SEC Sales Enablement Collective

The Rise of Revenue Enablement

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Introduction

Sales is one part of the funnel - enablement can, and should, impact all aspects of the revenue funnel. "

The enablement function is shifting: what started with a focus on quota-carrying sales reps and account executives, has expanded to supporting all customer-facing, go-to-market teams across an organization, covering the whole customer lifecycle.

You may be shouting "But we already do this!", and of course, many 'sales' enablement teams are. The shift in terminology recognizes, emphasizes and formalizes this graduation to 360 degree enablement, which generally includes sales, account management, marketing, product and customer success - anyone involved with creating demand and generating revenue.

This report explores:

- What has driven the shift to revenue enablement
- The steps to embedding it into an organization
- The role of a revenue leader
- How revenue teams are structured
- The benefits and challenges

We interviewed enablement practitioners across a range of brands and sectors to get their view on how and why the industry appears to be evolving, tips from their own experience, and what the future holds.

Featuring:

Hang Black, VP of Revenue Enablement, Juniper Networks

Jaclyn D'Arcy, Director of Revenue Enablement, GHX

Melanie Fellay, CEO & Co-Founder, Spekit

Bryan Grobstein, Director of Revenue Enablement, Lunchbox

Brandon Jones, VP of Revenue, PAAY

Carly Lehner, Head of Revenue Enablement, Andela

Spenser Miller-Fellows, Sales Enablement Leader, Invicti

John Moore, VP of Revenue Enablement, Bigtincan

Kunal Pandya, Director of Sales Enablement, UserZoom

Leore Spira, Head of Revenue Operations, Syte

Brandon Vasciannie, Digital Marketing Manager, Bigtincan

Christi Wall, Head of Revenue Enablement & Operations, SecZetta

Georgia Watson, Sales Enablement & Skills Transformation, Technology Unit (EMEA), IBM

A very formal definition… and some insider perspectives

Our definition: Revenue enablement means any investment that helps the revenue team work together in concert to produce more revenue. In practice, this means building and maintaining an aligned infrastructure that supports continuous revenue growth across the business.

Here are some alternative descriptions from our experts:

Melanie Fellay, CEO & Co-Founder, Spekit:

"Revenue enablement to me is really an evolution of sales enablement. As organizations start to realize how much of their revenue comes from expansions in B2B SaaS, they're beginning to take a more holistic, end-to-end approach with their enablement."

Christi Wall, Head of Revenue Enablement & Operations, SecZetta:

"'Revenue enablement' is a bit more all encompassing [than 'sales enablement'], and addresses all the different pieces of the organization that bring dollars in."

Jaclyn D'Arcy, GHX's Director of Revenue Enablement:

"Revenue enablement is a team that's dedicated to increasing the speed to value of new and existing commercial team members. The big difference is the focus on all revenue-generating team members versus just the new logo sales team."

John Moore, VP of Revenue Enablement, Bigtincan:

"Ultimately, revenue enablement is about connecting the front and back-of-house, where everything is done in a way that is sensitive to the next step in the customer journey - and the employee journey."

Hang Black, VP of Revenue Enablement, Juniper Networks:

"Where it used to be just sales enablement, or just technical enablement, we're now enabling anyone that touches revenue. So it's gotten fairly complex and involved and, quite frankly, a lot more interesting - just like our customers have gotten more interesting."

Brandon Jones, VP of Revenue, PAAY:

"I believe the shift to calling it "revenue" has been a shift in accountability to the entire funnel. Organizations are shifting from just a sales enablement focus to revenue enablement, I think because customer expectations are changing. They expect a seamless experience.

"Traditionally, they may have been passed to a different point of contact at each point in their buying experience whereas now there's a shift toward more ownership and accountability of the customer's experience throughout their journey."

It's all about the customer journey

As organizations realize the power and value of the customer experience, establishing a seamless and consistent strategy that matches their expectations seems like a natural progression, as opposed to one where they feel like they're being 'handed off' after a sale is made. In other words, SE alone is not enough for a truly holistic and optimized customer strategy.

As Leore Spira, Head of Revenue Operations, Syte, puts it:

"Traditional sales organizations are transforming into revenue organizations. When we look at the customer journey, we can see that sales are not the only team or department responsible for revenue - it's the whole revenue organization. This is how a customer journey is built: from the top of the funnel to the bottom."

Sounds great - so how do you actually put a plan in place to formally align enablement across your organization?

Let's do this...

Revenue enablement: A 9-step strategy

When you're building your revenue enablement strategy, your primary aims are to:

- Break silos that create a fragmented customer experience.
- Support continuous revenue growth by increasing retention and improving opportunities. for upsell and cross-selling, as well as the initial signing.

... and to do this by:

- Creating alignment in terms of people, processes, and strategy.
- Developing a change in organizational culture.

Step 1: Plan your strategy around the customer journey

Again, you may be thinking "Yeah, we already do that". And so you should be! But revenue enablement means taking a more deliberate approach and being literal about customer journey mapping.

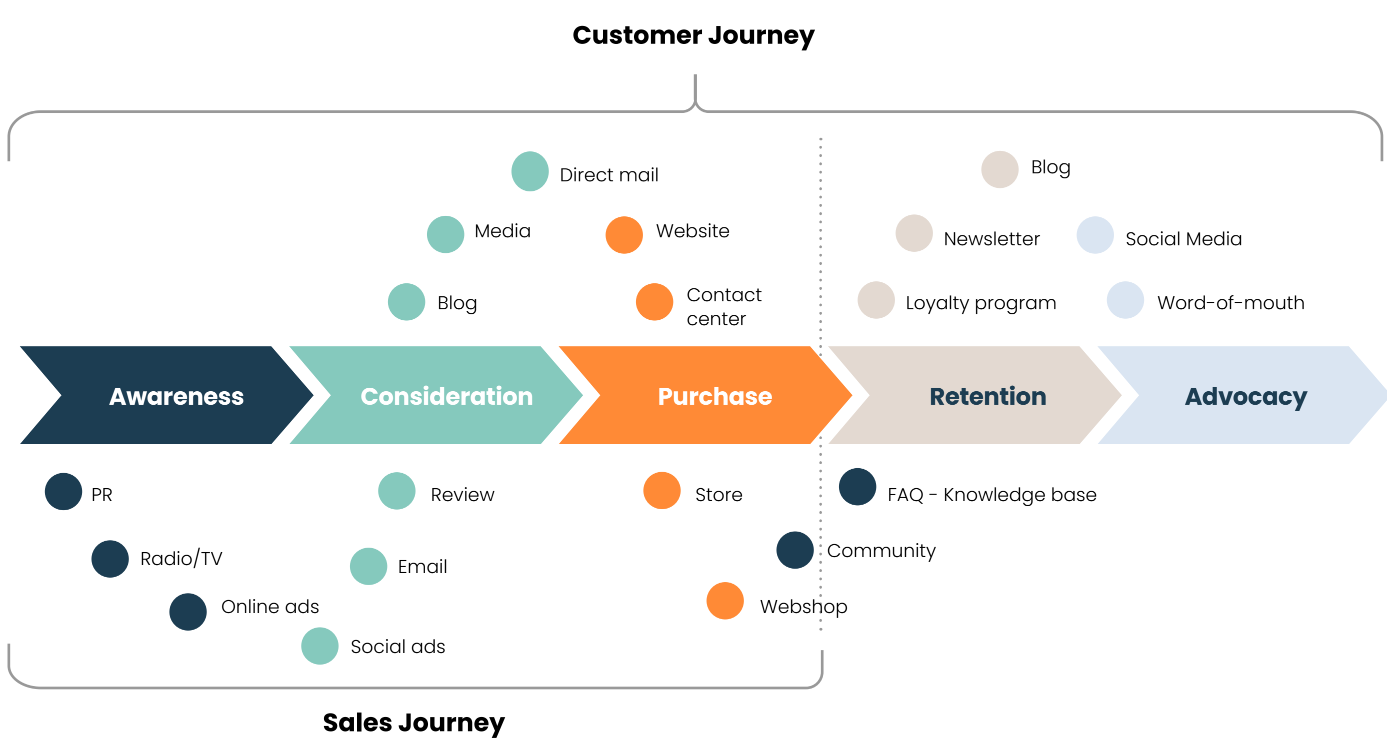
Think of how the customer interacts with your business throughout all the different stages in the buying process, from discovery, through the initial purchase decision, onboarding, and ongoing support, to renewals, upsells, and even advocacy.

The aim of mapping the customer journey like this is to identify areas where the journey can be improved to:

- Increase engagement through better targeting
- Eliminate ineffective touchpoints
- Increase conversion
- Retain/upsell

The ideal scenario is that you can use the map to align your processes - in terms of cadences, call scripts, the content, or information provided - to the customer journey so that they are given just the right experience at just the right time.

Action point:
Go map out what YOUR customer journey looks like + identify any gaps



Step 2: Define the teams within your revenue org

Who will you be supporting? How do the teams work together? Where are the interdependencies?

Typically, the teams with regular customer touchpoints will be:

- Sales (BDRs, SDRs, sales reps)
- Account Managers
- Product
- Customer Success
- Marketing

But, not all organizations have a demarcated structure that separate functions such as these (or even uses the same terms or job titles). And that isn't a bad thing - after all, we're talking about an integrated approach here.

But it's crucial to match those customer touchpoints from Step 1 to the teams, individuals or processes which interact with and influence them.

Action point:
Go away and identify the revenue reps in your org.

Step 3: Audit the current customer experience

Establish the success metrics you're benchmarking against (gross revenue, new customers/logos, churn rate, customer lifetime value, whatever), and ask questions such as:

- What are the friction points (internally and for customers)?
- When are we experiencing churn?
- Where could teams be working together more effectively?
- What is this costing us in lost revenue?
- Where can we bridge gaps in processes - and how?

As well as:

- What are we doing well?
- Where/when are most deals being closed/renewals/upsells/cross-sells happening?
- What can we learn from this to replicate across the business?

Are your teams managing their processes and their day-to-day tasks as they should? Are they providing the data to improve processes and better understand their customer?

This will give you a clearer picture of where support is needed to take a more joined-up and consistent approach.

Action point:
Reveal the levers that are available to you to help YOUR business grow...

Step 4: Identify where you can move the needle

In any change management exercise, you have to accept at the beginning that you can't simply achieve everything at once.

Start with the most impactful challenges and friction points: the ones that are having the biggest impact on the bottom line. Then allocate realistic priorities and resources.

How do you know where to start?
To pinpoint your priority areas, at an executive level, ask questions like:

- Are we going to scale our revenue team by hiring new sales reps, AEs, or customer success reps? Then your onboarding program needs to be super-tight.
- Do we need to improve the productivity of our existing teams? Then drilling down into process optimization and training will be your priority.
- Are we planning to expand our product portfolio? Then product certification would be the area to concentrate on to ensure sales readiness and confidence to pitch and advise on them.

Action point:
Uncover the biggest business priorities so you can start making an impact.

Step 5: Culture shift

You've done your discovery work, now you need the support to set your ambitions in motion.

One of the most striking things when talking to our enablement experts was the consensus that everyone who is customer-facing should be seen, and see themselves, as a 'seller', regardless of whether they have that word in their job or team title. Each one has a role to play in delivering a great customer experience, which generates qualified leads, turns opportunities into sales, maintains relationships to encourage renewals, upsells, and advocacy. And so on.

As the adage goes: people buy from people (and especially from people they trust).

Mary Tafuri, IBM's VP of Global Sales Enablement, goes even further in her definition, extending it to anyone whose role influences the customer:

"When I say sellers, I really mean any role in the go-to-market from the client executive to the digital sellers, to the brand rep, portfolio rep, or technical roles: architect, technical sellers, design consultants, or data scientists."

Getting C-suite buy-in

Go back to the research you did in Step 3, and those areas of friction you identified in the current process: Where are we losing revenue? Where are we missing opportunities for growth? What is it costing us to do nothing? If you can present this in cold, hard numbers, then management should sit up and take notice.

Finding an executive sponsor will undoubtedly make buy-in easier (for example, your Chief Finance Officer or Chief Revenue Officer).

"If you can show them how you will help them to achieve their goals", says **John Moore,** *"They won't just be your sponsor, they're going to be your champion, and a remover of obstacles."*

Learning how to articulate 'enablement' as a function that hasn't really existed before has actually been a challenge **Hang Black** has enjoyed rising to.

"What's very rewarding about it is when you're able to articulate it, and people finally understand what you're trying to create, and the value that it brings to the business, there's nothing like it to have everyone rowing the same direction."

If you look at your sales process with a wider lens, you realize that, yes it starts when you first engage with a customer and the interactions that occur throughout getting them to close. But, so much of that process of getting buy-in, identifying champions and driving expansion happens post-sales.

Getting employee buy-in

As anyone who's been involved in change management will tell you, pushing employees out of comfort zones is tricky and can be met with resistance, particularly when there's a lack of consensus between teams who all think 'their way' is the best way. And that's before you even begin to take steps to put strategic change plans into action.

You want to establish a culture where:

- Change is seen as positive, and as an opportunity for growth.
- Collaboration is rewarded, as opposed to a siloed, 'us vs. them' attitude.

This means assigning ownership of the various customer touchpoints to increase accountability, but combining this with an emphasis on where there are interdependencies in processes, and opportunities for collaboration.

"If you look at your sales process with a wider lens, you realize that, yes, it starts when you first engage with a customer and the interactions that occur throughout getting them to close," adds **Melanie Fellay.** *"But, so much of that process of getting buy-in, identifying champions and driving expansion happens post-sales."*

Action point: Gain the support you need to put your growth plans into action.

Step 6: Knowledge, skills and processes training strategy

As we keep emphasizing, revenue enablement is all about tailoring your approach to the customer. This step covers how you:

- Embed an aligned approach to internal and external processes.
- Ensure consistent messaging with every customer interaction, be it on a call, in an email, or in person.

This means iterating and building out programs to refine and reinforce behaviors and habits in the way each team operates and communicates.

Knowledge training: Any content that you need your teams to learn and understand at a fundamental level, such as: product; solutions; features & benefits; or messaging.

Skills training: Softer skills like: handling objections; impact questions; storytelling; qualification and discovery skills.

Process training: The specific steps to take when communicating and interacting with customers. How do you want them to perceive your brand and make it stand out? How do you want to present your value proposition?

Depending on the resources you have available to you, ideally, your training program will focus on different groups within those teams in terms of skillsets, job roles and experience levels - as well as the specific objectives each team is working towards.

So what's the difference in the type of training and content you deliver to different teams?

For example, **Meganne Brezina, Lessonly's Head of Revenue Effectiveness,** describes how Lessonly is going through an exercise of deep enablement, with role-specific certifications:

"My SDRs are certifying on something different from my account managers, account executives, and post-sales. We do very role-based, targeted enablement, purely based on what the objectives are for the team that have been agreed upon for the quarter."

Christi Wall looks at training programs through the lens of where each team steps into the customer lifecycle:

"It helps to determine how to train and what to train on. For example, sellers need to be articulating value from the beginning. They need all the tools and resources to get that deal won. Customer success needs many of the same resources and training, but that focuses on skills for nurturing, and customer satisfaction, etc."

Manager enablement

This is crucial, especially for larger organizations, to scale and cascade your training and scale your enablement activities.

Action point:
Upskill your teams to work seamlessly.

Step 7: Onboarding strategy

As always, this is a critical step - not only to embed knowledge and skills around product and processes, but also to set expectations and establish a culture of collaboration from day one.

In fact, the majority of enablers we spoke to said getting their onboarding strategy in place was their first priority, even more so when they were looking to scale.

To orchestrate a holistic onboarding strategy for your revenue team, you may want to involve a wider scope of functions than with a traditional sales enablement approach, bringing in HR, ops, IT, tech dev and marketing (depending on the nature and scope of your offering).

Emphasize the importance of collaboration, with sessions bringing together (virtually or in-person) multi-functional teams.

Action point:
Get new hires productive as soon as possible - a priority!

Step 8:

The right technology

An optimized CRM platform is essential to capture all the data you'll be collecting; analyze it and move tasks forward from one department to the other.

You need to arm your teams with the right platform(s) to:

- Enable each stakeholder to provide the data required to move forward to the next milestone.
- Organize content in a way that people can easily surface what they need, when they need it.
- Maintain effective communication and feedback between enablement and your customer-facing teams.
- Organize curriculums for training and coaching, and build learning paths.
- Create a transparent and consistent feedback loop between reps and managers.

Jaclyn D'Arcy says this was pivotal to evolving her revenue function:

"Creating a source of truth for both content and for my trainings [was my goal], creating a space where those two things could exist and a place for our teams to streamline some of the backend work that they needed to do to prep for customer meetings and to continue getting better at conducting customer meetings. So we adopted a sales enablement platform... I think what put revenue enablement on the right track was probably the proper launch and utilization of our enablement platform."

Action point:
Review your tech stack to ensure maximum efficiency.

Step 9: Measurement

Metrics are the building blocks for enablement; they guide your efforts and help you stay focused on the big ticket objective: moving the needle on the revenue target. One of the key functions of revenue enablement is to provide insights and analysis of the team's efficiency, and identify where strategic and tactical improvement can be made.

Brandon Vasciannie, Bigtincan's Digital Marketing Manager, says: *"You need revenue enablement to layer process-focused, data-driven systems right on top of SE's coaching, training & content systems."*

Notoriously, identifying and measuring SE's ROI is not straightforward, so measuring enablement's success across multiple functions may sound even more daunting. However, a system of shared goals, KPIs, and metrics can actually make it easier to tie revenue back to individual team efforts, identify areas for improvement and optimize for predictable financial results.

As **Brandon Jones** sums it up:

"Traditionally, leadership has been focused specifically on sales performance, but leaving things at the top of the funnel. So everyone's been siloed, and just evaluated their performance on what they specialize in. I think we're going to see leaders being asked to be thought leaders and experts on evaluating the whole funnel.

"How can you make sure you work alongside marketing to create the leads to hit the sales number? And sync up with account management and customer success to hit your retention numbers? I think we'll start to see a consolidation there."

What metrics should you look at?
Instead of looking at enablement as strictly a revenue driver, you need to demonstrate how enablement impacts your various business objectives. With your wider, organizational goals front of mind, you can identify how enablement will play a part in reaching them. For example, if you're aggressively hiring and have set a goal of reducing the time it takes to ramp new reps, you can measure how different enablement initiatives impact overall ramp time.

So, as well as looking at overall results that the entire revenue function is responsible for, such as gross revenue or new customers/logos, you can break metrics down by team using the following indicators:

Top of funnel (SDRs):
- Onboarding: ramp to first sale/first quota
- Number of meetings booked
- Number of qualified leads identified
- Volume of opportunities created (dial to set)
- Quota attainment (this can apply to each revenue-generating team)

Mid-funnel (Sales):
- Conversion rate of leads to opportunities
- Number of bookings or demos made
- Pipeline growth
- Cycle length
- Win/close rate
- Average deal size
- New logos

Mid-funnel (Account Management)
- Customer interaction
- MRR (monthly recurring revenue)
- ARR (annual recurring revenue)
- Contract renewal
- Cross and up-sales

Bottom of funnel (CSMs):
- Customer onboarding rate
- Net retention
- Churn rate
- Net promoter score (NPS)
- Customer lifetime value (LTV)
- Referrals & advocacy creation

"Aside from quantitative metrics, there are qualitative factors to consider," says **Melanie Fellay.** *"I always recommend implementing a post-sales process survey. How do your reps gauge their proficiency levels after closing a deal? After onboarding? Implement measures to gauge feedback throughout the touchpoints within the buyer's journey to identify what's working and areas for improvement."*

Action point:
Identify how enablement will impact your business objectives - and how you'll gather the data to demonstrate that.

What's driving the shift?

Why have businesses recognized a deep need to extend the same support that enablement offers to sales across all areas of the revenue cycle?

Changing customer expectations due to the SaaS explosion

Customer needs are changing; they expect a full cycle experience, rather than one that's fragmented and makes them feel like they're being handed-off around different departments.

A major reason for this is the growth of the SaaS industry, and the maturation of the subscription model.

"SaaS is very 'heavy touch' in terms of customer experience, and making sure that you can either retain those customers or get them to upsell and or cross-sell. You don't just sell to the customer once and send them out the door. It's a revolving motion of them coming back into the revenue funnel at some point," says **Brandon Jones**.

"This is where an enablement person needs to focus on how they can enable not just sales, but how they can enable all customer-facing functions."

This is particularly for the B2B sector, which has a much longer sales cycle than B2C, and a more complicated decision-making process. This means a longer term investment in nurturing relationships, not just for initial sales, but for retention and renewals.

Greater productivity and efficiency

A revenue enablement function has a holistic overview of conversion rates and trends, which helps each department to be more focused, productive, and efficient.
For example, it can:

- Offer guidance to marketing to build their buyer persona in a much more detailed way.
- Help sales to arrive at their demo to pitch in a much more focused way.
- Enable customer success to measure the customer experience and the customer relationship, to prevent a customer from becoming a risk account.

Proof that enablement offers tangible value

Carly Lehner is **Head of Revenue Enablement** at **Andela,** but was previously Global Head of Sales Enablement at Axiom. For her, expanding the scope of enablement to the entire revenue team just makes sense. She says:

"If 80% of our sales people hit quota, that's great. But to be able to translate that to recurring revenue every year, is, I think, even more powerful.

"In fact, I work with a leader today who feels that the sales team should be smaller than your account management team, as they're the ones that actually are going to make sure that revenue keeps coming into the business every year. Having enablement influence all aspects of that, I think, is just a natural evolution."

It explicitly addresses the need for cross-functional alignment

Businesses are starting to recognize the need to align goals, practices, and initiatives among these interlocked buyer and customer-facing employees - to provide consistency for both customers and internal teams. 97% of employees and executives believe a lack of alignment within a team impacts the outcome of a task or project, according to a study by Salesforce. Meanwhile, 86% cite lack of collaboration or ineffective communication for workplace failures.

"Recent buying research highlights customers interact with an average of nine types of provider representatives before making a purchase decision, not just sales reps," says **Georgia Watson, Sales Enablement & Skills Transformation, Technology Unit (EMEA), IBM.** *"And customers are more likely to move forward with a purchase when their pre-sales experience is consistent across all provider representatives."*

Maturity of organizations

The size and maturity of your organization will dictate where you can extend support to teams beyond sales. You also need to consider the complexity of your product, your deal sizes and how consultative your business is. For example, if the majority of your sales are transactional - like in B2C, for example - the sales cycle will be much shorter, so concentrating your enablement activities on sales probably makes more sense.

For **Jaclyn D'Arcy**, the lightbulb moment came when she looked at how a customer interacted with the business throughout all of the different buying phases:

"We saw how well we serve our customers would ultimately be the reason why they renew or want to buy more from us. And it was in that moment that I realized that the team that's really focused on helping our new logo sales reps [ie, sales enablement], perform better, would be doing a disservice to the company if they weren't supporting all of the other roles that so uniquely support our customers."

Here's how she envisions the development of the enablement function within an organization.

3 tiers of enablement maturity

Tier 1		Growth tips
No formal enablement function	Marketing, HR and sales operations work together to get the sales team what they need to sell.	• Focus on building out and training on playbooks for each product: customer personas; how to use discovery to identify opportunities; explaining your value proposition; how to handle objections; competitor profiles. • Share knowledge and success stories to build confidence and trust. • Start to develop a strong onboarding program and make a record of skills gaps to address as you scale.
Tier 2		
One-person or small enablement team	Focused only on the new logo, prospecting sales team. Common in businesses that have a more transactional sales model, with a shorter cycle.	• Use your focus on the sales team to create an infrastructure that can be rolled out to other teams later. • Develop a strong onboarding program. • Identify success metrics.
Tier 3		
Larger, more mature enablement team	Focused on all revenue-generating teams. Has a knowledge, skills & process training strategy in place based on job roles, skillsets and experience levels, and a standardized certification program.	• Focus on refining repeatable, sustainable processes. • Document what works so you can continue to maximize growth at scale. • Keep seeking that all-important feedback from stakeholders - including customers and your teams.

(Courtesy of Jaclyn D'Arcy, Director of Revenue Enablement at GHX)

"But we've always done this" - Is it really just a matter of semantics?

According to **Bryan Grobstein, Director of Revenue Enablement, Lunchbox,** the term 'revenue enablement' has emerged in recognition of the fact that it's always been enablement's role to support every customer-facing team; that having 'sales' in the title has been a little misleading for some time:

"There's this binary of whether it's sales or revenue. To me, it's just an alternative naming convention. Because If you are customer facing, you're in sales, right: your job is to either land or expand or retain.

"If your role is called 'sales enablement', sometimes it gets lost in translation that you're there to support the entire go-to-market structure. But end-to-end sales readiness doesn't end with closing the deal. A significant portion of bottom line revenue comes from expansion."

Kunal Pandya, UserZoom's Director of Sales Enablement, shares the view:

"I report to our Chief Revenue Officer, who's responsible for the entire revenue function. That includes new business sales, but also existing customers - that's our account management team. And I'm measured on both. We've got a very strong focus on keeping our existing customers happy, but also growing our business. So, while my official title is 'sales', revenue enablement is really what I do."

'Revenue enablement' recognizes a broadening of the scope to support any team with a quota and/or targets to hit, says **Meganne Brezina:**

"That shift, I think, has been very impactful for a lot of businesses. And I think that the moniker just has changed to reflect that."

Spenser Miller-Fellows, Sales Enablement Leader, Invicti, may have 'sales' in his job title, but he intentionally refers to his department as the 'enablement department':

"It's because we're here to help the entire revenue organization and anyone that interacts with customers: that's the team goal. The team motto that I put forward is 'we build roads to success'.

"Our job is to make it so that the people within our organization are capable of working with customers, and being successful in their job so they know what they can do in terms of their development. They know what they can do in terms of their specific roles and processes, and we equip them with all of the right tools and skills to be successful."

How do you structure a revenue team?

There's no perfect science to organizing a revenue team, says **Carly Lehner:** it depends on what your rev org looks like, and the resources you have access to.

"What I've learned is that some teams have stronger needs at different points of the year. For example, I leveraged my customer success enablement manager, to help build out the account executive onboarding program, and a lot of that will be able to be used with account manager onboarding, too. So really, it's just being flexible and how you leverage the team's time. But for the most part, I'm kind of organizing it by function within the revenue org, at least for now."

Bryan Grobstein is seeing a move towards recruitment for enablement practitioners who focus on specific verticals within an organization:

"Recently, I saw a Director of Enablement recruiting for someone to join her team with a focus on account management. So you could be hiring a team of specialists, where they have a history, they have experience in that role, whether it's account management, prospecting, post-sale, expand and retain - but not necessarily a background in traditional sales enablement."

Carly agrees and says she expects to see a lot more specialist enablement positions, other than just for sales, coming through.

"The role I just hired for is an SDR enablement manager, who will help orchestrate the partnership between Marketing and SDR, handovers to AE, onboarding, etc. My next hire would be an Onboarding Program Manager."

What's the job of a revenue leader?

Ultimately, it's about aligning teams, and bringing focus and structure to the revenue org's mission. As **Brandon Jones** describes it, "taking full-funnel responsibility":

"When I think of the traditional Head of Sales, their sole responsibility was to the sales organization. Which would leave other functions like customer success and marketing siloed from sales. But, I think this ignored the fact that a lot happens before a lead reaches sales (marketing activities and lead generation) and after the new business sale is made (customer onboarding, value delivery, retention, customer satisfaction)."

The breadth of a revenue enablement leader's remit will ultimately mean evaluating performance beyond monetary figures, but also from an efficiency and consistency standpoint.

For **Hang Black,** it's about staying ahead of the curve to make sure she's one step ahead of the competition in delivering outcomes, and about to become a "trusted advisor" to other teams within her corporation:

"I see revenue enablement [leadership] as looking behind corners to see where the market is moving to, not where it is. Because if we are preparing for today, we're already going to be behind for tomorrow. What we're looking at is outcome-based selling and how we ensure that our sales team are outcome-focused for our customers."

Advantages of revenue enablement vs. sales enablement

Lower churn

A higher quality customer experience lowers the churn rate and increases customer lifetime value (a Zendesk survey found that 62% of B2B customers purchased more after a good customer service experience, while 66% would leave their supplier after a bad one).

Having enablement involved in each phase of that buyer or client relationship helps make handovers easier, which leads to stronger retention. Which ultimately means more revenue stickiness and predictability.

Says **Melanie Fellay:** *"When everyone is speaking the same language, touting the same value propositions, customers develop a deeper connection with your brand which ultimately leads to higher outcomes and results."*

Drives data into strategy

For **Leore Spira,** being able to track success across cross-functional teams allows businesses to make better, more data-driven decisions about how and where to invest in technology.

"It's crucial to have transparency and accurate data to understand the company's revenue growth and understand if you are building an efficient, scalable and productive revenue machine.

"On top of that, it improves the rate of ROI in sales tech and CRMs by better connecting them to drivers of revenue."

Better employee engagement, incentivization, and retention

With an aligned approach, it's easier to establish common financial incentives for all customer facing functions that are tied to customer lifetime value and firm financial performance.

But, as anyone who manages people will tell you, it's not all about money. Creating greater transparency about how your revenue model works, and how the different roles within it fit together, gives your people a clearer view of what their career path looks like in your org, and where there are opportunities for personal and professional development. These are powerful motivators and drivers of performance, and mean your top performers are less likely to leave you to work for a competitor.

Carly Lehner says her goal is to make everyone's job a bit easier, in turn with working together: *"If we can reduce any friction that hopefully means happier employees and happier employees, mean productive employees. I think enablement is a great retention strategy for revenue teams, for sure."*

A strategy that fits together seamlessly doesn't just deliver great customer experience, but great employee experience.

And enablement is laser-focused on getting under the skin of what makes people tick, pinpointing and nurturing soft skills as well as technical aptitude, so widening its scope across the business makes for better hiring decisions. **Jaclyn D'Arcy** says:

"You start building better connections to your talent acquisition team, so as they are trying to fill these roles, enablement can really guide the hiring decision, so that we're bringing team members into the organization that fit our culture."

Better resource allocation

From a management point of view, this integrated approach allows a more streamlined way of sharing content, training, and coaching support across cross-functional teams. Which, in theory anyway, should take some of the pressure off individual team resources.

Conclusion

It could be a case of 'adapt or die', as enablement that continues to concentrate its efforts on only the top end of the funnel will find it harder to scale and begin losing market share to competitors.

As Georgia Watson says: "Sales enablement that focuses only on enabling sellers - without considering the broader customer-facing teams, tools, and processes that make a sale happen - will become obsolete."

The shift to full-funnel responsibility will ultimately be good for customers, offering a more cohesive experience that's better equipped to meet their needs by truly focusing on their experience and journey. After all, no one actually wants the hassle of having to go through the process of finding an alternative provider.

To start preparing for the expansion of enablement's scope at your organization, you must be willing to cast a critical eye over existing strategies and programs, evaluate their effectiveness, and identify opportunities to pivot processes and programs.

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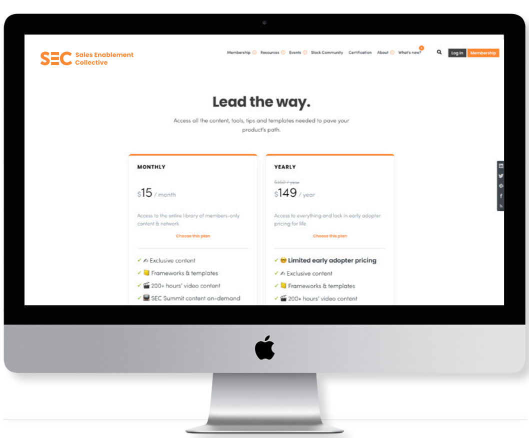

TL;DR - Sales enablement vs. revenue enablement at-a-glance

While the job title may be a matter of semantics, there is more than just a subtle difference between sales enablement and revenue enablement:

Sales enablement	Revenue enablement
• Focuses on top end of the funnel.	• Focuses on entire journey, putting the customer at the center.
• Only reps are identified as 'sellers'.	• All teams with a go-to-market role are recognized as 'sellers' responsible for rev gen (AEs, marketing, CSM, etc).
• Fragmented customer experience.	• Smooth customer experience; customer feels they have positive relationship with the org as opposed to separate teams.
• Enablement resources and decision-making centralized on sales.	• Resources (inc content, tech and training/coaching) can be leveraged where they offer most value.
• Us & them, siloed mentality.	• Collaborative & aligned approach, with shared goals and success culture. Establishes common incentives for all customer facing functions tied to financial performance.
• Gaps in data/metrics to monitor and improve success.	• 360 degree approach means strategic & tactical decisions can be driven by data and focused on predictable revenue results.
• Employee motivation linked mainly to financial incentives; high staff turnover due to lack of engagement.	• Clearer opportunities for personal development and career progression, leading to greater motivation and retention.

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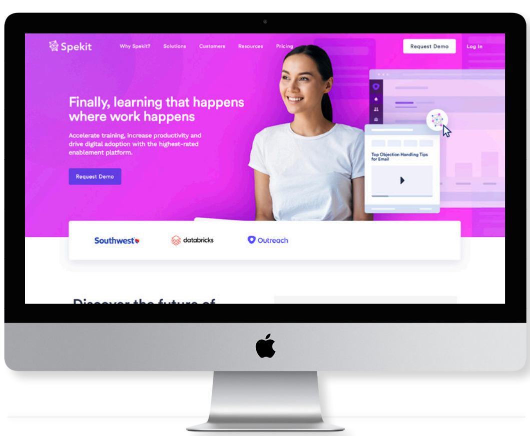
Spekit is the new way to learn in today's remote, digital workplace. Say goodbye to distracted zoom training sessions or lengthy LMS courses your teams will forget. Instead, Spekit takes all of your training & enablement - for your tools, processes, sales playbooks, SOPs and more and embeds that training directly in your employees' tools & workflows, right when and where they need them. Whether that's a walkthrough to guide them through creating a quote in Salesforce or a competitor battle card to handle an objection in their email, Spekit is your learning companion every step of the way.

Learn why Spekit is the top-rated solution on G2 and the AppExchange and why Revenue Operations & Enablement leaders at Uber Freight, Outreach, Snowflake, Southwest Airlines, JLL and more choose Spekit to accelerate onboarding, drive tool adoption increase productivity, remove the friction of change management and fuel the growth of their employees - from anywhere.



SEC Sales Enablement Collective

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