

# Aligning Sales and Marketing at Oracle

## How We Took on Digital Disruption, and Won

### The Catalyst for Change: Digital Disruption

The digital age has disrupted everything: buyer behaviors, business models, selling models. And over the last three years, Oracle, like everyone else, has had to adapt.

Before digital disruption, our market was characterized by:

- + Predominantly large customers (major corporations and governments)
- + Large projects (usually led by IT)
- + Long sales cycles
- + Systems integrators and consultancies with great influence

Digital disruption has changed our market as a whole. It's brought us:

- + Smaller, more diverse customers
- + More small deals, smaller deal sizes
- + A broader range of influencers, especially with social media and peer reviews
- + A new set of cloud offerings to market and sell

It's also changed buyer behavior. IT has become just one of many decision-makers in an increasingly business-led buying process. Prospects now educate themselves—through new channels—to the point where 57 percent of the sales cycle is now complete before sales is engaged.

**57 percent** of the sales cycle is now complete before Sales is engaged<sup>1</sup>

<sup>1</sup>CEB, The Digital Evolution in B2B Marketing, <http://www.executiveboard.com/exbd-resources/content/digital-evolution/index.html>



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## Our Approach

Over the last few years, we've transformed our Sales and Marketing processes to meet the challenge of digital disruption—and simply deliver greater value to our business.

We've started analyzing digital body language, and have introduced marketing automation to personalize communications and nurture leads carefully before hand-off. We've created social selling and marketing programs, with social and mobile-enabled content, and we've made our lead-qualification process much more fluid.

On the Sales side, we've:

- + Strengthened pre-pipe management to prevent "evaporation," and meet the challenge of more, smaller deals
- + Metricated the entire sales process, to give us greater visibility and control of performance
- + Analyzed buying patterns to identify cross-sell and up-sell opportunities with existing customers
- + Evaluated and enabled our existing reps, and targeted digitally switched-on new talent

We've also worked to drive an even greater focus on customer success, ensuring our reps:

- + Provide today's informed, business-centric customers with strong, expert points of view, informed by best practices
- + Sell socially—engaging with digitally savvy buyers on their own ground
- + Build longer-term relationships, and drive customer advocacy

Crucially, we've also moved away from a linear model of Sales and Marketing engagement, bridging the gap between the two teams.

Oracle Sales and Marketing now work together at every stage, with reps even introducing pre-pipe opportunities to nurture programs, and monitor their progression.



# The Results

## Marketing

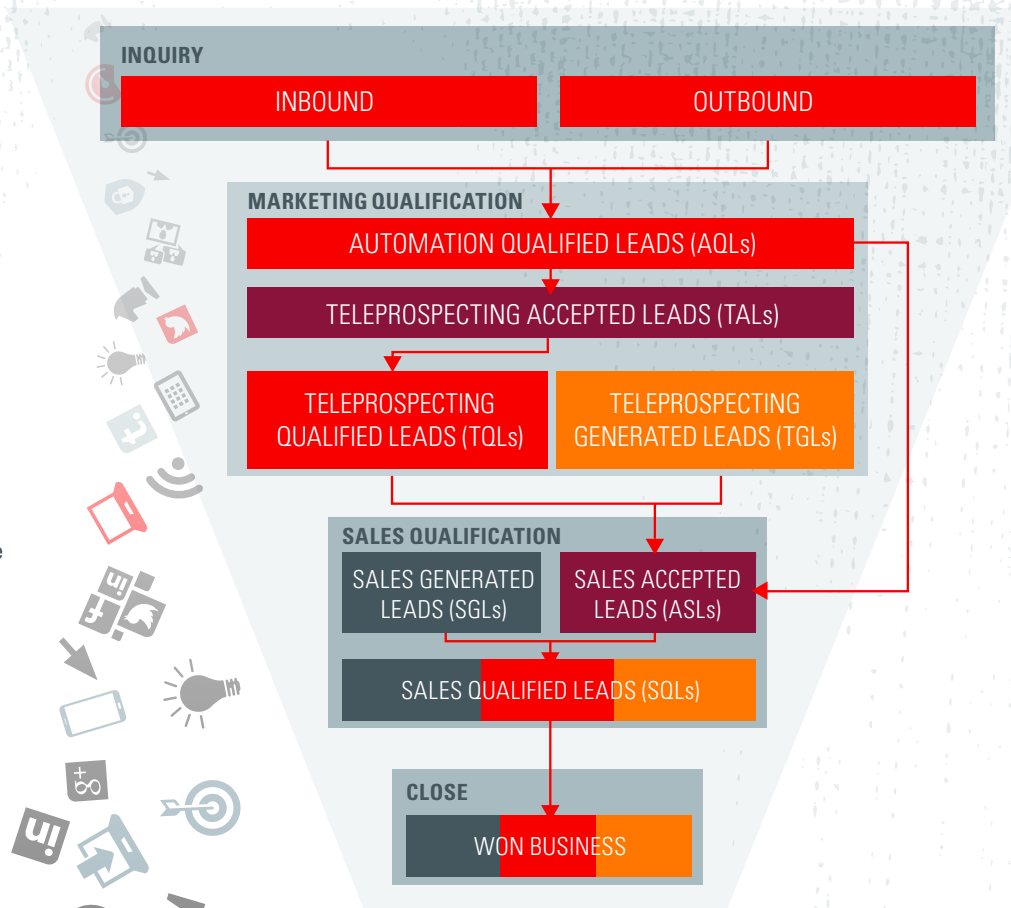
- + Increased the number of MQLs delivered to sales by **75 percent**
- + Increased opportunities by **127 percent**
- + Increased e-mail open rates by **21 percent**

## Sales

- + **Four consecutive** quarters of target attainment
- + An **81 percent** revenue increase in comparison with the period in the previous year
- + Forecast variance of **7 percent** vs **>30 percent** in the previous year

## Sales and Marketing, Aligned

- + **2,181** new SaaS customers



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