

mindtickle



BENCHMARK REPORT

The New Sales Enablement Standard

How 250+ Sales Leaders Grow Revenue
With a Sales Readiness Approach





Introduction

Sales readiness is a new discipline that helps companies deliver a continuous state of excellence within their revenue organizations by implementing a suite of tools and processes to increase seller knowledge, enhance their performance, and help them adapt faster to market change. This research aims to help revenue and sales leaders understand the key issues impacting their team's ability to be ready to win in today's fast-changing business environment, and hone specific areas in their strategies to instill more ideal behaviors and skills sets. It also offers an opportunity to understand the key challenges to traditional enablement and training programs.

To create sales readiness, leaders must address five core areas to help their teams be ready to perform: define organizational excellence, build knowledge, align content, analyze performance, and optimize behaviors to win.

Sales Enablement Insights

Here's a high-level look at the most valuable insights we uncovered.

1

Sales teams with highly defined key performance metrics have higher success reaching sales quotas.

Defining an ideal rep profile (IRP) and setting clear performance expectations is crucial to seller success. Key performance metrics provide an immediate baseline of sellers' overall performance.

2

Companies with dedicated sales enablement programs are more likely to meet their sales quotas.

Traditionally, sales or marketing teams manage the sales enablement strategy. However, in today's selling environment, teams that have dedicated sales enablement programs and break down silos by involving multiple functions are most likely to achieve revenue goals.

3

Prioritizing continuous improvement and customized training is a catalyst to a seller achieving revenue goals.

Building seller knowledge starts with onboarding but is most effective when continuously reinforced throughout a seller's career. Without practical reinforcement of the knowledge, sellers begin to forget and performance suffers.

4

Sales coaching is the missing puzzle piece to building sustainable seller optimization and revenue attaining teams.

The majority of respondents who have effective continuous coaching experiences reap the benefits of an improved learning library, increased engagement from managers and sellers, and improved overall onboarding and training processes.

5

Practice is important, but teams struggle to optimize resources to improve their programs.

Practice is ranked as the highest area of importance but it is one of the least utilized tactics of sales enablement programs.

Methodology

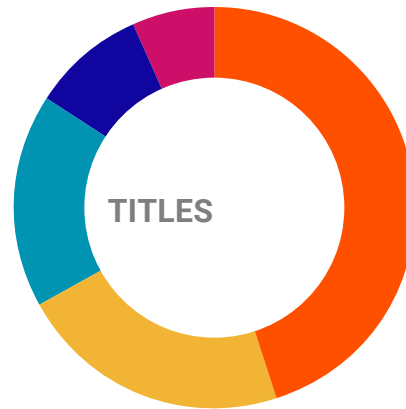
In collaboration with [Heinz Marketing](#), we surveyed over 280 revenue and sales leaders to find out tactics, processes, and technologies today's sales teams use in their current sales readiness strategies. The respondents hold positions in sales, business development, and revenue operations.

The survey aimed to explore the importance and need for investing in a comprehensive sales readiness strategy to drive a continuous state of excellence within revenue organizations. This survey asked for respondents' feedback on their current sales enablement and training programs to provide these insights

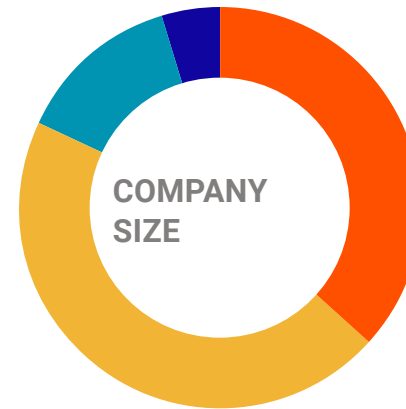
RESPONDENT BREAKDOWN



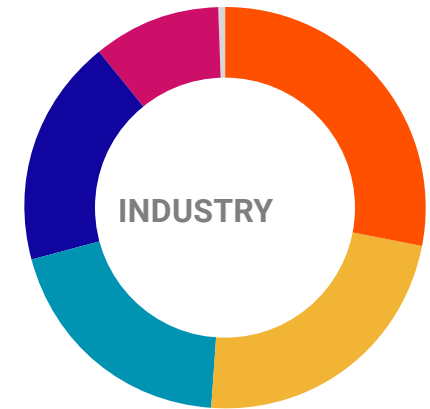
- SALES: 51.7%
- BUSINESS DEVELOPMENT: 28.3%
- SALES/REVENUE OPERATIONS: 19.9%



- C-SUITE: 22%
- VP/SVP: 9.1%
- SENIOR DIRECTOR: 45.1%
- DIRECTOR: 6.6%
- SENIOR MANAGER: 17.1%



- 500 – 1,000: 36.7%
- 1,001 – 5,000: 45.5%
- 5,001 – 10,000: 13.3%
- 10,001+: 4.5%



- MANUFACTURING: 28%
- FINANCIAL SERVICES: 23.1%
- TECHNOLOGY: 19.6%
- CONSUMER GOODS: 18.2%
- HEALTHCARE/PHARMA: 10.8%
- OTHER: 3%

* Response percentages may not add up to 100% due to rounding. Response percentages may also exceed 100% if the question allows respondents to select multiple answers.

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INSIGHT

Sales teams with highly defined key performance metrics have higher success reaching sales quotas.

Defining an **ideal rep profile (IRP)** and setting clear performance expectations is crucial to seller success. Key performance metrics provide an immediate baseline of sellers' overall performance.





71.4%

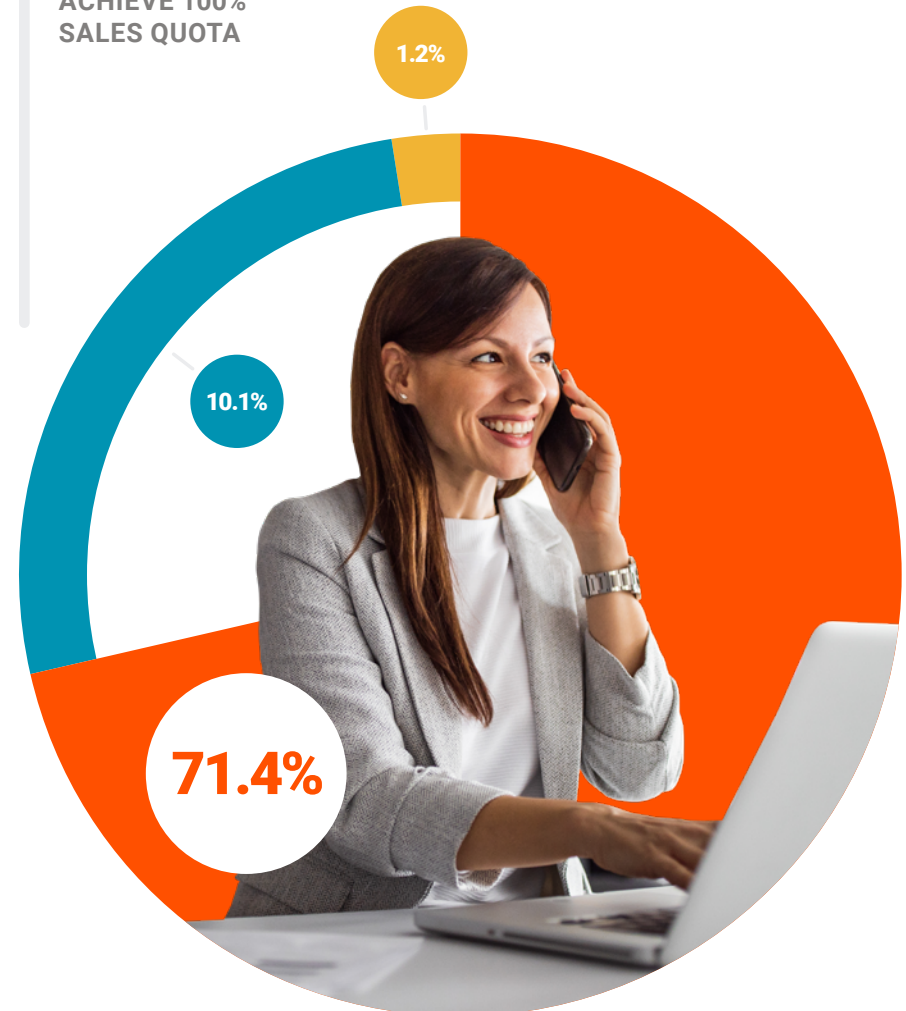
of respondents who have clearly defined sales enablement KPIs meet over 100% of their sales quota

Today's sales force

In a typical organization, many sales leaders used to expect 20% of their sales force to generate 80% of their revenue. That leaves 4/5 of the sales force not utilized to their full potential and thus negatively impacts the bottom line.

By focusing on individual performance to build customized sales enablement programs, sales leaders will combat this 80/20 trend and establish a larger group of sellers who actually generate revenue.

KPI DEFINITION
OF TEAMS THAT
ACHIEVE 100%
SALES QUOTA



● CLEARLY DEFINED KPIs ● SOMEWHAT DEFINED KPIs ● UNDEFINED KPIs



Sales performance metrics breakdown

Measuring sales performance accurately is important to drive revenue growth. It is not enough to simply track new bookings and revenue generated at the bottom of the sales pipeline — the teams that go above and beyond to quantify every aspect of seller performance tend to set themselves apart. When tracking overall seller performance, eight out of ten teams that prioritize individual seller productivity and efficiency — in addition to meeting revenue goals — achieve over 75% of their sales quota. In addition to seller productivity and efficiency, there are a number of important metrics to track to better enable today's sellers.

Other top metrics prioritized include:

- Individual seller goals and targets
- Level of seller engagement
- Number of skills acquired
- Completion of training materials and modules

With specific key performance metrics, teams can customize their sales enablement tactics to each individual seller to help them reach their goals.

TOP METRICS OF SELLER SUCCESS



BARRIERS TO TRACKING SELLER PERFORMANCE





The bottom line



1



Most organizations have an ideal customer profile but it is critical that you understand your ideal rep profile. Seller excellence should be defined based on **individual data-driven benchmarks** to keep teams accountable to revenue goals. With real-time KPI data, teams can make systematic adjustments to proactively reach organizational goals with the talent they have.



INSIGHT

Companies with dedicated sales enablement programs are more likely to meet their sales quotas.

Traditionally, sales or marketing teams manage the sales enablement strategy. However, in today's selling environment, teams that have dedicated sales enablement programs and break down silos by involving multiple functions are most likely to achieve revenue goals.





Only **14.7%**
of sales teams hit their
sales goals.

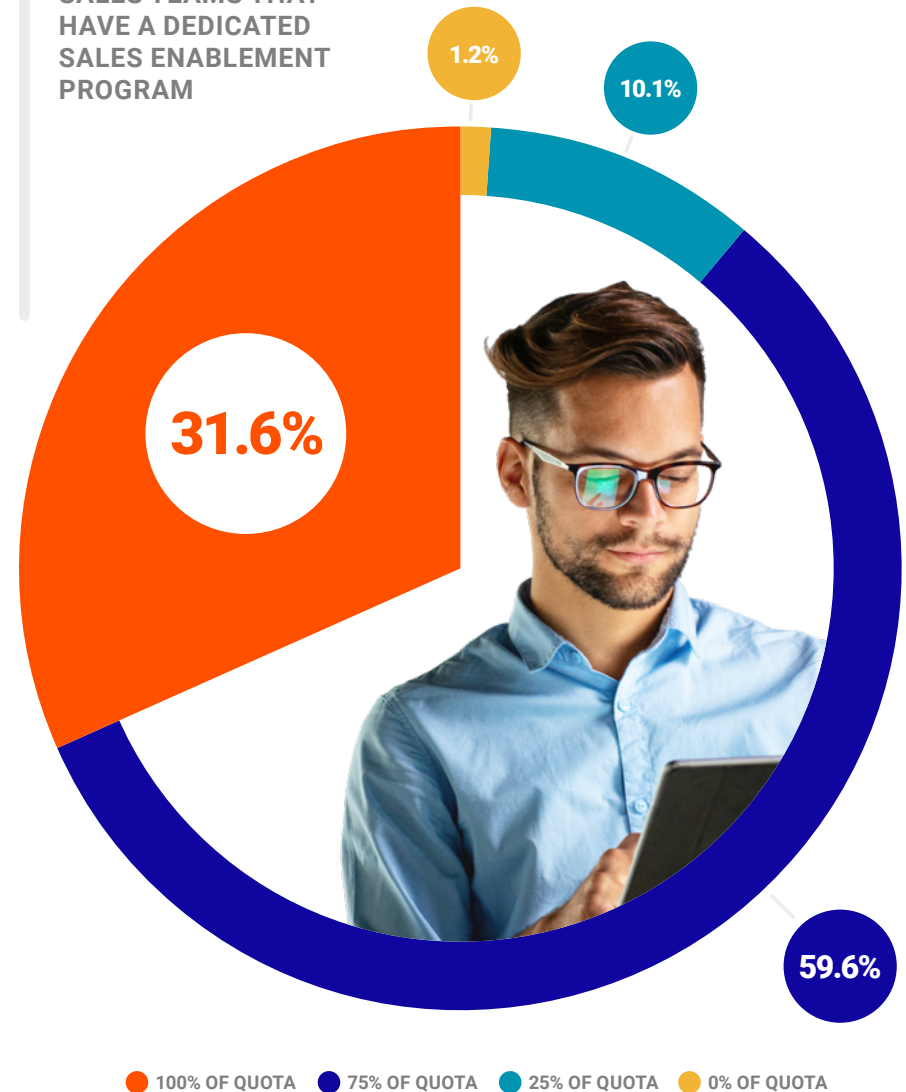
The truth about teams

The stronger the program, the stronger the team. Of the teams who hit 100% of their sales goals, 32% have a dedicated sales enablement program. And 57% will hit 75% and greater of the sales quota. Usually, these programs include cross functional collaboration so each area of the organization is in agreement and working towards the same goals, which starts back at defining excellence.

The top three functions involved in sales enablement programs are sales/revenue operations, sales leadership, and marketing, but it is more important to include the revenue operations team.

This holistic and collaborative approach builds a sales enablement ecosystem that supports revenue growth.

SALES QUOTA
ATTAINMENT OF
SALES TEAMS THAT
HAVE A DEDICATED
SALES ENABLEMENT
PROGRAM





Why a holistic approach works

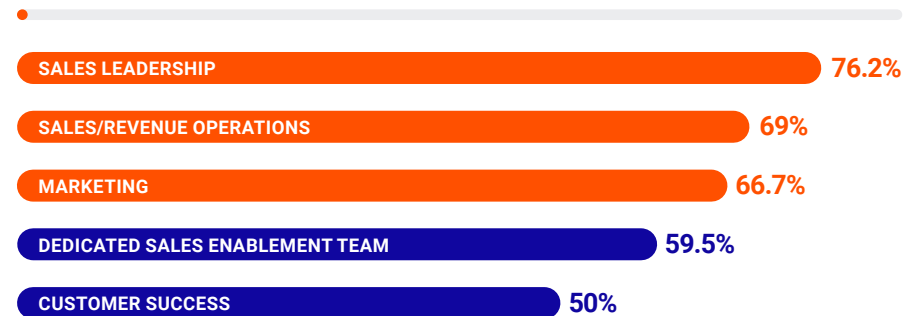
Modern sales enablement programs should focus around three primary goals:

1. Defining the ideal rep profile (IRP)
2. Honing in on different skill sets
3. Ensuring sales enablement is tied back to revenue goals
4. Customizing the program to individual needs

Traditional programs usually work in silos without additional engagement or external guidance from partner functions which is why sales teams only hit 14.7% of their sales goals. Organizations that have a holistic approach to sales enablement, focusing on each of the three primary goals with the additional support of a dedicated sales enablement program, will see additional success such as:

- Revenue attainment
- Increased sales productivity, onboarding, and training
- Better alignment and engagement across teams

TOP INTERNAL FUNCTIONS INVOLVED IN SALES ENABLEMENT



MAJOR BENEFITS OF SALES ENABLEMENT PROGRAMS





The bottom line



Revenue teams cannot continue to drive their sales enablement strategies in isolation. In order to drive a successful program, the more functions involved in the process, the better.



INSIGHT

Prioritizing continuous improvement and customized training is a catalyst to achieving revenue goals.

Building knowledge starts with onboarding, but is most effective when continuously reinforced throughout a seller's career. Without practical knowledge reinforcement, sellers begin to forget and their performance suffers.





78.6%

of companies who have an effective training program meet 100% of their selling quota.

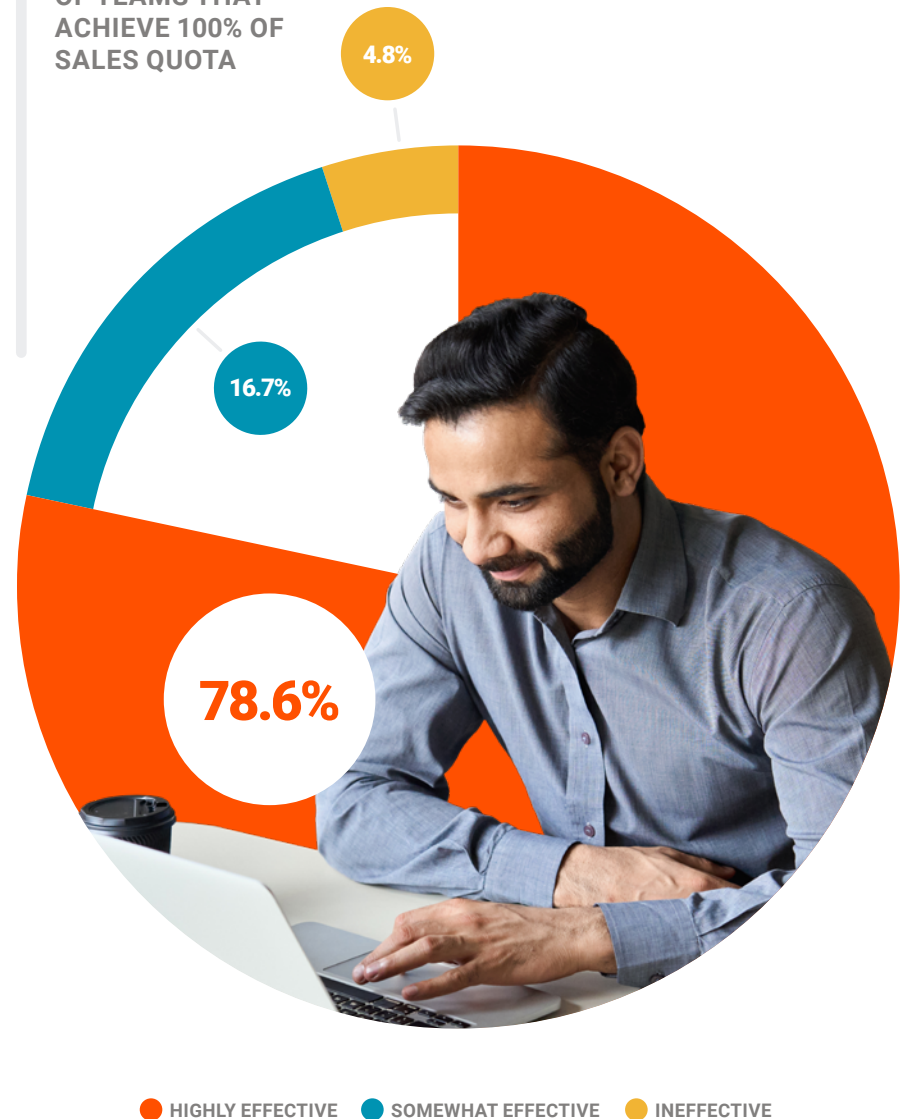
Onboarding to sales everboarding

Everyone understands what onboarding is — it is the process organizations go through to ramp up new hires and prepare them to perform. Most new hires and all sales enablement programs have some kind of onboarding process.

- 75% of all respondents who classify their sales enablement tactics as effective also said onboarding is an effective pillar of their program.

Regularly training employees on a **more consistent basis** leads to more success. That's where **sales everboarding** takes over. Sales everboarding is an approach that focuses on knowledge retention. Everboarding recognizes that learning isn't a one-time thing, it's an ongoing activity.

TRAINING TACTICS
OF TEAMS THAT
ACHIEVE 100% OF
SALES QUOTA





According to Aberdeen Research, only 37% of companies extend their onboarding programs beyond the first month. This is especially concerning as after just six days, people forget 75% of the information they learn in training. And about 84% of sales training is forgotten within the first three months.¹

Promoting continuous learning and building complementary training modules are integral to achieving revenue goals and building a successful team. 77% of respondents who hit quota say developing content to build their learning library is their biggest challenge.

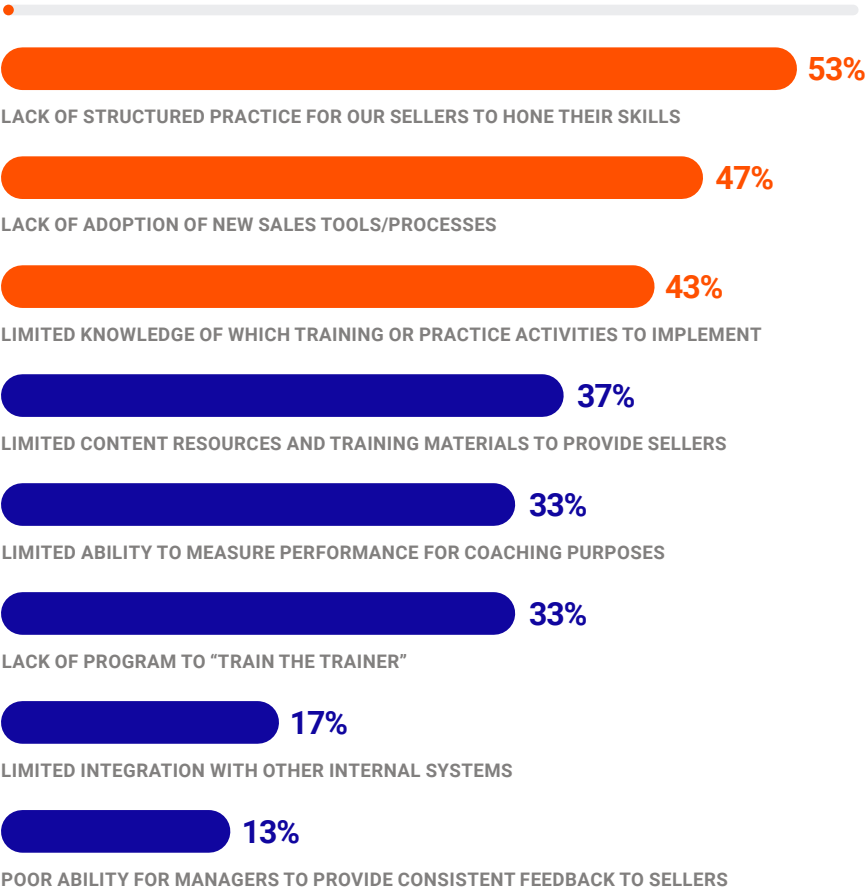
Of respondents that don't have a consistent training schedule, the top challenges are:

- Lack of/limited structured practice
- Lack of/limited adoption of new sales tools/processes

90% of respondents who hit 75% or more of their quota participate in sales training on a monthly basis.

¹ <https://www.getbridge.com/blog/10-stats-about-learning-retention-youll-want-forget/>

TOP CHALLENGES TO ESTABLISH CONSISTENT SELLER TRAINING AND PRACTICE





The bottom line



When companies focus on continuous training based on individual performance, their sales teams are more likely to hit revenue goals and sellers are more likely to absorb and retain the information. Consistent, engaging training with complementary content is key.



INSIGHT

Coaching is the missing puzzle piece to building sustainable seller optimization and revenue attaining teams.

Building knowledge starts with onboarding, but is most effective when continuously reinforced throughout a seller's career. Without practical knowledge reinforcement, sellers begin to forget and their performance suffers.





8 out of 10

teams who have effective coaching practices hit greater than 75% of sales quotas.

Consistency is key

Adopting a consistent coaching culture is critical to a winning team's success. Coaching is such a vital piece of an organization's strategy as it provides insight into every buyer interaction including: where something went wrong, how to uncover bottlenecks, and how to pivot for future success.





57% of teams that achieve 100% of sales quota use sales coaching as a knowledge-building tactic.

Making the investment in sales coaching

Among sales enablement tactics, coaching ranked third for effectiveness and importance. Furthermore, 9 out of 10 of respondents say that coaching is an effective tactic to clearly define knowledge, skills, and capabilities a seller needs to achieve success.

Of respondents who hit 100% seller quota attainment, 57% rely heavily on coaching to build knowledge within their organization. Put another way, with every bit of coaching a seller receives, his or her ability to move deals forward/close deals in real-world conversations dramatically increases.

Having conversations about performance can be hard, especially if a rep isn't doing well. It can be especially difficult to call out areas for improvement when you don't have the specifics to back it up. Relying on data makes these conversations easier and more productive.

For sales managers, being able to track and analyze seller performance provides concrete insight into every time you say, "You're doing a great job," or "There's room for improvement." Your feedback is rooted in actual performance metrics, rather than anecdotal feedback or opinions.

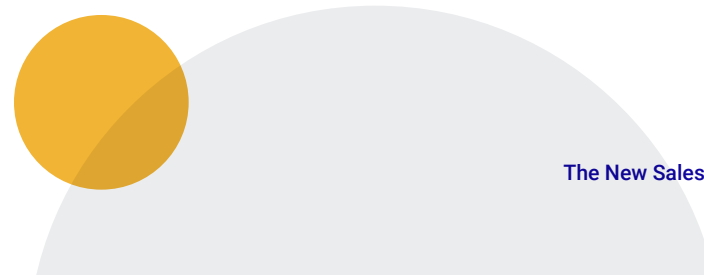
This brings us back to Insight 1 and the importance of defining seller excellence based on individual data-driven benchmarks to keep teams accountable to revenue goals. Perhaps one rep is weaker in competitive intelligence while another needs more support with operating sales technology. By digging into the data, sales managers can identify opportunities for improvement and, in turn, maximize each rep's performance.



The bottom line



Coaching the coach is just as important as training your sales team. Investing in the right training tools to support sales managers to be effective, data-driven coaches leads to greater revenue outcomes.





INSIGHT

Practice is important but teams struggle to optimize resources to improve their programs.

Practice is ranked as the highest area of importance but it is one of the least utilized tactics of sales enablement programs.





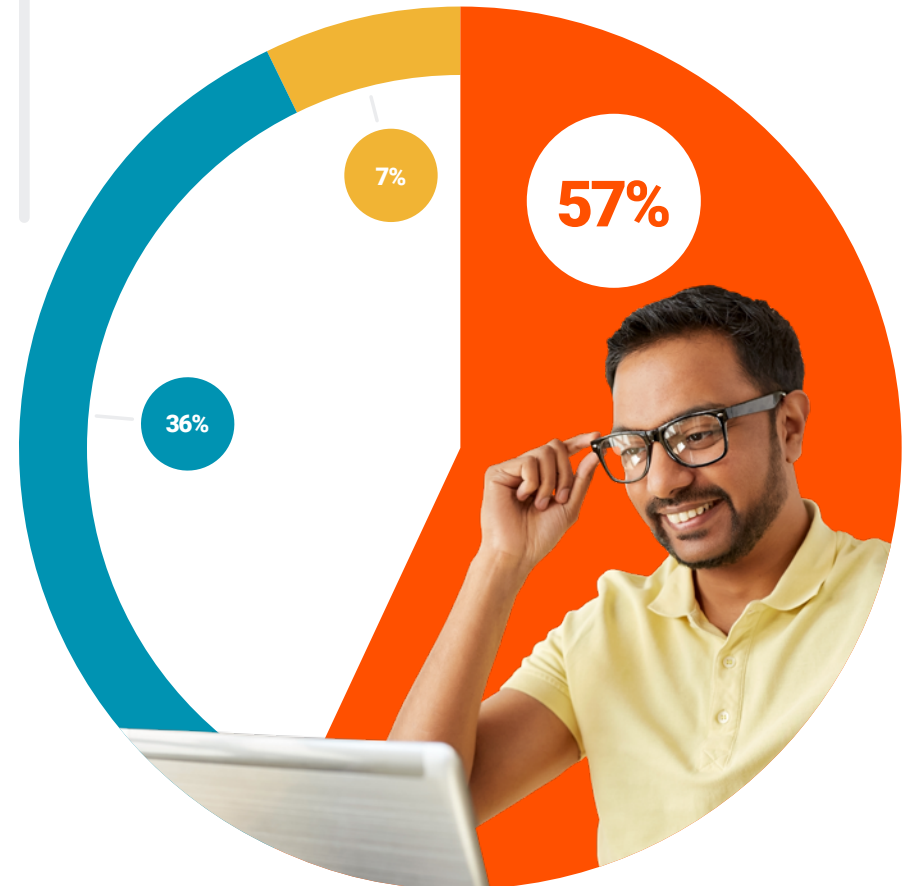
57% of respondents who have effective practice opportunities see sellers achieving 75% and greater of their sales goals.

Practice takes time

Yes, practice is a time commitment which takes away from the physical act of selling, but it also increases vital skill development and equips sellers to deliver tailored insights and value to prospects. Not only does practice increase sellers' effectiveness, it also provides more transparency between managers and sellers. When managers have insight into what's working and what's not, they can provide greater guidance and training to the sales team as a whole.

The importance of practice is even more clear as respondents who only hit 25% of seller quota say their practice tactics lack effectiveness.

PRACTICE TACTICS OF TEAMS THAT ACHIEVE MORE THAN 75% OF SALES QUOTA



● HIGHLY EFFECTIVE ● SOMEWHAT EFFECTIVE ● INEFFECTIVE



Barriers to practice

- Content
- People
- Technology

What is the worst-case scenario without practice? In two words: wasted resources.

Sellers remain static, continuing to sell as they always have which doesn't leave room for growth. In other words, the organization is prime to suffer. One way to mitigate this response is implementing technology to complement effective practice.

A critical aspect to supporting practice and reinforcement involves understanding what reps do when they're in the real-world using conversation intelligence solutions. So much time, money, and resources are spent on seller performance though many use qualitative feedback as the narrow metric to analyze performance.

This lack of a data-driven approach to building seller knowledge has led sales leaders to admit it is a top area of improvement.

TOP BARRIERS TO BUILDING EFFECTIVE SALES ENABLEMENT PRACTICE PROGRAM





The bottom line



In order to truly hone their skills, reps need to be given ample opportunities to practice them. In turn, this gives leaders the chance to gain insights into their team's proficiencies and weaknesses, allowing sales coaching to happen proactively rather than reactively. Without the resources to modify your sales enablement programs as a result of those insights, the same problems will continue to persist with other reps across the organization.



The New Standard: Sales Readiness

The sales enablement crisis

To compete in the 21st century economy, companies are investing trillions in new technology to address the challenge of staying up-to-date with new products, platforms and services that appear in the market daily.

What are teams experiencing now?

- 61.9% of teams feel they do not have the content resources to build comprehensive sales training materials and practice guides
- Half of teams need additional resources to consistently execute their enablement tactics
- Over a third of sales leaders are still looking for technology that integrates all sales enablement components into a comprehensive platform

Teams can address this crisis by evaluating and amplifying traditional sales enablement tactics to promote sales readiness. Sales teams need to continuously hone skill sets, tie the program to revenue outcomes, and customize it to individual business needs. The solution to the sales enablement crisis is **sales readiness**.



Sales Readiness Framework

Sales readiness is a continuous state of excellence to grow revenue by using a suite of tactics to increase knowledge, enhance performance, and adapt to change. The **Sales Readiness Framework** outlines what revenue and sales leaders must do to achieve a continuous state of excellence. The framework helps you identify the traits you want in your reps, enable and coach based on these traits, and then measure in-field performance to address gaps at the individual level.



Sales Readiness Framework



Define Excellence

Revenue leaders can partner with their organizations to define a Readiness Index that sets a baseline for what knowledge, skills and capabilities each sales rep should possess.

Build Knowledge

It is not enough to simply train sales teams; teams should utilize scientifically proven techniques to ensure knowledge sticks. Teams who deploy configurable, comprehensive sets of engagement mechanics, spaced reinforcement, and microlearning mechanisms every day will make knowledge stick. This not only helps onboard sales reps, but it creates a sales everboarding concept for them to continually perform.

Align Content

Great content can be a powerful weapon, but it only works if it's aligned to the sales process. Sales content management capabilities allow a central place for teams to not only access content, but because it's integrated within the context of their readiness program, they know exactly how to use it.

Analyze Performance

Nothing speaks louder than the real-world interactions revenue teams have with prospects and customers. Conversational intelligence capabilities leverage AI and machine-learning to provide insight on what's happening in the field. In addition, these metrics provide insight into how reps progress through critical programs.

Optimize Behavior

With those insights derived, sales coaching capabilities will close the loop, and ensure those areas of feedback make it back to not only individual reps, but back into the entire readiness program.

Benefits of the sales readiness mindset

- Sellers are fully prepared for interactions with customers before they get into the field
- Deal sizes increase and win rates improve
- Deals are won against more poorly prepared competitors
- There is a clear understanding of areas of opportunities
- Best practices are easy to identify

Be Ready to Grow Revenue

As new technologies and products are introduced to the market, it is critical to enact sales readiness strategies that help sellers develop the capabilities to meet their revenue goals. Nine out of ten sales executives and managers say their organizations face skill gaps or expect gaps to develop within the next five years, according to [McKinsey](#).

The teams who will thrive in today's competitive landscape will be those who ditch the traditional mindsets and embrace sales readiness by operating in a data-driven, continuous improvement approach. To foster sales ready teams, the five core components must be addressed to ensure sellers are prepared to perform: define organizational excellence, build knowledge, align content, analyze performance, and optimize that behavior to win.

Sales readiness is more than a mindset, it's a transformation.



About

mindtickle

Mindtickle is the market-leading sales readiness platform, helping revenue leaders at world-class companies like Johnson & Johnson, Splunk, and Wipro be ready to grow revenue by increasing knowledge, understanding ideal sales behaviors, and adapting to change. Dozens of Fortune 500 and Forbes Global 2000 companies use Mindtickle to define excellence, build knowledge, align content, analyze performance, and optimize behavior throughout their sales organizations. Mindtickle is recognized as a market leader by top industry analysts, and is ranked by G2 as both the #1 enterprise software product and #5 sales software product. Visit www.mindtickle.com or find us on [LinkedIn](#) to learn more.



Heinz Marketing is a B2B marketing and sales acceleration firm that delivers measurable revenue results. Every strategy, tactic, and action has a specific, measured purpose. Instead of focusing on the activities, we focus on the outcomes. What really matters is sales pipeline, closing business, and accelerating revenue. For more information, visit www.heinzmarketing.com.

Sales Readiness Made Real with Mindtickle

Mindtickle helps world-class companies be ready to grow revenue by increasing knowledge, understanding ideal sales behaviors, and adapting to change.

The Mindtickle Sales Readiness Platform offers industry-leading sales enablement, content management, conversation intelligence, and coaching tools – all in one place.

REQUEST A DEMO

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