

THE DATA STRATEGY BLUEPRINT SERIES

TERRITORY MANAGEMENT

dun & bradstreet

salesforce data.com

“...There are over 1000 ways to assign just ten accounts to two salespeople. Since the problem grows exponentially with additional accounts and sales people, one can imagine the challenge of aligning any reasonable sized sales force. Frequently, the number of possible alignments approaches the number of atoms in the universe.”

- **Andris A. Zoltner, Kellogg School of Management at Northwestern University**

In our first installment of the “The Data Strategy Blueprint Series” we talked about the importance of establishing a structurally sound data quality foundation that sets the stage for growth through customer and prospect insights.

Here we will build on that data quality foundation with the next step – territory management: the process of aligning your sales team across your account and prospect base.

Territory management is a critical component of a successful sales strategy. Incomplete data, sales team distrust of the quantity and quality of accounts in their territory and lack of ongoing governance over your data and territory management model itself can put cracks in your foundation. You risk missed revenue opportunities, low customer satisfaction, sub-optimal market coverage, inefficient use of valuable resources and disenchanted sales people with misallocated territories who miss their goals. (Employee turnover is expensive!)

Like drawing the floor plan and allocating square footage, effectively mobilizing your sales resources hinges on a territory management plan that carefully considers your customer profiles by geography, industry and company size, up-sell and cross-sell opportunities, online versus in-person buying behavior and your current business footprint in tandem with goals for future expansion.

Read on to learn how, done right, a data-inspired territory management floor plan will fill your company’s “house” with loyal customers, efficient and motivated sales people and a funnel for profitable growth.

THE DATA STRATEGY BLUEPRINT SERIES

Building a structure to bear the load of a successful business requires an intelligent plan. Structural plans start with a foundation and frame. Today that means solid, high-quality data that strengthens the walls of the business, connects power throughout the organization, and pipes in insights about your customers and prospects.

This series is focused on helping you design that blueprint, with guidance from the architecture experts at Data.com and Dun & Bradstreet.

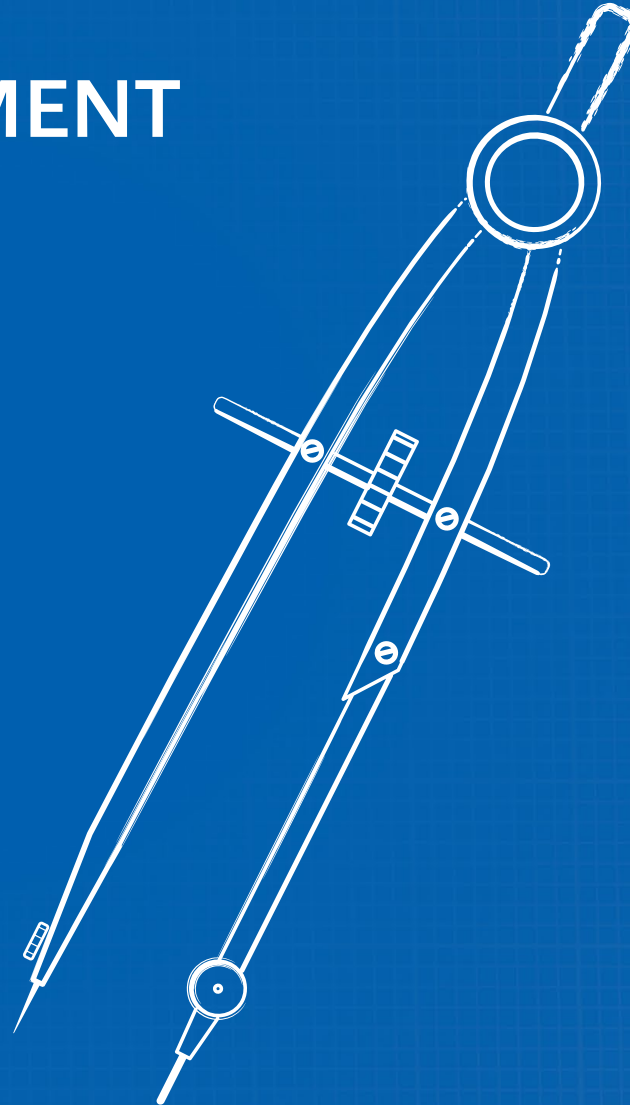
Data Strategy Blueprint Series, E-book 1:



[DOWNLOAD THE E-BOOK](#)

THE BLUEPRINT FOR TERRITORY MANAGEMENT

- 1 SEGMENTATION MUST HAVES**
Carve out informed segments just for your business
- 2 SIZE DOES MATTER**
See the full scope of each customer relationship
- 3 4-CORNER ENGAGEMENT**
Delight customers using teams, tools, data and process



SEGMENTATION MUST HAVES

First things first. Establishing your territory management design means taking the proper measurements to scale accounts and prospects across your sales resources.

Two primary factors will inform your calculations:

1. Customer Categorization

This is where your data quality foundation and governance is essential. If you've established unified, updated and enriched customer profiles centralized in your CRM application and grounded with the [Dun & Bradstreet D-U-N-S Number®](#), you now have a path to definitively understand the makeup of your customer base.

Analyze, define and place customers into categories that make the most sense for your business model. Look at your customers from different angles to form a robust and comprehensive picture, including factors like company size, location, industry, revenue, buying behavior; and choose prospects who share the characteristics of your best customers.

2. Sales Team Structure

In a perfect world, you would start with a clean slate and hire and allocate your salespeople based on the current state of your business, customer portfolio and plans for growth. In reality, you have to do your planning with an existing sales team and rolling list of business objectives.

So with a customer segmentation analysis in hand, you can evaluate how well your sales team is performing within the current territory management structure (i.e. field vs. inside sales, hunter vs. farmer, industry specialists), identify resource gaps that need to be filled and allocate opportunities equitably.

Taking the right measurements gives your sales team the space to thrive - accelerating sales, delighting customers and driving profitable growth.



BEST PRACTICES:

According to the article [Divide and Conquer: The Art of Territory Management](#), “To be most effective, a segmentation model must comprise two or more dimensions and integrate with a multi-channel strategy (to best reach customers).”

Analysis should be done at both a customer record and customer portfolio level. Once you identify the right customer segments,

figure how many fit in each and how many potential prospects exist, then you’ll be in the best position to activate a sales strategy to allocate headcount, determine the right kind of sales expertise required and assign quotas.

Here’s a checklist to help you carve out data-informed territories for your business:

CUSTOMER SEGMENTATION:

CARVING DIMENSIONS	QUESTIONS TO ASK	DATA FIELDS TO USE
Identification	How many unique businesses make up my customer base?	D-U-N-S Number (to identify duplicate records)
Industry	What is the breakout of my customer base by industry? What lines of business are my customer involved with – and does it differ if they have multiple locations?	SIC Code, SIC Description, NAICs Code, NAICs Description, D-U-N-S, Ultimate D-U-N-S
Geography	What is the breakout of my customer base by geography? Where is each customer located as compared to the way we define geographic territories – locally, by state, regionally and globally. How many locations do they have and where are they?	Company Address, City, State, Postal Code, Province, Country, FIPS MSA Code, Latitude, Longitude, D-U-N-S, Ultimate D-U-N-S
Size	What is the breakout of my customers by defined size? (for example, Small, Mid, Large) How large is my customer, by revenue and number of employees? How do employees break out if they have multiple locations?	Sales Volume, Employee Count (locally and at HQ), Small Business Indicator
Corporate Family Relationships	Is my customer a company that is a single location? Is it part of a larger corporate family tree? <i>*More on this in the “Size Does Matter” section.</i>	D-U-N-S, Parent or HQ Indicator, Subsidiary Indicator, Domestic Ultimate Company Name + associated D-U-N-S, Global Ultimate Company Name + associated D-U-N-S, Number of Business Family Members
Buying Behavior	How many customers buy each of my products/services? What is the average deal size by product/service? What does each customer buy from me? How much does each customer spend? What could each customer buy that they don’t today? How do they buy? (online or through sales rep) Cross reference these answers against customers by industry, size and geography.	CRM: SKU Details, Avg. Deal Size, SKUs per Customer, etc.
Best New Prospects	What are the characteristics of my best customers? How many non-customers exist that are similar to them across territories?	Industry, Size, Geography, Buying Behavior, Market Segmentation Clusters, Delinquency Risk
Sale Cycle Time	How long does it take to close a sale by product/service or deal size?	CRM: Oppty Creation date, Conversion date, Close date

SALES SEGMENTATION:

CARVING DIMENSIONS	QUESTIONS TO ASK	DATA FIELDS TO USE
Present Model	How many sales reps do I have in current defined territories? How many sales reps are in inside sales?	CRM: Users by Territory, Users & Accounts Assigned
Book of Business	On average, how many accounts does each rep have – by location and sales model OR Major/Named accounts?	D-U-N-S Number to connect to customer account, Revenue Assigned Salesperson
Specialty	How many salespeople do I have assigned by vertical, or other expertise based on our product/services offerings.	SIC, NAICs Assigned Salesperson
Rock Stars	Who are my top performers? How do I optimally mobilize top performers against our key accounts/goals for growth?	CRM: Revenue, Pipeline, Quota Attainment



SIZE DOES MATTER

As part of our blueprint analogy, and in the case of territory management, customers and prospects are like square footage. They each occupy a set amount of space – in this context based on company size, location(s), how much they buy from you today and what the potential is to win more business. You need to make sure you plan enough space in your territory management model for each customer.

Company size is more dimensional than just their annual revenue and number of employees. It's also about understanding if a company is a single location, multi-location or part of a larger corporate family.

There's a pretty good chance you're doing business today with customers who have a much larger corporate footprint than you realize. Understanding how your active accounts fit within the scope of a larger corporate "family tree" may uncover untapped up-sell and cross-sell growth opportunities. Your current relationship can open doors to other places in the broader organization, where you can close big deals you didn't even know were an option.

Gaining corporate family linkage visibility for a given account also helps you benefit from efficiencies by reducing duplication of your resources to service multiple locations that belong to the same larger business entity. Assigning related accounts to the right rep, who has expertise in that account's business style, knows what product(s) are in use and how to work within their purchasing structure, can streamline the sales process and boost customer confidence.

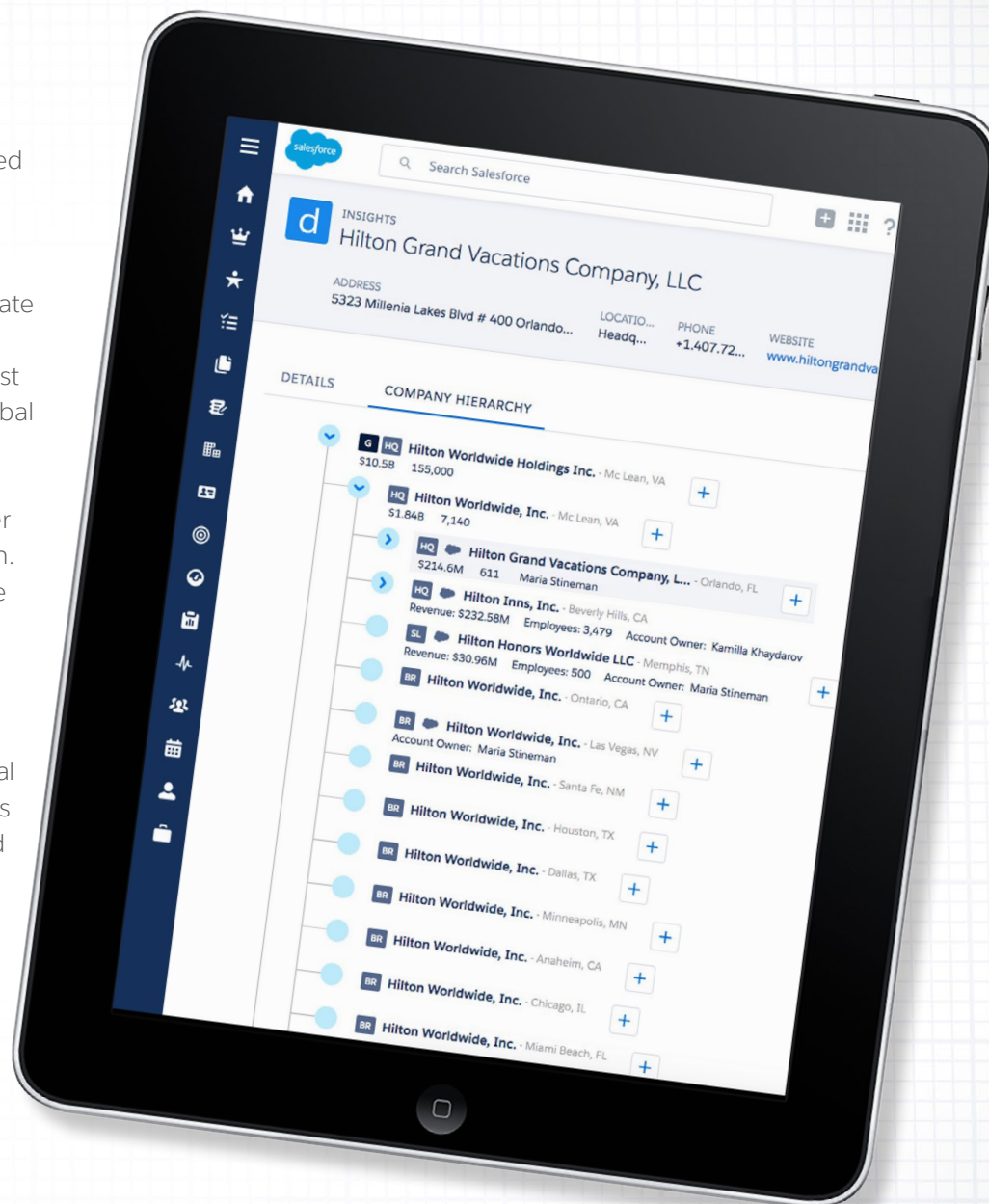


USE HIERARCHIES TO SEE WHITE SPACE IN TERRITORIES

Every business location in the Dun & Bradstreet database is assigned a D-U-N-S Number that stays with it through all the changes in its business life. When locations are part of a larger corporate family hierarchy based on legal ownership, they are connected by their D-U-N-S Numbers. This linkage enables the construction of corporate family trees – available to you through Data.com, including: the site location; its direct headquarters or parent location; the highest family member in that site location country; and the topmost global company in the family tree.

When you have the D-U-N-S Number matched to your customer records, you have visibility to their corporate linkage information. This unparalleled way of seeing your customers' size reveals white space opportunities that will inform your territory management considerations and the focus your sales teams employ as they engage with existing customers.

Access to 250 million entities in Dun & Bradstreet's global commercial database and more than 4 million corporate family trees provides a unique picture of an entire global organization across its related entities, and lets you adequately manage the territory into which these accounts fall.



4-CORNER ENGAGEMENT

Territory Management is a dynamic design activity that requires accounting for multiple human, technology and data factors that interact and influence each other constantly. When you harness the power of those moving parts, you will have a living breathing territory management strategy that is executed with precision and customized to your business model for optimal engagement with your customers.



Like the old phrase, “Home is where the heart is,” in the simplest yet purest terms, the role of territory management is to manifest customer success. While customer success looks different for every company, consistent outcomes do shine through:

- Reps are closer to their customers, can develop strong partnerships and respond quickly to questions or problems
- Sales, service and implementation teams are optimized and happy, making for better, more positive interactions and a better customer experience
- Data and insights on customer trends are more readily accessible, making it easier to respond with improved products, packaging and pricing



TERRITORY MANAGEMENT IN ACTION

Like the four corners in a room, there are four key engagement factors that connect a cohesive territory management plan, and make room for customer success.

<p style="text-align: center;">TEAMS</p>  <ul style="list-style-type: none"> • Perform segmentation analysis to assign headcount, determine needed coverage (i.e. verticals, hunters, implementation expertise) and assign quotas • Empower teams to collaborate and build plans for customer success and sales goal achievement • Share what's working well across territories, including customer wins and success stories resulting from team collaboration <p>Results: Turnover is replaced with high morale and retention by sales members who feel they have a fair and equitable opportunity to achieve goals</p>	<p style="text-align: center;">TOOLS</p>  <ul style="list-style-type: none"> • Use data cleansing tools (like Data.com Clean) to automatically update and enrich account data and enable strategic analysis and segmentation • Seamlessly add new account data to your system, giving your reps tools to easily search for and add contact and lead records from trusted sources (like Data.com Prospector) • Build territory-based forecast and sales reports and dashboards to measure pipeline, revenue and territory model effectiveness <p>Results: Channel conflict dissolves as sales members focus on the right accounts, with skills sets that match account complexity and needs</p>
<p style="text-align: center;">DATA</p>  <ul style="list-style-type: none"> • Unify, cleanse and enrich your internal customer data with Dun & Bradstreet data in Salesforce using Data.com to guide territory management • Dig into the insights from reports and forecasts and take a data-driven approach to prioritizing time and effort • Share knowledge derived from data and analytics across your business, making it available to users assigned to specific accounts <p>Results: Slow sales growth transforms into growth opportunities revealed by new prospects in each territory who share similar attributes of your best customers</p>	<p style="text-align: center;">PROCESS</p>  <ul style="list-style-type: none"> • Establish scheduled territory management model reviews based on current customer segments and sales success and make evaluations for improvement • Build triggers for territory alignment monitoring and tweaking guided by defined criteria • Continually maintain fresh quality data on your customers and prospects with a defined data governance plan in place <p>Results: Cost of sales decreases as more time is spent selling and less time is spent figuring out who to sell to, maximizing customer “face time”</p>

DOCUSIGN TAKES TERRITORY PLANNING WORLDWIDE WITH DATA.COM

When you're DocuSign, the leader in digital transaction management, your market is everyone who needs to sign and send a document, or as they like to say, everyone on earth. As DocuSign expanded their operations from North America to cover the global market, they realized they needed to put the right system and processes in place that would support an accurate view of all of their customers. That way, they could assign fair territories to their sales reps to set them up for success across the globe.

Starting out, they didn't have much structure to their data, which made it "very difficult for us to plan our sales activities because we didn't have the entire addressable market, and that presented all kinds of challenges for our sales team," says Kristin Lucas, Sr. Business Analyst. "As the sales team at DocuSign grew, we knew that we had to take action to ensure that the data in our system was going to be accurate. And so we started to look for solutions that would allow us to do this on a mass scale."

With Salesforce and Data.com, DocuSign was able to make sense of their data, including adding 200,000 accounts to Salesforce that had previously been missing from their total addressable market. With a deeper knowledge of their customers, including the hierarchy of each organization, they were able to create fair sales territories and assign the right customers to the right teams. Now, says Lucas, "we have a very sophisticated segmentation model for our territories." Using both industry and geographical information supplied by Data.com, they've created over 30 segments for their teams. With fair territories and all the information a sales rep needs to close an account, DocuSign is ready to conquer new markets across the globe.

SEE HOW DOCUSIGN CREATES TERRITORIES WITH DATA.COM.

WATCH NOW

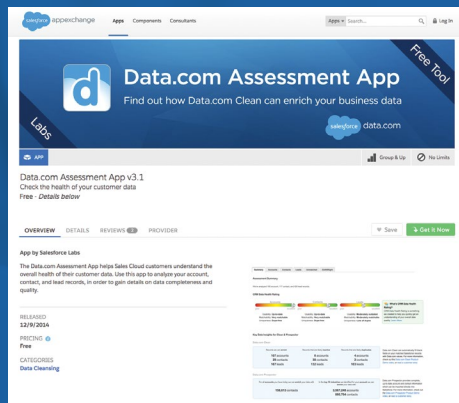
"Being able to understand and accurately assign hierarchies is crucial to supporting our expansion into global markets."

- **Tiffany Munson, Director of Global Sales Operations**
DocuSign



HOW HEALTHY IS YOUR DATA?

Download the free Data.com Assessment App from the AppExchange. You get a complete picture of your data health, with details on record completeness, duplicates, and field level accuracy. Plus, we'll show you how Data.com can immediately improve your data to super charge your Sales and Marketing processes.



[DOWNLOAD NOW](#)

