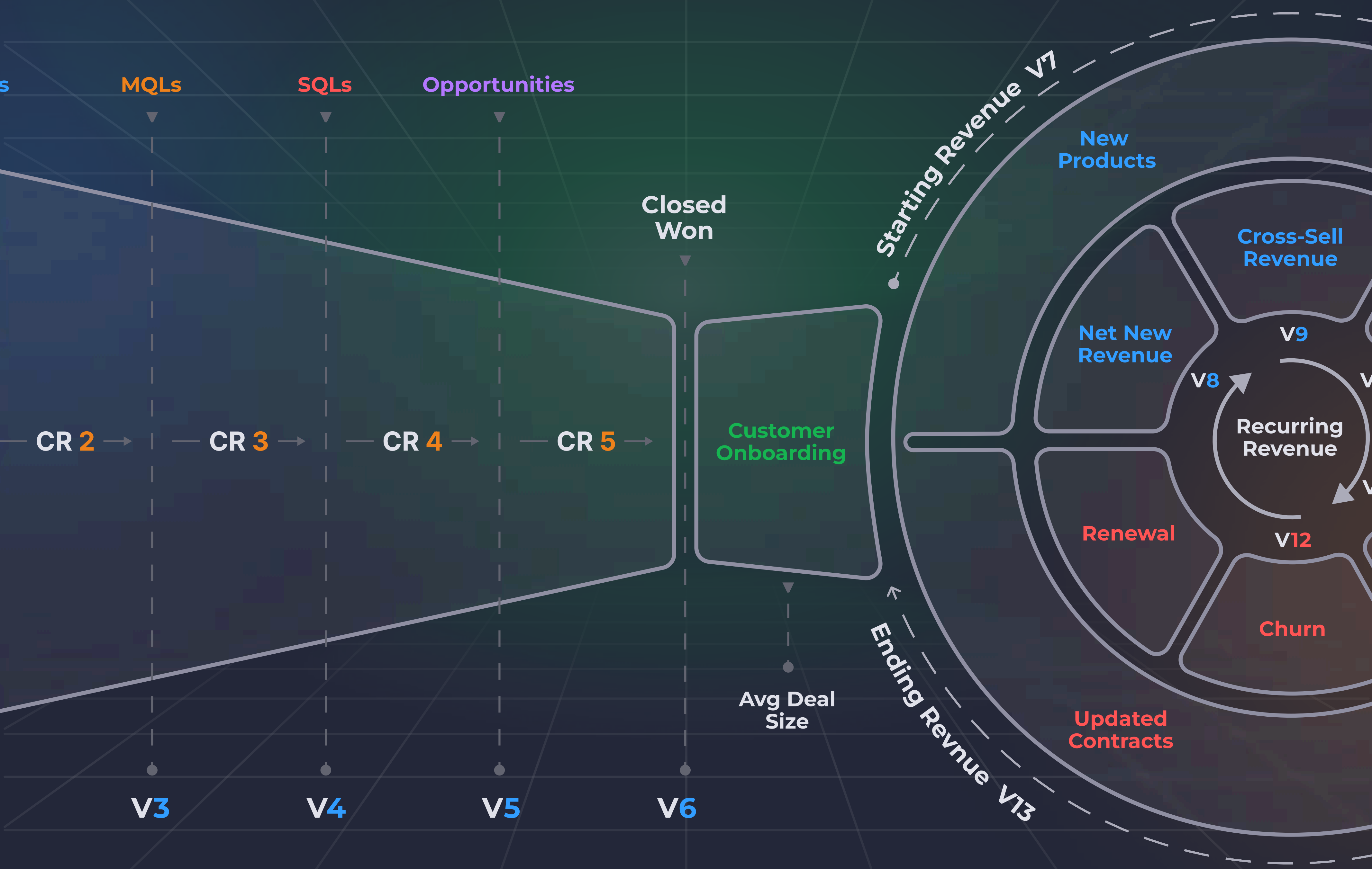
RevPartners

The Revenue Performance Model™



The only **operational framework** that tracks customer data from **lead to cash.**

REVENUE PERFORMANCE MODEL™

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CHAPTER 1

Understanding the Problem: **Growth Blockers**

Every company wants sustainable revenue growth.

But not every company has a clear path to realize its full potential.

Why?

Because most companies lack two things:

Visibility

If you don't know what's working — or what isn't — you can't fix it.

Activation

A model that translates metrics into choices that move the business.

Without clarity, problems remain guesses instead of facts backed by data. And without data, diagnosis is impossible.

STOP

Before going further, ask yourself:

1. Do I know for certain what's preventing growth?

2. Does my data confirm my certainty?

If you can't answer with confidence, **you're not ready to solve for it.**

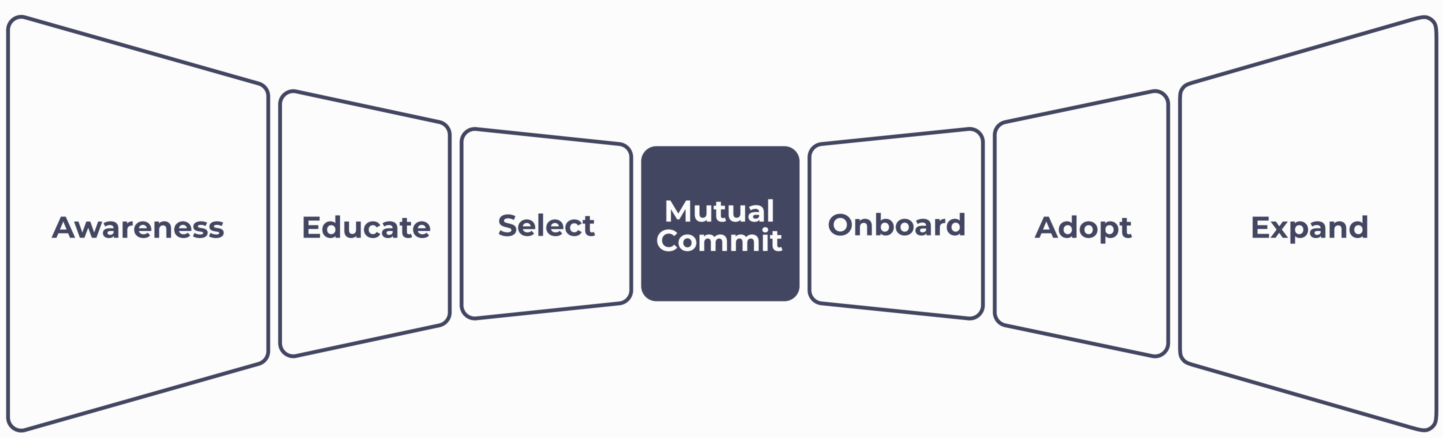
CHAPTER 2

The Solution: **Revenue Performance Modeling**

For decades, revenue has been tracked through the funnel: attract prospects, close sales… and then stop.

The problem with that is growth doesn't stop at closed-won.

Chief Revenue Officers (CROs) and revenue leaders need an operational solution that tracks the entire revenue journey — not just marketing and sales hand-offs, but also retention, expansion, and everything in between.



The **Bowtie Model**, introduced by Winning By Design, improved on the funnel by including retention in the conversation.

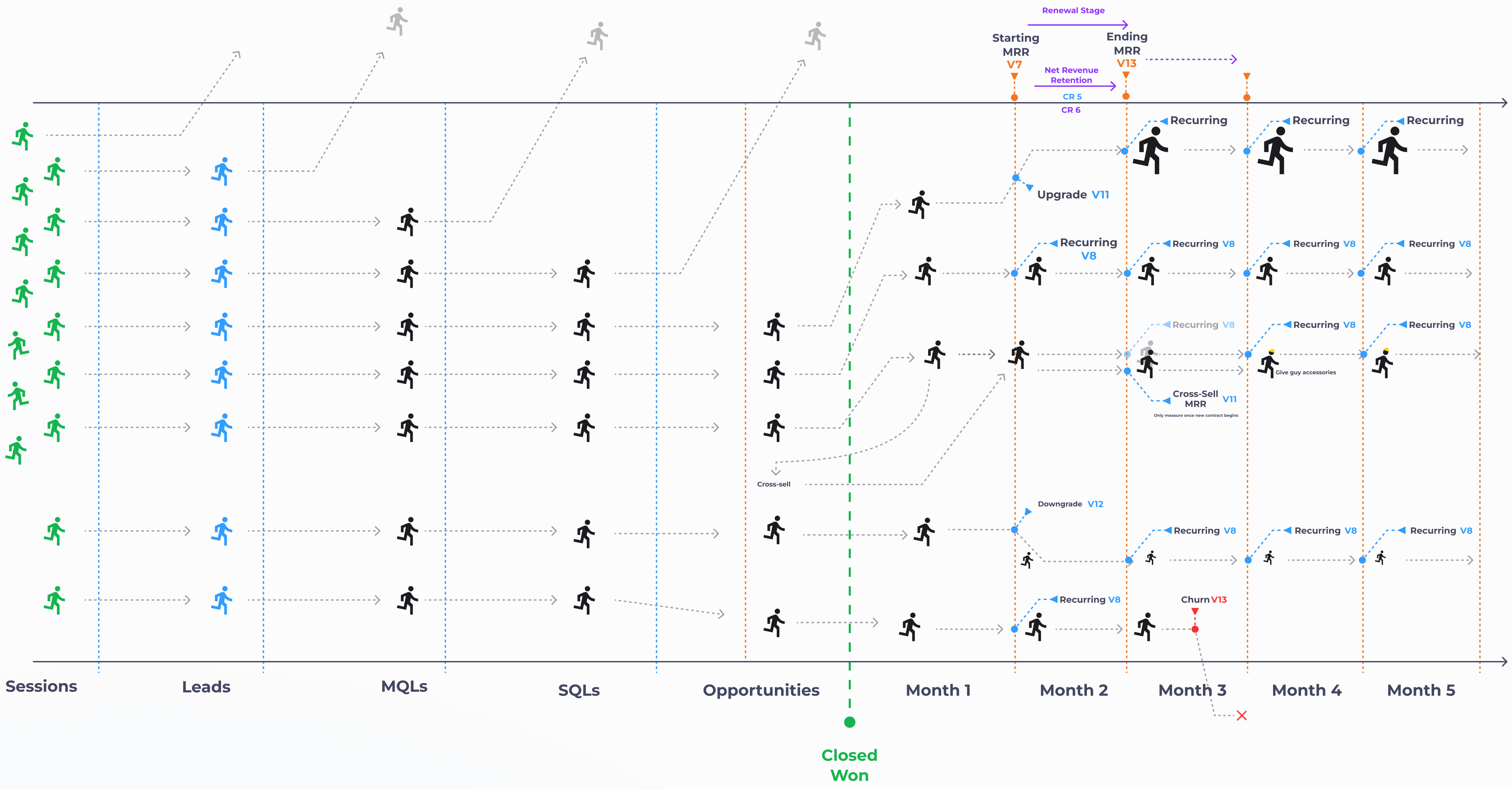
But there's still a missing piece: **cross-object data modeling.**

The real revenue journey is more complex. It moves across multiple objects — sessions, contacts, deals, revenue — and ownership shifts across teams.

The Bowtie Model is a great starting point but it's incomplete, *because you can't easily take it from paper to reality.*

Yes, it helps you visualize numbers from various parts of the customer journey, but it does not give you a method for taking action on those numbers... or even a way to drill into them.

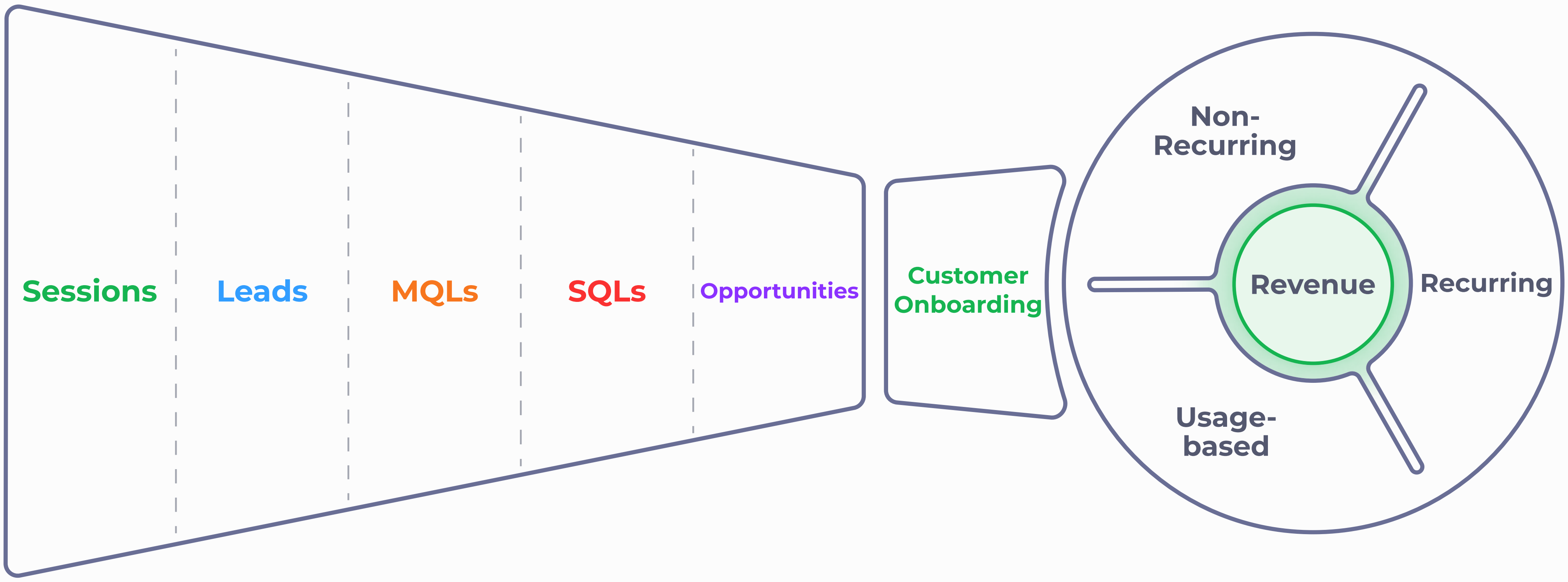
What revenue leaders truly need is a solution that goes beyond the visual; a model that pushes beyond vanity metrics to provide tangible direction.



The hard truth? **A model that only *looks good* isn't enough.**

It has to work across all of those moving parts inside a single source of truth: **your CRM.**

That's why we built the **Revenue Performance Model™ (RPM),** a comprehensive, revenue-centric model that is both holistic and functional.



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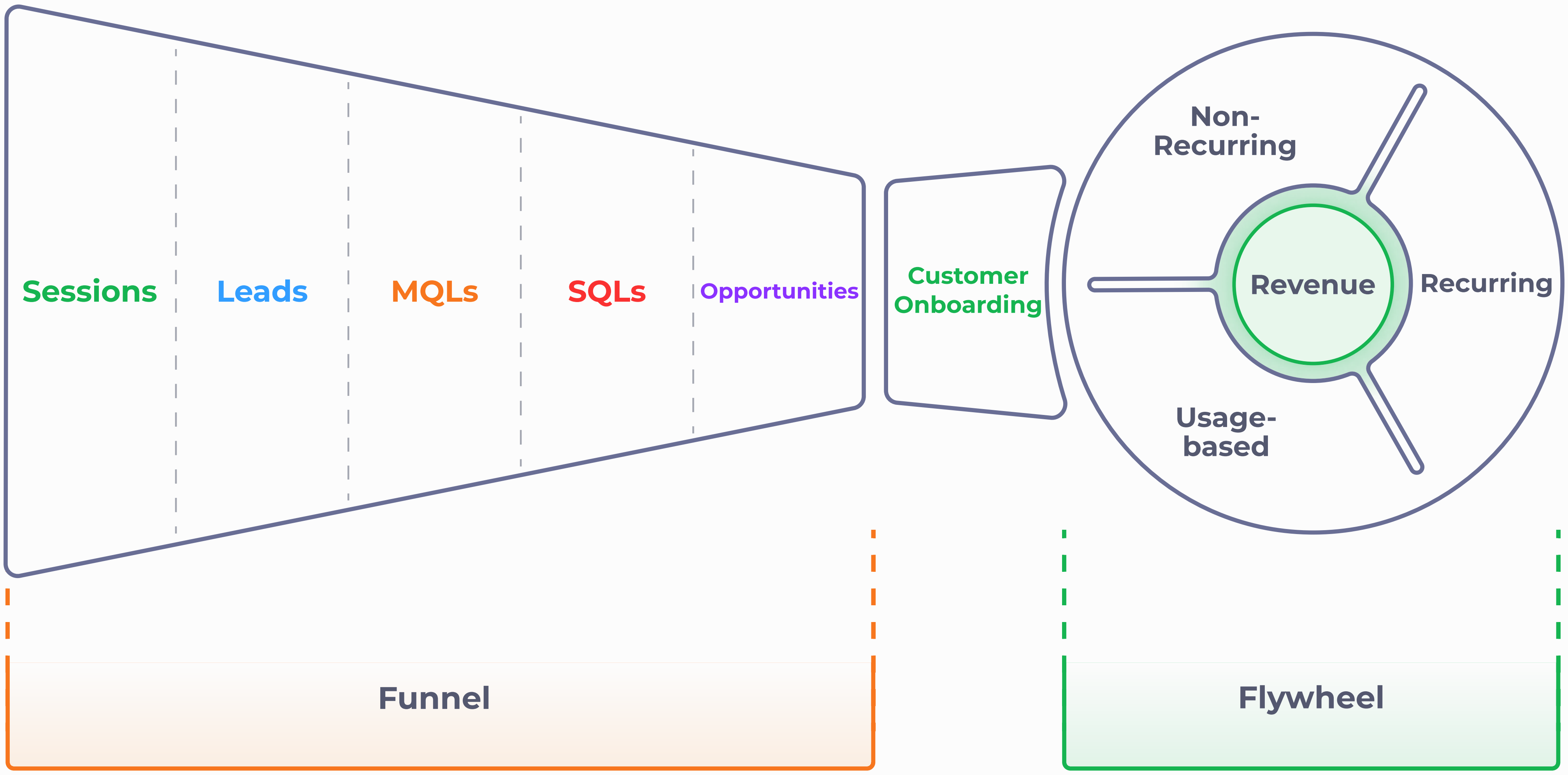
This model presents a new perspective, because it doesn't focus solely on the lifecycle stages of a contact entering your sales funnel — **it follows the money**.

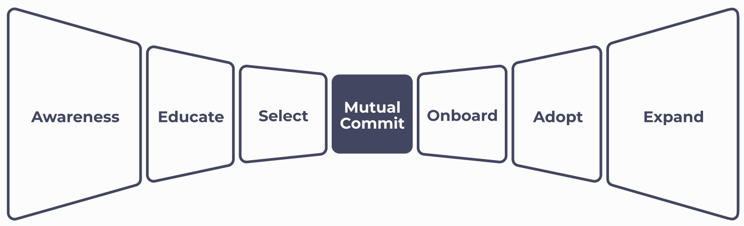


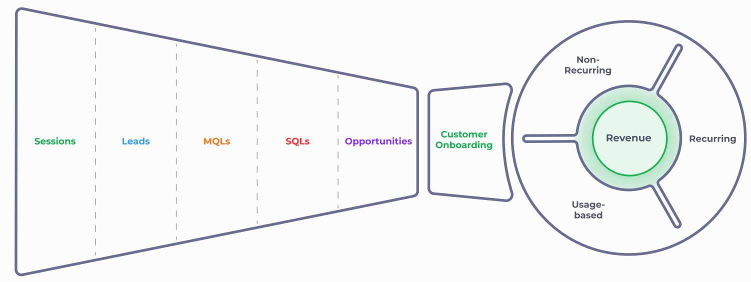
We begin with the "traditional" funnel and collect volume metrics (sessions, leads, opportunities, etc.) to show the surface-level growth or stagnation trends.

But the Revenue Performance Model takes things a step further by breaking out into different **revenue types** to ensure that volume metrics beyond the initial sale are also collected.

In the Revenue Performance Model, instead of thinking in terms of a left side and right side, we think in terms of the path to the sale, the "**funnel**", and the revenue potential, the "**flywheel**".

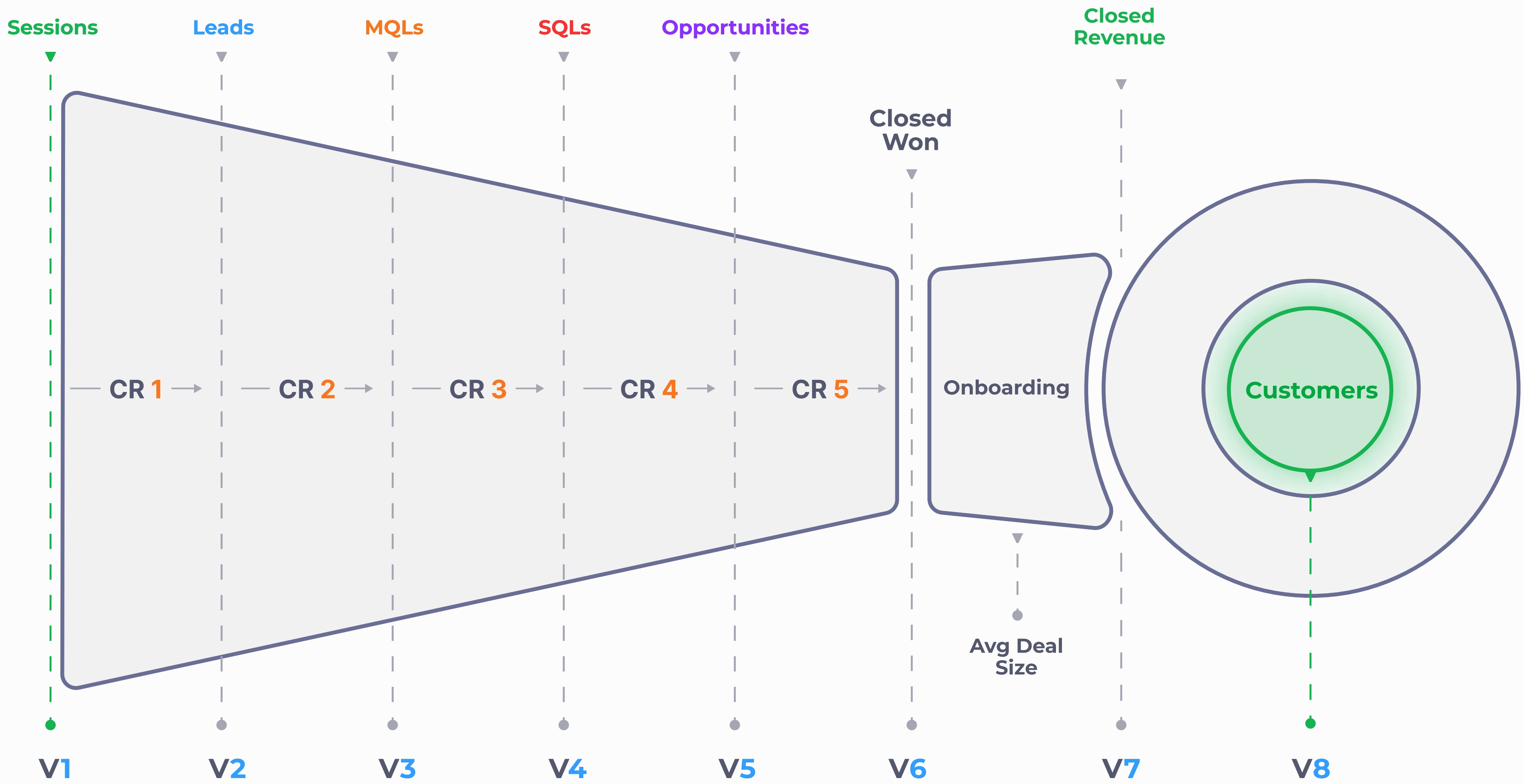
BOWTIE VS RPM





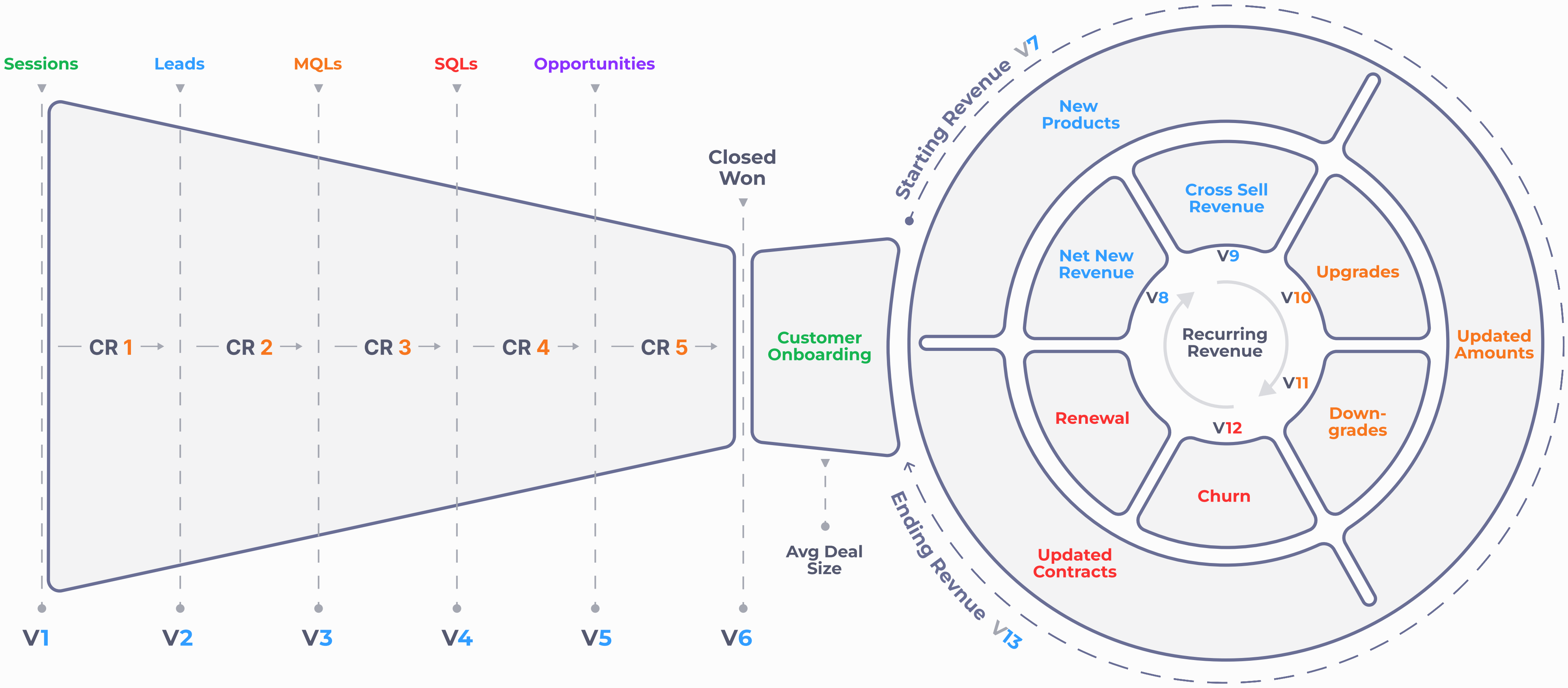
	Bowtie Model	Revenue Performance Model™
Revenue Type	Recurring / SaaS	Recurring, Non-Recurring, Usage-Based
Data Model Alignment	No defined CRM structure → hard to pinpoint issues	Aligned to CRM objects → shows how secondary issues connect to larger problems
Operational Use	Strategic visualization only, theoretical	Operational architecture deployed across CRM
KPI Coverage	Doesn't track object changes in CRM	Tracks volume + conversion metrics across objects in CRM
Diagnostic Utility	High-level journey view	Diagnostic + prescriptive → clear math model that ladders actions to revenue impact
Centers Revenue Retention	Ends with vanity metric of LTV instead of diving into revenue retention formulas	Strategically designed around net revenue retention formula → shows the money, not just the lifecycle stages

REVENUE PERFORMANCE MODEL™



Non-Recurring Revenue Data Model

REVENUE PERFORMANCE MODEL™



Recurring Revenue Data Model

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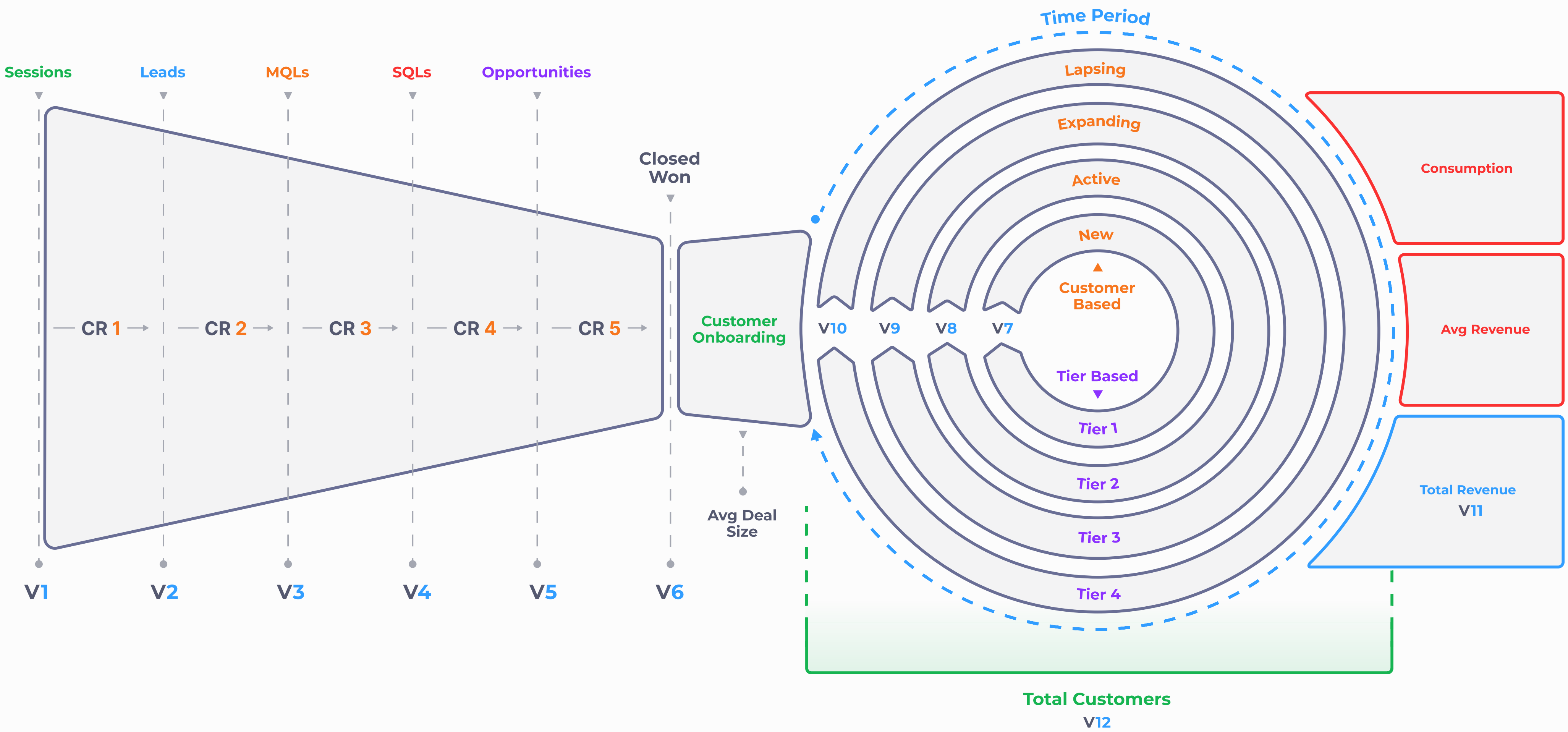
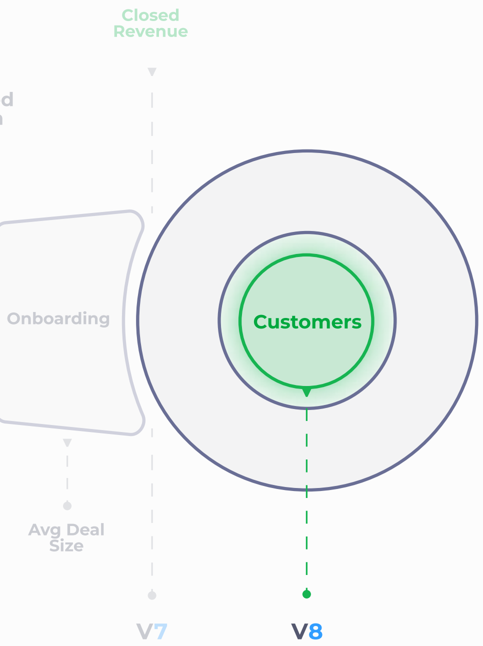


Usage-Based Revenue Data Model

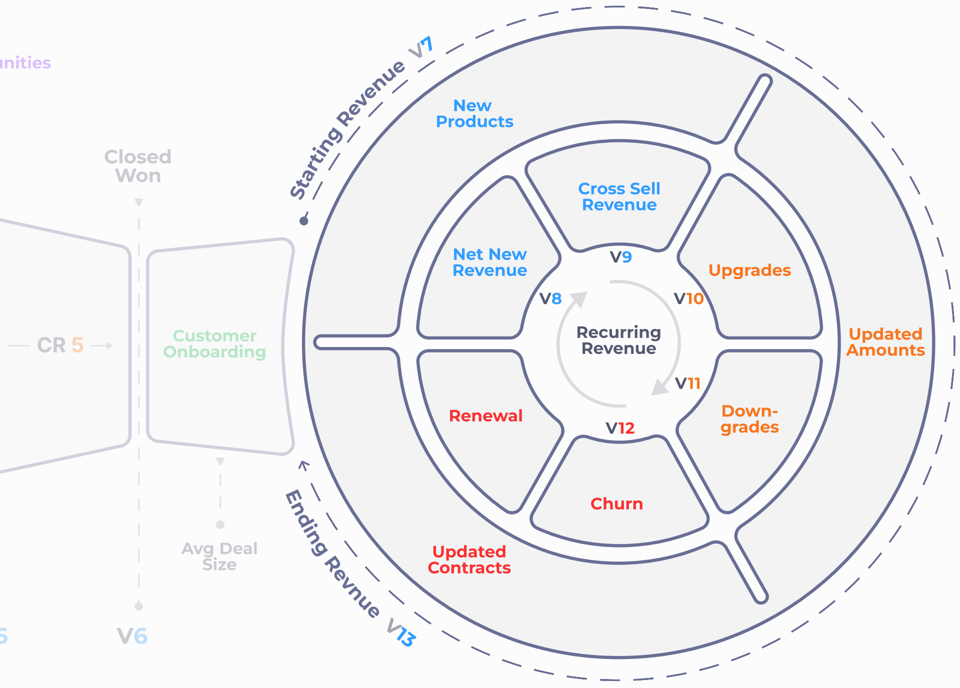
Flywheel

The right side of the RPM is **modular**.

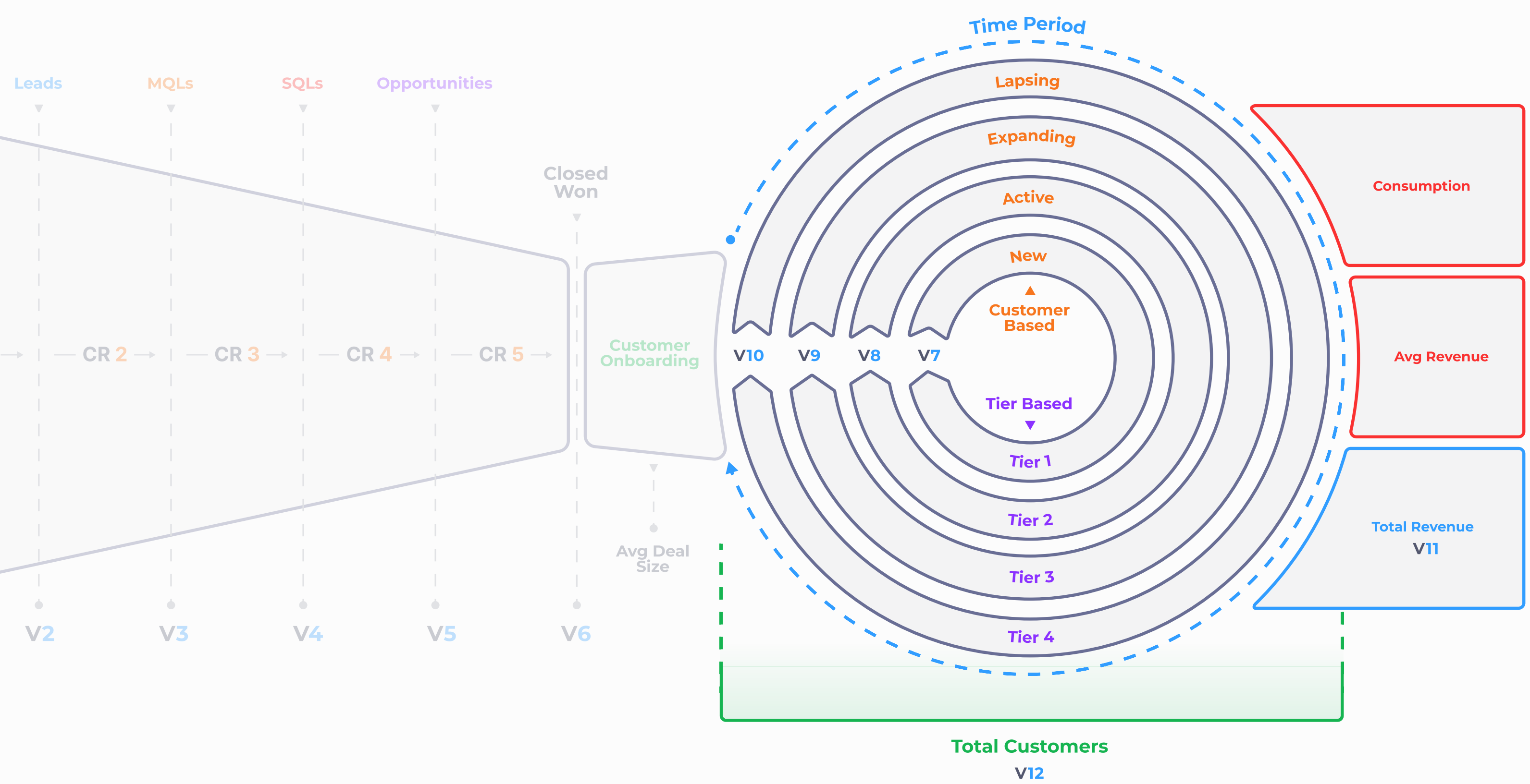
Each revenue type gets its own set of volume metrics and formulas. Chose the one that's right for your business.



Non-Recurring



Recurring



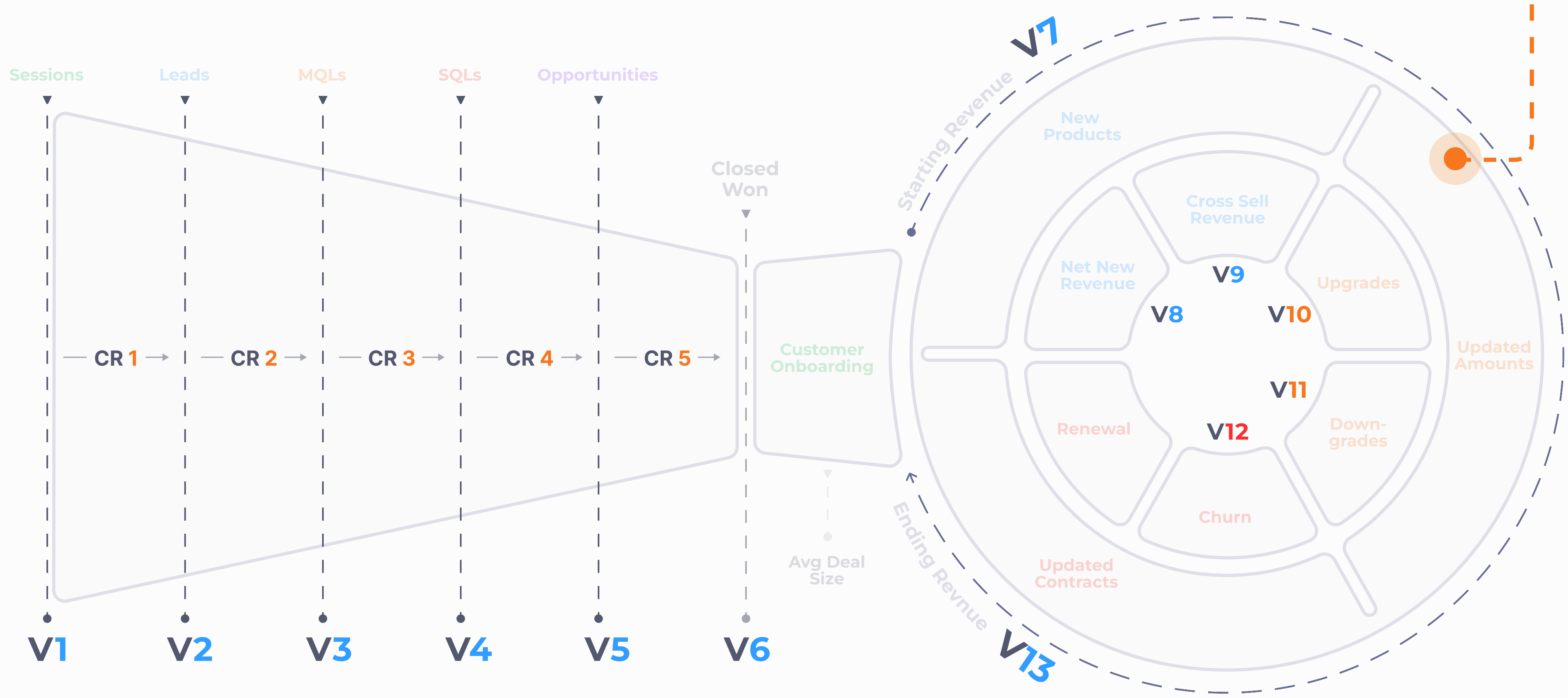
Usage-Based

Understanding the Revenue Performance Model

> **Note**
>
> We're using the **Recurring Revenue** Data Model throughout this PDF as an example. The Non-Recurring Model includes different V7 & V8 metrics to account for **Closed Revenue** and **Live Revenue.** Similarly, the Usage-Based Model follows a different calculation formula post-V7.

Metrics

Growth is measured in the RPM by both Volume and Conversion Metrics and extends to Revenue Retention and Expansion to show the full length of the revenue journey.

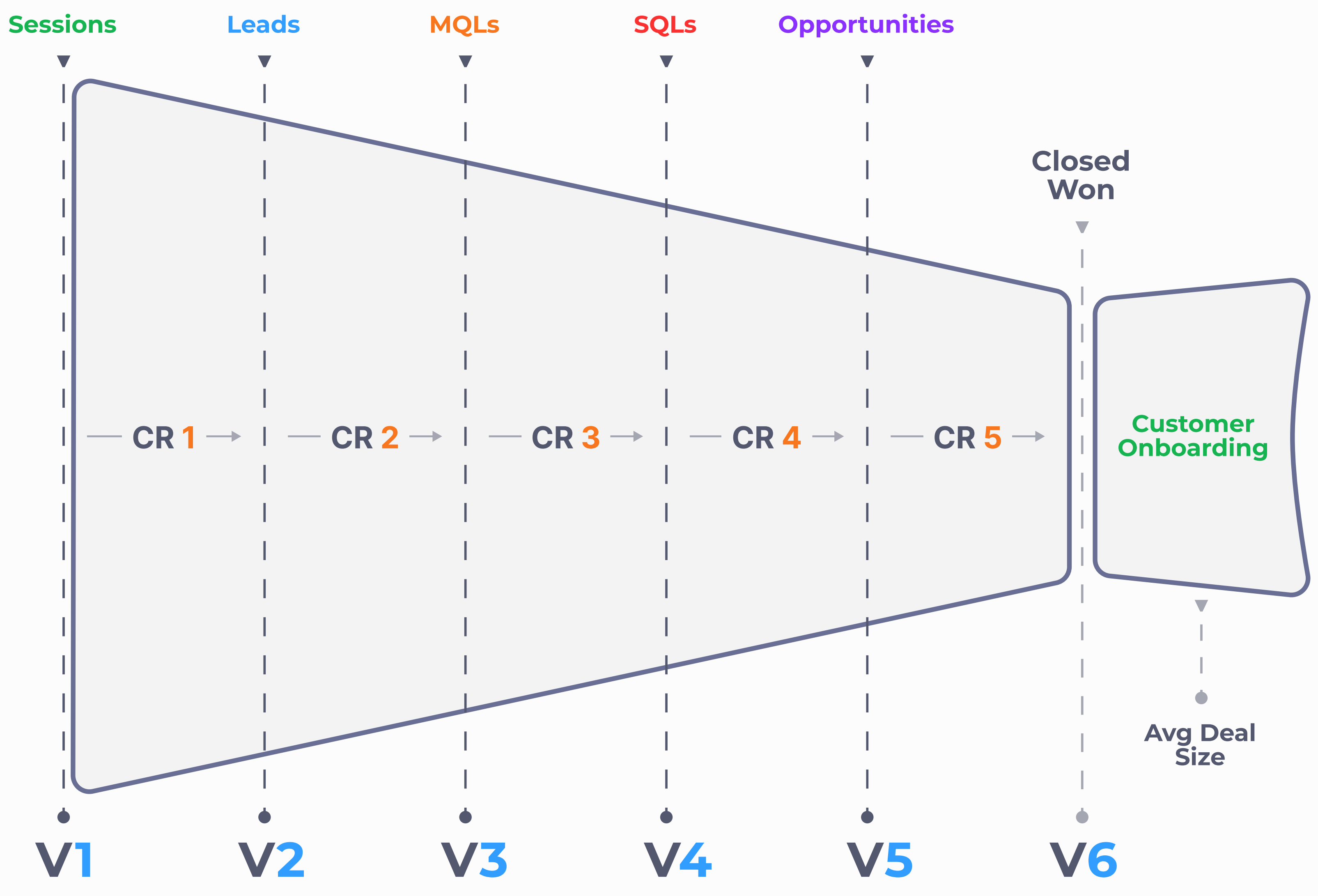


Volume Metrics

Volume metrics are collected at each stage of the funnel and then again in breakouts within the flywheel and are represented as V1 - V13.

Funnel

Your volume metric labels may differ slightly depending on your unique business model. For more information, see chapter 3.



V1 – Sessions

# of sessions in a given period

Analytics Data

V2 – Leads

# of leads in a given period

Contact Object

V3 – MQLs

# of MQLs in a given period

Contact Object

V4 – SQLs

# of sales qualified or accepted leads in a given period

Deal Object

V5 – Opportunities

# of open/active opportunities in a given period

Revenue Data

V6 – Closed Won

# of closed won deals in a given period

Deal Object

Flywheel

V7 – Starting Revenue

$ sum of starting revenue for a given period

Revenue Data

V8 – Net New Recurring Revenue

$ sum of net new revenue for a given period

Revenue Data

V9 – Cross Sell Revenue

$ sum of cross sell or new product revenue for a given period

Revenue Data

V10 – Upgrades

$ sum of open/active upgrades generated in a given period

Revenue Data

V11 – Downgrades

$ sum of downgraded revenue (represented in a negative) for a given period

Revenue Data

V12 – Churn

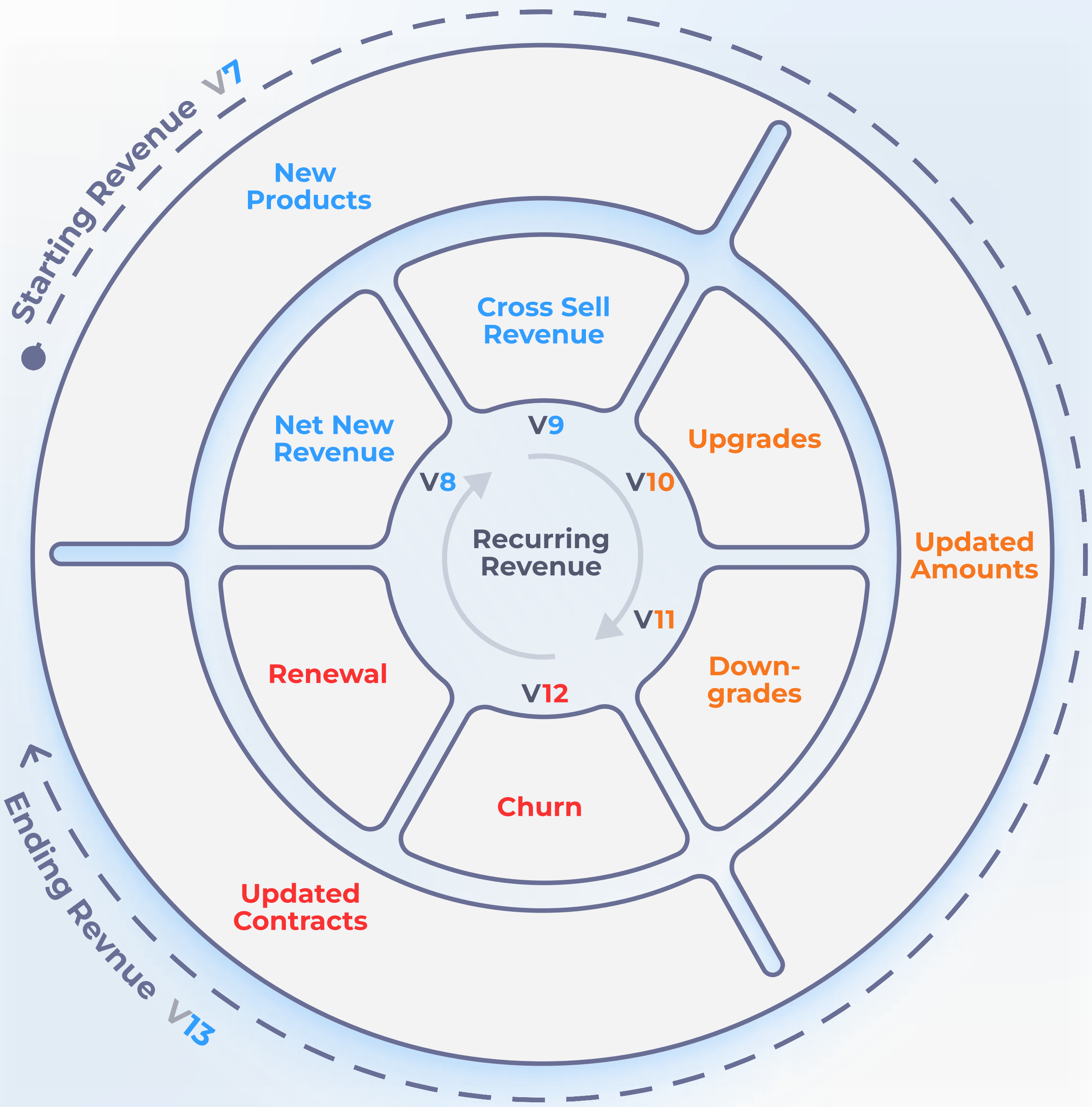
$ sum of churned revenue (represented in a negative) for a given period

Revenue Data

V13 – Ending Revenue

$ sum of churned revenue (represented in a negative) for a given period

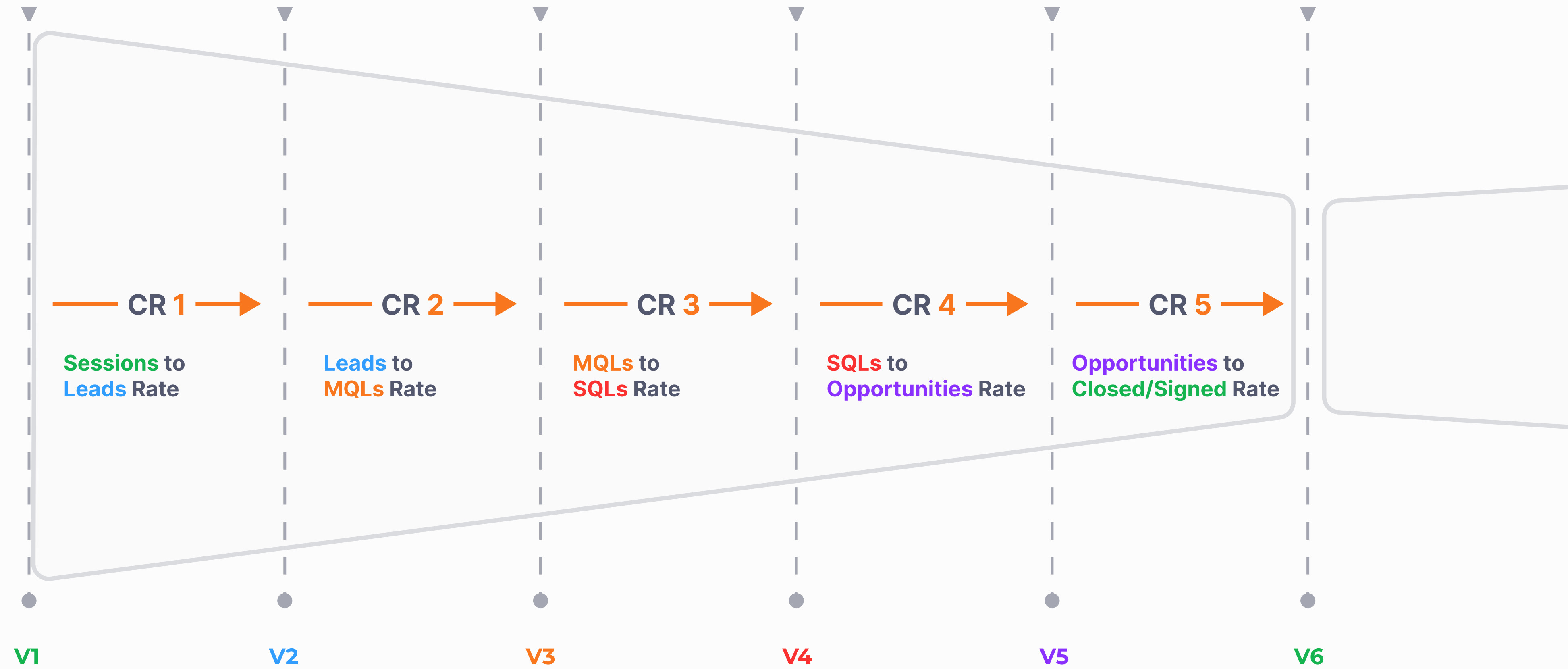
Revenue Data



Renewals are not a volume metric in themselves, but counted as part **Starting Revenue V7.**

Conversion Metrics

Conversion metrics measure how effectively you are moving people, deals, or money through their respective journeys. This is calculated by measuring the rate of change from one stage to the next and helps surface trend indicators.



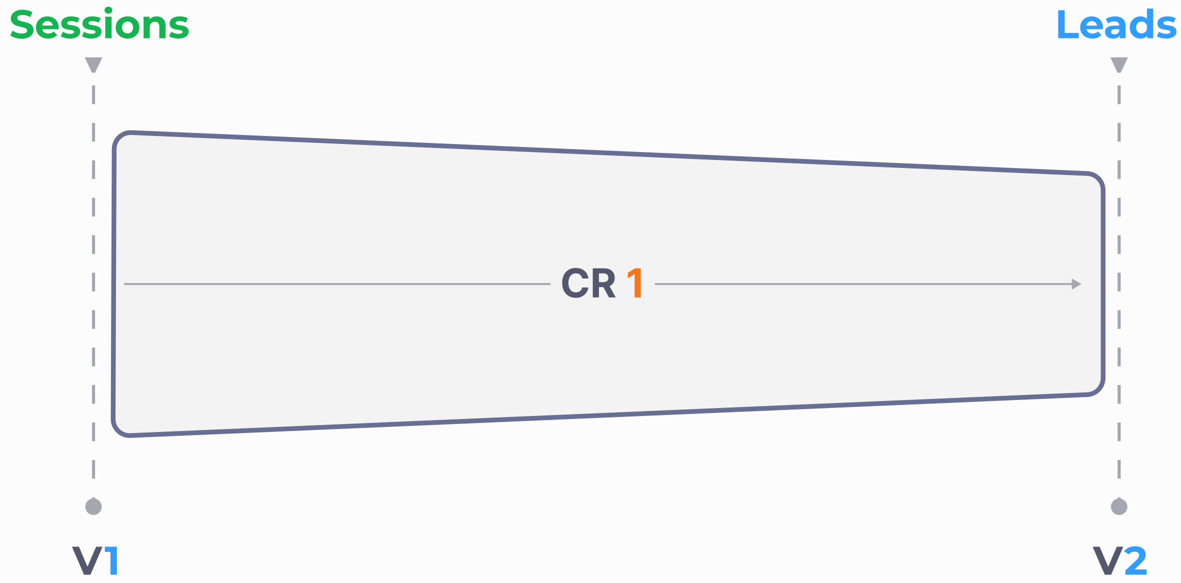
Formula

Volume Metric 2 / Volume Metric 1 = Conversion Rate Metric

In the Revenue Performance Model, conversion metrics are collected throughout the funnel section of the model and represented as **CR1 - CR5**.

Each of these metrics is located between the two volume metrics stages.

For example, between volume metric 1 (V1), sessions, and volume metric 2 (V2), leads, you have conversion rate 1 (CR1) which shows the conversion rate between those two volume metrics.



Leads / Sessions = Sessions to Leads Rate

The Revenue Performance Model shifts the focus from just attracting and closing sales to a comprehensive, cross-object, revenue-centric approach that emphasizes success, development, retention, and expansion for sustainable and repeatable revenue growth.

The crux of this data model is that **it quickly surfaces behind-the-scenes information to tell you the complete story of your revenue cycle**. But the volume or conversion metrics can’t be used in a silo — you have to go deeper to get the entire story.

Stop and ask yourself the following questions:

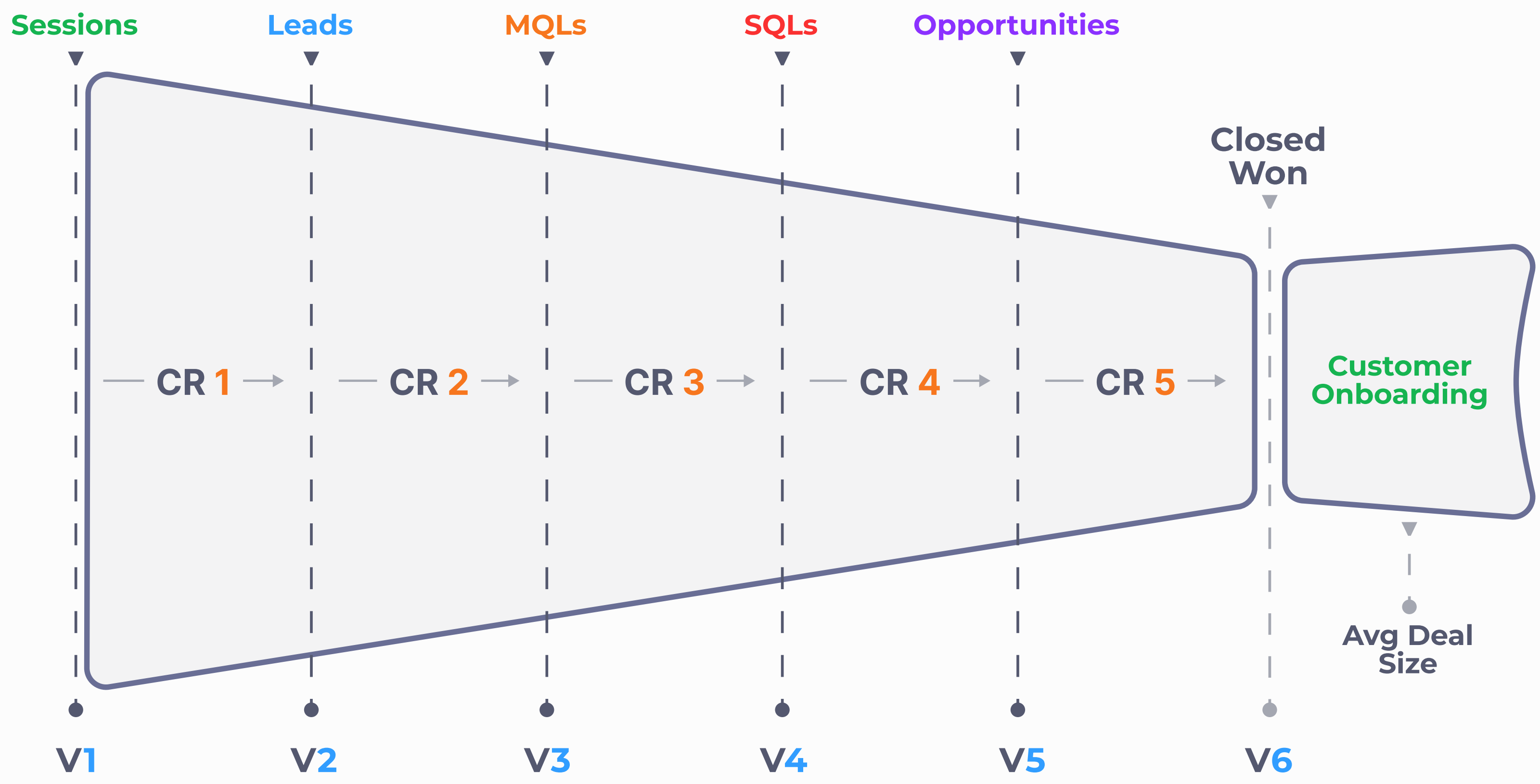
- Am I tracking these volume metrics?
- Am I tracking these conversion rates?
- Does everyone in my company use the same definition for each of these volume metrics?
- Can I trust the data at every stage?
- Where can I quickly, easily find the data to track each of these volume and conversion metrics?

Reading the Primary Metrics: **Volume & Conversion**

With **volume** and **conversion** metrics, you've got the **nouns** and **adjectives**. Now we need the verbs to tell the story. Let's dive into how we actually use the data model.

The differentiator of the Revenue Performance Model is that it's not just theoretical. It doesn't just help how you think about your data; you can actively use it to organize, track, and measure your progress over time.

When using the RPM, we start to construct the narrative by reviewing the funnel's primary Volume and Conversion metrics to identify trends and anomalies.



These metrics tell the story of what is and isn't working from a very high level — they're really more about offering impressions than a refined narrative. But that doesn't make them any less valuable.

1

Step 1: Clearly define the volume metrics

The first step in using the RPM is to establish universal labels for the volume metrics you'll be tracking. If everyone isn't speaking the same language, you'll never be able to consistently and accurately measure what you need.

Example use case:

Marketing: Leads = "all contacts that have filled out a form or attended a webinar"

Sales: Leads = "contacts that have scheduled a demo"

Because of this difference in definitions, Marketing reports having 300 leads this month while Sales reports 200 leads.

See the problem? Who has the accurate numbers? Without clear definitions, you'll never be able to trust the data you're given.

That's why the first step of actioning the RPM is an in-depth discovery session to establish alignment between all departments on how to define each volume metric.

Data Model Discovery: Recurring

Funnel Side: Process Steps		
Data Model Location	**KPI**	**Trigger**
V1	**Session**	*ex. Website visit*
V2	**Lead**	*ex. Form fill*
V3	**MQL**	*ex. Booked demo*
V4	**SQL**	*ex. Decision maker involved*
V5	**Opportunity**	*ex. Proposal sent*
V6	**Closed Won**	*ex. Contract signed*
V7	**Closed Revenue**	*ex. Invoice paid*
V7.A	**Closed Recurring**	*How are you calculating recurring revenue? ie. monthly or annually?*
V7.B	**Closed Non-recurring**	*How are you calculating non-recurring? ie. sum of NRR line items*
Flywheel Side: Recurring Steps		
V8	**Net New**	*New logo*
V9	**Cross Sell**	*Existing customers purchasing different product categories*
V10	**Upgrade/Expansion**	*Existing customers purchasing more of their current product category*
V11	**Downgrade**	*Existing customers purchasing less of their current product category*
V12	**Churn**	*Lost logo*

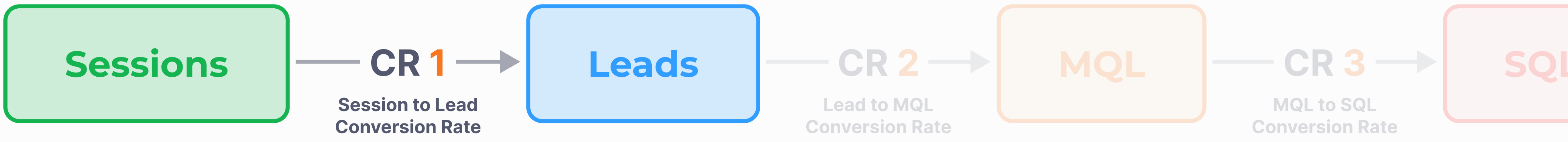
1. As a team, carefully establish exactly what your primary volume metric labels will be. Does your team use leads? Do you prefer sessions or traffic?
2. Next, define them explicitly: what does a session mean to your team? What defines an opportunity? How does your team think of a closed won deal?
3. Align on the flywheel side steps. (Note: The descriptions above are most common.)

Don't walk away from this session until everyone is in agreement, and then, once you've aligned on the definitions, lock it in. Declare this your source of truth and don't change it unless you must.*

***Note:** There are circumstances in which these definitions will need to evolve, but these should be minimal and should always come with annotations in the reporting so that it's clear 1:1 comparisons can no longer be made.

Step 2: Labeling the conversion metrics

Once you've built out your primary volume metrics, the conversion metrics will inherently reveal themselves. Whether you establish V1 as Traffic or Sessions, the first conversion metric will remain CR1, the difference between V2 and V1.



For clarity and consistency (not to mention ease of training), add those conversion metrics to your volume discovery worksheet with their own definitions.

3

3. Using the primary metrics

Use these volume metrics to compare time periods (such as quarter over quarter) to flag increases or decreases.

Consider volume the initial hand raiser that alerts you there's a problem, but to diagnose that problem, you have to dive deeper. This is what we mean by volume not telling the whole story. A dip or increase doesn't tell you why the volume changed, only that it did, but knowing that there IS a problem is the first step to being able to solve for it.

While volume raises its hand and points toward an anomaly, conversion rates show what that anomaly is.

Volume is the people walking through the door, conversion rates show what they do once the door closes — and they point you toward solutions.

V1 V2 V3 V4 V5 V6

CR1 CR2 CR3 CR4 CR4

	Sessions	Session > Lead %	Leads	Lead > MQL %	MQLs	MQL > SQL %	SQLs	MQL > Deal %	Opps	Created > Won Deal %	Closed Won	Avg Deal Size
Q1 '24	9,876	8.72%	861	33.0%	284	39.4%	112	69.6%	78	28.2%	22	$10,278
Q2 '24	10,697	8.59%	919	34.3%	315	34.0%	107	77.6%	83	28.9%	24	$10,832
Q3 '24	12,806	4.72%	604	38.1%	230	43.0%	99	71.7%	71	46.5%	33	$10,586
Q4 '24	23,372	2.19%	511	46.4%	237	38.4%	91	64.8%	59	42.4%	25	$13,001
Q1 '25	13,195	4.42%	582	59.8%	348	29.6%	103	82.5%	85	34.1%	29	$9,176

Example data

Let's take a tangible example. Let's say you're looking at the Revenue Performance Model's data for the last 5 quarters and you notice that you have an obscenely high number of sessions in Q4 '24 (V1) but the number of leads for the same time period is the lowest you've seen.

What does this tell you?

Alone, not much, but in comparison with the rest of the available information, it can be quite informative.

To-dos

- [ ] **Know the facts:** Did something change during this time period?

Think about seasonality, changes to your process, products or services, or marketing/sales initiatives like new campaigns.

- [ ] **Look beyond:** Is this spike in sessions/dip in leads causing terrible downstream effects, or are the rest of the numbers relatively stable?

Before rushing to fix, make sure there is a problem. After all, fewer leads may not be an issue if these leads are more qualified than normal and still lead to roughly the same number of deals or deal amounts.

- [ ] **Don't focus on only the negative:** Fixing what's broken is important, but replicating success is just as important.

Review the rest of the numbers to identify any other problem areas, but don't overlook the positive anomalies. You'll want to run the same kind of diagnostic on successful or exceptionally high metrics so you know what to do again in the future.

Once you've eliminated any obvious causes like seasonality, it's time to dive in and look deeper — and to do that, you're going to need to tag in some secondary performance metrics!

Using **Secondary KPIs** to Diagnose

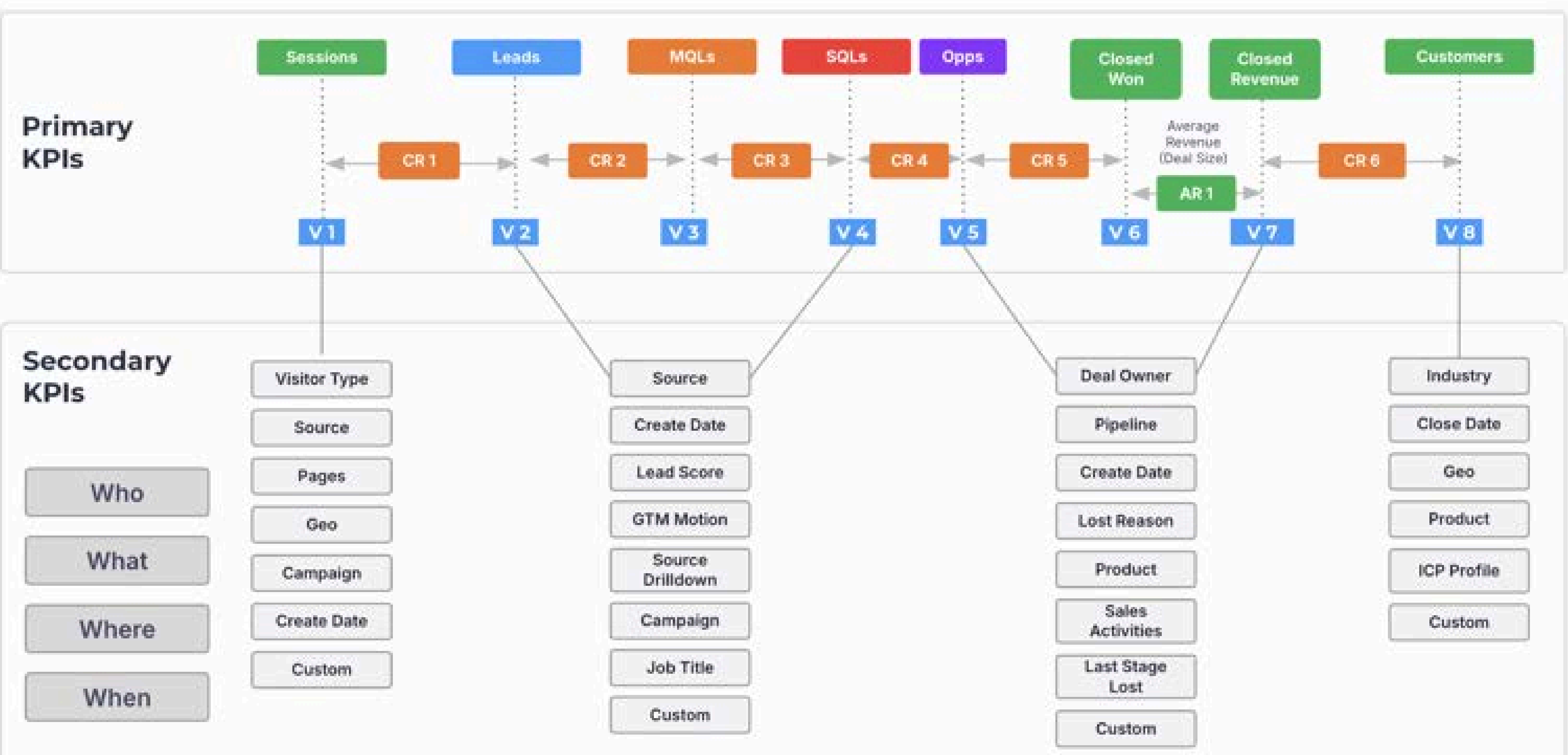
Finding the root cause of changes in your metrics is crucial in order to create a strategy for either solving a problem or replicating a success.

You can't know where you're going unless you know why you are where you are now.

The Revenue Performance Model was designed with precisely that in mind: providing a path to the root cause.

Data models like the Bowtie stop with the primary metrics: volume, conversion, and average amounts. They leave you struggling to decipher answers on your own.

However, the RPM was designed with the understanding that the most valuable information lies one layer deeper: in the secondary performance metrics, which are the data partitions used to review the primary metrics above.



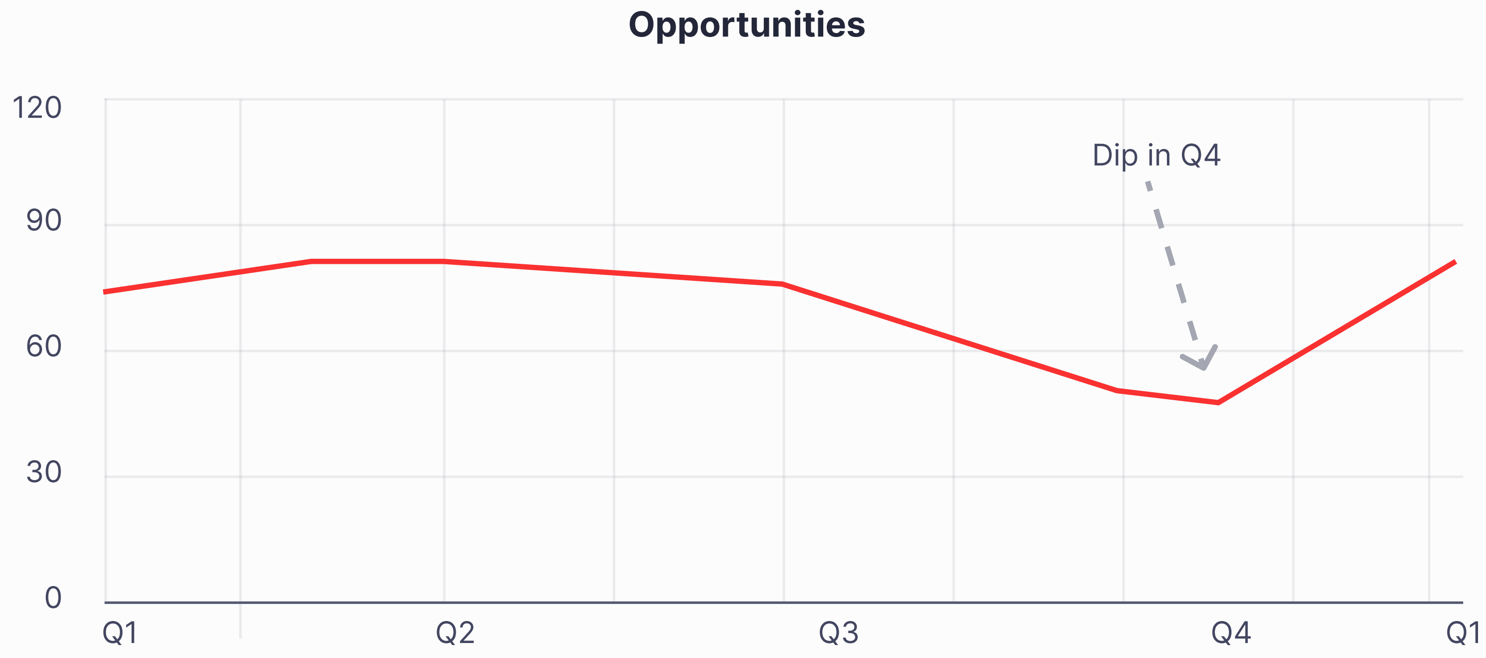
Note: primary KPIs in this example are based on the Non-recurring Data Model; secondary KPIs are examples

Think of it like this: if primary metrics are the initial symptoms that flag an illness, then the secondary Key Performance Indicators (KPIs) are the tests you run to diagnose which illness you're dealing with.

Secondary KPIs allow you to drill down into your volume and conversion metrics even further to identify the who, what, when, and where of the data.

To use them, you'll partition out your volume metrics based on company-specific, predefined secondary metrics such as product type or source data.

Example use case: Let's say you were reviewing the RPM for last quarter and you noticed a dip in the amount of opportunities created.



You could simply push for an increase... but how can your team accomplish that goal without direction? This is where you need to take a step back and look at more than just that one data point.

1

Look at the entire funnel

Zoom out. Literally, look at the volume metrics and conversion rates both before and after this troubling metric. Review the table and the entire quarter comprehensively.

	Sessions	Session > Lead %	Leads	Lead > MQL %	MQLs	MQL > SQL %	SQLs	MQL > Deal %	Opps	Created > Won Deal %	Closed Won	Avg Deal Size
Q1 '24	9,876	8.72%	861	33.0%	284	39.4%	112	69.6%	78	28.2%	22	$10,278
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Q3 '24	12,806	4.72%	604	38.1%	230	43.0%	99	71.7%	71	46.5%	33	$10,586
Q4 '24	23,372	2.19%	511	46.4%	237	38.4%	91	64.8%	59	42.4%	25	$13,001
Q1 '25	13,195	4.42%	582	59.8%	348	29.6%	103	82.5%	85	34.1%	29	$9,176

Example data

Are you seeing any other trends? Is there another area upstream that could have influenced the lack of opportunities, for example fewer leads or SQLs? Or is this truly the root issue you need to address?

Now look past the troubling opportunity metric: Did the opportunities that were created still close? Were the average deal amounts the same as usual?

You see, you could have fewer opportunities, but if they are more qualified then a higher close rate would balance out the dip — and then you'd know that what you really should be looking at is what went **right in qualification** instead of **what went wrong with the volume**.

2

Measure the volume metric by secondary breakouts

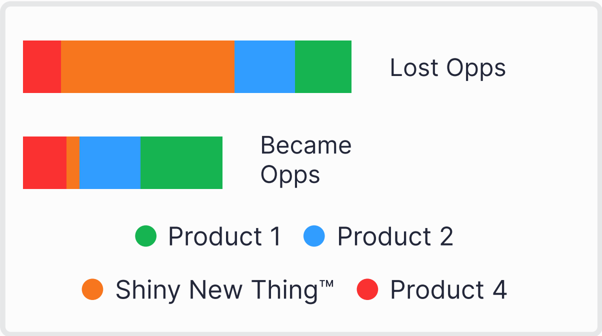
Now, dive into the partitions you've created. Measure the opportunities that did come in by representative, by geography, etc. Look at where they came from (the source data) and what products or services they are interested in (product categories).

What do you notice? Are there reps or industries performing better than others? Dig into why. Is there a source that is underperforming and needs more attention?

Take another step back and look at the volume metric prior, in our example SQLs.

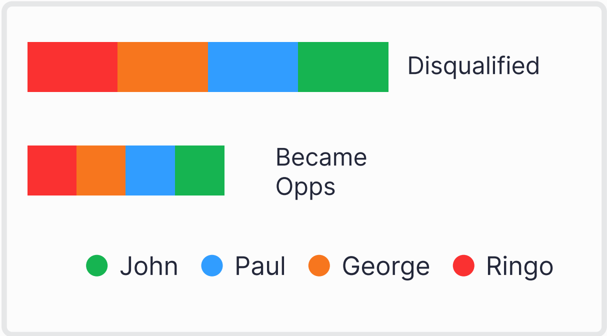
Of the SQLs that did not become opportunities, look for trends and commonalities that could give you "loss reasons". Do you notice anything that could cause the dip in performance, like a lack of follow-through in activity or a specific product falling short?

Product Category



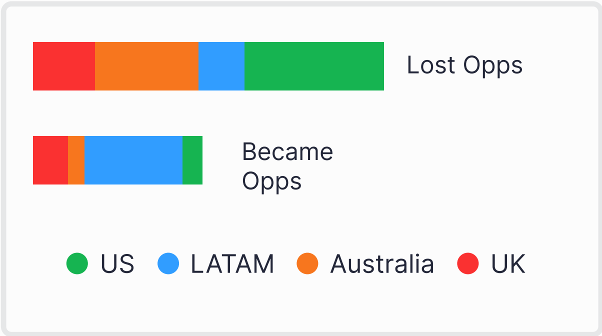
Why didn't our audience like Shiny New Thing™?

Sales Reps



Roughly the same close rates, so is there a problem with marketing handoff?

Location



What caused the regional dip in performance?

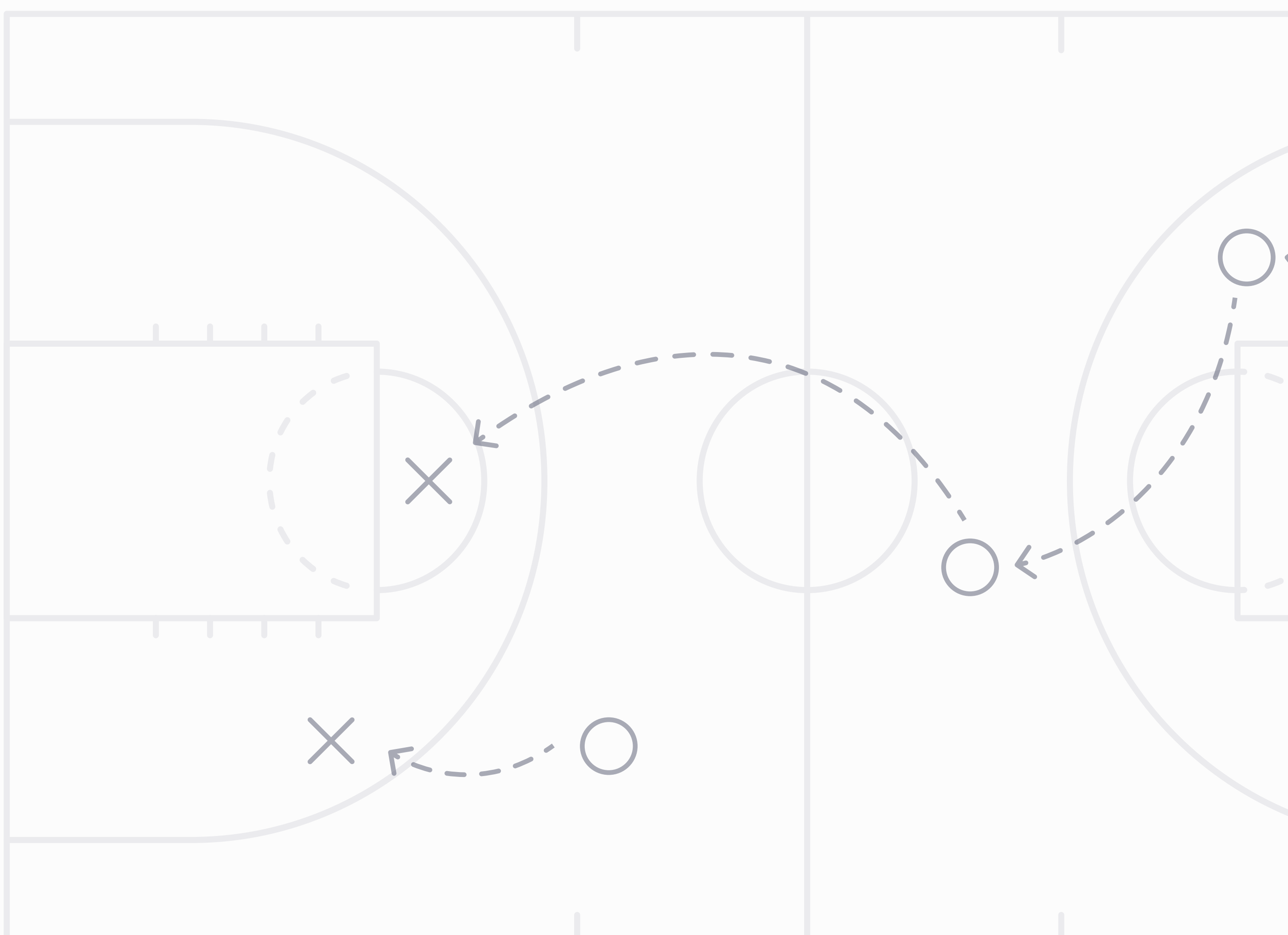
Review the sales activities and marketing-to-sales handoff to ensure there are no gaps in your processes or errors in qualification. Review all opportunities by industry, sales representative, geographic location, etc. next. Who are your top performers? What industries and locations should you be investing in?

3

Create a strategy based on your analysis

Now that you have a clear direction based on your second-level metrics, you can stop guessing and start building out a solution.

To create a solid, actionable strategy, you need to be both prescriptive and proactive in your planning. It shouldn't be just about a one-time "fix" for the problem you've identified, but instead a path to optimize your entire process based on what you've learned.



Example use case:

Let's say you had reviewed the drop in opportunities and learned from your secondary metrics that the reps in your West Coast territories underperformed by 15% compared to the rest of your team. You also learned that your product **Shiny New Thing™** was removed from 70% of the opportunities you had last quarter. What do you do next?

Old Strategy

Increase opportunities. More dials, more pressure on sales reps and marketing.

Fire the West Coast team.

New Strategy

Increase training for West Coast Reps. Better resources, tools, data.

Revamp product campaign to better position **Shiny New Thing™.**

This is the power of the RPM → it takes you from a generalized problem to a specific, actionable solution.

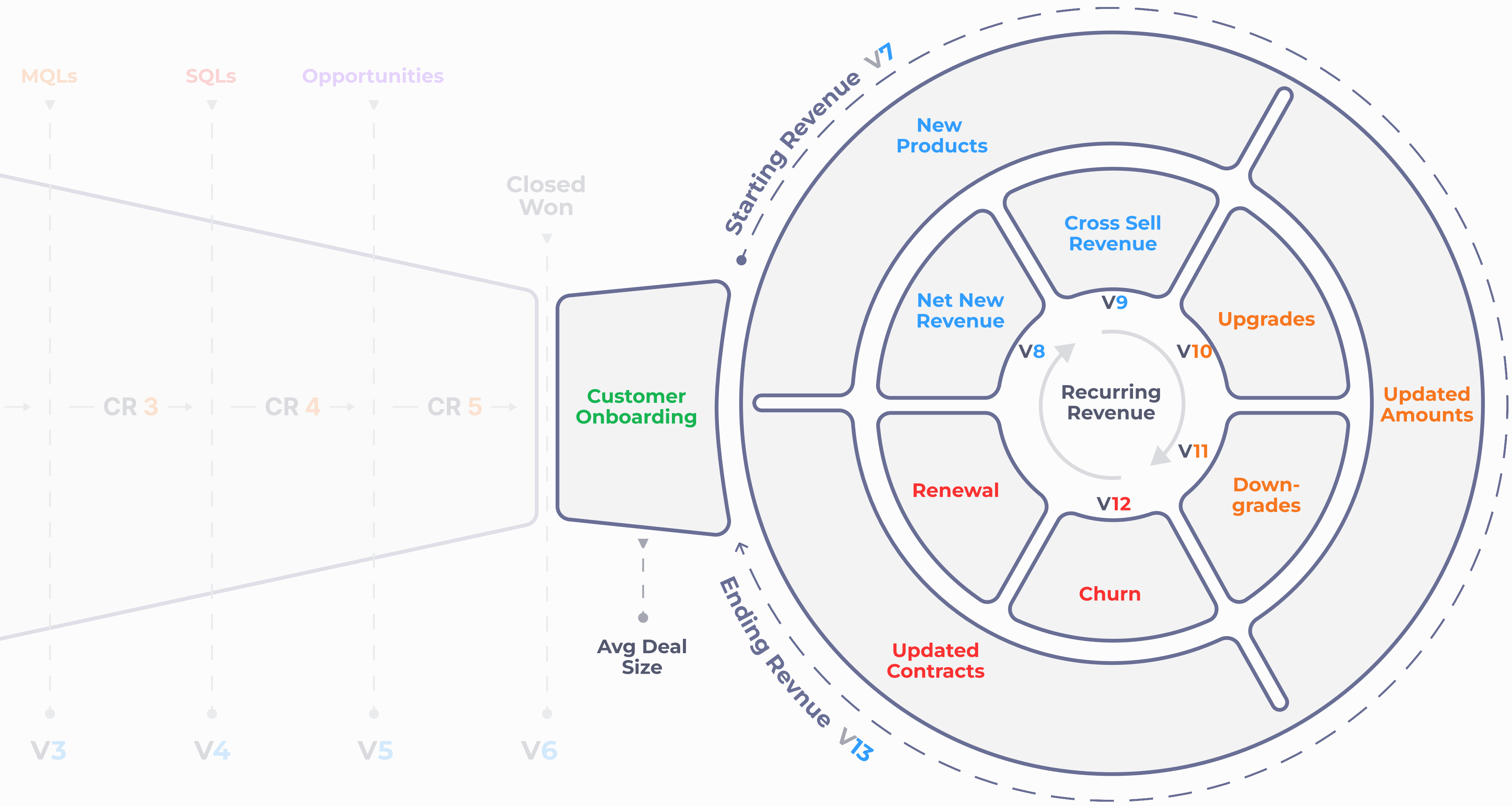
You can now set clear, measurable goals for your team that are not only achievable but also aligned with the root cause of your performance issues.

CHAPTER 5

The Revenue Flywheel & Revenue Retention

We've been focused on the funnel until now because the revenue flywheel uses different formulas and must be approached differently.

All your volume and conversion metrics are powerful, but their goal is to ladder up to the holy grail of performance metrics: **Net Revenue Retention (NRR).**

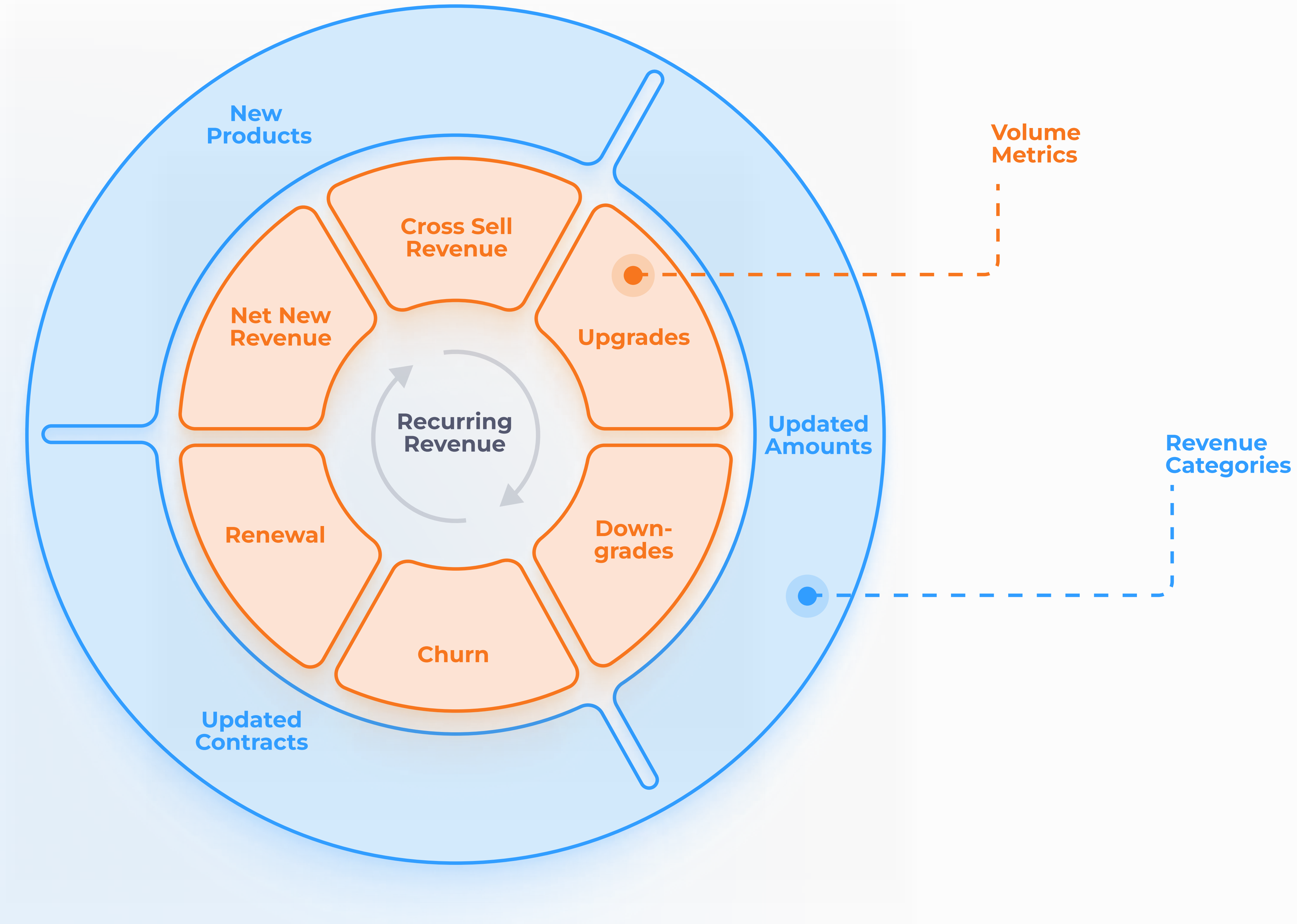


In any business model, revenue is the be-all, end-all metric companies live and die by. And in recurring revenue and usage-based models, that keystone metric is measured by net revenue retention: the sum total of all revenue (including upgrades, downgrades, cross sells, churns, etc.) a company actually retained during a given period.

Using the RPM to capture Net Revenue Retention

The Revenue Performance Model endeavors to push beyond the limitations of the Bowtie Model by providing a clear, usable framework for organizing, measuring, and ultimately improving net revenue retention.

The flywheel side of the model consists of two layers: the revenue volume metrics themselves, which are located in the inner wheel, and the categories that those metrics comprise, which are in the outer layer for further clarification.



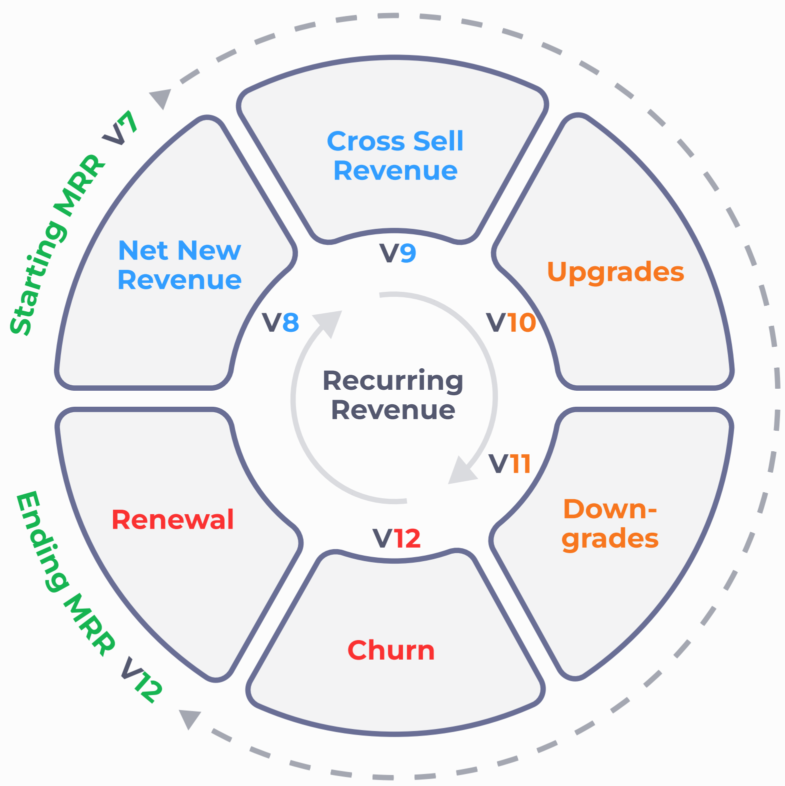
Net Revenue Retention (NRR) Metrics

Net New Revenue: This is new recurring revenue from brand-new customers within a given period.

Cross Sell: The total amount of revenue from existing customers purchasing a different product category or service type.

Starting MRR: The total recurring revenue at the beginning of a given period (this includes all direct renewals).

Upgrades: An increase in a customer's recurring revenue of their current product category or service type within a given period.



Ending MRR: The end result of the NRR formula:

$$\frac{\text{Starting MRR} + \text{Cross Sell} + \text{Upgrades} - \text{Downgrades} - \text{Churn}}{\text{Starting MRR}}$$

Downgrades: A decrease in a customer's recurring revenue of their current product category or service type within a given period.

Churn: A complete cessation of a customer's recurring revenue, where the revenue goes from some amount to zero.

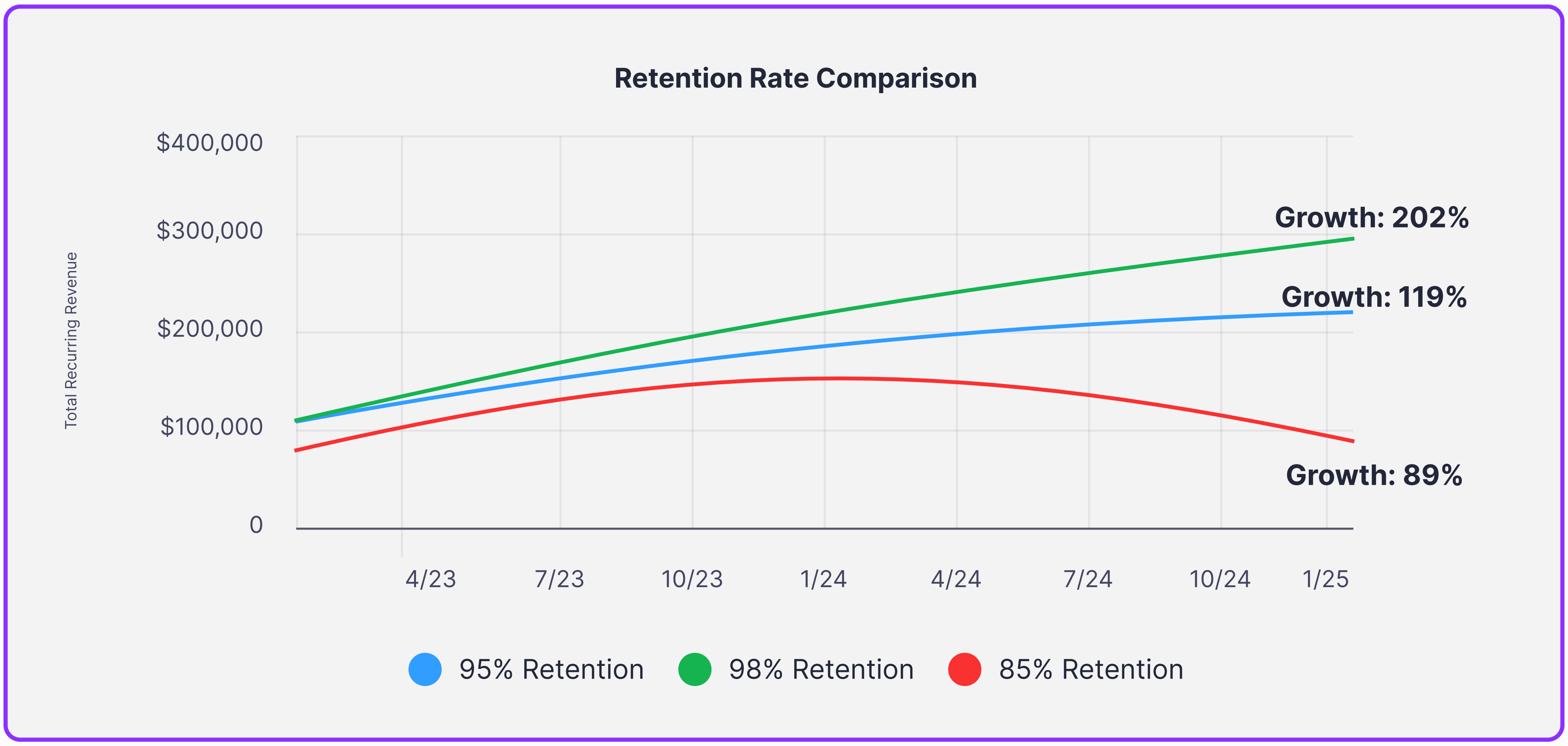
Note

In the example Revenue Performance Model graphics and in the breakout of metrics above, we use **MRR (Monthly Recurring Revenue)** as the standard, but each company is different. Recurring revenue is the key you should be monitoring, whether you choose monthly or annually as the time period.

Once you have this metric calculated, you'll have your source of truth for what is truly happening within the business; a comprehensive analysis of your company's health because it measures how much revenue is falling through the cracks.

For recurring revenue businesses, a high NRR percentage, ideally above 100%, indicates that a company is successfully growing its existing customer base through upgrades and expansions and obtaining an ample amount of net new customers to ensure health.

When a company has an NRR percentage below 100%, that indicates that the business is losing more revenue than it's gaining — and that's when you dive into those metric breakouts to determine where you need to focus your efforts to plug the holes.



Take the process you've established through your work with the funnel side of the RPM and use it to diagnose the problems with the flywheel side: dive into the volume metrics themselves, measure them by secondary KPI breakouts, and come up with a strategy to course correct.

Example use case:

You’ve identified that your NRR percentage is lower this quarter, so you look at the metrics and find that cross sells have dropped to a mere fraction of what they were in previous quarters.

Follow the exact same process you would for the funnel review:

1. **Look at the entire flywheel**

   Were other metrics (upgrades, churn, etc.) enough to almost offset this dip? Were perhaps efforts focused on those areas and cross sells were overlooked?

2. **Measure by secondary breakouts**

   Look at the cross sells by product categories or service types and by representative. Are there immediate areas you can identify as in need of improvement? Or is it a process problem?

3. **Create a strategy based on your analysis**

   Much like on the funnel side, if you notice that your cross sell percentage of a specific product dipped lower than normal, your strategy could be as simple as reworking the sales process for that product or relaunching it in a different way.

Building a Strong Retention Foundation

Because Net Revenue Retention is such a critical framework for businesses that rely on predictable, recurring revenue streams, extra attention should be paid to creating the foundation for measuring the Holy Grail Metric of NRR.

Define Clear Triggers

Much like the volume metrics of the funnel side, it's imperative everyone knows exactly what defines the metrics of the flywheel.

What's the difference between a cross sell and an upgrade?

When is a contract change a downgrade versus a full churn?

Align Go-To-Market (GTM) and Finance

Ensure all processes and systems used between both teams are clearly defined, seamlessly integrated, and in perfect lockstep.

Just as the handoff between sales and marketing can become a problem area for things falling through the cracks, the handoff from sales/customer support to finance should be carefully monitored and often reviewed.

Use the Right Tools

Identify not only what the metrics for NRR will be but also where they will be measured and be certain you have access to easily surface those metrics no matter the tool.

Wherever these metrics live, the important thing is for leadership to be able to easily access them, trust in their accuracy, and be able to point directly to them for growth strategies.

By accurately measuring and analyzing these components, you can identify where to prioritize your focus within the RPM and, most importantly, operationalize the insights to drive expansion and growth for your business.

Takeaways

Fact **For a company to survive (and thrive), sustained revenue growth must take place.**

Fact **For sustained revenue growth to take place, a company must be able to know (not guess) what drives growth.**

For example, some companies will benefit from adding more leads to the top of their funnel; for other companies, this may not actually help at all.

Having explicit knowledge of the growth metrics, both primary and secondary, for overall volume, overall conversion rate, retention progress, and expansion penetration is critical to determine growth strategies.

That knowledge is not only available but also actionable if a company is willing to analyze its data with the Revenue Performance Model.

Using this model will increase the level of maturity of your revenue operations and help dictate the proper allocation of resources.

If these metrics aren't currently in your CRM — or if they are in there somewhere but they aren't easily accessible and trustworthy — then you're either not doing RevOps or you're not doing it well.

And if you're not doing RevOps well, you can't have sustained revenue growth. **Period**.

The good news is we can help.

Why RevPartners?

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CRM Data Migration Accreditation

Custom Integration Accreditation

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Fastest-Tiering Elite Solutions Partner

The Only Clay Studio + Elite HubSpot Partner

SOC2 Compliant

1

We turn HubSpot into a true revenue engine by connecting strategy, systems, and process in one motion.

2

Our proprietary Revenue Performance Model (RPM) delivers full visibility from lead to cash.

3

We fix broken GTM processes so teams can move faster, align better, and convert more.

4

You get deep HubSpot expertise with hands-on execution — results, not just recommendations.

Why we regularly outperform other HubSpot Agencies

Agencies give you what you ask for. We give you what you need to grow. Our RevOps-first approach diagnoses the root cause of your GTM challenges, then engineers HubSpot to solve them.

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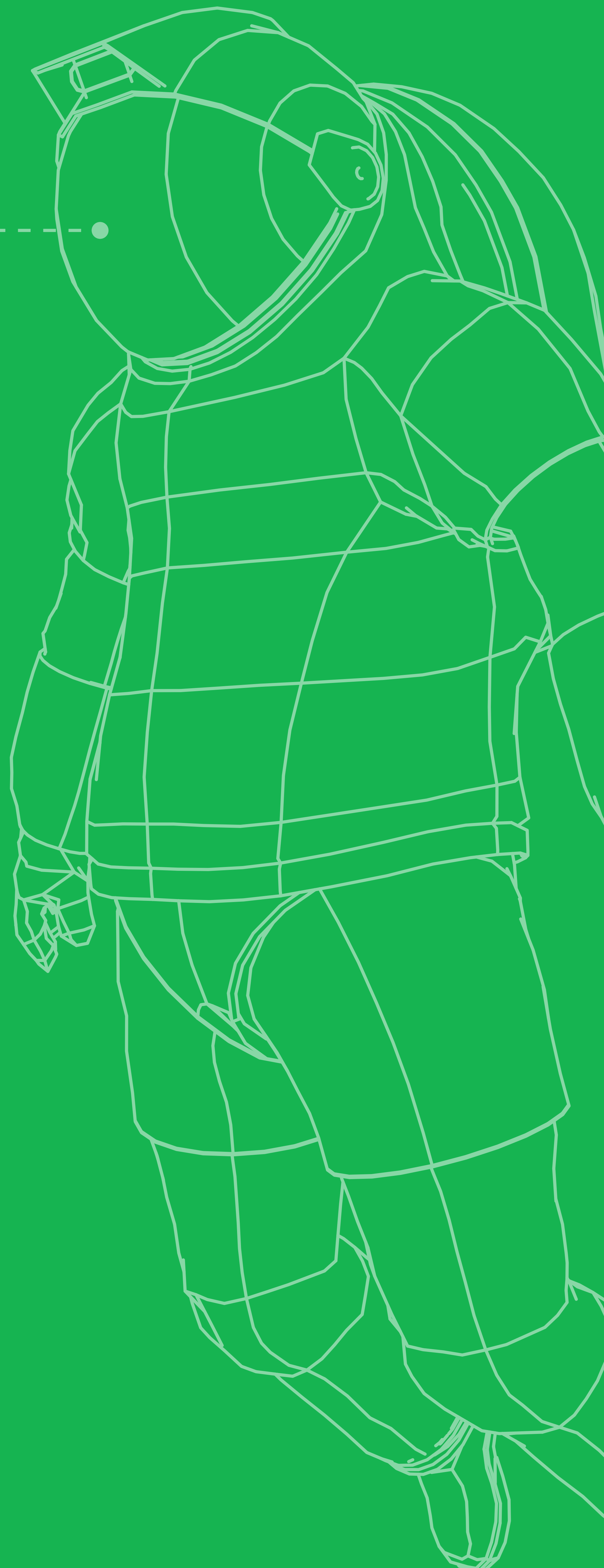

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