



Adobe

Client case study: Adobe Demand Centre

"In developing and delivering the Adobe Demand Centre in the UK, Vector ensured the critical success factor was in place: alignment between Sales and Marketing. They got the right deal negotiated, agreed and adhered to by the four players; Sales, Pre Sales, Marketing and Demand Generation. The ADC now reliably hits its targets for both lead quantity and quality, and the demand generation process works effectively and efficiently across all four departments."

Trevor Ward, UK Sales Director, Adobe

"In designing, developing and implementing the Adobe Demand Center in the UK, Vector put in place a practical and effective demand generation solution that has put Adobe ahead of the game."

Simon Bull, UK Demand Center Manager, Adobe

"Vector focused on getting alignment between the key stakeholders in the Adobe Demand Center project; Sales, Pre-Sales, Marketing and Demand Generation. With this four-way deal in place, we had a clear understanding of what each stakeholder team had committed to deliver to each other stakeholder team. This clarity and commitment has played a key role in making the Demand Center a success. On the whole, this exercise has also improved the communication between the four teams."

Mukesh Sharma, Regional Manager, Pre-Sales Northern Europe, Adobe

"Vector have delivered a number of important projects for Adobe: gaining alignment on effective business development between the four business development departments, such that we had a clear agreed deal on what each stakeholder department committed to deliver for each other department; designing and implementing the Adobe Demand Center, which is our demand generation function; and defining and gaining agreement on how we can increase the number of large deals in the pipeline. Vector's approach is effective, focusing on getting the foundations right and on delivering practical results."

Mark Wheeler, Northern Europe Marketing Director, Adobe

Targeting a business breakthrough

Adobe is one of the world's great software companies. For 25 years its award-winning software and technologies have helped to set new standards in business, entertainment, and personal communications. Building on its powerful position in the media, education and consumer sectors, Adobe is now also growing its market share within large enterprises, and, at the start of 2008, decided to adopt a new business development strategy to accelerate progress.



Changing direction

Up to this point, lead generation had been outsourced, with the focus on responding to in-bound calls generated through marketing campaigns. The results were not meeting expectations either in terms of lead quantity or lead quality. Management therefore decided to bring lead generation back in house, and brought in Vector to make it happen in the UK.

We found that the three main stakeholder functions, which would be working closely with the Adobe Demand Centre (ADC), could benefit from closer alignment. We therefore focused, not only on setting up the ADC, but also on ensuring operational alignment across the business development process, so delivering an operation that was much more strongly focused on generating qualified, winnable leads.

Hitting the ground running

The targets set for implementing the new business development approach were extremely demanding. It was also considered imperative to make this transformation programme happen without any loss of momentum, even though the changes included developing the ADC methodology, recruiting new permanent employees, training them, providing the facilities and system support needed and then, most critically, ensuring full alignment between all stakeholder functions.

In the new set-up, lead generation and qualification are carried out within the ADC as part of a single, integrated process. The rationale for this approach was not simply to increase the quantity of leads but, most crucially, improve their quality at the same time. This would make it easier to target winnable opportunities earlier and more accurately, thus improving win rates, shortening the time between first contact and sale, and also making more efficient use of resources.

A new deal

The key to making the new approach work effectively is alignment between the four different functions involved in the business development process: Marketing, Lead Generation, Pre-Sales, and Sales. One of Vector's most important deliverables was to facilitate a full understanding in the minds of all stakeholders about how to develop the most productive relationship possible between them.

That means ensuring that each function fully understands and appreciates who their "customers" and "suppliers" are at any given stage in the process. This understanding, in turn, leads to a deeper awareness of their own responsibilities. In practice, the stakeholders have *made a new deal* with each other, cemented by formal agreements concerning hand-over points between functions.

A new operating model

The new process ensures the closest possible alignment between Marketing, Sales, the ADC and Pre-Sales in order both to identify new leads and qualify them quickly and efficiently. This approach ensures that accountability and responsibility at each stage are clear and agreed



between all parties, from those very first contacts, via marketing campaigns, right up to the point when initial contacts turn into business wins.

It also ensures that there is more and more accurate targeting at each stage, making the most efficient use of resources, while ensuring that business development is a strongly-focused, truly integrated process. There are strong feedback loops in place right through the process, which mean that each stakeholder group has the information it needs to refine and improve its methods and thus achieve better results.

Delivering the results

The end result of this project has been a business development approach based on scientific principles, delivering reliable outcomes linked to the number and quality of client touch points. Integration between the four stakeholders leads to more effective, better-informed planning, with far more predictable outcomes, directly related to inputs.

During the project so far, the success of the integrated business development approach has been demonstrated by extremely significant improvements both in the quantity of leads delivered to the ADC each month and their quality, when compared to previous performance.

All business development functions are now collaborating in a close and effective way, enabling Adobe to move further and faster towards its long-term growth targets in the Enterprise marketplace.