



180

2026

MODERN REVOPS
BEST PRACTICES

Foundations and Intelligence
for Predictable Growth

EXECUTIVE SUMMARY

Revenue has become increasingly unpredictable. Buying cycles have lengthened, decision committees have grown, and internal complexity has accelerated. Yet most organizations still operate with disconnected systems, inconsistent definitions, and static segmentation models that don't reflect how customers actually progress. Despite significant investment in dashboards and tooling, forecasting remains subjective and commercial performance remains uneven.

Modern RevOps addresses this by transforming revenue from a fragmented set of functional activities into a unified operating model. This guide presents two interconnected layers of that model:

PART 1 covers the structural foundations required for predictable performance

PART 2 outlines the intelligence layer that reveals where growth truly sits and directs teams accordingly.

Executives who prioritize these two layers gain a revenue engine that is scalable, explainable, and able to deliver predictable, efficient growth. Those who don't will continue to experience friction, inconsistency, and unreliable forecasts.

FOREWORD

Revenue leaders face a paradox. Despite unprecedented investment in commercial technology, forecasting accuracy has declined, not improved. Sales cycles have lengthened. Decision committees have expanded. And the gap between what dashboards show and what teams can actually predict continues to widen.

The problem isn't a lack of data or tools. It's that **most organizations have treated RevOps as a reporting upgrade rather than an operating system transformation.** They've built sophisticated dashboards on top of fragmented definitions, inconsistent workflows, and disconnected systems. The result is a revenue engine that looks modern but still runs on outdated infrastructure.

This guide addresses that gap directly. **Part 1** establishes the structural foundations required for predictable performance: unified lifecycle definitions, harmonized data, consistent workflows, and transparent models. **Part 2** outlines the intelligence layer that reveals where growth actually sits and how to activate it through dynamic segmentation and potential modeling.

What makes this approach different is its emphasis on explainable, operationalized intelligence.

As AI becomes increasingly embedded in commercial operations, the organizations that will succeed are those that can translate advanced analytics into clear action, at scale, without sacrificing transparency or trust.

The companies I work with that have implemented these principles consistently outperform their peers. They forecast with greater accuracy, allocate resources with more precision, and scale revenue operations without proportional headcount growth. More importantly, their commercial teams operate from a shared understanding of customer state, potential, and progression, which eliminates the friction that slows most revenue engines.

Whether you're a CRO navigating increasing complexity, a RevOps leader building the case for transformation, or an executive evaluating where to focus next, this guide provides a clear framework for moving from fragmented operations to a unified, intelligent revenue system.

The shift from activity tracking to outcome direction is **not optional.** It's the defining characteristic of revenue operations that can deliver predictable, efficient growth in an increasingly complex commercial landscape.



Michael Fauscette

Founder, Arion Research

Author, *Building the Digital Workforce:
Strategies for Agentic AI Success*

PART 1

FOUNDATIONS OF
PREDICTABLE REVENUE

01

A Changing Commercial Landscape

Enterprise buying behavior has shifted dramatically. [McKinsey](#) highlights longer buying cycles, later engagement with Sales, and more stakeholders involved in decisions, all of which increase operational complexity and require companies to rethink how their commercial systems function.

Traditional go-to-market structures (where Sales, Marketing, Customer Success, and Product operate as loosely connected islands) were not designed for this environment. These siloed systems create inconsistent definitions, fragmented data, and multiple interpretations of customer status. As a result, forecasting becomes guesswork, operational friction increases, and teams make decisions based on partial truths.

RevOps emerged to solve these challenges by unifying people, processes, and data into a coherent operating system that reflects the entire customer lifecycle.

The RevOps Maturity Model in the appendix outlines how organizations progress from fragmented operations to a unified, intelligent revenue engine.

RESEARCH INSIGHT

Recent findings from [Arion Research](#) highlight a critical dynamic in modern revenue operations: **most GTM systems are optimized to record internal activity rather than interpret external customer behavior**. Their analysis shows that the majority of legacy platforms fall into an *internal + historical* category — highly effective for summarizing past actions, but ineffective for guiding decisions in real time.

This reinforces the challenge described in this section: when systems reflect internal motion instead of customer motion, teams experience inconsistent forecasts, friction between functions, and misaligned priorities. Arion's perspective strengthens the case for RevOps by underscoring the need for platforms that interpret live customer signals and support real-time decision-making across the entire revenue lifecycle.

02

The Revenue Performance Gap

The gap between organizations that treat RevOps as a tooling initiative and those that implement it as a true operating model is substantial. [Research](#) consistently shows that mature RevOps organizations outperform in sales productivity, CAC efficiency, NRR, and more.

While the variance is widely acknowledged, sourced benchmark data illustrates just how dramatic the performance spread becomes once foundations and governance are in place. **A broader set of these benchmarks is included in the appendix for leaders who want a deeper view of the measurable upside associated with RevOps maturity.**

[Research](#) on customer acquisition shows that persistent tension between Marketing and Sales is rarely a problem of effort or intent. As Erik Charles notes, alignment must be architected through incentives and organizational structure — otherwise teams simply co-exist, default to blame, and leak efficiency at the handoff between lead generation and revenue conversion.

In top-performing organizations, revenue teams operate from unified lifecycle definitions, shared data, and standardized workflows. Poor performers struggle because definitions, data structures, models, and processes remain inconsistent across functions, making forecasting subjective and execution uneven. Many of the metrics leaders rely on to diagnose this gap actually reinforce it.

“Several core revenue metrics will actively mislead leadership in 2026 if they’re used the same way they are today.

Quota attainment often reflects aspiration, not market reality, when it isn’t grounded in segment-level demand, account potential, and sales capacity.

Activity metrics are equally deceptive when volume is measured without context. High activity can mask low effectiveness if reps are working the wrong accounts or engaging the wrong buyers.

Pipeline and forecast metrics create the greatest risk. Headline ratios and aggregate conversion rates offer false confidence unless leaders examine pipeline quality — by deal type, size, velocity, stage-level leakage, and offering mix. Reliable forecasts come from understanding where pipeline is created, how it progresses, and what actually closes.”



Steve Silver

Managing Director, SilverSolutions LLC

Common symptoms of these performance gaps are summarized in the **Revenue Friction Indicators** included in the appendix.

CASE STUDY

Foundations Improve Forecast Accuracy

“A \$2B data storage manufacturer struggled with chronic misalignment between Sales and Marketing. Teams disagreed on segmentation, market potential, buyer personas, and target accounts — resulting in fragmented goals and misallocated resources.

RevOps established a single source of truth by combining internal performance data with external market insight. The analysis revealed that most revenue potential was concentrated in three core segments and roughly 125 strategic accounts.

With that clarity, Sales and Marketing aligned on priorities and built realistic, executable plans for retention, acquisition, and expansion — turning strategy into coordinated action.”

– *Steve Silver*

03

The Four Foundational Pillars of RevOps Excellence

High-performing RevOps organizations share a common structure. While the capabilities behind RevOps can be extensive, the following four foundational pillars determine whether revenue performance can ever become predictable.

Unified Lifecycle Definitions

Predictability requires shared language. If Marketing's definition of "qualified," Sales' definition of "pipeline," and CS's definition of "health" differ even slightly, every downstream metric becomes unreliable. Misalignment at the definition level cascades into forecasting errors, misrouted leads, inconsistent handoffs, and internal disputes over conversion quality.

In product-led or hybrid models, lifecycle definitions must also incorporate adoption and value realization signals from the product itself, ensuring progression reflects outcomes and not just commercial motion.

Consistent Cross-Functional Workflows

Organizations without operational consistency rely on "heroics" rather than systems. Reps and managers create their own rules for progression, qualification, routing, and reporting. This increases leakage, reduces productivity, and makes forecasting impossible to standardize.

Unified Customer and Account Data

Fragmented data is the most common root cause of unreliable forecasting. When enrichment is inconsistent, lineage is unclear, and systems disagree on account state, dashboards become summaries of internal confusion rather than drivers of action. Clean, harmonized data is not an IT problem – it is a performance requirement.

Transparent, Explainable Models

[McKinsey](#) highlights that modern GTM and AI-driven planning require explainable systems to ensure trust and adoption. If leaders don't have transparent scoring models, prioritization logic, or progression rules, outcomes are questioned, and adoption drops (even if the underlying analytics are strong!).

Transparent, explainable models ensure consistency, improve decision-making, and aligns teams around a shared operating logic.

Together, these four pillars form the structural backbone of predictable revenue. Without these pillars in place, even well-defined strategies break down in execution.



“The most consistent failure I see in struggling RevOps organizations is the gap between strategy and day-to-day execution.

Leaders define ICPs, segmentation, coverage models, and targets—but those decisions never fully translate into how sellers work accounts. Quotas don’t reflect real market potential, territories ignore buying dynamics, and activity metrics reward motion over impact.

High-performing RevOps teams do one thing differently: they operationalize strategy. They connect data, process, and incentives so every rep knows who to sell to, why it matters, and how success is measured—every week, not just at planning time.”

– Steve Silver



04

Infrastructure: The Determinant of Predictability

Most revenue challenges are infrastructure challenges. Dashboards summarize what happened, but they cannot correct problems rooted in inconsistent definitions, fragmented data, or opaque logic. This is why teams often invest in reporting tools only to discover that nothing actually becomes more predictable.

A modern RevOps infrastructure includes:

- Unified customer and account data (including commercial, product usage, and adoption signals)
- Harmonized schemas and clear data lineage
- Structured enrichment processes
- Transparent, explainable models
- Automated pipelines that eliminate manual reporting
- API layers that support AI-driven workflow

[BCG](#) notes that RevOps teams operating on unified data and workflow infrastructure achieve significantly higher forecasting accuracy and GTM efficiency – reinforcing that infrastructure is the determining factor in predictable revenue performance.

When infrastructure is weak, performance becomes subjective. When it is unified, it becomes systematic, comprehensive, and cohesive, according to **Kristy Tupper**

A summary of the core data foundations required for predictable revenue is included in the Data Readiness Checklist in the appendix.



Kristy Tupper

Founder, Open Concept Strategy & Innovation

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“AI is everywhere in Sales, Marketing, and Customer Success—except in management. The missing piece is an overarching management view and real situational awareness. When workflows and challenges are approached individually, it increases fragmentation and makes implementation harder. What’s needed is a bottom-up, outside-in view that helps leaders understand priorities and how the whole system connects. With that kind of management foundation in place, it becomes much easier to move from strategy to execution and ongoing measurement.”

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Toni Keskinen,
Co-founder & CEO, 180ops

05

Executive Considerations: Speed, ROI, and Risk

Executives increasingly evaluate RevOps investments based on time-to-value. Industry benchmarks show that organizations with strong governance, consistent workflows, and clean data realize value significantly faster than those operating in fragmented environments.

Organizations reduce risk by adopting validated architectures and standardized operational systems rather than building everything from scratch. This shortens the stabilization phase and accelerates performance gains.

To evaluate whether your revenue engine is structurally sound and ready for intelligence-driven scale, see The Executive Decision Checklist in the appendix.

Company Size	Early Measurable ROI	Substantial ROI Achieved	Notes
Small Business	2–4 months	6–12 months	Quick wins with lead follow-up, conversion rates
Mid-Market	3–6 months	12–15 months	Deeper process and tech changes
Large Enterprise	6–9 months	15–24 months	Full org adoption, complexity

Time-to-value ranges reflect composite benchmarks drawn from typical RevOps and GTM transformation programs across multiple industries.

CASE STUDY

Time-to-Value Acceleration

A large B2B insurance organization began its RevOps transformation in collaboration with 180ops, starting with offering-level potential modeling to clarify upsell, cross-sell, and new customer acquisition priorities.

Within 40 days of data access, executives reported a clear shift in how they understood analytics and data-driven management. Specifically, the work:

- 1. Changed leadership's perception of what analytics-driven management should look like**, moving from fragmented reporting to a unified, decision-oriented view.
- 2. Revealed the scale of untapped upsell and cross-sell opportunity** within the existing customer base.
- 3. Exposed significant differences in how sales teams managed accounts**, and how those differences affected productivity and customer lifetime value.
- 4. Surfaced strong Pareto effects** across customer segments, offerings, sales activity, and declining or lost accounts—clarifying where focus and resources were misaligned.
- 5. Established why this foundational insight is required** before building scalable RevOps processes, systems, and incentives on top of it.

As one executive described it, the initiative “turned the lights on,” enabling clearer prioritization and providing a concrete starting point for RevOps transformation—delivered in roughly one month and with limited risk.

06

Modern Platforms and the Shift From Reporting to Decision Engines

Historically, RevOps technology focused on capturing data and producing dashboards. Modern platforms now operationalize the RevOps foundations by:

- **Unifying data environments across functions**
- **Supporting lifecycle-based segmentation**
- **Generating predictive prioritization and offering insights**
- **Automating reporting**
- **Providing natural-language interfaces for insight access**
- **Enabling agent-based automation of workflows**

[BCG](#) notes that GTM organizations are moving from insight tools to decision engines — systems capable of directing actions, not just summarizing past activity. This evolution sets the stage for the intelligence capabilities outlined in **Part 2**.

PART 2

THE INTELLIGENCE **ENGINE OF REVOPS**

If Part 1 creates stability, Part 2 of this guide creates momentum for your company. Segmentation and potential modeling are where organizations gain the majority of their ROI from RevOps modernization.

RESEARCH INSIGHT

Arion Research's work shows that AI has become a **force multiplier across the full commercial engine**, not just within Sales. They highlight how modern organizations rely on AI to interpret large volumes of signals, tailor engagement to customer maturity, and uncover patterns that traditional analysis would miss.

Of particular relevance to RevOps is what Arion calls a continuous learning layer — systems that improve with every customer interaction and feed insight back into segmentation, prioritization, and lifecycle management. This reinforces the purpose of Part 2: turning unified data and structured lifecycle logic into an intelligence engine that directs teams based on live customer behavior rather than static assumptions.

01

Why Segmentation Fails Today

Traditional segmentation models remain limited because they rely on static attributes rather than evolving customer behavior. [Forrester](#) notes that many B2B organizations still default to firmographic or one-time segmentation exercises, making it difficult to align go-to-market priorities or adapt when customer needs shift.

More recent research highlights the shift toward dynamic, behavior-driven segmentation. [Studies](#) on automated B2B segmentation show that modern CRM and data pipelines now support continuously updated customer profiles, intent signals, and propensity models, turning segmentation into a living system rather than static documentation.

Static segmentation [fails](#) because customer behavior and market conditions evolve faster than traditional models can. **Firm size, industry, or onboarding tiers describe historical state, not current potential, product fit, or behavioral patterns that drive expansion and retention.**

When segmentation becomes outdated, priorities lose coherence. Sales focuses on low-potential accounts, Marketing invests in audiences unlikely to convert, and Customer Success allocates time to activities with limited impact on growth or NRR. Taking it a step further, Kristy Tupper adds that improper segmentation can lead teams to invest time in activities that run counter to long-term retention when behavior signals are misunderstood or incomplete.

02

Dynamic Segmentation: A Lifecycle-Centered Approach

Dynamic segmentation replaces static categories with an evolving model tied to customer behavior, usage patterns, maturity, and potential. [McKinsey](#) research shows that high-growth organizations increasingly rely on behavioral and lifecycle-based segmentation to guide resource allocation.

This approach answers two central questions:

- 1. Where is the customer today?**
- 2. Where should the relationship progress next if maturity increases?**

Kristy Tupper adds that in practice, this intelligence surfaces questions like which behaviors and product capabilities correlate with expansion, where activation stalls,

and which segments are over- or under-served, turning segmentation into a continuous diagnostic rather than a static classification.

Dynamic segmentation provides a shared logic for Sales, CS, Marketing, and Product. It establishes clear progression paths, reduces friction, and improves forecasting accuracy by aligning teams around how customers move across the lifecycle.

This shift also challenges some long-standing assumptions about RevOps standardization, as Steve Silver shares:

“I no longer recommend standardizing RevOps around a single rigid ‘best-practice’ operating model.

Over-standardization creates the illusion of control while eroding effectiveness. Enterprise, mid-market, renewal, and expansion motions behave differently, yet many organizations force them into the same stages, metrics, and forecast logic—producing clean dashboards and poor decisions.

The better approach is to standardize principles, not motions: shared definitions, data integrity, and accountability — paired with execution models that reflect how customers actually buy.”

03

Potential Modeling: Revealing True Growth Opportunity

If segmentation describes who customers are, potential modeling reveals what each customer can become. [McKinsey](#) notes that high-growth companies increasingly manage customers based on forward-looking value and potential, rather than historical revenue. This modeling assumes the product is delivering measurable, repeatable outcomes aligned to the customer's goals; without that foundation, financial upside is theoretical rather than actionable.

Effective potential modeling clarifies:

- Wallet size for each account
- Offering penetration and gaps
- The likelihood of expansion
- Where the next best offering fits
- Which accounts are fully penetrated
- Which accounts carry disproportionate upside

[Gartner](#) highlights that many customer value and potential models fail because they rely on opaque assumptions, inconsistent data sources, or unexplained logic – issues that erode trust and adoption.

Offering-level modeling resolves these issues by grounding potential in transparent, verifiable structures that leaders can understand and validate.

04

Lifecycle Acceleration: Turning Insight Into Action

Segmentation and potential modeling matter only if they influence execution. [Gartner](#) highlights lifecycle management as one of the most powerful levers for retention, expansion, and sustainable

Lifecycle acceleration involves proactively guiding customers toward deeper adoption and broader product coverage. By combining dynamic segmentation with offering-level potential modeling, organizations can:

- **Identify expansion paths**
- **Detect early churn signals**
- **Reduce stagnation**
- **Match conversations to customer maturity**
- **Focus resources on high-upside accounts**
- **Achieve more predictable NRR**

CASE STUDY

The Hidden Accelerator

“One organization we worked with had grown through M&A and managed a broad portfolio of offerings. Most revenue came from a small set of “core” products, while several smaller offerings were viewed as tactical add-ons with limited strategic value. When potential modeling was applied at the offering level, however, one of these smaller products surfaced with unusually high penetration and disproportionately strong potential.

Conversations with Sales and Product revealed why: this overlooked offering acted as an accelerator. Once customers adopted it, they were far more likely to adopt multiple additional offerings. It drove three layers of value: direct revenue from the offering itself, a halo effect that increased billing across the broader portfolio, and a measurable lift in both average revenue per account and customer lifetime value. Without unified potential modeling, this high-impact accelerator would have remained hidden in plain sight.”

– Toni Keskinen

05

How Modern Platforms Operationalize Intelligence

Dynamic segmentation and potential modeling cannot be manually maintained. [McKinsey](#) reports that AI-driven commercial automation can increase revenue by **5–8%** and reduce cost-to-serve by up to **30%**, highlighting the performance gains that come from automated, data-driven customer

Modern platforms are built to support this shift by providing:

- Unified customer and product-level data
- Explainable potential models
- Continuously updating dynamic segmentation
- Offering penetration insights
- Real-time risk indicators
- Prescriptive prioritization guidance
- Automated reporting
- Natural-language access to context and recommendations

These capabilities allow organizations to scale revenue operations without increasing headcount and to manage the customer lifecycle with precision rather than intuition.

“Consumption-based contracts are fundamentally changing the role of Revenue Operations. It’s no longer enough to rely on rep forecasts or pipeline intuition — RevOps now has to connect the dots across product usage, customer behavior, and commercial data to truly understand what drives revenue. The ability to integrate these data streams across the GTM engine is what will separate reactive teams from the ones that lead the business.”



Erik Charles

Revenue Operations & Go-to-Market Advisor

CONCLUSION

Modern RevOps is built on two interdependent layers. **Foundations** create accuracy, consistency, and operational stability. **Intelligence** translates that stability into direction and commercial impact.

Organizations that invest in both move from reporting on the business to running it with precision. A unified foundation removes friction; an intelligence engine shows where growth sits and how to activate it. Together, they create a revenue system that is predictable, explainable, and aligned.

When segmentation adapts dynamically and potential modeling is grounded in offering-level logic, leaders gain a clear view of the accounts, offerings, and moments that matter. RevOps becomes the system that directs focus, not just the function that summarizes activity.

This is the shift: from fragmented operations to a cohesive revenue engine designed for scale, clarity, and performance.

APPENDIX

REVOPS MATURITY MODEL

LEVEL 1

Fragmented Operations

Siloed systems, inconsistent definitions, static segmentation, subjective forecast

LEVEL 2

Unified Foundations

Shared lifecycle definitions, clean data, consistent workflows, explainable models

LEVEL 3

Intelligent Revenue Engine

Dynamic segmentation, offering-level potential modeling, predictive insights, guided prioritization, automated reporting

REVOPS PERFORMANCE IMPACT BENCHMARKS

Typical sourced values from case studies and analyst-validated examples

Measure / Outcome	Typical Sourced Value / Range
Sales productivity uplift	<u>10–20%</u> increase in sales productivity in organizations improving GTM / RevOps operations
GTM cost / cost-to-serve reduction	<u>30%</u> reduction in GTM costs or cost-to-serve with integrated, data-driven operations
Lead acceptance	<u>10%</u> increase accompanying Revops/GTM operations
Digital marketing ROI uplift	<u>100–200%</u> increase in digital marketing ROI when end-to-end funnel visibility and data are unified
Revenue growth vs. peers	<u>~3×</u> faster revenue growth compared to less-aligned peers in RevOps/GTM maturity benchmarks
Sales cycle time reduction	<u>17–22%</u> reduction in sales cycle length after RevOps process integration
Internal satisfaction / collaboration	<u>15–20%</u> increase in internal customer satisfaction with improved GTM alignment

REVENUE FRICTION INDICATORS

Signs that foundational gaps are limiting performance:

Inconsistent definitions across revenue teams

Conflicting dashboards across revenue teams

Mid-funnel stagnation or unpredictable conversion patterns

Low offering penetration in high-potential accounts

Static segmentation that doesn't reflect customer maturity

Manual reporting or ad hoc analysis

Wide variance between top and bottom performers

DATA READINESS CHECKLIST

To support predictable revenue, organizations should ensure:

1. Unified account and customer IDs across all systems
2. Consistent lifecycle definitions
3. Clean enrichment and resolved duplicates
4. Clear data lineage
5. Validated scoring and progression logic
6. A single source of truth for account state
7. Explainable models with documented assumptions

EXECUTIVE DECISION CHECKLIST

Executives should ask:

- Are lifecycle definitions aligned across Sales, Marketing, CS, and Finance?
- Can we quantify true potential for every account?
- Is our segmentation static or dynamic?
- Do our models have transparent, explainable logic?
- Do our systems guide decisions or simply record activity?
- Are teams aligned around how revenue is created and expanded?

If not, the revenue engine is operating below modern standards.

OUR CONTRIBUTORS



Toni Keskinen

Co-Founder and CEO, 180ops

Toni Keskinen is a seasoned business leader with over 25 years of experience spanning customer experience, insights, and market intelligence in B2B organizations. As co-founder and Chief Product Officer of 180ops, he helps companies transform complex data into clear, actionable intelligence by connecting systems, definitions, and decision-making across the revenue engine. A recognized author and speaker, Toni focuses on helping leaders align strategy with execution, make better decisions, and drive sustainable, insight-led growth.



Kristy Tupper

Founder, Open Concept Strategy & Innovation

Kristy Tupper is a business and product strategist specializing in growth strategy, AI-driven innovation, and customer-centric design. As the founder of Open Concept Strategy & Innovation, she partners with entrepreneurs and executives to architect scalable growth strategies, reimagine customer experiences, and bring products to market that deliver measurable outcomes. Her work blends strategic roadmapping, design thinking, and pragmatic execution to help organizations grow by design rather than assumption.

**Michael Fauscette**

Founder, Arion Research

Michael Fauscette is a technology industry analyst, board chairman, and recognized thought leader on enterprise software, artificial intelligence, and digital transformation. He is the founder of Arion Research and a published author, blogger, and frequent speaker on emerging business and technology trends. Michael currently serves as an advisor to G2, Chairman at LocatorX, and board member at SpotLogic. Previously, he was Chief Research Officer at G2, led IDC's worldwide enterprise software applications research group for nearly a decade, and held executive roles at Autodesk, PeopleSoft, and several venture-backed technology startups.

**Steve Silver**

Managing Director, SilverSolutions LLC

Steve Silver is a revenue operations executive and management consultant with more than 30 years of experience across sales operations, sales leadership, product management, and engineering. He is the former VP and Research Director for Forrester's Revenue Operations Strategies practice, where he led research on RevOps best practices, benchmarks, operating models, and execution frameworks. Steve advises B2B organizations on planning, process design, sales compensation, analytics, forecasting, and sales technology, and has held senior leadership roles at StorageTek, Qwest Communications, and MCI Telecommunications.

**Erik Charles**

Revenue Operations & Go-to-Market Advisor

Erik Charles is a revenue operations and go-to-market expert with more than 30 years of experience spanning sales, marketing, revenue intelligence, and incentive design across multinational enterprises and high-growth startups. He has held senior leadership roles at companies including Apple, Canon, Sun Microsystems, and Xactly, where he most recently served as Chief Marketing Officer and Chief Evangelist and previously led business operations for the company's expansion into Japan. Erik brings deep consulting and research experience in revenue performance, customer acquisition and retention, and incentive alignment, and is an early-stage investor, advisor to venture funds and portfolio companies, and a frequent industry speaker.

About 180ops

About 180ops

180ops enables organizations to operate with clarity, shared understanding, and a unified approach to revenue. By standardizing definitions, connecting data, and strengthening commercial processes, we help teams move from reactive decisions to consistent, measurable performance. Our goal is straightforward: give organizations the insight and structure they need to drive meaningful, reliable growth.

Learn more
www.180ops.com