



Driven by Insights
Delivered from Experience

Senior Revenue Leaders Roundtable

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Session Agenda

01

Welcome & Introductions

02

Driving Commercial Efficiency

03

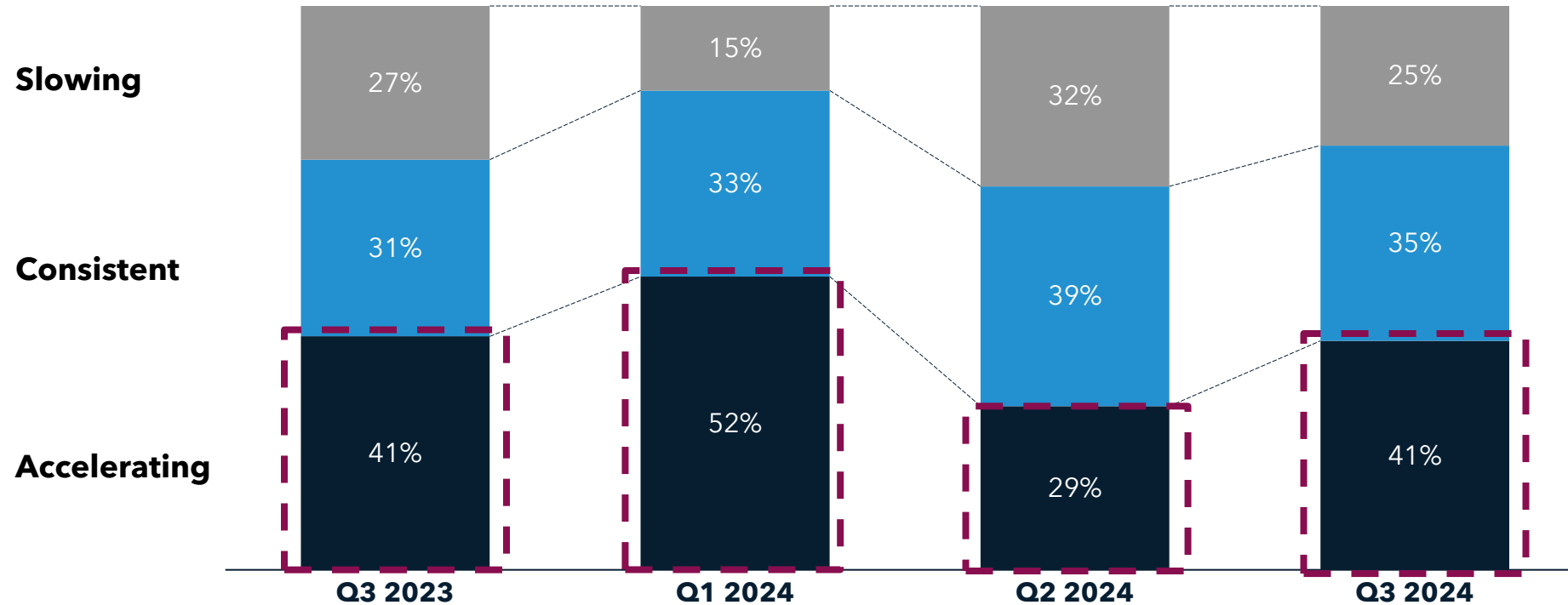
Guiding Future SBI Research

Icebreaker

- Name, Company, Title
- How does your company make money?
- How did your career journey land you in Sales?
- What you hope to learn from this group?

The demand rollercoaster continues

CEO Characterization of Demand



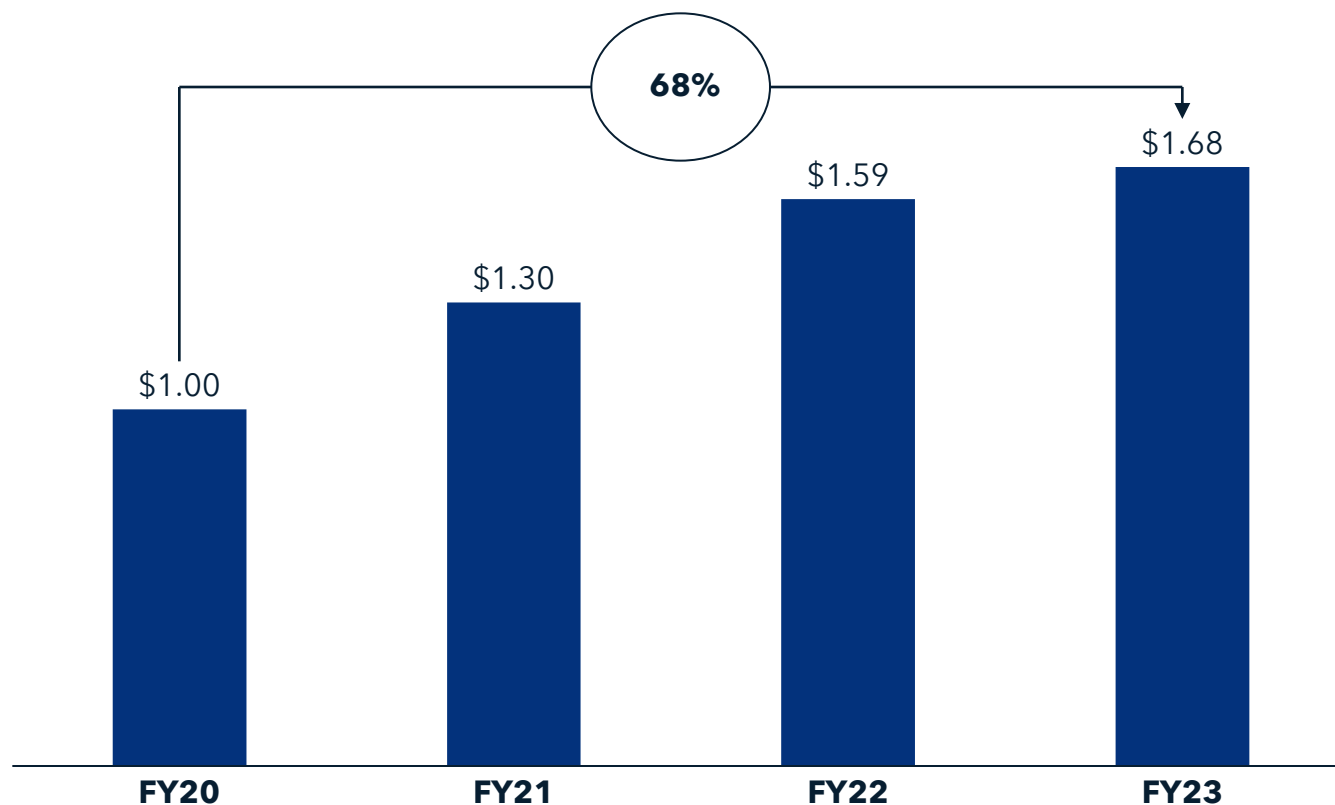
Q2 2022 N = 120; Q3 2023 N = 113; Q1 2024 N = 87; Q2 2024 N = 103; Q3 2024 N = 121

Source: SBI Q2 2022 CEO Survey; SBI Q3 2023 CEO Survey; SBI Q1 2024 CEO Survey; SBI Q2 2024 CEO Survey; SBI Q3 2024 CEO Survey

Commercial spending steadily climbing

Growth of Sales and Marketing Expense, Indexed to 2020

Change in median value of annual sales and marketing expense per dollar

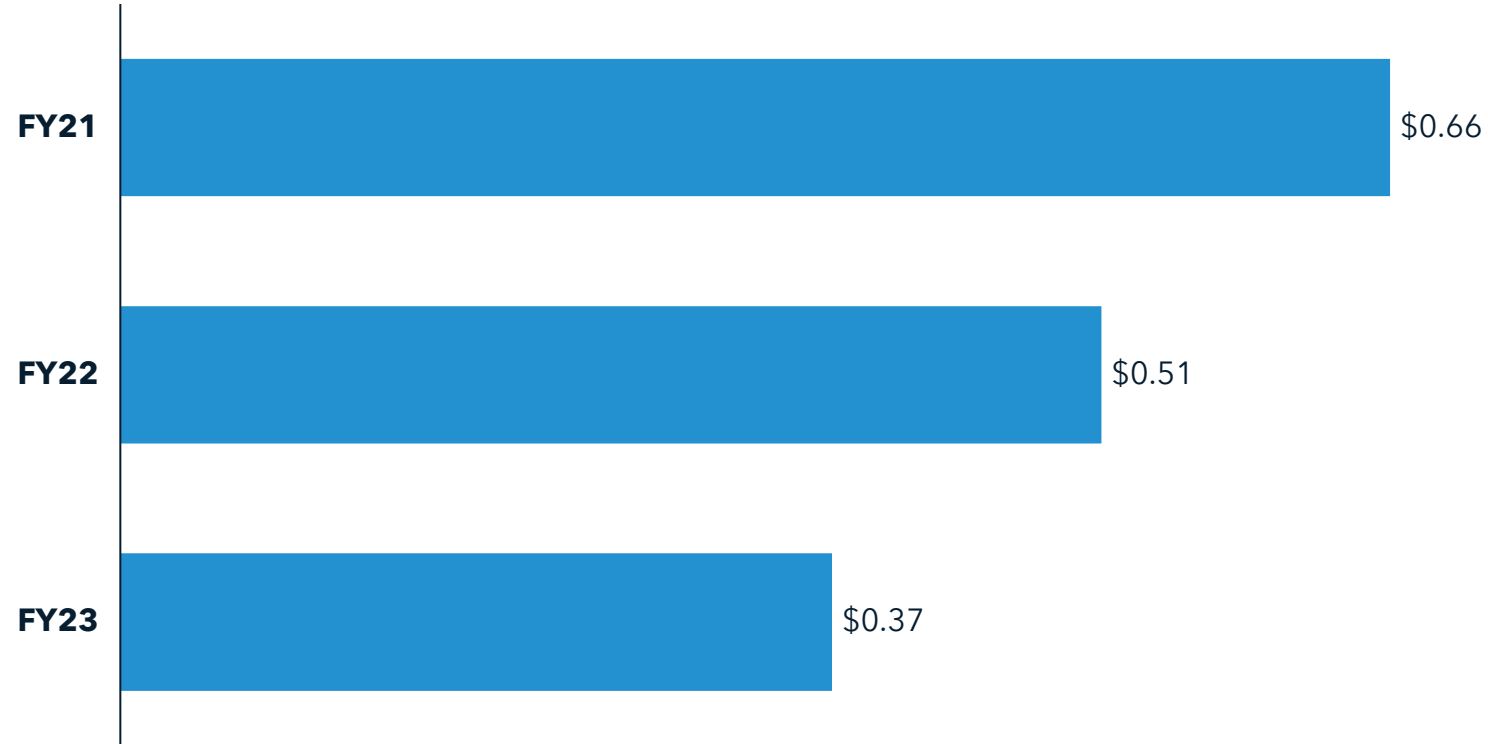


N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada

Commercial efficiency is eroding

Median Growth Yield on Sales and Marketing Expense

Year-over-year growth \$ / sales and marketing spend \$



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Four actions to improve commercial efficiency

1

Reduce time spent chasing poor opportunities

2

Redirect GTM expense to existing customers

3

Establish clear accountability for retention

4

Establish a coherent fact base

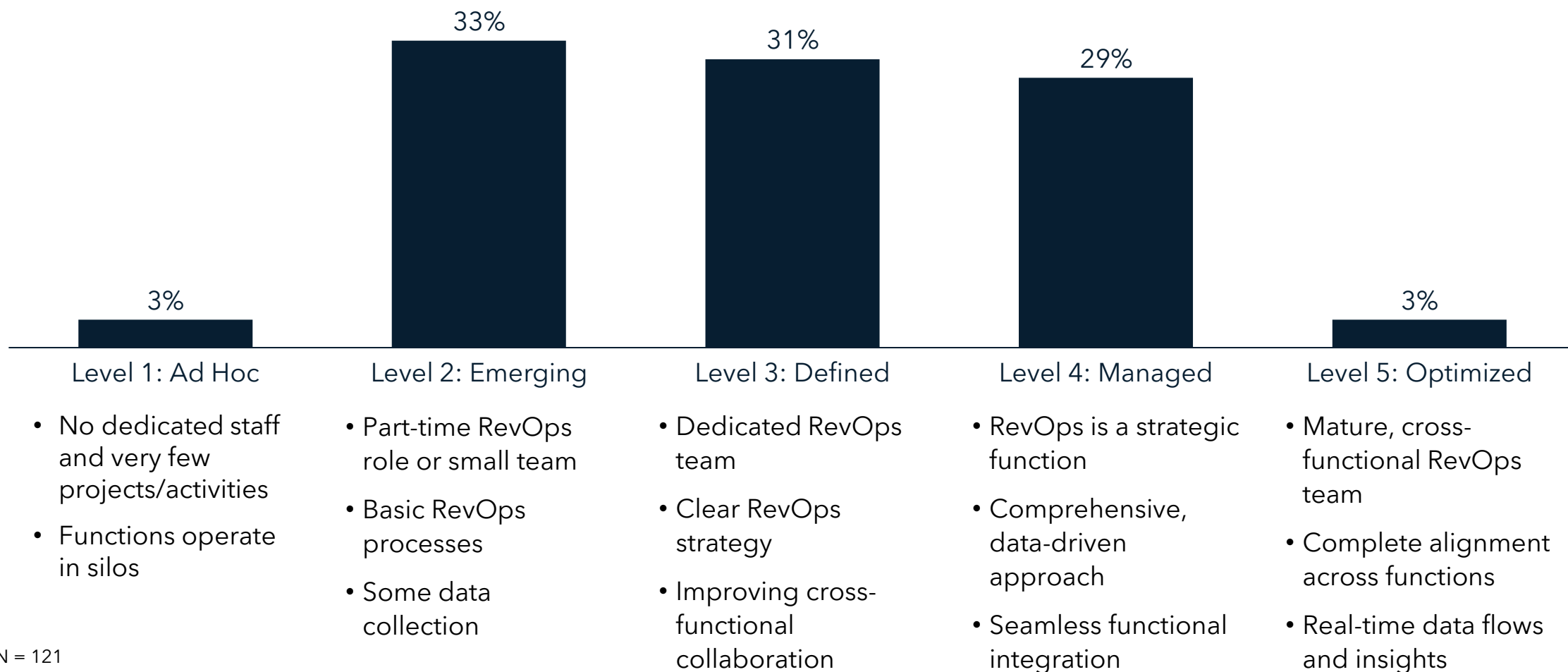
Advising SBI

Where are future insights most helpful?

- 1. Customer Lifetime Value** - coordination between sales and customer success, incentivizing growth in existing accounts, measuring account health
- 2. Demand Generation** - managing customer acquisition costs, orchestration between GTM teams, top ways to (dis)qualify opportunities, getting on customer's initial shortlist
- 3. GTM Models and Roles** - the most efficient gtm approaches spanning channels, effectiveness of hunter/ farmer/ csm model
- 4. Digital Transformation** - what technology purchases are most likely to create ROI, implementation and adoption strategies to drive digital transformation amongst the GTM team
- 5. Change Management** - how do you get the commercial team to change behavior, how do you drive adoption of new initiatives
- 6. Managers** -acquiring talented managers, new competencies driving success, why some managers struggle
- 7. Pricing Strategies** - the effectiveness of discounting, limited impact of 'charm' pricing in b2b
- 8. Revenue Operations** - how Revops uses data to drive decisions, in what situations outsourcing Revops makes sense

RevOps maturity spread across Emerging, Defined, and Managed

CEO Ratings of RevOps Maturity at Their Organizations



N = 121
Source: SBI Q3 2024 CEO Survey