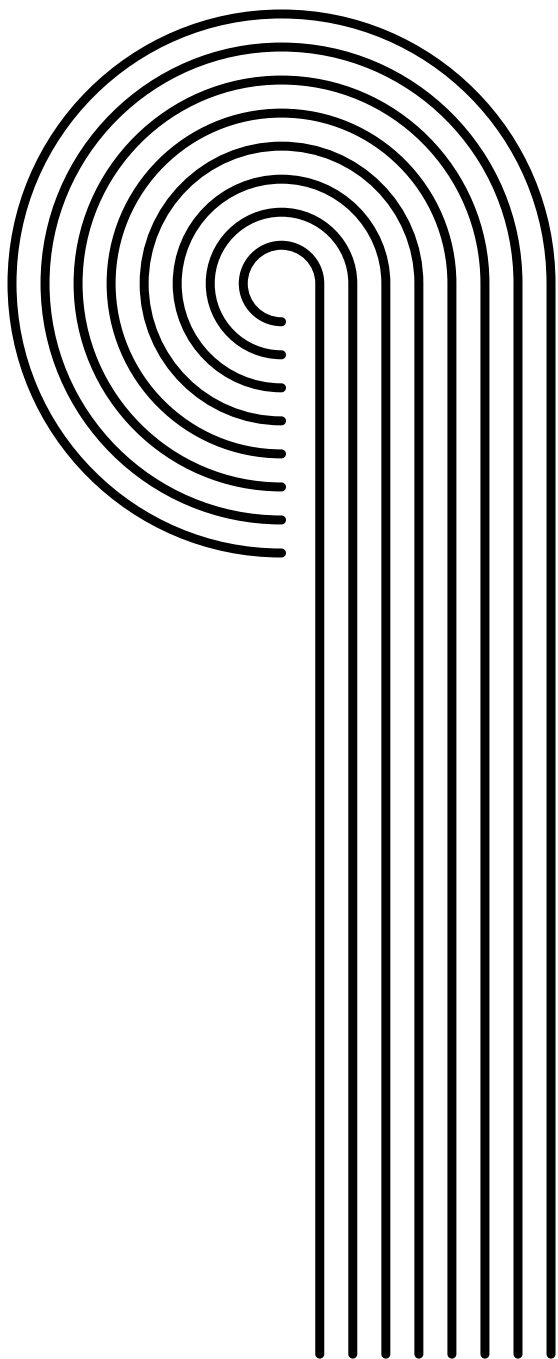![Noetic Sales Enablement logo]

THE FOUNDER & CROs GUIDE TO SALES ENABLEMENT

HOW TO SCALE FROM A GO-TO-MARKET ENGINE TO A STRATEGIC COO FOR SALES LEADERSHIP

The Sales Enablement Identity Crisis

For well over a decade, Sales Enablement has been a critical, yet often misunderstood business function, creating a persistent state of misalignment.

Is it a content factory?…a training department? …an IT administrator?

Sales Enablement could be any of the above, but executed properly, Sales Enablement should be so much more.

Best in Class Sales Enablement is an enterprise function, working as a strategic partner that grows as the size of an organization grows.

This growth is transformational as the function begins by serving as the execution engine for the initial go-to-market (GTM) motion. As the business matures, it evolves into a strategic force multiplier tasked with operationalizing the company's revenue strategy at scale.

The purpose of this guide is to provide the blueprint for executing an enterprise Sales Enablement function, no matter organization size or industry vertical.
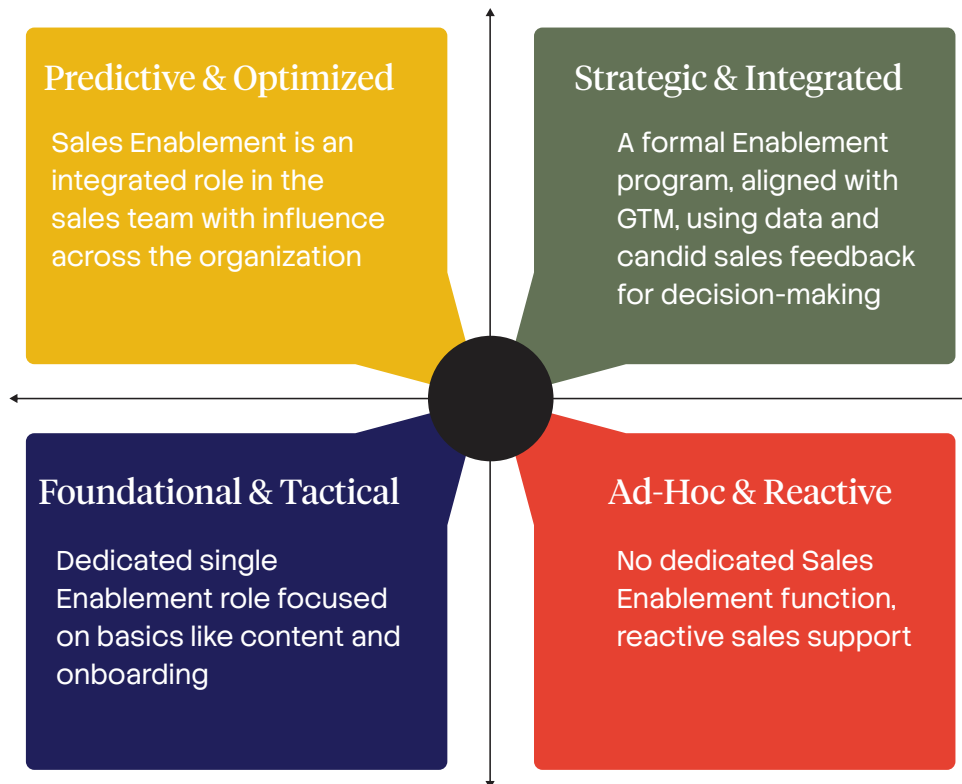
Charting the Course

As a strategic partner, Noetic accelerates the evolution to Enterprise Enablement, whether that means building the foundational GTM engine from the ground up or re-architecting an existing function that has reached a strategic crossroads.

The Sales Enablement Maturity Model | Where does your Function Start?

Before you can build the future, you have to know where you are today.
Most organizations fall into one of the four Sales Enablement stages of maturity...

Predictive & Optimized
Sales Enablement is an integrated role in the sales team with influence across the organization

Strategic & Integrated
A formal Enablement program, aligned with GTM, using data and candid sales feedback for decision-making

Foundational & Tactical
Dedicated single Enablement role focused on basics like content and onboarding

Ad-Hoc & Reactive
No dedicated Sales Enablement function, reactive sales support

Maturity Checklist

Each of the questions below represent the progression of maturation for Enterprise Enablement within an organization. A successful Enterprise Enablement function will be able to easily provide demonstrable answers to all four questions.

☐ Is there a dedicated person responsible for Sales Enablement?

☐ Is your sales training program designed to provide an onboarding experience that optimizes new hire ramp time as well as provide an ongoing development program lift the performance of the core sales team?

☐ Is the enablement team a bottleneck for collateral, fulfilling one-off requests? Or does the sames team ahve a scalable, self-service system to access templated and branded resources?

☐ Are enablement programs aligned to clear metrics that are tracked and reported to leadership?

The Proxy for Specialization | One Function, Multiple Disciplines

Early assessment of the enablement program offers an opportunity to proactively build the GTM foundation, rather than being forced to retroactively attempt to fix it later. In the early foundational phase, a single enablement role operates as the central engine of GTM execution, building the entire revenue engine by encompassing multiple disciplines out of necessity. These disciplines typically include:

Product Marketing
Defining the client problem-centric message and the "why" that will resonate with your audience

GTM Strategy
Codifying the Ideal Client Profile (ICP) and creating actionable buyer personas

Demand Generation
Building the initial outreach engine, arming sellers with battlecards and talk tracks while creating one-pagers and content to attract the market

Revenue Operations
Establishing the CRM, defining the sales process and instrumenting key funnel stages

For an early-stage organization, Sales Enablement acting as the proxy for specialized departments is essential for the practical and tactical execution of the entire revenue strategy.

As an organization becomes more established and can hire to fill these roles directly, then Enablement can evolve to the Chief Operations Officer (COO) to the CRO and revenue team.

Mitigating the Revenue Risk

A GTM strategy that fails is the biggest early-stage risk. Noetic works with clients to mitigate the risk by acting as the expert proxy to build the foundational revenue engine. We provide the essential GTM infrastructure to ensure your first hires are productive, without the full-time executive cost.

Building the Enablement Team | From a Team of One to a Strategic Function

The Enablement Proxy model is designed for impact in the early stages of company growth. However, its very success, which leads to more reps, more deals, and additional complexity in the business, naturally creates predicatable breaking points.

It is in these critical moments that the enablement function needs to be strategically elevated to a dedicated team of specialists.

These specialists are a balance of additional team members to the enablement function as well as growth in critical cross-functional disciplines like Marketing, where Product Marketing and Demand Generation would transition to.

When ready to grow the enablement team, with the intention to reach an Enterprise Enablement function, it is important to remember that a role could start as a smaller scale proxy, managing mulitple enablement disciplines. Then as the organization continues on its growth trajectory, additional team members will take on sole responsibility for the work.

The outline to the right offers a guide to building the Enterprise Enablement team and again, some roles may temporarily serve in smaller proxy settings, while other roles can be built in parallel to one another.

Sales Training & Onboarding
This role builds upon the sales onboarding foundation to engineer a scalable coaching system mapped to clear competencies for each sales role. The result is not only helping sales teams in the moment, but also offering a clear outline of what career growth with the organization looks like.

Content & GTM Execution
As the critical bridge between Marketing and Sales, this role translates Marketing's strategic messaging and brand identity into field-ready assets and sales plays, ultimately scaling to the self-service GTM toolkit. This role also funnels real-time feedback from sales conversations back to Marketing to strengthen top-of-funnel messaging.

Sales Technology & Operations
As the sales team grows, there becomes a need to evaluate technology tools that can potentially improve seller efficiency and deal velocity. The purpose of this role is to own the entire revenue tech stack strategy, responsible for driving adoption, ensuring data integrity and building the analytics to illustrate the demonstrable impacts enablement is making to deal performance and overall win rates.

Enterprise Enablement | The COO for Revenue Leadership

With specialists now owning the tactical execution of training, content, and operations, the original "team of one" can ascend to their true strategic purpose and the necessary culmination of the enablement journey to Enterprise Enablement. This individual transitions from a "doer" of all things to the strategic Chief Operations Officer (COO) to the CRO or Founder.

This evolution from a tactical manager to a strategic leader is a necessity for scalable growth. Without a single leader to orchestrate these specialized pillars, they risk becoming the silos Sales Enablement often becomes. As a result of the model becoming fragmented, the CRO is inevitably pulled back into day-to-day operational fires, limiting their ability to focus on high-level strategy and diluting the positive impacts enablement has on team performance. The Head of Enablement exists to prevent this, acting as the single point of accountability for the performance of the entire revenue system.

In this capacity, the Head of Enterprise Enablement becomes the operational core of the revenue organization. They are the connective tissue binding Sales, Marketing, Product, and Customer Success, ensuring a consistent, world-class experience for prospects and clients. Their mandate is to translate the strategic vision of the Founder or CRO into an executable, field-ready reality.

Ultimately, this role is the CRO's most critical strategic partner. Where the CRO sets the revenue vision, or the "what" and the "why," the Head of Enablement owns the operational plan—the "how." By breaking down silos, optimizing the GTM engine, and providing the infrastructure to measure what works, this leader is responsible for the single most important outcome in a growth-stage company: building a machine that drives predictable, scalable revenue.

This leadership evolution is crucial. Noetic is the strategic advisor to the CRO and rising enablement leader, providing the executive coaching and operational blueprints to ensure they can successfully drive predictable, scalable revenue and continue to operationalize the GTM engine.

From Vision to Reality | A Practical Approach to Enterprise Enablement

The evolution from a proxy for specialization to Enterprise Enablement can appear daunting and its important to note that the journey does not begin by hiring an entire team or buying a new tech stack all at once. Rather, it begins with a single foundational step: a clear and honest evaluation of your current state of sales and sales enablement.

The plan outlined below is intended to serve as a guide to help leaders progress from the Enablement Maturity Checklist to building the Enablement program for the organization.

Phase 1 | Diagnose & Assess
- **Interview Stakeholders:** Identify the friction in day-to-day activities that is preventing sales from growing their pipeline and engaging with prospects to move deals through the sales funnel.
- **Audit GTM Assets:** Where does your sales content live? How much of it is being used and can you track its influence on open or closed deals?
- **Review Your Tech Stack:** What tools are reps actually using? What is the true adoption rate of your CRM and how much of the data from the CRM can you trust?

Phase 2 | Identify the Biggest Bottleneck
- **Time-to-Productivity?:** If new hires are taking too long to ramp, the first priority should be to build a structured onboarding program.
- **Inconsistent Messaging?:** If the sales team members are all telling different stories, build the foundational content strategy and centralize sales assets, with appropriate coaching resources.
- **Lack of Visibility?:** If pipeline data cannot be trusted, focus on CRM hygiene and sales process adherence.

Phase 3 | Secure an Early Win
Focus all initial enablement efforts to solve the biggest bottleneck identified in Phase 2. By securing a single, measurable early win like reducing new hire ramp time by 15% or increasing CRM opportunity updates by 50%, two critical goals are achieved:

1. Tangible value is delivered to sales leadership and the sales team, earning trust and buy-in for future initiatives.
2. The ROI of the enablement mindset is proven to leadship to justify further investment in enablement for people, processes, and technology.

How Noetic Sales Enablement Accelerates Enablement Journeys

The philosophy and frameworks discussed provide a path to Enterprise Enablement but navigating the journey alone enviably comes with internal biases and competing priorities. It is at this inflection point where an expert partner is an essential resource.

Noetic Sales Enablement helps clients from early founder-led organizations to Fortune 50 corporations accelerate their evolution from a tactical enablement function to a strategic Enterprise Enablement powerhouse. We have the demonstrated expertise as both former operators and leaders to build enablement systems that deliver predictable revenue for organizations.

How We Help

- **Objective Diagnosis:** Our Enablement Maturity Assessment is a comprehensive, data-driven process that goes beyond surface-level interviews. We pinpoint the precise friction points in your GTM engine, providing an objective, third-party view of your biggest challenges and opportunities.

- **Fractional Leadership:** For founders and CROs who have identified the need but lack the internal resources, we act as your Fractional Head of Enablement. We step in to move the enablement plan from strategy to execution, securing the critical "early win" that builds momentum and justifies a permanent investment in the function.

- **Strategic Transformation:** For organizations ready to build a world-class team, we provide the Strategic Enablement Consulting needed to design your team structure, implement your GTM programs, and build the ROI frameworks that transform your function into the strategic COO to your CRO.

Ready to Learn More?

Schedule a complimentary discovery session today to start the process of mapping out the bespoke Enablement framework for your organization.