



7 Keys to Revenue Operations in the Enterprise

What large B2B firms need to know about aligning revenue teams around process and data.

THE RESULTS ARE IN:

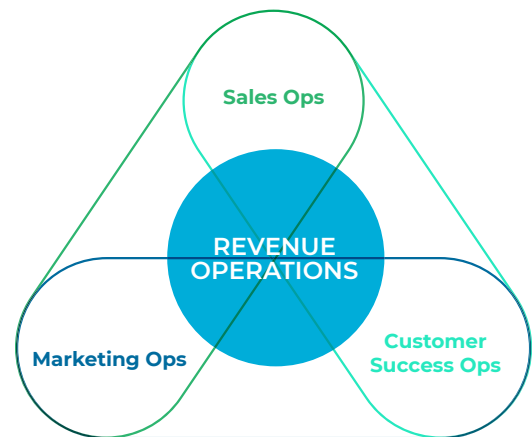
In 2020 LeanData and Sales Hacker revealed the State of Revenue Operations (RevOps) from polling nearly 2,500 B2B Sales and Marketing professionals. Their responses comprise the world's largest study to date on how this go-to-market organizational structure is being adopted, the various "flavors" of RevOps models emerging within organizations, and what companies are doing to take full advantage of its potential to accelerate growth.

At companies with more than 1,000 employees, the revenue environment is unique. Here's the state of this critical go-to-market approach at the largest organizations:

1

RevOps at the enterprise is defined as...

... the integration and alignment between operational functions that power the revenue engine, focused on maximizing growth and performance across the entire revenue chain.



2

Consistent revenue growth is a challenge.

Our study found that, regardless of size, consistent growth appears to be a significant challenge to varying degrees across all B2B companies.

Enterprises agree growth is a challenge

72%



Not surprisingly, SMBs report the greatest challenge with consistent revenue growth. And yet significantly, **72% of enterprises also agree growth is a challenge.**

3

Enterprise firms believe a seamless CX is key to accelerating growth.

95 percent of firms we polled believe a consistent and seamless customer experience across the buyer's journey (pre and post sale) is a key differentiator and revenue driver for B2B companies. And at the largest firms, those with more than 100,000 employees, this is even higher with 100% agreeing with this business imperative.

Believe consistent and seamless customer experience across the buyer's journey is a key differentiator and revenue driver

95%



To help work towards this seamless experience, 81% of enterprises believe revenue growth is a shared responsibility at their companies, with ownership shared equally across Sales, Marketing, and Customer Success.

Enterprises believe revenue growth is a shared responsibility

81%



Here's the problem: Fewer than 10% of enterprise firms strongly agree these functions are well integrated and aligned to drive maximum growth. This is the promise of Revenue Operations, so it's no surprise that...

4

Large enterprises are out in front of the RevOps movement.

Our research found that the bigger the firm, the less likely they were to report go-to-market operations existing in disconnected silos.

In our study, more enterprise firms reported having a centralized RevOps function in place compared to SMBs. In fact, the highest percentage of RevOps adoption (60%) was amongst companies with between 50,000 and 99,999 employees.

Highest RevOps Adoption:
Companies with between 50,000 and 99,999 employees

60%



Of those firms that have not yet moved to RevOps, those with 100,000 employees or more (63%) are the most bullish on RevOps in their future. And of these large enterprises, nearly half (44%) say RevOps is already underway.

Firms with 100,000 employees or more
are the most bullish on RevOps in their future

63%



Of enterprise firms who have already moved to a Revenue Operations model, many are already seeing measurable improvements. One enterprise survey respondent reported **“stronger alignment from sales/marketing/success with centralized/consistent data sources and GTM strategy.”**

Another large firm reported **“better alignment across functions”** and reported their **“teams [are] starting to share data and join forces to build better processes.”**

5

Data ranked as the least-aligned area in the revenue engine.

Data is the essential foundation for any high-functioning RevOps organization.

However, when asked to rate their level of revenue engine alignment across 6 key areas, two areas where enterprise firms rated themselves weakest was with:

Data

High-quality and accessible data across the revenue chain supporting consistent and interdependent planning, execution and measurement.

Infrastructure

The technologies supporting the revenue engine such as martech, sales tech, and customer success tech being integrated and sharing data.

6

What's preventing RevOps adoption at the enterprise?

According to those we polled, the biggest barriers to RevOps adoption within enterprise organizations are (in order):

- Organizational complexity (no surprise given their size)
- Leadership support* (see below)
- Disconnected systems + inconsistent data (a problem made worse by scale)

7

A centralized model for operational alignment is emerging.

A growing number of organizations are moving to a fully integrated and centralized RevOps structure, in which all operations teams report into a dedicated RevOps team and leader.

Who oversees this centralized RevOps function varies by company headcount:

- At the very smallest companies (<49 employees), RevOps reports to the CEO.
- At the vast majority of companies, RevOps now reports to a CRO.
- For the very largest companies (100K+ employees), RevOps reports to the CFO.
- The CSO and CMO emerged as the least likely C-level owners of RevOps.



BONUS: Selling the RevOps vision

Need to gain buy-in from executives on RevOps in the enterprise? Try these talking points:

The Business Imperative: The growing pressure on the B2B revenue engine to perform.

The Problem: A fragmented go-to-market approach due to the complexity of B2B go-to-market strategies (multiple tactics combined with complex buying behavior).

The Result: The people, processes and technologies underpinning the B2B revenue engine remain largely siloed and disconnected, creating a fragmented go-to-market approach. When Sales, Marketing, and Customer Success aren't integrated or aligned, this creates fundamental misalignment across the revenue chain, and a poor buyer experience.

The Bottom Line: A lack of cohesive RevOps is stalling growth potential.

The Solution: For enterprise firms, building efficiency across a large, complex organization is not an easy task. But, adopting a RevOps mindset allows B2B Sales and Marketing teams to work from the same set of data, create a cohesive buyer experience, and accelerate long-term growth through alignment and efficiency.

Leading industry analysts such as SiriusDecisions and TOPO point to the RevOps alignment model as **“absolutely critical to success”** for nearly all B2B organizations.

Independent of company size, ~50% of those we polled whose companies haven't yet moved to RevOps believe they will in the future. It's time for RevOps in the enterprise.

To download the full research report, visit leandata.com/report

ABOUT LEANDATA

LeanData provides the market's first Revenue Operations platform for accelerating revenue and growth in B2B. Standing at the center of Salesforce CRM, LeanData's family of solutions orchestrate and automate the go-to-market process to help revenue teams close more deals and drive more revenue, faster.

Visit leandata.com to learn more about LeanData's revenue operations solutions for Lead-to-Account Matching, Routing, Engagement and Marketing Attribution.

Want to see how LeanData can supercharge RevOps for your enterprise firm?

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