ValueSelling Associates™

4-Step Guide to Measuring Sales Enablement Impact

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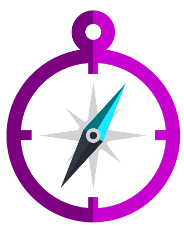

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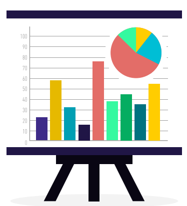

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Keep it simple. Drive results.

Introduction

Struggling to quantify your sales enablement efforts to justify initiatives, protect budget, and generate sustainable impact?

If you answered, "Yes I am!"–you're far from alone. According to Gartner, less than 50% of organizations have a formal document/charter to guide enablement's role/function.[1] In addition, our research revealed that less than 25% of sales orgs are directly measuring sales behaviors.[2]

When goals are defined for enablement, they often focus on lagging indicators, such as increased revenue and margins, transaction size, and number of deals won. This focus on lagging indicators hinders enablement's ability to showcase its efforts.

Apply this four-step framework to highlight enablement's true impact.

1 "Stop Putting Baby (Sales Enablement) in the Corner (Training)" by Nate McCullough, December 12, 2022, https://blogs.gartner.com/nate-mccullough/stop.putting-sales-enablement-in-the-corner

2 "The Behaviors and Skills Sales Leaders Care Most About–And How to Measure Them" ValueSelling Associates, 2022

Step 1: Identify the Desired Selling Behaviors

Start with the desired revenue KPIs, then investigate the behaviors driving results. When meeting with your sales counterparts, use the **O-P-C Questioning Technique** to identify the desired selling behaviors. For instance, a sample conversation might look like this:

Sales Leader:	Enablement Leader:
We need to increase revenue by 20% YOY.	What's getting in the way?
We're stuck selling small deals.	Is that because salespeople aren't selling the depth and breadth of our product line?
No, it's a problem of scale. Salespeople go after the quick win. They sell at the manager level and miss the opportunity for an organization-wide solution.	What do you think the solution is?
We need to engage C-level executives and have better business conversations.	If I hear you right, an increased focus on selling to the C-Suite and positioning organization-wide solutions will help us achieve our revenue goals. Is that right?
Yes, I believe that's the quickest path to hitting our number.	

This is a simplified example, but you get the idea. Strive to investigate the underlying problems and the behaviors that will drive change.
For more on the **O-P-C Questioning Technique**, check out this blog post.

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Step 2: Determine the Leading Indicators to Track

Once you've uncovered the behavioral change needed to hit your revenue goals, **map the sales issue to your enablement solution**. Then, **identify the leading indicators** you'll start monitoring.

Sales Issues	Enablement Solution	How to Measure
Engaging the C-suite in high-level business conversations.	• **On-demand training** on financial literacy and business acumen • Review **best practices for identifying company financials** and using these in pre-call planning • **Role plays** on O-P-C questioning for better business conversations	• Track **training engagement** in sales enablement platform • Track the **number of executive sales calls** • Track **financial fields** in pre-call planning inside of CRM • Track **number and distribution of questions asked during calls** using conversational intelligence
Positioning of organization-wide solutions and building consensus.	• On-demand training on **multi-threading engagements** • Content on **how our solutions impact each buying role** across the organization	• Track **training and content engagement** in sales enablement platform • Track multi-threaded engagements by **monitoring contact roles and account maps** in CRM • Track **mutual plan letters** for each member of the buying group who can impact the final decision

PRO TIP: The links between training and behavior must be explicit. Even if your training and sales data live in separate systems, ensure they're linked in reports to provide a holistic picture of enablement's impact.

Step 3: Map Leading Indicators to Revenue Results

Here's where the magic happens. By linking your leading indicators to the revenue results they will impact, you can monitor and encourage the right selling behaviors while showcasing their efficacy.

Step 4: Enable Feedback Loops Across the Revenue Engine

Multiple roles beyond the revenue function play a part in driving growth and customer loyalty — it's vital they all share a common language and framework.

In turn, this cross-functional communication framework facilitates feedback loops across the organization. When sales, marketing, finance, billing, customer support, and success use the same criteria to evaluate and discuss new and existing business, it greatly improves knowledge-sharing — allowing teams to align on what's working and what can be improved.

Establish regular practices for sharing information in the voice of the customer. This could take the form of analyzing marketing data in terms of opps with and without the leading indicators mentioned above — or you could look at evaluating customer success data in the same way.

PRO TIP: Yes, a well-connected tech stack goes a long way to facilitating these feedback loops — and the true value of this approach lies in the internal conversations, the varied viewpoints, and the expertise you can easily bring into the conversation when everyone uses the same objective criteria.

About ValueSelling Associates, Inc.

We help clients achieve measurable and remarkable results. Our approach is powered by the ValueSelling Framework® methodology, training and toolset that aligns your revenue engine with a common language that enables all customer-facing roles to compete on value, not price, and saves time in all selling scenarios.

Since 1991, ValueSelling Associates has helped thousands of revenue professionals increase their productivity and realize immediate and sustainable revenue growth. We offer tailored training to Fortune 1000, mid-sized, and start-up companies.

Keep it simple. Drive sales results.

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The Power of Value Selling by Julie Thomas

The indispensable guide to forging human-to-human connections, having better business conversations and building buyer confidence — the crucial ingredients to closing sales despite unrelenting uncertainty

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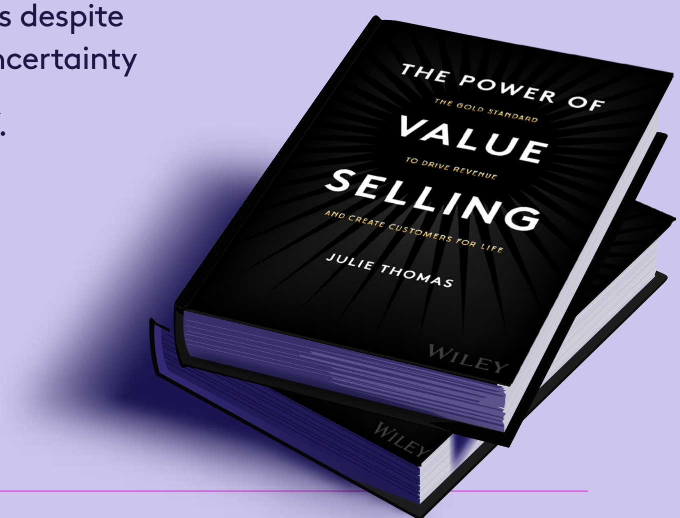

Also, discover our blog, **Voice of Value**. Explore topics like buyer-centric selling, closing techniques, outreach tips, renewal sales, and selling to the C-suite.