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Ultimate guide to revenue operations

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Revenue operations: the new business imperative

Today's enterprises face increasingly challenging business conditions and market disruption, leading many to explore new ways to survive and thrive—from improving processes and adopting new technologies to pursuing comprehensive business transformation. Companies are discovering that an innovative revenue operations process delivers substantial competitive advantages, including a more connected customer experience, higher revenues, and more profitable growth.

Why? Because the revenue operations process consolidates the essential activities related to facilitating transactions and closing sales, from the moment a prospect demonstrates purchase intent to the realization of revenue from that purchase. This process allows you to improve various functions along the customer journey, such as navigating catalogs; streamlining quotes, contracts, and order management; and integrating subscription, billing, and renewals functions—leading to more successful direct sales channels, partner channels, and digital commerce initiatives.

Simply put, an effective and efficient revenue operations process empowers enterprises to achieve critical corporate goals, and provides the link between top-line growth, profitability, and customer experience. Companies that leverage the collective intelligence of their organizations improve their business outcomes. For example, revenue operations can help companies make more appealing offers, remove friction from the buying process, mitigate price erosion, and boost growth and profitability.

In this whitepaper, we will highlight the trends that make revenue operations a leading concern for enterprises seeking to transform how they do business and consistently achieve optimal business outcomes. We will also define revenue operations and the critical components of the innovative technology solutions that are helping to transform businesses today. Finally, we will outline how to combine comprehensive automation and new innovations to deliver powerful advantages for your business.

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What we mean by "revenue operations"

Revenue operations include the vital business processes from the time a buyer shows interest in making a purchase until the company realizes revenue from that purchase. In short, revenue operations encompass a company's sales, contracting, ordering, billing, and renewal responsibilities, with a focus throughout on connecting and optimizing the customer experience.

Revenue operations are essential to effectively grow customer relationships and build omnichannel selling strategies, and their functions impact many departments. When managed correctly, they are pivotal in raising sales productivity and selling effectiveness.

While revenue operations functions are well established, they can be difficult to master as an integrated process. Large, global organizations with distributed workforces often struggle with the innovation and agility needed to achieve competitive advantage and optimal business outcomes.

Product portfolios, promotions, pricing, and policies have to keep up with evolving market conditions. They also have to vary as needed for different regions and channels. All partners must be supported, regardless of their levels of awareness and commitment to a provider.

Meanwhile, companies have to find ways to consistently package and close the transactions that make sense for their businesses, generate revenue growth, and maintain margins.

The functions of revenue operations

Function	Description
Catalog management	Navigating product portfolios, product selection, configuration (bundles, assemblies, component, and options, and quote and order creation
Pricing management	The full lifecycle of setting, executing, and managing pricing policies and discounts
Digital commerce	Delivering compelling digital buying experiences across sales channels
Contract management	Generating, negotiating, and signing contracts as well as overseeing contract compliance
Order management	Capturing and orchestrating orders across fulfillment processes
Incentive management	Managing integrated promotions, and sales compensation across direct sales teams, partner channels, and digital commerce websites
Billing management	Billing, invoicing, and revenue recognition that supports different business models
Renewals management	Identifying expiring contracts and effectively upselling, cross-selling, and renewing business to increase recurring revenues and account penetration

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Revenue operations connect a company's customer relationship management (CRM) suite with its enterprise resource planning (ERP). But it's not just a series of applications connecting customer experience and fulfillment— quoting, contracting, ordering, billing, and renewals are really the technical building blocks for a seamless process that improves a company's revenue generation.

An integrated, automated, and agile revenue operations process increases productivity by eliminating manual tasks, keeping stakeholders informed, reducing cycle times, and lowering the costs of selling and service. And, businesses gain greater visibility into how transactions are cultivated, giving them a considerable edge in:

• Detecting market signals

• Pinpointing trends with buying and selling behaviors

• Understanding key dynamics that can accelerate or hinder sales

With this combination of benefits, companies become more agile, empowering them to quickly and easily respond to new developments and market conditions. Revenue operations play a central role in every company's efforts to generate income, improve customer satisfaction, and realize profits.

Departmental silos undermine revenue operations

Revenue operations are among the most important of all business processes, but often they are also the most poorly implemented, riddled with manual steps and spread across departments that rely on disparate tools. One reason for this is that many companies treat the underlying responsibilities within revenue operations as separate, unrelated concerns of different departments.

For example, sales operations and legal teams tend to have very different interests: the former focuses on helping sales close deals, while the latter wants to mitigate risk to the business. As a result, contract review processes are often poorly coordinated, leading to delays in sales cycles, and even deal slippage.

Departmental silos, conflicting priorities, poor communication, inconsistent handoffs between functions, and inadequate visibility result in increased costs, due to:

• Selling inefficiencies and deal slippage

• Lost sales due poor responsiveness

• Missed cross-sell and upsell opportunities

• Revenue leakage

• Missed renewals

• Errors in quotes, orders, and agreements requiring rework

• Inability to improve decision-making and other processes

• Lower customer satisfaction caused by poor selling practices and fulfillment errors

In challenging business environments, complacency is not an option

Enterprises are confronting a "new normal" as markets become more challenging and less predictable. "Business as usual" is no longer realistic, as competition and commoditization upend one industry after another. Competitive landscapes are changing and product offerings are becoming more homogenous due to:

- Shifts to online seats (digital commerce sites displacing brick and mortar businesses)

- Lower barriers to entry (accelerating routes to business for competitors)

- Expanding pools of suppliers of goods and services, both domestic and foreign

An integrated global economy permits new innovations in the form of disruptive products and business models to appear from unexpected quarters. As a result, product differentiation, intellectual property advantages, and margins become vulnerable to newly emerged alternatives.

Today's enterprises are forced to navigate and manage:

- Rapidly evolving customer expectations and preferences

- A proliferation of sales channels

- Increased demand for mass customization

- Rapidly evolving business and pricing models

- More global competition and commoditization

- Rising market volatility

- Increased regulation

Customer expectations are on the rise, along with demands for immediate responses and solutions personalized to individual needs. Often this means the ability to access goods and services in real time through social media, mobile apps, and augmented reality.

However, enterprises are not as prepared as they should be for these fluid, fast-changing, and challenging markets. Underinvestment in revenue operations is a key factor inhibiting their capacity to respond to market changes and generate growth. In order to adapt and increase agility, they will need to fundamentally change their approach to engaging customers and competing in their industries.

Harness revenue operations to drive optimal business outcomes

Regardless of the headwinds they face, executive teams must deliver on corporate goals and produce outcomes that meet or exceed shareholder expectations. They are accountable for the results that their businesses achieve each and every fiscal period. Among CEOs, CFOs, and other members of the C-Suite, the top priorities include:

- **Revenue:** Generate sales that allow the organization to consistently grow and gain market share

- **Profitability:** Secure returns from the sales team for investors and for reinvesting in the business

- **Customer experience:** Improve ease of doing business to increase market share, customer satisfaction, and repeat business

- **People:** Gain greater productivity from staff by encouraging collaboration and aligning behavior with corporate objectives

The revenue operations process is critical to making progress with these outcomes at an operational level. It is instrumental in helping enterprises secure optimal results in sales and buying cycles. Key business measures are impacted, such as:

- Improved sales accuracy

- Increased sales efficiency

- Improved sales effectiveness

- Larger deal sizes

- Higher win rates

- Improved margins

- More opportunities

- More simplicity; and,

- Increased speed-to-market.

More specifically, revenue operations tackle many of the underlying challenges that hinder performance against these measures. For example, if revenue growth goals depend on larger average deal sizes, a lack of product knowledge and rogue discounting present serious problems. Revenue operations applications like configure price quote (CPQ), catalog management, and deal management help sellers assemble more compelling quotes and better manage discount requests.

Revenue operations transformation solves underlying business challenges and creates measurable benefits:

Benefit	Challenges solve:
Improved accuracy	• Inaccurate quotingB • illing and invoicing issues • Inaccurate commission payments • Frequent customization of T&Cs and SLAs
Increased sales efficiency	• Frequent executive involvement • Low workforce productivity due to manual processes during sales cycle • Inadequate tools (e.g., mobile, offline quoting)
Improved margin	• Legacy sales system • High legal fees • No visibility into operational performance
Increased speed-to-market	• Slow revenue operations cycle time • Slow introduction of new products • Slower responses to customer requests than competitors • Delays in delivery of subscription services
Larger deal size	• Difficulty cross-selling, upselling, and selling across the entire product suite • Maverick discounting
Higher win rates	• Renewal mismanagement • Low sales conversion rates • Suboptimal pricing
More simplicity	• SKU proliferation due to excessive product/service options and multiple customer segments • Limited customer and partner visibility • Multiple entities (e.g., sales partners, solution integrators, outsourcing) involved in serving customers
More opportunities	• Poor partner channel effectiveness • Lack of or insufficient digital commerce platform
Improved sales effectiveness	• Poor sales enablement (e.g., onboarding, product training, job-specific training) • Low quota attainment and high sales turnover

Many enterprises also have difficulty managing different routes to business through multiple channels. There is a mounting need to support customer journeys across digital commerce, partner, and direct sales channels. Similarly, decision-making within sales cycles, buying cycles, and overall corporate planning is more likely to produce winning outcomes when information is used effectively.

Revenue operations transformation projects help enterprises consistently succeed in meeting their strategic objectives. Think of revenue operations as the backbone of a business: it empowers teams to drive outcomes that are fundamental to overall success. With an innovative and complete revenue operations solution, businesses enjoy superior agility so they can capitalize on business opportunities and differentiate themselves through more effective targeting.

Revenue operations is a foundational, cross-functional process that affects the entire revenue team: sales, sales operations, legal, finance, professional services, and the executive suite. Get it wrong and the business can be materially affected

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The three essential layers of revenue operations solutions

Revenue operations solutions emerged over the past decade to improve productivity, agility, and selling effectiveness for enterprises of all sizes. This trend resulted from companies' need to better integrate functions around product configuration, quoting, pricing, contract management, and ordering. Functionality typically focused on reducing errors and accelerating processes by eliminating manual steps, providing rules for product combinations, standardizing pricing, enforcing workflows, and better managing document repositories.

As a result, integrated, single-vendor, single data model revenue operations solutions displaced standalone point solutions. Enterprises discovered that they gain far greater value when these technologies are consolidated in a single solution that supports the full revenue operations business process.

Going forward, innovation in revenue operations opens enormous opportunities to improve practices, processes, and overall business outcomes. Automation now encompasses ordering, billing, and subscription management, as well as revenue recognition, to reduce manual work through touchless ordering. Similarly, support for digital commerce and partner commerce requirements lets enterprises orchestrate sales activities across multiple channels.

Moreover, enterprises benefit from vastly improved visibility into processes, which creates a better understanding of market dynamics and can increase agility by translating insights into action. Enterprises can employ promotions and compensation to better influence behaviors in sales cycles. Similarly, analytics applications deliver prescriptive advice on key decision points in the revenue operations process, such as recommending the right products, pricing, and discounts for each deal.

Furthermore, this functionality must be applied across channels to intelligently streamline customer journeys spanning digital commerce sites, partner networks, call centers, and field sales forces.

Meeting today's business challenges with a comprehensive revenue operations application requires three layers of capabilities:

1 Automating processes, end-to-end

2 Influencing behaviors

3 Embedding intelligence into processes

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1 Automating processes, end-to-end

End-to-end automation provides the foundation for revenue operations. It is essential to enabling efficient execution of the tasks required to cultivate and close sales through one coordinated process. Comprehensive automation dramatically improves productivity through better process management, better communication and collaboration among stakeholders, and elimination of manual steps.

Revenue operations automate three core applications: configure price quote, contract management, and revenue management. Each application flows naturally into the next, creating a seamless revenue operations process.

Configure price quote (CPQ) provides up-to-date product and pricing information for salespeople. A CPQ application ensures prospects receive valid and complete proposals, no matter the complexity of bundling rules or size of product catalog. The application also enforces the company's pricing rules to prevent inappropriate discounting. With CPQ, salespeople get accurate proposals out more quickly and accurately, allowing them to close more deals and provide a better customer experience.

Contract management enables sales and legal teams alike to generate, negotiate, store, and comply with all sales contracts, along with related legal documents such as NDAs. A contract management application ensures that deal terms can be created quickly, following all company policies, and that the company has total visibility into every step of the negotiation process. Once deal documents are signed, contract management tools track all of the company's new obligations correctly.

Revenue management ensures correct, timely control of all revenue-related processes, including order management, billing, and revenue recognition. Revenue management applications guarantee that these critical back-office functions work in sync with each other and in accordance with the terms of the deal in question. Revenue management reduces the risk of errors in the ongoing customer relationship and makes sure the business captures revenue opportunities (such as renewals) that might otherwise slip through the cracks. With a revenue management solution, a growing enterprise can more easily handle the many business models it has to offer, including physical goods, professional services, subscriptions, usage-base fees, and one-time fees.

A single-vendor, integrated revenue operations solution dramatically improves communications and collaboration between employees and partners. Notifications and workflows keep everyone informed across the company and across channels, including partner networks. Immediate access to data, records, and documents helps stakeholders do their jobs effectively.

More importantly, automation and integration eliminate many data entry tasks and manual steps, improving personal productivity. Process consistency, accuracy, and speed of execution go a long way to improve revenue operations as a whole.

When organizations apply automation and integration to quoting, contracting, and ordering processes, their salespeople can rapidly propose deals, deliver the right agreement, secure required approvals, and create orders correctly for fulfillment and billing. And the scope of automation continues to expand considerably, driving efficiencies in billing, revenue recognition, renewals, and other functions.

In addition, more than 80% of the data necessary for billing functions lives in CPQ and contract management applications, leading to more efficient invoicing. By referencing contracts, expiration dates, and "saved favorites" of product bundles, companies can more effectively renew and grow recurring business.

End-to-end automation makes the entire revenue operations process far more transparent. Enterprises are better equipped to identify opportunities for continuous improvement, uncover inefficiencies, and rapidly institute changes. Data flowing through revenue operations processes is invaluable for delivering recommendations to influence buying and selling behaviors.

2 Influencing behaviors

Automating revenue operations provides rich data to better understand the motivations of buyers and sellers, as well as the business impact of their actions. Applications such as promotions management and variable compensation can be used to encourage desired behaviors during the sales and buying cycles.

Influencing behavior is one practical application for Big Data in the real world. With data, incentives and promotional programs become formidable tools for driving better business outcomes. By gathering data on selling and buying activities throughout the revenue operations process, companies can identify the best ways to influence target audiences, then continually track and analyze the success of these efforts.

Sales commissions are an excellent example. When offered an attractive payment to sell a product, salespeople will strive to make the sale—but they need to understand the compensation implications of different deal terms. By integrating commission calculators with quoting processes, salespeople can see how commissions decrease as larger discounts are given and increase as pricing is successfully defended.

Enterprises gain substantial business advantages when they design incentive programs across sales channels to increase demand, revenue, and profit. Promotions stimulate demand by attracting prospects to different channels. Commissions and rewards guide sales priorities to include specific products or services in deals.

To fundamentally improve business performance, enterprises need to use incentives intelligently. Combining influence on customers, prospects, partners, and salespeople to promote what each sees as in their best interest requires applications that manage variable compensation and promotions programs in the revenue operations process.

For "behavior-influencing" applications, enterprises can define, deploy, measure, and refine strategies for rewarding sales teams, channel partners, and end customers. There are two common approaches:

- Promotions to stimulate customer demand
- Commissions, bonuses, and other compensation rewards to drive better performance from salespeople

3 Embedding intelligence into processes

The saying "forewarned is forearmed" is very applicable in business today. Enterprises can gain a powerful advantage by understanding market demand, evolving customer preferences, and overall trends in buying patterns.

The ability to translate insights into timely actions that capitalize on market opportunities is even more essential.

That means providing intelligence to the right person at the right time to complete an activity and achieve a goal. With advances in Big Data, machine learning, and artificial intelligence, predictive and prescriptive guidance can be delivered at key decision points within the revenue operations process.

Revenue operations applications offer unprecedented access to data with context on buying and selling activities. And data is accessible from CRM, ERP, and other systems integrated with revenue operations. Enterprises now have the ability to rapidly pinpoint patterns: what is being sold, to whom (key customer segments), by whom (key channels), at what price, at what rate, and more.

Organizations can apply a range of analytics to revenue operations processes. Machine learning offers enormous opportunities for improving selling, including recommendations for products (cross-selling and upselling opportunities), pricing (discounting guidance), and quoting (scoring and comparing quotes to those of the top performers).

Suppose management wants its entire sales organization to perform like the top 20 percent of the sales team. Using data from similar deals closed by top performers, machine learning can guide the other 80 percent of sellers on quoting best practices. This includes data-driven recommendations on cross-sales and optimal discounting levels—and guidance can be changed as buying patterns and best practices change.

With well-developed tools, libraries of algorithms, and best practices, the combination of machine learning and revenue operations processes can yield more useful, relevant insights over time, as more decisions are made and more data is acquired. The analytics models based on these technologies can evolve as companies' markets and business practices change.

Modern user interfaces (UIs) and intelligent agents have improved the way users receive new insights without requiring them to learn new tools. For example, cross-sell recommendations can be displayed discreetly in shopping carts, and discounting guidance can be delivered in deal management applications. Intelligent agents can convey prescriptive advice in conversations via different media: voice, chat, text, and even augmented reality.

With machine learning, in particular, methods for applying intelligence to revenue operations are unfolding rapidly. By embedding data-driven insights in processes, sales teams of all sizes are empowered to sell more intelligently and raise their performance. And machine learning technologies are being deployed across multiple channels to enable partner networks and provide guidance to end customers using digital commerce sites.

Powering omnichannel digital commerce strategies

It's no exaggeration to say that digital commerce has transformed business worldwide. Buying practices common to consumer digital commerce sites have spread to business-to-business (B2B) and partner commerce models. Innovation in digital commerce moves at a rapid pace, raising buyers' expectations. Enterprises are under immense pressure to improve customer experiences and make it easier to do business across multiple channels (storefronts, partner sites, call centers, and field sales).

It's critical for businesses to employ technology to facilitate relationships through multiple touchpoints for advertising, educating, and selling. To succeed, they must deliver seamless, frictionless, and personalized buying experiences—even when selling complex product portfolios to other businesses.

A world-class digital commerce presence is essential to any omnichannel strategy. Digital commerce must be tightly integrated with revenue operations to support customer journeys across multiple routes. Higher win rates go to those who accommodate buyer preferences for specific channels best.

For instance, a prospect for heavy equipment may initially research products on a company's website and then be directed to a dealer. When the prospect engages with the dealer, the dealer may contact the company for clarification on certain details, like lead times or approval of discounts. After the transaction is completed with the dealer, the new customer may prefer to reorder parts online directly from the company, due to cost and availability considerations.

Omnichannel digital commerce has become an extension of the revenue operations process. And revenue operations solutions have evolved to deliver the capabilities necessary for deploying both digital commerce and partner commerce sites. At the same time, only revenue operations solutions provide mature process automation for integrating and coordinating selling activities between online and other channels.

At a minimum, a revenue operations solution should support the following six capabilities for digital commerce

1 Storefront administration

Set up and manage multiple storefronts to enable different partners and support different lines of business, different brands, and different geographies.

2 Catalog management

Administer products and services across multiple catalogs and complex product hierarchies for different lines of businesses and partner sites. Support the full lifecycle of items in catalogs, including product introductions and discontinuations.

3 Product information management (PIM)

Store and manage rich product descriptions and information, including multimedia. Support ratings, reviews, product Q&A, and comments.

4 Usability and mobility

Deliver optimal customer experiences via popular web design principles and leading UI development technologies, providing intuitive access to resources and seamless mobility.
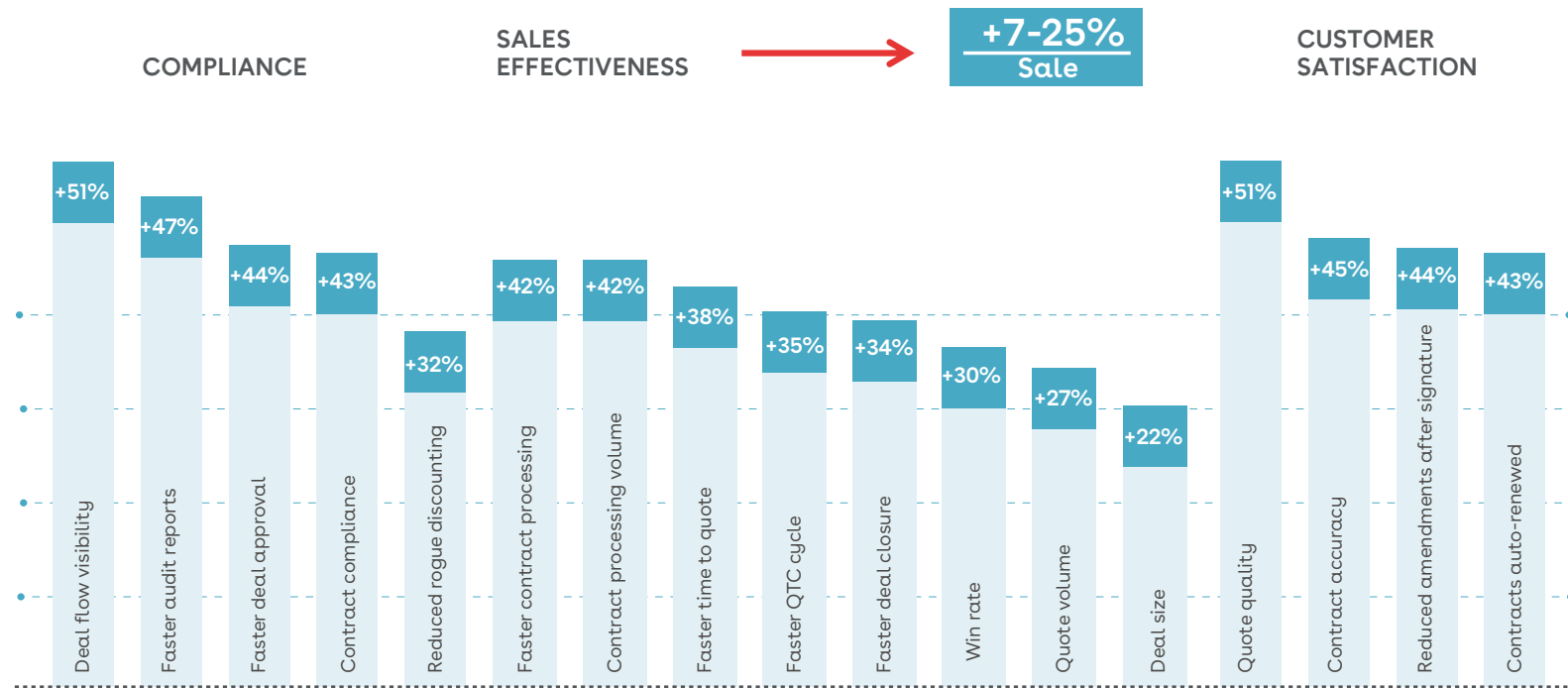
5 Recommendations

For end customers and partners, provide guidance on products and services, including alternatives and options. Utilize data-driven insights, recommendations, filters, and surveys to walk users through product and service portfolios.

6 Ordering and billing

Unite checkout processes with fulfillment to ensure that orders are created quickly and flawlessly and then fulfilled by the right production or logistics organizations. Safeguard payment processes and capture all details for efficient billing.

How revenue operations impact business

Ultimately, an investment in technology is only worthwhile if it advances the interests of a business. Revenue operations solutions are proven to deliver substantial business benefits, as documented in surveys and validated by third party analysts and experts.

COMPLIANCE   **SALES EFFECTIVENESS** →   **+7-25% Sale**   **CUSTOMER SATISFACTION**

- +51% Deal flow visibility
- +47% Faster audit reports
- +44% Faster deal approval
- +43% Contract compliance
- +32% Reduced rogue discounting
- +42% Faster contract processing
- +42% Contract processing volume
- +38% Faster time to quote
- +35% Faster QTC cycle
- +34% Faster deal closure
- +30% Win rate
- +27% Quote volume
- +22% Deal size
- +51% Quote quality
- +45% Contract accuracy
- +44% Reduced amendments after signature
- +43% Contracts auto-renewed

Average percentage improvements reported by Apttus (now Conga) customers

Source: Conga Quote-to-Cash (QTC) Impact Study conducted June 2017 by an independent third-party, Satmetrix, on 200+ Apttus customer contacts randomly selected. Performance metrics are intended as a guideline based upon historical results from a sample set of customers. Results are dependent upon many different factors that are customer-specific. Therefore, actual results will vary. Response size per question varies. In May 2020, Apttus and Conga joined forces as the all-new Conga, bringing together their solutions and customer bases.

Nucleus Research interviewed Conga customer Extreme Networks and found that Conga delivered a **141% ROI** with payback in 9.6 months.

Moreover, Conga reduced time to generate a quote from 3 days to 20 minutes and improve productivity by 15%[1]

[1] Press release, Conga delivers 141% ROI for Extreme Networks, May 28, 2020

The customer study discovered that mastering revenue operations increases sales, producing revenue lifts between 7 and 25% (above normal expectations and growth trajectories). Companies attribute this revenue growth to faster cycle times, larger deal sizes, and higher win rates, as well as decreases in adverse practices like rogue discounting.

At the same time, the study found that revenue operations solutions, specifically with contract management systems, significantly reduce risk associated with deals and agreements. Contracting accuracy, speed of contract processing, and the ability to handle growing volumes all bolster corporate oversight, leading to better auditing and contract compliance. Reductions in post-sales amendments also indicate better contracting practices.

Compliance is critical because many business models depend on smart contracting to ensure returns from commercial relationships. Examples include subscription-based sales, consortium pricing, revenues from intellectual property and royalties, and partner relationship management.

Third-party analyst research firms have evaluated the value of revenue operations and found significant value. When Nucleus Research interviewed Conga customer Extreme Networks, it was found that, by implementing Conga CPQ, the company was able to streamline and automate key revenue operations processes. The result was a 141% return on investment, with payback within 9.6 months, and an increase of 15% in employee productivity.

Further research shows that enterprises employing online channels see additional dividends. Forrester revealed that "B2B companies report that they've cut their cost to serve by as much as 90% by moving customers into self-serve environments." Forrester further found that "customers that B2B companies migrate online from a formerly offline environment spend more money and are more engaged online; they have higher average order values and spend more once they move away from being single-channel, offline-only customers.[2]"

The bottom line is that revenue operations solutions have a transformational impact on businesses. Organizations become much better equipped to deal with market disruption, capitalize on opportunities, and compete across multiple channels. The results all point to the value of having configure price quote, deal management, contract management, order management and more, within one integrated, single-vendor revenue operations solution.

When businesses adeptly manage the highly collaborative aspects of the revenue operations process, they provide visibility for everyone involved. They also streamline sales and contracting, close a higher percentage of deals, boost customer satisfaction, and drive greater revenues.

2   Forrester, "B2B eCommerce: A Trillion Dollars For The Taking," 28 September 2015

Invest in revenue operations to reimagine your business

Driving profitable growth in today's business environment is anything but easy. As enterprises assess the market challenges ahead, they must focus on areas within their control: namely, the internal processes with the greatest impact on revenue generation. The most successful businesses are focusing on business outcomes that drive sustainable, profitable growth.

This is no small task—but it is possible.

To that end, best-in-class revenue operations solutions will be instrumental in providing the tools for enterprises to drive profitable growth, customer satisfaction, and business transformation.

The integration of process-based applications, behavioral applications, and artificial intelligence applications represents a powerful combination of capabilities that can dramatically transform how business is done and deliver optimal business outcomes on a consistent basis.

With an automated and optimized revenue operations process, sales reps can see which product combinations are most profitable; which discounts, bundles, and add-ons can increase a deal's value; and which deals are up for renewal. Legal can drive more favorable deals, and finance can recognize revenue faster and more accurately. Finally, when a revenue operations process is optimized, executives have the visibility to confidently assess cash flow and ensure the business is running effectively.
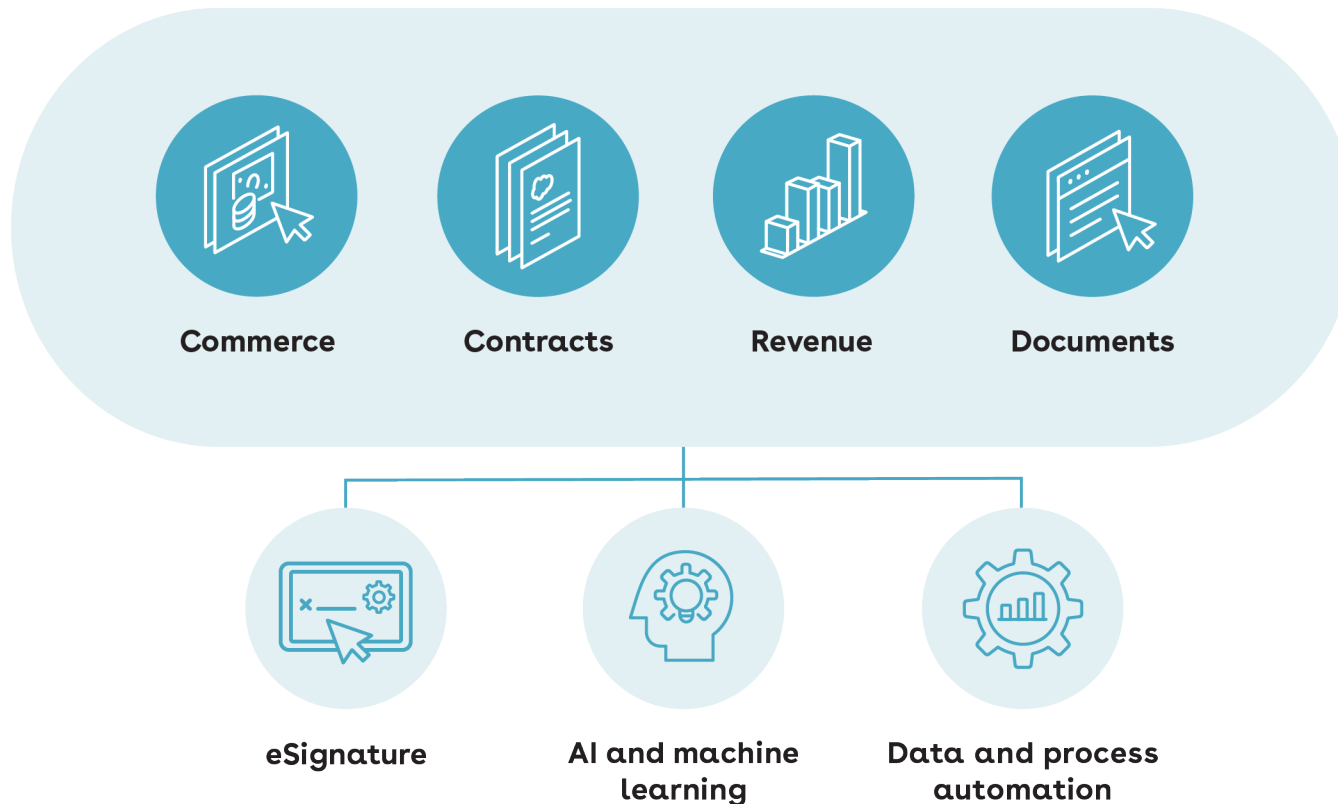
Why partner with Conga for revenue operations transformation?

Conga is a trusted business advisor, offering the most complete solution in the market for commercial operations transformation.

As the industry leader in transforming revenue operations, Conga is driving the vital business processes between a buyer's interest and the realization of revenue.

Conga's offerings are fueled by the Conga Commercial Operations Suite, which maximizes the entire revenue operations process by streamlining and improving business processes, aligning and driving revenue winning behaviors, and recommending relevant, intelligent actions.

The Conga Commercial Operations Suite

| Commerce | Contracts | Revenue | Documents |

| eSignature | AI and machine learning | Data and process automation |

About Conga

Conga, the global leader in commercial operations transformation, helps businesses simplify and automate their approach to the essential quotes, contracts, and documents that drive commerce. We help our customers become more agile, so they can adapt quickly to change and create a fluid, connected customer experience. Companies choose Conga for the most comprehensive solution set in the market and expert guidance, enabling them to transform the processes and documents surrounding customer engagement, configure price quote (CPQ), contract lifecycle management (CLM), and the complete commercial operations lifecycle. With Conga, businesses evolve their commercial operations to streamline their revenue processes and derive the meaningful insights that lead to sustained growth.

Conga is headquartered in San Mateo, California with global operations across North America, Europe, and Asia.

Learn more at **conga.com** or follow Conga on Twitter: **@CongaHQ**

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