

Thinking bigger. Being bolder.

The Transformational
Capacity of RevOps



Turn to RevOps to unlock sustainable, scalable growth

We live in an era of uncertainty. Businesses struggle to predict the impacts of economic shifts and build a clear picture of how micro and macro trends will impact operations and growth.

But far from being a temporary period of flux, businesses must ready themselves for a period of low growth and recession in the short to medium term,¹ as well as unpredictable global markets and supply chain challenges.

Resilience and responsiveness will be vital. Downturns often lead to businesses being more reactive and more prone to damaging short-term decisions. It's too easy to panic and respond by cutting sales and marketing budgets – often the first casualties of a recession.

But long-term business success is better served by targeted, effective marketing and sales efforts, rather than by reactive cost cuts.

It's here that Revenue Operations (RevOps) can really help. RevOps creates an aligned team and function to maximise revenue and improve customer experiences across Sales, Marketing, and Customer Service. Which allows the business to understand exactly where and why sales and lead generation can be optimised.

There is little time to delay, as businesses work to create the sustainable sources of growth that will insulate them from an unpredictable economic landscape.

This article will explore why RevOps thinking still faces barriers in some organisations, and make the case for the digital and structural transformation that will unlock its potential.

Marketing Moves expects that the best performing tech companies of the next five years have already increased their marketing budgets.²



¹ <https://www.bbc.co.uk/news/business-62299490>

² <https://www.marketingmoves.com/2020/05/marketing-in-a-recession-best-performing-tech-companies-of-the-next-five-years-have-already-increased-their-marketing-budgets/>

What makes RevOps so valuable?

Contrary to much conventional thinking about RevOps, it's not a process which needs to completely revolutionize everything that a business has in place already. Rather, it's a strategy which can be applied incrementally or wholesale, based on the principles of connected teams, integrated processes, improved data flow and reduced friction. It means aligning internal teams around understandable and shared targets, which are focused on increasing revenue and improving customer experiences.

RevOps delivers a powerful model for growth, where cross-functional teams can work in a continuous cycle, sharing accountability for revenue generation. It allows businesses to move prospects more quickly through the sales pipeline and focus more on activities which will increase their loyalty and lifetime value.

According to Gartner, 75% of the highest growth companies in the world will deploy a RevOps model by 2025.³

Put together, it transforms the capability of the organisation, towards a smoother structure that puts the customer at the centre of every process, rather than switching focus between different functional outcomes in sales, marketing and customer success.

³ <https://www.gartner.com/en/newsroom/press-releases/2021-05-17-gartner-predicts-75--of-the-highest-growth-companies->

Shifting the RevOps mindset

Of all the barriers to RevOps adoption, the most significant is organizational inertia. Seeing RevOps through the lens of significant structural change makes it feel like a much greater and more disruptive challenge than it necessarily is. There is a perception that the costs and impact of change aren't worth the results, making it too easy for decision makers to ignore or postpone.

Let's break down some of the common barriers we typically see at Xpedition, which prevent customers from realising the value that RevOps provides.

Misconceptions about disruption

RevOps transformation may sound disruptive. It certainly requires a change in structural inputs and even power dynamics, as different teams are asked to work in different ways, remove silos and focus on the end commercial impact.

Ultimately though, RevOps means that all of those teams will end up on the same page, and will be doing the right things in a more collaborative way. Internal disruption is eventually minimized, since you have a more frictionless way of working that exponentially improves connection.

There is little point in sticking to a less efficient strategy that generates less revenue for the business – if an alternative plan means you can achieve greater revenue, efficiency and experiences.

Questions over ROI

One perception of RevOps is that it's purely a matter of process and technology. In this context, it can be difficult to connect the establishment of a RevOps function with wider goals around transformation and business strategy.

But RevOps should be viewed as crucial to creating the customer experiences upon which a modern business depends. With marketing, sales and customer success connected, businesses can create smoother, more joined-up experiences, and avoid service failures. In a world of ever more complex sales cycles, greater customer agency and more competition, those consistent experiences are more than worth the investment.

Difficulty establishing effective partnerships

While synergy between different functions is clearly desirable for any organization, it can be difficult to understand where the gaps in data and connectivity exist when decision makers only have an internal perspective. Working with an external strategic partner can be hugely beneficial in terms of creating an actionable roadmap for change, as well as helping to communicate the value of the approach to internal stakeholders.

A significant hurdle in picking the right partner is cultural alignment. RevOps transformation requires a foundation of trust and openness, so businesses must choose a partner who can complement their existing teams and share in their strategic direction.

Once businesses can overcome their initial trepidation, they can start to see RevOps as what it is: an opportunity to optimise revenue, automate customer-facing activities and maximise customer lifetime value.

What RevOps delivers when done right

RevOps gives you the ability to bring together insights and expertise from different revenue-contributing areas of the business into one place. You can then integrate processes and data collection, as well as other back-office capabilities which ultimately inform your strategic decision making.

This investment should be prioritised especially during – not despite – periods of economic turmoil, to create a reliable foundation for repeatable revenue and sustainable growth.

Here are some of the core benefits RevOps provides:

Collaboration and customer experiences

As well as pooling resources and targets, RevOps is about translating the seamless connection between processes and teams into equally frictionless experiences for customers. Every touchpoint is the result of a concentrated and joined-up effort, so customers see consistency from their first interaction with the business.

Transparency and accountability

With greater alignment at the point of hand-off between departments, everyone in the business can get better visibility into what happens at every stage. This makes it far easier to identify when, where and how issues might be hampering experiences – and gives the business far more scope to deal with them.

Technological adoption

A RevOps transformation gives the business an opportunity to relook at technological provision and recognise where new systems and platforms might be able to improve operations. Technologies like AI and data analytics can turn data into a greater asset, identifying the right actions to take at each stage of the customer journey. This in turn offers more personalisation for the customer and reduces manual effort required internally to carry out basic IT functions.

Resilience and simplicity

Empowered with the right tools and data, a RevOps team can use consolidated dashboards and measurable KPIs to clearly see and show when actions lead to positive outcomes. Less time is spent debating the perceived value of different activities and allocating resources, while effective processes and best practice can be more easily scaled and applied to different customer groups. This means measurable, scalable revenue tracking and growth, even if external factors impact wider business conditions.

The power of incremental progress

Once businesses accept the strength and agility which RevOps can enable, the next question is how to deliver it in a way which limits disruption and maximizes the time to value on any investments. It's a difficult question to answer, since speed is essential to help businesses shield from the various forces which threaten operational predictability and economic performance today.

But even small changes to technological application and organisational structure can deliver significant value. At Xpedition we help clients to move incrementally, to improve growth by better-aligning teams to support each other and developing a more connected organisation with a distinct focus on revenue.

The Xpedition approach

Breaking down silos

We work closely with the whole customer team – not just the senior stakeholders. We aim to embed best practices around sharing data and building collaboration, giving teams the ability to think past ingrained assumptions about how functional processes should work and interact.

Delivering a single source of truth

RevOps relies on curating customer experiences based on real, reliable data insights. We try to ensure the right data architecture and supporting technologies are built into the RevOps function – and integrate the processes and systems to make that data usable across every part of the operation.

Striving for consistency

Measuring results only works if you can measure the right things. We help our customers to develop clear KPIs and objectives, based on the broader goals that the business has. We take a long-term approach to partnership, which recognizes that aims and priorities are not static, and will evolve with new events and contexts, so require a consistently flexible approach.

The result?

We help our clients to build an operation which can thrive in difficult or uncertain environments. We support businesses to innovate and test new technological capabilities, to enable a deeper, more strategic transformation and align processes and people with the specific growth strategy they want to target.

We work closely with our clients, to understand their industry and business, focusing on modernizing the customer experience and creating a true partnership approach with them. All while delivering best-in-class transformations, with the power of Microsoft Dynamics 365, Azure Cloud and the Power Platform.

Home truths

RevOps is something we're working tirelessly to refine and improve within our own business too. And we're starting to see success. By aligning our sales and marketing team against a new set of shared KPIs and insights, we have been able to reduce the gaps between disparate SQL and MQL measurements. Instead, all our sales metrics are now focused on shared, understandable goals such as pipeline velocity, deal size, customer advocacy and retention. Which in turn helps our team to work with greater alignment and connection in service of increased revenue and improved service to our customers.

Begin your RevOps journey with us today

If you're interested in more perspectives on how RevOps transformation can help you to prepare for a future of growth, read our **Geared for Growth** whitepaper

As a member of the prestigious Microsoft Inner Circle, we empower organisations to thrive through innovative thinking and transformative technologies that enable long-term success.

To learn more about Xpedition, visit:
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2022/2023
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