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Increasing Marketing's Relevance in the Sales Ecosystem: Lessons from High-Performing Organizations

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Top Business Challenges for Sales

SiriusPerspective: Many sales challenges can be addressed through portfolio marketing's enablement of sales through knowledge transfer.

Inability to connect offerings to buyer needs and challenges

72%

Inability to differentiate offerings from competition or status quo

69%

General knowledge gap (e.g. deficiencies in knowledge of customers, industry, solutions, products)

67%

Source: SiriusDecisions Command Center™

An Opportunity for Marketing

SiriusPerspective: Many of these challenges can be addressed through portfolio marketing's enablement of sales through knowledge transfer.

Inability to connect offerings to buyer needs and challenges

Inability to differentiate offerings from competition or status quo

General knowledge gap (e.g. customer, industry, solutions, product knowledge deficiencies)

Portfolio marketing has the knowledge required about buyers, offerings, competition, and the market

Source: SiriusDecisions Command Center™

The Answer: Sales Knowledge Transfer

Defined:

Giving sales the knowledge about markets, buyers, provider company, offerings and competition in order to help them meet their goals.



Best-in-Class Sales Knowledge Transfer

2x

High-performing organizations are twice as likely to view sales training as a high priority and primary activity for portfolio marketers.



SiriusPerspective:

Best-in-class organizations have portfolio marketers own the transfer of sales knowledge for markets, buyers, provider company, offerings and competition.

Sales Knowledge Transfer Best Practices

Starts With Alignment

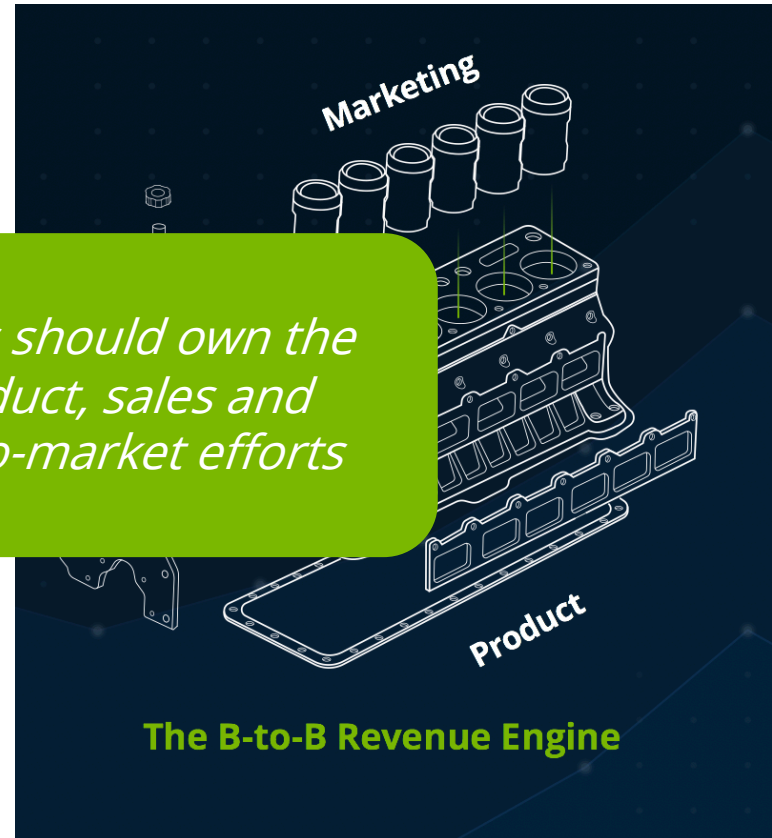


**Show Impact Through
Measurement**

High Performance Defined

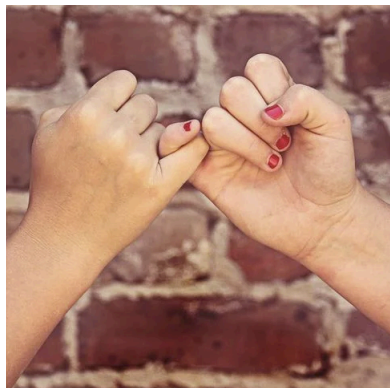
- A high-performing discipline or team performs better and more efficiently within the b-to-b revenue engine.
- Marketing, sales and product organizations must be aligned and functional on their own and together to align to make the revenue engine and outperform the competition.

Portfolio marketers should own the alignment of product, sales and marketing for go-to-market efforts



Alignment — Programs Best Practice

SiriusPerspective: Piloting programs with select sales teams will uncover obstacles that can be addressed before a larger sales force rollout.



Identify first-line sales managers



Run the pilot for at least one quarter



Leverage champions formally and informally

Alignment — Segment Your Seller Personas

First-Line Sales Managers

Coach, Gatekeeper, Champion



Strategic Accounts

Customized, High-Touch, One-to-One



Sales Engineers

Demo, High-Touch, One-to-One



Field Sales

Customized, High-Touch, One-to-Many



Inside Sales

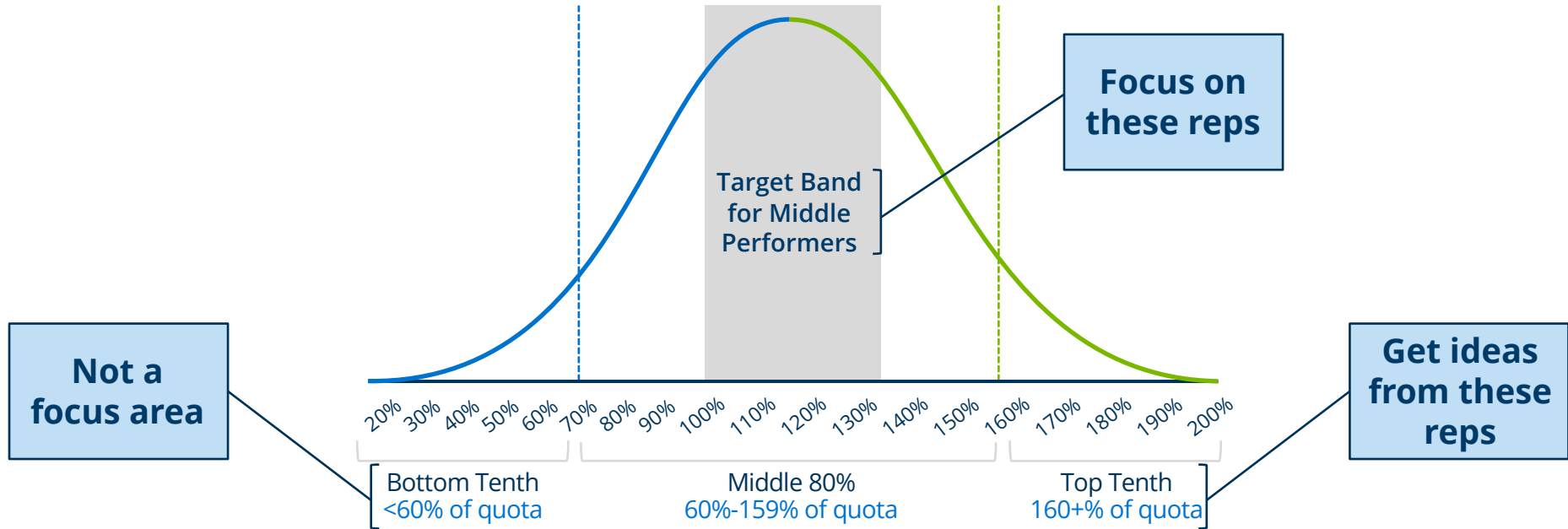
Modular, Hybrid, One-to-Many

Channel

Standardized, High Content, Broadcast

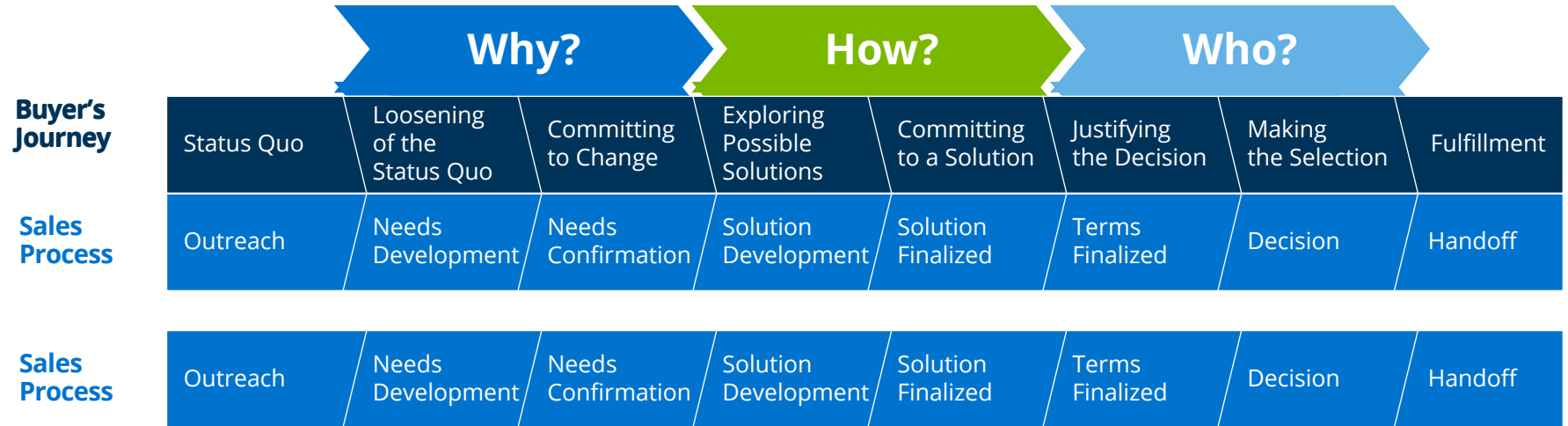
Sales Personas Best Practices

SiriusPerspective: Develop sales personas based on middle performers to make the highest impact on overall sales performance.



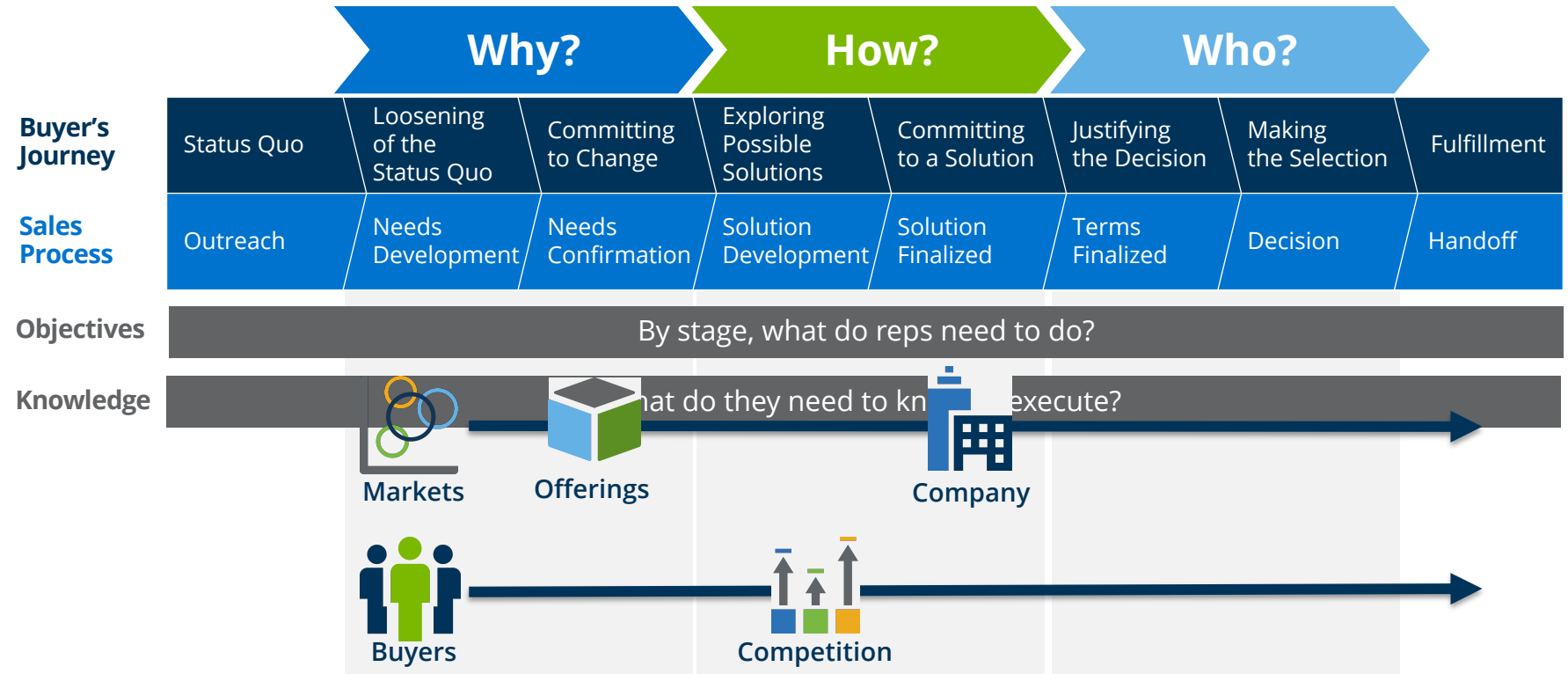
Alignment: Map Knowledge Requirements for Each Personas

Sirius Perspective: Insights about markets, buyers, the organization and its offerings, and competition are critical to helping sales take an audience-centric approach to selling.







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SiriusPerspective: Insights about markets, buyers, the organization and its offerings, and competition are critical to helping sales take an audience-centric approach to selling.



Measurement: Linking Actions to Goals

SiriusPerspective: The first step toward aligned measurement requires distinguishing between what is done and the results produced.

	Class	Measure	Description
	Impact	Revenue	Effects against business goals
	Output	Number of reps trained	Direct results of actions
	Activity	Messaging and content created	Counts of actions taken
	Readiness	Sales personas developed	Preparedness to perform

Sales Knowledge Transfer Sample Program Metrics

Readiness

- Audience framework created for sales roles
- Number of sales personas developed
- Number of knowledge components identified
- Program scoped for resources required, timing and delivery

Activity

- Sales messaging and content created
- Content loaded to sales asset management system
- Presentation materials created for SKO

Output

- Kick-off completed
- Follow-up email and video deployed
- Number of assets downloaded
- Number of reps certified
- Seller feedback on assets and activities

Impact

- SAL-to-close ratio
- Average sales cycle (program vs. average)
- Win rates (program vs. average)
- Average Deal Size (program vs. average)

Audience insights

Asset creation and program planning

Evaluate and optimize program

Focus on Output and Impact to Create Relevance

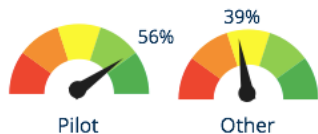
SiriusPerspective: Create an executive-level dashboard for top-down reinforcement of programs among the sales force, along with a functional version for bottom-up improvements of programs.

Sales Leader Dashboard

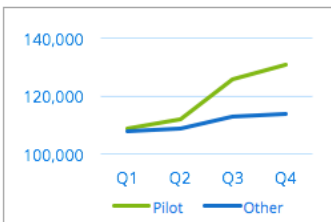
Average Sales Cycle YTD (Days)



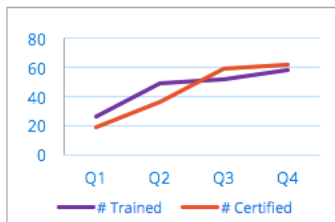
Win Rates



Average Deal Size (\$)

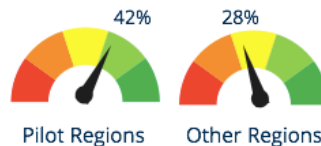


Training and Certifications

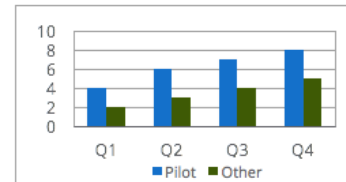


Portfolio Marketing Dashboard

SAL-to-Close Ratio



Number of First Meetings Per Rep



Top 5 Sales Tool Downloads

Building a Business Case	137
Delivering Business Insights	128
Articulating Value	99
Aligning to Challenges	94
Differentiating Against Do Nothing	89

Top 5 Sales Tool Ratings

Building a Business Case	4.9
Delivering Business Insights	4.7
Differentiating Against In-House	4.5
Aligning to Challenges	4.5
Articulating Value	4.2



Alignment

Creates empathy, teamwork and understanding



Measurement

Enables continuous improvement and builds credibility

Action Items


- **Next Week**
 - Choose your friends on the sales team
 - Select a pilot program
- **Next Month**
 - Develop sales personas
 - Define knowledge requirements informed by the buyer's journey
- **Next Quarter**
 - Work with the sales enablement team to incorporate new content and training
 - Start measuring pilot, plan for expansion

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SALES IMPACT SUMMIT

B2B MARKETING
EXCHANGE

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