

State of Sales Analytics

This product was created from the 2020 Gartner State of Sales Operations and Analytics Survey. In this infographic, we take a look at sales operations leaders' voice on:

- Sales Analytics' Role and Effectiveness
- Data Literacy
- Data Governance and Data Quality

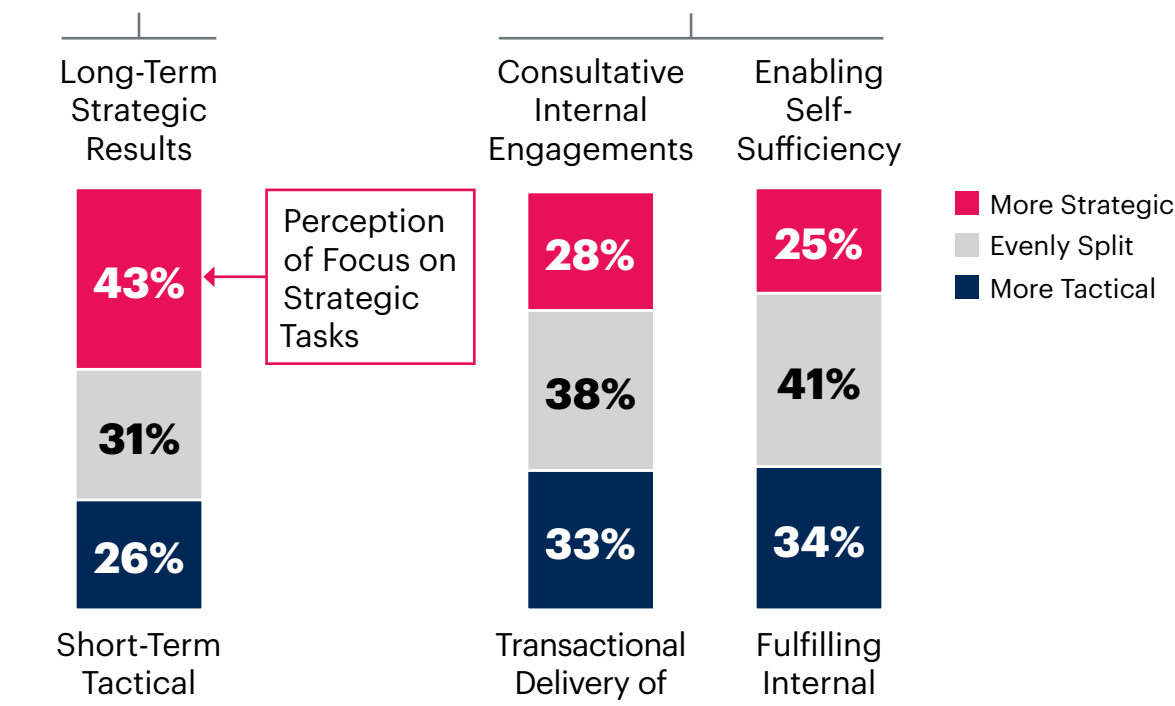


Sales Analytics' Role and Effectiveness

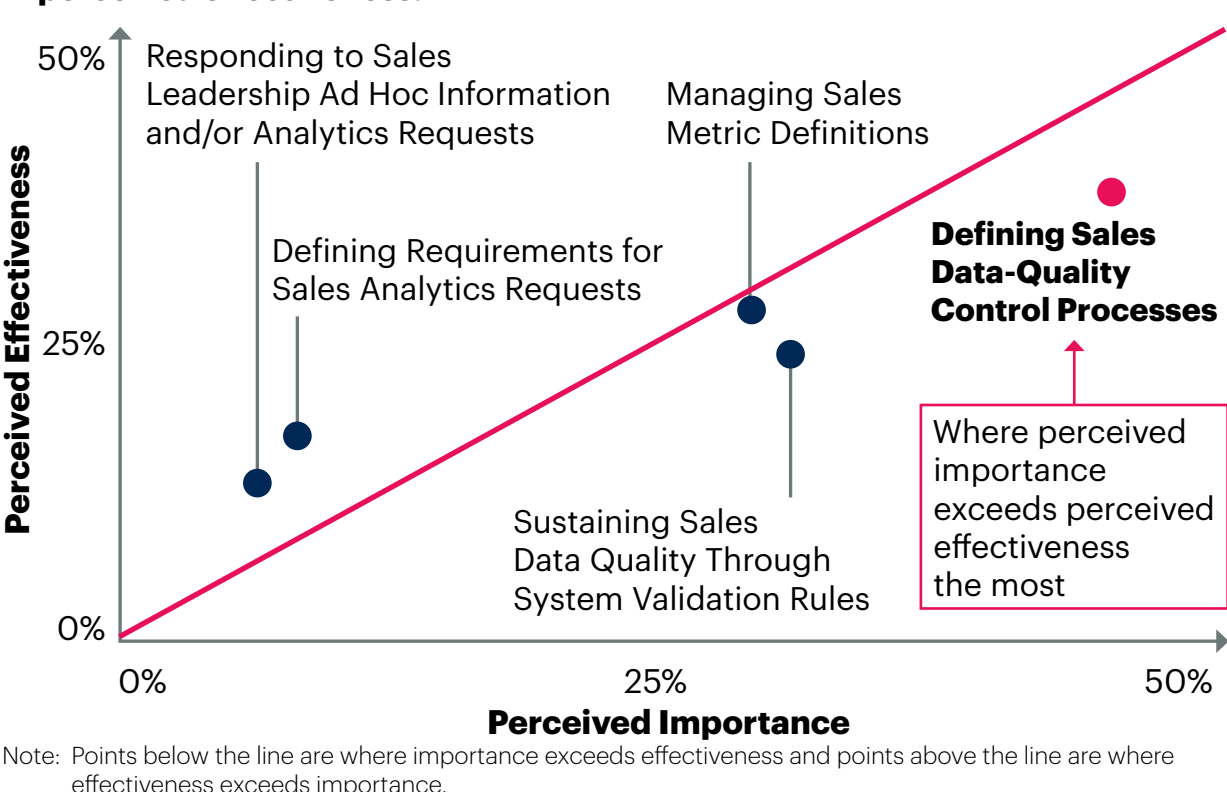
There is a gap between sales analytics' strategic intent and tactical execution.

Despite focus on data quality, sales analytics' effectiveness in data-quality measures seems to fall short.

Although organizations indicate they focus more on long-term strategic initiatives compared to short-term tactical efforts, their responses to specific activities do not always support this perception.



Data-quality issues rank first and second in perceived importance, with "defining sales data-quality control processes" being rated as the highest in perceived effectiveness.



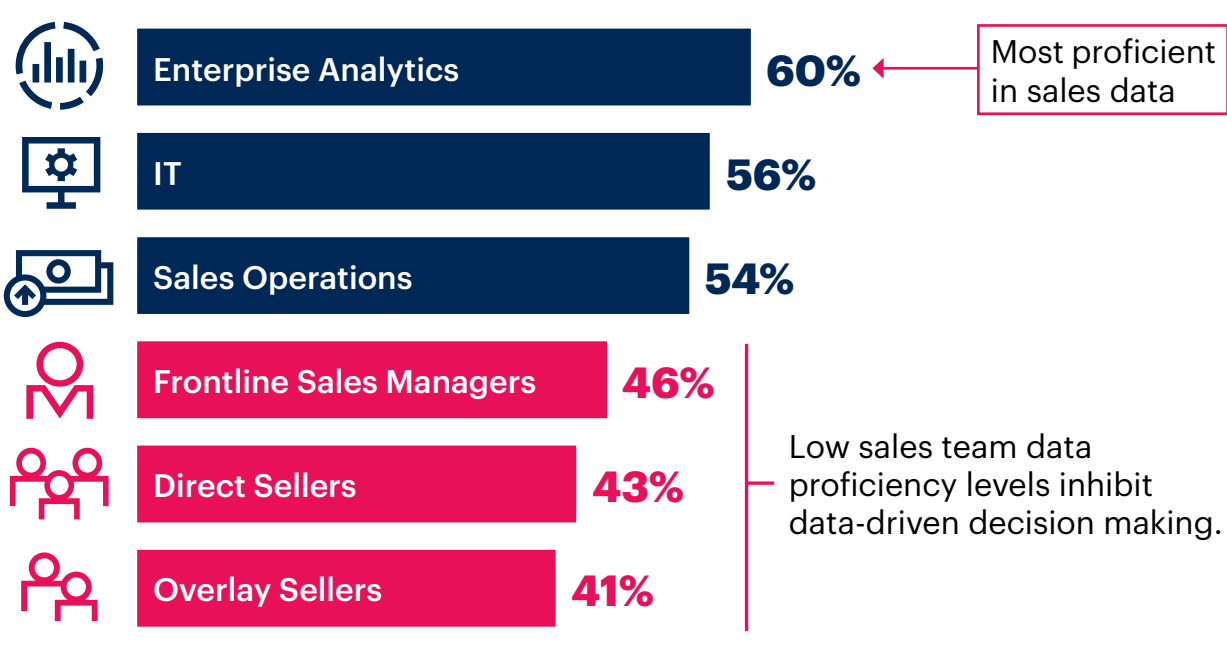
Data Literacy

Direct and Overlay Sellers fare lowest in data proficiency.

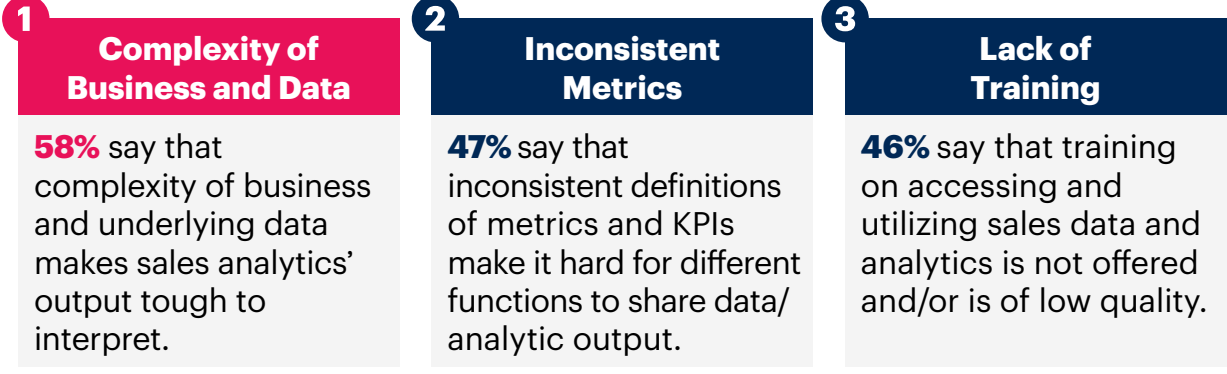
Business and data complexity is the topmost challenge to data literacy.

Collaboration with nonsales stakeholders ranks lowest in sales analytics priorities.

Frontline and overlay sellers — along with front- and second-line managers — are rated as having the lowest sales data proficiency despite their focus on sales data and seller activity.



The top three inhibitors to building data literacy are:



Despite the sales analytics function consuming and sharing data throughout the organization:



Data Governance and Data Quality

Good governance starts with a clear strategic vision.

Data quality poses major challenges to improving commercial performance.

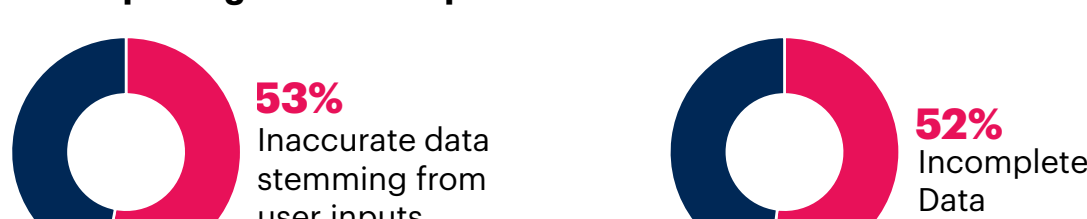
Data governance bodies are undervalued.

Standardization of metrics is the need of the hour.

The top three areas identified for data governance team success are:

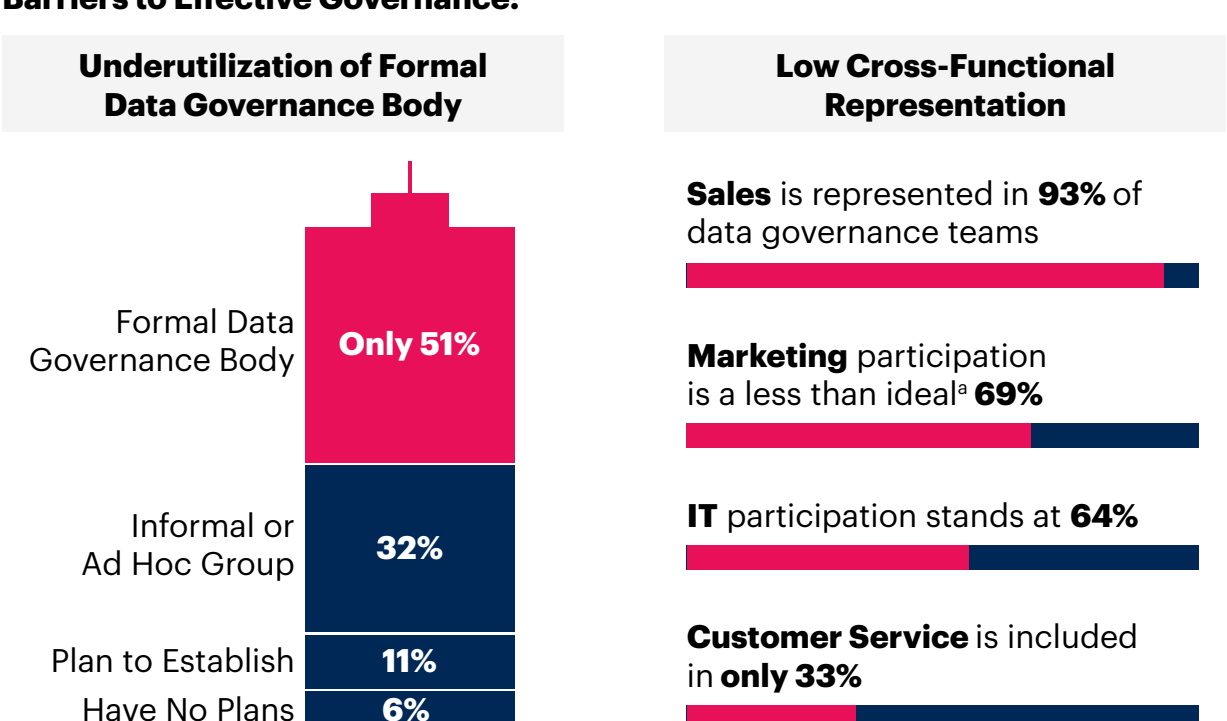


The top two data-quality challenges preventing sales analytics from improving commercial performance are:

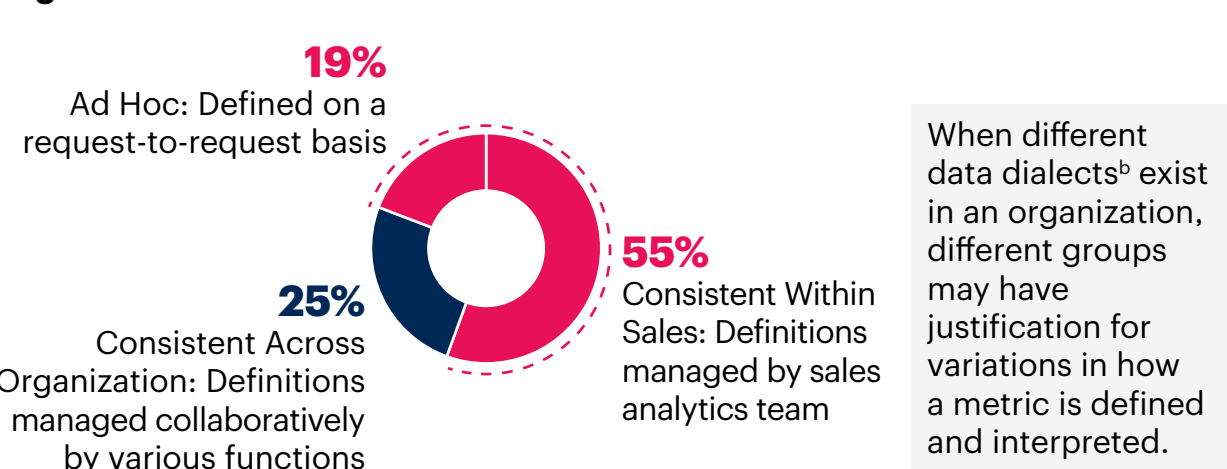


Data quality takes sustained and consistent effort. The level of regular oversight necessary for a modern analytics program requires a formalized, standing data governance body.

Barriers to Effective Governance:



Seventy-five percent of the surveyed organizations lack a standard, organizationwide definition for sales metrics.



When different data dialects^b exist in an organization, different groups may have justification for variations in how a metric is defined and interpreted.

Looking Ahead



Sales Analytics' Role and Effectiveness

Create self-service capabilities for immediate and long-term sales analytics to free up the sales analytics team's bandwidth and help it focus on higher-value predictive and prescriptive analytics.



Data Literacy

Bolster data literacy among sales and nonsales stakeholders by taking an active role to ensure the analytics program operates with cross-functional participation and sufficient resourcing.



Data Governance and Data Quality

Establish and promote a dedicated cross-functional data governance team to create regular and intentional oversight of sales analytics decisions and processes, confront data-quality challenges and ensure metric standardization.

→ **Become a Client**

n = 299 heads of sales operations and sales analytics
Source: 2020 Gartner State of Sales Operations and Analytics Survey
^a Given sales and marketing's close partnership throughout the customer purchase funnel
^b Data dialects are variations of an organization's common interpretation of data that emerge within specialized groups, often aligned by customer segment, business process or technical domain.