



Customer
Advisory

RevOps Redefined: A growth playbook for TMT

KPMG survey identifies
RevOps strategies to drive
efficiency and growth.

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Introduction

In the technology, media, and telecommunications (TMT) sector, lack of integration among marketing, sales, and service/success functions is not just a technical glitch—it is a strategic oversight that is directly costing companies significant revenue opportunities.

Data silos inhibit coordination and transparency, resulting in substantial revenue leakage from missed cross-sell opportunities, delays in order activation, and heightened customer churn. Misaligned performance incentives and inadequate customer journey mapping further exacerbate the problem, preventing a unified approach to customer engagement and value creation.

Breaking down these silos and fostering integration across commercial functions is imperative. By unifying these functions, implementing a single customer relationship management (CRM) platform, promoting disciplined sales processes, bridging skill gaps through training, and leveraging advanced technologies such as AI, TMT companies can transform their fragmented operations into a powerhouse of coordinated growth and customer satisfaction. Focusing on integrating revenue operations (RevOps) across commercial functions can enhance coordination and transparency, helping every team involved in the revenue lifecycle to work cohesively. This integration can streamline processes, improve efficiency, and significantly enhance revenue growth and customer satisfaction.

This report consolidates the findings from our recent TMT Front-Office B2B survey, designed to further understand the challenges TMT organizations are facing in their revenue operations, and how they limit growth and efficiency. Furthermore, the report offers practical strategies to address the challenges faced by TMT companies in the current business environment and recommends steps to operate more efficiently and effectively.



Maximizing revenue potential



While our survey found 72 percent of respondents believe their front-office investments, processes, and activities are mostly aligned, our in-depth analysis reveals a starkly different reality (exhibit 1). Significant inconsistencies across core operational capabilities—technology, data integration, and performance management—are commonplace.

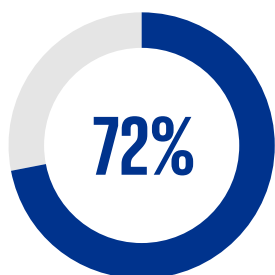
These misalignments are more than just inefficiencies—they directly impact revenue growth and customer retention. Over half (51 percent) of TMT organizations face data silos that block a unified view of the customer (exhibit 2). This fragmentation disrupts operational harmony and creates redundancies in customer relationship management, especially between sales and customer service teams. The result is missed cross-sell opportunities, declining customer satisfaction, and significant revenue leakage.

Our findings make it clear:

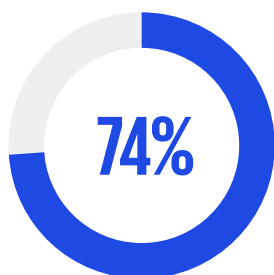
TMT B2B organizations must confront and overcome these integration barriers to safeguard and enhance their revenue streams. An integrated front office holds the key to transforming fragmented efforts into cohesive, revenue-generating strategies. This is not just an operational imperative—it is a financial one.

Exhibit 1: Front-office alignment

(% of respondents)



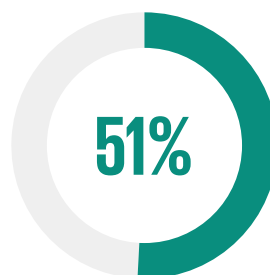
Front-office investments, processes, and activities are mostly aligned



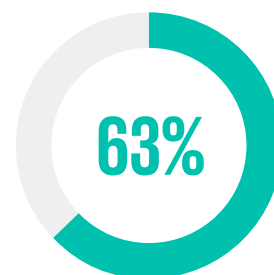
Organizations with the highest degree of "front-office" alignment generating 10 percent to 19 percent revenue growth

Exhibit 2: Prevalence of data silos

(% of respondents)



Data silos that limit a unified view (even if you have aligned strategies and effective processes)



There are either far too many tech platforms and tools (or conversely, significant gaps that lead to data silos)

RevOps imperatives

TMT organizations must reassess their revenue operations across commercial functions to maximize hidden revenue potential and secure a stronger foothold in a competitive market. We've identified the five key areas that leaders will focus on:

1

**Identify and
fix revenue
leakage**

2

**Integrate and
streamline
data and
technology**

3

**Boost sales
process
discipline**

4

**Align
commercial
teams around
the customer**

5

**Unify
metrics and
incentives
for growth**

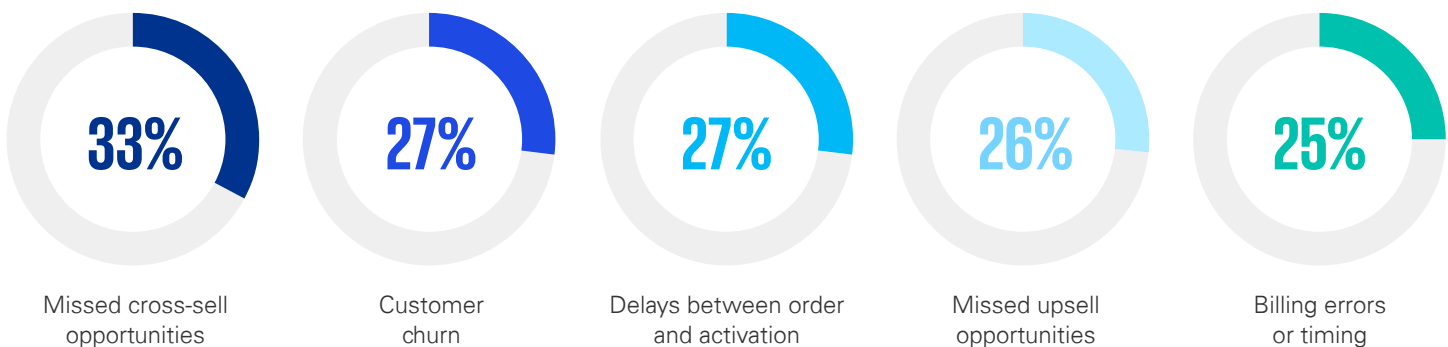


Identify and fix revenue leakage

Revenue leakage in recurring revenue-based businesses leads to lost profits, decreased revenue retention, and increased customer churn. Revenue leakage refers to revenue that an organization could capture but missed due to factors such as unidentified cross-sell and upsell opportunities, poorly governed pricing tactics, customer onboarding and activation delays, metering and billing issues, and ineffective renewal motions (exhibit 3).

Exhibit 3: Top areas for revenue or margin leakage

(% of respondents)



Missed cross-sell and upsell opportunities can result in lost revenue and missed chances to deepen customer relationships and improve customer experience. According to our survey, 33 percent of respondents cited missed cross-sell opportunities as a top cause of revenue leakage and 26 percent cited missed upsell opportunities as top causes of revenue leakage (exhibit 3). For example, a technology solutions provider might fail to offer complementary services or higher tier plans to existing customers due to a lack of integrated customer data, insufficient training of sales teams, or inadequate use of predictive analytics.

43%

of respondents stated they are underinvesting in cross-selling and upselling opportunities, particularly within the marketing function.

The cost of customer churn

Customer churn and lifetime value are critical metrics to monitor, especially in fiercely competitive markets where customer loyalty is hard to maintain. For instance, a media company might lose subscribers due to poor customer service or a lack of engaging content. High churn rates not only reduce recurring revenue but also increase the cost of acquiring new customers, straining financial resources. According to our survey, 27 percent of respondents reported that customer churn is the top area of revenue leakage. Additionally, 70 percent of companies who saw no change or a decrease in revenue are investing too little in retaining customers and preventing churn.

Acquiring a new customer can be

5-25x

more expensive than retaining an existing one.



25%

of companies find that inadequate customer journey mapping prevents a unified approach to customer engagement, retention, and value creations.

Operational hurdles to overcome

Operational hurdles, such as delays between order and activation, billing errors, and lack of configure, price, and quote (CPQ) governance, are significant causes of revenue leakage, often hidden in plain sight. For example, a software-as-a-service (SaaS) company might struggle with delays in provisioning new services. These delays not only frustrate customers, leading to potential cancellations, but they also postpone revenue recognition, thereby adversely affecting both financial performance and customer satisfaction. This illustrates a common scenario where operational inefficiencies directly translate to financial losses.

27%

of respondents cited delays between order and activation as the top cause of revenue leakage.

Additionally, complex service bundles and usage-based billing models prevalent in the TMT sector often lead to significant billing errors and timing discrepancies. A SaaS company might encounter inaccuracies in invoicing due to incorrect usage tracking or delayed billing cycles. These discrepancies result in customer disputes and revenue leakage, gradually eroding trust and financial accuracy.

25%

of respondents found billing errors and timing to be a source of revenue leakage.

Ultimately, operational inefficiencies are more than just a minor inconvenience—they are a formidable threat to long-term financial performance.

Key actions:

1 Strengthen cross-selling and upselling capabilities

To strengthen cross-selling and upselling capabilities, it is essential to develop integrated programs where marketing, sales, and customer success teams work together to identify and pursue these opportunities. Utilizing predictive analytics can help target high-potential customers and personalize offers, enhancing the effectiveness of these efforts. Ongoing training for sales and customer success teams on effective cross-selling techniques is crucial and implementing incentive programs that reward successful cross-sells and upsells can further motivate the team.

2 Improve customer retention initiatives

Improving customer retention initiatives involves regularly seeking and capturing customer feedback to identify areas for improvement. Personalized support strategies and loyalty programs can drive adoption and increase customer retention. Using analytics to identify at-risk customers and proactively addressing their concerns can prevent churn and maintain a strong customer base.

3 Optimize and automate information collection

To prevent delays between order and activation, it is crucial to gather necessary data for provisioning entitlements at the correct point in the quote lifecycle. This approach reduces the workload on the sales team and helps minimize revenue leakage. During the contracting phase, capturing all key data elements electronically ensures smooth order booking and entitlement activation downstream. Implementing a comprehensive order checklist at the “pre-order” stage and using intelligent order forms assisted by agents can validate and automate pre-fills, streamlining complex orders across Sales and Revenue Operations teams. Several TMT clients are enhancing customer self-service forms with automated catalog management and configuration agents, empowering customers to place orders more effectively.

4 Integrate systems and data to enable fast and accurate billing

To integrate systems and data for fast and accurate billing, design and create seamless integration of your sales, billing, and provisioning systems. This enables efficient data flow and eliminates manual entry errors. Adopting robust data governance practices to standardize data formats and establish clear ownership and accountability for data enhances overall integrity and efficiency in the integration process.

Additionally, optimize billing and revenue recognition systems by deploying automated and AI-driven solutions for metering and billing. These solutions may reduce errors, ensure timely invoicing, and simplify complex pricing structures. Implement real-time billing adjustments for accurate usage-based charges and use software to track and report revenue. This combination supports hyperpersonalization, allowing for the creation of a single, comprehensive invoice per customer, even with complex service portfolios. It also helps ensure compliance with recognition standards, reduces manual checks, and simplifies the overall validation process.

5 Enhance commercial monitoring and controls

Enhancing commercial monitoring and controls involves deploying advanced analytics platforms for real-time revenue insights. These tools can help monitor key performance indicators (KPIs), the detection of anomalies, and the implementation of corrective actions. Periodic internal audits are essential for identifying and addressing potential revenue leakage. In the years ahead, leaders who strategically utilize generative artificial intelligence (GenAI) to achieve greater process efficiency and enhance both customer and employee experiences will widen the performance gap over their competition. Adopting technologies such as conversational AI, predictive automation, and sales coach agents can predict revenue leakages and help sales and marketing functions take preemptive actions.

Integrate and streamline data and technology

The TMT sector is at a pivotal moment, with emerging trends challenging businesses to adapt with agility and creativity. Most organizations understand the importance of integrating advanced technologies, such as AI, cloud computing, and data analytics, to streamline operations and improve customer interactions. However, our survey revealed that data silos and using too many technology platforms can limit cross-functional integration and lead to inefficiencies that result in lost revenue opportunities. Leading CRM technology remains a cornerstone for many TMT companies, but there is substantial room for improvement. For instance, a hardware manufacturer might struggle with multiple, unconnected CRM systems, leading to inconsistent customer data and missed sales opportunities. Addressing these issues is crucial for driving growth and maintaining a competitive edge

63% of respondents reported an overabundance of technology platforms or significant gaps leading to data silos, disrupting workflows and consistency.

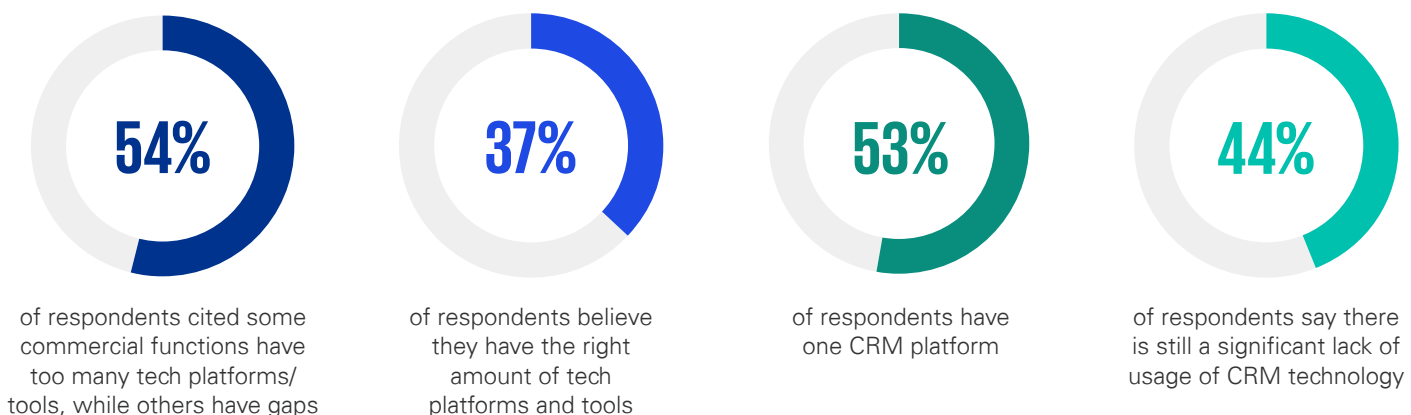
Barriers to technology integration and adoption lead to silos and revenue leakage

Strategic investment in data and technology integration is essential to prevent revenue leakage. Despite being more mature than in previous years, our survey found organizations see improvement in consolidating and adopting their tech platforms.

Effective adoption and utilization of technology to manage customer relationships and operations is crucial for driving revenue growth and maintaining a competitive edge. Most TMT companies do this with a singular CRM platform (exhibit 4). Yet, most organizations struggle with adoption and usage of their CRM technology.

Exhibit 4: Barriers to technology integration and adoption

(% of respondents)



Our survey revealed that high revenue growth companies are more likely to adopt and use a CRM platform, with 53 percent reporting strong adoption, compared to only 24 percent of companies experiencing declining or minimal revenue growth. This disparity underscores the importance of the adoption of a unified CRM system for centralizing data, enhancing operational efficiency and driving revenue growth.

Maintaining and optimizing CRM data and configurations is just as important to support coordinated processes and ensure data accuracy and reliability. Yet, barriers to streamlining workflows and data hygiene practices are creating silos to CRM insights across functions and lack of visibility at the top.

7% of respondents run their CRM technology from frontline sellers all the way to the C-suite.

11% of respondents stated that their CRM data is meticulously maintained, reflecting the need for regular updates.



Unlock growth potential with advanced analytics and AI

Data accessibility remains a significant barrier, creating silos that inhibit coordination and transparency among marketing, sales, and customer service functions. The largest group of respondents (37 percent) identified the reduction or elimination of silos as likely to significantly decrease revenue leakage.

51% Over half of respondents believe data silos are a top hurdle.

Data silos are continuing to prevent a unified view of the customer across marketing, sales, and service, with customer service experiencing the biggest impact.

63% of customer service respondents believe data silos are limiting a unified view of customer behavior

Persistent data silos across commercial functions lead to lost revenue opportunity, limiting growth and the full potential to acquire and retain customers. Accurate data and robust data hygiene practices are vital, leveraging structured and unstructured commercial data with modern tools and AI. This reliability and consistency across all customer touchpoints drive advanced automation and bridge data-to-insight gaps.

Adoption of GenAI:

AI holds immense promise for TMT companies, with many recognizing its potential to streamline operations and enhance customer interactions. However, opinions on its current impact on commercial teams are mixed: 70 percent of respondents are either neutral or see no impact on commercial team efficiency. Despite mixed feelings, the future of GenAI in streamlining operations and driving growth looks promising—51 percent of TMT respondents are still planning to increase the use of GenAI tools.

Strategically investing in data integration can lead to better utilization of advanced analytics and AI to provide deeper insights into customer behavior, optimize operations, and identify revenue opportunities.



Key actions:

1 Consolidate and integrate platforms for a unified CRM

Conduct a thorough audit of the current tech stack to identify redundant tools and underutilized features. Consolidate functions onto a comprehensive CRM or a small set of integrated tools to create an intuitive, agent-friendly system. Implement a robust integration strategy to connect customer-facing platforms like CRM, sales, and marketing automation, reducing data silos and enabling a 360-degree view of customers. Meticulously maintain the CRM with regular data cleansing and validation to ensure accurate AI model training and decision-making. Optimize CRM configurations to support streamlined processes for data teams and other support functions.

2 Invest in comprehensive customer success platforms

Implement platforms that provide a complete view of customer health and engagement to bridge integration gaps. Integrate platforms with your CRM to facilitate the proactive management of customer relationships and address potential issues through better data-sharing practices. Deploy engagement analytics to monitor customer interactions and sentiment, helping to identify and address pain points quickly. Leverage data collected through integrated platforms to tailor customer experiences, ensuring more meaningful and effective engagement.

3 Focus on data quality and management

To fully harness the potential of structured and unstructured commercial data using the latest tools and AI, focus on acquiring accurate data, maintaining data hygiene as an intentional program, and adopt effective data management practices across the entire commercial funnel. This reliability and consistency across all customer touchpoints are required to drive advanced automation. By investing in these practices, your organization can leverage the full power of AI-driven insights and reduce the data to insights gaps.

4 Implement a robust master data management strategy

Implementing a master data management (MDM) strategy is vital for actively managing and connecting data across systems. A comprehensive MDM framework creates a centralized repository, ensuring consistency, accuracy, and accessibility organization wide. High-quality integrated data supports informed decision-making and operational efficiency. Regular data audits help maintain data quality by identifying and resolving discrepancies.

5 Leverage advanced analytics and AI

Advanced analytics and AI provide deeper insights into customer behavior, optimize operations, and identify revenue opportunities. Implement predictive analytics tools to anticipate customer needs, personalize interactions, and identify high-potential sales. AI and its usage should be focused on driving enhanced visibility into the customer journey by coming close to a single version of truth. AI-enabled automation and GenAI to streamline routine tasks like quoting, contracting, customer support, and billing processes. Improved revenue forecasting is simple and perhaps the most powerful outcome of a trustworthy data model.



Boost sales process discipline

The importance of sales process discipline remains constant, and the TMT commercial sales model has been challenged the most. Over the last 18 months, ongoing changes in product innovation, customer buying patterns, and service options have required TMT sales teams to continually adapt. With rapidly advancing technology and increased adoption of GenAI, sales teams must constantly pivot and drive a resilient commercial model where the pursuit of excellence is the new normal.

Lack of sales process discipline compounds data challenges

The diversity in TMT organizations' sales processes makes discipline particularly crucial. Our survey found lack of sales process discipline is the top challenge to capturing, maintaining, and leveraging accurate customer data, leading to inconsistent performance (exhibit 5).

Exhibit 5: Challenges in sales process discipline

(% of respondents)

The top challenges to capturing, maintaining, and leveraging accurate customer data include:



Enhancing sales processes to enable data transparency is crucial. With more accurate and cleansed sales and commercial data, commercial teams will overall be able to drive more effective and sustainable sales activities.

Greater sales process discipline is correlated to higher revenue growth

Despite only a moderate overall effectiveness of sales processes, a significant 57 percent of respondents believe managing the distribution of qualified leads and the onboarding and activation of new users are highly effective. In the area of renewal sales motions, sales teams perceive themselves as exceedingly effective, often more so than customer success teams, even though the latter plays a critical role in renewals. This disparity underscores the importance of cohesive sales and customer success efforts.

Greater sales process discipline in commercial functions is strongly correlated with higher revenue growth, revealing a substantial impact of sales effectiveness on business performance. The stark contrast between high growth and no growth companies is telling—very few no growth companies surveyed rate their sales processes as highly effective, whereas the majority of high growth companies rate their processes as highly effective.

27% of no-growth companies view their marketing campaigns as effective in generating qualified leads, and a mere 19 percent see these campaigns as effective in reducing customer churn. Less than half of no-growth companies rate their front office processes, such as nurturing leads and managing their distribution, as highly effective, with both areas scoring 41 percent. This may be a direct result of investment—our survey found that no-growth companies spent too little on sales and marketing processes, whereas high-growth companies have been making significant investments. Investments in sales processes can lead to greater revenue opportunity.

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Leveraging AI for sales excellence:

Reducing manual effort in administrative tasks is vital. Leveraging real-time, in-system AI-powered sales enablement provides instantaneous and relevant insights directly within sales platforms. AI can provide recommended next steps, tailored product suggestions, and timely follow-ups, allowing sales professionals to focus more on building relationships and closing deals. Automated systems reduce the manual effort involved in administrative tasks, enhancing overall productivity.

Key actions:

1 Set goals and define agile sales process at stage gates

Constant changes to the sales process are becoming the new norm. Setting immediate-term goals that demonstrate progress helps keep the sales process agile and adaptable to market changes. Additionally, breaking the commercial process into micro-steps that add value to the overall sales journey can drive better outcomes. Clear stage gates in the sales process can reduce deal cycle or enhance outcomes. Practices such as outcome-based selling, solution selling, and predictive sales processes can improve the sales-qualified lead funnel. Implementing listening posts to continuously monitor customer chatter in unstructured data can significantly refine the lead qualification process.

2 Adopt AI agentic frameworks

Streamline the process by automating tasks and moving to an agentic framework. A subscription and usage-based product and services model will necessitate a hyper-personalized approach built into the sales pipeline. Utilizing real-time sales coaching through an AI-driven agentic framework will provide personalized, adaptive feedback and strategies to sellers, boosting their performance and increasing conversion rates.

3 Hold smarter sales meetings with AI

Meetings are evolving to become shorter and more focused. Rather than lengthy pipeline calls or intense, number-heavy discussions, the future of meetings revolves around concise, outcome-driven sessions. Sales meeting cadences can be rapidly enhanced with AI workbenches and the integration of meeting gadgets, such as videos for storytelling, live sales analytics, and tools that enable real-time co-creation. These advancements help participants see progress as it happens. The shift from meetings being a simple sharing forum to a dynamic collaboration platform is tangible and well-supported by the latest technologies.

4 Increase process adherence to improve forecasting

Using conversation intelligence to monitor and ensure adherence to sales processes can significantly enhance the accuracy of pipeline management and sales forecasting. By analyzing interactions between sales representatives and customers, these tools help verify if key strategies and steps are consistently applied. This ensures that every sales opportunity follows best practices, leading to more reliable data on deal progression. Improved adherence to the sales process minimizes discrepancies and unpredictability, resulting in a clearer and more accurate pipeline. As a result, sales managers can make better-informed decisions and predictions, leading to more dependable sales forecasts.

5 Invest in real-time sales enablement

Real-time, in-system, automated, and personalized sales enablement powered by AI can significantly accelerate the sales process. By delivering instant and relevant insights directly within the sales platform, AI enables sales representatives to access critical information precisely when they need it. This personalized support can include recommended next steps, tailored product suggestions, and timely follow-ups based on predictive analytics. Automated systems reduce the manual effort involved in administrative tasks, enabling sales professionals to focus more on building relationships and closing deals. Real-time data analysis and feedback also ensure that sales strategies remain agile and responsive to evolving customer needs and market conditions. Overall, this approach streamlines the sales process, boosts productivity, and drives faster, more successful sales outcomes.

Align commercial teams around the customer

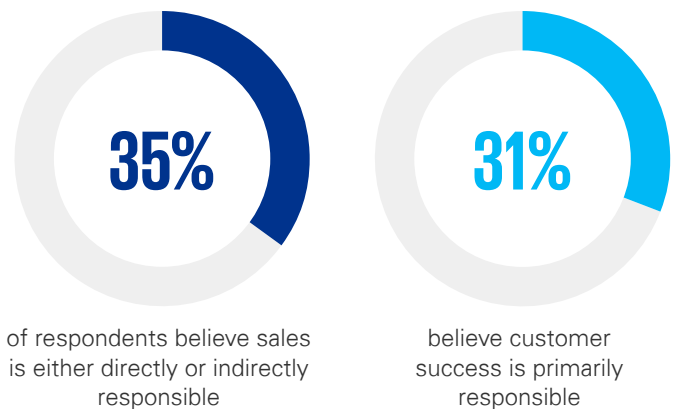
Aligning and converging front-office functions—marketing, sales, and service—is essential for preventing revenue leakage and unlocking growth opportunities. These functions often operate in isolation, with differing perceptions of effectiveness that hinder the organization’s ability to maximize revenue. Marketing and sales frequently view each other’s efforts skeptically, leading to operational inefficiencies and redundancies. Overlapping roles among marketing, sales, customer service, and customer success further exacerbate these issues, particularly in lead generation and revenue renewal. By establishing clear roles, improving communication, and implementing effective upskilling programs, organizations can better capture revenue opportunities, deliver consistent customer experiences, and drive sustained growth.

Role and responsibility overlaps and misconceptions are leading to functional disconnects

Despite 72 percent of respondents believing in their front-office investments, there is a continued disconnect with sales across commercial teams. Our survey found sales and marketing are disconnected, perceiving the other’s efforts as less effective, and sales and customer service lack clarity in their responsibilities leading to missed cross-sell opportunities. The mismatch in how functions perceive each other’s effectiveness and roles is leading to lost revenue opportunity.

<50% of overall respondents believe their marketing campaigns are highly effective in generating qualified leads.

Exhibit 6: Teams diverge on who is responsible in customer renewals (% of respondents)



Higher coordination across sales and marketing and customer success can lead to increased effectiveness and growth. Shifting from a transactional sales pipeline to a commercial sales funnel can lead to more seamless alignment across commercial functions to prioritize business outcomes.

Skill set and training gaps are a barrier to commercial team integration

Skill set and training gaps pose substantial challenges to the effective integration of commercial teams. We found the primary concern is the lack of marketing skills or designated roles in the after-sales environment. This deficiency creates substantial friction, as after-sales teams often struggle to maintain consistent customer engagement and marketing efforts without the necessary expertise. The absence of these skills can lead to disparate shadow marketing activities, fragmenting efforts and failing to leverage the synergies between teams. These gaps not only impede collaboration but also result in inefficiencies and misaligned objectives, undermining the overall effectiveness of the front-office teams.

>40%

of respondents from marketing, sales, and customer success functions agreed that skill set and training gaps are a barrier to effective integration of front-office teams.

TMT organizations can address current disconnects in roles and performance, leading to a more aligned, efficient, and customer-centric environment. Effective training, coaching, and feedback are essential, with a focus on cross-functional skills beyond commercial functions. Real-time data and self-feedback loops automated by personalized AI provide timely and action-oriented coaching.



Key actions:

1 Set goals that drive commercial alignment

While traditional goals such as pipeline velocity, deal size, and customer acquisition cost remain important in sales, they alone will not guarantee commercial success in the new normal. Achieving commercial alignment requires TMT organizations to align on broader commercial objectives at the highest levels and engage product teams, customer experience, marketing teams, customer success, and innovation departments. This includes strategies such as sales-marketing alignment, product feedback loops, enhancing customer lifetime value, content-driven sales approaches, and account-based success metrics.

2 Foster cross-functional collaboration

Establish a RevOps team to oversee revenue-related functions across sales, marketing, and customer success. Focus on aligned goals, coordinated strategies, and integrated processes. Use collaborative tools and regular meetings to ensure continuous alignment and information sharing among revenue-generating departments. Additionally, incorporate coaching and real-time feedback to enhance cross-functional skills. This includes understanding broader organizational mandates, client success programs, strategic thinking, and managing human emotions. By fostering collaboration and providing timely, action-oriented coaching, organizations can drive more comprehensive and sustainable commercial outcomes.

3 Eliminate role ambiguity

Build clear goals, communicate outcomes clearly, and focus on the shared objective across functions. Reevaluate and clarify current marketing, sales, and service processes to identify gaps or overlaps in roles. Design these processes with the customer at the center. Clear and transparent processes eliminate role ambiguity, and enable departments to work together seamlessly while aligning responsibilities to enhance the overall customer experience.

4 Shift focus from a transactional sales pipeline to commercial sales funnel

A commercial funnel requires data to seamlessly move across organizational functions, prioritizing outcomes that drive revenue growth. This approach minimizes reliance on inter-functional KPIs that offer transactional visibility but may not contribute meaningfully to overall revenue opportunities. Advanced AI models can analyze unstructured data, such as call logs, account threshold, billing issues, and support tickets, to create more comprehensive customer success stories. By leveraging such insights, TMT organizations can shift toward value-driven conversations that resonate more deeply with customers, moving beyond mere transaction reporting.

5 Train for commercial excellence

The focus should now shift from training for performance to training for excellence by using personalized learning journeys built around closed-loop feedback on the overall commercial process. Micro-learning, which incorporates real-time learning opportunities during daily activities, has become immensely popular with TMT sellers. Scenario-based training that emphasizes achieving client outcomes, leveraging synthetic data to simulate real-world business scenarios, and integrating training seamlessly into the commercial team's workflow leads to higher adoption rates and greater impact. Additionally, developing data and GenAI skills is crucial. Equip your team with the ability to analyze and interpret data to make informed decisions, and leverage GenAI to enhance personalized customer interactions and automate routine tasks, further driving commercial excellence.

Unify metrics and incentives for growth

It's no secret that companies that employ metrics to track performance tend to be more successful than those that do not. According to our survey, TMT companies experiencing significant revenue growth tend to be more aligned with the metrics used to track performance across their front-office teams, compared to those with minimal revenue growth or decreased revenue.

For TMT companies, it is crucial to align metrics across the front office and ensure that they're linked to specific roles and responsibilities. Not only do the metrics need to be more aligned across the front-office functions, but the metrics used to measure performance need to consider and incorporate those that are underutilized. Although at times difficult to measure, these underutilized metrics will help track and contribute to organizations' understanding of their revenue growth performance.

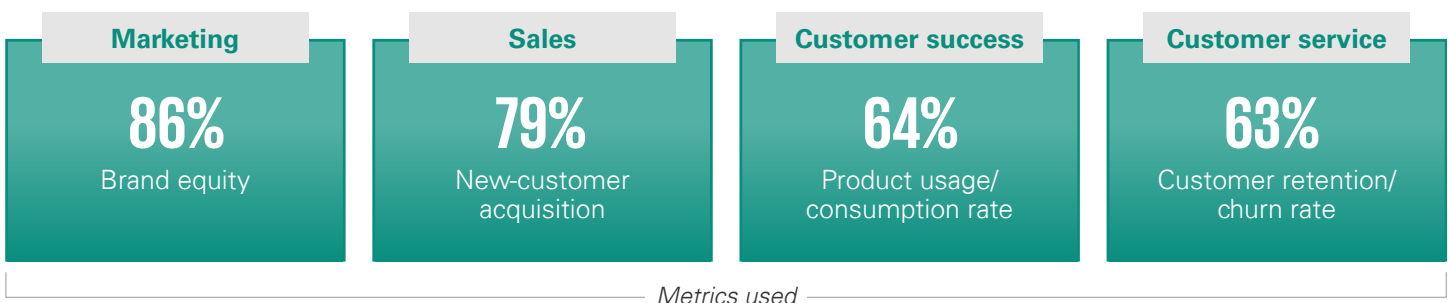
Performance metrics and tracking are misaligned

Our survey reveals marketing, sales, customer service, and customer success functions in TMT organizations use different key metrics to measure performance (see exhibit 7). These functions are only partially aligned in tracking performance—with a majority of respondents (60 percent) agreeing that their companies' ability to track

metrics is only partially aligned. Metrics used to measure performance across the functions are also the same or close to the same metrics to measure performance incentive plans (exhibit 8). A majority of respondents (33 percent) agree that misaligned performance incentives and bonus structures are a top barrier to integration.

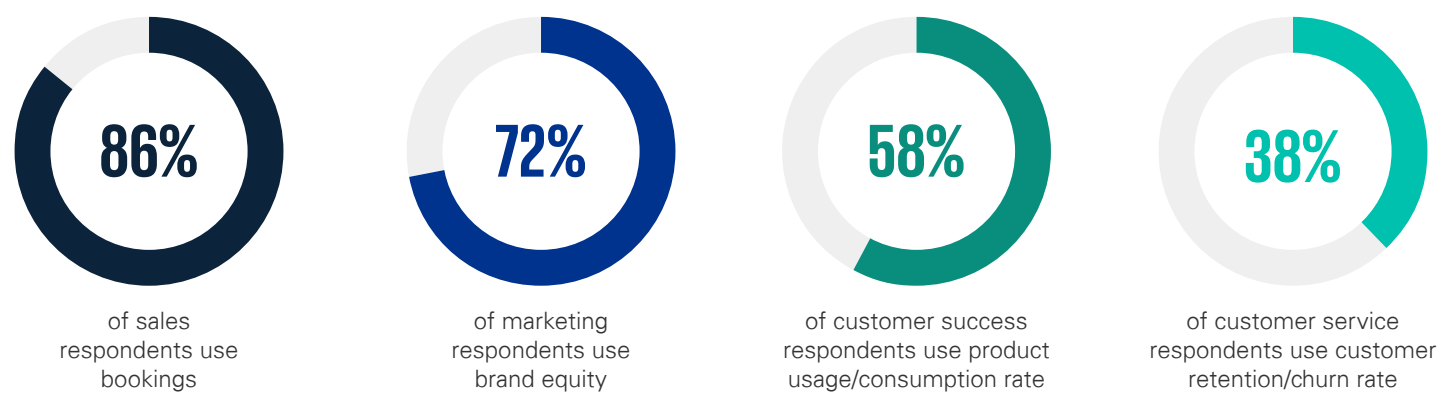
Exhibit 7: Top metrics used to measure performance of each function

(% of respondents)



Interestingly, TMT companies experiencing significant revenue growth tend to be more aligned with the metrics used to track performance across their front-office teams, compared to those with minimal revenue growth or decrease.

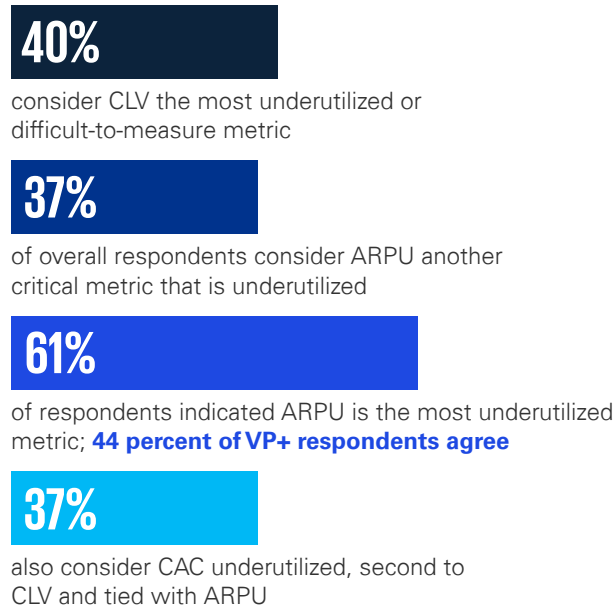
Exhibit 8: Top metrics used to measure performance incentive plans of each function
(% of respondents)



The case for unifying underused metrics

Focusing on underutilized front-office metrics, such as customer lifetime value (CLV), average revenue per user (ARPU), and customer acquisition cost (CAC), is critical for improving revenue growth performance and preventing revenue leakage. Incorporating these metrics into the overall performance plan across commercial teams helps ensure a comprehensive understanding of the financial health and customer dynamics of the business.

Exhibit 9: The most underutilized metrics across commercial teams
(% of respondents)



By closely monitoring and optimizing underutilized metrics such as CLV, ARPU, and CAC, businesses can enhance their cross-sell, upsell, and retention efforts, fostering sustainable revenue growth and minimizing inefficiencies in customer acquisition and retention strategies (exhibit 9).

Alignment across front-office teams in TMT businesses, particularly those that rely on recurring revenue streams, goes beyond just integrated and synergistic metrics. It requires a comprehensive approach that includes a sound revenue plan, an effective RevOps organizational structure, clear roles and responsibilities for all go-to-market motions, and metrics that measure success around key shared outcomes.

Key actions:

1 Align the RevOps organization

Structure the RevOps teams under a chief revenue officer to effectively govern and execute cross-functional processes that support key go-to-market motions. For example, for new-customer acquisition in the mid-market, you might have marketing resources for targeted lead generation campaigns, business development representatives for lead qualification and sales support, and sales representatives for pursuing and closing opportunities.

2 Establish metrics that measure impact on shared outcomes

Define the shared outcome, typically a lagging metric, that best measures success for each go-to-market motion. For example, for new customer acquisition, this could be new account annual recurring revenue (ARR), new account monthly recurring revenue (MRR), or simply the number of net new accounts.

3 Establish a revenue plan that aligns performance metrics

Take a data-driven approach to measure the impact of key go-to-market motions, including new customer acquisition, customer adoption and usage, cross-sell and upsell, and renewals across customer segments.

4 Identify operational metrics that best measure each role's contribution

Once the shared outcomes are defined, identify the operational metrics that best measure each role's contribution. For new-customer acquisition, marketing performance can be measured by tracking the generation of marketing qualified leads (MQLs), their conversion into sales opportunities, or directly into sales. Business development reps might be measured by the percentage of MQLs that convert to qualified opportunities or sales. Sales reps can be measured on their overall win rate, the win rate of MQLs compared to other sources, or the ARR/MRR generated from MQLs.

5 Enhance transparency of incentives

Improve clarity around incentive programs by clearly communicating goals, metrics, and rewards, and use a centralized dashboard to track performance and provide real-time updates. This helps ensure everyone understands how their efforts contribute to the company's success and motivates them to perform better. Regularly review and adjust incentives based on feedback and performance data to keep the program relevant and effective.



Summary of key recommendations by strategic priority

Addressing revenue leakage and fostering data integration are essential steps on the path to sustained profitability and long-term success. By implementing proactive strategies and robust monitoring, companies can transform potential losses into opportunities for growth and enhanced customer satisfaction.



Identify and fix revenue leakage

- ✓ Strengthen cross-selling and upselling capabilities.
- ✓ Improve customer retention initiatives.
- ✓ Optimize and automate information collection.
- ✓ Integrate systems and data to enable fast and accurate billing.
- ✓ Enhance commercial monitoring and controls.



Integrate and streamline data and technology

- ✓ Consolidate and integrate platforms for a unified CRM.
- ✓ Invest in comprehensive customer success platforms.
- ✓ Focus on data quality and management.
- ✓ Implement a robust MDM strategy.
- ✓ Leverage advanced analytics and AI.



Boost sales process discipline

- ✓ Set goals and define agile sales process at stage gates.
- ✓ Adopt agentic AI frameworks.
- ✓ Hold smarter sales meetings with AI.
- ✓ Leverage process adherence to help de-risk forecast.
- ✓ Support real-time sales enablement.



Align commercial teams around the customer

- ✓ Set goals that drive commercial alignment.
- ✓ Foster cross-functional collaboration.
- ✓ Eliminate role ambiguity.
- ✓ Shift focus from a transactional sales pipeline to commercial sales funnel.
- ✓ Train for commercial excellence.



Unify metrics and incentives for growth

- ✓ Align the RevOps organization.
- ✓ Establish metrics that measure impact on shared outcomes.
- ✓ Establish a revenue plan that aligns performance metrics.
- ✓ Identify operational metrics that best measure each role's contribution.
- ✓ Enhance transparency of incentives.

Poised for profitability and long-term success

As TMT organizations strive to remain competitive and agile in a rapidly evolving sector, the integration of front-office operations emerges as a pivotal lever for sustainable growth. To effectively help minimize revenue leakage and accelerate growth, it is imperative that these organizations orchestrate and unify revenue operations across commercial functions, where marketing, sales, and customer service are seamlessly integrated through strategic use of digital tools, AI-driven solutions, and effective partner collaborations.

The transformation toward enhanced revenue operations requires the following:

Accelerating digital adoption:

Leverage artificial intelligence for smarter decision-making and compliance and improve collaboration across all touchpoints in the customer journey.

Enhancing customer experience and engagement:

By focusing on creating personalized, convenient, and seamless experiences, TMT leaders can not only meet existing customer expectations but also anticipate future demands.

Improving seller and partner experience:

The strategic alignment of internal processes with advanced customer and partner engagement platforms will catalyze the efficient execution of sales strategies, optimize marketing efforts, and refine service delivery, thus closing the loop on potential revenue leaks and driving robust growth.

Leveraging AI and modern technology:

The key to success for TMT companies will hinge on their ability to continuously adapt and integrate these innovative technologies and strategies. This proactive adaptation is not just about survival—it is about thriving in a marketplace where the convergence of operations excellence and customer-centricity defines the leaders of the industry.

TMT leaders are encouraged to take decisive steps toward transforming their front-office revenue operations, with an unwavering focus on technology, collaboration, and customer experience to pave the path to long-term success.

How KPMG can help

With a deep understanding of today’s challenges and opportunities, we help our clients in the TMT industry leverage the latest data and analytics and technology innovations to drive front-office transformation that yield bottom-line results. Our team includes a wealth of talented and experienced technology and business professionals equipped with some of the most advanced digital tools and accelerators available. Equally important, they bring business and sector experience to help you choose the right path for your business.

Our more than 15,000 professionals specialize in areas ranging from marketing, sales, service, AI and analytics,

and front-, middle-, and back-office platforms. They are all dedicated to one goal: helping our TMT clients succeed by applying their industry knowledge, actionable insights, and implementation experience with innovative technologies to overcome challenges, increase organizational speed and agility, and foster business growth.

With a hyperfocus on customers in orchestrating full-scale transformations, KPMG offers a suite of consulting solutions designed to help TMT organizations craft a different future, creating and protecting value through new opportunities.

Methodology

We fielded a quantitative survey to 286 respondents using a double-blind methodology in partnership with GLG. Survey was conducted from late 2024.

Respondent criteria for participation included:

Geography

US-based

Function

Natural-fallout of sales, marketing, and customer success/customer service leaders

Company revenue

\$500m+
Annually

~70%

Level ~70 percent VP+ and 30 percent director/senior director

>10

Employees

Role Leadership role in marketing, selling, or supporting B2B end-clients



Industry with 75 percent coming from technology and the remainder split between telcomms and media

Connect with us

For more information on how we can help your TMT organization address RevOps and other key issues and challenges, and operate more efficiently and effectively, please visit our website or contact one of our experienced professionals below:



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