

# Accelerating Growth Through Revenue Enablement

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## From Chaos to Clarity: How Revenue Enablement Creates Advantage

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Across every industry, engaging with clients and buyers has become increasingly complex, fragmented, and disruptive. In today's uncertain macroeconomic climate, revenue leaders and their teams face greater challenges in meeting targets and driving sustainable growth. Organizations that equip their teams with the tools, insights, and strategies to anticipate customer needs and respond with precision are seeing a measurable advantage.

Effective revenue enablement breaks down silos, aligning sales, marketing, and customer success around a shared goal: delivering consistent, informed, and impactful customer experiences. When teams have access to the right resources at the right time, they can strengthen relationships, build trust, and drive meaningful results.

We sponsored this report because we've seen firsthand how strong revenue enablement can transform organizations. By studying where revenue teams excel and where they struggle, we can better partner with our customers—helping them identify opportunities, close gaps, and build the kind of enablement function that drives sustained growth.

This report highlights how revenue and go-to-market leaders approach revenue enablement as a long-term growth strategy, not a short-term initiative. By embracing data-driven insights, scalable processes, and innovative technology like artificial intelligence, they are laying a foundation that supports agility and adaptability in an unpredictable market.

The findings serve as a guidepost for organizations seeking to move from reactive motions to proactive, sustained success—demonstrating that true revenue enablement is less about doing more and more about empowering teams to do what matters most.



**Doug Winter**  
Cofounder and  
Chief Executive Officer,  
Seismic

# Accelerating Growth Through Revenue Enablement

From pandemic-era shifts in buyer behavior to the acceleration of digital transformation, revenue teams have weathered a constant state of disruption in recent years. Traditional sales models have lost traction, economic headwinds have forced organizations to rethink their go-to-market (GTM) strategies, and buyer expectations have shifted.

AMID THIS TURBULENCE, chief revenue officers (CROs) have had to adapt quickly—or risk falling behind. Forward-looking organizations have reevaluated their strategies, found new ways to drive alignment, prioritized efficiency, and focused on growth. As a result, revenue enablement—the discipline that supports the customer-focused functions within an organization by giving them the resources needed to drive revenue—has emerged as a defining capability for companies striving to grow in today’s increasingly complex market.

Executives now have many goals for revenue enablement, including refining the GTM strategy and adapting to changing market conditions. Many of them, however, face substantial barriers in turning intent into

impact, a June 2025 Harvard Business Review Analytic Services survey of 315 respondents finds. All respondents are members of the *Harvard Business Review* audience and are involved in their organization’s business-to-business revenue enablement decisions.

The large majority of respondents rate creating meaningful interactions with customers (96%), having skilled revenue talent (95%), and collaboration across revenue functions (90%) as very or extremely important to successful revenue enablement. Nearly as many rate the training/upskilling of revenue-focused employees and executing the GTM strategy as very or extremely important (87% each).

The execution gap in revenue enablement remains significant, however, as notably fewer report high

## HIGHLIGHTS

 **90%**

of respondents say **collaboration across revenue functions** is highly important, but 37% say their organization is highly successful at doing this.

 **87%**

say **training/upskilling of revenue-focused employees** is highly important; however, 25% say their organization is highly successful at doing so.

 **70%**

report **positive impacts on team productivity** as a result of using artificial intelligence for revenue enablement (among those at organizations with active use cases in place).

Due to rounding, some figures in this report may not add up to 100%.

FIGURE 1

## The Revenue Enablement Execution Gap

Turning goals into results remains a challenge for many organizations

Rate the extent to which each of the following areas is important to successful revenue enablement (not at all important, not very important, somewhat important, very important, extremely important, don't know).

Rate how successful your organization is at each of the following areas of revenue enablement today (not at all successful, not very successful, somewhat successful, very successful, extremely successful, don't know).



Base: 315 respondents. Not shown: 1% to 3% Don't know (varies by row).

Source: Harvard Business Review Analytic Services survey, June 2025

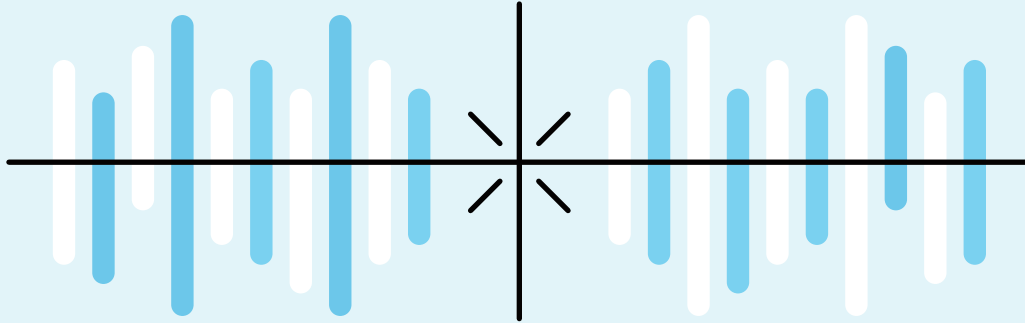
levels of success: 57% say their organization is highly successful at creating meaningful interactions with customers, 40% say their organization is highly successful at having skilled revenue talent, and 37% say they are highly successful at collaboration across revenue functions. Less than a third gave their organization top marks for the training/upskilling of revenue-focused employees (25%) and executing the GTM strategy (31%). The largest gap (62 percentage points) is among the training/upskilling of revenue-focused employees. Without ongoing development, revenue teams risk falling behind on evolving customer expectations, market trends, and emerging sales technologies. **FIGURE 1**

As pressure to meet revenue goals intensifies, revenue executives must overcome these challenges and better align cross-functional teams, scale high-impact enablement strategies, and leverage technology to drive consistent, predictable growth.

"In turbulent times, there's always a sudden focus on the sales organization," says Juliana Stancampiano, CEO of Oxygen Experience, a Seattle-based consulting firm specializing in sales enablement. "You need the right people aligned to the right accounts, and they need to be equipped to have conversations to drive sales. It sounds really easy on the surface, but there's a lot of complexity and components that go into it. You need your functions working well together, otherwise you're at risk of your clients going somewhere else."

For forward-looking organizations, artificial intelligence (AI) is helping enhance revenue enablement and maximize team productivity. These organizations are using AI in a variety of ways, such as generating content, personalizing messaging, and analyzing and summarizing calls. These and other applications of AI are allowing revenue groups to tackle some of their most pressing challenges and boost efficiency and growth.

This report will explore the challenges holding organizations back, how insightful companies are modernizing their enablement strategies, and the role AI plays in boosting productivity and alignment. It will also examine the tangible business outcomes and benefits these efforts are delivering.



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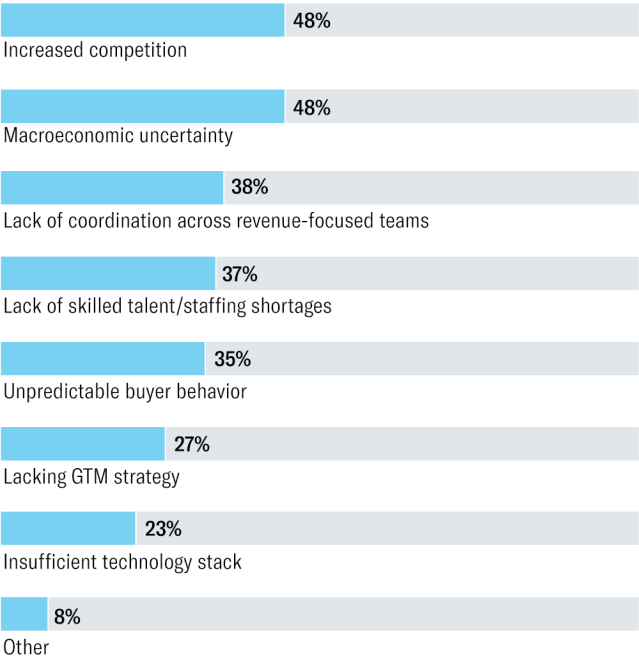
For forward-looking organizations, artificial intelligence is helping enhance revenue enablement and maximize team productivity.

FIGURE 2

**Barriers in Meeting Revenue Goals**

Organizations report facing a variety of revenue-related challenges

What are the biggest challenges your organization currently faces in achieving its revenue goals? *Select up to three.*



Base: 315 respondents. Not shown: 1% Don't know, 0% None.

Source: Harvard Business Review Analytic Services survey, June 2025

**Confronting a Challenging Environment**

Organizations today face a range of pressures—from shifting buyer behavior and increased competition to internal misalignment and technology shortfalls. These challenges are making it harder for companies to hit revenue targets.

The top challenges organizations face in achieving revenue goals are, according to respondents, increased competition (48%) and macroeconomic uncertainty (48%). These are followed by a lack of coordination across revenue-focused teams (38%), a lack of skilled talent/staffing shortages (37%), and unpredictable buyer behavior (35%). FIGURE 2

Fortunately, modern buyers have more control over their journeys, armed with extensive research and a wealth of online information, Stancampiano says. “You used to walk into a sales conversation to learn about the product. Now

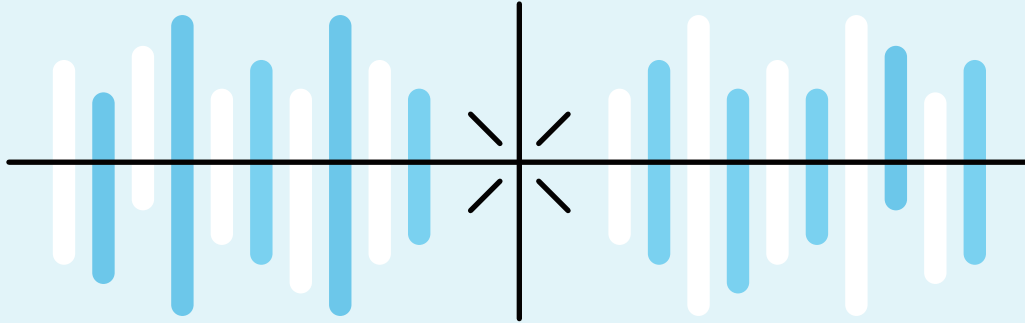
your buyers already know what your product does and what your competitors’ products do. So, the real question becomes, ‘Why choose you?’”

This power shift is one reason why traditional enablement models—which were built to support sellers as guides—have been upended. These models once focused heavily on onboarding sessions and static playbooks—tools that quickly fall short as part of the current buyer-driven landscape. “Helping the sales force build relationships with clients so they are lower risk to go elsewhere is one of the biggest challenges CROs have today,” she says. “In this highly tech-oriented environment, we need to figure out how to create those relationships—and how to equip salespeople to do that.”

Many organizations are also feeling the pinch as they battle another wave of macroeconomic uncertainty. This unpredictability is making revenue planning harder for many, the survey finds. While this factor and increased competition are cited as the top challenges revenue organizations face today, the majority of respondents underscored this obstacle elsewhere in the survey: Nearly two-thirds (62%) say that at their organization, current economic conditions have had a negative impact on achieving their revenue goals, while 70% say it’s harder to forecast revenue accurately as a result.

Ashley Haynes-Gaspar, executive vice president and CRO at Monroe, La.-based Lumen Technologies, a networking and connectivity company, says her organization is highly conscious of these macroeconomic conditions. The company supports organizations whose employees are returning to the office from remote and hybrid work.

“One of the challenges we’re navigating through right now is this hybrid multispeed world around return to work,” Haynes-Gaspar says. “Pre-2020, the network value proposition was always wired, always in an office. Then it was this hybrid environment, and now we’re seeing companies return to the office. In some cases, their network infrastructure needs to be updated to support that, so we’re meeting customers depending on their operating model, which has demanded a level of flexibility to meet them with solutions.”



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“Now your buyers already know what your product does and what your competitors’ products do. So, the real question becomes, ‘Why choose you?’”

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Juliana Stancampiano, CEO, Oxygen Experience	
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FIGURE 3

Equipping Teams for Success

Respondents most often cite revenue team training as needing improvement at their organization

Which of the following talent-related aspects of revenue enablement does your organization need to improve, if any? Select all that apply.



Base: 315 respondents. Not shown: 1% None, 1% Don't know.

Source: Harvard Business Review Analytic Services survey, June 2025

But even as external pressures mount, internal barriers—like skills gaps and talent development—also pose an urgent challenge. Without addressing these fundamentals, organizations risk team performance, growth opportunities, and falling behind in an increasingly competitive market.

Investing in People

The people involved in revenue enablement—from sales, marketing, customer success, and more—comprise the backbone of any successful revenue enablement strategy. They're responsible for engaging buyers, tailoring solutions, and building trust in a competitive landscape.

Many organizations, however, are falling short in equipping their teams for that role. Respondents report a 55-percentage-point gap between high importance and high success at having skilled revenue talent and a 62-percentage-point gap—the largest of all the areas—in the training/upskilling of revenue-focused employees.

This shortfall isn't limited to general capability, though—it extends into specific areas of talent development. According to the survey, improving continuous training/upskilling of customer-facing teams (70%) topped the list of talent-related aspects of revenue enablement that organizations need to improve. Leadership development for high performers (59%) and onboarding training of new customer-facing employees (44%) were the second and third most-cited improvements. **FIGURE 3** In terms of particular skills to focus on, respondents cite communications skills (62%), knowledge of the buyer journey (54%), and product/domain expertise (51%) as the most important skills to have in a revenue-generating employee at their organization.

The survey findings reflect just how difficult it is to build, train, and retain effective customer-facing teams in today's environments—challenges that many revenue leaders are grappling with firsthand. "There's way too much information that organizations expect salespeople to absorb today," Oxygen Experience's Stancampiano says. "Training is far more



**“You want your sellers to be in the best position possible to connect with clients directly. There is so much information coming at sellers that they need the chance to absorb the knowledge and actually apply it.”**

Cheryl Delany, senior vice president of digital marketing client experience and analytics, Franklin Templeton

complex than businesses want to believe it is, and it takes more time than any leader is willing to allow. Hiring and training and upskilling are really quite difficult.”

Cheryl Delany, senior vice president of digital marketing client experience and analytics at San Mateo, Calif.-based investment management company Franklin Templeton, echoes the sentiment that challenges in training, upskilling, and onboarding stem from information overload.

“You want your sellers to be in the best position possible to connect with clients directly,” she says. “There is so much information coming at sellers that they need the chance to absorb the knowledge and actually apply it.”

Organizations should consider providing training in a way that’s consistent, accessible, and multimodal so sellers have the opportunity to understand the context, digest the material, and ultimately apply it, Delany adds. AI can be crucial here because it can tremendously improve the efficiency of providing tailored onboarding and training, she says.

Another barrier complicating onboarding, training, upskilling, and development is the sheer volume and fragmentation of enablement content—product one-pagers, battle cards, customer case studies, and pitch decks, for example—which are often core building blocks of onboarding and training programs. This collateral helps new hires ramp up faster, but when it’s scattered across systems, inconsistently maintained, and difficult for teams to find when they need it most, these efforts are slower, less effective, and harder to scale.

“For a lot of organizations, sales enablement collateral is like the Library of Congress—good luck finding what you need when you need it,” Lumen Technologies’ Haynes-Gaspar says. Her company uses a sales enablement platform to centralize sales collateral, which she says has been instrumental in freeing up sales reps to spend more time engaging customers with the right message so they can more effectively drive revenue.

Maintaining the integrity of sales enablement materials—such as taxonomy and metadata—is foundational work, Franklin Templeton’s Delany notes, and while often

overlooked, it’s essential for preparing the organization to fully leverage capabilities like AI. Given this necessary spade work, it’s not surprising that, for some organizations, enhancing the training/upskilling of revenue teams and improving talent acquisition are priorities over the next year, with 29% and 19% of survey respondents, respectively, indicating that these are objectives.

### Aligning Teams to Accelerate Growth

Revenue growth depends on more than just individual team performance—it requires synchronized execution across sales, marketing, customer success, and beyond. Too often, however, these functions operate in isolation, guided by separate priorities and disconnected strategies. As a result, even the strongest GTM plans can fall apart in execution.

“There’s a lot of friction in companies between the different departments, and that’s really challenging [in revenue enablement],” Stancampiano says.

These challenges are evident in the survey data. While collaboration across revenue teams and GTM strategy execution are rated as two critical pieces to successful revenue enablement, they both contain significant gaps in realization. A little over a third of survey respondents even point to these areas as the biggest challenges their organization currently faces in meeting its revenue goals: 38% say a lack of coordination across revenue-focused teams is a top challenge, while 27% point to a lacking GTM strategy.

This disconnect in collaboration and strategy execution isn’t particularly surprising, Stancampiano says. Salespeople are inundated with input from across the business and often carry a disproportionate share of the burden. While support teams intend to help, their efforts—particularly in marketing, enablement, and training—tend to be disjointed, excessive, and not delivered in a way that’s easy for sales reps to act on.

“While support services all believe they are doing what’s best for them, I believe that, generally, the marketing and

sales enablement and training are both too much and not coordinated well to reach them easily, as well as not packaged well for them to consume and act on,” Stancampiano says. “Execution is really hard without a strategic and strong individual leading the areas of support to step up and run a business that supports sellers in a way that is both effective and efficient. Instead, sellers end up with a lot of noise and are not sure what to pay attention to.”

To scale enablement efforts and create consistent buyer experiences, organizations must focus on strengthening collaboration, aligning teams around shared goals, and building the infrastructure to support integrated ways of working.

Shafiq Amarsi, vice president of global delivery, commercial operations, at San Francisco-based transportation and delivery company Uber, says his organization has reimaged its enablement strategy to support its evolving GTM strategy.

“In the past, we were very decentralized and pretty fragmented in how we worked with our partners—merchants, restaurants, and retailers,” he says. “We had multiple teams with separate goals, all reaching out to the same businesses, sometimes pitching different solutions or even competing with each other. While this approach made teams scrappy, it prevented us from bringing the scale and power of Uber to our partners. We basically had different groups reinvent the wheel, with a lot of duplicated work happening across the board.”

To preserve the scrappiness and speed of decentralized teams, Amarsi says his organization put in place mechanisms to surface certain insights—like a competitor’s new product that impacted win rates—and elevate them quickly to a central core team. This change has allowed Uber to respond strategically at scale by integrating those insights into product development, pricing, and broader GTM strategies. This effort was supported by an updated technology strategy, leveraging AI to power its platform, he says.

“I can’t be the one discovering that our Australian team built this really great manager enablement program and built a certification path for great selling skills,” Amarsi says.

“So, the mechanisms are designed to proactively surface those signals from the edge. This allows my team to intentionally reframe the challenge: Instead of that team solving for manager enablement just in Australia, we give them the remit to solve it for the entire company. It’s how we leverage our scarce resources to scale innovation far more efficiently.”

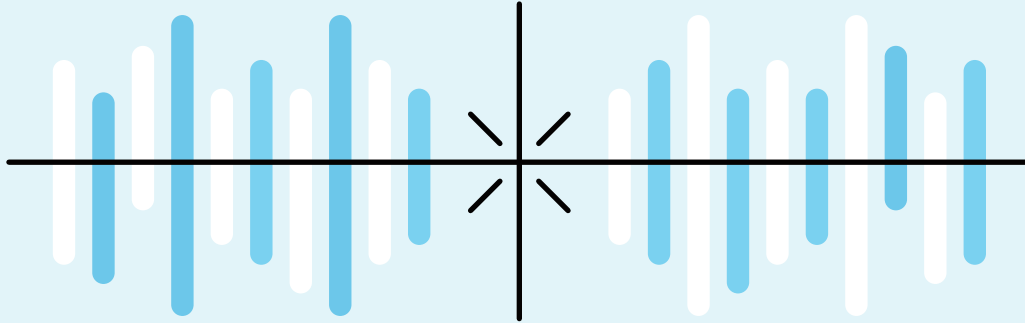
Key to making this effort work has been a renewed focus on cross-functional collaboration. Amarsi explains that Uber recently introduced a “customer success” division as a new function of its GTM strategy, which has prompted closer alignment across sales, marketing, support, and other customer teams. Regular planning sessions with the finance department and monthly business reviews have also helped unify efforts and surface opportunities to improve the customer experience.

Haynes-Gaspar says that developing cross-functional collaboration teams has been critical to embedding customer experience as a shared responsibility across the business. “Every function—whether it’s marketing or operations or legal—is aligned to make growth happen,” she says.

This approach reflects a broader cultural mindset that serving the customer is everyone’s job—an extension of the company’s core value of customer obsession, Haynes-Gaspar adds. By streamlining processes and centralizing sales collateral in a single platform, Lumen Technologies has empowered salespeople to move faster and tailor conversations for real business impact. Whether the operations function reduces delivery times or the legal department accelerates the drafting or approval of contracts, these improvements are transformed into sales stories that drive engagement, satisfaction, and growth.

## Unlocking Better Enablement with AI

As enablement strategies evolve, technology is becoming a critical catalyst for success. Revenue teams are more data driven and digitally connected than they were before, but they’re still experiencing a variety of technology challenges.



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Ashley Haynes-Gaspar,  
CRO and executive vice president,  
Lumen Technologies

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Shafiq Amarsi, vice president of global delivery, commercial operations, Uber

According to the survey, when respondents were asked which revenue enablement technology issues their organization currently experiences, if any, a little more than half report having too many disconnected revenue tools in use (54%), poor use of AI/machine learning for revenue enablement (52%), and inadequate customer analytics (51%). Elsewhere in the survey, 31% agree with the statement, “Teams working in revenue-focused roles utilize the full potential of the software provided to them,” while 48% disagree.

These challenges aren’t just technical—they impact the entire enablement ecosystem, affecting how teams interact with customers, collaborate across functions, and develop critical skills. By streamlining workflows, uncovering insights, and personalizing experiences at scale, AI can help revenue enablement teams bridge the gap between intent and execution—particularly in high-priority areas like customer engagement, talent development, cross-functional alignment, and technology optimization.

More than half (59%) of those surveyed say their organization has at least one use case of AI in place for revenue enablement. The most common uses are to generate content (37% say their organization is currently using AI for this), personalize emails and messaging to buyers (27%), and analyze/summarize sales calls (23%).

At Franklin Templeton, enablement teams are using AI to make it easier for salespeople to access and connect client information and data that live across different systems to better inform their interactions with clients, Delany says. “We want to make it really easy for the individual to view the information and then do something with it,” she says. “AI can do something as simple as generate a list of clients you should follow up with every day; then you can follow through by sending a preformatted email and get recommended materials to attach to those communications.”

Haynes-Gaspar says Lumen Technologies’ revenue enablement team is using AI in a variety of ways—and with significant results. In 2024, its team saw a 49% improvement in win rates, a 39% jump in seller productivity, and a 30% growth in renewals through a variety of efforts that included

standardizing the team’s tools, refining data and processes across its commercial team, and using AI.

“We know that not all customers are created equal, and if a customer has a great experience with us, their propensity to do more is different than if a customer has not had a good experience with us,” Haynes-Gaspar says. “We’re using data and AI to score customer experience and codify that into a customer health score. That health score gets fed into a CTA [call to action], which might be different depending on that customer’s health score. If they haven’t had a positive experience, we might assign someone who’s deeply specialized and gifted at making things right so we can re-recruit them and turn them into raving fans.”

Haynes-Gaspar says her organization is also piloting AI coaching, an application of agentic AI in which salespeople can pitch to an AI agent and receive feedback from it on the salesperson’s ability to land the message with credibility and their ability to orient the pitch to best address the customer’s desired outcome. “We deeply believe that agentic AI is here and it’s a teammate—not a replacement,” she adds. While only 13% of revenue organizations are currently using AI agents to assist employees, many more are curious about it: 60% agree with the statement, “My organization is interested in using agentic AI as part of its revenue processes.”

At Uber, AI is playing a growing role in helping sales teams proactively retain merchant partners. The company is piloting a model in Europe that uses machine learning to detect early signals of merchant dissatisfaction—such as declining order volumes, increasing defect rates, or changes in courier wait times. This system flags at-risk partners, allowing the sales team to intervene and address the underlying issues to ensure merchants are seeing success in building their business with Uber.

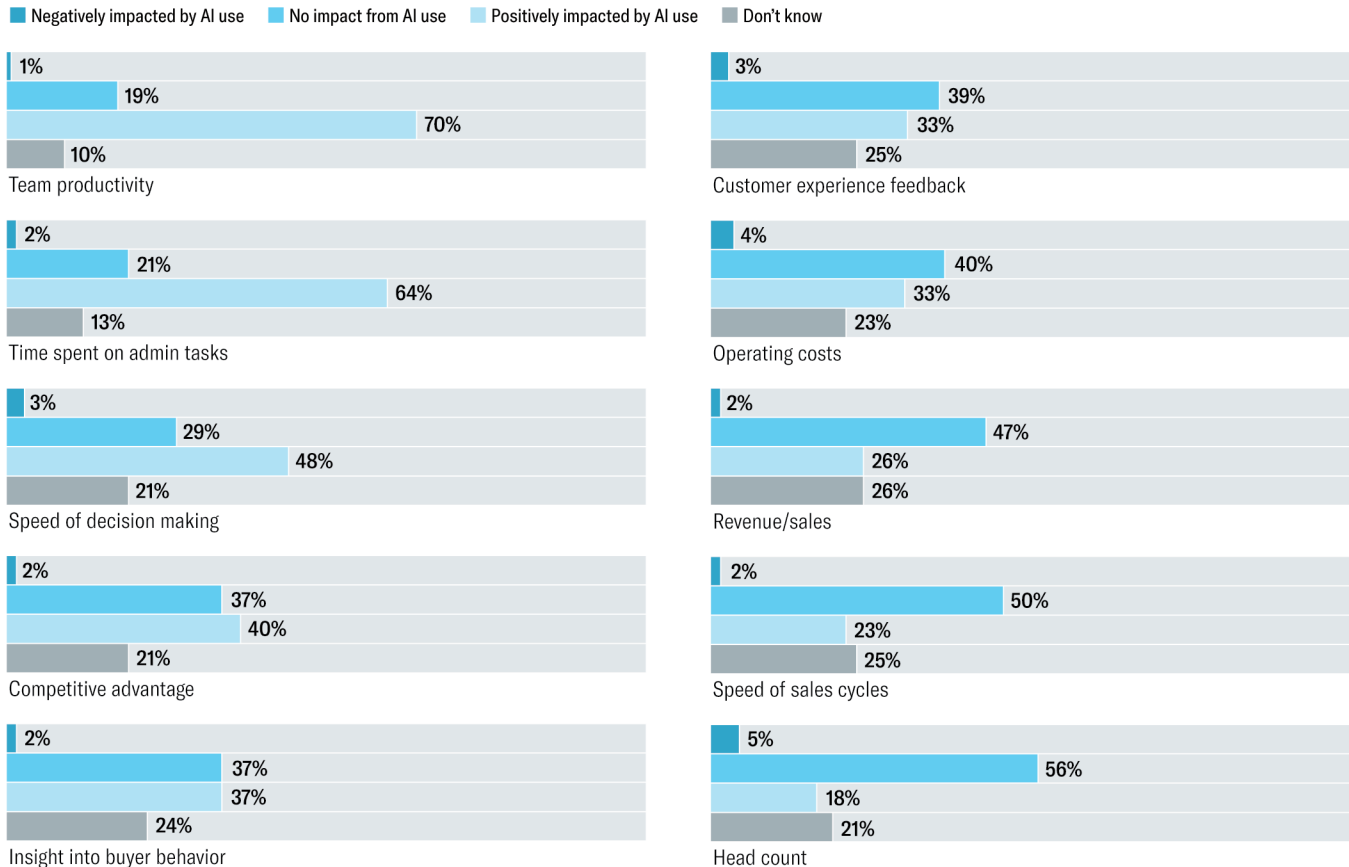
“Once we have such signals, we surface them to the account manager that supports that merchant,” Uber’s Amarsi says. “Our goal is to get a much more complete view of all the inputs that impact our merchants. Right now we can surface the signal, but our intent is to be able to also guide the rep to the conversation to be had, the issue to be

FIGURE 4

## Measuring the Impact of Artificial Intelligence

The technology has most positively impacted productivity, organizations report

How have the following aspects of your organization's revenue enablement been impacted as a result of using artificial intelligence?



Base: 187 respondents whose organizations are currently using artificial intelligence for at least one of the listed revenue enablement use cases.

Source: Harvard Business Review Analytic Services survey, June 2025

addressed, and the best path to resolution using AI to guide the best outcomes for the merchant.”

The signal might, for example, alert an account manager to a two-week drop in a merchant's lunch order volume, Amarsi explains. Equipped with this insight, the AI-driven model can guide the account manager to recommend a solution, such as a targeted ad campaign aimed at specific audiences, like repeat customers with small-to-average order sizes.

While the benefits of using AI in revenue enablement are becoming clearer, not every organization is ready to make the leap, the survey finds. Among those who say their

organization does not have any of the listed use cases of AI in place for revenue enablement, the most common barriers preventing them from doing so are both cultural and technical. They include their current IT/data infrastructure is not prepared to integrate AI tools (47%), data privacy/security concerns (43%), unclear business value (43%), and a lack of talent with the necessary skills (42%).

For those actively using AI, however, the impact is clear: 70% report positive impacts on team productivity, 64% report positive impacts on the time spent on administrative tasks, and 48% report positive impacts on the speed of decision making. **FIGURE 4** Looking ahead, some say their

## Organizations must elevate revenue enablement as a strategic capability—one that empowers customer-facing teams with the right skills, systems, and support to execute with consistency.

organizations are turning their attention to scaling automation and AI across the enablement function: 28% say making revenue enablement processes more intelligent/automated is being prioritized over the next 12 months.

### Conclusion

In a business environment defined by disruption and economic turbulence, the pressure on revenue teams to deliver predictable growth has never been higher. As buyer expectations evolve and macroeconomic uncertainty persists, organizations can no longer rely on legacy sales models or fragmented GTM strategies. Instead, they must elevate revenue enablement as a strategic capability—one that empowers customer-facing teams with the right skills, systems, and support to execute with consistency.

Organizations are experiencing notable hurdles that stand in the way of that success. Many revenue enablement teams continue to struggle with training and developing their talent, while cross-functional collaboration and silos limit the ability to scale enablement efforts and deliver cohesive customer experiences. At the same time, outdated or fragmented technology stacks are preventing revenue teams from leveraging insights effectively or working at the speed today's customers demand.

AI is emerging as a powerful solution to these challenges. AI tools can accelerate onboarding and personalize training, helping revenue talent ramp up faster and stay aligned with customer needs. It can unify scattered data across teams, breaking down silos and enabling more coordinated execution across sales, marketing, and customer success. And by using AI-driven automation, insights, and personalization at scale, AI allows revenue enablement to move from reactive support to proactive strategy. For organizations ready to act, AI isn't just an upgrade; it's a catalyst for transforming intent into impact.

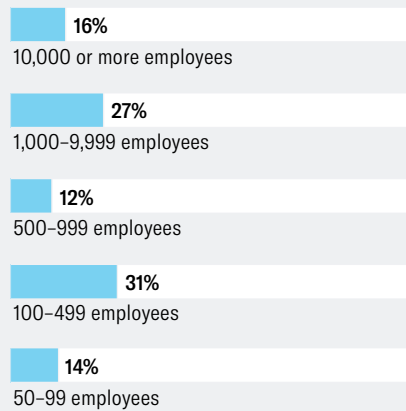
"Our most precious commodity is our sales capacity. We have to strategically guide that very scarce resource to have

the highest-impact conversations—with the right merchants, the right decision makers, and armed with the right insights—to make every interaction as impactful as possible," Amarsi says. "This speed at which AI and machine learning are evolving is truly incredible. I believe we're all going to have a very different sales experience in the next six, 12, and 18 months, and we're just at the beginning of that incredible journey of innovation."

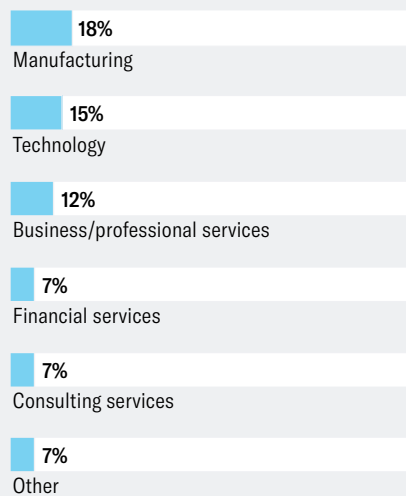


Harvard Business Review Analytic Services surveyed 315 members of the *Harvard Business Review* audience via an online survey fielded in June 2025. Respondents qualified to complete the survey if they were involved in their organization's business-to-business revenue enablement decisions.

#### ORGANIZATION SIZE

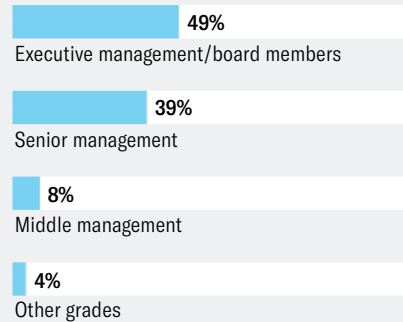


#### INDUSTRY SECTORS

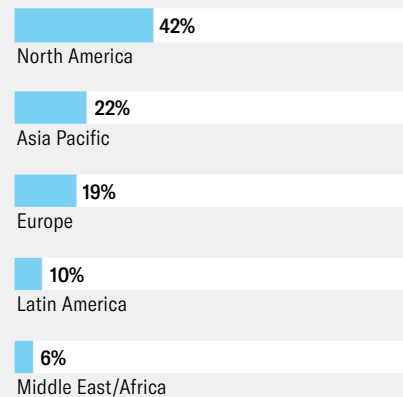


All other functions less than 7% each.

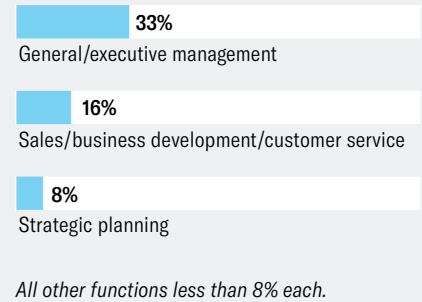
#### SENIORITY



#### REGIONS



#### JOB FUNCTIONS



All other functions less than 8% each.



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