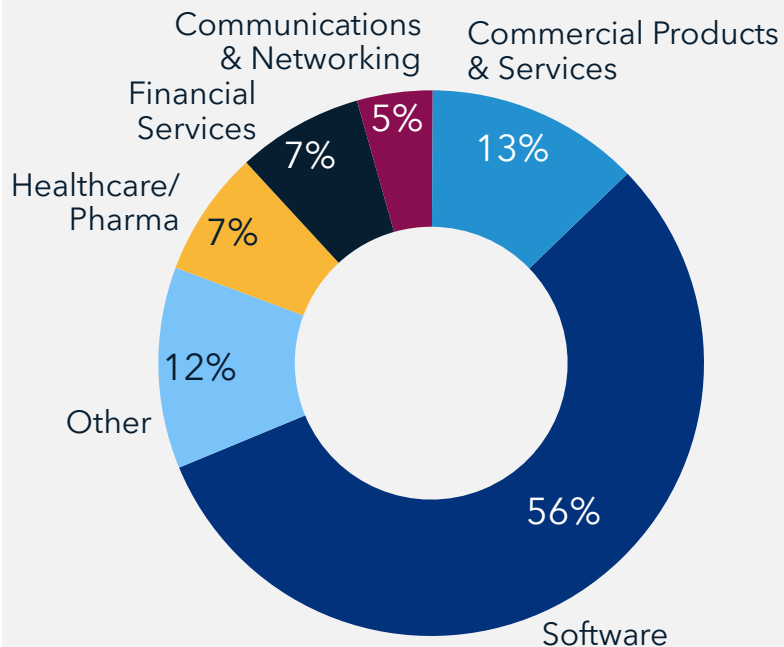SBI | Growth Advisory

Driven by Insights
Delivered from Experience

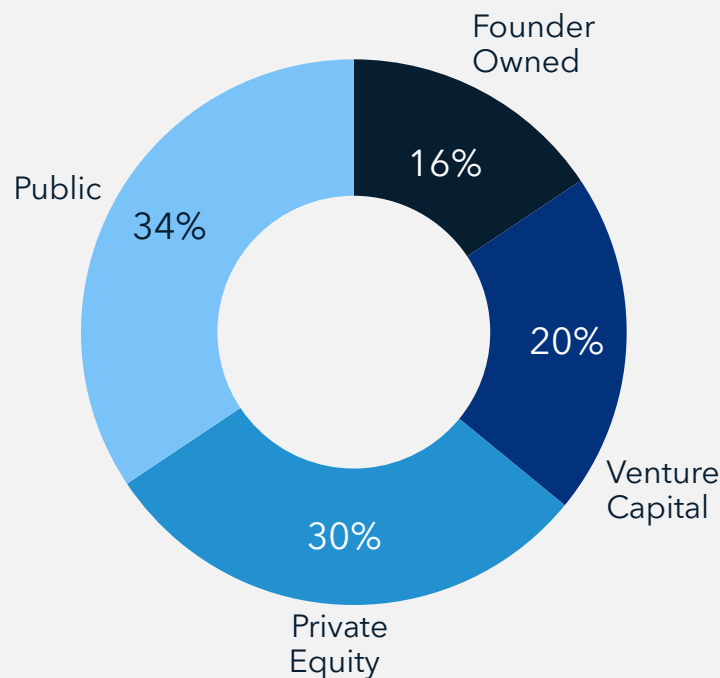# Modern Enablement Benchmarks Report

February 2025

In partnership with the Revenue Enablement Society (RES), SBI surveyed 134 companies to understand what leading enablement* teams do differently to achieve higher productivity
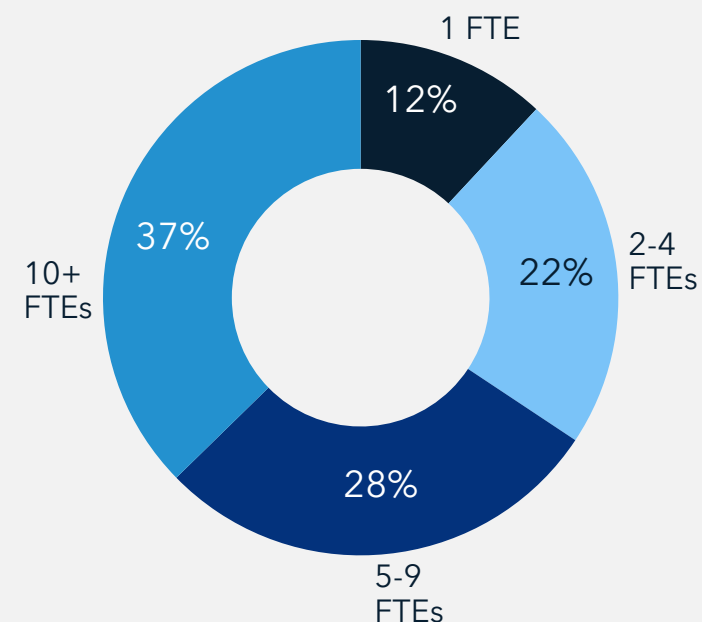
Industry Segment

- Commercial Products & Services: 13%
- Software: 56%
- Other: 12%
- Healthcare/Pharma: 7%
- Financial Services: 7%
- Communications & Networking: 5%

Company Ownership

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

Enablement Team Size
By *full time employees (FTE)*

- 1 FTE: 12%
- 2-4 FTEs: 22%
- 5-9 FTEs: 28%
- 10+ FTEs: 37%

N=134 sales organizations in public and private companies in the US surveyed in September 2024

* Note: Though *sales enablement* is still a widely recognized term, in recent years commercial teams have begun referring to this team as *revenue enablement* to emphasize the expanded role of the enablement team in supporting the entire revenue-generating function. We simply use the term *enablement* in this report.

Contents of this report

SBI

01

Scope: Modern enablement teams have widespread responsibilities supporting all of go-to-market.

Enablement teams are primarily focused on supporting internal sellers, though about half of teams are also likely to support CS and partner channels

Portion of Enablement Teams Supporting Each Customer-Facing Role
By Industry

Legend:
- All (dark blue)
- Business Products & Services (light blue)
- Software (gray)

Role	All	Business Products & Services	Software
Field sales	88%	76%	88%
Sales Development (SDR, BDR)	87%	59%	89%
Key or strategic accounts	85%	71%	87%
Inside sales	83%	88%	83%
Customer success	69%	29%	77%
Partner channel - internal account managers	48%	18%	55%
Partner channel - external channel sellers	40%	35%	39%

Sales: Field sales, Sales Development (SDR,BDR), Key or strategic accounts, Inside sales
CS: Customer success
Channel: Partner channel - internal account managers, Partner channel - external channel sellers

N=134 sales organizations in public and private companies in the US

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Enablement organizations have a wide scope, with a strong majority of teams responsible for at least seven enablement activities; some have as many as ten

Portion of Teams with Functional Responsibility in Scope

Category	Percentage
Sales Training (Everboarding)	96%
Onboarding & Certification	93%
Content Creation & Curation	90%
Sales Process Development	89%
Measurement & Analytics	89%
Rev Tech Management	87%
Cross-Go-To-Market Alignment	87%
Partner Enablement	53%
Go-To-Market Strategy	49%
Customer Enablement	22%
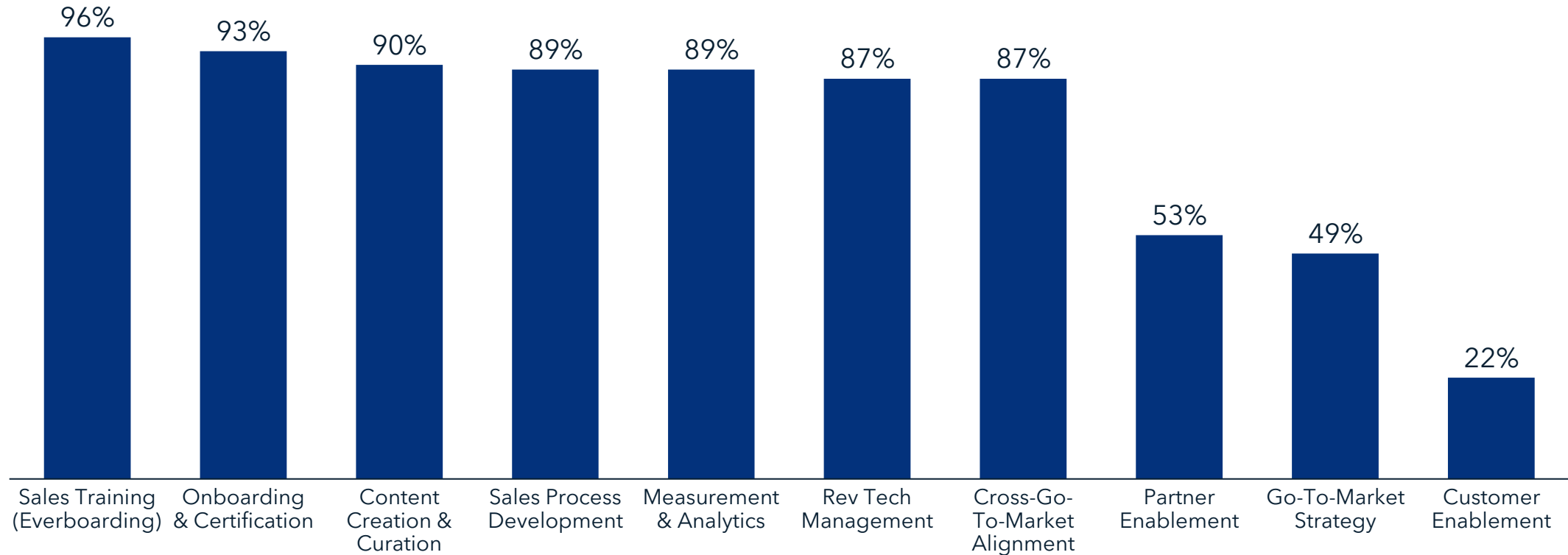
N=134 sales organizations in public and private companies in the US

In addition to the seven most common functional duties, business products and services teams are more likely to be responsible for GTM strategy

Portion of Teams with Functional Responsibility in Scope
By Industry

Legend:
- All (dark blue)
- Business Products & Services (light blue)
- Software (gray)

Category	All	Business Products & Services	Software
Sales Training (Everboarding)	96%	88%	99%
Onboarding & Certification	93%	76%	99%
Content Creation & Curation	90%	100%	93%
Measurement & Analytics	89%	94%	85%
Sales Process Development	89%	88%	88%
Cross-Go-To-Market Alignment	87%	94%	84%
Rev Tech Management	87%	100%	80%
Partner Enablement	53%	59%	51%
Go-To-Market Strategy	49%	71%	39%
Customer Enablement	22%	24%	16%

N=134 sales organizations in public and private companies in the US

Given the wide scope, most teams lack proficiency in one or more core functions; teams struggle most with measuring the impact of enablement

Portion of Teams with Functional Responsibility in Scope vs. Portion Rating Their Proficiency as High or Very High
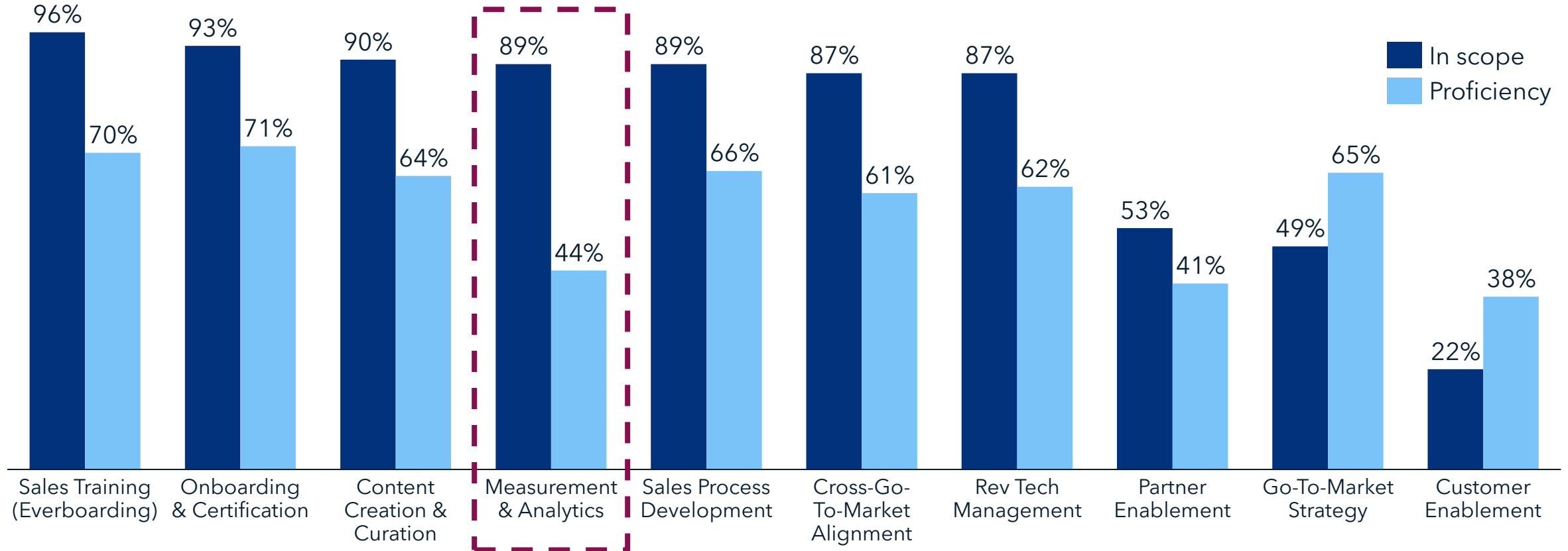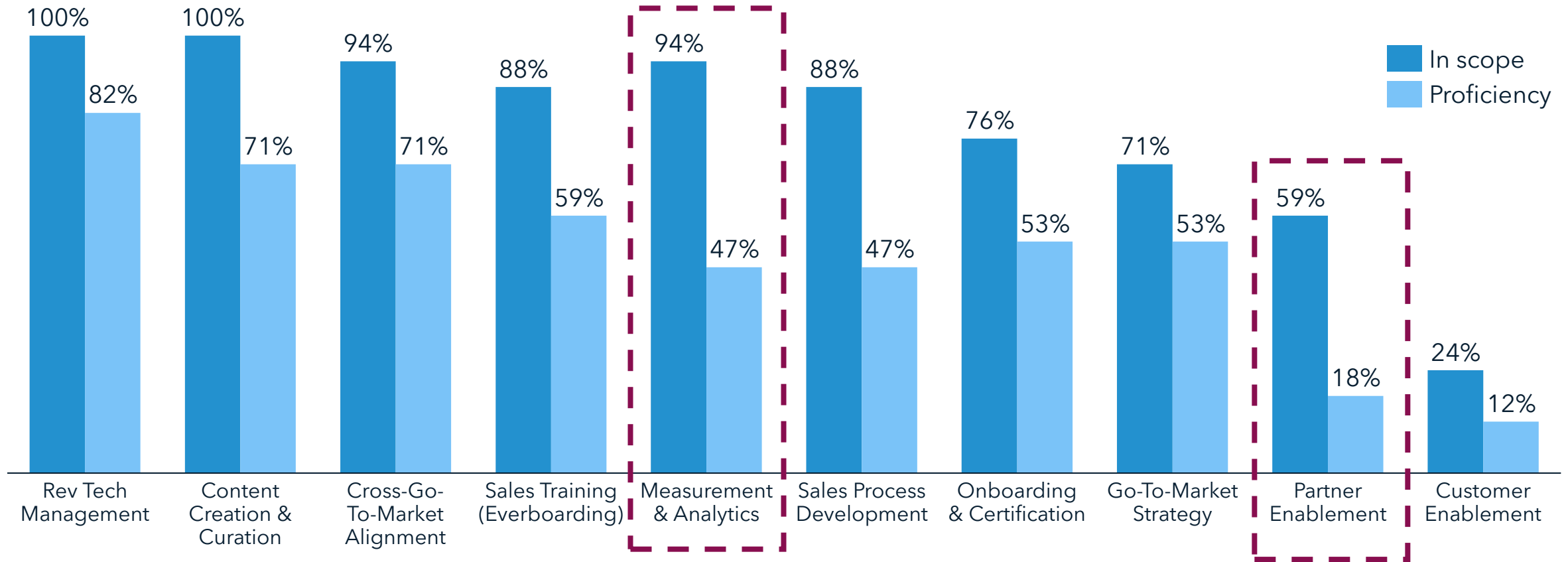

N=134 sales organizations in public and private companies in the US

(Business products and services only) Teams struggle with measurement, but struggle even more with partner enablement, which is in scope for nearly 60%

Portion of Business Products and Services Teams with Functional Responsibility in Scope vs. Portion Rating Their Proficiency as High or Very High

Legend: In scope / Proficiency

Category	In scope	Proficiency
Rev Tech Management	100%	82%
Content Creation & Curation	100%	71%
Cross-Go-To-Market Alignment	94%	71%
Sales Training (Everboarding)	88%	59%
Measurement & Analytics	94%	47%
Sales Process Development	88%	47%
Onboarding & Certification	76%	53%
Go-To-Market Strategy	71%	53%
Partner Enablement	59%	18%
Customer Enablement	24%	12%

N=17 sales organizations in business products and services public and private companies in the US

(Software only) Teams show large proficiency gaps in most responsibility areas, with measurement the largest

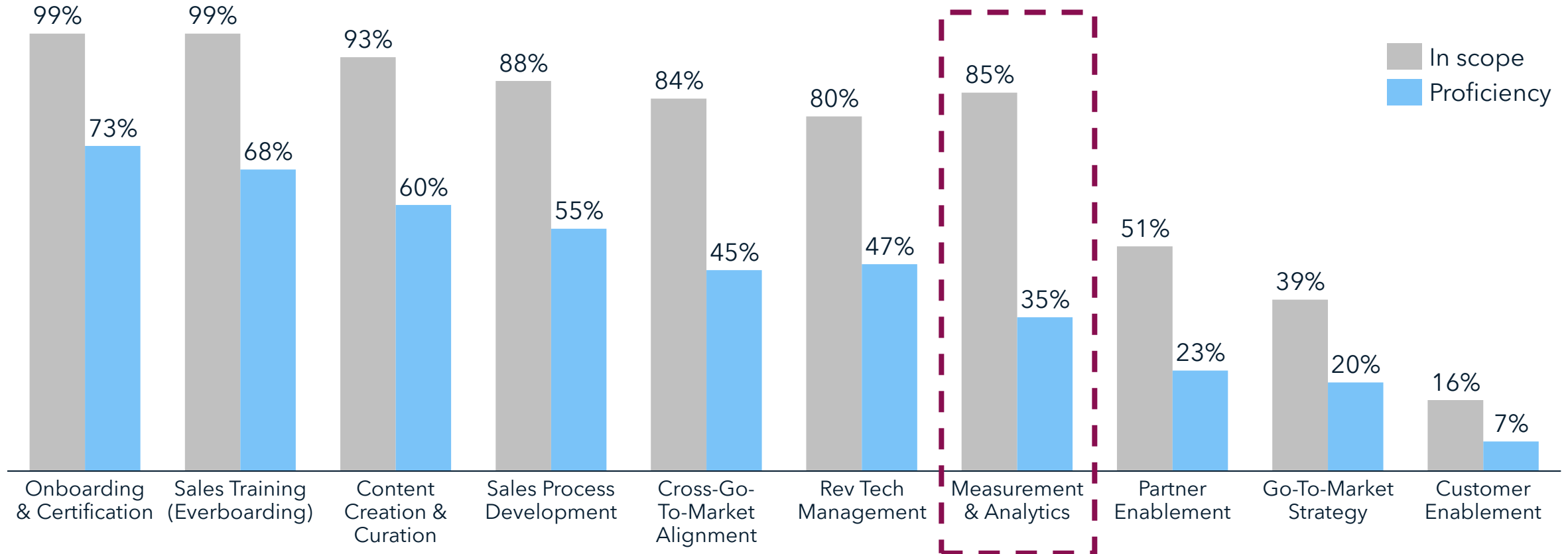**Portion of <u>Software</u> Teams with Functional Responsibility in Scope vs. Portion Rating Their Proficiency as High or Very High**

Legend: In scope (grey), Proficiency (blue)

Category	In scope	Proficiency
Onboarding & Certification	99%	73%
Sales Training (Everboarding)	99%	68%
Content Creation & Curation	93%	60%
Sales Process Development	88%	55%
Cross-Go-To-Market Alignment	84%	45%
Rev Tech Management	80%	47%
Measurement & Analytics	85%	35%
Partner Enablement	51%	23%
Go-To-Market Strategy	39%	20%
Customer Enablement	16%	7%

N=75 sales organizations in public and private software companies in the US

02

Scale: Small teams staff the fundamentals first; large teams scale to support more sellers for each enablement FTE.

Unable to dedicate FTEs to all activities, leaders typically staff the fundamentals of enablement first (content curation, onboarding, and sales training)

Likelihood of Having Dedicated FTE Headcount for Enablement Responsibilities by Size of Enablement Team

	Onboarding	Content Creation	Sales Training	Cross-GTM Alignment	Measurement & Analytics	Rev Tech	Sales Process	Partner Enablement	GTM Strategy	Customer Enablement
Large 10+ FTEs (n=50)	Very High	Very High	Very High	High	High	High	High	High	High	Low
Medium 5 – 9 FTEs (n=38)	High	High	High	Low	Low	Low	Low	Very Low	Low	Very Low
Small 2 – 4* FTEs (n=30)	Low	Low	Low	Low	Not at All	Low	Very Low	Not at All	Low	Not at All

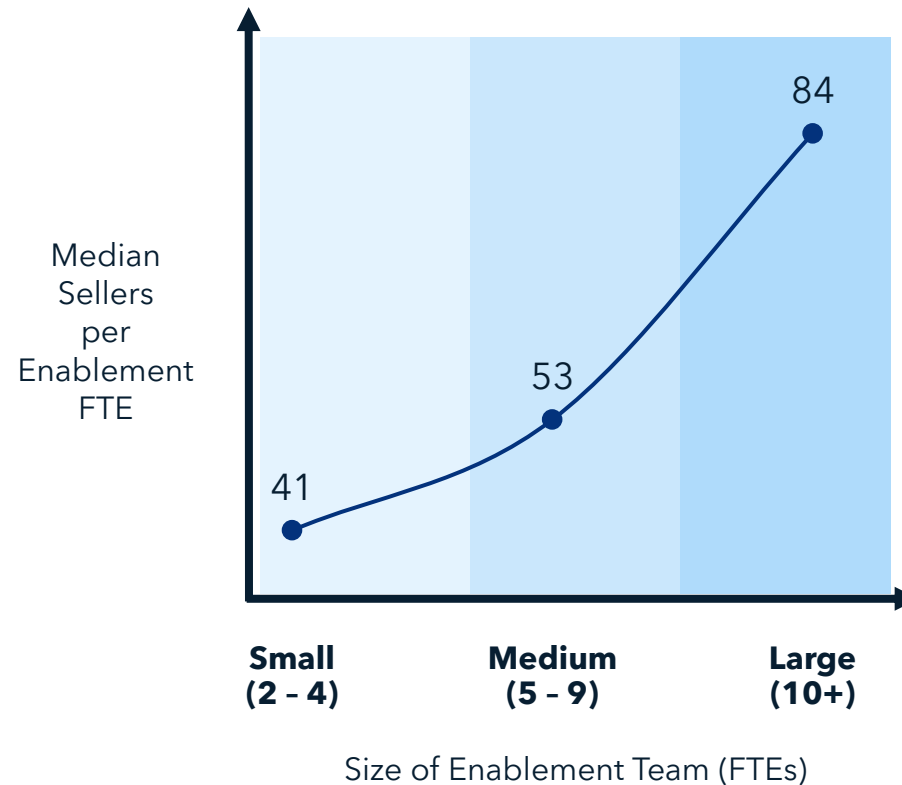N= 118 enablement organizations in private and public companies in the US
* Excludes organizations with only 1 FTE in enablement

Very High 85 – 99%	High 50 – 84%	Low 16 - 49%	Very Low 5-15%	Not at All 0%-5%

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

Median Sellers per Enablement FTE
by size of the enablement team

Size of Enablement Team	Mean Sellers per one enablement FTE
Small Team 2 – 4 FTEs (n=30)	**40.5** Quota-carrying sellers per 1 enablement FTE
Medium Team 5 - 9 FTEs (n=38)	**53.4** Quota-carrying sellers per 1 enablement FTE
Large Team 10+ FTEs (n=50)	**84.1** Quota-carrying sellers per 1 enablement FTE

N=118 sales organizations in public and private companies in the US

Median Sellers per Enablement FTE

84

53

41

Small (2 – 4)   Medium (5 - 9)   Large (10+)

Size of Enablement Team (FTEs)

03

Training: Most enablement teams struggle with training sellers and sales managers.

Just over half of enablement teams had trained all sellers in their organizations in the 12 months leading up to our study

Portion of Sales Teams Reporting <u>Seller</u> Training in the Last 12 Months
by portion of sellers trained and industry

All
- 51%
- 16%
- 17%
- 10%
- 7%

Business Products & Services
- 29%
- 12%
- 29%
- 6%
- 24%

Software
- 55%
- 16%
- 13%
- 11%
- 5%

Legend:
- All Sellers Trained (100%)
- High Coverage (76-99% of sellers)
- Moderate Coverage (26-75% of sellers)
- Low Coverage (1-25% of sellers)
- No Sellers Trained
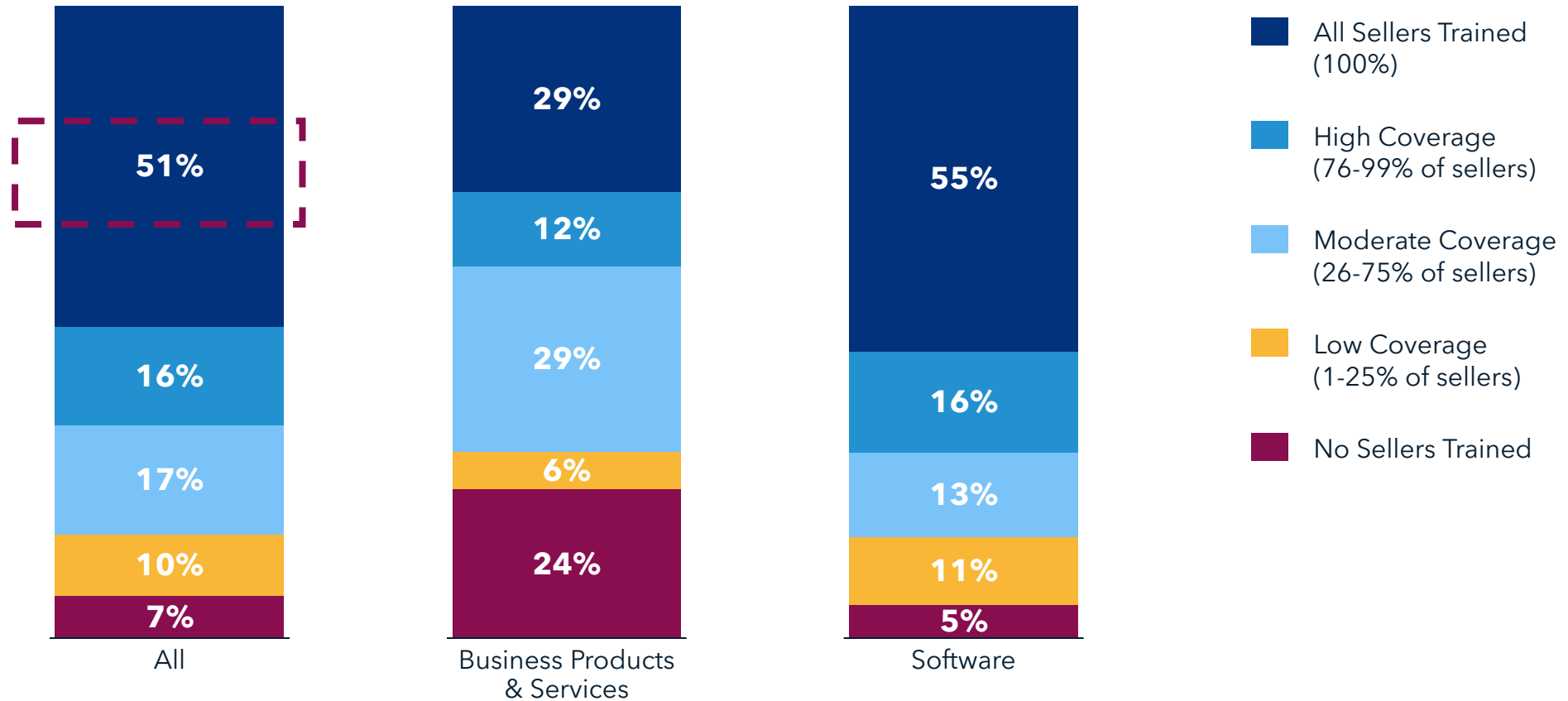
N=134 sales organizations in public and private companies in the US

About two-thirds of enablement teams have dedicated sales manager training programs; but only a third have trained all sales managers in the last 12 months

Portion of Sales Teams with Dedicated Training Programs for <u>Sales Managers</u>

No **38%**

62% Yes

N=134 sales organizations in public and private companies in the US

Portion of Sales Teams Reporting <u>Sales Manager</u> Training in the Last 12 Months
By portion of sellers trained

34%	All Managers Trained (100%)
16%	High Coverage (76-99% of managers)
27%	Moderate Coverage (26-75% of managers)
16%	Low Coverage (1-25% of managers)
8%	No Managers Trained
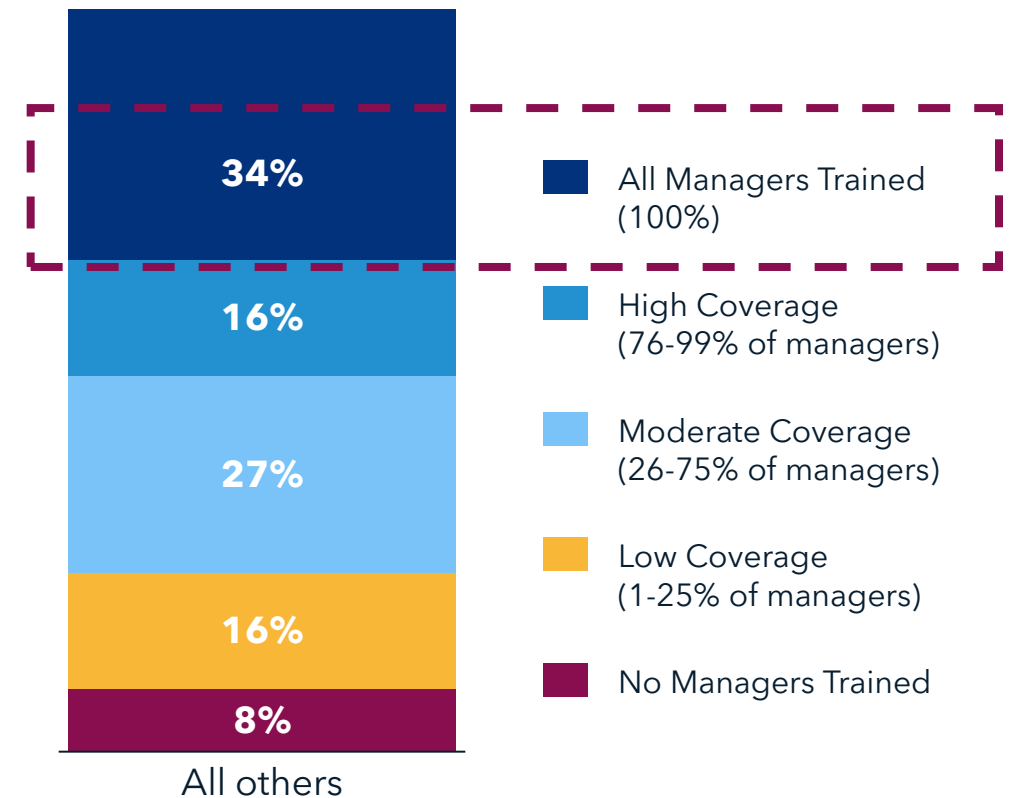
All others

N=83 sales organizations with dedicated sales manager training programs

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16

(Software only) Just over half of teams at software companies have dedicated sales manager training programs; only a third have trained all managers in the last 12 months

Portion of <u>Software</u> Sales Teams with Dedicated Training Programs for <u>Sales Managers</u>

No **43%**

57% Yes

N=134 sales organizations in public and private companies in the US

Portion of <u>Software</u> Sales Teams Reporting <u>Sales Manager</u> Training in the Last 12 Months
By portion of sellers trained

33%	All Managers Trained (100%)
19%	High Coverage (76-99% of managers)
26%	Moderate Coverage (26-75% of managers)
16%	Low Coverage (1-25% of managers)
7%	No Managers Trained
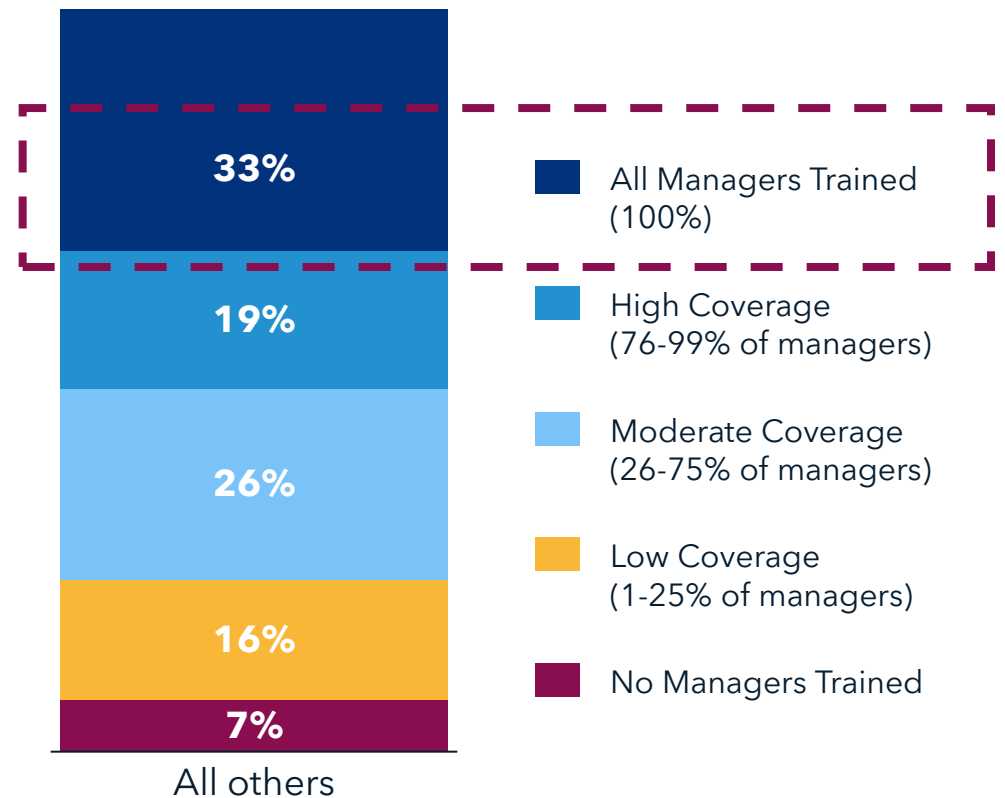
All others

N=43 sales organizations with dedicated sales manager training programs in public and private software companies in the US

SBI

For those with dedicated sales manager training programs, teaching the frontline to manage sales performance is the most common priority

Percentage of Teams Reporting Each Focus Area in Their Top Three Sales Manager Training Priorities

Managing Sales Performance	Sales Coaching	Sales Pipeline Management	Sales Leadership	Recruiting Sales Talent	Revenue Technology Training
78%	72%	63%	53%	22%	12%

Managing Sales Performance

Implement behavior-based systems to manage key sales activities and establish clear performance expectations to drive results.

Sales Coaching

Improve the accuracy of sales forecasts through effective pipeline review and management strategies.

Sales Pipeline Management

Train sales managers to help their teams enhance performance through structured coaching processes and techniques.

Sales Leadership

Equip managers with skills to create and execute a sales vision and effectively lead and motivate their teams.

Recruiting Sales Talent

Develop a systematic approach to hiring top sales talent by defining profiles of successful candidates and conducting effective interviews.

Revenue Technology Training

Train managers on adopting and utilizing sales technology tools to enhance productivity and drive revenue growth.
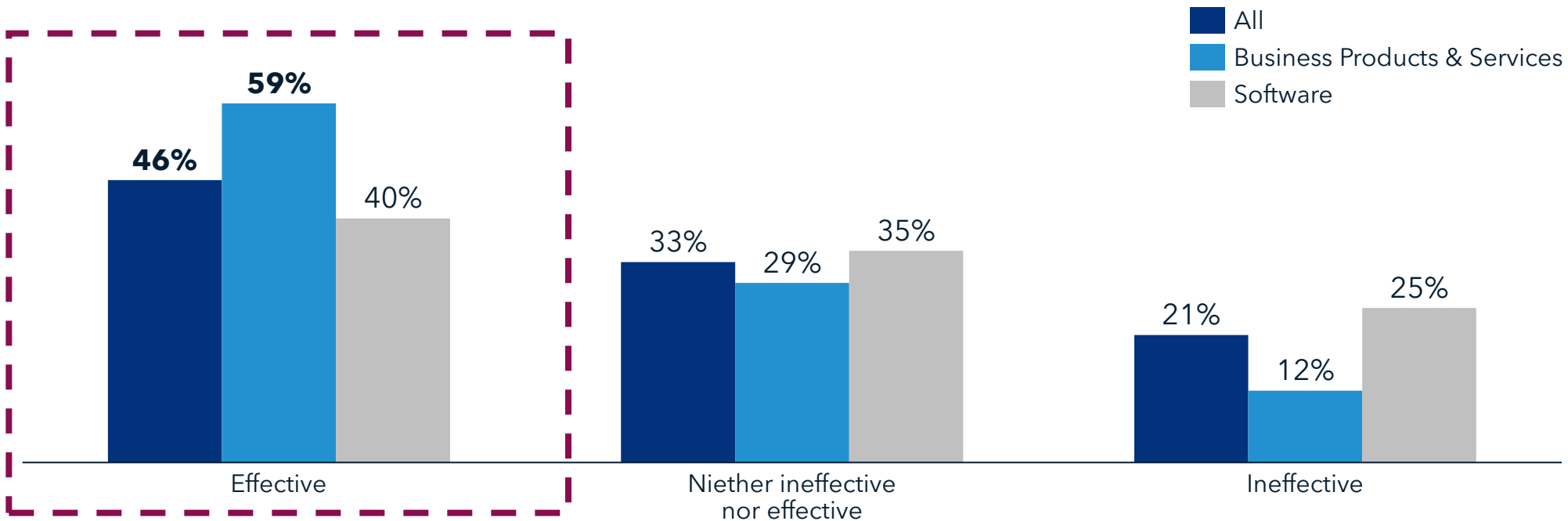
N=83 sales organizations with dedicated sales manager training programs in public and private companies in the US

A minority of commercial leaders rated their sales managers as being effective at managing sales performance; business services is a notable exception
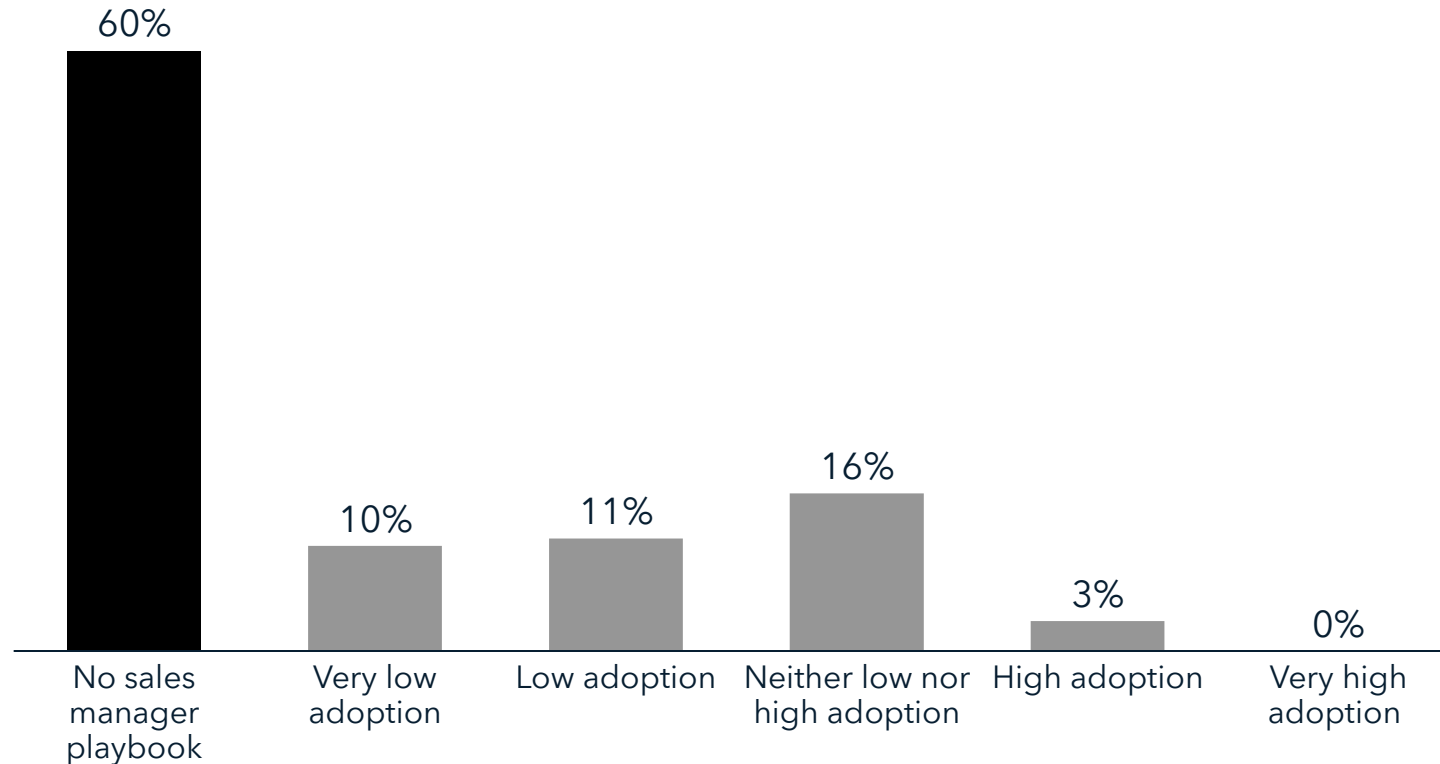
Portion of Commercial Leaders Rating Their Sales Managers' Effectiveness at Managing Sales Performance
By Industry

Legend:
- All (dark blue)
- Business Products & Services (light blue)
- Software (gray)

Effective:
- All: 46%
- Business Products & Services: 59%
- Software: 40%

Niether ineffective nor effective:
- All: 33%
- Business Products & Services: 29%
- Software: 35%

Ineffective:
- All: 21%
- Business Products & Services: 12%
- Software: 25%

N=134 sales organizations in public and private companies in the US, n=17 business products & services companies, n=75 software companies

Sales manager playbooks are not in palce in 60% of sales organizations; when they are used, they are not well-adopted

Portion of Commercial Teams Reporting Adoption of a Sales Manager Playbook

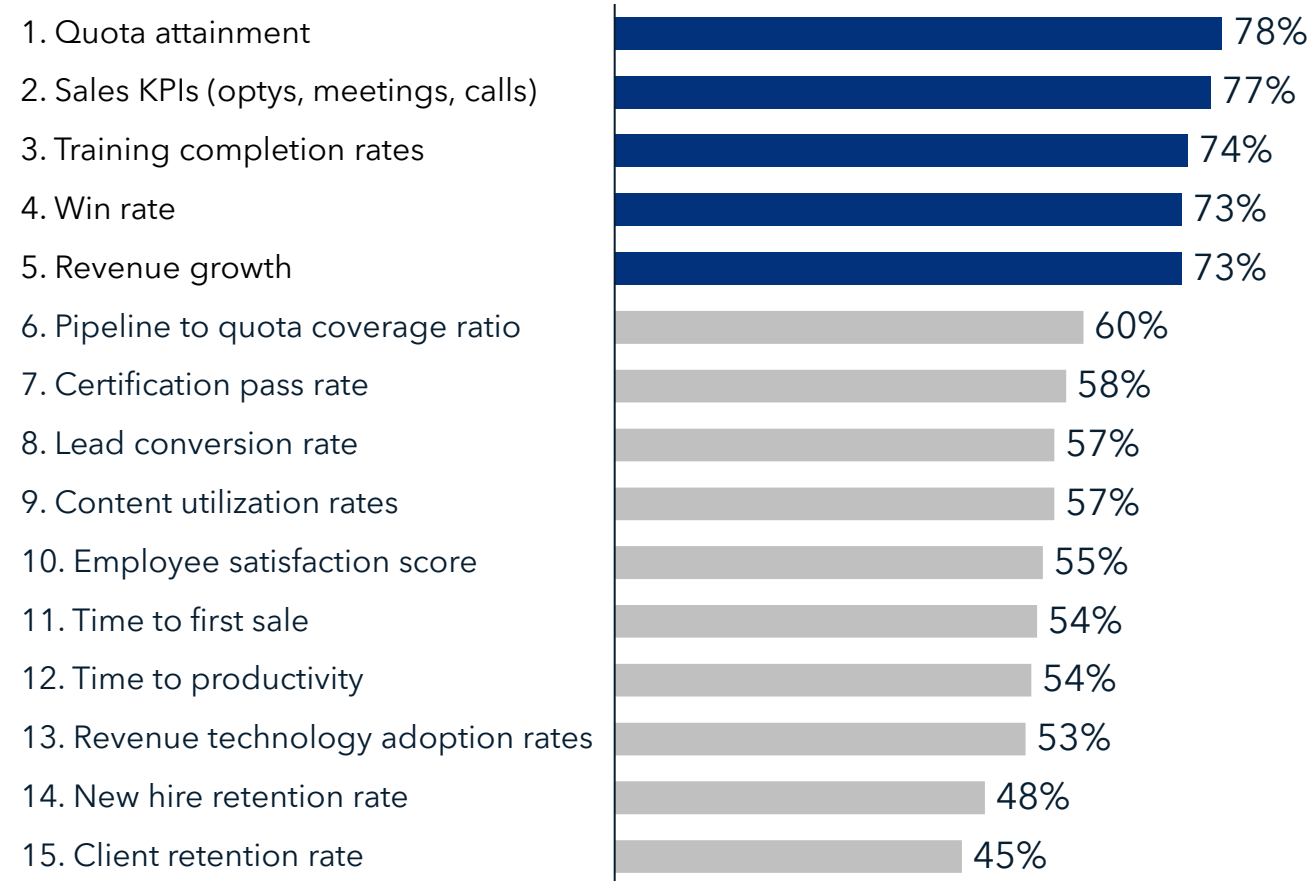| No sales manager playbook	Very low adoption	Low adoption	Neither low nor high adoption	High adoption	Very high adoption
60%	10%	11%	16%	3%	0%

N=134 sales organizations in public and private companies in the US

SBI

04

Metrics: Most measure the impact of enablement with a broad set of metrics; quota attainment and ramp time are critical.

Roughly 75% of companies use five top metrics to gauge the effectiveness of enablement

Portion of Teams Using Metrics to Gauge the Effectiveness of Enablement

Metric	%
1. Quota attainment	78%
2. Sales KPIs (optys, meetings, calls)	77%
3. Training completion rates	74%
4. Win rate	73%
5. Revenue growth	73%
6. Pipeline to quota coverage ratio	60%
7. Certification pass rate	58%
8. Lead conversion rate	57%
9. Content utilization rates	57%
10. Employee satisfaction score	55%
11. Time to first sale	54%
12. Time to productivity	54%
13. Revenue technology adoption rates	53%
14. New hire retention rate	48%
15. Client retention rate	45%

N=134 sales organizations in public and private companies in the US

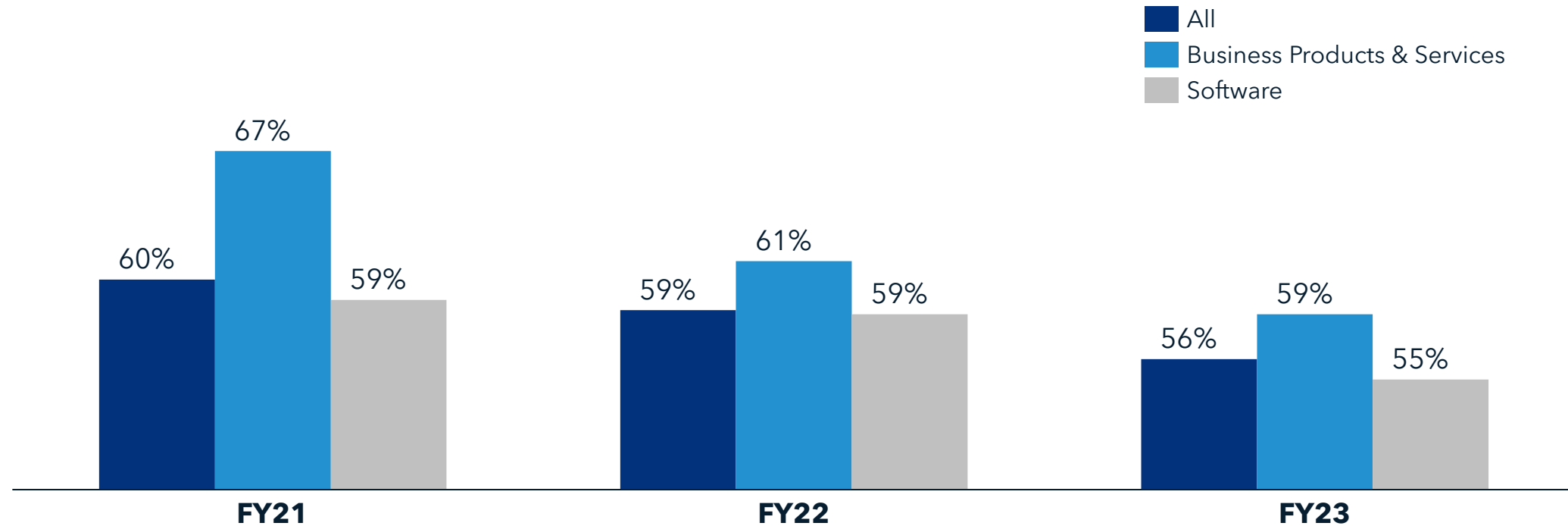# Roughly 75% of companies use five top metrics to gauge the effectiveness of enablement

Portion of Teams Using Metrics to Gauge the Effectiveness of Enablement
By Industry, Top 5 for Each Industry Bolded

Metrics	All	Business Products & Services	Software
1. Quota attainment	**78%**	**88%**	**75%**
2. Sales KPIs (optys, meetings, calls)	**77%**	**88%**	**72%**
3. Training completion rates	**74%**	**65%**	**77%**
4. Revenue growth	**73%**	**71%**	**68%**
5. Win rate	**73%**	**76%**	**68%**
6. Pipeline to quota coverage ratio	60%	**65%**	55%
7. Certification pass rate	58%	35%	**67%**
8. Content utilization rates	57%	53%	53%
9. Lead conversion rate	57%	**65%**	55%
10. Employee satisfaction score	55%	47%	53%
11. Time to first sale	54%	47%	51%
12. Time to productivity	54%	35%	57%
13. Revenue technology adoption rates	53%	**65%**	53%
14. New hire retention rate	48%	47%	48%
15. Client retention rate	45%	53%	44%

Quota attainment, a critical measure of enablement effectiveness, has declined in the last two fiscal periods

Mean Portion of Sellers That Achieved Quota in FY21-FY23

Legend:
- All (dark blue)
- Business Products & Services (light blue)
- Software (gray)

FY21: All 60%, Business Products & Services 67%, Software 59%
FY22: All 59%, Business Products & Services 61%, Software 59%
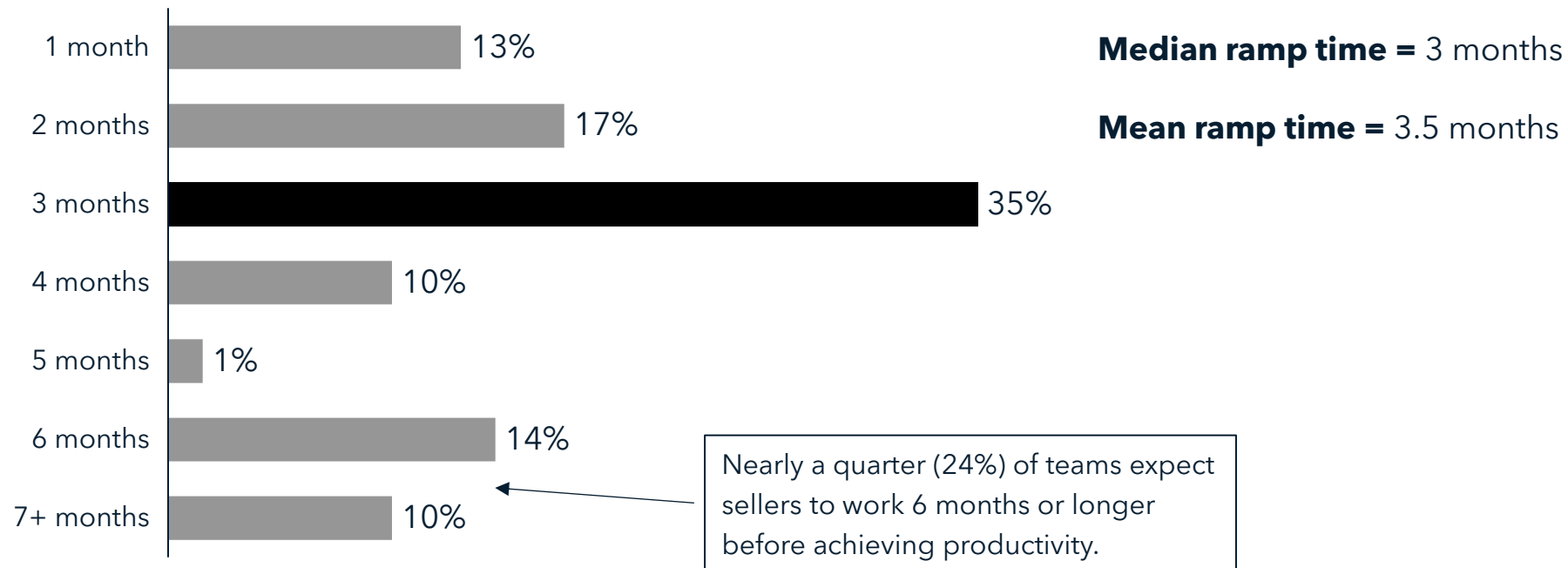FY23: All 56%, Business Products & Services 59%, Software 55%

N=134 sales organizations in public and private companies in the US, n=17 business products & services companies, n=75 software companies

Three months is the most common period for ramping sellers, but about a quarter expect 6+ months ramp time

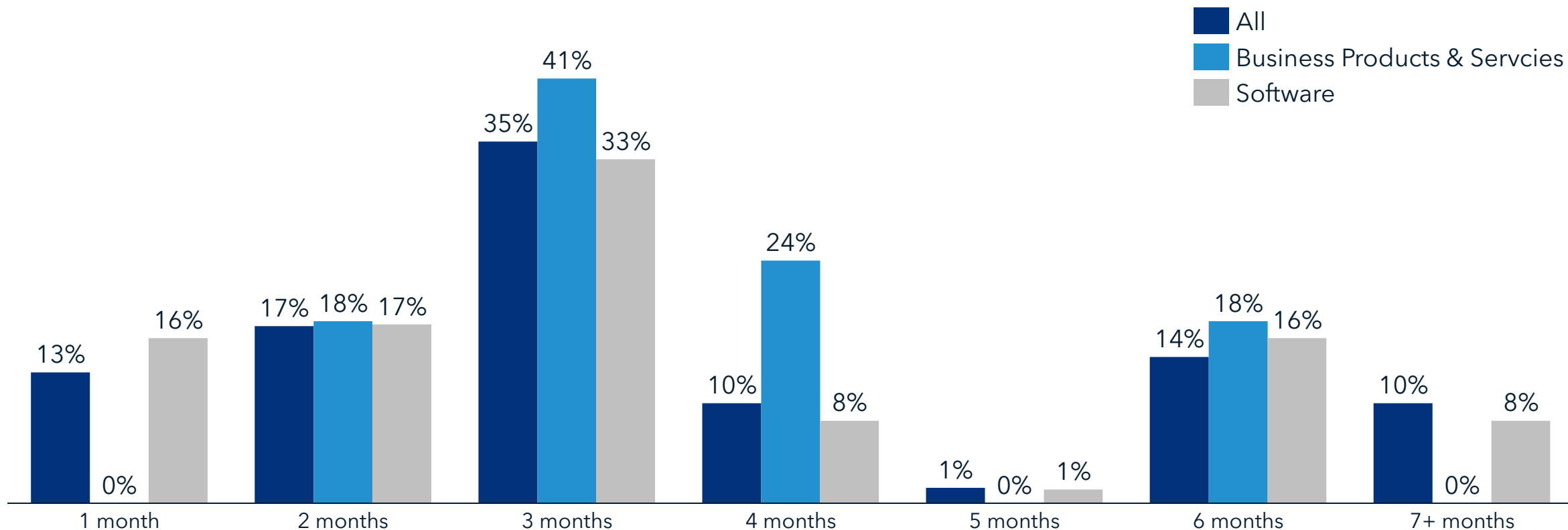**Portion of Commercial Team Reporting Seller Ramp Time in Months**

Month	Percentage
1 month	13%
2 months	17%
3 months	35%
4 months	10%
5 months	1%
6 months	14%
7+ months	10%

Median ramp time = 3 months

Mean ramp time = 3.5 months

Nearly a quarter (24%) of teams expect sellers to work 6 months or longer before achieving productivity.

N=134 sales organizations in public and private companies in the US

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Business products and services are more likely to expect longer ramp times for sellers than others

Portion of Commercial Team Reporting Seller Ramp Time in Months
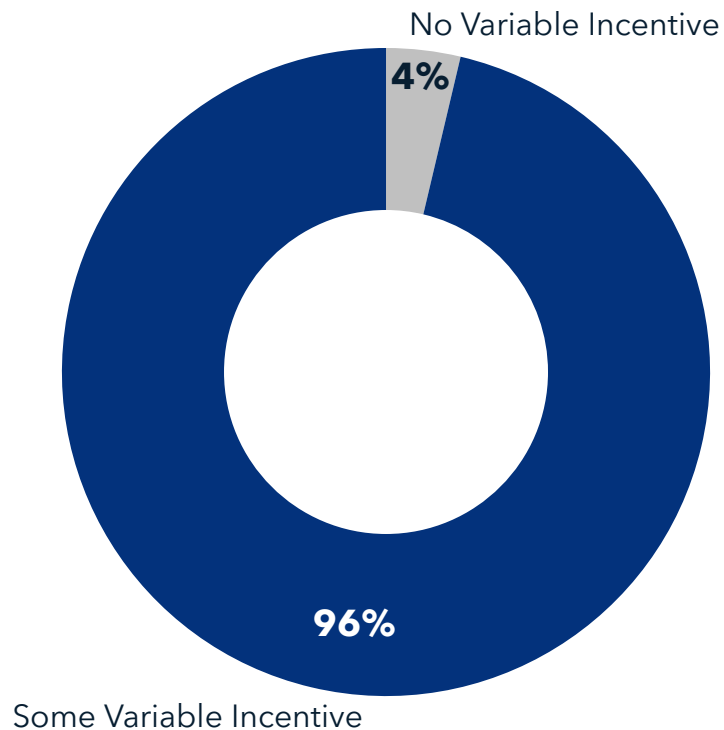*By Industry*

Legend:
- **All** (dark blue)
- **Business Products & Servcies** (light blue)
- **Software** (gray)

Ramp Time	All	Business Products & Servcies	Software
1 month	13%	0%	16%
2 months	17%	18%	17%
3 months	35%	41%	33%
4 months	10%	24%	8%
5 months	1%	0%	1%
6 months	14%	18%	16%
7+ months	10%	0%	8%

N=134 sales organizations in public and private companies in the US, n=17 business products & services companies, n=75 software companies

SBI

05

Compensation: Nearly all enablement leaders receive a performance-based incentive; this portion of OTE increases with seniority.

Nearly all enablement professionals receive performance-based variable incentives, revenue growth is the most common metric affecting compensation

Portion of Enablement Professionals Receiving Performance-Based Variable Compensation
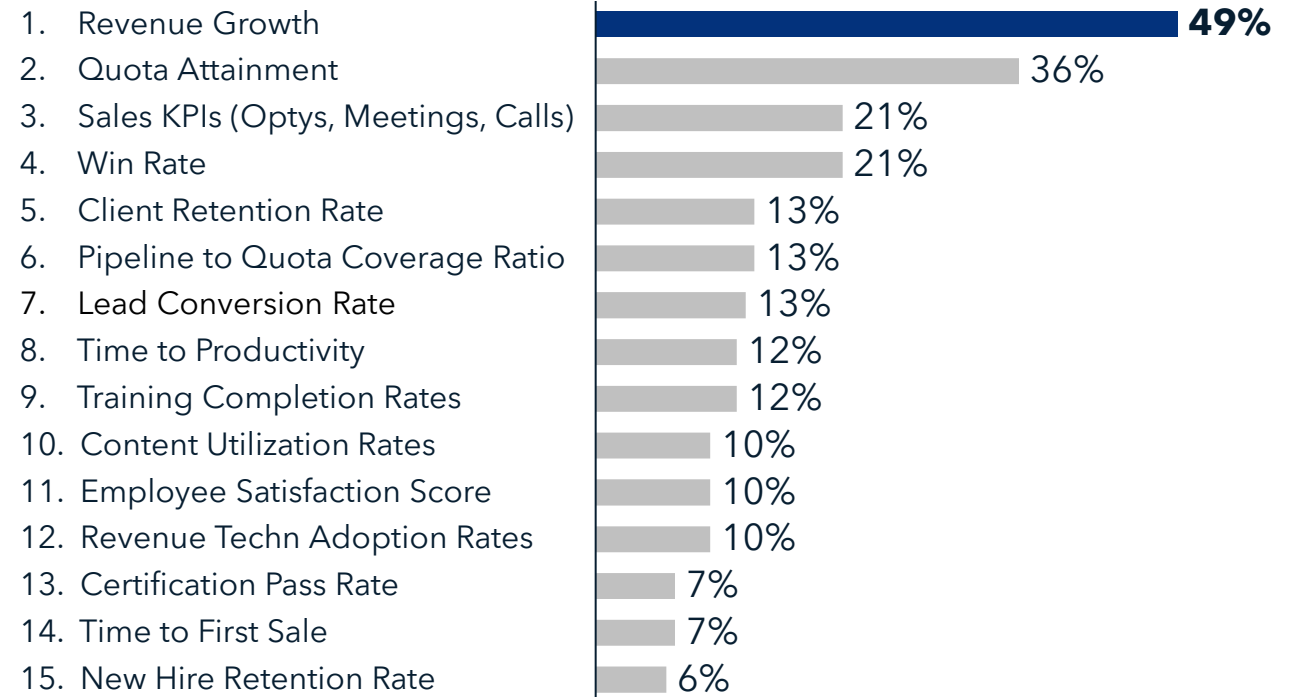
No Variable Incentive

4%

96%

Some Variable Incentive

Portion of Teams Using Metrics That Directly Affect Variable Compensation

1. Revenue Growth — 49%
2. Quota Attainment — 36%
3. Sales KPIs (Optys, Meetings, Calls) — 21%
4. Win Rate — 21%
5. Client Retention Rate — 13%
6. Pipeline to Quota Coverage Ratio — 13%
7. Lead Conversion Rate — 13%
8. Time to Productivity — 12%
9. Training Completion Rates — 12%
10. Content Utilization Rates — 10%
11. Employee Satisfaction Score — 10%
12. Revenue Techn Adoption Rates — 10%
13. Certification Pass Rate — 7%
14. Time to First Sale — 7%
15. New Hire Retention Rate — 6%

N=111 enablement team members at public and private companies in the US, excludes non-enablement commercial leaders surveyed

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Revenue growth is the most common metric affecting variable compensation for enablement professionals across industries
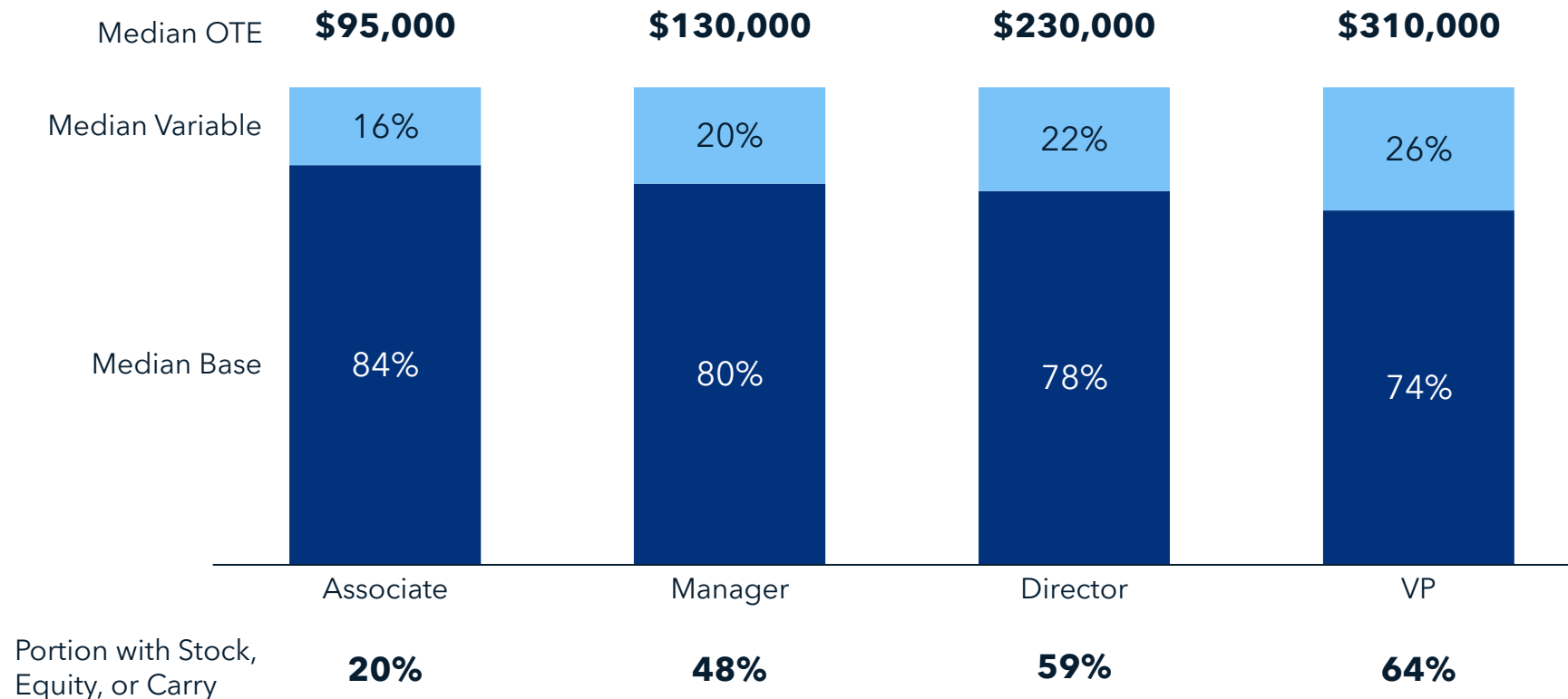
Portion of Teams Using Metrics That Directly Affect Variable Compensation
By Industry

Metrics	All	Business Products & Services	Software
1. Revenue Growth	**66%**	**53%**	**45%**
2. Quota Attainment	36%	41%	32%
3. Sales KPIs (Optys, Meetings, Calls)	21%	24%	16%
4. Win Rate	21%	29%	17%
5. Client Retention Rate	13%	12%	11%
6. Pipeline to Quota Coverage Ratio	13%	24%	12%
7. Lead Conversion Rate	13%	24%	12%
8. Time to Productivity	12%	12%	8%
9. Training Completion Rates	12%	6%	13%
10. Content Utilization Rates	10%	0%	11%
11. Employee Satisfaction Score	10%	12%	9%
12. Revenue Tech Adoption Rates	10%	6%	11%
13. Certification Pass Rate	7%	6%	7%
14. Time to First Sale	7%	6%	7%
15. New Hire Retention Rate	6%	6%	8%

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The variable portion of OTE increases with seniority, with more than a quarter of compensation being performance-based for enablement VPs
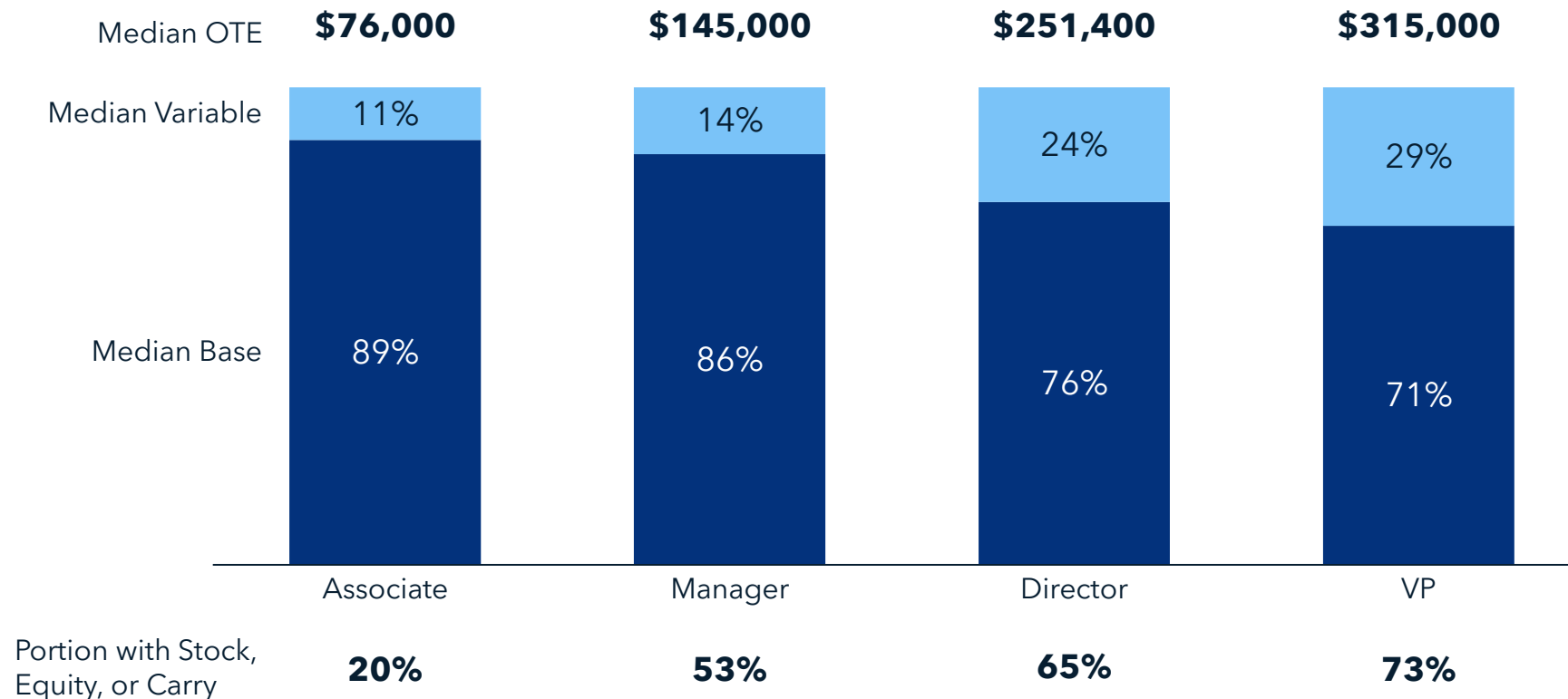
Enablement Team Member OTE and Composition by Level

	Associate	Manager	Director	VP
Median OTE	**$95,000**	**$130,000**	**$230,000**	**$310,000**
Median Variable	16%	20%	22%	26%
Median Base	84%	80%	78%	74%
Portion with Stock, Equity, or Carry	**20%**	**48%**	**59%**	**64%**

N=111 enablement team members at public and private companies in the US, excludes non-enablement commercial leaders surveyed

(Software only) Median OTE for early-career enablement professionals in software is lower than in other industries, but higher for those with more experience

Software Industry Enablement Team Member OTE and Composition by Level

	Associate	Manager	Director	VP
Median OTE	**$76,000**	**$145,000**	**$251,400**	**$315,000**
Median Variable	11%	14%	24%	29%
Median Base	89%	86%	76%	71%
Portion with Stock, Equity, or Carry	**20%**	**53%**	**65%**	**73%**

N=68 enablement team members at public and private software companies in the US, excludes non-enablement commercial leaders surveyed
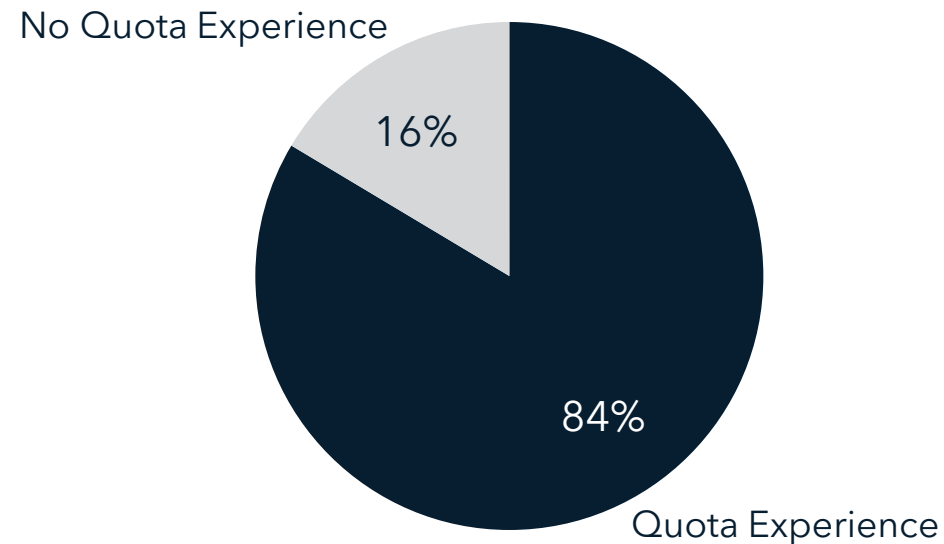
SBI

06

Experience: Most enablement professionals have at least eight years of quota-carrying experience in a sales role.

A strong majority of enablement professionals have quota-carrying experience in a sales role; regardless of seniority, 8-9 years is most common

Quota-Carrying Experience of Enablement Professionals

No Quota Experience

16%

84%

Quota Experience

N=111 enablement team members at public and private companies in the US, excludes non-enablement commercial leaders surveyed
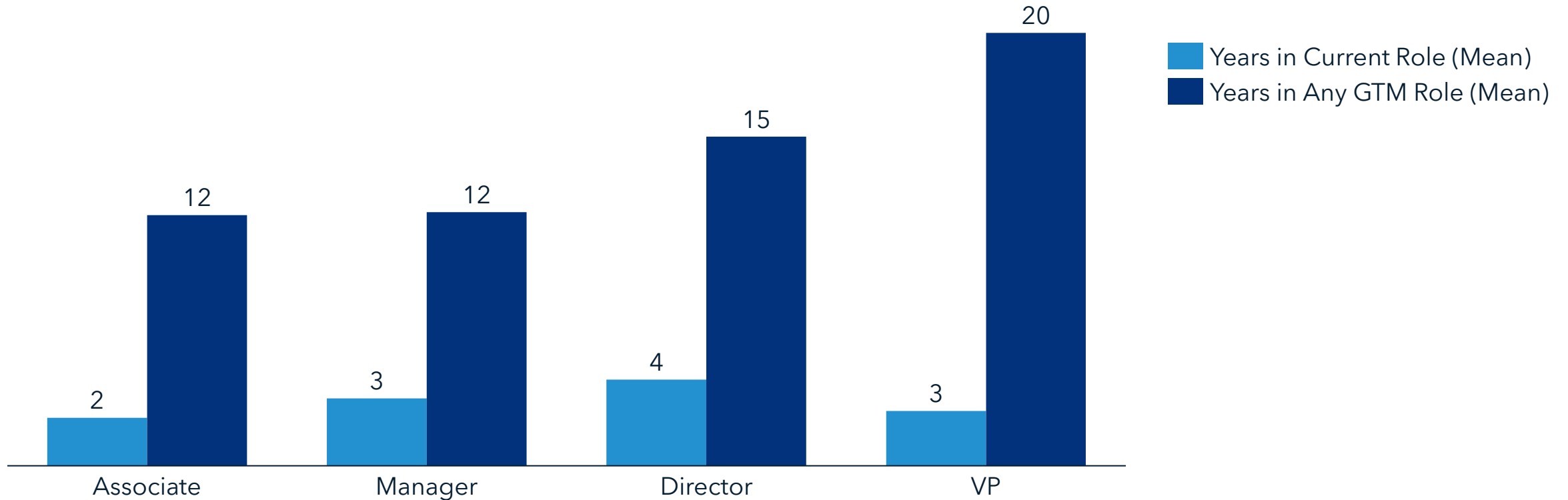
Median Years of Quota-Carrying Experience for Enablement Professionals by Job Level
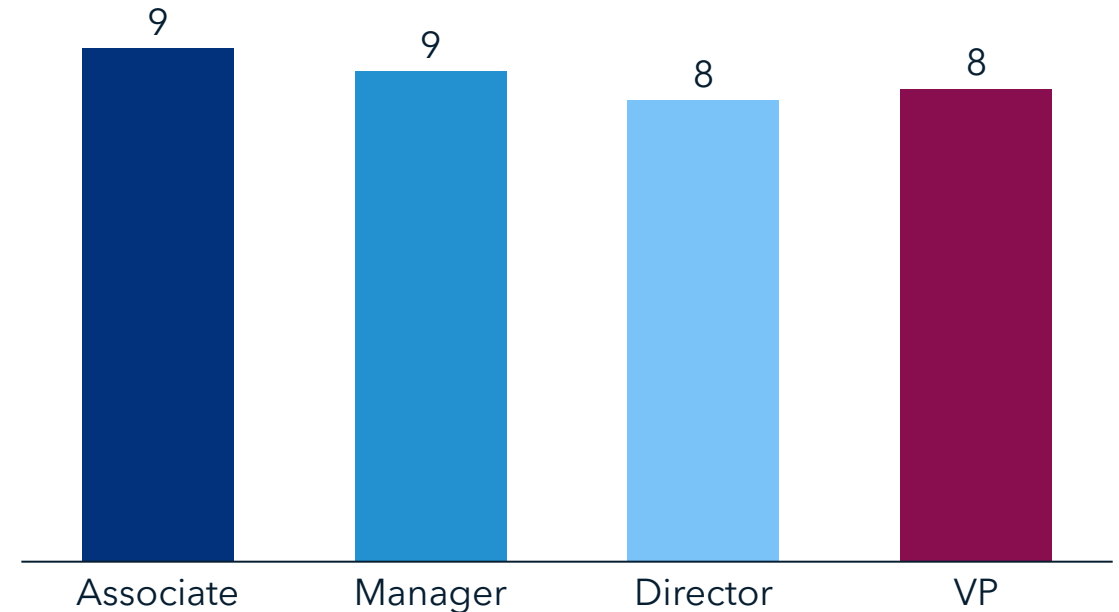
Associate	Manager	Director	VP
9	9	8	8

N=111 enablement team members at public and private companies in the US, excludes non-enablement commercial leaders surveyed

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Unsurprisingly, go-to-market experience increases with seniority for enablement professionals; most have been in their current role ~three years

Go-To-Market Experience of Enablement Professionals

Legend:
- Years in Current Role (Mean)
- Years in Any GTM Role (Mean)

	Associate	Manager	Director	VP
Years in Current Role (Mean)	2	3	4	3
Years in Any GTM Role (Mean)	12	12	15	20

N=111 enablement team members at public and private companies in the US, excludes non-enablement commercial leaders surveyed

About SBI

Driven by insights and delivered from experience, SBI continues to help clients grow their revenue, margin and enterprise value in ways never before possible.

Working with us, leaders can expect confidence and trust with experienced partners every step of the way. We engage and support our clients as an extension of their team, both guiding and working side-by-side to deliver relatable, practical strategies that work for today and tomorrow.

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