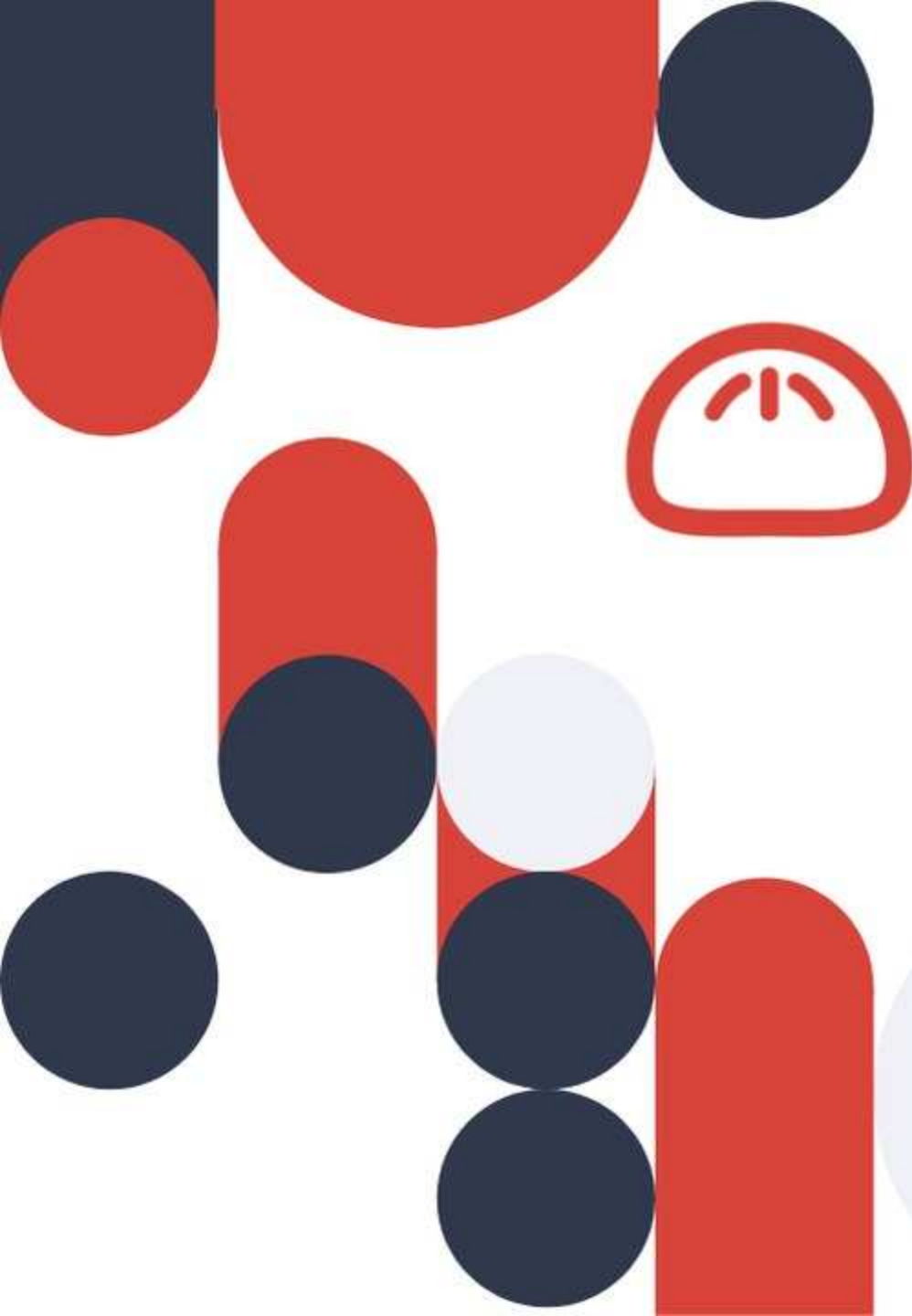




2025 Marketing

Priorities, Goals and Ask

Bessie Byeon
December 2024

Where we need to invest in

1. **Building demand generation capabilities**

- By ramping up content production
- By smartly investing in performance marketing (SEO/SEM focus)
- Inbound marketing is part of demand gen

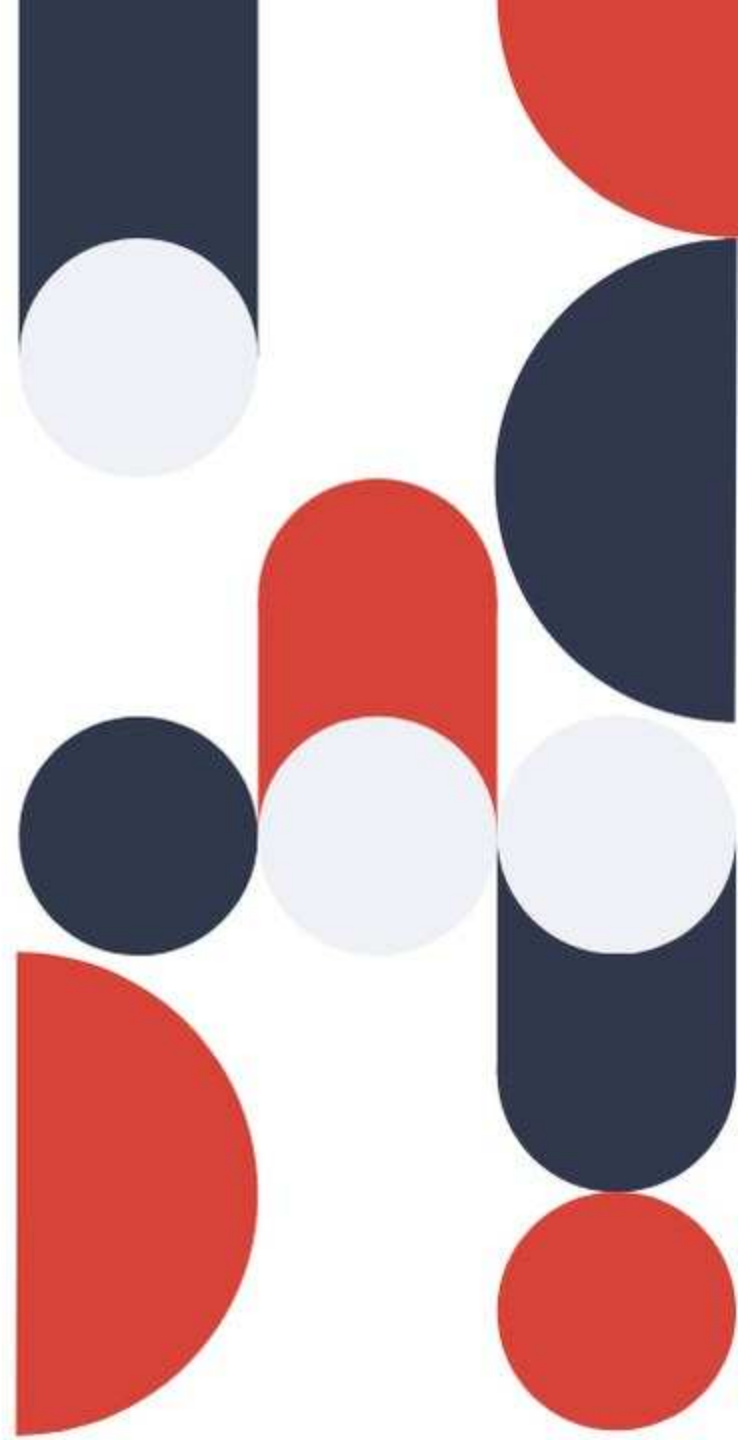
1. **Building the system and processes**

- Marketing operation is our backbone

1. **Scaling up product marketing output**

- Going to v2 from 2024's v1

Marketing Priorities



We need to build **the full funnel from the top** for lead generation efforts to scale



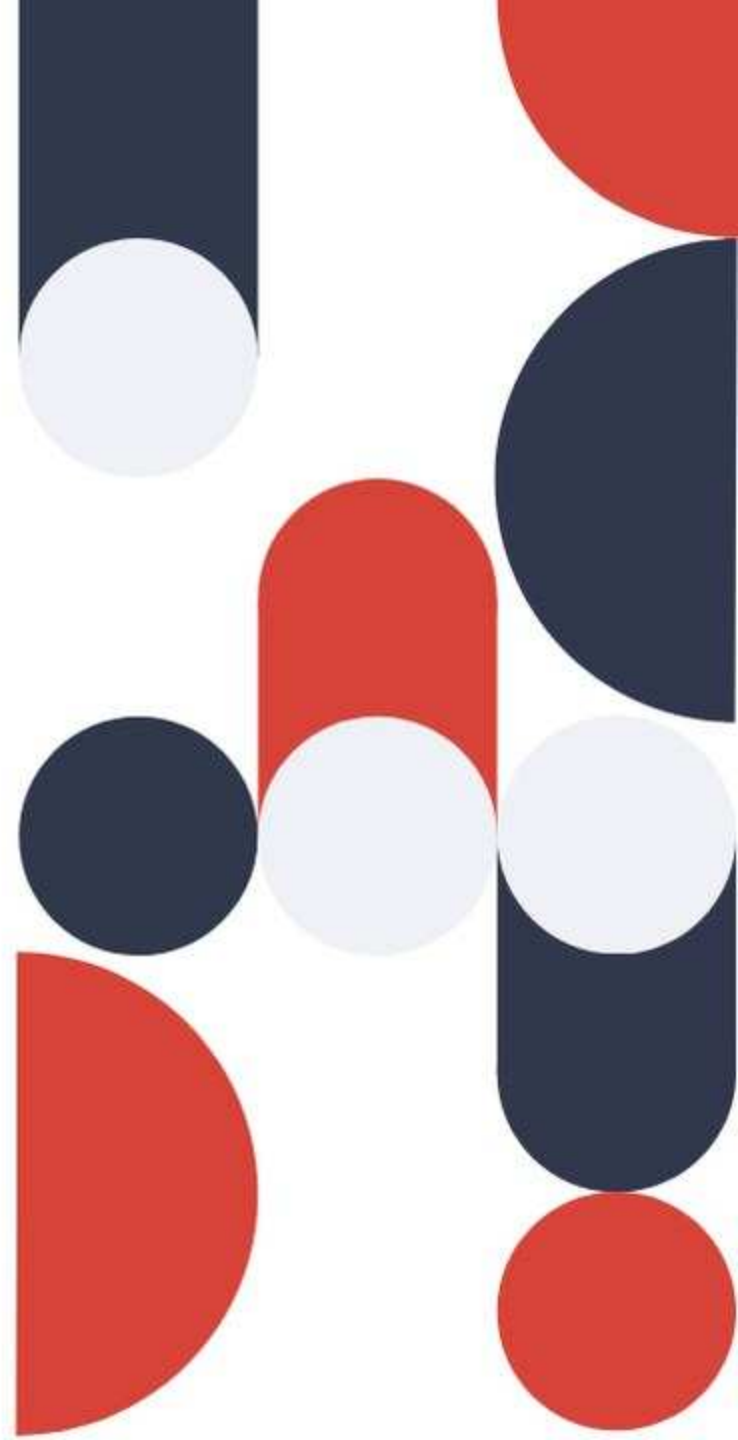
Invest in a mix of long-term, high to low-effort programs focused on driving **four clear outcomes**

Marketing Outcomes	Programs	Metrics	Investment (Frequency, Time, Cost)
Be the Authority in the Industry	Sponsored media articles, customer interview series	Media exposure, social media engagement	Regular, Long-term, High
Grow Our Own Audience	SEO, SEM, blog posts, case studies	Website traffic	Always-on, Short-term, Low
	Research reports, webinars	# of form submissions (get started, signups, report downloads), # of leads (MQLs)	Regular, Short-term, High
Increase Conversions by Nurturing Leads	Email nurture campaigns	# of leads, lead conversions (Lead-MQL-SQL)	Regular, Mid-long term, Medium
Increase Product Adoption	Sales enablement, product education, email campaigns	Upsell & expansion \$, retention %, LTV	Regular, Long-term, Medium

We can unlock major opportunities with marketing automation and content production

Focus Areas	Details	Work to be done	Timeline	Importance
Marketing Automation	Fix the leaky bucket with full functioning lead capture from web-marketing automation-CRM	CRM & web integration, lead journey & MQL definitions, lead management process	By early Q1	Prerequisite before launching any lead generation or nurture campaigns
Content Production	Invest in third party content production to ramp up and scale given tight internal bandwidth.	A research report once a quarter, content & webinar spin-offs, paid media article placement with original content production (interview series)	Late Q1 onwards	Lead generation efforts will not scale without regular and consistent content distribution
Lead Nurture	The bulk of leads are expected to come in from events . Nurturing these leads to be re-MQLed using content will speed up pipeline generation	List segmentation, email marketing	Q2 onwards	Over 80% of event leads go untouched
Sales Enablement	Equip our GTM teams with competitive intelligence, battle cards, customer researches	JTBD, competitive intelligence	Q1 onwards	Sales must be equipped with the right tools to sell
Product Education	Support AM/CSM teams with product training materials and email nurture for easier upsell and expansion	Knowledge base, product walkthrough (demo videos), drip / segment based email campaigns	Late Q1 onwards	Missed opportunities to increase product adoption

Appendix



Industry Benchmarks

Median Marketing OpEx \$ and as a % of Revenue

	Marketing Opex	- Program Spend	- Expense
1-10M ARR	56%	54%	46%

Program Spend

<\$25M

Online	64%
- Search advertising	38%
- Social advertising	28%
- Display advertising	18%
- Partner	11%
- Video	4%
Offline	36%
- Event	72%
- Sponsorship	14%
- Partner	5%
Outsourcing*	18%

Agencies for content marketing, events, demand generation, lead generation, and branding

Top 5 Marketing Measurement

Conversion Rates (21%)	New lead to MQL, MQL to SQL, Win rate
Unit Economics (17%)	CAC/LTV, cost per lead/ opp, pipeline vs. spend, magic number
Lead Volume (16%)	# New leads, MQLs, SQLs generated
Pipeline (14%)	Pipeline dollars created, # opptys created
Bookings / Revenue (10%)	Bookings or TCV sourced and closed, channel bookings

CVR (<\$100M ARR)

New Lead to MQL	29%
MQL to SQL	32%
SQL to Closed Won	28%
Demo to Closed Won	38%

20-35% MQL to SQL conversion and 20-30% win rates

Industry Benchmarks – Continued

Cost per Opportunity

Average by ARR Scale and Primary Sales Motion	
<\$25M	\$6K
Inside	\$6.2K
Hybrid	\$7.8K
Field	\$11K

Pipeline Coverage Ratio (Unweighted Pipeline per AE)

<\$25 ARR, 50%+ Growth	3.6x-4.2x
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Primary Marketing Attribution Model	<\$100M	SLG
Custom Model	18%	18%
Last-Touch	27%	12%
First-Touch	36%	35%
Multi-Touch	18%	35%

Median LTV:CAC ratio is ~3.5x, though this differs meaningfully by sector.

LTV:CAC has declined across most software sectors over the years, with 24' medians of ~2.5x

2024 LTV:CAC Ratio

Vertical SaaS	3.2x
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% of Pipeline by Team Source	ARR (<\$25M)	ACV (<\$50K)
Sales	55%	45%
Marketing	29%	39%
CS	13%	45%

Pipeline by Lead Source	ARR (<\$25M)	ACV (<\$50K)
Inbound	53%	54%
Outbound	48%	46%