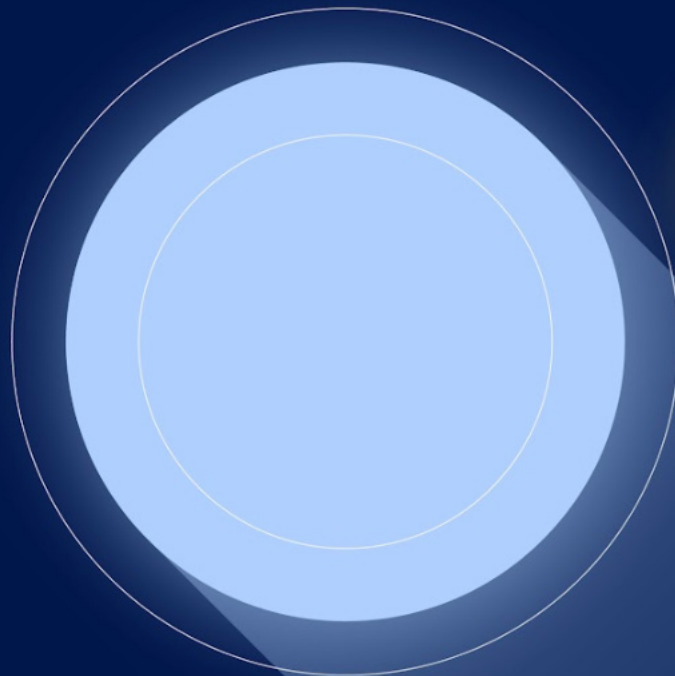# The RevOps Blueprint for Efficient Business Growth

Fast-growing businesses achieve success only when they learn to show resilience in the face of an onslaught of scaling challenges.

Businesses that scale from zero to $10 million to $100 million in revenue use strategies that allow them to triumph over an all too common set of growing pains: misaligned GTM teams, messy data, bloated tech stacks, and inefficient processes.

An effective RevOps team helps a scaling business navigate these treacherous waters. Successful implementation of RevOps will drive growth and efficiency in numerous ways, including:

- Creating alignment between sales, marketing, and customer success teams to ensure cohesion and prevent departmental silos that hinder growth.

- Enabling accurate revenue forecasting, uncovering growth opportunities, and finetuning territory design.

- Increasing the volume of leads, improving conversion rates, and accelerating the buyer journey.

- Optimizing the customer experience, resulting in decreased churn.

RevOps is the guardian of a smooth scaling process. An effective team will enable the seamless flow of important data throughout a business. **Building a powerful RevOps function provides startups with rocket fuel to scale, empowering high-performing GTM teams while mitigating common growth challenges.**

But it's challenging to build a truly impactful RevOps function in the early stages of growth. What if a scaling company doesn't have the resources to hire a comprehensive in-house RevOps team during critical early growth stages? Options still exist even with a constrained budget:

Option #1: Hire a smaller in-house team of RevOps generalists

Option #2: Leverage fractional resources: A team of specialized consultants or a trusted RevOps partner that provides specific services.

Option #3: Deploy a hybrid model comprised of an internal RevOps leader that guides fractional resources.

Each approach has notable pros and cons. Through insights from industry leaders who've navigated this journey, we'll uncover best practices for creating a RevOps function that solves critical scaling challenges and supercharges GTM performance. Through these insights, we've discovered concrete strategies to build a RevOps team that delivers maximum ROI at every stage of business growth.

REVOPS UTOPIA:

What does the ideal RevOps Function look like?

Imagine for a moment that every start-up possesses magical access to an unlimited budget and 20/20 vision into future potential obstacles. How would CEOs and revenue leaders build out their revenue function in a way that maximizes ROI? This scenario is obviously impossible, but the thought experiment is a worthwhile endeavor to identify how businesses should aim to shoot for the stars when implementing RevOps. Rest assured, the sections following this one will detail exactly how to closely mimic this utopian RevOps function in more realistic business conditions.

Element #1: RevOps is formulated early in the growth process.

Industry leaders agree that the optimal RevOps function is built as early as possible in the growth process. "The best time to build out a RevOps function is yesterday, the second best time is right now," says Colin Specter, SVP of Revenue at **Orum**. "If you hire more than 2 salespeople, it's the right time," adds Cuyler Owens, CRO at **TrustRadius**. Why is it critical to build the foundation of RevOps early on? Because in today's more cautious economic environment, it's no longer feasible for start-ups to retain a 'growth at

any cost' mindset. Businesses that establish a strategic RevOps function close to the onset of their operations can grow efficiently in a way that will establish a clear course to earlier profitability. "RevOps will allow you to grow with purpose and teach you when and how to say no. Growth at all costs used to be acceptable, but now responsible investment in growth is required," says Owens.

Element #2: RevOps has expertise in a wide range of specific revenue-generating areas of the business.

In this imaginary 'RevOps Utopia', businesses have the budget to hire a dedicated RevOps team to **support specific areas of the businesses**. RevOps is not a service provider that jumps in to help with logistics. Rather, they are a high-performance team of experts in specific areas contributing to revenue generation. "There should be at least one person or a fraction of an individual who has time dedicated specifically to that function, whether it's sales, marketing, or customer success," says Mark Roberge, Co-Founder at **Stage 2 Capital**. **RevOps is a team of specialists that is structured to stretch across all revenue-generating and**

3

adjacent areas of the business. "RevOps will involve operations teams from marketing, sales, product, and customer success, and it needs to partner with finance too, " says Kari Roberts, VP of RevOps & Sales Enablement at **Wind River**. That does not mean that RevOps is siloed into each department, as element #3 explains.

Element #3: Specialized RevOps support rolls up to a central hub with a key decisionmaker. RevOps ownership lies with a leader who can make impactful decisions regarding GTM strategy.

Specialized RevOps experts aren't operating off an island. The key to having a high-performance team of specialists is that the entire team "reports up to someone who can make decisions across the GTM," says Andy Mowat, VP of GTM Ops at **Carta**. Different businesses take different approaches to RevOps ownership. Recent data collected by Natalie Furness, Founder & CEO of **RevOps Automated**, shows there is variation from business to business in who owns RevOps. Furness is seeing a recent shift towards the CFO.
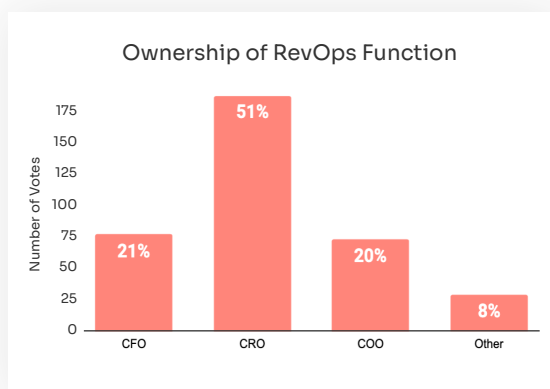
The data shows that the decision-making figure at the top of RevOps is the CRO, but the CFO or COO can also take control. In the early days of the business, the CEO or founder might own the RevOps function. Kari Roberts, VP of RevOps & Sales Enablement at **Wind River**, believes the CEO or Founder should always own RevOps. Some businesses ask RevOps to report to multiple C-Suite members. **The key is that the RevOps owner *exists* and provides RevOps with a direct line to the C-suite.** With no owner, RevOps becomes siloed into each revenue-generating department, which severely stifles its potential effectiveness. No matter who owns RevOps, the RevOps leader enables cohesion and allows RevOps to create synergy across departments.

> "A great RevOps function has an eye on competitors and market factors and acts as an early warning system for patterns and trends."
>
> Cuyler Owens
> **CRO, TrustRadius**

Element #4: RevOps uses data-driven insights to be proactive

A high-performance team uses data-driven insights to identify obstacles before the rest of the business even realizes they exist. "A great RevOps function has an eye on competitors and market factors and acts as an early warning system for patterns and trends. Data-driven strategies have to come from the availability of data," says Owens. RevOps is always running experiments to improve business," adds Specter. RevOps

Ownership of RevOps Function

(Bar chart titled "Ownership of RevOps Function", y-axis "Number of Votes" ranging 0 to 175: CFO 21%, CRO 51%, COO 20%, Other 8%)

does not simply sit and wait for a problem to arrive. They are always looking for data-driven ways to improve revenue.

Many of the industry leaders we interviewed highlighted that a focus on **data-driven insights** is a key element that defines a successful RevOps Function:

> "You want at least 2x ROI on the general spend of RevOps."
>
> **Mark Roberge**
> Co-Founder at Stage 2 Capital

"Companies mature when they lean into consistent models and trends, and can justify actions with supporting data. RevOps is the central point of this data and a critical piece of a company that intends to grow." – Cuyler Owens, CRO, TrustRadius

What does the perfect RevOps function look like once it's up and running? **An ideal RevOps function will create alignment across sales, marketing, and customer success teams to maximize impact towards specific OKRs.** RevOps provides "high visibility into the connective tissue by creating unison into the total life-cycle of the customer," says Roberts.

When RevOps creates an effective flow of data across departments, each department will have visibility and confidence in decisions made by company leadership. Owens emphasized the confidence that results from the work of an effective RevOps team: "RevOps will inform decisions that will take speculation largely out of the business.

It eliminates the guesswork that creates departmental friction."

Of course, there is no way of recognizing and optimizing the usefulness of a RevOps function without the ability to measure its impact. According to Furness, a high-performance RevOps team delivers impact in one or more of the following tangible ways:

- Increases the volume of leads at each stage of the sales cycle

- Improves conversion rates between each stage

- Accelerates the buyer through their buyer journey in some way

- Reduces cost to the business

"**RevOps is having an impact on both your growth and profit margins,**" explains Furness. In other words, RevOps does not encourage 'growth at any cost.' The above list is not all-inclusive, as some businesses may have more specific metrics to measure the success of their RevOps function, but RevOps should be accomplishing at least one of these four objectives. These objectives are all quantifiable, and an ideal RevOps function should be able to quantify how it contributes in a way that helps the business. According to

Roberge "you want at least 2x ROI on the general spend of RevOps."

What happens when a business meets all the criteria of an ideal RevOps function?

- The business will be able to forecast revenue more accurately to ensure they are growing at optimal efficiency without overstretching their resources.

- More salespeople will hit quota and new team members can be ramped up much faster.

- Sales, marketing, and customer experience work cohesively to keep the sales funnel full and reduce customer churn.

- Revenue-generating teams have more time to focus on revenue-generating behaviors, with the **ultimate result being sustained growth and scale.**

Cuyler Owens sums up the massive benefits for **TrustRadius** thanks to its RevOps function: "Since leaning into a RevOps

strategy we have seen our revenue/head metrics more than double with smarter account assignments, segmentation, and performance management." TrustRadius is meeting the 2x ROI suggested by Roberge.

But even in this idealistic scenario, the construction of RevOps function is ripe for potential errors. And in a more realistic environment, the list of potential errors is longer and holds greater consequences.

"Since leaning into a RevOps strategy we have seen our revenue/head metrics more than double with smarter account assignments, segmentation, and performance management."

Cuyler Owens
CRO, TrustRadius

Common Missteps that Undermine RevOps Effectiveness

Many businesses struggle to implement a high-performing RevOps function as described in the previous section. As we move from idealistic to realistic business conditions, we will identify what exactly is going wrong.

Misstep #1: Getting off on the wrong foot - Hiring the wrong people

We know it's critical to start thinking about RevOps as early as possible. At first, the founder might be the person who takes on the responsibility. As the company grows from its fledging stage, an early hire like the head of sales might take on the role of RevOps. Maybe it's the CRO or CFO. Eventually, a business wants to build a team that specializes in RevOps functions and reports to a RevOps owner.

Hiring full-time employees comes with onboarding costs, whereas fractional resources come with operational costs. The bottom line is that hiring an effective employee is costly, and hiring for RevOps is especially tricky because RevOps skills are highly contextual to a particular business and growth phase.

For example, a skilled RevOps employee at a large company might prove ineffective at a smaller company. Colin Specter has run into this problem when hiring for **Orum**: "It really comes down to hiring the right person, and ideally someone who has done it before at the scale or stage that you are at. A start-up needs someone who is willing to roll up their sleeves and do it themselves, not a big company person who is used to hiring big teams."

A successful RevOps employee at a Fortune 500 company might not be successful as the first RevOps hire at a start-up. Even if a RevOps hire looks great on paper, they might prove ineffective for your particular growth stage or business context.

Misstep #2: Building a static team that is not data-driven

RevOps needs to have the ability to show flexibility and adapt to meet the various needs of a business, and these needs tend to be extremely dynamic and situationally specific. Hiring a team of assistants who are there to help with small problems is not the same as a high-performance RevOps team.

RevOps needs to be nimble enough to meet the specific problems of revenue teams. RevOps are problem solvers. They are there to help a sales team discover creative and innovative strategies to increase conversion rates between stages, not to help manage accounts. They are there to help marketing teams lower CAC costs, not to help manage LinkedIn ad campaigns.

> "Typically we see businesses implementing RevOps at the $10 million ARR mark but it needs to be more in the $2 million ARR range, especially if you have multiple go-to-market motions."
>
> **Natalie Furness**
> Founder & CEO of RevOps Automated

RevOps teams often become static when they aren't using data to identify and attack obstacles. A static revenue team is too slow to identify problems because they don't use data to be proactive. "RevOps teams without data fluency or foundation will struggle," says Mowat. A static team waits for problems to arise, then tries to apply band-aid solutions.

Misstep #3: Waiting too long to build RevOps

The longer a business waits to build a RevOps function, the greater the chance that its revenue-generating teams become siloed and disconnected. "Typically we see businesses implementing RevOps at the $10 million ARR mark but it needs to be more in the $2 million ARR range, especially if you

have multiple go-to-market motions. If you're not aligning those teams, things can become siloed very quickly," says Furness.

Some of the industry leaders we interviewed identified specific benchmarks for when businesses should make sure they are dedicating resources to RevOps – after $2M ARR, after $1M ARR, after you have a sales team of 15-20 high-performance sellers. But according to Furness founders will ideally start at least thinking about their RevOps function **"from day one."**

Note that building a RevOps team and developing a RevOps function are not the same. Early hires are reserved for roles that generate direct revenue (often sales), but it's never too early to start thinking about RevOps. A common misstep is waiting until you have the resources to hire a team to start thinking about your RevOps function.

Creating cohesiveness between teams at the start is an excellent way to make sure growth remains sustainable and not overly costly. Growth at any cost approaches might have worked a few years ago when VC and PE money was plentiful, but the successful businesses of today are making sure they are charting a path toward profitability. RevOps helps make sure that revenue-producing teams are optimized and costs don't grow out of control. If RevOps is built too late, then the business might already have charted an unsustainable path.

TIME TO BUILD:

Insider Info on Optimizing RevOps and Avoiding Missteps

Having established that businesses need to quickly optimize their RevOps function to build a foundation upon which to scale, how can they do so with the limited resources of an early-stage start-up? There are different paths to achieving success, all with multiple pros and cons.

First consideration: Centralized Team vs. Departmental Specialists vs. Central Hub with Local Resources

Before constructing a RevOps team, a business leader needs to consider how RevOps will function within their organization. Effective RevOps has the specific expertise to optimize each revenue-generating department while maximizing cohesiveness and creating synergy across the entire organization. Which RevOps structure does this best?

According to the industry leaders we interviewed, building a centralized team is not ideal. "As you scale, having RevOps be a centralized organization that is there to service marketing, sales, and customer

success is not effective. As a functional leader, your needs for Ops are extremely dynamic," says Roberge. Build a centralized team and you risk falling into misstep #2 – a team that is static and not nimble enough to meet the dynamic challenges of the business.

Constructing a team of departmental RevOps specialists is also suboptimal. According to Andy Mowat, VP of GTM Ops at **Carta**, "RevOps shouldn't be siloed and doesn't work if it only rolls up to one function." By building a RevOps function of departmental specialists, you risk siloing your team and limiting its effectiveness. An impactful RevOps will allow data to flow seamlessly across the organization while creating impact at the highest level of the organization. This can't happen if RevOps only consists of departmental specialists.

Remember, constrained resources might force an organization to deploy one of these less ideal structures at first.

However, **a RevOps function comprised of a central hub with localized resources most closely resembles the utopian vision discussed earlier.** This 'hub and spoke' approach is ideal but also requires more resources. With this model, RevOps will have

the specialized skills needed to help with specific problems across revenue-generating departments while retaining the ability to see the big picture and create synergies between departments. Growing businesses are often forced to start with a 'hub' before building out the 'spokes.'

"You have a team that is both **strategic and tactical**," says Colin Specter. The tactical element comes from localized resources, whereas the strategic element comes from the central hub which should include a lead decisionmaker that effects change at the highest level.

As we discuss the following three strategies for RevOps construction, it'll be worth evaluating which strategies provide the quickest path to this 'hub and spoke' model.

STRATEGY 1:

In-House Team

Hiring in-house employees as your RevOps team is a significant investment in your business. In-house employees are expensive, but there is greater potential for long-term payoff in the form of employee development. Short-term ROI might be low, but there is a greater potential for long-term ROI because you are building a team that is gaining systemic knowledge of your business.

Remember, an ideal structure consists of a centralized hub with localized resources, but the costs of building such a structure with in-house employees may overwhelm the current budget of an early-stage business. Businesses that deploy this strategy often end up constructing a centralized RevOps team because they lack the budget to hire specific departmental resources.

PROS	CONS
Pro #1: RevOps team members have a vested interest in company success.	**Con #1**: Hiring a team is costly.
In-house employees tend to care more. They have skin in the game, thus increasing their motivation. "Nothing really replaces someone that's in-house, all in, sweat equity, stock equity. They really are gung-ho on your success," says Specter.	No single individual can work with maximum efficiency and effectiveness across your entire operation, from your CRM, to sales, marketing, customer service, and all integrated reporting systems. You will have to hire a team of employees to maximize effectiveness, and this is incredibly costly.

Often, these costs are simply too much to |

PROS	CONS

Pro#2: In-house employees tend to be more familiar with the business.

They are living and breathing the obstacles and challenges that their business faces, so they are more likely to craft specific and custom strategies that can help overcome these challenges. General solutions are avoided, and institutional knowledge is developed.

Pro #3: Opportunity for deeper integration with other teams throughout the rest of the organization.

The RevOps team can build long-lasting relationships with marketing, sales, and customer experience teams. This familiarity can increase the efficiency with which these teams work.

Pro #4: Company leadership has more control over an in-house team.

With an in-house team, company leadership can take firm ownership of the entire RevOps function. Perhaps the CFO who used to cover RevOps all by themselves is now managing a team of dedicated in-house employees. This ownership is accomplished much easier when the majority of the RevOps team is in-house.

hire a team of specialists. Businesses are forced to sacrifice effectiveness and hire generalists due to resource constraints.

"You start with a Swiss army knife individual that can do a 'B' job at all the different dimensions, and as you scale you migrate towards specialists. No single person is great in all the different dimensions." – Mark Roberge, Co-Founder, **Stage 2 Capital**

There's no way to create funds out of midair in order to hire more employees, making this a significant downside to strategy #1.

Con #2: Risk of an overly centralized RevOps function during early stages of growth.

A team of generalists will almost always lead to a centralized RevOps team that doesn't have the specific expertise to maximize the function of each revenue-generating department. Too many generalists and RevOps does not have the versatility to deal with the specific obstacles of each department. The tactical element of RevOps is lost until the business has the resources to hire localized support that rolls up to a centralized hub.

> "You start with a Swiss army knife individual that can do a 'B' job at all the different dimensions, and as you scale you migrate towards specialists."
>
> Mark Roberge
> **Co-Founder, Stage 2 Capital**

STRATEGY 2:

Use fractional resources – Consultants that act as local resources for specific departments OR a trusted RevOps partner

Fractional resources are a great way for start-ups to build a RevOps function before they have the resources to hire a full in-house team. It can provide the 'spokes' to a RevOps 'hub' before a business has the budget to hire localized support. The short-term ROI of using fractional resources is likely to be much higher due to lower costs and sustained effectiveness, which makes this a great option for early-stage companies with constrained resources. Short-term freelancers and consultants are less familiar with the specific context of your business obstacles, but a long-term partner has the opportunity to embed in your GTM teams and mitigate this downside.

PROS	CONS

Pro #1: A fresh perspective

Allowing outsiders to learn about your business can bring a fresh new perspective. The business leaders we interviewed agreed that outsourced specialists can help reveal new perspectives that in-house employees would not have seen due to being overly 'in the weeds.' "I would use an external partner for strategic idea sharing, bringing in fresh ideas, and auditing certain processes on a project basis," says Specter.

Pro #2: Opportunity to educate in-house teams

Bringing in fractional resources that have expertise in a particular function affords your team the opportunity to learn the skills needed to perform that function so that outside help is not needed next time. **Fractional resources represent a fantastic learning opportunity for in-house employees.**

Con #1: Short-term fractional resources can lack a full understanding of your specific business context

One con is that consultants are unlikely to understand the full context of your business to the same extent as a full-time employee. This con is magnified for short-term outsourced help. "I think there's some context that gets lost. The full-time employee is an expert in your business and context and thinks about it all day. The consultants are the exact opposite," says Roberge.

For this reason, Andy Mowat uses fractional resources only in specific situations: "Fractional works better for the systems side of RevOps," says Mowat. Lack of business familiarity makes the strategic elements more difficult for fractional resources to grasp.

PROS	CONS

Pro #3: Fill business needs very quickly.

Fractional resources can make up for where you lack in a much more cost-effective way than a full-time hire. Perhaps the most obvious benefit of bringing in outsourced help is that you can fill voids in your RevOps team that you can't currently afford to solve with a full-time employee.

Outsourced help is not without downsides. We'll explore some cons of using short-term fractional resources, such as consultants, before discussing strategies to mitigate these cons.

Con #2: Overly general solutions

Another downside is that consultants often look for general solutions to specific problems. They are working with multiple clients, so they aren't specifically focused on a single business. Roberge adds, "Consultants are constrained by their own business model. The more they can cookie cutter these things across all clients, the more scalable they are."

> "Fractional works better for the systems side of RevOps."
>
> **Andy Mowat**
> VP of GTM Ops at Carta

Mitigate cons by developing a long-term relationship with a trusted RevOps partner.

Forming a relationship with a trusted RevOps partner can be the spark a business needs to ignite the effectiveness of its RevOps function. A RevOps partner, like **RevOps Automated**, provides a team of highly trained professionals tailor-made for a particular business. The services provided by a RevOps partner are specific to a particular business, which means businesses won't be provided with the more general help of a consultant who jumps from project to project.

Furness believes that working with a RevOps partner is the best way to fill gaps in expertise that exist for in-house teams: "Working with a partner is really important, particularly in the points in which you lack capacity. We use partners to give us access to that level of expertise which then we can bring into the business as well." The key point Furness emphasizes is that a RevOps partner embeds itself in your GTM teams, eliminating the general approach of consultants.

Over time, a trusted partner will learn more and more about the specific obstacles of your business. It's like accessing the power of a team of full-time employees with institutional knowledge, except at a much lower cost.

Deploying strategy #2 without a partner means businesses need to find a range of consultants to meet their RevOps needs, inducing a significant increase in HR costs. With a trusted partner, fractional work to build your RevOps function can be highly effective because your business has a range of managed services immediately at its disposal, eliminating costs spent finding the right outsourced help.

A RevOps partner strategically fills the gaps in a business's current RevOps operation, meaning this approach can work whether or not any existing RevOps function is in place. Working with a trusted RevOps partner amplifies the pros of using fractional resources while substantially mitigating the cons.

STRATEGY 3:

A hybrid model comprised of an in-house RevOps core that guides fractional resources

A hybrid approach is a great shortcut to reach the ideal 'hub and spoke' model before the business has the resources to do so with a full in-house team. This approach combines strategy #1 and strategy #2, meaning the optimal hybrid model that maximizes pros and minimizes cons is a **centralized RevOps team that uses a trusted RevOps partner to provide expertise when needed**. The RevOps partner fills in gaps for the growing in-house team.

In addition to the benefits of strategy #1 and #2, a hybrid model has these additional upsides:

PROS	CONS
Pro #1: Strategic control stays in-house.	**Con #1:** In-house employees may stretch themselves too thin
The biggest pro of the hybrid approach is that the in-house core can provide direction to specialists based on their knowledge of the business's long-term goals. This is a significant improvement over deploying an entirely fractional team. An in-house leader has long-term knowledge of the problems that the business has faced in the past and is likely to face in the future.	The biggest con of the hybrid model is that it requires a time commitment from in-house employees. For very early-stage companies, company leadership often acts as the in-house RevOps leader. "At first, you're sort of trying to be a Swiss army knife, where you're doing a little bit of the Ops, training the recruiters, and acting as leadership," says Roberge. If company leadership is also trying to manage fractional resources, they will have less time to spend developing in-house talent.
Pro #2: An in-house core can accelerate the speed at which a RevOps partner learns the business	

PROS	CONS

When an in-house RevOps team and trusted partner work together, the partner can more quickly learn about past and present business challenges. The RevOps partner can spend less time evaluating and more time taking action.

Pro #3: The in-house core can provide specific guidance to fractional resources increasing cohesion between in-house and fractional teams.

Another benefit to the hybrid approach is that the in-house core can quickly recognize where a specialist is needed from their bird's eye view of the business. Then, they can quickly communicate this need to a fractional resource. The hybrid model ensures that fractional resources and in-house teams are working towards common goals.

Con #2: Fractional resources still don't have a vested interest like full-time employees

It remains possible that fractional resources are less likely to put in full effort and effectively communicate with the in-house leader since they don't have skin in the game like full time employees, although this risk is lower when using a trusted RevOps partner rather than consultants.

SHOOTING FOR THE STARS:

Getting as close to an ideal RevOps function with limited resources

A high-performing RevOps team can be the difference between a business that scales successfully to $100 million ARR and one that sputters out after encountering too many obstacles. The industry leaders we interviewed revealed that an effective RevOps function has to be filled with expert specialists that deliver measurable impact and roll up to a core with a powerful decisionmaker, all while being constructed very early in the growth process. However, businesses often don't have the resources to hire a full in-house team that covers every aspect needed.

Many founders and CEOs utilize fractional resources or a combination of fractional resources with an incomplete in-house RevOps team to optimize their RevOps function before they have the resources to hire a full team. Using fractional resources to fill the gaps is a great way to make sure your business has a RevOps function even if you can't afford a comprehensive 'hub and spoke' in-house RevOps team.

All approaches have some downsides and require some sacrifices, but the best decision that a business can make to mitigate the downsides of early RevOps construction is to find a trusted partner to maximize the efficiency of fractional resources. **RevOps Automated** is making it easy to outsource RevOps functions while maintaining cohesiveness across your business.

Learn more