

Weathering Change in Sales Enablement

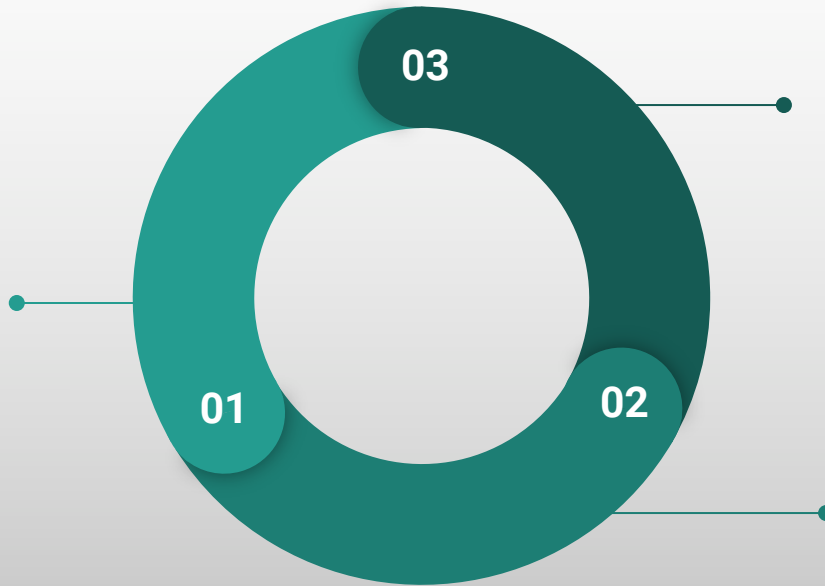
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Weather Report for the Next 45 Minutes

Forecasting:
Preparing
for
Inclement
Weather



Clear Skies:
Weathering
Future Storms

Storm Surge:
Drowning in
Change with Too
Few Resources



April, 2018 - March, 2019

Quarter of Learning
Quarter of Implementation
Quarter of Progress
Quarter of Renewal

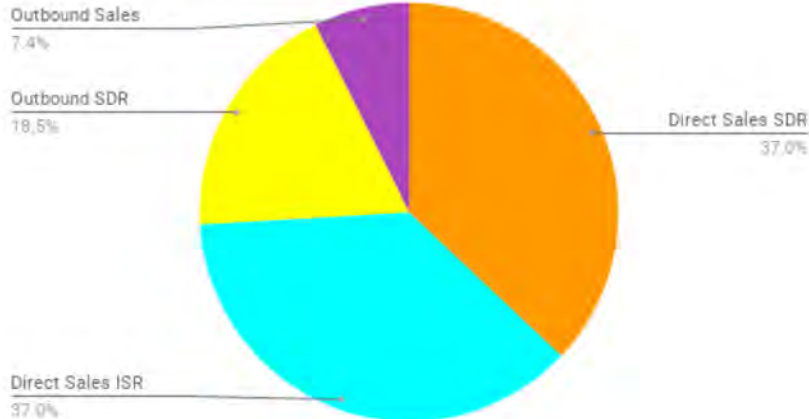


Storms Threaten Population and Diversity Growth

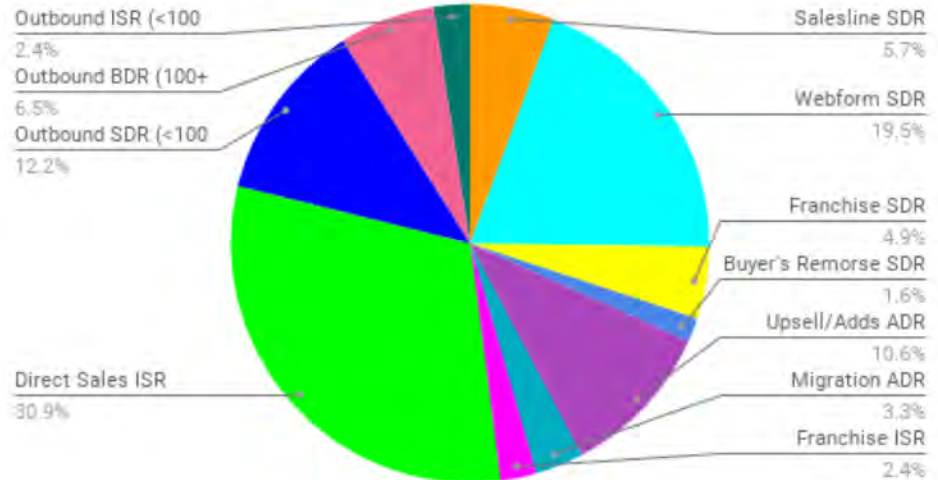
<50 Sales Professionals across 4 Roles in 2013

>150 Sales Professionals across 11 Roles in 2019

Inside Sales Roles



Inside Sales Roles



State of Emergency: Leadership Challenges

Recurring Initiatives (Status Quo)

- Training Classes
- Fresher Sessions
- Daily Support of Sales Teams (Answering Rep's and Manager's Questions)

Proactive Initiatives (Goals for Improvement)

- Modernizing Outdated Strategies
- Streamlining Resources
- Move from 100% Synchronous (Only) to a Synchronous/Asynchronous mix

Reactive Challenges (Unexpected Storms)

- Product/Service Releases
- Policy Changes
- Company Mergers and Acquisitions
- Turnover



Storm Relief Efforts: Seeking 3rd Party Aid

Knowledge

- Find Resources to help you see what you don't know
- Be Open to New Ideas
- Learn Best Practices (SES Conference)

Strategy

- Clear and Effective Project Intake Process
- Hiring Profiles and Expectations
- Account Ability Meetings w/Key Stakeholders (i.e. Sales Managers)

Tools

- Curriculum Inventory
- Facilitator's Guides
- Content Repository

Storm Analysis - Strategic Change Needed

- Roles were in flux
- Program cadence was focused on order taking and manual content production
- Departments replicated content
- Planning for metrics was underway



Storm Analysis - Reacting vs. Navigating

Reacting

1. Limited by the information trickling down and the scramble to make changes which was overloading team resources
2. Operating independently by replicating and rebuilding what other departments owned
3. Maintaining and updating documentation for every process and procedure

Navigating

1. Collaborating with key stakeholders via regular cadence to discuss changes to the business
2. Establishing clear ownership for critical content and activities to “connect the dots”
3. Leveraging dynamic methods to share “everchanging” process and procedures



Boots

Raincoat

Umbrella

Navigating Future Change Management Storms

3 steps to implement change strategies during the storm - and to ensure change management practices are embedded in routine work efforts

Analysis

1. Identify Key Change Elements, Including Cadence for Managing any Project
2. Define/Adjust Goals, Monthly, Quarterly, and Annual

Design

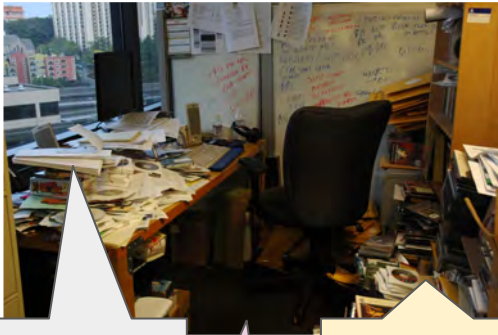
1. Implement/Adjust Routine Cadence
2. Define/Refine Hiring Profile for Success
3. Define/Refine New Hire Outcomes
4. Adjust Curriculum Structure and Ad Hoc Learning Experiences

Cadence

1. Communicate Design Changes and Collect Feedback
2. Incorporate or Address Feedback
3. Implement Changes Aligned with Routine Efforts

Weathering the Storm in Sales Enablement by...

Transforming Static Resources in a Stagnant Learning Environment



200+ Page Printed New Hire Training Manual
400+ Page Printed Promotional Role Training Manual

100% of materials were owned by training but only <50% of content was owned by training

100% Synchronous Learning | 100% of Linear Instructor to Student Learning | 90% Lecture

...To Change Adaptable Resources in a Modern Learning Environment



90% Online Material
10% Small workbook: Cubicle hangers & note taking

10% of materials owned by training

70% of Synchronous Learning | 30% Asynchronous Learning | 60% lecture and group activities

Questions & Discussion

The background of the slide is a wide, flat landscape of golden-brown grass, likely a prairie or steppe, stretching to a flat horizon. The sky is a vibrant blue, filled with several large, fluffy white cumulus clouds. The overall scene is bright and open, suggesting a vast, natural environment.