Revenue Architecture in HubSpot



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The goal

We want to create a **revenue factory** and scale our business, therefore we need data-driven insights to optimise the buying process and increase the revenue team performance.

Starting point?



Unclear definitions (e.g. MQL)

Undocumented processes

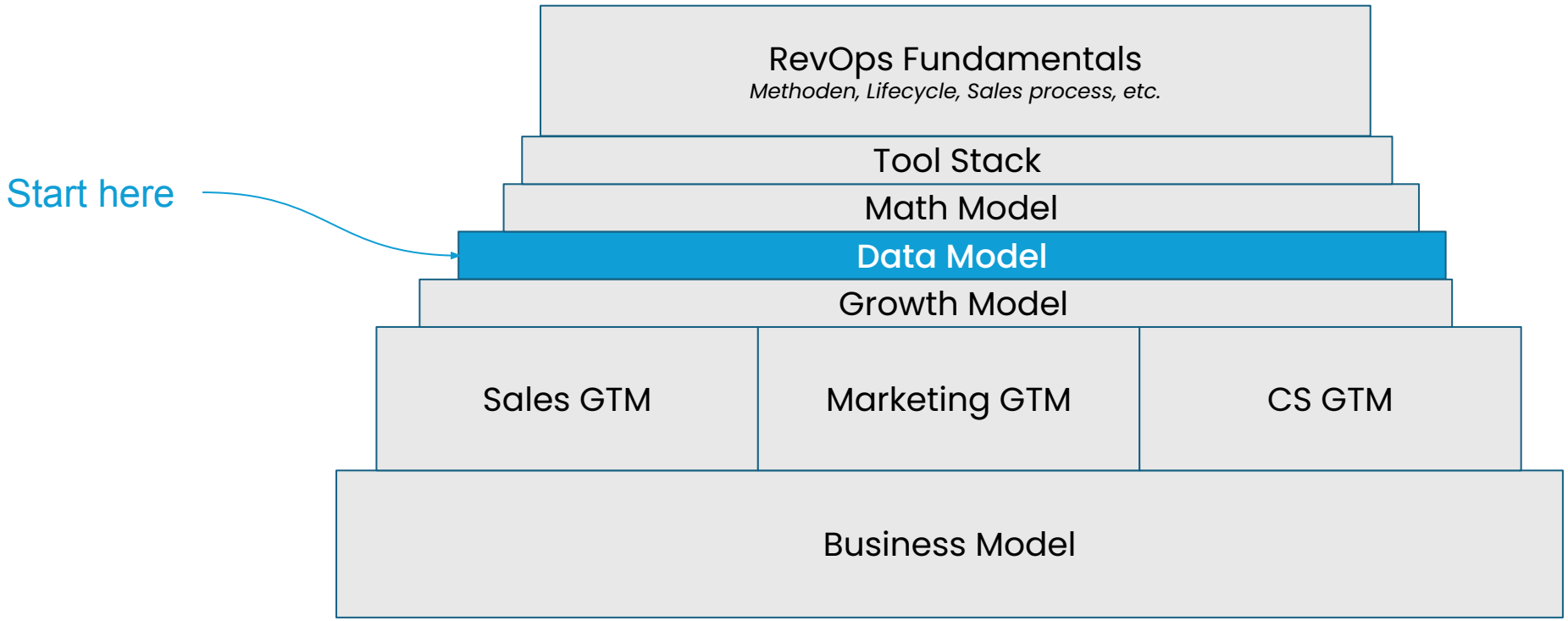
Incomplete / inaccurate data

Full journey in deal stages

Integration issues

Reporting in Excel

Revenue architecture



Source: Brian Kreutz (RevPartners) - RevOps School course Pavillion

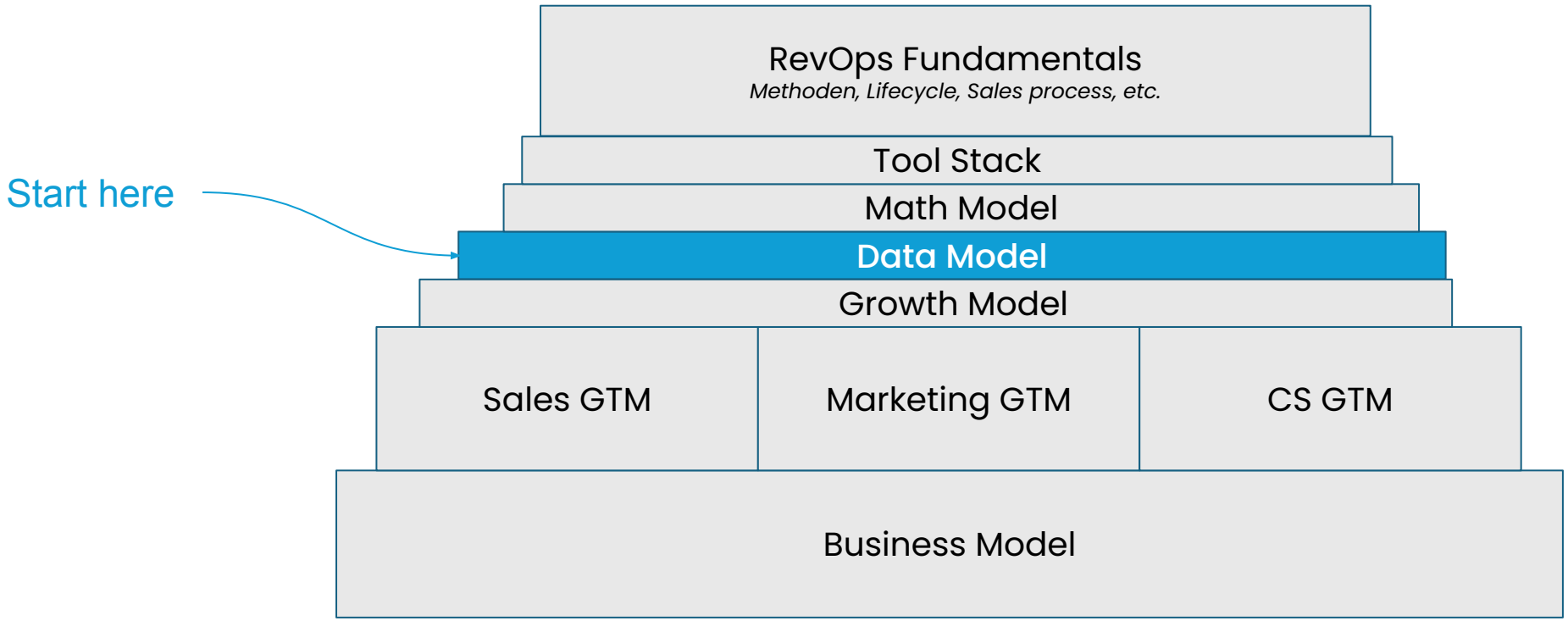
Step by step

Steps for implementation of a **new data model**:

1. Define primary and secondary metrics
2. Redesign the processes and use SPICED
3. Integrate all systems with HubSpot
4. Data cleanup
5. GoLive + train the teams + start data monitoring
6. Create insights
7. Analyse & optimise

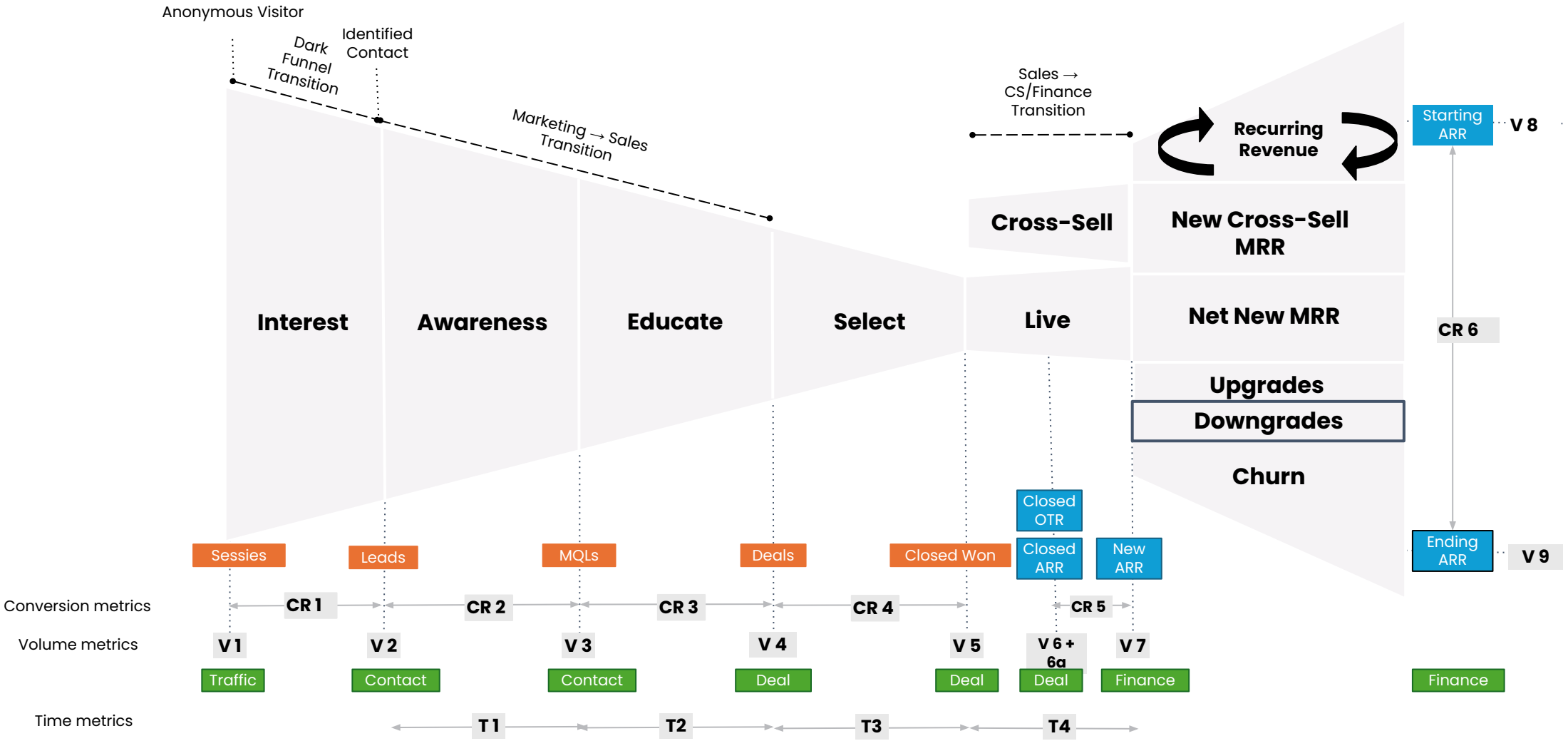
1. Define metrics & definitions

Revenue architecture



Source: Brian Kreutz (RevPartners) - RevOps School course Pavillion

Data model (Bowtie)



Volume metrics

in numbers

€ in euros

Acronym	Description	Stage	Measured value
V1	Anonymous visitor to the website (measured as session), i.e. excluding existing customers who want to log in.	Identified	New visitor sessions (traffic)
V2	Has expressed interest completed an 'awareness' form (newsletter, whitepaper download, event sign-up), the contact makes itself known.	Interested	Lead (lifecycle stage)
V3	Has expressed interest and filled in a 'decision' form (demo, trial licence, contact request, chat), the contact wants talk to sales.	Engaged	MQL (lifecycle stage)
V4	Experiences so much 'pain' that the prospect considers taking action, this is a priority and taking no action has consequences for the prospect. A deal is created.	Priority	Deal (type = New business, lifecycle stage = Opportunity)
V5	Number of deals won (commitment in the form of a signed contract).	Committed	Closed won deal (type = New business, lifecycle stage = Customer)
V6	Total committed contract value (signed contract).	Committed	Closed ARR (closed won deal amount)
V6a	Total one-off revenu (onboarding / consultancy).	Committed	Closed OTR (one-time revenue)
V7	Total committed contract value minus onboarding churn.	Onboard	New ARR
V8	Total monthly recurring revenue at start of period.	Achieve impact	Starting ARR
V9	Total monthly recurring revenue at the end of the period.	Recurring impact	Ending ARR

Conversion metrics

Based on numbers

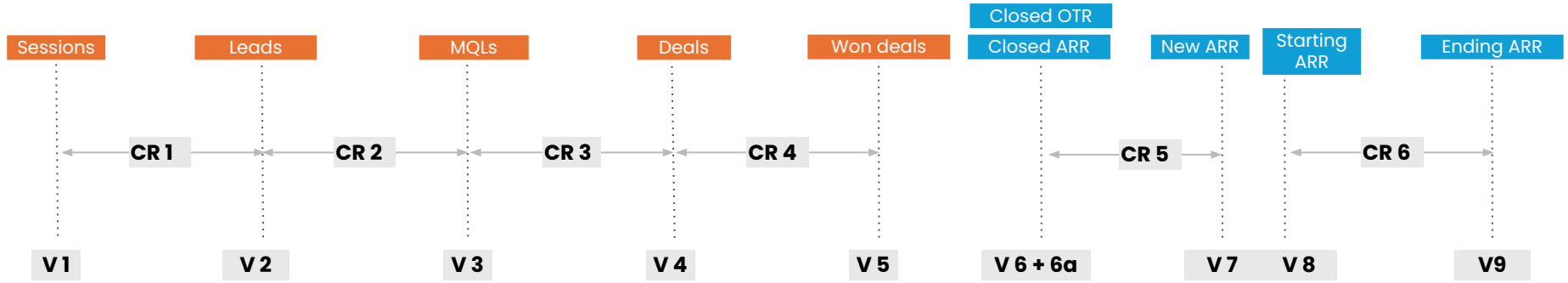
Based on euros

Acronym	Description	Stage	Measured value
CR1	The efficiency of lead gen campaigns to convert visitors to leads.	Awareness	# Leads / # New visitor sessions %
CR2	The efficiency of nurturing campaigns to convert leads to MQL. The result is a 'handraiser' who wants to come to the table with TenderApp.	Education	# MQLs / # Leads %
CR3	Qualification in the form of a 'connect call' to score the ICP, determine priority and impact. This results in a new deal.	Selection	# Deals created / MQLs %
CR4	The win rate of deals, this measures the efficiency of the sales process.	Onboard	# Closed won deals > # deals created %
CR5	This measures the quality of the onboarding process.	Achieve impact	€ New ARR / € Closed ARR %
CR6	Percentage of returning sales from existing customers, including downgrades, upsells, churn. This measures the efficiency of the customer success process. (NRR: Net Revenue Retention).	Retention	(Starting MRR + Expansion MRR − Churned MRR) / Starting MRR

Time metrics

Acronym	Description	Measured value
T1	Average time from lead to MQL	Became a MQL date - Became lead date (contact)
T2	Average time from MQL to Deal created	Became an Opportunity date - Became MQL date (contact)
T3	Average time from Deal created to Deal closed won	Close date – Created date (deal)
T4	Average onboarding time, from Deal closed won to Onboarding completed.	Close date – Created date (onboarding ticket)

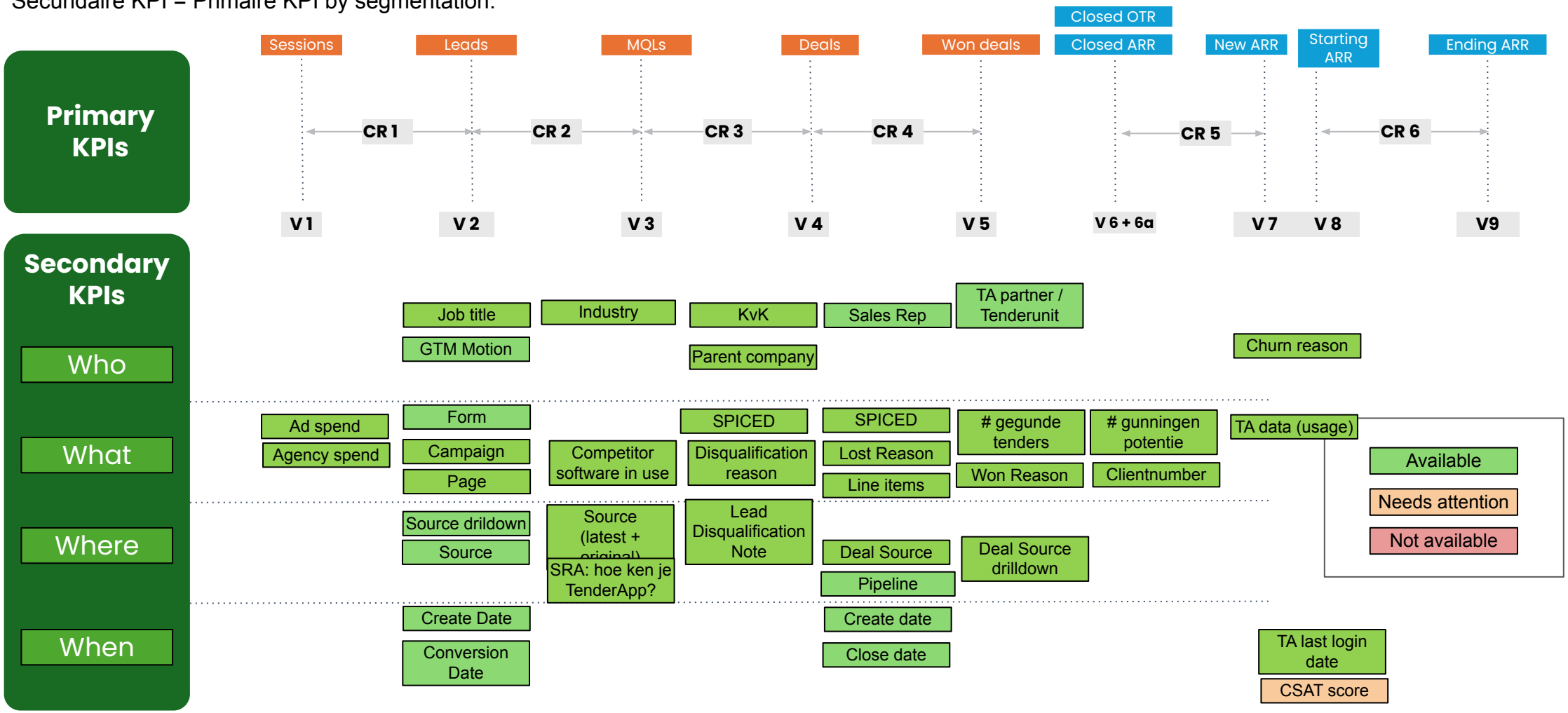
Data model results (example)



	Sessies	CR1	Leads	CR2	MQLs	CR3	Deals Created	CR4	Closed Won	Avg. Deal	Closed ARR	CR5	Net New ARR	Starting ARR	Cross Sell	Upgrade	Downgrade	Churn	Ending ARR	CR6 (NRR)
Q1	9,876	8.5%	842	30%	255	37%	95	18%	17	€11.2K	€123K	84%	€103K	€416K	€33K	€28K	-€20K	-€77K	€482K	97.1%
Q2	10,697	5.7%	612	45%	276	37%	103	28%	29	€5.7K	€184K	87%	€160K	€482K	€12K	€0K	-€22K	-€46K	€587K	96.1%
Q3	12,806	7.5%	967	33%	319	46%	147	19%	27	€4.1K	€95K	143%	€136K	€587K	€9K	€35K	-€38K	-€108K	€622K	94.2%
Q4	11,103	5.1%	531	39%	209	54%	112	20%	22	€9.7K	€165K	121%	€199K	€614K	€30K	€48K	-€87K	-€90K	€719K	94.7%
CRM Object	*Traffic*		*Contact*		*Contact*		Deal		Deal		Deal		Finance	Finance					Finance	

Primary + secondary KPI's

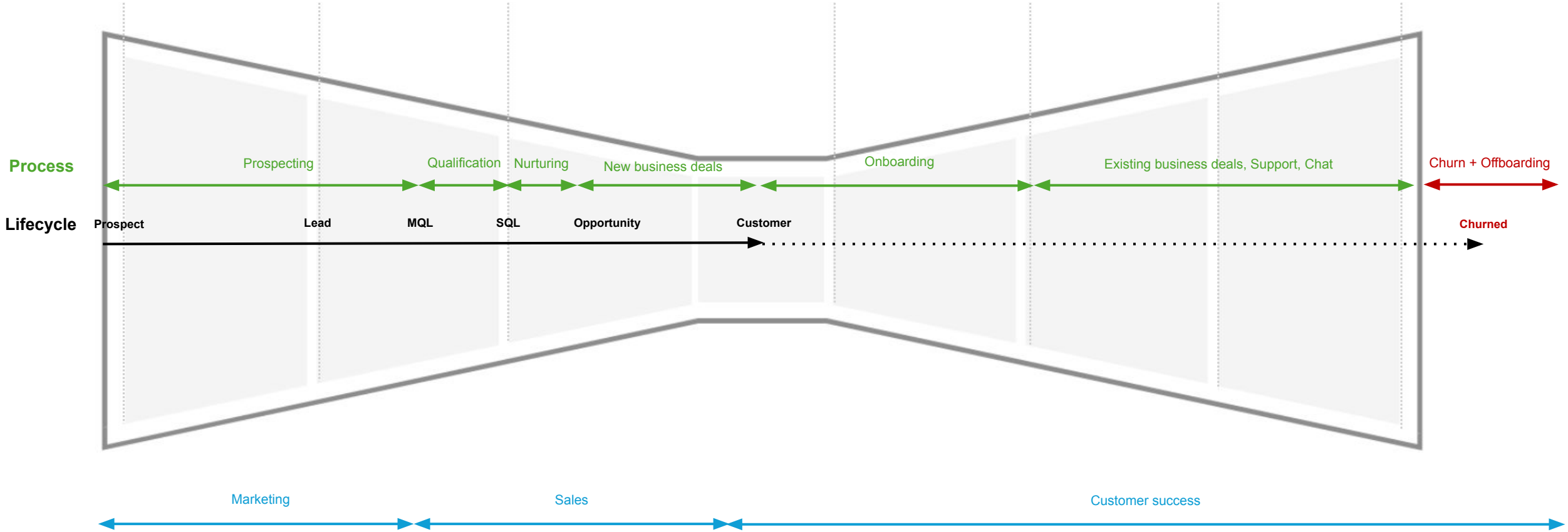
Secundaire KPI = Primaire KPI by segmentation.



2. Redefine processes

New processes + lifecycles

Lifecycle stages help us to categorize where the prospect is within the bowtie funnel. For each stage we use different HubSpot tools and have other processes defined.



Process redesign

	Marketing	Sales				Customer success	
Lifecycle stage	**MQL**	**SQL**	**Opportunity** **Deal stage: Discovery**	**Deal stage: Scope & Validate**	**Deal stage: Proposal**	**Customer** **Deal stage: Closed-won**	**Churned**
SPICED	-	Situation, Pain	Impact, Critical Event	Decision	Decision		
Goal	Handoff from marketing to sales. Qualifying the lead whether there is potential for working with the government, and thus a fit with TenderApp.	Understand the prospect's situation and priority and whether there is sufficient pain.	Map the situation in detail and examine the impact of the pain and citical event. Find out all stakeholders on the client side. Schedule demo.	Demonstrate how TenderApp can help and show the impact for their business. Talk to the right stakeholders and manage expectations (use cases, decision authority + decision process and timing).	An (appropriate) proposal to achieve the desired impact. Finding out what the customer requirements are with regarding to invoicing.	Handoff from sales to customer success. Onboarding start-up, securing administration. Retention and recurring impact and reduce churn.	Follow up in a couple of months to discover winback potential.
Activities	**Actions** Prospect qualification Desk research (TenderInsights) Get in touch with the prospect Enrich record and qualification criteria **Meetings** Introduction (Connect call)	**Actions** Warm up and make ready to buy Nurture Update SPICED info **Meetings** Discovery call Follow up call (pain? ready to buy?)	**Actions** Create deal Discuss use cases Discover competing solutions Explore DMU members Schedule demo Update SPICED info **Meetings** Discovery meeting(s)	**Actions** Customised demo Confirming product fit Mapping business cases Speaking to the DMU Gathering input for contract proposal and decision-making Update SPICED info **Meetings** Demo meeting(s) Solution presentation (optional) Stakeholder meeting (optional) Trial account (optional)	**Actions** Request details for contract Send contract proposal Update SPICED info **Meetings** Explain contract (optional)	**Actions** Close the deal Closed-won reason bijwerken Thank the customer Handover to customer success and finance team Handle incoming upsell/downgrade/churn requests and support	**Actions** Follow up if ex-customer is still happy with their new solution
Exit criteria	Qualification is finished	Situation is clear and pain is addressed Deal is created	Demo is scheduled	Customer requirements are clear. A contract proposal can be made.	Contract is signed and deal is closed won.	Termination form is submitted.	New contract is signed (go back to Customer stage)
Tools	ICP profiles SPICED playbook	SPICED playbook Nurturing flow	SPICED playbook Use cases (general)	Demo Trial account Pricing Product documentation TenderApp vs competitors	Contract input formulier HubSpot Quote (contract)	Opzegformulier	

Using SPICED model

The Elements of SPICED



Situation

Facts or circumstances relevant to the customer that determine whether the customer falls within your ideal customer profile and what is happening in their world (e.g., size of company, number of employees, software they use, hiring needs, security needs, revenue goals).



Pain

The problems the customer is looking to solve by purchasing (or considering to purchase) your product.



Impact

The results produced by solving the pain points. These are the outcomes the customer is trying to achieve. Impact can be both emotional and rational.



Critical Event

The specific deadline by which the customer must achieve the desired impact; if they don't, they will suffer negative consequences. Critical Events drive the customer's timeline for a purchase.



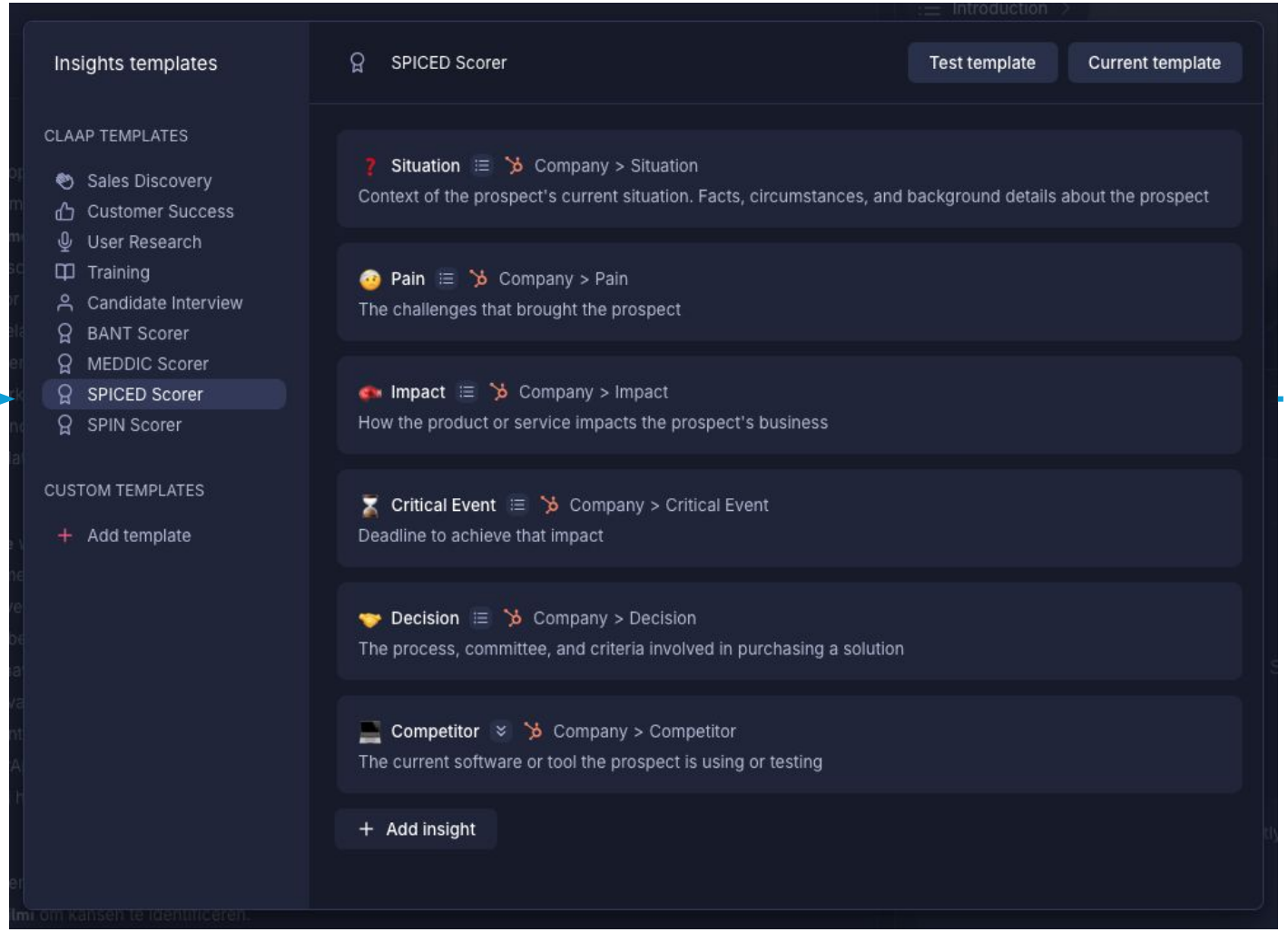
Decision

The people involved in the decision, the process they will follow to reach that decision, and the criteria they will use to conduct their evaluation.

SPICED across lifecycles

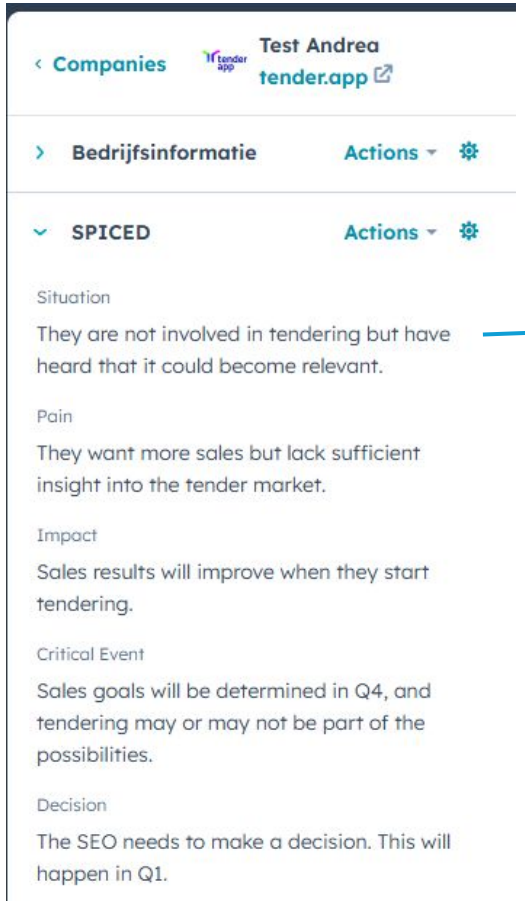
CRITERIA	Prospect	MQL	SQL	Opp.	Customer	Customer Success		
Is a fit?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Has a pain?		Yes	Yes	Yes	Yes	Yes	Yes	Yes
Can we impact their business?			Yes	Yes	Yes	Yes	Yes	Yes
Do they have a critical event?				Yes	Yes	Yes	Yes	Yes
Executed mutual commitment in place?					Yes	Yes	Yes	Yes
First value achieved?						Yes	Yes	Yes
Recurring value achieved?							Yes	Yes
Total lifetime value achieved?								Yes

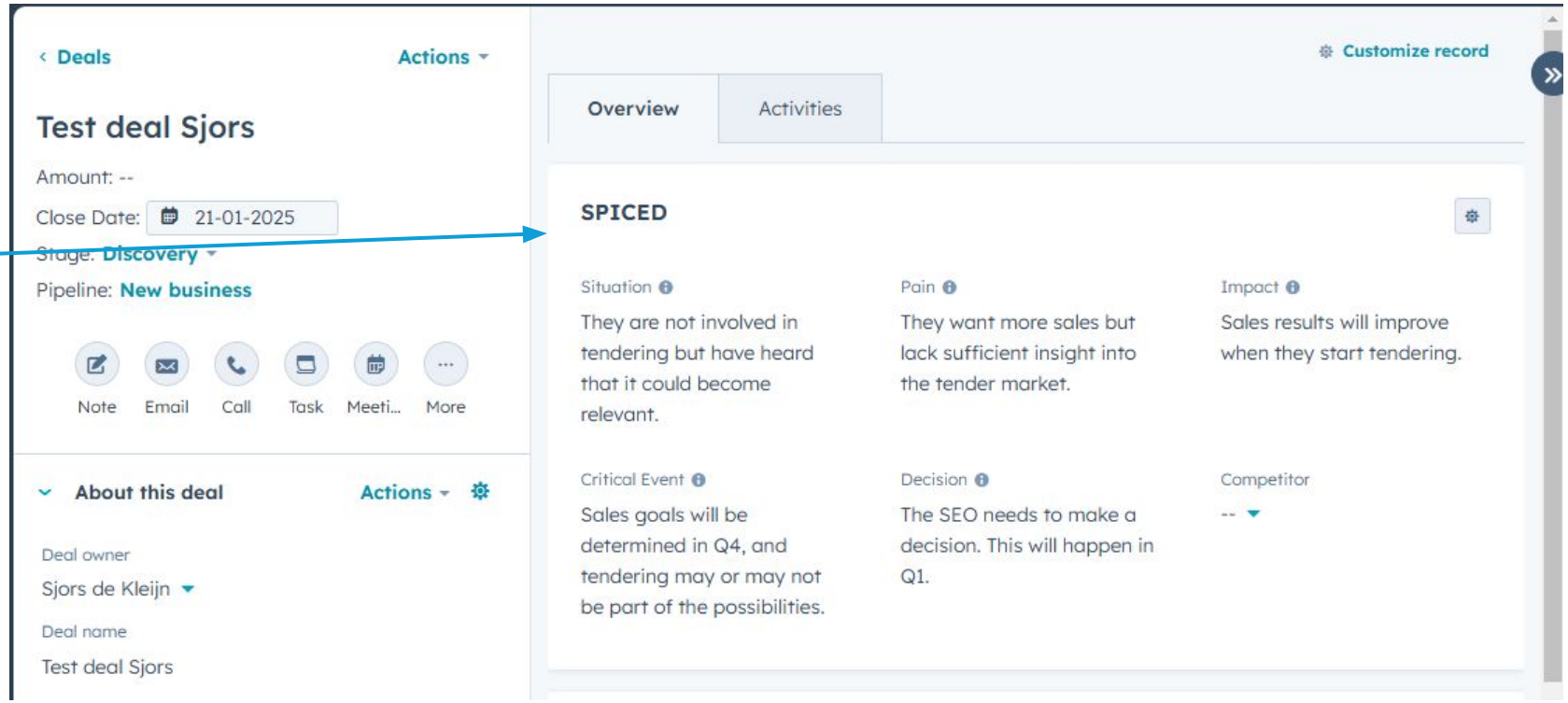
SPICED in (video) calls



SPICED in HubSpot

Available on company record. Synced to Deal + Contacts.





Objects & pipelines

Lead Pipeline	Lead type
Lead pipeline	New business

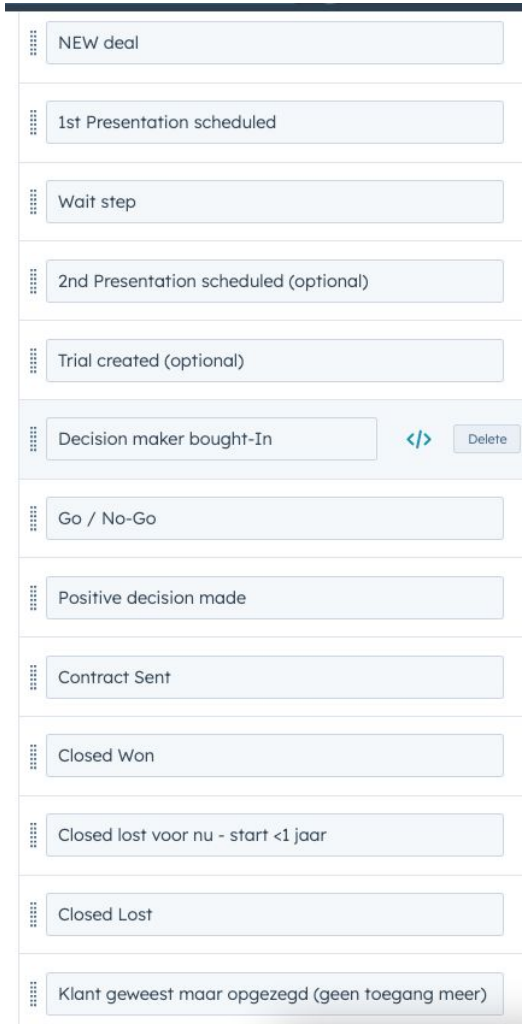
Deal Pipeline	Deal types
New business	New business
Existing business	Upsell Downgrade Winback
Churn	Churn

Ticket pipeline	Ticket category
Onboarding	
Offboarding	
Support	Product issue (bug) Billing issue Feature request

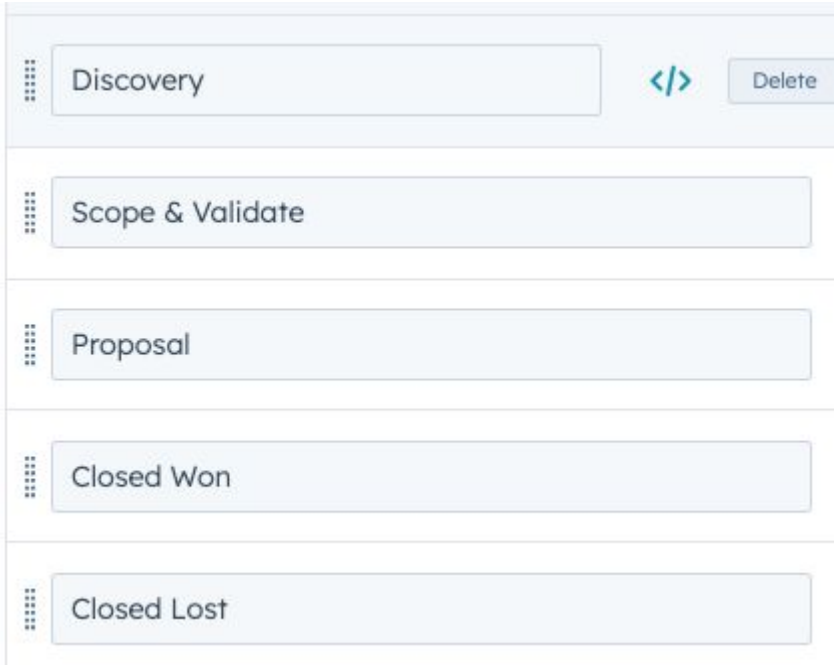
Embrace new HubSpot features

Tip: Set required fields in the relevant stages for max. data completion

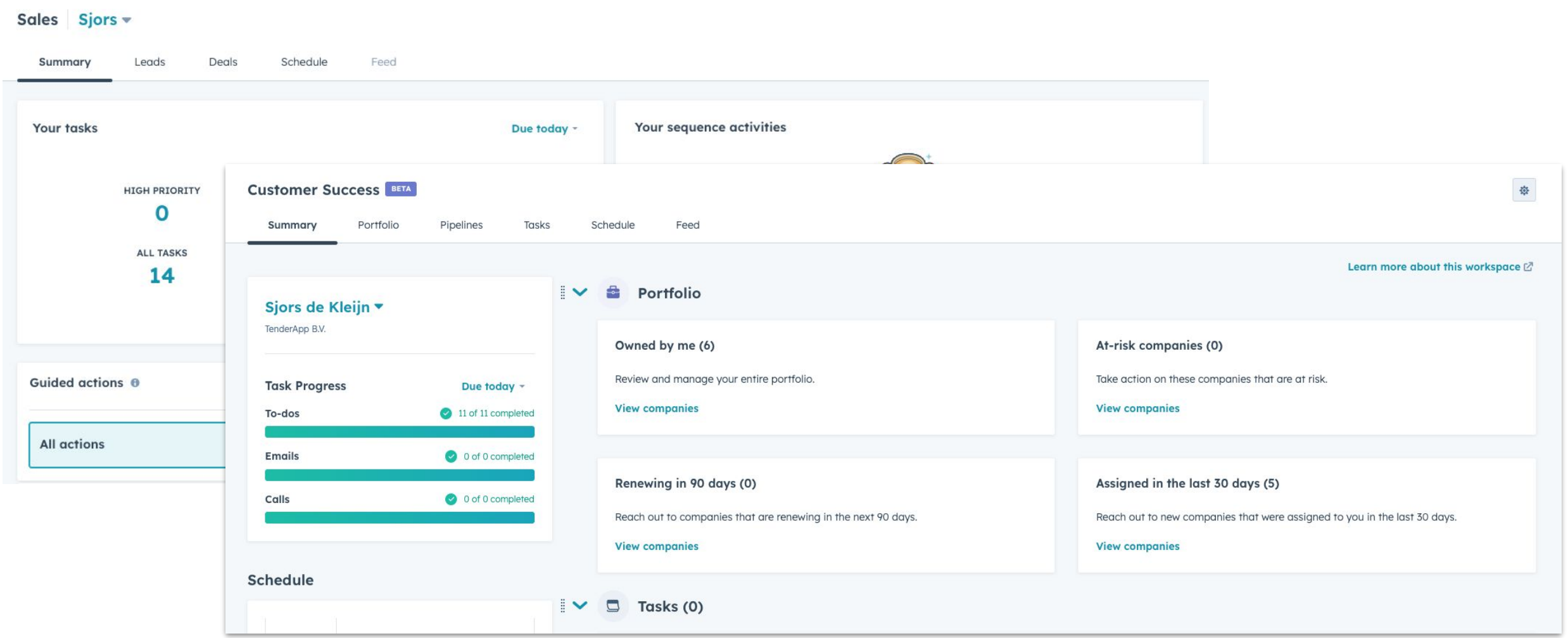
Remove unused deal stages



Create clean deal pipeline

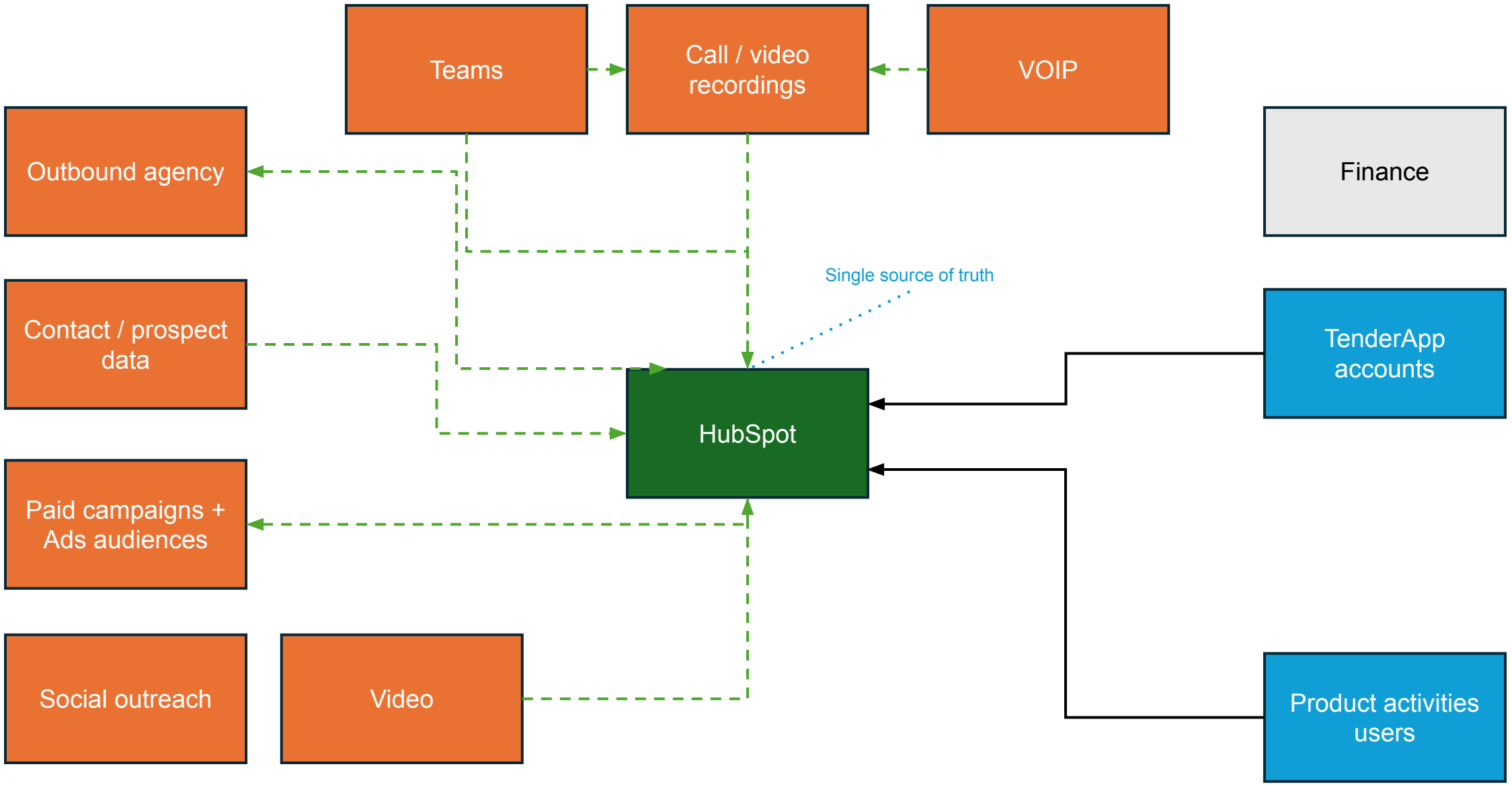


Use sales + CS workspace

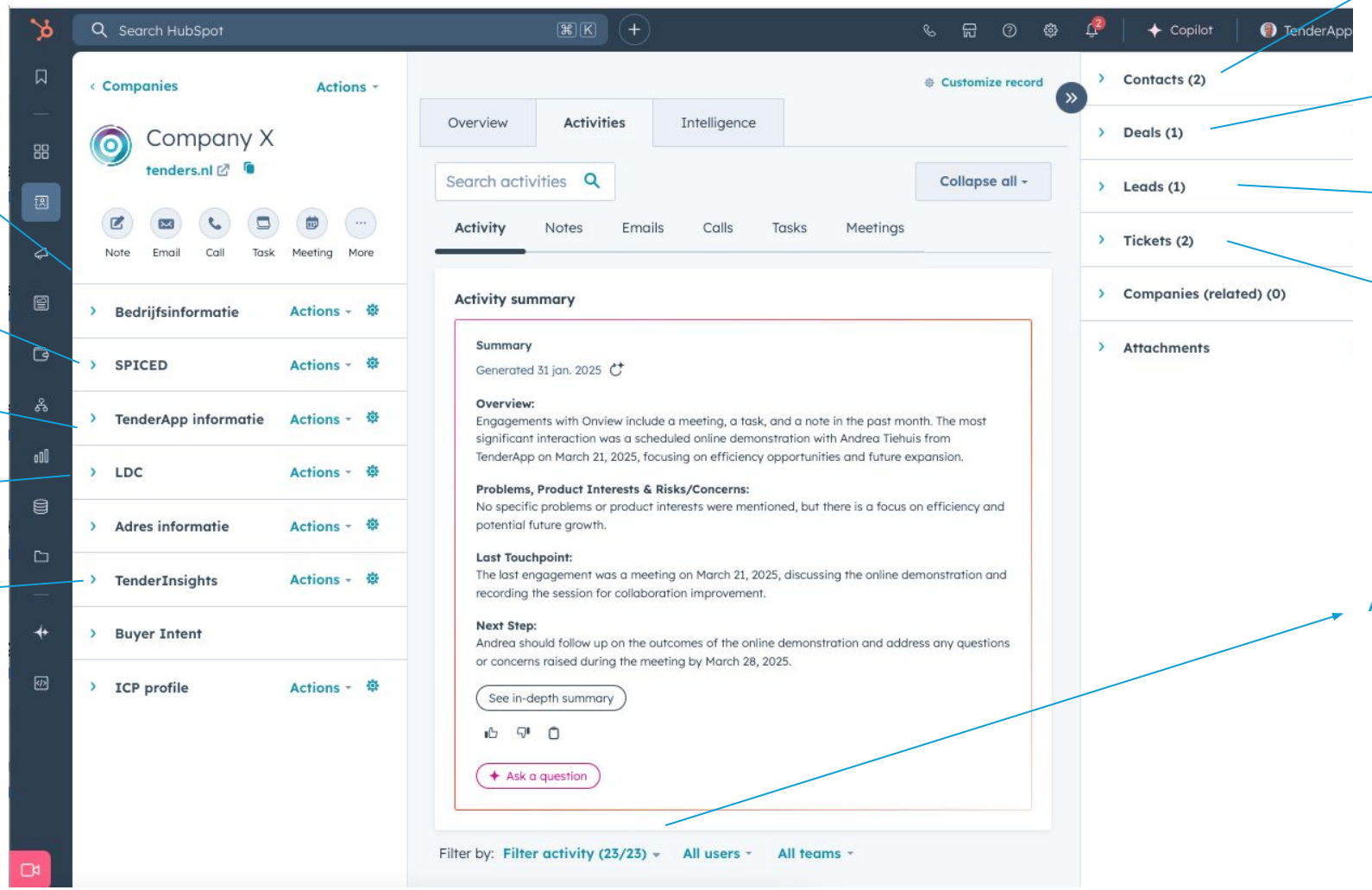


3. Integrate systems

Integrate systems with HubSpot



Single source of truth



Company details

SPICED

Product
Account

Outbound progress

Tender results

Contacts

Deals

Qualified leads

Support +
onboarding tickets

Activities + Call recordings

4. Clean up

Data cleanup

Data must be cleaned up:

- Remove duplicate companies & contacts
- Remove unused properties
- Reset lifecycle stage according to new process (e.g. Customers, Churn, MQL)
- Fix sync issues
- Remove outdated templates, workflows etc.
- Updates HubSpot views (show only necessary fields)

5. GoLive

Launch the new setup

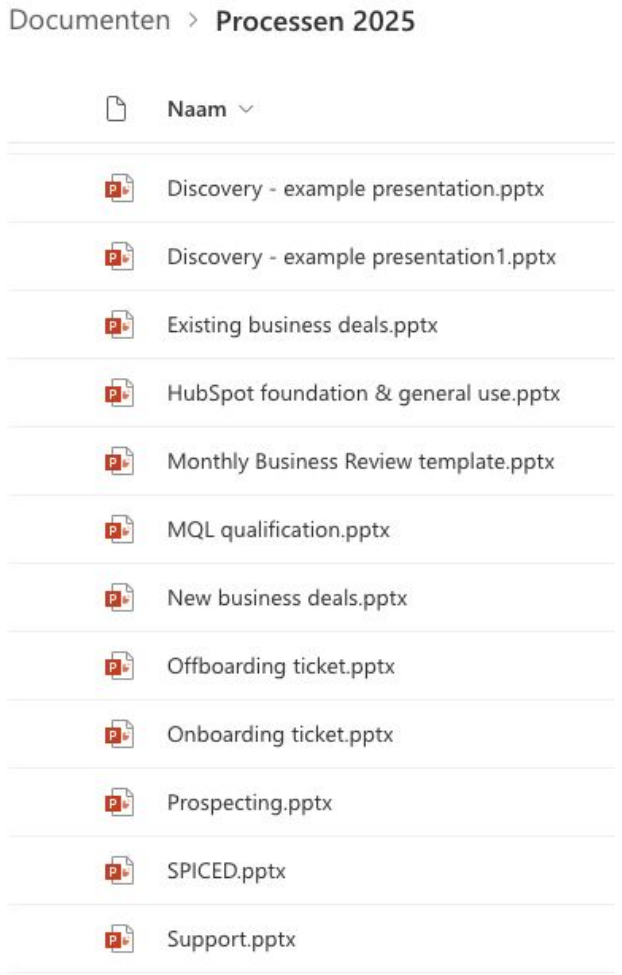
Prepare the launch:

- Create new pipelines (disable access for team)
- Prepare deal pipeline migration (move to new deal stages + new pipeline)
- Automate whatever is possible (tasks, ticket creation, data mapping)
- Create backlog for assets to adjust on GoLive (e.g. forms, workflows etc.)
- Create documentation for new processes (video, docs, presentations)



Train the team

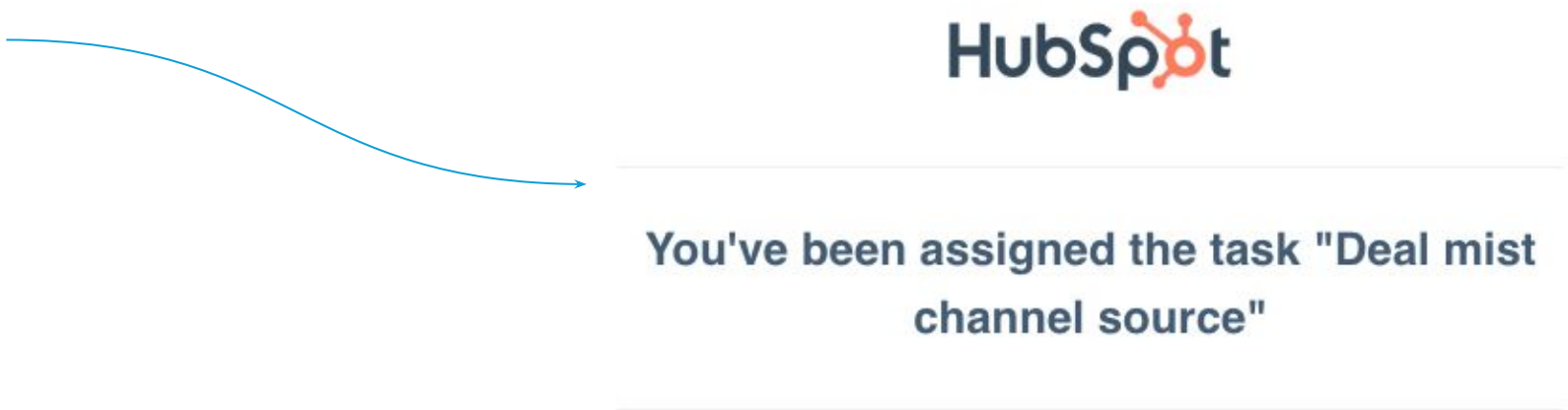
	A	B	C	D
1	**Maand**	**Week**	**Topic**	**Team**
2	Januari	2	HubSpot algemeen gebruik (+ Quotes), Buyer journey, definities, processen, werkzaamhe	Sales
3	Januari	2	**HubSpot algemeen gebruik (+ Quotes), Buyer journey, definities, processen, werkzaamhe**	CSM
4	Januari	3	SPICED, call recordings	Sales
5	Januari	3	**SPICED, call recordings**	CSM
6	Januari	4	MQL kwalificatie, New business deals	Sales
7	Januari	4	**Existing business**	CSM
8	Januari	5	Onboarding + handover van sales > CSM	Sales
9	Januari	5	**Onboarding + handover van sales > CSM**	CSM



Setup data monitoring

Setup **data monitoring** for:

- Incorrect or incomplete values
  - Won / lost reasons
  - Deal sources
  - Ticket category
  - Essential data to steer on
- Missing due dates
  - Overdue deals & tickets

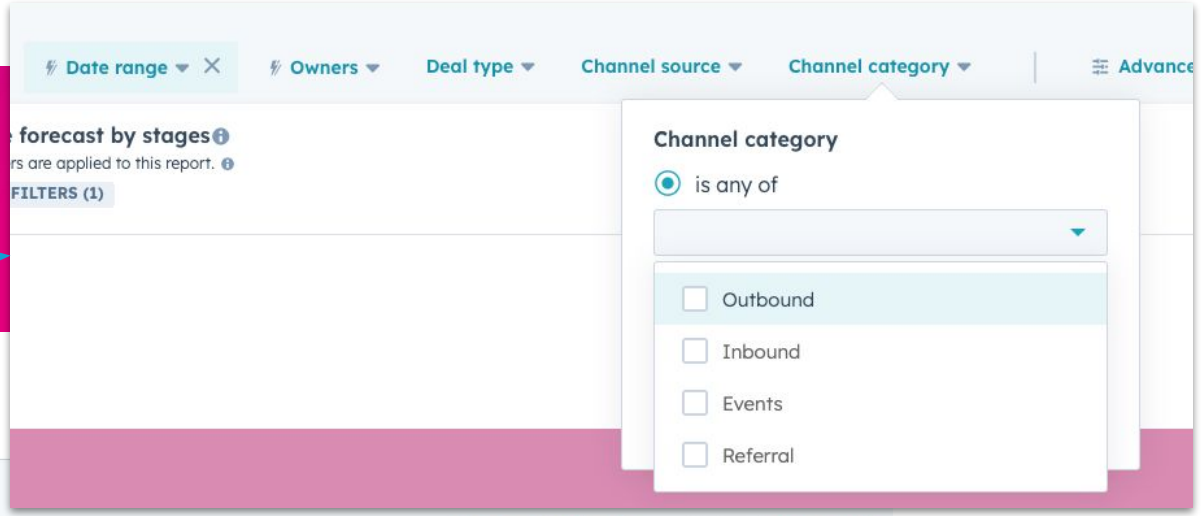


Setup a **feedback loop** to spot data / automation issues (e.g. RevOps ticket inbox).

6. Create insights

HubSpot reporting

Secondary metrics

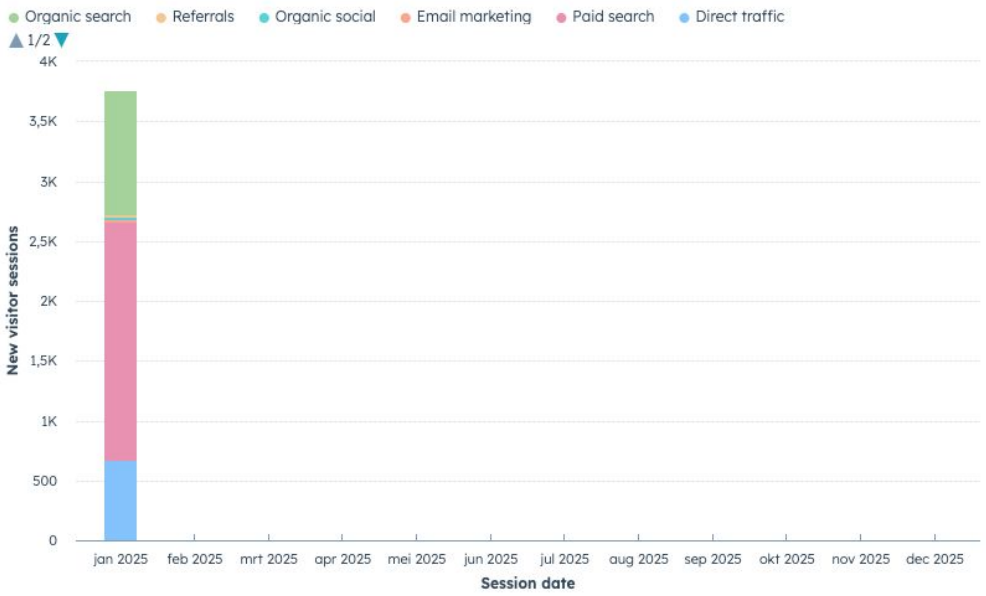


☆ Data model - Primary metrics

Quick filters | Date range | Advanced filters | Manage dashboards | Assigned: Owner only

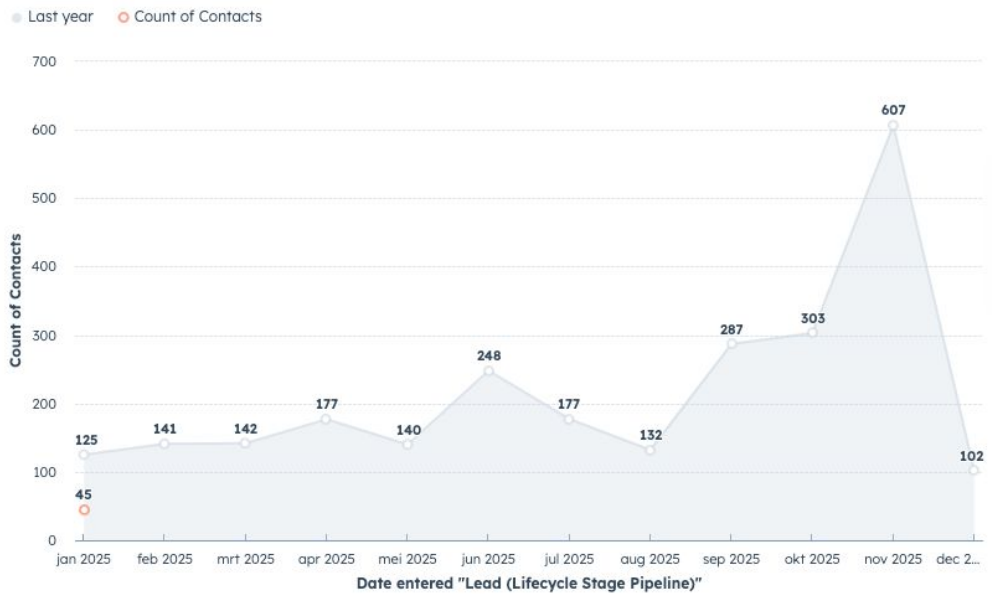
V1 - New visitor sessions

THIS ENTIRE YEAR | MONTHLY | FILTERS (1)



V2 - Leads

THIS ENTIRE YEAR | MONTHLY | COMPARED TO | LAST YEAR



V3 - MQL (via Lead)



V3 - MQL - Sources & status



7. Analyse & optimise

Analyse & optimise

- Spot performance issues in the data model
- Deepdive in the data, find the root cause (use WbD mathematical models)
- Schedule MBR / QBR sessions, discuss customer insights
- Start OKR initiatives to improve performance

	Sessies	CR1	Leads	CR2	MQLs	CR3	Deals Created	CR4	Closed Won	Avg. Deal	Closed ARR	CR5	Net New ARR	Starting ARR	Cross Sell	Upgrade	Downgrade	Churn	Ending ARR	CR6 (NRR)
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CRM Object	*Traffic*		*Contact*		*Contact*		Deal		Deal		Deal		Finance	Finance					Finance	

tender app

Thank you!