

FORRESTER®

The Future Of Sales Enablement Is The C-Suite

Redefining Sales Enablement For The 21st Century

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#salesenablementsoirée

The Third Stage Of Marketing And Sales Alignment

1999 →



Customer
Relationship
Management

2009 →



Marketing
Automation

2019 →



Sales
Enablement

AI is everywhere.



A collection of smart home devices is arranged on a green book. From left to right: a white smart outlet with a power button, a white smart light bulb, a grey Amazon Echo smart speaker, and a silver smart thermostat. A stained glass lamp is visible in the background on the right. The background is a brick wall.

The Business Consumer

B2B Customers Act More Like Consumers



Source: "The Birth Of The Business Consumer" Forrester Research, Inc. October 5, 2017

Consider Some Of Your Favorite Brands



Made For You

The Spotify 'Made For You' interface is a 2x2 grid of recommendation cards. The top-left card is 'Your Release Radar' with a blue and white wavy pattern. The top-right card is 'Your Discover Weekly' featuring a woman in a white dress. The bottom-left card is 'Your Top Songs 2018' with a purple background and large yellow text. The bottom-right card is 'Your Time Capsule' with a dark blue background and a pink and purple concentric circle graphic.

NETFLIX

Who's watching?

The Netflix 'Who's watching?' interface shows three user profiles: Patricia (blue), Ryan (yellow), and Meredith (red), each with a smiling face icon. A grey plus icon and the text 'Add Profile' are to the right.

Continue Watching for Meredith

The 'Continue Watching for Meredith' section shows two video thumbnails: 'the office' and 'Schitt's Creek'.

Because you watched Schitt's Creek

The 'Because you watched Schitt's Creek' section shows two video thumbnails: 'RUSSIAN DOLL' and 'Champions'.

Amazon Delivers A Personalized Experience

Recommended for you, Mary



Buy It Again in Grocery
3 ITEMS



Buy It Again in Health and Personal
Care
7 ITEMS



Buy It Again in Office
5 ITEMS



Adaptability is key.





B2B Buyer And Seller Dynamics

Many Things Influence Purchase Decisions

“Thinking about the products and services you bought recently, which of the following influenced you when making the purchase?”

(Please select all that apply)



Base: 199 B2B Professionals

Note: Not all responses shown

Source: “Forrester Internet Retailer Q1 2017 Global Buy-Side Online Survey



68% of B2B buyers prefer to research online on their own – **up 15%** from 2015.

Source: Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey



60% of B2B buyers prefer not to interact with a sales rep as the primary source of information.

Source: Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey

62% of B2B buyers say they can now develop selection criteria or finalize a vendor list — **based solely on digital content.**



Source: Forrester/Internet Retailer Q1 2017 US B2B Buyer Channel Preferences Online Survey (N = 229)

What Buyers Want From Interactions With Sellers

77%



Integrates
customized
data/insights

77%



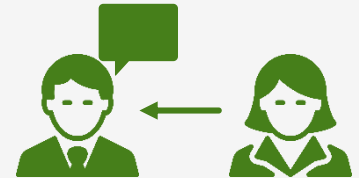
Helps me learn
something new

75%



Shows how their
product/service
impacts my
business

74%



Pivots meeting to
discuss what I
want to talk about

Base: 152 business-buyers with decision making responsibility for products/services that require in-person selling

Source: A commissioned study conducted by Forrester Consulting on behalf of Mediafly, August 2016



68% of B2B buyers prefer to research online on their own – **up 15%** from 2015.

Source: Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey



60% of B2B buyers prefer not to interact with a sales rep as the primary source of information.

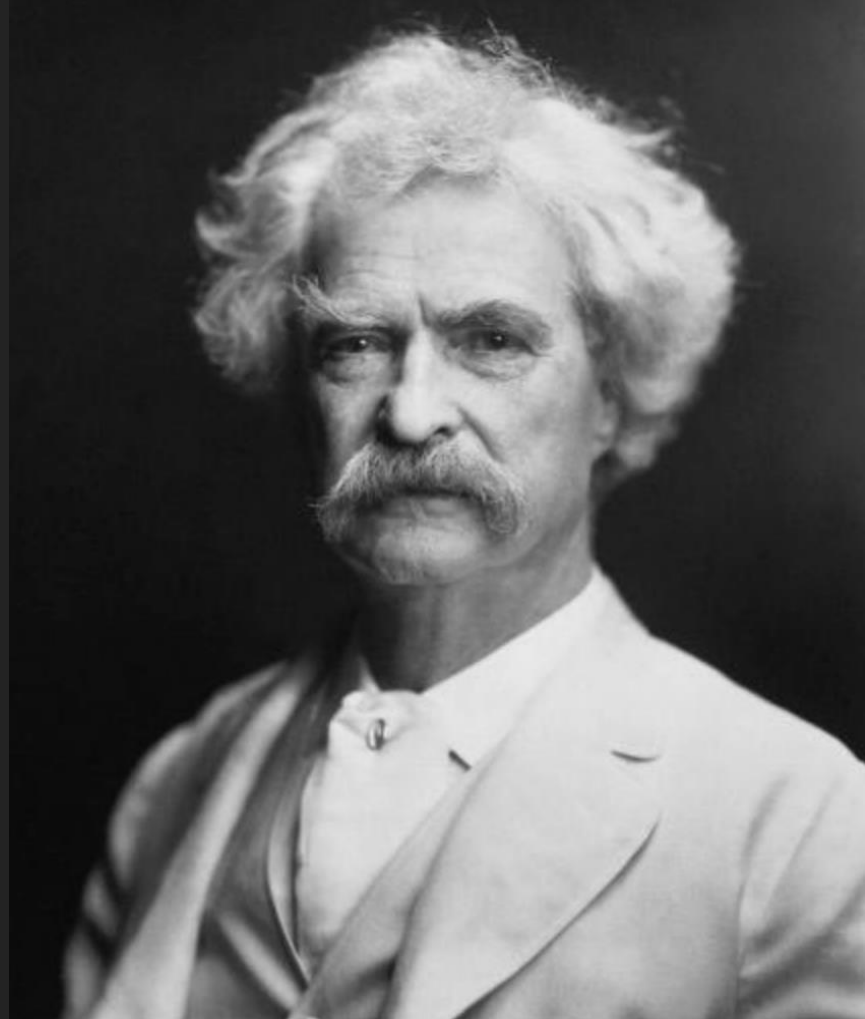
Source: Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey

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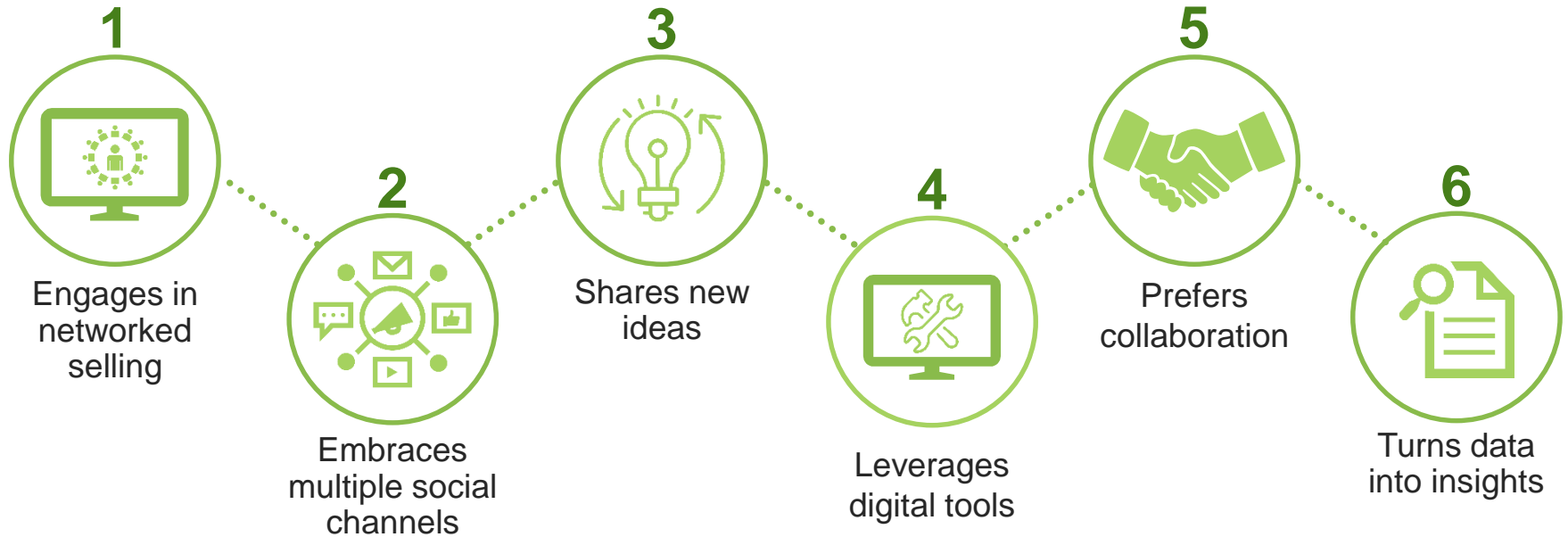


Source: Forrester/Internet Retailer Q1 2017 US B2B Buyer Channel Preferences Online Survey (N = 229)

“The reports of my death are greatly exaggerated.”



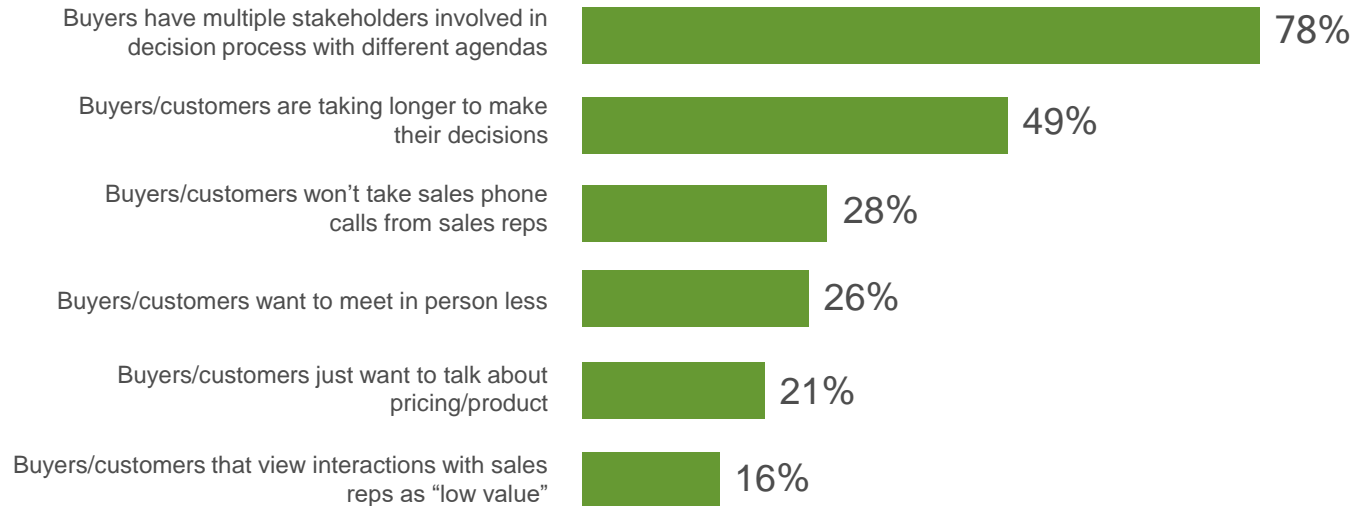
Six Traits Of The Modern B2B Seller



Existing And Emergent Challenges Increase

“What are the top three challenges your field sales reps face with regard to buyer/customer engagement?”

(Select up to three responses)



Base: 120 marketing and sales leaders (multiple responses accepted)

Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey

Source: "Millennial B2B Buyers Come of Age, Forrester Research, Inc., March, 2017

The Cycle From The Buyer's Perspective

Personalized Engagement

- Becomes a customer advocate
- Expects highly personalized interactions
- Wants to engage in custom innovation and co-collaboration
- Looks to take partnership to the “next level” – mutual advocacy



Self-Directed

- Conducts research online
- Accesses social networks
- Evaluates peer reviews
- Consults third party experts
- Does not want to be sold to

Ongoing Education

- Attends a capabilities meeting
- Attends industry events
- Accepts virtual or in-person sales meetings
- Wants to understand competitive options
- Wants to know how solution measurably impacts business performance

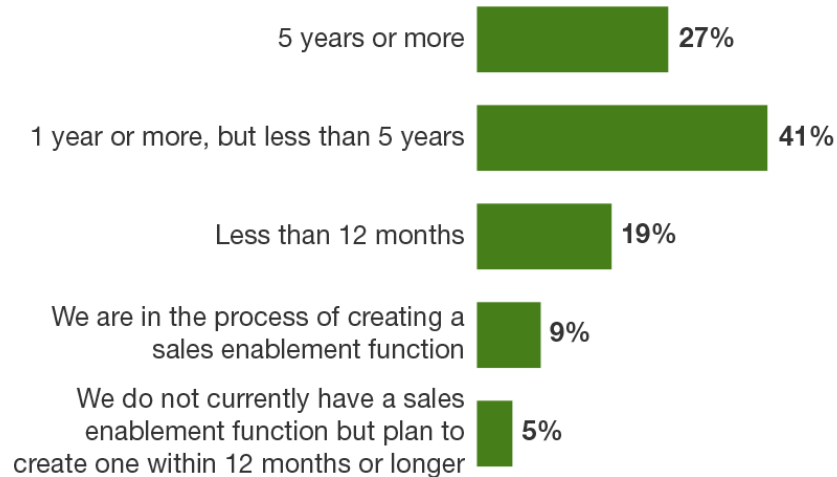
A hand in a dark suit jacket points towards a glowing blue line graph. The graph features a solid line with a sharp upward-pointing arrow at its end, and a dashed line that fluctuates. The background is dark with a faint grid. At the bottom, a calendar grid shows the months from April to December. The overall theme is business growth and data analysis.

Sales Enablement's Purview Expands

Apr May Jun Jul Aug Sep Oct Nov Dec

Sales Enablement Is Not A New Discipline

“How long has your organization had a sales enablement function?”



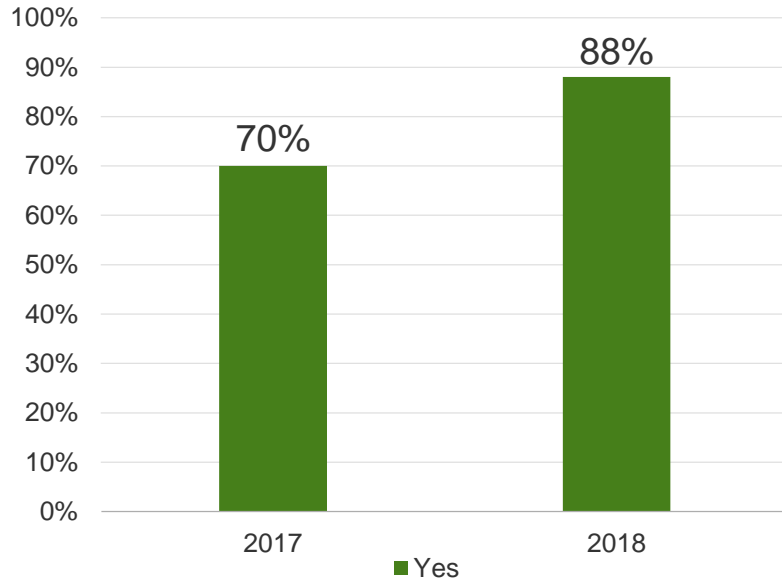
Base: 86 B2B sales and marketing professionals

Note: Not all responses shown

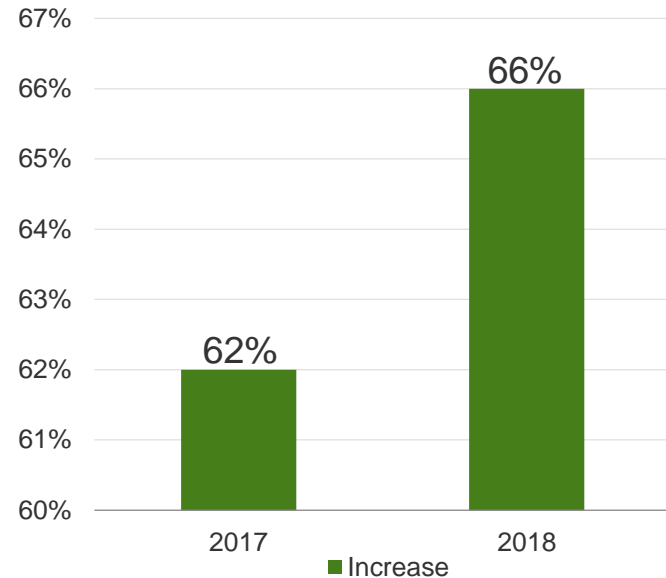
Source: Forrester's Q3 2018 Global B2B Sales Enablement Online Survey

Source: "The Future of Sales Enablement Is The C-Suite" Forrester Research, Inc., April 3, 2019

Budgets and Sales Tools Spends Increase



“Does your marketing budget include sales enablement?”



“Do you plan to increase, decrease, or maintain spend on sales technology?”

Base: 78 respondents

Source: Forrester's Q3 2018 Global B2B Sales Enablement Online Survey

Source: “The Future of Sales Enablement Is The C-Suite” Forrester Research, Inc., April 3, 2019

Forrester Redefines Sales Enablement

A business function that helps all selling systems work in an effective, efficient, and coordinated manner in order to increase revenue lift, minimize costs associated with sales, and deliver more meaningful experiences to buyers.



Source: "The Future of Sales Enablement Is The C-Suite" Forrester Research, Inc., April 3, 2019

The New Sales Enablement Competencies

	Beginner	Intermediate	Advanced
Strategy	Establish a buyer-centric strategy across sales and marketing teams	Tightly coordinate sales and marketing activity around account, use case, or segment-specific strategies	Use machine learning to model and test the impact of buyer role, deal stage, or specific business issues on customer engagement
Process	Capture buyer and seller content consumption data; Assemble, customize, and update content based on findings	Pilot interactive content formats that allow reps to engage in dynamic and customized interactions with buyers	Use machine learning to recommend appropriate content to sales reps and buyers based on customer issues and sales stage
Insights	Assign metrics to current business goals; Ensure marketing and sales track all appropriate metrics	Consistently apply analytics and data insights to make processes more customer-centric and efficient	Optimize campaigns in real-time based on changes in accounts; Show how sales efforts impact business value

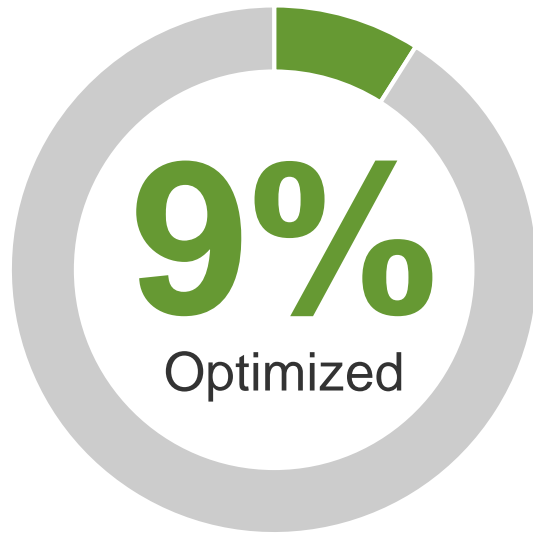
Source: "Evaluate your Sales Enablement Maturity, Assessment: The Sales Enablement Playbook," Forrester Research, Inc., October 24, 2018

Sales Enablement Competencies

	Beginner	Intermediate	Advanced
Technology	Audit technology solutions; Increase collaboration by training sales and marketing teams on the same tools and techniques	Equip sellers with readiness and buyer engagement tools that streamline preparation and increase time spent selling	Increase the use of automation and machine learning to continuously improve sales operations and customer engagement
Talent	Ensure all sellers have consistent access to sales readiness tools and information	Incorporate in-person and digital learning experiences, as well as role-playing, coaching, and collaboration	Use data, analytics, and machine learning to identify skill gaps and deliver the specific online learning/ experiences to close gaps

Source: "Evaluate your Sales Enablement Maturity, Assessment: The Sales Enablement Playbook," Forrester Research, Inc., October 24, 2018

Most Companies Still Take An Inside Out Approach



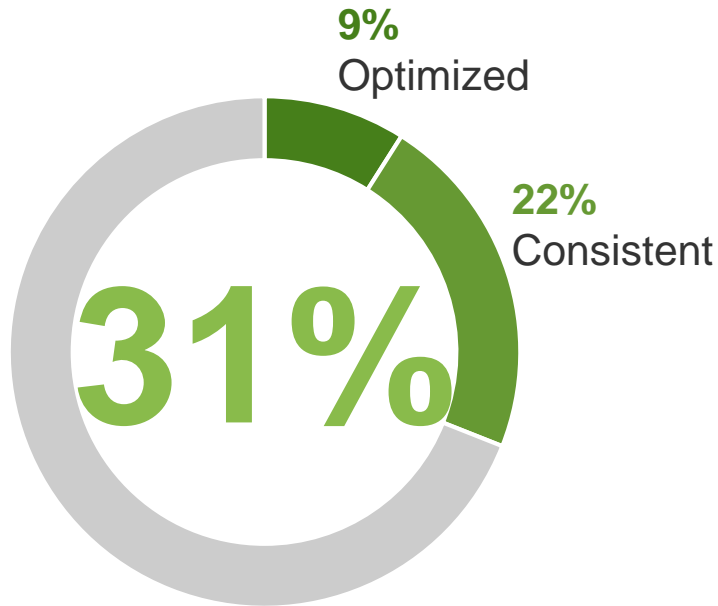
We put the buyer's experience at the center of our sales enablement strategies and programs.”

Base: 78 respondents

Source: Forrester's Q3 2018 Global B2B Sales Enablement Online Survey

Source: "The Future of Sales Enablement Is The C-Suite" Forrester Research, Inc., April 3, 2019

Many Companies Lack Interconnected Systems



Our CRM/marketing automation solutions allow sellers and marketers to have a complete view of all our multichannel interactions with buyers across the entire buyer life cycle.”

Base: 78 respondents

Source: Forrester's Q3 2018 Global B2B Sales Enablement Online Survey

Source: "The Future of Sales Enablement Is The C-Suite" Forrester Research, Inc., April 3, 2019

Scoring

This maturity assessment uses a Likert scale. Scoring will be applied as follows:

“For each of the following statements, please select the option from this scale that best describes your company’s current practices:”

- › 1 = *Absent*
- › 2 = *Ad hoc*
- › 3 = *Developing*
- › 4 = *Consistent*
- › 5 = *Optimized*

We multiplied each response by the value of the scale option.

We then added the scores together and divided by the number of responses to get an average score for all respondents.

Scoring example for respondents X, Y, & Z

Process Questions:		X's Answers	X's Score	Y's Answers	Y's Score	Z's Answers	Z's score
Q_1	We put the buyer's experience at the center of our sales enablement strategies and programs.	Developing	3	Absent	1	Ad hoc	2
Q_2	Our sales enablement tools use machine learning to find and recommend the right content for specific prospects/customers, use cases, or opportunities.	Ad hoc	2	Absent	1	Absent	1
Q_3	We package up data and insights for our sellers to reference when they meet with buyers to help businesses.	Consistent	4	Consistent	4	Developing	3
Q_4	Our CRM/marketing automation solutions allow sellers and marketers to have a complete view of all our multichannel interactions with buyers across the entire buyer life cycle.	Ad hoc	2	Ad hoc	2	Consistent	4
			11			8	9

Response/Scoring values:

- 1 = Absent
- 2 = Ad hoc
- 3 = Developing
- 4 = Consistent
- 5 = Optimized

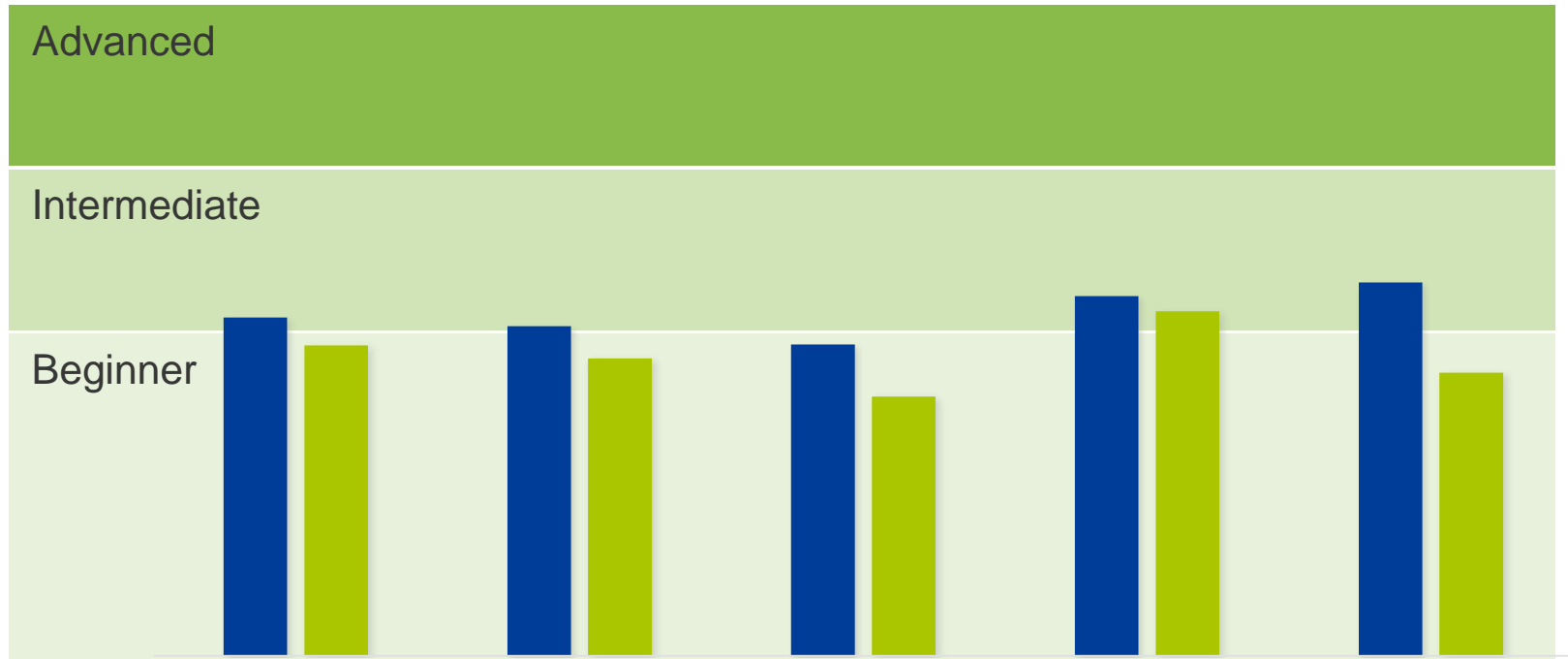
$$11 + 8 + 9 = 28 / 3 = \mathbf{9.33 \text{ average}}$$

Scoring Ranges

		CORE COMPETENCIES					
		Strategy	Process	Insights	Technology	Talent	Overall Score
MATURITY LEVELS	Beginner	1 to 10	1 to 10	1 to 10	1 to 10	1 to 10	1 to 50
	Intermediate	11 to 15	11 to 15	11 to 15	11 to 15	11 to 15	51 to 75
	Advanced	16 to 20	16 to 20	16 to 20	16 to 20	16 to 20	76 to 100
Respondents		10.4	10.12	8.53	10.46	9.97	49.49
		AVERAGE RESPONDENT SCORES					

Base: 107 respondents

SE Maturity Correlates With Revenue Growth



Base: 69 respondents
Source: Forrester's Q3 2018
Global B2B Sales Enablement
Online Survey

■ Exceeded revenue goals ■ Met or missed revenue goals

Top Scores Reflect Focus On the Buyer Life Cycle



Our CRM/marketing automation solutions allow sellers and marketers to have a complete view of all our multichannel interactions with buyers across the entire buyer life cycle.

Respondents: **3.05**



We put the buyer's experience at the center of our sales enablement strategies and programs.

Respondents: **3.04**



We organize our sales content around business issue/need, deal-cycle maturity, industry, company size, and decision-maker role/persona.

Respondents: **2.94**

Under Baseline With Readiness and Insights



Our sales enablement tool leverages AI/machine learning to diagnose opportunities based on buyer role, deal life cycle, communication cadence, and topic as well as to inform sellers of the next-best action to take..

Respondents: **1.68**



Our sales readiness tool surfaces analytics that highlight seller, manager, and team skill gaps and uses machine learning to coach these employees on where to spend their time and help clarify a next action to take.

Respondents: **1.77**



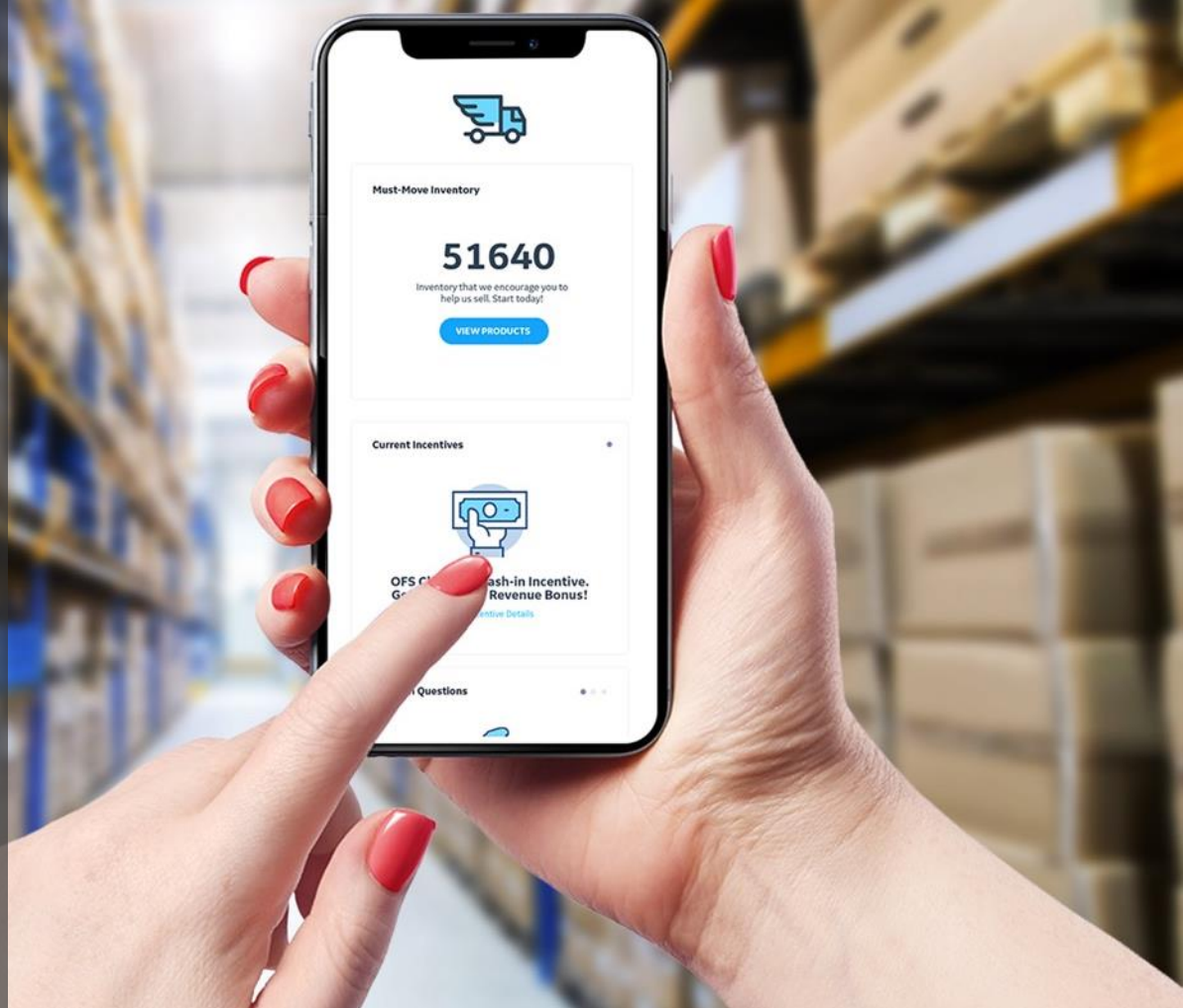
Our sales enablement tools use machine learning to find and recommend the right content for specific prospects/customers, use cases, or opportunities.

Respondents: **1.85**

A world map is centered on the slide, rendered in a dark blue silhouette. Overlaid on the map are several glowing blue circular nodes, each connected to others by thin, white dashed lines, forming a network of connections across the globe. The background of the slide is a blurred, blue-toned image of a city skyline at night.

Mini Cases: Companies That Get It

Baker Hughes apps its way to a better work week

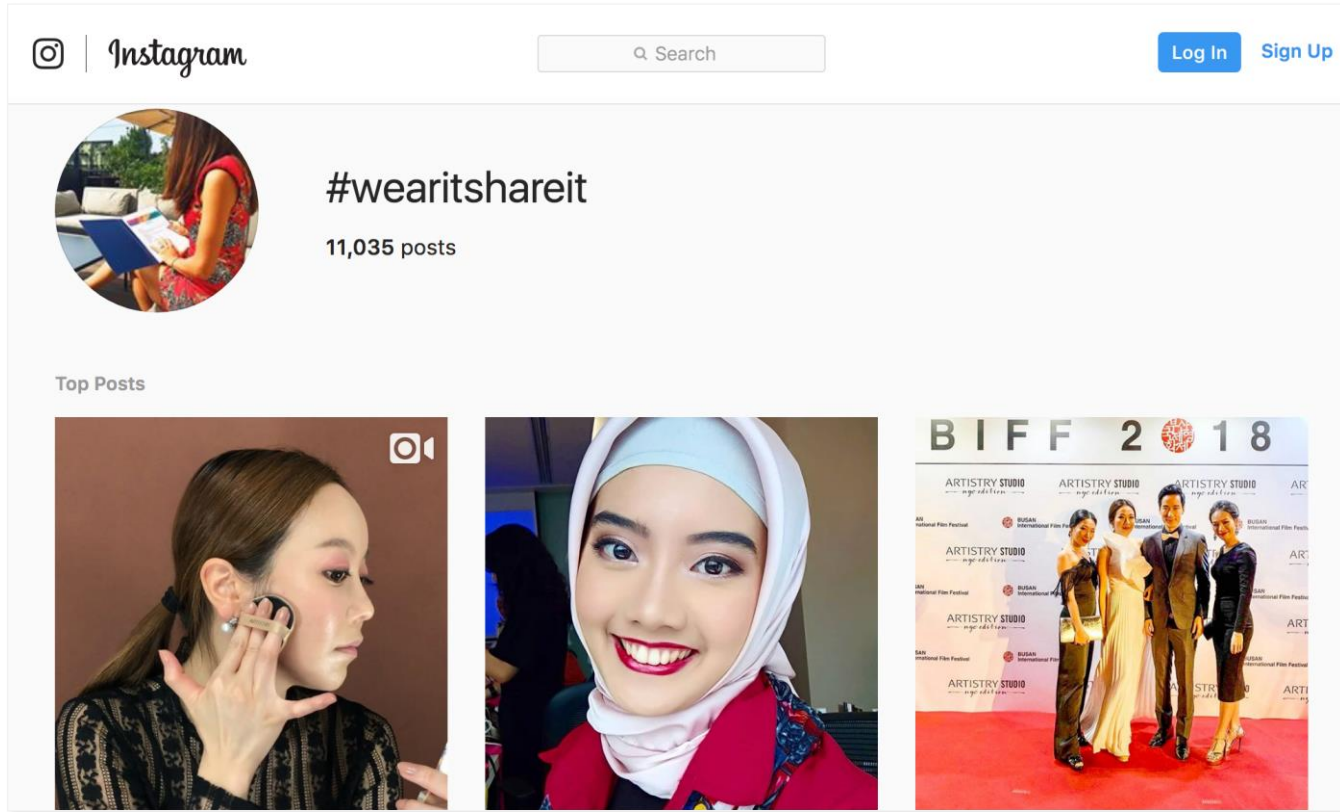


Apptio Revises Internally Oriented Processes



Source: Highspot/Apptio

Amway Digitally Enables Their ABOs



The image shows a screenshot of an Instagram profile page. At the top, there is the Instagram logo and the word "Instagram" in its signature font. To the right is a search bar with a magnifying glass icon and the word "Search". Further right are two buttons: "Log In" in white text on a blue background, and "Sign Up" in blue text on a white background. Below the header is a circular profile picture of a woman in a red floral dress sitting at a table with a laptop. To the right of the profile picture is the hashtag "#wearitshareit" in a large, bold, black font, with "11,035 posts" written below it in a smaller black font. Underneath the hashtag is the text "Top Posts" in a bold, black font. Below "Top Posts" are three image thumbnails. The first thumbnail on the left shows a woman in profile, wearing a black lace top, with her hand near her ear as if she is using a small, gold-colored ear device. The middle thumbnail shows a woman wearing a white hijab and a red jacket, smiling broadly at the camera. The third thumbnail on the right shows a group of four people (three women and one man) standing on a red carpet at an event. The backdrop behind them features the text "B I F F 2 0 1 8" and "ARTISTRY STUDIO" repeated across it.

Key Takeaways

- › Embrace a modern version of sales enablement
- › Place the buyer at the center of everything you do
- › Devise a big vision and plan to move forward
- › Expect challenges from peers and other stakeholders
- › Take your seat at the table
- › Have fun and enjoy the fruits of your efforts



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