HOW TO CREATE A CULTURE OF SALES ENABLEMENT

Insider Tips from Top-Performing Sales Leaders

ringDNA

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INTRODUCTION: DEFINING SALES ENABLEMENT

A Mix of Practices, Processes, People and Tools

Sales Enablement Defined:

"*Processes, practices, technologies and tools that improve the performance and productivity of the sales organization. They enhance the ability of sales teams to increase revenue directly impacting sales' ability to close more deals.*" - Demand Metric

Within this definition of sales enablement is a focus on revenue as the outcome, which is why it's so ideal for you to use it as a starting point toward a culture of sales enablement at your organization.

The Sales Enablement Mix

Sales enablement requires a mix of best practices and processes to work. It's not just one tool, one training or one process. This sales enablement mix might look like tools that facilitate the implementation of processes or best practices; or it might be best practices that are delivered, but then measured by tools.

Because sales enablement requires this mix, it means that people in different areas of the organization need to be involved for it to work. Sales enablement shouldn't only be about your own team. It has to be a holistic approach.

As sales professionals, you don't have to stay in your own area of the organization. Go outside and talk to other people - customer success, account management, marketing and other divisions. Understand how much they're contributing to your sales success.

That may mean customer success, marketing and IT are involved in sales. The faster you can create a stronger feedback loop from engineering, from the product group, from marketing and from whomever interacts with the market and customers, the greater effect it will have on your day-to-day selling.

Marketers, for example, must link sales into what they do, such as building content, generating leads and creating campaigns. Marketers are increasingly measuring their goals based on the sales team's goals (which we will cover later in this ebook). This is just one example of why sales leaders need to bring in colleagues from other areas of the organization to create a complete view of growing revenue.

Sales enablement automates the sharing of knowledge, data and metrics.

Asking the Right Questions

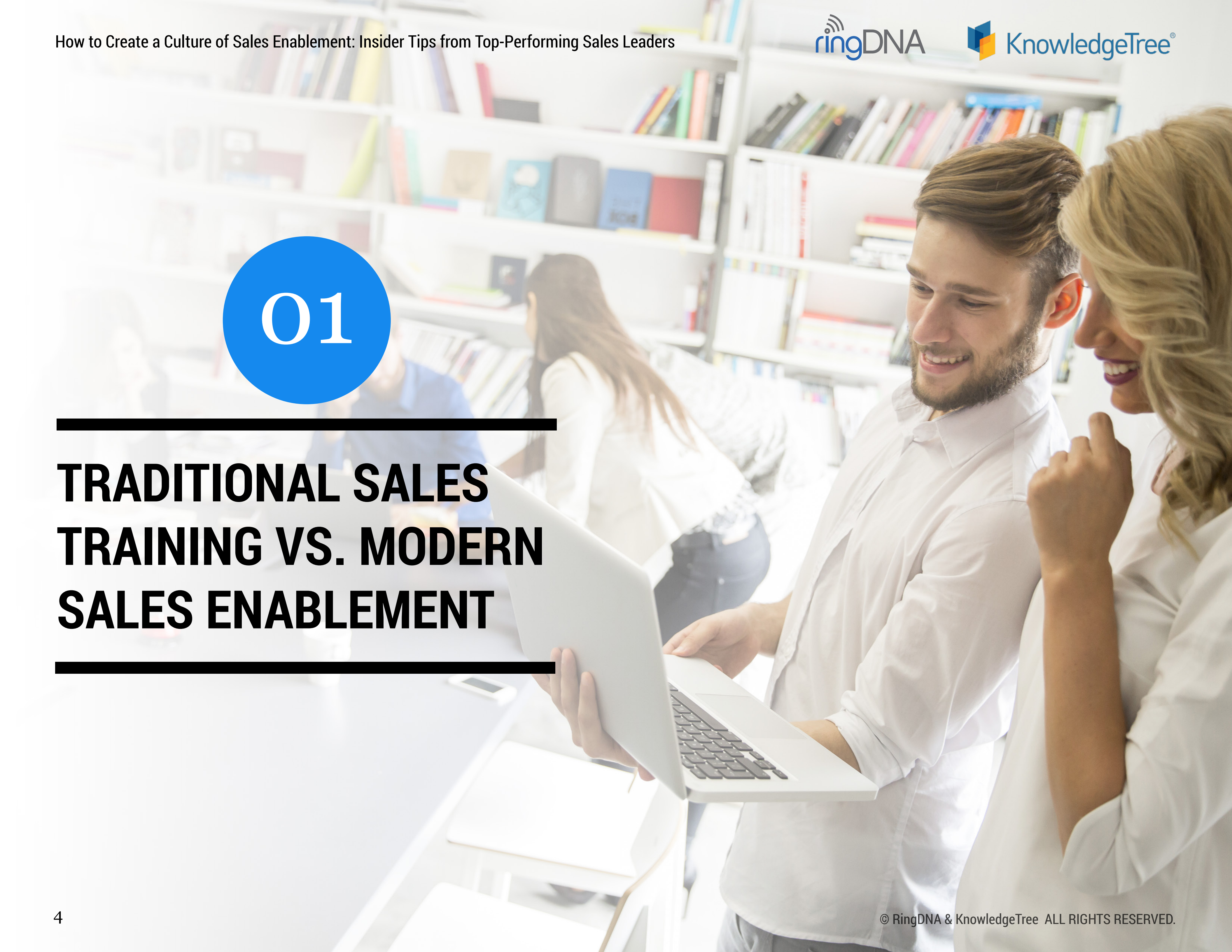
The traditional approach to interaction with a prospective customer has been focused on answering the question, why us? Or put another way, why is this the right product/service? These questions are being asked from the perspective of the seller instead of the buyer.

Sales enablement helps your customer answer these questions:

- Is this the right time for you?
- Why now?
- Is it the right time to buy, given your other priorities?

In this ebook we will:

- Discuss the difference between sales enablement and sales coaching/training
- Look at how two leading B2B organizations use sales enablement to boost revenue
- Reveal strategies that you can begin using right away to create a culture of sales enablement at your own organization



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TRADITIONAL SALES TRAINING VS. MODERN SALES ENABLEMENT

Training: From onboarding, to just-in-time training, to ongoing training refreshers, a robust sales training program gives reps current product knowledge and sales best practices.

Coaching: Sales coaching provides reps with continuous leadership and guidance, with reviews of their goals and tasks, to be sure they are on track and have the resources that they need.

Sales coaching and training are too often seen as the only sales enablement functions. But coaching and training are actually just a part of a full sales enablement program. As sales enablement becomes more popular, influential and widespread, coaching and training methods are changing.

The characteristics of traditional sales training and coaching are much different from what modern sales organizations are doing to help sales reps hit quota and grow revenue. Is your organization doing everything they can to fully enable sales reps to succeed? Let's look at a traditional versus modern approach to sales coaching and training:

Traditional Sales Coaching/Training Characteristics:

- Episodic (restricted to a few sales scenarios)
- One-on-one (Keep in mind that a coaching and training program needs to be one-on-one. Coaching to multiple people is a one-way lecture.)
- Doesn't scale
- Reactive
- Requires managers to spend blocks of time performing
- Only available if a manager is available
- Seldom leverages sales tools

Modern Sales Enablement Characteristics:

- An application of "if this then that" logic to fit any sales scenario
- One-on-one, team-wide or self-administered
- Scales to teams of any size
- Proactive
- Doesn't require managers to spend blocks of time performing
- On-demand knowledge available anytime
- Leverages sales tools in real time to enhance coaching and sales process

A modern approach to sales training/enablement helps retain the sales reps that are looking for career progression. If they're not getting that kind of value-add coaching, they might start looking elsewhere to progress their careers.

Resources On-Demand: Automation and Self-Review

We live in an on-demand world. Sales reps want to know:

- How do I know what my talking points are during the next call?
- How do I handle this objection?
- What have my peers found that helps them in similar situations?

Your sales team needs access to this information without being forced to constantly go up the chain within their organizations. Modern sales enablement works with sales tools and technology to automate an "if this than that" framework and pushes it down to almost any kind of phone call or other interaction a sales rep conducts.

This kind of automation makes training better, while letting you set time for coaching and training one-on-one and focus on just the things that are higher value. Use automation in sales training to create an environment where people are curious, proactive, and self-initializing.

Challenge reps to self-review by going over their own phone recordings or whatever record of engagement there is to review. Self-review gives reps the ability to benefit more from subsequent peer-to-peer coaching and training.

Traditional Sales Coaching/ Training Characteristics	Modern Sales Enablement Characteristics
Episodic	An application of "if this then that" logic to fit any sales scenario
One-on-one	One-on-one, team-wide or self-administered
Doesn't scale	Scales to teams of any size
Reactive	Proactive
Requires managers to spend blocks of time performing	Doesn't require managers to spend blocks of time performing
Only available if manager is available	On-demand knowledge available anytime
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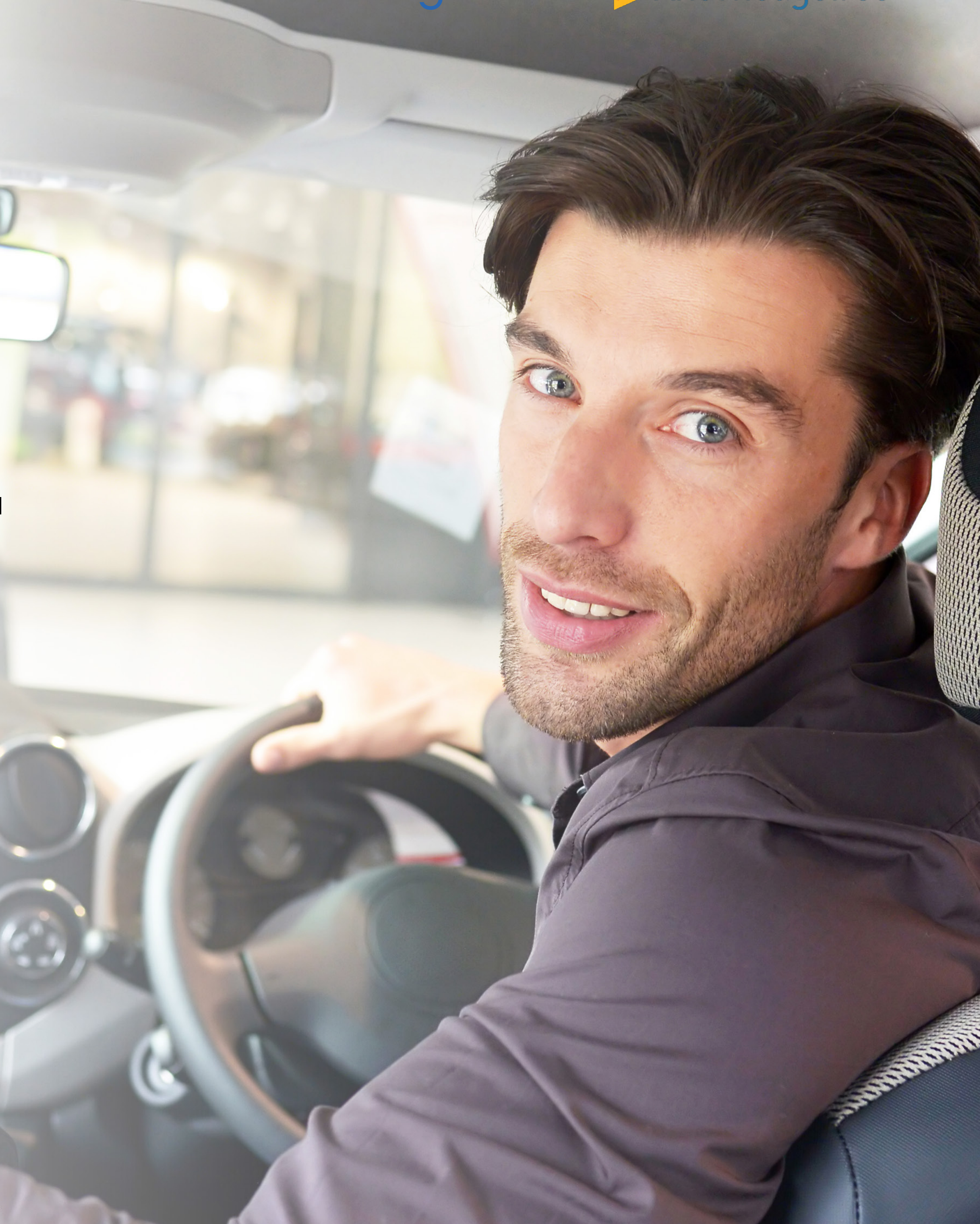

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HOW SALES ENABLEMENT WORKS AT LYFT

Lyft brings safe, on-demand group transportation to thousands of people, with affordable and reliable rides wherever work may take them. Lyft started in the B2C market, but the company is well on its way into a $36 billion-a-year B2B market in the corporate travel world, according to Dallas Hogensen, the head of Commercial Sales for Lyft.

When growing their sales team to 80 people in just a short time, sales enablement needed to be a major part of their structure and culture. "It's been a very conscious effort from day one here," Hogensen said, "and I think that's paid dividends in how we approach the growth of our team."

In response to these challenges, Lyft developed a 5-part sales plan to help empower sales reps to sell their global transportation services:

Step 1: Define an Account Plan - Reps should develop a strategic plan on how they plan to reach out to prospects at target accounts

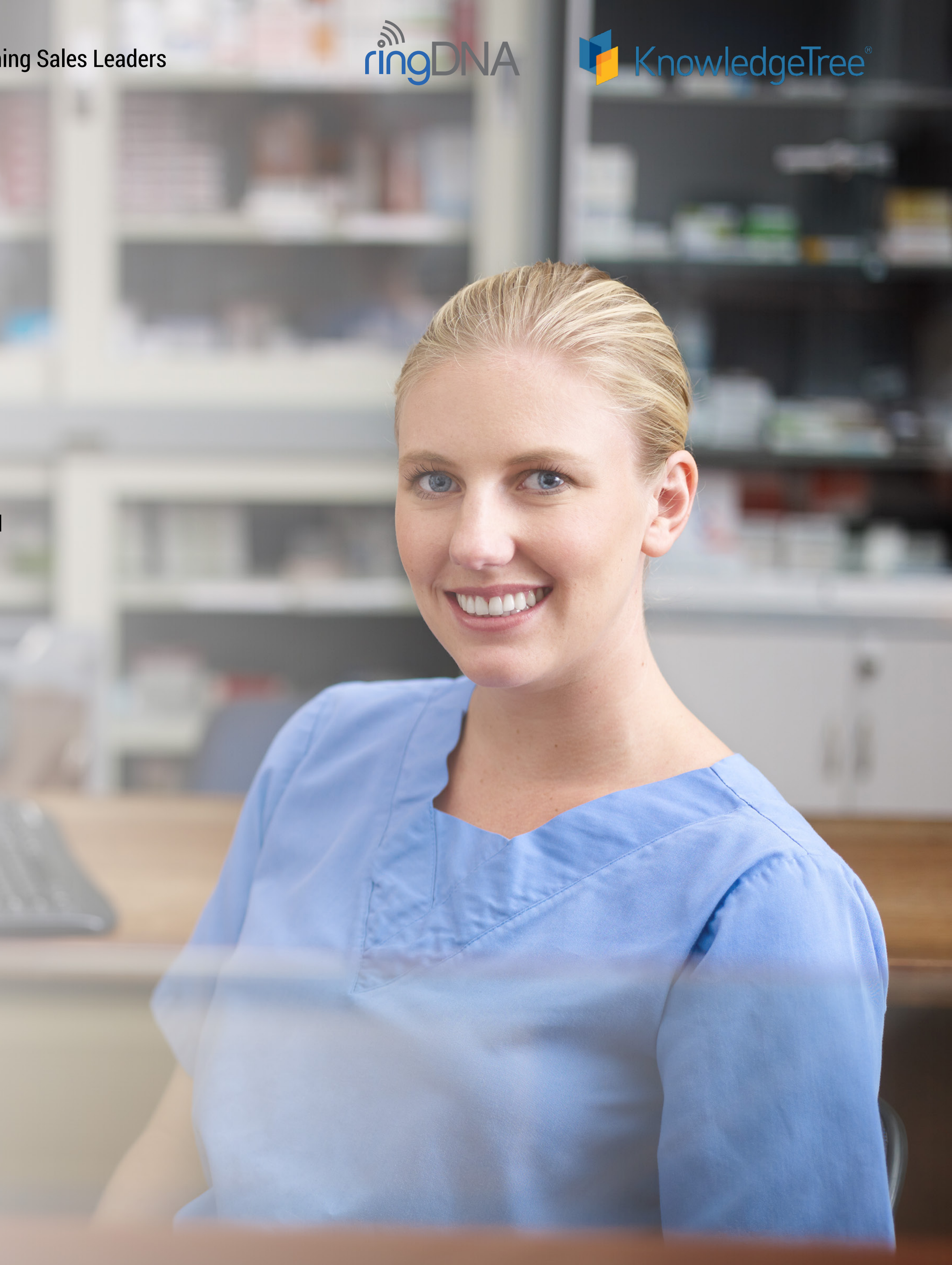
Step 2: Put a Pre Call Plan into Place - Reps need to plan on exactly what they are going to say to prospects before dialing

Step 3: Reps Initiate Conversations - This is where the pre-call plan is executed. "When you have the conversation with your prospects, that's the endgame moment," Hogensen said. "A good enablement program lets you react quickly to that prospect's needs and navigate that conversation."

Step 4: Self Review - Record and review everything happening in a sales interaction, whether it's a call, email or presentation. This helps reps focus on each part of the conversation, from how they set the agenda to how they handled objections. Encourage reps to dive into their own conversations to evaluate themselves before they move into one-on-one training or coaching in order to get more value from those interactions.

According to Hogensen, sales reps "Really have two conversations." One is a conversation with a prospect, and the other is an internal, individual review the sales rep has independently. "If you look at the world's top athletes and performers, they spend countless hours reviewing every detail of every move that they make on the field," Hogensen said. "How do we do that as professionals in the sales world?"

Step 5: Management/Peer Review - In which managers and peers review select calls in order to identify areas for improvement



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HOW SALES ENABLEMENT WORKS AT PHREESIA

Phreesia

With its innovative point-of-service platform, Phreesia helps healthcare organizations drive efficiency and profitability. As Phreesia experienced high year-over-year growth, having a culture of sales enablement became an important part of keeping that growth steady.

According to Will Rideout, VP of Sales for Phreesia: “For us, sales enablement smooths sales productivity, but it also enables us to realize reps can make clients live faster because of the discovery and the qualification done pre- and post-sale, so that our implementation team can do their jobs a lot faster.”

At Phreesia, sales enablement takes the form of sales development reps dedicated to demand generation and market response, organized by top channel partnerships. Reps integrate and specialize with a partner in their area of expertise.

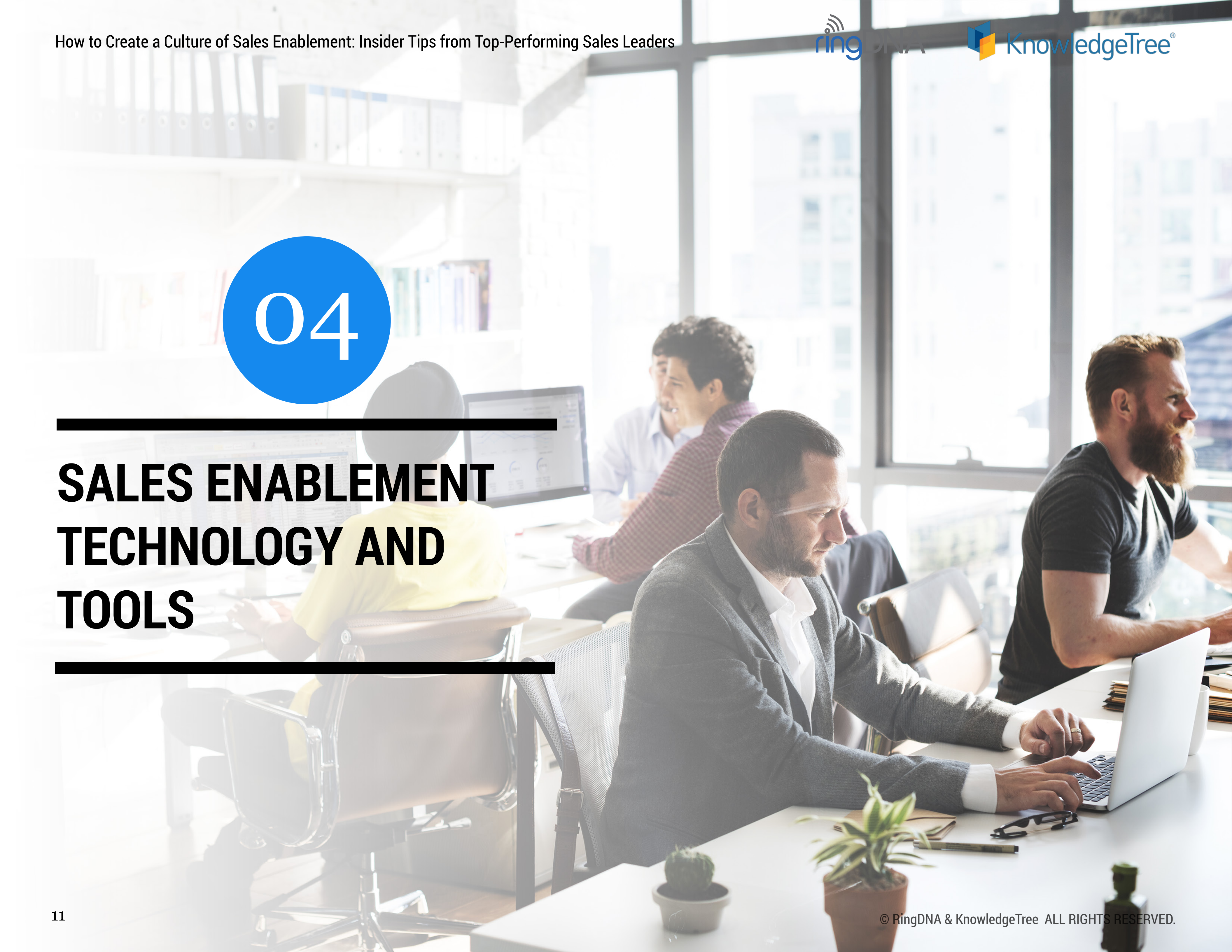
The question to answer was, how could Phreesia enable a quota-carrying sales rep, supported by a demand generation team, to consistently produce the right sales volume each quarter, instead of having home run periods: followed by droughts?

Does your company’s sales process have to be a constant up-and-down rollercoaster, from feast to famine each quarter? Being able to predict revenue in the sales process with confidence and accuracy helps everyone in the organization.

With revenue being tied to sales performance, what the sales team can achieve should ultimately be everyone’s concern within the organization. Sales productivity, rep onboarding, call rates, content sharing by sales, sales cycles, pipeline conversion rates — all of these performance measurements help organizations understand and predict revenue.

The problem is that sales leaders don’t have enough visibility into their analytics so they can measure the most important performance indicators. Using the best sales enablement tools can give organizations that visibility into sales benchmarks.

“No one wants to answer to a board on the reasons for the highs and the reasons for lows. We looked at sales enablement as a way to make our revenue reporting to our board and our investors rather anti-climatic and predictable.”



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SALES ENABLEMENT TECHNOLOGY AND TOOLS

A sales enablement technology investment isn't just another tool – it becomes an integral part of strategic objectives. With analytics in a sales enablement tool, departments work in-step, with a unified sales enablement culture, shared goals, and a built-in feedback loop.

Before Implementation

Consider these questions before planning a successful roll-out of a new enablement tool or technology:

- Have you used a pilot program and stakeholder feedback to understand which metrics will best measure the success of the sales enablement tool?
- Do you have the ability to capture the data?
- Do you have a strategy for how you will use the data?
- Do you have the power to make organizational changes, if merited?
- Is your sales enablement tool part of an organization-wide endeavor, with support from sales, marketing, operations and upper management?

Here's a few ways top organizations are using sales enablement tools and technology:

Improving Sales Effectiveness

The two primary areas where you can improve sales effectiveness with enablement tools and technology are:

- Reducing friction points or choke points within your sales process.
- Breaking down the buyer journey with tools that automate processes, based on the most efficient path to a sale.

Think of an SDR team that makes 70-100 dials a day. With the buyer journey in mind, what are the daily steps that your sales team goes through, and how can you shave unnecessary time off? Reduce common tasks like dialing with sales enablement tools and technology.

Creating The Sales Rep CEO

Do you help empower your sales reps to be a "CEO in their own market," helping them understanding the core competencies of their territory and customers? Give reps a toolset to make business decisions, such as strong data sets in their CRMs and tools that automate key processes. Sales enablement helps reps analyze businesses and territories instead of blindly dialing into their markets every day.

Targeting the Right Accounts

Account-based selling strategies begin with identifying the most likely candidates in your markets. Marketing teams can help sales teams identify the exact right accounts that are going to be most likely to convert, as well as the right contacts within those accounts. Adopt a radical focus on using technologies to find those accounts most likely to convert with data sets and account-based selling tools.

Use Content as a Tool

When sales reps talk to people at those target accounts, they have to have meaningful conversations. B2B sales interactions need to give buyers value from the conversation. Content is often the tool that supplies that value.

Buyers must justify a purchase in their organizations, and also show their buying initiative should take priority over all the other projects they have to prioritize. Sales reps need to support buyers in building a business case internally. Whether that's scripted content that is supplied to reps through sales enablement training, or content that marketing generates, content can be passed around in your buyer's internal organization to help build that business case and provide value to the buyer.

Content dedicated to this purpose is not restricted to the traditional set of datasheets, videos, and other content types that are typically created by marketing and shared by sales reps with prospects. Content as a tool also encompasses the conversational points and statistics, frequently asked questions, or a plan for a certain account if you use account-based selling.

Have More Conversations with Key Customers

For B2B sales teams, all sales activities ultimately lead to conversations with key decision makers. According to research by The Bridge Group, phone-centric sales teams have 26% more quality conversations per day. In order to maximize the volume of high quality phone conversations, reps need to leverage tools that empower them to connect with more key decision makers by phone.

Specialized dialers enable reps to have higher engagement rates and be dramatically more productive. These tools can have a powerful impact on sales ROI in part because they automate much of the research that goes into discovering who to call and what to say, as well as optimizing workflow. In addition, the ability to automatically dial prospects from local area codes has been shown to help reps connect with 4X more leads.

Another way reps can have more phone conversations with key customers is by simply following a regular cadence. According to Forbes, 27% of sales leads never get contacted at all. And even when reps do follow-up with leads, they rarely follow up enough. Sales enablement leaders should leverage call analytics that log how many times reps are following up with with leads at various accounts. When reps are following up with a steady cadence of activities, the result is almost always more successful phone conversations.

Transparency in the Organization

When everyone in the organization can see what sales is doing, and what prospects and customers are doing, you can see everyone in the organization's impact on sales. You will receive more ideas, responses and adaptations. Sales should be everyone's business. Throughout the buyer journey, prospective customers encounter marketing, customer success, support teams, account management and others outside of sales. Everyone in the organization should be aware that sales enablement should be a part of company culture.

For example, if marketers can't see the value of marketing-accepted leads, or marketing-qualified leads, and instead just see a number like "meetings set this week," or "opportunities generated," they may struggle to see where their actions affect sales effectiveness or where they could improve. Make sure your sales leadership is having a conversation with other teams in the organization so they see how their actions affect sales and revenue.

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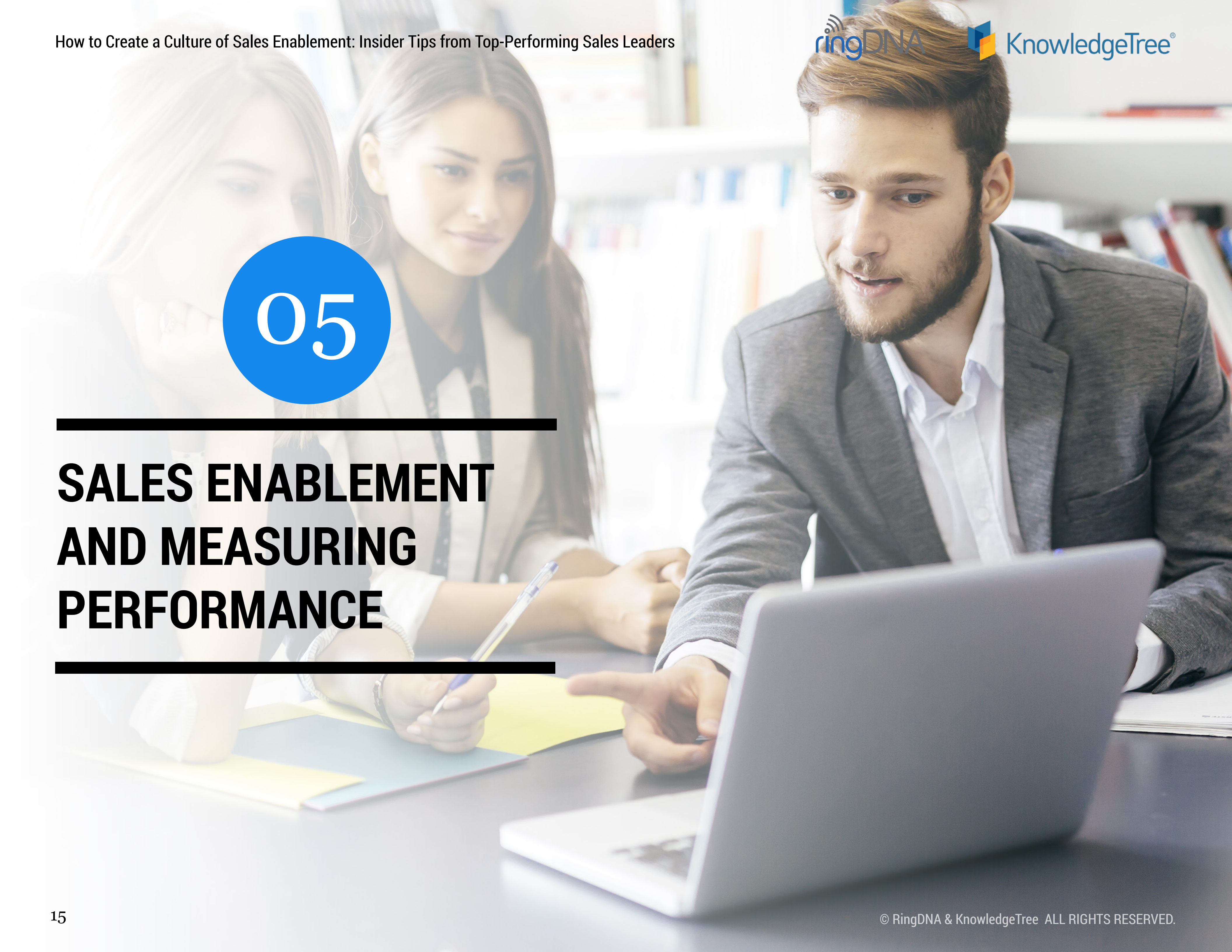

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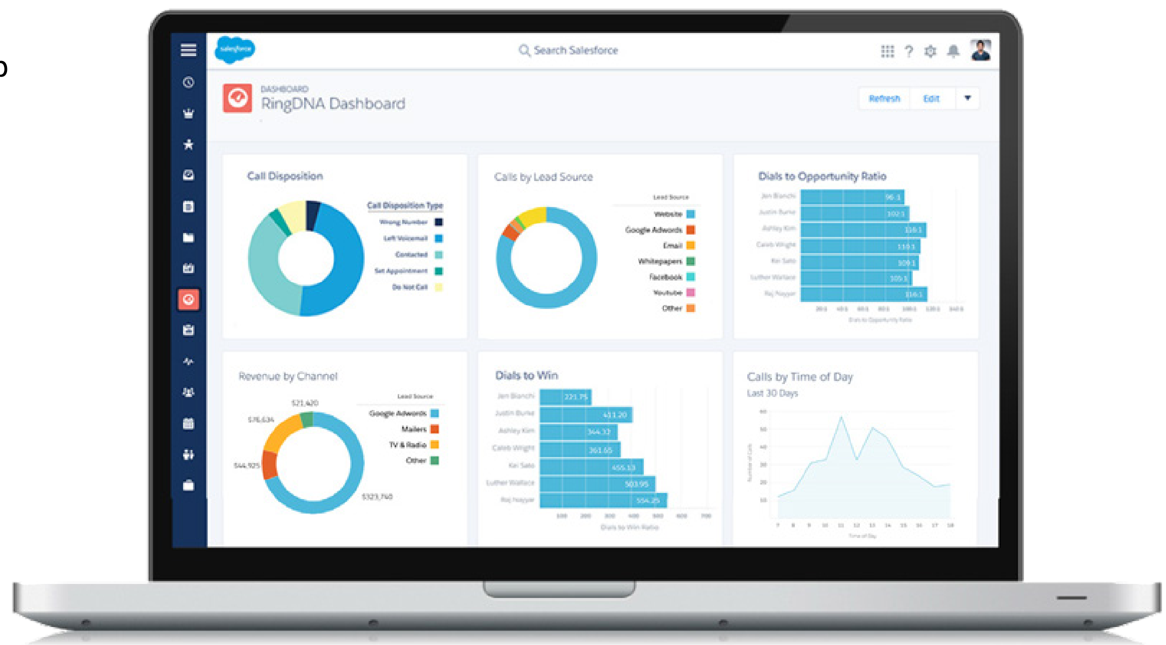
SALES ENABLEMENT AND MEASURING PERFORMANCE

According to CSO Insights, only about 35% percent of a salesperson's day is devoted to core selling activities. Measuring performance gives you more lift out of each individual sales rep. Through measurement, you can find those places you can help sales reps shave time from other activities so they can focus on core selling.

Sales teams can be empowered with their own set of individualized metrics, or customized dashboards, even with the ability to compare to their peers. For example, measuring a rep's win rate versus revenue closed. How many opportunities did a rep go through to hit quota? You might think that a rep at 110% of quarterly quota is more successful compared to another rep at 105% of quarterly quota. However, that isn't true if the rep burned through three times as many opportunities to get 110% of quota versus the rep who is at 105%.

Other metrics that successful organizations with a culture of sales enablement use include:

- Calls-to-opportunity (how many meaningful calls happened with the right people in an account)
- Emails per day and calls per day
- Time spent prospecting
- Conversations per day
- Revenue dollars versus booking dollars
- Length of sales cycle
- ACV or ARR per rep



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KnowledgeTree predicts what to pitch to any prospect.

It identifies what top performing reps communicate to win deals. It matches successful messaging to the sales situations of other sales people. It then proactively pushes winning content to sales people in Salesforce.com and email.

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