

How to transition to a Revenue Enablement model



We unearthed several important considerations for organisations seeking to evolve to a revenue enablement model from our recent industry study.

Use this set of actionable steps to successfully transition to your own tailor-made revenue enablement model.

For a full transition to revenue enablement, each step will be completed in its entirety, but in practice, many businesses may choose a more gradual evolution with incremental changes to processes, organisation, and tools over a longer period, to allow teams to adjust to the necessary cultural changes.

Step 1

Analyse the current state

A review of the buyer journey and the systems and tools used to support it, is a critical first step.

- Seek out organisational pain points with the status quo, so problems and gaps can be identified.
- Investigate lack of visibility and misaligned messaging, KPIs, compensation and objectives between teams.
- Review use of systems, tools, data, and the processes that link them.
- Do this cross functionally, creating a Tiger Team task force representing each team involved.
- Understand where specialist third party agencies can help you and form part of the tiger team.

Step 2

Understand the business case

This should be a data-driven activity.

- Examine the gaps and disconnects identified in step 1 and map across the different functions.
- Estimate opportunity costs that result from these gaps in order to prioritise.
- Create a roadmap with details of the evolution to revenue enablement, with a realistic timeframe.
- Focus interventions on quick wins initially, but with a view to the longer term requirements to avoid mis-aligned goals.
- Plan to build on these successes to develop a business case for future phases, set benchmarking and KPIs early in order to set internal expectations clearly.

Step 3

Define the pilot

The pilot project(s) must have quantifiable success criteria, and show results in the wider context of the long term objectives:

- Identify a project where there are clear disconnect issues between functions, that will have scored highly in step 2 against impact on revenue.
- Include alignment of enablement functions to support revenue generating functions - showing how success will be facilitated against the required objectives.
- Define the necessary processes, systems, and tools needed to generate successful ROI from the pilot.
- Define the metrics and budget, including incremental impacts on revenue.

Step 4

Present the business case

Present the business case to the C-suite, to get C-level ownership and buy-in.

- Be clear on how the pilot aligns with organisational strategic goals.
- Demonstrate expected ROI from the pilot.
- Explain how the pilot fits into the overall scope of the project.
- Ensure you get indicative buy-in for the whole project, including the future phased rollout.

Step 5

Deliver the pilot

In delivering the pilot specialist third party agencies are usually engaged to enable organisations to achieve results quickly through expertise and dedicated resources. This also helps avoid the financial and performance costs associated with excessive trial and error.

- Create clear project plans detailing the identified risks and dependencies.
- Ensure stakeholders are bought-in to the pilot objectives - see also step 6.
- Establish project and business metrics and the reporting cadences.
- Typical pilot projects include:
 - Aligning sales and marketing teams via an Account-Based Marketing (ABM) strategy.
 - Implement new cross functional processes inc. to align and optimise engagement across customer lifecycle.
 - Buyer-led campaigns with aligned sales enablement and shared intelligence.
- Define future program stages to build on the value delivered within the pilot.

Step 6

Create a collaborative culture and shared mindset (as part of the pilot delivery)

If a collaborative culture and shared mindset is not prioritised, it will need to be stakeholder and improved as a matter of urgency. When all stakeholders know how they fit into the bigger picture, it helps keep everyone's focus on revenue goals.

- Foster a collaborative approach, with cross-functional alignment of metrics and priorities.
- Educate all teams involved in the buyer journey to fully understand their role and its context.
- Reinforcement of behavioural and cultural changes needed to instil a revenue enablement mantra.

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Once the six steps have been followed and the recommendations actioned, review and repeat the cycle stages either as part of a scheduled review cycle, or when internal or external circumstances change significantly.