Interactive Working Group 11:

Go-to-Market strategy and execution: what does great look like?
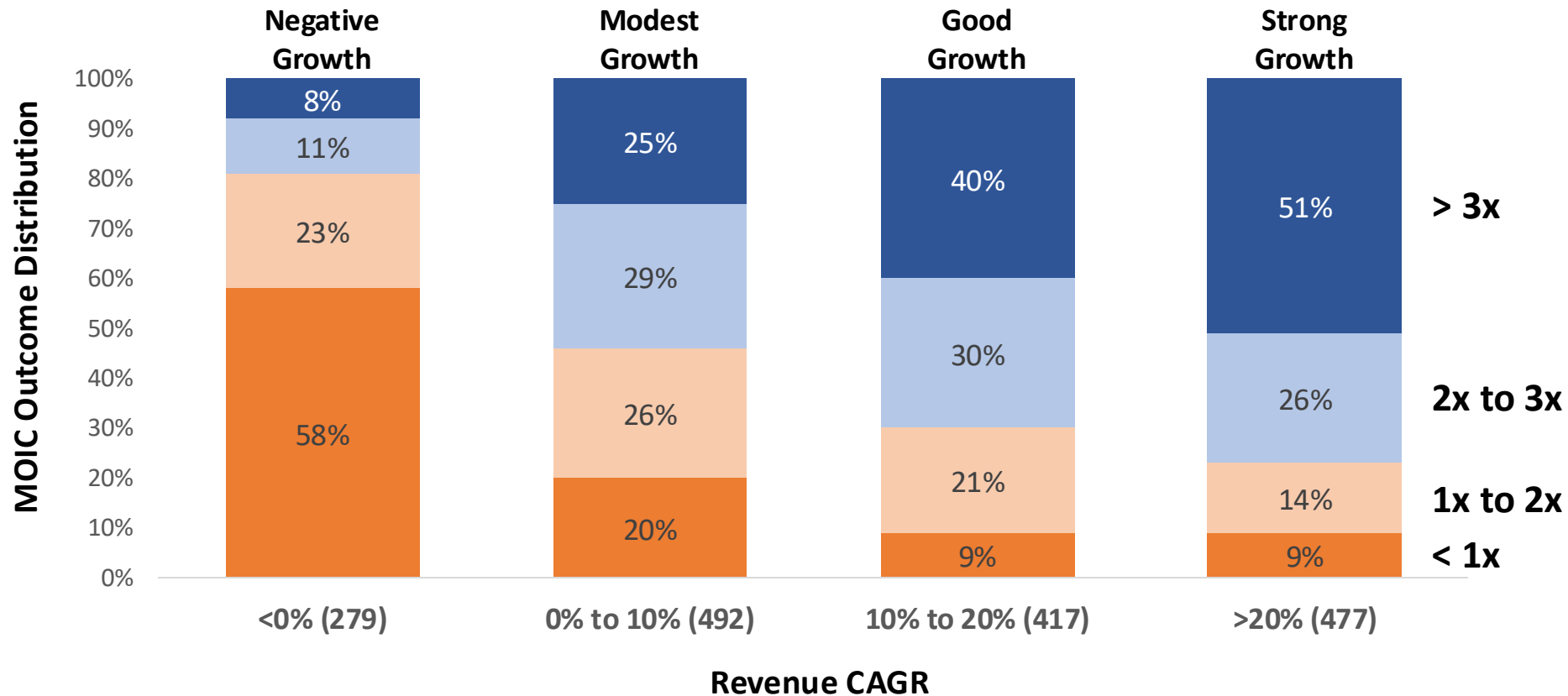
Investing in Growth and Commercial Excellence Drives Returns

US Private Equity: Realized Investment Return (MOIC) and Revenue CAGR
Revenue CAGR as of December 31, 2020. Returns as of March 31, 2022

MOIC Outcome Distribution

Revenue CAGR	Negative Growth <0% (279)	Modest Growth 0% to 10% (492)	Good Growth 10% to 20% (417)	Strong Growth >20% (477)	
> 3x	8%	25%	40%	51%	
2x to 3x	11%	29%	30%	26%	
1x to 2x	23%	26%	21%	14%	
< 1x	58%	20%	9%	9%	

Revenue CAGR

Over 50% of firms achieving strong growth (>20%) generate MOICs greater than 3X

Source: Cambridge Associates

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What Great Commercial Excellence Looks Like
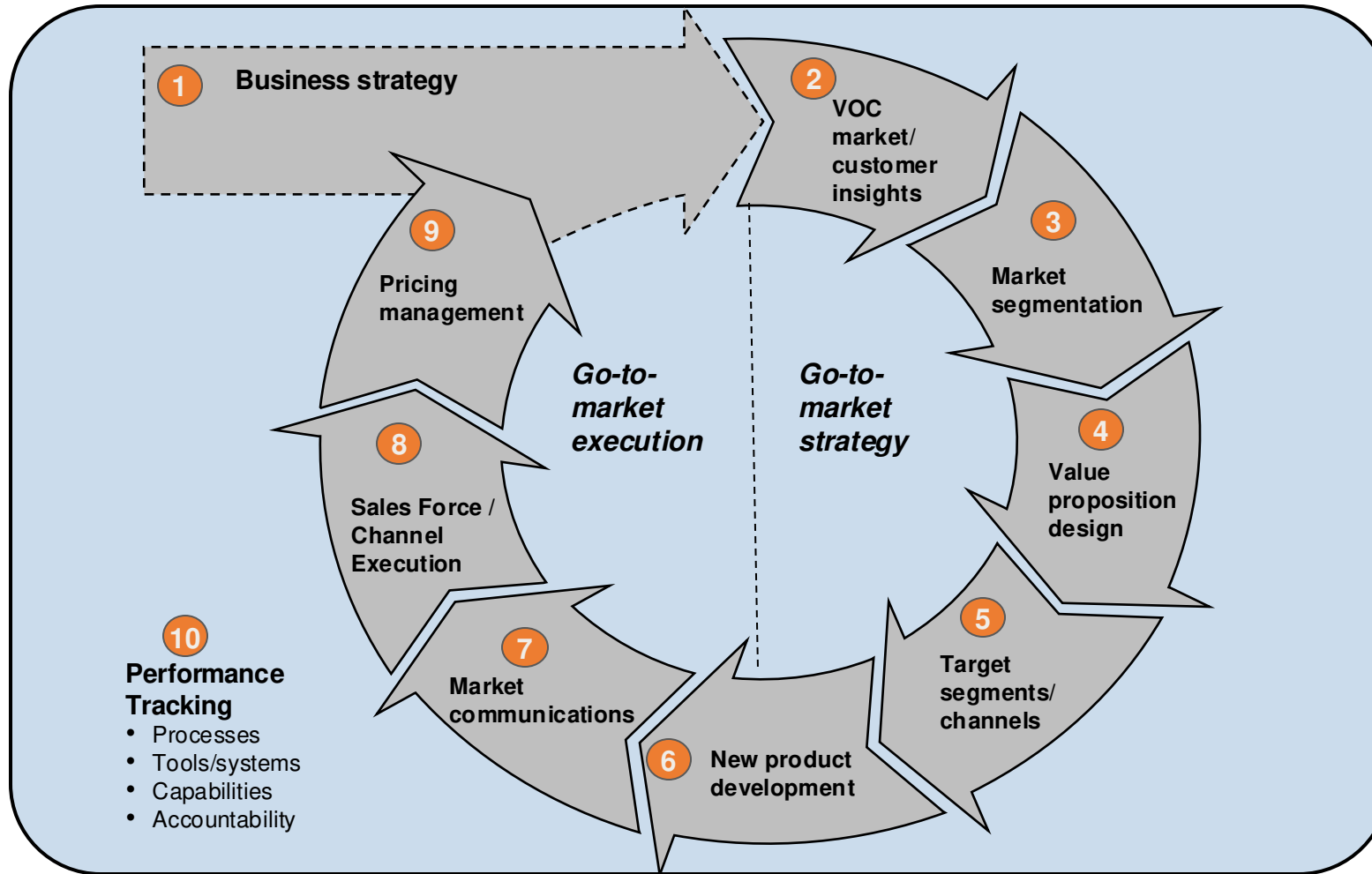
Marlin Equity's Focus = Strengthening GTM Fundamentals

1 **D**ifferentiate Positioning and Messaging

2 **R**aise Sales Talent and Productivity (Rep, Manager)

3 **I**deal Customer Profile Pipeline Generation

4 **V**alue Realization: ROI Measurement across Customer Lifecycle

5 **E**xpand Existing Customers (Renewal, Up-Sell, Cross-Sell, Pricing)

6 **R**evenue Team Excellence and Innovation

Driven 2024

MARLIN EQUITY PARTNERS
REVENUE LEADERS
CONFERENCE

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Differentiating Your Value Proposition is Job #1

The *"Why Should I Buy"* Question

If you asked a seller, *why should a customer buy from us*...would the answer be:

- Different from other competitors?
- Consistent across the company?

Critical Success Factor
Develop compelling positioning and messaging that:
- **Names and elevates** the customer's key problem you solve
- **Shapes** how the customer thinks of solving that problem
- Leads the customer to your **solution**

Are you enabling all members of your customer engagement teams to articulate the value proposition consistently?

Executives

Sales

Customer Service

Tech Support

Marketing

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Raising Sales Productivity is a Big Opportunity

Sales Rep Time Spend on Selling

~30%

Sales Reps Achieving Quota

~30%

Annual Sales Rep Attrition

~30%

Potential Sales Productivity Lift Initiatives:

- Hiring Effectiveness (Upgrades & Assessments)
- Sales Rep Training, Practice and Coaching
- Sales Process & Methodology
- Territory & Key Account Management
- Sales Plays & Value Based Selling
- Sales Technology Solutions (but not too many!)

# of Sales Reps

Performance Attainment %

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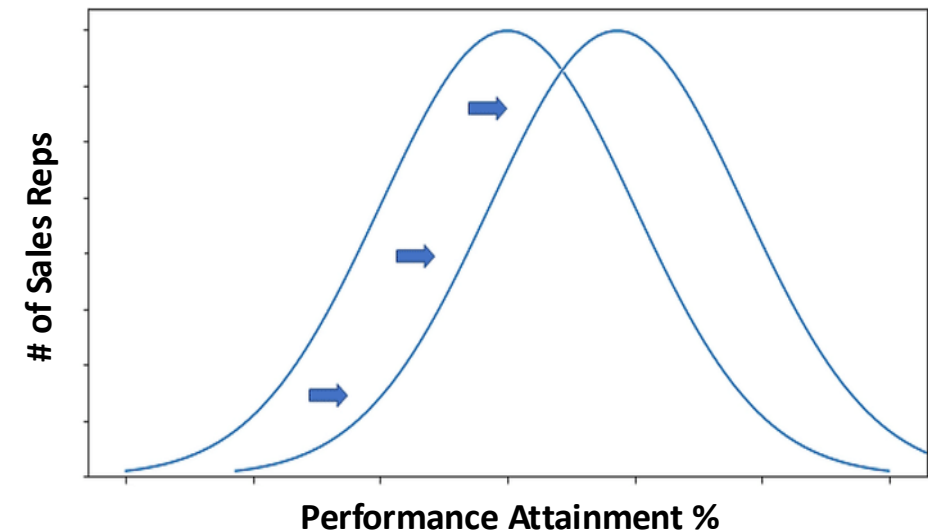
Ideal Customer Profile Pipeline, Not Just Pipeline

- **Sit in funnel consuming resources**
- **Eventual loss or no decisions**
- **Become bad customers**

- **Convert better**
- **Close faster**
- **Churn less**
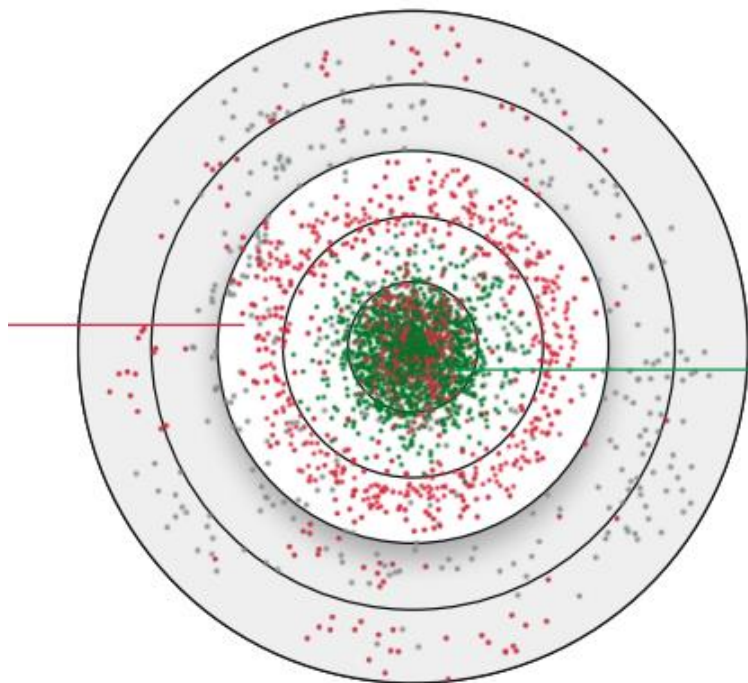
● **Non-ICP prospects**   ● **ICP prospects**

FIRMOGRAPHICS	
Company Revenue	Consider contract size, service level, solution need
Industry	Consider internal knowledge expectations, size & velocity
Employee Count	Consider need, expansion potential and maturity
Location	Geographic limitations that may impact sell through
TECHNOGRAPHICS	
Complementary	Solutions that you work well with, improve or a partner
Blocking	Solutions that impede success (duplicative, no integration)
Sophistication	Buyer tech stack indicates readiness to take on solution
Intelligence	Usage, spend, departments and contract timing
QUALIFYING CHARACTERISTICS	
# Potential Users	Change management/cost per seat risks/benefits
# Team Members	Need a critical mass of resources to support
Typical Roles	A specific position or role that can champion you
Budget Line Item	Solution is included/excluded from budgets
Pricing Inhibitors	Solution is priced above or below specific buyers
Accelerators	There is a motivating trigger that can accelerate buys
READINESS TO BUY	
Hiring	The hiring of a role indicates readiness to buy
Funding Round	Solution supports scaling or efficiency
Buying Signals	Intent signals that show in market interest exists
Growth Investments	Physical assets, new partnerships, acquisitions
Marketing Updates	Updated positioning, branding refresh

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Discussion

- **What other challenges do your teams face in GTM?**

- **What levers are you applying to improve GTM effectiveness?**

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