

Data to the Rescue: The Intersection of Enterprise Data, Revenue Operations, and Customer Experience

How and Why Revops Enterprise Data Integration
Brings Together the Team of Customer Experience
Superheroes We've Been Waiting For

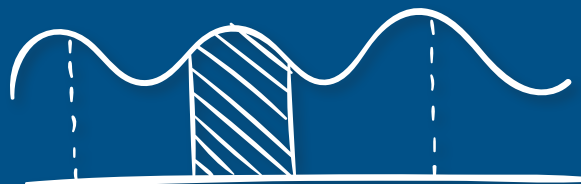


Data to the Rescue: The Intersection of Enterprise Data, Revenue Operations, and Customer Experience

How and Why Revops Enterprise Data Integration Brings Together the Team of Customer Experience Superheroes We've Been Waiting For

Intro	1
Overview	6
1. Revenue Operations' Impact on Customer and Employee Experience and Revenue Growth	7
How Revenue Operations Impact Customer Experience	8
How Revenue Operations Data Integration Impacts Revenue Growth	11
2. Growing Role of Automation and AI—Leveraged by Revenue Operations—in Propelling Digital Transformation	14
The Growing Role of Automation and AI	16
How to AI-Optimize Your Data Quality	17
How Revenue Operations Drives Digital Transformation	20
3. Data's Exploding Volume—and Increasingly Critical Role in the Era of Customer and Employee Experience	23
Overview	24
Exploding Data Volume	25
Data's Increasingly Critical Role—and the Challenges of Harnessing its Potential	26
4. Increasing Need for Silo- and Tech-Proliferation-Busting Enterprise Interconnectivity	32
Overview	33
A New Era of Enterprise-Wide Collaboration	34
The (Welcome) Demise of Data Silos	35
From Concept to Career: The Growth of Revenue Operations Roles	36
Summary—and Key Take-Aways	39

Intro



Let's talk about superheroes for a minute. And by "superheroes," we're not talking about the kind you've grown accustomed to seeing in Hollywood blockbusters. We're thinking about more practical superheroes—the kind that go about their business in the background, on a day-by-day basis, quietly collaborating with others to tackle notoriously vexing workplace challenges. These superheroes make our lives better, not in a fantasy world, but in the real world of business, employee, and customer journeys. These superheroes destroy real-world villains—silos of incomplete and segregated data—data that's incompatible between systems or is hidden in the darkness of complexity! These superheroes create new ways to align, automate and unify processes across all revenue streams to ensure

collaboration across all parts of the business to:

- Unify customer-focused strategies and outcomes across Marketing, Sales, Service, and Operations;
- Support all growth- and profitability-related functions;
- Maximize the Return on Customer Engagement Data, Technology, Content, and all other personal and corporate (physical and virtual assets) the company invests in its customers' success; and
- Align all teams to monetize data and ignite growth.

So, who are these hard-working and most often, unsung heroes? They are team members and leaders who have the vision to commit to working across

teams to build stronger relationships between customer-facing employees (advisors, success team members, support, marketing staff, and managers) and existing and potential customers. These are people who understand the value of ensuring automated and integrated workflows to allow customer interaction and relationship data to be curated and fully integrated to ensure customer self-service activities and employee-related touchpoints are aligned and supported—across all data streams and devices. These are the people who empower all customer-facing teams with the tools and technology to allow them to plan and pursue their interactions based on accurate, current and trusted data. And, without others realizing it, these are the people who empower staff members across the company to provide the best possible and most effective customer experience—by default, each and every day—and not as an occasional exception!



Each member of the growing population of successful RevOps data integration heroes starts with a vision and understanding of the mission-critical importance of extracting the hidden value of data. They plan and execute on how to best gather, connect the dots, and share insights across the gigabytes of customer data captured by enterprises each day. They build their personal and teams' strengths to superhero levels by empowering others to understand and leverage the value of unified data. They ensure the data gathering and distribution processes satisfy corporate data privacy, security, and compliance requirements by controlling and governing data distribution across the enterprise—while helping inform and improve



customer engagements, employee interactions with customers, and bolster customer lifetime value.

No, you won't see these superheroes in movies. But when business and customer superheroes collaborate and become stakeholders in delivering revenue operations, your organization will benefit from the almost "magic", yet real and measurable benefits they bring to the workplace, to the enterprise, and to the sense of personal, job-well-done satisfaction that comes from building and sharing everyday success. When your enterprise embraces and harnesses the power of revenue operations superheroes, you'll be better positioned to deliver real, meaningful solutions that answer, and more importantly, anticipate customer needs.

Odds are you won't be seeing the RevOps Avengers at a theater near you anytime soon (or ever), but their presence is rapidly growing in enterprises seeking new ways to unify the functions and data across traditionally siloed corporate structures.

During the rest of this paper, you'll have the opportunity to explore the factors that have given rapid rise to revenue operations data integration as both an essential corporate function—and as one or more functional role(s) with cross-enterprise oversight in a growing number of enterprises. And, if you haven't already made the commitment, maybe this article will give you enough understanding for you to want to become one of the superheroes who contribute to your organization's growth and success! What's at stake?



49%
of people
have used
generative
AI, with over
one-third of
these users
tapping
into the
technology
daily.”

News & Insights,
Salesforce,
7 September 2023

- **Revenue operations’ impact on customer experience and revenue growth**, as demonstrated by the increased ability to support true customer 360, track customer journeys, and foster gainful long-term relationships—while reducing customer churn and acquisition costs.

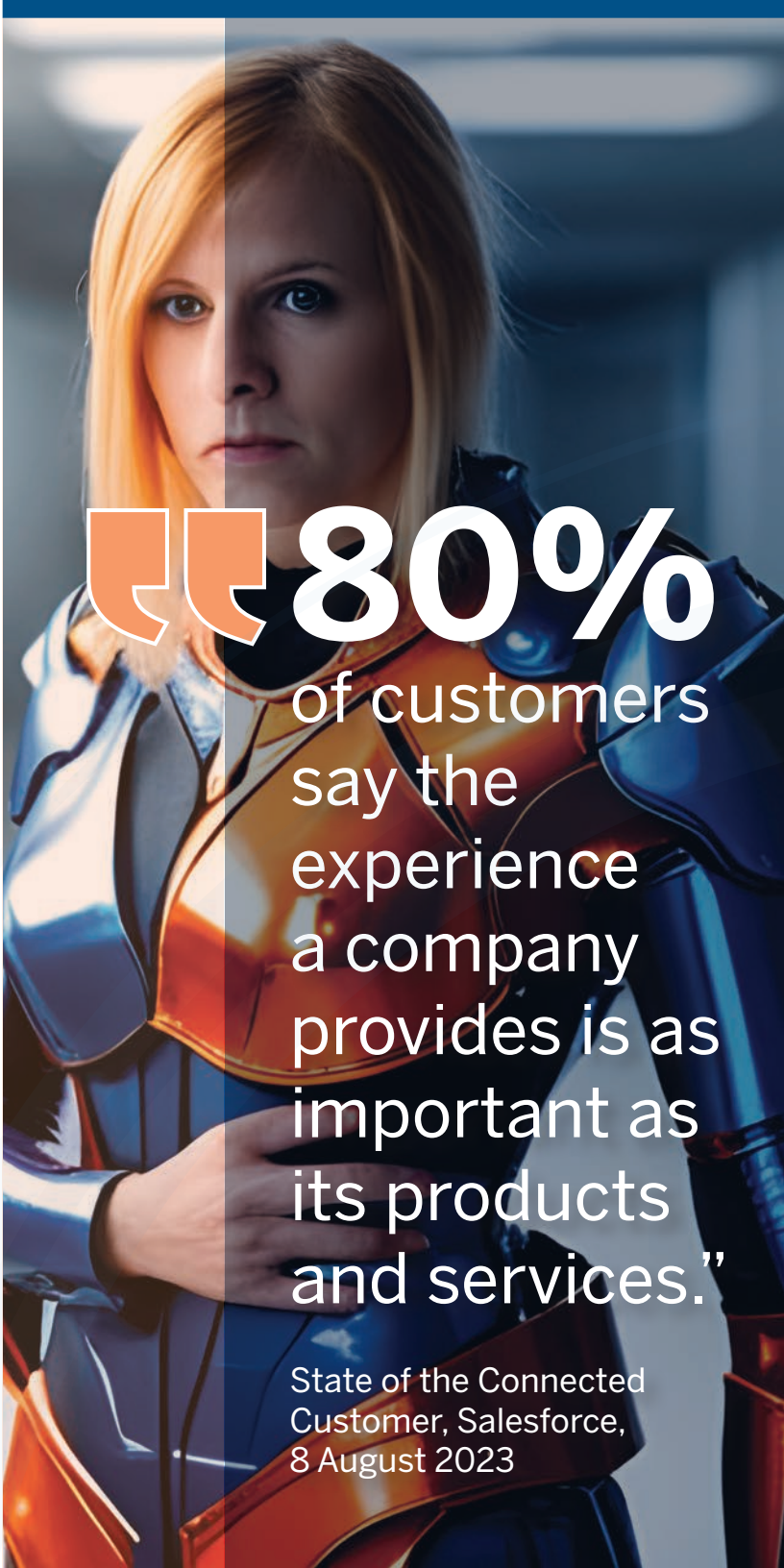
- **The impact on customers and employees of the growing role of automation, artificial intelligence-infused workflows—leveraged by revenue operations—to propel digital transformation.**

The powerful combination of solutions that apply these rapidly emerging and related evolving processes, tools, and resources to help enterprises unify data and ensure its uniformity, quality, and trustworthiness across the entire enterprise. These improvements amplify the results of digital automation and help fulfill CRM’s potential as a “single, controlled, trusted source of truth” for users throughout the enterprise and across all revenue streams—advancing improved productivity and igniting revenue growth.

- **Data’s explosive growth and increasingly critical role** as a valuable corporate asset capable of informing customer engagements, nurturing customer relationships, and enhancing customer lifetime value. For nearly all businesses, daily operations result in rapid, high-volume data accumulation. Much of the data is gathered by customer-facing teams and functional departments like marketing, business development, product development, finance, and operations. In this era of customer experience, virtually all of that data is valuable—but only when it’s unified, governed, and distributed to the teams responsible

for building and sustaining customer relationships to enhance customer lifetime value.

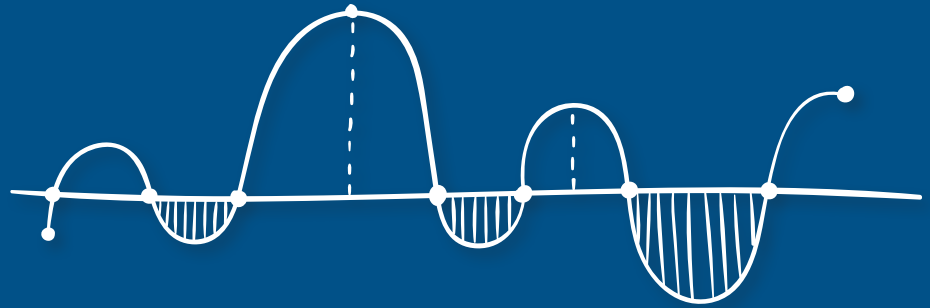
• **Rather than data's explosive growth and increasingly critical role having a negative impact on business, through improved RevOps data integration, data becomes the most valuable corporate asset**—and the only one capable of informing and improving customer engagements, nurturing customer relationships, and enhancing customer lifetime value. For all growing businesses, daily operations result in rapid, high-volume data accumulation. Much of the data is gathered by siloed customer-facing teams and functional departments like marketing, business development, product development, finance, and operations. In this era of customer experience, all of that data is valuable—but only when it's unified, curated, governed, and connects the dots before it's distributed to the teams responsible for building and sustaining customer relationships to enhance customer lifetime value—across all revenue streams and business units.



“80%
of customers
say the
experience
a company
provides is as
important as
its products
and services.”

State of the Connected
Customer, Salesforce,
8 August 2023

Overview



The speed of technological innovation is breathtaking. In the continuing effort to maintain competitive advantage, corporate culture has emerged as the testing ground for new capabilities made possible by that innovation. This testing ground serves to merge new ideas and applications designed to harness the long-underutilized potential of customer data gathered in the everyday course of business.

But ideas and technologies are tools—and tools are only as effective as their ability to deliver employee and customer adoption and satisfaction. The success of planning and deploying a new solution is a function of making employees' and customers' lives better! Without user/customer satisfaction and adoption,

there is no value in any solution—technology-based or other.

In the coming pages, we'll explore the combined power of ideas and technologies to empower employees and customers as they work through their shared and parallel journeys. We will review how you ensure the explosion of customer data and the emerging revenue operations roles that you design results in enterprise-wide stronger customer relationships, improved employee satisfaction, enhanced customer lifetime value, and significant improvements that ignite and achieve enterprise objectives and revenue growth.



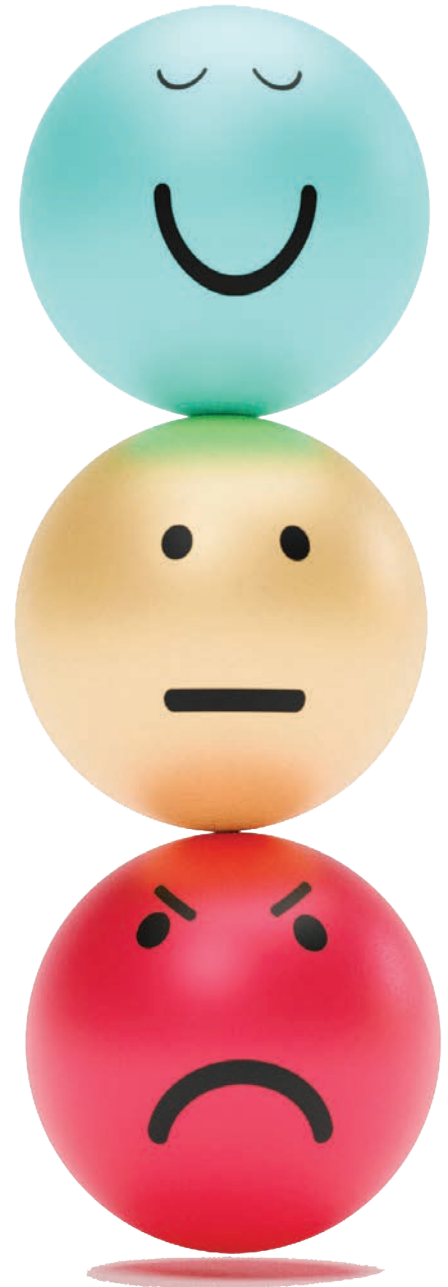
**Revenue
Operations'
Impact on
Customer
and Employee
Experience and
Revenue Growth**

To set the stage of exploring revenue operations data integration, it's worthwhile to consider the current status versus its potential. It's also important to understand that these potentials aren't theoretical. For many enterprises, across a range of regulated and non-regulated industries, revenue operations data integration has delivered demonstrable, measurable impacts. Two of the areas where impacts have been most pronounced are where it counts most: customer and employee experience, and revenue growth—both of which we'll explore further in this section and throughout this paper.

How Revenue Operations Impact Customer Experience

Today's customers are savvy. They not only understand that the companies they do business with retain the data they share—they expect those businesses to use it not only for the company's benefit but also to make their customer journeys better and easier across all customer interaction streams! This is the reason why customers are frustrated and disappointed when they get asked to provide the same data multiple times during new engagements, or across people or departments on a single support request or journey.

What customers may not appreciate is the sheer volume of customer data that businesses capture—and the challenge they face when trying to leverage the potential and insight held in that data. Being able to “Connect the Dots” is why companies are turning to revenue operations integration



technologies and specialists to unify, curate, and govern the data distribution, improve its quality, and, through coordination with best-in-class Salesforce, other CRM, or ERP systems, to streamline its availability across the enterprise.

When enterprises make the commitment to pursue modern revenue operations, they're effectively making a commitment to their teams and customers—and the ramifications can be profound. Through the efforts of revenue operations specialists (we call them Superheroes!), and the implementation of revenue operations solutions, enterprises improve customer and employee experiences by:



Eliminating manual data transcription. One of the primary features of proven revenue operations solutions is their capacity to automate and curate data capture and sharing, eliminating the need for customer-facing employees to manually re-enter data gathered during each customer engagement. This reduces the incidence of data omission and duplication—ultimately ensuring that subsequent engagements with the same customer can draw from comprehensive customer histories.



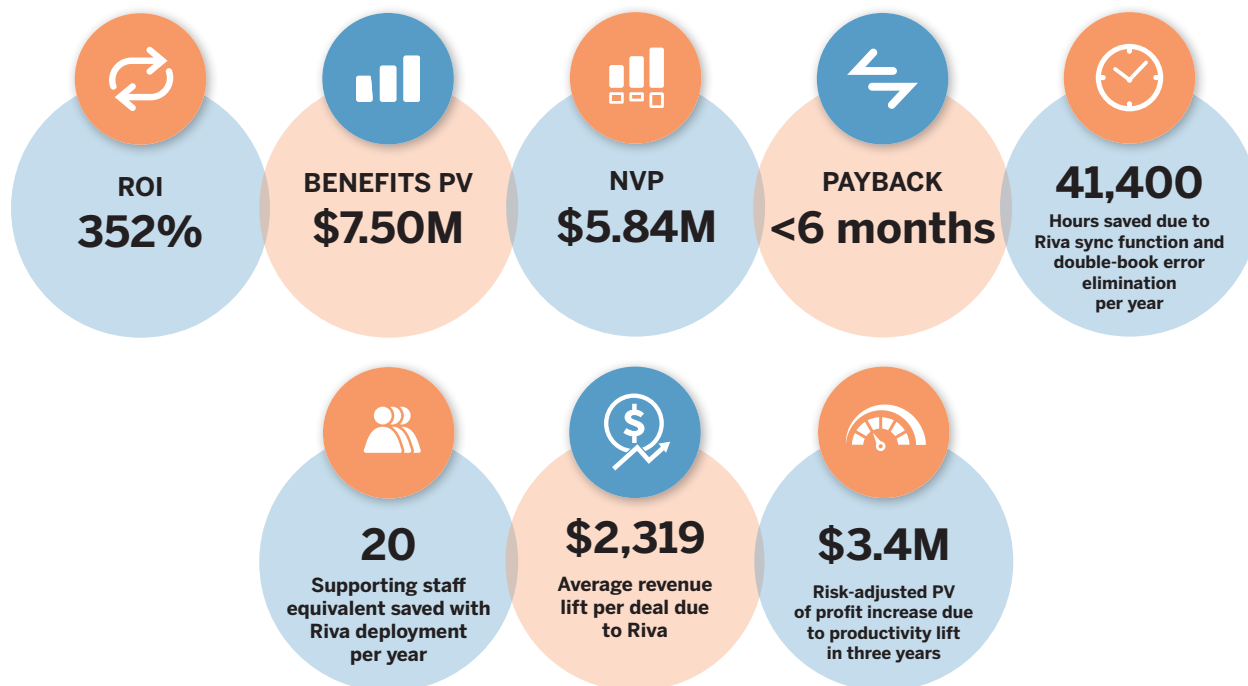
Encouraging and enforcing good data stewardship. When go-to-market, customer-facing, management, and executive teams have access to high-quality customer data, analysis and reporting, they recognize the potential to guide and improve the quality of each customer engagement. This accelerates the journey toward successful transactions, satisfied customers, growth and profit. This knowledge, coupled with joint responsibility for data stewardship, improves collaboration and amplifies value across teams.



Improving data quality. Good data stewardship and the ability of revenue operations solutions to govern and curate gathered data help to improve the quality of customer data available in CRM and across systems.



Increasing data trust. When customer-facing teams access high-quality, current and reliable data, data trust grows—reducing the likelihood that team members will go rogue and not contribute to or benefit from the valuable data available to enhance each customer engagement.



How Revenue Operations Data Integration Impacts Revenue Growth

In a Riva-commissioned study, Forrester Consulting modeled a composite corporation to measure the impacts of Riva's revenue operations solution over a three-year period. The results were remarkable—reflecting the transformative potential enterprises can realize by implementing and embracing revenue operations. The study demonstrated:

- 352% ROI
- 6-Month Return
- 5% faster to close deals
- \$5.84 Million NPV
- \$3.7M Time Savings on Calendar/Email Sync
- \$3.4M Profit Increase due to productivity lift
- \$412.2K Time savings through elimination of double-booking errors

Customer and employee experience, of course, are inextricably linked to enterprise success. When employees and companies deliver on—and ideally anticipate—customer expectations, they're uniquely positioned for sustained and growing success. Transformative positive impacts on customer and employee experience will generate transformative positive impacts on revenue growth. Here's how revenue operations' improvements on customer experience translate to bottom-line enterprise performance:

- **Gains in customer retention.** Businesses universally recognize the economies of customer retention versus customer acquisition. By arming employees and go-to-market teams with detailed and relevant current customer histories, customer-facing teams are better able to meet and exceed customer expectations, keep them coming back, reduce churn, and reduce unnecessary acquisition and support costs.
- **Growing customer lifetime value.** As the customer relationships grows over time, businesses can open the door to recurring and expanding sales opportunities that boost customer lifetime value.
- **Reduced customer acquisition costs.** While customer acquisition is an ongoing priority, retained customers don't need to be re-acquired. This reduces the cost of acquisition efforts and ensures that new customers represent additions to bottom-line performance—not recovery of lost sales opportunity.
- **Higher worker productivity.** By reducing the need for manual data capture and transcription, revenue operations allow customer-facing teams the freedom to focus on engagement—not busy work. And because manual data entry and transcription are prone to errors, omissions, and duplication, workers spend less time second-guessing the quality of the data on which customer engagements rely.
- **Improved predictive analytics.** Revenue operations allow enterprises to base their analyses on high-quality data—ensuring that predictions are stronger and more reliable than those based on old, incomplete, and inaccurate data. This advantage benefits customer data users across the enterprise—in every discipline.

- **Enhanced cross- and up-selling ability.** When go-to-market teams have accurate, current, and comprehensive customer histories, they're better positioned to recognize opportunities for up- and cross-selling—magnifying the effectiveness of every interaction and driving higher revenue potential.

“65% of customers expect companies to adapt to their changing needs and preferences.”

State of the Connected Customer, Salesforce, 8 August 2023



A large, bold white number '2' is positioned on the left side of the image. The background is a solid blue color with several faint, concentric white circles centered behind the number. To the right of the number, there is a block of white text.

**Growing Role of
Automation and
AI—Leveraged
by Revenue
Operations—
in Propelling
Digital
Transformation**



In recent months, continued improvements in Artificial Intelligence have claimed an inordinate share of the media spotlight—primarily due to the propagation of a rapidly growing number of prompt-activated large language AI models that help with everything from corporate brainstorming to travel planning to (gasp) schoolwork or business work authorship. But AI—sometimes referred to as “business intelligence”—and automation aren’t new to the business world, where they have played an increasingly important role in a range of industries for more than a decade.

Today, those technologies are playing a more active role in digital transformation—otherwise known as the fourth industrial revolution—where businesses are finding and implementing new technology and tools to access and leverage customer data, streamline formerly manual repetitive processes, and detect trends and patterns that would otherwise be difficult to detect. And this is where AI shines—in its ability to “connect the dots” across volumes of data well beyond the abilities of human intelligence.

And while the power of these technologies grows almost exponentially with each new release, they become more reliant on the quality of the information they consume to offer more accurate, meaningful, and actionable

**As of June 2023,
the global AI
market has
skyrocketed to
a staggering**

\$142.3

**billion...
AI, big data,
and the cloud
are the core
transformative
technologies with
broad applications
across industries.”**

Scott Clark, How is
AI Changing Digital
Transformation? CMSWire,
27 June 2023

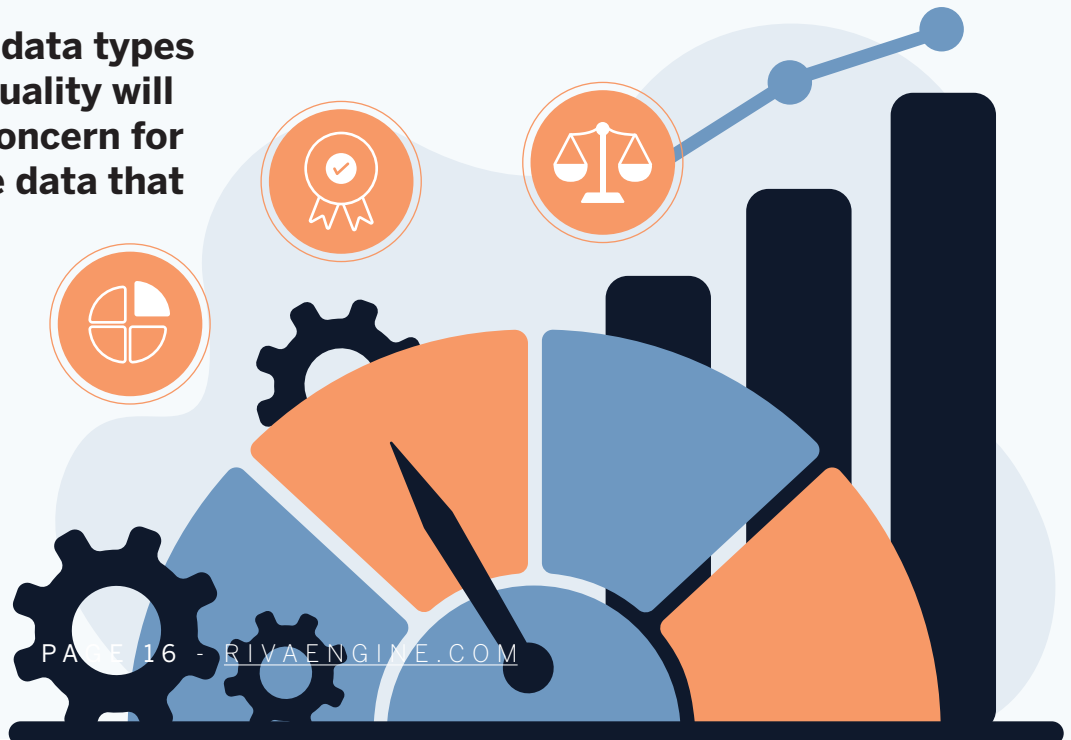
utility—and to fuel predictably beneficial results for targeted verticals and markets. In nearly every instance, revenue operations solutions that provide curated, current, relevant, and target-specific dot connections become the catalysts and essential drivers for the successful use of AI and automation to advance digital transformation for enterprise organizations.

The Growing Role of Automation and AI

Over the past decade, enterprise companies and customers of all sizes have increasingly turned to AI to automate a range of workflows and tasks traditionally carried out by humans. This trend has been particularly pronounced in customer engagement, where AI has proven enormously useful for its ability to process vast volumes of revenue and communications data for use in building customer relationships and growing customer lifetime value.

“Just like with other data types and methods, data quality will be an ever-present concern for AI processes and the data that feeds them.”

Emanuel Younanzadeh, Data Quality is Also an AI Problem, Forbes, 13 November 2022



When carefully implemented and informed by accurate, complete, high-quality, relevant, and qualified data, AI's impacts have been profound. At its best, AI has proven its value as a tool to accelerate product and service development, anticipate customer needs, and even enhance customer experiences. A few key areas where AI's capabilities have successfully and effectively leveraged high-quality data include:

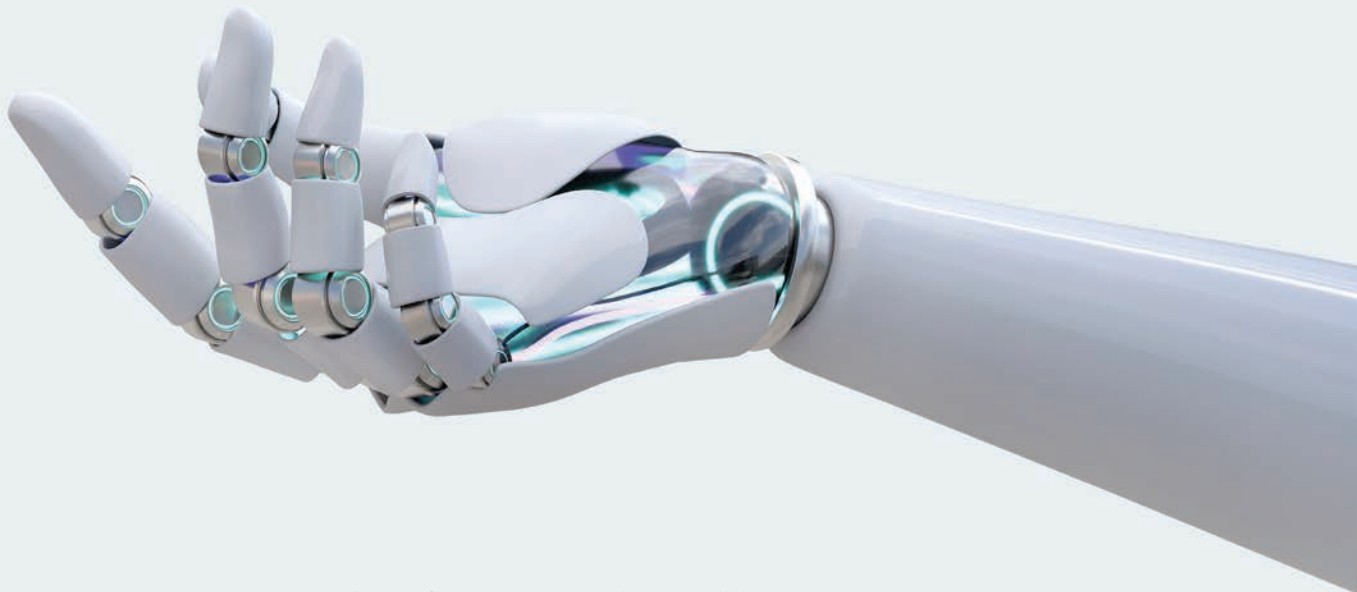
- **Process automation.** Automation of administrative tasks and workflows—like transferring email data to CRM, reconciling billing errors, or extracting provisions from contract documents—has resulted in dramatic productivity increases, error reduction, and reduced costs.
- **Cognitive insight.** One of AI's primary advantages is its ability to process vast volumes of data and recognize business-critical patterns. When fueled with high-quality data, AI's pattern recognition capabilities are much better to predict customer behavior, identify fraud, automate ad targeting, and identify product and process defects and safety issues.
- **Cognitive engagement.** AI has shepherded in a new era of customer service automation. Today, systems that use natural language and predictive technologies are often the first step used across many business units to make product recommendations, help employees troubleshoot technology issues, diagnose and triage healthcare, and even to increase personalization in customer engagements.

How to AI-Optimize Your Data Quality

When you make the commitment to embrace AI's positive potential, recognizing its dependence on high-quality data is the most important first step. But if the commitment and tools necessary to produce high-quality, relevant data are not in place to build on from the start, AI is more likely to harm your enterprise than to advance its objectives.

“Low-quality data are too often accepted as unavoidable, requiring large-scale system redesign, years of data collection, and significant labor and capital allocation to correct. For these reasons, many AI use cases are shelved for years while companies wait for the problems to resolve themselves, leaving significant value on the table.”

Lapo Mori et al., Clearing Data Quality Roadblocks: Unlocking AI in Manufacturing, McKinsey Digital, 20 January 2023



Fortunately, revenue data operations data integration solutions like Riva have an immediate and profound impact on efforts to improve data quality at every interaction phase—and increases the success of AI initiatives. With revenue operations data integration, enterprise data quality improves through:

- **Unified revenue and communications data.** Revenue operations that are designed to eliminate data siloing between revenue and communications stacks is core to being able to unify and expand the universe of data available to your AI technologies. This ensures AI's conclusions are based on current, comprehensive, relevant, curated, and accurate customer histories.
- **Sophisticated data access and use governance.** As data becomes unified, revenue operations integration technologies can begin to be employed to govern data flows. This process makes it possible to curate relevant data for use and analysis by AI – and provide that information in employee tools that simplify their day and empower them to guide dynamic customer journeys across multiple revenue streams.
- **Improved data observability.** Revenue operations solutions increase data visibility at every point in its lifespan. This elevated level of observability ensures that errors, omissions, and duplications are identified and resolved before they fuel AI technologies.
- **Improved “single source of truth” adoption.** When customer-facing teams understand the value of quality and trustworthy data, they embrace their essential roles as data stewards. This fuels a virtuous cycle that sustains data quality—and enhances AI technology performance.
- **Reduced data security and compliance concerns.** Proven revenue operations solutions are designed to enforce data use compliance and security. This minimizes the risk that AI technology might access and distribute private or non-compliant data to unauthorized team members.

Given its rapid rise and accelerating adoption as a data technology enabler, AI that leverages the power of data has quickly transitioned from aspirational to essential. Improving data quality won't happen without a commitment by individual contributors, teams, managers, and executives—supported by a dedicated, enterprise-wide initiative. Fortunately, implementing a proven revenue integration solution supports your commitment by unifying and governing the accurate, consistent, relevant data your AI tools need to achieve rather than impede your enterprise goals.

How Revenue Operations Drives Digital Transformation

AI and automation can play a vital role in digital transformation—but only when enterprises invest by building the foundation and steps that support the revenue operations technologies and tap into the potential of the data they gather from customers. This is particularly true in complex and/or regulated industries including financial services, healthcare, and government, where customer-facing teams depend on trustworthy, current, and relevant data to effectively nurture and guide customer relationships and journeys. To overcome these challenges, increase customer lifetime value, and drive improved bottom lines, companies need to focus on the following emerging trends as they employ AI and automation in their pursuit of digital transformation of their customer interactions:

- **Data-driven decision making.** Revenue operations-enabled digital transformation allows enterprises to analyze historical trends, customer behavior patterns, and market dynamics, and project trends to make strategic decisions. This provides the ability to allocate resources effectively, identify growth opportunities across all revenue streams, and optimize revenue generation strategies.



We want to make sure that all the different tools we're using are flowing data into Salesforce, and that we're able to make decisions off of that data.

Mike Fazio, Head of Marketing & Rev Ops at LSQ



- **Real-time data integration.** A key foundation for digital transformation-minded enterprises is to invest in core revenue operations solutions that enable seamless access to evolving data from various sources—in real-time. This ensures up-to-date insights, facilitates timely decision-making, and enables organizations to respond quickly to market changes—across all customer touchpoints.

- **Personalized customer experiences.** Customer expectations have shifted towards seamless, personalized experiences across all devices and platforms. By implementing revenue operations solutions that unify and govern customer data and leverage customer analytics, organizations can create personalized marketing campaigns, offer customized financial products, and improve customer satisfaction and loyalty.



If you have access to customer data, and you're tracking it right, you can make decisions that are customer-centric.

David Goldstein, GCA Strategy & Insights at Johnson & Johnson



- **Data privacy and security.** Through customer data unification and governance, revenue-operations-driven data transformation allows enterprises to ensure data compliance and security—allowing ongoing monitoring of MNPI and evolving data privacy regulations such as GDPR and CCPA.



Implementing data governance best practices ensures the quality, integrity, and security of data throughout its lifecycle.

Azret Deljanin, VP of Infrastructure and Security at Yieldstreet



- **Collaboration and integration.** Revenue operations support digital transformation by eliminating data silos, ultimately supporting collaboration between various teams and departments within an organization.
- **Continuous data quality improvement.** Ensuring the accuracy, reliability, and consistency of data is crucial for effective revenue operations, successful digital transformation, and customer satisfaction and engagement. Continuous data quality improvement—and maintenance of CRM as the “single source of truth”—minimizes errors, enhances data integrity, and enables organizations to improve customer engagement through the uniform use of accurate and reliable data across systems.



Data is only valuable if you can access it.

David Goldstein, GCA Strategy & Insights at Johnson & Johnson





**Data's
Exploding
Volume—and
Increasingly
Critical Role
in the Era of
Customer
and Employee
Experience**

Overview

Today's enterprises are virtually swimming in data. It's not a new phenomenon, and it's accelerating, as new technologies—think AI and automation—make it possible to gather more customer data faster than ever before. Fortunately, the potential of that data, once unified, governed, and shared through revenue operations with appropriate users throughout the enterprise, promises to empower employees to guide and transform customer experience, customer retention, and customer lifetime value.

“More than 2.5 quintillion bits of data are created each day.”

Soundarya Jayaraman, How Big is Big?, G2, 9 February 2023

Exploding Data Volume

When you consider the sheer volume of data gathered and held by today's corporations, it's easier to understate than it is to understand. In the interest of understatement, it's safe to say corporations gather—and retain—nearly incomprehensible volumes of customer data daily, adding up to an even larger and vastly less comprehensible total every year. Because “total” doesn't quite convey the importance of corporate—specifically customer—data, we've elected to refer to the growth of that data volume as “explosive.”

“The amount of data/information gathered, copied, and consumed [is expected to] reach 180 zettabytes by 2025.”

Ogi Djurascovic, Big Data Statistics 2023: How Much Data is In the World, First Site Guide, 19 April 2023

While awareness of the importance of that data has lagged behind its rapid growth, most enterprises now acknowledge the value of their growing data caches and the need to connect the dots as keys to their future success. In fact, recent studies suggest that the customer data corporations own is, in many cases, more valuable than the company's market cap: "Both United Airlines and American Airlines have secured multi-billion-dollar loans by collateralizing their...customer loyalty programs. The third-party appraisals of their data suggest that it is worth two to three times more than the market values of the companies themselves." (Douglas B. Laney, Your Company's Data May Be Worth More Than Your Company, Forbes, 22 January 2020)

Think of the implications of a company's customer data "value" "being two or three times more than the market values of the companies themselves"! How much is your company data worth? When companies recognize customer data proliferation, value and importance, corporations turn their attention to understanding how to gather, organize, comprehend, and capitalize on that data asset. That attention has given rise to companies looking to embrace revenue operations—both as a discipline and a key corporate function that crosses departments, unifies disparate, disconnected data silos, and drives customer relationships, customer lifetime value, employee and customer satisfaction, and enterprise revenues.

Data's Increasingly Critical Role—and the Challenges of Harnessing its Potential

As enterprises acknowledge the overwhelming value of connecting the dots across their multiple customer data silos, they start to see the important and practical roles data integration plays in their push to digital transformation. By overcoming the gaps that isolated data silos create during different customer engagements, and through different channels, companies can not only engage customers with comprehensive histories—they can analyze that data to draw important conclusions on a nearly unlimited range of business-critical topics, identify trends, and begin to project future data-driven outcomes. Think of it: with access to quality, comprehensive engagement

data, literally every area of the business can derive important insights on topics ranging from customer preferences to product performance to service rates to peak revenue performance.

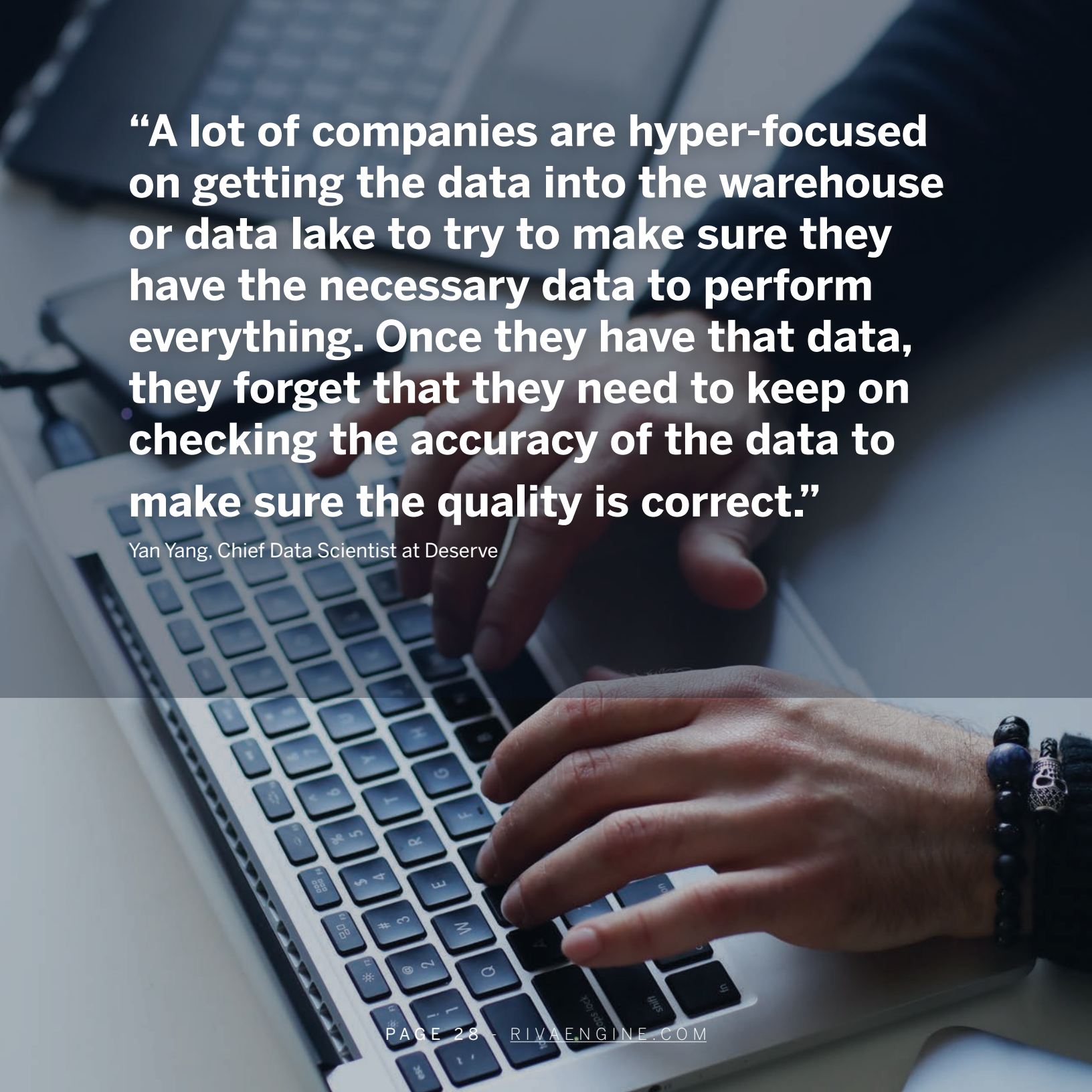
Through the thoughtful, strategic employment of revenue operations—and embracing cross-departmental revenue operations roles—enterprises can not only tap the customer data they possess, but ensure its quality, governance, relevance and availability. To achieve that end, revenue operations support enterprise efforts to resolve:

- **Data Integration Issues.** Data integration poses a significant challenge due to the diverse technologies and specialized departments within financial organizations. Revenue operations work to unify disparate data—while eliminating duplication, errors, and omissions—and to curate its availability and use throughout the enterprise to ensure data security, compliance, and governance.
- **Data Observability Hurdles.** Observability practices and technologies that don't understand or comply with data sensitivity classifications (for example Material Non-Public Information) compromise the accuracy, reliability, and integrity of enterprise data. Revenue



Strict siloing prevents good data automation. The effort required to unify even 5% of missing data in Salesforce is monumental.”

Business Engineer, Metromile,
13 March 2023



“A lot of companies are hyper-focused on getting the data into the warehouse or data lake to try to make sure they have the necessary data to perform everything. Once they have that data, they forget that they need to keep on checking the accuracy of the data to make sure the quality is correct.”

Yan Yang, Chief Data Scientist at Deserve

operations help enterprises improve data observability at every stage of its lifecycle by identifying and resolving integration processes that don't meet regulatory requirements.

- **Tech Tool Optimization and Proliferation Challenges.** Each line of business often has its own set of technology tools, resulting in fragmented reporting and difficulties in aggregating data for meaningful insights. Revenue operations offers a means to unify distributed, disconnected data—ultimately simplifying trustworthy analysis, reporting, and customer engagement without recruiting already-stretched IT teams for data access triage.

“In many cases, reporting is individualized by application. It takes tons of time and resources to aggregate data from multiple applications in order for it to be relevant, complete, and useful.”

Salesforce Specialist, BMO, 10 March 2023

- **Compliance Concerns.** Without revenue operations, ensuring data sensitivity classification is often a manual process, making compliance time- and resource-intensive and prone to errors and oversights. Leading revenue operations solutions monitor complex data compliance and security rules, and govern data access to prevent costly, reputation-damaging violations.



**“Different laws
in different
states make
even the
meaning of a
simple data
nod very
complex.”**

Information Security and Operations
Executive, SECURA Insurance

Companies, 6 March 2023

- **Customer 360 Hurdles.** When supported by robust revenue operations, enterprises are better positioned to establish CRM as a “single source of truth” housing comprehensive, high-quality customer histories. This makes true customer 360 a reality, bolstering the confidence and productivity of customer-facing teams and transforming the quality and impact of customer engagements.

- **Homegrown & Legacy Technology Constraints.** Often-patched legacy systems and home-built solutions, such as custom CRMs or data warehouses are typically high maintenance IT team albatrosses that rarely approach the capabilities of the rapidly changing technologies they hope to mimic. Investments in current CRM and cloud technology—enabled by robust revenue operations—typically pay for themselves in short order through productivity, customer retention, and revenue growth.

“It’s really important to know who your customers are, who your audience is. In the same way we’re enabling the marketing and sales organizations to use a different approach for different personas, we also have to understand who our personas are.”

Saul Garcia, Vice President of Revenue Operations
at Health Recovery Solutions





**Increasing
Need for Silo-
and Tech-
Proliferation-
Busting
Enterprise
Interconnectivity**

Overview

As the trend toward customer-centric business practices continues, the need to interconnect enterprise data becomes clearer and more compelling. As companies lean into the trend, they inevitably come across corporate practices that have long hindered interconnection.

For decades, enterprise structures have been inherently and intentionally siloed: marketing, sales, business development, product development, finance, and others have operated with relative autonomy, interacting only as often and as much as necessary to accomplish limited shared objectives. As a result of these structural divides, data gathered and used by each department is often siloed, resulting in data inconsistencies that compromise data quality—and reduce data trust, reliability, and value. In their efforts to address immediate issues with data gathering and data use, departments further compound siloing issues by implementing mission-specific technologies. As data is gathered by and in these applications, siloing issues are further compounded, making it difficult to share data and ensure data quality—both within departments and across the enterprise.

Faced with the need to unify and govern this disconnected data has given rise to the utility and importance of revenue operations. Designed to unify and govern previously siloed data, and to funnel it into single-source-of-truth platforms like CRM, revenue



79%
of customers
expect
consistent
interactions
across
departments.”

State of the Connected
Customer, Salesforce,
8 August 2023



**Revenue operations
is this unit team...
that bridges the
gap to the different
silos within an
organization
[embracing]
marketing,
sales, customer
success, account
management,
accounting and
finance [—the list
goes on.]”**

Saul Garcia, Vice President of Revenue
Operations at Health Recovery
Solutions

operations technologies and roles play an increasingly indispensable role in improving data stewardship and quality, ultimately helping to harness and share the vast potential of all data gathered throughout the enterprise.

A New Era of Enterprise-Wide Collaboration

Traditionally, businesses have operated with siloed departments, each responsible for specific revenue-related functions. The rise of RevOps has brought about a shift towards a more holistic and collaborative approach, focusing on streamlining processes, optimizing revenue generation, and enhancing customer experience. RevOps acts as a bridge between various teams, aligning strategies and leveraging technology to enhance interdisciplinary collaboration, improve customer experience—and drive revenue growth.

The (Welcome) Demise of Data Silos

As enterprises accelerate their reliance on data and data-powered systems, arbitrary lines dividing these functional areas became increasingly blurred. What matters to marketing and sales, it seems, also matters to customer service, IT, operations, and finance.



Business owns the data, IT manages the tech asset, business architecture is responsible for the roadmap, [and each has its] own funding mechanism... Data scientists are working across “products” on both customer relationships and behind-the-scenes business problems.

Senior Solutions Architect, TD Bank



Growth-minded enterprises have embraced technologies that democratize data—making it increasingly available to all areas of the enterprise. Naturally, increased interconnection and accessibility have also heightened the need to safely, securely, and effectively manage data and data access, fueling the drive for ongoing systems evolution.

Through its ability to unify, govern, and distribute curated customer data across the enterprise, revenue operations have emerged as the essential means to advance that evolution. Uniquely designed to access formerly siloed data—and to improve its quality by eliminating duplication (some estimates suggest as much as 85% of all customer data volume is duplicative), omissions, and errors—revenue operations-supported CRM

has emerged as the single source of truth that enterprises need to support customer and employee engagement, build customer relationships, and grow customer lifetime value.



“Data is a strategic asset, and having a well-defined data strategy is crucial for any organization.”

Azret Deljanini, VP of Infrastructure and Security at Yieldstreet

From Concept to Career: The Growth of Revenue Operations Roles

As enterprises increase their reliance on data and data integration systems—and recognize the limitations associated with strict departmental delineations—the role of revenue operations is entering a rapid growth phase.

Early on, the specifics of a revenue operations role—much less roles—were amorphous, and, in many cases, poorly understood. In recent years, the importance of revenue

operations as a functional role has grown as the lines between functional specialties begin to fade to better reflect a customer-centric approach. Today, the concept of revenue operations has expanded to embrace many of those specialties—including marketing, sales, operations, and IT—giving rise to new job titles as enterprises recognize new ways to analyze and apply data across the enterprise in pursuit of measurable performance and growth.

As enterprises refine their understanding of revenue operations and data integration, the effort to define functional disciplines of revenue operations has accelerated. In a 2023 report, the Revenue Operations Institute identified five core revenue operations disciplines, each embracing several functional disciplines that embrace new and emerging job titles. Given the evolving understanding of revenue operations, these disciplines and titles continue to change. The report's findings provide a good working snapshot of the current state—and potential path—of enterprise revenue operations:

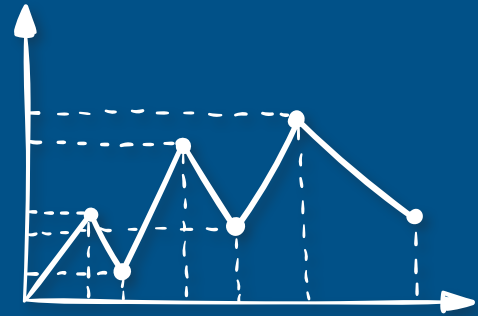
- **Enterprise Operations** encompasses sales & marketing, process management, and forecasting and reporting
- **Enterprise Architecture** encompasses go-to-market strategy and CRM design, and planning and resource allocation
- **Enterprise Insights** encompass data-driven selling and performance measurement;
- **Enterprise Enablement** encompasses sales enablement and engagement, sales training and development, and pricing optimization
- **Enterprise Asset Management** encompasses technology portfolio management, and customer data asset management

“Customer interaction data is the largest financial asset in the business, yet no one’s in charge of it. You have someone running your building, you have someone taking care of the airplane, and those are important assets, but they’re fractional compared to the value of customer data. Having somebody own it, value it, and systematically start to harmonize and monetize it is the highest life form.”

Stephen Diorio, Author of Revenue Operations: A New Way to Align Sales & Marketing, Monetize Data, and Ignite Growth



Summary— and Key Take-Aways



From a broad, enterprise-wide perspective, revenue operations and data integration are the catalysts necessary to harness the potential of increasingly valuable customer data—leading to improved customer experience, employee satisfaction, and revenue growth. At the highest level, revenue operations promise to pave the way for:

- Enterprise-wide access to revenue operations-unified and governed customer data fuels sustainable improvement to customer engagements.
- Stronger customer engagement and satisfaction—enhanced by high-quality data—allows enterprises to accelerate transactions, improve up-sales and

cross-selling opportunities, and predictably grow revenues.

- Automation and AI-powered digital transformation, supported by high-quality revenue operations unified and governed data, are business essentials that have a transformative effect on sustained data quality and data trust, productivity, and improvements in customer engagement and bottom-line performance.
- The ability to provide employees with solutions and tools that integrate from within their current client interaction applications is critical. These new tools and tightly integration solutions leverage seamless automation, AI-infused workflows, and apply intelligence

to leverage the exponential growth, relevance, and value of customer data captured by enterprises. Adopting revenue operations as a lynchpin commitment across all business units allows reliance on data that increases in value as an critical asset and element to achieve enterprise-wide success.

- Data interconnectivity between users, teams, departments, and applications eliminate data silos and empower your company's ability to use revenue operations as the means to support CRM as the enterprise's trusted single source of truth.

Depending on your role in your organization, the impact revenue operations has on your daily activities will vary. CRM and operations teams are likely to see revenue operations as a vital

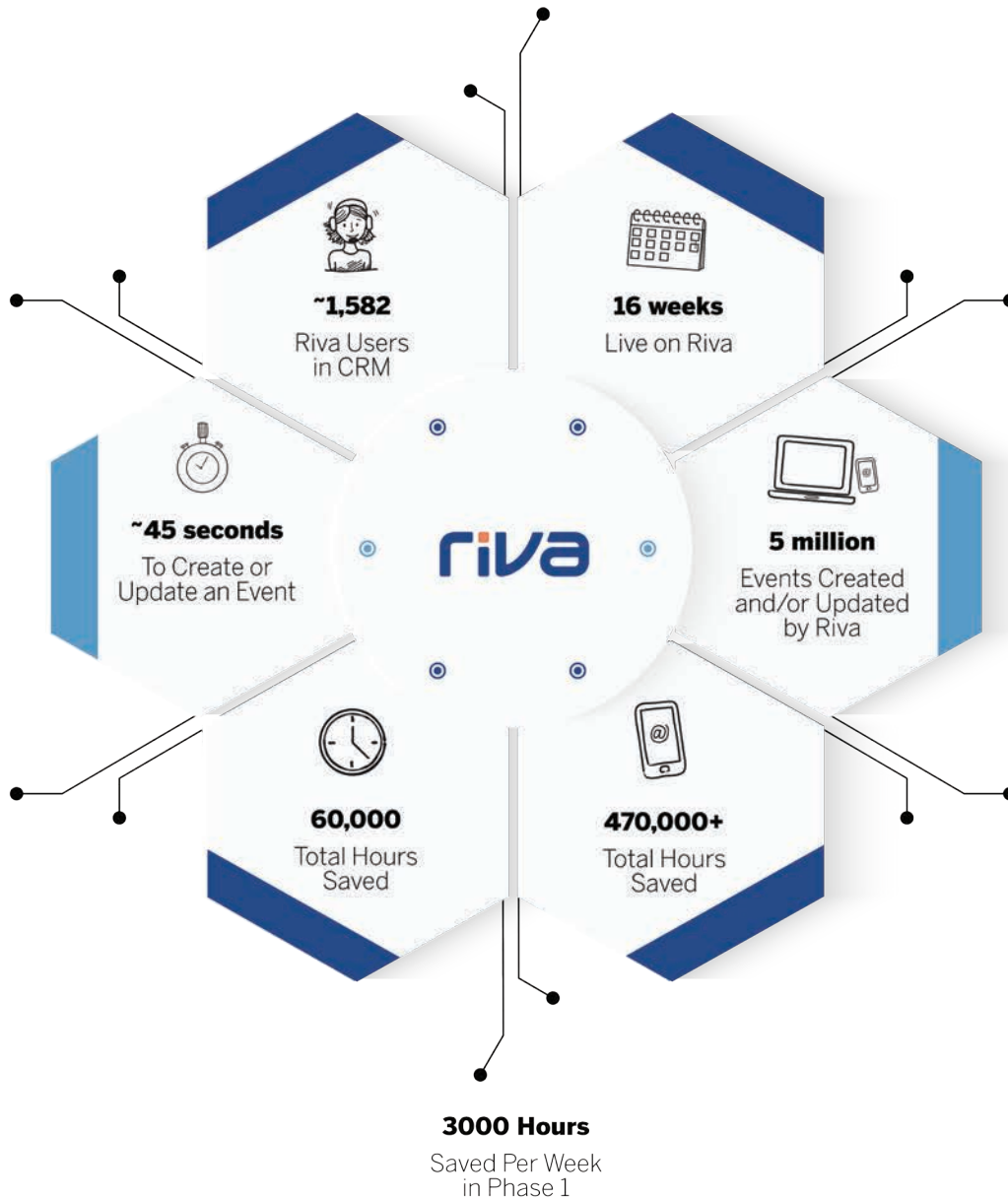
strategy with tools and processes that improve data quality, grow adoption, and build "single-source-of-truth" credibility. Sales enablement teams will see growing, sustainable improvements to customer engagements, reduced sales cycles, and longer, stronger customer relationships. Marketing teams will gain valuable insights through the analysis of increasingly trustworthy, high-quality, seamlessly integrated customer data. With improved collaboration across teams, people in revenue operations roles will be better positioned to increase the value, quality, and security of cross-enterprise data sharing across all revenue streams. The big-picture objective is to continue to break down the departmental and technological silos that compromise the value of customer data and the relationships they aim to democratize.



At the highest level, the primary goal of a Revenue Operations leader is to unify and align the operations, systems, and data that support revenue teams along the entire revenue cycle to generate more consistent and scalable growth. That's important because growing a business in 2023 is a digital, data-driven, and technology-enabled team sport."

The Growing Role of Revenue Operations in the 21st Century Commercial Model, Revenue Enablement Institute, 2023

The Riva Factor



Why Riva?

Riva is the revenue operations solution that improves data trust, and boosts agent and advisor productivity in regulated industries.

The Riva RevOps Engine connects the tools that customer-facing teams use most to increase customer 360 and AI trust, elevate customer experience, and accelerate customer lifetime value.

To learn more, please visit: rivaengine.com

Request a Demo

Trusted by over 900+ Enterprises Across the Globe.

