

RevOps with HubSpot Summer School



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RevOps

The Science of Sustainable Revenue Growth



Overview

RevOps is the science of sustainable revenue growth that enables revenue teams to: teach, measure, repeat, improve, explain, and apply growth strategies to the full revenue cycle.

>>> What is Revenue Operations?

- **What were people doing before RevOps?**
 - Running successful billion-dollar businesses.
- **What RevOps is *not***
 - RevOps is *not* new
 - RevOps is *not* a methodology
 - RevOps is *not* a cultural norm or mindset
 - RevOps is *not* something we can start or stop
- **RevOps is**
 - The science of sustainable revenue growth - models applied to mathematical formulas that create insight.
 - Recognizes: Whoever controls the models (i.e. data + math) most greatly influences a company's success or failure.





>>> The Rise of RevOps

- **Growth in Term - Searches and Job Postings**
- **Why rise in popularity:**
 - It is more difficult to do get buyers:
 - Digital transformation
 - Non-linear buyer journey
 - There is more data
 - Proliferation of tools
 - Models are more complicated
 - Perpetual ownership of subscription business models
 - Need to increase the TAM
 - Subscription created persona
 - Fight to win SEO war to drive inbound leads
- **The Promise of RevOps**
 - The Stats: More profitable, more effective, more efficient

>>> The RevOps Domain

- **Previous Ways to understand**
 - 3 Pillars - People, Process, Platform
- **Wholistic: Suspect to Renewal**
 - Darkfunnel <-> Compound Growth
- **Models: Business, Data, Mathematical, GTM, Operating**
 - Process
 - Collection
 - Synthesization
 - Dissemination
 - Orchestration
 - Technology
 - Content
 - Team Structure
- **Teams: Marketing, Sales, Customers Success, Finance (+Ops)**





>>> The RevOps Reality

- **Destructive nature of**
 - Best Practices
 - Rules of Thumb
- **Science = right and wrong**
 - Model that allows
 - Observation
 - Measurement
 - Experiment
 - Testing
 - Modification



>>> Implementation RevOps

- **The Pyramid: It can be done incorrectly - leading to unstable foundations**
- **Models**
 - Business: Perpetual Ownership to Consumption
 - GTM: Sales/Marketing/CS
 - Data Model: Bowtie
 - Mathematical Model: Impact and Compound Effect
- **Execution**
 - Techstack
 - Sales Process
- **The Steps**
 - ID the business model
 - ID the GTM
 - ID the data model required
 - Select the tool stack
 - Configure CRM/MAP to collect/synthesize metrics
 - ID the exponential and compound levers
 - Prioritize and Iterate





1. Multi-Choice: What is the definition of RevOps:

- a. Revenue operations aligns marketing operations, sales operations, and customer success operations to drive revenue growth through an organization's operational efficiency.
- b. Revenue Operations is the science of sustainable revenue growth that enables revenue teams to: teach, measure, repeat, improve, explain, and apply growth strategies to the full revenue cycle.
- c. RevOps is a centralized function that aims to maximize a company's potential revenue by managing and coordinating the systems serving all revenue-generating business units including Marketing, Sales and Customer Success. RevOps aligns these departments' systems and ensures they are all optimized to the company's business goals.
- d. Revenue Operations is the strategic alignment of every department that contributes to revenue in an organization.

2. Pick the one that is **not** true: RevOps increased in popularity because:

- a. The buyers journey became increasingly non-linear
- b. The number of tools in a company increased
- c. SaaS companies attempting to rank for Google Searches
- d. Companies moving from subscription to perpetual ownership models

3. Pick the one that is **not** true: RevOps includes the following model to implement correctly:

- a. Business Model
- b. GTM Model
- c. Data Model
- d. Sales Model





4. True or False: Revops is new and not been applied by companies until ~2000.

- a. True
- b. False

5. True or False: You have must have the title of “RevOps” to be actively running RevOps in your company.

- a. True
- b. False





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DAY 1 | CLASS 2

The Business Model

»»» Why is it needed?

- **Virtually every business can be a “recurring business model.”**
- **B2B businesses operate between two extremes**
 - Pay upfront model <-> consumption-based.
 - Each model along this arc has distinct implications for the sales cycle, win rate, level of risk, and go-to-market model.

»»» Key Elements

- **Business on a Continuum: Recurring is just month, quarterly, or annual.**
 - Types
 - Ownership: On-premise hardware / perpetual software license
 - Subscription: Monthly, quarterly, or annual contracts
 - Consumption: Usage-based pricing, and pay as you go cloud computing
 - Move left to right: doing changes, the price, selling motion, and risk.

»»» Effect of different models

- **Sales Cycle: Length of cycle shortens as move from value base upfront payment to impact based payment of consumption**
 - Ownership 9 months to 18
 - Subscription: 10 days to 6 months
 - Consumption: Seconds/Hours/Days





- **Win Rates: Winrates decrease as move from value base upfront payment to impact-based payment of consumption**
 - Ownership: 1:3 (Secured budget internally)
 - Subscription: 1:5 (Test product with minimal commitment)
 - Consumption: 1:8 (Freemium -> Low to no commitment)
- **Risk: Risk to seller increases as move from value base upfront payment to impact-based payment of consumption:**
 - Ownership: The buyer carries of the burden
 - Subscription: Seller carries majority of the burden
 - Consumption: Seller carriers almost all the burden

➤➤➤ Trends: Common model switches

- **Launching Subscription: Ownership -> Subscription**
 - Enterprise Hardware
 - Services
- **Selling to Enterprise: Subscription -> Ownership**
 - SaaS selling SMB -> multi year contacts
- **Accelerate with Usage: Platform Subscription -> Consumption**
 - Selling to end users to speed veclity





6. True or False: B2B businesses exist in between two extremes - perpetual ownership and consumption-based models.

- a. True
- b. False

7. Pick the one that is **not** true: Your business model affects the following variables:

- a. Sales Cycle
- b. Risk
- c. ACV
- d. # of C Suite roles

8. What is the win average win rate for a consumption/freeium model?

- a. 1:3
- b. 1:2
- c. 1:5
- d. 1:8

9. Pick the one that is true: An example of a _____ business model is represented by usage-based pricing or pay as you go cloud computing.

- a. Ownership
- b. Subscription
- c. Consumption
- d. Perpetual

10. Pick the one that is true: the seller carries almost all the burden/risk in a _____ business model.

- a. Ownership
- b. Subscription
- c. Consumption
- d. Perpetual





Exercise: My Business Model

- Where does your companies fit in the business model?

- Explain your answer using Average Contract Value, Sales Cycle, and Win Rates

- *ACV:*

- *Sales Cycle:*

- *Win Rates:*

- What Impact does this have on the profitability of your company?





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DAY 2 | CLASS 3

GTM Model + Data Model + Math Model



GTM Model Overview

GTM models of Marketing, Sales, and Customer Success are aligned based on number of deals per year and ACV, in order to deliver the best customer experience at the right cost to serve.

>>> Key Elements

- **Sales GTM:** These range from 'no-touch' to 'high touch'.
 - PLG
 - 1-Stage (Inside Sales)
 - 2-Stage (SDR/AE)
 - Field Sales
 - Named Accounts

>>> Marketing GTMs:

- **Inbound:** Typically content, SEO, events, communities. These marketing materials and content are not highly targeted (i.e., 1:everyone)
 - SEO
 - SEM
 - Community
 - Events





- **Outbound:**

- **Prospecting:** Sending tailored messages to segments of customers or personas, based on firmographics and/or persona characteristics (i.e., 1:many)
- **Account Based Targeting:** fewer accounts, but addressing more people inside that account (i.e., 1:few):
- **Targeting:** contacting a very specific list of people with highly targeted messages that refer to each person's unique situation and pain points (i.e., 1:1)

»» Customer Success GTMs

- **Community:** This is typically in the form of online forums where customers find support and answers for themselves.
- **Help desk:** Often a combination of an online bot and human support who are available to answer questions via a ticketing system.
- **Volume:** Accounts handled by CSMs, with each CSM handling hundreds of small accounts.
- **Segment:** Accounts handled by CSMs, with each CSM handling a particular segment of accounts (e.g., mid-market accounts, healthcare accounts)
- **Accounts:** Accounts handled by CSMs, with each CSM handling a very small number of large enterprise accounts





»»» Segmentation and Growth Engines

- **GTM motions mapp to different segments**
- **Segments have different**
 - Buyer Pattners
 - Different engines of growth
 - PRO: Product -> Reputation -> Users
 - SMB: Events, Content, Thought Leadership
 - Enterprise: People, Brand, Expertise-Based Relationships

»»» Findings

- **Mismatched GTMs:**
 - Often functions are not aligned on GTM type for one coherent strategy - focus / structure is wrong
- **The Service Gap: GTM motions**
 - PRO: Free Service
 - Enterprise: 24/7 Highouch Support
- **Too many GTMs deployed too early on the growth cycle:**
 - Leads to spreading resources too thin and not establishing GTM Fit
- **Establishing GTM Fit takes time:**
 - It is common for companies to move up- or down-market in order to grow; these movements typically take far longer than anticipated to fully execute
 - This is due to the fact that the growth engines across GTMs are based on different foundations





>>> Explaining the GTM

- **The Stages**

- *Pre Revenue*

- Prototype:
 - MVP

- *Post Revenue*

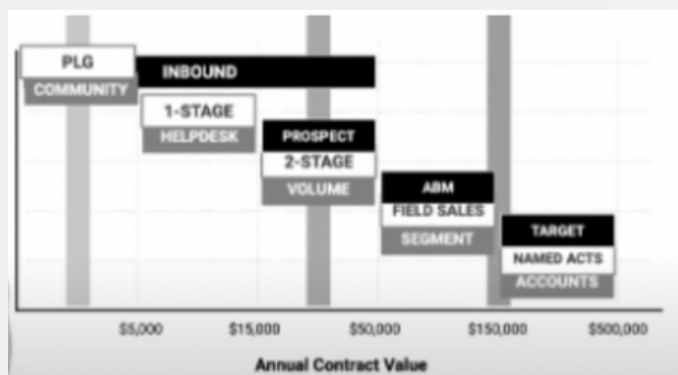
- **Product-Market Fit (0-1M ARR):** In this stage, the company is finding its fit with the market (e.g., determining the right price for the product they have built, for the market they are serving).
 - The company has a high customer acquisition cost, as they learn more about their customers - what they are willing to pay, what impacts they are looking for - and adjust the product based on those learnings. Toward the end of this stage is typically when venture-backed companies raise a series A round of funding, in order to find Go to Market Fit as soon as possible.
 - **Go to Market Fit (1M - 10M ARR):** In this stage, the company is now learning to sell its product in an efficient and effective way.
 - Toward the end of this stage is typically when venture-backed companies raise a series B round of funding, in order to facilitate scaling going forward.
 - **Scale Up (10M - 100M):** In this stage, the company is learning how to grow and scale the business, applying what has been learned in the previous stage in order to accelerate growth





• **Findings**

- Multiple GTM to Soon: Multiple GTMs hid real growth
 - Not ready to scale
- Launching a new GTM requires the company to reenter PMF and GTMF.
 - The launch of a new product, entry into a new region, or selling into a new segment requires that a company, even briefly, reenters the product development cycle to establish product, price positioning, and GTM Fit.
 - Another common failure point is launching a new enterprise product in the Scale Up phase in order to scale and grow revenue, without reentering that product development cycle.



	PLG	1 Stage	2 Stage	Field	Account
Definition	Customer acts and performs as the marketing and sales function	Inside Sales reps take inbound calls, disco/demo and close a deal	SDR's use cold outbound email and calls to get a disco meeting for the AE	Ssales has a region, with 30-50 accounts, developing their own leads	Manage know accounts, knows the people but needs to identify projects
ACV	\$	\$\$	\$\$\$	\$\$\$\$	\$\$\$\$
Transaction Count	XL	L	M	S	XS
Marketing Support	Yes	Yes	Yes	Yes	Yes
Sales Support	No	Yes	Yes	Yes	Yes
BDR Support	No	No	Yes	Yes	Yes





The Data Model Overview

The modern Data Model for recurring revenue is represented as a bowtie, aligning all Revenue capabilities with a consistent set of metrics.

>>> Funnel: The old data model

- Pipeline creation, Development, Conversion, Secured
- Open Loop

>>> New Model: The modern Data Model for recurring revenue is represented as a bowtie, aligning all Revenue capabilities with a consistent set of metrics.

Characteristics:

- **Bowtie (or Full Funnel)**
 - The Point of Purchase (i.e. selection) is the start, not the beginning: Typical sales process that B2B Revenue teams use to work with their customers often focuses on those three phases. But once the customer makes their selection, that is not the end of the customer journey; it's actually the very beginning.
 - Impact is Achieved Post Sale: Revenue teams typically make the mistake of focusing primarily on their own sales process to get to the commitment from the customer, ignoring the rest of the customer journey where the customer is focused on achieving their desired impact.
 - Time in Sale Funnel vs. Time as Customer: The sales process may take just a few months, while the length of a successful relationship with that customer may last many years.





- **Customer-centric (vs. Seller-Centric): Recurring revenue is the result of recurring impact.**
 - Use customer centric language: Many companies think in terms of prospects, MQLs, qualified opportunities.
 - Instead, the sales process should be thought of in terms of the customer: expressing interest, engaged with us, committed to a solution, ready to activate, achieving recurring impact, and growing further to achieving maximum impact.
- **Closed loop System (Retention)**
 - Compound Growth: Re
 - Informs over time: Determining who your best customers are in the later stages of the bowtie, and then feeding that information into the beginning of the bowtie, where your Marketing team can be informed of these customers and try to go find more prospective customers that are similar.

Building blocks

- **Process:** Awareness, Education, Selection, Activation, Achieve, Growth
- **Moments:** Prospects, MQLs, SQLs, Commit, Live, MRR, LTV
 - No Closed (there isn't an end) - just intermission
- **Metrics:**
 - *Volume:* The raw number of leads, opportunities, or accounts you have at the beginning of each stage
 - These metrics often include measuring the following (or similar): prospects, MQLs, SQLs, SALs, commit (closed won), onboarded, ARR/MRR, and LTV.
 - *Time:* How much time on average passes from one stage to the next; indicates how quickly you are helping customers move through your sales process

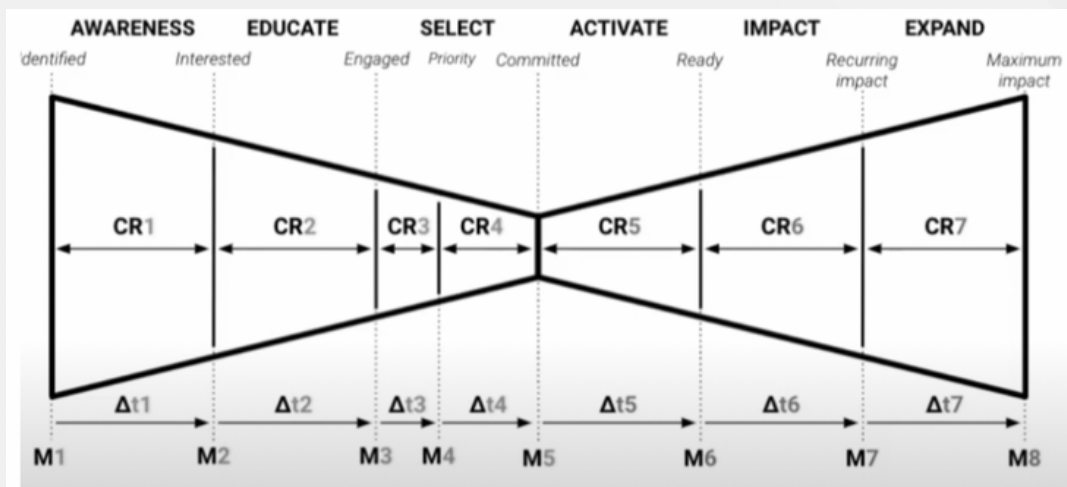




- The Time metric often includes sales cycle, time to go-live and average length of contract.
- For a more sophisticated, granular view that can help pinpoint where issues are happening in the sales cycle, revenue teams should be measuring the average time between each sales stages, rather than the length of the entire sales cycle, so that they can determine which parts of the sales cycle need further improvement.
- *Conversion*: The ratio of success through a key event
 - 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

Bowtie Model

Measurements:



Same Model -> different volumen metrics





>>> Findings

- **Too Much Emphasis on First Half:** Most companies put an outsized emphasis on the first half of the Bowtie, leading to a heavy focus on winning more deals; most companies have a great opportunity for growth by more closely examining and measuring their metrics after the customer has made a commitment.
- **The Data Issue:** Most revenue organizations have plenty of data at their fingertips, but are getting lost when it comes to how to interpret it.
 - This results in the incorrect identification of the problems, and therefore the wrong actions being taken to remediate the issues.
- **Math:** Recurring revenue models can be optimized as follows:
 - a) In the first half of the Bowtie, drive exponential growth by making small improvements at each of the key moments in the customer acquisition process
 - b) In the second half of the Bowtie, drive compound growth by making small improvements at each of the key moments in the customer success process (such as renewal, cross-sell, and upsell)







11. True or False: Marketing, Sales, and CS all have separate but interrelated GTMs?

- a. True
- b. False

12. Which of the below is not a type of Sales GTM?

- a. SPLG
- b. Inbound
- c. 2- Stage
- d. Field Sales
- e. Named Accounts

13. Which customer segment maps the 2 - stage GTM?

- a. Pro Users
- b. SMB
- c. Enterprise
- d. ABM

14. Pick the one that is true: The _____ stage is the one where a company is learning to sell its product in an efficient and effective way:

- a. MVP
- b. Product-Market Fit
- c. Got to Market Fit
- d. Scale Up

15. One of the most common issue for scaling companies is launching a new prematurely launching a new GTM

- a. True
- b. False

16. True or False: Impact for customers is achieved Pre Sales

- a. True
- b. False

17. True or False: A successful customer relationship spends the majority of their time in the sales funnel

- a. True
- b. False





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Math Model + Tool Stack



Math Model Overview

GTM models of Marketing, Sales, and Customer Success are aligned based on number of deals per year and ACV, in order to deliver the best customer experience at the right cost to serve.

➤➤➤ Arithmetic Models: From Linear to Exponential

- **Types**
 - Linear
 - Additive: Volume Metrics
 - Multiplicative: Conversion Metrix
 - Exponential
 - Compound
- **Significance**
 - Marginal Impact has outsized Impact
 - Linear Model Example
 - Exponential Example
 - True Growth Engine: It is a common misconception that the most important fuel for growth is new leads, opportunities, and closed deals; many organizations place a maniacal focus on these elements, while ignoring a much more powerful and efficient growth engine.
 - Instead, the majority of the growth in a properly functioning recurring revenue business comes from the compound impact of existing customers, during their lifetime in their customer journeys as they go through the key moments of renewal, cross-sell, and up-sell.





>>> Findings

- **Prioritize Exponential / Compound Growth:** Recurring revenue models are built to take advantage of exponential and compound growth; organizations need to build their revenue functions with these principles in mind in order to maximize their growth potential.
- **Existing Customers Matter More:** Disproportionate impact comes from the compound growth of existing customers.
- **Shortening Sell Cycle Matters:** Companies can deploy asynchronous selling techniques in order to accelerate sales cycles and increase win rates, in addition to realizing other benefits such as decreasing customer acquisition costs.



Tool Stack

>>> Data Model Framework

- **The Journey:** Suspect -> MQL -> SQL
-> Commit -> Live -> MRR -> LTV
- **The Types**
 - Platform:
 - Apps
 - 3rd Party

>>> Principles

- **Most Accurate Data**
 - Most Adoptable
- **Fewer databases**
 - Fewer Tools
 - Work in platform





Findings

- **The Point Solution Dilemma:**
- **Most companies have over 20**
 - Example of Common Common
 - Example of RevPartners
- **You need these fundamentals**
 - Platforms (7-9 at a minimum - depending on GTM)
 - Marketing
 - CMS: Content Management System
 - MAP: Marketing Automation Platform
 - Sales
 - SEP: Sales Enablement Platform
 - CRM: Customer Relationship Management
 - Service
 - CSM: Customer Success Management
 - Finance
 - ERP: Enterprise Resource Planning
 - Product:
 - Product Usage
 - RevOps:
 - REP: RevOps Enablement Platform
 - The Integrated Apps (Another 20+ tools)
 - Marketing: Database enrichment, Intent Data, ABM Tools, website chat, Landing Page / Form,
 - Sales: Inbound/Outbound phone dialer, Email verification, Call recording, Lead Routing, Calendar System, Document Execution, CPQ, Proposals
 - Service: Helpdesk, NPS, PM Tool
 - Finance: Subscription Analytics





>>> Tech I love

- CRM: HubSpot
- MAP: HubSpot
- CMS: HubSpot
- CS: Service
- Data Duplication: HubSpot
- Inbound Dialer: Kixie, Aircall
- Reverse ETL: Hightouch
- Data Orchestration: Syncari
- CPQ: Dealhub.io
- SaaS Metrics: Chargebee
- ABM / Intent Data: Terminus
- Lead Scoring: Breadcrumbs.io
- Website Chat: Intercom
- Commissions: QuotaPath
- Mutual Action Plans / Onboarding: Arrows.to
- Video Testimonials: Vouch





18. True or False: The most important “fuel” for a company is new leads, opportunities, and closed deals?

- a. True
- b. False

19. Where does compound growth occur in the Revenue engine bowtime model?

- a. Leads to Opportunities
- b. Opportunities to Closed Deals
- c. Purchase until LTV
- d. The entire funnel experiences compound growth

20. Which creates the most marginal impact in the revenue cycle

- a. Linear Impact
- b. Multiplicative Impact
- c. Compound Impact
- d. Exponential Impact

21. True or False: Most companies have over 20 systems to support their revenue cycle

- a. True
- b. False

22. What of the below is not a fundamental platform:

- a. CPQ
- b. MAP
- c. ERP
- d. CRM





What is my GTM, Data Model and Tech Stack?

- What is your GTM Motion? **Circle on Sheet**
- Where is your company on the growth curve? **Place Icon where it is**
- Based on your GTM, label and create your company’s data model? **Label the diagram**
- What metrics do you / don’t you use today - Volume, Conversion, or Time?
- What is your tool stack do you need to collect? **Label in diagram**



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DAY 3 | CLASS 5

The RevOps Pyramid & RevOps Fundamentals

»»» The RevOps Pyramid

- **The unstable pyramid example: Orgs are built**
 - How growing
 - Product
 - AE -> PPT
 - Pricing -> Forecasting -> Quota -> Comp Plan
 - CRM -> MAP -> AE + SDR -
 - As grows, becomes more unstable
- **Findings**
 - Blame People, Not Process: When a quota is missed, we blame a person (the pyramid becomes)
 - People are the result of the problem, not the cause
 - The process is the key issue
 - We think about the process, 2-4 years - while building. Rapid scale means we must think about process much earlier.
 - Patterns of a building is: Org, Tools, Content, Skill, Process
- **The scalable Pyramid**
 - How created
 - Process -> Tools -> Enablement (content) -> Skills Training -> Org
 - Create stability while growing
 - Must measure data
 - Must require a methodology to be the same through





>>> RevOps Fundamentals

- **How to add Data model to CRM for measurement?**
 - Step 0: Pick a CRM (HubSpot in this case)
 - Step 1: Determine Data Model (ex. 2 Stage)
 - Step 2: Implement Customer Lifecycle Stages
 - Step 3: Add Sales Process to CRM



Customer Lifecycles Overview

Customer lifecycle stages are the steps a customer takes through the buyer's journey from Lead (Prospect -> Commit) and Customer (Live -> LTV) . It is the foundation to a properly set up CRM; the ability to create clear segmentation of your contacts.

>>> Key Elements

- **Definitions: This is the data model -> must be cemented**
 - Clear definitions that don't change (or rarely)
- **Data Integrity**
 - Backward: Can't move backward
 - Can't Skip: A contact cannot skip a stage
 - Timestamp: All stages must have a timestamp
- **More than Customer: The model splits "customer" into 3 parts**
 - Same effort into Sales (exponential) as we are with CS (Compound)





➤➤➤ Data Model Translated into 2 Stage GTM

- **Left Side Funnel**
 - Prospect (Identified): Someone identified who can have impact
 - MQL (Interested): Someone who expressed interest to learn about the impact
 - SQL (Engaged): Someone who wants to engage in a convo on the impact
 - SAL (Priority): Someone who wants to engage in convo on the impact and good fit for service/product
 - Commit (Committed): Someone who is committed to achieve the desired impact
- **Right Side Funnel:**
 - Live (Ready): A customer ready to achieve impact
 - MRR (Recurring Impact): A client achieving recurring impact
 - LTV (Maximum Impact): A client who achieve maximum impact
- **How to apply 2-stage GTM inside HubSpot**



Sales Process Overview

A repeatable roadmap that guides the sales process through the buyer journey in "stages." This sets the foundation for measuring exponential arithmetic in the sales process





»»» Visualization of Sales Stage in Data Model

- **Key Elements**

- Customer Centric
 - Impact -> Not Pain
 - Trade -> Not Negotiate
 - Commit -> Not Closed
- Data Integrity
 - Backward: Must have a mechanism for handling movement backwards
 - Can't Skip: A contact cannot skip a stage
 - Timestamp: All stages must have a timestamp
- Timestamps: By Stage Conversions -> Exponential arithmetic
 - Can see conversion from one stage the next
- Stage Analysis Allows
 - Skills by stage for coaching
 - Content for stages
 - Gates (entry/exit criteria for stages)

- **Example:**

- 2 Stage GTM in HubSpot







23. True or False: People are a result of the process they exist in:

- a. True
- b. False

**24. The order of a stable, scalable revenue engine is built in this order:
Process -> Tools -> Enablement -> Skills -> Org**

- a. True
- b. False

25. What is not a key element of creating the data model (customer lifecycles) in HubSpot

- a. Stages can't move backward
- b. All Stages must have time stamps
- c. Stages can't be skipped
- d. Company employees should be removed from customer lifecycle stages

26. What is an example of a customer-centric sales proces stage:

- a. Trade
- b. Negotiate
- c. Proposal
- d. Closed Won





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DAY 3 | CLASS 6

The RevOps Lift and Metrics



RevOps Lift Overview

RevOps lift expresses that marginal changes in the revenue process creates exponential and compound effects on revenue.

- **In order to create lift, we must know**
 - Our Business Model
 - Our GTM Model
 - Our Data Model
 - Our Tool Stack
- **RevOps Pyramid: We build stable, Pyramid organizations where the process determines results.**
 - This enables us to teach, measure, repeat, improve, explain, and apply growth strategies to the full revenue cycle.
 - When the process fails, we can adjust
- **Each stage in the process**

>>> Findings

- **Pyramid: Build process and then the org**
- **Existing > Acquisition: Compound impact is greater than acquiring new commitments.**





Performance Metrics + Sustainability Overview

Performance metrics help us answer, “Where should we focus?” and diagnose potential solutions.

	Definition	Metric	Definition	So What	Customer Journey Phase
Volume Metrics	quantity of items generated at any given step in the sales process	Prospect	A person who expresses interest by visiting a website or other piece of content		Awareness
		MQL	Marketing Qualified Lead, a person who express interest and fits the target profile		Education
		MQA	Marketing Qualified Account, a company who can benefit from the product or service		Education
		SQL	Sales Qualified Lead, a person who experiences a pain and wants to take action		Selection
		SAL	Sales Accepted Lead, verified by the sales team as benefiting from the impact		Selection
		COMMIT	Mutual commitment to deploy a solution that will achieve impact at a set time		Selection
		LIVE	Client has been onboarded on time, within budget, and the solution can deliver impact		Onboard
		MRR	Solution delivers impact again and again, and a recurring revenue stream is secured		Impact
		LTV	Revenue generated over the lifetime of the account; net of churn, including growth		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;	indicative of the quality of the database	Awareness
		CR2	MQL to SQL rate	indicative of the quality of the lead development campaigns	Education
		CR3	Show-rate, hand-off	indicative of the quality of the prospecting work	Selection
		CR4/WR	Win rate	indicative of the quality of the sales process and sales skills	Selection
		CR5	Churn rate during onboarding	indicative of the quality of the customer engagement experience	Onboard
		CR6/Churn	Lack of impact results in churn	indicative of the stickiness of your service	Impact
		CR7/Upsell	Upsell during the usage over the length of the contract		Grow
Time Metrics	Delta in the time it takes	T1	Length of time before engagement is achieved	Measured in days	Awareness
		T2	Length of the prospecting campaign	indicates quality of sequences being used	Education
		T3	Time it takes to set up the meeting and convert it into qualified opportunity		Selection
		T4	Sales cycle	Indicates the ability of a sales manager to navigate the client's progress	Selection
		T5	Time to live	indicates the complexity of a product; ranges from weeks to seconds	Onboard
		T6	Time until a client has achieved the impact it's aimed for	Often a 12 month contract	Impact
		T7	Time to achieve penetration of account		Grow

Performance Metrics

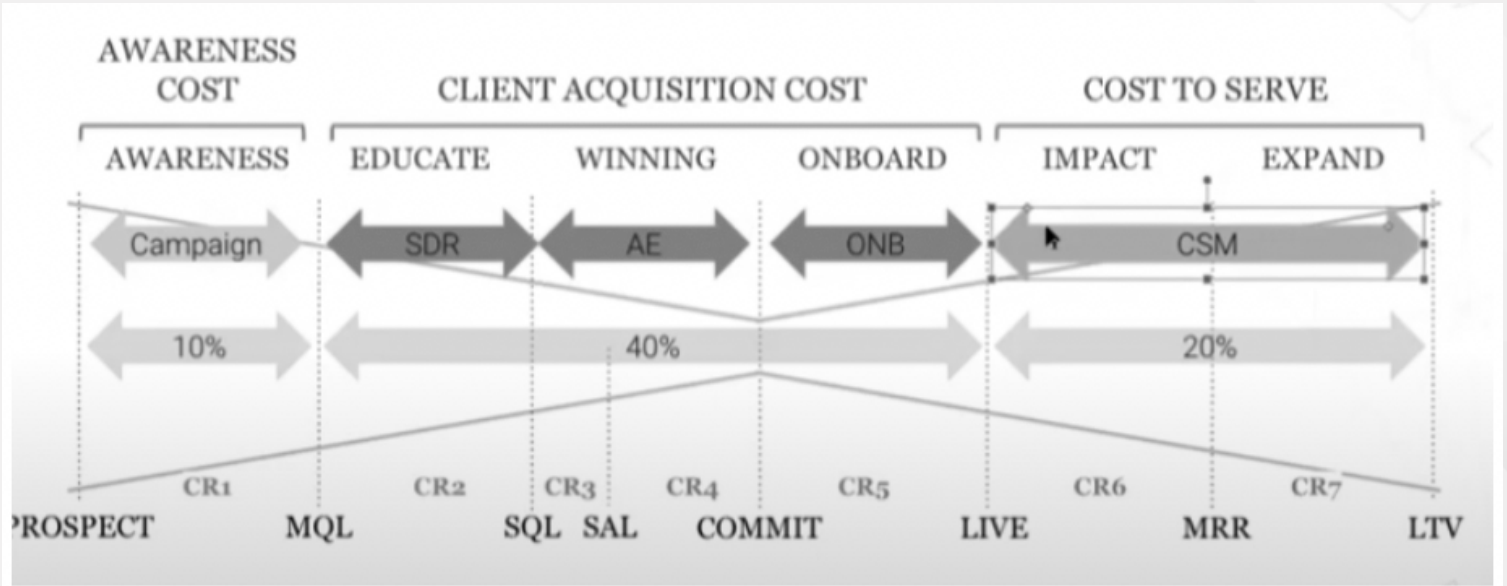
- M3 SQLs vs CR4 Win Rates: Qualify of discovery calls, are you winning the right deals
- CR3 (Handoff) vs CR4 (Win Rates): Handoff SDR/AE, is it a working relationship?
- CR4 (Win Rate) vs CR5 (Onb Churn): Are we selling the right customers
- T5 (Onb Time) vs CR6 (Live Churn): Quick to onboard, but clients are not using the product





»»» The Sustainability Index

Overview: Profitability over hyper growth



- **Awareness**
 - Awareness Costs
- **Sales**
 - CAC
- **Customer Success**
 - Cost to Serve





➤➤➤ Other Important Metrics the model must help calculate

- **Marketing**
 - Lead to Opportunity
- **Sales / Finance**
 - ARPU
 - Bookings
 - Billings
 - Revenue
- **Customer Success**
 - Net Revenue Retention
 - Churn / Retention Rate
 - NPS
 - MRR
 - New MRR
 - Expansion MRR (Upgrade / Crosssell / Reactivation)
 - Contraction MRR (Downgrade / Churn)
- **CAC:LTV Ratio**







27. Which performance metric is most likely to answer “Are we selling to the right customers?”:

- a. M3 vs CR4
- b. CR3 vs CR5
- c. CR4 vs CR5
- d. T5 vs. CR6

28. Which of the below is not a finance metric RevOp professional should measure:

- a. NPS
- b. ARPU
- c. Bookings
- d. Billings

29. Which of the below is not a type of MRR

- a. New MRR
- b. Expansion MRR
- c. Contraction MRR
- d. Increased MRR

30. True or False: RevOps lift means that marginal changes in the revenue process creates exponential and compound effects on revenue.

- a. True
- b. False





Terminology

Terms used throughout the course

Models

- Business Model
- Data Model
- GTM Model
- Growth Model
- Tech Stack Aid
- RevOps Pyramid Model
- Customer Lifecycle Template
- Sales Process Model Template
- Sustainability Index





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RevOps with HubSpot Summer School

This event was held in partnership with HubSpot. The HubSpot CRM platform makes it easy for your entire company to work together – from marketing, to sales, to customer service. Each hub is powerful alone, but they're even better together.