

Sales Enablement

The Rocket Fuel For Sales Leaders Who Need to Scale

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Introduction

Time is every sales team's most valuable asset. Without it, even the most talented reps and most forward-thinking sales managers come up short. In fact, the equation is pretty simple: **Less time means fewer deals.**

The good news is that the opposite is just as true: **More time means more deals.** Sales managers who find ways to give their reps more time to prospect and connect with opportunities are, in essence, allowing their reps to close more business.

The million dollar question is: What can sales managers do to increase the amount of time they have to connect with decision-makers?

To answer that, you must first know where your reps' time is going.

"Where has the day gone?"

In the modern inside sales landscape, sales reps are required to do a lot more than just call decisions-makers and make their pitch. They must comb through leads, identify and engage the entire buying team, select the best opportunities to work, tailor their presentations to each specific opportunity, find the right marketing materials, and pass along the proper contract paperwork at the right time.

Forced to juggle all of these tasks, it's no surprise that most inside sales reps feel pinched for time. In fact, recent studies show that the average sales rep spends 6.5 hours a week searching for the right content to send to prospects. And that's just one piece of the puzzle! Countless hours are also spent logging the right information into their CRM, identifying non-buyers in (and removing them from) the pipeline, and finding the necessary paperwork to complete the deal.

Facing this dilemma, sales managers are always looking for ways to give their reps more time. Unfortunately, they can't extend the hours available in the workday (legally, at least) or number of weeks in the quarter. Instead, **sales managers must give their reps the tools and training they need to use their time more efficiently.**

Broadly speaking, this is called sales enablement, which refers to organizational efforts to provide sales reps with the resources, documents, information and people at the right

point in the sales cycle. Typically, this means aligning sales, marketing and operations so that they have the same goals, KPIs and priorities and can work together to make the sales process as smooth as possible.

For newcomers, sales enablement can seem daunting. How can a sales manager institute all of the right policies, priorities and practices to ensure that his sales reps are able to optimize their time? Where should he start? How can he measure success?

This eBook aims to help sales managers answer these questions by breaking down sales enablement into its fundamental components. To do that, the eBook is divided into the following sections:

- How **Marketing** can contribute to sales efficiency
- What **Sales Analytics** can do to optimize the sales process
- Why **Content Management** is essential for sales enablement

Together, these three sections will give sales managers all of the information they need to make their reps more efficient and start closing more deals. It may not add more hours to the workday, but it can help your sales reps get more out of the hours they already have.

Chapter // 1

How Marketing Can Contribute to Sales Efficiency

Summary

Your company's sales process begins in marketing. Marketing is where the leads that will ultimately become customers are generated, and it is where their first interactions with your company take place. There is no denying that the effectiveness and efficiency of your sales process is heavily influenced by the way your marketing team functions.

Because of this, it is important for sales leaders to understand how the marketing departments in their companies operate and what they can do to make the sales reps' jobs easier.

In this chapter, we will break down the 3 key ways marketing contributes to sales enablement:

- Content creation
- Lead nurturing and scoring
- Lead intelligence

Content Creation

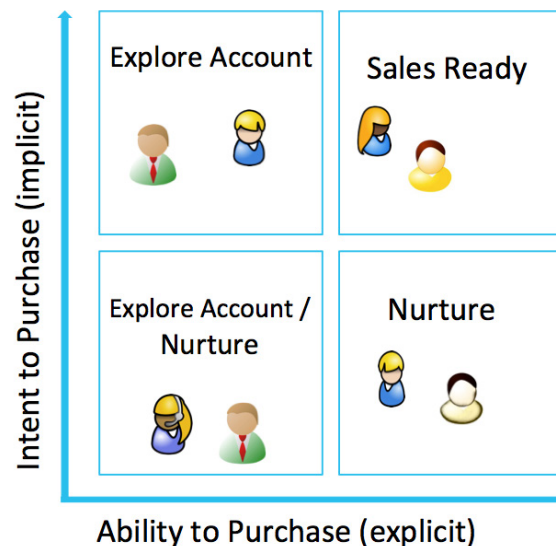
As the primary content creators in the organization, it is marketing's task to create the "right information" which sales enablement is dependent on. Marketing must provide sales with tailored and targeted content that generates qualified leads and helps push sales opportunities down the funnel.

Sales enablement concerns people, processes, and technology, but at its very core is content. Content has grown increasingly important as buyers have evolved. Research from Google and CEB found that **today's B2B buyer completes 57% of the sales process before even engaging the sales rep**. Buyers are leveraging the wide array of freely available digital resources to conduct their own research on products that address their specific business needs.

As a result, lead generation has undergone a significant shift in recent years. By supplying most of the materials to buyers, marketing is, in essence, making the first sales call. Traditional outbound marketing methods like ads, trade show appearances, and cold calling are being increasingly ignored by the self-directed B2B buyer who, through a simple Google search, can access an abundance of information about your product. Lead generation is becoming more reliant on inbound marketing efforts based on unique and value-adding content, much of it coming under the concept of thought leadership.

Lead Nurturing and Scoring

While content can play a central role in lead generation, it is far from the only way that marketing can contribute to sales enablement. Unless marketing and sales are in alignment, the sales enablement initiative will struggle to increase the efficiency and effectiveness of the sales organization. According to MarketingSherpa **79% of marketing leads never convert into sales**. Marketing teams may be too eager to hand leads off to sales who, in many cases, do not deem the lead to be sales ready.



Another stat provided by MarketingSherpa points out that while 61% of B2B marketers send all leads directly to Sales, only 27% of those leads will be qualified. Sales leaders need to meet with marketing to create a shared set of guidelines on lead hand-offs. A one size fits all approach to lead management will not work; companies must develop a formula that is specific to their situation.

A useful starting point is an agreement between marketing and sales about what quantifies a marketing qualified lead (MQL), a sales accepted lead (SAL), and a sales qualified lead (SQL). **A shared lead scoring system can help to demarcate the lines between the types of lead.** Lead scoring is a methodology used to determine sales readiness. Lead scoring might involve a lead rating system based on factors such as number of website visits, job title, and company size. Depending on which behavioral and demographic criteria the lead meets, they are placed in categories that indicate their sales readiness such as "cold", "warm", and "hot". Regardless of the specifics of the lead scoring system, it is paramount that sales and marketing are acting in unison.

Sales effectiveness can also be increased through lead nurturing and personalized email marketing campaigns. Market2Lead research found that **nurtured leads have a 23% shorter sales cycle and a 9% higher average deal size**. Include ungated thought leadership pieces in your email marketing campaigns to build trust and demonstrate your expertise in your field. You should also segment your lead database for more effective lead nurturing. MarketingSherpa research found that segmented emails are 50% more likely to be opened.

Lead Behavior

Once marketing hands over qualified lead to sales, they still have a role to play for proper sales enablement. All leads behave differently in the marketing funnel, and the differences in this behavior play an important role in how sales reps decide to engage with them.

Top Files (Last 30 Days)

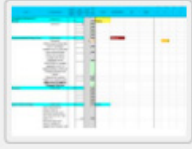

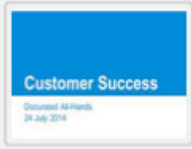


First Page	File Name	# Actions	# Users	Last Modified	Owner
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	Competition July 23.pptx	25	15	about 1 month	F. Glynn
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	Docrated-data-management-report.pdf	14	1	2 months	F. Glynn
	Infostoria-RESTful API Documentation -Jun-13-2012 (1).docx	13	2	11 months	R. Cooke

Image 2: Having a readily accessible list of your organization's most popular pieces of content makes it easy for your reps to decide which pieces to send and to determine what their leads have been engaged with.

As marketing passes a lead to sales, they should provide the answers to these questions:

- How did the lead first hear about our company?
- What content did they read?
- Which pages on our website did the lead visit?
- Did they engage with anyone on the marketing team?

The answers to these questions will not only help sales reps identify the most engaged, sales-ready leads (which will save them time), but they will also help the reps plan for their calls, write more personal emails, and handpick the best pieces of content to pass along to each individual lead.

But what happens once marketing passes over the lead to the sales team? How can an organization ensure that the sales reps, once they have a steady stream of marketing qualified leads, have the tools they need to work them as efficiently as possible? That's where sales analytics comes in.

Chapter // 2

What Sales Analytics Can Do to Optimize the Sales Process

Summary

One of the key advantages of inside sales is that it allows reps to handle more open opportunities at once. However, juggling dozens (and sometimes hundreds) of opportunities simultaneously means that reps often end up investing **too much time on low-quality opportunities and not enough time on the opportunities they have a real shot of winning**. This is especially true in growing sales teams, where quantity of opportunities is often prized above quality. Inside Sales Reps (ISRs) are put in the unenviable position of trying to hit their quota by feverishly working through as many opportunities as they can.

But this isn't necessarily the ideal solution. Data-driven sales teams are finding that it is usually more effective to help ISRs out by **qualifying opportunities more stringently earlier in the sales process** in an effort to separate the wheat from the chaff and allow each rep to work only the best opportunities. This way they can devote the necessary time to the right opportunities instead of spreading themselves too thin and investing time into low-quality opportunities that probably shouldn't have been in their pipeline to begin with.

How can sales managers do this? What can they do to help their reps prioritize their pipeline and use their time more efficiently?

The answer is in sales analytics. By giving their reps **the information they need to separate the likely winners from the likely losers in their pipelines** (early in the sales process), sales managers can make their reps more efficient and reduce the amount of time they spend chasing unlikely-to-convert opportunities.

This is where the sales side of sales enablement comes in. The best sales managers help their reps prioritize their pipelines by giving them instant and easy access to the **sales analytics tools** that can help them budget their time smarter and understand the metrics that distinguish high-quality opportunities from low-quality ones.

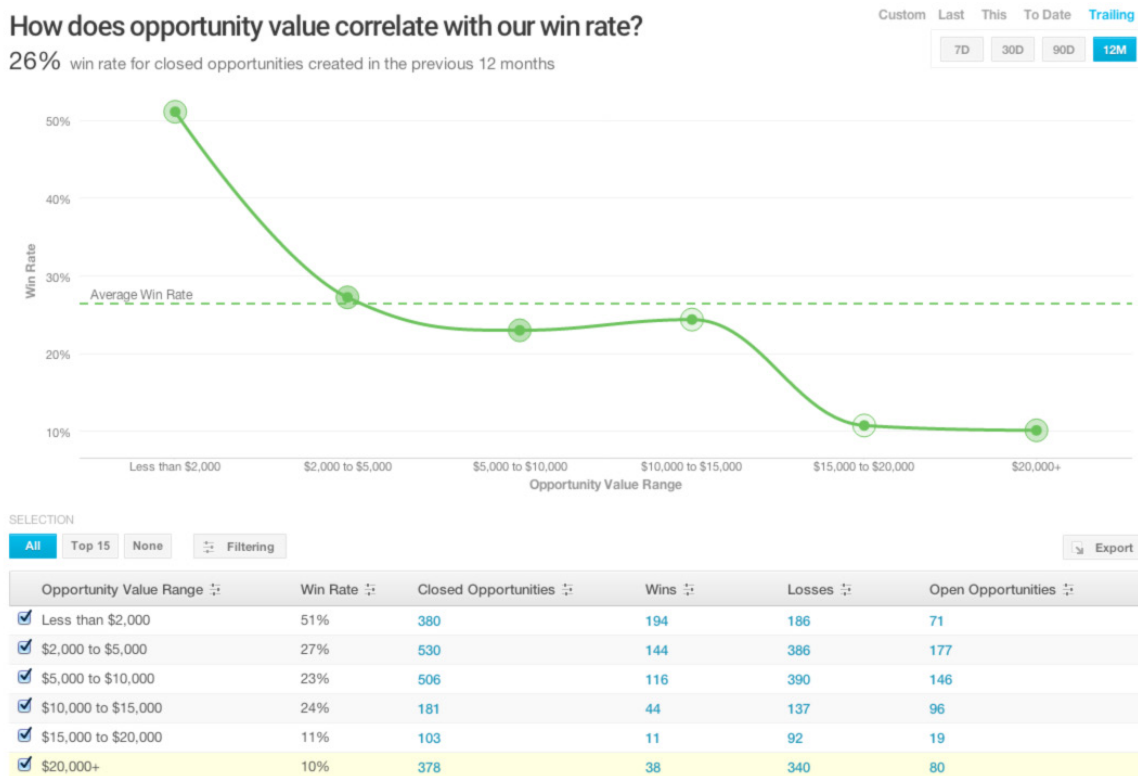
What are these metrics? In this chapter, we cover the key 3:

- Deal Size
- Sales Cycle by Stage
- Lead Source

Deal Size

Not all deal sizes are created equal. Many companies specialize in selling smaller deals to smaller companies. Some companies (like those in the enterprise market) have exactly the opposite experience. Either way, the bottom line is that opportunity size says a lot about your sales team's likelihood of winning a given opportunity.

Sales managers who give their reps access to tools that track the correlation between deal size and win rate (as in the graph shown below) typically find that their reps are better at identifying losing opportunities early. After they exclude opportunities that are, say, 3x their average deal size, they are left with a much more manageable pile of opportunities that they can invest more energy in and, ideally, close at a higher rate.



That's why you should give your reps access to data about how opportunity size affects your team's win rate. For example, knowing that your sales team wins 50% of deals under \$2k and only 10% of deals larger than \$15k (as shown in the chart above) allows your reps to better pick the opportunities that they focus on pushing past the finish line.

Sales Cycle by Stage

If an opportunity has lingered for weeks or months in the same stage of your pipeline, it's probably not going to turn into a deal, right? This may seem obvious, but without the right tools it's very difficult for your reps to know how long is too long for an opportunity to spend in the same stage.

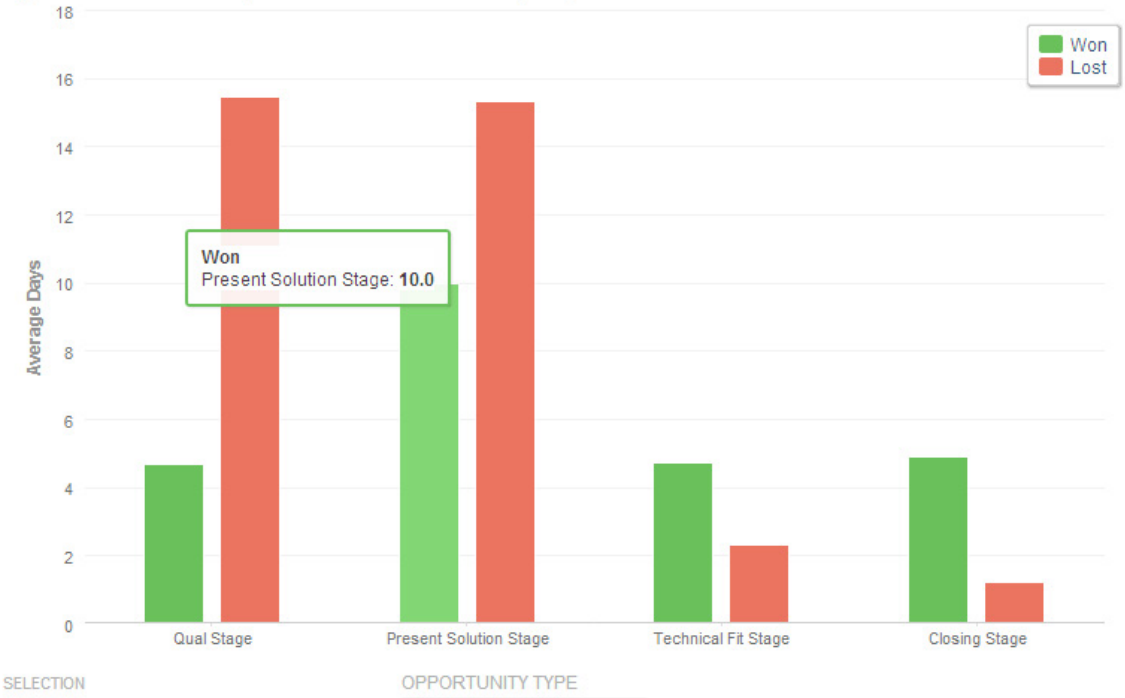
Sales analytics can help your reps in this regard by displaying how long opportunities that eventually converted into deals spent in each stage of your pipeline vs. how long losing opportunities did.

In the image below, for example, you can see that eventual losers spent almost 4x as long (16 days vs. 4 days) in the qualifying stage as eventual winners!

How do won and lost opportunities compare?

190

opportunities created in the previous 12 months were subsequently won.



With this information, one of your reps can look at an opportunity in the qualifying stage, see that it's been in there for 18 days and assume that it's significantly less likely to convert into a deal. This doesn't mean they have to immediately throw that opportunity into

Closed-Lost. They can feel emboldened by this information to call the opportunity and say something like “My sales data shows me that someone who takes this long to see a demo after I reach out rarely ends up buying. Is this a bad fit or do you think it is worth seeing if my product can help your organization?”

Rather than spending time working this opportunity in a traditional manner, this straight-to-the-point approach can help your rep better decide how to spend his time.

Lead Source

Just as not all deal sizes are not created equal, not all lead sources are either. In some organizations, leads that come in from organic searches convert at extremely high rates, while at others these are seen as low-quality leads. The best sales organizations give their reps the information about the relative win rates for different lead sources so their reps can prioritize their pipeline and work the opportunities that come from the best lead sources.

In the chart below, you can see an example of how opportunity win rate is affected by lead source.



With this information in hand, your reps can use their time more efficiently by quickly identifying the open opportunities in their pipeline that they are most likely to win.

Marketing can help improve rep performance by being thoughtful and thorough with the leads they pass over to the sales team, but sales analytics is essential for helping reps more efficiently work the leads and opportunities they have.

Once your reps identify the best, most qualified leads to work, what can you do to help them become even more efficient and close as many deals as possible? For that, you need to ensure that they have all of the content – marketing collateral, sales documents and contracts – they need to push the opportunity past the finish line.

In the next chapter, we cover how content management can help you enable your sales reps.

Chapter // 3

Why Content Management is Essential For Sales Enablement

Summary

The third area the sales enablement leader can use to improve sales efficiency and effectiveness is content management. With detailed analytics that weed out bad opportunities and steps to take to ensure marketing develops the kind of customized value content modern buyers require, sales enablement initiatives are well placed to succeed.

However, unless these efforts are supported by effective content management, they run the risk of falling flat. While sales teams may devote their time to the most deserving opportunities and marketing may produce precisely the type of content needed to further the sales opportunity, it will all be in vain if content mismanagement prevents sales teams from instantly accessing this content.

Ineffective content management is one of the biggest stumbling blocks to sales enablement today. As SiriusDecisions has pointed out, **70% of the content that marketing creates goes unused by sales.**

In this chapter, we look at how executives can use content management to empower their teams by:

- Reducing the time reps spend searching for the right content
- De-silo content creators and sales reps
- Creating clear and organized content repositories

Content at Reps' Fingertips

While more time and resources are being devoted to developing tailored content to meet the needs of the modern buyer, sales productivity has gone into a paradoxical decline. With an abundance of content now stored in enterprise content repositories, potentially valuable content is drowning in an inaccessible sea of files and folders. Traditional file and folder structures were not developed with today's big data in mind.

Sales productivity is suffering as reps waste valuable time searching for content. IDC surveys find that the **time spent searching for information averages 8.8 hours per week**, at a cost of \$14,209 per knowledge worker per year. IDC and McKinsey also report that sales reps waste 10 to 20 hours per week on unproductive tasks related to information retrieval such as re-creating existing slides, curating materials for presentations, and searching through documents. In a 1,000-person company this leads to \$50M in lost revenue opportunities and a waste of more than \$5 million in annual salary costs.

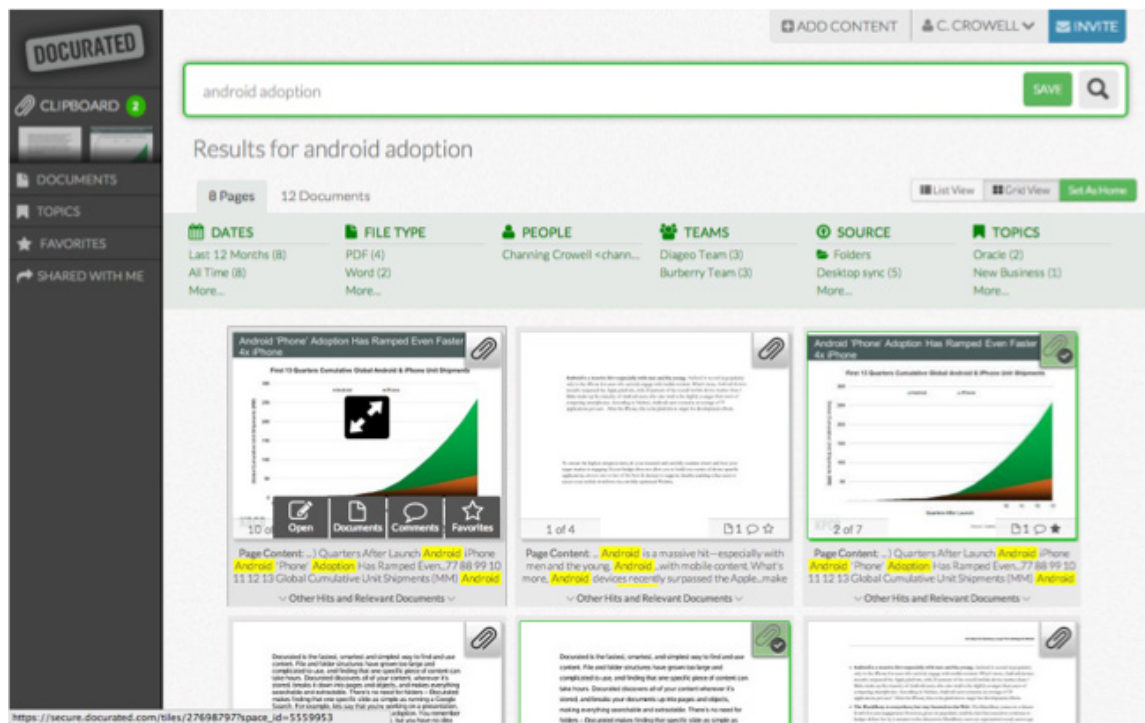


Image 1: Easy access to the right content can save sales reps a lot of time.

Bridging the Gaps Between Silos

One of the primary causes of content mismanagement which sales leaders must tackle is the **development of silos**. Content is now being stored in a number of repositories across the enterprise. While cloud storage services such as Dropbox, Box, and Google Drive provide many benefits including document version control and real-time collaboration, **the cloud is yet another location sales reps must search through in order to find relevant content.**

Other content repositories include shared drives, local storage, Microsoft SharePoint, company wikis, and even email inboxes. Documented research has shown that **68% of organizations have 5 or more storage repositories**. Silos are continuing to develop in spite of attempts to simplify IT infrastructure. Cloud services have made content creation easier than ever before. Hundreds of thousands of documents are being added to these repositories each year. Indeed, a SanDisk statistic confirms this trend with research showing that **the volume of business data is doubling every 1.2 years.**

Traditional measures of taxonomy including naming conventions and manual tagging are limited when it comes to dealing with such large amounts of data. Manual work that reduces selling time will immediately be resented by sales teams. To eliminate the content management issues that hamper sales productivity, the sales leader must look towards new and emerging technologies specifically designed to combat the relatively modern content management problems.

Tips and Tools to Help Keep Content Organized

The need for this technology is so glaring that 62% of IT executives surveyed in a recent Docurated survey cited content management as a key investment area in 2014. These technologies, when implemented carefully, can quickly eradicate content management inefficiencies and bridge the gap to sales effectiveness at your company.

When implementing sales enablement technology there are a number of best practices to adhere to.

1. **Assess the state of content management at your company.** Identify the weaknesses in your current content management processes. Give sales a voice to uncover the precise content management weaknesses that hamper sales effectiveness.
2. **Invest in sales enablement technology that makes instant content retrieval a reality.** The speed with which business is conducted at today means sales rep time has become increasingly valuable. Reps must be able to instantly retrieve the targeted content that marketing develops as buyer needs arise.
3. **Prioritize next generation search functionality.** The sheer volume of content companies create means traditional search methods that retrieve content by file name are no longer sufficient. It is not realistic to expect sales reps to remember the name of each file that contains relevant content. Leverage solutions that provide next generation search capabilities that allow teams to perform page-based searches to instantly surface the most relevant paragraph, slide, image, or chart.
4. **Create a single knowledge reservoir of sales content.** Dismiss the popular notion of a single centralized content repository that requires tiresome manual uploading and embrace solutions that integrate with your existing infrastructure to provide reps with a single access point to all content.
5. **Measure the ROI of your content.** Close the marketing sales feedback loop with solutions that provide robust metrics around the best and most relevant content.
6. **Pilot your chosen solution.** The pilot phase is perhaps the most important step in the implementation process. Sales enablement leaders should identify key pilot users,

stage roll-out, measure utilization and impact, instigate a use it or lose it policy, and make white glove service a non-negotiable requirement.

7. **Initiate roll out.** Roll out the successfully piloted content management solution and set up regular follow up meetings to accurately track progress.

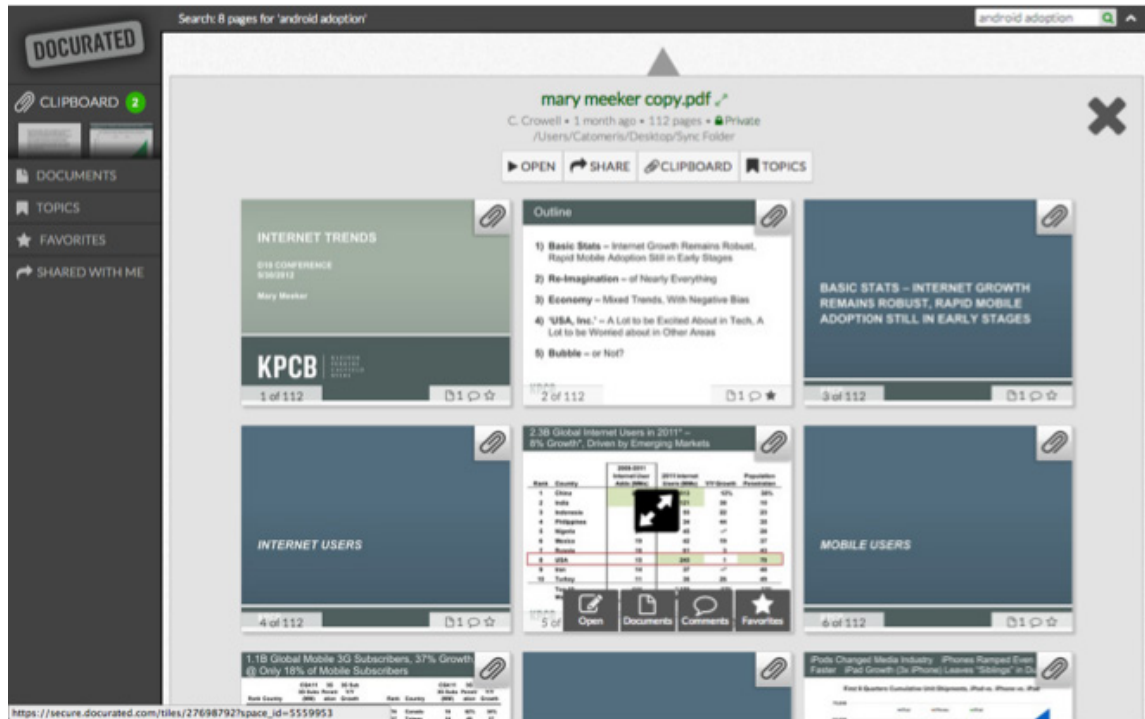


Image 2: Instant access to content is a pre-condition for effectiveness and efficiency.

Instant access to the best and most relevant content is now a precondition to sales efficiency and effectiveness. The content retrieval issues brought about by the rapid increase in content production are a relatively modern business problem that require a modern solution. New technologies have emerged that can address these content management inefficiencies. It is the responsibility of the sales enablement leader to select, introduce, implement, and oversee the adoption of technology that improves the efficiency and effectiveness of the sales organization.

Conclusion

Why is sales enablement the rocket fuel for scaling sales teams? Hopefully this eBook gave you a clearer understanding of this concept, and a useful frame for fueling the growth of your own team.

All sales managers want to help their reps do their jobs as efficiently and effectively as possible, but most sales teams don't know the best practices for doing this. In recent years, sales enablement has attempted to answer this question. But the truth is that most sales teams don't truly understand the ins and outs of sales enablement.

This eBook aims to provide an introduction to, and blueprint for, proper sales enablement. To do that, it broke sales enablement into 3 broad categories:

- Marketing Operations
- Sales Analytics
- Content Management

Together, these 3 pillars form the foundation of an effective, efficient sales team that is set up to scale rapidly. It's important to remember that sales enablement is an ongoing (and constantly evolving) process, but creating the proper foundation in your own organization is the best way to create a culture defined by efficiency and collaboration.

About InsightSquared and Docurated

Docurated

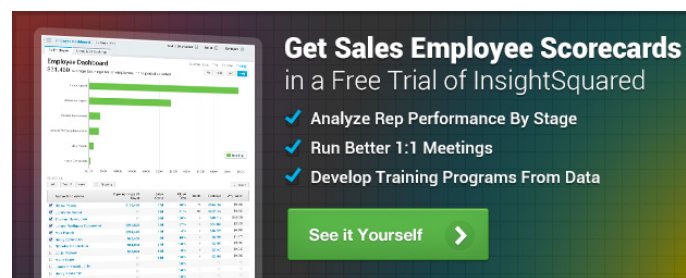
Docurated is a connectivity layer between enterprise users and their content, providing sales, marketing, IT and anyone that has ever had to work with documents, a way to find that exact chart or slide in seconds. Docurated works with your existing content stores and uses machine learning to enable your team to find and re-use the most effective content with no manual tagging or uploading. Docurated has been adopted by leading organizations like Del Monte Foods, Netflix, Rocketfuel, DigitasLBi, Havas, The Weather Company, and many others.



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