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Revenue enablement maturity: where businesses stall & how to unlock value-led growth

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Executive summary

Revenue enablement is not a one-time initiative. It is an ongoing discipline that equips sales, marketing, and customer success teams with the tools, content, and insights needed to consistently drive revenue performance.

Most revenue enablement maturity models focus on process, tools, and operational capability, but overlook a critical dimension: value. In this context, we define revenue enablement maturity as how effectively an organization operationalizes value across the revenue lifecycle.

Most organizations become increasingly effective at communicating value at the point of sale. Far fewer are able to extend that value in a consistent, measurable way beyond the deal. This creates a disconnect between what is promised during the sales process and what is ultimately delivered, reinforced, and expanded after the sale.

This disconnect becomes more visible as organizations progress through their revenue enablement journey. Early capabilities may be in place, but they are often not fully connected into a system that supports adoption, realization, and continuous improvement. As a result, maturity tends to stall in the middle of the journey, where execution exists but integration is missing.

The core issue is not a lack of effort or tooling. It is the gap between defining value and operationalizing it across the full revenue lifecycle, from initial engagement through retention and expansion. Without this connection, value remains concentrated in the pre-sale stage rather than compounding across the customer lifecycle.

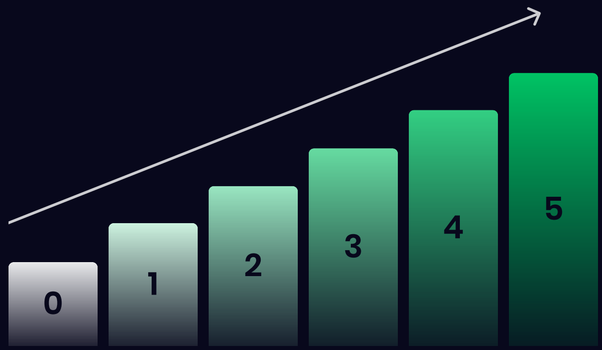
Advancing maturity therefore requires more than technology adoption. It requires alignment across leadership, metrics, processes, and culture, ensuring that value is consistently created, delivered, measured, and reinforced across marketing, sales, and customer success.

This whitepaper introduces a six-stage Revenue Enablement Maturity Model developed in partnership with Genius Drive. It explores where organizations stall, what prevents progression, and how leading companies build connected revenue enablement strategies that unlock sustained value-driven growth.

Introducing the Revenue Enablement Maturity Model

Advancing revenue enablement maturity begins with understanding the distinct stages that define it.

To provide that structure, Mediafly developed the Revenue Enablement Maturity Model in partnership with Genius Drive. The model defines six levels of maturity:



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Reacting

Value is not intentionally defined, owned, or managed. Efforts to communicate it occur only in response to external triggers such as deal risk, competitive pressure, or renewal challenges. Execution is inconsistent and reactive, with no shared view of value as a growth discipline. Organizations remain product-centric, relying on ad hoc rather than structured enablement.

1

Aspiring

Organizations recognize the importance of value-led growth and begin defining intent, goals, or early frameworks. However, execution is inconsistent and driven by individuals rather than systems or governance. Value messaging and ROI conversations begin to emerge but are not standardized or scalable.

2

Constructing

Organizations begin building foundational capabilities for value-led execution. Processes, tools, content, training, and metrics are introduced and piloted, with value practices emerging in specific teams such as marketing and sales. However, adoption is uneven and value is not yet embedded across the organization in a repeatable way.

3

Operationalizing

Value is consistently applied across core teams and lifecycle stages. Enablement is in place, expectations are defined, and value increasingly informs planning and execution. Business cases, outcome messaging, and value tracking become part of standard workflows, extending into post-sale stages where outcomes are reinforced. Value becomes repeatable across the organization.

4

Composing

Value is embedded into how the business operates. It is integrated into governance, operating rhythms, systems, incentives, and performance management. Cross-functional alignment ensures continuity across marketing, sales, and customer success, with ongoing tracking and improvement based on outcomes. Value becomes part of the operating model rather than a set of activities.

5

Orchestrating

Value is continuously optimized at scale through data, feedback loops, automation, and cross-functional alignment. Execution becomes predictive and deeply embedded into strategy and operations. Advanced analytics and AI refine messaging, improve decision-making, and maximize lifecycle impact. Value is continuously improved and scaled, creating sustained competitive advantage.

Progression through these maturity levels is rarely linear. Most organizations stall in the middle of the maturity curve, where value is communicated effectively but not consistently operationalized across the revenue lifecycle. The next sections explore why this gap emerges and how leading organizations overcome it.

Where revenue enablement maturity stalls

Most organizations understand that revenue enablement maturity varies. The greater challenge is identifying where momentum breaks down and what prevents progression to higher levels of maturity.

For most organizations, stagnation occurs in the middle of the maturity journey, during the Constructing level. At this point, value is often communicated effectively at the point of sale, but not consistently carried through adoption, realization, and continuous improvement.

The breakdown typically occurs across three areas:

- **Activation gap:** Value is not consistently translated into post-sale behaviors and adoption, limiting impact beyond the initial purchase decision.
- **Realization gap:** Value is not reliably measured or reinforced after the sale, making outcomes difficult to track and sustain.
- **Optimization gap:** Feedback loops are weak or absent, limiting the ability to refine how value is delivered over time.

As a result, organizations may appear mature in how they communicate value, while still lacking the systems required to operationalize it consistently across the revenue lifecycle.

This gap is often difficult to detect internally. Having implemented core revenue enablement capabilities, many organizations assume they are operating at a higher level of maturity than they actually are.

Closing this gap requires moving beyond partial execution toward fully connected **revenue enablement systems**, where value is consistently activated, measured, and improved across the entire customer lifecycle.

Critical levers for revenue enablement maturity breakthrough

There is no single lever or quick fix for breaking out of the revenue enablement maturity plateau. Instead, organizations that successfully progress align a set of reinforcing capabilities that determine whether value-led growth is fully operationalized or remains fragmented across the revenue lifecycle.

These levers include:

- **Leadership ownership:** Value-led growth is owned at the executive level and treated as a core revenue driver, with clear accountability for enabling and sustaining revenue enablement outcomes across the business.
- **Outcome-based metrics:** Organizations move beyond activity tracking toward outcome-driven measurement, including win rates, deal velocity, net revenue retention, and realized ROI, ensuring value is tied directly to business performance.
- **Lifecycle alignment:** Enablement expands beyond sales to span the full revenue lifecycle, ensuring consistent value execution across attract, engage, sell, and retain and expand, with marketing and customer success actively reinforcing outcomes.
- **Technology integration:** Disparate tools are replaced with connected capabilities that unify value communication, value quantification, and coaching, with AI embedded directly into workflows to support execution rather than sit alongside it.
- **Cultural alignment:** Value-focused behaviors such as storytelling, ROI articulation, and outcome-based conversations become embedded in day-to-day workflows across sales, marketing, and customer success, rather than treated as isolated practices.

When these capabilities are aligned, revenue enablement shifts from a set of disconnected activities into a coordinated operating system that enables consistent value execution across the revenue lifecycle and supports sustained growth.

Investments that unlock revenue enablement maturity

Organizations advance to higher levels of revenue enablement maturity by investing in a connected set of capabilities that ensure value is consistently created, communicated, and operationalized across the revenue lifecycle. While implementation varies by maturity stage, the same investment areas consistently separate stalled organizations from those that progress toward full revenue enablement maturity.

Strategic value quantification

Moving from static, spreadsheet-based business cases to repeatable, buyer-collaborative ROI models embedded directly into deals. Solutions such as **Mediafly Value** enable consistent value articulation and business case development across the revenue cycle.

Scalable coaching & certification

Embedding value capabilities through role-based learning journeys, AI-driven practice environments, and ongoing manager reinforcement. Platforms such as **Appinium**, Mediafly's Salesforce-native learning platform, support continuous skill development rather than one-time onboarding.

Content governance & value storytelling

Centralizing content so revenue teams can quickly access and deploy persona-specific, value-led messaging. **Mediafly Engagement** supports governance, reuse, and visibility into how content influences engagement and deals.

Cross-functional value execution

Aligning marketing, sales, and customer success around shared value narratives and ROI frameworks using integrated capabilities such as Mediafly Engagement and Mediafly Value, ensuring consistency across the full revenue lifecycle.

Post-sale value realization

Structuring value reviews, ROI tracking, and expansion motions through Mediafly Value, enabling customer success teams to reinforce outcomes and extend value beyond the initial sale.

Intelligence & optimization

Using analytics and dashboards to connect value creation, buyer engagement, and revenue outcomes, enabling organizations to identify what drives impact and continuously improve execution.

Together, these capabilities transform revenue enablement from a set of disconnected tools and processes into a connected operating system that consistently operationalizes value across the revenue lifecycle and enables sustained progression toward full maturity.

CONCLUSION

How organizations reach full revenue enablement maturity

Revenue enablement maturity is not achieved through isolated tools, programs, or initiatives. It emerges from a connected operating model that ensures value is consistently operationalized across the full revenue lifecycle, from initial engagement through long-term retention and expansion.

As this whitepaper has outlined, most organizations do not struggle with defining value. The challenge is operationalizing it end-to-end, ensuring that value is not only communicated at the point of sale but also activated, measured, and continuously improved after the deal is closed. This gap is where maturity stalls and where incremental improvement gives way to true transformation.

Reaching full revenue enablement maturity requires moving beyond fragmented enablement efforts and building a unified system where value definition, execution, and optimization are embedded into how the business operates. This requires alignment across leadership, metrics, technology, and culture around a shared approach to value-led growth, with continuity across marketing, sales, and customer success.

At this level, revenue enablement is treated as a strategic growth capability rather than a support function. Organizations consistently connect value creation, delivery, and measurement, enabling decisions that are grounded in outcomes rather than activity. Over time, this creates a compounding effect, where value is carried forward across the customer lifecycle instead of being reset after each deal.

However, the path to maturity is not always visible. Many organizations lack clarity on where they stand today or what is preventing them from progressing to the next level.

To help teams assess their current maturity and identify the most important opportunities for improvement, Mediafly and Genius Drive developed an interactive **Revenue Enablement Maturity Model Assessment**. In just a few minutes, it provides a clear view of current maturity and highlights where value-led growth can be most effectively unlocked.

Get a clear view of your revenue enablement maturity and where to focus next to accelerate value-led growth across your organization.

Measure your maturity