

SCALE

Revenue Operations Council



We help our portfolio build and
optimize hyper-growth GTM
machines

The GTM platform leverages our expert network to provide a suite of offerings



Advisory



Content



Educational /
Networking Events



GTM
Network

Experts in sales and
marketing across the
startup growth lifecycle



Join us at our Dreamforce event

September 13th
9:00am - 4:30pm

We'll have small group huddles throughout the day, with guests from our portfolio, GTM network, and investment team. Stop by for a quick hello, or linger. We'll be there all day.

EVENT AGENDA

Welcome Breakfast & Mimosas

9:00am - 10:30am

Huddle Session Schedule

11:00 - 11:30
AI in the Tech Stack Toolbox
CircleCI

Lunch

12pm - 1pm

12:15 - 12:45
New Demand Generation Playbook
Demandbase

Happy Hour

3pm - 4:30pm

1:30 - 2
Generative AI for Successful Selling
Regie.ai

2:30 - 3
Current State of Venture
Scale Venture Partners



The RevOps community is live

RevOps Council

+ Add link

How do you model AE attainment?

Anisha Agarwal ADMIN SCALE TEAM 20 hours ago
@ Scale Venture Partners

We've gotten some questions from our portfolio on how to model AE attainment and if there are benchmarks people are using.

Would love to hear how people are tackling this.

We will also be talking about common RevOps challenges, forecast and pipeline tracking at our RevOps Council tomorrow morning. Come join in on the discussion.

Register here.

Liked by Ben and 1 other

Like Comment 3 comments

7 Steps to a Repeatable Sales Process and Accurate Forecasts

Robert Koehler SCALE EIR 3 days ago
Consultant @ Scale Venture Partners

Research from the likes of the Harvard Business Review shows that businesses with a standardized sales process generate up to 28% higher revenue versus those that do not. Yet, most early-stage companies struggle to repeat a sales process.

By following these seven steps, you can establish a sales process that consistently

Our facilitators



Craig Rosenberg
Chief Platform Officer
Scale Venture Partners



Ben Loeffler-Little
VP of Sales Strategy,
Operations, & Enablement
Model N



Michael Hargis
Head of Revenue Operations
Tealium



Anil Somaney
SVP of Revenue Operations
Chargebee

The RevOps Playbook

Key Pillars of Revenue Operations

Strategy	Process	Workflow
<p>Plan that aligns to revenue objectives to organize and mobilize the revenue organization:</p> <ul style="list-style-type: none">• RevOps Strategic Charter• Revenue Model• GTM Strategy• Organizational Design<ul style="list-style-type: none">• Stakeholder Alignment• Resource Prioritization• Data-Decision Framework	<p>Design, management, and tracking of end-to-end revenue processes:</p> <ul style="list-style-type: none">• Customer Lifecycle Map• Segmentation• Revenue Process Design• Milestone Alignment and Definitions• Service Level Agreements	<p>Manual and automated processes required for an interconnected revenue process:</p> <ul style="list-style-type: none">• Workflow Design• Hand-offs• Joint Processes• Closed-Loop Processes
Data	Analysis	Technology
<p>Data needed to manage and optimize end-to-end revenue processes:</p> <ul style="list-style-type: none">• Data Strategy and Governance• Data Collection• Shared Data	<p>Agreed-upon activities to monitor and measure across the revenue lifecycle:</p> <ul style="list-style-type: none">• Metrics and Reporting Alignment• Forecast Analysis• Pipeline Health Analysis• Funnel Conversion Analysis• Customer Health Analysis	<p>Technology stack required for Revenue Operations execution:</p> <ul style="list-style-type: none">• Tech Stack Design• Core Infrastructure<ul style="list-style-type: none">• Data• Workflow• Artificial Intelligence/ Machine Learning• Activity Capture• Reporting and Dashboards• Usage and Enablement

1. Source: TOPO RevOps Framework



Why is this important?

Great businesses are built week-by-week, month-by-month. Long term strategic plans and financial models are great and serve a purpose but it's the **consistent execution** each week that moves the needle on **delivering results and creating value**.

When building out your rev ops playbook for sales performance and analysis, it's helpful to start with a simple question of "**Did you have a good week or a bad one?**"

Unfortunately, for many businesses, **the leadership teams don't have an easy way to answer that question**...today we're going to discuss some best practices and suggestions for getting this in place.

Where do we start?

We think there are primarily three key questions that matter the most:

1. **Retention** - Are we keeping and growing the customers that we have?
1. **Conversion** - Are we giving ourselves a chance to hit our sales number this quarter by converting the pipeline we have?
1. **Creation** - Are we creating enough new opportunities to hit our sales number next quarter?

Answering Question #1: Churn / Expansion Forecast

Frequency	Revenue Moment	Description	Key Metrics
Weekly	Current Quarter Renewals	Roll up from each team. You should have a churn “budget” to draw down against. Special focus on accounts within 6 months of renewal and for Red and Yellow accounts where renewals are at risk.	Account health, renewal dollar value (best case, worst case, most likely)
	Current Quarter Expansion	Roll up from each team. Special focus on accounts that landed small, on larger companies with a relatively smaller spend, or multi-division accounts where you can replicate success	Account health, renewal dollar value (best case, worst case, most likely)
Bi-weekly	Next Quarter Renewals	If you rely on in-quarter closes for a large percentage of your revenue, keep close tabs on the early-stage deals to give advance notice if your in-quarter funnel is changing	Account health, renewal dollar value (best case, worst case, most likely); Mid-funnel stage coverage
	Two Quarters Out Renewals	How long does it take your team to move to move an account from Red to Green? That's the BARE minimum for how far ahead to look long ahead of renewals you	Account health, renewal dollar value (best case, worst case, most likely)
	At Risk Accounts	Quantity which major deals are at risk and devise a save strategy. Look for commonalities across red accounts, or any major changes in selling environment that will impact buyers.	Account health, renewal dollar value (best case, worst case, most likely)

1. Source: Clari Revenue Cadence Playbook



Answering Question #2: New Bookings Forecast

Frequency	Revenue Moment	Description	Key Metrics
Weekly	Current Quarter	Roll up each FLM's forecast by Worst Case / Call / Best Case. Beware of making decisions on stale data: Make sure everyone is keeping their deals up to date and commit to updating on the same day of the week. If an FLM is overriding their team's forecast, explain why and take notes so you all remember the thinking in later meetings.	Best case; Worst case; Most likely (Call)
	Major Deals	Leading indicators are infinitely more valuable than lagging indicators. Always look for risk in major deals even at early stages, checking for relationships, insights and resources that be brought in the moment any risk is spotted.	SOE; Stage progression; MAP Status; Executive Engagement
Bi-weekly	Next Quarter (Q+1)	If you rely on in-quarter closes for a large percentage of your revenue, keep close tabs on the early stage deals to give advance notice if your in-quarter funnel is changing.	Best case; Worst case; Most likely; Pipeline coverage (mid-funnel) In Quarter deal value vs. last Quarter / last Year; Current Quarter deals at risk of slip (that may get pushed into Next Quarter);
	Two Quarters Out (Q+2)	Unless you have a very fast sale cycle, you need to be forecasting 2+ quarters out to give the team enough time to change direction if there's a problem.	Best case; Worst case; Most likely; Pipeline coverage (early and MQL incoming)

1. Source: Clari Revenue Cadence Playbook



Answering Question #3: Funnel Analytics

Frequency	Revenue Moment	Description	Key Metrics
Monthly	Trend Check	In dynamic conditions, the ground shifts fast. Use your revenue platform to compare QoQ for key metrics. If close rate, top of funnel or time in stage is changing rapidly the faster you understand the causes, the faster you can adapt.	Current vs. last quarter comparison for Close rate; S0-S1 advancement rate; S0 count & dollar value
Quarterly	Closed-Lost Analysis	Segment your data by team. In early stage, if only some teams have problems, then look at enablement. If everyone is seeing a decline, then Marketing may need to adjust their ICP or MQL criteria. Late stage lost is more expensive. Use CI analysis to dig deeper than the dropdown of closed-lost reasons and spot trends that you can address: lax mid-stage process, lack of mid-late funnel collateral, poor business case or CFO engagement.	Closed lost at stage; Closed-lost reason; Conversation smart summaries; MAP status at close
	Pipeline Council	Meet with Demand Gen and Enablement teams and construct a strategy to address weaknesses in pipeline generation. Demand can deliver better leads, Revenue teams can run targeted plays, Product can fix friction points, Competitive can improve positioning, Enablement can teach better objection handling. Measure the impact on your KPIs, reporting monthly in Pipeline Council and adjusting as necessary.	Current vs. last quarter comparison for each KPI you identified, but any leading indicators for those KPIs.

1. Source: Clari Revenue Cadence Playbook



Quarterly Business Reviews (QBRs) provide an opportunity to go deeper

Frequency	Revenue Moment	Description	Key Metrics
Quarterly	Root Cause Analysis	Dig into opportunity details to understand why assumption(s) are off. Can underperformers be fixed or can you boost any of the other levers enough to compensate? How long will it take to see the impact of any change? What does that mean for your “new normal”?	Usage data; Account Status
	Assumption vs. Actual	Measure win rate and ASP (average selling price) vs. actuals. Look at a trailing 5 quarters to understand rate of change. What's worst case and when does it hit?	Change over time of Win Rate & ASP by segment
Bi-annually	Reprioritize KPIs	Pure QoQ growth is good in a 0% interest economy, but in tighter macro, you need to focus more on net dollar retention of customer base, close rate (assuming reduced top of funnel) and COGSs. Make sure the KPIs you report on match the new normal	Customer strategic initiatives; Progress towards partnership goals
	Reset Goals	Given the new normal, is there a path to plan? Reset SDR comp and Marketing goals to drive the new behavior you identified in the RCA. Reset rep attainment / comp plans based on what's attainable or risk a demoralized team who totally flame out and can't even deliver what's possible.	Usage data; Account Status; Whitespace / Additional value; Customer strategic initiatives

1. Source: Clari Revenue Cadence Playbook



How to keep the Executive Team and Board informed:

Frequency	Revenue Moment	Description	Key Metrics
Weekly	Executive Staff Forecasting	Roll up the forecasts from your leaders and pressure test until you're confident, then share your Best / Worst/ Most Likely with your company's executive staff every week. Be as accurate as possible and don't hide bad news.	CURRENT QUARTER (by segment or region) New Logo; Net Dollar Retention Best / Worst/ Most Likely
Monthly	Board Flash	There should be no surprises at the actual board meeting. Set expectations with a short note each month reporting performance against plan. Spend more time on risks than accomplishments.	NEXT QUARTER (by segment or region) Pipeline coverage; New Logo; Net Dollar Retention Best / Worst/ Most Likely
Quarterly	Board Meetings	Yes, you need to share results, but the why is more important. Break down KPIs by segment or region to illustrate differences in performance or highlight upcoming risk. After reporting actuals, show pipeline and next quarter forecast. If you're seeing changes in the assumptions powering your financial model, share the trends and what you're changing in response.	TWO QUARTERS OUT (by segment or region) Pipeline coverage; Long range forecast

1. Source: Clari Revenue Cadence Playbook



6 Essentials for Predictability

**Only 15 percent of
revenue leaders are
very satisfied with their
forecast process**

The 2021 State of Sales Forecasting

6 essentials for predictability (that you may not have thought of)

1. The type of company matters i.e. the ICP
2. How you sell matters (you can't close deals without impact)
3. Stakeholder maps are silent killers
4. Sales process design tells you where you are and what should happen next
5. If no one knows what an opportunity is, how can you forecast it?
6. One of the biggest issues in forecasting: the human process

SALES HIERARCHY OF NEEDS

SCALE

The Sales Hierarchy of Needs provides an overview of the key elements for designing and managing a successful revenue strategy. The elements are assembled from the bottom up starting with the foundational elements that allow you to build a sustainable, efficient growth organization.

METRICS AND REPORTING

ENABLEMENT

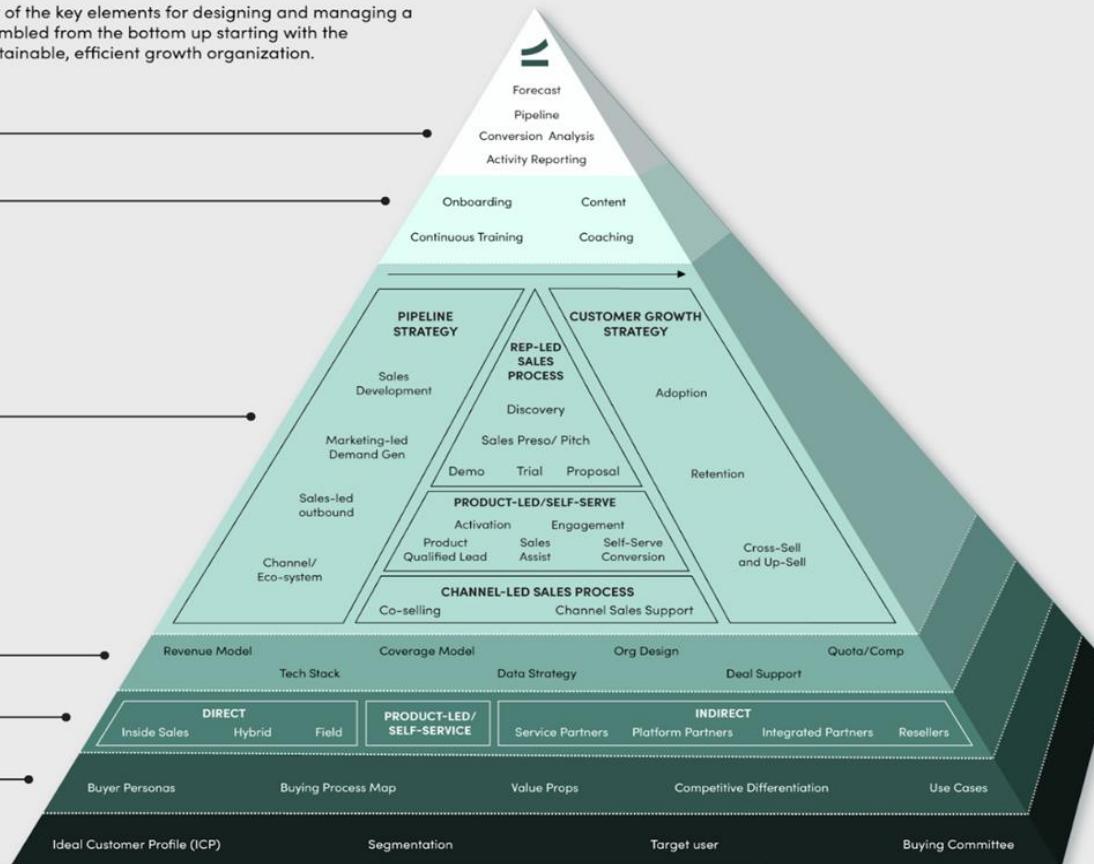
REVENUE PROCESS

OPERATIONS

ROUTES TO MARKET

MESSAGING

TARGET MARKET



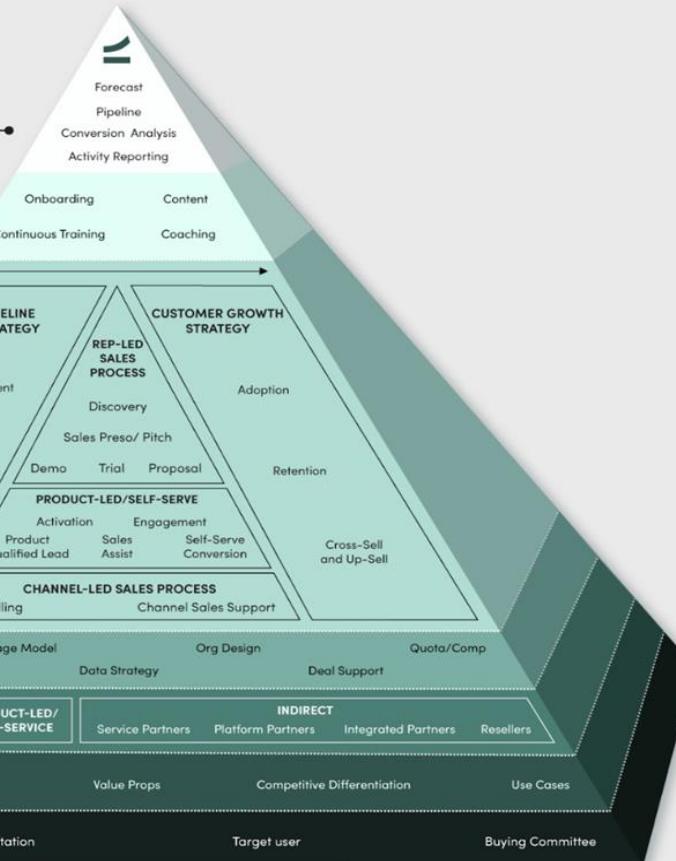
SCALE

1. The sales hierarchy of needs starts with the ICP

SCALE

The Sales Hierarchy of Needs provides an overview of the key elements for designing and managing a successful revenue strategy. The elements are assembled from the bottom up starting with the foundational elements that allow you to build a sustainable, efficient growth organization.

METRICS AND REPORTING



Everything
starts here

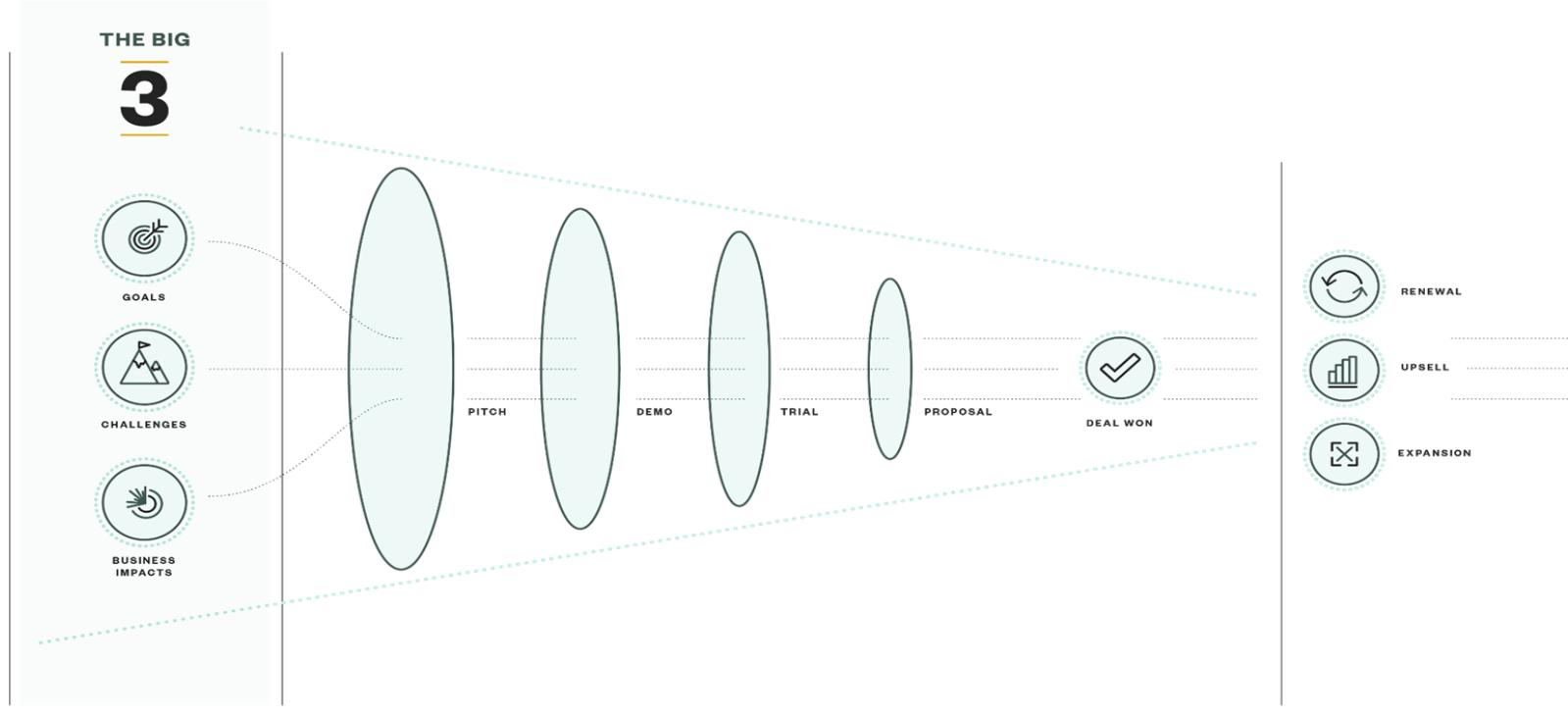
TARGET MARKET

SCALE

1. ICP: the best accounts to sell to (more winnable, faster)

Characteristic	Attribute	Example
Firmographic	Segment / Revenue	<ul style="list-style-type: none">• Super Regional & Money Center Banks (\$50B- \$500B in assets)• Regional Banks (\$5B - \$50B in assets)• Community Banks (<\$5B in assets)
	Geography	<ul style="list-style-type: none">• United States and Canada
Environmental	Firmographics	<ul style="list-style-type: none">• Have purchased or are open to SaaS solutions
Behavioral	Acquisitions	<ul style="list-style-type: none">• Net acquirers
	Financial Performance	<ul style="list-style-type: none">• Strong balance sheet performance

2. Sell to impact or lose deals



2. Discovery is often where the deal leakage problem lies

Example

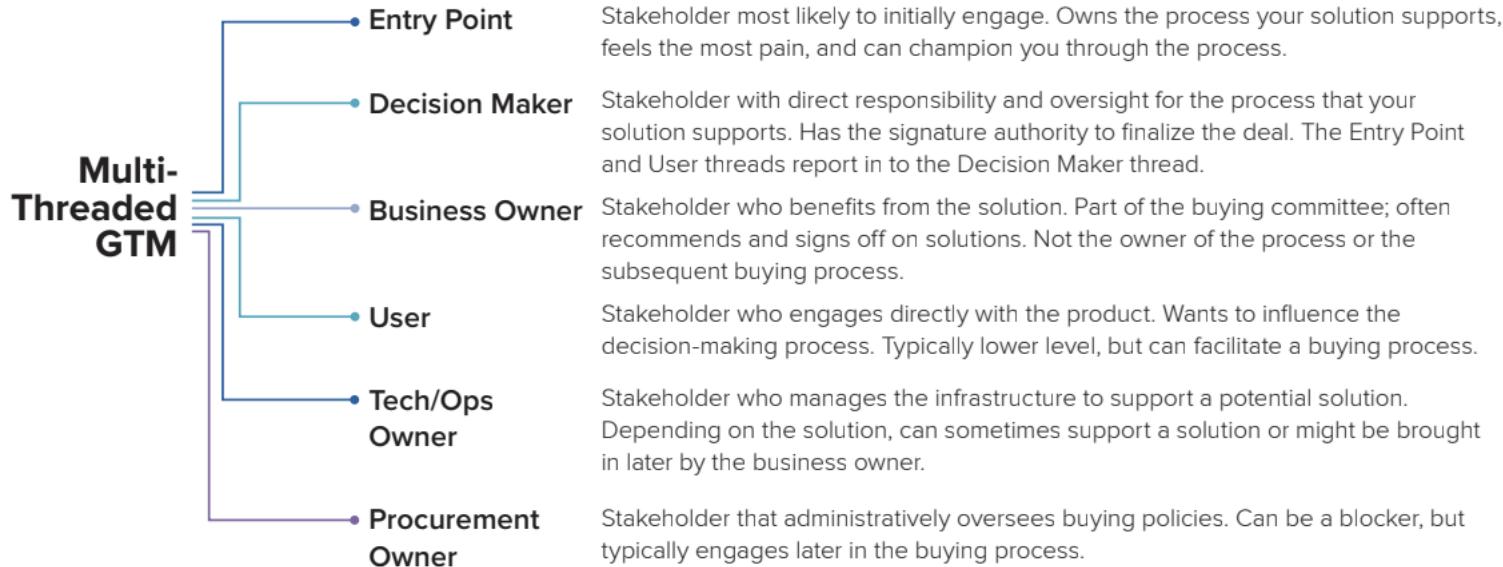
Goal	The Big 3 Challenges	Impact	Impact Rating	Potential Solution
The business goal that the buyer is trying to solve	Buyer's barriers to solving the pain or achieving the goal	Consequence of not solving the challenge or seizing the opportunity	Impact Rating 1-10. 10= Critical Impact, 1= Low Priority	Solution to each challenge
Improve Marketing ROI by accelerating the content lifecycle	Everyone working on different systems	No central, searchable view of all assets and content	6	Central content management system
	Approvals take too long	4-6 week delays in final marketing materials	8	Automated approval system with daily alerts
	No central tracking mechanism	No ability to see what's behind schedule	8	Reporting to proactively identify potential delays and save money by eliminating unused assets

2. Focus proposal presentations on impact, win more

Example

Section	Content
Opening (The Customer)	Executive Summary Recap of the Big 3
Solution (Our Solution)	The Product Solution The Customer Success Plan The People Solution (name, role, picture of team member responsible for their success)
Closing (Pricing)	Pricing Appendix (for additional solution details and any proposal longer than six slides or pages)

3. The stakeholder map is a silent forecast killer

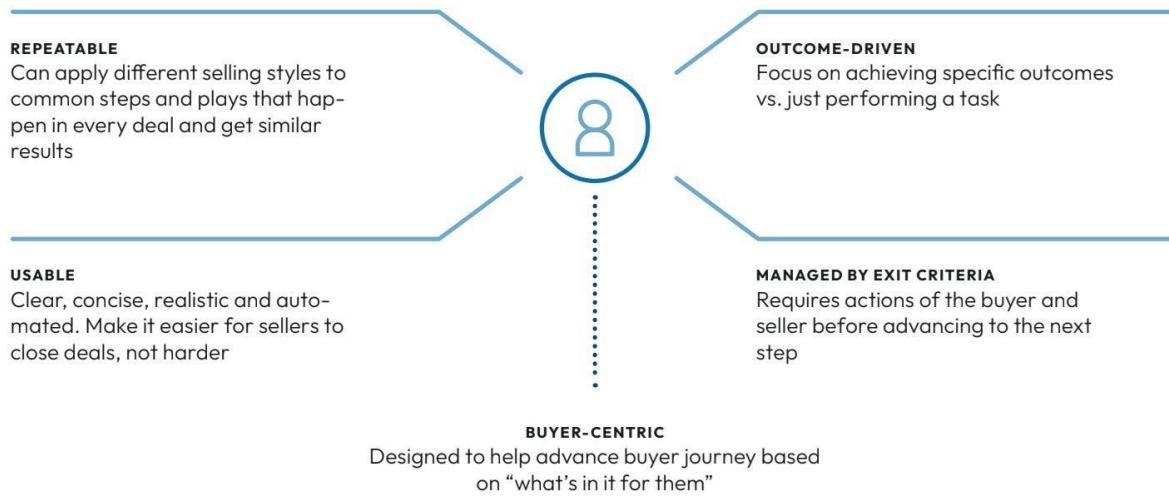


3. Understand the different stakeholders and build content and tools for them

Thread	Role	Strategy	Tool
Entry Point (User)	FP&A: Manager and Director	Primary focus of engagement	<ul style="list-style-type: none">• Pitch deck• Demo
Decision Maker	CFO, VP of Finance	<ul style="list-style-type: none">• Get intro through entry point• Engage directly (focus on strategic messaging)	<ul style="list-style-type: none">• ROI tool• Customer use cases
Business Owner	Consulting/Service Operations, GM	<ul style="list-style-type: none">• Get entry through entry point• Engage through marketing	<ul style="list-style-type: none">• Deck: Why GMs care about

4. Sales process is the roadmap for **<forecasting>**winning deals

Adhere to the following framework to develop a sales process:



4. Focus on exit criteria

	DISCOVERY	DEMO	TRIAL	PROPOSAL	CLOSE
Buyer question	What is the problem? Is it worth solving?	What is your approach to solving my problem?	Does your solution do what it says it can do?	Are you the best fit for our needs?	Are we making the right decision? What is your plan to make us successful?
Seller objective	ID buyer's key goal, top 3 barriers to success and impact of the challenge	Get buyer agreement that we can solve their problem and impact their business	Prove that we can solve their problem and impact their business	Summarize the value of adopting our solution/confirm their intention to adopt	Signed contract
Key steps	1 Research account 2 Confirm qual criteria 3 Ask discovery questions	1 Discovery recap 2 Brief preso 3 Demo	1 Trial kickoff 2 Checkpoint meetings 3 Trial impact meeting	1 Proposal meeting 2 Close plan	1 Signed contract 2 Customer Success handoff
Tools	Research Prep Checklist	Mutual Action Plan	Executive Trial Impact Report	Value Based Proposal	
Exit criteria	1 Buyer confirms goals, challenges and impact 2 Seller documents buyer's three main goals or challenges and their impact 3 Demo scheduled and accepted	1 Buyer confirms they believe we can solve their issue 2 Buying process shared & initial MAP completed 3 Conditional close confirmed as part of scheduled trial kickoff meeting	1 Trial Executive Impact report delivered to decision makers 2 Champion confirms no barriers to adoption 3 Proposal meeting scheduled & accepted	Internal purchase approver agrees verbally and in writing to close plan and commercial terms	Buyer accepts scheduled kickoff meeting
Forecast	Pipeline	Pipeline	Best case	Commit	Closed won



5. Everything else is defined...but opportunities?



Organizations define SQL, MQL, etc but rarely define the opportunity? This creates forecast conflict

Opportunity definition = the elements of a great deal

M	Metrics	The data that measures your solution's value to customers. What financial benefit does it offer?
E	Economic Buyer	A profile for who holds the purse strings, whether it's a single person or group of people. Who makes the buying decisions?
D	Decision Criteria	Your buyer's checklist of criteria. How are they judging your solution?
D	Decision Process	The path your buyer will take from awareness into decision making. What is your buyer's process?
P	Paper Process	Any pieces of the decision journey that need to be catalogued and followed. How are you keeping the paperwork in order?
I	Identify Pain	Pain points you have identified and pre-empted with your solution. What does this solution solve?
C	Champion	The foremost authority within your customer's organization. Who has power, influence and credibility?
C	Competition	Other players in the market competing for the same customers. Who are your competitors?



Systematize the when, where and how inspection

Frequency	Revenue Moment	Description	Key Metrics
Weekly	Prospecting & Strategic Account Penetration	Never let prospecting slip, even if there are lots of in-flight deals. Look at activity metrics, but judge on outcomes and encourage Reps to disqualify bad deals as fast as possible.	Outbound calls, emails, social touches; Accounts touched; Opportunities created; Pipeline created; Pipeline coverage ratio
	In-flight Deal Review	Make sure rep has qualified the opportunity against your org's qualification framework, not just feelings. Managers should commit to reading the rep's deal notes in advance of the meeting. This avoids wasted time "reporting the news" and shows reps that capturing notes isn't just busy work.	Buyers engaged; Next meeting date; Days in stage; Total deal length
Bi-weekly	Committed Deal Review	Pressure-test every deal in the commit: what's the steps to close? What's the best and worst cases, any pull forwards to cover potential slips? [Consider running weekly in final month of quarter.]	Total Committed Revenue; Best Case / Most Likely / Worst Case forecasts
	Sales Skills Review	Review calls together and focus on a specific selling skill like active listening, multithreading, asking for the next yes, establishing a POV etc.	Stage conversion rates; Quota attainment; Sales cycle duration; Win rates; ASP [Compared to peer benchmarks]
Monthly	Career Conversations	Every seller needs a career path. Check in once a month to make sure they're moving forward on their own path and that they're satisfied with progress.	Percentile performance across team

1. Source: Clari Revenue Cadence Playbook



Standardize deal reviews

OPPORTUNITY DETAILS

DEAL DETAILS

Link to CRM Record

Account Name

Brief Strategic Company
Overview

Estimated Deal Size

Current Sales Stage

Competition

(Vendors, projects, individuals,
departments or initiatives
competing for the same
budget)

Why would we lose / buyer
would 'do nothing'?

Timeline to move and why

Close Date in CRM:

The BIG 3

GOAL	CHALLENGE	IMPACT	IMPACT RATING	SOLUTION
	Challenges to meeting objective	Implication of not solving challenge	(1= Low priority, 10= Critical Impact)	Solution to each challenge

PRIORITY ACTION ITEMS

Priority	Priority Action	Owner	Deadline
#1			
#2			
#3			

BUYING PROCESS & BUYING COMMITTEE DETAILS

Economic Buyer

(the people, person or group
that has the overall authority in
the decision process)

Champion

Budget Approval Process

Individual Manager / Director discretionary

budget: \$_____

Amount requiring higher level approval:

\$_____

Amount requiring CFO approval: \$_____



6 essentials for predictability (that you may not have thought of)

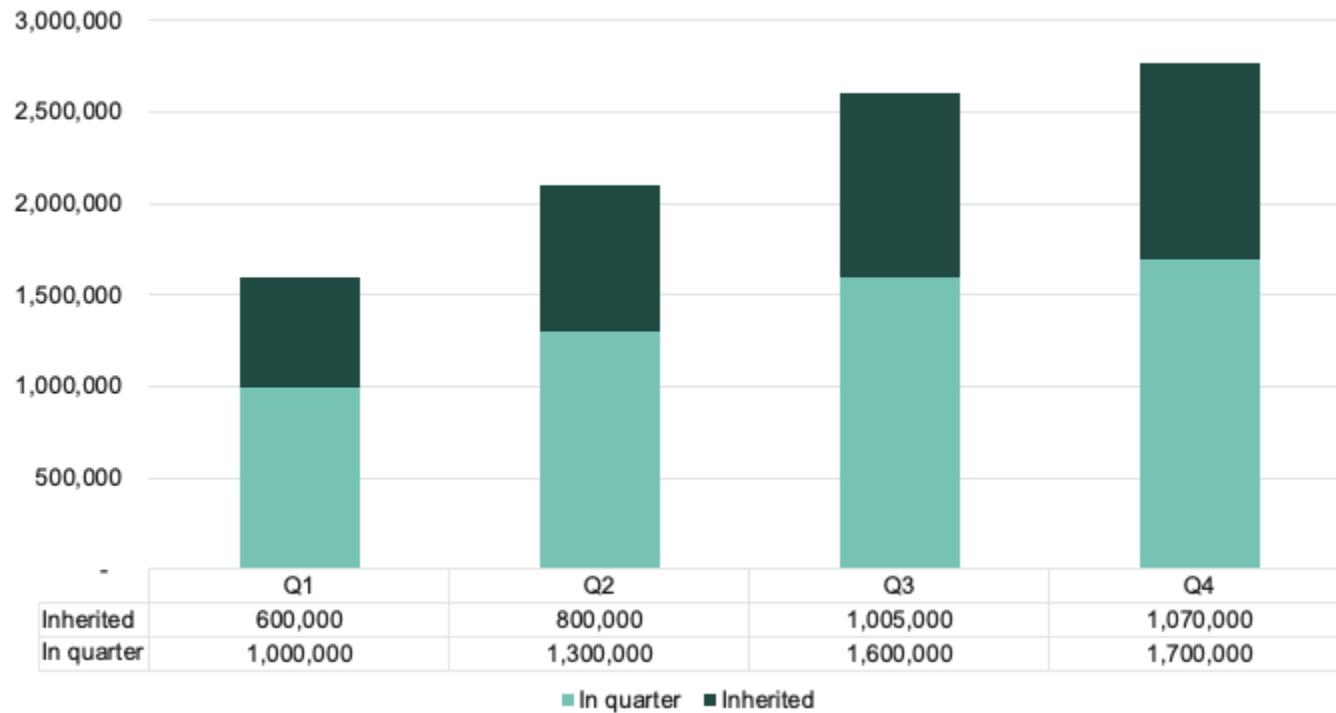
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Breakouts

Example: Funnel Analysis over Time (Lead based view)

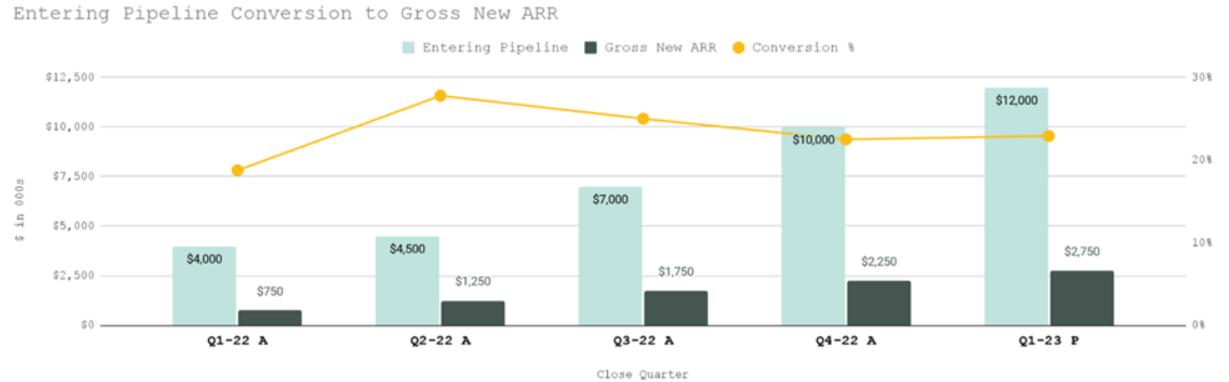
	Q123	Q223	Q323	Q423	2023
Leads					
% to MQL					
MQLs					
% to in Qtr. SQL					
SQLs					
% to Opp					
Opportunities					
% to Won					
Won					

Trending Pipeline Analysis



Pipeline Close Rate

Pipeline should be depicted with in-quarter close date



\$ in '000s	Q1-22 A	Q2-22 A	Q3-22 A	Q4-22 A	Q1-23 P
Entering Pipeline	\$4,000	\$4,500	\$7,000	\$10,000	\$12,000
Gross New ARR	\$750	\$1,250	\$1,750	\$2,250	\$2,750
Conversion %	19%	28%	25%	23%	23%

Conversion rate required to hit plan

min	19%	\$2,250
avg.	24%	\$2,824
max	28%	\$3,333

Likely ARR bookings based on historical conversion rates

Roll up of forecast by business and region

Name	Quota	Gap to Go	Closed	Worst Case	Call	Best Case	Pipeline Coverage	Call Coverage
Overall	9,000,000	656,658	656,658	7,100,000	8,650,000	9,500,200	15,111,433	2.0x
Region 1	2,000,000	252,070	252,070	1,500,000	1,950,000	2,200,200	3,987,125	2.3x
Region 2	1,800,000	205,868	205,868	1,400,000	1,600,000	2,000,000	3,423,876	1.9x
Region 3	5,200,000	198,720	198,720	4,200,000	5,100,000	5,300,000	7,700,432	2.0x

