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The Relationship Between Enablement Sentiment and KPI Achievement

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Sales enablement (defined as the "activities, systems, processes and information that support and promote knowledge-based sales interactions with client and prospects" (Gartner, n.d.)) has evolved from a tactical resource to a strategic organizational function, crucial for aligning sales and marketing. Despite its importance, there is a lack of research on how 'sentiment' (perceptions toward enablement) influences key performance indicators (KPIs). This exploratory survey of sales and enablement professionals investigates sentiment across individual, team, and company levels, and its relationship with KPI achievement. Results reveal positive relationships between sentiment and performance outcomes at all levels with organizational sentiment being the strongest predictor of KPI achievement. Based on the findings, the authors offer recommendations for cultivating sentiment-driven enablement, facilitating revenue enablement, and optimizing through enhanced attitudinal engagement.

Sales enablement has become an area of focus in organizations seeking to enhance sales performance. It involves a combination of tools, processes, and strategies that equip sales teams with the necessary resources to meet their objectives (Gartner, nd.) while making sure that customer contact employees have the aptitude, assurance, and assets to elevate customer touchpoints (Ostrow et al., 2023). For the purposes of this paper, sales enablement is defined as "an overarching dynamic capability that aligns varied firm resources to benefit the customer journey and selling productivity." (Peterson et al., 2021; p.2) Over time, sales enablement has evolved into a strategic capability that fosters alignment across departments, ensuring that sales, marketing, and other customer-facing teams are integrated to deliver consistent value to customers (Peterson & Dover, 2020). However, while its importance is recognized, empirical evidence on how sales enablement influences performance metrics across different organizational levels remains limited. Existing studies primarily emphasize the tactical implementation of sales enablement tools and processes, but little attention has been given to understanding the internal perceptions and attitudes (here after referred to as 'sentiment') that sales professionals, teams, and organizations hold towards these enablement strategies. While there are emerging studies on the role of sentiment in team and organizational contexts (e.g., Homburg et al., 2014), the lack of empirical investigation into the role of sentiment in sales enablement research creates a critical oversight because sentiment potentially influences the adoption and effectiveness of enablement initiatives, ultimately affecting key performance indicators (KPIs).

This article aims to empirically examine how sentiment towards sales enablement at individual, team, and organizational levels influences the achievement of key performance indicators (KPIs). We define sentiment as the collective perceptions, attitudes, and beliefs individuals, teams, and organizational leaders hold regarding the usefulness, effectiveness, and value of sales enablement activities. Sentiment encompasses both cognitive evaluations (e.g., usefulness) and emotional attitudes (e.g., trust and confidence), influencing how enablement initiatives are received and implemented. The study contributes to existing literature by providing:

1. A clearer understanding of the role of sentiment in the sales enablement context.
2. Empirical evidence linking enablement sentiment to sales performance outcomes.

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3. Practical guidance for managers seeking to optimize enablement strategies through fostering positive sentiment.

LITERATURE REVIEW

Sales Enablement as a Strategic Capability

Sales enablement has shifted from being a tactical support function to a core strategic capability, facilitating coordination across sales and marketing and improving customer interactions. Peterson and Dover (2020) describe enablement as a multidimensional capability that integrates technology, data, and coaching to enhance sales productivity. Peterson et al. (2022) emphasize that effective enablement efforts require not only the provision of sales tools but also the alignment of internal resources and leadership support to create a culture that drives continuous performance improvement.

Integrating Human, Network, and Systems Capital

Sales enablement strategies increasingly rely on three key dimensions: human capital, network capital, and systems capital (Gartner, n.d.). Human capital refers to the skills, knowledge, and abilities that enable sales professionals to perform effectively; examples include structured onboarding programs, targeted role-specific training, and leadership development opportunities that build long-term capability. Network capital describes the relationships and collaborative structures that promote trust, knowledge sharing, and alignment across the organization; examples include peer-mentoring initiatives, cross-functional project teams, and regular interdepartmental strategy sessions that keep enablement efforts coordinated (Kilian et al., 2023). Systems capital encompasses the technological infrastructure that supports these human and network resources; examples include customer relationship management (CRM) platforms, analytics dashboards, and AI-driven forecasting tools that provide actionable insights for continuous improvement (Bowen et al., 2022). The efficient interplay of these three forms of capital creates a synergistic environment in which enablement initiatives are more likely to succeed, setting the stage for deeper exploration of how these resources contribute to performance outcomes.

The Shift Toward Revenue Enablement

Revenue enablement expands the scope of traditional sales enablement by integrating all revenue-generating units, including customer success and product management. This shift ensures that every team involved in the customer journey is aligned, leading to seamless customer interactions and sustainable performance outcomes (Schenk et al., 2022). As organizations adopt revenue enablement frameworks, they benefit from improved cross-functional collaboration and increased agility in responding to market changes (Peterson et al., 2022). The shift is emphasized in practice with the 2023 announcement by the Sales Enablement Society to be renamed as the Revenue Enablement Society at their annual conference in San Diego (Sales Enablement Society, 2023). For this reason, for the remainder of this paper we will use the term revenue enablement.

The Role of Sentiment in Enablement Success

Studies suggest that the effectiveness of revenue enablement is often linked to perceptions and attitudes within the organization, but the notion of sentiment as an affective overlay influencing how individuals and teams emotionally engage with enablement efforts, is something that more cognitive measures often miss (e.g., Pang & Lee, 2008; Cambria et al., 2017) and is what sets sentiment apart In the psychology and philosophy literature, sentiment implies an enduring, complex, and relatively permanent disposition to react emotionally, cognitively, and conatively toward a certain object or situation (Cattell, 1940; Vendrell Ferran, 2022) and are viewed as sentiments are often viewed as more permanent and fundamental "neuropsychic dispositions" that can encompass and organize a network of attitudes and emotions (Cattell, 1940; Gervais and Fessler, 2017). Thus, sentiments are distinct from perceptions, emotions, attitudes and beliefs. Positive individual sentiment about the usefulness and effectiveness of enablement efforts has been shown to influence performance outcomes (Hartmann et al., 2018). Furthermore, team sentiment, reflecting shared beliefs about enablement's value, helps create alignment, fostering collaboration and mutual accountability across functions (Homburg et al., 2014). Research also highlights the importance of company sentiment, which reflects top management's support and the overall strategic commitment to enablement, as a critical factor in sustaining performance gains over time (Peterson & Dover, 2020). According to the Theory of Planned Behavior (Ajzen, 1991), attitudes toward a function may result in stronger intentions and efforts to achieve KPI related goals.

Based on this research, we propose the following hypothesis:

Hypothesis 1: Sentiment of enablement in (a) individuals, (b) team, and (c) company will have a positive relationship with KPI achievement.

METHODOLOGY

The review of existing literature underscores the importance of exploring how sentiment toward revenue enablement at various levels influences KPI achievement. However, few studies have empirically investigated these relationships across individual, team, and organizational dimensions. To address this gap, the present exploratory study examines the relationship between sentiment and KPIs.

Present Study

To capture a diverse and representative view of revenue enablement perceptions, the researchers employed a multi-pronged sampling strategy. Outreach efforts targeted a broad network of sales and revenue enablement professionals through professional social media platforms (e.g., LinkedIn), direct email outreach to established sales leadership networks, and targeted communications to organized communities such as the Revenue Enablement Society and Research and Insight-based Strategic Enablement (RISE). These channels were chosen for their high engagement among practitioners and thought leaders in the sales and enablement domains.

Participants were invited to complete an online survey designed to assess perceptions of revenue enablement effectiveness at the individual, team, and organizational levels. The survey employed a Likert-type scale (ranging from 1 = *Strongly Disagree* to 5 = *Strongly Agree*) to capture levels of agreement with statements reflecting the perceived value and impact of revenue enablement. Core items included variations of the prompt "I believe," "My team believes," and "My company believes," in relation to the following statements: "Sales Enablement is effective"; "Sales Enablement is useful"; "Sales Enablement works"; "Sales Enablement is a critical corporate function"; "Sales Enablement influences sales close rates."

To measure KPI attainment, the survey included three Likert-scale items that captured respondents' agreement with statements related to key performance metrics at both the company and team levels. These items were: "Our company is on track to achieve quota"; "Our company is achieving our KPIs"; and "My team is achieving our KPIs." Participants responded using a 5-point Likert-type scale ranging from *Strongly Disagree* to *Strongly Agree*. These self-assessments were used to analyze differences in reported KPI achievement and to compare how revenue enablement perceptions may vary across organizations with higher or lower levels of KPI attainment. This approach enabled the researchers to triangulate perspectives across multiple organizational levels, offering a more nuanced view of how revenue enablement is perceived and positioned within modern revenue organizations.

Results

Descriptive Statistics

A total of 312 surveys were distributed and 136 were completed for a completion rate of 43.6%. The average time respondents had been in their current role was 4.9 years, and the average tenure at their current company was 4 years. The average age of respondents was approximately 42 years. Regarding gender, 49.3% of participants identified as female (n = 67) and 50.7% identified as male (n = 69).

Survey responses also captured the cadence of enablement interactions with sales teams. Cadence in internal company enablement interactions refers to the structured and recurring schedule of communication, meetings, and processes designed to ensure alignment, share information, monitor performance, and optimize the revenue process (Brontén, 2024). The most common meeting frequency was weekly, reported by 31.8% of respondents. This was followed by monthly meetings (24.2%) and biweekly meetings (23.6%). Less frequent meeting cadences included quarterly (10.2%), annually (0.6%), and never (4.5%). Notably, 5.1% of respondents indicated that their organization does not have a Revenue Enablement function.

Psychometric Analysis of Measures

The next step in the analysis process was to examine the measures to ensure that they were sound for use in the subsequent analyses. Initial examination of the scale items using an EFA (see Appendix B) and reliability analysis (see Table 2) reveal that the measures of individual sentiment (mean = 4.44; α = .878) team sentiment (mean = 4.22; α = .870), company sentiment (mean = 3.93; α = .897) and KPI Achievement (mean = 3.63, a=0.954) all possess good psychometric properties with the exception of item 5 in the Team Sentiment scale which failed to load at the 0.5 level on any construct and was removed from inclusion in the rest of the analyses. Table 1 shows the mean and standard deviation for each scale.

Table 1: Individual, Team and Company Enablement Sentiment and KPI Achievement

Dimension	Mean	STD
Individual Sentiment	4.44	.682
Team Sentiment	4.22	.795
Company Sentiment	3.93	.854
KPI Achievement	3.63	.954

Table 2 lists each construct and illustrates the results of reliability and validity tests for our main empirical study. Cronbach's α met the threshold of .79 (Nunnally, 1978), and AVE calculations exceeded the recommended level of .50 (Fornell and Larcker, 1981; Gefen and Straub, 2005). Based on these analyses, the measurement model indicates acceptable reliability and validity. In addition, the inter-factor correlations are much lower than the square-root of the AVEs for each construct also demonstrating discriminant validity between the three levels of sentiment (Fornell and Larcker, 1981).

Table 2: Reliability and Validity

Variables	Cronbach's α	AVE
Individual Sentiment	0.878	0.682
Company Sentiment	0.897	0.854
Team Sentiment*	0.870	0.539
KPI Achievement	0.808	0.954

Note. Cronbach's alpha values ≥ 0.70 indicate acceptable internal consistency; AVE values ≥ 0.50 suggest adequate convergent validity.
*Item 5 was removed based on the EFA results

Inter-Construct Correlation Matrix**

Construct	1	2	3
1 (Company Sentiment)	0.924		
2 (Individual Sentiment)	-0.368	0.825	
3 (Team Sentiment)	-0.576	0.520	0.734

Extraction Method: Maximum Likelihood.
Rotation Method: Oblimin with Kaiser Normalization.
**Diagonal Elements are the square-root of the AVE

Overall, the measures demonstrate validity and reliability. They adequately cover relevant perspectives on revenue enablement effectiveness across multiple organizational levels and tie these perceptions directly to measurable performance outcomes. This comprehensive approach ensures that the survey effectively captures specific and actionable insights about revenue enablement, individual beliefs, team dynamics, corporate culture, and KPI performance. For empirical robustness, it is recommended to statistically reconfirm these reliability metrics (e.g., through Cronbach's alpha) in subsequent empirical analyses.

Enablement Sentiment and KPI Achievement

In order to assess Hypothesis 1, (which posited that sentiment on revenue enablement at the (a) individual, (b) team, and (c) corporate levels will correlate favorably with key performance indicator (KPI) attainment, the authors utilized Structural Equation Modeling (AMOS 31) to assess the degree to which sentiment at each level accounted for variance in KPI performance. Using a maximum likelihood extraction and standard SEM modeling practices a measurement and path model (see figure 1) was analyzed to confirm the EFA scale results and test the links between each level and KPI achievement across all levels of the firm (individual, team and company).

As can be seen in Table 3, the overall model fit is marginal (RMSEA =0.097, Chi-square/df ratio =2.264) which is not surprising given all of the other factors that can influence KPI achievement. The factor loadings confirm the EFA results and there were no concerns about cross loadings in the modification indices. The major concern in the factor loading was that several were greater than 1.0. This can be explained by looking at the inter-factor correlations which are quite high and indicate that there is significant multicollinearity between each level of sentiment, a not surprising finding. The structural paths also show a surprising finding in that the only level of sentiment that was significantly related to KPI Achievement was the company level. This finding was verified by replicating the model to use the individual items in the KPI Achievement scale as outcome variables and in each case the only significant predictor was still the company level sentiment.

These results partially corroborate Hypothesis 1. The sentiment of enablement at the company tier substantially influences KPI attainment. These results emphasize the necessity for firms to cultivate a cohesive, strategic enablement mentality at all levels to enhance sales effectiveness due to the high level of correlation between sentiment at the different tiers.

A final analysis was conducted to explore what each role in the samples (sales reps, sales leaders, enablement professionals, enablement leaders and C-Suite revenue leaders) believes that enablement does. This analysis highlights the disparity between these roles in terms of the functions they perceive as being part of enablement. As can be seen in Table 4, there is a noticeable difference in the proportions of each role that views a certain activity as part of the enablement domain. To make the comparisons easier, in the table those activities that were identified by at least 70% of the respondents in a particular role as part of enablement are bolded, while the activities that were selected as part of enablement by less than 40% of respondents were italicized. When examining the table, the only activity that was viewed as an enablement task by over 70% in each role was sales training. On the other hand, competitive intelligence, performance analytics and gap analysis failed to reach the 70% mark for any role. The rest of the activities show a mix of perceptions by role. This finding indicates that firms and enablement organizations need to do a better job communicating what sales/revenue enablement is or is not to constituents who impact or are impacted by those activities. Of note in this analysis was that more than 40% C-suite revenue leaders and sales leaders thought all the activities were within the prevue of revenue enablement while enablement professionals and leaders both thought that all activities except competitive intelligence belonged to their area. The real shock was what the sales representatives who are expected to benefit most from revenue enablement saw as activities under the enablement umbrella. Less than 40% of sales representatives thought that revenue enablement included the activities of communications, performance analytics, gap analysis and sales process optimization, This indicates that those in leadership positions and heavily involved in revenue enablement have a distinctly different impression of what revenue enablement does versus the perceptions of those on the front lines who interact directly with the customer.

Future research should attempt to uncover why this disconnect exists and what can be done about it to ensure internal company alignment around the roles, duties, activities and responsibilities of revenue enablement.

Table 3: SEM Results

Model	Proposed	Saturated	Independence
Model Fit			
CMIN	255.848	0.000	181.673
DF	113.000	0.000	136.000
P-value	0.000	NA	0.000
CMIN/DF	2.264	NA	10.895
RMSEA	0.097	NA	0.271
Fit Indices			
NFI	0.827	1.000	0.000
RFI	0.792	NA	0.000
IFI	0.896	1.000	0.000
TLI	0.872	NA	0.000
CFI	0.894	1.000	0.000
PRATIO	0.831	0.000	1.000
PNFI	0.687	0.000	0.000
PCFI	0.743	0.000	0.000
AIC	369.848	340.000	1549.673
NCP	142.848	0.000	1345.673

Factor Loadings						
Item	Construct	Estimate**	S.E.	C.R.	P	Stdzd Coef
Ind Sent 5*	Ind Sent	1.000	NA	NA	NA	0.696
Ind Sent 4	Ind Sent	0.807	0.120	6.729	***	0.625
Ind Sent 3	Ind Sent	1.100	0.121	9.080	***	0.871
Ind Sent 2	Ind Sent	0.839	0.106	7.900	***	0.741
Ind Sent 1	Ind Sent	1.209	0.137	8.809	***	0.838
Comp Sent 5*	Comp Sent	1.000	NA	NA	NA	0.768
Comp Sent 4	Comp Sent	0.991	0.105	9.428	***	0.789
Comp Sent 3	Comp Sent	0.886	0.094	9.389	***	0.786
Comp Sent 2	Comp Sent	0.905	0.092	9.789	***	0.816
Comp Sent 1	Comp Sent	0.870	0.094	9.230	***	0.775
Team Sent 4*	Team Sent	1.000	NA	NA	NA	0.694
Team Sent 3	Team Sent	1.130	0.129	8.756	***	0.824
Team Sent 2	Team Sent	0.926	0.114	8.151	***	0.762
Team Sent 1	Team Sent	1.253	0.133	9.387	***	0.903
KPI Ind*	KPI Achieve	1.000	NA	NA	NA	0.673
KPI Team	KPI Achieve	1.224	0.163	7.514	***	0.932
KPI Comp	KPI Achieve	0.830	0.125	6.618	***	0.634
* Path Estimate Fixed at 1.0 for model identification purposes						

** Some Factor Loadings are above 1.0 due to the collinearity between the levels of sentiment
*** Indicates a p-value of less than .001

Structural Paths						
DV	IV	Estimate	S.E.	C.R.	P	Stdzd Coef
KPI Achieve	Ind Sent	-0.032	0.136	-0.238	0.812	-0.027
KPI Achieve	Team Sent	0.184	0.148	1.244	0.213	0.178
KPI Achieve	Comp Sent	0.372	0.106	3.499	***	0.460

Inter-Factor Correlations		
Team Sent	Ind Sent	0.626
Team Sent	Comp Sent	0.643
Ind Sent	Comp Sent	0.400

Table 4: What Enablement Does by Role in the Company

Role	Sales Lead (N=20)	Sales Rep (N=11)	Enablement Pro (N=38)	Enablement Lead (N=48)	C-Suite Rev Lead (N=12)
What Enablement Does	Proportion	Proportion	Proportion	Proportion	Proportion
Content/Asset Management	0.65	0.55	0.89	0.83	0.67
Competitive Intelligence	0.45	0.55	0.29	0.27	0.42
Sales Playbooks	0.65	0.73	0.71	0.83	0.75
Sales Training	0.80	0.73	0.92	0.94	0.83
Sales Coaching	0.70	0.64	0.58	0.69	0.67
Performance Analytics	0.50	0.36	0.42	0.60	0.67
Gap Analysis	0.40	0.18	0.45	0.67	0.58
Sales Process optimization	0.70	0.18	0.68	0.83	0.75
Tools and Technology	0.75	0.73	0.74	0.85	0.58
Cross-Functional Collaboration	0.60	0.45	0.89	0.85	0.75
Communications	0.70	0.36	0.82	0.83	0.50

- Note 7 respondents listed other roles

In an effort to better understand perceptions of the activities engaged in by enablement, post hoc analyses were conducted by KPI performance and by an interaction of KPI performance and revenue enablement sentiment.

The first post hoc analysis examined the perceptions of which activities belong to revenue enablement from the perspective high and low KPI achievers at the individual, team and company level. As can be seen in Table 6, High achievers were significantly more likely to identify sales coaching and performance analytics as revenue enablement activities than low performers not mater the level of aggregation for the KPI assessment (individual, team or company). The only other significant differences for high and low achievers on personal level KPIs were sales process optimization and gap analysis, where the high performers were significantly more likely to identify it as a revenue enablement activity. At the team level, high achievers were significantly more likely to select creating sales playbooks, implementing sales tool and technology and communications than were low performers. Finally at the company level of aggregation, members of high performing

Table 5: Perceived Enablement Activities by KPI Performance Level

Level	Personal				Team				Company			
KPI Performance	Low	High	Diff.	P-value	Low	High	Diff.	P-value	Low	High	Diff.	P-value
Enablement Activities	n=23	n=113			n=34	n=102			n=50	n=86		
Content/Asset Management	0.783	0.770	0.013	0.447	0.735	0.784	-0.049	0.278	0.780	0.767	0.013	0.433
Competitive Intelligence	0.304	0.354	-0.050	0.324	0.324	0.353	-0.029	0.377	0.340	0.349	-0.009	0.458
Sales Playbooks	0.783	0.743	0.040	0.346	0.618	0.794	-0.176	**0.020**	0.760	0.744	0.016	0.419
Sales Training	0.957	0.858	0.099	0.097	0.853	0.882	-0.029	0.327	0.880	0.872	0.008	0.447
Sales Coaching	0.435	0.699	-0.264	***0.008***	0.324	0.765	-0.441	**<.001**	0.500	0.744	-0.244	**0.002**
Performance Analytics	0.348	0.558	-0.210	***0.033***	0.235	0.618	-0.383	**<.001**	0.380	0.605	-0.225	**0.006**
Gap Analysis	0.304	0.558	-0.254	***0.013***	0.206	0.618	-0.412	**<.001**	0.440	0.558	-0.118	0.092
Sales Process Optimization	0.522	0.717	-0.195	***0.033***	0.588	0.716	-0.128	0.083	0.680	0.686	-0.006	0.471
Tools and Technology	0.696	0.770	-0.074	0.224	0.588	0.814	-0.226	**0.004**	0.700	0.791	-0.091	0.117
Cross-Functional Collaboration	0.739	0.796	-0.057	0.270	0.706	0.814	-0.108	0.092	0.700	0.837	-0.137	**0.030**
Communications	0.696	0.752	-0.056	0.286	0.618	0.784	-0.166	**0.027**	0.660	0.791	-0.131	**0.046**

Note: Shaded cells show activities where the proportion of high performing respondents who selected the activity as part of enablement was significantly higher than low performers.

companies were significantly more likely to select cross functional collaboration and communications as activities belonging revenue enablement than those who reported working for low KPI achieving firms. This raises some questions as to the cardinality of these findings. It could be that low performers are that way due to their enablement groups not engaging in certain activities and thus the respondents do not see those activities as part of enablement. Or is it that the poor performing groups are not utilizing those activities that are being provided by the enablement groups at their firms because they are not aware/attentive to them and are thus performing poorly? Future research should untangle the directionality between revenue enablement activity perceptions and performance.

The second post hoc assessment examined the confluence of performance and enablement sentiment on perceptions of the key activities of revenue enablement. For simplicity and clarity of comparison, the comparison was made between high performers who had high enablement sentiment and low performers who had low enablement sentiment. As can be seen in Table 7, respondents who were high performers and had high enablement sentiment rated the following activities as belonging to revenue enablement over 30 percentage points higher than the respondents in the low performer and low enablement sentiment group regardless of level of aggregation for KPI performance: Sales coaching and gap analysis. As with assessment by KPI alone, one has to wonder if the performance is driving the perception or if the perception is based on experience which drive the poor performance. At the individual KPI comparison level, only sales process optimization had a perceptual difference between the groups of greater than 30% in addition to the two that spanned all KPI aggregation levels. At the team and company KPI levels, performance analytics was the only additional activity that was rated more highly by the high/high group by more than 30 percentage points in both cases. As above, future research should examine the processes by which performance and sentiment influence the perceptions of which activities fall under the auspices of revenue enablement and if there is some a recursive loop between KPI achievement and enablement activity perceptions.

Table 6: Perceived Enablement Activities by KPI Performance Level and Enablement Sentiment

Level	Personal			Team			Company		
KPI Performance/Enablement Sentiment	Low/Low	High/High	Diff.	Low/Low	High/High	Difference	Low/Low	High/High	Difference
Enablement Activities	n=14	n=78		n=22	n=67		n=28	n=61	
Content/Asset Management	64.3	82.1	-17.8	77.3	89.6	-12.3	82.1	78.7	3.4
Competitive Intelligence	35.7	37.2	-1.5	31.8	32.8	-1.0	28.6	41.0	-12.4
Sales Playbooks	78.6	74.4	4.2	59.1	79.2	-20.1	71.4	80.1	-8.7
Sales Training	92.9	84.6	8.3	86.4	91.0	-4.6	89.3	93.4	-4.1
Sales Coaching	28.6	71.8	*-43.2*	*27.3*	*82.1*	*-54.8*	*39.3*	*82.0*	*-42.7*
Performance Analytics	35.7	61.5	*-25.8*	*22.7*	*67.2*	*-44.5*	*25.0*	*67.2*	*-42.2*
Gap Analysis	28.6	59.0	*-30.4*	*18.2*	*68.7*	*-50.5*	*32.1*	*67.2*	*-35.1*
Sales Process Optimization	42.9	73.1	*-30.2*	*59.1*	*74.6*	*-15.5*	*64.3*	*77.0*	*-12.7*
Tools and Technology	57.1	75.6	-18.5	59.1	79.1	-20.0	67.9	83.6	-15.7
Cross-Functional Collaboration	64.3	85.9	-21.6	72.7	91.0	-18.3	75.0	91.8	-16.8
Communications	71.4	79.5	-8.1	63.6	86.6	-23.0	60.7	80.3	-19.6

Note: Shaded cells show where the proportion of high/high respondents who selected the activity as part of enablement was more than 30 percentage points higher than low/low group.

MANAGERIAL IMPLICATIONS

The findings from this study provide actionable insights for managers seeking to optimize revenue enablement efforts and enhance key performance outcomes across individual, team, and organizational levels. Given the relationships identified between sentiment toward enablement and KPI achievement, several practical recommendations emerge that can guide leadership in developing more effective enablement strategies.

Foster Positive Sentiment at the Individual Level

The study reveals that positive individual sentiment toward revenue enablement that is reflected in perceptions of usefulness and effectiveness correlates with KPI achievement ($r=0,263$, $p<0.01$). Managers should focus on creating personalized training and development programs that demonstrate clear value to individual employees. This can include:

Targeted skill development by delivering relevant content through microlearning platforms that align with individual growth areas. Examples of micro-learning include short on-demand video modules, mobile-friendly simulations, and just-in-time reference cards. In some cases, micro-credentials, such as digital badges, may better capture and certify these learning outcomes. Self-directed learning projects (Boyer et al., 2014) can support sellers with individual learning plans that result in performance and motivation improvements.

Just-in-time coaching by providing real-time feedback to sales representatives, using technology platforms that offer AI-powered coaching and instant assessments (Schenk et al., 2022). A study by Saavedra and Heath (2023) demonstrates how an AI coaching platform with instant feedback increase learner self-efficacy.

Implement recognition and rewards. Managers should recognize individual achievements linked to enablement activities to reinforce positive behaviors and attitudes. Building trust in the effectiveness of enablement tools helps employees see their development as meaningful, which in turn drives higher engagement and performance.

Strengthen Team Sentiment to Drive Collaboration and Performance

The study indicates that team sentiment toward enablement is positively correlated to KPI achievement ($r=0.392$, $p<0.01$). This underscores the importance of fostering collaboration and shared accountability among team members. Managers can:

Facilitate peer learning to create environments where sales teams can learn from each other through group role plays, knowledge sharing, and collaborative problem-solving (Kilian et al., 2023).

Build collective goals by aligning individual incentives with team performance to encourage cooperation and reduce internal competition (Homburg et al., 2014).

Promote transparent communication by encouraging open discussions about enablement efforts to gather feedback and continuously improve the programs in place. By nurturing positive team sentiment, organizations can create a culture of mutual support that enhances overall performance and aligns individual efforts with team objectives.

Cultivate Organizational Support to Maximize Impact

The data show that company sentiment has the strongest correlational relationship with KPI achievement ($r=0.495$, $p<0.01$), emphasizing the role of all layers of the company in driving enablement success. Managers should ensure that enablement is positioned as a strategic priority by:

Embedding enablement into the corporate strategy by integrating revenue enablement goals into broader business objectives to ensure alignment across departments (Schenk et al., 2022).

Gaining executive sponsorship by engaging senior leaders in championing enablement initiatives to signal their importance to the organization (Kilian et al., 2023).

Tracking performance metrics by establishing clear KPIs to measure the effectiveness of enablement programs and communicate progress across the organization regularly.

When employees and teams perceive enablement as a critical function, they are more likely to engage actively with enablement resources, leading to higher performance.

Leverage Technology and Analytics for Systems Enablement

Systems capital plays a key role in effective enablement by ensuring that the right tools and technologies are in place to support the sales force. Managers should:

Integrate CRM and analytics platforms and tools to centralize data and provide insights that drive decision-making (Peterson & Dover, 2020), but ensure these tools are user friendly and limit seller administration time. Sellers who perceive tools that will support management and not the sales role will limit seller motivation to adopt the technology (Boyer, 2023).

Adopt AI-powered coaching tools like artificial intelligence platforms to offer personalized feedback, track skill development, and recommend learning paths. Baker Communications uses online skills, learning and behavioral assessments to track and prescribe learning paths, for example (Baker Communications, 2025).

Monitor enablement effectiveness through dashboards by using KPI tracking systems, like those included in the study, to continuously monitor and refine enablement initiatives in real time. By investing in the right systems, organizations can streamline processes and provide data-driven insights to both employees and managers, fostering continuous improvement.

Transition Toward Revenue Enablement for Cross-Functional Alignment

The concept of revenue enablement extends beyond sales, bringing together teams to create seamless customer interactions throughout the buyer journey (Peterson & Dover, 2020). Managers should consider:

Align marketing, sales, and customer success teams to develop unified messaging and processes to ensure consistency across all customer touchpoints.

Implement cross-departmental KPIs to establish shared goals that encourage collaboration between revenue-generating functions.

Adopt customer-centric enablement frameworks by focusing on value creation for customers at every stage of the journey, from lead generation to post-sale support.

This transition from sales to revenue enablement ensures that organizations are not only meeting sales targets but also delivering sustained value to customers, leading to long-term growth.

Monitor and Adjust Enablement Strategies Based on Sentiment Data

Finally, the study highlights the importance of continuously monitoring sentiment at multiple levels: individual, team, and organizational, to ensure that enablement programs remain effective. Managers should establish feedback loops that allow for:

Regular sentiment assessments by conducting surveys to gauge perceptions of enablement efforts across the organization.

Data-driven adjustments by using sentiment and KPI data to refine enablement strategies, addressing gaps and building on successes.

Ongoing communication to keep employees informed about improvements to enablement programs, reinforcing the organization's commitment to their success.

By actively monitoring sentiment and performance data, organizations can create adaptive enablement environments that remain aligned with evolving business needs.

The Job Characteristics Model (Hackman and Oldham, 1980) suggests task identity, signification and feedback all impact satisfaction and motivation. Therefore, sentiment about job function may arise from well-defined and designed roles within the function. With largely different views of the revenue enablement function, enablement teams may be confused and pulled in different directions, leading to limited success. Job Characteristics Model suggests employees who see meaning and impact in their work with engagement more, and that will lead to more positive impacts on KPIs. Therefore, creating a unified and well-defined revenue enablement function, based on revenue enablement initiatives that promote increased KPI attainment may be valuable to organizations.

CONCLUSION AND FUTURE RESEARCH

Organizations that invest in fostering positive perceptions, aligning teams, and leveraging technology may be better positioned to achieve superior performance outcomes. The shift toward revenue enablement represents a strategic opportunity for organizations to integrate customer facing functions and sustain long-term growth through cross-functional collaboration. These findings indicate the importance of an enablement culture that permeates the organization from the top levels to the team level down to the individual in order to achieve desired outcomes. This is an important finding given the recent shifts away from focusing on culture due to budgetary constraints and frequent turnover at the executive level of many companies. It highlights the need to make enablement a priority and strategic focus to help increase profitability.

Additionally, the finding that the perception of what enablement does varies based on role shows the need for companies and revenue enablement organizations to clearly communicate to all stakeholders which activities fall under the enablement umbrella as part of creating enablement culture within companies. However, there is much research still needed into the role of sentiment at all levels on enablement engagement and utilization as well as how the three levels (individual, team and company) interact to drive engagement, execution and outcomes. In addition, the utilization of multi-level analysis and hierarchical linear modeling may improve the understanding of how these various levels of sentiment work together to impact a myriad of sales and revenue results.

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Appendix A Scale Items

All items measured on a 5-point Likert Scale (1-Strongly Disagree to 5-Strongly Agree)

Individual Sentiment

I believe that Sales Enablement is effective

I believe that sales enablement is useful

I believe that Sales Enablement works

I believe Sales Enablement is a critical corporate function

I believe Sales Enablement influences sales close rates

Team Sentiment

My team believes that Sales Enablement is effective

My team believes that Sales Enablement is useful

My team believes that Sales Enablement works

My team believes Sales Enablement is a critical corporate function

My team believes Sales Enablement influences sales close rates*

*Omitted from analysis due to EFA results

Company Sentiment

My company believes that Sales Enablement is effective

My company believes that Sales Enablement is useful

My company believes that Sales Enablement works

My company believes Sales Enablement is a critical corporate function

My company believes Sales Enablement influences sales close rates

KPI Achievement

Our company is achieving our KPIs

I'm achieving my KPIs

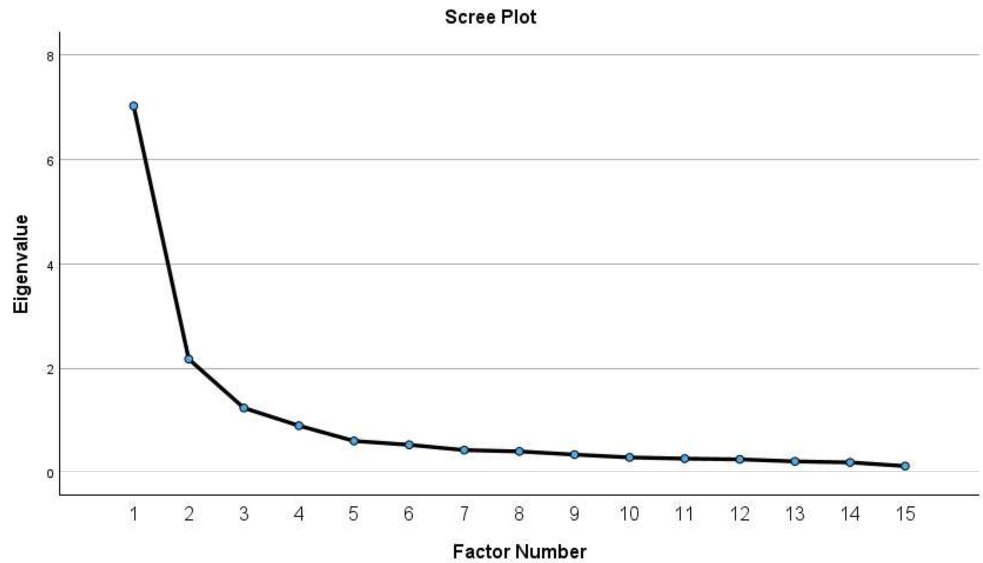
My team is achieving our KPIs

Appendix B: EFA of Sentiment Scales

Goodnessoffit Test

ChiSquare	df	Sig.
171.386	63	.000

Total Variance Explained				
Factor	Initial Eigenvalues			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total
1	7.026	46.843	46.843	5.009
2	2.176	14.504	61.347	4.505
3	1.239	8.257	69.604	5.119
4	.899	5.991	75.595	
5	.606	4.037	79.632	
6	.532	3.544	83.176	
7	.431	2.872	86.048	
8	.405	2.701	88.749	
9	.344	2.295	91.044	
10	.290	1.934	92.979	
11	.267	1.781	94.760	
12	.253	1.684	96.443	
13	.214	1.430	97.873	
14	.195	1.297	99.170	
15	.125	.830	100.000	
Extraction Method: Maximum Likelihood.				
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.				



Pattern Matrix[a]			
	Factor		
	1	2	3
I believe that Sales Enablement is effective		0.833	
I believe that sales enablement is useful		0.679	
I believe that Sales Enablement works		0.891	
I believe Sales Enablement is a critical corporate function		0.465	
I believe Sales Enablement influences sales close rates		0.735	
My team believes that Sales Enablement is effective			0.890
My team believes that Sales Enablement is useful			0.696
My team believes that Sales Enablement works			0.636
My team believes Sales Enablement is a critical corporate function			0.690
My team believes Sales Enablement influences sales close rates			
My company believes that Sales Enablement is effective	0.682		
My company believes that Sales Enablement is useful	0.869		
My company believes that Sales Enablement works	0.727		
My company believes Sales Enablement is a critical corporate function	0.807		
My company believes Sales Enablement influences sales close rates	0.719		

Rotation Method: Oblimin with Kaiser Normalization.
All loading less than 0.45 omitted for ease of reading