

OPENPRISE®

+ Report

2024 State of RevOps Survey



We aspired
to create a
source of truth
for revenue
operations
professionals
to advocate for
more resources,
training, and
positional power.

Introduction: Why we did this survey

At Openprise, we're interested in trends in the market. More importantly, we aspired to create a source of truth for revenue operations professionals to use as you advocate for more resources, training, and positional power.

That's why we partnered with MarketingOps.com and the RevOps Co-op to collect feedback from a global contingent of operations professionals spanning sales, marketing, customer success, and revenue operations. In this report, we'll identify some important patterns like:

- + How mature RevTech stacks and analytics are today.
- + Where mature teams are solid and immature teams have room to grow.
- + What we can learn from the strongest teams and apply across B2B.

This report shares key findings from the survey. So much data was collected, and so much information shared by the community, that deeper dives and more nuanced insights into each topic are available in separate survey reports.



What we learned: We're still learning who we are

When we decided to partner with the RevOps Co-op, we were surprised to learn that the top questions asked in their community were:

- + What does (or should) RevOps do?
- + How should a RevOps team be structured?
- + Who does RevOps report to?

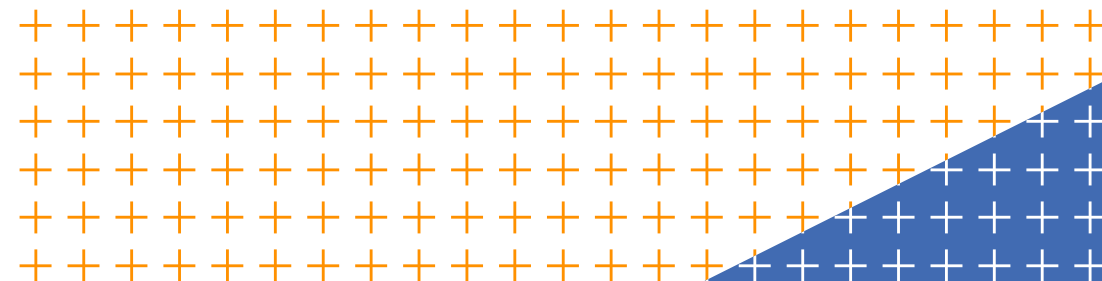
That means that, even though revenue operations has been a highly touted role for the last five years, ambiguity still abounds around department structure, duties, and how to measure impact.

The survey underscored that these questions are top-of-mind for all of us. Half of respondents who reported their title contained "revenue operations" said revenue operations is an informal functional team or is nonexistent. And while 62% of people with a revenue operations title reported directly to the Chief Revenue Officer and the CFO, the rest were distributed across the CIO, COO, CEO, VP of Sales, and "Other."

There isn't a consistent standard for revenue operations yet. But we believe that's a good thing. There's still time to advocate for positive change before people get set in their ways.

We expect these topics will spark discussion and debate in the coming year. We hope you enjoy the report and look forward to bringing you more insights.

The Openprise Team



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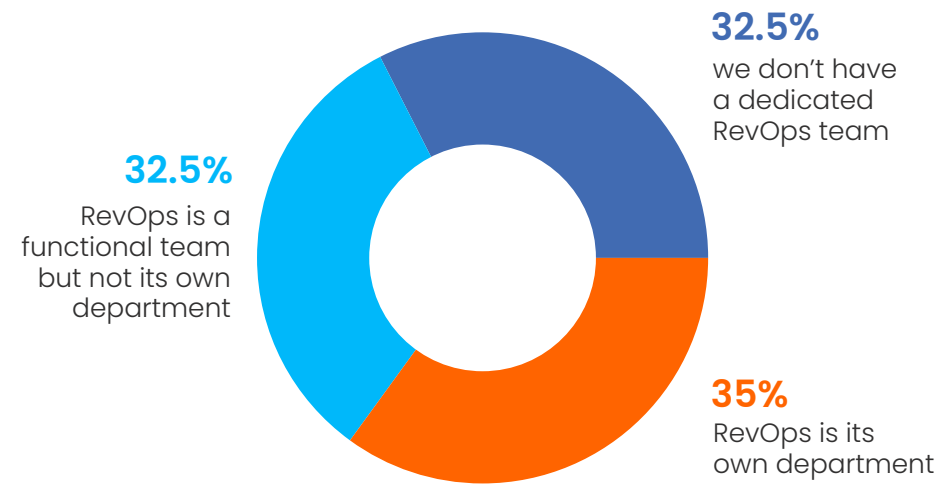


Key Findings



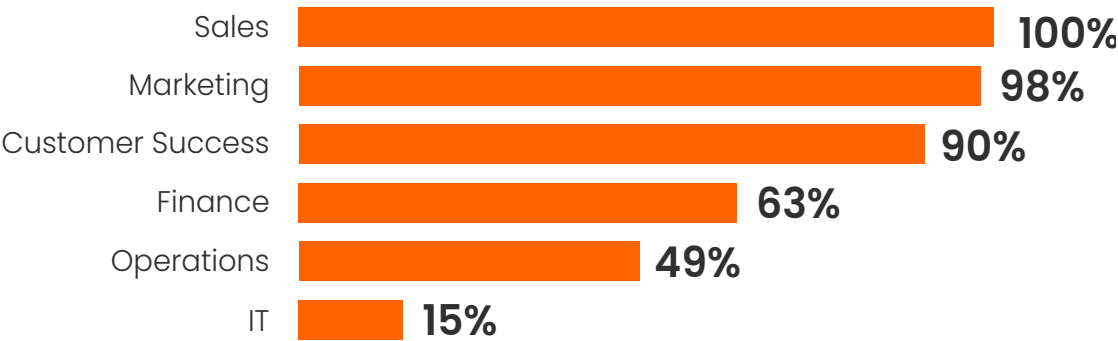


Who has a RevOps department?



- + **35% of B2B companies have a formal RevOps department.**
- + **B2B2C companies are 26% more likely** to have a formal RevOps department, which may be due to the added complexities that come with supporting both B2B and direct-to-consumer buying motions.
- + **32.5% of all companies do not have any form of revenue operations** and still rely on siloed operations teams.

Which teams does RevOps support?



89% of people with revenue operations titles state that they **support Sales, Marketing, and Customer Success** while supporting departments like Finance and IT.

Operations professionals with more traditional, siloed titles didn't see revenue operations the same way—which makes sense given that their company still has siloed operations positions. **Less than 50%** reported that revenue operations support all three go-to-market teams, and we saw a great deal of variation in whether they saw RevOps as strictly focused on systems, analytics, or a single department (Sales).

In other words, companies aren't unified in their definition or degree of investment in RevOps.

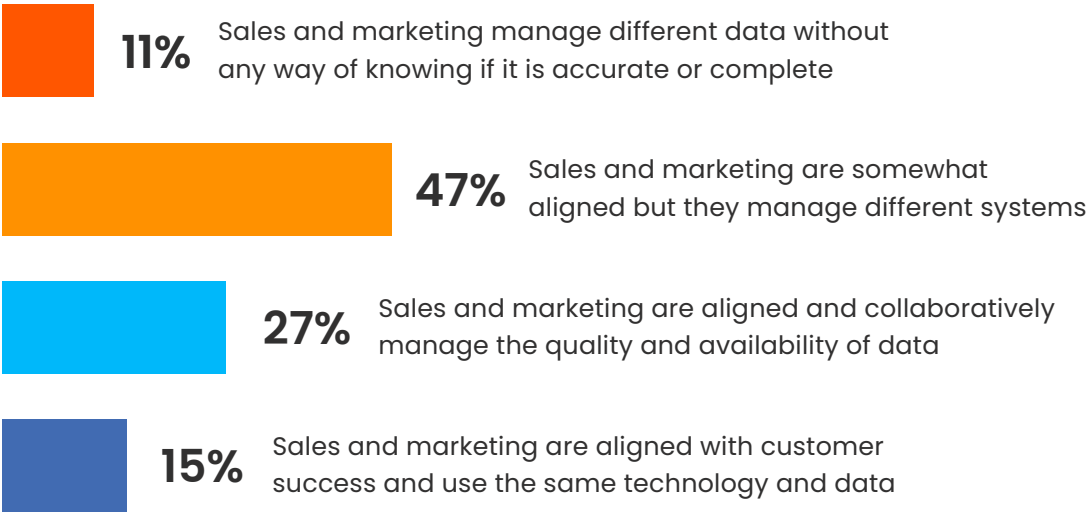
Who does RevOps report to?

Executive Role	All Ops	RevOps	MOps
Chief Marketing Officer (CMO)	24%	5%	45%
Chief Revenue Officer (CRO)	22%	41%	10%
Chief Operations Officer (COO)	11%	10%	8%
"Other"	11%	7%	17%
VP of Sales	11%	7%	4%
Chief Financial Officer (CFO)	10%	21%	3%
Chief Executive Officer (CEO)	9%	8%	11%
Chief Information Officer (CIO)	2%	2%	0%
VP of Customer Success	1%	0%	1%

41% of people with a revenue operations title report to the **Chief Revenue Officer**. 21% reported to the CFO.

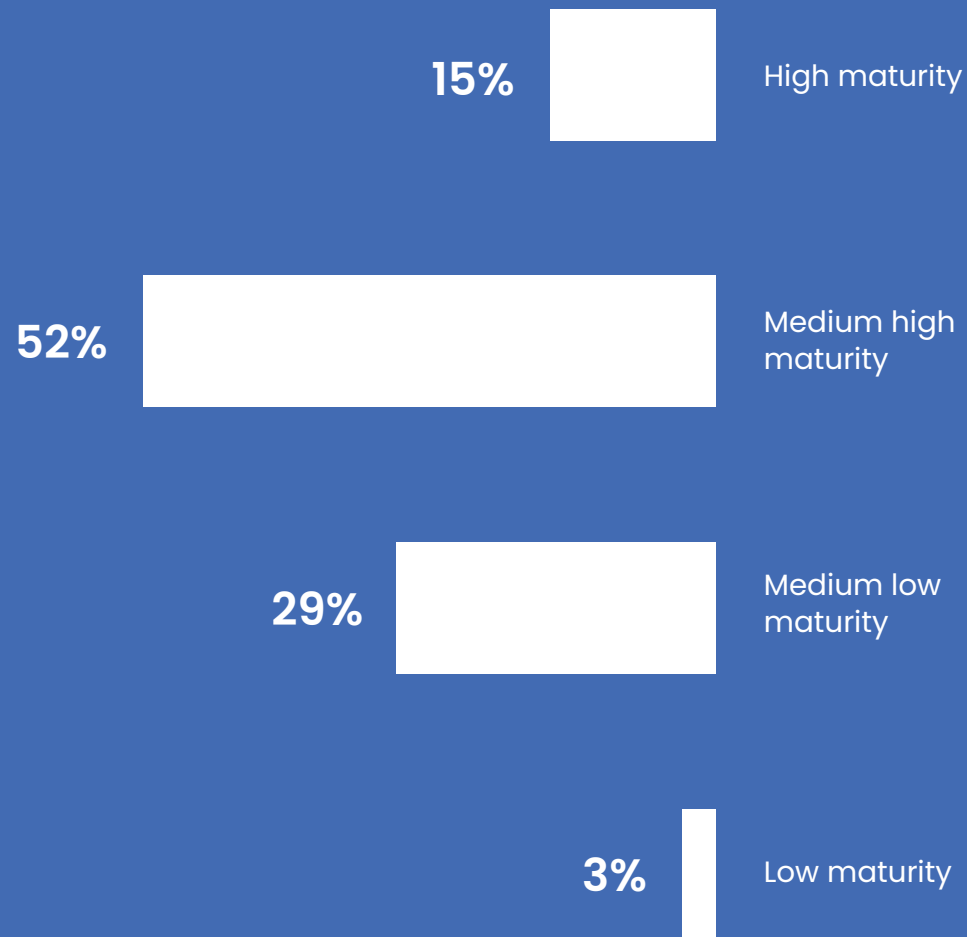
Who revenue operations reports to (VP of Sales? CMO? CIO? COO?) can vary just as wildly as how revenue operations is defined and implemented in any organization.

Why are we still talking about marketing and sales alignment?



58% of organizations report that marketing and sales are either somewhat aligned or not aligned at all. A staggering **11% of organizations** say that sales and marketing are not aligned, and they have no way to confirm their data is accurate or complete.

Sales and marketing alignment (or the lack thereof) is still a hot topic because it's still a big problem.



How **operationally mature** are we?

Only 15% of survey respondents reported that their companies were **highly mature**, which we define as the following:

- + Marketing, Sales, and Customer Success are aligned and use the same technology and data.
- + Data is managed in a designated platform that is automatically integrated with other tools/systems from other departments, such as Finance and Support.
- + The overall RevTech system is integrated and optimized.

We initially assumed this was due to most respondents working for companies with less than 500 employees. However, we found **company size did not correlate with a company's operational maturity**.

+ Is there a **data problem**?

80% "It is essential to have clean customer and prospect data"

9% "I am very satisfied with the cleanliness of our customer and prospect data"

While 80% of operations professionals reported that clean customer and prospect data was essential,

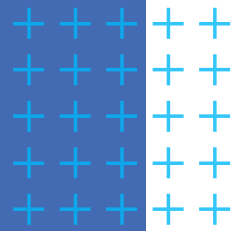
- + **Only 9%** reported they were very satisfied their **data is clean**
- + **10%** reported they were very satisfied with their **ability to append relevant information** to prospects and customers
- + **7%** were very satisfied with their ability to **deduplicate records**

Houston, we have a BIG problem.

What's the good news?

The good news is that significant trends in highly mature companies can help us understand where less mature organizations should invest to catch up.

Check out [The 2024 operations roadmap](#) for more information.



Conclusion

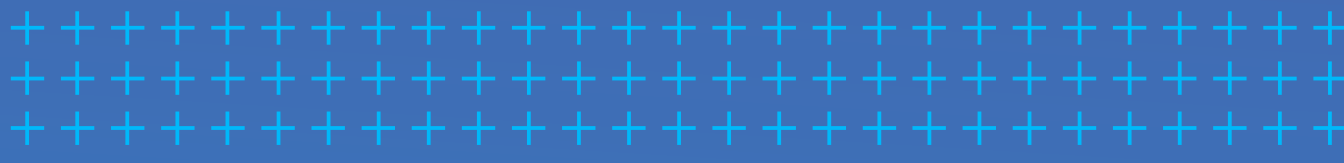
Operations professionals are asked to gain expertise in a wide breadth of disciplines, and job descriptions are as inconsistent as the definition of revenue operations. Leadership doesn't have a gold standard to reference when deciding if, when, and how to invest in revenue operations. This must change as the go-to-market strategies of the past continue to lose efficacy.

Unfavorable market conditions and quickly evolving buyer preferences promise to force change in a profession that is self-admittedly resistant to change (17% of operations professionals report that "flexibility" is not needed in a RevOps professional, and it was consistently rated last in a list of soft skills) and risk-averse (22% of operations professionals report that "willingness to take risks" is not a necessary skill for a RevOps professional).

Additional survey reports have even more revealing data on which operations skills are in high demand, how to prove your impact, and what the most mature organizations prioritize.

Read on for more insights from revenue operations professionals.

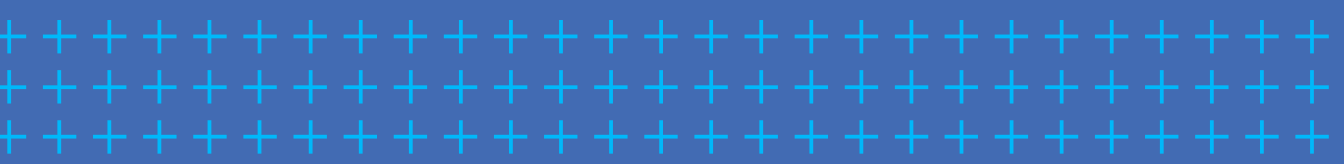




1

What does RevOps look like today?

And what should it look like?



1 What does RevOps look like today?

RevOps is still going through a major transitional period, and its definition varies from company to company.

While 89% of people with revenue operations titles report supporting all go-to-market teams, this isn't supported by how most respondents define RevOps. Some of the variations include:

- + "SalesOps 2.0" or 100% of the focus dedicated to Sales
- + Marketing + Sales Support
- + Systems Support reporting through the CTO or CIO
- + Analytics Support reporting through the CFO or COO

Let's look at what the numbers tell us and explore how optimistic operations professionals are about their 2024 budget.

Does your company have a RevOps team?

While most of our respondents are in B2B organizations and many have some kind of revenue operations representation, 32.5% still do not have a revenue operations team and rely on siloed operations functions.



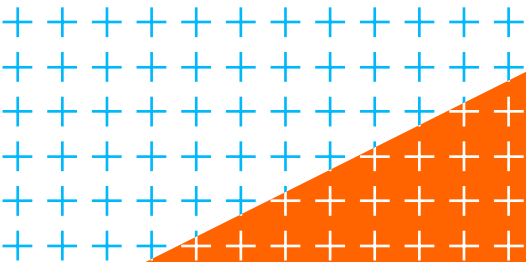
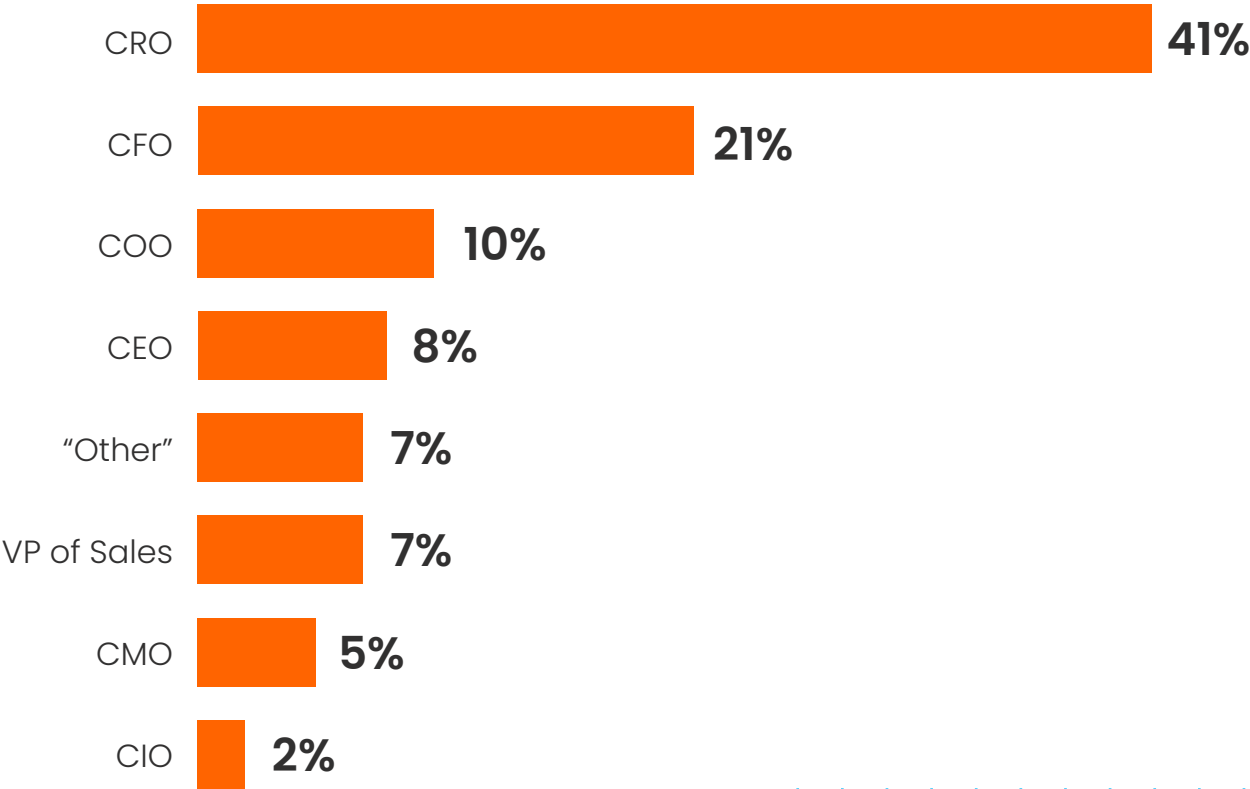


Which executive do you report through?

Openprise’s survey was open to go-to-market operations professionals, whether they offer dedicated support to a single go-to-market team or support multiple teams. Let’s look at how each operations role rolls up to executive leadership.

Executive Role	All Ops	RevOps	MOps
Chief Marketing Officer (CMO)	24%	5%	45%
Chief Revenue Officer (CRO)	22%	41%	10%
Chief Operations Officer (COO)	11%	10%	8%
“Other”	11%	7%	17%
VP of Sales	11%	7%	4%
Chief Financial Officer (CFO)	10%	21%	3%
Chief Executive Officer (CEO)	9%	8%	11%
Chief Information Officer (CIO)	2%	2%	0%
VP of Customer Success	1%	0%	1%

A closer look at which executive Revenue Operations reports through

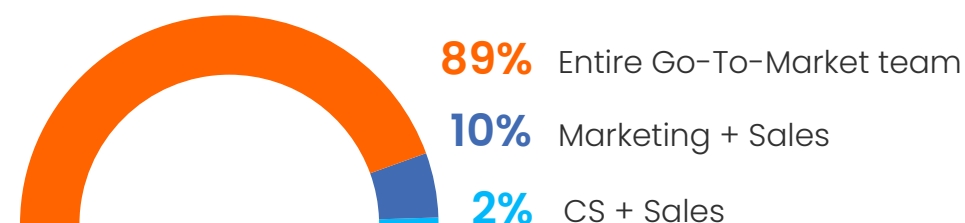




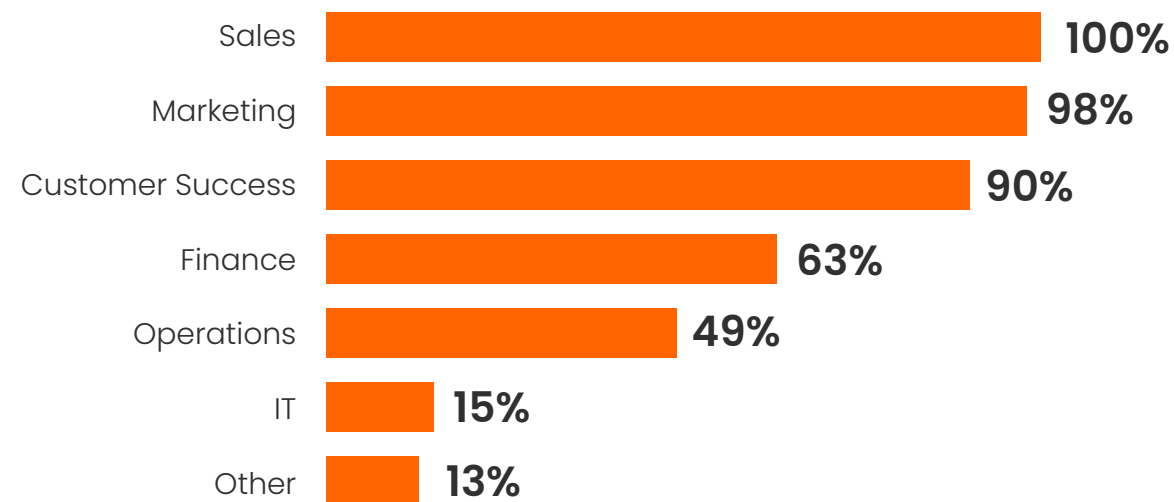
Which department(s) does RevOps support?

Which department(s) revenue operations supports varies by several factors, but we were surprised that the perception of revenue operations changes depending on who is asked. This makes sense to a degree—department-specific operations roles suggest that revenue operations (if the function exists at all) does not support the entire go-to-market team.

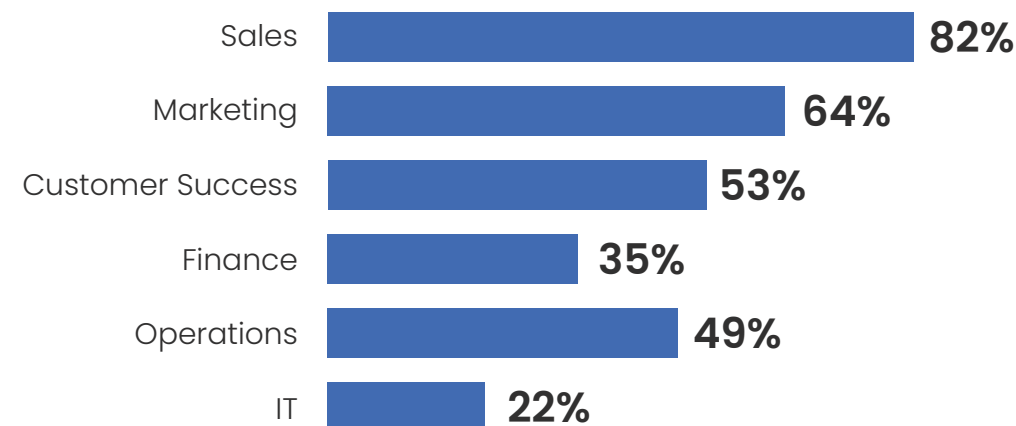
It surprised us that most Revenue Operations professionals (89%) support the entire Go-To-Market team—only 10% support Marketing and Sales, and 2% support CS and Sales. In the past, we’ve seen Revenue Operations as an expanded Sales support function integrating advanced analytics, pricing strategy, and compensation management.



How RevOps describes who they support



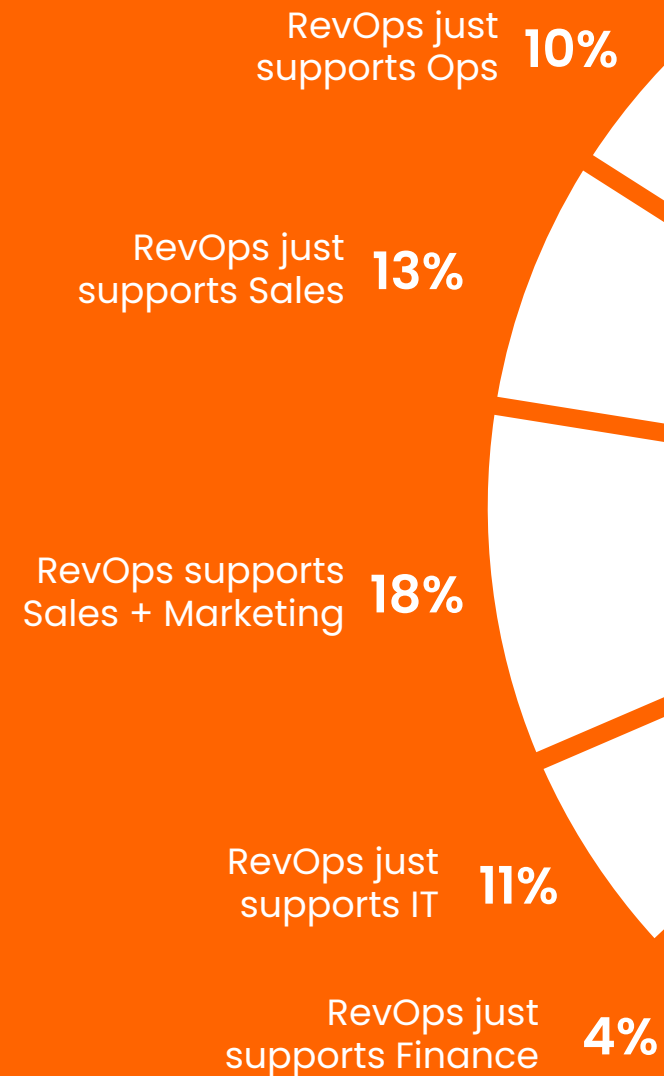
How all operations professionals see it (excluding organizations that do not have a Revops team)



Outside RevOps, teams are uncertain who RevOps supports

What was hedging on bizarre was that people outside of RevOps who are in an operations function thought RevOps (10%) just supports operations, (11%) just supports IT, or (4%) just supports finance without any coverage for the go-to-market teams.

This makes us wonder if these revenue operations professionals are augmenting business intelligence, systems management, or some other auxiliary operations specialty such as compensation planning, pricing strategy, territory design, or customer retention. More data is needed to be certain.





How do you think your executive leadership will **change its investment** in the next 12 months?

Despite over **240,000 people being laid off by Q4 of 2023** (an over 50% increase from 2022, with only three quarters of the year completed when the numbers were crunched). Operations professionals are optimistic about how their leadership team will invest in their department in 2023.

We'd like to point out that marketing operations' higher spending predictions in revenue technology and revenue consultant categories may not be based on optimism.

Marketing automation administrators know to plan on a 5-7% increase every year during renewal negotiations. This helps explain why marketing operations professionals are more confident that technology investments will increase. Marketing operations also has a track record of leadership teams pushing to temporarily augment their team with contractors rather than hire a full-time employee.

ALL OPS PROS

Increase Investment

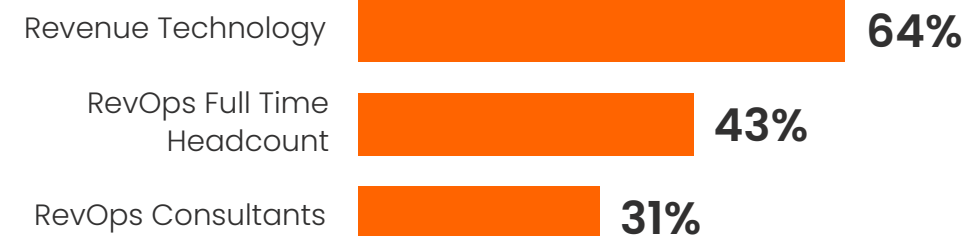


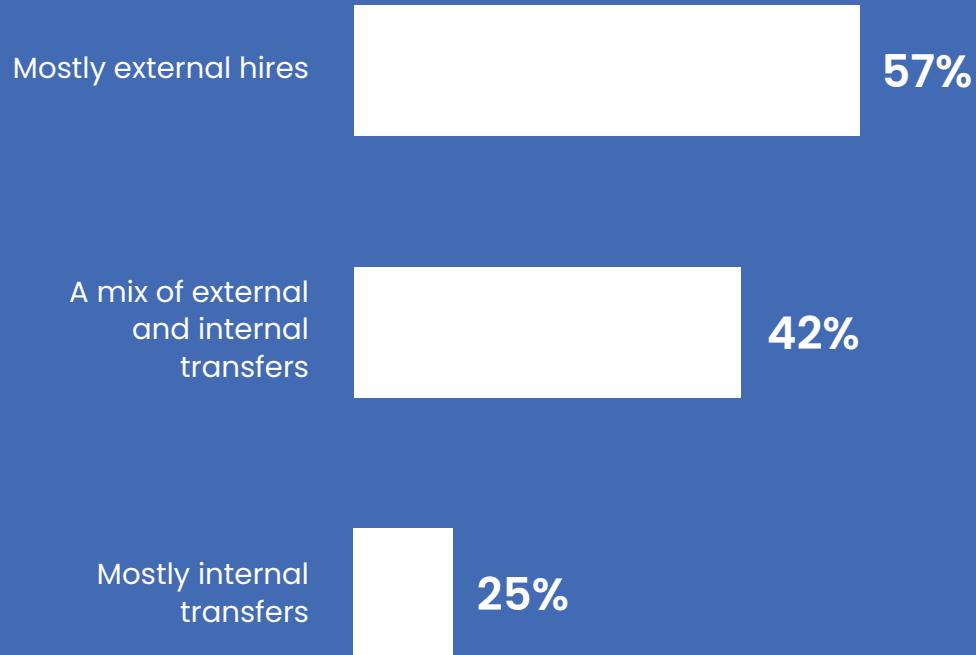
Decrease Investment



MOPS PROS

Increase Investment





Is it more common for your Operations team to come from external hires or internal transfers?

Recent hiring practices for operations roles appear to favor recruiting external candidates as opposed to the traditional method of recruiting junior functional hires preferred before technology and analytics became so complicated.

If we read between the lines, people may have better luck leaving an organization to receive a promotion or transition into a different specialty.



What should RevOps look like?

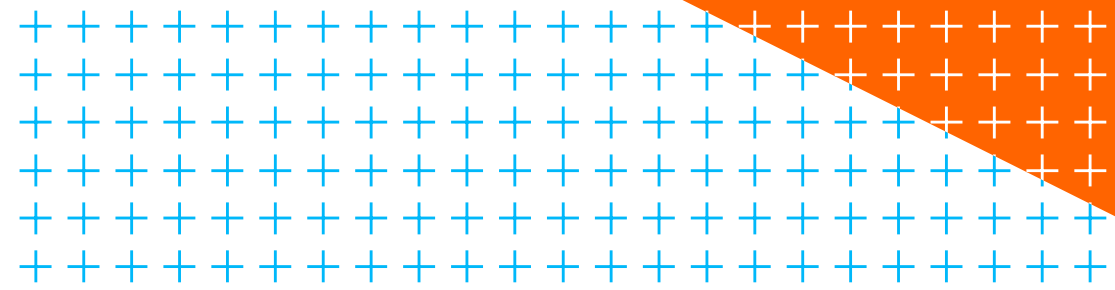
RevOps should be a group of professionals focused on analyzing and refining the company's go-to-market engine, beginning with a prospect's first interaction with the company and ending only when a customer terminates all of their services. These team members should include systems experts, analysts, process experts, and people skilled in enablement. The goal should be to unify systems, optimize go-to-market tools for peak productivity, and create a data-driven improvement cycle that informs changes in the go-to-market strategy.

So why do organizations with a formal revenue operations department not see higher operations maturity scores? As a reminder, in **Operational maturity**, there was no statistically significant variation between companies with a formal RevOps department and the general population in any category.

We suspect the lack of consistency in how teams are structured and which departments they support is likely a big part of the problem. Even across revenue operations departments, there

is much variation in who they are expected to report to, the departments they support, which skills are viewed as important, and what kind of technology the team can use.





We're also seeing a ton of change in the market that negatively impacts systems, methods, and processes that revenue operations professionals have relied upon in the past. A few signs of this shift in go-to-market momentum include:

- + The average cold prospecting **email response rate is 7%**
- + The average **cold calling success rate is 2%**
- + **27% of B2B sales reps** made quota in H1 of 2023
- + **2/3 of B2B buyers** prefer digital and remote interactions to video or in-person interactions
- + **75% of B2B buyers** prefer seller-free purchasing

With **55% of buyers** reporting that they prefer to consume digital content prior to making a purchasing decision and **67% of buyers** attending webinars within the last 12 months, we're seeing more and more signs that marketing is becoming critical earlier in a company's growth. This is frightening given that only 10% of operations professionals are confident they can attribute marketing efforts to revenue.

What's more concerning is how revenue operations currently prioritize skills necessary for their profession. Over 17% of operations professionals reporting that "Flexibility" is not needed, and 22% of operations professionals report that "willingness to take risks" is

not a necessary skill for a RevOps professional. The skills that are ranked higher priority are essential when diagnosing issues with the buyer lifecycle, but we worry that a fixed mindset or trying to replicate what worked in the past will get in the way of some revenue operations professional's success.

If organizations want to increase their operational efficiency, they should closely read our recommendations outlined in **The 2024 operations roadmap** and consider how they can more objectively weigh operational recommendations with short-term fixes proposed by go-to-market teams hyper-focused on hitting a quarterly goal. B2B businesses, in particular, must adapt in order to stay in front of market trends – and this can't be accomplished by clinging to the status quo.



2

**Operational
maturity**

2 Operational maturity

Technology and data collection have changed drastically and continue evolving at lightning speed. Our smartphones have more processing power than all the computers used for the Apollo missions. Unfortunately, operationally speaking, organizations haven't kept up with the same innovation growth curve. For example, only 8% of all organizations believe that their systems are integrated and optimized for end users, and 11% report that "sales and marketing manage different data and have no way of knowing if it is accurate or complete." However, there are notable exceptions we can use to develop new best practices for operations departments.

Which option best describes how your teams are aligned?

Only 15% of marketing operations professionals report that all their go-to-market teams are aligned. This means that over 85% of organizations have room for improvement. The companies

Sales and marketing manage different data without any way of knowing if it is accurate or complete

11%

Sales and marketing are somewhat aligned but they manage different systems

47%

Sales and marketing are aligned and collaboratively manage the quality and availability of data

27%

Sales and marketing are aligned with customer success and use the same technology and data

15%

at most risk are the 11% that report sales and marketing manage different data and have no way of knowing if it is accurate or complete.



Does having a RevOps department improve go-to-market team alignment?

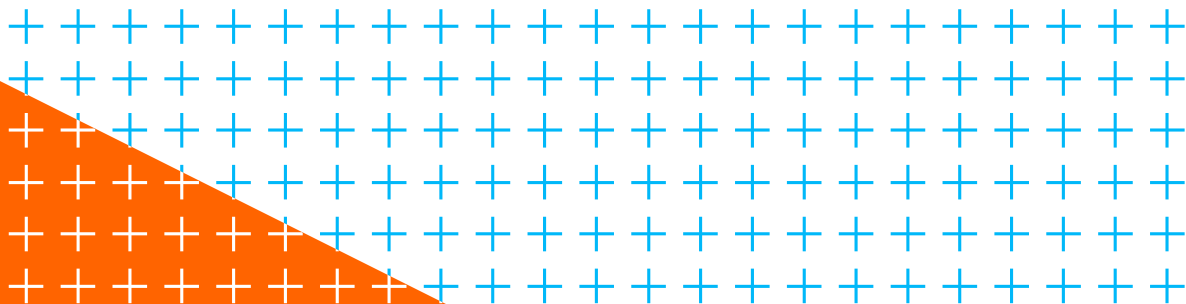
Because pundits tout the primary benefit of revenue operations as a go-to-market alignment must-have, we were curious to see whether or not organizations with formal Revenue Operations departments experienced better alignment than the overall average.

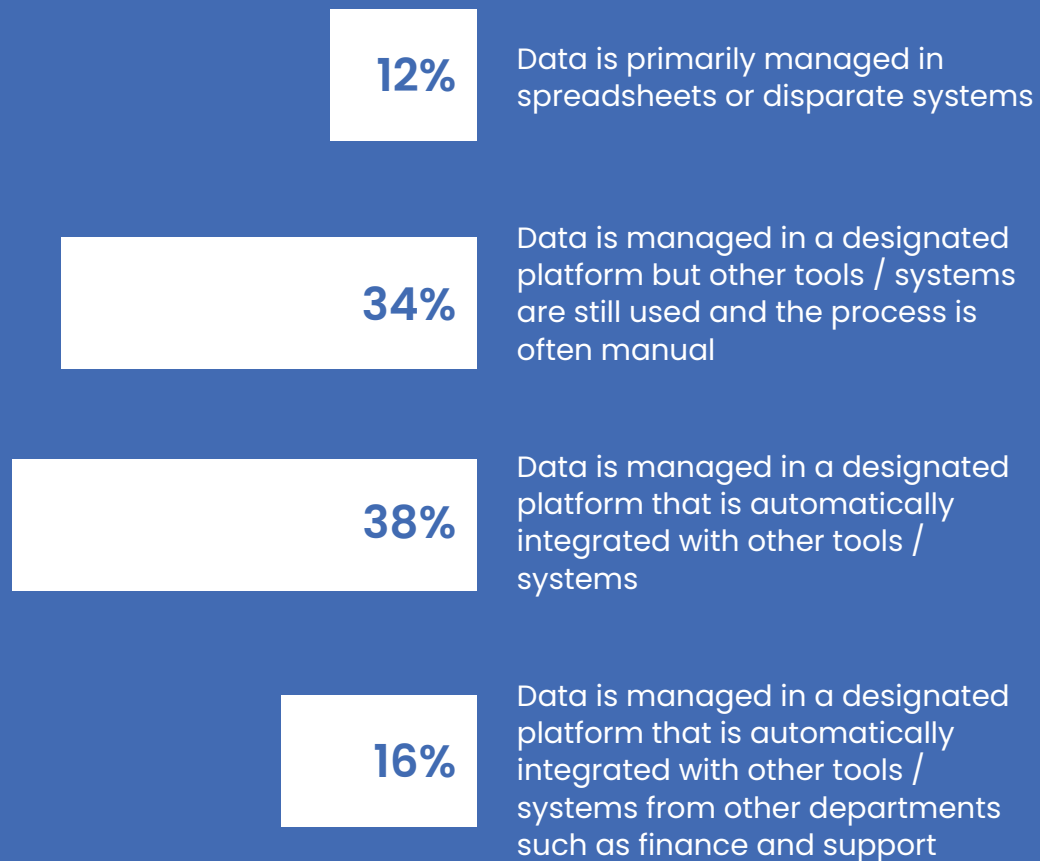
The short answer is: not really. There was no statistically significant variation from the general population in any category.

Before anyone jumps to conclusions about revenue operations' ability to unite teams, we don't have enough data to understand what is to blame for this misalignment.

Given the lack of maturity across all dimensions most organizations report, the lack of alignment could be a function of leadership infighting, lack of investment, gaps in operational talent, or insurmountable technology challenges. This misalignment could also be exacerbated due to market conditions; we've all seen team conflict rise when goals are missed.

In other words, we simply can't understand *why* teams are misaligned without more information.





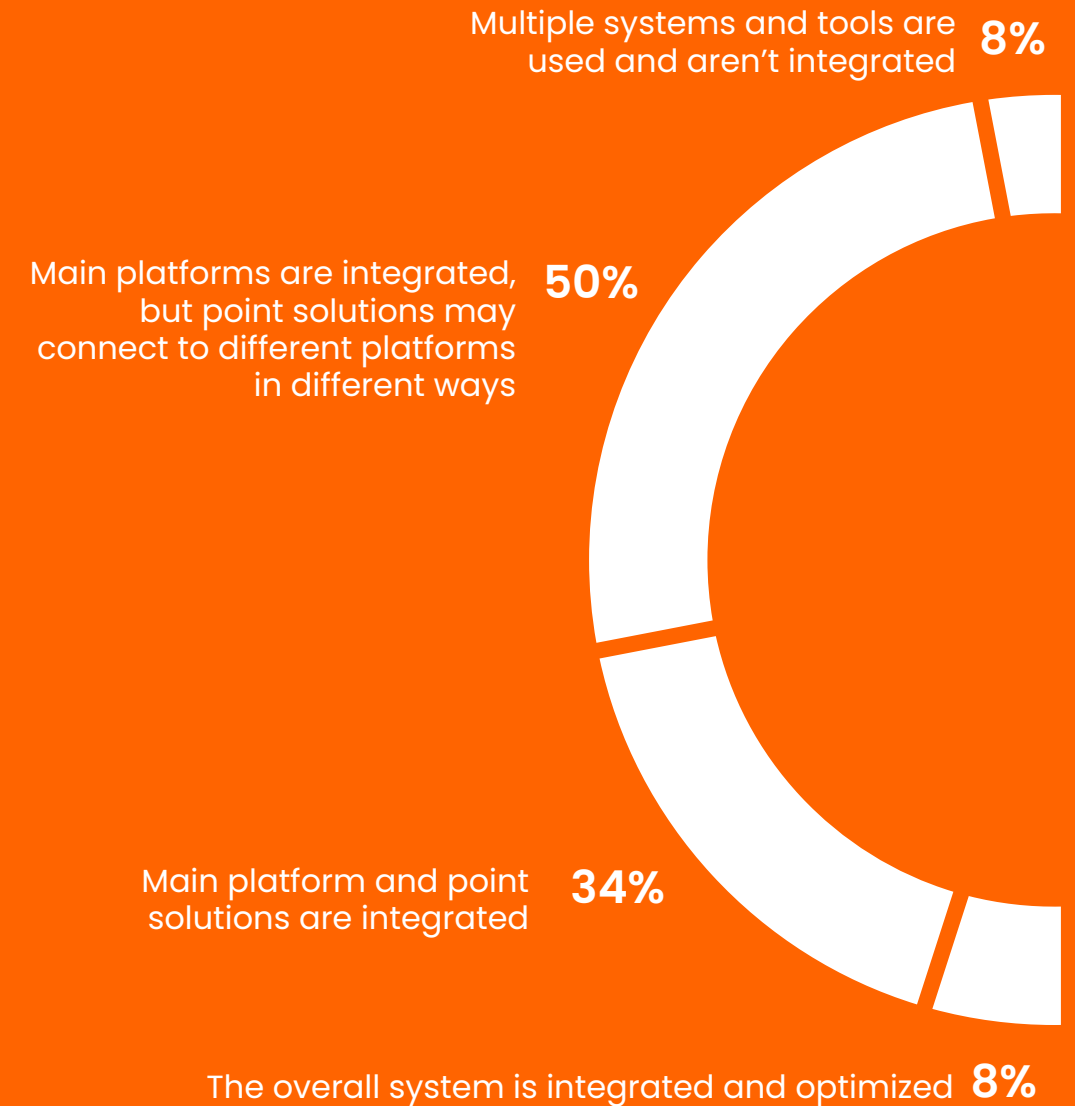
Which option best describes how your team manages its data?

Fewer than half of operations teams manually aggregate and analyze data using tools like Excel or Google Sheets. This means over half of the surveyed organizations have a centralized data source automatically integrated with most revenue technology tools.

We see this as encouraging because teams that don't have to waste time manually combining data sources can spend more time looking for patterns and anomalies—increasing the likelihood that operations professionals can meaningfully impact go-to-market efficiency.

Which option best describes your team's RevTech stack?

While over half of organizations report that their tools are integrated into a single data source and optimized for analytics, only 8% of all organizations believe that their systems are integrated and optimized for end users. This brings to mind the old analyst adage, "Garbage in. Garbage out." Teams that don't optimize for usability put their ability to collect and refresh first-party data at risk.





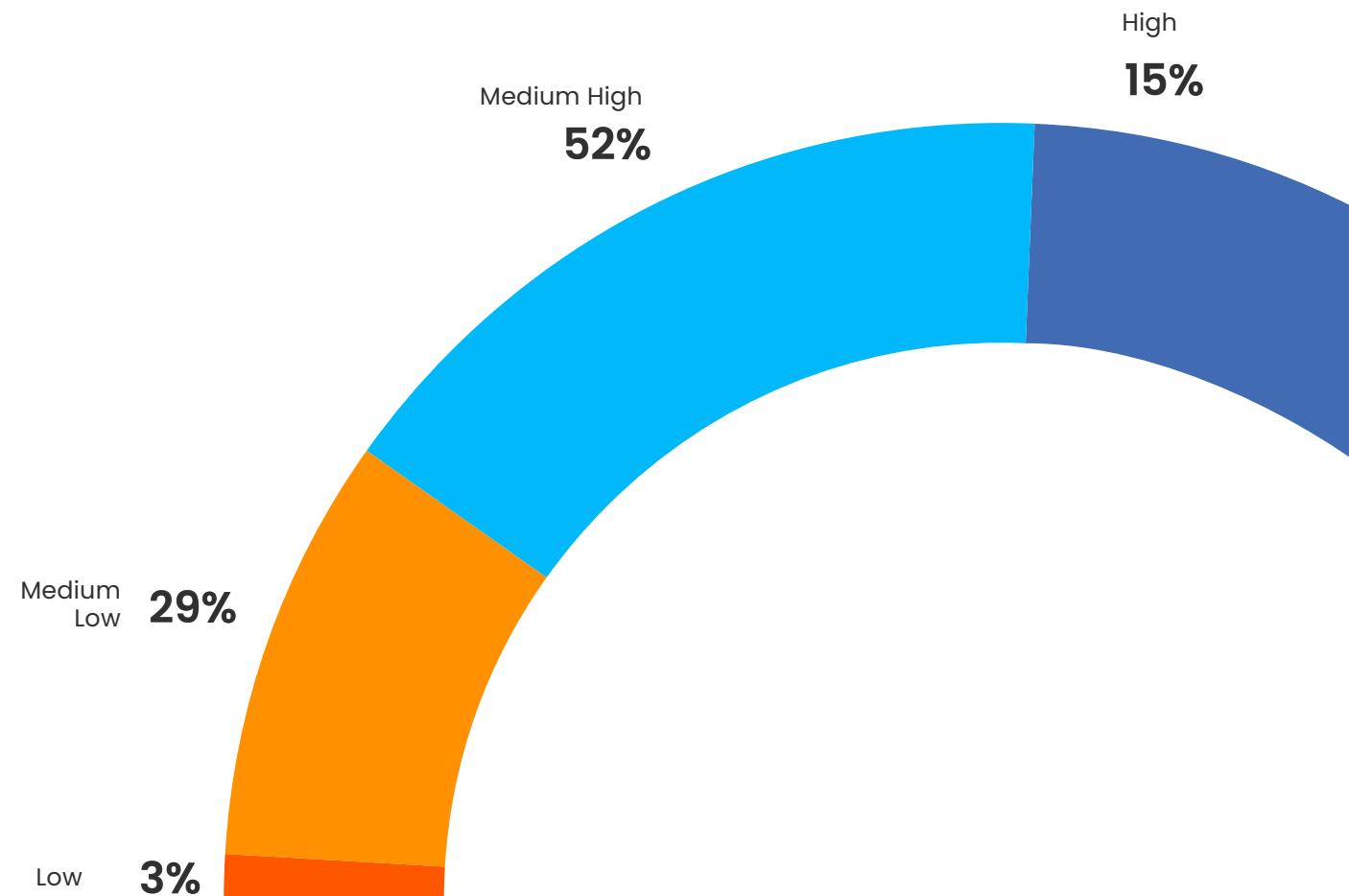
Overall maturity

To read how we arrived at the overall maturity score for each response, check out our Methodology for Calculating Maturity. While the bell curve is skewing toward moderately high maturity across all organizations surveyed, outliers in the “Low” category must scramble to catch up to a higher standard.

Does having a RevOps department improve maturity?

Not really. The average total maturity score only differs by half a point, with 52% of organizations in the “Medium High” maturity range, but how respondents categorized themselves into categories changed. Fewer companies with formal RevOps departments self-reported a “Low” score, and a higher proportion reported a “High” maturity score.

Overall maturity score distribution



Does **company size** impact operational maturity?

There was no statistically significant change in the operational maturity scores in organizations with more employees versus smaller organizations. This suggests that being in a large organization does not guarantee operational efficiency and also negates the belief that smaller organizations can “pivot” and adapt faster.

However, it should be noted that we did notice some remarkable consistencies in what mature organizations prioritized and valued versus less mature organizations—which we’ll dive into in [The 2024 operations roadmap](#).

For revenue operations to assume the responsibility of elevating an organization’s operational maturity, many things need to fall into place. One of these foundational items requires a giant mindset shift in how B2B executives prioritize investments. We’ve seen how desperate go-to-market teams have become to attain higher funnel conversions and efficiency—but how can they be expected to execute without a reliable infrastructure and database of customer and prospect information?



Methodology

The methodology for calculating maturity

There were three questions asked to determine an organization’s maturity, and each answer was assigned a maturity level, with Level 1 being the least mature and Level 4 being the most mature.

Question 1:

Which option best describes how your teams are aligned?

Level 1	Sales and marketing manage different data without any way of knowing it is accurate or complete
Level 2	Sales and marketing are somewhat aligned but they manage different systems
Level 3	Sales and marketing are aligned and collaboratively manage the quality and availability of data
Level 4	Sales and marketing are aligned with customer success and use the same technology and data

Question 2:

Which option best describes how your team manages its data?

Level 1	Data is primarily managed in spreadsheets or disparate systems
Level 2	Data is managed in a designated platform but other tools / systems are still used and the process is often manual
Level 3	Data is managed in a designated platform that is automatically integrated with other tools / systems
Level 4	Data is managed in a designated platform that is automatically integrated with other tools / systems from other departments such as finance and support

Question 3:

Which option best describes your team’s RevTech stack?

Level 1	Multiple systems and tools are used and aren’t integrated
Level 2	Main platforms are integrated but point solutions may connect to different platforms in different ways
Level 3	Main platform and point solutions are integrated
Level 4	The overall system is integrated and optimized

To aggregate and analyze this information, we assigned a numeric value to each level:

- + For Level 1, we assigned one point.
- + Level 2 was assigned two points.
- + Level 3 was assigned three points.
- + Level 4 was assigned four points.

For example, if a respondent answered:

Question 1: Level 1
Question 2: Level 3
Question 3: Level 2

Their overall maturity score would be 6, which is in the second quartile or “Medium Low” Maturity.

For example, if another respondent answered as follows:

Question 1: Level 4
Question 2: Level 4
Question 3: Level 4

Their overall maturity score would be 12, which is in the fourth quartile or “High” Maturity.

Assigning points allowed us to determine a company’s aggregate maturity score, divide maturity scores into quartiles to understand overall maturity, and assign average maturity scores to cohorts.

Important note: Throughout the survey, we excluded blank and “unsure” answers from analysis to prevent misinterpreting or giving a value to these answers.

A note on statistical limitations

A very small number of respondents work for B2C organizations, and no callouts can be reliably formulated for this cohort.

Also, many respondents work in companies with 100–499 employees (38%). This may influence maturity findings. However, no notable deviations were found in the responses from people working in companies with 500 or more employees. The size of the company does not noticeably influence a company’s maturity.

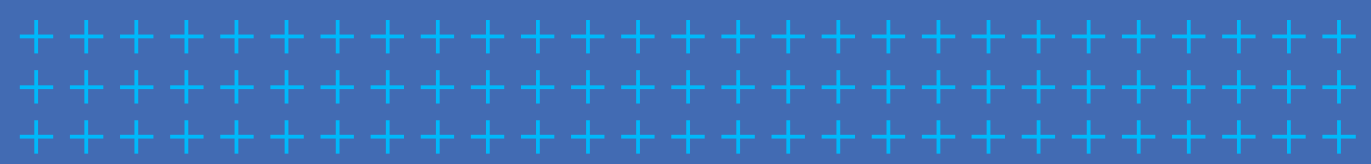
Instead, the technologies and skills a company invests in influence maturity, as noted in [The 2024 operations roadmap](#).



3

The elephant in the room

Gaps between requirements
and data & technology



3 The elephant in the room

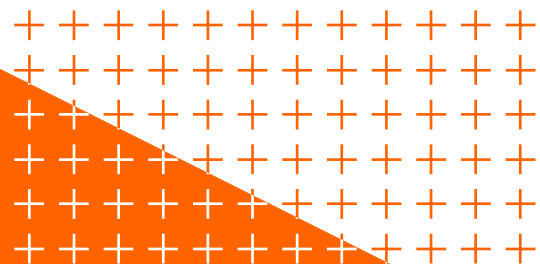
Gaps between requirements and data & technology

Operations professionals, whether they're working for a startup or enterprise organization, face the same struggles when it comes to a massive gap between what they are asked to do and what their data and technology are capable of doing.

For example, 80% of professionals report that clean customer and prospect data is "essential." In stark contrast, only 9% of operations professionals are "very satisfied" with the cleanliness of their customer and prospect data.

Data is the lifeblood of any business. We rely on it to determine how to go to market, who to target, which characteristics our best customers share, and more. It follows that organizations should prioritize data management as a mission-critical investment.

Perhaps, though, this is not a resource allocation problem. Are the tools that are readily available to revenue operations professionals able to get the job done?





A study in contrast:

Data requirements vs. reality

There is no room for ambiguity in these survey results. Operations professionals are drowning in problematic data.

The state of customer & prospect data

Customer and prospect data is essential to 80% of operations professionals. Those in the trenches know it's challenging to find reliable data sources, and even correct data goes stale within months of being populated. Unsurprisingly, only 9% of operations professionals report being "very satisfied" with the cleanliness of their customer and prospect data.

Is there a "source of truth"?

Less than half (45%) of our survey respondents felt "somewhat" or "very confident" that the data in the systems they use regularly is accurate. On the other hand, 83% felt that accurate data in these systems is "essential."

"It is essential to have clean customer and prospect data" 80%

"I am very satisfied with the cleanliness of our customer and prospect data" 9%

"It is essential that we have relevant details about our customers and prospects" 69%

"I am very satisfied with my ability to append relevant details to my customer and prospect data" 10%

"It is essential that our customer and prospect data does not contain duplicates" 59%

"I am very satisfied with my ability to deduplicate customer and prospect data" 7%

Anyone in revenue operations has felt the pain associated with different departments reporting different numbers for the same metric—and this lack of confidence that the business is using a single “source of truth” certainly doesn’t help our cause.

83%

“It is essential to access accurate data in the tools we regularly use”

12%

“I am very satisfied with our ability to access accurate data in the tools we regularly use”

67%

“It is essential that we match, score, and route leads quickly”

15%

“I am very satisfied with our ability to match, score, and route leads quickly”

77%

“It is essential to attribute marketing efforts to revenue”

10%

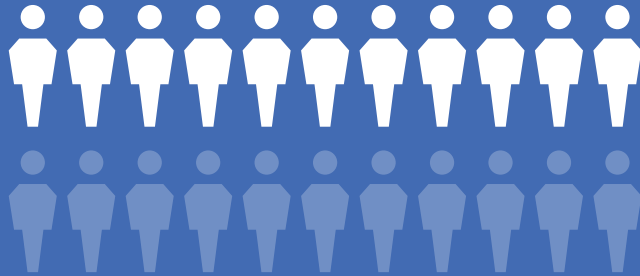
“I am very satisfied with our ability to attribute marketing efforts to revenue”

Marketing processes, data collection, and the struggle to prove impact

During a recent RevOps Co-op live event, over two-thirds of a live virtual audience of nearly 200 RevOps professionals expressed that attribution was a top concern. Proving marketing impact is likely a focal point because there isn’t a gold standard when designing marketing reports or defining metrics. For example, even if two companies use even-weighted multi-touch attribution, they likely include different touchpoints in their models (e.g., Are they using sales meetings or just marketing data? Do they count email data? What about web visits?).

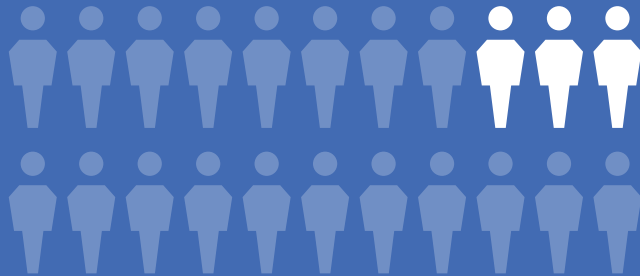
We must also remember that over **90% of B2B sales** are not linear, and according to Gartner, the new average **buyer committee contains 14 to 23 people**. Attribution is only becoming more complex.

Marketers are under tremendous pressure to defend their spend when the market is soft. The inability to tie marketing efforts to outcomes CEOs care about (pipeline and bookings) is causing **unprecedented tension in the C-suite** between CMOs and CEOs.



50%

"It is essential
to automate
RevOps tasks"



15%

"I am very
satisfied with our
ability to automate
RevOps tasks"

RevOps automation is not the top priority

Because operations is focused on securing and verifying information that is necessary to target segments and close opportunities correctly, it's not a massive surprise that automating RevOps tasks is only essential for 50% of our respondents, with 49% saying it's a "nice to have."

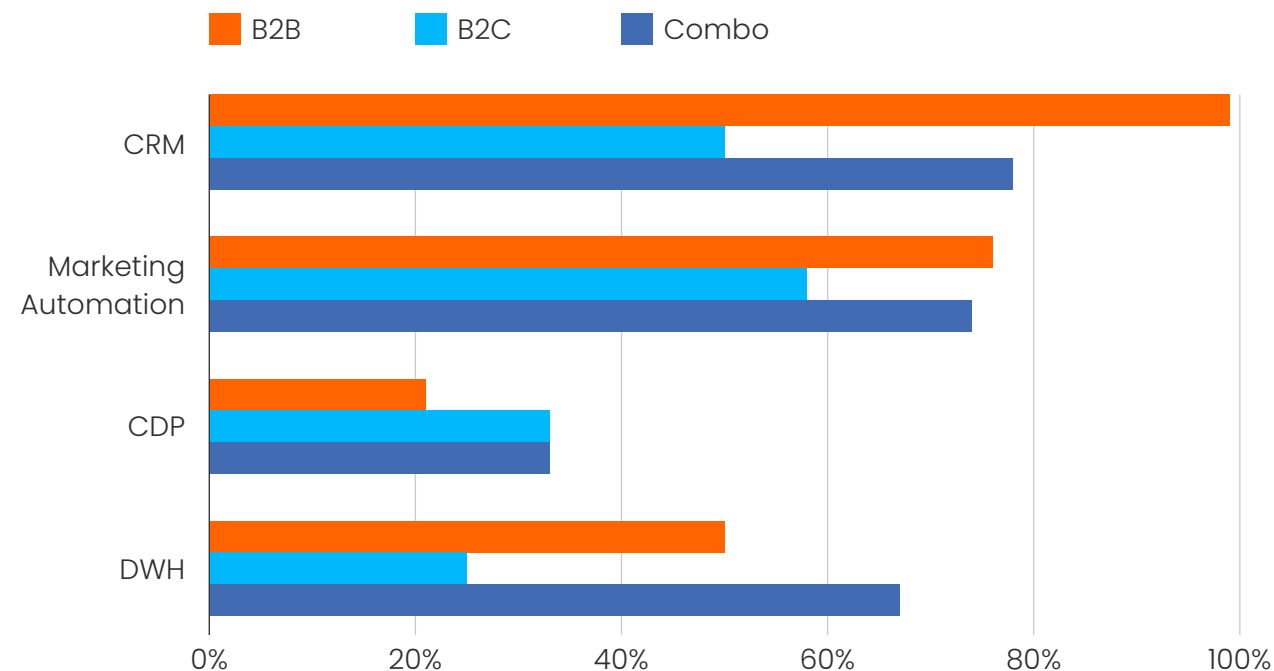


What tool(s) does your organization currently use to store its data?

The historical assumption for many of us in data analysis was that B2C companies favored customer data platforms (CDP) to store their data, and B2B relied more heavily on their CRM and data warehouses (DWH). We were surprised that a decent portion (22%) of B2B companies rely on the customer data platform.

What was much more surprising to us was that 70% of companies with a combination of B2B and B2C (labeled as “Combo” in the chart below) motions don’t rely on a CDP. Because of the complexity of their data and the higher number of solutions needed to manage both buying motions, these companies are more likely to have a data warehouse.

It’s important to note that our B2C respondents clock in below the statistically meaningful threshold, so take their input with a grain of salt.



It’s one thing to recognize a problem exists. But what can revenue operations and B2B business leaders do to solve it?

The 2024 operations roadmap showcases what the most operationally mature organizations are doing differently than their counterparts.



4

**Which operations
skills are in high
demand?**

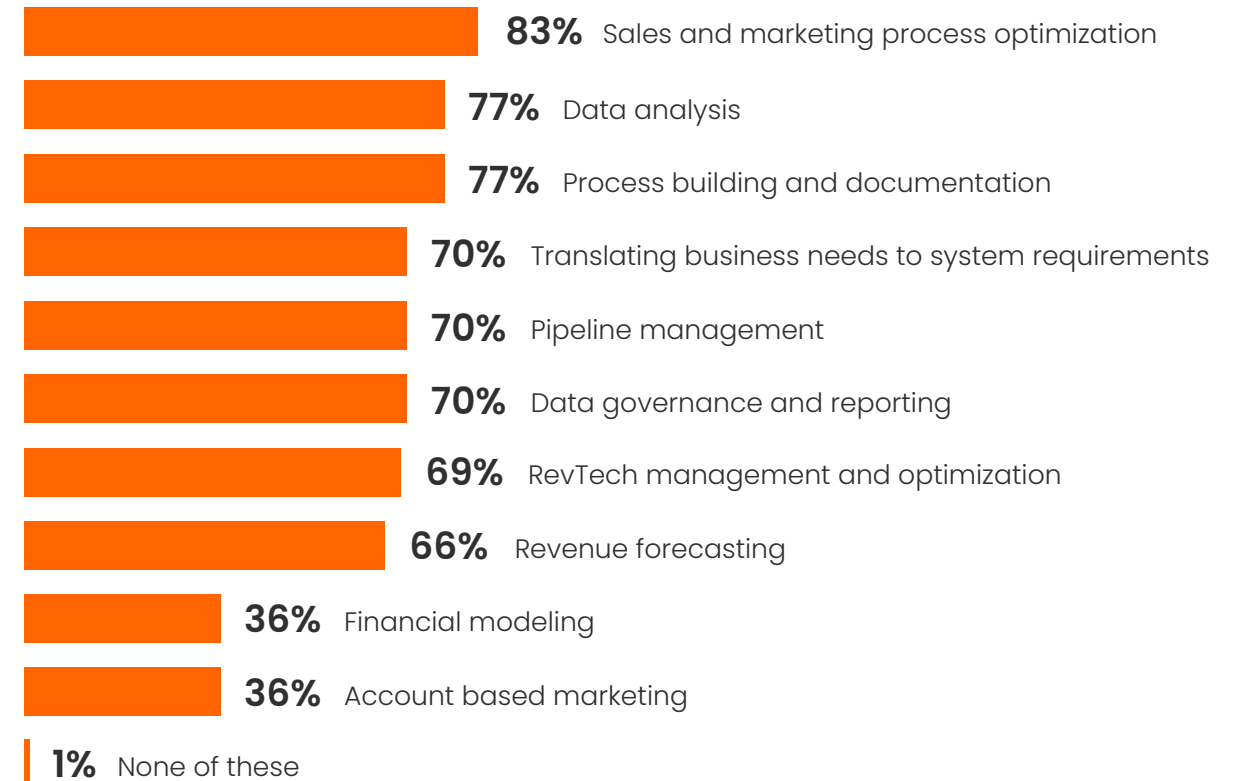


4 Which operations skills are in high demand?

Technology and data availability are rapidly evolving, and job descriptions are changing just as quickly. Buyer preferences are also changing. In 2019, Gartner found that 75% of B2B buyers prefer a rep-free sales experience. We have to wonder what kind of impact the fact that operations professionals consistently rate “flexibility” and “willingness to take risks” in the bottom three out of ten soft skills will have on revenue operations’ ability to adjust to these significant market headwinds.

However, given their aptitude for process optimization, analysis, and translating business needs into systems requirements, we’re optimistic that these professionals will read the writing on the proverbial wall—it just may take continued external pressures to reassure them that the trends we’ve spotted since 2022 are here to stay.

Which abilities are important in RevOps?



Revenue operations is often seen as a multi-disciplined department, and many professionals are (rightly or wrongly) expected to have expertise in systems, enablement, and analysis. Unsurprisingly, skills that support these disciplines are in high demand.

The major exception was financial modeling because although many RevOps professionals do not run point during budget season, they are, at minimum, expected to verify goals and historical performance.

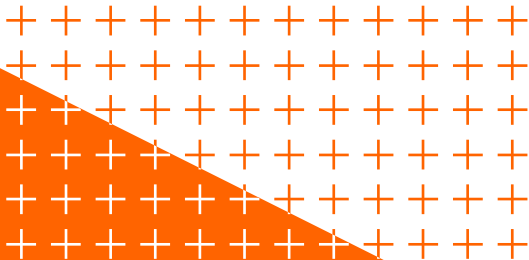
The other exception was account-based marketing.

Unsurprisingly, marketing operations prioritized account-based marketing much differently than their counterparts. However, we were surprised that marketing operations professionals, as a whole, placed far less importance on process optimization and analytics.

We’re curious as to whether these different priorities are a function of how marketing operations is asked to prioritize their time. If so, it could help explain the misalignment emphasized in articles like the feature from the [Wall Street Journal analyzing](#) the growing divide between the CEO and CMO and the older, yet often quoted research from the [Fournaise Marketing Group that states](#), “80% of CEOs don’t trust or are unimpressed with their CMO.”

How Marketing Ops and RevOps view the importance of skills

Skills	MOps	RevOps
Sales and marketing process optimization	79%	95%
Process building and documentation	76%	89%
Pipeline management	70%	74%
Data governance and reporting	69%	82%
Data analysis	68%	89%
RevTech management and optimization	65%	82%
Translating business needs to system requirements	63%	87%
Revenue forecasting	58%	80%
Account based marketing	45%	28%
Financial modeling	32%	41%



Does senior management prioritize abilities differently?

The gap between operations professionals with a director or higher title and all other revenue operations professionals was much narrower than the disparity between revenue operations and marketing operations. However, we did feel that it was worth pointing out that senior leadership tends to prioritize RevTech management and optimization more than less senior positions.

Rank	Director +		Below Director
1	Sales and marketing process optimization		Sales and marketing process optimization
2	Data analysis		Process building and documentation
3	Process building and documentation		Data analysis
4	RevTech management and optimization		Data governance and reporting
5	Data governance and reporting	↕	Translating business needs to system requirements
6	Translating business needs to system requirements		RevTech management and optimization
7	Pipeline management		Pipeline management
8	Revenue forecasting		Revenue forecasting
9	Financial modeling		Account-based marketing
10	Account-based marketing		Financial modeling



How confident are operations professionals in their abilities?

Different operations roles reported different confidence levels in performing specific tasks. Unsurprisingly, marketing operations (MOps) had a much higher confidence in their ability to support account-based marketing (19%+) and viewed it as an important aspect of their job. We were also not surprised that revenue operations reported that pipeline management was a higher priority for their role and were more confident in the skill (21%+).

What was surprising was that revenue operations professionals self-reported a significantly higher level of confidence in revenue forecasting (32%+), data analysis (27%+), and translating business needs to system requirements (21%+).

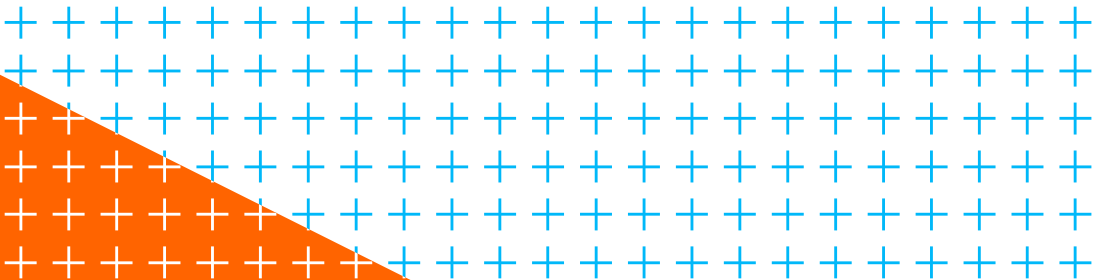
Percentage of respondents who are “Confident” in their skill

Skill	All	RevOps	MOps
Sales and marketing process optimization	69%	75%	71%
Process building and documentation	68%	74%	71%
Translating business needs to system requirements	62%	78%	57%
Data analysis	53%	69%	42%
Data governance and reporting	50%	57%	48%
RevTech management and optimization	49%	61%	40%
Pipeline management	43%	60%	29%
Revenue forecasting	35%	52%	20%
Account based marketing	30%	20%	39%
Financial modeling	17%	28%	7%

Because financial modeling is an important aspect of budget planning, we were surprised at the number of operational professionals who reported it wasn't a skill that was necessary for their job. This could be because the finance team typically runs point on budget models or the skill wasn't clearly defined in the survey.

Percentage of respondents who believe they don't "need the skill for their job"

skill	All	RevOps	MOps
Financial modeling	39%	28%	53%
Data analysis	22%	43%	7%
Revenue forecasting	18%	10%	29%
Pipeline management	14%	10%	17%
RevTech management and optimization	8%	3%	13%
Translating business needs to system requirements	7%	7%	7%
Data governance and reporting	7%	5%	8%
Sales and marketing process optimization	3%	3%	4%
Data analysis	3%	0%	3%
Process building and documentation	1%	0%	3%





Which soft skills do operations professionals prioritize?

Operations professionals consistently ranked soft skills across functional groups and seniority. Problem-solving and communication skills were consistently in the top three desired skills. Flexibility and willingness to take risks were consistently in the bottom three desired skills.

Two notable exceptions stood out. Revenue operations and senior leadership prioritized “influencing without authority” higher than marketing operations, although the skill was ranked 5/10 or lower. Senior management (director level or above) also listed change management as a top 5 skill, while less senior roles rated it as low as 8/10.

After speaking to several influencers in the revenue operations space, all expressed disbelief in how low flexibility, influencing without authority, and willingness to take risks consistently ranked

Rank	All
1	Problem-solving
2	Cross-functional collaboration
3	Clear communication
4	Project management
5	Big-picture thinking
6	Change management
7	Desire to continuously learn
8	Flexibility
9	Influencing without authority
10	Willingness to take risks

across revenue operations and more specialized operations roles. These skills are instrumental in ensuring the profession adapts to market conditions and can pull the rest of the company in a new, more effective direction.

The 2024 operations roadmap creates several focal points for organizations that want to reach greater operational maturity by pointing out the tooling and skills that highly mature organizations have that their peers lack.



5

The 2024 operations roadmap



5 The 2024 operations roadmap

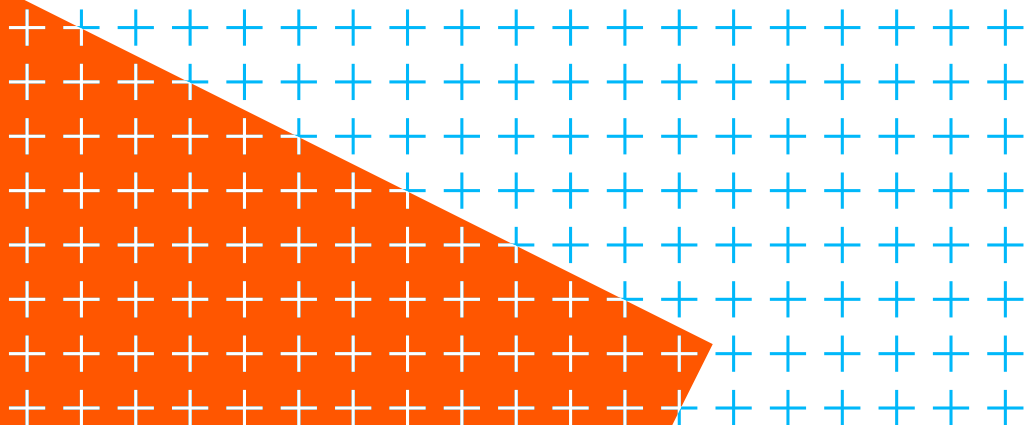
Are you suspicious that your organization is lagging in the maturity matrix? Do you have ambitions for a promotion? We've crunched the numbers and found some interesting patterns in technology investments and how skills are viewed in mature versus immature populations.

To make things easier for your team, you'll also find a list of resources that may be helpful for teams that want to develop skills that mature organizations value highly.

How to improve go-to-market team alignment

Some of the characteristics we see in misaligned organizations include:

- + Acrimonious relationships on the leadership team
- + Encouragement of or ignoring bad-mouthing of other teams
- + Mismatched metrics: different teams report different numbers for the same metric
- + Mismatched goals: different teams are incentivized for different behaviors (for example, giving marketing a lead goal and sales a bookings goal)
- + Misalignment on data definitions (for example, marketing and sales have different definitions of a "qualified lead")
- + Team handoff inefficiencies
- + System errors



While dysfunctional behavior across teams is best handled from the top down, we did find tangible investments operations can make to improve their go-to-market team alignment.

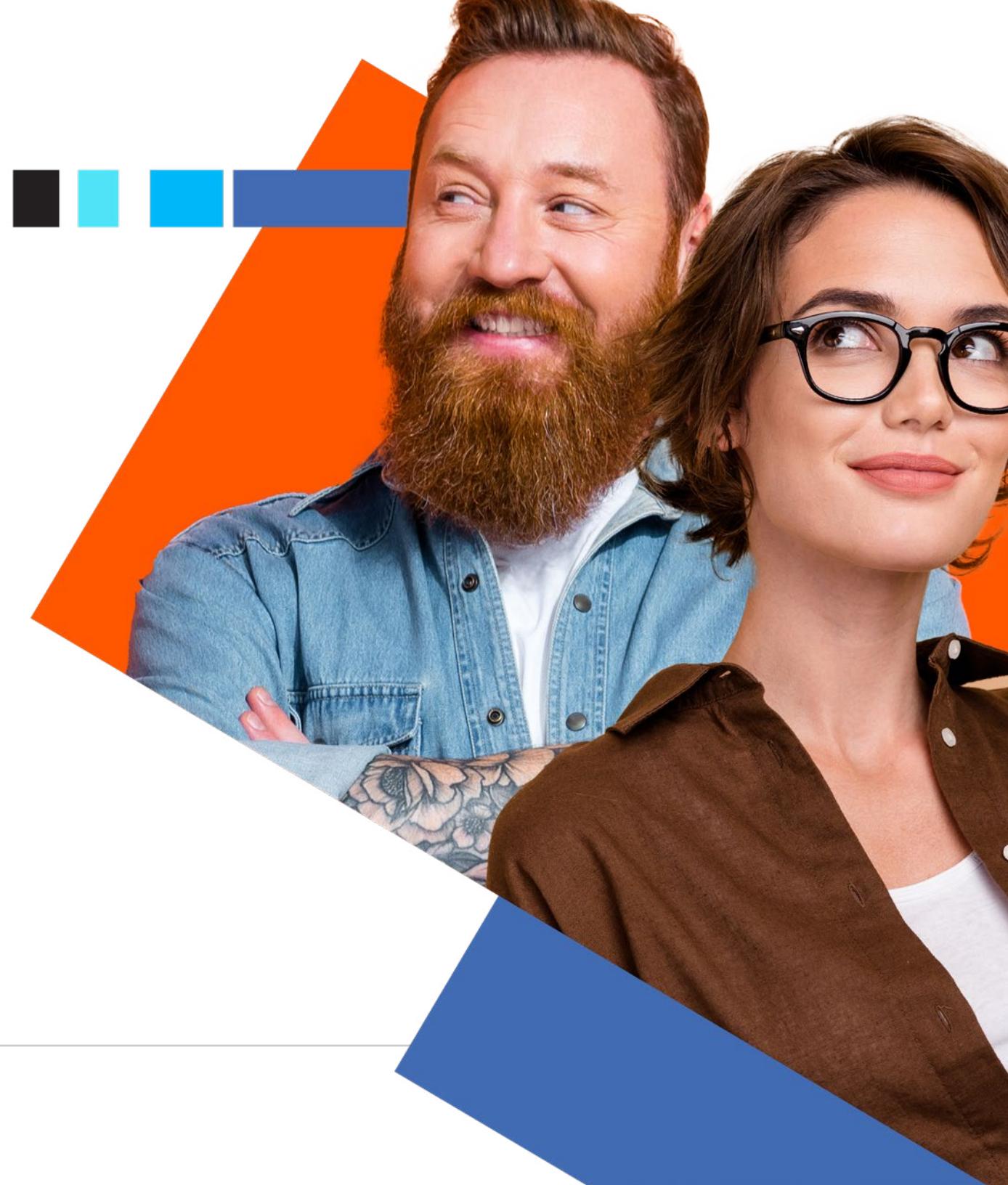
According to our survey, teams that were better aligned had high satisfaction in their ability to:

- + Clean customer & prospect data
- + Add relevant details to their customer & prospect data
- + Attribute marketing efforts to revenue
- + Match, score, and route leads quickly
- + Rely on the accuracy of the tools their teams used often
- + Automate manual processes related to RevOps

These teams also had higher confidence in the following skills:

- + Translate business needs to system requirements
- + Build and document processes
- + Implement account-based marketing

Investing in the appropriate technology and skills (through training or additional headcount) could be the key to improving the aspects of the go-to-market motion that operations can influence. This may decrease the animosity between teams, although some elements may be out of operations' control.





How to improve data management

Acceptable data management practices shouldn't include a great deal of time spent every month or quarter trying to merge data downloads or exported CRM reports. Manually "fixing" data and trying to aggregate information for analysis takes time away from operations' ability to identify patterns and anomalies crucial to increasing go-to-market efficiency and identifying issues that should be escalated to upper management.

According to our survey, teams that reported an elite level of data management had high satisfaction in their ability to:

- + Clean customer & prospect data
- + Add relevant details to their customer & prospect data
- + Match, score, and route leads quickly
- + Rely on the accuracy of the tools their teams used often
- + Automate manual processes related to RevOps

Teams that reported an elite level of data management had higher confidence in the following skills:

- + RevTech management and optimization
- + Data governance and reporting
- + Data analysis

Investing in the appropriate technology and skills (through training or additional headcount) could be the key to improving data management.



How to improve your **RevTech stack**

Ideally, the RevTech Stack is fully integrated, and all systems reflect accurate data in real time. However, this is rarely the reality (8% of respondents reported that their tools were fully integrated and optimized). While we would all love to believe that there is an easy button or a patch to do everything for us, getting to the ideal state typically requires a significant investment in up-leveling skills, too.

According to our survey, the teams with the most mature RevTech stacks had high satisfaction in their ability to:

- + Attribute marketing efforts to revenue
- + Match, score, and route leads quickly
- + Rely on the accuracy of the tools their teams used often
- + Automate manual processes related to RevOps

Teams with the most mature RevTech stacks had higher confidence in the following skills:

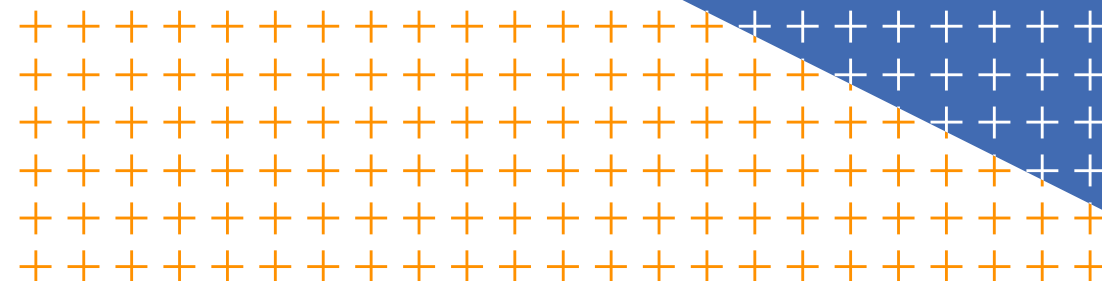
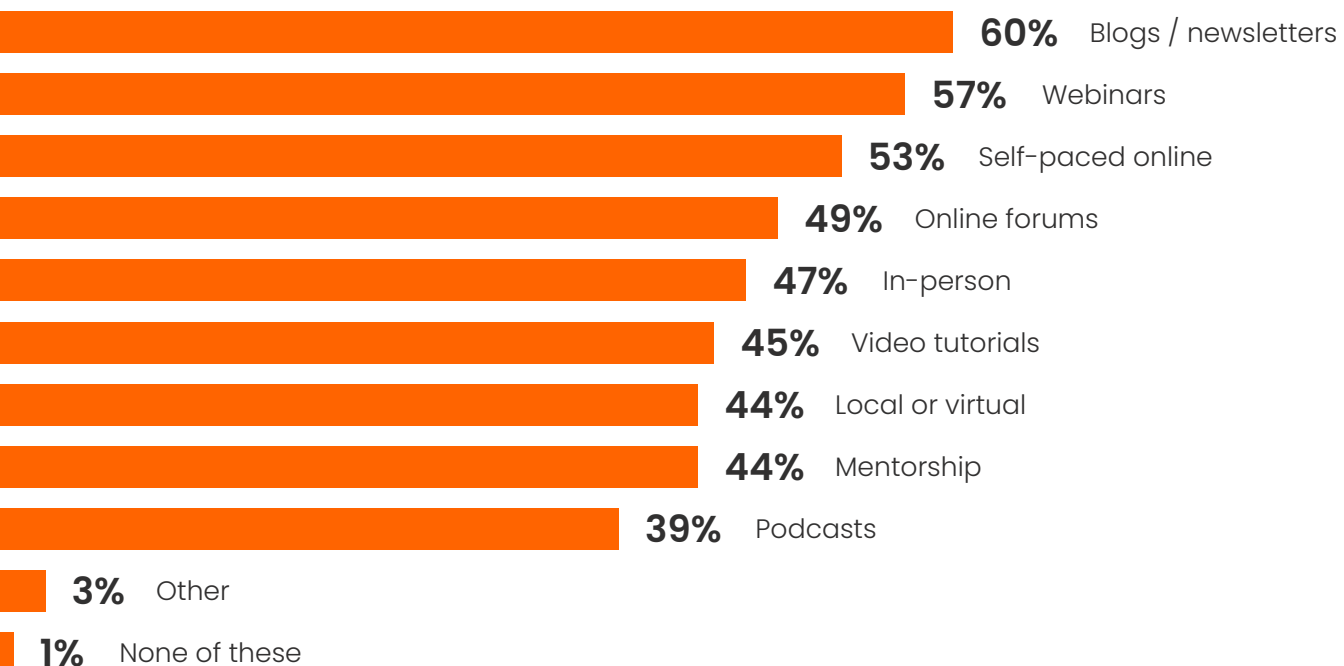
- + RevTech management and optimization
- + Data analysis
- + Process building and documentation

Investing in tools that solve the technology gaps and skills that lend themselves to optimizing systems and catching inconsistencies in the data are vital to improving your RevTech ecosystem.



How does operations prefer to learn?

Investing time in learning new skills is hard when you have a neverending to-do list. That's why we asked how operations like to learn when they can carve out time.



Communities like [MarketingOps.com](#) and the [RevOps Co-op](#) have been innovating ways to provide operations professionals with new ways to learn, including on-demand certification programs focusing on leadership skills and advanced systems and analytics training, webinars, newsletters, mentorship programs, and online forums.

Local user groups, conferences hosted by communities like those listed above, and content creators like Justin Norris ([RevOps FM podcast](#)), Darryl Alfonso ([The Martech Handbook](#)), Jeff Ignacio ([The RevOps Impact Newsletter](#)), and Rosalyn Santa Elena ([The Revenue Engine podcast](#)) provide additional ways to learn for those who prefer audio or in-person interaction.

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[www.openprisetech.com](#)

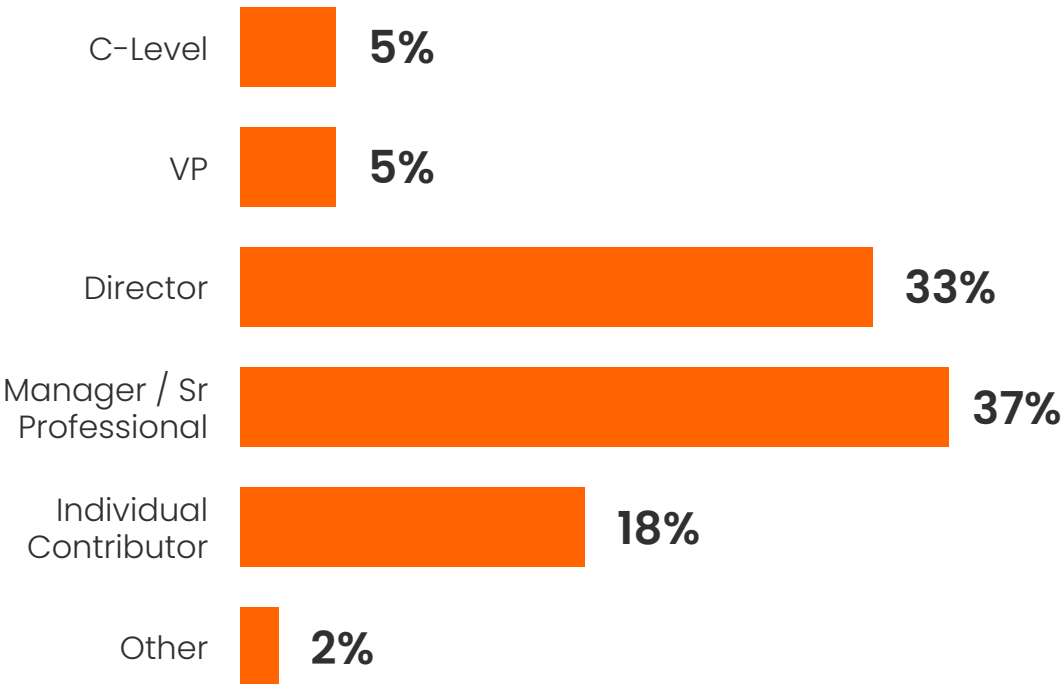


Demographics & methodology

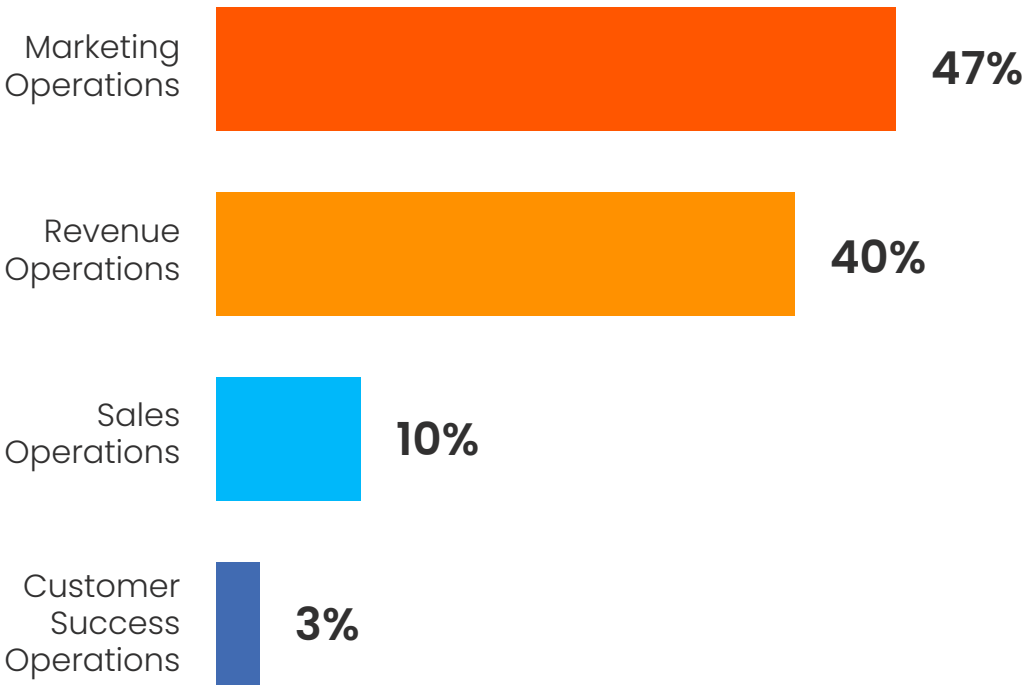
Demographics and firmographics of respondents

152 Respondents completed the survey.

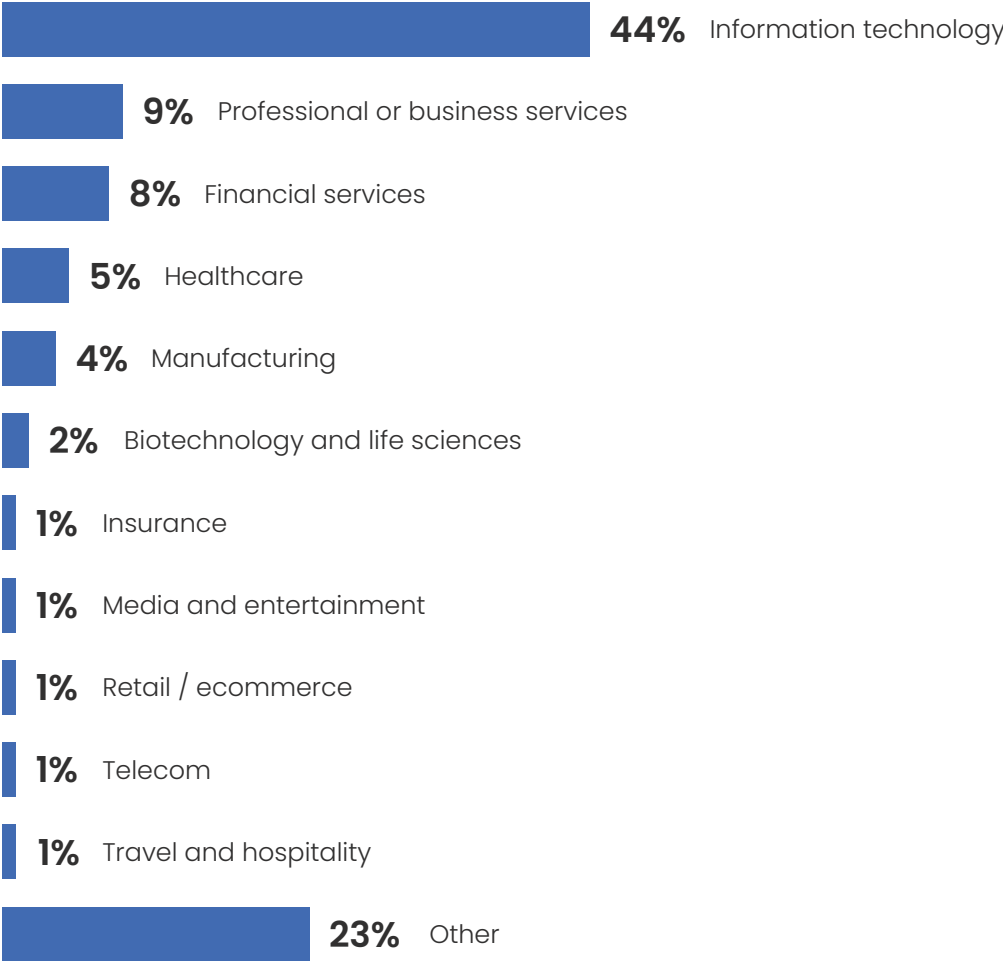
Choose the option that best describes your role.



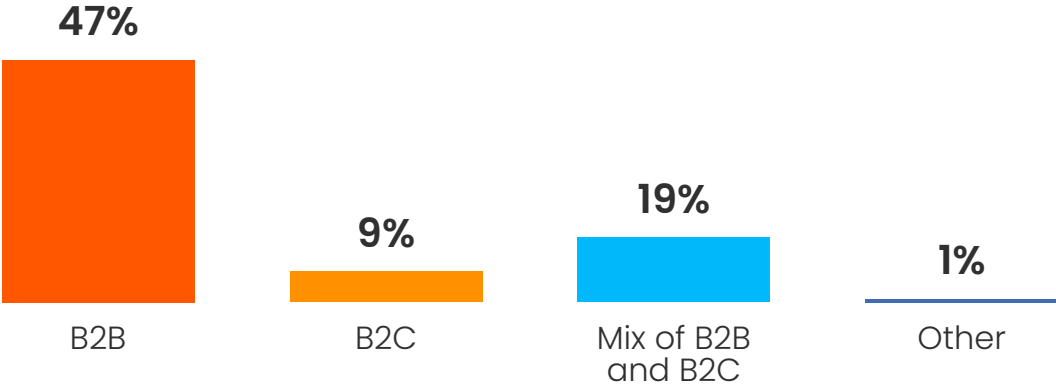
Which description best describes your role?



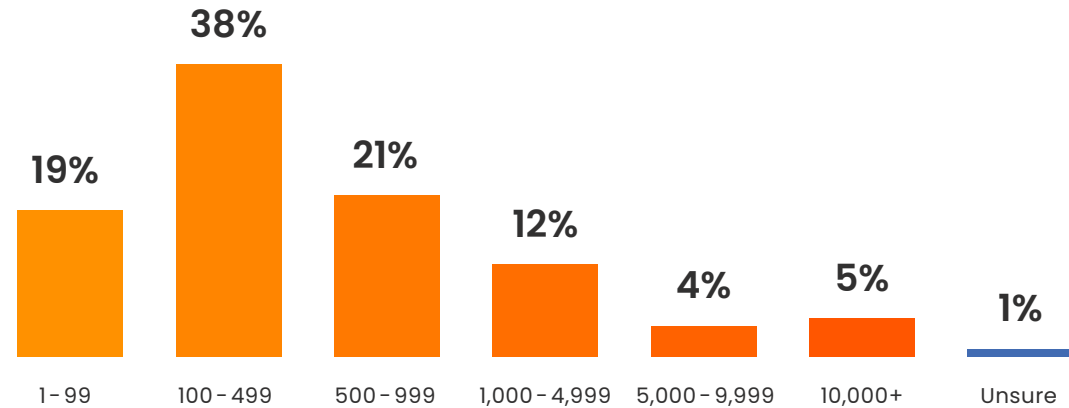
Which of the following most closely describes the industry you work in?



How would you classify your organization?



Counting all locations where your employer operates, what is the total number of people who work at your company?





Methodology

Many questions allowed for answers like “Unknown” or “Unsure.” When calculating percentages, we excluded this group from both the numerator and denominator so they did not skew results. In other words, we treated these as Null values.

Unless otherwise called out, we analyzed B2C, B2B, and mixed companies as one cohort.

We also included commentary from the author’s experience in revenue operations, particularly around what revenue operations is meant to look like and how certain results impact the ability to execute something well in revenue operations.

+ + +

A note on statistical limitations

A very small number of respondents work for B2C organizations, and no callouts can be reliably formulated for this cohort.

Also, many respondents work in companies with 100–499 employees (38%). This may influence maturity findings. However, no notable deviations were found in the responses from people working in companies with 500 or more employees. The size of the company does not noticeably influence a company’s maturity. Instead, the technologies and skills a company invests in influence maturity, as noted in [The 2024 operations roadmap](#).

The 2024 State of RevOps
Survey was fielded to hundreds
of operations professionals in
partnership with the RevOps
Co-op and MarketingOps.com
and their community members.



MarketingOps is the community-led platform and private network setting the standard for Marketing Ops professionals. Our mission is to facilitate the advancement of Marketing Ops and empower MO Pros everywhere through educational and entertaining content, resources, research & events, centered around a diverse and inclusive community.



The RevOps Co-op is a community for revenue operations professionals—including sales operations, marketing operations, and customer success operations. The community is built to serve our members through on-demand expertise, best practice content, education opportunities, and networking events – so you don't have to learn RevOps from scratch (like we did). At the RevOps Co-op, we believe we all win when we lift one another up.

[Join the club](#)

Openprise is a leader in revenue operations (RevOps) data automation, helping companies transform their data into action at scale. We pioneered the first end-to-end, no-code RevOps Data Automation Cloud purpose-built for non-programmers to integrate and unify siloed data and automate key go-to-market processes. Our single cloud platform aligns marketing, sales, and customer success teams and simplifies their technology to deliver fast and efficient revenue growth. Revenue leaders from Clari, Okta, Zendesk, and Zscaler depend on Openprise and our industry-leading partner ecosystem to drive competitive advantage.

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