Insights from the Revenue Enablement Society (RES) 2024 Revenue Enablement Effectiveness Survey

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SBI
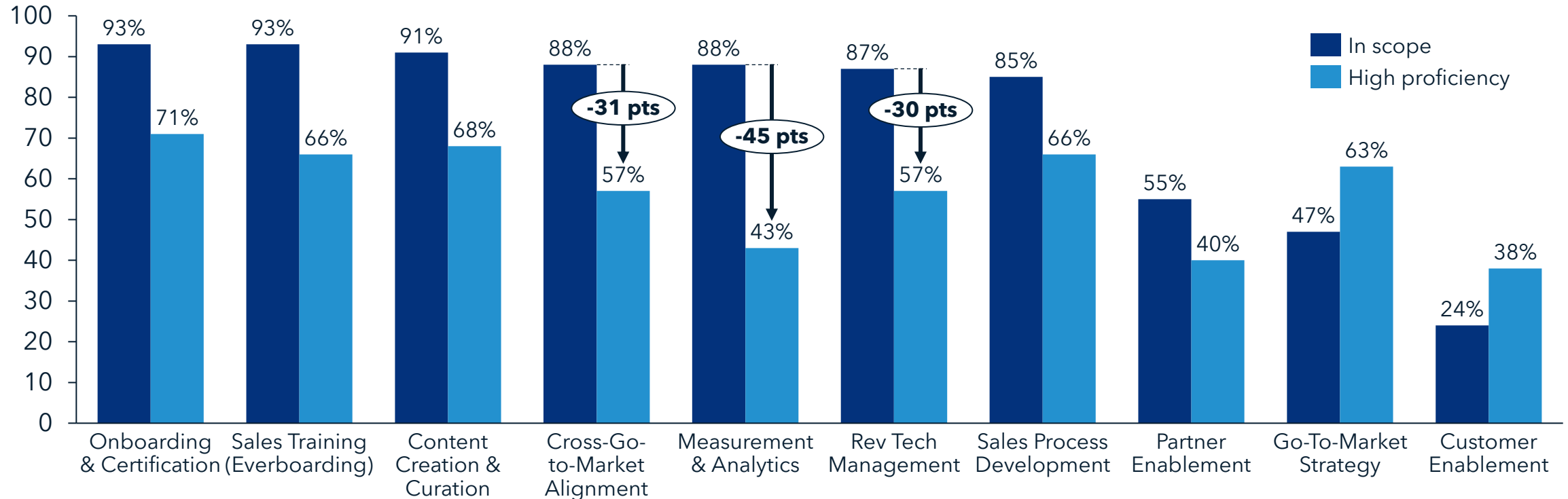
Sept 10, 2024

Agenda

01 Enablement Scope and Current Priorities

02 Enablement Team Design

03 Metrics for Enablement Programs

04 Enablement for Frontline Sales Managers

01

Enablement Scope and Current Priorities

85% of enablement teams are responsible for seven core functions; measurement & analytics tops the three largest proficiency gaps

Percentage of teams by functional responsibility in scope vs. percentage of teams rating their proficiency as high or very high
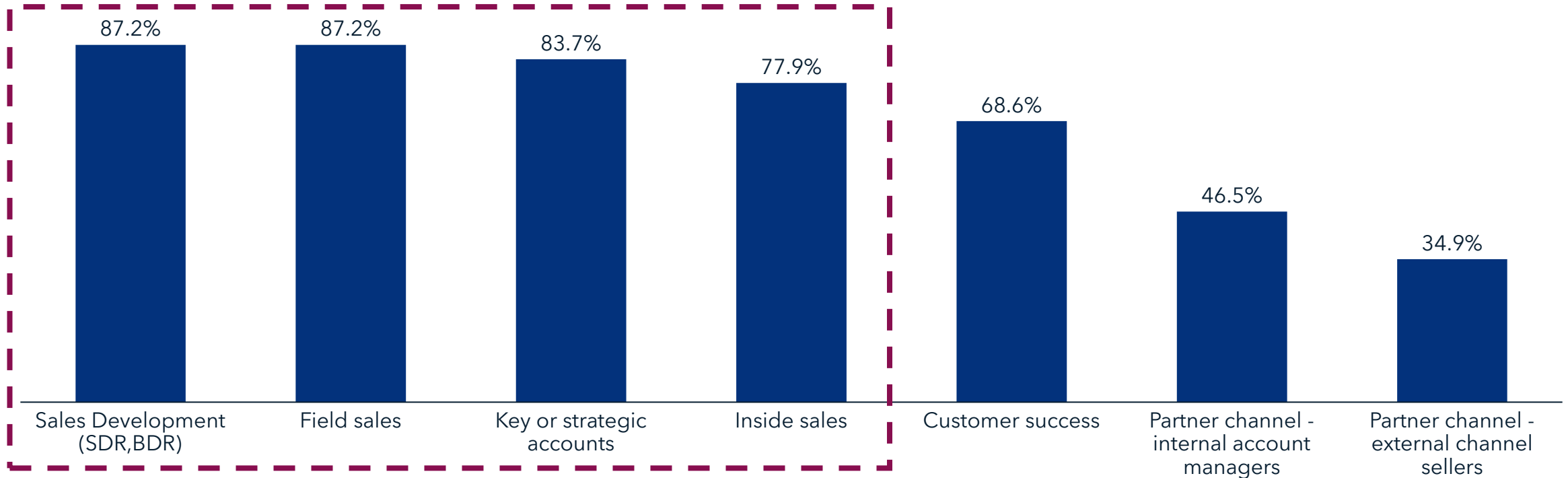

Legend:
- In scope (dark blue)
- High proficiency (light blue)

Function	In scope	High proficiency	Gap
Onboarding & Certification	93%	71%	
Sales Training (Everboarding)	93%	66%	
Content Creation & Curation	91%	68%	
Cross-Go-to-Market Alignment	88%	57%	-31 pts
Measurement & Analytics	88%	43%	-45 pts
Rev Tech Management	87%	57%	-30 pts
Sales Process Development	85%	66%	
Partner Enablement	55%	40%	
Go-To-Market Strategy	47%	63%	
Customer Enablement	24%	38%	

n=86 respondents; proficiency ratings include only those respondents that indicated the responsibility is in scope

Questions for discussion:

- How does this scope compare with your team's mandate and how you spend your time?
- Where does your enablement team struggle the most and why?
- How do these results compare with your CRO's priorities?

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Enablement teams are primarily focused on supporting internal sellers, less so on customer success and partner channels

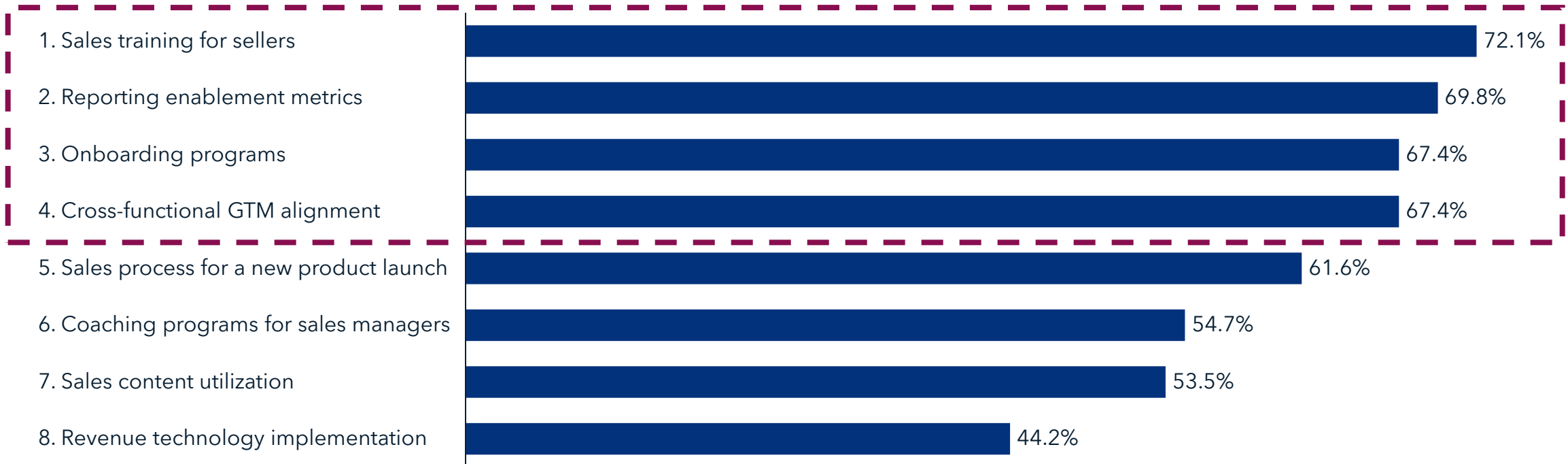**Percentage of enablement teams supporting each customer-facing role**

Role	Percentage
Sales Development (SDR,BDR)	87.2%
Field sales	87.2%
Key or strategic accounts	83.7%
Inside sales	77.9%
Customer success	68.6%
Partner channel - internal account managers	46.5%
Partner channel - external channel sellers	34.9%

n=86 respondents

Questions for discussion:

- How do enablement teams ensure all customer-facing roles are supported? When resource-constrained, which roles should enablement prioritize?

- How do enablement programs for sellers in "hunter" vs. "farmer" roles differ?

Enablement teams are prioritizing training and onboarding talent, reporting metrics, and driving GTM alignment, with less focus on rev tech and sales content

Percentage of teams prioritizing enablement projects now or in the next 6 months

1. Sales training for sellers	72.1%
2. Reporting enablement metrics	69.8%
3. Onboarding programs	67.4%
4. Cross-functional GTM alignment	67.4%
5. Sales process for a new product launch	61.6%
6. Coaching programs for sales managers	54.7%
7. Sales content utilization	53.5%
8. Revenue technology implementation	44.2%

n=86 respondents

Questions for discussion:

- How do these priorities compare with your team's current projects?

- Enablement metrics are both a priority and a key area for improvement; how is your team addressing the ability gap? What initiatives are underway?

02 **Enablement Team Design**

Larger enablement teams support more sellers and sales managers at a higher ratio to full time enablement headcount

Ratios of enablement FTE headcount to sellers and sales managers by size of enablement team

Size of Enablement Team	Mean Sales Managers per one Enablement FTE	Mean Sellers per one Enablement FTE
Team of 1 - 4 Enablement FTEs	**2.4** Sales Managers per 1 Enablement FTE	**26.1** Quota-carrying sellers per 1 Enablement FTE
Team of 5 - 9 Enablement FTEs	**4.5** Sales Managers per 1 Enablement FTE	**42.7** Quota-carrying sellers per 1 Enablement FTE
Team of 10+ Enablement FTEs	**5.0** Sales Managers per 1 Enablement FTE	**82.0** Quota-carrying sellers per 1 Enablement FTE

n=69 enablement teams

Questions for discussion:

- How do the ratios of Enablement FTEs to sellers and sales managers compare to your sales organization?
- How do larger enablement teams scale programs to a support a higher ratio of enablement FTEs to sellers?

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8

Content curation, onboarding, and training are the primary functions for enablement FTEs; larger teams can support more functions

Likelihood of having dedicated FTE headcount for enablement responsibilities by size of enablement team

Very High 75 – 100%	High 50 – 75%	Low 25 – 50%	Very Low 5 – 25%	Not at All 0 – 5%

|	Content Creation	Sales Training	Onboarding Programs	Cross-GTM Alignment	Metrics & Analytics	Sales Process	Revenue Technology	GTM Strategy	Partner Enablement	Customer Enablement
10+ FTEs	Very High	Very High	Very High	Very High	Very High	Very High	High	High	High	Low
5 – 9 FTEs	High	Very High	Very High	High	Low	Low	Low	Very Low	Very Low	Very Low
1 – 4 FTEs	High	Low	Very Low	Very Low	Not at All	Very Low	Very Low	Very Low	Not at All	Not at All

n=69 enablement teams

Questions for discussion:

- What are the most critical jobs-to-be-done for enablement teams?

- Does this differ by the size of the enablement team? Or the number of FTE sellers supported?

3 out of 4 enablement professionals have a background in sales execution, with a mean of at least seven years in a quota-carrying role

Percentage of enablement respondents with experience in a quota carrying role

No Quota Experience

24%

76%
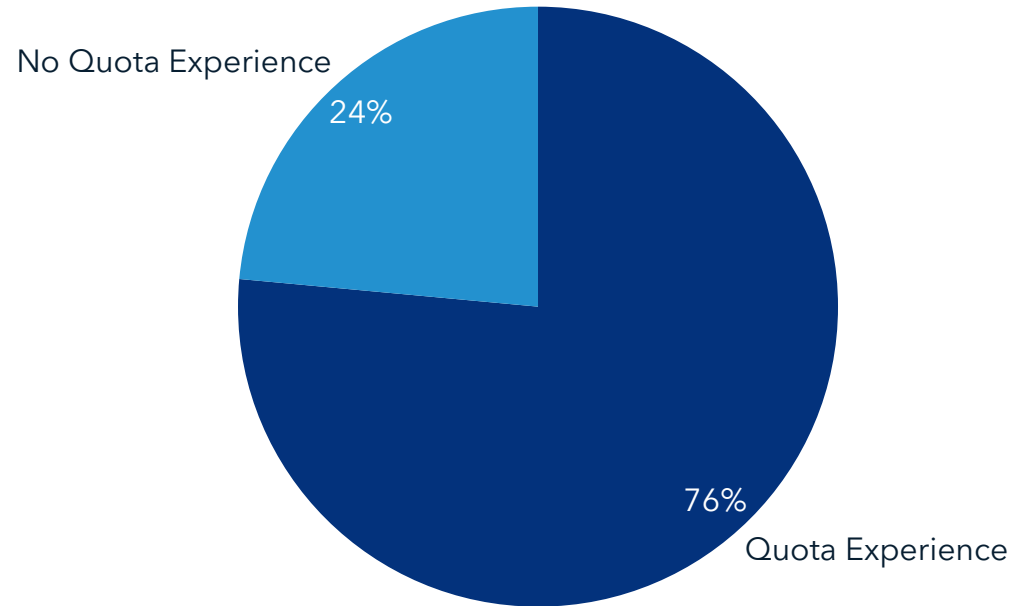
Quota Experience

n=68 respondents whose primary business function is revenue or sales enablement

Mean years of experience in a quota-carrying role for enablement professionals by job level

7.6 years

8.2 years

9.0 years

Manager

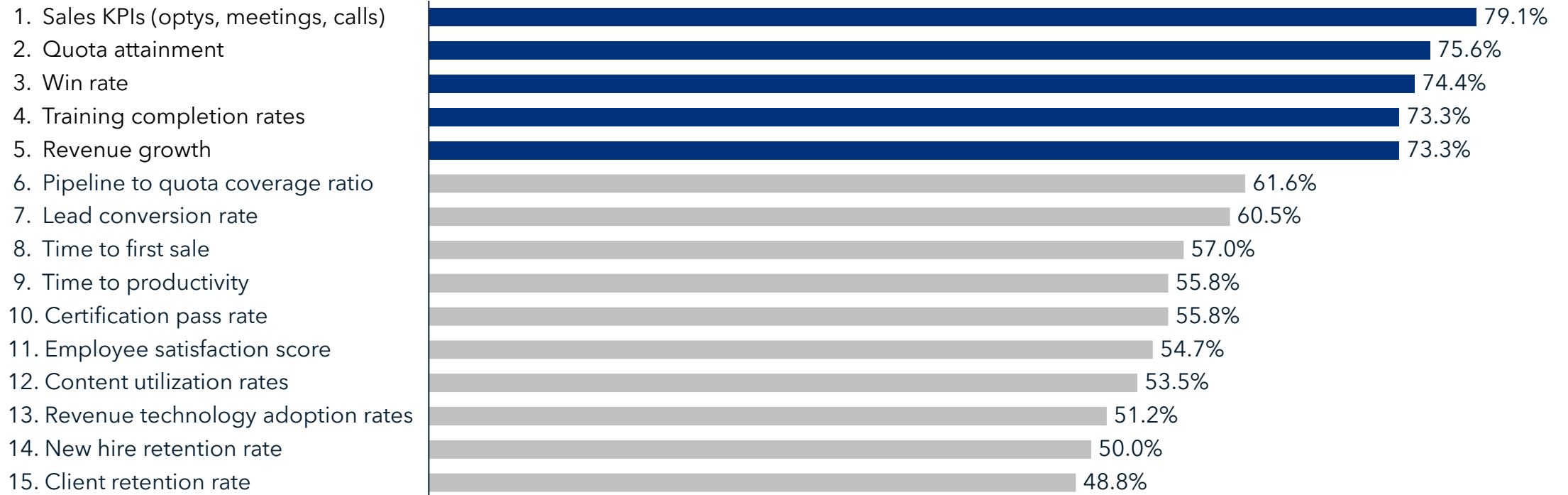Director

VP
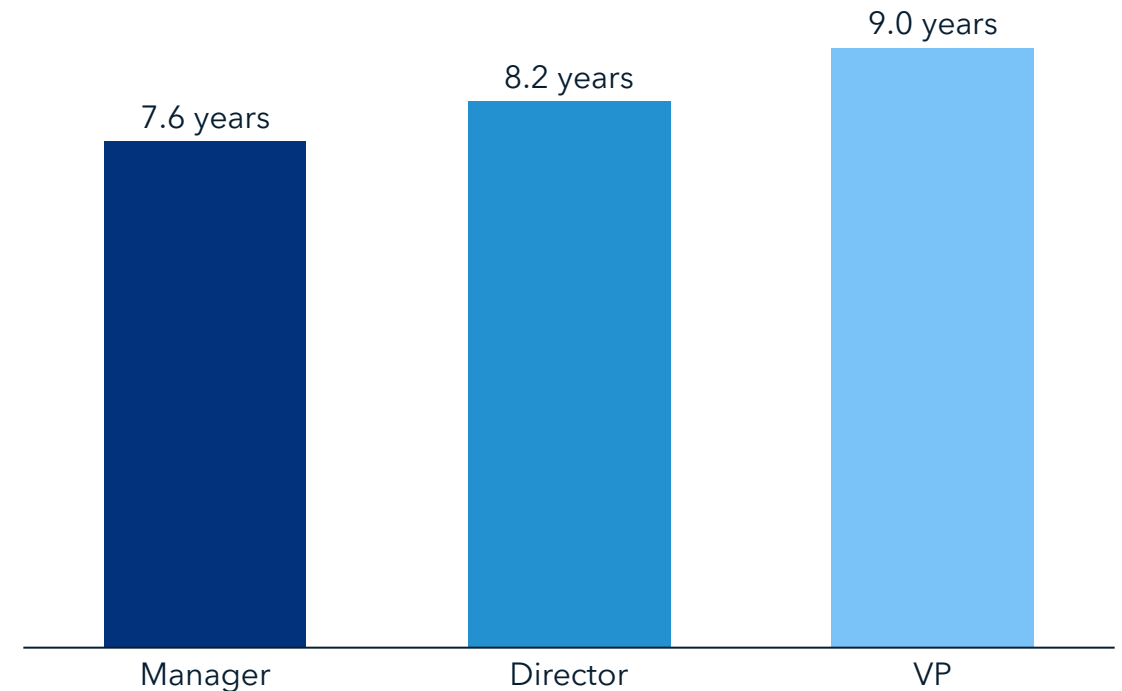
Questions for discussion:

- How does quota-carrying experience impact sales enablement effectiveness? What other skills or experience are impactful for revenue enablement?

- How much experience in a quota role (if any) do enablement professionals need to be successful?

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Metrics for Enablement Programs

Over 70% of companies use five top metrics to gauge the effectiveness of enablement; team performance on KPIs (e.g., calls, meetings) is most common

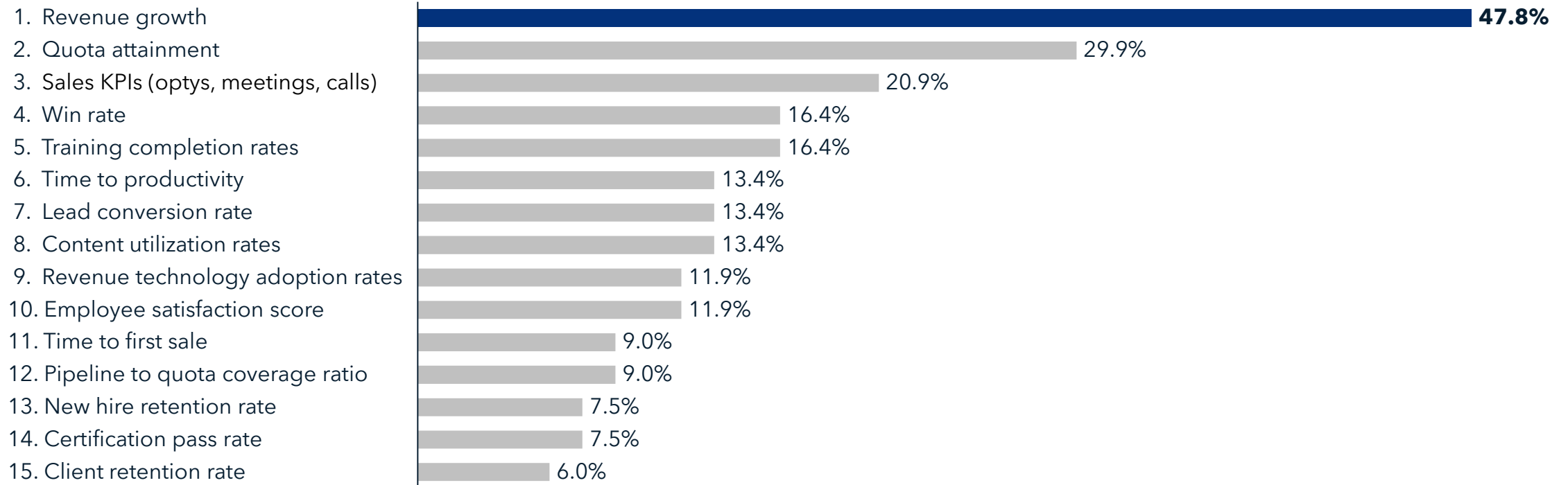**Percentage of teams using metrics to gauge the effectiveness of revenue enablement**

Metric	Percentage
1. Sales KPIs (optys, meetings, calls)	79.1%
2. Quota attainment	75.6%
3. Win rate	74.4%
4. Training completion rates	73.3%
5. Revenue growth	73.3%
6. Pipeline to quota coverage ratio	61.6%
7. Lead conversion rate	60.5%
8. Time to first sale	57.0%
9. Time to productivity	55.8%
10. Certification pass rate	55.8%
11. Employee satisfaction score	54.7%
12. Content utilization rates	53.5%
13. Revenue technology adoption rates	51.2%
14. New hire retention rate	50.0%
15. Client retention rate	48.8%

n=68 respondents whose primary business function is revenue or sales enablement

Questions for discussion:

- Which metrics should companies use to gauge the effectiveness of enablement programs?

- Which metrics are the most useful predictors of sales performance?

For those who receive variable incentives, revenue growth is the most common metric that directly affects compensation for enablement professionals

Percentage of teams using metrics that directly affect compensation

1.	Revenue growth	**47.8%**
2.	Quota attainment	29.9%
3.	Sales KPIs (optys, meetings, calls)	20.9%
4.	Win rate	16.4%
5.	Training completion rates	16.4%
6.	Time to productivity	13.4%
7.	Lead conversion rate	13.4%
8.	Content utilization rates	13.4%
9.	Revenue technology adoption rates	11.9%
10.	Employee satisfaction score	11.9%
11.	Time to first sale	9.0%
12.	Pipeline to quota coverage ratio	9.0%
13.	New hire retention rate	7.5%
14.	Certification pass rate	7.5%
15.	Client retention rate	6.0%

n=67 respondents whose primary business function is revenue or sales enablement and reported some variable compensation as part of OTE
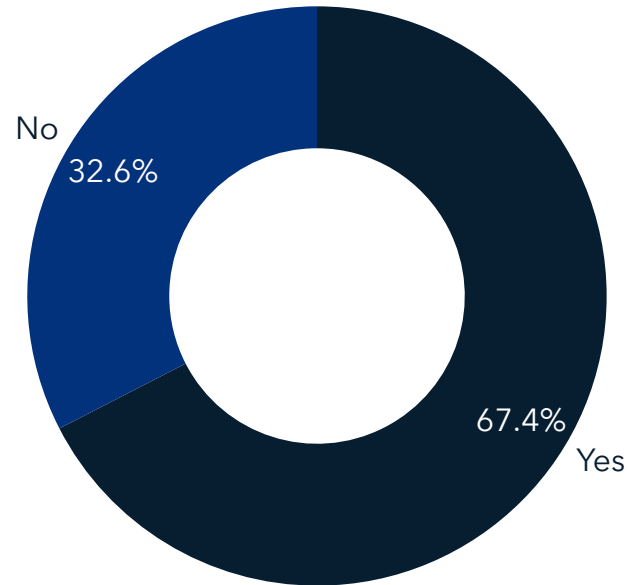
Questions for discussion:

- Why is revenue growth the most common metric used for variable compensation?

- Given several compounding factors, how can companies accurately measure the impact of enablement on revenue growth?

04 **Enablement for Frontline Sales Managers**

About two-thirds of companies have a sales manager-specific training program; those that do use both in-house and third-party resources

Percentage of teams with sales manager training programs

No
32.6%

Yes
67.4%

n=86

Percentage of teams with sales manager training programs using in-house and third-party training

Both In-house and third-party
42.3%

In-house only
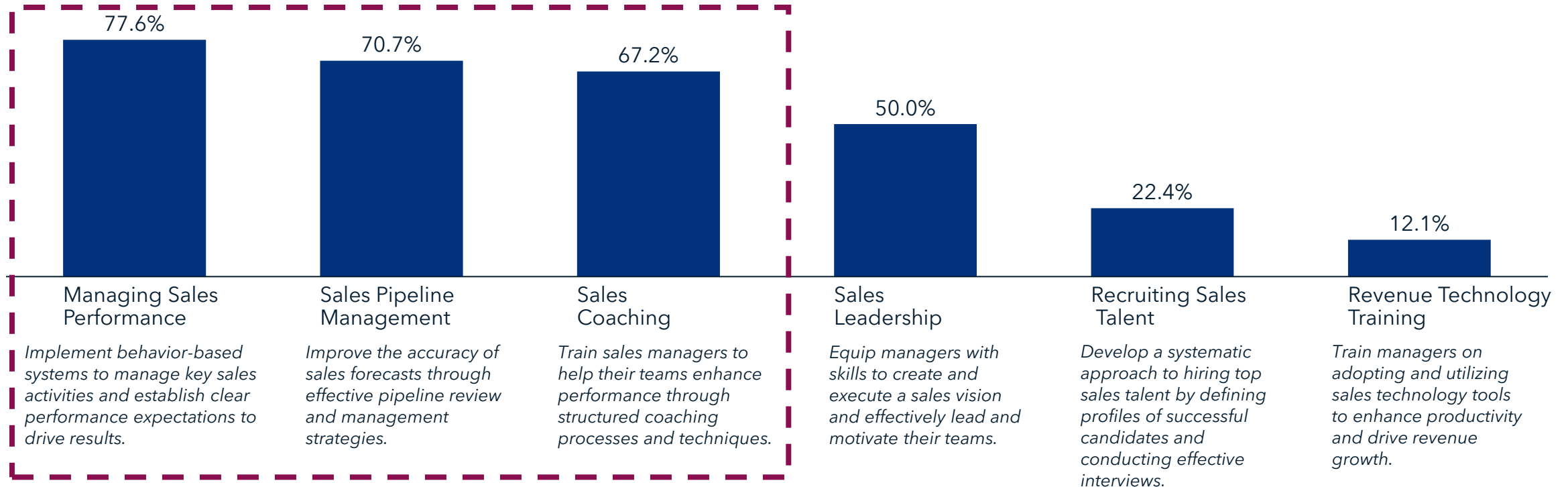50.0%

Third-party only
7.7%
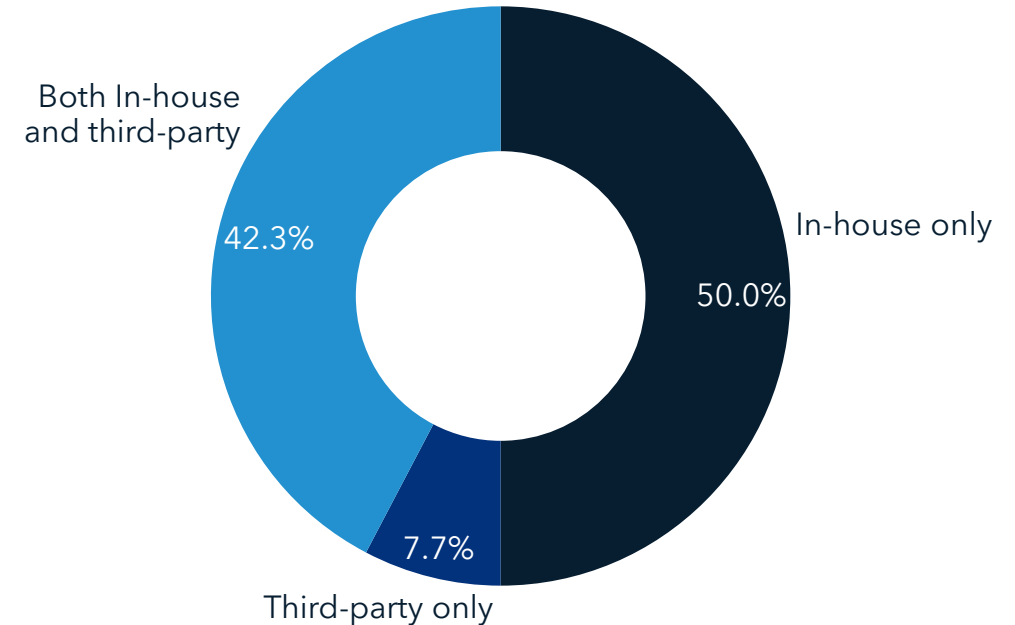
n=58 companies with a sales manager training program

Questions for discussion:

- How important is it for enablement teams to maintain a dedicated training program for sales managers separate from sellers? Why?

- What are the benefits of in-house and third-party training? Limitations? Are certain topics (e.g., sales process, product knowledge) better for one group?

Managing sales performance, managing pipeline, and sales coaching are top priorities for sales manager training

Percentage of teams reporting each focus area in their top three sales manager training priorities

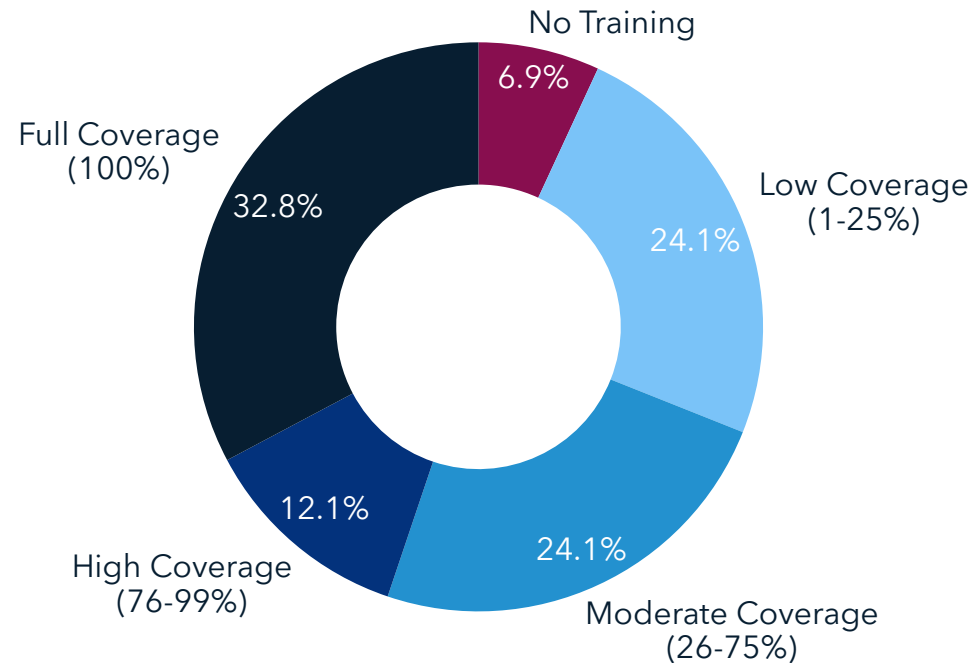|					
77.6%	**70.7%**	**67.2%**	**50.0%**	**22.4%**	**12.1%**
Managing Sales Performance	Sales Pipeline Management	Sales Coaching	Sales Leadership	Recruiting Sales Talent	Revenue Technology Training
Implement behavior-based systems to manage key sales activities and establish clear performance expectations to drive results.	*Improve the accuracy of sales forecasts through effective pipeline review and management strategies.*	*Train sales managers to help their teams enhance performance through structured coaching processes and techniques.*	*Equip managers with skills to create and execute a sales vision and effectively lead and motivate their teams.*	*Develop a systematic approach to hiring top sales talent by defining profiles of successful candidates and conducting effective interviews.*	*Train managers on adopting and utilizing sales technology tools to enhance productivity and drive revenue growth.*

n=58 companies with a sales manager training program

Questions for discussion:

- What topics and processes does your enablement team prioritize for sales manager training?

- How surprising is the strong focus on managing sales performance? Weak focus on revenue technology?
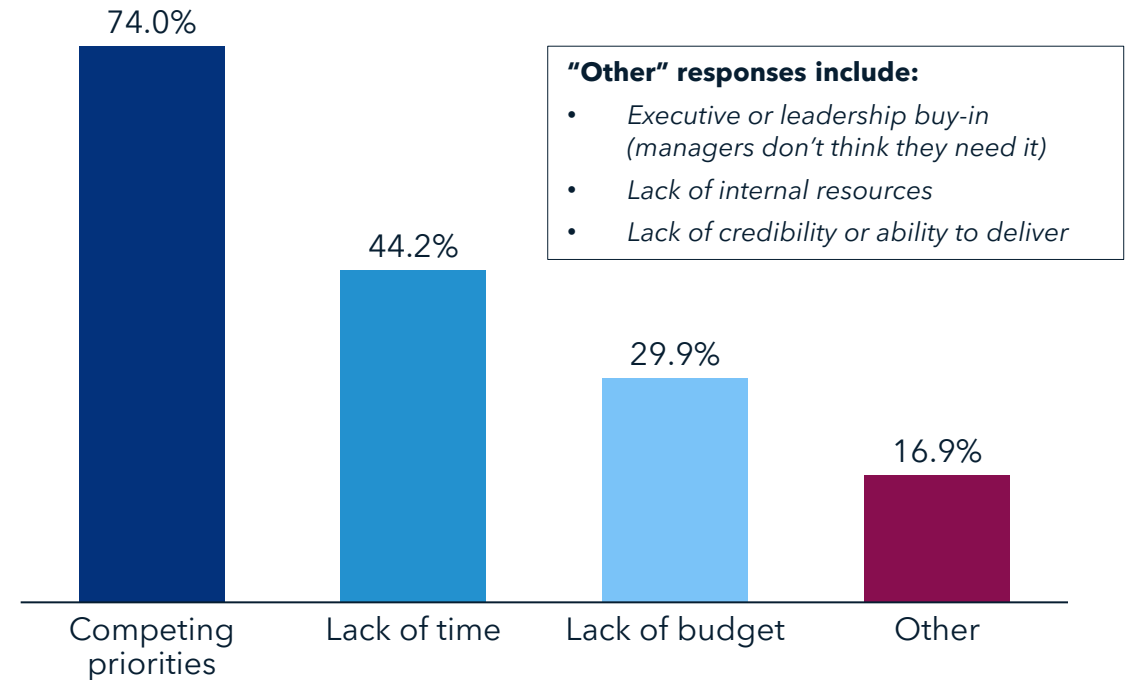
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Just 32% of companies provided training to all frontline sales managers in the last year; the biggest obstacle to training is competing priorities

Percentage of teams reporting sales manager training in LTM
by portion of sales managers covered in training

No Training
6.9%

Low Coverage
(1-25%)
24.1%

Moderate Coverage
(26-75%)
24.1%

High Coverage
(76-99%)
12.1%

Full Coverage
(100%)
32.8%

n=58 companies with a sales manager training program

Percentage of enablement teams reporting obstacles to sales manager training

74.0%
44.2%
29.9%
16.9%

Competing priorities | Lack of time | Lack of budget | Other

"Other" responses include:
- *Executive or leadership buy-in (managers don't think they need it)*
- *Lack of internal resources*
- *Lack of credibility or ability to deliver*
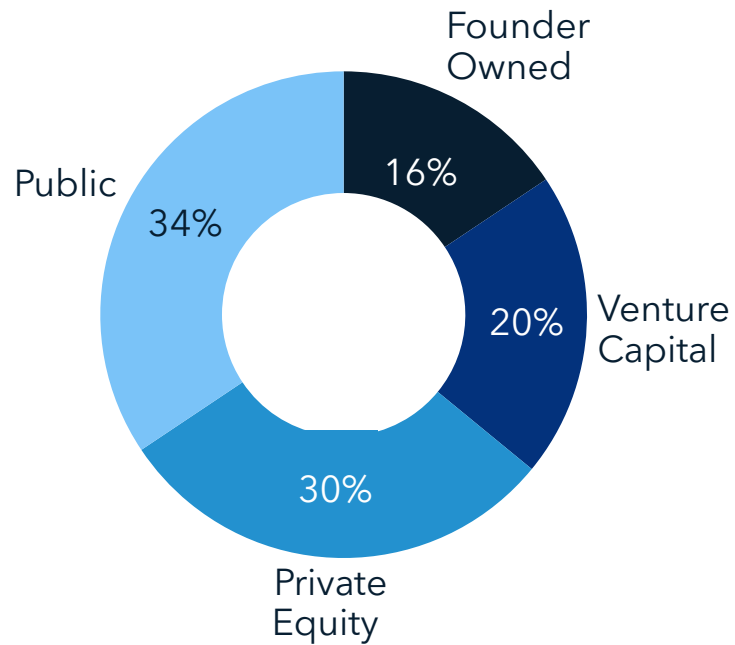
n=84

Questions for discussion:

- Why do senior leaders deprioritize training for sales managers? How does enablement gain executive buy-in for frontline sales manager training?

- How effective are sales managers in your organization? What impact does training have on sales manager performance?
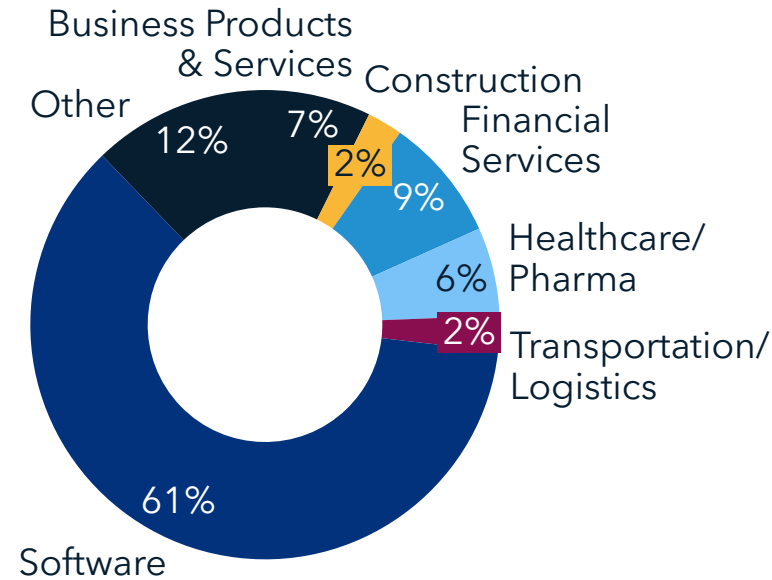
Thank You

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Appendix

Survey respondents

Company Ownership

- Founder Owned 16%
- Venture Capital 20%
- Private Equity 30%
- Public 34%

Industry

- Other 12%
- Business Products & Services 7%
- Construction 2%
- Financial Services 9%
- Healthcare/Pharma 6%
- Transportation/Logistics 2%
- Software 61%

Business Function

- Revenue or Sales Operations 8%
- Other GTM functions 13%
- Revenue or Sales Enablement 80%

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