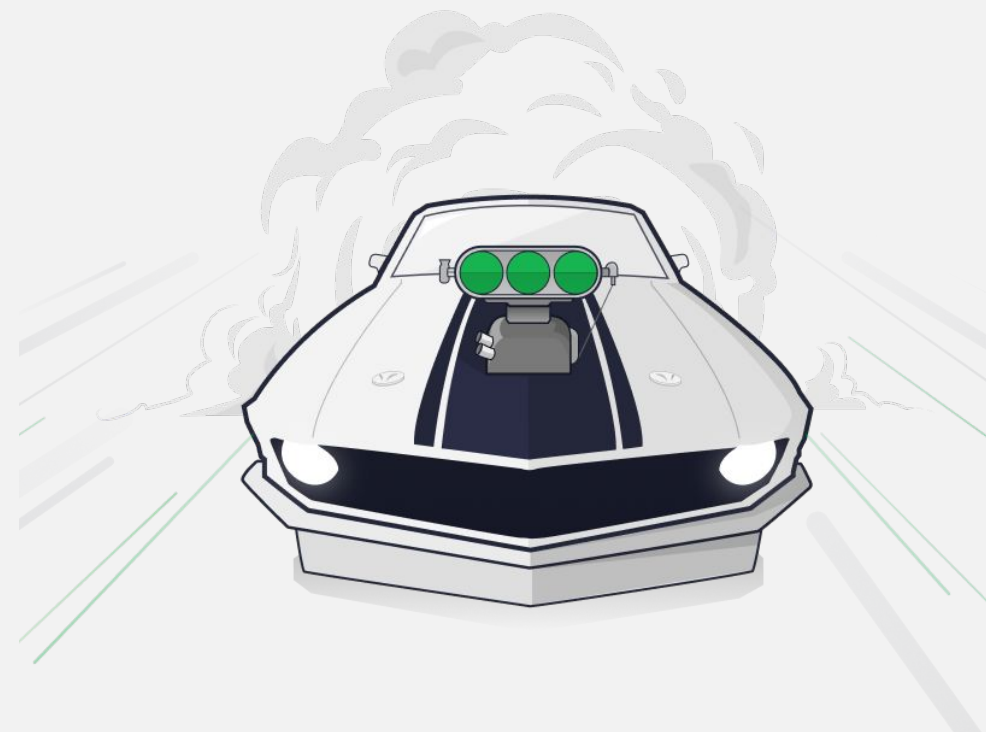




RevOps
Summer School



Logistics



Day 1

Class 1:

RevOps - Science of Revenue Growth

Class 2:

The Business Model

Exercise 1

Day 2

Class 3:

GTM + Data Model + Growth Model

Class 4: Math Model + Tool Stack

Exercise 2

Day 3

Class 5:

The RevOps Pyramid

Class 6:

RevOps Fundamental in CRM

Exam

How do I become a RevOps Professional?



		Stage 1	Stage 2	Stage 3	Stage 4	Stage 5
Name		The Initiate	The Apprenctice	The Adept	The Master	The Sage
RevOps Professional	# of Functions - Know Best Practices	0	1	2	3	4
	Scrum or PMP	No	No	No	Yes	Yes
	Can Read a P&L	No	No	Partial	Yes	Yes
	Can Read SQL	No	No	No	Yes	Yes
	Can Write SQL Queries	No	No	No	No	Yes
	Has Miro or LucidChart Cert	No	Yes	Yes	Yes	Yes
	Build G2M (TAM, ICP, Persona, Messaging)	No	No	Yes	Yes	Yes
	Build G2M Forecast Model	No	No	No	No	Yes
	Build No Code Integration	No	Yes	Yes	Yes	Yes
HubSpot Power User	Create a Custom Object	No	No	Yes	Yes	Yes
	Draw HS ERD?	No	No	No	Yes	Yes
	# of Hubs - Launched	1	2	3	4	5
	# of Certifications	2	5	15	20	30
	# of Hubs Can Demo	0	0	1	2	3
	How fast can build custom report	24 Hours	6 Hours	1 hour	15 Minutes	5 Minutes
	HubSpot Cert Score	N/A	N/A	N/A	N/A	N/A

Day 1 Learning - Review



Class 1

- **Definition:** Definition of Revenue Operations (RevOps)
 - Goobly Goop
 - Science of Revenue Growth (Sabermetrics)
- **Rise of Revops:** Reason for Rise of RevOps
 - Internet Access, Buyer Journey, Increase in Data, Business -> More Complicated, SaaS needs TAM
- **RevOps Methodologies**
 - Pillars
 - Revenue Engine Framework

Class 2

- **B2B Business Model**
 - Premise: Vertical Agnostic, Journey to Recurring
 - Types: Ownership, Subscription, and Consumption
- **Effect:** Effect of Business Model on RevOps
 - Sales Cycle + ACV
 - Win Ratio
 - Risk Profile
 - GTM Focus

Class 3: Agenda



What is GTM?

**How does GTM
affect my org
structure?**

**What are common
GTM Mistakes?**

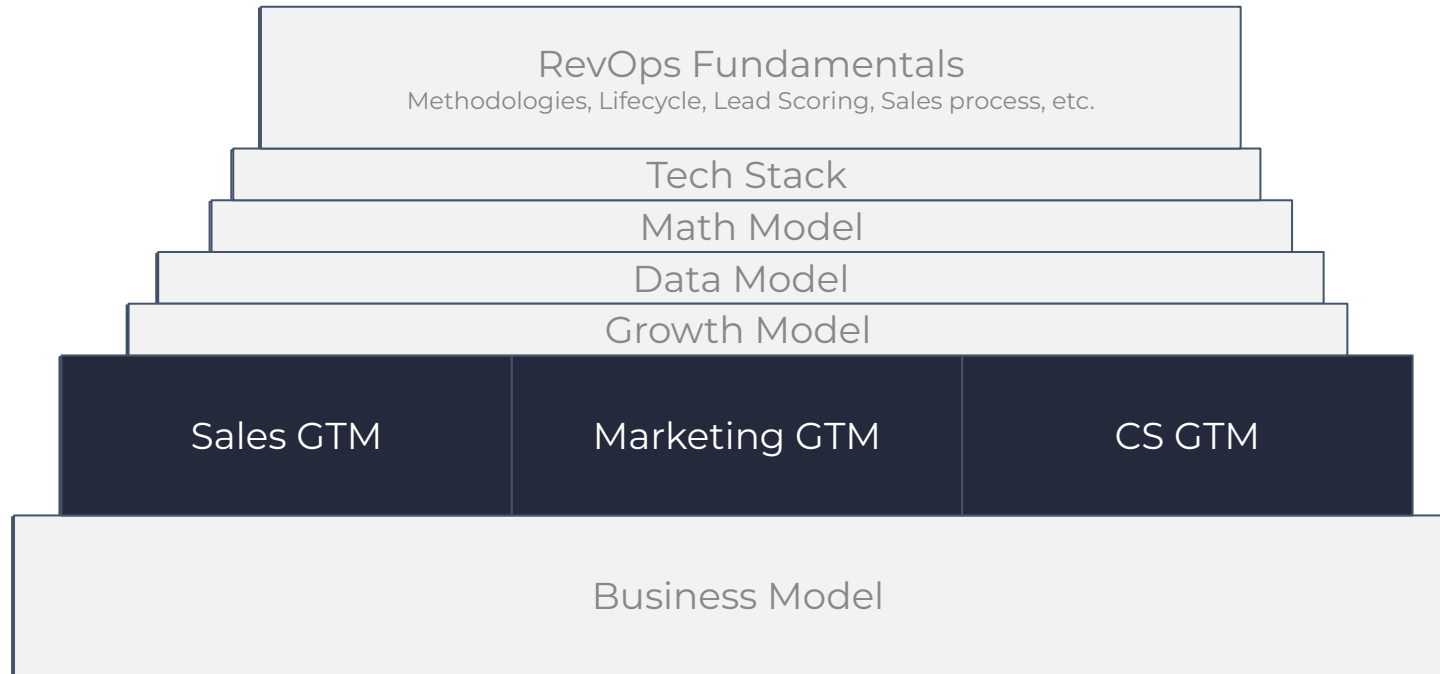
**What is data
model and how
does GTM affect
it?**

What is Go to Market?

Where are **we**?



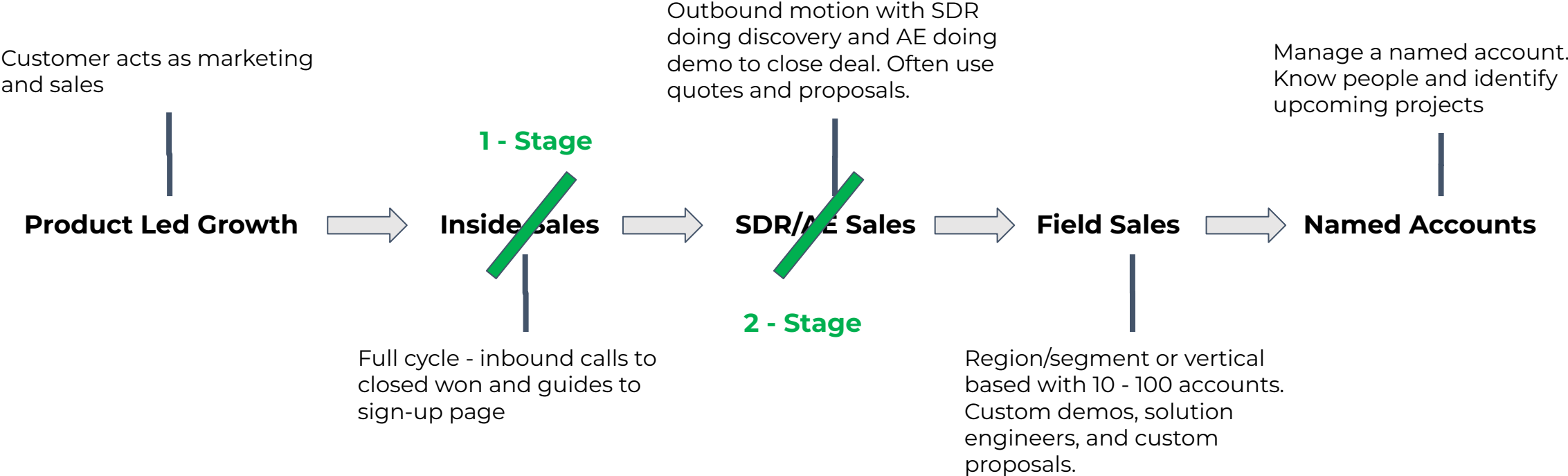
Revenue Engine Framework



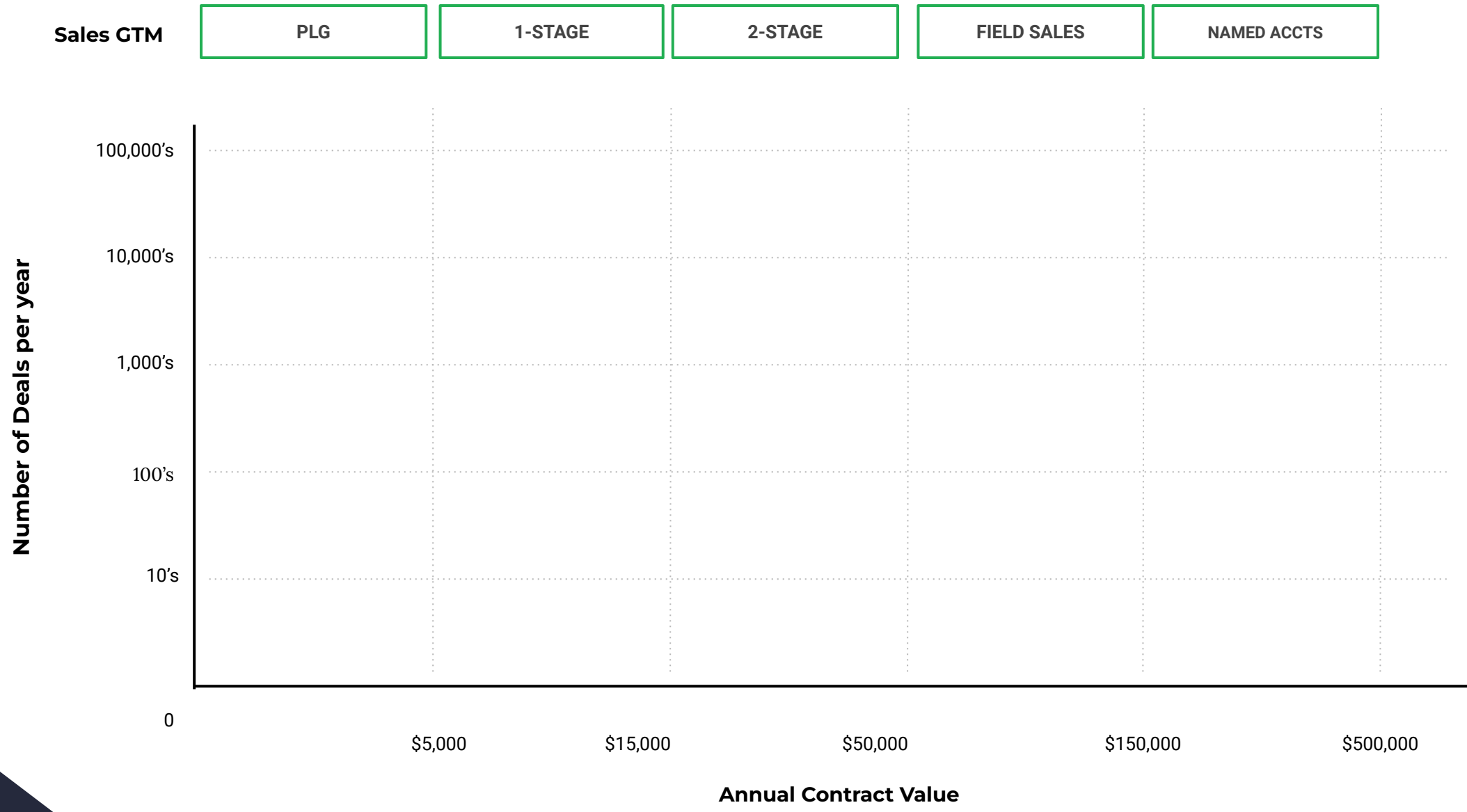
What is GTM?

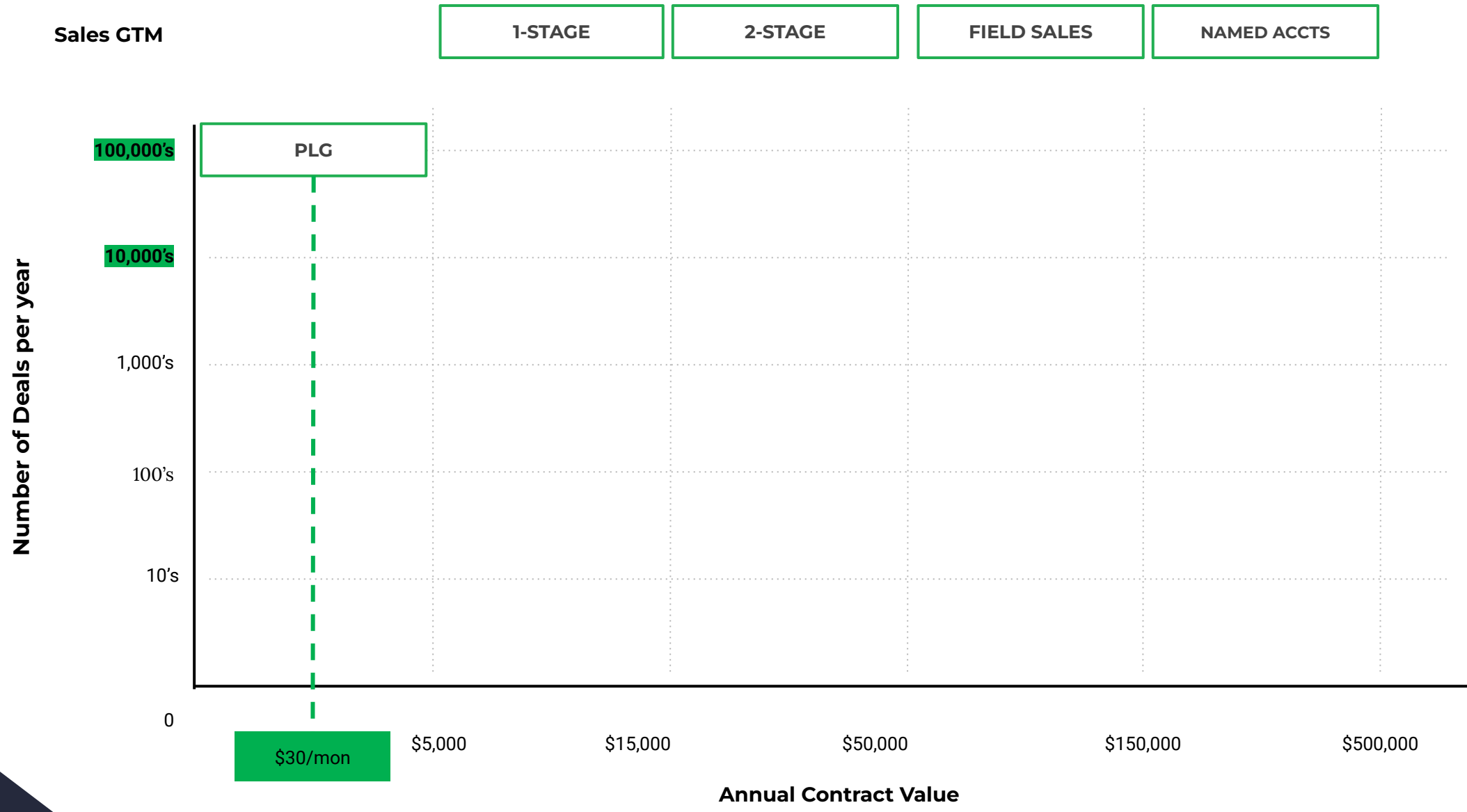
- **A go-to-market (GTM) strategy** is a plan that details how an organization can
 - Part 1 - Motion: Engage with customers to convince them to buy their product or service and to gain a competitive advantage.
 - Part 2- Tactics: A GTM strategy includes tactics related to pricing, sales and channels, the buying journey, new product or service launches, product rebranding or product introduction to a new market.
 - Target Addressable Market
 - Ideal Customer Profile
 - Competitive Analysis
 - Messaging
 - Pricing

GTM Motions

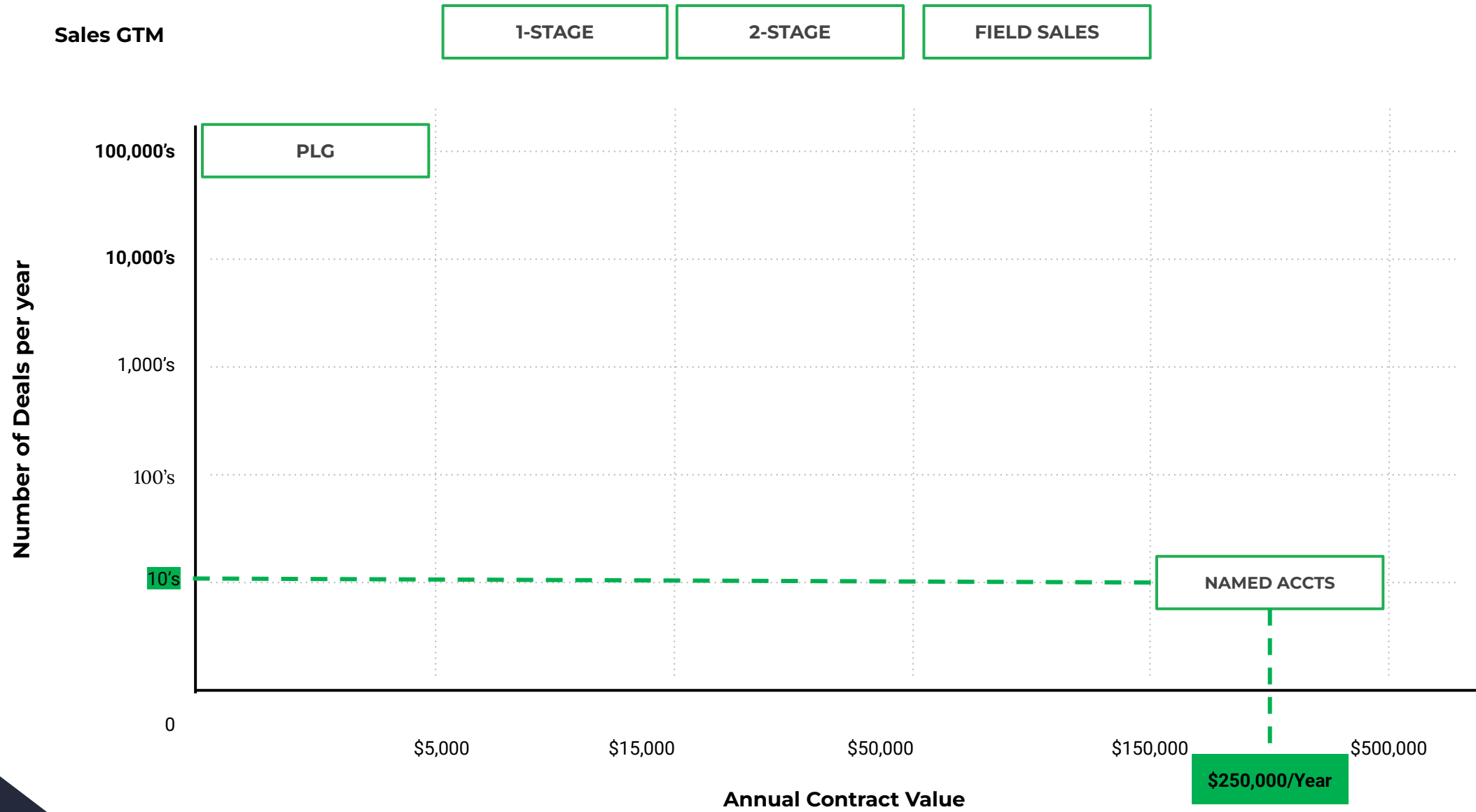


GTM Motions and Structure

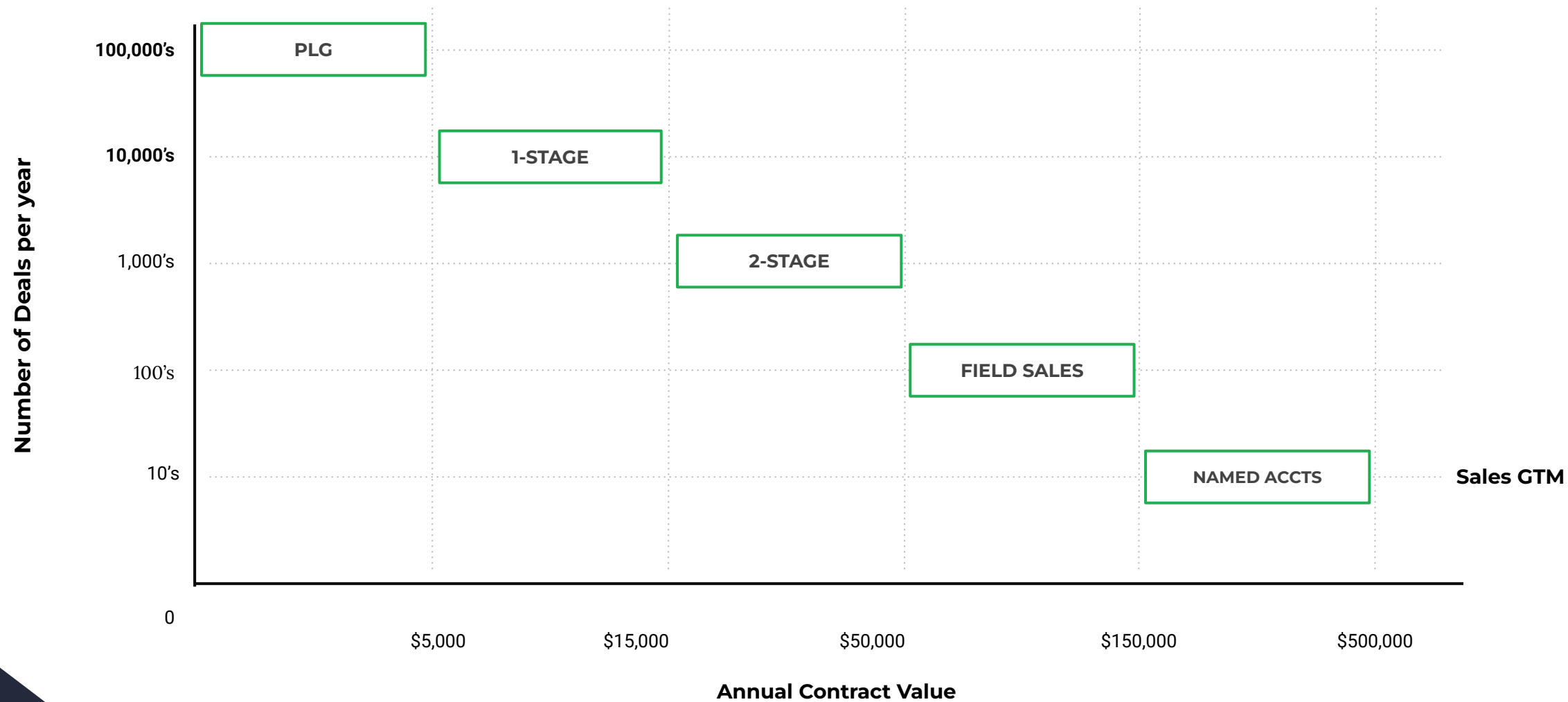




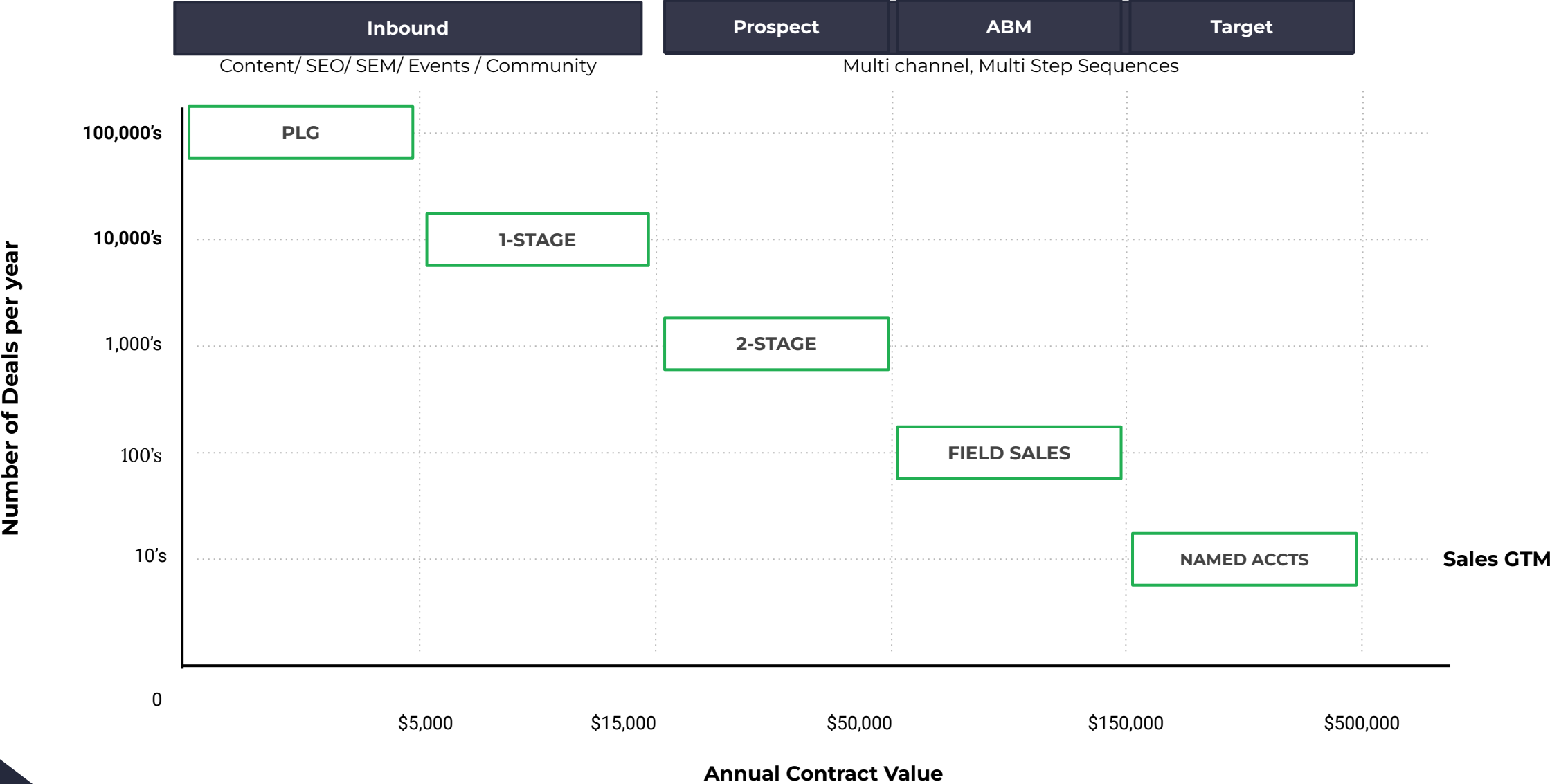




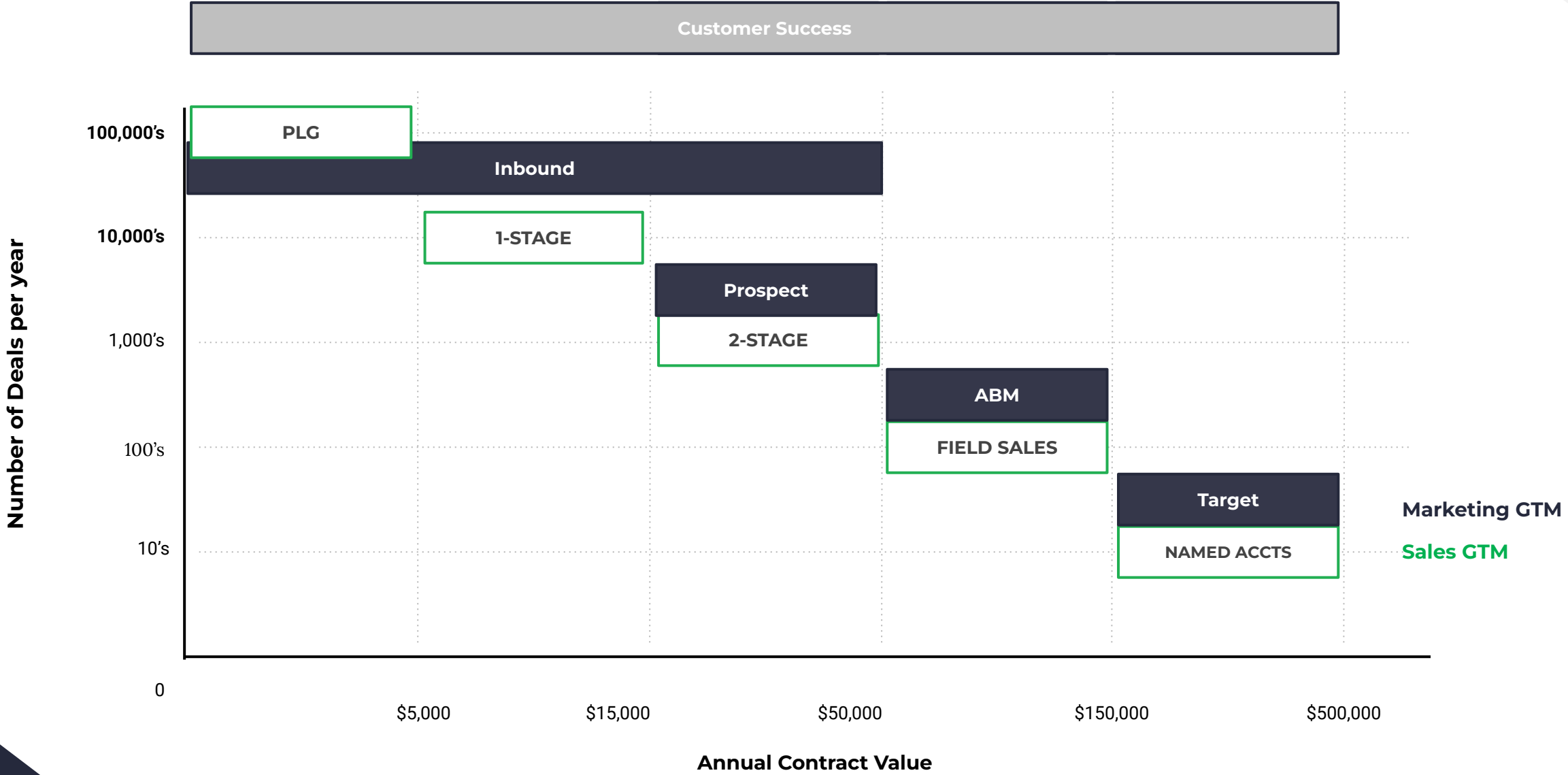
Sales GTM Model



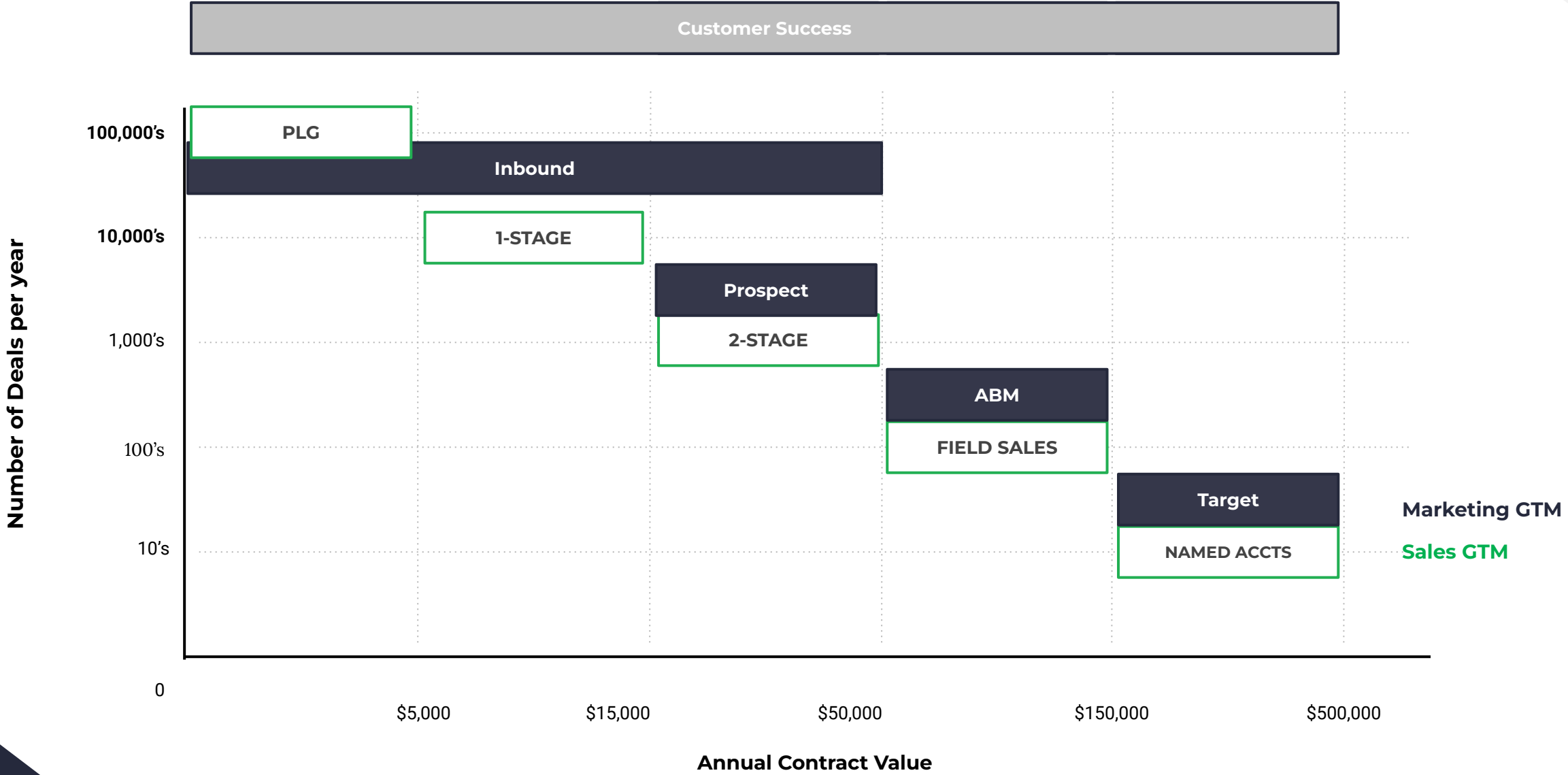
Marketing GTM Model



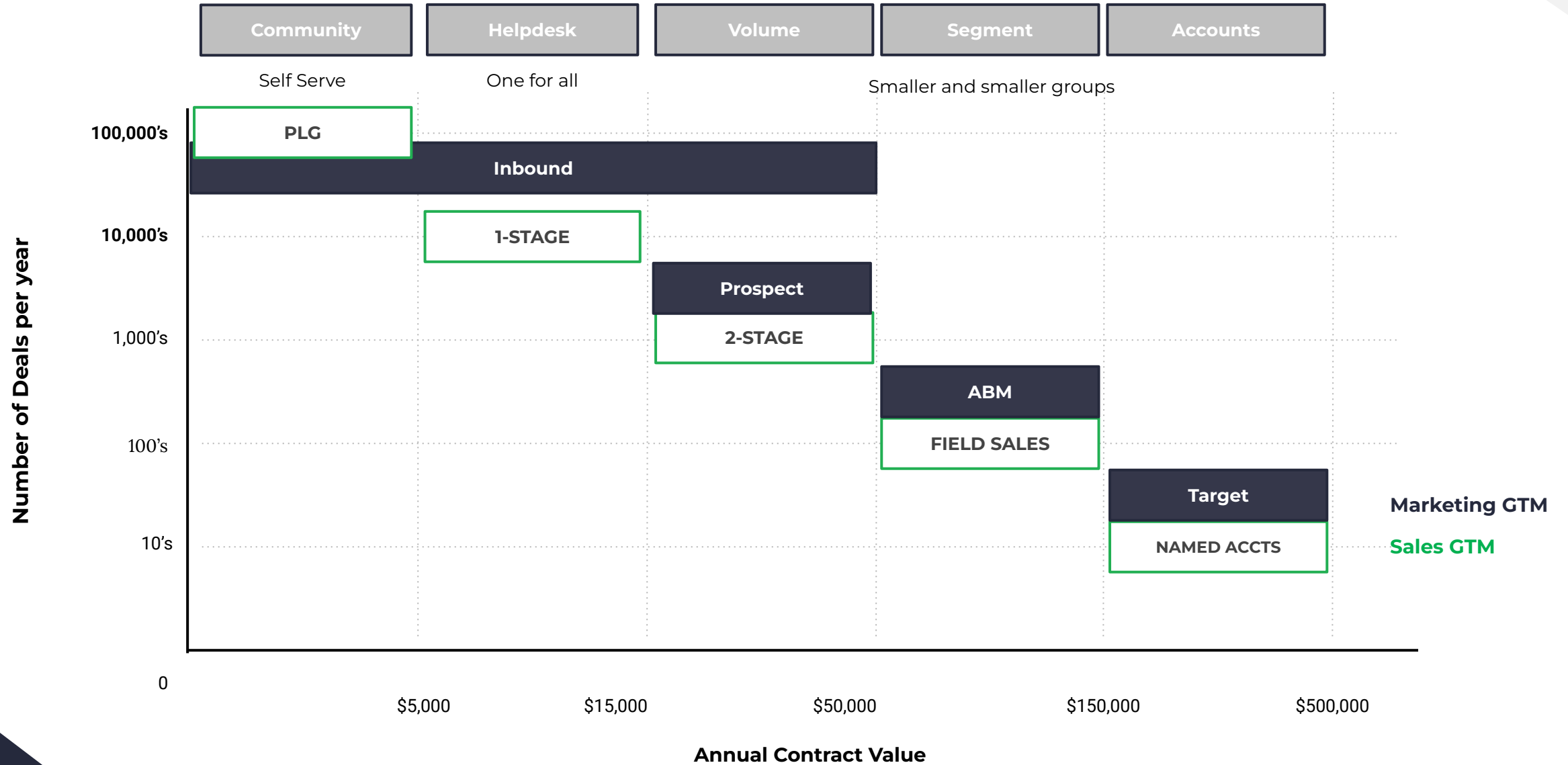
Marketing GTM Model



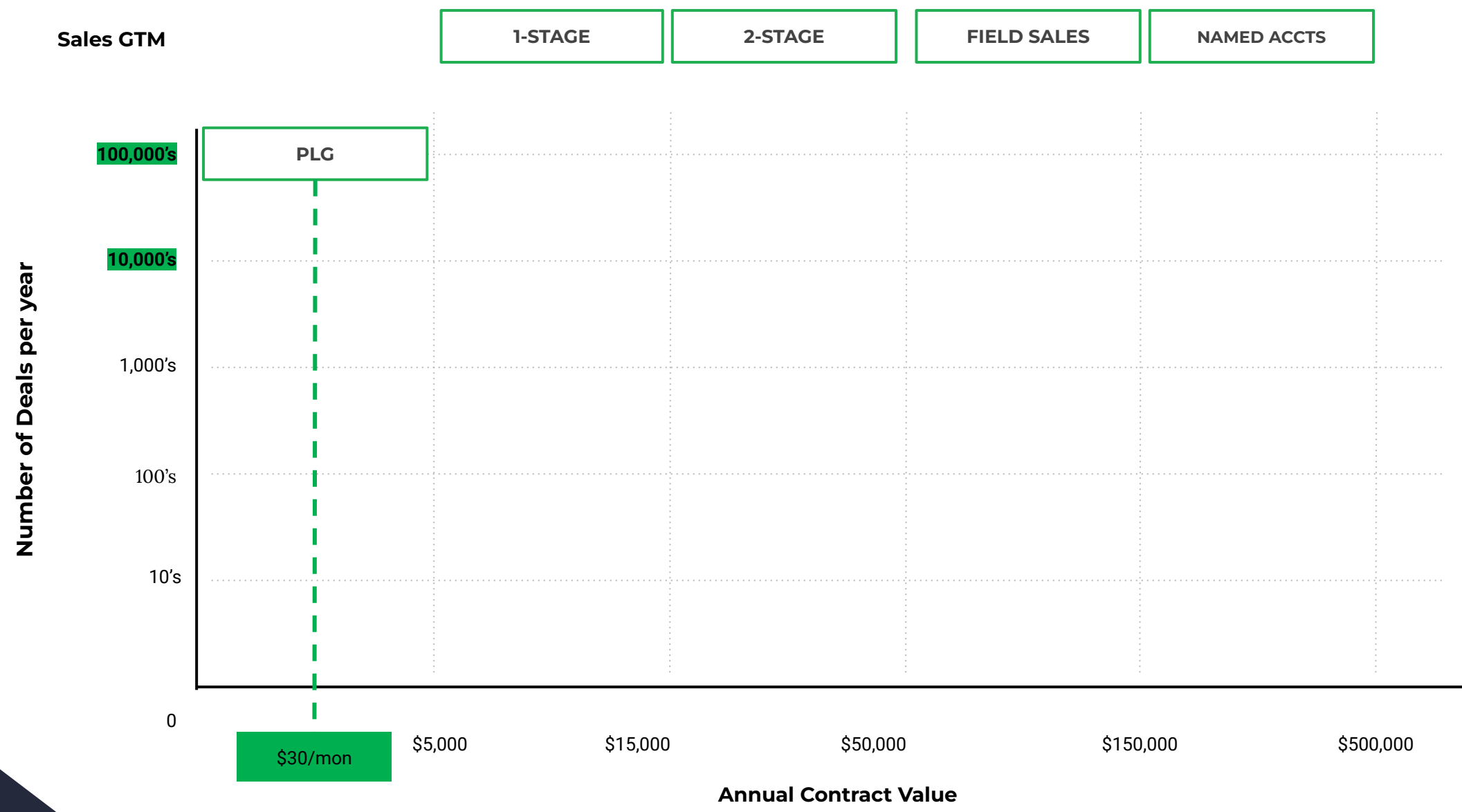
Marketing GTM Model

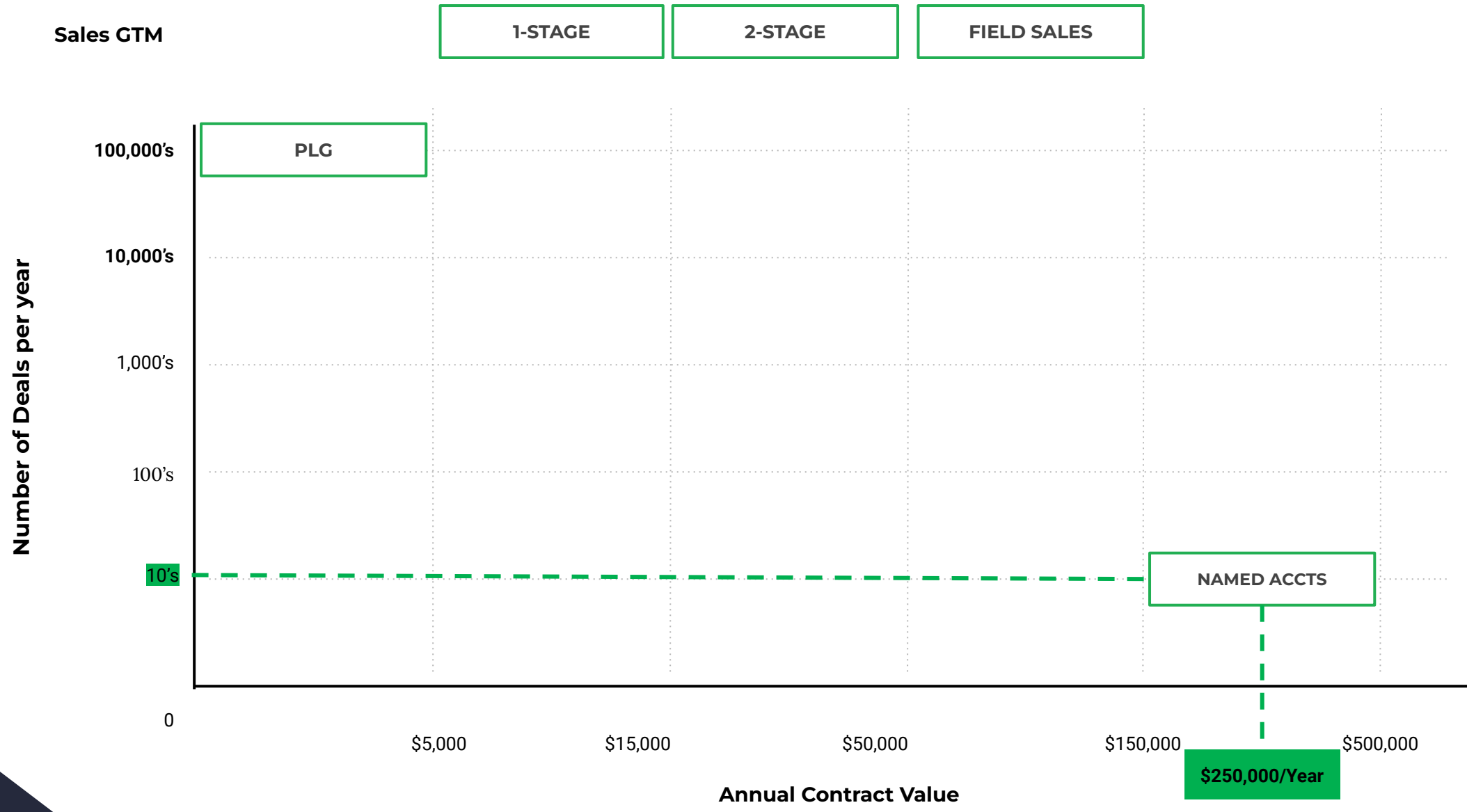


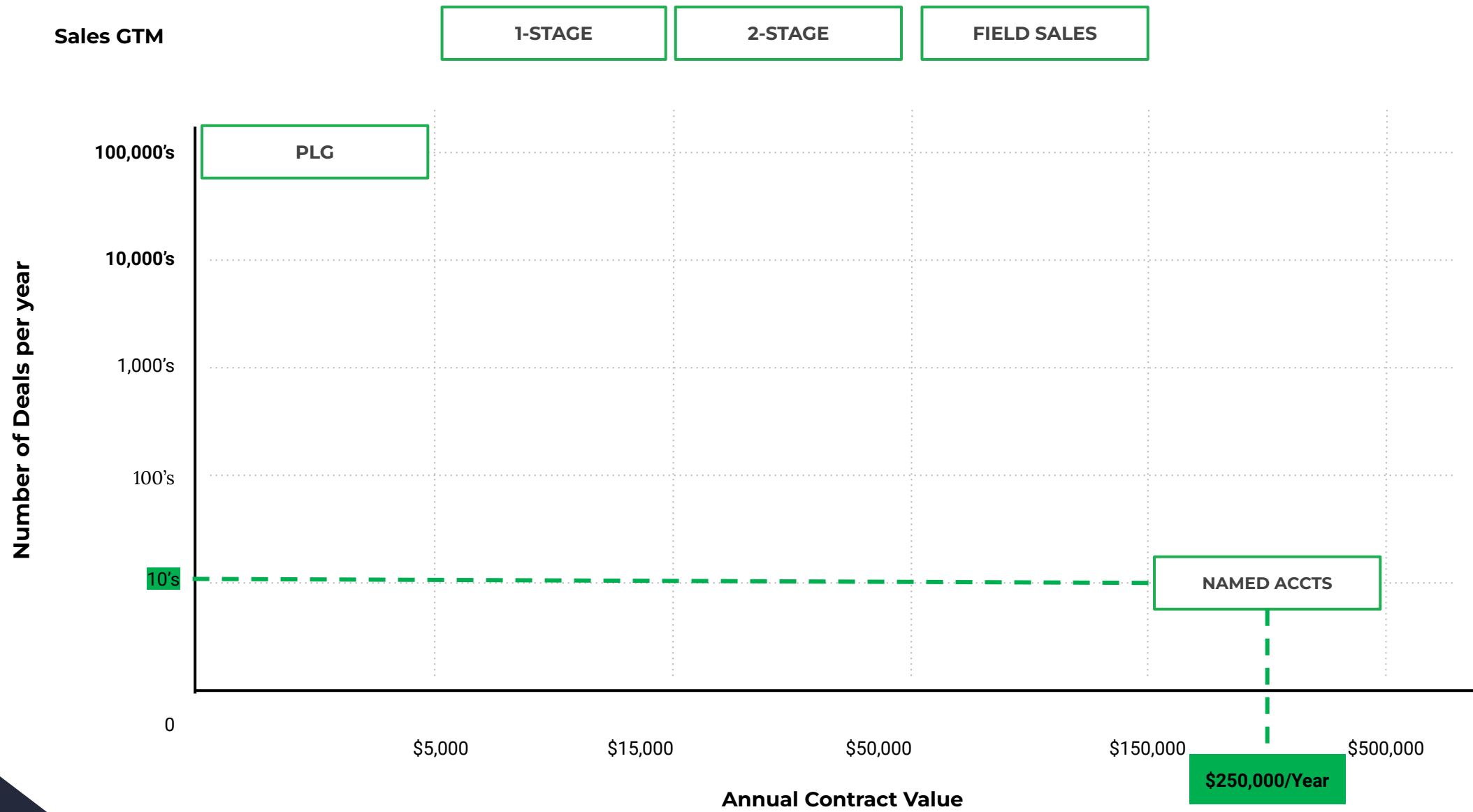
Customer Success GTM Model



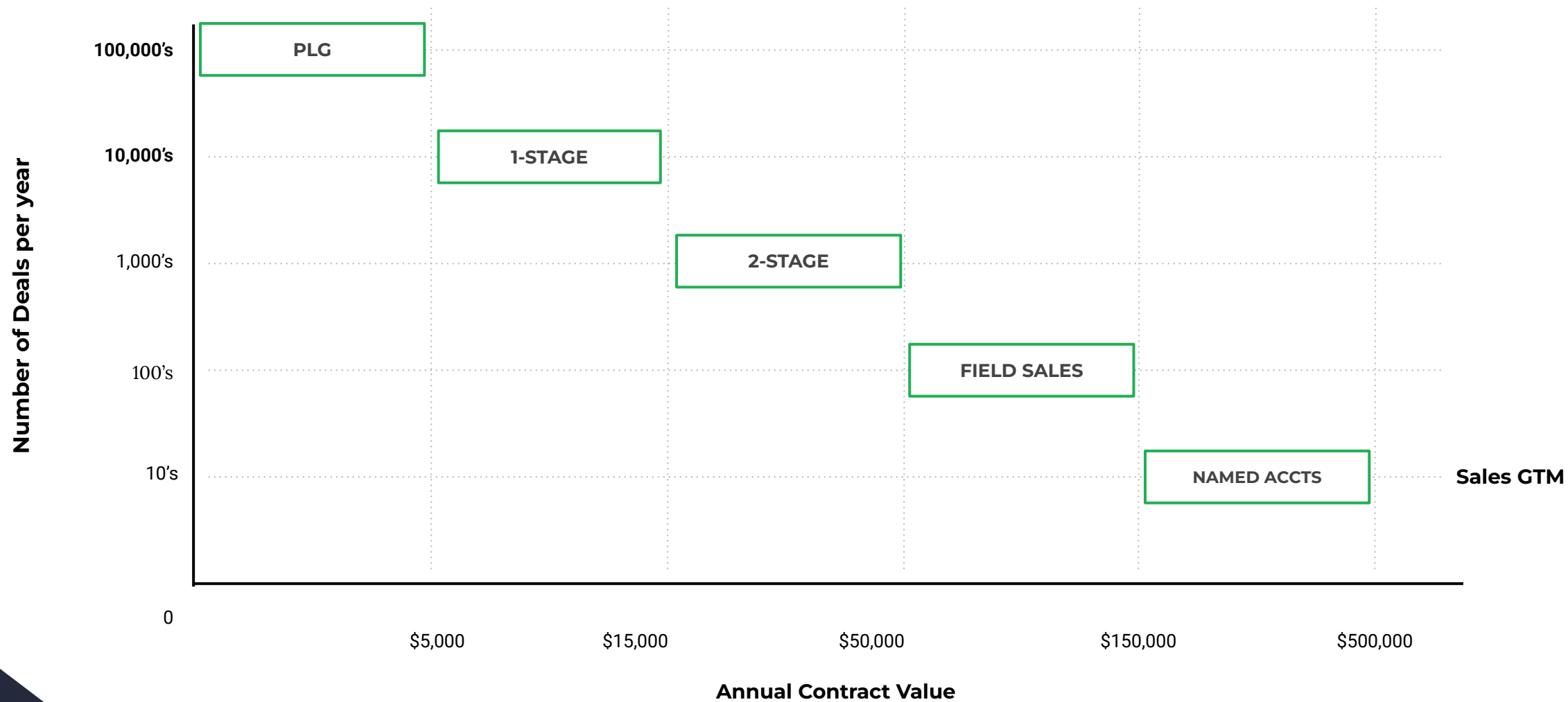








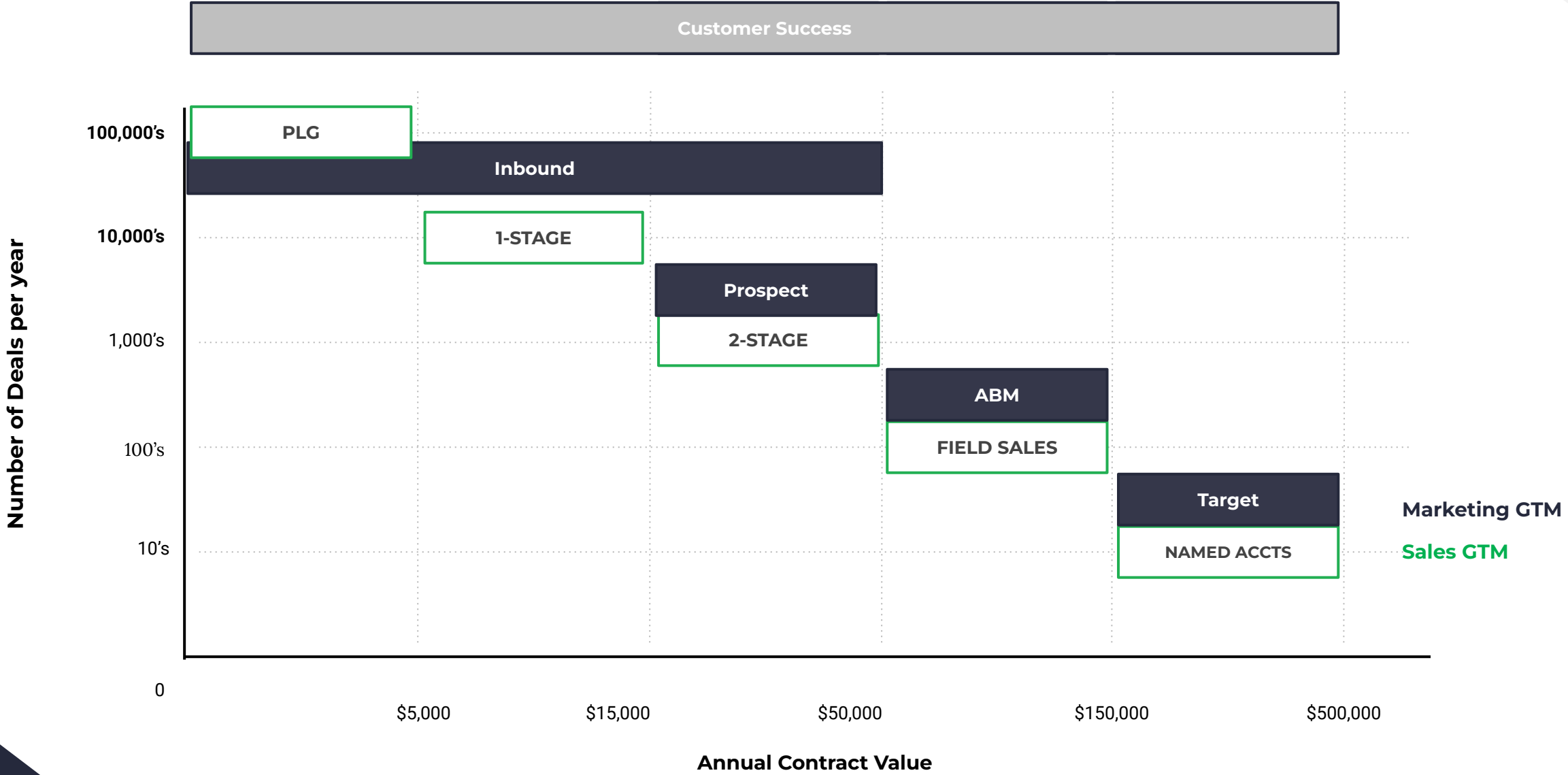
Sales GTM Model



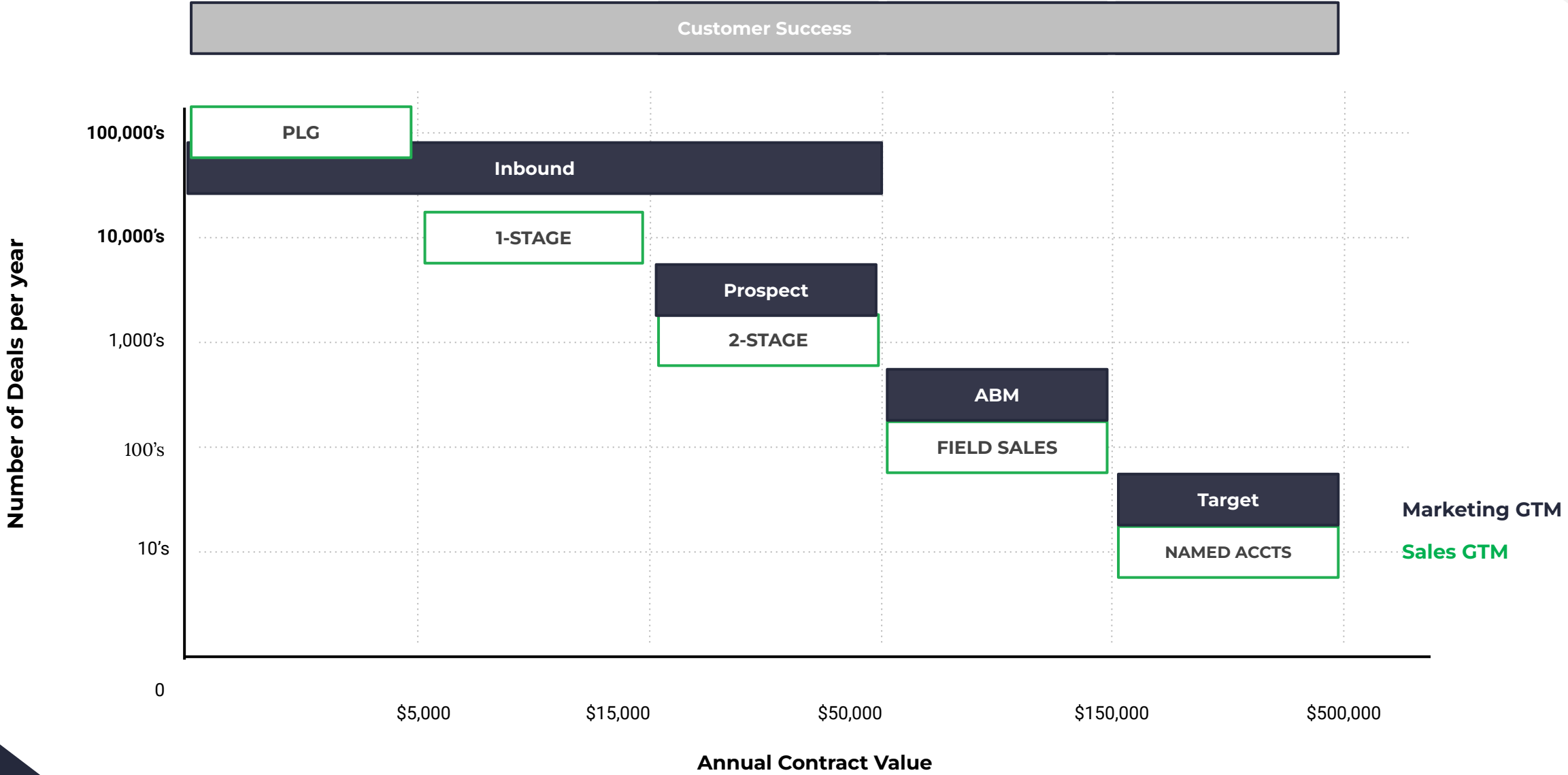
Marketing GTM Model



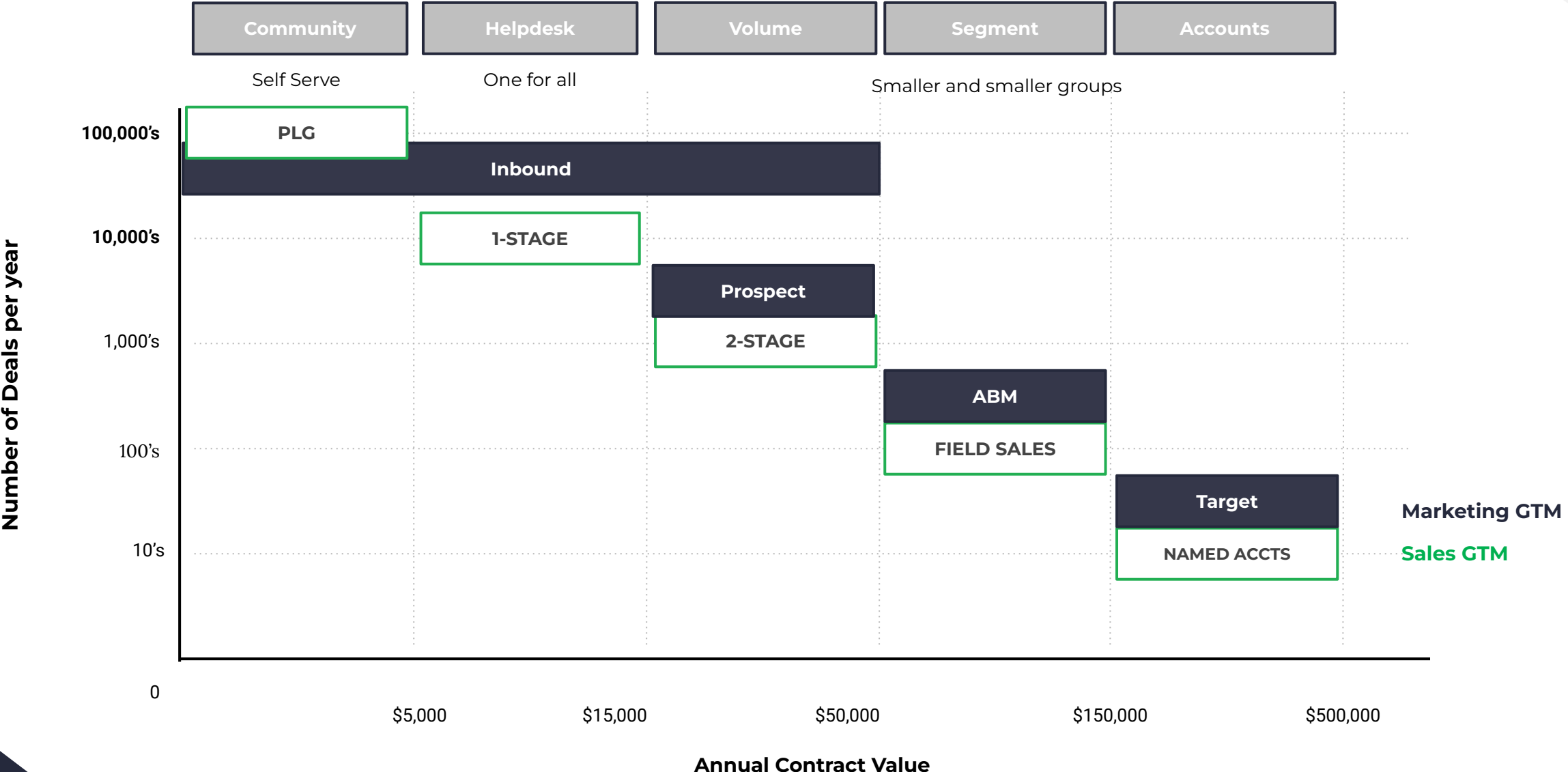
Marketing GTM Model



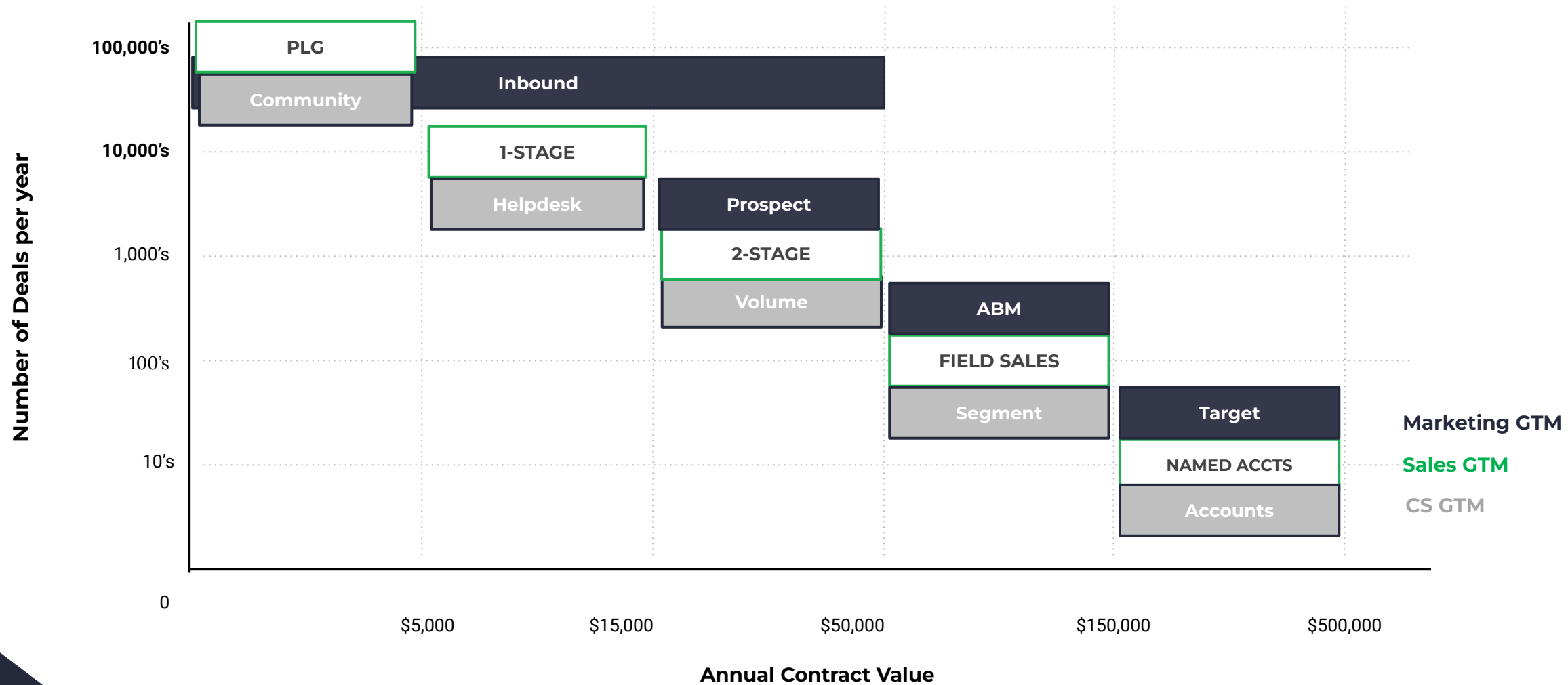
Marketing GTM Model



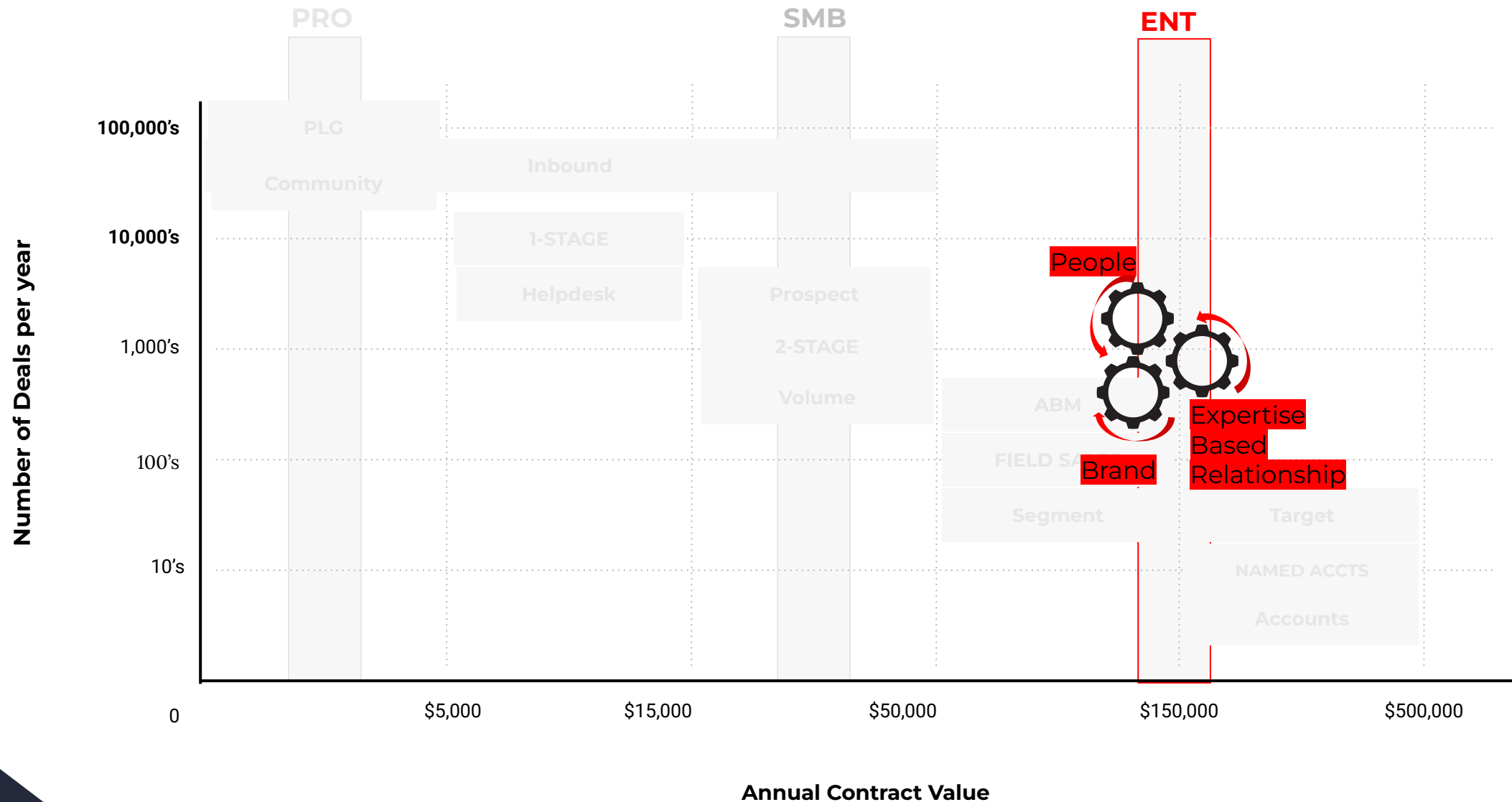
Customer Success GTM Model



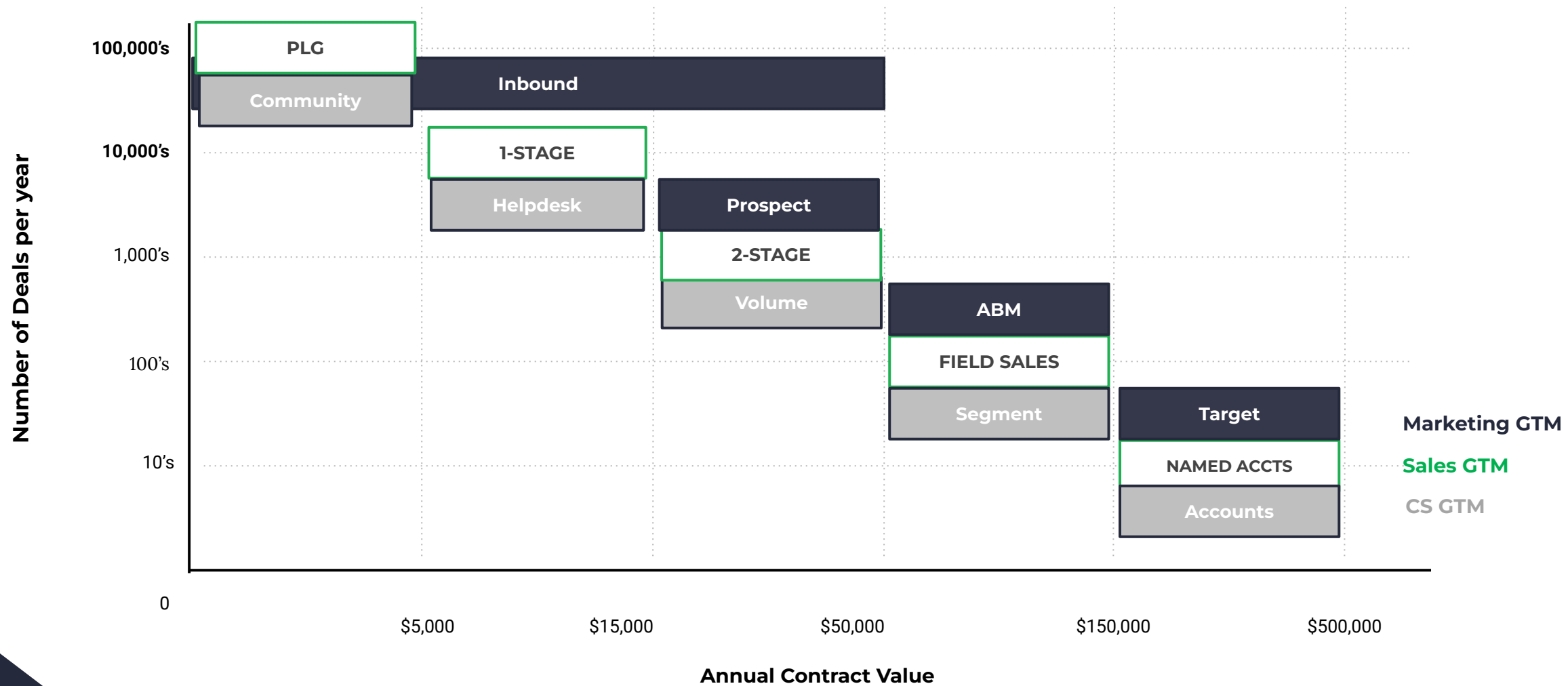
The GTM Model



GTM Motions have different engines



The GTM Model



GTM Motions and Customers

GTM Motions and Customers



Segmentation

- **GTM mapped how to customers buy**
 - Pro Users
 - SMB
 - Enterprise

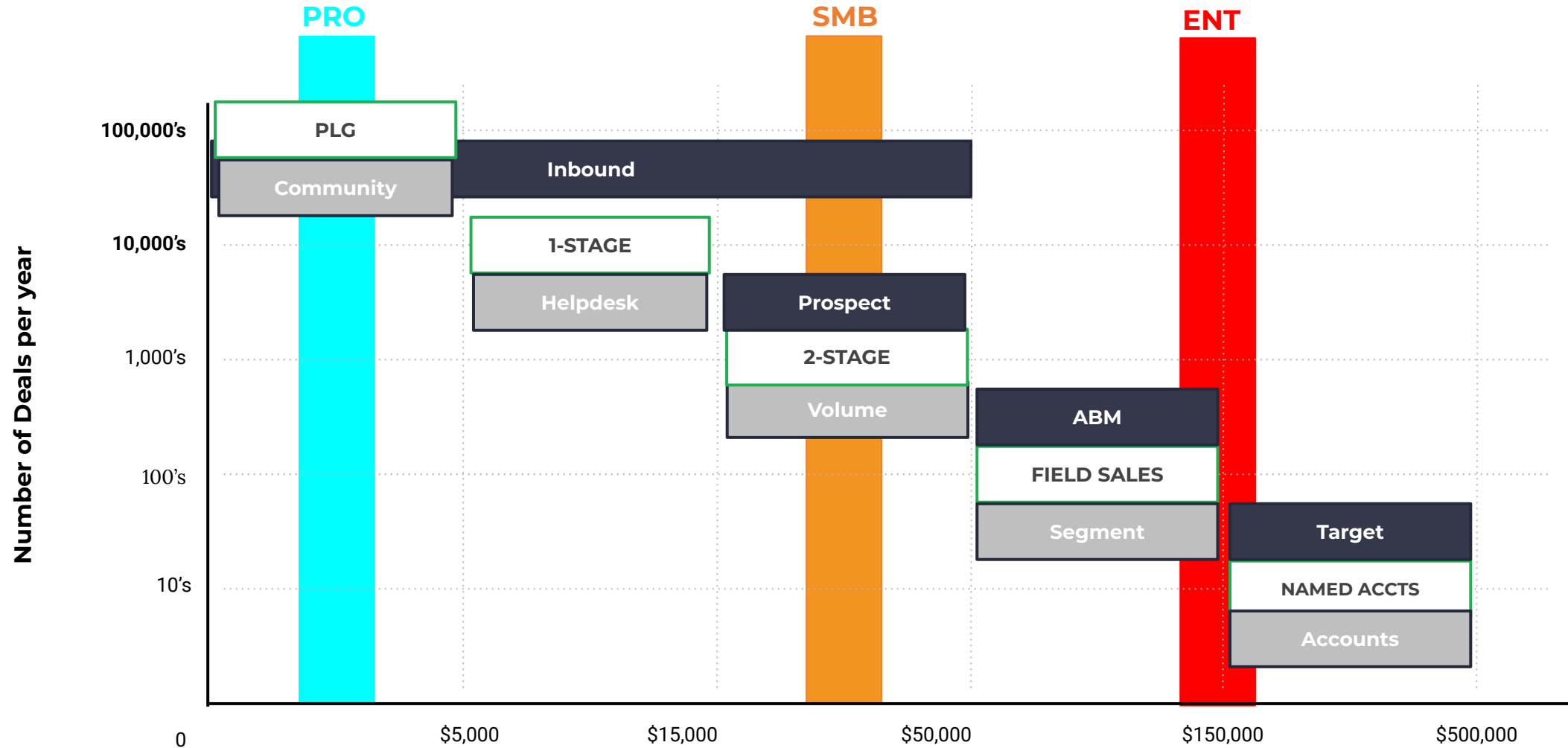
Levers of Growth

- **Pro Users:** Product, Reputation
- **SMB:** Events, Thought Leadership, Content
- **Enterprise:** People, Brand, Expertise/Certifications

Service Expectations

- **GTM reflect Service Expectation**
 - Free Service
 - Free Product

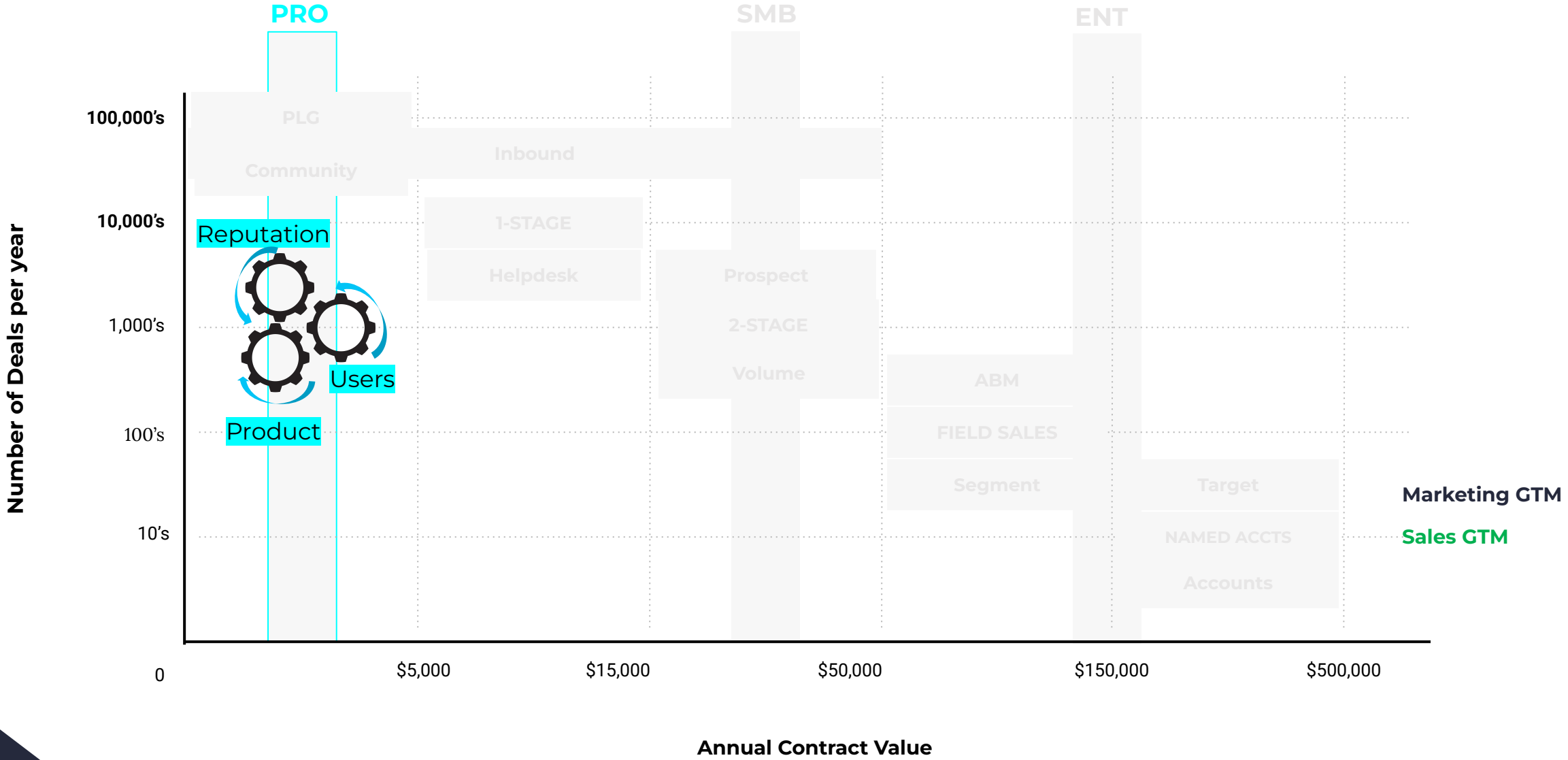
Buyer Process Dictates GTM Motion



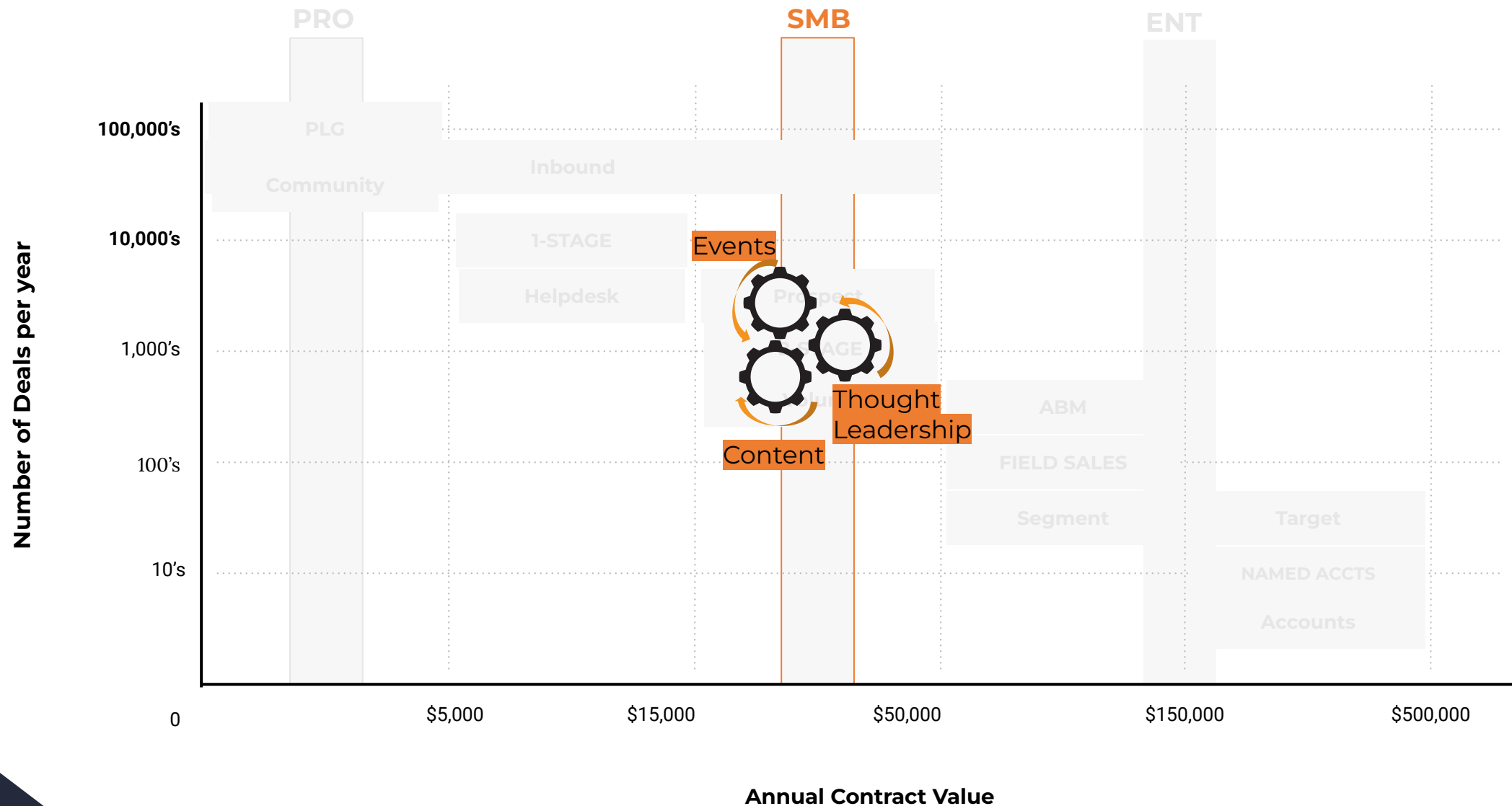
Key Point: How they are buying



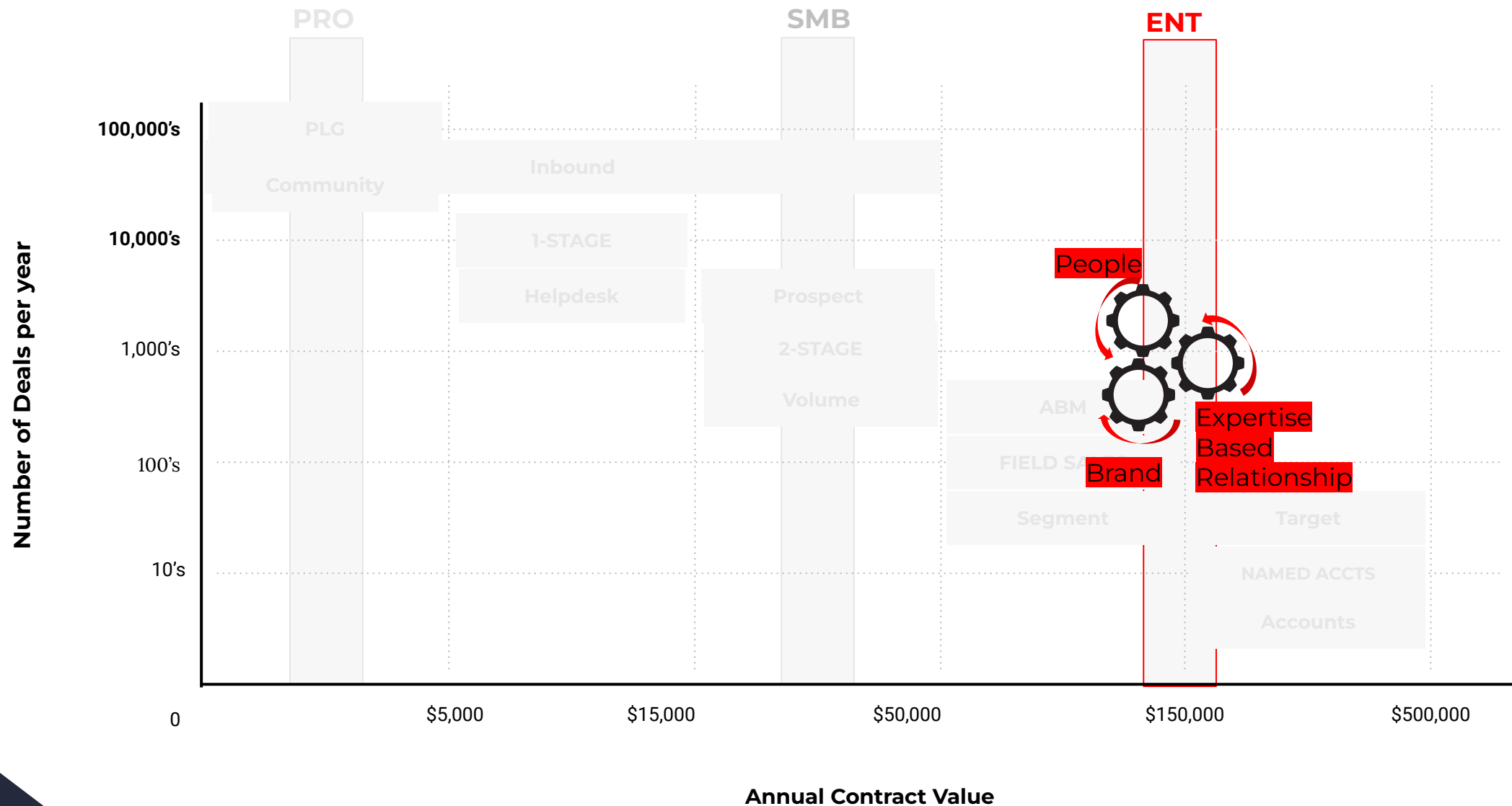
GTM Motions have different engines



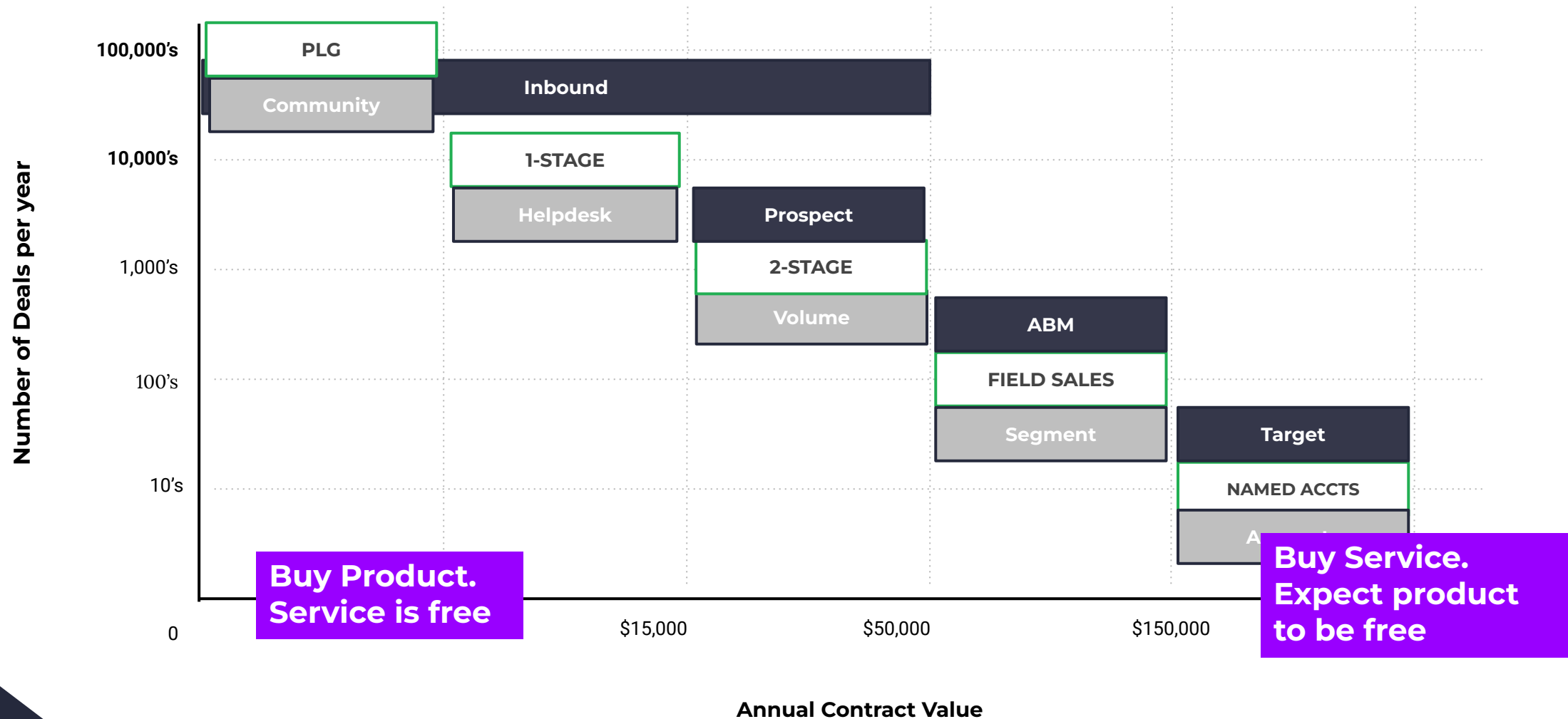
GTM Motions have different engines



GTM Motions have different engines



GTM Process dictates **service expectations**

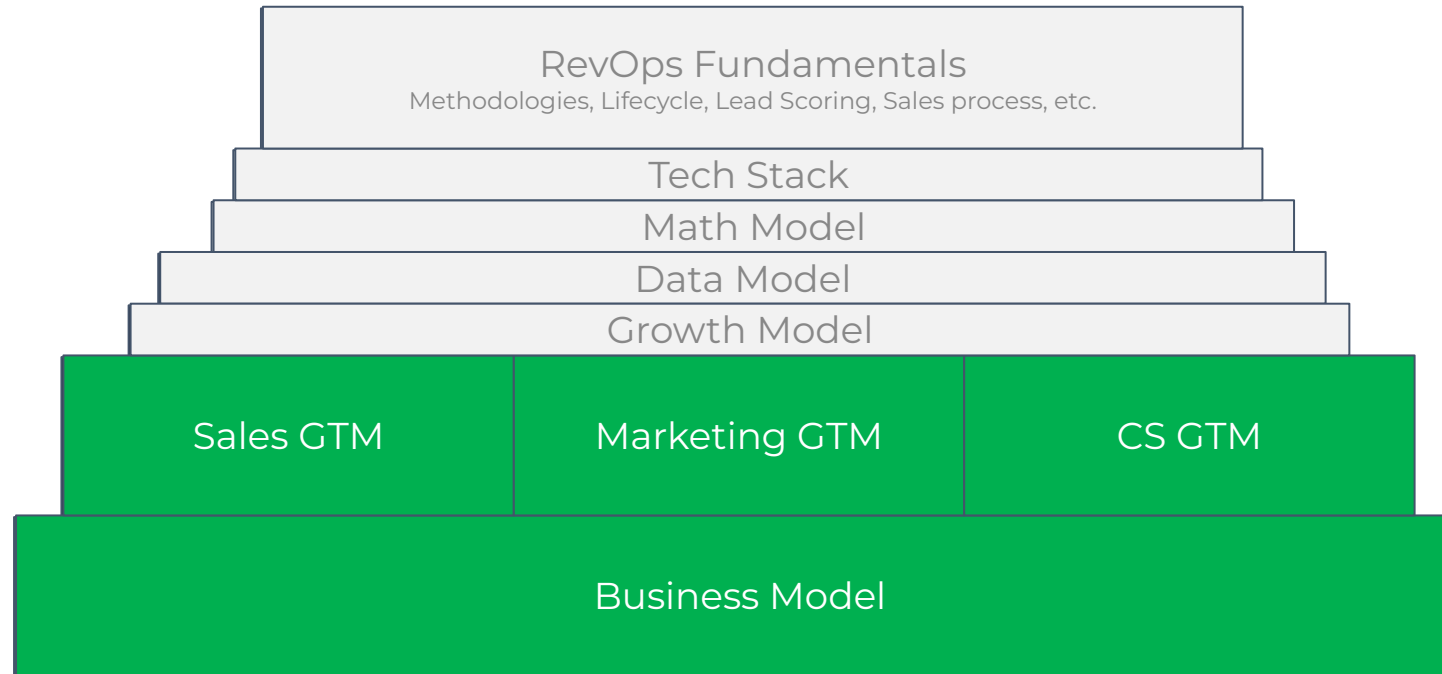


The Growth Model

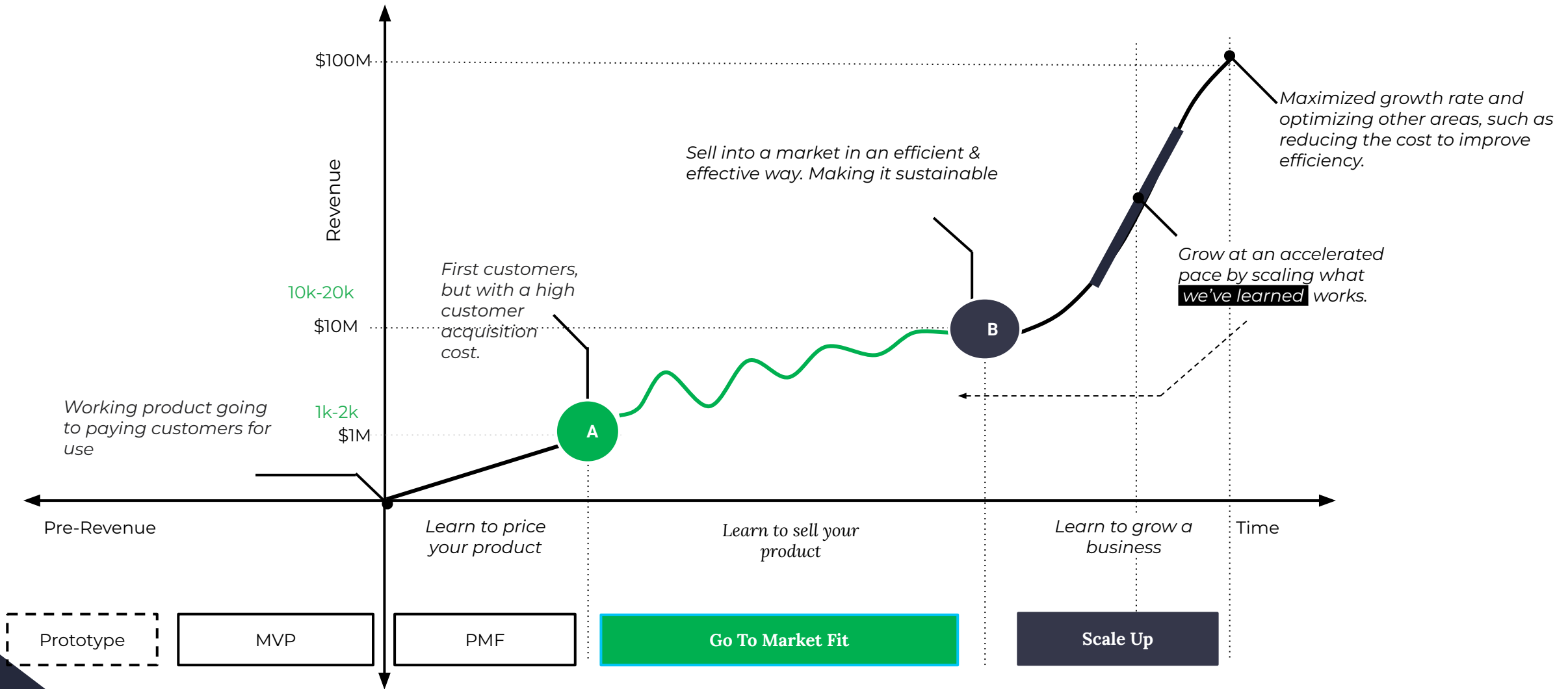
Where are **we**?



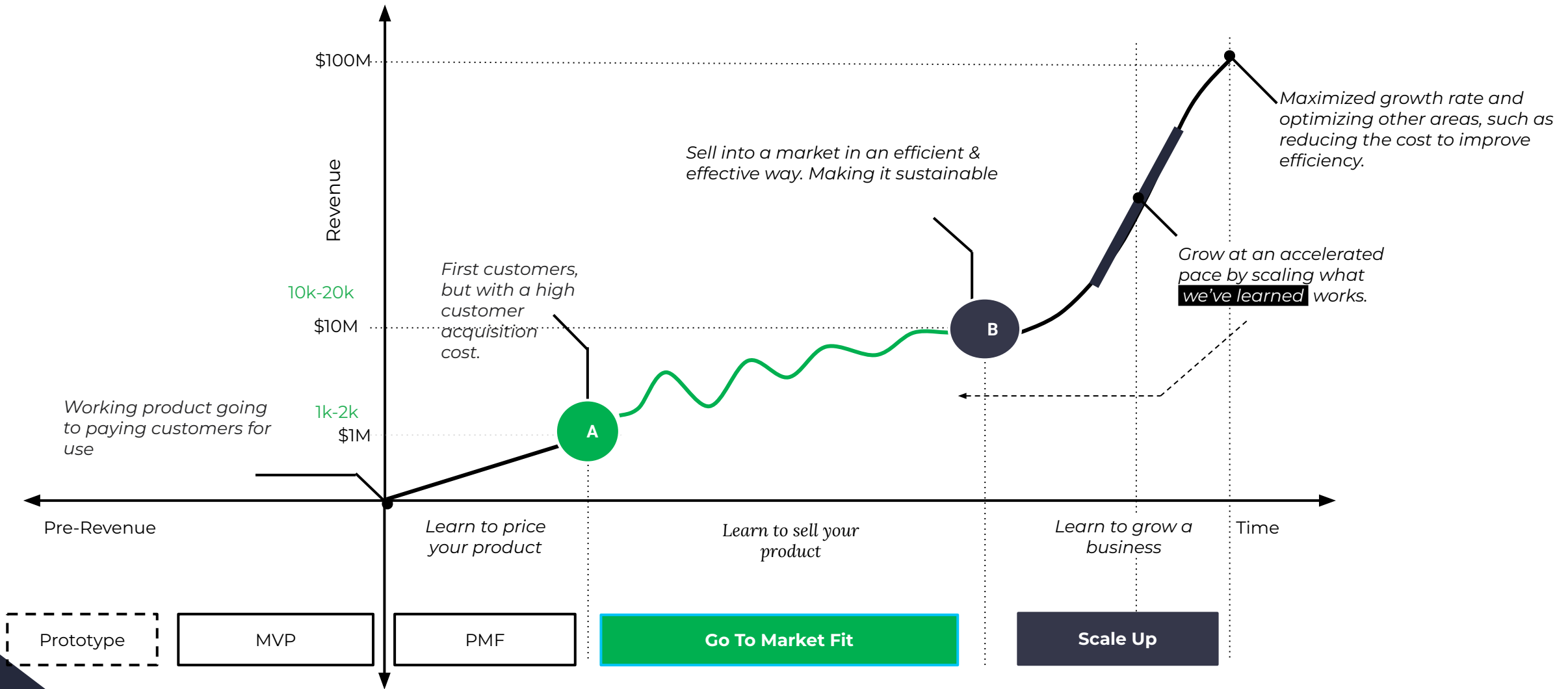
Revenue Engine Framework



The Growth Model



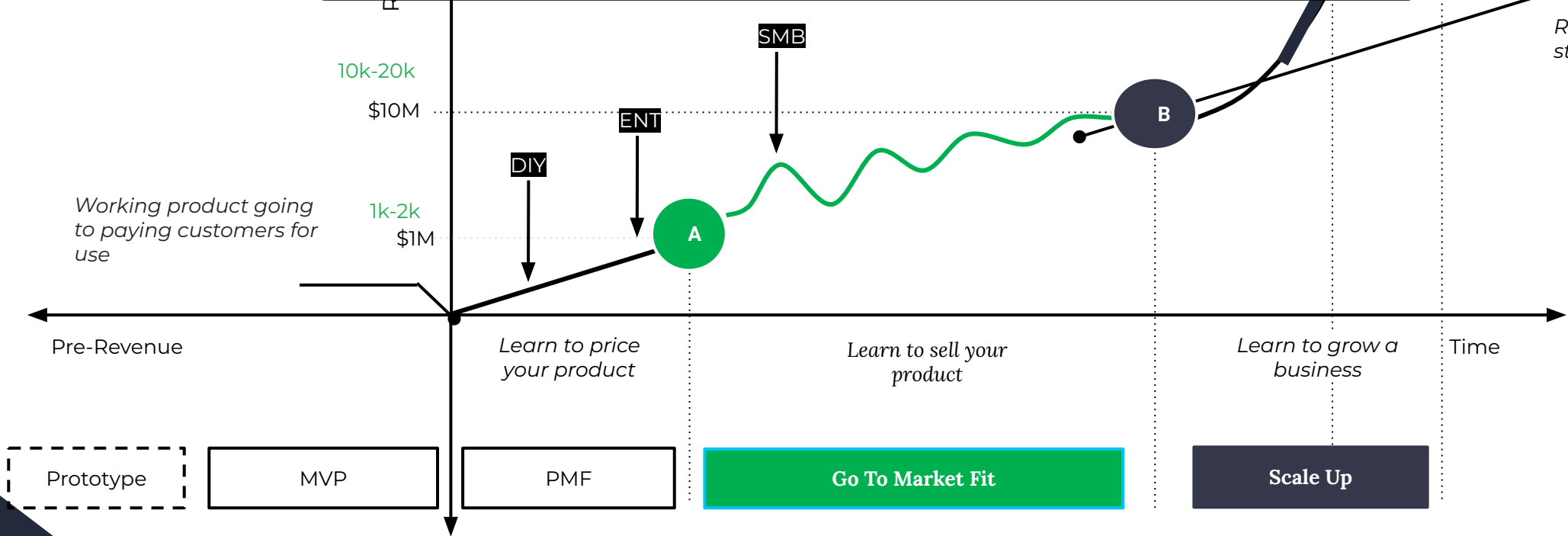
The Growth Model



GTM Fit Example



**Have not achieved
GTM Fit**



Company is at 5M ARR and has GTMF

Reality - have 3 different strategies

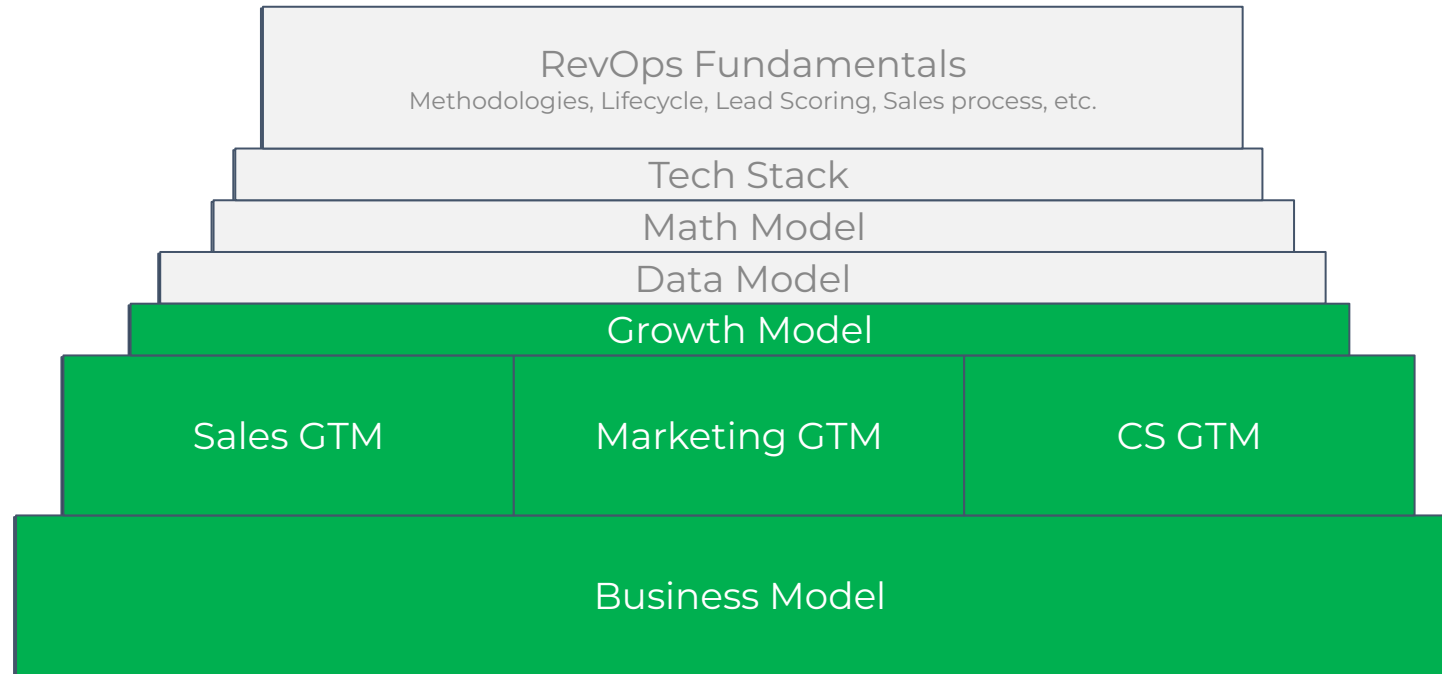
- 2 AE selling 100k ENT deals
- 1 SDR + 2 AEs selling 5-6 20k Deals
- Via web a DIY offer at 500/month

The Data Model

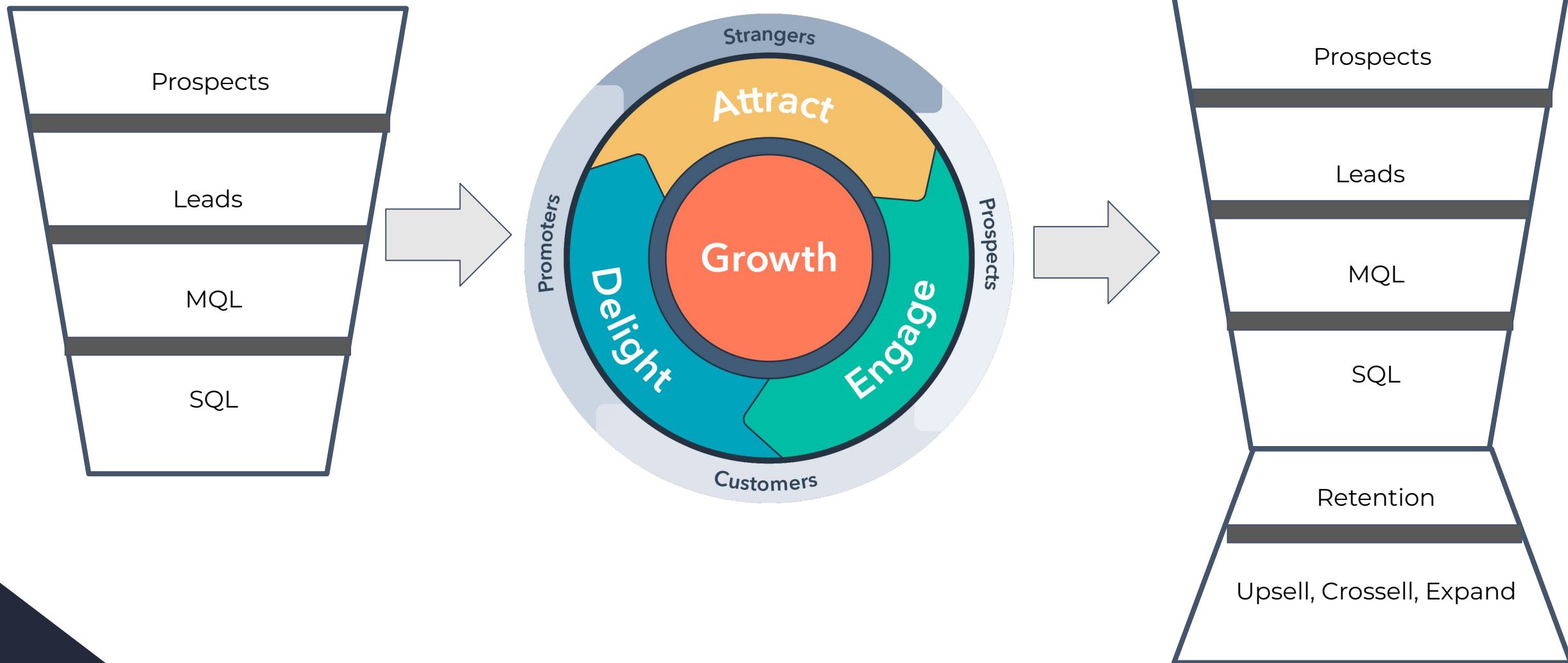
Where are **we**?



Revenue Engine Framework



The Funnel and Flywheel



A Scientific Model - Bowtie



Full Funnel

- **Impact:** Impact achieved post Purchase
- **Time in Sales vs CS Funnel:** More time as customer than as prospect

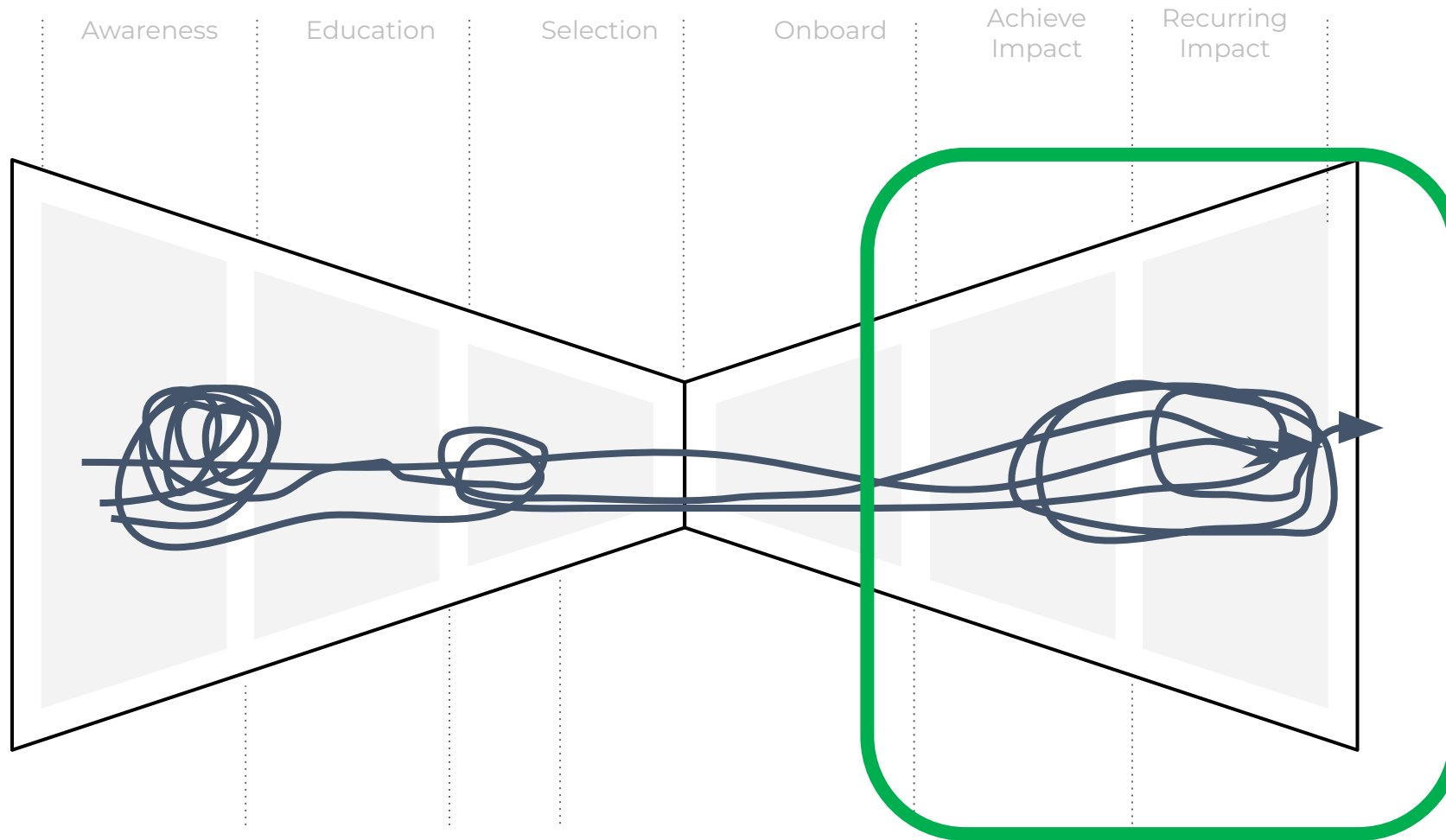
Customer Centric

- **Words Matter:** Closed won, proposal, signed contract, etc.

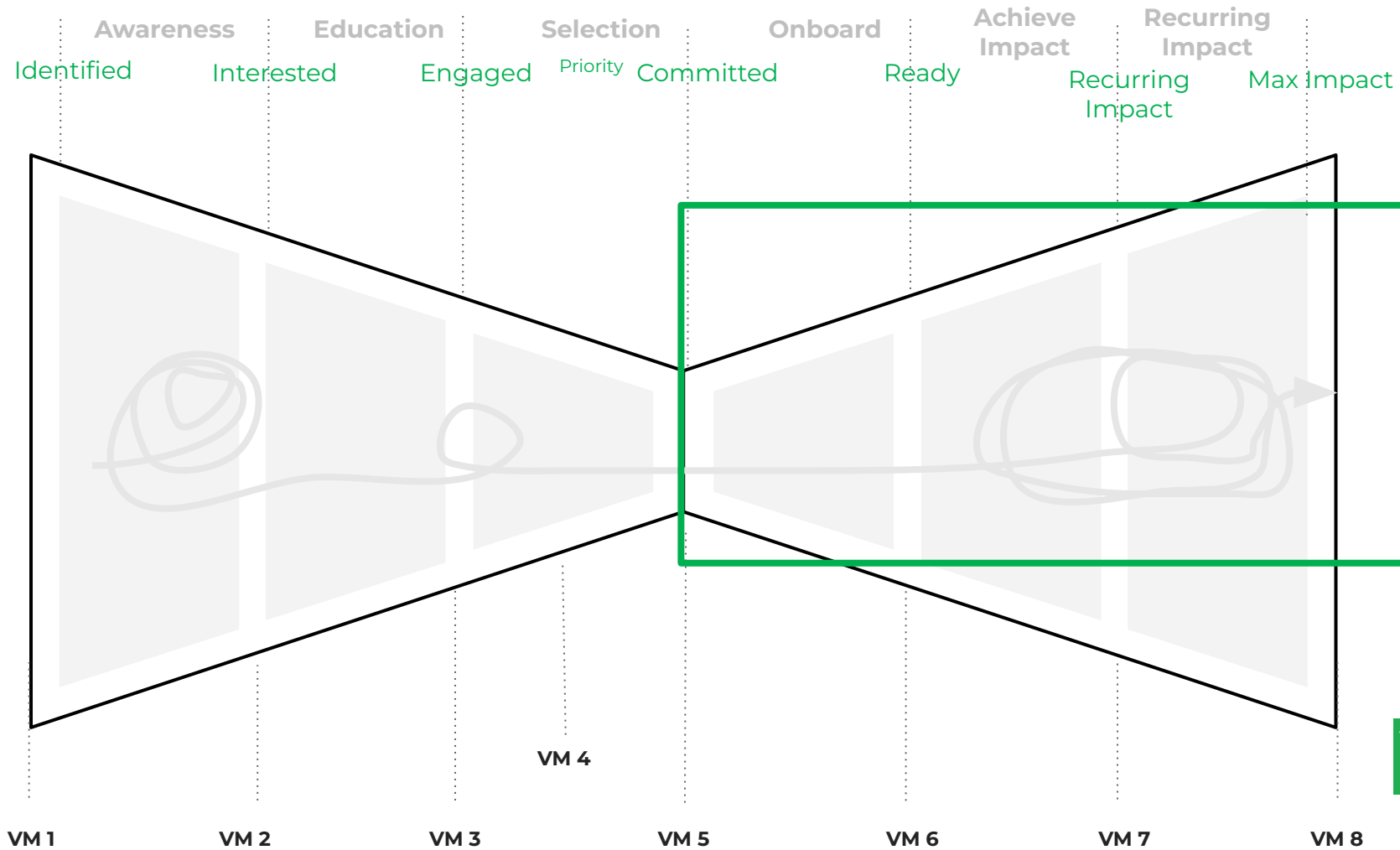
Closed Loop

- **Compound Growth:** Recurring Impact is where profit is made.
- **Informs Overtime:** Best customers inform strategy and sales process

A Scientific Model - Customer Journey



Bowtie Building Blocks: Volume Metrics

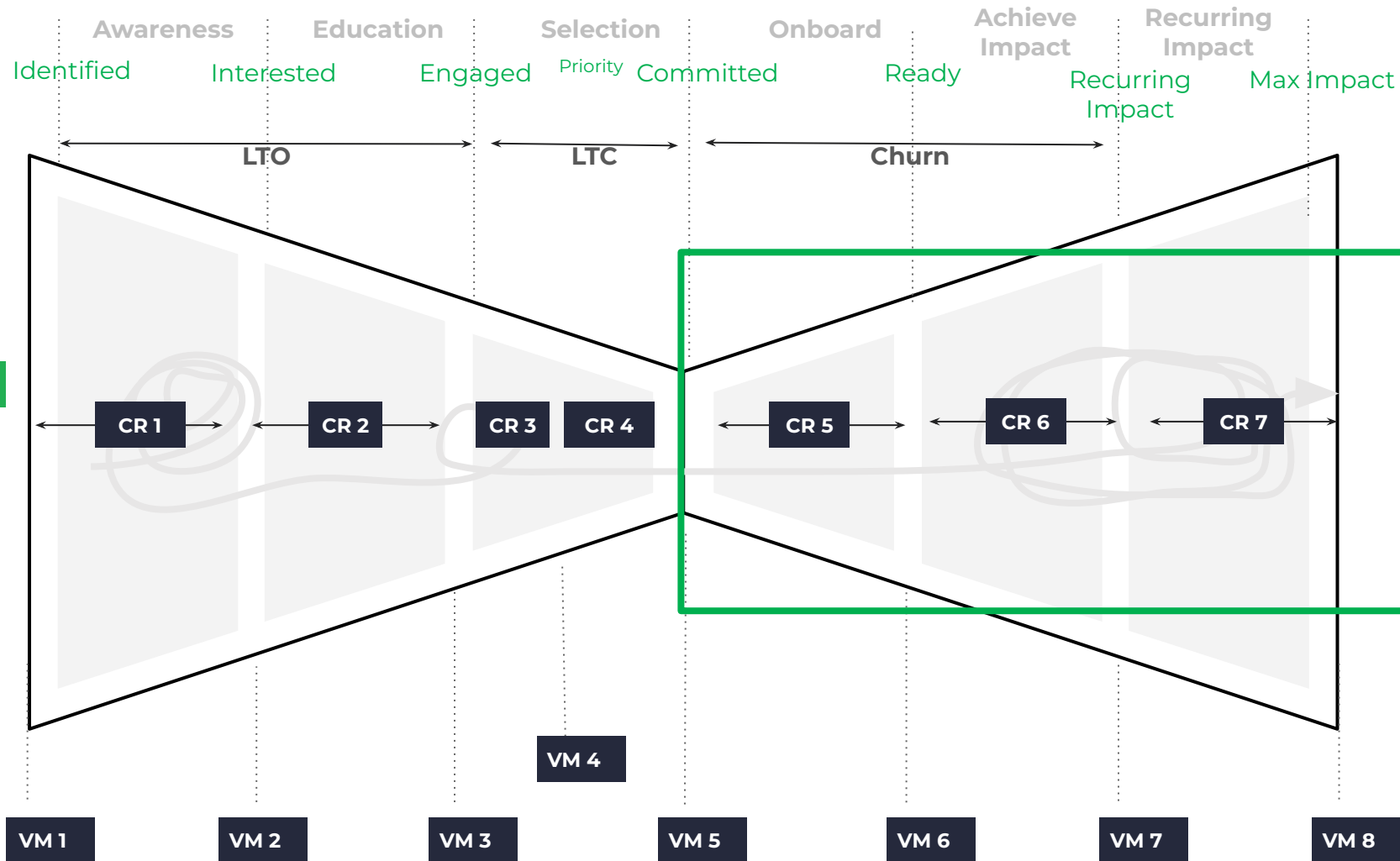


Volume metrics

The number of leads, delas, or accounts you have at the beginning of each stage

Traditionally just:
- Customer

Bowtie Building Blocks: Conversion Metrics



Conversion metrics

The conversion rate of leads, opportunities or account from one stage to the next; indicates how effectively you are demonstrating the value of your product

Volume metrics

The number of leads, delas, or accounts you have at the beginning of each stage

Bowtie Building Blocks: Time Metrics



Time metrics

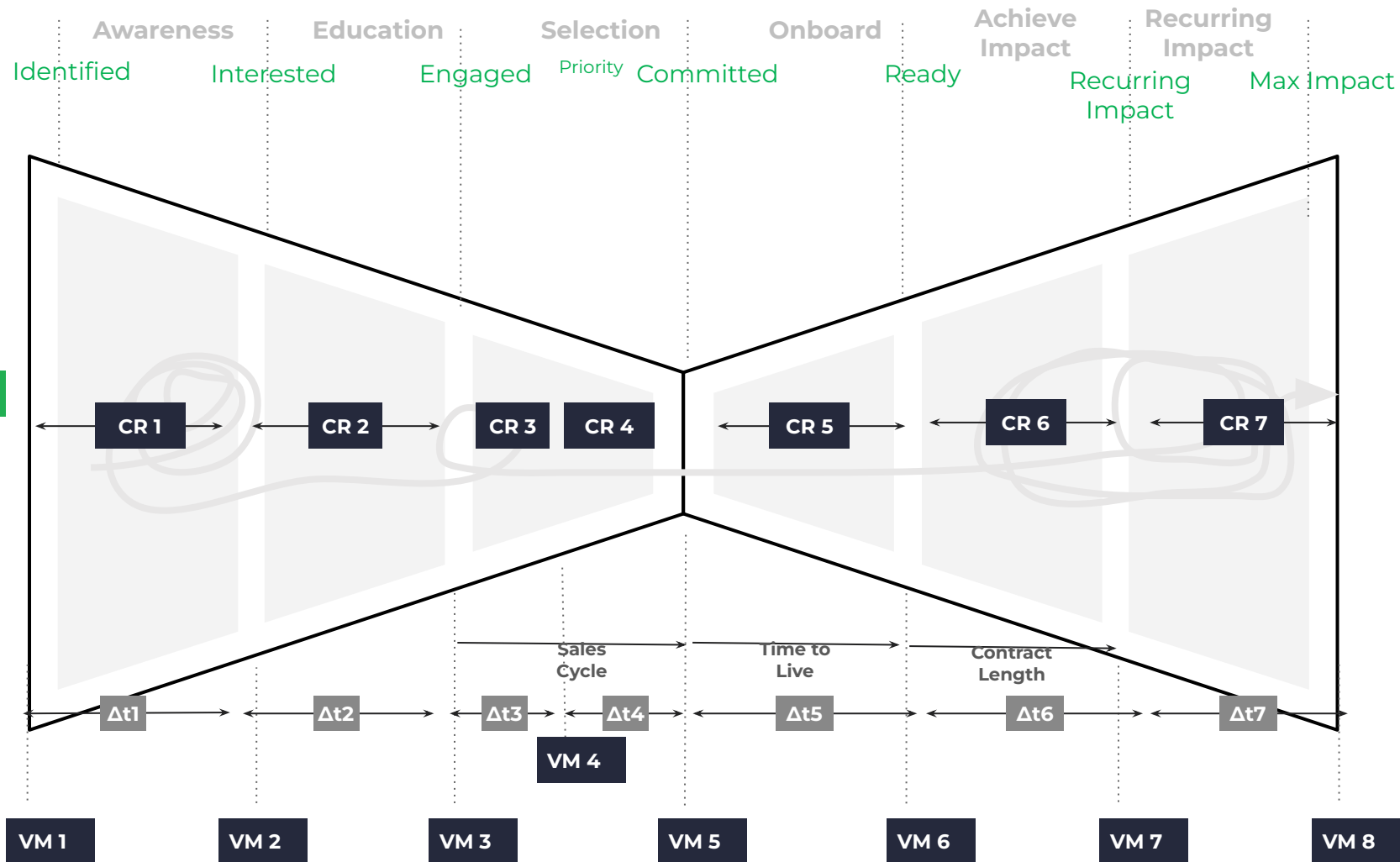
How much time passes from one stage to the next; indicates how quickly you are helping customers move through your sales process

Conversion metrics

The conversion rate of leads, opportunities or account from one stage to the next; indicates how effectively you are demonstrating the value of your product

Volume metrics

The number of leads, deals, or accounts you have at the beginning of each stage



Bowtie Building Blocks: Time Metrics



Time metrics

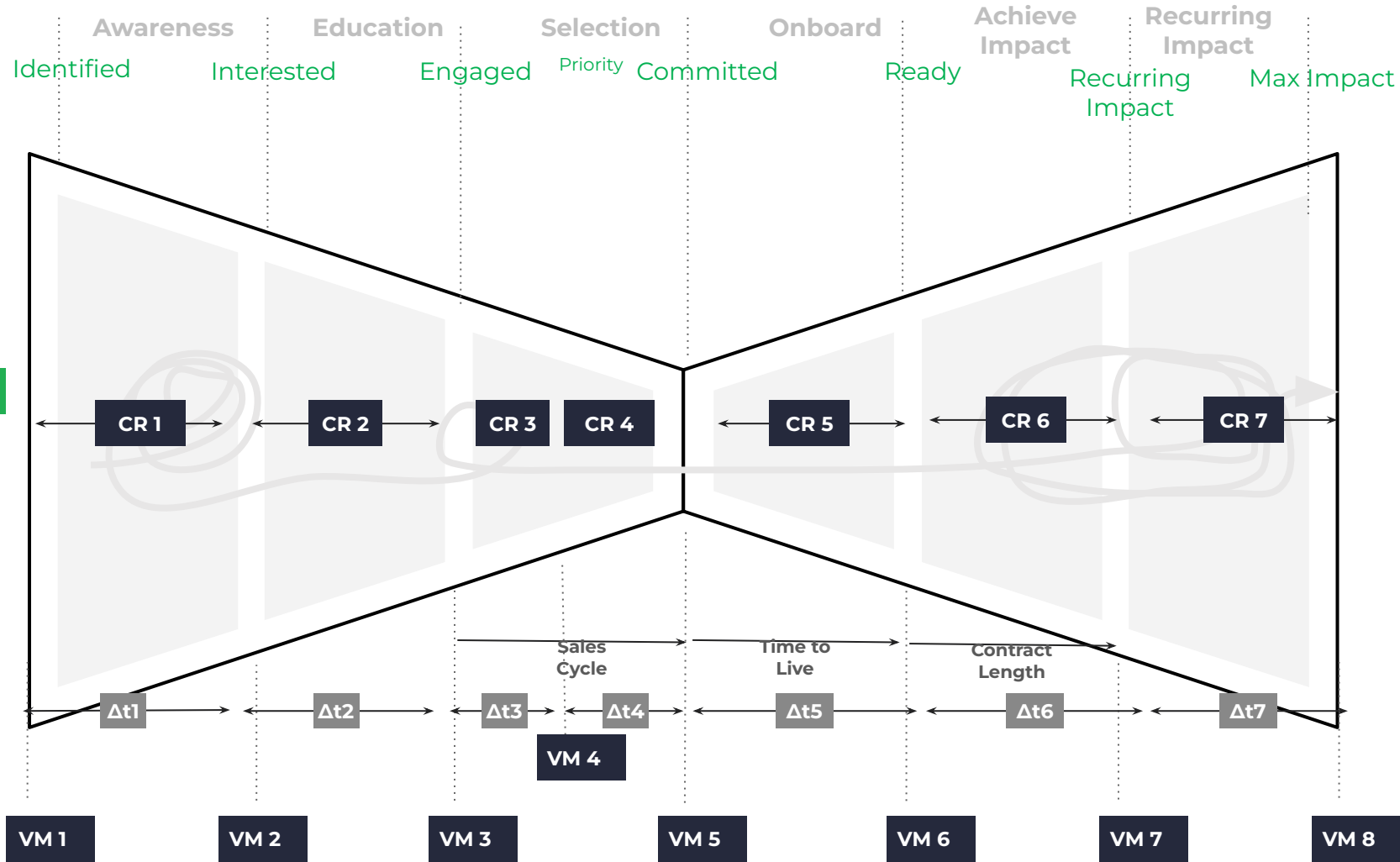
How much time passes from one stage to the next; indicates how quickly you are helping customers move through your sales process

Conversion metrics

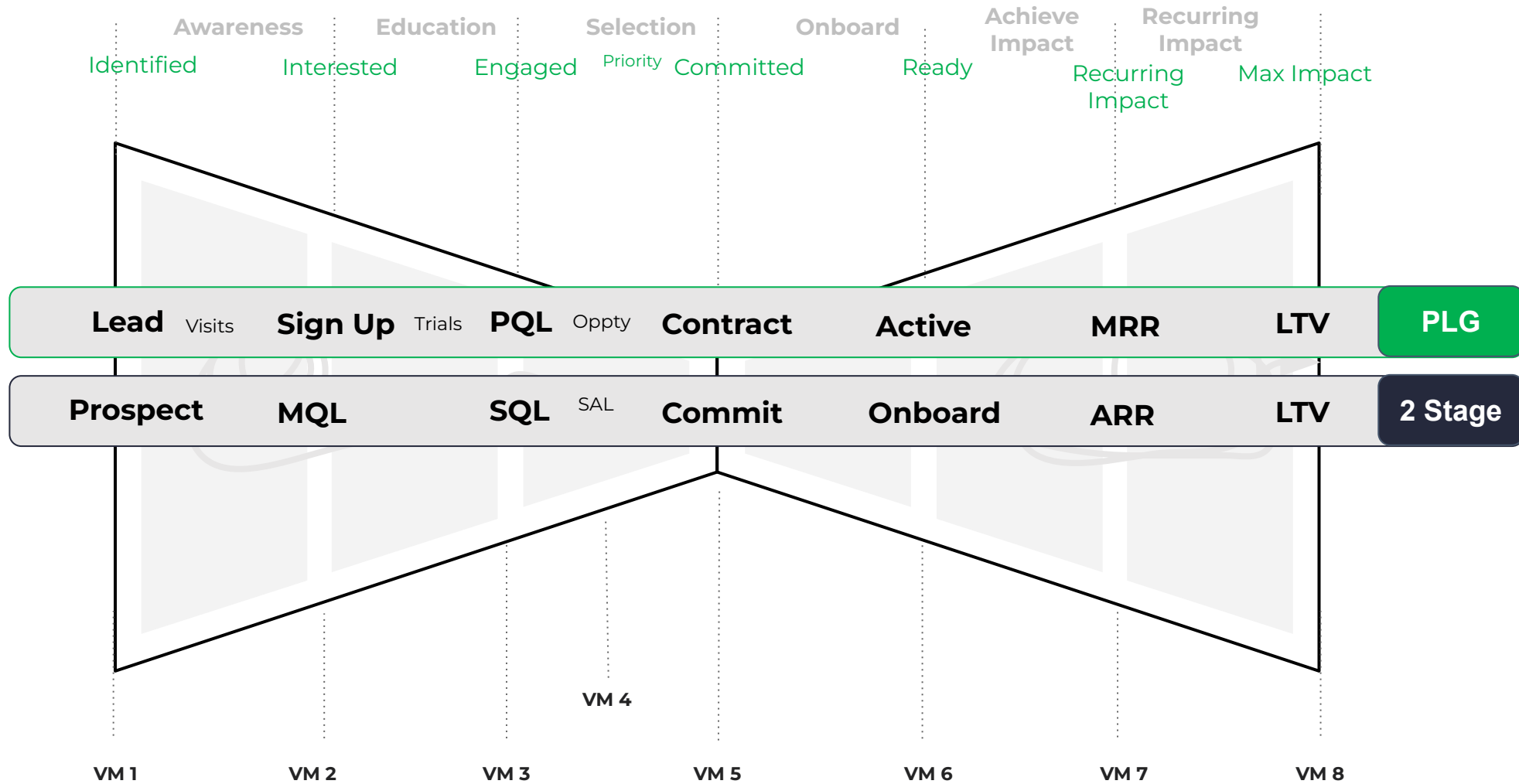
The conversion rate of leads, opportunities or account from one stage to the next; indicates how effectively you are demonstrating the value of your product

Volume metrics

The number of leads, deals, or accounts you have at the beginning of each stage



How does GTM Influence Data Model?



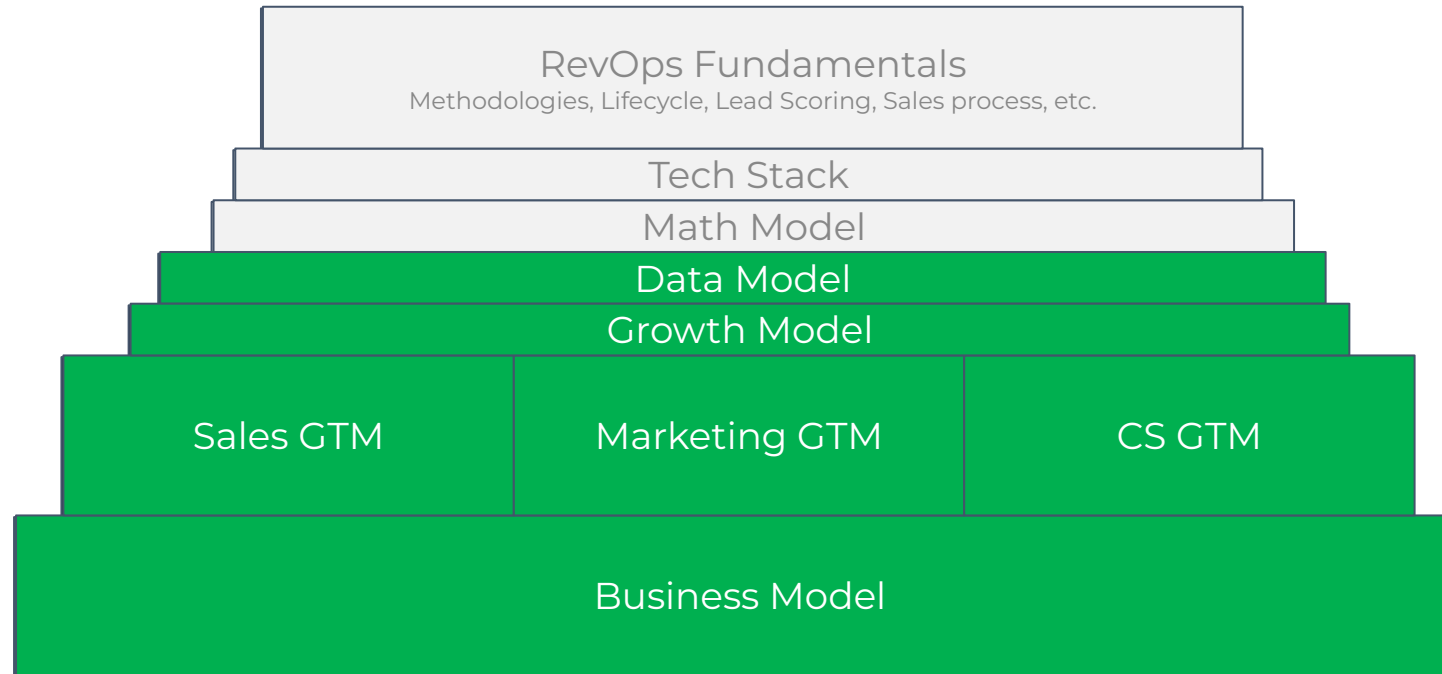
Questions + Break

Class 4 = 11:00am EST

Where are **we**?



Revenue Engine Framework

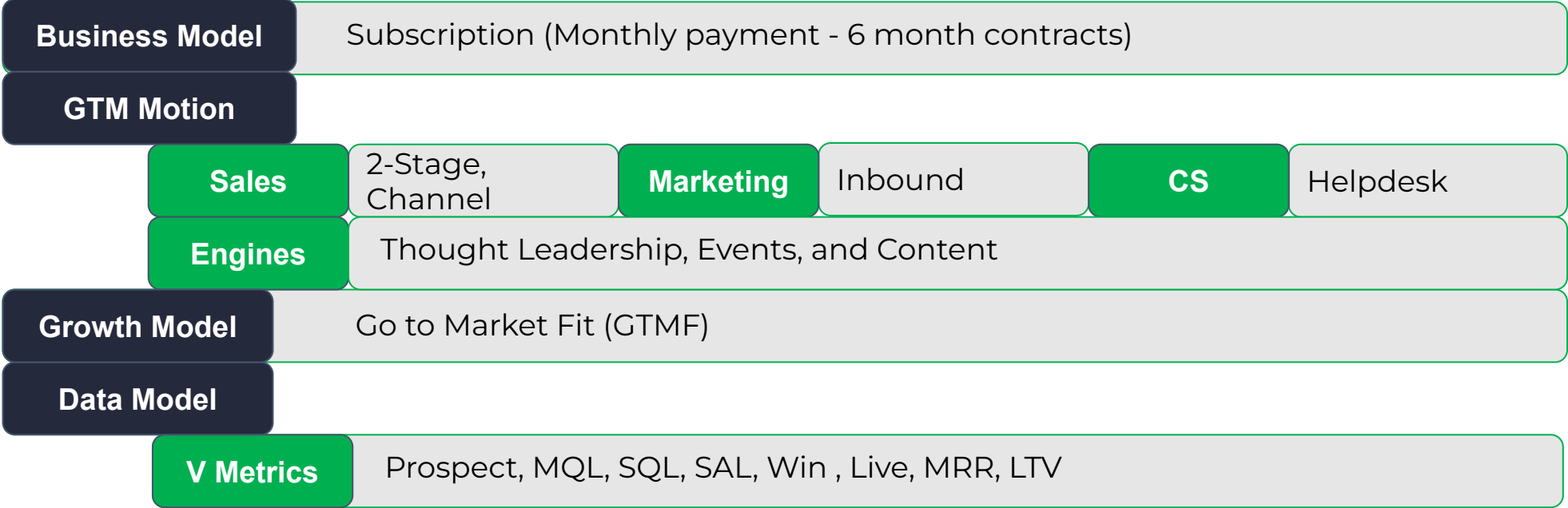


Quick Summary



	Definition	Metric	Definition	Customer Journey Phase
Volume Metrics	Quantity of items generated at any given step in the sales process	V1	Identified	Awareness
		V2	Interest	Education
		V3	Engaged	Selection
		V4	Priority	Selection
		V5	Committed	Selection
		V6	Ready/Live	Onboard
		V7	Recurring Impact	Impact
		V8	Max Impact	Grow
Conversion Metrics	Measure the volume of the output of a process divided by the volume at input. They indicate the rate at which you are converting at each step	CR1	Prospect to MQL rate;	Awareness
		CR2	MQL to SQL rate	Education
		CR3	Show-rate, hand-off	Selection
		CR4/WR	Win rate	Selection
		CR5	Churn rate during onboarding	Onboard
		CR6/Churn	Lack of impact results in churn	Impact
		CR7/Upsell	Upsell during the usage over the length of the contract	Grow
Time Metrics	Delta in the time it takes to convert one volume metric into another volume metric	T1	Length of time before engagement is achieved	Awareness
		T2	Length of the prospecting campaign	Education
		T3	Time it takes to set up the meeting and convert it into qualified opportunity	Selection
		T4	Sales cycle	Selection
		T5	Time to live	Onboard
		T6	Time until a client has achieved the impact it's aimed for	Impact
		T7	Time to achieve penetration of account	Grow

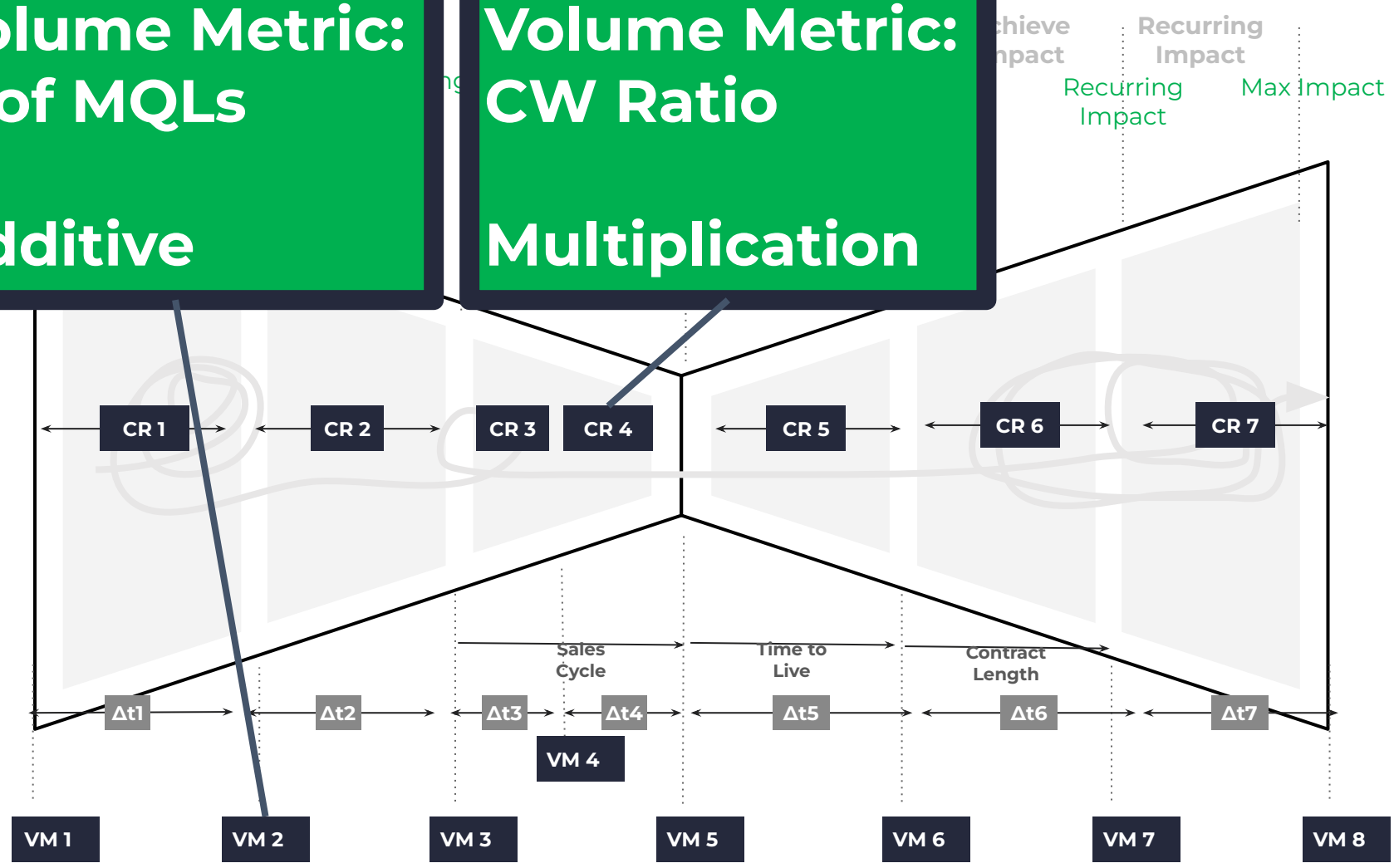
RevPartner Models

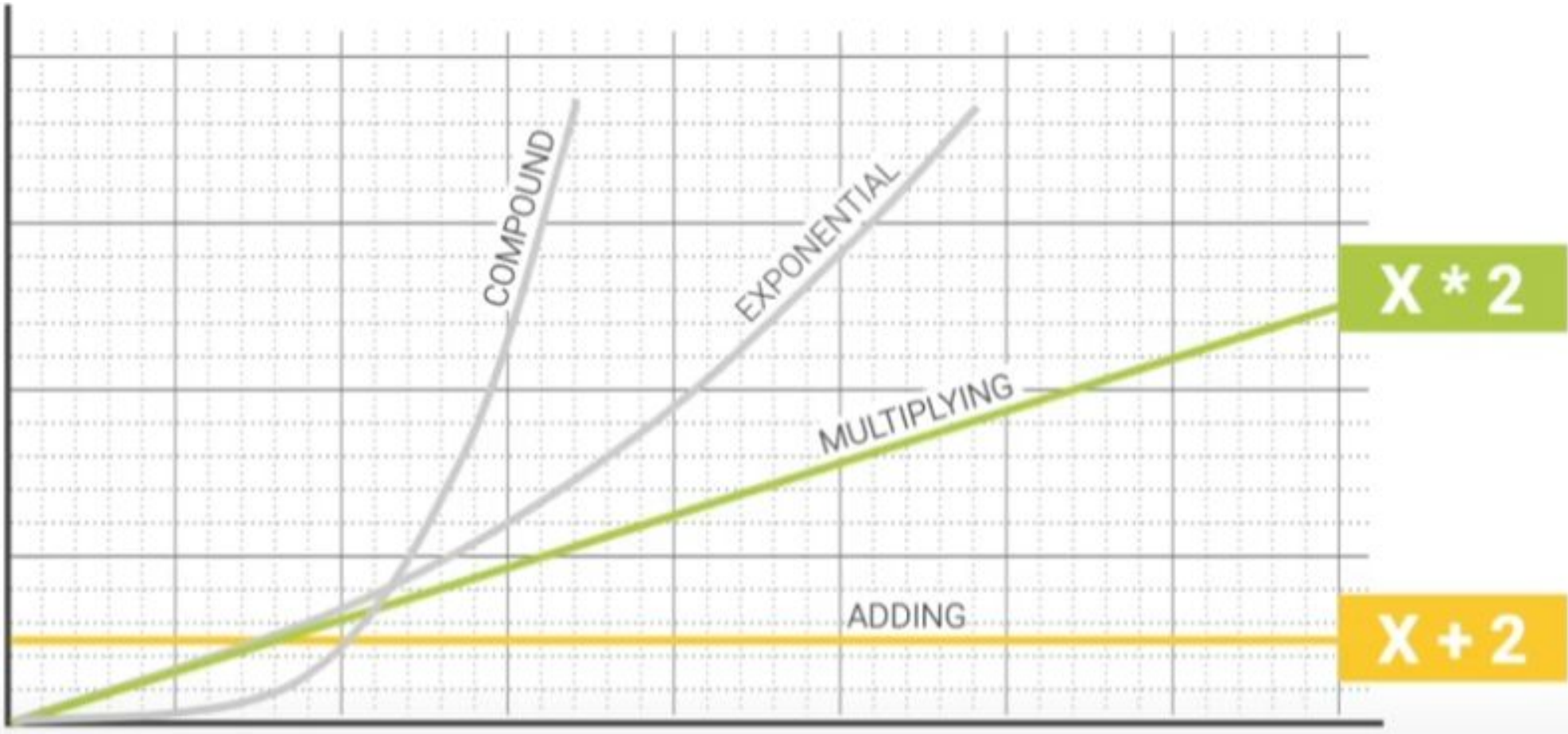




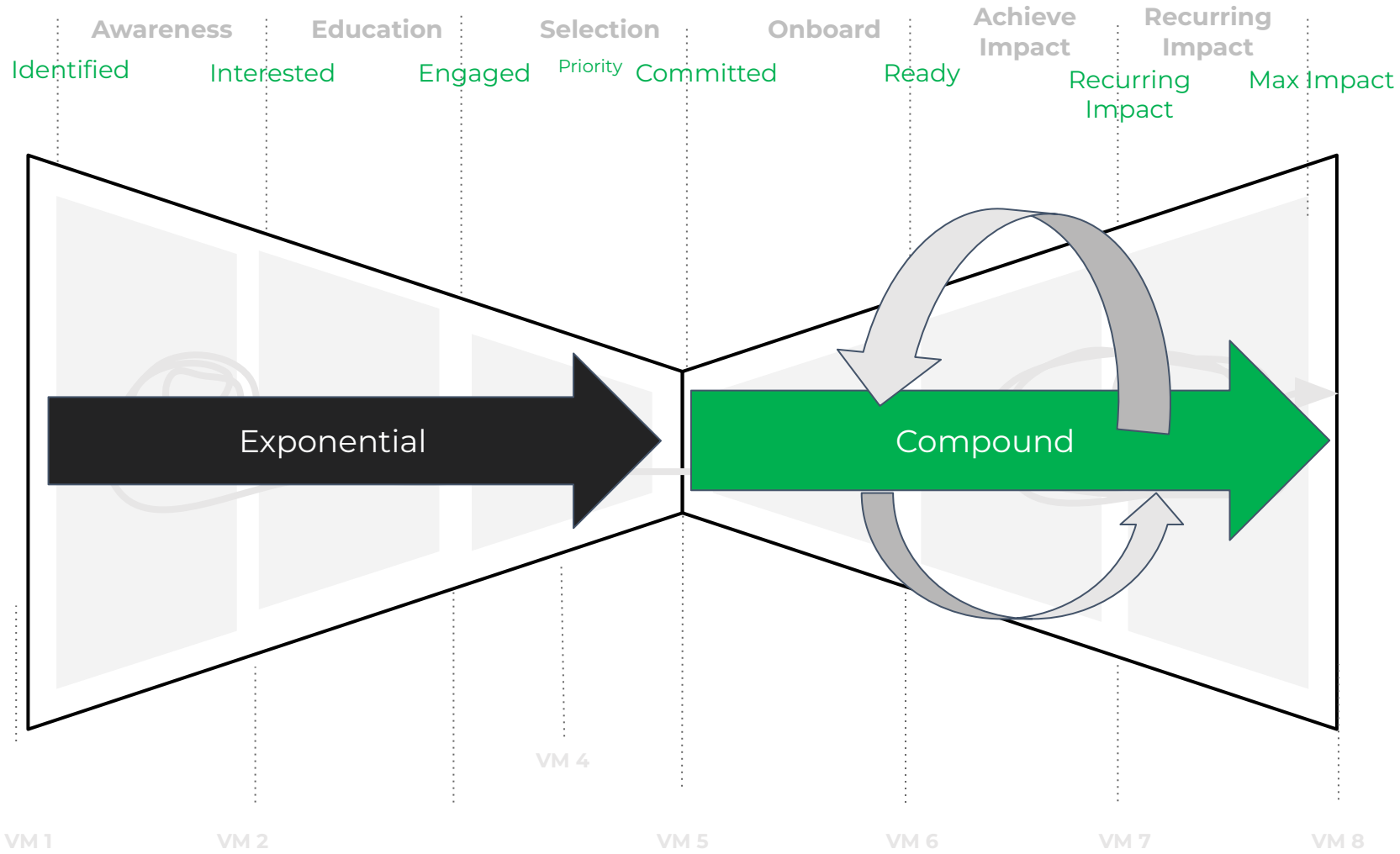
**Volume Metric:
of MQLs**
Additive

**Volume Metric:
CW Ratio**
Multiplication

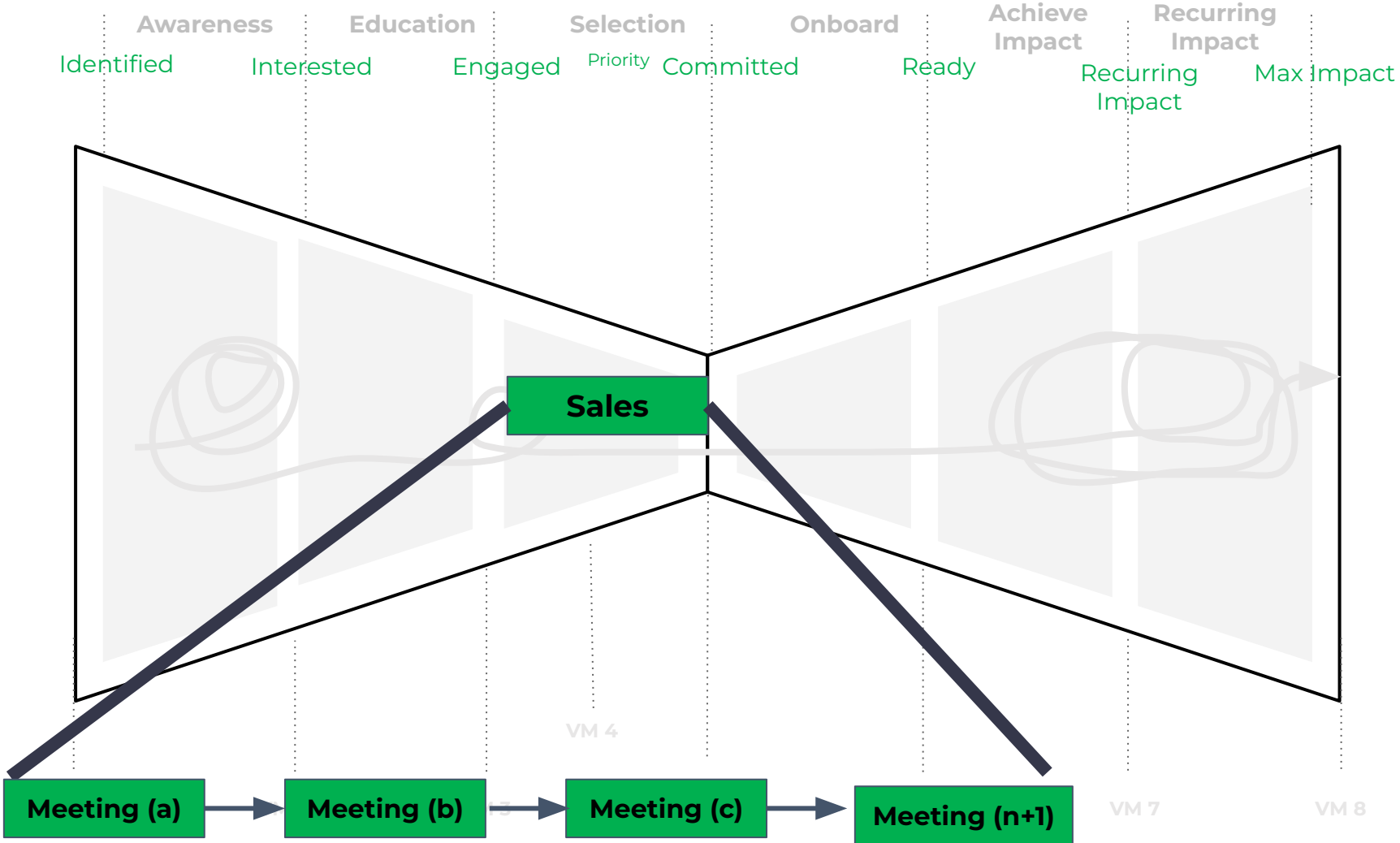




Math Model: Exponential and Compound



Math Model: Creating RevOps Lift



Math Model: Exponential and Compound

