

# Helping Start-Ups Scale Faster: a **4-Point Guide** for Hiring Sales Enablement Managers

How best can you support sales teams in your start-up to scale-up journey? The key is to hire, nurture and integrate sales enablement (SE) managers at the right moments in your growth curve.

As you scale quickly from 70 FTEs to 300 and beyond, it is vital to have skilled SE managers on board, who can help harmonize the pitch and quality of your sales reps' work.

Atscale's following checklist, based on benchmarks, testimonials and real-world use cases, answers 4 key questions for you:

- ▶ **Why do you need SE managers?**
- ▶ **When should you hire SE managers?**
- ▶ **What should you look for in SE managers?**
- ▶ **How should you integrate SE managers to your team?**

# 1. Why do you **need** SE managers?

Consistency matters. Ensuring your sales reps deliver a uniform pitch to prospects across industries and geographies is vital.

As your sales team expands, this imperative only gets bigger. With more reps joining, the risk of everyone pitching differently can grow.

This is where sales enablement (SE) managers can help, ensuring reps deliver a consistent value proposition to your addressable market.

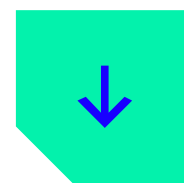
And how do they do it?

- ▶ **By structuring and organizing the pitch across the sales team, to harmonize the brand message.**
- ▶ **By constantly improving the productivity and efficiency of reps via training programs and sales playbooks.**

**From Pierre Trannoy on how to structure a coherent, effective sales playbook:**



**Pierre Trannoy**  
**ex-Sales Director, Criteo, and**  
**Managing Director, Atscale**



- 01 “First, SE managers should create the sales playbook in collaboration with sales reps.

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- 02 Second, they should participate in prospect and client meetings to observe how sales reps pitch, and how the target audience reacts to it.

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- 03 Third, the sales playbook should be comprehensive, laying out different guidelines in detail. For example, it must showcase the ideal pitch structure, provide responses to different probable client questions, simulate role plays, and outline a few case studies.”

## 2. When should you **hire** SE managers?

At Atscale, we have come up with a thumb rule, based on our operating experience of partnering with multiple start-ups in their scale-up journey.

Pierre Trannoy, Managing Director of Atscale and ex-Sales Director at Criteo, recommends hiring an SE manager when your sales team has from 15 and up to 30 sales reps. This is the moment when your team needs more support, structure and coordination.

- ▶ When your sales team has expanded to 15 up to 30 sales reps.

## According to Nicolas Marchais, VP Sales, Spendesk:



"In our experience, we hired too late.  
We use now the following rule:  
1 SE manager per 30-40 sales reps.  
We have local SE managers in France / UK  
/DE who report to the global SE manager."

### 3. What should you look for in SE managers?

While all high-performing SE managers share a set of core attributes, every start-up should develop its own rules for hiring them, depending on its business context.

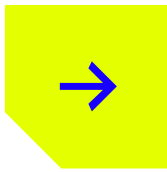
For instance, [Spendesk](#), the fast-growing French fintech start-up Atscale partnered with operationally, looks out for the following four critical skills in an SE manager:

- ▶ Ability to train sales reps on value-selling.
- ▶ Ability to attract attention of reps, and be listened to, via credibility and authenticity.

- ▶ Ability to act as change agents.
- ▶ Ability to easily distill complex concepts, and transform them into compelling, yet accessible, learning elements.

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**Pierre Trannoy**, Managing Director of Atscale, and ex-Sales Director at Criteo, recommends:



“Pay attention if the person knows about sales, and if they also have strong training, learning & development (L&D) abilities for designing and presenting sales playbooks in a way that’s understandable and effective for the reps team.”

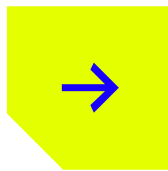
## 4. How should you **integrate** SE managers to your team?

The reporting mechanisms for SE managers differ from company to company, reflecting the unique organizational structure of every business.

SE managers usually function as part of the Sales Ops team, and report to the Sales Ops Director. However, they are also in frequent, direct communication with VP Sales at several companies.

So, how should you configure an integration setup that works for your start-up?

## **Pierre Trannoy, Managing Director, Atscale, and ex-Sales Director, Criteo, shares a useful pointer:**



“SE manager is under Sales Ops, but also interfaces with VP Sales. It's important to understand here that VP Sales is effectively the client of the SE manager, who needs to respond to the former's needs.”

For those of you operating in multiple countries, Spendesk's experience and learnings on this front could come in handy. SE managers at the French fintech start-up report to the global – rather than local – revenue operations leader, since they are change agents, and serve as guarantors of process/workflow globalization.

### **Here is a typical scope of work (SOW)**

**Spendesk** has defined for its SE managers, with regard to executing day-to-day operations, and enacting structural change:

- ▶ Conducting onboarding classes, training schedules & paths on a monthly basis (e.g. paths on "negotiation training" and "discovery training").
- ▶ Gathering intelligence on sales reps' skill gaps, developing and implementing customized L&D programs via in-house learning management system (LMS); for example, identify ad-hoc need, engage with relevant stakeholders, and create LMS module.



Spendesk is a spend management solution for SMEs. The start-up has reached Series C in 2021. Spendesk was accompanied by Atscale to ramp-up their revenue engine from 2019 to 2020, and in 2021 keeps working with Atscale on people function.

## atscale

Atscale is a team of ex-CROs and executives from Criteo, LinkedIn, Expedia, JobTeaser and more - teamed up to help start-ups scale revenue in the best way possible.



Book a call right now with:

**Pierre Trannoy**  
Ex-Sales Director at Criteo,  
Managing Director of Atscale.

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