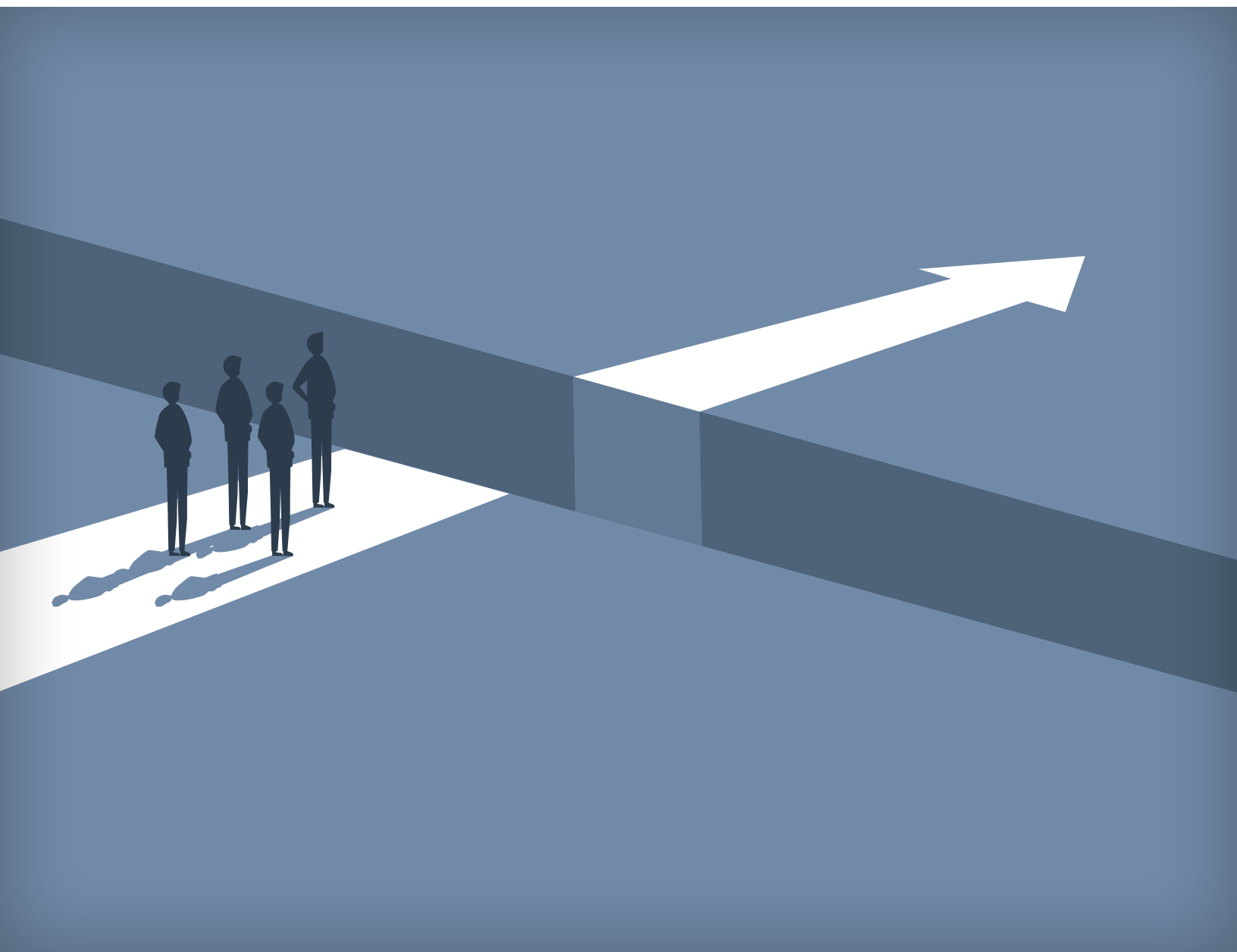


The illusion of adoption

Why sales isn't using what you build – and what to do about it.



Survey says: There's an enablement disconnect

Most companies are investing in sales enablement programs. 65% already have one in place, and another 22% are implementing one. Of those, 87% say their programs have been mostly or completely adopted.

But dig deeper and you see a different story. More than half of reps create or customize their own materials. Only one in four rank marketing content among their most helpful resources. And 71% say it's a challenge to get sales to use what they're given.

On the surface, adoption looks complete. In practice, it's anything but.

This report dives into that contradiction. You'll see four areas where leaders think adoption is flourishing. And you'll see proof that often, it's actually floundering. You'll also learn how to spot symptoms that adoption is a struggle in your own org – and what to do if it is.



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FOREWORD

We'll be honest. This report was hard to create.

At first, the data didn't add up. The numbers contradicted each other. Every time we landed on an insight, another metric would undo it. It felt like two different worlds somehow existed inside the same organizations.

Two stats in particular stopped us in our tracks: 65% of respondents already have a sales enablement program in place, and another 22% are implementing one. Of those, 87% say those programs have been mostly or completely adopted.

That was concerning and confusing for us. Because for years, we've built our work around driving adoption – helping teams grow by getting sales to actually use their materials. But if adoption is really at 87%, were we chasing the wrong problem?

And if adoption really is that high, shouldn't enablement be solved by now – with marketing and sales perfectly aligned, everyone high-fiving like a stock photo? We knew from our own clients that wasn't reality. So we kept digging.

The more we looked at the behavior-based data, the more the story shifted. Reps were still going rogue. Materials sat unused. Training faded fast.

Everyone says they're doing the right things. But the day-to-day shows a different picture.



That's when it clicked.

This contradiction is the story.

Adoption isn't happening at the levels leaders believe. But why?

That's what this report explores. What's truly happening between sales and marketing. The gaps that hide behind the word **adoption**. And how marketers can finally bridge them.

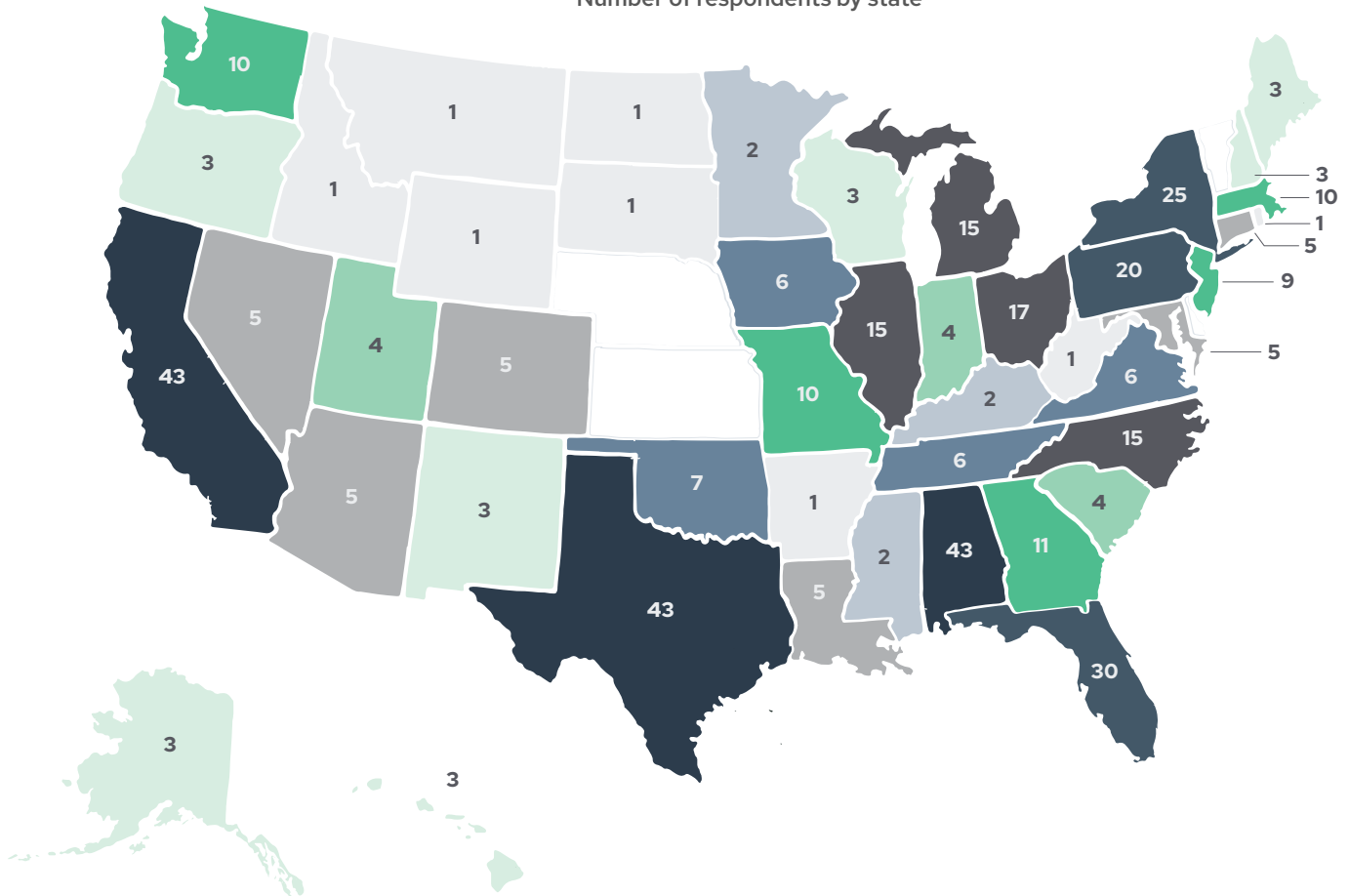
METHODOLOGY

This survey was conducted from October 3 to October 16, 2024, and received a total of 344 respondents. All respondents have responsibilities in marketing, sales/business development, or leadership. They all work in B2B organizations that have at least 200 in-house sales reps.

Respondents from around the country participated.

The number of respondents in the study gives us an overall margin of error of +/- 5.2 percentage points at a 95% confidence level. This means 95% of the time, repeating the study would generate results within 5.2 percentage points of the results reported here. This is an extremely high level of confidence.

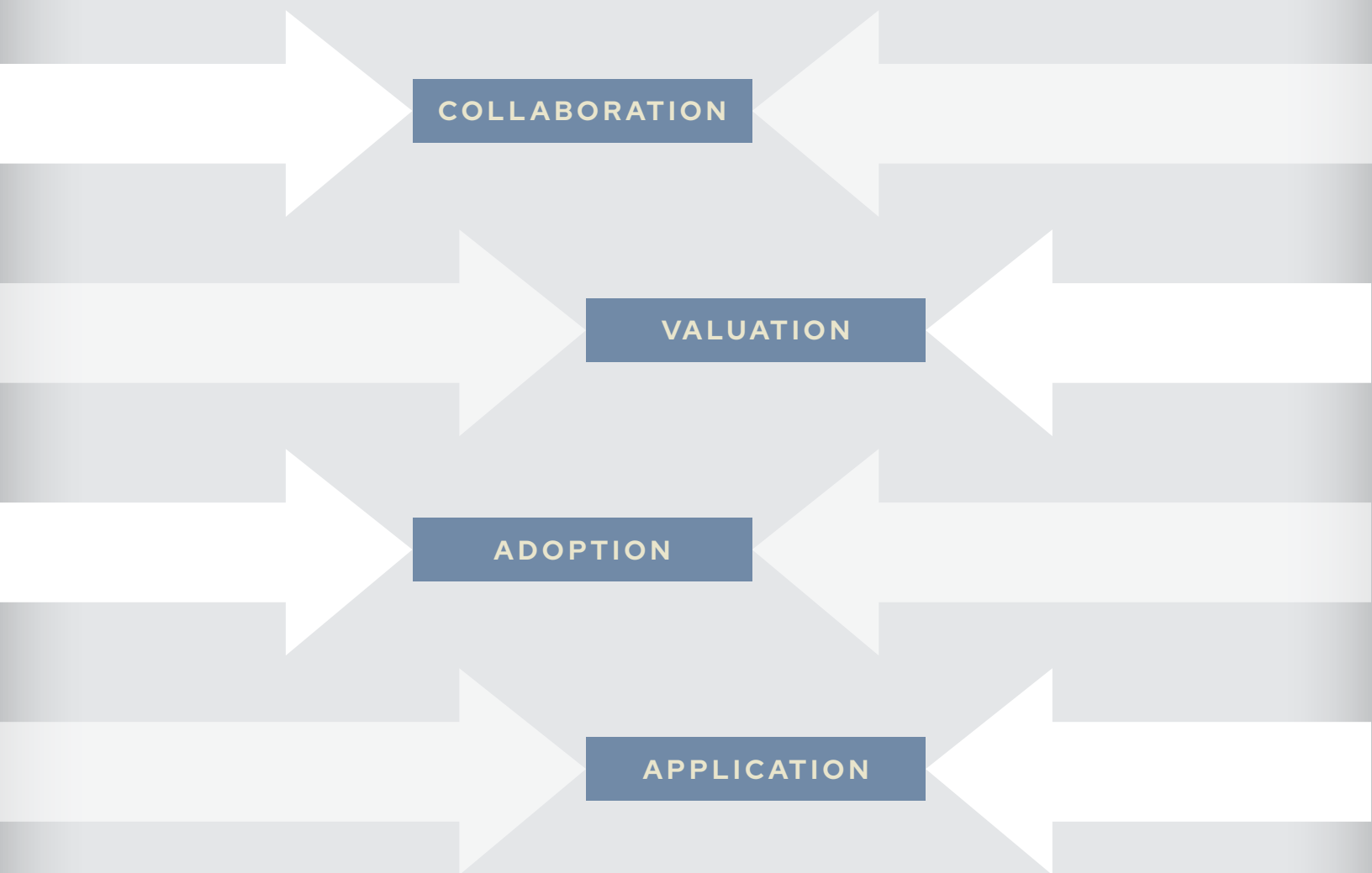
Number of respondents by state



The four tensions

Throughout the sales enablement process, we found that teams *believe* they're achieving adoption. But when you start asking more specific questions, it's clear that's an illusion in many cases. It shows up in every area, from creating new materials to measuring their impact.

The four areas of tension:



Collaborative on paper

VS.

Siloed in practice

92% claim sales and marketing collaborate “always” or “most of the time.”

Sales and marketing collaborate to support sales function	Always	36%
	Most of the time	56%
	Sometimes	7%
	Rarely	1%
	Never	0%

Here’s the tension

Less than half (only 48%) say they regularly communicate.

Even fewer (38–41%) share metrics, reporting, goals, or KPIs; or have regular meetings.

Sales and marketing do together

Regular communication between departments	48%
Shared metrics and reporting	41%
Shared goals and KPIs	39%
Regular joint meetings	38%
Cross-departmental teams	38%
Joint marketing campaign planning	37%
Collaboration on buyer personas/target audience profiles	37%
Joint sales campaign planning	35%
Participation in metrics review meetings	34%
Shared accountability for sales outcomes	34%
Shared use of marketing automation tools	34%
Coordinated event participation (conferences, trade shows, etc.)	33%
Collaboration on lead scoring	33%
Participation in sales enablement workshops	31%
Shared budgets for initiatives	31%

Less than half (47%) say decisions about sales enablement are made collaboratively across sales and marketing.

How decisions are made about sales enablement

Decisions are made collaboratively across the sales department.	48%
Decisions are made collaboratively across sales and marketing.	47%
Decisions are based on customer/client feedback.	45%
Decisions are based on sales data.	42%
Sales leadership makes decisions.	41%
The organization's leadership makes decisions.	35%
Marketing leadership makes the decisions.	35%
Decisions are made with an outside sales enablement consultant.	31%
Individual salespeople make decisions independently.	31%

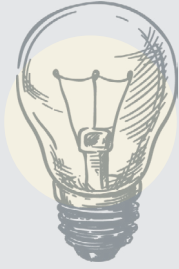
71% say marketing has challenges getting sales to adopt their materials.

27% cite challenges as basic as *"inability to understand salespeople's needs, experiences, and concerns."*

Adoption challenges with sales materials developed by marketing

No challenges	29%
Inability to understand salespeople's needs, experiences, & concerns	27%
Failure to paint a clear picture of the target customer	19%
Instructions that are not streamlined or step-by-step	19%
Failure to get input from salespeople on enablement programs/tools	18%
Poor explanation of benefits to sales, the customer, & the company	18%
Inconsistency in the look and feel of all materials	18%
No specified conversation starters or ways to overcome objections	16%
Lack of stories and inspiration from peers (social proof)	16%
Absence of visual guides to opportunities	15%
Insufficient examples of success and failure	15%
Minimal use of tables, graphics, and illustrations	15%
Overly complex and illogical content	15%
Absence of a theme, anthem, or brand to generate excitement	13%
Lack of calculators and case studies to enable quantifiable claims	13%
Other challenges	1%
I'm not sure.	2%

TENSION TAKEAWAY



What a contradiction! Marketing and sales **say** they collaborate **almost all the time**. But when you look closer, that collaboration usually doesn't exist in reality. They rarely communicate, meet, or share information consistently. **And marketing doesn't understand sales' basic needs.**

Why it matters

- » **It sets the team up for failure.** When sales and marketing don't align early, campaigns and materials start with different assumptions and goals. No amount of downstream coordination can fix that.
- » **It creates silos.** Separate metrics and meetings lead to an "us vs. them" mentality – and different definitions of success.
- » **It wastes institutional knowledge.** Valuable field insights stay locked away instead of shaping strategy and content.
- » **It breeds quiet frustration.** Sales feels unheard. Marketing feels unappreciated. Both believe they're doing their part, but the results don't reflect it.

How it connects

This is the earliest signal that adoption may not be real. Teams believe collaboration is happening, but it's mostly activity without connection. When marketing and sales start from different definitions of "working together," everything that follows – from content to training to adoption – builds on a shaky foundation.

Want collaboration?

Show them leadership insists.

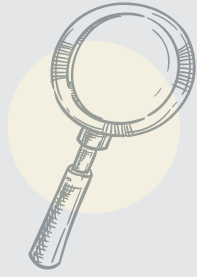
If sales and marketing don't see leadership championing and requiring alignment, they assume it's optional. Leaders set the tone.

That means:

- » **Making collaboration an official priority,** and including it in onboarding training and even performance metrics.
- » **Having sales managers reinforce it.** That elevates collaboration from "marketing's meeting" to the company's standard.
- » **Linking incentives to it.** When goals and rewards reflect collaboration, behavior follows.

If alignment isn't coming from the top, it won't hold at the bottom. This philosophy of leadership buy-in applies to other areas of selling. See how on page 4 of our [9 Needs of Adoption ebook](#).

SPOT THE SYMPTOMS



The symptom

You share campaign goals with sales and get polite nods, not buy-in.

The targets are rooted in solid data, but they don't reflect what sales sees in the field. It feels theoretical, not tactical.

Sales and marketing are speaking different languages.

Marketing celebrates engagement rates. Sales talks revenue. They're both important, but sometimes it's hard to see the connection.

Meetings sound productive, but nothing changes.

They're full of updates, decks, and general agreement. Marketing shows results. Sales lists deals. Everyone leaves a little smarter but not more aligned.

Sales insights live in hallway conversations.

Reps share what they're hearing, but it never gets captured or used. Marketing makes assumptions based on fragments instead of patterns.

It's easy to nod along as you read the data and think, "Whew! Glad that's not us." But if this report proves anything, it's that you've got to dig deeper – past surface-level assumptions – to really uncover the true problem areas. And that starts with spotting the symptoms.

Do any of these hit home? If so, the gap between sales and marketing might be larger than you thought.

The solution

Shift from informing to involving.

Bring sales into goal-setting early. Ask how your targets translate to their pipeline reality. When they help shape priorities, they stop viewing campaigns as marketing's work and start co-owning the results.

Connect metrics to momentum.

Pick one current deal and trace it backwards. Which marketing touchpoints actually moved it forward? Which didn't matter? Use that trail to define a few shared metrics that connect brand activity to sales outcomes. Then review those together – not separately.

Turn meetings into work sessions.

Bring live data and open questions. Use the time to stress-test messaging, dissect what's converting, share stories from the field, and choose the next experiment. End with clear next steps for both teams.

Systematize sales feedback.

Collect frontline intel in a structured (but lightweight) way – a five-minute survey, a shared doc, a recap after a big win (or loss). Then turn that input into real action: content, targeting, and messaging updates that close the loop.

Marketing
invests

but

Sales
doesn't value

More than 75% of respondents say they're budgeting for sales tools, training programs, and materials.

Nearly 70% say improving sales training and education is the top priority in the coming year.

That's the good news – companies are investing heavily in enablement.

Resource goals for sales department	Improve sales training/education	69%
	Increase sales tech/automation	63%
	Increase size of salesforce	58%
	Streamline sales processes/tech stack	53%
	Outsource some/all of sales staff	27%
	Hire an outside marketing agency	27%
	Hire an outside sales consultant	26%

Here's the tension

Only 26% of salespeople put marketing content in their top five most helpful resources.

And only 45% say sales onboarding and training are in the top five.

Top five helpful resources for salespeople

Sales technology (e.g., CRM)	50%
Sales leadership support	46%
Sales analytics and reporting	46%
Sales onboarding and training	45%
Customer research (focus groups, surveys, etc.)	38%
Coaching/mentoring programs	35%
Established sales process	33%
Networking opportunities and events	32%
Market research	32%
Access to product/service/experience experts	31%
Marketing materials	26%
Case studies of successful sales outcomes	25%
Offsite sales workshops	15%

TENSION TAKEAWAY



Marketing is creating content that sales doesn't value — and therefore won't use.

Why it matters

- » **It creates waste.** Unused materials represent time, budget, and effort that never make an impact.
- » **It jeopardizes morale.** When sales doesn't use the work, marketing feels invisible. When materials don't meet their needs, sales feels unheard. Frustration builds on both sides.
- » **It damages credibility.** Materials aren't helpful. Reps stop trusting marketing. The relationship deteriorates. Trust breaks down. Sales starts to see marketing as a barrier.
- » **It leads to a repeating cycle.** Sales stops communicating, so marketing doesn't get feedback. They create content in a vacuum again. And the next round of content repeats the same mistakes.

How it connects

This tension exposes the quiet (and early) start of the adoption illusion. Marketing's effort looks like progress. They're prioritizing and investing in sales materials. (They're putting their money where their mouth is!) But sales doesn't perceive value until they see impact. The gap between marketing effort and sales experience is where trust starts to slip. Once that happens, it's hard to fix.

Want sales to see the value?

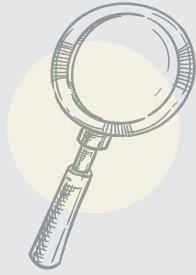
Show them how they benefit.

(And make sure they actually do benefit. We'll get to this in the next two tensions.)

Show sales what's in it for them — and for their customers. How the material helps them sell better, close faster, build loyalty. How it helps their customers solve problems, so business keeps growing.

This philosophy of showing "what's in it for me?" applies to other areas of selling. See how on page 9 of our [9 Needs of Adoption ebook](#).

SPOT THE SYMPTOMS



The symptom

Marketing never hears what's working (or what's not).

Content and programs get launched, but no one follows up with honest feedback about their value or usefulness.

You assume materials are being used, but you've never actually seen it happen.

Everything looks polished on paper, but you don't actually know how reps engage with it day to day.

Reps keep asking for resources you've already built.

It's clear they don't know what's out there and ready for them to use.

New materials are rolled out with little fanfare.

Reps in the field don't always know something new exists.

Training sessions end, and you never hear what stuck.

Attendance looks fine, but you don't know what people retained – or if anything landed at all.

Interest fades fast after launch.

Momentum peaks at rollout, then drops. Reps revert to old habits because nothing reinforces new ones.

The solution

Create enablement liaisons and start having hard conversations.

Designate cross-functional liaisons from sales and marketing to meet regularly and ask direct questions: What's helping? What's not? What's missing? Gather real input before building anything new.

Do workshops or live review sessions.

Watch a rep walk through existing materials in a real or simulated scenario. Seeing where they hesitate, skip, or improvise will expose the usefulness gaps.

Audit how and where materials live.

Evaluate your storage systems. Are materials labeled clearly? Are they searchable and easy to navigate? If people can't find them fast, they won't bother.

Reimagine your rollout strategy.

Announce new materials like internal product launches: clear messaging, demos, and quick-reference guides that show where to find them and how to use them.

Get immediate post-session feedback.

After training sessions, ask pointed questions: What was most helpful? What didn't fit your experience? What will you actually use? Real-time input reveals what's valuable.

Run reminder campaigns.

Follow up with short, varied reminders – quick videos, email graphics, or cheat sheets. Repetition signals importance and helps new tools stick.

Adoption
in theory

VS.

Going rogue
in reality

The numbers look great at first glance.

87% of respondents have or are implementing a formal sales program.

83% say they have a clearly defined and documented process.

And **87%** say that process has been mostly or completely adopted.

Organization has implemented a formal sales program.	Yes, we have a formal sales program.	65%
	We're implementing one right now.	22%
	No, but we have a plan to develop one.	9%
	No, and we have no plans to develop one.	3%
	I'm not sure.	1%

Organization has a clearly defined sales process.	Yes, and it's documented.	83%
	Yes, but it's not documented.	11%
	No, but we're planning on developing one.	5%
	No, and we're not planning to develop one.	1%

Sales program has been adopted by sales department.	Completely	43%
	For the most part	44%
	Somewhat	9%
	Not really	2%
	Not at all	2%
	It depends on the role.	1%

That sounds like success.

But the day-to-day tells a different story.

Here's the tension

More than half of salespeople (56%)

say they develop their own strategies.

Nearly half (49%) customize their own materials, and 44% create their own.

And 38% even look outside the organization for sales training.

47% use unsanctioned sales methods.

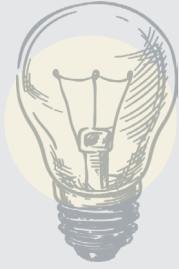
Things salespeople do without the approval or awareness of leadership

Develop sales strategies	56%
Research prospects	55%
Customize sales materials	49%
Create their own marketing materials	44%
Seek sales training from sources outside of the organization	38%
None of these	13%

Unsanctioned sales methods used by salespeople

Use of customer-specific measurements and calculations in order to show ROI	15%
Successful problem diagnosis and/or discovery of root causes	14%
Offering insights into industry trends, best practices, predictions, etc.	11%
Telling stories about past experiences with products, services, other customers	11%
Offering discounts/special pricing/limited-time offers	11%
Discussing the benefits of your organization's products/services/experiences	11%
Presenting data/statistics/proof of product/service/experience efficacy	11%
Product/service/experience demos	10%
Providing sales collateral (e.g., case studies, whitepapers, product spec sheets)	10%
Providing a guarantee/warranty	8%
Sharing customer testimonials	7%
None of these are used without being officially sanctioned by the organization.	44%
I'm not sure.	9%

TENSION TAKEAWAY



Even though leaders believe adoption is high, day-to-day behavior reveals sales is actually going rogue. They're not necessarily rebelling. More likely they're just adapting. When the official processes, materials, and methods aren't working, they take matters into their own hands and do what works.

Why it matters

- » **It hides the real problems.** The issues haven't disappeared – they've just moved out of sight. Leaders aren't aware gaps exist or that sales is adapting to survive, so problems don't get fixed.
- » **It stalls progress.** Teams keep investing in programs and materials that look successful on paper but don't actually help.
- » **It weakens feedback loops.** Because adoption appears complete, reps have fewer opportunities to share what's not working. And because nothing is getting better, motivation to speak up wanes.

How it connects

This tension brings the whole picture into focus. Leaders **think** they see adoption through surveys and reports. But what looks like compliance in the data often masks quiet improvisation in the field. That gap explains why enablement programs can seem healthy, but performance stalls. The problem isn't effort; it's resonance. When the tools, content, and processes don't reflect how people **actually sell**, adoption turns into adaptation – and the system quietly unravels.

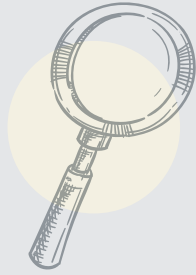
Want reps to use
what you make?

Give them a sense of ownership.

When you make materials without input from sales, it can actually backfire and breed resentment. But when you invite your top performers to weigh in and shape the work, it creates a sense of pride. Their insights make materials sharper and more believable. It also turns those participants into evangelists.

Find out more about how co-creation leads to valuation on page 21 of our [9 Needs of Adoption ebook](#).

SPOT THE SYMPTOMS



The symptom

Shadow assets keep popping up.

You're constantly finding team-made decks, one-pagers, and talk tracks that don't exist in the official library.

Official materials feel out of sync with how people actually sell.

You hear of reps customizing, skipping steps, or swapping in their own content because the process doesn't fit their real-world flow.

You don't hear of content gaps until something goes wrong.

Feedback tends to surface only after a deal slips or a campaign falls flat. Otherwise, silence passes for satisfaction.

Training is a one-time event.

Attendance looks fine, but a month later behavior hasn't changed.

The solution

When you find these materials, get curious.

It's an opportunity to learn what could be better. Ask what they're creating. Why do they prefer that? Just because reps are making their own materials doesn't mean they're not good. They might be fantastic – or have the potential to be.

Involve top-performing reps on the front end in co-creating sales tools – so they feel like owners, not passive users.

Put their expertise to work. With their help, you'll create tools that fit how they already sell instead of asking them to change habits that work.

Use structured feedback loops.

After every material or campaign launch, capture rep input on what worked and what didn't. Then take that feedback and incorporate it into the next round.

Shift to reinforcement.

Replace long sessions with short refreshers. Involve top-performing reps and highlight real-world successes.

Confidence in training

VS.

Gaps in skills

91% of leaders say their salesforce “definitely” or “mostly” implements training. That should create confidence!

Salesforce implements what they learn during training opportunities	Definitely	50%
	For the most part	41%
	Sort of	8%
	Not really	2%
	Not at all	0%

Here’s the tension

When those same leaders rate actual skills, the numbers tell another story.

Fewer than half say salespeople effectively communicate brand messaging, strategy, or value propositions.

Only 48% rate reps as exceptional at closing. 46% at presenting. And just 42% at cross-selling.

So, training is happening – but capability isn’t following.

Salespeople do exceptionally well

Building customer/client loyalty	56%
Achieving sales goals	53%
Identifying sales opportunities	52%
Adjusting sales approach to meet customer/client needs	51%
Closing sales	48%
Technical knowledge of products/services/experiences	47%
Sales presentations/demos	46%
Cross-selling/upselling	42%
None of these	1%

Brand elements used by salespeople

Mission, vision, values	52%
Brand messaging	47%
Visual identity (logo, fonts, etc.)	45%
Brand strategy	44%
Unique selling proposition/value proposition(s)	43%
Brand story	40%
Competitive analysis	37%
Market research	34%
Brand voice and tone	32%
Positioning statements	30%
Customer personas/profiles	28%
SWOT analysis	14%

Four reasons training doesn't stick

1 **Training isn't tailored.**

Every sales team has a mix of experience levels and skill sets. But many training programs treat everyone the same. They deliver one-size-fits-all content that moves too fast for newer reps and too slow for veterans. The result? Everyone completes the training, but no one gets exactly what they need.

3 **There's no ownership for follow-through.**

Once training is "rolled out," no one owns the hard part – reinforcing it. Without accountability from managers or peer coaching, even good training fades fast.

2 **It's not designed for how adults learn.**

Sessions are long, dense, and theory-heavy, with little time to practice or apply. People learn in different ways, and most of us recall what we do or see better than what we read or hear. But a lot of training consists of text-heavy PowerPoints or lectures that are difficult to recall or apply.

4 **Success is tracked by attendance, not application.**

Completion gets tracked. Capability doesn't. Leaders assume participation equals proficiency. But without real-world metrics – skill improvement, deal impact, behavioral change – programs look successful while performance stays flat.

TENSION TAKEAWAY



Leaders seem confident that training is being implemented – until they’re asked to evaluate the actual skills that come out of it. There’s a chasm between participation and performance.

Why it matters

- » **It creates a false sense of confidence.** Leaders think training is working because completion rates are high. But the field data says otherwise. That disconnect hides deep skill gaps.
- » **It means you’re measuring effort, not impact.** “Implementation” is being judged by modules completed, but sales’ skills aren’t improving in any significant way.
- » **It can signal weak fundamentals.** If reps struggle with closing, presenting, or cross-selling, advanced training isn’t going to help. You’re trying to build more sophisticated techniques on a shaky foundation.
- » **Credibility suffers.** When training outcomes don’t show up in the field, both leaders and reps lose faith in the programs meant to help them grow.

How it connects

This tension extends the adoption story. Even when teams “implement” training, it often stops at exposure, not true absorption. Leaders see completion and call it success. Reps check the box and move on. But real capability doesn’t come from information delivery. It comes from practice, reinforcement, and feedback. Until training evolves from event to habit, the perception of progress will keep outpacing the reality of performance.

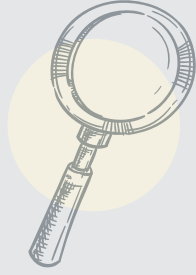
Want reps to grow their skills?

Provide practical tools to help.

Arm reps with an arsenal of tools to connect and convert. Like conversation starters. Cost comparison calculators. Case studies. And even success stories from other reps. When they’re equipped to handle real-world situations, their confidence grows – both in themselves and in your organization.

See sample tools throughout our [9 Needs of Adoption ebook](#).

SPOT THE SYMPTOMS



The symptom

Training completion is high, but skills haven't improved.

Reps attend sessions and pass quizzes, but selling behavior looks the same after as it did before.

New hires ramp slowly despite structured onboarding.

They complete everything, but still can't articulate the story, share value props, or demonstrate the skills confidently.

Training materials get reused, not refreshed.

Decks and modules stay static, even when messaging and markets evolve.

Feedback about training seems generic.

No one shares concrete insights about what helped or didn't.

The solution

Help reps apply what they've learned by coaching in the field.

Review live calls or proposals. Reinforce training lessons in real contexts instead of hypothetical scenarios.

Simplify and stage their learning.

Anchor onboarding around foundational selling skills before layering on brand and product depth.

Refresh continuously.

Treat training content as living material. Update examples and demos quarterly to keep them relevant.

Test for retention.

Run short simulations or quizzes two weeks post-training to see what actually stuck – and where to reinforce.

Ready to ease the tensions?

The hardest part of fixing sales/marketing alignment is clarity. Everyone is busy building, launching, training, selling... But when you're so close to these processes, it's hard to see what's working – and what's not.

That's where Counterpart helps. We make the invisible visible – revealing where intention and behavior diverge and designing systems that make adoption real.

The benefit of fresh eyes

On our writing team, we often work alone, heads down on projects for weeks at a time (or sometimes months, as was the case with this report). It's not uncommon for someone to come up for air and say, "Hey, can you look at this? I'm too close to it."

That process of stepping back – inviting a fresh set of eyes – brings perspective and clarity. And the work always gets better for it. That's the same value we can bring to your sales and marketing teams.

Here's how we do it:

1 Diagnose the disconnect

We start by separating perception from reality. Uncovering where the story sounds aligned but the data, behavior, or outcomes tell a different tale. Through stakeholder interviews, content audits, and behavior mapping, we help you see what's actually happening between strategy, materials, and sales execution.

WHAT THIS CREATES:

Shared understanding

Leaders, marketers, and sellers finally see the same picture – and the same problems worth solving.

2 Align around one message

Sales and marketing need a shared language. We help define that message: what you say, how you say it, and how it shows up everywhere from your pitch decks to your pipeline conversations.

WHAT THIS CREATES:

Cohesion

Everyone tells the same story, from first touch to final deal.

3 Design for adoption

We translate that message into enablement tools, content, and training built for how people really sell. That means co-creating with reps, simplifying complexity, and building assets that actually get used.

WHAT THIS CREATES:

Traction

Materials that make sense – in theory and in the field.

4 Reinforce and evolve

Adoption isn't a one-time achievement. It really is a habit. We help teams build reinforcement routines that ensure what reps learn sticks.

WHAT THIS CREATES:

Momentum

A cycle of learning, adapting, and improving that sustains itself long after rollout.

Time to turn **awareness** into **action**



Every team that's serious about enablement eventually runs into these tensions. So if they feel uncomfortably familiar, take that as a good sign. Recognition is the first step toward alignment. Let's talk about what's going on inside your org – and replace the illusion of adoption with the real thing.

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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, Pep Boys, SERVPRO, Terminix, Teladoc, 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. See more at counterpartCD.com.

counterpart
Make your message work®