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Is RevOps the new driver for B2B growth? **HOW LEADING ORGANIZATIONS ARE**

ALIGNING THEIR GO-TO-MARKET **TEAMS TO IMPROVE B2B OUTCOMES**

September 2024

with how to do more with less while still keeping the momentum going. They're up against a mix of challenges, from adapting to the rising demand for digital channels to attracting and retaining top sales talent to accurately planning capacity, territories and quotas. The most resilient business-to-business (B2B) companies have tackled their challenges and fortified double-digit annual

After a period of strong revenue growth, many B2B sales organizations are now grappling

growth by powering up a robust revenue operations function (RevOps). RevOps is helping companies exceed their sales targets by aligning all revenue-related go-to-market (GTM) areas—including marketing, sales, customer success, service and partners—to enable a seamless end-to-end experience that today's B2B customers expect. In addition to driving efficiencies across GTM areas, RevOps is fueling continuous reinvestment in capabilities, programs, Al and technologies that amplify seller effectiveness, support dynamic GTM / sales strategies and foster innovation. These insights come from a Deloitte Digital-commissioned study conducted in summer 2024, in which we engaged 650 US B2B sales

Revenue operations (RevOps) refers to a new operating model B2B organizations are adopting to help orchestrate end-toend experiences and to enable fast, effective adjustments across all revenue-driving capabilities, including strategy, planning,

Revenue Strategy & planning operations capabilities

What is RevOps?

· CRM / pipeline data Go-to-market strategy Onboarding · Third-party data · Content design & management Segmentation & targeting · Data integration Coverage & selling motions Delivery Total quality management Go-to-market plays

Pricing

management

Operations · Marketing planning

· Incentive compensation

operations, data / analytics, forecasting, enablement and performance management.

executives across 13 industries to understand their challenges, strategies and goals.

- · Territory, quota & compensation planning · Workforce planning
- · Deal desk Performance tracking & reporting · Participation & experience

In their continued quest for revenue growth, many B2B organizations must confront a challenging reality: 40% of

surveyed respondents acknowledged that less than half of their

sales team hit their quotas in 2023. That's where RevOps can

make a difference. Most notably, organizations with a RevOps

function reported a higher percentage of sales team members

- Inspection & governance **GTM tools & technologies**

Data operations

Forecasting & analytics

Forecasting reporting

Sales & revenue forecasting

· Opportunity to order · Invoice to cash / revenue recognition · Planning & analytics · Enablement tools

· Lead to opportunity

- RevOps helps sellers exceed goals

47%

35%

enablement

Organizations with RevOps were

1.4 times as likely to exceed 2023

revenue goals by 10% or more.

Learning & enablement

exceeding their quotas, helping these organizations not only meet, but go beyond their revenue targets.

RevOps amplifies sellers' effectiveness

B2B organizations with a firmly established RevOps function were more likely to say they were "extremely effective" across a range of capabilities linked to meeting B2B sales goals and seller effectiveness.

Firmly established RevOps

Percentage of

organizations

that said

they were

"extremely

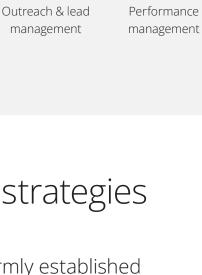
effective"



47%

29%

management



digital channels to

digital transformation

expand footprint

communicating

rebate policies

capabilities

as effective in offerand bundle-design

value to customers

as effective in governing and enforcing discount /

management

25%

53%

changes more quickly and effectively. as likely to invest in new tools to accelerate

in different strategic changes

Top two current

Expanding digital channels

Accelerating digital transformation by investing in digital tools

robust investment in sales enablement

RevOps leaders focus on

"How would you rate

its sales strategy?"

Percentage of respondents

at each GenAl ability level >

your company's ability to

leverage GenAl to support

innovative GenAl use cases

leveraging GenAI in innovative ways that drove competitive advantage.

Nearly all surveyed organizations were integrating Generative AI (GenAI) capabilities into their sales motions, but those with a firmly established RevOps function again had an edge. On average, these organizations were more than 2x as likely to say they were

programs outperformed others in

key pricing capabilities. They were:

strategic

investments in GTM model by industry >

B2B organizations with a firmly established RevOps function don't rest on their laurels. Our research found they were more

likely than those without RevOps to be currently investing in

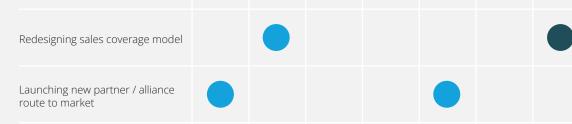
strategic changes to their GTM model aimed at driving continued revenue growth via new digital channels and tools, new product / service launches, and upskilling programs for sales talent. This

makes sense, as the need for GTM agility is higher than ever, and

a mature RevOps function equips organizations to make GTM

as likely to launch new products and services as likely to develop and execute a sales talent





Banking & financial services

Consumer goods & services

Energy & utilities

Health care & life sciences

Entering a new market Developing / executing a sales talent upleveling and upskilling

Launching / refining a strategic or global account program Launching new products / services Priority 1 *Top #1 and/or #2 priorities were tied among respondents within these industries Stronger sales enablement leads to more effective communication on pricing strategies Our research also showed a connection between RevOps and the ability to optimize pricing. Organizations with a firmly established RevOps function were more than 2x as likely to significantly invest in sales enablement than those without RevOps—and they saw the impact when it came to executing pricing strategies. They cited greater effectiveness in communicating value to customers, enforcing discount and rebate policies, bundling products / services, and optimizing prices through price analytics. B2B organizations with the most as effective in

as effective in price analytics

Innovative: 219% GenAl projects are aligned to support the overall company strategy and drive innovation and competitive advantage

Organizations describing their GenAl projects as innovative were 1.5x to 2.4x as likely as explorative or ad hoc users to leverage **GenAl** across use cases such as: **Automating** Providing promptbased customer customer follow-ups performance reporting

planning quotas and building personalized sales forecasts.

Room to grow with RevOps

RevOps is helping B2B sales organizations exceed their goals—

surveyed that have a RevOps function, the level of functionality

common stumbling blocks to high-performing RevOps include

Among respondents, only 10% have optimized RevOps

across all GTM functions with centralized planning.

have core roles and

planning capabilities

Compared to those without RevOps,

less likely to struggle with

defining a clear GTM /

sales strategy

organizations with firmly established RevOps were:

some enterprise

within RevOps

and maturity varies significantly—with only 10% maximizing

its full potential. In our work with clients, we've found that

MATURITY MATTERS

43919/6

but there's still room to grow for most organizations. Among those

Recommending next best actions to mitigate leakage

MOST ADVANCED

LEAST ADVANCED

9%

15%

24%

31%

Explorative:

Formalized:

Strategic:

Ad hoc:

Low or no use of GenAl

Organization is using GenAl on an ad hoc basis without a strategic direction

Organization is building a formal

the overall company strategy

GenAl approach with specific projects

GenAl projects are aligned to support

Tailoring customer Automating activation plans contract creation and review and journeys Our research also found that larger organizations with 25,000+ employees were nearly 2x as likely to tap it for more strategic uses such as the lack of standard metrics / key performance indicators, weak

alignment on the definition of a customer, and insufficient tools

to enable and enhance an end-to-end sales journey. In addition,

many organizations are still structured primarily by function or geography, which hinders their ability to realize the full potential

have enterprise

but inconsistent

planning capabilities

execution of RevOps

have firmly established enterprise planning

consistent execution

capabilities and

of RevOps

1.5x as likely to make sales

investments that help them

achieve sales goals

of the RevOps operating model.

currently limited their RevOps to administrative tasks

less likely to struggle

pipeline and forecast

with managing their sales

Thrive through an end-to-end focus As B2B organizations seek to drive revenue growth by working and serving customers more efficiently, it's more important than ever to deploy GTM strategies and models that focus on the end-to-end buyer journey and eliminate siloed operations and redundancies. A firmly established and consistent RevOps-oriented GTM approach helps make that happen.

Here are some In what areas are your marketing, sales, service and success teams aligned and/or misaligned questions to ask on go-to-market planning and execution?

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costs for your organization?

How are you leveraging or planning to leverage AI / GenAl across different stakeholders (e.g., buyers,

How could you better enable your customer-facing

roles to articulate the value of your offerings?

selling team) and functions (e.g., RevOps)?

yourself about What roles and responsibilities need to be more clearly defined to better govern the sales journey your own GTM across the end-to-end revenue operations cycle? approach and the What digital sales channels and/or technologies could best help increase revenues and reduce

ABOUT THE RESEARCH The findings reported in this charticle are based on a blind survey, conducted in summer 2024 by Lawless Research on behalf of Deloitte Digital, of 650 director-level or above executives responsible for B2B sales and with a role in choosing

role of RevOps:

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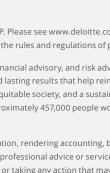
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B2B sales solutions at US-based companies with 500 or more employees and revenues of \$500 million or more, across the following 13 industries: automotive; banking & financial services; consumer goods & services; energy & utilities; health care &



ABOUT DELOITTE

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