better than others
- Whether sales is more likely to ignore specific campaign tactics
- Which opportunity sources are the most likely to convert into a customer

The list above is just the tip of the iceberg. Tying causation to conversion statistics can improve how your marketing team goes to market and your sales team engages with prospects.

WebMD For Funnels: Diagnosis By Stage

To help the concepts above hit home, let's talk through the stages and definitions for an example funnel, and what lower than average (or trending downwards) conversion rates may mean for each point in the journey.

In our example organization, we are selling technology to B2B companies with a yearly subscription north of $50,000. We have an inside sales team that prospects and follows up on leads and a full-cycle selling team of account executives.

The teams have done their research and have defined each stage/threshold criteria as the following:

Engaged
A lead or contact against an account has proactively interacted with the brand. For example, they have performed an inbound activity like an email response, web page visit, campaign interaction, lower funnel intent signal, etc.

Automatically Qualified Lead (AQL)
A campaign response has been logged against a lead or contact on the account.

Sales Accepted Lead (SAL)
The sales team marked the lead or contact as "Accepted / Working" through a status update or logged outbound activity.

Sales Qualified Lead (SQL)

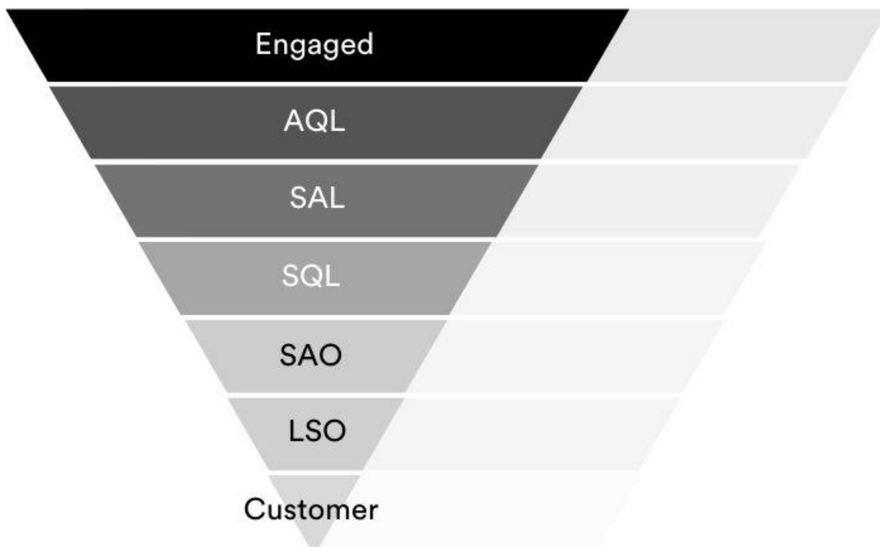
A zero stage opportunity is logged against the account by the inside sales person when a meeting is set.

Sales Accepted Opportunity (SAO)
An account executive moves an opportunity's stage to "Qualified" on the account.

Late Stage Opportunity (LSO)
An opportunity is updated to a probability of 50% or higher on the account.

Customer
An opportunity is market "Closed Won" against the account.

The funnel should look like this:



To be considered for the first stage of the prospecting funnel, the record must be a lead or contact with an associated account that is of type "Prospect" or "Churned" and not currently active in a funnel journey.

If multiple records on an account have qualifying events, the funnel recognizes the first event and ignores others until the account meets a new funnel stage or exits the funnel. In other words, accounts only have a single journey running at any time. The account may requalify later if a journey ends due to a time-out or disqualification.

Once an account becomes a customer, they can not requalify for a buyer journey until they churn.

A prospect or churned account can have multiple non-simultaneous journeys that are all tracked separately.

Exit Criteria / Recycling for Re-Qualification:
Accounts can fall out of the journey if a salesperson marks the engaged person's status as "Nurture" or "Disqualified." They can also fall out of the journey if an opportunity is updated to a "Closed Lost" stage. Because the account exited the funnel before becoming a customer, they will reactivate as "Engaged" and kick off a new demand generation journey when they reengage with the brand.

Now that we've defined what triggers an account to enter each stage, let's discuss what might be wrong if those stage transitions look anemic.

Engaged to AQL Conversion Rate Issues

Do you have a minuscule conversion rate? Are you seeing misalignment between campaign responses and who qualifies and is flagged as an AQL? Chances are very high that you've set the wrong bar for your first stage.

If you trigger your top stage on record creation, you're neglecting that accounts jump in and out of the buyer journey in B2B like sugar-fueled kindergartners in a potato sack race.

Make sure your first stage doesn't prevent funnel re-entry.

How to Fix It
Consider either defining your Engaged Status as an account with an inbound activity associated like Intent Signals, IP de-anonymized web activity, or some other proactive interaction with your brand or as a record with logged activity associated with it. Otherwise, we recommend beginning your analysis at the AQL level and skipping Engaged altogether.

AQL to SAL Conversion Rate Issues

In a B2B SaaS company in a growth phase selling a larger ticket item that also has an inside sales team transferring meetings to account executives, your conversion rate between AQL and SQL should be 70% or higher. If you don't have an inside sales team, it will be lower, particularly in the second and third months of the quarter (when full-cycle sellers are focused on closing deals).

There are three major causes of anemic AQL to SAL conversion rates:
1. A misalignment on what is automatically qualified between marketing and inside sales
2. An inability for inside sales to quickly act on and disposition quality leads
3. Human process and management issues (this is rare!)

How to Fix It

The first step of investigating SAL conversion rate issues is to dig into the system and ask the inside sales team how they go about seeing automatically-qualified leads assigned to them. If they use clunky reports and have to look in multiple places to find leads, be sure to explore their process for reminding themselves to do these tasks. Always approach these questions objectively and communicate that there is no right or wrong answer. The feedback is anonymous and won't go to their manager (you must commit to this and maintain trust if you want honest feedback).

Is your status for updating the lead to SAL manual? Do they have to pick a stage? Or is there an opportunity to trigger a stage update when the activity is logged? Before you change your logic to accept either a status update or activity, make sure the systems your inside sales team works in are integrated with Salesforce. LinkedIn Advanced Sales Navigator can log activities in Salesforce, as do most call logging and email playbook tools. Passive data ingestion from the systems your sales team wants to use is always the best way to get a complete picture of their activity.

Once you determine that inside sales can easily see and act on activity, it's time to evaluate your definition of an automatically-qualified lead. Suppose your inside sales team disqualifies a high percentage of leads or ignores them altogether. In that case, it's time to determine what campaign types can be gated from becoming an automatically qualified lead. Bot activity, people outside your customer profile, and early stage signals should be considered as signals to gate or hold back records for marketing nurture.

Finally, ensure managers can access activity reports and see conversion rates by inside sales representatives. Also, use the opportunity to make sure the managers are brought into the process and support lead prospecting.

SAL to SQL Conversion Rate Issues

It's hard to stick a peg in what a healthy SQL conversion rate is, and it will be highly variable by the source of the AQL. Demo requests should convert to a meeting at an 80% rate or better. I've seen Content Syndication convert as low as 1% (and recommend gating it for marketing nurture rather than routing for sales follow-up).

To diagnose issues with SQL conversion, look at your mix of AQLs by source and then at the AQL to SQL conversion rate. Are you relying on underqualified sources to bulk up your AQL number to hit a goal rather than pushing higher converting sources to sales? Are key sources converting at a lower than expected rate?

Because SAL and SQL are inside sales team indicators, a lower conversion rate frequently indicates a need for training and better messaging or a misalignment between the personas attracted by marketing and who your inside sales team targets.

How to Fix It

If particular sources are converting much lower than average, consider gating them from AQL status and continue to nurture them in marketing. Before doing that, however, ensure that the low conversion rate correlates with industry averages. If your demo request conversions are down, for example, there's a problem in market fit, messaging, or perceived ideal customer profile. This can be corrected, to an extent, by adjusting messaging and training the sales team accordingly.

Also, look for variability by individual inside sales representatives. There may be an opportunity for sales management to identify inconsistencies in messaging.

SQL to SAO Conversion Rates

In a B2B SaaS company in a growth phase selling a larger ticket item that also has an inside sales team transferring meetings to account executives, your conversion rate between SQL and SAO should be 25% or higher. If it's lower, you likely have a misalignment between who the inside sales team is targeting for a meeting and who the account executives think are influential in an organization. There could also be misalignment in account profiling as well. Sometimes startups are early adopters and are eager to accept meeting requests, which is problematic if your price isn't attainable with a startup budget.

How to Fix It
When we see low SAO conversion rates, it's time to add a quality benchmark to your inside sales representative's compensation plan. Rewarding people on conversion to pipeline is a reasonable way to better align your inside sales team and account executives on what they consider "qualified." Make sure your marketing team is also fully aware of these definition shifts. They'll need to adjust and create content that draws in the right group of prospects.

A Note on Opportunity Conversion Rates Post SAO

Sales conversion and velocity are instrumental measurements for sales leadership. They can identify a salesperson's weak points and create training opportunities. However, sales leaders tend to be protective of their sales team (understandably), and we recommend approaching recommendations for reporting from the place of an advisor willing to facilitate rather than proactively providing reports without a preamble.

Designing Reports to Optimize Funnel Performance

Now that you've fixed your system configuration and identified sticking points, it's time to get your leadership team on board with consistently using funnel metrics to improve performance and efficiency.

While many B2B organizations have standardized quarterly funnel metrics and develop key performance indicators to drive volume, few pay enough attention to conversion rates by stage and trends over time. We see the value of having a topline AQL (in some organizations, this is called marketing qualified leads or MQL) goal as an early indicator. But the mix of sources that make up that AQL number is usually a better indicator of how many bookings will result from that quarter's activities.

In other words, there is value to an AQL goal, an opportunity-created goal, and a pipeline qualification number. But these aren't the most valuable indicators for people trying to increase efficiency and performance; they shouldn't be a business's only indicators.

Instead, encourage your operations organization to support the marketing and sales teams with conversion rates, trend analysis, and more detailed breakdowns of which sources drive the highest number of sales down the funnel. These metrics do not have to be bubbled up to the executive team, but being data literate and understanding what trends these benchmarks can signal are valuable skills for leaders and analysts alike.

Funnel Metrics Marketers Should Care About

We are a big fan of functional managers focusing on what they can control. In marketing's case, who they are targeting with their messaging and the mix of tactics used to draw those people in.

To understand which tactics marketing is doing that leads to the greatest productivity, we recommend reporting on:

- AQL by Source
- AQL to SQA Conversion
- AQL to SQA Conversion by Source
- AQL to SQL Conversion
- AQL to SQL Conversion by Source
- AQL to Customer Conversion
- AQL to Customer Conversion by Source

In addition to providing a summary metric for the quarter, report on conversion rate trends by week and month. Trend rates for conversion scores help determine whether an odd number is a problem or an anomaly.

Note: Conversion rates take time to mature or finalize. It's essential to understand how long, on average, it takes for the inside sales team to process leads, how long passes between lead and meeting, and how long it takes to move from lead through to a customer. Those timelines will give you a sense of how many weeks or months it will take to finalize results for conversion rates.

Marketing has the highest degree of control over the volume and mix of leads they are routing to the sales team. It's in the company's best interest to ensure that those leads align with the sales teams' definition of a good target, and reviewing conversion rates at sales handoff helps confirm alignment. Understanding which sources convert more easily for sales will help marketers understand where they should invest more resources to increase pipeline more quickly.

Funnel Metrics Inside Sales Leaders Should Care About

The inside sales manager's priority should be to verify that their team is working quickly and efficiently. To do this, they'll need to see:

- AQL to SQA Conversion
- AQL to SQA Conversion by Inside Sales Rep
- Average time from AQL to SQA by Inside Sales Rep
- SQL Volume by Inside Sales Rep
- AQL to SQL Conversion by Inside Sales Rep
- Average time from AQL to SQL by Inside Sales Rep
- SAO Volume by Inside Sales Rep
- SQL to SAO Conversion by Inside Sales Rep
- Average time from SQL to SAO by Inside Sales Rep

Looking at the average number of days in each stage will help management determine whether there is a prioritization issue. Comparing conversion rates by individual sales representatives can signal that someone lagging needs additional training or that some regions have lighter engagement due to underdeveloped territories.

A considerable lag between SQL and SAO may also suggest a problem between the inside sales representative and the account executive. A low conversion rate and extended time between SQL and SAO could signal a performance issue with the inside sales representative or account executive.

If there is resistance to lead follow-up, layering in AQL source reporting can help inside sales managers bubble up an issue to the marketing team. For example, suppose content syndication converts at a much lower rate than the rest of the lead sources. In that case, it may make sense to advocate for keeping those records in a marketing nurture program until a stronger engagement signal happens.

Funnel Metrics Full-Cycle Sales Leaders Should Care About

No full-cycle seller wants to waste time when they could be closing a deal. Unfortunately, when leads are converted earlier in their buying process, interested prospects can take more effort to win than those that come through via a referral or lower funnel signal. It can be hard to get sales to focus on leads when they already have a pipeline full of mid-stage opportunities.

We recommend looking at opportunities created by source, including marketing, partner (if applicable), and account executive generated. The mix can be telling. For example, some account executives prefer to source their deals while others prefer to push their partners and inside sales representatives to source highly qualified leads.

Looking at pipeline generated by source, the average days in stages, and conversion rates will help sales managers identify problems with their team. For example, some account executives are great at securing second meetings, and others are expert deal project managers.

It’s also crucial for sales leaders to be receptive to dialog with marketing and inside sales when those teams spot a conversion issue from meeting set to opportunity qualified. Feedback on which sources are easier to convert to a deal can help educate people trying to generate more bookings. Receiving feedback on an account executive’s resistance to collaboration may flag an issue with a lone wolf who may create problems with fellow account executives.

Want More Content Like This?

We hope you've enjoyed this short eBook and have discovered ways to improve how your organization views and uses funnels. We've seen firsthand how transformative these exercises can be for marketing, inside sales, and full-cycle sellers. Stay tuned for more eBooks like this that highlight ways to align your entire go-to-market team better and present new ways to gain efficiency in your organization.

To stay current on the latest B2B go-to-market landscape trends, subscribe to The Revenue Marketing Report.

We have an entire resource library dedicated to best practices for marketers looking to supercharge their contribution to pipeline and revenue.

Revenue operations professionals can also learn more about optimizing for scale through our playbooks.

And for those of you looking for more in-depth help transforming insights into faster growth, contact us at calibermind.com.

About CaliberMind

You need actionable marketing insights that the other marketing leaders and the C-Suite trust.

Old marketing attribution systems just bolt onto your CRM or marketing automation platform and analyze the data in your database as-is. The unspoken assumption is that your CRM is in great shape. But is it?

CaliberMind connects to all your key marketing systems and works with you to identify your data's weak points. Our 5-Star customer success team will suggest best practices to clean your data and keep it pristine so you can focus on what matters—producing more pipeline and revenue faster.

Get a Demo

About Camela Thompson

Camela Thompson is the Vice President of Marketing at CaliberMind, the leading B2B platform for revenue insights you can trust. Based in Seattle, Camela has spent 15+ years in Revenue Operations in the tech industry in successful startups such as Qumulo, Extrahop, and CDK Global (formerly Cobalt) before proving herself as a customer-first growth marketer.

She is deeply familiar with the pain points that Ops teams face and is passionate about helping Ops professionals accelerate their careers. In addition, she hosts CaliberMinds' podcast, The Revenue Marketing Report, where she produces expert-fueled content devoted to helping B2B Marketers hone their craft. Previously, Camela ran her own consultancy, where she specialized in creating customer-centric brand narratives. She also served as Chief Marketing Advisor for Shepard Search Partners and is an Expert Advisor at the RevOps Co-Op.