Introduction

Sales enablement’s role in supporting organizations has grown significantly in recent years. Along with enhancing the performance of sales teams, enablement is expanding to support all customer-facing teams across the revenue organization in order to optimize the buyer’s journey end-to-end. With that responsibility, the need for sales enablement to ensure it can measure the impact of its efforts across the organization is crucial—now more than ever. In the last year alone, organizations have significantly improved their ability to track metrics across the revenue organization. This year’s report provides insight into which specific metrics teams are using to successfully measure the impact of sales enablement programs on revenue teams, while providing best practices to position enablement as a strategic arm operating across the revenue organization.
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>2</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>5</td>
</tr>
<tr>
<td>Performance</td>
<td>6</td>
</tr>
<tr>
<td>Proficiency</td>
<td>10</td>
</tr>
<tr>
<td>Productivity</td>
<td>19</td>
</tr>
<tr>
<td>Conclusion</td>
<td>25</td>
</tr>
<tr>
<td>Our Partners</td>
<td>26</td>
</tr>
</tbody>
</table>
ABOUT THE RESEARCH:
The third edition of the Sales Enablement Analytics Report showcases research conducted jointly by Sales Enablement PRO and the Sales Enablement Society. This year, approximately 300 professionals from the United States, United Kingdom, Canada, India, Brazil, Germany, Australia, and more took part in the survey. A majority of respondents are sales enablement professionals (44%), with most other respondents representing executive leaders (18%) or senior sales leaders (11%). Along with the quantitative survey data, qualitative feedback was captured through three focus groups conducted virtually with professionals across the globe.

Sales enablement is the glue that joins everything across the organization, right away from product development to lead generation, all the way through to implementation. We’re there simplifying it and making it all hang together.

–Julie Young, Director of Sales Enablement, Viz.ai
Executive Summary

This year’s report deep dives into how sales enablement measures the impact of its efforts with regard to three core areas of the revenue organization:

**Performance**—the impact of enablement’s efforts on the pipeline health and performance success of the revenue engine

**Proficiency**—the success of customer-facing teams across onboarding, training, and coaching efforts

**Productivity**—the effectiveness and efficiency of an organization throughout the buyer journey

Key insights from the report include:

**Performance**

**Prioritizing Customer Satisfaction to Enhance the Customer Journey**

By tracking metrics that reflect customer loyalty as a measure of sales performance, enablement can identify what success looks like for customer-facing teams and cultivate consistent behaviors.

**Proficiency**

**Optimizing Ramp Time With Enablement Tools**

Organizations can leverage various sales enablement tools and track key metrics related to their onboarding efforts in order to ramp reps quicker and more effectively.

**Productivity**

**Driving Sales Effectiveness Through Personalization**

Organizations that prioritize personalized customer engagements throughout the entire buyer journey experience greater success with prospects and customers.

+10 point improvement in customer retention when percentage of revenue from existing customers is tracked

69% of those who said that time to ramp has increased in the last year do not leverage conversation intelligence tools

55% is the increase in likelihood that those that track personalization will get customer referrals
In order to track progress and communicate sales enablement’s impact, practitioners need to identify the most important metrics that will prove value. Organizations use different metrics to measure sales performance and sales pipeline health, which can convey the strategic alignment and influence of enablement’s efforts on the business as a whole. This section details the most commonly used and valued of those metrics by practitioners today and suggests various ways to maximize business impact.
This year, the data spread of most commonly tracked metrics is closer together than previous years. More respondents are tracking more performance metrics, showing increased ability to elevate data-backed insights to improve sales performance.

An interesting theme that came out of the conversations with focus group participants this year was that organizations are focusing on metrics that track buyer loyalty and retention. Those that track net promoter score (NPS) as a measure of sales performance increased by 4% year over year. When organizations track NPS, they report 7-percentage-point higher customer retention rates. By making sure buyers are constantly happy with the solution and service, organizations can create repeatable revenue flow from existing customers and growth through upsells or cross-sells.

Metrics related to customer loyalty can be indicative of performance across all customer-facing teams, from pre-sales, to account managers, to customer success and services. By gaining data on how likely customers will recommend the organization’s solution and its services, enablement can use this metric to track the performance of the entire revenue engine. Buyers’ willingness to stay with and recommend the solution depends on their experience throughout the customer journey.

### What sales performance metrics do you track?

- **Revenue by product or product line**: 62%
- **Percentage of revenue from new business**: 62%
- **Year-over-year growth**: 61%
- **Percentage of revenue from existing customers**: 60%
- **Percentage of sales reps attaining 100% quota**: 60%
- **Net Promoter Score (NPS)**: 39%
- **Market penetration**: 29%
- **Customer lifetime value**: 29%
- **Customer acquisition cost (CAC)**: 26%

### Do you track NPS?

(Impact on customer retention)

- **Customer retention**
  - No: 72%
  - Yes: 79%
When organizations track percentage of revenue from existing customers, they are also focusing on maximizing customer loyalty. Sales enablement can work with teams to provide the best experience possible in order to retain customers with renewals and grow revenue with upsells and cross-sells. When companies track percentage of revenue from existing customers, and thereby prioritize the upselling and cross-selling of existing customers, they report 10-percentage-point higher customer retention.

By tracking buyer-related metrics around loyalty and retention as a measure of sales performance, enablement can help streamline high-quality behaviors known to be well-received by buyers across customer-facing teams and strengthen relationships with prospects and customers, all while driving revenue growth for the organization.

Does your organization track percentage of revenue from existing customers? (Impact on customer retention)

<table>
<thead>
<tr>
<th>Customer Retention</th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td></td>
<td>79%</td>
</tr>
</tbody>
</table>
**PERFORMANCE METRICS: PIPELINE**

In measuring the health of the sales pipeline, it is vital that practitioners leverage both leading and lagging indicators. Focus group participants shared that leading indicators are most useful to prioritize first when building a sales enablement team, as they help set the stage for understanding how reps are engaging with enablement programs, how leads are generated for the pipeline, and what variables are impacting results. These results are then captured through lagging indicators, so practitioners can track the impact of their efforts through metrics such as win rate and deals lost to competition.

As focus group participants emphasized, the number of deals lost to competition is a key metric. In fact, those that track the number of deals lost to competition report a 7-percentage-point increase in quota attainment and a 10-percentage-point increase in customer retention. It is a constant battle, so conducting competitive analyses, win/loss interviews, and focusing on customer retention is important.

---

**What sales pipeline metrics do you track?**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avg. length of sales cycle</td>
<td>70%</td>
</tr>
<tr>
<td>Win rate</td>
<td>67%</td>
</tr>
<tr>
<td>Avg. contract value or selling price</td>
<td>61%</td>
</tr>
<tr>
<td>Conversion rate by sales funnel stage</td>
<td>59%</td>
</tr>
<tr>
<td>Number of deals lost to competition</td>
<td>47%</td>
</tr>
<tr>
<td>Discounting percentage</td>
<td>31%</td>
</tr>
</tbody>
</table>

---

**Does your organization track the number of deals lost to competition?**

(Impact on quota attainment and customer retention)

<table>
<thead>
<tr>
<th></th>
<th>Quota attainment</th>
<th>Customer retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>62%</td>
<td>70%</td>
</tr>
<tr>
<td>Yes</td>
<td>69%</td>
<td>80%</td>
</tr>
</tbody>
</table>

---
Sales enablement serves as a strategic lever in successfully onboarding, coaching, and training revenue teams for high performance. The initial period of an employee’s time in an organization can be fundamental to their success long-term. Practitioners can utilize different tools to measure the impact of their efforts and cultivate thriving sales readiness programs that drive impact for the entire business.
ONBOARDING METRICS

Similar to the last two years, the top two metrics used by organizations to measure onboarding success include time to productivity and time to ramp. Creating the most efficient and effective onboarding experience for reps is a common goal for sales enablement. The survey data shows that 48% of respondents report average ramp time to have increased in the last year, demonstrating the importance of optimizing ramp to more quickly drive consistent rep performance.

Has your average ramp time increased, decreased, or stayed the same over the last year?

- Increased: 48%
- Stayed the same: 32%
- Decreased: 20%
This year, the number of organizations tracking time to quota attainment has increased by 6 percentage points year over year.

**Organizations that track time to quota attainment as part of their onboarding metrics, year over year:**

- **2019:** 39%
- **2020:** 39%
- **2021:** 45%

Tracking time to quota attainment continues to have significant business impact: this year, it resulted in a 3-percentage-point increase in win rates and a 6-percentage-point increase in quota attainment.

**Does your organization track time to quota attainment?**

(Impact on the following three categories)

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win rate</td>
<td>46%</td>
<td>49%</td>
</tr>
<tr>
<td>Quota attainment</td>
<td>63%</td>
<td>69%</td>
</tr>
</tbody>
</table>

**In fact, those that track time to quota attainment are 60% more likely to report that their time to ramp has decreased in the last year.**

- **We do not track time to quota attainment:** 15%
- **We do track time to quota attainment:** 24%

In addition to tracking time to quota attainment closely as a measure of onboarding success, enablement can leverage various tools to expedite the ramping process for reps. Focus group participants report that using conversation intelligence tools has helped to accelerate time to ramp, as new reps can leverage these tools to listen to what good looks like and get insight on the interactions between sellers and buyers first-hand.
We had no formalized approach to how we were doing [onboarding], so we had to establish the baseline for what good looks like and how we were going to improve upon that. We had really low time to productivity. As we start to build an [onboarding] program and enable them with the tools and resources, there is real data that says that this is a very effective program and points back to actual revenue.

—Mat Hill, Senior Director and Head of Global Enablement, Wind River

Of those that said that time to ramp has increased in the last year, 69% do not use any sort of conversation intelligence tools. Organizations that use these tools report an increase in quota attainment by 4 percentage points and win rates by 10 percentage points. Similarly, teams that leverage dedicated onboarding tools report improved quota attainment by 3 percentage points and increased win rates by 5 percentage points.

Enablement can optimize time to ramp across revenue-facing teams by tracking key metrics relating to the time required to achieve certain milestones, as well as supplying reps with the technology they need to enhance their learning and equip them for success.
**COACHING METRICS**

Compared to last year, more companies are tracking sales coaching metrics this year. Progress on rep goals is now tracked by 45% of organizations, a 9-percentage-point increase from last year. When companies regularly track and measure their rep’s progress against established goals as part of their coaching metrics, they report a 3-percentage-point increase in quota attainment. This shows that when practitioners track metrics tied to their coaching efforts, they can drive visible growth as a result.

Focus group participants stated that coaching is one of the most critical parts of enablement, and it can often be overlooked. To start, it is important for enablement to gain buy-in from sales leaders and managers on sales coaching efforts to drive adoption. To maximize behavior change, practitioners can partner with frontline managers to coach reps and reinforce the skills learned in enablement programs.

**What data do you measure for coaching?**

- Team performance by manager: 56%
- Qualitative feedback: 46%
- Progress on rep goals: 45%
- Competency improvement: 43%
- Call evaluations: 39%
- Behavior change: 35%
- Time spent coaching: 33%
- Frequency of coaching: 31%

![Chart showing data](image)

**Does your organization track progress on rep goals?**

(Impact on quota attainment)

- Quota attainment
  - No: 64%
  - Yes: 67%

Sales Enablement Analytics Report 2021

14
A key asset that can help boost organizations’ sales coaching efforts is leveraging sales enablement technology. Not only do companies that use sales coaching tools report improved win rates, they also report a lower amount of deals lost to no decision. Organizations that use sales coaching tools report an 8-percentage-point increase in win rates and a 6-percentage-point decrease in the percentage of deals lost to no decision. Sales enablement can also help make sure that reps have relationships with the key decision-makers early on in the engagement and have sufficient coaching to avoid deals lost to no decision.

Leveraging conversational intelligence tools can also aid in coaching efforts. By giving reps the ability to listen to their own call recordings as well as others’, it enables revenue-facing teams to reflect on how they are performing and focus on where they can improve. These tools also help sales managers strengthen their own coaching skills, by being able to provide useful feedback for reps based on real performance examples. When using conversational intelligence tools, teams report increases in customer retention by 9 percentage points and net-new deals by 4 percentage points.

In my experience, the most productive sales managers rely on conversational intelligence tools more than others to listen to calls and coach reps along the way.

—Stacey Justice, Vice President of Sales Enablement and Productivity, HashiCorp
Training Metrics

The top three most commonly tracked metrics for sales training remain consistent with last year, though the percentage of respondents tracking each metric has increased year over year.

Focus group participants mentioned behavior change as a metric that they would like to use in measuring training success. However, they agreed that it is extremely challenging to do so.

What data do you track for ongoing training?

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of training sessions delivered</td>
<td>56%</td>
</tr>
<tr>
<td>Percentage of completed sessions</td>
<td>52%</td>
</tr>
<tr>
<td>Qualitative feedback on learning activities</td>
<td>50%</td>
</tr>
<tr>
<td>Number of participants</td>
<td>46%</td>
</tr>
<tr>
<td>Competency improvement</td>
<td>38%</td>
</tr>
<tr>
<td>Behavior change</td>
<td>37%</td>
</tr>
<tr>
<td>Quota attainment</td>
<td>35%</td>
</tr>
<tr>
<td>Number of microlearning sessions consumed</td>
<td>29%</td>
</tr>
<tr>
<td>Number of certified sellers</td>
<td>28%</td>
</tr>
<tr>
<td>Retention</td>
<td>22%</td>
</tr>
<tr>
<td>Cost of learning sessions</td>
<td>20%</td>
</tr>
</tbody>
</table>

Behavior change is the main metric that we’d like to track, but unfortunately, without listening to every call I find it quite difficult.

–Eilidh Reynolds, Vice President of Revenue Enablement, Relative Insight
In order to optimize behavior change and move the needle, it is important for enablement to implement the right training tools across customer-facing teams. Using sales training tools can increase win rates by 6 percentage points, customer retention by 6 percentage points, and the amount of upsell deals by 3 percentage points. These tools allow sales enablement to tie its training programs directly to business outcomes and track the impact, especially when connected to segments.

We segment [our metrics] by product line. Then you can look at the data to say, ‘If I am losing revenue on product A, is it because I don’t have training available, or is it because I do have training available, and reps are just not completing it?’

—Pedro Correia, Sales Enablement Lead, International Flavors and Fragrances
Having the ability to identify exactly where the gaps exist in the process and tie them back to reps’ training can help enablement drive behavior change. When businesses implement dedicated sales training tools for the various teams that touch the buyer’s journey, it helps align all customer-facing teams to enhance the experience that they provide to customers.

“We are starting to see a shift in behavior for customer success and the sales team in better communication with customers and using the tools the way they should be used, which hopefully will lead into better satisfaction and customer experience.”

–Julie Young, Director of Sales Enablement, Viz.ai
Sales productivity provides sales enablement the opportunity to simplify processes and maximize revenue across the organization. With organizations' varied work environments, it is becoming more challenging to track employee productivity levels. However, it is more important than ever that customer-facing teams perform effectively and efficiently, ensuring that consistent high quality buyer experiences are a priority. This section reveals the metrics most commonly tracked by organizations around sales efficiency and sales effectiveness and provides suggestions for how sales enablement can improve overall sales productivity.
SALES EFFICIENCY METRICS

The percentage of organizations that track the time spent searching for content is up 11 percentage points from last year, as more teams are seeking to make their sales teams more efficient and eliminate wasted time. Those that track the time spent searching for content as a measure of sales efficiency report a 7-percentage-point increase in win rates and a 4-percentage-point increase in cross-sell deals. This could be due to the fact that when reps can find the assets they need to do their job faster, they have more time to execute high quality work.

At the top of our CRO's wishlist and our requirement list for enablement is how much time we can give back to sellers and make them more efficient.

—Allen Biehl, Director of Global Sales Enablement, Snow Software
Focus group participants mentioned that they have been able to reduce the time reps spend searching for and creating content by leveraging sales enablement tools, as it can help them share relevant content, update content as needed, and ensure reps are using the most current assets with these tools. According to the data, respondents that use content management tools report a 4-percentage-point increase in win rates, a 3-percentage-point increase in upsell deals, and a 4-percentage-point increase in customer retention.

**Does your organization use content management tools?**
(Impact on the following three categories)

- **Win rate**
  - No: 46%
  - Yes: 50%
  - Win rate: +4%

- **Upsell deals**
  - No: 29%
  - Yes: 32%
  - Upsell deals: +3%

- **Customer retention**
  - No: 73%
  - Yes: 77%
  - Customer retention: +4%
Does your organization use sales play tools?  
(Impact on win rate and cross-sell deals)

- Win rate: 42% No, 49% Yes
- Cross-sell deals: 20% No, 25% Yes

Another key driver of sales efficiency is sales plays. Sales plays provide the necessary guidance for reps on how to navigate various selling scenarios—optimizing their ability to sell efficiently and effectively. Those that use sales plays report a 7-percentage-point increase in win rates and a 5-percentage-point increase in cross-sell deals.

How would you rate your organization’s ability to track and measure the effectiveness of your sales plays?  
(Impact on win rate)

- Win rate: 8% Not effective, 21% Highly effective

Using sales plays to track business outcomes can help drive growth, as organizations that are highly effective at measuring the impact of their plays report win rates that are 13 percentage points higher than those that are not effective at this.

When it comes to efficiency, practitioners can help enhance the quality of the time reps spend interacting with prospects and buyers. By leveraging sales plays, practitioners can give clear guidance to customer-facing teams on how to approach their conversations with buyers in order to make the most of their time. Sales enablement can then track the impact of their plays on the sales process, iterate to fill the gaps, and improve its efficiency.

“We’ve been focusing on the level of effort and the number of hours spent as an enablement function, knowing that the more programs we throw at [reps] the more time we’re taking away. We only have so much capacity to keep bringing innovation to the sellers, so we’re trying to find that balance to prioritize programs and manage [their] time.”

—Justin Burney, Senior Sales Effectiveness Manager, Workday
It is important for sales enablement to track metrics that help measure the effectiveness of their efforts in order to better understand what is landing in the field—both with reps and with buyers. The top three most commonly used metrics to track sales effectiveness this year include lead conversion rate, opportunities conversion/velocity rate, and email open rate. One metric of interest in particular this year is the level of personalization of customer engagement, tracked by 31% of organizations.

As many reps are still working virtually and trying to create relationships with buyers through a screen, it is extremely important that sales enablement focuses on buyer engagement and cultivating a unique customer experience across the entire revenue organization.

I track personalization at the early funnel stage of a sales process as well to optimize efficiency of the SDR team. How can we get them to personalize at scale and track the effectiveness from the beginning of the sales process?

—Stacey Justice, Vice President of Sales Enablement and Productivity, HashiCorp
Understanding how to effectively create personalized customer experiences is extremely valuable when it comes to developing positive relationships with buyers. In fact, those that measure the level of personalization of customer engagement report a 11-percentage-point increase in win rates and a 3-percentage-point decrease in no-decision deals.

**Does your organization track level of personalization in customer engagement?**  
(Impact on win rate and no-decision deals)

<table>
<thead>
<tr>
<th></th>
<th>No</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Win rate</td>
<td>44%</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Diff.</strong></td>
<td>+11</td>
<td></td>
</tr>
<tr>
<td>No-decision deals</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Diff.</strong></td>
<td>-3</td>
<td></td>
</tr>
</tbody>
</table>

Personalization looks different in the various stages of the sales process; it can appear on a smaller scale with customized outreach or on a much larger scale in the combined experience that customer-facing teams provide. Undoubtedly, buyers value the intentionally unique engagements they have with companies—which can leave lasting impressions and drive productivity levels for reps.

“**For personalization further along the sales journey, that means how you customize [the solution] to be relevant to the current business and how you showcase what your product can do.”**  
– Pamela Dake, Vice President of Global Enablement, Fairmarkit

Personalization can impact customers beyond new buyers; maintaining a consistently high buyer experience is crucial in satisfying existing customers as well. The data shows that those that track personalization are 55% more likely to get a customer referral than those that do not track this metric as a measure of sales effectiveness.
Conclusion

The market is evolving and businesses are competing fiercely to keep their loyal customers and drive new business. Organizations are relying largely on sales enablement to play a strategic role in their growth by streamlining consistent high performance across customer-facing teams. In order to achieve predictable outcomes, practitioners can align their success metrics with the goals of the revenue organization to demonstrate strategic impact. With this brighter spotlight on enablement teams comes the responsibility to track and measure their impact on business results year over year.

Consider these three takeaways when evaluating the analytics practitioners can leverage:

1. **DRIVE REVENUE PERFORMANCE BY MEASURING CUSTOMER LOYALTY**

   When enablement solely focuses on the top-of-funnel sales teams’ performance, buyers receive a disjointed customer experience which can result in attrition of both new and existing customers. Sales enablement can prioritize the entire customer journey holistically by designing dedicated programs around enhancing buyer engagements and tracking performance across revenue-facing teams.

2. **EQUIP REPS FOR SUCCESS WITH TRAINING AND COACHING TOOLS**

   Successful sales readiness programs are vital to prepare the organization to have meaningful experiences with buyers. Practitioners can ensure their efforts are meeting the needs of both buyers and customer-facing teams by utilizing tools such as conversation intelligence to strengthen their readiness programs.

3. **CUSTOMIZE BUYER ENGAGEMENTS AT SCALE**

   Today, there is a dire need for sellers to differentiate the engagements they have with buyers; personalization can be that competitive advantage for organizations. Sales enablement can help revenue-facing teams create unique experiences for customers by dedicating tools and efforts to improving personalization at scale.
Produced in Partnership By:

SALES ENABLEMENT SOCIETY
SEsociety.org is the only place to meet, engage and network with people involved in all facets of sales enablement, both locally and globally. The site acts as a global resource center to engage with the greater global Sales Enablement Community. For more information, please visit sesociety.org

SALES ENABLEMENT PRO
Sales Enablement PRO brings together leading sales enablement professionals — across practitioners, thought leaders, consultants, and solution providers — to provide sales enablement expertise from experts. For more information, please visit salesenablement.pro