



RESEARCH REPORT | VOLUME 2

Generation Enablement Report: Driving Strategic Change with the Power of AI





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Introduction

Now an entrenched function of go-to-market (GTM) teams in organisations around the world, enablement has experienced a rapid evolution driven not only by the emergence of new technologies but also by the recognition that enablement is a catalyst for constant strategic change.

In [our report published earlier this year](#), Seismic found that, because of enablement's focus on gaining insights and establishing best practices that improve critical business outcomes, it was breaking down barriers between generational cohorts in the workplace. From Boomers to Zoomers, GTM professionals of all ages recognise the value of enablement as a driver of greater customer retention, faster upskilling, more closed deals, and accelerated revenue growth. We dubbed this trans-generational group of professionals [Generation Enablement \(Gen E\)](#).

WHAT IS ENABLEMENT TECHNOLOGY?

For the purposes of this study, enablement technology includes multiple capabilities and solutions, including sales content management and automation, training and coaching, buyer engagement, strategy and planning, and analytics and intelligence.

Even though many in Gen E are not digital natives, they share with their younger colleagues a digital-native approach to new technologies, particularly an affinity for artificial intelligence (AI). This has facilitated the latest and greatest innovations in enablement technology to date, including:

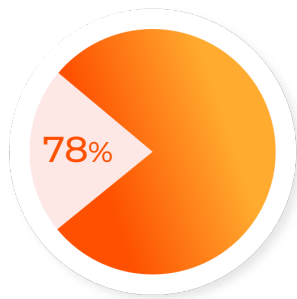
- Finding relevant content more quickly
- Automating content production and personalisation
- Getting answers to questions on demand
- Replicating successful buyer meetings across a given sales force
- Upskilling teams at unprecedented scale without sacrificing the needs of each learner
- Leveraging data to improve their content, training, programmes, and more — and providing this data to prove the ROI of enablement initiatives.

Having uncovered the existence of Gen E and having examined [the impact of AI on enablement in a report last year](#), we wanted to follow up on those combined insights to learn more about how enablement professionals serve as strategic change agents at their companies, and how they enable AI as a virtual partner. We also delved into the rise of enablement's influence on business strategy, how it now has a greater presence among company leadership, and how this elevation might be tied to the ever-growing use of AI-powered enablement technology.

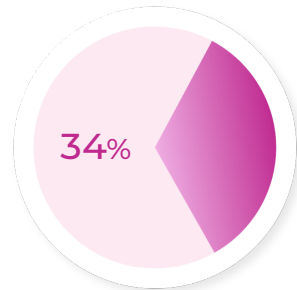
Executive Summary

Enablement practitioners increasingly drive strategic change in their organisations

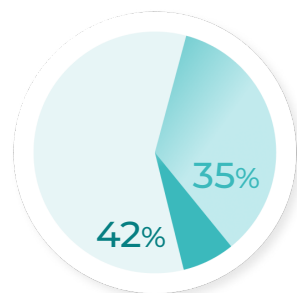
While they were once seen as simply an intermediary between sales and marketing teams, findings from a survey of 1,600 go-to-market (GTM) professionals indicate that enablement leaders and their teams increasingly play a highly visible, strategic role within their organisations.



The elevation and evolution in enablement’s impact are recognised by the function’s counterparts and business partners. Most notably, **78%** say their enablement leaders have succeeded in driving strategic change across their organisation.



Increased cross-organisational buy-in has resulted in increased responsibility. Today, **34%** of GTM professionals stated that their enablement teams manage long-term projects like business transformation.



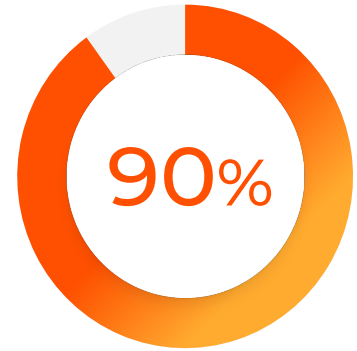
To keep up with this growth in scope, enablement leadership is gaining greater access to leadership and the C-Suite. In fact, among respondents, **42%** noted that enablement leaders meet monthly with GTM leadership. Another **35%** stated that their enablement leaders meet monthly with the C-Suite.

These developments demonstrate the importance of enablement as a profession and a function driven by individuals and teams with a vision for improving the entire organisation.



Reliance on and investments in enablement technology continue to grow

This study sampled full-time sales, marketing, enablement, and customer success professionals in managerial and leadership roles throughout the United States, the United Kingdom, France, Germany, and Australia. The majority of these professionals—**90%**—use enablement technology at work, and their responses suggest this figure will only go up in the near the future since:



89% of respondents believe their team's reliance on technology has increased in the past 12 months.



84% predict that their reliance will continue to increase over the next year.



87% said their company plans to increase investments in enablement technology going into 2025.



The average increase in investment going into 2025 is a generous **23%**.

Consistent with the **89%** that planned to invest in enablement technology going into 2024

Further investment in enablement technology is rooted in strategic change

Given the strategic value of the capabilities and insights enablement technology provides, it's no surprise to see enablement leaders elevating their profiles or to see their companies approving further investment in the tech that helped get them there. Specifically, the insights and capabilities our respondents said are driving this investment include:

The ability to ...



AI is the greatest driver of further investment in enablement technology

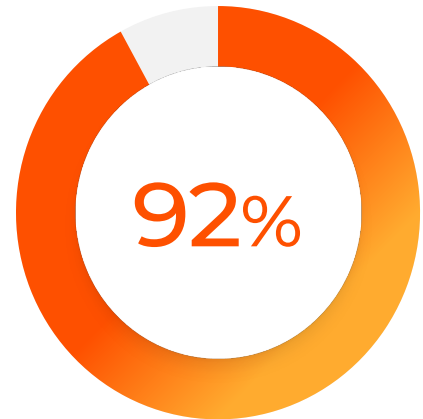
To keep up with growing demands, evolutions in the business, and in buyer behaviours, companies are increasingly investing in AI-driven enablement tools to drive efficiencies. In fact, **92%** say advancements in AI are influencing their company's increased investment in enablement tech going into 2025.

This finding is consistent with our previous reports, "[The State of AI in Enablement](#)" and "[Generation Enablement Report: The Rise of Enablement's Influence](#)." The difference, however, lies in the actions organisations are taking to prepare for an AI-driven future.

65% of respondents said they currently use AI-powered tools in their enablement processes.

In our findings, **96%** of respondents agreed that they need to learn new skills to keep up with AI advancements.

Interestingly, **77%** of respondents stated that their companies have already launched AI-focused training programmes for their current employees.



The findings of this report reflect the value driven by enablement practitioners and the resulting investment in their function and the tools they depend on. As enablement-led initiatives continue to touch more parts of the business, their counterparts and executive leadership are increasingly attuned to their impact. Digital upskilling and AI literacy will only increase the capacity of these teams to scale their efforts and drive greater, more meaningful organisational change.



Methodology and demographics

Total Respondents (1,635)		
Gender	Men: 59%	Women: 41%
Age Ranges	18–27 (Generation Z): 13% 28–43 (Millennials): 51%	44–59 (Generation X): 32% 60–78 (Baby Boomers): 4%
Country	United States: 37% United Kingdom: 24% France: 14%	Germany: 12% Australia: 13%
Company Size (Number of Employees)	1 – 99: 23% 100 – 499: 26% 500 – 999: 21%	1,000 – 4,999: 18% 5,000+: 12%
Confidence	Survey conducted at 95% confidence, +/-2% margin of error	
Timeframe	Survey conducted from August 5, 2024 - August 13, 2024	

Industries:

Retail & Consumer Products 16%	Consulting & Strategy 3%	Other 2%
Sales 8%	Education & Training 3%	Real Estate & Property 2%
Manufacturing, Transport & Logistics . . . 7%	Financial Services: Insurance 3%	Trades & Services 2%
Construction 6%	Administration & Office Support 2%	Community Service & Development . . . 1%
Financial Services: Banking 5%	Call Centre & Customer Service 2%	Design & Architecture 1%
Healthcare & Medical 5%	Advertising, Arts & Media 2%	Financial Services: Wealth Management 1%
Hospitality & Tourism 5%	Engineering 2%	Human Resources & Recruitment 1%
Information & Communication Technology 5%	Financial Services: Asset Management . 2%	Legal 1%
Accounting 4%	Government & Defence 2%	Science 1%
Software & Technology 4%	Marketing & Communications 2%	

Closest Job Title:

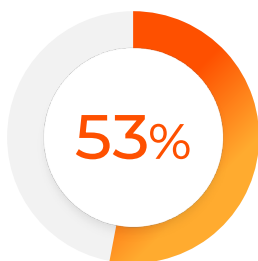
Sales Operations Manager 14%	VP Marketing 7%	Director of Sales Enablement 3%
Director of Sales 12%	CMO (Chief Marketing Officer) 6%	Enablement Programme Manager 3%
Customer Success Manager 11%	Other 5%	CRO (Chief Revenue Officer) 2%
Account Manager 9%	VP of Sales 4%	VP of Customer Success 1%
Inside Sales Manager 7%	Chief Sales Officer 4%	VP of Sales Enablement 1%
Regional Sales Manager 7%	Chief Customer Officer 4%	



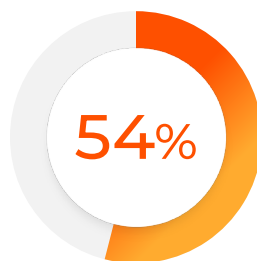
How enablement leaders are driving strategic change

Today, enablement leaders and teams carry out everything from supporting product launches, to onboarding new sellers, to managing complex, multi-pronged changes within the business.

According to respondents, high-level objectives that organisations hope to achieve with enablement include:

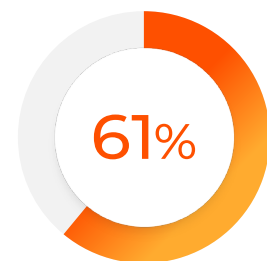


Managing rapid changes in their organisation



Reflecting customer offerings/products/services

The Tourism & Hospitality industry **22% more likely** than average to say this

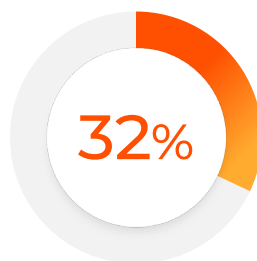


Keeping up with changing customer expectations

Large American companies (those with 5,000+ employees) were **17% more likely** than average to select this

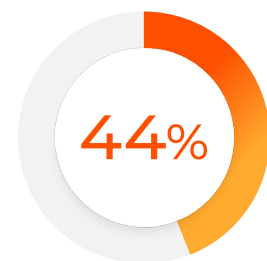


Closing skill gaps between team members through coaching and training



Shortening the buyer journey

Chief Revenue Officers selected this reason **9% more than average**



Driving strategic change across the organisation

As enablement's influence and importance continues to expand, the ability to balance ad-hoc enablement requests while working on long-term strategic priorities is a challenge that all enablement practitioners must overcome.



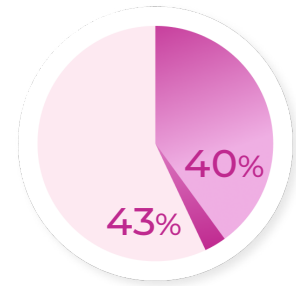


This data certainly confirms the vision of enablement becoming a more strategic function. Initially, many enablement teams were created to be creators of training content, managers of sales academies, supporting teams as armed wings of marketing and product marketing, so sales can better find and leverage content. But, with technology evolving and blending different functions of enablement, enablement investments are now seen by leadership as a comprehensive and strategic driver for results across the entire organisation (plus, the switch from sales enablement to revenue enablement was already a clear revealer of this change).

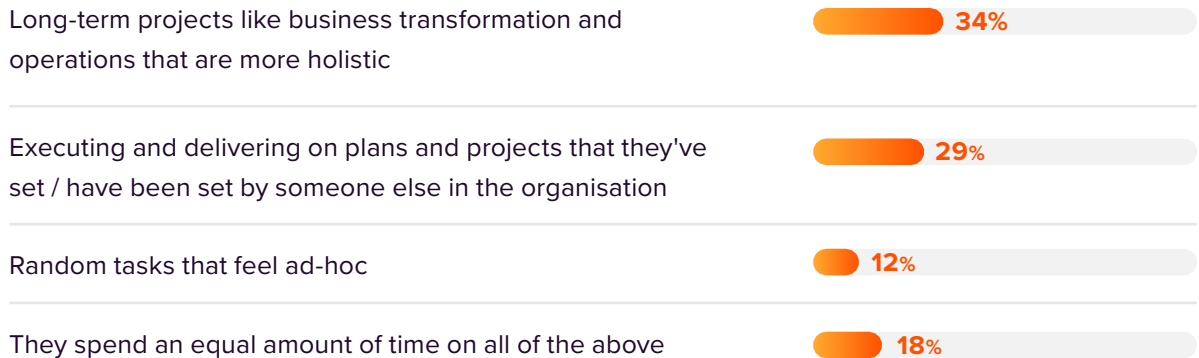


Romain Brun
 Director of Business Operations,
 CybelAngel

Our respondents said that most of their enablement leaders are conducting strategy and planning sessions every month (**43%**) or every quarter (**40%**).

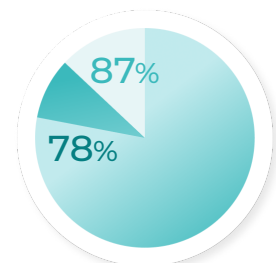


They also believe that their teams do well at balancing strategic projects and ad-hoc requests. **When asked how their enablement leaders spend most of their time, respondents said:**



In a survey of Seismic customers, **57%** said their enablement leader spends their time equally amongst all of the above.

Furthermore, **87%** agree that their enablement leaders prioritise planning and defining a long-term enablement strategy while **78%** say their enablement leaders have succeeded in driving strategic change through enablement initiatives and technology in the past 12 months.



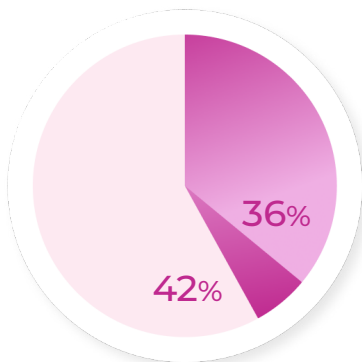


Enablement is often the bridge between teams and becoming a major driver for transformation across the GTM org. At my organisation, there is no way the transformation that's taken place in the last two years could have happened without the Enablement Team.



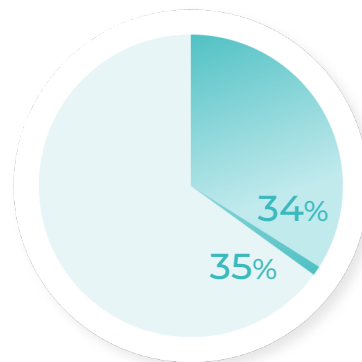
Stephanie Aylward
Revenue Enablement Manager,
OneSource Virtual

When it comes to visibility and buy-in from their organisation's executives, enablement leaders are making great strides:



Most enablement leaders are meeting with their GTM leadership team every month (42%) or every quarter (36%).

In a survey of Seismic customers, **100%** said enablement meets with GTM leadership monthly



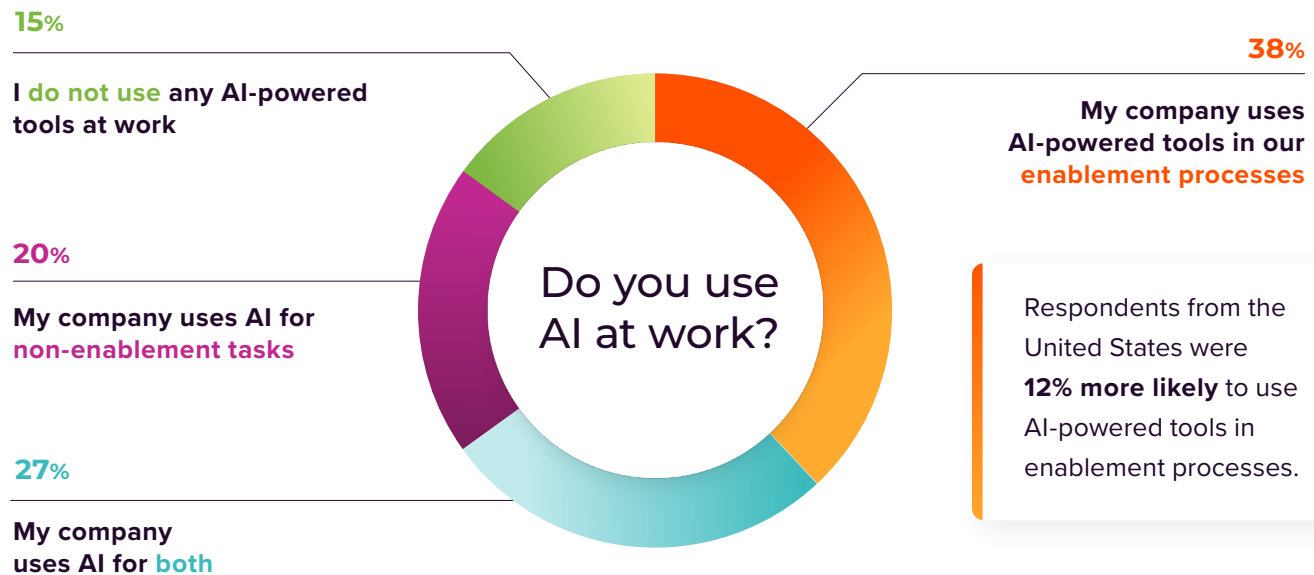
When asked about the enablement leader meeting with their organisation's C-suite, including the CEO, responses were slightly down (35% meet monthly with the C-suite; 34% meet monthly with the CEO). This is still promising for a function that is not universally viewed as a C-suite objective.

Of course, what enablement leaders and teams can accomplish has evolved with the technology they rely on and continue to invest in so heavily—and for most respondents, AI is seen as the next step in that evolution.



AI usage and enablement outcomes

Altogether, **65%** of respondents said they currently use AI-powered tools in their enablement processes.



As we'll see later in this study, there is a strong perception among most respondents that AI will play a major role in the future of their industries and professions despite their inexperience with it in the workplace.



I am thrilled to see that 92% agree that AI is a major driver for increasing investments in enablement. What gives me pause for concern is what this means for companies and teams that may be slower to adopt – or slower to incorporate company policies around AI – and how much further behind in automation and other benefits AI can bring to the enablement space they will be. Is there a risk for not being an early adopter, or is there more of a risk for being one when it comes to AI?



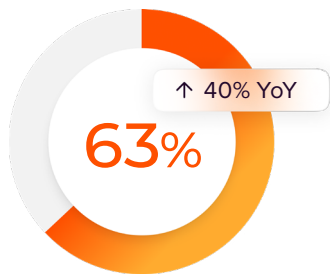
Maggie Maslanik
Programme Manager,
VSP



Of the **65%** who said they currently use AI-powered tools in their enablement processes, they're using those tools rather evenly across all traditional enablement functions but with significant jumps in learning and content creation and editing (+16% and +14%, respectively) when compared to the findings of last year's AI report:

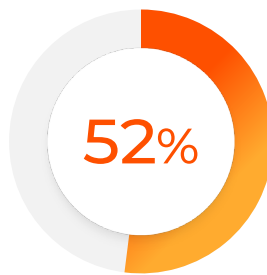
QUESTION

Which of the following enablement processes have you begun to integrate AI into?



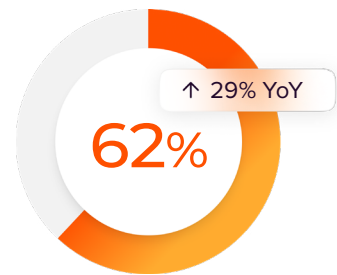
Learning

For example, onboarding, training, and coaching



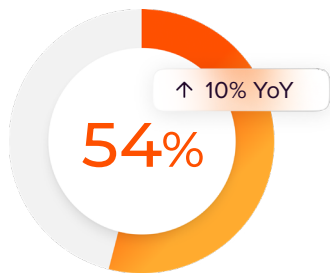
Content management

For example, content storage and findability



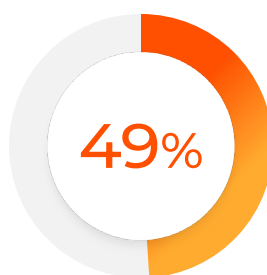
Content creation and editing

For example, automation tools for content collaboration and personalisation



Content distribution

For example, email, social media tools, etc.



Content analytics

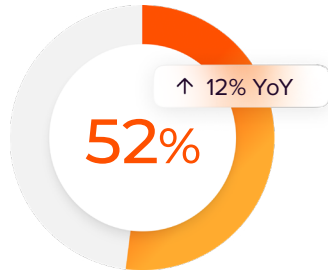
For example, measuring content performance



The enablement outcomes these respondents said they hoped to achieve in their utilisation of AI-powered tools was very similar to the findings of last year’s AI report:

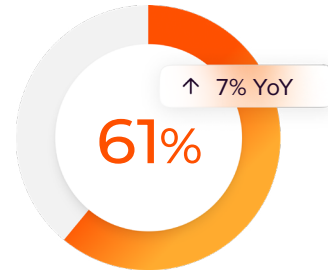
QUESTION

Which of the following outcomes were you hoping to achieve by integrating AI-powered tools into your enablement processes?



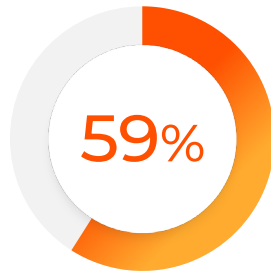
GTM efficiency

For example, faster seller ramp times, higher quota attainment, and more time spent on high-value activities



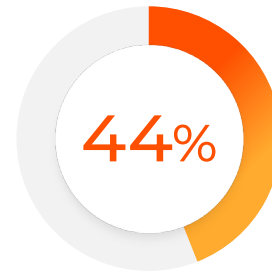
Enhanced buyer experience

For example, increased deal size, better win/renewal rates, and decreased sales cycle times



Operational optimisation

For example, higher enablement efficiency/ROI, improved content usage, and tech stack consolidation



Improved agility/speed to market

For example, time to market, adaptability to changes, GTM alignment



And, with results all within a few percentage points of last year's AI report, respondents overwhelmingly said they achieved those outcomes:

QUESTION

Were you able to achieve the following outcomes by implementing AI-powered tools into your enablement processes?

We were able to achieve ...

GTM efficiency

For example, faster seller ramp times, higher quota attainment, and more time spent on high-value activities

94%

Enhanced buyer experience

For example, increased deal size, better win/renewal rates, and decreased sales cycle times

93%

Operational optimisation

For example, higher enablement efficiency/ROI, improved content usage, and tech stack consolidation

88%

Improved agility/speed to market

For example, time to market, adaptability to changes, GTM alignment

90%



To me, ROI is the most important part of enablement – and measuring it hasn't yet been defined, because every company views enablement differently. I predict that we'll utilise AI to measure this in the future.



Matt Schalsey
Chief Executive Officer,
Kaius

However, employing AI to achieve these outcomes was not without its challenges.

Challenges and overall sentiment around AI in enablement

Among the respondents who use AI-powered tools in their enablement processes, a majority (**51%**) said they experienced significant barriers when adopting those tools and, for most, it took time to see results:

QUESTION

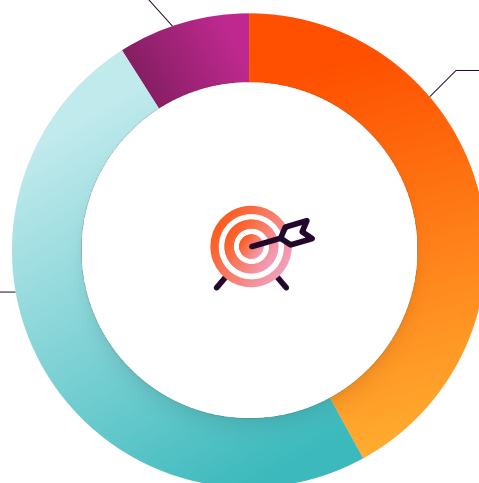
How quickly have you seen a measurable impact from utilising AI within your organisation's enablement processes?

9%

We're still in the process of implementing AI solutions and haven't observed a significant impact yet

49%

The impact was not immediate; overcoming challenges and seeing results took time

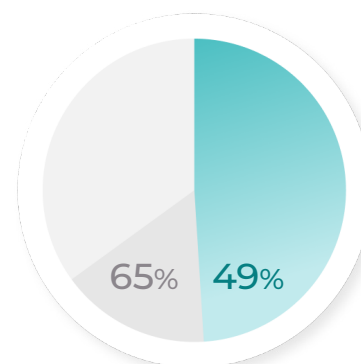


42%

I experienced instant impact and results upon adoption

Only **22%** of Baby Boomers agreed with this statement

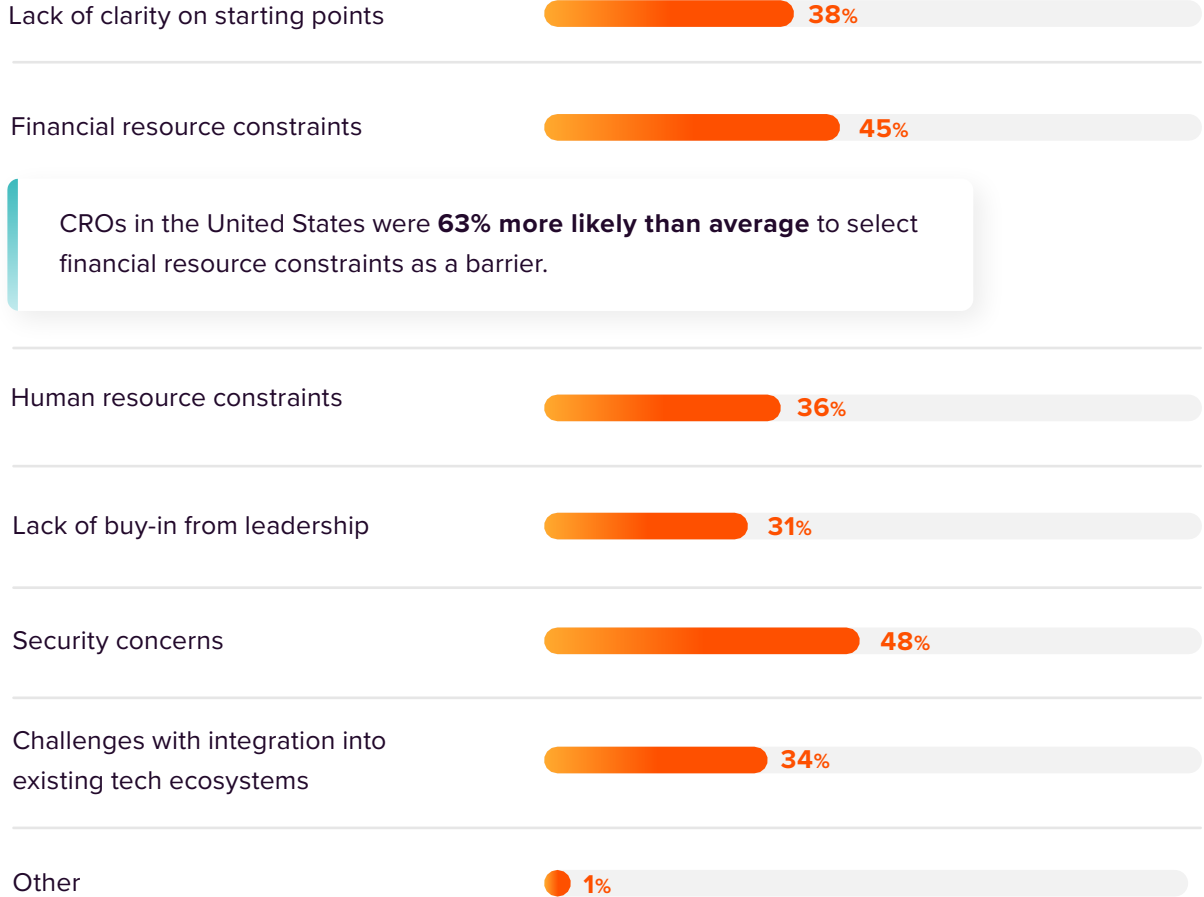
It's worth noting that in last year's AI report, **65%** of those using AI for enablement said it took time to get to the stellar results they eventually saw. That this statistic has dropped to **49%** this year could indicate growing familiarity with AI tools, that those tools have become easier to use, that AI providers have improved how they guide their customers, or a combination of all three.



Specifically, the barriers respondents faced when adopting AI included:

QUESTION

Which of the following, if any, describe(s) the barrier(s) you experienced in adopting AI-powered solutions into your GTM processes?



CROs in the United States were **63% more likely than average** to select financial resource constraints as a barrier.

These proportions are very similar to last year’s findings, although financial resource constraints jumped 8 percentage points, possibly due to a weakening economy. Challenges with integration dropped 11 points, once again potentially indicating growing familiarity with AI, easier-to-use tools, and/or improved vendor guidance.

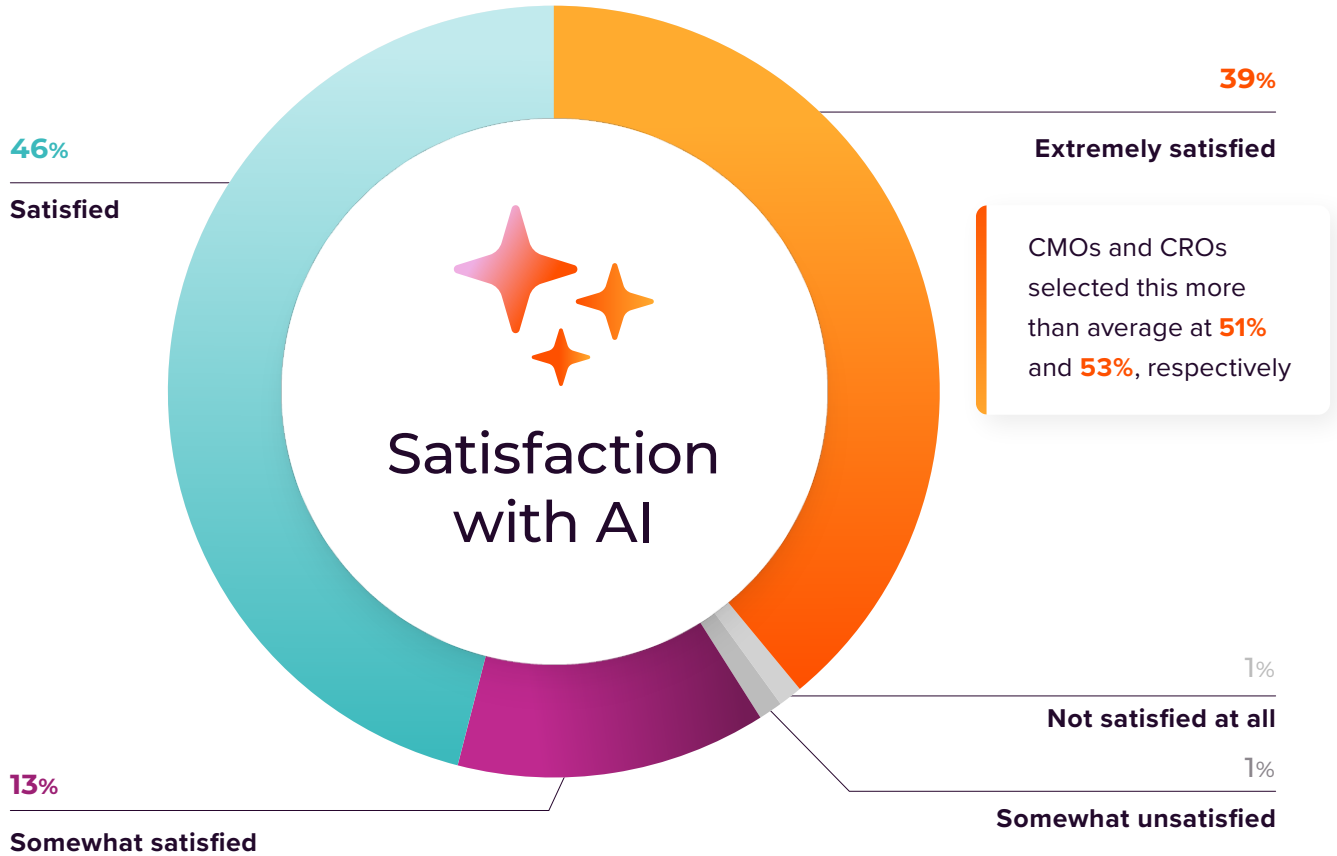
“ When it comes to adopting AI, in addition to resource constraints, having clean data as a foundation can be a common challenge. There are also nuances around how AI is implemented that impact the quality of the results (for example, generative search can bring back the wrong content to answer a question that isn’t relevant to the context of the specific scenario, if the user’s prompt isn’t specific enough).



Esther Friend
Senior Enablement Leader



Despite these barriers, respondents are broadly satisfied with their usage of AI-powered tools. Respondents who are satisfied to extremely satisfied with their usage of AI in enablement jumped by **21%** year-over-year:



And yet **72%** said there remains significant scepticism about AI in their industry while **61%** said the term “AI” carries a stigma that makes it difficult to gain internal support for AI initiatives.

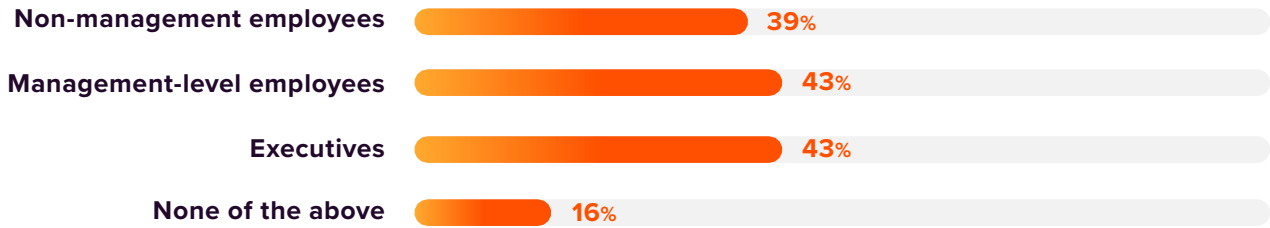
In fact, nearly half (**48%**) say their organisation avoids using the term “AI” in official communications, even when AI is being used. European respondents were **13%** more likely than average to say this.



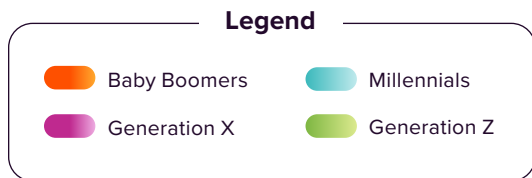
This stigma may stem from the persistent bewilderment around AI, which a significant portion of respondents see at every level of their organisations:

QUESTION

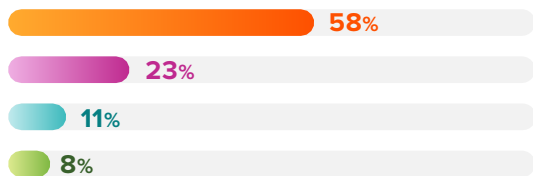
Select the answer that best fills in the blank: AI is misunderstood and underutilised by _____ .



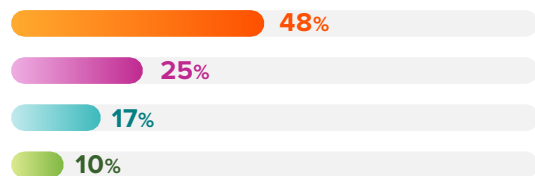
And despite the prevalence of Gen E in GTM teams around the world—and no doubt among this study’s respondents—there remains a strongly perceived generational divide regarding the acceptance of AI, particularly between Baby Boomers and younger cohorts:



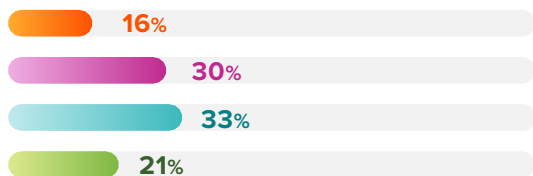
This generation at my company is not accepting of AI



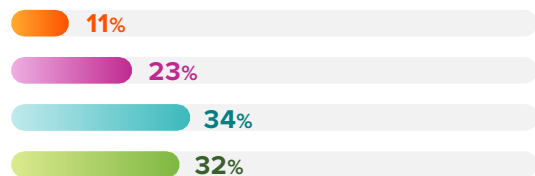
This generation at my company is fearful of AI



Acceptance of AI will increase across this generation in the next five years



This generation at my company is open/willing to improve their AI literacy



Not surprisingly, in our previous Gen E report from April 2024, we see similar and consistent trends among perceptions of each generation regarding resistance to new technologies, with older cohorts generally more resistant than younger cohorts. Millennials lead the way for accepting AI and improving their AI literacy in the coming years.





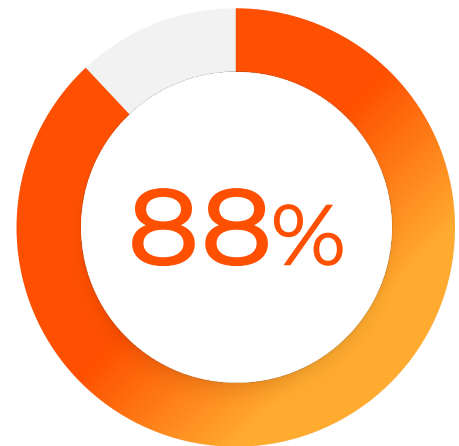
Our tenured sellers are hesitant to leverage or rely on AI, while our junior teammates embrace it much more often. We need to do more internal case studies that highlight how AI can support sales to gain more confidence there. I anticipate that AI utilisation and satisfaction will increase year-over-year.



Nicole Ward
Sr. Director, Revenue Enablement,
OneSource Virtual

However, it's important to highlight here that Baby Boomers only make up **4%** of this study's respondents. While Gen X is perceived to have the second-highest degree of resistance to AI, it's a rather distant second, and their openness to change in response to the rise of AI isn't far off from what's seen among Millennials and Gen Z.

So, among Gen X, Millennials, and Gen Z respondents, the Gen E phenomenon appears very much in effect—especially given that **88%** of all respondents are optimistic AI acceptance will increase across all generations over the next five years.



AI and the future of enablement

It's worth repeating that despite the challenges faced by those who use AI, there's little doubt that AI has significant implications for the future of their companies.



I think that we are on the cusp of trying to figure out how enablement and AI can work together. To truly embrace AI, enablers will need to show the true power of what AI is and how to use it to improve our enablement efforts. I do believe that in five years, it will be a different conversation when people are speaking about AI and the impact it has on the enablement community.



Charleen Lucio
Global Enablement Operations Manager,
Armis

Similar to what we saw in our previous Gen E report, where 87% of respondents agreed that more people across generations will utilise enablement technologies in the next five years, **77%** of this study's respondents agree that AI will completely transform their industries in the next five years and that AI literacy is now an essential skill for GTM professionals. What's more, they are seeing their companies take steps—and are taking steps themselves—to usher in this AI-powered future:

QUESTION

Do you agree with the following statements?

I need to learn new skills to keep up with AI advancements **96%**

I am prioritising AI literacy on my team **83%**

My company has launched AI-focused training programmes for new employees **72%**

Continued →



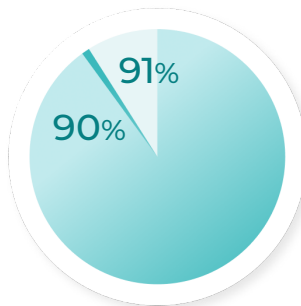
My company has launched AI-focused training programmes for current employees **77%**

My company is already offering custom training programmes on AI to suit different generational learning preferences **65%**

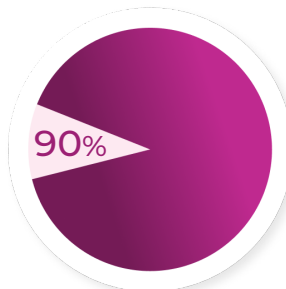
My company is planning to offer custom training programmes on AI to suit different generational learning preferences **76%**

I'm prioritising my own AI literacy to motivate others on my team to use AI **89%**

Chief Marketing Officers agreed the most with the statement that AI will transform their industry (**91%**) and are taking steps to develop their team's digital and AI skills (**90%**).



Australian respondents were most likely to say they are prioritising AI literacy (**90%**); United Kingdom respondents were least likely to offer or plan to offer AI training programmes.



In a small survey of Seismic customers, **100%** agreed that AI literacy is an essential skill for all GTM professionals.

100%

Given the near-universal interest in improving AI literacy among their workforce, we asked respondents what steps they have already taken to prioritise AI literacy.

Adopting new technology led the way (**77%**), followed by updated or enhanced/expanded training (**67%**). Less than half (**49%**) said they were evolving their hiring needs, which means companies are more likely to upskill their existing team than invest in hiring AI-specific talent.



I was surprised to see that 17% of respondents disagreed that they were prioritising AI literacy on their team. I feel not prioritising all the ways we can leverage AI in our jobs is a *miss*.



Sara Rogers

Senior Manager,
Marketing Operations
at TylerTech

Conclusion

Sales, marketing, enablement, and customer success professionals around the world leverage and plan to invest more in enablement technology to drive strategic change within their organisations. They're doing so because enablement technology provides them with the insights and abilities that help them accurately translate leadership's ideas into actions in the field, quickly pivot tactics in response to sudden market shifts, and continuously demonstrate the bottom-line value of all enablement initiatives.

However, the greatest driver of future investment in enablement technology stems from the incorporation of AI, which can vastly improve the efficiency and productivity of current enablement efforts. It's important to remember that generative AI tools like ChatGPT entered the marketplace less than two years ago – far from being widely accepted and adopted by most standards. But regardless of one's experience with it, AI is generally perceived as an unstoppable, transformative force that requires proactive measures to adapt effectively—and in true Gen E fashion, our respondents and their organisations are doing just that.

Furthermore, this study's findings underscore how vital it is for organisations to choose an enablement technology provider with deep experience in implementing AI-powered solutions to achieve positive business outcomes.

Since 2015, Seismic has made progressive investments in AI to provide the evolving capabilities that make us the global leader in enablement and GTM transformation. We're the perfect partner to guide you on your AI journey.

Ready to get started?

Speak with our team today.

About Seismic

Seismic is the global leader in enablement, helping organisations engage customers, enable teams, and ignite revenue growth. The Seismic Enablement Cloud™ is the most powerful, unified enablement platform that equips customer-facing teams with the right skills, content, tools, and insights to grow and win. From the world's largest enterprises to startups and small businesses, more than 2,000 organisations around the globe trust Seismic for their enablement needs. Seismic is headquartered in San Diego with offices across North America, Europe, and Australia.

To learn more, visit [Seismic.com](https://seismic.com) and follow us on [LinkedIn](#), [X \(formerly Twitter\)](#) and [Instagram](#).

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Sources:

¹ <https://seismic.com/uk/resources/reports/generation-enablement/>

² <https://seismic.com/uk/resources/reports/report-the-state-of-ai-in-enablement/>