THE STATE OF NORDIC REVOPS 2025

DOUE



oneflou

INTRODUCTION

As businesses face increasing pressure to align teams, optimize processes, and leverage technology, capabilities in Revenue Operations has become a key enabler for scalable growth.

Consider It Done, Vainu and Oneflow joined forces to uncover the key trends, challenges, and best practices shaping the future of RevOps specifically in the Nordics.

Almost 100 CEOs, Founders, Revenue Leaders, RevOps Professionals, and individual contributors across Sales, Marketing and Customer Success contributed to this study, providing a comprehensive view of the state of RevOps in the Nordics.

For the purpose of this survey, **Revenue Operations is defined as the operational practices that drive revenue generation across sales, marketing, and customer success**: processes, analytics, training, materials, and technology.

This report will examine insightful trends, such as:

- Key RevOps challenges in companies of different sizes
- How different roles view the RevOps maturity of the Nordic companies
- Best practices on how to implement RevOps resources

CONTENT

1.	Executive Summary	4
2.	RevOps Organization & Maturity	6
3.	Alignment & Cross-functional Collaboration	11
4.	Processes & Playbooks	15
5.	Data Management & Analytics	18
6.	Tech Stack & Automation	22
7.	Enablement & Training	26
8.	Breakdown: Company Size & Role Of Respondent	29
9.	Best Practices For Implementing Revops	32
10.	Survey Demographics	37

EXECUTIVE SUMMARY 1/2

RevOps Maturity is Low, but Adoption is Growing – Most companies are in the early or developing stages of RevOps maturity. 61% of surveyed companies have at least some dedicated RevOps resources, often reporting to the CEO or CRO, but 39% still have no formal RevOps resources (handled ad hoc by existing staff). Only 3% consider their RevOps function fully optimized, suggesting that despite increased awareness and investment, few companies have reached a state where RevOps operates as a strategic, data-driven growth engine. The biggest gaps remain in process discipline, training, enablement, and forecasting accuracy.

Training & Enablement is a Major Weakness – Over 75% of respondents say their enablement materials are average or below, and only 22% are satisfied with their commercial training. Many revenue teams lack structured, accessible enablement resources, meaning they rely on ad-hoc learning or outdated content. This directly affects performance, as poor training leads to inconsistent execution in sales, marketing, and customer success processes. The issue extends beyond documentation, as companies also struggle with training frequency (36% admitting their training is infrequent or low-quality). Improving training and enablement requires funding and prioritization: dedicating time consistently and either appointing an internal headcount or using external resources.

Most Revenue Teams Struggle with Inaccurate Forecasting – Nearly ³/₄ of companies struggle with inaccurate forecasting, with the majority rating their forecasts as only somewhat reliable. 30% report very poor forecast reliability (1 or 2), indicating that forecasting remains a pain point due to data inconsistencies, lack of methodological sales and CS processes, and inconsistent process discipline. Companies with that have invested more in their RevOps resources tend to have better forecasting accuracy, underlining the importance of RevOps in improving business predictability. Forecast inaccuracy can be mitigated by improving data hygiene, implementing a methodological sales and CS processes, and enforcing process discipline through deal reviews and pipeline scrubbing sessions.





EXECUTIVE SUMMARY 2/2

Tech Integration Is Rising, But Effectiveness In Driving Revenue Lags Behind – Nordic firms are actively investing in RevOps tools, particularly those that streamline sales and marketing workflows. However, effectiveness in driving revenue does not directly correlate with integrated revenue tooling. While 45% of companies report strong tool integration, only 5% consider their tech stack highly effective in driving revenue, with most rating it as moderate or underperforming.

Data Silos Persist, Especially in Larger Companies – 64% of companies report having a single source of commercial data, typically housed within a CRM or centralized database. However, data silos remain a major issue for larger companies (200+ employees), where nearly half of respondents say their data is still fragmented across multiple tools and departments. Smaller companies (under 50 employees) are more likely to have unified data, often because they rely on a single system (like HubSpot or Salesforce) for most of their revenue operations. This highlights a scalability challenge: as companies grow, data becomes more dispersed, requiring stronger governance and integration efforts to maintain data consistency. Without this, forecasting, reporting, and decision-making suffer.

Different Levels of the Company Have Different Views on RevOps Capabilities – The survey gathered perspectives from Founders/CEOs, Revenue Leaders, RevOps professionals. Founders/CEOs generally had an optimistic view of their RevOps status, Revenue Leaders see RevOps as valuable but still a work in progress, RevOps professionals rated most survey topics highest, and individual contributors provided a reality check, often rating aspects lower than others. Successful RevOps initiatives will take all these viewpoints into account: designing strategy with leadership support, operationalizing with RevOps expertise, and constantly refining based on feedback from salespeople, marketers, and CSMs who are using the processes and tools every day.

Best Practices – RevOps is recognized as crucial for scalable growth by the Nordic companies. Best practices that emerged from responses include: start with RevOps initiatives as early as possible, emphasize change management when implementing initiatives, invest in seniority in RevOps, and keep initiatives simple.



REVOPS ORGANIZATION & MATURITY

WHERE DOES REVOPS REPORT INTO

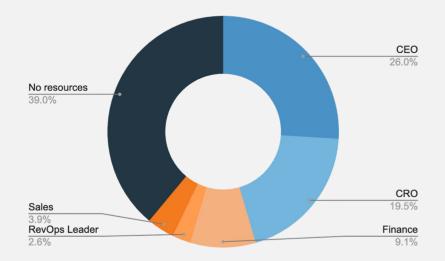
WHEN REVOPS EXISTS, IT OFTEN SITS HIGH IN THE ORGANIZATION FOR STRATEGIC IMPACT

Despite the growing awareness of RevOps, many Nordic companies lack a dedicated RevOps function.

In fact, 39% of respondents said they have no dedicated RevOps resources at all, handling revenue processes in an ad-hoc manner. This was especially common in very small but also in some very large organizations.

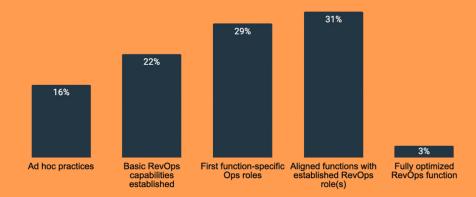
Among those with a RevOps function, it most often reports directly to a C-level executive – 26% said RevOps reports to the CEO and 19.5% to a CRO, with a smaller share under Finance or Sales leadership. RevOps leader exists only in a fraction of the companies.

This indicates that when RevOps exists, Nordic companies tend to place it high in the org chart for strategic oversight.



REVOPS MATURITY

Overall, how would you rate the maturity of Revenue Operations in your organization?



REVOPS MATURITY IS GROWING IN THE NORDICS

When asked to rate the overall maturity of RevOps in their organization (1 = ad hoc, 5 = fully optimized), the average rating was around 2.8.

A majority selected 3 or 4, signaling many companies have already moved past the early-stage chaos of ad-hoc practices and have assigned clear RevOps responsibilities within their organizations. These companies are structurally acknowledging the need for RevOps and aligning teams under dedicated roles.

Still, more than one third admit they are at very basic maturity (scores 1 and 2). This suggests that while RevOps is gaining traction, a significant portion of companies still operate without structured workflows, making scalability and efficiency major challenges.

Only about 3% consider their RevOps "fully optimized". Notably, the few respondents who claimed high maturity tended to be founders of small startups – likely indicating they have tightly integrated processes by necessity, even if on a smaller scale.

REVOPS MATURITY

SMALL BUT GROWING COMPANIES WITH HIGHEST MATURITY

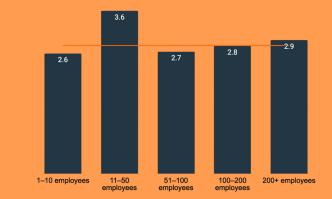
Organizations with 11–50 employees report the highest maturity (3.6), suggesting that small but growing companies are investing in RevOps early to establish scalable processes. However, as companies scale beyond 50 employees, maturity drops slightly, stabilizing around 2.8 for mid-sized and larger firms.

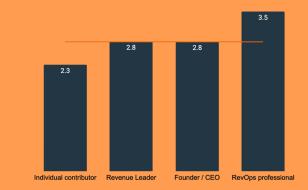
This indicates that while early-stage companies may have tight operational control, complexity increases with growth, making RevOps more challenging to implement consistently.

REVOPS PROFESSIONALS AND INDIVIDUAL CONTRIBUTORS SHARE A DIFFERENT REALITY

RevOps professionals rate maturity highest (3.5), likely because they are directly involved in structuring and optimizing processes. Revenue leaders and CEOs (2.8) share a similar view, suggesting they see RevOps as a work in progress but recognize its importance.

Individual contributors report the lowest maturity (2.3), which could indicate a disconnect: frontline employees may experience inefficiencies firsthand, even when leadership believes processes are improving.





REVOPS ORGANIZATION & MATURITY

KEY CHALLENGES

The lack of a formal RevOps function correlates with lower maturity. Indeed, "lack of defined processes" was the #1 growth bottleneck cited in the survey (by 26% of respondents).

Without clear ownership (RevOps person/team) and defined playbooks, companies struggle to scale their revenue engine.

Additionally, several respondents from organizations without RevOps noted "resource constraints" and wearing multiple hats as impediments to building RevOps capabilities.





BEST PRACTICES

Findings suggest that making RevOps a dedicated focus (with proper resources) is an emerging best practice, to move from ad-hoc to optimized operations.

Organizations with a RevOps professional on board tend to report higher alignment and better integrated tools.

Establish RevOps accountability early. Even if a full RevOps team isn't feasible, assign an owner for processes, tools, and data.

As one respondent advised, "Hire your first headcount as early as possible, to lay the proper foundation. Don't have it be an afterthought."

Bringing RevOps under strategic leadership (CEO or CRO) also ensures company-wide buy-in for revenue initiatives.

ALIGNMENT & CROSS-FUNCTIONAL COLLABORATION



ALIGNMENT & CROSS-FUNCTIONAL COLLABORATION

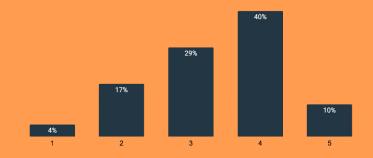
REVENUE GOAL ALIGNMENT AND HANDOFFS SCORED HIGHEST IN THE SURVEY

One of the goals of RevOps is to align Sales, Marketing, and Customer Success, and in the Nordic region, companies are making progress on alignment.

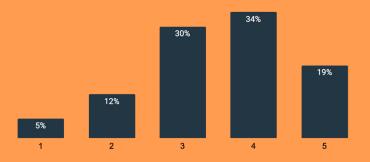
Over half of respondents reported decent alignment, and the largest segment (40%) gave a score of 4, indicating "mostly aligned, but with some gaps."

About 21% admitted low alignment (scores of 1–2), and only 10% rated cross-team alignment a perfect 5, meaning complete synergy remains rare.

A slight majority (53%) say they have clearly defined handoffs (e.g. Marketing to Sales lead handoff, Sales to CS onboarding), but nearly 1 in 5 companies lack clarity in these processes. How aligned are your Sales, Marketing, and Customer Success on shared revenue goals?

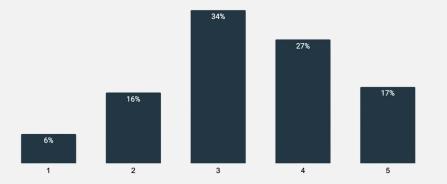


Do your Sales, Marketing, and Customer Success teams have clearly defined handoff processes (e.g. lead handoff, customer onboarding)?



ALIGNMENT & CROSS-FUNCTIONAL COLLABORATION

How frequently do your revenue teams collaborate on strategy and planning?



COLLABORATION FREQUENCY SHOWS THE GREATEST VARIANCE ACROSS COMPANY SIZES AND ROLES

Cross-functional collaboration is fairly frequent at many companies: 44% reported that revenue teams collaborate often or very often on strategy and planning (e.g. regular interdepartmental meetings).

However, about 21% collaborate somewhat rarely, highlighting a subset of firms where departments still operate in isolation.

Founders and CEOs of small companies naturally perceived collaboration as much stronger than individual contributors in larger companies (score: 3.9 vs. 2.5). This perception gap highlights the need for better communication and ground-level integration of RevOps strategies as companies scale.

REVOPS ORGANIZATION & MATURITY

KEY CHALLENGES

Misalignment between teams was the second-most cited growth bottleneck (16% chose this as their #1 issue).

Respondents described symptoms like "targets and focus between teams not in sync" and silo mentality. This lack of unity directly hampers revenue growth.

Another challenge related to alignment is simply time and resource constraints: small teams juggling multiple roles may find it hard to coordinate frequently.





BEST PRACTICES

Break down silos and establish shared metrics. Companies that rated alignment highly tend to have formal cross-functional planning (e.g. unified revenue kickoffs, joint pipeline reviews) and a single owner of revenue outcomes (like a CRO or RevOps lead) to mediate between departments.

As one respondent advised, "Start by defining common goals and KPIs across teams, then define processes and ownerships. After that you can start thinking about tech."

A concrete step is to implement joint meetings and integrated dashboards that force transparency between Marketing, Sales, and CS.

In summary, Nordic companies should invest in structured alignment mechanisms (shared OKRs, regular cross-team standups) to unify their revenue engine.

PROCESSES & PLAYBOOKS

PROCESSES & PLAYBOOKS

DOCUMENTED REVENUE PROCESSES EXIST IN ALMOST ALL COMPANIES, BUT FEW ARE FULLY OPTIMIZED

Consistent processes are the backbone of RevOps maturity, yet most Nordic companies have only partially defined revenue processes.

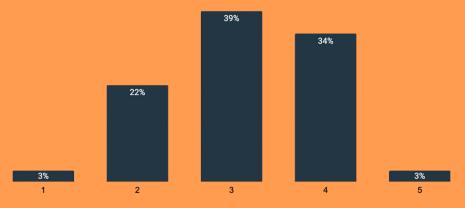
The low percentage of respondents rating their revenue processes as a 1 (3%) suggests that most companies have at least some level of documented structure in place, even if it is not fully optimized. Compared to other areas of the survey, defining and updating revenue processes is less likely to be completely neglected, even if there is still room for improvement.

However, with a total of 64% rating it a 1-3 and only 3% reaching a 5, it's clear that while companies recognize the importance of playbooks, many still operate with partially defined or inconsistently updated processes, leaving room for further standardization and refinement.

In open responses about opportunities for efficiency, many emphasized documenting and validating a repeatable sales playbook. For example, one respondent saw big opportunity in "validating a GTM/sales playbook that can be documented and repeated by new sales hires."

The results indicate a growing awareness that codifying best practices into standard operating procedures is key to improving RevOps outcomes in 2025.

How well-defined, documented and updated are your revenue processes / playbooks?



PROCESSES & PLAYBOOKS

KEY CHALLENGES

It's no surprise then that "lack of defined processes" emerged as the top bottleneck to growth. Companies without playbooks struggle with inconsistency and onboarding new team members.

A few respondents elaborated that they have plenty of activity but not enough standardized workflows or "discipline in following the agreed processes." This inconsistency can lead to erratic results and hampers scaling.

Notably, 51% of respondents in the 200+ employee segment still rated their processes 3 or lower, showing that even scale-ups and enterprises have work to do on process optimization.





BEST PRACTICES

The data suggests that Nordic companies excelling in RevOps treat playbooks as living documents, aligning with advice like "create playbooks and have unified ways of working and sharing best practices."

Start by identifying your most successful workflows (e.g. a winning sales sequence or onboarding program) and document them. Ensure that every team member knows the standard process, and measure adherence.

Several respondents recommended not trying to reinvent the wheel: leverage proven frameworks and then refine them.

Also, assign owners to keep playbooks updated as markets change. By moving from tribal knowledge to documented processes, companies can reduce execution variance and onboard new hires faster, directly impacting revenue growth.

DATA MANAGEMENT & ANALYTICS



DATA MANAGEMENT & ANALYTICS

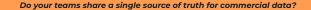
DATA CENTRALIZATION IS EASIER FOR SMALL FIRMS, BUT A CHALLENGE AT SCALE

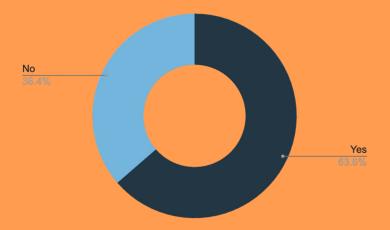
Data is at the heart of RevOps, and the survey shows a mixed picture on data quality and analytics in the Nordics.

On one hand, most companies have embraced the idea of a single source of truth: 64% report that their teams share a single source of commercial data, typically a CRM or unified database, rather than fragmented spreadsheets.

Smaller companies (especially those under 50 employees) are slightly more likely to have unified data (often because they rely on one primary system for everything). Larger organizations struggle more: nearly half of respondents from 200+ employee firms said data remains siloed across systems.

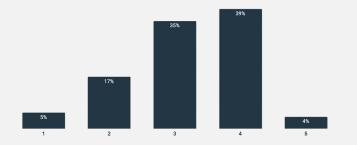
This means while the aspiration for clean, centralized data is widespread, about one-third of companies are still fighting data silos.



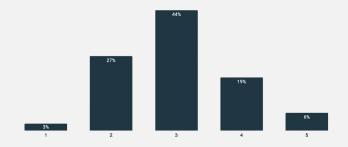


DATA MANAGEMENT & ANALYTICS

How would you rate the quality of analytics and reporting available to your revenue teams?



How accurate is your forecasting across marketing, sales and customer success?



ANALYTICS QUALITY IMPROVING, FORECASTING ACCURACY STILL A CHALLENGE

While most companies have decent analytics and reporting, very few consider them truly excellent. The majority of respondents rated their analytics quality at 3 (35%) or 4 (39%), suggesting that reporting capabilities are surprisingly functional, still leaving room for improvement.

At the lower end, 22% of respondents rated their analytics as poor (1 or 2), showing that a notable portion of companies struggle with inadequate reporting tools, incomplete data, or difficulty accessing actionable insights. This could stem from fragmented systems, data silos, or a lack of advanced analytics capabilities. As one respondent put it, they have "scattered data and analytics" that need development.

The consequences show up in forecasting accuracy: forecasting accuracy is one of the weakest scored areas of the survey. The majority (44%) rate their forecasting as a 3, meaning it is somewhat reliable but not fully predictable. 30% place it at a 1 or 2, showing that nearly one-third of companies have very poor forecast reliability.

This suggests that while companies may have access to decent reporting, translating data into accurate forward-looking insights remains a challenge, especially in smaller companies. Improving forecasting precision likely requires better data hygiene, process discipline, and stronger alignment across revenue teams.

DATA MANAGEMENT & ANALYTICS

KEY CHALLENGES

Data quality issues were frequently mentioned as a pain point. "Poor data quality or analytics" was the #4 bottleneck overall (12% cited it), and respondents spoke of incomplete or unclean data hindering decision-making. This aligns with global RevOps trends where clean data is essential yet elusive..

While many companies have basic to good reporting capabilities, they may lack reliable forecasting capabilities, predictive insights, or seamless data integration across all revenue functions. Improving analytics maturity whether through better data hygiene, automation, or business intelligence tools - could be a key opportunity for Nordic companies looking to strengthen their RevOps function.

BEST PRACTICES

Companies should build a robust data foundation and analytics capability by starting from having a single source of truth for commercial data. If you haven't yet, consolidate your customer and pipeline data into a central CRM or data platform (multiple respondents stressed "integrate to one platform as much as possible").

Once data is centralized, invest in data hygiene and enrichment (to avoid the common "garbage in, garbage out" pitfall). High-maturity RevOps teams use consistent data definitions and regularly audit data quality.

Additionally, upgrade analytics from descriptive to predictive: implement revenue dashboards that not only report historical performance but also highlight leading indicators (e.g. engagement scores, pipeline velocity) to improve forecast accuracy. One actionable idea is to create a cross-functional "RevOps dashboard" visible to all teams, ensuring everyone trusts the numbers and spots issues in real time.

Lastly, talent is key – consider dedicating analytics expertise (either within RevOps or an analyst role) to turn data into insights. Companies that rated their tech and data highly also reported strong revenue outcomes, underscoring that clean, well-utilized data is a competitive advantage in 2025.



NORDIC COMPANIES ARE BUILDING OUT THEIR REVENUE TECH STACKS

The data highlights widespread adoption of core revenue technology, with CRMs being nearly universal at 94% (essentially everyone except a few extremely early-stage companies). This reflects CRM's role as the backbone of revenue operations, serving as the primary source of commercial data.

Beyond CRM, adoption levels vary. E-signature and document tracking (73%) and sales intelligence/prospecting tools (69%) are widely used, indicating a strong focus on streamlining deal execution and improving lead generation. Marketing automation (66%) also has high adoption, suggesting companies prioritize demand generation and lead nurturing.

More advanced tools, such as conversation intelligence (31%), Al-driven sales productivity tools (30%), and sales engagement platforms (27%), are less common but gaining traction. These solutions help optimize sales execution and automate outreach, yet they remain secondary investments compared to traditional sales and marketing technology. The relatively low adoption of sales engagement platforms may be linked to less intense competition in outbound sales activities in the Nordics compared to markets like the USA or UK.

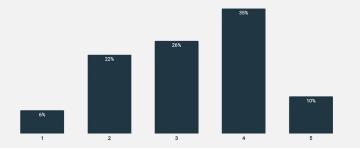
Among the least adopted categories are Revenue Operations Platforms (3%), Compensation Management (3%), and Data Orchestration (14%). This suggests that while companies invest heavily in front-end revenue tools early in their growth, back-end operational efficiency and data integration remain underdeveloped and only exist in a handful of bigger companies.

Notably, 6% of respondents report using none of these tools, signaling that a small group of micro startups and less tech-driven companies still rely on manual methods or generic tools (spreadsheets, email) to manage revenue operations.

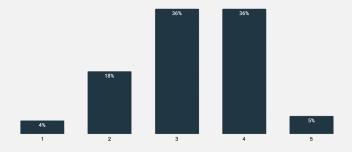
Overall, the data suggests strong technology adoption for sales and marketing execution but slower investment in operational efficiency, automation, and RevOps-specific tools.

Tech Category	Adoption
CRM (e.g. Salesforce, HubSpot, Pipedrive)	94% (almost universal)
E-signature & Doc Tracking (e.g. ContractBook, Oneflow)	73%
Sales Intelligence & Prospecting (e.g. ZoomInfo, Dealfront, Vainu)	69%
Marketing Automation (e.g. HubSpot, APSIS)	66%
Conversation Intelligence (e.g. Gong, Fireflies.ai)	31%
Sales Productivity and Copilots & Al Agents (e.g. Salesforce Agentforce, HubSpot Copilot)	30%
Sales Engagement (e.g. Outreach, Apollo)	27%
Sales Enablement/Digital Sales Room (e.g. GetAccept, Seidat)	23%
Customer Success Platform (e.g. Planhat, Gainsight)	18%
Data Orchestration/Connector (e.g. Supermetrics, Airbyte)	14%
Partner Ecosystem Platform (e.g. Crossbeam, PartnerStack)	12%
CPQ and Quote Management Software (e.g. DealHub.io, HeadQ Digital Commerce)	12%
Account-based Sales & Marketing (e.g. Fibbler, Keyplay)	12%
Revenue Operations Platform (e.g. Clari, Revenue Grid)	3%
Compensation Management (e.g. QuotaPath, CaptivateIQ)	3%
No revenue tools	6% (using none of the above)

How well are your revenue tools integrated?



How effective is your current technology in supporting revenue generation?



TECH INTEGRATION IS RISING, BUT EFFECTIVENESS IN DRIVING REVENUE LAGS BEHIND

These results indicate that Nordic firms are investing in modern RevOps tools, especially those that directly streamline sales and marketing workflows. However, tool adoption is just one side of the coin: the effectiveness of these tools depends on integration and usage.

Responses on tool integration were mixed: while a surprisingly high 45% rated their systems as well-integrated (4 or 5), 28% still struggle with poor integration, leading to manual work and data fragmentation. The remainder have some integrations but also gaps (score 3).

Curiously, RevOps professionals rated tool integration the highest of all survey questions (4.1 on average), while individual contributors rated it significantly lower (2.8). This gap may exist because RevOps professionals have greater visibility into system connections, whereas individual contributors experience daily friction from workflow gaps or poor adoption.

When asked about the effectiveness of current tech stack in supporting revenue generation, only a small fraction (5%) gave it the highest mark. Most (72%) rated their tech effectiveness as moderate (3) or good (4), and around 22% admitted their tech stack is not effectively supporting revenue goals.

KEY CHALLENGES

The results suggest that simply owning tools isn't enough, they must be configured and adopted in a way that drives results. In fact, inefficient use of tools/technology was cited by 12% of respondents as their biggest growth bottleneck, on par with data quality issues.

Some comments revealed frustrations like paying for fancy tools that aren't fully utilized or systems that don't talk to each other.

A few respondents highlighted automation as a key opportunity, one stating their focus is on "AI & Automation. Better analytics & insights (e.g., using tools to eliminate manual tasks)".



BEST PRACTICES

Nordic companies should audit their revenue tech stacks to identify redundancies and gaps. It's better to have a few well-integrated tools than a patchwork of siloed systems. For instance, ensure your CRM is integrated with your marketing platform and your support/CS system, providing a 360° view of the customer.

Moreover, drive user adoption and training on these tools: a powerful platform is useless if your team doesn't know how to use it. Given many cited under-utilized tech, investing in enablement around tools (possibly via a RevOps specialist or vendor training) can yield quick wins.

Automation is another lever: identify repetitive tasks (data entry, report generation, outreach sequences) and use your tech stack's automation capabilities or add-ons to handle them. The mantra from respondents was clear: "automate everything you can from manual input" in order to free up human time for value-add activities.

ENABLEMENT & TRAINING



ENABLEMENT & TRAINING

How would you rate the quality of enablement materials provided to your revenue teams?

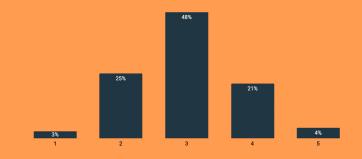
ENABLEMENT AND TRAINING ARE MAJOR GAPS IN NORDIC REVOPS

Revenue team enablement and training surfaced as the top weakness in the survey. After all, RevOps isn't just about tools and data - it's also about empowering people with the right skills and content.

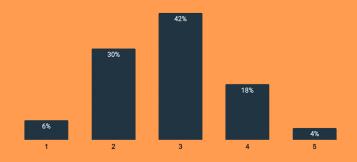
According to the study, most Nordic companies have room to improve in the quality of enablement materials: over 75% of respondents said the quality is average or below. Only a quarter feel their teams have good or excellent enablement resources to draw on. This means many revenue teams are operating without robust support material: either the content is outdated, not easily accessible, or simply not comprehensive.

The situation is even slightly worse with training frequency and quality. Just 22% of companies are happy with their training programs for Sales, Marketing, and CS, whereas about 36% acknowledge that training is infrequent or low-quality. The majority (42%) sit in the middle, indicating they do some training but likely not at the rigor or cadence desired.

It's interesting that even among companies with strong toolsets, the human element (enablement) can lag. There was no major differences in scores between the different company sizes. Clearly, there is a demand for better materials, more coaching, and skill development opportunities across the revenue teams.



How would you rate the frequency and quality of training provided for your revenue teams?



ENABLEMENT & TRAINING

KEY CHALLENGES

It appears that ongoing development of revenue staff is not a top priority in many Nordic organizations yet. This could hamper the execution of any new RevOps initiatives.

Notably, insufficient training and enablement was the #3 most-selected bottleneck. This highlights that many see the talent and skill gap as a constraint on hitting revenue targets.

For example, one respondent bluntly noted the need for "education and seniority across teams and functions," implying that their relatively junior or inexperienced team could benefit from training to operate at a higher level.

BEST PRACTICES

To build a high-performing revenue engine, Nordics companies should treat enablement as an ongoing program, not a one-off effort. That means creating high-quality materials (e.g. playbooks for common sales and CS scenarios, well-organized material banks, case studies focused on business impact), updating them regularly, and investing in training.

A good approach is to capture knowledge from top performers and institutionalize it. For instance, record sales calls that went well and incorporate easy-to-digest recording snippets into training sessions or playbooks. Also, schedule regular training sessions (monthly or quarterly) on both foundational skills and new tools/processes.

It might be worthwhile to designate an enablement champion as part of RevOps to ensure that as processes and tools evolve, team members are kept up to speed. And since time was cited as a barrier, micro-learning approaches (short, focused trainings and on-demand video recordings) could help.

Bring in talent that not only manages systems but can coach teams and drive behavioral change. The bottom line is that technology and processes alone won't yield results if the people executing are not enabled to use them effectively. By elevating enablement and training, Nordic firms can significantly improve adoption of RevOps practices and ultimately revenue outcomes.

BREAKDOWN: COMPANY SIZE & ROLE OF RESPONDENT



COMPANY SIZE

The findings reveal some notable differences across company sizes in the Nordics, suggesting that RevOps maturity and challenges vary by scale

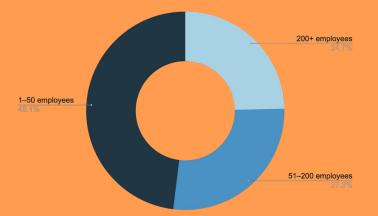
SMALL BUSINESSES (1–50 EMPLOYEES)

Smaller firms often operate in a lean, fast-moving way, which reflects in certain strengths and weaknesses.

Founders in this group sometimes rated their RevOps maturity surprisingly high, likely because in a tiny team, alignment and process can be achieved informally.

Their top challenges are establishing processes and managing time/resources. They may rely on a few tools (or none at all) due to budget, and many cited basic process-building as their focus.

The advice for this group is to lay the groundwork early: define your sales stages, document what works, and don't wait to implement a lightweight CRM and basic analytics capabilities. Building things right early helps avoid self-inflicted growth stagnation later, when fixes become much more costly.



ENTERPRISES (200+ EMPLOYEES)

Interestingly, the largest organizations in our Nordic sample are not always ahead on RevOps. These enterprises reported the lowest average alignment and more data silos, a common issue as legacy systems and departments take time to unify. They did, however, have high tool adoption.

Their pain points often revolve around coordination across divisions and regions, as one respondent from a large firm noted the difficulty of "scaling revenue operations in multiple unique markets".

For these enterprises, the path forward includes formalizing a RevOps department if not already done, consolidating platforms, and standardizing processes across business units. Enterprises have the most to gain by catching up on RevOps best practices that smaller, more agile companies have adopted.

MID-SIZED COMPANIES (51–200 EMPLOYEES)

This segment (often scale-ups) appears to be leading in RevOps adoption and alignment. A majority of companies reported having some RevOps role or function in place (almost 90% of them do). They also boasted the highest average alignment and more frequent collaboration among teams. Mid-sized firms tend to invest in a broader tech stack and place high importance on data. Many of the "RevOps professionals" represented this cohort.

The main challenges in this size were scaling what they've built: integrating more complex systems, maintaining alignment as headcount grows, and refining processes for efficiency.

For them, continuing to formalize RevOps (perhaps elevating it to a strategic function) and focusing on advanced analytics/automation will be key to reach that "optimized" stage.

ROLE OF RESPONDENT

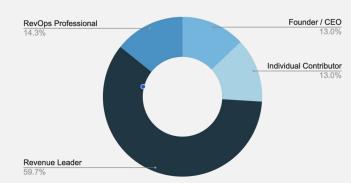
The perspectives from Founders/CEOs, Revenue Leaders, RevOps professionals, and individual contributors allow us to see differences in perception of RevOps by role

REVOPS PROFESSIONALS

These respondents offer a critical yet hopeful viewpoint. They generally rated alignment and integration higher, reflecting that companies with RevOps professionals are indeed more advanced in those areas.

However, RevOps professionals also recognize the gaps: they rated process definition and training lower, acknowledging that while improvements are underway, these areas are far from perfect.

In their advice, RevOps professionals emphasized the need for executive buy-in. One wrote, "Go directly to top management and get them on board from the get-go," highlighting the importance of leadership actively supporting RevOps initiatives.



FOUNDERS/CEOS

This group (mostly from small businesses) generally had an optimistic view of their RevOps status. They rated overall maturity and alignment above the survey average.

Many founders felt their teams were collaborating frequently (perhaps due to small team sizes). However, they also acknowledged limitations in analytics, likely recognizing they lack sophisticated dashboards at their stage.

Founders were split on having RevOps: some act as de facto RevOps themselves. The key for founders is to maintain that alignment as they scale and to start delegating RevOps tasks to dedicated roles once they move beyond the initial phase.

INDIVIDUAL CONTRIBUTORS

This group provided a reality check, often rating aspects lower than others. They gave the lowest average scores for alignment, collaboration frequency, enablement, and training.

This disparity suggests that the day-to-day experience of reps and customer-facing employees doesn't always match the strategic intent communicated by leadership. It's telling that no individual contributor respondent rated overall RevOps maturity above 3.

In their comments, this group highlighted basic needs like better CRM usage and clearer guidance. For companies, this is a reminder that RevOps success ultimately reflects in the daily workflow of your reps. Closing this gap requires involving ICs in testing processes, getting their input on tools and ensuring enablement is practical and digestible.

REVENUE LEADERS

This was the largest cohort in the survey (nearly 60% of respondents), and they tend to give middle-of-the-road ratings on most topics.

As leaders, they see more alignment than the front-line teams, but also are aware of many shortcomings. They rated process and playbook quality highest, but on the other hand training relatively low, indicating they know there's work to be done. Revenue leaders often champion RevOps efforts and about half of them have a RevOps function in their org.

One interesting insight is that leaders might slightly overestimate how well things are going compared to their team's view. To bridge this, leaders should regularly seek feedback from their teams and possibly involve them in RevOps planning to ensure no blind spots.

BEST PRACTICES FOR IMPLEMENTING REVOPS

The survey collected open-ended input and best practices for others building RevOps. A few strong themes emerged in these qualitative responses, aligning with the challenges but shedding light on how companies can to overcome them.

START EARLY

Many respondents from more mature companies emphasized the importance of investing in RevOps early. Having experienced the challenges of scaling without a solid foundation and the difficulty of fixing issues later, they advised starting before problems arise to avoid self-inflicted growth stagnation.

Early-stage companies that establish strong revenue processes, data hygiene, and disciplined execution across all revenue functions can avoid costly inefficiencies and bottlenecks as they scale. Without RevOps resources in place, teams often operate in silos, leading to misalignment between Sales, Marketing, and Customer Success, poor forecasting accuracy, and problems with revenue growth.

As a company grows, fixing these foundational gaps becomes far more complex and expensive than building things right from the start. Investing in RevOps early ensures clean data, efficient processes, and aligned teams, creating a revenue engine that can scale smoothly while maintaining operational efficiency. "Hire your first headcounts as early as possible, to lay the proper foundation. Don't have it be the afterthought."

- RevOps professional, B2B SaaS, +200 employees

"The best time to start building RevOps capabilities was yesterday. The second best time is today."

- Revenue Leader, Tech company, +200 employees

"If you didn't start yesterday then start today."

- RevOps professional, B2B SaaS, 100-200 employees

The survey collected open-ended input and best practices for others building RevOps. A few strong themes emerged in these qualitative responses, aligning with the challenges but shedding light on how companies can to overcome them.

"Make sure the intentions and goals of RevOps are clear across all revenue teams. When they understand the purpose of RevOps, they are more likely help and embrace change."

- RevOps Professional, Service Business, 11-50 employees

"One key takeaway is that RevOps isn't just about tools and processes, it's about fostering a revenue-driven culture."

- Revenue Leader, B2B SaaS, 100-200 employees

"Make sure the team responsible for the change can be honest and set aside any jealousy when building processes. There will be times when people responsible may feel that something is being taken away from them."

- Revenue Leader, B2B SaaS, 11-50 employees

EMPHASIZE CHANGE MANAGEMENT

Change management was highlighted by multiple respondents as an area that can make or break a RevOps initiative. Without a structured approach to change, even the best RevOps frameworks can face resistance, misalignment, or lack of engagement from key stakeholders. Employees may feel that their roles or responsibilities are being diminished, especially if new processes replace old ways of working.

Successful change management ensures clear communication about why changes are happening and how they will improve efficiency, collaboration, and revenue outcomes. By setting clear expectations, addressing concerns proactively, and involving teams in decision-making, organizations can turn potential resistance into active participation.

A structured change management approach with clear and high enough ownership transforms RevOps from an operational shift into a company-wide mindset, enabling revenue teams to work more efficiently and drive sustained growth.

The survey collected open-ended input and best practices for others building RevOps. A few strong themes emerged in these qualitative responses, aligning with the challenges but shedding light on how companies can to overcome them.

INVEST IN SENIORITY

For RevOps initiatives to drive real impact, sufficient seniority and expertise is required A senior RevOps leader brings strategic oversight, cross-functional influence, and decision-making authority, ensuring RevOps is a core part of revenue strategy, not just a tactical function.

RevOps is inherently a T-shaped role, requiring deep expertise in revenue processes and broad knowledge across sales, marketing, customer success, and data. Without seniority, RevOps risks being reactive rather than a proactive driver of growth.

Seniority also ensures executive alignment and cross-functional collaboration. A junior hire may struggle to challenge inefficiencies or enforce accountability, whereas a senior leader can confidently push for necessary changes.

Under-resourced RevOps teams get stuck in execution mode, handling admin tasks rather than building scalable systems that drive long-term revenue growth. Investing in senior RevOps talent transforms the function into a key pillar of efficiency, predictability, and business success. "Hire sufficiently senior person. If you just hire a CRM admin you cannot expect a lot."

- RevOps professional, B2B SaaS, 51-100 employees

"IMHO, this is a really T-shaped role where you interact across many teams and tools and you need to know how they work to own your own areas and be able to influence. I think you actually need to have been around the block a while to know how to do it well."

- RevOps professional, B2B SaaS, 100-200 employees

"Without enough resourcing, the work is far from efficient and also makes overall Revenue operations hard to manage."

- RevOps professional, B2B SaaS, +200 employees

The survey collected open-ended input and best practices for others building RevOps. A few strong themes emerged in these qualitative responses, aligning with the challenges but shedding light on how companies can to overcome them.

"Keep it simple when building RevOps: Ecosystem, KPIs and processes."

- Revenue Leader, Tech company, +200 employees

"Keep it simple :)"
- Revenue Leader, B2B SaaS, 11-50 employees

"Start with defining the ICP and define your processes based on the ICP"

- Revenue Leader, B2B SaaS, 51-100 employees

KEEP IT SIMPLE

Multiple Revenue Leaders in various company sizes highlighted the importance of keeping RevOps initiatives simple. While RevOps is meant to optimize revenue processes, overly complex systems, workflows, or reporting structures can slow teams down instead of enabling them. Simplicity ensures that RevOps efforts are adopted quickly, understood across teams, and scalable as the company grows.

Once they get started, many companies fall into the trap of over-engineering RevOps: introducing too many tools, rigid processes, or excessive data tracking that overwhelms sales, marketing, and CS teams. Instead, RevOps should focus on high-impact, easy-to-implement solutions that drive efficiency without unnecessary complexity.

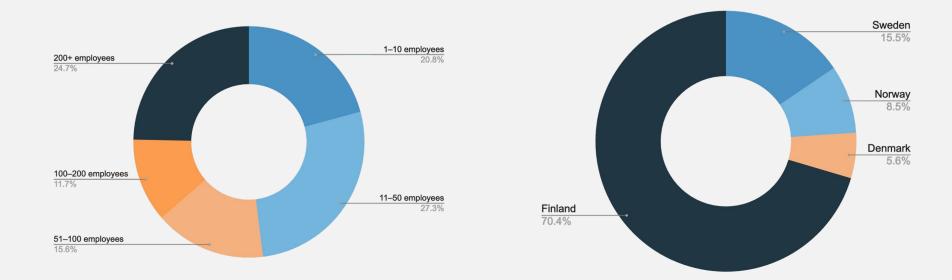
Multiple respondents highlighted the importance of starting with defining the Ideal Customer Profile (ICP) and building processes to attract, convert and support these customers. A well-defined ICP project can be a practical first step in building a strong foundation for revenue team alignment, as all revenue functions need to collaborate for the company to grow with its ICP customers.

Keeping processes simple also allows for faster iteration and optimization, preventing RevOps from becoming a bottleneck itself. Ultimately, the goal of RevOps is to reduce friction, not add to it. By prioritizing clarity and ease of use, companies ensure their revenue teams can focus on what matters most.

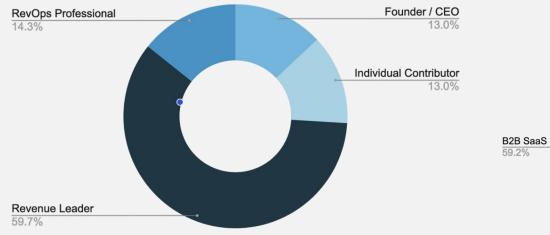
SURVEY DEMOGRAPHICS

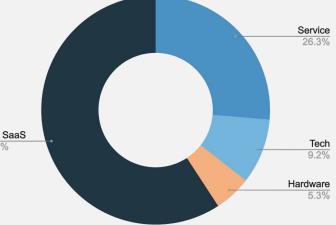
SURVEY DEMOGRAPHICS

80 respondents completed the survey, which included both quantitative and open-ended questions.



SURVEY DEMOGRAPHICS





THE STATE OF NORDIC REVOPS 2025 SURVEY WAS CONDUCTED IN PARTNERSHIP WITH CONSIDER IT DONE, VAINU AND ONEFLOW.

Consider It Done is a revenue leadership consultancy that helps sales-led B2B SaaS companies accelerate growth through hands-on GTM projects, fractional revenue leadership, and coaching services.

Vainu is a sales intelligence platform that enables companies to find and leverage real-time company data for smarter prospecting, lead generation, and sales automation.

Oneflow is a contract automation platform that streamlines the entire contract workflow from creation to e-signing and management - helping businesses close deals faster and more efficiently.

DOUE

VAINU

oneflou

