The MarketSource Sales Tech Stack Maturity Matrix™

MARKETSOURCE®

The sales tech landscape is in mayhem, according to **Gartner**.

We're watching as a broad set of solution categories narrows into a small list of vendors with wide portfolios of capabilities.

Marked by an overwhelming number of providers in any given category, unclear use cases for many of them, categories at various stages of consolidation, and an infinite possibility of tech stack configurations, how can you assess the state of your sales tech stack? How can you identify the next right step to move it along the continuum? How can it become an asset that works for your sales team, rather than the other way around?

Our Sales Tech Maturity Model™

will help you gauge the stage of your tech stack's development so you can take it to the next level. With tools to measure where you stand in the key categories of strategy, investment, adoption, process, and enablement, you'll be able to:

☐ Gauge where you rank in each of the six sales tech maturity pillars

☐ Determine your stack's performance level, readiness, and capacity for growth

☐ Pinpoint areas that need attention

☐ Chart a course to advance your sales tech stack to the next phase of maturity

☐ Build awareness to secure the resources you need

CONTENTS

THE 6 PILLARS OF SALES TECH MATURITY

The pillars are not only core to achieving sales tech stack maturity—they work interdependently to make or break your success. You need leadership buy-in to secure investment. You can't hire people to build and map your processes and ensure you have the right tech without funds. You can't allocate resources that fuel adoption or prioritize training without clear roles and responsibilities.

| BUY-IN | INVESTMENT | PROCESS | OWNERSHIP | TRAINING | ADOPTION |

The 6 Pillars of Sales Tech Maturity **Explained**

BUY-IN

This is the level of commitment, advocacy, and sponsorship you've secured from executives. Do your organizational and sales leaders see tech as core to your sellers' performance or nice to have? Do you face opposition at any level? This pillar underpins and enables the other five.

INVESTMENT

This is the amount you've already invested in your tech stack. Per SBI, the average budget allocated to selling tools and technology is 25% of your overall budget. While there's no straight correlation between amount spent and value derived, this is a critical lever impacting your overall maturity picture. It's important to gauge it so you know whether you need to adjust it.

PROCESS

This measure examines the state of the alignment of your sales processes and your technology. Do you have intentional, articulated sales processes? Have you mapped them to the technology? Do you have any technology not mapped to a process?

The 6 Pillars of Sales Tech Maturity **Explained**

OWNERSHIP

This measure looks at where responsibility lies for selecting, implementing, and administering the technology. Is it sales or IT, or is it the peripheral responsibility of another department that has no stake in sales success? Is there a single person who's in sales who's in charge for implementation? Does responsibility fall to sales, but there's no one assigned to it?
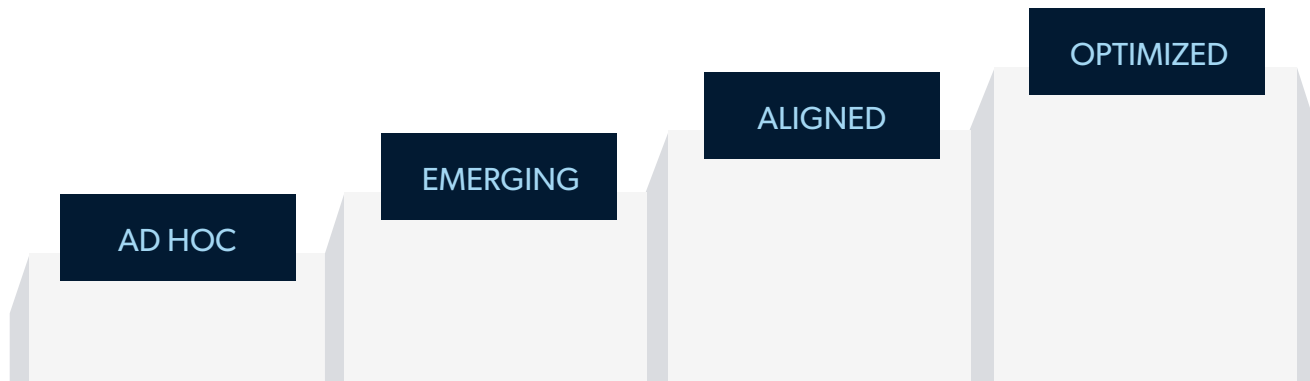
TRAINING

This category measures what you have in place to train and enable your sellers to use each tool to its full potential and to track adoption. Are you training on it regularly to facilitate users' ability to use each tool at its peak? Do you have someone designated to manage training?

ADOPTION

This is the measure of the rate at which your sellers are using the tools available to them and whether they're using most of the tools to their full potential. According to SBI's survey of 89 B2B companies with more than $100B in revenue, even for top tools, sales adoption lags.

THE 4 MATURITY LEVELS

We have defined four levels of maturity from just starting out to fully optimized. Each of the six pillars is plotted across these levels. As you plot your place on the continuum, you'll likely find you excel in some areas but lag in others. That's normal. Use this matrix as a reflection of your current state, and as a tool to identify your gaps and weaknesses in each pillar and evolve your sales tech to next-level.

OPTIMIZED

ALIGNED

EMERGING

AD HOC

The 4 Maturity Levels

AD HOC

Undefined & Limited

- Some sales tech
- Significant gaps
- Little-to-no process
- Limited training
- Tools/needs mismatch

EMERGING

Reactive & Asynchronous

- Reactive tech selection
- Asynchronous systems
- Modest seller adoption
- Processes not yet mapped
- Inefficient tech budget use
- Resource shortage

ALIGNED

Integrated & Intentional

- Emerging tool investment
- Deliberate tech selection
- Integrated systems
- High seller adoption
- Processes mapped to tech
- Productive sellers
- Efficient sales motions

OPTIMIZED

Innovative & Future-Ready

- Dedicated tech team with sales KPIs
- Inherent training processes
- Processes inform tech selection
- Nearly 100% seller adoption
- Future-funded
- Outperforming sellers

The 4 Maturity Levels **Explained**

AD HOC

Undefined and Limited

You dabble in sales tech, but it's a distraction rather than a core tool in your sales arsenal that supports your sellers and maximizes green time. You have tech in place, but there are significant gaps that interfere with your ability to reach your goals. You may be missing solutions for key categories, have tools that aren't integrated with each other, have insufficient or inefficient use of your tech budget (you're paying for dormant tools—due either to lack of training, outdated/legacy/unsupported tech, or priority shifts), lack processes, or don't have the right tools for your needs. You're using a "one size fits all" approach, not a sales role-based approach. Seller adoption is spotty, and training is either a low or non-existent priority. You may be trying to figure out how tech can solve your problems of low adoption rates, high seller turnover, and missed quotas.

The 4 Maturity Levels **Explained**

EMERGING

Reactive and Asynchronous

You've invested some resources in sales tech solutions, but you're more reactive than intentional, leaving your team wasting valuable green time navigating asynchronous systems that should be making their jobs easier. You have tools for most of the **core categories**. Seller adoption is moderate, and you train them when you can. You have sufficient budget, but it's not being used efficiently. You may be trying to sort out which tools you DO need, how to get the budget for them, and to figure out what to do with dormant tools that no longer serve you. You lack the resources to assess your processes, map them to your tech, and to identify areas of opportunity that will deliver the quickest efficiency and productivity wins.

The 4 Maturity Levels **Explained**

ALIGNED

Integrated and Intentional

Your tech stack is an asset to your team, and you notice consistent, growing efficiencies in multiple areas, including seller skill enhancement and retention. You've begun to experience increased productivity, efficiency, and seller satisfaction and retention and to institutionalize the improvements you've made behind those increases. You still face pockets of opposition from corporate and/or revenue leaders who are skeptical tech can deliver on its lofty promises and a worthwhile return on investment.

The 4 Maturity Levels **Explained**

OPTIMIZED

Innovative and Future-Ready

Your tech stack is an asset to your team, and you notice consistent, growing efficiencies in multiple areas, including seller skill enhancement and retention. You've begun to experience increased productivity, efficiency, and seller satisfaction and retention and to institutionalize the improvements you've made behind those increases. You still face pockets of opposition from corporate and/or revenue leaders who are skeptical tech can deliver on its lofty promises and a worthwhile return on investment.

USING THE MARKETSOURCE SALES TECH STACK MATURITY MATRIX™

The MarketSource Sales Tech Stack Maturity Matrix™ is a dashboard that allows you to plot your organization's maturity level on each of 6 key sales tech pillars. It enables you to visualize the overall health and maturity of your sales tech stack. It can be an invaluable tool for you, your team, and stakeholders.

For each pillar, read the descriptions aligned with each of the four levels of maturity and select the level that most closely matches where your organization is today.

	AD HOC Undefined & Limited	**EMERGING** Reactive & Asynchronous	**ALIGNED** Integrated & Intentional	**OPTIMIZED** Innovative & Future-Ready
BUY-IN	The core belief is that sellers are performing at their highest level and can do everything themselves. You might think or hear, "We have a CRM—isn't that enough?"	Leaders see the value of tech, but you're using it out of the box, not in the way that works best for you. This hurdle trickles down to process, training, and responsibility, which are disjointed.	Leaders view sales tech as essential to achieving sales goals. You face pockets of opposition from corporate and/or revenue leaders who are skeptical tech can deliver on its promises and a return on investment.	Leadership recognizes a maximized stack as key to next-gen sales growth. They've pledged their support for you to secure the resources you need to maintain a thriving sales tech stack for the foreseeable future.
INVESTMENT	You have enough budget to trial some fundamental techs but not enough to cover all your bases.	You've invested more in tools that are performing for you and are beginning to allocate budget for additional tech that closes critical gaps.	You've invested sufficiently in the core categories and secured expanded budget to invest in emerging tools that address second tier problems.	Leadership has allocated more than 25% of your budget to fund sales tech for the foreseeable future.
PROCESS	Your current tech is not backed by sales processes. You are using a one size fits all approach. You recognize the need but don't have the time or resources to slow down and build them.	You have sales processes, but they're not mapped to your tech. You likely have dormant tools you've bought that no longer align with your sales motions.	You've mapped your sales processes (by role) to your tech and have begun to retire tools that no longer serve you. You've realized greater efficiencies and increased productivity.	You have a process playbook that informs your tech decisions. You continually audit the playbook to ensure it stays apace with sales and tech innovation.
OWNERSHIP	There is no one dedicated to evaluating, selecting, implementing, and managing your tech.	Sales tech is a peripheral responsibility of IT or other department with no stake in sales. Or sales owns it on paper, but there is no one assigned to manage it.	There is someone responsible for administering the tech and overseeing adoption. Roles and responsibilities for tech are clear both to the sales team and the broader organization.	The team responsible for tech has a stake in sales and KPIs tied to sales tech performance. Your team follows rubrics that ensure they're striving for the same goals and outcomes.
TRAINING	You don't have a formal tech training program. Some of your sellers may seek out self-guided content online but never feel confident using all the features.	You have formal training for some tools but not all. And your training program hasn't kept up with new releases, and you don't have staff dedicated to training.	You have proactive, intentional policies and processes in place, and training is inherent to any new tool rollout. You have someone dedicated to administering training and tracking adoption.	Training is a core element of seller onboarding and ongoing performance reviews. You have a seamless, robust training team and evaluation process. Sellers consistently demonstrate enhanced skills, comfort, and confidence with their tools.
ADOPTION	Your sellers are unaware of all the tools available to them, and few are using any of them to their full potential.	Most of your sellers use some tools sporadically, but the abandon rate is high. This is often due to poor user interfaces, unclear use cases, or confusing internal recommendations or strategy.	You are intentional about rolling out new tools, including comprehensive training at launch. Most of your sellers use most tools consistently. You've seen a steady decline in admin time and increase in productivity over the past 12 months.	More than 90% of your sellers use appropriate tools consistently and to their full potential. You have someone dedicated to tracking adoption and a system to evaluate both adoption and seller satisfaction for each tool—with consistently high adoption rates and satisfaction levels.

LESS ———————————— *MATURITY* ———————————— *MORE*

WHAT NEXT?

You likely found that your maturity varies from one pillar to another; you're more mature in some areas and less mature in others. You may have the right tech but lack in training and adoption. Or, you may have sufficient funds but lack buy-in. This is normal. Most organizations don't rank at the same level for each pillar, and few find they're optimized in every category. If you are, congratulations! If you aren't, don't be discouraged.

Reflect on what's working, what isn't, and chart your course to advance to the next level. Here are a few ideas to get you started.

AD HOC

Audit your processes and document your areas of greatest need. Determine your budgetary needs and secure support from leadership for related increased tech funding.

| Read about how we *approach documenting sales processes*

EMERGING

Map out and examine the processes behind your tech. Identify gaps that tech can solve. Make sure you have dedicated resources to oversee training, track adoption, and administer tech. Build and institutionalize a formal training program. Examine and prioritize your tool integrations.

| Read about how we *map sales processes and identify gaps*

| Read about how *your tech stack can help optimize sales training and coaching*

ALIGNED

Make sure you have tools that address emerging areas (such as Artificial and Conversation Intelligence). Begin to institutionalize the policy and process changes that have driven your efficiencies and productivity.

| Learn about the *categories of sales tech and how to evaluate them*

OPTIMIZED

Look for places to innovate or tweak, because small improvements in one area can yield exponential improvements in others. We call this always-on innovation cycle Relentless Incrementalism, and it can turn your team of high performers into outperformers.

| Read our *observations on what's ahead in sales tech*

| Read about our *approach to Relentless Incrementalism*

About the MarketSource Innovation Center

Our Innovation Center is a practice dedicated to the relentless pursuit of innovation. The team is comprised of technologists, business process engineers, instructional designers, and sales trainers whose goal it is to support every client engagement with the sales tech, processes, learning paths, and training to help the sales teams achieve—and exceed—their goals.

Each year, the Innovation Center reviews hundreds of new offerings. We take a closer look at about 50 technologies, evaluate about 20, and test 15 to 18. Only those that make the final cut end up in our tech stack.

With that level of scrutiny, you can imagine that our tech stack is pretty kick-a$$. (In fact, you can read about it **here**.)

But when we're working on a client engagement, we don't start with the technology. Rather, we first look at every process involved in our client's selling motions and the associated resources, including the inputs the outputs, for that process. From there, we define end-to-end sales processes. Read **here** to learn how we map and define processes.

Only then do we design the tech stack that will uniquely accomplish our client's goals and work for our sellers, rather than the other way around.