

# Revenue Operations & Intelligence Solutions Category Overview

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Principal Analyst

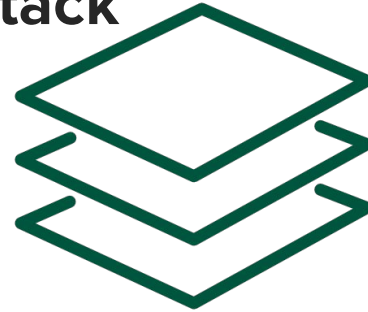
BOLD  
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# Two Major Shifts Are Creating New Technology Priorities

Digital Sales Transformation



Sales Tech Stack



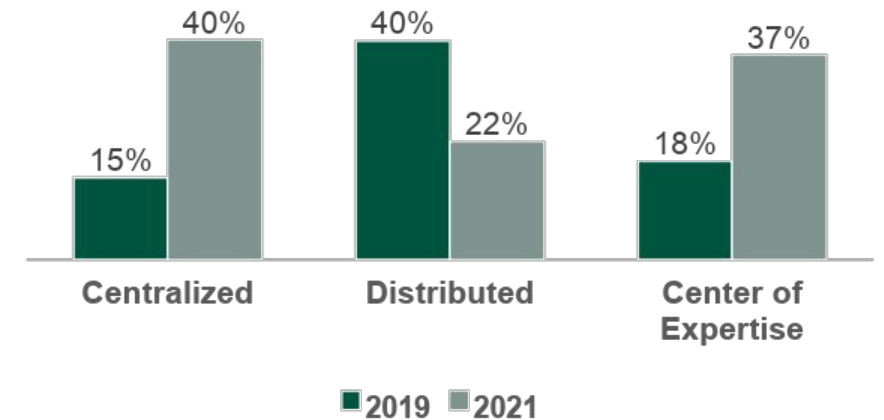
Revenue Operations



62%

Forrester Analytics  
Business Technographics  
Priorities And Journey  
Survey, 2021

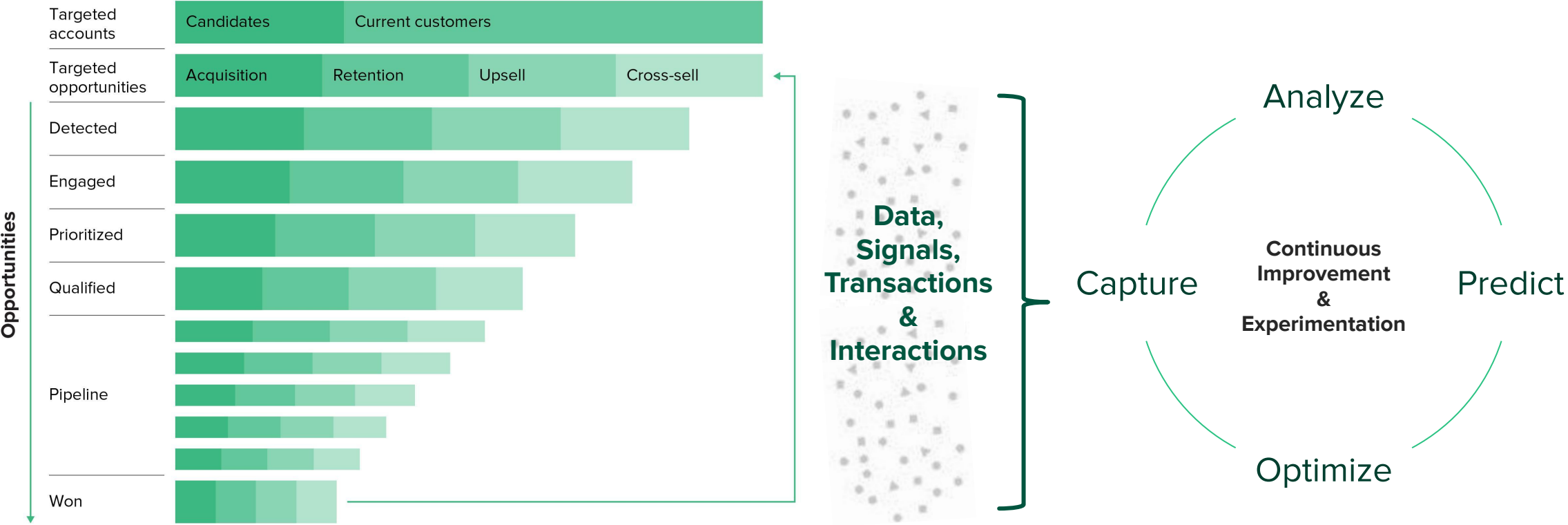
62% of B2B senior executive respondents agreed that buyers are less interested in spending time with salespeople.



# How Forrester Defines RO&I solutions

Revenue Operations & Intelligence platforms leverage buyer **signals and interactions** to produce insights that allow GTM functions to act to continuously improve execution performance and optimize the revenue engine.

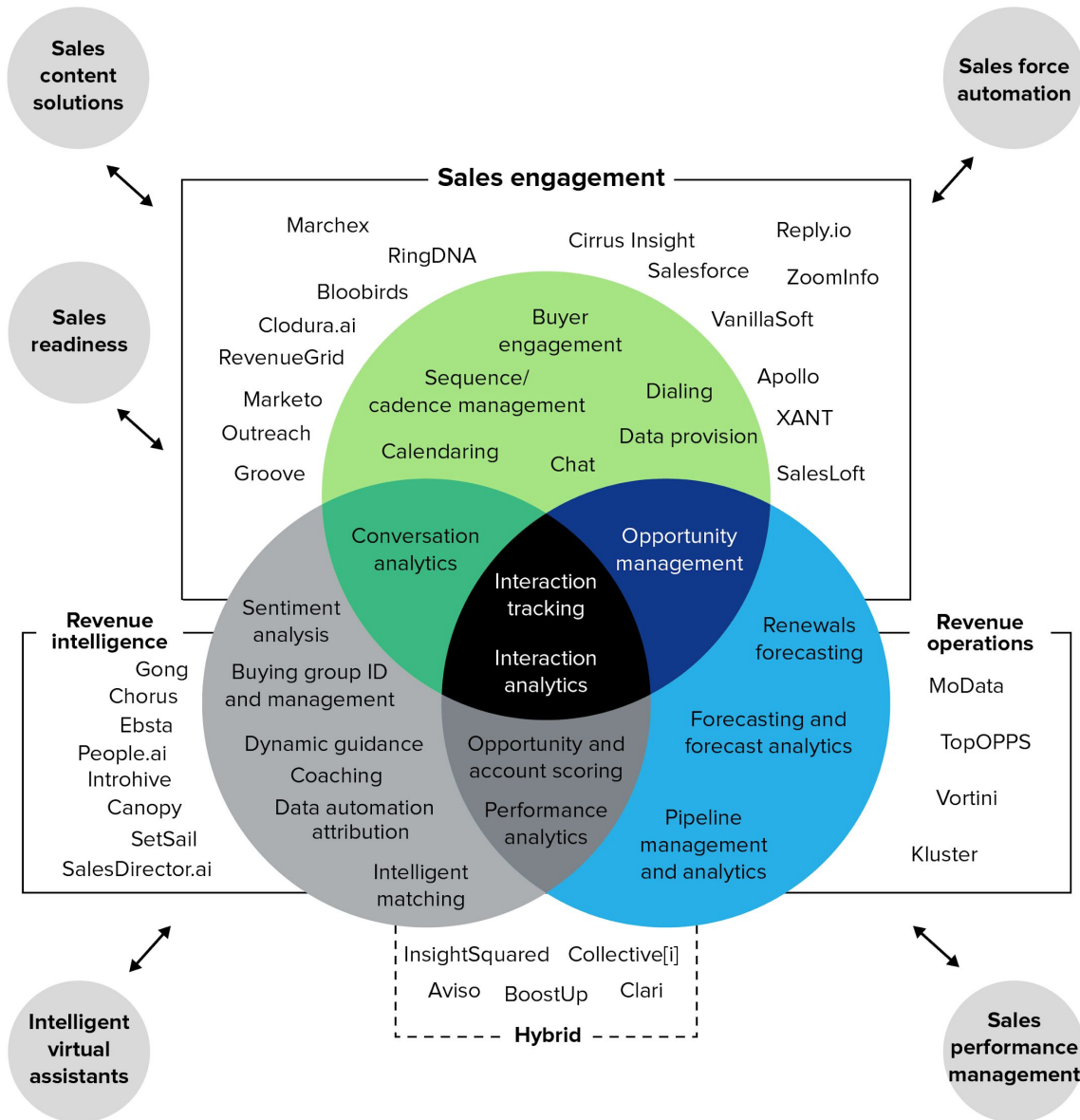
The Forrester B2B Revenue Waterfall



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**RO&I should seek to optimize not just individual interactions or even discrete aspects of GTM execution, but rather the entire end to end process of the revenue waterfall.**

## Convergence In Three Key Sales Tech Categories (With Others On The Horizon)



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# Convergence is muddying the waters.

As solutions expand into platforms, sales tech categories are converging.

Leading sales engagement vendors are expanding into the other two categories to bring all three segments together in the one platform.

Revenue intelligence providers are adding forecasting while revenue operations solutions add greater engagement insight for reps.

# RO&I Value Proposition

RO&I solutions have prospered by filling feature, user experience, insight and execution gaps within and between existing categories to create a new value proposition for buyers.



**1. Higher Value Engagement That Drives Growth**



**2. Deal 'Forensics' Making Success Repeatable And Scalable**



**3. More Predictable Revenue Through Transparent Accountability**



**4. Buying Group Identification**



**5. Real-time Revenue Engine Performance Management**

# Three Segments Reveal RO&I Provider Focus

There are significant functionality overlaps across providers in the RO&I category, however there are differences when it comes to prioritization, focus and messaging.

## Engagement and Productivity Optimization

- Often referred to as “**Revenue Intelligence**”
- Providers here **lead with optimizing human engagement**
- Focus on frontline sales support,
- Machine learning analyses engagement and surfaces guidance.
- Shifting to support a broader range of sales personas



## Rev Ops Cadence and Forecast Optimization

- Providers here **lead with support of internal management cadences such as pipeline management and forecasting.**
- Insights are delivered to highlight risks, opportunities, to determine probability of deals closing
- Traditional focus on leadership personas but that is changing.



## Revenue Engine Analysis and Optimization

- Providers here **look systemically at the overall performance of the revenue engine itself.**
- They're audience is leadership rather than frontline sales
- Holistic analytics that look to answer strategic questions about the efficacy and efficiency of the end-to-end revenue processes.
- The goal is consistency, continuous improvement and experimentation.

# Functionality Segmentation

Each segment provides varying degrees of breadth and depth in capability and ability to support different functional requirement scenarios.

		Engagement and productivity optimization	Rev ops cadence and forecast optimization	Revenue engine analysis and optimization	
Capture	Captures human sales interactions (including calls, web demos, emails)	■■■	■■■	■■■	
	Analyzes voice-based interactions (topic, talk ratio analysis, etc.)	■■■	■■■	■■■	
	Captures nonhuman digital buyer interactions (signals, intent, etc.)	■■■	■■■	■■■	
Analyze & Optimize	Deal strategy insights (engagement, buyer participation, guidance, etc.)	■■■	■■■	■■■	
	Sales pipeline insights (engagement, deal hygiene, buying group, etc.)	■■■	■■■	■■■	
	Provides insights to drive account planning, retention, and expansion	■■■	■■■	■■■	
	Provides insight into buyer behavior and preferences	■■■	■■■	■■■	
	Provides insight into buying group membership and role	■■■	■■■	■■■	
	Enables holistic analysis of the end-to-end revenue cycle	■■■	■■■	■■■	
	Provides C-level dashboard insights into revenue performance	■■■	■■■	■■■	
	Provides dynamic guidance to prioritize engagement activity	■■■	■■■	■■■	
	Provides performance comparison across customer-facing resources	■■■	■■■	■■■	
	Enables bottom-up sales forecast (rollup/aggregation, overrides)	■■■	■■■	■■■	
	Provides probability, engagement, or deal health/quality scores	■■■	■■■	■■■	
	Supports customization of forecasting (product, segment, BU, region, etc.)	■■■	■■■	■■■	
Predict					
Segment functionality		■■■ None	■■■ Low	■■■ Moderate	■■■ High

# Remove The Buyer Engagement Blindfold

To master digital sales, recognize the step change in buyer behavior and that automated engagement transparency and insights is now central both tech and GTM strategy.

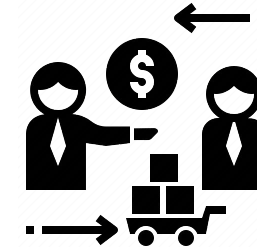
## Key Recommendations



Use case range  
and requirements



Align technology  
with capability  
maturity



Define procurement  
philosophy & priorities



Push providers to  
expand vision



# Thank You.

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**Anthony McPartlin**

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# REVENUE OPERATIONS & INTELLIGENCE

October, 2021



ITERABLE



# OUR AGENDA

1. The emergence of Revenue Operations
2. Revenue Operations & Intelligence
  - a. What does it drive?
  - b. What does it measure?
  - c. How is it selected?

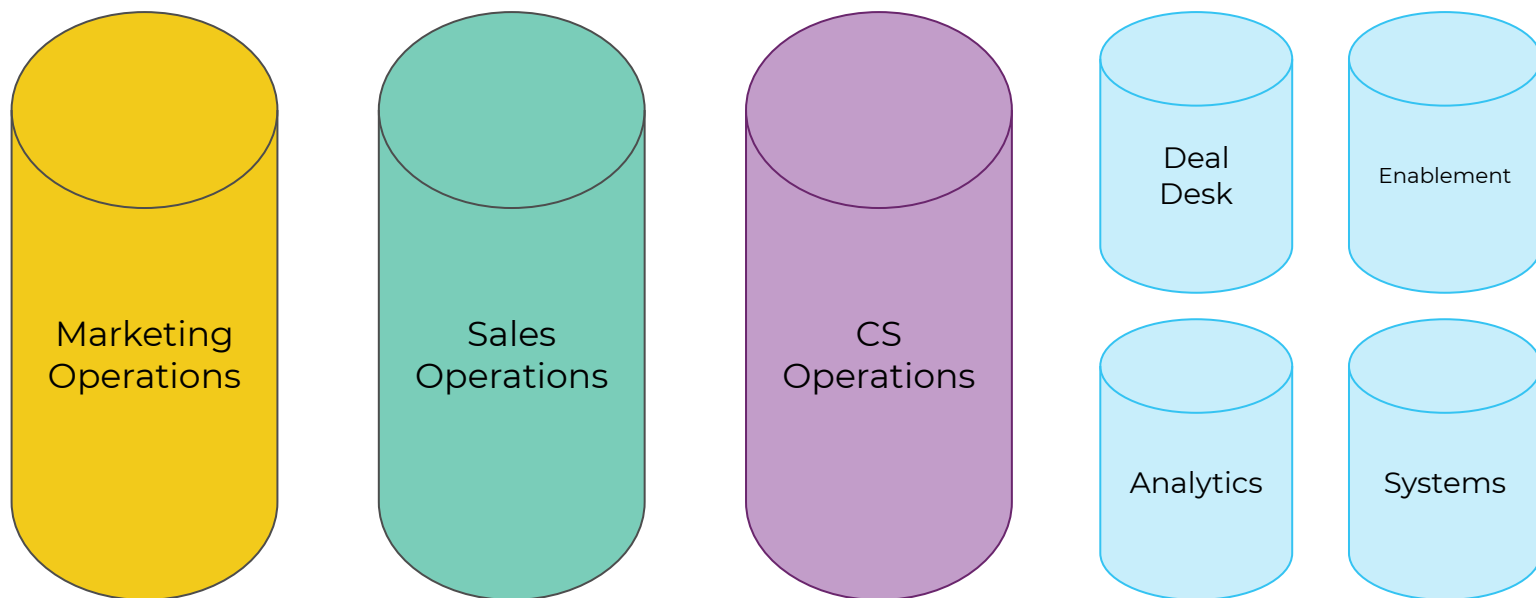
The background image shows a person's arm and hand holding a professional camera with a large lens. The person is wearing a blue and white striped long-sleeved shirt and blue jeans with keys hanging from a belt loop. They are standing on a dark, rocky ledge. The background is a soft-focus landscape of mountains or hills under a warm, hazy sky, suggesting a sunset or sunrise. The image is overlaid with a large, dark, diagonal semi-transparent shape that runs from the top-left towards the bottom-right. Additionally, there are two large, light-colored circular shapes, one in the top-right and one in the bottom-left, which appear to be cutouts or highlights. Above the main text, there is a vertical decorative element consisting of four small, colored circles (red, green, blue, and purple) stacked on top of a thin, multi-colored vertical bar.

# Emergence of Revenue Operations



# Traditional Operations Approach

*Embedded operations within business units*



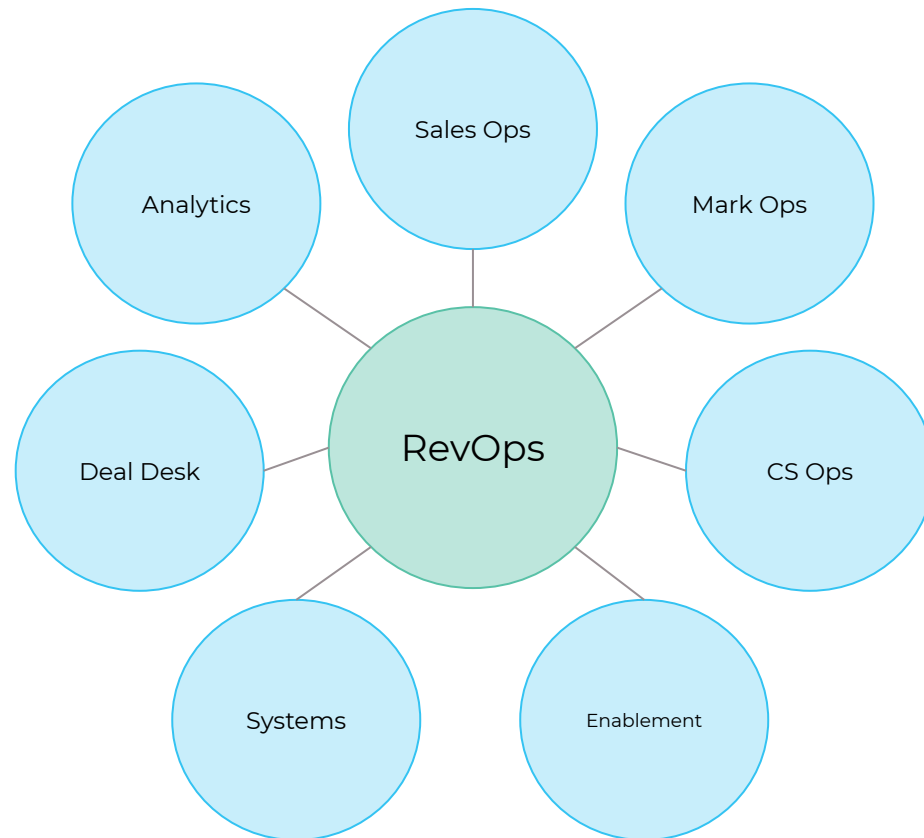
## Blockers to scale:

- ***Siloed*** and focused on individual ***Business Units***
- ***Disparate*** data sources & definitions
- ***Varying levels*** of alignment
- ***Limited view*** of customer journey



# Central Revenue Operations Approach

*Centralized team focused on the entire customer journey*

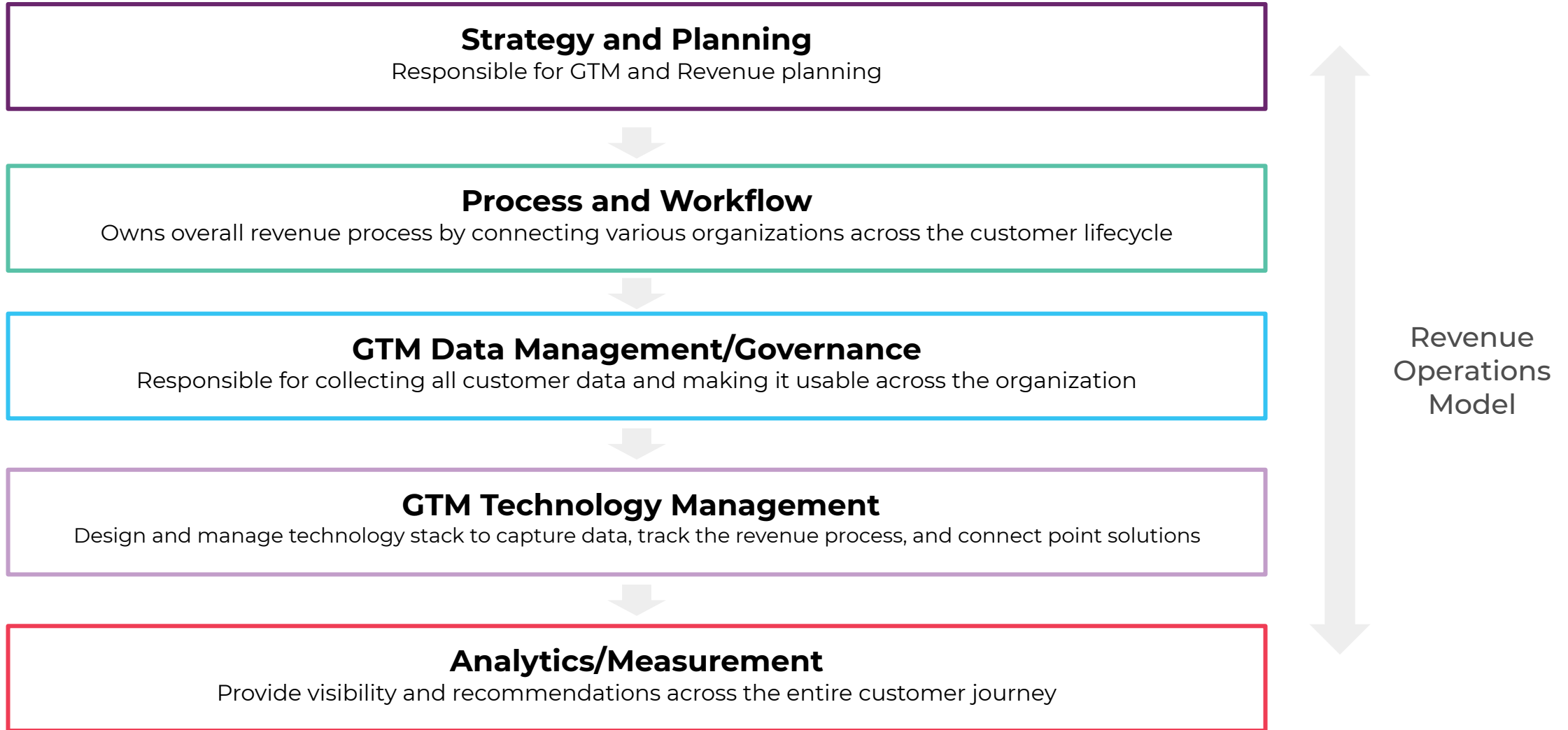


## Drivers of scale:

- *Centralized team focused on **organizational** success*
- *Unified **data** and **definitions***
- *Inter departmental **alignment** champions*
- ***Understanding** and **measurement** of end to end **customer journey***



# Revenue Operations Model







# Revenue Operations & Intelligence





# Revenue Operations & Intelligence

*What does this category of technology help drive?*

- **Visibility**

- *What are the top reps doing?*
- *What is the recipe for success?*

- **Accountability**

- *Who is following the selling process?*

- **Consistency**

- *Are we achieving quarterly and annual goals?*
- *Where is their risk in the funnel?*

- **Accuracy**

- *How mature is our forecasting muscle?*
- *How are our models performing?*



# Revenue Operations & Intelligence

*What does this category of technology help measure?*

- **Success Metrics**

- Attainment, Win Rates, Deal Size, etc.

- **Pipeline Health**

- Pipeline Coverage, Pipeline Movement, Pipeline Breakdown, etc.

- **Forecast Accuracy**

- Initial Call v Bookings, Best Case v Committed, Out Quarter Forecasting, etc

- **Risk**

- Engagement Risk, Competitive Risk, Forecast Risk, etc.



# Revenue Operations & Intelligence

*What are the key considerations in purchasing this type of technology?*

- **Ease of Use**

- Will our reps adopt it?
- Is it easy to navigate?

- **Data Accuracy**

- Are the numbers correct?
- Can it support a custom process?

- **Product Roadmap / Direction**

- What is in store in the future?
- What is our belief in the team?

- **Reporting & Analytics**

- What insights can I derive?
- How can I slice and dice the data?
- How is the data visualized?



ITERABLE

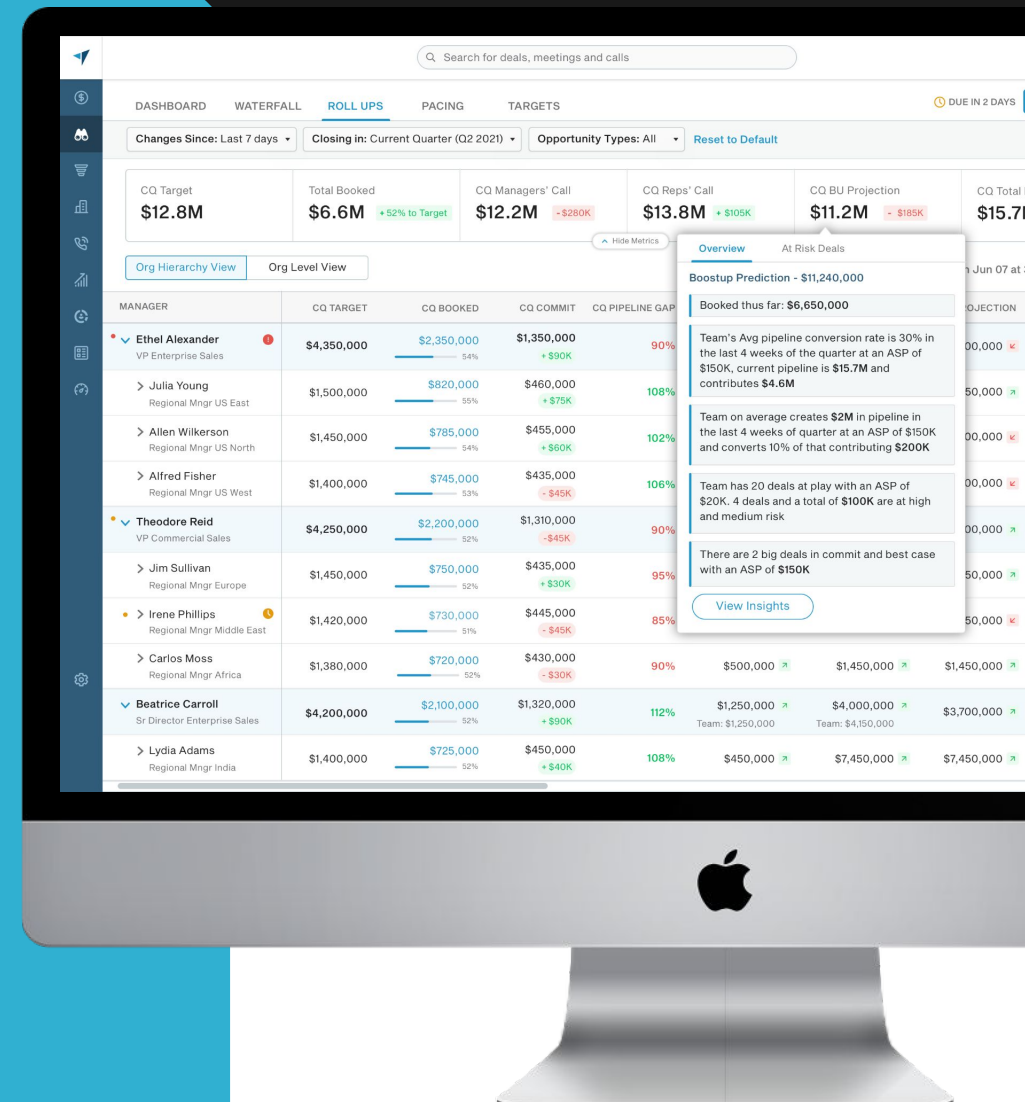
**THANK YOU!**

## RO&I ROUNDTABLE

# The Emergence of Revenue Operations & Intelligence.

## → The Next Digital Transformation

- RO&I solutions have captivated modern revenue teams with the promise and ability to provide actionable insights from buying and selling team communications, leading to improved revenue optimization and forecasting accuracy.





# RO&I. New Platform. New Source of Truth.

## CRM recedes to Back-Office

- No longer the source of truth.
- No conversations. Partial activity. No Engagement.
- No longer the point of data entry for reps.
- No longer the analytical system of record.
- No longer the system of usage or engagement.

## RO&I Emerges as the new Front-Office

- New the source of truth.
- All data, activity, conversations, process, forecasts, targets, hierarchy.
- New point of data entry for reps.
- New interface for analytics and insights for the revenue team.
- System of usage, collaboration and engagement.

# RO&I → The New Platform that Consolidates Apps →

**Unified User Interface:** Built for the entire revenue team - from sales, post-sales, csm, operations & leadership

**Unified Functionality and Cadence:** Forecasting, pipeline management, opportunity and account management

**Unified Content and Playbooks:** If/then rules to guide reps on next steps and take action

**Unified Predictive and Prescriptive AI:** From historical & win/loss patterns predict Next Best Action

**Unified Data Platform:** Unify your data warehouses. Manage and unify data across Multi-CRMs, Emails, Calls..





# RO&I Initiating the Shift from SI to SaaS

## SI-Driven → 90% Custom solutions built on top of CRM

- Long time to value
- Not agile to change once implemented
- Becomes unmaintainable over time
- Very high cost of ownership
- No benefit of new market innovation



## SaaS-Driven → Packaged solutions that are 90% OOTB

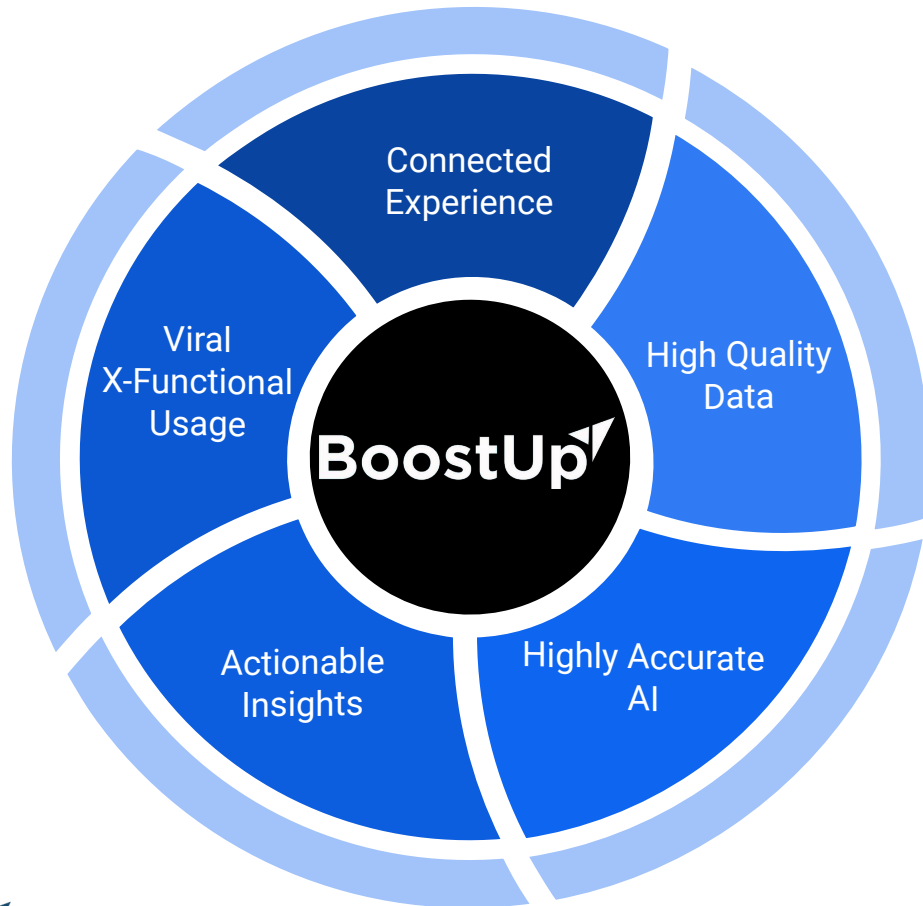
- Much shorter time to value
- Much higher usability and increased adoption
- Easier to change / shorter change management
- Subscription-based ownership

### **BOOSTUP ADVANTAGE**

- Constant and rapid innovation
- Self-serve model versus pro-serve
- Built for complex enterprise models



# RO&I. Connected Experience Drives the Multiplier Effect of Predictability & Productivity



## VALUE PROPOSITIONS

- Higher Forecasting Accuracy and Predictability
- Improved Deal Execution, Win-Rates, Shortened Sales Cycles, Increased Deal Size
- Higher and More Consistent Quota Attainment
- Increased Capacity of Reps and Managers





# ROI of RO&I



## 5X DEAL REVIEWS

### BEFORE

At Windstream, prior to BoostUp, an average manager could review 4-6 deals per week.

### AFTER

With BoostUp, it skyrocketed to 20-30 deals per week.



## SAVE 20 HRS PER WEEK PER OPS

### BEFORE

At Udemy, the sales operations team spent 20-30 person hours a week to build forecasting sheet.

### AFTER

With BoostUp, it plummeted to 0 hours per week.



## 25% LIFT IN FORECAST ACCURACY

### BEFORE

At Iterable, spreadsheets and others sales tools were used to put together forecast projections.

### AFTER

With BoostUp, they increased forecasting accuracy by over 25%.



## INCREASES REP CAPACITY BY 20-25%

### BEFORE

At Branch, reps managed on average 10 deals per quarter, per rep.

### AFTER

With BoostUp, it increased to 13-15 deals per quarter, per rep.



# ROI of RO&I - 15% higher Sales Manager Productivity

**15%**

Increase in  
productivity

**3-5**

Hours saved  
each week

**10-50**

More deals  
reviewed **per week**

**1-5**

More opportunities  
progressed **per  
quarter**

**1-3**

Deals saved from  
slipping **per  
quarter**

**1-3**

More deals won  
**each quarter**

*Benchmark Study: Conducted for sales manager who have 20-50 closed deals per quarter.*

# “ **Carlo Caimi** Celonis

Senior Vice President, Sales  
Strategy & Operations

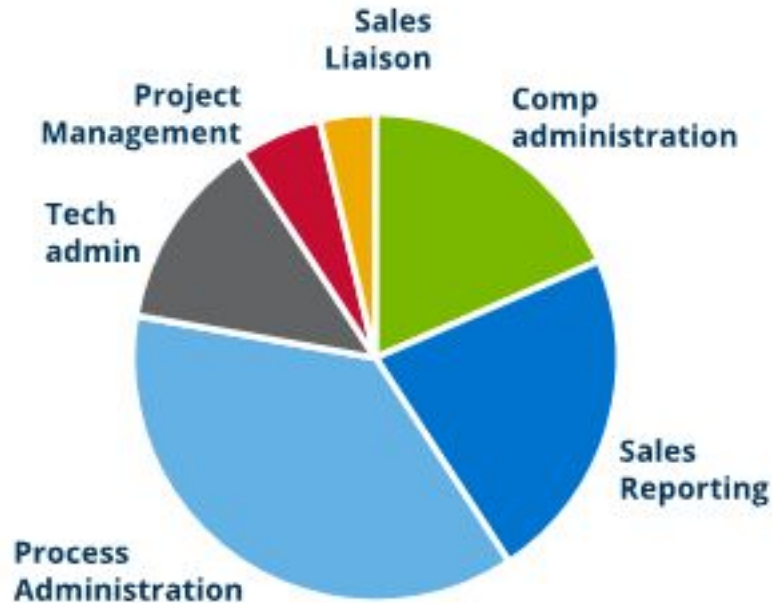


# 3 “MindSets” for GTM / Sales Strategy & Operations

As the organization grows, sales and GTM operations must evolve to meet the changing needs of the revenue engine

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## Tactical Sales Operations



## Strategic Sales Operations

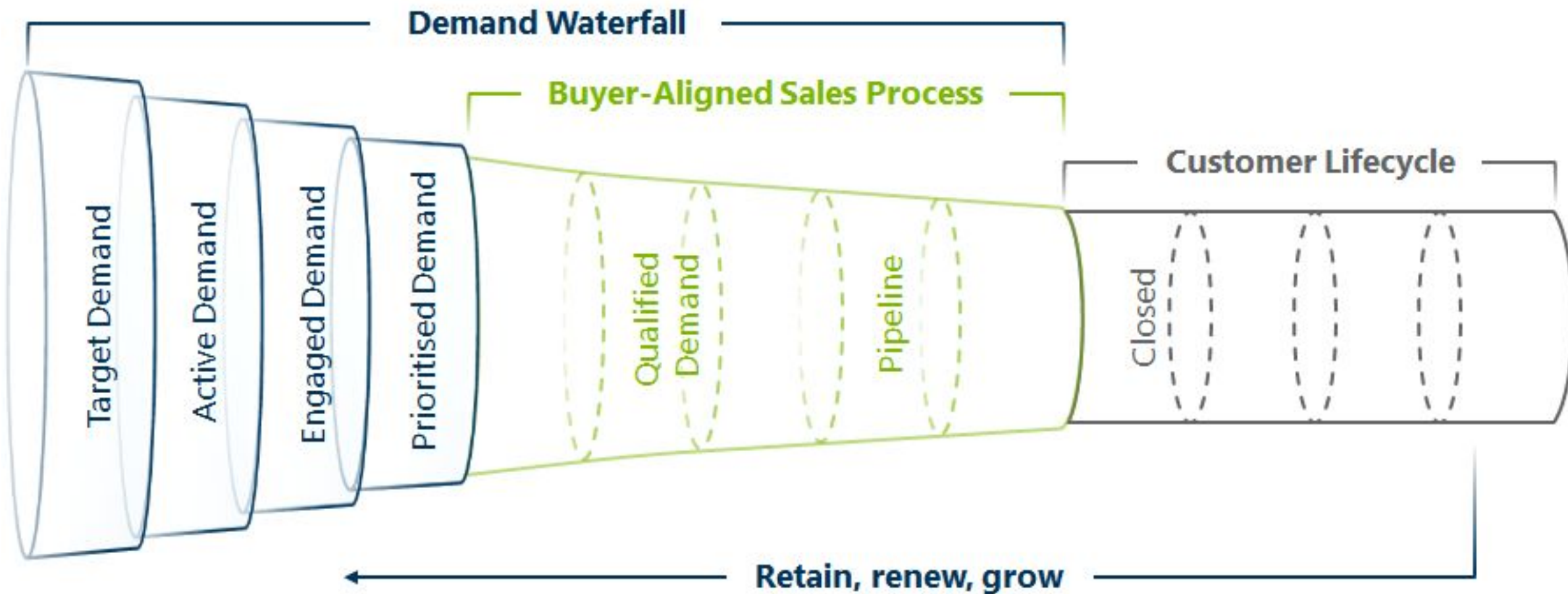


## Integrated Revenue Operations



# The End Goal

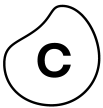
## Holistic, Predictable Revenue Management



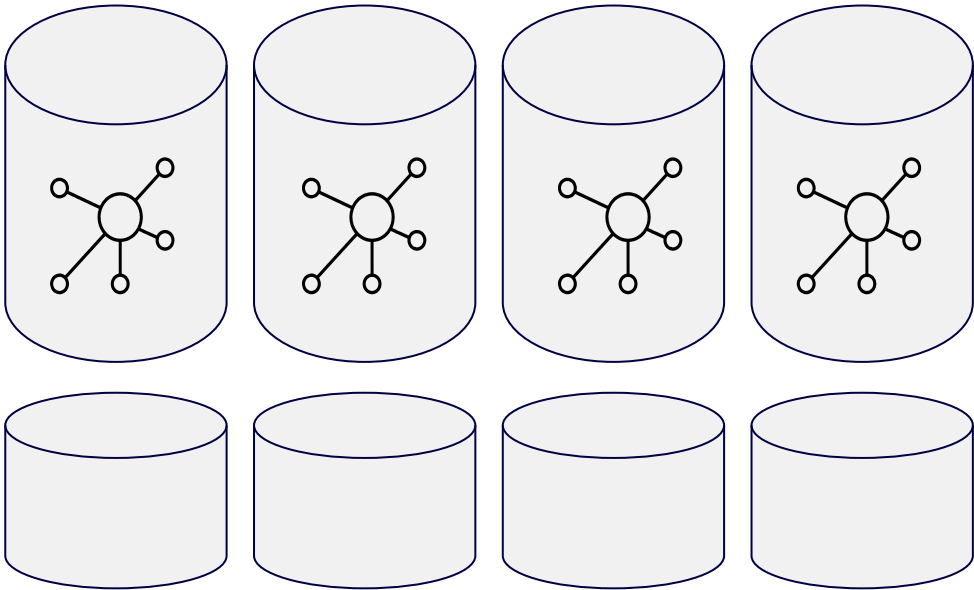


# The End Goal

## Moving From Standalone / Siloed to Integrated



**Standalone / Siloed Business and Operations Functions**



**Standalone / Siloed Systems, Tools and Analytics**



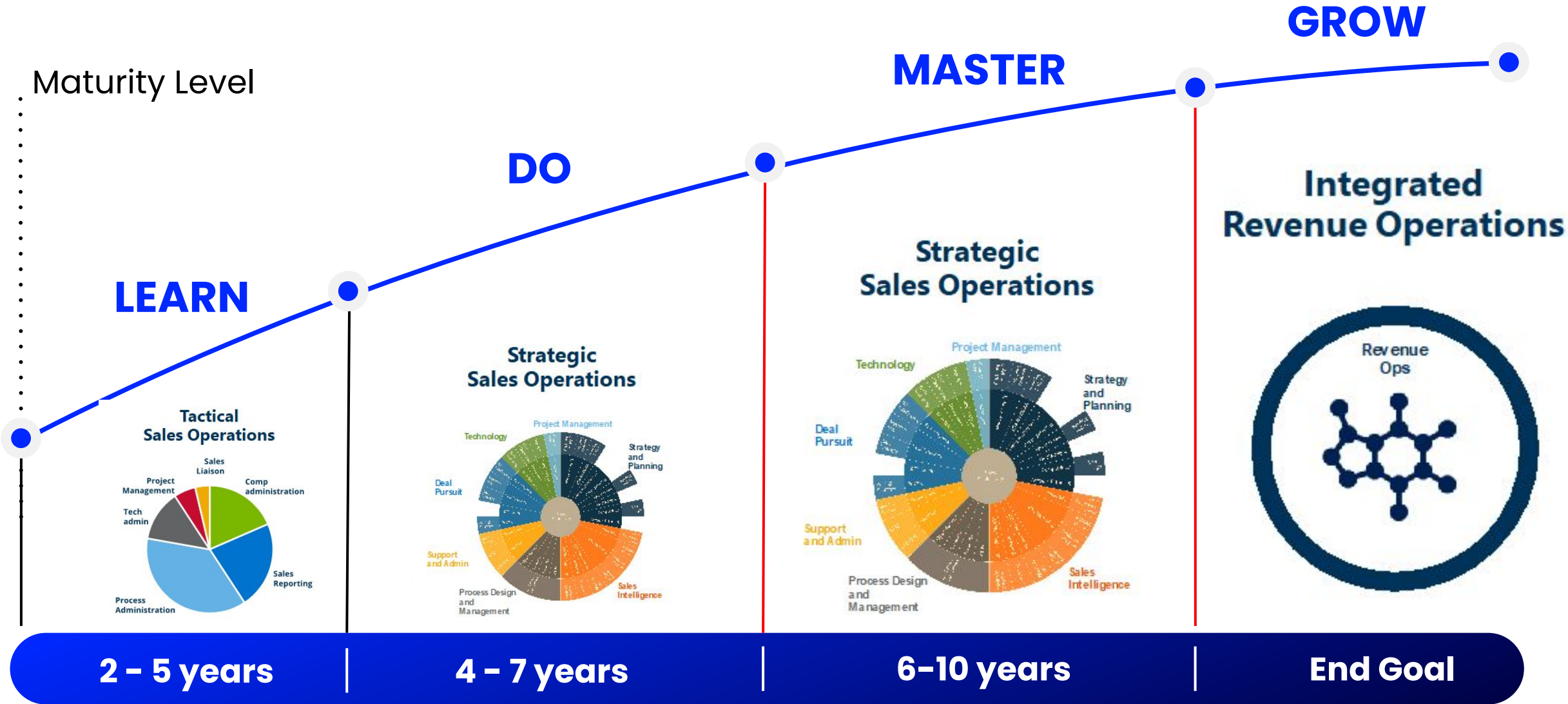
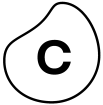
**Integrated Revenue Operations**



source: Sirius Decisions (a Forrester company)

# Learn, Do, Master, Grow

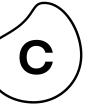
## Celonis Experience



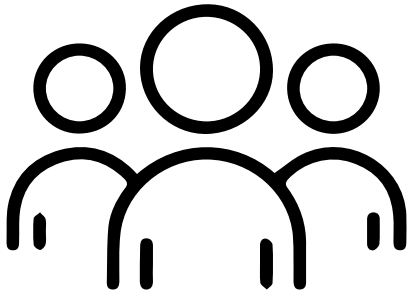


# Transition to Revenue Operations

## Things to consider

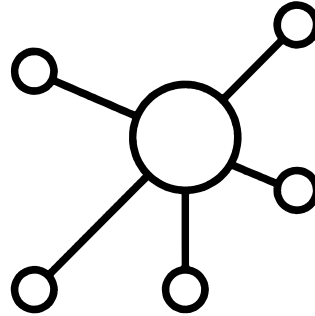


### Talent



Revenue Operations functions on the Rise

### Organization



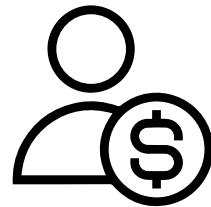
Spectrum goes from virtually aligned to centralized

### Business Buy-In/Alignment



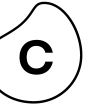
Understand / support the evolution of the function

### Investment



### ROI

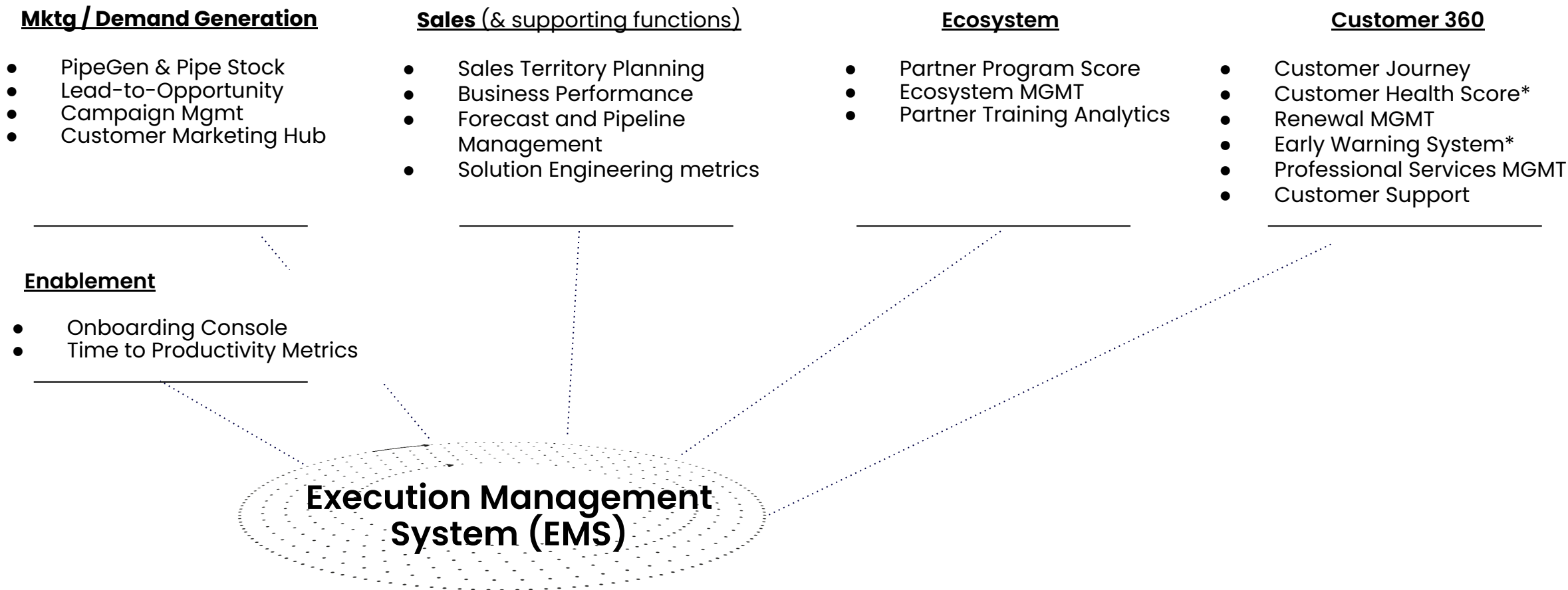
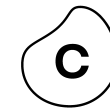




**Revenue is a process,  
not just an outcome.**

# The Celonis Example for “RO&I” Technology

**Celonis is leveraging the Celonis EMS as a Revenue Operations and Intelligence technology to ensure integrated GTM execution**



**Systems** | SFDC | JIRA | Happyfox | Celonis Instances



**Thank you.**

# BoostUp - Happy & High Usage Customers!

 sisense

 CONTENTSQUARE

 udemy

 LATCH

 TripActions

 degreed

 AUDITBOARD

 Lucid

 ITERABLE

**95%+**

Forecast Accuracy  
Achievement

**4.6**

Average G2 Rating



**25 mins**

Usage Per Day, Per User

**30%+**

Increase in Sales  
Capacity

**100%**

Customer Retention

**\$40B+**

Total Customer Evaluation

**\$3B+**

Total Pipeline Managed

**60%+**

SaaS Unicorn Customers





CRO FIRESIDE CHAT



Chargebee



BoostUp

# Built for Hypergrowth: The Toolkit for your Revenue Team

Tues, Nov 16 | 11 AM PT | 2 PM ET



**ADAM TESAN**

Chief Revenue Officer



Chargebee



**SHARAD VERMA**

CEO, Co-Founder

BoostUp