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DATA-DRIVEN SALES ENGINE SERIES

Revving a Robust Revenue Operations & Intelligence Engine

Driving Results through Data, Insights and Intelligent Action

Introduction

In a digital age, is it sufficient to focus just on the revenue sales can bring in?

In a word, no.

The most revenue-centric companies are reading the tea leaves accurately. They know customers — whose expectations have been shaped by the speed, responsiveness and personalization on the consumer side — now prioritize a similar buyer's journey on the B2B side. And they also know technology advancements — in AI, Big Data, and machine learning — have opened the doors to new ways of pulling together a seamless operation that encompasses sales, marketing, and customer success.

Today, revenue operations exists as a result of this new ability to leverage "visibility into customer engagement, seller effectiveness, account and pipeline health" at scale to unite these disparate teams into a true revenue generating force.

So what needs to happen to drive your organization's transformation into a revenue operations and intelligence-first model? It starts with intelligence — because "if you don't know, you can't do." In other words, if you can't access the insights from a data-driven look at historical trends, activities, threats, opportunities and more, you can't possibly take action in the time required to make a difference between a sale and a fail, between expanding an existing customer footprint and staying stagnant on that client account.

Transforming your business to embrace the power of Revenue Operations & Intelligence (RO&I) can only happen by accessing the right data the right way, gleaning the insights that will make an actual difference, and using them to orchestrate the precise motions needed to grow.

In the pages that follow, we'll explore how you can get there.

Playing Together: A Closer Look at Revenue Operations and Revenue Intelligence

At its core, Revenue Operations – sometimes referred to as commercial operations – "includes elements of go-to-market strategy, many of the activities performed by sales operations and marketing operations, and a layer of digital applications and advanced analytics." This model is becoming increasingly centralized as organizations attempt to bring together these various functions in order to capture, disseminate and scale insights and actions. In fact, Forrester recently noted centralization has gone from 15 percent to 40 percent in just a two-year period.

To do that, companies must take advantage of digital innovations – and there's an incredible incentive for them to get smart on harnessing technology-driven analysis and insights. Those that do "typically see 5 to 10 percent revenue growth with the same or improved margins."

And customers themselves want and expect a more digitally enabled experience fueled by both marketing and sales. Research shows that B2B customers regularly use 10 or more channels in the sales process, plus they're willing to invest big dollars through online or remote transactions (35 percent say they'd pay $500K+ on one purchase).

But if Revenue Operations and Intelligence is the goal, how fast organizations can sprint to the finish line is entirely dependent on data, and on the Revenue Intelligence layer they build to accelerate their progress. But too often organizations aren't set up for success, finding it difficult to mine their data for the intelligence gold it could provide.

The Top 3 Barriers to Revenue Intelligence

#1 Manual Mode

If you're stuck in manual mode, that means all historical data on wins and losses, salesperson activities, marketing campaigns, etc., is kept track of through spreadsheets, emails and other siloed tools. It's a distraction that takes salespeople out of the field and virtually guarantees incomplete, inaccurate data.

#2 Data Dump

When organizations clearly see manual mode isn't working for them, they invest in various tools to turbocharge their CRM. But more isn't necessarily better. Taken together, too many tools produce a massive amount of data that's too unwieldy to use regularly and reliably to achieve the required results.

#3 Internal Will

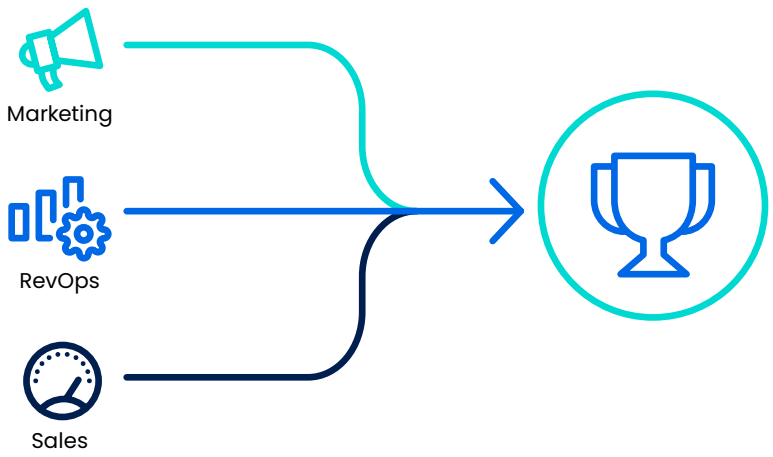
For any change to happen, there needs to be education, awareness and – ultimately – the will to make a shift by adopting a new digital-tools first approach.

By harnessing automation and AI, companies can build a powerful Revenue Intelligence layer that shows sales teams the connection between activity and opportunity, enables better forecasting based on historical trends, correctly projects where you'll land in coming quarters, and powers the ability to coach and course correct in real time to capture needed revenue.

Moving Down the Field: The 'Single Play' Model

Turning on a Revenue Operations and Intelligence model is much like a coordinated play. It enables a unique set of players – sales, marketing and RevOps – to come together in one orchestrated motion to achieve a single goal.

Typically this is most successfully done through a single platform that enables the most efficient translation of insight into action. And the results are tangible. Imagine, for example, being able to understand not just how many emails your reps are sending but how much time your top-performing reps are spending on each type of activity, targeting which personas, and the results. You could then redirect the rest of your teams to do the same.



The 4 Big Benefits of a Coordinated RO&I Approach

#1 Automatic Activity Capture

All revenue-related activity requires consideration and analysis in an RO&I approach. That means everything from email to video conferences to contacts to in-person interactions. But this shouldn't be a lift for reps – with the right technology, this is automatically captured.

#2 Just-in-Time Insights

Intelligence is useless if it doesn't come at the right moment. Between automation and AI, insights are delivered when they can make the maximum positive impact. Imagine what can be done when the right key personas are surfaced to Marketing for targeting or the sales behaviors that can take a "no" to a "yes" are revealed.

#3 Goodbye, Manual Data Entry

RO&I is more effective through automation that ensures accuracy and timeliness. The right technology platform should eliminate the tedium and inaccuracy of manual data entry and instead automatically update CRM accounts and opportunities with the latest contact and activity information.

#4 Hello, New Productivity Levels

With a technology-driven foundation of insights, all players within a company's go-to-market team should be well aligned with the high-impact planning, strategy, execution and coaching that enables teams to move to next-level productivity.

The Data Stack

Revenue Intelligence must be powered by a data stack that encompasses the full range of go-to-market motions.

A core component is account planning, including

- Account engagement data to understand the actual status of an account
- Account scorecards to quickly capture customer and prospect health and engagement
- Whitespace maps to visualize what's been deployed and which business units might need additional products
- Relationship maps to understand who the players in an account are and how they relate to one another

Equally essential are opportunity plans, which must incorporate:

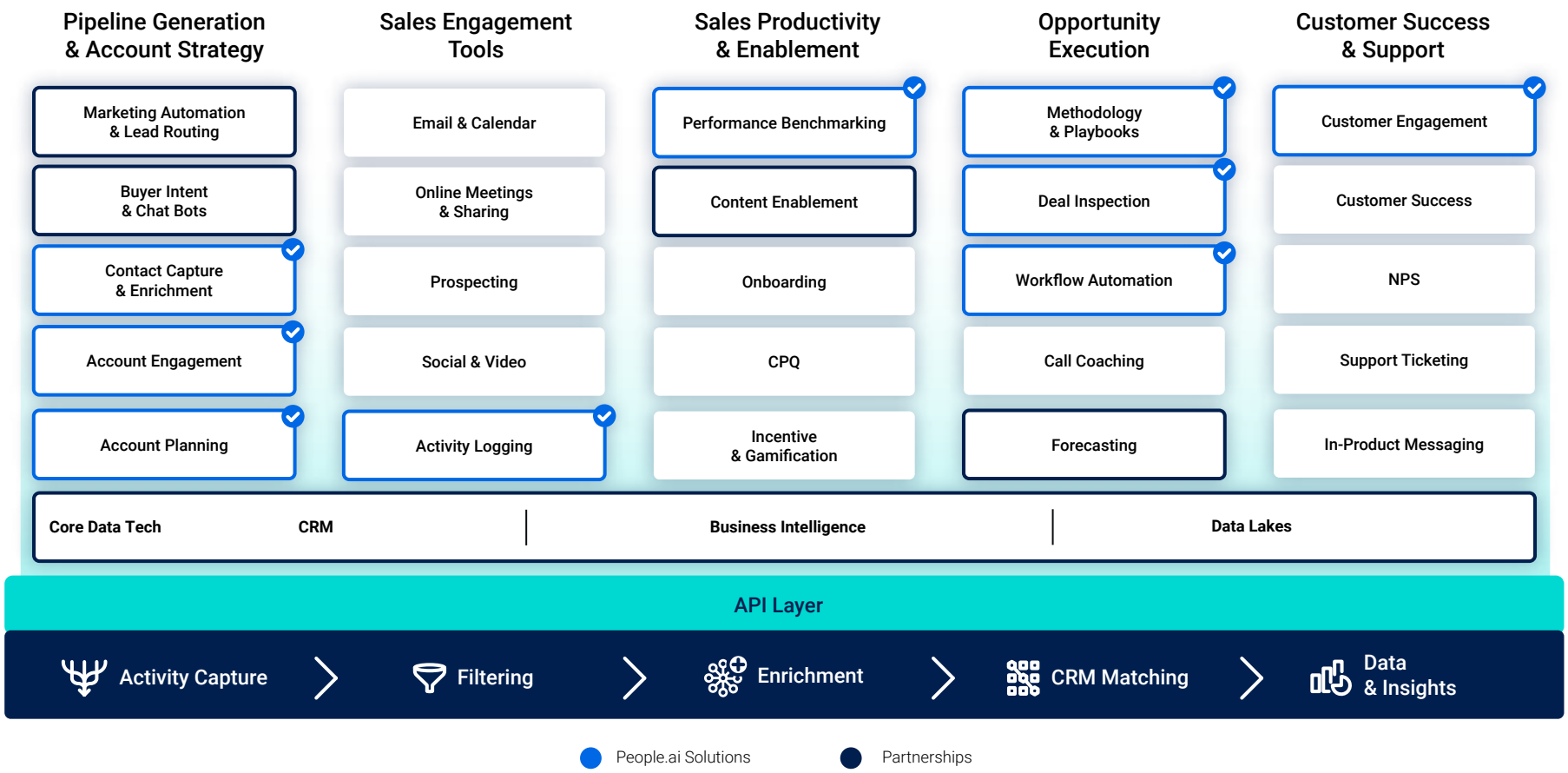
- Activity benchmarks to see what sales activities are happening within each team and how they're performing
- Pipeline inspection to assess the strength of the deals in process and understand your pipeline's overall health
- Sales methodology to build and scale playbooks and scorecards that reps will use consistently
- Opportunity engagement to evaluate historical engagements as a predictor of future outcomes and understand how individual team members spend their time

Finally, performance dashboards are an important part of the Revenue Intelligence data stack. These make it possible to really understand how each rep is doing so sales leaders can coach each team member to truly winning performance, including:

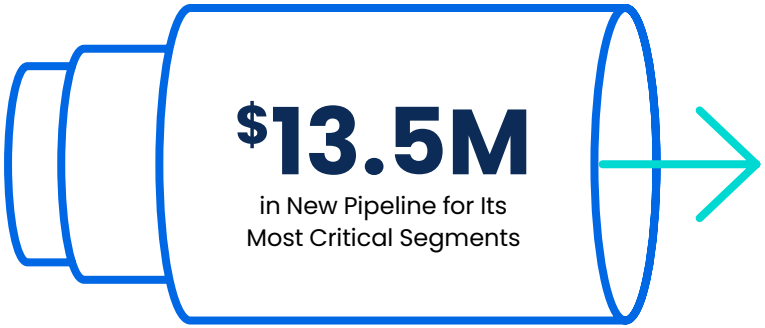
- Total number of activity hours and activity type
- Contact engagement and mix of client contacts (both department and seniority)
- Comparisons of the type and volume of activity against team benchmarks
- Evaluating the top performers and their focus areas versus others in the team

With a truly robust data stack in place, companies can move well beyond merely forecasting to leverage data in a new way.

People.ai Enhances the Entire Revenue Tech Stack



PTC Case Study: Helping a Leader In AR/IoT Get Visibility

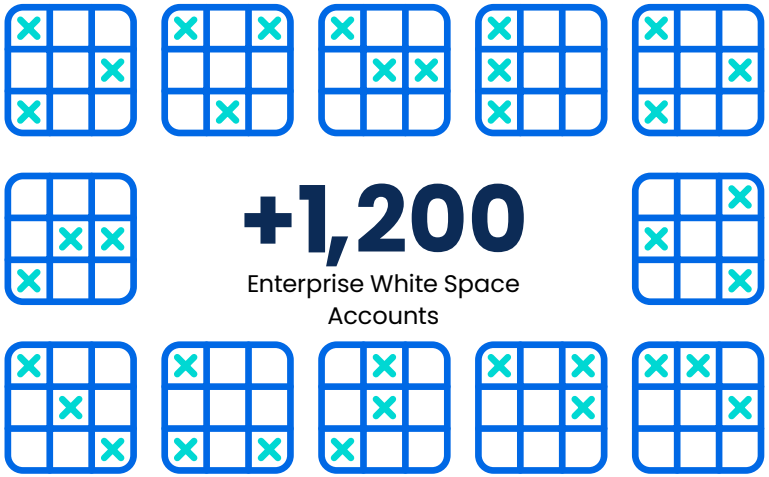


Augmented reality and IoT leader PTC knew they were sitting on a goldmine: with over 6,000 employees, there were untapped riches in terms of contact information sitting in individual inboxes with no way to easily access it.

Concurrently, there was little visibility into stalled/closed lost deals, denying the team an opportunity to understand what went wrong and how to reverse course in the future. With People.ai's powerful platform in place:

- 40,000 new contacts were sourced, adding 35,000 in a single year
- 226,000 activities were added into the PTC's CRM, saving 4,700 hours in manual effort
- The number of contacts connected with deals increased by 800 percent

As a result of having a real, robust and functional RO&I engine, PTC was able to generate $13.5M in new pipeline for its most critical segments and generated 1,200 enterprise white space accounts.



People.ai Powers PTC's Digital Sales and Marketing Transformation

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In Summary

Every company can benefit from the promise of Revenue Operations & Intelligence. From the data that can improve a buyer's journey to enhancing team performance, from ensuring that historical trends and information are leveraged to capturing what's happening now on an account, a great RO&I engine powers the 'insights to action to results' flow seamlessly.

Are You Ready to Meet Your New Revenue Co-pilot?

Learn more about how People.ai's Sales Solution can transform the productivity and culture of your sales teams.

people.ai

Learn More

Request a Demo