

Your field team is a revenue engine

A NEW PLAYBOOK FOR TURNING
STRATEGY INTO GROWTH





INTRODUCTION

Every CMO gets asked the same question:

“What was
the ROI?”

ENTHUSE

Media gets attributed. Creative gets tested. But the conversations with a buyer, the relationships a rep builds account by account, the trust that turns into distribution, premium shelf space and repeat orders, the intelligence they gather on the ground: that part isn't often captured. Frontline execution is the commercial engine that turns strategy into market share, velocity, and revenue.

Many organizations still treat field teams as the final link in the handoff chain: marketing develops the strategy, sales manages commercial conversations, and the field executes. Each function may do its job, but customers experience the gaps. Without an integrated program, messaging can vary by messenger, and valuable feedback remains in the field.

For CMOs, this is a missed opportunity. A well-designed field organization can create demand, strengthen customer and channel relationships, improve execution, and deliver real-time market insight. Instead of merely carrying marketing's message or supporting revenue goals, the field can build relationships and generate actionable learning in the moment.

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In other words,
a field team
should not be
the end of the
go-to-market
process.

*It should be an
active part of the
growth system.*

01

SECTION ONE

Building a Field Force



One commercial story

The strongest field programs begin before anyone enters a store, account, or customer meeting. They begin with alignment around one commercial story: what the product is, who it's for, why it matters now, and how it creates value for the customer and consumer.

That story should remain consistent across marketing, sales, and the field, but the message should be customized for the audience. A retailer may need category growth and sell-through. A distributor may care about velocity and reorders. A customer wants personal relevance. The audience changes, so the conversation must also change.

BY AUDIENCE

Retailer

Category growth
and sell-through

Distributor

Velocity and reorders

Customer

Personal relevance

Educate, don't sell

This is where education plays an important role. When you educate customers instead of selling to them, it provides the context to move beyond a list of features and answers real questions that connect the offer to the needs of the customer. This turns brand knowledge into buyer confidence and strengthens relationships.

Consider a premium espresso system sold to hospitality buyers. Specifications matter, but that doesn't always close the sale. A strong field rep demonstrates how the espresso system can streamline service, deliver consistency, and create a more elevated guest experience. The product hasn't changed, but the buyer's understanding of its value has.



02

SECTION TWO

Four capabilities that turn field teams into an advantage

Treating your field team as a revenue engine requires more than adding people to a market. It requires an organizational structure designed to perform. We've developed four connected capabilities that make the difference.



01

Source teams for credibility, not coverage alone

The right talent understands the category, the customer, and the environment in which the product must perform. Genuine category experience creates credibility that cannot be replicated through talking points. Buyers can tell when the person sitting across from them understands their world and their challenges.

02

Train for judgment, not recitation

Product knowledge is the starting point. High-performing teams also need to understand the commercial objective, anticipate objections, how to read the room, and adapt the conversation without losing the story. The goal is not script compliance, it's confident, informed decision-making in the moment.

03

Lead for consistency and accountability

Even exceptional talent needs clear direction, coaching, and culture. Strong leadership connects daily activity to business priorities, defines good performance, and addresses problems before they become patterns. When field teams understand the expectation and its purpose, execution becomes even more consistent.

04

Measure influence, not activity alone

Traditional field reporting often emphasizes volume: visits completed, samples distributed, or conversations held. Those measures establish activity, but they don't demonstrate value. A revenue-oriented program connects frontline work to outcomes such as sell-through in activated accounts, display compliance, qualified leads, buyer confidence, distributor reorders, and conversion.

03

SECTION THREE

The intelligence hiding in plain sight



The market, thinking out loud

Field teams hear the market think out loud. If you're not listening, you're going to miss signals that could propel you ahead of your competition. Field teams are your on-the-ground resource for market intelligence. They know which questions recur, where customers hesitate, how competitors are discussed, and which language makes the value click. Those observations, captured in real time, can improve messaging, training, offers, innovation, and go-to-market strategy.

Too often, that intelligence remains anecdotal. A quick conversation after an event or a collection of disconnected recaps is not a feedback system. Brands need a simple, consistent process for capturing observations, identifying patterns, and sending actionable insight back to marketing, sales, and leadership.

The process can be relatively simple. A short post-visit form, regular field debriefs, and a live reporting dashboard can reveal what's changing. What matters is ownership: someone must translate what the field hears into decisions: a sharper message, new objection-handling strategies, a revised account approach, or a better customer experience.

THE PROCESS

- 01 A short post-visit form
- 02 Regular field debriefs
- 03 A live reporting dashboard
- 04 One owner who turns what the field hears into decisions

The field
doesn't just
carry the
strategy into
the market,
*it brings
the market
back into
the strategy.*

04

SECTION FOUR

Design backward
from the desired
business outcome



Decide what needs to change

A memorable field experience can also be commercially effective. But energy, attendance, and positive feedback are not the same as business impact. Revenue-driving programs begin with a clear decision about what needs to change.

Is the priority to accelerate trial?

Increase retail velocity?

Build buyer confidence?

Increase menu share?

Support a launch?

The objective should shape the talent profile, training, experience design, account plan, and measurement approach from the beginning.

\$1M+

in sales from activations

In Enthuse's work with a leading global beverage brand, a retail partnership team helped build retailer confidence in incremental displays by educating buyers, distributor representatives, and customers on the value those displays could create. The program connected frontline education to a clear commercial outcome and generated more than \$1 million in sales from activations.

The lesson is not that every field program should look the same. It's that every decision should trace back to the outcome the business ultimately needs.

Five questions CMOs should ask now

01

Can our field team clearly connect our brand story to the customer's business or needs?

02

Are marketing, sales, and field working from the same commercial narrative?

03

Do we hire and develop field talent for credibility, judgment, and relationship-building?

04

Are the field insights reaching the people who shape strategy, messaging, and innovation?

05

Can we show how field activity influences commercial performance, not simply how much activity occurred?

05

SECTION FIVE

The human edge is a growth strategy





05 • SECTION FIVE

The human edge is a growth strategy

As information increasingly becomes easier to access and automated interactions become easier to replicate, the quality of human interaction becomes more important. Customers don't need another person to repeat what they can already find online. They need someone who can interpret, connect, advise, and help them move forward with confidence.

That's the opportunity for today's field marketing teams. When the right people are sourced, trained, led, and measured against meaningful outcomes, field teams become far more than an executional resource. They become relationship builders, market sensors, commercial partners, an a source of competitive advantage.

The question is no longer
whether field belongs
in the marketing plan,

it's whether the
organization is
treating its field teams
with the strategic
discipline expected
of any other
revenue engine.

ENTHUSE

WE TEACH THE WORLD TO LOVE YOUR BRAND



Enthuse builds, trains, and manages high-performing field organizations that turn marketing strategy into measurable commercial growth. Our approach combines the right talent, education, leadership and market intelligence to create stronger customer relationships and better business outcomes.

Discover how we can propel your business forward. Contact us today.

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