



# LEAD GENERATION FOR COMPLEX ENTERPRISE SOLUTIONS:

How to make the most from  
Enterprise Sales Prospecting





## Introduction

NEXTGEN Group, through its oSpace division, is a company that specialises in assisting clients grow their business through the provision of enterprise demand management programs. Our clients are companies that provide Business-to-Business (B2B), complex solutions or services where these client services represent a significant capital or recurring expenditure (> \$100,000) for the client's customer – we call this market space the “Enterprise Solutions” space.

oSpace has experience in conducting over 1,000 individual campaigns within the demand generation programs it has executed for its clients since 2001. It has also grown steadily through that time, in response to an unfilled need that Sales Directors, Marketing Directors and General Management has for ongoing demand generation programs that actually deliver consistent sales pipeline development.

Examples of the enterprise solutions or services that oSpace has been able to effectively drive into the market include:

- Enterprise Resources Planning software
- Integration and Business Process Management software
- Business Intelligence and Business Performance Management software
- Systems Design and System Integration services
- Corporate Productivity Improvement management consultancy
- Corporate Business Travel Management services

oSpace's work over the last four years with enterprise solution or services clients has allowed us to develop a best practices management methodology to not only find leads but also to systematically create demand and then manage the demand pipeline, to ensure a given Return on Investment (ROI) for the expenditure committed to the demand generation programme.

Historically, conventional telemarketing has been used as one method to generate sales pipeline growth and the purpose of this paper is to outline why telemarketing does not work for enterprise solutions, and what type of demand generation programmes do work for these complex solutions.





# The Nature of Enterprise Solutions or Services Selling

In today’s market, the selection and implementation of enterprise software and strategic or high-value consultancy services will involve senior management in the decision process, with approval for these projects often involves – anything from six to a full 18 months of investigation, scoping, budgeting, and approval, before the a customer will be ready to commit to a contract.

As a result, organisations need to identify senior executives early in the sales cycle, so that they can commence building the essential trusted relationships over time, knowing that this step is critical prior to the commencement of a formal procurement process. This early stage of identification, development of leads for the pipeline and nurturing of these relationships is critical to long term success with clients and new clients.

**Fig.1** below outlines some of the key characteristics of Enterprise Sales Prospecting (ESP), and how it differs from the characteristics of the selling process for simple products or services

**FIG. 1**

Characteristics Of ESP	Characteristics Of Simple Solution Selling
Solution is of high value, (> \$100,000)	Product is of low value.
Fewer prospects to sell to, often a few dozen or a couple of hundred prospects only.	Thousands, or tens of thousands, of prospective customers.
C- Level executives engaged More difficult to get in contact with, usually guarded by Personal Assistants, and time poor.	Middle or Junior Management engaged Usually simpler to make contact with.
Dialogue is based around what the solution can deliver for the business, what problems it can address i.e. It’s a “business” discussion.	Dialogue is usually around the features and functions of the product i.e. It’s a “technical” discussion.
Salesperson credibility is as valuable as the company brand credibility.	Credibility is established by the vendor’s brand.
Long sales cycles, often six months or more, and engaging multiple influencers in the decision making process	Short sales cycles, often only one influencer or decision maker is involved in the process.
Budget is usually sought after engagement with potential vendors.	Budget typically already exists, as part of an annual budget process.



Because of the radically different nature of solution conceptualisation, development and procurement for enterprise-level solutions, in comparison with simple products purchasing, both the face-face selling process and the process of generating demand need to differ.

It is oSpace's view, and the view of our clients, that conventional telemarketing is not suitable for generating demand for enterprise solutions, while being suitable for lead generation or discovery of simple product sales opportunities.

By "**conventional telemarketing**", we mean:

- The running of ad-hoc campaigns, typically of shorter duration (four to six weeks) conducted by younger staff (< 40 years of age), working from call centres.
- Staff with limited sales experience, or no sales experience, who are remunerated commensurate with their level of experience.
- Campaigns are usually focused on volume calling, contacting a large number of medium-to-small companies.
- Quantity is more important than the quality. Not a lot of time is spent on data research and validation, in terms of prioritising the right accounts and using a multitude of data providers to find the right decision makers and their most up-to-date contact details.
- High staff turnover is the norm (usually 30 – 60 per cent per annum)



# The Structure of ESP Programs

ESP programs need to be constructed and executed in a way that reflects the characteristics of enterprise solution procurement.

Relationships need to be built with the right executives and companies regardless of their initial timing to buy. These key people need to be engaged early in the buying process, to co-create and influence their vision.

A value-adding dialogue needs to be commenced and sustained, before a formal procurement process is established, built around the identification of compelling business needs or opportunities that have significant implications, and hence ROI and payoff, if addressed.

This value-adding dialogue needs to be customised, potentially for each individual target company if the size of the potential opportunity warrants it, or at least formulated for a particular niche or sub-segment of the overall addressable market. It's important to remember that one size does not fit all. Rather, this approach requires that several different messages that may need to be constructed (and tested), to fully cover the potential market.

The structure of conventional telemarketing campaigns does not reflect this need, as noted in **Fig.2** below:

FIG. 2	
ESP Programme Structure	Telemarketing Campaign Structure
Requires longevity and continuity.	Can be conducted ad-hoc and transactionally.
Nurturing of accounts an integral part of the programme.	Nurturing not a part of the structure.
Call less companies, usually 100 or so. Call prospects, not suspects, if possible, through selecting the right company types to call.	Volume-based calling.
Planning of each sub-campaign is critical, must have the right business message before ramping up calling.	Can trial business message and amend it, without burning up a large portion of the addressable companies to be called.



# Data Implications of ESP Programs

Any prospecting program needs good data in order to be successful.

Good data means that you will be able to develop a targeted list of accounts that might be interested in the client product/solution, as well as a list of contacts that have decision making authority over that product or solution purchase, as well as accurate and updated contact details.

This might sound obvious but given the dynamic nature of this data (people moving from a company to another one, being promoted, updating their mobile number, etc.), a successful contacts database in this area really requires a specific data practice, as well as access to a multitude of data providers.

Furthermore, ESP programs can prioritise accounts that are currently in market (showing online buying signals) for a specific product or solution. Again, this requires not only the technology, but also the expertise to leverage this type of data during the outreach.

The structure of conventional telemarketing campaigns does not reflect this need, as noted in **Fig.3** below:

FIG. 3

ESP Program Structure	Telemarketing Campaign Structure
Spending a lot a time researching and refining the list of accounts that are going to be approached, as well as finding the right contacts and their contact details.	Going straight into calling mode.
Having access to multiple sources of data, to be combined into a targeted list of companies and contacts.	Volume-based calling, usually using a unique source of data (the perfect company and contact data provider hasn't been invented yet).
Having the option to leverage intent data, in order to prioritise accounts that are showing buying signals now, and might not be in market in the future.	No way to prioritise accounts based on market intelligence data.



## Staffing Implications of ESP Programs

As a result of the different characteristics of enterprise solution selling, and the structural differences of ESP programs, there are significant differences in the staffing and resourcing needs in comparison with conventional telemarketing campaigns.

ESP programs needs to be staffed by seasoned sales executives, and managed by experienced sales managers, in much the same way that the face-to-face sales team needs to be staffed and managed.

This fundamental staffing truth has implications for the way the work is performed, scheduled and monitored. And also for the way staff are recruited, motivated and remunerated, as noted in **Fig.4**:

FIG. 4

ESP Staffing	Telemarketing Campaigns Staffing
Experienced, more senior, older (40 years +) sales executives, used to dealing with C-level managers. Gravitas in voice and manner.	Less experienced, younger (20s or 30s) staff.
Staff can add value to the conversation with executive contacts, can be flexible in responding to twists and turns of the dialogue.	Staff need a structured script, and are often uncomfortable diverging from the script.
Critical to retain calling staff, therefore low turnover is absolutely essential.  Skill and Knowledge of the salesperson takes time to build or replace.	Easier to recruit and train staff, so higher levels of turnover are less of a cause for concern.
Will not want to conduct phone-based work 100 per cent of their working time.	Will tolerate working 100 per cent on phone for some time, until a more interesting position comes along (for the more ambitious staff).
Do not want to work in a call centre.	Happy to work in a call centre (initially).
Experienced staff used to earning a base salary and a success-based salary component.	Staff happy to earn a flat fee.



## In Summary

For companies in the technology space, whether selling products, solutions, or services, success rests on being able to move up the value chain and become a strategic partner for the client. For low-value transactions or first engagements, there remains a place for cold calling through the contract centre, but “promoting” the customer to a valued, ongoing engagement, in which your business will address your client’s ongoing technology challenges, is the secret to reseller success in the modern era.

Enterprises Sales Prospecting (ESP) needs to evolve in kind, and principally this needs to happen through a data-driven understanding of the customer, their key decision makers, and their pain points. ESP success rests heavily on having the tools and resources to be able to build relationships before the solution sell and before the customer will start to invest into the company.

oSpace has a proven track record in providing the data platform that allows the ESP process to be achieved with maximum rapidity. A combination of good data, deep insights, and proper targeting will insure that your critical ESP staffing resources are working at optimal productivity and efficiency, and that your outreach efforts find the right targets.



Get in touch with the oSpace team today: [CLICK HERE >](#)