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The State of *(Sales)* Enablement

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Four Questions

1. What percent of the world's population lives in **low income countries**?

- a) 9%
- b) 18%
- c) 45%

2. What is the average life expectancy worldwide for a baby born today?

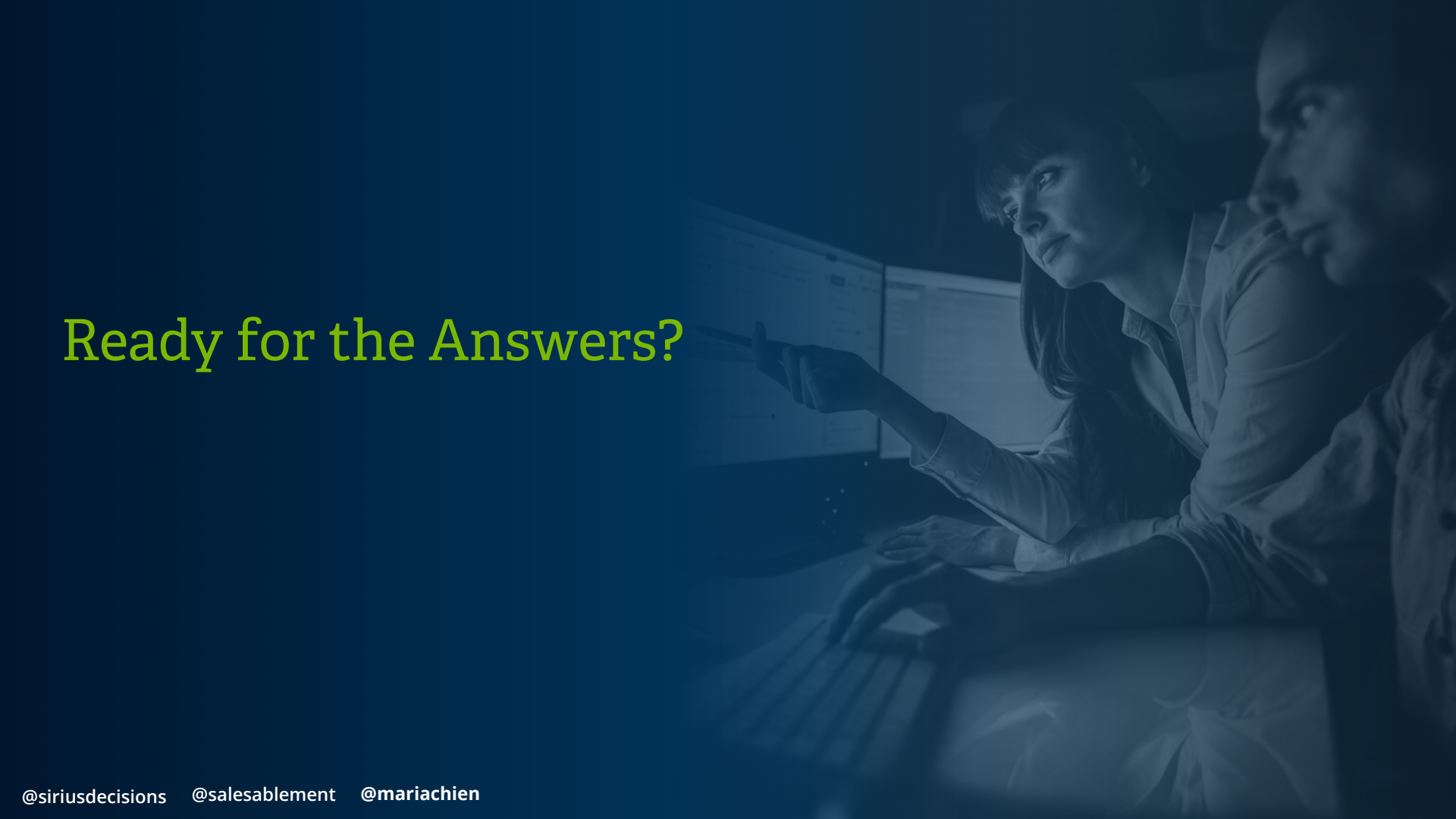
- a) 56
- b) 70
- c) 82

3. In all low income countries, what percent of **girls finish primary (elementary) school**

- a) 48%
- b) 60%
- c) 90%

4. What percent of the entire world population **has access to electricity**?

- a) 36%
- b) 54%
- c) 80%



Ready for the Answers?

Four Questions

1. What percent of the world's population lives in **low income countries**?

- a) 9%
- b) 18%
- c) 45%

2. What is the average life expectancy worldwide?

- a) 56
- b) 70
- c) 82

3. In all low income countries, what percent of **girls finish primary (elementary) school**

- a) 38%
- b) 60%
- c) 90%

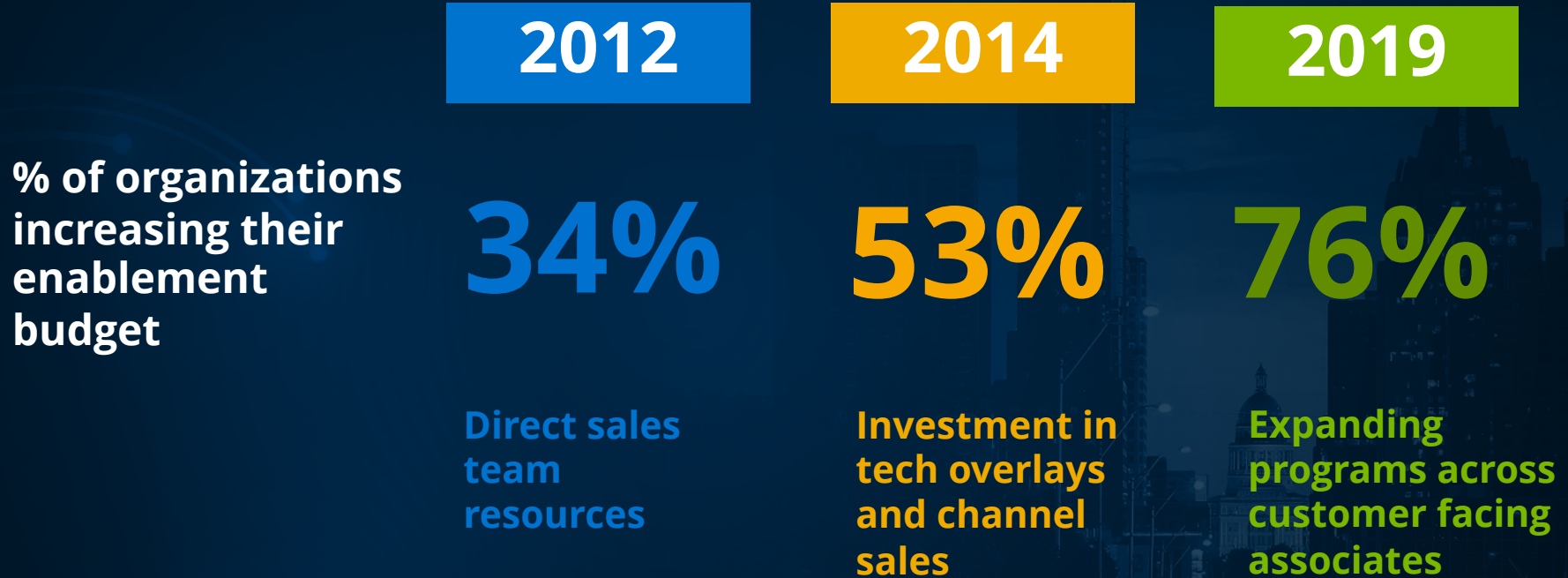
4. What percent of the entire world population **has access to electricity**?

- a) 36%
- b) 54%
- c) 80%

Source: Gapminder Misconception Study, Hans Rosling "Factfulness"

Is Enablement Still Growing?

SiriusPerspective: Most organizations are expanding their sales enablement function, especially high-performing organizations who are also expanding their span of impact.



Source: *SiriusDecisions Command Center™*

Top Business Challenges for Sales and Partners

SiriusPerspective: Many of these challenges can be addressed through buyer-centric enablement programs that focus on rep and partner competency gaps.

Inability to connect offerings to buyer needs and challenges

72%

Inability to differentiate offerings from competition or status quo

69%

Poor content quality or inaccessibility

65%

Source: *SiriusDecisions Command Center™*

A Buyers Perspective

Enabling the Interaction

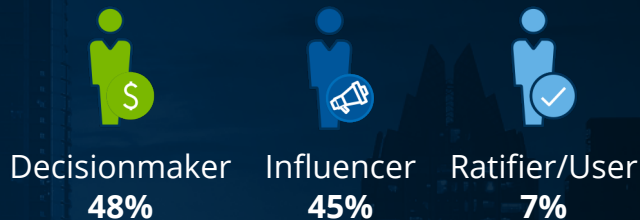
About the 2019 SiriusDecisions B2B Buying Study

SiriusPerspective: SiriusDecisions conducted an online survey in 2019 with qualified B2B professionals to learn about their buying behaviors when making critical purchases for their business.

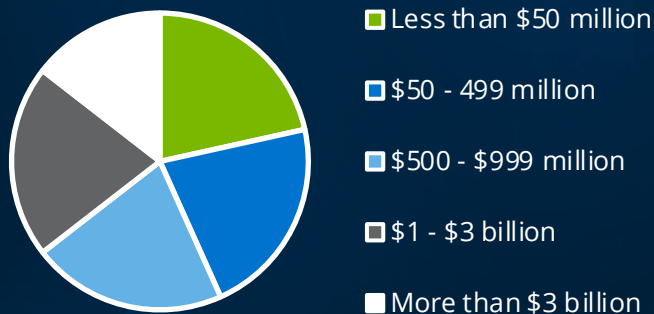
**North
America
EMEA
APAC**
respondents



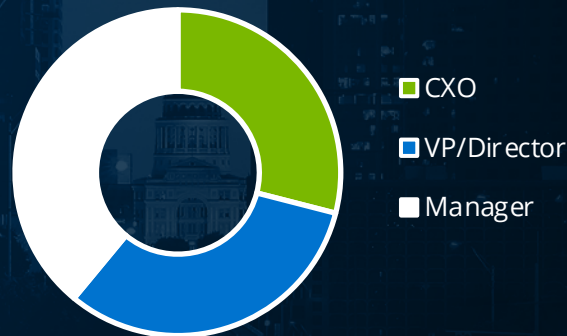
Half
were
decisionmakers



Even
revenue
distribution



Balance
of role levels
represented



Three Types of B2B Buying Scenarios

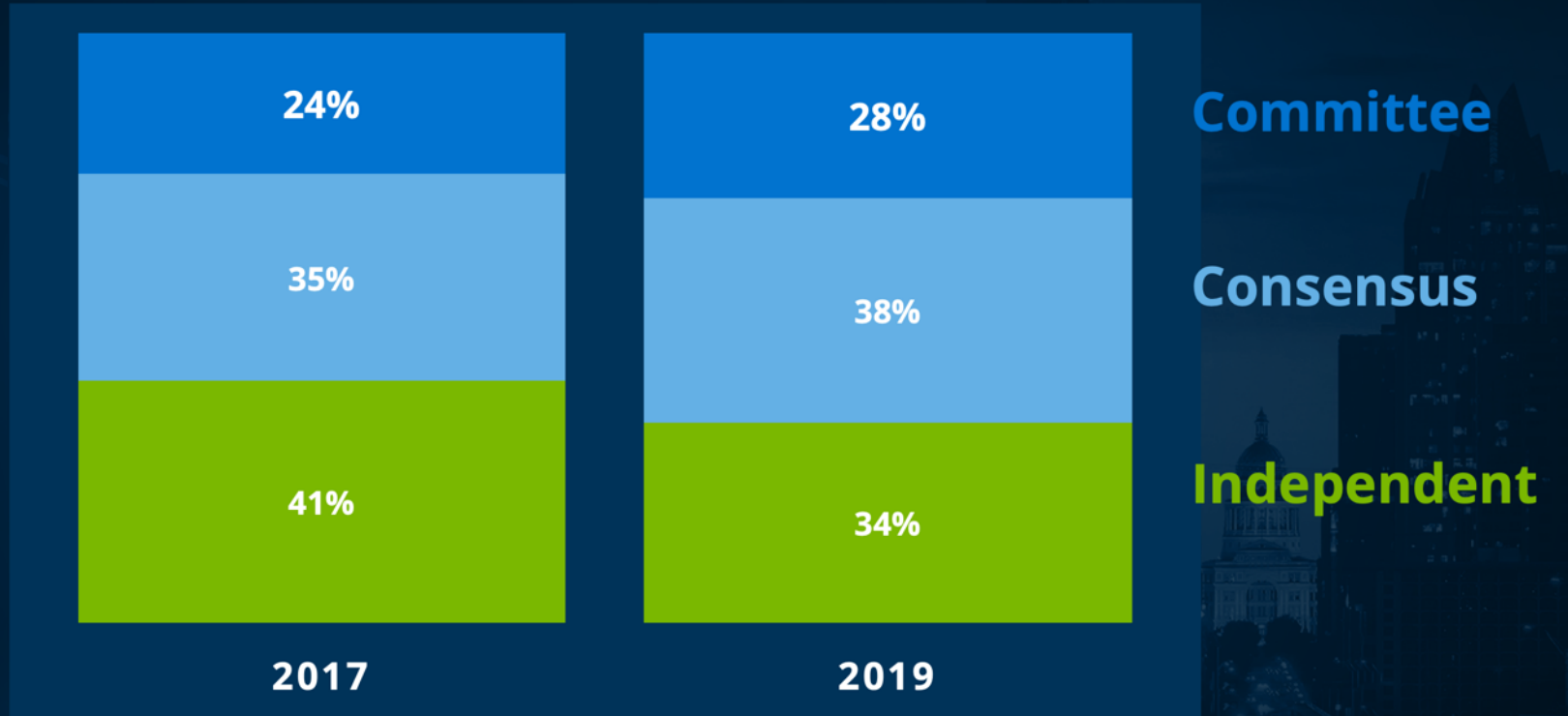
SiriusPerspective: B2B buying behavior clusters into three types of scenarios that must be considered when designing a go-to-market strategy.

The SiriusDecisions Buying Spectrum

	Scenario	Decision Orientation	Typical Price Range	Typical Timeframe	Buying Centers	Colleagues
	Committee	Agreement at the executive leadership level	\$500K-\$Millions	1-2 Quarters (or more)	5 (or more)	6-10 (or more)
	Consensus	Agreement across teams, functions or departments	\$50-\$500K	1-2 Quarters (but no more)	3-4	3-5
	Independent	Agreement among Individual(s)	Less than \$50K	Less than 8 Weeks	1-2	1-2

Increase in Committee and Consensus Buying Scenarios

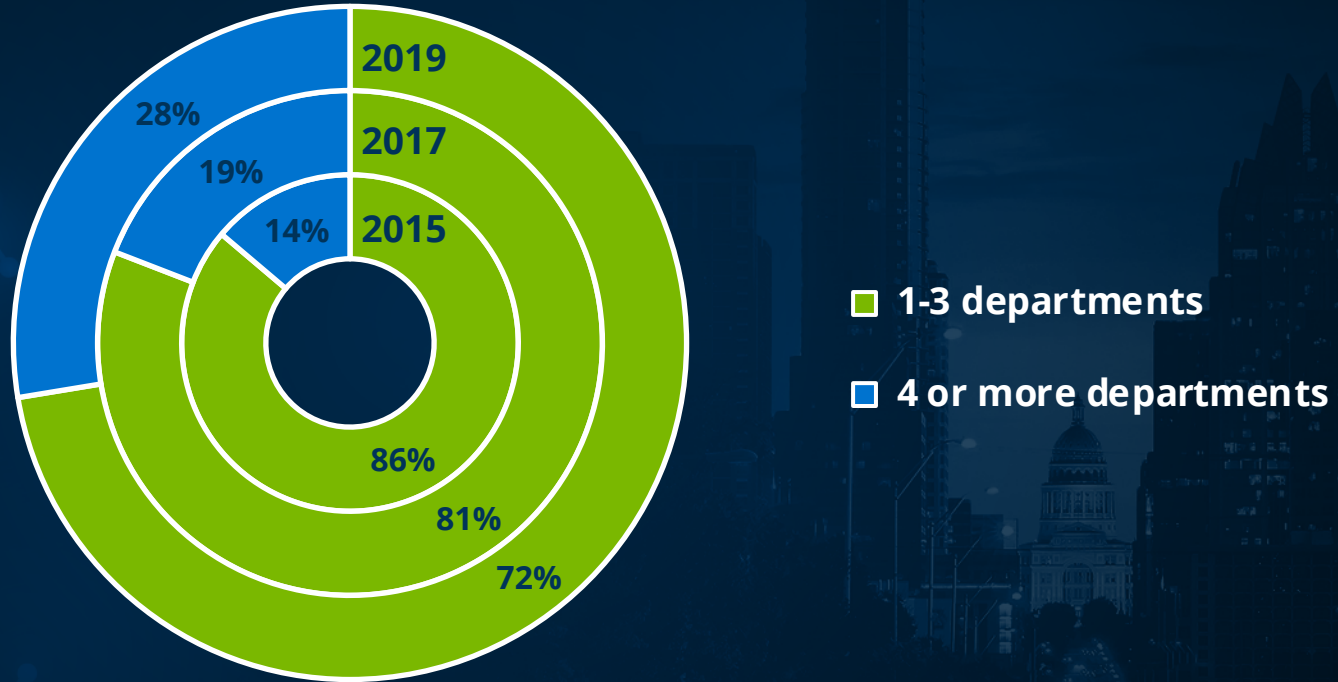
SiriusPerspective: Consensus and committee scenarios are becoming more prevalent and require a deeper understanding of buying group dynamics.



Source: SiriusDecisions 2019 B-to-B Buying Study

Increase in Multi-Department Purchases

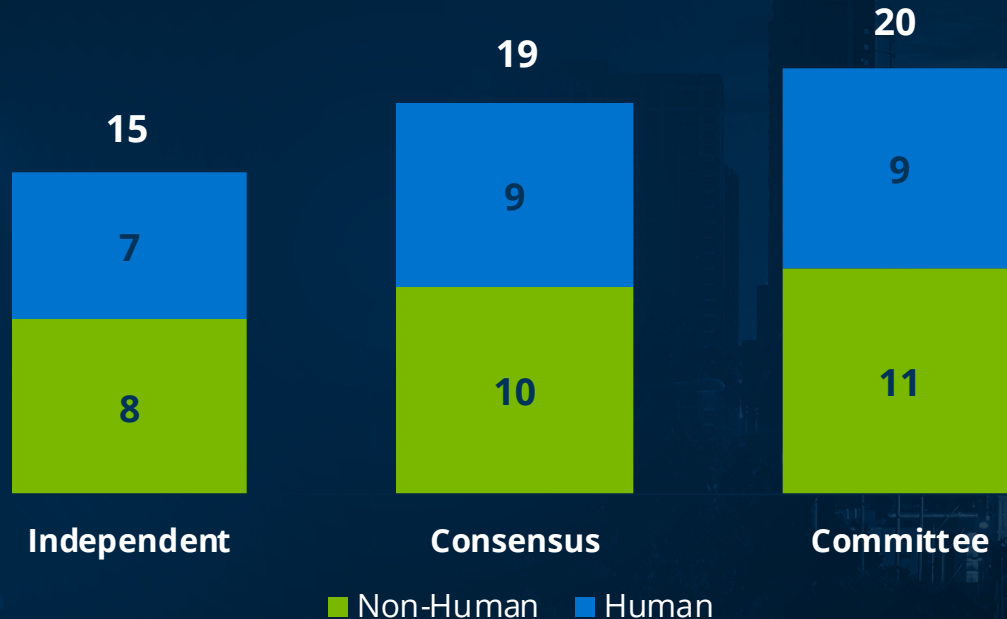
SiriusPerspective: Over the last four years, the number of purchases that include four or more departments has doubled.



Source: SiriusDecisions 2019 B-to-B Buying Study

Interactions Increase as Buying Complexity Increases

SiriusPerspective: B2B buyers average 17 interactions in completing a purchase – interactions increase as buying complexity increases.



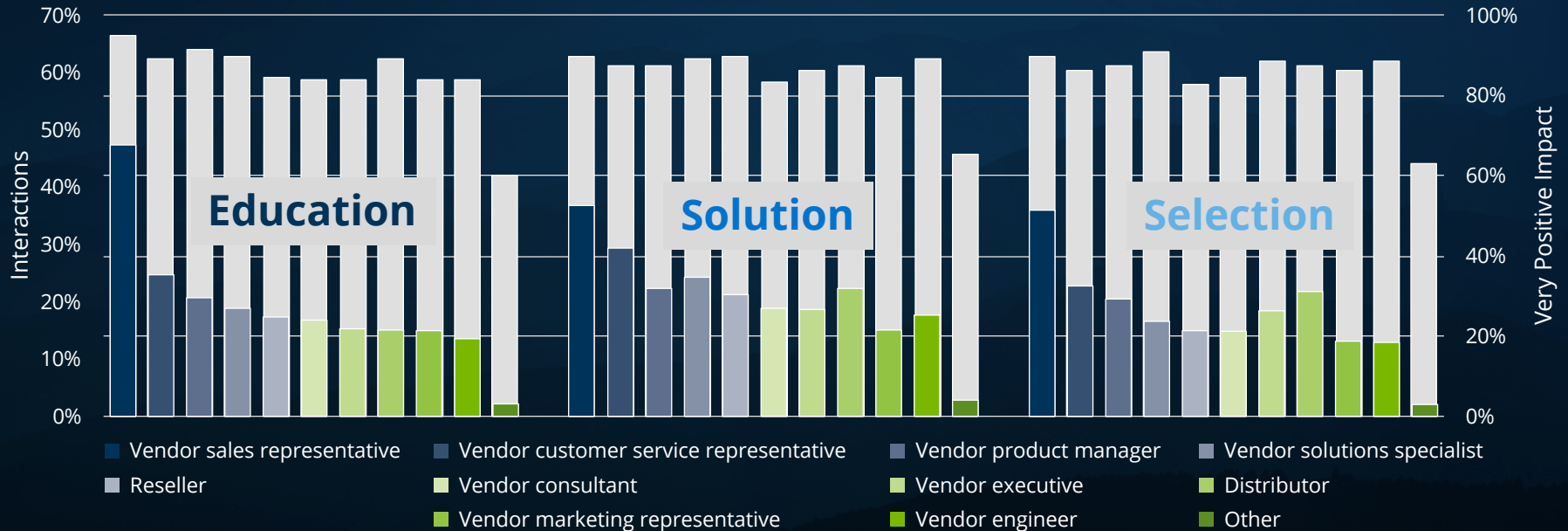
■ Non-Human ■ Human

Source: SiriusDecisions 2019 B-to-B Buying Study

Impact of Provider Representatives by Phase

Knowing which type of provider reps are the most impactful can help focus enablement efforts.

- Q1. Did you get information from representatives of the winning provider during each phase of the decisionmaking process? (colored bars shown on interactions percentage scale.)
- Q2. What was the impact of having these interactions? (gray bars indicate very positive impact percentage scale.)



Source: SiriusDecisions 2019 B-to-B Buying Study

The Case for Expanding Your Scope



The most influential customer-facing persona on B2B buying decisions is no longer the sales rep; it is the **vendor solutions specialist**.



Half of all B2B buyers interacted with a **customer service rep** during their purchasing journey – second only to the vendor sales rep.



Of commerce transactions flow through **indirect channels**.

World Trade Organization

Buyers and Sellers and Personas, Oh My!

SiriusPerspective: B2B customers interact with a wide variety of provider personnel, but enablement of those associates is often inconsistent.

Vendor Personas

- ✓ Sales Representative
- ✓ Solutions Specialist
- ✓ Engineer
- ✗ Consultant
- ✗ Product Manager
- ✗ Customer Service Rep
- ✗ Marketing Representative
- ✗ Executive

Partner Personas

- Reseller
- Distributor



B2B buyers will have an average of nine interactions with a variety of roles before signing on the dotted line.



Fifty percent of roles interacting with the buyer before purchase are not titles traditionally supported by sales enablement functions.

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Partner Personas

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Partner Types and Partner Personas (Roles/Titles)

						
Executive Management	SME/ Technical	Sales	Marketing	Professional Services	Support	Others
Owner, CEO, president, business unit leader	Engineering/ technical leadership, subject matter experts (SMEs)	Sales VP, team leaders, sales reps, inside sales	Marketing management, staff	Consulting or services leader, staff	Customer/ technical support leader, staff	Operations, finance, admin, etc.

Source: SiriusDecisions 2019 B-to-B Buying Study

It Is Not Just About Direct Sales Anymore!

68%

of high performing organizations enable additional roles **outside of traditional direct sales** titles

CMO's now rank **PARTNER ENABLEMENT** as a **top 3 priority** among all of their initiatives

62%

of high performing organizations have some form of ongoing **PARTNER ENABLEMENT** in place for **multiple** partner personas.

Source: SiriusDecisions Command Center™

Source: SiriusDecisions 2019 Global CMO Study

Sales Enablement vs. Revenue Enablement

SiriusPerspective: The core competencies of Enablement can be applied to a wider understanding of revenue enablement, regardless of which functional area delivers it.

Sales Enablement (n):

The goal of sales enablement is to ensure reps possess the skills, knowledge, process expertise and have access to the best assets to maximize every buyer or customer interaction.

Partner Enablement vs. Revenue Enablement

SiriusPerspective: The core competencies of Enablement can be applied to a wider understanding of revenue enablement, regardless of which functional area delivers it.

Partner Enablement (n):

The goal of partner enablement is to ensure partners possess the skills, knowledge, process expertise and have access to the best assets to maximize every buyer or customer interaction while driving preference for supplier offerings.

Revenue Enablement

SiriusPerspective: The core competencies of Enablement can be applied to a wider understanding of revenue enablement, regardless of which functional area delivers it.

Revenue Enablement (n):

The goal of sales enablement is to ensure all customer facing roles possess the skills, knowledge, process expertise and have access to the best assets to maximize every buyer or customer interaction.

The Risk and Value of Interactions

SiriusPerspective: Interactions change as B2B relationships evolve from the buyer's journey to the customer lifecycle, with multiple opportunities for providers to excel or fail.

The SiriusDecisions Aligned Buyer's Journey

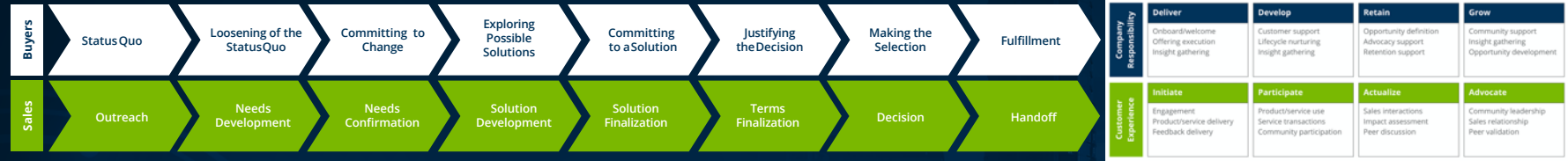


The SiriusDecisions Customer Lifecycle Framework

Company Responsibility	Deliver	Develop	Retain	Grow
	Onboard/welcome Offering execution Insight gathering	Customer support Lifecycle nurturing Insight gathering	Opportunity definition Advocacy support Retention support	Community support Insight gathering Opportunity development
Customer Experience	Initiate	Participate	Actualize	Advocate
	Engagement Product/service delivery Feedback delivery	Product/service use Service transactions Community participation	Sales interactions Impact assessment Peer discussion	Community leadership Sales relationship Peer validation

How Should We Support Revenue Engine Optimization?

SiriusPerspective: The combined impact of revenue operations and revenue enablement provides cross-functional support for the entire customer experience and internal revenue optimization.



Revenue Operations

Shared view of the customer

Outcome

Allows sales, marketing and customer success to jointly plan, measure and build a **shared view of customer and prospect data** that facilitates better-integrated systems to deliver more valuable **insights** and support effective **execution**.

Revenue Enablement

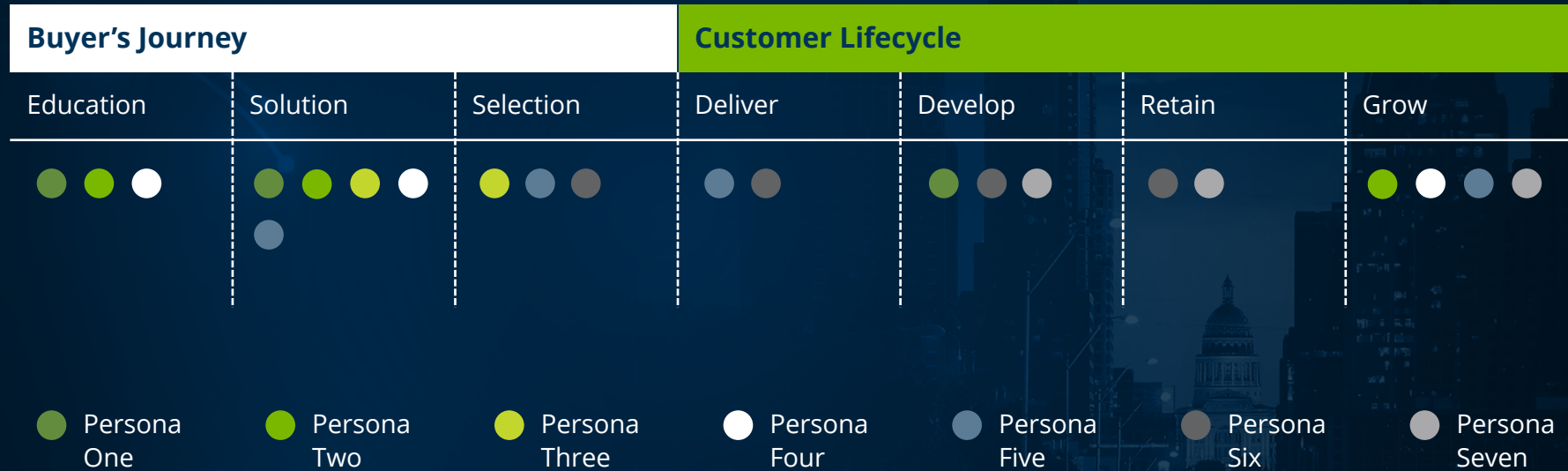
Shared view of the interactions

Outcome

Allows sales, marketing and customer success to work together to consistently assess, prepare and arm all customer-facing personas with competencies and confidence by providing the skills, knowledge, process expertise and assets required to execute their role, resulting in better **associate and customer experience**.

Identify All Customer-Facing Personas by Interaction

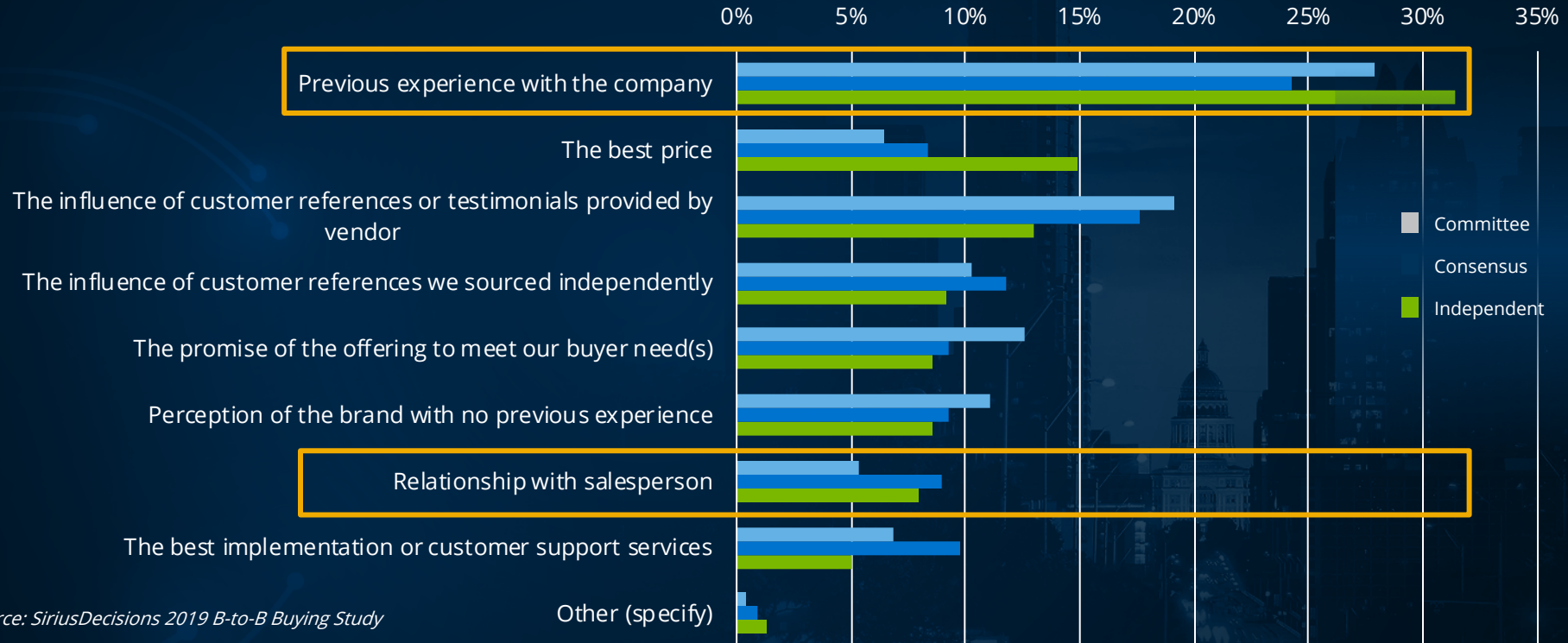
SiriusPerspective: Identify which customer-facing personas are likely to interact with customers in each selling motion.



Decision Drivers by Buying Scenario

SiriusPerspective: Decision drivers, which differ by buying scenario, reflect the underlying objectives of the buyer, and provide marketers with critical input for effective messaging, content and campaigns.

- Q. What was the most significant driver of the decision to select the vendor of choice?



Source: SiriusDecisions 2019 B-to-B Buying Study

Will You Stay Ahead of the Curve?

SiriusPerspective: Across multiple industries, geographies and go-to-market strategies, revenue enablement is rapidly becoming the norm.

"Without a doubt! Everyone should be selling; therefore we must enable as many of the orgs as possible."

"Our team is go-to-market enablement. Looking to hire more people to support roles outside of sales as we speak!"

"In the fall, I was asked to fold in all support and services enablement into my sales enablement team. They are very diverse in needs and deliverables, though a lot of enablement practices are similar."



"'Revenue enablement' isn't a far stretch since go-to-market and revenue organizations are beginning to pop up within companies."

"My title is VP, Enablement, precisely because I have responsibility to enable all of our revenue-generating roles plus our channel and customers."

"Yes! I set up an enablement framework for customer success last year — focusing on both product as well as soft skills — with different accreditation levels."