

Don't Cut RevOps...Invest In It

Making the Business Case for RevOps

How do **successful leaders** allocate resources?

→ Peacetime vs **Wartime** RevOps Leaders have different priorities

Keeping Status Quo

Thinking SI and Tools

Print Heads

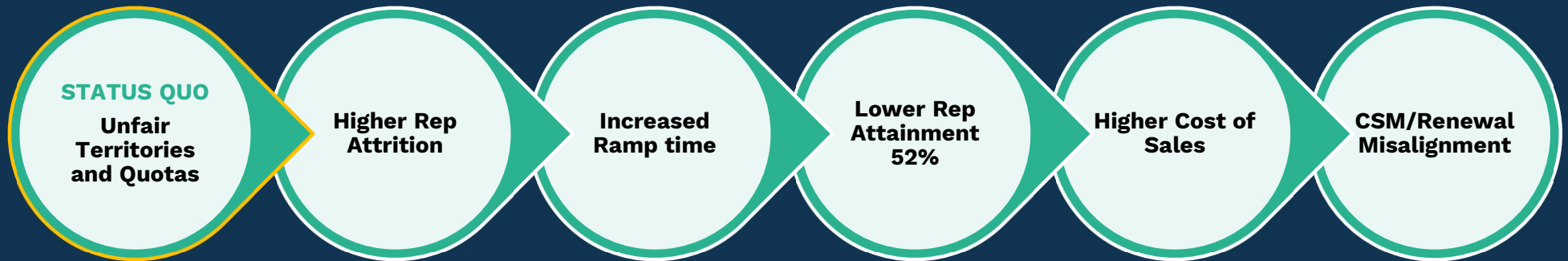
Challenge Status Quo

Think EBITDA and Platform

Do More with Less

Why is RevOps investment **critical in Wartime**?

→ **Business Problem: The Status Quo is expensive**



“Optimizing territory design can increase sales by 2 to 7%, *without any change in total resources or sales strategy*”

[Harvard Business Review](#)

How does the **focus shift**?

→ **Wartime leaders focus on optimizing for strategy**

Operations

- ✓ Conversational Intelligence
- ✓ Enablement Tools
- ✓ CPQ
- ✓ Incentive Calculation
- ✓ Pipeline Management & Forecasting
- ✓ Routing

Strategy & Planning

- ! Territory Management
- ! Territory Planning
- ! Quota and Target Setting
- ! Workforce / Capacity / Scenario Planning

CRM Data Governance

How can you demonstrate the **RevOps ROI**?

→ Explore these key areas

Cost of Sales

- Evaluate current cost of sales as a percentage of revenue, and how has it changed over time?
- How many “effective” sales reps are currently employed, and what is their average productivity and tenure?

Territory Optimization

- How much revenue is lost due to territories being too big or too small?
- What is the current revenue per territory, and how has it changed over time?

Enable “Team Selling”

- Are we duplicating work across the GTM lifecycle?
- Do we have systems in place to orchestrate and drive transparency into utilization of resources across the GTM cycle?

Systems Overview

- How much time and resources have been spent on developing a homegrown solution, and what were the associated costs and risks?
- What can you no longer do with the status quo (Excel/ Google sheets /Point tools)?

Focus on **Efficient growth**

- Are we in the right race instead of how fast can we go?
- How do we maximize productivity of our team and anticipate GTM investment/Performance Management?
- How do we create more “Team Selling” when times are tough?

Define and Enforce Rules.

Rules drive clarity, help performance management, keep things efficient.

Help the leadership to help you

- It's our job to help explain ROI on tools and Platform
- Connect investment decisions to EBITDA
 - **Impact of Higher Rep Attrition (Bad Attrition)**
 - **Impact on Ramp Time**
 - **Impact on Rep Attainment %**
 - **Impact on CSM/Renewal Assignment and productivity**

Good Intentions don't Scale. Processes do.

→ How do you paint the **Before and After Picture?**

Before	After
<ul style="list-style-type: none">● 100% exception-based assignments. Every account is assigned via data load.● Manual, error-prone, dispersed process of assigning accounts/territories.● Very hard to do. Limited to once a year.● <u>Impossible</u> to keep up to date.	<ul style="list-style-type: none">● Rule-based territories built for each role, with each leader.● Ability to balance assignments – by size of opportunity (Sales), load (CS), or anything else.● GTM directly connected with SFDC – easy to make on-demand adjustments.● Ability to proactively manage attrition and growth (e.g., time stamp, temporary assignments.)
Negative Consequences	Positive Outcomes
<ul style="list-style-type: none">● Assignment of sellers to accounts is arbitrary, unbalanced, and unfair.● Assignments are wrong just days after they are made.● Missed cross-sell opportunities and a poor customer experience.● Undermines other investments. If data and territories are bad, it doesn't matter if hiring and training are good.	<ul style="list-style-type: none">● Higher ARR per rep and lower cost of sales because the right sellers are focused on the right accounts and opportunities.● Increased transparency across the entire GTM organization, leading to lower attrition and cost savings (~ \$1M per attritted rep.)● Reduced seller ramp time. Territories are assigned on day 1.● Reduced customer churn and greater expansion revenue.



Thank you & Questions

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