

Is RevOps the new driver for B2B growth?

HOW LEADING ORGANIZATIONS ARE ALIGNING THEIR GO-TO-MARKET TEAMS TO IMPROVE B2B OUTCOMES

September 2024

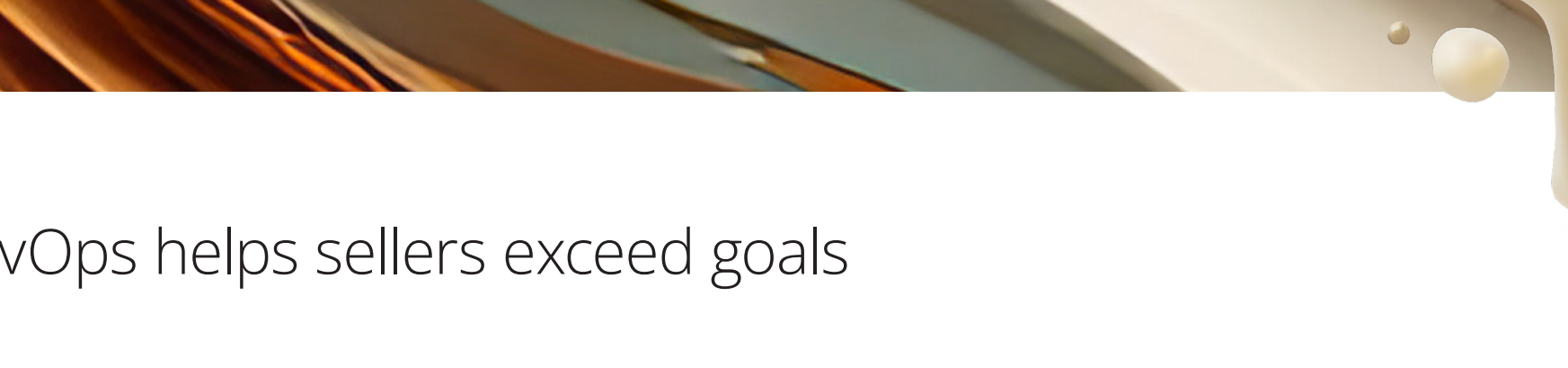
After a period of strong revenue growth, many B2B sales organizations are now grappling with how to do more with less while still keeping the momentum going. They're up against a mix of challenges, from adapting to the rising demand for digital channels to attracting and retaining top sales talent to accurately planning capacity, territories and quotas.

The most resilient business-to-business (B2B) companies have tackled their challenges and fortified double-digit annual 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, AI 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 executives across 13 industries to understand their challenges, strategies and goals.

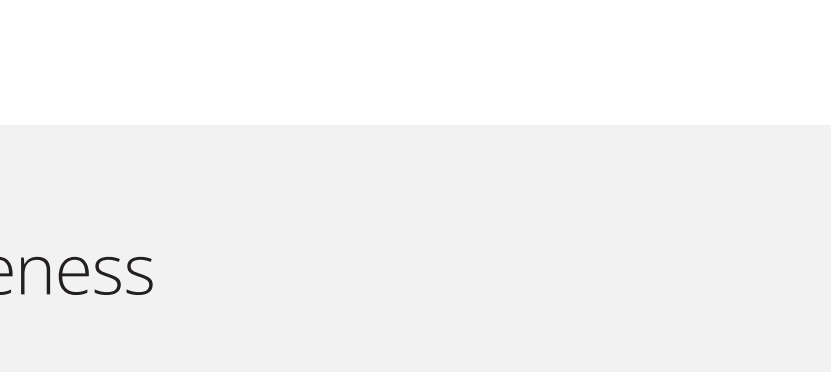
What is RevOps?

Revenue operations (RevOps) refers to a new operating model B2B organizations are adopting to help orchestrate end-to-end experiences and to enable fast, effective adjustments across all revenue-driving capabilities, including strategy, planning, operations, data / analytics, forecasting, enablement and performance management.



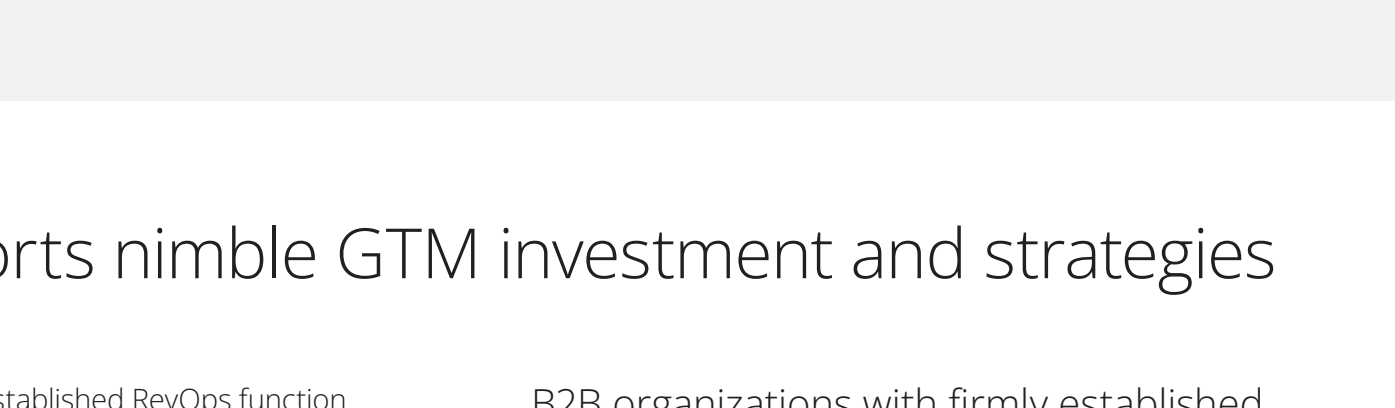
RevOps helps sellers exceed goals

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



RevOps amplifies sellers' effectiveness

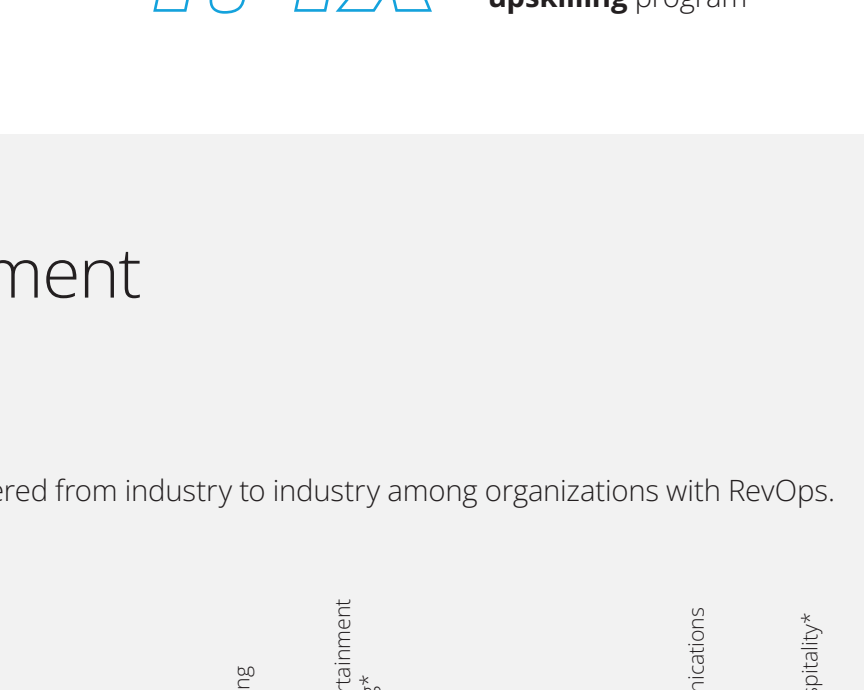
B2B organizations with a firmly established RevOps function were more likely to say they were "extremely effective" across a range of capabilities linked to meeting B2B sales goals and seller effectiveness.



RevOps supports nimble GTM investment and strategies

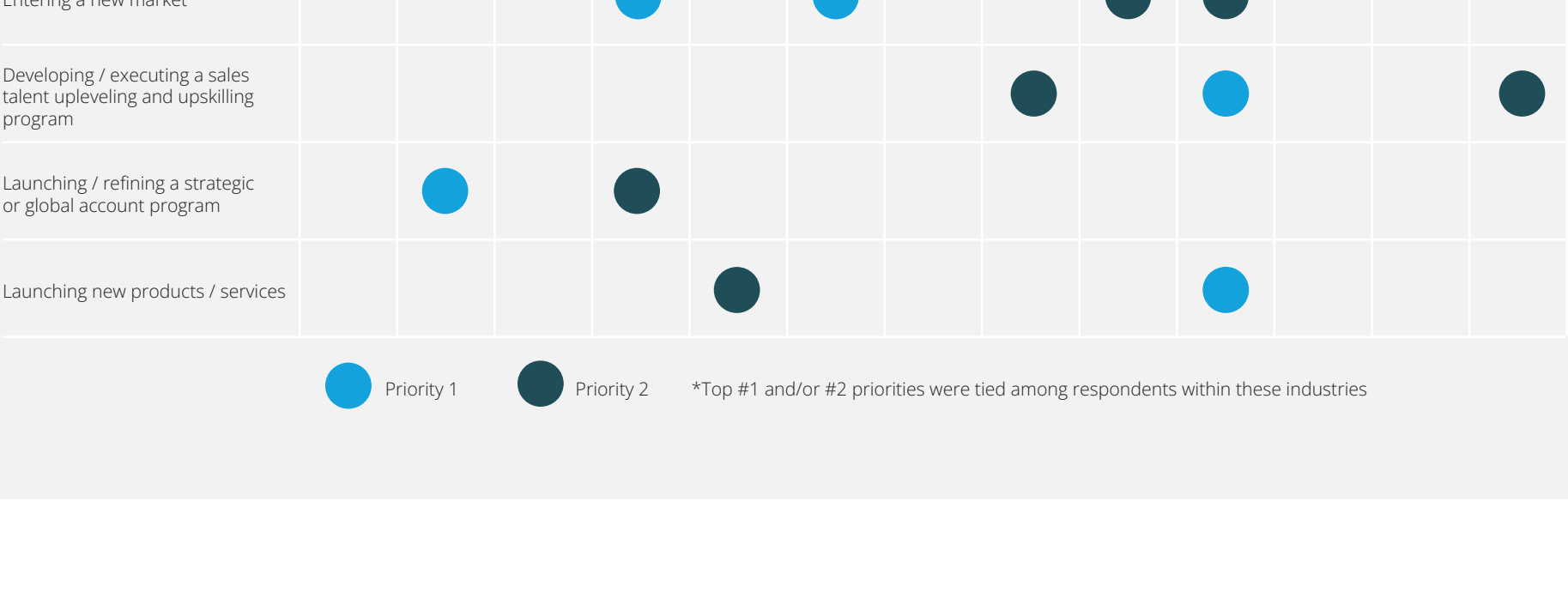
B2B organizations with a firmly established RevOps function don't rest on their laurels. Our research found they were more likely than those without RevOps to be currently investing in strategic changes to their GTM model aimed at driving continued revenue growth via new digital channels and tools, new 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 changes more quickly and effectively.

B2B organizations with firmly established RevOps were **more likely to invest** in strategic GTM model changes:



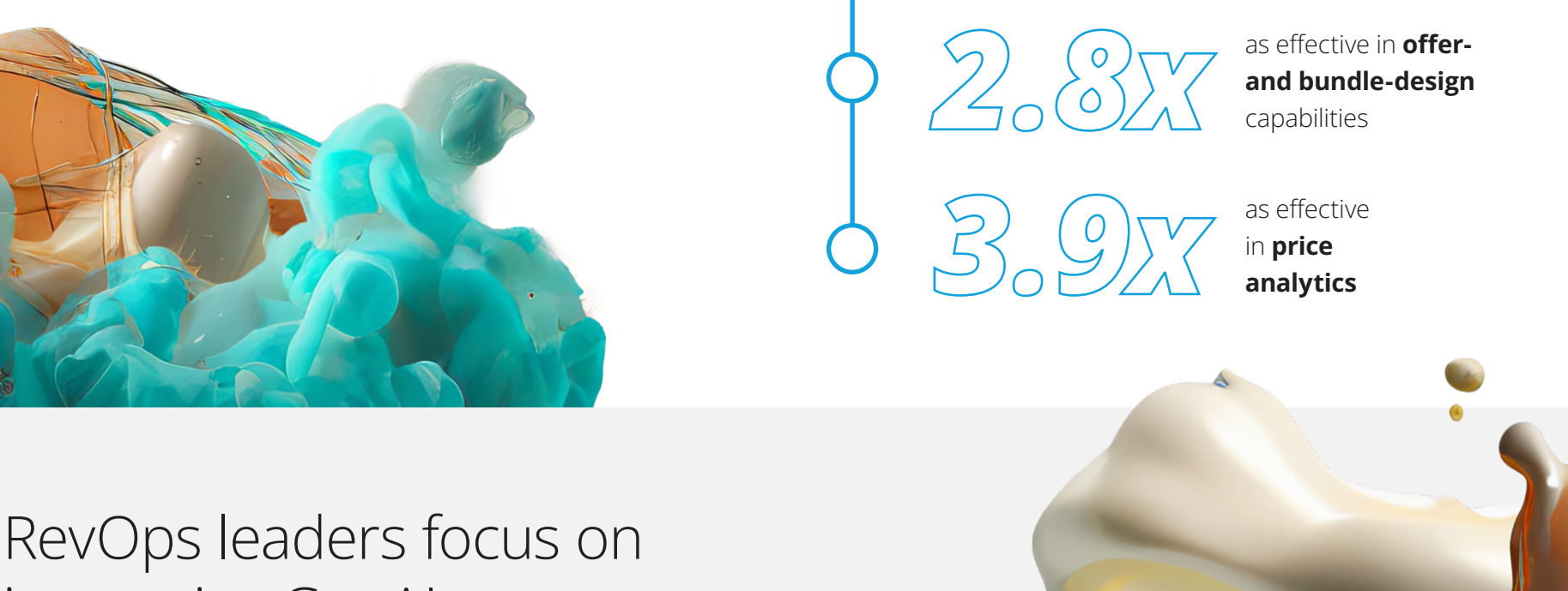
Industries are prioritizing investment in different strategic changes

The research found that investment priorities aimed at driving growth differed from industry to industry among organizations with RevOps.



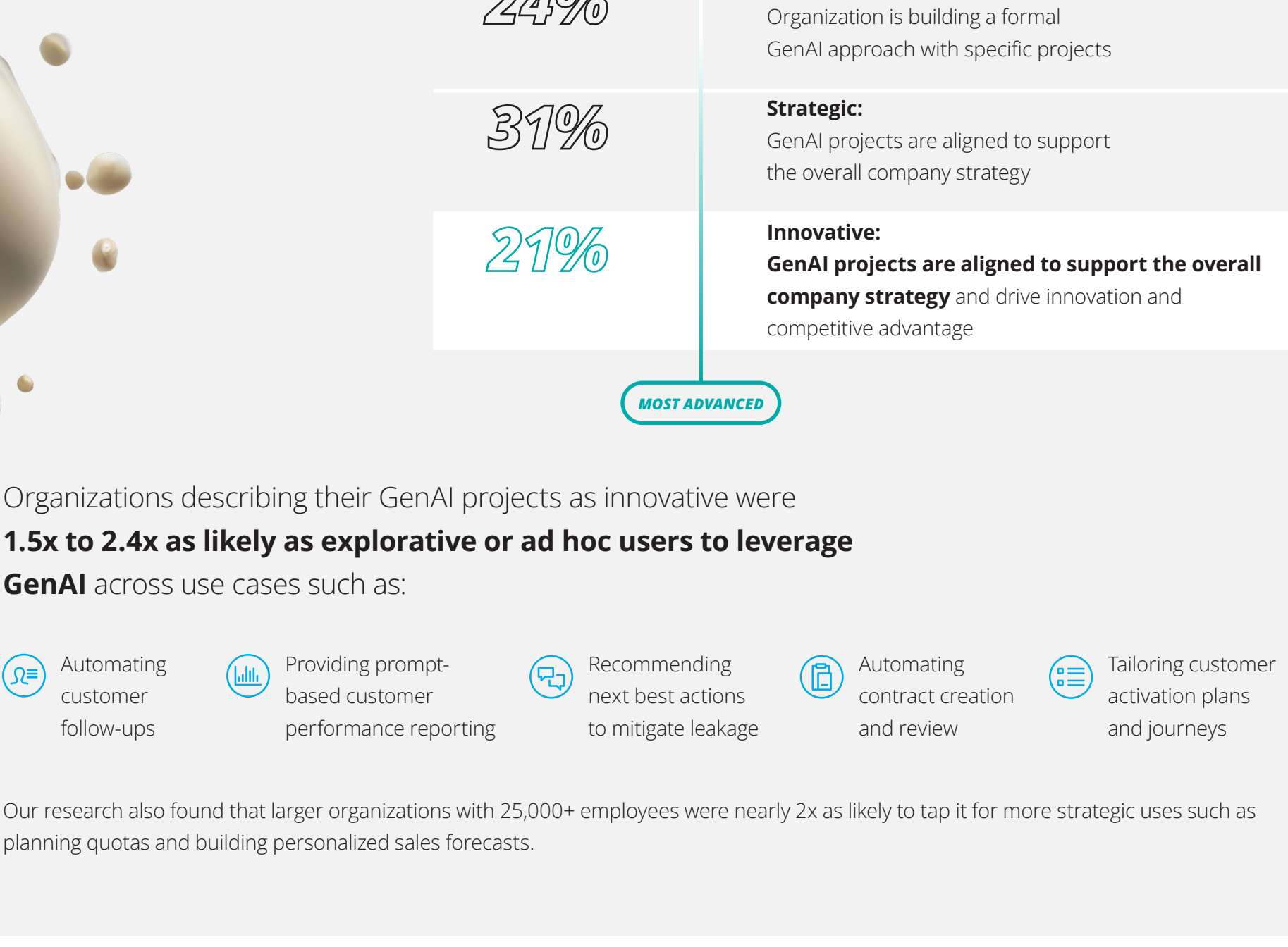
Stronger sales enablement leads to more effective communication on pricing strategies

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.

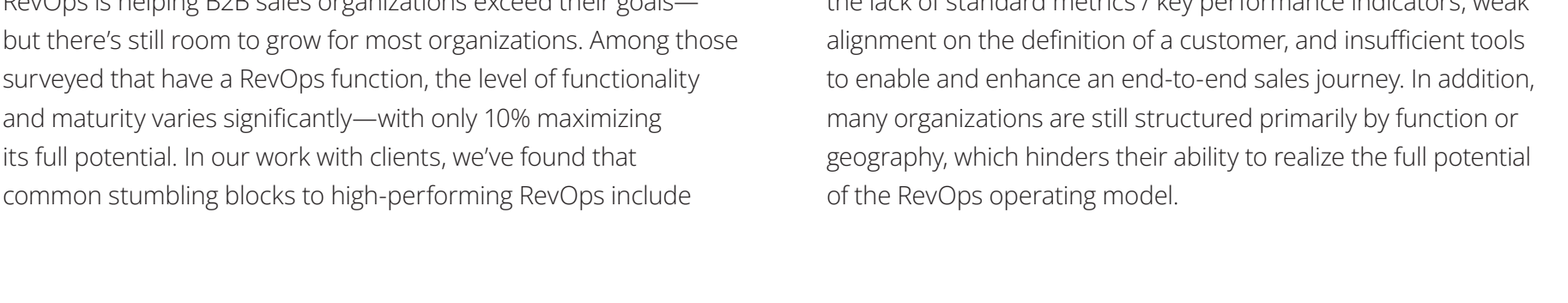


RevOps leaders focus on innovative GenAI use cases

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 leveraging GenAI in innovative ways that drove competitive advantage.



Organizations describing their GenAI projects as innovative were **1.5x to 2.4x as likely as explorative or ad hoc users to leverage GenAI** across use cases such as:



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 planning quotas and building personalized sales forecasts.

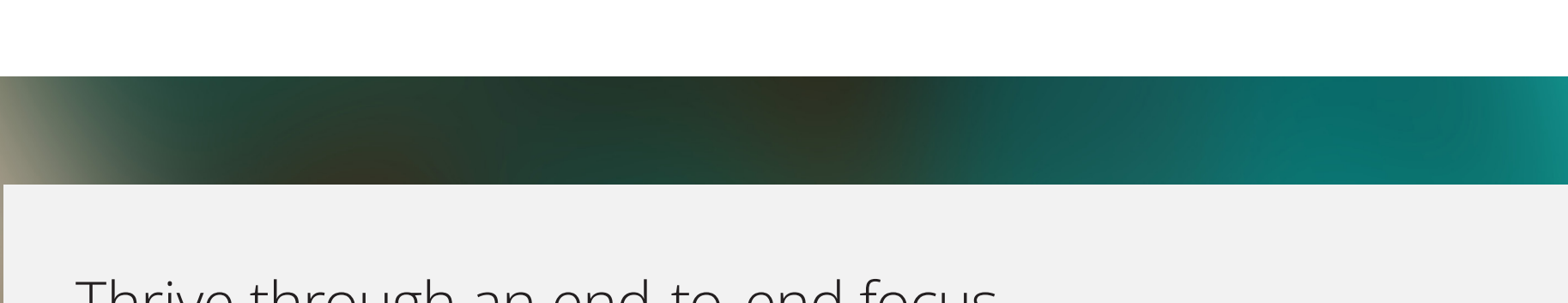
Room to grow with RevOps

RevOps is helping B2B sales organizations exceed their goals—but there's still room to grow for most organizations. Among those surveyed that have a RevOps function, the level of functionality and maturity varies significantly—with only 10% maximizing its full potential. In our work with clients, we've found that common stumbling blocks to high-performing RevOps include

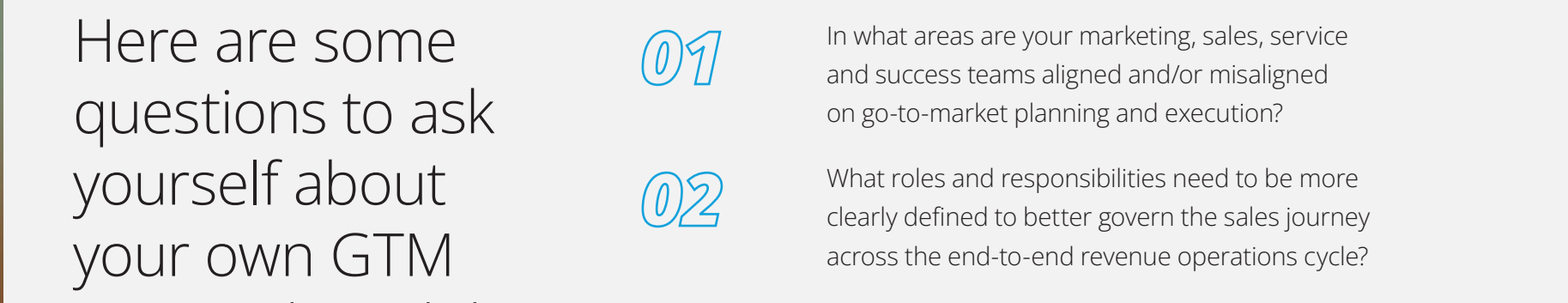
the lack of standard metrics / key performance indicators, weak alignment on the definition of a customer, and insufficient tools to enable and enhance an end-to-end sales journey. In addition, many organizations are still structured primarily by function or geography, which hinders their ability to realize the full potential of the RevOps operating model.

MATURITY MATTERS

Among respondents, **only 10% have optimized RevOps across all GTM functions** with centralized planning.



Compared to those without RevOps, organizations with firmly established RevOps were:



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 questions to ask yourself about your own GTM approach and the role of RevOps:

- 01 In what areas are your marketing, sales, service and success teams aligned and/or misaligned on go-to-market planning and execution?
- 02 What roles and responsibilities need to be more clearly defined to better govern the sales journey across the end-to-end revenue operations cycle?
- 03 What digital sales channels and/or technologies could best help increase revenues and reduce costs for your organization?
- 04 How are you leveraging or planning to leverage AI / GenAI across different stakeholders (e.g., buyers, selling team) and functions (e.g., RevOps)?
- 05 How could you better enable your customer-facing roles to articulate the value of your offerings?

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 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 & life sciences; industrials & resources; insurance; manufacturing; media, entertainment & publishing; retail; technology; telecommunications; and travel & hospitality.

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