

# OPERATIONS BY THE NUMBERS

Research conducted by Go Nimbly, HubSpot, & RevOps Squared

Research Published November 2020



*go nimbly* 

HubSpot

RevOps<sup>2</sup>



# 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 to 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](mailto:rayrike@revopssquared.com)

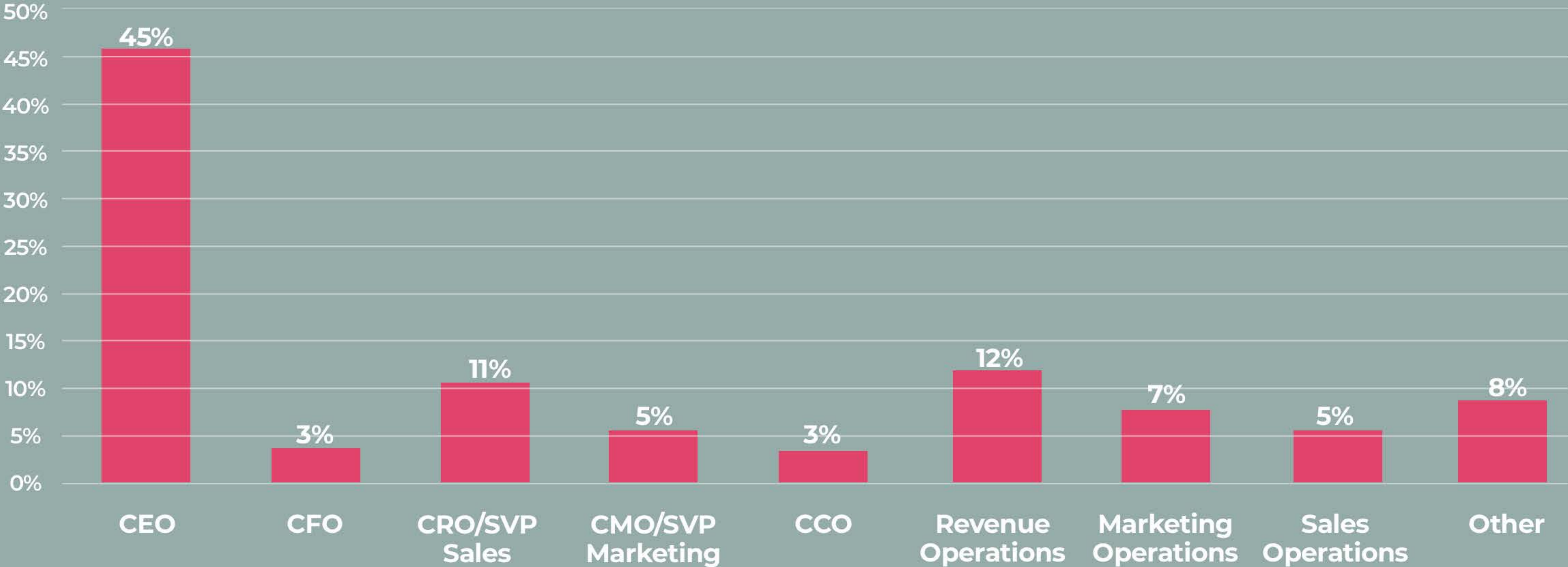


# R3V3NU3 OP3RATIONS BY THE NUMBERS

Participant Profile

# RESEARCH PARTICIPANT PROFILE

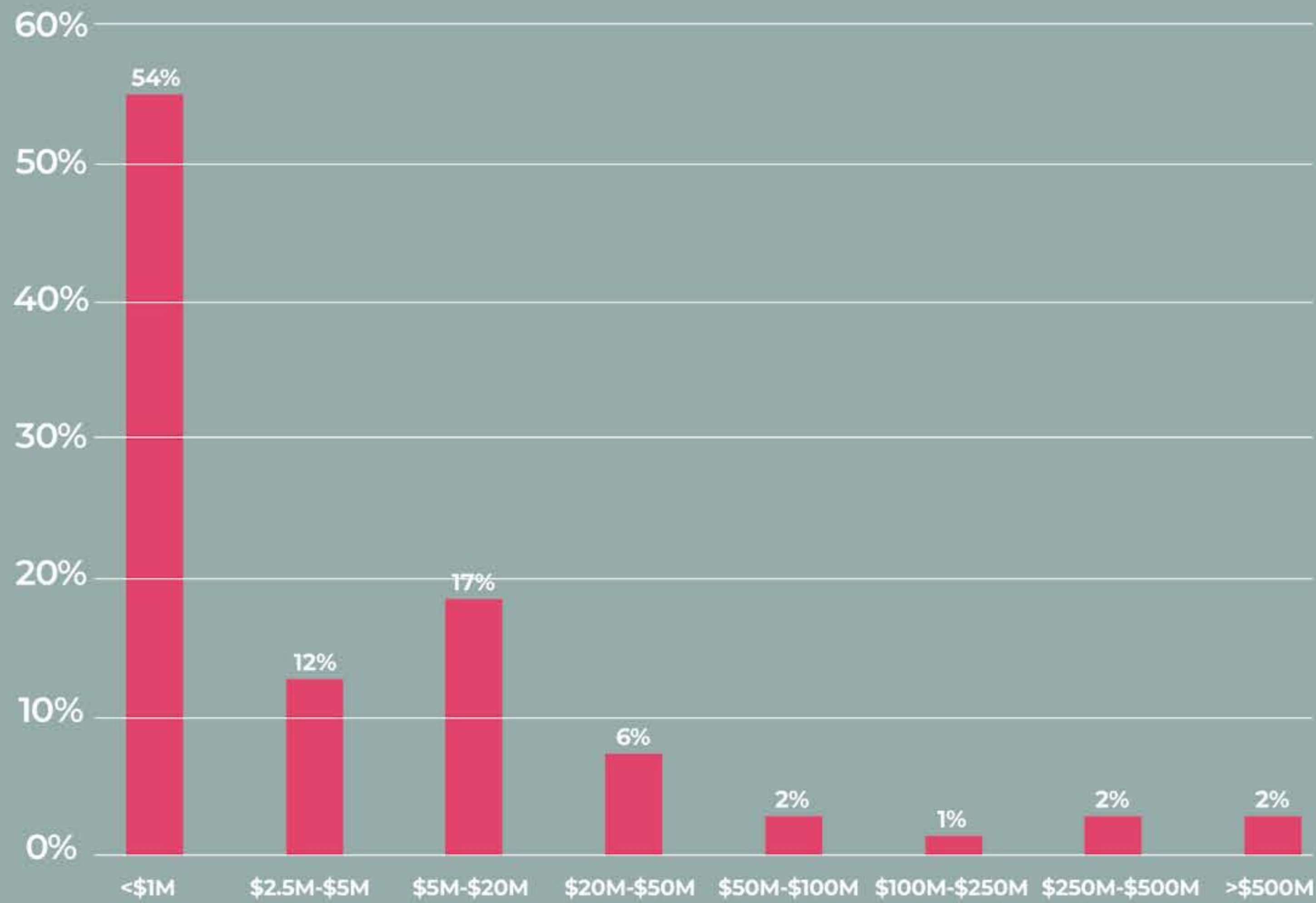
## Participant - By Title



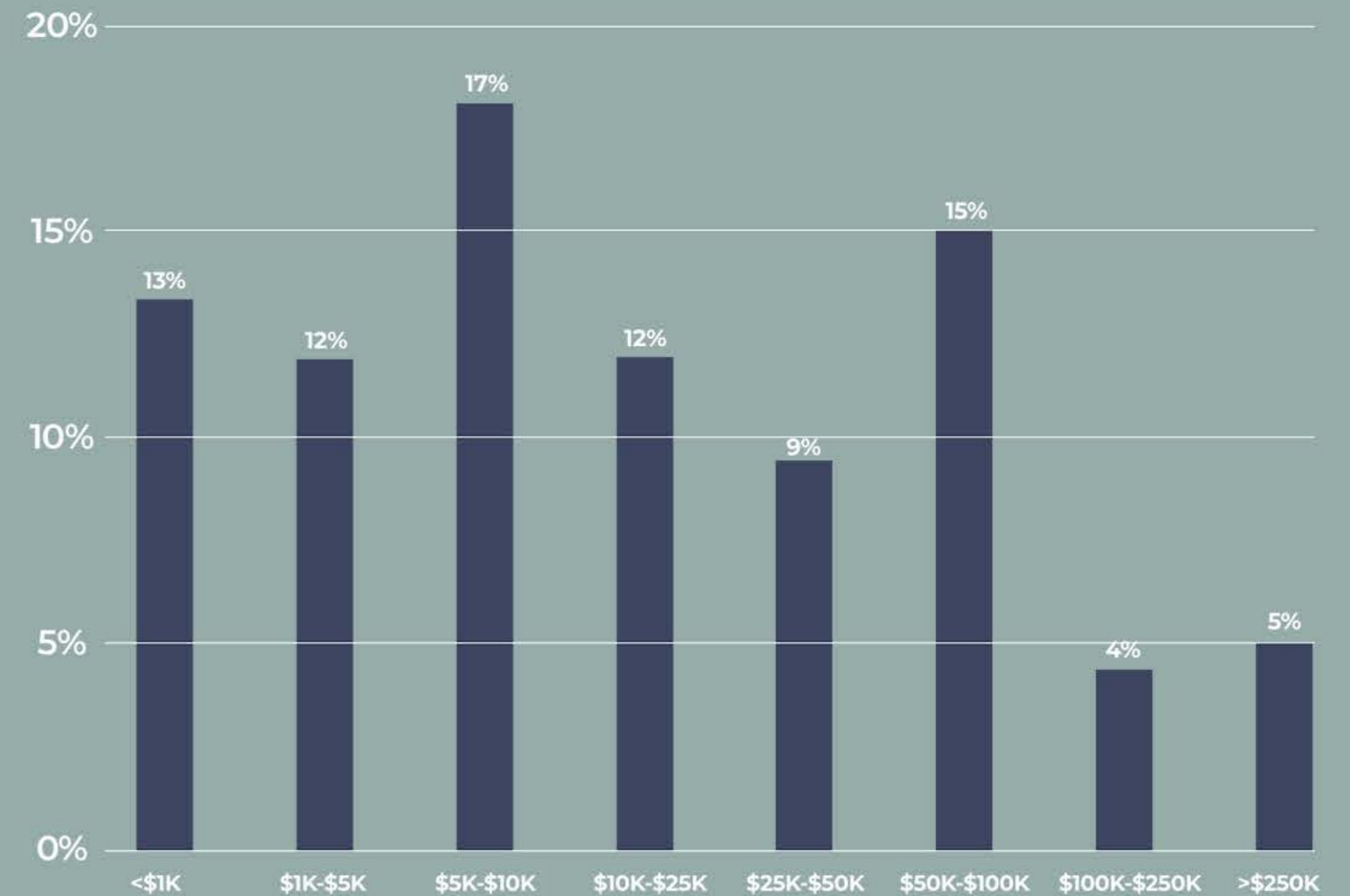


# COMPANY PARTICIPANT PROFILE

## Participant Company - By Revenue



## Participant Company Profile - By ACV



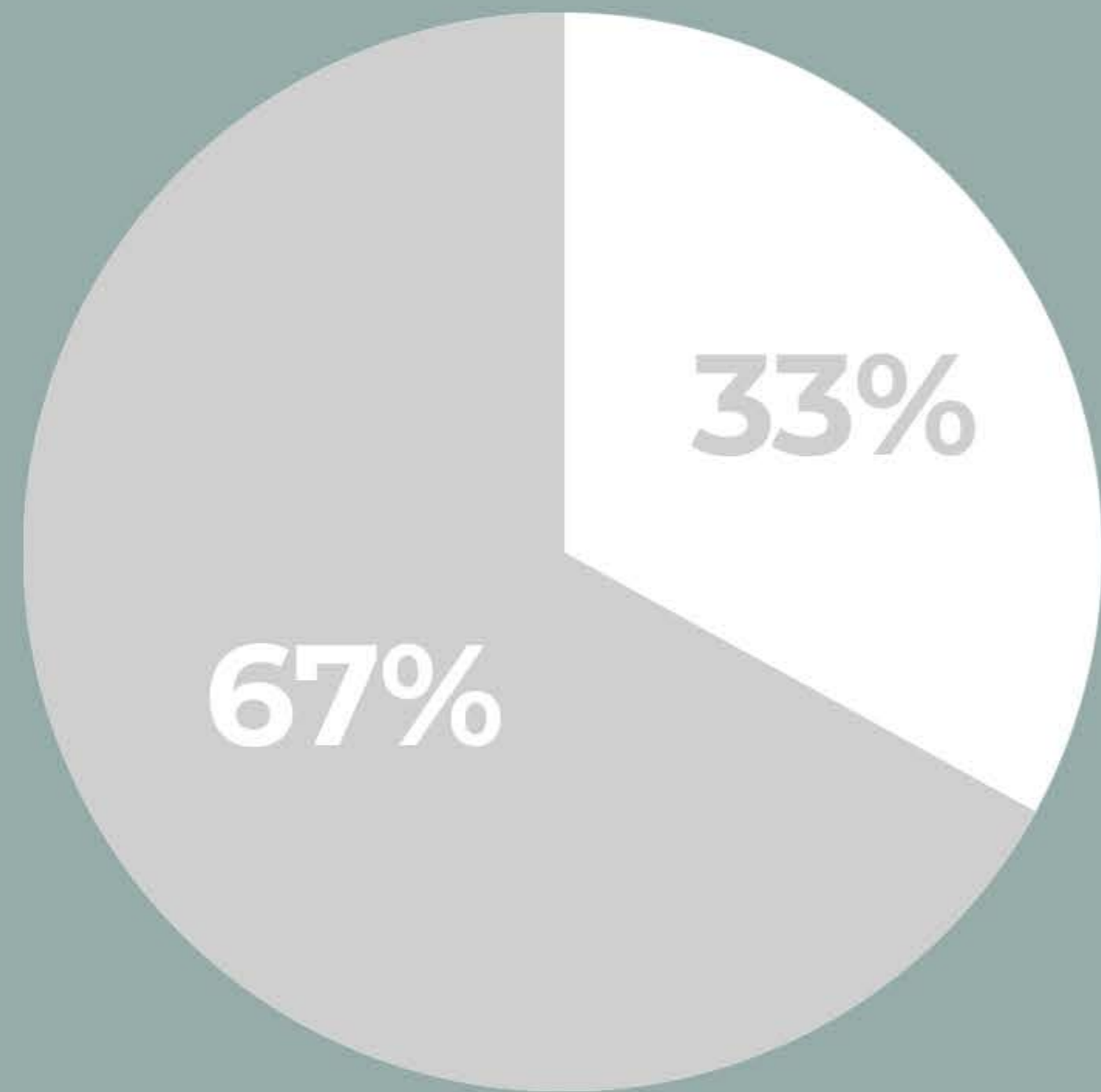
# REVENUE OPERATIONS BY THE NUMBERS

Revenue Operations  
*Current & Future State*



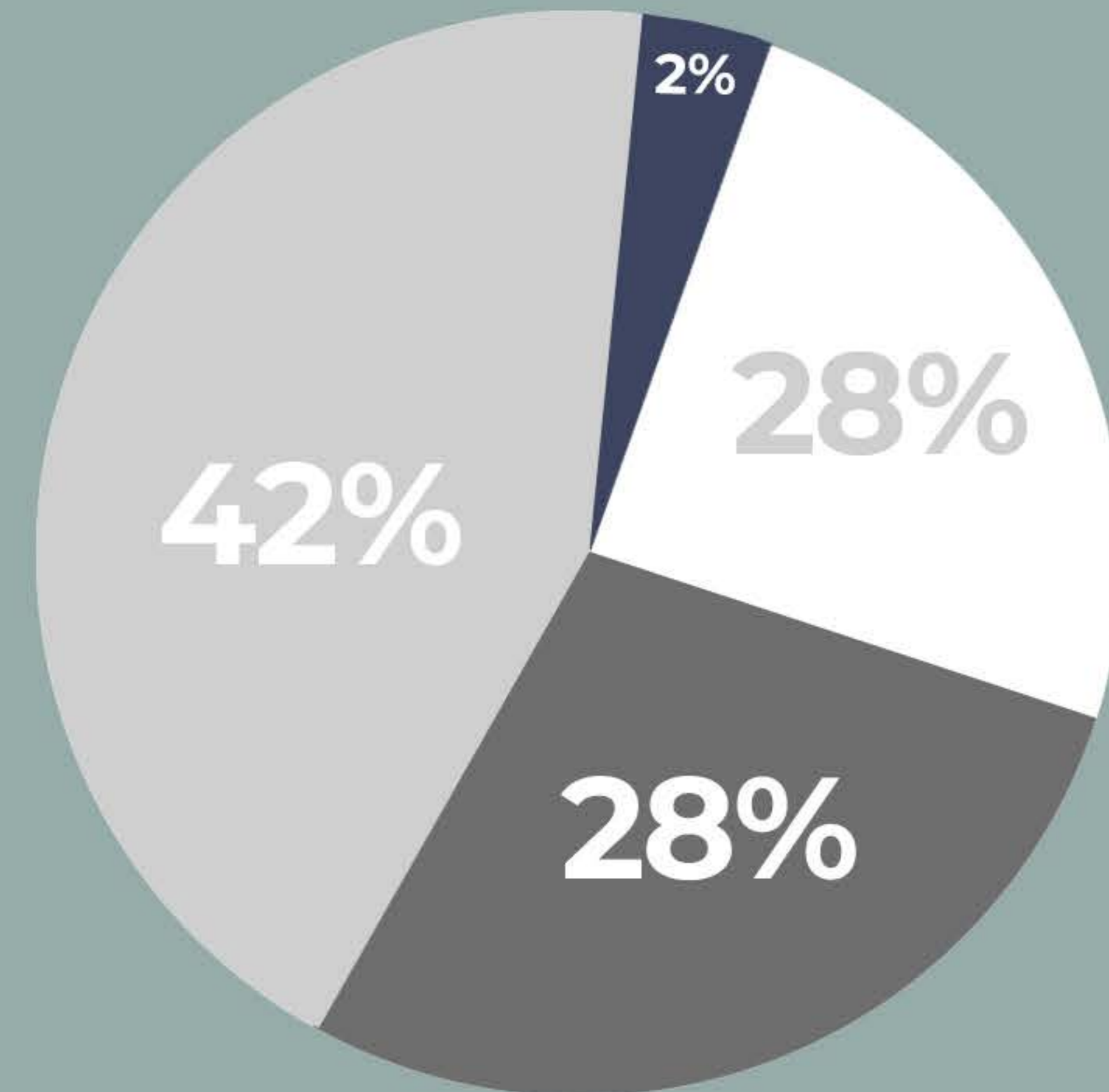
# REVENUE OPERATIONS - TODAY

Revenue Operations  
Function Today



Yes No

Revenue Operations  
Function Planned

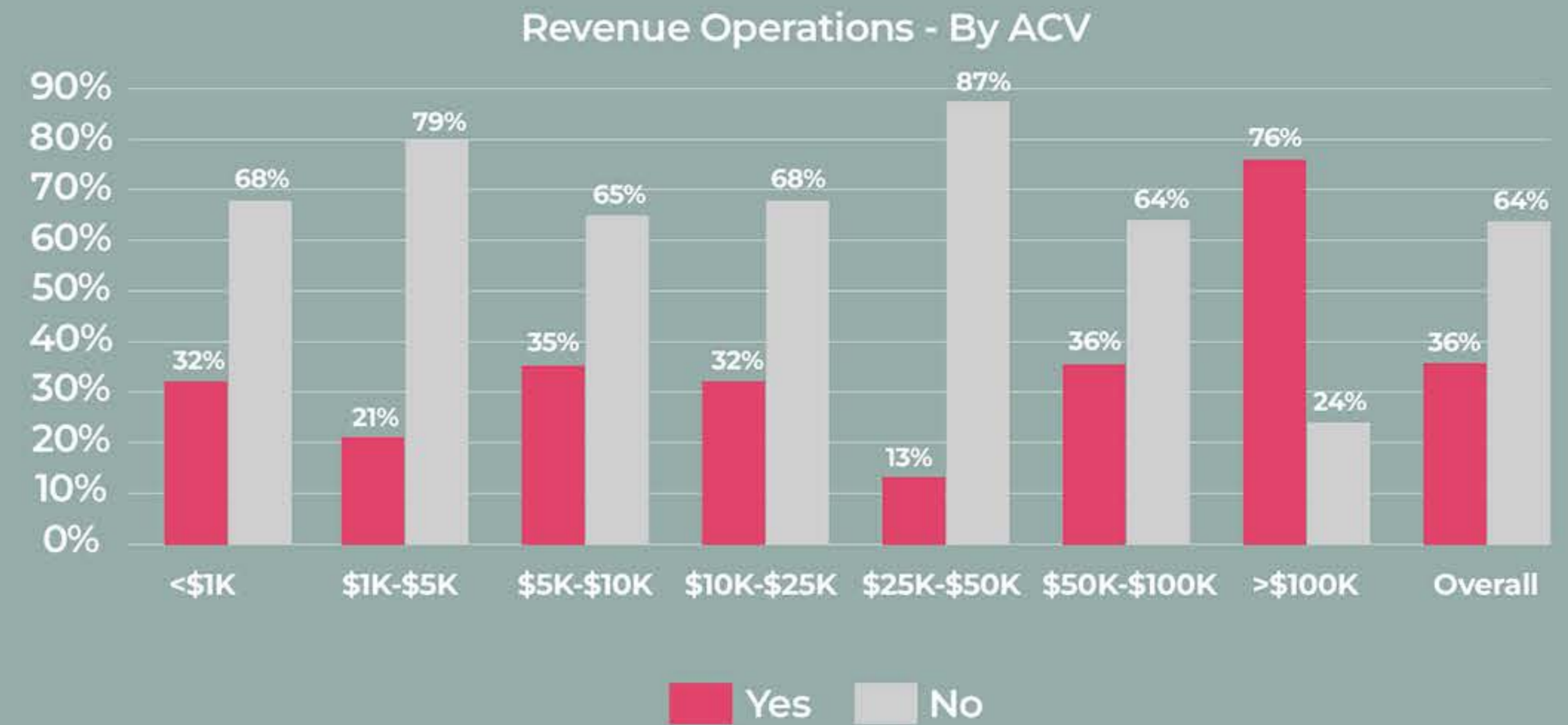
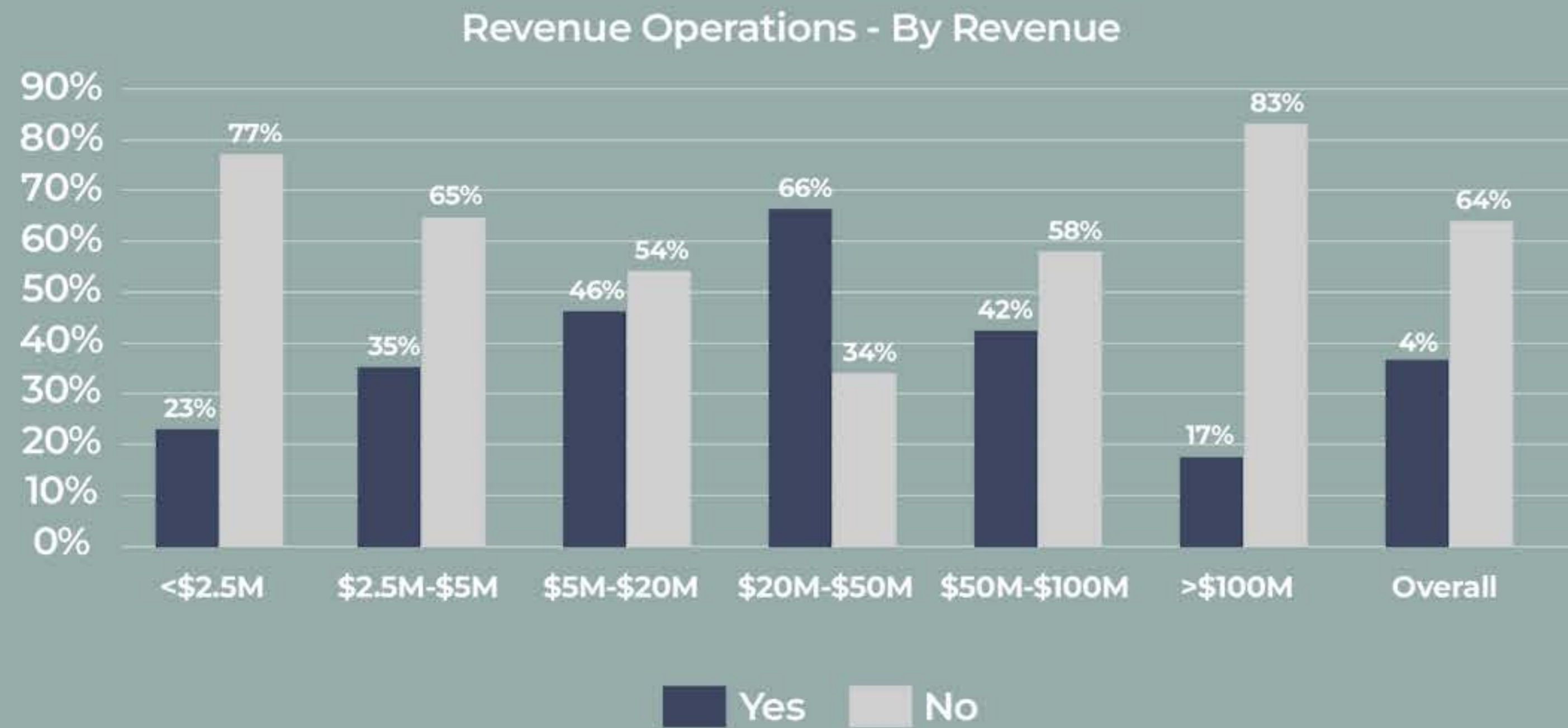


No Yes in 2020 Yes in 2021 Undecided



# REVENUE OPERATIONS PRESENCE

## By Cohort



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

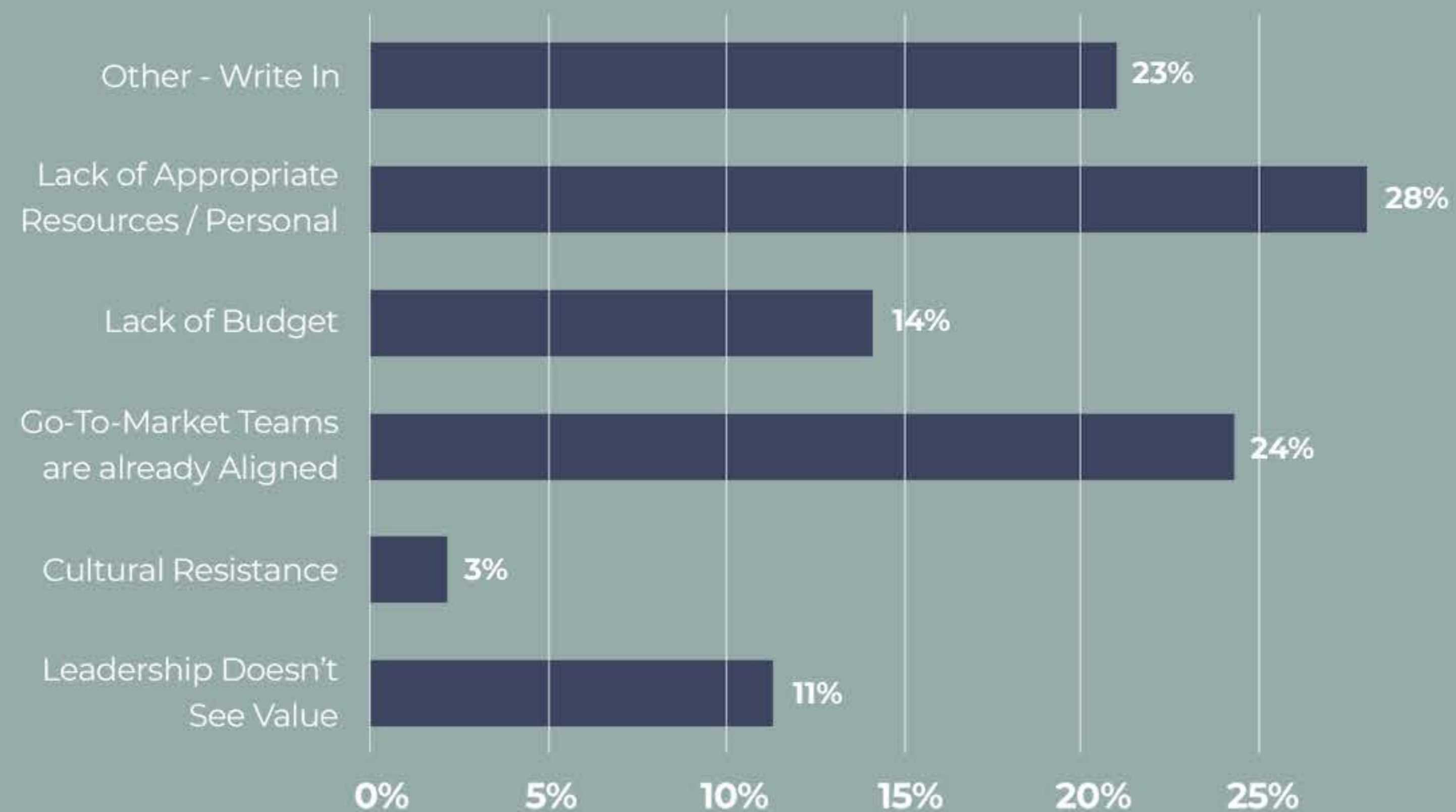
> \$100K ACV represents largest % presence of RevOps – followed by \$50K - \$100K ACV

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



# REVENUE OPERATIONS - TODAY

## Reason for No RevOps Function



## Does Revenue Operations Directly Impact Revenue Growth?



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?



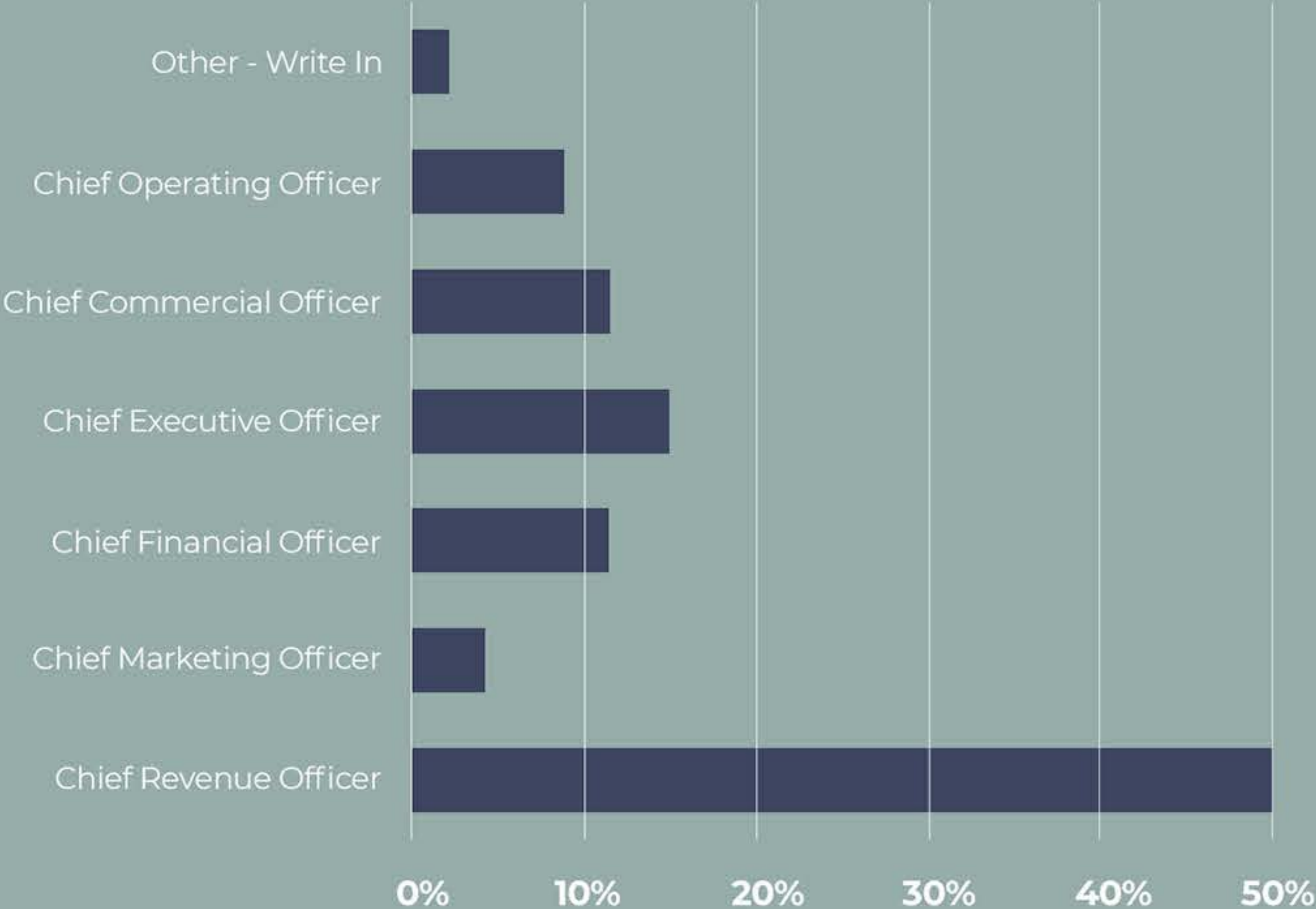
# REVENUE OPERATIONS BY THE NUMBERS

Revenue Operations  
*Organization Structure*



# REVENUE OPERATIONS - REPORTING SCRUCTURE

Who Does Revenue Operations Report to?



What Functions Report to Revenue Operations?



- < \$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



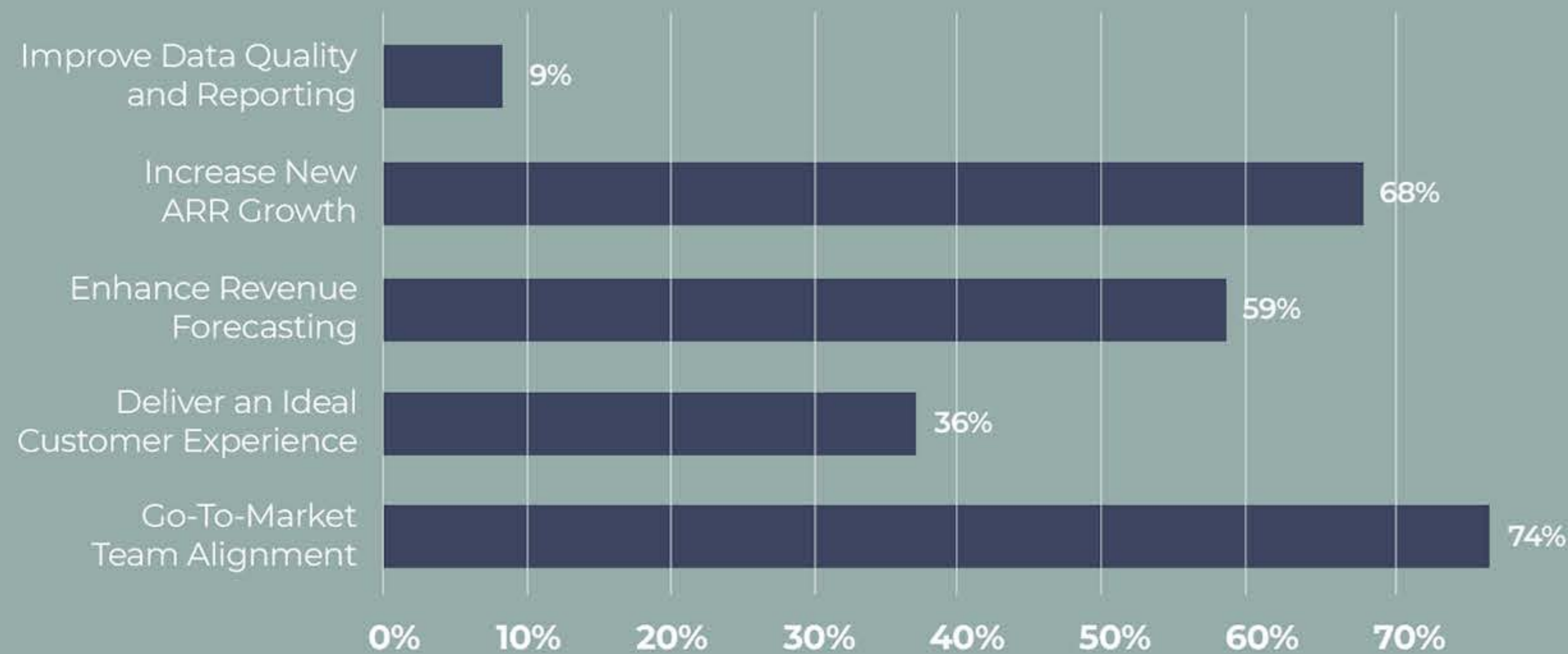
# REVENUE OPERATIONS BY THE NUMBERS

Revenue Operations  
Purpose, Responsibilities & Measurements



# PURPOSE & RESPONSIBILITIES - REVENUE OPERATIONS

## Primary Purpose of Revenue Operations?



## Is an Ideal User Experience Critical to Revenue Growth?



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

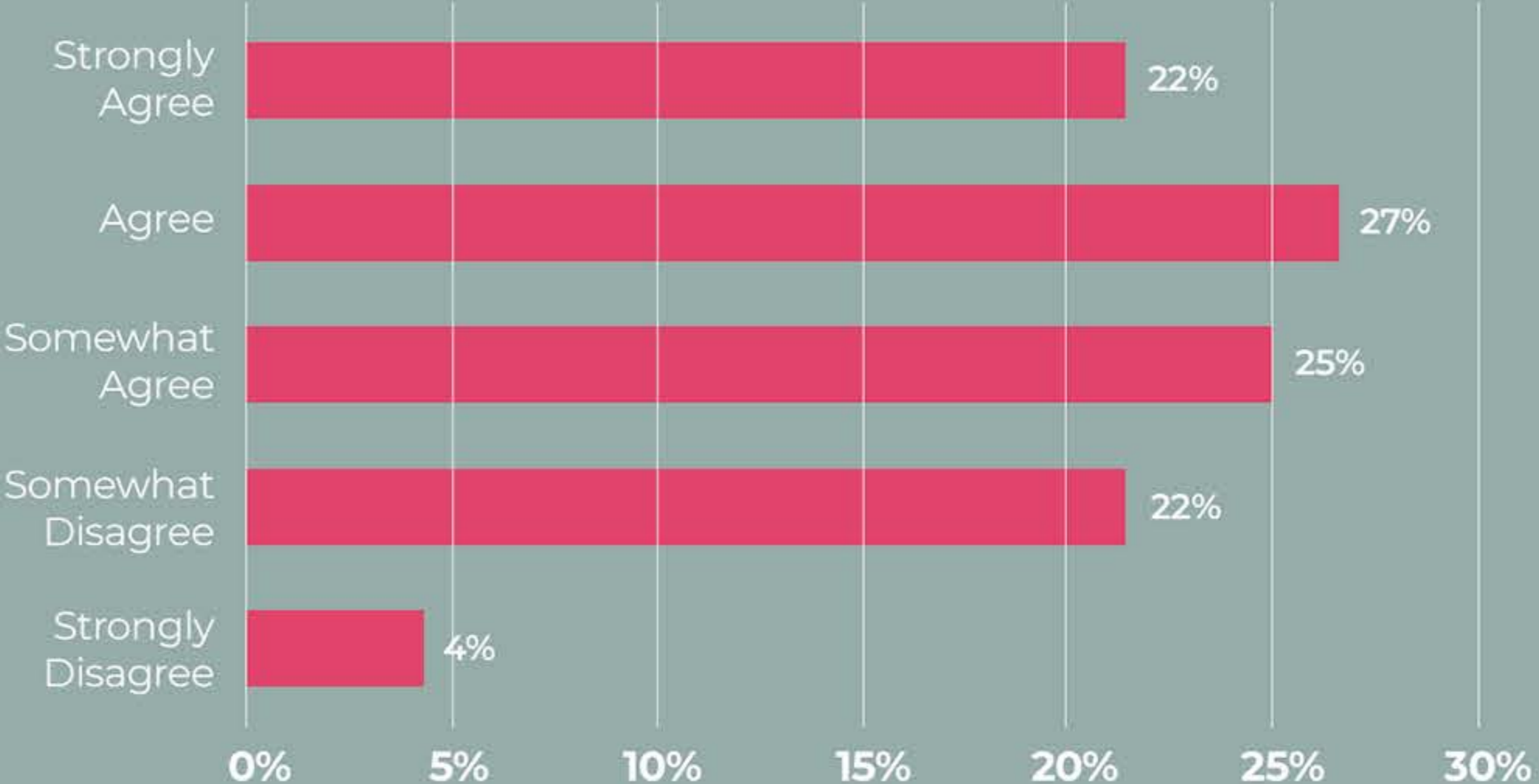


# GROWTH AND REVENUE TEAM ALIGNMENT

### Do Marketing, Sales & Customer Success Share Revenue Growth Responsibility



### Are Marketing, Sales & Customer Success Aligned in Your Company?



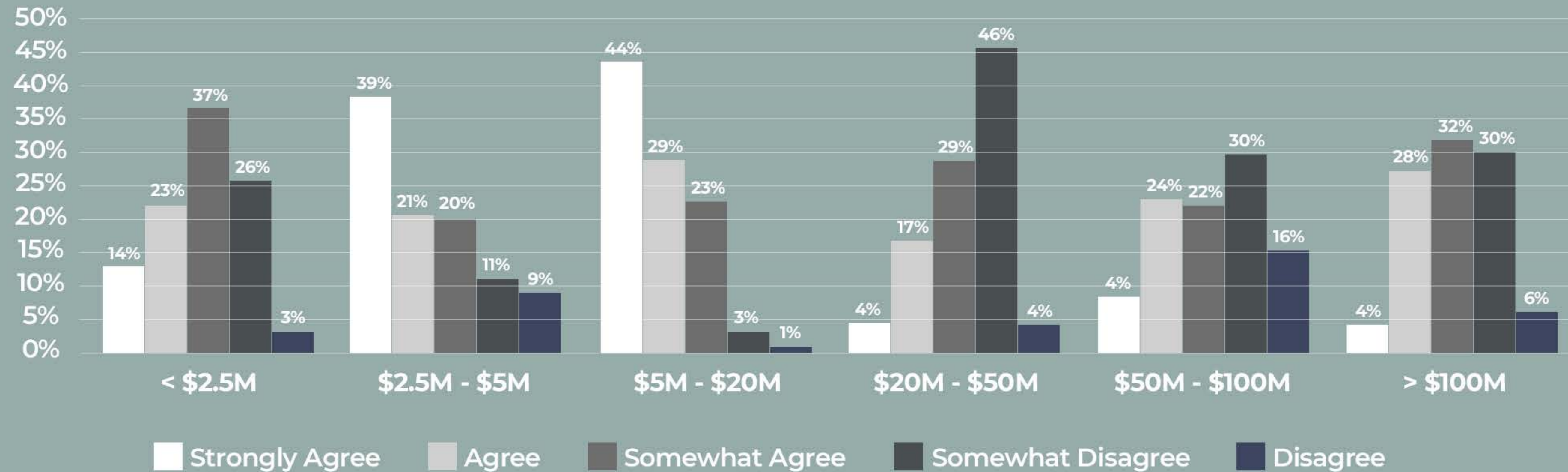
71% of participants strongly agree that Marketing, Sales and Customer Success share revenue growth responsibility but only 22% strongly agree that Marketing, Sales and Customer Success teams are aligned

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!



# REVENUE TEAM ALIGNMENT

By Revenue



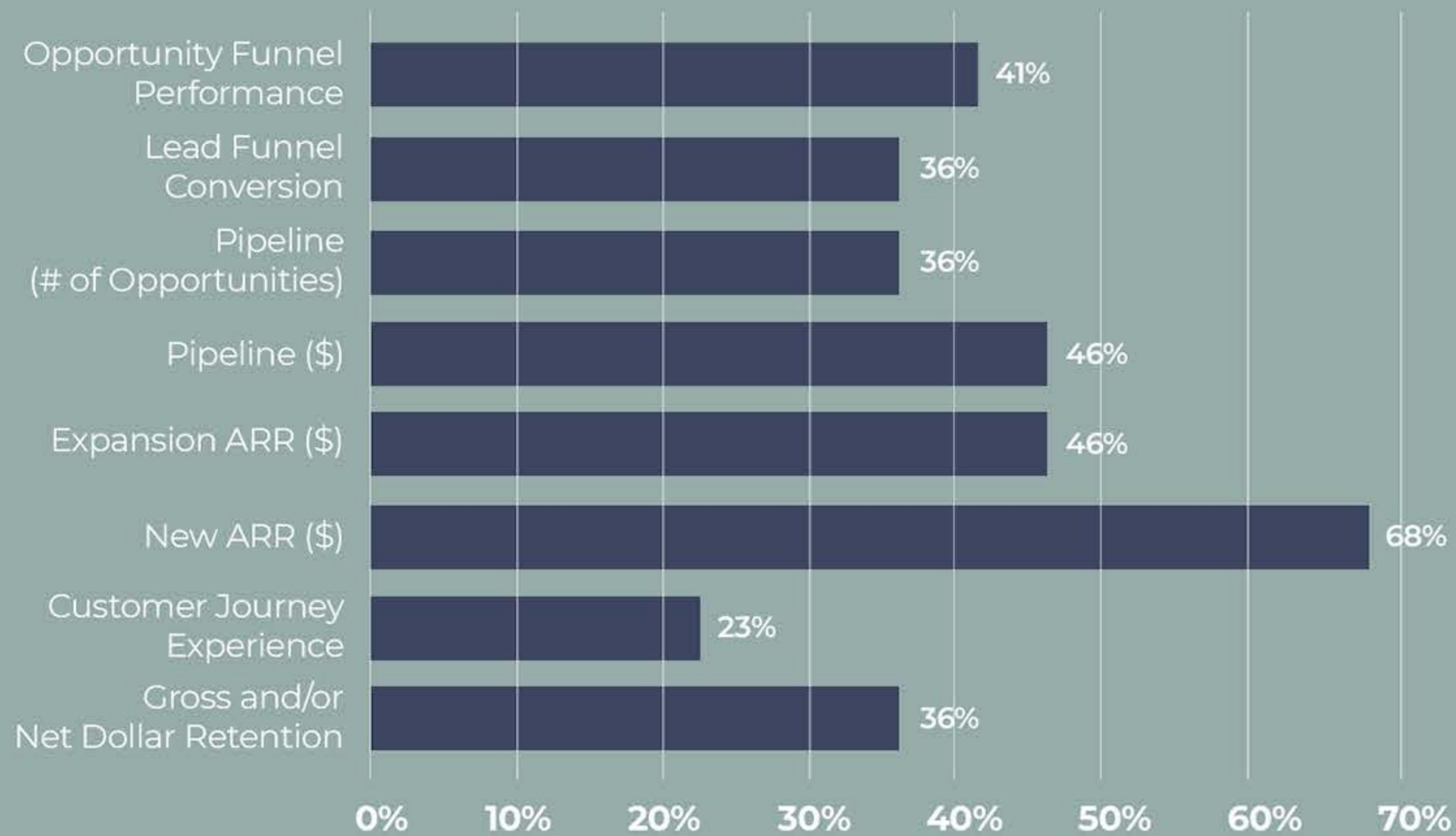
Companies < \$20M believe they have stronger revenue team alignment than companies in the \$20M - \$100M range. Increase in number of employees plus increased specialization are contributing reasons why this dynamic is happening.

\$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



# PURPOSE & MEASUREMENT OF REVENUE OPERATIONS

## KPIs to Measure Revenue Operations Impact



## Primary Purpose of Revenue Operations?



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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# REVIEWS OPERATIONS BY THE NUMBERS

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