SALES ENABLEMENT PRO

SALES ENABLEMENT **MATURITY REPORT** 2022

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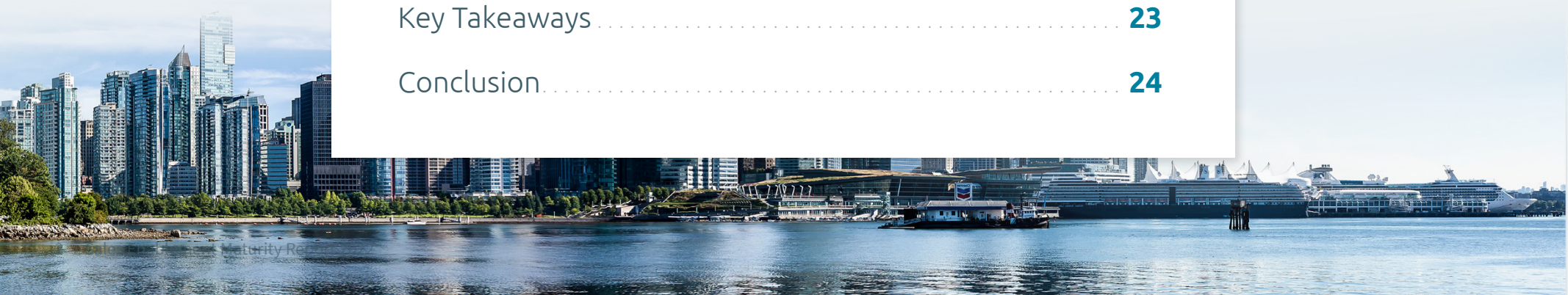


Introduction

Teams that survive challenging situations often see the most growth. Adversity encourages reflection to identify weaknesses, innovation to solve new problems, and determination to achieve outcomes. As organizations prepare for a pending economic downturn, it will be crucial for enablement to empower reps to adapt and succeed in this uncertain selling environment. Enablement teams can focus their efforts on maturing their practices to transform into resilient, innovative enablement functions.

Advancing sales enablement maturity requires proficiency in five core areas: **Training, Coaching, Content, Guidance, and Engagement.** Enablement teams that master each of these and integrate them within the organization can drive more business results and demonstrate the strategic role that enablement plays.

To derive the maximum value from the Sales Enablement Maturity Report, as well as understand how best to apply these concepts to a specific scenario, it is recommended that readers complete the complementary **online sales enablement maturity assessment**.

METHODOLOGY

Survey respondents were asked a sequence of strategic questions in order to determine their respective maturity in each focus area. Every question was attributed to a specific weight, which was then inputted into a formula that generated a total focus area score. Results from individual questions classified as being less effective, somewhat effective, effective, and highly effective, while overall focus area scores fit within a range of values that determined their maturity level: **reactive, managed, optimized, strategic,** and **value-driven.**

Maturity Score

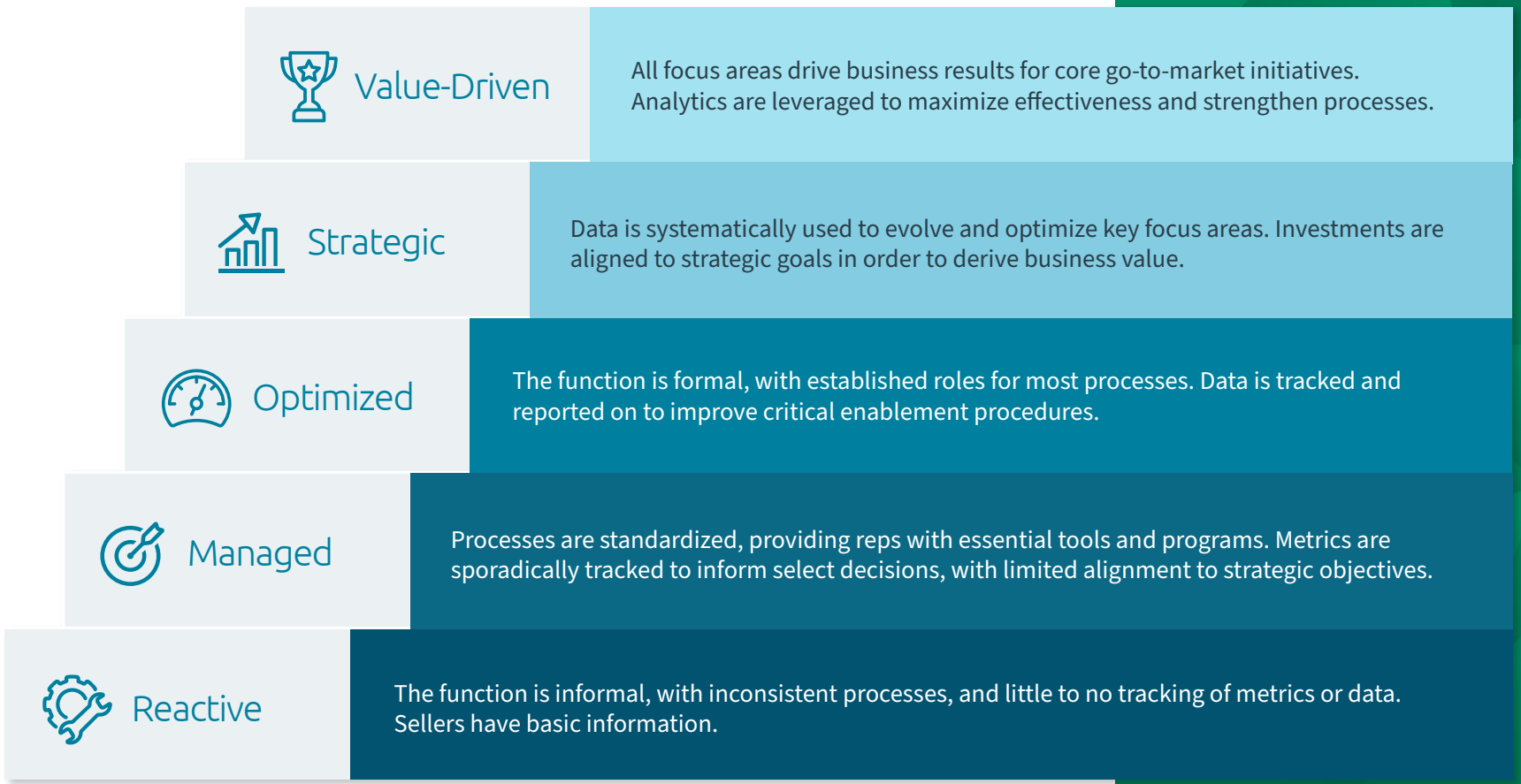
The individual maturity scores from each focus area were combined to generate an overall sales enablement maturity score. This score was further assessed alongside various factors, such as formalization, in order to discover correlations that could influence maturity as well as whether functional maturity contributes to improved business impact.

Demographics

Over 100 professionals involved with sales enablement in their organizations participated in the survey, including executives, sales enablement leaders, sales professionals, and pre- and post-sales reps. They come from a variety of industries—from computer software to financial services—with company sizes ranging from small to large-sized enterprises. The top countries of survey respondents were the United States, United Kingdom, Canada, Australia, India, and Germany.

Maturity Levels

The five values that determine maturity level are defined in this report as follows:



Executive Summary

The third annual Sales Enablement Maturity Report reveals the evolution of the maturity of sales enablement across the five key focus areas, along with the business impact of mature sales enablement strategies.

TRAINING

+19
POINT

improvement in win rate for teams that have six to eight people dedicated to sales training, as opposed to those with only three to five people focused on this area.

COACHING

+15
POINT

higher quota attainment rates when organizations use data effectively to improve coaching efforts.

CONTENT

69%
MORE LIKELY

for reps to be satisfied in their roles when their company organizes content in a central repository.

GUIDANCE

+19
POINT

improvement in win rate when the sales process and plays are structured to drive tangible business results.

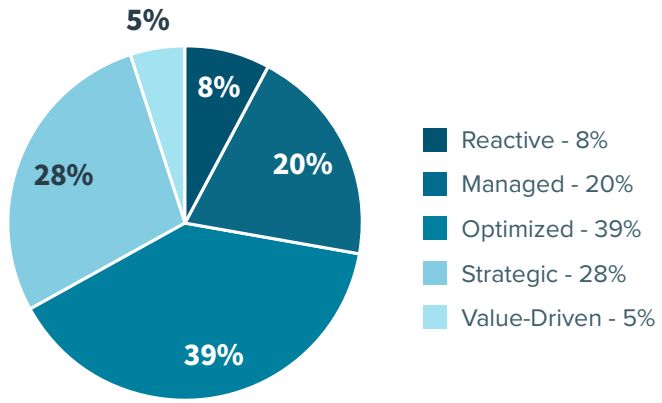
ENGAGEMENT

94%
MORE LIKELY

to have high buyer engagement when enablement helps reps cultivate personalized multi-channel buyer experiences.

Training Maturity

Current level of training maturity



Having sufficient resourcing for training drives business results

EFFECTIVE TRAINING REINFORCES SELLING BEHAVIORS

Sales training can take many forms, such as long-form training sessions conducted in-person or online, short videos reps watch each week, e-learning through individual courses, or a mixture of various formats. Regardless of what training may look like in an organization, these programs help to educate new hires and tenured reps so they can continually improve their skills and master new selling behaviors.

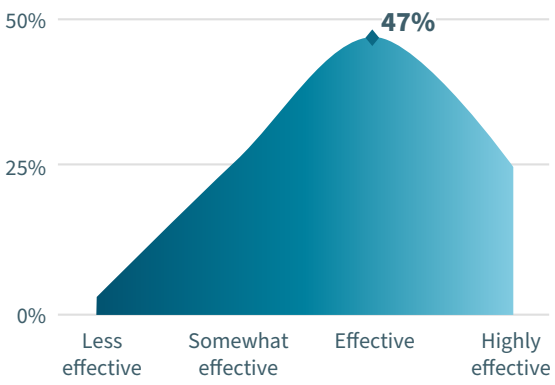
Creating an effective training function requires sufficient enablement resourcing, especially for organizations with larger sales teams. Teams that have six to eight people dedicated to sales training report **19-percentage-point higher** win rates than those with three to five people focused on sales training. The more resources available to allocate to building training programs, the easier it will be to develop an effective system for reps to learn and improve their performance continuously.

25% increase year-over-year in teams that are value-driven in their training maturity.

LEVEL 1: REACTIVE

The first step toward creating an effective sales training system is ensuring that reps have the foundational information they need to enable self-guided learning. This allows sellers to educate themselves on the key topics to be successful in their roles. Nearly half (47%) of teams are effective at providing reps with the necessary resources to learn key skills—a 21% increase year-over-year.

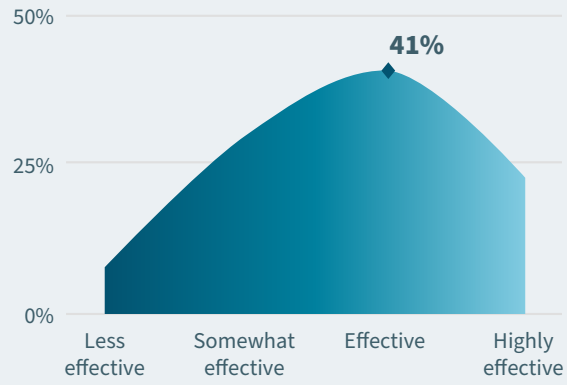
Our sales training provides foundational resources for self-guided learning.



LEVEL 2: MANAGED

A key component to advance to the next level of training maturity includes regularly updating the assets when new solutions are released to ensure that reps are receiving the most up-to-date messaging. Tracking session attendance and training completions can also help practitioners understand how many of their reps have learned the material and know how to speak to it with buyers.

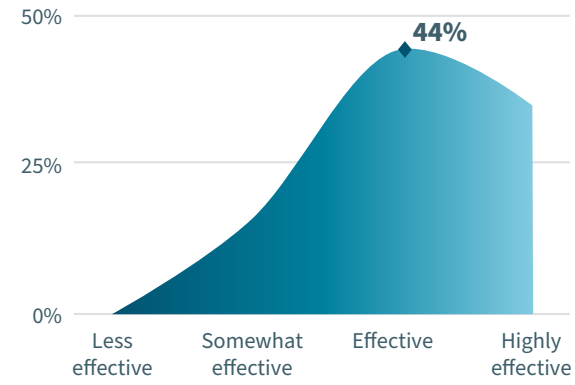
Our sales training includes well-managed, required sessions and progress is tracked.



LEVEL 3: OPTIMIZED

The third level toward building training maturity is defined by delivering ongoing consistent training in various formats—in which 44% of organizations appear to excel. Whether that be regularly scheduled sessions, online courses, or peer-to-peer learning (e.g. roleplaying, shadowing top performers, or mock-calling), enablement can enhance rep retention of the material by varying the structure of training delivered and maintaining a regular cadence.

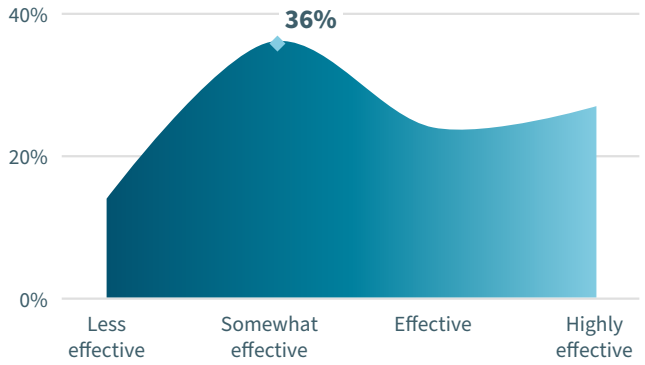
Our sales training is delivered on an ongoing basis and includes multiple formats.



LEVEL 4: STRATEGIC

Building a strong sales training program is only half the battle; ensuring enablement can continually monitor its progress is key to maturing and maximizing results. The percentage of respondents that are highly effective at tracking training progress through analytics has increased by 17% year over year. This could be due to the fact that many organizations are investing in sales enablement technology to track and measure the impact of their efforts.

Our organization uses data to measure the effectiveness of sales training in driving behavior change.



138%
MORE LIKELY

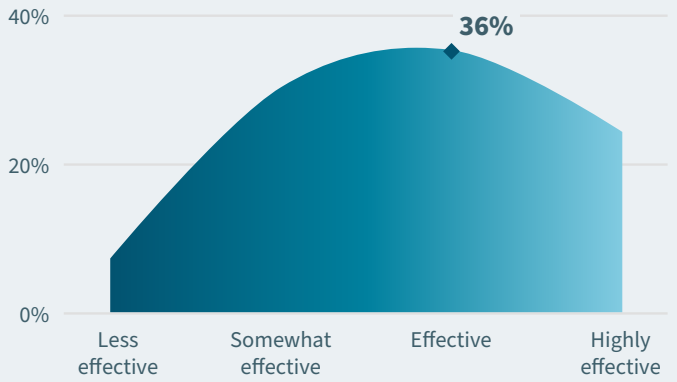
for enablement teams to be highly effective at using data to measure sales training's impact when they have one unified solution for all enablement needs.

LEVEL 5: VALUE-DRIVEN

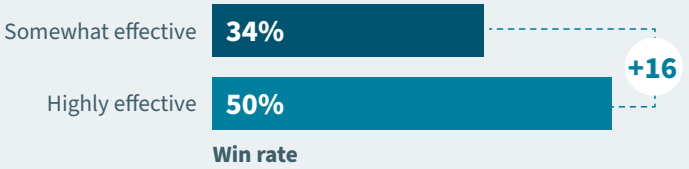
The most mature sales training functions consistently enable revenue teams to move the needle against core business metrics. Having leaders support enablement's training strategy and understand the value it has on the business is key to advancing to the highest level of training maturity and demonstrating the most visible business results.

Companies that excel at this report a 16-percentage-point increase in win rates, revealing how a mature sales training function can improve reps' abilities to engage buyers and provide the valuable insight needed to win deals.

Our sales training helps drive tangible business results and leaders understand how it impacts core go-to-market initiatives.

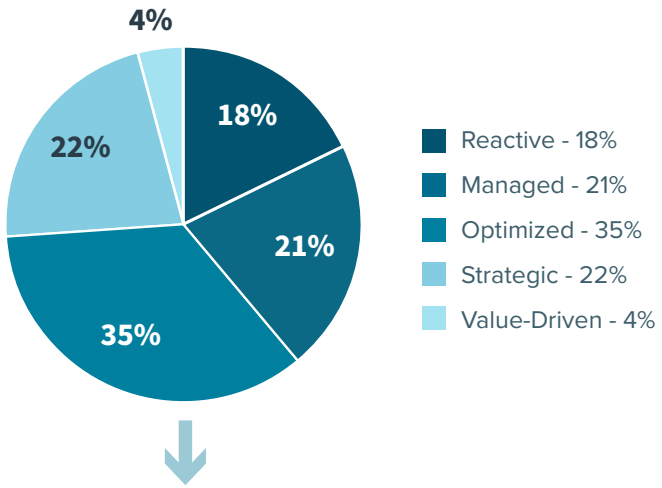


Mature sales training efforts improve win rates



Coaching Maturity

Current level of coaching maturity



Effective coaching drives behavior change

ONGOING COACHING ENABLES CONSISTENT REP PERFORMANCE

As reps navigate difficult conversations with budget-restricted buyers, or learn to engage with new decision-makers, they often lean on enablement to teach these sales behaviors—but it is just as essential for managers to reinforce those behaviors through coaching.

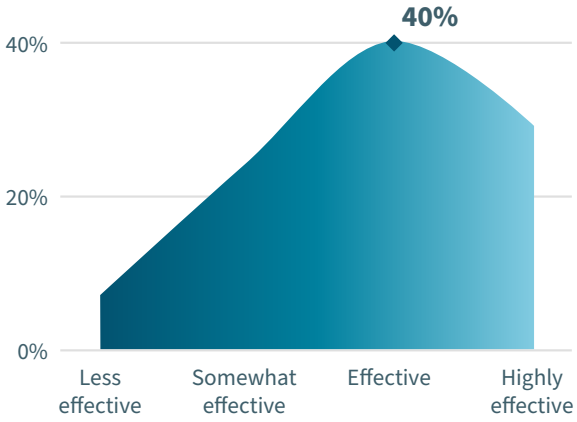
As maturity in sales coaching increases, organizations experience improved win rates. For instance, those that are value-driven in their coaching maturity report **17-percentage-point higher** win rates. When teams invest in creating an established coaching program, reps can consistently improve their selling behaviors alongside the needs of the business and buyer preferences.

LEVEL 1: REACTIVE

The first step to creating a mature sales coaching program is to develop reps' foundational selling skills and ensure they continually improve core competencies. A key indicator of sales coaching success is consistent rep productivity.

By continually sharing best practices, coaching reps on what good looks like, and workshopping areas of improvement, reps can more confidently approach buyer conversations and apply learned concepts. Respondents are the most effective in this level of coaching maturity, as it is the foundation to build a coaching program upon in order to increase in maturity.

Our sales coaching focuses on efforts that develop core foundational rep knowledge and skills.

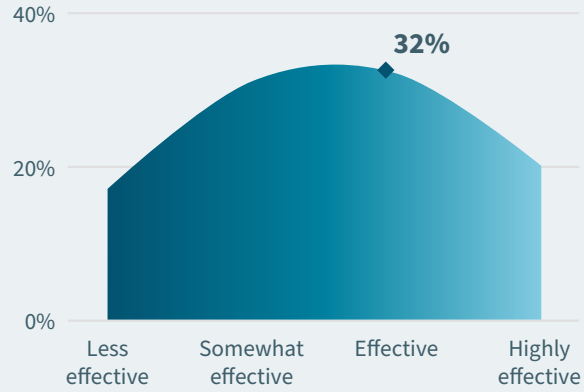


LEVEL 2: MANAGED

The next step to strengthen coaching maturity is to attract coaching champions who can display effective coaching on their own and advocate for its value. When leaders communicate the value of coaching to the business and model it in their own meetings, coaching is more likely to become ingrained in the organization's culture.

The more enablement encourages managers to invest in coaching their reps and developing their teams, the greater progress companies can make in their coaching maturity and the more impactful results they can achieve.

Our sales coaching is well managed and demonstrated by leaders across the organization.

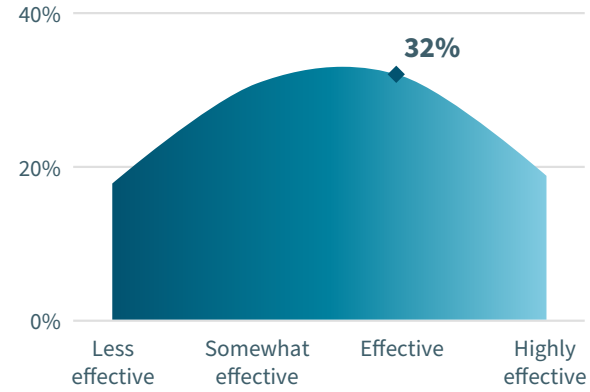


LEVEL 3: OPTIMIZED

For coaching to be effective in changing rep behaviors in the field, it needs to be consistent—repetition is key to improvement. Casual coaching conversations may occur, but teams can maximize the impact of coaching with a consistent cadence. This enables teams to track rep progress and coaching success more effectively.

Sales enablement can help managers become impactful coaches by establishing a standardized coaching framework and schedule which allows coaches to understand their own performance and improve over time.

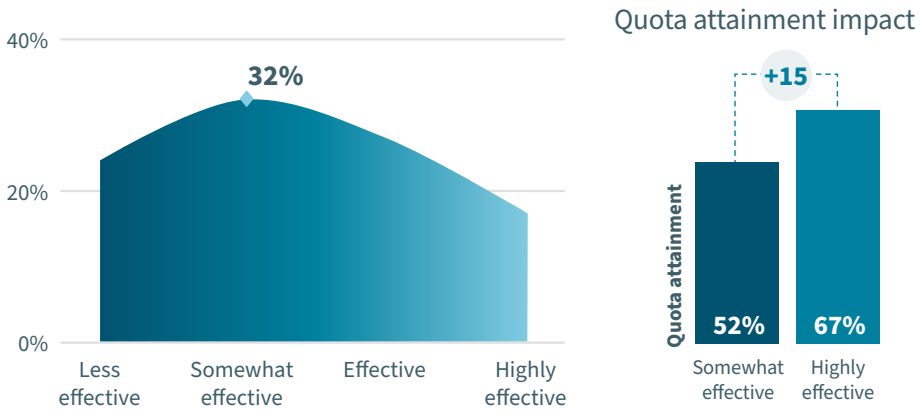
Our sales coaching is delivered on an ongoing basis and follows a structured approach.



LEVEL 4: STRATEGIC

Employing a data-driven approach to sales coaching can maximize its impact on rep performance and move teams to a higher level of maturity. Managers can track rep progress against outlined goals which can reveal areas of improvement to focus on during coaching sessions. When organizations are highly effective in their use of data to improve coaching efforts for reps and managers, they report a 15-percentage-point increase in average rep quota attainment.

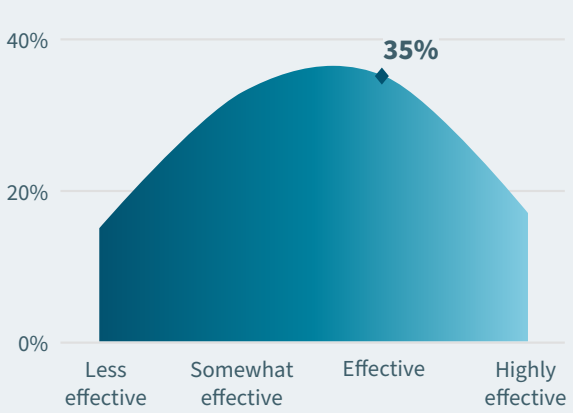
Our organization uses data to measure the effectiveness of sales coaching in driving behavior change.

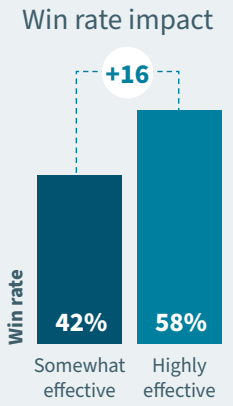


LEVEL 5: VALUE-DRIVEN

Reaching the highest level of sales coaching maturity requires obtaining the support of leaders across the business. When leadership understands how coaching is vital to driving consistent performance and impacting the business's priority initiatives, they can provide feedback to optimize coaching programs to drive more strategic impact. Those that are highly effective in this area report 16-percentage-point higher win rates.

Our sales coaching helps drive tangible business results and leaders understand how it impacts core go-to-market initiatives.

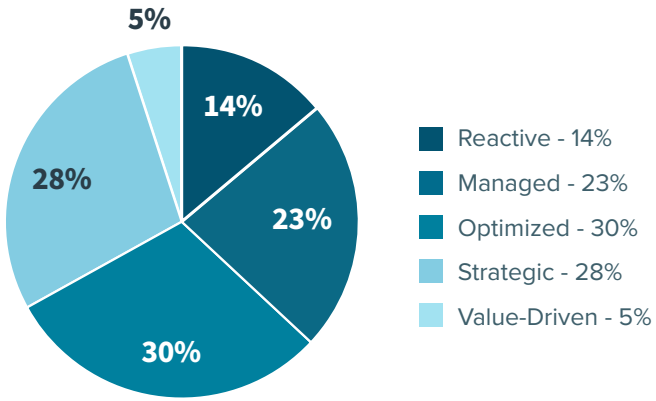




> We are obsessed with making sure we're looking at those data points weekly. My team reports around that. If that's how we're measuring, then we have a better opportunity to grow our teams. We have a better opportunity to prove to our leadership that enablement is making that impact.
>
> **–Dina Berger, Global Sales Enablement Lead for Premium Support, Amazon Web Services**

Content Maturity

Current level of content maturity



What does your sales enablement tech stack look like?

STRATEGIC CONTENT DRIVES BUSINESS RESULTS

The foundation of an established sales enablement function is content. From creating material for reps to learn, to ensuring reps are leveraging the right content from marketing with the right buyers, sales content is a crucial pillar of enablement maturity. Like the other areas of maturity, a strong content strategy is an ongoing process.

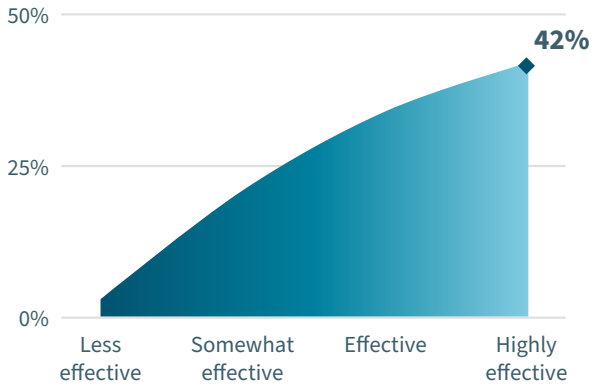
The backbone of an effective content strategy is a data-driven approach. One way that enablement teams can achieve this is through the use of a consolidated sales enablement technology stack. Organizing sales content efforts in a centralized location for reps to easily locate can open the doors to a streamlined content workflow that can support reps in their conversations with buyers.

Organizations that are advanced in their content maturity tend to have either a few core tools that are well integrated or one unified solution for their enablement needs.

LEVEL 1: REACTIVE

Ensuring that reps can easily find and use sales content is the first step for enablement to establish content maturity. For many enablement functions at this level in their maturity, they may store content in separate locations, but reps know where to find the most essential content they need for their meetings with buyers. Year over year, the percentage of respondents that are highly effective at this ability has increased by 21%.

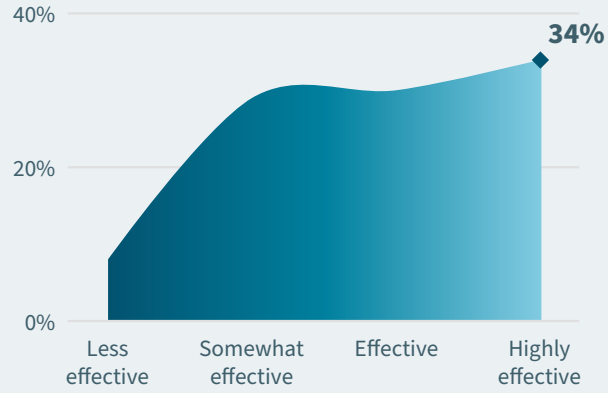
Our reps can access the most critical content.



LEVEL 2: MANAGED

The next step up in content maturity is organizing sales content effectively in a central location to enhance accessibility and efficiency for sellers. By storing content in a singular location that reps are familiar with, they can quickly find what they need—this ultimately saves reps time spent searching for content or creating material of their own, enhancing the experience for sellers.

Our sales content is well organized in a central repository.



When organizations are highly effective at organizing their content in a central repository, the likelihood that reps will be satisfied in their roles increases by

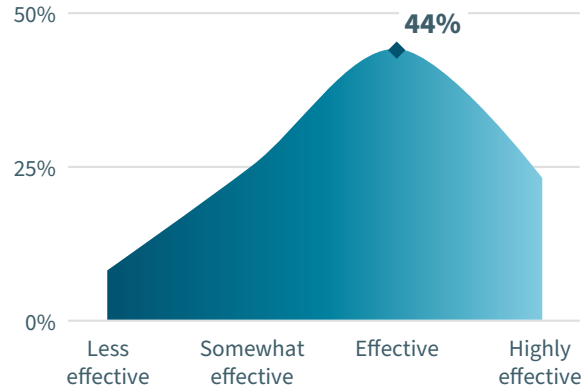
69%

LEVEL 3: OPTIMIZED

Strengthening a sales content process requires constant effective governance of that content. Enablement can consistently validate that sales content is updated, accurate, and engaging, so reps can approach buyers with confidence.

Nearly half (44%) of respondents are effective at content governance, which is a 26% year-over-year increase—indicating that enablement teams are investing in ensuring their content assets are up-to-date to share with revenue teams and buyers.

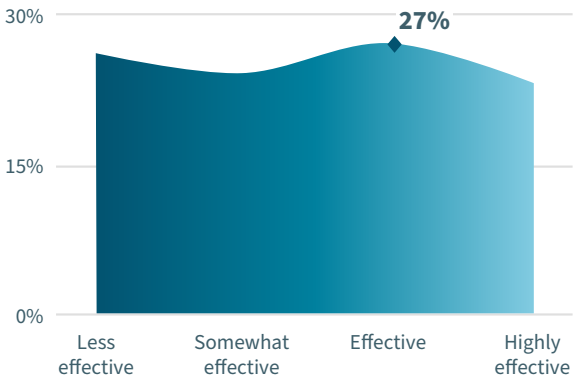
Our content is curated, up-to-date, and well governed.



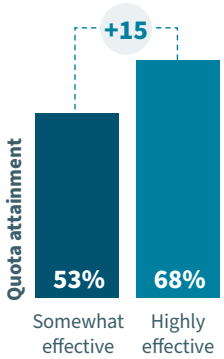
LEVEL 4: STRATEGIC

To take a sales content process to the next level, enablement can utilize analytics to measure content effectiveness. These insights can reveal to enablement if reps are using the content and how buyers are engaging with it which can help optimize its impact. Those that effectively use data to track content engagement and inform reps on buyer preferences report 15-percentage-point higher quota attainment rates.

Our organization uses data to measure sales content usage/engagement so that our reps know when and how to effectively use content.



Quota attainment impact

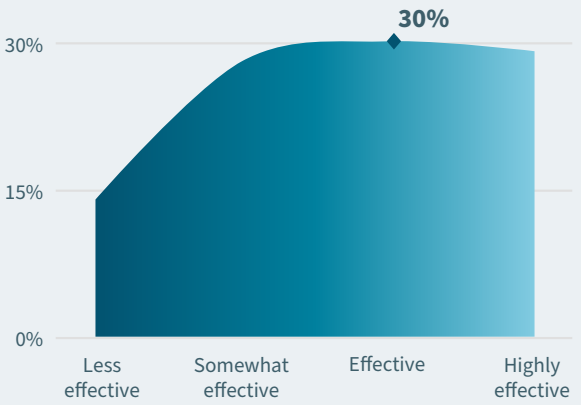


LEVEL 5: VALUE-DRIVEN

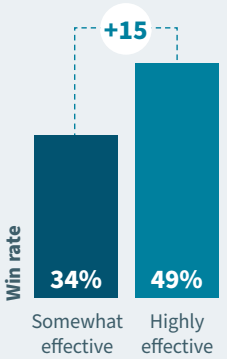
Achieving the highest level of content maturity means that the business understands the power of effective sales content in driving impact and supports content investments.

When reps can share compelling content with buyers, they are better positioned to achieve success in the organization, which can lead to conversions. Organizations that are highly effective in this area report a 15-percentage-point increase in win rate.

Our sales content helps drive tangible business results and leaders understand how it impacts core go-to-market initiatives.



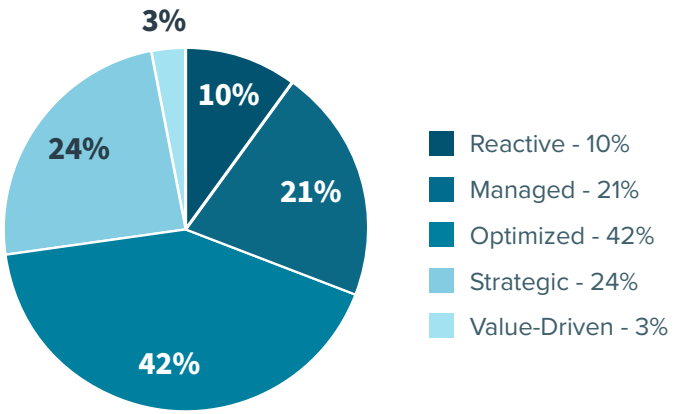
Win rate impact



> All prospects want accurate information, so what are you doing to make sure that the content you have is also centralized, being used, and being updated in a way so that your salespeople can be more credible?
>
> **–Charles Derupe, Director of Sales Content and Go-to-Market Enablement, Square**

Guidance Maturity

Current level of guidance maturity



Having sufficient resourcing for guidance drives quota attainment

CONTEXUAL GUIDANCE PREPARES REPS FOR BUYER CONVERSATIONS

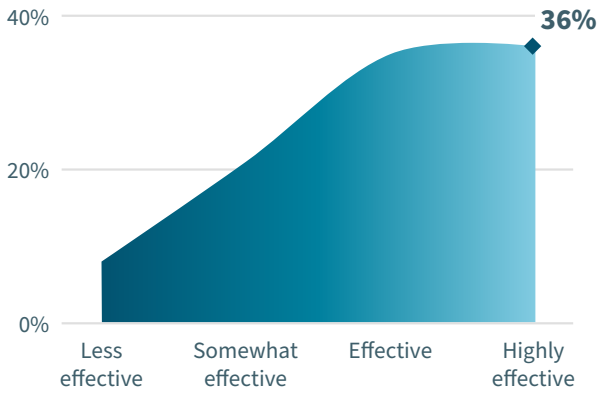
As sellers may navigate more complex sales scenarios during a potential economic downturn, it is important that sales enablement equips them with the proper guidance for these new types of conversations. This includes curating content for specific selling scenarios and providing context for how and when to use those assets. Then, enablement teams can supply necessary guidance to instruct reps on what information they need to know, what to say to buyers, content to share with them, and actions to take to move the deal forward.

Organizations that are investing in the creation and deployment of sales plays report improved business results, as they have resources in place to help reps navigate each stage of the sales process and difficult selling situations. Nearly half of organizations surveyed (45%) have less than three people dedicated to the sales process and sales plays at their organization. However, teams that have six to eight people dedicated to the sales process and sales plays report **9-percentage-point higher** quota attainment rates than those with three to five people.

LEVEL 1: REACTIVE

When an enablement team is at the initial level of guidance maturity, which the majority of respondents have achieved, its sales plays consist of a curated collection of assets on a specific topic for reps to leverage. This entails identifying key topics to create sales plays on, then choosing the most relevant content to support that topic. Enablement can progress from this foundational level once reps understand where to find the materials needed when they need them.

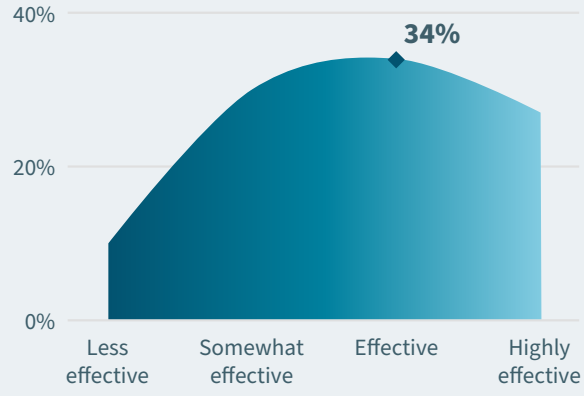
Our sales process and plays provide curated foundational resources, so reps know where to find relevant materials on specific topics.



LEVEL 2: MANAGED

Once enablement has a consistent process for creating plays that support specific topics, it can mature its process by ensuring that the plays are audience-specific and regularly updated. When entering new markets, dealing with different buyer personas, or navigating changes to the sales process, it is important for reps to understand how to adapt to new challenges while meeting buyers' needs.

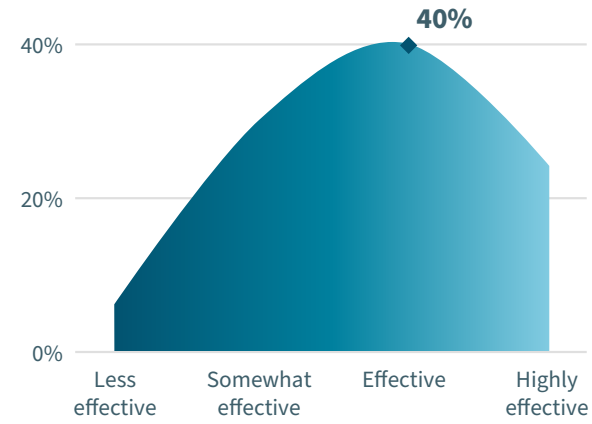
Our sales process and plays are audience-specific, well managed, and maintained.



LEVEL 3: OPTIMIZED

With each additional maturity level, it becomes more difficult to excel in sales guidance, as depicted by the dropoff in those that are highly effective, revealing that it becomes more difficult to mature. However, practitioners can advance in its guidance maturity by creating strategic plays tied to key business initiatives. That way, reps understand what information is needed for a buyer engagement in each stage of the sales process and are able to execute the actions recommended in the sales play.

Our reps understand how to effectively execute on business initiatives through each stage of the sales process.



LEVEL 4: STRATEGIC

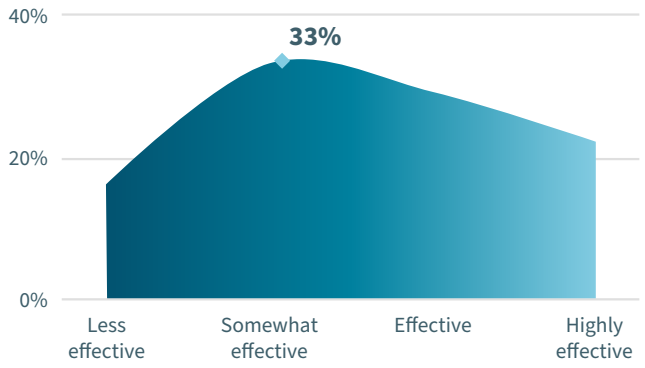
Using data to measure the effectiveness of sales plays and inform the sales process is critical for enablement to optimize its guidance efforts. Maturity in this area requires consistent use of analytics to track how many reps are using the sales plays and consuming the curated content.

When using a sales play tool, enablement can also learn how buyers are reacting to the information reps present which provides insight into how the play's strategy is landing in the field.

138%
MORE LIKELY

for enablement teams to be effective at measuring sales play impact when they have one unified solution.

Our organization uses data to measure the effectiveness of the sales process and plays in driving key actions that support business priorities.

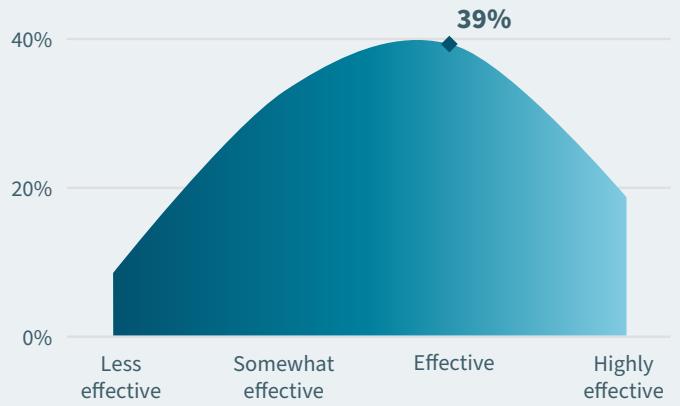


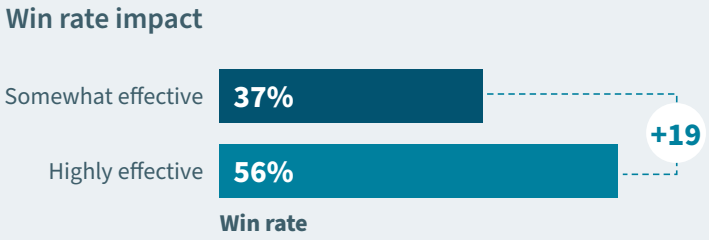
LEVEL 5: VALUE-DRIVEN

To reach the final level of sales guidance maturity, an organization's sales process and plays must clearly impact business results, so enablement can demonstrate how these efforts move the needle for the business. Teams that are mature in this area also have the support of leadership, and sales managers know how to coach the actions sellers are supposed to take in each play.

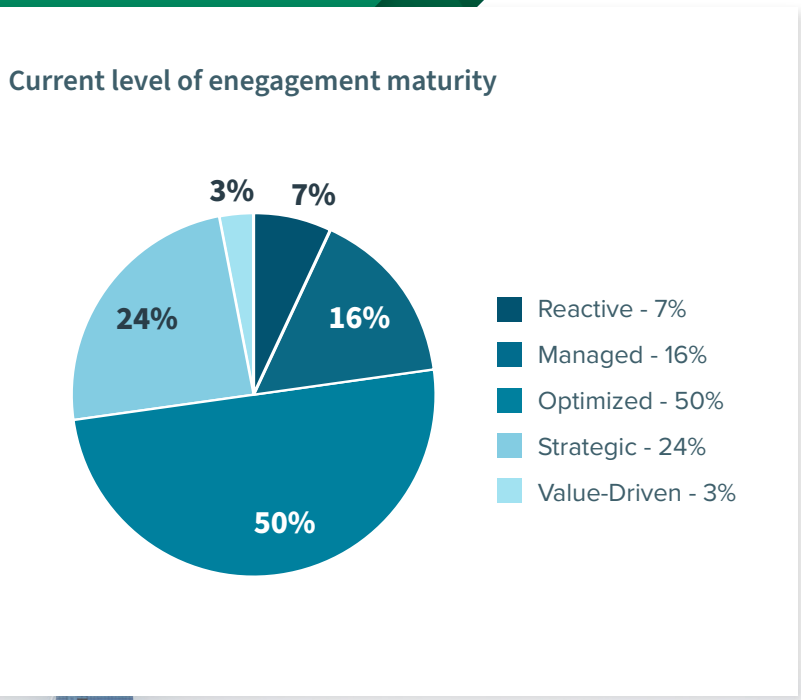
Enablement can work with managers to help them determine the desired actions and coach on those behaviors in their meetings with reps. When teams are effective at this, they report 19-percentage-point higher win rates.

Our sales process and plays help drive tangible business results, leaders understand how they impact core go-to-market initiatives, and managers are equipped to coach teams on the sales process and plays.





Engagement Maturity



PERSONALIZED ENGAGEMENT ENHANCES BUYER EXPERIENCES

Since it can be difficult for reps to hold buyers' attention for long periods of time, it is important to understand engagement patterns and improve buyer's satisfaction throughout the sales process. Engagement encompasses each touchpoint customer-facing teams have with prospects and customers—including phone calls, emails, social posts, demos, and even personalized experiences such as microsites. By tracking engagement closely, sales enablement can better understand buyer preferences and help reps satisfy buyers' needs more effectively.

The more advanced an enablement team is in its engagement maturity, the greater buyer engagement they report.

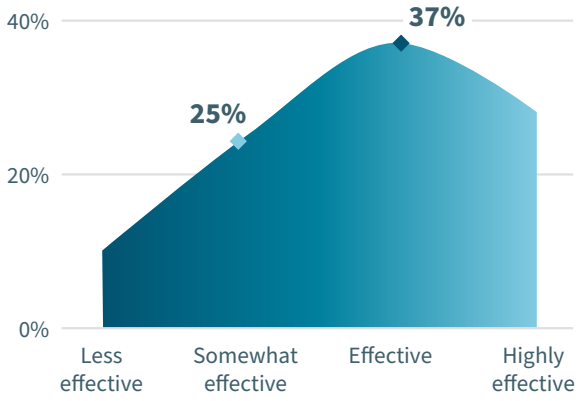
86%
MORE LIKELY

for organizations to have highly engaged buyers if they've reached the **value-driven** engagement maturity level.

LEVEL 1: REACTIVE

The first step toward achieving sales engagement maturity is to effectively track engagement on rep-to-buyer interactions. Though many teams at this level may not track this data consistently (25% of respondents are only somewhat effective at this ability), it helps enablement gauge the impact of its efforts and understand where reps may need additional support.

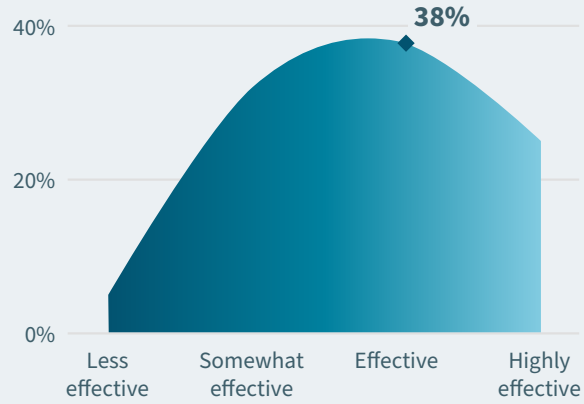
Our sales engagement efforts are tracked on an ad-hoc basis.



LEVEL 2: MANAGED

Consistency is necessary to ensure results and advance in enablement maturity. When sales enablement frequently tracks how buyers engage, it is able to gain a more holistic view of buyer behavior over time and better understand preferences that can then improve rep interactions. Greater insight into buyer engagement helps reps understand their prospects and customers better, therefore enhancing their ability to meet their needs and provide more value to them.

Our sales engagement efforts are well managed and consistently tracked.



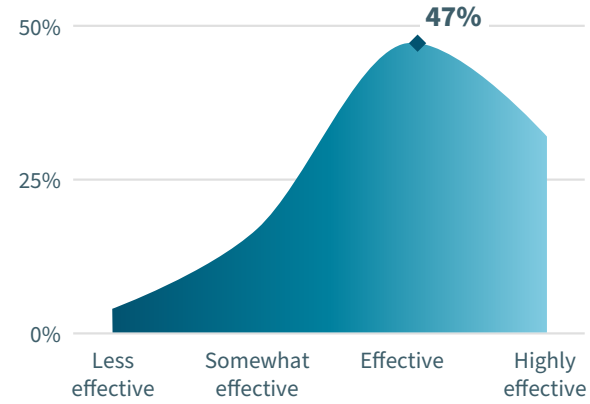
When companies have well-managed, consistently-tracked sales engagement efforts, the likelihood that reps will be satisfied in their roles increases by

64%

LEVEL 3: OPTIMIZED

Especially during difficult economic times, reps need to think about buyers' situations on a personal level and acknowledge the challenges they may be facing to ensure they deliver value. For instance, having reps create unique messages that will capture buyers' attention or custom microsites to provide them with their own digital experience can take enablement teams to the next level in their engagement maturity.

Our sales engagement efforts are personalized and include multiple channels.



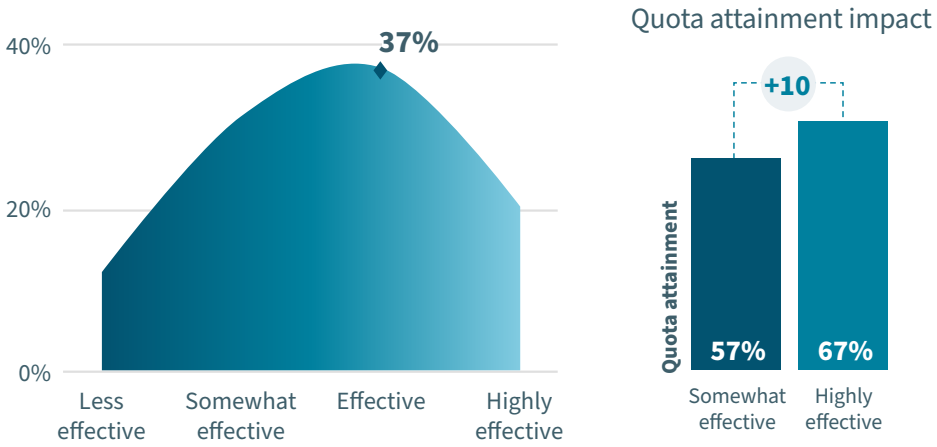
When teams effectively personalize the buying experience across multiple channels, the likelihood that they will have high buyer engagement increases by

94%

LEVEL 4: STRATEGIC

Enablement functions seeking to strengthen their impact leverage data to measure how effective their sales engagement efforts are in enhancing the buyer experience. Gathering engagement intelligence allows the organization to stay updated on what is working and what is not working as it relates to rep interactions with prospects and customers. When organizations effectively use data to track the impact of their sales engagements, they report 10-percentage-point higher quota attainment rates.

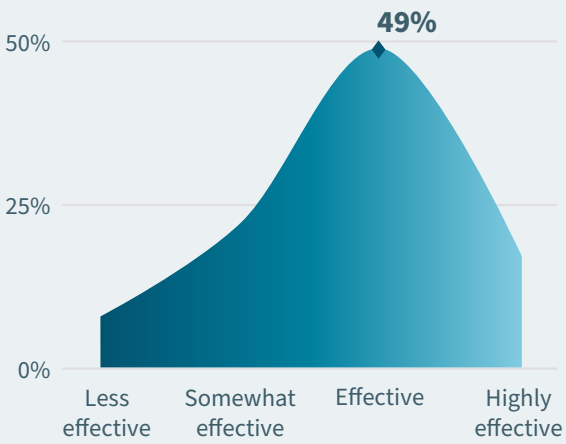
Our organization uses data to measure the effectiveness of sales engagement in improving the buyer experience.

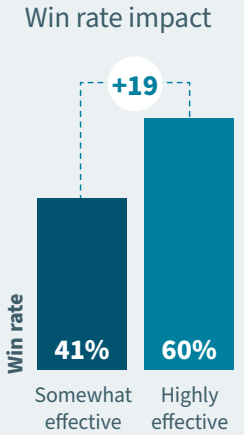


LEVEL 5: VALUE-DRIVEN

A highly successful enablement function proves how sales engagement efforts directly impact the business's bottom line, garnering the validation and support of leaders across the company. Enablement can incorporate executive feedback into its engagement strategy to ensure it remains aligned to priority business initiatives. When sales engagement efforts drive results, and enablement has leadership's buy-in on those efforts, organizations report a 19-percentage-point increase in win rates.

Our sales engagement efforts help drive tangible business results, and leaders understand how they impact core go-to-market initiatives.



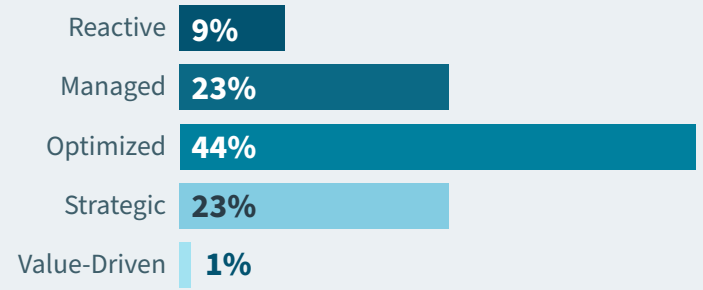


> It's not about having feedback. It's about whether you can act on that feedback and respond back to the customer. It's taking it further to get to know the customer and then acting on that information.
>
> **–Zoe Meyer, Director of Customer Experience and Advocacy, Digital.ai**

Impacts on Maturity

Organizations that score in the value-driven maturity level have had enablement practices in place for over five years. However, after about three years that an organization has had enablement practices in place, win rates increase by 15 percentage points on average—showing that investing in sales enablement maturity improves business results.

Overall maturity score breakdown

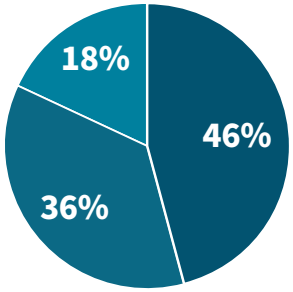


Reactive

100%

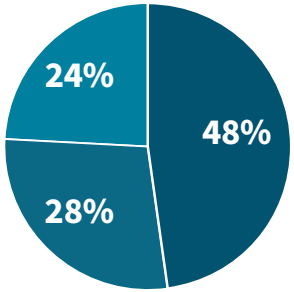
of respondents with reactive enablement maturity have had enablement teams for less than three years.

Managed



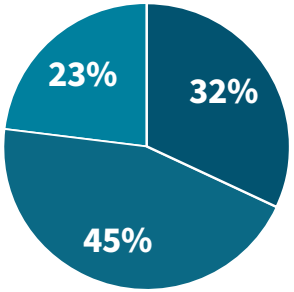
- <3 years - 46%
- 3-4 years - 36%
- 5+ years - 18%

Optimized



- <3 years - 48%
- 3-4 years - 28%
- 5+ years - 24%

Strategic



- <3 years - 32%
- 3-4 years - 45%
- 5+ years - 23%

Value-Driven

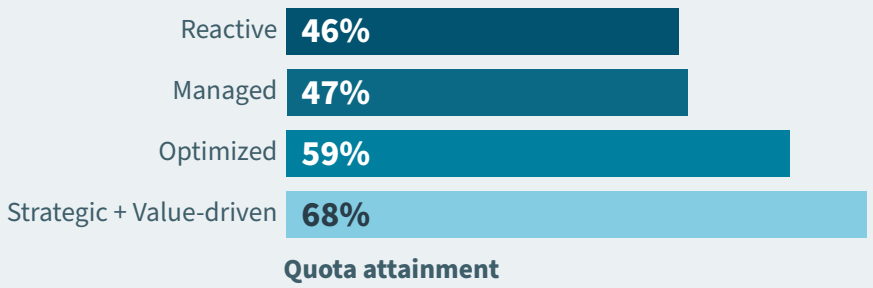
100%

of respondents that are value-driven have had teams for more than five years.

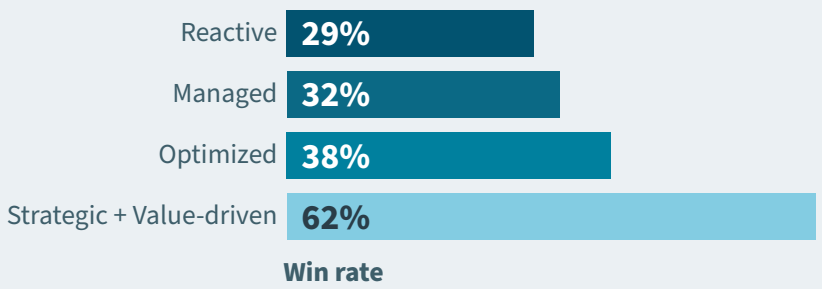
Overall Maturity Business Impact

In assessing how maturity levels impact business results, the research shows that the more mature enablement is holistically—across training, coaching, content, guidance, and engagement—the greater the average rep quota attainment and win rates organizations reportedly experience.

Overall maturity scores vs average quota attainment rate



Overall maturity scores vs average win rate



Key Takeaways

The third annual Sales Enablement Maturity Report reveals the evolution of the maturity of sales enablement across the five key focus areas, along with the business impact of mature sales enablement strategies.

TRAINING

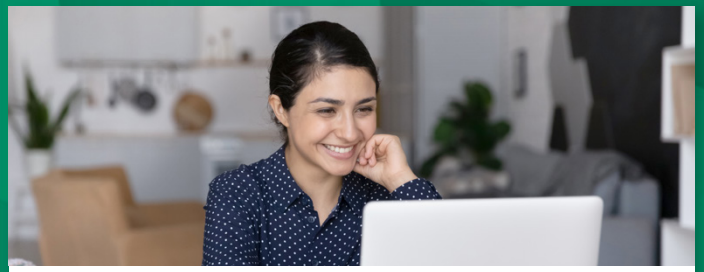
Diversify training formats and track progress to maximize rep engagement and retention of the material.

COACHING

Encourage leaders across the business to demonstrate coaching behaviors and share best practices to emphasize the importance of consistent, well-managed coaching.

CONTENT

Prioritize the governance of sales content and use data to inform those decisions, as these tactics can significantly improve sales outcomes.



GUIDANCE

Continually update sales plays to ensure reps are prepared to navigate new selling situations and objections throughout the sales process.

ENGAGEMENT

Utilize engagement intelligence to help reps learn more about their buyers and cultivate personalized relationships for greater satisfaction and retention.

Conclusion

Sales enablement cannot become value-driven in its maturity overnight.

For a team to achieve the highest level of maturity and transform into a high-impact function, it requires ample time, resources, effort, and investment. However, as enablement matures and becomes more integrated in the organization over time, companies realize the return on their investment through improved business outcomes.

As organizations navigate uncertainty, they can leverage this maturity framework to benchmark their enablement progress, learn best practices, and pilot new strategies to set themselves up for success—both now and in the future.

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