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# Ultimate Guide For Measuring The ROI On Your Sales Enablement Programs

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# Change is coming here.

We're all trying to figure out how to operate in the new normal. We've been asked to change our rhythms, our patterns, or habits. We've changed our workspace, how we collaborate, how we get sh\*t done.

Now it's time to figure out what work looks like in the new era. And sales enablement is no exception.

For some, onboarding has slowed. For others, SKOs are cancelled. And for everyone, once-busy bullpens are now Zoom gallery view.

So what's to be done?

**Evolve.** Evolve training, readiness, coaching, enablement, and outcomes to serve the new normal. Sales enablement has an opportunity to emerge as a go-to-market hero, where success or failure of an organization rests in part on its ability to attract and retain the best enablers in the world.

In this digital ebook, we're going to teach you how to transform your existing sales enablement structures into digital sales enablement programs into revenue powerhouses. You'll learn how to:

- ✓ Identify problems that sales and sales leadership care about
- ✓ Tie problems to enablement programs you can deliver
- ✓ Get buy-in from stakeholders for your digital enablement
- ✓ Find the content you need to execute
- ✓ Ship programs fast
- ✓ Prove the revenue impact of your enablement efforts

There's a renaissance happening with sales enablement right now, and we're absolutely fizzing about it.

We hope you come along for the ride.

- The LevelJump Team



# Chapter 1

## Identify the problem

The first thing you need to do when you're transforming your enablement is identify the problem you want to solve.

At first glance, it might seem easy.

Your enablement program is in-person, and you need to make it digital.

Not quite.

The problem is not "we don't have digital enablement."

That might be a problem, but it is not the problem.

The problem you're trying to solve **must be a business problem.**

That means that it's going to end up having some impact on revenue (eventually).

So here's what you need to ask yourself:

What business problem is my enablement program trying to solve, why am I solving that specific problem, and what does success look like?

Here's how you find those answers.



## Step 1

### Understand your revenue engine

Before you can solve a business problem, you need to understand where your business is at. Fortunately, when it comes to sales, there's a shortcut called the sales velocity equation.

$$\text{Sales Velocity} = \frac{\# \text{ Opps} \times \$ \text{ Deal Value} \times \% \text{ Win Rate}}{\text{Length of Sales Cycle}}$$

- ✓ # opps is the number of opportunities a seller can work at at time
- ✓ \$ is your average deal size
- ✓ % is your close rate
- ✓ # days is your average sales cycle length

This equation tells you how much revenue your organization generates per day. It helps forecast accurately, because it takes the main levers that impact revenue and boils it down to one number.

In turn, this allows you to model what improving different metrics will do for your business, so you can prioritize effectively.

By understanding the levers involved in your sales velocity equation, you can pick out where your enablement is going to have the largest impact.

## Step 2

### Pick your target

Now that you have a handle on the different levers you can pull, you need to pick your target. This is when it's good to call your RevOps / sales ops team for help.

You want to know why the numbers in the sales velocity equation are the way they are.

Ideally, it's best if you know what they need to look like in order to achieve your company's overall revenue goals as well. Then you can ask questions like:

- ✓ Is your ACV lower than you'd expect given the seats sold per deal? Are sellers discounting too much to get deals over the line?
- ✓ Are deals stalling at a specific stage, causing your sales cycle to lengthen?
- ✓ Are your sellers busy with other work, so they can't work as many opportunities simultaneously?
- ✓ Are deals being lost to a specific competitor or for a specific reason?

Once you dig into your sales velocity numbers, you'll likely find a spot where sales enablement can make a big impact.

## Step 3

### Consult your stakeholders

Now that you've looked at your data, you need to run a similar exercise by talking to your key stakeholders.

The goal here is not to get them to buy into your approach or address the challenge you've uncovered.

(more on stakeholder buy-in in the next chapter!) Rather, the goal is to approach digital sales enablement from both a data side and a human side.

So far, we've addressed the quantitative question:

*'What does the data say we need to fix?'*

But there's also a ton of value in looking at things qualitatively.

*'What do people think we need to fix?'*

There are a few reasons for this:

- ✓ **There may be factors that don't show up in the data.** Data is about looking at what's already happened to guess what's going to happen next. But there are often things that don't turn up in a spreadsheet, but might impact the direction a company chooses to go.
- ✓ **Adoption will be better if you ask first.** If you ask what your stakeholders are struggling with before you approach them with a solution, you're much more likely to have strong adoption of whatever plan you eventually decide.
- ✓ **Your stakeholders each offer a unique perspective.** Asking about problems from different people gives you a good view of where you can have the largest impact (and might uncover a quick win or two)

If you can document where they're struggling, you can find the overlap in the answers you have from the data and build a program specifically for the sweet spot.



## Step 4

### Create your sales enablement hypothesis

Next, you need to take what you know and put it into a *Sales Enablement Hypothesis*.

A **Sales Enablement Hypothesis** is a useful structure for clarifying what you're doing and why, based on the data you've gathered.

It's a statement that looks like this:

Sales enablement can have the most significant impact on revenue by focusing on **[velocity equation metric]**. I believe this because **[rationale]**, and plan to address this challenge by **[outline of program]**. Success will mean **[target leading indicator]**, resulting in **[desired sales velocity outcome]**.

Let's walk through an example.

Let's say you're a sales enabler at a company called SaaSme Technologies.

Your velocity equation looks like this:

- ✓ Your sales team works 10 opps on average at a time
- ✓ Your deal size is \$50,000
- ✓ You win 25% of the deals you pipe
- ✓ You cycle length is 93 days

Put it all into our equation, and you get:

$$(10 \times \$50,000 \times 25\%) / 93 = \$1,344$$

Let's say you want to focus on ACV (the \$50,000), because you found that reps are discounting their deals, potentially causing opportunities to close for less.

Your hypothesis statement would look like this:

Sales enablement can save the day and impact revenue by focusing on **improving ACV**. I believe this because **of the deals that closed in the last two quarters, 70% of them included a discount of 15% or more**. I plan to address this challenge by **running parallel programs focusing on discovery and negotiation. The programs will include objection handling practice and certification, and value selling best practices review**. Success will mean a **decrease in the number of sales calls mentioning discounts**, resulting in an **improved ACV**.

Once you have your enablement hypothesis, you're ready to take your digital enablement plan on the road.

*Need help with your hypothesis?*

CONTACT THE EXPERTS

## Common questions

- ✓ **Do I have to build a program around the sales velocity equation?** Of course not! The sales velocity equation is just a shortcut to align your programs to revenue.
- ✓ **Shouldn't my program be centered around what I'm putting into it?** No. It's tempting to build based on enablement inputs because that's something that you have lots of control over. But to get buy-in from sales and leadership teams, you need to be talking about impact and outcomes.
- ✓ **Are there other ways to prove impact?** Absolutely. Common ones are sales of a specific product (e.g. metrics around a product launch) or sales productivity (e.g. if you're improving onboarding).
- ✓ **Should I only track revenue?** No. You should ultimately track revenue, but each enablement program should have a leading and lagging success indicator. Leading indicators tell you early if your program has fomented the behaviour change you want. Lagging indicators tell you if that behaviour led to the outcome you were aiming for.

## Chapter 1 Checklist

At this point in your digital enablement transformation journey, you should have the following:

- ✓ A revenue outcome that you're going to impact
- ✓ A data-driven rationale for why you've selected that problem
- ✓ A hypothesis for how you're going to do it
- ✓ Leading indicators that show you seller behaviour is changing
- ✓ Lagging indicators that show you the impact the new behaviour is having on the business

# Chapter 2

## Get your buy-in

You have a plan. You have a hypothesis. But enablement can't function alone.

Now, you need to tell some other people about it.

In this chapter, we're going to cover:

- ✓ Why you need to get stakeholders to buy-in
- ✓ A data-driven rationale for why you've selected that problem
- ✓ A hypothesis for how you're going to do it

Let's crack on.





## Why you need buy-in

Before we get to the how, let's talk about the why.

*According to the CSO Insights, sales enablement challenges "often stem from a lack of organizational commitment."*

### Sales enablement challenges often stem from a lack of organizational commitment

This is further validated by the learnings from Paul Bleier, the Director of Sales Enablement at TELUS.

When Paul transformed his enablement organization from in-person to digital, he did it with the express buy-in of senior leadership.

**"One of the things that's worked in our favor... was we had executive level sponsorship from the top down, literally from our CEO"**

**- Paul Bleier, Director of Sales Enablement, TELUS**



And even then, when asked if he could go back and change anything, it would be bringing stakeholders like marketing and product in earlier to enhance his enablement efforts.

So even if you have executive sponsorship from the very top, you still need to build an enablement coalition to drive meaningful change.

That means identifying and influencing stakeholders to get on board with your digital enablement transformation.

## Key stakeholders

Every organization is different, but here are the usual suspects when it comes to rolling out new digital enablement programs:

- ✓ **Sales leadership / executives.** This is a must-have for virtually any transformation, because they can (if they're not bought in) block the project, usually have to sign off on it, and are often footing the bill.
- ✓ **Sales managers.** If your sales managers don't believe that the digital enablement you're rolling out is valuable, adoption will be a problem. This is especially true for remote teams that don't have the social pressure of everyone attending an in-person training session.
- ✓ **Revenue operations / sales operations.** If you're planning on using a tool for your sales enablement, you need to get RevOps on board since they're going to be critical to tracking your impact on revenue. They're also essential to helping you find the most significant challenges in your sales data, and can help with key technology purchases, if needed.
- ✓ **Marketing / product marketing.** If your program is going to include content, then it's worth getting the source of that content (usually marketing) on board.

There are, of course, other departments worth considering, like customer success and product. Who exactly you need will depend on your specific requirements, but some (or all) of the above will be in the mix.

## Key stakeholders

To get your stakeholders to buy into your digital enablement strategy, you need to treat it like a sale. As CSO Insights put it: "you need to create a solid business case and tailor your messaging to each executive's role."

## “You need to create a solid business case and tailor your messaging to each executive’s role.”

We put together a framework to use that helps you map different stakeholders and their challenges, so you can better articulate how your digital enablement program solves them.

The goal of this framework is to help you:

- ✓ Map out what metrics your key stakeholders care about
- ✓ Understand how those metrics roll up to company goals
- ✓ Outline the problems that are preventing those metrics from happening
- ✓ Tie your enablement objectives to those metrics

### DISCLAIMER

This framework won't give you the answers to these questions! It will only give you a structured way to think about them. You may still need to do some alignment work to really understand the goals, metrics, and challenges of your key stakeholders before you put them into this framework.

Stakeholder	Who is the stakeholder you're trying to secure buy-in from?
Company Initiative	What broader company goal does this stakeholder primarily serve?
Personal Measurement	How is this stakeholder measured? What does success look like for them? What are their KPIs? Or, what do they track, watch, and care about?
Pain points	What's stopping or making it harder for them to achieve their goals right now? • Pain 1      • Pain 2      • Pain 3
Solution	How specifically will your solution help them? (this should be a snippet from your overall enablement hypothesis).
Asks	To achieve the solution you outlined, what do you need from them?

Let's walk through this in a little more detail with an example of a sales executive at our company from chapter 1, SaaSme Technologies.

Stakeholder	VP Sales, reporting to the CEO.
Company Initiative	Delivering new logos and revenue for the business.
Personal Measurement	<p>Primary KPI: Overall revenue forecast</p> <p>Secondary KPIs: Pipeline, cycle length, ACV, win rate, average quota attainment, sales productivity, sales velocity (remember the velocity equation?)</p>
Pain points	<ul style="list-style-type: none"> <li>• Sellers are discounting and pushing the ACV below the company forecast.</li> <li>• New hires take too long to get to quota, pressuring the rest of the org to make up for it and hit revenue targets.</li> <li>• Sales velocity is too low to hit the annual sales forecast, and hiring additional sellers isn't an option right now.</li> </ul>
Solution	<p>A digital enablement program that's going to improve ACV by reducing discounting. This will solve the ACV challenge, improve velocity, and help reduce pressure on new hires to ramp as quickly. Additional programs will address onboarding directly.</p> <p><b>(note: you don't necessarily need to hit every problem now!)</b></p>
Asks	<ul style="list-style-type: none"> <li>• Support in advocating for this program internally</li> <li>• Budget to purchase the necessary tools for digital enablement</li> </ul>

**CHECK OUT THE FRAMEWORK**

This framework will clarify who you need to talk to, what they care about, and how you help them get there.

That way, you can bring them into your project and show them the value they'll get from supporting a digital enablement initiative in terms that they care about.

By making it easy to understand how your digital enablement transformation will improve your stakeholders' KPIs, you make it easy for them to help you get digital enablement off the ground.



## Common questions

- ✓ **Don't I need sales reps as well?** Getting sellers bought in is a huge perk, but is often best achieved by going through the sales managers. If you're beta testing a new program, then working directly with sellers is great, but to get buy-in for a digital enablement overhaul in general might not necessarily involve them.
- ✓ **Finance approves everything at our company - do I need to include them?** Yes. Finance is often a core stakeholder, and if you can understand what success looks like to them, and communicate how digital sales enablement helps them get there, you're more likely to get approval for any tools or headcount that you need.
- ✓ **Should I be aligning to broader company initiatives?** Yes. But fortunately, most of the KPIs your stakeholders are measured on are already designed to align with overall objectives. For example, if new logo acquisition is the #1 priority for your company, then your sales leadership probably already has targets that fuel that goal.
- ✓ **What if there are multiple priorities?** There always are. That's why you select the one that will have the biggest impact on your stakeholders' objectives.
- ✓ **What about my own goals?** Sales enablement goals should be roughly aligned with your core stakeholders. But if you do find yourself in conflict, then it's worth having a conversation with your broader team on the focus on the sales enablement function.
- ✓ **My stakeholders each rejected my sales enablement hypothesis. What now?** Great! That means you now know what not to do, before you go off and invest tons of time and resources into it. That's why it's a sales enablement hypothesis - they're not all going to be winners. Next step is to re-do what we covered in chapter 1 - find a problem with data, validate that challenge, and build out your refined stakeholder frameworks!

## Stakeholder buy-in checklist

At this point in your digital enablement, you should have:

- ✓ A hypothesis
- ✓ An outline of a program
- ✓ Buy-in from each of your key stakeholders, with clear expectations around what you need from them.





# Chapter 3

## Find your content

Let's recap. You've found the problem you want to solve. You've presented that problem to key stakeholders, and how it related to their KPIs. You clearly articulated how your program is going to help solve the challenge.

They loved it. Confetti rained from the ceiling and you got the big green light for Digital Sales Enablement. Your transition to sales enablement superhero is well underway.

So let's get down to brass tacks.

Now you need to build your program, and that means finding the content for your sellers to consume.

In this chapter, you're going to learn how to do a Content Scavenger Hunt. We'll cover:

- ✓ What is the Content Scavenger Hunt Strategy
- ✓ How to build a list of content requirements
- ✓ How to identify potential content sources
- ✓ How to turn sources into an actual program

Let's do it.



# What is a Content Scavenger Hunt?

First things first – what are we even doing here!?

Here's the problem.

Content is a pain. It's hard and expensive to build.

At the same time, companies have made significant investments into their content for years now. Marketing teams spend on average **26% of their budget on content.**

And with good reason:

✓ **87% of B2B buyers** say online content is influential to their purchasing decision

✓ **82% of buyers** view at least 5 pieces of content from a vendor before they buy

And that excludes all the internal content that companies produce, from thoroughbred sales enablement content like battlecards and playbooks, to informal content, like a great email template that gets forwarded around, or a Slack channel on competitors and their weaknesses.

The point is, buyers need a lot of content to make decisions, and companies are already great at building that stuff out.

***So you as the sales enabler probably don't need to build anything.***

Instead, Paul Bleier recommends going on a content scavenger hunt – talking to people about where the best content is hiding, finding it, surfacing it, and repackaging it for your own use.

“One of the things that I realized when we were starting to digitize things was there was a lot of content everywhere. Some was sitting here and there, or in this platform, and that intranet, and this SharePoint site, or this subject matter expert was great about talking about this. So you have to go on a scavenger hunt. [it allows] you to quickly package up things and get them out the door. It doesn't have to be polished and perfect.”

**- Paul Bleier, Director of Sales Enablement, TELUS**

This approach means you can launch programs faster, which means you can impact the metrics your stakeholders care about sooner.

Here's how you do it.

# How to run a content scavenger hunt

## Step 1

### Define your requirements

First you need to define your requirements.

You know the outcome you want to achieve – what’s the best way to train your sellers to get there?

We’re not going to dive too deep into pedagogy here, but as a lightning fast refresher, you’ll probably need some content on:

- ✓ **The overarching idea / theme of your program.** For instance, if you’re building a program to reduce the number of deals lost to a specific competitor, then your first piece of content is probably an intro to the competitor in question.
- ✓ **Some product content on how you solve the specific problem.** This might be a feature sheet or a demo video of a specific part of your product, or a video of a subject matter expert covering off the nitty gritty details.
- ✓ **A few examples of what good looks like:** discovery calls, demos, presentations, even good pitches – these are all examples for how you can show sellers what they should be aiming for.

Your actual requirements will vary, but usually it’s some combination of those three buckets.

**Note:** at this stage, you’re not building a list of content **pieces**. You’re building a list of **problems you need content to solve**.

For example, instead of putting “product demo video goes here”, your requirement would be “a piece of content to showcase features x,y,z. Video preferred).”

Because you don’t know the best pieces of content. You need your content experts to say: ‘based on these requirements, here’s the content I would recommend.’

The reason is that you don’t want your program bogged down in the world of content creation. And you probably already have 99% of what you need. The Content Scavenger Hunt is strictly about reusing rather than creating your digital enablement materials.

## Step 2

### Approach the relevant stakeholders

Next you need to approach relevant stakeholders.

**Remember:** the point here isn’t to build content, it’s to leverage the content you already have.

So you need to present your requirements and rely on experts to tell you which bits to use. And don’t forget your sales managers! They’re the ones who will know the seller-generated content like email templates, call scripts, or even examples of discoveries or demos best, so make sure you include them in this process.

## Step 3

### Assemble your content

Third, you need to assemble your content.

The best approach here is to map your content against your program, including your leading and lagging indicators for success all in a single view. Google Sheets will work fine here, but if you're using a sales enablement tool, you can do it there as well.

The goal is to get an overall picture of your program: is it shaping up the way you want? Does the various content pieces you're asking sellers to engage with make sense in terms of the behaviour change you want and the outcomes you expect?

A sense check here will save you a ton of time down the line, as well as help you identify any gaps or problem areas you need to plug.

## Step 4

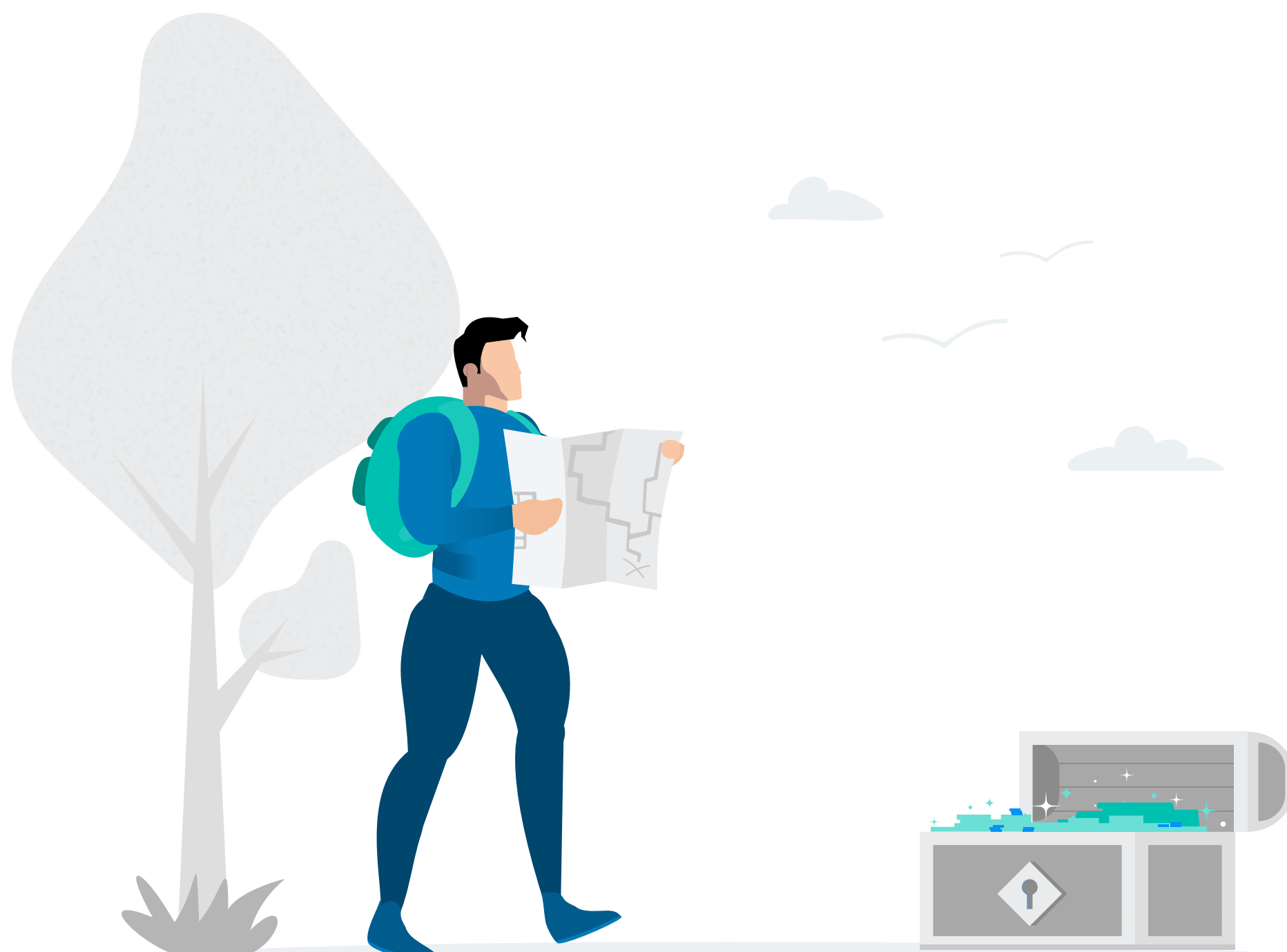
### Review with your sales managers

Finally, we recommend that you get a few of your sales managers to give the program a once-over.

Reiterate the challenge you're solving for, the behaviour change you want, and then present the content to them.

Ask them if they think the program is going to get you the outcome you're all bought into. Is it a reasonable ask on sellers? Is it helpful for managers? Does the content communicate the message?

Even a short session (half an hour, or a request for review) can go a long way towards identifying quick-fix problems that will make your program a lot better.





## Common questions

- ✓ **What if we truly have nothing?** Almost no organization has nothing, but if you truly don't have what you need, this is still a valuable exercise. If you can find even half of what you need, you're still saving a ton of time.
- ✓ **All our training content is in-person.** This is a common problem, but one that can be overcome. Rather than trying to exactly replicate in-person training online, try and break down the components of what's covered in your in-person training. Then, spin those components into asynchronous learning experiences that combine your content from the class with practice sessions, certifications, early indicator metrics, and lagging indicator results.
- ✓ **Are there content format best practices to follow?** Yes. In general, less is more. Try and pack a big punch with the content you're asking sellers to review or use, since it's time out of their day that you're asking for. A useful exercise is to work out the average hourly wage of your sellers, then multiply that out by the number of sellers in your program. For every piece of content, ask yourself: how long will this take, and how much will it cost the organization? You'll be amazed at how quickly you can trim.

## Content checklist

By this point in your Content Scavenger Hunt, you should have:

- ✓ A list of requirements for what you want your content to do
- ✓ A list of potential teams / people can can help you find the content you need
- ✓ An outline of your program, and the specific pieces of content that you're planning on using (provided by your content scavenging)
- ✓ The green light from sales managers that what you're building is going to get used by sellers - the formats and content story generally make sense





# Chapter 4

## Ship your program

Finally! We're here.

You're shipping your program.

Your transformation into an enablement superhero is almost complete.

By articulating the end goal, you're more likely to get your content heroes to recommend something they've already got socked away.

It's time to launch our digital sales enablement program.

In this chapter, we're going to cover:

- ✓ Enablement program launch best practices
- ✓ Common pitfalls and mistakes

Strap in. it's gonna be wild.



# Enablement program launch best practices

Every program is a unique snowflake.

... but also, all snowflakes sort of look the same.

Based on our experience launching hundreds of enablement programs with our customers, plus Paul Bleier's experience taking his own enablement digital, here are a few best practices to keep in mind.

## Ship small, ship fast

Your first digital enablement program, or first ILT transformation, doesn't have to be a complete overhaul of all your sales enablement.

For example, if you identify a specific challenge in your sales motion that takes multiple initiatives to fix, break them out into separate pieces. Build and ship microprograms, rather than waiting to solve the problem all at once.

Likewise, if you're replacing a one-day training session, you don't necessarily have to replace it with a single program. If your training day had three sections, then make three programs.

This way, you can see small wins early.

It also means you can prove the value of digital sales enablement to your sellers and sales managers, fueling adoption as you go.

At the same time, you'll get better over time, figuring out what works well for digital enablement programs. You can bake those learnings into future programs.

## Do less, but do it well

There's a temptation for enablers to be reactive. Teams approach enablement with challenges and the workstack grows and grows.

Steve Crepeau, on an episode of **Inside: Sales Enablement** framed the problem as tactical rather than strategic:

“Sales enablement tends to struggle to develop a clear strategy for the business... that results in them committing ‘random acts of enablement’..., and being viewed as a tactical, not a strategic function.”

- Steve Crepeau, CEO of True Sales Results

That's why we recommend doing less, but doing it extremely well.

Zero in on exactly what problem your sales team needs to solve, and then solve that problem so effectively, it never comes up again. Then, and only then, do you move on to conquer the next challenge.

Piece by piece, you can have a big impact on your business, even if it happens incrementally.

By solving challenges proactively, and identifying yourself what job needs to be done, you can position sales enablement as a strategic leader and take ownership of the digital enablement programs you deploy.

## Set expectations

Set expectations with your stakeholders. This goes for what your new digital enablement is going to achieve, as well as when it will be delivered.

Throughout the process of building, deploying, and evaluating your digital enablement program, make sure you're constantly reiterating the point of the program itself.

You'll keep yourself aligned to your stakeholders (especially sales managers and sellers, who are giving you their time).

And you'll be able to more easily communicate any potential problems.

## Common pitfalls

Not all (or any!) digital enablement programs launch smoothly. Here are the most common problems we see, and how to avoid them.

### Being too tied to the classroom model

The classroom model is great, but as a lot of us have learned, it doesn't map 1:1 onto a Zoom call.

A common digital enablement pitfall is trying to recreate in-classroom training online without changing the format of the learning.

This is a mistake.

First, no one can sit on a Zoom call for 6 hours at a time and actually retain the information. Second, There are tons of perks of digital enablement when it comes to learning, and you sacrifice those if you stick purely to the classroom format.

### What to do about it

Embrace the digital. This means:

- ✓ Plugging in lots of interactive content
- ✓ Using different formats for different learning types
- ✓ Leaning into asynchronous enablement
- ✓ Focusing on micro-learning, micro-coaching, and micro-enablement. Bite sized content in hyper-targeted programs will yield the best results
- ✓ Embedding practice into your programs - have sellers learn, practice, and get feedback before continuing
- ✓ Stretch your programs over a longer period of time. A 5-hour session might become 20 minutes a day for three weeks. Research shows that incremental training has a bigger impact anyways, so it's a win/win.

## Analysis paralysis

Once you start peeling the onion on your sales process, it's easy to uncover all sorts of areas where you can help.

For instance, let's say you find out from your VP Sales that your average contract value (ACV) is lower than your annual forecast predicted, and to achieve your revenue goals, it has to come up.

Once you look into it, you might find:

- ✓ Sellers are discounting more than expected
- ✓ Sales managers are pushing smaller accounts for a faster close, lowering, lowering ACV
- ✓ Low-cost pilot projects represent most of the deals
- ✓ The number of products you're selling per customer is below what you expected

All of these are unique challenges, and it's easy to become paralyzed on where to start to improve your ACV.

### How to avoid it

Work with your RevOp / Sales Ops / data team to identify a handful of challenges. If the impact of multiple solutions is the same, sketch out a few enablement hypotheses, one for each problem.

Quickly order them in terms of how much work they are for you, and how much of a change it is for your sales team. Less change = faster outcomes. Don't spend too long on this.

Finally, present your new outcomes to your sales leadership. Ask them: "how would you prioritize improving the following metrics?"

This should give you a place to start rolling out your digital enablement programs.

## Shipping incomplete programs

It's tempting to ship half-baked programs. You get them out the door faster, you can start seeing results sooner, and you can always change them as you go.

In reality, though, it rarely works.

You end up shipping something that's just ok, doesn't meaningfully achieve your goal, and costs you credibility and trust with the sales organization – who you're asking to give you their time.

It's also tempting to think you'll go back to fix up a program later – but in our experience, that rarely happens.



## How to avoid it

If you're struggling with time, pare back your digital enablement aspirations to something you can execute perfectly in the time you have..

## Not being heroic enough

"Be bold. You would be surprised in terms of what you can convert from instructor led training into more of a distributed and on demand model."

"Be bold. You would be surprised in terms of what you can convert from instructor led training into more of a distributed and on demand model."

- Paul Bleier, Director of Sales Enablement, TELUS

Paul converted an in-person two-day whiteboarding training offsite into a completely digital enablement program stretching for several weeks. It included content for sellers on whiteboarding, a place to practice and try it themselves, a place to get feedback and certification from their manager, and activity (leading) and revenue (lagging) milestones.

HEAR MORE

The point is you can transform more than you think into digital enablement programs if you're audacious enough to try. And superheroes are an audacious bunch.

## How to avoid it

Again, focus on what outcome you want to achieve.

Then, work backwards. How are you doing it now? What would that look like if it was online? What can you do to make it more engaging, and how are you going to know if it works?

Usually when you ask these questions, you'll quickly realize that there's more opportunity for transformation than you first thought.



# Chapter 5

## Prove program success

Last but certainly not least, you need to prove that your program is working (or not). And if it's not working, you need to know why.

In this final chapter, we're going to cover:

- ✓ How to prove your program is working
- ✓ How to identify any problems where your program could be better

Stay with me now, dear reader, we're almost there!



## Metrics you need to tie enablement to outcomes

To tie enablement to outcomes, you need to be able to answer four basic questions:

- 1 Are sellers completing the learning activities in your program?** Are people who you enrolled in your digital program reading your content and watching your videos?
- 2 Are they able to demonstrate that they can use the new skills they've learned?** Are they submitting practice pieces (videos, pitches, whiteboards, emails, call scripts - whatever you're working on) for review and certification?
- 3 Are they actually doing the thing you want?** Has their talk track changed, are they making more calls, sending different emails, booking better meetings - whatever leading indicator or activity metric you're evaluating.
- 4 Is that new behaviour delivering the desired results?** Is there an improvement over your baseline value for the revenue metric you put in your enablement hypothesis?

If you can track these four numbers, and have strong baseline values, you can measure the impact of your sales enablement.

## The Digital Sales Enablement Funnel

At a high level, you can think of your outcome metrics as a funnel. Essentially:

- 1** How many sellers were enrolled
- 2** How many sellers completed the learning
- 3** How many sellers completed the practice embedded in your program
- 4** How many sellers hit the activity milestones (e.g. your leading indicators)
- 5** How many sellers achieved the sales outcome (e.g. your lagging indicator)

# Sellers enrolled in your program

# Sellers who complete the learning

# Sellers who complete the practice

# Sellers who achieve the activity milestones

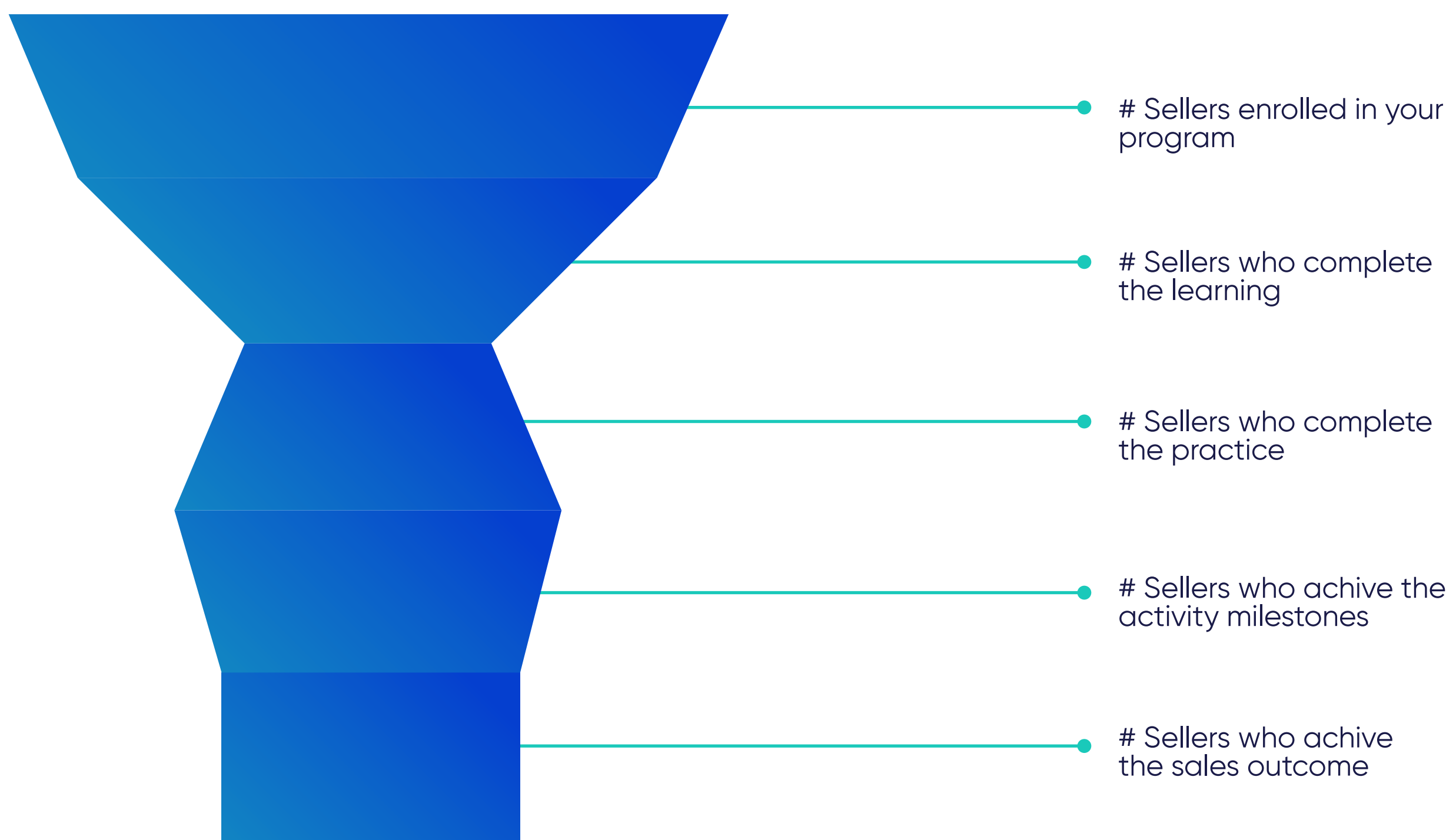
# Sellers who achieve the sales outcome



This funnel represents the most basic understanding of your digital enablement program.

The reason you want to look at this as a funnel is that it gives you a more complete picture of where your enablement program might need some optimization. It also lets you understand at a glance if there's a link between your program and your outcome.

For example, if your funnel looks like this...



Then you know that while lots of sellers are completing the learning, they're not practicing and are still managing to hit their activity milestones. Therefore, you might decide: "hey, why don't we get rid of those practice sessions? We don't need 'em!"

(more on optimization in a second)

## Digging deeper into your digital sales enablement funnel

On top of a quick look at where your enablement efforts land, a funnel diagram also gives you your **enablement conversion rates**.

These are the percentage of sellers at each stage who went on to complete the next stage.

For instance, here, 120 sellers completed the learning portion of the program, out of 150 enrolled, therefore your conversion is 80% from enrolled to learning. This is your high-level adoption metric.



The rest of the conversion in this example are as follows:

- ✓ 80% of sellers who enrolled, completed the learning
- ✓ 83% of sellers who completed the learning completed the practice
- ✓ 80% of sellers who completed the practice achieved the activity milestones
- ✓ 75% of sellers who completed the activity milestones achieved the sales outcome.



By evaluating your conversion metrics and comparing them to sellers who did not hit your enablement milestones, you can extract some powerful insights into the impact of your digital enablement program.

For example, you know that sellers who achieve the activity milestone (early indicator) have a 75% chance of achieving the desired sales outcome.



You can compare those sellers to people who achieved the sales outcome but did NOT hit the activity milestone and calculate the impact of your new behaviour.

Say, for instance, that of the 70 sellers who did not achieve the activity milestone, 10 went on to achieve the sales outcome anyways. That's 14%. That means that sellers who execute your new behaviour are 5 times more likely (75/14) than sellers who don't.

And this is why building enablement to revenue metrics is so important – if you can approach sales managers and tell them they can 5x their revenue with your program, you'll have heroically elevated sales enablement to a truly strategic role.

### BUILD ENABLEMENT DASHBOARDS INSIDE SALESFORCE

## Beyond the funnel: incorporating time to achievement and % achieved

So far, we've talked about success as binary. Sellers either complete or do not complete a specific goal. In reality, though, this is an over-simplification, because success often isn't binary, and there's a dimension of time.

That is, sellers can complete activities on time or late, and sellers can exceed, achieve, or partially achieve their goals.

For instance, your practice milestone might be "upload a video of yourself pitching with the new messaging within 1 week."

If a seller does it after three weeks, it's still completed, but you need to consider the implications of that delay.

Likewise, a seller might achieve their activity or revenue goal, but do so later than expected.

And this presents a thorny problem for enablers, even superheroes

To truly understand the impact of sales enablement you need to overlay time on top of your digital sales enablement program to determine success or failure:

- ✓ How long did it take sellers to complete your learning program? What percent finished on time?
- ✓ What percentage of enrolled sellers completed their practice sessions on time?
- ✓ How does the performance of those who completed things on time vs those who completed things late compare?

The same challenge applies to your sales activity and revenue outcome milestones. For example, your sales activity might be: 'make ten calls that mention at least two products'.

If a seller makes eight calls that mention two products, you need to account for that.

Same goes for revenue outcomes ,your goal is 'close four deals that include two or more products' and they close three deals that include two or more products, that needs to be fed back as a data point into your enablement system.

This level of analysis is possible with spreadsheets and business intelligence tools (plus the data team to go with them) but more often than not, this is where a dedicated sales enablement solution comes into play.

If you are planning on going solo, then the best approach is to bucket your results into ranges, and run multiple scenarios to understand what early data tells you about later outcomes.

For instance, a LevelJump client noticed in her onboarding data that those who completed their learning program ahead of schedule were much more likely to hit their revenue goals. Using that data, she was able to make extremely fast staffing decisions for each new cohort going forward, and even accelerate her onboarding program to more quickly identify sellers who were going to be top performers.

## Identifying digital enablement problems

In addition to proving the revenue impact of your digital sales enablement, granularly tracking performance lets you optimize your programs over time.

And the first step is identifying what's not working.

Here are a few common scenarios that we see in our customers when it comes to optimizing enablement for revenue outcomes.

## Adoption is poor

**The problem:** low adoption at the top of the funnel means there's not enough data to make meaningful decisions.

**Why it matters:** you can have the best enablement in the world... but if no one does it, it's useless.

**The solution:** make it easier. Break it down into smaller programs, reduce your content, and put your program straight into your sellers' workflow.

## Behaviour isn't leading to revenue outcomes

**The problem:** there's no connection between your leading indicator showing new behaviour, and your lagging indicator showing revenue.

**Why it matters:** it means that your new behaviour isn't delivering the revenue outcome your program promised.

**The solution:** back to the drawing board. You need to rethink your training and behaviour, since your enablement hypothesis proved incorrect.

## Benchmarks are massively exceeded

**The problem:** benchmarks are way off, and sellers completely crush them.

**Why it matters:** if your sellers are so vastly superior to your benchmarks, then it's possible your digital enablement program is incredibly efficient.

... but it's a lot more likely your benchmarking data isn't quite right, and you've set your goals too low.

**The solution:** adjust your program and make it harder by reducing the timeline or increasing the achievement expectations. Continue to iterate this way until you see widespread failure. Then, loosen a little and begin to optimize your content, training, and coaching.





# Conclusion

## What's next?

Change is hard. Scratch that – change is change is heroically hard. And we've all been asked to change a lot recently.

Some of that change has been for the worse – we're missing family and friends and coworkers. We're missing milling about by the coffee machine and talking to each other after calls.

We're missing connection.

But some changes are for the better. We've become (weirdly) closer to those we work with. We've seen their homes and met their kids and cats and dogs.

For some, the flip to remote working has given them hours back into their day, cutting out long commutes and boring drives.

All of us have changed. And the only constant we can bank as we stumble into the new normal is this:

Change will keep on happening. Whether we like it or not.

So what's next?

More change. For sales enablement, it means new challenges as buyers evolve their approaches. We don't know what's around the corner (after all, we're not Forrester).

But we know whatever it is, it's going to be different than what we have now. Hopefully, this ebook has prepared you for the changes to come, and transformed you into an enablement superhero to weather whatever comes after.

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