



Sales Enablement Starter's Guide



What is Sales Enablement?

Sales enablement is the discipline of empowering reps with the tools, knowledge and resources they need to maximize their effectiveness.

Think of a sales enablement specialist as an air traffic controller: they're not the ones flying the planes, but without them the airport would quickly devolve into chaos.

Sales enablement specialists at forward-thinking companies have the following responsibilities:

- 1 They prioritize and eliminate road blocks, so their sales teams can focus on bringing in new business.
- 2 They align the sales team's goals with the processes of the marketing and training teams.
- 3 Finally, sales enablement specialists ensure reps get the tools, content, and coaching they need to maximize their ability to achieve quota.



According to research conducted by SiriusDecisions, 65% of sales leaders indicated that their salespeople spend too much time on non-sales activities. Research from a McKinsey Global Institute report supports this claim, finding that the average salesperson spends more than half of their day on tasks other than selling.

Discoveries like these heighten the need to improve sales performance and efficiency. Sales enablement can solve this puzzle. More and more organizations are expanding sales enablement programs to streamline the sales process, minimize costs, and maximize revenue.

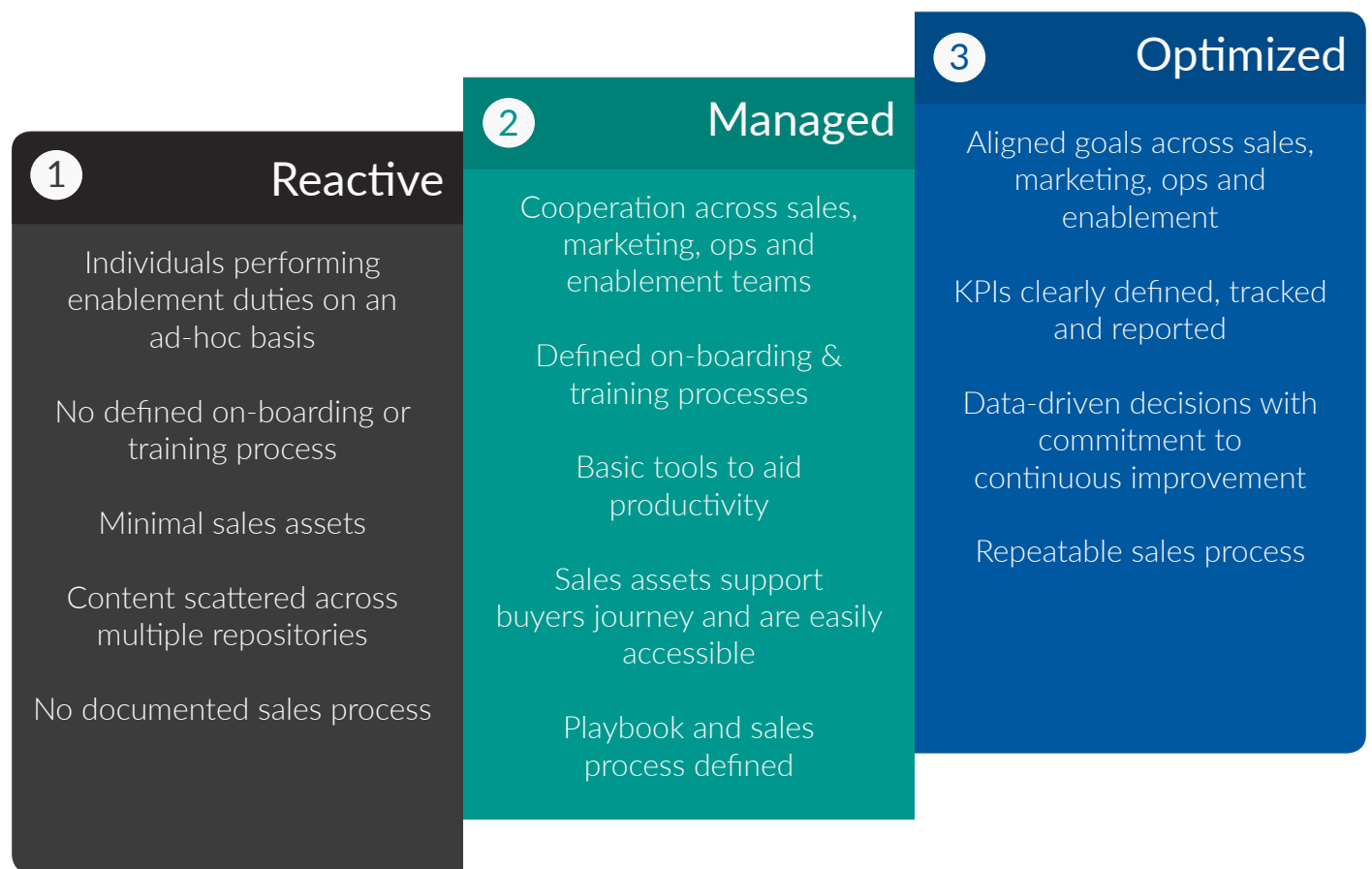
While many companies apply the principles of sales enablement in an ad-hoc or reactive way, this is only the first step to creating a repeatable framework that supports the benefits of a dedicated strategy. Throughout this brief, we'll walk through the sales enablement fundamentals, why it's so important, who is responsible, and how to get started.

Which Stage of Maturity are You In?

Think back to our analogy of a sales enablement specialist as air-traffic controller. There's a big difference between a small airport that only sees a few flights here and there, and a major hub that sees thousands of take-offs and landings a day. For a small airport to transform itself into a major hub, it takes a commitment to new processes and long-term investment.

Sales enablement works exactly the same way.

There's no one-size-fits-all solution, since every team has different goals. Think of this brief as a guide to the first few stages of your team's journey. As we begin our exploration, it will help us to look at a simple sales enablement maturity model. Once you have a better understanding of your team's maturity in regards to sales enablement, you'll be ready to soar.



1 Reactive

Most companies start out in the Reactive stage where there is no dedicated sales enablement employee. Projects related to sales enablement are carried out by sales operations or product marketing on a one-off basis. There aren't that many dedicated sales assets, and they tend to be scattered across repositories like Box, Drive or SharePoint. Reps spend a lot of their time either creating or searching for content, and sales onboarding programs have minimal structure, if any.

If companies stay in this stage for too long, costs can quickly add up. Companies that fail to streamline their sales enablement programs face higher turnover of sales reps, longer ramp times, lower average contract values and lower win rates. Companies that allocate resources towards a focused sales enablement initiative are ready for the Managed stage.

2 Managed

As companies progress to the Managed stage, they typically make at least one dedicated sales enablement hire to take ownership of this essential business function. Companies in the Managed stage establish formal sales onboarding programs that include detailed playbooks. These companies use technology and improved processes to help reps devote more time to selling. Their teams are unified around a basic selling methodology; basic enablement assets like playbooks, battle cards, and training briefs are organized and searchable; and marketing content is centralized and easy to access.

Companies in the Managed stage have made great strides in creating a structure for sales enablement, yet they often struggle with measuring its effects. They may employ basic tracking and analytics to monitor how reps use their content, but they are not interpreting the data at a strategic level for gaps and opportunities to improve. Companies that seek insights into which types of content help improve seller effectiveness are ready for the Optimized stage.

3 Optimized

As the organization embraces a cohesive sales enablement strategy, it enters the Optimized stage. Now sales and marketing teams are aligned, forming joint goals and leveraging shared budgets. All priorities and decisions are based upon improving sales performance.

In the Optimized stage, companies manage a mature sales and marketing technology stack with high utilization among sellers. Every sales professional in the organization receives ongoing training in prospect engagement, content management, and sales coaching in an effort to maximize their effectiveness.

Onboarding, training, skills reinforcement, and manager coaching are structured to ensure strong engagement and retention of important concepts. Content is designed to simplify the selling process for both prospects and sales reps, and the sales enablement team is always looking for ways to improve these positive feedback loops. Most importantly, sales reps are confident in their abilities, and they know they'll always be able to find the right assets at the right time.

Data integrity and utilization to drive improvement are major hallmarks of this stage.

Typical key performance indicators include the following:



Onboarding

Level and time to competency, correlation of competency to pipeline ramp at 30, 90, 180 days, average ramp to first new dollar, rep turnover



Productivity Metrics

Core selling time (hours per week spent selling), time spent searching and personalizing content, content usage - how often content is shared with buyers, and at which sales stages



Revenue Metrics

Average length of the sales cycle, average opportunity conversion rate per stage, cross-sell success rate, upsell success rate, Average Contract Value (ACV), win rate, quota achievement

The Case for Investing in Sales Enablement

Sales enablement is no longer a luxury restricted to large enterprises. Rather, it's a competitive differentiator for businesses of all sizes. If you are not optimizing for sales success, there's a good chance your competitors already are. Let's look at some of the key benefits that organizations can expect from a focused sales enablement program.

1 Improved Productivity

Sales productivity is a major challenge for every B2B organization. There are only so many hours in a day to sell. A key responsibility of sales enablement is to maximize the selling time for each rep, every day. Did you know that sales reps spend 30% of their time searching for content, which on average is stored across 5 or 6 different repositories? The reality is that sellers will always spend time on non-selling activities such as research, meeting prep, and logging notes. However, there are other time-killing tasks that can be eliminated such as searching and finding content, getting quick answers to questions, and automation of the quote and proposal process.

Even though many sales leaders instinctually know this, many don't fully understand the economics of lost productivity. As an example, most analysts report that sales reps waste 7-8 hours per week looking for content to support selling activities.

Did you know?

CSO Insights found that increasing selling time was the number two sales enablement priority, behind decreasing new salesperson ramp-up time (2016 Sales Enablement Optimization Study).

Sales Productivity Loss

Number of Sales Reps	100
Hours that one Sale Reps wastes every week, looking for content	7
Average work hours per year for one Sales Rep (less PTO)	2000
Total hours lost per year, per Sales Rep	350
Average loaded base salary per Sales Rep	\$100K
Total FTE equivalent dollars lost across a team of 100 Sales Reps	1.75MM

Total hours lost represent the equivalent of more than 17 new sales people, which translates into a loss of \$1.75 MM in productivity, assuming total compensation of \$100,000 per rep. That's no drop in the bucket.

2 Improved Effectiveness

The difference between sales productivity and effectiveness is simple:

Productivity means sales reps can spend more time selling every day; effectiveness means reps can generate more revenue during the times they are engaged in selling. Sales effectiveness is what separates top performers from average reps. Optimized sales enablement programs create more top performers by defining and building repeatable processes that help all reps perform at a higher level.

In order for sales enablement programs to improve seller effectiveness, reps need to understand the barriers to success. SiriusDecisions found “inability to articulate value” as the number one reason why sellers don’t achieve quota. A focused sales enablement program can help reps nail their unique value proposition every time.

Key components include:



Defined buying process and motion



Sales playbook – how to position, qualify, and sell throughout the buyer’s journey, as well as navigate internal processes.



Standardized sales methodology



Skills training and reinforcement coaching: Ensuring reps have sales competencies in key areas such as positioning, qualifying, articulating value, and differentiation

Did you know?

Companies with best-in-class sales enablement strategies experience a 13.7% annual increase in deal size (Aberdeen)

84% of reps achieve quota at companies with best-in-class sales enablement strategies (Aberdeen)

53% of businesses with dedicated sales enablement team reported an increase in sales conversion rates (Heinz Marketing)

3 Sales Onboarding and Training

Sales onboarding is a Board of Directors level topic for most organizations, as a result of its deep financial impact. CSO Insights' 2016 Sales Enablement Optimization Study cites decreasing new salesperson ramp-up time to full productivity as the number one sales enablement productivity goal for most organizations.

The average sales rep in the US represents an investment of \$100,000 per year . Many of you are probably paying more. A key component to improving rep productivity and effectiveness is designing a relevant sales training and onboarding program to help new hires ramp quickly.

Here's an example of how sales enablement with an onboarding program impacts revenue contribution and return on investment of each new sales hire. The value of this investment is easy to see.

Return on Training Investment

Example: Total Sales Rep Compensation is \$80,400, with an annual Quota of \$500,000	Scenario A, minimal training and rep shadowing	Scenario B, 30-Day Training with reinforcement every 2-3 months
Projected Sales Rep Tenure, years	1.4	2.7
Total Investment	\$112,560	\$217,080
Time to first dollar (months)	7.2	5.9
Quota achievement	40%	65%
Revenue sold over Sales Rep's tenure	\$160,000	\$717,708
ROI / ROI Multiplier	\$47,440 / 1.4X	\$500,628 / 2.31X

Investing in sales onboarding is a quick way to get a better return from sales enablement, but don't stop with a one-and-done program. A study conducted by the Association for Talent Development found that ongoing training and reinforcement results in over 50% higher net sales per employee.

Key components of most sales onboarding programs include an introduction to the company and its culture, sales processes and tools, and product training. Effective onboarding programs emphasize the sales playbook, with a focus on practice sessions for different buyer personas and negotiation training across all pricing tiers. Companies that have optimized their sales processes embrace video coaching and role play to make their practice sessions count.

4 Better Sales Marketing Alignment

Studies have shown that close collaboration between sales and marketing teams can lead to dramatic improvements in revenue.

Sales enablement bridges the gap between sales and marketing. A dedicated sales enablement program can close the feedback loop between the two departments, improve visibility into content usage, and unify the goals of both teams. As a result, each team will be more productive as they focus on what they do best.

Did you know?

Aligning sales and marketing is proven to deliver 19% more growth
– SiriusDecisions

Sales and marketing misalignment costs businesses \$1 trillion each year in decreased sales productivity and wasted marketing efforts – Hubspot

Sales enablement works closely with marketing to:

- Ensure common funnel stage definitions (MQL, SQL, Oppty, etc)
- Define the buying process
- Create alignment on content
- Develop service level agreements (SLAs)
- Close feedback loops

How to Get Started With Sales Enablement

Success in sales enablement doesn't happen overnight. Optimizing processes and resources within your organization will take time, planning, alignment, and consistent effort. Fortunately, there are a number of best practices to help you map out your voyage and start generating value quickly.

- 1 Identify your stage. What are you doing well in your stage? What remains to be done?
- 2 Prioritize goals and tactics by business impact. Create a grid to identify internal stakeholders for each goal. An example grid follows, though please adapt this for the needs of your team.

SE Goal	Description	Resources needed	Approvals	Business Impact	Timeframe
Design 3 week onboarding program	Include self study and role play	Product marketing Sales manager Sales rep Learning Management System (LMS)	VP of Sales	\$XXX per rep; see sales onboarding analysis	Jan-March 2018
Implement CRM dashboard to track Sales Onboarding KPIs	Onboarding completion and proficiency score. Score as it pertains to 90 day pipeline ramp, first new dollar and average contract value.	CRM Admin	VP of Sales	Get baseline data for continuous improvement and assessment of impact; see sales onboarding analysis	March 2018
Centralize sales content	Move content to sales enablement tool from existing repositories Tool: Sales content management	Director of Marketing Product marketing	VP of Marketing VP of Sales	Increase team selling hours by approximately XX per year; see productivity analysis	April-May 2018

- 3 Quantify impact. This can be the most difficult section but your estimates will go a long way to supporting your case. Enlist the help of finance to estimate both hard and soft costs. This will also aid you in requesting budget for tools and resources.

- 4 Map this to a timeline estimate or calendared project plan. Go slow and pad for the unknowns. Remember, you may need extra time just to get people on board and aligned with your timeline.
- 5 Get executive support. You can't do this alone and you'll need help from the top. Make sure to speak their language and align your plan to one or more of their key initiatives.
- 6 Remember, you need to plan your journey and fuel up before you can take off.

Summary

It's important that we understand the basics of sales enablement, but it's critical that we nail the HOW and the WHY. A dedicated sales enablement program will empower your reps and maximize their ability to achieve quota. Once you define your goals and clarify your sales enablement maturity level, you'll be ready to take flight.

Whether you're beginning with a reactive team or fine-tuning existing processes, focus on the benefits that match your team's maturity level. Then, apply what you've learned in this brief to build seller confidence and elevate your content across the board. With time, planning, and proper investment, your organization can access the benefits of an optimized sales enablement program.

About Veelo

Veelo is a single, easy-to-use sales enablement platform that helps improve onboarding, enablement and sales performance optimization. Built on brain science principles, powered by a machine learning alongside Veelo's built-in tools, templates and integrations, Veelo ensures sellers are equipped with the content, coaching and productivity tools they need to win. Companies like Qorvo, Rubrik, Google, Vesta and others use Veelo to improve sales productivity and effectiveness.

Ready to learn more? Contact sales@veeloinc.com or call 855.414.8760 today!