Quarterly Business Review (QBR) Cheat Sheet - RevOps Edition

QBR 101

RevOps Lab Podcast episodes for better Pipeline Visibility & Reporting: #84, #81, #68, #58

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Purpose of QBRs

A QBR is a **structured, data-driven review** conducted **every quarter** to **evaluate performance, align on goals, and strategize for the next quarter**. It serves as a checkpoint to ensure that teams and stakeholders are focused on driving growth, efficiency, and customer success.

Why QBRs matters

Pipeline Visibility

Teams review the entire funnel in one forum, exposing bottlenecks and high-value deals that can be addressed immediately for better outcomes.

FREE Pipeline Visibility Cheat Sheet

Deal & Account Execution

By analyzing deals and accounts in a structured QBR setting, sales leaders pinpoint risks and best practices, enabling targeted coaching to improve win rates.

FREE Pipeline Management Guide

Sales Forecasting

QBRs refine forecasting accuracy with up-to-date insights on pipeline health, allowing leaders to increase confidence in revenue targets and predictions.

FREE Sales Forecasting Cheat Sheet

Accountability

Through QBRs, ownership of key metrics becomes crystal clear, promoting transparency and a shared commitment to achieving objectives across the organization.

FREE RevOps Resource Hub

QBR Quotes

“Success is not about having all the answers but knowing how to ask the right questions. ***Sales QBRs are an opportunity to reflect on where we are, identify what's working, and course-correct what's not.”***

Marc Benioff | CEO, Salesforce

The most successful sales teams use data-driven insights to guide their decisions during performance reviews. ***In a QBR, it's crucial to focus not just on past results, but on actionable strategies to continuously improve.***

Mark Roberge | Founding CRO, Hubspot

Types of QBRs

Sales QBRs

1	**Timing**	Within the first 10-14 days after quarter close
2	**Content**	• Quota attainment & revenue metrics (by team/rep) • Win/loss analysis (why we won/lost key deals) • Sales cycle trends (deal velocity, ACV, conversion rates) • Current pipeline health (coverage ratio, deal stages, risks) • Forecast for next quarter (confidence level, high-priority deals) • Expansion & renewal opportunities (working with CS & AM teams) • Deal execution strategy (what needs to close this quarter)
3	**Participants**	• **Sales Leadership (VP/Director of Sales, CRO):** provide strategic direction and align on goals • **Sales Managers:** review team performance, challenges, and opportunities • **Account Executives:** share insights on deals, pipeline, and competitive landscape • **Sales Ops / RevOps:** provide data-driven insights, forecasting, and process optimizations Optional: • Marketing Leads • Product Leads • CSM Leads
4	**Outcome**	1. Clear understanding of last quarter's performance vs. targets 2. Pipeline health assessment with clear next steps on key opportunities 3. Accurate forecast for the next quarter with deal prioritization

Customer Success QBRs

1	**Timing**	Within the first 10-14 days after quarter close
2	**Content**	• High-level recap of key accounts • Upsell/Cross-sell pipeline: Key opportunities and forecast • Account segmentation: Which customers are prime for expansion? • Renewal projections and commercial discussions • At-risk accounts: Red flags, escalations, and mitigation plans
3	**Participants**	• **CS Leadership (VP/Director of CS; CRO/CCO):** offer strategic guidance, ensure alignment with company goals • **Customer Success Managers:** provide account updates, risks, and expansion opportunities • **Account Managers:** share commercial insights, renewal, and upsell pipeline • **Sales/Revenue Leadership (VP/Director of Sales/AMs):** ensure collaboration on expansion and renewals • **Support/Technical Account Managers:** share insights on escalations, support trends, and adoption challenges Optional: • Product • Marketing
4	**Outcome**	• Defined list of at-risk customers with action plans • Identified upsell/cross-sell opportunities with next steps • Top customer feedback trends shared with Product team • Agreed-upon action items with owners and deadlines

Customer QBRs

1	**Timing**	Quarterly or semi-annually, depending on your business.
2	**Content**	• Review customer's business goals and how they align with your solution • Showcase metrics on product usage, adoption trends, and impact on customer outcomes • Demonstrate ROI and business value delivered using data-backed insights • Showcase relevant product enhancements and upcoming features • Define objectives and key results (OKRs) for the next quarter
3	**Participants**	From the Customer's Side: • **Executive sponsor (C-Level or VP):** focuses on high-level ROI, strategic alignment, and long-term partnership • **Business owner / key decision-maker:** ensures solution aligns with business goals and KPIs • **Power user or technical lead:** provides insights on platform usability, adoption, and technical requirements From Your Company's Side: • **Customer Success Manager:** leads the QBR, presents key insights, and drives value conversations • **Account Manager or sales rep:** discusses expansion opportunities, renewals, and commercials • **Product Manager (optional):** shares product roadmap and gathers feedback • **Support/Technical Consultant (optional):** addresses technical concerns and provides recommendations • **Executive Sponsor (VP/CS Leader, optional):** strengthens relationships with high-value accounts
4	**Outcome**	• Higher product adoption and usage optimization • Stronger customer relationships and executive alignment • More proactive risk mitigation, reducing churn potential • Identification of upsell/cross-sell opportunities

Role of RevOps

RevOps should play a **strategic and data-driven role** in a Sales or Account Management QBR, ensuring that the meeting is focused on **revenue performance, operational efficiency, and actionable insights**. Here's how RevOps should contribute:

1	**Data & Insights Provider**	• **Pipeline and forecasting analysis:** present pipeline trends, deal velocity, and win/loss insights • **Quota attainment and rep performance:** highlight performance against targets at individual and team levels • **Customer health and expansion opportunities:** share renewal likelihood, churn risks, and upsell/cross-sell potential.
2	**Process & Efficiency Advisor**	• Identify bottlenecks in the sales cycle and recommend process improvements • Ensure the team is leveraging tech stack tools (CRM, analytics, etc.) effectively • Provide benchmarks to compare performance against industry standards or past trends
3	**Strategic Partner for Decision-Making**	• Support deal strategy discussions with data-backed insights on pricing, discounting, and negotiation trends • Help prioritize high-value accounts for expansion efforts • Surface risks in the funnel (e.g., stalled deals, long sales cycles) and propose mitigation strategies
4	**Accountability & Follow-Through**	• Ensure that action items are captured and tracked post-QBR • Align cross-functional teams (Sales, Marketing, CS) to drive improvements based on QBR findings • Keep a pulse on operational gaps (e.g., training needs, process refinements) and drive initiatives to address them

Role of CROs

In an **internal QBR**, the **Chief Revenue Officer (CRO)** plays a pivotal role in **aligning teams, optimizing revenue strategies, and driving accountability** across Sales, Customer Success, and Marketing. Their focus is on **performance review, goal setting, risk mitigation, and growth strategies** for the upcoming quarter. **CRO key responsibilities:**

1	**Performance Analysis & Revenue Insights**	• Reviews quarterly revenue performance vs. targets (ARR, NRR, GRR, ACV growth) • Analyzes pipeline coverage, sales efficiency, and deal velocity • Evaluates churn, expansion, and retention metrics to assess customer health
2	**Sales & CS Team Alignment**	• Ensures Sales and Customer Success (CS) teams are working toward common goals • Ensures effective handoffs between teams for new customers and renewals
3	**Strategic Growth Planning**	• Identifies new expansion opportunities (upsells, cross-sells, new verticals) • Discusses pricing, packaging, and deal structures for better conversion rates • Aligns on quarterly and annual OKRs for Sales and CS teams
4	**Risk Management & Churn Prevention**	• Reviews at-risk accounts and develops customer retention strategies • Ensures proper engagement for key renewals and strategic accounts • Discusses customer feedback trends and proactive interventions
5	**Forecasting & Pipeline Review**	• Reviews sales forecasts and deal movement to assess revenue predictability • Aligns with Marketing on lead generation and demand creation efforts • Ensures pipeline health supports revenue goals

QBR Execution

Preparation

Set the Agenda

#	What	Considerations
1	**Opening & Performance Recap**	• **Sales Performance vs. Targets** (ARR, NRR, GRR, churn, win rates) • **CS Performance Metrics** (expansion, renewals, product adoption, retention) • **Deal & Churn Analysis** (closed-won, closed-lost, key churn reasons)
2	**Customer & Market Insights**	• **Customer Health Trends** (risk assessment, expansion potential) • **Competitive Analysis** (win/loss trends, competitor displacement) • **Customer Feedback & NPS** (recurring themes, product requests)
3	**Strategic Planning for the Next Quarter**	• **Pipeline & Revenue Forecast** (next quarter's target, pipeline coverage) • **Expansion & Retention Strategy** (cross-sell, upsell, and renewal playbook) • **Process Improvement Initiatives** (deal handoff, onboarding optimization)
4	**Action Plan & Takeaways**	• Key initiatives & focus areas for Sales & CS • Ownership & accountability for each action item • Alignment on cross-functional collaboration (Sales, CS, Product, Marketing)

Define Success Metrics & Gather Data

#	What	Considerations
1	**Define Key Metrics & Objectives**	Before gathering data, identify the key metrics you need to measure in alignment with your QBR objectives.
2	**Gather Data from Trusted Sources**	Gather data from trusted sources within your organization, including CRM tools, revenue intelligence platforms, sheets and internal databases.
3	**Analyze Historical Trends**	• Quarterly Revenue trends • Retention & Churn trends • Sales Velocity & Conversion trends
4	**Incorporate Cross-Functional Insights**	• **Account Manager or sales rep feedback:** direct input from the sales team on how accounts are progressing, common obstacles, and potential upsell opportunities • **Sales performance reviews:** discuss challenges and successes faced by individual reps • **Customer feedback:** input from CSMs about customers' satisfaction, product feedback, and any concerns regarding usage or support • **Renewal feedback:** discuss feedback from customers who renewed contracts versus those who didn't. • **MQL to SQL conversion:** share how marketing-qualified leads have transitioned into sales-qualified leads
5	**Validate & Clean Data for Accuracy**	Gather data from all your tools. Clean and segment the data so it's accurate and trustworthy. FREE Salesforce Data Hygiene Cheat Sheet
6	**Prepare Actionable QBR Presentation**	After gathering, validating, and visualizing your data, prepare a clear and concise QBR deck that aligns with the overall goals of the meeting. Ensure that all data points presented are actionable and lead to discussions on strategy, process improvements, and next steps-
7	**Send pre-read materials**	Send min. 3 days in advance

Analysis & Insights

Tip: Keep the insights actionable. Instead of “We didn't meet pipeline goals,” say “Our top-of-funnel leads dropped by 30% after we reduced marketing spend, so we need to reallocate budget to demand-gen.”

What	Considerations
Wins & Losses	• What worked? (e.g., new marketing campaign, refined ICP, effective territory mapping) • What didn't work? (e.g., product launch delays, poor lead handoff, resource constraints)
Root Causes & Trends	• **Internal factors**: team changes, process inefficiencies, data hygiene, GTM alignment. • **External factors**: market shifts, new competitors, economic climate.
Lessons Learned	Summarize 2-3 main lessons from the quarter's performance to incorporate going forward

Forecast & Targets

Tip: Clearly state “must-hit” numbers. If you're referencing specific pipeline coverage ratios or specific net retention rate goals, put them front & center.

What	Considerations
Revenue Forecast	• Projected Bookings/ARR for next quarter (and confidence level) • Breakdown by product line, region, or segment if relevant
Pipeline Build Requirements	• Required pipeline coverage to hit targets • Monthly or quarterly pipeline milestones
Sales & Marketing Goals	• MQL/SQL goals, conversion rates, and average velocity targets • Budget allocations and new marketing initiatives
Retention & Expansion Targets	• Churn reduction goals • Upsell/Cross-sell campaign plans

Meeting Success

During the meeting

Objective: Keep the meeting focused on outcomes, ensure engagement from all participants, and drive decisions based on data.

1	**Start with Clear Objectives**	• **Restate the purpose of the meeting:** briefly remind participants of the goals and expected outcomes. • **Encourage a solution-oriented mindset:** make it clear that the meeting should focus on resolving issues and defining next steps, not just analyzing past performance.
2	**Stay on Time & Focused**	• **Use a timer:** keep each section on track to avoid the meeting dragging on or losing focus. • **Moderate discussions:** gently steer conversations back to the topic if they stray or become too detailed. This ensures you maintain focus on strategic decisions.
3	**Use Data to Drive Discussion**	• **Leverage data visualizations:** use charts, graphs, and dashboards to make the data digestible and actionable. • **Highlight key trends:** focus the discussion on data points that provide actionable insights (e.g., what's driving churn, what's working in the sales pipeline,...). • **Link metrics to business impact:** connect performance data to broader company goals to ensure everyone understands how KPIs tie to strategic objectives.
4	**Encourage Collaboration & Input**	• **Foster cross-functional input:** Create an open environment for all teams to share insights. Encourage active participation from Sales, CS, Marketing, Product, and other departments. • **Ask probing questions:** Challenge participants to think deeply about the reasons behind successes or challenges. For example, “What specific actions can we take to reduce churn in the next quarter?” • **Document feedback & insights:** Capture key takeaways, ideas for improvement, and action items during the meeting.
5	**Avoid Overloading with Data**	• **Focus on key metrics:** Don't overwhelm participants with excessive data. Prioritize the most important metrics and focus on the story they tell. • **Actionable insights:** Ensure that the data presented leads to clear discussions about what actions will be taken next.

Takeaways & Next steps

Objective: Ensure the meeting results in clear action items, responsibilities, and deadlines that move the business forward.

1	**Create Actionable Takeaways**	• **Identify the next steps:** For each discussion point, agree on concrete next steps (e.g., refining the sales strategy, optimizing onboarding processes, etc.). • **Assign ownership:** Clearly assign responsibility for each action item to ensure accountability. For example, "Sales leader will improve pipeline coverage by 20% next quarter." • **Set deadlines:** Each action item should have a clear deadline to ensure that progress is tracked.
2	**Define Metrics for Success**	• **Establish success criteria:** Determine how success will be measured for each action item. E.g., “Increase win rate by 5%” • **Track progress:** Set up a system to regularly check in on progress toward these goals (e.g., weekly updates or monthly checkpoints).
3	**Ensure Cross-Functional Alignment**	• **Align on goals:** Make sure all teams are aligned on priorities and how each department's efforts contribute to overall success. • **Collaborate on strategies:** Ensure there is a clear understanding of how each department (Sales, CS, Marketing, Product, etc.) contributes to meeting the QBR goals.
4	**Close with Clear Summaries**	• **Review key takeaways:** Summarize the key action items, owners, and deadlines before concluding. • **Request confirmation:** Ask participants to confirm that they understand and are on board with the next steps.

Summary Page (slide or one-pager)

1	**Top 3 Highlights of the Past Quarter**	Keep the highlights objective and data-driven. If possible, tie them to revenue or efficiency gains.
2	**Top 3 Areas to Improve**	Keep these specific enough that you can easily create action items around them. Avoid vague statements like “Need better marketing.”
3	**Key Goals & Targets for Next Quarter**	Make these goals a visible “north star” for the quarter. Everyone in RevOps and adjacent teams should know them.
4	**Immediate Action Items**	Ensure these items are directly tied to the metrics you want to move. Don't overload the list—stick to the critical few for clarity.

Best Practices

Common Challenges & Solutions

#	Challenge	Solution
1	**Lack of Clear Objectives & Focus**	Establish clear QBR objectives (e.g., revenue growth, customer retention) and desired outcomes (e.g., action items). Align with leadership on KPIs.
2	**Inconsistent Data & Reporting**	Centralize data in reliable platforms (CRM, revenue intelligence, CS). Automate reports and dashboards for real-time, consistent updates.
3	**Overwhelming Data & Metrics Overload**	Focus on key metrics that drive business outcomes (e.g., sales performance, customer retention, churn). Use dashboards and data visualizations to simplify insights.
4	**Misalignment Between Sales & Customer Success**	Foster collaboration and regular touchpoints between Sales, Customer Success, and other teams to align on customer strategies and goals. Encourage cross-functional communication.
5	**Lack of Actionable Insights from QBR Discussions**	Ensure QBR discussions lead to concrete action items with clear ownership and deadlines. Tie insights to specific strategies for improvement or new initiatives.
6	**Low Engagement or Participation**	Involve leadership early and ensure team participation. Keep the meeting interactive, ensuring input from all departments (Sales, CS, Marketing, Product).
7	**Inadequate Follow-Up and Accountability**	Track action items using project management systems and regularly review progress. Ensure accountability with clear ownership and follow-up checkpoints.
8	**Communication Gaps Between Teams**	Implement regular cross-functional touchpoints to align teams on QBR goals. Use collaboration tools (e.g., Slack, MS Teams) for seamless communication.
9	**Overlooking Customer Feedback in Strategy**	Incorporate customer feedback (via surveys, NPS, direct input) into QBR discussions. Use it to refine strategies for both Sales and Customer Success.
10	**Not Adapting Strategies Based on QBR Insights**	Use QBR insights to continuously refine and adapt both Sales and Customer Success strategies. Ensure flexibility to adjust tactics and optimize future customer engagement.
11	**Inadequate Time Management During QBRs**	Ensure proper time allocation for each agenda item. Stick to the agenda and keep the meeting focused. Prioritize discussions that drive actionable outcomes.
12	**Unclear Ownership of Action Items**	Assign clear ownership for each action item during the QBR. Use project management tools to track progress and hold owners accountable for timely execution.

Metrics to Track

FREE B2B SaaS Metrics Cheat Sheet

Metrics	Definition	Why it matters
Revenue Growth	Revenue this quarter - Revenue last quarter / Revenue last quarter * 100	Shows overall sales performance and growth trajectory. Helps assess if sales efforts are leading to the desired revenue increase.
Net Revenue Retention (NRR)	(Existing revenue + Expansion revenue - Churned revenue) / Total existing revenue * 100	Measures customer retention and expansion success, highlighting the impact of customer success initiatives.
Gross Revenue Retention (GRR)	(Revenue at the start of the quarter - Churned revenue) / Revenue at the start of the quarter * 100	Measures how much of the existing revenue is retained. Critical for assessing the effectiveness of retention strategies.
Quota Attainment Rate	Sales rep's actual sales / Sales target * 100	Measures individual sales rep performance and whether quotas are being met. It's useful for coaching and resource allocation.
Pipeline Coverage	Total value of deals in the pipeline / Sales target for the quarter * 100	Shows whether the sales team has enough opportunities in the pipeline to meet their sales targets. Low pipeline coverage may signal an impending shortfall in revenue.
Win Rate	Number of closed-won deals / Total number of opportunities * 100	Indicates the effectiveness of the sales team in converting opportunities to closed deals. High win rates show strong sales performance.
Average Deal Size	Total revenue from closed deals / Total number of deals	Helps gauge the quality of deals being closed. Larger deal sizes can indicate strong product-market fit or upsell success.
Sales Cycle Length	Total number of days from lead creation to closed-won deal	Measures the efficiency of the sales process. Shorter sales cycles typically indicate more efficient sales and a more streamlined customer journey.
Upsell/Cross-sell Rate	Total revenue from upsells/cross-sells / Total revenue from existing customers * 100	Reflects the ability of Sales and CS teams to identify and capitalize on growth opportunities within existing accounts.
Renewal Rate	Number of renewed contracts / Total contracts up for renewal * 100	Directly measures the effectiveness of customer success in driving contract renewals and preventing churn.
Churn Rate	(Number of customers lost during the period) / (Number of customers at the start of the period) * 100	Indicates customer retention and satisfaction. High churn rates signal potential issues in customer experience or product fit.
Customer Health Score	A composite score based on usage, product adoption, and engagement metrics.	Indicates the overall health of customer relationships. Helps identify at-risk customers early for retention efforts.
Customer Satisfaction (CSAT)	(Sum of customer satisfaction scores) / (Total number of survey responses) * 100	Provides insight into customer happiness and product satisfaction. Directly tied to retention and upsell potential.

Strategy & Projects

Example Strategy & Project Definitions

Keep each initiative crisp, with an owner, a timeline, and an expected outcome/KPI.

#	Project	Description
1	**Process Improvements**	Examples: CRM data cleanup, lead handoff refinement, sales enablement rollout.
2	**Tech Stack Adjustments**	New tools or integrations needed. • Enhancements to existing tools. • Sunset old tech that no longer provides value.
3	**Org & Team Alignment**	Hiring or restructuring plans. • Training or enablement initiatives. • Cross-functional checkpoints and “single source of truth” data flow improvements.
4	**Revenue Expansion Tactics**	New product or service launches. • Partner programs or reseller strategies. • Customer success expansions or land-and-expand strategies.

Strategy & Project Best Practices

#	Best Practice	Considerations
1	**Ownership**	Always specify one owner even if others will contribute. This person is the “point of contact” and ensures progress is reported back to the team. Additional considerations: named Individuals vs. Teams; cross-functional involvement
2	**Due Dates**	Provide realistic dates to keep momentum. Make due dates public in a shared tracker. If deadlines slip, discuss the reason and reset them transparently.
3	**Dependencies or Risks**	Note any barriers (e.g., budget approvals). Provide a backup plan (e.g., “If we can't finalize the budget, we'll use a baseline assumption to move forward.”).
4	**Follow-up schedule**	When will you check in on progress (e.g., monthly, mid-quarter “mini QBR,” etc.)? Combine short stand-up meetings with monthly quarterly check-ins. Keep the cadence consistent, so people anticipate when they'll be held accountable.

Revenue AI Platform - “It's like Gong, but 50% the price”

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Activity Capture

Conversation Intelligence

Pipeline Intelligence

Forecasting & Analytics