



Sales Enablement Strategy and Balanced Scorecard Workshop

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Who is Paul?



- Head of Global Sales Enablement at Vonage
- 20 years in sales and sales leadership
- 7 years in sales enablement leadership
- Sales effectiveness, methodology and sales process management consultant
- CustomerCentric Selling® business partner

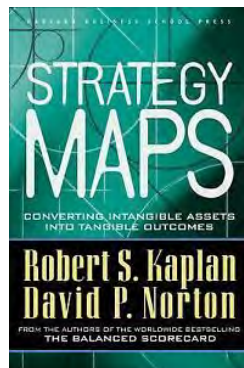
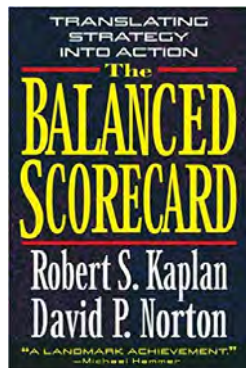
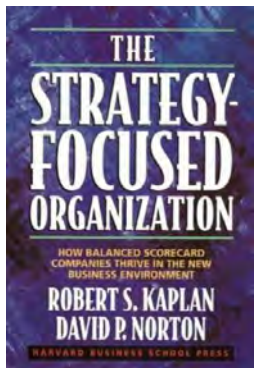


Measuring Sales Enablement Success

- There is no direct *causation* between enablement efforts and revenue; there are only *correlations*
- <20% of study respondents were able to measure success with KPIs connected to corporate initiatives
- So how can we...
 - Measure the impact of enablement investments
 - Connect our efforts to both the business and sales strategy
 - Report contribution to success to executives in a meaningful way

--CSO Insights 4th Annual Sales Enablement Study and blog

The Strategy-Focused Organization



- A strategic planning and management system used to align business activities to the organizational vision and strategy
- Monitors performance against strategic goals
- Provides “balance” to the financial perspectives and results which are lagging indicators
- Corporate vs. Shared Service Unit
- Developed by Kaplan and Norton based on 10 years’ research
- Published by HBR Press

Strategy Mapping and Balanced Scorecard

- Improves organizational performance by measuring what matters
- Increases focus on strategy and results
- Aligns organization strategy with team members on a day to day basis
- Focuses on the drivers and leading indicators key to future performance
- Accurately identifies and prioritizes projects/initiatives
- Improves communication of the impact to the organization's vision and strategy
- Allows for rapid course correction

4 Original Business Perspectives



4 Business Perspectives Questions

- Financial
 - *What must we do to create sustainable economic value?*
- Customer
 - *What do our customers require from us and how are we doing according to those requirements?*
- Internal Business Process
 - *To satisfy our stakeholders, what must our levels of productivity, efficiency and quality?*
- Learning and Growth
 - *What do we need to do to support and sustain high performance?*

Differentiation Strategy

- Product Leadership
 - *A product leadership strategy pushes its products into the realm of the unknown, the untried or the highly desirable (Sony Corporation, Intel)*
- Customer Intimacy
 - *A customer intimacy strategy builds bonds with its customers; it knows its customers and the products and services they need (Home Depot, Mobil)*
- Operational Excellence
 - *Operationally excellent organisations deliver a combination of quality, and ease of use that delights customers (Costco, McDonald's, Dell)*
- Choose 1 as “differentiator”

Main Implementation Steps

- Define your corporate, department or team Vision
- Define the team Mission Statement
- Determine the corporate Strategic Objectives
- Analyze what factors will bring success
- Choose your Key Performance Indicators (KPIs)
- Set your Targets, Plans, and Initiatives

Mission: Vonage has the highest sales productivity per head in industry

Vision: Deliver the methodology, knowledge, skills and tools to enable Vonage sellers and partners to differentiate by how they sell and win

Financial Perspective

What are our most important financial outcomes?



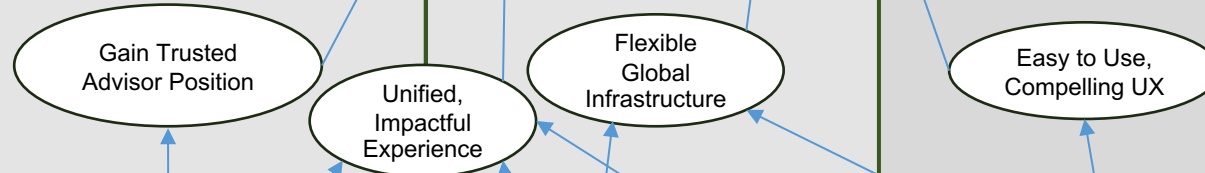
Customer Intimacy-Differentiator

Product – Basic

Operational Excellence - Basic

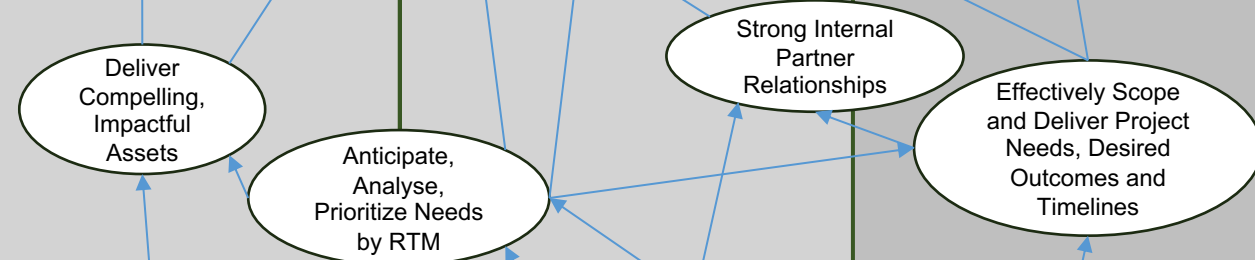
Customer Perspective

How should we appear to our customers?



Internal Perspective

At what do we need to excel to fulfill our customers' expectations?



Organisational Capacity

How will we sustain our ability to improve?



STRATEGY MAP	OBJECTIVES	BALANCED SCORECARD		ACTIONS
		MEASUREMENT	TARGET	INITIATIVE
<p>FINANCIAL PERSPECTIVE</p> <div style="border: 1px solid black; border-radius: 50%; width: 150px; height: 80px; margin: 20px auto; text-align: center; padding: 10px;"> Increase Sales Productivity </div>	<p>Increased Sales Rep Productivity</p> <p>Increased Mix of Products Sold</p> <p>Improved Rep Participation</p>			
<p>CUSTOMER PERSPECTIVE</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Gain Trusted Advisor Position</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px; width: 45%;">Flexible, Global Infrastructure</div> <div style="border: 1px solid black; padding: 2px; width: 45%;">Easy to Use, Compelling UX</div> </div> <div style="border: 1px solid black; padding: 2px; width: 45%;">Unified, Impactful Experience</div> </div>	<p>Gain Trusted Advisor</p> <p>Unified, Impactful</p> <p>Global Infrastructure</p> <p>Easy, Compelling UX</p> <p>Unified, Impactful</p> <p>Unified, Impactful</p>			
<p>INTERNAL PROCESSES PERSPECTIVE</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Deliver Compelling, Impactful Assets</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px; width: 45%;">Anticipate, Analyze, Prioritize RTM Needs</div> <div style="border: 1px solid black; padding: 2px; width: 45%;">Strong Internal Partner Relationships</div> </div> <div style="border: 1px solid black; padding: 2px; width: 45%;">Effectively Scope/Deliver Projects</div> </div>	<p>Compelling, Impactful Assets</p> <p>Needs by RTM</p> <p>Effectively Scope and Deliver Projects</p> <p>Strong Internal Relationships</p>			
<p>LEARNING & GROWTH PERSPECTIVE</p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;">Relentless Innovation</p> <div style="display: flex; justify-content: space-between;"> <div style="border: 1px solid black; padding: 2px; width: 45%;">Leverage Digital Delivery and Measurement Tools</div> <div style="border: 1px solid black; padding: 2px; width: 45%;">Strong Industry Knowledge</div> </div> </div>	<p>Relentless Innovation</p> <p>Leverage Digital Delivery/Metrics</p> <p>Strong Industry Knowledge</p>			

Objective	Measure	Owner	Target	Actuals	Trend	On Target	Notes
Sample Balanced Scorecard							
Financial							
Increase ACV per sales rep	dollars	Paul E	\$3,500	\$3,000.00	↓	●	
Increased mix of products sold	% of closed won with UC/CC	Paul E	22%	19%	↔	●	
Improved sales rep participation	% of sales reps attaining quota	Paul E	75	52	↔	●	
Customers							
Goal 1							
Goal 2							
Learning & Growth							
Goal 1							
Goal 2							
Internal Business Processes							
Goal 1							
Goal 2							

Key Implementation Success Factors

- Develop your company, organization or team Vision
- Determine your Strategic Objectives
- Analyze what factors will bring success
- Choose Your Key Performance Indicators (KPIs) – leading indicators
- Set Your Targets, Plans, and Initiatives

Scorecard Potential Pitfalls



- Develop a well defined strategy
- Do not neglect to show the relationship between your business goals
- Do not develop your scorecard in a bubble
- Do not focus on irrelevant KPIs
- Avoid too much focus on lagging measures
- Avoid use of generic metrics
- Beware of self serving managers and employees

