

Go-To-Market Excellence

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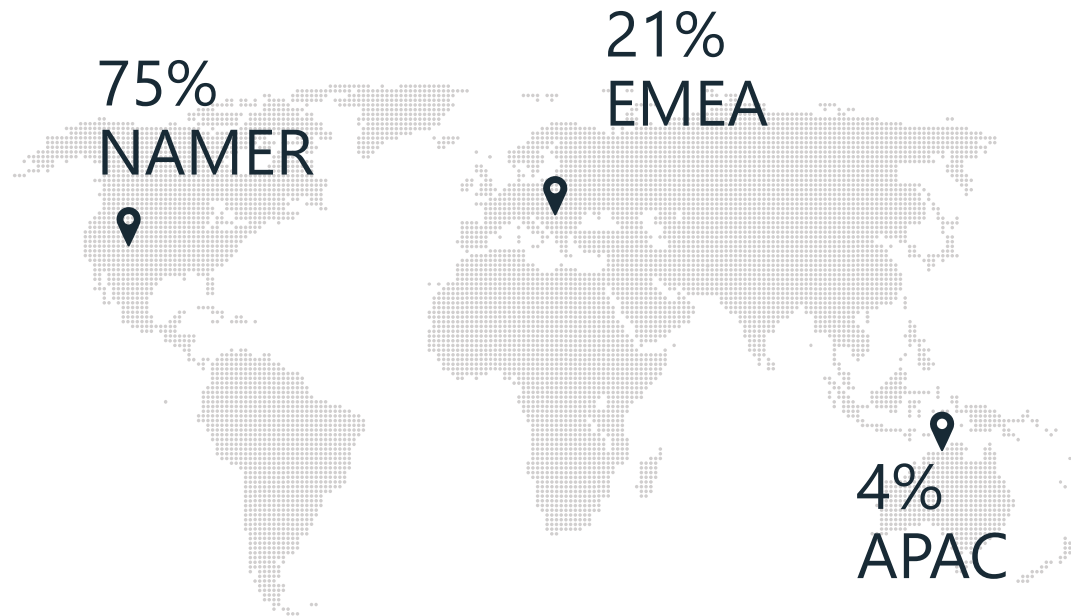
EVP, Sales & CS Center of Excellence

There is so much GTM advice and all of it seems reasonable on the surface

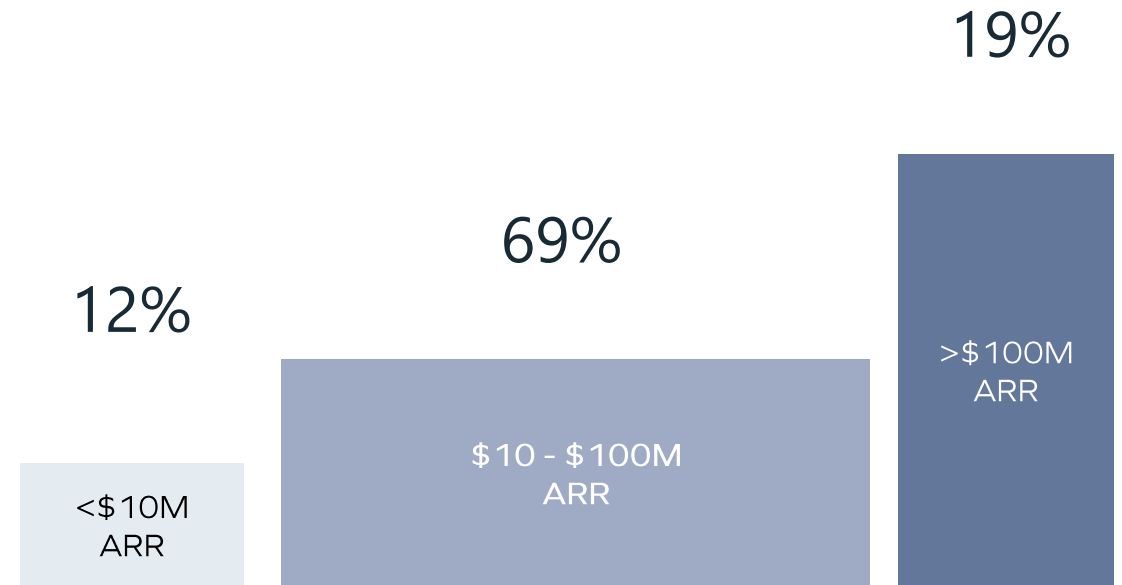


So, we engaged 122 companies to complete Insight's Revenue Maturity Assessment

Companies by Regions (%)



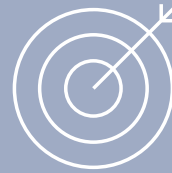
Companies by ARR (%)



That contains 59 practices across 9 categories



Go-To-Market Strategy



Sales Compensation & Quota



Technology & Data Governance



Sales Process



Pipeline & Forecast



Hiring & Talent Management



Customer Success & Support
Process

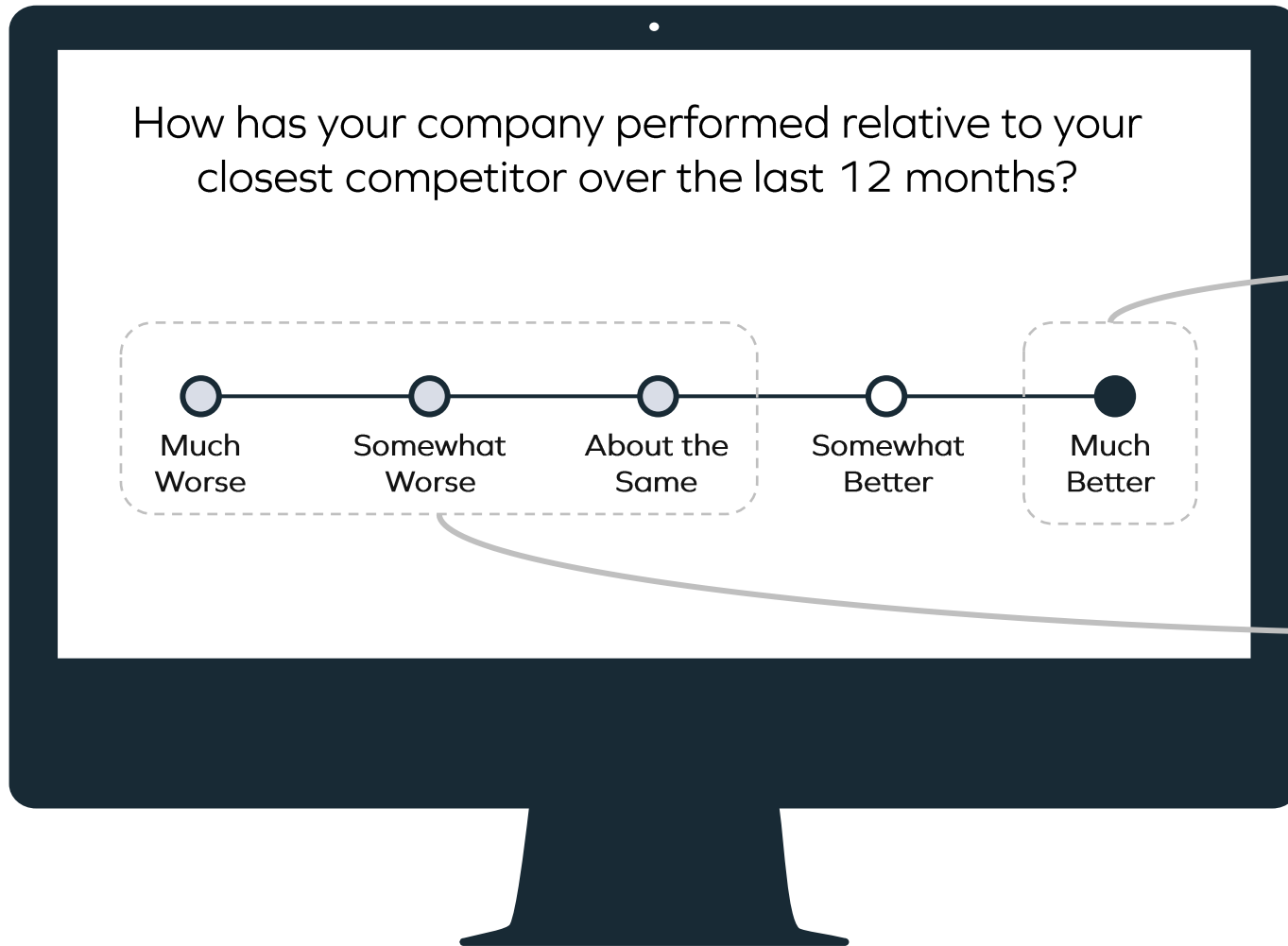


Sales Leadership & Team
Effectiveness



Order-To-Cash

We used self-rating to identify the best practices of successful GTM teams



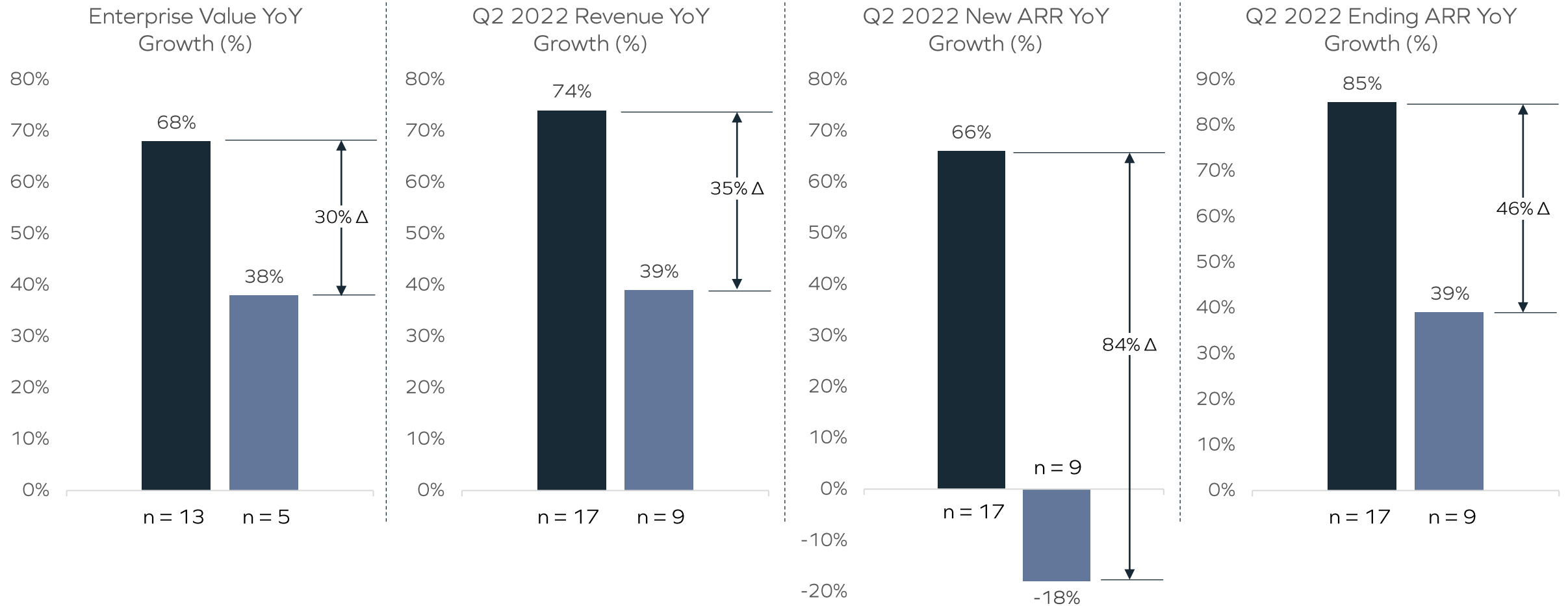
Top Performers

Lower Performers

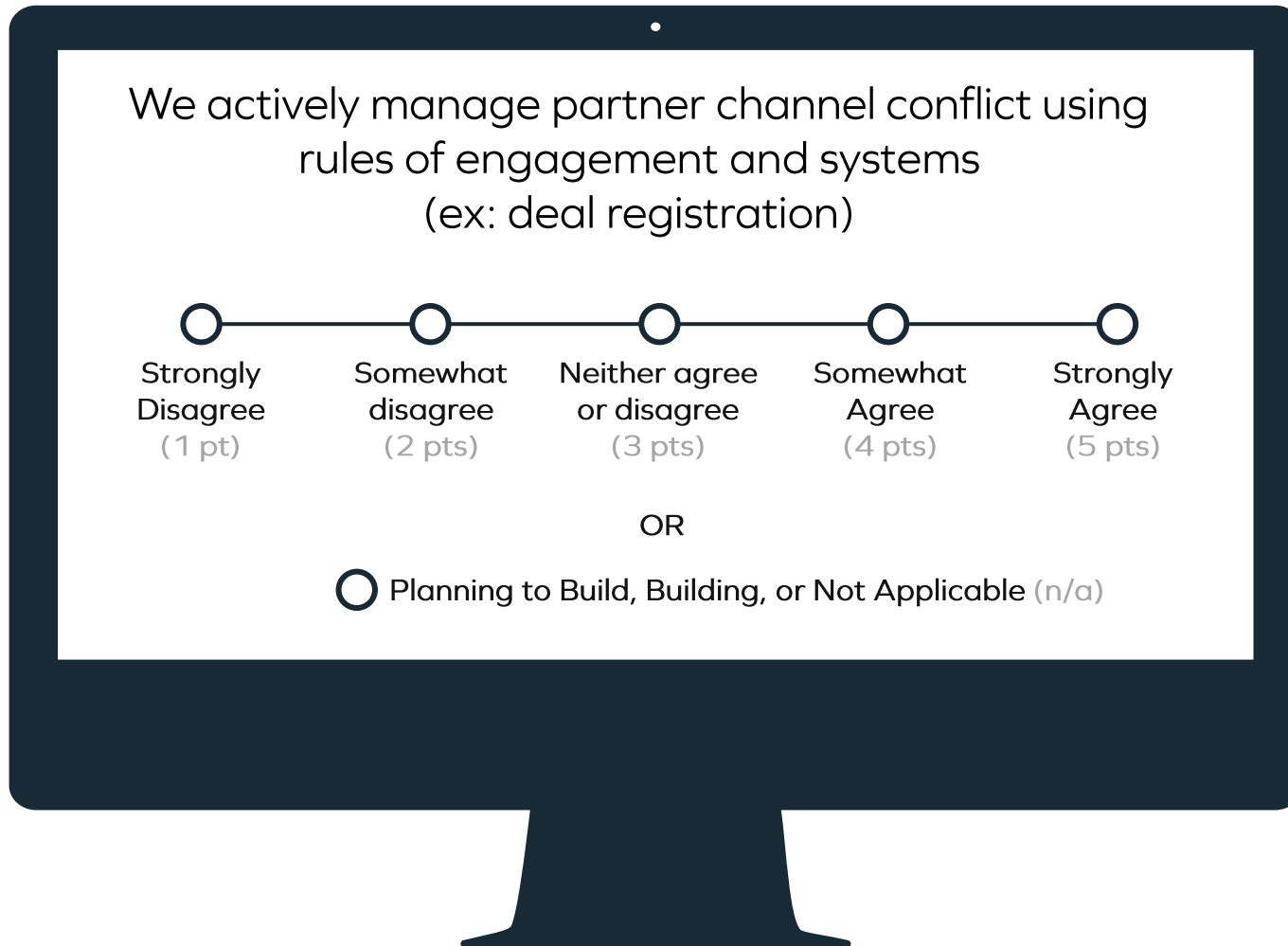
Top vs Lower Performers analyzed on following slide...

Top Performers typically perform ~2x better than Lower Performers across various SaaS metrics

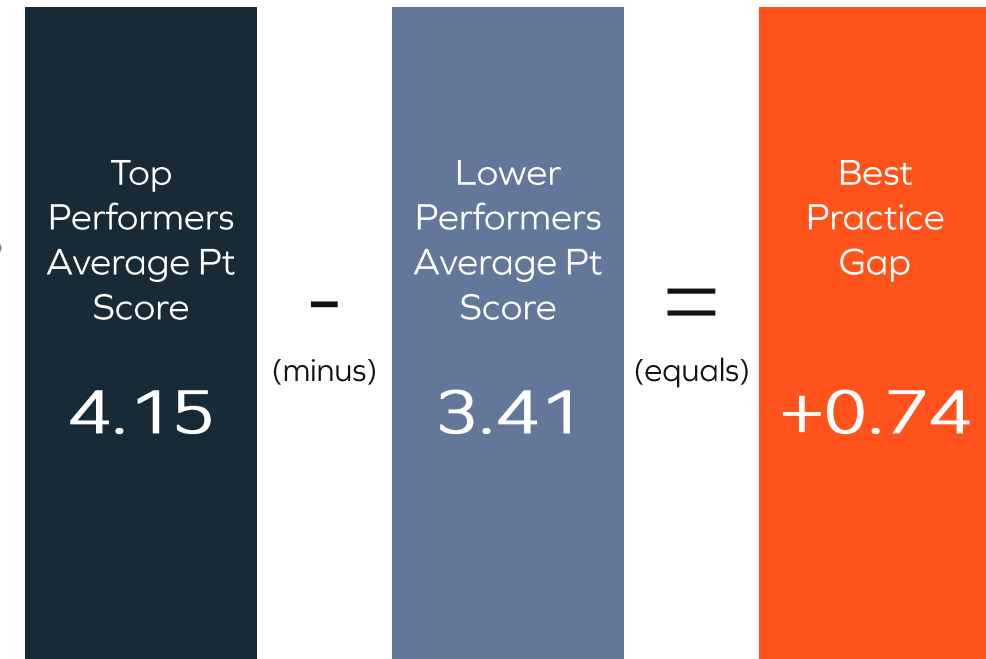
Legend: Top Performers Lower Performers

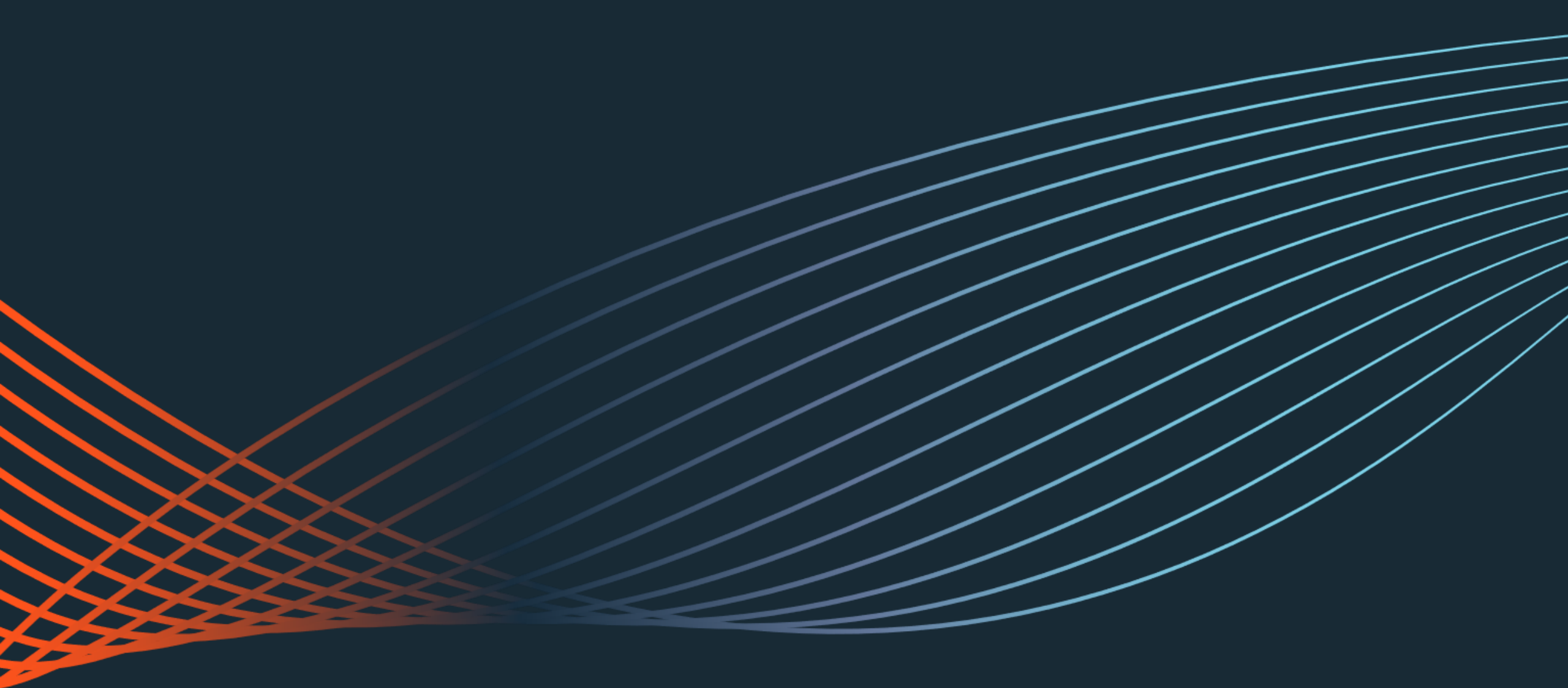


We use the gap between top & lower performers to identify *differentiated* GTM best practice



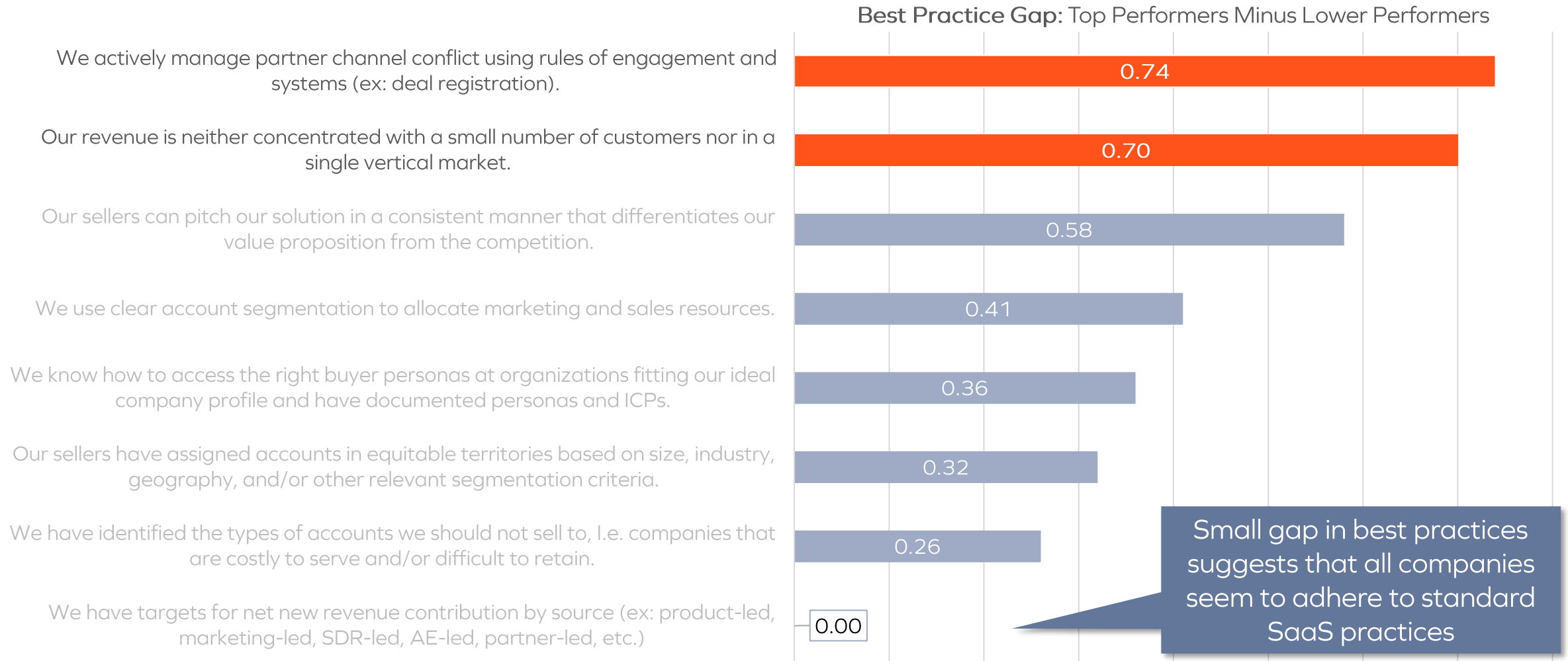
How we calculated the best practice gap





The Results

Go-To-Market Strategy: Top performers manage channel & avoid revenue concentration



Sales Process: Top performers optimize by measuring leading & lagging indicators

We follow a data-driven approach to optimizing our sales process that considers activity, effectiveness, and results.

Marketing and Sales work together to develop and execute pipeline generation strategies.

We have robust content/collateral available for coordinated campaigns as well as ad-hoc use.

Sales and marketing are aligned on top-of-funnel strategy for each segment.

We create and present demos based on specific use cases/pain points outlined with the customer.

Our sales process has enough steps that we can adequately track deal progression and make decisions based on that information

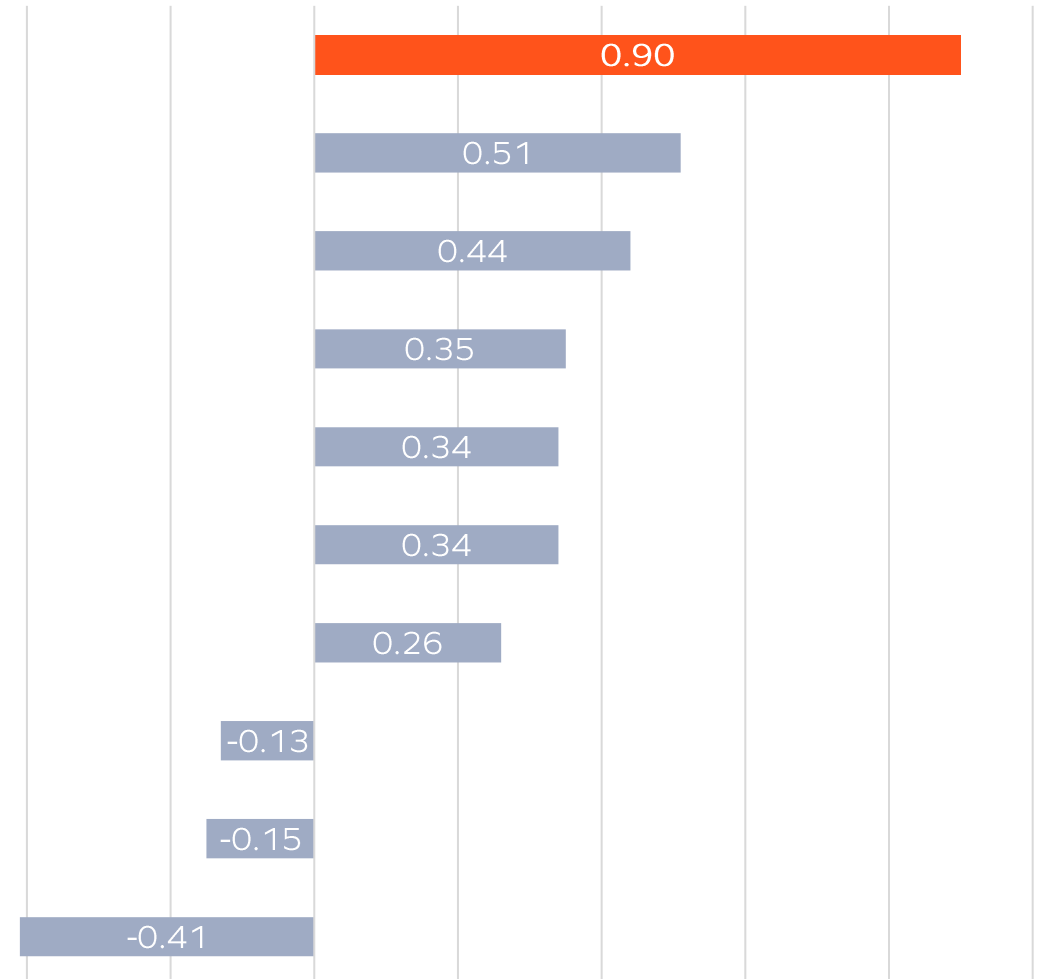
Our salespeople (AEs, SDRs/BDR, etc.) follow a qualification methodology to ensure only high-quality leads convert to opportunities.

Sellers in each segment follow a documented, multi-stage sales process with adherence to exit criteria.

Sellers are mapping stakeholders and influencers in the sale.

Our inbound leads are rapidly scored and routed for qualification by SDRs or AEs.

Best Practice Gap: Top Performers Minus Lower Performers



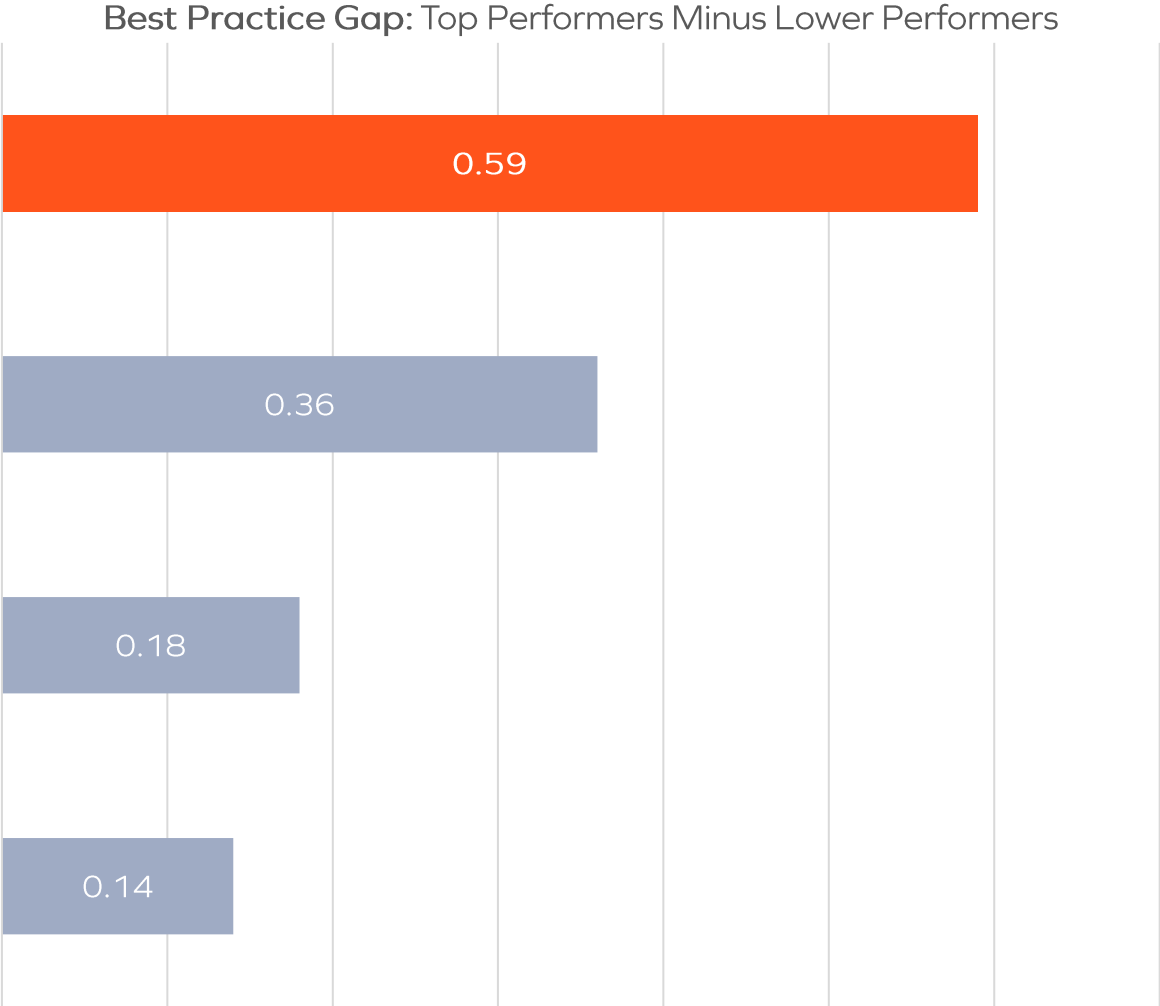
Customer Success & Support Process: Top performers focus on CS segmentation & proactive engagement

We have a differentiated service and success approach based on customer segment (ex: high touch, low touch, tech touch).

We proactively engage clients to drive value-realization, satisfaction, adoption (usage), and engagement.

Our renewal process all but ensures on-time renewal.

We measure customer health and respond rapidly to address issues.



Sales Compensation & Quota: All companies seem to adhere to standard SaaS practices for comp & quota

Over 60% of our salespeople meet or exceed quota in every period.

Quota is at industry benchmark 5x on-target earnings or is adjusted in a way that makes sense for the business.

We have consistent compensation ranges for each role in the sales organization that are competitive by role and geography.

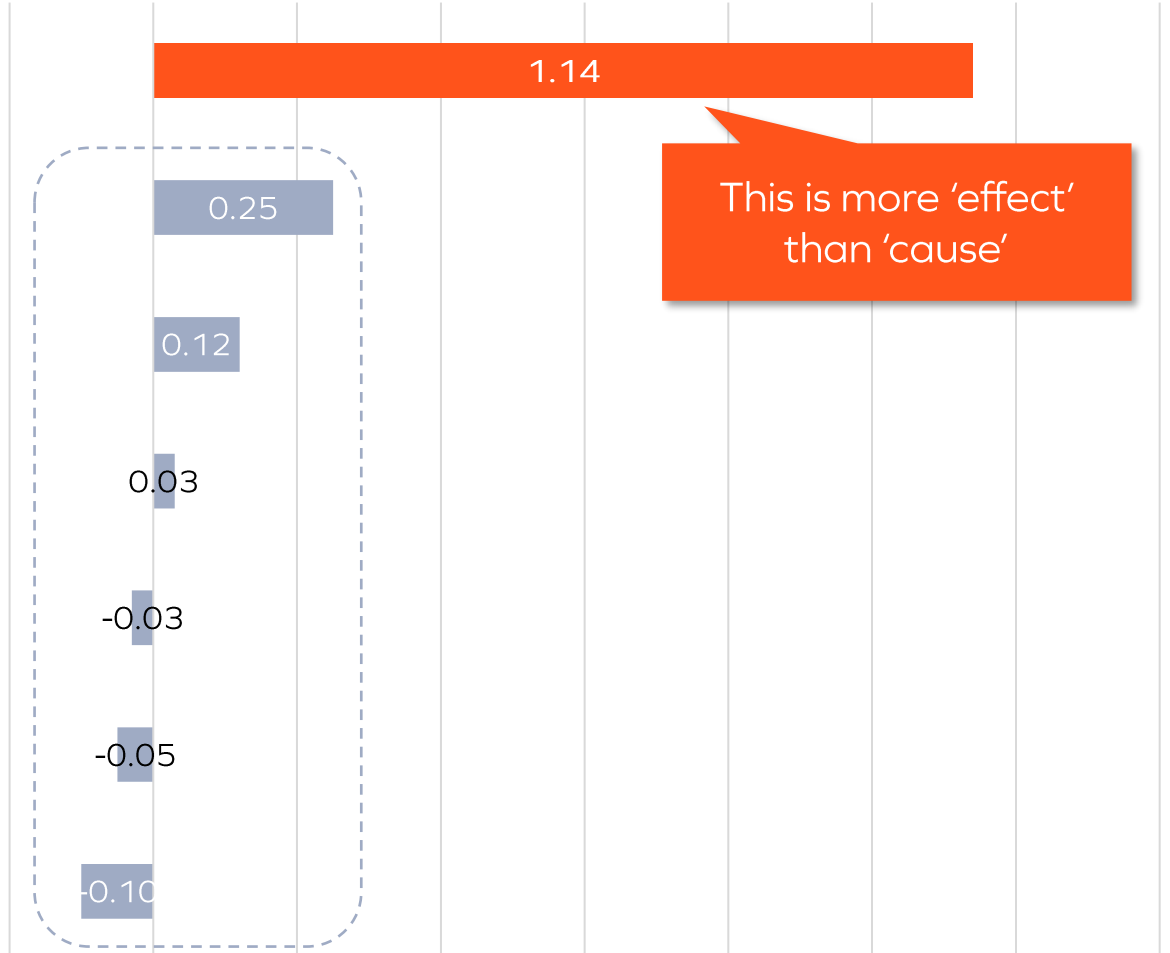
Our sales compensation plan is simple for reps to understand and easy to administer. (For example, the plan uses no more than 3 key performance measures weighted at least 20% each.)

Sales reps are at 50/50 base to bonus or that ratio is adjusted in a way that makes sense for the business.

Our sales compensation plan offers generous (2x or higher) accelerators to sales reps should they exceed quota.

Our sales compensation plan is directly aligned with our key corporate objectives.

Best Practice Gap: Top Performers Minus Lower Performers



Pipeline & Forecast: Top performers fixate on pipeline

We have a large enough pipeline to achieve bookings goals in each period given sales cycles and win rates.

We monitor and report on pipeline created per seller on a frequent (ex: weekly) basis.

Sales cycles are predictable by segment and consistent with industry standards.

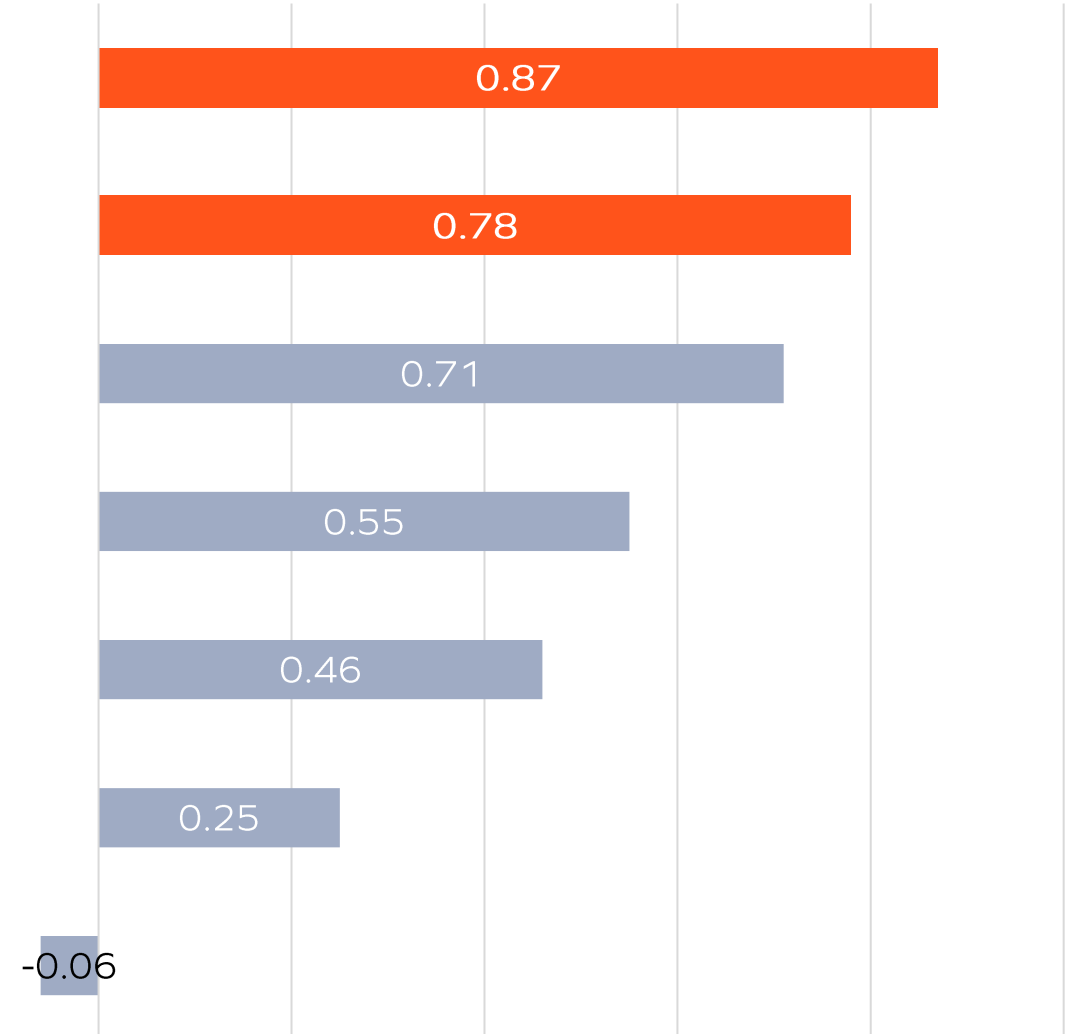
We have an operating rhythm in place to help advance key deals this period and next period that engages all levels of sales leadership.

We work to keep net retention above 115% and have a strong focus on cross-sell and upsell.

We work to keep gross retention above 85% and take action to discourage downgrades and prevent churn.

We have a deal desk to support sellers on complex opportunities.

Best Practice Gap: Top Performers Minus Lower Performers



Sales Leadership & Team Effectiveness: Top performers prevent attrition via disciplined 1st line mgmt.

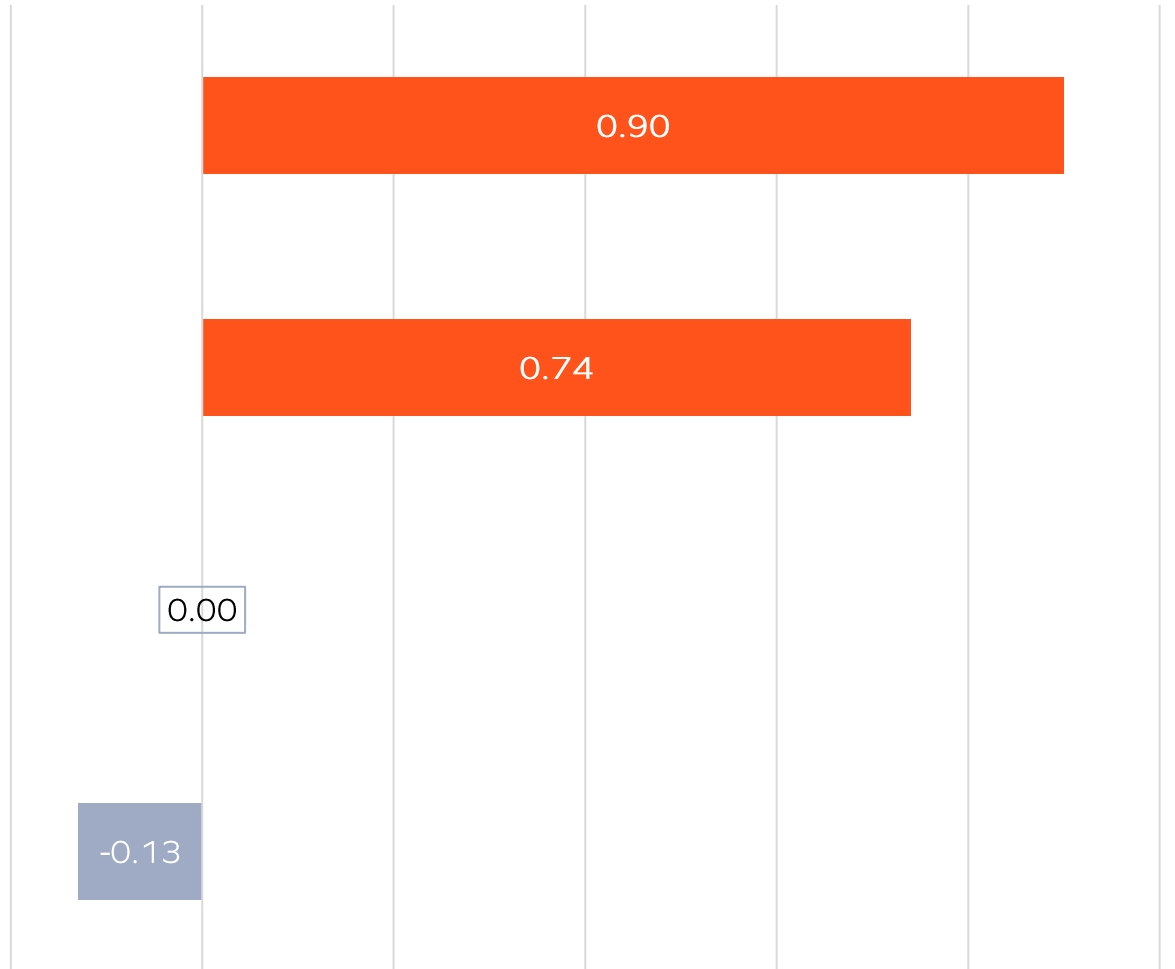
Our attrition rate is well below industry standards (<15% per year).

Sales Leaders monitor rep performance and pipeline generation and provide coaching and support to ensure ongoing success.

Our sales & product organizations are well-aligned.

Responsibilities for each of our pre- and post-sale roles are well-defined.

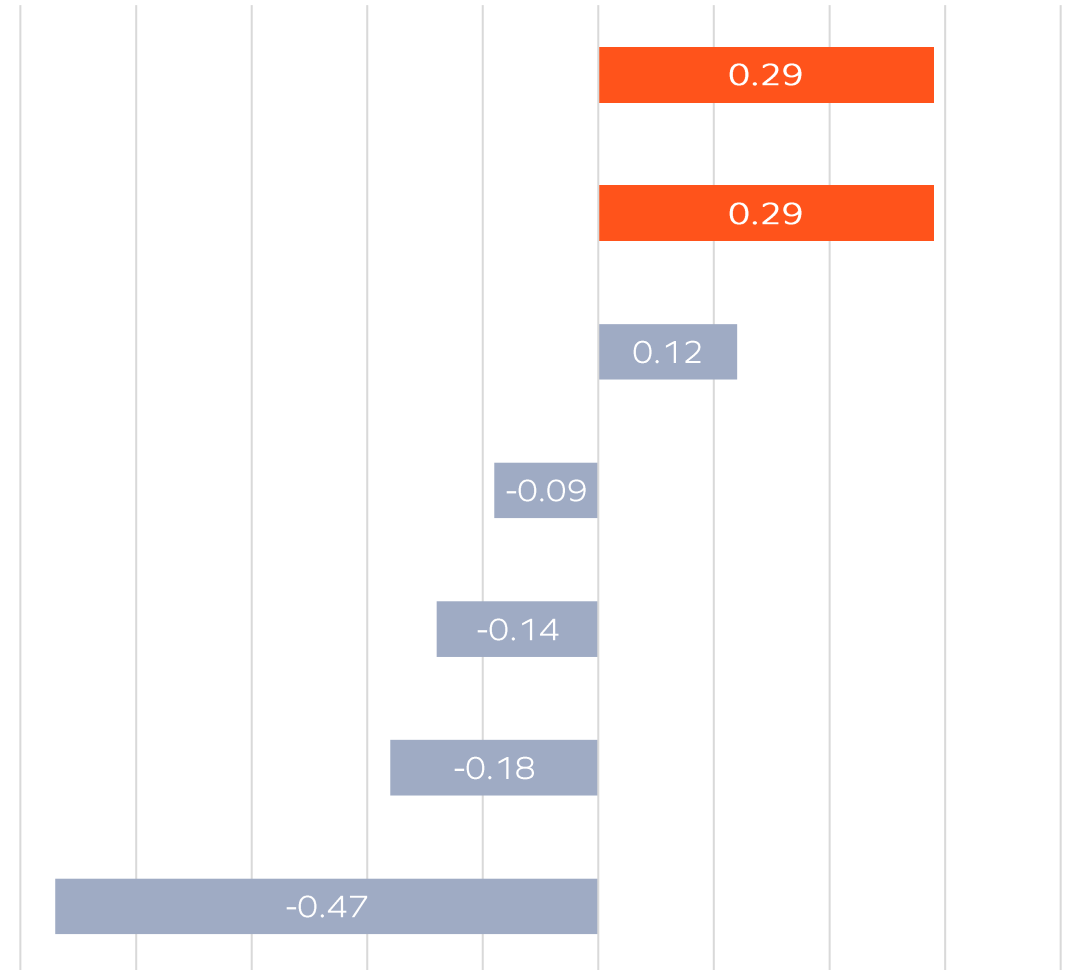
Best Practice Gap: Top Performers Minus Lower Performers



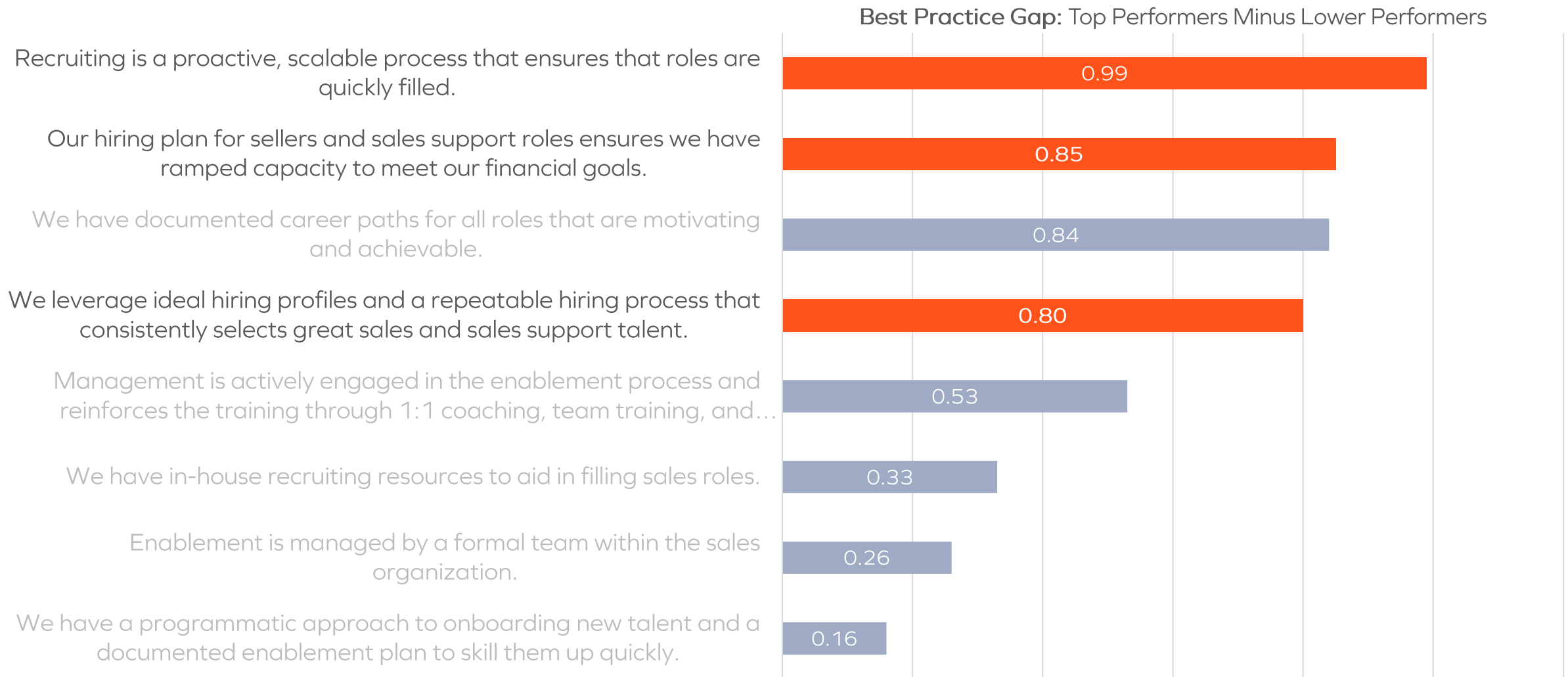
Technology & Data Governance: Top performers invest in pre-sale & post-sale core platforms

- We have one or more dedicated Salesforce Administrator(s).
- We have a customer success platform/tool (or equivalent) to monitor/manage customer health and product adoption.
- We have reports, dashboards, and business intelligence tools that provide an up-to-date view on how our business is performing relative to targets.
- We have a marketing automation platform/tool in place that rapidly matches qualified leads with sales professionals.
- Our CRM has roles and permission sets enabled (I.e. individuals have read/write privileges restricted only to what they need to know).
- CRM data (activities, contacts, accounts, opportunities, etc.) is consistently captured and cleaned.
- Customer data such as billing, usage, product configuration, etc. are easily accessible to those who need access.

Best Practice Gap: Top Performers Minus Lower Performers



Hiring & Talent Management: Top performers are masters at hiring (though recruiting need not be in-house)



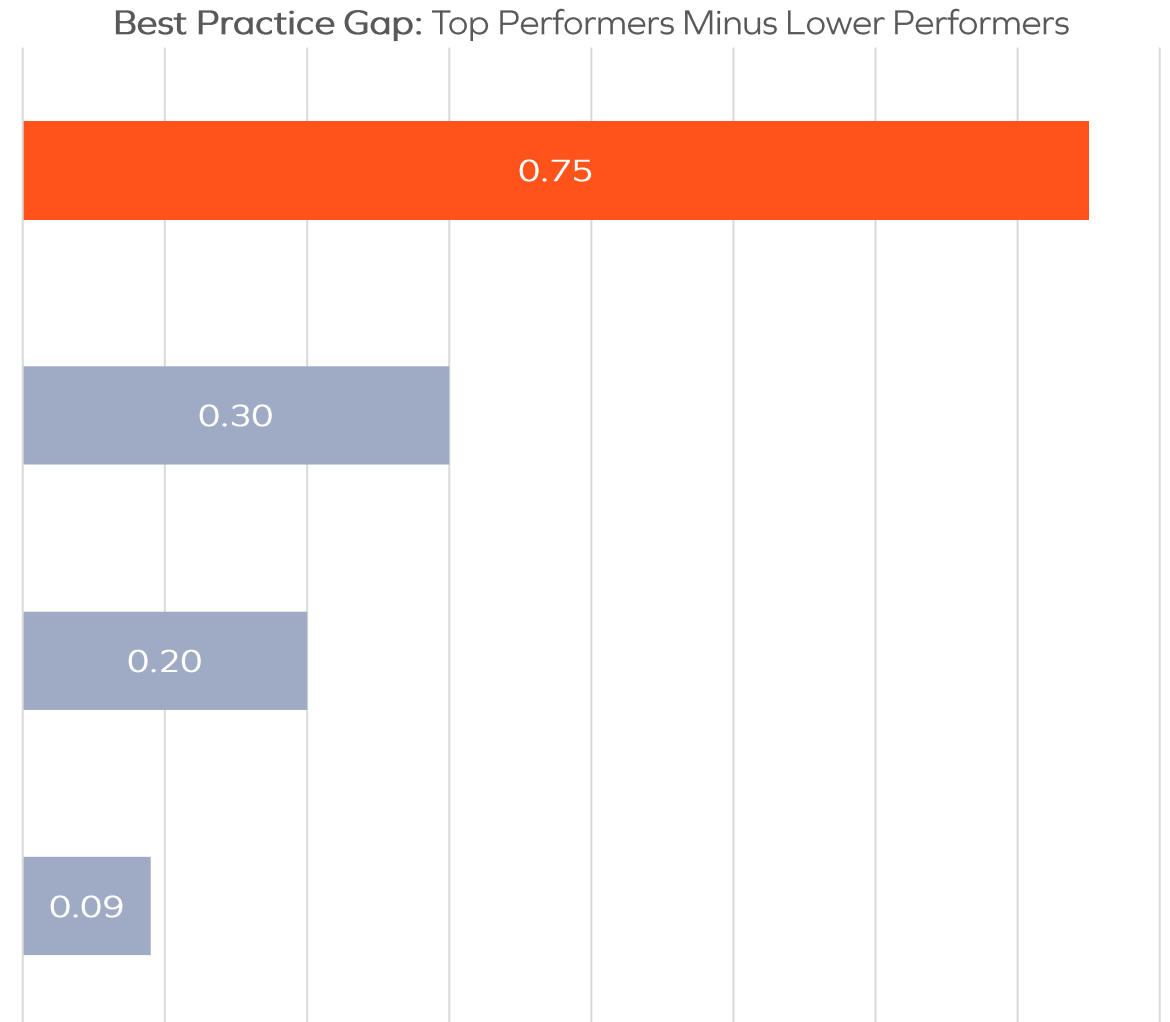
Order-To-Cash: Top performers lock-in solid baseline net dollar retention (NDR)

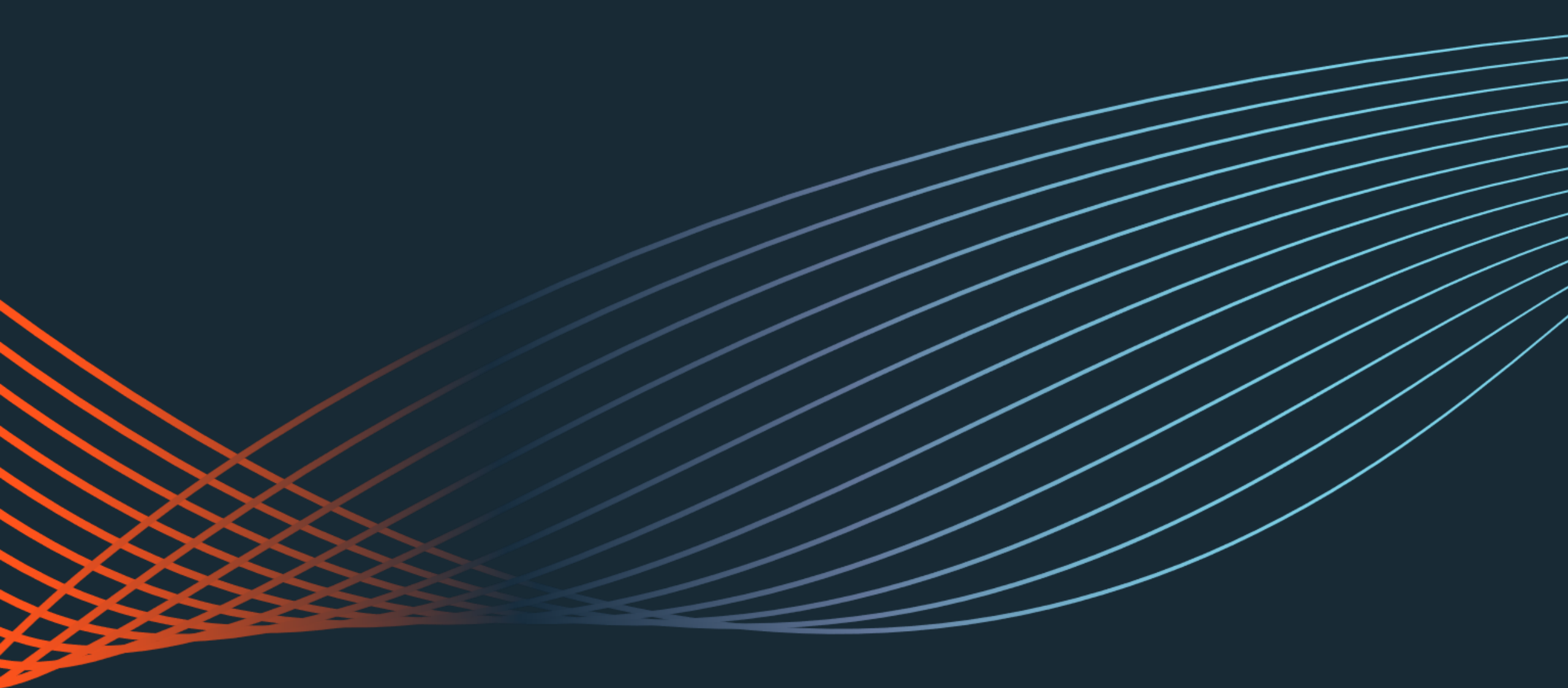
There is a workflow in place for automatic renewals and price increases.

Financial systems and sales systems either use the same customer identifier or have a means of mapping customers from one system into another system.

There is a clearly documented and automated process extract from the CRM and load it into our billing/finance tools.

We have strong controls in place to minimize errors in the order entry and billing process.





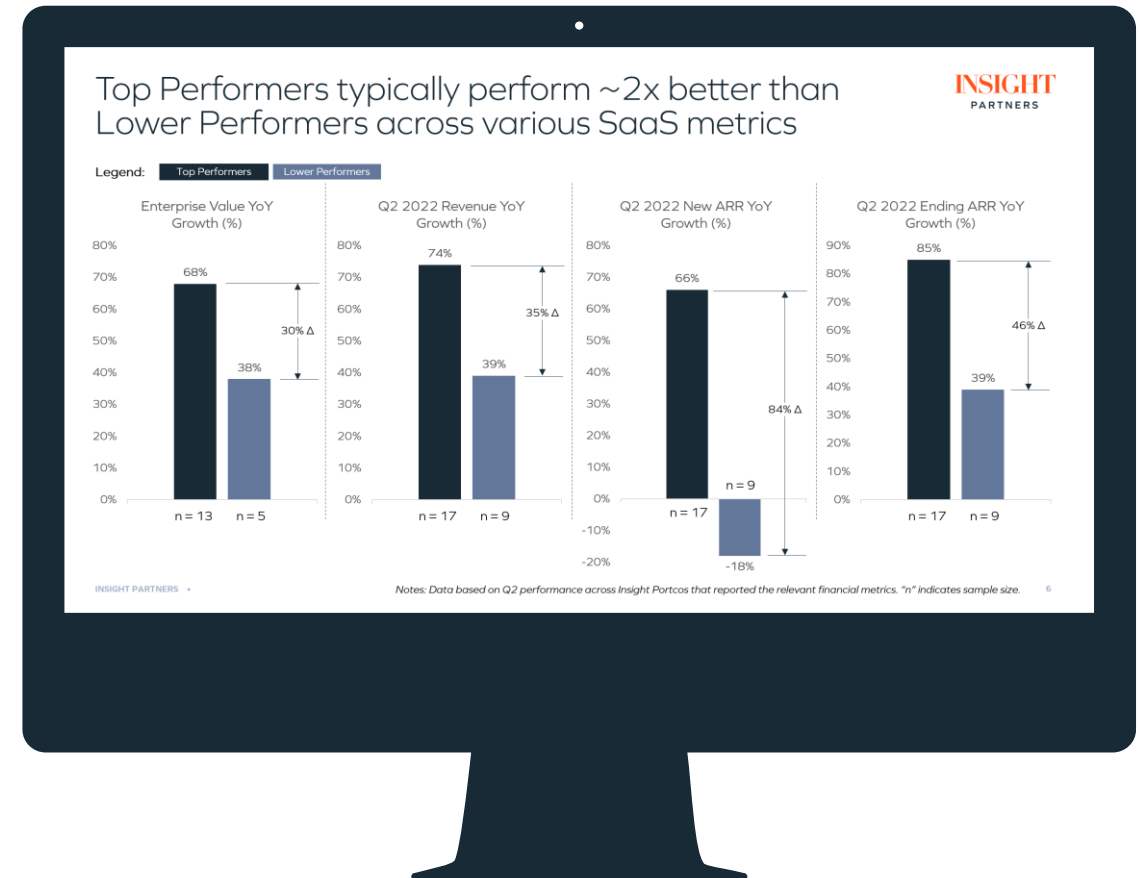
The Bottom Line

People x Process x Pipeline = Performance










5 Best Practices

Top Performing Companies Over-Index On

1. Recruiting is a proactive, scalable process that ensures that roles are quickly filled. **(People)**
2. Our attrition rate is well below industry standards (<15% per year). **(People)**
3. We follow a data-driven approach to optimizing our sales process that considers activity, effectiveness, and results. **(Process)**
4. We have a large enough pipeline to achieve bookings goals in each period given sales cycles and win rates. **(Pipeline)**
5. Over 60% of our salespeople meet or exceed quota in every period. **(Performance)**



Summary of Results

| Category of Assessment | What Top Performers Do | Best Practice Gap |
|---|---|--|
|  Go-To-Market Strategy | Top performers manage channel & avoid revenue concentration | <ul style="list-style-type: none"> • 0.74 in channel mgmt. • 0.70 in avoiding revenue concentration |
|  Sales Process | Top performers optimize by measuring leading & lagging indicators | <ul style="list-style-type: none"> • 0.90 in taking a data-driven approach |
|  Customer Success & Support Process | Top performers focus on CS segmentation & proactive engagement | <ul style="list-style-type: none"> • 0.59 in taking a segmented engagement approach |
|  Sales Compensation & Quota | Companies adhere to standard SaaS practices for comp & quota; top performers exceed quota for 60% of their reps or more | <ul style="list-style-type: none"> • 1.14 in quota performance (minor gaps in best practices) |
|  Pipeline & Forecast | Top performers fixate on pipeline | <ul style="list-style-type: none"> • 0.87 in pipeline volume • 0.78 in pipeline monitoring and reporting |
|  Sales Leadership & Team Effectiveness | Top performers prevent attrition via disciplined 1st line mgmt. | <ul style="list-style-type: none"> • 0.90 in managing attrition • 0.74 in 1st line mgmt. coaching |
|  Technology & Data Governance | Top performers invest in pre-sale & post-sale core platforms | <ul style="list-style-type: none"> • 0.29 in having a CRM admin and a customer success platform/tool |
|  Hiring & Talent Management | Top performers are masters at hiring (though recruiting need not be in-house) | <ul style="list-style-type: none"> • 0.99 in proactive and scalable recruiting • 0.85 in GTM capacity planning |
|  Order-To-Cash | Top performers lock-in solid baseline net dollar retention (NDR) | <ul style="list-style-type: none"> • 0.75 in workflow for automatic renewals and price increase |



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