RADIUS®

The Rise of
Revenue Ops:

Why Marketing & Sales Operations
Make Growth Possible

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Introduction

If you talk to any enterprise CEO and ask them what's top of mind, their responses will range from growth, revenue, to an upcoming earnings report. They may even highlight a new product launch that supports growth or revenue initiatives. That's ultimately the common thread for all companies - revenue. It's not hard to see why since revenue has and always will be the lifeblood of all organizations.

In this 'Age of the Customer', it's the marketing and sales teams who are primarily tasked with leading this charge. But with the proliferation of data, the increase in capabilities and complexities of technologies, and the digitization of information, there's a major skill gap across go-to-market (GTM) teams. Namely, managing all the data, processes, and technology that makes up this complex engine. Traditionally, marketing and sales operations were tasked with the 'dirty work': workers, re-arrangers, and fixers pushing and pulling data across systems at the request of marketing and sales leadership. The work was necessary but solely tactical. Today, this role involves much more; ops teams focus on promoting cross-functional alignment, overseeing resource and performance planning, optimizing key processes to increase efficiencies, and adopting best-in-class technologies to support the entire GTM universe.

This evolution of ops roles has created a new paradigm - one where ops is a direct contributor to an organization's top-line and a major stakeholder for an organization's revenue strategy.

What started as a response to address marketing and sale's technological destiny has quickly spiraled into a massive undertaking that directly feeds into an organization's revenue engine. **This transformation has created a necessity for Revenue Ops, a set of responsibilities that are the linchpin to scalable growth.** It has also created the potential for an entirely new organization, which combines the best of marketing & sales operations with a strong, fundamental focus on driving revenue. Consequently, in acknowledgement of their true potential, we're referring to them as a Revenue Ops organization.

To help forward-thinkers find success with marketing and sales ops, we've developed a comprehensive framework that defines the pillars and core responsibilities of Revenue Ops and will encourage innovative companies to build a world-class Revenue Ops organization.

Rise of Revenue Ops

Marketing operations and sales operations haven't been considered the coolest or even most lucrative parts of go-to-market teams. And until the last decade, ops roles that sit inside the go-to-market organization were not commonplace.

"Ops is the unsung hero of the go-to-market organization – and that's not a fun fact that your operations professionals relish - it's a problem. And it's one that I expect will be solved as the role is elevated by the demands of customer obsession.
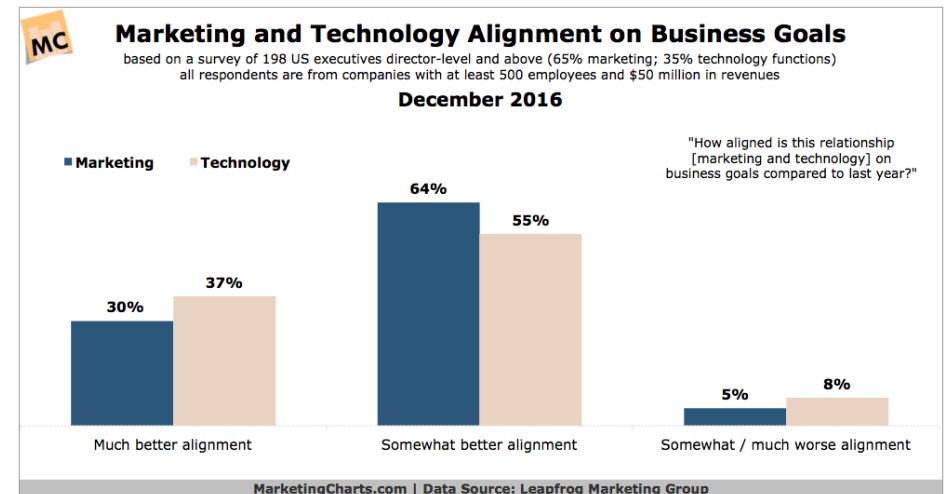
Simply stated, the insights-driven decision making required by modern marketing & sales is a threat to organizations with insufficient operations talent and resources. If ops activity stopped moving forward, the go-to-market wheel would stop turning."

—Allison Snow, Senior Analyst, B2B Marketing at Forrester

As a matter of fact, the enterprise of the past leaned solely on the IT department to fulfill all things integration, technology, data, and analytics. However, while IT maintained the expertise to execute such orders, it lacked the incentive to move fast and innovate for go-to-market projects. Why? IT isn't measured on revenue, customer growth, or conversions. This lack of commonality and broken structure between IT and go-to-market teams created serious inefficiencies that negatively impacted growth and also led to well-known cross-departmental tension and strife.

As recent as 2015, only 13% of executives described the relationship between marketing and IT as "very collaborative and productive"[1]. But, it has become increasingly clear to every revenue-focused organization that the responsibilities that historically landed under IT required more investment than ever.

Marketing and Technology Alignment on Business Goals
based on a survey of 198 US executives director-level and above (65% marketing; 35% technology functions)
all respondents are from companies with at least 500 employees and $50 million in revenues

December 2016

MC

■ Marketing   ▇ Technology

"How aligned is this relationship [marketing and technology] on business goals compared to last year?"

	Much better alignment	Somewhat better alignment	Somewhat / much worse alignment
Marketing	30%	64%	5%
Technology	37%	55%	8%

MarketingCharts.com | Data Source: Leapfrog Marketing Group

Rise of Revenue Ops

After technology, the next frontier that many companies began to tackle was data. According to an annual report by Econsultancy and Adobe that surveys over 14,000 professionals, the most important opportunity in 2017 for go-to-market teams is optimizing the customer experience. Those same respondents indicated that **improving data analysis capabilities to better understand customer experience requirements was the most important factor** in delivering a great customer experience over the coming year (63% indicating very important)[2].

With the increased focus on data and expansion of the tech landscape, organizations are better equipped, now more than ever, to drive revenue and impact their top- and bottom-line in a measurable, efficient manner. But these factors also led to a massive transformation across B2B companies. Some notable highlights included the rise of new roles like Chief Revenue Officer (CRO), which is still a relatively novel addition to the C-suite but has seen some good traction in forward-thinking organizations. Secondly, the onus is increasingly on marketing and sales to drive revenue - this was historically a responsibility for sales. But, perhaps the **biggest transformation has been around the increasing skill gap,** particularly when it comes to managing all the data and tech available in B2B.

"If there was a metaphorical basement in the House Of Marketing, marketing operations was down there, shoveling data like coal. But then a funny thing happened. The world got wired. Geek became chic. Customers were being won (or lost) by the experiences they had with companies on the web, with email, and via mobile devices. Data and software were moving from the back office to the front office. And the center of gravity in marketing started to shift to those who could make that machinery work."[3]

— Scott Brinker, Chiefmartec

As Scott mentions, the world became wired - organizations couldn't solely rely on their IT teams for technology needs especially in a rapidly digitized space where waiting on insights was akin to losing out on opportunities. That's where marketing & sales ops came to the rescue.

Major trends driving the marketing & sales ops evolution

The growing prevalence of marketing & sales ops is readily visible for organizations today. But, in the pre-teen years of technology, operations was a seemingly novel approach consisting of loosely defined business activities and processes. In fact, most people working in sales ops, and more recently marketing ops, moved into these roles from other functions and performed non-revenue-driving tasks with the sole purpose of supporting their go-to-market initiatives.

Despite the recent development of this role in most companies, we've seen that ops teams were highly tactical and addressed all the day-to-day needs of their marketing and sales counterparts. But, in the last decade marketing and sales teams constantly evolved and improved the ops role in an effort to adapt to external and internal changes.

"Marketing Operations is evolving into a critical role for marketing organizations because the role of marketing itself is evolving. It's no longer thought of as a 'fluffy' function that's just there to make the company look good. More and more businesses are recognizing that marketing can (and does) drive real business impact, and they demand it. Marketing Ops is at the center of this, bringing business acumen, technology and meaningful data that enables and drives the marketing engine."

—Leslie Alore, Director, Global Marketing Operations & Automation, Iron Mountain

Major trends driving the marketing & sales ops evolution

This evolution can largely be attributed to three factors:

1) Rapid growth of technology and digitization of customer touchpoints

The simple and well-known fact is - technology has grown rapidly over the last decade and so has the quantity of information readily available to buyers and sellers. On the business side, organizations became better equipped to segment their audiences, track key behaviors across the customer lifecycle, and gather data throughout the buying journey. But they had to be able to manage these digital touchpoints, sort through the noise, and make sense of the results they were measuring to feed back into their decision making.

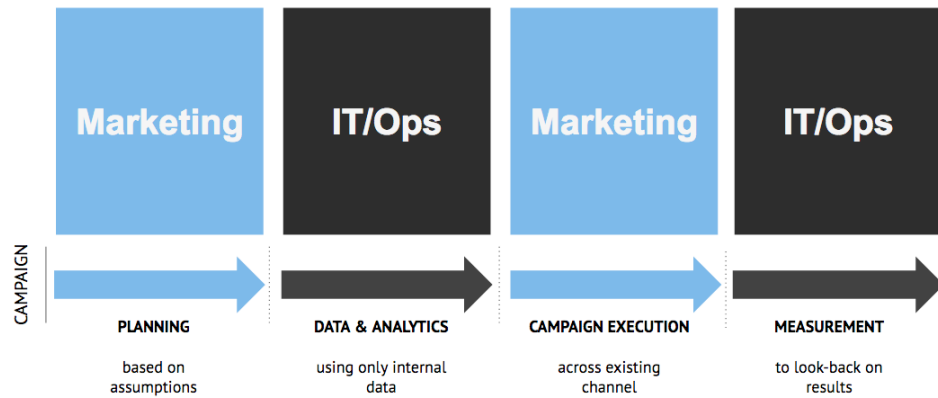**2) Increase in complexity of buying behaviors**

On the buyer's side, there was a sudden boom in information that was readily available and easily accessible. Buyers could easily learn about products and services long before they even connected with companies. With this growing trend, buyers began to expect information to be delivered at the right time and available through the right channels. Also, with a majority of the purchasing decision taking place prior to conversations with sales teams, organizations had to ensure that they built the necessary infrastructure to support these new behaviors. The saving grace for all solution providers is that while buyers explore digitally, they leave breadcrumbs along their journey that can be gathered, crunched, and leveraged to deliver on the buyer's heightened expectations.

3) Need for more productivity and operational efficiencies

Tasked with increasing efficiencies across marketing and sales, ops teams increasingly have to navigate a combination of cross-functional processes, technology investments, and advanced analytics. In fact, with the increasing amount of overlap between marketing and sales processes (see the shift in workflow on the next page), ops leaders have to also possess broader management and go-to-market skills overseeing strategic functions including planning, campaign execution, and GTM performance management.

Major trends driving the marketing & sales ops evolution

The OLD Go-to-Market Workflow

Marketing	IT/Ops	Marketing	IT/Ops
PLANNING	**DATA & ANALYTICS**	**CAMPAIGN EXECUTION**	**MEASUREMENT**
based on assumptions	using only internal data	across existing channel	to look-back on results

CAMPAIGN

The NEW Go-to-Market Workflow

Marketing / IT/OPs

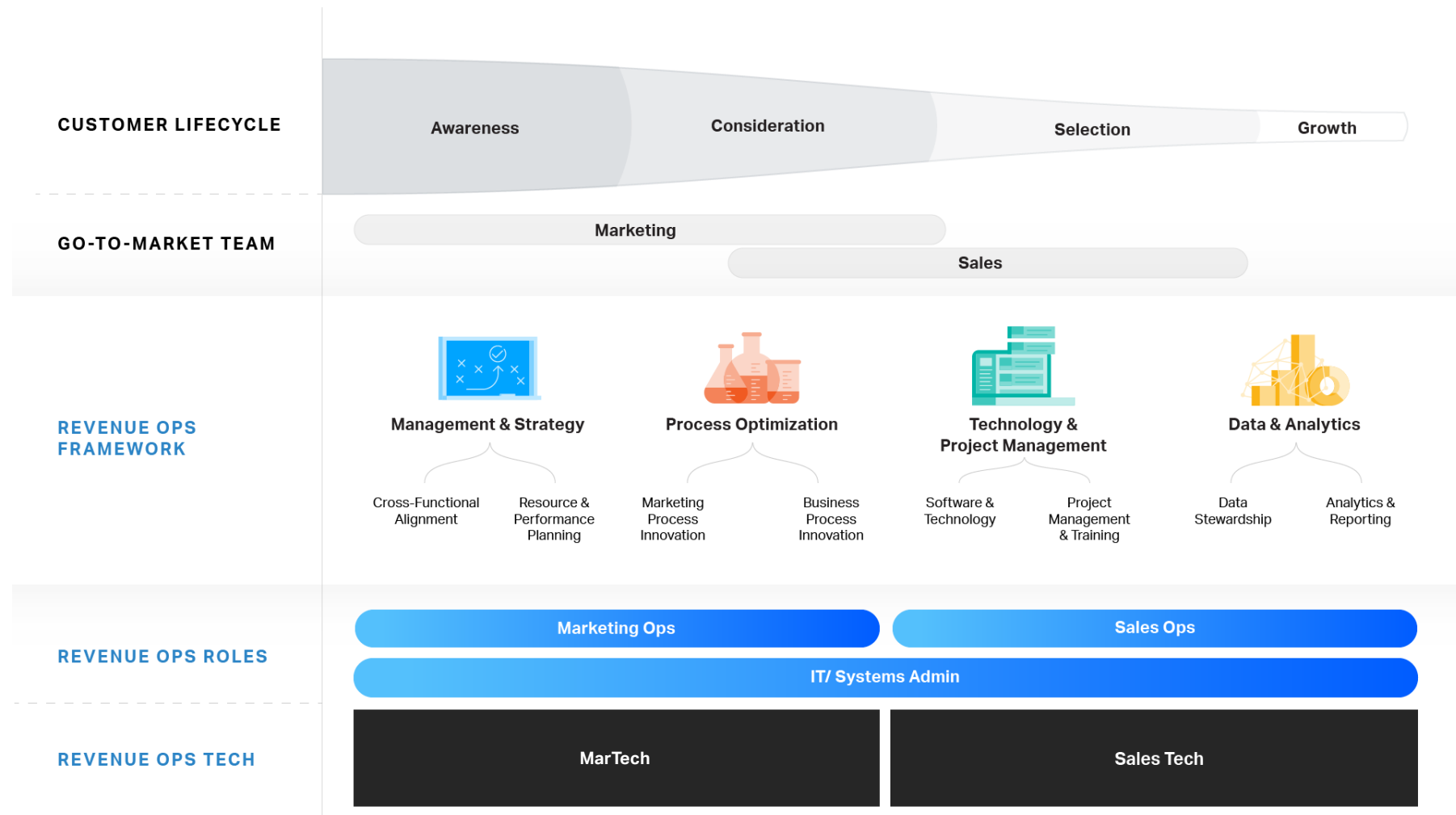| **PLANNING**	**DATA & ANALYTICS**	**CAMPAIGN EXECUTION**	**MEASUREMENT**
based on objective insight	using only big data & machine learning	across traditional & digital channels	to optimize in real-time

CAMPAIGN · ENGAGEMENT
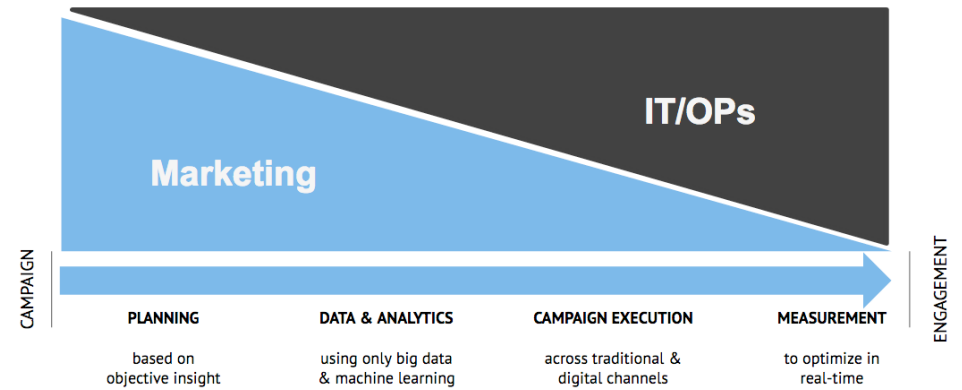
While these factors have resulted in a more strategic approach to operations, we believe that ops teams are poised for yet another major evolution - one that will further up-level their importance as revenue stakeholders.

Accelerating the path to growth with Revenue Ops

Today, ops teams are structured in such a way that they each support their counterparts on the GTM side - marketing ops helping the marketing team and sales ops helping sales.

CUSTOMER LIFECYCLE

| Awareness | Consideration | Selection | Growth |

GO-TO-MARKET TEAM

Marketing

Sales

REVENUE OPS FRAMEWORK

Management & Strategy	Process Optimization	Technology & Project Management	Data & Analytics
Cross-Functional Alignment / Resource & Performance Planning	Marketing Process Innovation / Business Process Innovation	Software & Technology / Project Management & Training	Data Stewardship / Analytics & Reporting

REVENUE OPS ROLES

| Marketing Ops | Sales Ops |

IT/ Systems Admin

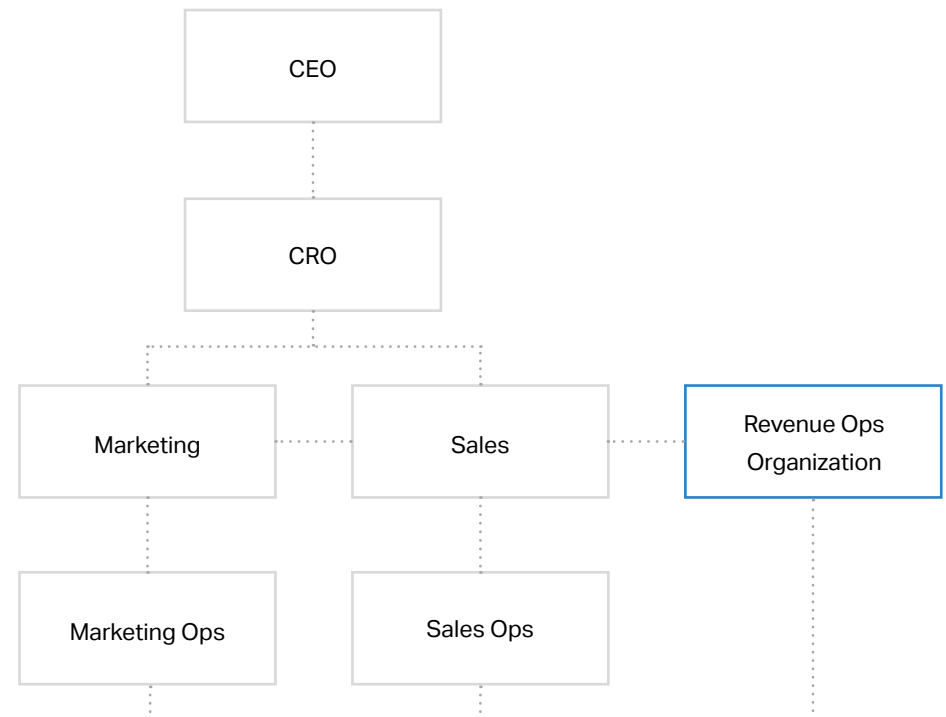**REVENUE OPS TECH**

| MarTech | Sales Tech |

Accelerating the path to growth with Revenue Ops

We also see this from a responsibilities standpoint - marketing ops responsibilities tend to revolve around planning and process management, budgeting and performance tracking, and MarTech systems and analytics. Sales ops, on the other hand, focus on areas such as sales productivity and effectiveness, process design and management, forecasting, deal support and pursuit, and CRM administration. But the blurring of the lines between marketing and sales on the go-to-market front calls for even more alignment amongst ops teams. Both marketing & sales operations need to communicate more than ever and they need to build an integrated, cohesive workflow that supports their revenue-focused counterparts.

As a result of this added need for alignment, **we envision the rise of a new centralized ops team focus called Revenue Ops.**

This Revenue Ops approach would encompass all operations roles including marketing & sales ops with a focus on supporting the entire customer journey. From an organizational standpoint, this new philosophy would better enable ops to work with marketing and sales in an effort to truly achieve cross-functional alignment. Rather than approaching marketing and sales as separate teams with their own goals, the Revenue Ops organization would tightly coordinate and support the entire customer lifecycle.

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                    │     CEO      │
                    └──────────────┘

                    ┌──────────────┐
                    │     CRO      │
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   ┌──────────────┐   ┌──────────────┐   ┌──────────────────┐
   │  Marketing   │   │    Sales     │   │   Revenue Ops    │
   │              │   │              │   │   Organization   │
   └──────────────┘   └──────────────┘   └──────────────────┘

   ┌──────────────┐   ┌──────────────┐
   │ Marketing Ops│   │  Sales Ops   │
   └──────────────┘   └──────────────┘
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Benefit of Revenue Ops

Beyond a more streamlined approach, companies could see a few key benefits from reimagining traditional ops roles with a Revenue Ops model:

Better alignment to achieve revenue goals.

Marketing and sales are *the* revenue drivers in organizations today, but this requires an increasingly cohesive go-to-market engine that can identify and target the best opportunities. This calls for efficient processes, more alignment across teams, and the right tools to support it all. Revenue Ops would play a critical role in addressing all these needs and ensuring that the lines between sales and marketing are truly blurred.

Better process optimization across cross-functional GTM teams.

The go-to-market side of an organization is usually comprised of robust, and often times vast, teams that need to be driving towards the same goal. The varying responsibilities and ownership across marketing and sales calls for an equally robust process management strategy. Revenue Ops would address the complexities across processes for both teams and ensure that efficiencies are met to truly streamline the GTM organization.

More comprehensive customer lifecycle and better customer experiences.

A larger part of the buying journey takes place via digital channels prior to sales conversations, and these touch points fall directly under marketing and sales' purview. With an integrated Revenue Ops team, companies would be well-equipped to handle the entire end-to-end customer journey to deliver a positive experience.

Mend relationship with IT.

Not only is it making GTM teams more efficient, but Revenue Ops is actually mending the relationship between marketing and IT. IT gets to work on the projects and implement technologies they want to, while marketing and sales have self-sufficiency to implement and manage the technologies they need to be successful. As a result, the percentage of marketers describing the relationship with IT as "very collaborative and productive" **doubled in 2016 alone.**[4]

With a more strategic position alongside marketing and sales teams, ops is better positioned to help cross-functionally and support the entire go-to-market infrastructure. So what does this integrated Revenue Ops approach look like in practice?

Revenue Ops Framework

Revenue Ops encompasses a broad function that sits at the intersection of marketing and sales ops. Grouping the key pillars and responsibilities into a Revenue Ops framework provides a structure to create this new concept. This framework consists of three layers - the pillars that the ops function can be segmented into, the key categories that make up each pillar, and the responsibilities that span across both marketing & sales ops roles.

As noted in the framework, forward-thinking companies that want to directly affect change to their revenue need to build an ops organization that:

- Oversees management and strategy

- Continually optimizes key marketing and sales processes

- Accounts for the right technology

- Delivers the right data and can quickly & efficiently translate them into insights

In the subsequent sections, we'll examine each pillar in detail and share best practices from other leading organizations.
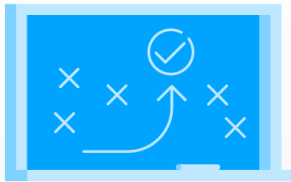
Management & Strategy

Cross-Functional Alignment

Marketing / Sales operations goals definition and strategy

Organizational design and team development & management

Develop service-level agreements and procedures

Communication and file management

Resource & Performance Planning

Annual Marketing / Sales planning process

Integrated campaign coordination and planning

Marketing / Sales forecasting

Marketing / Sales budget

Sales compensation & commission management

Opportunity and pipeline management

Process Optimization

Marketing Process Innovation

Workflow process development and documentation

Lead management definition

List building and audience segmentation

Campaign implementation and process execution

Marketing automation mastery

Business Process Innovation

Designing sales processes to deliver great customer experiences

Lead routing and account assignment

Sales support - contracts, proposals, business case development

Account and territory planning

Deal / pricing desk

Technology & Project Management

Software & Technology

Technology integration, optimization, and overall strategy

Technology prioritization, selection, and roadmap development

Technology deployment and training

CRM, MAT, and Database administration

MarTech & Sales Tech Support / Service

Project Management & Training

Training on new processes - marketing, field marketing, sales

Training on systems - marketing, field marketing, sales

Talent and skills development

Campaign and sales playbook development

Data & Analytics

Data Stewardship

Data de-duplication and cleansing

Data appending and enrichment

Data management and quality

Data strategy and requirements

Analytics & Reporting

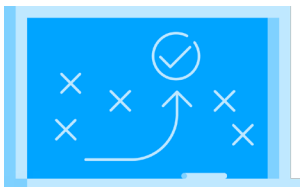Metric strategy, definition, and alignment with goals

Measurement of metrics & KPIs and dashboard development

Metric interpretation, analysis, and insight

Metric communication and adoption

Marketing attribution modeling

Pillar #1 - Management & Strategy

The first pillar of the Revenue Ops approach is establishing a strong foundational strategy and managing resources. Ops teams need to shape and execute strategy that delivers on the company vision and ultimately drives towards that common revenue goal. This can range from helping formulate the overall marketing and sales strategy to ensuring the right processes are in place to actually execute on them.

"Every action starts with an investment and before every investment, there must be a plan. That is why competency and attention in Management and Strategy is critical for every marketing and sales organization. Without the strategy and management behind revenue growth, organizations would be left with just random acts of marketing and sales actions and hope they hit their numbers."

—Sam Melnick, VP of Marketing, Allocadia

To help bring the company vision to life, ops should focus on these two areas:

1) Cross-functional alignment

Operations bridges the gap between other functional teams, ensuring there is cross-departmental integration between marketing and sales. By building trust and aligning key teams, Revenue Ops could ensure that all necessary criteria are met to deliver a smooth end-to-end workflow. This can involve defining key goals and strategy across marketing and sales, determining team organizational structure, and developing key procedures like service-level agreements across sales and marketing. It also includes breaking down departmental silos by ensuring proper communication infrastructure is in place and overseeing operational tasks like file management between go-to-market teams.

2) Resource & Performance planning

Once the strategy is finalized, it's time to plan out resources, specific processes, and identify benchmarks for success. On the resources side, ops has to plan out annual marketing and sales processes, coordinate campaigns, oversee forecasting and budgeting, and manage the pipeline. These are the tactical items that ultimately fold up into the overall strategy and help keep GTM teams on track.

Pillar 1 - Management & Strategy best practices from Allocadia

Revenue Ops professionals run marketing and sales. While much of the go-to-market organization is focused on "doing" or executing campaigns and tactics, Revenue Ops runs the show behind the scenes, guiding the actual execution.

It requires planning, decisions and analysis around resource and investment management, and ultimately the critical evaluation of what is working and what is not.

As marketing budgets rise (up to 12% of company revenue in 2017 according to Gartner), and that investment is held to stricter levels of accountability, Marketing Performance Management continues to mature and become a necessary part of more organizations.

To be successful, two areas to focus on within Management and Strategy are:

• Leading Resource and Performance Planning

• Building and Managing Cross-Functional Alignment

Resource and Performance Planning:

Within Resource and Performance Planning there are different focuses, each of which must be aligned across the revenue teams and up and down the rest of the organization:

Go-To-Market Plan	What are our goals and what will we do to meet these?
Investment Management	How much are we going to spend and where will spend it in order to execute our plan?
Targets	What results must we drive (and measure) to assure we are on track to beat market expectations?

When taking on the planning portion of Revenue Ops, best in class organizations do the following:

1. Align plans with corporate objectives:

Creating plans in a vacuum is almost a guaranteed recipe for failure. Without the context of what the business is trying to achieve a plan may never have a chance to succeed. High-growth organizations are 2X more likely to align marketing KPIs directly to contribution to the business than those with negative to flat growth.

Ken Evans, Senior Director of Marketing Operations at Fuze highlights this point well, "(Aligning with corporate objectives) allows you to create a plan that is specific to certain business targets and that is scalable and repeatable and, at the end of the day, can show a return on corporate investments."

2. Structure plans according to industry standards

The reality is, Revenue Ops plans need to coordinate efforts for a multitude of areas. Audiences, channels, departmental functions, product lines, and regions are all involved. While every plan and measurement framework is going to be slightly different, you won't be able to succeed at the above without a formal framework.

For Investment planning, both IDC's CMO Advisory Service and SiriusDecisions Marketing Operations Group have strong taxonomies and benchmarks. For Demand Generation and Revenue planning, SiriusDecisions Demand Waterfall is a great place to start.

3. Create Top-Down and Bottom-Up Plans

Both top-down, strategic plans, and bottom-up, tactical plans, are incredibly valuable and necessary. But if you focus too heavily on the top-down plan, you risk getting separated from reality. Jump too quickly to the tactical activity-based plan and you could end up being stuck in a silo.

The recommended approach is that Revenue Ops partner with executives to set strategic objectives and then bring these to the field and coordinate a global bottom-up planning process. In a perfect world, these two actions will smoothly meet in the middle - the reality is there will always be some negotiation and reconciliation.

Cross-Functional Alignment

The most effective Revenue Operations professionals build strong relationships. The first and most obvious relationship that must be built is with the C-suite. After all, they set the corporate objectives, they manage the budgets, and ops must be in lockstep with their objectives.

One important ally that is often forgotten is Finance. While Marketing and Sales alignment has been talked about for decades, alignment with Finance has often been cast aside. Research from Allocadia's Marketing Performance Management Benchmark Study shines some light on this problem. Marketing organizations at high-performing companies are 3X more likely to align with Finance overall, and 2 out of 3 high-performers align on budgets and returns, as compared to 1 out of 3 low-performing organizations. Prioritizing alignment is a must for any Revenue Ops function, as Marketing, Sales, and Finance are really the trio of revenue creation for the organization.

Key Takeaways

1) Management and Strategy are paramount to your organization's success, do not overlook these responsibilities otherwise, your revenue generating functions will end up like a rudderless ship.

2) Don't forget the "I" or Investments. Organizations often focus on top line results, but without control and visibility over the "I" Revenue Ops will never get true ROI of the organization's actions.

3) The Marketing and Sales relationship is incredibly important, but don't forget about Finance, they have significant input into the business and revenue generation goals.

4) When creating alignment always bring your partners into the planning processes early on. Communication is the key in creating cross-functional harmony.

Pillar #2 - Process Optimization

After outlining management decisions and planning out strategy, ops needs to help define key workflows and execute marketing and sales processes. The goal here is to make go-to-market teams more productive and effective - this can be achieved by finding ways to remove or automate steps, streamline processes, and reduce friction between cross-functional tasks.

"The larger your company is, the more business processes it has, the more it makes sense to streamline. But no need to reinvent the wheel - many businesses have similar processes, so ask around to see if a solution already exists for what you're trying to solve. Build things for processes unique to your business - use industry-standard tools and methodologies for all else."

—Charlie Liang, Director of Marketing, Engagio

Since marketing and sales processes can vary, we've broken up this pillar into two functional categories:

1) Marketing Process Innovation

On the marketing side, Revenue Ops needs to be focused on supporting key activities like lead management, list building, audience segmentation, and campaign execution. Besides these definitive marketing processes, ops should also have a major focus on marketing automation and systems of insight, important areas for marketing teams looking to contribute to pipeline growth and revenue. Marketing leaders and demand generation professionals lean heavily on their operations teams to make campaign and procedural ideas a reality. Without ops mastery across the numerous necessary steps that enable marketing to perform, engagement with potential customers would be at a stand still.

2) Business Process Innovation

Outside of marketing processes, ops teams also need to support and innovate on the sales side. This includes layers such as lead routing and account assignment, territory planning, deal pricing, and even contract / business case support. Given the long sales cycles associated with either large deals and high velocity, high volume deal flow, the ops teams must be uniquely capable of crafting processes and functions that marry how the sales team achieves revenue targets.
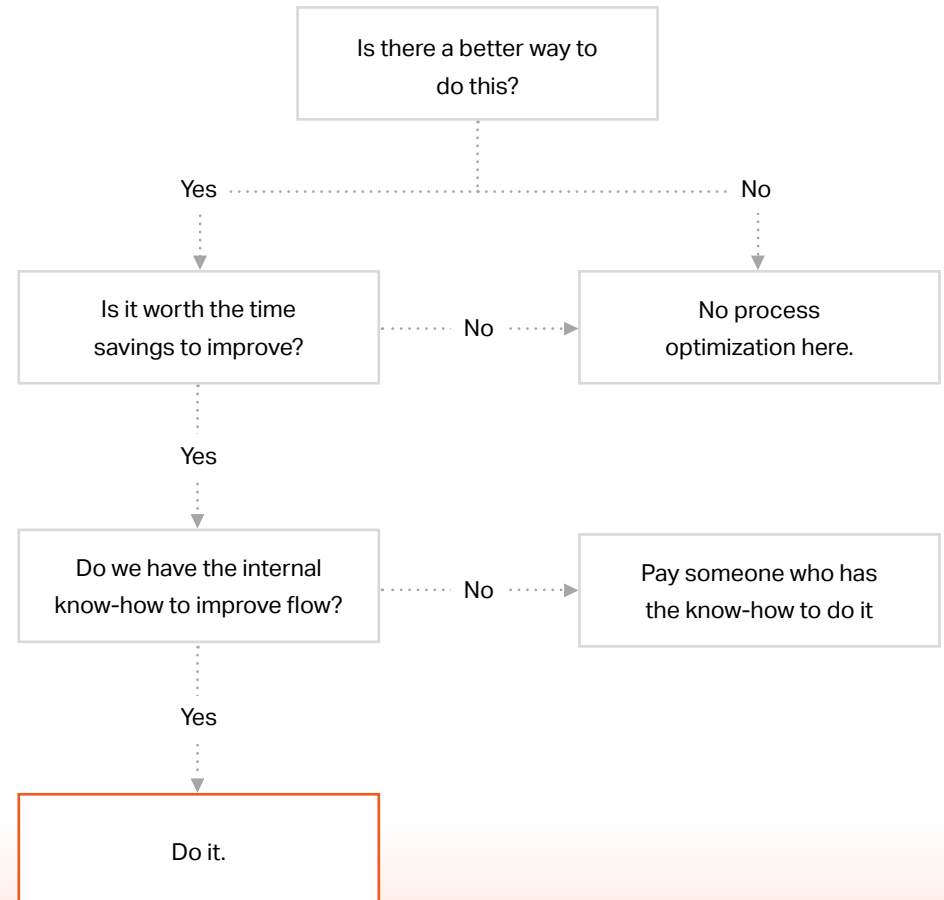
Pillar 2 - Process Optimization best practices from .ıl:ngagio

Process optimization is fundamentally important to operations because it's the definition of good ops. Good process = good ops.

It manifests itself in many forms, but in general, it's the art of getting rid of excess fat in things that you need to repeat, such as **finding your next customer, loading lists from a tradeshow, converting CRM leads to opportunities,** or something as simple as **bucketing job titles**. Truth is, if it saves you time and can get the job done as good or better, it's good optimizing the process.

Operations professionals should take inventory of how they spend their time and break out activities into two categories: **one-time processes and recurring processes.** You can certainly optimize both, but in general, you should spend time focusing on improving repeated processes.

There are a few questions to ask yourself when deciding whether or not to try to improve a given process:

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                    ┌──────────────────────┐
                    │ Is there a better way │
                    │     to do this?       │
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          Yes ..............│............... No
           │                                  │
┌──────────────────┐               ┌──────────────────┐
│ Is it worth the  │ ...... No .... │   No process     │
│ time savings to  │ ───────────▶   │ optimization     │
│    improve?      │               │     here.         │
└──────────────────┘               └──────────────────┘
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┌──────────────────┐               ┌──────────────────┐
│ Do we have the   │ ...... No .... │ Pay someone who  │
│ internal know-how│ ───────────▶   │ has the know-how │
│ to improve flow? │               │   to do it        │
└──────────────────┘               └──────────────────┘
           │
          Yes
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│     Do it.       │
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```

Pillar 2 - Process Optimization best practices from .::Engagio

Furthermore, when asked to evaluate the team leading the process optimization project, the **more you answer yes** to the questions below, the **more successful the project** will be.

Personnel

- Does the person(s) in charge of improving the process have the appropriate domain expertise?
- Is the person(s) leading the project in touch with the right people?
- Do they have clearance + support to work on the given process?
- Can the person or team execute well?

Project

- Are the goals of the project defined clearly?
- Do you have a good way of measuring the success of the project?
- Have there been clear timelines established?
- Does the project have visibility & support from key executives?

As long as there are organizations, there will be process improvement. But the failure to continue to streamline processes can be a big risk to companies if they don't execute well. The larger the company, the more important process optimization is, but also the harder it is.

Key Takeaways:

1) Focus on improving recurring processes

2) Make sure you have the right personnel to lead the project

3) Define KPIs around the project & identify success

4) Process optimizations benefit larger orgs more than smaller orgs

Pillar #3 - Technology & Project Management

The third pillar - technology and project management - is one of the cornerstones of the operations role. With most enterprises paying for somewhere between 10 to 16 technologies[5], there's a major need for ops to support the technology and projects that contribute to the revenue engine.

"Revenue operations are strategic and marketers need to engage with that mindset. Evaluate marketing technology through a strategic lens, not tactical. That means only using tools that align with the overall business strategy and goals. Plan for and execute for success by investing in training and strong project management. Random acts of marketing result when people don't know what they're doing and that's deadly for business and careers."

—Brian Hansford, VP, Client Services and Marketing Technology Practice, Heinz Marketing

1) Software & Technology

Most organizations have an existing tech stack, often times comprised of multiple technologies that are deeply embedded, or wildly disjointed, into workflows. Given the integrated nature of technology in businesses, ops needs to be highly selective about any new software or solutions that marketing and sales wants to add to the stack. This means evaluating technology based on how well it fits in with existing workflows, understanding whether or not it integrates into the current stack, and deploying and administering technology across stakeholders and users. Ops teams also need to give priority to core go-to-market technologies like CRM, marketing automation, and customer databases which directly factor into revenue generating efforts.

2) Project Management & Training

Another important aspect of this pillar is focusing on project management and training members of various teams. This can range from training marketing and sales teams on new processes, new systems, or even helping them develop their professional skills. To help facilitate their training efforts, ops should also focus on building campaign and sales playbooks that capture key marketing and sales processes. These resources should be used to train new employees and can serve as helpful guides to reference in the long run.

Pillar 3 - Technology & Project Management best practices from **HEINZ** MARKETING

Technology planning and project management enable the overall business strategy for revenue operations. Technology by itself is not a strategy, and strategy without execution is hallucination.

Revenue ops leaders must keep their focus on the overall strategy and objectives. Adopting a well-planned and holistic approach will benefit operations with the focus that helps drive customer engagement and revenue generation.

Keep these four criteria in mind when evaluating new marketing technologies:

1. Strategic Impact – how will a new tool improve overall marketing & sales operations? Is the technology a must-have, or nice-to-have? What is the operational plan to go-live?

2. Integration – don't invest in tools that only operate in silos.

3. Data Management – integrated tools must support the overall data flow across departments. Analytics and performance measurement is nearly impossible without strong data management.

4. People – who will use and manage new tools? How will they learn the new tool?

People are the most important resource for successful technology operations. People develop the strategy, manage the execution, measure results and use the technology to enable the overall strategy. Training is a critical investment that can be the difference between success or sub-par performance. Operational success will come from highly skilled people, strong project management, technology planning, and a clear strategy.

- Only 9% of companies have a complete, fully utilized martech stack, according to a 2015 report. - Ascend2

- Marketing software spending is projected reach $32B+ by 2018. - Radius

- 87% of marketers believe martech is improving marketing performance at their companies. - Ascend2

In addition to technology, project management is critical to keep revenue operations focused on executing against the overall business strategy.

The revenue goals will drive the strategic focus for operations. Demand generation programs take time to build and launch and coordinate with sales. Scheduling the development and launch process, along with the overall marketing cadence all require project management skills and tools.

Project management tools should track the timeframe, scope, and budget for all marketing operations programs. CMO's and marketing operations leaders should let their team choose the project management tools instead of imposing them. This ensures adoption and utilization.

Pillar 3 - Technology & Project Management best practices from **HEINZ** MARKETING

Marketing and sales teams have a broad range of project management and communications tools to choose from. Ease of use, organization, collaboration, updates, and reporting are all important. Some organizations can utilize a rigorous project management methodology and tool while others may need tools that a lower adoption threshold. Effective project management will ultimately help the C-suite measure how well go-to-market teams are performing against a plan. Not using any project management virtually guarantees inefficient operations.

- An astounding 97% of organizations believe project management is critical to business performance and organizational success. (Source: PricewaterhouseCoopers)

- 80% of project management executives don't know how their projects align with their company's business strategy. (Source: Changepoint)

- High-performing organizations successfully complete 89% of their projects, while low performers complete only 36%. (Source: PMI.org)

Key Takeaways:

1) Tech accountability - Only evaluate marketing technology tools that support the overall business strategy. A tight stack improves execution, effectiveness, and overall revenue operations success. More tools are not better and complicate operations and increase scrutiny.

2) Integrations everywhere - Application silos are disastrous for workflow and data management. Only evaluate tools that tightly integrate with the core stack.

3) Plan for utilization - Signing a license agreement is easy. Utilization requires people, planning, and training.

4) Project management drives success - Strategy requires execution. Project management focuses efforts on the objectives, timing, budgets, and communication.

Pillar #4 - Data & Analytics

Lastly, Revenue Ops teams need to focus on data and analytics - sorting through vast amounts of digitized interactions and drawing insights that can feed back into revenue strategy.

"If you're struggling to figure out what metric(s) to prioritize, think about which is the actual goal and which are just indicators of the goal. Focusing on the actual goal will show ops practitioners how to prioritize technology and process implementation, maintenance, and optimization."

—Dave Rigotti, VP of Marketing, Bizible

Marketing and sales are closed-loop systems that need actionable insights to drive performance. However, while these go hand-in-hand, they each involve a unique set of responsibilities.

1) Data Stewardship

Companies have more data about their customers' behavior and how they're interacting with their brand, marketing campaigns, and sales reps – but it's not always consumable. The first step in creating data health for ops teams is to improve the overall cleanliness of their systems of record. This includes de-duplicating data, removing old data, and updating basic yet critical fields. Once the data is clean, they need to append and enrich customer and prospect data that will help go-to-market teams better reach and engage buyers in more meaningful ways. The goal here is to build as complete a picture as possible for marketing and sales to act upon. Lastly, Revenue Ops needs to manage data quality on a consistent basis. Data is dynamic and goes stale – it must be refreshed so the insights that are drawn from data are as good as the quality of the data itself. Revenue Ops can become the stewards of data by creating an accurate, comprehensive, and fresh system of record. The revenue and efficiency impacts of true data stewardship can be monumental.

2) Analytics & Reporting

Data stewardship is just part of the puzzle - ops also needs to draw insights from all the data that's available. To begin with, ops needs to work with stakeholders from marketing and sales to define what metrics matter for their business and align each KPI with strategic goals. This provides marketing and sales with benchmarks that they can then use to measure performance. Ops should also focus on interpreting & analyzing key metrics, drawing actionable insights and communicating it to stakeholders, and helping GTM teams attribute revenue to each team's efforts.

Pillar 4 - Data & Analytics best practices from **bizible**

Data and analytics, through the lens of Revenue Ops, is about getting the right information to the right people, whether that's marketers or salespeople. For more mature organizations, ops needs to move beyond getting merely accurate data and become focused on getting actionable insights that answer meaningful problems.

The first action ops should take to ensure proper data governance is to assemble key stakeholders across the marketing and sales teams during key planning phases of building the marketing and sales technology stack and organizational process. Have the stakeholders agree up front about what is the single source of truth, and have all stakeholders involved in decisions about making changes to the data structure going forward.

Next, proper data management -- accessible, actionable, and accurate data -- can be ensured by creating a single source of truth for both the marketing and sales teams. Not only does that data have to be truthful, it has to address the right problem. Attribution plays a key role, as it connects marketing and sales data, and lives in the CRM. Even then, the impact of how attribution helps ensure proper data governance depends on how marketing ops configures the attribution technology. For example, first-touch attribution data may be accessible, actionable, and technically accurate, but it doesn't address the right problem. The problem is measuring and understanding the full customer journey, and that requires multi-touch attribution data.

The next step is for ops to create or facilitate the creation of dashboards for more senior stakeholders. For more junior practitioners, ops should focus more on providing access to the data, enabling them to create their own reports.

C-level, presidents, and vice presidents don't require the same depth of data that practitioners need, but they do need to be able to understand the big picture -- trends, hitting forecasts, etc. Where the dashboard data comes from should be clear, allowing these key stakeholders to dig in deeper, but only as necessary. For practitioners who may need to look at the data on a day-to-day basis, ops should facilitate the creation of reports and ensure that the data continues to be accurate and answers the questions that each function requires.

Creating a culture of accountability and transparency is invaluable to ensuring data integrity and accuracy. No matter how much ops would like to automate all of the data inputs, some of it will always be self-reported and analyzed. Explain the importance and get everyone to buy in on the importance of data integrity and accuracy, and having it built into the process, will help.

In many instances, technology and process are two sides of the same coin. Take data cleansing, for example. De-duping and cleaning out bad data (incorrect contact information) isn't a one-off activity; it needs to be built into the process.

Lastly, full-funnel analytics and reporting is the key to improving B2B marketing and sales efforts, including creating alignment between the two functions. This means enabling marketers to speak the same language as their sales counterparts -- revenue. While measuring marketing performance with opportunities and pipeline is a great improvement on leads and MQLs, measuring with revenue encourages marketers to help with things like sales enablement and other ways to improve win rates at the bottom of the funnel. Marketers who are focused on the full funnel are 119% more likely to report sales and marketing alignment.

Key Takeaways:

1) Focus on getting data that answers the right questions -- spend more time figuring out what the right question is and what data is required to answer it.

2) Make data accessible and build a culture of accountability and transparency, however, tailor it to the specific needs of the stakeholder (typically by level)

3) Align your attribution model to your goals. If you're at the stage where the marketing goal is opportunities, use a multi-touch model that ends at opportunity creation (e.g. W-shaped); if you're at the stage where the marketing goal is revenue, use a multi-touch model that ends at customer creation (e.g. Full path)

4) Measure marketing performance with revenue to achieve true alignment between marketing and sales

Revenue Ops Technology Landscape

Technology plays a huge role in how business is conducted today and operations are the gatekeepers for go-to-market technologies. But, given the broad nature of both marketing and sales functions, it's crucial for ops teams to have an intimate understanding of what technologies and service providers are available in the market, how they can help support revenue initiatives, and what these solutions are capable of.

To help operations teams make sense of the growing number of tools available to them, we created this **Revenue Ops Landscape.** Given the comprehensiveness of other landscapes (see Scott Brinker's supergraphic), only a sampling of the key players are included in this landscape and sorted based on the pillars of the Revenue Ops framework.

Note: Many companies listed in this landscape offer a wide range of solutions and services. However, to help communicate how each technology can help ops teams, we categorized them based on how they best serve the Revenue Ops model.

Management & Strategy

Process Optimization

Technology & Project Management

Data & Analytics

Cross-Functional Alignment

accenture · box · BrandMaker · ca technologies · Canto · CEB · Cognizant Technology Solutions · FORRESTER · Deloitte. · Dropbox · jive · Quip · Gartner · DELL EMC · Atlassian HipChat · slack · pwc · Yammer · WIDEN · TOPO · SiriusDecisions · McKinsey&Company

Resource & Performance Planning

Adaptive Insights · Allocadia · anaplan · clari · BrandSystems · Centage · FunnelWise · Hive · infor · NETSUITE · hostanalytics · xactly · SAS · Prophix

Marketing Process Innovation

ABERDEEN GROUP · act-on · Adobe · kapost · CITRIX · LeadMD · Engagio · HubSpot · integrate · Campaign Monitor · DEMANDBASE · LeanData · litmus · MADISON LOGIC · MarcomCentral · Marketo · MOCCA · ORACLE MARKETING CLOUD · ON24 · Percolate · PEDOWITZ GROUP · spear · Televerde · Terminus · DEMANDGEN · Triblio

Business Process Innovation

sage · ALTIFY · APTTUS · autopilot · bluewolf · CalliduCloud · clearslide · Excel · DocuSign · FinancialForce · geopointe · N3 · insidesales.com · zuora · MapAnything · Microsoft Dynamics · salesforce · OPENTEXT · Qvidian · SalesLoft · Infusionsoft · SAP · SUGARCRM · Velocify · vendavo · Workbooks.com · Yesware · ZOHO

Software & Technology

Capgemini · Capterra · CB INSIGHTS · celigo · cloudswave · CMS WiRE · CrunchBase · G2 CROWD · GetApp · HEINZ · IBM · IDC · KOFAX · MTA MARTECH ADVISOR · MuleSoft · ObservePoint · Raab Associates · Software Advice · siftery · tamr · TATA · TechTarget · TechnologyAdvice · TIBCO · workato · zapier

Project Management & Training

Apptivo · asana · Atlassian · Basecamp · clarizen · dapulse · GreyCampus · insightly · K2 · leankit · LiquidPlanner · walkme · Mavenlink · OPPTIMO · Podio · Redbooth · ROI·DNA · SALESHOOD · teamwork · Trello · udemy · workfront · Wrike

Data Stewardship

RADIUS · acxiom · salesforce data.com · cloudera · mattermark · DiscoverOrg · informatica · FirstRain · FullContact · experian · krux · LOTAME · Lytics · EQUIFAX · neustar · nielsen · RAINKING · rapidminer · REACHFORCE · Redpoint · RingLead · Salesify · SAS · talend · TERADATA · TRILLIUM · zoominfo · AVENTION · 101DATA

Analytics & Reporting

alteryx · BECKON · bime · birst · bizible · Chartbeat · datorama · DOMO · GoodData · looker · Logi ANALYTICS · INSIGHTSQUARED · MicroStrategy · mixpanel · optimizely · origami logic · pentaho · Periscope DATA · QUANTIFIND · RJMetrics · Simply Measured · SISENSE · splunk · tableau · TrackMaven · visualIQ · zignal LABS

Conclusion

Revenue is the true north star for all companies, and marketing & sales are driving the engine that gets them to this goal. But, the constant march to support go-to-market teams and their impact on the customer lifecycle has poised the operations team for a big transformation, wherein they take on a new set of responsibilities that are the linchpin to scalable growth.

Forward-thinking companies that align with a more integrated ops strategy and start to look ahead to Revenue Ops stand to benefit from unlocking true growth potential and accelerating their path to revenue.

Thanks for reading this eBook, we hope you found the content useful!