



# THE REVENUE OPERATIONS MATURITY MODEL

A CXO BLUEPRINT FOR ALIGNING SALES, MARKETING AND CUSTOMER SUCCESS TEAMS AND OPTIMIZING THE PERFORMANCE OF COMMERCIAL PROCESSES, OPERATIONS AND ASSETS

DIMENSION	DEFINITION	CORE COMPETENCIES
 <p><b>COMMERCIAL LEADERSHIP</b></p>	<p>Top down leadership to empower and endorse the transformation of the commercial model to unify sales, marketing, and service into one revenue team and become more accountable, data-driven, and customer focused.</p>	<p><b>1.0 Accountability.</b> Demand full accountability for return on enterprise selling resources, assets, and investments</p>
		<p><b>2.0 Ownership.</b> Establish a single point of decision-making for the enterprise revenue process, assets, investments</p>
		<p><b>3.0 Change Management.</b> Provide top down leadership to empower the organization to transform the commercial model</p>
 <p><b>COMMERCIAL OPERATIONS</b></p>	<p>Reconfigure the operations that support growth and enable human sellers to provide coherent, end-to-end management of all customer facing employees, assets, infrastructure, investments, and the customer journey.</p>	<p><b>4.0 Common Purpose.</b> Establish a common purpose across sales, marketing, and customer success teams</p>
		<p><b>5.0 Organization.</b> Establish cross functional organizational structures to support human selling across the enterprise</p>
		<p><b>6.0 Commercial Process.</b> Establish and manage a cross functional commercial process across the enterprise</p>
 <p><b>COMMERCIAL ARCHITECTURE</b></p>	<p>Redesign the commercial architecture to maximize return on selling assets by improving the speed, visibility, productivity, engagement of front line selling teams and reducing lower cost to sell.</p>	<p><b>7.0 Go to Market Strategy.</b> Redesign the go-to-market architecture to improve performance and engagement</p>
		<p><b>8.0 Sales Force Design.</b> Adjust the sales force design to improve performance, engagements, and costs</p>
		<p><b>9.0 Sales Performance Management.</b> Modify assignments, territories, and incentives to align resources and opportunity</p>
 <p><b>COMMERCIAL INSIGHTS</b></p>	<p>Turning customer engagement and seller activity data into commercial insights that creates value and inform decisions, actions, and conversations at the "moments that matter" in the human selling process.</p>	<p><b>10.0 Data Driven Selling.</b> Convert revenue data into prescriptive revenue intelligence that informs day-to-day decisions in real time</p>
		<p><b>11.0 Key Performance Indicators.</b> Establish fact-based reporting analytics, KPI and dashboards of commercial performance</p>
		<p><b>12.0 Predictive Selling Insights.</b> Use analytics to create better predictions, parameters, and scenarios to inform investment, allocation, and emphasis</p>
 <p><b>COMMERCIAL ENABLEMENT</b></p>	<p>Building a common core of commercial capabilities that enable human selling and maximize the contribution of selling assets and investments to revenue and profit growth outcomes.</p>	<p><b>13.0 Enablement and Engagement.</b> Reconfigure the commercial technology infrastructure to better support revenue team enablement</p>
		<p><b>14.0 Readiness and Development.</b> Reconfigure the commercial technology infrastructure to better support readiness, training, and development</p>
		<p><b>15.0 Revenue Enhancement.</b> Deploy technologies to enhance the lead-to-cash cycle and capture more revenue, margin, and price realization</p>
 <p><b>COMMERCIAL ASSET MANAGEMENT</b></p>	<p>The strategic management of the commercial data, technology, content, and IP assets to maximize utilization, impact, and return on investment.</p>	<p><b>16.0 Content Assets.</b> Establish operational ownership, organization, and deployment of selling content and IP across functions</p>
		<p><b>17.0 Data Assets.</b> Establish a common architecture and owner to monetize customer data assets</p>
		<p><b>18.0 Technology Assets.</b> Establish centralized stewardship and reconfiguration of the commercial technology portfolio across functions</p>



## ABOUT THE REVENUE ENABLEMENT INSTITUTE

The mission of the Revenue Enablement Institute is to educate and arm a new generation of growth leaders with the state-of-the-art management tools, skills, capabilities, and practices they will need to accelerate revenue growth and adapt to the new buying reality.

Our faculty of academics and experts are actively working with owners, CEOs, and their growth leadership teams to develop research, education and management tools help them transform sales, marketing, and service system into high performing growth teams.

Our efforts focus on the five key enablers of profitable and sustainable growth.

- 1. LEADERSHIP** – Successful sales and marketing transformation will require new skills and leadership approaches. The next generation of growth leaders must be coaches that find ways to get revenue teams to work together, and find better ways to use data, information, and technology as force multipliers.
- 2. TEAMWORK** – Growth leaders will need new managerial architectures that break down organizational silos and foster teamwork across sales, marketing, and service at scale across the enterprise. Old hierarchical command and control approaches will be too slow, culturally toxic, and introduce too many points of leakage and failures as revenue opportunities move across functions.
- 3. COMMON INCENTIVES** – Revenue teams can only succeed if they have a common purpose. Growth leaders must define a single scorecard for success that will give disparate sales, marketing, and customer success teams the incentives to work together to grow revenue and customer lifetime value. Hierarchical, functional, and waterfall metrics based on linear sales funnels and independent functional roles will fail to either foster teamwork or address current customer behavior.
- 4. INSIGHTS** – All customer-facing employees need a fully transparent, 360-degree, real-time view of the entire buying journey if they are going to play like a team. Revenue teams must act on buying signals, location-based opportunities, or churn triggers in service within minutes instead of hours or days. Sharing information horizontally across the enterprise to inform and support teams from across geographies, business units, and market segments is now the key to growing revenues, profits, competitiveness and share price.
- 5. RETURN ON SELLING ASSETS** – Revenue leaders must find ways to use technology as a force multiplier and team enabler if they expect to succeed by dramatically increasing historically low levels of salesperson productivity, technology adoption and return on selling assets – content, technology, data, and automation. To do so, they must find ways to use AI-driven sales tools and workflow automation to automatically enforce new sales methodologies into daily practices, input data into CRM profiles, and deploy all the expensive content, thought leadership, and playbooks created by marketing.

We invite transformation minded CXO's, CMOS, CSOs and CEOs to participate in our research and education program so they can apply what we learn to build higher performing revenue teams. You can learn more at [www.revenueenablement.com](http://www.revenueenablement.com)