

FROM RESEARCH TO PRACTICE

# Digital CMO

JUNE 2017

Digest

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# Sales Enablement

# HELLO

Sales Enablement has been in the news for some time now. And for all the right reasons.

A lot of investment in the past has gone into creating content and building a robust CRM platform. But one piece in the system remained underserved. And that is, ensuring that the right piece of content is served at the right time to the right customer.

Which brings us to sales enablement.

In simpler terms, sales enablement is a process that helps sales people sell more effectively to customers, by providing them with relevant content and tools to compellingly address the individual needs of their customers at different stages in the buyer cycle.

Sales enablement tools allow marketers to achieve a level of granularity and personalization of content that has not been possible before.

One of the key requirements in rolling out a successful sales enablement program is to ensure that both the marketing and sales teams share the same perspective and work together in achieving their goal.

In this issue we speak to marketers to get their perspective on sales enablement and what the challenges have been so far. To our pleasant surprise, we ended up with an interestingly wide perspective on the subject which we now share with you.

In our artistic space in this issue, we are featuring Parul Gupta, a young artist with a visual language that is uniquely her own. She uses nothing more than lines to convey her thoughts.

Here's how she describes her work:

“While making repetitive patterns using the line as form, both mind and body is engaged as machine – moving in methodical, rhythmical motion – mind in a confined space, while the body aided by two tools (pen & ruler) that while making the straight line endures the pain, heightened by the awareness of the self, the surface and the activity.”

Happy reading!



Arunh Krishnan  
Editor

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## Contributing Writers

### Avanish Tiwary

Avanish is an independent journalist who writes on business strategies. Previously, he was a reporter on start-ups at The Financial Express.

### Priyanka Bhattacharya

Priyanka began covering the Indian information technology industry when it was still nascent. Since then she has expanded her horizons, and besides IT, she now also covers digital marketing, CRM, health & beauty, and the lifestyle industry.

### S.Sahu

An experienced freelance content writer, Sahu used to work at Tata Consultancy Services as the editor of their house magazine. He has also helped compile and edit two books on TCS's technology innovations.

### Prajwala Hegde

Prajwala is a freelance journalist. She has worked with The New Indian Express and City Today, and has written for several renowned online news portals. She writes on social issues and culture, and also covers education and business.

## Designer

### Priyokumar Singh Naorem

He is a passionate UI & UX designer who thrives on creating engaging creative solutions.

## Artist

### Parul Gupta

A commerce graduate from Delhi University, Parul pursued a masters in fine arts from Nottingham Trent University in the UK. As an artist, she is interested in line as a subject which has led her to follow architectural lines in built environments. She says she is also interested in how we perceive the environment that we inhabit and what happens when a subtle shift is made in things which we have been used to seeing in a certain way. We present six of her artworks here.

## Concept and Direction

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*'Durational Drawing #1-3'*  
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# State of Sales Enablement 2017: Report Summary

Only a little over half the number of organizations with a sales enablement function had a sales playbook as part of their sales enablement process, according to a survey done recently by Regalix. Titled 'State of Sales Enablement 2017', the survey covered senior managers in charge of the sales enablement function in mid to large organizations.

Interestingly, 74% of respondents also felt that a sales playbook based on the different sales stages would be more effective than a generic playbook.

According to the survey, the intranet (picked by 45% of businesses) is the most popular storage point for sales collateral, followed by Enterprise Cloud Storage (24%) and Third Party Apps (18%).

While engagement metrics (47%) were being used above all others by marketers for determining the success of their sales collateral, providing quality content in a timely manner was the most sought-after goal in sales enablement, with 76% of respondents choosing this option. Although integrating sales content with CRM (24%) was given the least preference, this could very well change as the sales enablement function evolves from its early stage.

In the research, inability to measure success (55%) came out as one of the major roadblocks to adopting sales enablement. This is a problem that product companies can hopefully address, given that most of the popular sales enablement tools come built-in with real-time analytics that could help in measuring their effectiveness.

So what's critical to a sales organization? 73% of marketers felt accessing content rapidly was very

critical to a sales organization. In comparison, only 48% thought customizing sales pitches was very critical. While the importance of accessing content rapidly cannot be disputed, sales content needs to become more audience-specific as the sales process becomes more complex and competitive, and the role played by sales enablement tools in content personalization will most likely become more significant.

Off the shelf/third-party software (45%) formed the largest segment of sales enablement solutions used by organizations. However, a significant number of them (21%) said they used none. Given the complexity of the task, perhaps some degree of external expertise might be required to get the process right.

So how satisfied are marketers with their current sales enablement solutions? Well, only 17% said they were very satisfied, while a good 29% chose to admit that they were not satisfied. That's a task clearly cut out for product teams to address, to ensure wider adoption of their products.

Given the growing importance of the sales enablement function, one would assume that organizations would be readily investing in it in the coming months. Surprisingly, 56% of respondents said they didn't see that happening. With buyers having access to a wealth of information to base their purchases on, and a great many options to choose from, sellers need to equip themselves with solutions that help them deal with the new B2B sales reality. Sales enablement is one such solution.

# Sales Enablement provides better lead flow

Though Sayee Bhuvanewari admits that deciding on the right channels and the best time to invest in could pose a challenge while adopting sales enablement, she has no doubts on how implementing the practice can provide you with better insights into the markets and offer transparency in the sales process.

We speak to **Sayee Bhuvanewari, Senior Vice President, Sales & Solutions at Hitachi Solutions India**, who doesn't believe in set definitions and would rather chase numbers than obsess over strategy.

Interviewed by Prajwala Hegde

**// What are the tools or platforms currently being used by your organisation while adopting sales enablement? How difficult is to incorporate new tooling into existing sales processes and ensuring that it fits seamlessly into daily workflow?**

We use Microsoft CRM as well as internal tools for sales enablement. When I say in-house tools, it is basically CRM for prospecting, lead conversion and opportunities tracking. A sales repository is maintained at every stage of the CRM process. Apart from this, we also use SharePoint which is integrated with CRM for sales enablement to store sales kit, marketing material, deal qualification and relevant case studies. In case of third party tools, we do use packages.

Yes, any new tool introduced will have its own challenges for adoption. We have done it for years and the process is seamless now. We do collect feedback from the users.



**// What is the level of adoption in your company with respect to sales enablement?**

I would say that it is around 70% given that sales teams are generally more interested in closure than leveraging tools. However, if it helps in speedy closure, then they would certainly use them. Both functions (sales and marketing) come under me and the marketing team doesn't always get feedback from the sales team and vice-versa.

**// What do you think is still missing in the sales process after implementing sales enablement?**

I would say the missing part is betterment of Sales MIS (Management Information System). For example, if I carry out an event in a different geographic region, there is no way for me to know how it turned out and how many sales leads were generated from it unless a robust sales MIS is in place. So, I am not able to measure the ROI (Return on Investment) and that is an issue.

**// What would you say are the benefits of adopting sales enablement within an organization?**

The advantages are transparency of the sales process, better deal qualification, quicker turnaround of proposals and most importantly, better lead flow. I have done sales without implementing sales enablement, but when you do that, it's not possible to get a 360-degree view of the process and you lose out on some insights on the market.

**// What are the challenges you have faced while implementing sales enablement?**

The biggest challenge would be investing in the right channels at the right time - given that sales enablement can be done to any extent. I had to clearly draw a line between enablement and complete support. The primary reason adoption is frequently poor is because the focus is placed on tooling acquisition than what happens post acquisition and I have gone through that.

**// Who is in charge of sales enablement within the company?**

I'm in charge. I head Sales and Marketing.

**// How effective have the sales enablement initiatives which you have implemented during the past two years been? Have they met all your original expectations?**

It could have been much better. Given that I head sales, my time goes mostly into sales than marketing or enablement. I am planning to get my marketing team go full swing this year on enablement and we are looking forward to a great year. Like I mentioned earlier, I run behind numbers and this year is going to be pretty heavy in terms of adopting the enablement practice.

**// Are you using any tool that helps your sales person find the right content to use in his sales pitch?**

We use SharePoint linked to our CRM for storing all sales and marketing collateral.

**// Are all your sales content organized & managed on a single platform?**

Yes, it is. All in one single platform.

**// Do you use a tool that helps you push the right content piece to a customer based on the buying cycle and the customer's past record, if any?**

This is being planned for the coming fiscal as the next improvement to our current sales cycle.

# Understanding the customer's buying behavior is critical to the success of a sales enablement tool

The rate at which organizations are incorporating sales enablement tools into their sales pitch process is noteworthy. With increasing usage of sales enablement tools, marketers are beginning to realise its various other use cases.

**Soumendu Ganguly, Marketing Head at Sulekha**, a digital platform that partners with local services to provide them with customers, talked to Digital CMO Digest about sales enablement and how Sulekha benefits from it. According to Ganguly the company uses a custom made tool for sales enablement that not only helps his sales team make a convincing pitch to clients, but also helps them in pricing their services better.

Interviewed by **Avanish Tiwari**

**// Companies with large on-ground sales teams mostly tend to benefit from a sales enablement tool. How true is that in your case?**

I would think it depends on the size of the sales team. If it's just a 20 member sales team then maybe you may not need a sales enablement tool, but the moment that number goes above it becomes important to track things on the field. We have around 1,000 people in our sales team of which 400-450 people are on the field and over 550 people work as tele-callers.



Sales enablement tools are effective for monitoring different parts of the business, not just sales. Right from tracking the entire sales pitch process to figuring out at what stage the potential customer is in, the tool covers a whole range of activities. It also helps in tracking the sales team's effectiveness on the field. Things like how many visits the representatives do, distances they travel and whether a sales visit is optimised or not, we track everything.

### **// What are the different use cases for the sales enablement tool?**

Its use for us is throughout the sales process. Say my potential customer is a repeat customer. When the sales person goes to meet him he has a report of how the last campaign performed, including all the interactions we've had regarding the sale we made to this customer - all in one place. We also know whether this customer had registered any complaint either during the campaign process or post sale and if it was resolved. So you see, all the purchase history is now with my new sales guy and this will help him deal with the customer more effectively.

Sales enablement tools also help the sales team in pricing. Let's say my sales person has gone to meet a wedding caterer and he quotes the price at Rs.500 for each lead. If he senses resistance from the customer, he makes an offer saying that if the customer expands the category from just marriages to birthday and small party catering he can get better pricing. That dynamic pricing intelligence is now available to the sales person through the sales enablement tool.

### **// How important is it for you to train the sales team on the sales enablement tool?**

Well, training the sales team on the new tool is critical for the success of our business and the tool itself. We believe a sales pitch supported by data goes a long way in convincing the customer. A sales person will be able to do that only if he or she can use the tool effectively to provide you with that data.

### **// What suggestion do you have for companies who are looking to adopt these tools?**

Usually people think of tools as magic wands. They think a tool can solve all their problems. That is not so. I think companies should first invest their time, resources and energy into understanding what their customer's needs are and how their business is helping the customer meet those needs. Only when they have a good understanding of this will they be able to use or develop a good tool that will help them in that process.



# Sales Enablement brings predictability into business

Though the definition of sales has evolved dramatically over the years, the relatively new practice of sales enablement is adding a new dimension to the entire process of marketing, by leveraging technology to reach out to the right customer at the right time, with relevant content.

Sanjeev Sukumaran, Founder and Head of Marketing at ForceFulcrum, speaks to us about the challenges organizations are facing today, along with the benefits, of implementing sales enablement within a company. While he speaks about the various tools being used for adopting sales enablement, he feels that the need of the hour is a single unified platform.

Interviewed by Prajwala Hegde

**// Are you using any tool that helps your sales person find the right content to use in his or her sales pitch?**

We do use tools that enable the entire sales organization to better present, engage and wow the customer. We have an in-house ForceFulcrum (FF) platform which we have designed that helps in this. The following is what the tool does:

a. Inside-Sales: The tool enables the pre-sales team to organise content for potential prospects. This would include competitive information, best practices, and various knowledge resources. This is integrated with the in-house CRM system. The content is arranged in a pre-defined format that has been agreed upon with the frontline sales team depending on whether it is a displacement account or a new account. The tool also uses a unique 'Tagging' concept that enables the inside sales individual to tag researched content.

b. Pre-Sales: The pre-sales team, with information on prospects provided by the CRM and FF platform, prepares the pitch deck and the demo system (depending on the customer). Our pre-sales efficiency has considerably gone up with the FF sales enablement platform.

c. Sales: Sales teams are seen to be better prepared and much more effective with the use of these tools.

## **// What is the level of adoption of sales enablement in your company?**

We are a sales enablement organization that not only strategizes but also enables organizations to grow their revenue multi-fold. We have been hugely successful since our entry into India and have worked with the Automobile, Manufacturing, E-Commerce, IT/ITES, BFSI, Healthcare and FMCG sectors to name a few, and have seen unprecedented growth. A large factor in this is the sales enablement that we bring in through automation and tools that are available and some custom made. This technological intervention helps us win customers and also help our customers win in the marketplace.

## **// Are all your sales content managed on a single platform?**

Yes. The FF platform organises all our sales content. We also use this as a Knowledge Management tool for our sales teams. This platform acts as a unified customer communication channel.

## **// Do you use a tool that helps you push the right content piece to a customer based on the buying cycle and the customer's past record, if any?**

Tagging in the FF tool helps connect all relevant information together for the sales teams. Any content can also be manually tagged to an account, vertical or product.

## **// Do you use a tool that helps in training & on-boarding new sales recruits into the system quickly?**

We currently do not use this as a training platform for the want of security. However, the usage of the tool is provided once the on-boarding happens.

## **// What are the challenges you have faced while implementing sales enablement?**

With respect to any implementation of sales tools, and we have seen this both within our organization and outside, the adoption is very slow. The reason is this. No sales individual wants to be policed around,

whereas sales tools often do that. Today, thanks to GPS and mobile connectivity, I can sit here and measure a sales person's effectiveness on the field, which is probably not to their liking. Previously, sales was considered to be an art; whereas today sales has become much more scientific and can be measured. Hence, one of the primary challenges in adoption is change management. It's important that the salesperson looks at these tools as enablers of his success rather than the success of the organization alone. Another challenge is the response of senior sales people toward technology because they feel the tools can't replace the need to meet the customer in person. On the other hand, organizations want these interactions, which we call 'moments of truth', to be minimal.

## **// What do you think is still missing in the sales process after implementing sales enablement?**

What is missing today is a single tool that helps companies connect to the end customer, right from identification of prospect to closing the order. Organizations struggle with multiple tools that capture different sets of information and then consolidating it doesn't give you the right insight into what is the predictability of a sale. So consolidating all these tools into a single open source platform is probably what is missing in the environment today. That's what's probably going to be the future of any sales enablement tool including analytics and predictability – which would mean using Big Data or Artificial Intelligence.

## **// What are the benefits or advantages you have experienced while adopting sales enablement within your organization?**

The benefits are plenty. The most important one is that it brings predictability into the business - which is critical for any organization's success. The second is that it ensures that follow-up with customers happen on time, especially when the number of consumers runs into thousands.

Thirdly, it provides for a unified communication channel - which means all communication that go out to customers is unified in nature. So if my sales team changes and there's a new account manager or sales lead who's come in, communication still remains predictable.

Lastly, it helps us understand the background of the customer (his likes, dislikes, holiday preferences, etc.) through social media integration, which we call 'social sentiment' analysis. It provides us an insight into the profile of an individual that helps start a conversation and keep it going, which makes the sales process easier. Sales is about making an emotional connect, and technology tools are helping companies in bringing that element into the process which was missing in the past.

**// How difficult is to incorporate new tooling into existing sales processes and ensuring that it fits seamlessly into the daily workflow?**

Introducing new tooling is a nightmare as it is perceived to add on administrative overheads rather than make the process effective.

We all know that sales is a process that is defined by the ability to connect with the end customer in a way that keeps him engaged and see value. Content plays an important role in this and that's where sales enablement tools play their part in making things happen. Incorporation is done by us in a staged manner. We often use it ourselves and showcase the value addition it brings while we are in front of the customer. Early adopters are a rare breed in the sales vertical.



*'Durational Drawing #1-4'*  
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# Things you always wanted to know about Sales Enablement but didn't know who to ask



Ravish Kamath is VP Products at Regalix, and Sharedemos is one of his pet product. Ravish also confesses to being a serial entrepreneur. He was instrumental in building MetricStream's ComplianceOnline.com, the world's largest online GRC community that bagged the 2009 Forrester Groundswell award for Best Social Marketing Program in the B2B Spreading category. "I am passionate about building winning products, working with kick-ass teams and developing sustainable business models," says Ravish. Here's a recent chat with him about Sales Enablement (SE) tools.

Interviewed by S. Sahu

// CSO Insights Research Director, Tamara Schenk, has articulated a comprehensive definition of SE:

**"[SE is] a strategic, cross functional discipline designed to increase sales results and productivity by providing integrated content, training and coaching services for salespeople and front-line sales managers along the**

**entire customer's buying journey, powered by technology."**

**So how come there are so few true-blue SE tools in the market?**

There are quite a few SE tools/platforms/solutions in the market today. Most of them cater to the technology (hardware/software), healthcare (life sciences) and financial services verticals. There may be a few verticals, such as automotive and manufacturing, that are possibly underserved, as of today.

**// How critical is it for organizations to adopt an SE solution? Why?**

The objective of SE is quite simple – to provide resources to salespeople that enable them to sell effectively. So companies that roll out an SE solution generally see an uptick in selling efficiency, shorter sales cycles and higher closure rates per rep.

Another benefit of rolling out a SE solution is content consolidation, wherein the number of pieces of content is greatly reduced.

And yet another is better alignment between marketing and sales teams, as marketing teams now have a home where they can define and explain the processes and programs used to generate leads.

### **// How critical are playbooks in the B2B sales process?**

A sales playbook is the source of truth for all potential customer interactions. It should contain everything your team needs to thrive in the fast-paced world of business: knowledge of your competitors, your own value proposition, best sales practices, and more. Above all, the playbook should be a living document whose contents should never be static. Companies that use playbooks have a far more aligned sales organization and are able to instrument and make changes in a shorter timeframe than others.

### **// How can an SE platform facilitate the authoring of sales playbooks?**

As a general rule, an SE platform that allows easy structuring of content and creation of bite-sized content can be an enabler for authoring playbooks.

However, there are a few SE solutions that are emerging, which provide out-of-the-box templates for easy content creation. Such solutions can go a long way in improving authoring time and also help authors think of content topics they may not have thought of earlier, for example, a chapter on objection handling, another on value-prompting conversations, and so on.

### **// Is ease of authoring a key element for an SE tool to be effectively used?**

Absolutely. Authoring is not a one-time activity. Content, more often than not, has a life cycle and needs frequent tweaks. This is the nature of agile marketing and sales organizations today. Imagine an experience that requires you to jump through hoops to publish a single update. You might do it once or twice. But would you bother the third time? Considering this, it is of paramount importance that authoring experiences are designed well and are drop-dead simple to use on a daily basis. It doesn't end there. Being able to collaborate with multiple authors, isolate changes and revert to previous

versions of content are all critical in the overall authoring journey.

### **// If a customer already has a CMS, do they still need an SE solution? Why?**

Web CMSs today are morphing rapidly. They are attempting to throw off their shackles and become more agile. This is, overall, a big plus for the industry. However, their content architectures are still woven or based on philosophies that treat content more at a page level. Contrast this with SE solutions, where SE content is treated more as first-class objects and not an afterthought. Bite-sized content, the ability to restructure content, re-use content, leverage apps that are native to the platform, rather than custom-built – all of these make an SE solution a much better bet in starting a company's SE journey. Add to this the ability of SE solutions to provide you with real-time reports on content consumption and visitors – this means you are able to react and make changes in real time.

### **// What is the right way to go for a sales org: implement a CRM platform first, and then look at SE, or vice versa?**

CRM first. A good CRM is something that allows sales reps to do work in the least number of steps, has an intuitive UI and does not add cognitive load in a sales person's daily journey. In many ways, these embody a philosophy of user experience design that has been gaining momentum in the past few years.

The SE solution comes next. Companies that have had some success in SE often dedicate a significant portion of their SE content to CRM workflows, CRM usage, a day in the life of a sales rep and similar CRM use case models.

SE solutions that integrate with a CRM solution and are able to surface relevant content recommendations for a given opportunity have a major competitive advantage.

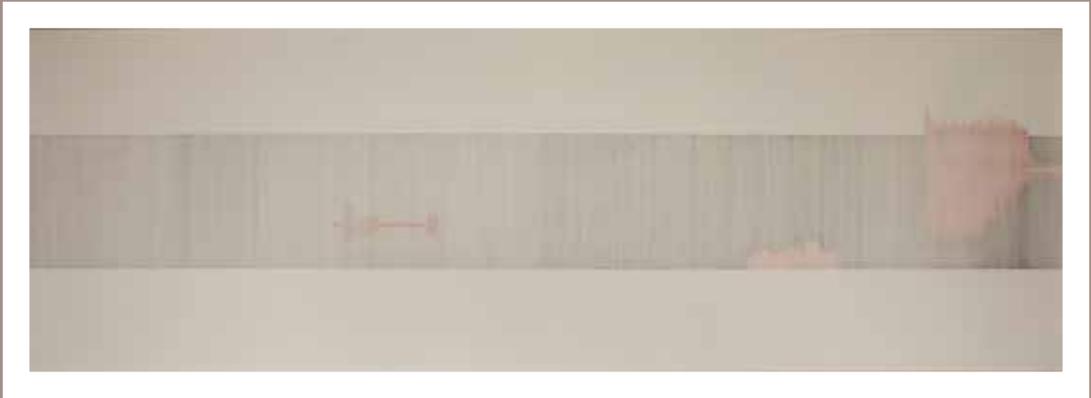
## // What are the pitfalls that sales orgs should be aware of in choosing and implementing an SE solution?

To answer this question, I would like to quote some industry facts:

- Sales reps spend, on average, 25 percent of their time every month searching for content.
- 65 percent of reps cannot find relevant content to promote with their prospects.
- While most of the industry agrees that the average ramp-up time for a sales rep is 3 months (90 days), there is a significant representation of companies that take 6-plus months to on-board their sales reps.
- Most companies take about a quarter or two to roll out SE solutions.

Looking at these facts, a few things emerge:

- One of the key criteria in SE solution evaluation needs to be the platform's ability to surface content via different mechanisms – navigation, search, tagging, Pathfinder, auto-recommendation and more.
- Of the above, search is #1. It just has to work, instantaneous and relevant.
- Solutions that do not offer insights into content consumption and user behaviour are bad. Insights are critical to drive effective behaviours or changes within sales orgs.
- Solution rollout times are, at times, a function of the company's processes. But a solution that has pre-built systems/processes, especially around content ingestion, single sign-on readiness, and ready-to-use templates can go a long way in making the rollout a smooth and seamless process.



*'Durational Drawing #1-2'*  
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# To ensure technology adoption, it's crucial to keep the learning process simple

*At a time like this when technology is being rapidly adopted by organizations, enabling sales teams with the right kind of tools that empower them on the field is more important than it ever was. Various sales enablement tools are promising to do just that.*

We got in touch with **Arvind Saxena**, Group Marketing Head of data hosting and cloud services company **Sify Technologies**, to talk about sales enablement tools. He talked about their viability and discussed how technology adoption has changed various facets of the sales process.

Interviewed by **Avanish Tiwari**

## // How has the sales pitch process changed over the years?

Over the last decade or so, the sales pitch, from being a lengthy script, has evolved into a sharp elevator pitch. With competition getting fiercer and buyers becoming smarter and more aware, it is inevitable for this evolution to take place. Never before has there been such a deep alignment with the client's overall organisational goals.

Earlier, while selling to a single stakeholder, a sales pitch used to be "direct" and "unidimensional" while the decision-making cycle was short. However, with multiple decision makers involved in the buying process in organisations today, the sales pitch needs to have a consultative approach with a multidimensional structure to cater to the needs of the organisation at large and not one single function. An alignment with the core business objectives of the organisation is key. The sales pitch needs to touch the right cords with the needs of the stakeholders (be it the CFO, CTO, CIO, CMO, or the end-user), and all have varied aspirations and one common goal of performing their tasks better. All functions today are under immense pressure to contribute to the top-line of the company and are equally responsible for maximizing the ROI of every buying decision they make. The sales pitch has evolved to help this audience see clear benefits and ROI for their business, while keeping the end user in mind.

## // How has technology affected sales cycle?

Today, technology is disrupting every industry and transforming organisations. Typically, selling high-tech products in a B2B environment is complex and the sales cycle can be significantly long. Organisations are constantly on the lookout for tools that can help improve productivity, profitability and provide a competitive advantage. Use of SMAC (social, mobile, analytics and cloud) technologies can help get more visibility into the sales process and accelerate the funnel.

Big data analytics allows organisations to make sense of terabytes of data in real-time. Automation tools allow sales teams to carry out mundane, time-consuming day-to-day activities faster, with increased precision. Access to real-time data and reports allow managers to have complete transparency in projections. CRM technology

integrates inputs from all three functions – sales, marketing and customer service, to provide a holistic view of the customer relationship and opportunities therein.

Access to this information in real-time, on-the-go (thanks to cloud technology) allows sales teams to be more agile and effective with respect to identifying opportunities and making informed prospecting efforts. An extension of cloud-CRM to mobile devices offers a significant competitive advantage to the sales-force, enabling instant, easy access to critical data and documentation. They hugely benefit from unified communication and collaboration technology with a view of current and future opportunities in any account. Sales teams can update status of their meetings in real-time, remotely, using mobile devices for managers to track.

Proliferation of social technologies today empowers buyers right from the stage they begin exploring solutions to their business problems, through comparative study of various competing products, to what their peers are recommending. Influencers and perception-based decision-making, play an important role in the buying cycle. So, businesses need to understand that no matter what they promise or aim to achieve, the value will always lie in customer experiences which will be validated by new-age digital peer-networks over which companies have no control. Social media is also helping the sales function target the most relevant prospects across industries.

### **// How are the sales representatives trained in terms of using technology and content?**

For us, classroom learning, PC learning and mobile learning are three important components of the learning process. Game-based or experiential classroom learning sessions complemented by instructional step-by-step videos make for hands-on capability building. Complete training modules are made available online, as well as on mobile apps for the sales team on-the-go to access anytime, anywhere and learn at their own pace.

It is crucial to not complicate the learning process so as to ensure effectiveness and adoption of technology.

### **// What would you look for in a sales enablement tool?**

For a fast-growing organisation like ours, the tools need to help make teams more productive and the sales cycle easy, while demonstrating readiness and flexibility for future loads. Such a tool needs to be mobile-enabled for a workforce which is always on-the-go. Therefore, ease of use, scalability and mobility will be primary to adoption. Integration capabilities with existing CRM and sales automation systems will ensure that the tool provides a holistic view, rather than an isolated one.

### **// Does your company use any sales enablement tool?**

We use multiple in-house and proprietary tools for enhancing the productivity of the sales force, accelerating the funnel progress and mapping customer journey – to get deeper visibility into the buying patterns of our audience for a more accurate sales forecast and funnel.

### **// How effective or ineffective are these tools?**

Multiple tools makes it very complex for the sales team to keep up with technology and adoption thus becomes a constant challenge. A lot of these tools need to focus on becoming more user friendly and work on the User Experience (UX), keeping the end-user – a sales person on the field, in mind. These tools need to sync functionally across sales, marketing, product development and also through the complete customer journey to provide a holistic view of the customer lifecycle.

# Sales Enablement helps you have more meaningful conversations with your customers

Lee Levitt is the **Managing Director** and founder of the **Acelera Group**. He brings over 30 years of hands-on sales enablement experience, including five years of sales transformation work at Oracle.

Prior to joining Oracle, he built and managed IDC's Sales Advisory Practice, where he worked with leading tech companies, including Fujitsu, HP, IBM, Microsoft, Oracle, Salesforce, Savo Group, and many others, to improve their sales productivity. He launched the first industry research into sales enablement best practices and authored the IDC Sales Productivity Framework.

Lee is a founding member of the Sales Enablement Society and active in the Strategic Account Management Association.

He holds a Bachelor's degree in Economics from Colgate University and is an active cyclist and runner.

Interviewed by Arunh Krishnan

Lee Levitt is a sales enablement evangelist. Sales enablement is not new, he told me as we began our conversation. Back in the 1880s, Henry Patterson, the founder of National Cash Register, published a sales primer. The intent of the document was to help Cash Register sales people have better conversations with store owners on how Cash Register could help them in running their business



better. That was probably the first instance of sales enablement that I could find. Sales Enablement (SE) in large parts, he said, is designed to help the sales person have a meaningful conversation with a customer, something that may not come intuitively to each sales person.

### **// Why the sudden buzz around SE?**

20-30 years ago companies selling technology had all the power since they had the information with them, and customers depended on them for that information. And so the sales person could manage to have a very controlled conversation around the product.

Today that's no longer true. Today, if a sales person walks into the customer's office, the customer may have already done 75% of the research on the product on his own. So the sales person is at an extreme competitive disadvantage when it comes to guiding the conversation. The customer is no longer interested in just knowing about the product; he probably already knows enough. He wants to know why your product is better at solving his problem or in meeting his need. He may want to know what kind of problems he could encounter if he puts the product on the shop floor. The sales person has probably never been on a shop floor, so how is he going to know that? Here's where SE could help the sales person pick-up the information that is necessary to carry the conversation forward. With rapid change in technology, customers are asking questions like, "What are the risks I'm going to run into? What changes can happen if I adopt this product? What would happen if I don't?"

Good sales people bring a consultative approach to the table and not merely a product pitch. They bring pattern matching skills learnt from similar previous experiences with other customers. And SE could vastly help them in this process.

Today the number of stakeholders in the buying process have gone up. Let me give you an example. If I'm selling a strategic product to a midsize company, I need to be talking to different people within the company, each of whom would have a different concern with regard to investing in the product. It could be the CEO, the CFO, or the CMO. As a sales person, I may not be fully aware of their different perspectives. SE helps me carry out those conversations with people whom I may not natively understand.

### **// Companies are investing in building SE teams but there seems to be uncertainty as to who they should report to. Your thoughts?**

True. I'm the founding member of a group called the Sales Enablement Society. And we are constantly debating such issues as a group (laughs). Typically in the past SE was a part of the sales operation. Today we see more of the function in marketing.

### **// While I understand its benefits, what are the pitfalls that we need to be aware of when investing in SE?**

The tendency normally is to apply technology early. That may not be the right way to go.

The question you need to ask yourself first is this: What's the problem that we are trying to solve or fix here? What's going on in the field that we need to improve? Where are we failing where instead we should be winning? Is sales productivity a problem? Is my sales team focusing too much on the product in their pitch?

The reality is, today product alone just doesn't matter. What matters is the comfort that a buyer has that the vendor will be able to solve his business problem.

Let me tell you this. When you are investing hundreds of dollar in an ERP system, cool doesn't count! A buyer is typically concerned with knowing what the risk is that he's exposed to going with you as against another vendor. Sales people don't typically know how to have that conversation. He or she would need help. "Here's how we will help you manage your risk", that's all what a customer wants to hear. SE helps the sales person help the customer evaluate those risks!

### **// The SE process is often driven by the SE or marketing team. How important is the sales person's contribution in it?**

Being closest to the customer, I think sales people should be actively involved in fine-tuning the SE process. Organizations should have a process by which the best sales practices are captured and fed into the system. Sales people should be allowed to rate the content that is there and also add their own to it.

The selling process can get quite complex. First, there are the different stages in the sales cycle. Then different personas within an organization have different requirements. And each sales person comes with a different background. To address all these variations, you need to develop multiple assets. SE helps greatly in serving up content pieces at different levels in the sales path to address different requirements, making each sales encounter more productive. And at every stage, the effectiveness of the content should be evaluated to make the process efficient. Again, as I said before, this is process first, and technology next.

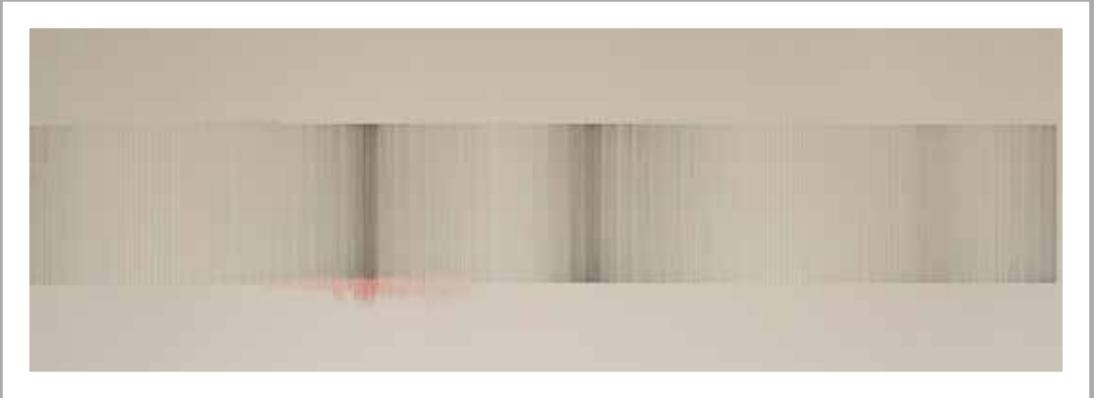
### **// How does one choose between home-grown technology and third party tools?**

My advice is, don't rush into automating things. Home-grown could be a good way to start. Learn what's working before you decide to institutionalize and automate processes. The value you deliver is more important. Sales people will invest time if they see it is adding value to their sales call. Marketing needs to respond fast to the sales team's inputs on the content. The more they use it, the more value they get out of it. It's a virtuous cycle!

### **// Okay, let's say we have our SE in place, how rigid should we be in enforcing it?**

You can't force people to use SE. They need to gradually see the benefit of using it themselves. It's not like one of those office sales training programs where you compulsorily take the whole team out for a week, only to get back to business as usual. SE as a process needs to be very fluid. Here's typically what the sales person is telling you: "Don't overload me with information when I don't need it. Give it to me a day before my presentation so I can effectively use it. Maybe it's just a 10 min video that I can watch on my way to the client's office." If you listen and respond to their needs, they will use it. I remember, it was some 30 years ago, I wanted to put an odometer in my car that only read in kilometres. To match the mileage that I already had in my current odometer, I asked the mechanic to add mileage to the new odometer that I had just bought. I must be the only person who's ever asked you to add mileage to an odometer, I remember saying to him. Turns out I was wrong. Apparently a lot of sales people showed up at his workshop every month wanting to add mileage to their odometer so they could fulfil their company's travel requirement without actually travelling! That kind of thing doesn't work.

So if you're planning to roll out SE in your organization, here's my advice. Keep the odometer story in mind and invite the sales person to travel with you (laughs).



*'Durational Drawing #1-1'*  
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# While sales enablement is an overall goal, CRM is a tool

According to IDC, sales enablement is the strategy that ensures each member in an organization's sales team gets the right information at the right time and place, in a format that is more relevant to the person so that he or she is able to move the sales forward. It is a strategy that involves members from various teams within an organization including marketing, product development and sales, to deliver what the customer is looking for.

CRM, on the other hand, is part of a sales management strategy. Zoho is a solution provider that has developed what it calls the operating system for business. Zoho is a single cloud platform which enables businesses to acquire and manage customers through Zoho's marketing, sales and customer support applications. Recently, the company integrated its Zoho CRM system and Zoho desk, a customer support software, with Amazon's cloud-based customer contact service to help sales and support teams improve customer engagement, while the ability to automatically log calls saves them after-call work, making them more productive.

**Vibhav Vankayala, Product Marketing Manager, Zoho CRM**, spoke to DigitalCMO Digest about the company's solution and how it is an important tool to drive the sales enablement strategy of an organisation.

Interviewed by Priyanka Bhattacharya



**// What is your perception of sales enablement?**

Empowering the salesperson - this is what we have always believed in. The ultimate aim of sales enablement should be to make the process of selling as simple as possible by providing salespeople with whatever tools and material they need to help them sell better and close more deals faster.

**// What are the various components within this that are relevant for organisations that are looking to develop a dynamic sales force?**

An outstanding CRM can create an outstanding sales team. Today, sales people spend a lot of time on meta-work like searching for data sheets, co-ordinating with their team, entering data into CRM and the like. A good CRM should be able to minimise these tasks and give more time to salespeople to do what they should be doing - selling.

So the most important requirement is a good CRM, and it should have capabilities like artificial intelligence and automation. It should be simple and easy to use, and enable the team to work on the move. The tool should enable collaboration, document storage and sharing. Finally, it should help in integrating information and sharing the insights in a contextual manner across touch points that are also outside sales like marketing and support.

**// How prepared are organisations today to adopt a sales enablement strategy?**

Organisations are quite well prepared to adopt, provided the benefits of sales enablement are articulated well to them. It is natural for any organisation to be cautious of making any changes to their sales strategy. But if the benefits of moving to a good sales enablement platform are communicated well enough, it becomes a no-brainer to adopt.

**// Sales enablement is not CRM, but many confuse the two. Can you throw some light on the major differences between the two?**

While sales enablement is an overall goal, CRM is a tool, and one of the ways which can help an organisation reach that goal.

**// Do you think CRM can be part of an organisation's sales enablement initiatives? If yes, how can the two be implemented together for better sales and marketing impact?**

Of course, yes. CRM should be an integral part of any organisation's sales enablement strategy. A good sales enablement strategy should have capabilities that enable collaboration across teams. It should be able to garner data and generate insights that help across all business units. The teams should be able to share relevant and timely content and data to make the deal. And in all this, a good CRM can help make it happen through its features.

**// Does Zoho itself have any sales enablement strategy in place for its sales and marketing team? How does that benefit your organization?**

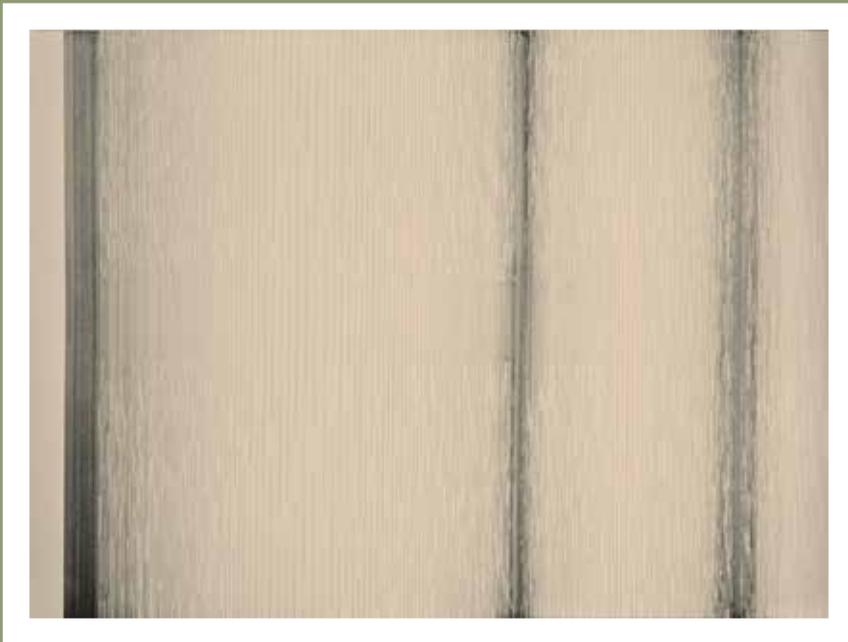
We have always believed in 'eating your own dog food'; which means we practice what we preach. Our sales enablement strategy has evolved over time, making our sales teams more and more effective. In fact, the learnings from this go into the development of our CRM as well.

**// How do you plan to modify the strategy, if any, to meet a dynamic customer scenario and demand?**

No effective strategy can be static. It has to evolve and change as per a dynamic customer and market scenario. Our sales enablement strategy is agile enough to react swiftly to an ever-changing customer and market scenario.

**// Do share some crucial points about Zoho's CRM suite and its benefits for an organisation.**

Zoho CRM Suite offers multichannel capability. It can bring contextual information across all customer touch points in real-time, like social media, live-chat, telephone, and in-person. Blueprints in Zoho CRM help organisations build customized sales processes that are repeatable and scalable. The newly added intelligent sales assistant Zia, which is powered by artificial intelligence, helps salespeople by identifying anomalies, predicting the best time to contact a prospect, and suggesting the best macros. It has SalesSignals that gives real-time contextual information across all touch-points. Its GameScope helps sales teams stay motivated and energised throughout the sales cycle. Finally, the mobile app enables salespeople find contacts around them, check-in at customer locations and share documents on the move, making the travelling salesperson's job much easier.



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# Preventing burnout through sales enablement

Rajesh Nanarpuzha

Sales enablement has largely been equated to a set of tools, aimed at improving salesperson effectiveness. However, with an excessive focus on technology, the term 'sales enablement' risks becoming a synonym for a technology-assisted magic pill, focused on driving sales increases. Here, I argue that sales enablement should be viewed in a broader context, and needs to be respectful of the salesperson's considerable challenges on the field.

As part of his/her job, a salesperson is constantly subjected to high levels of stress. For a salesperson, as Yoo and Frankwick (2013)<sup>1</sup> point out, this stress emanates from challenging interactions with customers, co-workers, and supervisors. Over time, this could lead to job burnout – a gradual process which includes emotional exhaustion, a feeling of reduced personal accomplishment, and a tendency to depersonalize people and situations (Maslach and Jackson, 1981)<sup>2</sup>.

Salesperson burnout, in turn, can lead to organizationally undesirable outcomes including deviant behavior, absenteeism, and higher turnover. Preventing salesperson burnout, therefore, has important positive implications on salesperson well-being, organizational performance, and organizational culture.

In this article, I delve into academic literature related to salesperson burnout to identify potential interventions. I propose that such interventions could have a significant positive impact, and need to be considered within the broad ambit of sales enablement. I discuss potential interventions next.

## **An organizational support structure for the salesperson**

Organizational support to the salesperson is the first critical component in preventing salesperson burnout. Of this, Lewin and Sager (2007)<sup>3</sup> consider supervisory support to be the most important. The authors argue that supervisors have a key role in reducing salesperson role ambiguity, improving salesperson confidence, and in equipping salespersons to better manage their work environments.

Second, improving job content has an influential role in preventing salesperson burnout. Within this, Darrat et al. (2016)<sup>4</sup> advocate that salespersons should feel that their jobs are meaningful within the organizational context. Additionally, Grandey et al. (2005)<sup>5</sup> suggest that greater job autonomy, specifically in work behaviors, is critical. Finally, Lewin and Sager (2008)<sup>6</sup> stress on the importance of timely and effective feedback to salespersons, as a means for preventing salesperson burnout.

## **Required managerial interventions**

The broad objectives for sales enablement interventions aimed at reducing salesperson burnout need to be operationalized effectively at an organization level. Academic literature provides potential pointers in this direction.

### **Workshops and training programs**

Well-conceived training programs aimed at increasing product knowledge, improving the understanding of value creation processes for the ultimate consumer, and emphasizing the importance of salespersons in achieving organizational goals are considered important interventions (Darrat

et al., 2016). Additionally, the authors stress the importance of conducting personal interviews with satisfied customers to demonstrate to salespersons the impact of products they sell on customers' personal and professional lives.

### **Communicating clear expectations**

Lewin and Sager (2007) argue for clear and unambiguous communication to reduce potential for salesperson burnout. Clarity of communication should include clarity on sales related goals, performance metrics, and expectations from the salesperson. With regard to setting the right expectations, Boles et al. (1997)<sup>7</sup> suggest that a smart working salesperson could be held up as a role model rather than an 80-hour-a-week worker. Another potential intervention could involve streamlining of communication channels, thereby reducing scope for ambiguity (Lewin and Sager, 2007).

### **Tools and techniques**

Potential for salesperson burnout could reduce if salespersons are provided information on relevant tools and techniques for their day-to-day job. For example, Lewin and Sager (2007) suggest that

salespersons should be taught techniques to improve scheduling and time management. This would help to reduce perceptions of job overload. Another useful technique that could help in reducing job related stress is the ability to segment the selling process into a series of sequential steps (Lewin and Sager, 2007). This again, can be taught, and has the potential to prevent salesperson burnout.

### **Summary**

In the quest to constantly increase salesperson productivity, it is important to note that salesperson burnout remains a pressing problem across sales organizations. If left unchecked, instances of salesperson burnout could affect organization performance, organization culture, and salesperson well-being negatively. However, the right intervention at the right time, is sometimes all that is required to prevent salesperson burnout. There is a need to codify and standardize such interventions, and to include these within the scope of sales enablement. Only by doing so can managers have the awareness and the tools to make decisive interventions.

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# Why businesses need to embrace sales enablement

Priyanka Bhattacharya

Data, analytics, insights and timely content should equip client-facing team to optimize selling to B2B customers.

The need for sales enablement came up because of two reasons – to ensure better collaboration between the marketing and sales team to drive higher revenues, and to meet the increasingly demanding B2B selling situation. However, sales enablement still remains an under-represented term – often organizations are unable to clearly define what it means for them, or rarely take action to evolve the sales structure within an organization. In fact, when we spoke to industry experts, B2B customers, and solution providers, it was evident that the concept was clear, and most wanted to or are already putting in place certain amount of rudimentary processes, but it was not enough to meet the fast digital transformation that is happening everywhere.

According to the Regalix report, State of Sales Enablement 2017<sup>1</sup>, 55% of organizations (predominantly tech companies) had a sales playbook as part of their sales enablement process. The report states, “Given that playbooks play a vital role in the sales enablement process, we believe more organizations will be compelled to adopt them.”

Customers are more aware than before, and prefer to do their own research on a product or company before even reaching out to solution providers. Moreover, they easily disengage with sellers who provide no value or relevant information. That is where sales enablement becomes important because organizations need to understand the

customer buying journey and should be able to meet the customer’s demand at every step – from marketing to sales to aftersales. So the market will see a shift, as we have already begun to see, toward patching the leaks in the sales funnel by closely integrating marketing and sales during the customer journey.

## Content is key

One of the important aspects that came into focus, in the research done Regalix on Sales Enablement, was that providing quality content in a timely manner was a very important goal for businesses for a good sales enablement process. In fact, 76% of the respondents said that they would like relevant and quality content to ensure a good sales pitch and overall better customer engagement. Here’s an example of how quality, relevant and timely content can help in pushing sales.

**Sanjay Gupta, CMO, Urban Ladder says,** “We feel that everything is content for us. The centrality of content for us stems from the very business we are in. Since products at Urban Ladder is not something you buy daily, we have to ensure our content is what keeps our customers engaged with us as a brand. So content for Urban Ladder is what the customer sees and not just reads.

For instance, we treat every interaction with our customer as content whether it is conventional blogs or newsletter or whether it is our interaction on Twitter or Facebook; or whether it is our interaction with them in their home when we go to deliver the product.” Today, the brand is strong enough to go ahead and open experience centers across the country.

This shows that sales content needs to become more audience specific as the sales process becomes more complex and competitive. So the role played by sales enablement tools in content personalization is very important, and something the sales enabler of an organization needs to look into seriously.

## Evolve CRM into sales enablement

Even as organizations feel the need for a strong content set up, most do not understand how this sales content can be important in the overall CRM of the business. In the Regalix Sales Enablement report, only 24% of organizations felt the merit of integrating sales content into CRM.

While a CRM software is very important to manage a sales cycle and monitor the sales team, the tool rarely arms the sales team to make a sales pitch. However, the report shows that integrating sales enablement with CRM can be a powerful customer engagement tool for businesses. It improves the overall sales enablement process.

That is what Zoho Corp, a CRM solution provider to the SME segment, is trying to do – make CRM more intelligent, and sales person friendly. The company is using Artificial Intelligence to transform its CRM platform into a sales enablement one.

## Focus on customer experience

The main aim of any sales enablement program within an organization should be customer experience. But this is not the case. According to an E-Consultancy survey on Customer Experience Strategy<sup>2</sup>, it was seen that 40% of companies worked in silos to deliver a customer experience. Most of the organizations focused more on short-term priority in acquiring profitability rather than building on the customer lifetime value and enhancing the buying journey.

But when a business is serious about sales enablement, customer experience is something it needs to put special focus on. Not just the engagement at a sales pitch, but the overall buying journey and post-sale involvement.

Stressing on this, **Suparna Menon, Head IBM Interactive Experience, IBM India** says, “Your overall business strategy, which includes marketing

and sales strategies, needs to morph into customer experience. The focus has to be human centered, and the experience should be delivered by all the functions with the organization.”

## Nurture data for better sales enablement

There is a business model transformation happening and you cannot do that without data. According to Bill Hartwick, VP – Cloud, IBM, data is the new currency for all business teams. “What you do with the data in terms of analysis is really going to drive your business,” he adds. It is the new resource which will help the sales and marketing teams develop strategies to build customer experience and bring to them things that they have never had before.

“It is a post-sale, on-demand, attention economy. The focus is on how to improve post-sale experience, meet the smallest customer buying demand and retain the attention. That is where data comes in. Use big data context to improve analytical insight to make better business decisions. Use data insights to transform your business,” said Ray Wang, Principal Analyst and Founder of Constellation Research, at a recent IBM conference. He advises the sales and marketing teams to learn from each customer interaction. Take the inputs and then predict and create future interactions based on the previous results.

“Deliver an immersive experience. Analyze the data to develop insights that transform your business, but humanize the model – for your customers show the context, show the relevancy and then build the relationship,” he adds. Wang is all for using software tools that will enable the teams to collaborate and create highly personalized customer experience. “Always deliver on anticipatory analytics. Learn from the outcome and then further design the experience. No customer likes to be force-fed a customer journey. Use AI to create these,” Wang advises.

## Sales team of the future

According to Forrester Research<sup>3</sup>, sales enablement is a strategic process where both the sales and marketing teams are able to “consistently and systematically have a valuable conversation with the right set of customer stakeholders at each stage of the customer’s problem-solving lifecycle to optimize the return on investment of the selling system.”

That is why organizations now need to transform the way they sell and look at their sales team. There has to be a high level of collaboration between teams. Snehashish Bhattacharjee, Global CEO, Denave, the company that helps organizations with end-to-end sales enablement, says “In order to address the needs of savvy customers, enterprises must transform the way they sell and the way they look at sales. Just empowering the sales team is not enough.”

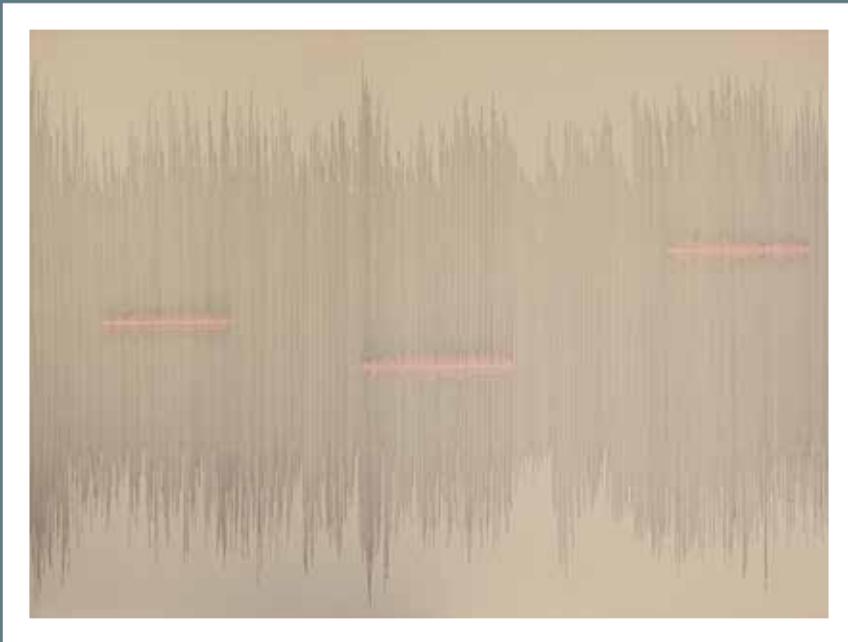
A Denave<sup>4</sup> market research found that around 58% of buyers disconnect with the sales team because the team is not aligned to the buyer’s business needs. On the other hand, while the product and solution companies are investing large amounts in developing the sales team and the operations, somewhere the processes are not aligned, so the companies are not able to get a positive return from their investment in sales initiatives.

Bhattacharjee feels that to be future ready, enterprises look at sales enablement as an end-to-end process - right from strategizing plans to executing sales. “For most enterprises, driving revenue growth, acquiring new customers and changing the way sales representatives carry out their operations are key sales objectives. These objectives get challenged considering the diverse nature of markets globally, as well as the complex and vast product portfolio. No longer a choice; sales enablement has become a business necessity,” he adds.

For that, the sales enabler, within the organization, needs to have digital tools that enable delivery of sales collaterals to capture consumer interaction, analyze the data and create content that engages a customer through the entire buying journey.

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# The marketing to sales handoff – a digital approach

Harsh Dadhich

*The author has a doctorate in marketing from IIM Ahmedabad. He is currently working as a marketing analyst at Forbes Marshall.*

The March Madness is over! It is time to reflect on the past and plan for the next year. Where do you see the sales evolving the most? Do you have a digital strategy for sales enablement?

First, where does marketing end and sales begin? This benign question is important to establish the turf and enhance the support for both key functions. As marketing legend, Philip Kotler, wrote in his HBR article<sup>1</sup>, “Marketing has to generate demand while sales has to supply it.” In other words, marketing focuses on creating avenues for new sales opportunities, and sales has to exploit each such opportunity.

The key ways in which a well-executed digital marketing plan can enable sales are –

- Data -driven insights – When Lego was struggling to survive, they looked at customer data. While going through their online forums, they discovered that there were adult fans who were highly invested and were willing to pay a premium for Lego products. These ‘superfans’ were identified as a new customer segment for Lego offerings. Researchers from MIT Center for Digital Business cite these findings as one of the several examples of how digital capabilities can translate into business opportunities. Their research <sup>2</sup>argues that organizations should strive for Digital Dexterity - the ability to rapidly self-organize to deliver new value from digital technologies. Marketers can attempt to have

a holistic view of their digital approach to find various ways in which they can collect novel data and use analytics to generate more sales. These can be used to understand customer needs even better and in a more nuanced manner, especially the latent demands.

- Content – More than half of the billion dollar worth of the content that is generated annually is not useful<sup>3</sup>. Digital platforms generate incredible amount of data and traceability. Researchers have found<sup>4</sup> that such data can be used to create more personalized and effective content that helps sales personnel in the field. As stated in this research, customers are also evolving from passive consumers of content to co-creators. Such co-created content not only increases its effectiveness, but if harnessed well, can also be a useful tool for sales teams to leverage this as an asset in the field. For example – user generated reviews can be used for achieving higher strike rates; or crowdsourcing of content/ ideas can be used to identify opinion leaders, commonly faced problems and their solutions.

- Customer journeys – In digital landscape, customer journeys have evolved differently. The search and consideration phase are dominated by digital exploration by customers. Edelman and his colleagues state<sup>5</sup> that customers are no longer looking at the vendor as the sole source of knowledge required for decision making. In such cases, enabling a sales personnel with knowledge can result in higher conversion rates. Another research<sup>6</sup> found that use of sales force automation and other tools also increases salesperson product knowledge that can lead to higher sales.

- Intelligence – A qualified lead can significantly improve the chances of a sale. Tools such as marketing automation, social CRM, listening to online communities, etc, can help an organization identify such qualified leads, and nurture warm and cold leads to become qualified for sales. Such tools and technologies are often termed as intelligent agent technologies (IATs). V Kumar and his co-authors state in their research<sup>7</sup> that such IATs can be leveraged to accelerate the sales process, provide higher transparency, optimize decisions such as pricing and distribution, generate competitor specific information, and improve sales person capabilities.

Digital platforms have made sales process more mobile, effective and intuitive. This inclusion of smart technologies bodes well for sales support mechanisms in any marketing organization. It is important that a holistic view is taken towards technologies and leverage the total potential of digital footprints of both customers as well as sales people. That requires a futuristic view towards marketing initiatives and a close relationship with IT. In fact, some are calling for a requirement of a Chief Marketing Technologist<sup>8</sup> to help an organization sail through such tricky waters. Whatever path your organization may choose, next step for sales enablement is learning about customers through what they say and do digitally. Embrace the data!

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