The SaaS Marketing Handbook

UNDERSTANDING THE WORLD OF SAAS AND HOW TO MARKET IN IT

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THE WORLD OF SAAS

Software-as-a-Service (SaaS) is a means of delivering software to customers over the Internet, removing the need to install and maintain software on hardware servers owned by customers. The delivery model has two important ramifications for SaaS businesses. First, it removes technical and budgeting obstacles to a sale; customers can directly test and purchase software without lengthy hardware procurement and software configuration. Second, since SaaS is sold as a subscription, SaaS companies can grow quickly as existing customers renew their subscriptions and an equal or greater number of new customers is acquired.

Both the change in buyer behavior and subscription pricing have specific impacts on your marketing department. SaaS puts even more of the buying cycle into the hands of marketing. With SaaS, buyers research a product, and often try it out, before even speaking to a sales person. Most buyers now expect to find the price of the SaaS product on the website. SaaS marketers need to take this change in the buyer journey into account when formulating a marketing strategy.

Because marketing will be shouldering more of the load, the department's focus on metrics is critical. SaaS company CEOs will now look to the VP of sales *and* the VP of marketing for business growth forecasting. The sales/marketing blame game won't cut it anymore. SaaS is a numbers game, and marketers need to be more metrics-oriented than ever before.

The SaaS ramp that started it all

A successful SaaS business reaches the nirvana that I call the SaaS ramp. With good execution, the majority of your customers renewing every year, and the same sales force and marketing budget, you should be able to double revenue (all of last year plus the same for this year), with your revenue line looking like a nice steep ramp. Improve your marketing and sales force growth and you can increase the slope and make it even steeper.

The strategies described here are not limited to SaaS; they apply to any subscription business. Marketers promoting a platform or infrastructure as a service (IaaS and PaaS, respectively) can make use of the techniques described in this eBook—likewise for those who sell cloud applications. The buyer and unit of licensing (per user versus per gigabyte or per instance) will change, but the techniques, or acquisition and retention, are fundamentally the same. Acquire customers as quickly and cheaply as possible, and hang on to them for as long as you can.

The SaaS Marketing Handbook begins by dispelling a few myths that could stand in the way of good execution. The guide then starts with the basics—the very particular language of SaaS marketing that allows you to take part in planning discussions and keep up with the conversation. Readers having SaaS product selling or marketing experience can skim or skip ahead to the *The Roadmap to SaaS Marketing Maturity* section. Setting a strategy for customer acquisition and selecting the right sales model is next, followed by building a funnel and measuring demand, and then on to techniques for building demand. The final sections deal with management and company boards, and making sure you avoid common pitfalls while setting appropriate expectations on timing, goals, and budget.

DISPELLING SAAS MARKETING MYTHS

Like any business model that has made billions for executives and shareholders, SaaS has its own mythology. Stories heard in the boardrooms of SaaS titans have been passed down to aspiring SaaS CEOs. Ambitious CMOs who want a piece of the SaaS game often embellish their conversation stats—which is to say, be wary of SaaS war stories. Make sure to separate history from lore. Here are four common SaaS marketing myths dispelled. Read these first lest ye be burned.

MYTH I – IT'S CHEAP

Reality – People are the most expensive components of the marketing mix, and it takes more people and more work to acquire customers in a SaaS model. The amount of content required, frequency of changes made to your websites and microsites, and the collection and analysis of data all take significant manpower and expense. Just look at the IPO registration filings of young SaaS companies and you'll see just how much it costs. In fact, it can be several times the typical marketing spend of an enterprise software company.

Thomasz Tomguz, a venture capitalist at Redpoint, has an excellent analysis of sales and marketing spend of 34 public SaaS companies. In their first three years, these public SaaS companies *spend between 80 to 120 percent of their revenue in sales and marketing*!

MYTH II – IT'S FAST

Reality – You can get started quickly without a large upfront investment, but getting good takes a long time. SaaS marketing is a game of continued refinement and measurement. As you will read in *The Roadmap to SaaS Marketing Maturity* section, each development phase can take several quarters.

MYTH III – AUTOMATION MAKES IT EASY

Reality – Yes, there are amazing tools that are very affordable, and sometimes free. But everyone else is using those tools, too. You still need to get the basics right: a good product, a good offer, a solid understanding of your buyer and their needs, and good execution. This is hard work. Also, all of the A/B testing and experimenting is, in my opinion, more work than marketing teams have ever done before. Think of it this way: for every deliverable marketing teams used to produce, they now have to produce at least twice the amount—an A and B—and perhaps an ever-evolving version. I would argue that automation only raises expectations. (The *Goosing Conversion and Fighting Churn* section sheds more light on this.)

MYTH IV – SAAS MEANS FREEMIUM

Reality – SaaS is a delivery model. Freemium is an acquisition model. As we will cover later in *The Acquisition Model*, freemium is only good for certain products. Many complex products, such as SaaS accounting packages, require a more conventional enterprise software sales approach.

SAAS MARKETING LINGO

Learning the Language of Conversion & Revenue

THE LANGUAGE OF CONVERSION

Name – As the generic nature of the term suggests, this is just a name on a list or in a database. At this point, marketing has performed little, if any, qualification—except perhaps that this person matches the desired demographic or buyer profile.

Visitor – A visitor is a unique individual viewing a website. You can track a visitor using a cookie (if the user hasn't disabled cookies), but you don't have any way to contact the person and may not know their name.

Lead – At this stage, a prospect has responded to a marketing offer. He or she has expressed some level of interest in your product or service. You have captured their email address, and maybe their company name and phone number.

Marketing-qualified lead (MQL) – An MQL is a lead that marketing has qualified to some level and is ready to turn over to sales. The qualification process varies from company to company, but typically comprises a combination of profile (demographic, role) and activity (video watched, eBook downloaded). For example, you

Figure 1: Stages of the conversion funnel

Note that MQL, SAL, and SQL are more common in B2B SaaS sales and marketing organizations. Self-service B2B and B2C SaaS may simply use the terms qualified lead and opportunity.

may decide an MQL is a director-level person in the information technology department of a company having over a thousand employees, who has viewed an online product demo. Activity can also include an inbound phone call, chat, or contact request, which are usually the hottest leads.

Sales-accepted lead (SAL) – At the SAL stage, sales acknowledges that an MQL meets the agreed-upon criteria and agrees to work it. SALs demark the handoff from marketing to sales. Sales can reject leads that are incomplete or that they're already working. Just as the criteria being met are important to sales, an agreement to follow up within a prescribed timeframe is important to marketing so that a qualified lead doesn't go cold.

Sales-qualified lead (SQL) – A SQL involves a decision by sales, after additional qualification via discussions with the potential buyer, that a sales opportunity, having both a timeframe and budget, exists. Leads at this point are commonly referred to as opportunities. Upgrades, upsells, and cross-sells to existing customers are also called opportunities. These may not come all the way through the conversion funnel (Figure 1), depending on whether the opportunity was created via a marketing promotion to existing customers,for example, or through a conversation with a customer success rep or salesperson.

Customer – Once a deal is closed, the lead has become closed business, better known as a customer. Existing customers can, of course, become leads again for the purchase of additional products or services. In a SaaS business, retaining customers is critically important because monthy or annual subscription fees are such a large part of overall revenue.

Lost Lead, or Lost Business – You can't win them all. I recommend tracking lost leads. Not only can you do win/loss analysis, but oftentimes lost leads can be put back into a nurturing queue—if the reason for the loss indicates they may be a qualified lead again in the future. For example, you may add a feature that the prospect was initially looking for and now let them know it's available. If they didn't end up purchasing a competing product, or are dissatisfied with the competitor's product, you might convert them.

A lot of marketers overlook lost leads. They are a detour from the linear funnel we all prefer, but sometimes you can end up with truly enormous lists of past lost opportunities that are actually good quality lists that canconvert when the timing is better.

Cost Per Lead (CPL) – CPL is how much a lead costs to acquire. Many companies also measure cost per MQL, or CPMQL, since what you really want to know is what it costs to generate a lead that is ready to turn over to sales. Note the difference between this and CAC (next), which measures total sales and marketing costs—including salaries. CPL helps you evaluate individual campaigns or programs, while CAC helps you in discussing the company's overall financials with the CEO and board of directors.

Customer Acquisition Cost (CAC) – This is the total sales and marketing expense required to acquire a customer. Said another way, it's the total amount spent to move a visitor to a customer.

THE LANGUAGE OF REVENUE

Annual Contract Value (ACV) – This is the annual value of a customer contract.

Annual Recurring Revenue (ARR) – This is the annual revenue that is expected to renew (recur) for a customer or set of customers. ARR is the total contracted revenue of all customers, minus the percentage that won't renew—the churn. Note the difference between this and ACV, which doesn't include churn. ACV is useful when discussing an individual account or when building your funnel for new business. ARR is useful when discussing the state of a company's overall business.

Churn Rate – This is often referred to simply as churn—that percentage of customers who don't renew. As discussed later, the goal is to keep this percentage as low as possible. A unit churn anywhere under ten percent is very good for any SaaS business.* For some markets or products, the reality is that churn is simply higher. Figure 2 shows the exponential decay of customers causing three different churn rates.

After 24 months, a 15 percent churn leaves only two customers, while a five percent churn leaves 29. Churn can also be measured in dollars—termed "dollar churn." And "negative churn" means that your company is expanding sales in existing accounts faster than it's losing revenue from those who don't renew. Negative churn is the ultimate goal.

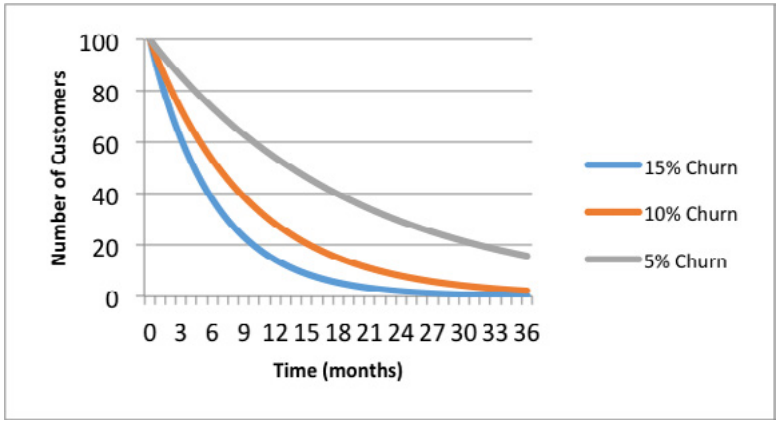


Figure 2: Exponential decay of a customer base with 15, 10 and 5 percent monthly unit churn – the depressing flipside of exponential growth…

* According to the "2014 Pacific Crest SaaS Survey," the median unit churn for SaaS companies is eight percent. I think this survey paints a rosier picture than that of reality, as do some prominent VCs—like David Skok. It really depends on your business, but a unit churn of under 15 percent is pretty good, while under ten percent is very good.

Customer Lifetime Value (CLV) – This is how much a customer is worth over their "lifetime." The length of their lifetime depends on your business. To calculate your customer lifetime, divide 1 by your churn rate—a simple formula for expressing exponential decay. If your annual churn rate is 20%, then your customer lifetime is 1 ÷ 0.20, or five years.

CLV is ARR or MRR multiplied by your customer lifetime. Continuing with the prior example, CLV is ARR × 5. Understanding CLV is vital if your CAC for a customer is higher than the ARR, since you'll typically need more than one year to make up the difference and make the customer relationship a profitable one.

Monthly Recurring Revenue (MRR) – This is the monthly revenue that is expected to recur, (renew) for a customer, or set of customers. It can be calculated as ARR ÷ 12. MRR is the total contracted revenue less the percentage that will not renew—the churn. Whether you measure MRR or ARR depends upon your business. If you focus on annual contracts, then ARR is the way to go. If you only bill monthly and have a high churn rate, MRR is a more conservative approach.

Total Contract Value (TCV) – This is the total contracted revenue. If the contract is for one year, TCV equals ACV. If your customer signed a two-year contract, perhaps in exchange for a favorable discount, TCV is correspondingly more.

THE ROADMAP TO SAAS MARKETING MATURITY

How to Set Expectations and Structure Growth

SAAS NIRVANA IS A TEMPTING, ALLURING PLACE. Stories abound on TechCrunch, Forbes, and other business press about the fortunes of those who make it. Multiples for SaaS IPOs tend to be among the highest in the tech industry. There is palpable pressure, therefore, for a SaaS marketer to get there as fast as possible. But pushing against this headlong rush to El Dorado is another force—a discipline required to get it right before growth (the ramp) kicks in. You can burn a lot of money if you don't get it right.

It's important to understand the stages of SaaS sales maturity and communicate them to everyone in your organization. Knowing what stage you are in helps focus the team on the important goals, and to defer those that are not advantageous.

On the following page is my SaaS Marketing Maturity Model, developed while I've held three SaaS head of marketing positions. The idea is to demark which stage your company and product are in, and therefore what is required of marketing. It can feel like a chicken and egg problem, and there can be a lot of finger pointing. Is it the marketing or the market? Do you need to change the product or get more people to try it? Why can't sales close more deals?

THE SAAS MARKETING MATURITY MODEL

In order to achieve better team alignment, I recommend using these five stages. Agree among your team what [mark | goal | measurement | target] you are trying to solve for, and agree when you are ready to move from one stage to another. In general, marketing will need to provide content, some degree of public awareness, and some demand generation in all five stages, but your level of investment and tactical focus will vary. For example, demand generation in the initial Product/Market Fit stage may simply comprise setting appointments for your CEO and head of product to discuss possible directions with prospective customers.

Stage →	Product/Market Fit	Experimenting for Growth	Optimizing for Growth	Predicting Growth	Driving Growth
Focus →	• *Customer research* • *Competitive analysis*	• *Value prop. known* • *Basic A/B testing*	• *Shift funds to highest converting channels* • *More granular A/B testing*	• *Begin predicting revenue based on known conversions* • *Focus on churn reduction*	• *Head of marketing can drive business with increased investment*
Exit Criteria →	*Product indispensible*	*2-3 working marketing channels*	*Top marketing channels are ROI positive*	*2-3 quarters of accurate revenue prediction*	*Sustained growth*
Timeframe →	6 - 18 months	3 - 12 months	6 - 12 months	6 - 9 months	You Have Arrived

Figure 3: The five stages of the SaaS Marketing Maturity Model, shown with focus, exit criteria, and timeframe by stage.

PRODUCT/MARKET FIT – Finding buyers who want your product is the goal of any business. SaaS is no different, except the online delivery model affords faster product changes. During this growth phase, the entire company needs to make whatever changes are required to make your product indispensable to an identified set of buyers. Marketing should focus on market and buyer research, customer interviews, and competitive analysis during this stage.

Exit Criteria: A company can exit this phase when a significant percentage of customers finds the product indispensable and marketing can identify the profile of an ideal customer.*

Timeframe: 6 – 18 months. Some companies find a product/market fit faster than others. Many need to significantly change the product—referred to as a "pivot"—at least once. Forbes ran a great article about business pivots, including Twitter's transformation from podcast finder to microblogging service, and PayPal's move from beaming payments from PDAs (personal digital assistants, or handheld computers) to helping eBay users pay sellers over the Web. Also, the more complex the product, the longer engineering will need to built it (or rebuild it after a pivot).

* Sean Ellis, a well known SaaS marketer, uses less stringent criteria, requiring 40% of customers to be "very disappointed" if denied your product.

EXPERIMENTING FOR GROWTH – Once you have product market fit, determine the best way to reach your ideal customers. Marketing should focus on crystalizing the value proposition, as gleaned from discussions with existing customers. Close interaction with the sales team is really important—interview them, and also sit in on sales calls to learn what really resonates with customers. The team should also begin marketing via a few different channels, such as Google AdWords and sponsored webinars, and do some rough A/B testing experiments to see what works best. The goal is to supply enough leads to feed the sales team.

Exit Criteria: A company can exit this phase when it has a few marketing channels and marketing pieces that demonstrate superior performance in closing deals.

Timeframe: 3 – 12 months.

OPTIMIZING FOR GROWTH – Building on your successes, it's now time to optimize conversion rates at all possible points. Invest more money in channels that are generating the highest conversion rates. Become even more aggressive with A/B testing: conduct more tests, make the experiments finer-grained, and delve into a continuous improvement cycle. Evaluate each channel in the context of your business economics; some may convert well but cost more. Make sure you can afford each channel by comparing it with your CLV. Eliminate any channels that are ROI negative over the customer lifetime, and shift investment into those that are ROI positive over the shortest timeframe. Your goal

is to move beyond just supplying enough leads, maturing so as to know which channels produce the best leads.

Exit Criteria: Organizations can exit this stage when they know their top conversion channels and marketing assets, and know that money invested in these will produce more demand and profitable customers.

Timeframe: 6 – 12 months.

PREDICTING GROWTH – With known top channels and conversion rates, you can predict future revenue based on marketing activity. Testing and optimization can continue,

but a marketing chief should invest in people and tools having a focus on metrics and reporting.

Marketing may begin to scrutinize churn here, putting in place programs to reduce it as much as possible. By this stage of maturity, your ARR has become a big enough number that high (or growing) churn is a problem. To reduce it, marketing might invest more in

a marketing function to improve customer satisfaction, or work with the product team to develop features that increase your product's stickiness. Achieving negative dollar churn through aggressive upsell and cross-sell might even be possible. By this stage, marketing should have matured enough to measure leads by channel and by cohort.

Exit Criteria: Organizations can exit this phase when they have two or three quarters of accurate revenue prediction by marketing and churn has settled at an acceptable level.

Timeframe: 6 – 9 months.

DRIVING GROWTH – With a tuned and predictable demand-generation machine, the marketing team can be a growth driver. ARR should be well understood and churn should be stabilized. Investing more in marketing to make existing customers more valuable – by upselling additional features or modules – might be a final tweak.

These timeframes are general; they're based on discussions with several SaaS CEOs and CMOs. Heads of marketing should gain consensus regarding which growth stage the company is in, as well as those activities on which marketing is focused. Maturation takes time. Executive teams may grow restless and want to move on, but until you have invested time in the market and have data that supports your experiments, forecasts and predictions, you just won't know if you were right. Marketing may need to stand tall, insisting on discipline from other teams that either want to skip stages or are expecting magic to happen. If you join a company years after its founding, either as the first CMO or a replacement, you may even need to walk the company back a stage or two if they got ahead of themselves.

THE ACQUISITION MODEL

How to Choose the One That's Right for Your Product

Online customer acquisition is a hot topic in SaaS circles. Some companies can execute "no-touch" models at scale, such as Google AdWords. "Low-touch" models—getting prospective customers to use your software before talking to a sales person—are more common. Here, customers can try out a product on their own terms and schedule, while salespeople can work more efficiently by talking only to those customers who are ready to buy. Your product, however, may dictate a "high-touch" model, where sales and technical staff diligently guide a customer through the acquisition process. The following are four defined models for acquiring customers.

FREEMIUM

This is a portmanteau of the words free and premium, i.e., from free to premium. Here, customers are provided a useful piece of free software, with the option to purchase a premium version having additional features. Some SaaS companies build in a viral aspect to their software, so that even though freemium version users aren't paying, they add value as "advertisers." Dropbox is a good example (and a service I used in the editing phase of this ebook). Dropbox Basic edition users share files with others and expose them to the file sharing service.

FREE TRIAL

Lets users sample software for some period of time—usually a few weeks to a month—and then decide if they want to buy it. Unlike freemium, users do not have software access after its trial period ends.

BLENDED

A free trial of your premium software version is offered for a limited time. If a user opts not to purchase after the trial period expires, they're reverted to the free version having fewer features and possible other limitations. The idea is to hook customers on premium version features, using the free version as a no risk come-on.

DEMO

Not all SaaS vendors want to offer trials, even if they're possible. For example, offering a trial for complex products requiring user training—such as accounting or ERP software—can sometimes backfire – by confusing or frustrating users – and thereby hurt conversion. The high-touch sales model may be dictated by such a product, so a demo performed by a trained SE or salesperson may be required. Some companies offer assessments where they run their software for the client, then show the prospect their before and after results.

THE PRICING MODEL

YOUR PRICING MODEL IS CRITICAL TO YOUR SUCCESS.

Find a price that is acceptable to your target customers and can sustain your business. Pricing a SaaS product is a complex topic that is beyond the scope of this eBook, but here are a few basic considerations to get you started. (A few SaaS pricing references are listed at the end of this eBook.)

PRICING UNIT

What are you selling and how is it measured? Is it per user, per server, per mega- or gigabyte, or something else?

PROFITABILITY

How much money do you need to earn to support your business? Understand your total costs (not just CAC), make conservative assumptions on customer lifetime and churn rate, and then model your business at different price points. Your tolerance for profitability—and that of your investors—should be taken into account.

COMPETITIVE COMPS

You may not be the first to market, so your hand may be forced by your competitor's pricing strategy. Take a look around and see what others are doing. Your strategy will dictate if you want to be the low-cost provider, or set premium pricing based on your product's capabilities.

BUYER BEHAVIOR

How are your buyers used to purchasing a product like yours? If they're used to paying per user and your model is per gigabyte, that might introduce confusion—and thus friction—into your sale. Now, if you are trying to disrupt a market, that's another story. You may introduce a radical model that fundamentally changes the game.

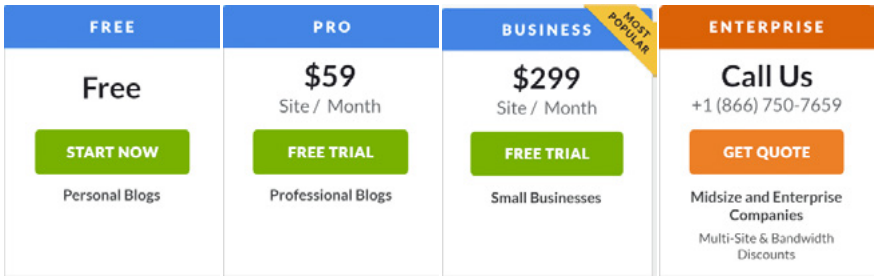


Figure 4: Incapsula's four plans.
Guess which one produces the most ARR.

BUNDLING

Most SaaS vendors have different bundles, or sets, of features that are presented as editions, or plans. A common set is Free, Basic, Pro, and Enterprise. As previously described, your editions could be part of a freemium strategy. Or, as research into human buying behavior has shown, having choice both removes buyer anxiety and pushes people to your middle to upper-middle plans. You may have a longer-term plan of upgrading customers to higher editions over time as their needs grow.

FIT WITH ACQUISITION MODEL

It could be your buyer can only charge so much on a credit card. If you're using a no-touch acquisition model, then you need to take that into consideration. The most common solution to this sales roadblock is to offer multiple plans, as previously mentioned, that accommodate a no-touch buyer price point. Shown at the right in Figure 4 are the four plans we used for the Incapsula product line. Free drove awareness and grabbed tire kickers, but did little to actually drive revenue. Pro was a nominal part of our MRR. Business was popular with small and midsize companies, and was a good source of upsell opportunities. The $299 price point was low enough for most to put on their credit card. Enterprise was our largest revenue generator. We had something for everyone.

THE SALES MODEL

How to Staff a Team that Supports Your Acquisition Model

The next step is to design a sales team. This likely involves a conversation with your CEO and vice president of sales. The structure of the team should follow from your acquisition model (below). Here are a few questions to ask yourself to help determine which model could work for you.

- Is your product entirely self-service? Can a customer sign up, purchase with a credit card, and use the product successfully? If so, do you need sales reps at all?
- What is your product's ARR and anticipated CLV? Can a sales rep close enough deals to make it profitable? If the answer is no, then you either need to raise the price or make your product self-service.
- Is your customer used to buying from a sales rep, perhaps for cultural reasons or regional business custom? Can sales be done over the phone, or are there technical or cultural reasons why sales must be made face to face?

> "Business leaders, sales executives, and investors are all looking to turn their brilliant ideas into the next $100 million revenue business. Often, the biggest challenge they face is the task of scaling sales."
>
> – Mark Roberge, SVP Sales, Hubspot

- Are a lot of decision makers involved in the sale? Is an experienced account representative needed to help manage the buying cycle?
- Are you using the demo acquisition model, where an experienced sales engineer is required to set up the demo?

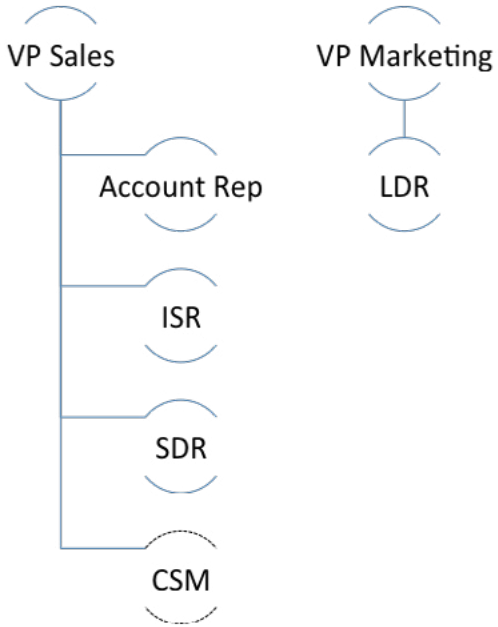
Armed with answers to the above questions, you should be able to determine which sales acquisition model works best.

- **Self-service** – The sale can be completed without assistance from another human, via your website or through an online store. Sometimes called a "touchless" sale.
- **Inbound** – Prospective customers can research and sign up for your product via the Web, but need to speak to an inside sales person to complete the sale.
- **Outbound** – Inside sales representatives (ISRs) or sales development representatives (SDRs) make outbound calls to likely prospects. Outside account representatives call on territorial accounts to gain interest.
- **Blended** – Some combination of the prior three models. For example, a low-priced version might be touchless, inside reps handle inbound demand for a more complex or fully-featured version, while outside sales reps call on strategic accounts in their territories. A blended model is usually a sign of an organization's maturity, where it has grown, segmented its customer base, and has the capacity to execute three disparate models.

Sales Roles

Your sales organization may include some or all of the roles below. In addition to the acquisition model, the maturity of your company is an important factor.

- **Lead Development Representative (LDR)** – An individual responsible for qualifying inbound leads and passing them to sales, typically taking leads and moving to MQLs. LDRs work for the marketing department. Depending on the company, an LDR can pass to SDRs or directly to a sales rep.
- **Sales Development Representative (SDR)** – Working for the sales department, SDRs receive MQLs and further qualify them. Typically when an MQL has been qualified to a certain stage, or the potential customer has agreed to a sales call, the MQL is passed to a sales representative. SDR goals are based on qualified leads or appointments set, not a product sales quota.
- **Inside Sales Representative (ISR)** – A sales representative working on the phone. In some companies, ISRs handle lower-end customers or smaller deal sizes, so have lower quotas. For certain products, ISRs can work all of your deals.



In a no-touch model, you do not need account managers, and may or may not need ISRs.

- **Account Manager** – A salesperson who meets customers at the latter's offices. Account executives are paid more, generally have higher quotas, and work deals over a certain amount—typically $25K – $50K and above.
- **Customer Success Manager (CSM)** – Some SaaS companies have created this new position, which is part sales engineer, part product consultant, and part customer service. A CSM works inside, much like a customer support rep, but may use a tool to monitor the progress of customers to proactively drive successful onboarding, rollout, and product adoption. Strictly speaking, a CSM is not in a sales role, but can be critical to driving renewals and upsell revenue.

BUILDING YOUR CONVERSION FUNNEL

TO EFFECTIVELY DRIVE DEMAND FOR A BUSINESS, your marketing organization must determine a target number of leads it needs in each stage. The easiest way to calculate these numbers is to start with your revenue target, and then work backward up the funnel (see Figure 5). Using known or estimated conversion rates, along with the average sale size, you can reverse-calculate how many SALs and SQLs you need to produce the required number of customers. Similarly, you can calculate how many MQLs you need to generate the required number of SQLs, and how many inquiries you need to produce your target number of MQLs.

There is an additional important consideration. Make certain you understand how much new revenue your marketing team is responsible for generating (in particular, how much new ARR, since renewals won't require new leads). In many SaaS organizations, marketing is responsible for 100 percent of the demand for new ARR. In organizations having sales development reps doing outbound calling, or where territory reps prospect in their patch, it may only be 50 to 75 percent.

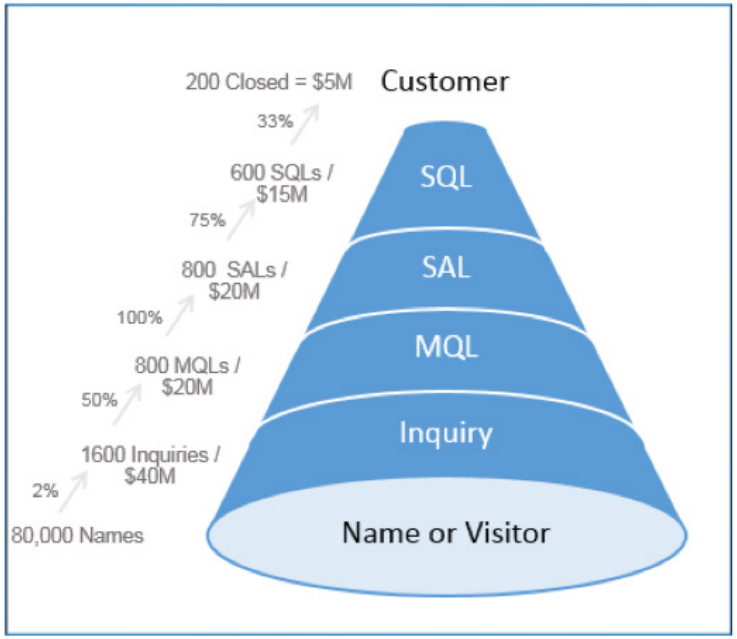


Figure 5: How to reverse calculate leads needed to generate $5 million in sales

After you have established your revenue target, and the percent of qualified leads marketing needs to generate, you can start your calculations. If you don't have historical data to rely on, you can obtain conversion rates from a number of marketing research firms. These include Sirius Decisions and Forrester Research, in addition to the many excellent SaaS blogs, such as SaaStr and For Entrepreneurs.

Here is an example. Let's say you have a net new ARR target of $5 million. Your company is relatively young, with new ISRs and little carried over pipeline, so the assumption is that marketing is to generate 100 percent of the leads for new ARR.

To keep the math simple, your product will sell for the non-negotiable ACV of $25,000. Inverting the funnel for emphasis, Figure 5 illustrates this reverse-calculation process.

STEP 1: Start with a target of $5 million.

STEP 2: Divide this total by the average ARR ($25,000) to determine the number of customers you need. $5,000,000 ÷ $25,000 = 200 closed opportunities.

STEP 3: Calculate the total number of opportunities, or SQLs, you need to generate 200 closed opportunities. Your VP of sales believes his reps can close one out of every three potential deals. Thus, 200 × 3 = 600 SQLs.

STEP 4: Calculate the number of MQLs needed to provide sales with 600 SQLs. Having worked with this team for awhile, you know that sales accepts all of our MQLs, so the number of SALs and MQLs are the same. You also know that sales qualifies approximately three in every four MQLs (75%). 600 ÷ 0.75 = 800. You need 800 MQLs to generate 600 SQLs.

STEP 5: Now determine how many initial inquiries you need to produce 800 MQLs. You know that about 50% of them convert to MQLs. 800 ÷ 0.50 = 1,600 inquiries required.

When your process gets more mature, you should measure the ratio of inquiry to MQL by channel and create a weighted average. For example, display ads may convert less frequently than pay-per-click (PPC) ads, so calculate a weighted average for overall conversion that takes this into account. (Hopefully, in this case it goes without saying that you should shift your spend to PPC as well).

STEP 6: Our final step—and potentially the most discouraging—is to factor in your direct mail response rate and that of the free trial on your website. Let's say this rate is 2%. 1600 ÷ 0.02 = 80,000. Thus, to obtain 1,600 inquiries you need a combined 80,000 prospect names sourced from both your database and website visitors.

Be a realist, not a Pollyanna when creating your funnel model. Your sales price should be your average sales price—reflecting typical discounts—not your suggested list price. When in doubt, be conservative by picking lower conversion rates. Keep in mind that conversion rates are usually much higher for existing customers, so treat them well and market new products to them whenever you can. If your CFO wants to know why marketing needs so much money, show him or her the conversion funnel, and explain the costs associated with buying or acquiring 80,000 database names and website visitors.

Also, it's worth noting that the marketing team may have a role to play in renewals. Unlike on-premise software sales, where the bulk of the revenue is made upfront and then the customer is essentially trapped into paying annual support and maintenance fees, SaaS renewals are a more significant piece of the revenue. A customer, not having made such a large upfront investment, has more freedom to leave, and the financial impact is greater on the SaaS vendor. So while the inverted conversion funnel is a useful way to visualize how to calculate net new ARR, your team will need some programs for renewals.

HOW SAAS AFFECTS THE MARKETING MIX

Not All of Your Tactics Will Change, But the Emphasis Will Shift

WHILE THE SAAS BUSINESS MODEL IS QUITE DIFFERENT from perpetual software license sales, the marketing tactics are not entirely unique. SaaS companies still go to trade shows, have customer newsletters, and engage in direct marketing. The real difference is not in the tactics, but rather the emphasis on those tactics in the marketing mix. Here are a few guiding principles regarding how the buying cycle is different, and the resulting impact on your marketing mix.

Marketing Carries More of the Load – The new IT buyer may be 50 – 75 percent through the buying cycle before they are turned over to sales, according to Forrester and other sources. The new term for this is *inbound marketing*. In some cases, your marketing department will be responsible to create 100 percent of demand flow and customer signups that ultimately turn into sales. So no more taking back seat to the sales department—marketing is in the driver's seat.

> The new IT buyer may be 50 to 75 percent through the buying cycle before ever talking to a sales rep.

Customer Self-Education – With more of each sale happening before a rep ever speaks to a prospect, or with no sales rep involved at all, more emphasis is placed on collateral to help customers educate themselves during the sales process. Contrast this with the amount of time and energy spent on creating sales tools and conducting training. With the emphasis on customer self-education, more of the marketing mix must skew toward content marketing, with the aim of educating the customer on a topic relevant to the product, in addition to just the company's product. HubSpot, a SaaS marketing

automation company, spends a lot of time and money creating educational content on marketing best practices. Blogs and online tools will increase in importance.

Transactional Sales – Many SaaS products generally have a lower price point, or at least a lower-priced entry point. Vendors of this product type need to think about large numbers of transactions, as opposed to enterprise software companies focused on larger individual deals. Generally, SaaS companies are looking to sign up users for a trial or demo, and then move them toward a sale, rather than simply setting up a meeting for one of their salesperson. Much more emphasis will be on online marketing and email nurturing, coupled with a greater focus on optimizing your website for sales conversion.

Customer Retention – In the conventional software model, a customer pays more upfront to acquire a perpetual license, then pays a much smaller annual support and maintenance fee (usually 20 – 25 percent) after that. With SaaS, the customer renews at 100 percent of ACV every year, and your business model may depend on making back your CAC in years two or three. SaaS marketing teams are much more focused on renewals, therefore. As an integral part of the marketing mix, ongoing customer communication becomes that much more important.

> Saas companies have an 8% median annual unit churn
>
> – 2014 Pacific Crest SaaS Survey

Online versus Channel Distribution – It used to be that software companies needed value-added distributors and their resellers to scale. Today the Internet provides the scale. Partners are sought for their industry expertise or integration capabilities, more so than for distribution reach.

Note that buyers of perpetually-licensed (on-premise) software are becoming increasingly involved in SaaS product purchases. Thus the emphasis seen in the SaaS marketing mix will no doubt have an influence on conventional software and hardware marketing, further blurring the lines.

MEASURING RESULTS

SAAS IS A NUMBERS GAME. ANY SAAS MARKETER WORTH HIS SALT will know his metrics cold. Share them with others in your company. My ideal is to have such confidence in my numbers that I have a live dashboard on a monitor outside of my office or in the marketing area. As of the writing of this eBook, I am one to two quarters away from that goal.

Below are some of the metrics I think a SaaS CMO should share, weekly and monthly (and daily once you get your monitor mounted)

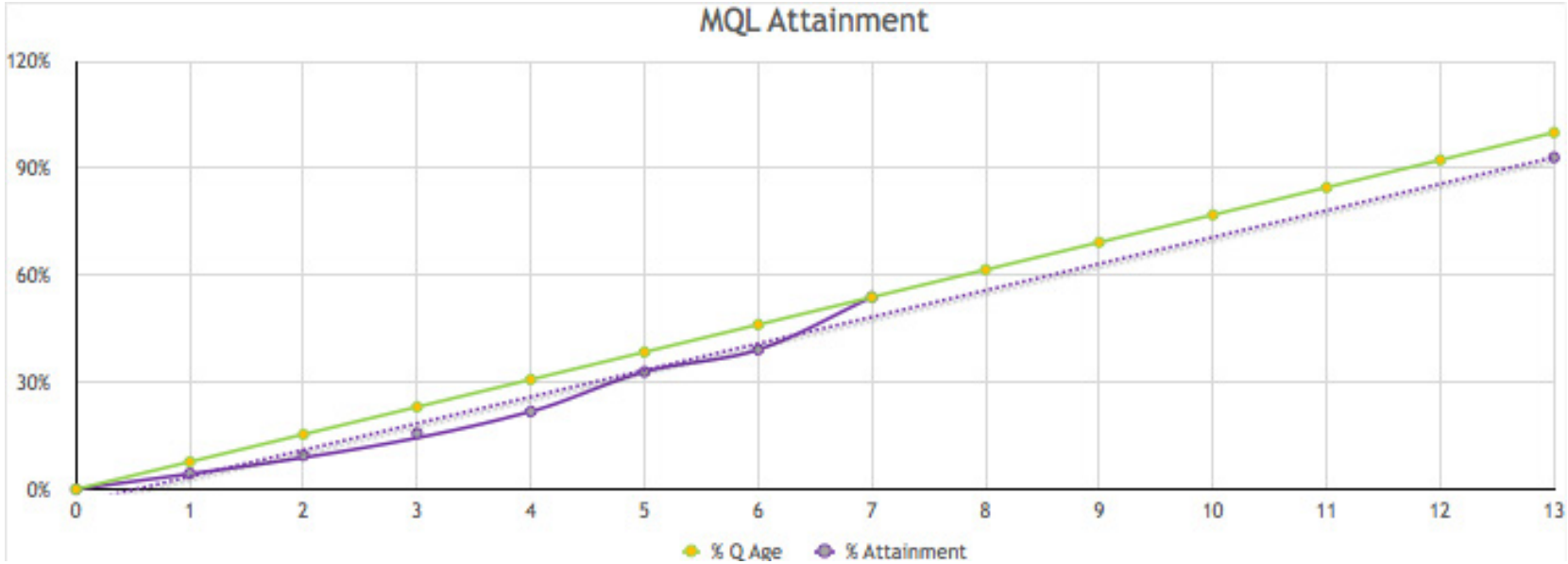


FIGURE 6: Weekly tracking of MQL target attainment

WEEKLY

MQL attainment – I adapted the attainment graph shown in Figure 6 from a sales ops colleague who reported revenue this way. I like it because it tracks progress weekly, the same interval used by sales in their reporting. The green line is simply a straight zero to 100 percent plot against the thirteen weeks in a quarter. The solid purple line shows the percent of MQLs attained. The dotted trend line reflects an estimate (93%) of where we will end up (Microsoft Excel can automatically calculate the trend line). All you need to do is calculate the number of MQLs you'll need for the quarter and divide by the number of weeks (13 in this case) to determine your weekly target. You then plot your MQLs each week, expressing them as a percentage versus expected. You can see in the sample plot that marketing was below average until week seven.

Another reason I like this format: It readily illustrates when you need to adjust your marketing mix to dial up the number of MQLs if you're falling behind, or dial them down if you're generating more leads than your sales team can handle. If your company doesn't have confidence in the MQL to SQL/opportunity conversion rates, you might also track SQL attainment on a weekly basis.

Free trial signups – If free trials are part of your acquisition model, then track these on a weekly basis as well.

MONTHLY

Conversion rates for Lead | MQL | SQL | Close – Show the conversion rates from stage to stage by source and campaign.

CPL and CPMQL by channel or campaign – Shows how much leads and MQLs cost per channel or campaign. Don't get seduced by low cost leads that are low velocity or low conversion rates. You get what you pay for.

Deal velocity by channel or campaign – Shows how many days it takes to close by channel or campaign—the "velocity." Deals that close faster might cost more, but you may find yourself needing to acquire more of them, depending on the health of your funnel.

ROI by channel – Calculated as (revenue - cost) ÷ cost, and expressed as a percentage. This the moment of truth. You may discover negative ROI, requiring you to figure out how to reduce cost, up the conversion, or drop the channel or campaign. You may find a program or campaign is ROI negative in year one (using ARR), but positive over the customer lifetime, calculated as (CLV – cost) ÷ cost.

Website visitors – If website visitors are a key piece of your marketing, which they probably are, then track them on a monthly basis. Understand which pages visitors are viewing the most and spend time optimizing them.

Note that if your focus is on MRR, or your SaaS business is mature—the Driving stage of the SaaS Marketing Maturity Model—then some of your monthly metrics might be reported on a weekly basis.

Putting this all together, Table 1 below allows you to show all of your metrics in a way that's easily understandable and with enough detail for a good discussion.

Marketing Channel	MQLs	SQLs	Conv % MQL-->SQL	Closed Won	Avg. ACV	Conv % SQL --> Closed	Velocity (Days)	Cost	CPMQL	ROI
SEO	334	154	46%	73	$11,456	47%	56	$15,000	$45	5475%
Social Media	123	32	26%	12	$7,658	38%	78	$23,000	$187	300%
PPC Ads	227	59	26%	24	$9,872	41%	99	$57,333	$253	313%
Webinars	335	89	27%	12	$23,000	13%	124	$7,500	$22	3580%
Events	97	27	28%	9	$45,333	33%	147	$43,000	$443	849%
Direct	222	145	65%	87	$13,555	60%	64	--	--	--
	1338	506	44%	506	$13,956	49%	73	$145,833	$131	

Table 1: Showing performance of marketing channels by conversion, cost, and deal velocity

BECOMING A METRICS NINJA

WITH THE BASIC MARKETING METRICS WELL IN HAND, a good SaaS marketer has more to learn before achieving elite status.

COHORTS AND COHORT ANALYSIS

A *cohort* is a group of people having a statistical factor in common. In social sciences, the factor can be age or gender. In SaaS marketing, it's typically the month a customer signed up, e.g., the January cohort. Cohort analysis is a study of a cohort's metrics and their likely contributing factors.

What was the CAC for the January cohort? Why was it lower? Did you optimize the landing page or reduce your ad spend to acquire them? How about the churn? Did December's product improvements have an effect on the January cohort? And so on.

Cohort analysis is especially important in SaaS because customers pay monthly, the marketing team is changing acquisition tactics monthly, or because the product is changing monthly. Or all of these. Measuring quarterly or annually may mask important trends that you should continually know about (so as to be able to react more quickly).

> "Cohort analyses are the only way to get a good understanding of retention and customer lifetimes."
>
> – Christoph Janz, Point Nine Capital, *"9 Worst Practices in SaaS Metrics"*

However, note that delineating cohorts by month can be meaningless if you haven't made any changes in your product or process that would cause people (e.g., site visitors) to behave differently. Likewise, some other factor that indicates higher revenue potential,

or the likelihood of cancellation, may be more powerful than the month they signed up. You can, for example, group customers by those who used a certain feature or responded to a promotional offer.

THE MAGIC NUMBER, A.K.A., CAC RATIO

The *magic number* is a metric that can be used to determine the health

of your SaaS business. It's credited to Josh James, then CEO of Omniture (subsequently acquired by Adobe). It's also commonly referred to as the CAC ratio, although there is a subtle difference in that the magic number is a specific measure of CAC with certain assumptions on payback period and future upsell.* Every SaaS marketer should know his magic number. It's a measure of how long it takes to recover the money you spend to acquire a customer. A shorter payback period is better.

Here is how it works: Divide your new recurring revenue by the sales and marketing costs required to generate it. Your CFO should be able to tell you the annual sales and marketing cost—the CAC—which includes your marketing programs plus all sales and marketing salaries.

Assuming leads from Q3 close in Q4, the calculation is:

((Q4 recurring revenue − Q3 recurring revenue) × 4) ÷ sales and marketing cost

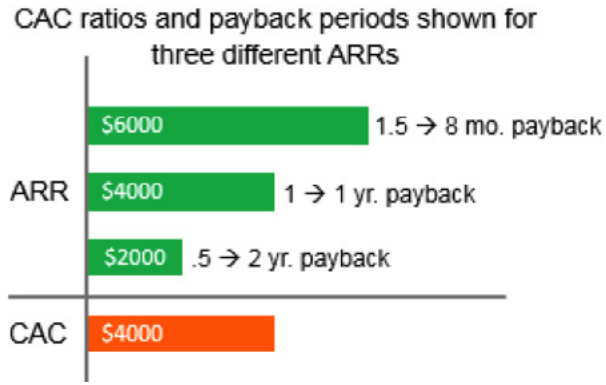


Figure 7: CAC ratios for different ARRs

You subtract Q3 recurring revenue from that of Q4, so as not to count renewals. Plugging in some simple numbers, let's say Q4 recurring revenue is $2,000, while that of Q3 is $1,000. The new ARR you acquired in Q4 is $1,000 × 4 = $4,000. You spent $4,000 in marketing programs, plus the sales and marketing staff salaries to generate it. So your calculation is:

$4,000 ÷ $4,000 = 1. This means you make your money back in one year. Not bad, and if the CLV is three years, or $12,000, it's a pretty profitable customer.

* N.B.: There are many variants of the CAC ratio and the magic number. The first big difference is whether you base it on revenue or gross margin. I prefer revenue, because it's easier to get these numbers. Also, as Dave Kellogg points out, the CAC ratio measures the efficiency of acquiring customers—how many dollars to earn a dollar—while gross margins have more to do with the overall efficiency of the business, including hardware, networks, engineers, and many other factors. Some people flip the ratio, putting cost in the numerator (top) position, and revenue/margin on the bottom. Just be clear how you calculate CAC ratio with your audience. Obviously you are talking about two very different numbers if you put costs in the numerator versus denominator! If you are raising venture capital, find out how the firm you are pitching calculates it and use their method.

It could also be that you spend more to bring in the customer than you make in the first year. If CAC was $8,000, then $4,000 ÷ $8,000 = 0.5. Now it takes two years to make our money back. Not bad, but not as good.

If you were very efficient, perhaps by having lower marketing program costs or more touchless signups, and your CAC was $3,000, then the calculation would be $4,000 ÷ $3,000 = 1.33. Here, you make our money back in nine months ($1,000 per quarter, multiplied by three quarters). This is a very good magic number. In the words of Bessemer Venture Partners, one of the early proponents of the magic number, "Anything above one (1) means you should invest more money immediately and step on the gas (and please call Bessemer immediately because we want to fund you!)."

Figure 7 shows these three magic numbers in chart form. You can easily see the payback period for the $4,000 investment in acquiring a customer. Keep in mind that most companies would expect a two-to-three year CLV, assuming a churn of less than ten percent, so all of these customers will be profitable.

CLV:CAC RATIO

This tells you the average ROI per customer. It is similar to the magic number or CAC ratio, but looks at revenue over the full customer lifetime, not just one year. A ratio of three or above is good.

FORECASTING

When you get really good, you'll be able to track not just your weekly progress, but forecast the number of MQLs and opportunities that marketing will generate. The linear trend line, shown previously in Figure 6, is one way of forecasting. You can also dig into your past performance and current marketing plans and make your own forecast, as shown in Table 2 (following page).

This table shows forecasted opportunities for the current month 'Cur.' (fourth column from right) and the subsequent three months (columns labeled +1, +2, and +3). It also shows the previous four months for comparison purposes (columns labeled -1, -2, -3, and -4). The forecast tracks the following:

- **Commit** – (top row) the number of opportunities you feel certain you can achieve.
- **Target** – (second row) a higher total than the commit that you will drive the marketing team toward. The target is also a hedge: if the marketing team misses the target, they should still hit the commit.
- **Forecast** – Based on current information, your best estimate about the number of opportunities in the current and next three quarters. The forecast will float either higher or lower than the target and the commit. A CMO would, for example, shift resources if the forecast in any of the next three quarters slips below the commit.
- **Actual** – The actual results allow for performance evaluation. For example, in the previous month (-1) this team generated 86 opportunities against a commit of 82. Actuals aren't shown for the folloing three months, as they aren't yet known.

	-4	-3	-2	-1	Cur.	+1	+2	+3
Commit	76	79	82	82	85	88	92	94
Target	80	83	86	89	91	94	97	100
Forecast	81	83	86	89	88	90	97	103
Actual	80	85	95	86	91	--	--	--
Attainment	100%	102%	110%	96%	100%	--	--	--

Source: "Marketing Forecasting," Marketo

Table 2: Marketing forecast

GOOSING CONVERSION AND FIGHTING CHURN

NURTURING

Nurturing is the process of moving a lead closer to a sale through continued marketing. It's not unique to SaaS marketing, but is especially important. Prospects in your database who aren't yet ready to buy need to be nurtured until they are ready to buy. Email marketing is the most common form of nurtuing. The trick is to understand what type of content is of interest to your prospects, and how many times (number of touches) each needs to see your content before they're ready to buy. It might take anywhere from five or ten touches before they're ready. Make sure the content is valuable and you're not just spamming them, else your campaign could backfire. But do some form of nurturing —it's much more expensive to acquire brand new prospects than to work with ones already in your database.

THE POWER OF TWO WORDS

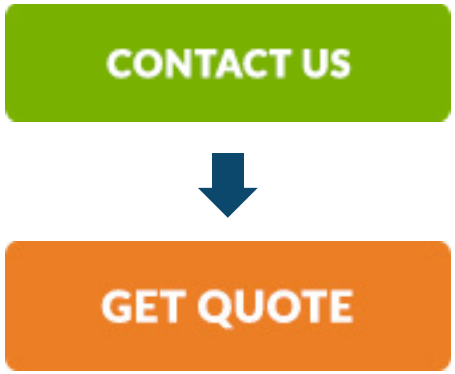


Figure 8: We tested the call to action on our Enterprise Plan page at Incapsula. Changing 'Contact Us' to 'Get Quote' resulted in an over 200% increase in conversions.

A/B TESTING

Optimization is critical in SaaS marketing. The most basic technique is known as A/B testing. In the case of email, marketers send out two variants simultaneously (an A and a B). The variants might each contain a different subject line, offer, body copy, or layout. Alternatively, you might send the same copy to two different lists—perhaps different age groups or cities—using a tracking mechanism to ascertain which demographic generates more responses. You then adopt the "winner" of the A/B test as the preferred email piece. The idea is to only change one thing in each test, send it out to a limited subset of your list, pick the winner, and then continue tweaking.

The new B is sometimes called the *challenger*, while A is the *champion*. A/B testing can be used for web pages, landing pages, registration or sign up forms, pay-per-click ads—almost anything marketing creates. While any increase in conversion is good, new A/B experiments, to which they're referred, should be prioritized by the biggest potential gain.

CUSTOMER SUCCESS

Customer success is a companywide approach to ensuring new customers are onboarded successfully. The most important goal is to ensure prospects are able to productively use your software during the trial period, and that recently-signed customers are able to roll it out successfully within their organizations. Some SaaS companies have created a new position—a customer success manager—that is part system engineer, part product consultant, and part customer service. This person's job includes ensuring that customers are making good progress on adoption, are engaged, and, most importantly, are realizing expected business results from your solution.

A whole new crop of tools has emerged that lets SaaS vendors monitor a customer's progress during trial, onboarding, and ongoing use. They then alert the customer success team about issues such as simply lack of use, need for training on new or advanced features, drop in engagement from key executives, or gaps in the customer realizing benefits from your software. Customer success managers may also play a part in the renewal process, depending on the company.

CASE STUDY

Sysomos is a social media analytics and monitoring solution that provides context to the hundreds of millions of online conversations happening every day. The company had seen a steady rate of churn over several years. It needed to understand why customers were leaving so it could put programs in place to mitigate the problem.

At the end of 2013, its client experience chief was tasked with implementing a new customer success strategy.

It would allow Sysomos to reduce customer churn, grow revenue from within its existing customer base, and differentiate itself from its competitors. Part of this effort was finding a customer success tool that would help the company monitor customer engagement from product usage, measure results customers were experiencing with its product, and compute a predictive health rating for every customer that could be shared companywide. Sysemos chose a customer success platform from Totango.

After deploying a customer success tool from Totango, Sysomos was able to improve customer experience and reduce churn. The health scoring system—combining usage data, net promoter score, and customer engagement with its communications—helped alert the customer success team as to which customers needed attention and why. By using Totango and the health scoring system, Sysomos was able to reduce its overall churn rate by 25 percent in just one year.

sysomos

TOTANGO

AVOIDING COMMON PITFALLS

I HAVE FALLEN INTO ALMOST EVERY ONE OF THESE PITS—some of them more than once. I've learned the hard way that you need to clearly set expectations, as well as under-promise and over-deliver, to be a successful SaaS marketer.

PITFALL #1

"[*Person's name*] a [*board member* | *personal friend* | *fellow CEO* | *next-door neighbor*] told me they are getting a [*ridiculously high number*] conversion rate for [*a dollar amount ranging from zero to implausibly cheap*]. Why can't we do that?"

Make sure you're comparing apples to apples and you get documented proof of said conversion rate. People commonly confuse the following:

- All of the different conversion rates
- Conversions versus click-throughs
- Cost per name versus cost per qualified lead
- Any number of other items

Also, conversion rates have a shelf life. Technology and user habits are constantly changing, so rates from more than a year or two ago should be scrutinized before they're trusted.

PITFALL #2

No money. Going back to Dispelling SaaS Marketing Myths, SaaS marketing costs money. More often than not, the ways you generate conversions early—by tweaking the signup, SEO, and blogging—involves people, your most expensive line item. Once you are past that stage, you need more people and money to grow. Be wary of a SaaS startup that doesn't have significant money to invest in marketing.

PITFALL #3

No or bad data. You'll need software and people to gather and analyze data. Make sure you have staff, tools, and access to stats from your website, product, and CRM. And you're never done collecting, cleaning, or analyzing data, so make it part of your marketing routine, not an annual exercise.

Corollary: Collect your own data and do your own analysis lest others do it for you (trust me, the analysis of others will never be better…)

PITFALL #4

Using marketing metrics with business people. Lesson: Use business metrics.

A nice thing about SaaS is that common understanding among its players of the importance of metrics—the straightforward revenue and churn metrics you can use to align sales, marketing, and development.

Conversations about cohorts and multi-touch nurturing should wait until the entire executive team is on the same page regarding ARR/MRR, churn, and your magic number. I've found that conversations about MQLs, multi-touch attribution, and other marketing metrics are less effective and require significant education of the executive team.

PITFALL #5

Doing traditional marketing for a SaaS business. Trade shows. Printed materials. Field marketing.

Change it up, lest you be considered a dinosaur.

ADDITIONAL READING

There are so many great SaaS sales and marketing resources out there, and this handbook only scratches the surface. I find myself reading something new on SaaS or related marketing techniques every week. Here are some of my favorite blogs, books, and papers.

BLOGS

Chaotic Flow, http://www.chaotic-flow.com/ (Joel York) – SaaS sales and marketing strategy, business models, pricing, and metrics.

For Entrepreneurs, http://www.forentrepreneurs.com/ (David Skok) – Advice on SaaS sales and marketing strategy. Detailed posts on SaaS metrics.

Kellblog, http://www.kellblog.com (David Kellogg) – Lots of SaaS business, S1 and IPO analysis, along with other observations on both growing a startup and Silicon Valley.

Price Intelligently, http://www.priceintelligently.com/blog – A company blog written by SaaS pricing consultants, where it's all pricing, all the time.

SaaS Growth Strategies, http://sixteenventures.com/ – Lots on customer acquisition, growth hacking, and churn reduction.

SaaStr, http://saastr.com/ (Jason Lemkin) – SaaS sales and marketing growth strategies. More coverage on the sales side.

Thomaz Tunguz Blog, http://tomtunguz.com/ – The eponymous blog from this venture capitalist provides good advice on SaaS growth, in addition to analysis of SaaS deals and IPOs.

BOOKS

Behind the Cloud: The Untold Story of How Salesforce.com Went from Idea to Billion-Dollar Company-and Revolutionized an Industry; Marc Benioff and Carlye Adler, Jossey-Bass (2009) – The very interesting story of the SaaS company that started it all.

The Sales Acceleration Formula; Mark Roberge, Wiley (2015) – The story of sales and marketing best practices as told by the head of sales at Hubspot (IPO 2014). A great resource for those looking to implement inbound marketing.

PAPERS

Bessemer's Top 10 Laws of Cloud Computing and SaaS, Philippe Botteri, David Cowan, Byron Deeter, Adam Fisher, Devesh Garg, Bob Goodman, Jeremy Levine, Gary Messiana, Anil Sarin, and Sarah Tavel, Bessemer Venture Partners (2010) – Some useful rules to live by from a VC that's backed quite a few SaaS success stories.

SaaS Pricing Strategies, Byron Deeter, Bessemer Venture Partners (2013) – A good primer on different strategies with case studies to illustrate.

SaaS Sales Models Strategic and Organizational Choices, Joel York (2012) – A useful guide to help pick the best go-to-market strategy for a SaaS startup.

ABOUT THE AUTHOR

Tim Matthews has led marketing teams responsible for generating demand for over $200 million in SaaS sales at Imperva, Incapsula, CrowdFlower, and Symantec. Prior to that, Tim held marketing roles for enterprise software and developer tools at PGP, Ipedo, and RSA, and is still trying cull the term "installed based" from his vocabulary. He is also the author of *The Professional Marketer* (Embarcadero Press).

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And though I have never met him, thanks to David Skok (Matrix Partners), whose *For Enterpreneurs* blog was a reference for me as I learned how to become a SaaS marketer.

Tweet About It Share Email Rate On Scribd

ALSO BY TIM MATTHEWS

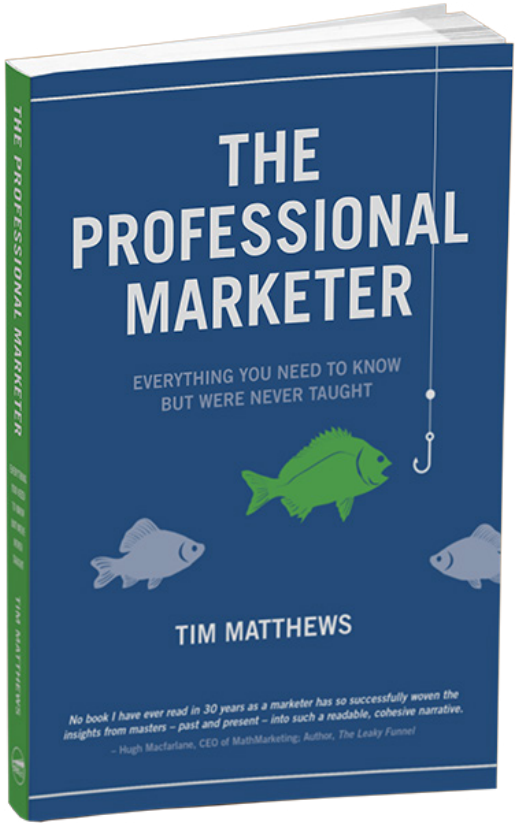
THE PROFESSIONAL MARKETER

Distilled from a career in the marketing trenches, a complete guide to the essential skills every marketer needs to master.

If you work as a marketer, or hope to become one, you have a lot to know. *The Professional Marketer* is your guide book.

The Professional Marketer is organized into six sections, starting with marketing strategy, moving on to awareness, then to demand generation, working with direct sales and channel partners, and ending with concepts key to running a marketing department.

Embarcadero Press, 2014 ISBN# 978-0692232859 available on *Amazon*



"No book I have ever read in 30 years as a marketer has so successfully woven the insights from masters—past and present—into such a readable, cohesive narrative."

– Hugh Macfarlane, CEO of Math Marketing;
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"The Professional Marketer is a great tool for CMOs looking to equip their teams with the marketing strategies and techniques they need to win."

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