



**CEL**

COMMERCIAL EXCELLENCE LAB

SALES CONTENT MANAGEMENT  
IN THE SALES FORCE

# Fundamental types of contents

## Based on literature and preliminary validation from qualitative research steps

1. Contents for assessing existing customer attractiveness (e.g. estimation of customer's growth potential);
2. Contents for assessing a new customer's (prospect) potential;
3. Contents for managing conversations with customers (e.g. scripts for typical objections handling);
4. Contents for product demonstrations;
5. Contents for value demonstration (e.g. ROI calculators);
6. Contents for company presentation (demonstrations of company reputation);
7. Contents for customer retention/follow up (updates, etc.).



# A framework for sales content management systems

Enablers/Drivers/  
Influencers



Sales Content management use/  
adoption by the sales force



Individual  
salesperson  
drivers of  
performance



Goal  
achievement

*Sales Content management Awareness,  
Use, Proficiency, perceived Relevance*

## Organizational enablers

- Training
- Quality of mktg-sales relationships
- Quality of technological support
- Users involvement in sales content management system design
- Formalization of customer journey and selling process
- Etc.

## Social influence

- Adoption by supervisors
- Adoption by peers
- Commitment from top management

## User readiness

- Perceived ability in technology use
- Personal motivation

## Content management system quality

- Fit of content with user needs
- Degree of customization/flexibility
- Ease to find content
- User-friendliness of tools

- |                                    |
|------------------------------------|
| E-mail templates                   |
| White papers                       |
| Product collateral                 |
| Needs analysis templates           |
| Customer case studies              |
| References                         |
| Customer focused presentations     |
| ROI/ value justification templates |
| Proposal templates                 |
| Technical presentations            |
| Etc...                             |

More  
productive time

Better focus / direction

Higher motivation

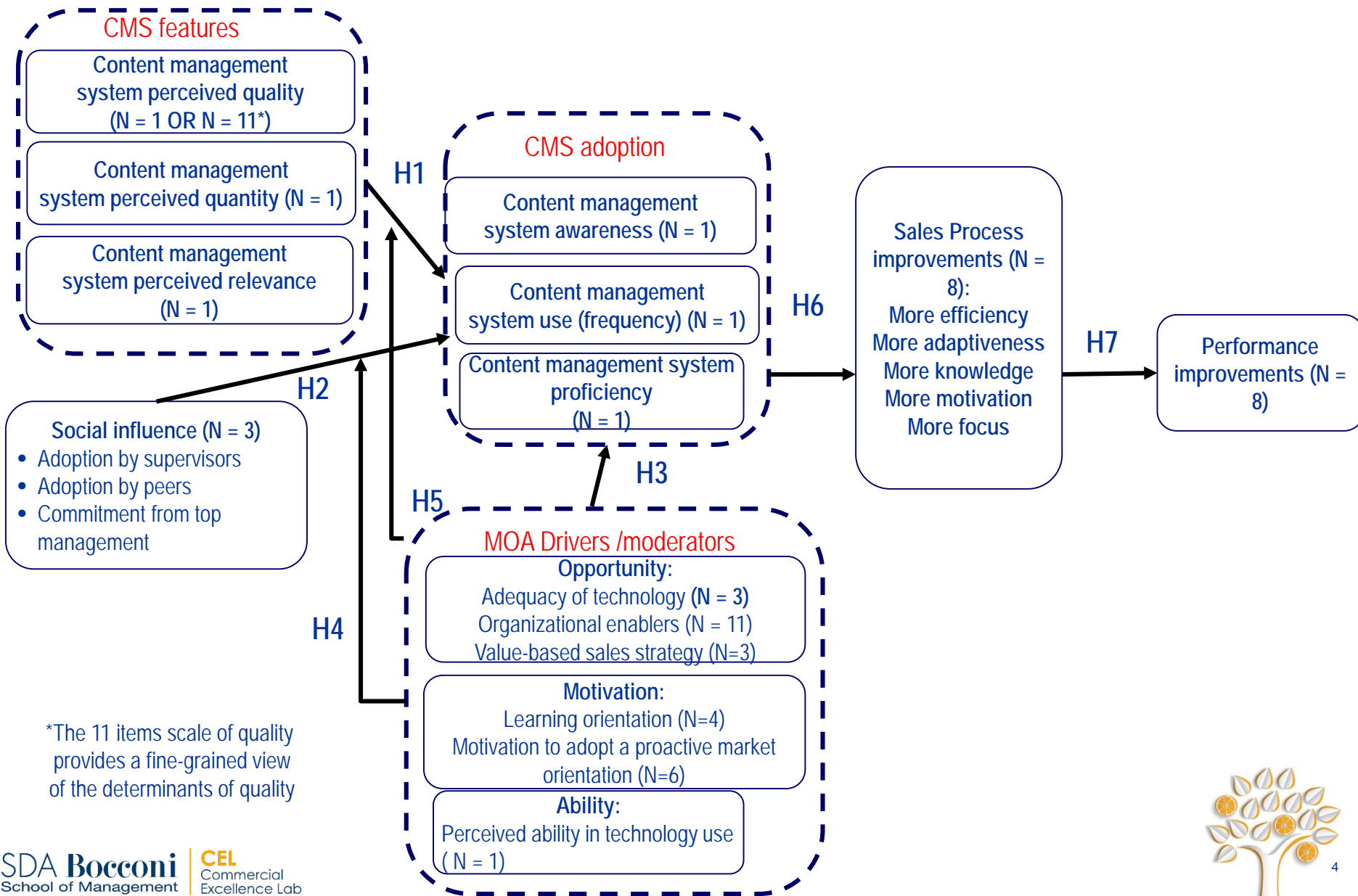
Better knowledge

More adaptiveness

- ✓ Acquisition
- ✓ Retention
- ✓ Expansion
- ✓ Lead generation
- ✓ Opportunity qualification
- ✓ Conversion rate
- ✓ Etc.



# Conceptual Model



# Hypotheses

- **H1 a, b, c:** perceived quality (a), quantity (b) and relevance (c) of the SCMS will positively affect CMS adoption (in terms of awareness, intensity/frequency of use and proficiency in using it);
- **H2:** adoption/sponsorship of SCMS by relevant others in the organization (colleagues, supervisors, management) will positively affect CMS adoption (in terms of awareness, intensity/frequency of use and proficiency in using it);
- **H3 a, b, c:** individual motivation (e.g. learning orientation, and/or motivation to adopt a proactive market orientation approach) (a), ability (perceived self-efficacy in using technology) (b), and perceived support by the organization (c) will positively affect CMS adoption;
- **H4 a, b, c:** the impact of adoption/sponsorship of SCMS by relevant others in the organization on CMS adoption will be strengthened by individual motivation, ability and perceived support by the organization
- **H5 a, b, c:** the impact of perceived quality (a), quantity (b), and relevance (c) of the SCMS on CMS adoption will be strengthened by individual motivation, ability and perceived support by the organization;
- **H6:** CMS adoption will positively affect sales process improvements;
- **H7:** sales process improvements will positively affect performance.

N.B.: H1, H6 and H7 are straightforward. H2 is based on Social Learning Theory (individual behavior is influenced by relevant others), H3, H4 and H5 are based on the MOA framework (individual behavior is influenced by individual motivation and ability, and by a supportive environment).

