THE SALES & REVENUE OPERATIONS HANDBOOK

Insights from 100 podcasts and over 3,000 minutes of shared knowledge.

ebsta

Foreword

Eighteen months ago we set out on a mission at Ebsta...

To discover more about the world of sales and revenue operations (ops) from those at the coalface defining it.

We could see how data, technology, and processes were starting to advance together to align sales, marketing, and customer success under a single banner - revenue.

We wanted to build a community for the next generation of leaders that were emerging within that movement. One that could pool insights, overcome challenges, and lean collectively on shared learning.

Fast forward to the present day and we've aired our 100th episode of the Sales Ops Demystified podcast, set up a community channel for them, and launched our first episode in a series of open-roundtables for revenue leaders.

It's a milestone we've enjoyed working towards and one that allows us to pull together the industry's definitive guide into the world of sales and revenue operations.

Along this journey, we've seen how sales operations has evolved, witnessed the growth of revenue operations, and spoken to the pioneers charting this new territory.

This guide is the culmination of those conversations and almost a millennia of experience. We're grateful to every one of our guests and look forward to the next 100 joining us.

This handbook deep-dives into the why, what, how, and the "where next?" of sales and revenue operations.

Guy Rubin
CEO, Ebsta

ebsta
Tom hunt
Sales Ops Demystified Host, Ebsta

Demystifying sales operations with Tom Hunt

When Henry and I sat down in a meeting room to record the first episode of the Sales Ops Demystified podcast, we had no idea that it would grow into what it has.

It was a live version with us talking about a less-familiar field of work that was gaining momentum...

Now, that episode was great, but we all thought that the show would probably add a lot more value by handing the microphone to the leaders and figureheads that were shaping this space.

We've now interviewed over 100 sales operations experts on the show and it's been an incredible experience. We've heard about vastly different avenues into this career, identified hundreds of different sales metrics, and realized the components of accurate forecasting.

I think the biggest insight for me as the host, is that if businesses are going to succeed in this increasingly competitive and turbulent world, they're going to need to:

- Develop a sales process
- Track data through the sales process
- Analyze the data from the sales process
- Make incremental improvements to the sales process

The increasing demand for sales ops in organizations of all types is because businesses are waking up to this need.

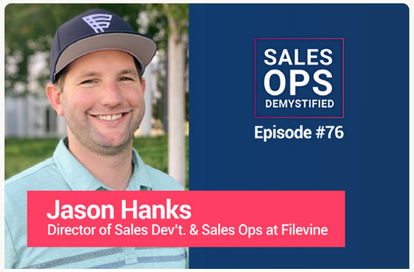
Our role in this movement will be to continue to seek out and share the wisdom of the best sales and revenue operations resources for the global sales community. That is what we've done for the past year and a half and is what Ebsta plans to continue doing...

And finally, I would personally like to thank each of the one hundred guests we had on the show to date, and of course... each of the tens of thousands of listeners we have been lucky enough to inform and hopefully entertain over these past eighteen months.

Highlights

Click to listen it now!

MOST SHARED EPISODE



MOST DOWNLOADED EPISODE

LONGEST EPISODE

HIGHEST RATIO OF REPS TO OPS

100TH GUEST

FIRST GUEST

What is Sales Operations?

Essentially, it's looking at how your business sells and improving that process.

The aptest description likens it to the role of the coxswain in rowing. The coxswain steers the course of the boat and the rhythm of the rowers.

Without a coxswain, even the most gifted rowers won't move across the water as quickly, powerfully, or efficiently as they could.

Sales ops are the coxswains of your sales teams and are there to constantly ask, "what will make the boat go faster?"

They look past the metrics and headline figures to understand what it means in the context of your entire sales operation.

It requires a vantage point over the end-to-end sales journey with the view of holistically improving it.

Sales operations is where the art of selling meets the science of analytics to create a structured, repeatable, and therefore scalable process to selling. A system to sell with that can codify the process.

Part analysis, part operations, part financial, and part forensics - it's tasked with supporting, enabling and driving sales to sell faster, better, and more efficiently.

What are the responsibilities?

The parameters might chop and change with businesses, but anything that helps sales in their ability to sell will fall under the umbrella of sales operations.

From our conversations with hundreds of businesses, the most common responsibilities include:

- Documenting the sales strategy
- Lead management
- Sales support & enablement
- Commission & incentive structures
- Territory mapping
- Sales coverage model
- Improving sales methodology, adoption, and review
- Onboarding
- Learning & development
- Performance analysis & KPI development
- Growth forecasting & reporting
- Tech stack and tools optimization

Their role is responsible for sourcing, identifying, and communicating the numbers, but not for delivering or executing them - that's for sales leaders, sales enablement, and sales reps.

Sales ops are there to document the process, find the right way to measure its growth, and to communicate ways to improve its operation to the parties that deliver on their direction.

- What are the activities and workflows in the existing sales process?
- What is the volume, velocity, and value of leads?
- What are the sales stages and how do they progress?
- What are the conversion figures?
- What are the improvements?
- Repeat

What technology do they work with?

- Customer relationship management platform (CRM)
- Business intelligence platforms
- Customer & sales analytics platform
- Email automation software
- Performance management software
- Contract lifecycle management software
- Comms & conferencing tools
- Content Management System (CMS)

What are their objectives

- To improve pipeline management
- To better prioritize opportunities
- To wrap good sales habits into processes
- To improve commercial productivity
- To create a process of improvement
- To structure measurable growth
- To put science behind sales and create a repeatable model
- To allocate the right coverage across leads, opportunities, and territories
- To equip sales with the best tools, motivation, and support to be successful

Do you need sales experience to work in sales operations?

You don't need sales experience to move into sales ops. In fact, many of our sales ops leaders that have appeared on Sales Ops Demystified had no formal sales background and over 60% of the guests agreed that sales experience wasn't essential.

That doesn't mean that sales experience won't provide an advantage. Those that have worked in sales roles can lean on their inside experience to empathize with the needs and pains of salespeople and it overcomes the obstacle of asking them to do something that you have no practical experience of. However, we've seen that a career in sales ops can be born from multiple disciplines that involve strategic thinking, communication, data analytics, and operational processes.

Katyusca Barth, Sales Operations Manager at Intralinks, started out as a salesperson from the age of 15 in Brazil. After cutting her teeth cold calling she started supplementing her work with graphs, reports, and even designed a CRM that would streamline her company's sales process - a natural pathway into a career in sales ops.

For those that transfer from an administration role, it's encouraged to spend time shadowing sales and get an understanding of desk experience.

Solomon Jehu-Appiah, Business & Sales Ops Analyst at Talkdesk, graduated school as an engineer, but initially found employment as an admin at a materials company. This position "was literally like a sales support/associate role, and it never changed."

The CRM he used was outdated and would frequently crash, so Solomon asked if he could find a better solution. He was able to implement a superior, faster CRM system, and even train colleagues to work with the new software. This resulted in a passion for finding and implementing optimal solutions for sales processes and very naturally led to a position in sales op.

Brandon Bussey, Director of Revenue and Account Operations at LucidChart, graduated as a finance major from college. He realized that in the financial industry, roles generally fell into one of two basic categories: the back-office, support type of jobs that focused heavily on rigid regulations and compliance, and the more strategic, partner-type roles that involved broader planning and consultation skills.

Brandon always preferred the second category to the first. When contemplating a role transition, he would always make sure that he was "doing the due diligence to understand, what type of financial organization is this?"

While on vacation, he visited Amazon HQ at the urging of a friend, and during his visit discovered the world of sales ops. He immediately became fascinated by the elements of strategic planning, analysis, and collaborative consultation that are so essential to this field. His experience in the financial sector gave him a key advantage as a prospective player in sales ops, and he transitioned to Amazon shortly thereafter.

WE DROVE A LOT OF CHANGE AND IN MANY WAYS I DESCRIBED THAT FIRST JOB AS SIMPLY "**FIXING SOMETHING"**. MAKING SOMETHING BETTER... WHICH IS ALSO HOW I LIKE TO DESCRIBE SALES OPS.

My first role after school was as an industrial engineer… I was working for General Motors in a new team which was simply shown a problem and instructed to "go fix this".

It was just me and a manager and we had to figure out how to fix this "thing". The details aren't important but the directive involved:

- Applying some creativity and innovation.
- Leveraging our data analysis skills.
- Pulling stakeholders together to agree on a solution.

We drove a lot of change and in many ways I described that first job as simply "fixing something". Making something better... which is also how I like to describe sales ops.

In my first "sales ops" role (it wasn't called that back then), at GoldenGate Software (acquired by Oracle in 2009), I was the person that said, "Well, geez, shouldn't we manage our pipeline somewhere?"

I started with an Excel spreadsheet and that was it. We started building a repeatable process around our sales process and demos. After wrapping some flowcharts and stages around that we had a clear journey to executing deals. Nowadays, sales ops are significantly more complex and seem to be growing every month by necessity. Our sales ops team at Intercom just reached 25 people and are responsible for: Sales strategy. Sales planning Territory mapping. Coaching/onboarding. Sales enablement. And much more... I was honored to be interviewed on Sales Ops Demystified and can't think of anyone better than the Ebsta team to pull together the wisdom from us podcast guests to produce the go-to guide for sales ops professionals.

INTERCOM

Jeffrey Serlin

VP of Sales Operations, Intercom

Elavon
Arup Chakravarti,
Arup Chakravarti, Head of Sales Enablement & Commercial Analytics, Elavon Europe

The five pillars of sales operations

As the sales enablement function has matured, there has been an increased convergence with sales operations, often diluting the boundaries between the two disciplines. However, a number of capabilities associated with the very core of sales operations continue to remain central to the function's remit.

Founded on a strong analytic competence, think of these as the five key domains of sales operations.

Territory optimisation:
Establishing the size and addressable opportunity of target markets.
Re-balancing agent allocation based on opportunity assessments

Quota and incentive programme management:
Shaping the formal corporate incentive programme, outlining expectations and success KPIs. Setting pursuant individual level targets

Sales automation:
Typically, management of CRM and associated sales tools

Monitoring sales / revenue performance:
Coordinating high frequency management information reporting and dialogue, to provide an objective view on channel performance and future value projections

Influencing sales culture:
The domain where there is arguably greatest cross over with sales enablement, sales operations continues to influence sales culture by leading activities such as sales process engineering and sales methodology incorporation.

Given the expectation to provide an objective view point across these five domains, the 'politics of numbers' often features as an organisational theme. This is especially prevalent during forecasting sessions. It's incumbent on the sales operations function to provide an aligned diagnosis of business performance. Therefore, decomposing ultimate KPIs (such as revenue), into their constituent driving measures (such as per capita sales, number of meetings scheduled etc) can help the business focus on leading indicators, as opposed to obsessing on lagging measures. Identifying these leading indicators, sensitive to a specific business model, is where sales ops can bring a new perspective to value conversations.

What is Revenue Ops?

Revenue operations is not another word for sales operations. It could, however, be seen as an evolution...

Its function is to deconstruct the customer-facing actions to revenue and strategically re-align sales, marketing, and customer service departments across the full customer lifecycle.

It becomes one department - without the friction - that's commercially aligned to collectively improving the customer's experience and driving revenue.

Customers have changed the way they buy and the emergence of revenue operations as a department is a response to:

An increased focus on the lifetime value of a customer

A sale cycle that's increasingly non-linear

Buyers that are more informed than ever

Customers that engage with businesses through multiple channels, people, and times.

Salesforce suggests that by 2025 the typical business will use 45 data points to understand their customer.

Revenue Ops ties those engagements together under a commercial strategy to grow revenue and is tasked with:

- Bringing visibility across departments
- Increasing communication among departments
- Binding those departments under a unified direction towards revenue
- Delivering a better service for the customer

Revenue ops is dedicated to laying the infrastructure for a 360-degree understanding of the customer and their commercial context.

It's a holistic mindset towards revenue that removes the borders of siloed departments in order to improve how we engage with our customers. Constantly asking how you can better market, sell, and service to your customers?

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TAKE THE INITIATIVE AND ENGAGE WITH EACH OTHER. AND REMEMBER, ALIGNMENT DOES NOT HAVE TO EQUAL AGREEMENT.

Yuri Dekiba

Sr Director Sales Operations & Planning, Akamai Technologies

While the concept of Revenue operations is not a new one, it has been a hot topic over the last few years.

The ultimate goal of revenue operations should be to ensure a more aligned and consistent customer experience.

We do this by aligning our internal people, processes, and systems across marketing, sales, and customer success. In light of the recent COVID-19 environment, this alignment becomes even more critical.

Having a solid revenue operations foundation will be key to unlocking the capability across the operations teams – so that we can pivot quickly and respond to changing business and customer needs.

Whether it’s launching a coordinated customer engagement campaign, compiling analysis and insights around its impact to the business, or enabling our virtual sales teams with tools that improve their engagement and productivity, the more coordinated we are across our teams, the more relevant and effective our deliverables will be in supporting the sales organization. Which in turn will enable our sales teams to deliver a more consistent customer experience.

So, rather than trying to do it all on your own, take the initiative and engage with each other. And remember, alignment does not have to equal agreement. Bringing a point of view and having the discussion is a great first step to strengthening your organization’s revenue operations foundation.

The tech behind the operations

One of the biggest internal challenges for businesses in recent years, has been the lack of clarity around who owns the tech and who's accountable?

Independent budgets, siloed data, and a lack of alignment between marketing, sales, and customer success has meant technology has often operated independently.

Rev ops are ultimately responsible for the tech stack and ecosystem they enable, but sales ops, marketing, and CS will individually oversee and manage their tech.

01
Align with those who are actually using the tools to identify why you need the tools and what you expect from implementing the tools.

02
Prioritize the tech foundations that you can build your sales operations on. Typically your CRM, reporting, and comms tools.

03
Avoid building Frankenstein's monster and build tech stacks with the wider ecosystem in mind and a roadmap of where your sales operation is evolving towards. Don't make investments now which might hurt you later.

04
What does your implementation timeline look like and how will you seamlessly swap technology, or seamlessly introduce it? Any downtime within your revenue ops is incurring opportunity costs. Factor that into your implementation and ramp time.

05
What is the commercial business case for C-suite and leadership for implementing technology and what is the management information they'll want to communicate its success?

CRM (Customer Relationship Management) platform

Relationships drive revenue and your customer relations manager (or CRM) is the central hub for your entire stack. It's the brains, the command center, for your entire revenue operation. The tools you select are built to complement and integrate with your CRM.

Microsoft Dynamics 365

ActiveCampaign

ZOHO

Nutshell

salesforce

Popular choice

pipedrive

freshsales

HubSpot

Marketing ops tech

Marketing tech connects sales engagements, seeks to understand the customer, and looks to help create meaningful, personalized, and contextual connections that increase the pipeline, and empower the buyer to close more deals.

salesforce pardot

Marketing automation and lead nurturing platform

HubSpot

Marketing software for small enterprise companies

Marketo

Marketing automation software

mailchimp

All-in-one integrated marketing platform with a focus on email marketing

INTERCOM

Customer, sales, and marketing messaging platform

Drift

Conversational marketing and sales tools

CHURNZERO

Customer success platform to assess product usage and health

Sales automation & sales engagement tech

Designed with the sole purpose of enabling your team to sell better. These tools help you install an automated sales cycle that's consistent across devices and platforms

- **Outreach** - Sales engagement platform *(Editors Choice)*
- **SalesLoft** - Sales enablement platform
- **Zapier** - APIs to connect your apps and automate workflows. Easy automation for busy people. *(Editors Choice)*
- **Ebsta** - Customer engagement platform with a suite of sales enablement tools
- **Xant** - Enterprise sales engagement platform
- **Vidyard** - Online video platform for business and sales outreach.
- **Chili Piper** - Calendar scheduling integration (Editors Choice)
- **MixMax** - A feature-rich email app for Gmail

Sales forecasting & reporting tech:

Underpinning everything is the need to measure, understand, and improve. This covers performance tracking, lead scoring, forecasting, pipeline management, coverage allocation, and benchmarking. Every revenue process is unique and every business can accelerate the steps to revenue with a better understanding of their past

- **ExecVision** - Conversation intelligence platform
- **Gong** - Revenue intelligence platform
- **Ebsta** - Sales forecasting & pipeline insights *(Editors Choice)*
- **PowerBI** - Enterprise data visualization platform
- **Domo** - Data integration and visualization
- **Klipfolio** - Dashboards
- **Atrium** - Real-time insights on sales performance
- **Clari** - Real-time revenue operations for pipeline management & activity intelligence
- **InsightSquared** - Revenue intelligence software to help predict growth
- **Tableau** - Business intelligence and analytics software

Contract management

You don't want to be waiting on a signature, a document, a delayed proposal, or mismanagement at the finishing line.

- **Conga** - Simple documents, automated contracts, and e-signing
- **Nintex** - Document creation and automation
- **DocuSign** - Leading e-signature & agreement software *(Editors Choice)*
- **Pandadoc** - Proposal, contracts, and quotes
- **SaaSOptics** - Subscription management software for b2bs
- **Zuora** - Subscription management platform
- **Certify** - Travel, invoice, and expense management

Data management tech

Data is the lifeblood of every marketing, sales, and success team, and its management is reflected in the improvements. Your CRM and insights are only as powerful as the data that feeds them. Ensure your data is whole, healthy, and has a continuous diet that looks after itself.

- **Teradata** - Data lakes and warehouses unified in the Cloud
- **Ebsta** - Automatically capture emails, meetings and contacts in the CRM *(Editors Choice)*
- **Clearbit** - Data APIs to help your business grow. Contact enrichment, lead generation, financial compliance, and more. *(Editors Choice)*
- **Cloudingo** - Data cleansing and deduping for Salesforce
- **ZoomInfo** - Business contact database for lead search and information

Communication & collaboration tech

Perhaps the biggest task of revenue operations is aligning departments, teams, and reps under a single direction. This requires a suite of collaborative tools for communicating.

- **Zoom** - Enterprise leader in video communications and conferencing *(Editors Choice)*
- **WebEx** - Enterprise solution for video conferencing, online meetings, screen share, and webinars.
- **Slack** - Collaborative real-time communications used for lead alerts, channel segmentation, and faster comms. *(Editors Choice)*
- **SharePoint** - Microsoft's space for sharing & managing content and knowledge
- **GDrive** - Gmail's center for sharing and managing content and knowledge *(Editors Choice)*
- **Confluence** - Collaborative workspace for product management
- **Groove** - Team integration software and customer support
- **Asana** - Online task management software
- **Trello** - Card-based flexible project tracking app

Prospecting / demoing

- **Apollo** - Prospect from 200M business contacts and 10M companies.
- **LeadIQ** - Source additional information on ideal customers and support list generation
- **Chorus.AI** - Conversational intelligence platform
- **Sales Navigator** - Increased outreach, targeting, and tracking on LinkedIn *(Editors Choice)*
- **Discover.org** - business database with b2b sales leads lists
- **Engagio** - Account-based engagement platform
- **Cognism** - b2b acceleration software drawing from a 400m database of business profiles *(Editors Choice)*

How businesses are mobilizing data in revenue operations

Bad data costs the US economy $3.1 trillion annually. This extends to the time and effort spent correcting data, reversing the bad decisions made from poor data, and the revenue that falls into the opportunity gap.

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One guest on the show, Curtis Hommes, discussed how he had 8 resources dedicated entirely to data hygiene. When you move at pace, you need to know the information you're handling has been thoroughly vetted. However, data quality is the responsibility of everyone and should be instilled in the cultural onboarding of the company with multiple failsafes in place to police its integrity. When sales and customer-facing teams can see the value that's returned for them personally, they often buy-in to its importance.

- Is the data available, usable, reliable, relevant, and whole?
- Where can you automate?
- Does the tech ecosystem connect at every meeting point?
- Could you be doing things better, faster, and easier?
- Is your customer engagement siloed?
- Who's working where and responsible for what reporting?
- Data depreciates fast so make sure your process accommodates that.

Data quality continues to be the biggest challenge facing revenue operations. Cris Santos of Pluralsight contends, "data quality can be your differentiator in the marketplace in terms of getting the right insights out of the business. If the data is wrong, your conclusions are wrong as well."

Catherine Mandungu, Director of Sales Operations at Ometria, agrees that many organizations fail to educate employees on data quality, integrity and governance. Hence, most employees, including sales ops have limited information on data quality and its importance.

Kimberley Warman, Head of Sales Operations of Austin Fraser declares that vigorous training in data quality ensures that employees in an organization know what good data quality entails. Training should include proper documentation in the database, the importance of a good database and the implications of bad data. It can also be in the form of tracking problems in data quality and offering training to combat them

teradata.
Ian Mathews
Director of Revenue Operations EMEA, Teradata

The science in sales ops

Data is at the heart of what we do, but it's critical that we show that the value our teams bring comes not from the data but what we can do with it.

As you deploy a cool new tech stack, it's tempting to try and capture everything, persuade sellers to add additional items and plan to use these to drive more predictive behaviors, but it's dangerous if you don't have an outcome-focused plan.

By mapping data-capture to the key touchpoints and handshakes in your revenue engine it will allow you to build effective ways of describing, diagnosing and even predicting your engine.

The three key elements to deploy:

01 Automate data capture to avoid distracting sales and marketing teams.

02 Consolidate the different elements of your tech stack with a common description across your revenue engine and its silos. This can be as simple as a shared excel workbook through to a data warehouse with analytics and visualization.

03 Consumption by everyone. Get the actionable and impactful data into the hands of those that can use it and don't just limit it to management reporting. Integrate the view of your customer across your systems and teams.

Doing this right will enable you to not just understand your business more effectively but give you the ability to evolve and scale it rapidly.

22 irrefutable truths of rev ops

“Getting to revenue not just a sale”

CLEARPATH ROBOTICS
Joe Gelata
Director of Business Operating Systems, Clearpath

Opinion against opinion - title wins. Opinion against data - data wins.

XANT
Steve Wellmen
Snr Technical Consultant at Xant & Former Director of Operations at Freshlime

Pipeline is the lifeline of sales. How much they need, how much they have, and the quality

workfront
Curtis Hommes
Vice President of Sales Operations, Workfront

- Tools over labor
- Good tools don’t fix bad processes.
- Cultural self-improvement.
- Don’t repeat complicated processes.
- Standardize and personalize onboarding.
- A little bit of finance, consulting, sales, and ops.
- Org charts need accountability.
- A whole lot of learning.
- One department, one customer experience
- Look at the forest not the trees
- Outcome focused plans
- Good and fast beats perfect and slow every time.
- Reverse engineer
- Deconstruct and rebuild
- Actuals scale better than hope.
- Ecosystems over single solutions
- Can it be automated?
- Customer driven experiences
- Enable the buyer
- Vital or non-vital
- Manage what you measure

The metrics that matter in revenue operations

In the same way that too little data prevents companies from learning anything, too much data can bring a company to a standstill.

Advancements in tech mean that we can measure almost anything through the customers' lifecycle - from acquisition, ramp time and sales velocity, through to retention and advocacy.

What's important is identifying the key metrics that are going to pull the levers in your business.

Throughout the 100 episodes of Sales Ops Demystified, we've asked every guest to name the single most valuable metric that they couldn't do without:

Recurring revenue:

What is the monthly and annual recurring revenue (MRR & ARR) from your operation? Within subscription models this can be broken down into:

% of new business from those that are buying from you for the first time.
% of upsell or cross-sell from freemium, cheaper, or lower volume services and products.
% of renewals and extensions from those that are on a cyclical model.

The deconstruction of recurring revenue will surface where businesses need to tighten their operation, whether that's on customer outreach, conversion, or the service itself.

% Against the target

Depending on your business and industry, your target may be represented as revenue, units sold, number of accounts, or other metric counters. There's a sweet spot between 60 - 90% of the target that shows the targets are optimistic enough to stretch a team, but realistic enough to achieve.

The collective % against the target of your sales reps give you an indication of how realistic achieving your wider targets are. It also shows frequently underperforming teams, individuals, and inefficient sales comp plans.

Customer Acquisition Cost:

This is the collective sum of all the marketing spend to acquire a customer and can be positioned against the lifetime value of a customer to justify a scalable and sustainable business model. It can also be broken down by marketing channels for a more granular review of which arms of marketing are delivering returns.

Customer retention:

Your customer retention rate is the percentage of customers you keep relative to the number you had at the start of a period. It's perhaps the best way to show that your marketing, sales, and service are aligned. It shows that the solution meets the needs of your customer. Select a timeframe, it could be custom, quarter, or annual and then determine:

- Total customers at the close
- Number of new customers
- Number of customers at the start

Subtract "b" from "a" to understand remaining customers. To calculate the percentage, divide that number by the total number of customers at the start and multiply by 100.

Email response:

An email response rate looks at the direct replies from your email outreach. Divide the number of unique emails responses in one campaign by the number of delivered emails. Take that number and multiply by 100 to identify the %.

Activity rates don't denote engagement. Look past email activity to identify reciprocated engagement, which considers the volume, velocity, and context of the response you receive. You can dig into more complex solutions like this with Ebsta.

Forecasting accuracy:

Do your forecasts meet your sales reality? Businesses are forever trying to identify the likelihood of success and failure to strategically plan ahead. The more accurate your forecasts, the more confident your decisions.

Businesses will typically look at the historic win rate and forecast accuracy for each rep, the unique sales stages, and the benchmarks for progressing through the sales cycle.

Sales departments will sometimes combat deliberate sandbagging and inflated pipelines by anchoring compensation packages to forecasting accuracy metrics. What's causing the inaccuracies - is it the rep, outside variables, the process, or your method for predicting forecasts?

Lead conversion rate:

The % of leads that convert into customers. Successful revenue ops require you to view everything holistically and systematically.

- How many leads are being generated?
- Are they being generated by the individual?
- How many are converting to SQLs?
- What is the differences between those that convert and those that don't?
- How many SQLs evolve into revenue?
- What is the difference here?
- Rinse and repeat

Once you understand the reasons behind these transitions you can identify which leads will generate the most revenue, the typical timeline, and where to direct your sales and marketing focus as a consequence.

Is the problem the quality of the leads or the ability to convert them? Understanding this will also help you calculate the volume of leads needed to hit your target.

Many things may be the culprit, including poor qualification, bad demos, and ineffective negotiation.

Average deal size:

Divide the total number of revenue by the number of closed deals to establish the average deal size. When you calculate the average deal size on a monthly, quarterly, and annual basis, you get insights on the size of your contracts. You can know whether your contracts are becoming larger, smaller, or remaining the same.

If you extend this further to review the % of close rates to deal size and factor in the time spent on these deals. You might find that too much time is being spent on enterprise accounts for the revenue they bring in. Or, do your commission structures encourage SDRs to pursue easier closes with smaller accounts?

Opportunity Value:

Constructed from multiple factors that look at historic benchmarks and current engagement to understand how you manage your pipeline.

What is the estimated opportunity value against the weighted probability of closing the opportunity? This will likely consider which stage they sit in and the indicators you use to determine if a deal will close successfully.

You can deconstruct your total pipeline by reps, teams, and verticals to see the real story behind where your efforts are most profitable.

Win rate:

What was the amount of closed-won opportunities compared to the total amount of opportunities for a given period?

Determining your win rate helps with forecasts and your ability to analyze rep performance and improvements.

It helps you calculate how much lead traffic you need to meet your quota. If you have a team quota of $1m and your average deal size is $1,000, your sales teams will need to close 1,000 deals. If 10% of your leads become customers you will need 10,000 leads to be fed per month.

It may also raise deeper questions around how you can enable your teams to win more and whether it's the process, product, or the individual.

- Where is the birth of an opportunity?
- What are the stages from discovery to conversion?
- How many get to demo and how many progress past that?
- Where are the coaching intersections?

Sales Velocity:

It's harder to track in the CRM so often overlooked, but speed with efficiency is a fundamental part of any revenue operation.

What is the sum of the number of open opportunities x average deal value x average sales cycle x average win %?

Specifically, what's the average age of a sales opportunity and how does this sit against the historic close time?

Opportunities that extend past previous benchmarks for closed-won are at-risk.
Reps that are wildly inconsistent in close times show a clear opportunity for coaching intervention.
Better performing verticals will reveal where you should be doubling-down your resource.
How are you breaking velocity down at stage level?

Ramp time:

How quickly can you accelerate new reps to profitability and where should you be making onboarding improvements to reduce the time to increase ROI?

What checkpoints are you using to measure successful onboarding and how can you build a repeatable and scalable route to revenue?

- Speed to phone
- Speed to deal
- Speed to autonomous working
- Speed to target average deal size

Dead reasons:

Sometimes the most revealing metric is the one that shows why things didn't progress through to lead qualification, sales stages, conversion, or retention.

Are you effectively feeding that back into your operation to:

- Improve the product
- Improve the pitch/messaging
- Improve qualification
- Improve objection handling
- Improve closing

Success depends on how quickly you are able to flag these reasons and how agile you are to react to them.

Time spent:

Selling Is the actual time sellers spend selling as compared to other tasks such as internal meetings, training, and administrative work.

- How much time is spent in meetings
- How much time is spent on training
- How much time is spent on outreach
- How much time is spent demoing
- How much coverage time is spent with prospects

Sales teams should lean on automation to accelerate necessary processes and remove unnecessary involvement of sales.

The impact of COVID-19 on revenue operations

Whether it's COVID-19, another pandemic, or any paradigm shift, it's important that you pause, survey the landscape, and reset your prior assumptions.

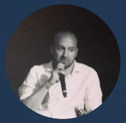
In revenue operations, this starts with forecasting. Strip back your operation and separate the vital from the non-vital. Shorten the runway that you measure across and revisit how the metrics now move. New revenue has stalled, customer payments may be late, and sale stages do not progress as they did historically. Revisit which indicators you need to measure and how your outcomes will have changed.

Simplify everything down and rebuild your operation in this new landscape. Tighten your feedback loops, operate with complete transparency and visibility, and build a lighter vehicle to carry you through to a point where you can start scaling again.

COVID-19 will impact revenue operations. It's a black swan that you knew would happen. Just as data breaches have, supplier snags have, being undercut by the competition has.

The difference is, this is an obstacle you can't physically see. No matter how closely you look for it. But, you don't have to see it because the data shows it. Now, how you approach that data, finding the small improvements that lead to the big results, that is where it will make a difference.

Use the data you have in front of you. Stop siloing it and making it messy. Clean it up, and then find the people behind it. Then ask them their story. Then you'll know the narrative behind your business.



spammed.co

Anthony Conrad
Anthony Conrad, Sales Advisor, Spammed.co

CLEARPATH ROBOTICS

Joe Gelata

Director of Business Operating System, Clearpath Inc

Here's the bad news: sales are down, cash flow is now a major challenge, and when the money runs out your company dies. But wait, it gets worse - in the current capital market even the best companies only have a slim chance of accessing additional funding. The challenge facing revenue operations is surviving this difficult period while preparing to come out the other end stronger and ready to capitalize on a rebounding market.

The key to surviving ***is managing your cash burn***. One way to reduce your burn is to trim the fat from your technology costs by auditing each system starting with the most expensive.

- Deactivate licenses for people who are no longer with the company.
- Only provide licenses if the tool is critical to an employee being able to execute their role.
- Remove modules that aren't providing strong ROI
- Consider cutting entire tools that aren't essential to surviving this rough period.

It may be helpful to approach the audit as if you are cutting every single system and then rebuild your stack with only the tools you can justify under these circumstances. You'll be surprised how much you can save.

A second area to reduce burn is your program spend. You've likely already had to cut conferences, travel, and other physical programs that no longer exist in pandemic land. This allows you to focus the remaining budget on digital channels. These are generally more cost effective and you'll probably see a boost to their ROI since your audience is more receptive to these channels at the current time.

Finally, use this time to optimize your internal processes.

- Study the flow of data through your customer lifecycle and correct any gaps
- Ensure your internal communication channels are functioning well
- Review your reports and dashboard to determine what other insights would be helpful
- Clean your database and build better data hygiene habits with your reps.

All of this will set you up for success on the other side of COVID-19. The most important thing to remember is to implement these optimizations quickly. The sooner you reduce your burn and become more efficient, the longer you can weather this storm.

Influencers and communities for revenue operations

Community

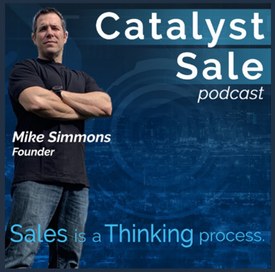
SOPSA.org
Global Sales Operations Association

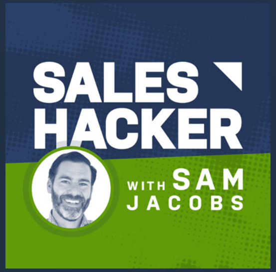
REVENUE COLLECTIVE

SALES OPS DEMYSTIFIED

SBI

Podcast





Luminary

Sam Jacobs
Founder of Revenue Collective & Host of SalesHacker Podcast

REVENUE COLLECTIVE

Peter Kazanjy
Founder of Modern Sales Pros & Atrium HQ

ATRIUM

Michael Ingram
Founder of Salesops.io

salesops.io

Jon Buchan
Director of CharmOffensive

CHARM OFFENSIVE.

Joe Gelata
Founder of Revenue Operations Group

CLEARPATH™ ROBOTICS

Kevin Raybon
Chairman, Global Sales Operations Association

SOPSA.org
Global Sales Operations Association

Relationship Intelligence for Salesforce

Bring Everything into Salesforce

- Automate data capture
- Map business relationships
- Score customer engagement
- Track rep performance
- Identify engagement, opportunities & risk

Keep every sales relationship connected

Work together remotely **100% Salesforce truth** **Engagement insights** **Improve rep performance**

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Conclusion

Stored within this handbook is almost a millennia of experience distilled from 100 interviews.

These are still the early adopters of what is a relatively new department, but one that has a firm foothold in the future of revenue-intelligent businesses.

A special mention to Tom for hosting the podcast, our wider team at Ebsta behind him, and the 100 guests we've had for sharing their exploration of this new territory.

We want this community to be shaped by what you - the pioneers of this new frontier - want to see. What would benefit you most, what should the podcast explore and would you like to be part of the next 100 guests?

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