The state of RevOps automation report
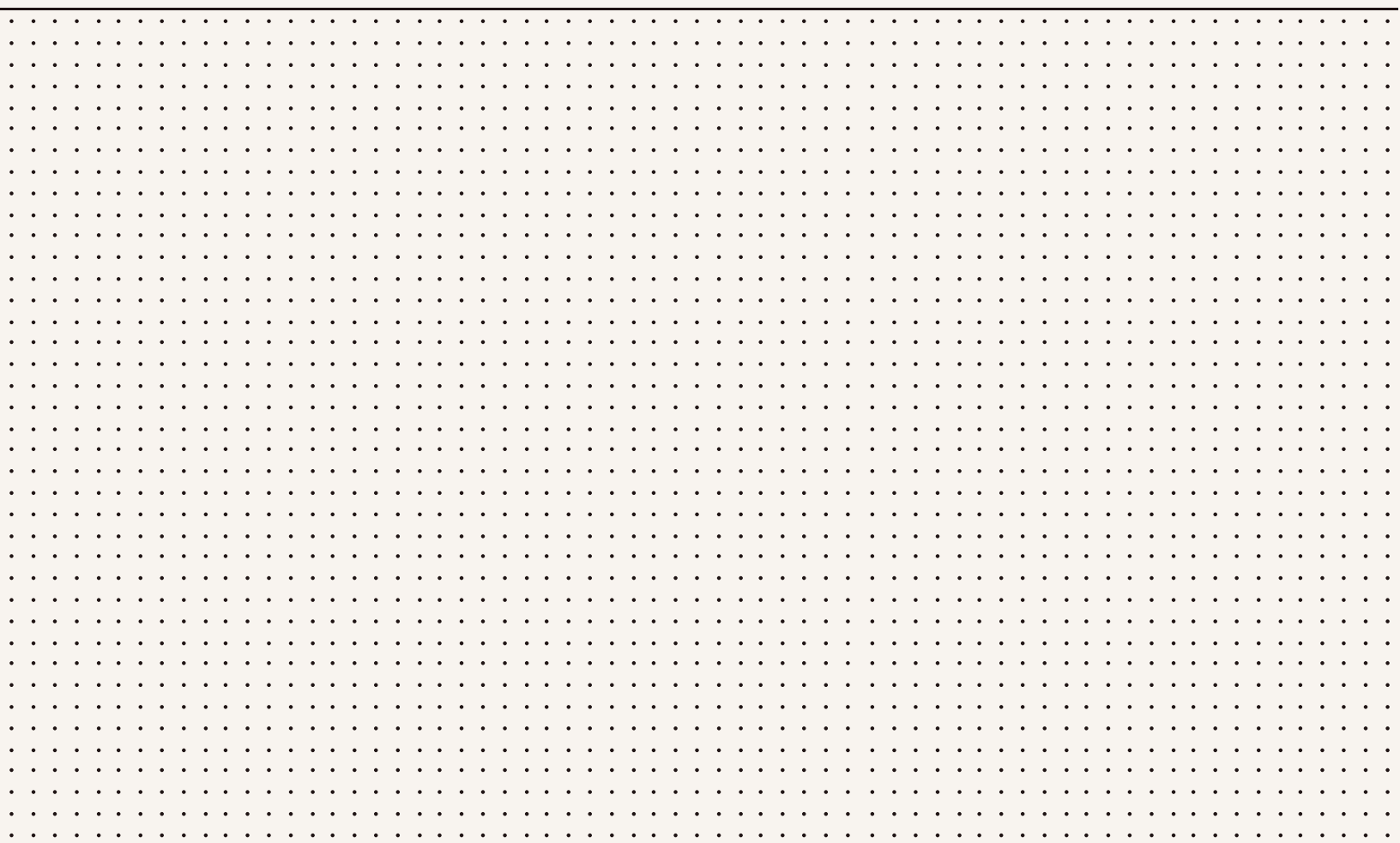
If you work in revenue operations, you're no stranger to the "do more with less" trap. But with IT costs continuing to rise, increasingly fragmented systems, and the mounting pressure to adopt AI, the squeeze on teams is getting even tighter. Given all these challenges, it's no surprise that RevOps pros lean on automation to fill the gaps. **But are you getting everything you need from your automation features and workflows?**

How does your AI automation strategy stack up?

Based on data from 450+ RevOps professionals, we recently discovered:

62%	Solve challenges using multiple kinds of automation
70%	Use AI in their daily work
68%	Use AI with automation

If you don't stay up to speed, you risk getting left behind. That's why we're sharing an inside look at how your peers are taking advantage of AI automation, transforming their RevOps tech stacks, and uncovering new revenue-driving opportunities.

Key findings at a glance

1. **Consolidation alone won't fix fragmented tech stacks:** RevOps teams are using multiple automation solutions to connect the pieces and address gaps. More than half (53%) use more than one type of automation to address gaps in their tech stack.

2. **The automation gap is bigger than you think:** There's a massive chasm between what you can automate and what you *are* automating. While RevOps pros are automating, a third (36%) of their challenges are only partially resolved by automation. Furthermore, only around a third of them use automation to drive revenue—for example, workflows that help cut customer acquisition costs or increase deal velocity.

3. **AI + automation is the new competitive edge:** Most RevOps teams use AI, but more than a third say their organizations as a whole don't.

   Whether you're making the call on tech investments or building and improving processes to keep revenue flowing, you'll walk away with data on current trends and a peek at how your RevOps counterparts use automation.

Our methodology:

We used an independent research firm to anonymously survey 450+ U.S.-based RevOps professionals.

We also spoke with a handful of RevOps leaders—both Zapier customers and non-customers—to gain further insights into the data and trends we're seeing.

COMPANY SIZE

33%

30%

37%

■ 251-500 ■ 501-1,000 ■ 1,001+
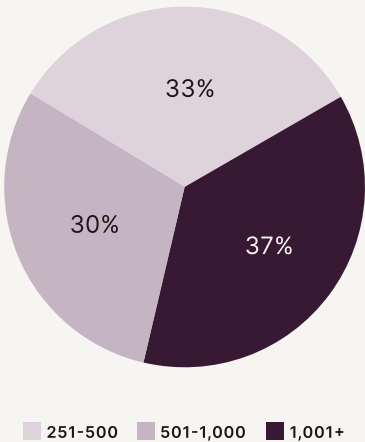
In this report, you'll discover

- Insights from RevOps leaders on what they're automating, how they're using AI, plus what's working (and what isn't)

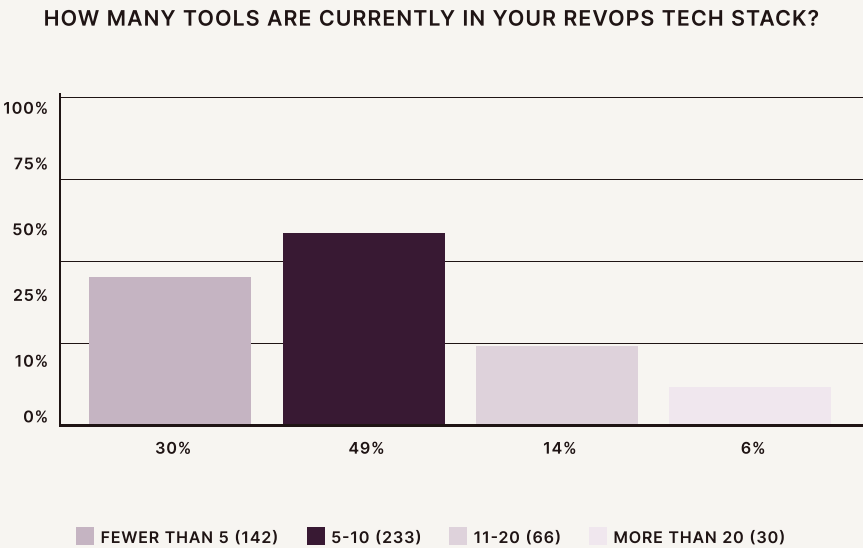- Revenue-generating opportunities teams often miss

- Strategies to squeeze more ROI from your tech investments

1. Teams need more than tool cleanup to fix fragmented systems

The app fatigue plaguing RevOps teams isn't just about having too many tools—it's about getting more value to support your revenue goals.

As more leaders explore tech stack consolidation, the issue runs much deeper than tool counts—and teams are turning to creative solutions to bridge the gap between systems and business needs.

The scale of tool sprawl

HOW MANY TOOLS ARE CURRENTLY IN YOUR REVOPS TECH STACK?

30%	49%	14%	6%

FEWER THAN 5 (142)　5-10 (233)　11-20 (66)　MORE THAN 20 (30)

Overall, 70% of RevOps pros say they have five or more apps in their RevOps tech stack. One-fifth count 10 or more apps in their tech stack.

Tool sprawl was more likely to worsen at companies with 501-1,000 employees. Over a quarter (26%) of people in those larger organizations say they're managing a stack of more than 10 apps—and a bloated stack inevitably leads to exorbitant licensing fees, siloed data, and fragmented processes.

By company size

	251-500 employees	501-1,000 employees	1,001+ employees
Less than 5 apps	28%	25%	36%
5-10 apps	55%	49%	44%
11-20 apps	10%	20%	13%
More than 20 apps	6%	6%	7%

It makes sense that companies of this size would have growing pains. At this stage, organizations are outgrowing the startup label and finding their footing as an enterprise. They often need to overhaul operations to support growth—which usually requires a lot of trial and error and some sticker shock with licensing and software bills.

Still, we wanted to learn more about the key tools teams use in their revenue-generating work.

The source of sprawl isn't your CRM or MAP

RevOps pros prefer to keep their CRMs and MAPs under one roof in a single piece of software. That means tool bloat is occurring elsewhere in their tech stacks.

When we asked about the specific tools, Salesforce (86%) and Pardot (85%) were category leaders, regardless of company size.

Sara McNamara, Director of Revenue Operations at Hyperscayle, sees a clear divide in the RevOps market.

"Typically, companies with budget are picking best-in-class tools to chase growth," she says. "Those without budget focus on consolidating into the most seamless tech stack possible."

Sara McNamara
Director of Revenue Operations at Hyperscayle

Top CRMs

86%	Salesforce
22%	HubSpot
5%	Pipedrive

Top Marketing automation platforms (MAPs)

85%	Salesforce MCAE/Pardot
12%	Klaviyo
20%	ActiveCampaign
19%	Marketo

"The real challenge isn't just tool sprawl—it's how
 well those tools communicate and support revenue-driving activities."

Mike Rizzo
CEO, MarketingOps.com

In many instances, tool sprawl doesn't happen accidentally. Teams may have use cases that don't fall into neat boxes, such as strategic partnerships.

"The world of alliances is challenging when it comes to automation because no one is really solving this problem in a SaaS application," says Forest Donovan, an avid Zapier user and Senior Director of Strategic Alliances at Fullstory. "Salesforce has some tools, and there are partner portals that do a bit, but they're mainly built for reseller or agency models."

Teams rely on more automation to transform workflows

As a result, automation is doing the heavy lifting to turn scattered tools into cohesive systems. In fact, 53% of teams use **more than one** type of automation.

4%	use 4 types of automation
13%	use 3 types
37%	use 2 types
38%	use 1 type
9%	don't use any of these types of automation

It's also worth noting that half of those who use **only one** type of automation (38%) use built-in automation features in existing tools.

The popularity of built-in automation features is understandable. Teams want to cut tool bloat, so why not use automation built into the tools you're already paying for?

Additionally, there's the perception of reliability. A handful of senior RevOps leaders we spoke with recently said they see built-in integrations and automation features as more sustainable since they're usually maintained by the same app vendor.

> "We had a lot of workflows originally running through [our CRM] and their built-in automation, but many of the external integrations were buggy, didn't work consistently, and were a pain in the butt to set up. We moved a bunch of stuff over to Zapier, and all of those problems were eliminated."

Matt Volm
Founder and CEO, RevOps Co-op

However, there's a disconnect between preferences and what teams are actually using.

Preferred automation sources

Source: The Future of Revenue Operations

1. Built-in automation features and integrations

2. Third-party automation platforms

3. Custom-built with in-house engineering resources

In partnership with RevOps Co-op, we spoke with 10 senior leaders from B2B SaaS, healthcare tech, and environmental tech to forecast the future of revenue operations.

Check out the report →

For example, anecdotally, custom-built automation using in-house engineering was the **least preferred option** among senior RevOps leaders. However, among our survey respondents, it was the second most-used automation source (45%) for their teams.

Most-used automation sources

68%	Built-in automation features and integrations
45%	Custom-built with in-house engineering resources
36%	Third-party automation platforms
32%	Custom-built automation using RevOps team resources

Definitions:

- **Built-in automation features.**
  Native automation features within apps (e.g., CRM workflows).

- **Third-party automation platforms.**
  Dedicated automation platforms like Zapier, Workato, or Make.

- **Engineering resources**.
  Custom-built automation using developer support.

- **RevOps resources.**
  Custom automation that RevOps built and uses. For example, this could be a Google Apps script used to normalize spreadsheet data for forecasts.

So, what's behind the gap between preference and reality? A few factors could be at play:

- **Industry or business-specific needs.** SaaS companies, for example, don't want to siphon engineering resources away from the core product, while it's difficult for businesses using proprietary software to avoid using engineering resources.

- **Companies have the wrong idea about RevOps' role.** "They treat these functions as tech stack managers rather than strategic revenue enablers," says Mike Rizzo, CEO of MarketingOps.com.

- **A disconnect between systems and strategy.** Mike says teams are often expected to patch up fragmented systems and "make it work," and aren't given time to create a proper strategy.

- **The "do more with less" mandate.** "There's rarely the proper budget, resources, or cross-functional alignment to effectively align the GTM teams and the business teams," Mike points out.

Despite these forces at play, RevOps teams are fighting the sprawl—and yours can, too.

How to tackle tool consolidation (and save money in the process)

Slashing tool counts to hit an arbitrary number won't give you a more efficient tech stack. So, what will? Create an integration and automation strategy that supports your unique business goals and is designed to scale.

Assess your tech stack

To build an effective integration and automation strategy, you first need to know what you already have available to you—then you can make informed choices about pruning your tech stack. So, take the first step with an automation audit.

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1. Tally up your tools

No need to prune or make any decisions—just make a list of all the tools you currently use across the entire revenue cycle. If you already documented your tech stack somewhere, just make sure it's up-to-date.

Note: Your team should already have a diagram of your entire customer journey, with the critical processes (automated and manual) that currently support each stage. If not, do that first!
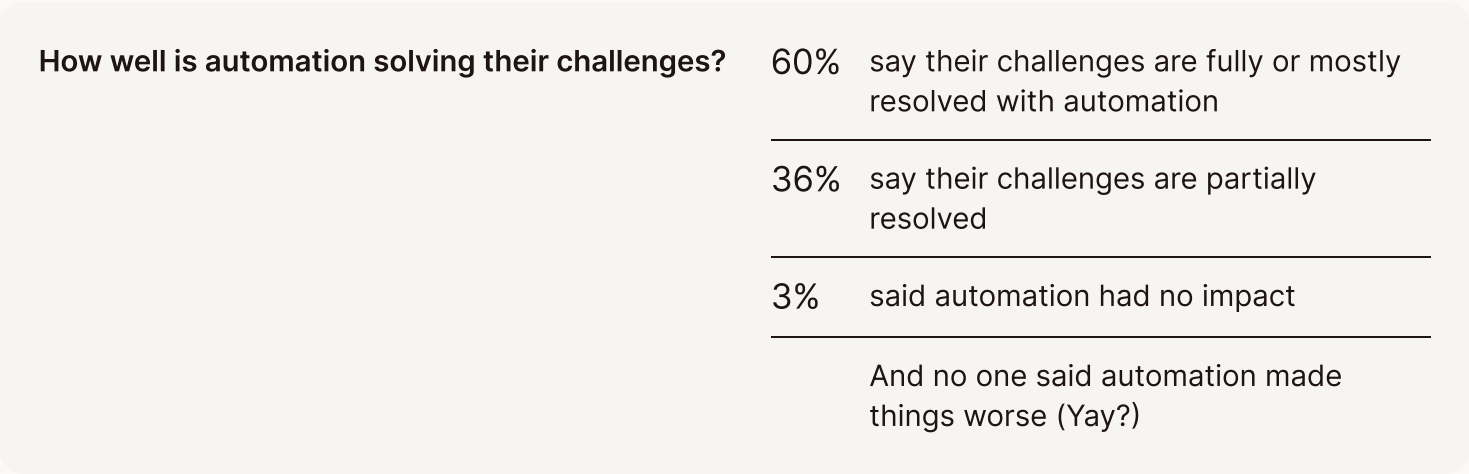
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2. Review your current automation toolbox

Next, list your current automation solutions, where you tend to use them, and how often. For example, your team might use built-in automation and a third-party automation platform for the majority of your processes and only call on engineering support for big data pulls. **You should come away with a map of your revenue cycle, processes, tools, and automation solutions.**

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3. Identify the gaps

Finally, use your map to identify any gaps between what currently exists and business needs. You may have to work backward from business goals, review historical trends, and interview stakeholders to get the complete picture of existing challenges.

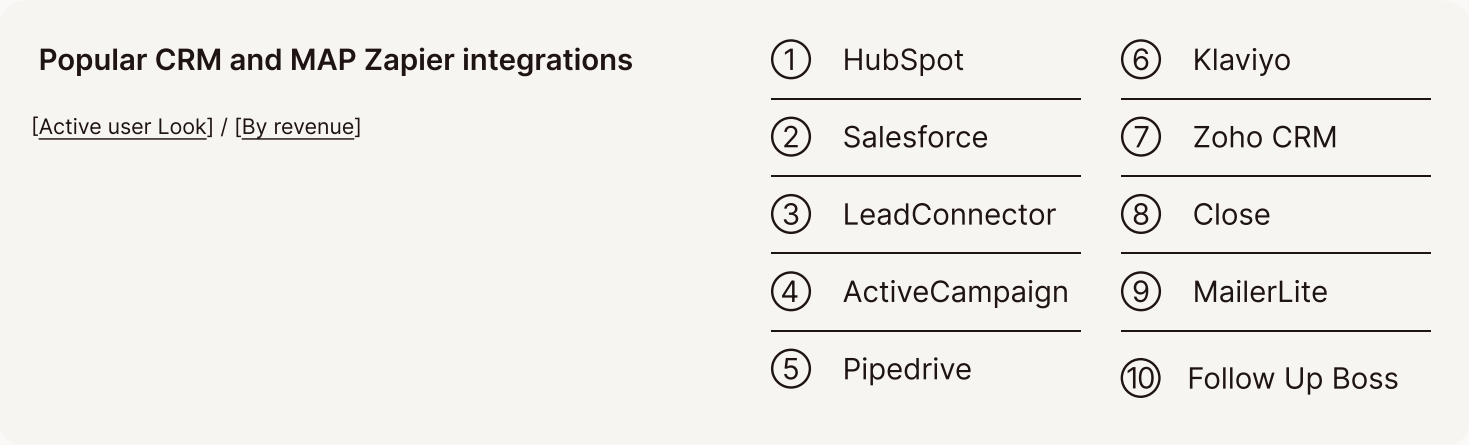# 2. The automation gap is costing you time and money

Teams are layering multiple automation solutions to fill tooling gaps, but is this solving their top challenges? Yes—kind of.

How well is automation solving their challenges?

60%	say their challenges are fully or mostly resolved with automation
36%	say their challenges are partially resolved
3%	said automation had no impact
	And no one said automation made things worse (Yay?)

Sixty percent of RevOps pros say automation helps them clear their process hurdles. And those using multiple types of automation are seeing better results.

Challenges fully or mostly resolved

62% use 2+ kinds of automation
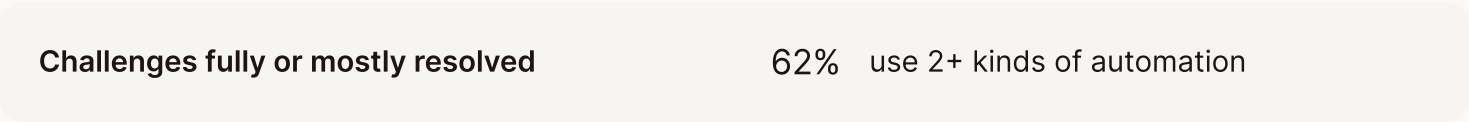
Some of Zapier's most popular integrations are CRMs and MAPs, and we often see customers combine built-in automation features with Zaps (what we call our automated workflows) to tackle a wider breadth of use cases. So, it's no surprise that incorporating multiple forms of automation helps RevOps pros tackle more challenges than using one form of automation alone.

Popular CRM and MAP Zapier integrations

[Active user Look] / [By revenue]

①	HubSpot	⑥	Klaviyo
②	Salesforce	⑦	Zoho CRM
③	LeadConnector	⑧	Close
④	ActiveCampaign	⑨	MailerLite
⑤	Pipedrive	⑩	Follow Up Boss

Where teams focus their automation efforts

We asked respondents about the challenges they're tackling with automation.

Common issues like process bottlenecks and data hygiene top the list (please contain your shocked gasp).

Top issues RevOps pros automate

70%	Reducing time spent on manual tasks
69%	Improving data accuracy
50%	Improving cross-team collaboration
37%	Reducing customer acquisition costs
28%	Increasing deal velocity

Note: Respondents could choose multiple issues they were trying to address, because it's never just one problem plaguing your GTM.

However, we were surprised that 50% weren't using automation for cross-team collaboration, despite it being a critical need for large and scaling companies.

"This is a super underrated space for automation within RevOps," Sara McNamara, Director of Revenue Operations at Hyperscayle, says. "Internal communications are so important and automation can help with [things like] collecting feedback or surfacing information."

Teams aren't automating key revenue-driving processes

Another unexpected revelation was that most RevOps pros aren't using automation for revenue-generating tasks. Only 37% are focusing their automation efforts on customer acquisition costs (CAC), and just 28% are targeting deal velocity.

However, this might be attributed to the perpetual RevOps struggle: Tying time-savings and efficiency to revenue.

"I think this is a big perception problem that revenue operators have," says Matt Volm, CEO of RevOps Co-op. "One-hundred percent of the things you do [in RevOps] are meant to drive revenue efficiency and effectiveness, but many operators aren't connecting those dots."

Matt cites time-saving workflows, like automating webinar registrations into your MAP, as less-obvious examples of improving CAC.

"You've increased output but kept your spend the same," he points out.

> "Many revenue operators stop [assessing impact] at the tactic they deployed, but that's not where the value ends."
>
> **Matt Volm**
> Founder and CEO, RevOps Co-op

Mike Rizzo of MarketingOps.com points to leadership pressure as a contributing factor—specifically, the need for a direct tie to ROI.

"It comes from a long-standing mindset: 'If we can't measure it, it doesn't exist,' Mike says. "It's understandable, but [our own] research has repeatedly shown that many of the highest-impact contributions are foundational and indirect, like data hygiene, system efficiencies, and cross-functional alignment."

What's still broken?

When teams don't tackle foundational issues, ROI can go out the window. For the 36% of respondents still facing challenges, data hygiene was the most common theme.

Top challenges remaining

①	Data accuracy and handling	④	Cross-team communication and alignment
②	Automation limitations	⑤	Manual data entry still exists
③	Process gaps and bottlenecks	⑥	Team education and training

In free text responses, some cited misalignment and different data needs across departments as culprits for their data issues. Others blamed issues with integrating proprietary systems and frustration with existing automation tools.

A few factors can exacerbate these problems:

- **Mindset mismatch.** If other teams see RevOps pros as tool managers instead of revenue accelerators, it's more difficult to obtain resources or buy-in.

- **Missing foundations.** "High-functioning RevOps teams build frameworks for data governance, process alignment, and cross-functional collaboration," says Mike. "They don't just buy new tools and expect them to magically sync."

- **Lack of automation strategy.** Sara says she often sees automation fall apart when teams either lack the strategic knowledge to select and automate the right processes (and the right tools for the job), or they don't have the technical talent to build and maintain automation effectively.

> "Poorly designed automation can cause a lot of damage to data quality, so planning and architecture design is key to ensuring that you see that sweet ROI."

Sara McNamara
Director of Revenue Operations at Hyperscayle

Bridge the gap with strategic automation

Closing the automation gap isn't just about having the right tools—it's about using them strategically to drive growth. Start with these steps:

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1. **Establish (or repair) the RevOps foundations**

   Unfortunately, automation can't solve corporate politics or cross-functional conflict.
   Do the hard part now: Work with stakeholders to iron out data governance, rules of collaboration, and other areas of misalignment.

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2. **Audit your existing automated processes**

   Review what's working well and what's not—for both you and your end users. What challenges and gaps still exist? What automation tools are you currently using? This will help you identify what processes are affected by foundational issues, like data governance, versus areas that can be optimized with automation.

"In-house engineering resources are great, but they can be hard to scale for smaller orgs. This is where third-party automation tools can save the day. They can be used by novice technologists but can be quite powerful and flexible across apps. And you don't have to open a ticket to make a change!"

Sara McNamara
Director of Revenue Operations at Hyperscayle

3. Build your automation strategy

As Sara said, automation without proper planning or implementation can affect data quality and ultimately hurt revenue—that includes choosing the right tools for the job. Use this quick guide to choose the best automation approach for your needs:

When to use:	Build-in automation	Third-party automation	In-house engineering
How much granular control do I need?		☑	
Combining data in multiple ways	☑	☑	
Less maintenance overhead		☑	
Saving software licenses		☑	
Complex workflows		☑	
Granular access controls		☑	☑
Scale and flexibility		☑	☑
Reliability with third-party apps		☑	☑

Ready to explore more automation opportunities to drive revenue?

Check out our workflow gallery for inspiration across the customer journey. →

3. AI + automation is the new competitive edge

Our survey found that most RevOps teams use AI in their daily work, but companies as a whole are struggling with adoption—and failing to take advantage of AI's full potential.

AI adoption in RevOps

Almost three-fourths (70%) of RevOps pros say they use AI in their daily work. Of those AI users, 68% of them also combine AI with automation.

For example, a team can harness this powerful pairing in a ticket routing workflow. Using automation, the workflow collects ticket requests from Slack, creates those tickets in Notion, and then uses AI to determine the ticket priority and the type of request.

Using AI automation isn't limited to just technical users, either. CRMs, MAPs, and other tools are incorporating AI into their products, especially within existing workflow automation features.

Our definition:

- **AI automation**
  Integrating artificial intelligence (AI) tools into automated workflows to perform tasks without manual intervention.
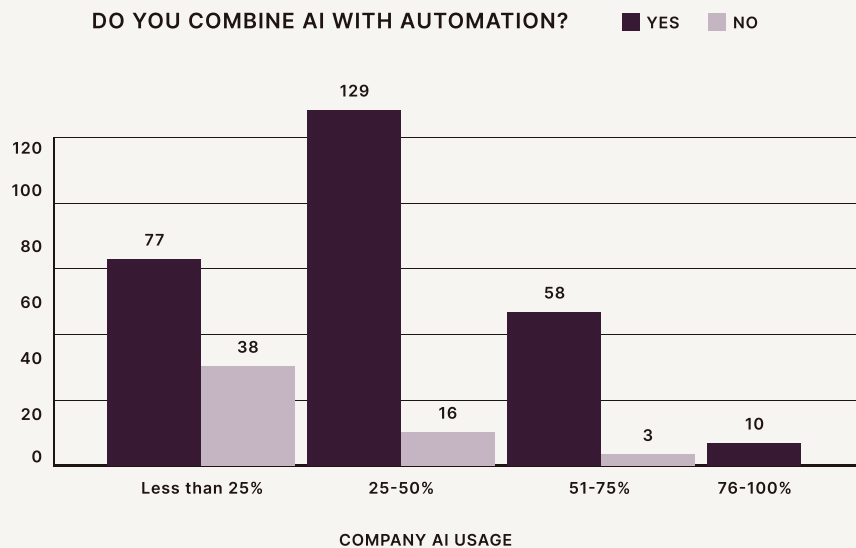
AI adoption in organizations is low

It's a different story at an organizational level—only 21% reported widespread AI adoption.

WHAT PERCENTAGE OF YOUR ORGANIZATION WOULD YOU ESTIMATE IS USING AI IN THEIR DAILY WORK?

35%
3%
18%
44%

■ LESS THAN 25%　■ 25-50%　□ 51-75%　□ 76-100%
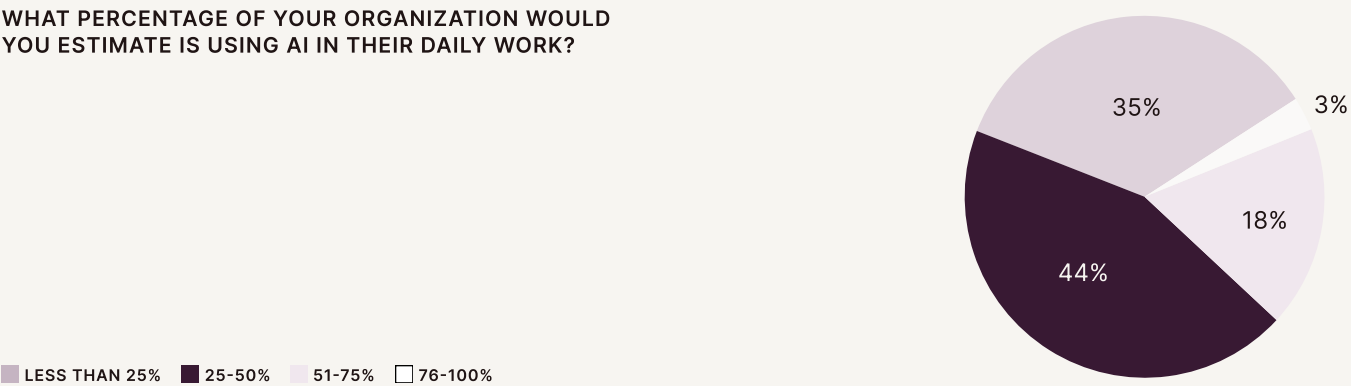
Creating a cohesive AI strategy is intimidating for many organizations, which results in a smattering of employees using AI tools in untrackable (and potentially unsafe) ways.

However, those who combined AI with automation were more likely to see company-wide adoption on some level.

DO YOU COMBINE AI WITH AUTOMATION?   ■ YES   ■ NO

Company AI Usage	YES	NO
Less than 25%	77	38
25-50%	129	16
51-75%	58	3
76-100%	10	

COMPANY AI USAGE

The reason? Combining AI with automation is the fastest way to scale impact and business value. In fact, AI is Zapier's fastest-growing app category. Our users delegate more than 10 million tasks every month to AI.

Popular Zapier AI integrations

[Active user Look] / [Filtered by Upmarket revenue]

① ChatGPT
② AI by Zapier
③ TI;dv
④ ChatBot
⑤ Azure OpenAI
⑥ Chatbase
⑦ Anthropic (Claude)
⑧ Tactiq
⑨ Browse AI
⑩ Zapier Chatbots

Pairing AI and automation means teams can build, automate, and scale complex, mission-critical systems. It's like the human body—AI is the brain that analyzes and summarizes important info. Automation is the heart, connecting your other systems (nervous, respiratory, and so on) so they work in unison to act on info from the brain.

> "[At first], I was like, 'Oh, I automate a lot. Why do I need AI? I just didn't understand the power it unlocked."
>
> **Lena Yue**
> Marketing Operations Manager, Zapier

AI automation barriers

On the flip side, one-third of people (30%) are automating but aren't using AI. When we asked why, AI security concerns topped the list of reasons.

Primary barriers to using AI with automation

- (X) Not available / allowed
- (X) Don't know enough about it
- (X) Budget concerns
- (X) Don't like it / don't want to
- (X) Accuracy concerns

AI is still an evolving technology, so it's understandable that organizations want to minimize risks— especially when handling sensitive data.

Knowledge is another barrier, even for tech-savvy RevOps teams. They're not sure where AI fits in their existing processes.

"Many teams are still trying to figure out where AI can deliver meaningful impact," says Mike Rizzo of MarketingOps.com.

Not sure when to use AI, automation, or combine both?

Here's the breakdown →

And once teams find a use case, cost becomes another concern. But Sara McNamara of Hyperscayle says the right use cases won't blow the budget.

"I usually hear that AI is expensive when the wrong use cases are being explored with it," she says. "Measure your use case against the cost."

> "If AI can save a multi-million dollar account executive a few hours of work per month, that can add up to quite a few dollars of potential extra revenue."
>
> **Sara McNamara**
> Director of Revenue Operations at Hyperscayle

These themes aren't exclusive to RevOps—these challenges are plaguing senior technology leaders tasked with developing AI strategies for their organizations. But you can overcome these obstacles and scale AI success at your company.

Get more AI ROI with company-wide guardrails in place

As Matt Volm of RevOps Co-op points out, people are using AI tools, regardless of whether companies are footing the bill.

"Go ask your actual people what they are using and I'd be willing to bet you'll get some answers that surprise you," he says.

Here are a few ways to get ahead of your AI strategy, maximize impact, and reduce shadow IT:

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1. **Address security upfront**

   Security and IT buy-in will give you a strong foundation for sustainable AI adoption. If your organization doesn't have AI usage policies, work with your Legal, IT, and Security teams to establish them.

   IT will also be a valuable partner for vendor evaluation. "Work with [them] to explore products that allow your team to explore AI in a secure and safe way," says Mike.

   Sara points out that vendors will also have policies on AI data usage and options for limiting data collection.

   "Ask vendors the tough data security questions and give them a chance to answer your concerns," she advises.

   > **Talk to us**—we'll happily answer your tough security questions.
   >
   > And while you're here, check out Zapier's security practices and learn how we use AI. →

2. Start small

Many RevOps experts we spoke to were initially skeptical of AI. Take baby steps, first with a proven use case, or experiment in a low-stakes environment.

"Using the free ChatGPT product was a great entry point for me," Sara says. "It was a private playground without judgment. As I got comfortable, I expanded to a paid instance, and now use AI confidently at work!"

Discover more AI automation strategies with our RevOps Automation Playbook. →

3. Scale thoughtfully

"Don't look at AI as an incremental thing you're adding on top of your existing tech stack," Matt says.

Instead, he advises teams to work backward once they find a use case. As you discover more use cases, you might uncover ways to streamline the tools you use—and save some cash in the process.

"Data enrichment is an easy [example]," he says. "You can use a variety of different data providers to automatically enrich every new record that enters your CRM," he says. "Start [using AI] there, and you might discover you don't need that contract with your current data provider."

Zapier gives you even more control over how you want AI to work for you—and how you want to scale.

From AI products like Agents and Chatbots to more than 270 AI app integrations (including Azure OpenAI and Google Vertex AI), you can bring innovative ideas to life and scale your impact on revenue.

Explore our AI guide to learn how. →

Remember: AI enhances decision-making and frees up time for strategic work. It won't replace you—but a company that uses it might.

Want to turn AI into action? Forward-thinking leaders trust Zapier. For 10+ years, startups and global enterprises alike have relied on Zapier for more reliable workflow automation.

Automate, orchestrate, and scale AI without limits

Scale AI automation with the tools you love

Connect every app, AI model, and workflow. Integrate 7,000+ apps with enterprise-grade security and data handling.
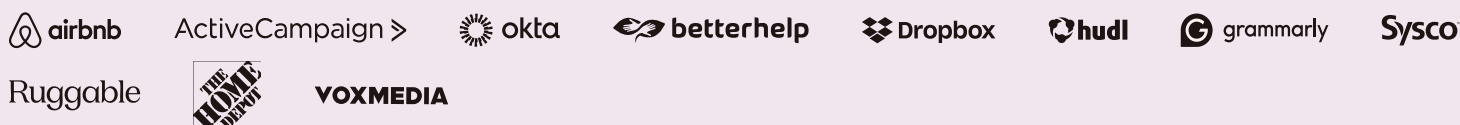
IT-backed, not backlogged

Ensure compliance, enforce permissions, and prevent shadow IT—all while scaling innovation.

ROI you can actually measure

See how your team is using Zapier, identify anomalies, and get more ROI out of Zapier.

Learn why the world's leading businesses trust Zapier

airbnb   ActiveCampaign   okta   betterhelp   Dropbox   hudl   grammarly   Sysco

Ruggable   THE HOME DEPOT   VOXMEDIA

zapier   →   Contact sales