



# THE FUTURE NORMAL OF REV OPS

## Data & Insight Report

Co-created live with **218 ideas** | Varicent Unlocked (London · Dallas · Boston) | 2026

*A community of revenue operations, sales comp and ICM leaders were asked to sketch the tool, process or solution they'll deploy in 2030 — when AI handles the administration and their role becomes more strategic. 218 ideas were submitted live and analysed using the VisuAlse Futures methodology.*

### Where the room placed its bets

| Theme                                    | % of Ideas | Strategic Significance                                                                                                     |
|------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------------|
| Insight on Demand                        | 33.5%      | The monthly report dies. Answers arrive the moment the question is asked - querying the business in plain English.         |
| Predictive Foresight & Scenario Modeling | 28.9%      | Rev ops stops reporting the past and starts rehearsing the future - modelling plan changes before they ship.               |
| Self-Driving Comp & Commissions          | 18.3%      | The core craft, automated. Plans that design, deploy and pay themselves - comp as a live system, not a quarterly scramble. |
| From Operator to Strategist              | 17.9%      | The role itself is the idea. Repetitive admin handed to AI so the human becomes orchestrator, advisor, consultant.         |
| Seller Enablement & Next-Best-Action     | 17.9%      | Rev ops turns outward - feeding reps the right move, message and content in the flow of the deal.                          |
| Trust, Accuracy & Dispute-Proofing       | 17.0%      | Errors caught before payday. Disputes predicted, not litigated - accuracy becomes the foundation of seller trust.          |
| The Agentic Workforce                    | 13.3%      | Not a tool, a team. Specialist AI agents working in concert, with the human moving to the head of the table.               |
| Cross-Functional Orchestration           | 11.0%      | One layer over many systems - sales, finance, CS and supply chain stitched into a single connected motion.                 |
| Clean Data & Single Source of Truth      | 10.1%      | The unglamorous prerequisite. Fragmented, dirty data made complete and trustworthy enough to act on automatically.         |
| Selling Returns to the Human             | 10.1%      | As AI absorbs the admin, value shifts back to relationships, the field, and the handshake machines can't replicate.        |
| Conversational & Voice-First             | 9.6%       | The keyboard recedes. Voice and chat become the interface - you tell the system what you need, it does the rest.           |
| Partner & Channel Revenue                | 8.3%       | Channel complexity - registration, partner comp, brokerage - handed to AI to manage at a scale humans never could.         |

*Total coverage exceeds 100% — most ideas spanned multiple themes, reflecting the integrated, systems-level thinking of participants.*



## What the room revealed

### **Nobody wants another report. They want an answer.**

The largest cluster — one in three ideas (33.5%) — wasn't a feature. It was the death of the monthly comp report. EchoBI builds reports by voice; QueryFlow answers 'I have a question' instantly; CompFlow turns 10+ hours of reporting into a conversation. The 2030 deliverable isn't a dashboard you read — it's a colleague you ask.

### **Rev ops wants to rehearse the future, not report the past.**

Right behind insight sits foresight (28.9%): predicting, forecasting, simulating. Clarivoy wants a crystal ball; ScenarioSync wants a sandbox to model plan changes *before* they ship. This is a profession asking to move from rear-view mirror to flight simulator — and it's the wish furthest from today's tooling.

### **The job description is rewriting itself.**

Without being asked, 17.9% sketched their own reinvention. SignalShift moves 'tactical tasks to visionary leader'; InsightRise goes 'from analysts to thought leading consultants.' The usual automation anxiety is absent. This room isn't afraid AI takes the job — they're impatient for it to take the *boring part*.

### **The craft goes self-driving — and that's the point.**

Comp showed up in 18.3% of ideas, almost never as 'help me calculate.' CommishNow pays at order entry; FluidComp flexes rather than freezing for a quarter. Paired with the 17.0% catching disputes *before* payday, the message lands: accuracy isn't admin — it's how you earn seller trust at scale.

## Tensions worth sitting with

### **The all-knowing platform vs. the team of specialist agents**

One half wants a single layer over everything (OmniCap's 'omnipresent enterprise hat'); the other wants a workforce of specialist agents (ExecuSync's 'agents around a table'). Which model Varicent backs decides whether it's the platform of record — or one agent inside someone else's.

### **Invisible back-office vs. the human front-line**

The dominant dream is making operational work disappear. Yet a persistent 10% pulled the other way: as admin vanishes, selling returns to the field, the handshake, even telepathy. The more convincingly AI removes the busywork, the more human value concentrates where no algorithm can fake it.

### **Faster machine vs. happier human**

Alongside the efficiency ideas sat a quiet wellbeing wish (SailSerene, EquiliWork's 'stress to harmony'). VitalPulse fused the two: incentives that drive revenue *and* healthy human performance. Is the 2030 goal simply more with less — or better work, with less grind? The room wants both.



## Three provocations to take back to the team

- **Build the answer engine before the next dashboard.** A third of your most engaged users are telling you the report is the problem, not the solution. Pick one painful recurring report and ask: what would it take for a rev ops leader to simply ask for it — in words, out loud — and get a trustworthy answer? That's the 2030 interface, and the room has already designed it.
- **Give them a flight simulator for comp.** The highest-value, least-served wish was to model a plan change before it ships. A sandbox where leaders test territory, quota and incentive scenarios against live data — and see the predicted seller behaviour — would move Varicent from system of record to system of foresight. Start with one plan, one 'what-if,' one room of beta users.
- **Name the new role out loud.** One in five participants sketched their own reinvention from operator to strategist — without being prompted. That's a community ready to be led somewhere. What would it mean to position Varicent not as the tool that runs comp, but as the platform that promotes the rev ops leader from chief calculator to chief revenue strategist?

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## Want to dive deeper?

[View & explore all 218 ideas](#)

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