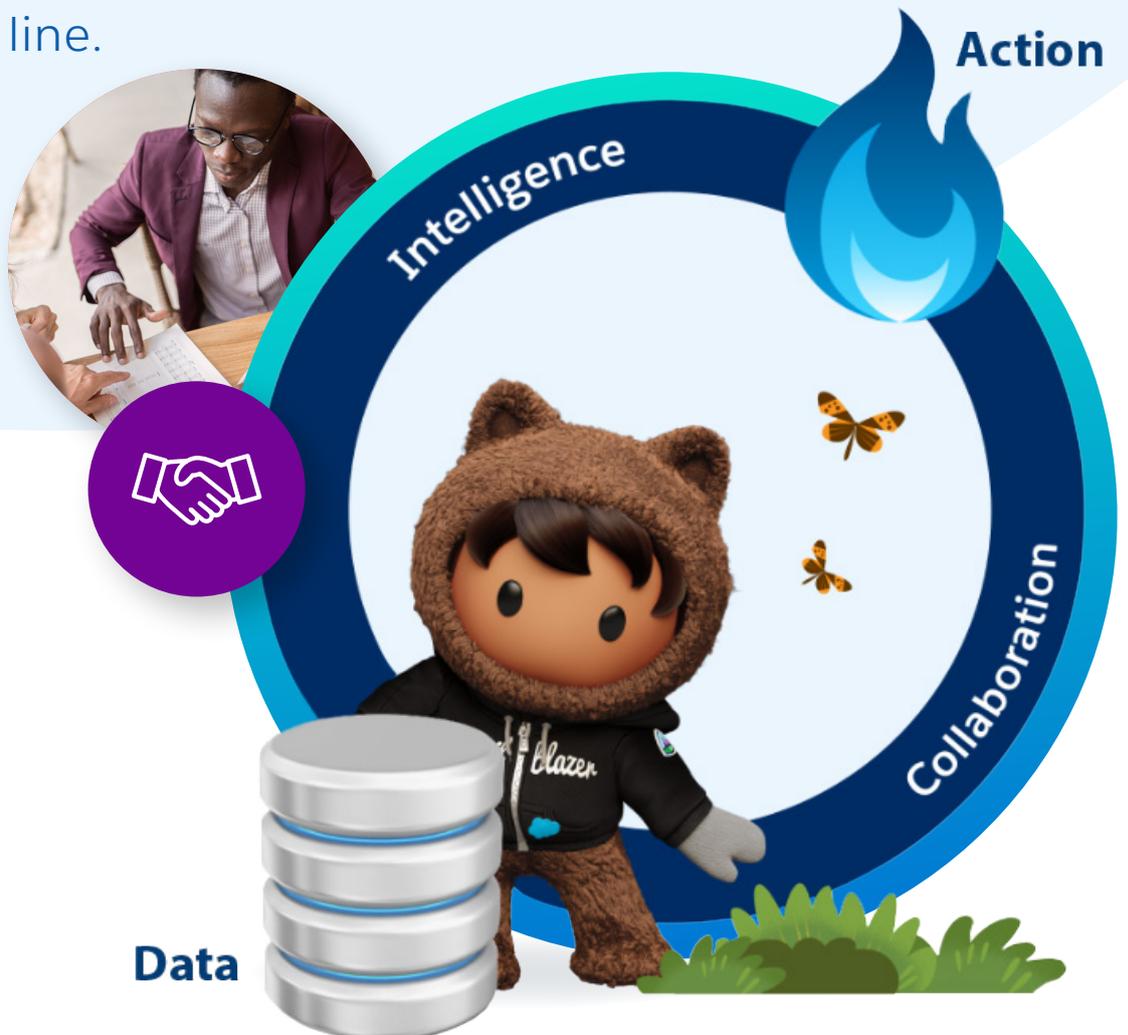# Transform Your Revenue Operations With The Right Revenue Intelligence Strategy

A companywide data-driven understanding of how to maximize the customer experience can deliver benefits that go beyond the bottom line.

Action

Intelligence

Collaboration

Data

Revenue intelligence is gaining importance in a business climate where companies are facing pressure to do more with less.

As leaders look for ways to maintain growth and profitability, it's a crucial way teams can ensure they are working off a common data-driven understanding of how to turbocharge the customer experience.

> **Revenue intelligence is all about driving greater productivity from team members that engage with your customers.**

Colin Gelfer,
SENIOR VICE PRESIDENT
OF SALES AND
CO-FOUNDER AT ATRIUM

"Sales teams that leverage revenue intelligence perform better and exceed targets more frequently by working smarter," says Colin Gelfer, Senior Vice President of Sales and Co-founder at Atrium, a Salesforce partner that helps companies leverage revenue intelligence.

Revenue intelligence takes revenue operations ("revops") to a new level, ensuring a cross-functional approach that goes beyond the bottom line. It helps companies identify and eliminate internal silos and improve cross-team data visibility.

This improves the customer experience, increasing revenue. In fact, BCG found that revops has helped software-as-a-service (SaaS) businesses double or triple digital marketing ROI while reducing go-to-market expenses by 30% and increasing lead acceptance 10% and internal customer satisfaction 15% to 20%.

**Revops has helped SaaS business grow**

2x-3x

digital marketing ROI.

"Organizations may not even know where there is revenue leakage," says Braden Larmon, Vice President of Alliances and Business Development at Atrium. "With identification and early warning systems in place, companies can find out where that leakage is happening, determine what to do about it and, most importantly, provide actionable, data-driven recommendations."

Given these benefits, 89% of respondents in a recent Salesforce survey said they planned to create a revops role within the next two years. Many are looking for guidance on how.

89%

"Eighty-six percent of executives told Forrester that revenue operations are critical to meeting their goals, but just 41% are very confident they understand what it is," per a 2021 study commissioned by Salesforce.

41%
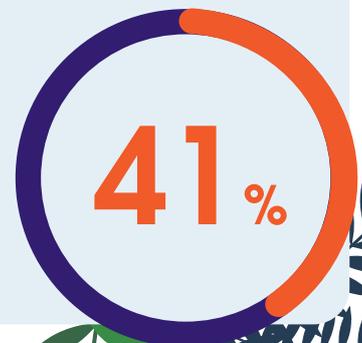
This paper will explain how companies can use revops and revenue intelligence effectively through a proven combination of change management, data strategy and analytics expertise.

How to Realize the Benefits of Revenue Intelligence

Sales, customer service, marketing and other customer-facing departments' goals overlap, and those departments rely on one another to succeed. When they are disconnected, they can inadvertently compete, driving down company performance. By placing a new team in the middle of the departments and implementing automated technology to use intelligence, companies can identify patterns and opportunities to improve processes.

Revenue intelligence is "a data-driven way to sell," Salesforce Senior Vice President of Sales Dave Borrelli wrote in a revenue intelligence use guide.

This goes beyond a statistician working in isolation, or a sales forecast. It's about driving changes in behavior across an organization to grow revenue and close more business, involving teams across the customer life cycle, including sales, service and marketing.

One of the key concepts is to bring teams together around shared data, and Salesforce's cloud-based Revenue Intelligence solution is an important consideration to facilitate that.

"The cloud fundamentally provides a degree of agility and an ability to scale quickly that is unmatched," Gelfer says. "Companies are building new ways of working. And when you build new processes and ways of working, speed and flexibility are incredibly important."

Gelfer says the most important question to ask when considering a revenue intelligence partner is, "Which partner can help me drive change and achieve my desired business outcomes by amplifying the right behaviors in my organization?"

The chosen technology should help companies unlock insights that are embedded in the workflow. As examples of enterprise collaboration, Gelfer mentions tools like Slack and in-line coaching at key inflection points in the customer cycle.

> **"You need a partner that understands how to blend change management skills with business strategy and analytics skills," Gelfer says.**

Revenue intelligence solutions must be able to address more than just sales forecasting. While that can alleviate short-term pain, it ignores how companies can transform when they re-evaluate their business and financial models. Additionally, they must be able to scale along your business, since growth often creates silos.

Braden Larmon,
VICE PRESIDENT OF ALLIANCES AND BUSINESS DEVELOPMENT AT ATRIUM

A solution must be able to grow with revops to include marketing, services and finance.

"Otherwise, you end up with dozens of best-of-breed solutions and the associated technical debt that will slow down, and even bring to a grinding halt, a business' ability to react to customer needs," Larmon says.
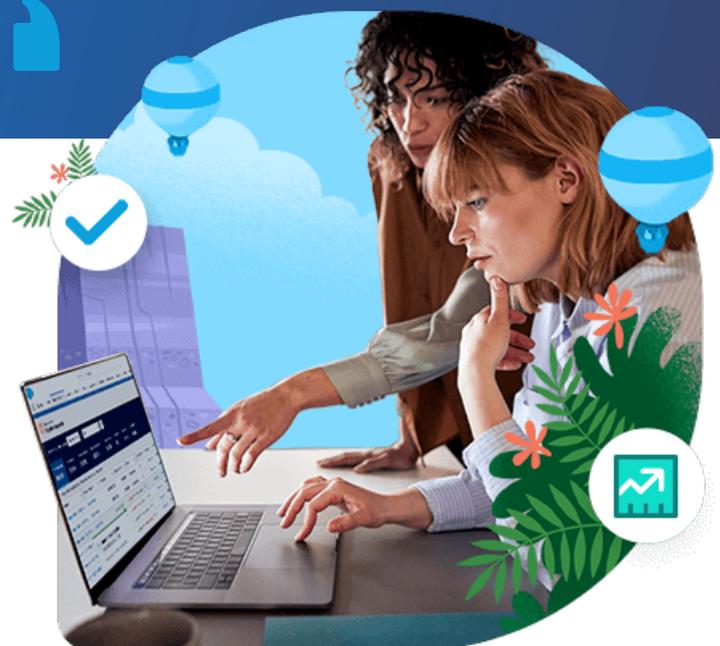
How Data Helps Streamline Revops

Data is the backbone of revenue intelligence. Without it and the ability to automate revenue operations, companies would be unable to sustain the level of sales personalization customers expect.

"While accounts share similarities, each one needs to be met where they are and given the right type of attention at the right moment," says Drew Davidson, Regional Vice President, Technology Industry Advisory at Salesforce.

Personalization in sales, marketing and beyond cannot happen without data.

Drew Davidson,
REGIONAL VICE PRESIDENT,
TECHNOLOGY INDUSTRY
ADVISORY AT SALESFORCE

Data is what allows companies to identify patterns and determine the health of the sales pipeline. Then those insights can be shared with the appropriate teams to drive action based on shared truth and understanding.

"To achieve high levels of success, having a single source of truth for your customer allows high-maturity organizations to be proactive with addressing the ever-changing customer needs," Larmon says. "The downstream effect shows itself immediately in forecasting accuracy, as well as lead conversion increases."

One of the top challenges in implementing revenue intelligence is data quality and accessibility. Data quality is improved through a comprehensive data strategy, not simply algorithms in a vacuum.

To take advantage of revenue intelligence, an organization's data strategy and process must key on data agility. It's not about having mountains of data for analysts and other stakeholders – it's about making it easy and fast to find and act on insights that are essential to the business. This requires strong roles and processes to manage governance, security and accountability for quality.

Atrium Uses The Salesforce Ecosystem And Analytics Expertise To Help Deploy Revenue Intelligence

Salesforce introduced its Revenue Intelligence solution in February in response to growing enterprise interest in a strategic path and platform solution dedicated to revenue growth.

"What the past few years have brought to light is the need for a prioritization of things we know can affect and will have a direct impact on our customers and businesses," Atrium's Braden Larmon says. "Taking aim at incremental insights and enhancements adds up to big dividends in the end."

Salesforce Revenue Intelligence helps companies focus. It features pattern recognition, coaching and activity tracking, as well as automated revenue insights that can help companies forecast sales more confidently, identify ways to accelerate deal cycles, and ultimately close more deals. "We have all seen the expansion of the role of the chief revenue officer. I believe this is the perfect embodiment for what we are talking about here. It's no longer sufficient to just focus on sales (and the revenue at the top of the funnel). Companies have recognized that the life cycle of a customer relationship and a more complete view of revenue retention and growth – across their enterprise – must be a focus of their operations," says Lauri Palmieri, Vice President, Technology Industry Advisory at Salesforce.
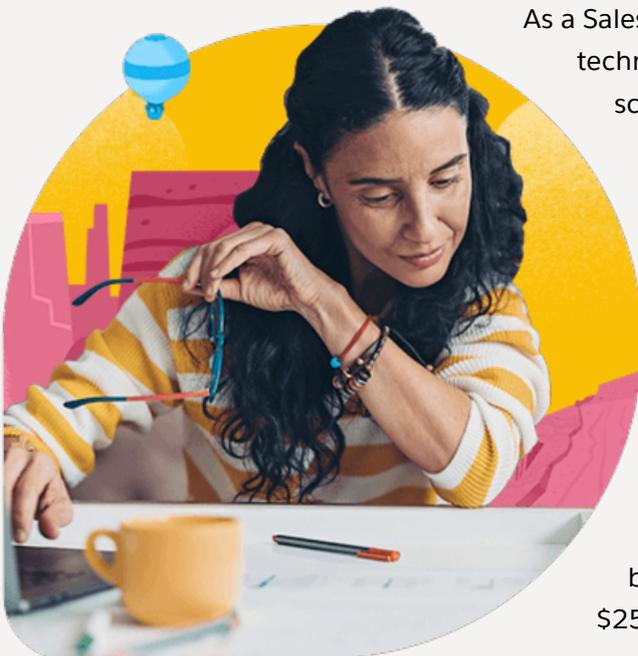
As a Salesforce partner, Atrium uses Salesforce technology to help its customers generate scalable, predictable revenue growth.

"It's in our DNA to help organizations unlock the data that is flowing through their well-orchestrated business processes," Larmon says. "We know the questions to ask, and we plan for the future while acting on the now."

For example, Atrium helped Twilio, a cloud communications platform based in San Francisco, uncover over $250,000 in missed opportunities within

just two hours of using a Salesforce analytics solution the Atrium team built – revenue that would have been left on the table because of a productivity bottleneck. By implementing revenue intelligence, the Twilio sales team was able to make the business case to expand a Salesforce managed services engagement. The case study demonstrates the broad approach Atrium and Salesforce take to help companies identify opportunities that can easily go unnoticed.

"Atrium and Salesforce both take a more holistic view of revenue intelligence," Atrium's Colin Gelfer says. "It's not just about forecasting and pipeline management."

Having a single system that provides an industry standard mechanism for data analysis allows business analysts to sift through the data directly and discover insights without having to negotiate and translate business needs into IT actions.

Geoff Birnes,
SENIOR VICE PRESIDENT OF
CUSTOMER ENGAGEMENT
AND CO-FOUNDER AT ATRIUM

"Knowledge sharing and continuity within one team also allows quicker iterations of discovery and shifts in analysis as business needs change," says Geoff Birnes, Senior Vice President of Customer Engagement and Co-founder at Atrium.

It's important to focus on the metrics that matter, Borrelli noted in the Salesforce guide. Those metrics may include deal size, deal velocity, product mix, win rates or custom metrics such as annual recurring revenue and annual contract value that fit your organizational needs. Identifying these at the onset is important.

"To do that well, you have to make your systems more intelligent. And that's where Salesforce's Revenue Intelligence comes in," Gelfer says. "It really comes down to three capabilities: pattern recognition, coaching and activity tracking." A multifaceted, cross-functional approach to making everyday systems more intelligent and accessible will help companies derive ROI from revenue operations and plan for the future with revenue intelligence.

It pays to prioritize intelligent systems when it comes to predicting, and generating, revenue.

Companies have opportunities to more than bolster their bottom lines for customers and teams, so they must rethink how their revops approach can include intelligence. While the approach is new, many companies have launched revops teams in recent years, demonstrating its potential.

> Companies have recognized that the life cycle of a customer relationship and a more complete view of revenue retention and growth – across their enterprise – must be a focus of their operations.

Lauri Palmieri,
VICE PRESIDENT,
TECHNOLOGY INDUSTRY
ADVISORY AT SALESFORCE

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Thank You