

2022 State of Revenue Operations

Overloaded ops teams
look to automate tasks,
improve coordination
across departments



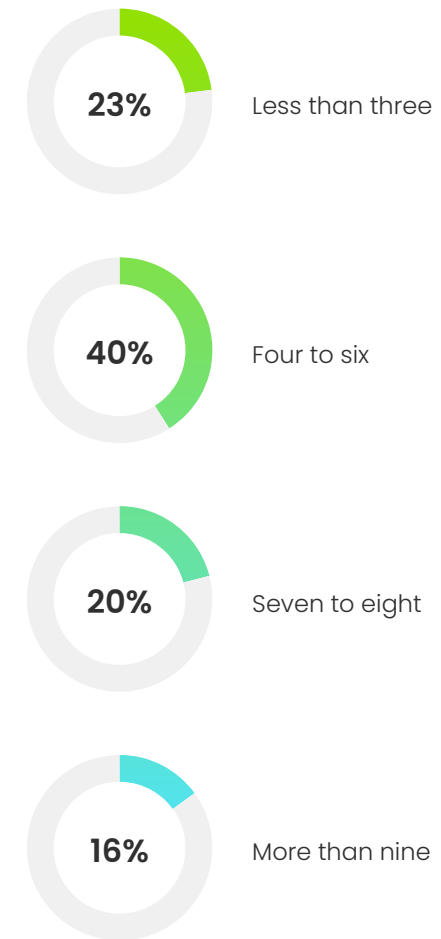
Far too often, practitioners find themselves stretched thin, bogged down by dirty data and manual processes, and siloed from other departments. In fact, new research found that most marketers spend more than half of their workweek on unautomated day-to-day tasks. Worse, nearly 30% said their marketing and sales teams are not integrated in terms of funnel data and processes.

This report analyzes current inefficiencies among marketing teams and the rising demand for revenue operations tools that tackle these issues head-on. Topics covered include:

- + How much time per week marketers spend running reports;
- + What their top three time-wasting tasks are;
- + How better data and more automated processes would make their go-to-market strategies more effective; and
- + Their top operational priorities for 2022 and 2023.

The findings include responses from nearly 100 B2B marketing and sales professionals, of whom 63% are at the director level, 21% sit in the C-suite and 16% are VPs. In fact, 23% said less than three people are currently working in their department, while 40% have four to six people and 20% have seven to eight team members. Only 16% said they have nine or more people in their department – emphasizing the fact that many marketing and sales teams are short-handed and all the more in need of automation tools that improve data quality, streamline processes and lay the groundwork for driving greater revenue.

+ How many people are currently working in your operations department?



Overcrowded Tech Stacks, Poor Data Top Problems for B2B Teams

When it comes to the increasing array of revenue technology, more isn't always the answer. In fact, overcrowded tech stacks can lead to dirty, disconnected and/or fragmented data and complicate processes, such as lead rating and routing. Not surprisingly, the survey found that many marketing teams might have more tools in their tech stacks than needed. Specifically, only 36% have between one and nine revenue-driving tools. Meanwhile:

- + **26%** use between 10 and 19 RevTech tools;
- + **27%** have a tech stack with 20 to 29 tools; and
- + **10%** utilize 30 or more tools.

+ How many RevTech tools does your company currently use?

One to nine



Between 10 and 19



Between 20 and 29



More than 30



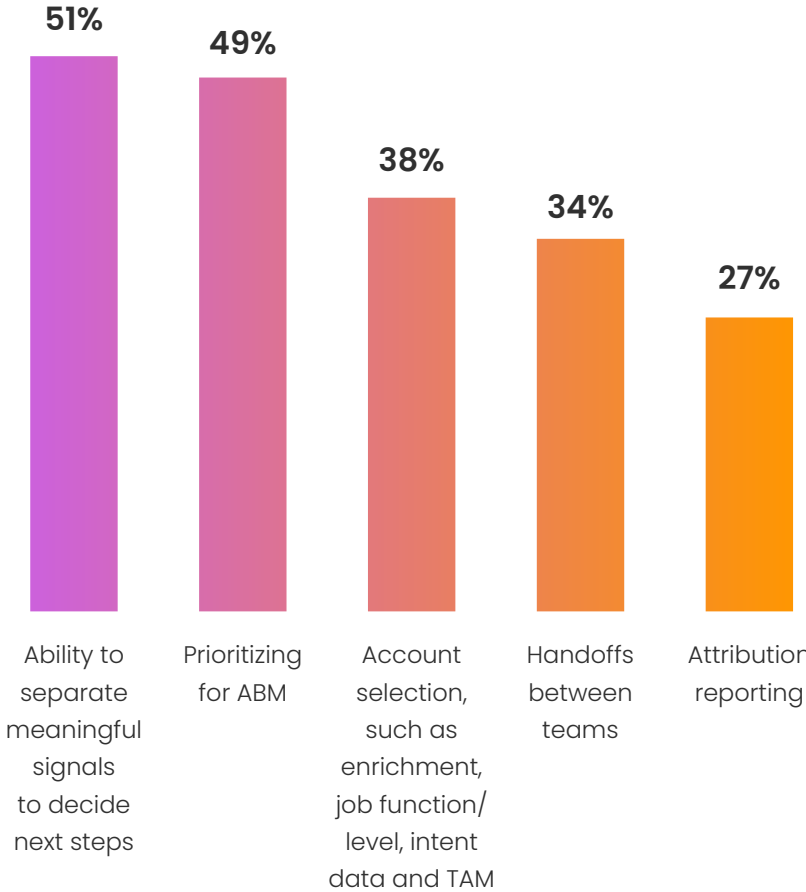
When asked how manual and dirty data negatively impact their go-to-market (GTM) strategy, top responses included not being able to separate meaningful signals to determine next steps (51%), issues prioritizing for account-based marketing (ABM) (49%) and trouble with account selection processes, such as gathering intent data and identifying the total addressable market (38%). Additionally, 34% said they struggle with stage-to-stage data sharing, handoffs between teams and ensuring unified reporting, while 27% cited attribution reporting as an area of concern. Given these tech stack challenges, it's not surprising that respondents reported spending an average of 55% of their work week on day-to-day tasks that are not automated.

55%



Percentage of work week spent working on day-to-day tasks without automation tools

+ Which areas of your GTM strategy are most negatively impacted by dirty data?



Time-starved GTM & Operations Teams Turn to RevOps Tools to Overcome Manual Processes, Department Silos

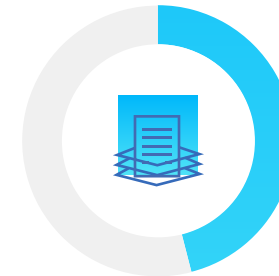
Modern marketing teams face increasing pressure to demonstrate results and drive revenue. When asked about their top tasks, respondents cited managing attribution and measuring marketing's impact on conversions as their No. 1 priority (47%). This was followed closely by:

- + Building and augmenting lists of prospective customers (**46%**);
- + Properly rating and routing leads (**45%**); and
- + Managing accounts (**40%**).

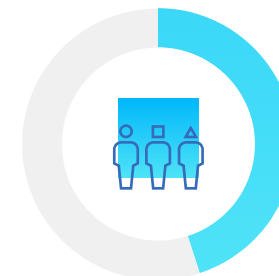
+ What are your top three tasks?



47%
Managing attribution



46%
Loading, building and augmenting lists



45%
Managing lead routing and rating

Getting this all done within a 40-hour workweek is challenging enough, especially when departments are siloed, data is messy and many processes are manually executed. According to the survey, an overwhelming 87% of marketers said the manual triage of data is the top time-wasting task that hampers their work. Other big time-wasters include spreadsheet work (76%) and getting data access from other groups (66%).

In fact, 36% of respondents said they spend 10 hours per week running reports, while 12% dedicate 15 hours to such tasks and 11% spend 20 hours or more doing so. Data cleansing, too, is a major challenge for many practitioners. Just over 20% said they spend an equal amount of time cleaning their lists as they do cleaning lists for other members of the sales and marketing teams. Meanwhile, 31% reported a 60/40 split and 25% said data cleansing was divided 70/30.

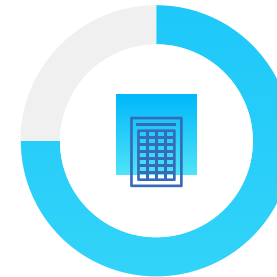
It makes sense then that practitioners, on average, spend 47% of their work week fulfilling special requests that weren't originally on their to-do list. But with the right RevOps tools in place, B2B companies can automate and streamline these processes, removing manual inefficiencies, enhancing data quality and freeing up their marketing teams for more strategic work.

+ What are your top three time wasters?



87%

Manual triage of data



76%

Spreadsheet work



66%

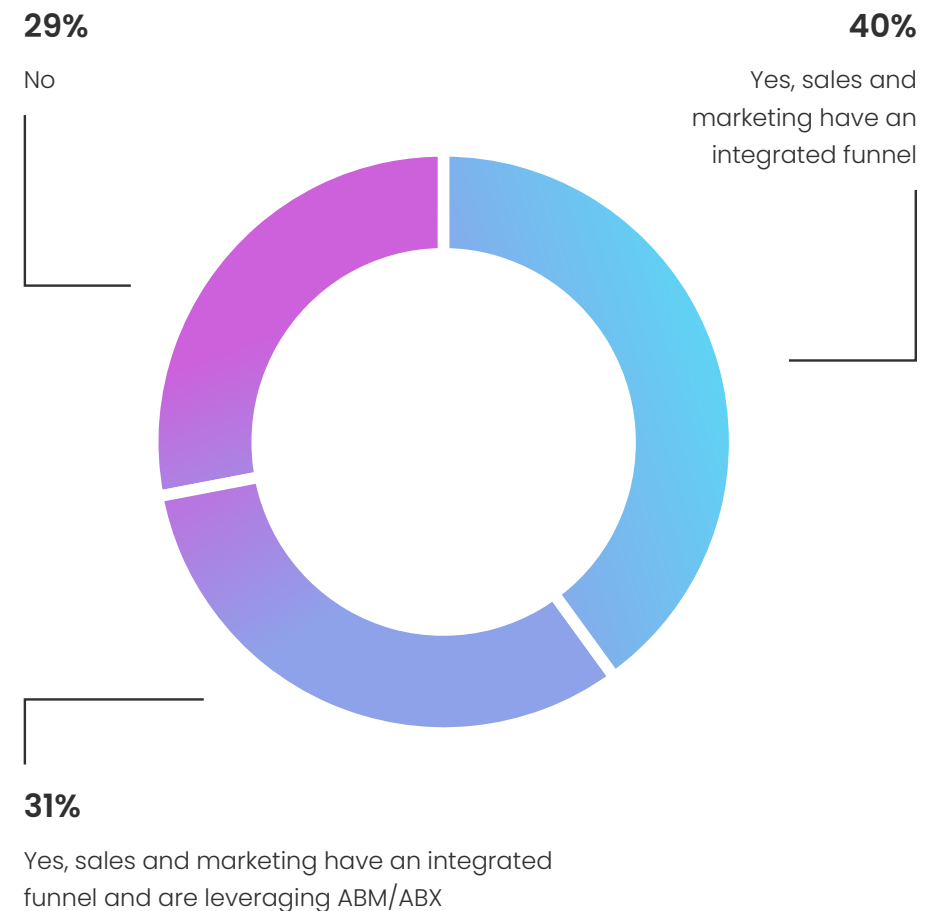
Getting data access from other groups

Best-in-Class B2B Teams Look to Build More Mature Strategies With Focus on Deeper Account Insights, ABM

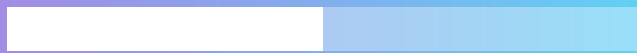
The survey found that B2B teams are making strides toward developing more mature marketing strategies rooted in RevOps. On average, respondents said they had turned 50% of operations jobs into tools that sales and marketing stakeholders can access on their own – eliminating some of the cumbersome challenges noted in the previous section. Companies that have prioritized putting such tools in place are thereby able to boost department efficiency and grow revenue at a more rapid pace.

Overcoming silos to gain stronger account insights is another growing priority demonstrated by the survey results. Just under 40% of respondents said their marketing and sales teams are well integrated across the funnel.

+ Would you say sales and marketing are well integrated across the funnel and processes?



50%

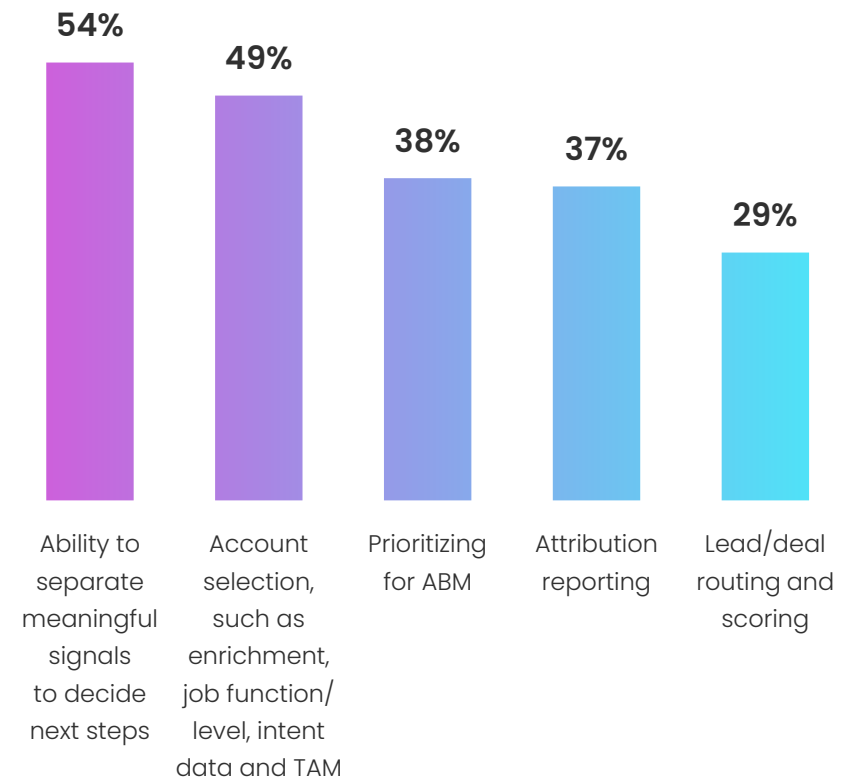


Percentage of operations jobs turned into tools for internal sales and marketing stakeholders to access data

An additional 31% of respondents boasted having an integrated funnel, as well as sales and marketing teams that are focused on leveraging account-based marketing and account-based experiences to drive higher conversions. However, 29% still have work to do to better integrate their funnel data and processes.

Wherever they are on their RevOps journey, most marketers can agree on the benefits of better data and automated processes. When asked how having more integrated marketing and sales motions would help make their GTM strategy more effective, 54% cited an ability to separate meaningful signals to decide next steps. Additional benefits span all stages of the buyer's journey, from account selection (49%) and lead/deal routing (29%) to ABM prioritization (38%) and attribution reporting (37%).

+ Specific to your sales/integrated marketing motions, what are some areas you feel better data/automation would make your GTM motions more effective?



Conclusion

In just a few years, RevOps has transformed from an emerging trend to an essential tactic for modern marketing teams. The beauty of the RevOps revolution is its ability to bring siloed teams together through shared processes, superior data and a connected, 360-degree view of the buyer's journey.

Doing so enables marketing, sales and customer success teams to work in tandem, providing a smoother handoff between departments, ensuring a better data-driven customer experience and, ultimately, driving greater revenue.

But B2B companies must restructure their teams and invest in the proper tools for execution in order to see real RevOps results. Otherwise, they risk getting stuck in the same problems and time-wasters that currently plague today's marketers, including manual data processing, spreadsheet work and siloed insights.

Survey respondents include a mix of professionals in revenue-tied roles, including growth/demand generation (35%), RevOps (26%), marketing operations (16%), sales operations (11%) and other marketing/sales roles (11%). Looking ahead, their top operational priorities for the current and upcoming year include:

- + **49%** are focused on improving pre- and post-sales coordination and handoffs, including account status, renewals and cross-sells;
- + **43%** want to automate more of the revenue, sales and marketing operations processes to free up time for more strategic initiatives;
- + **38%** would like to improve cross-functional operational coordination and handoffs, such as lead routing, follow-ups and matching;
- + **38%** seek to improve data quality, enrichment and hygiene; and
- + **35%** want to create better funnel metrics and data alignment across groups.



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