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Execute seamless go-to-market activities by putting planning at the heart of your revenue operations



Introduction

The purchasing behavior of business-to-business (B2B) technology customers has changed. B2B customers—primarily those in IT—once preferred to make purchase decisions by evaluating technology solutions based on speeds and feeds, features, and benefits. But today's B2B workforce, now dominated in the U.S. by millennials¹, is far more driven by digital convenience, more meaningful customer experiences, and an expectation that purchase decisions deliver positive business results. Adding to the shift, more B2B buyers outside the IT realm now play a larger role in the purchase process, placing far less emphasis on brand loyalty or “what’s in the box” versus revenue-generating outcomes.

As these buyers demand better end-to-end (E2E) experiences and outcomes from their vendors, companies are responding, and at the heart of this response is a new and fast-growing function called Revenue Operations (or RevOps). The Revenue Operations function brings together planning and execution elements across GTM teams including marketing, sales, customer success, support, professional services and partners, with the aim of delivering a more seamless customer experience. Most established software/tech companies are at various stages of maturity in building out a RevOps function. This is understandable given traditional organizational structures. But planning is at the forefront of building out an effective RevOps function.

RevOps: the E2E GTM planning X factor

Given its power to bring teams together, RevOps is a valuable tool in implementing new E2E GTM planning strategies. By breaking down the traditional silos that tend to exist between marketing, sales, and other GTM functions, RevOps can also foster cross-functional collaboration while providing a more holistic view of the customer to all GTM teams striving for seamless execution.

As a leader in delivering positive customer outcomes through GTM approaches that utilize a wealth of B2B customer data and RevOps experience, Deloitte is well positioned to help organizations capitalize on the shift from products and features-driven business buying to the experiences and outcomes that buyers now crave—opportunities also backed by research that indicates B2B customers spend 62% more on products and services, on average, when their buying experiences are consistently positive.²

Deloitte's strong alliance partnerships with leading technology providers like Anaplan can enable the true, end-to-end GTM planning required to deliver the experiences and results that today's B2B buyer demands.

Building better experiences with RevOps-driven E2E GTM planning means building more integration among GTM teams. The capabilities this integration unlocks, seen below in Figure 1, underlie how, by breaking down silos, organizations can develop a more inclusive point of view that better aligns with today's buyer behaviors and expectations, and ultimately, produces better business outcomes.





Understanding the shift from product focus to buyer experience

In the product-first, features and benefits-driven GTM planning mindset, businesses that have traditionally operated with siloed departments tended to struggle the most with executing an integrated, E2E GTM approach. But as more B2B buyers seek more experiential, results-driven purchasing, they also expect different and positive touch points throughout their “buyer’s journey,” which itself requires an integrated GTM approach, as seen in Figure 2.



Figure 2. The buyer's journey typically involves three main stages that span from a B2B consumer doing initial discovery on possible new solutions/purchases, then moving into the 'buy' stage and finally, once a purchase has been made, through the 'use and renew' phase of the B2B buyer's journey.

According to a Forrester/Clari Joint Study of Revenue Leaders, purchasers expect specific support, information, and access at the various stages of the buyer's journey. Survey data indicates:

- **94%** of B2B buyers research online before making a purchase decision³
- **70%** of buyer decisions are influenced by how they are treated³
- **85%** of customers pay more if guaranteed superior service³

And as customers increasingly expect richer experiences, businesses must also address any silos across marketing, sales, customer success, and beyond. The friction, inefficiency, and poor customer experience that these silos create not only undercuts an organization's ability to deliver a better B2B buyer experience, it can negatively impact revenue due to:

- Disjointed data across the front office—49% of sales leaders lack real-time data for forecasting updates due to ineffective integration of CRM and other tools³
- Untapped white space—56% of sales leaders report white-space blind-spots prevented accurate forecasting of customer expansion
- Misdirected attention of sellers—50% of sales leaders report lack of visibility into current quarter sales pipeline, customer demographics, spend profiles, and close probability³
- Poor customer experience—52% of sales leaders reported inability to track renewal and churn due to inaccessible customer contract end-dates for forecasting use³

According to the same study cited above, these obstacles can also result in 14.9% in company revenue loss and \$2 trillion in economic value destroyed annually, with 82% of growth companies now seeing planning as crucial to enhancing revenue, and 63% of growth companies valuing aligned priorities across the organization. ³

Planning is key to solving challenges across the GTM spectrum

With so much at stake, organizational leaders should understand that achieving end-to-end GTM planning is a multi-stage journey, and most will have to learn to crawl or walk before they run or fly. To quicken that pace, leaders should focus their efforts on having the right RevOps function in place, as this is often where the most effective GTM planning occurs.

Deloitte can work closely with RevOps teams to build a maturity model, like the one seen in Figure 3, for its E2E GTM planning.

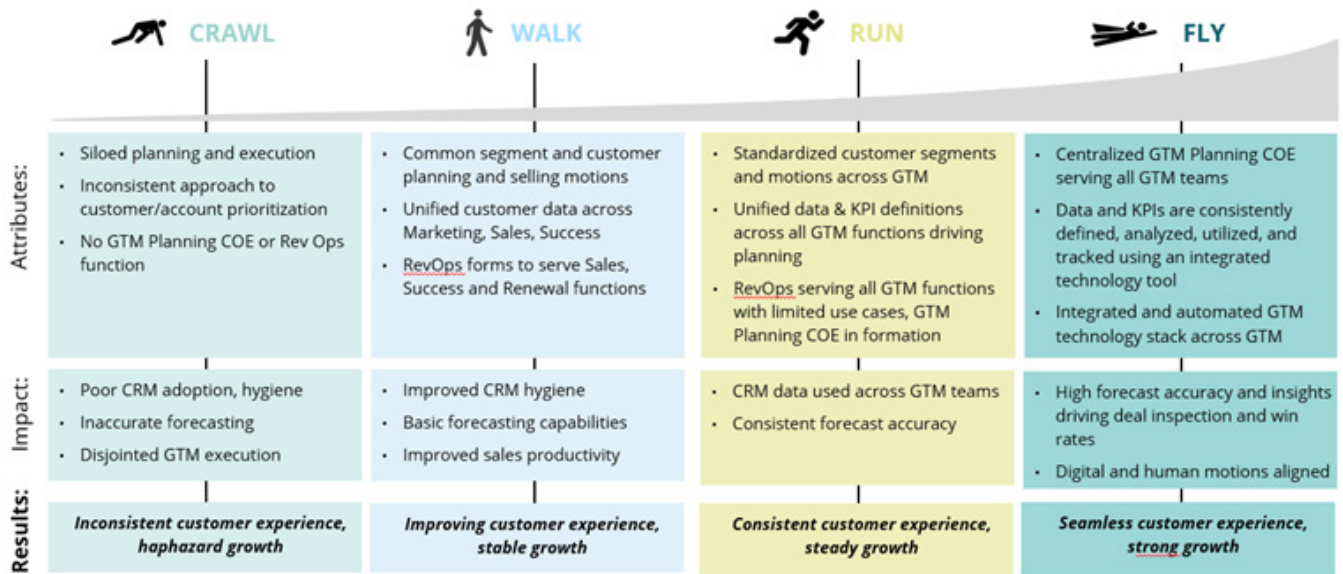


Figure 3. Integrated, E2E GTM planning is at the heart of a mature RevOps capability, enabling all GTM functions to orchestrate a seamless customer experience.

Deloitte also has deep experience in helping organizations and teams establish Centers of Excellence (COE), designed in this case to help the business better integrate its GTM planning across all functions and support more centralized planning as the organization matures.

These steps towards ensuring future success start by asking a few basic questions:

- Does the organization have visibility on lost revenue/revenue data leak due to disconnected GTM planning?
- Are GTM functions leveraging the best data, practices, and tools for planning budgets and headcounts?
- Does the organization have a common customer targeting strategy and approach across its GTM functions?
- Are KPIs and success metrics across each business function aligned?
- Can the organization make speedy decisions across business functions to ensure focus?

Depending on how your business answers—or where you currently reside on the maturity model outlined above, Deloitte has a strong track record for helping clients at every stage of their RevOps-driven E2E GTM planning journey.



Deloitte + Anaplan = enhanced GTM planning

Deloitte's deep functional and technical experience with Anaplan and integrated revenue planning makes us well positioned to help clients along their integrated revenue planning journey. That includes helping clients take full advantage of Anaplan's connected cloud planning platform, which enables organizations to run planning processes by connecting data, people, and plans across the business. Anaplan's end-to-end solution across the GTM planning process can help:

- Remove inflexible decision-making by providing a unified plan that can adapt and cascade in-year changes to relevant dependencies
- Address missed growth opportunities through market segmentation that identifies the most profitable opportunities to target
- Ensure misaligned/increasing GTM costs are rightsized through improved capacity planning that considers capabilities and KPIs
- Reduce loss of key talent with properly aligned incentive compensation and quota targets that motivate sales teams

Conclusion

Whether or not an organization can effectively implement an effective E2E GTM planning strategy depends on a number of factors. Placing RevOps at the core of this strategy is the first step. Working with the right partners on the right platforms is the next. Using an effective RevOps-driven E2E GTM planning strategy to break down silos can build up teams to actively share everything from account scoring and segmentation to territory planning, sales forecasting and pipeline optimization—all in the name of developing a more inclusive, holistic point of view that aligns with today's buyer behaviors and expectations.

To find your point of view, or learn more about Deloitte's end-to-end, go-to-market planning solutions, contact a Deloitte practitioner today.

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1. Richard Fry, Millennials are the largest generation in the U.S. labor force, Pew Research Center, April 11, 2018, <https://www.pewresearch.org/short-reads/2018/04/11/millennials-largest-generation-us-labor-force/>

2. Four B2B commerce trends that separate front runners from the pack. October 2023. Deloitte Digital via survey conducted by Lawless Research.

3. Revenue Operations And Intelligence Delivers Predictable Growth: How Companies Are Driving Revenue Process Optimization And Forecast Accuracy To Achieve Strategic Business Objectives. A Forrester Consulting thought leadership paper commissioned by Clari, August 2021.

