



Driven by Insights
Delivered from Experience

Navigating the Profitability Paradox

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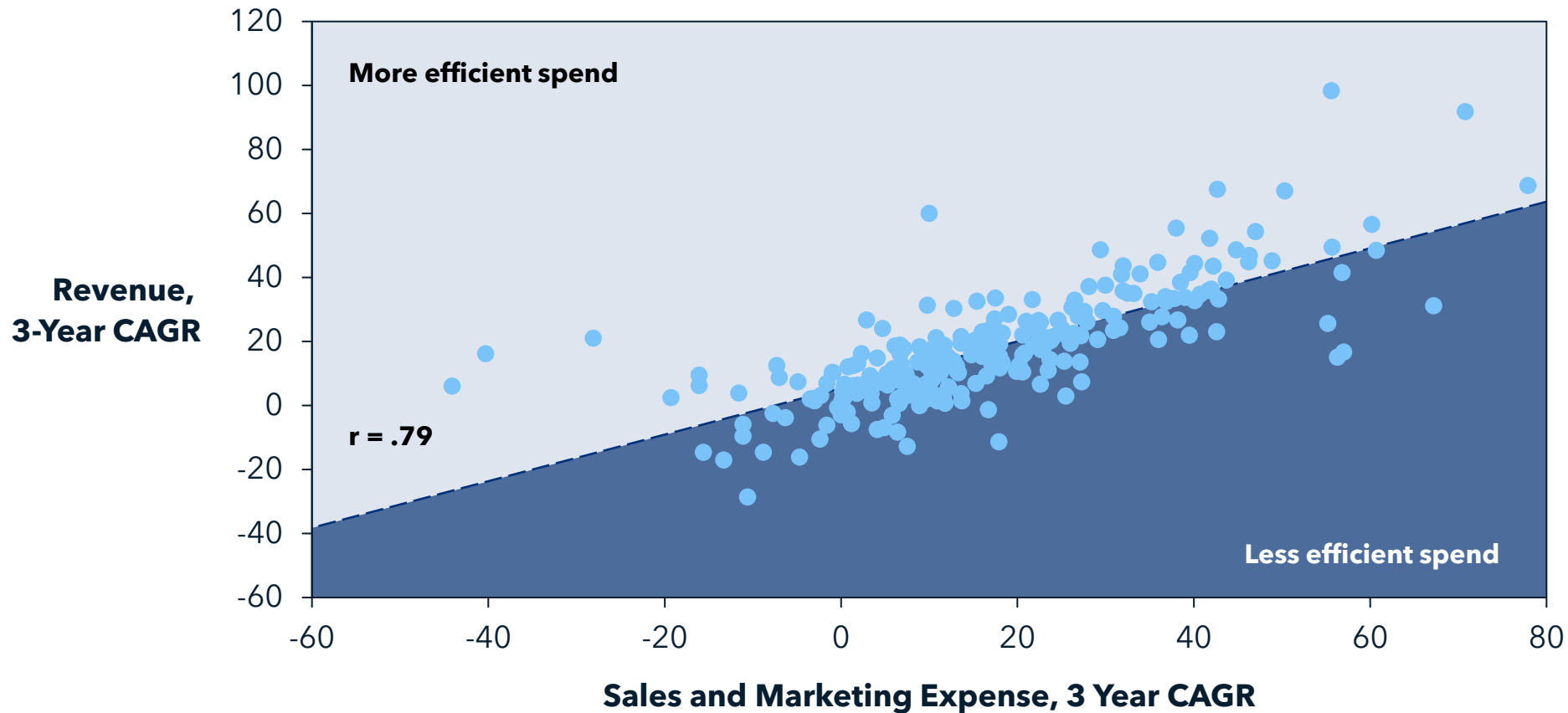


Paradox: one (such as a person, situation, or action) having seemingly contradictory qualities or phases

The more we spend on sales and marketing, the more we grow. But...

Revenue Growth and Sales and Marketing Expenses, FY21-FY23

Revenue, 3-year CAGR vs. Sales and Marketing Expense, 3-year CAGR

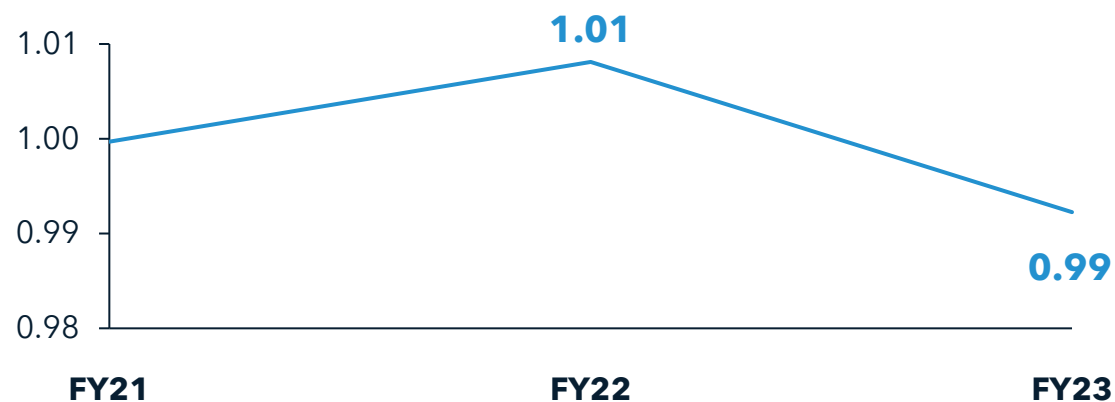


N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada

But ... most are at a point where additional spend erodes profit

Median Operating Ratios, FY21-FY23

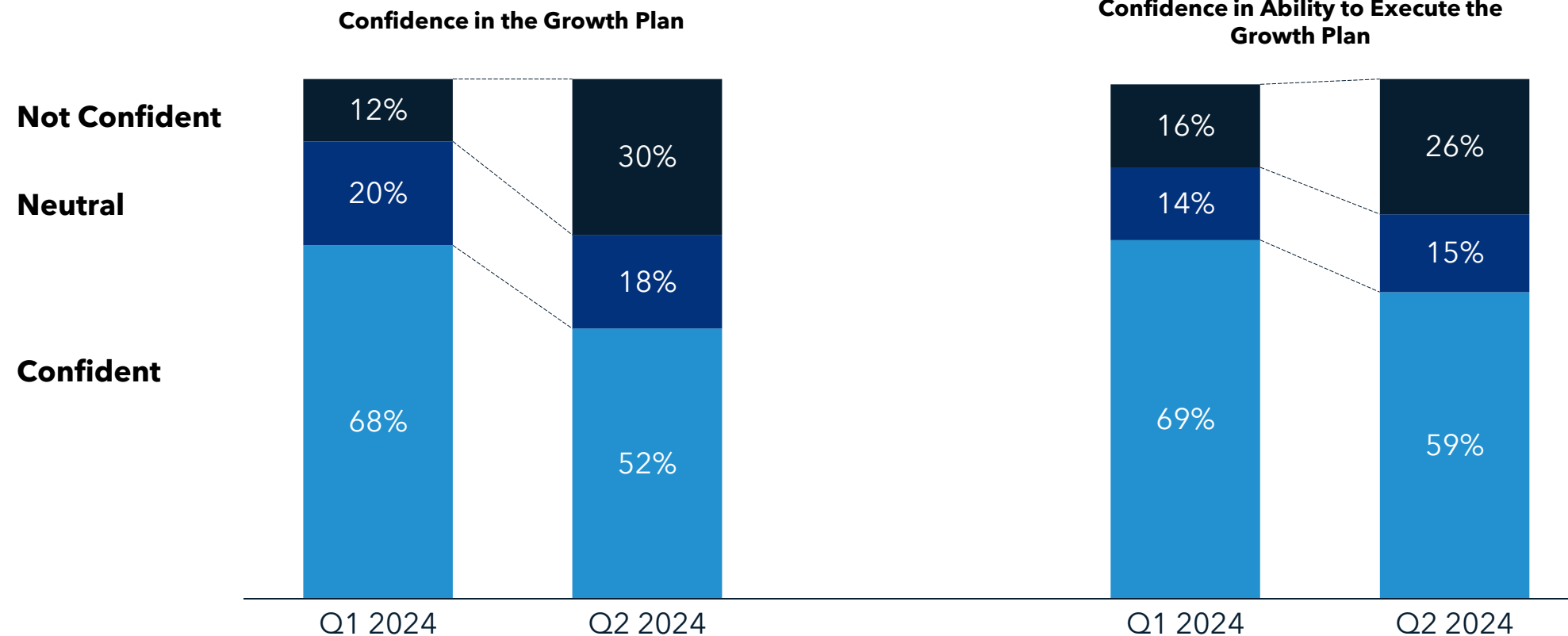
(Operating Expenses + COGS) / Total Revenue



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Losing confidence in the plan

CEO Confidence in Growth Plan, and Ability to Execute It



N = 87 (Q1 2024); N = 102 (Q2 2024)

Source: SBI Q1 2024 CEO Survey; SBI Q2 2024 CEO Survey



1. **Actionable steps** to materially improve commercial efficiency at your organization

2. **Inspiration** to take the hard actions to get you there

3. A few **new friends** to call on for support

How we will get there

Today

Now - 4.30 pm: Executive Roundtables

- CEOs and PE Leaders
- Senior Revenue Leaders (Presidents, CROs, Heads of Sales)
- RevOps Focus
- Enablement Focus

4.30 – 6.00 pm: Happy Hour

Tomorrow

9.00 am: Welcome Remarks – Mike Hoffman

9.15 am: Keynote: How the Productivity - Efficiency Balance Works in the Real World – Vince Lombardo

10.45 am: The New Era of Commercial Differentiation

12.00: Lunch

1.15 pm: Panel Discussion – Caroline Ritter, Richard Perez, Norma Nieto

2.15 pm: Choose Your Own

- AI Applications That Drive Outcomes
- Coaching Your Teams Out of A Sales Slump

3.30 pm: Session Close