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Rev Up Revenue:

Reimagining Sales Enablement
through Breakthrough Results

EBOOK
2024

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Introduction

If your company wants to unleash the true potential of its sales force, it must reimagine its approach to sales enablement.

It's not easy to challenge the status quo, so Brandon Hall Group™ partnered with Litmos to assemble a powerhouse of industry experts for a virtual roundtable discussion designed to challenge assumptions and provide new and insightful ideas and strategies to drive revenue growth.

The discussion focused on the evolution from sales training to sales enablement to revenue enablement over the past several years and the key strategies for success in the evolving revenue enablement landscape.

Sales Training	Sales Enablement	Revenue Enablement
The process of teaching sales representatives the skills, knowledge, and techniques they need to effectively sell a company's products or services.	A broader strategy that provides sales representatives with the resources, tools and processes they need to sell more effectively throughout the entire sales cycle. This includes content, technology (like CRM systems and sales intelligence tools) and ongoing training and coaching.	A more holistic approach, aligning various teams across the organization to drive revenue growth. It focuses on optimizing the entire customer journey, from initial awareness to post-sale support and expansion.

Moderated by Claude Werder, Senior VP and Principal Analyst at Brandon Hall Group™, the panel featured:

Jeff Griggs
Chief Revenue Officer
Litmos

Ted Martin
President,
Chief Revenue Officer
Factor 8

Chris Richards
Head of Corporate
Development
Litmos

Steve Richard
SVP of Revenue
Enablement
Mediafly

These innovators provided insights for building a culture of continuous learning and sales onboarding, AI-powered insights, data analysis, and cross-functional alignment.

Summary of the key themes and takeaways from the discussion:

Rapid Evolution

There has been a fairly rapid evolution from a focus on training salespeople to sales enablement to revenue enablement.

The move to a more holistic approach is driven by the recognition that successful revenue generation requires a coordinated effort from various departments and stakeholders beyond sales — including marketing, customer success and external partners.

A Model for Modern Revenue Enablement
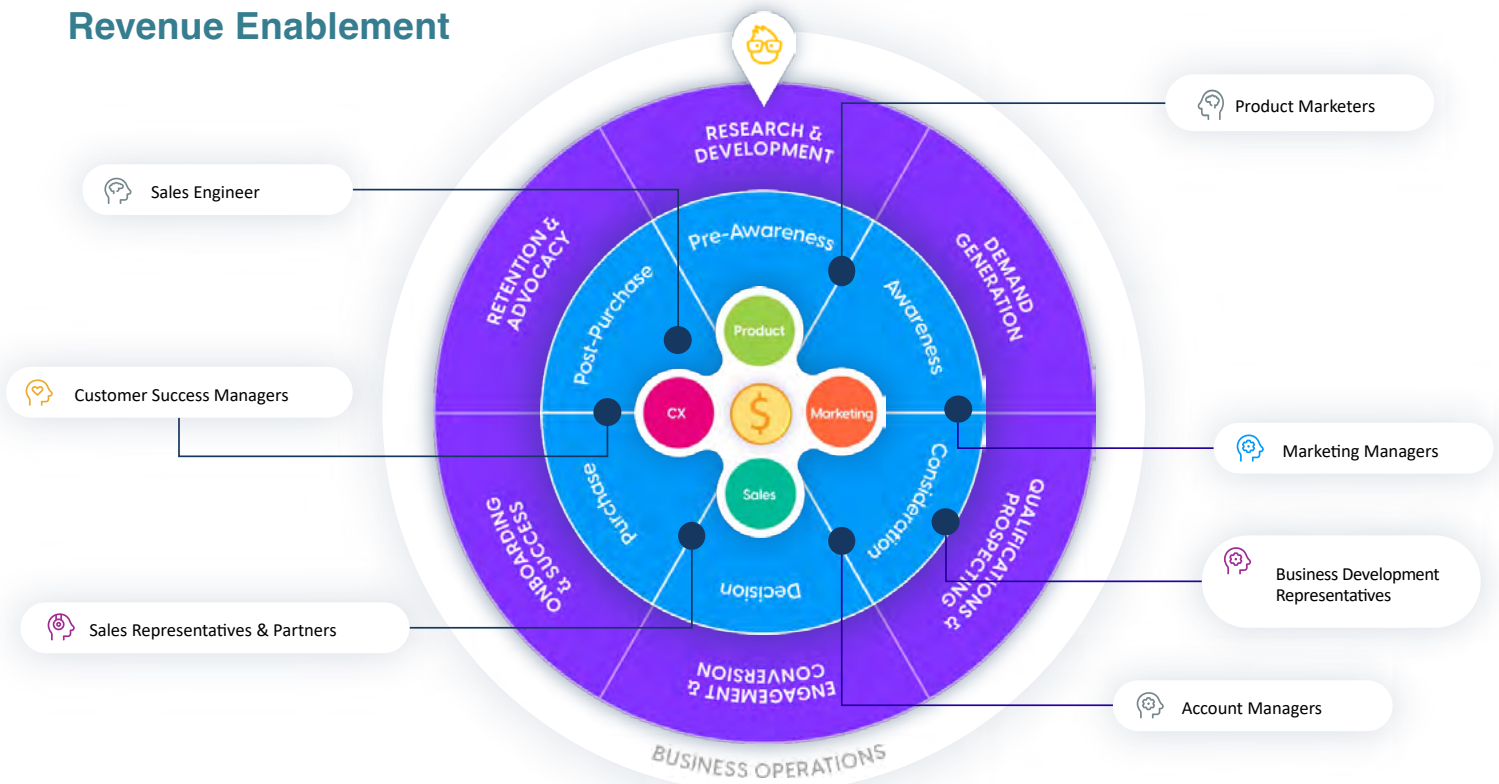
Source: Litmos

The alignment of sales and marketing creates a shared understanding of the target audience, buyer personas and the customer journey. By working together, sales and marketing teams can develop more effective strategies for lead generation, nurturing, and conversion.

Leading companies are also investing in their customer success teams to help customers achieve their desired outcomes, increase customer satisfaction and reduce churn. This shift demonstrates that retaining and growing existing customers is just as important as acquiring new ones.

By providing training and support to external partners, companies can ensure that they are effectively representing the brand and delivering a consistent customer experience.

"Revenue enablement requires the whole organization to be swimming in the same direction to make it work."

Chris Richards
Litmos

"The evolution of partnership between who we are hiring, who we are enabling, and personalizing the needs of a seller or CSM or whoever is in the field and our partnership with HR has become very important."

Jeff Griggs
Litmos

Ted Martin of Factor 8 noted that the problem often isn't a lack of training, but a lack of ongoing coaching and reinforcement. While alignment starts with top leaders, frontline leaders play a critical role. "Being that front-line leader is the most impactful position in a business because you drive what is going to happen within your organization."

Added Steve Richard of Mediafly: "If the first levels are not on board and that second level over that team, forget it." This again highlights the importance of alignment — not just in terms of strategy, but in the commitment from all levels of the organization.

Continuous Learning Culture

For successful enablement, organizations must value and develop a culture of continuous learning, the panelists stressed.

Revenue enablement is not just about implementing new tools, processes or training programs; it's about fostering a culture that values continuous learning, growth, and adaptability. Without a supportive organizational culture, even the most well-designed enablement initiatives can fall flat.

Enablement requires a shift from a traditional, transactional sales mindset to a more consultative, customer-centric approach. This shift can be challenging for organizations with deeply ingrained sales cultures. By actively promoting a continuous learning and growth culture, organizations can help their sales teams embrace new ways of thinking and working.

Culture change starts at the top. When senior leaders understand and champion the value of continuous learning and enablement, they set the tone for the entire organization. They can allocate resources, remove barriers, and create accountability for enablement initiatives. Without strong leadership buy-in, enablement efforts can quickly lose momentum. At the same time, that culture of learning must be pushed down to the front lines. Everyone must buy in.

> **"Always be thinking and training, teaching someone something new, coaching. Look carefully to understand whether people are actually mastering it and applying and optimizing it — those are different things."**

Steve Richard
Mediafly

A culture of continuous learning and enablement can have a powerful impact on employee engagement and retention. When sales representatives feel supported in their growth and development, they are more likely to be motivated, committed and loyal to the organization. This, in turn, can lead to higher performance, lower turnover and a more positive work environment.

This culture also helps organizations stay ahead of the curve by fostering a mindset of constant improvement and innovation. By encouraging experimentation, risk-taking and learning from failure, organizations can build resilience and responsiveness into their sales teams.

In the panel discussion, these tips and strategies emerged:

Communicate the vision: Clearly articulate the value and importance of continuous learning and enablement and how it aligns with the organization's overall strategy and goals.

Lead by example: Ensure that senior leaders and managers are modeling the behaviors and mindsets they want to see in their teams.

Provide resources and support: Invest in the tools, technologies and programs that enable continuous learning and development, and ensure that sales representatives have the time and support they need to engage in learning activities.

Measure and iterate: Regularly assess the impact of enablement initiatives on sales performance and revenue, and use these insights to continually refine and improve the organization's approach to learning and development.
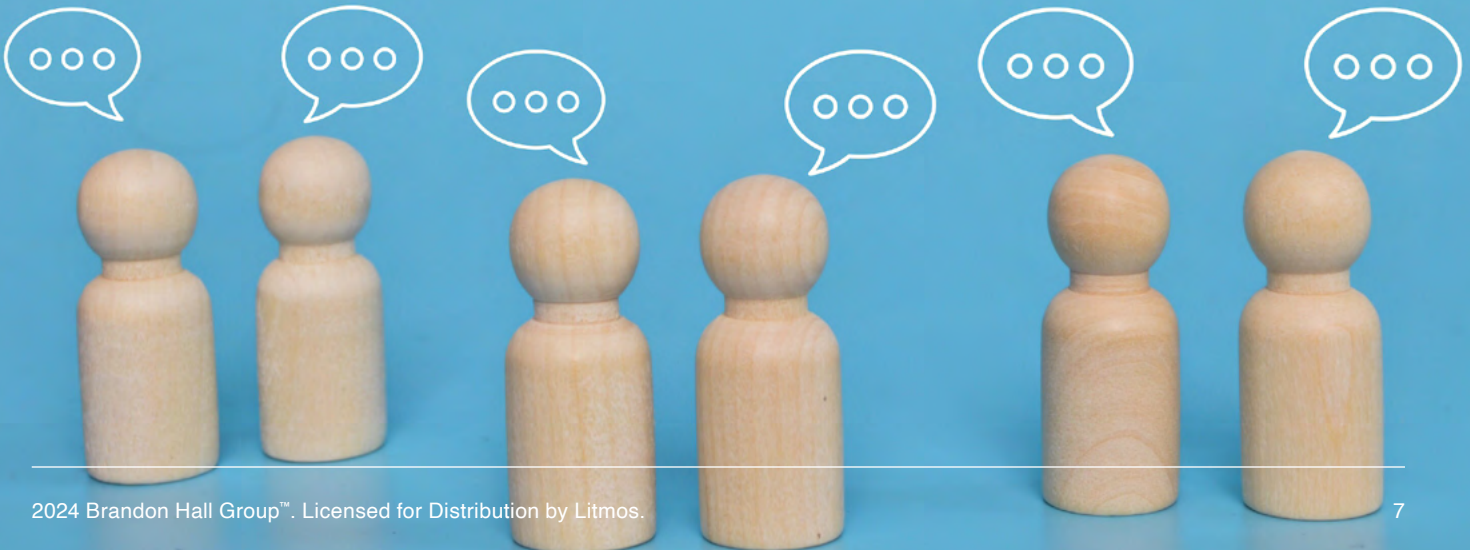
Celebrate successes: Recognize and reward individuals and teams who embrace continuous learning and drive successful enablement outcomes.

"**If you don't report on it and if you don't compensate people for it, they're not going to do it.**"

Ted Martin
Factor 8

The Importance of Continuous Sales Onboarding

Creating a culture of continuous learning enables organizations to get into a cycle of continuing onboarding. This is critical to revenue enablement success because of the dynamic nature of the sales profession, ultimately addressing the need for ongoing skill development, understanding of complex products and services, and the ability to adapt to changing market conditions.

Selling requires a combination of hard skills (e.g, product knowledge, market analysis) and soft skills (e.g., communication, negotiation, empathy) that makes one-time or occasional training ineffective. Like all learners, sales and revenue professionals are subject to the Ebbinghaus forgetting curve, which illustrates the exponential decay of knowledge and information retention over time.

That means without regular reinforcement and practice, sales representatives are likely to forget a significant portion of the knowledge and skills they acquired during initial onboarding sessions. This can lead to reduced sales performance, missed opportunities and, ultimately, a negative impact on revenue.

> **"The more you can invest in learning upfront to get them productive is critical. Sales is naturally a very transient role. People are coming in and out all the time but the more effective you can get them onboarded and selling that first deal quickly, that's real ROI you could take back to senior leadership to reinvest in this program."**

Chris Richards
Litmos

All the panelists stressed that the positive impact of continuous sales onboarding on revenue can be significant. They said sales representatives who are consistently developed and supported are more likely to:

✓ Develop a deeper understanding of the company's products or services

✓ Communicate value propositions effectively to potential customers

✓ Handle objections and negotiate confidently

✓ Adapt to changing market conditions and customer needs

✓ Maintain high levels of motivation and engagement

The Power of AI

AI has emerged as a powerful tool for enhancing various aspects of sales and revenue enablement because it can:

✦ Process vast amounts of data.

✦ Identify complex patterns.

✦ Provide actionable insights.

By leveraging AI technologies, organizations can optimize their sales processes, improve the effectiveness of their enablement initiatives and ultimately boost revenue.

Griggs suggested that AI can provide valuable data for identifying patterns and trends, enabling businesses to make more informed decisions. Griggs also highlighted the potential for AI to provide personalized recommendations for bite-size learning at a time when the sales or revenue team needs it.

Steve Richard of Mediafly said AI also can be used for tasks such as call recording transcription and content management. However, he warned against chasing shiny objects, advising businesses to first identify the problem they are trying to solve before seeking out AI solutions: "Start with the problem statement rather than going and finding the solution and seeking a problem."

As AI technologies continue to advance, their potential to drive revenue enablement will only grow. However, it's important to note that AI should be seen as a complement to, rather than a replacement for, human expertise and judgment. The most successful organizations will be those that can effectively leverage AI insights alongside the creativity, empathy and relationship-building skills of their sales teams.

> **"You're going to start to see AI around personalization. If somebody has taken training but needs a refresher or needs something specific, they can go back and using AI they can peruse the content and get the answer in real time."**

Jeff Griggs
Litmos

Here are a few more specifics on how AI can contribute to revenue enablement in the ways mentioned:

Identifying patterns and trends:

AI algorithms can analyze large volumes of sales data, customer interactions and market information to uncover valuable insights. For example, AI can reveal which sales techniques are most effective, which customer segments are most likely to convert or which products are gaining traction in specific markets.

1

2

Automating remedial tasks:

Sales representatives often spend a significant portion of their time on repetitive, administrative tasks such as data entry, lead qualification, and email follow-ups. AI can automate these remedial tasks, freeing up sales representatives to focus on higher-value activities like relationship-building, problem-solving and closing deals. For instance, AI-powered chatbots can handle initial customer inquiries while intelligent email automation tools can personalize and optimize outreach efforts.

Personalizing recommendations for bite-sized learning:

AI can revolutionize sales training by personalizing recommendations for bite-sized learning content based on each representative's individual performance, knowledge gaps, and learning preferences.

3

Data Centricity

At the heart of revenue enablement evolution lies the increasing reliance on data and analytics. By leveraging insights from various sources, such as Customer Relationship Management (CRM) systems, marketing automation platforms and customer feedback, companies can gain a deeper understanding of their target audience, identify areas for improvement and make data-driven decisions that directly impact their bottom line.

The power of data-driven revenue enablement lies in its ability to break down silos and foster collaboration across the entire revenue-generating team. By equipping sales, marketing and customer success teams with shared insights and a common understanding of customer needs, organizations can create a more cohesive and effective approach to revenue generation. This unified front allows for more personalized and targeted customer interactions, ultimately leading to higher conversion rates and increased customer lifetime value.

By continuously monitoring key performance indicators (KPIs) and analyzing real-time data, teams can identify emerging trends, adjust their strategies and capitalize on new opportunities.

Key Takeaways and Insights

The discussion between Griggs, Richards, Martin and Richard provides many insights to help organizations with their revenue enablement journey, including:

Frontline Sales Leaders Play a Critical Role

1

Their buy-in and ability to drive change within their teams is just as important as top-level leadership alignment.

Encourage Experimentation and Risk-Taking

2

This can help build resilience and responsiveness in sales teams, allowing organizations to stay ahead of the curve in a rapidly changing business environment.

Fight the Forgetting Curve

3

Continuous sales onboarding is critical for ensuring sales representatives remain sharp and equipped to handle diverse business scenarios throughout their tenure.

Define Use Cases for AI

4

While AI offers immense potential for enhancing revenue enablement, organizations should focus first on clearly defining the problems they aim to solve, rather than simply chasing the latest AI solutions.

Be Data-Driven

5

The ability to monitor KPIs, analyze real-time data and quickly pivot strategies based on emerging trends is vital for organizations to capitalize on new opportunities and navigate shifts in today's dynamic markets.

Authors and Contributors

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About Litmos

Litmos develops eLearning solutions for top-performing companies. An established leader in the market since 2007, Litmos offers the world's easiest-to-use LMS and a comprehensive learning content library. Thousands of companies trust the solutions to create, curate and connect learning content to employees, customers and partners. The solutions are used by more than 30 million people in 150 countries, across 35 languages.

For more information, please visit: **litmos.com**

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