

THE COMPLETE GUIDE TO THE REVENUE OPERATIONS AND INTELLIGENCE MARKET



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Navigating the Revenue Operations and Intelligence Market

The market for revenue operations platforms is at its apex. Over the past few years, the rapidly developing Revenue Operations category has experienced a massive amount of change, development, and expansion. The platforms in this category overreach into other markets, necessitating a change that will determine how teams choose their sales technology.

Revenue Operations platforms now:

- Provide systems for workflow efficiency, data sharing, and productivity.
- Is colliding with the newer revenue intelligence market.
- Is experiencing significant market confusion. Teams are unsure if they should invest in sales enablement, revenue operations, or revenue intelligence tools.
- Will likely merge with the revenue intelligence category.

Companies currently with a Revenue Operations platform are looking for an integrated, connected Revenue Operations and Intelligence platform.

When looking to purchase one should evaluate their future fit based on the following factors:

- Flexibility
 - How customizable and adaptable is the platform? Does it fit your unique workflow and use case? How long does customization take and how many resources does it require?
- Insights
 - Does the platform deliver all necessary information inside the application? Is the information it provides useful?
- Connected
 - Does the solution connect historical and real-time sales insight and activity that inform decision-making that positively impacts revenue? Does it provide insights for the entire revenue team - from sales, operations, and customer success teams.

What is a Revenue Operations platform?

Revenue Operations platforms help their respective teams centralize sales, marketing, and customer success. Not only does this alignment drive operational efficiency, it fully synchronizes efforts across the entire customer lifecycle.

RevOps breaks down silos between departments to fully align data, processes, platforms, and people. This not only drives greater efficiency but empowers each individual team to be more successful by sharing the insights and data from the others.

According to Forrester, a Revenue Operations solution will, “allow companies to optimize the performance of the revenue engine by centralizing data and analytics across opportunities, accounts, and pipelines for sales teams. These insights enable robust management of forecasting and revenue performance, while also providing greater transparency and accountability.”

Revenue Operations solves problems like:

- Disjointed processes and workflows
- Siloed data
- Duplicative tools and inefficient spending
- Marketing to sales and sales to success handoff issues
- Enablement and continuity problems



What is a Revenue Intelligence platform?

Revenue Intelligence is AI-driven gathering and analysis of all customer-facing data. Revenue Intelligence collects data from your CRM, sales channels, and other platforms to analyze your pipeline, individual deals, the activities within them, seller performance, and performance against goals.

Forrester states that Revenue Intelligence solutions, “capture human engagement activity between buyers and sellers and automatically upload that data to CRM platforms. The AI engine analyses data to deliver insights, provide dynamic guidance, and supply inputs on deal management, forecasting, and other revenue-generating activities.”

Revenue Intelligence platforms automatically gather and analyze all relevant data using AI to search for patterns. The AI can further generate risk scores, provide sentiment analysis, determine the best next steps, and alert sellers, managers, and leaders to potential losses.

Revenue Intelligence solves problems like:

- Uncaptured and missing data
- Incomplete or outdated data
- Missed forecasts
- Lack of insight into the customer lifecycle
- Inefficient sales coaching and training

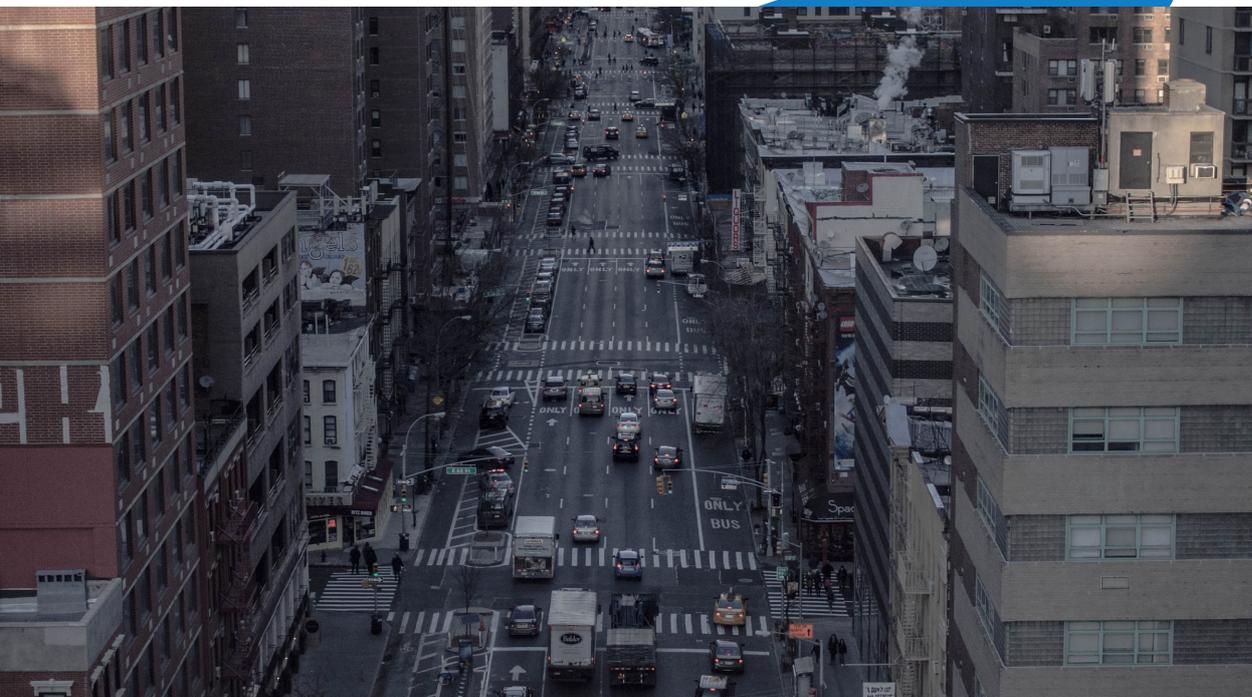


Where do Revenue Operations and Revenue Intelligence Overlap?

In all likelihood, an organization without a dedicated Revenue Operations group or a robust Sales Operations team will not be successful with Revenue Intelligence. Revenue Intelligence is the next step beyond RevOps, as a dedicated team is necessary to manage all of the data and insights it provides.

Revenue Operations is all about data sharing and accessibility. Revenue Intelligence begins once that data is utilized to improve performance.

RevOps gathers and centralizes data for all go-to-market teams. Revenue Intelligence analyzes that data to create insights that provide knowledge to improve performance.

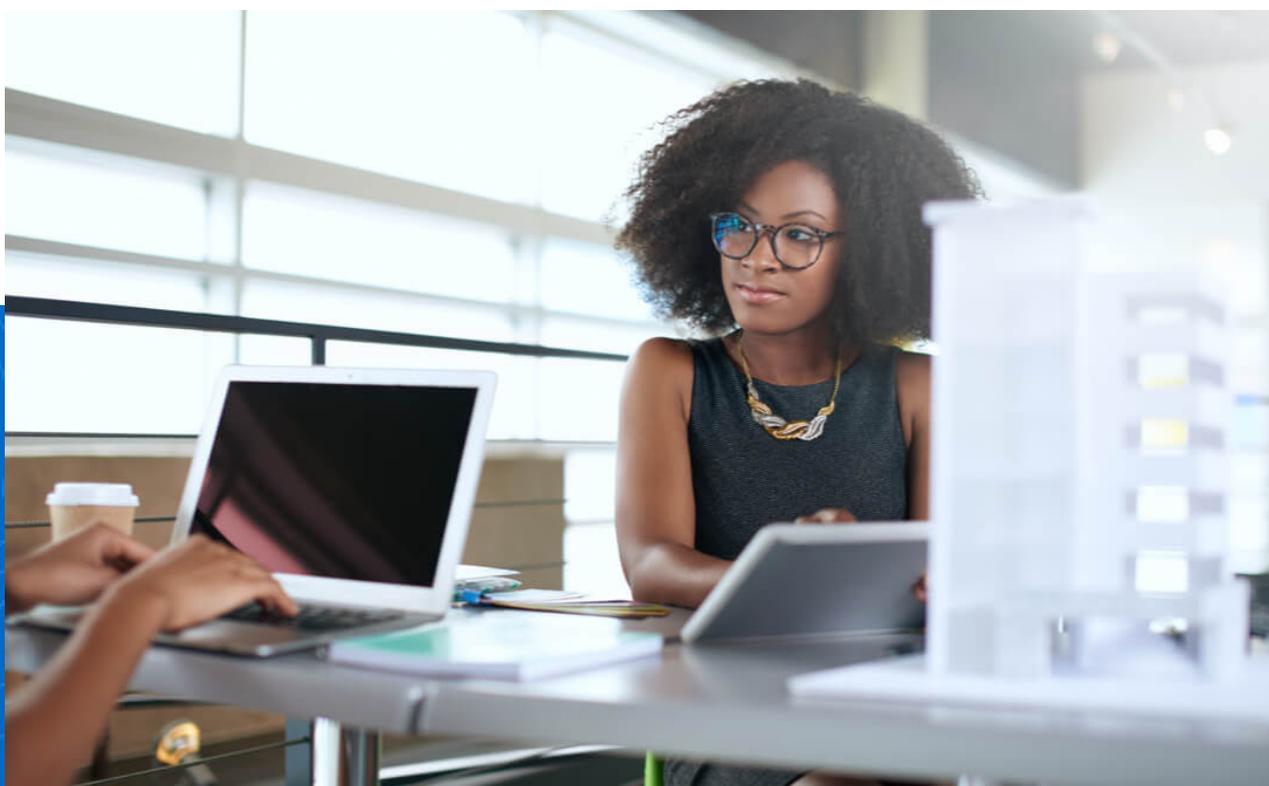


What do you need right now?

By now, many organizations likely have at least a semblance of a Revenue Operations function. However, the adoption of RevOps tools is somewhat behind, and many teams are still using excel or Salesforce to aggregate their data.

In the past, it would have been wise for any team to implement and Revenue Operations tool, but a major shift in the market is now driving both newcomers and those already with a platform towards Revenue Intelligence.

Revenue Intelligence solves nearly all of the common problems in high growth, medium, large, and enterprise-sized organizations, such as missing/uncaptured data, missed/inaccurate sales forecasts, lack of deal insights, and inefficient sales processes. Further, with a convergence happening within the sales tool market, Revenue Intelligence now fulfills not only its job but the duties of RevOps tools as well.



Key RevOps/Revenue Intelligence Market Observations

Merging Categories

Soon, it may not be necessary to choose between Revenue Operations and Revenue Intelligence.

Forrester sees the sales technology market as divided into four distinct groups: sales engagement, revenue intelligence, revenue operations, and hybrid platforms.

Sales Engagement tools serve as channels through which sellers find, engage, and converse with prospects and customers. It includes functions like email, sequencing, chat, calendaring, and dialing. The tools within this category help sales, marketing, and success teams manage their touchpoints across multiple channels.

Revenue Operations platforms help with data sharing and workflow efficiency. Their features focus on pipeline and opportunity management, as well as forecasting. RevOps platforms help teams centralize marketing, sales, and success data for greater transparency and accountability.

Revenue Intelligence platforms provide pipeline insights, deal analytics, and forecasting with functions that include sentiment analysis, data automation, attribution, scoring, and performance analytics. These platforms capture activities between buyers, sellers, customers, and success that are then analyzed by an AI to deliver key engagement insights, forecasting, and pipeline analysis to everyone from individual sellers to C-Level leadership.

Hybrid platforms sit between RevOps and Revenue Intelligence and provide the benefits and features of both.

Recently Forrester has found a significant overlap in the functionality of these tools, calling it the convergence of sales technology. Driven by acquisitions, the search for new customers, and the expanding needs of existing users, providers in each of the individual spaces have added features and functionalities that branch into the others.

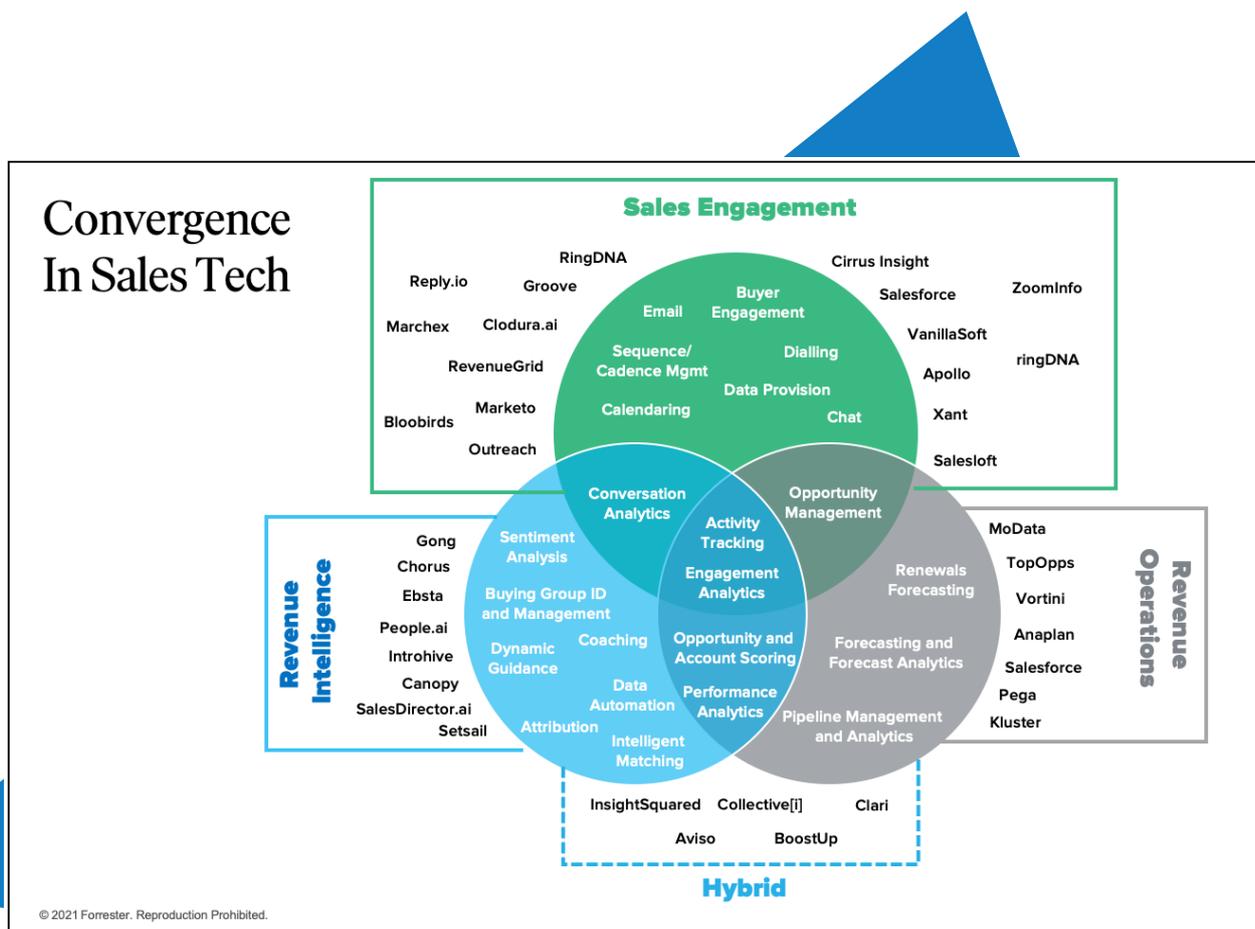


They call this new category Revenue Operations and Intelligence.

This shift is already well underway and will lead to the exposure of many vendors, as the convergence of these categories will expose the lack of particular capabilities within the revenue operations and revenue intelligence categories.

In a [BoostUp webinar](#), former Forrester Analyst and current Chief Evangelist at Outreach, Mary Shea shared that the focus is falling on Revenue Intelligence because the platforms, “it finally marries the strategy, the insights, and the execution.”

It seems as time goes on, Revenue Operations and Revenue Intelligence tools will continue to merge into a single category. This means that RevOps teams will no longer have to consider adding a Revenue Intelligence platform, as they will have already purchased one.



CRM is moving behind the curtain

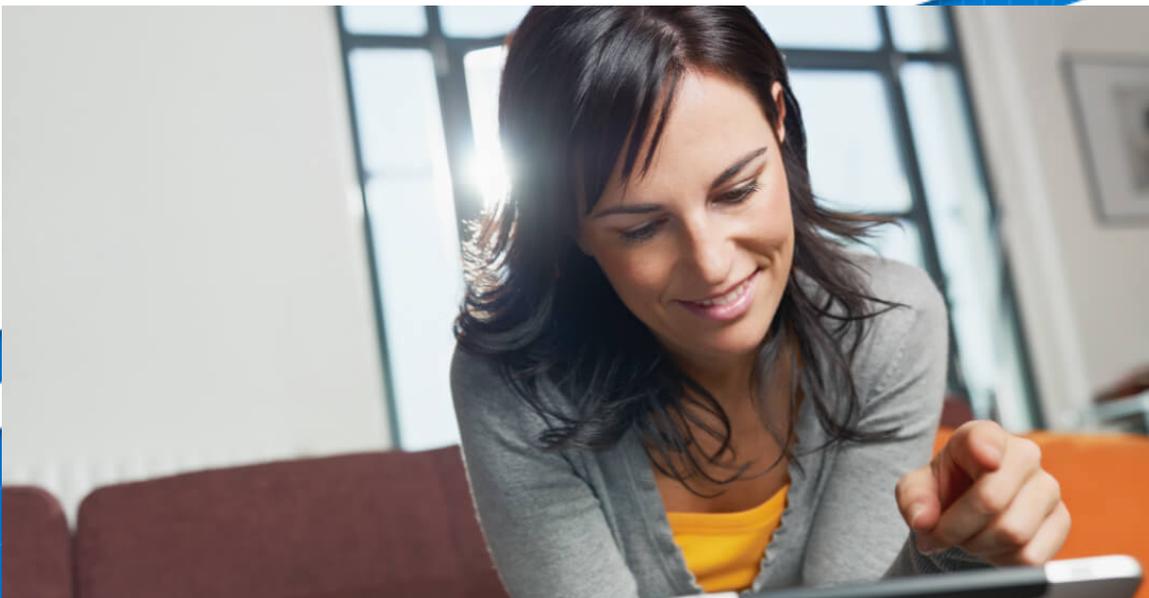
Mary Shea also shared that the CRM is moving towards the back office as Revenue Intelligence platforms become the common pane of glass shared across operations, sales, marketing, and customer success. The CRM will see a new role as the system of record.

Less money will be spent on headcount and more on technology

Additional headcount is no longer the way to generate more revenue. In the complex macro and microenvironments that businesses currently face, simply adding more sellers is not the most effective or desirable way to solve missed quotas.

Hiring is costly, and maintaining a large salesforce is even more expensive. Instead of hiring more sellers, companies will instead redirect their spending to revenue intelligence platforms.

These platforms provide a direct path to actionable insights that lead to more wins, and therefore more revenue.



Questions to ask current and potential vendors

Given the convergence of the Revenue Intelligence and Revenue Operations categories, teams need to ensure that their current or prospective vendor can provide the benefits of both.

Revenue Operations tools have existed for approximately 10 years. Meaning, at their core, many of the incumbents do not have the functionality required for Revenue Intelligence duties.

These questions include:

- How self-serve is the platform? Will you (the provider) need to make specific changes or create custom functionality?
- How long will it take to implement custom changes?
- What roles does the platform serve? Who was it designed for?
- Can you report on any metric or variable?
- What work can you perform on the platform? What does the workflow look like for (your key use cases)?

Flexibility

Perhaps the most significant function that the more established platforms lack in comparison to purpose-built Revenue Intelligence platforms is flexibility. Buyers must ensure that their Revenue Intelligence platform is flexible enough to contain their own custom workflow, forecasting process, and reporting requirements. Further, changes or custom work should be implemented rapidly, and shouldn't require significant effort.

This flexibility includes the ability to:

- **Implement custom forecasts:** Forecast on any cadence, whether that's weekly, monthly, or quarterly.
- **Forecast on any KPI:** Forecast on any custom metric, KPI, or business type.
- **Flexible roll-ups:** Define what should be displayed on your forecast roll-ups page. Whether it be by region, product line, manager, or business type.
- **Multivariable forecasting:** Incorporate various factors, such as new in-quarter pipeline, run-rate, and usage forecasting for improved and more accurate forecasting.

Contextual Insights

From both a workflow and efficacy standpoint, a Revenue Intelligence platform should provide insights from a yearly (or multi-year) view, all the way to an individual activity like an email or phone call.

Management and leaders should be able to dive down from a forecast, to a deal, and into the specific engagements that are contributing to the outcome of that deal, all within the same platform. This conversational, relationship, and engagement context from email, calendar, and call data and presents that information as insights that lead to improved forecasting, pipeline management and win rates.

Buyers should ensure their platform is capable of providing this workflow and level of insight.

When it comes to the Revenue Intelligence and Revenue Operations Market, it's important to choose the right tool for you. With a merger happening between the categories, buyers will likely face a multitude of choices. However, Connected Revenue Operations and Intelligence is the way forward, and teams must ensure their needs are met.

When you look for a Revenue Operations and Intelligence platform, but sure to use this scorecard evaluate it based on your organization's unique needs.

The logo for BoostUp, featuring the word "BoostUp" in a bold, blue, sans-serif font. The letter "p" is stylized with a white triangle pointing upwards and to the right, integrated into its top-right corner.

To learn more about Revenue Operations and Intelligence, or to discuss what BoostUp can do for your business, visit us at www.boostup.ai or contact sales@boostup.ai.