

## Marketing KPIs shouldn't compete with Sales KPIs.

But that doesn't mean they should be copies of them.

I'm seeing a growing push for marketing teams to define success solely by the KPIs sales has already implemented.

On the surface, that looks like alignment.

In practice, it's incomplete.

Pipeline quality, deal velocity, and conversion efficiency matter. Ignoring them creates friction and erodes trust between teams. Marketing KPIs must support sales outcomes.

But when marketing KPIs exist only to mirror sales KPIs in the name of "full support," something breaks.

Marketing loses its edge and becomes reactive.

Upstream signals stop being measured.

Leadership loses visibility into why results are changing, not just that they are.

I once worked with a CEO who regularly asked a simple question:

What behavior is this KPI actually encouraging?

When marketing is measured only on sales outputs, the implicit instruction is clear.

Stop analyzing. Stop learning. Just produce leads.

That's not marketing. That's short-term output pressure.

Marketing's role is to reduce uncertainty before it shows up in sales numbers.

That requires KPIs that do three things at once:

- Support sales priorities
- Explain what is influencing those outcomes
- Surface risk early enough to act

This isn't about resisting sales KPIs.

The strongest organizations ensure their marketing team has built a middle layer of metrics

that connect behavior, intent, and outcome.

That translation layer is where real alignment happens.

Strong marketing team don't simply match sales metrics. They make the path to revenue clearer, earlier, and more predictable.

That's not opposition.

That's partnership.