2024 Market Agenda for Office of Revenue

Providing insights on software industry and providers

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Research Director

Our Commitment

Providing independent and objective research without bias.

Ventana Research: Providing market research and insights for two decades.

- Authoritative research and insights on business and IT aspects of the $800b software industry.

- We provide a portfolio of consulting, advisory, research and education (CARE) services for enterprises, software and service providers, and investment firms.

Office of Revenue

Improving sales outcomes and revenue are the key to sales effectiveness, and today applications and tools for sales are the path to that improvement.

Digital Commerce	**Partner Management**
Revenue Management	**Revenue Performance Mgt.**
Sales Engagement	**Subscription Management**

Areas of Focus

Our area of expertise explores focus areas of coverage with research and advisory to guide value from insights on software industry.

Opportunities for Revenue and Sales Leaders

CHALLENGES AHEAD

1. **Organizational readiness to meet unified revenue expectations.**

2. **The pandemic changed the dynamics of selling and buying.**

3. **Diverse revenue channels, processes and applications can lead to silos.**

4. **Revenue operations teams lack automation and insights.**

5. **Pressure to predict revenue performance and use AI rapidly.**

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Office of Revenue

Through 2026, more than one-quarter of enterprises will improve revenue performance by unifying Lead to Order motions that track a customer's journey through lead, engagement, purchasing, onboarding, renewal and expansion.
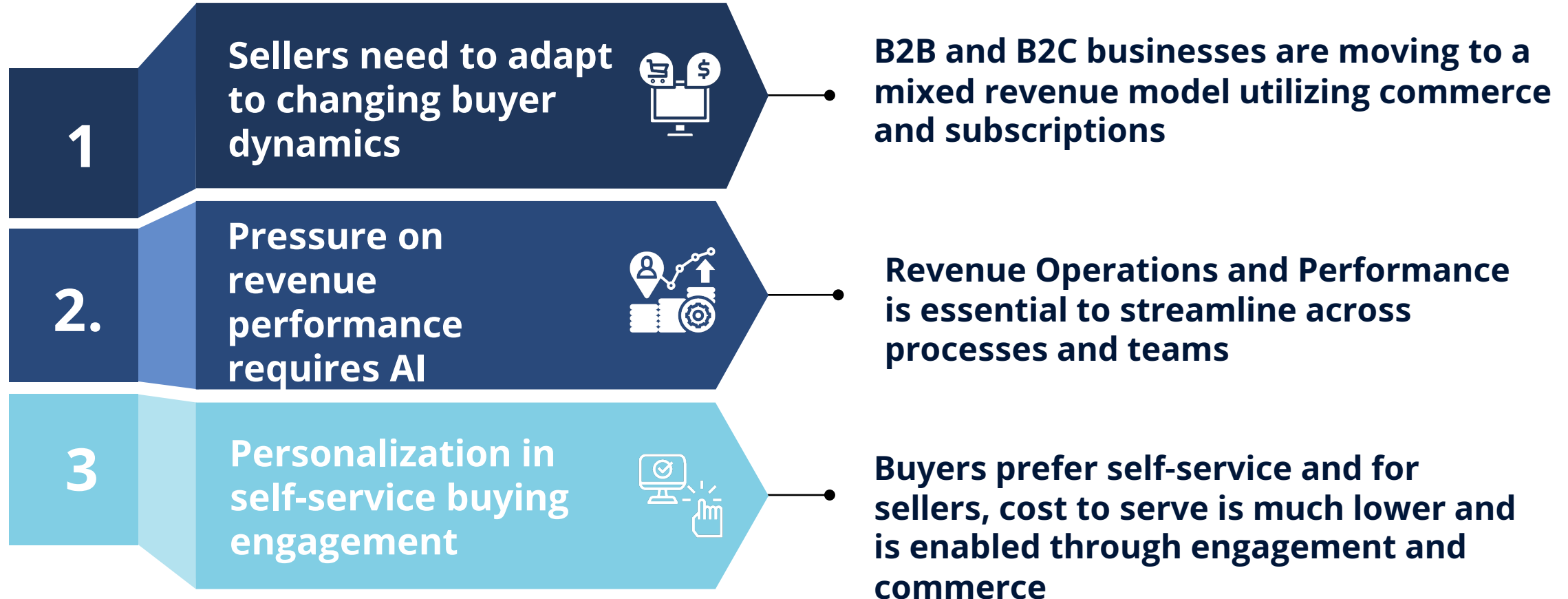
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Director of Research, Office of Revenue

Business Trends in Office of Revenue

1 — **Sellers need to adapt to changing buyer dynamics** → B2B and B2C businesses are moving to a mixed revenue model utilizing commerce and subscriptions

2. — **Pressure on revenue performance requires AI** → Revenue Operations and Performance is essential to streamline across processes and teams

3 — **Personalization in self-service buying engagement** → Buyers prefer self-service and for sellers, cost to serve is much lower and is enabled through engagement and commerce

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Office of Revenue

Through 2026, more than one-half of enterprises, due to outdated CRM and SFA processes and system design, will be unable to deploy the latest AI technology to assist sales, partners and customer service thus limiting revenue growth.
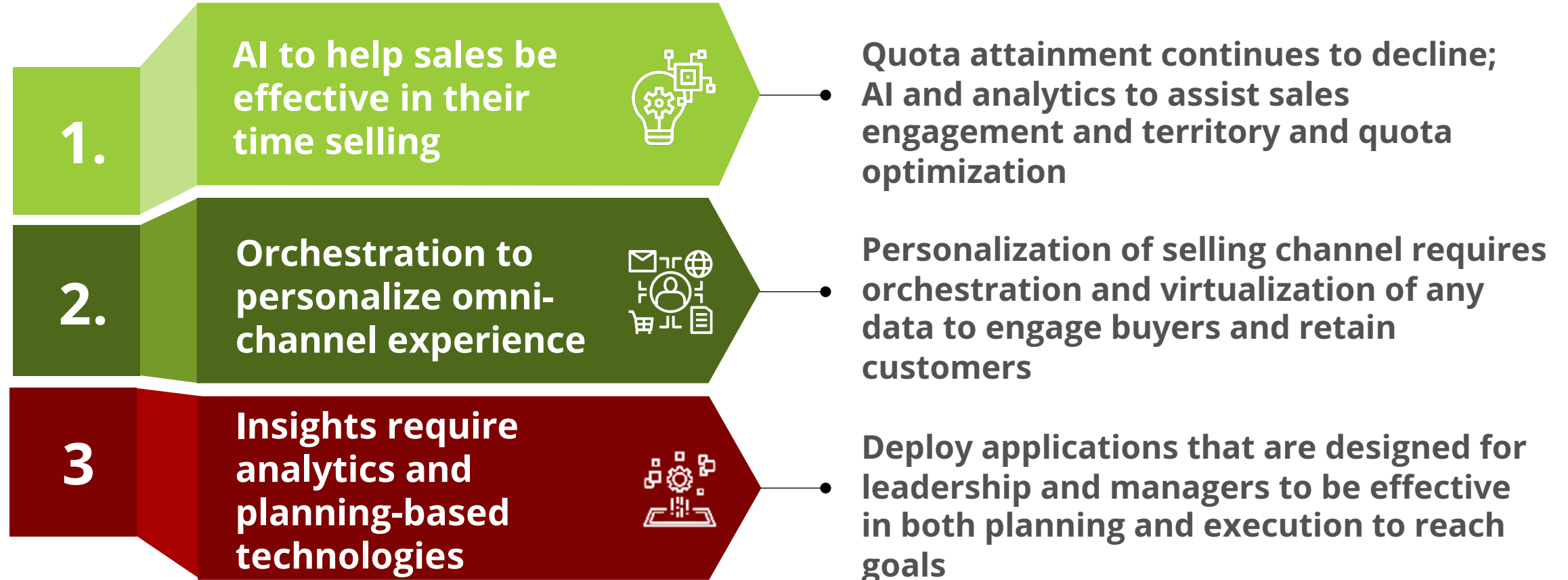
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Technology Trends in Office of Revenue

1. AI to help sales be effective in their time selling

Quota attainment continues to decline; AI and analytics to assist sales engagement and territory and quota optimization

2. Orchestration to personalize omni-channel experience

Personalization of selling channel requires orchestration and virtualization of any data to engage buyers and retain customers

3 Insights require analytics and planning-based technologies

Deploy applications that are designed for leadership and managers to be effective in both planning and execution to reach goals

Buyers Guides provide enterprises ability to assess, evaluate, select and source service and software providers and products using advisory services and market research.

- Research simulates RFI evaluation of software providers using Value Index methodology.

- Rating and classification of software providers using proprietary Value Index methodology.

- Provides objective analysis of the product experience across five evaluation categories.

- Examines the customer experience that is available to enterprise buyers.

- Software providers have opportunity to earn prestigious Exemplary and Leader badges.

Buyers Guides

The utilization of Buyers Guide software research guides decisions by enterprises and is essential to ensure maximum business impact from technology investments across business and IT.

Buyers Guide Research Plan for 2024
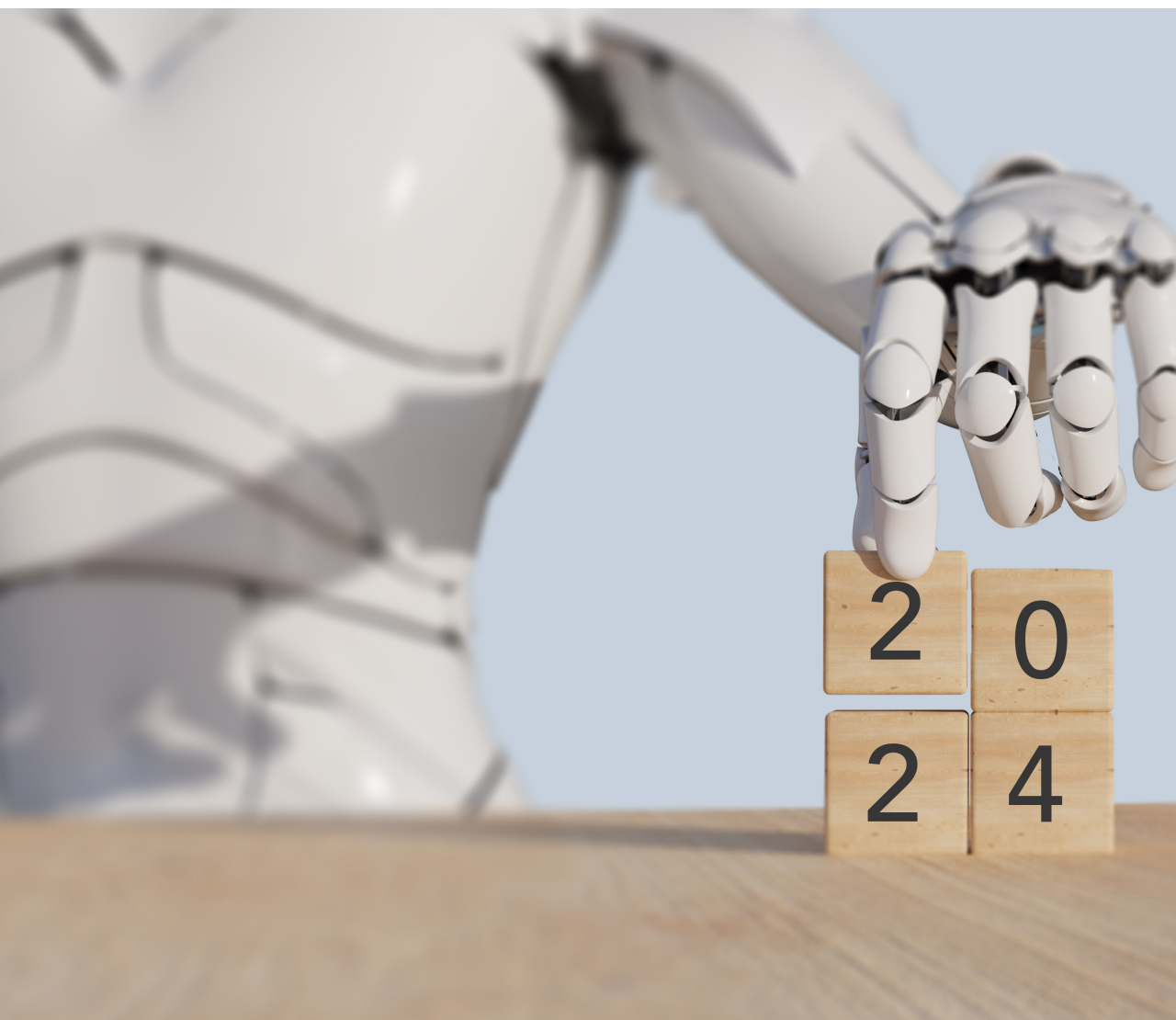
Topics

- **CRM (8)**
  - **Commerce, Marketing, Revenue, Partners, Sales, Service & Platform**
- **Revenue Performance Management (4)**
  - **Revenue Intelligence & Analytics**
  - **Sales Performance Management**
  - **Sales Compensation Management**
- **Subscription Management (4)**
  - **B2B Subscriptions**
  - **B2C Subscriptions**
  - **Subscription Platform**

(*) Number of Buyers Guide Editions Releasing

About ISG and ISG Research

Global research and advisory services firm with annual influence on over $200b of technology spend.