PROLIFIQ®

A Marketer's Guide to Sales Enablement

Making the Most Out of Every Interaction

Table of Contents

Introduction 3

Sales Enablement Best Practices 5

Content 15

Data and Metrics 20

Launching Your Strategy 25

Conclusion 29

Introduction

The sales and marketing rift may be an old cliché, but it's still a reality. Although the two departments mean well, sometimes they fail to communicate effectively with each other. What's more, they don't have vision or insight into each other's work or pipeline. And they typically aren't aligned on processes, technology, and goals.

It's time to put this division to rest. Now, more than ever, the two departments are working toward the same goals. In fact, we've received customer feedback that up to 20 hours a week of marketing hours are dedicated to helping sales. Thanks to the many benefits of collaboration, sales has become increasingly dependent on marketing. As companies transform and embrace the digital era, sales reps have evolved to implement more digital tactics, while face-to-face interactions remain a critical part of any strategy.

> **To keep up with the growing demands of all things digital, sales reps must provide suitable content to customers.**

As a marketing manager, your biggest priority is to ensure consistency and effectiveness of communication. To keep up with the growing demands of all things digital, sales reps must provide suitable content to customers. This means helping your company's sales reps achieve efficiency while bridging the gap between your sales and marketing efforts.

Sales enablement aligns marketing and sales teams and empowers reps to reach customers with relevant information.

Sales enablement is the process of providing your organization's sales team with information, content, and tools to help reps sell more effectively. It provides salespeople with what they need to successfully engage customers throughout the buying process. When implemented properly, sales enablement benefits both your buyers and your sales teams.

In fact, companies with the best sales enablement practices average a 13.7 percent annual increase in deal size or contract value. Want to learn more? Read on to see what's involved in successful sales enablement—and how to effectively implement it at your organization.

Build the Case for Sales Enablement

Sales enablement is a joint effort between marketing and sales—but often, marketing must lead the charge. It's up to you to define the objectives for your program and build the case for sales enablement.

At a high level, your goals should center on helping sales reps sell more effectively. However, it takes more to convince an executive leadership team of the value. Below is a four-step plan to help build your case.

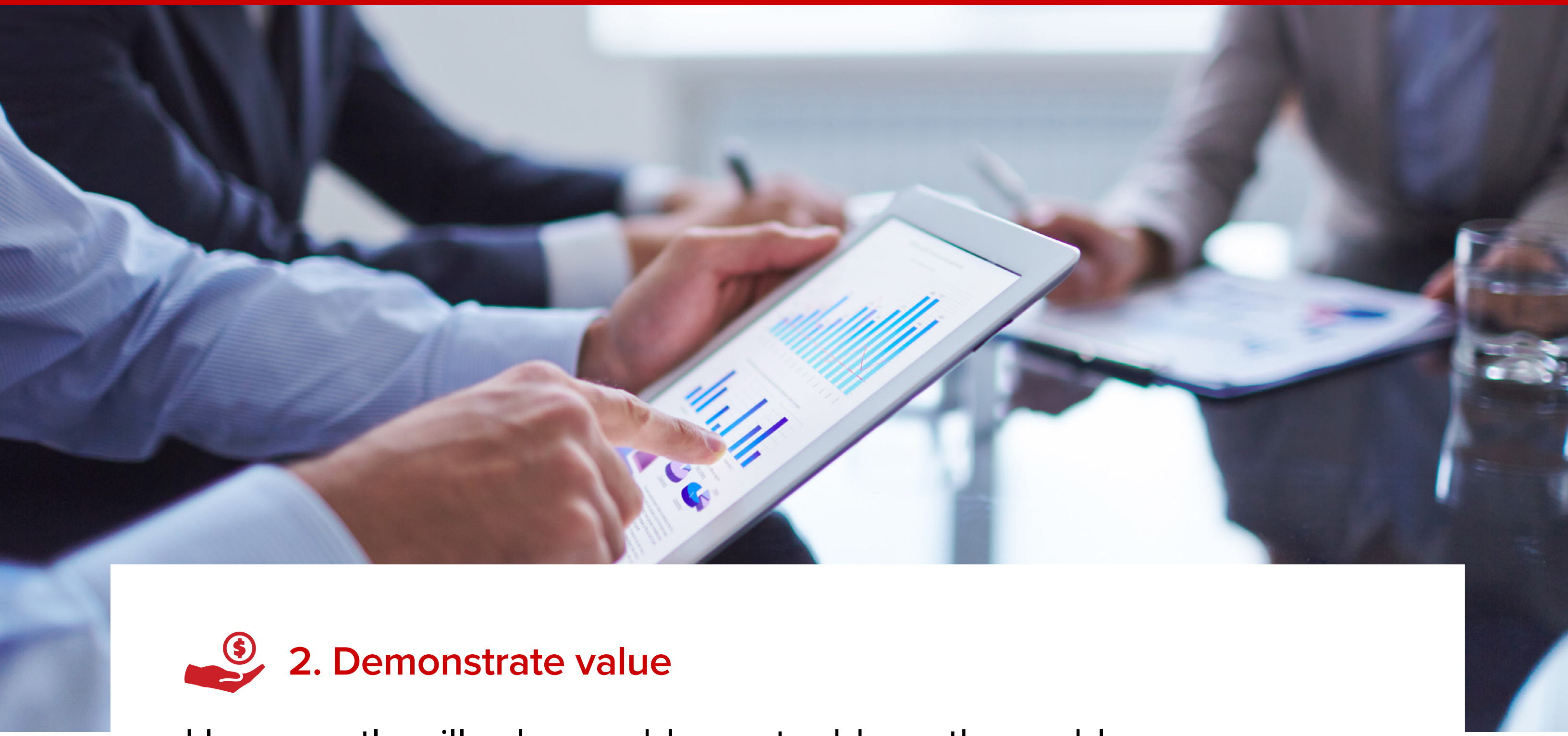
1. Do your research

What internal pain points are you aiming to improve? Common challenges may include onboarding times, sales productivity, understanding why deals don't close, unused marketing content, and limited insight into sales content effectiveness.

Consider the decision makers you need to convince:

- What are their challenges?
- How does sales enablement benefit your entire organization?

Internal interviews can help outline organizational and individual roadblocks. By surveying decision makers, you will uncover unique challenges pertaining to the sales process—and begin understanding how sales enablement can benefit your organization.



2. Demonstrate value

How exactly will sales enablement address the problems discovered above? Outline how each department can leverage sales enablement tools and technology.

It's important to outline not only revenue impact, but also intangible benefits such as increased productivity, collaboration, and alignment.

3. Address concerns

There are questions that will inevitably arise during this process that you should anticipate and prepare answers for. Some examples include:

- Will the return on investment (ROI) justify the cost?
- Will sales reps use the tool?
- Will it take time away from established sales and marketing efforts?

If you know what questions to expect and take the time to answer them in advance, it will ensure you have a solid program planned. Provide success stories and research to back up your responses with information that shows the value of enablement. The sooner these questions are answered, the sooner you will be able to proceed.

4. Define success

Decide how you will accurately measure sales enablement success. Consider the following:

- What are expected outcomes?
- How will you deliver on your promises?
- What performance measures and metrics will you leverage?
- How will the tools fit into your organization's established framework and processes?

Outline and align sales and marketing team goals for everyone to work toward. Have a plan for how metrics will be used to continue to improve your efforts.

> **Provide success stories and research to back up your responses with information that shows the value of enablement.**

Gain Support

Once you've done your research and outlined the value of sales enablement, it's time to gain internal support by establishing stakeholders across all departments.

Ask yourself the following questions:

- Who will help champion the tools?
- Is there an executive who will sponsor the initiatives?
- Who may be a obstacle?

The more initial support you receive, the stronger your case. And though this may seem like a no-brainer, getting your individual sales reps on board is equally important. After all, they're the ones using the tools.

Today, team-based selling is required to ensure account and customer needs are met. Thus, sales enablement impacts everyone across your organization: marketing, field reps, IT, regulatory, finance, and so forth.

Working directly with IT to gain its support during this stage is especially important. From deploying mobile applications to understanding device and operating systems in the field, IT is involved at nearly every level of the deployment process. Gaining its support from the outset can help with vendor selection and app implementation.

In addition to gaining support, it's important to know who may be obstacles to your plan so you can address their objections and help them adopt a neutral or positive outlook on the initiative. Although dealing with opposition requires extra effort on your behalf, it reveals underlying concerns to develop a stronger solution.

Establish a Focus Group for Implementation

Once you outline stakeholders, create a formalized focus group to move forward. Generally speaking, a focus group is composed of six to 10 people who follow a schedule of meetings and participate in open discussion to achieve a common goal. Your focus group must be large enough to generate results, but should be limited to influencers and decision makers.

Everyone should be on the same page about implementation and what is going on; a focus group can help make this process more seamless. Vendor selection centers more around analysis and technology selection. By setting goals and working together with multiple unique insights, you can ensure that the focus group will uncover the best solution for your needs.

Select the Right Technology

Most modern medtech sales and marketing teams already have a customer relationship management (CRM) system, such as Salesforce, that houses data, closed-win cycles, and customer touch points. These systems manage and analyze customer interactions to improve business relationships with customers.

However, these systems are underutilized or have gaps around coordinating teams and getting the most out of their CRM. That's where sales enablement tools come in to play. Sales enablement works to unlock the value of your CRM by providing strategic insights. And if the tool is native to Salesforce, there are apps available to plug in directly with your data so everything works together quickly and seamlessly.

Ultimately, the overarching goal of your initial focus group is to select the right tools. To do so, you must first ensure the tools work with your CRM. There are countless options, so smart investment is the key to success. Be sure to select industry-specific technology that makes the most of your existing CRM.

To help, here are several industry reports that can provide insight during the selection process:

- Gartner: Market Guide for Digital Content Management of Sales
- Forrester: Vendor Landscape: Sales Enablement Automation
- Sirius Decisions: Sales Asset Management 2016

Determine Resources

Technology alone won't ensure sales enablement success. You need ongoing internal resources to see the impact. Consider your company's current roles and identify how sales enablement fits across each department.

It's possible to restructure individual roles and responsibilities to integrate sales enablement across current resources. However, you may want to consider hiring a dedicated sales enablement employee who can own own and champion the initiative. Not only would this employee's duties include content creation and management, sales training, and new employee onboarding, but this person also could serve as a liaison between sales and marketing.

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Making the Final Pitch

Establishing a sales enablement charter is the final step in building your case. This charter clearly and concisely outlines all objectives and goals of sales enablement for your organization. It defines the mission, vision, and overarching purpose of sales enablement—including target audiences and intended results. Finally, it outlines strategy and how this initiative fits into already established processes.

In other words, this executive summary is your roadmap to success and the cornerstone of your presentation. As you condense all of your strategy and information into a single document, keep in mind that stakeholders are busy. Presenting your case in a concise way will yield results.

Gaining executive buy-in requires proving the return on investment (ROI) of sales enablement. You must explicitly outline where tools will save you money and time—and how you can allocate resources to budget for the technology.

Outlining pain points and the potential time saved between sales and marketing can help build your case. For example, many organizations require a marketing resource to spend 20 hours a week managing sales's requests for content. That equals a half FTE (full-time employee). Your presentation should identify issues and solutions. Be sure to include direct quotes and surveys from both reps and customers that speak directly to misalignment.

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Perform a Content Audit

It's estimated that between 60 and 70 percent of all content produced by B2B marketing teams ends up unused. Content serves many purposes. However, at the end of the day, if your customers aren't engaging with your content, it isn't accomplishing those purposes.

To ensure your content is relevant, it's essential to evaluate your current marketing material. Auditing your inventory reveals the effectiveness of your current content and uncovers any gaps in your processes. It can also provide insight into your current organizational structure.

To start, pull an inventory of your existing content. Below is an example of a content audit template:

Content Audit Template

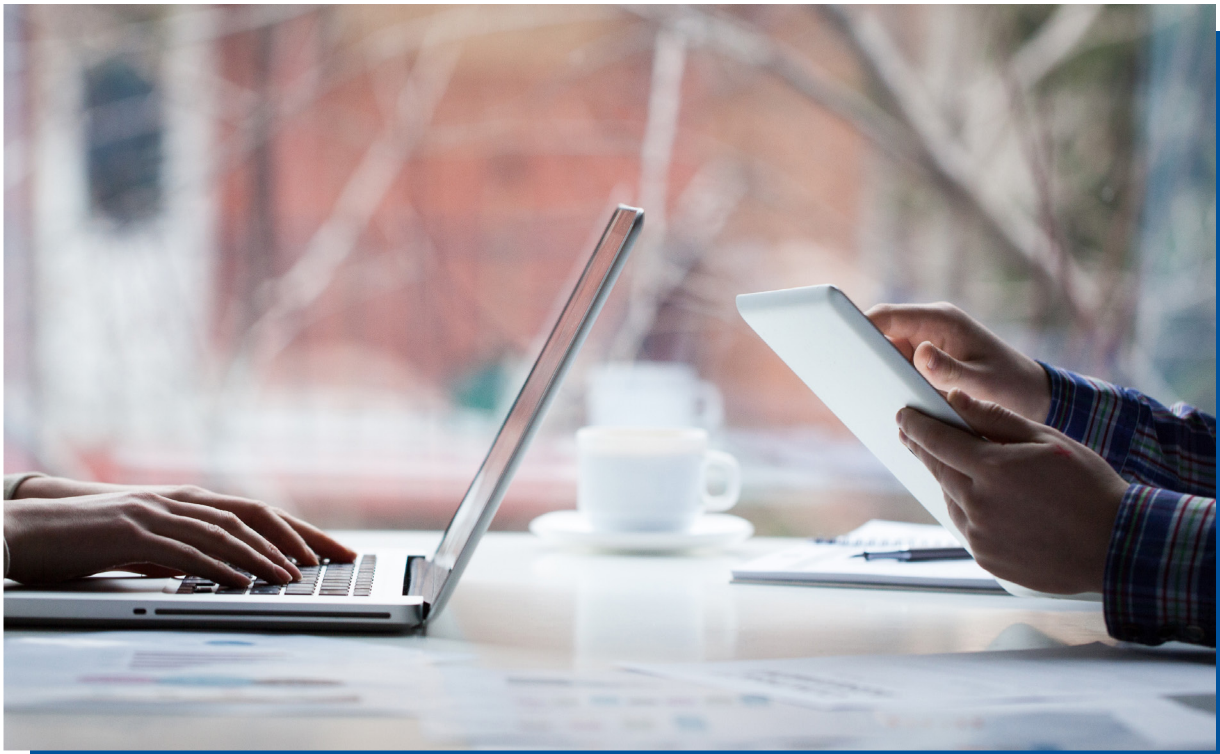
ID #	Title/ Description	Content Type	Format	Owner/ Creator	Creation Date	Application	Audience/ Persona	Source File Location	Staus/Action	Metrics
Unique ID	*Brief name or description of the asset*	*Identify the content type (case studies, competitive, clinical)*	*Format of the asset (.pdf, .ppt, HTML5)*	*Name of the primary content owner/author*	*Date the asset was created or last updated*	*What is this content used for?*	*Who is this content for?*	*Current repository for master asset*	*Action (if any) needed to make the asset ready or use*	*Metrics (if any) associated with performance*
1234	Basic Steps to Field-Driven content	Reprint	.pdf	J. Brooks	28-Mar-16	Background information for creating content	Marketing Team	URL to Sharepoint - Whitepaper Folder	Develop introduction message	200 downloads

Content Audit Template

Don’t just clone your intranet; take the time to actually analyze your content. During this audit, answer the following questions about your marketing materials:

- Are they up to date?
- Are they mobile-friendly?
- Are they organized?
- Are they accessible?
- Are you able to track usage?

Answering these questions can help you evaluate the effectiveness of your current content—and identify any improvements that should be made.



Connect Content to the Buyer’s Journey

Sales relies on your marketing team’s content. And not just any content: relevant, up-to-date content that resonates with customers and drives sales results. Your audit should also ensure that your content is connected to the buyer’s journey.

As you develop digital communications, ensure that content is usable for the customers and reps consuming it. Content must be strategically designed around targeted prospects and cater to their self-guided buyer’s journey.

Your focus should be to solve customer pain points with useful content. Engage with your sales team at this stage. Sales interfaces with your end users, so it’s critical to involve the department at the beginning of this process.

- What content do customers ask for the most?
- How does sale refer to it?
- Where does sales find content?

Salespeople have the most insight into how your customers think, behave, and respond to marketing and sales materials. They can talk about their experiences and share what’s working and what’s not. By leveraging this insight, your content will resonate with your target audience.

Ensure Content Is Up to Date and Discoverable

Once you perform your initial audit, it's important to ensure content is up to date and discoverable. Sales reps access your content every day, often from a mobile device. They need content that's easily available both online and offline—so when they're in the field without internet access, they can still interface with customers.

In the past, marketing teams simply created content and placed it in a repository, and sales reps used it at their own discretion. Sifting through troves of folders to find content was not only inefficient, but it also created a misalignment: Sales was unable to find and use the most up-to-date marketing materials, and marketing didn't know if the content was even being used.

> "Establishing a sales enablement charter is the final step in building your case.

If your reps can't find something in five seconds or less, it's time to rethink your content organization. Optimizing content libraries with sales enablement technology helps ensure reps can search based on their preferred parameters—and leverage content to the best of their ability. These flexible systems utilize a flat file structure in which all content is search-optimized around the needs of your reps. Modern, mobile content libraries enable salespeople to access the content they need without navigating through multiple folders or systems.

By putting in the legwork and organizing your systems around how reps are searching for content, you set your sales team up for success.

Data and Metrics

Build a Measurable and Scalable Process

Ensuring that content is up-to-date is only the first step behind effective sales enablement. It's equally important to build a content development process that's measurable and scalable.

To ensure you're getting the most from your marketing materials, make sure your processes outline clear methods to track alignment. Build a communication strategy that provides insight into how content is being consumed—and ensure that tools back up these metrics.

By leveraging technology to track consumption, your team will know what's working and what isn't.

Sales enablement technology helps outline the following:

- What content is most popular with reps
- What content is most popular with customers
- What types of content perform best
- How and where content is consumed

Once you've started determining how your content is performing with reps and customers, a next step would be to see how it contributes to an actual sale.

Implement Effective Data Collection

Key performance indicators (KPIs) help teams pinpoint exactly what they need to focus on to guarantee organizational success. You're probably already tracking metrics in your CRM. Sales enablement technology should integrate with this data to provide you with a comprehensive overview of engagement and effectiveness. And if you've chosen a native Salesforce app, this will be a given.

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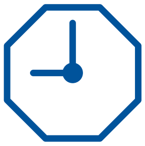
Below are some common sales enablement metrics to track:

Sales Rep Quota Attainment:

Reaching quotas is a primary sales goal; enablement programs should be designed to improve these rates.



Time to Quota:

Research shows that as much as 84 percent of sales training information is lost within 90 days; the quicker you ramp up reps, the better.

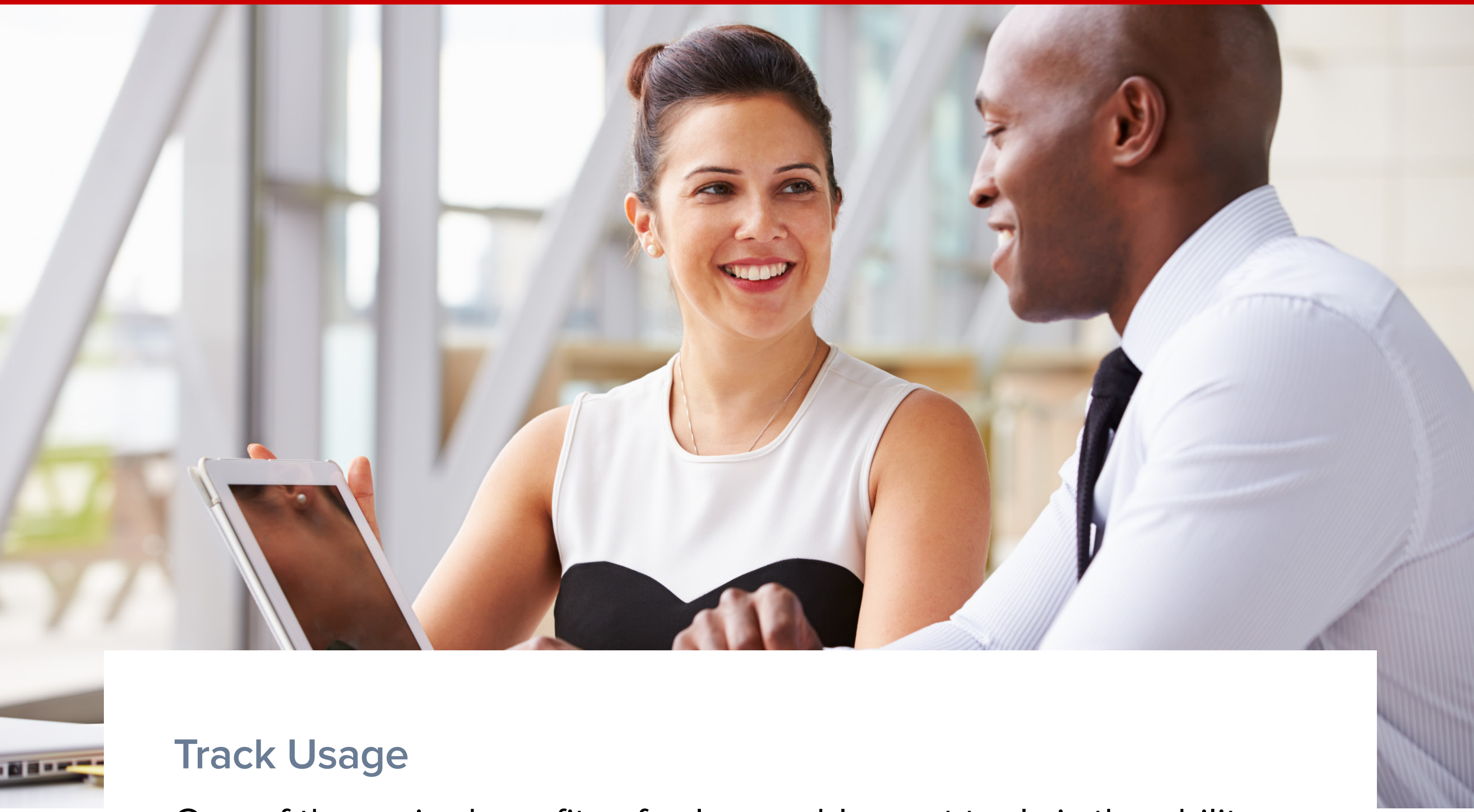
Conversion Rates in the Funnel:

Sales enablement should be designed to identify hot leads and enable reps to respond faster and deliver targeted messaging.

Time Spent on Selling:

Time spent searching for content limits interactions with prospects. Enablement should maximize interactions.

By implementing an effective data collection strategy, leaders can focus on improving sales enablement initiatives. By pinpointing, measuring, and tracking the correct KPIs, you can then see how these initiatives fuel the performance of individual reps and the organization as a whole.



Track Usage

One of the major benefits of sales enablement tools is the ability to track the usage of content at every stage of the sale. Usage tracking identifies which content is being used across your organization, which, in turn, eliminates unused content investments and ensures reps have read required safety protocols and other notices.

From the client side, usage tracking also determines customer engagement, including email activity, dwell time, demo time, and more. Again, this data can be leveraged to identify which types of content your reps are using to interact with customers. It also provides your team with crucial customer engagement metrics.

Optimize with Content Recommendations

Eventually, with enough data and activity to track using sales enablement technology, the next step is to begin recommending content to reps to align with different stages of the buyer's journey. But knowing what resonates with customers and when, these recommendations can help accelerate the sales process considerably.

Below are some questions that can help drive this process.

- Which content works with customers?
- Which content is moving deals forward?
- Which types of content do customers engage with at various stages?

Sales enablement tools help teams develop new content ideas—which is the point of improving sales and marketing alignment, right?

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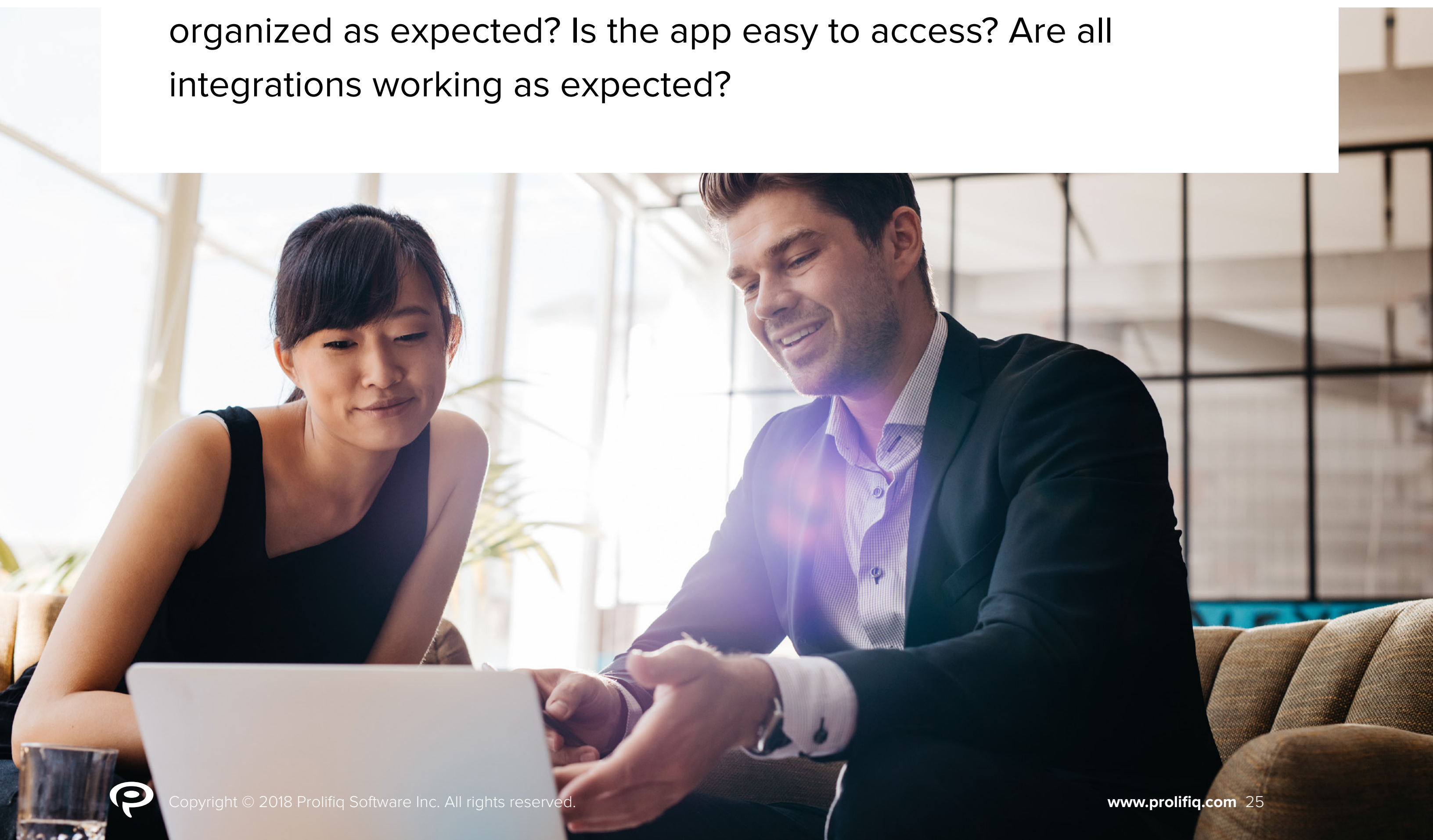
Launching Your Strategy

Launch in Stages

Now that you've gained buy-in, performed a content audit, and are aware of your goals and expectations, it's time to put your plans into action. The importance of a stakeholder focus group comes back into play at this stage. Because you've established stakeholders across all departments and developed subgroups to do the heavy lifting, implementation becomes a painless process.

Before you officially launch, however, undergo a soft launch. One of the major benefits of a soft launch is that it gives you time to train and prepare staff. Even if you aren't fully live and functional, a soft launch allows you to set up test accounts and experiment with processes to ensure things work as they should. Is content organized as expected? Is the app easy to access? Are all integrations working as expected?



Once you're ready to go, it's time to fully launch. This can certainly be done virtually, but it's recommended to do a full launch of your sales enablement technology face-to-face. This establishes a natural chain of feedback—one that will be utilized throughout deployment—and enables both marketing and sales to work together in real time. If a face-to-face launch is not feasible, make sure you provide virtual training in smaller groups. This allows for more feedback and Q&A from reps.

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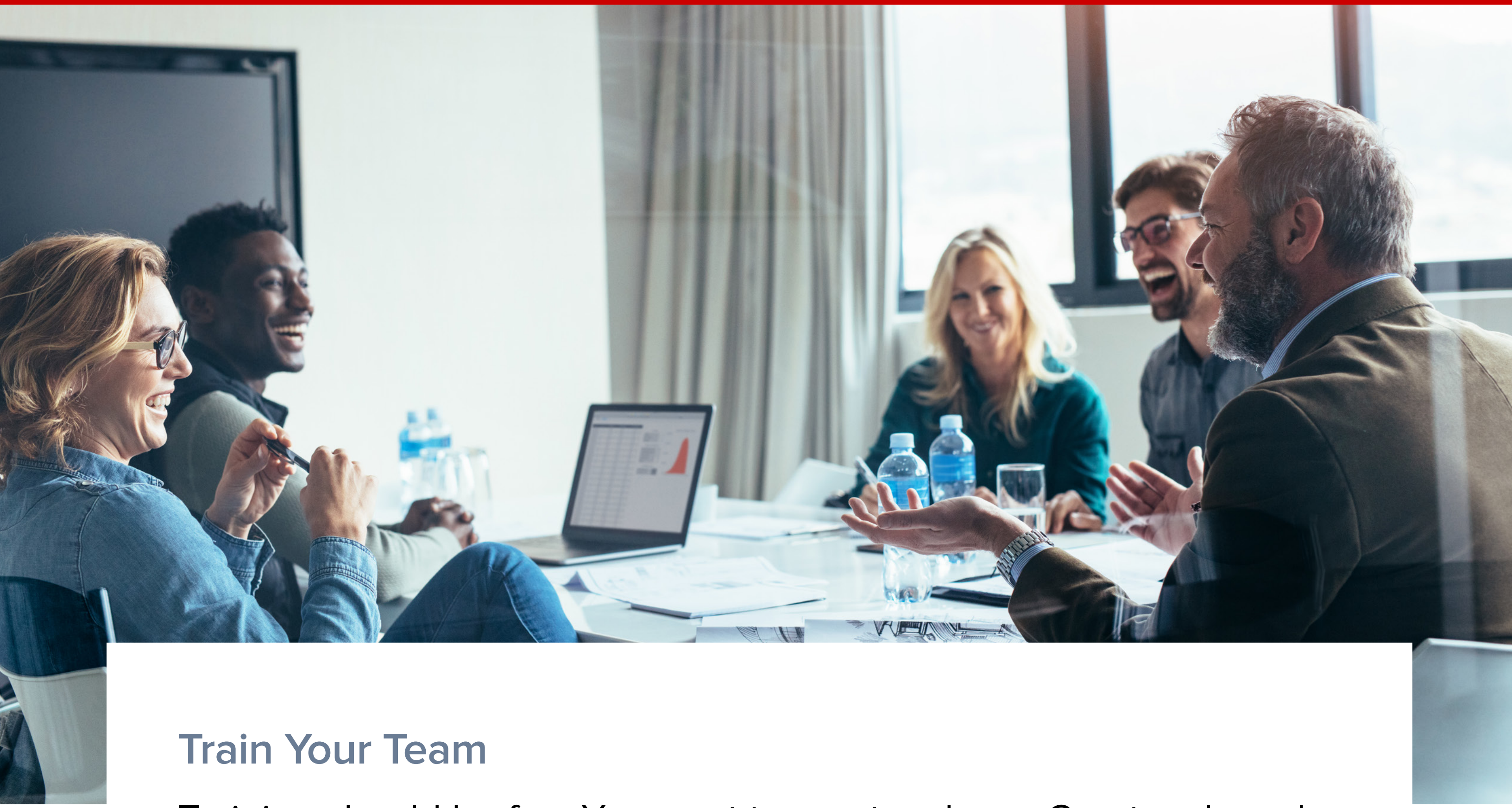
Work Closely with Your Technology Vendor

Just as working with your internal team to optimize your sales enablement strategy is important, working hand-in-hand with your technology vendor is equally essential. Remember, your vendor is your partner and can make or break your credibility with sales, depending on how your initiative transpires.

Some recommendations:

- Meet all project deadlines. Establish realistic deadlines before, during, and after the launch—and work hard to follow through.
- Document everything. If you're adding features or personalizing the user experience of the platform, be sure that you're aligned with the vendor and clear on the specifics.
- Keep an ongoing list of action items. Establish an open line of communication and meet with your vendor to discuss when necessary.

When in doubt, over-communicate with your vendor. Your vendor is your best friend during this process. Working closely with your vendor is the only way to ensure successful implementation.



Train Your Team

Training should be fun. You want to create a buzz. Create a launch video and teasers leading up to the launch if your budget permits. Quizzes are another way to keep your sales team engaged. Remember that the best engagement tools track usage, so you can ensure your team is up to date on all training modules and certifications.

Consider partnering with sales training and sales operations. Because they already have established processes and meetings, you can leverage their expertise to successfully train your team.

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Conclusion

A successful sales enablement initiative requires sales and marketing alignment. Working together, teams define metrics, processes, and objectives to create and use relevant content effectively. For many, however, sales enablement is an entirely new idea and initiative.

Sales enablement is more than just a technology—it requires long-term strategy and successful change management to maintain. Much like teams are adopting new approaches to meet the digitalization of the healthcare industry, sales enablement requires teams to constantly evolve and dedicate resources to maintain effectiveness.

Focus on closing deals — not tracking down content to share. Help sales and marketing teams consistently serve up the best customer experience by allowing teams to access the best content, where and when they need it. Hit the bullseye every time with Prolifiq ACE, a sales enablement management app native on Salesforce.

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888.314.7005 | www.prolifiq.com | ace@prolifiq.com