IN PARTNERSHIP WITH

LXA RESEARCH REPORT

The State of Revenue Enablement

Contents

How the research was conducted

> This report is based on a survey of 201 senior revenue and marketing leaders across the UK, Germany, and France, fielded in April 2026. Respondents work at organisations in B2B revenue and customer-facing roles spanning sales, marketing, RevOps, and customer success.

Sample. 201 senior revenue and marketing leaders, all working at organisations with revenue enablement programmes in place. Mix of director-level and above.

Geography. United Kingdom, Germany, and France, with sample evenly split across the three markets.

Field period. April 2026. The previous edition of this research was fielded in April 2025, allowing direct year-on-year comparisons across the 5Ps maturity framework and other repeated questions.

Methodology. Online survey, ~15 minute completion time. Closed-ended questions for benchmarkable measures (maturity scores, barrier ranks, technology priorities). Open-ended follow-ups on AI strategy and capability investment.

Continuity. This is the fourth annual wave of the LXA State of Revenue Enablement series (previously State of Sales Enablement). Four years of longitudinal data are available for the 5Ps maturity framework and strategic commitment measures.

Welcome to the State of Revenue Enablement 2026

Welcome to the 2026 State of Revenue Enablement report. This is the fourth annual edition of this series, and the first under a new name.

The change from “Sales Enablement” to “Revenue Enablement” is deliberate. Over four years of research, we have watched this discipline grow beyond the sales team and into a cross-functional responsibility that spans the full customer lifecycle. The title now reflects what the data has been telling us for some time.

This year’s report is based on 201 senior revenue and marketing leaders across the UK, Germany, and France. The findings land at a moment when most organisations are deploying AI across their revenue teams, but very few would describe it as genuinely embedded.

Buying committees are getting larger. Budgets are tighter. And the gap between the organisations investing strategically in revenue enablement and those still running it as an operational function is getting wider.

The four years of longitudinal data we’ve built gives us a clear view of what has changed, what hasn’t, and where the pressure points are heading next. This report offers practical strategies to help organisations close that gap.

CD

Carlos Doughty

CEO · LXA

A foreword from Seismic

Revenue enablement is no longer a support function. It is becoming the operating system for modern revenue teams.

That may sound provocative, but the findings in this year's report make the direction of travel hard to ignore.

Revenue teams are operating in a market defined by contradiction. Buyers want fewer sales interactions, yet buying decisions involve more stakeholders than ever. Organisations are investing heavily in AI and revenue technology, yet many still struggle to translate that investment into consistent execution. Teams have more data, more tools, and more content, but not necessarily more clarity.

The result is a growing execution gap. And increasingly, that gap is what separates organisations that grow efficiently from those that simply add complexity.

What stands out most in this year's research is not the pace of AI adoption. That story is already well understood. What matters now is whether organisations are redesigning how revenue teams actually work.

Because AI alone will not fix fragmented go-to-market execution. Adding more tools to disconnected teams does not create alignment. Automating poor processes does not improve outcomes. And generating more content does not help sellers if they still cannot identify what matters in the moment of customer engagement.

The organisations moving ahead are taking a different approach. They are treating enablement as the connective layer between strategy and execution: aligning people, processes, data, coaching, content, and technology around a shared revenue motion.

That shift is especially important as AI agents, automation, and real-time intelligence begin reshaping the role of the seller itself.

Over the next few years, many transactional and administrative sales activities will increasingly be handled by AI. But this report also highlights something equally important: human capability becomes more valuable, not less, as AI adoption increases. Judgment, adaptability, commercial acumen, and the ability to build consensus in increasingly complex buying groups will become defining differentiators.

That means the future of revenue enablement is not simply about deploying AI. It is about building AI-ready revenue organisations.

The companies that succeed will not necessarily be those with the biggest technology stacks. They will be the ones that create operational coherence: combining trusted data, integrated workflows, modern coaching, and intelligent systems that help teams execute consistently at scale.

At Seismic, we believe revenue enablement is entering a defining phase. The conversation is moving beyond content management and training alone toward something much broader: revenue orchestration, readiness, and performance.

This report captures that transition in real time. It highlights where organisations are making progress, where maturity gaps remain, and where revenue leaders need to focus next as AI reshapes the future of go-to-market execution.

The challenge now is not whether change is coming. It is whether organisations are prepared to operationalise it.

Evelyn Swaim

Vice President, Global Growth Marketing, Seismic

A function at an inflection point

> In 2026, revenue enablement is at an inflection point. Maturity is rising across every pillar of the LXA 5Ps framework. AI investment is accelerating. Strategic commitment is at a four-year high. And yet, the discipline that connects strategy to execution is moving faster than most organisations are equipped to absorb.

This year's findings sit on top of four years of longitudinal benchmarking. The story they tell is one of an industry pulling ahead on tools and conviction while still working through the strategic, operational, and capability foundations needed to make that investment pay off.

Five themes define 2026:

1. The 5Ps maturity index continues to climb. Average maturity across the five pillars rose from 3.68 in 2025 to 3.74 in 2026. Platforms & Technology and Pioneer & Pilot are the leading pillars. Planning & Strategy and Process & Operations trail. The pattern of strong tooling and weaker strategy persists across all four years of data.

2. Buyers want fewer interactions, but buying committees keep growing. 79% of respondents say their customers want fewer direct interactions with sales reps. 58% say their buying committees grew in the past 12 months. The implication: sellers meet a more informed, more independent buyer in a more complex decision environment than ever before.

3. AI is reshaping the function from inside. Only 6% describe AI as central to how their revenue team operates today, but 55% expect AI agents to replace at least a quarter of revenue roles within 24 months. The dominant theme in the data is workflow redesign, not headcount reduction.

4. Data quality is the most-cited barrier to maturity. 31% rank data quality and integration in their top two barriers to revenue enablement maturity. It ties with budget at the top of the barriers list. AI ambition cannot outrun the data foundation it depends on.

5. The capability agenda is shifting decisively toward AI. 38% of organisations plan to replace or invest in their training and coaching platform within 12 months, the highest churn signal in the revenue tech stack. GenAI for selling has risen as a skills priority while content management has collapsed to a 1% priority.

Maturity across the 5Ps, 2026

The five pillars of the LXA framework, with definitions and 2026 mean maturity scores:

PILLAR 01

Planning & Strategy

3.62 / 5.0

The extent to which your organisation's revenue enablement strategy, initiatives, and roadmap align to your customers, buyer journeys, and business goals.

PILLAR 02

Process & Operations

3.66 / 5.0

The extent to which your organisation has the data governance, measurability, content planning, messaging, and campaign processes that underpin your revenue enablement activities.

PILLAR 03

People & Teams

3.71 / 5.0

The extent to which your organisation is well-resourced to deliver revenue enablement initiatives, including expertise development, recruitment, onboarding, training, and coaching.

PILLAR 04

Platforms & Technology

3.89 / 5.0

The extent to which your organisation has the technology and tools needed to deliver its revenue strategy, and the level to which the tech stack is integrated, managed, and adopted.

PILLAR 05

Pioneer & Pilot

3.82 / 5.0

The extent to which your organisation stays current on market trends, experiments with new revenue technologies, and can adapt rapidly to changes in buyer behaviour.

Buyers want faster, self-directed journeys while decisions grow more committee-driven

In 2026, buyers want less direct contact with sales, while deals require more interactions to close. 4 of 5 respondents report that their customers want fewer direct interactions with sales reps. Buying committees are concurrently expanding and deal structures are growing more complex.

Buyers research independently and form opinions before engaging a seller. This early-stage research increasingly runs through AI-powered channels like chat-based search tools, AI-generated summaries, and automated vendor comparisons that curate options without human input.

The shift from traditional search to AI-mediated discovery means sellers have less visibility into how and when buyers are forming preferences. By the time a buyer speaks to a rep, they arrive with product knowledge and a clear view of what they are evaluating.

Despite that preparation, the average deal still requires around 12 interactions with a sales rep before close, with roughly one in four of respondents reporting that their deals need 15 or more.

There's an obvious split in the buying journey where self-directed research sits at the top of the funnel, and higher-touch engagement at the bottom. AI agents and automated qualification tools are accelerating this dynamic by enabling organisations to meet self-serve expectations at scale while preserving human sellers for the complex, multi-stakeholder conversations where they add the most value.

79%

of respondents say their customers want fewer direct interactions with sales reps.

Self-serve expectations are now the default at the top of the funnel. AI-mediated discovery means sellers have less visibility into how and when buyers form preferences, and meet a buyer who already knows the product when conversation finally begins.

Committees are growing

58% of respondents report that their buying committee has grown in the past 12 months. Only 4% say it has shrunk. Larger committees mean more perspectives to align and more consensus to build before a deal closes.

Stakeholders within the same buying group frequently hold conflicting priorities, and each requires content and messaging tailored to their specific concerns. For enablement teams, this means equipping sellers to engage across the full breadth of a buying group, not just the primary contact.

AI-driven content personalisation and stakeholder mapping tools are starting to address this challenge, though most organisations are still early in deploying them.

The structural tension as we head forwards is that buyers want faster, self-directed journeys while the decision-making process grows more committee-driven and complex. The organisations closing this gap are investing in AI-enabled self-serve infrastructure for early-funnel discovery, and deeper human capability for the multi-stakeholder consensus-building that closes deals.

Maturity is rising. Strategy still lags technology.

In its fourth year, the LXA 5Ps framework shows the highest overall maturity scores since the benchmark began. Platforms & Technology continues to lead. Planning & Strategy continues to trail. Strategic commitment to revenue enablement reached 87% in 2026, the highest reading in the series.

Strategic commitment to revenue enablement, 2022 to 2026

% of respondents agreeing or strongly agreeing that advancing their organisation's revenue enablement strategy is key to driving business performance.

Highlighted: The 19-point increase from 2022 to 2026 coincides with the expansion of enablement from a sales-specific function into a cross-functional revenue discipline, and the arrival of AI as an operational tool that raises the stakes for strategic alignment.

Source: LXA State of Revenue Enablement Survey 2026, Q.11 (n=201). Question wording updated in 2026 from 'sales enablement' to 'revenue enablement'. Treat as directional.

The 5Ps in 2026: where organisations stand

Respondents rated their organisation on each pillar using a scale from 1 (Subpar) to 5 (Advanced), with 3 representing Standard and 4 representing Optimal. The 2026 results show continued progress in most pillars, with People & Teams the sole exception (down 0.02). Platforms & Technology continues to lead; Planning & Strategy continues to lag.

AI adoption, buyer self-service, and platform consolidation are all reshaping what maturity requires in practice.

Figure 1. 5Ps mean maturity scores, 2026

Mean score per pillar on a 1 (Subpar) to 5 (Advanced) scale. Bars use a compressed axis to make variance visible.

Source: LXA State of Revenue Enablement Survey 2026, Q.4 (n=201). Mean scores on a 1 (Subpar) to 5 (Advanced) scale.

What the scores tell us

Each pillar is scored on a 1 (Subpar) to 5 (Advanced) scale. The scores below point to specific operational gaps or strengths.

PILLAR	SCORE	WHAT THE SCORE TELLS US
Platforms & Technology	3.89 / 5.0	68% of respondents rate their organisation as Optimal or Advanced, making this the leading pillar for the second consecutive year. AI tooling is a significant contributor.
Pioneer & Pilot	3.82 / 5.0	AI experimentation is the defining theme. Most organisations have run pilots in content generation, coaching, or lead scoring. But only 6% describe AI as central to operations.
People & Teams	3.71 / 5.0	Resourcing constrains 8% of organisations, but the bigger shift is structural. With 39% expecting AI agents to replace a quarter or more of human-held roles within 24 months, team composition is changing faster than most hiring and training programmes accommodate.
Process & Operations	3.66 / 5.0	Governance, data management, and content planning are not keeping pace with tool investment. 19% rank data quality as their single biggest barrier to maturity.
Planning & Strategy	3.62 / 5.0	The lowest-scoring pillar for the second consecutive year, with 12% sitting in the bottom two tiers. Without a clear enablement charter accounting for AI, buyer self-service, and cross-functional ownership, investments in tools and training lack coherence.

The maturity paradox: leading with tools, lagging on strategy

Four years of data reveal three consistent patterns. Platforms & Technology has led in 2025 and 2026. Process & Operations led in 2022 and 2023. Planning & Strategy has trailed in the same two most recent waves, a position previously held by People & Teams.

Pioneer & Pilot clusters with Platforms & Technology at the top. People & Teams and Process & Operations sit closer to Planning & Strategy at the bottom.

The result is a consistent two-tier pattern. Organisations score higher on the “hard” infrastructure of tools and experimentation than on the “soft” infrastructure of strategy, governance, and skills.

AI amplifies this divide because while AI tools are straightforward to acquire and pilot, deploying AI at scale requires data governance, workflow redesign, and new competencies. These are the areas where Process, People, and Planning lag.

The organisations with the highest overall maturity scores are not those with the most tools. They are the ones where strategy, process, and people run close to parity with their technology investment.

+0.06

overall 5Ps maturity rose from 3.68 in 2025 to 3.74 in 2026.

The pace of change is positive but modest. Notably, the highest- and lowest-scoring pillars have not converged over four years of measurement.

Data quality and budget tie at the top

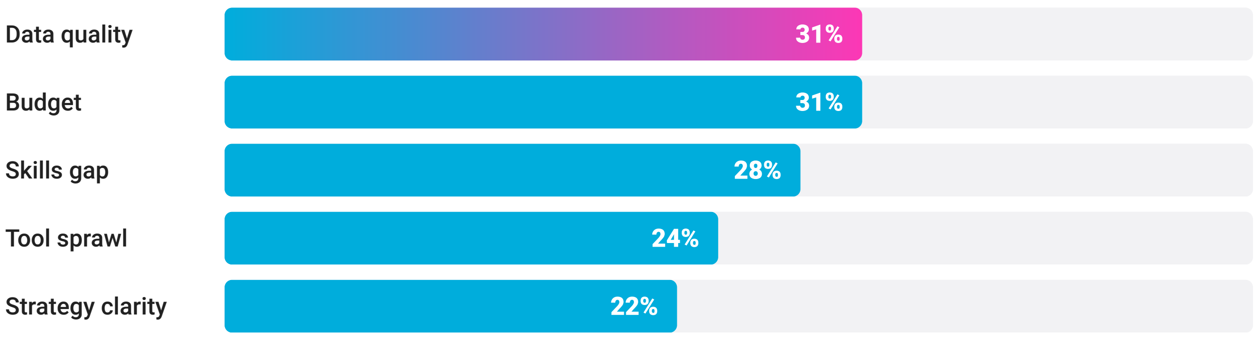
> Data quality and integration is now the joint-most-cited barrier to revenue enablement maturity, tied with budget. Both are ranked in the top two by 31% of respondents.

The barriers respondents face are interconnected. Data quality issues compound budget pressures because organisations cannot deploy AI capabilities at scale without clean data. Skills gaps amplify both because teams lack the capability to fix data issues or argue for additional investment.

The pattern across responses suggests that the path forward is not about removing any single barrier but about addressing the dependencies between them.

Figure 3. Top barriers to revenue enablement maturity, 2026

% of respondents ranking each barrier in their top two. Multiple selections allowed.



Source: LXA State of Revenue Enablement Survey 2026, Q.7 (n=201). Top-2 ranking; multiple selections allowed.

Data quality replacing budget at the top of the barriers list is the most significant year-on-year change in this question. Organisations are no longer most constrained by funding for revenue enablement programmes. They are constrained by the data foundations needed to make those programmes work, particularly as AI capabilities become more central.

High ambition meets low deployment

> Only 6% describe AI as central to how their revenue team operates today. But 55% expect AI agents to replace at least 25% of current revenue roles within 24 months. The dominant theme is workflow redesign, not headcount reduction.

The gap between AI as "experimentation" and AI as "operational core" is wide. Most organisations have run AI pilots in content generation, lead scoring, or coaching. Far fewer have moved those pilots into production at scale.

The constraint is rarely the AI itself. It's the surrounding infrastructure: data quality, workflow integration, governance, and the human capability to direct AI tools effectively.

55%

expect AI agents to replace at least 25% of current revenue roles within 24 months.

39% expect a quarter or more of human-held roles to be replaced. The shift is not framed as headcount cuts but as redistribution: human sellers move to higher-judgement, multi-stakeholder work while AI agents handle qualification, follow-up, and routine content production.

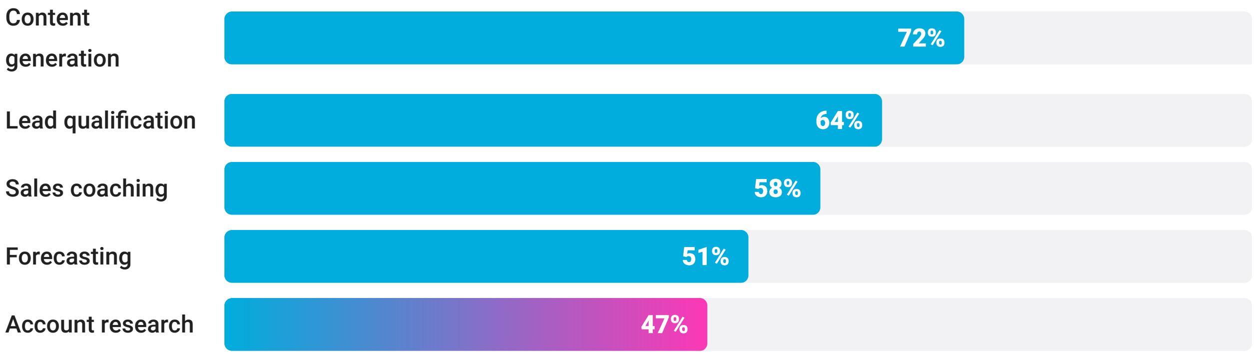
Where AI lands first

Content generation, lead qualification, and sales coaching are the three most-cited current deployments. These are the workflows where the data exists, the outcome is measurable, and the AI output is straightforward to verify.

The harder applications, including consensus-building in committee deals, value framing for complex products, and account-level strategy, remain primarily human work.

Figure 4. Where AI is being deployed today vs planned within 12 months

% of respondents reporting current deployment or planned deployment within 12 months across revenue workflows.



Source: LXA State of Revenue Enablement Survey 2026, Q.13 (n=201). Combined current + 12-month planned deployment.

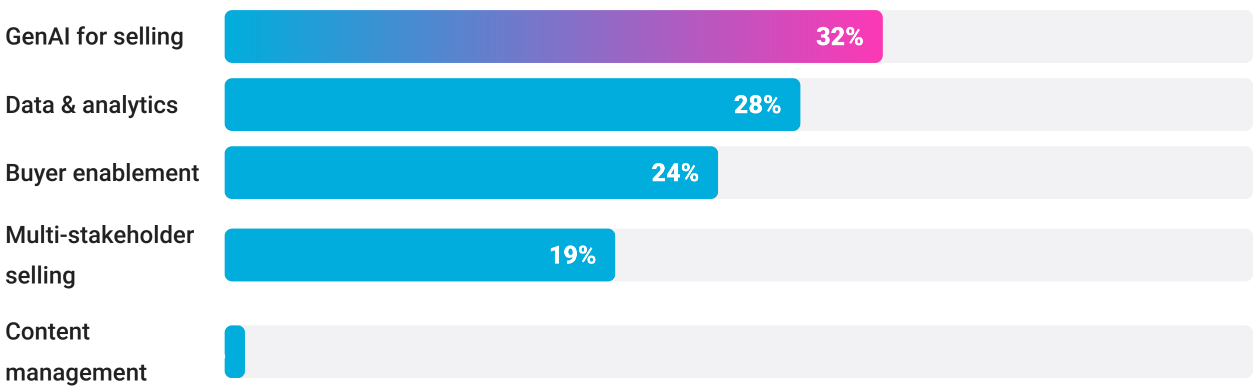
GenAI rises. Content management collapses.

> The skills agenda has shifted decisively. GenAI for selling is now the top-ranked skill priority. Content management, the dominant focus in earlier waves, has collapsed to a 1% priority.

The redistribution of priorities reflects how revenue teams now think about capability. Skills tied to direct seller activity, where AI augments rather than replaces, are rising. Skills tied to support functions that AI can absorb wholesale are falling.

Figure 5. Top revenue enablement skill priorities, 2026 vs 2025

% of respondents ranking each skill in their top three for the year ahead.



Source: LXA State of Revenue Enablement Survey 2026, Q.18 (n=201). Top-3 ranking.

1%

rank content management as a top-three skill priority for 2026.

A discipline that dominated the 2022 and 2023 priority list has collapsed. AI content generation and integrated platforms have absorbed what used to be specialist content-management work. The seller-facing skills around using content well now matter more than the production discipline itself.

What sellers need to know how to do

The skills agenda implies a different sales role. Sellers are increasingly expected to operate with AI in the loop, interpret model output, brief AI agents on context, and integrate AI-generated insights into their own judgement.

Multi-stakeholder selling, the capability to navigate larger buying committees, has risen steadily across the four years of this benchmark. Buyer enablement, helping the buyer make their own internal case, is now formally on the skills list for the first time in 2026.

The measurement gap

> Only 49% of respondents report being able to demonstrate revenue enablement ROI to their executive team. The other 51% either struggle to measure ROI clearly or cannot do it at all.

The measurement gap is the single most consequential operational issue in this year's data. It explains a significant portion of why strategic commitment outpaces operational sophistication: leadership belief in revenue enablement is high, but the evidence base for that belief is patchy.

49%

can demonstrate revenue enablement ROI to their executive team.

The remaining 51% face a measurement gap that constrains budget conversations, programme investment, and the ability to scale what works. Closing this gap is the highest-leverage operational priority for 2026.

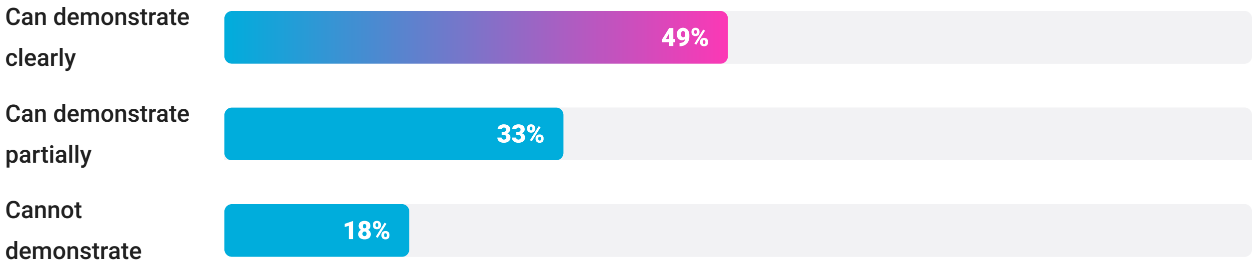
What gets measured

The metrics that organisations report measuring most consistently are pipeline-stage conversion, deal velocity, and seller productivity. The metrics they say they want to measure more reliably are programme attribution to revenue, training-to-performance impact, and content-to-deal influence.

The gap between "measured" and "wanted to measure" is biggest in the AI category. Few organisations have built reliable measurement of AI-driven productivity gains, even where they have deployed AI tools at scale.

Figure 6. Ability to demonstrate revenue enablement ROI

% of respondents by ROI demonstration capability, 2026.



Source: LXA State of Revenue Enablement Survey 2026, Q.22 (n=201).

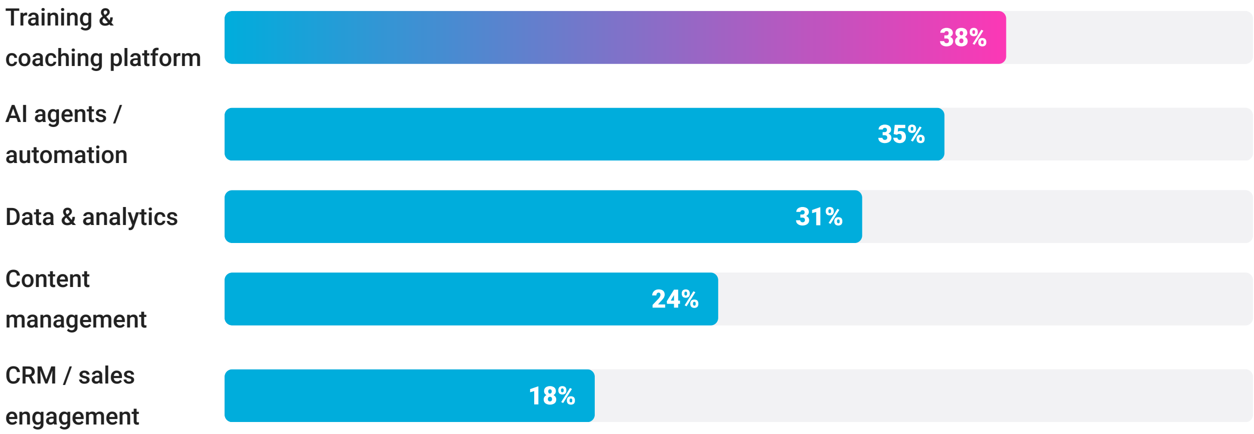
Training and coaching platforms are the highest-churn category

> 38% of organisations plan to replace or invest significantly in their training and coaching platform within 12 months. That is the highest churn signal anywhere in the revenue tech stack and reflects an AI-driven reset of what training platforms are expected to deliver.

The pattern of intended technology investment in 2026 reflects three forces: AI capability, platform consolidation, and a shift from content-management-led tools to learning-and-coaching-led tools.

Figure 7. Categories where organisations plan to invest within 12 months

% of respondents reporting planned replacement or significant new investment within 12 months.



Source: LXA State of Revenue Enablement Survey 2026, Q.27 (n=201).

The category-level pattern: training and coaching platforms are leading planned investment because traditional LMS-style tools are being replaced by AI-coaching platforms that combine practice, feedback, and analytics in one workflow. AI agents come second because most organisations are still in the pilot-to-deployment transition.

38%

plan to replace or significantly invest in their training and coaching platform within 12 months.

The highest churn signal in the revenue stack. This is not just an LMS refresh: it reflects the consolidation of practice, feedback, performance analytics, and AI-assisted coaching into a single platform layer.

CS CUSTOMER STORY

How Deliveroo built a connected enablement engine with Seismic

Customer: Deliveroo · **Industry:** On-demand delivery · **Region:** 9 markets globally

150+	**1.4%**	**9**
restaurant partners onboarded each month via streamlined enablement	lift in commission rate negotiated with new partners	markets supported with a unified content and training infrastructure

CHALLENGE

Deliveroo's commercial team operates across nine markets, each with its own restaurant partner mix, regulatory context, and contracting norms. As the business scaled, the commercial function struggled to keep onboarding materials current, ensure consistent messaging across geographies, and deliver coaching at the cadence that high-velocity partner negotiation required.

SOLUTION

The team consolidated onto the Seismic Enablement Cloud as the single source of truth for partner-facing content, internal training, and seller coaching. Onboarding workflows were redesigned around just-in-time content delivery. Coaching cadence was tied to deal stage rather than calendar. Performance analytics from Seismic informed both training investment and content prioritisation.

OUTCOME

Onboarding capacity rose to over 150 new restaurant partners per month. Commercial teams negotiated a 1.4% lift in commission rate with new partners, measurable directly through Seismic's analytics. Content production effort across markets dropped while consistency improved.

> *Seismic transformed our enablement function from a support function into a strategic growth driver.*
>
> **Sam Welchman**
> Director of Commercial Enablement, Deliveroo

Five actions for revenue enablement leaders

> The findings in this report converge on five practical imperatives for the year ahead. Each addresses one of the structural gaps the 2026 data has surfaced.

01 Close the measurement gap before scaling AI investment.

Only 49% of organisations can demonstrate revenue enablement ROI clearly. That measurement gap constrains every budget conversation and every case for additional investment. Build the attribution model and the reporting cadence first; the AI investment thesis becomes much easier to argue once you can show the impact of what you already have in market.

02 Invest in the data foundation that AI depends on.

Data quality and integration is the joint-most-cited barrier to maturity, tied with budget. AI ambition is constrained by the data foundations it depends on. Prioritise CRM hygiene, content metadata, and integration between revenue tools before launching new AI initiatives that would only amplify existing data issues.

03 Redesign workflows around hybrid human-AI teams.

55% expect AI agents to replace at least a quarter of revenue roles within 24 months. The dominant theme is workflow redesign, not headcount reduction. Identify the workflows where AI handles routine work and humans focus on judgement and consensus-building. Train sellers to operate with AI in the loop.

04 Modernise the training and coaching platform layer.

38% of organisations plan to replace or significantly invest in their training and coaching platform within 12 months. The traditional LMS is being replaced by AI-coaching platforms that combine practice, feedback, and analytics. If your current platform was procured before 2024, evaluate.

05 Equip sellers for the multi-stakeholder buying committee.

58% of buying committees have grown in the past 12 months while buyers want fewer direct seller interactions. The structural tension is that decision-making is more collective even as buyer-seller contact is reduced. Equip sellers with stakeholder mapping tools, internal-case content, and the skills to engage a buying committee rather than a primary contact.

Continuous capability development for marketing, sales, and technology teams

For enterprise marketing capability and excellence leaders, LXA pairs expert skills assessment and learning design with our AI-powered IntaaS platform to produce bespoke, always-current training built around your organisation's strategy, content, and ways of working.

Alongside custom programmes, we deliver a breadth of events, research reports, and training courses to help marketing, sales, and technology teams keep pace with what is changing in their field.

Treat your team's skills like software: continuously upgraded, never left to run on an old operating system.

250,000+
Community of marketing, sales, and technology professionals

500+
Learning programmes delivered

9 years
Of original industry research and benchmarks

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The global leader in AI-powered enablement

Seismic is the global leader in AI-powered enablement, empowering go-to-market leaders to drive strategic growth and deliver exceptional client experiences at scale. The Seismic Enablement Cloud™ is the only unified AI-powered platform that prepares customer-facing teams with the skills, content, tools, and insights needed to maximise every buyer interaction and strengthen client relationships.

The platform integrates content management, learning and coaching, buyer engagement, and enablement intelligence into a single system of record to ensure sales, service, and partner teams operate with consistent messaging, current content, and actionable insights. AI-powered capabilities including content recommendations, guided selling, skills assessments, and analytics connect enablement investments to measurable business outcomes.

Trusted by approximately 2,000 organisations worldwide, Seismic helps businesses achieve measurable outcomes and accelerate revenue growth. For manufacturing organisations navigating the GTM transformation outlined in this report, Seismic provides the strategic infrastructure required to close the gap between commercial strategy and frontline execution across direct teams, channel partners, and global operations.

Seismic is headquartered in San Diego with offices across North America, Europe, Asia, and Australia.