Ventana Research
Sales Research in 2017

Setting the annual expertise and topic agenda

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Ventana Research

Ventana Research connects users and providers of technology through its research and advisory services, focusing on improving business performance.

Our unique approach is evaluating the people, processes, information and technology components of organizations using applications and tools across business and IT areas.
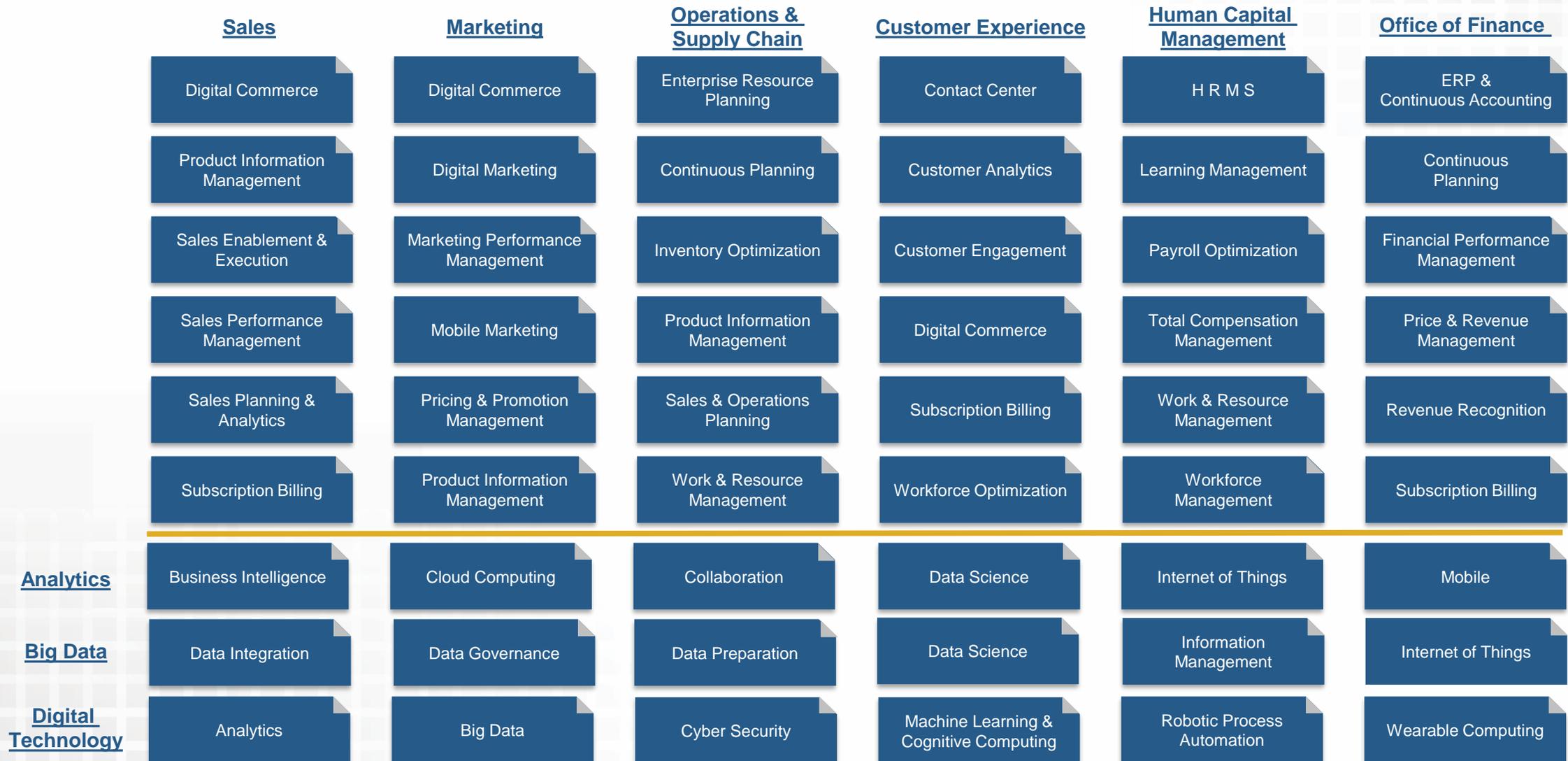
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Ventana Research Expertise Agenda

Our Research Agenda and expertise in critical business and technology topics is driven by our analysts' deep understanding of business requirements and our knowledge of technology providers.

Through our primary and secondary market research methods, we are able to provide insights and best practices to line of business and IT, and across vertical industries that will help any organization reach its maximum potential.

Ventana Research Expertise Framework

Sales	Marketing	Operations & Supply Chain	Customer Experience	Human Capital Management	Office of Finance
Digital Commerce	Digital Commerce	Enterprise Resource Planning	Contact Center	H R M S	ERP & Continuous Accounting
Product Information Management	Digital Marketing	Continuous Planning	Customer Analytics	Learning Management	Continuous Planning
Sales Enablement & Execution	Marketing Performance Management	Inventory Optimization	Customer Engagement	Payroll Optimization	Financial Performance Management
Sales Performance Management	Mobile Marketing	Product Information Management	Digital Commerce	Total Compensation Management	Price & Revenue Management
Sales Planning & Analytics	Pricing & Promotion Management	Sales & Operations Planning	Subscription Billing	Work & Resource Management	Revenue Recognition
Subscription Billing	Product Information Management	Work & Resource Management	Workforce Optimization	Workforce Management	Subscription Billing

Analytics	Business Intelligence	Cloud Computing	Collaboration	Data Science	Internet of Things	Mobile
Big Data	Data Integration	Data Governance	Data Preparation	Data Science	Information Management	Internet of Things
Digital Technology	Analytics	Big Data	Cyber Security	Machine Learning & Cognitive Computing	Robotic Process Automation	Wearable Computing

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Expertise is Cross Functional, Not Pigeon-Holed

Background:

Ventana Research analysts work as a team across lines of business, processes, functions and technologies to provide perspectives that analyst firms with narrow, technology defined coverage areas are not able to match.

Examples:

- Sales with Finance in Sales Planning Analytics.
- Sales with Customer Experience in Digital Commerce.
- Sales with Finance in Subscription Billing.
- Sales with Operations and Supply Chain and Marketing in Product Information Management.

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Services for Users and Providers

Technology Users

- Advisory and Research Services
- Benchmark Assessment
- Educational Workshops
- Market Consultation Service
- Research Reports
- Technology Assessments
- Vendor Selection Guidance

Technology Providers

- Advisory and Research Service
- Benchmark Research Services
- Digital Content Services
- Market Consultation Service
- Research Reports
- Speaking Services
- Strategic Consulting

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Market Consultation Service

Overview:

Ventana Research analysts provide insight and guidance on the market through their expertise using our research. The service consists of a two hour consultation, presentation and unique set of recommendations.

Value:

- Smartest path to understanding the state of the technology market to adjust your business efforts.

- Improve technology strategies to better optimize your productivity and performance of business processes.

- Optimize business efforts by overcoming challenges with your people and processes through using technology.

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Sales Expertise Overview

Overview

- The necessity of applications and tools for sales to continuously optimize sales effectiveness is essential to improve the outcomes and results of their efforts. The portfolio of applications designed for sales are part of the new generation of digital effectiveness.

Focus Areas

Digital Commerce	Product Information Management	Sales Enablement & Execution
Sales Performance Management	Sales Planning & Analytics	Subscription Billing

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Agenda for Sales

Digital Commerce

- Advancing technologies are shifting commerce to focus on customer and products.
- Optimizing engagement of customers through mobile technology is essential for success.
- New efforts will require new strategy to deliver effective customer and product experience.

Product Information Management

- Advancements introduce new product experience for use across business processes.
- Use of analytics and big data are optimizing the effectiveness of product information.
- Adopt applications that enable a digital product experience for customer engagement.

Sales Enablement and Execution

- Use of content and guidance are enabling smarter and prioritized selling efforts.
- Adoption of machine learning and cognitive methods enable more efficient sales efforts.
- Embrace digital methods to improve efficiency of sales process for optimizing outcomes.

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Agenda for Sales

Sales Performance Management

- Shift to portfolio of applications focused on overall operations and performance.
- Use of analytics can optimize the performance of sales processes and overall outcomes.
- Adopt applications and methods to manage sales performance over efficiency.

Sales Planning and Analytics

- Shift to continuous planning changes methods to optimize processes and performance.
- Leverage social collaboration can provide context to past and future performance.
- Utilize continuous planning and analytics to optimize short and long range plans.

Subscription Billing

- Transition to simplifying subscriptions and experience is transitioning systems.
- Use of cloud computing streamlines the processing and integration of billing.
- Engage subscription applications to streamline order to cash processes.

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Digital Technology for Sales

Analytics
- Use of data science on sales data enables ability to guide future actions and decisions.
- Applying machine learning and predictive analytics to generate most effective insights.
- Assess the effectiveness of analytics to help lead the decisions needed to optimize sales.

Big Data
- Centralizing data for sales to use across applications and analytics will improve efficiency.
- Simpler big data technologies operating in the cloud make it easier for sales to operate.
- Determine the data related efficiency in sales and make a plan for improvement.

Cloud Computing
- Use of cloud computing enables simpler method to onboard and use sales applications.
- Challenges in reliability of sales and cloud computing should be examined.
- Examine how to interconnect cloud computing with integration to streamline sales.

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Digital Technology for Sales

Collaboration for Business

- Utilization of social collaboration enables sales to work together on common purpose.
- Embed of collaboration into sales applications enable better agility and action.
- Assess and adopt collaboration that accelerates sales efficiency and effectiveness.

Machine Learning & Cognitive Computing

- Use of advanced computing methods like machine learning is making sales more intelligent.
- Advancements in machine learning in sales are helping guide sales actions and plans.
- Determine where to apply cognitive computing methods to advance sales processes.

Mobile Technology

- Use of smartphones and tablets for sales provide agility to act and optimize efforts.
- Advancements of mobile technology now accelerate pressure to ensure sales readiness.
- Demand sales applications operate on diverse set of mobile technologies.

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Product Information Management

Overview

- Product Information Management provides the ability to consistently manage products and related information for use across processes to business and consumers.

Agenda

- Advancements introduce new product experience for use across business processes.
- Use of analytics and big data are optimizing the effectiveness of product information.
- Adopt applications that enable a digital product experience for customer engagement.

Insights - Examples

- Key Insight: "Adopting PIM can help improve confidence and provide benefits."
- Best Practices "Assess your organization's maturity in product information management."

Market Research

- Benchmark: Product Information Management (Q1)
- Dynamic Insights: Product Content Management (Q2)
- Value Index: Product Information Management (Q1)

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Sales Enablement & Execution

Overview

- The enablement and execution across sales is essential to ensure the effective operations and generating the best possible outcomes.

Agenda

- Use of analytics, content and guidance are enabling smarter and prioritized selling efforts.
- Adoption of machine learning and cognitive methods enable more efficient sales efforts.
- Embrace digital methods to improve efficiency of sales process for optimizing outcomes.

Insights - Examples

- Key Insight: "Spreadsheets undermine confidence in sales analytics."
- Best Practices "Enable collaboration across the sales organization."

Market Research

- Benchmark: Sales Performance Management (Q2)
- Dynamic Insights: Channel Data Management and Sales Enablement and Execution (Q2)

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Sales Performance Management

Overview

- Sales Performance Management provides the methods to use the processes and applications that can assess and align resources to achieve best possible outcomes.

Agenda

- Shift to portfolio of applications focused on overall operations and performance.
- Use of analytics can optimize the performance of sales processes and overall outcomes.
- Adopt applications and methods to manage sales performance over efficiency.

Insights - Examples

- Key Insight: "Sales force automation addresses only one aspect of sales performance management, and satisfaction with it is waning."
- Best Practices "Invest in sales performance management to increase effectiveness and efficiency."

Market Research

- Benchmark: Sales Performance Management (Q2)
- Value Index: Sales Performance Management (Q1)

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Sales Planning & Analytics

Overview

- Sales Planning enabled optimized use of processes and resources to achieve projected outcomes that can use analytics to guide future actions and decisions.

Agenda

- Shift to continuous planning changes methods to optimize processes and performance.
- Leverage social collaboration can provide context to past and future performance.
- Utilize continuous planning and analytics to optimize short and long range plans.

Insights - Examples

- Key Insight: "Sales analytics processes lack rigor."
- Best Practices "Don't let spreadsheets impede your use of sales analytics."

Market Research

- Benchmark: Next Generation Sales Analytics (Q1)
- Dynamic Insights: Sales Planning and Analytics (Q2)

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Subscription Billing

Overview

- Organizations can provide services that are billed on a subscription basis that is easy to manage and engage customers in the best possible experience.

Agenda

- Transition to simplifying subscriptions and experience is transitioning systems.
- Use of cloud computing streamlines the processing and integration of billing.
- Engage subscription applications to streamline order to cash processes.

Insights - Examples

- Key Insight: "Companies choose recurring revenue to increase sales and appeal to customers."
- Best Practices "Consider using a dedicated billing system designed for recurring revenue."

Market Research

- Benchmark: Subscription Billing (Q3)
- Value Index: Subscription Billing (Q4)

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Technology Areas of Focus for Sales

Sales Applications

- Analytics
- Assets and knowledge management
- Channel data management
- Coaching and objectives
- Compensation and incentives
- Configure, price and quote
- Contract management
- Forecasting and pipeline management
- Quota and territory management
- Lead management
- Learning management
- Market intelligence

Sales Applications (continued)

- Objectives and initiatives
- Planning and optimization
- Pricing and revenue optimization
- Recognition and rewards
- Recruiting and hiring
- Salesforce automation (SFA)
- Sales enablement
- Sales talent management
- Subscription billing

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Technology Areas of Focus for Sales

Product Information Management

- Content management
- Collaboration
- Data, integration and analytics
- Digital assets
- Master Data Management
- Product experience

Digital Commerce

- Billing and order management
- Integration and analytics
- Mobile enablement
- Product content and engagement
- Site development and optimization

Subscription Billing

- Order experience
- Data, integration and analytics
- Order management
- Pricing optimization
- Revenue recognition

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Market Research for Sales

Benchmark Research

- Digital Commerce (2017)
- Product Information Management (2017)
- Next Generation Sales Analytics (2017)
- Subscription Billing (2017)

Dynamic Insights Research

- Channel Data Management (2017)
- Product Content Management (2017)
- Sales Enablement & Execution (2017)
- Sales Planning and Analytics (2017)

Value Index Research

- Digital Commerce (2017)
- Sales Performance Management (2017)
- Subscription Billing (2017)

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Questions?

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