



Sales Enablement:  
the Process that Generates Leads,  
Sales and Gets Value Out of Marketing



**Just Imagine...**

...you come into your office on Monday morning to find that your sales team have followed up every unsold enquiry your business has received in the last two years. More than that, before following-up, they researched the specific interests and pain points of every one of those prospects and have worked out a way to live without ever having to sleep so they can map their prospects behaviour and respond to it 24 hours a day, 7 days a week. Above all, your sales and marketing teams have become the best of friends and have organised a division of labour based on a clear understanding that are both responsible for generating leads and they are both responsible for selling them.



You assume this change will soon disappear and old habits will return. You are wrong. Days and weeks pass and not a single lead is neglected. Hopeless cases turn into sales and prospects considered lost become customers.

This eBook will explain how this transformation happened and how it can happen in your business not in some distant, imaginary future.

**It can happen NOW!**

**How to Waste Money on Marketing**

We have clients waste money on marketing in many, often inventive and extraordinary, ways. This waste is based on commercially destructive beliefs businesses have about marketing. These are our top two:

**• Marketing is About Lead Generation**

There are worse beliefs than this to have about marketing, like believing it's about branding or creative concepts or design. However, these beliefs are so blatantly silly, it's more productive to focus on believing that marketing is about lead generation since that belief is widely held and, on the surface, seems reasonable given the pressures under which most mid-market businesses operate.

The problem with this belief is that it absolves marketing of responsibility for anything that happens once it's filled the top of the funnel with leads. By doing this, it encourages a disconnect, antagonism even, between marketing and sales and it fails to track and nurture leads all the way through the funnel. The cost of this belief has been measured by HubSpot in a study of more than 20,000 businesses that found that sales and marketing misalignment cost businesses £800bn a year.



• **Sales is Better than Marketing at Understanding Prospects**

This belief truly belongs as a relic in a Museum of Marketing. Sadly, it's alive and kicking. It's based on the assumption that sales is primarily a soft, human skill while marketing, while necessary, is incapable of closing a deal.

This is where Donald Trump can help us. The President's seemingly random, off-the-cuff speeches designed to sell his vision to the American people are based on an alignment between front-end salesmanship and the use of marketing data. For example, by accessing social media networks, especially Facebook, the Trump campaign was able to get a profile of 220 million adults. This allowed him to use trending key words to influence the debate on social media which has replaced traditional news outlets as the platforms most capable of affecting and changing human behaviour. In other words, Trump is operating a feedback loop between marketing, social networks and salesmanship.

When marketing and sales are aligned, marketing provides data and processes that compensate for the deficiencies in the psychology of the average salesperson. As Alexander Kogan, a psychologist from Cambridge University, said, "Computers see us in a more robust way than we see ourselves". His colleague Michal Kosinski found that if he knew 150 of your "likes" on Facebook and correlated them with large volumes of data his team gathered from other Facebook users, he would know you better than your spouse and by accessing 300 of your "likes" he'd know you better than you know yourself!

**The Commercial Power of Sales Enablement**

Sales enablement is a systematic approach to increasing sales productivity by aligning sales and marketing through supporting sales teams with the content, training and analytics they need to convert more leads.

The foundation of sales enablement is to use a CRM, such as the HubSpot CRM and Sales PRO, to align sales and marketing. The key to making the technology work is to go through a well-defined, 5-step Implementation Process:

- **Configure:** this is where you add users into the CRM, map deal stages and assess the probability of closing specific deals
- **Add:** once the CRM has been configured, you import client data and contacts as well as generate new data in the CRM
- **Train:** training in the technology and processes of sales enablement is essential to get buy-in from all levels of the sales team. In order to maintain momentum, progress should be reviewed and refined every 30 days
- **Launch:** this involves helping sales teams adopt the sales CRM system and this is where your marketing and sales enablement agency needs to provide high levels of support including attending sales meetings and even sitting in on a sales call
- **Optimise and Maintain:** this is the ongoing support a business needs to get the best of its CRM and sales enablement programme



Technology can create a platform for understanding human behaviour better than other humans because it isn't biased. Dual Process Marketing has shown that our strategic marketing decisions are distorted by our many tendencies to misinterpret data to suit our self-serving biases. These biases include our tendency to use information to confirm pre-existing beliefs, to be overly influenced by emotionally powerful experiences and to believe in stories before facts.

And this brings us to the salesperson. A typical salesperson is driven to achieve sales targets which means he or she will:

- chase the most likely prospects at the expense of others who might convert if they were followed up consistently

- blame marketing for delivering poor quality leads when the sales target is missed
- be biased in the assessment and management of prospects

The technology and processes that define sales enablement change the relationship between sales and marketing teams. It makes them work together because they want to, not because they have to. It makes them more effective. It transforms years of wasted marketing investment into marketing that delivers tangible commercial returns.



Using the CRM as the foundation, this is how sales enablement generates value for your business in 16 steps:

It creates alignment between marketing and sales by:

- Creating ideal buyer profiles and personas
- Creating a revenue-based Service Level Agreement (SLA) between the two teams where each agrees when a Marketing Qualified Lead (MQL) becomes a Sales Qualified Lead (SQL) and how many leads are necessary to create the agreed revenue
- Sales enablement means creating content that is relevant at every point of a lead's progress through the sales funnel. For example, at the top of the funnel, the content may create general awareness of a product or service that may be of interest to a prospect, while by the time an MQL has become an SQL the content will need to help the prospect make a decision to buy
- Once your sales process has been mapped, a key part of sales enablement involves managing the deal stages. For example, if your sales process involves seven stages from appointment through to won or lost, you have complete visibility of this journey and you can ensure your prospect receives relevant content every step of the way
- In the sales enablement process, the responsibility for the generation of content falls evenly on marketing and sales. Importantly, content used by sales reps should be available to prospects in the same place as marketing content
- Part of the SLA is to formalise a process whereby marketing and sales are giving each other regular feedback on the content they are creating.
- Sales enablement is automated (i.e. it tracks buyer behaviour online, uses that tracking to send out relevant content and, once the sequences of content has been uploaded, distributes that content without further manual intervention by a salesperson). This is the primary way in which sales enablement, and the technology that drives it, make up for the biases built into the psychology of sales teams
- One of the shortcomings in sales psychology is the tendency to give up on a prospect too early in the buying process. For example, almost half of all salespeople give up after one follow-up whereas 80% of sales require at least five follow-ups before a close. Sales enablement technology is built to keep going when salespeople move on to the next lead
- Automation also means that sales enablement processes are fast and relevant to the behaviour of a prospect. This is essential to successful conversions since between a third and a half of all deals are closed by the company that responded first and a lead contacted within 5 minutes of filling in a form online is 100% more likely to become a sale than a prospect that was contacted an hour and a half later
- By offering multiple opportunities to form-fill on the site and by providing timely and relevant content to incentivise them to do so, a prospect may be an SQL before they even make contact with the company



- Above all, sales enablement tracks buyer behaviour in real time and creates multiple opportunities for sales to make contact. This is made possible because you can set up alerts to let you know when a lead revisits your site and what they are looking at
- In sales enablement, the process of lead identification extends even as far as anonymous visitors. 'Reverse IP Lookup' software can match a computer's IP address with a company's known address and this opens the ability to make contact with the company even when you don't know which person from the company was on your site
- It is often the case that sales teams use as many document templates (proposals, contracts etc) as there are members of the sales team. Lead nurturing and sales enablement platforms like HubSpot also creating a uniform database of sales collateral and ensure it is accessible in one place
- This collateral can be used to track buyer behaviour and increase close rates. For example, a proposal sent over in PandaDoc allows the salesperson to see which members of the prospects team have read the document, how long they spent on each page and which pages were most viewed
- Tracking when emails are opened and by whom is a vital part of sales enablement because it allows the sales person to contact the prospect while he or she is reading an email
- Sales enablement allows prospects direct access to a salesperson's diary so they can book meetings without even speaking to sales
- Finally, a sales enablement training programme differs from traditional sales training because it helps sales teams understand changes in buyer behaviour and learn the latest psychological, evidence-based methods that enable higher close rates

## The Future of Marketing and Sales

Once you understand the power of sales enablement to unite marketing and sales in a common cause, your business will be transformed. Technology, data, process and automated content will compensate for the flaws in human decision-making. The biases hardwired in the human brain will no longer waste the leads you generate. The result is:

- **more leads**
- **more sales**
- **more focus**
- **more value**



## about cognition

For 2 decades, we've enabled businesses to generate positive, quantifiable change in sales volumes and profit margins across multiple sectors.

The marketing we deliver is integrated across all areas including digital, social, PR, content and creative.

We're one of the only UK agencies to have a dedicated Research, Data and Analytics Department, which acts as the foundation of everything we do. It allows us to gather and utilise marketing data for our clients, which makes every element of their marketing as commercially effective as the world's biggest companies, but at a fraction of the cost.

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