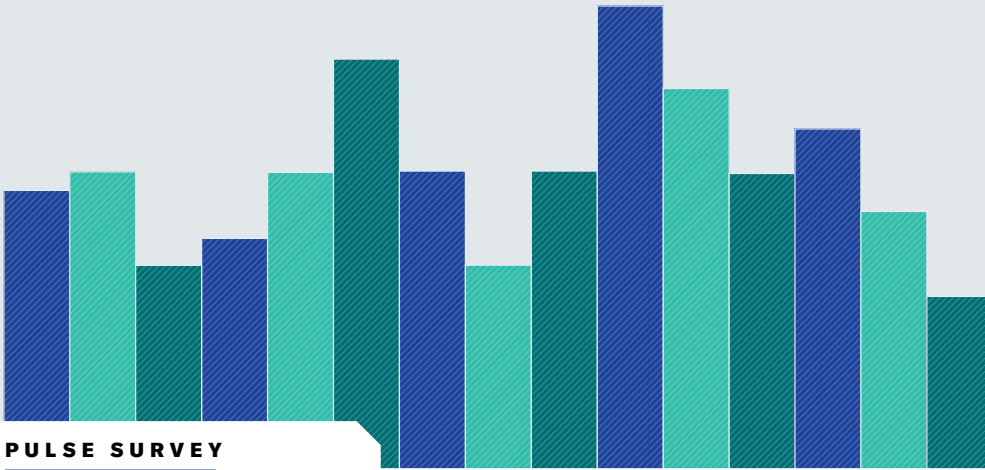




**Harvard
Business
Review**

ANALYTIC SERVICES



PULSE SURVEY

Unlocking Go-to-Market Success with Insight into Strategic Initiatives



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It's never been easy to measure the success of go-to-market (GTM) initiatives.

The impact on your bottom line is easy to track, but the why—the story—behind the incremental gains and losses is often hidden by a haze of unreliable lagging indicators: win rates, average deal size, total revenue. Changes could be the result of GTM initiatives, competition, broader industry trends, or all of the above—it can be difficult to say for sure.

To further complicate an already complicated evaluation, the rise and predominance of digital sales have splintered the buying process into a matrix of online and offline interactions.

In the digital age, customers interact with salespeople, influencers, advertisements, content, and/or websites on completely unique schedules—and with success or failure possible at any point in the sales funnel, measuring GTM success has grown exponentially more complex.

A new global survey from Harvard Business Review Analytic Services quantifies the extent of this challenge. Most executives say an effective GTM strategy is important to the success of their organization, but relatively few say their organization is doing a good job of implementing its GTM strategy.

The impact of this ineffectiveness? Less than a quarter of executives believe their organizations are forecasting sales accurately, accelerating successful initiatives effectively, identifying top performers and sharing their knowledge with others, or course-correcting if an initiative is not working.

Rather than relying on lagging indicators, organizations need to leverage customer data to extract dynamic, real-time insights into the success of their GTM initiatives. The good news: artificial intelligence-powered platforms have emerged to capture customer interactions, analyze them at scale, and suggest how businesses should respond.

Rather than expecting already busy sales teams to sift through oceans of customer data, these platforms allow organizations to generate automated insights—replete with recommendations—and accelerate the iterative improvement process.

This report, sponsored by Gong, should serve both as a barometer and a guide—a snapshot of the current state of revenue intelligence, and a prognosis for how to improve. In addition to statistics about GTM leaders' greatest challenges, the report includes stories from early adopters of revenue intelligence technology, including one that recognized \$20 million in untapped demand. It also includes recommendations from prominent GTM leaders for organizations about to adopt revenue intelligence tools.

GTM is a fundamentally human operation—and it should stay that way. Technology will never replace human interactions, but it can and should improve our ability to connect with and understand each other.

Right now is the time to unlock strategic agility for your GTM teams by understanding—in real time—how your biggest bets are landing with your customers.



Ryan Longfield
Chief Revenue Officer
Gong

Unlocking Go-to-Market Success with Insight into Strategic Initiatives

Go-to-market (GTM) initiatives can be big bets that deliver big results. But it can take weeks, months, or even years to know whether a GTM initiative is delivering the desired outcomes. Those delays in understanding performance can lead to wasted time, poor return on investment, and forfeited revenue. In a world operating at digital speed, that's no longer tenable.

Unfortunately, these consequences are all too common. In an April 2022 global survey of 481 executives by Harvard Business Review Analytic Services, 85% of the respondents say an effective go-to-market strategy is important to the success of their organization, and 55% add that their company will increase its budget in this area over the next 18 months. Yet only 29% say their organization is doing a good job of implementing its go-to-market strategy.

“The need for timely insights into how well go-to-market initiatives are working has been around forever,” says Sharmila C. Chatterjee, senior lecturer in marketing at the MIT Sloan School of Management, where she also serves as academic head of the school's Enterprise Management Track. “But there's a new urgency around the need for those insights today, driven by the hyper-competitiveness and fast pace of business.”

Many organizations still come up short when they try to generate those early insights. In fact, about half of survey respondents struggle with nearly every facet of measuring go-to-market effectiveness. Only 52% somewhat or strongly agree they are able to quickly determine whether initiatives are working. **FIGURE 1** Just 54% can give senior revenue executives clear, real-time visibility into the progress of deals, and just 48% have clear, real-time insight into the performance of individual salespeople.

Additionally, only about four in 10 (41%) can reliably correlate growth or success metrics with their investments in and use of technology or predict



55% say their **organization will increase its go-to-market (GTM) budget** over the next 18 months.



52% say their organization is **likely to implement some type of automated GTM technology** in the future.



29% say their organization is **doing a good job of implementing** its GTM strategy.

Due to rounding, some figures in this report may not add up to 100%.

FIGURE 1

Struggling to Measure Go-to-Market Success

Only about half of respondents can quickly gauge when go-to-market initiatives are working.

To what extent do you agree with the following statements about your organization's go-to-market (GTM) capabilities?
[SOMEWHAT OR STRONGLY AGREE]



Source: Harvard Business Review Analytic Services survey, April 2022

when a customer will churn. And just around a third have the real-time insights they need into how their GTM initiatives are working and which individual employees are accurately implementing those initiatives.

“We are inundated with data, but not insights from data,” laments Chatterjee.

This report explores what prevents companies from better understanding how their GTM initiatives are working, what they’re losing as a result, and how they can use technology to get the insights they need to drive better results.

Go-to-Market Insights Stay Hidden

What’s holding companies back from knowing more about how well their GTM initiatives are working? Some of it is the lack of tools that can deliver real-time insights. But Rochelle Webb, clinical assistant professor of entrepreneurship at

Loyola Marymount University, also points to common operational shortcomings—outdated organizational charts that don’t reflect new business models, a lack of clarity of goals, and reliance on measurement tools built by data strategists rather than marketers.

Frank Cespedes, senior lecturer of business administration at Harvard Business School, also calls out changes in the way customers today become buyers; these changes have created a mismatch between traditional go-to-market strategies and current buying journeys.

“For decades, buying has been framed in terms of what academics call a hierarchy-of-effects model,” Cespedes says. “The task is to move a prospect from ‘awareness’ to ‘interest’ to ‘desire’ to ‘action’ [AIDA] along a sequential pipeline or funnel. This AIDA model is the basis of most companies’ GTM models and is built into most customer relationship management [CRM] software.”

The problem, Cespedes explains, is that buyers in most consumer and B2B categories are now buying online and offline, visiting stores and websites, and dealing with influencers and salespeople at multiple times during their buying journeys, which has changed marketing and sales requirements.

“Today the job is less about being able to move a prospect through a linear pipeline or funnel and more about understanding the buyer’s relevant online/offline interactions,” Cespedes says.

Not surprisingly, understanding all those interactions—especially at scale—can be challenging. Few if any organizations have sufficient staff to comb through every online chat, listen in on every call with customers, categorize what they learn from those activities, and then analyze their findings to determine what’s driving purchasing decisions.

Still, it’s important to make those determinations.

“The need for constant communication and feedback around go-to-market is very necessary,” says Loyola Marymount University’s Webb. “The customer has gotten a lot more complicated and complex, and the way the customer makes purchasing decisions is not linear. There’s a need for more frequent touches in terms of understanding what’s going on with our go-to-market initiatives—and for more urgency around that work.”

In the absence of such capabilities, nearly half of executives somewhat or strongly agree their organization lacks key performance indicators or metrics to determine whether its go-to-market initiatives are effective or to interpret customer insights. **FIGURE 2** Forty-nine percent admit their teams don’t have time to assess the effectiveness of go-to-market initiatives given other daily workloads, and 51% say their organization isn’t taking advantage of newer technology platforms that could drive greater program effectiveness.

In addition, 25% say their organization can't effectively capture and review customer interactions and feedback, and 56% say their reporting on go-to-market effectiveness is complex and hard to interpret.

Absent the detail they need, companies often default to common lagging indicators—sales numbers, revenue figures, deals won, and so forth—when trying to measure go-to-market effectiveness. But those metrics can be impacted by a multitude of factors, internal and external, from product to macroeconomic trends. As a result, they can't shed light precisely on whether a go-to-market initiative is or isn't working, let alone why.

Many executives recognize this shortcoming. Seventy-four percent say their organization uses revenue or sales growth as a gauge of GTM success, for example, but only 50% consider these particularly effective. Other metrics commonly tracked include profitability or margins (55% use these metrics; 31% consider them effective), number of new customers (51% use this metric; 28% consider it effective), and customer satisfaction scores like Net Promoter Score (48% use them; 34% consider them effective).

To gather data on GTM performance, companies most often turn to customer satisfaction surveys (58% do this),



“We are inundated with data, but not insights from data,” says Sharmila C. Chatterjee, senior lecturer in marketing at the MIT Sloan School of Management.

followed by manual reviews of CRM or marketing automation software data (37%), and feedback from contact center or sales reps (36%). Just 8% use technology to produce automated transcripts of customer calls, and only 18% use automated artificial intelligence-based analysis of social media.

These approaches, and the metrics they yield, are limited in terms of the insight they can deliver. Harvard Business School's Cespedes notes that most CRM software weights revenue expectations by pipeline stage on the assumption that the odds of closing a deal increase in successive stages—an assumption he says is often not supported by the reality of current buying journeys. And, he says, closed deals are, in any event, a lagging indicator.

“Data on closed deals tells you where you were and what has happened,” Cespedes says.

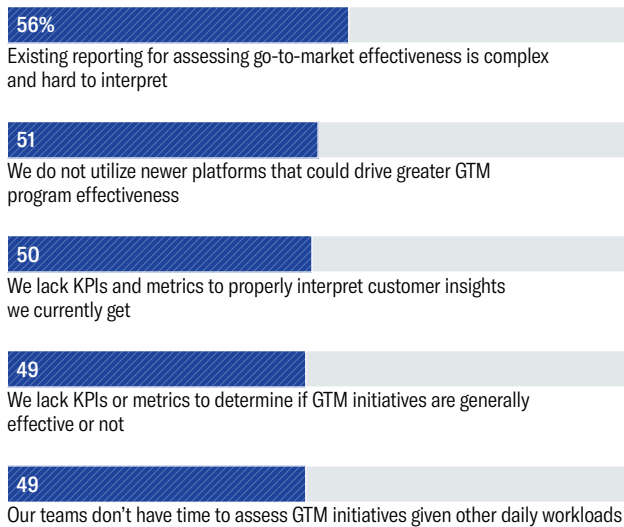
FIGURE 2

Lack of Metrics, Technology Hamper Visibility

Companies struggle with capturing customer feedback.

To what extent do you agree or disagree with the following statements about your organization's go-to-market (GTM) capabilities?

[SOMEWHAT OR STRONGLY AGREE]



Source: Harvard Business Review Analytic Services survey, April 2022

The Consequences of Poor Visibility

Without clear insight into what's working or not working with their GTM initiatives, organizations sacrifice a lot—including agility. Fewer than one in four (22%) executives say their organization can quickly accelerate GTM initiatives that are working well, and even fewer (14%) indicate that their organization can quickly course-correct when initiatives are failing. **FIGURE 3** Most companies also struggle with managing inventory precisely, forecasting sales quickly and accurately, identifying the best and worst sales reps, and evaluating the impact of price, promotion, and product features—with 24% or fewer able to do any of those things. Without accurate cause-and-effect insights, Cespedes says, sales leaders can be left to rely on unfocused “sell better” exhortations to their sales teams and will often overpay for activities in their sales models. For example, they may use their most-experienced and expensive talent for tasks that less-experienced people, or even an automated system, could accomplish.

“These shortcomings are increasingly significant,” says Webb. “If you're running your business off data that doesn't reflect what's really happening in the field, you're essentially



“If you’re running your business off data that doesn’t reflect what’s really happening in the field, you’re essentially running on autopilot. And then people wonder why their campaign isn’t working. It’s because they’re reacting to externalities that are not real or accurate,” says Rochelle Webb, clinical assistant professor of entrepreneurship at Loyola Marymount University.

running on autopilot. And then people wonder why their campaign isn’t working. It’s because they’re reacting to externalities that are not real or accurate.”

“Organizations can end up spending money on things that simply aren’t working,” concurs Leonard Lodish, professor of marketing at the Wharton School at the University of Pennsylvania. “I don’t see, except in a few instances, where companies really understand the way customers are acquired or what the relationship is between the cost of acquiring those customers and their long-term value—which is really critical to understanding value creation.”

Lodish recalls one company that was evaluating its sales development representatives on the number of leads they brought in, while its salespeople were evaluated on how much revenue they generated. However, those metrics were never correlated. “It turns out the sales development reps who brought in the most leads were bringing in the leads that had the least value—but nobody was looking at the follow-through,” Lodish says. “That’s stupid, but that’s what they were doing.”

In fact, such behaviors aren’t all that uncommon. “In the sales organization, the most common measure is top-line revenue, independent of profitability or the cost to serve a given segment or account,” Cespedes says. “This is reflected in most sales compensation plans. The message to the sales force is that there is no such thing as a bad customer.”

It may become increasingly difficult for go-to-market executives to get away with that sort of oversight. As Cespedes explains, the ongoing digitalization of business means that corporate finance departments are getting access to much more granular data about sales and costs and are imposing more rigorous reporting and analysis requirements on sales and marketing leaders.

“The data revolution is forcing finance, sales, and marketing to have a dialogue,” Cespedes says. “The days of the latter two departments not understanding the cost of serving different segments of the market, or return on their invested capital, are going away fast.”

Improving GTM Initiatives through Technology

Organizations recognize they need help ensuring they have effective go-to-market strategies, and many are looking for new software tools to provide a solution. By employing

FIGURE 3

Poor Visibility Limits Ability to Course-Correct

Refining go-to-market (GTM) strategies becomes difficult without insights into what’s working.

How well does your organization execute against the following today?
[EXECUTIVES ANSWERING EIGHT, NINE, OR 10 ON A SCALE OF 0-10, WHERE 0 = NOT VERY WELL AND 10 = EXTREMELY WELL]



Source: Harvard Business Review Analytic Services survey, April 2022

advanced artificial intelligence technologies like machine learning and natural language processing, the thinking goes, software could ferret out insights where humans alone can't, if only because software is better able to meet the sheer scale of the challenge.

Fifty-four percent of survey respondents say their organization is investing in technology to improve the customer experience, and 41% say their organization is investing to boost customer engagement.

Among the tools and technologies companies are adopting are "revenue intelligence" platforms designed to automatically capture customer interactions—phone conversations with sales agents or contact center representatives, for example, or online chat sessions—and then analyze those conversations and offer guidance to sales personnel on next-best actions. Webb says using these platforms can be more cost effective than trying to track the customer using manual processes and can generate real-time learnings that can be helpful in guiding an organization's current go-to-market strategy. And, notes Cespedes, they can allow salespeople to spend more time selling, which often increases the company's addressable market. Customer segments that were economically infeasible become feasible with better sales force utilization.

Forty-four percent of respondents say their company has already implemented technology-based GTM tools or platforms. And 52% say their organization is likely to implement some type of automated GTM technology in the future.

"There's a huge appetite for these tools in the business community and real excitement about them," says Chatterjee of the MIT Sloan School of Management. "Nobody wants to be left behind."

Much of this transition to smarter technology appears to be in the early stages, however. So far, only 14% of executives say their organization's GTM technology is fully integrated into their other information systems and their GTM initiatives, indicating a significant opportunity to increase the level of integration.

When asked what's limiting their use of technology to improve their GTM capabilities, 47% of executives cite a lack of sophistication in their organization's internal GTM development processes, and 44% point to a lack of awareness about available platforms, solutions, or benefits. Change management can be a challenge, too; 44% cite a lack of time for staff to manage additional GTM responsibilities or be trained to do so. Finally, 39% say their organization struggles with a lack of budget to fund GTM initiatives.

Real-World Benefits of GTM Tech Tools

The companies that overcome these limitations and embed revenue intelligence technology in their operations can reap



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big rewards.. Take Corporate Traveler, a global travel agency based in Boston, Mass., that is focused on serving small and medium-size businesses. The company began using revenue intelligence software in early 2021, when the travel industry was still wrestling with the recession triggered by the Covid-19 pandemic. Before then, says Amanda Vining, the company's global chief sales officer and global chief customer officer, much of the information Corporate Traveler was able to glean about the performance of its initiatives was very much "after the fact," leaving executives scrambling to fill in gaps in their knowledge. "I don't think we did a great job of really understanding when we would need to course-correct," Vining concedes.

Now, by contrast, Corporate Traveler is able to track a broad array of sales, marketing, and customer success metrics, often in real time, using revenue intelligence software. The technology allows the company to create customized information dashboards for each of its various user groups.

"I can now see very quickly if our deal velocity is being impacted, how long it's taking to ramp up a new account executive, or whether a customer success manager is articulating a new message in a way that's digestible and actually making a difference," Vining says. "Insights are available on a daily basis, whereas previously, we often had to wait weeks to see if something was having a meaningful impact on our business—if we knew at all."

"With the evolution of the digital landscape, you can now take real-time learnings and have an immediate impact on your current go-to-market strategy," observes Webb.

The survey finds that among executives whose companies have implemented technology-based GTM tools, 47% somewhat or strongly agree their organization has the real-time insights it needs about how its GTM initiatives are working, versus only 27% of those at companies that aren't using such tools. **FIGURE 4**

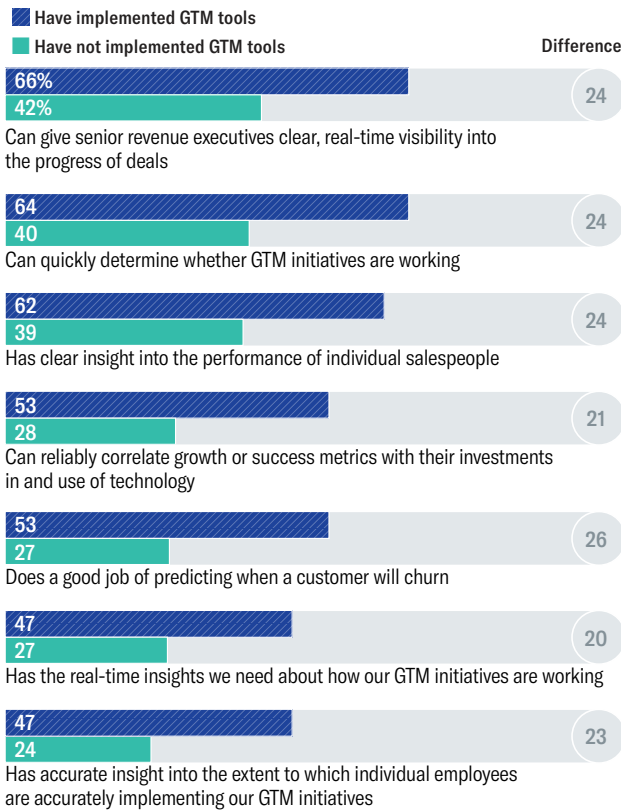
Those using the tools also are more likely to have accurate insight into the extent to which individual employees are accurately implementing their GTM initiatives (47% versus

FIGURE 4

Tech-Based GTM Tools Yield Better Insights

The tools boost visibility into progress on deals and go-to-market (GTM) initiatives.

To what extent do you agree with the following statements about your organization's GTM capabilities?



Source: Harvard Business Review Analytic Services survey, April 2022

24%), do a good job of predicting when a customer will churn (53% versus 27%), and provide senior revenue executives with clear, real-time visibility into the progress of deals (66% versus 42%) and the performance of individual salespeople (62% versus 39%). They also are more likely to be able to correlate growth/success metrics with investments in and use of new technologies (53% versus 28%).

Corporate Traveler’s Vining has seen that quick “cause, effect, and correct” linkage in action. Early in 2022, she and her colleagues were debating the wisdom of introducing a new feature to Melon, the travel management platform for Corporate Traveler customers that’s based on the company’s proprietary travel booking technology. There was some hesitancy to move forward with the new feature due to

concerns it might overcomplicate the customer journey. Using revenue intelligence software, however, company executives were able to track how often customers and prospective customers were asking for the feature and were able to quickly see that there was, in fact, high demand for it.

“We completely changed our customer roadmap,” Vining says. “And we quickly pivoted our entire go-to-market strategy to make it clear that this feature was going to be available within two weeks. We later calculated that had we not put this feature into our roadmap, it could have cost us \$20 million-plus of business. That simply couldn’t have happened a couple of years ago, when we would have been gathering anecdotal feedback, likely sitting around a table debating what might be relevant to our customers without any clear insight into their thinking or any hard data to inform our decisions.”

Vining also credits the revenue intelligence platform with helping her organization maintain its impressive 97% customer retention ratio through the pandemic, helping it increase its average customer size by more than \$100,000, and elevating training and coaching opportunities for frontline employees. In fact, the Corporate Traveler salesperson who has been the biggest user of the platform—among other things, he listens to recorded conversations he and his colleagues have with customers and potential customers to identify ways to sell more effectively—has vaulted from the middle of the pack to become the company’s top salesperson.

Like Corporate Traveler USA, Queensland, Australia-based simPRO Group Pty Ltd., a company providing job and project management software as a service to field and building trade businesses, has leveraged revenue intelligence to drive better results from its sales organization and its GTM initiatives. When the Covid-19 pandemic forced his sales reps off the road in early 2020, Ricky Sevta, the company’s chief revenue officer, knew technology would become critical to helping his organization keep its sales momentum rolling.

“We were a team of road warriors forced into a new way of working, and knew very quickly we would need to adapt and pivot,” Sevta recalls.

When Covid-19 put a halt to physical business travel, the company needed a new way to not only help bring sales reps up to speed but also maintain visibility into how they and their colleagues were performing. And, it seemed, it needed that visibility even faster than in the past. “When every business shifted to the digital arena, it seemed like everything had to be done at a faster rate,” Sevta says.

As it happens, Sevta had been exploring the possibility of adding revenue intelligence software to the company’s arsenal of sales tools, and he was able to quickly introduce it to his team when the pandemic struck. The software captures communications between his salespeople and their customers and then uses natural language processing to analyze those communications, spot trends, and share the findings with

Sevta and his organization. Lately it's been picking up trends—talk of recessions and rising interest rates, for example—that can impact economies and sales patterns.

“With these insights, we can really quickly understand, from a go-to-market perspective, what we need to do differently,” Sevta says. “Before the pandemic, we thought that what we knew about our sales pipeline through our customer relationship management software was sufficient. But as our business evolved and had to reshape itself, we found this new tool gave us additional visibility to help us not just survive but thrive.”

In fact, Sevta says, the new software has already yielded multiple benefits. Visibility into deals at a granular level has improved simPRO's ability to more accurately forecast which deals are going to be closing in a particular month or quarter. It's reduced the percentage of deals that slip away, because the sales managers can be alerted if communication between a salesperson and the customer begins to break down. And, Sevta says, the company has been able to halve the time it takes to ramp up new sales reps, which has helped it bring more reps onboard and accelerate revenue growth.

Sales reps are becoming more effective, too, because they can now access a library of customer interactions and insights to help them sell more effectively, he adds. “They can better understand how to deal with an electrical contractor versus the owner of an HVAC company,” Sevta says. “Having a library has allowed us to get a live view of how to actually go and sell.”

Getting Going: Advice for Improving Go-to-Market Success

As Cespedes explains, selling is really about buying, meaning that companies that want to succeed with their GTM strategy need to understand how and why customers buy—and then adapt their strategy to those realities. For companies to do that in a digitally fueled world, where customer expectations and behaviors can change quickly, experts offer several key pieces of advice.

Vining recommends that organizations start at the beginning by mapping their customers' journeys. The goal is to begin to understand which go-to-market metrics will yield the greatest insight for their organization.

When introducing new technology aimed at bolstering go-to-market success, Chatterjee recommends that companies embrace what they increasingly expect from tech vendors—what she calls a “value mindset.” This approach focuses on understanding the full, enterprise-wide value creation potential of the new technology in their unique context. It also embraces change management—identifying the changes in processes and behaviors that will be required to realize the technology's full value. Key steps include helping employees understand how the new



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software can help them be more effective and then making it easy for them to share what they've learned—about both failures and best practices—with others in the organization. The value mindset approach invites business units to be active participants in the adoption of new technology, and that partnership approach, Chatterjee says, is key to value creation.

When selecting a technology partner, Vining advises organizations to look for one that understands the organization's business and its customer journey. Once that partner is selected and the technology is deployed, she adds, senior leaders's adoption of the new technology can be invaluable.

“Rather than saying ‘Here, go run with it,’ senior leadership needs to really understand what's going to be tracked and measured and what the expectations will be for senior leaders in the business,” Vining asserts. “Making sure those expectations are in line with your objectives and key results will be important, too, because it will help to ensure that everyone is moving in the same direction.”

Chatterjee and other go-to-market experts also agree that it's important to avoid organizational silos that can compromise the sharing of data and insights and ultimately degrade the customer experience. Without consistent and open dialogue among executive leaders, digital analysts, and sales and marketing leaders, new technology tools can wind up generating and disseminating more data but not more information.

“Communicate, communicate, communicate—early and often,” agrees Webb. “Too often, the business analytics team is commissioned to generate insights, which are then turned over to the marketing team and put into a go-to-market strategy, all built [on] the back of goals and objectives handed down by leadership and sales. But then sales never hears from the business analytics team again. That team



“Revenue intelligence lets us identify trends as they’re developing. It gives us a better understanding of our ideal client profile, which GTM playbooks work, and why our product is landing or, if it’s not, where we need to course-correct,” says Amanda Vining, global chief sales officer and global chief customer officer at Corporate Traveler.

should be part of a constant conversation. The feedback loop between them and the business should be happening with great frequency.”

Once new technologies and new approaches to measuring are yielding better insights into how and why GTM initiatives are and aren’t working, says Cespedes, sales leaders need to focus on helping the average sales representative get better at their job.

“Differences in individual performance are wider in sales than in other functions,” Cespedes explains. “Most sales managers know what to do with their stars and their laggards, but it’s the people in the middle that managers get paid to manage—and that’s where revenue intelligence tools are likely to have their biggest impact in daily use. Small improvements in the abilities and focus of the average performers usually have, in the aggregate, bigger impacts on overall sales productivity than efforts at either end of that spectrum of performance.”

Not surprisingly, go-to-market experts also advise organizations to adopt a rapid test-and-learn mentality to take full advantage of the insights that new technologies can uncover.

“Testing can feel like a step backward, but it’s an incredibly necessary step,” Webb says. “It actually allows you to move much further much faster and be more productive in the long run.”

In short, testing contributes to agility rather than hindering it.

Lodish agrees. “The person in charge of revenue needs to be always generating new, wildly different go-to-market methodologies, testing them in micro areas and then rolling out the ones that work,” he says.

Finally, Chatterjee reminds organizations the not to become so consumed by technology and data that they overlook the role of human touch in successful go-to-market strategies.

“Relationships cannot be outsourced to technology,” Chatterjee says. “A great product is foundational, but if you don’t build trust with the customer by delivering good service and delighting them at every phase of the journey, you’re not going to be able to sell successfully over the long term.”

Conclusion

Measuring the effectiveness of go-to-market strategies has long been a complicated affair. While obvious home runs are easy to tally, it is harder to discern whether incremental sales gains or losses are attributable to GTM activities or external factors. Nor is it easy to know how thoroughly or accurately sales personnel are implementing the GTM initiatives developed for them. Without that insight, it is difficult to understand whether poor performance is due to poor strategy or poor execution. More recently, shifts in technology and business models have changed how customers make buying decisions, exacerbating the challenges of measuring GTM effectiveness or using what those measurements show to sharpen GTM strategy.

Now, however, technology is making it easier for businesses to understand, with new levels of precision, how well their GTM strategies are working. Revenue intelligence tools can capture customer interactions, analyze them at scale, and suggest how the business should respond. They can provide real-time visibility into deal progress and the performance of individual salespeople, including how accurately salespeople are implementing GTM initiatives. Armed with these insights, companies can accelerate or broaden initiatives that are working, change course when they are not, and, ultimately, drive more deals and revenue.

“Our world is moving faster than it ever has,” summarizes Vining. “Revenue intelligence lets us identify trends as they’re developing. It gives us a better understanding of our ideal client profile, which GTM playbooks work, and why our product is landing or, if it’s not, where we need to course-correct. It allows us to be faster, too.”

METHODOLOGY AND PARTICIPANT PROFILE

Harvard Business Review Analytic Services surveyed 481 members of the Harvard Business Review audience via an online survey fielded in April 2022. Respondents qualified to complete the survey if they were familiar with their organization's go-to-market initiatives.

PARTICIPANT PROFILE

Size of Organization

34%
10,000 or more employees

33%
1,000 - 9,999 employees

11%
500 - 999 employees

22%
100 - 499 employees

0%
Fewer than 100 employees

Seniority

25%
Executive management/
board members

43%
Senior management

25%
Middle management

7%
Other grades

Key Industry Sectors

19%
Technology

15%
Manufacturing

11%
Financial services

All other sectors
less than 8% each

Job Function

16%
General/executive
management

14%
Sales/business
development/
customer service

11%
Marketing/PR/
communications

11%
Strategic planning

All other functions
less than 8% each

Regions

40%
North America

22%
Europe

22%
Asia Pacific

9%
Middle East/Africa

6%
Latin America

Figures may not add up to 100% due to rounding.



Harvard Business Review

ANALYTIC SERVICES

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