

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

by Mary Shea

November 6, 2019

Why Read This Report

B2B organizations that want to transform experiences for buyers, sellers, and marketers must look beyond CRM to modern enablement tools. Leveraging Forrester's Total Economic Impact™ (TEI) framework, this report looks holistically at three tools — sales engagement (SE), sales enablement automation (SEA), and sales readiness (SR) — that are rapidly becoming foundational to the 21st century sales enablement tech stack and helps B2B business leaders understand the tools' economic impact on their organizations.

Key Takeaways

A Modern Enablement Toolset Delivers Exponential Benefits

The benefits from a modern enablement toolset are numerous and cross-departmental. Marketers, reps, sales leaders, and buyers all benefit from a more effective and efficient buying cycle.

Act Now To Ensure Competitive Advantage

With ROI of 666%, a modern sales enablement toolset becomes table stakes. The financial investment in this toolset outweighs inaction. But only 5% of B2B companies have fully mature sales enablement practices, and only 55% have rolled out SEA, the most mature of these tools.

Invest Today To Enjoy More Future Returns

While the near-term benefits are clear, future gains may be even greater than what we can calculate today. Implement sooner rather than later to fully optimize the deployment of your marketing and sales resources.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook



by [Mary Shea](#)

with [Caroline Robertson](#), [Dean Davison](#), Jacob Basseches, and Kara Hartig

November 6, 2019

Table Of Contents

2 Investing In A Modern Enablement Toolset Delivers Big Benefits

2 A Good Business Case Has Four Key Elements

Internal And External Benefits Are Numerous

Push Vendors For Clarity On Pricing, Bundling, And Discounting

Inaction And The Usual Suspects Pose The Biggest Risks

Factor Flexibility Into The Modern Enablement Toolset's Value Equation

8 Analysis Shows A Modern Enablement Toolset Delivers Profound ROI

Recommendations

9 Act Now To Ensure Competitive Advantage

11 Supplemental Material

Related Research Documents

[B2B Consultant Sellers Reign In The 21st Century](#)

[The Forrester Tech Tide™: Sales Technologies, Q4 2018](#)

[The Future Of Sales Enablement Is The C-Suite](#)



Share reports with colleagues.
Enhance your membership with Research Share.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Investing In A Modern Enablement Toolset Delivers Big Benefits

To remain competitive, B2B organizations must transform experiences for buyers, sellers, and marketers while delivering greater efficiencies and more commercial lift to the business.¹ To support this charter, look beyond CRM to SE, SR, and SEA. These three tools are rapidly becoming foundational to the modern sales enablement technology stack.² Companies that have procured these solutions have primarily made partnership decisions based on instincts. But as adoption proliferates beyond innovators to companies across many different industries and risk profiles, sales enablement leaders need to create a business case to gain the economic justification to modernize their stack.

A Good Business Case Has Four Key Elements

As SE, SR, and SEA tools become mainstream, B2B marketing, sales, and enablement leaders need to fully understand the implications for their organizations. This report includes a simplified version of Forrester's TEI and advises buyers of these tools to systematically consider (see Figure 1):

1. **Benefits.** What business gains will you achieve?
2. **Costs.** What hard and soft costs will you incur?
3. **Risks.** How can you avoid failure and underutilization?
4. **Flexibility.** How can you extend benefits in the future?

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

FIGURE 1 Key Elements Of The Business Technology Case

Section name	Description
Executive summary	Should stand on its own
Problem description	Is the why of the project
Current practices	Describe current state
Best practices	Describe ideal state
Gap analysis	Is the difference between the current and ideal
Solution description	Is the what of the project
Solution overview	Is how problems will be addressed
Resource requirements	Include both project resources and those that are required to support resulting business changes
Considered alternatives	Add credibility to the recommendation
Project timeline	Shows scope and scale of effort
Risk analysis	Describes areas of uncertainty
Key goals and metrics	Includes success metrics, baselines, and projections
Financial analysis	Translates the project into business value

Internal And External Benefits Are Numerous

Whether you're a marketer, seller, or buyer, the benefits from this modern enablement toolset are numerous. Marketers gain greater visibility into content that moves the dial, reps spend less time on non-selling activities, and sales leaders benefit from an average 20% lift in commercial results.³ Acquiring these tools also puts marketers and sellers in a better position to collaborate and align so that data rather than emotion fuels internal discussions and decision making. While effectiveness and efficiency gains at the organizational level are exponential, your prospects and customers may actually be the biggest beneficiaries of these investments because they experience more tailored and meaningful interactions across the entire buy cycle. Investment in this toolset delivers the following gains to key constituents:

- › **Marketers get a better partnership with sellers.** For many organizations, this has been a long and difficult row to hoe. But as sellers and marketers experience process and efficiency gains such as sellers' faster engagement with new leads and less wasted time spent chasing down noncompliant sales-generated content for marketers, the relationship is bound to improve. Access

Building The Business Case For A Modern Sales Enablement Toolset

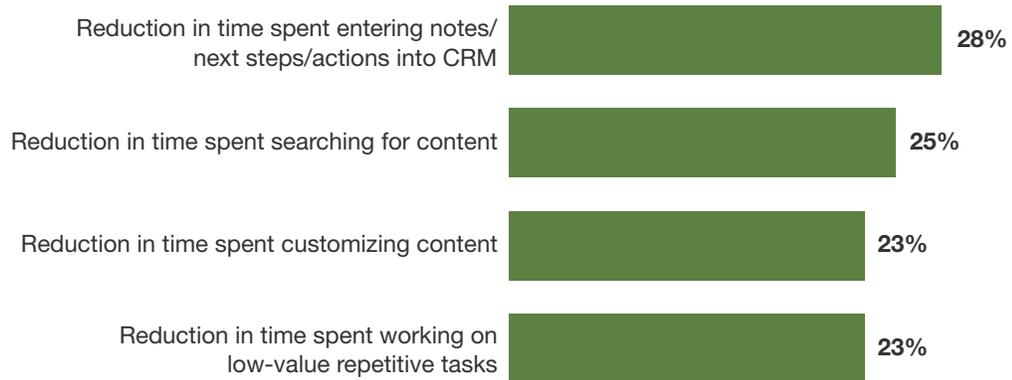
Business Case: The Sales Enablement Playbook

to data and insights from these tools allows marketers to fully understand how their efforts affect business results. According to Jordan Timothy, Pluralsight's senior manager of global enablement, once the company had its SEA solution up and running, "It alleviated a lot of stress between the two organizations." Sellers began to appreciate how product marketers were helping them, and marketers had the analytics to see that their efforts were not going to waste.

- › **Reps have more time for high-value activities.** Reps struggle with insufficient time in their days to complete critical tasks. Recent research shows they can spend up to 9 hours a week searching for and customizing content and countless more hours entering notes and next steps into their CRM systems.⁴ Before rolling out their modern sales enablement toolset, Apptio conducted a sales productivity survey and found that 75% of its reps' time was spent on noncore or internal activities.⁵ Our research shows that post-rollout, sales reps spend 28% less time with CRM data entry and 23% less time working on low-value repetitive tasks (see Figure 2).⁶ With more time in their days, reps can engage in higher-value activities such as conducting research, networking on social, and building business cases.
- › **Sales leaders deliver better commercial results.** The quantifiable business results of these tools can be quick and profound. Productivity gains such as a 24% reduction in ramp time for new reps and an 18% increase in the average number of transactions per rep translate into significant commercial gains for sales leaders (see Figure 3).⁷ Since rolling out its SR solution, one technology company reduced the average ramp time for new reps by 50%.⁸ And according to the head of sales enablement for another tech company, after rolling out its conversation intelligence tool, the CEO uncharacteristically said, "We're locked in to renewing this next year."⁹
- › **Buyers experience more meaningful interactions.** Business buyers now demand a consumer-like experience when interacting with salespeople and marketing assets. To date, it has been very difficult for B2B organizations to deliver that experience at scale. Only 9% of B2B organizations say they are optimized around placing buyers at the center of their sales enablement strategies.¹⁰ But with a modern toolset, salespeople can quickly create branded microsites, curate content, and deliver highly customized experiences for one or many account stakeholders. Consumption data analytics further show sellers how to tailor their next conversation around the topics of greatest interest for their buyers.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

FIGURE 2 Sellers Reduce Time Spent On Low-Value Activities**Greater sales rep efficiencies from sales enablement**

Base: 29 global sales enablement professionals and interviewees

Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey and Forrester interviews

FIGURE 3 Sales Leaders Reap Significant Productivity Gains**Greater organizational efficiencies from sales enablement**

Base: 29 global sales enablement professionals and interviewees

Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey and Forrester interviews

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Push Vendors For Clarity On Pricing, Bundling, And Discounting

Vendors in all three categories use software-as-a-service pricing in monthly per-user fees. Most offer different pricing bands based on functionality and provide more creative pricing models for extended rollouts to channel partners. Because SE, SEA, and SR solutions are still somewhat emergent, buyers will see a wide range of discounting and inconsistency around what's included in monthly license fees. To avoid unexpected costs and secure the best possible deal, buyers must consider:

- › **The maturity of the category and vendor.** Buyers will find fees ranging from \$10 to \$75 per user/ per month across categories and vendors. One established SEA category leader doesn't discount, while smaller niche upstarts offer deep discounting to show market momentum and build logo equity. Conversational intelligence, an emerging subcategory of SR, is typically at the higher end of the pricing spectrum. According to one buyer, the conversational intelligence vendor they choose was "very amenable to negotiating the price."
- › **What's included in monthly license fees.** Most vendors bundle implementation, basic user training, and other services into their monthly fees, but some do not. Be sure to unravel what's included and what's not in your monthly costs. If implementation and other startup fees are not included in the monthly cost, then use 10% to 15% of your annual license fees to budget for additional costs. Survey respondents reported implementation service costs ranging anywhere from \$3,000 to \$18,000.¹¹ Clarify if fees are annual or one-time only and then dig deeper to understand if the services included will fully meet your organization's needs.
- › **The need for training and other services.** Monthly license fees for training administrators and end users are often included but are generally minimal. Vendors typically use multiple formats for training; most is virtual and only available through the initial onboarding period. Verify whether the training included is enough for your organization. Also consider prerollout work such as internal and/or external content audits or process workflow documentation. One technology company reported an initial drop in customer engagement after implementing its SE solution because it hadn't prepared for the email workflow necessary with the new technology. Understand your complete needs ahead of time and budget accordingly.
- › **The costs associated with program management.** You will likely need one or multiple resources dedicated to the program, depending on the size and scope of your sales organization. You can handle program management in-house or outsource it to an external provider. Mike McGlothlin, executive VP of retirement at Ash Brokerage, a billion-dollar insurance brokerage, told us that in addition to himself, he needs two resources to manage the various enablement platforms. Factor in the appropriate cost for your full-time equivalents or a managed services contract when building your business case.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Inaction And The Usual Suspects Pose The Biggest Risks

Given the relatively low cost of entry and variable cost structure, compared with the significant sales productivity improvements, the cost of inaction is higher than the financial investment in these tools. But only 55% of global B2B marketers say their marketing organization has rolled out SEA, the most mature of these three tools.¹² Typical risks include choosing the wrong vendor, under-resourcing program management, and having poor user adoption. To de-risk your investments, make sure to:

- › **Have clear vendor evaluation criteria.** Keeping track of current and emergent vendors in the sales enablement space is a daunting task. When considering your priorities, use cases, and business requirements, know that choosing the right vendor is complicated. Different enablement vendors specialize in working with clients of a certain size, within specific industries or with unique business models. As you consider your requirements and sales culture, more functionality may not necessarily be better.¹³
- › **Allocate enough program management resources.** When initiatives of this sort fail, it's rarely because of limitations of the technologies or tools. A frequent cause is lack of adequate program management. Sean Goldie, Apptio's director of field sales enablement and inside sales, elaborates: "You need to have someone involved who will drive adoption, someone with sales DNA and a passion for process and analytics. Having a resource like that is absolutely mission-critical."
- › **Have a plan to enlist and engage sellers.** Some of the best salespeople are skeptical and averse to change. If your sellers don't understand the "what's in it for me" of your new enablement tools, they won't invest the time to learn how to use them. Poor seller adoption is the fastest way to fail. When LifeScan tried to roll out its new SR tool in Europe, it faced resistance from a sales culture that valued the camaraderie of in-person sales trainings.¹⁴ To avoid predictable uphill battles, involve sellers in some of the presales discussions, and pick tools that sellers actually want to use.¹⁵

Factor Flexibility Into The Modern Enablement Toolset's Value Equation

While the near-term benefits of these three foundational tools are clear, future gains may be even greater than what we can calculate today. B2B companies that successfully operationalize modern enablement tools will lay the groundwork for a future in which they will be able to:

- › **Strategically deploy marketing and sales resources.** The efficiencies and insights from these tools will allow companies to more meaningfully deploy marketing and sales resources. As buyers' preferences evolve, sellers will keep up, and business leaders will abandon antiquated sales coverage models. Anaplan, the business planning software company, has already created pods where a marketer, seller, solution architect, and customer success rep work together. This structure allows the team to be nimble and aligned as they anticipate and respond to prospects' and customers' needs.
- › **Gain competitive advantage from data.** Organizations that invest in modern enablement tools will also derive significant competitive advantage from the rich behavioral signals these systems capture with every customer interaction.¹⁶ The proliferation of AI-powered analytics and decisioning

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

across the sales tech ecosystem will allow executives to make quicker and better executive decisions. Early adopters of modern enablement tools who take advantage of this capability will build competitive advantage that will be close to impossible for laggards to overcome.

- › **Augment sellers with AI.** In many ways, the future of selling is already here.¹⁷ Aided by the right toolset, modern B2B sellers receive AI-generated recommendations to assist with in-the-moment personalization, get analytics to understand buyers' sentiment, and receive proactive warnings when deals are at risk. Organizations that invest in these modern tools will benefit as their vendors extend and deepen their AI capabilities through organic and inorganic means.

Analysis Shows A Modern Enablement Toolset Delivers Profound ROI

A modern sales enablement toolset is essential for B2B companies that commit to optimizing buyer and seller engagement and maximizing top- and bottom-line growth. While practitioners readily tell us that modern sales enablement tools “unequivocally help close more business” when asked about the hard ROI of their programs, they consistently admit, “That’s a really tough one to calculate.” Our analysis found that (see Figure 4):

- › **The ROI of these three foundational tools is 666%.** Sales enablement technology, when properly implemented and managed, yields a high ROI. Our hypothetical company starts with 500 active reps and a baseline revenue of \$150 million. The organization invested nearly \$3.8 million into its SE, SEA, and SR platforms over three years; the total benefits from that investment added up to more than \$29 million, resulting in a net cash flow of almost \$25.3 million.
- › **The most significant financial benefit is also the most consistent one.** The reduction in time that sales reps spend on administrative or lower-value tasks thanks to SE, SR, and SEA tools accounts for 65% of the total revenue benefit resulting from sales enablement modernization. This efficiency improvement was reported to us consistently across a wide range of enterprises and verticals. Even companies that had only implemented one or two of the three platforms realized significant benefits.¹⁸
- › **Consider the entire spectrum of marketing and sales activities.** Modern sales enablement technologies affect various aspects of sales efficiency. While some directly eliminate the time that reps spend on administrative tasks, others improve the speed at which reps can become fully productive. And others streamline collaboration between marketing and sales enablement professionals around the creation of content. Consider the full spectrum of sales and marketing activities and efficiencies generated as a cohesive selling system to realize the benefits identified in Forrester’s financial model.
- › **Failing businesses will not benefit from sales enablement modernization.** Though the model remains relatively stable when the number of sales reps increases or decreases, it responds readily to changes in the baseline sales/revenue numbers. Companies that are already profitable will

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

see better results than those that are struggling. Sales enablement modernization on its own will not turn around companies that are hemorrhaging revenues or dealing with serious operational problems. Businesses with baseline yearly losses of \$558 million or more will find investing in sales enablement technology to be a losing bet, while healthy businesses with positive growth trajectories will reap significant gains.

FIGURE 4 Forrester's Total Economic Impact™ Analysis Summary For SE Platforms

 The spreadsheet associated with this figure contains details about this model.

Original estimates

	Year 1	Year 2	Year 3	Total	Present value
Total benefit	\$8,803,125	\$9,661,500	\$10,596,450	\$29,061,075	\$23,948,821
Benefits	\$1,252,050	\$1,214,850	\$1,312,035	\$3,778,935	\$3,127,987
Net cash flow	\$7,551,075	\$8,446,650	\$9,284,415	\$25,282,140	\$20,820,835
Cumulative cash flow	\$7,551,075	\$15,997,725	\$25,282,140		
NPV	\$20,820,835				
ROI	666%				

Recommendations**Act Now To Ensure Competitive Advantage**

While SE, SEA, and SR tools all have relatively low lifecycle costs and high business value impact, qualitative interviews and our sales enablement maturity assessment reveal that only the most innovative companies have procured all three tools.¹⁹ To join them and get started, sales enablement leaders should:

- 1. Use Forrester's TEI model as a starting point.** To arrive at a quantitative assessment of the economic implications of a sales enablement transformation, Forrester evaluated the key drivers of benefits, costs, and risk for an organization looking to invest in new SE technology. Use Forrester's model as a starting point. By modifying the data inputs to match the realities of your business, you can create your own economic model. From there, follow our business case methodology from start to finish, while making sure to account for all possible variables and use cases.²⁰

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

2. **Do the necessary upfront work in advance.** Before procuring these tools, make sure you do the necessary prework. In advance of an SE rollout, identify and document new processes and workflows. Before implementing SR and SEA, conduct an internal and external content audit to ensure you have the right content and formats needed before uploading into your platform, and then make sure you have an intuitive tagging schema so that sellers and marketers can quickly access relevant assets.
3. **Stack the deck with strategic pilots.** Start by piloting your tool with an enthusiastic business unit or region. Alexei van Ingen, a digital marketing specialist at Abbott Laboratories, initially rolled out the SEA tool to Abbott's US sales division and then systematically included the global vascular sales and medical optics divisions.²¹ Successful rollouts typically start in discrete areas of the business and then expand into other areas as success builds.
4. **Create baseline numbers for all relevant KPIs.** It's essential to understand how to track and communicate the business contributions of the sales enablement tools you have procured. Track baseline key performance indicators (KPIs) and other metrics six to 12 months before you roll out new tools. According to Pluralsight's Jordan Timothy, "When it comes down to the end of the quarter, you need to be able to show that sales enablement investments have had a tangible positive effect." If you don't have baseline numbers to look back on, this is impossible to do.
5. **Invest in change management.** Modernizing your sales enablement tools is more than simply licensing new technology. You will need to reorient your sales force into advocates and active participants in your digital transformation. This may mean leading by example; Ash Brokerage's Mike McGlothlin recalls that no one on his team engaged with and adopted the SR tool until he started creating videos and sharing things. While McGlothlin recognizes this approach "is a little bit of a grind; it pays off in the end." If you fail to make a conscious effort in this area, you risk internal resistance and program failure.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

Analyst Inquiry

To help you put research into practice, connect with an analyst to discuss your questions in a 30-minute phone session — or opt for a response via email.

[Learn more.](#)

Analyst Advisory

Translate research into action by working with an analyst on a specific engagement in the form of custom strategy sessions, workshops, or speeches.

[Learn more.](#)

Webinar

Join our online sessions on the latest research affecting your business. Each call includes analyst Q&A and slides and is available on-demand.

[Learn more.](#)



Forrester's research apps for iOS and Android.

Stay ahead of your competition no matter where you are.

Supplemental Material

Survey Methodology

Forrester uses a defined methodology for analyzing and evaluating the costs, benefits, and risks of a proposed solution. This methodology, termed Total Economic Impact (TEI), provides a holistic view of the decision by including an analysis of costs, benefits, flexibility, and risk. By including an assessment of risk, TEI provides a realistic view of expected outcomes, rather than one shaded by early optimism and enthusiasm.²²

Unlike a cost- or technology-based analysis, TEI does not rely on industry averages or factors that are applied to all organizations but is a methodology for evaluating projects. The TEI methodology forces the determination and quantification of relevant metrics in light of an organization's current state and future goals. Firms can use the TEI model as a proactive and predictive tool.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Forrester interviewed client references from the following vendors: Allego, Highspot, MindTickle, Seismic, Showpad, and Vablet in industries ranging from healthcare to financial services and technology. We used this information and data from the accompanying survey, Forrester's Q2 2019 Global Sales Enablement ROI Survey, to create an ROI model based on our TEI analysis framework.

The Forrester Analytics Global Business Technographics® Marketing Survey, 2019, was fielded between May and July 2019. This online survey included 1,970 respondents from companies with 500 or more employees (the US, the UK, France, Germany, China, and India) or 100 or more employees (Canada and Australia).

Forrester Analytics' Business Technographics ensures that the final survey population contains only those with significant involvement in the planning, funding, and purchasing of business and technology products and services as well as marketing efforts. Dynata fielded this survey on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates. Please note that the brand questions included in this survey should not be used to measure market share. The purpose of Forrester Analytics' Business Technographics brand questions is to show usage of a brand by a specific target audience at one point in time.

Forrester fielded Forrester's Q2 2019 Global Sales Enablement ROI Survey to B2B sales and marketing professionals who met the minimum standard in terms of technology usage, content knowledge, and job responsibilities. Forrester fielded this survey between July and August 2019. It resulted in 20 partial and complete responses. The sample consisted of organizations across industries and included third parties for relevant questions, as third parties become deeply entrenched partners for many marketing initiatives.

Please note that there may be some sample bias. This survey used a self-selected group of Forrester contacts and references knowledgeable about B2B sales enablement technologies and is therefore not random. These survey respondents are mainly B2B sales and marketing professionals from various industries including business software, healthcare, financial services, travel services, and manufacturing. Respondent incentives included a copy of the completed report. The data from this independent study is not guaranteed to be representative of the population, and unless otherwise noted, statistical data is intended to be used for creative and not inferential purposes.

Forrester fielded Forrester's Q3 2018 Global B2B Marketing Sales Enablement Online Survey to B2B sales and marketing professionals who met the minimum standard in terms of company size, content knowledge, and job responsibilities. Forrester fielded this survey between June and August 2018. It resulted in 86 partial and complete responses. The sample consisted of organizations across industries and included third parties for relevant questions, as third parties become deeply entrenched partners for many marketing initiatives.

Please note that there may be some sample bias. This survey used a self-selected group of Forrester contacts knowledgeable about B2B marketing and sales and is therefore not random. These survey respondents are mainly B2B sales and marketing professionals from various tech industries including business software, IT consulting and outsourcing services, and IT. Respondent incentives included

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

a summary of the survey results and a copy of a previously published report. The data from this independent study is not guaranteed to be representative of the population, and unless otherwise noted, statistical data is intended to be used for creative and not inferential purposes.

Companies Interviewed For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

Abbott Laboratories	LifeScan
Apptio	LinkedIn
Ash Brokerage	MongoDB
Expedia	Pluralsight
InsideView	

Endnotes

- ¹ In a recent Forrester survey, 66% of B2B sales leaders said their revenue and profit goals increased in 2018 from 2017. Source: Forrester's Q3 2018 Global B2B Marketing Sales Enablement Online Survey.
- ² Forrester defines these terms as follows. SE platforms enable digital, inside, and field sales personnel to be more productive and efficient. They automate highly manual tasks such as dialing customers, leaving voicemails, tracking emails, logging notes, and initiating outgoing correspondence with prospects and customers. They also support the creation of both manual and automated engagement processes for sales prospects.

SEA solutions allow sellers to efficiently access and share content in more meaningful ways across the lifecycle. With rich analytics, data visualizations, and collaborative workflow, these solutions increase marketing and sales collaboration and provide marketers with insights to create content that affects commercial outcomes.

SR tools increase sellers' and managers' effectiveness through practice, repetition, coaching, and collaboration. Leveraging video, gamification, and analytics, these digital tools help firms increase skills and improve brand and message consistency.

For a complete rundown of sales technologies and their Forrester definitions, see the Forrester report "[The Forrester Tech Tide™: Sales Technologies, Q4 2018.](#)"
- ³ Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey.
- ⁴ See the Forrester report "[Modern B2B Buying Experiences Require A Singular Content Strategy.](#)"
- ⁵ Source: Interview with Sean Goldie, director of sales enablement and inside sales at Apptio, July 19, 2019.
- ⁶ Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey.
- ⁷ Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey.
- ⁸ Source: Interview with a senior sales leader at a technology company, July 17, 2019.
- ⁹ Source: Interview with the CEO of a technology company, August 8, 2019.

Building The Business Case For A Modern Sales Enablement Toolset

Business Case: The Sales Enablement Playbook

Conversational intelligence is an emerging subcategory of sales readiness. Conversational intelligence platforms automatically keep records of all sales interactions and then parse the interactions for actionable insights using AI. These insights can then be used to optimize rep performance and even more broadly inform sales strategies.

¹⁰ Source: Forrester's Q3 2018 Global B2B Marketing Sales Enablement Online Survey.

¹¹ Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey.

¹² Base: 1,125 global B2B marketing decision makers. Source: Forrester Analytics Global Business Technographics Marketing Survey, 2019.

¹³ For an overview of sales readiness vendors, see the Forrester report "[Now Tech: Sales Readiness Tools, Q1 2018.](#)"

For specific information on the strengths and weaknesses of the major SEA vendors, see the Forrester report "[The Forrester Wave™: Sales Enablement Automation Platforms, Q3 2018.](#)"

Keep an eye on Mary Shea's upcoming research that covers SE platforms in depth and new reporting on the SR and SEA spaces.

¹⁴ Source: Interview with Guillermo Gonzalez, head of global sales development at LifeScan, July 3, 2019.

¹⁵ Source: Interview with Sean Goldie, director of sales enablement and inside sales at Apptio, July 19, 2019.

¹⁶ Look for Forrester's upcoming report on behavioral data that fuels AI-powered B2B marketing.

¹⁷ See the Forrester report "[B2B Consultant Sellers Reign In The 21st Century.](#)"

¹⁸ Source: Forrester's Q2 2019 Global Sales Enablement ROI Survey.

¹⁹ See the Forrester report "[Evaluate Your Sales Enablement Maturity.](#)"

²⁰ For more guidance on this, see the Forrester report "[Building The Business Case For Technology](#)" and see the Forrester report "[Write A Digital Business Strategic Plan That People Actually Read.](#)"

²¹ Source: Interview with Alexei van Ingen, digital marketing specialist for Abbott Laboratories, July 15, 2019.

²² For an in-depth discussion of TEI and the individual elements within the methodology, see the Forrester report "[The Total Economic Impact™ Methodology: A Foundational Framework For Investment Decisions.](#)"

We work with business and technology leaders to develop customer-obsessed strategies that drive growth.

PRODUCTS AND SERVICES

- › Core research and tools
- › Data and analytics
- › Peer collaboration
- › Analyst engagement
- › Consulting
- › Events

Forrester's research and insights are tailored to your role and critical business initiatives.

ROLES WE SERVE

Marketing & Strategy Professionals

CMO

- › **B2B Marketing**
- B2C Marketing
- Customer Experience
- Customer Insights
- eBusiness & Channel Strategy

Technology Management Professionals

CIO

- Application Development & Delivery
- Enterprise Architecture
- Infrastructure & Operations
- Security & Risk
- Sourcing & Vendor Management

Technology Industry Professionals

Analyst Relations

CLIENT SUPPORT

For information on hard-copy or electronic reprints, please contact Client Support at +1 866-367-7378, +1 617-613-5730, or clientsupport@forrester.com. We offer quantity discounts and special pricing for academic and nonprofit institutions.