

The AI Reinvestment Gap

Why AI efficiency gains aren't automatically translating into revenue growth

AI offers seemingly unlimited potential to improve productivity and business outcomes. In fact, a recent Gartner study found that

57%

of board directors view AI as one of the top 3 investments most likely to drive shareholder value over the next 24 months.

Yet many organizations struggle to realize meaningful benefits from AI. The challenge is not the technology itself.

It's how work is designed.

Too often, AI is layered onto existing seller responsibilities rather than used to rethink how work gets done.

As AI assumes a growing share of sales activities, organizations must redesign seller roles, capacity models and cost structures. The opportunity is not simply to make sellers more efficient. It's to increase

- Revenue per rep
- Improve decision making
- Enable sellers to focus on higher-value customer interactions.

This creates critical strategic questions for sales leaders:

- 1**

How many sellers do we need?
- 2**

What should each role cost?
- 3**

Which activities should be AI-enabled, AI-augmented or AI-led?

AI is changing the economics of selling

Rather than asking how to make sellers marginally more efficient, sales leaders should ask how AI changes the number of sellers required, the cost of each role and the mix of human versus AI-driven work.

Without a mechanism for measuring the value of time saved, the value of an AI investment is incomplete. The solution is to treat AI's contribution as digital capacity units (dCUs). This reframing connects AI to capacity, ROI and sales-planning decisions in one consistent system. The modern method uses both full-time equivalents (FTEs) and dCUs to produce a full picture of sales capacity.

Modernized method for modeling sales capacity

Sales Capacity = **FTEs + dCUs** × **Baseline Productivity**

The dCU is a measure of AI-driven improvements in effectiveness and efficiency, expressed in comparable human FTEs. It provides an intuitive method for analyzing the costs and benefits of AI in sales.

Comparing the costs of FTEs and dCUs

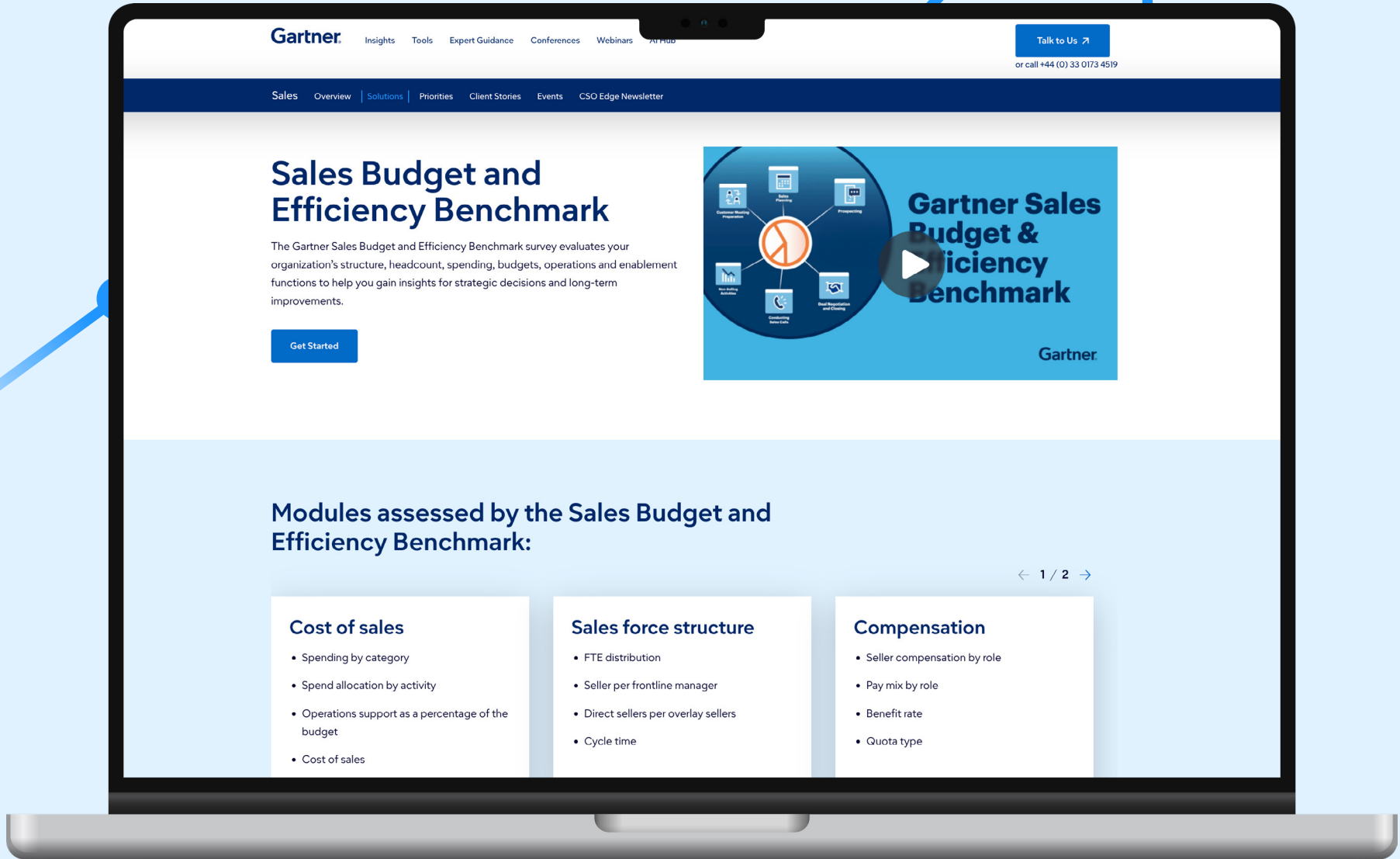
Average FTE Cost = (Total Comp) / (FTE)

Average dCU Cost = (Tech Expense) / (dCU)

dROI = (Average FTE Cost) / Average dCU Cost - 1

Start by understanding your **Cost of Sales per FTE** and how it compares to peers.

The **Sales Budget & Efficiency Benchmark** provides a foundation for workforce planning, role redesign and identifying where AI can drive the greatest return.



[→ Learn More](#)