

# The 9 Needs of Adoption

Win buy-in for your sales enablement program.  
Because when reps are on board, sales can take off.

By Sheperd Simmons, Lisa Evano, and Sean Bower



# Your sales force can achieve more

You know it. Your reps know it. And they want to achieve more. Sales enablement is how you can help them be more effective. And it's the key to reaching your goals for growth – whether you want to grow market share, grow revenue, or grow into new markets. But growth is not an option without adoption. So you need more than a great sales program. You need

your reps to buy in. When they do, you can get them to:

- ***Sell on value, not price.*** Because the price game is a race to the bottom.
- ***Pursue opportunities, not miss them.*** Because reps should be trusted advisors, not order-takers.
- ***Do things cohesively, not individually.*** Because consistent behavior leads to consistent results.

Sound familiar?	That's why you need to...	<div>87%</div> <div>of high-growth companies take a value-based approach to sales.</div> <div>(ValueSelling Associates)</div>
<i>"I've got my own system. I don't need marketing telling me what to do."</i>	Prove that your approach is better for reps	
<i>"I don't want to read all of that. How will it even help?"</i>	Make materials easy to understand and apply	
<i>"I don't have time to study – I should be out there selling."</i>	Help reps sell more efficiently	

A stack of books with white and green covers is visible on the left side of the page.

**If you don't earn adoption, it'll cost you.**

**76%** of companies said  
poor adoption of sales tools is a top reason  
teams miss their sales quotas.

Allego's [Sales Enablement Technology Report](#)

Over two years, companies wasted an average of

**\$313,000**  
on sales tools that weren't fully adopted.

## Adoption comes down to nine specific needs

When you address all nine, you give yourself the greatest chance to get your sales force on board. So, if you want reps to adopt your sales enablement program:

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### Show 'em three things:

- 1 Leadership insists
- 2 Customer expectations are set
- 3 Everybody benefits

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### Teach 'em three things:

- 4 Who to talk to
- 5 How to recognize opportunities
- 6 How to convince the customers

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### Give 'em three things:

- 7 A sense of ownership
  - 8 Role models
  - 9 Constant reminders
-

Want reps to adopt your sales enablement program?

# 1 Show them leadership insists

Where leaders go, the team follows. So work with leadership to communicate your value-based approach to sales enablement.

- Bake it into your mission and vision – so it’s part of company culture.
- Endorse it in your interviews and onboarding – so reps get the message from day one.
- Reinforce it in your playbooks and meetings – so the message remains loud and clear.

“If you’re trying to persuade people to do something, it seems to me you should use their language.”  
— David Ogilvy

## Influence the few who can influence all.

We’re talking about the people at the top of the organization. The ones who define your company’s strategy. The C-suite. These are the people who need to drive your value-based approach. Because if top brass demand it, everyone knows what’s expected of them. Reps will see that selling on value isn’t just

some line in a handbook. It’s what your company is all about.

You may not be the one to decide your company’s mission, vision, and strategy. But you can *influence* those who do. Point out the importance of alignment behind value-based selling—so they can see how it helps reps and your company.

Your reps can:	Which means your company can:
<i>Develop stronger customer relationships</i> By understanding and addressing the customer’s needs, reps gain their trust.	<i>Improve customer retention</i> Because customers are less likely to jump ship when they know the long-term value they’re getting.
<i>Earn bigger sales</i> By showing customers how they’re getting more value, reps justify premium pricing.	<i>Earn higher profit margins</i> Because reps can overcome objections about price. And avoid price-driven practices that eat away at margins, like discounting.
<i>Differentiate from the competition</i> By focusing on unique business outcomes, reps help customers see tangible benefits like higher ROI or cost savings.	<i>Enhance its reputation</i> Because customers will think more highly of you when you’re known for delivering value. Top talent will, too.



## Get everyone to follow the leaders.

You want leadership driving the *entire organization* in the same direction. So you need everyone on board. Working from the same foundation. Because to earn adoption, marketing and sales need to be aligned around your approach to selling.

Make sure everyone *knows* leaders are on board. Broadcast it to the rest of the business – to win everyone’s buy-in.

1. Work with leaders to reflect your value-based approach in the company’s guiding principles. We’re talking mission, vision, and standards.
2. Educate sales managers. They’re your bridge between leaders and reps. So meet with them. Help them understand your approach. And that it’s backed by leadership.

3. Help sales managers spread the message. Give them training materials and talking points – so reps hear it from the right voice. Because for them, the message matters more when it comes from their boss, not marketing.
4. Align your approach with incentives and KPIs. Reps will work toward goals that reward them. So give them goals that match your philosophy.
5. Get the message out early and often. From interviews to performance reviews – and everywhere in between. Like training, emails, meetings, and webinars.

## When leadership drives your approach, you accelerate adoption.

Selling value is a philosophy. When you get leadership to endorse and reinforce it, every team member knows: It’s the way things are done here. And reps adopt that approach because their bosses hold them accountable.

52%

of sales pros say the biggest impact of sales and marketing misalignment is lost sales and revenue.

(HubSpot)

106%

Sales teams that are aligned with the marketing team are more likely to say they’re performing better than their sales goals.

(HubSpot)

## A smart framework helps you make it happen.

For peak performance, you need everyone in your organization on the same page. Or same *slide*. Our Single Slide Strategy® helps you articulate your approach in your viewpoint,

mission, vision, and standards. It simplifies your business strategy – so it's understandable, memorable, and relatable. Because that's what it takes to make it executable.



## How well are you communicating your value-based approach?

### *We sell on value, not price.*

- ☒ Company leaders believe it
- ☒ Sales managers know it
- ☒ Sales reps practice it

### *That message is clear in our:*

- ☒ Mission
- ☒ Vision
- ☒ Values
- ☒ Interviews
- ☒ Onboarding
- ☒ Sales training
- ☒ Playbooks

Want reps to adopt your sales enablement program?

## 2 Show them customer expectations are set

After internal alignment, you need external alignment – between how reps sell and how the market expects them to sell. Reps have to back up what your brand advertises.

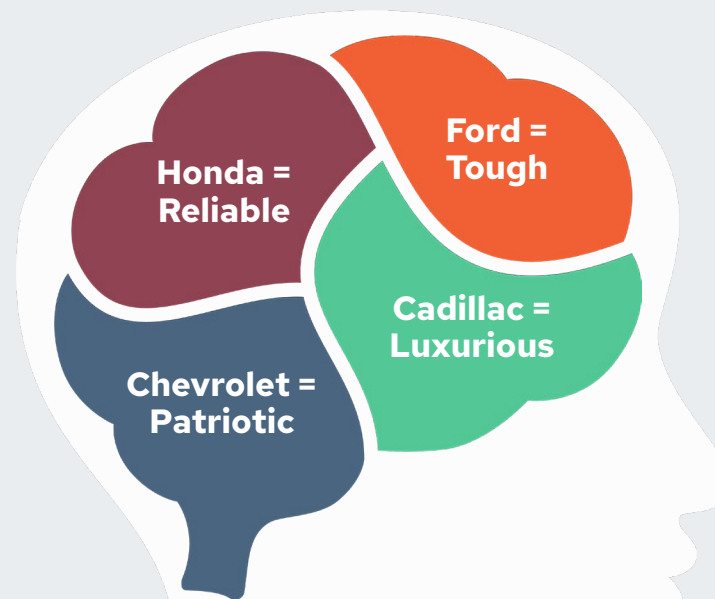
Your positioning is who you are in the eyes of your audience. Where you fit in the marketplace. And what sets you apart from everyone else. You might refer to positioning as your value proposition. Really, positioning is how you *convey* your value prop to the market.

### Prime those prospects before your reps arrive.

B2B buyers are 57–70% through the buying process before engaging with a sales rep.\* They know your brand before you even know they're interested.

*"Positioning is not what you do to a product. Positioning is what you do to the mind of the prospect. That is, you position the product in the mind of the prospect."*

— Al Ries and Jack Trout



Get your positioning right so you say all the right things – no matter how the market gets the message.

- Reputation
- Website
- Ads
- PR
- Emails
- Social media

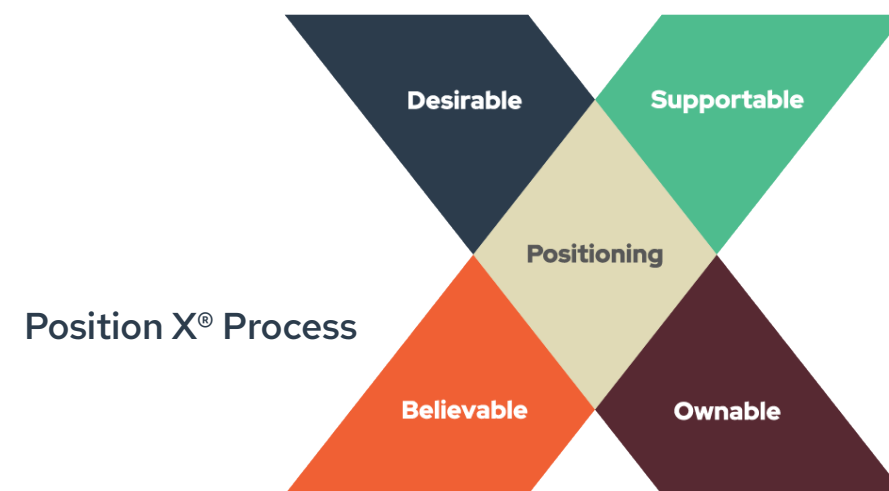
If your ads position you as a premium-quality player, reps can't go into a meeting talking bargain-basement prices. That's not what the market expects. And it's certainly not why they called you in the first place. That disconnect results in a bad customer experience.

## Before reps can exceed customer expectations, they must align with them.

When your positioning reflects your value-based approach, your customers expect value. They place external pressure on your sales force to deliver on that expectation. And your reps sell on that same value to meet the demand.

## A smart framework helps you make it happen.

Successful positioning is believable, ownable, desirable, and supportable. That's what our Position X<sup>®</sup> framework helps you create.



## Take a self-assessment

Is your positioning:

### Believable?

Consider market perceptions.  
What's your reputation?

### Ownable?

Consider competitor positioning.  
Where's the gap?

### Desirable?

Consider market needs.  
What do customers want?

### Supportable?

Consider product/service attributes. What's true about your offering?



## Bonus benefits of strong positioning

**Reps take pride in it.** They're excited to sell your product or service because it delivers something others can't – like more durability, quality, or comfort.

**It sets the table for your sales team.** They have less selling to do when the customer already expects value. So your rep's job is easier. And they might even thank you for it.



Want reps to adopt your sales enablement program?

# 3 Show them everybody benefits

You need your reps to understand why selling on value is better for them, the customer, and the business. State it. And sell it to your sales force – because your reps are your customers. Communicate the advantages in playbooks, emails, meetings, and conversations.

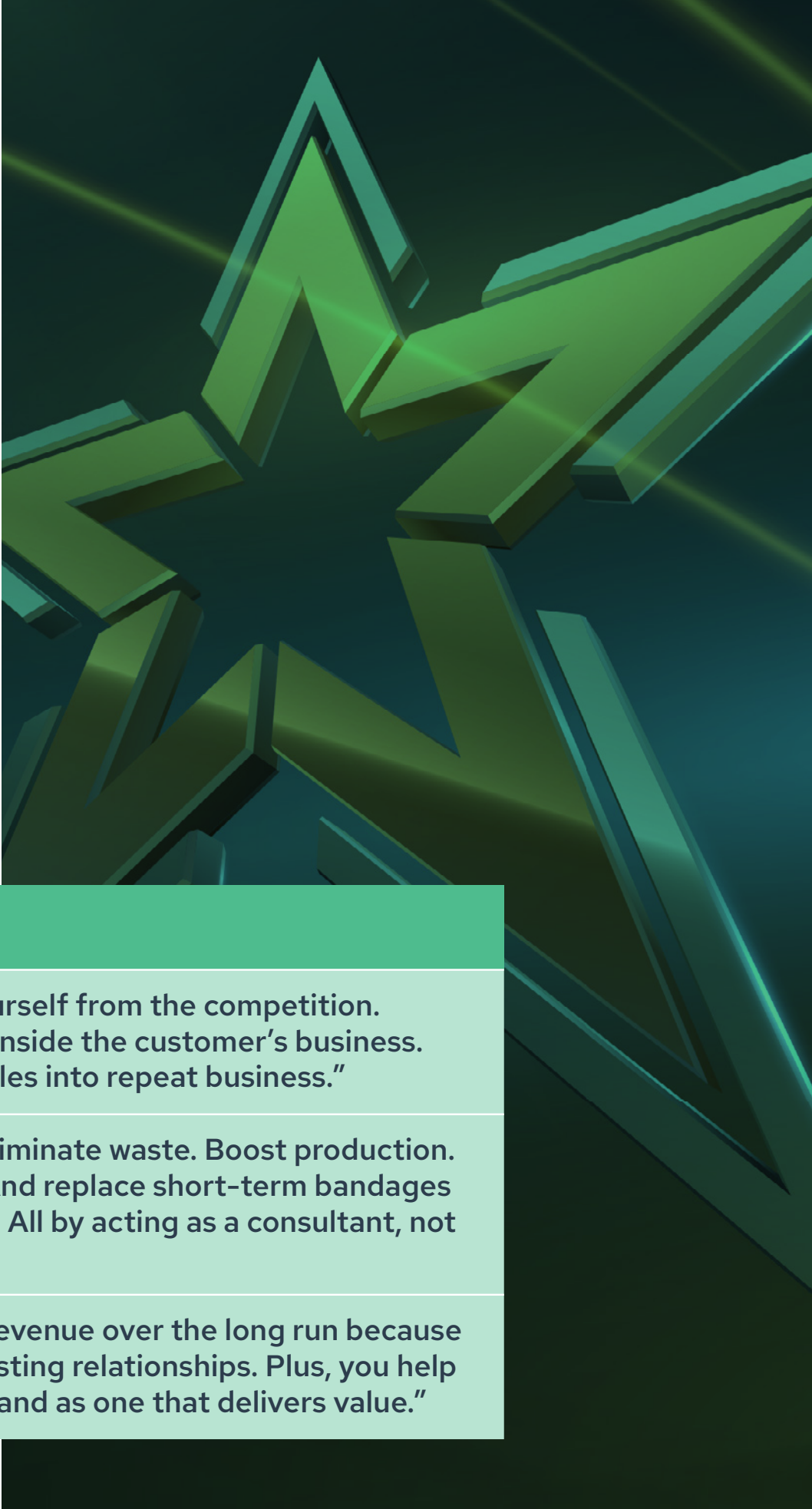
But don't just focus on what you say. How you say it is vital, too. Make your message:

- **Customer-centric** – so it matters to your reps
- **Clear** – so it's easy to understand
- **Compelling** – so reps are engaged and motivated
- **Controlled** – so they can trust it

## When your approach is better for them, reps buy in.

Convey the advantages plainly. You'll make it easy for reps to believe in your approach – and more willing to adopt your sales enablement program. Just tell the sales team why it's better for everyone (especially them!). When your reps buy in, they're motivated to sell your way.

Reps will wonder...	So sell it by saying...
"How is it better for me?"	"You differentiate yourself from the competition. Become a champion inside the customer's business. And turn one-time sales into repeat business."
"How is it better for my customers?"	"You can help them eliminate waste. Boost production. Improve workflows. And replace short-term bandages with long-term cures. All by acting as a consultant, not an order-taker."
"How is it better for the business?"	"You generate more revenue over the long run because you're establishing lasting relationships. Plus, you help customers see our brand as one that delivers value."



## FACT:

Firms where salespeople use the company's methodology and get consistent coaching see **73%** quota attainment.

(Spotio)

## ACT:

Before reps will use your approach, they need to believe in it. So give them reasons to embrace it. Then keep coaching them up on how and why to sell on value.

### A smart framework helps you make it happen.

Our 4Cs™ framework helps you convey the benefits of your sales approach in a way that's customer-centric, clear, compelling, and controlled. In other words, it makes your message easy to believe in.



## Tips for making your message:

### *Customer-centric*

1. Make it about your reps (not just for them).
2. Train your brain to use "you" and "your."
3. Cut out "we."

### *Clear*

1. Use short words and sentences.
2. Show visuals.
3. Talk specifics, not generalities.

### *Compelling*

1. Be verby to motivate.
2. Show examples.
3. Prove it with stories.

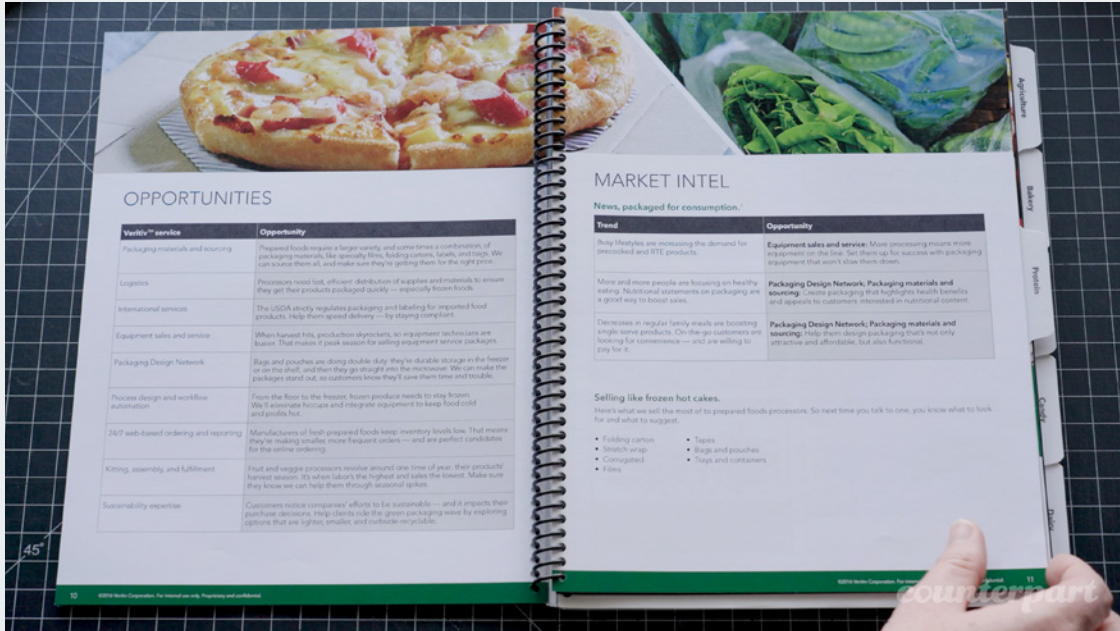
### *Controlled*

1. Follow brand guidelines.
2. Use correct grammar.
3. Don't be offensive.



## Putting FedEx reps in a position to deliver

When ecommerce was taking off, FedEx had a big opportunity – IF they could get reps on board. We helped FedEx nail their positioning and got their sales force excited about selling to a new type of customer.



## Playbooks that pack a customer-centric punch

Fortune 500 packaging supplier Veritiv needed reps to be experts in key industries. Thirty vertical-specific playbooks later, they had a lot to digest. So we took a customer-centric approach. That meant offering the playbooks in multiple formats. One-pagers for skimming. Podcasts for learning on the go. And animated online courses, complete with quizzes for tracking their progress.



Want reps to adopt your sales enablement program?

## 4 Teach them who to talk to

To be effective, sales pros need to know who to target. That starts with segmentation, of course. But reps don't actually sell to segments. Or verticals. Or companies. They sell to an individual person. And each one

cares about different things. Which is why you have to drill down through the layers and arm reps with the right message for the right person. And it's why your reps need more than personas. They need personal insights.

### Guide your sales team to more meaningful connections.

Reps need a deep understanding of who they're talking to. So teach them – in three steps.

1. Ask reps about real experiences with real customers.
2. Find lessons in those experiences.
3. Use them to create tools that resonate on a personal level.
  - True stories from successful reps
  - Customer quotes
  - Conversation starters
  - Questions that lead to meaningful answers



### Make sure reps deliver a message their audience wants to hear.

What's important is not what your offering is or what it does, but what it *means* – that is, how it's relevant to the specific needs of a particular decision-maker. For example, let's say you're selling packaging materials.

When your rep talks with **someone in purchasing**, they might emphasize your vast sourcing capabilities. The customer will care because it means you can source strategically to help them stay in budget.

When your rep talks with the **operations manager**, they might emphasize just-in-time delivery. The customer will care because it means you can help them prevent over-purchasing and having to store excess.

When your rep talks with **someone in marketing**, they might mention your package design capabilities. The customer will care because it means you can help them stand out on the shelf.



### When they focus on people and not personas, your reps...

**Become more confident.** They skip the small talk and irrelevant pitches – to address specific pain points instead.

**Act as consultants,** not order-takers. They gain a deeper understanding of the customer and their needs – to solve real problems.

**Pursue opportunities** to cross-sell and upsell. They recognize that every interaction is a chance to dive into the details and explore beyond the obvious – to deliver more value.

*“Get closer than ever to your customers. So close, in fact, that you tell them what they need well before they realize it themselves.”*

— Steve Jobs

### Reps will buy into whatever helps them sell.

When your playbooks help reps build deeper connections, they can uncover hidden opportunities and sell more efficiently. If it fills their pocket, every rep will adopt it. And by giving them actionable info on a silver platter, you’ll become golden in their eyes.

### A smart approach helps you make it happen.

Our 1 on 1 research gives reps more than direction. It gives them Primary Perspective™ – deep insight into individual hearts and minds. And that doesn’t come from inferences, guesswork, or interpretations. It’s a result of first-hand experiences.

**Listen to people.** Interview at least 3 for each key perspective. That could include customers, reps, product or service managers, and store or warehouse employees. And that goes for every offering, segment, and region.

- Record and transcribe interviews.
- Highlight meaningful stories and statements.



**Visit places.** Go where offerings are designed, prepared, sold, and used.

- Take tours, pictures, and notes.
- Talk to the people who plan, manufacture, package, sell, and deliver or provide.

**Experience offerings.** At every stage of the customer journey.

- Be a customer.
- Shop, buy, receive, and use.

Want reps to adopt your sales enablement program?

## 5 Teach them how to recognize opportunities

Take a visual approach to help your sales force spot opportunities to cross-sell and upsell. Because if they can't see it, they can't sell it. With effective visuals, you can motivate reps to pursue opportunities they might otherwise miss.

### Use visual aids to make your message click.

Neuroscientists from MIT found that viewing an image for as little as 13 milliseconds is enough for the brain to process it. Proof that our brains are wired to understand visual info.

Use that to your advantage. Don't just tell reps where opportunities exist. Show them. With visual tools that are easy to understand and use.

*"There's something magical about visual information. It's effortless, it literally pours in. And if you're navigating a dense information jungle, coming across a beautiful graphic or a lovely data visualization, it's a relief, it's like coming across a clearing in the jungle."*

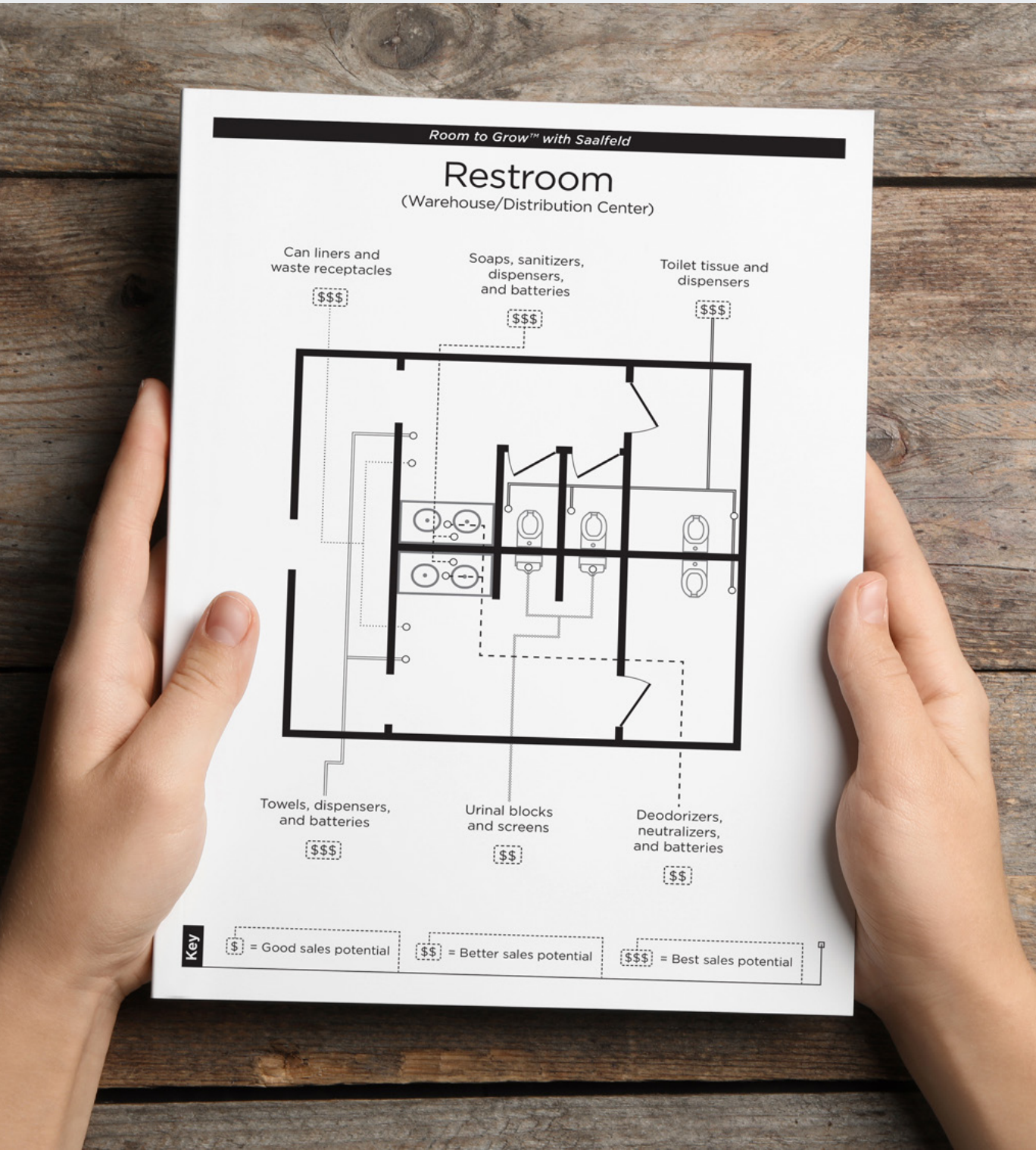
— David McCandless  
Author, *Information is Beautiful*

**Exploded facility diagrams get reps to think outside the box – and building.**





Floor plan diagrams train reps to look around a facility room by room.



Infographics help reps absorb and digest the info – so it clicks and sticks.



Videos ensure reps see what to do and how to do it.

### How to make your visuals more compelling in the eyes of a rep:

- \$** Add dollar signs to indicate which opportunities are most profitable.
- ?** Include questions that help reps collect critical info.
- %** Use facts and stats to turn your reps into industry experts.

### Turn reps into trusted advisors who pursue opportunities.

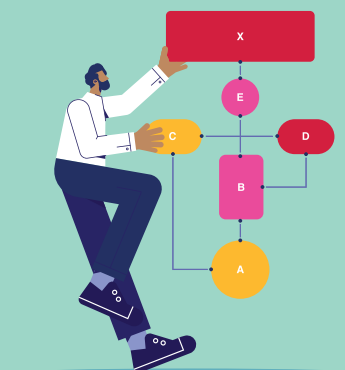
With effective visuals, your reps can literally put their finger on opportunities – so they can offer solutions and add value. That leads to more customer trust. More confident sales reps. And better sales outcomes.

### Simplify selling to ensure adoption.

More cross-selling and upselling means more money in your reps' pockets. When you make it easy to spot those opportunities at a glance, your playbooks won't collect dust. They'll be a must – before every sales call.

### A smart approach helps you make it happen.

Before reps can seize opportunities, they need to see them. Help your reps Picture the Potential™ – with diagrams, videos, infographics, and more. Turn your ocean of research, interviews, and feedback into streams of visual guidance.



#### Diagrams

Workflow  
Floor plan  
Facility  
Customer journey map



#### Infographics

Overview  
Timeline  
Statistical  
Process  
Flowchart  
Customer profile  
Checklist



#### Videos

Short form  
Long form  
Training  
Educational  
Demonstration  
Rep success story  
Customer success story



#### Digital experiences

Augmented reality  
Virtual reality  
Interactive demo



Want reps to adopt your sales enablement program?

## 6 Teach them how to convince the customer

Winning arguments are the greatest gift marketing can give to sales. Use them to make selling easier. And to make reps more effective.

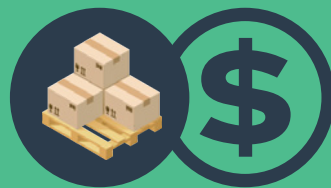
**Conversation starters** help them get off on the right foot.

**Cost comparison calculators** help them quantify long-term value.

**Case studies** help them prove it.

**Counterpoints** help them overcome objections.

**Competitive comparisons** help them close the deal.



**Let's say** your company offers a cash flow advantage. Explain what that advantage means to the customer. So your rep can use it to convince, say, a purchasing officer. "We can offer smaller quantities of products, so you have less cash tied up in inventory."

When using situation-specific sales tools, reps report being more likely to know how to navigate different sales scenarios.

15%

(Spekit, Highspot)

### Prep every rep for pushback.

With winning arguments, reps can break down objections. Like when a customer says they can get this product at a local store. Have they considered how long it takes an employee to drive across town? What about the liability involved? If your rep has an ROI calculator, they

can plug all those variables in and demonstrate exactly how much value they're providing.

Pushback has the potential to scare reps away from cross-selling and upselling. They can feel like they'll annoy the customer. Convincing arguments give your reps confidence to view objections as opportunities – and offer products or services that better suit the customer.

**When convincing a customer, context is key.**

You’re asking reps to act – say this, quantify that, compare these. But *when* should they act? And *which* argument should they use this time? Add context. Categorize by audience and situation. And get specific. For example, you can arm reps with counterpoints for different types of pushback.

*“Your service is out of our price range.”* Tell reps to turn the conversation to value. Like how your service will help customers avoid long-term headaches. Or how not addressing the problem can lead to larger financial problems like a damaged reputation or lawsuit. Give reps case studies that back up the argument – or write one, if needed.

*“We’re happy with our current provider.”*  
Tell reps to ask what the customer likes about their provider, which can reveal their priorities. Then move to dislikes. And draw the connection between what the customer isn’t getting and what you can provide. A competitive comparison will likely reveal even more opportunities.

**Reps want those winning arguments.**

They’ll crack open your playbooks if it means closing more sales. Plus, your reps will feel supported. That gives them more confidence in your organization. And keeps them around longer.

**A smart approach helps you make it happen.**

Our Total Toolbelt™ methodology arms reps with convincing arguments specific to your offerings and audience.

**Equip your reps to:**

**Show value**

- |                      |               |
|----------------------|---------------|
| Infographics         | Brochures     |
| Product demos        | Leave-behinds |
| Explainer videos     | Assessments   |
| Client presentations | Webinars      |
| Trade show decks     |               |

**Talk value**

- |                       |                                    |
|-----------------------|------------------------------------|
| Value props           | Playbooks                          |
| Product info          | Customer journey maps              |
| FAQs                  | Counterpoints to common objections |
| Call scripts          | Training videos                    |
| Sample messaging      | Battle cards                       |
| Conversation starters | Pricing documents                  |
| Proposal templates    | Podcasts                           |
| One-sheets            |                                    |

**Prove value**

- |                         |                 |
|-------------------------|-----------------|
| Testimonials            | Calculators     |
| White papers            | Success stories |
| Competitive comparisons | Case studies    |



## Get started: Convincing conversations stem from stories.

With a sales pitch, your rep *claims* something. With a story, they *demonstrate* the selling points. Plus, stories are more memorable and meaningful than stats and facts. So get your reps to stop selling and start storytelling.

For example, instead of saying “We make facilities safer and more cost-efficient,” your rep can prove it. *“On a tour of a customer’s distribution center, we noticed they were using outdated fluorescent lighting. We suggested an LED retrofit with motion sensors in low-traffic areas. On top of making the work environment safer and more pleasant, the customer reduced energy consumption by 40%.”*

To craft compelling stories...

### Share how a rep:

- Solved a tricky challenge.
- Performed detective work.
- Prevented a problem.

### Make the stories:

- Brief – just long enough to convey the point.
- Relevant – to the customer.
- Specific – highlighting a benefit or result.







## Taking a visual approach to growth

Saalfeld helped distributors sell all sorts of products to their customers. And they wanted distributor reps to find more cross-selling opportunities when they were onsite at their customers' businesses. So we created floor plan diagrams. Reps could look around, room by room, and see what else the customer might need.



## Turning order-takers into consultants

International Paper had a wonderful portfolio of products. But reps were struggling to speak the language of the verticals they were trying to sell into. They needed to make more meaningful connections. Talk about what truly mattered to those prospects. And make winning arguments.



Want reps to adopt your sales enablement program?

## 7 Give them a sense of ownership

Highly engaged business units result in a **23%** difference in profitability. (Gallup) Highly engaged employees are **87%** less likely to leave the organization. (Oxford Handbook of Positive Psychology, Qualtrics)

Imagine getting your reps on board before building a single playbook. That's the power of participation. If you want reps to be invested in your program, let them influence the content. Get their perspective. Ask them to share their

expertise. When they contribute, they're more likely to be enthusiastic about the program as a whole – and more engaged as employees. And they'll be more likely to endorse the materials, too, encouraging teammates to buy in.

You'll also prove that you care about creating the best possible materials for reps. Which fosters alignment between marketing and sales.



### Co-creation leads to higher valuation.

If you've ever put together IKEA furniture, you know it can be a struggle. But the effort you put in during assembly results in affection for and attachment to what you've built. Harvard researchers coined this the IKEA effect. Put simply, if we help create something, we value it more. Which is why it's so important to involve your reps in the development of sales materials.

Harvard Business School, Journal of Consumer Psychology

### Enthusiasm is contagious.

Imitation is part of human interaction. For example, when someone smiles at you in passing, you're likely to smile in response. Neuroscience suggests that mirror neurons in the brain are responsible. And those neurons are connected to empathy, imitative behavior, and social decision-making.<sup>1</sup>

Translation? When reps see their peers excited about your sales enablement materials, that feeling will spread. You can end up with your whole sales force enthusiastic about your program – and working cohesively toward your goals.

### Involved reps improve materials.

Your reps are the ones interacting with customers. They have insight into what helps them succeed, what gets in the way, and what customers want to hear. Don't be afraid to let your reps dish. You'll get true stories – filled with real problems and scenarios – to address in your materials. And your reps will appreciate that you're willing to listen.

### Get started: Talk to your rockstar reps.

1. Ask them what has and hasn't worked for them. What are their go-to strategies and methods? What do customers respond to?
2. Use those answers to understand the nuances of your industry and the behaviors of your customers. Then build that knowledge into your sales enablement materials.

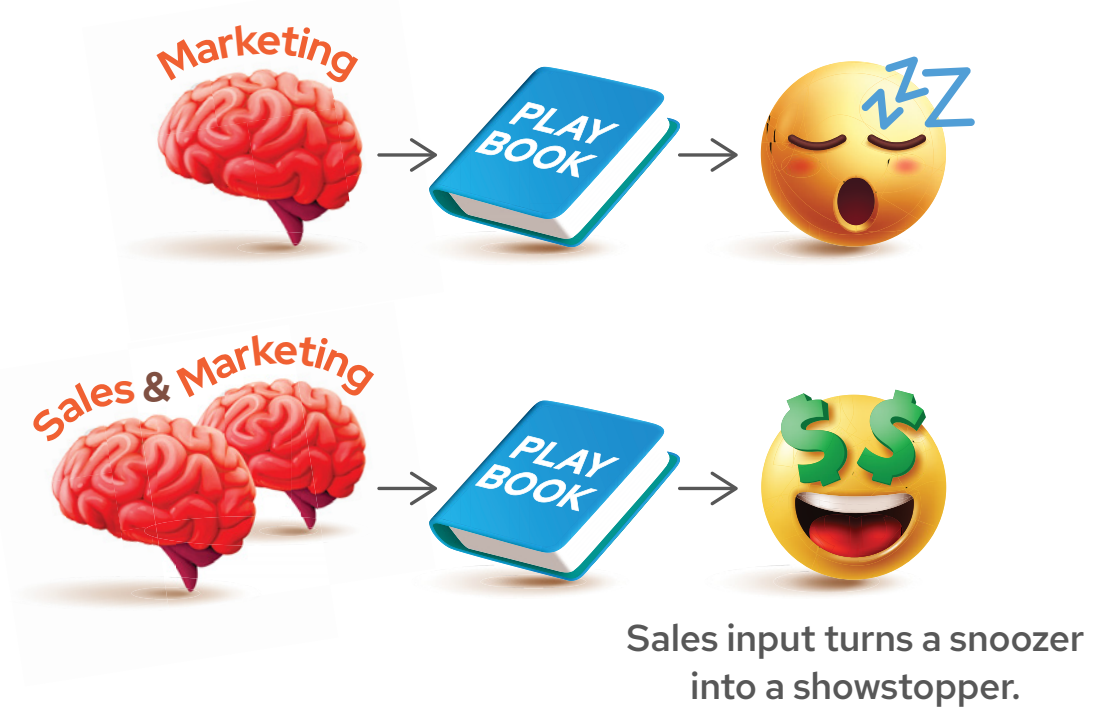
3. Highlight reps at every opportunity. Use their words and mention them by name. You'll earn their enthusiasm. Other reps will see you've listened to the sales team. And your public praise elevates reps within the organization – making them more beholden to your program.

### A smart approach helps you make it happen.

Our Play A Part™ methodology allows sales to be heard and influence content. Their perspective and participation gets them on board even before the materials arrive.

Insights come from experts. So talk to subject matter experts across your sales team.

- Segment
- Service
- Industry
- Product
- Territory
- Process



Want reps to adopt your sales enablement program?

## 8 Give them role models who champion it

If you want reps to follow the footsteps of their highest-achieving peers, give them a hand. Interview the standouts and share their success stories of value-based selling. Other reps will feel like they're tapping into a winning formula. And you'll end up with an entire sales force of high performers working as a team.

Plus, when reps see the best way to do things, they don't have to spend months figuring out what works. So you get a more efficient sales force.

### Real spin wins real buy-in.

A made-up example can be effective. But it may also leave reps wondering if it'll work in the real world. A true account from a peer? Reps know that's real – because it's sales-proven, not just marketing theory. Reps get to see what already works for a top teammate. Which motivates all reps to follow that path.

*“When people tell me they’ve learned from experience, I tell them the trick is to learn from other people’s experience.”*

— Warren Buffet

Plus, you borrow credibility from your all-star reps just by including them in your materials. It signifies that top performers are already on board with your program. You get to show that it's a collaboration, not something marketing is forcing on sales.

### Highlight the right role models in 3 steps.

1. **Select role models for every sales segment.** Because the winning formula changes based on the variables. You'll want role models for every:
  - Region** – Different market demands, regulations, and cultural nuances can affect how your best reps sell.
  - Product category** – Selling janitorial supplies like paper products and mops, for

example, requires a role model skilled in high-volume, low-margin sales. For HVAC systems, though, technical selling and ROI-driven conversations are more important.

**Target industry** – For example, food and beverage businesses prioritize health and safety compliance and quick product turnover (to reduce spoilage). But hospitality customers care more about operational efficiency and reputation management.

**Experience level** – New hires should hear from a rep who just finished her first year with record numbers. Senior reps want to hear from a peer who excels with enterprise-level customers.

(continued)

**2. Choose your challengers.** These are reps who make customers think. Bring new ideas. And find creative and innovative ways to help the customer's business.

**3. Interview at least three people per segment.** You'll get more perspectives. Richer content. And deeper insight into what works.

### **You and your reps will reap the rewards of recognition.**

The sales and marketing leaders on our Sales Enablement Advisory Board say your reps want to be heard. Reps are ecstatic when you share their wisdom in materials. And they love the public praise. You win, too. Because

#### **More on finding your challenger sales reps**

In The Challenger Sale, Matthew Dixon and Brent Adamson detail how the "challenger" personality type outperforms others in B2B sales. Here are the hallmarks of a challenger:

- Offers the customer unique perspectives
- Has strong two-way communication skills
- Knows the individual customer's value drivers
- Can identify economic drivers of the customer's business
- Is comfortable discussing money
- Can challenge the customer's way of thinking

as collaborators, those reps are going to be cheerleaders for your program. And your message resonates with reps on a deeper level when it comes from their peers.

### **A smart approach helps you make it happen.**

It's encouraging when people see the top performers being part of the effort. We interview them for insights, then share Peer Practices™ – so you can raise everyone's game.



"Here's the best advice I ever received."

"I will NEVER do that again."

"This was my proudest moment by far."

"The customer loosened up as soon as I mentioned..."

"If only I knew this as a rookie!"

"The customer did a total 180 when I said this."

"I'll never forget when a customer taught me..."

"In this industry, that term will get you laughed out of the building."

***"It's an honor for reps when you ask them to be involved. And then you have ambassadors for your program."***

**— Mike Vazeii** Senior Vice President of Marketing for Pep Boys

***"For your sales force, the message matters more when it comes from someone who's out in the field every day."***

**— Brian Tisdale** Manager, Go-to-Sales E-Commerce/International/Parcel at FedEx



Want reps to adopt your sales enablement program?

# 9 Give them constant reminders

Even the most compelling sales enablement materials do you little good if they’re stuck in a drawer. Instead of a one-time read, you need reps using your materials time and time again. Because consistent behavior leads to consistent results. With regular reminders, you can ensure your program isn’t forgotten – and reps stay bought-in.

## Lessen the time burden on your sales force.

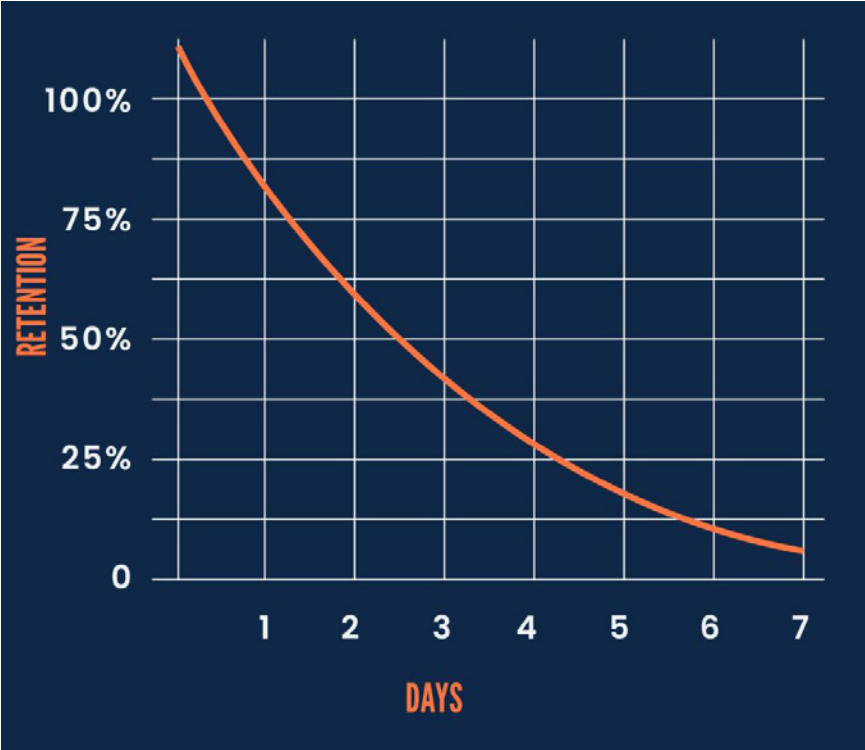
Like you, reps are busy. And they already spend 70% of their time on non-sales-related activities like reporting, scheduling, and building presentations. (Salesforce)

Chances are, reps don’t have time to learn your sales enablement program in one sitting. So pace it out – to keep it top of mind over time. Your reps can dig in when their plates aren’t full. And they’ll have an easier time digesting the content.

## Ensure reps are retaining their training.

Studies suggest reps forget 74% of sales training within a month, and up to 90% within three months. And it’s no surprise. In fact, science backs those stats. The Ebbinghaus Forgetting Curve shows how quickly people forget what they learn. And that people forget even faster when they don’t revisit the information. (Richardson Sales Performance, Ardent Learning)

With constant reminders, you can reinforce ideas in doses. And in a variety of ways. Your



The Ebbinghaus Forgetting Curve

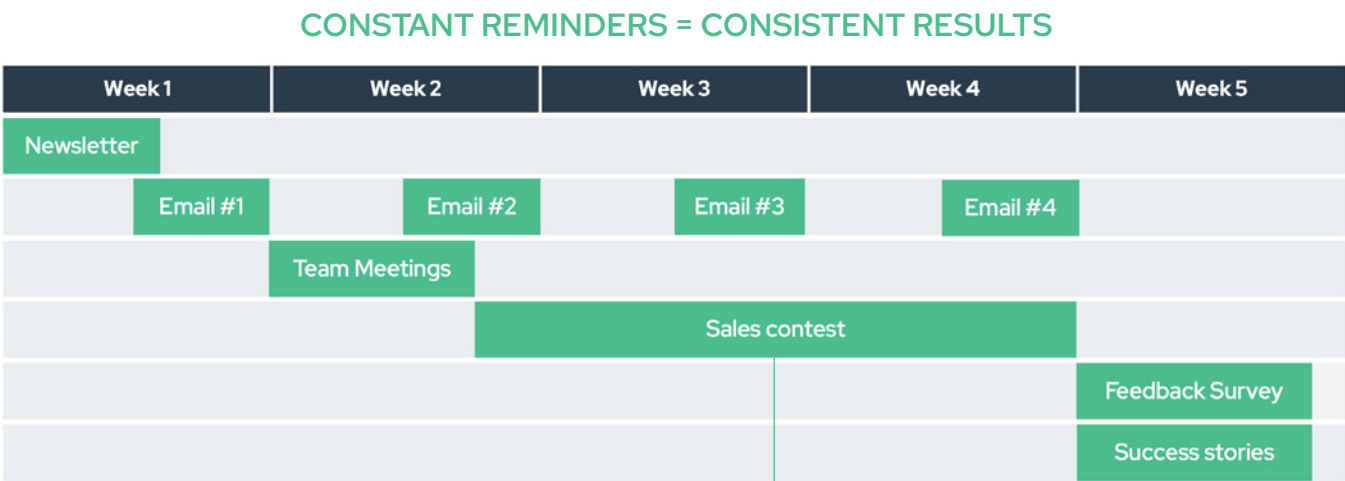
reps won’t get overwhelmed. They’ll have an opportunity to practice each concept in the field while it’s fresh. And you’ll provide different entry points for your program – because some ideas will resonate more than others.

Regular reminders embed successful strategies in company culture.

When you continue to reinforce and prove the value of your sales enablement program, you send a message: *This is important*. Your constant reminders become a steady drumbeat in the ear of every rep. That consistency affects how team members behave and communicate – with both customers and one another. And over time, your program becomes rooted in company culture.

A smart approach helps you make it happen.

Even the best programs can be quickly forgotten. Our Ongoing Strong™ effort builds you a campaign and a calendar, to ensure that your plan is always top of mind.



**Internal contests** appeal to a rep’s competitive nature. And they tend to generate excitement among the sales team. Plus, you can add some extra motivation with public leaderboards.

**External contests** – ones that reward customers – give your reps a good reason to reach out to their contacts with a ready-made talking point.

Turn the science in your favor with a pair of teaching techniques

What’s important is not what your offering is or what it does, but what it *means* – that is, how it’s relevant to the specific needs of a particular decision-maker. For example, let’s say you’re selling packaging materials.

The spacing effect

Spread out the learning process to reduce cognitive load and improve long-term retention. For example, follow your initial program rollout with an email drip series reinforcing key concepts. (The Learning Scientists)

Chunking

Consider how you learn a new language by grouping vocab into categories like food, places, and activities. By chunking info – breaking large amounts into smaller, focused elements – you’re better able to process, store, and recall it. So when reinforcing your program, categorize the content. And highlight individual aspects one by one. (National Institute of Health)



## Involving reps ensured adoption for Terminix

Terminix had long been focused on the residential market. When it came time to push commercial, they needed their sales force to buy in to a new approach. Share their success stories. And work as a team.

## A strong foundation makes it easier to adapt

Your work isn't done once you have the perfect playbook. Because reps need constant reminders. And because circumstances change – like when the market shifted for International Paper. If you can shift, too, you can give your reps confidence. And help them continue their success.



## Conclusion

# Want reps to adopt your sales enablement program?

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### Show 'em three things:

- 1 Leadership insists
- 2 Customer expectations are set
- 3 Everybody benefits

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### Teach 'em three things:

- 4 Who to talk to
- 5 How to recognize opportunities
- 6 How to convince the customers

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### Give 'em three things:

- 7 A sense of ownership
  - 8 Role models
  - 9 Constant reminders
- 



*“Everybody loves the tools. Sales are up 10% YOY. They all ask, ‘Why are we doing so well?’ I say it’s because of the sales materials.”*

— David Rose Former segment marketing leader for Veritiv Corporation

### When reps buy in, the results stand out.

- 84% of sales reps achieve their quotas when their employer incorporates best-in-class sales enablement strategies.<sup>1</sup>
- Win rates increase by 9 percentage points when organizations find sales content tools to be extremely effective in supporting sales efforts.<sup>2</sup>

### Adoption is essential for sales to reach its potential.

Growth is in your grasp – for your sales team, your revenue, and your business. But that

requires true adoption. And addressing all 9 needs is how you’ll get it. So, how well are you tackling each one? Take a self-assessment to get a real diagnosis.

Then reach out. Let’s work together to create a sales enablement program your reps are passionate about. That empowers them to win again and again. And that inspires them to achieve your most ambitious sales goals.

[Connect with us.](#)

## **Meet Counterpart.**

Home of the Message Strategy Experts® We apply our unique disciplined approach to help marketing leaders like you maximize adoption of sales enablement programs. Over the last 20+ years, we've contributed to the success of FedEx, AARP, P&G, Progressive, Terminix, Teladoc, Hilton, and more.

Team up with us to make your message work. And to help your sales team adopt the beliefs and behaviors that help your business grow.

**counterpartcd.com**