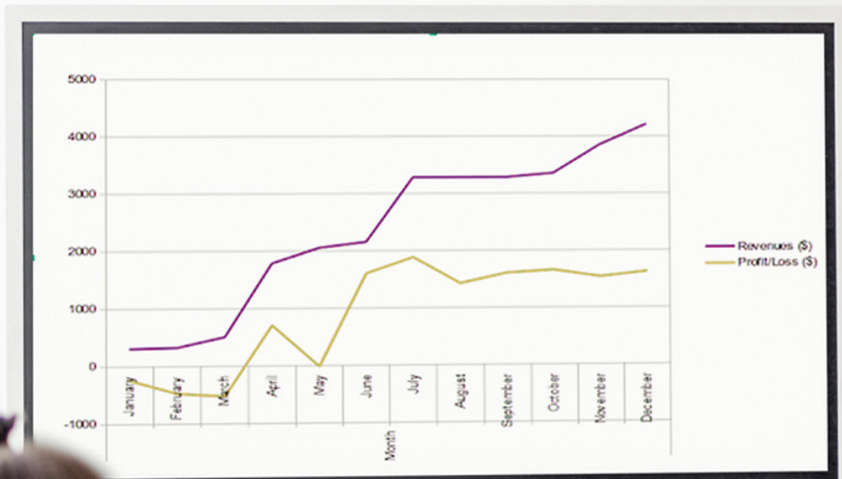


Gartner for Sales

Revenue Enablement Strategic Roadmap

Making the Shift from Sales Enablement to
Revenue Enablement



Overview

Today's customer life cycle spans an array of interactions with disparate company functions, risking misaligned messaging and increased friction in the customer experience. To increase revenue velocity, sales enablement leaders must evolve to lead revenue enablement functions.

Key Findings

- In most B2B organizations, end-to-end customer engagement has no clear executive owner among the siloed sales, marketing, service and other customer-facing functions. This lack of ownership leads to friction in the end-to-end customer experience and confusion in the revenue generation process.
- Organizations have responded with well-intentioned but siloed enablement activities such as distinct customer-focused KPIs and metrics for each function and channel. This has resulted in separate enablement activities for sales, marketing, customer success, customer service, presales and even digital self-service.
- The siloed enablement activities and workflows traditionally employed by marketing, sales and customer success adversely impact the overall customer experience, creating an overwhelming and confusing approach to information for both buyers and revenue team members.
- Many commercial leaders are turning to "digital" as a competitive differentiator. While these new technologies allow more information to reach more individuals more efficiently, their effectiveness may be limited due to rapid adoption without full appreciation for their utility.

Recommendations

To improve the customer experience and increase the likelihood of high-quality deals, sales enablement leaders must:

- Evolve their function by streamlining enablement support for customer and selling journeys and by supporting all revenue-generating channels.
- Employ end-to-end revenue generation data and metrics to optimize enablement efforts.
- Centralize the revenue enablement organization by employing agile program managers to support specific customer-facing groups throughout the business, with cross-functional power increasing over time.
- Incorporate skills specialists to power enablement programs globally by using revenue enablement platforms and other technology that supports each portion of the revenue generation journey.

Strategic Planning Assumption

By 2026, 60% of enablement functions will be tasked with enabling all client-facing, revenue-generating roles.

Introduction

Sales enablement emerged as a function with a focus on sales training and has evolved to encompass broadly enabling efficient and effective sales execution. It has also continued to adapt to changing internal and external stakeholders' needs, transforming steadily over time.

Moreover, today's fierce pace of changing buyer preferences is driving the next wave of function evolution. Gen Zers and millennials, whose entire lives have been intertwined with digital channels, are forcing organizations to rethink their customer interactions, and older generations are following their lead. In fact, most B2B buyers — 72% in our latest survey — prefer a rep-free experience.¹

As buyers increase their demand for digital activity and engagement with suppliers, suppliers naturally invest in new routes to market, ranging from digital, self-service sales to top-of-funnel sales development representatives and dedicated customer success teams. These groups report into different leaders, deploy varying technologies, collect siloed data and use tailored enablement efforts to achieve performance goals. These proliferating touchpoints come at a cost, though — increasing the chances of internal misalignment and poor customer experiences.

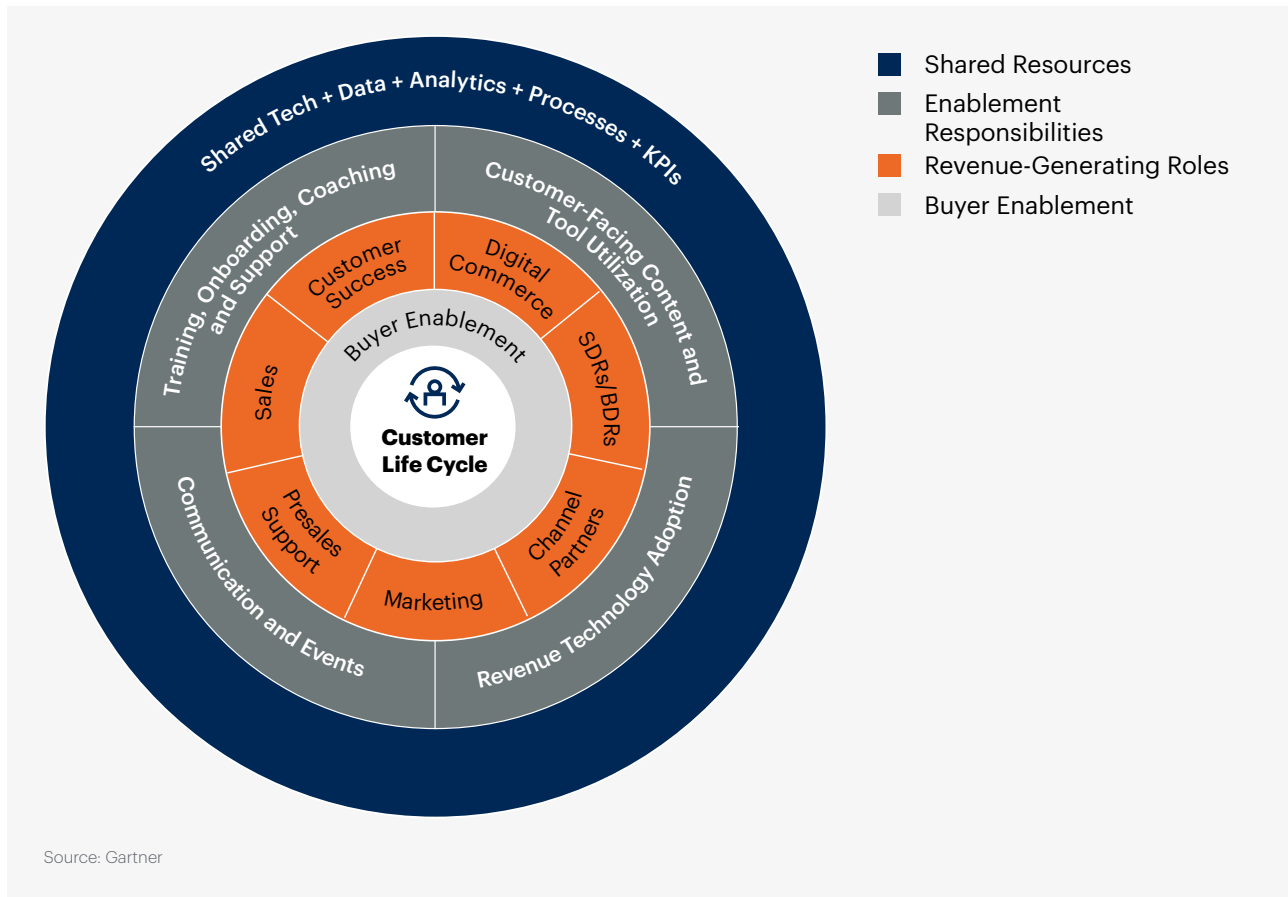
In response, many organizations have launched new functions and capabilities incorporating the term “revenue” in their names. Chief revenue officers, revenue operations, revenue intelligence, revenue technology and even revenue data are emerging with the goal of improving organizational visibility and facilitating a consistent, frictionless customer experience throughout the buying journey.

Revenue enablement is another emerging function and is the natural extension of the current trend of enabling and optimizing frontline performance. It takes into account that as today’s function-specific sales enablement leaders enhance their partnership with other revenue-generating functions in the coming years, key factors for success will include:

- Building a strong foundation for enablement
- Supporting the entire customer life cycle
- Enabling all revenue-generating roles
- Using KPIs and metrics across the entire revenue journey

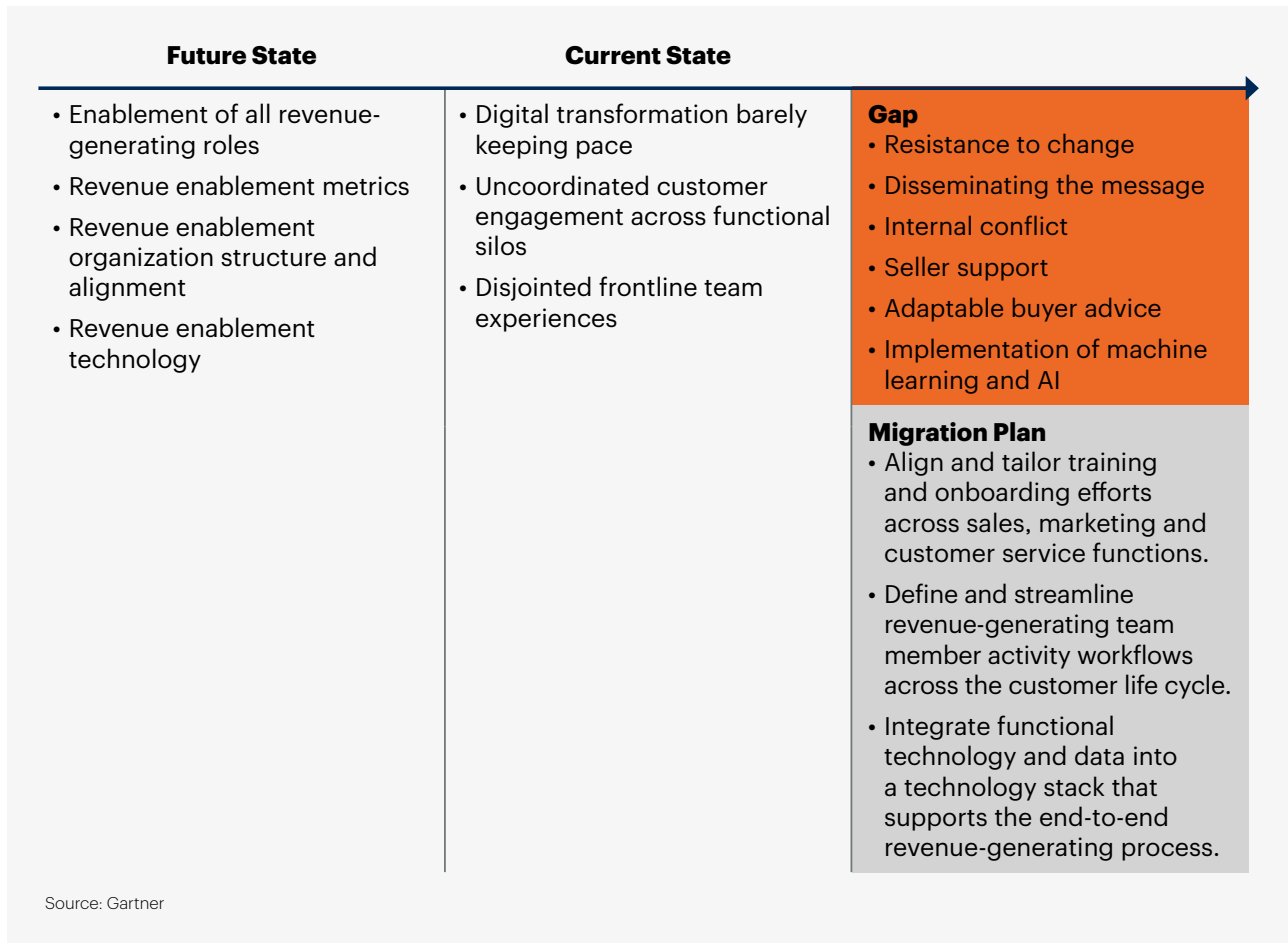
Revenue enablement begins with a solid understanding of the customer life cycle and then enables revenue teams with buyer enablement content, tools and a streamlined revenue technology stack (see Figure 1).

Figure 1. Revenue Enablement Ecosystem



Progressive enablement leaders must expand the lens of sales enablement to stay relevant in a fast-changing business environment and to ensure their company can outpace the competition. They must align enablement with the entire revenue generation process and provide the necessary training, content and technology to help revenue teams guide the end-to-end customer buying and postsale experience. Figure 2 provides an overview of the revenue enablement strategic roadmap that enablement leaders should follow to evolve from siloed sales enablement to a more holistic revenue enablement approach.

Figure 2. Strategic Roadmap Overview for Revenue Enablement



Revenue enablement groups and those who lead them will emerge as cornerstones of organizational success, finding their way into executive team conversations and initiatives. This research will help you define your future state and plot your trajectory along near-, medium- and long-term priorities to make this shift at your organization.

Future State

Enablement of All Revenue-Generating Roles

Revenue enablement expands enablement's purview from its sales-only heritage to supporting all customer-facing, revenue-generating roles. Examples of these roles include:

- Enterprise sellers (account executives or account managers)
- Channel partners
- Inside sellers
- Sales development reps (SDRs) and business development reps (BDRs) — top-of-funnel support for sellers
- Customer success teams
- Presales support such as sales engineers and solution architects
- Customer service teams responsible for revenue-generating activities
- Digital commerce teams
- Marketing teams

Support from revenue enablement includes providing these roles with the same technology, training and integrated sales plays to ensure that customers receive consistent messaging, content and tools, regardless of the channel they use to interact with the supplier organization. This consistency also helps revenue-generating roles create a buying experience that improves buyer confidence and reduces buying friction, while assisting revenue enablement leaders in efficiently addressing misalignments or redundancies within the enablement framework.

Providing an end-to-end view of the entire customer life cycle — whether through sellers, channel partners, websites or other online channels — and alignment of all sales channels' messaging and enablement further provides a more consistent experience for customers. In addition, this alignment helps meet suppliers' expectations for more digital engagement to reduce purchase friction and to speed up decision making.

Revenue enablement also helps reduce selling complexity. Training, content, tools and support are consistent across revenue-generating channels and designed with the buyer experience in mind. This streamlined approach improves enablement results and helps generate more revenue by improving the buyers' experience.

Revenue Enablement Metrics

A revenue enablement function must partner closely with revenue operations to gain access to meaningful end-to-end data and metrics that will further improve effectiveness. This collaboration gives enablement the same end-to-end data and metrics used by revenue operations to further improve enablement effectiveness (see Table 1 to view the increased scope of common metrics).

Table 1. Sample Revenue-Focused Metrics and Related Business Outcomes

Current Sales Enablement Metrics	Revenue Enablement Metrics	Impact on Revenue
Sales technology adoption by sellers	Revenue technology adoption by revenue teams	Increase ROI of revenue tech spend
Seller experience	Customer loyalty/retention/churn rates	Improve buying confidence and conversion rates
Seller productivity	Revenue team member productivity	Generate more revenue per account
Sales velocity	Time to each verifier in the customer life cycle	Reduce average buying journey time
Seller time to performance	Revenue team member time to performance	Accelerate new-hire impact on revenue generation

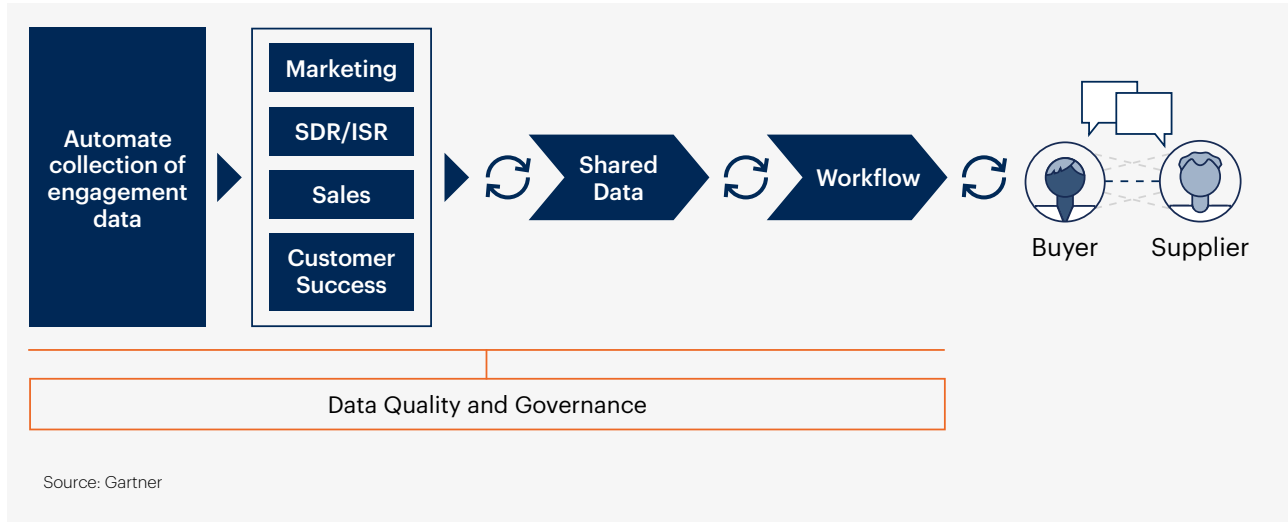
Source: Gartner (October 2022)

In addition to broadening their perspective on common sales enablement metrics, revenue enablement teams also benefit from KPIs and other high-value metrics typically found outside of sales, such as digital commerce and customer satisfaction metrics. Examples of customer life cycle metrics include:

- **User activity data.** Used to predict when a subscription-based customer is likely to cancel, automatically alerting customer success managers and account executives
- **Product usage and satisfaction data.** Used to determine when a client is ready to order more product, alerting the appropriate account manager
- **Customer onboarding milestones data.** Used to drive collaboration between sellers using the customer onboarding plan and the customer success team responsible for executing the plan

By combining end-to-end customer life cycle and internal revenue team engagement data and analytics (see Figure 3), revenue enablement leaders can improve revenue activity decision making and the buying experience.

Figure 3. Leveraging End-to-End Revenue Data to Improve Enablement Efforts

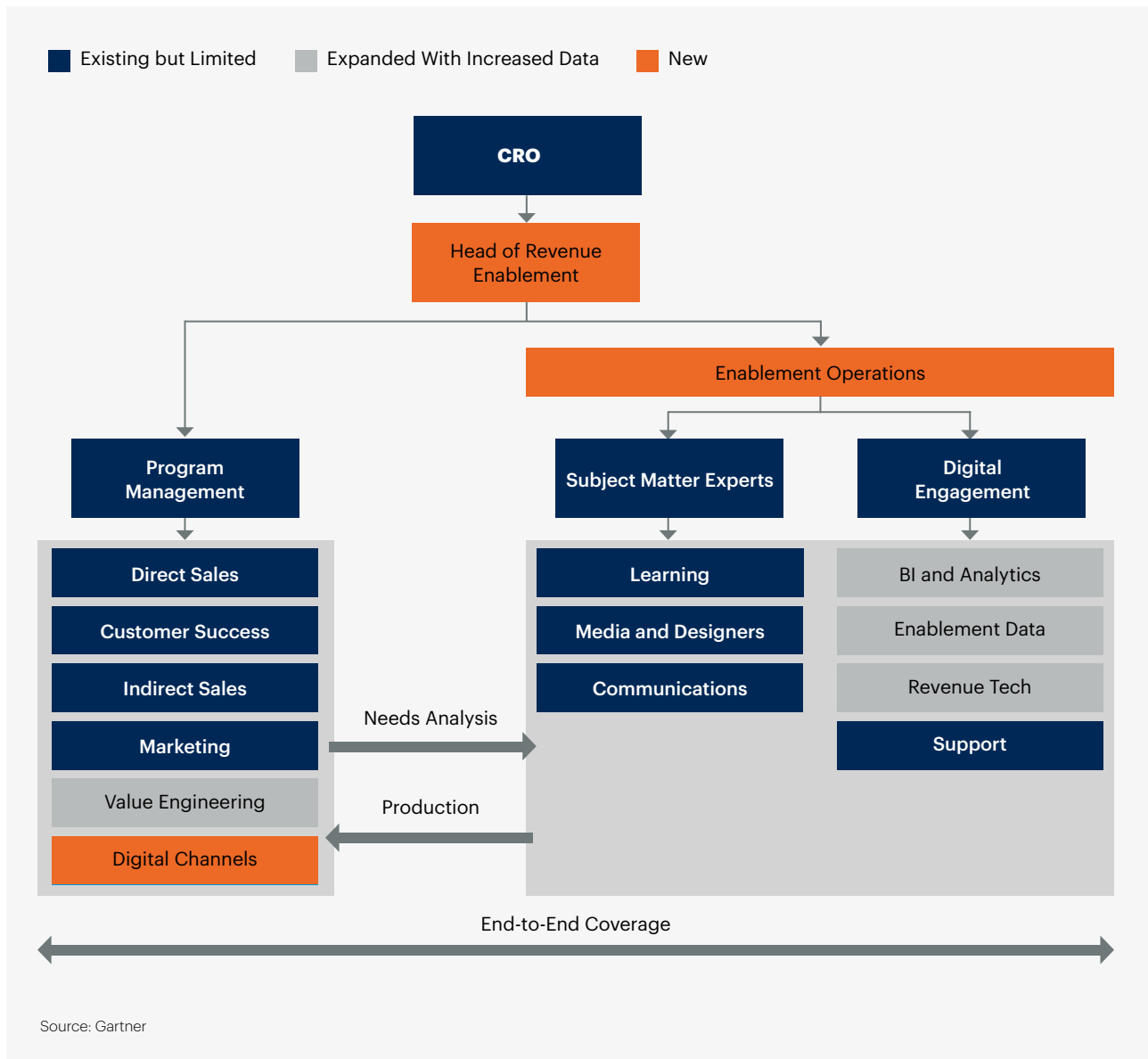


Once end-to-end customer life cycle data and analytics are available, revenue enablement leaders can identify ways to automate administrative revenue generation tasks and create workflows based on triggers to improve the internal revenue team member experience. This is where AI can begin to help revenue teams become more efficient and effective. Examples of automated activities include engaging the appropriate first human touch for the customer, recommending next best actions to sellers and customer success teams, and sending e-signature emails to clients who are ready to purchase.

Revenue Enablement Organization Structure and Alignment

One of the primary benefits of the revenue enablement model is bringing siloed enablement efforts — such as training, onboarding, content management and technology adoption — for the various revenue team roles under one function, or at least into tighter alignment. In particular, an effective revenue enablement organizational structure guides all revenue-generating roles to collectively focus on improving the revenue team experience and performance. This requires a mix of existing roles, data and new roles, as shown in Figure 4.

Figure 4. Sample Revenue Enablement Organization Chart



Notably, the revenue enablement ecosystem has two critical roles: program managers and subject matter experts (SMEs). Program managers are agile and support specific functions throughout the business (i.e., direct sales, presales, channel partner sales and customer success). SMEs are essential to the creation of training and sales content. The scope and complexity of these jobs directly depend on buyer and product complexity.

Revenue enablement functions are also responsible for helping revenue teams more productively help buyers complete their buying jobs. In many cases, a program manager takes over from marketing the accountability for awareness, use and effectiveness of deliverables by guiding the appropriate SME to complete the specific aspects supporting a buying job.

Examples include:

Guiding SMEs to produce primary content:

- Case studies
- Battle cards
- Competitive intelligence
- Sales pitch decks

Working with SMEs to support complex workflows:

- Value engineering
- Presales support
- Request for proposal (RFP) management
- Customer-facing quarterly business reviews (QBRs)
- Customer experience

As the function matures, these program manager roles gain more cross-functional influence, especially as buyer enablement becomes more ubiquitous in digital commerce and follows other trends toward the convergence of traditionally distinct commercial functions.

In order to drive enablement programs at scale using technology, enablement leaders incorporate the skills of enablement operations specialists. This group has two subgroups: digital engagement (creators, support and communications) and data analysts.

The digital engagement group comprises the specialized creators who optimize content and the support resources required to manage systems and coordinate enablement activities. Data and analytics specialist roles are newer to the world of enablement. In revenue enablement, the purview of data and analytics specialists extends to:

- **Strategic end-to-end customer journey analysis.** This responsibility involves partnering with finance, operations, digital commerce, marketing, customer service, customer success and HR to track and communicate the impact of enablement programs. The analysis focuses on aligning buyers' and sellers' changed behaviors to revenue metrics and KPIs (e.g., content views, tool utilization, and customer and seller engagement).
- **Insight for program managers.** Data and analytics specialists provide access to analytical and data-driven decision-making tools that their enablement peers can use to fast-follow programs, make adjustments and inform quarterly planning sprints (e.g., address gaps in attainment and skills for a specific segment or regional seller cohorts).

A final piece of the enablement puzzle is who should lead it. While traditional enablement leaders are evolving and leading revenue enablement functions, proven leaders from outside enablement are moving into revenue enablement as well. With this influx comes innovative thinking about organizational design and program prioritization.

Regardless of where they come from, revenue enablement leaders of the future will possess these qualities:

- Previous experience building and leading revenue functions, such as operations, sales development, marketing, customer success and sales
- Strategic, outcome-based and data-driven decision making, with a proven track record of designing programs and initiatives that align with business strategy and customer outcomes
- Imaginative design capability, exceptional coaching skills and inspirational communication
- Previous experience in the creation of learning and coaching cultures within an organization

This pattern of breaking down enablement siloes and supporting the entire customer life cycle also applies to organizations with similar-sounding titles to revenue enablement, such as:

- Productivity enablement
- Growth enablement
- Sales excellence
- Go-to-market enablement

Revenue Enablement Technology

Organizations are accelerating revenue team digital transformation by investing in marketing, sales and customer success technology to automate and simplify the way their teams work. This rapid digital transformation means enablement becomes increasingly responsible for supporting the awareness and adoption of not only sales technology, but multiple customer-facing technologies that address the following goals:

- Improved content management that incorporates customer insights gained from other revenue systems
- Role-specific learning experiences enabled by advanced learning management system (LMS) functionality
- More effective onboarding with intelligent curriculum tailored to a new hires' specific needs
- Increased revenue team member engagement by sharing customer insights and providing real-time guidance

The technologies used by revenue enablement teams (especially content creation tech) will thus integrate tightly with the systems that revenue team members use to engage buyers.

Finally, since digital commerce touches so many aspects of an organization, its usage varies significantly by organization. As more customer revenue flows through digital channels, sales reps require fully integrated access to digital commerce channels, combined with other sales tools, to avoid channel conflict and reduce friction. Moreover, digital tools can support sellers in identifying prequalified sales leads and increasing customer acquisition.

Over time, digital commerce applications will converge with sales tools, augmenting legacy sales tools such as configure, price and quote (CPQ) platforms to address common needs shared by the sales team and the customer. A lot of overlap exists between the tools that sellers need to support customers and the tools that customers need to support themselves; revenue enablement helps reduce tool redundancy and improve tool integration.

Current State

Digital Transformation Barely Keeping Pace

Eighty-five percent of commercial leaders intend to increase their digital investment in 2022.² However, despite rapid investment, this digital innovation is barely keeping pace with the competition and buyer preferences. Most investment is going to analytics, AI and machine learning to deal with massive and growing amounts of data, putting pressure on CSOs and their organizations to use AI to quickly analyze the data and recommend next best actions.

The goal of this digital transformation is about reaching more individuals both more efficiently and effectively with better messaging. Furthermore, CSOs continue to invest in digital transformation because when sellers use tech productively, confidence and deals go up: B2B buyers report that when sales reps effectively use technology to facilitate buying group discussions, a 17% lift occurs in customer confidence, which leads to higher quality deals.³

However, getting the right balance is hard, and most innovation ends up merely keeping pace with competition and buyer. In this respect, effectiveness may be the pitfall of efficiency. Effectiveness comes from meeting the needs of individuals or targeted groups, while efficiency is boosted by leveraging generalized messaging for mass consumption. Balance is required, especially because three trends in particular — digital buying, hybrid selling and emerging sales technologies — are converging today, and creating an opportunity for revenue hypergrowth in the next three to five years (see Figure 5).

Figure 5. Convergence of Trends Leading to Hyperautomation



Uncoordinated Customer Engagement Across Functional Silos

In most B2B organizations, end-to-end customer engagement has no clear executive owner among siloed sales, marketing, service and other customer-facing functions, leading to friction in the customer experience and confusion in the selling motion. Individually, these siloed functions work to help revenue teams improve the customer experience. Marketing, sales enablement, sales operations and other customer-facing functions all create training, content and tools that either make something more manageable for sellers (e.g., forecasting) or improve one phase of the overall sales motion (e.g., proposing).

However, much of this content and support often feels irrelevant or ill-timed. This increasing resource complexity takes away valuable customer-facing time from the revenue team member — time that would otherwise improve conversion rates. The siloed functions also only offer visibility for metrics and analytics that support functional KPIs. The KPIs are not prioritized and are dispersed among various functions and channels, including sales, marketing, product, customer service and even digital self-service.

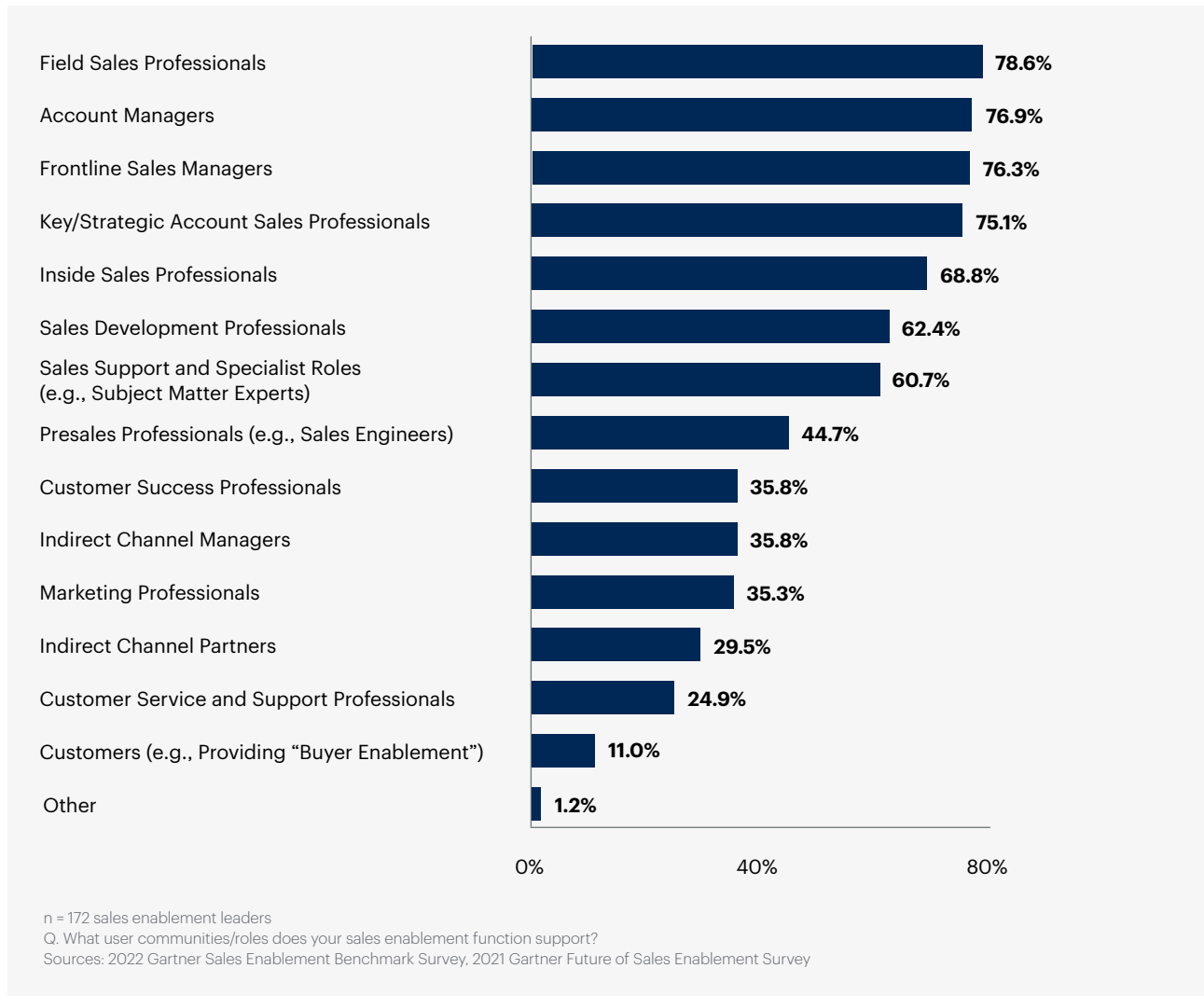
Enablement leaders need to look at the end-to-end revenue generation process and streamline the multiple enablement sources, siloed tools and disconnected metrics. Gartner's own CX CORE research (see "Drive Your Customer Experience With a CTP Reference Architecture Model") helps enablement leaders move beyond siloed customer experience efforts to a broader, end-to-end customer journey experience focus.

Disjointed Frontline Team Experiences

Allegiance to functional silos also limits commercial teams' ability to work collaboratively and empathetically in service of their customers' best interests, inhibiting the efficiency of frontline contributors. Friction is caused by these siloed, customer-facing functions. Buyers don't care about a supplier's functional design. Instead, they focus on completing buying jobs, so leaders must explore alternative organizational designs to abate friction and serve buyers. In response, sales enablement organizational design is already beginning to shift from a focus on sales training and content to support for end-to-end revenue production.

According to Gartner's 2022 Sales Enablement Benchmark Survey and 2021 Future of Sales Enablement Survey, 56% of sales enablement functions are centralized, catering to different business units in various geographies and focusing on the standardization and scalability of enablement.⁴ Simultaneously, 16% of enablement leaders' programs are currently reporting to heads of revenue generation.⁴ Additionally, enablement functions are already beginning to support revenue team roles such as SDRs, presales, customer success and marketing professionals (see Figure 6).

Figure 6. User Communities/Roles That Sales Enablement Supports



Gap Analysis and Interdependencies

The most significant gaps that challenge a successful shift to revenue enablement include:

Resistance to change. Transformational endeavors often fail because they are assessed and executed according to business-as-usual criteria and processes.

These endeavors face eight hurdles:

- Benefit recognition
- KPI identification
- Risk assessment
- Fund sourcing
- Delivery
- Communications
- Monitoring
- Success assessment

Generating an idea for transformation is challenging enough, but executing it is even more difficult, especially for mature organizations, due to their long-established culture, processes and organizational inertia.

Disseminating the message. Sales organizations also face challenges in assimilating multiple and potentially concurrent conversations among individuals in siloed roles and functions across the buying organization. But CSOs and enablement leaders can overcome this challenge through the intelligent coordination of experiences executed with technology and people.

Internal conflict. Chronic and recurrent disputes between sales and marketing — on topics like lead quality and quantity — are distracting and limiting. These issues, often caused by functional allegiance, reduce collaboration and fail to improve the buyer experience. Sales and marketing should be natural partners in new customer acquisition. Unfortunately, cultural differences and competing priorities often result in mistrust and finger pointing that limits cooperation. An outcomes-based structure, that provides a set of interaction principles that govern the customer relationship, removes the friction that buyers encounter while moving between sales and marketing and provides a seamless customer buying experience through both self-service and seller-assisted interactions.

Seller support. A challenge arises when organizations introduce digital commerce applications and buyer enablement tools that are unavailable to sellers. Sellers may perceive these tools to be a competitive, maybe even an existential, threat. Culturally, sellers become less trusting of the organization as increased automation changes support for go-to-market models. To counter this distrust, it is vital that organizations offer education about how sellers can leverage buyer enablement tools to reduce the time it takes for buyers to complete buying jobs. In fact, an important role for revenue enablement is helping sellers understand their role in this new multichannel environment of revenue production.

Adaptable buyer advice. Sales organizations often proclaim themselves to be buyer-centric, but they mistake buyer centrality with making sellers more efficient, and they miss opportunities to make buyers better informed and more confident in their decisions. Traditional playbooks, for example, are great at guiding sellers through repeatable activities, but these playbooks rarely adapt to changing buyer signals. Or if they do, their adaptiveness is limited for the sake of simplicity and seller adoption. Revenue enablement efforts address this challenge by moving beyond providing buyer-centric and sales process advice solely to sellers, but also to customer-facing marketing roles, sellers and customer success teams.

Implementation of machine learning and AI. The value of incorporating machine learning now, and artificial intelligence in the future, cannot be overstated here. AI can sort through vast quantities of data and predict next best actions for all sales channels, including what content to use at which buying journey stage and which clients to contact at particular moments. However, incorporating AI is challenging. While AI performs well at certain revenue-generating tasks, such as content recommendations, in most instances AI's capabilities trail its promised potential. Additionally, the acceptance of AI by users can vary, with concerns ranging from privacy to data quality used to complete the task. Enablement leaders need to address these challenges as they implement AI into the revenue enablement tech stack.

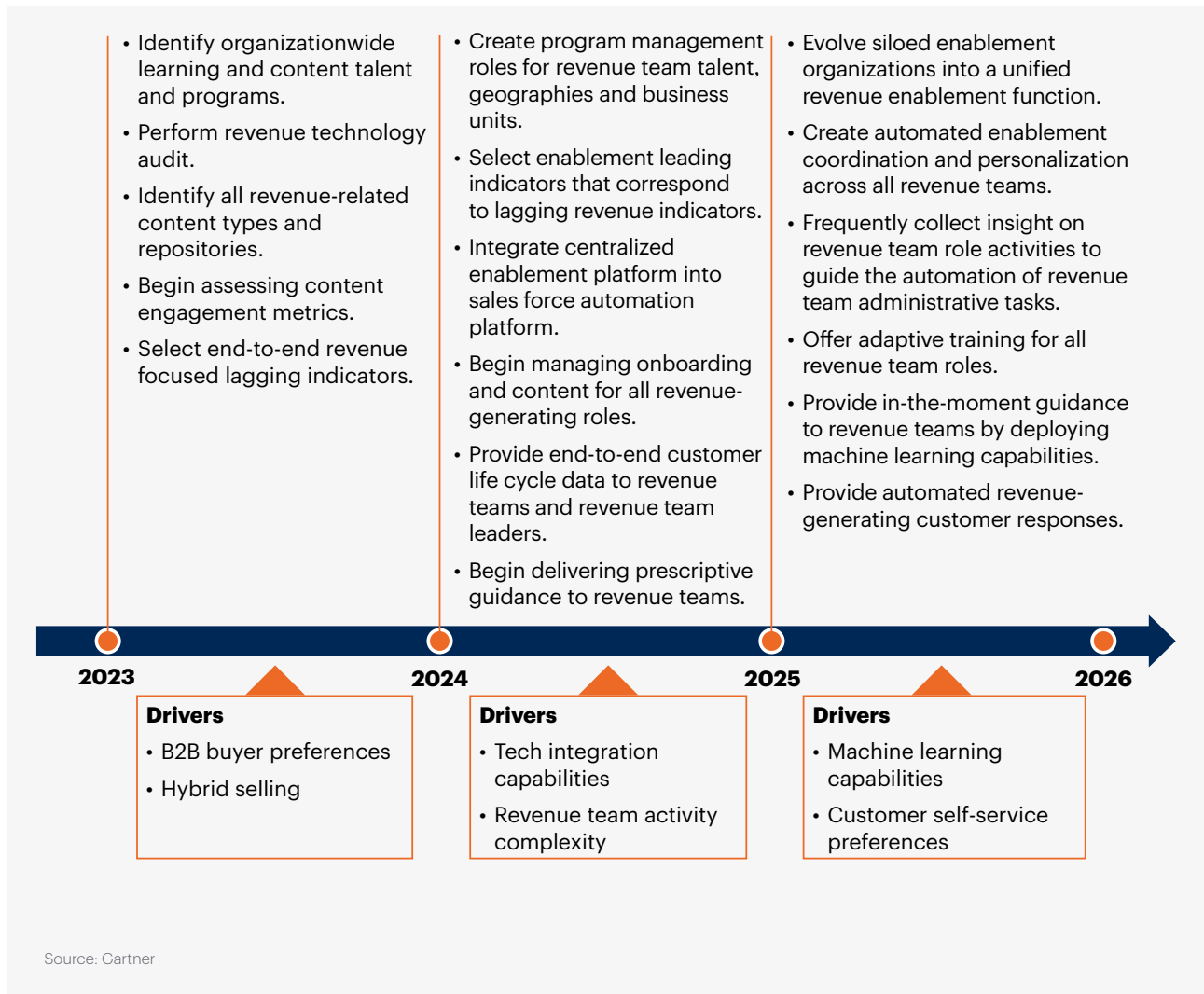
Migration Plan

To overcome these gaps and realize the benefits of revenue enablement, sales enablement leaders must focus on achieving a set of strategic objectives:









- **Align and tailor** training and onboarding efforts across sales, marketing and customer success functions.
- **Define and streamline** revenue-generating team member activity workflows across the customer life cycle.
- **Integrate** functional technology and data into a technology stack that supports the end-to-end revenue-generating process.

These objectives may take years to fully achieve since the effort could involve and impact all members of the commercial organization. To attain these objectives, you must scale down the overall roadmap into more tangible and attainable milestones depending on your organization's current state. Figure 7 provides an illustration of such a timeline.

Figure 7. Strategic Roadmap Timeline for Revenue Enablement



Shifting From Sales Enablement to Revenue Enablement

Diagnose and Evaluate	Develop the Plan	Execute the Strategy	Ongoing Support
 Actionable Insight Leadership Vision for 2023: Sales Enablement Learn how the sales enablement function is expanding to consistently drive change across the entire revenue team, to address shifts in customer buying behavior.	 Expert Guidance Shape Your Plan Discussion with a Gartner expert on how to prepare for the shift to revenue enablement, and what key elements you should identify to inform your plan.	 Expert Guidance Expert Discussion on Change Management Speak with a Gartner Sales Expert to discuss change management and how to develop a framework to align with your strategy.	 Connect with Peers Gartner Event Attend Gartner's premiere event for Sales Leaders, Gartner CSO and Sales Leader Conference.
 Expert Guidance Revenue Enablement Engage with a Gartner Expert to understand the challenges organizations face when enablement is siloed between functions and how revenue enablement overcomes them.	 Actionable Insight Prepare to Plan Use this note to structure your planning process to ensure enablement programs are linked with strategy: Developing an Annual Sales Enablement Planning Cycle .	 Benchmark & Tools Build Your Change Management Plan Download the following tool to help you think through your change management plan and strategy: Sales Enablement Change Management Tool .	 Actionable Insight Learn More About Revenue Enablement Review Gartner's Guide to Revenue Enablement for a full coverage on revenue enablement, to evolve your sales enablement function in pursuit of a revenue enablement approach.

Continued on next page

Shifting From Sales Enablement to Revenue Enablement (Continued)

Diagnose and Evaluate	Develop the Plan	Execute the Strategy	Ongoing Support
-----------------------	------------------	----------------------	-----------------



Benchmark & Tools

Determine Sales Enablement's Maturity

Utilize Gartner's Revenue Enablement Maturity Model: [Revenue Enablement Is a Maturity Evolution](#) to determine the maturity of sales enablement in your organization.



Benchmark & Tools

Catalog Enablement Efforts

Use Gartner's [Sales Enablement RACI Matrix](#) to document enablement efforts, key tasks and stakeholders.



Expert Guidance

Explore Best Practices

Build a strong understanding of roles outside sales and their related enablement needs using Rockwell Automation's [Case Study: Role-Based Revenue Enablement](#) as an example.



Benchmark & Tools

Audit Your RevTech Stack

Assess gaps and opportunities to strengthen your revenue technology stack using Gartner's [Revenue Tech Stack Audit Template](#).



Benchmark & Tools

Benchmark Against Peer Organizations

Use the [Sales Enablement Budget & Efficiency Benchmark](#) to compare your organization's enablement function against peer organizations.



Actionable Insight

Determine Short- and Long-Term Actions

Use the [2023 Strategic Roadmap for Revenue Enablement](#) to align objectives to attainable short- and long-term milestones.



Actionable Insight

Drive Tailored Enablement at Scale

Learn how VMware disseminated tailored enablement to all revenue facing roles at scale: [Case Study: Tailored Sales and Revenue Enablement at Scale](#)



Benchmark & Tools

Explore Enablement Technology

Use Gartner's [Market Guide for Revenue Enablement Platforms](#) to explore vendors supporting sales and revenue enablement platforms.

Sales Enablement Experts to Support Your Journey



Doug Bushée
VP Analyst



Shayne Jackson
Senior Director Analyst



Nate McCullough
Director, Advisory



Billy Luckey
Director, Advisory



Bill Yetman
Senior Director Analyst

Evidence

¹ 2021 Gartner B2B Buyer Survey: This survey was administered in November and December 2021 and includes data from 725 B2B buyers from the U.S., Canada, the U.K., Australia, India, Singapore, Germany and Sweden. Respondents were required to be employed full-time at an organization with total revenue of at least \$250 million and have participated in a significant B2B purchase decision. A significant purchase decision was defined as a decision that required deliberation with at least one other person and the evaluation of more than one potential supplier or vendor.

Respondents were instructed to answer questions based on their experience with this recent purchase and a specific supplier they considered. Respondents evaluated the quality of the purchase decision and provided insights into various stages of their recent purchase decision.

² 2021 Gartner CEO and Senior Business Executive Survey: This survey was conducted to examine CEO and senior business executive views on current business issues, as well as some areas of technology agenda impact. The survey was conducted from July 2021 through December 2021, with questions about the period from 2021 through 2023. One quarter of the survey sample was collected in July and August 2021, and three-quarters was collected in October through December 2021. In total, 410 actively employed CEOs and other senior executive business leaders qualified and participated. The research was collected via 382 online surveys and 28 telephone interviews.

The sample mix by role was CEOs (n = 253); CFOs (n = 88); COOs or other C-level executives (n = 19); and chairs, presidents or board directors (n = 50). The sample mix by location was North America (n = 176), Europe (n = 97), Asia/Pacific (n = 86), Latin America (n = 40), the Middle East (n = 4) and South Africa (n = 7). The sample mix by size was \$50 million to less than \$250 million (n = 58), \$250 million to less than \$1 billion (n = 81), \$1 billion to less than \$10 billion (n = 212) and \$10 billion or more (n = 59).

³ 2020 Gartner Digital Buying Survey: Data was collected from November through December 2020, from 982 respondents. Survey participation was limited to respondents who had made a significant business purchase in the past 12 months and were in senior roles (senior individual contributors and above). Respondents were actively involved in a significant business purchase.

⁴ Based on data from: (a) 2021 Gartner Future of Sales Enablement Survey: This survey was conducted online from October through December 2021 to understand trends in enablement functions' structures, budgets, staffing, technology, performance measurement, training and onboarding metrics. The survey sampled 164 respondents in Australia, Canada, the U.K., the U.S. and New Zealand from a variety of industries: banking/investment services, energy, health payer, healthcare, IT, insurance, manufacturing, media, natural resources, professional services, telecommunications, transportation, utilities and wholesale.

To qualify, participants were required to work in marketing or sales functions, be involved in decisions pertaining to sales enablement strategies and/or budgets, and hold roles of midlevel manager of sales enablement, head of marketing, head of sales operations, head of sales strategy, VP of sales or higher. Respondents came from organizations with \$25 million or more in annual revenue and that primarily sell to B2B or B2B2C.

(b) 2022 Gartner Sales Enablement Benchmark Survey: This survey was conducted online from January through March 2022 to understand trends in enablement functions' structures, budgets, staffing, technology, performance measurement, training and onboarding metrics. The survey sampled 26 respondents in Croatia, India, Spain, Switzerland, the U.K. and the U.S. from a variety of industries: healthcare, information technology, manufacturing, professional services, telecommunications and transportation.

To qualify, participants were required to hold a leadership role as the head of sales, sales enablement or sales operations, with decision-making authority in the sales enablement function. Respondents came from organizations with \$31 million or more in annual revenue and that primarily sell to B2B or B2B2C.

Disclaimer: Results of these surveys do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

Actionable, objective insight

Position your sales organization for success. Explore these additional complimentary sales execution resources and tools:

Guide

Build an Effortless Buying Experience with Revenue Enablement

Get strategies to reduce buyer friction and seller burden.



[Download Now](#)

Podcast

Enablement's Evolution From Sales Enablement to Revenue Enablement With Melissa Hilbert

In this episode, Gartner's Senior Director Melissa discusses her leading work in revenue enablement and key insights for sales leaders.



[Listen Now](#)

Webinar

CSOs, Break Through Commercial Silos With Revenue Enablement

Get insights from Gartner experts on how revenue enablement drives sales performance.



[Watch Now](#)

Already a client?

Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for Sales

gartner.com/en/sales

Stay connected to the latest insights

