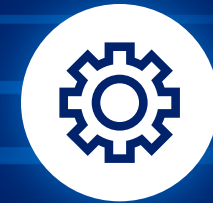


Gartner®

Outsmart Disruption

# A Playbook for Building Unbreakable Revenue Engines



## Disruption isn't the problem. Your response is.

In today's unpredictable environment, from geopolitical shifts and extreme weather to rapid advances in technology, CSOs need more than reactive fixes. They must design sales organizations with resilience built in.

Strategies are set annually. Plans are reviewed quarterly. But disruption does not follow a planning cycle. It happens in real time. When it does, nearly half of sales leaders struggle to adjust.

Use these insights to strengthen your strategic planning process and embed disruption readiness into your commercial model.

The payoff is a sales strategy that weathers shocks and turns disruption into a competitive edge.



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## Reactive sales organizations fall behind when disruption hits

Disruption is no longer driven by a single event. It is shaped by multiple, overlapping forces that continuously reshape the market.








When disruption hits, most teams are not prepared to respond. They are too slow to anticipate change, constrained by rigid systems and forced into reactive decisions. As a result, revenue becomes unpredictable and performance suffers.

This gap is widening. Disruption is increasing in frequency and complexity, while advances in data and AI have expanded visibility into emerging risks. Yet, organizations have not kept pace in how they respond and leadership expectations around resilience continue to rise.

**CSOs can no longer afford to be reactive. They must anticipate disruption, prioritize what matters and respond in real time.**

### The 7 forces impacting your organization's future



	<b>Technological</b>	Evolution, impact and disruption of technology change
	<b>Political</b>	Political attitudes, institutions and legislation shifting the political environment
	<b>Economic</b>	Factors in the economic environment locally and globally that influence businesses and governments
	<b>Social/cultural</b>	Attitudes, behaviors and lifestyles of individuals and groups in a society
	<b>Trust/ethics</b>	Ethical expectations, behaviors, duties and biases of people and companies toward one another and society
	<b>Regulatory/legal</b>	Changes in laws and governmental policies and regulations to reward or punish a particular behavior
	<b>Environmental</b>	Technical, political, economic, cultural, ethical and legal changes supporting environmental protection and sustainability

Source: Gartner

## Reimagine strategic planning for a disrupted world

### Traditional planning breaks under disruption

Traditional planning models are built on stable forecasts and fixed annual cycles. They are updated too infrequently to keep pace with real-time change and tend to treat disruption as an exception rather than a constant.

### Shift to disruption-ready strategic planning

Revenue resilience asks “How do we detect change earlier, respond faster and emerge stronger than competitors?”

### To build revenue resilience, CSOs must:

Revenue resilience asks “How do we detect change earlier, respond faster and emerge stronger than competitors?”

- Establish a risk-embracing culture across the organization, which reframes disruptions from ad hoc crises to key strategic inputs.
- Adopt a standardized methodology for evaluating revenue volatility and prioritize response requirements to improve the quality and consistency in cross-functional discussions and actions.
- Build adaptive processes, using fusion sprints capable of operating outside standard operating rhythms, to enable real-time disruption responses and long-term strategic course corrections.

### Turn disruption into competitive advantage










Source: Gartner

## Form a revenue resilience office to reframe disruption

Formalize this approach by establishing a revenue resilience office, consisting of commercial and noncommercial leaders from across the enterprise with close proximity to potential disruptions (such as IT, marketing, finance, legal and HR). Use the Gartner Tapestry framework to conduct an initial situation analysis and surface specific areas of focus that should be closely monitored with risk intelligence analytics.

### Tapestry 2025: 7 macro trends to drive your strategy today



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Source: Gartner

## Use a standardized framework to evaluate disruptions

The Gartner LIV framework, a standardized scale for each of the three dimensions of disruption: likelihood, impact and velocity (LIV), enables quick, consistent and clear evaluation and prioritized action for CSOs to align with the revenue resilience office.

Dimension	Definition	Illustrative scale
Likelihood	The probability or frequency of a disruption occurring. This could be based on the disruption occurring in percentage terms, or the expected frequency of the disruption in years or months.	<ul style="list-style-type: none"> <li>• Less than 10% chance</li> <li>• 11% to 35% chance</li> <li>• 36% to 70% chance</li> <li>• 71%+ chance</li> </ul>
Impact	The scope of change a disruption would cause if it happened. Quantify changes (both negative and positive) to specific metrics across financial, operational, reputational performance and other areas of organizations.	<ul style="list-style-type: none"> <li>• Catastrophic</li> <li>• Negligible</li> <li>• Catalytic</li> </ul>
Velocity	The speed at which the impact will be felt by the organization. This might range from a slow time to impact, perhaps weeks or years, through to an almost immediate time to impact in minutes or days.	<ul style="list-style-type: none"> <li>• Slow: impact in x-y years</li> <li>• Moderate: impact in x months</li> <li>• Immediate: impact in x days</li> </ul>

Source: Gartner

## Deploy fusion sprints for rapid responses

The fusion sprint concept provides the adaptive operating cadence that sales organizations lack. Specifically, the revenue resilience office must focus on the following two stages of fusion sprints to develop and execute effective disruption responses:



### Plan:

For each critical disruption scenario, build modular response playbooks consisting of clear action steps with assigned owners and outcomes. Use a standardized template with discrete actions that can be reused across multiple scenarios to generate dynamic response plans at scale. Store these in existing collaboration or content management tools to reduce barriers to adoption and enable quick access when needed.



### Do:

When a disruption is triggered, mobilize predefined cross-functional “pods,” bringing together the right skills and decision makers to execute the relevant response playbook. These temporary, flexible teams should be empowered to make tactical decisions and execute tasks using their cross-functional expertise, resulting in swift, coordinated responses to disruption.

# Create a sales strategy to drive growth

Gartner Accelerators help you advance your mission-critical priorities through a structured, step-by-step approach, powered by curated insights, proven tools and ready-to-use templates for your team. As a Gartner client, you gain analyst support to build and communicate a sales strategy that minimizes blind spots, strengthens execution and helps you adapt confidently to evolving market dynamics.

## Purpose

Build and communicate a sales strategy that avoids blind spot and enables chief sales officers to adapt to changing market trends



## Outcome

A strategy document to communicate and gain buy-in on the key initiatives driving commercial objectives across the C-suite and sales leadership



## The Gartner approach



1

### Determine market context

- Evaluate urgency drivers
- Surface assumptions



2

### Develop a plan

- Outline objectives, goals, initiatives and metrics
- Identify dependencies



3

### Communicate the plan

- Communicate to the board and CEO
- Cascade to the sales organization



4

### Monitor and adapt plan

- Monitor performance and assumptions

● You are here

## Take action with Gartner

### Sales Score

The Sales Score is a customizable, comprehensive maturity assessment and prioritization tool designed for chief sales officers and sales leadership teams. It objectively evaluates the effectiveness and maturity of critical activities across the sales organization using peer-based performance standards, helping organizations understand how they compare to the competition. By analyzing results, it provides data-backed guidance on which areas to prioritize to drive improvement and accelerate functional transformation.

[→ Learn More](#)



# Actionable, objective insights

Position your sales function for success. Explore these additional complimentary resources and tools for CSOs:

## Webinar



### Outsmart Disruption: Using AI to Build Unbreakable Sales Organizations

Get data-driven frameworks, enhanced by AI to shift from crisis management to disruption preparedness.

[Watch Now](#)

## Tool



### Executive FastStart™ for CSOs: How to Manage Risks

Get prioritized insights, tools and proven guidance to accelerate impact and drive results.

[Learn More](#)

## Insights



### How CSOs Sustain Growth During Supply Chain Disruptions

Learn how to strengthen sales resilience during supply chain volatility to maintain growth and credibility.

[Read Now](#)

## Insights



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