



5 Sales Enablement Strategies You Shouldn't Ignore

Model N

ALTAVI

Sales enablement is an on-going concern for top sales organizations. With the pace of change in business today, sales teams are constantly facing new challenges with shifting customer expectations and increasing competition, while the mix of products and services they sell also continues to increase in complexity.

Sales enablement is evolving to help sales organization meet these challenges, and a benchmark study by CSO Insights indicates that sales leader's top sales enablement initiatives are focused on driving growth by addressing these three key concerns:

- Decreasing ramp up time for new sales people
- Increasing selling time in front of customers
- Improving sales to client communications

Only 33%
have dedicated
sales enablement

The survey also looked into how companies were approaching their sales enablement initiatives. It showed that slightly less than 33% of companies had dedicated sales enablement functions, and that executive Sales Management was responsible for driving sales enablement in just over 60% of companies.

Looking at that combination of data – few dedicated functions and responsibility falling to executive management – prompted us to offer five sales enablement strategies that can help sales leaders reach their objectives.

The CSO Insight study also proposes a methodology for approaching sales enablement. We have condensed and added our experience, to suggest three questions you should answer prior to considering any sales enablement strategy.

1. Is your current sales strategy and execution aligned to support the company business strategy? Where are the gaps?
2. What have you observed as the areas where your sales team struggles the most?
3. What is the maturity level of your enablement resources and infrastructure? Or simply, what resources and skill sets are or could be available to put on initiatives?

Five Sales Enablement Strategies

1. Lead sales to content to speed up on-boarding

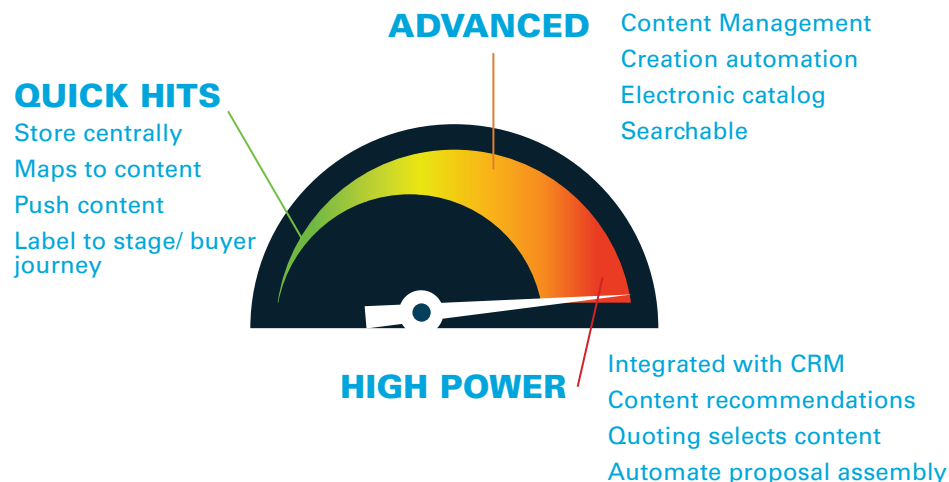
Many sales organizations struggle with the on-boarding of new sales people. According to the CSO Insights study over 60% of respondents reported a ramp up time of 7 months or more for new sales people. And with sales turn over at around 34% according to Bridge Group data, the ability to quickly ramp up sales people becomes an even more critical factor.

32%
sales time
spent finding
documents

One of the challenges new sales people face is access to relevant content. A Docurated study showed that sales reps spent 32% of their time looking for documents or sales collateral. Most sales organizations have a variety

of content for training and for use in the sales process, but it's typically not stored in a single place nor easily located. In addition, it is often not well understood how and when the content should be used.

Finding better ways to lead sales people to the appropriate content at the right time not only improves ramp up time, but also returns valuable selling time in front of prospects. An Aberdeen Group study reported that companies with tools for managing content showed 30-40% faster ramp up for their sales teams. Implementing this strategy hits two of the top sales enablement initiatives from the CSO insights survey.



2. Standardize a winning customer experience with guided selling

The buying process has evolved dramatically and so have buyer expectations – courtesy of the internet and the availability of a tremendous amount of information. An Accenture study documented that the typical buyer is 57% through their buying journey by the time they have an initial conversation with a sales person.

Driving a better customer experience is becoming a key element in winning sales strategies. A Gartner Group survey revealed that 89% of companies planned to compete based on superior customer experience. Some sales process pundits have even gone so far as stating that customer experience will outweigh features and price in the decision matrix over the next few years.

Accenture pointed out that 72% of best performing companies in their research point to investments in improving customer experience as reasons for success. Guided selling processes and tools are powerful enablers for improving the customer experience. Guided selling helps to ensure quality interactions based on data, and put the A player sales approach in the hands of every sales person. Implementing this strategy hits all three of the top sales enablement initiatives from the CSO insights survey.

89%
expect customer
experience to be
a competitive
weapon

QUICK HITS

QUICK HITS
Conversation guides
Business pain points
Scenario playbooks
Customer Sound
Bites



HIGH POWER

CPQ and Guided
Selling Tools
Automate product/
service selection
Recommendation
engines

3. Build corporate reputation through the sale, not to it, with consistent messaging

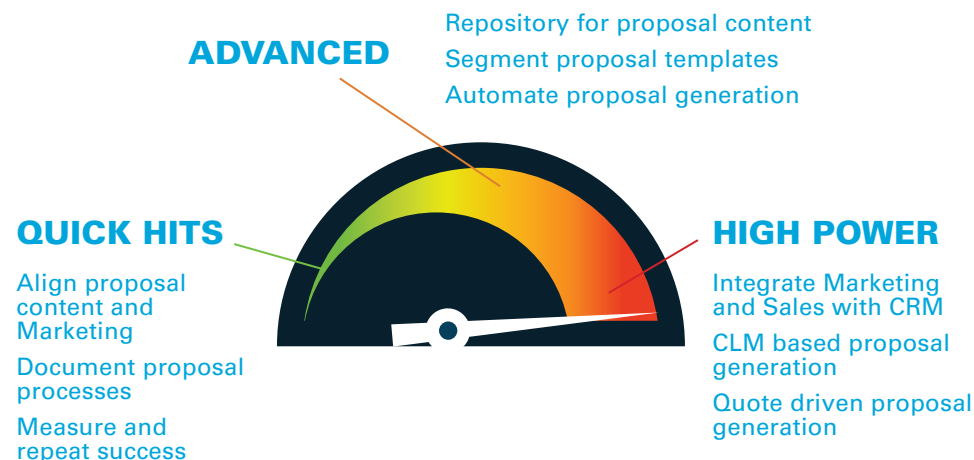
Corporate reputation is a tried-and-true concept, and 75% of CEOs believe that corporate reputation can be a valuable resource that contributes to a firm's sustainable competitive advantage, according to the Journal of Advertising Research. Marketing and Public Relations expends significant effort to achieve a notable reputation, even more to think through how to attract prospects with the right message at the right time. But all of that work can evaporate in a poor sales experience.

into the sales process, sales people need to execute on what marketing has promised in the first 57% of the purchase decision, and they need to do so swiftly and professionally in order to close the deal.

Proposal processes are often considered the responsibility of individual sales reps, which creates an inconsistent experience for buyers and a frustratingly difficult job description for new reps. Sales leaders who support sales people with systematic proposal-generating activities and content can improve interactions with the client and expedite proposals, hitting all three sales enablement priorities.

**Aligning
messaging with
customer needs
doubles revenue**

Keeping messaging in line with customer needs doubles the revenue attributed to marketing efforts (from 16.2% to 32.9%) according to an Aberdeen Group study. Once



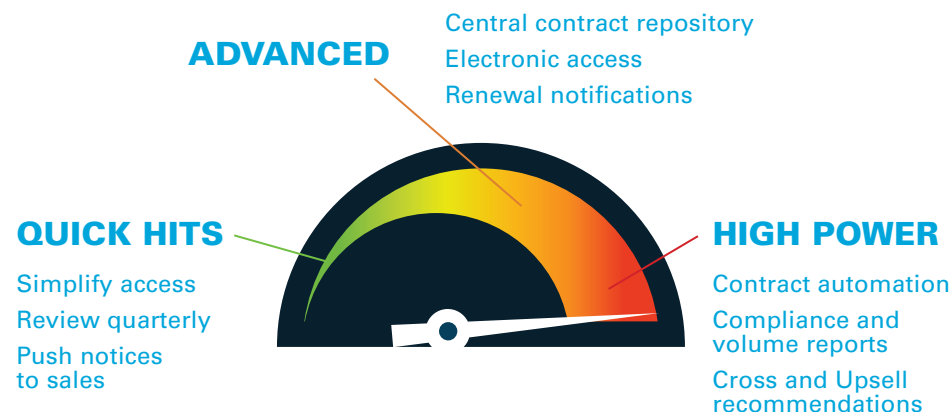
4. Make it easier to maximize contract values

The Aberdeen Group research shows that nearly 70% of company revenues are managed under contracts. In many cases, contracts also include price increases and compliance or performance commitments that can affect on-going revenues. Failure to capitalize on these built-in revenue boosters, as well as untimely renewals, can lead to as much as 9% in lost revenue for sales teams.

Lost revenue
from contracts as
much as **9%**

Sales people typically face a challenge staying on top of these opportunities for several reasons. Generally, contract documents are not easily accessible. Contract documents are stored in multiple locations and formats in roughly 60% of companies according to research by Huron Legal. The contract process has historically been a manual process shepherded by legal and contract administration organizations.

Contract reviews are also typically manual and there are few windows to notify sales people of opportunities to capture already agreed upon revenue increases. In our experience, we have seen companies both improve revenues and engagement with their customers using this data to drive review of the contract relationship. Enabling sales to better access and leverage contract data is somewhat more dependent on systems, however, an initiative in this area address two of the top 3 focus areas from the CSO Insights survey.



5. Don't rely on Darwinism for upselling and cross-selling

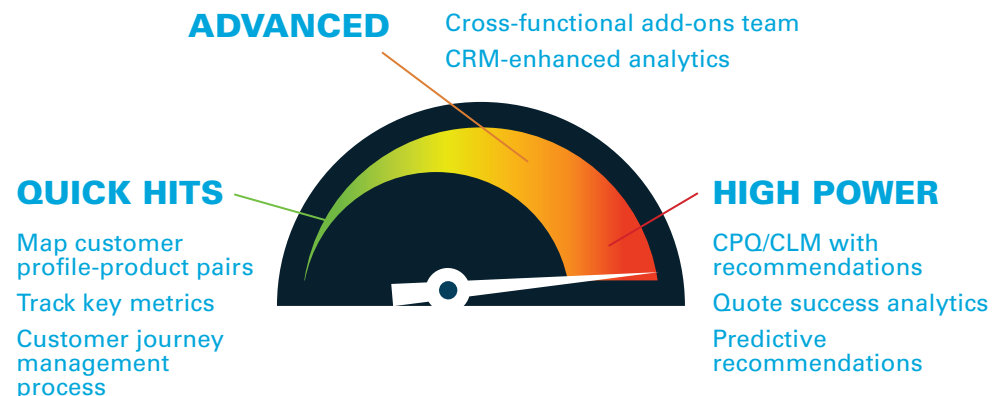
Cross-selling and upselling initiatives increase sales, lower sales administration costs, and, as concluded by the International Journal of Research in Marketing, increase customer retention. It is common practice for businesses to systematically encourage add-on sales activities, but their efforts can also backfire.

If a client suspects the sales person is pushing them into spending more, there is a breach of trust, and sellers will lose their clients' long-term value, leading to decreased customer satisfaction and loyalty, according to a joint study by Cary Business School, Wharton, and Sauder.

Effective add-on sales programs analyze customer data to identify opportunities where additional purchases are in the best interest of both buyer and seller. Sales and marketing will then communicate the right opportunities to the right customers at the right time, leading to stronger relationships, easier sales, and increased revenues.

Organizations that have a formal process to map and manage customer journeys, and apply the data are reported by Aberdeen Group to see an average 79% higher growth rate in cross-sell and up-sell revenue annually while increasing positive social media mentions by 30%.

79% higher growth in up-sell and cross-sell



Investing in Sales Enablement Pays Off

A focus on sales enablement can dramatically improve sales. Aberdeen Group research states that companies with best in class sales enablement report 13.7% annual increase in deal size with 84% of sales people making quota. While still in the minority, companies are investing in sales enablement teams to drive these high impact initiatives. And gains can be achieved across the spectrum of investment whether companies have dedicated resources or not.

For those companies seeking high power impact, technology leverage is also an approach to drive better sales enablement. Heinz Marketing survey of sales enablement showed 75% of companies with sales enablement tools reported sales increases over the last 12 months. Companies can add capabilities to their CRM infrastructure - particularly Salesforce CRM - to enable automation of key sales enablement strategies.

Model N provides several solutions that are built on the Salesforce platform including Configure, Price, Quote (CPQ), Contract Lifecycle Management (CLM) and rebates solutions. These applications work seamlessly within the Salesforce CRM environment to support high

power sales enablement initiatives such as Guided Selling, Contract Revenue Maximization, Automated Proposal Generation, and Cross-sell and Up-sell Recommendations.

ALTAVI is a sales operations consultancy that helps plan and implement Sales and Marketing solutions to drive sustainable growth — with specialists available for Salesforce CRM, Model N CPQ and CLM projects.

For more information about how companies are implementing these sales enablement strategies, or to see demonstrations of Guided Selling, Automated Proposal Generation, Cross-sell and Up-sell Recommendations, or Contract Automation contact us at www.modeln.com or www.altavi.com.

84%
make quota with
best in class sales
enablement



CONNECTION
ANALYSIS
DATA
SEARCHING
VERIFICATION
CODING
SENDING

20%

5%

7%

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

CONNECTION
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