

Chapter 21: Measuring What Matters

Table Reference

Every table from this chapter, with what it's for and how to actually use it.

Tier 1 KPI Tracker

KPI	Definition	Target	Current	Trend	Owner
Marketing Sourced Pipeline (\$)	Value of opportunities where marketing touched the account within attribution window				MarkOps
Marketing Sourced Revenue (\$)	Closed Won value attributed to marketing as first-touch				MarkOps
Pipeline Coverage Ratio	Marketing Sourced Pipeline / Marketing Budget	3:1 minimum			MarkOps
Marketing ROI (%)	(Pipeline Influenced - Marketing Spend) / Marketing Spend x 100				MarkOps
Cost per Opportunity	Total Marketing Spend / Opportunities Created by Marketing				MarkOps

Description: The board-level KPIs (Marketing Sourced Pipeline, Marketing Sourced Revenue, Pipeline Coverage Ratio, and others) with definitions and targets, alongside blank columns for your own current values and trend.

How to use it: Populate the Current and Trend columns each reporting period – this becomes the literal dashboard you bring to leadership.

Tier 2 KPI Tracker

KPI	Definition	Target	Alert Threshold
MQLs Generated	Count of MQLs per week/month/quarter		< 80% of weekly goal
SAL Rate (%)	MQLs accepted by SDR / total MQLs passed	>= 65%	< 50%
MQL-to-Meeting Conversion (%)	Meetings booked / MQLs routed to sales		< prior quarter rate
SLA Compliance Rate (%)	Leads followed up within SLA / total leads assigned	>= 90%	< 80%
Email Deliverability Rate (%)	Emails delivered / emails sent (exc. bounces)	>= 97%	< 95%
Database Growth (Net)	New records added - records suppressed/deleted per month		Negative net growth
Lead Creation-to-First-Touch	Avg time from lead creation to first SDR activity	< 4 hours	>= 24 hours
MQL-to-First-Touch	Avg time from MQL timestamp to first SDR outreach	< 4 business hours	>= 8 business hours
Campaign ROI (%)	(Pipeline Influenced - Spend) / Spend x 100 per campaign		Negative ROI campaigns
Data Record Completeness (%)	Records with all required fields / total records	>= 95%	< 90%
Duplicate Rate (%)	Duplicate records / total database	< 2%	>= 3%
Unsubscribe Rate (%)	Unsubscribes / emails sent per campaign	< 0.2%	>= 0.5%

Description: The operational, funnel-stage KPIs (MQLs Generated, SAL Rate, MQL-to-Meeting Conversion, and others) with real targets and alert thresholds.

How to use it: Use as a build spec for your operational dashboard, so each metric has a defined threshold that actually triggers a conversation, not just a number sitting there.

Executive Dashboard Structure

Dashboard Section	Metrics Included	Refresh Frequency	Primary Audience
Revenue Impact	Pipeline Sourced, Pipeline Influenced, Closed Won Attributed, ROI	Monthly	CEO, CFO, CMO
Funnel Performance	Responses -> MQLs -> SALs -> Meetings -> Opps -> Pipeline	Weekly	CMO, VP Marketing, VP Sales
Channel Mix & Efficiency	MQLs and pipeline by channel; cost per MQL by channel	Monthly	CMO, VP Demand Gen
ABM Account Progression	Target accounts by stage; intent signal trends; engagement scores	Weekly	CMO, VP Sales, ABM Team
Data Health	Record completeness, bounce rate, duplicate rate, database growth	Monthly	MarkOps, Marketing Leadership
SLA Compliance	Lead response time, SLA breach rate by SDR	Weekly	MarkOps, SDR Manager, VP Sales
Campaign Performance	Top campaigns by MQLs, meetings, pipeline; ROI by campaign type	Monthly	CMO, Campaign Owners

Description: Defines each section of an executive dashboard, what metrics belong in it, how often it refreshes, and who it’s actually built for.

How to use it: Use as a build spec for structuring your own executive dashboard, so every section has a clear audience instead of trying to serve everyone at once.

Marketing Performance Audit Domains

Audit Domain	Key Questions	Owner
Funnel Health	Where are conversion rates declining quarter over quarter? Is the decline a volume problem or a quality problem?	MarkOps

Audit Domain	Key Questions	Owner
Lead Quality	What is the SAL acceptance rate? What are the most common SDR rejection reasons?	MarkOps + Sales Ops
Attribution Accuracy	Are lead sources and campaign touches being captured correctly? What % of opportunities have no marketing attribution?	MarkOps
Tech Stack ROI	Which tools are generating measurable value? Are there unused licenses or redundant capabilities?	MarkOps
Data Hygiene	What is the current duplicate rate, bounce rate, and record completeness %? How have they trended?	MarkOps
Compliance	Are all consent records current and auditable? Have all DSR requests been completed within SLA?	MarkOps + Legal
ABM Effectiveness	What % of Tier 1 accounts have moved to a later stage this quarter? What is the intent score trend for the TAL?	MarkOps + ABM Team

Description: The core domains a real marketing performance audit should cover (funnel health, lead quality, attribution accuracy, and others), with the key questions to ask in each.

How to use it: Use as the literal agenda for your own scheduled performance audit, so it's a structured review instead of an ad hoc look-around.

SLA Reporting Views

Report	Grouped By	View Type	Cadence	Audience
% of SLAs Hit, Weekly – by Sales Territory	Sales Territory	Heat-map table, RAG color-coded	Weekly	VP Sales, Sales Ops, MarkOps
% of SLAs Hit, Weekly – by Campaign Type	Campaign Type	Heat-map table, RAG color-coded	Weekly	VP Sales, Sales Ops, MarkOps

Description: Defines the specific SLA compliance reports to build, how they're grouped, and who they go to.

How to use it: Use as a build spec for your SLA reporting suite, ensuring compliance data reaches the audience who can actually act on it.

SLA Report Delivery Details

Field	Detail
Recipient	Each Sales Manager, scoped to their own team only (no cross-team visibility); VP Sales and Sales Ops cc'd on a roll-up summary, not individual rep detail
Cadence & Delivery	Auto-scheduled email every Monday by 9am local, generated from live CRM data (no manual MarkOps pull); link to live dashboard for drill-down
Trigger Logic	A rep appears if any lead assigned to them in the prior week breached the SLA defined for its lead type/score in Chapter 5
Fields Shown per Rep	Rep name, leads assigned (week), leads breached, breach rate %, lead type/score of each breach, days/hours over SLA, prior 4-week breach trend
Escalation Rule	A rep appearing 3 consecutive weeks is auto-flagged to VP Sales for a coaching conversation, copying MarkOps – Sales-owned action, not MarkOps-owned; MarkOps provides the data, Sales leadership owns the consequence

Description: The specific delivery mechanics for SLA reporting – recipient, cadence, trigger logic, and others.

How to use it: Use as a build spec for automating SLA report delivery, so it reaches the right person automatically instead of relying on someone remembering to pull it.

Rep-Level Exception Tracker

Sales Rep	Leads Assigned	SLAs Breached	Breach Rate	Lead Type(s) Missed	Consecutive Weeks Flagged

Description: A blank, rep-by-rep tracker for logging SLA breaches by name, sorted by breach rate.

How to use it: Populate weekly to catch a specific rep's SLA compliance declining before it becomes a pattern – this is an exception list, not a scorecard, so compliant reps simply don't appear.
