



Building a Revenue Operations Foundation

Class 2

Revenue Operations Expanded:
Business Models & Maturity





2

Class 2

RevOps Expanded
(Business Models & GTM Maturity)

By the end of this class, **you will know:**

1

Strategic Foundations

- Go-to-Market motions and revenue models overview

GTM Maturity

2

- What maturity means and how to begin implementing actionable GTM strategy to increase your business maturity level

3

The Path from Tracking to Forecasting

- Revenue modeling, key performance metrics, and the path to mid-maturity

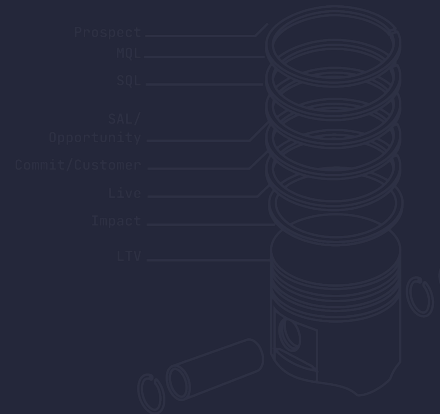
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The Growth Potential of Full Maturity

- Unlocking and accelerating revenue through activation



Fine Tuning the Foundation of Your Revenue Engine



Common GTM Archetypes



Product-Led Growth

The product drives acquisitions, lead generation, upgrades, and expansion. (Free trials, freemium, etc.)



Sales-Led Growth

Direct sales engagement drives acquisition and expansion. (BDR/AE partnership, outbound outreach, nurturing efforts.)

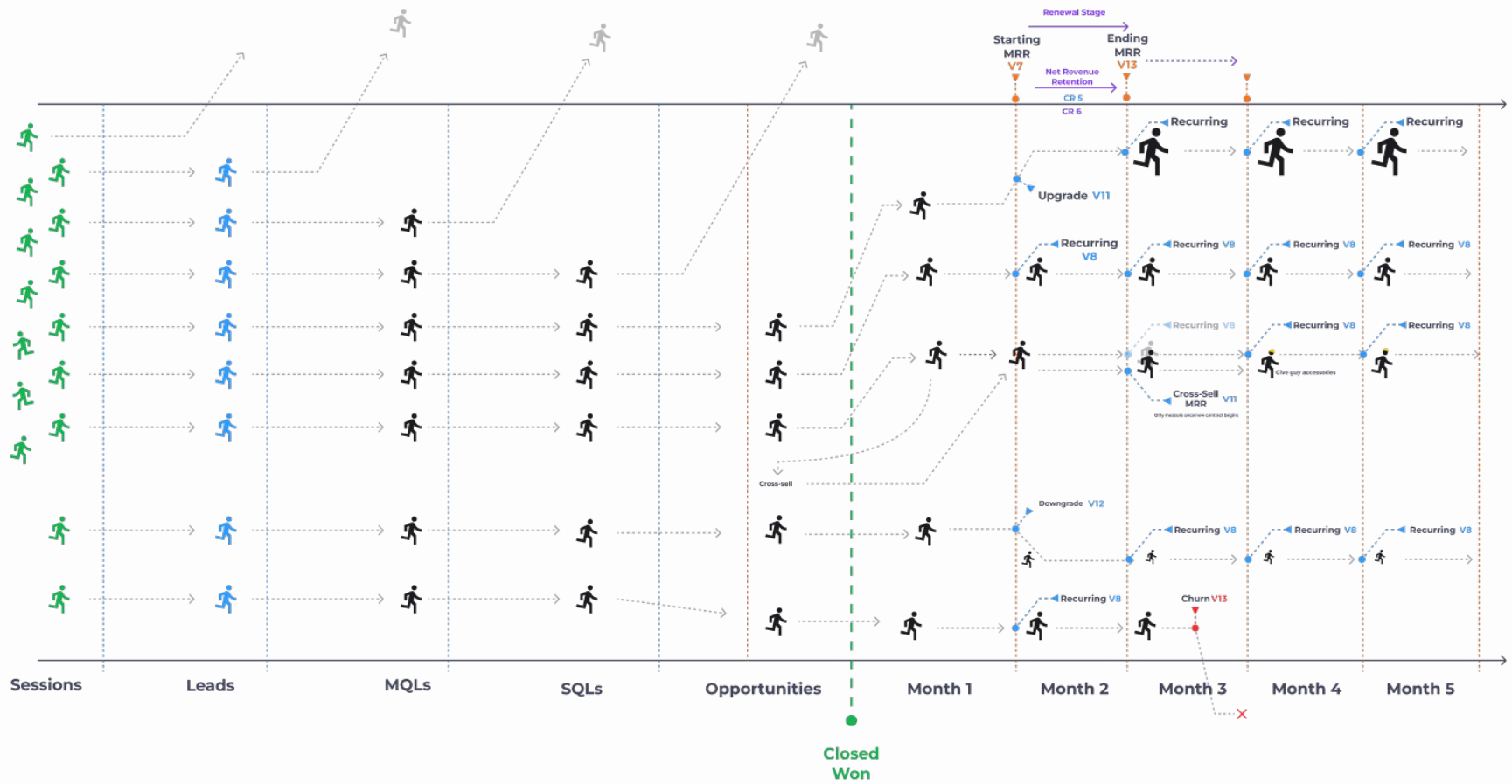


Hybrid/Middle Out

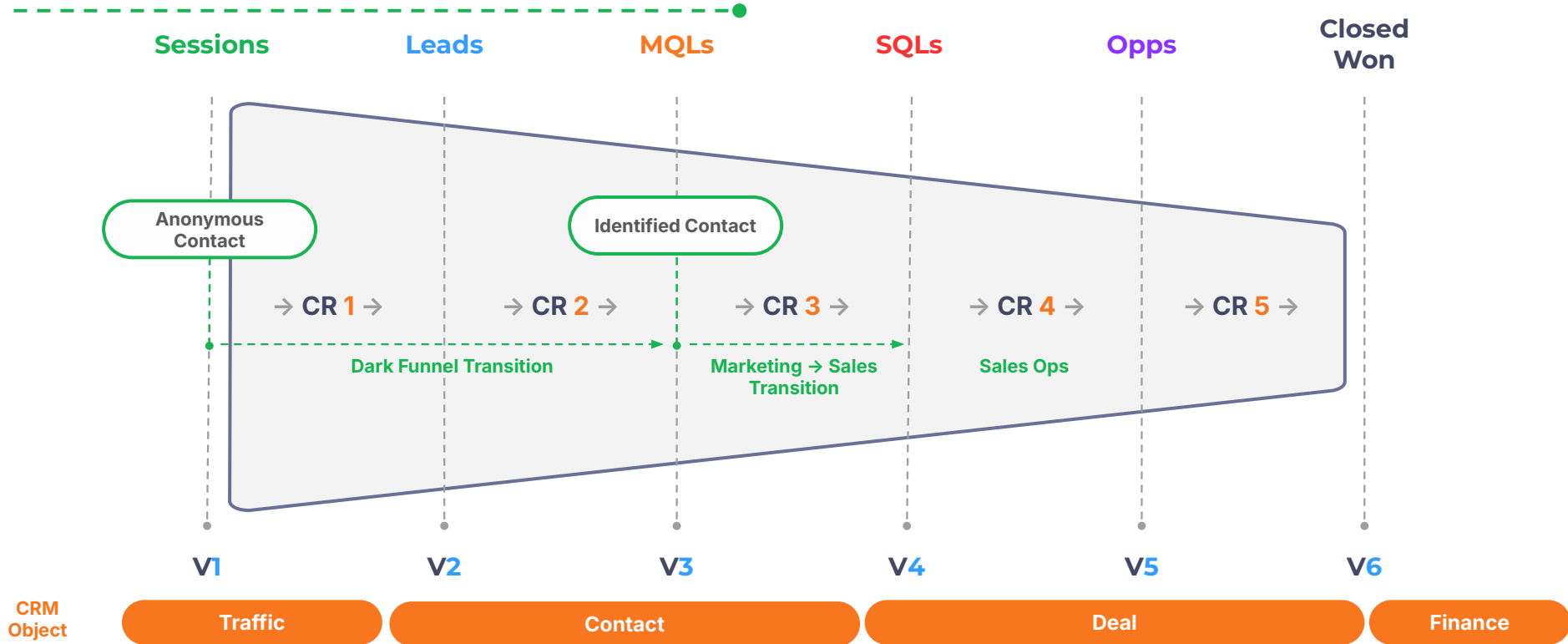
A blend of product-led and sales-led efforts to fuel acquisitions. (Free trial base level with sales engagement for upgrades, expansion, etc.)



You are **here**

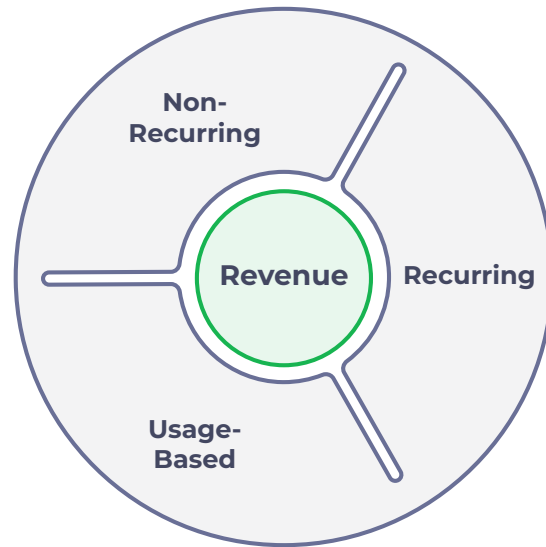


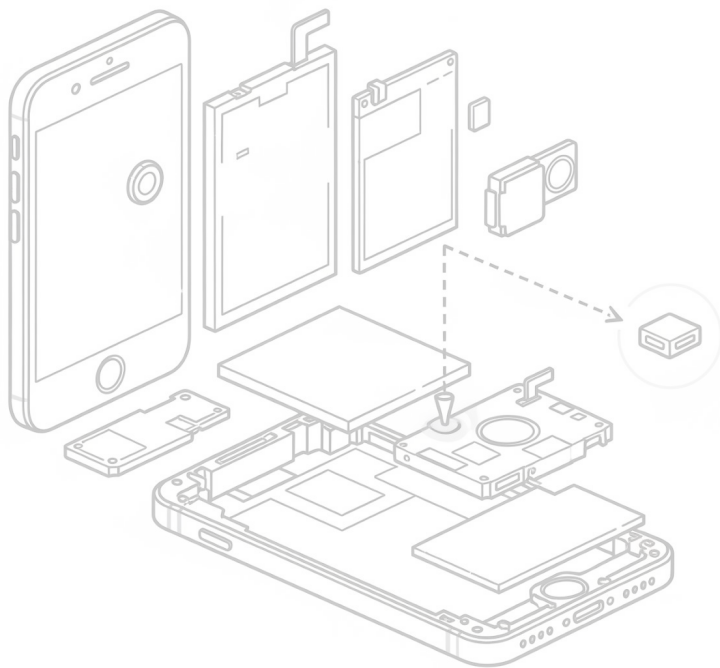
Revenue Journey Through **Won**



Core Revenue Models for **RevOps**

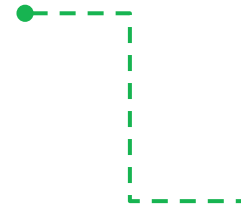
- **Non-Recurring Revenue:** Earned from one-time transactions or purchases.
- **Recurring Revenue:** Earned from ongoing subscriptions or contracts that repeat over time.
- **Usage-Based Revenue:** Earned by charging customers based on how much of a product or service they consume.



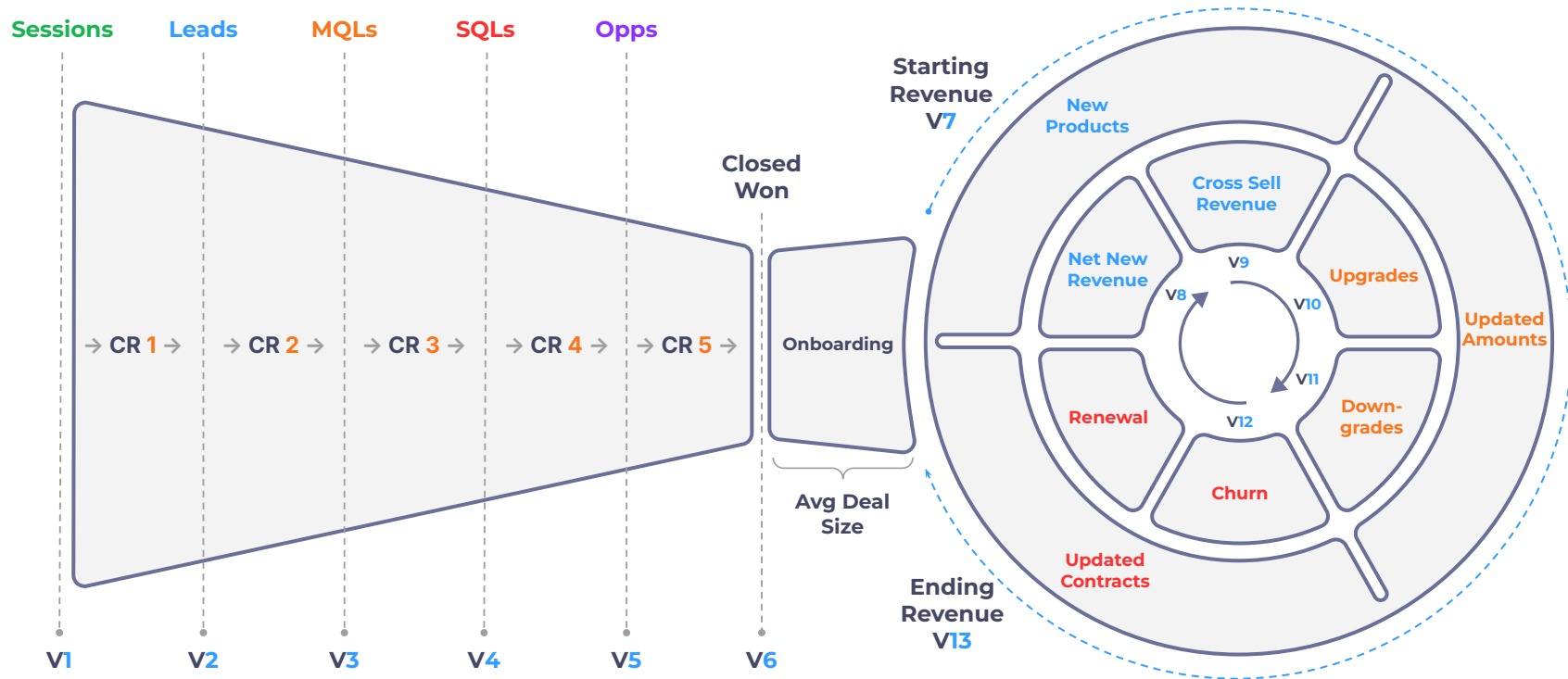


Visible revenue can only be operationalized when it's captured comprehensively.

Volume/Conversion Metrics +
Revenue Metrics =
Actionable Insights into Revenue



Recurring Revenue Performance Model



Knowledge Check

1. Which Go-to-Market (GTM) motion generally presents the greatest complexity for RevOps because it requires managing a handoff and process alignment between a self-service product and a direct sales team?
2. In your own words, why is it critical to identify your GTM motion?
3. If a company's revenue is primarily generated from usage credits or API calls that vary month-to-month, what is their revenue type?

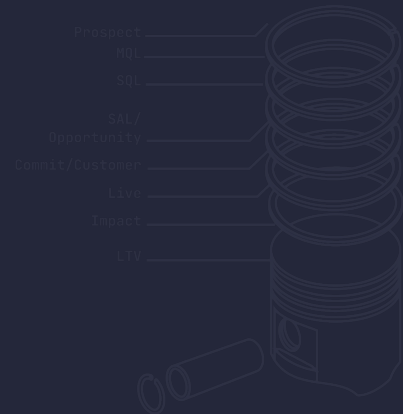




Understanding the Maturity of Your Revenue Strategy

Measure

Act



GTM Maturity Breakdown



Level 1 Foundational Data Model

Purpose

Migrate & integrate critical data sources and adopt business processes in a CRM built on a core data model.

Endstate

- Revenue Mapping + data built in the company's data model
- CRM integrated with core 3rd party applications
- Foundational RevOps Playbooks have been built in the CRM
- Process are adopted and performed in the CRM of record



Level 2 Measure Acquisition KPIs

Develop key insights to drive performance & product roadmap

Purpose

- Answer core questions about the performance of a company.
- Is the GTM Core Data Model set up correctly and have users adopted foundational RevOps Playbooks?
- Is this business going to hit their revenue target?
 - Why or why not?

Endstate

Acquisition KPIs: Ability to accurately measure the left side of the Company's Data Model to drive actionable insights.



Level 3 Secondary KPIs + Forecasting

Purpose

- Answer critical business questions for why or why not Primary Acquisition KPIs were achieved through further partitioning KPIs
- All of the Primary KPIs can be partitioned into 4+ additional categories to answer the core question of "why" a particular metric will not be reached.

Categories: Answer the Who, What, Where, When

Endstate

- Critical Secondary KPIs created and adopted in CRM
- Ability to utilize Secondary Acquisition KPIs to accurately forecast future GTM revenue



Level 4 Right side of the Data Model

Create core data model for recurring or usage-based models.

Purpose

- Arm CS teams with critical data to drive expansion, cross-sell, and reduce downgrades and churn
- Unlock insights for company to move from linear to exponential growth

Endstate

Accurately measure recurring or usage-based revenue model for applicable businesses



Level 5

Integrate Financial Operations

Purpose

Integrate FinOps and GTM Ops to create a full picture from Lead to Cash

Endstate

- Financial Operations fully integrated into GTM Operations
- Ability to seamlessly reconcile revenue to GTM KPIs
- Unlock GTM efficiency KPIs

GTM Maturity Framework



Level 1



Level 1

Foundational Data Model

Defined by:

Critical data sources are integrated, business processes are consistently trained and documented, core data is built within a data model.

GTM Maturity Framework

Level 2



Level 1

Foundational Data Model

Defined by:

Critical data sources are integrated, business processes are consistently trained and documented, core data is built within a data model.



Level 2

Measure Acquisition KPIs

Defined by:

Clearly defined and agile product roadmap, optimized and updated based on key insights from the foundational data model.

Ability to answer core questions about company performance.

GTM Maturity Framework

Level 3



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Foundational Data Model

Defined by:

Critical data sources are integrated, business processes are consistently trained and documented, core data is built within a data model.



Level 2

Measure Acquisition KPIs

Defined by:

Clearly defined and agile product roadmap, optimized and updated based on key insights from the foundational data model.

Ability to answer core questions about company performance.



Level 3

Secondary KPIs + Forecasting

Defined by:

Data is defined by deeper secondary "drill down" partitions in addition to primary KPIs.

Ability to drill into secondary partitions to answer the core question of "why" a particular metric was or was not met.

GTM Maturity Framework

Level 4



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Level 4

Right Side of the Data Model

Defined by:

Primary revenue metrics are consistently adopted and tracked within the data model.

Ability to track the full revenue journey from lead to cash and draw insights to implement expansion strategy.

GTM Maturity Framework

Level 5



Level 1

Foundational Data Model

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Integrate Financial Operations

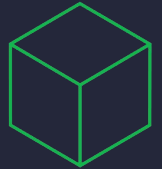
Defined by:

Financial Operations fully integrated into GTM Operations and clearly tracked by revenue model for comprehensive visibility into the revenue engine.

Ability to pinpoint revenue leakage with drill down information to provide insights to develop detailed growth strategies.

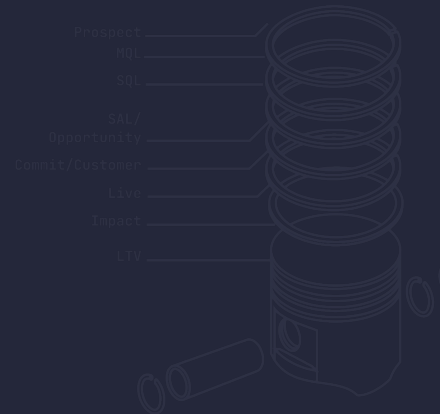
Knowledge Check

1. A company has successfully defined primary and secondary acquisition KPIs and utilizes these metrics to accurately predict future GTM revenue. Which RevOps Maturity Level has this company achieved, signifying the unlock of accurate forecasting?
2. Which RevOps Maturity Level is defined by all financial operations being fully integrated into the GTM operations and clearly tracked by the revenue model?
3. Which RevOps Maturity Level is defined by the core purpose of migrating and integrating critical data sources and adopting business processes in a CRM built on a foundational data model?





Getting Organized: The Path from Tracking to Forecasting



Establishing Your **Maturity**

- Many companies are stuck in the “immature” phase: relying on spreadsheets, lacking clarity on KPIs, stuck with tribal knowledge only.

If your A-players left tomorrow, would you still know how the system works?

- The first step is to **pause and audit your current state**. How do you sell? To whom? Where is the most reliable, updated information?
- Goal: Shift thinking from “we might hit our goal” to ***“I know exactly where we are failing to convert and how to correct it.”***



Am I tracking these volume metrics?



Am I tracking these conversion rates?



Does everyone in my company use the same definition for each of these volume metrics?



Can I trust the data at every stage?



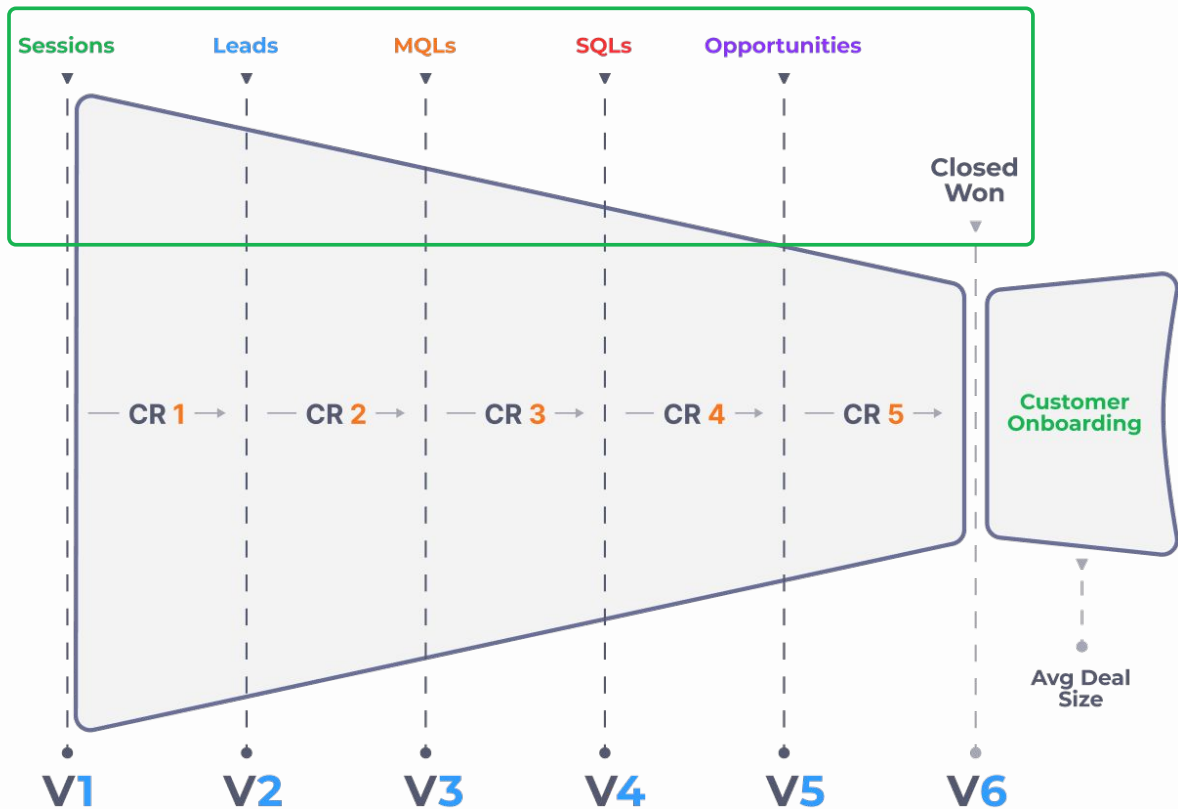
Where can I quickly, easily find the data to track each of these volume and conversion metrics?

Defining **Primary KPIs**

Every team should be tracking the same metrics.

Does each department currently use the same definitions?

If everyone isn't speaking the same language, you'll never be able to consistently and accurately measure what you need.



The Importance of **Clarity**



Marketing: Leads = “all contacts that have filled out a form or attended a webinar”



Sales: Leads = “contacts that have scheduled a demo”

KPI discovery and documentation creates the tactical blueprint for your revenue team.

This process is non-negotiable. It forces internal alignment and shifts the data from assumption to accurate, structured fact.

Funnel Side: Process Steps		
Data Model Location	KPI	Trigger
V1	Session	ex. Website visit
V2	Lead	ex. Form fill
V3	MQL	ex. Booked demo
V4	SQL	ex. Decision maker involved
V5	Opportunity	ex. Proposal sent
V6	Closed Won	ex. Contract signed
V7	Closed Revenue	ex. Invoice paid
V7.A	Closed Recurring	How are you calculating recurring revenue? ie. monthly or annually?
V7.B	Closed Non-recurring	How are you calculating non-recurring? ie. sum of NRR line items
Flywheel Side: Recurring Steps		
V8	Net New	New logo
V9	Cross Sell	Existing customers purchasing different product categories
V10	Upgrade/Expansion	Existing customers purchasing more of their current product category
V11	Downgrade	Existing customers purchasing less of their current product category
V12	Churn	Lost logo

Primary KPI alignment is critical for a clean data model, which is what will **organize your foundational data** into actionable insights.

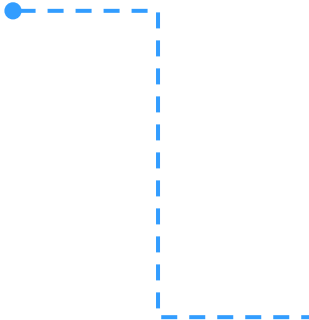
Primary KPI RPM Table

	Sessions	Session → Lead %	Leads	Lead → MQL %	MQLs	MQL → SQL %	SQLs	SQL → Opp %	Opps	Opp → Won Deal %	Closed Won	Avg. Deal Size	Closed Revenue
Q1	13,195	4.4%	583	60%	348	36%	127	80%	101	23%	23	\$41,461	\$953,613
Q2	18,478	7.4%	1,372	37%	504	25%	126	79%	99	22%	22	\$49,960	\$1,099,130
Q3	18,810	12.1%	2,274	16%	359	43%	156	62%	96	27%	26	\$44,128	\$1,147,320
Q4	23,603	12.3%	2,892	28%	808	28%	223	62%	138	30%	42	\$34,842	\$1,463,348

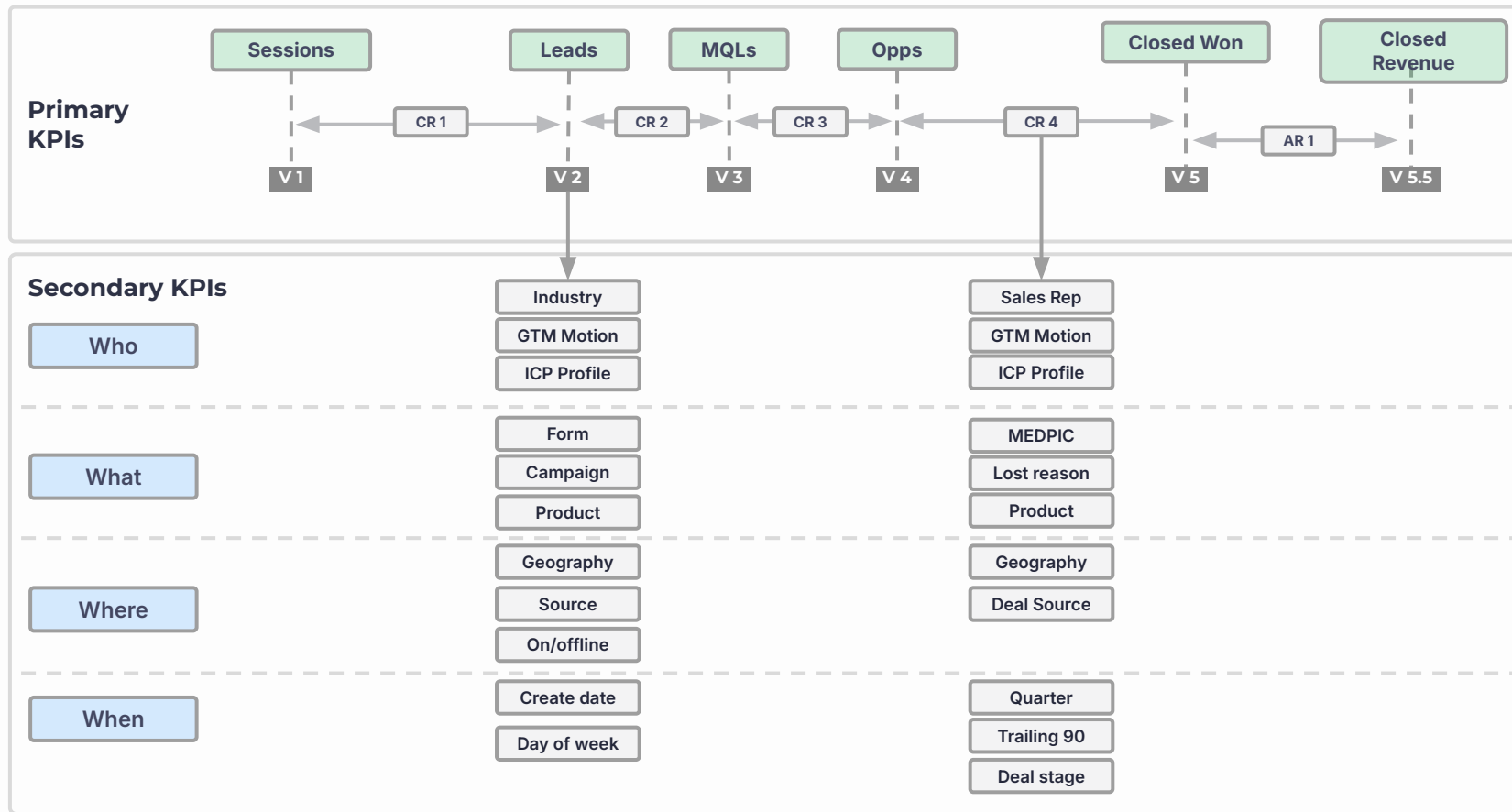


But primary KPIs only tell part of the story...

Secondary partitions are the key to unlock your revenue narrative.



Digging Deeper with **Secondary Partitions**



Secondary KPI = Primary KPI by Partition

Product Category



● Product 1 ● Product 2
● Shiny New Thing™ ● Product 4

Why didn't our audience like Shiny New Thing™?

Sales Reps



● John ● Paul ● George ● Ringo

Roughly the same close rates, so is there a problem with marketing handoff?

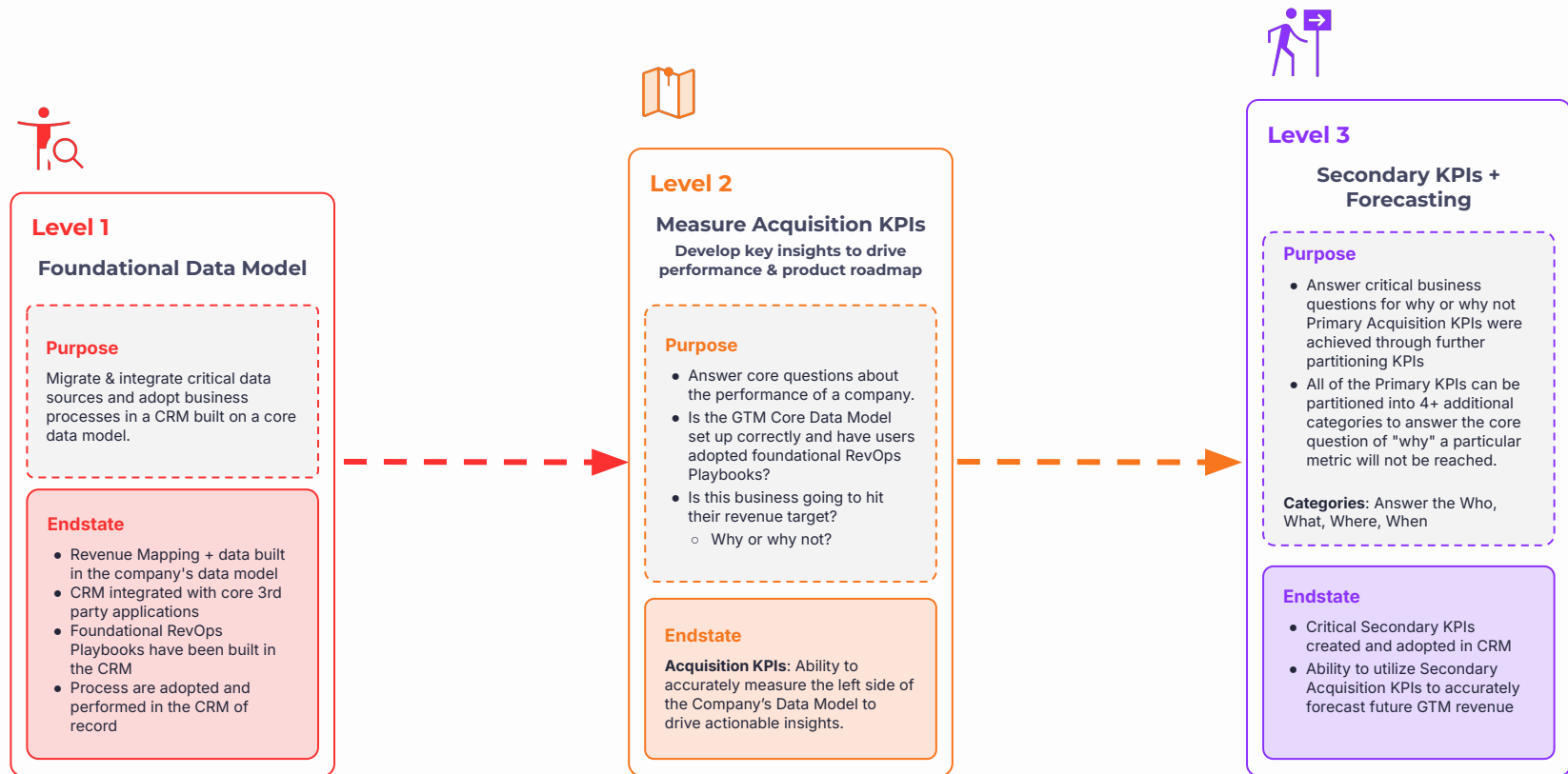
Location



● US ● LATAM ● Australia ● UK

What caused the regional dip in performance?

Building Toward Level 3



Knowledge Check

1. What is the defining characteristic of an “immature” state?
Choose all that apply.
2. In your own words, why is it critical to have alignment on the primary KPI definitions?
3. What are secondary partitions/KPIs?

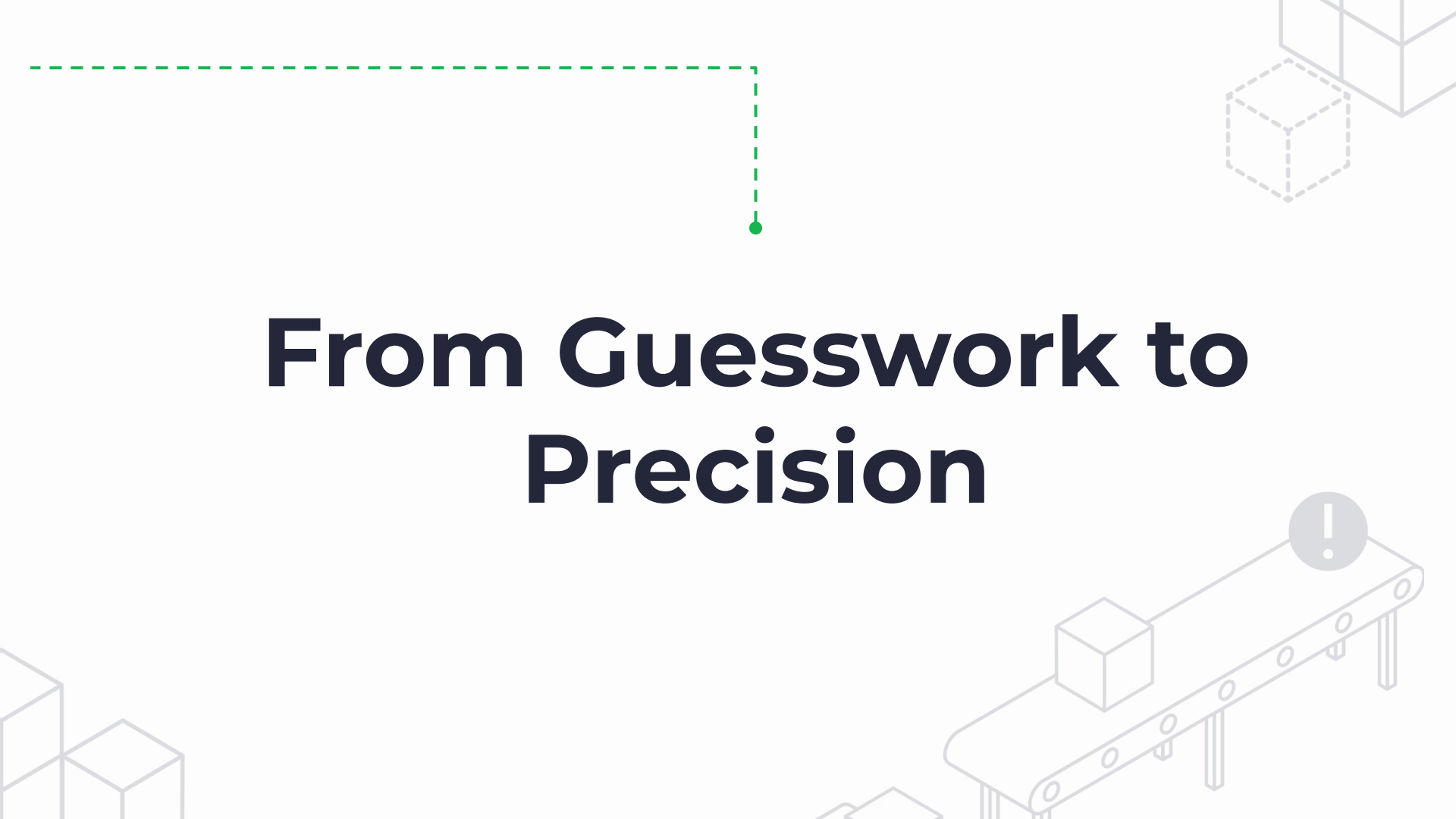




Revenue Acceleration: The Growth Potential of Full Maturity

Measure

Act



From Guesswork to Precision

Once you've developed this **robust, reliable data foundation**, the next step is to integration financial operations and focus on **Net Revenue Retention**.

Implementing **FinOps**

Again, cross-team alignment is the **critical first step**.

Calculating Net Revenue Retention requires absolute data integrity and process integration.

Misalignment leads to meaningless metrics and creates an unstable foundation.



Define Clear Triggers

Much like the volume metrics of the funnel side, it's imperative everyone knows exactly what defines the metrics of the flywheel.

What's the difference between a cross sell and an upgrade?

When is a contract change a downgrade versus a full churn?



Align Go-To-Market (GTM) and Finance

Ensure all processes and systems used between both teams are clearly defined, seamlessly integrated, and in perfect lockstep.

Just as the handoff between sales and marketing can become a problem area for things falling through the cracks, the handoff from sales/customer support to finance should be carefully monitored and often reviewed.



Use the Right Tools

Identify not only what the metrics for NRR will be but also where they will be measured and be certain you have access to easily surface those metrics no matter the tool.

Wherever these metrics live, the important thing is for leadership to be able to easily access them, trust in their accuracy, and be able to point directly to them for growth strategies.

Defining & Calculating **Net Revenue Retention**

Calculating your net revenue retention allows you to see where you're succeeding and where you're losing money.

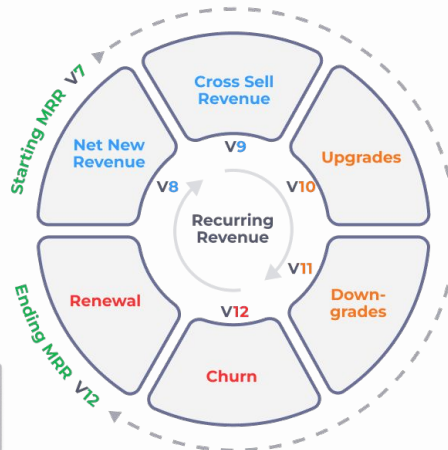
Net New Revenue: This is new recurring revenue from brand-new customers within a given period.

Cross Sell: The total amount of revenue from existing customers purchasing a different product category or service type.

Starting MRR: The total recurring revenue at the beginning of a given period (this includes all direct renewals).

Ending MRR: The end result of the NRR formula:

$$\frac{\text{Starting MRR} + \text{Cross Sell} + \text{Upgrades} - \text{Downgrades} - \text{Churn}}{\text{Starting MRR}}$$



Upgrades: An increase in a customer's recurring revenue of their current product category or service type within a given period.

Downgrades: A decrease in a customer's recurring revenue of their current product category or service type within a given period.

Churn: A complete cessation of a customer's recurring revenue.

Net Revenue Retention **Formula**

Starting MRR + Cross Sell +
Upgrades - Downgrades - Churn

Starting MRR

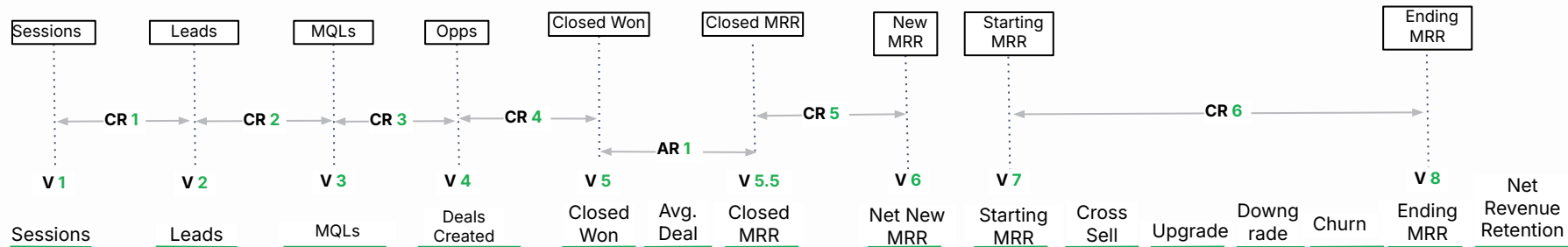
$\$100,000 + \$20,000 + \$15,000 - \$25,000 - \$30,000$
(\$80,000)

= 80%

\$100,000

Volume Metric	Amount
Starting MRR	\$100,000
Cross-sell	\$20,000
Upgrades	\$15,000
Downgrades	-\$25,000
Churn	-\$30,000
Ending MRR	\$80,000
NRR	80%

Recurring Revenue Data Model



Q1	9,876	8.5%	842	30%	255	37%	95	18%	17	\$11.2K	\$123K	100%	\$123K	\$416K	\$33K	\$28K	-\$20K	-\$30K	\$427K	103%
Q2	10,697	5.7%	612	45%	276	37%	103	28%	29	\$5.7K	\$184K	100%	\$184K	\$482K	\$12K	\$0K	-\$22K	-\$15K	\$457K	95%
Q3	12,806	7.5%	967	N/A%	1,157	12%	147	19%	27	\$4.1K	\$95K	100%	\$95K	\$587K	\$19K	\$20K	-\$12K	-\$49K	\$565K	96%
Q4	11,103	5.1%	531	39%	209	54%	112	20%	22	\$9.7K	\$165K	100%	\$165K	\$614K	\$30K	\$48K	-\$30K	-\$40K	\$622K	101%

Realizing **Full Maturity**

Rome wasn't built in a day,
neither is your revenue
operations strategy.

A strong data foundation with
seamless reconciliation of
revenue and GTM KPIs
unlocks ultimate growth
acceleration.



Level 4

Right Side of the Data Model

Create core data model for recurring or usage-based models.

Purpose

- Arm CS teams with critical data to drive expansion, cross-sell, and reduce downgrades and churn
- Unlock insights for company to move from linear to exponential growth

Endstate

Accurately measure recurring or usage-based revenue model for applicable businesses



Level 5

Integrate Financial Operations

Purpose

Integrate FinOps and GTM Ops to create a full picture from Lead to Cash

Endstate

- Financial Operations fully integrated into GTM Operations
- Ability to seamlessly reconcile revenue to GTM KPIs
- Unlock GTM efficiency KPIs

Knowledge Check

1. The goal of achieving Maturity Level 4: Begin Integrating Revenue Metrics is to move from linear to exponential growth. How is this exponential growth primarily achieved?
2. In your own words, what makes a CRM system or company "mature"?
3. In your own words, what is the end state of the final, highest level of RevOps maturity?



End of Class 2

