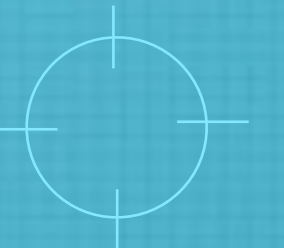




SALES ENABLEMENT - 5 TAKEAWAYS

*From the Sales enablement Seismic-LXA Sales
Operations and Salestech Report 022/23
Analysis and commentary by Visionary Marketing*



METHODOLOGY

The methodology involved three main phases:



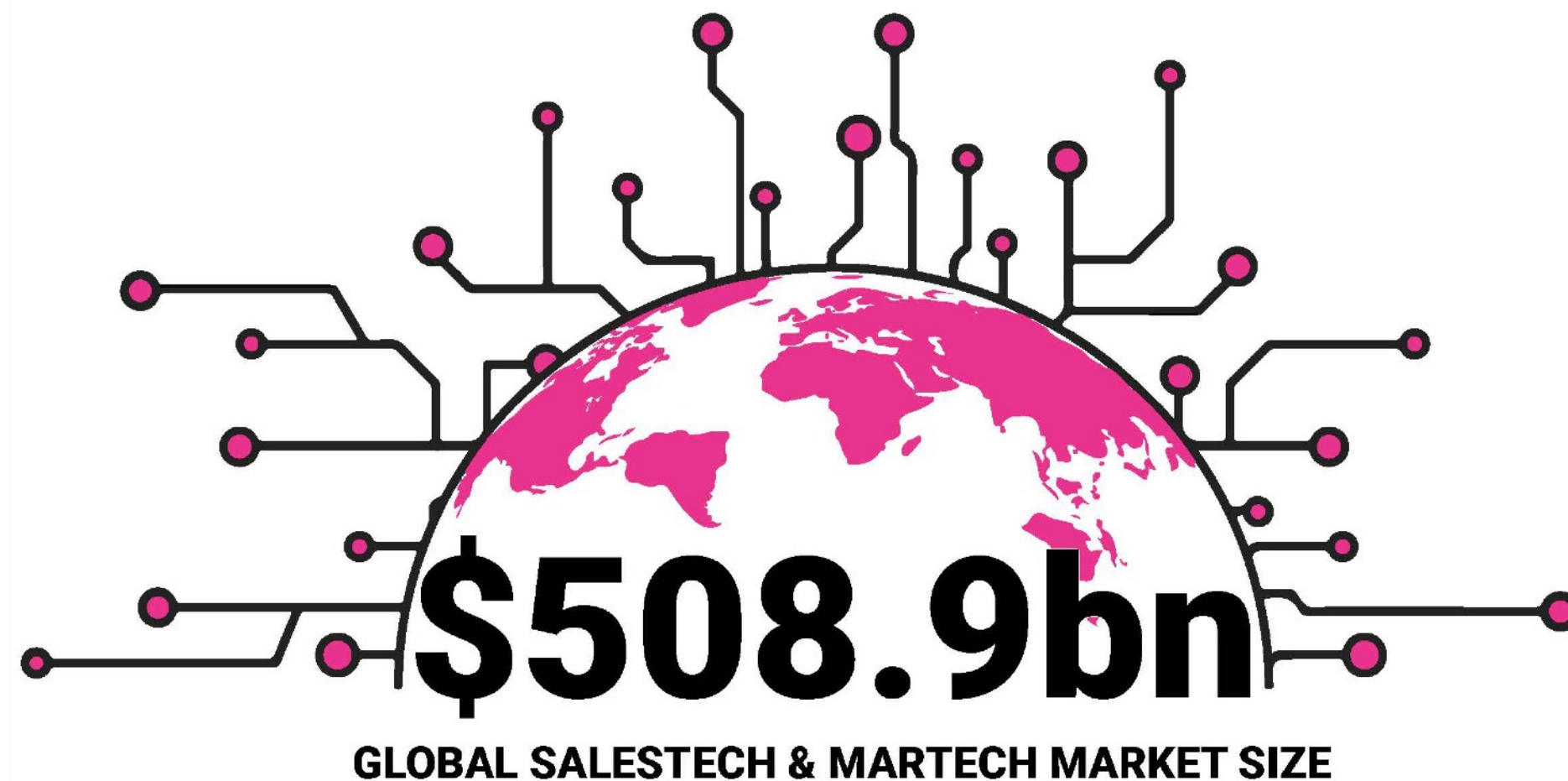
Phase 1: Desk research to review some of the most recent and relevant literature that explores themes relating to sales enablement and technology.



Phase 2: Qualitative research including a series of in-depth interviews with a range of senior client-side, agency and vendor marketing leaders across multiple sectors.



Phase 3: An online survey of 202 respondents was conducted during August and September 2022.



- “90% of respondents were Sales Directors, Chief Growth Officers (CGO) or Chief Revenue Officers (CRO). While 10% were Chief Marketing Officers (CMO).
- All respondents were B2B organisations with 1000 employees across the UK (72%), France (11%) and Germany (12%). Respondents are from a range of industries, with greater response from the financial services, manufacturing, telecoms and healthcare.
- All respondents had a defined Sales Enablement function.”
- “Market size number takes into account both salestech and martech (salestech and martech tools frequently overlap)” - see p 28 for details

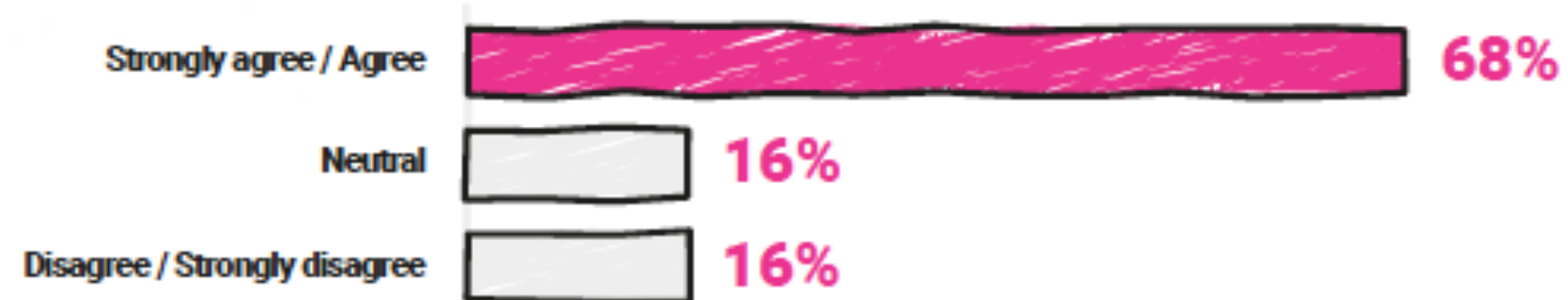
EXEC SUMMARY

1. Selling is getting harder, S.E. makes sense it's a huge (complex) market but 32% still aren't convinced that more S.E. means better performance
2. All believe in how S.E. effective but maturity can be improved
3. Respondents declare Sales and Marketing are aligned but keep contradicting themselves
4. A dire lack of "Sales professionals with the necessary salestech, data, sales content or sales operations skills and knowledge"... yet do they exist?
5. Most agree that processes and tools to drive their content strategy effectively are in place (but are content strategies implemented effectively?)

DEMANDING CLIENTS

- Survey highlights sales process complexity
- SE makes perfect sense in this context
- Hence, what of the remaining 32%??!!

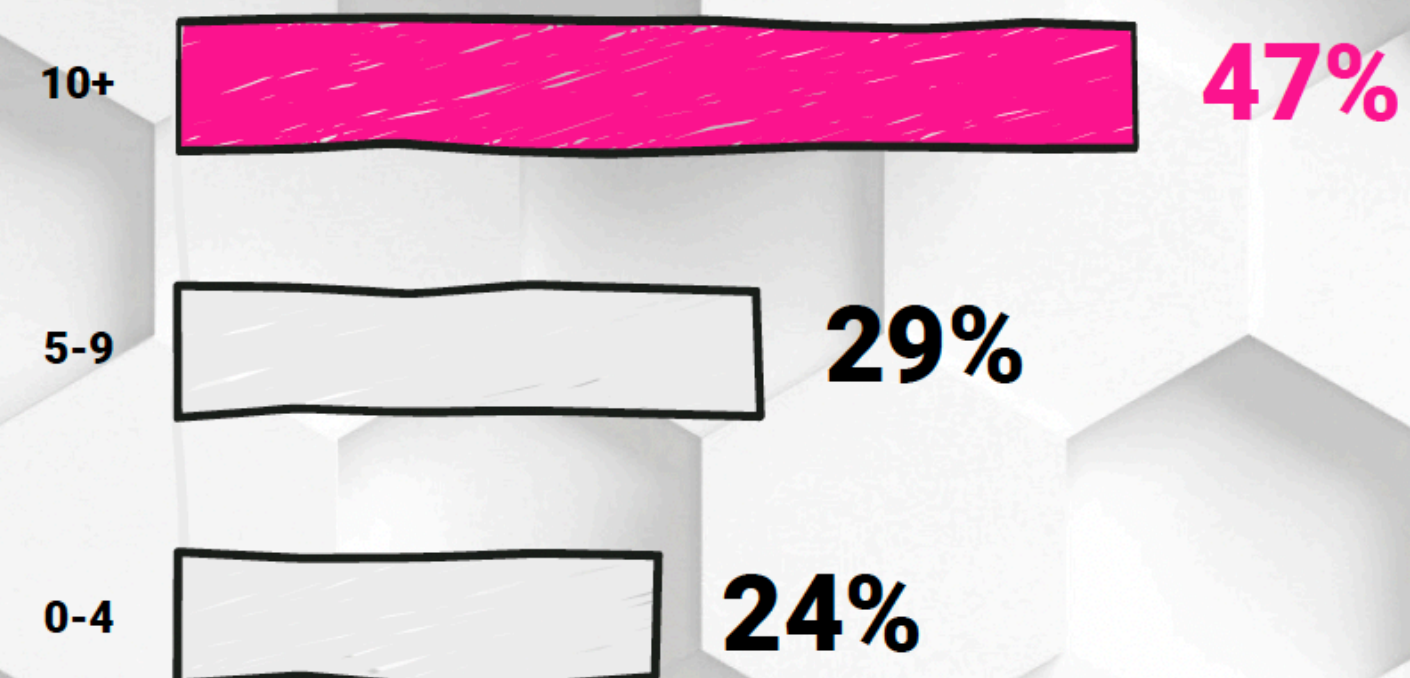
To what extent do you agree with the following statement?
'Advancing our organisation's enablement strategy
is key to driving our business performance'



To what extent do you agree with the following statement?
'Customer buyer journeys have become more complex than
ever and require new ways of selling for organisations
to survive and thrive'



How many sales interactions does an average customer
have with your organisation before closing a deal?



SALES IS CHANGING

visionarymarketing.com

“The way you engage with customers has changed. Customers want to be challenged, and they’re also keen to learn from you as a supplier. You need to be seen as an expert - they want facts and credibility and expect you to know about them before you even pick up the phone. **The planning, investigation and discovery that you do as a seller is probably one of the most important aspects of any customer engagement.**”

Liz Waugh, Global Director of Sales Enablement, Crayon



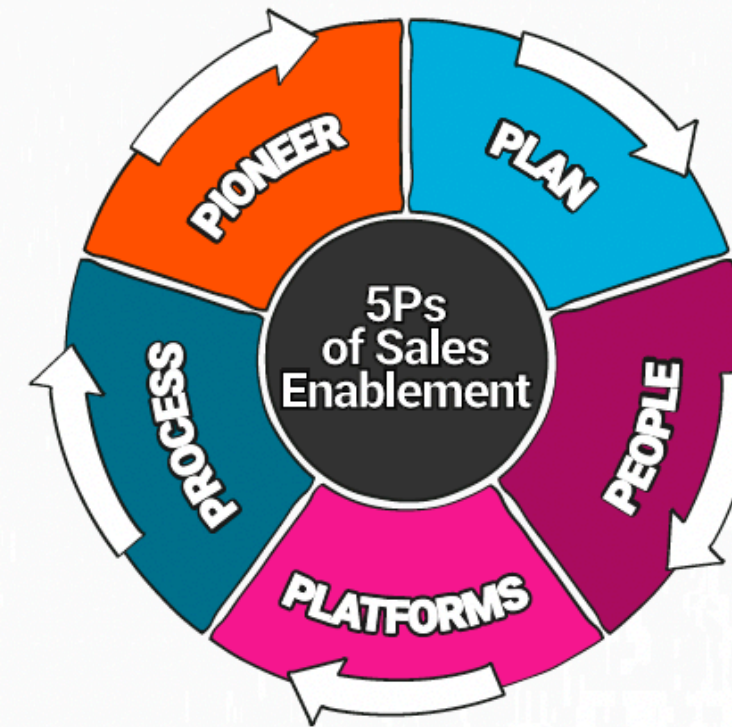
SALES ENABLEMENT MATURITY

Maturity was rated as Advanced, Optimal, Standard, Basic, or Subpar. For example, a score of 1 would mean Subpar while a score of 5 would indicate Advanced maturity

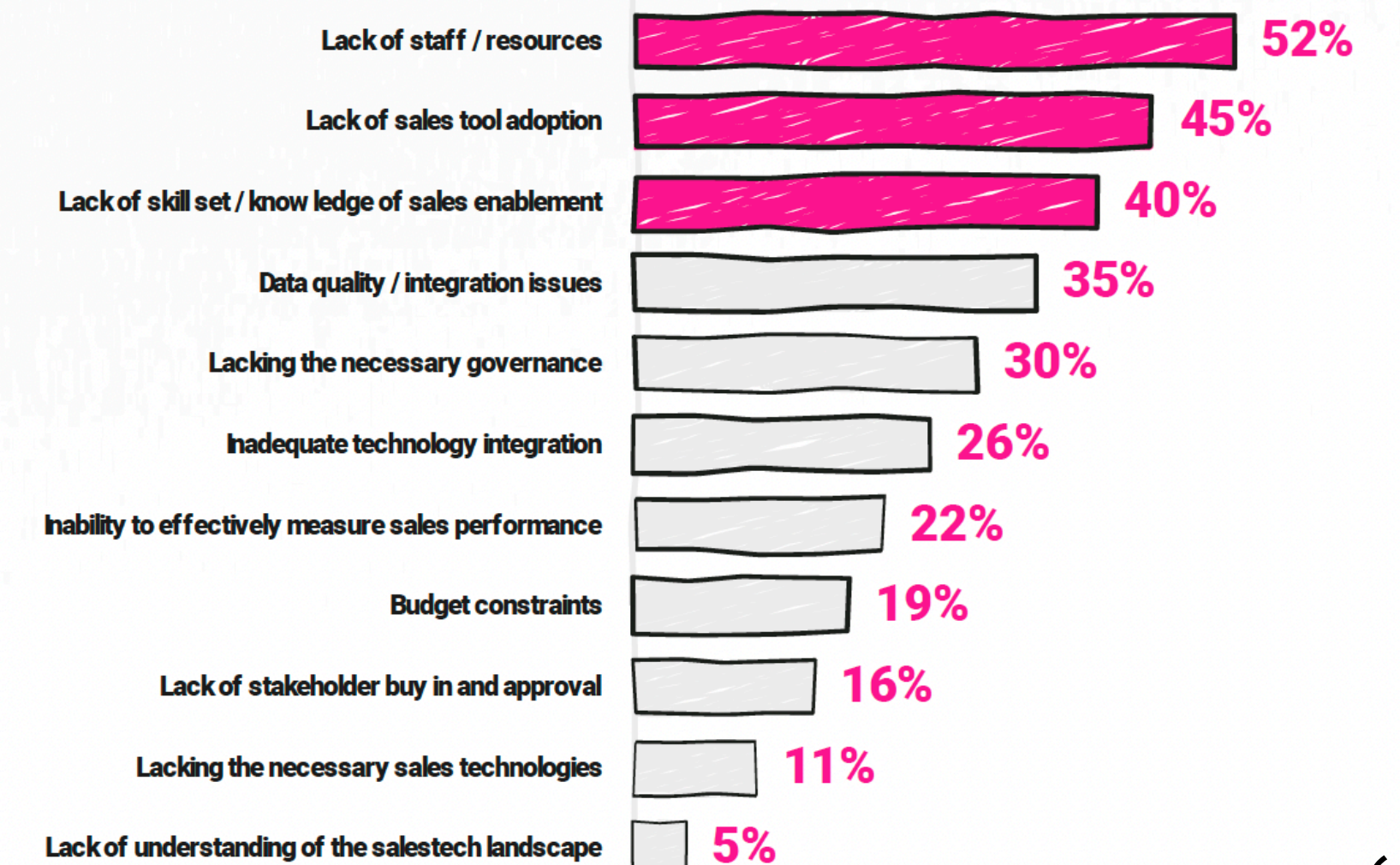
“All respondents had a defined Sales Enablement function.”

Sales Enablement Maturity

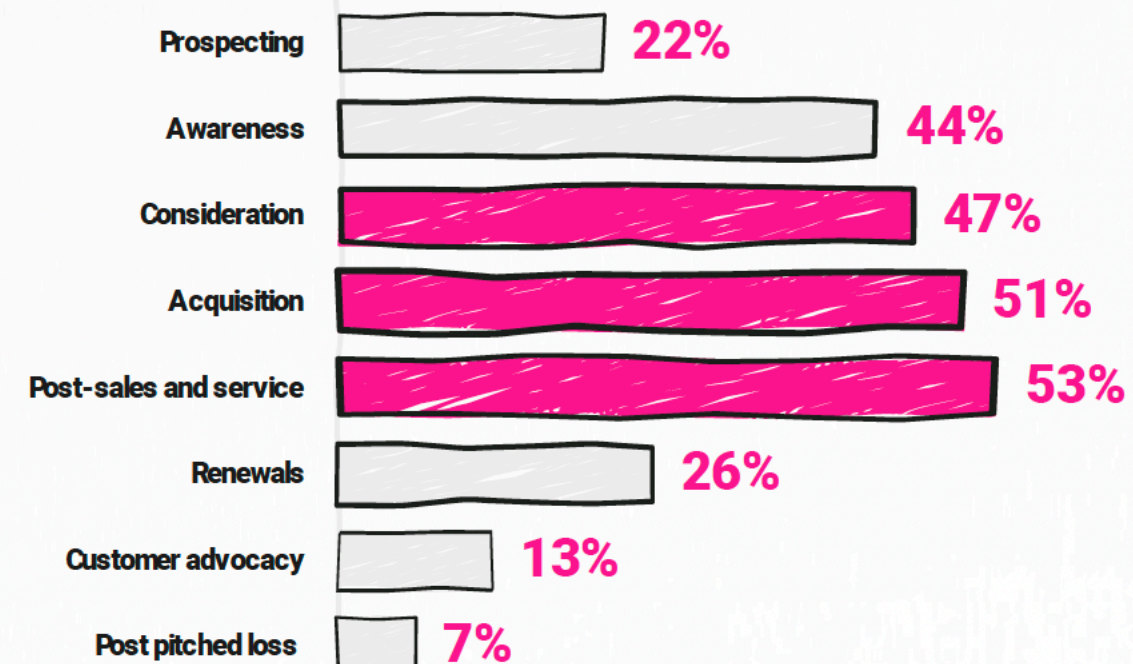
Sales enablement maturity dimension	Score
Planning Maturity	3.29
People & Teams	3.26
Platforms, Apps & Ecosystems	3.40
Process & Operations	3.47
Pioneer & Pilot	3.37



What are the biggest barriers to driving your organisation's Sales Enablement, Operations and Technology maturity?

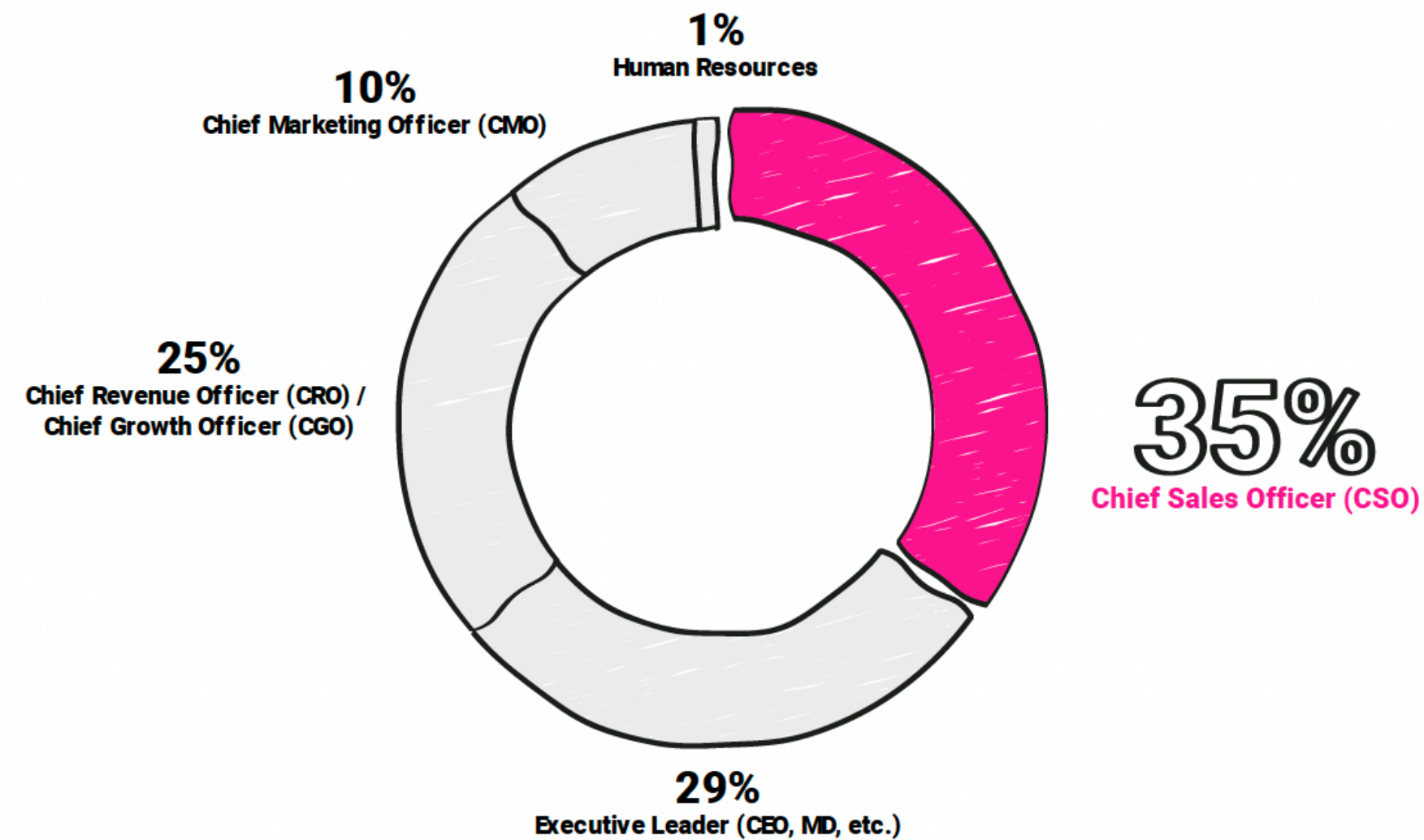


To which of the following buyer stages does your sales enablement efforts contribute?

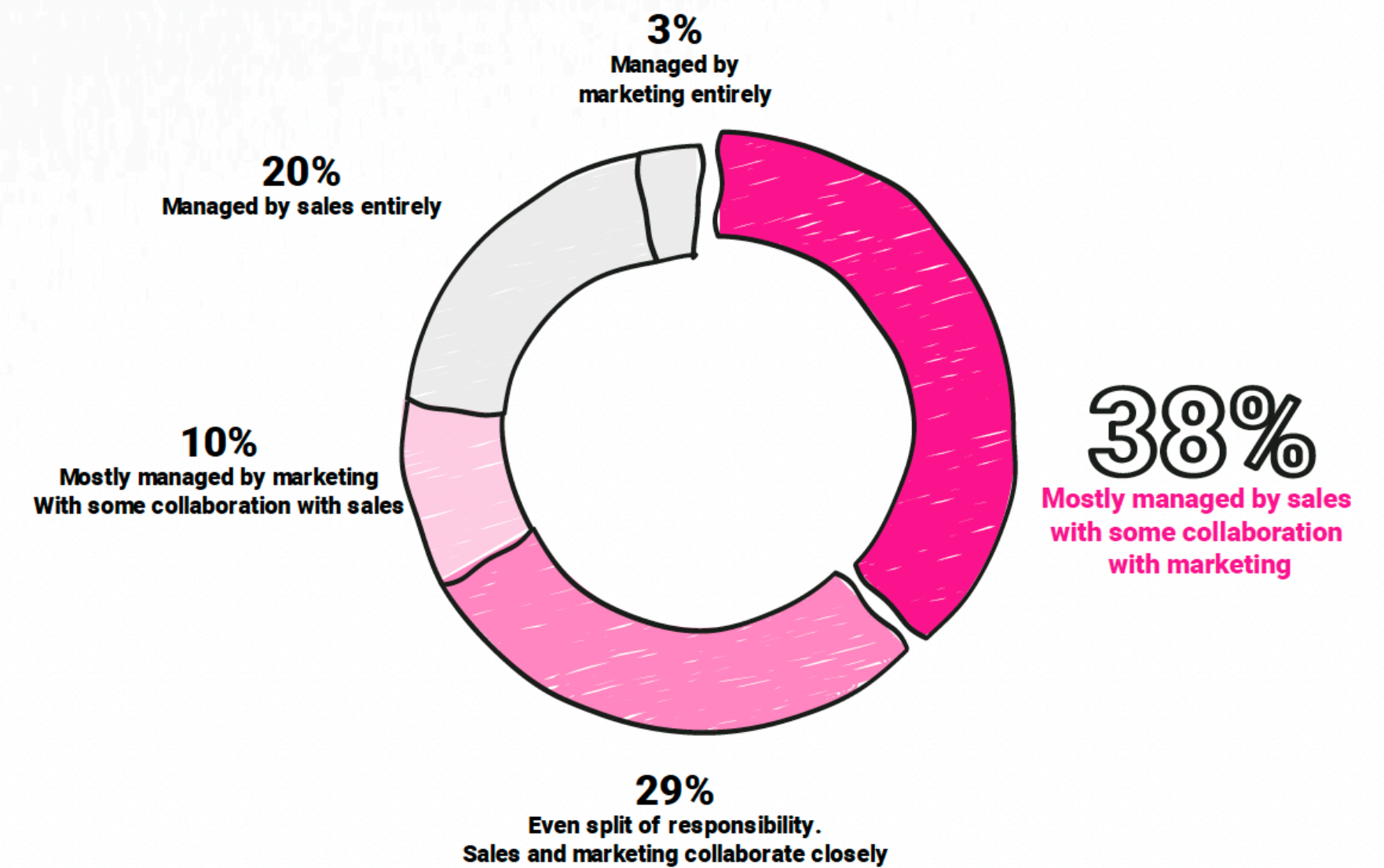


ALIGNMENT??!!

Where does the primary ownership of the sales enablement function sit within your organisation?



How would you describe your organisation's split of responsibility for managing sales enablement between sales and marketing?



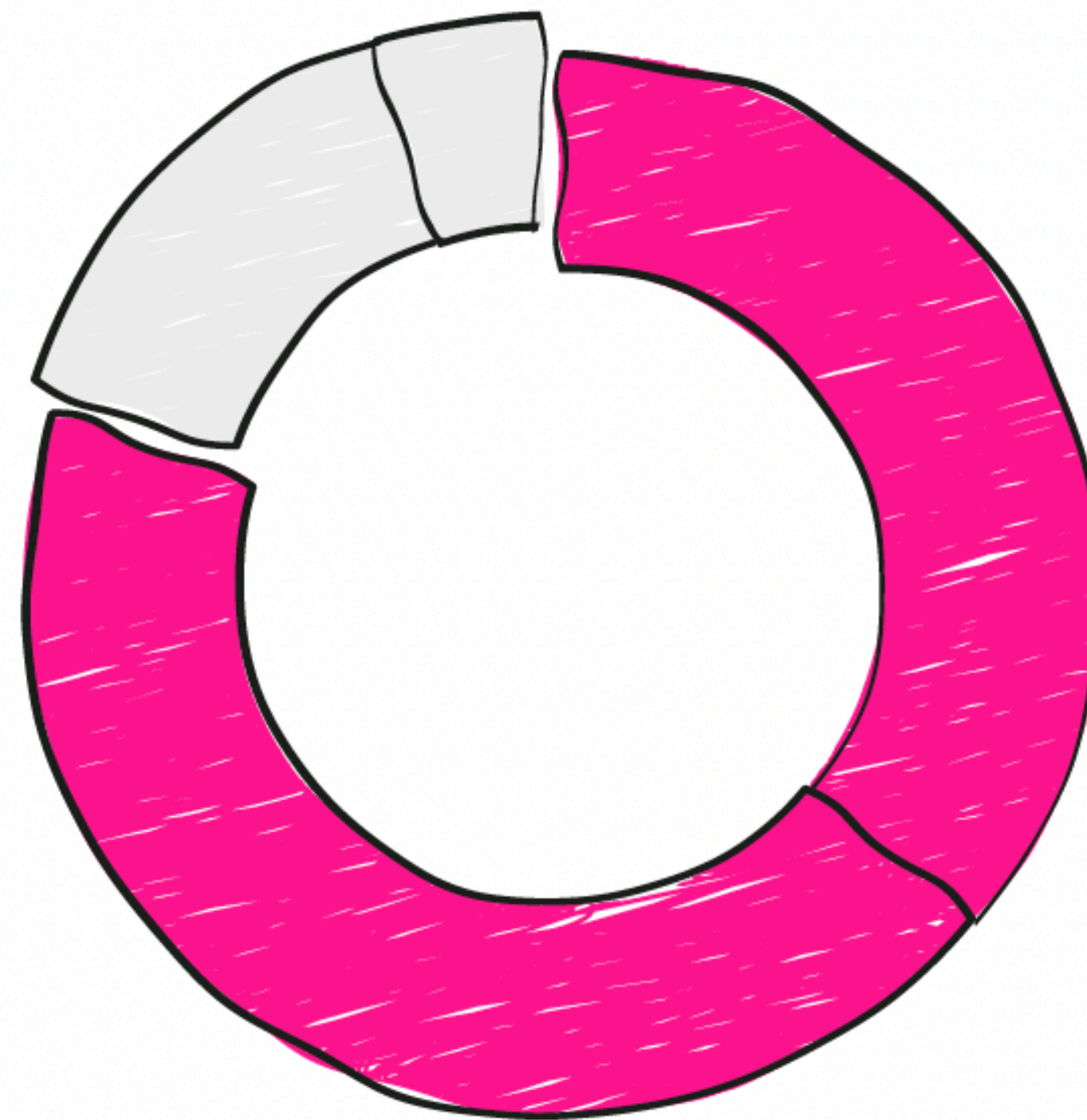
Sales enablement doesn't just land within sales. It should really involve the whole business. Everyone should be able to have a high-level discussion on what sales enablement does and the impact it makes. If you've made sure that there is consistency between sales and marketing, then everybody is able to land the right message.

Liz Waugh, Global Director of Sales Enablement, Crayon



ALIGNMENT??!!

How would you describe the alignment of marketing and sales in your organisation?



80%
Fully aligned/
Somewhat aligned

“A connected martech strategy ensures improved synergies between marketing and distribution, leveraging technology to drive personalisation, increase engagement, and to build meaningful relationships that enable sales.

Deon Pillay, Head of Marketing Operations, Legal & General Investment Management (LGIM) “

Deon Pillay, Head of Marketing Operations, Legal & General Investment Management (LGIM)

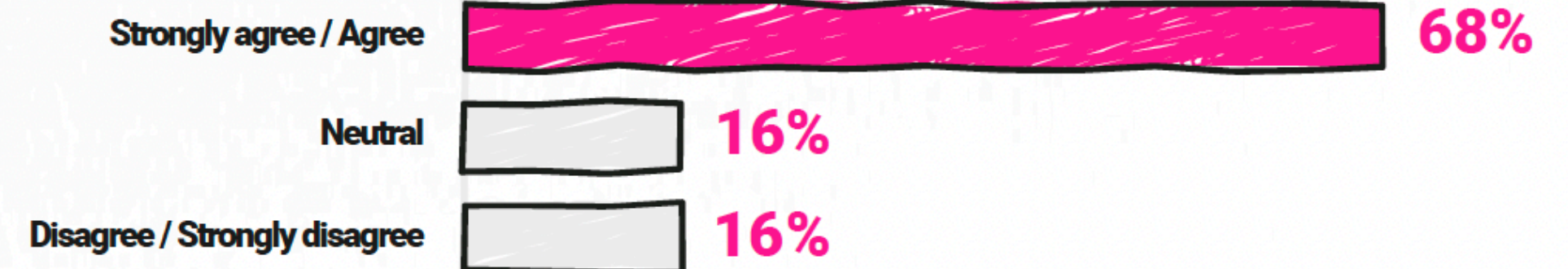


MORE ALIGNMENT

Which of the following departments would you describe as being involved with your sales enablement ecosystem?

DEPARTMENT	%
Sales	67%
Marketing	53%
Growth / Revenue / Commercial	49%
Human Resources / L&D	14%
Product Management	38%
Customer Success & Support	20%
IT	25%
Senior Leadership	30%

To what extent do you agree with the following statement?
'Every customer-facing department is fully aware of our product offerings and positioning, market and customer opportunity and ways to achieve revenue targets.'



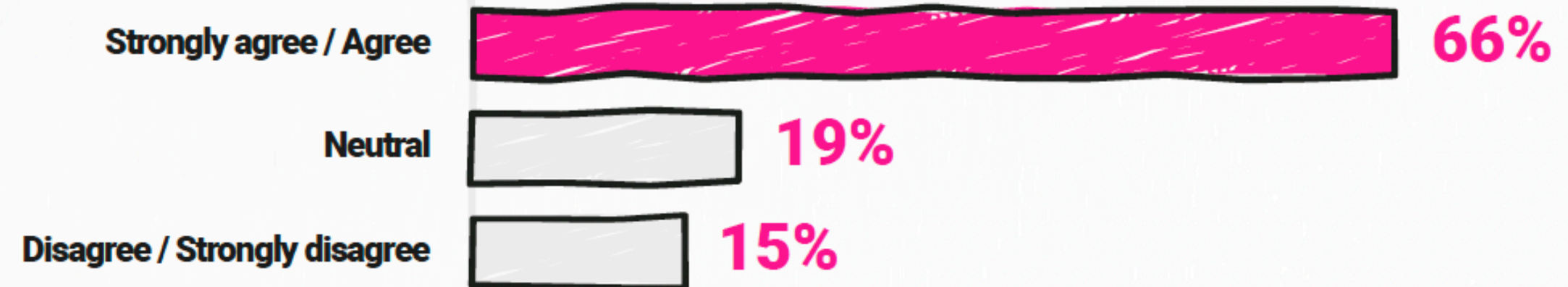
TALENT ISSUE?



72% of organisations strongly agree / agree...

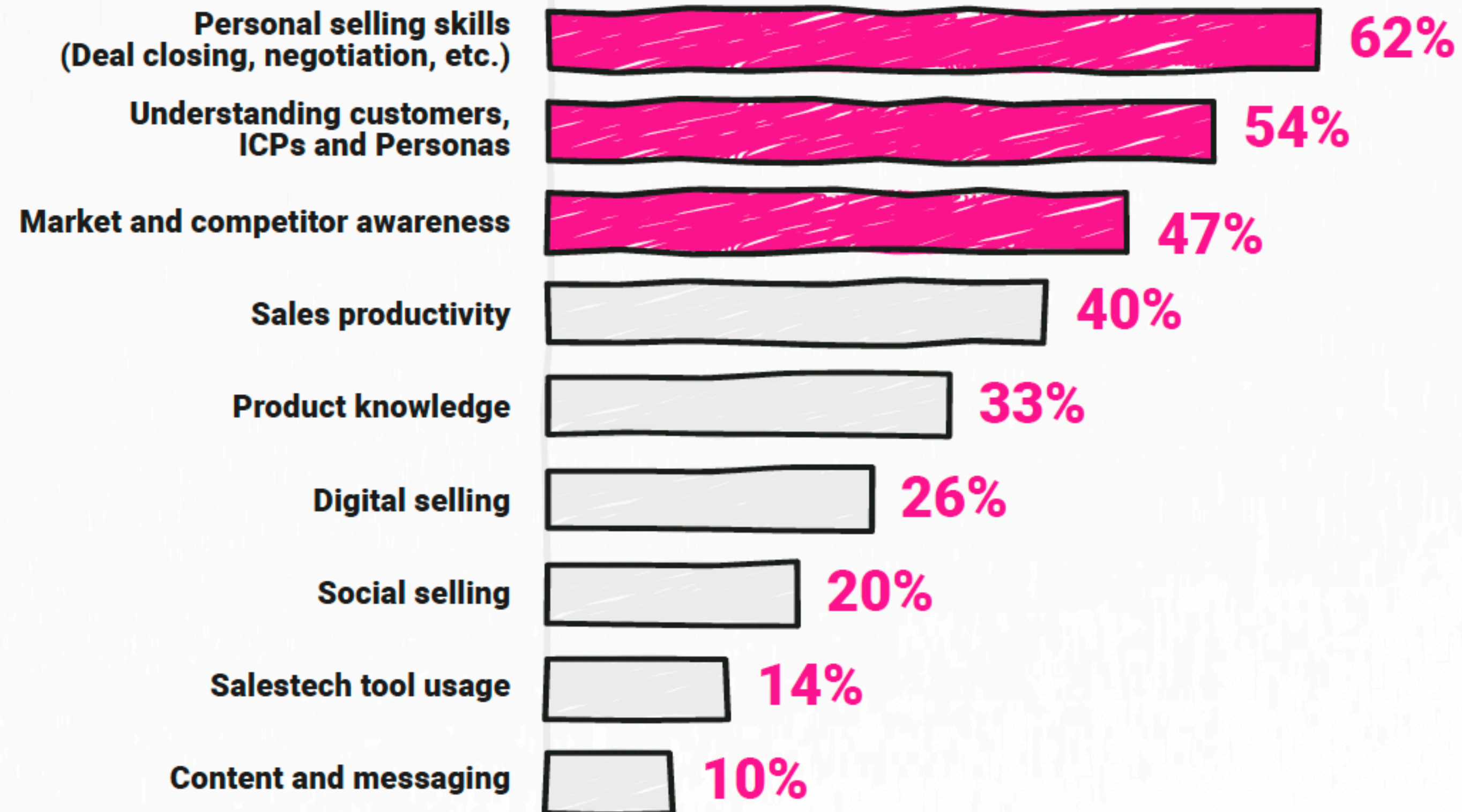
The market is lacking sales professionals with the necessary salestech, data, sales content or sales operations skills and knowledge

**To what extent do you agree with this statement?
'Our organisation has the internal skills and talent needed to capitalise on the sales technology investment'**



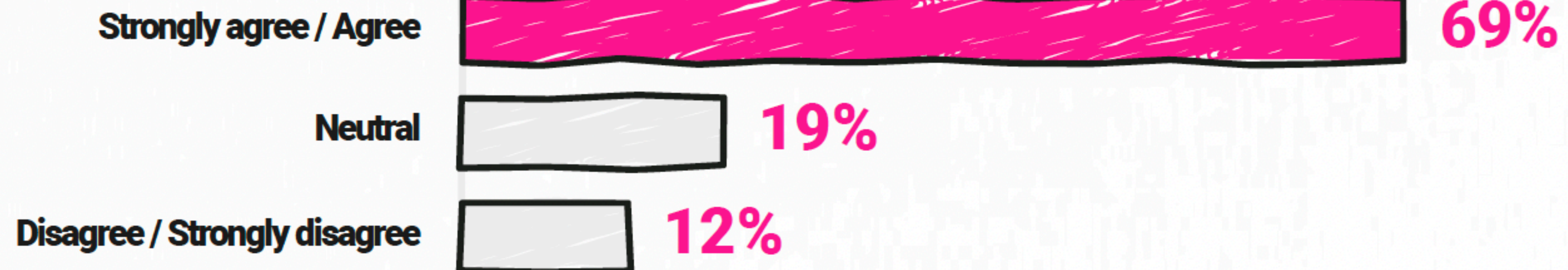
UPSKILLING THE SALES FORCE

Which of the following areas do you see as essential in your organisation's sales training and coaching?



SALES-DRIVEN CONTENT STRATEGY

**To what extent do you agree with the following statement?
'Our organisation has the salestech tools and processes
to drive our sales content strategy effectively.'**



MY 5 TAKEAWAYS

1. Selling is getting harder and harder and Sales Enablement (S.E.) tools are a no brainer in this context, mostly as better preparation is required, yet 32% of businesses are still trying to make it work (a lot more on the continent)
2. All believe in how S.E. effective can be but rate S.E. maturity as 3ish/5 - yet is there an issue with S.E. or with the sales approach?
3. Respondents deem marketing and sales aligned but S.E. mostly in the hands of sales and marketing's involvement seems low (belittled?) - is this lip service on sales and marketing alignment? And what if the issue weren't alignment at all but working as a (seamless) team. Besides, alignment should concern all departments, not just sales and marketing. This is where S.E. is actually headed.
4. All agree that there is a lack of sales professionals with the necessary salestech, data, sales content or sales operations skills and knowledge... but will we ever be able to find that kind of animal in the field? Is it even a good idea? What about working as teams again. This has a definitive impact on the way that sales and marketing are organised. All must change in that area and all the changes that have occurred recently have led to more siloed approaches (BDR, KAM, inside sales...). No wonder we're running into a problem now.

Besides, Sales techniques are on top of the training requirement, understanding customers second. What about doing it the other way round?

5. A majority agree on the fact that they have the processes and tools to drive their content strategy effectively even though I see there is room for improvement