



GUIDE TO REVOPS FOR

COMPLEX B2B INDUSTRIALS & MANUFACTURERS

**How to Align Processes, Data, Technology, and Culture
to Optimize Revenue, Growth, and Profit**

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WHAT IS REVOPS?

Revenue operations, or RevOps, refers to the practice of aligning Marketing, Sales, and Customer Service functions to encourage optimal revenue growth across an entire organization.

It's a framework for integrating these areas through **technology, processes, culture, and strategy** to create a frictionless revenue-generating machine that also delights your customer at every stage of their journey. So it's not just a revenue operations approach — it's also a **discipline focused on revenue optimization**.

For many manufacturers, generating revenue is synonymous with making sales. The external focus keeps many industrial business leaders from seeing how **friction and redundancies** between Sales, Marketing, and Service teams erode operational efficiency and inhibit growth. Revenue Operations (RevOps) rejects the mindset that revenue is a byproduct of selling a product or service and, instead, defines it as a **measure of how well — or poorly — a business is realizing its collective growth potential** across processes, platforms, and people.

Most industrial companies are well acquainted with taking a disciplined approach to integrating and optimizing processes in product design, procurement, manufacturing, logistics, and other functional areas. They look for ways to smooth handoffs from stage to stage or unit to unit to **improve efficiency, quality, and speed** without repeating work or increasing costs.

Traditionally, since successful companies are typically built in real time, most businesses grow to become collections of interconnected but disparate departments, especially in the go-to-market functional areas (Marketing, Sales, and Customer Service).

They may all share the same goal — the company's ultimate success — but each department also has its own individual needs and constraints. And just as the company grows, so do its departments, each getting its own department head, vice president, or director — each of whom may have their own singular approach or idea about how to get their department's work done, meet their goals, and drive growth.

For the most part, it works, and the business makes enough sales to turn a profit. But often, the **disparate systems generate points of friction**, especially where they interact with one another. Those integration areas have the potential to become danger zones, where sales conversions may be lost for a variety of reasons.

That's precisely the challenge RevOps aims to overcome.

By improving operational efficiency through better collaboration, access, and visibility, RevOps helps to close the many gaps that can arise among people, data, processes, technology, and teams' accountabilities. Shared goals and shared information — one source and one truth — unifies teams and drives a more cohesive business.

So, how does a business arrive at this state of optimal growth?

In short, it's not easy and it requires an in-depth examination of your entire business: the good, the bad and the downright ugly. But the improved financial results are well worth the effort.



Image Source: LeanData

ADOPTION OF REVOPS IS ON THE RISE

[According to HubSpot](#), 60% of current revenue operations professionals end up repeating or double-handling tasks due to a lack of communication, coordination, and team alignment. Ultimately, this means targets end up missed, goals aren't reached, and stakeholders across the board — including customers — end up frustrated. Everybody has something to lose.

But if you can get the whole orchestra playing the same song in the same time signature, your business can thrive. But what if your system is working just fine and delivering results that are just fine, too? If it ain't broke, don't fix it — right? Well, not exactly.

Companies are seeing the results of realignment; just take a look at the emergence and rise of RevOps-related roles and job postings. Since 2019, there's been a 300% increase in RevOps-related roles on LinkedIn and a 57% increase in companies implementing RevOps strategies or building RevOps teams.



And according to the above-linked HubSpot blog, companies that have implemented RevOps reported the following impacts:

- 10–20% increase in sales productivity
- 15% increase in profitability
- 19% increase in speed of growth
- 71% improvement in stock performance
- 100–200% increase in digital marketing ROI

At a moment in manufacturing and industry when businesses are experiencing myriad challenges — supply chain disruption and fatigue, labor shortages, and rising costs in nearly every nook and cranny of operations, to name a few — improvements in efficiency and profitability have become mission critical.

THE TECH ORIGINS OF REVOPS—

SIX WAYS TECH CHANGES THE BUSINESS-CUSTOMER RELATIONSHIP

Technology — software in particular — has had an outsized impact on B2B sales, and over the past couple of years, there's been a lot of opportunity to **hone the craft of digital sales**. What began as a stopgap measure during a global pandemic became a new benchmark — and **customer expectations** for a frictionless, seamless path from visitor to prospect to customer rose fast.

Traditionally, B2B industrial sales relied on a multi-stage sales funnel, and marketing often pushed prospects from stage to stage, preparing them in a linear way for the sale. Technology limited purchasers' awareness of options — and that could be good or bad, depending on where you stood. Your offering might not be found; then again, in another case, you might and your competitor might not.

Lag times were often baked into the sales cycle, as a point of contact relayed questions and answers between technical sales representatives and purchasing committees — but without instant communication as the norm, those committees were at least limited in size. Friction was everywhere, and it was the sales agent who carried the oil can.

To provide this type of customer-first experience, businesses spend cash upfront. Previously, the costs associated with the salespeople involved significant time and travel, and marketing spend was a combination of traditional means and sales support materials. But the money spent to secure a customer — the cost of acquisition — is only a small fraction of what most manufacturers expect to earn from them over the course of the customer lifecycle.

A lot has changed in a short time.

Now, technologies and internal policies are routinely put in place to smooth the pipeline from a prospect to true sales lead. Automated workflows and [service level agreements](#) (SLAs) between marketing and sales clarify boundaries and expectations for support.

At the same time, **buyers' behaviors have changed a lot**. The traditional sales funnel? It's disappeared. Purchasers now have — and expect — **fast and easy access to the information** they need, 24/7. They often avoid direct contact with sales representatives until they are much closer to making a purchasing decision. Many have come to expect the buyer's journey to be essentially self-guided, and almost entirely online. In fact, [according to Gartner](#), B2B buyers spend a much smaller fraction of their time meeting with suppliers than they spend researching independently online.

Even so, more than three quarters of these buyers say their most recent purchase was "very complex or difficult," suggesting that **helpfulness of online content** remains a key factor in marketing success. And the more your content can do to help those researchers build consensus within their purchasing teams, the better. In fact, the nonlinear nature of the buyer's journey can create new opportunities for the business who learn to position the right content to be accessed by the right audience at the right moment — whenever they get to that moment.

One key factor that remains true: in most business deals, the greatest revenue per customer is often achieved after the point of initial sale. That is to say, businesses have much to gain by **continuing to delight** the customers they convert through a range of appropriate (often personalized) cross-selling, up-selling, and re-selling opportunities after that initial sales conversion.

Thankfully, technology has developed and improved immensely, making it faster and easier to streamline the process of identifying and acting on those key customer revenue opportunities.

SIX WAYS TECHNOLOGY INFLUENCES

THE B2B BUYER'S JOURNEY

So to reiterate, here are six ways technology influences the B2B buyer's journey:

1. Traditional sales funnels have gone extinct; supporting the nonlinear customer journey is vital.
2. Customers have access to thousands of options with instant online access; helpful, easy-to-access, easy-to-understand content stands out.
3. Buyers expect a more personal, frictionless experience throughout their buyer's journey.
4. There are often more stakeholders involved in the purchase process, so content must address their needs and concerns.
5. Most revenue is achieved after the initial sale; organizations with processes in place to optimize revenue can make the most of every opportunity to grow customer profitability.
6. The rate of change is ever-increasing; it pays to have eyes on technologies, processes, and the buyer communities where conversations center on these shifts.

Once you recognize and accept the shifts in technologies and customer needs, you'll be able to focus your teams on fostering customer delight to grow their loyalty and enthusiasm, and optimize revenue generation.

CHAPTER 4

BREAKING DOWN SILOS FOR GO-TO-MARKET TEAMS

Historically, most organizations separate their Marketing, Sales and Customer Service departments. But as you can see, this inevitably leads to siloed datasets, tech stacks, and processes.

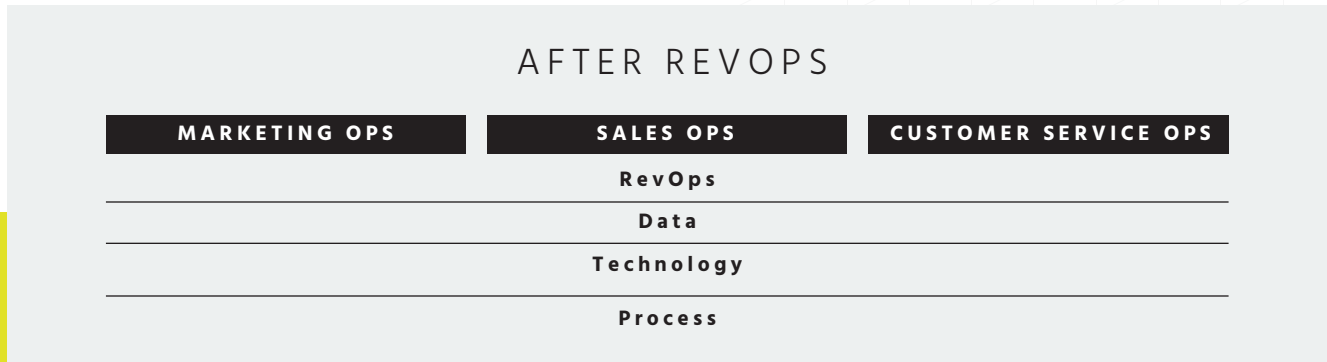
BEFORE REVOPS

MARKETING OPS	SALES OPS	CUSTOMER SERVICE OPS
Data	Data	Data
Technology	Technology	Technology
Process	Process	Process

And the issue isn't just siloed data; there's a lot more to it. Their datasets might not even follow one set of data standards — making sharing difficult if not impossible. They might choose and purchase their own tech stacks, further disrupting data flows and potentially adding significant costs to the bottom line. Finally, each focus area, left to function and grow on its own, is at great risk of developing its own distinct internal culture.

That separation not only **creates at least three clear friction points for the customer** as they pass from one function to the other as they move through the sales process; it also creates **cultural disconnects between employees** that can make work life harder than it has to be. The result can be employee dissatisfaction, lack of retention, and lower productivity.

Now, let's explore the same journey from a RevOps position:



As you can see, once RevOps is at play in the go-to-market arm of a business, it's easier to recognize the roles of Sales, Marketing, and Customer Service as a single function with a clear alignment between data, technology, processes, and culture.

ROLES & RESPONSIBILITIES IN SILOED ORGANIZATIONS

VP MARKETING		VP SALES		VP CUSTOMER SERVICE	
Demand Gen	Marketing Ops	Sales Staff	Sales Ops	Customer Support	Customer Ops
Product Marketing	Marketing Tools	Sales Process Management	Sales Tools	Customer Service Managers	Customer Tools
Corp Comms	Business Analyst	Lead Management	Sales Enablement	Professional Services	Customer Marketing

Now let's see how Marketing, Sales & Customer Service can be better connected through RevOps.

ROLES & RESPONSIBILITIES WITHIN THE REVOPS MODEL

VP MARKETING		VP SALES		VP CUSTOMER SERVICE	
Demand Gen	Marketing Ops	Sales Staff	Sales Ops	Customer Support	Customer Ops
Product Marketing	Marketing Tools	Sales Process Management	Sales Tools	Customer Service Managers	Customer Tools
Corp Comms	Business Analyst	Lead Management	Sales Enablement	Professional Services	Customer Marketing
VP REVOPS					
Operations Alignment	Customer Journey Alignment	Tool Alignment	Data Alignment	Insights Management	Unified Reporting

It's important to note RevOps doesn't sit above or below the existing VPs of Sales, Marketing or Customer Service. The role acts as a parallel, unifying entity to ensure the tools and processes of each focus area are best aligned internally and among areas for maximum results.

By having an overview of all departments, RevOps can spot and fix the numerous friction and drop-off points that siloed growth functions often have.

CHAPTER 5

FIVE KEY BENEFITS OF REVOPS

FROM	TO
1 Time wasted comparing info	Data-driven decision-making and better collaboration
2 Tension created in hand-offs with "it's not us, it's them" attitude	Complete visibility and accountability across all teams
3 Individual reports and processes	Single source of truth shared by everyone
4 Tension created in hand-offs with "it's not us, it's them" attitude	More consistent, predictable pipeline and business growth
5 Individual reports and processes	Better customer experience leading to higher win rates and faster sales cycles

In short, think of these benefits as:



Making **better decisions faster**



Getting the **right data in hand** to make those decisions



Building trust and a **predictable pipeline**

But selling an idea as bold as RevOps to skeptical colleagues or resistant leadership isn't easy. Agents of change often face obstacles, and a "no" is always easier to get than a "yes" when it comes to budgets, time, and the potential upheaval of making fundamental changes to business processes.



With this in mind, focus on these two key points when approaching your go-to-market teams with the idea of RevOps:

- Codified, replicable processes in place help deals close faster
- RevOps helps organizations build consistency that makes scaling faster, easier, and more effective

CHAPTER 6

SIX PILLARS OF REVOPS

If you take anything from this guide, let it be the following pillars:

PILLAR	SUMMARY
Data	Data health, data infrastructure, data administration, data stewardship, data standards
Customer Processes	Customer journey, sales process, service level agreements, segmentation, quarterly business reviews, renewal, expansion
Key Performance Indicators (KPIs) and Reporting	KPIs, business development, pipeline management, forecasting, account retention, account expansion, sales performance
Tech Stack	Evaluation, acquisition, administration, integration, utilization
Training	Personal development, training, coaching, onboarding, monitoring, reviews
Strategic Insight and Planning	Goal setting, target accounts, revenue opportunities, customer analysis, deal analysis, market analysis

KEY PERFORMANCE INDICATORS (KPIs)

FOR REVOPS

Many areas offer useful metrics in a RevOps business environment:

REVOPS KPIs FOR MARKETING, SALES, AND SERVICE

Cost of Customer Acquisition	Customer ARR Growth	Contract Renewals	Upsells/ Cross-Sells	Customer Churn
Customer Lifetime Value (CLV)	Forecast Accuracy	Pipeline Velocity	Sales Cycle Length	Win Rate
Lead Relationship Score	Opportunity Relationship Score	Account Relationship Score	Net Promoter Score (NPS)	Revenue Per Employee



Without getting into too much detail, each of the indicators above tells a story about your customer journey. They're all data points with which a savvy RevOps practitioner can better understand how to improve the customer journey and reduce friction.

These are only three examples, but they highlight how **data points represent much more than numerical information**; they're insights into RevOps can help your teams improve the customer journey by better aligning how your business interacts with every customer.

In fact, among all of these measures, three essential KPIs rise to the top:

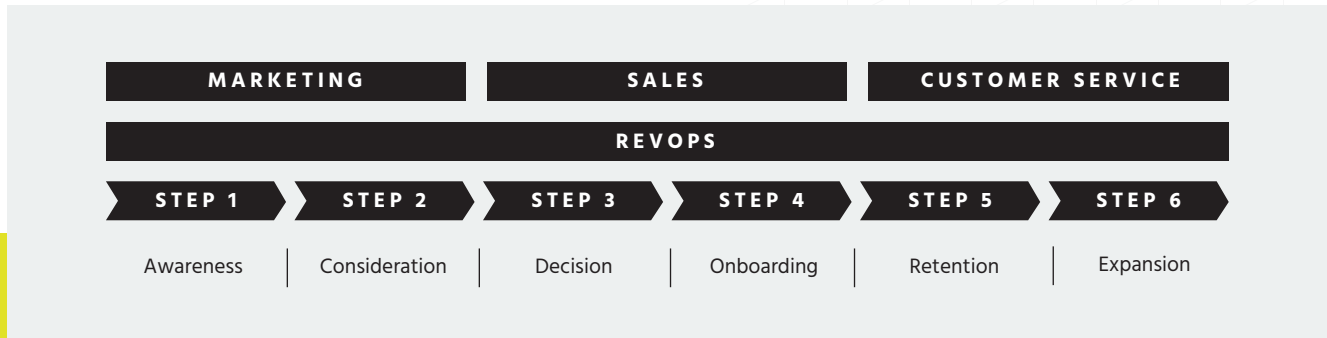
- Customer churn
- Revenue per employee
- Account relationship score

That's because RevOps is about **maximizing the efficiency** of your Marketing, Sales, and Customer Service departments by better aligning their tools and processes to reduce conversion friction and delight every customer at every stage. These three KPIs are critical indicators of effectiveness and efficiency in all three focus areas — and how well they work collaboratively to set and deliver to customer expectations.

- **Pipeline velocity too slow?** Identify and address points of friction in the process of sending and sign-off of quotes
- **Poor contract renewal rate?** Customer Service may need to share upsell data with Sales earlier in the process
- **Net promoter score (NPS) score low?** Maybe customers need delighting earlier in the sales process

HOW HUBSPOT SUPPORTS REVOPS TO BUILD A REVENUE MACHINE

The diagram below shows how RevOps is present for every step the buyer takes along their journey, no matter where they are in terms of process or department.



By now, nearly all businesses use some type of customer relationship management (CRM) solution in all these areas; as hard as it may be to believe, in some companies, each department may have selected and implemented its own CRM, independently of the other two.

That’s right — it’s not unheard of for a company to have three entirely separate CRM solutions and databases in use for Marketing, Sales, and Customer Service functions. For example, in a manufacturing environment, Marketing may use HubSpot, Sales uses Salesforce, and Service uses an ERP as their CRM. In cases like this, conversion friction is all but guaranteed.



But it doesn’t have to be this way. A [CRM solution like HubSpot](#) was designed specifically to provide the right capabilities and support for all three areas, while also supporting one unifying, enterprise-wide source of truth in the form of a single CRM database to serve all these functions.

Here's how a company can put the CRM to work transforming a business from a clunky, siloed "current state" to a RevOps-fueled revenue machine:

1

ALIGN ALL TEAMS AROUND THE CUSTOMER JOURNEY

Before a lead even enters your CRM, be sure you have educated and trained all three departments so they fully understand how and why the RevOps approach works.

By knowing exactly where, when, and how customer hand-offs occur and intersect as the prospect moves through your sales cycle, you can reduce friction, speed up onboarding, and ensure the customer's needs, not the organization's, are always the number one priority.

This means clarifying where responsibilities begin and end for each focus area, and how the departments and functions can best deliver a contact or prospect from one to another. Many businesses choose to get clarification in writing, in the form of a service level agreement (SLA).

2

MAP THE CUSTOMER JOURNEY AND BUILD YOUR IDEAL CUSTOMER PROFILE (ICP)

With a clear understanding of expectations, it's now time to step into the customer's shoes.

Develop a process diagram and [map every stage your customer goes through](#) as they move through your sales process, from the first time they encounter your brand messaging to the end of a production or service contract.

If that seems excessive, keep in mind that this process provides **powerful insight into where and when marketing, sales and customer service often compete for the customer's attention** to satisfy their own departmental demands — often at the expense of the customer experience.

For example, there is simply no good reason a customer should have to repeat information for Customer Service when it's already been collected and added to a database within interactions with Marketing and/or Sales — and vice-versa.

The efficiency and ease can begin to be felt at the hand-off between Marketing and Sales when the contact converts from MQL (marketing-qualified lead) to SQL (sales-qualified lead). But it doesn't stop there.



Whether it's a customer's first journey through the organization, or they're a longtime customer with revenue growth potential, smoother hand-offs can mean faster and more efficient selling, up-selling, cross-selling, and service experiences for everyone.

Your ICP and customer journey map help ensure everyone's on the same page about:

- Who your go-to-market teams should be targeting
- What their common pain points are
- What their typical business goals are
- How your product or service offering is going to solve their problems

When you establish a clear picture of the results your organization provides to customers, it's a lot easier for go-to-market teams to center conversations with prospects around current and future customers. That helps Marketing and Sales tell a **compelling story** that gets the customer in the door — and it helps Customer Service know what it takes to keep customers loyal to your organization.

3 IDENTIFY DATA AND PROCESS NEEDS FOR KEY STAGES OF THE JOURNEY

Make sure team members have **access to the right data at the right points** in the customer journey to **standardize and shorten your sales cycle**. One way to simplify thinking about the key stages is to follow the inbound methodology: [awareness, consideration, decision, and experience](#). Focusing your RevOps oversight using these four stages is an effective way to put your team in the same mindset as potential customers.

Think of the "awareness" stage as the **first impression** your organization makes on the customer. They may be coming across your website for the first time and digging around before they make their shortlist of vendors to consider. What does your first impression look like right now? Is it outstanding? If not, that needs to change.

In the “consideration” stage, the customer **weighs all options**. They’re thinking about things like pricing, onboarding, design for manufacturability assistance, and even whether your company’s values align with theirs. This is an information-rich stage, but it’s also your second impression — so emotion can still influence these decisions.

With that in mind, arm your go-to-market teams with the tools and resources they need to **successfully continue the conversation**. How do you know what they need? This is where customer empathy plays a major role. Find out what questions customers need answers for, and build content to support and enable those conversations.

In the “decision” stage, the customer **decides which partner, product, or service is their best fit**. By the time they get here, they should have all the information they need to make the right choice. Getting prospects to this point is what sales enablement is all about. Helpful content, delivered at the right touchpoints, builds confidence by the time customers make a purchase decision.

Finally, in the “experience” stage, the customer sees whether your company can deliver what your Marketing and Sales teams promised — and **whether they become a loyal promoter of your brand**. If you’re able to deliver the value and then show the customer the value you delivered, it’s harder for them to picture life without your product or service.



MEASURE, ANALYZE, AND IDENTIFY WHERE CONVERSION FRICTION CAN BE REDUCED OR ELIMINATED

Remember: **incremental improvements can have exponential results**. Slow or small progress is still progress.

As you move forward in your RevOps progress, don’t be shy about iterating on current processes to **eliminate fluff that doesn’t actually help your team or your business**. If your sales team needs new documentation or templates, create them. As long as the changes you make **promote teams’ efficiency and unity**, they’re good changes.

ZERO IN ON TECH STACK BLOAT

Many organizations identify software solutions that duplicate efforts — or worse, they work at cross purposes with one another. **If you can cut your tech stack, do it**. One solution that can smoothly deliver the capabilities to meet multiple needs, using just one source of data, will eliminate many current and future sources of friction (and headaches).

5

CHOOSE TOOLS THAT DELIVER INSIGHTS FASTER AND SERVE AS FORCE MULTIPLIERS



No matter who leads the RevOps charge, they should take the time to make sure they have the right tools from the right vendors — and [Weidert Group recommends HubSpot](#).

We know the process of evaluating and implementing new technology is daunting. We have to do it, too. We also know the difficulties that can arise when teams don't exactly embrace change.

But if you **designate accountability for choosing the tools** that will actually create efficiencies that can actually improve your company's productivity and profitability, that creates a framework for **faster technology adoption and integration**.

You don't have to start your tech stack from scratch, but make sure you're objective in evaluating the tools you already have. If they're not helpful to your team or your business, get rid of them. And understand that **the maturity of your business affects your technology needs, too**. Your tech stack is likely to develop over time as needs and capabilities change. Choose the tools and solutions that provide value to your teams by enabling them to deliver greater results faster, and set you up for success.

Your CRM forms the foundation for successful Marketing, Sales, and Customer Service teams, so no matter what you choose, make sure your software solution provides **visibility into the CRM data each area needs** — even if that means there are integrations from ERP and Sales systems feeding into your CRM.

6

BUILD FEEDBACK LOOPS FOR RAPID KNOWLEDGE SHARING AND OPTIMIZATION

Part of establishing a RevOps mindset is nurturing a single, shared culture that recognizes different business functions like Marketing, Sales, and Customer Service not as distinct teams, but as **components of your go-to-market team**. Each team needs to communicate and collaborate with the others — and that means developing a clearer **understanding** of what the others actually do, and the value they deliver to one another.

That means building a culture of **transparency** within and across teams. Defining transparency is a matter of your company culture, so be sure your leadership team understands and embraces the culture you intend to nurture.

Candid **feedback** is an essential component of knowledge sharing, and even the feedback you won't or can't act on is important to recognize and **acknowledge**. When all team members feel heard, understood, and valued, they're more likely to embrace unifying values and goals. That often translates into better cooperation and collaboration.

Think about these objectives and plan ahead:

- How will you [gather and evaluate feedback](#) as you implement process changes and improvements?
- How will you document, deliver, and enforce changes?
- Which KPIs will you measure and monitor to make sure changes are moving your teams forward toward goals?

CHAPTER 9

ARE REVOPS GAINS

WORTH THE EFFORT?

If transitioning to a RevOps approach sounds like a lot of work, consider the value over time of a well-oiled revenue engine. Initially, the incremental nature of efficiency gains may look small, like the conversion and win rates below:

MARGINAL GAINS OVER TIME					
Leads	MQL Conversion Rate	Opportunity Conversion Rate	Closed-Won Rate	Annual Contract Value (ACV)	Annual Recurring Revenue (ARR)
100	0.3	0.2	0.2	\$10,000	\$12,000
100	0.35	0.24	0.25	\$12,000	\$25,200

Once your RevOps strategy and practical applications are up and running, you'll really start to see the fruits of your labor. But don't be surprised or discouraged if you don't see results right away. It can take some time for people on your customer-facing teams to adjust to this way of operating (and cooperating!). If your strategic reviews uncover significant needs for marketing content development or sales enablement tools, you can expect to take some time to build out those supporting assets.

Onboarding a new strategy and implementing changes in process and technology are short-term pains that can result in long-term gains. Focusing your teams on the bigger picture can help garner support of the transition. That's why the greatest key to success with RevOps is getting started — the sooner you start, the sooner your processes can improve, and the sooner you can see results.

SEVEN COMMON

REVOPS CHALLENGES

RevOps is a powerful framework to optimize all revenue-generating functions in your complex B2B business. But as a relatively new operational concept, keep these potential obstacles and challenges in mind as you forge ahead — and follow these tips to address them:

Lack of buy-in from business leaders	Pinpoint stakeholder objections, whether financial, operational or cultural. Does a stakeholder feel threatened by change, for example? Once you clearly understand the objection, you can structure a data-driven, logical response.
Lack of alignment on the customer journey	Without attention to the customer journey, there really is no RevOps. Take the time to dig in and identify potential improvements and how you can make them.
Lack of internal expertise or ownership	A sure-fire path to failure is not identifying people with the skills and time required to scope, implement and monitor the transition. As soon as you know it's a go, map who exactly is accountable for driving the change on a macro and micro level.
Lack of budget	Funding is hard to come by in any business. So before you make the ask, ensure you've built a strong, data-driven business case for RevOps.
Too much technology	Most businesses use (and pay for) more tech than they need. An in-depth tech audit can clarify the technical landscape so you can avoid any platform-based hiccups.
Lack of process and/or resources	Do you have the internal resources required to support a RevOps structure? As with any project, ensure you have the right pieces on the board before making a move.
Papering over cracks	If you establish a RevOps function without first fixing any of the above points, expect problems down the line. Fix it early to fix it once.



REV OPS

FAQS

What does a RevOps team look like? How does it scale with company size?**What skills are needed? And how do you get started building a RevOps team?**

Different teams will need different resources, but you must remember RevOps is not an admin function; it's a strategic one. Start with a leader who has experience in change management and a deep understanding of technology.

Is the VP of RevOps the same as a Chief Revenue Officer (CRO)?

No — the CRO should instead work alongside the VP of Revenue Operations. People in RevOps don't need to be good at running a sales process themselves. Your CRO needs to understand the commercial side and drive the business forward. RevOps needs to understand data, processes, technology, and your culture to support go-to-market teams.

How big does a company have to be to support a separate RevOps team?

That depends on the operation and what needs to be achieved. Smaller, more agile companies may not have the resources to hire multiple roles in a RevOps team framework. But they improve team alignment by establishing a RevOps leadership committee that includes leaders of Marketing, Sales, and Customer Service. This way, conversations and decisions can focus on overall company goals, and initiatives can be planned and executed based on shared understanding between teams.

Medium to large-sized organizations with more resources may build a dedicated RevOps team and consider widening the mandate to include ownership of business insights, tools and processes, or training and enablement. Typically, medium-sized businesses start by hiring for roles attached to specific teams (like Sales and Marketing). But ensure these roles are in lockstep with the internal RevOps committee to prevent silos from forming.

Larger organizations and organizations with more complex needs or hierarchies should hire a Revenue Operations leader or executive alongside the other VPs/executives to foster alignment, drive strategic conversations, and to own and champion any RevOps-related initiatives across the business. This typically requires some internal restructuring, but it's necessary to bring staff, processes, and knowledge together under one operational umbrella that's truly aligned with company goals.

Most teams have siloed tech stacks. How do you best manage the transition, given the level of disruption when it comes to replacing tech?

It doesn't have to be a rip-and-replace situation. Start by optimizing your use of a single software solution before adding more tech, and tap the operational area that needs the capabilities to ensure you're using the solution optimally. Don't force square pegs into round holes — but remember, too, small changes at any stage of the process can lead to exponential growth in time. We suggest checking out [HubSpot's CRM Platform](#), which can help you consolidate your tech stack and unify your data to a single source of truth.

Which areas typically show the most resistance to a RevOps approach?

Sales is usually the first to push back. With firm and proactive management, this can be avoided. The whole point is to generate more efficiency and more profitability for the organization. Ultimately, sales reps want to earn more money — so you may overcome objections by showing them how a RevOps approach can help them achieve that goal. Even if they grumble, be consistent. Don't allow a shortsighted individual to be a deterrent — you always want your salespeople focused on the next deal.

What skills should I seek in a RevOps leader?

Think about what they were doing before the term "RevOps" started to gain popularity. Think of sales development, or go-to-market tech accountabilities before putting out word within your organization. Identify individuals who may not have had the level of freedom, responsibility, or recognition to flourish. Look for a track record of **success overcoming objections**. Identify proven **change agents**.

Data-minded individuals and strategic or big-picture thinkers who are comfortable working with different technologies and datasets make excellent candidates for RevOps roles. People working within teams in specific functions (e.g. sales development) also make for great candidates, as they develop deep knowledge of internal processes and they can see areas for potential improvement.

On average, how long would you expect it to take to implement a RevOps strategy?

Every organization is different. Every step in a transformation takes time, and there's often a "transition zone" when leads are moving through their customer journey at the same time as your processes are in flux. Be aware, be present, and focus on customer experience. When you identify wins and improvements, communicate them internally to build momentum and reinforce support for the transition to a new way of collaborating. Use measurement and data to help tell the story.



Want to learn more about how RevOps can improve your inbound marketing, sales, service, (and even employee) experience, to help optimize revenue generation in your business? We'd be happy to talk to you about a strategy that will best help you achieve your growth goals by aligning your people, processes, data, and technology. **Reach out to Nicole to start a conversation.**

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