



REVENUE **OPERATIONS**

**THE FIFTEEN FUNCTIONAL
DOMAINS THAT SUPPORT THE
MODERN GO-TO-MARKET MODEL**

A COMPREHENSIVE GUIDE TO THE FUNCTIONAL
ROLES ON THE GTM TEAM THAT SUPPORT THE
REVENUE CYCLE

THE FIFTEEN FUNCTIONAL DOMAINS THAT SUPPORT THE MODERN GO-TO-MARKET MODEL

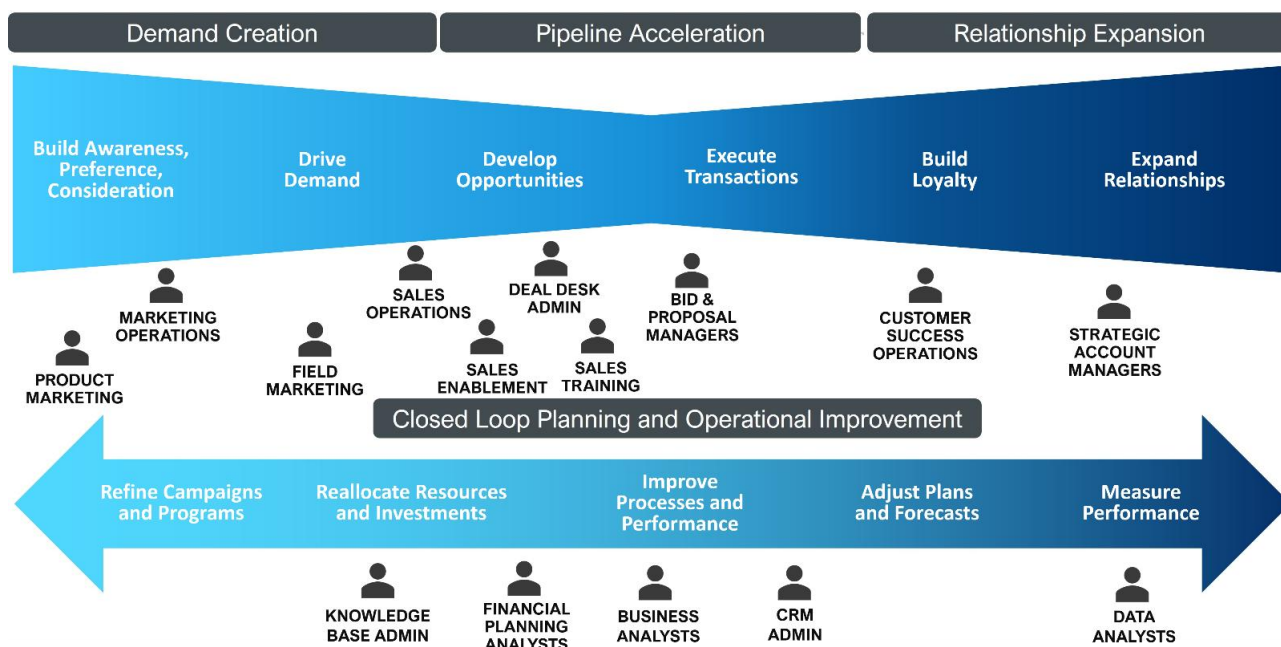
Revenue Operations has emerged as one of the fastest growing jobs in the US right now according to jobs analysis by Linked In. But a quick Google search will tell you nobody really agrees on what Revenue Operations is. Few can define it.

Our analysis of hundreds of RevOps job descriptions, and discussions with over seventy executives who carry the Revenue Operations moniker in their title – it's pretty clear that no one job description is the same. Rather, Revenue Operations describes a conflation of a dozen or more historically fragmented functions and roles – Sales Operations, Sales Enablement, Marketing Operations, Customer Analytics, as well as Training and Development.

At the highest level, the primary goal of a Revenue Operations leader is to unify and align the operations, systems, and data that support revenue teams along the entire revenue cycle to generate more consistent and scalable growth. That's important because growing a business in 2026 is a digital, data-driven, and technology enabled team sport.

Our analysis of RevOps job descriptions found the Revenue Operations job function is a moving target. The role is constantly evolving as organizations work to align the revenue teams, systems, processes and operations that support the revenue cycle. To get more specific, the capabilities and remits underlying Revenue Operations have expanded into fifteen discrete functional job domains. These roles span the entire revenue cycle.

THE FIFTEEN FUNCTIONAL DOMAINS WITHIN REVENUE OPERATIONS



These fifteen job domains range from marketing roles that support demand creation, to operational roles that support pipeline acceleration, and strategic account management roles that support relationship expansion. Some specialists like sales operations, bid and proposal managers, and financial planning and analysis will work across organizations to optimize cross functional processes like the lead to cash, response management, and product update process. There are a growing number of analysts that facilitate the closed loop planning and operational improvement process by reallocating resources, refining campaigns, define investments, and intervening with training to improve GTM performance. In addition, roles that manage and curate the knowledge, customer data, and content assets in the business - like CRM and knowledgebase administrators – are taking on a greater role in the GTM motion. This is because codified knowledge – in the form selling know how, product innovations and IP, and customer insights – are increasingly essential to driving the modern growth engine, particularly in an age where AI and advanced analytics are primary growth drivers.

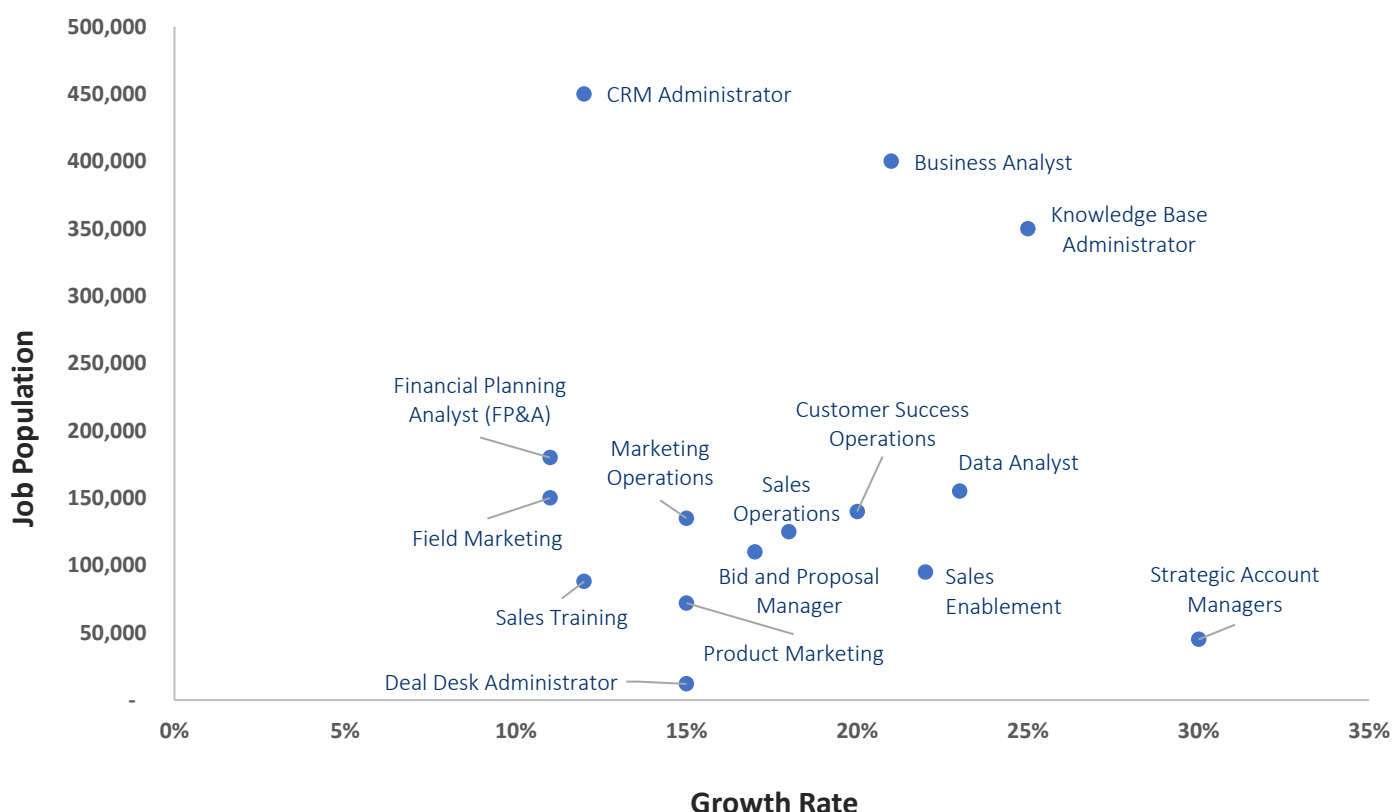
To better define the Revenue Operations role in the modern GTM model, Revenue Operations Associates engaged hundreds of business leaders, as well as the leading academics and experts in the field to create the [Revenue Operations Job Blueprint](#). The 72 page analysis outlines all fifteen of these roles – and the skills, capabilities and salaries associated with them - are detailed in greater depth in the table below.

Plotting these capabilities against the revenue cycle is useful because it helps leaders and professionals understand the wide variety of operational roles are required to run the modern GTM model. It also reinforces the importance of teamwork and collaboration across the revenue team to GTM execution and performance. While all of these jobs are important gears in the modern revenue engine, professionals with narrow domain specialties are only valuable to the degree they support the overall revenue engine and enable the entire revenue cycle.

While the names may vary, all of these roles fall within Revenue Operations. In some smaller organizations they will be embodied in one individual. In larger organizations there can be hundreds of operational specialists supporting revenue generating teams, systems, processes and programs. Each role has it's own association, community and identity with unique job descriptions, goals and remits. In all there are over 2.5 million professionals in these roles across industries. And demand for these skills is growing. RevOps jobs are growing at over 18% annually as growing a business becomes a digital, data-driven and technology intensive team sport.

These are high paying jobs with significant salary and career upside. Postings for RevOps professionals have an average salary exceeding \$90,000 across all fifteen job roles. Advancing to the director and manager level within a functional discipline can lead to salaries ranging from \$200,000 to \$300,000. And a career in RevOps offers significant upside, with pathways into growth leadership and C suite roles.

THE GROWTH OF FUNCTION-SPECIFIC ROLES WITHIN REVENUE OPERATIONS



This creates career opportunities for a wide variety of professionals. What is unique about RevOps is there are relatively few barriers to getting into the field. Some of the most successful RevOps professionals have background in English, telesales, and limited technical training. RevOps is a great way for people with narrow technical and analytics jobs to expand their horizons and career trajectory by moving from narrow back office technical roles to front office roles with revenue impact and a more strategic scope.

Professionals seeking to advance their impact, career and salaries in Revenue Operations face several challenges though, according to Ashmi Pancholi, who has over a decade of experience leading RevOps teams at GE, Amazon, and Affirm.

While the basis of many of these roles involve mastery of a system or process, success in RevOps requires teamwork, business acumen, finance, change management, and consultative skills. “The Revenue Operations professionals that report to me have never really had an issue with understanding the specific technology and systems involved in their job,” says Ashmi Pancholi, who has over a decade of experience leading RevOps teams at GE, Amazon, and Affirm. “What separates high performing Revenue Operations “rock stars” is their business acumen, consulting skills, and their ability to understand how to connect and work together with other functional players and systems to drive reliable, scalable and profitable growth,” adds Pancholi, who majored in English. This view is reinforced by the fact that job roles that require cross functional collaboration, business acumen, and monetizing garner premium salaries and faster career trajectories.

Another challenge is the need to continually expand your skills to keep up with a dynamic environment and evolving role. As the systems, processes, data sets and content that drives the revenue cycle continue to consolidate into a more coherent GTM model – these fifteen job roles are collapsing into more robust RevOps roles that can have greater impact, resources and salaries. This creates an opportunity and dilemma for professionals vested in their domain from a career path and change management perspective. For the ambitious, it presents the opportunity to ever expand their remit, contribution, salaries and careers – landing the most effective into the c-suite and board room. For the risk averse, this can mean career stagnation or even a layoff, as the GTM evolves and leaves their narrow roles behind – subordinating, automating or even eliminating traditional roles.

“The interconnected nature of growth, and the number of disciplines involved is why RevOps is fundamentally different than any other growth role out there,” adds Matt Volm, the CEO of the RevOps Coop. “RevOps spans over a dozen established but discrete roles and domains across the revenue team. For example, Marketing Ops just focuses on the marketing function, sales enablement just on training and developing new sales reps, CRM admins ensure the data around accounts, opportunities and buyers is correct and reliable.” What Matt Volm is referring to is the fact that the management of growth has expanded to over a dozen such domains, each with its own job function, association, skill set and technology stacks. They include the deal desk, bid and proposal management, data analysts, finance analysts, CRM and the operations, training and enablement teams that support customer facing employees. “In all it takes forty five different competencies to run the modern revenue engine,” adds Volm. “Very few managers, leaders and professionals understand them all, much less how they connect to generate scalable, profitable, and reliable growth. And as of now, they don’t teach that in business schools. They don’t include that in job descriptions. And they certainly don’t incentivize people to do all those things with legacy metrics.”

All fifteen of these roles – and the skills, capabilities and salaries associated with them - are detailed in greater depth in the table below.

THE FIFTEEN FUNCTIONAL DOMAINS WITHIN REVENUE OPERATIONS

BID AND PROPOSAL MANAGER
<p>Bid and Proposal Managers lead the development of compelling, compliant proposals and RFP responses that win new business. They orchestrate cross-functional teams to create tailored value propositions that address prospect needs and differentiate the company from competitors.</p> <p>Bid and Proposal Managers, or Response Management professionals, are a highly specialized GTM function that supports the cross functional process of responding to requests for proposals, information, or due diligence.</p> <p>They support every stage of the revenue cycle by managing the end to end strategic response management process – from inquiry to proposal – as well as the closed loop feedback process that evaluates won loss data, builds propensity to buy models, and recommends product and messaging improvements that will increase win rates.</p> <p>They use Revenue Enhancement systems, primarily proposal management systems, strategic response management platforms, and knowledgebases.</p> <p>Their role is converging with roles in sales enablement and knowledge management because the systems, information and processes they support increasingly overlap with digital asset management and sales enablement systems in other parts of the business.</p>

There are over 110,000 bid and proposal management professionals globally according to the Association of Procurement Professionals (APMP) – as over half of all B2B revenues come from formal requests for proposal, information or due diligence and the process ties up a large number of product, marketing, sales, finance legal and agency resources. The profession is growing at 17% as CMOs and CROs recognize the potential of AI and advanced analytics to streamline the cross functional proposal response process.

The median salary of a bid and proposal manager is over \$100,00, with more experienced and seasoned professionals can make over \$125,000 as they expand their remit into a strategic response management capacity.

Bid and proposal managers can advance their salary and career by expanding their skills to move into Strategic Response Management, Content Strategy and Information Architecture positions, or transition to leadership roles in Sales enablement and RevOps.

BUSINESS ANALYST

Business Analysts bridge the gap between business needs and technical solutions, analyzing processes, requirements, and performance to drive operational improvements and support strategic decisions that enhance revenue generation. Their overall responsibilities are to conduct business process analysis, identify and recommend process improvements, analyze business performance data and identify trends.

To support the GTM, business analysts will help finance and sales leaders with inputs to forecasting, recognizing and realizing revenues as well as calculating margins, cost to sell and the transaction economics that make up key performance indicators. They help sales, customer success, and account leaders analyze customer health, lifetime value, and account potential. In addition, business analysts support growth planning by sizing opportunities and markets and providing top down and bottom up inputs to salesforce design and capacity planning in order to optimize the allocation of growth resources.

Business analysts will primarily support the revenue cycle during the closed loop process of planning and operational improvement. They support this process for continuous improvement by evaluating ways to improve the processes that support the revenue cycle, identifying bottlenecks and inefficiencies that impede sales. As part of this they help implement systems that streamline customer acquisition, order processing, and revenue recognition.

To conduct this analysis, analysts will use a variety of business intelligence and analytic tools and access data from front end CRM and back end ERP systems for data analysis.

Business Analysts create value by ensuring business solutions align with actual needs, reducing costly rework, improving operational efficiency, and enabling data-driven decision-making. They help the organization adapt processes to changing market conditions and customer expectations.

The business analyst role increasingly overlaps with Financial Planning Analysts and Data Analysts to some degree because these analysis increasingly relies on the same data sets and systems and feeds a more unified management of the GTM.

There are over 400,000 professionals with the business analyst title and a large percentage of them conduct analysis that supports the GTM process. The profession is growing at over 20% a year as organizations become more data driven and seek to use AI to help mine and monetize the growing set of customer engagement data to improve GTM performance and revenue growth.

The median salary of a business analyst overall is \$98,000, and compensation will vary based on the nature of support they provide an organization. Business analysts can advance their salary and career by expanding their analytics skills and GTM acumen to take on broader sales operations and Revenue Operations leadership roles.

CRM ADMINISTRATOR

A CRM Administrator is highly specialized function that ensures the optimal configuration, maintenance, and operation of the company's customer relationship management system. They maximize CRM adoption, data integrity, and functionality to support effective customer engagement and sales processes.

CRM Administrators support every stage of the revenue cycle indirectly by collecting, organizing and analyzing customer engagement data from demand creation campaigns and sales calls and deploying those insights to inform both day to day selling actions as well as develop and optimize sales plans, forecasts, and resource allocation decisions.

The use CRM as a primary system of record for sales and are connecting a widening variety of marketing automation, sales readiness, engagement, and enablement systems to provide a simplified seller workflow and more integrated GTM program execution. 91% of companies with 11 or more employees use CRM software.

The CRM Admin creates value by optimizing the central system where customer relationships are managed, enabling more efficient sales processes, providing reliable data for forecasting, and ensuring that institutional knowledge about customers is properly captured and accessible.

Their role is converging with business, finance, and data analyst functions as GTM leaders rely more on the first party data, account structures and opportunity data within CRM to run more sophisticated sales and marketing programs, better measure business impact and create more reliable revenue and cash flow forecasts.

The information they control supports GTM leaders including forecasting, recognizing and realizing revenues, calculating margins, costs and transaction economics, analyzing customer health, lifetime value, and accounts. They also help sales and marketing leaders to size opportunities and markets, tune the salesforce design, and optimize the allocation of growth resources.

There are over 450,000 CRM administrators in businesses that use the primary CRM platforms (Salesforce, Microsoft Dynamics and HubSpot) and a large community Salesforce “trailblazers” certified in CRM. The profession is growing at over 10% a year as GTM teams increasingly use CRM as a hub to connect, consolidate and integrate their commercial technology stacks.

The median salary for a CRM administrator is \$74,000. CRM administrators can advance their salary and career by expanding their business skills to progress to Senior CRM Administrator, CRM Manager, CRM Director, or transition to roles in Sales Operations, Marketing Operations, or data analysts.

CUSTOMER SUCCESS OPERATIONS

Customer Success Operations professionals optimize the systems, processes, and data that enable effective customer success management. They build the operational infrastructure that allows customer success teams to scale efficiently while delivering consistent customer experiences.

The primary roles of customer success operations is to design and implement customer success processes, technologies, and workflows. They develop resource allocation models and standardize customer onboarding and success methodologies for customer success teams.

They support the revenue cycle by maximizing customer satisfaction, adoption, consumption, loyalty, cross sell and revenue expansion. In this endeavor, they employ a variety of systems, including customer success platforms, CRM and business intelligence tools to create reporting dashboards and analytics for customer health.

Customer Success Operations creates value by increasing the efficiency and effectiveness of customer success teams, enabling data-driven decision making, and ensuring consistent execution of customer success strategies that maximize customer lifetime value.

Their role is converging with marketing and sales operations and strategic account development initiatives as GTM organizations seek to better coordinate customer efforts and programs to monetize customer success by maximizing customer lifetime value and net recurring revenues.

There are over 140,000 customer success operations professionals, and over 11,000 job postings for "Customer Success Operations on [LinkedIn](#). The profession has growing at over 20%, driven by the broad adoption of the customer success function at almost every (95%) technology and Software as a Service (SaaS) firms according to Gainsight research.

The median salary for a customer success operations professional is \$83,000. Customer success operations professionals can advance their salary and career by expanding their skills to become a Director of Customer Operations, VP of Customer Success, or transition to roles in Revenue Operations, Sales Operations, or broader Operations leadership.

DATA ANALYST

Data Analysts collect, process, and analyze data to provide actionable insights that drive marketing and sales decisions. They transform raw data into meaningful information that improves campaign performance, customer understanding, and revenue growth. While this is a broad and fast growing function in every business - many data analysts, scientists and business

intelligence professionals are dedicated to supporting GTM efforts with insights, measurement, and analysis. Data analysts support revenue generating processes by more reliably forecasting, recognizing, and realizing revenues. They calculate margins, selling costs and transaction economics. They help size opportunities and allocate resources by analyzing customer health, lifetime value, and accounts and sizing opportunities, segments, and markets.

Data Analysts create value by uncovering hidden patterns in data that lead to better decision-making, more efficient resource allocation, and improved targeting of marketing and sales efforts. They help the organization focus on activities with the highest potential return.

Their role is converging with CRM administration, financial planning analysts, and business analysts as organizations seek to analyze and monetize their data and information assets using AI and data-driven selling efforts.

Overall, there are over 200,000 data analyst jobs and a growing percentage support GTM processes, programs and analysis within a Revenue Operations organization. The profession is growing at over 20% a year, driven by the digital transformation of the business and growing desire to use AI to multiply the performance and productivity of GTM teams, assets and investments.

The median salary of a data analyst overall is \$80,000, but compensation levels will vary based on the nature of support they provide a GTM organization and the depth of their analytical skills and training. Data analysts can advance their salary and career by expanding their skills to move into specialized roles in Marketing Analytics or Sales Analytics or with added business acumen can advance to more senior Revenue Operations leadership roles.

DEAL DESK ADMINISTRATOR

The Deal Desk Administrator, or Revenue Desk Admin, streamlines and standardizes the deal management process to accelerate sales cycles while ensuring compliance with pricing and contract policies. They facilitate effective collaboration between sales, legal, finance, and delivery teams to close complex deals efficiently. Deal desks are now standard in 70% of modern sales organizations to manage non-standard deals and approvals.

A specialized function that acts as a point of control in the front of the revenue cycle to review quotes and proposals for accuracy, and compliance and coordinate approval workflows for non-standard deals. They work with Finance, product and sales teams to support pricing analysis and exception requests. They increasingly work with finance and customer success deeper in the revenue to manage downstream revenue and margin leakage, build more reliable revenue forecasts and reduce custom billing and collection issues on complex consumption based contracts.

To that end, the Deal Desk Admin supports the revenue acceleration stage of the revenue cycle by facilitating efficient deal review and approval processes. They provide sales and financial leaders with a point of control over pricing, margin leakage, risk and future cash flow forecasts by providing governance over pricing and contracting decisions and terms.

To do their jobs, they use Configure, Price, Quote systems to get control over pricing, terms, discounts and proposals and approvals on non-standard deals. Automating the systems that enable the configure, price and quote process can reduce errors in quotes and pricing by a third or more – and provide CFOs and CROs greater visibility and control over the sales cycle.

The Deal Desk Admin creates value by reducing sales cycle length, ensuring pricing consistency, mitigating contractual risks, and freeing sales representatives to focus on selling rather than administrative tasks.

The role of the deal desk admin is converging with other data, knowledgebase management and analyst roles that rely on deal data, product content, selling “know how” to feed AI agents and advanced analytic models to govern pricing, maximize margins, boost win rates, and optimize GTM performance across the GTM ecosystem.

There are 12,000 deal or revenue desk professionals working for organizations that sell complex and bundled solutions. There are thousands of job postings on [LinkedIn](#) within the "deal desk" field including "Deal Desk Administrator," "Deal Desk Analyst," "Deal Desk Specialist," and "Deal Desk Manager. The profession is growing at 15% a year, driven by the growing complexity of selling to increasingly demanding and diligent B2B buying teams and pressure from finance to govern pricing, terms and manage compliance risks.

Deal Desk Administrators can advance their salary and career by expanding their skills to become a Deal Desk Manager, Commercial Operations Manager, or transition to roles in Sales Operations, Revenue Operations, or Contract Management

FIELD MARKETING

The Field Marketing Council defines field marketing as 'measurable, face-to-face brand development and customer relationship management through using highly trained people. To that end, Field Marketing professionals design and execute localized marketing initiatives that generate leads and build relationships in specific geographic regions or market segments.

They create customized, region-specific programs that support sales teams in their territories. Field markers use a variety of systems ranging from event management platforms to marketing automation and CRM platforms to support these programs.

Field Marketing supports the demand creation, sales acceleration and increasingly relationship expansion stages of the revenue cycle – with localized demand generation activities that drive qualified leads into the sales pipeline. They provide sales teams with region-specific marketing support that accelerates deal progression and builds stronger customer relationships in target markets.

Field Marketing professionals create value by tailoring the company's broader marketing strategy to the unique needs of specific regions, providing sales teams with highly relevant support materials, and creating personalized customer experiences that improve conversion rates and average deal size.

Their role is converging with other marketing and sales operations roles as the systems they use, the data and content they rely upon, and programs they manage become more integrated in a more orchestrated GTM motion that spans channels and stages of the revenue cycle. The profession is growing at 5.5%, driven by the rising cost of field sales, events and programs and the growing desire for B2B customers to engage through digital channels.

There are over 150,000 field marketing positions, with over 30,000 field marketing positions currently listed on [LinkedIn](#)

The median salary of a Field Marketing professional is \$86,000, and top earners can make over \$120,000 annually.

Field Marketing professionals can advance their salary and career by expanding their skills to become a Field Marketing Director, Regional Marketing Director, Global Field Marketing lead, or transition to broader marketing roles like Brand Marketing, Demand Generation, or eventually CMO.

FINANCIAL PLANNING ANALYST (FP&A)

Financial Planning Analysts develop and maintain financial models and forecasts that guide strategic decision-making and resource allocation. They provide financial insights that enable the organization to optimize revenue growth while managing costs effectively.

In a general sense, their primary role is to develop and maintain financial planning models, create revenue and expense forecasts, analyze actual performance against those forecasts.

In a GTM context, financial planning analysts support every stage of the revenue cycle by managing cash flow, margins and revenue leakage from the demand creation stages through account expansion and retention. In fact, today most (60%) Financial Planning and Analysis (FP&A) organizations are actively driving global process ownership of end-to-end processes for booking, reporting, and forecasting revenues. This means analysts must collaborate heavily with departments to understand financial needs and analyze the financial impact and performance of growth investments, assets and programs.

To conduct this analysis, FP&A professionals use a variety of business intelligence tools, spreadsheet applications, and increasingly AI agents that tap into data from front office (CRM) and back office (ERP, Accounting) systems.

Two thirds of finance executives believe aligning with front office systems; teams and processes will create value by improving the reliability of revenue and cash flow forecasts and increasing sales by 5% while simultaneously lowering finance and sales cost by 5%.

The role of a Financial Planning Analyst is converging with other business and data analyst roles - as well as CRM administration to some degree - as organizations seek to analyze and monetize their customer engagement, contract, opportunity and consumption data and information assets using AI and data-driven efforts to optimize revenue, margins, and cash flow.

There are over 180,000 Financial Planning Analysts, and over 16,000 active job postings on [LinkedIn](#) for "Financial Planning Analyst". The profession is growing at 11 percent a year driven by the desire to manage cash flow along the revenue cycle and use advanced analytics to get more control over revenue and margin leakage and generate more reliable cash flow.

The median salary for a Financial Planning Analyst is \$91,000. Financial Planning Analysts can advance their salary and career by expanding their skills to become a Senior Financial Analyst, FP&A Manager, Finance Director, VP of Finance, or eventually CFO. They may also specialize in areas like Revenue Planning or Strategic Finance.

KNOWLEDGE BASE ADMINISTRATOR

The Knowledge Base Administrator role is a broadly defined and fast growing function that creates and maintains a centralized repository of information that supports a wide variety of GTM processes – including response management, sales enablement, customer service, sales, and operational analysis.

They ensure critical knowledge is easily accessible, accurate, and up to date to drive operational efficiency and consistent customer experience.

The role has been elevated in importance as businesses become more data-driven and look to advanced analytics and AI to accelerate growth and monetize information and innovations. And it is quickly evolving to take on a greater role in the GTM motion of businesses because codified knowledge – in the form selling know how, product innovations and IP, and customer insights – is essential to driving the modern growth engine.

They support every stage of the revenue cycle by provisioning demand and sales teams, enabling the RFP response process, answering customer questions and providing won-loss and performance data to optimization models.

They provision the proposal management process with knowledge and expertise and up to date product information. They enable sales, digital marketing, customer success and increasingly AI enabled chatbots and recommendation engines with answers and content. And they mine customer engagement data platforms and CRM for revenue and customer insights.

74% of small and mid-sized businesses reported adopting digital knowledge management platforms. The Knowledge Base Admin creates value by using those knowledge bases to improve the speed, performance and impact of their core customer support, employee training, sales enablement, and proposal management processes. To support these processes, knowledgebase managers use a wide variety of systems to do this including customer data platforms, proposal management systems, digital asset management systems, and sales enablement systems.

The traditional knowledgebase management role is converging with bid and proposal management, sales enablement, content management, CRM administration, and data analysts roles as organizations seek to consolidate, organize and leverage the information and knowledge assets of their businesses in customer facing actions.

There are over 350,000 professionals in Knowledge management roles, across a wide variety of functions – and a sizable portion of them support customer facing processes. There are tens of thousands of job openings for knowledge base and knowledge management roles in the United States, with major job boards showing a high demand. For example, [LinkedIn](#) lists over 50,000 "Knowledge Base Jobs" in the U.S.

The profession is growing at 25 percent a year, driven by an increased focus on capturing and managing the knowledge assets of the business and leverage AI agents to reduce the labor, cost and time it takes to retrieve, personalize and deliver critical information to sellers and clients.

MARKETING OPERATIONS

Marketing Operations professionals optimize marketing processes, technology, and reporting to maximize efficiency and ROI. They establish an operational foundation that enables marketing teams to execute strategies effectively and measure performance accurately.

They support the demand creation stages of the revenue cycle by building audiences, tracking signals of intent, and supporting the execution of an array of digital marketing programs in paid, earned, and owned marketing channels.

The manage the key digital marketing platforms and databases including marketing automation and customer data platforms, as well as a growing array of ai agents that help manage campaign performance, opportunity potential, and account health.

Marketing Operations professionals create value by maximizing the efficiency of marketing processes, ensuring accurate measurement of marketing activities, providing actionable insights from data, and continuously improving the marketing technology ecosystem to enhance overall marketing performance.

Their role is converging with sales operations and field marketing roles because the systems they use are increasingly integrated and rely on common data, content and processes to support the GTM.

There are over 135,000 marketing operations professionals, with over 35,000 job postings on [LinkedIn](#) for marketing operations specialist and manager roles. The profession is growing at 15% a year, driven by the emergence of digital and direct to customer channels in B2B and the digital transformation of the GTM.

The median salary of a marketing operations professional is \$101,000, with more experienced and senior professionals exceeding \$140,000 in compensation.

Professionals in Marketing operations can advance their salary and career by expanding their skills to become a Marketing Operations Director, VP of Marketing Technology, Chief Marketing Technologist, or transition to broader roles in Revenue Operations or Marketing leadership.

PRODUCT MARKETING

Product Marketing professionals develop and execute strategies that effectively position and promote products in the market. They translate product capabilities into compelling value propositions and ensure sales teams are equipped to communicate these effectively to prospective customers.

Product Marketers are primary contributors to sales enablement and training and Configure Price Quote systems used during the sales processes, ensuring product innovations are conveyed to customers through sales, marketing and partner channels.

Product marketing managers support the demand creation, sales acceleration and relationship expansion phases of the Revenue Cycle. They create localized demand generation activities that drive qualified leads into the sales pipeline. They provide sales teams with region-specific marketing support that accelerates deal progression and builds stronger customer relationships in target markets.

Product Marketing creates value by ensuring products are positioned to meet market needs, differentiating offerings from competitors, enabling effective sales conversations, and supporting pricing strategies that capture maximum value from the market.

Their role is converging with content and knowledge management roles as organizations aggregate, organize and mine their product content, pricing, and 'know how' to support their core training, enablement, deal desk, product release, and proposal management processes with consistent and up to date information.

There are over 100,000 Product Marketers in the product marketing community. The profession is growing at 15% a year driven by a growing emphasis on Product Led Selling (PLS) strategies in fast growing SaaS and technology businesses.

The median salary of a product marketing professional is over \$100,000, with more senior management positions exceeding \$148,000 in compensation. Product Marketers can advance their salary and career by expanding their skills to become a Senior Product Marketing Manager, Director of Product Marketing, VP of Product Marketing, or transition to roles in Product Management, Marketing Leadership, or General Management.

SALES ENABLEMENT

Sales Enablement professionals provide sales teams with the tools, content, and information they need to sell effectively. They bridge the gap between marketing, product, and sales to ensure sellers have the resources to engage buyers and close deals efficiently. They support the demand creation and pipeline acceleration and expansion phases of the revenue cycle by providing customer facing employees with the sales playbooks, product information, selling content, value selling tools and client education assets used in modern selling. Sales enablement at its core is maximizing the sales organization's ability to communicate value and differentiation in clear, consistent, and compelling way. Over 80% of B2B companies now have a dedicated sales enablement function, up from 59% in 2017 according to LinkedIn.

Sales enablement professionals manage core Revenue Enablement platforms including sales enablement, sales training and readiness and digital asset management systems that house selling content. They also rely on AI Agents and recommendation engines that help sellers find the right content at the right time in the right context.

Sales Enablement creates value by improving sales efficiency, reducing the time sellers spend creating or searching for materials, ensuring consistent messaging, and helping sales teams adapt quickly to market changes and new product launches.

Their role is converging with sales training, readiness and engagement roles as well as knowledge management roles as sales readiness, enablement and engagement solutions consolidate into one common platform supported by the same customer data, content and processes.

Today there are over 100,000 sales enablement professionals, with over 25,000 job postings on [LinkedIn](#). The profession is growing at 22%, driven by the emergence of digital selling motions and the growing importance of revenue enablement technologies in B2B selling. "Sales enablement specialist" was the sixth fastest-growing job title on LinkedIn in 2023.

The median salary for a sales enablement professional is \$100,000, with more senior and experienced positions exceeding \$140,000 in compensation. Sales enablement professionals can advance their salary and career by expanding their skills to become a Sales Enablement Manager, Director of Sales Enablement, VP of Sales Productivity, or transition to roles in Sales Operations, Marketing, or Sales Leadership.

SALES OPERATIONS

Sales Operations professionals design and optimize the systems, processes, and analytics that enable sales force efficiency and effectiveness. They create an operational infrastructure that allows sales teams to focus on selling activities while providing visibility into performance.

Their primary responsibilities include managing the sales technology stack and tools, creating sales forecasting models and reporting, and optimizing sales force design, territories, quotas, and resource allocation.

Sales operations professionals are critical to the closed loop planning and operational improvement process because their primary objectives are to identify ways to improve the efficiency and effectiveness of revenue-generating activities. Sales ops leaders do this by optimizing processes, providing performance visibility, and ensuring appropriate resource allocation, developing more reliable forecasts, and supporting strategic decision-making about sales investments.

Sales operations managers engage sales and finance to better manage the cross functional lead to cash cycle and eliminate revenue and margin leakage along the entire revenue cycle.

Sales Operations creates value by increasing sales productivity, improving forecast accuracy, enabling data-driven decision making, and designing compensation structures that motivate desired sales behaviors aligned with company objectives.

The imperative to align data and processes along the revenue cycle is leading to the inevitable consolidation of the marketing operations with the sales operations functions. "What is the difference between Marketing Operations and Sales Operations? – in two years there will not be one," says Chris Thompson, VP of Global Marketing Operations at Conga

There are over 125,000 sales operations professionals overall, and currently over 25,000 Sales operations manager job openings posted on [LinkedIn](#). The profession is growing at 18% a year, driven by the pressure to align selling systems, processes, data sets and reporting at every stage of the revenue cycle – from demand creation to account expansion.

The median salary of a sales operations professional is \$107,500, with more senior management positions exceeding \$125,000. Sales operations professionals can advance their salary and career by expanding their skills to become a Sales Operations Manager, Director of Sales Operations, VP of Sales Operations, or transition to roles in Revenue Operations, Business Operations, or Sales Leadership.

SALES TRAINING

Sales Training professionals develop and deliver training programs that equip sales teams with the knowledge, skills, and tools needed to effectively sell the company's products or services. They improve sales performance through continuous learning and development. Sales Training professionals support the revenue acceleration and expansion phases of the revenue cycle. They also play a big role in making actions and interventions to improve business processes and seller performance during closed loop planning and operational performance.

Sales Training accelerates the productivity of recent sales hires and continuously improves the effectiveness of existing sales staff. They equip sales teams with the skills to identify opportunities, overcome objections, and close deals more efficiently. They create value by reducing ramp-up time for new hires, improving win rates, shortening sales cycles, and ensuring consistent sales approaches across the organization. They help sales teams adapt to changing market conditions and evolving buyer behaviors. To do their job they rely on sales learning, readiness, and enablement platforms as well as AI agents that analyze seller actions in real time and recommend adjustments to improve performance and skill levels.

Their role is converging with sales enablement and engagement roles as well as knowledge management roles as the sales readiness, enablement, and engagement solutions they use collapse into one common AI enabled platform supported by the same selling content, seller engagement and call tracking data and selling motions.

There are 88,000 sales training professionals. There are over 25,000 sales training job postings on [LinkedIn](#). The profession is growing at 12% a year as organizations increase their emphasis on strategic, value and relationship selling to more complex business buying teams using more sophisticated systems and software and channels.

The median salary of a sales training professional is \$10,000. Sales Training professionals can advance their salary and career by expanding their skills to become a Sales Training Managers, Director of Sales Enablement, VP of Sales Development, or transition to roles in Sales Management, Sales Enablement, or Learning & Development.

STRATEGIC ACCOUNT MANAGER

Strategic Account Managers represent an emerging and rapidly maturing set of roles with the primary goal of marshalling sales, marketing, product, and customer success resources to grow the value of customer accounts through increased adoption, consumption, loyalty, cross sell and expansion.

Formal titles vary given the nascent and fluid nature of this function. Titles can range from Account Based Marketing, Strategic Account “Pods” teams led by key account leaders, as well as strategic partnership between Customer Success teams and Sales to share valuable customer insights to ensure sales outreach is well-timed and relevant.

Their primary goal is to support the customer expansion stage of the revenue cycle by improving consumption, share of wallet, cross sell, and upsell across buyers in a given account. These customer facing teams rely on a variety of systems including Customer Success Platforms, CRM Platforms, and Account Based Marketing platforms as well as a range of third and first party data signals from product, third party and first party platforms.

Their role is converging with customer success, account based marketing and key account teams as GTM organizations seek to better coordinate customer efforts and programs to maximize adoption, loyalty, cross sell and customer lifetime value to increase net recurring revenues.

There are 45,000 professionals that operate in this capacity. The role is growing at 30% as GTM leaders are under pressure to personalize efforts to individual accounts, 1:1 account based marketing, grow net recurring revenues, facilitate cross sell and commercialize customer success.

Given the changing and varied nature of the role on a company to company basis, it is difficult to benchmark the average salary for a Strategic Account Manager. Job postings for the role range from \$88,000 to \$91,000 per year in compensation. Overall compensation can be much higher to the degree teams are compensation on expansion and cross sell revenues and customer lifetime value.

A Strategic Account Manager can advance their salary and career by expanding their skills to become a National Account Manager, Director of Account Management, or transition to roles in Sales Management or Customer Success leadership.



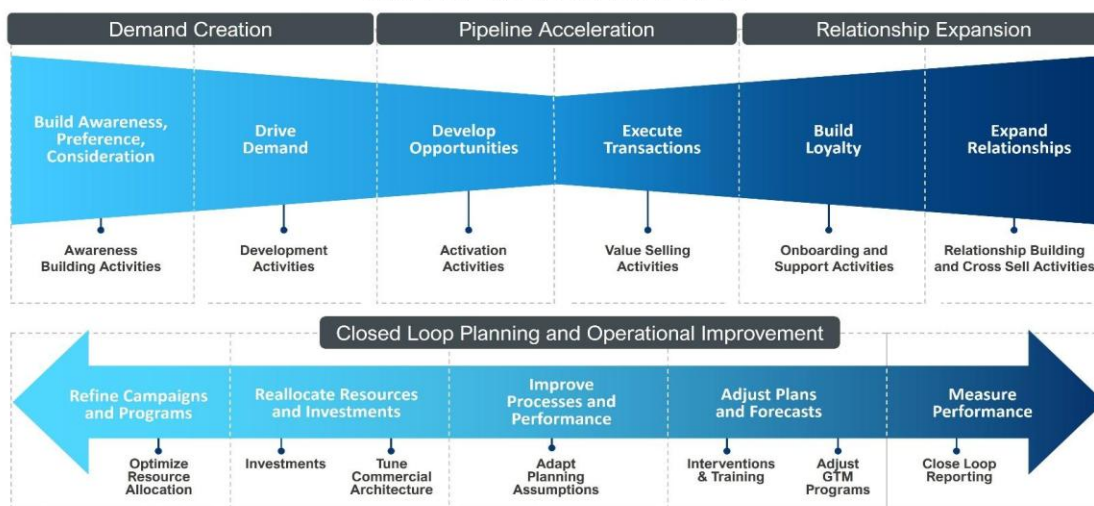
Advance Your Career by Taking the Revenue Operations Foundations Certification

Ambitious GTM professionals can advance their career and grow their salaries by taking the Revenue Operations Foundations Certification (ROC). This industry leading certification provides RevOps and GTM professionals of all levels with the tools, resources, and competencies they need to understand the full revenue cycle so they can collaborate across the revenue team to improve and accelerate GTM execution.

The Revenue Operations Foundations Certification is perfect for Revenue Operations and Go-to-Market professionals at all levels who want to excel at their job, increase their business impact, foster teamwork across functions, and advance their career. The seven hour curriculum fills the critical gaps in business acumen, functional understanding, and consultative thinking that hold GTM professionals back from broader roles and more senior level responsibilities. Certified professionals will have the strategic and financial skills to communicate, quantify, and measure the value of Revenue Operations to their leadership to get the resources, buy-in, and teamwork they need to succeed in their jobs.

The Certification addresses the fact that many Revenue Operations professionals have excellent technical knowledge for specific activities within functions, but they may not fully understand the entire revenue cycle and how companies can improve GTM strategy execution. The ROC provides graduates with the tools, resources, and competencies they need to master their role, collaborate across GTM teams, generate revenue impact, and communicate value to the c-suite. The Revenue Operations Foundations Certification is taught by a world-class faculty of operating executives and senior revenue operations professionals. Much of the content is based on the bestselling book Revenue Operations where its author, Stephen Diorio, is a member of the faculty. The Certification features case study examples and 'real world' practical teaching from the faculty. Plus, students receive a curated library of proprietary supporting materials including research reports, benchmarks, and blueprints for execution.

THE REVENUE CYCLE



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The ROC is unique because it provides students with a comprehensive understanding of every aspect of the revenue cycle - from demand creation through relationship expansion and continuous improvement - to diagnose and enable GTM execution. It covers every aspect of the revenue cycle - from the people, processes, products, technologies, finance, analytics that drive growth to the planning and implementation skillsets needed to drive change and improve GTM execution. These practical skills help graduates stand out relative to their peers by arming them with perspective on the aspects of growth they control but also empower them with a complete strategic perspective on every growth lever in a business.

ENROLL TODAY

Revenue Operations Associates is a Go-to-Market Acceleration company. Our proprietary education, certification and acceleration tools help growth leaders and their revenue teams to realize the full GTM potential of their business by mastering Revenue Operations

