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Shift From Seller Enablement to Revenue Enablement



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Doug Bushée

Sr Director Analyst



Agenda

Changes in B2B buying

How revenue enablement is reducing complexity by:

- **Aligning revenue team roles and functions**
- **Unifying the revenue technology stack**
- **Gathering end-to-end revenue data and using AI to automate and simplify revenue-generating tasks**

A look at revenue enablement maturity levels

Polling Question 1 of 2

What is the size of your sales organization?

- A. 1 to 100
- B. 101 to 500
- C. 501 to 2000
- D. 2001 to 5000
- E. 5001+

How to participate in our polling

If you are in full screen mode – click Esc
The poll question is on the “Vote” tab.
Please click the box to make your selection.
Upon voting you will see the results.

Thank you!

Ask a question

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Q. Polling Question

(please choose 1 answer)

A. Answer

☐

B. Answer

☐

C. Answer

☐

D. Answer

☐

E. Answer

☐

Buyers Are Increasingly Comfortable Being Self-Reliant During the Buying Journey

Customers Prefer a Rep-Free Experience

Preference for a Rep-Free Experience by Generation

Percentage of B2B Buyers in a Rep-Involved Purchase

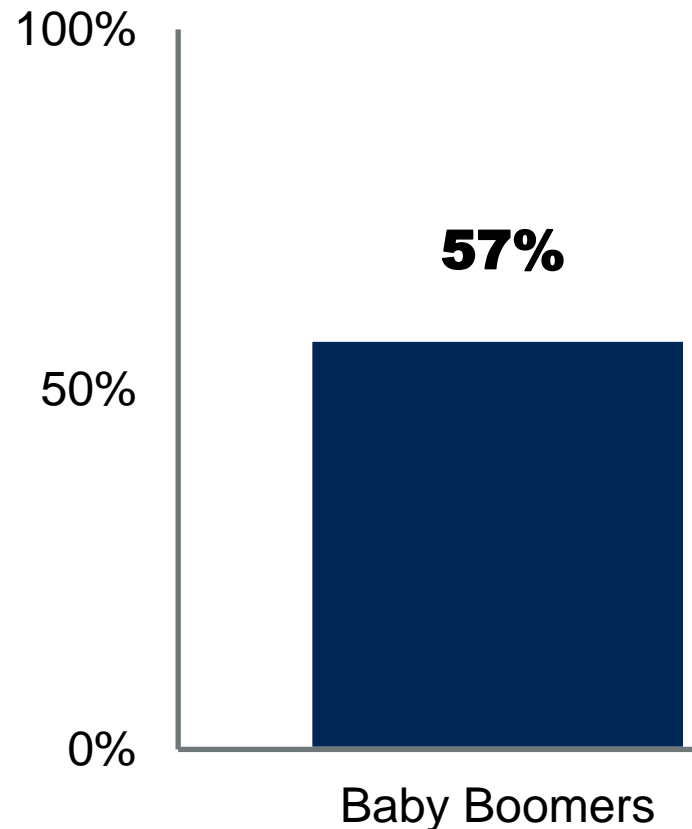


n = 285 B2B customers
Source: 2021 Gartner B2B Buyer Survey
Note: Calculations based on number of B2B buyers who involved a rep in their purchase, selected “Somewhat agree,” “Agree,” or “Strongly agree” in response to the statement “I prefer a rep-free sales experience” and completed a purchase of \$30,000 or more.

Customers Prefer a Rep-Free Experience

Preference for a Rep-Free Experience by Generation

Percentage of B2B Buyers in a Rep-Involved Purchase



n = 725 B2B customers

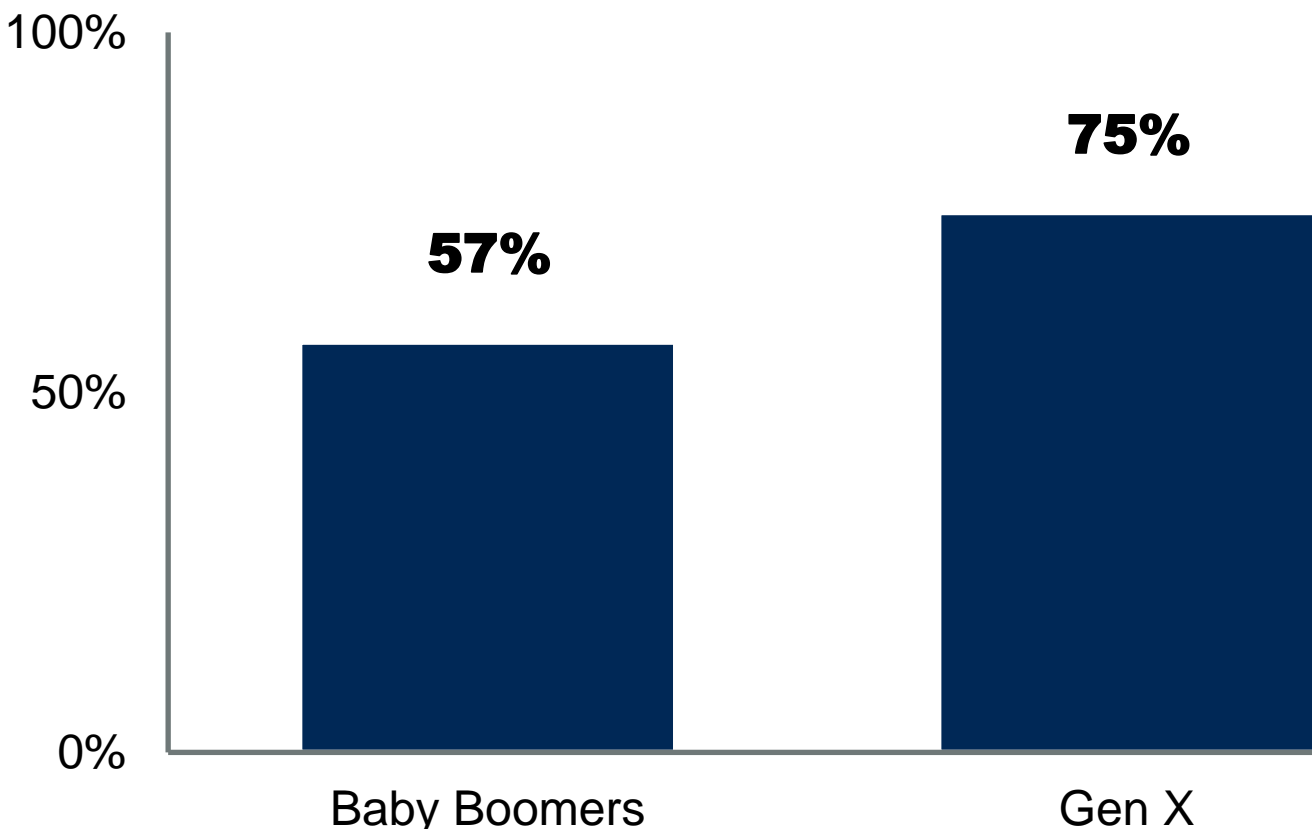
Source: 2021 Gartner B2B Buyer Survey

Note: Rep-free preference defined as selecting "Somewhat Agree," "Agree," or "Strongly agree" in response to the statement "I prefer a rep-free sales experience." Percentages should not be compared to 2020 Gartner Digital Buying Survey due to key differences in sampling.

Customers Prefer a Rep-Free Experience

Preference for a Rep-Free Experience by Generation

Percentage of B2B Buyers in a Rep-Involved Purchase

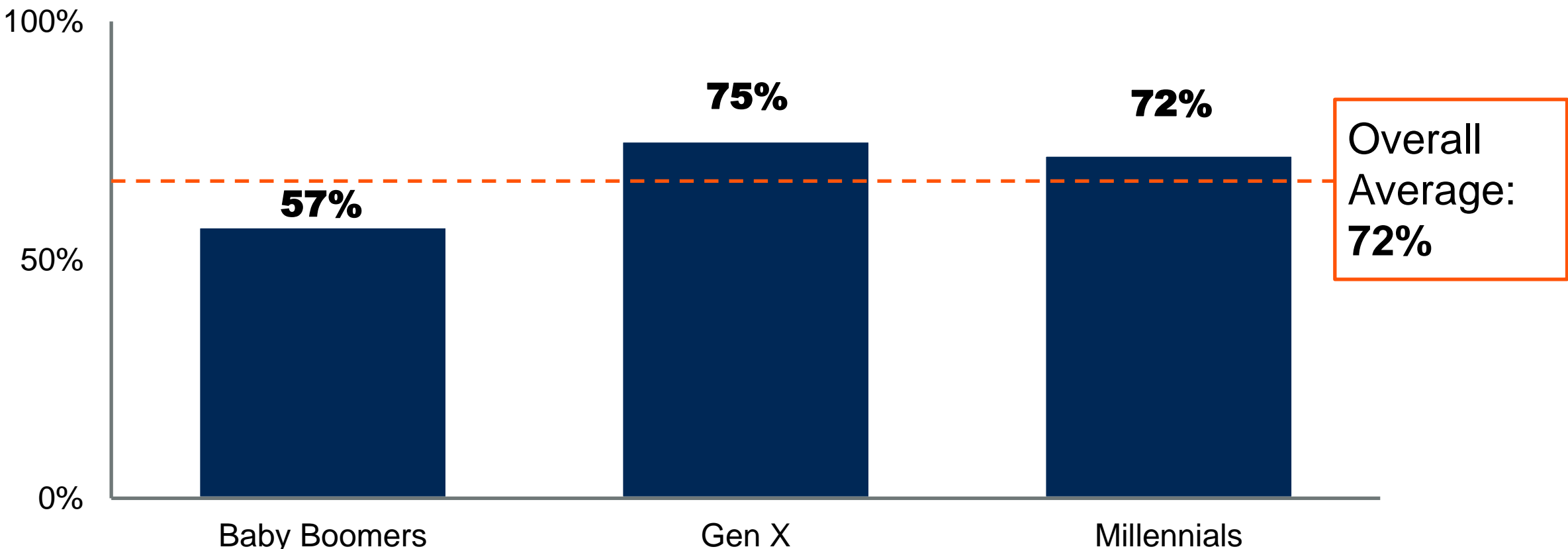


n = 725 B2B customers
Source: 2021 Gartner B2B Buyer Survey
Note: Rep-free preference defined as selecting “Somewhat Agree,” “Agree,” or “Strongly agree” in response to the statement “I prefer a rep-free sales experience.” Percentages should not be compared to 2020 Gartner Digital Buying Survey due to key differences in sampling.

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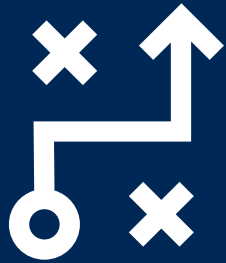
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Note: Rep-free preference defined as selecting “Somewhat Agree,” “Agree,” or “Strongly agree” in response to the statement “I prefer a rep-free sales experience.” Percentages should not be compared to 2020 Gartner Digital Buying Survey due to key differences in sampling.

In an Increasingly Revenue-Focused World, Sales Enablement Still Focuses on Sellers

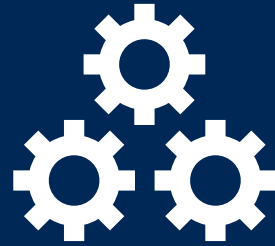
What Is Revenue Enablement?

Revenue enablement supports revenue teams and functions by bringing together content, training, coaching, technology and intelligence to drive better revenue outcomes.

Key Milestones on a Path to Revenue Enablement



**Align Roles
and Functions**



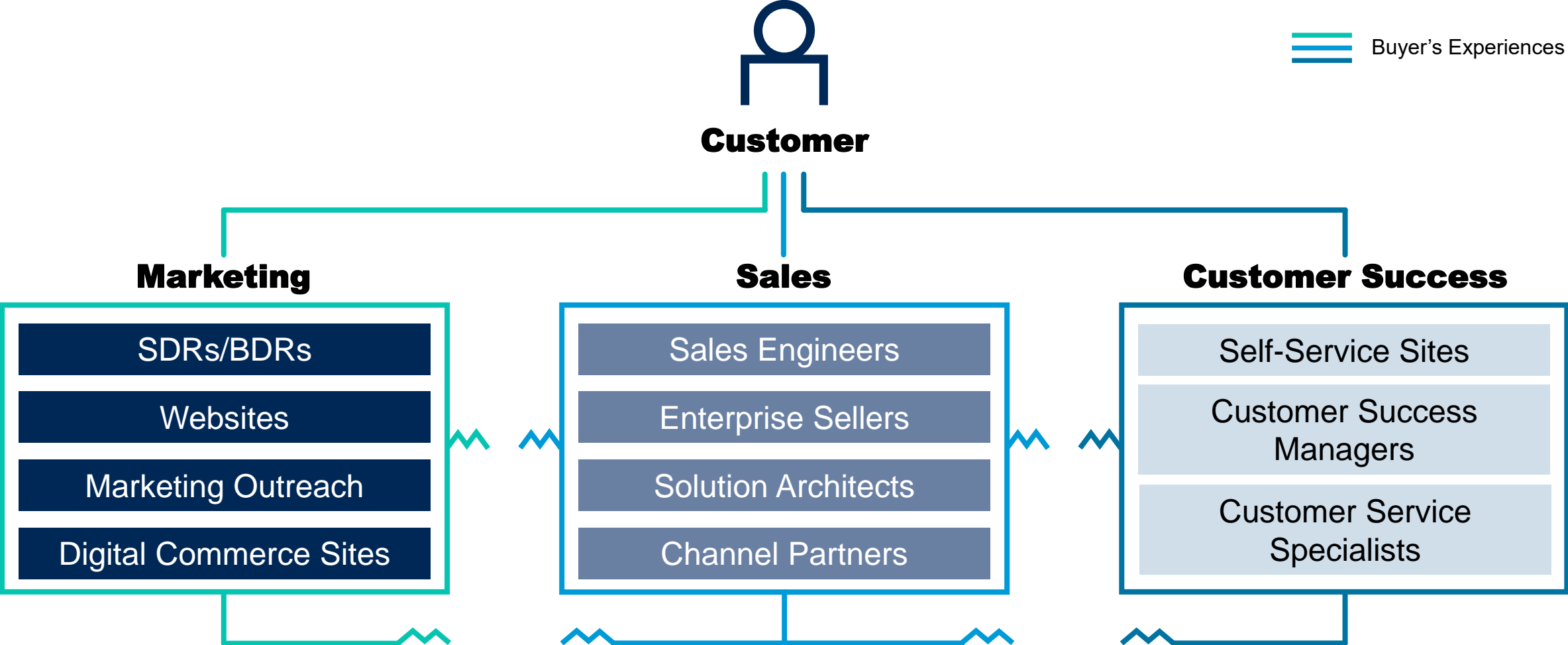
**Unify
Technology**



**Gather Data
and Deploy AI**

By 2026, B2B organizations unifying commercial strategies and leveraging multithreaded commercial engagements will realize revenue growth that outperforms their competition by 50%.

Customers Talk to More Than Just Your Sellers



Polling Question 2 of 2

How many individuals work in your sales enablement function?

- A. 0 (We don't have a sales enablement function)
- B. 1 to 10
- C. 11 to 25
- D. 26 to 50
- E. 51 +

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(please choose 1 answer)

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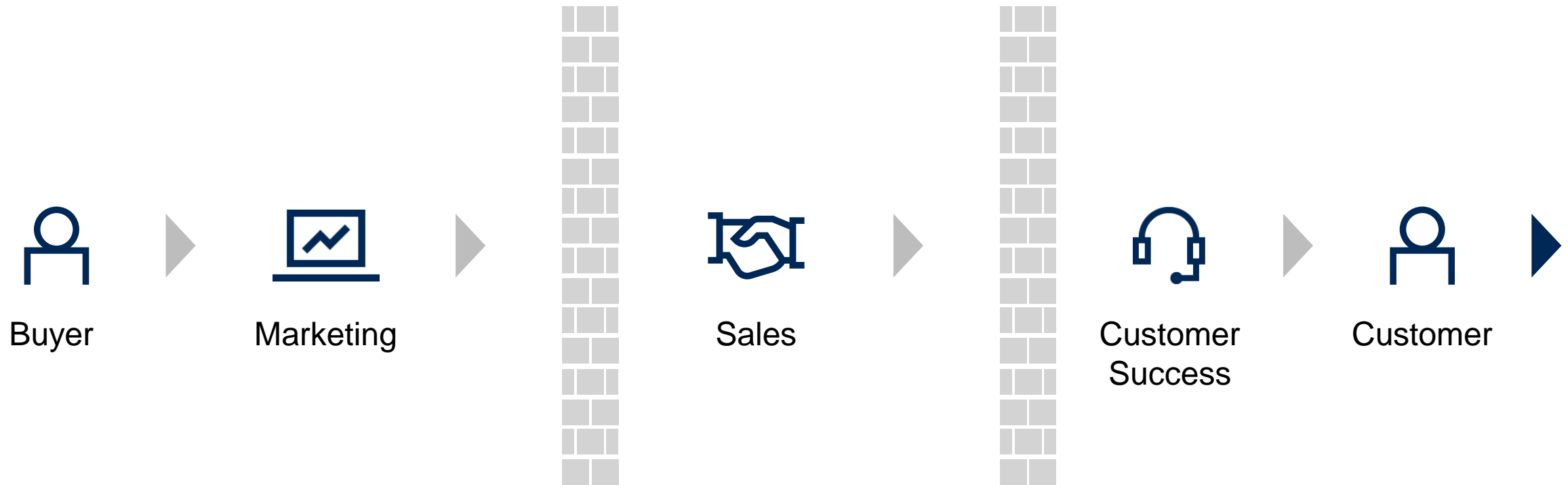
E. Answer

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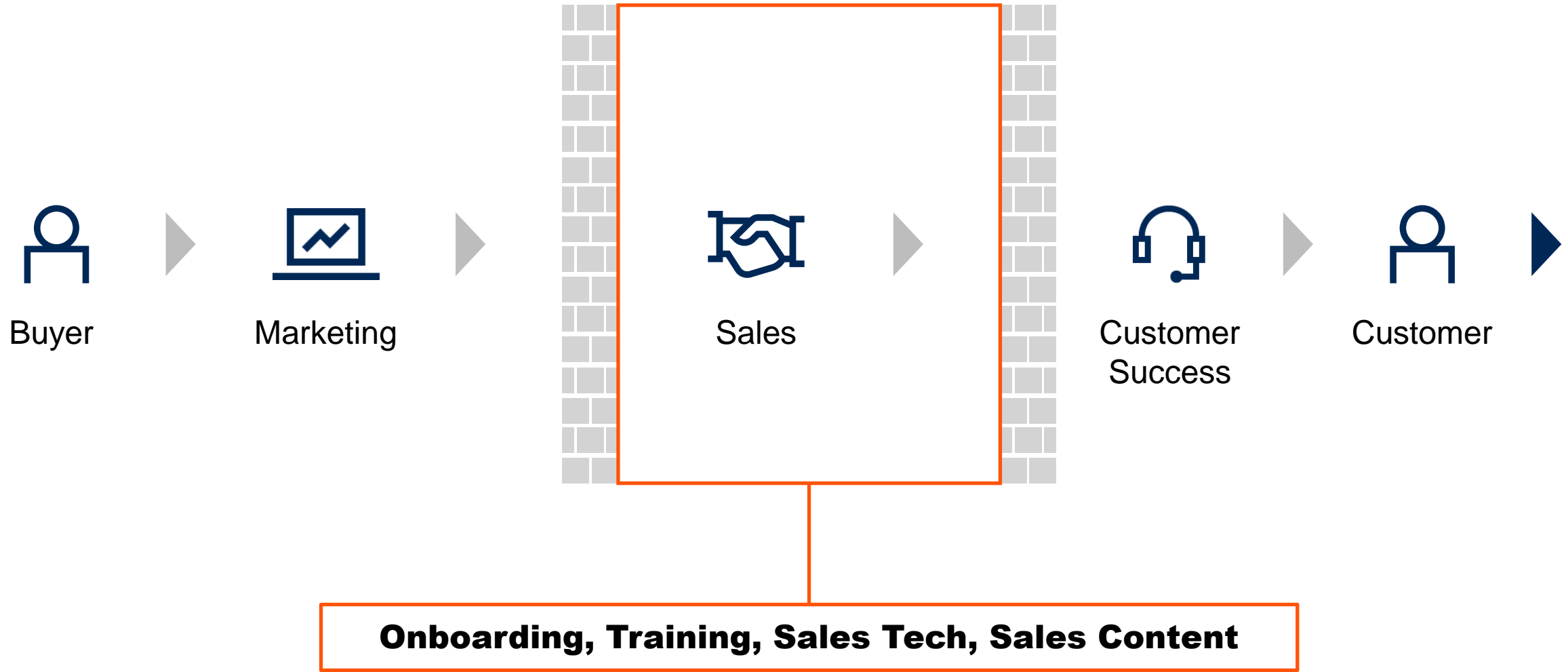


Align Roles and Functions

Silos Create Complexity and Barriers to Growth



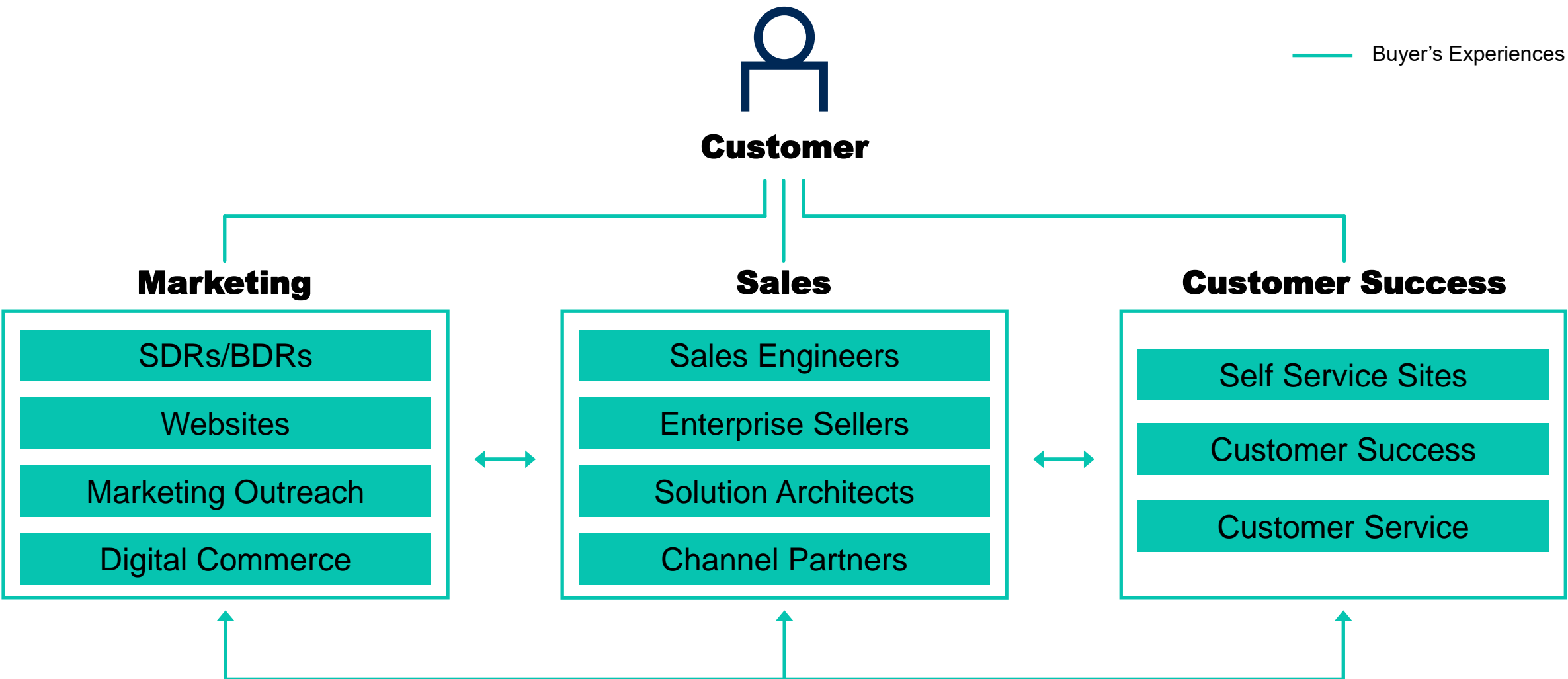
Sales Enablement Enables Sellers



Revenue Enablement Transcends the Customer Journey



Simplified Commercial Journey

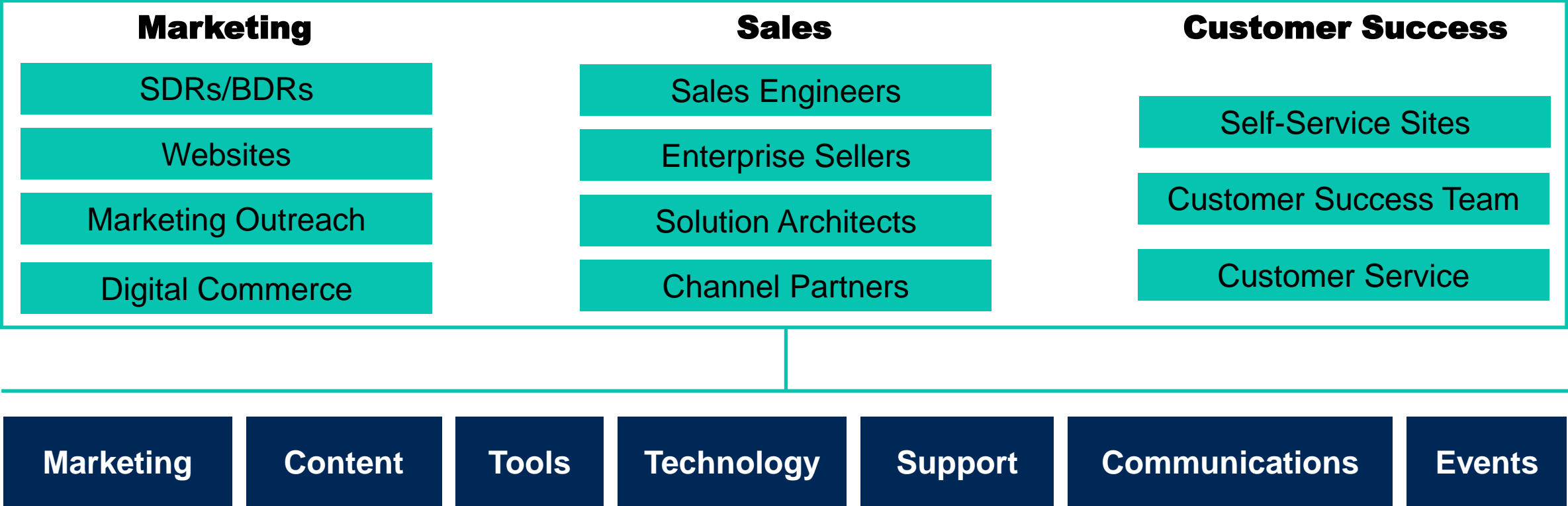


Consistent Customer Experience



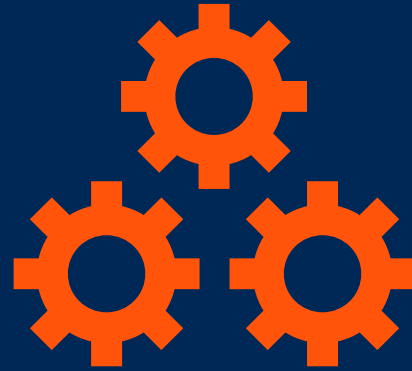
Customer

— Buyer's Experiences



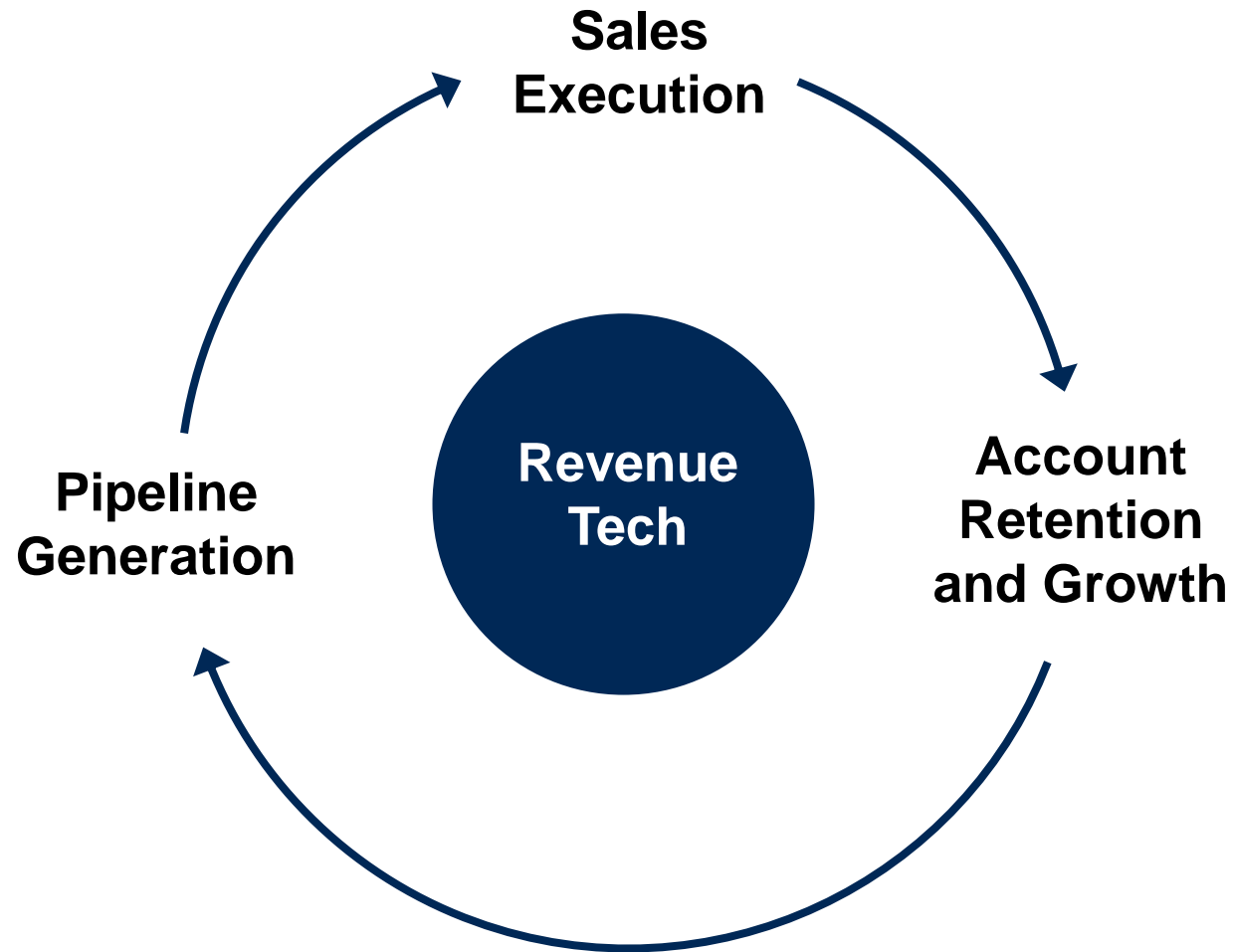
Action Items for Section

- Identify and list enablement efforts for client-facing, revenue-generating roles
- Select functions best suited for each enablement effort (onboarding, sales content management, training)
- Agree on roles and responsibilities for ensuring the effectiveness of each revenue-generating role

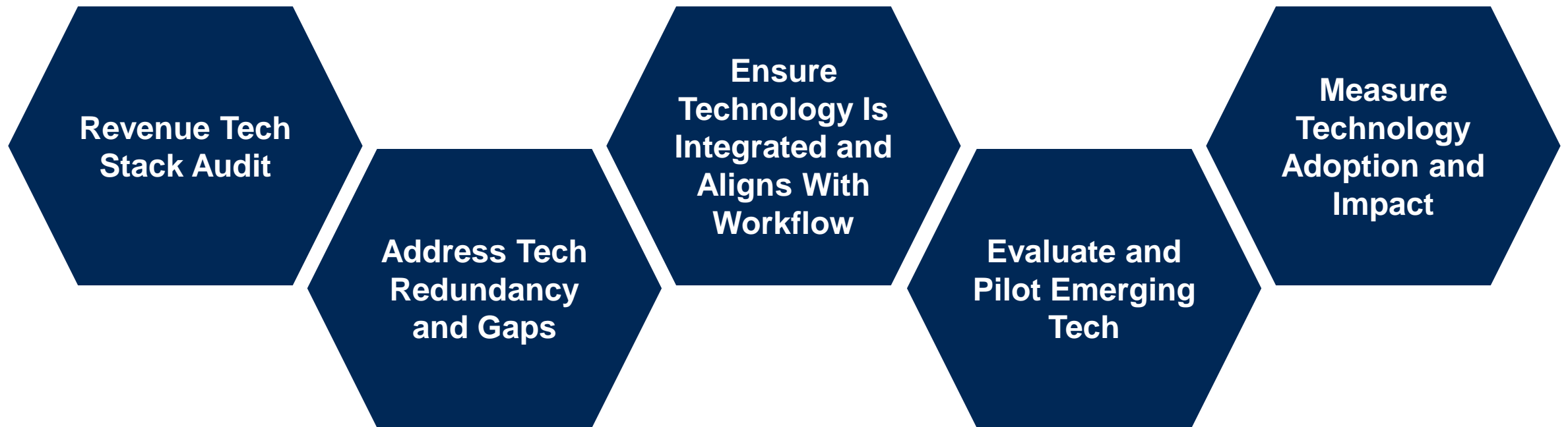


Unify Technology

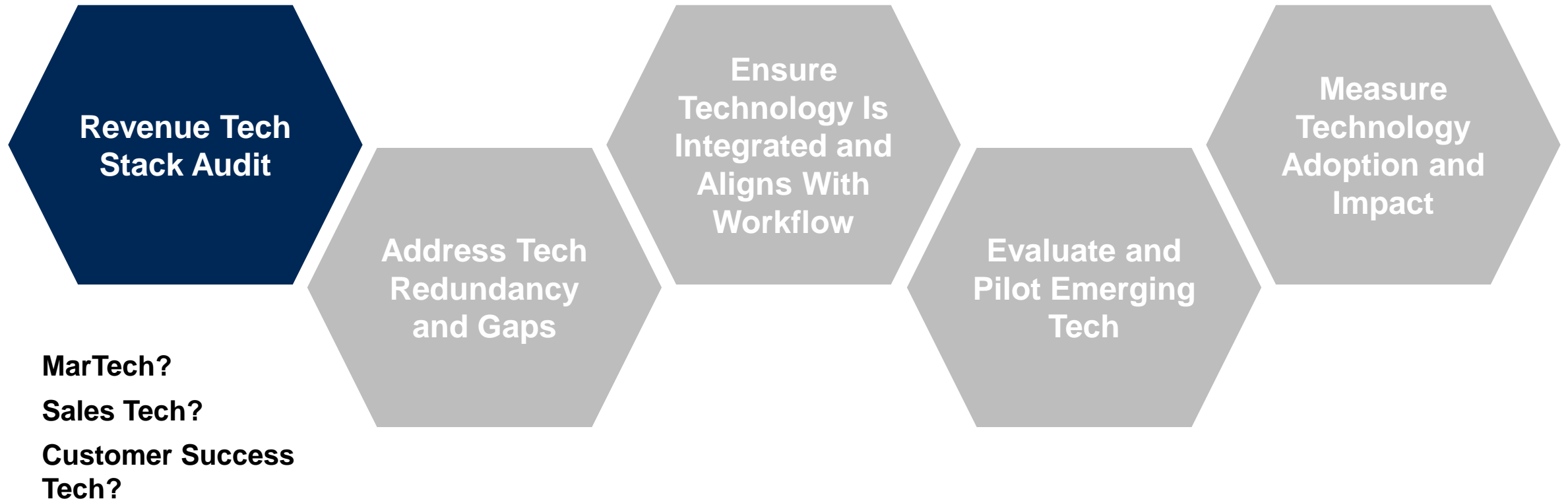
Unify End-to-End Revenue Technology



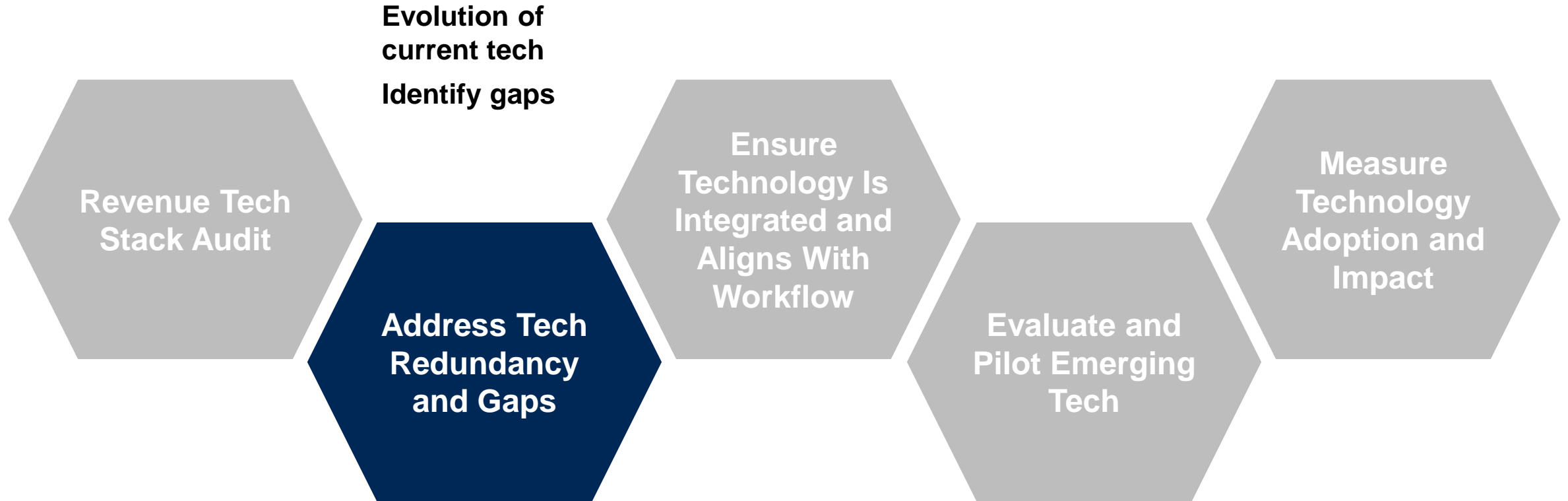
Optimize Your Revenue Tech Stack



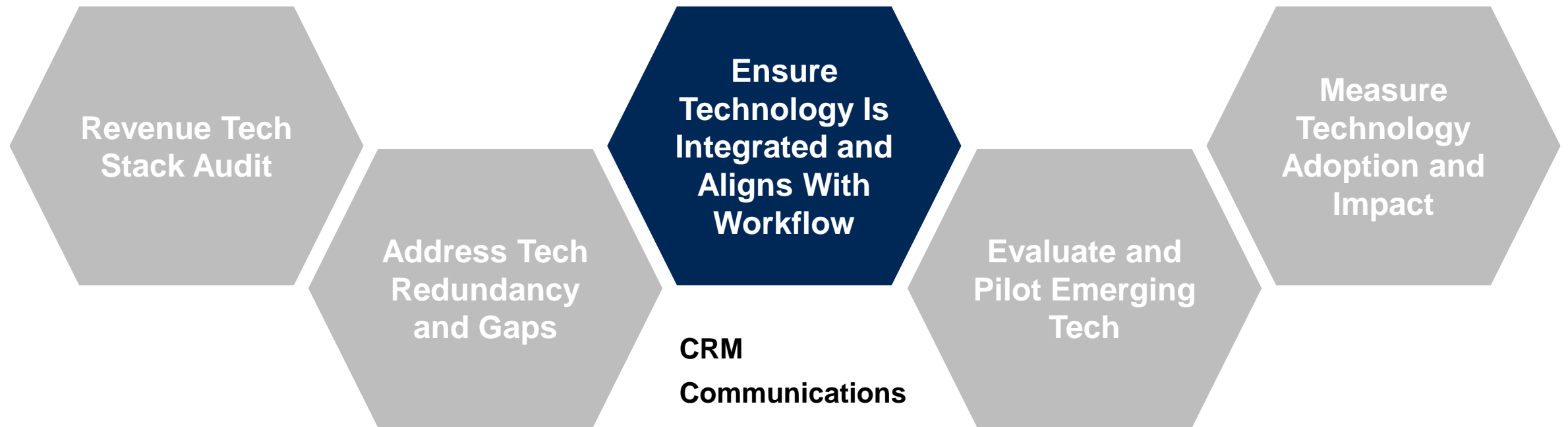
What Tech Does Your Commercial Organization Deploy?



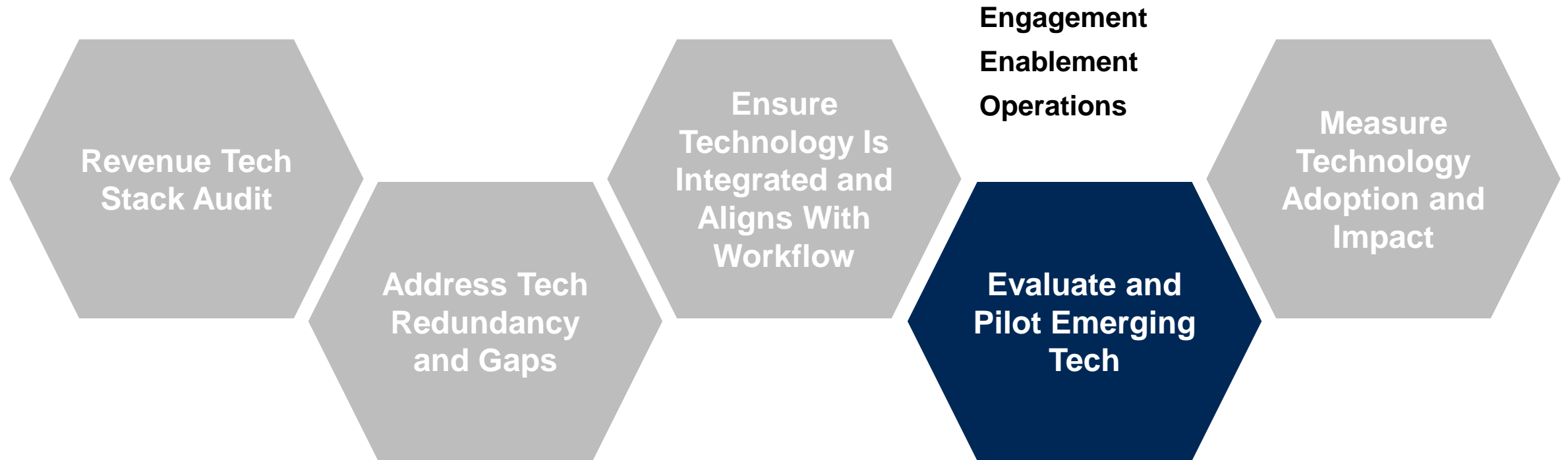
Where Are Gaps and Redundancy?



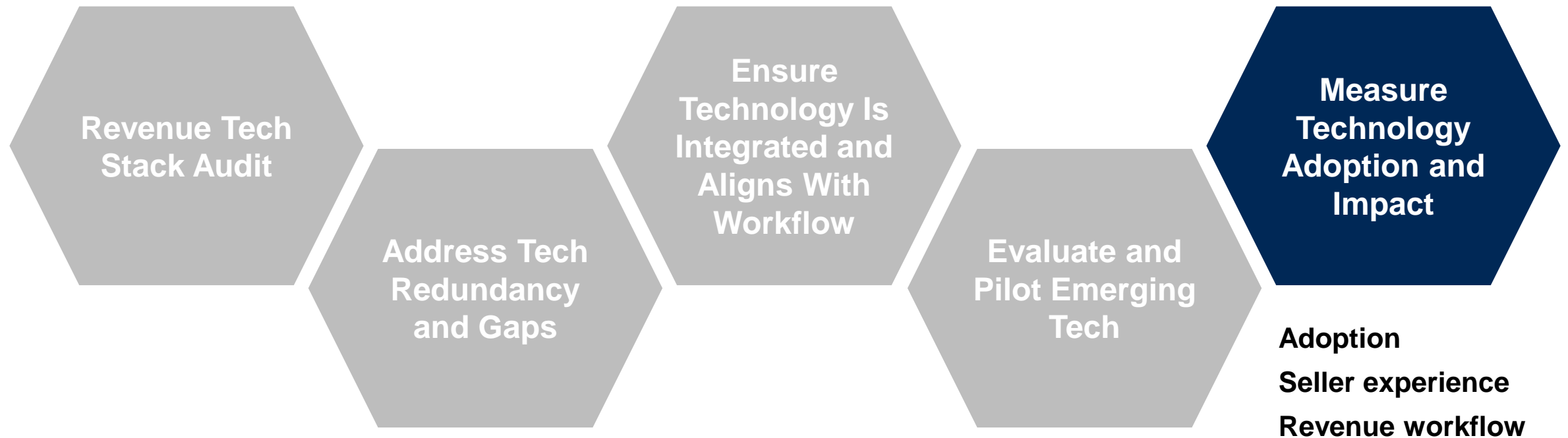
Ensure Tech Is Aligned Across the Customer Journey



Stay on Top of Emerging Revenue Tech



Measure Technology Adoption and Impact



Action Plan

- Identify the technology revenue-generating roles use
- Review tech stack with a Gartner expert to identify redundancies, gaps and opportunities for integration
- Optimize the tech stack to align with revenue-generating activity



Gather Data and Deploy AI

By 2026, 65% of B2B sales organizations will transition from intuition-based to data-driven decision making, using technology that unites workflow, data and analytics.

Revenue Data and AI Improve Learning

Onboarding and Training

- Conversation intelligence
- Talk track optimization
- High-performer insights

Decrease onboarding times and scale frontline sales certification programs

Revenue Data and AI Simplify Selling

Onboarding and Training

- Conversation intelligence
- Talk track optimization
- High-performer insights

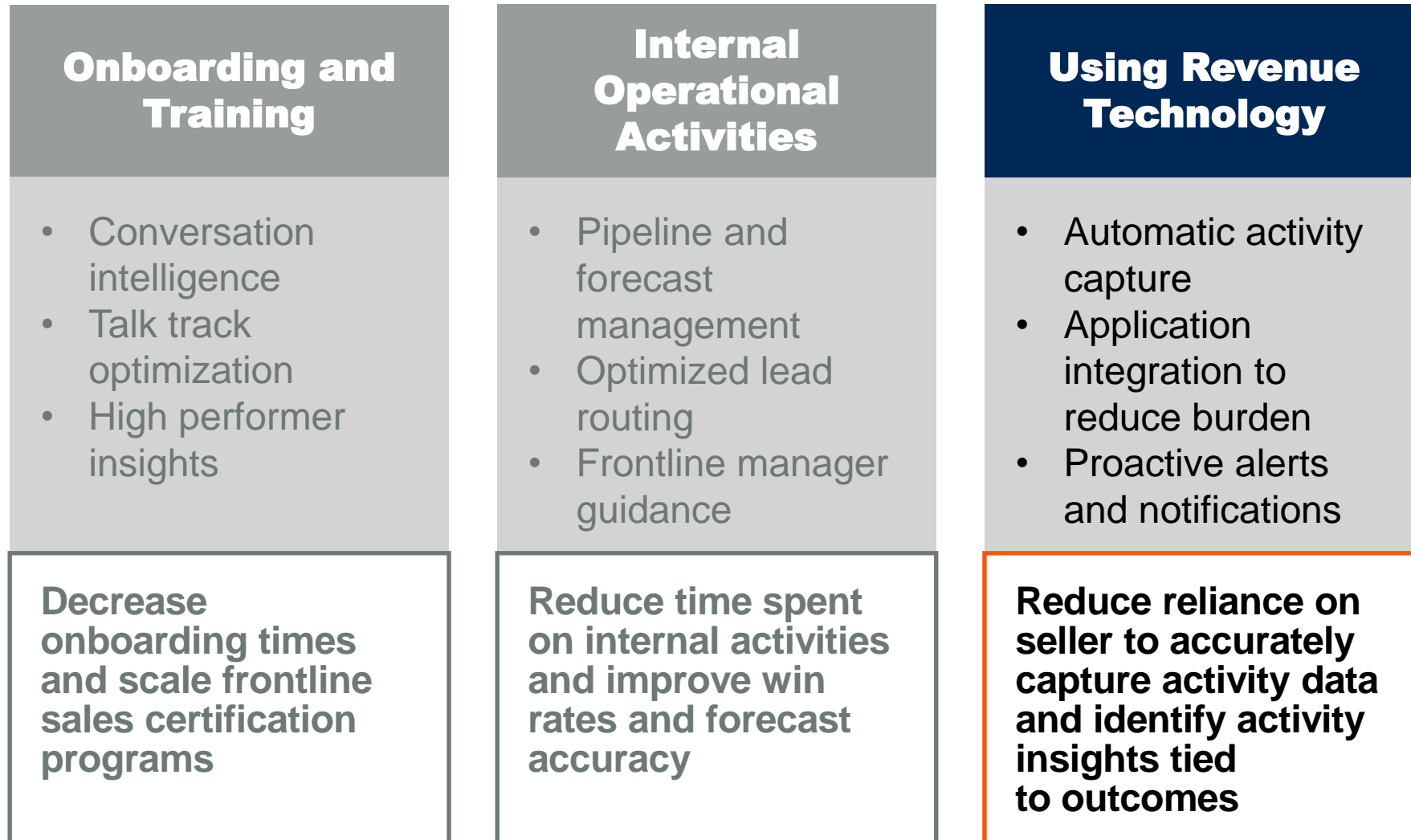
Decrease onboarding times and scale frontline sales certification programs

Internal Operational Activities

- Pipeline and forecast management
- Optimized lead routing
- Frontline manager guidance

Reduce time spent on internal activities and improve win rates and forecast accuracy

Revenue Technology Automates Sales Tasks



Revenue Data and AI Improve CX

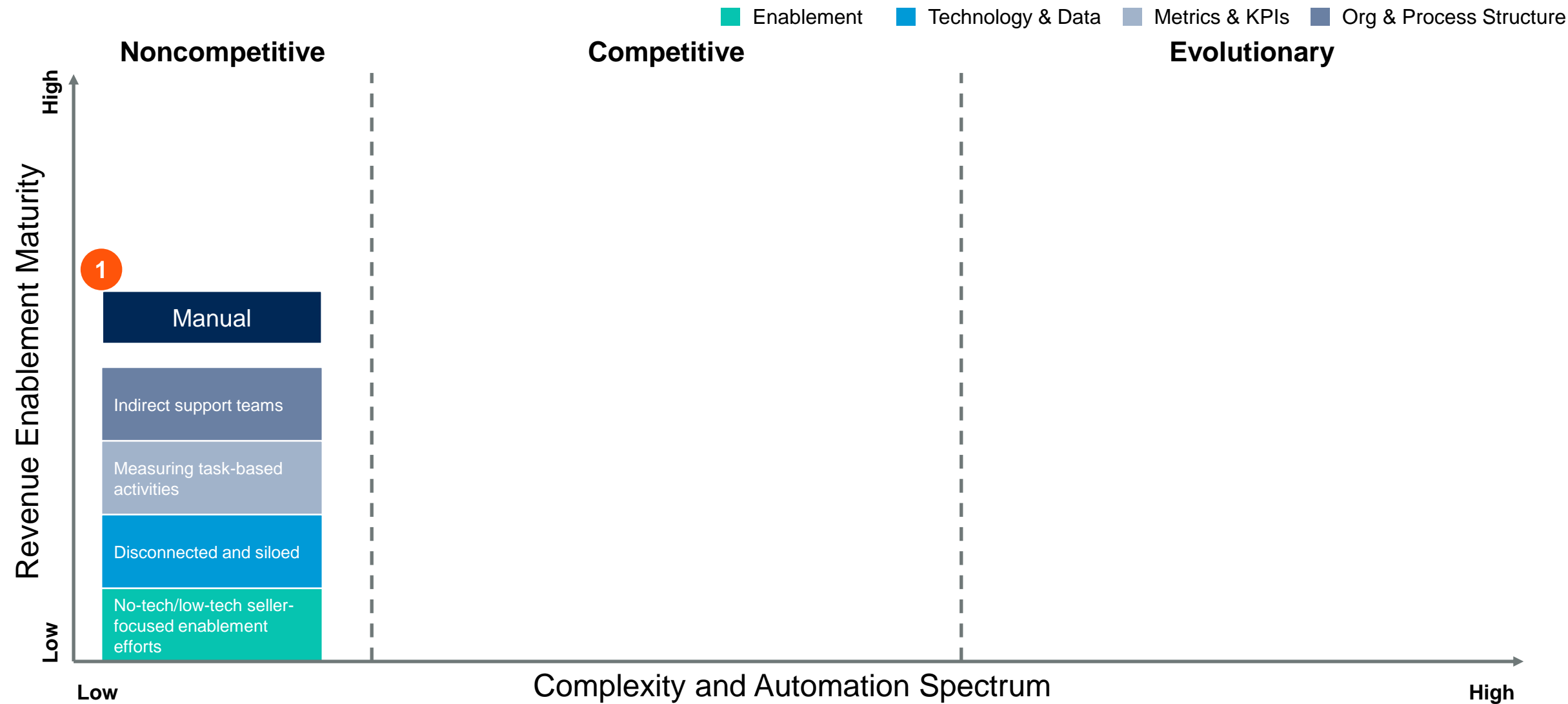
| Onboarding and Training | Internal Operational Activities | Using Revenue Technology | Customer Engagement |
|---|--|--|--|
| <ul style="list-style-type: none">• Conversation intelligence• Talk track optimization• High performer insights | <ul style="list-style-type: none">• Pipeline and forecast management• Optimized lead routing• Frontline manager guidance | <ul style="list-style-type: none">• Automated activity capture• System integration to reduce technology burden• Proactive alerts and notifications | <ul style="list-style-type: none">• Real-time guidance• Asynchronous buyer visibility• Aligned with buyer engagement preferences |
| Decrease onboarding times and scale frontline sales certification programs | Reduce time spent on internal activities and improve win rates and forecast accuracy | Reduce reliance on seller to accurately capture activity data and identify activity insights tied to outcomes | Improve call outcomes and accelerate pipeline velocity |

Action Plan

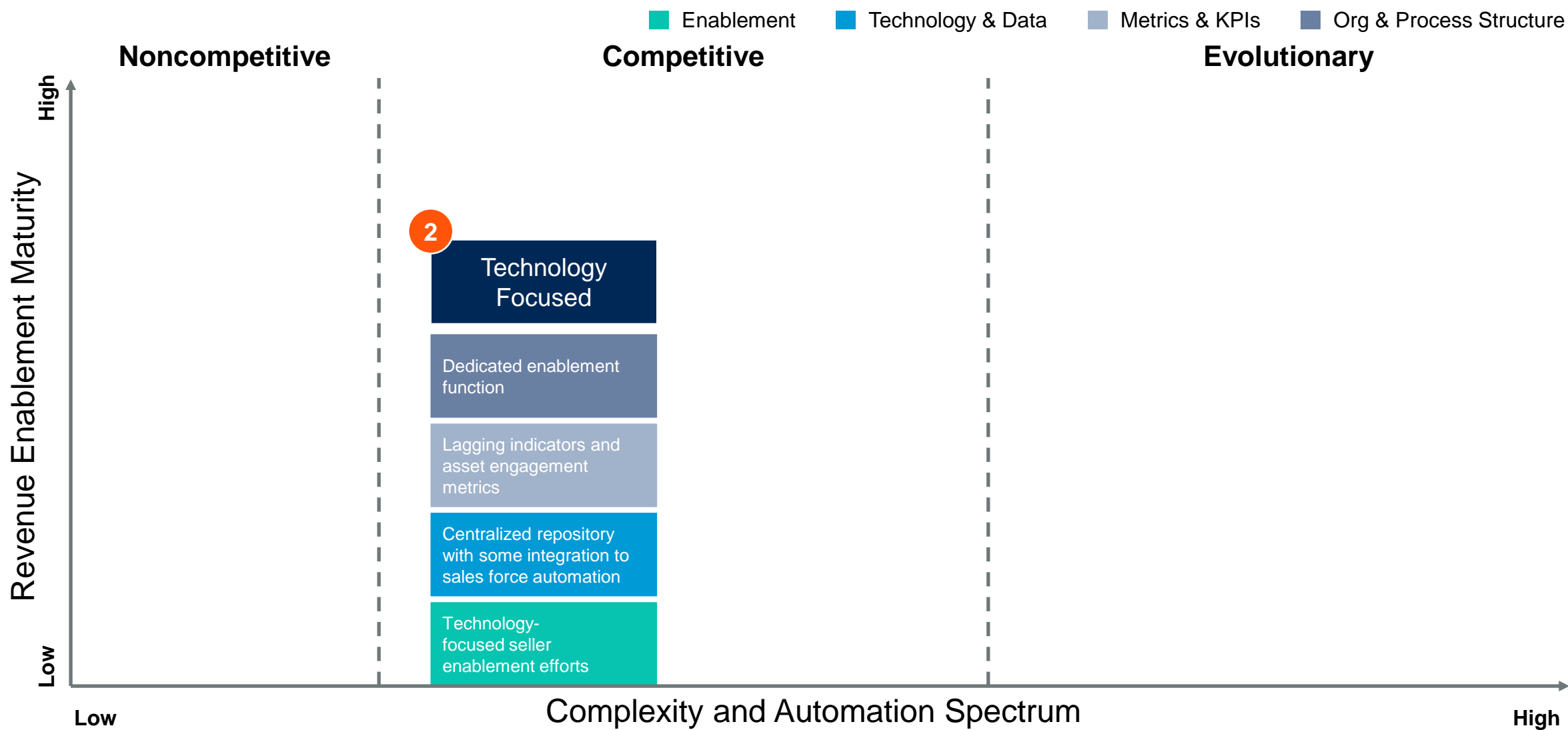
- Identify and select key revenue KPIs for enablement efforts
- Agree on a simplified reporting process that allows all customer journey stakeholders an end-to-end view of revenue-generating activity
- Establish a cadence to review various processes, and work to identify ways to simplify or automate those processes

Revenue Enablement Maturity Model

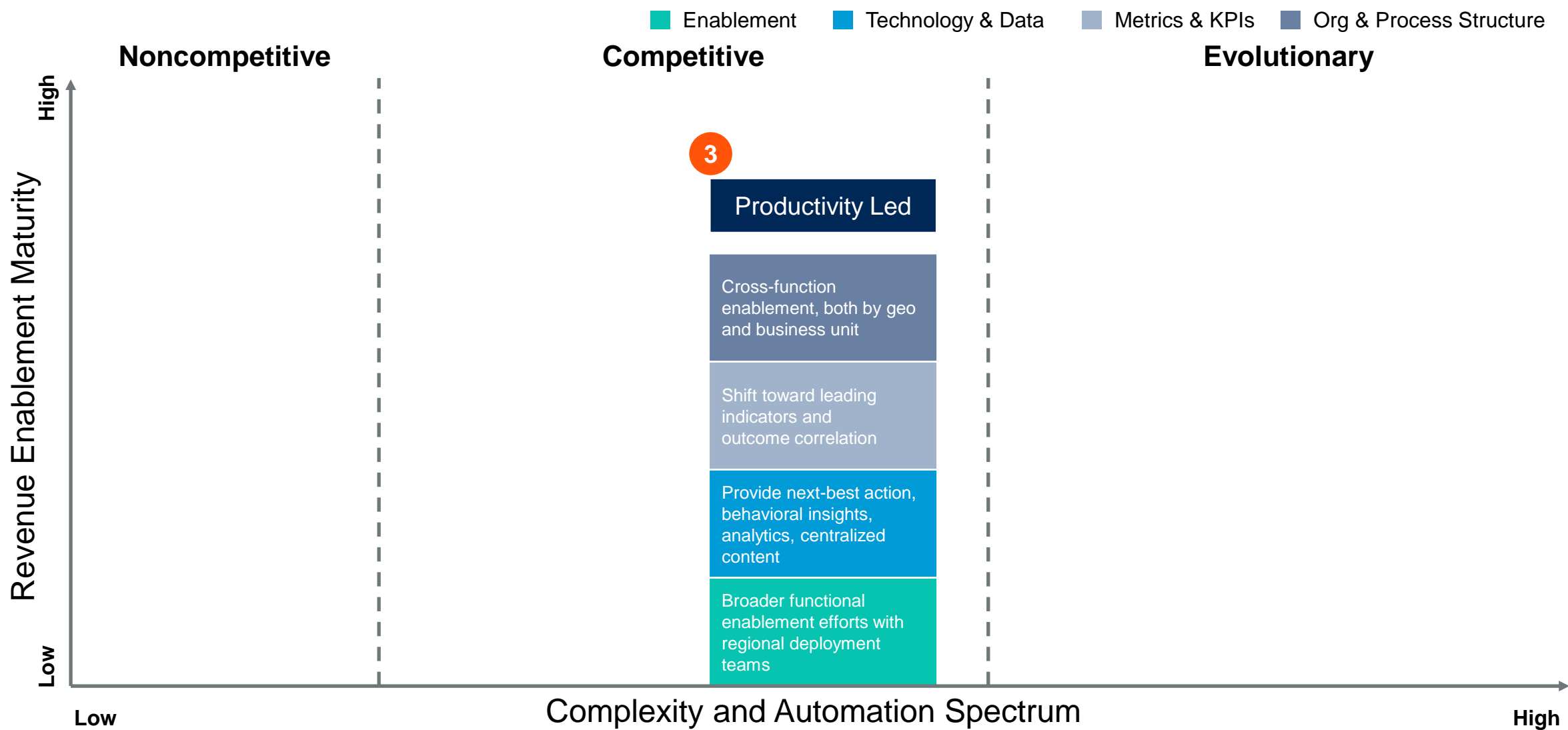
Level 1 — Manual



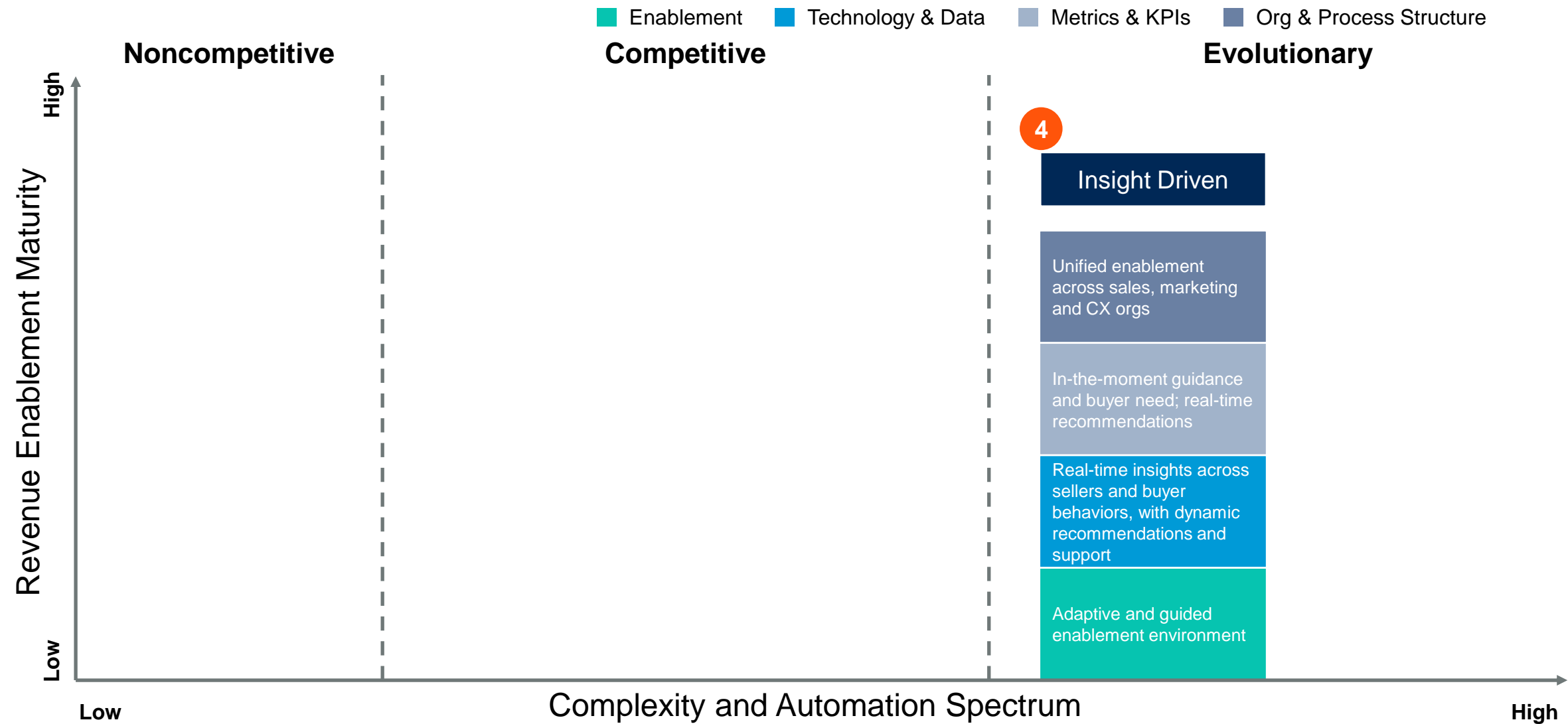
Level 2 — Technology Focused



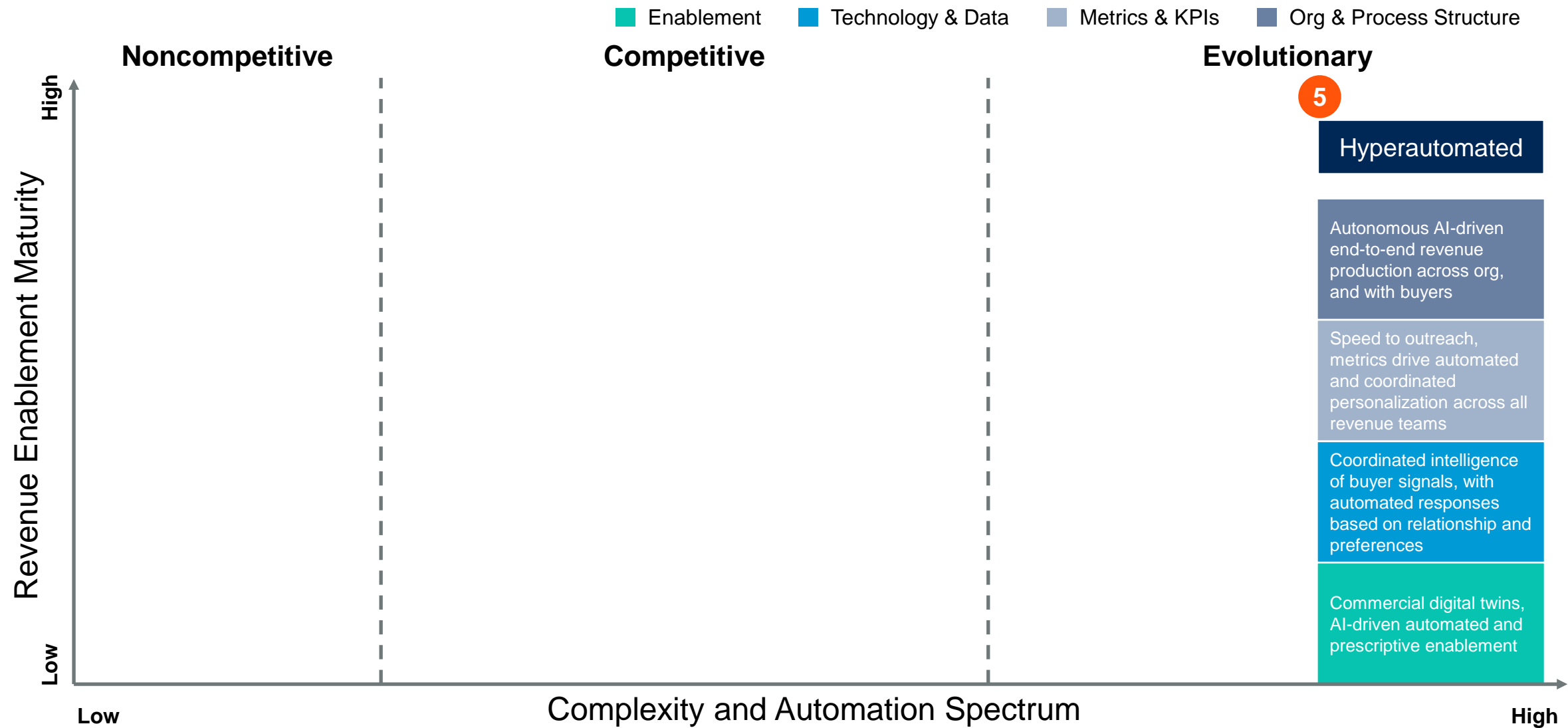
Level 3 — Productivity



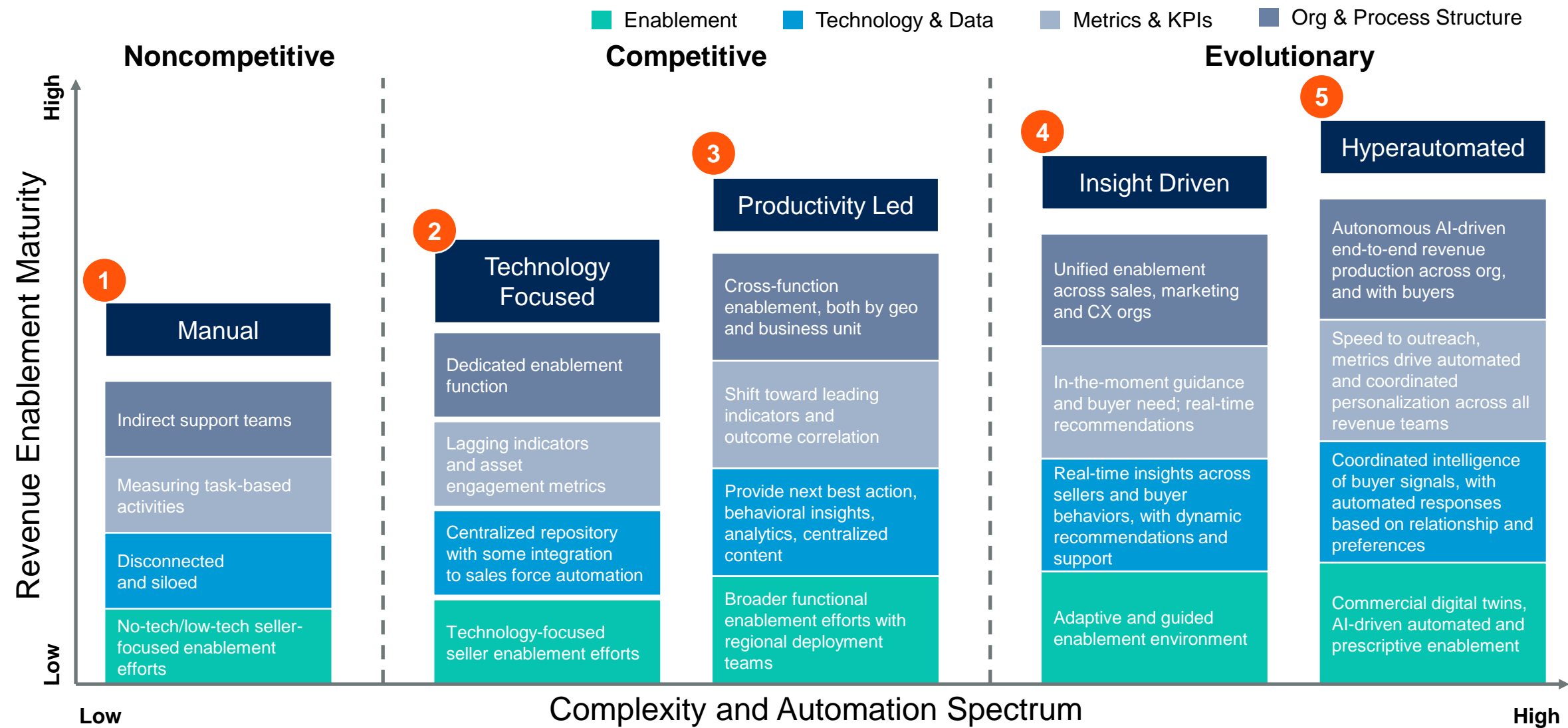
Level 4 — Real-Time Insights



Level 5 — Hyperautomated



Revenue Enablement Is a Maturity Evolution



Action Plan

- Identify where your organization sits within the enablement maturity model
- Identify two focus areas for the coming quarter
- Agree on timelines, process and metrics for success

Ask your questions

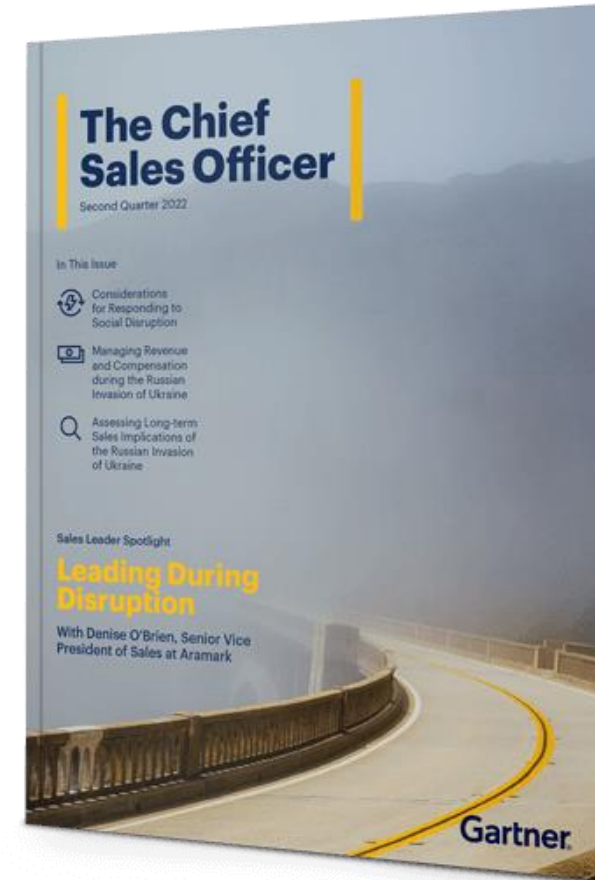


The image shows a web interface for asking questions. At the top, there is a horizontal navigation bar with four tabs: 'Ask a question', 'Attachments', 'Rate this', and 'Details'. The 'Ask a question' tab is highlighted with an orange border, and an orange arrow points to it from the left. Below the tabs, the heading 'Ask a question' is displayed. Underneath the heading is a large text input area with a placeholder text 'Type your question here...'. At the bottom right of the form, there is a 'Send Question' button, which is also highlighted with an orange border and an orange arrow points to it from the left.

The Chief Sales Officer Quarterly Journal

The Chief Sales Officer is a quarterly publication featuring the latest insights on leading and managing the sales function. In this issue, we explore leading a sales organization during disruption.

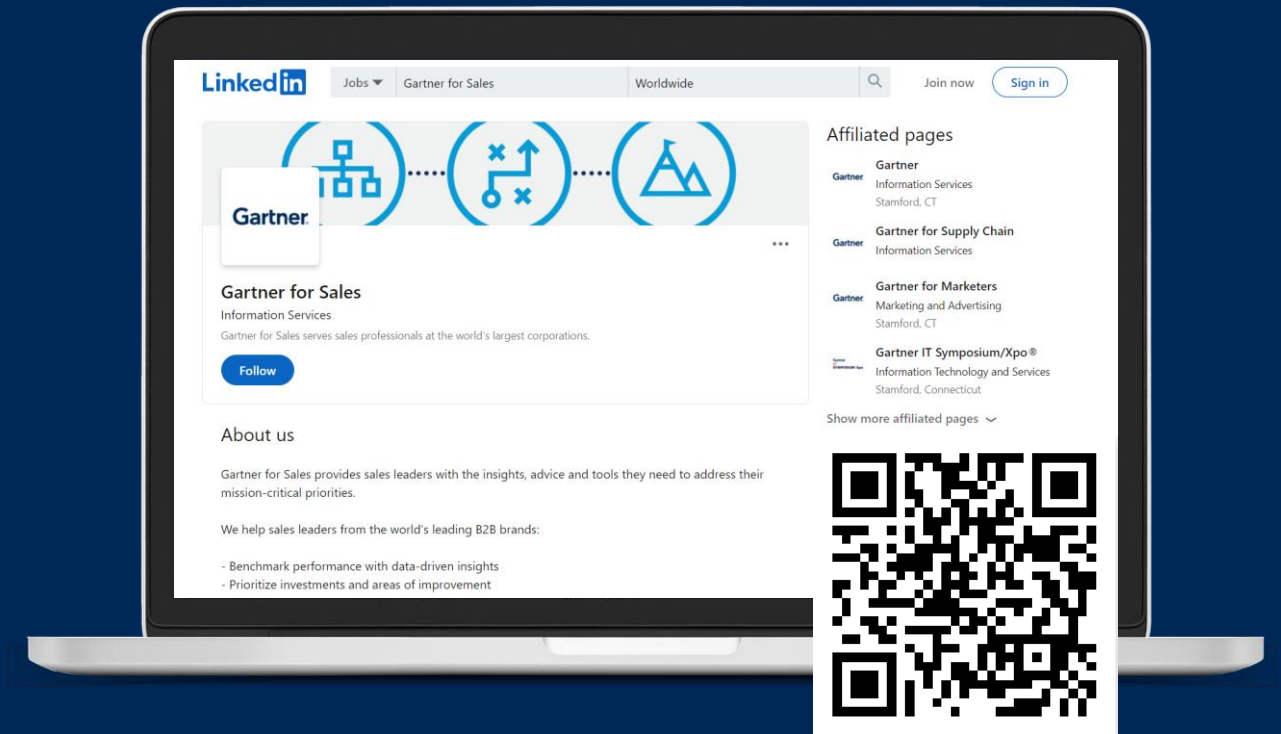
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