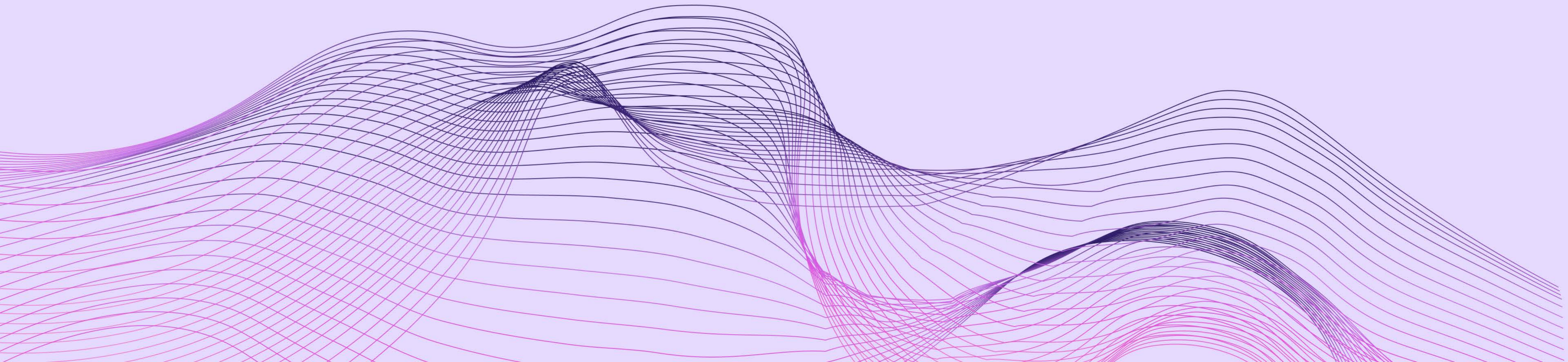
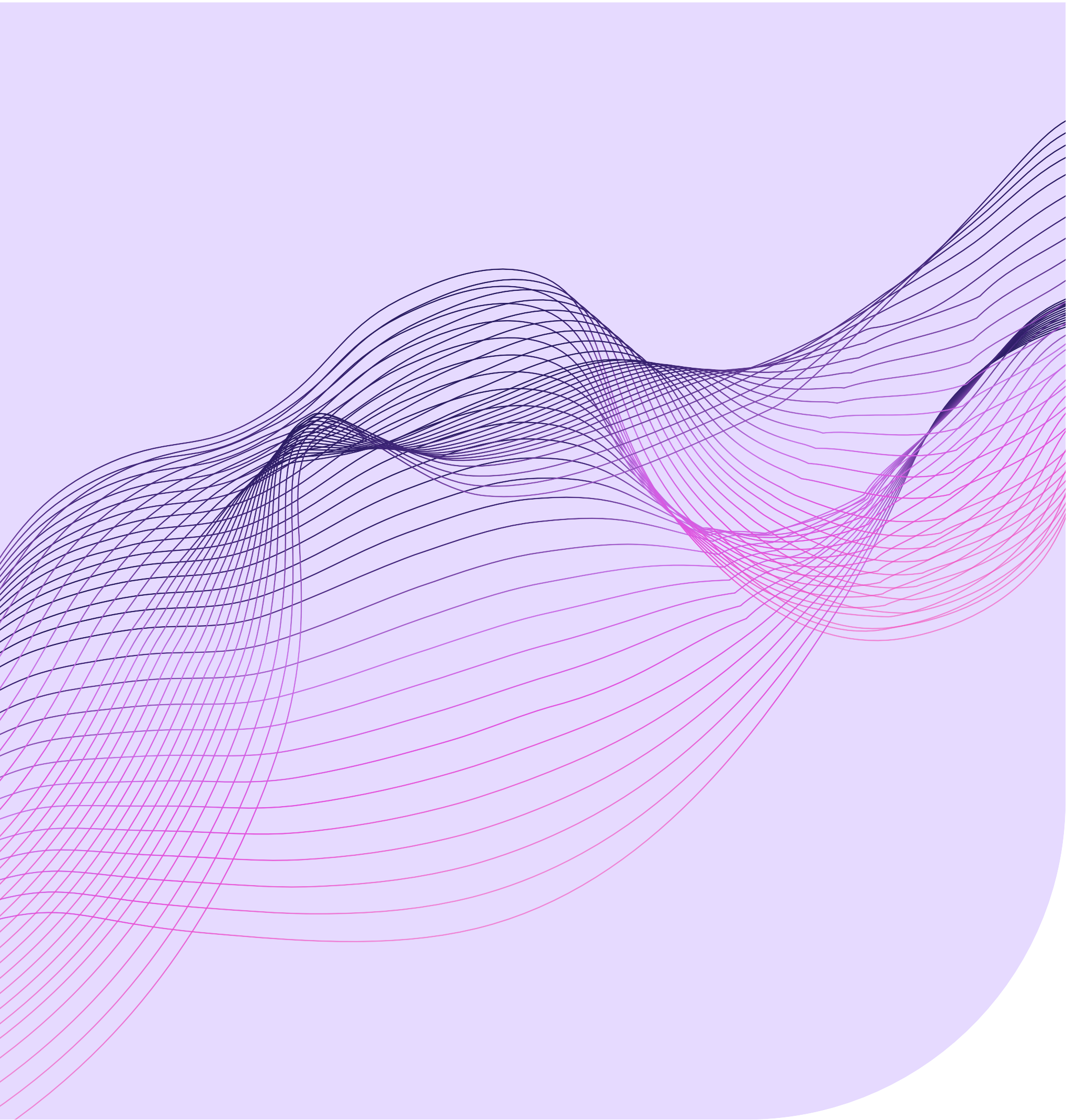


BoostUp

Top 10 Metrics for Chief Revenue Officers

Metrics to Boost Revenue Visibility and Accountability





Executive Summary

These three questions make or break CROs every day:

- Are you confident in your forecast?
- Do you have the pipeline to hit your targets?
- How will you better optimize your spend on Sales?

Unfortunately, the uncertainty and waste in revenue makes answering these questions very difficult. As a result, most leaders report a lack of control over the performance of their revenue machines, and increased tension with other senior leaders, often including the CFO.

If you're not sure what's real in your business, you're not able to diagnose what's broken, and you can't hold people accountable or get aligned.

Is it any wonder then that 35% of deals slip each quarter, and that forecasts are on average less than 60% accurate—sometimes as low as 30%—by week 8?

What's worse, when you can't see what's real or know where to focus and where not to focus, you waste time and money. Sales reps spend only 28% of their week on actual sales activities. On the low end, they burn 2.5 hours of that time just navigating poor forecasting workflows.

It ultimately comes down to: Poor Visibility > Poor Accountability > Poor Results.

That's where these Top 10 CRO metrics will help. We dissect each one, with the help of industry leaders like you, in a straightforward way, and offer a clear definition, a quick overview of the business decisions that each one helps you make in practical applications, as well as the key benefits you'll get from measuring them.

Assessing each has proven to help CROs amplify their visibility into what's really going on in their businesses, drive better accountability across teams, and deliver more predictable results.

A quick note to CROs on benchmarks:

BoostUp is currently working on a benchmark study for these and other key metrics against which you can gauge your performance. In the meantime, each CRO we interviewed recommended using several third party benchmark reports as a way to triangulate how they're performing against peers.

A few of the more popular reports come from BridgeReport, SaaStr, Luma, and of course analysts like Forrester.



Julia Herman
Chief Revenue Officer
vLex

Pipeline Creation

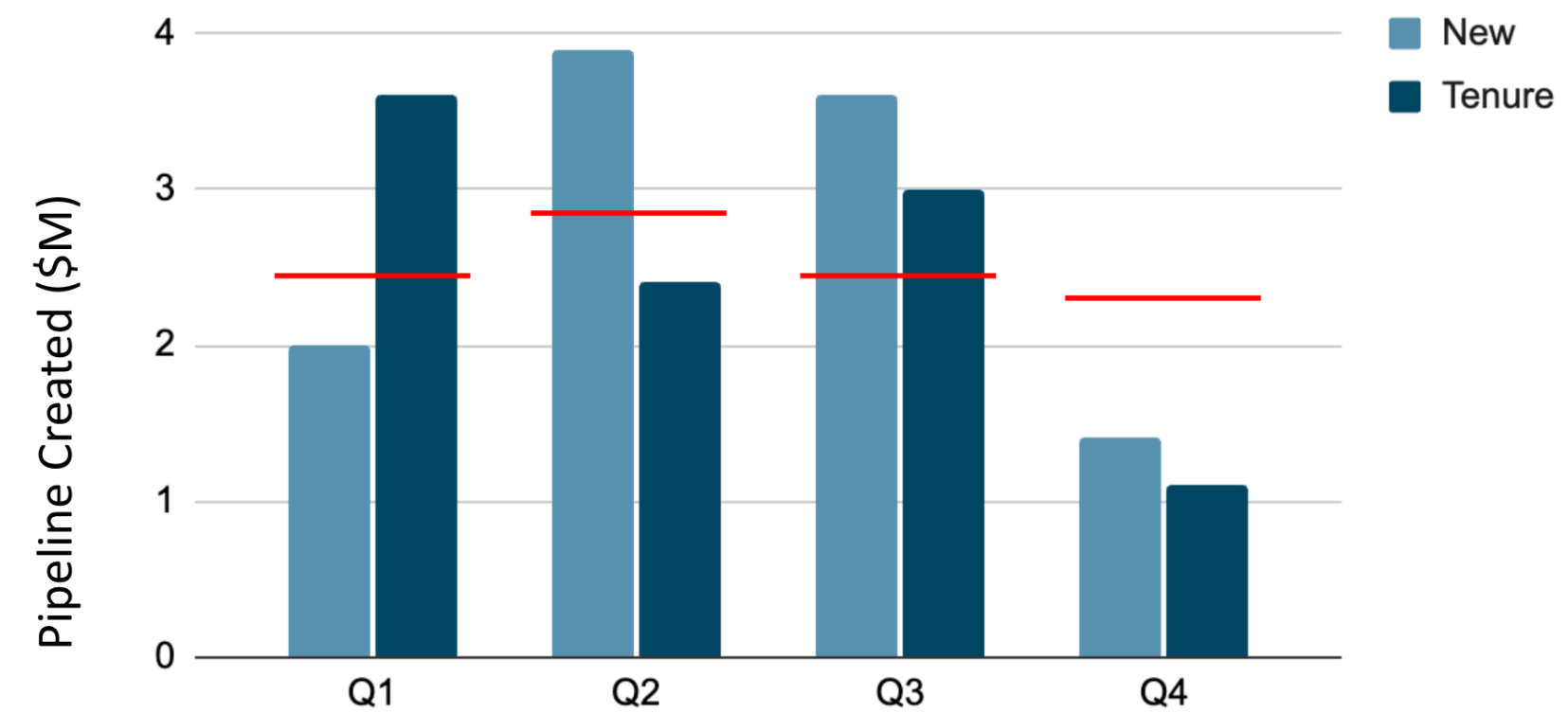


Now, you can start to build out a plan of what rep productivity looks like. This can be done in Excel or in fancy software that you could use. Essentially, the most basic part is knowing that an enterprise rep who is tenured is going to deliver 2.5 million in revenue. Then, I know how much revenue I can expect from a rep who starts in Q1, Q2, Q3, because I've built out my ramp modeling. I have those metrics, and I have them by segment. So, it's not like I'm lumping everybody into that huge bucket.

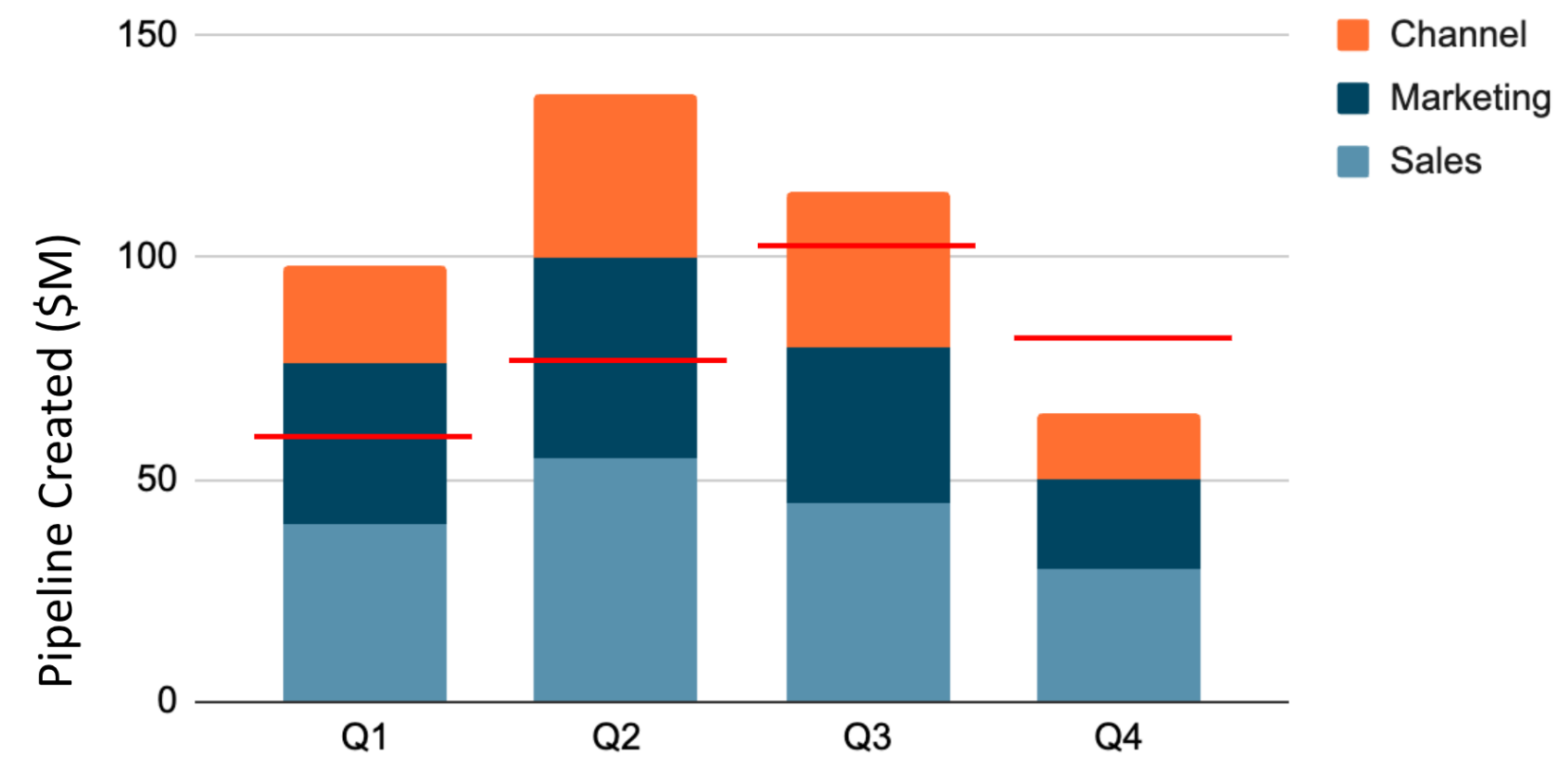
Learn more:

[Fundamentals of Building an Annual Budget with Julia Herman](#)

Pipeline Created by Enterprise Rep



Pipeline Created by Source



Metric Definition

- Amount of New ARR added by Rep Seniority
- Amount of New ARR added by Source by Quarter

Business Decisions

- How much pipeline was created by rep category?
- How much marketing pipeline is needed?
- How much expected from Channel?

Benefits

- Identify how much activity is needed to create pipeline
- Leading indicator to rep performance
- Identify targets by Pipeline Source
- Tailored enablement opportunities: learn and replicate



Neel Kamal
CRO & Co-Founder
BoostUp

Opportunity Stage Conversion Funnel



To enhance the opportunity stage conversion funnel, I blend reactive and proactive analysis, focusing on geography and lead source. This approach establishes baseline conversions, identifies performance dips for immediate action, and discovers insights like 'Organic Inbound' leads excelling in AMER compared to EMEA for us. It's a strategy not just for troubleshooting but for strategic planning, aiming for continuous improvement and success.

Learn more:

[Funnel Analytics from BoostUp](#)

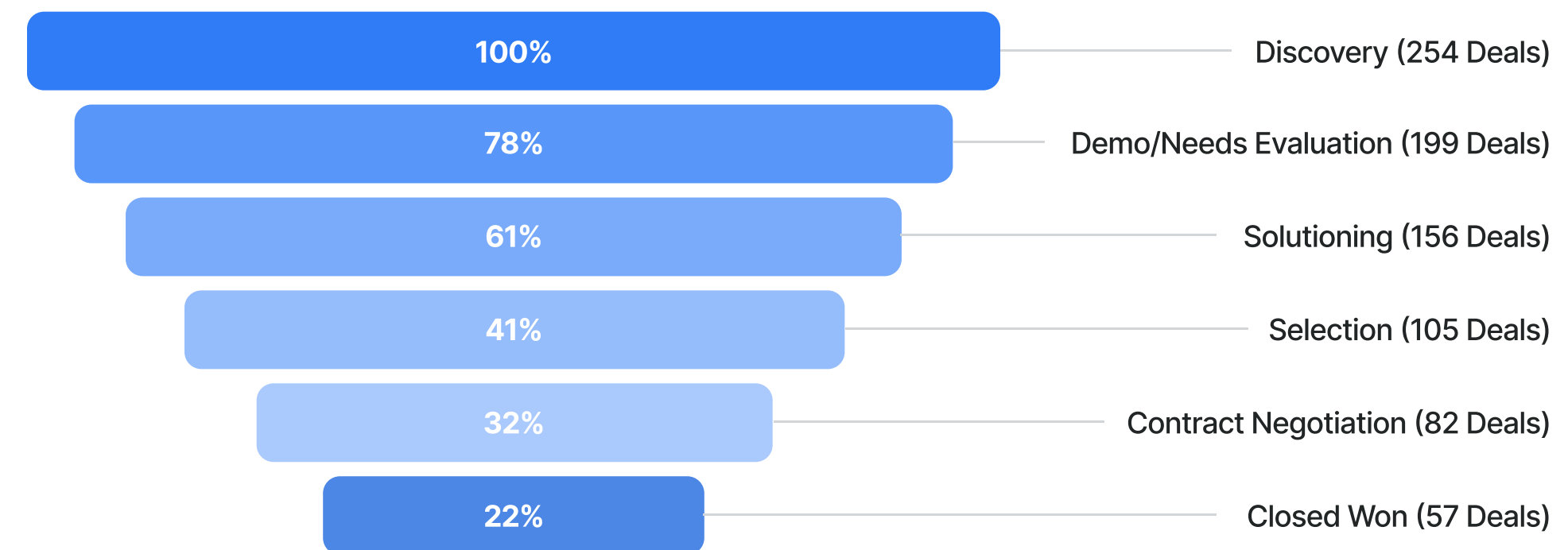
What is my conversion rate per stage?

Overall Conversion Rate

22%

Avg. Sales Cycle

72 days



Metric Definition

- % of opps that moved to next stage from current stage.
- % of opps from current stage that were successfully closed.

Business Decisions

- Opportunity to close conversion rate informs how many qualified opportunities are required to hit the revenue target.
- Identify the funnel stages with the largest drop in conversion rate.
- Identify the funnel stages where reps are spending the majority of their time. Does that correlate with closing more deals?
- Identify which lead source has the highest conversion rates.

Benefits

- Assign Pipe Creation quotas.
- Drive marketing spend based on lead source conversion rates and targets.
- Identify coachable areas for improving deal progression.



Matt Durazani
Chief Revenue Officer
Olumo

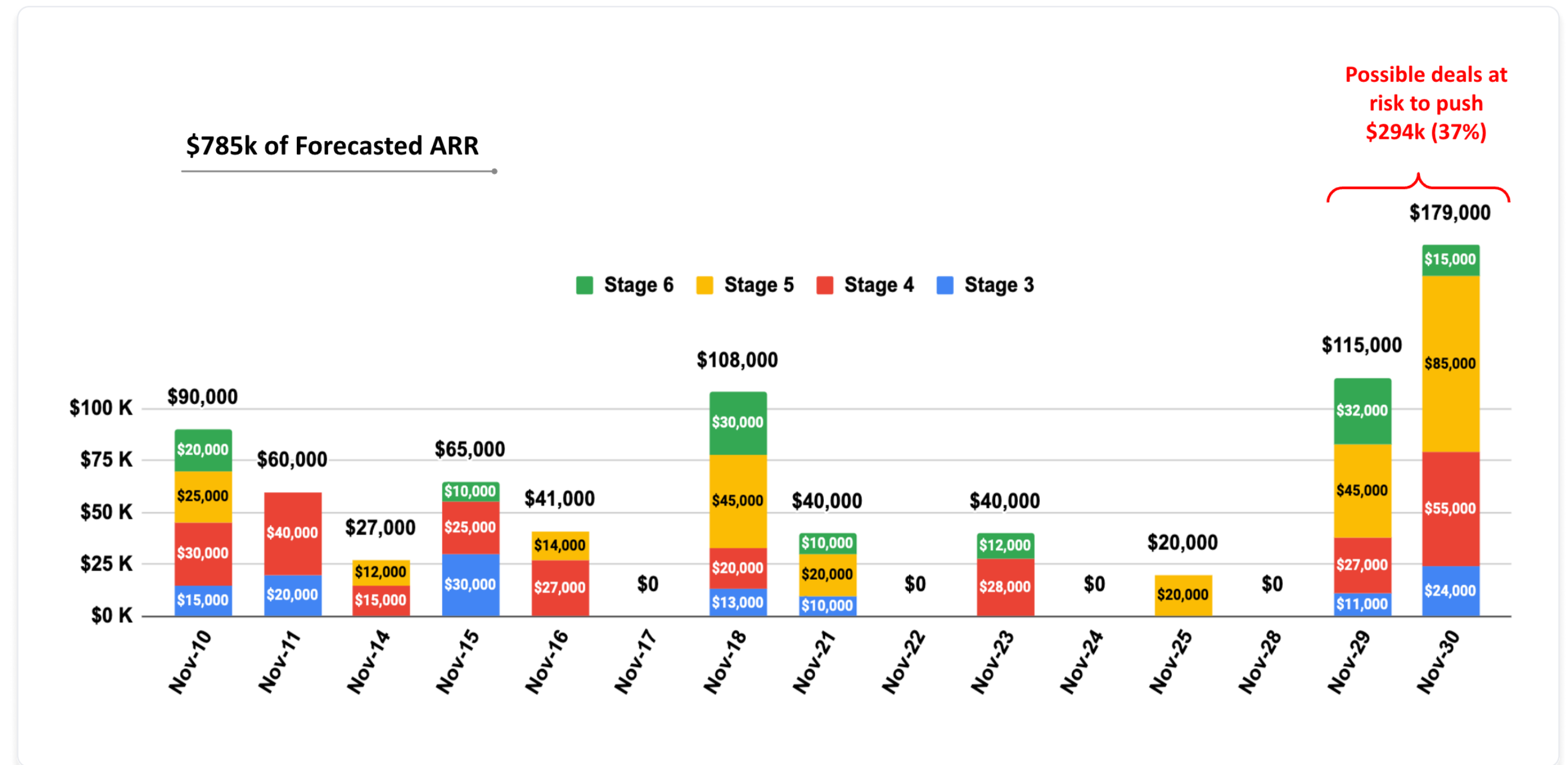
RRR - Runway, Risk, Resources



This metric provides insight into the timeline of deals in relation to their close date, as well as the total ARR expected to close within those timeframes. What's key here is identifying deals, especially those forecasted to close in the last few days of a quarter. This often indicates a lack of a clear path to closure. By focusing on these deals, leadership can manage by exception—identifying what needs to be done to move these deals across the finish line and determining who needs to be involved to ensure success.

Learn more:

[The Operating Rhythm of Regularly Building, Progressing, and Closing Pipe](#)



Metric Definition

- Timeline of deals by Close Date and related total ARR expected to close

Business Decisions

- What deals are at risk to push?
- What specific final steps are required?
- What internal resources can we allocate to support the deal?

Benefits

- Focus shifts from close date expectation to deal execution and strategy
- More realistic ARR timeline
- Engages all teams & execs
- Reduce risk of pushed deals



Ken Pouliot
Chief Revenue Officer
SheerID

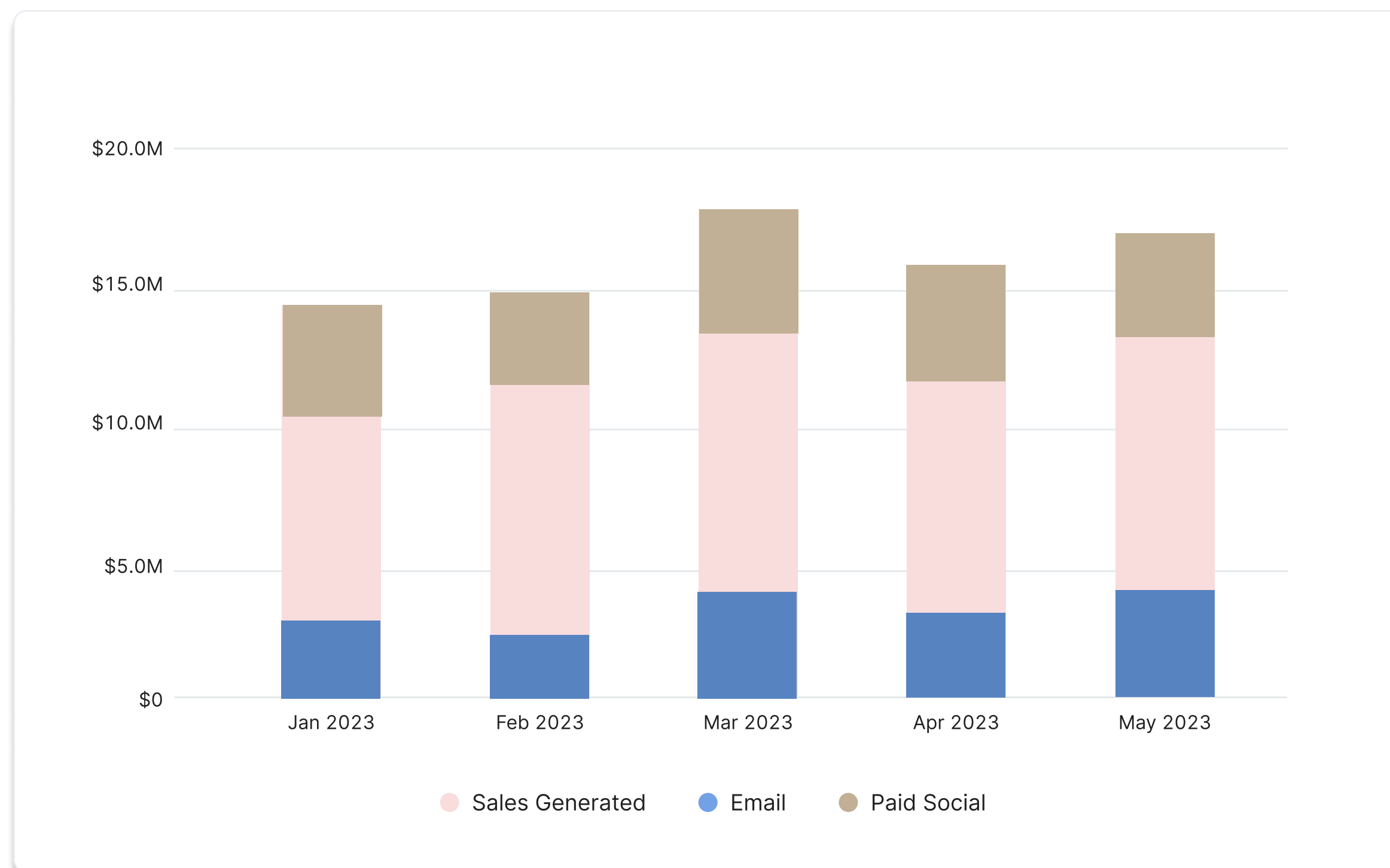
Marketing Productivity



It's always about finding efficiencies... We're always looking to say, are we putting our best money in the best channels and getting the best ROI out of those channels? We're always looking at, in particular, the biggest budget that can go one way or the other is marketing... Are we getting our biggest bang for our buck?

Learn more:

[How SheerID increased their speed to insights by 4x](#)



Metric Definition

- Cost per lead per source
- The expenditure on marketing initiatives divided by the number of leads generated, segmented by each marketing channel or source.

Business Decisions

- Determining the most cost-effective marketing channels.
- Allocating budget to channels with the highest ROI.
- Deciding whether to scale up or down on marketing spends based on efficiency.

Benefits

- Optimizes marketing spend, ensuring resources are allocated to the most productive channels.
- Helps in quick strategic shifts in marketing tactics for better ROI.
- Aids in forecasting and planning by analyzing past marketing efficiency trends.
- Enhances alignment between marketing efforts and sales outcomes, focusing on leads that convert at higher rates.



Werner Schmidt

CEO & Co-Founder
Lative

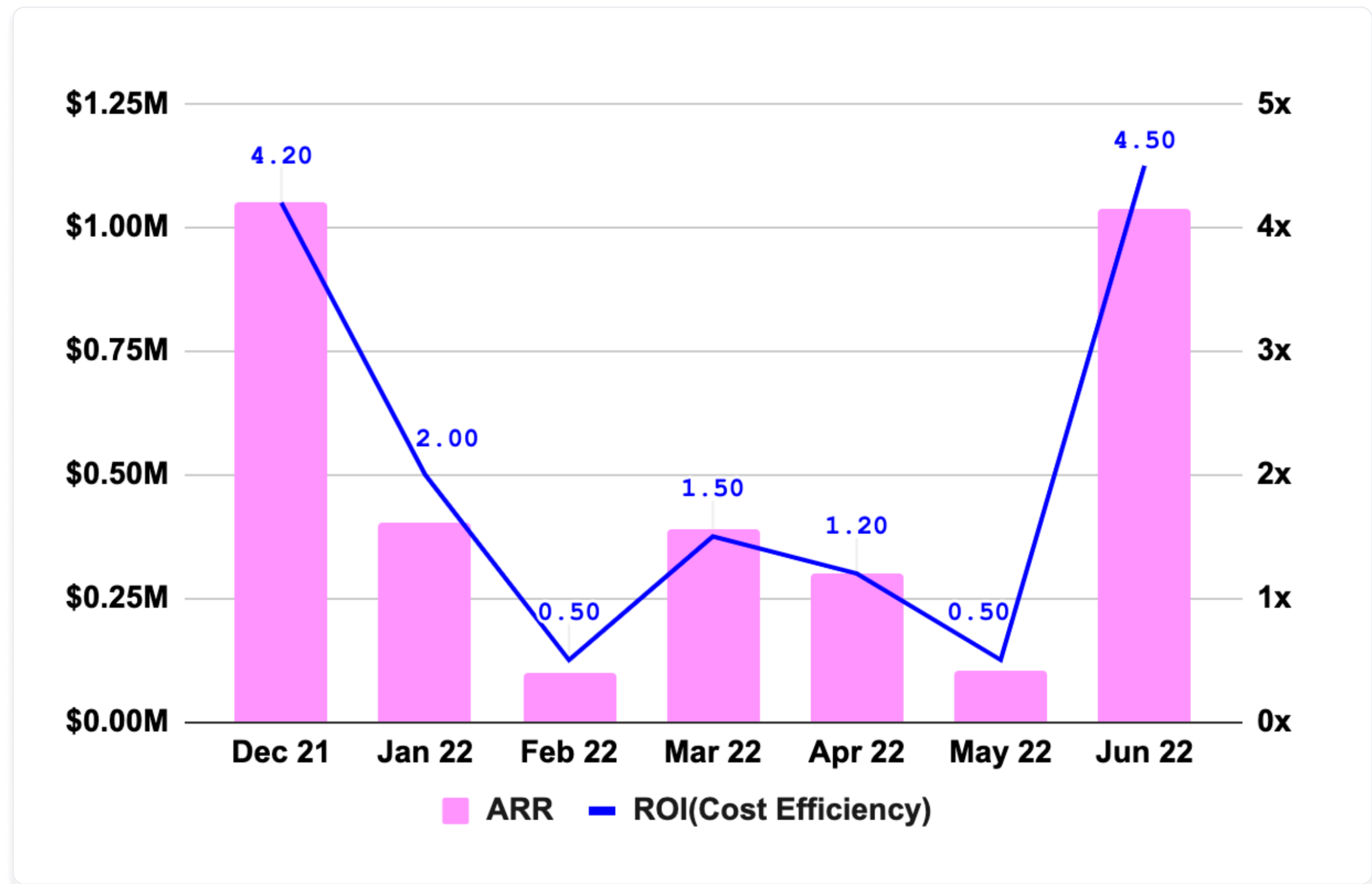
Cost Efficiency



Cost efficiency involves analyzing the revenue generated versus the costs incurred, aiming for a desirable return on investment, ideally around three to one. It guides decisions on hiring and operational spending, ensuring that we don't adversely affect our cost efficiency by overhiring. This metric is crucial for maintaining a sustainable business model, preventing gross margin erosion, and ultimately affecting company valuation.

Learn more:

[Growth Efficiency Metrics](#)



Metric Definition

- Cost Efficiency - return on investment on the sales team, related with ARR

Business Decisions

- How to make smart hiring decisions?
- What's the cost vs revenue generated?
- What are the trending factors for costs and revenue?

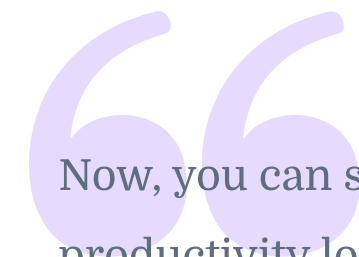
Benefits

- Calculating return on investment
- Comparison across teams
- Adopting a forward-looking model



Julia Herman
Chief Revenue Officer
vLex

Rep Productivity

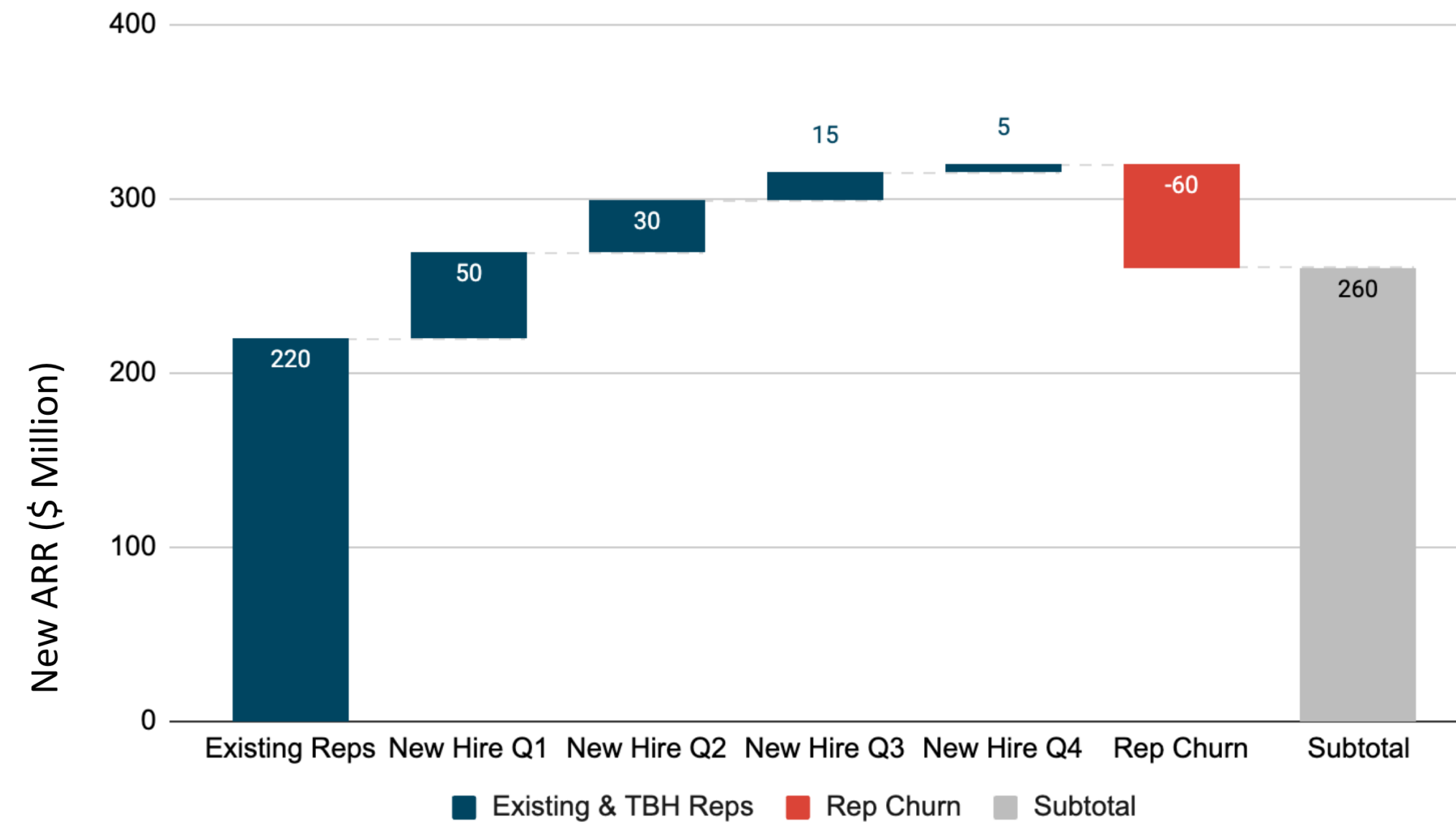


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Learn more:

[Fundamentals of Building an Annual Budget with Julia Herman](#)

Productivity Waterfall



Metric Definition

- Amount of New ARR added by Rep Seniority
- Amount of New ARR added by Source by Quarter

Business Decisions

- How much pipeline was created by rep category?
- How much marketing pipeline is needed?
- How much expected from Channel?

Benefits

- Identify how much activity is needed to create pipeline
- Leading indicator to rep performance
- Identify targets by Pipeline Source
- Tailored enablement opportunities: learn and replicate



Greg Rattray
Head of Revenue
Operations, North America
Airwallex

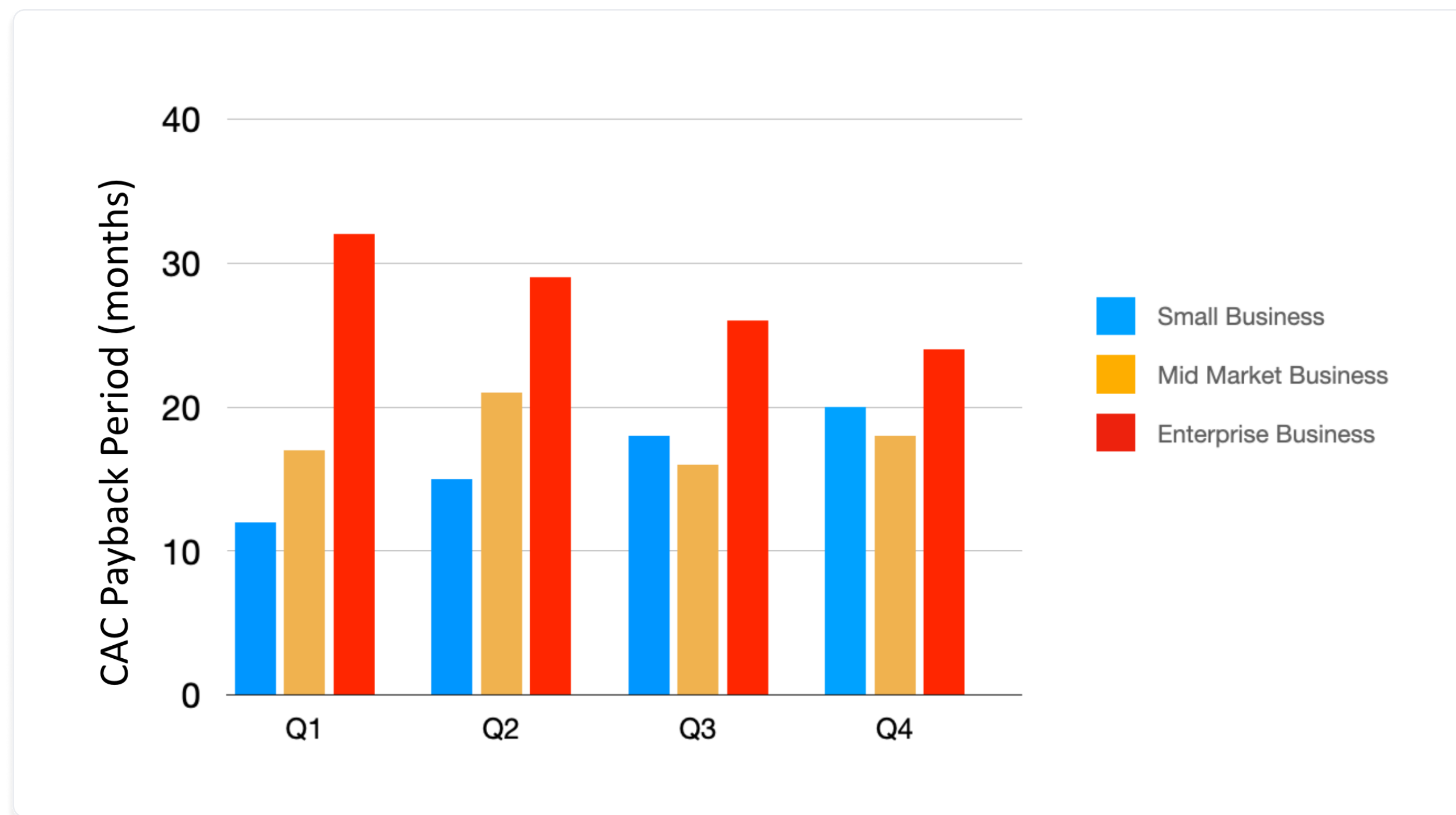
CAC Payback Period



This is a critical metric for all SaaS companies, especially for those employing product-led growth strategies due to the lower customer acquisition costs associated with this model. A low payback period, say 12 months or less, indicates efficiency in recouping customer acquisition costs, which is beneficial. Conversely, a high payback period, such as over 18 or 24 months, necessitates a deeper investigation to discern whether the issue lies in messaging, targeting, or the suitability of the strategy for the customer base.

Learn more:

[Three Key Metrics for RevOps in a Product-Led Growth Org](#)



Metric Definition

- The time it takes for your company to recover the cost of acquiring a customer
- $CAC \text{ Payback Period} = \frac{CAC}{(Revenue - Cost \text{ of Service})}$

Business Decisions

- CAC payback period is low (GOOD)
 - Can we ramp up hiring?
 - How do we increase lead flow?
- CAC payback period is high
 - What messaging resonates and how do we make consistent across the team?
 - Are we going after too many customers? Should we focus on upsells/expansions?
 - Does our GTM strategy work with these customers?

Benefits

- Able to understand the business health for each segment
- Target the right audience
- Allocate resources appropriately
- Combine with Win Rate by competitor and more for the full picture



Neel Kamal
CRO & Co-Founder
BoostUp

Risk-based Pipeline Review

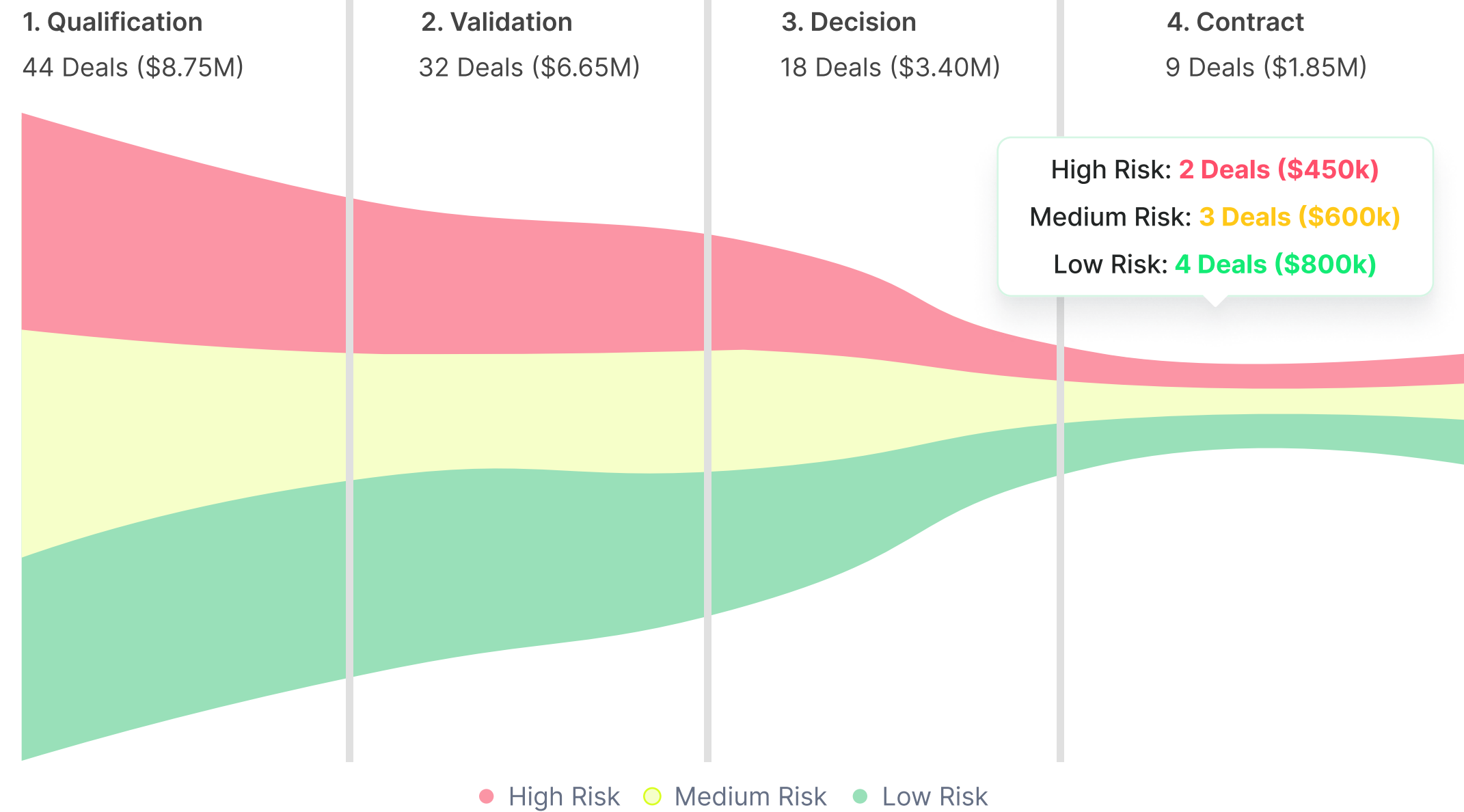


A risk-based pipeline review turns traditional, lengthy discussions into strategic, efficient evaluations. Instead of a reactive game of 20 questions, incorporating a risk score focuses and streamlines these reviews, making them more accurate and effective. This approach fundamentally changes the dynamics of pipeline reviews, providing clear, actionable insights.

Learn more:

[Pipeline Management from BoostUp](#)

What is my conversion rate per stage?



Metric Definition

- Number and % of deals in Commit with high engagement risk.
- Number and % of deals in late stages with high engagement risk.
- Number of deals not in Commit that have a low engagement risk.

Business Decisions

- Identify the true quality of the current quarter pipeline. How many deals are real, and how many are not?
- If a large % of a manager or rep's commit deals have high risk, they might not be able to hit their forecast. Identify this risk early in the quarter.

Benefits

- Early indicators of whether a deal will close successfully or not.
- Early indicators of the health of the pipeline.
- Managers can help improve win-rate by focusing on deals that have a shot at closing (deals with medium risk).
- Managers can help focus reps' time by de-focusing on deals that do not have a shot of closing (deals with high risk late in the quarter).



Werner Schmidt

CEO & Co-Founder
Lative

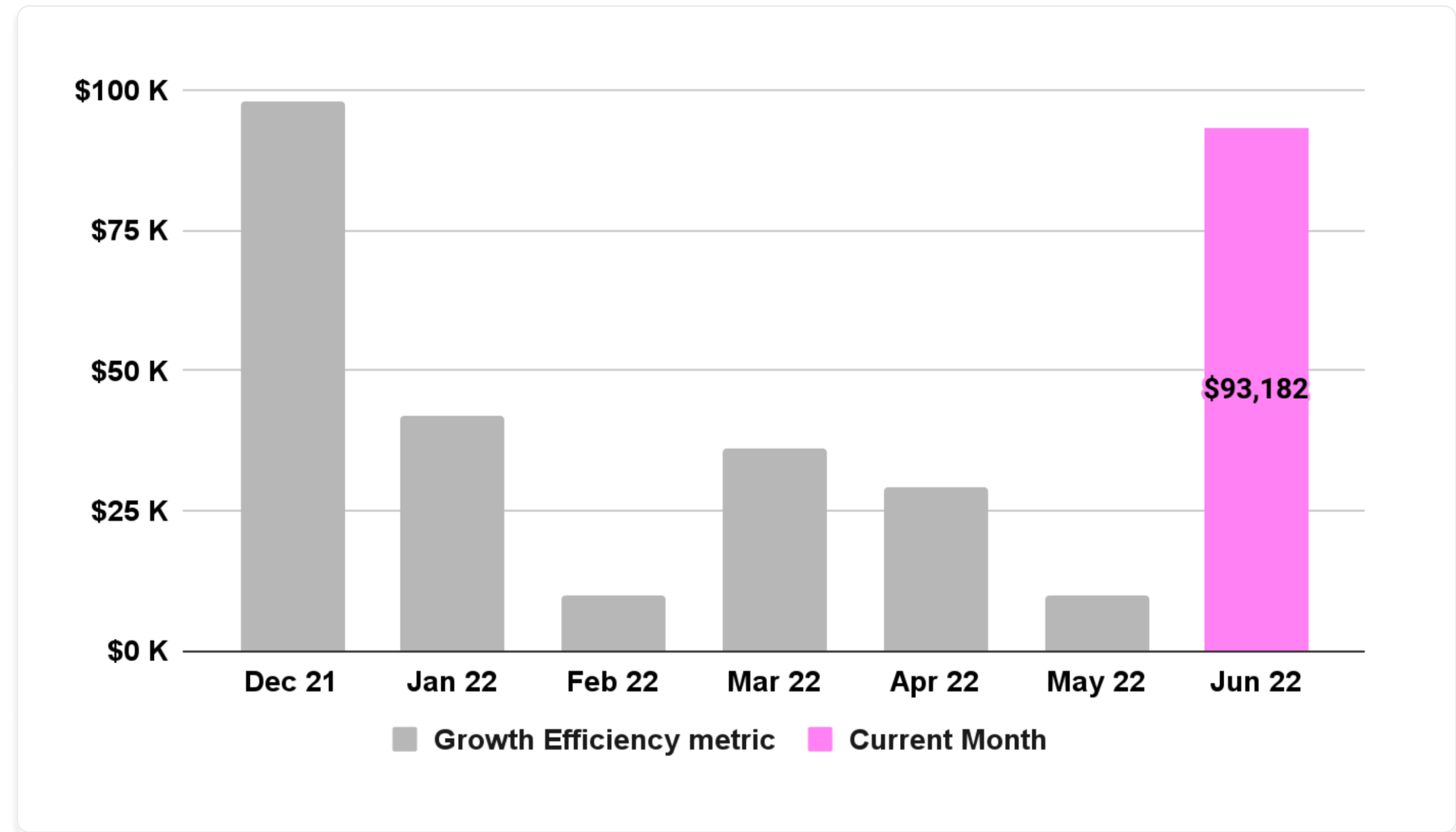
Sales Productivity



This metric is about measuring the revenue generated per salesperson and understanding the territories or products they can sell. It's calculated by dividing the revenue generated by the number of salespeople. It helps us determine how many more salespeople we need based on average productivity. Knowing the average productivity allows us to invest in areas where we can generate higher returns.

Learn more:

[Growth Efficiency Metrics](#)



Metric Definition

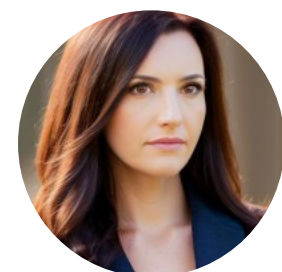
- Sales Productivity in real-time

Business Decisions

- Invest in the right areas
- Establish your teams efficiently and effectively
- Secure sales capacity to reach your targets

Benefits

- Calculates your sales productivity in real-time
- Holistic view across teams, regions, segments and even product lines
- Measure effect of what RevOps and Enablement activities have on the business



Julia Herman
Chief Revenue Officer
vLex

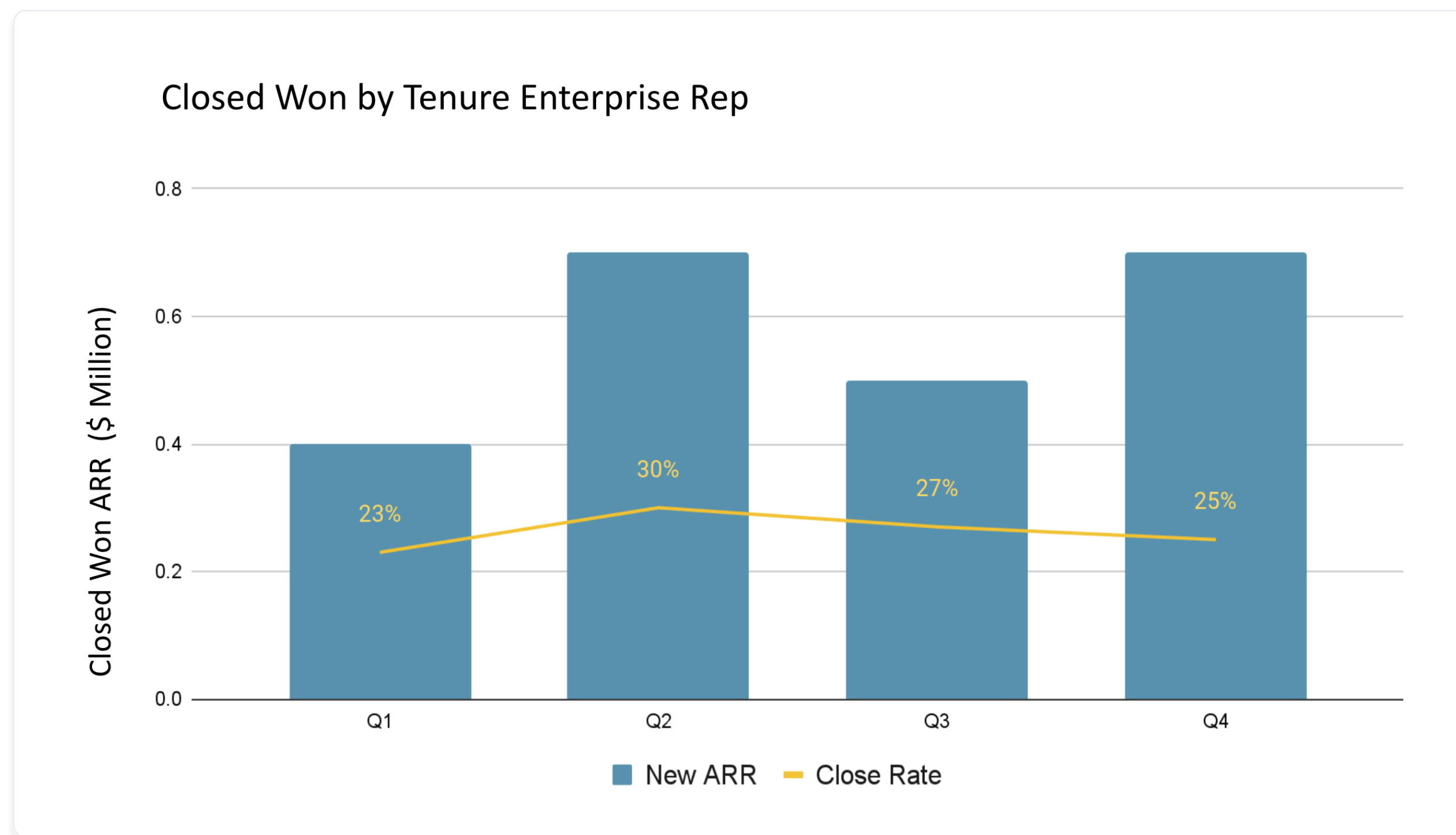
Pipeline Conversion



You really do need to look at the pipeline conversion metric by source. It's about understanding, 'Here's all the pipeline we've created. How are we actually converting that to closed/won revenue?' This involves slicing and dicing the data in as many segments as we can... different teams, different regions, and very different new versus tenured reps.

Learn more:

[Fundamentals of Building an Annual Budget with Julia Herman](#)



Metric Definition

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BoostUp.ai is the Revenue Command Center for CROs and RevOps Leaders to control revenue.

We help businesses scale and grow by increasing forecast accuracy, creating reliable pipelines, and enhancing rep productivity. BoostUp.ai improves visibility and accountability for revenue teams to boost revenue.

BoostUp.ai is a Forrester High Performer & G2 Revenue Operations & Intelligence Leader. Leading companies, including Cloudflare, Udemy and Workato trust BoostUp to drive predictable revenue and growth.

[Learn more about BoostUp.ai](#)

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