TROOPS

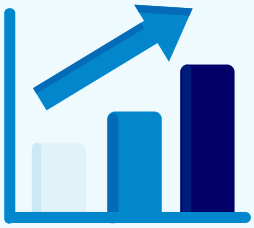
RevOps Success:

Five ways to aid, guide, & motivate revenue teams

Introduction

More companies are creating dedicated revenue operations teams and functions, as they strive to achieve consistent revenue growth. According to a LeanData and SalesHacker survey of 2,500 sales and marketing professionals, companies with dedicated rev ops teams grew by 55% in just the past year. They found three main reasons why companies are shifting quickly to build revenue operations functions and teams:

1. **To find more consistent ways to grow revenue**
2. **To improve customer experience and close gaps in the buyer's journey**
3. **To plan, execute, and report across go-to-market functions (marketing, sales, customer success).**



We think there's one more big reason to think about RevOps as a path to revenue success: To make your processes more human, for your internal teams and your customers and prospects.

Business processes and applications have gotten so complicated and difficult that the humans in sales, marketing, and customer success often can't keep up.

- **They're behind on logging and sharing important information.**
- **They shortcut critical steps to get things done.**
- **They prioritize time with customers and prospects over following processes.**

Sound familiar? This is why so many executives complain they can't trust the data in their CRM systems and don't have the visibility they need into what's really happening in the business.

So what's a poor RevOps leader to do?

You could hire an outside expert (and there are lots of great ones out there) to come in and fix everything for you. That's great if you have the time and money to do it. But there are some quick ways you can improve your revenue teams' productivity and communications.

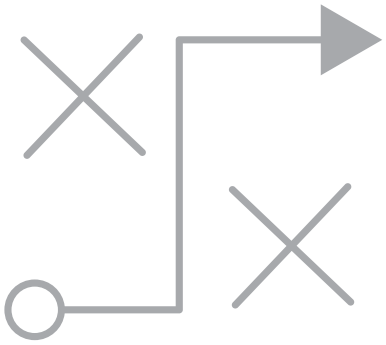
This guide outlines five easy and practical (non hack!) ways you can aid, guide and motivate behavior to:

- **Get more "at bats" with quality prospects.**
- **Deliver better customer experiences at every stage of the buyer's journey.**
- **Plan, execute, and report more effectively across your go-to-market teams.**

All while making work better and easier for your humans.

Want to see what you can do to improve your business operations and win rates AND make work easier for your teams?

LET'S GO.



What is RevOps anyway?

Revenue Operations focuses on all of the teams and processes that relate to a company's revenue: Sales, Marketing, Customer Success, Professional Services, and anyone else that brings in money. RevOps objectives are to be a partner to the business and to provide actionable insights that can help gain revenue from net new business as well as from expansions and upsells with existing customers. How can RevOps do that?

1. Identify company wide KPIs for closing new business as well as renewing and expanding existing customers.

2. Determine what will boost new business opportunities, and what will expand revenue with existing accounts.

3. Perform both "top down" and "bottoms up" analysis of what you need to do to achieve revenue goals, then determine how to close the gap between the two perspectives.

4. Define and implement processes that support the entire buyer's journey and ensure they are successful with customer-facing teams.

Most companies have team members with an unbiased allegiance to the numbers, like Finance. Customer-facing teams (Sales, Marketing, Customer Success) care about the numbers, but they have a ton of skin in the game which gives them a nuanced, but more biased, view. RevOps needs to take in both perspectives and make strategic recommendations that will move the needle on revenue objectives and allow commercial teams to move forward with a well-formed and strategic plan.

It's critical for RevOps pros to focus on the business, not the analysis. You're not researchers: You're here to help the company sell more, renew more, and expand more.

#1 Celebrate & share ALL the wins (and learn from the losses)

Revenue team members love to see, share, and celebrate moments big and small. Finding ways to celebrate each step on the path to revenue success can build employee engagement and improve morale; increase visibility across the organization; and foster collaboration. (Of course, you should also share losses, along with reasons, so people see and learn from them.) Everyone likes to know their work is seen and appreciated, so sharing wins both large and small can drive a more collaborative and accountable culture, and keep the focus on the positive.

What & how can you celebrate?

Whatever the key milestones are in your revenue funnel, from lead to opportunity to renewal, find ways to celebrate and share them.

MARKETING

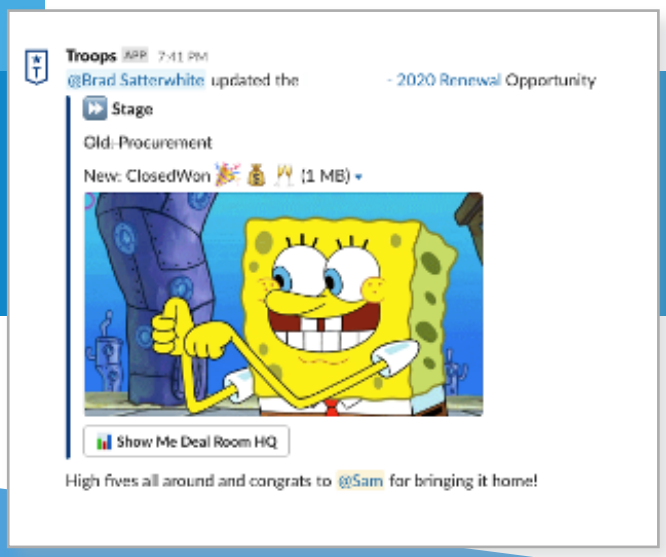
Campaign performance, target account engagement, registrations for webinars or other events

SALES

Meetings booked, qualified pipeline added, opportunity progression, closed/won opportunities

CUSTOMER SUCCESS

Renewals, expansions, upsells



Here's how we celebrate wins at Troops: Win Gong (aka Closed/Won Notification)

stackoverflow

"The Troops closed-won channel is THE BEST channel to be in. Everybody loves it and people spend a ton of time there. Sales reps love it because it celebrates their work. It builds camaraderie and also fosters a competitive environment. Our CEO spends like 30 minutes every day in that channel and comments on all the deals he really likes. Troops really brings the human side out of the data in Salesforce. It lets you interact with it in a way that just wasn't possible before because of all that visibility."

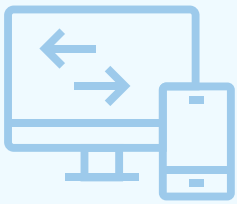
ARJUN GANATRA, SR. SALESFORCE ADMIN, STACK OVERFLOW

How to share and communicate

Create reports and dashboards that capture wins in your CRM systems, then share them using the communication and collaboration tools your team relies on every day, whether that's Slack, Microsoft Teams, email, regular meetings, or something else.

Share smaller celebrations within a team, and bigger milestones across teams or even with the entire organization. Make sure your execs get the wins, too. They're people, too, and seeing small wins more often is a great way to reduce their stress (and keep them off your back).

How you share and communicate will vary depending on what's in your revenue tech stack. You may need to rethink some of your reports, so you can share top-of-funnel wins in addition to closed-won deals. And you'll need to evaluate what and how you communicate and consider creating dedicated channels for celebrating wins, whether in Slack or another collaboration platform.



#2 Track & share activity levels and impact

People in revenue functions, whether that's marketing, sales, or customer success, are accomplishing a lot, every day. Different functions have different responsibilities and activities, which may be unfamiliar to others. Sometimes people may feel that their hard work is underappreciated, misunderstood, or even disconnected from business objectives.

Why not create and share reports that show how much everyone is doing and the impact it has on the business? This not only makes work feel more human, it improves visibility and understanding of what different functions do.

What & how can you track activity metrics?

You can start small, and build a few key activity metrics reports focused on the people and teams that live and die by a regular cadence of activity, such as:

- Call & email volumes for your sales development reps
- Meetings booked for all reps
- Cases logged & closed for support
- Customer engagement activity metrics for success teams
- Prospect engagement activity metrics for marketing teams

SDR Activity Summary WTD

POWERED BY

RECORD COUNT	CALL	EMAIL	TOTALS
Austin King	91	95	186
Christian Carr-Locke	104	61	165
Elise Vocke	158	79	237
Leyla Khotanzad	109	57	166
Mike Wagner	118	34	152
Totals	580	326	906

How we share activity metrics at Troops
SDR Activity Report

Understanding the impact of activities

Activity metrics and reports track the pulse of your business. There's usually a direct correlation between activities and impact, especially for frontline revenue teams.

These reports can help your people see exactly how activity levels affect pipeline and revenue, and ensure that everyone can see the impact of what they do.

When people are working remotely, or are part of a distributed team, activity metrics reports really help show the team what everyone is doing and individuals can see how they compare to their colleagues.

CHILI PIPER

"We started using Troops to keep our teams engaged by broadcasting reports in different departments from Salesforce to Slack. It's been one of the most valuable tools in our tech stack to create awareness around what is happening across the funnel and how to engage the team. Now with Coronavirus, we're also seeing it is instrumental in helping us with morale and team awareness."

MICHAEL TUSO, DIRECTOR OF REVENUE PERFORMANCE, CHILI PIPER

YOU'RE MCGYVER, NOT BOND

RevOps pros are more like McGyver than James Bond. Work with what you have and figure out what you need rather than looking for a new tool or gadget to save the day.

Ask — and answer — the right questions. Don't get caught up in metrics, reports, and analysis that won't support your biggest business initiatives and won't change behavior.

Remember that small data sets can have big variances: what the numbers tell you won't be sufficient for decision making.

Stop worrying about what you already know. If you know you don't have enough leads coming in, focus on what will get you more leads rather than analyzing where the leads you have are coming from.

Accept that data is always dirty, to a degree. All of the data you have reflects the past and is incomplete. Keep it as clean as possible with good processes and practices, but know that it's not perfect.

Avoid hacks that can turn into problems later. Hacked approaches to answering a question can lead to custom fields or complex filtering that creates issues down the road.

Try to spend time with execs and others who want to do their own analysis before they do it to ensure they understand your systems and data. It will reduce friction, flawed analysis, and bad decisions.

#3 Enable the right behavior to reinforce process

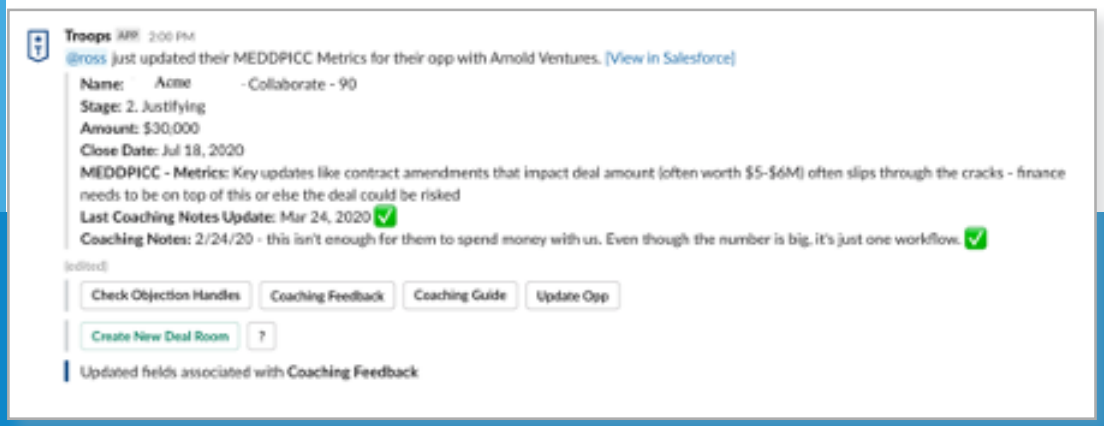
Reducing friction between revenue operations processes and your sales and customer success reps who need to follow them can keep performance on track and improve productivity and overall morale. No one likes to pester or be pestered.

Do you have any reports or dashboards that show how well your teams are following your sales processes? Or do you simply call people out in pipeline and forecasting meetings and exhort them to change?

What & how can you reinforce behavior & process?

Why not take an hour to review how well your reports and dashboards reflect your sales methodology, then take a few simple steps to make them better? Let's look at how you can do this if you've adopted MEDDIC or any of its variations.

Do you have fields to track key MEDDIC data in your CRM? (That would be M-metrics, E-economic buyer, D-decision criteria, D-decision process, I-identify pain, C-champion) If you don't, your reps won't consistently capture that info, and you won't be able to see and report on how well you're following the MEDDIC methodology or determine whether it's working for you.



How Troops reinforces behavior
MEDDPIC opportunity updates

Get the right data and coach to win

Add those fields and tie them to your Opportunity stages so that your reps have to gather the right information before a deal progresses. Then share reports and dashboards that show MEDDIC data with the revenue team and execs. Set up notifications or alerts as opportunities progress, and share them in Slack channels or via other communication tools you use.

Everyone will benefit from seeing information that drives decision making and improves your chances of winning more. Making it easy to capture and track will improve visibility and performance, and lead to better collaboration as reps see what's happening and working for their colleagues with other accounts.

Enforcing sales process and coaching revenue teams at critical moments can make a manager's life easier and also have a big impact on your pipeline. For example, Scout RFP was able to use Troops Stage Change Alerts to coach reps in critical moments and saw their average deal size increase by 100%. In addition, Scout RFP was able to ensure that all deals got the right amount of scrutiny before devoting key resources like sales engineers and exec sponsors.

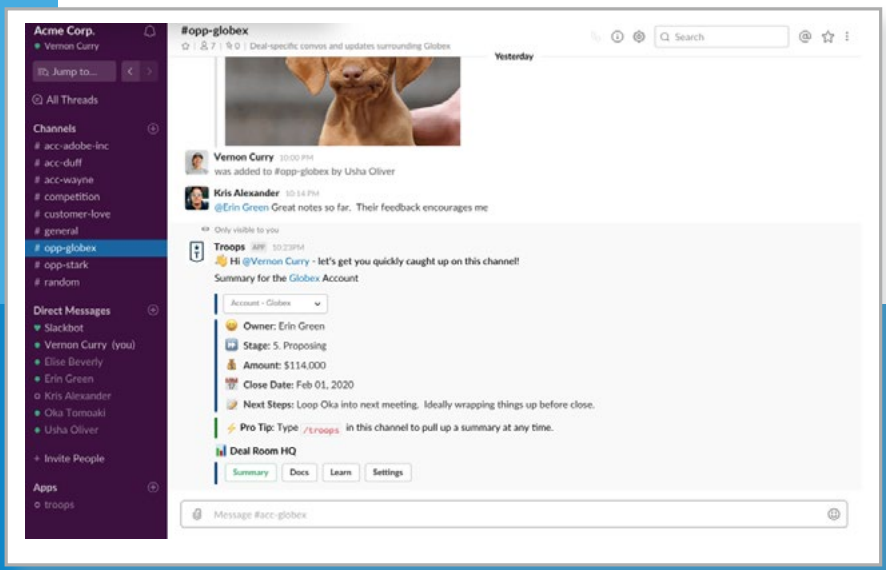
"Using Troops is like giving everyone on the team their own personal assistant. What I love about Troops is that it works behind the scenes, It's not another application to learn. Instead, it fits in seamlessly with Slack and Salesforce and makes it easy for people to do what they need to do. This is so important for distributed teams."

ZIV PELED, CCO, APPSFLYER

#4 Make a big deal out of your biggest deals

If your business relies on big deals to make your numbers, you need to pay special attention to your biggest opportunities and most strategic customers. It can be challenging to make sure that everyone involved with these accounts knows what's happening and when.

Got a big new opportunity with a Fortune 500 account? Does anyone at your company have contacts that might be helpful at that account? Has anyone at your company successfully sold into that account before? You need to find a way to make sure your revenue teams can swarm around big opportunities efficiently and effectively, and your execs can step in at the right times to keep deals moving.



How Troops manages top accounts

Deal Rooms

How can you keep everyone up to date on strategic accounts?

If you use communication and collaboration tools like Slack or Microsoft Teams, you can create dedicated channels or teams for your top accounts. Make sure all the right people are in them (don't forget finance and legal!), and then share the latest updates and information as deals progress, handoffs happen, implementations progress, or an upsell or renewal is in play. You should also share updates when personnel changes, acquisition or funding events occur, or anything else happens that everyone should know.

Doing these things correctly allowsTroops customers to realize some powerful outcomes. For example, Dynamic Yield improved win rates by 30% and increase deal size by 20% by leveraging Troops Deal Rooms.

dynamic yield

"I am heavily using Troops Deal Rooms functionality with the team. It's been super useful in staying up to date on deals, how things are moving, and making sure the reps are keeping data/info up to date on the opps."

CHRIS FEROLI, VP OF SALES, DYNAMIC YIELD

#5 Never miss a handoff

The buyer's journey can be perilous, especially as buyers move between stages. Delays due to missed handoffs can cause deals to slip and seriously impact customer experience. Ensuring smooth and timely handoffs between teams speeds both your internal processes and your prospect or customer's time to value. That makes them a great place to look for quick win improvements. Key points for handoffs could be:

- **Marketing to Sales Development when a lead meets your qualifying criteria**
- **Sales Development back to Marketing when a lead isn't ready but should continue to be nurtured**
- **Sales Development to Account Exec when a meeting gets booked**
- **Account Exec to Sales Engineering when a prospect needs a POC**
- **Sales to Customer Success when a deal closes and the customer needs onboarding**

What can you do to smooth and speed handoffs?

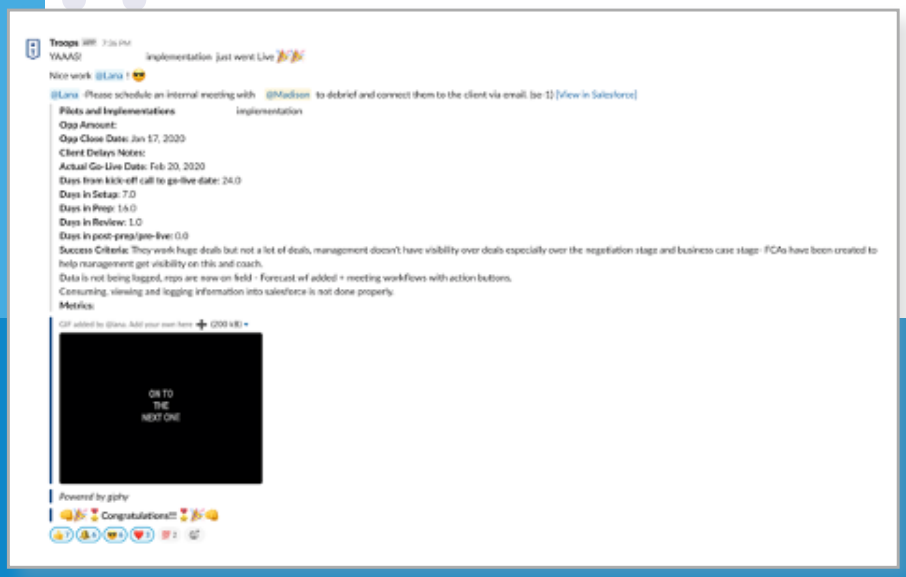
Create simple process checks to ensure that handoffs occur at the right points in the buyer's journey, that they happen quickly, that the "giving" team provides the right information to the receiving team, and that the receiving team doesn't drop the baton.

First, identify all of the key handoffs in your buyer's journey. Then define the specific criteria and data "thresholds" for each handoff. What are the data requirements before a handoff occurs?

For example, your Sales Development rep has booked a meeting with a prospect. Have they captured the information the Account Exec needs to have a successful meeting? Your AE will want to know that the company is a good fit, and that the person they will be meeting with is in an appropriate role. And if you use MEDDIC, for example, which (if any) of the MEDDIC criteria should be required before that first meeting?

By creating fields that capture required information and tying them to stages in your sales process, you can help everyone understand what's required before handoffs occur. And when handoffs happen, make sure you've got the right reminders set for the receiving team, so they can take the next step within a defined timeframe and keep prospects and customers happy.

Consider creating relevant channels or organizing teams by territory or segment to pump handoff alerts into for optimal visibility. Identify the teams impacted, the trigger indicating it's handoff time, and then add messaging to inform the teams of the handoff.



How Troops manages handoffs

Sales Engineer to Customer Success Manager

On to RevOps success!

You've got this. We've shared five ways to make work easier and a little more human that will also improve overall RevOps success for your business. If you want to learn more ways we can help you become a RevOps rockstar:

- **Check out our webinar series with RevOps pros from companies like Andela, Interseller, Cameo, and GoNimbly.**
- **See what Troops can do for RevOps**
- **Register for Troops Go-to-Market Agility pack and get a 60-day free trial along with free setup of five key workflows to get you started.**

TROOPS

LEARN MORE

Want to learn more and get started? Sign up here, or contact your Troops rep to book your setup meeting now.