

Ventana Research

Sales Research in 2017

Setting the annual expertise and topic agenda

Mark Smith
CEO & Chief Research Officer



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Services for Users and Providers

Technology Users

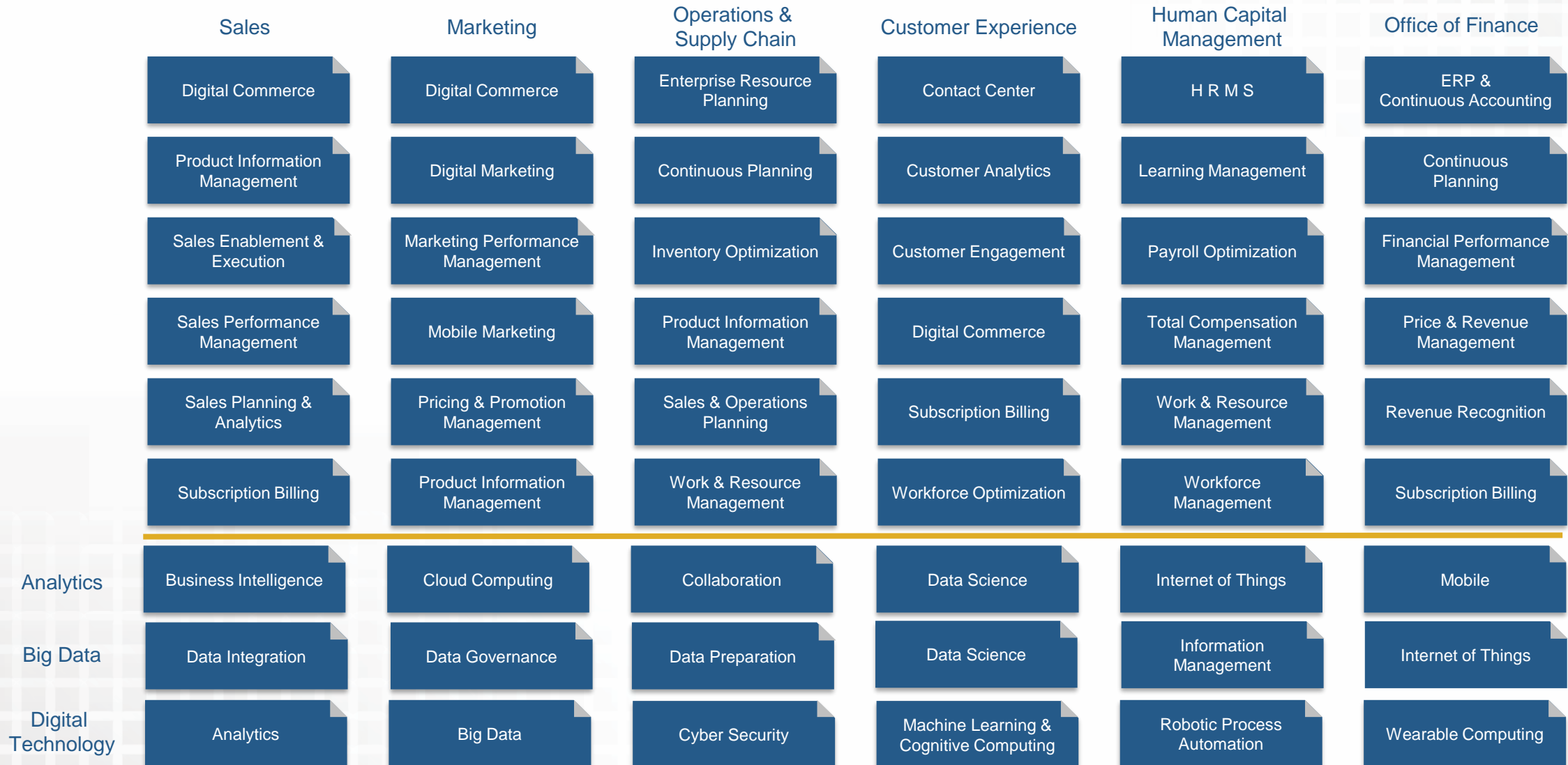
- Advice and Guidance
- Benchmark Assessment
- Educational Workshops
- Research Reports
- Speaking Services
- Technology Assessments
- Vendor Selection Guidance

Technology Suppliers

- Advice and Guidance
- Benchmark Services
- Content Services
- Education on/to Market
- Speaking Services
- Strategic Consulting
- Technology Insight Services



Ventana Research Expertise Framework



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



Mark Smith

CEO & Chief Research Officer



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Mark is responsible for the overall business and research direction of Ventana Research and drives the global research agenda covering both business and technology areas. He defined the blueprint and methodology for improving business by using benchmark research to provide guidance across people, processes, information and technology. Mark is an expert in enterprise software and business technology innovations including: business analytics, big data, cloud computing, business collaboration, mobile technology and social media.

Mark started Ventana Research more than a decade ago; he has worked in the software industry for 25 years leading innovations in research and technology. Mark was rated the 2011 software industry analyst of the year by The Institute of Industry Analyst Relations (IIAR). Mark is also ranked as one of the top ten technology influencers in 2012 by Human Resources Executive magazine.

Sales Overview

Expertise 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



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.

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.

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.

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.

Product Information Management

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 (Q1)
- Value Index: Product Information Management (Q1)

Sales Enablement & Execution

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 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: Sales Enablement and Execution (Q2)

Sales Performance Management

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)

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
- Dynamic Insights: Sales Planning and Analytics (Q2)

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)

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

Technology Areas of Focus for Sales

Product Information Management

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

Subscription Billing

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

Digital Commerce

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



Market Research for Sales

Benchmark Research

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

Dynamic Insights Research

- 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)



Questions?



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