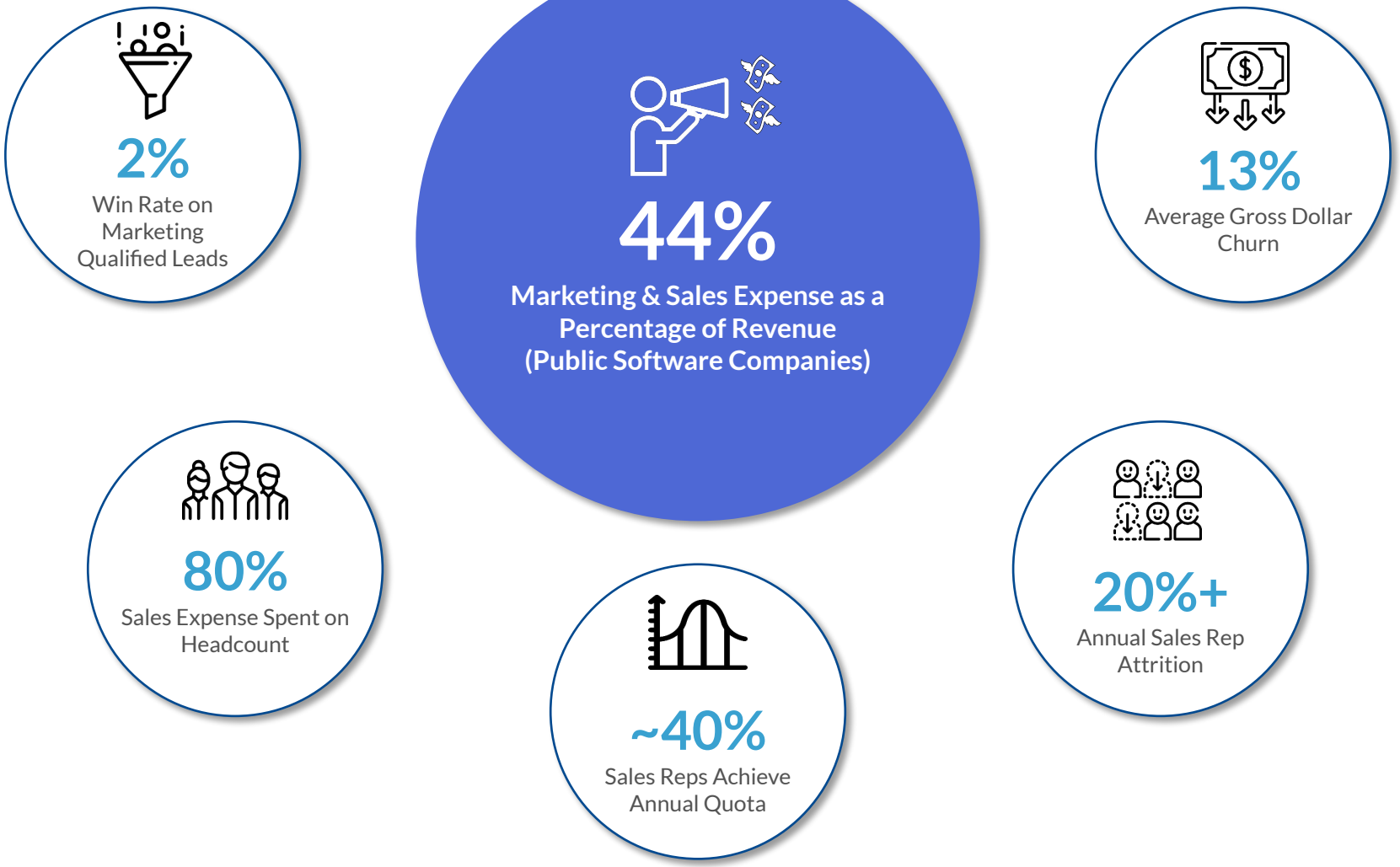
The 3 F's of GTM

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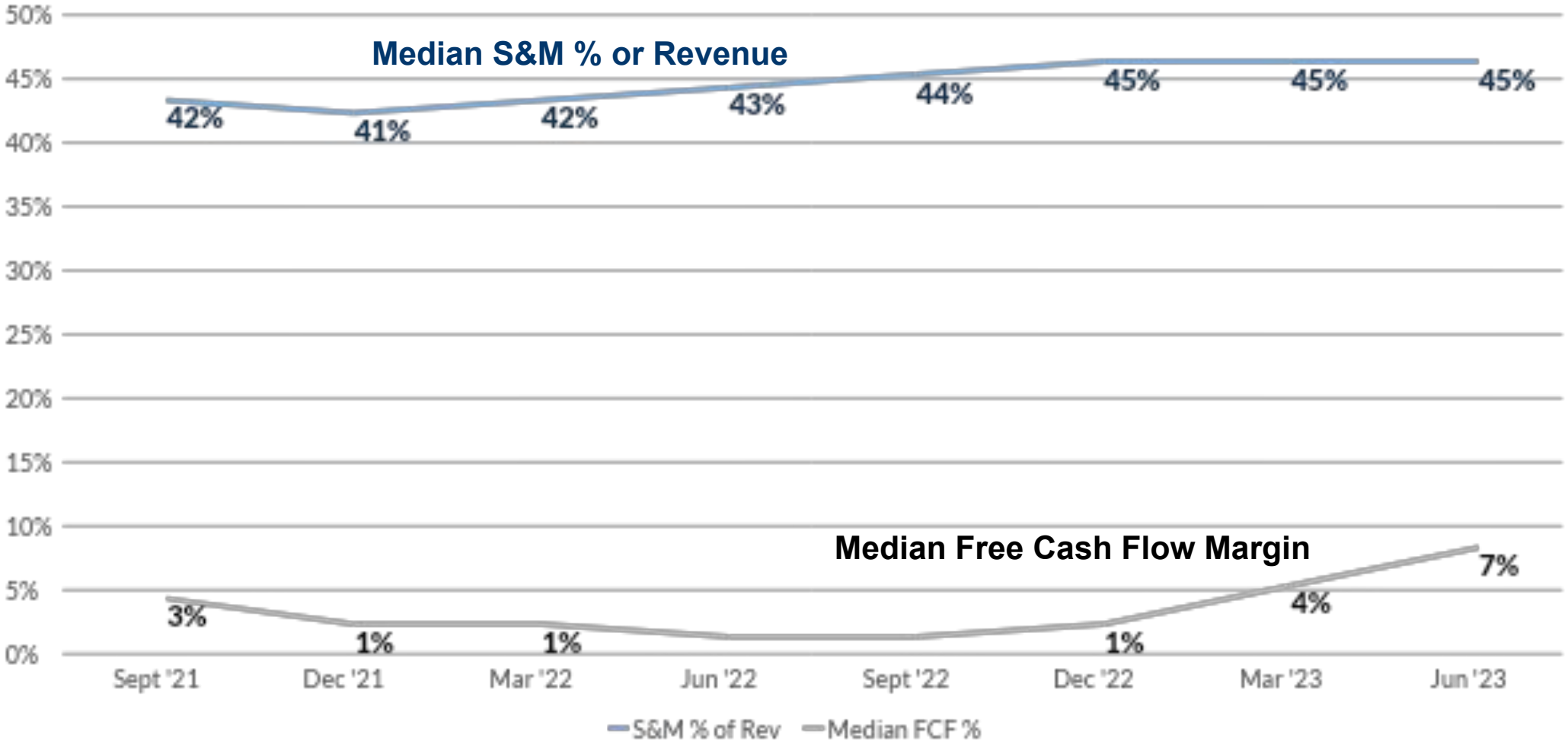
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Go-To-Market: A Big Investment to Drive Growth

Yet public and private software companies struggle with GTM inefficiency

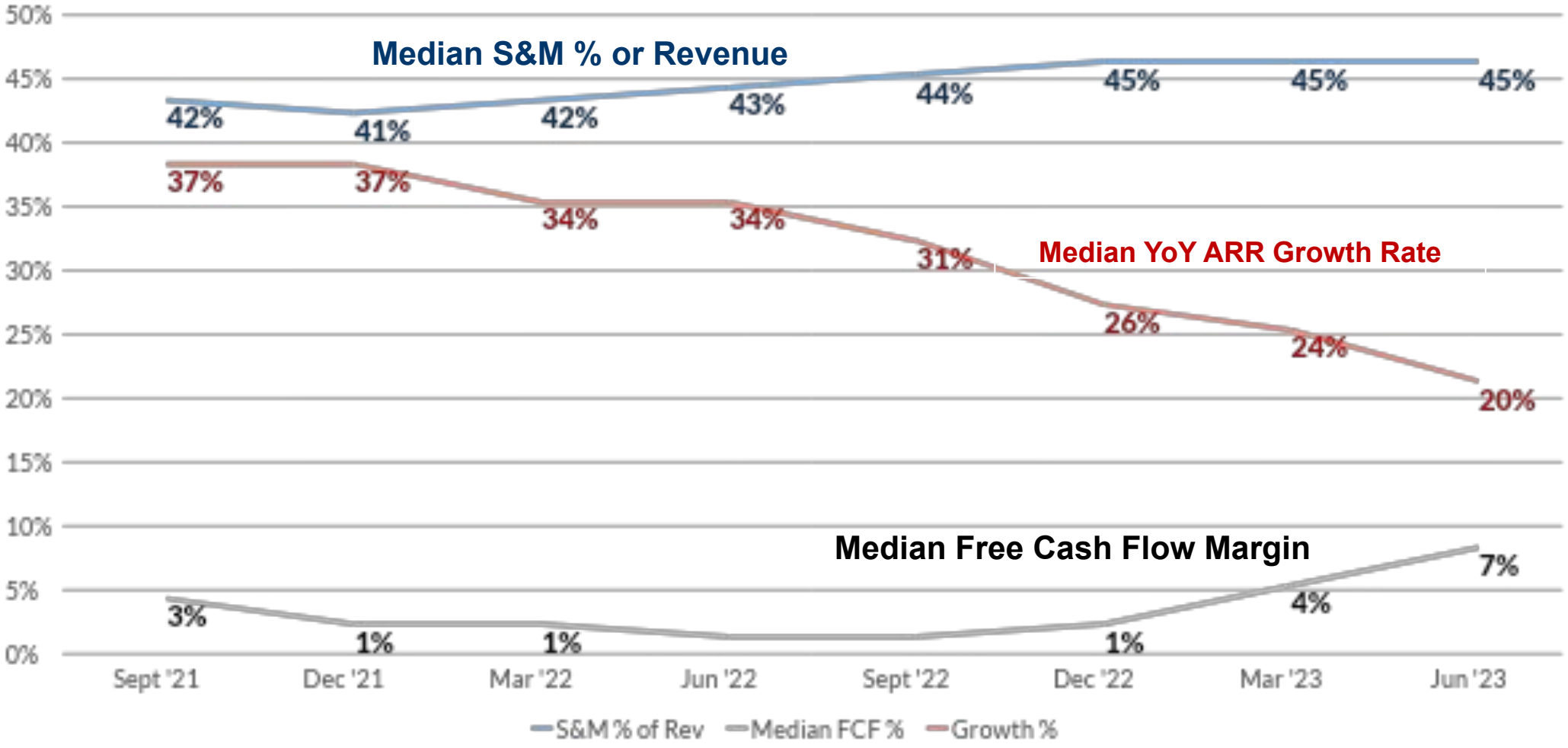


GTM Spend Slightly Up, But FCF Margins are Improving



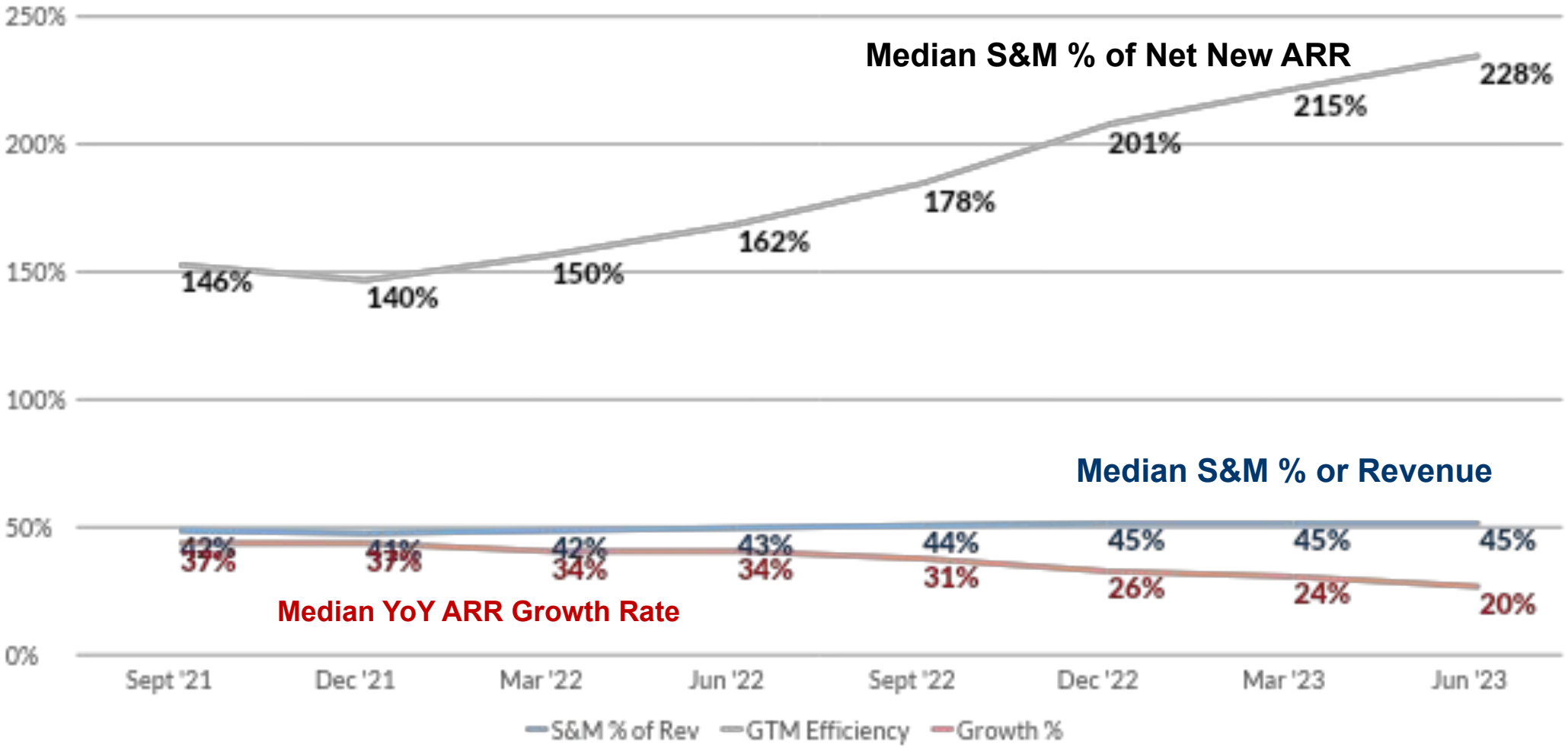
Source: BenchSights data collected from public filings across 73 public SaaS companies

However, Growth Rates Have Plunged



Source: BenchSights data collected from public filings across 73 public SaaS companies

Overall, GTM Efficiency Has Regressed Significantly



Source: BenchSights data collected from public filings across 73 public SaaS companies

The New Normal

Threats:

- Economy: Slower growth, high interest rates, geopolitical issues
- Buyers: Tighter budgets, more risk averse, more discerning
- Competitors: Sea of sameness, more desperate/aggressive
- Declining GTM tactics: SEM (Adwords), SDRs, AE headcount

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How are economic conditions impacting your business?

We surveyed over 500 companies - breakdowns on next page - how do you compare?

	▲ Better than expected	● As expected	▼ Worse than expected
Has your **marketing pipeline** been impacted by economic conditions?	13%	33%	54%
Has your **sales velocity** been impacted by economic conditions?	6%	13%	81%
Are you on track for **revenue attainment** goals in 2023?	13%	50%	37%

Easy Days of SaaS Sledding Are Over!

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The New Normal

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Opportunities:

- Better talent market
- Changing context creates new problems to solve
- AI potential for GTM efficiency & effectiveness

Winning = Efficient Growth

	Average Metrics				
	CY24E Revenue ($M)	CY24E/23E Revenue Growth	CY24E Free Cash Flow Margin	Rule of 40	Avg. CY24E Revenue Multiples
High Growth + Moderate Profitability	$1,911	25%	20%	45%	10.1x
Moderate Growth + Moderate Profitability	$3,321	15%	21%	36%	7.5x
High Growth + Unprofitable or Low Profitability	$811	21%	4%	30%	8.8x
Moderate Growth + Unprofitable or Low Profitability	$571	14%	1%	16%	3.5x

Winning: Focus, Fundamentals and x-Functional



- Get holistic about GTM: x-Functional
- Focus & Fundamentals: growth and efficiency
- Assess our strengths and development areas
- Build a plan to get stronger
  - Change players if needed
  - Align on objectives & set goals
  - Define priority initiatives and focus
- Take total ownership, work as one team

Focus on the Fundamentals

1. **ICP**: Define, Align, Enable and Operationalize
2. **Positioning & Messaging:** Focus on the Customer Problem
3. **Market Insight & Sentiment:** Hear from Prospects and Customers
4. **GTM Talent**: Evaluate, Coach and Strengthen It
5. **Smart PipeGen**: Right Mix of Channels, Programs
6. **Sales Process**: Opportunity, Account, Territory Management
7. **Cross-sell**: Structured Approach to Realize the Potential
8. **Channel Partners:** Engage a few with install base + real value prop
9. **Customer Value**: Focus on Time To First Value
10. **ROI**: Define and Communicate Through Customer Lifecycle

Generative AI offers a broad range of benefits

NOT EXHAUSTIVE

EFFICIENCY	CUSTOMIZATION	SPEED	EXPERTISE
Automating work using AI allows each person to perform more tasks with same or better performance	Faster speed and lower cost of content creation enable much more experimentation and personalization	AI-generated content can be **produced in near real-time**	AI can equip knowledge workers with quick insights to better perform tasks they're less familiar with