



SPECIAL REPORT:

The RevOps Difference

How Revenue Operations Aligns Business Units to Drive Greater Revenue



Research conducted in partnership with Ascend2

Table of Contents

Executive Summary & Key Highlights	<u>3</u>
1.0 Industry Outlook: It Starts with Alignment	<u>4</u>
2.0 Industry Outlook: Revenue & Growth	<u>8</u>
3.0 Industry Outlook: Strategy	<u>10</u>
4.0 Customer Experience	<u>13</u>
5.0 Technology & Data	<u>16</u>
6.0 Employee Experience	<u>18</u>
Methodology & Participants	<u>20</u>
About the Research Partners	<u>21</u>

Executive Summary

For enterprises competing in today's digital-centric landscape, there is an undeniable truth that has emerged when it comes to business operations: Revenue is now a team sport that involves marketing, sales and customer success fully and effectively aligned.

What's also apparent is that customer centricity is the lever that drives the revenue, and Revenue Operations is the only model that is laser-focused on those two critical areas. **The RevOps Difference** research study reveals that organizations who have achieved revenue operations maturity enjoy better customer experience, customer conversion and employee experience across industry verticals.

In the following report, we examine the state of the industry, revenue opportunities, customer experience challenges and several other relevant pain points enterprise organizations are grappling with currently. The detailed data provides a comprehensive perspective of the difference Revenue Operations makes to achieving and surpassing revenue goals. Enjoy!

Dr. Debbie Qaqish
Chief Strategy Officer at The Pedowitz Group



Key Highlights

- Only 29% of those surveyed report their marketing, sales, and customer success teams are **fully aligned**. 69% are working toward full alignment.
- The **benefits of alignment** are realized in customer experience (58%), conversion/success rate (41%), use of data (34%), and improved employee experience (34%).
- **Over 40 percent** of firms that best-in-class customer experience are both fully aligned and have achieved “far above revenue goals”. Only 18% of overall respondents, however, identify as having best-in-class customer experience.
- The group achieving “far above revenue goals” rates the **optimization of technology** at 33% excellent. Only 13% of overall respondents rate the **optimization of technology** at their firm as excellent.
- Despite an overall lack of alignment and superior customer experience, 93% expect to **meet or exceed revenue goals** in the year ahead. Less clear is how they will achieve those benchmarks...

What is Revenue Operations?

Revenue Operations (or RevOps) is the end-to-end business process of driving predictable revenue through a functional alignment of marketing, sales, and customer success functions.

A successful Revenue Operations team establishes one view of the customer and delivers visibility across the entire revenue team, improve efficiency across the revenue process, drive revenue predictability, and achieve revenue growth.

Like a marketing operations function, when folks initially hear the term revenue operations, efficiency tends to be driving factor assumed as the best outcome for a revenue operations team. While efficiency is important, it is the central view of the customer that drives repeatable, predictable, and scalable revenue. You are creating the digital revenue engine.

Note how we define RevOps as a multi-functional organization. This is fundamental to defining RevOps team. This is not a collaboration. This is a team structure. It is a center of excellence.

Collaboration is the easy path, but it's not true alignment. You cannot have RevOps team members reporting to different leaders. RevOps requires structural change with a single leader.

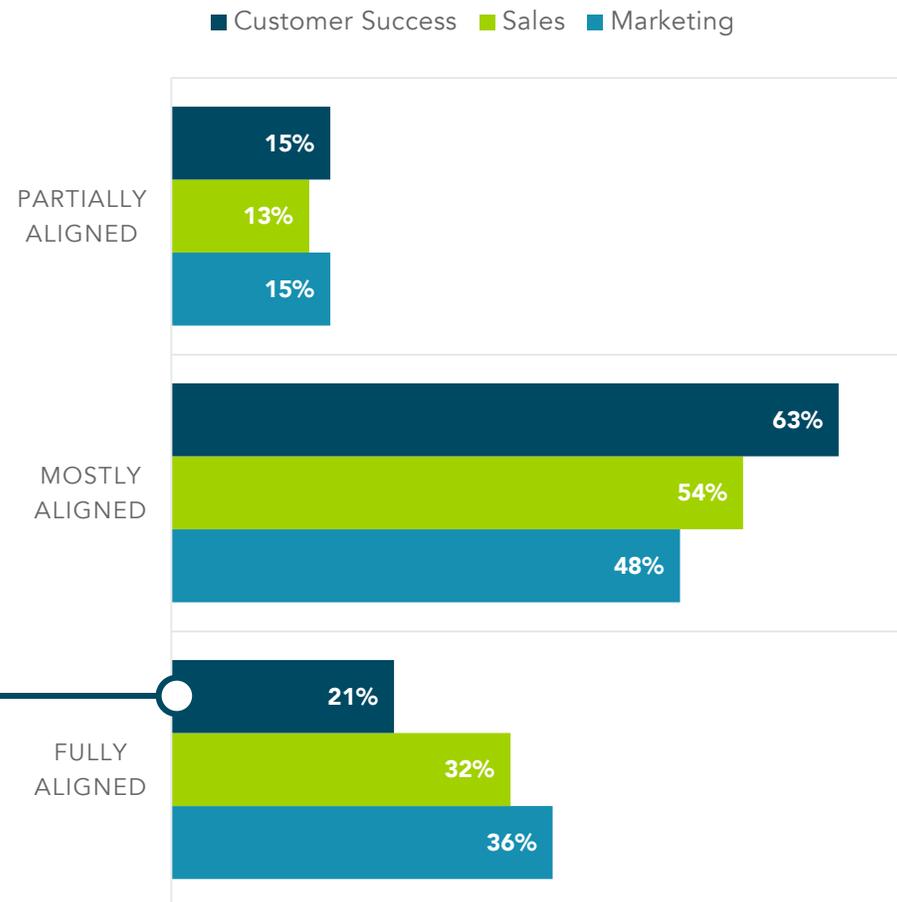


1.0 Industry Outlook: It starts with alignment

Decision makers in three key groups were surveyed for this research study: marketing, sales, and customer success.

In the current landscape, however, **only 29% of the 507 professionals we surveyed said that their teams were fully aligned.** In this study, we will examine the results of teams that are fully aligned, versus teams that are not fully aligned. Specifically, how does it impact revenue, the customer experience, conversion rates, the employee experience, efficiency, and goals achieved?

How aligned are the efforts, strategies, and goals of the marketing, sales, and customer success teams at your organization?



Is customer success being left out? Just 21% of customer success professionals report being fully aligned, compared to 32% and 36% of sales and marketing respondents, respectively. On the journey to being fully aligned, don't overlook dedicated customer success teams in the collaboration process and organizational structure.

1.1 Industry Outlook: Working towards alignment

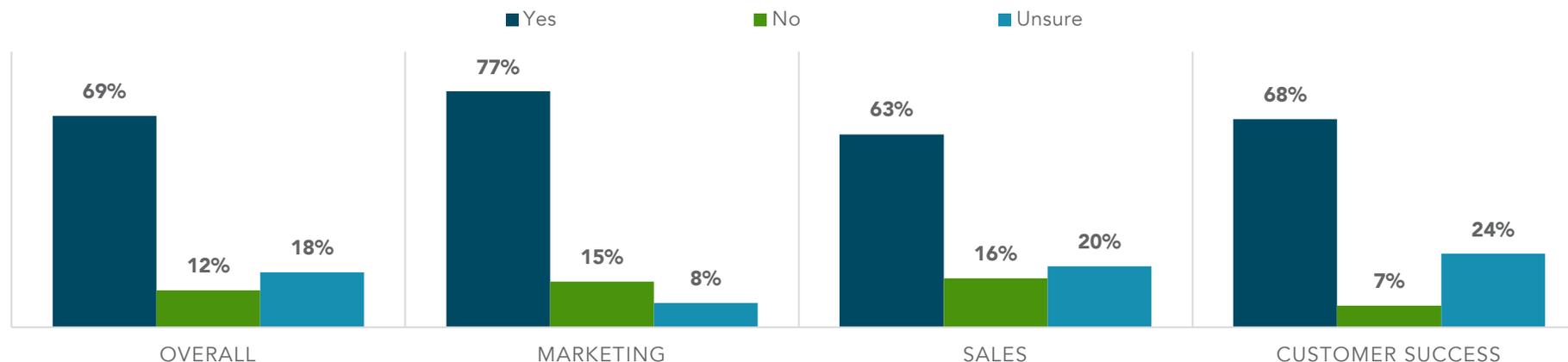
We're not surprised by the lack of formally established alignment as multi-functional RevOps is a newer concept to organizations. The good news is that overall, 69% of companies are working towards the alignment of the efforts, strategies, and goals of these team (see below).

In this study, we will include the data on what is happening in RevOps as well as tips and strategies to help you achieve alignment and meet your goals. The road to RevOps cannot be led by one a single group. There must be an organization-wide effort across sales, marketing, and customer success led by an executive who is proactively advocating for fully-aligned and customer-centric revenue operations. [Learn more about how to embrace revenue operations.](#)



When we think about alignment, it is typically marketing and sales. We need to think about marketing, sales, and customer success. More importantly, all strategy must be dictated by answering customer needs..

Is your organization currently working toward full alignment of the efforts, strategies, and goals of these teams?



1.2 Industry Outlook: Alignment issues

Why are companies working to improve alignment? Simply put, alignment yields results, but organizations are still struggling. Marketing, sales, and customer success teams each have differing priorities, which only emphasizes the need for functional alignment to address these concerns.

Marketing values gaining a unified view of the customer and optimizing technology stacks more than their peers in sales and customer success. This perspective is helpful as marketers focus on customization and personalization of content to specific individuals and the need to simplify the technology stack to accomplish specific marketing tactics.

Companies that are fully aligned reveal that the #1 driving factor is improving the customer experience (58%). This group realizes that an improved customer experience is needed to drive more revenue. Companies that are “far above revenue goals” also rate customer experience (58%) as first on their list.

What are the top driving factors behind working toward alignment?

	Overall	Marketing	Sales	Customer Success
Improving customer experience	56%	51%	55%	61%
Driving more revenue	53%	58%	59%	45%
Improving communication between teams	47%	46%	47%	47%
Acquiring and retaining talent	34%	31%	32%	37%
Improving the effectiveness of leadership	27%	26%	25%	30%
Gaining a unified view of the customer	26%	29%	25%	24%
Optimizing technology stacks	23%	26%	23%	19%

1.3 Industry Outlook: The benefits of alignment

Overall, there is widespread agreement that the top benefit of aligning the efforts, strategies, and goals of all the teams is an improved customer experience (58%). Marketing also sees the value of alignment in improving conversion rate (47%) more than the other teams, likely because that metric is a key performance indicator for their leadership.

What are the top benefits of aligning the efforts, strategies, and goals of these teams?

	Overall	Marketing	Sales	Customer Success
Improving customer experience	58%	55%	60%	60%
Improving conversion/success rate	41%	47%	42%	35%
Improving the use of data	34%	38%	34%	31%
Improving employee experience	34%	27%	30%	44%
Establishing a unified view of customer	25%	25%	28%	21%
Enabling scalability	21%	21%	20%	21%
Improving credibility of KPIs	20%	26%	17%	18%
Enabling adaptability	18%	18%	14%	21%
Minimizing workplace politics	12%	13%	12%	13%

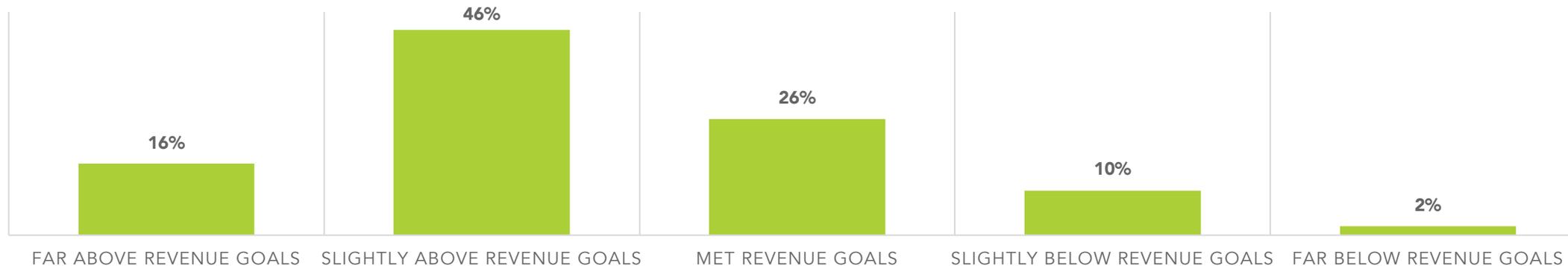
Don't overlook the **employee experience** as companies are struggling to find and retain talent. Improved employee experience will be critical to keeping the talent needed to meet revenue goals and improve the customer experience.

2.0 Industry Outlook

Growth mode

The good news is that last year 88% of companies met or exceeded their revenue goals. Just 16% of those surveyed, however, said they were “far above revenue goals.” You will see this group referenced throughout the study as our “Growth Mode” group. They provide valuable insight into how companies are leveraging RevOps principles in generating sustainable revenue.

To what extent did you achieve revenue goals last year?



Growth Mode: Key Findings

48%

of those in growth mode have fully aligned marketing, sales and customer success teams, significantly more than the overall average.

56%

of companies in growth mode expect to far exceed revenue goals in the year ahead.

86%

of those in growth mode strongly agree that providing an exceptional customer experience significantly improves revenue growth.

75%

of companies in growth mode agree that insight into data from finance allows them to make better decisions about driving revenue.

2.1 Industry Outlook: Revenue in the year ahead

Overall, 93% of companies expect to meet or exceed revenue goals in the year ahead, with only 18% expecting to go far above revenue goals.

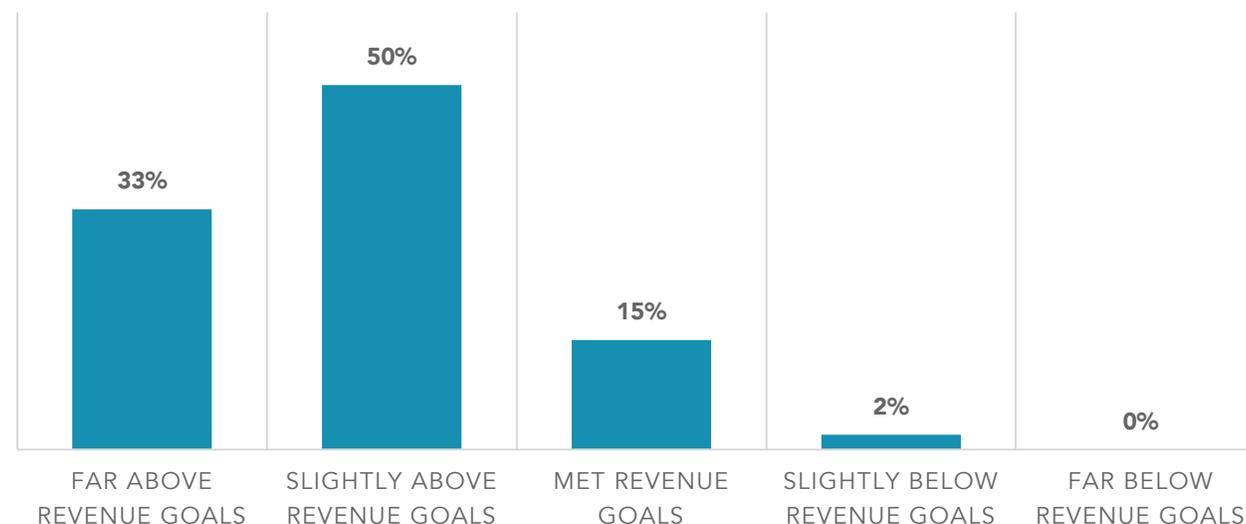


Learn from the aligned.

Companies with fully aligned marketing, sales, and customer success teams have significantly more confidence in their ability to achieve revenue goals in the year ahead.

One-third of those companies that are fully aligned expect to far exceed revenue goals in the coming year, compared to just 11% of those with less aligned teams.

To what extent do you expect to achieve revenue goals in the year ahead? (Fully Aligned Segment)



**% of respondents
who expect to
exceed revenue goals
in the year ahead.**

73% of marketers

63% of sales

64% of customer success

Marketing expects more revenue.

The marketing team has more confidence in their ability to exceed revenue goals in the year ahead. Nearly three-quarters of marketers surveyed feel that they will be either slightly or far above revenue goals in the year ahead compared to less than two-thirds of sales and customer success respondents.

3.0 Industry Outlook: Missed Opportunities

It's difficult and time-consuming to reclaim missed opportunities to engage with prospects, build trust, and generate revenue. Misalignment between marketing, sales, and customer success results in wasted budget, wasted time, and poor customer experience; but the #1 consequence is missed opportunities for revenue (62%).

Throughout this report, we will examine how revenue and customer experience work together (or don't work together). At 70%, the sales team has direct access to the missed opportunities for revenue from misalignment, while the customer success team makes that connection by understanding the impact on the customer experience (64%).

“**Nothing is more expensive than a missed opportunity.**

- H. Jackson Brown, Jr.

Greatest consequences of the misalignment of the efforts, strategies, and goals of teams.

	Overall	Marketing	Sales	Customer Success
Missed opportunities for revenue	62%	68%	70%	50%
Poor customer experience	59%	53%	59%	64%
Wasted time	50%	52%	49%	50%
Poor employee experience	38%	35%	32%	46%
Wasted budget	37%	48%	30%	34%



Growth mode

Companies that are far above revenue goals have a **unique and balanced perspective** of the impact of misalignment, giving equal weight to missed opportunities for revenue (63%) and poor customer experience (64%). Don't overlook wasted time. 50% of those surveyed recognize wasted time as a primary consequence of misalignment.

3.1 Industry Outlook: Objectives for Improving Revenue Growth

What does it take to turn a missed opportunity for revenue into meeting your revenue goals? Marketing, sales, and CS professionals prioritize improving the customer experience (56%), improving the alignment of teams (35%), data quality (34%), and improving employee acquisition/retention (33%) as the top objectives for improving revenue growth.



Growth mode

How important is the customer experience to revenue growth? The group of “far above revenue goals” has **customer experience at 60%**, providing proof that the customer experience directly impacts revenue growth. And without alignment, it is impossible to optimize the customer experience, resulting in missed opportunities.

What are your top objectives for improving revenue growth in the year ahead?

	Overall	Marketing	Sales	Customer Success
Improving the customer experience	56%	52%	57%	58%
Improving alignment of teams	35%	37%	32%	35%
Improving data quality	34%	39%	34%	31%
Improving employee acquisition and retention	33%	28%	38%	33%
Improving employee experience	27%	21%	31%	28%
Optimizing technology stacks	20%	25%	17%	19%
Increasing data quantity	19%	26%	13%	18%
Unifying data	18%	21%	18%	16%
Evaluating organizational structure	16%	18%	12%	18%

Marketers value data quality. Marketing ranks improving data quality at #2 (39%), highlighting the marketing team's reliance on quality data. With improved data quality, marketers can improve audience targeting, perform hyper-personalization, and make accurate and informed decisions on specific campaigns.

3.2 Industry Outlook: Alignment with Finance

Missed opportunities for revenue growth can also occur when all departments are not aligned with the finance team.

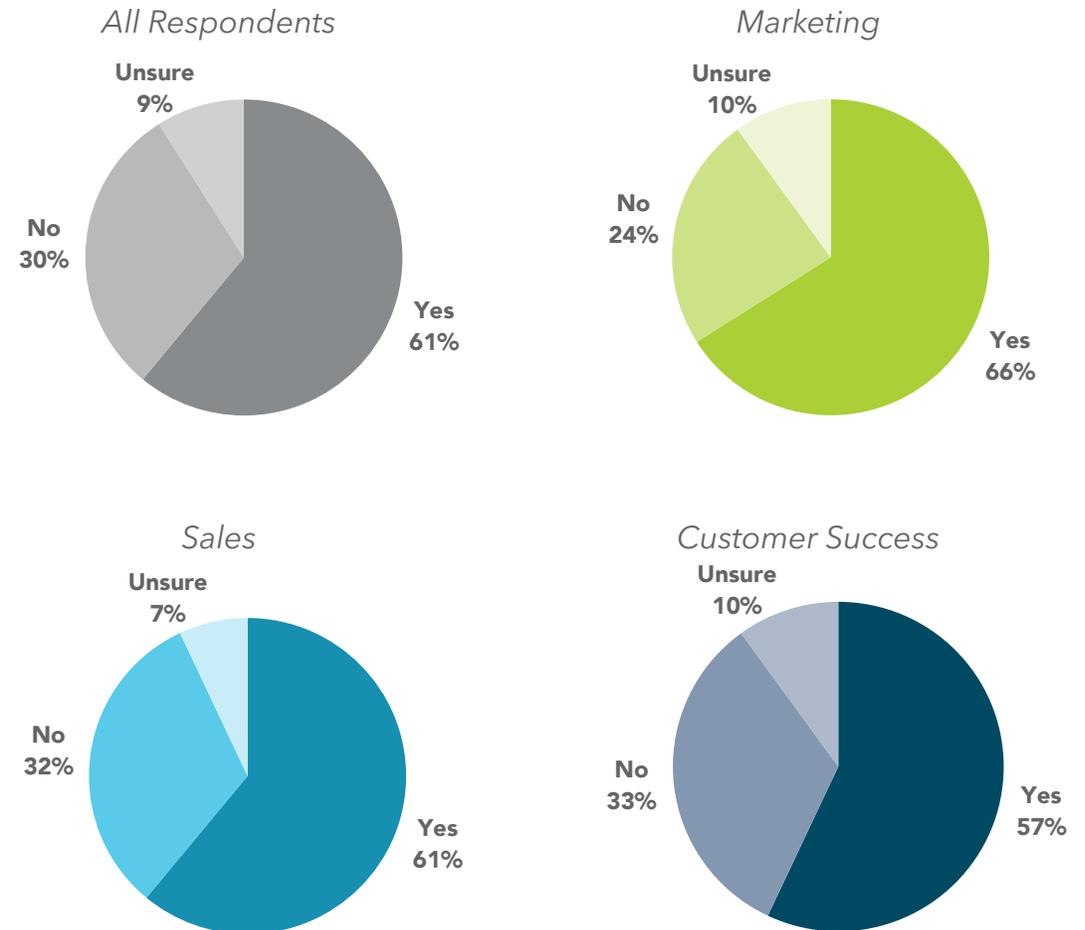
Sales, marketing, customer success, and the finance team all care about the same thing: revenue growth. So why is there sometimes a disconnect? At the source is a lack of shared information. Traditionally, these groups work in different systems and the data doesn't flow automatically between tools, resulting in inaccurate and siloed data. A properly structured RevOps organization can automate the flow of data from one group to another with efficiency and accuracy. So how should you structure your RevOps? [Here are three examples.](#)

Learn from the aligned.

78% of those operating with fully aligned marketing, sales, and customer success teams have insight into data from finance that allows them to make better decisions about driving revenue.



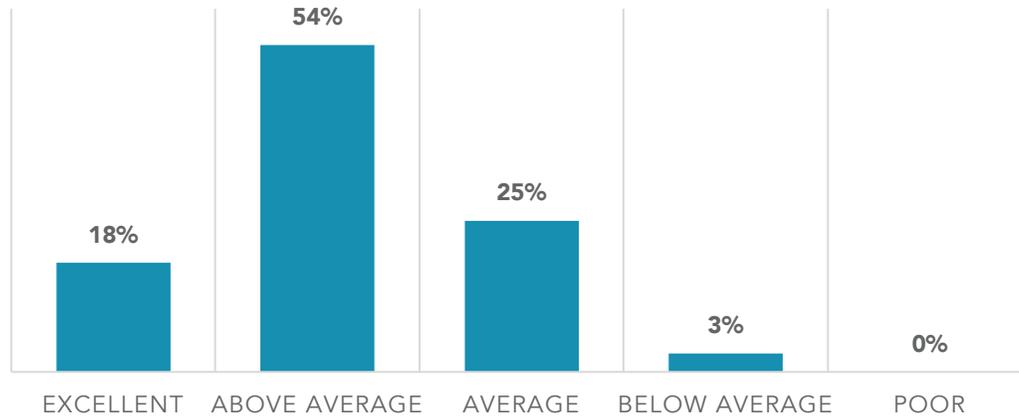
Do you have insight into data from finance that allows you to make better decisions about driving revenue?



4.0 Customer Experience: Improvement is Needed

Only 18% of companies rate their customer experience as excellent (best-in-class). We see a **significant improvement in customer experience for firms in growth mode** (far above revenue goals last year) with 45% of this group reporting best-in-class customer experience. There are similar findings for firms with fully aligned marketing, sales, and customer success teams: 41% of firms that are fully aligned report best-in-class customer experience.

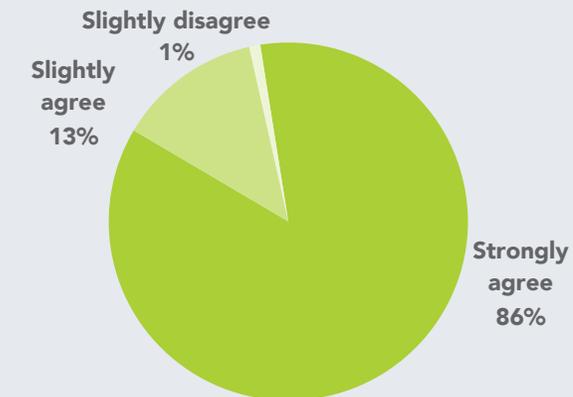
How would you rate your overall customer's experience with your firm?
(All Respondents)



Growth Mode

An exceptional customer experience has a powerful impact on revenue growth according to our research. Overall, nearly all (99%) of those surveyed agree that providing an exceptional customer experience significantly improves revenue growth, with nearly two-thirds (63%) who strongly agree. Those far exceeding their revenue goals are significantly more likely to agree as **86%** of the growth mode group strongly agrees that providing an exceptional customer experience significantly improves revenue growth.

Providing an exceptional customer experience significantly improves revenue growth.
(Far above revenue goals)



4.1 Customer Experience: Top Challenges

Overall, the top challenges to providing an exceptional customer experience include lack of communication between teams, misaligned efforts and goals between teams, and a lack of a unified view of the customer.

Marketing teams are significantly more challenged by inadequate or inaccurate data compared to sales and customer success teams, while customer success teams are more likely to list ineffective leadership as a top challenge. Sales teams place a heavier weight on a lack of a unified view of the customer when it comes to greatest barriers to success.

Creating a unified view of the customer involves building a central repository of customers and prospects that contains extended profile information in terms of demographics, firmographics, interactions, touchpoints, and preferences.

This is a central tenet of Revenue Operations-enabled organizations: If you don't have the right technology being utilized effectively between teams, you cannot fully embrace a unified view of the customer. It is important to be fluent in understanding your technology from a strategic perspective to fully enhance efforts to better impact revenue.

What are the top challenges to providing an exceptional customer experience?

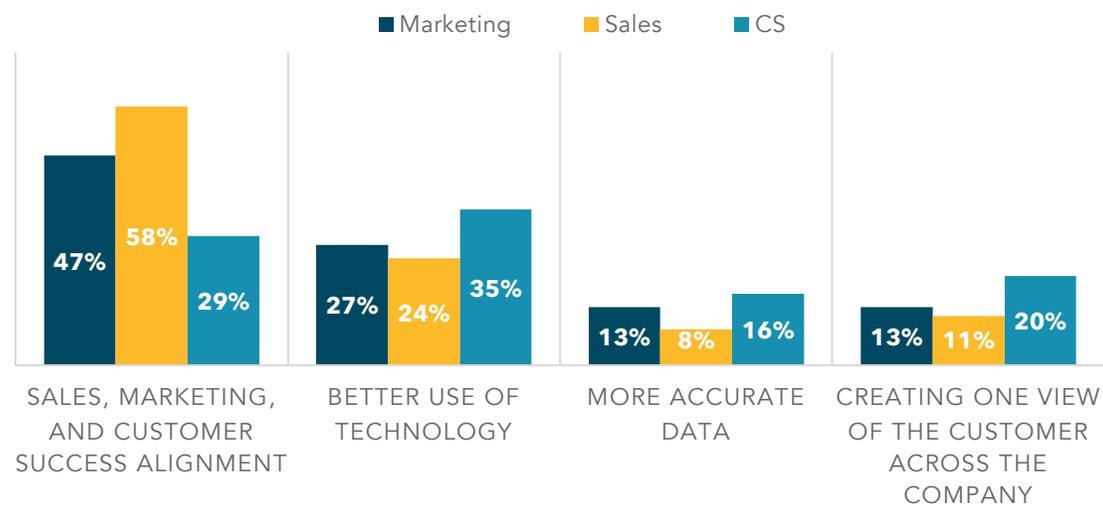
	Overall	Marketing	Sales	Customer Success
Lack of communication between teams	46%	45%	43%	47%
Misaligned efforts and goals between teams	42%	44%	38%	45%
Lack of unified view of the customer	33%	30%	36%	33%
Inability to acquire and retain talent	32%	32%	28%	34%
Ineffective leadership	29%	25%	26%	34%
Inadequate or inaccurate data	28%	36%	29%	22%
Missing or inadequate technology	25%	28%	28%	20%
Lack of communication between teams	46%	45%	43%	47%
Misaligned efforts and goals between teams	42%	44%	38%	45%

4.2 Customer Experience: One unified view of the customer

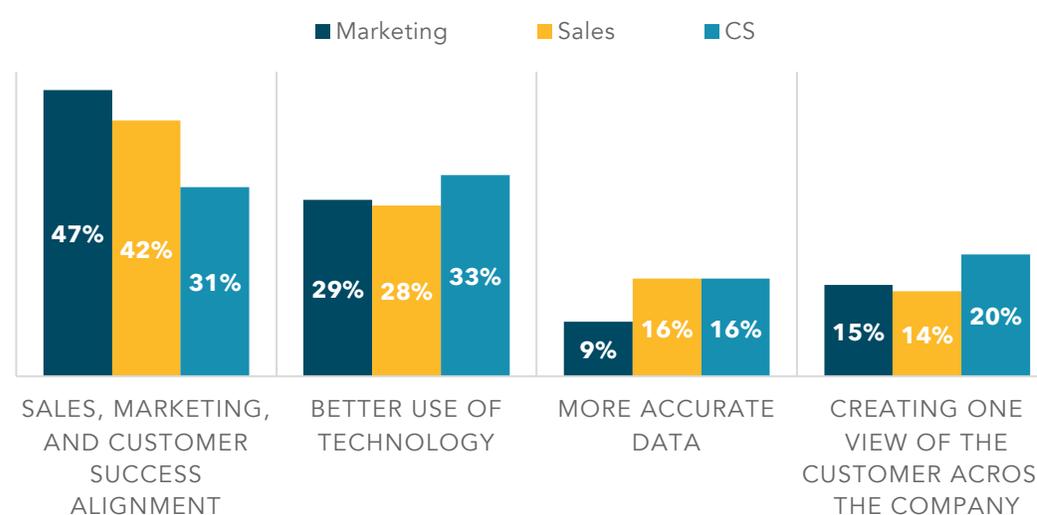
We know that providing an exceptional customer experience is a top priority across all teams and is also a catalyst to improving revenue growth. With one-third of those surveyed listing a lack of a unified view of the customer as a top challenge to the customer experience, it is worth examining what each team feels needs to be addressed to overcome this challenge.

Sales, marketing, and customer success alignment is the top priority that needs to be addressed to both gain a unified view of the customer as well as to improve poor communication according to both marketing and sales teams. Customer success teams report that better use of technology should be the top priority when addressing these issues. Without the collaborative organizing structure of Revenue Operations, these inefficiencies are likely to continue to impact revenue and operations between teams.

Choose the top priority you believe needs to be addressed to gain one view of the customer:



Choose the top priority you believe needs to be addressed to improve poor communication between teams:



5.0 Data and Technology

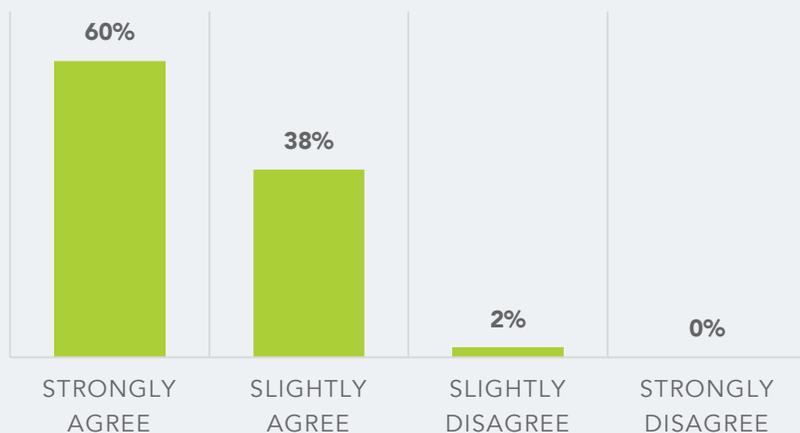
When data flows, revenue flows

When data flows from team to team, it can significantly impact revenue growth, according to our research. 60% of those who are far above their revenue goals strongly agree that revenue growth is impacted by the ability to gain insight into data from adjacent teams compared to just 35% of those experiencing less revenue growth.

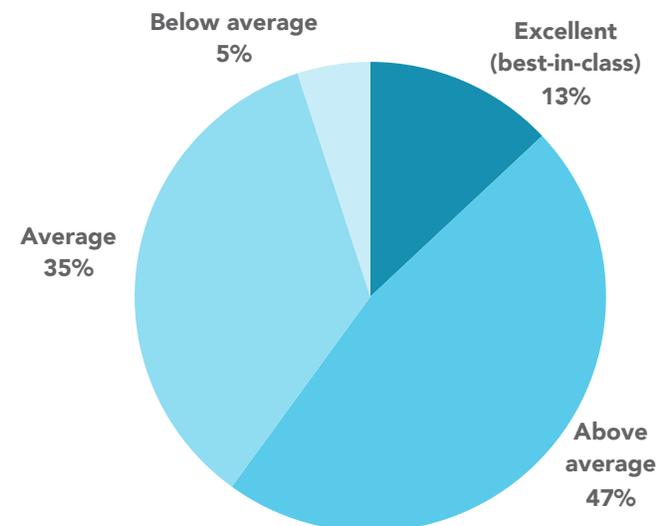
Similar results are seen from those who are operating with fully aligned teams, 59% agree that gaining insight into adjacent teams is essential to revenue growth.

Revenue growth is impacted by the ability to gain insight into data from adjacent teams.

(Growth mode segment)



How would you rate the optimization of technology at your firm? *(All respondents)*



Optimized technology is key to support the flow of data. The problem is, only 13% of those surveyed rate the optimization of technology at their firm as excellent.

Other interesting findings:

- Only 10% of customer success professionals rate their technology as excellent, compared to 16% and 15% of marketing and sales, respectively.
- One-third (33%) of the growth mode group rates optimization of technology at their firm as excellent, this is notably higher than those experience less growth (10%). Again, we see the importance of prioritizing technology to get your data right, improve the customer experience, improve alignment, and increase revenue.

5.1 Data and Technology

Do Your Systems Work Together?

Optimizing the mix of technologies isn't a one-size-fits-all scenario. Several major considerations are:

- **The Core:** What's at the heart of your stack?
- **Collaborate:** How do your systems efficiently fuel marketing, sales, and customer success operations? Are they transparent and integrated with each group's processes?
- **Curate:** What's missing from your lineup? What capabilities are you missing, whether it's new additions or optimizing existing integrations?
- **Crop:** Quite often, some parts of your tech stack are outdated or inefficient for current need. You may need to shed some of this less effective technology and save money.

20% of those surveyed report that optimizing their technology stack is a top objective for improving revenue growth in the year ahead.

25% of those surveyed report that missing or inadequate technology is a top challenge to improving the customer experience.

Nearly **one-third** of those surveyed report that better use of technology is the top priority needed to address improving poor communication between teams and creating one view of the customer.

More questions to ask when evaluating your current technology:

- *Does your current technology allow you to provide personal, targeted experiences for customers both now and in the future?*
- *Is your technology unified between all groups?*
- *Are you fully leveraging what your current technology is capable of?*
- *Do you have regular meetings to review your technology stack and ensure it is updated, data is flowing, and processes are being enforced?*

[Learn more](#) about how to optimize your current technology stack.

6.0 Employee Experience

Improving satisfaction

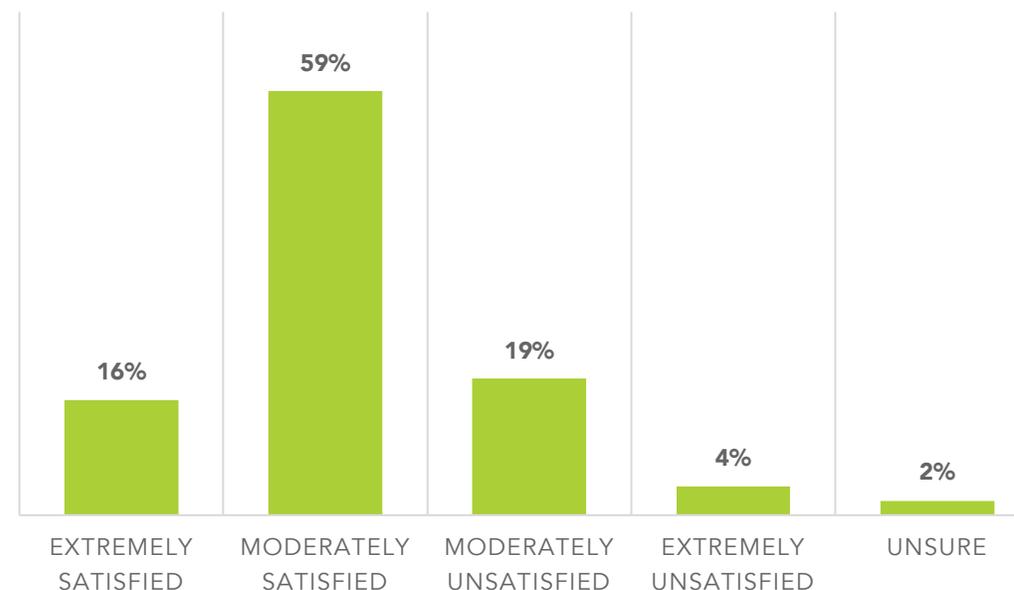
A focus on employee experience is essential to creating an environment primed for collaboration across teams to improve the customer experience and impact revenue growth. Employee acquisition, career development, and employee retention are each key components to the experience of employees.

Overall, only 16% of those surveyed report being extremely satisfied with the talent acquisitions, development, and retention at their organization.

Interestingly, there is a major disparity between the satisfaction of executives versus the satisfaction of non-executives (VPs, directors, managers, individual contributors) when asked this question.

42% of executives report being extremely satisfied with the key components of the employee experience (employee acquisition, development, and retention) while only 13% of non-executives feel the same.

What is your level of satisfaction with the overall talent acquisitions, development, and retention at your firm?
(All Respondents)



Learn from the aligned.

45% of those operating with fully aligned marketing, sales, and customer success teams report being extremely satisfied with the overall talent acquisitions, development, and retention at their respective firms.

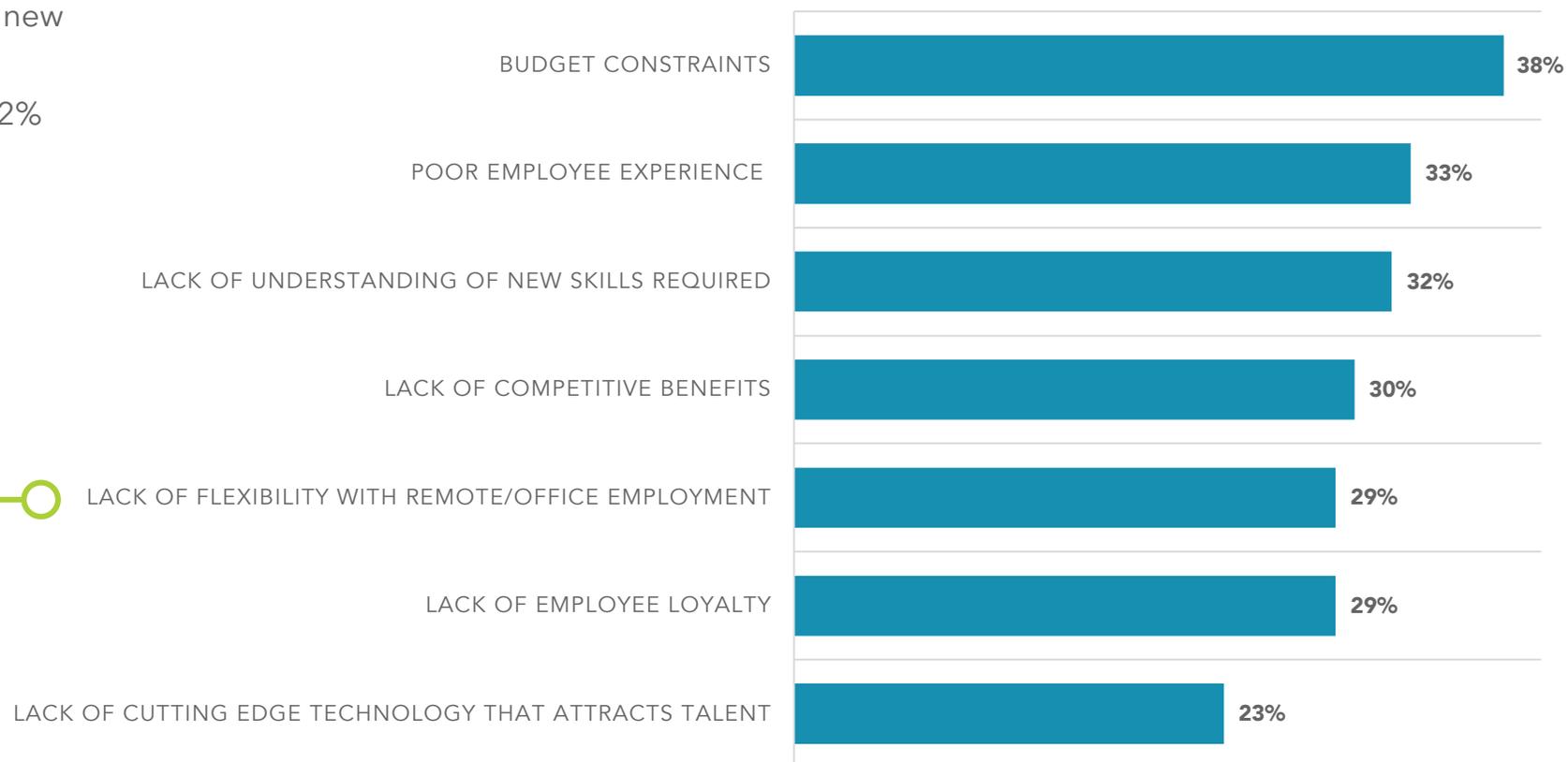
6.0 Employee Experience Greatest challenges

What is getting in the way of successful employee acquisition, development, and retention? Budget constraints, poor employee experience, and lack of understanding of new skills required are the top of the list of challenges according to 38%, 33%, and 32% of those surveyed, respectively.

Growth Mode

Lack of flexibility with remote vs office employment is the number one greatest challenge for those in growth mode. (38%).

What are the top challenges to successful talent acquisition, development, and retention at your firm? (All Respondents)



Methodology & Participants

Methodology

Ascend2 benchmarks the performance of business strategies, and the tactics and technology that drives them. With a custom online questionnaire, this survey was fielded to a panel of 507 marketing, sales, and customer success professionals in the U.S. operating in the business-to-business (B2B) space and generating \$50M or more in revenue annually. The survey was fielded from March 11 - 24, 2022.

Participants

Department

Marketing	37%
Customer Success	30%
Sales	33%

Role

C-Level	20%
VP / Director	16%
Manager	62%
Individual Contributor	2%

Annual Revenue

\$50M - \$250M	27%
\$250M - \$500M	16%
\$500M - \$1B	15%
\$1B - \$2B	12%
\$2B+	30%

About the Research Partners



The Pedowitz Group are marketing consulting specialists obsessed with proving value and making marketing, sales, and customer success departments show (more) revenue impact. They help operationalize strategic and tactical enhancements with large organizations to drive (and prove) more wins for the bottom line.

This involves everything from ABM to Inbound, MAPs to CRMs to other martech, data hygiene to lead management, revenue operations and even digital transformation.

Learn more about [The Pedowitz Group](#).



Companies partner with Ascend2 to create original research from survey conceptualization through report and content creation to media outreach. Ascend2 helps companies fuel marketing content, generate leads, and engage prospects to drive demand through the middle of the funnel.

Learn more about [Ascend2](#).