R3V3NU3
OP3RATIONS
BY THE NUMBERS

Research conducted by Go Nimbly, HubSpot, & RevOps Squared
Research Published November 2020
RESEARCH SUMMARY

During September and October 2020, Go Nimbly, RevOps Squared, and HubSpot conducted research to better understand the maturity, purpose and measurements of a Revenue Operations function.

All information captured was anonymized, aggregated, normalized and analyzed to provide the executive summary that is presented herein. If there was not enough data captured to provide statistically relevant benchmarks, we have eliminated providing any benchmarks for those specific variables.

All enclosed information contained herein is confidential information and is not be shared outside of your organization and is not to be used for commercial benefit without explicit written consent of RevOps Squared, HubSpot or Go Nimbly.

Any questions on the benchmarks, data capture or data analysis can be directed to rayrike@revopssquared.com
REV3NU3 OPERATIONS BY THE NUMBERS

Participant Profile
COMPANY PARTICIPANT PROFILE

Participant Company - By Revenue

- <$1M: 54%
- $1M-$2.5M: 12%
- $2.5M-$5M: 17%
- $5M-$12M: 6%
- $12M-$50M: 2%
- $50M-$100M: 1%
- $100M-$250M: 2%
- $250M-$500M: 2%
- >$500M: 2%

Participant Company Profile - By ACV

- <$1K: 13%
- $1K-$5K: 12%
- $5K-$10K: 17%
- $10K-$25K: 12%
- $25K-$50K: 9%
- $50K-$100K: 15%
- $100K-$250K: 4%
- >$250K: 5%

N = 145
Revenue Operations becomes more prominent at each stage of growth - > $20M is significant inflection point

Companies > $100M are less likely to have a Revenue Operations function

Companies > $100M are less likely to think Revenue Operations is important to increasing Go-To-Market team alignment

More complex marketing to sales motion in larger ACV solutions correlates to the need for Revenue Operations

> $100K ACV represents largest % presence of RevOps - followed by $50K - $100K ACV

< $5K products often use on-line customer capture thus less need for Revenue Operations for alignment purposes

N = 145
REVENUE OPERATIONS - TODAY

Lack of appropriate resources more common in < $20M companies
Marketing, Sales and Customer Success teams already aligned is most common in > $100M ARR companies
Other was primarily < $5M companies not knowing what Revenue Operations is

51% of companies strongly agree a RevOps function impacts Revenue Growth
Yet, only 34% have a RevOps function
95% of participants agree that a RevOps function positively impacts revenue growth – why not invest?
Revenue Operations
Organization Structure
REVENUE OPERATIONS - REPORTING STRUCTURE

Who Does Revenue Operations Report to?

- Chief Revenue Officer: 50%
- Chief Marketing Officer: 10%
- Chief Financial Officer: 10%
- Chief Executive Officer: 10%
- Chief Commercial Officer: 10%
- Chief Operating Officer: 5%
- Other - Write In: 5%

What Functions Report to Revenue Operations?

- Sales Operations: 61%
- Marketing Operations: 39%
- Customer Success Operations: 39%
- Financial Planning & Analysis: 29%

< $20M more likely to have RevOps reporting to CEO
>$20M increases correlation of RevOps reporting to CRO
< $5K ACV was primary driver of RevOps reporting to CMO

CRO title presence increased probability of Sales Ops reporting to Revenue Operations
FP&A reporting to Revenue Operations had highest correlation in < $20M + < $5K ACV
Revenue Operations
Purpose, Responsibilities & Measurements
Only 36% of participants agreed that delivering an ideal customer experience is the primary purpose of RevOps – yet 64% strongly agree an ideal user experience is critical to revenue growth.

73% of participants agree that Go-To-Market Team alignment is the primary purpose of RevOps, yet only 22% agree that Sales and Marketing are very aligned and only 34% have a RevOps function – why the drastic difference in perceived value versus presence of Revenue Operations – Resources and executive commitment.
71% of participants strongly agree that Marketing, Sales and Customer Success share revenue growth responsibility but only 22% strongly agree that Marketing, Sales and Customer Success teams are aligned.

26% of respondents disagree that Marketing, Sales and Customer Success are aligned. Another 52% do not strongly agree that Sales, Marketing and Customer Success are aligned. Overall 78% of participants do not strongly agree revenue teams are aligned!
Companies < $20M believe they have stronger revenue team alignment than companies in the $20M - $100M range. Increase in number of employees plus increased specialization are contributing reasons why this dynamic is happening.

$20M - $50M companies have the biggest challenge with Revenue Team alignment – as a company approaches $20M is a good place to start considering a Revenue Operations function.
New ARR is overwhelming KPI to measure the impact of Revenue Operations – yet team alignment is #1 purpose of RevOps

Expansion ARR is tied for #2 KPI measurement which indicates alignment between Customer Success and Marketing is critical

Only 23% report a KPI to measure the Customer Journey Experience is in place – how does this align with the 64% that strongly agree that the Customer Experience is critical to optimize revenue growth?
DISCLOSURES

RevOps Squared has conducted direct Industry Benchmark research on Key Performance Indicators with the explicit permission and approval by all survey and research participants. RevOps Squared has worked with HubSpot and Go Nimbly to conduct this research. The material contained herein is based on sources considered to be reliable; however, RevOps Squared does not guarantee or warrant the accuracy or completeness of information. This document is for informational purposes only.

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If you would like to request additional information regarding this research and available additional data and/or advisory services as to how this information can be captured, utilized and/or evaluated in any other manner please send all inquires to info@reopsquared.com
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