PROJECT MONEYBALL SERIES | BOOK ONE

THE PERFECT HANDBOOK FOR
C-LEVEL EXECUTIVES, GTM & ENABLEMENT LEADERS

TOP SALES
ENABLEMENT
CHALLENGES

& HOW TO OVERCOME THEM WITH
FIELD-TESTED RECOMMENDATIONS

GAME CHANGING INSIGHTS BASED
ON CONVERSATIONS WITH GLOBAL
SAAS LEADERS, CEOS &
ENTREPRENEURS

AVNER BARUCH
CEO & FOUNDER
PROJECT MONEYBALL

Top Sales Enablement Challenges

Disclaimer:

This free edition of *"Top Sales Enablement Challenges"* offers a preview of the book's valuable insights and practical strategies. For access to the full content, including additional chapters, deeper analysis, and exclusive recommendations for scaling your business, you can purchase the complete edition and Project Moneyball book series on Amazon:

"Top Sales Enablement Challenges" by Avner Baruch, **ASIN :** B0DGQTL1HP, **ISBN-13 :** 979-8336260762

Top Sales Enablement Challenges

How To Overcome Them With Field-Tested Recommendations

The perfect handbook for C-Level Executives,

GTM and Enablement Leaders

Featuring global leaders from notable brands: James
Pursuey CEO of Replicate Labs, James Abraham CEO of
Sandler ® Israel, Ariel Hitron CEO of Second Nature and
others.

Avner Baruch

CEO of Project Moneyball

2024

Edited by Benita Raphaely

Top Sales Enablement Challenges

Copyright © 2024 by Avner Baruch

Please submit your requests for permission to use this book and enclosed content to:
info@projectmoneyball.com
1st Edition
Edited by Benita Raphaely

Testimonials

Noam Bar-On, Business Partners Manager

A brilliant work done by Avner Baruch !! Just got his digital book for Sales Enablement, including valuable tips and recommendations, with C-Level Executives insights, Intelligent mind-set and methodologies which are perfect GAME CHANGERS !!! Warmly recommended for anyone involved in the Sales process, who is passionate to make a dramatic ramp up! Avner, Well done!.

Gilad Friedman, VP Global Channels

Amazing effort by Avner Baruch revolutionizing the Sales Enablement domain!!!

Oren Azoulay, Technical Sales, PreSales and Professional Services

I have known Avner for about 20 years, from our days at ECI. Everything he touches, he does with thoroughness and perfectionism. From managing the company's training system at the time to

specializing in Sales training with an emphasis on high-tech and startups. Sales Enablement. Highly recommended book!.

Galit Scott (Fireman), Sales & Business Operations, Enablement Manager

Thank you for summarizing this important topic and sharing it with us. I found your writing to be very professional and insightful, offering significant value to those in the sector. Your ability to distill complex concepts into clear and accessible information is commendable. I recommend this book to anyone interested in the subject. It's an excellent resource that not only educates but also inspires readers to delve deeper into the topic. Your thoughtful analysis truly shines through.

Chen Golan, Head of Enablement at Connecteam

We recently had the chance to host Avner for a Sales training session at Connecteam. Avner conducted two sessions: one on the theory and another with practical simulations. The simulations were particularly effective, providing our team with precise and constructive feedback.

Avner's preparation was impressive. He thoroughly researched our company and understood our specific challenges. He even requested

examples of our Sales calls, listened to them, and built simulations tailored to our needs. His presentations were visually appealing and well-structured.

David Kovarsky, Sales Enablement Manager at Connecteam

We brought Avner to conduct a series of enablement sessions, and it was incredibly beneficial. Avner's sessions were well-structured and insightful. His ability to simplify complex concepts made the training very effective. The role play simulations were a standout feature, providing us with practical experience in handling real-life scenarios. Avner's immediate feedback during these simulations was invaluable!

Avner fostered an interactive and inclusive atmosphere, encouraging participation and open discussion. I highly recommend Avner for any organization looking to enhance their team's skills through engaging and practical enablement sessions.

Gadi Goldstein, Founder and CEO, QualiFinch

As the founder of QualiFinch, my journey is enriched by meeting exceptional individuals like Avner Baruch (B.Eng'), founder of Project Moneyball. We had an engaging conversation about revolutionizing the Sales world with innovative ideas. Avner's work at Project Moneyball is particularly impressive, bringing a fresh, data-driven approach to

enhancing Sales performance. For anyone interested in transforming their Sales strategies, I highly recommend visiting Project Moneyball. Their approach to Sales optimization is not only innovative but also highly effective. Engaging with thought leaders like Avner inspires us at QualiFinch to continuously innovate. We're excited to integrate these learnings to further enhance our Salesforce app and redefine Sales methodologies!.

Eyal Tocker, VP Sales

Building a new Sales org from the ground up and disrupting a red ocean of alternative solutions requires extra focus, attention to details and great talents to partner with. Back in the days of Imperva, I needed someone to step in and help me build a new onboarding program & GTM messaging from the ground up for our sellers and partners.

Avner waded into the new waters of CDN & WAF fast and productively. Thanks to his contribution and unique blend of skills (Sales & Engineering), Avner bridged between Product, Marketing and Sales and ensured that Sellers with zero tech understanding would be able pitch the values of our complex layered portfolio. Altogether, Avner helped us to grow our business globally across our various sites in the US, EMEA and APAC with tailored enablement content, processes and coaching.

Eldad Postan-Koren, Co-Founder & CEO at Winn.ai

Avner has been helping us develop our GTM during the very early steps, his holistic approach and broad familiarization in the areas of Sales and marketing has helped us to close in on our ICP and MVP.

Gal Malachi, Entrepreneur

We recently met with Avner from Project Moneyball to pick his brain on the common pains and challenges that Sales leaders, reps and enablers experience in today's challenging market. Avner's got a wealth of experience and knowledge that really opened our eyes. If you're an entrepreneur looking to navigate the enablement landscape with a sharper eye, I'd definitely suggest reaching out to Avner.

Rotem Hamburger, Banking and Payment Consultant

I collaborated with Avner on several projects related to building and expanding our Sales Enablement team. Avner meticulously analyzed every detail, developed effective procedures, and contributed to a well-executed business plan. If you're seeking a consultant to support your Sales team, Avner is the ideal choice.

Iris Harlev, Renewal Manager

Holistic Sales trainer, covering all the subjects that matter in a nice and understandable way. I cannot imagine my beginnings at Incapsula/IMPERVA without the knowledge Aver happily and interestingly spread and shared during the eight months I had the pleasure of calling him colleague. Avner is always available for answering doubts and solving issues, proactively organizing amusing games to update Sales knowledge. He is very methodical and organized as well. I look forward to professionally meeting him again.

Alon Galili, Head of Sales Dev

Avner is one of the most dedicated colleagues I've worked with. His extensive knowledge in the ops and enablement world is unparalleled.

Adam Mittler, Sr. Director Channels & Services Enablement

I've worked with Avner for a year, building a Training Program and Training Materials for our company. Avner showed great understanding of the needs, how to meet them (i.e. building a good program, creating great training materials) and executing on them.

Shira Lang, Enterprise Customer Success Manager

During the time we worked together in Incapsula, Avner not only designed new training programs that better the new employee

onboarding, he constantly made sure to keep all Sales employees up to date with professional knowledge. His training sessions were always creative and thorough. When approaching Avner with a query, you are never left unanswered.

Jason Hackney, Account Executive at Imperva, San Francisco, United States

Avner,

Thank you so much for taking a week away from your family to train us, it has been extremely helpful. You have been great at explaining everything and we feel well equipped to be very successful here at Incapsula. Thanks again for all the work you have put in and look forward to working with you! Safe travels back home, Jason.

Jaime, Account Executive at Imperva, San Francisco, United States

Avner,

It was great meeting you, and learning from you. I hope we get to see you again soon. I thank you for your patience in explaining to us this amazing technology. Muchas gracias ! Jaime.

Joe Siciliano, AE at Transmit Security, Melrose, Massachusetts, United States

Avner,

Thank you so much for your feedback !! This is super helpful. Being exposed to this type of coaching is exactly what I was looking for in this role…I am beyond thankful for the help! Means more to me than you think. Joe.

Alice Yang, Account Executive at Imperva, San Francisco, United States

Avner,

Thank you for being such a great teacher and making our onboarding process such a better experience. We truly are lucky to have you. Not only are you a great teacher, but a great person as well ! Safe flight, Alice.

Also by Avner Baruch

Book Two in the Project Moneyball Series:

"The Multiplier"

Table Of Content

What can you expect from this book?

Over the course of five months, I conducted in-depth interviews with C-Level executives, GTM leaders, Sales leaders, Enablement leaders, CS leaders, HR leaders, and revenue representatives. My objective was to gain a comprehensive perspective of the challenges faced by Sales Enablement practitioners, while struggling to reinforce GTM strategies within their revenue ecosystem and across the customer lifecycle.

During my initial research, I encountered numerous resources across social media channels and communities. However, none addressed the specific challenges and nuances I sought to explore. These fragmented resources lacked the depth and personalized insights required for a thorough understanding of the appropriate solution. To ensure that my interviews were as effective as possible, I established the following key principles:

1. Strategic Enablement is an integral part of the GTM task force and teams
2. Most businesses invest heavily in the creation of content, process, and infrastructure, but they often neglect the reinforcement component.
3. GTM strategy and implementation must be designed, implemented, executed and reinforced as a Closed-Loop System.
4. Sales Enablement and Revenue Operations fuel GTM strategists with the feedback and insights needed to establish rapid Product-Market Fit adjustments.
5. Sales Enablement must act proactively to ensure effective Close-Loop Systems.

These principles served as a reference to a desired state during my interviews, allowing me to investigate the current state of the interviewees and identify the gaps and challenges discussed later in this book.

In this book, I will be sharing the fifteen most significant challenges reported by GTM leaders and Sales Enablement Practitioners, which have a detrimental impact on their business operations. By my offering

practical recommendations, tips, and optimal practices, you will be equipped to address these challenges, thereby positively influencing your revenue growth.

This book is designed to save you the time and effort usually spent searching for online references and optimal practices. The content provided will assist you in redefining your responsibilities, optimizing your resources, and adjusting your strategic plans to create a more efficient, effective, and productive work environment.

The recommendations and best practices presented below, are informed by conversations with industry leaders and enriched by fifteen years of hands-on experience with prominent SaaS companies such as Gong, Walkme, Rapyd, Imperva, and others.

In this book, you will gain valuable insights from CEOs, GTM and Sales Leaders, and global practitioners, offering a comprehensive understanding of what it takes to succeed in today's economic landscape.

Who can benefit from this book?

This book is suited for most roles and functions involved in the selling process, from Marketing, Sales, Expansion teams, Operations, Support, Product, the Executive Management and enablement teams.

> *If your role appears on this list, you should definitely read this book: Entrepreneurs, CEO, CRO, CSO, CCO, CPO, CMO, CFO, Sales Leaders, Sales enthusiasts, Sales Enablement, Revenue Enablement, CS Enablement, RevOps, BizOps, Sales Ops, GTM, L&D and OD.*

This book is mainly for CEOs, CROs and CSOs who finally reached the conclusion that they need a multiplier by their side, but have no idea where to begin. People for whom time is not on their side and for whom navigating through tons of online resources is something they definitely cannot afford.

It is also for leaders who finally recognize that past approaches to sales training and enablement are no longer effective. Complex sales training models filled with excessive visuals and graphs that seem more like rocket science than straightforward measurement tools, may work for corporate businesses, but they definitely do not address the needs of early-stage startups with rapid GTM dynamics and limited resources.

This book also serves the needs of leaders who are looking to replace traditional learning methodologies with a Moneyball approach: a Revenue Intelligence mindset and methodologies that yield faster, more efficient, and more effective ways to ensure and replicate success.

This book can help establish a more effective collaboration and alignment between all parties and relevant stakeholders who support Sales and work closely with Sales Enablement.

The book is designed to empower those who are new to GTM and Sales Enablement, including newcomers, L&D practitioners taking their first steps, junior enablers, or experienced leaders.

This book offers a thorough perspective that can help you thrive in your role, opening doors to new career opportunities and enhancing

your business impact. It is a must-read guide for novice practitioners as well as experienced leaders. If your role is on the list below, this book is for you:

- C-Levels who need to establish a new Sales Enablement function from the ground up and cannot afford trial & errors
- Individuals wishing to transition their career into Sales Enablement
- Sales Enablement practitioners
- Product Marketing practitioners
- GTM leaders
- Revenue Leaders
- Operations who work closely with Sales and Sales Enablement
- Sales-Engineers, Solution-Engineers

Introduction

In the dynamic landscape of modern Sales, GTM & Enablement stand as a cornerstone for organizations striving to empower their sales teams to achieve peak performance with the right tools, knowledge, and resources. Yet, beneath its promise lies a labyrinth of challenges, each presenting formidable hurdles that demand strategic navigation. From aligning disparate departments to grappling with ever-evolving technology, the journey of GTM & Sales Enablement is fraught with complexities that test the resilience and ingenuity of Sales leaders and practitioners alike.

Before we explore the fifteen top challenges in details, let us begin by considering an interesting quote from a conversation I held with James Abraham, CEO of Sandler ® Israel:

> **James Abraham, CEO of Sandler ® Israel:**
>
> *I think that Sales Enablement is really about helping organizations implement the science of sales. Many companies (and people) always question "Is Sales an art of a science?". We know that Sales is a science, the art is in its application and the science is implemented by engineers.*
>
> *In my world and in my opinion, Sales Enablement is really the engineering of successful selling, business revenue and growth.*
>
> *The number one element that most companies overlook when it comes to enablement (and probably for revenue operations as well), is that there should be a strong understanding of where Sales Enablement begins and ends (this is also true for many other roles within Sales and Revenue).*
>
> *As human beings, we do not like to commit, and we have a tendency to walk away from responsibility (it's how we are hardwired). Many companies when they start with Enablement, they are coming in with very good intentions, but*

without good planning usually they will find themselves asking "What did we do by implementing and inviting this concept in?".

Effective implementation of Sales Enablement is Planning and Setting Expectations of where Enablement begins, where it ends, and having a very clear idea of who is being served and what their KPIs are, and what are the deliverables.

If we don't know why we are doing what we are doing then we will never reach the goal that we should be reaching.

Challenge #1:

Reps Don't Practice

Consider this - from the moment we're born until the day we die; we are constantly practicing. Toddlers practice walking, children practice riding bicycles, students practice debating, and public speakers practice their speeches. We are always practicing. Yet, despite this, customer-facing representatives complete their onboarding bootcamp and immediately start engaging with buyers and customers. To address this flawed approach, most enablers and managers rely on the willingness, motivation, and capabilities of reps to study the best methods, by listening to call recordings, mimicking body language and tone, and articulating successful talk tracks.

As a result, the ramp-up period becomes a trial-and-error phase, leading to revenue loss due to missed opportunities, broken trust, and brand damage.

Fortunately, role-playing simulations are becoming an essential part of onboarding journeys and bootcamps. However, there are limited time and resources available for businesses to fully leverage role plays during and after the initial onboarding.

> *"Quantified.ai" (captured from their website):*
>
> *Role play is the best way to help sales reps ramp faster and improve their skills. There's just one problem...everyone hates role play. It's awkward for reps, a time suck for managers, and you can't see coaching data consistently across teams. So everyone knows it works, but nobody gets enough practice and coaching.*

This lack of practice opportunities introduces another challenge: ***reps do not receive sufficient feedback.*** Despite having feedback mechanisms like scorecards, managers and enablers often do not provide timely and effective feedback. To address these challenges, businesses need to supplement manager and enabler feedback with a self-assessment process powered by technology, such as AI-based coaching and feedback. Put simply, AI-Powered role plays are the rep's Flight Simulator.

> **James Pursey , CEO at Replicate Labs:**
>
> *I was an enablement VP of Similarweb. We kept running into this identical very precise problem: We would execute training and get over the top positive feedback, but we reviewed call recordings just a few weeks later, it was like it never happened.*
>
> *Reps don't practice - you teach someone something passively (watch a course, attend a webinar, etc.), but you never have 100% of their attention and senior leadership expects them magically to become Gods of Sales 24 hours later with nothing in between.*
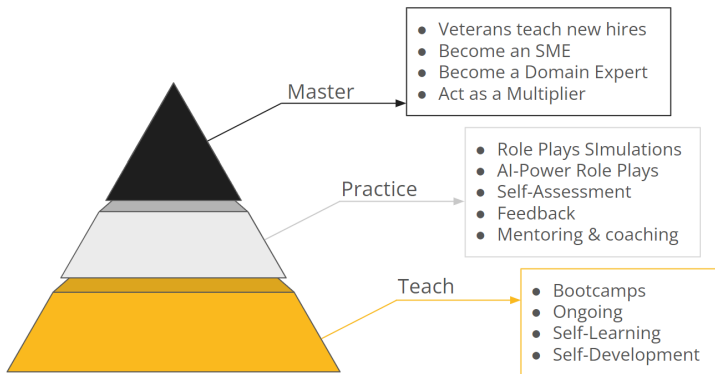

Figure #1: TPM by Project Moneyball

Challenge #2:

The Lagging Effect

There's a saying: "Success has many fathers, but failure is an orphan." This rings especially true in Sales Enablement.

Enablement should neither base its success on lagging indicators like Win Rate, nor claim it is solely based on these metrics. Many enablers review these lagging indicators months after onboarding or other enablement activities. If the figures improve, enablement will attribute the success to their own efforts, similar to other stakeholders. Conversely, if the figures decline, Enablers, like most stakeholders, will suggest that other factors must be responsible. In simple terms, you can design the perfect bootcamp and receive top scores in follow-up surveys, but six months later, sales performance could still show a completely different picture, for reasons entirely unrelated to your efforts.

Measuring the contribution and impact of Sales Enablement should be done in two separate phases:

1.   The Onboarding / Bootcamp event
2.   Ongoing Enablement
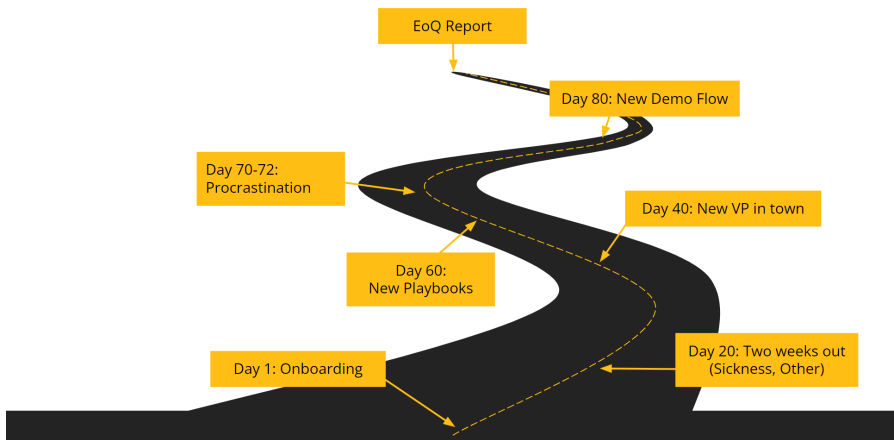
Figure #2: The Lagging Effect

Let's focus on Ongoing Enablement:

●   GTM Adoption / Readiness

- Feedback received / Role Plays
- Mentorship feedback & coaching
- Self Assessment / Pitch Perfect

If you follow these recommendations, you should instantaneously be able to measure your Enablement efforts. By eliminating the dependency on lagging indicators, yo should also be able to identify early signals of performance hiccups and spot reps who are prone to fall into a B-Player category before it is too late (e.g. examining EOQ reports is equivalent to conducting a post mortem autopsy).

Challenge #3:

ROI & Impact of Enablement

One of the most significant challenges faced by Sales Enablement leaders, especially during periods of economic uncertainty and crisis, is measuring the return on investment (ROI) of Sales Enablement initiatives and accurately quantifying their impact on sales performance. This challenge is multifaceted, involving the alignment of enablement activities with business outcomes, the complexity of the Sales processes and product offering, and the need for robust data analytics.

One of the clear and evident indications you're using the right enablement tools is the fact that the technologies you partnered with, are working for you and not the other way around.

In terms of measuring ROI & impact of your efforts, these technologies should be leveraging "Adoption Scores" or "Impact Dashboards". These automated processes tell you WHETHER your audience is using the application, WHEN they are using it, WHY they are using it, and whether the usage of the app is making any tangible difference to your business. Unfortunately, most enablement tools that offer training capabilities, coaching capabilities & feedback features that exist in the enablement market, do not seem to deliver this crucial piece of information. In most cases, these mainstream tools reside in a gray area of assumptions and excuses such as "lack of value", "small number of discovery questions", etc.

Success should be defined by the users (Sales Enablement), and not by the tool provider. If your enablement stack does not provide you with actionable insights and recommended actions, you should get rid of it and find an alternative app that autonomously does the job for you.

Alignment with Business Outcomes: Sales Enablement efforts are often diverse, ranging from training and coaching to content creation and moderation, and process optimization.

To measure ROI effectively, these activities must be directly linked to specific business outcomes such as increased revenue, improved win rates, shortened sales cycles, and higher customer satisfaction. However, in times of economic crisis, organizations may pivot rapidly, altering priorities and strategies. This fluid environment can make it difficult to maintain a clear line of sight between enablement activities and business results. My recommendation is to ensure your efforts are aligned and associated with specific jobs and activities, and thus making it easier to quantify your investment. For example, associate your weekly enablement meetings to themes or needs, try to be as granular as possible: sessions addressing product updates, role plays, messaging, meeting with SMEs, etc.

External Factors such as family and health, can significantly impact sales performance. Hands-On Sales Enablement is crucial in accurately understanding and addressing these influences. By closely engaging with your sales team, getting to know them personally, and identifying potential triggers for performance declines, you can make more informed and intelligent decisions. These nuances are often missed by AI-based applications, which can lead to leaders drawing incorrect conclusions from purely data-driven reports. Personal interaction and

detailed understanding are essential to accurately assess and support sales team performance, in light of external factors.

Change Management & GTM Milestones: Measuring the contribution of Sales Enablement during periods of change management and go-to-market (GTM) adjustments, such as altering pricing policies, carries several risks. These transitions can create a volatile environment where sales performance metrics may fluctuate unpredictably, making it difficult to isolate the impact of Sales Enablement initiatives from other variables.

Changes in pricing can affect buyers' behavior, sales cycles, and overall market perception, further complicating the assessment of enablement efforts.

Additionally, the sales team may need time to adapt to new strategies, during which performance may temporarily dip, leading to potentially misleading conclusions about the effectiveness of enablement programs. To mitigate these risks, it is crucial to identify exactly when those events occurred. Next, you can either note when those events took place, or simply fragmentize your report into consecutive sub-sections.

Data Collection and Analytics: Effective measurement of ROI requires comprehensive data collection and advanced analytics. Sales Enablement leaders need access to data on various metrics, such as training completion rates, content utilization, sales performance, and customer feedback. However, gathering this data can be challenging, especially in organizations with diverse systems and data silos. Moreover, analyzing this data to derive meaningful insights requires sophisticated tools and expertise, which may be in short supply, particularly in startups and smaller organizations with limited resources.

Subjective Nature of Sales Enablement: Many aspects of Sales Enablement are inherently qualitative, such as improved sales confidence, better team collaboration, and enhanced customer relationships. Quantifying these subjective benefits in financial terms is complex but essential for demonstrating ROI. Leaders often struggle to find the right balance between qualitative and quantitative measurements, making it difficult to present a compelling case to stakeholders.

Short-Term Focus vs. Long-Term Gains: In an economic crisis, companies often prioritize short-term survival over long-term strategic investment. Sales Enablement initiatives typically yield benefits over the

long term, such as improved sales skills and GTM adoption. This long-term overview makes it challenging to demonstrate immediate ROI, leading to a potential underinvestment in enablement programs, especially when resources are limited, and consequently there is increasing pressure to achieve more with fewer inputs.

A common approach to take on this challenge is flexibility. The rapid pace of businesses today makes it unrealistic to set 12-month goals and expect to meet them. ***Instead, you need to take an agile approach to setting targets and creating initiatives.***

- Skill-sets
- Competencies
- Coaching

Sales Enablement

- USPs
- Problem Solving
- Personalization
- Product Demos
- Value Realization

Product Enablement

Market Enablement

- Markets
- Terminology
- Trends
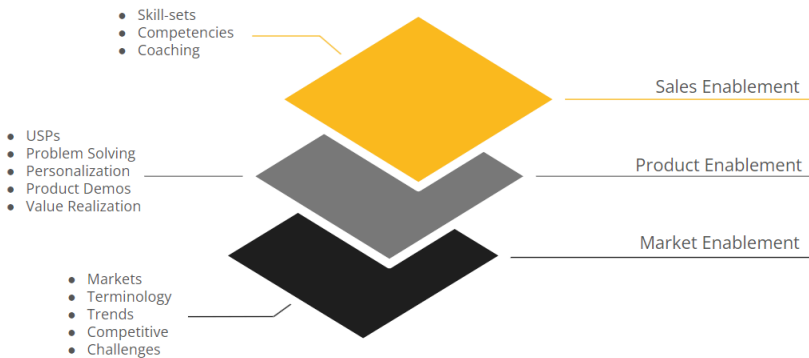- Competitive
- Challenges

Figure #3: Multi-Layered Enablement

This agility allows you to adapt to frequent changes in business strategy driven by prevailing economic conditions. Most importantly, a Quick-Win approach allows your target audience to gain confidence much faster, in both your plans and in their own skills. Another method that works best for businesses that find themselves focusing on short-term plans, is to combine Quick-Win metrics with long-term indicators of success, which when combined, demonstrate both the immediate and the enduring benefits of enablement programs.

By aligning activities with specific business outcomes, leveraging integrated systems and advanced analytics, and balancing short-term and long-term measures, Sales Enablement leaders can provide compelling evidence of their contribution to sales performance, even in the most challenging economic climates.

Challenge #4:

Mind The Gap

The gap between Marketing and Sales represents a critical challenge within organizations, stemming from differences in objectives, strategies, and ownership. To begin with, Marketing typically focuses on building brand awareness, generating leads, and nurturing relationships over the long term, while sales prioritizes short-term revenue generation and customer acquisition. These Marketing efforts often take time to yield results, while sales teams must act quickly to capitalize on opportunities, this leading to tension between the need for thorough qualification and the pressure to rapidly close deals.

Marketing often employs lofty, abstract language, while contemporary buyers typically favor testimonials, referrals, and straightforward facts.

This preference can lead to frustration when buyers choose to engage with sellers who rely heavily on abstract talking points, as it may not align with their desire for concrete information and authentic

experiences. Moreover, misaligned KPIs contribute significantly to the gap between marketing and Sales. Marketing teams may be evaluated based on the quantity of leads they generate, and incentivizing tactics that prioritize lead volume over lead quality. Conversely, sellers are typically rewarded for successfully converting leads into customers. This misalignment can lead to friction and inefficiency, with Marketing sometimes feeling that Sales doesn't effectively capitalize on their efforts, and Sales feeling that Marketing provides them with inadequate or unqualified leads.

Bridging this gap requires open communication, shared goals, and collaborative strategies that align the efforts of both departments towards a common objective: driving business growth and delivering value to customers. This simply is - Ownership. The challenge then becomes one of who is going to take the responsibility for this collaboration and orchestration?

The gap introduces a huge challenge for Sales Enablement since they cannot be under the umbrella of two departments at the same time.

When Sales Enablement reports to the CMO, enablers often fall into the role of Product Marketing and find themselves creating and

moderating content which then does not address Sales' expectations. On the other hand, when Sales Enablement reports to the CRO or CSO, there is a risk that Marketing may have a less direct influence over enablement strategies and initiatives. This can lead to a lack of alignment between Marketing efforts and Sales Enablement activities, potentially hindering the effectiveness of both functions.

To address these challenges, Sales Enablement should strive to foster cross-functional collaboration and ensure alignment of goals & priorities between the functioning of Marketing and Sales.

An alternative method for addressing these challenges, involves adopting different reporting strategies which emphasize a comprehensive understanding of the customer lifecycle, such as Go-to-Market (GTM), Sales Excellence, or Revenue Intelligence.

These structures tend to be more prevalent in larger-scale businesses and less common in early-stage startups. Let's consider the viewpoint of Gal Fontyn , CMO & VP Marketing at leading SaaS businesses, including WalkMe, where we met and worked together:

Gal Fontyn, CMO, VP Marketing:

Sales Enablement needs to optimize the alignment between Marketing, Sales Development, Sales and Customer Success. I found that if you don't have that function a lot of things just fall through the cracks. Usually most companies are focusing on Product Enablement and Sales Training, but how do you make sure that we have a unified GTM motion? No one really owns that, no one really monitors that, no one really invests enough time, thought, effort & resources into making that super smooth.

Challenge #5:

Role & Responsibilities

In today's dynamic world of Sales, the role of Sales Enablement has become increasingly vital. However, more than 61% of global enablers reported in 2023, that their top challenge is a lack of formal, internal alignment on what the roles and responsibilities of Sales Enablement actually are. This lack of clarity leads to confusion, inefficiency, and missed opportunities within your territory and consequently for the entire revenue organization. To illustrate the significance of defining the role of Sales Enablement, let us explore the consequences of an undefined role, and how establishing clear parameters can build success:

The Internal Tug-of-War: Sales Enablement is a critical function designed to enhance the effectiveness and productivity of the sales team. Yet, its importance has often led to a competitive tug-of-war between departments. Human Resources (HR) sees the potential of Sales Enablement to broaden learning and development (L&D) initiatives, often pushing for traditional training models to be included

in the enablement agenda. Marketing, on the other hand, recognizes the strategic advantage of having a hand-in content creation and distribution, viewing Sales Enablement as a gateway to exert influence over Sales collateral and messaging.

This internal competition can create conflicting priorities, diluting the focus of Sales Enablement. When multiple departments vie for control, the core purpose of Sales Enablement can become overshadowed by broader, and sometimes misaligned, objectives.

The Clarity Conundrum: The ambiguity surrounding the responsibilities of Sales Enablement, extends beyond departmental competition. There is often confusion about how Sales Enablement should interact with other key functions such as Learning and Development (L&D), Marketing, Revenue Operations (RevOps), Sales Operations (SalesOps), and Sales Management. Without clear boundaries, the roles and responsibilities can overlap, leading to inefficiencies and friction. For example, while L&D focuses on comprehensive training programs, Sales Enablement is more targeted, concentrating on equipping the sales team with the tools, resources, and the knowledge they need to effectively close deals. Similarly, while Marketing aims to create content that drives brand awareness and leads,

Sales Enablement ensures that the content is tailored to the needs of the sales team, enabling them to engage new leads more effectively.

The absence of a standard success framework: One of the most significant issues stemming from the lack of a well-defined role for Sales Enablement is the absence of a standard success framework. Without a clear framework, it becomes challenging to measure the impact and effectiveness of Sales Enablement initiatives, making it difficult to emulate successful strategies and replicate them across the organization.
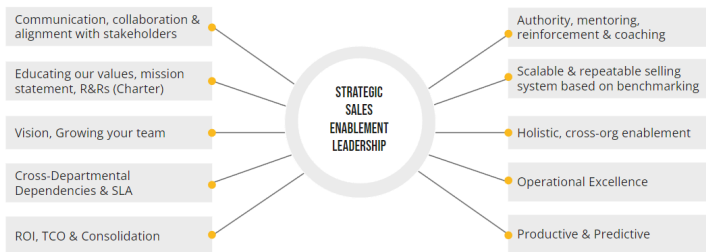

Figure #4: Strategic Sales Enablement Leadership

Here are a few recommended actions that can help you create role clarity within your team and stakeholders:

- *Define your goals and R&Rs as part of your strategic plan*
- *Share them with your manager and stakeholders to get their early buy-in and a chance to adopt their perspectives as well*
- *Compose your team's mission statement and communicate it internally whenever the need arises (All Hands, Townhall, etc.)*

Challenge #6:

It's not what you see, it's how others see it

Poorly executed Sales Enablement is a reality we need to be aware of, and to avoid as early as possible. Addressing this begins with acknowledging our failures and reaching out promptly to advisors for guidance and assistance. Acknowledgement can often be the most challenging aspect, as few are willing to concede failure. Moreover, irrespective of perceived success or the data presented on your dashboards, when your efforts yield unfavorable outcomes or fail to resonate with your stakeholders, you are going to hit a brick wall. Regrettably, Sales representatives and leaders prove to be the most formidable audience; their time is precious, and once trust is compromised, regaining it becomes a daunting task, often requiring

double the effort and time. To avoid this challenge, I strongly recommend considering these proactive strategies:

Tailor your Enablement: Becoming an experienced enabler carries a significant risk viz. falling into the habit of replicating past successes (e.g. frameworks of previous roles), despite professing the importance of adaptability and agility. Enablement should understand that adaptability is crucial; no two companies, products, or markets are identical. It is essential to switch off our auto-pilot and actively listen to the unique needs, pains, and challenges faced. Identifying the diverse needs, problems, gaps, and preferences of sales teams and leaders is paramount. Tailoring programs, processes, and content to address specific challenges ensures maximum relevance.

As mentioned earlier in the book, the best approach to achieve a tailored enablement is to conduct a survey among the teams and leaders, and establish a baseline (Benchmark) of what works, and what are the areas which will require your attention and immediate action.

Stakeholder Alignment: Build a Strategic Business Plan, share your mission statement, outline the gaps, challenges and needs, and how you are going to address them. Ensure alignment between your initiatives

and the goals and priorities of key stakeholders, including sales reps and leaders. Involve them as much as possible in the decision-making processes in order to increase their buy-in and commitment.

Iterative Improvement: Enablement is similar to running a marathon with consistent quick wins. Embrace a culture of continuous improvement, where your strategies, achievements and challenges are regularly reviewed, refined, and optimized, based on feedback and performance insights.

Continuous Feedback Loop: Foster an environment where feedback is welcomed and acted upon constructively. Encourage open communication channels to address concerns and adapt strategies accordingly. Surveys, weekly Enablement sessions and Standups are a great way of checking the pulse and collecting feedback.

Simply ask your audience (anonymously):

- What has worked best so far? Why?
- What areas require immediate improvement? Why?

Shift from Data to Recommendations: I cannot emphasize this enough. Your reps and leaders cannot consume your reports and dashboards.

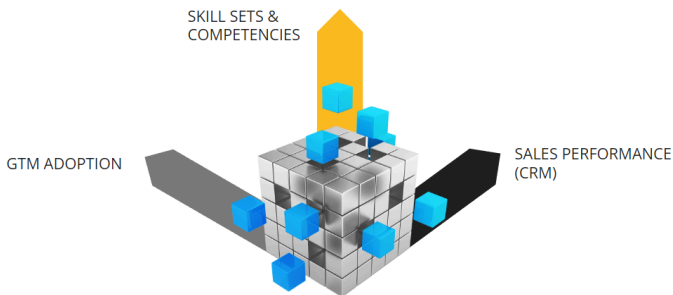*Do not show them more data. Tell them what they need to do based on your data.*

Figure #5: 3D Revenue Intelligence by Project Moneyball

Live & Breath The Selling Motion: To effectively empower sales teams, it's imperative to embody the principles you preach (walk the walk and talk the talk). If your focus remains solely on managing

content rather than immersing yourself in the intricacies of the sales process, you may struggle to constructively support your representatives. Familiarizing yourself with every obstacle, delay, inefficiency, and technological challenge is crucial for staying current, addressing gaps, and earning the trust of your team.

By adopting these strategies, you can minimize the chances of losing focus of your enablement objectives, while staying aligned with your stakeholders' expectations, identifying potential gaps and obstacles well in advance, and preventing them from becoming problematic later on.

Challenge #7:

Trust

Sales Enablement faces a significant hurdle both in earning and in retaining the trust of sellers. Sales professionals present the most formidable obstacle when it comes to training and collaboration.

For you, there is a limited window of time to prove your worth, while any inability to showcase value will lead to a loss of trust, effectively halting progress. Here are a few ideas to help you gain your sellers' trust and sustain it:

Don't overpromise and underdeliver ! In my role as a consultant, I frequently encounter requests to step in for Product Marketing and develop Go-To-Market (GTM) materials. Whilst I enjoy content creation and appreciate the financial rewards, there is a significant disparity between the timeline envisioned by C-Level executives and the actual time required to produce materials that are both impactful and that would move the needle.

This discrepancy is a prevalent issue that should not be overlooked. It's essential not to succumb to the temptation of promising results that cannot be delivered within the expected timeframe. This advice holds true for any job or task you undertake.

Overpromising and under-delivering not only damages trust, but also requires significant time and effort to rectify, thus diverting resources away from other important tasks and goals.

It's about their goals, not yours: Avoid the temptation to use a job solely to increase your exposure or workload. Adding unnecessary tasks or straying from the agreed-upon objectives with stakeholders, can lead to inefficiencies and detract from achieving their goals.

Wade into the water: Sales teams are more likely to trust and respect Sales Enablement professionals who have firsthand experience in Sales roles. By understanding the challenges and realities of selling, Enablement professionals can better empathize with their sellers and provide relevant guidance and support. When Enablers often lack hands-on selling experience, there are several creative methods to help bridge the gaps. Here are my top favorite methods:

Attend meetings: Enablers can participate in Buyer-Seller engagements as an "Advisor" or "Product Specialist". This allows them to observe Sales interactions firsthand and gain a better understanding of the Sales process.

Practice pitching to "Garbage" leads: Enablers can practice their pitching skills by role-playing with peers and sellers, using hypothetical scenarios or "garbage" leads that are unlikely to occur. This provides an opportunity to refine messaging, overcome objections, and improve confidence in Sales conversations.

Pitch to friends and family: Enablers can practice pitching to friends and family members, who can provide feedback and constructive criticism. While not representative of the typical Sales environment, this exercise helps build confidence and communication skills (Tonality and body language) in a supportive setting.

Shadow sales reps: Enablers can shadow experienced sales representatives during customer meetings, demonstrations, or negotiations. This allows them to observe successful selling techniques in action and learn from real-world scenarios.

Role-Playing Exercises: Enablers can engage in role-playing exercises with colleagues, sellers and even renewal managers or Sales Ops. Taking on the role of both the salesperson and the customer can help develop empathy and the ability to walk the walk and talk the talk, in other words - build trust through real experience.

AI-Based Coach Simulation Apps can boost selling skills by allowing customer-facing reps to practice their playbooks, without consuming auditing or reinforcement time. By utilizing these apps, Enablers can bridge the gaps in their selling experience and develop the skills and confidence needed to support the Sales teams effectively.

Let's recap everything through another angle - here are the top reasons that drive salespeople to lose trust in their enablement team:

1. Sales cannot consume traditional L&D models
2. Marketing dictate Enablement collateral
3. Enablers are not involved in the Buyer-Seller journey
4. Leaders lack enablement skills, time and tools to enable their reps
5. Leaders hire enablers that "scratch the surface" instead of delving into the selling motion

Challenge #8:

Lack Of Data

The absence of data in the Sales stack can stem from various factors, each presenting its own set of sub-challenges:

Fragmented Systems: When Sales teams rely on disparate systems that don't communicate effectively with each other, data becomes fragmented and scattered across different platforms. This fragmentation makes it difficult to consolidate and analyze data comprehensively, which then leads to gaps in insights. A common pitfall I frequently encounter is requiring reps to record their insights, notes, and feedback across multiple systems. This issue is exacerbated when reps have to enter the same data into fields with inconsistent labels, tags, and messaging. These inefficiencies lead to significant productivity losses and cost the business a substantial amount of money.

Inadequate Data Capture Mechanisms: If Sales processes lack standardized methods for capturing and recording data, crucial information may slip through the cracks. This could be due to manual data entry errors, inconsistent data collection practices, or a lack of emphasis on the importance of accurate data capture.

Insufficient Training and Adoption: Sales teams may not fully understand the value of data or how to effectively leverage sales tools to capture and utilize data. Moreover, the recorded data in most cases is biased and addresses the needs of the reps - lack of housekeeping time, strong motivation to cut corners and move on to the next call. Inadequate training and low adoption rates of data-centric tools can lead to underutilization of available data resources. To resolve the last three challenges, businesses can leverage technologies such as AI-Sales Assistants (e.g. Winn.ai) and Digital Adoption Platforms (DAP, e.g. Walkme).

Poor Integration: Even if Sales tools and platforms are in place, if they are not properly integrated with each other or with the broader technology ecosystem of the organization, data flow can be disrupted. This results in siloed data that fails to provide a holistic view of the sales pipeline and customer interactions.

Privacy and Compliance Concerns: Concerns about data privacy and compliance with regulations such as GDPR or CCPA may lead organizations to implement strict data collection policies. While important for protecting customer privacy, these policies can inadvertently limit the amount of data available for sales analyses and decision-making.

Legacy Systems and Processes: In some cases, organizations may be held back by outdated legacy systems and manual processes that lack the capabilities to capture and analyze sales data effectively. These systems may be too cumbersome or costly to upgrade, resulting in a persistent lack of data visibility.

Challenge #9:

Data Overload

In the contemporary Sales landscape, the influx of data can be a double-edged sword. While data is essential, too much of it can lead to significant challenges that hamper effectiveness and productivity. Data overload occurs when the volume of data exceeds an individual's ability to process it effectively. For Sales Enablement leaders, this can mean sifting through vast amounts of data from the multiple applications in our Sales stack, including CRM, prospecting tools, marketing automation, Sales performance metrics, LMS and CMS, user inputs and so forth. The sheer volume of information can be overwhelming and counterproductive.

Data overload intensifies when applications are built to generate data instead of providing actionable recommendations. Choose a technological partner which overlays data with actionable insights, recommendations, and visuals that minimize the need for extensive data

processing. Let us consider the core risks of data overload from a Sales Enablement perspective:

Analysis Paralysis happens when the overwhelming amount of data leads to indecision or delays in decision-making.

This impact is felt when Sales Enablement leaders struggle to make timely and effective decisions, resulting in missed opportunities and slower reaction times to market changes. Analysis Paralysis is the art of getting stuck in an infinite loop of possibilities, where the fear of making the wrong decision paralyzes us from making any decision at all. Imagine having all the pieces to a puzzle, but no picture to guide you; that is what Analysis Paralysis feels like.

Loss of Focus: With too much data, it becomes challenging to distinguish between critical and non-critical information. Leaders may focus on less important metrics, diluting efforts and resources that should be concentrated on high-impact areas. This can lead to inefficiencies and reduced effectiveness in Sales Enablement initiatives.

Reduced Productivity: The time and effort required to process and analyze excessive data can be substantial. As a result, Sales Enablement

leaders might spend more time managing data instead of executing strategies, training the Sales teams, or developing new initiatives. This shift in focus can impede overall productivity.
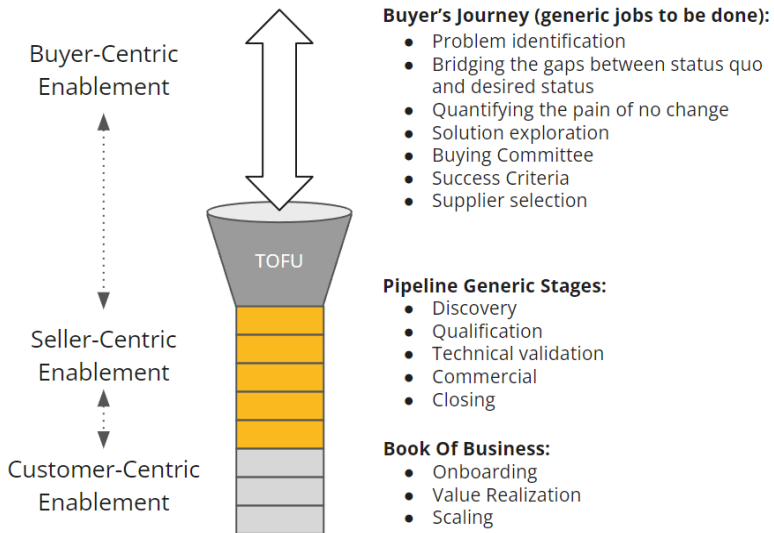

Figure #6: Holistic Revenue Enablement

Data Quality Issues: A large volume of data can include inaccurate, outdated, or irrelevant information. Poor data quality can lead to misguided strategies and erroneous conclusions, negatively affecting sales performance and decision-making.

Over-Reliance on Data: Excessive data can lead to an overemphasis on quantitative insights, potentially neglecting those which are qualitative and human intuition (highly needed and helpful when coaching others).

By leveraging visualization tools, promoting cross-functional collaboration, balancing quantitative and qualitative insights, and regularly optimizing and streamlining data flows across your Sales ecosystem, Sales Enablement leaders can harness the power of data without being overwhelmed by it.

Challenge #10:

Lack Of Collaboration

Collaboration is critical for Sales Enablement to operate efficiently and effectively. It ensures alignment, consistency, and agility, enabling Sales Enablement to adapt quickly to changing market dynamics and generate success for the organization. Sales Enablement relies on collaboration to execute consistent messaging across departments. Without collaboration, different teams may convey conflicting messages, confusing both Sales teams and customers. Without collaboration, different teams may duplicate efforts or allocate resources inefficiently, leading to wasted time and resources. Furthermore, without collaboration, Sales Enablement may overlook important factors or miss opportunities for improvement.

Lack of collaboration can lead to delays in decision-making as teams struggle to coordinate and align their efforts.

This delay can slow down the implementation of Sales Enablement initiatives and hinder responsiveness to market changes. Collaboration fosters buy-in and support for Sales Enablement initiatives across the organization. Without collaboration, teams may resist changes or be less willing to adopt new processes or technologies, slowing down progress. Here are a few ideas can that help you foster and sustain collaboration across your business:

Lead by example: Demonstrate a commitment to collaboration at all levels of the organization, from Sales leadership to individual contributors. Encourage leaders to lead by example by actively participating in cross-functional initiatives and supporting collaboration efforts. Sales Enablement practitioners are also required to lead by example by actively participating in sales activities, such as role-playing, sales calls, or customer meetings. Leading by example sets a standard for excellence and inspires Sales teams to emulate their behavior while striving for continuous improvement.

Celebrate success: Share success stories and learn from failures together, fostering a sense of shared ownership and accountability. Team meetings, weekly enablement sessions and Standups are a great opportunity to stoplight specific players. Here is a simple framework

you can use with your reps - simply ask them to pick a deal, highlight the problem they identified, describe what made the customer to partner with us and what was the outcome or business impact (when relevant).

Being in the moment: "Being in the moment" means actively listening, empathizing, and responding effectively to the needs and challenges presented in real-time, without outside distractions or other preoccupations. It involves fully engaging with the Sales teams, stakeholders, or customers during training sessions, meetings, and sales interactions. Being in the moment improves collaboration by being fully present and attentive, providing valuable support, guidance, and resources that are timely and relevant, thus ultimately driving the success for the sales organization.

Failing to be in the moment in times of need can lead to miscommunication, loss of trust, reduced impact of your effort, and most importantly - missed opportunity to close or effectively progress a deal.

Act as a Multiplier, not as a Coordinator: Enabling revenue reps and customer facing reps, requires ongoing training, product updates,

feedback meetings, debriefing business reviews etc. To accomplish these important interactions and engagements with the relevant stakeholders and functions, precise coordination and collaboration is needed. Yet, if the focus remains predominantly on coordination tasks and invites, your role may be perceived as that of a mere coordinator, lacking significant contribution to the sales process.

The introduction of new Sales Enablement platforms enhanced with AI and a broader scope of data, will allow Sales Enablement to act as Multipliers and demonstrate value never experienced before. The following guidelines and ideas can further help:

Setting Clear Objectives: On top of defining the purpose and objectives of each enablement meeting, make sure to share it ahead of time with the participants, in order to allow them to prepare ahead of time, decide if it fits their agenda, and most importantly, to make sure that value is delivered during the meeting.

Product announcements and releases are a common pitfall - Sales and Product are like oil and water, they don't mix well, both speak a different language. In a nutshell, Product releases need to be converted into USPs and role plays.

Debrief: Aim to apply "Lessons Learned" to every engagement and interaction, ask yourself - What did I learn from this meeting? How can we avoid a similar scenario in the future? How can we replicate it with less effort invested? Follow up on meetings with a quick debrief or summary to make sure lessons were learned.
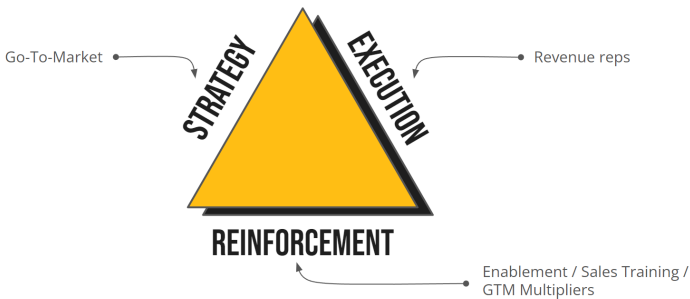

Figure #7: Reinforcing GTM Methodologies

Measure the impact: Monitor and evaluate the effect of facilitated enablement meetings on sales performance indicators, including win rates, deal size, and sales cycle length, in order to emphasize their organizational value. Strive for detailed analyses by measuring across various teams, regions, segments, and time frames. Identify and report any specific events, such as changes in pricing policy or bank holidays, that may have influenced the outcomes of your enablement sessions.

Seeking Feedback: Solicit feedback from participants after each meeting to identify areas for improvement and ensure that future meetings continue to add value to the sales process.

Avoid long surveys and tedious forms, simply ask three questions: Did the meeting meet your expectations? What was good? What needs improvement?

By adopting these strategies, Sales Enablement can effectively showcase its role as a value multiplier, rather than merely sending invitations and following up on survey forms.

Challenge #11: Down the Rabbit Hole of Content Management

Challenge #13: Budget

Challenge #14: Non-Sales Activities

Challenge #15: Product Announcements & Release Notes

Wrapping Up

As we reach the conclusion of this exploration into the fifteen most pressing challenges of Sales Enablement, it is important to reflect on the journey we have undertaken. These challenges - ranging from the lack of practice among sales representatives to the complexities of product announcements and release notes - form a comprehensive picture of the Sales Enablement landscape. As we move forward, it is crucial to embrace these challenges not as insurmountable obstacles but as opportunities for growth and improvement. Each challenge presents a unique chance to innovate, to rethink our approaches, and to enhance the effectiveness of our Sales Enablement strategies.

By adopting the practical recommendations, tips, and best practices outlined in this book, you are well-equipped to tackle these challenges head-on. The insights shared by industry leaders and global practitioners provide a rich tapestry of knowledge and experience, offering a roadmap to success in today's dynamic economic landscape.

In conclusion, the path to effective Sales Enablement and GTM Adoption is paved with continuous learning, strategic planning, and a commitment to Sales excellence. By addressing these fifteen challenges with the tools and strategies provided, you can transform your enablement efforts, drive significant business impact, and ultimately achieve sustained revenue growth.

Thank you for joining me on this journey. Together, let us embrace the future of Sales Enablement with confidence, resilience, and a relentless pursuit of excellence.

Avner Baruch,
CEO and Founder of Project Moneyball.

About Avner Baruch

I know, I'm supposed to start by bragging about my achievements, detailing what's kept me busy, dropping some fancy names, and ending with a cheery "Happy Reading" but that can wait.

You see, I'm not that guy. I'm not one for small talk or beating around the bush, flattering my way to more Likes and a higher position. That's just not me. Never has been, never will be. If you want a straight and honest answer, come to me.

As a teenager, I hated parties. I preferred staying home, diving into my must-read books. When I did end up at a party, I was the guy sitting in the back, observing everyone, analyzing body language, and reading thoughts. Little did I know that these early habits of observation and analysis would become cornerstones of my career.

During my military service in the Israeli navy, I was officially trained and certified to identify behavioral patterns of stress, anxiety, and adaptation challenges. This experience taught me more than just how to recognize human reactions—it gave me a unique lens through which to understand how people learn, adapt, and perform under pressure.

In my current role as a sales enablement leader and coach, these skills come into play every day. Whether I'm building out a sales enablement strategy, coaching teams, or guiding revenue leaders, I focus on behavior. It's not just about what we say, but how we say it, how we react, and how we navigate high-stress situations. Sales enablement, to me, is about empowering teams to thrive not only with the right tools but with the right ("WHY") mindset.

I don't just teach salespeople how to sell—I teach them how to listen, how to adapt, and how to manage the internal and external pressures they face. It's about more than just numbers; it's about people. This is why I take a no-nonsense, straightforward approach, cutting through the noise to focus on what really matters: understanding, adapting, and performing.

So, I hope this gives you a glimpse into who I am and why I do what I do. No fluff, no gimmicks—just a passion for helping people succeed by being prepared for anything that comes their way.

About Project Moneyball

Project Moneyball, led by Avner Baruch, is a go-to-market (GTM) consulting firm and online academy, dedicated to assisting early-stage startups and scaling businesses to reinforce their GTM methodologies with deep dive gap analysis and Sales training.

Our portfolio includes:

- Online Academy
- Deep Dive Gap Analysis
- Product Market Fit
- Building, leading and scaling Sales Enablement functions from the ground up
- Scaling faster, better & more effectively

Let's connect!

Let's keep in touch and help each other to improve, sharpen our tools and stay up to date with trends, new tech and practical ideas. Here are a few channels you can use to share your thoughts and feedback, or simply to review my latest content:

info@projectmoneyball.com

www.ProjectMoneyball.com

www.linkedin.com/company/project-moneyball/

As mentioned earlier, this book was written based on interviews with entrepreneurs, leaders, subject matter experts, advisors, consultants, business owners, practitioners and revenue reps. Please visit our youtube channel and listen to the full interviews:

www.youtube.com/@projectmoneyball.

Annex I: Jobs To Be Done

Most enablement teams at early-stage startups lack the required resources to meet their business goals, that's a fact. Due to the economic climate that was introduced into our lives post-COVID times, many enablers and content creators have transformed into subcontractors, self-employed and freelancers. When you connect these two points, the inevitable conclusion is clear - outsourcing some of the jobs and tasks can help Enablement leaders to meet their business goals faster and hence, help their revenue organization to scale more effectively. The alternative approach is to continue with the conservative approach of relying on in-house lack of resources, accomplishing some of the goals with a very long time to value.

The table below depicts common enablement jobs and activities that were derived from conversations with global GTM, PMM and enablement leaders. One of the best examples where a retainer can step in and help is listening to recordings, deriving insights and providing a letter of recommendations. If you are considering outsourcing for the sake of faster time to value, please review this table, select the jobs you wish to clear off your table with the help of a professional partner or retainer. Good luck !

Table 02: Jobs To Be Done	
Jobs that keep you busy and hinder you from scaling your team	Jobs You'd like to outsource
Crafting Job Description to scale your team with specific requirements	
Head hunting enablement talents	
Hiring and interviewing, taking part in your hiring flow	
Home assignments for applicants	
Training your team on your Sales methodologies, qualification criteria, discovery questions etc.	
Listening to calls and extracting your secret sauce per team, per region, per segment, per product offering, per Persona	
Call Shadowing (joining live engagements as Internal Product Specialist)	
Cross-referencing Sales KPIs with enablement KPIs	
Developing Onboarding Bootcamps	
Developing Ongoing enablement programs for your Weeklys, Standups etc.	
Training your Conversation Intelligence technology to do its job better (Trackers, scorecards, keywords, workflows, prompts, etc.)	

Managing call libraries	
Role Plays simulations	
Empowering your A-Players to coach your B-Players (build a Multiplier system)	
Coaching reps and providing feedback	
Enablement stack consolidation	
Examining Application usage and engagement score	
Sourcing for alternative applications & technologies	
Business Gap Analysis: • *Identifying hidden stages and friction* • *Optimizing the deal journey + exit criteria* • *Optimizing Product Demos (e.g. success criteria)* • *Cross departmental dependencies* • *Data integrity on your CRM*	
Customer interviews and ICP Gap Analysis	
Predictive churn formula	
Fine-tuning your ICP based on BoB	
2D Lead scoring (Intent and Readiness)	
Optimizing Outreach sequences and examining engagement scores	
GTM Collateral:	

• *Sales Presentation + Talk Tracks* • *Unique Selling Propositions* • *Market trends* • *Competitive Landscape* • *Battlecards* • *1 Liners* • *Buyer Personas* • *Group Consensus and messaging*	
Dedicated enablement Reports and Dashboards	
Designing, measuring and reporting enablement KPIs	
Improving the handover with Customer Success	
Improving the handover with Sales Engineers (Product Demos)	
Creating ROI calculators	
Creating Buyer Persona Stakeholder Map	
Developing tailored Success Plans, Mutual Action Plans	

Annex II:

Recommended Reading

- Gartner report: "Sales leadership effectiveness ebook"
- Gartner report: "B2B Buying Report"
- Gartner report: "Hit Revenue Goals by Aligning Go-to-Market to the Growth Strategy"
- Gartner report: "Revenue Enablement Strategic Roadmap"
- Gartner report: "Win More B2B Sales Deals"
- Gartner report: "Integrating Sales and Marketing to Drive Demand"
- Gartner report: "The Sales Excellence and Innovation Report"
- Gartner report: "3 Things the Best Sales Leaders Do Differently"
- Gartner report: "Seller of the Future"
- Gartner report: "Framework to Enable Effective Virtual Selling"
- Gartner report: "3-Step Guide to Effectively Measure Sales Enablement"
- Gartner report: "Build an Effortless Buying Experience With Revenue" Enablement"

- Gartner report: "Driving Seller Behavior Change"

- Sales Enablement Pro report: "State of Sales Enablement Report 2023"

- "Sales Enablement Collective Landscape Report 2023"

- Mediafly report: "A Sales Leader's All-Inclusive Guide to Sales Enablement in 2023"

- Mindtickle report: State of Revenue Productivity 2024

- Lano: "The true cost of employee turnover in 2024"

- Applauz: "The Real Costs Of Employee Turnover In 2024"

- SellingPower: "The (Strange) Case of the Vanishing Sales VP"

- G2: "70+ Sales Enablement Statistics To Blow Your Mind In 2024"

- HBR: "Why People Quit Their Jobs"

- US Bureau of labor statistics: Employee Tenure in 2022 (USDL-22-1894)

- HBR: "The Best Ways to Hire Sales People"

- Paychex: "3 Employee Tenure Trends Managers Should Know"

- Loopin: "How Employee Onboarding Changed In A Post-Pandemic Hybrid Workplace"

- SHRM: "Rethinking Onboarding for the Remote-Work Era"

- Global Workplace Analytics: The Costs and Benefits of Hybrid Work

I'll be back.

Congratulations!

By purchasing a *Project Moneyball* series book, you're entitled to a **complimentary consulting workshop**!

Take this opportunity to experience the innovative *Moneyball* approach to Sales Enablement and Revenue Intelligence.

Join the ranks of scaling businesses and leaders who have already implemented the practical, strategic, and holistic methodologies of *Project Moneyball* across their customer lifecycle. Create a greater impact by applying the insights provided in this series.

How to redeem your FREE CONSULTATION invitation:

Simply email **info@projectmoneyball.com** with a copy of your book purchase invoice, and we'll take it from there.

Your free consultation workshop includes a **one-hour open discussion session**.

Pick a topic or challenge, and let's work together to achieve your goals.