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THE CXO GUIDE

The Definitive Guide to RevOps: An Operating Framework for Growth

Executive summary

Rapid shifts in revenue models, market conditions, and customer expectations have made building a Revenue Operations (RevOps) function vital for many companies. In 2021, for instance, studies found that over 60% of organizations planned significant investments into people, processes, and/or technologies related to revenue operations.[1] By 2025, Gartner predicts that 75% of the highest growth companies will deploy a RevOps model.[2]

RevOps helps maximize revenue generation by aligning go-to-market teams, streamlining decision making, simplifying the organizational structure, and focusing the skills and resources of customer-facing teams toward revenue generation and customer experience.

RevOps takes ownership of four key areas of responsibility—operations management, enablement, insights, and tools. An effective RevOps framework hinges on six crucial pillars—strategy, process, workflow, data, analysis, and technology.

As a new and evolving function, the structuring of RevOps within organizations is still undergoing a change in various directions. Companies are seeking different ways of building and integrating different components of RevOps in a phased manner. **Outsourcing can be a game changer by offering a ready mix of talent, expertise, managerial skills, and resources that companies may not be able to find in-house.**

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What is RevOps?

Revenue Operations is a centralizing function that increases collaboration among revenue-generating business functions, such as marketing, sales, and customer success, in order to achieve end-to-end alignment of the revenue engine and enable a single view of truth.

In simple terms, the goal of RevOps is to maximize a company's revenue-gathering capabilities by improving operational efficiency across the entire customer lifecycle.

RevOps achieves this goal of maximizing revenue gathering by enabling four important process gains:

1. **Aligning all teams**
   Siloed operations detract from the cohesiveness of customer interactions. When interactions are not consistent across different touchpoints, this detracts from the quality of customer experience. By aligning operations across marketing, sales, and customer success, RevOps ensures that all stakeholders are on the same page in terms of available information, strategy, and approach through the pre-sales, sales, and post-sales stages of the customer journey. This ensures that customer initiatives have a focused and measurable impact on the customer journey.

2. **Streamlining decision-making**
   Disjointed decision-making is one of the primary factors that contributes to inconsistent customer experience across touchpoints. When each customer-facing team sets its own goals and objectives, those departmental needs become prioritized above overall outcomes, leading to conflicts and inefficiencies. RevOps centralizes decision-making for a variety of operational parameters such as training, process design, tool implementation, and day-to-day execution. This ensures that all customer-oriented activities are directed and optimized toward common goals, and there is no unnecessary budgetary bloat or operational inefficiency.

RevOps ensures that customer initiatives have a focused and measurable impact on the customer journey.

3. **Simplifying organizational structure**
   Organizational alignment and streamlined decision-making are not possible without clear lines of communication and reporting, both horizontally between departments and vertically through the hierarchy of the organization. Traditional organizational structures involving different departments at different stages of the customer journey involve inefficient or cumbersome reporting relationships and processes for collaboration. By centralizing operations, RevOps integrates and rationalizes team structures to ensure greater coordination and focus.

4. **Focusing skills and resources**
   The growing proliferation of sales, marketing, and customer success technologies has changed the nature of these core business processes. Today, alongside core methodologies and skills, these processes have also acquired significant technical components. When teams are required to take ownership of both the technical and business objectives, it divides their attention between internal process objectives (such as ensuring platform integrations, tool adoption, and performance tracking) and external customer outcomes such as improving lead generation, pipeline velocity, and win rates, or customer service levels. RevOps compensates for this by focusing on the technical aspects, freeing up marketing, sales, and customer success teams and leadership to focus exclusively on their customer-centered KPIs.

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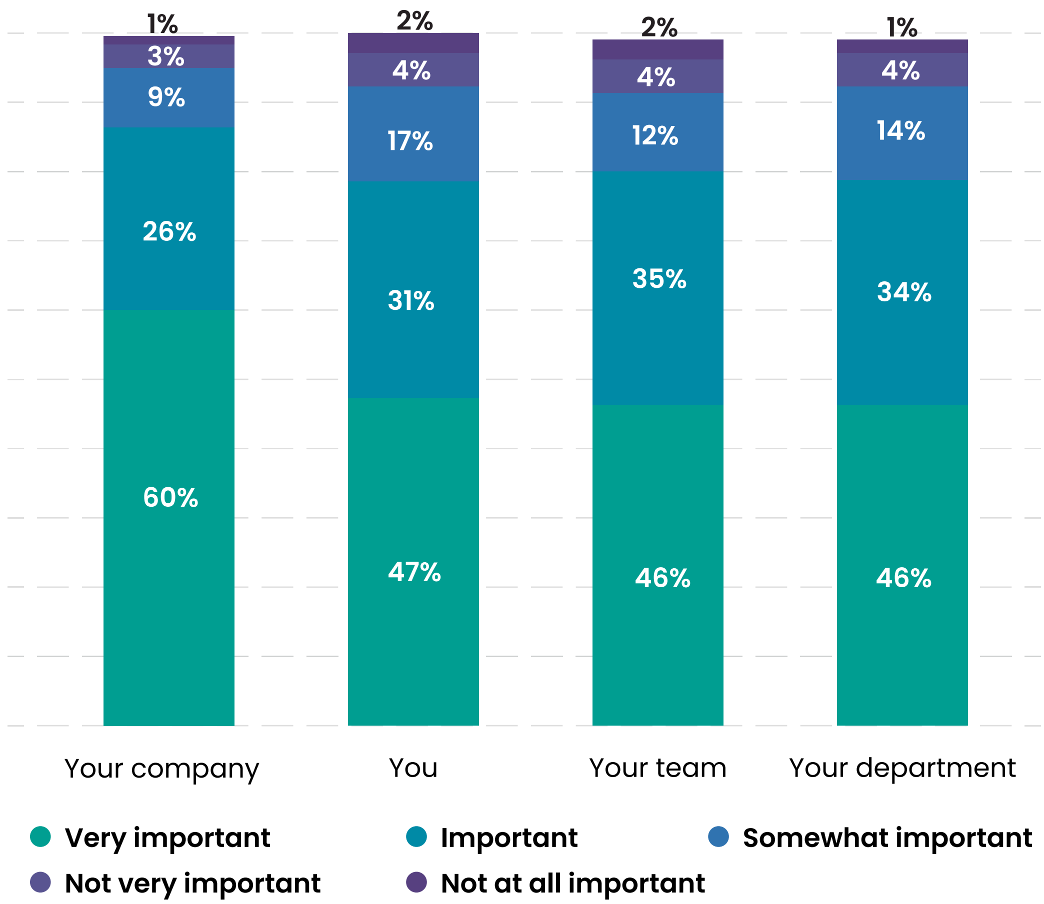
What all of this boils down to is better coordination among individual, departmental, and organizational units in terms of their goals, activities, and outcomes. And organizations that have already created a RevOps function or are planning to create one have begun to realize the significance of such coordination. A recent Forrester survey, for instance, found that 86% of decision-makers report RevOps as being important for achieving organizational goals, 81% for meeting team goals, and 78% for individual goals (Figure 1).[3]

Figure-1

"To your best estimation, how important is revenue operations to the following entites today (e.g., helps them meet their goals)?"



Note: Percentages may not total 100 because of rounding
Base: 927 global director-level or higher decision-makers with cross-departmental insights and awareness of revenue operations
Source: A commissioned study conducted by Forrester Consulting on behalf of Salesforce, March 2021

Why has end-to-end revenue orchestration become inevitable?

Technology has drastically changed the way products and services are bought and sold. Today, companies rely on a wider range of revenue models and business channels than ever before. According to Forrester, businesses rely on at least two revenue models and three business channels on average.[4] However, along with the expanded scope for revenue generation created by technology come significant challenges, as customer expectations have grown and purchase journeys have become more complex. These landmark shifts are making end-to-end revenue orchestration vital to business growth.

Three significant challenges include:

1. **Growing customer expectations**
   Watershed developments such as the growth of e-commerce giants and subscription economy disruptors in a variety of market niches have drastically changed how customers expect to interact and transact with companies. Today, customers expect a smooth and seamless journey from problem identification and purchase to renewal and expansion.

   Simultaneously, customers also want a high degree of personalization from companies. At every stage of this journey, customers want companies to know exactly what they are seeking and provide it to them. A recent Salesforce survey, for instance, found that 76% of customers expect consistent interactions across departments, and 66% expect them to understand their unique needs and expectations.

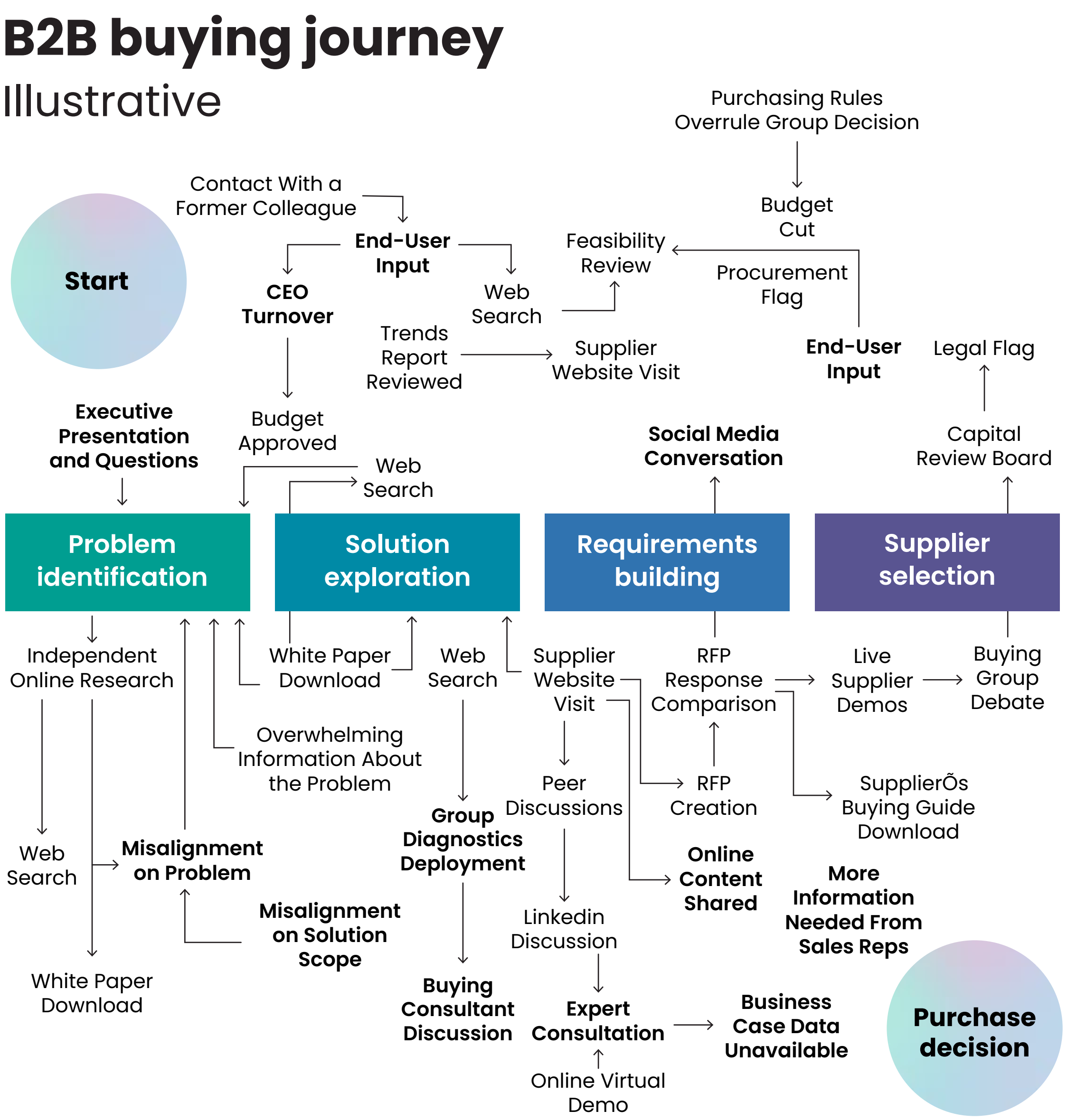
   Customers are also much more aware when these expectations are not met: only 34% of companies are recognized as treating customers as unique individuals, and **54% of customers feel that they are often interacting with several individual departments instead of one cohesive organization.**[5]

   To fulfill such expectations, companies need a clear view of every customer interaction, and different departments have to be able to agree on the goals and objectives driving these interactions. RevOps helps update business processes to be in line with current customer expectations.

54% of customers feel that they are often interacting with several individual departments instead of one cohesive organization.

2. **Changing customer journeys**
   If customers often feel that companies aren't keeping up with their expectations for a personalized and cohesive customer journey, it's because they don't move in a linear, step-by-step fashion from awareness to purchase as companies imagine. For one thing, the explosion of digital and peer content has meant that most customers can go through a majority of their purchase journey without even talking to a sales rep. For another, customers go back and forth through different stages of the buying journey on different channels before arriving at a purchase decision. For instance, when it comes to B2B buying journeys, Gartner describes them as being less of a straight and predictable path and more of a spaghetti bowl of repetitions and re-evaluations driven by an overload of information (Figure 2).[6]

Figure-2



What's more, the shift to subscription-based revenue models means that revenue generation takes place throughout the customer lifecycle, not just at a single point of sale. This means that marketing can't afford to stand back once leads have been handed off to sales. Instead, marketing has to take charge of content production for the sales and post-sales stages as well. Similarly, sales teams have begun to recognize the need for early-stage engagement with customers as well through channels such as social media. And customer success teams are also recognizing the need for their intervention before the initial sale.

3. **The failed promise of proliferating tech solutions**
   In the last decade or so, companies responded to this shifting customer landscape by seeking out an ever-growing array of point solutions to the various challenges. For instance, one 2021 survey estimated that large companies with over 2,000 employees deploy an average of 187 corporate and personal apps, while smaller companies average at 72 apps.[7]

   But this "one app for every problem" approach doesn't get companies very far as unwieldy tech stacks soon fail to yield the necessary ROI. In most cases, poor integration and inconsistent adoption only create further bottlenecks or service gaps. This leaves companies without a clear view of customer interactions or effective ways to structure flexible responses to them.

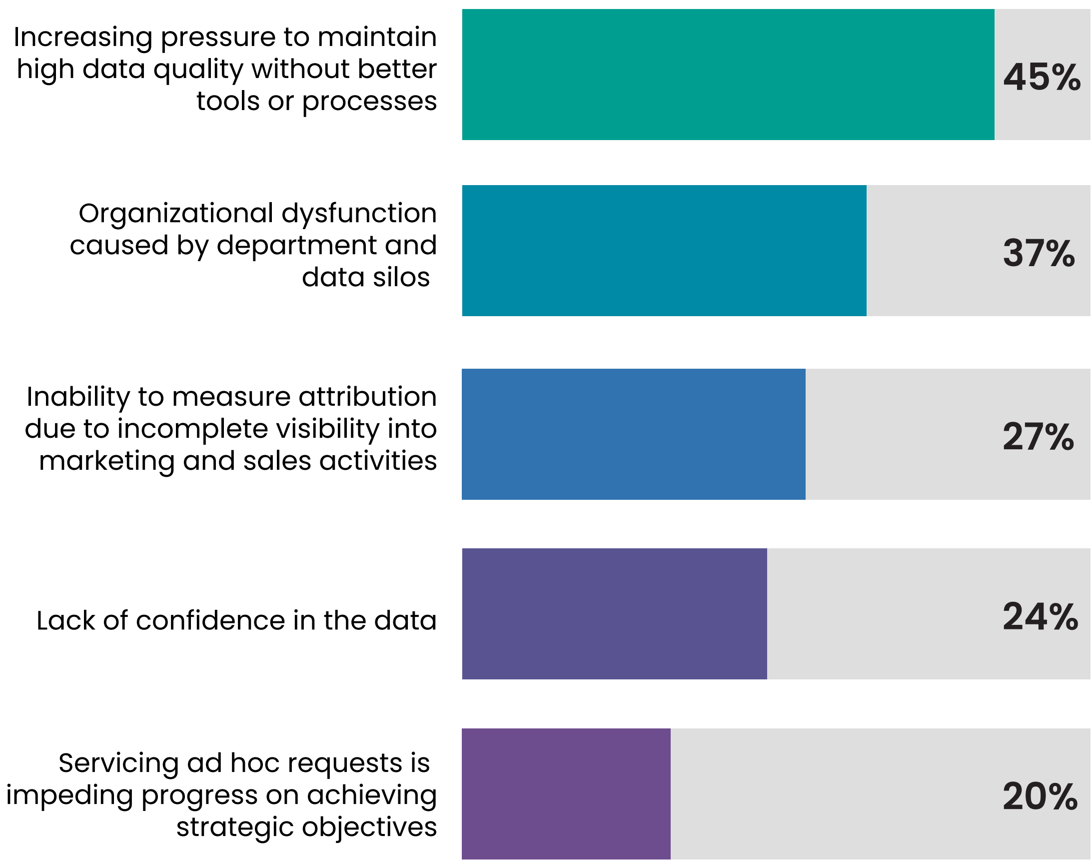
This "one app for every problem" approach doesn't get companies very far as unwieldy tech stacks soon fail to yield the necessary ROI.

How to decide if RevOps can help your business?

RevOps helps companies develop coordination, increase productivity, improve visibility into processes, increase agility, and promote optimization. Any business struggling with challenges in any of these areas would benefit from building a RevOps function. And recent research shows that it is often these kinds of problems that many companies are struggling with (Figure 3).[8]

Figure-3

What issues keep you up at night?



Here are a few common complaints or symptoms that indicate when companies need a RevOps function:

1. **"Our processes are broken":**
To keep up with evolving market conditions, companies must keep their go-to-market strategies dynamic and evolving. But organizations can't manage the strategic and tactical depth needed for this if their processes evolve as ad-hoc workarounds to emerging problems. In such cases, most of the organizational energy is spent in localized firefighting, and vital but long-term processes such as planning and training get sacrificed at the altar of more immediate needs.

2. **"Our teams can't coordinate":**
If each customer-facing team in an organization has its own definitions of effectiveness, success, and failure, different teams can't trust the information they receive from each other. Then, coordinated action becomes impossible, and customers fall through the cracks. If Marketing Qualified Leads (MQLs) and Sales Qualified Leads (SQLs) are defined differently, for instance, or if the customer onboarding process conflicts with promises made during the sales process, customers are likely to face discrepancies that undercut the experience provided.

3. **"Our data is a mess":**
Coordinating teams through optimized processes requires objective, data-driven decision-making in place of gut instincts. But that's not possible if all teams involved don't have access to accurate and reliable data. Without such data, they can't gather the relevant insights into what's working and what's not, and why. But if every department has its own processes and systems for maintaining customer information, then gathering all of the necessary data together becomes a harrowing task.

4. **"We have too many tools":**
When operations teams are divided across departments, tech sprawl is inevitable because each department seeks out different point solutions to solve problems that may be occurring in common. What this most often leads to is bottlenecks caused by poorly integrated technologies and the difficulty in efficiently implementing tools. This only further undermines the usefulness of these tools and technologies.

How does RevOps benefit organizations?

Before we go into the detailed functioning of the RevOps team, let's take another look at the process gains delivered by the RevOps function and the benefits this provides companies.

1. **Aligning all teams**
   RevOps develops a common framework for:
   a. Developing revenue goals and identifying the contribution of each department to those goals.
   b. Specifying key definitions, metrics, KPIs, and reporting methods to be followed by all departments in common.
   c. Specifying clearly defined and structured processes for all revenue-contributing actions.
   d. Identifying and building datasets that can be relied on by all customer-facing departments to develop a common understanding of the customer
   e. Streamlining tool usage in order to bridge the gaps and inconsistencies that result from siloed platforms or poorly integrated tech stacks.

   Such a common framework builds trust between different teams and improves the quality of their data and processes. This makes gathering insights and making objective decisions easier. Finally, end-to-end alignment also means greater visibility into the entire customer lifecycle, making it much easier to identify constraints and friction points.

2. **Streamlining decision-making**
   When marketing's goals for lead generation are set without reference to the outcomes desired by sales, it passes off low-quality prospects that undermine the sales team's ability to reach its goals. On the other hand, if sales over promises during the selling process in order to meet its own internal quotas, customer retention is left holding the bag on customers who are likely to churn due to their dissatisfaction with the experience delivered. RevOps prevents such short-sightedness by balancing between customer expectations and internal stakeholder needs. What's more, RevOps is also able to take ownership of planning, training, and other broader investments.

3. **Simplifying organizational structure**
   There are two major problems with traditional organizational structures in which sales, marketing, and customer ops are embedded within these respective teams:

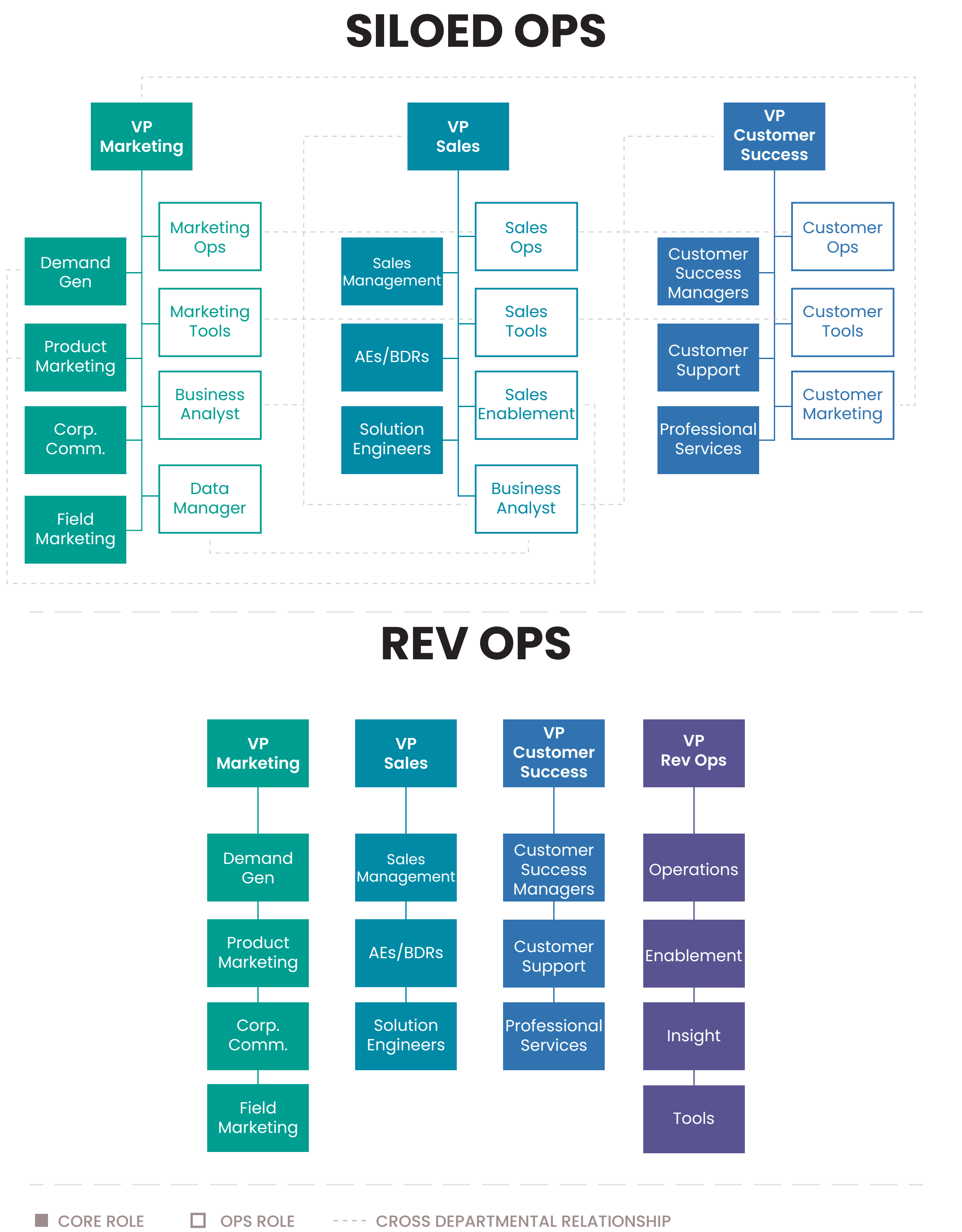
   a. Operations personnel report to department heads whose area of expertise is not operations but rather is sales, marketing, or customer success.

   b. Additional, dotted-line reporting relationships across departments arise, resulting in the possibility of conflicts and inefficiencies.

RevOps prevents such short-sightedness by balancing between customer expectations and internal stakeholder needs.

As against this, RevOps streamlines reporting relationships, ensuring that operations-related decision-making is channeled through the right oversight channels, as can be seen in (Figure 4).[9]

Figure-4



4. **Focusing skills and resources**
   Marketing teams exist to market the brand, sales teams to sell products or services, and customer success teams to deliver value and customer experience. Operations teams exist to plan and execute technical processes that support these core activities. To ask for the customer-facing teams and leadership to hold responsibility for operations is to divide focus between their core departmental roles and activities that do not likely come within their expertise. Creating a separate RevOps function allows customer-facing teams to focus on their specialized activities and interactions while operations teams manage the technical infrastructure and processes needed to execute these interactions.

Operational inefficiencies exist across the revenue cycle – and therefore every department in an organization that directly or indirectly impacts revenue has scope for driving up RevOps efficiency. Companies that understood the function of RevOps, and aligned their teams towards it grew their revenue 19% faster than those who didn't. Thanks to these process and efficiency gains, companies gain several benefits from building a RevOps function. Some important benefits include:

1. **Better forecasting and coordinated planning**
   With comprehensive and reliable data and accurate insights, organizations can more confidently forecast performance, predict changes in the market or customer behavior, and plan for the future. After all, forecast accuracy is not just about each team hitting its mandated quotas; it also depends on whether the actions of different teams combine to produce the desired results. Therefore, the wider the range of data available, the more reliable the predictions. Aligned teams also make it easier for organizations to plan coordinated actions.

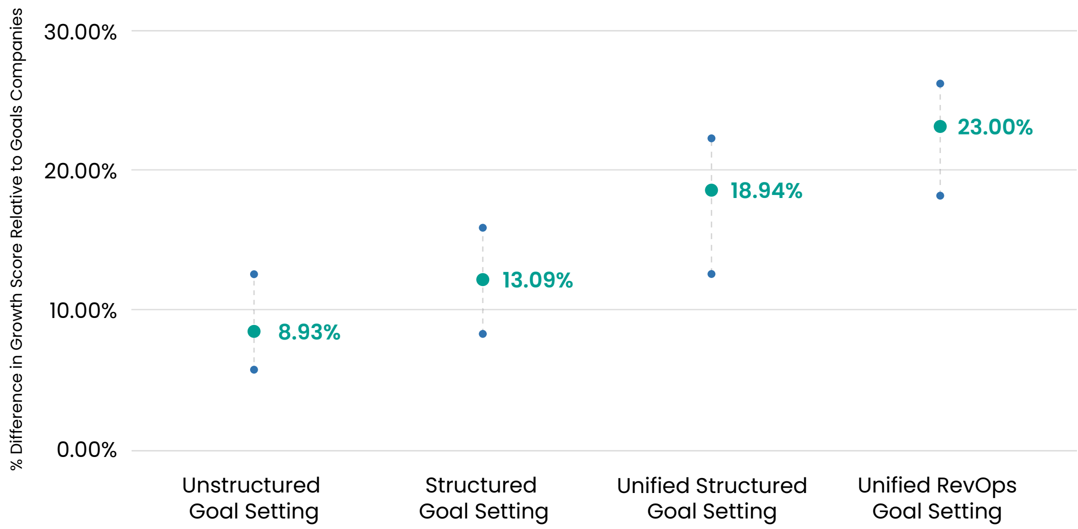
2. **Greater customer-centricity**
   There is no revenue generation without the customer. **In that sense, a successful revenue generation process is highly customer-centric.** Critically important to customer-centricity is supporting customers where and when they desire it. Such timely and responsive support, however, is only possible when sales, marketing, and customer success departments are able to granularly track and predict customer behavior and respond flexibly. The comprehensive visibility and coordinated action supported by RevOps is what makes such flexibility and responsiveness possible.

3. **Reduced tech sprawl**
   When operations efforts aren't duplicated in different departments, it becomes much easier for companies to discover ways to share usage of different technologies and platforms. When there is a single point of ownership for the tech stack, this automatically creates accountability for the purchase and adoption of different tools. This benefits the organization in two ways: operationally, processes become more efficient as there are less gaps and bottlenecks between different platforms and tools; and financially, the bloated tech spending that many companies have struggled with in recent years comes significantly under control. For instance, in one study, the number of companies that spent more than $150 per user per month increased from one-third of the respondents to two-thirds within a period of two years.[10]

4. **Improved growth and increased revenue**
   As we've seen above, RevOps heightens coordination, cuts down on duplication, gaps, and conflicts, rationalizes resource allocation, improves customer experience, and reduces costs. Each of these factors contributes significantly to growth and revenue increases. For instance, a recent survey by Profitwell shows roughly a 14% difference in growth scores between unstructured goal setting and unified goal setting through RevOps (Figure 5).[11]

Figure-5

How Goal Setting Improves Growth Score (n=742)



What does RevOps do?

RevOps increases efficiency, productivity, and effectiveness by taking over end-to-end planning and management of the needs of internal stakeholders in the customer-facing organization.

Broadly, these needs can be divided into four functions:

1. **Operations management**
   Operations management involves bridging the distance between high-level strategic planning and team-specific, day-to-day execution. At the strategic level, operations management involves setting organizational goals and objectives and seeking new opportunities for revenue growth. At the execution level, this involves process design and management to ensure every customer interaction is aligned with the organizational goals and targeted outcomes.

2. **Enablement**
   The success of sales enablement in equipping sales reps with the tools and training needed to create smooth, friction-free purchase journeys has raised the imperative for expanding enablement to all customer-facing departments. The enablement role within RevOps involves taking charge of responsibilities such as onboarding, training, coaching, professional development, and content delivery and use.

3. **Insights**
   The insights team takes charge of the most important resource for RevOps—customer data and the insights to be drawn from them. At the data level, this team takes charge of the management and governance needed to ensure access and quality of data. Further, the team provides operational and strategic insights on which decisions can be made with greater degrees of confidence.

4. **Tools**
   The tools team takes responsibility for evaluating and procuring components of the tech stack, implementation of technologies and platforms, integration, and system administration. In other words, this function takes ownership of the tech infrastructure that drives the work of marketing, sales, and customer success.

What are the foundations of an effective RevOps team?

As an evolving discipline, RevOps is still undergoing significant changes in practice across organizations with differing organizational cultures and levels of maturity. Fundamentally, a RevOps model involves building a comprehensive, interconnected, visible, and repeatable process. According to research and advisory firm TOPO (now Gartner), this process is articulated across six primary elements or pillars—strategy, process, workflow, data, analysis, and technology (Figure 6).[12]

Figure-6

Revenue Operations Framework

STRATEGY	PROCESS	WORKFLOW
Plan that aligns to revenue objectives to organize and mobilize the revenue organization • RevOps Strategic Charter • Revenue Model • GTM Strategy • Organizational Design – Stakeholder Alignment – Resource Prioritization • Data-Decision Framework	Design, management, and tracking of end-to-end revenue processes • Customer Lifecycle Map Segmentation • Revenue Process Design • Milestone Alignment and Definitions • Service Level Agreements	Manual and automated processes required for an interconnected revenue process • Workflow Design • Hand-offs • Joint Processes • Closed-Loop Processes
STRATEGY	**PROCESS**	**WORKFLOW**
Data needed to manage and optimize end-to-end revenue processes • Data Strategy and Governance • Data Collection • Shared Data	Agreed-upon activities to monitor and measure across the revenue lifecycle • Metrics and Reporting Alignment • Forecast Analysis • Pipeline Health Analysis • Funnel Conversion Analysis • Customer Health Analysis	Technology stack required for Revenue Operations execution • Tech Stack Design • Core Infrastructure - Data - Workflow - Artificial Intelligence/ Machine Learning - Activity Capture - Reporting and • Dashboards • Usage and Enablement

1. **Strategy: Creating a roadmap of objectives for the revenue organization**
   One of the most common mistakes many organizations make is to assume that RevOps is a purely tactical function. Such a narrow view, however, settles only for the efficiency gains offered by low-level RevOps functions and sacrifices the more significant advantages granted by true alignment and integration. For the more thoroughgoing shifts to take place, RevOps models must begin with a strategic plan to mobilize the revenue organization in desired directions.

   Such a plan creates an organizational roadmap drawing out the vision and objectives of the revenue organization, defining the key go-to-market strategies and revenue models needed to reach those objectives, the organizational structure that will allow RevOps to enact the strategy, the manner in which different stakeholders will engage with each other to fulfill the strategy, and how resources and decisions will be taken in line with the strategy.

2. **Process: Creating a holistic design and management framework for revenue processes**
   The second significant element of the RevOps framework is mapping the end-to-end revenue process as a series of interactions with and actions relating to customers. This mapping is necessary for each set of stakeholders to understand their contributions to revenue generation.

   Thus, the process element requires analyzing and designing customer lifecycle maps, segmenting buyers for more strategic engagement, defining key milestones and hand-offs along customer lifecycles, and building agreements between different units about actions to be taken in various stages.

3. **Workflow: Translating strategy and processes into specific, repeatable tasks and activities**
   Once the broader strategy and process are defined, RevOps teams must then design concrete workflows to specify the tasks and processes needed to execute plans into reality. This requires identifying the actions to be taken by each team or department in a given workflow, how exactly hand-offs are to be carried out, collaborative, cross-functional actions required to fulfill customer expectations, and feedback processes to help optimize different workflows. Among other questions, workflow design must crucially include decisions regarding the automation of necessary tasks and activities.

4. **Data: Gathering the data needed to create a single source of truth**
   High-quality and accessible data are crucial to the execution of well-strategized and structured revenue processes. This requires the organization to develop processes to ensure the quality and integrity necessary to build faith across the organization in the reliability and truth of data. Thus, organizations must develop data strategy and governance to create a single source of truth across all departments as well as to fulfill regulatory requirements regarding data security and privacy. Further, organizations must also structure the sources and methods for data collection and for providing access across different departments to all data needed for effective decision-making.

High-quality and accessible data are crucial to the execution of well-strategized and structured revenue processes.

5. **Analysis: Defining the metrics for monitoring activity across the revenue lifecycle** Unified data and a single source of truth are of little use for organizations if different departments do not agree on the terms by which such data should be analyzed and insights drawn. Hence, RevOps must also develop common metrics and KPIs that all departments can agree to. This includes what metrics are to be captured and how they are to be measured, the details of how forecasting is carried out, and how pipeline health, funnel conversion, and customer health are tracked, measured, and understood.

6. **Technology: Integrating the many tools required for RevOps execution** The final piece of the RevOps framework puzzle is the streamlining and proper integration of the tech stack used to achieve revenue objectives. RevOps ownership of the technology function involves two parts. Firstly, identifying the core technologies, workflows and integrations needed to build an end-to-end operations process. Secondly, it would involve creating programs for tool adoption and enablement so that all members of the revenue organization are able to derive the maximum benefit from the tech stack.

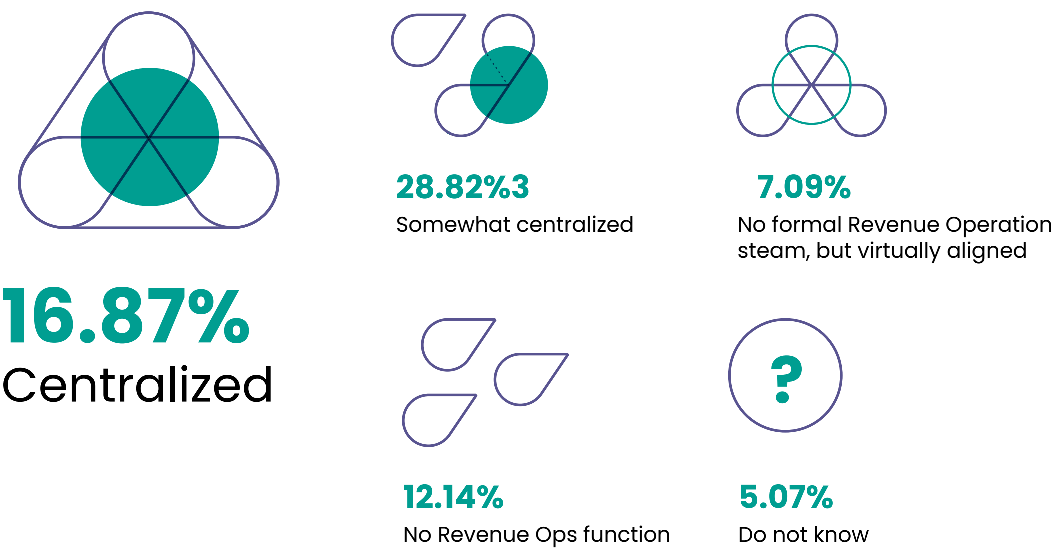
The final piece of the RevOps framework puzzle is the streamlining and proper integration of the tech stack used to achieve revenue objectives.

How does RevOps fit into the organization?

At first glance, a fully centralized and integrated RevOps structure may seem to be the default option for organizations. However, studies show that RevOps is still in the early stages of evolution, and only a small minority of organizations have such a clear structure in place, as a recent survey shows (Figure 7).[13]

Figure-7

Which most closely resembles how SalesOps, MarketingOps and Customer Success Ops teams are aligned in your organization?



How companies structure their RevOps function depends on factors such as organizational size and maturity.

RevOps structure	Organizational size	Advantages	Drawbacks
Committee formed by key stakeholders of different go-to-market teams	Small companies	Smaller investments required in the early stages.	Some initiatives fall through the cracks due to lack of ownership.
a. RevOps functions distributed among existing operations leaders.	Mid-size companies	All three models are less resource-intensive and more achievable in the short-term.	a. Lack of overall leadership and cohesive structure, less accountability for new initiatives, and more likelihood of status quo.
b. Pairs of functional groups aligned (for instance,marketing-sales or sales-customer success).			b. Halfway alignments can reproduce siloes at different levels.
c. Only data and insights function centralized			c. Without the structure to act on comprehensive insights, the benefits of unified data and analytics will achieve only marginal results.
Dedicated RevOps function divided by areas of functional responsibility	Large companies	Greater alignment, coordination, and functional focus.	Difficulty in finding the right talent with expertise over full funnel activities. Need for comprehensive project manage-ment to ensure that strategic long-term objectives that justify RevOps investments are achieved.

How can companies begin building a RevOps function?

There is no one-size-fits-all approach to RevOps, and each company has to shape the function in relation to its needs. Here are some key steps to take to begin implementing the function in an organization.

AUDIT	DEFINE KEY ALIGNMENTS	BUILD A GO-TO MARKET PLAN	IMPLEMENT AND OPTIMIZE
Evaluate existing content, technology, processes, and teams to identify gaps and bottlenecks that need resolution.	Define the key processes for coordination and collaboration including data and analytics.	Define specific workflows so customer acquisition, retention, and expansion teams are properly coordinated.	Include periodic reviews and coordination with marketing, sales, and customer success teams to optimize the growth strategy.

1. **Step 1—Audit:**
   Companies should first begin with assessing the current state of their business. First, this involves evaluating existing content, technology, processes, and teams to identify gaps and bottlenecks that need resolution. This would help decide what objectives the RevOps function should target and prioritize. Another crucial part of the audit involves gaining a clear picture of the financial and other resources that the organization can dedicate to a RevOps function. This would help decide the feasibility of building different kinds of RevOps teams.

2. **Step 2—Define key alignments:**
   Next, companies should define the key processes for coordination and collaboration under the RevOps function. This would also involve evaluating the state of data and analytics to ensure visibility into the entire customer lifecycle. Finally, companies should identify redundancies in tech stacks that must be rationalized to remove gaps and bottlenecks.

3. **Step 3—Build:**
   The next step is to build a go-to-market plan for customer acquisition, retention, and expansion. The key to this is defining specific workflows for the outreach activities of different teams so that all customer interactions are properly coordinated. Finally, companies should also build the relevant metrics and dashboards to track implementation and performance.

4. **Step 4—Implement and Optimize:**
   Finally, companies must plan for optimizing processes and functions once they begin to be implemented. This requires a clear RevOps plan with period reviews and coordination with marketing, sales, and customer success teams to gather feedback, along with data and insights, so that the growth strategy can be optimized.

Should you outsource your RevOps function?

Given the RevOps structures discussed and the business centrality of the function, creating a small team from existing personnel may not be the best way to support the additional needs of a RevOps function and could result in delayed implementation of the function. One viable alternative is to outsource the RevOps function, as this provides several significant benefits:

1. Companies do not have to delay building their RevOps function until they find and vet the necessary talent, as outsourced partners can offer ready personnel and resources for rapid deployment.
2. Outsourcing helps in-house teams stay focused on core business tasks, while the pursuit of new objectives can be planned, designed, and executed by outsourced teams.
3. Outsourced partners come with the advantage of domain expertise and management skills that may not be available in-house.
4. Outsourcing can help reduce disruptions to existing processes and business continuity that could arise if companies decide to build the new function from existing internal resources. Further, bringing in fully planned and structured processes and workflows would also allow easier transitions from existing ones.
5. Outsourced partners can also serve as mentors for in-house teams over the long term, helping companies transition toward building up their in-house RevOps resources.

Outsourced partners come with the advantage of domain expertise and management skills that may not be available in-house.

Conclusion

Rapid shifts in revenue models, market conditions, and customer expectations have made building a RevOps function vital for many companies. RevOps helps maximize revenue generation by aligning go-to-market teams, streamlining decision making, simplifying the organizational structure, and focusing the skills and resources of customer-facing teams toward customer experience.

RevOps provides these process gains by taking over four key areas of responsibility—operations management, enablement, insights, and tools. An effective RevOps framework hinges on six crucial pillars—strategy, process, workflow, data, analysis, and technology.

While the practice of RevOps is evolving and organizations are still discovering ways to build up their RevOps function in stages, outsourcing can be a game changer by offering a ready mix of talent, expertise, managerial skills, and resources that companies may not be able to find in-house.

To maximize revenue and increase operational efficiency across the entire customer lifecycle, visit us at **www.regalix.com.**

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Founded in 2005 in the heart of Silicon Valley by a team of passionate entrepreneurs, Regalix has a footprint in six countries, delivering solutions in 18 languages. Regalix, with its roots in data-driven and ROI-focused marketing, works with technology leaders in the areas of sales enablement, revenue operations, and thought leadership. Having worked with the best in the industry—Google, VMware, Dell EMC, SAP, Amazon, among many others—Regalix delivers value at scale and speed, to the leaders in the industry.

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