SYNCARI

Go-To-Market Revolutionized:

The Role of RevOps in 2023

Executive summary

The tech industry has recently been shaken to its core: a looming recession, rampant layoffs, and mounting efforts to buckle down and find ways to be increasingly efficient. What organizations are starting to realize more is that data — especially the mountains of data they collect on their customers — is the key to their survival.

Nevertheless, organizations are also realizing that data alone cannot save them. Raw data is cumbersome and unwieldy, as well as easily fragmented, misunderstood, and most worryingly, manipulated. And so the role of the data scientist has continued to gain popularity over the past decade, even heralded as one of the "sexiest jobs" in the 21st century, according to Harvard Business Review.[1]

But something is still missing for many. Those that are getting data "right" have more than just data analysts… they have Revenue Operations (RevOps). It's not enough to have data. You must have clean and accurate data, yes — but most importantly, you need trustworthy, actionable data. RevOps, those who hold the cross-functional business context required to turn customer data into insights and drive collective action, is who is best equipped to provide that. According to LinkedIn, "Head of Revenue Operations" is the fastest-growing job title in the US in 2023.[2]

Bringing data competency into the organization and ensuring it has regular contact with your executives and other stakeholders who are crafting your business strategy is perhaps the only way for your business to survive the upcoming storm. **The path is clear: RevOps is critical to the success of organizations today.**

[1] https://hbr.org/2022/07/is-data-scientist-still-the-sexiest-job-of-the-21st-century
[2] https://www.linkedin.com/pulse/linkedin-jobs-rise-2023-25-us-roles-growing-demand-linkedin-news/

Methodology & demographics

In order to determine the state of corporate data today, including the level of trust placed in that data as well as the procedures involved in processing it, Syncari surveyed over 290 employees at both small-to-medium-sized and enterprise organizations.

Respondents fell into one of two categories: Executives (the C-Suite and VPs) and Operations (including Sales Operations, Marketing Operations, Customer Success Operations, and Revenue Operations).
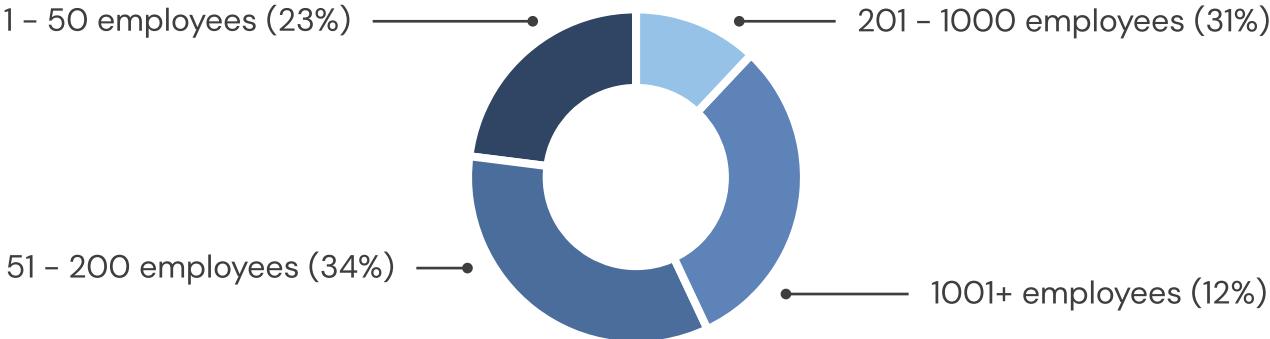
Figure 1. Company size breakdown

1 – 50 employees (23%)

201 – 1000 employees (31%)

51 – 200 employees (34%)

1001+ employees (12%)

Figure 2. Respondent title breakdown

Executives (23%)

Operations professionals (77%)

Figure 3. Prevalence of a RevOps department

Has a RevOps department (65%)

No RevOps department (35%)

Key findings

Customer data without RevOps is disparate & disorganized

Without a clear owner of customer data, confusion and discord run rampant in organizations without a good partnership between data and RevOps.

- Over half of organizations without RevOps say multiple departments own their GTM & operations alignment, while 11% say their needs simply aren't met.
- Without RevOps, organizations can't seem to agree on who should own reporting and analytics, with 1 in 5 respondents placing it in the hands of executives.

RevOps departments inspire more confidence

Across all major signifiers of healthy data, respondents responded more favorably when their organization has a RevOps department.

- Trust in data accuracy is 20% higher in organizations with RevOps.
- Double the number of respondents are very confident the data they access in one system matches the data in other systems in organizations with RevOps vs. those without.

But there's more work to be done

No matter if an organization has a RevOps function or not, executives and operations professionals don't agree about the health of their organizational data.

- Half of executives are confident their data matches across the organization, but only 27% of ops pros agree.
- In companies without RevOps, just 18% of operations professionals there are confident that customer data matches from system to system, while nearly 36% of executives say the same.

Better Together:

The Role of RevOps in 2023

For over a decade, businesses have had a heyday. A strong bull market, record profits, and unparalleled opportunities for growth. But it's quickly becoming clear: 2023 won't afford organizations the same benefits. In the face of economic uncertainty, it's more critical than ever for you to be as efficient as possible with your limited resources.

Rather than cast a wide net to try to catch each and every new customer — no matter their lifetime value (LTV) — companies need to switch focus to commit to only the most profitable programs and ideal customers. On top of that, businesses need to understand and act on this across the entire customer journey. It's not just about which marketing programs bring in the most valuable leads; it's about learning how best to serve existing customers, reduce churn, and increase LTV.

But to understand what efforts have the highest ROI, you have to collect and analyze customer data. This includes not only marketing programs and their efficacy, but also sales conversations, product usage, support interactions, and more. Any engagement your customers have with your product, service, or business is a data point you can use to identify your ideal — meaning, most valuable — prospects and customers. For some organizations, this takes shape in a data analysis team.

The sticking point for many is not just managing the data, it's that it needs to be usable and allow you to better understand each and every customer wherever they are in their lifecycle. This means unifying and distributing your customer data, not letting it sit and rot in a data warehouse while analysts run reports on top of it in some system somewhere else. It means investing in Revenue Operations (RevOps). All customer data — clean, healthy, unified customer data — needs to be surfaced to the teams that need it, in the systems they work in for it to be valuable.

When we surveyed over 290 executives and operations professionals, we found the 2 in 3 organizations that have invested in RevOps are more confident in the data they use on a regular basis than organizations without such a team.

Customer data without RevOps is disparate & disorganized

The goal of any organization should be for all departments to "sing from the same data hymn sheet." In the past, businesses took that to mean taking all customer data and placing it in some central location, sometimes in the form of a data warehouse. Oft touted as a "single source of truth," what actually resulted was a burden to all those involved. These data warehouses are often messy, expensive, and cumbersome to maintain, let alone pull data out of (and push data into).

Unfortunately, only at the end of this expensive and time-consuming effort do organizations realize their data warehouse is just another data silo. Instead, organizations must strive for a different goal: everyone having the same good, clean, accurate data. The key to this is investing in RevOps and empowering them to be key drivers, working in harmony with your data team (if you have one). Otherwise, multiple teams are often left to their own devices, resulting in siloed data and very few insights.

In fact, our survey found half of organizations without RevOps say multiple departments own their GTM & operations alignment. More than 1 in 10 say their needs simply aren't met.
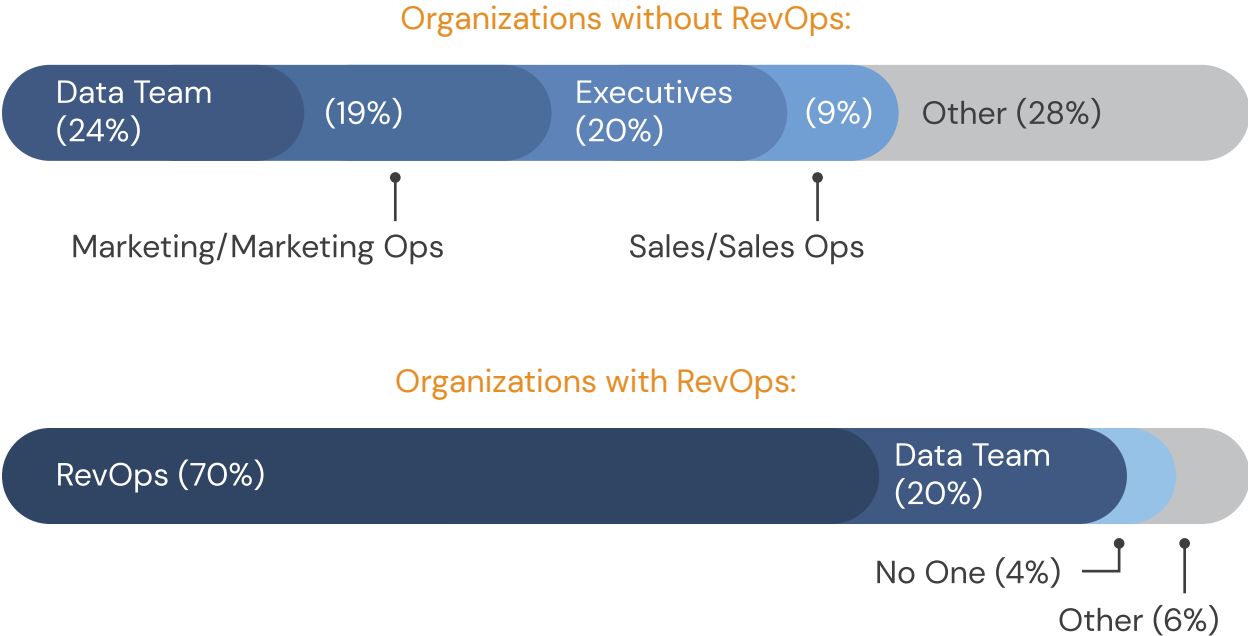
Figure 4. Departments responsible for cross-functional GTM alignment and operational collaboration in organizations without RevOps

Marketing Ops (16%)

Sales Ops (8%)

Several departments (50%)

RevOps needs aren't met (12%)

Other (15%)
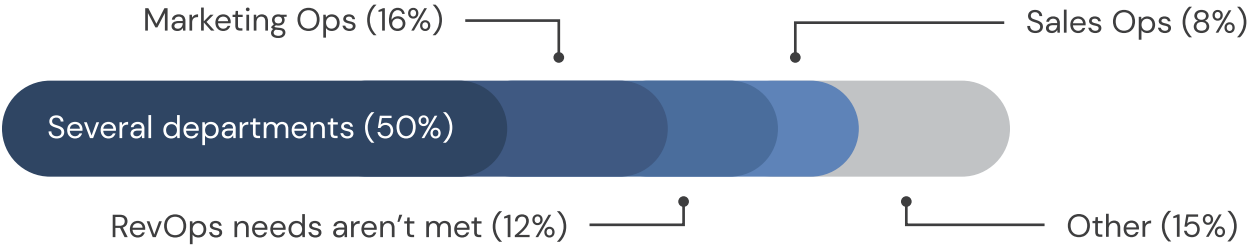
Further complicating the situation, respondents also revealed that ownership of product & GTM data integration in organizations without RevOps is disorganized. Without a clear owner, organizations can't seem to agree on who should own reporting and analytics. In fact, 1 in 5 respondents rely on their executive team to own data integration across the business.

These two findings are, frankly, worrying. With 97% of organizations[3] failing to meet basic data quality standards, not knowing who owns and is responsible for customer data only leads to confusion and future problems with data accuracy and integrity, as well as decreases in data trust.

Figure 5. Departments responsible for cross–GTM reporting & analytics

Organizations without RevOps:

Data Team (24%) (19%) Executives (20%) (9%) Other (28%)

Marketing/Marketing Ops   Sales/Sales Ops

Organizations with RevOps:

RevOps (70%)   Data Team (20%)

No One (4%)

Other (6%)

For organizations with a RevOps department, however, the picture is entirely different. 70% of respondents named RevOps as their primary reporting owner and just under half say RevOps owns product & GTM data integration. Interestingly, a new trend is starting to emerge: data teams and RevOps jointly owning reporting and analytics. While only 1 in 20 organizations are doing this today, it's something we expect will grow over time as more data is created and it becomes more necessary to both manage and provide insights on customer data.

With RevOps acting as a central figurehead for cross–department integration, reporting, and collaboration, organizations can more easily gain the valuable insights necessary from organizational data. In fact, our survey found organizations with RevOps departments are more confident across the board.

[3] https://hbr.org/2017/09/only-3-of-companies-data-meets-basic-quality-standards

RevOps departments inspire more confidence

There are 3 signifiers of "good data:" end-to-end organizational data sharing, trust in data accuracy, and confidence that all teams are working from the same set of data. While our survey did find that organizations with RevOps departments are consistently better off on all 3 signifiers than those organizations without RevOps, there are some interesting nuances.

Overall, 3 in 4 respondents believed their organization shared end-to-end revenue metrics across the entire company. But when comparing results between those with and without a dedicated operations department, there's a 20% difference: 82% of respondents with a RevOps department believed their organization shared metrics. Only 62% of respondents without a RevOps department said the same.

Figure 6. Comparison of data and end-to-end revenue metrics sharing across the organization between organizations with and without RevOps

Q: Do you currently share data and end-to-end revenue metrics across your organization?

Organizations without RevOps:
Yes (62%) | No (38%)

Organizations with RevOps:
(82%) | (18%)

When it comes to data accuracy, only 68% of all respondents trust the data in their GTM dashboards is even accurate. However, trust in data accuracy is nearly 20% higher in organizations with RevOps than those without. Nearly three-quarters of respondents with a RevOps department trust their dashboard data, while only 55% of those without RevOps say the same.

Figure 7. Comparison of all respondents' trust in GTM dashboard and report data accuracy in organizations with and without RevOps

Q: Do you trust that data in your GTM dashboards and reports are providing you with accurate information?

Organizations without RevOps: Yes (55%) | No (45%)

Organizations with RevOps: (73%) | (27%)

Last year, our survey revealed just 65% of operations professionals trust the data they provide to their C-levels is accurate. Unfortunately, this picture has stayed the same (and has even slightly worsened): only 64% of operations professionals said they had faith in GTM dashboard data accuracy. But organizations without a RevOps department have it worse: just over half of ops pros in those companies trust their dashboard data.

Figure 8. Comparison of operations professionals' trust in GTM dashboard and report data accuracy in organizations with and without RevOps

Q: Do you trust that data in your GTM dashboards and reports are providing you with accurate information?

Organizations without RevOps: Yes (54%) | No (46%)

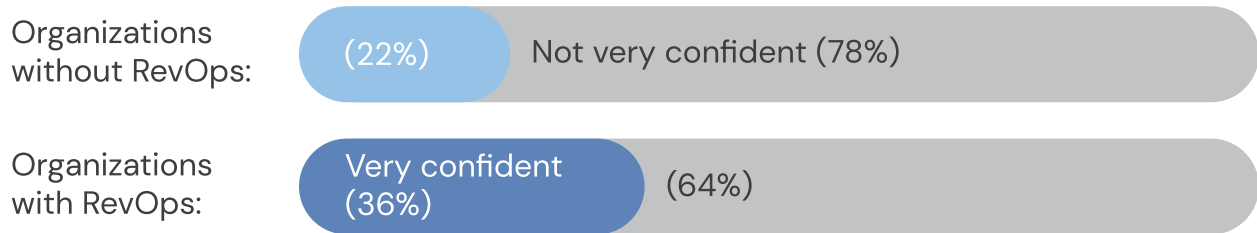Organizations with RevOps: (68%) | (32%)

This trend where organizations are more confident in their data extends to data matching, as well. Just 1 in 5 of respondents without a RevOps department are "very confident" the data they access in one system matches the data in other systems across the organization. But for companies with a RevOps department, that number nearly doubles.

Figure 9. Comparison between data matching confidence in organizations with and without RevOps

Q: How confident are you that the data you access in systems you use matches data in other systems?

Organizations without RevOps: (22%) Not very confident (78%)

Organizations with RevOps: Very confident (36%) (64%)

Clearly, the organizations with RevOps are in a much better state with their customer data. That said, when we delved deeper and compared results between not only the types of organizations but also between C-levels and operations professionals, we found there's still quite a lot of work to be done for organizational data to be considered "healthy."
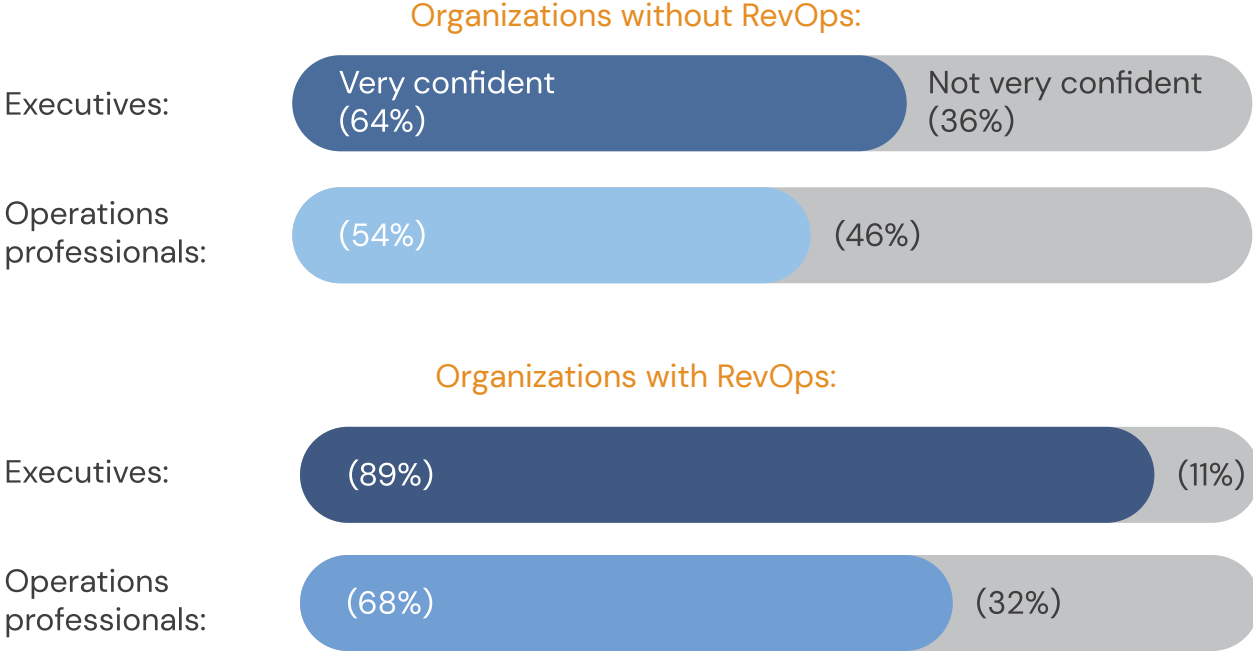
But there's more work to be done

As we've revealed, organizations that have invested in a RevOps function have higher trust in their customer data, higher data accuracy, and higher confidence that the data they're using to make decisions matches across the organization. But our survey also revealed 2 main areas where organizations need to improve.

First, while trust in data accuracy should be higher than it is, there's a stark difference in trust at the C-level versus the operations professionals themselves. 82% of all execs trust the accuracy of their dashboards, but only 64% of operations professionals say the same.

The gulf widens in organizations with RevOps departments: 9 in 10 executives trust their reports' accuracy while only 7 in 10 ops pros agree. Interestingly, executives in organizations without a RevOps department have a higher mistrust of their data, with only 64% saying their trust their dashboards to be accurate, seeming to confirm that RevOps is a key driver for customer data health.

Figure 10. Comparison of executives' vs. operations professionals' trust in GTM dashboard and report data accuracy in organizations with and without RevOps

Q: Do you trust that data in your GTM dashboards and reports are providing you with accurate information?

Organizations without RevOps:

Executives:

| Very confident (64%) | Not very confident (36%) |

Operations professionals:

| (54%) | (46%) |

Organizations with RevOps:

Executives:

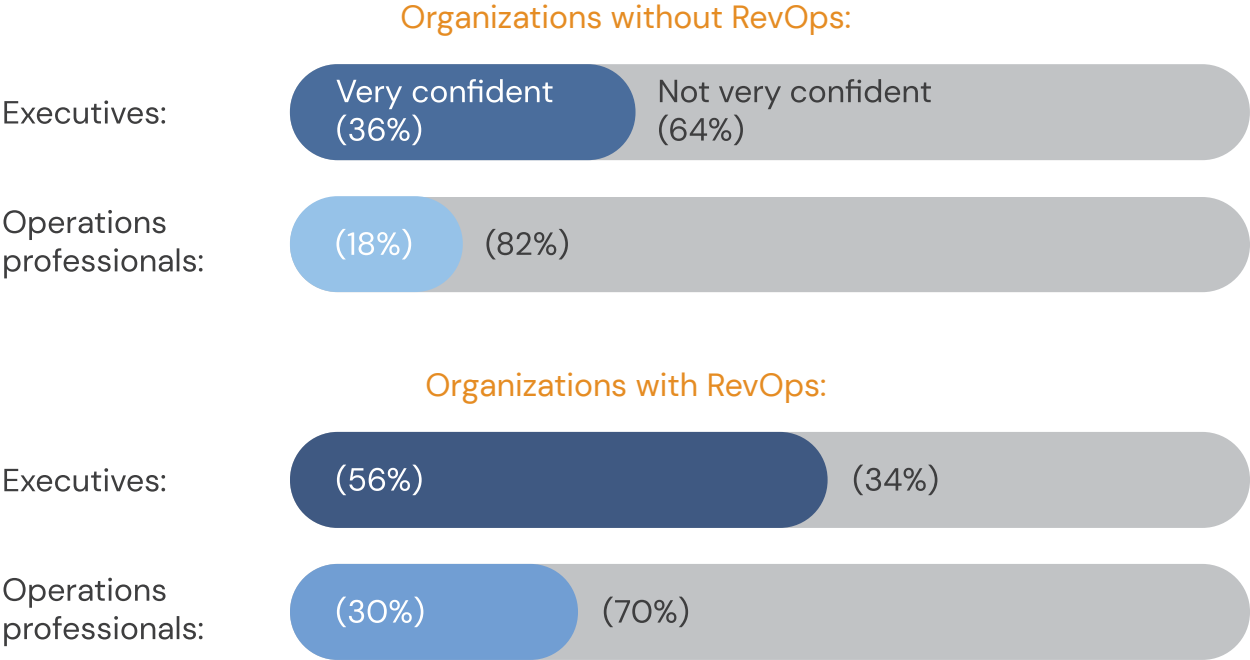| (89%) | (11%) |

Operations professionals:

| (68%) | (32%) |

Second, we found a similar divide between executives and ops pros when we analyze their responses to their confidence in data matching. Nearly double the number of execs at both types of organizations are very confident versus those closest to the data (ops). Yet again, when comparing answers, the gulf widens between C-levels and ops at organizations without RevOps. Just 18% of operations professionals there are confident that organizational data matches from system to system while double the executives say the same.

RevOps can provide up to a

25%

boost to data trust for both executives and ops teams.

Figure 11. Comparison of executives vs. operations professionals about data matching confidence in organizations with and without RevOps

Q: How confident are you that the data you access in systems you use matches data in other systems?

Organizations without RevOps:

Executives:
- Very confident (36%)
- Not very confident (64%)

Operations professionals:
- (18%)
- (82%)

Organizations with RevOps:

Executives:
- (56%)
- (34%)

Operations professionals:
- (30%)
- (70%)

But, as we discussed before, even with the great divide between C–levels and operations professionals, our results clearly show organizations with a RevOps function believe in the health of their organizational data much more than those organizations without the department. It's clear the only path forward means empowered RevOps departments, where they can centralize the work needed to turn data into insights and then distribute that truth to those who need it.
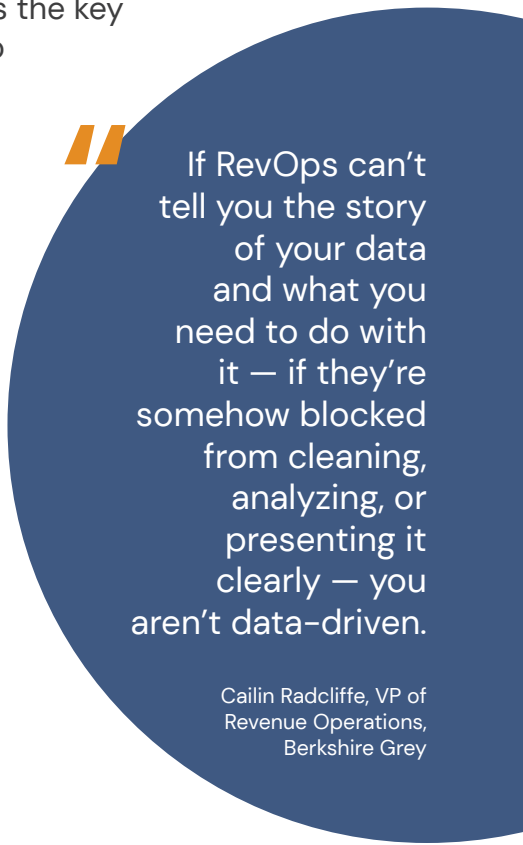
An empowered RevOps means a healthier business

For organizations to survive, let alone grow — especially in the face of economic uncertainty — they need to be able to make decisions quickly and confidently. The only way to do that is by being data-driven: healthy data means better analyses and forecasting, leading to more informed decisions about what's most valuable to your business.

One of the keys to empowering your decision-makers is surfacing all the types of customer data they need. Too many organizations today rely on just the data available to them in each system: marketing data in the marketing automation platform, pre-sales data in the CRM, post-sales data in the customer success software or ticketing system, and product data in product analytics tools. What actually helps your team understand your customers is sharing all pertinent data in all systems and empowering your RevOps department to facilitate.

And as our results show, an empowered RevOps department is the key to unlocking the full value of your customer data. They are who can enable the rest of the organization to take advantage of all the data your data team manages, from product usage, sales call metrics, support engagements, marketing campaign efficacy, and more.

But to properly enable your RevOps department, you must invest in their success. With the right people, processes, and technology, along with the authority to own organizational data, RevOps can distribute clean, accurate insights on customer data to the entire business. A customer data automation platform, like Syncari, can help them unify and democratize data, so every team has the information they need to be successful.

> If RevOps can't tell you the story of your data and what you need to do with it — if they're somehow blocked from cleaning, analyzing, or presenting it clearly — you aren't data-driven.
>
> Cailin Radcliffe, VP of Revenue Operations, Berkshire Grey

Syncari helps us keep every department singing from the same "data" hymn sheet. We've eliminated silos and enabled better coordination across the business with shared, trusted data across our key systems of record.

Channa Heng,
VP of RevOps
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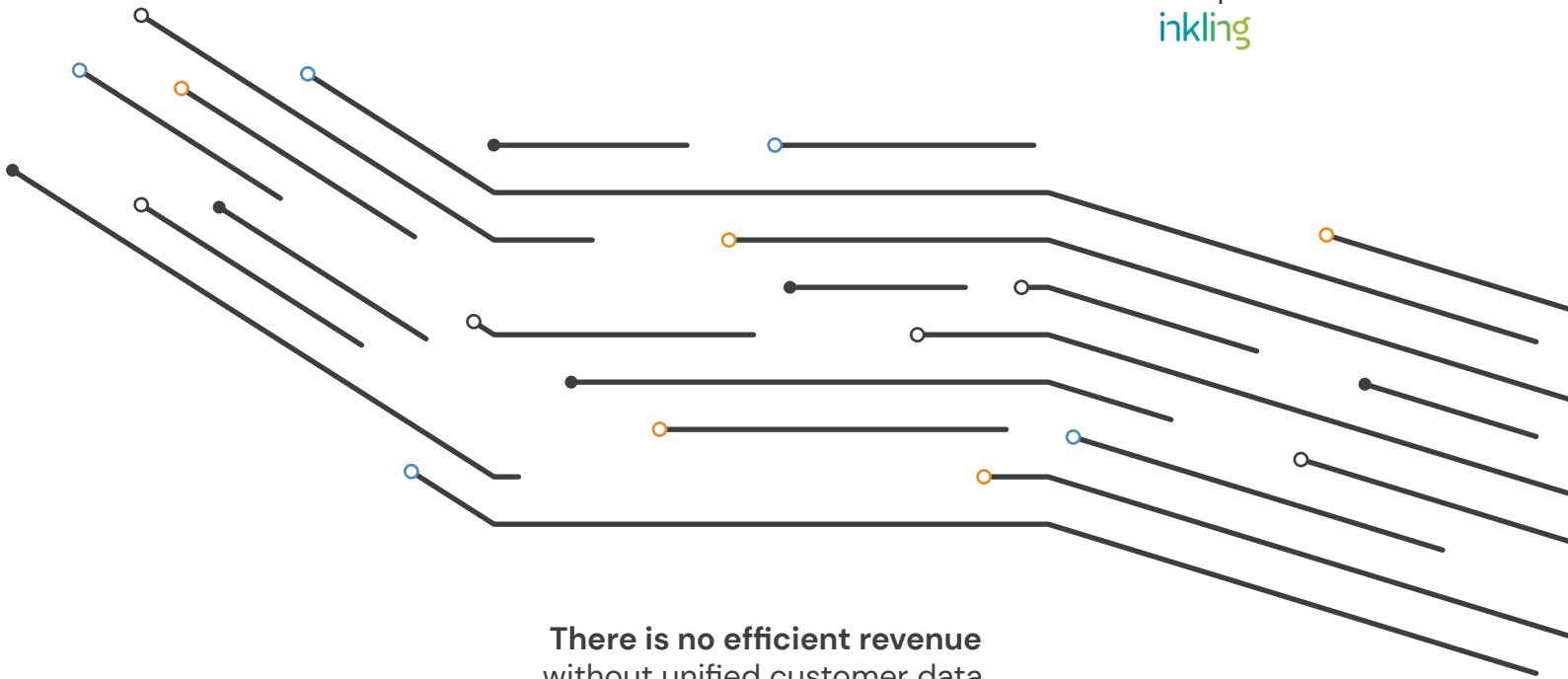
There is no efficient revenue
without unified customer data.

Learn more here

SYNCARI

Syncari, the world's only no-code data automation platform, empowers revenue leaders to make better decisions by providing trusted customer data in the right place at the right time. We do this by unifying and automating data across the entire customer journey, from lead to renewal, unlocking efficiency and accelerating growth.