

**Gartner**<sup>®</sup>

# **Gartner CSO & Sales Leader Conference Key Take-Aways**

**May 17 – 18, 2022 | Americas | Virtual**

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# Letter From the Conference Chair

The past year has been an inflection point for many. Sales leaders have emerged from the disruption of the past two years recognizing that today's pace of change shows no sign of slowing. We realize that adaptability will be the key to future growth as digital buying, virtual selling and emerging technologies continue to shape our sales strategies.

We hope our conference sessions provide the provocative insights and actionable advice that you expect from Gartner. We look forward to partnering with you to address your most critical priorities in the coming year, and we look forward to seeing you in person in 2023.



**Steve Rietberg**

VP Analyst, Sales & Service Practice,  
Gartner



# Conference Features

While Gartner CSO & Sales Leader Conference 2022 was virtual, attendees actively explored the opportunities to connect. With multiple sessions and a program designed to engage with sales leader peers and Gartner experts, there was no shortage of networking.



## The CSO Circle

The CSO Circle allowed chief sales officers to partake in an exclusive program within the overall agenda.



## Ask the Expert sessions

These topic-driven sessions provided a more intimate discussion forum where one Gartner expert answered questions posed by end-user attendees. Topics covered included sales strategy, sales leadership, talent management, sales enablement and sales operations.



## Roundtables

In these topic-driven end-user forums, moderated by Gartner experts, attendees got the opportunity to learn what their peers are doing around particular issues and across different industries. Topics included heads of sales, sales enablement and sales operations priorities.



## One-on-one sessions

A 30-minute one-on-one meeting with a Gartner expert provided targeted, personalized advice to help each attendee plan proactively and invest wisely.

# Exhibitors

Gartner CSO & Sales Leader Conference gave attendees access to vendors at the forefront of technology, providing a unique opportunity to learn more about the world's leading sales products, services and solution providers to help make faster, smarter decisions for their organizations. Explore some of the exhibitors that attended Gartner CSO & Sales Leader Conference 2022.

## Premier



## Platinum



# Gartner Keynote



**Scott Collins**  
Managing Vice President



**Alice Walmesley**  
Director, Advisory

## Sustaining Growth Through Unrelenting Disruption

Constant change is overwhelming today's sellers, undermining sales effectiveness. In response, sales leaders have sought to provide greater support and direction, which comes with unintended consequences and surprisingly high costs. Uncover what sales leaders can do differently to predictably boost sales performance in an unpredictable world.

# Guest Keynote



**Sarah Robb O'Hagan**  
Business Leader, Author and  
CEO of EXOS

## A Conversation With Sarah Robb O'Hagan

Sarah Robb O'Hagan, Business Leader, Author and CEO of EXOS, joined us for an interview with Mary Mesaglio and Kirsten Barnum Sandoval from Gartner Research & Advisory. With a strong track record of implementing game-changing innovation and growth strategies as President of Equinox and Gatorade, Ms. O'Hagan shared anecdotes from her time working for team-oriented corporate cultures (including Nike and Virgin), as well as insight into the strategies she used while leading major global companies.

### Want to dig deeper? Check out these related resources:

[The Chief Sales Officer Quarterly](#)

[How to Combat Sales Turnover](#)

[Realign Customer-Facing Functions to Capitalize on the Future of Sales](#)

[Strategic Roadmap for Accelerating Revenue Growth](#)

[Reinventing the Future of Work: A Guide for Chief Sales Officers](#)

# Agenda Tracks

Our research-based sessions were designed to help sales leaders drive profitable revenue growth, improve the buyer experience and build a stronger sales force. Each track had a particular area of focus to help deliver on what matters most to our attendees:

## **Track A. Drive Commercial Acceleration With Innovative Strategies and Execution**

All sales leaders and managers must work through trends impacting their ability to generate revenue. Buyers are changing. Technologies are emerging. And the intense competition for sales talent continues. The modern sales function must not be held back by historic norms and outdated practices. Instead, sales leaders must become commercial futurists and embrace innovative strategies and methods of execution. This track helped leaders formulate clear and future-looking actions to drive market-leading growth and become a destination for top talent.

## **Track B. Modernize Enablement for the Future of Selling**

Today's digital-first buyers and hybrid work environments have created new challenges and shifted the mandate of the sales enablement function. While many leaders embrace this new dynamic, virtual selling and digital dexterity are only part of the enablement puzzle. This track focused on modernizing sales enablement with strategies to align changing buying preferences with the future of selling.

## **Track C. The Future of Sales Operations: Powering End-to-End Revenue Growth**

The digital evolution of B2B sales creates an opportunity for sales operations to generate more value across the enterprise. Sales operations leaders must meet the needs of a broader cross-functional community. Making this shift requires changes to sales operations talent, the adoption of emerging technology and the development of advanced analytics. This track focused on the positioning of sales operations to support the end-to-end revenue process and streamline its interconnected workflows to accelerate commercial performance.

## **Track D. Leading Across the Commercial Coalition**

Today's chief sales officers (CSOs) must evolve to influence more broadly across the enterprise. Through a confluence of factors from unified strategies to communal data and interconnected technologies, CSOs have a greater ability and mandate to unify internal stakeholders to meet the evolving needs of B2B buyers. This track focused on helping CSOs influence across the organization as the leaders of selling.

# Featured Sessions

Sales leaders face an extraordinary number of previously unseen disruptions, creating a new era indelibly marked by shifts in work styles, social norms and an ever-increasing reliance on technology. This requires quick, decisive action to adapt sales teams to keep pace with the changing environment. Our most popular sessions showcased how sales leaders can adapt their organizations to win the intense competition for talent, balance effectiveness with efficiency and drive revenue growth.

## Staying Ahead of the Digital Evolution in B2B Sales

**Craig Riley, Director Analyst**

Despite customers increasingly seeking an independent, digital purchase, Gartner research shows it is crucial to maintain some seller intervention to minimize customer purchase regret. Leading sales organizations leverage multithreaded customer engagement. In this session, Gartner shared predictions for the outlook on sales beyond 2022, helping CSOs keep pace with, and anticipate, evolving buying dynamics.

### 3 key take-aways

- Sales leaders should be thinking about how to modernize and deploy an engagement strategy with relation to changing buyer behavior.
- Start looking at investments that will improve your data capture, accelerate data literacy and create a “transparent tech stack.”
- Audit, prepare, deploy for an artificial intelligence (AI) enablement revolution.

## Characteristics of a Modern Sales Enablement Organization

**Debbie Bender, Director Analyst**

As buying and selling continue to evolve, sales enablement must also evolve. During this panel presentation, Gartner analysts explored how sales enablement has been impacted and what a modern sales enablement organization of the future should have in its charter, including technology, such as virtual salesrooms and digital selling.

### 3 key take-aways

- Start to identify the sales competencies needed to achieve high performance.
- Develop proficiency levels for hiring profiles and talent development paths.
- Design and structure career paths and identify future high-potential talent for success planning.

# Featured Sessions

## The 7 Sales Tech Disruptions You Might Not See Coming Through 2025

**Craig Rosenberg, Distinguished VP Analyst**

Inspired by: Daryl Plummer, Distinguished VP Analyst

The rate of change in revenue technology is so rapid that the technology landscape can change in weeks. It seems like disruption is happening constantly. As a revenue leader, you must stay ahead of these trends, prioritize and have the agility to respond quickly, decisively.

### 3 key take-aways

- The seven sales tech disruptions coming in the next five years will likely include multiexperience technology, generative AI, augmented reality/virtual reality experience, emotion AI, customer digital twin, digital humans and machine customers.
- Sales leaders don't need to run from these disruptions. Understanding their drivers can turn these uncertainties into opportunities for competitive differentiation.
- Self-disruption is a modern imperative for high-performing revenue leadership.

### Want to dig deeper? Check out these related resources:

[The Modern Sales Tech Stack](#)

[Build an End-to-End Revenue Enablement Strategy](#)

[Taming the Sales Tech Mayhem](#)

[6 Ways Sales Tech Is Rapidly Evolving](#)

[Reinvent Your Go-to-Market Strategy](#)



# Back at the Office

Now that you've reviewed the research and recommendations you heard at Gartner CSO & Sales Leader Conference, you can develop clear action items to implement in the future.

To get the most from your experience and to share insights with your colleagues, we suggest these next steps:



## Key lessons

Recap the notes you made from the presentations and your Gartner one-on-one meeting. Create a 30-, 60- and 90-day action plan with your team.



## Revisit session content

Did you miss a session? You can still access documentation and recordings from many of the presentations in the **Gartner Conference Portal**.



## Connect

Now is a great time to circle back with peers and keep the conversations going — or even reach out to new contacts.



## Follow up with us

If you need help turning your ideas into actions, contact us at [GlobalConferences@gartner.com](mailto:GlobalConferences@gartner.com).

# Power of Gartner

## Gartner for Sales Leaders

Gartner for Sales Leaders provides insights for sales executives who seek to catapult growth through winning practices. Smaller companies need to grow at scale, and larger enterprises need to grow faster. Our experts equip you from strategy through execution with impactful insights, data tools and one-on-one guidance. The result is a better, faster, smarter sales organization that achieves repeatable, scalable revenue growth.

### Key coverage areas

- Account management and account-based strategies
- Buyer and seller enablement
- Go-to-market strategy
- Leading sales enablement
- Leading sales operations
- Leading the sales function
- Pipeline creation and sales development
- Sales analytics and systems
- Sales compensation
- Sales execution and methodology
- Sales force design and deployment
- Talent development programs

 **Learn more at [gartner.com/en/sales](https://gartner.com/en/sales)  
or contact us at [salesleaders@gartner.com](mailto:salesleaders@gartner.com)**

# Save the date for Gartner CSO & Sales Leader Conference

May 16 – 18, 2023 | Las Vegas, NV

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