

SALES ENABLEMENT ANALYTICS REPORT

Establishing Enablement Analytics
that Elevate Business Impact | 2019

Executive Summary

As companies increase their investments in sales enablement, stakeholders have a strong desire to understand the sales enablement metrics that will help their businesses be most successful.

The research for this report, jointly conducted by Sales Enablement PRO and the Sales Enablement Society, leverages both quantitative and qualitative insights on the metrics commonly used to measure success, as well as emerging trends. The report dives deep into effective strategies for measuring sales enablement success across three main areas: Performance, Proficiency, and Productivity.

Key insights from the report include:

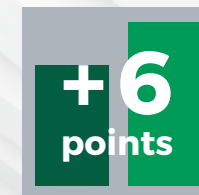
- ❖ Sales enablement plays a critical role in customer experience initiatives and investments
- ❖ Companies are turning their attention to measuring competencies, as well as the critical role that frontline managers play in coaching
- ❖ Tracking and measuring the impact of content is highly correlated with increased win rates

To uplift the authority and importance of sales enablement as an industry and within organizations, sales enablement practitioners must work collectively to establish robust sales enablement analytics in the areas that are proven to drive significant business impact.

SIGNIFICANT FINDINGS



More than 30% of organizations are now tracking customer-centric values, like NPS, as core sales enablement metrics.



Companies that measure seller competencies report win rates that are **6 points higher** than companies that don't track seller competencies.



Sales enablement teams that measure the influenced revenue of their content report win rates that are **12 points higher** than organizations that don't track this metric.



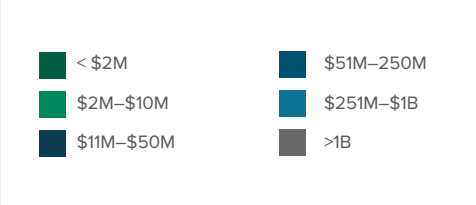
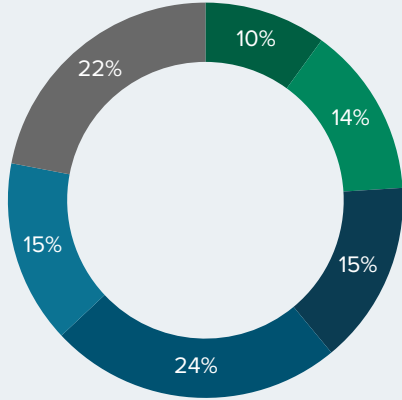
About the Research

In the fall of 2019, Sales Enablement PRO and the Sales Enablement Society partnered to conduct research on how sales enablement teams are tracking the business impact and success metrics for their efforts. The study included quantitative research in an online survey, as well as qualitative feedback captured during a series of focus groups with sales enablement practitioners in several major metropolitan cities across the globe.

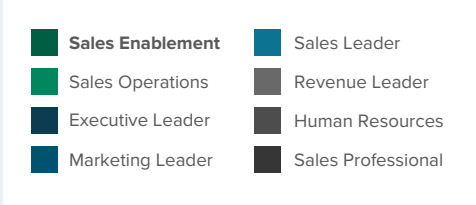
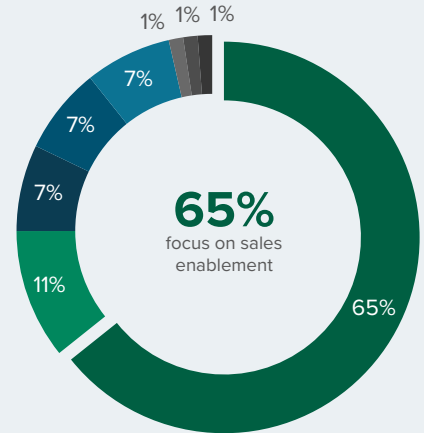
DEMOGRAPHICS

Nearly 200 survey respondents provided insights into the sales enablement metrics they measure today and how they perform against those metrics within their organization. These respondents represented a wide range of companies, with annual revenues ranging from less than \$2 million for 10% of respondents to more than \$1 billion for 22% of respondents. A majority of those that participated in the survey, 65%, are sales enablement practitioners.

Company's Annual Revenue



Roles



SECTION 1

Performance

Sales performance and pipeline metrics are critical to understanding business impact. So how can practitioners connect performance to sales enablement?

By beginning with the end in mind. Defining how sales enablement will impact sales performance and pipeline in an organization is the first step to building a successful sales enablement strategy. By understanding performance and pipeline gaps and goals, sales enablement practitioners can design initiatives to address those areas and significantly impact the outcomes.

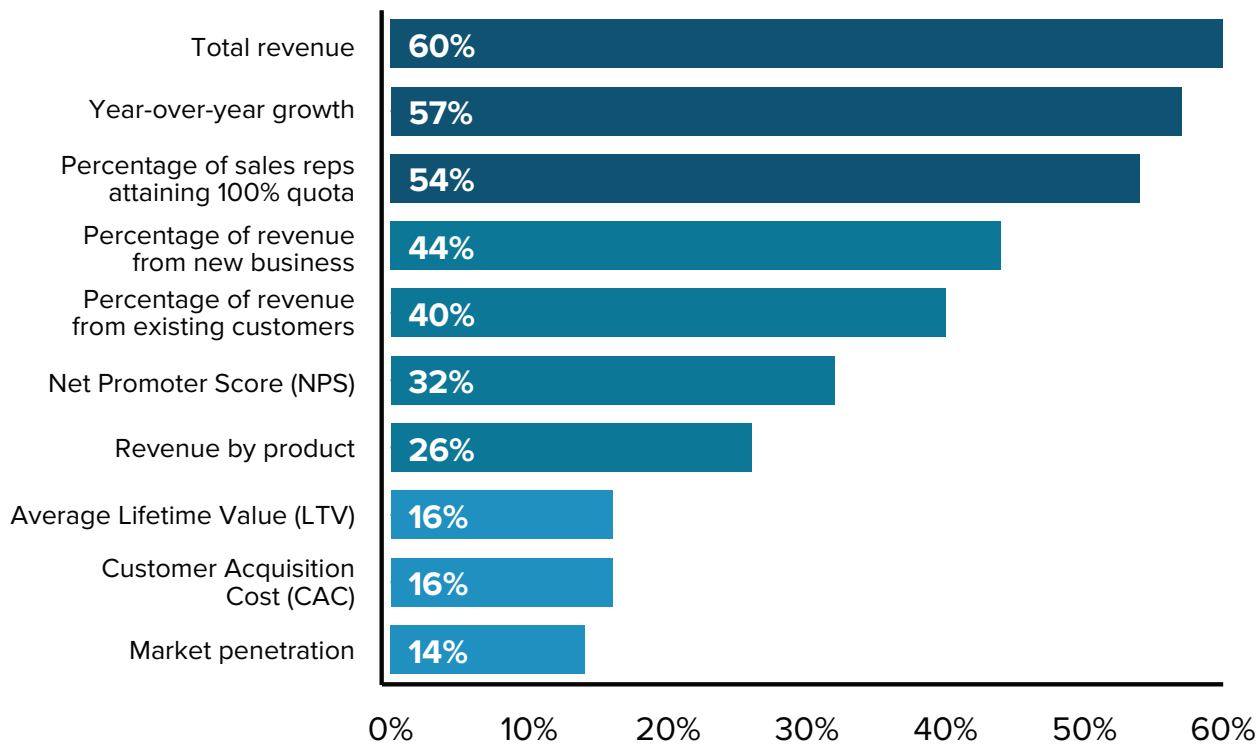
This section explores the sales performance and pipeline metrics that are most frequently used by sales enablement.



SALES PERFORMANCE METRICS

Across the globe, the top three metrics tracked are total revenue, year-over-year revenue growth, and sales rep quota attainment. More than half of survey respondents measure total revenue (60%), year-over-year growth (57%), and the percentage of sales reps attaining quota (54%).

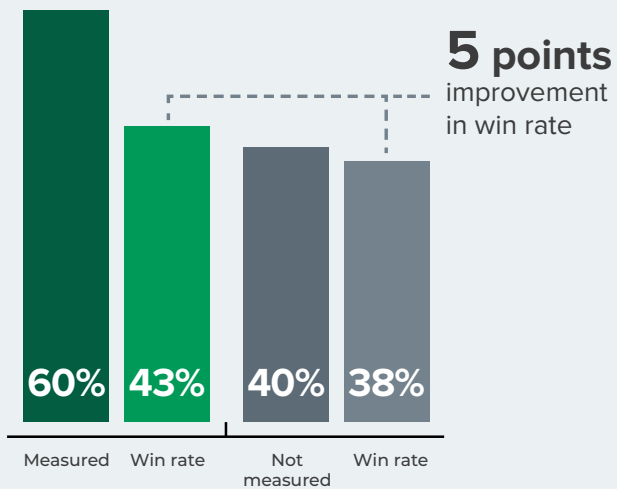
Q. What performance metrics do your sales enablement organization track?



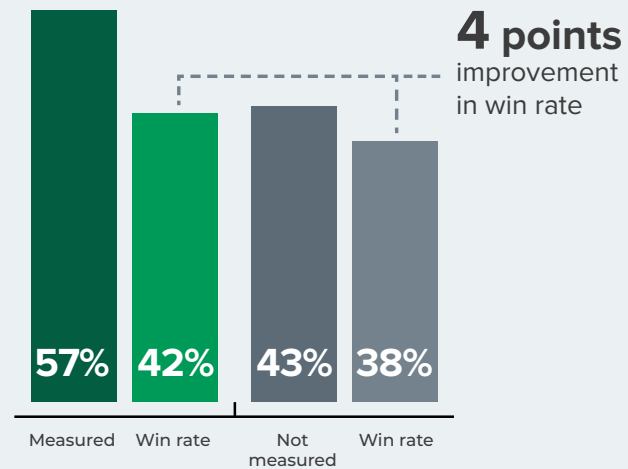
HIGHER WIN RATES

The research showed noteworthy trends when it comes to measurement of sales performance, and the win rates reported by these organizations.

For companies that measure total revenue, they reported:



For companies that measure year-over-year growth, they reported:

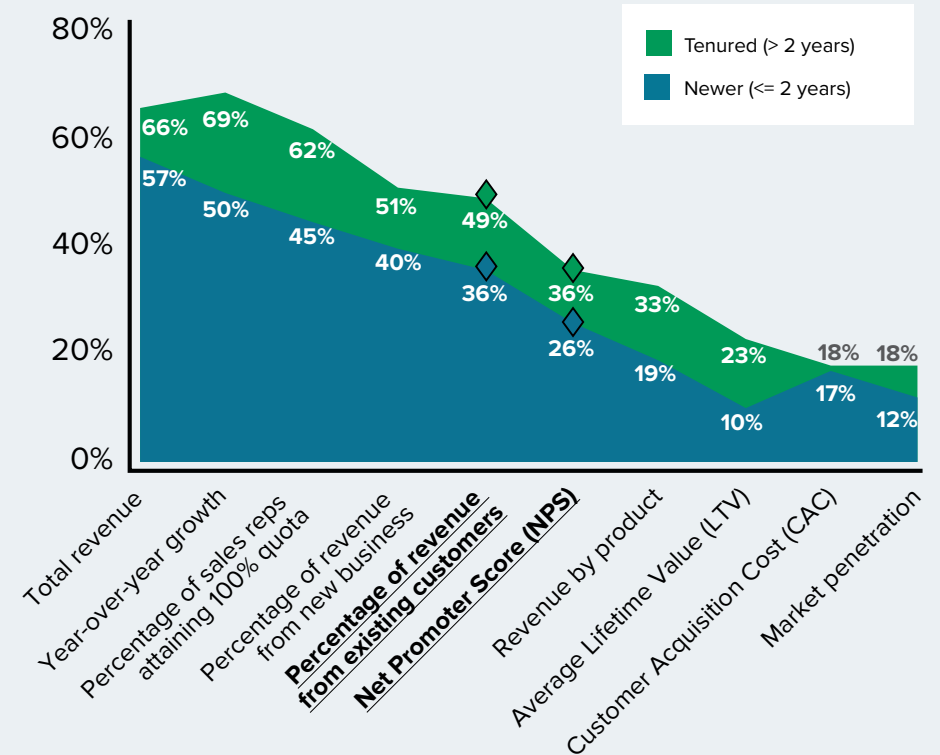


SALES ENABLEMENT IS TRACKING CUSTOMER EXPERIENCE

More tenured organizations, where sales enablement has been in place for more than two years, are much more likely to track the overall customer experience. These companies track revenue from existing customers 13 points more and Net Promoter Score (NPS) 10 points more than less tenured sales enablement organizations.

This indicates that as sales enablement becomes more established in organizations, critical success metrics begin to include customer satisfaction and retention metrics as a result of enablement demonstrating value beyond just the initial sale.

Q. What performance metrics do your sales enablement organization track?



“ Some of these [performance] metrics are more historic. The top ones are the things you have to show your CEO all the time and those won't change, but we need to start measuring more customer-centric metrics. ”

—Focus Group Participant



Performance

SALES PIPELINE METRICS

In order to drive sales velocity, sales enablement must differentiate between leading and lagging indicators to identify the best opportunities for impact.

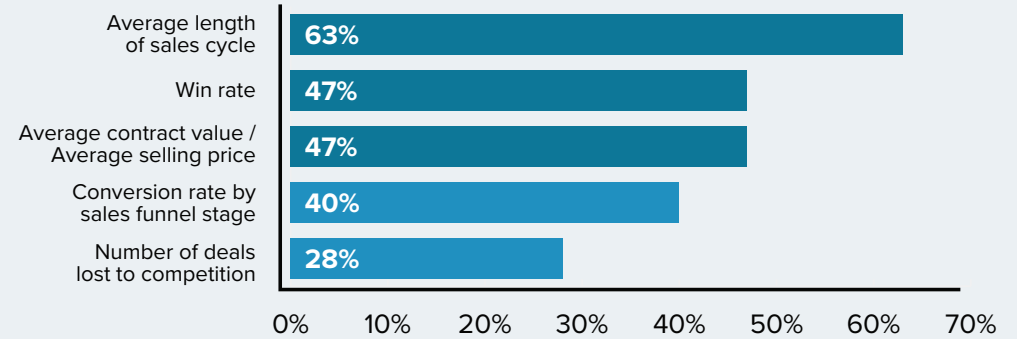
The "average length of sales cycle" is the most commonly tracked metric in this category at 63%. The "average length of sales cycle" is a key leading indicator, as it can show sales enablement where there might be issues in the sales cycle.

Many sales enablement practitioners use leading indicators to show how lagging indicators, like win rate or deals lost to competition, are being impacted. From here they can diagnose root causes and design solutions to improve sales velocity.

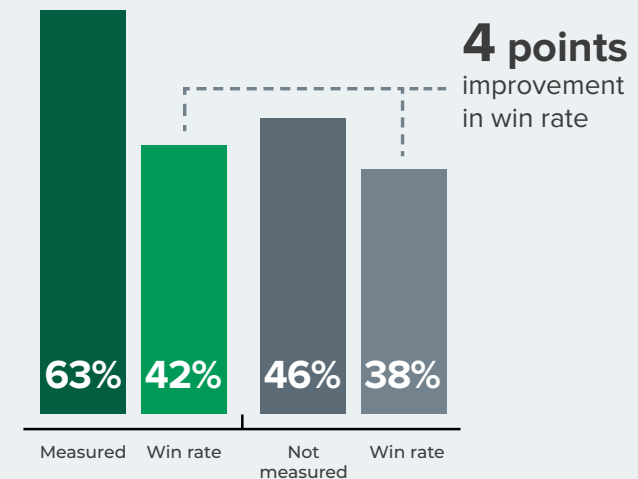
**+4
points**

Improvement in win rate for respondents that track "average length of sales cycle"

Q. What pipeline metrics do your sales enablement organization track?



For companies that measure average length of sales cycle, they reported:



SECTION 2

Proficiency

Sales proficiency encompasses many areas including onboarding, training, coaching, and sales talent acquisition and retention. Organizations inherently understand that they need to prioritize seller proficiency to engage buyers and close deals—but there is work to be done to tie these efforts back to the business metrics that matter. From hiring through training, to retaining great sales talent, sales enablement has a crucial role to play in maximizing the proficiency of the sales team.

The following section explores the key metrics practitioners are using to demonstrate success and impact on sales proficiency.

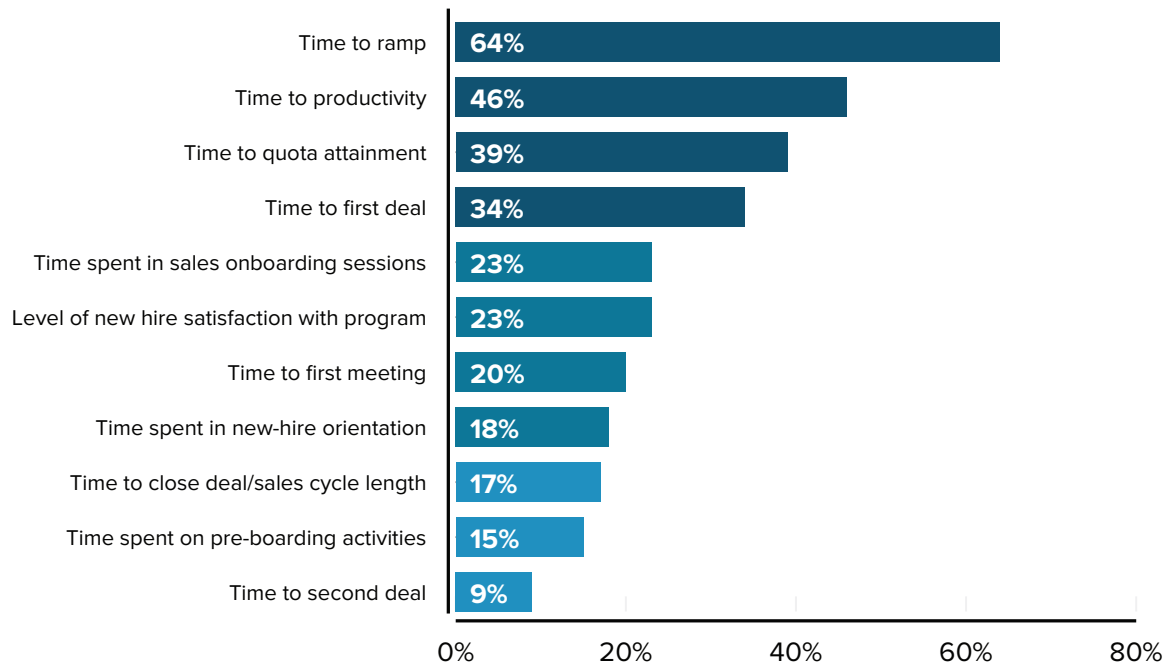


ONBOARDING METRICS

One of the primary reasons why organizations create robust onboarding programs is to reduce the amount of time it takes for new hires to produce results. The most common onboarding metrics tracked reflect this:

1. Time to ramp (64%)
2. Time to productivity (46%)
3. Time to quota attainment (39%)

Q. How do you measure sales onboarding success?



Proficiency

MEASURING REPS ABILITY TO CONSISTENTLY CLOSE DEALS

One of the most interesting findings from the research was on the issue of measuring time to first and second deals.

Companies with more tenured sales enablement organizations are twice as likely to measure "time to first deal" than newer teams. Both tenured and newer sales enablement organizations that track "time to second deal" report win rates that are 6 points higher than organizations that do not track this metric.

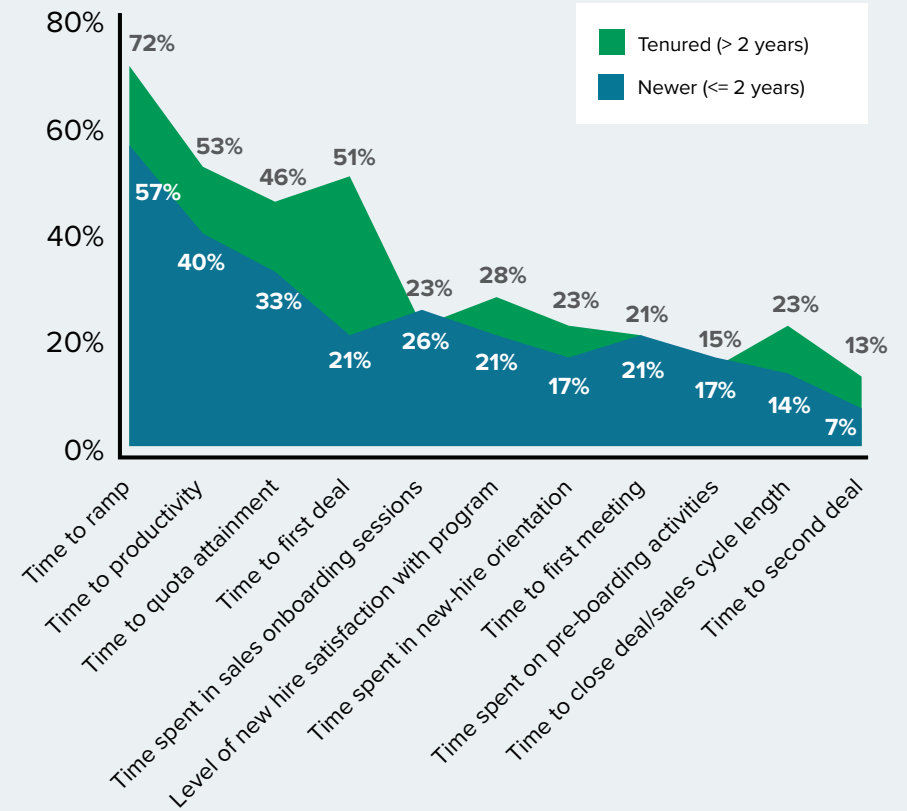
Focus group participants reported that "time to first deal" can be misleading due to all of the variables that can impact a sales rep's first deal. As such, it is not always indicative of a seller's ability to consistently close deals.

“ ‘Time to first deal’ matters to me only if they sourced their own pipeline. If they were given it, then I don’t look at it. Instead, I look at time to second and third deal. ”

—Focus Group Participant

By measuring “time to second deal” and *beyond*, sales enablement practitioners can better understand trends among reps as well as gaps in proficiency that may be impacting their ability to close deals.

Q. How do you measure sales onboarding success?



For both tenured and newer sales enablement organizations that measure time to second deal, they reported:

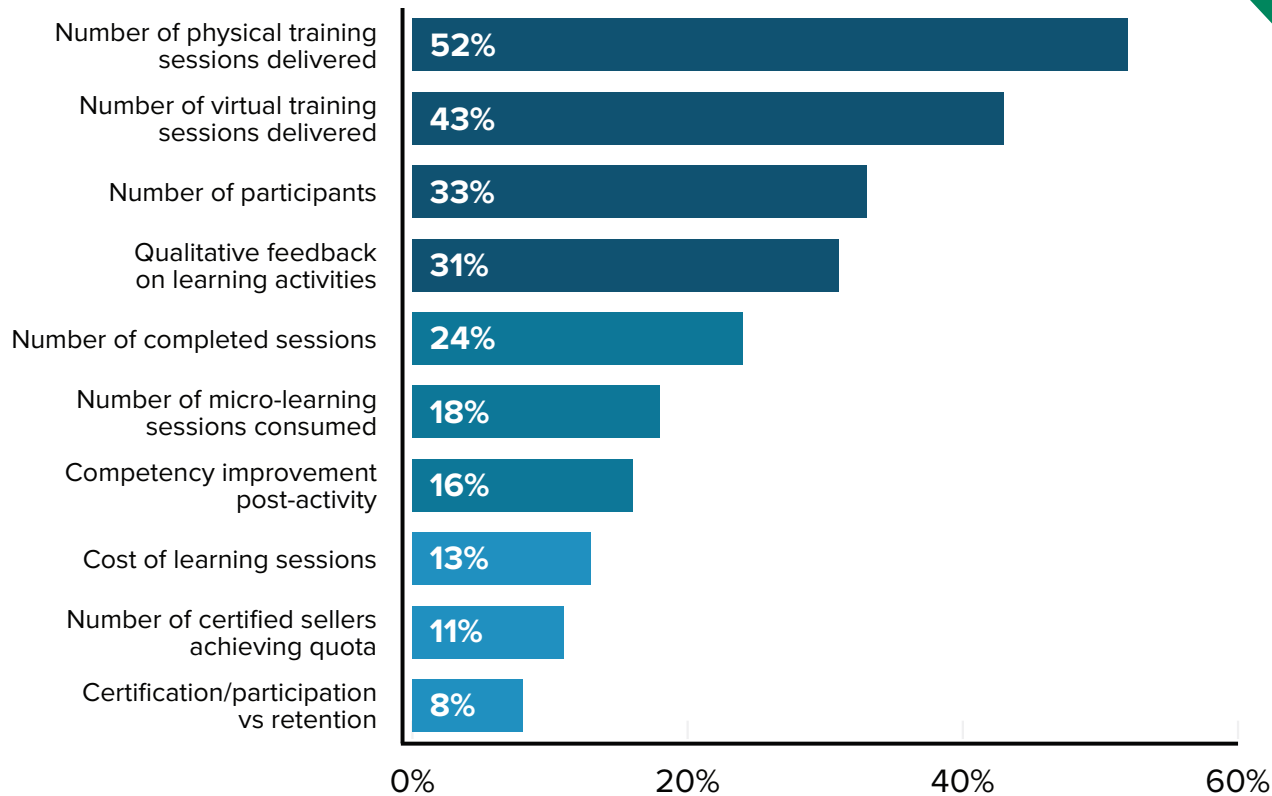
	% Measuring	Win Rate
Yes	9%	46%
No	91%	40%

6 points
improvement
in win rate

SALES TRAINING METRICS

Many sales enablement practitioners surveyed default to measuring activity-based metrics, including simple tallies such as the number of physical and virtual training sessions delivered and the number of participants in a session, as well as qualitative feedback from sales reps on the learning activities.

Q. How do you measure sales training success?



The number of organizations measuring learning and development metrics drops significantly for anything that moves beyond basic activity metrics. For example, only 16% measure competency improvement post-activity and only 11% measure the number of certified sellers achieving quota.

COMPETENCY-BASED METRICS MATTER

However, organizations that do prioritize competency-based metrics outperform those that do not. Those that measure competency improvement report a win rate that is 6 points higher than those that do not.

In addition to the competency metrics identified in the survey, examples of additional competency metrics to track include competency improvement around operational selling, selling process adherence, interpersonal skills, and leadership skills.

“ The competency analysis for me is the frequency with which you can observe your sellers exhibiting specific skills, behaviors, and practices that contribute to them being a better seller. ”

—John Dougan

Global Director, Sales Enablement, Workday

For companies that measure competency improvement, they reported:

	% Measuring	Win Rate
Yes	16%	46%
No	84%	40%

6 points
improvement
in win rate

SALES COACHING METRICS

Coaching may be one of the hottest topics in sales enablement at the moment, and for good reason. Sales enablement professionals understand the impact of positive reinforcement with reps. However, based on the findings from the survey, not many are able to track metrics related to sales coaching yet. Call scoring/evaluations from sales managers is the most common metric in this category, and is only tracked by 23% of respondents.

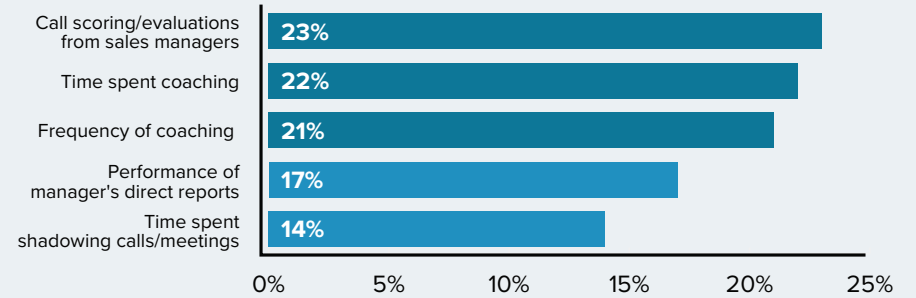
The crux of the problem is that the frequency of coaching is often inconsistent and unregulated. In fact, 42% of respondents either have ad hoc coaching at their organizations or no regular coaching sessions at all. Implementing regular coaching is the first step in helping sales enablement practitioners better track metrics related to sales coaching.

“ If frontline management isn’t bought in to what we’re doing, if they’re not reinforcing it in pipeline meetings, in those kinds of daily conversations and sales meetings, then it’s not really going to go anywhere no matter how good a job sales enablement does. ”

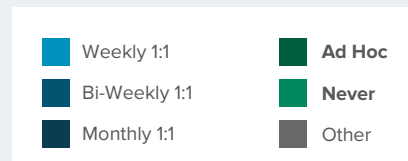
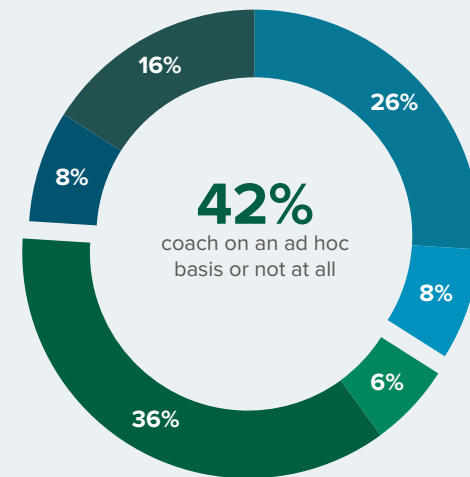
—Focus Group Participant



Q. How do you measure sales coaching success?



Frequency of coaching



42%
coach on an ad hoc basis or not at all

FRONTLINE MANAGER ENABLEMENT

Across proficiency metrics, a key theme that focus group participants highlighted is a reliance on frontline sales managers.

From the moment a new rep enters onboarding, it is critical that sales enablement tracks the metrics that will help inform frontline managers on the best path to success for each rep. This might include areas where frontline managers can supplement specialized onboarding sessions for reps that might need to be skilled up in a more nuanced area.

In training, practitioners said that it is essential to create a partnership with frontline managers to help reinforce training initiatives to ensure behavior change.

This partnership becomes even more essential with coaching. Many practitioners emphasized the critical role coaching can play in molding successful sales reps.

Since coaching is mostly carried out by frontline managers, the quality, cadence, and consistency of the coaching has the negative potential to vary team-to-team. Increasing the effectiveness of coaching begins with preparing frontline sales managers to be effective coaches.

“ Most people don’t get promoted to be a sales manager without having been a good salesperson, but it should not be taken for granted that they don’t need some extra help. In fact, right now, we are putting people in our sales enablement team that are specifically focused on sales management coaching...to work as a business partner with the sales management team. ”

—Cori Hartje

Senior Director of Sales Enablement and Technical Training, Poly

Frontline managers are one of the most critical elements to driving behavior change. They are embedded in the day-to-day activities of their team and have visibility into the behavioral competencies of each sales rep. Since sales enablement cannot observe every customer interaction, practitioners need to ensure frontline managers are enabled to help drive positive sales behaviors within their teams.

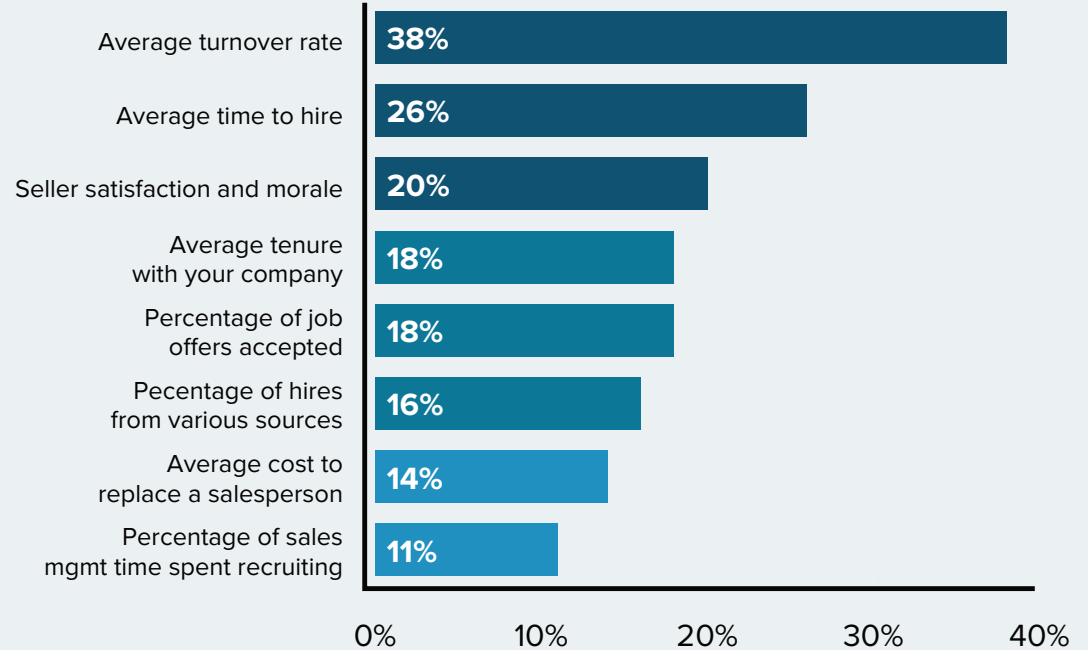
SALES TALENT ACQUISITION & RETENTION METRICS

Talent acquisition and onboarding of reps is often one of the largest operational costs for a sales organization—a cost that increases exponentially with employee churn. Survey respondents reported that it costs an average of \$150,000 to replace a salesperson. This has resulted in a rising trend in sales enablement to profile the core competencies required for any new sales hire. This is important for sales enablement because sales reps that possess the right proficiencies upon arrival will accelerate their time to productivity.

Furthermore, retaining good sales talent also helps offset onboarding costs, improves sales culture and morale, and improves the organization's ability to continue to attract top talent.

Despite the overwhelming benefits, few sales enablement practitioners measure performance in this area. The most common metric in this category is the average rep turnover rate, tracked by just 38%.

Q. How do you measure sales talent and retention success?



Survey respondents reported that it costs an **average of \$150K** to replace a salesperson.



GOING FORWARD: PROFICIENCY MEASUREMENT

To positively impact proficiency, sales enablement needs to approach metrics through the lens of sales competencies, skill improvement, and behavior change rather than counting the number of activities.

Cross-functional alignment, particularly with frontline sales managers, is key to driving the behavior change that will yield consistent improvement across sales.

SECTION 3

Productivity

Sales reps are often inundated with information, assets, and tools meant to help them. Without guidance on what, when, where, and how to use information, reps risk spending time and effort in areas or activities that don't yield results. For this reason, sales enablement is often responsible for improving sales productivity.

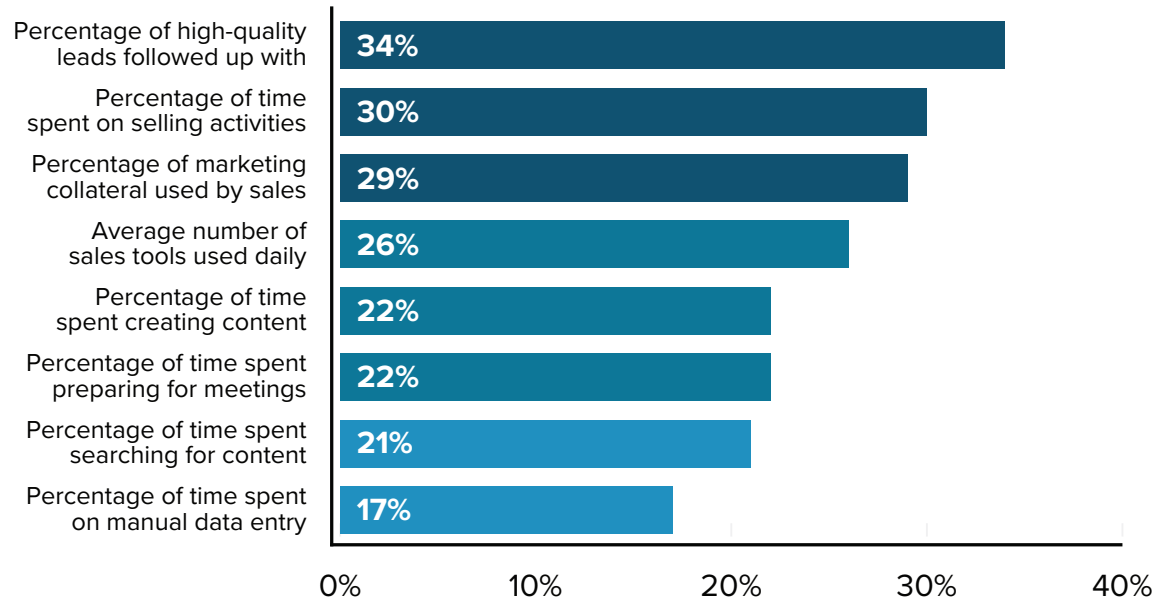
This section explores how sales enablement currently approaches sales efficiency and sales effectiveness to increase sales productivity.



SALES EFFICIENCY METRICS

Sales efficiency is a significant part of the equation to understand productivity. Still, survey results indicate that many sales enablement practitioners struggle to track these metrics. The most commonly tracked metric in this category is the percentage of high-quality leads, yet only 34% track this metric.

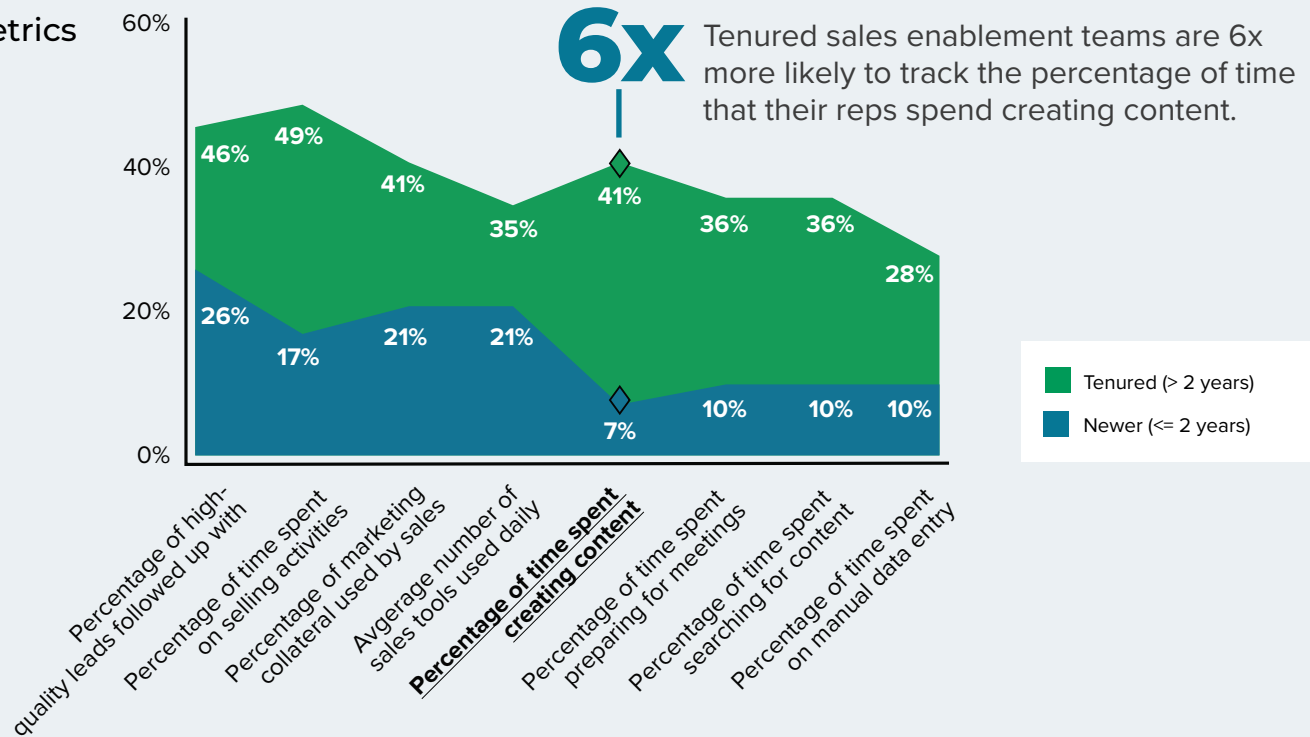
Q. What sales efficiency metrics do your sales enablement organization track?



Productivity

As sales enablement becomes more tenured, the importance of sales efficiency metrics becomes more evident. Organizations that have had sales enablement in place for longer than two years measure the percentage of time spent creating content 34 points more. Similarly, tenured sales enablement teams measure the percentage of time spent on selling activities 32 points more than newer organizations. This demonstrates that as sales enablement becomes more established in organizations, understanding where sales reps spend their time is a higher priority in order to reduce inefficiency.

Q. What sales efficiency metrics do your sales enablement organization track?

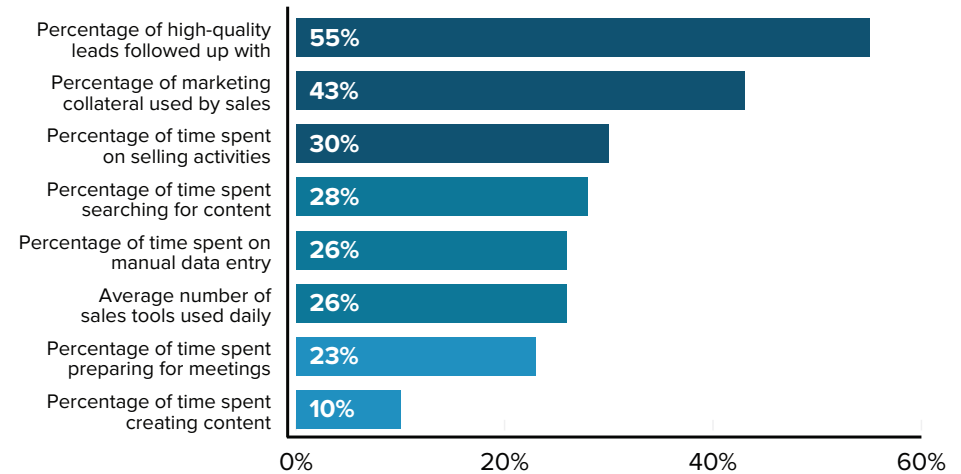


SALES EFFICIENCY BENCHMARKS

For those that indicated they track these efficiency metrics, the survey respondents also shared their average results for each. These benchmarks illustrate some additional areas where sales enablement should focus to further improve efficiencies, such as reducing the percentage of time spent on manual data entry which currently accounts for 26% of an average sales reps' time.

Sales enablement practitioners that conduct a formal time study are able to understand where reps are spending their time in order to identify opportunities for efficiency improvements. A time study helps sales enablement set accurate benchmarks specific to their own organization.

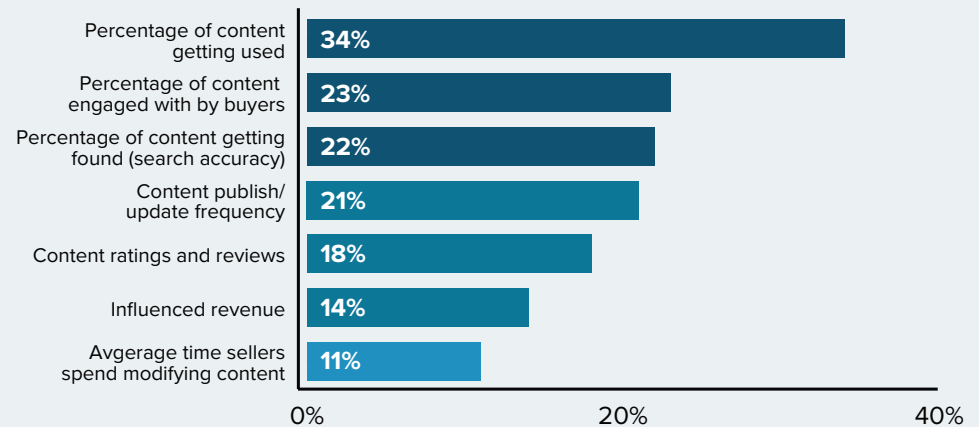
Average sales efficiency results



SALES CONTENT EFFICIENCY METRICS

One area that the survey explored more closely is the area of sales content efficiency, as the collective average of time spent on either creating or searching for content combined was nearly 38% in the previous chart. For content efficiency specifically, most sales enablement professionals are only able to track the percentage of content getting used (34%), leaving significant room for better analysis of the root causes that sales enablement can then target to maximize content effectiveness.

Q. What sales content efficiency metrics do you track?



CONTENT EFFICIENCY RETURNS

Sales enablement practitioners that focus on the percentage of content found, content ratings and reviews, and influenced revenue are shown to maximize business impact.

Influenced Revenue

Influenced revenue of content is another metric that translates to business impact, as those that track it have a win rate that is 12 points higher than those that do not. Currently, just 14% of survey respondents track this. While influenced revenue is typically a top priority for marketing teams to prove a return on marketing investments, it is rising as a sales enablement priority due to content's ability to influence pipeline velocity and win rate.

Search

A common problem many organizations experience is that marketing puts tremendous effort into creating content for sales, but then the sales reps are unable to find that content when they need it. This is one of the core areas that sales enablement is positioned to solve, as practitioners can work with both sales and marketing to remove silos and reduce complexities in content management. The percentage of content found has significant business impact, as those that track it experience a win rate that is 11 points higher than those that do not.

Ratings & Reviews

For those that track content ratings and reviews, win rate is 10 points more than those that do not. When sales reps can see what content their peers use and when it has performed well, they can better tailor their interactions with customers to provide value. Sales enablement practitioners who track content ratings and reviews are able to identify content usage trends and refine as needed to ensure all content is high-quality and valuable to customers.

For companies that measure influenced revenue, they reported:

	% Measuring	Win Rate
Yes	14%	51%
No	86%	39%

12 points
improvement
in win rate

For companies that measure search accuracy, they reported:

	% Measuring	Win Rate
Yes	22%	49%
No	78%	38%

11 points
improvement
in win rate

For companies that measure content ratings and reviews, they reported:

	% Measuring	Win Rate
Yes	18%	49%
No	82%	39%

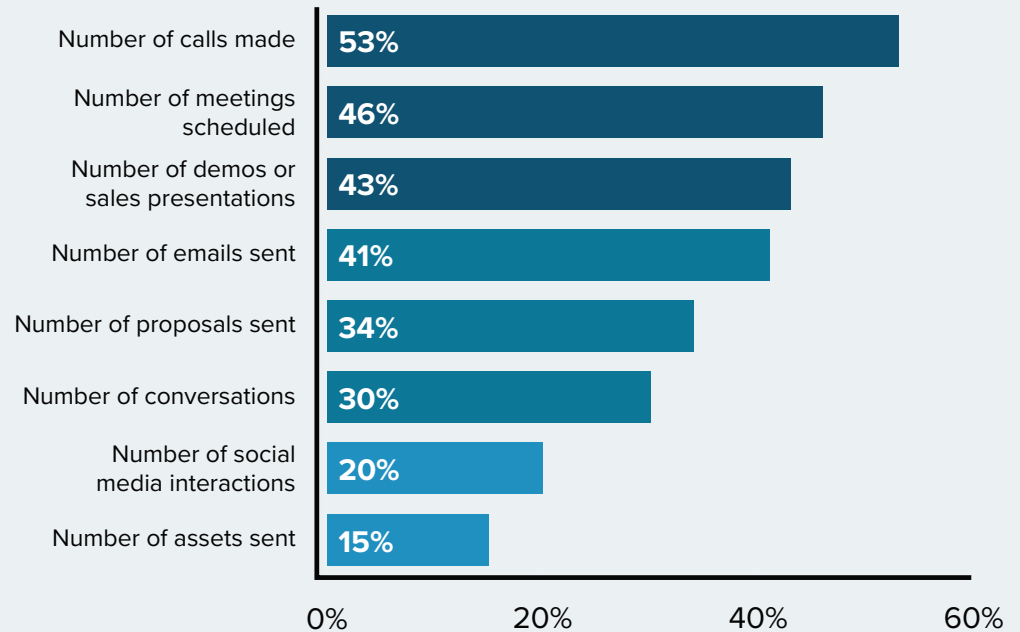
10 points
improvement
in win rate

SALES EFFECTIVENESS METRICS

On the other hand, sales effectiveness metrics are far more commonly tracked by sales enablement practitioners. However, those that rank the highest are rooted in activity. The three most common metrics are:

1. Number of calls made (53%)
2. Number of meetings scheduled (46%)
3. Number of demos or sales presentations (43%)

Q. What sales effectiveness metrics do your sales enablement organization track?



ACTIVITY ≠ PRODUCTIVITY

When the data was presented to the focus groups, participants were not surprised that activity metrics ranked the highest, but expressed serious concern with the lack of sophistication in this area.

One of the main reasons why activity metrics are the most commonly tracked is because they are often the easiest to track automatically through sales automation tools. But focusing too heavily on pushing activity alone has the potential to inadvertently encourage behavior that doesn't breed success.

Instead, sales enablement needs to take the activity metrics a step further and connect them to the efforts that truly impact productivity.

For example, practitioners could look at the response rate compared to the number of emails sent, or the percentage of content engaged with by buyers compared to the number of assets sent, or whether specific pieces of content accelerate certain types of opportunities through deal stages at a faster velocity.

Applying analysis over the data in this way will produce insights into how productive sales reps are in engaging customers and closing deals.

“ People can be so blinded by activity numbers. A rep may seem to be doing their job on paper, but when you dig deeper, they are not truly being effective with those activities. ”

—Focus Group Participant





GOING FORWARD: PRODUCTIVITY MEASUREMENT

Productivity is an area where sales enablement can easily be misled by vanity metrics—metrics that look good on the surface but are not necessarily substantive or helpful to sales.

As demonstrated by the survey results, it is much more common for sales enablement to measure sales effectiveness than sales efficiency metrics. Likely due to it being easier to measure rep activity rather than rep behavior.

Activity metrics on their own will not move the needle when it comes to sales productivity. Productivity is an equation that requires both efficiency and effectiveness. Sales enablement practitioners need to do the analysis necessary to assess true sales productivity.

The Rise of Enablement Analytics

Sales enablement has experienced rapid growth over the last few years as its strategic business value grows worldwide. With this elevated role comes the responsibility to clearly demonstrate tangible business impact.

In order to grow this impact, sales enablement practitioners must look beyond the common metrics being tracked and begin to prioritize the emergent trends in sales enablement analytics outlined below.

	Performance	Proficiency	Productivity
Common Metrics	<ul style="list-style-type: none"> • Total Revenue • Year-over-Year Growth • Quota Attainment • Sales Cycle Length 	<ul style="list-style-type: none"> • Time to Result <ul style="list-style-type: none"> – Ramp – Productivity – Quota • Training Deliverability 	<ul style="list-style-type: none"> • Activity Metrics • Time per Activity
Emergent Trends	<ul style="list-style-type: none"> • Customer-Centricity • Behavior Change 	<ul style="list-style-type: none"> • Competency • Frontline Managers • Culture 	<ul style="list-style-type: none"> • Rep Repeatability • Cross-functional Alignment

PERFORMANCE

The common sales performance metrics will always be the top priorities for any business, so sales enablement has a responsibility to improve these. How enablement does so, however, will become increasingly dependent on customer-centricity and behavior change, as helping sales reps better engage with customers is a core benefit of sales enablement.

PROFICIENCY

Metrics related to the time it takes sales reps to reach a result—whether it is ramp, productivity, or quota attainment—are important to show leading and lagging indicators that sales enablement can impact. Similarly, tracking how sales enablement programs are delivered is important to refine methods and drive participation. To strengthen sales enablement’s influence on sales proficiency, practitioners should also closely track sales competency, build trust with frontline managers, and partner with cross-functional teams to improve the sales culture.

PRODUCTIVITY

Easily gathered through sales automation tools, activity metrics are common for sales enablement to track. Many practitioners also conduct surveys or formal time studies to understand where reps are spending time throughout the day. While activity and time are both important to observe patterns, sales enablement should begin to focus more on repeatability and scalability of positive behaviors among reps. To understand all factors that influence the efficiency and effectiveness of sales reps, cross-functional alignment is also key.

Produced in Partnership By:



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SALES ENABLEMENT SOCIETY

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