

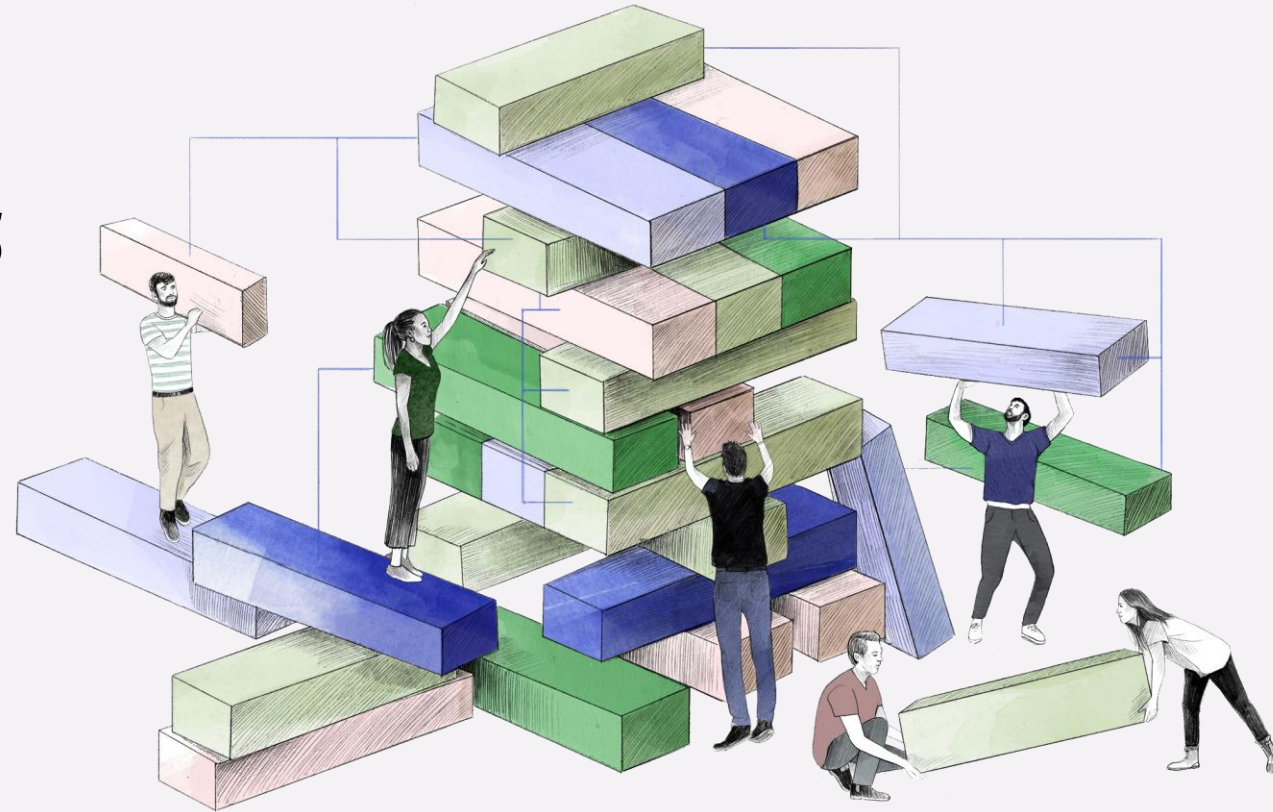
ICONIQ

June 2025

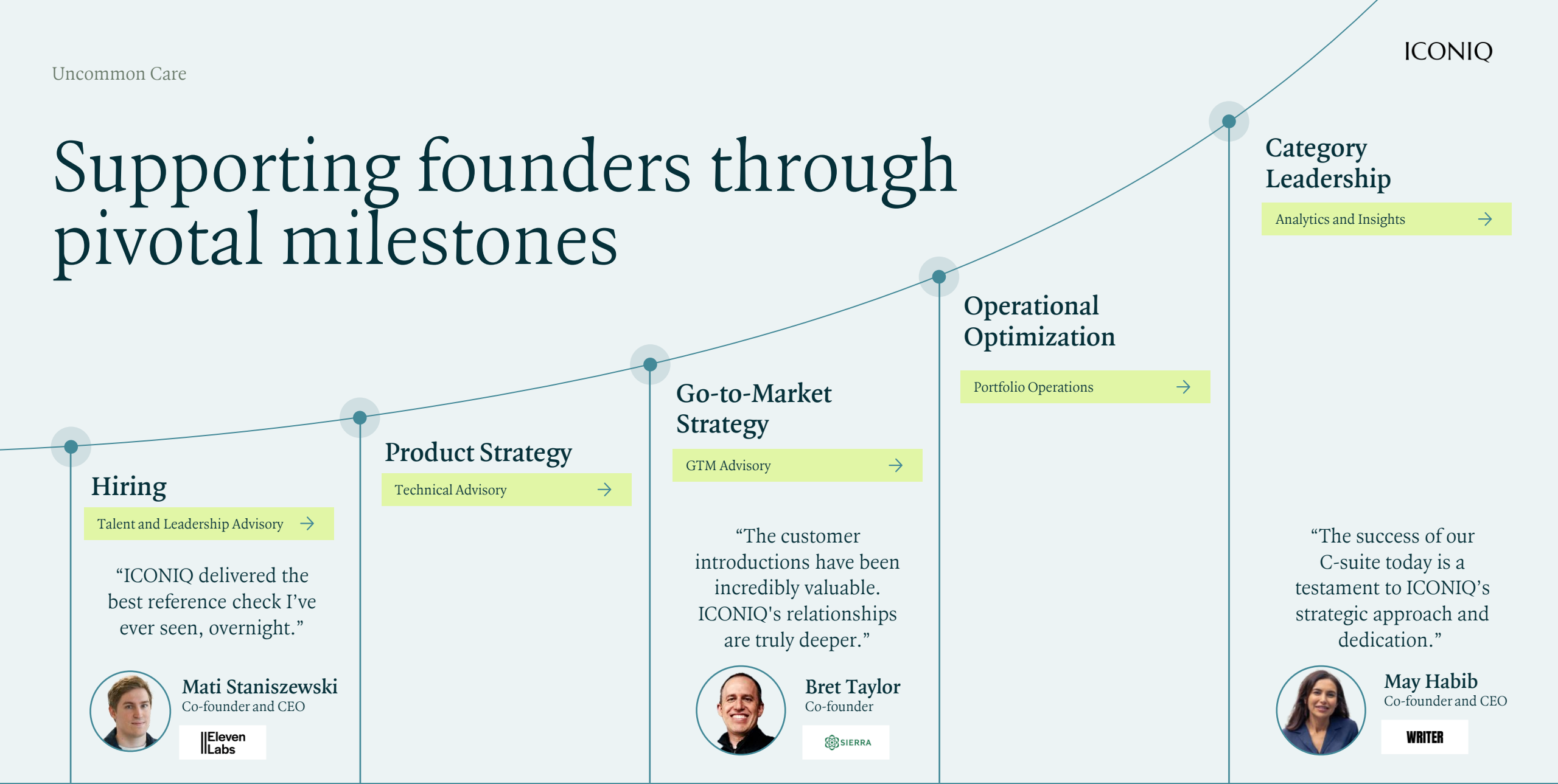
The State of Go-to-Market in 2025

Detailed Insights on:

- *GTM Health*
- *GTM Strategy*
- *Internal AI Implementation in GTM Orgs*



Supporting founders through pivotal milestones



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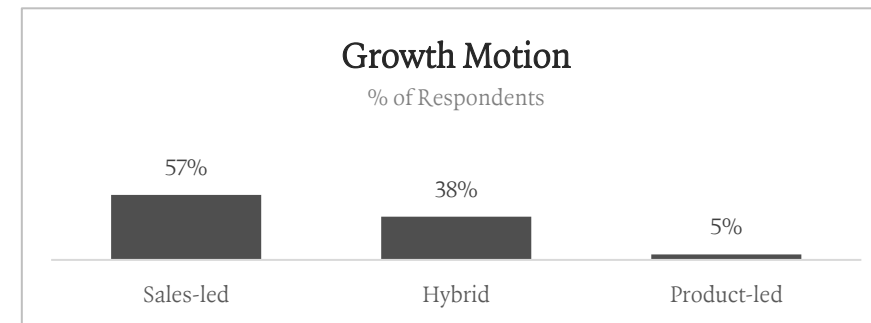
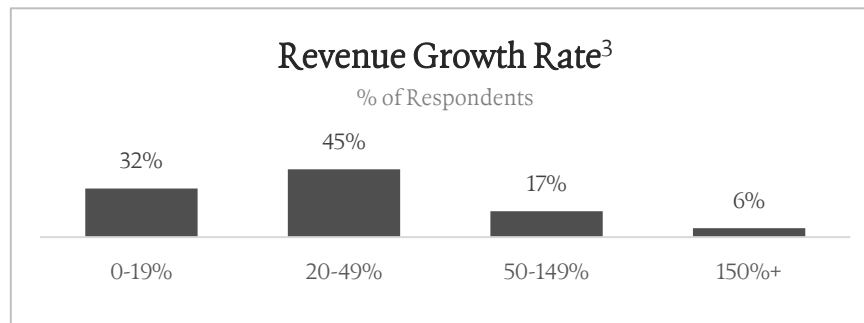
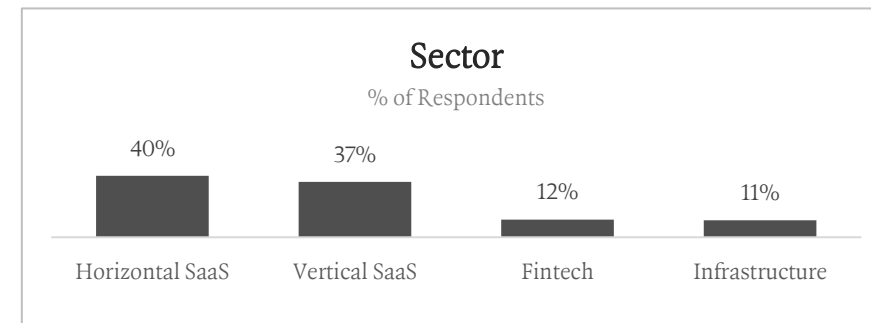
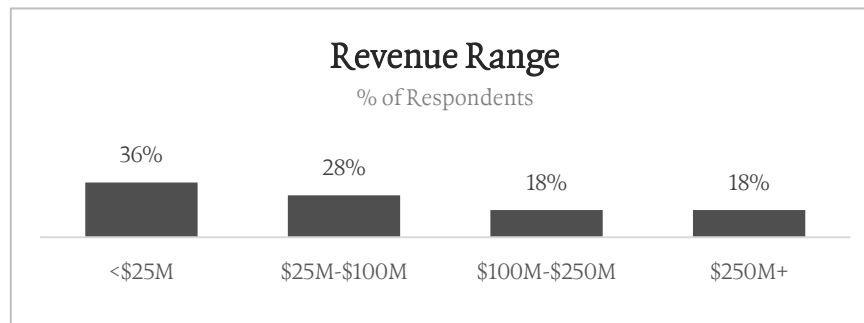
Data Sources & Methodology

This study summarizes data from an April 2025 survey of **GTM executives at 205 B2B SaaS companies**, including Chief Revenue Officers, Heads of Sales, CEOs, and Heads of Revenue Operations.

Where relevant, we compare results to a 2023 and 2024 survey¹ conducted by ICONIQ.

This report also includes quarterly operating and financial data from certain ICONIQ portfolio companies².

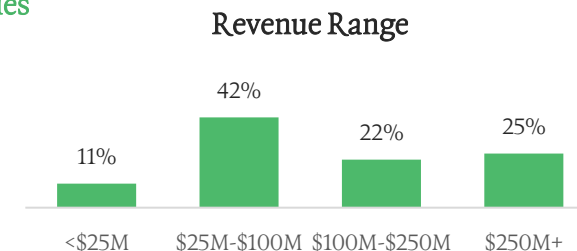
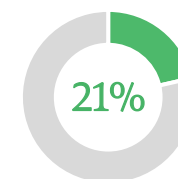
Firmographics



In this report, select companies are referred to as “**High Growth**” companies⁴ because they meet the following criteria:

- **Topline Growth:**
 - 100%+ YoY revenue growth if <\$25M Revenue
 - 50%+ YoY revenue growth if \$25M-100M Revenue
 - 30%+ YoY revenue growth if \$100M+ Revenue

High Growth Companies



Definitions

- AI-Native companies: defined as those whose core product or business model is fundamentally AI-driven
- Non-AI-Native companies consist of a mix of AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies:
 - AI-Enabled: SaaS companies creating new AI products or adding AI capabilities to existing customer facing products
 - AI-Infrastructure: companies that build models, tools, or platforms for AI builders
 - Non-AI-SaaS: SaaS companies without AI products or features

¹ YoY views exclude companies with revenue <\$10M and >\$1B

² All companies included where data is available

³ YoY Revenue Growth Rate between 2023 and 2024

⁴ <\$10M revenue companies excluded

Executive Summary

Executive Summary (1/2)

GTM Health

(pp. 8-19)

Growth and Sales Efficiency:

- YoY ARR growth has remained relatively flat over the past 2 years, though mid-stage companies (\$25M-\$100M ARR) are starting to see a notable uptick (YoY ARR Growth: 93% YTD 2025 vs. 78% 2023 H1)
- This stagnation is partly due to weaker performance deeper in the GTM funnel – conversion to Closed-Won is down ~5-10 percentage points YoY. AI-Native companies, however, appear to be more successful at converting new opportunities into customers through a free trial or proof-of-concept phase – particularly among \$100M+ ARR companies (56% conversion rate vs. 32% for other companies)
- Pipeline coverage has also declined slightly YoY (3.6x YTD 2025 vs. 3.9x in 2024); however, the percent of ramped Account Executives that achieved quota has held steady at 58% (on average), indicating that AEs are maintaining consistent performance despite fewer opportunities. This steadiness is supported by stronger results from Sales- and Channel-sourced opportunities, which continue to yield the highest win rates (35-40% and 25-35%, respectively) vs. Marketing-sourced opportunities (~20%)
- Once opportunities convert into customers, contract length is approximately 2 years on average. However, there has been a noticeable shift toward 1-year deals since last year which is likely driven by broader market uncertainty and a desire to retain flexibility as AI solutions continue to disrupt traditional tooling

GTM Strategy

(pp. 21-30)

Operating Model

- As AI continues to reshape how companies go to market, we're seeing a clear divergence in how AI-Native and Non-AI-Native (traditional SaaS) companies structure their GTM teams
- High-growth Non-AI-Native companies dedicate a smaller share of GTM headcount to Post-Sales, while AI-Native companies (regardless of growth performance) allocate more headcount to Post-Sales teams. This is likely due to technical onboarding needs and the urge to drive adoption of 'new age' tools. In response, we're seeing the rise of forward-deployed engineers who play a critical role in driving change management (especially in legacy, slower moving industries)

Pricing Models

- Pricing is another area where AI-Native and Non-AI-Native companies are diverging. While subscription pricing remains common, about a third of companies have adopted hybrid models – a trend that's more prevalent in AI-Native companies
- Among companies using hybrid pricing models, there is a 50/50 revenue split across consumption/usage/outcome-based models vs. subscription/seat-based models

Revenue

- Companies are increasingly blending top-down and bottom-up GTM motions – up 8 percentage points since last year on average
- Additionally, channel remains a key growth lever YoY, with companies averaging ~20% of their revenue from channel sales

Executive Summary (2/2)

Internal AI Implementation in Go-To-Market Orgs

(pp. 31-40)

GTM Teams Adopting AI

- Currently, internal AI adoption is most concentrated in Marketing, SDR/BDR, and Account Executive teams
- This aligns with the most common AI use cases in GTM, which are primarily oriented around top- and mid-funnel activities such as lead generation (61% of companies using AI for this use case), campaign and content creation (58%), and meeting transcription / analysis (71%)

Impact of AI Implementation in GTM

- While overall GTM performance has slightly declined since last year, GTM orgs with strong internal AI adoption¹ are outperforming peers across nearly all sales productivity and efficiency metrics
- Sale funnel conversion rates are up ~5 percentage points across the board for companies with high AI adoption in GTM
- In addition to stronger sales performance, <\$25M ARR companies with high AI adoption are starting to see meaningful leverage, as indicated by leaner teams, while \$50M+ ARR companies have yet to see measurable efficiency gains
- <\$25M ARR companies with high AI adoption also have a ~10-percentage point lower allocation of Post-Sales FTEs compared to peers – suggesting that AI tooling may be automating parts of the customer onboarding process and enablement

GTM AI Implementation and Spend

- Implementing AI across GTM organizations varies by sector, but most companies cite three primary challenges:
 - #1: Cost of AI tools
 - #2: Deploying AI at scale
 - #3: Privacy/security concerns
- Given the ROI and impact companies are already seeing from AI adoption within GTM orgs, AI spend on internal GTM use cases is expected to increase by over 70-80% on average – driven primarily by faster-growing companies and those with more AI-Native products

1) Strong internal AI adoption is defined as AI being fully embedded into GTM processes

2025 State of GTM Health: Leading and Lagging Indicators

Lagging Indicators	ARR Growth ● <i>Relatively flat growth YoY, mid-stage companies reaccelerating</i>	Net Dollar Retention ● <i>Relatively flat net dollar retention YoY at 100-115%</i>	Cost per Opportunity ▲ <i>Increased YoY, particularly for companies <\$25ARR</i>	Net Magic Number ▼ <i>Slightly decreased over the past 2 years</i>	Quota Attainment ● <i>Flat since last year at 58% (% of ramped AEs achieving quota)</i>	Late Renewals ▼ <i>Decreased across most customer segments</i>
	New Lead Conversion ● <i>Relatively flat across revenue scales</i>	SQL Conversion ▼ <i>Slightly decreased for <\$250M ARR companies</i>	Demo Conversion ▼ <i>Decreased across all revenue scale buckets</i>	Free Trial/POC Conversion ¹ <i>AI-Native companies have higher conversion rates</i>	Average Sales Cycle ▲ <i>Increased since last year by 3-4 weeks on average</i>	Pipeline Coverage Ratio ▼ <i>Slightly declined since last year from 3.9x to 3.6x</i>
	Operating Model <i>Post-Sales teams are experiencing the most evolution in the wake of AI</i>	Customer Acquisition <i>Continued shift toward hybrid customer acquisition methods</i>	GTM Motion <i>Ongoing reliance on channel and partnership motions as a key revenue driver</i>	Pricing Models <i>Hybrid pricing models are common, particularly in later-stage and AI-Native companies</i>	AI Use in GTM <i>High AI adopters are seeing meaningful impact across sales performance</i>	AI Spend in GTM <i>High-growth companies plan to significantly increase their investment in GTM AI tooling</i>



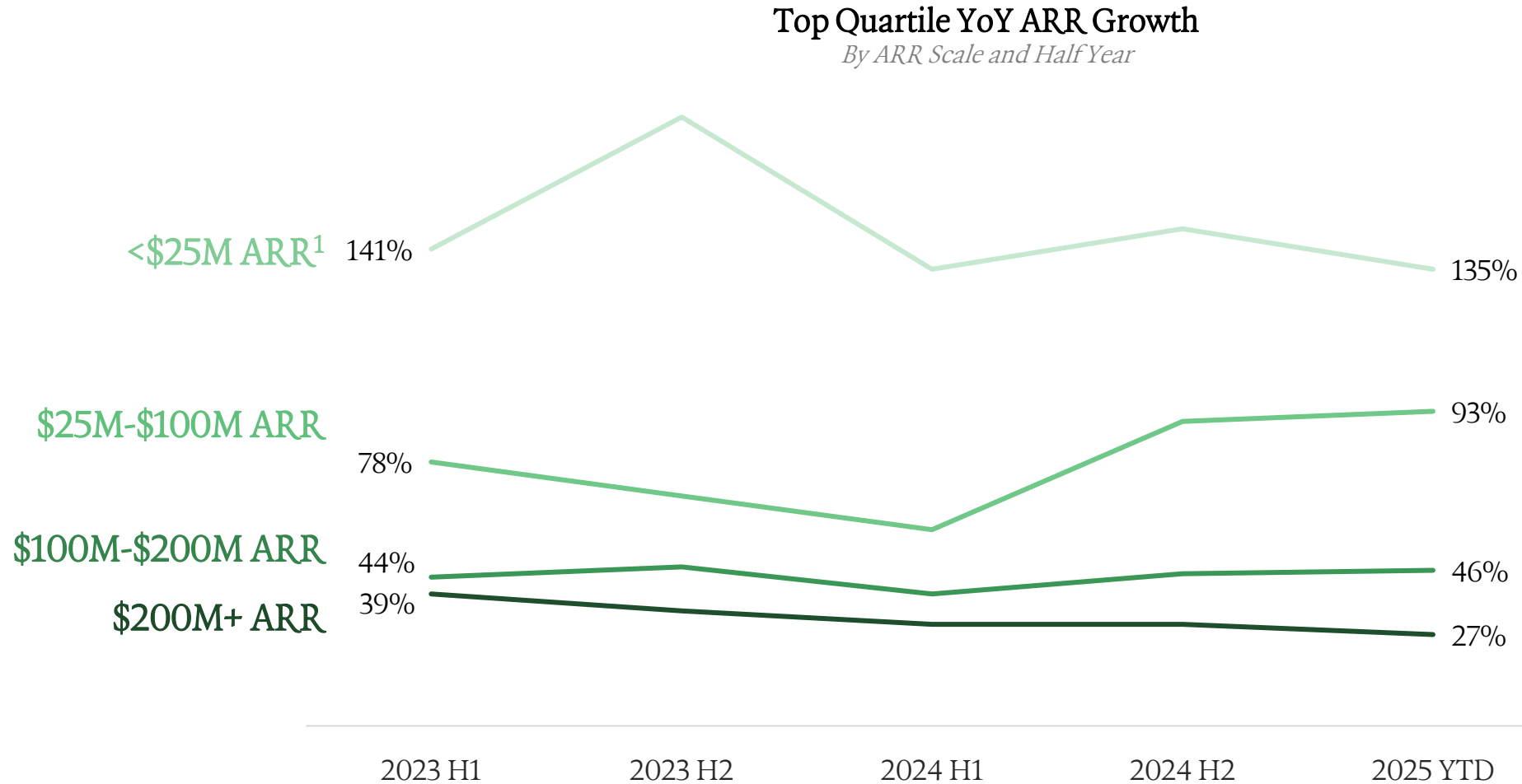
GTM Reporting Guide

Explore our GTM Reporting Guide to dig into key metrics, leading and lagging indicators of GTM health, frameworks for GTM organizations to track and leverage, and templates for best-in-class reporting

1) Year-over-year data for Free Trial/POC Conversion is not available, as this is a newer metric we're starting to track

The State of Go-to-Market Health in 2025

YoY ARR growth has remained relatively flat, though \$25M-\$200M ARR companies are experiencing an uptick



While, on aggregate, growth is generally stagnant, **AI-Native companies are experiencing significantly faster growth than their Non-AI-Native peers²**. This acceleration **may be driven by products that enable quicker adoption and usage**, along with the rising relevance of AI-powered solutions across industries.

More to come in our upcoming 2025 Growth & Efficiency report!

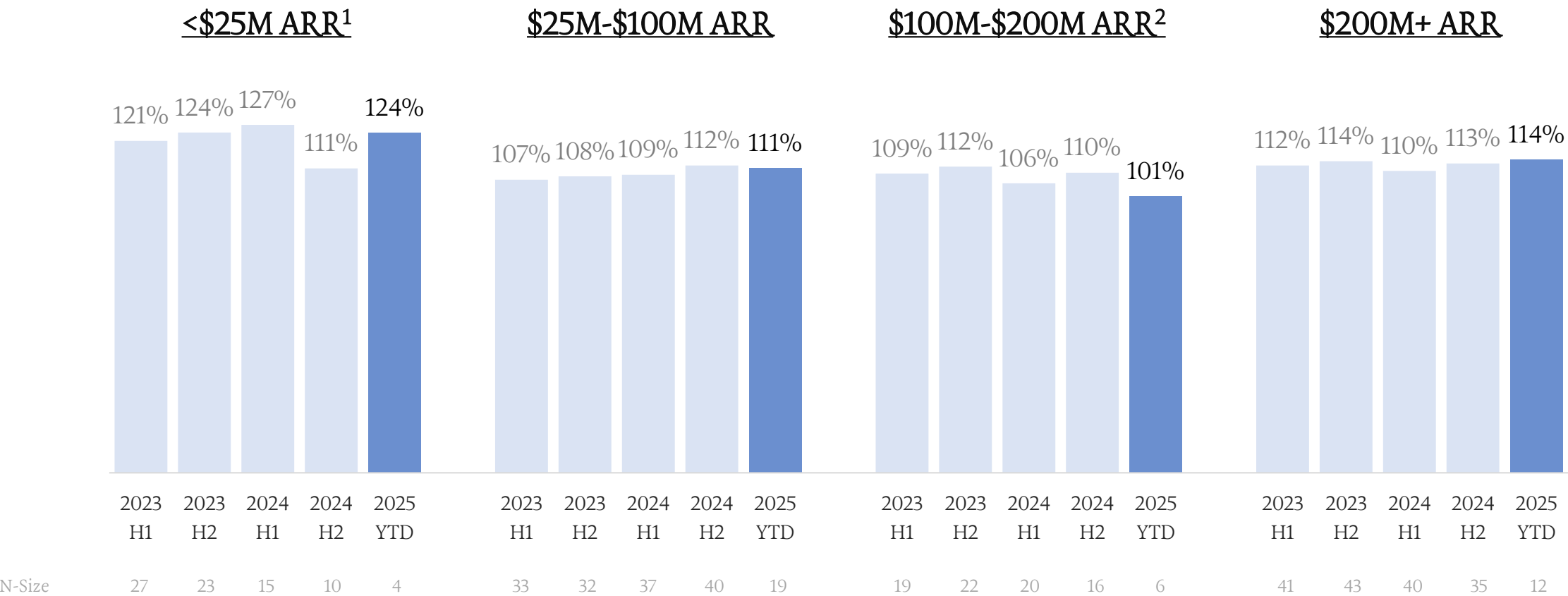
1) <\$10M ARR companies excluded

2) For definitions please refer to page 3

Source: Financial and operating data from certain ICONIQ Venture and Growth portfolio companies from Q1 2023 - Q1 2025 (as of 6/12/25)

Companies are experiencing flat net dollar retention, on aggregate, however those in the \$100M-\$200M ARR range are experiencing a slight decline

Top Quartile Net Dollar Retention
By ARR Scale and Half Year



1) <\$10M ARR companies excluded
2) The n-size is smaller and includes a slightly different cohort of companies compared to page 9. The \$100M-\$200M ARR category on page 9 has an n-size of 12
Source: Financial and operating data from certain ICONIQ Venture and Growth portfolio companies from Q1 2023 - Q1 2025 (as of 6/12/25)

One contributing factor to flat performance is weaker execution deeper in the sales funnel. While top-of-funnel conversion remains relatively flat YoY, companies are having a harder time turning late-stage opportunities into Closed-Won deals

What are your organization's average funnel conversion rates?
By ARR Scale and Year

	<\$25M ARR			\$25M-\$100M ARR			\$100M-\$250M ARR			\$250M+ ARR		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
New Lead to MQL	27%	30%	● 29%	23%	27%	● 27%	23%	23%	▼ 20%	18%	21%	▲ 25%
MQL to SQL	28%	32%	▼ 29%	28%	32%	▼ 29%	28%	25%	● 24%	29%	21%	▲ 24%
SQL to Closed Won	27%	29%	▼ 23%	24%	31%	▼ 26%	27%	27%	▼ 21%	32%	23%	▲ 27%
Demo to Closed Won	40%	39%	▼ 35%	32%	41%	● 40%	30%	41%	▼ 30%	41%	42%	▼ 39%

Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

AI-Native companies, however, appear to be more successful at converting new opportunities into customers through a free trial or proof-of-concept phase – particularly among \$100M+ ARR companies (56% conversion rate vs 32% for other companies)

AI Spotlight: What are your organization's average funnel conversion rates?

By ARR Scale

<\$100M ARR

\$100M+ ARR

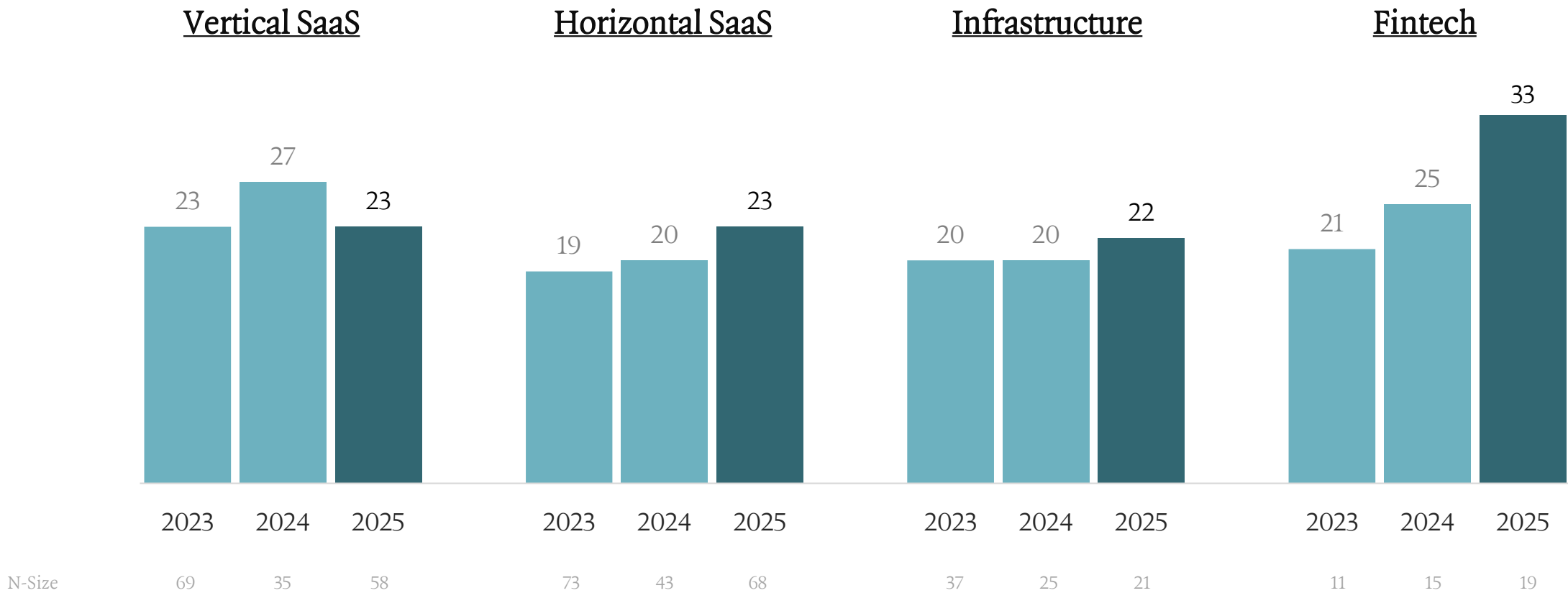
	AI-Native Companies ¹	Non-AI-Native ²	AI-Native Companies ¹	Non-AI-Native ²
New Lead to MQL	28%	30%	26%	22%
MQL to SQL	30%	30%	30%	23%
SQL to Closed Won	26%	25%	28%	23%
Demo to Closed Won	35%	39%	44%	33%
Free Trial / Proof of Concept to Paid Version	43%	37%	56%	32%

AI-Native companies generally show higher conversion rates within the sales funnel, suggesting that the ROI on their products are more immediately clear and valuable to customers. This allows them to convert interest into revenue more efficiently – an even greater advantage in times of macroeconomic uncertainty.

1) AI-Native companies are defined as those whose core product or business model is fundamentally AI-driven
2) Includes AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies, for definitions please refer to page 3
Source: ICONIQ proprietary survey of GTM Executives (2025)

This growing difficulty in closing deals is extending sales cycles across most sectors – increasing by 3-4 weeks on average since last year

Approximately what is your organization's average sales cycle for new logos?
By Sector and Year

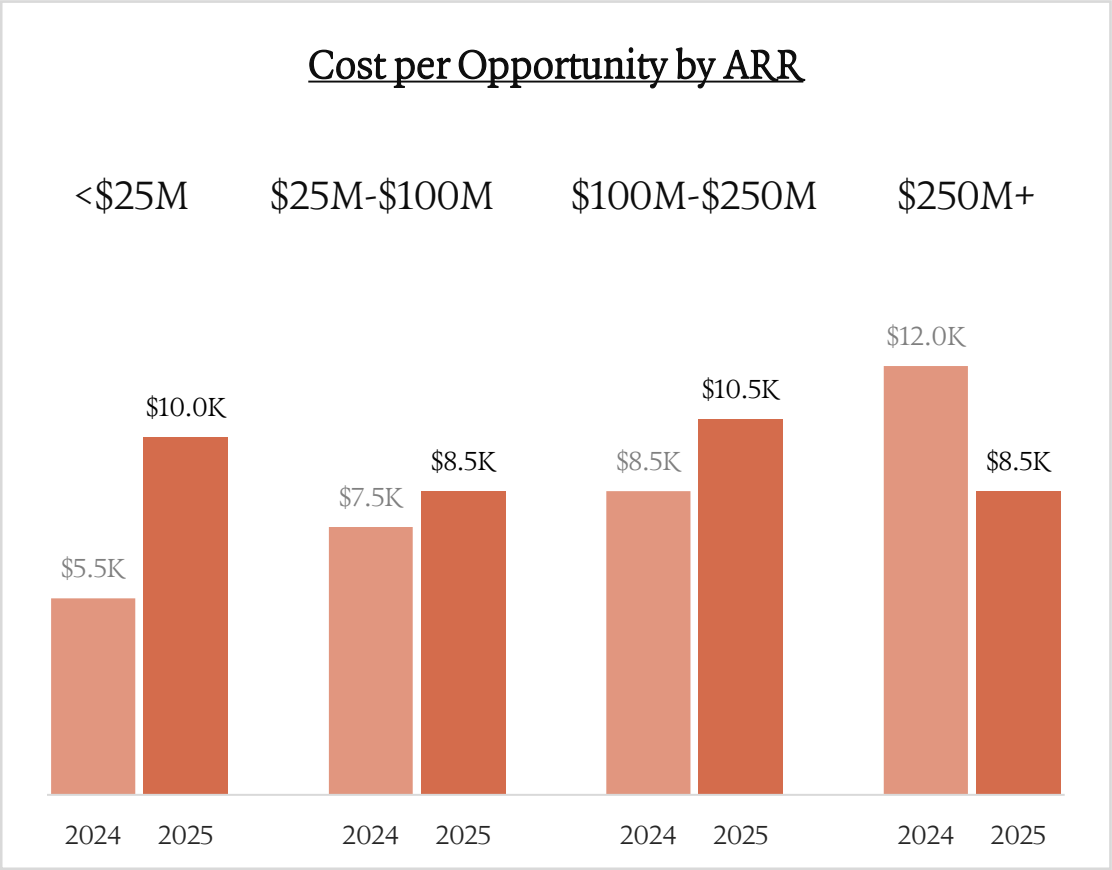


Source: ICONIQ proprietary survey of GTM Executives (2025)

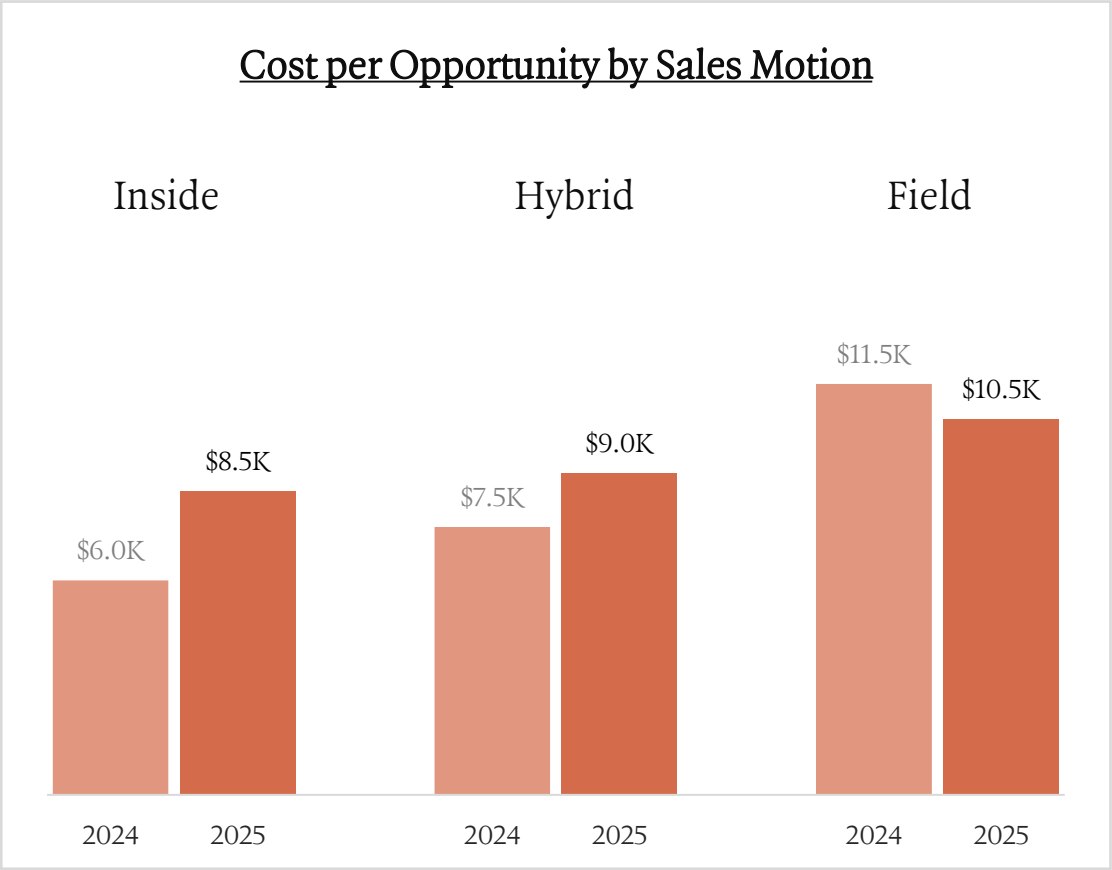
These longer sales cycles have also driven up the cost per opportunity for most companies, with <\$25M ARR companies seeing the largest increase since last year

What is your organization’s cost per opportunity?

Cost per Opportunity by ARR



Cost per Opportunity by Sales Motion

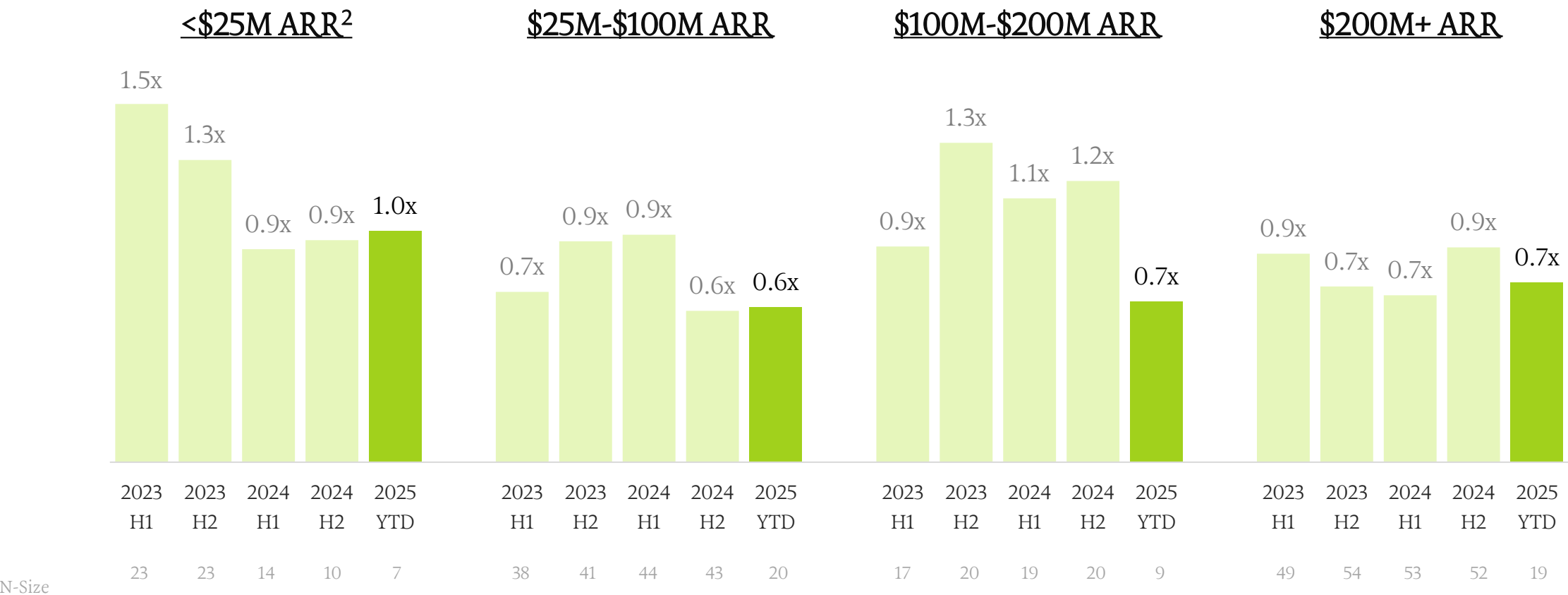


N-Size 18 36 34 52 22 37 14 32

Source: ICONIQ proprietary survey of GTM Executives (2024-2025)

In addition to stagnant growth, net magic number has also trended down over the past 2 years. This potentially reflects how companies are adapting to new operating needs in the wake of AI through increased exploratory spend on tooling and headcount

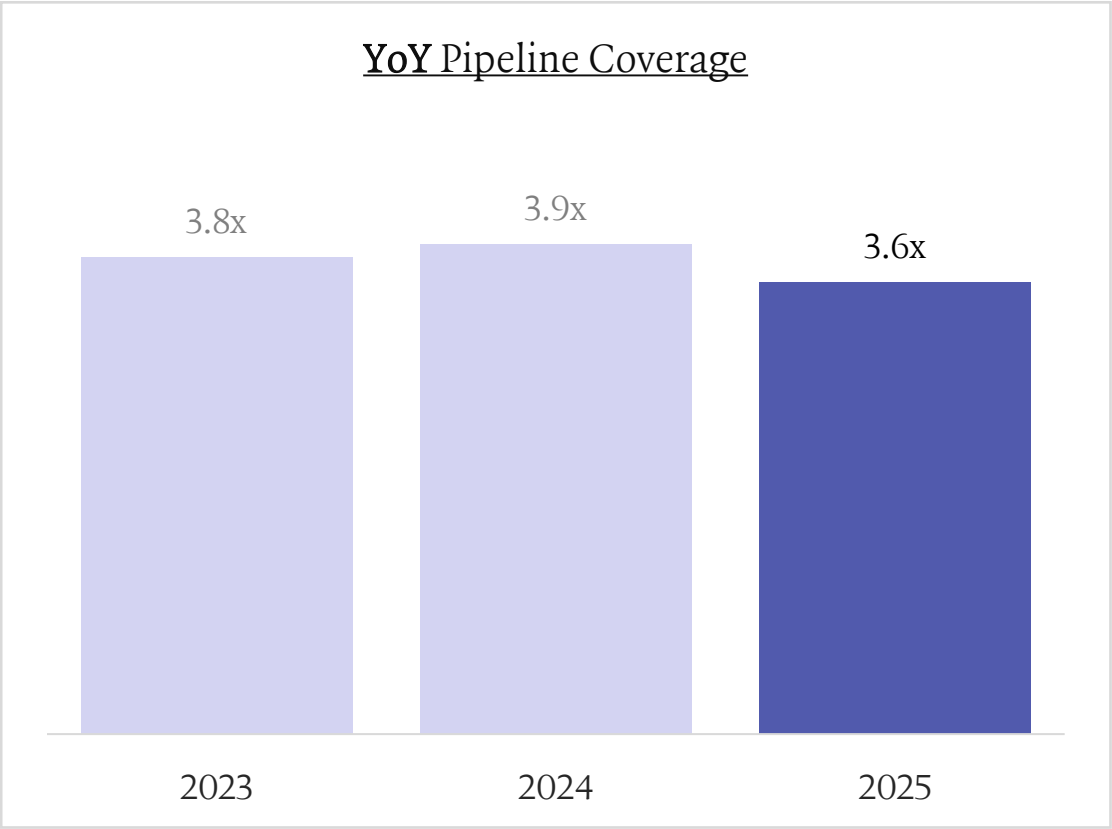
Top Quartile Net Magic Number¹
By ARR scale and Half Year



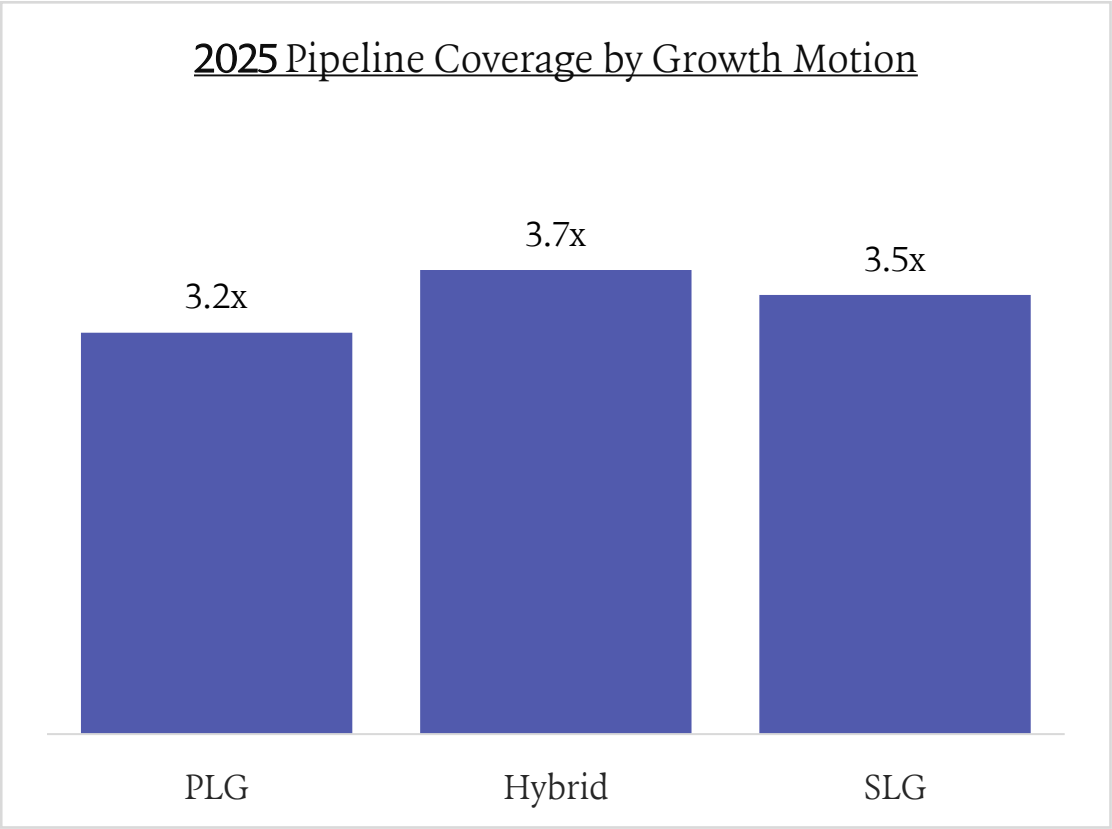
1) Net magic number = current quarter net new ARR / prior quarter S&M OpEx
2) <\$10M ARR companies excluded
Source: Financial and operating data from certain ICONIQ Venture and Growth portfolio companies from Q1 2023 - Q1 2025 (as of 6/12/25)

Pipeline coverage has dipped slightly since last year, from 3.9x to 3.6x, suggesting that sales teams have less buffer to absorb lost deals or that companies are refining their pipelines to focus on higher-quality opportunities

What is your organization’s average pipeline coverage ratio¹ for Account Executives?



N-Size 190 127 168

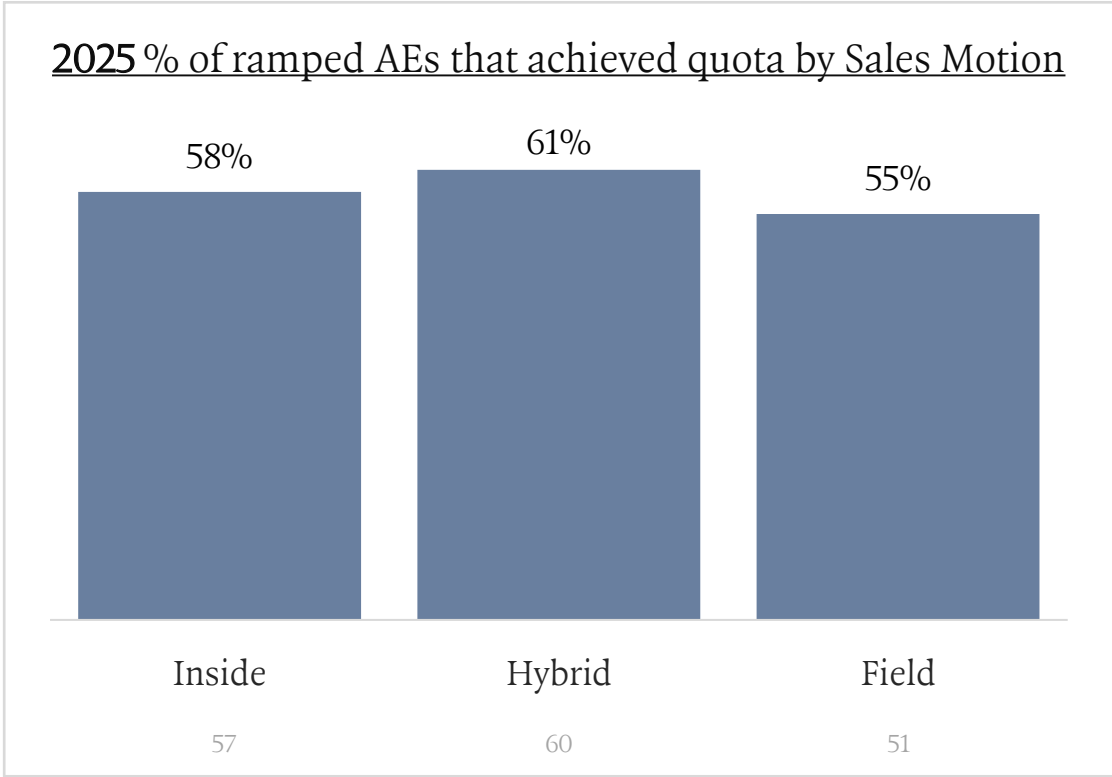
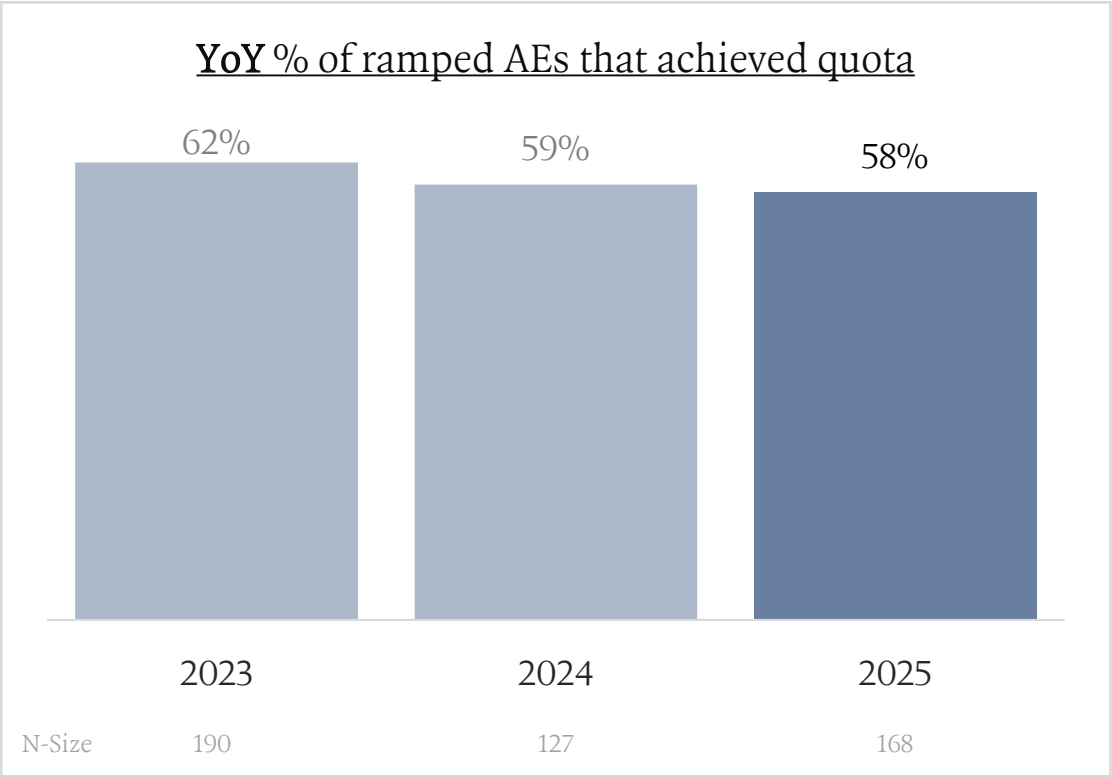


8 63 97

1) Pipeline coverage ratio reflects unweighted pipeline
Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

Despite less pipeline, the % of ramped Account Executives achieving quota has remained relatively flat since last year. Companies with hybrid sales motions are seeing higher quota attainment compared to those relying primarily on field sales

What percent of your organization’s ramped account executives achieved quota?



While the overall percentage of ramped AEs hitting quota has remained flat since last year, **\$25M-\$100M ARR companies are seeing a decline in attainment YoY – potentially reflecting the challenges of the common “Growth Plateau” phase.** Learn more about the “Growth Plateau” in our *Scaling SaaS from \$1-\$20M* report [here](#).

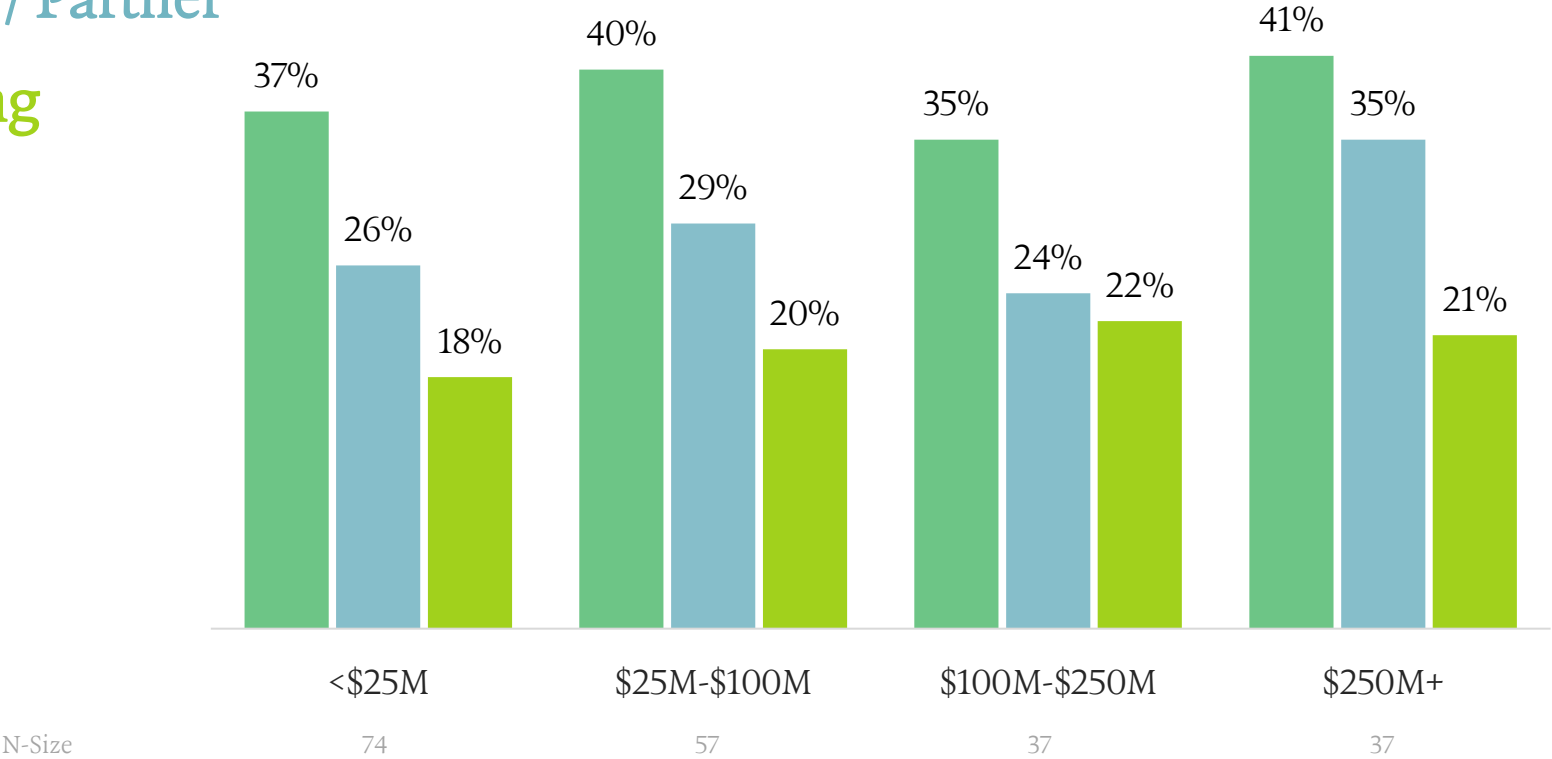
Sales reps generally see higher win rates on opportunities sourced through Sales and Channel/Partnership motions (35-40% and 25-35%, respectively) vs. Marketing-sourced opportunities (18-22%)

What is your approximate average win rate by opportunity source?

Sales

Channel / Partner

Marketing



With continued macro uncertainty, companies are facing more complex buying cycles – often requiring higher-touch engagement and stronger lead qualification (which is typically driven by both Sales and Channel teams).

Source: ICONIQ proprietary survey of GTM Executives (2025)

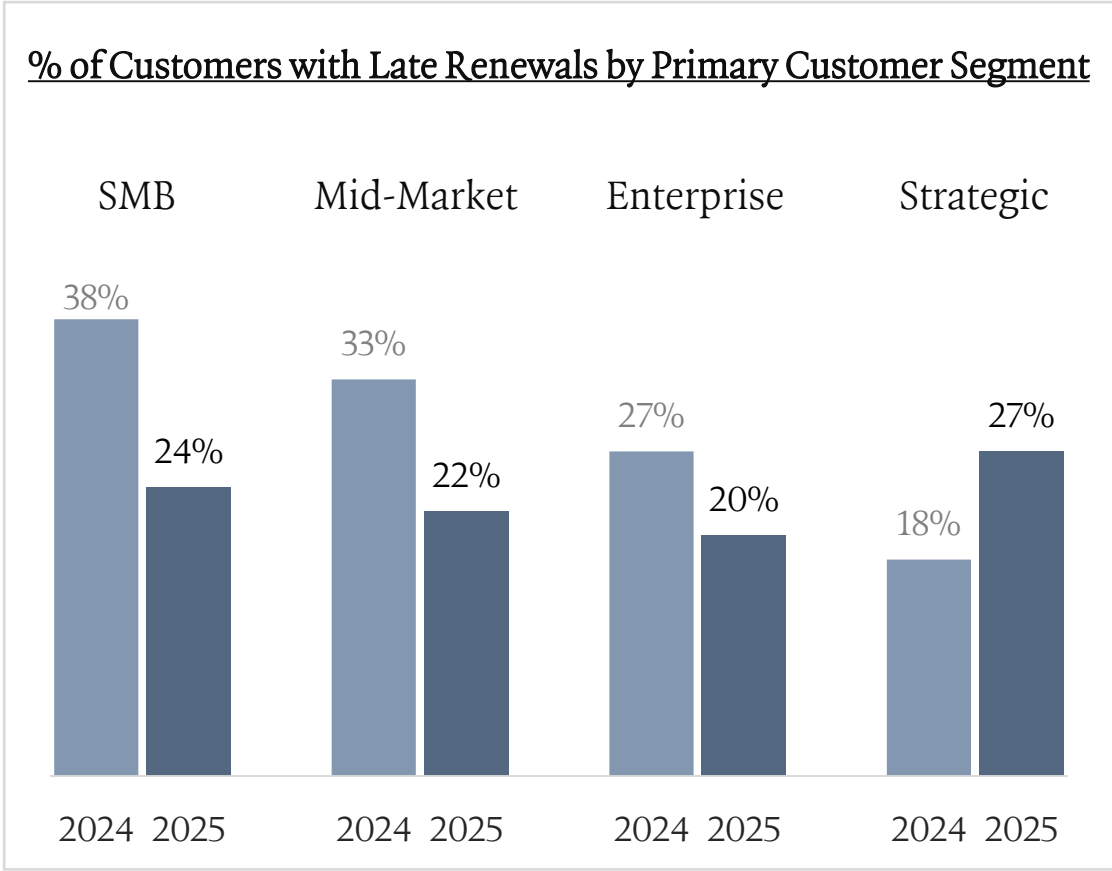
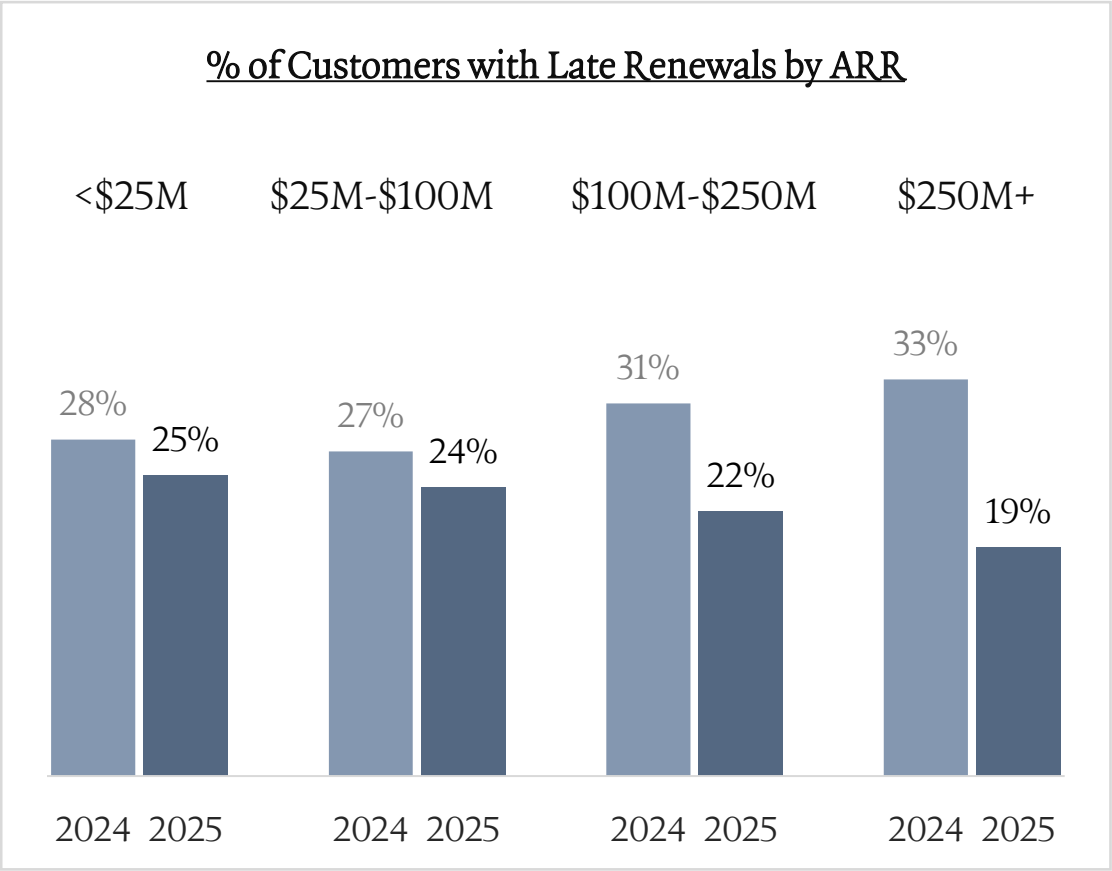
While average contract length remains at ~2 years, there’s been a noticeable shift toward 1-year contracts since last year. This is likely driven by broader market uncertainty and a desire to retain flexibility as AI solutions continue to disrupt traditional tooling



Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

Although there is greater prevalence of 1-year deals, more customers are renewing on time than in 2024. The % of late renewals has declined across all ARR bands, with the most notable drop among \$250M+ ARR companies (19% in 2025 vs. 33% in 2024)

% of Customers with Late Renewal



N-Size 27 37 43 57 33 37 24 37

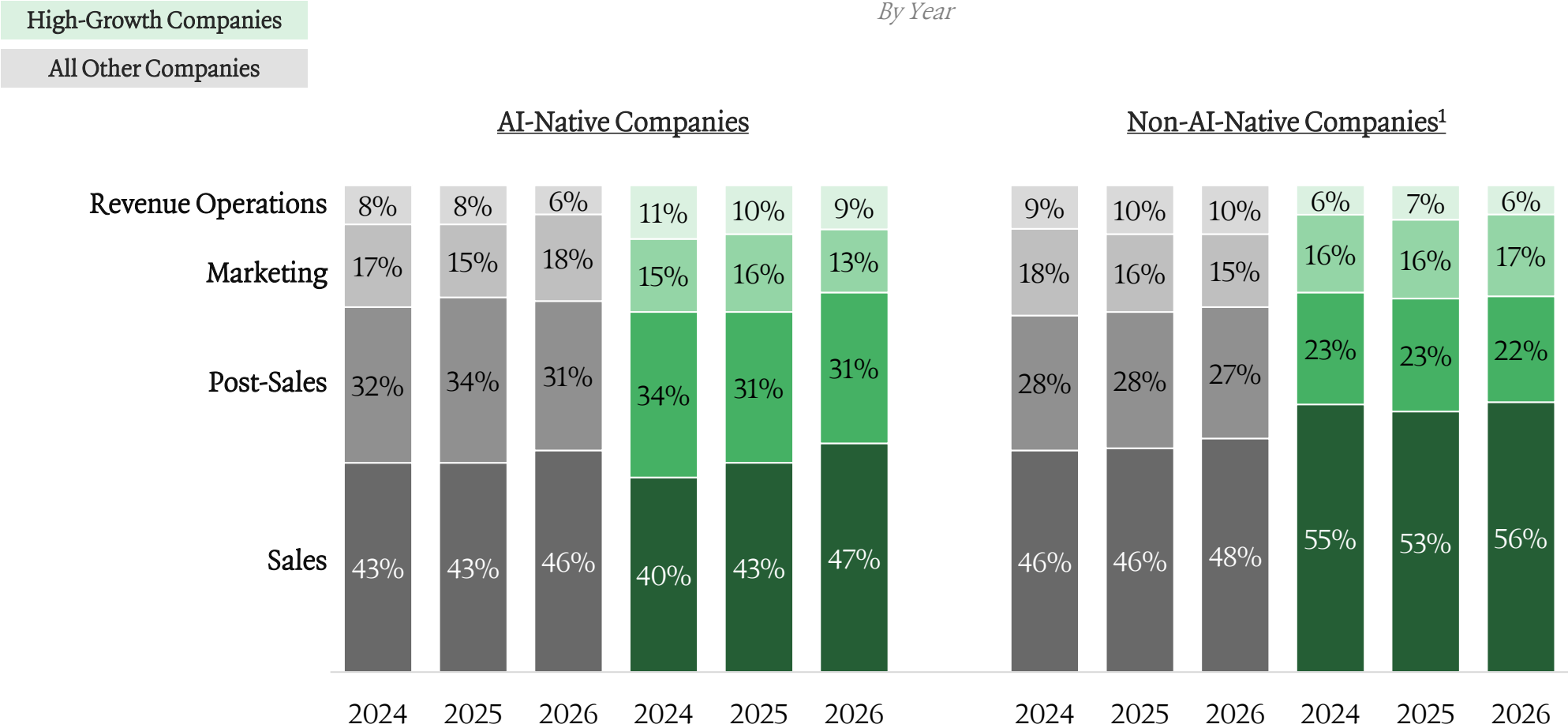
Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

How companies are shifting GTM strategy

Faster-growing Non-AI-Native companies dedicate a smaller share of GTM headcount to Post-Sales, while AI-Native companies (regardless of performance) allocate more – likely due to technical onboarding and the need to drive adoption of ‘new age’ tools

Distribution of GTM FTEs by Team

By Year



1) Includes AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies, for definitions please refer to page 3
Source: ICONIQ proprietary survey of GTM Executives (2025)

GTM Org Evolution: AI-Native vs. Non-AI-Native

As AI continues to reshape how companies go to market, **we're seeing a clear divergence in how AI-Native and Non-AI-Native (traditional SaaS) companies structure their GTM teams.**

AI-Native companies often require more hands-on support, particularly around technical implementation and helping customers adopt next-generation tools. This is especially true in slower-moving, legacy industries. **In response, we're seeing the rise of forward-deployed engineers** who play a critical role in driving change management with these new AI tools.

Meanwhile, Non-AI-Native companies are increasingly moving away from standalone AM/CSM teams. However, the core responsibilities of Customer Success still need to be embedded across GTM and broader cross-functional teams.

“

We're seeing the emergence of roles like the **“forward-deployed engineer”** – particularly as AI-Native companies expand into multi-product offerings more aggressively. This faster pace creates greater demand for technical support – especially when working with larger, enterprise customers.

At many AI-Native companies, it's less about traditional CSMs and more about embedding engineers directly into customer-facing roles. **If you want to be known for driving customer success and real business value, forward-deployed engineers are often the way to go.**

As one leader put it, “history is rhyming” – the titles may change, but the need remains the same.

*Dennis Lyandres, former Chief Revenue Officer
Procore*

“

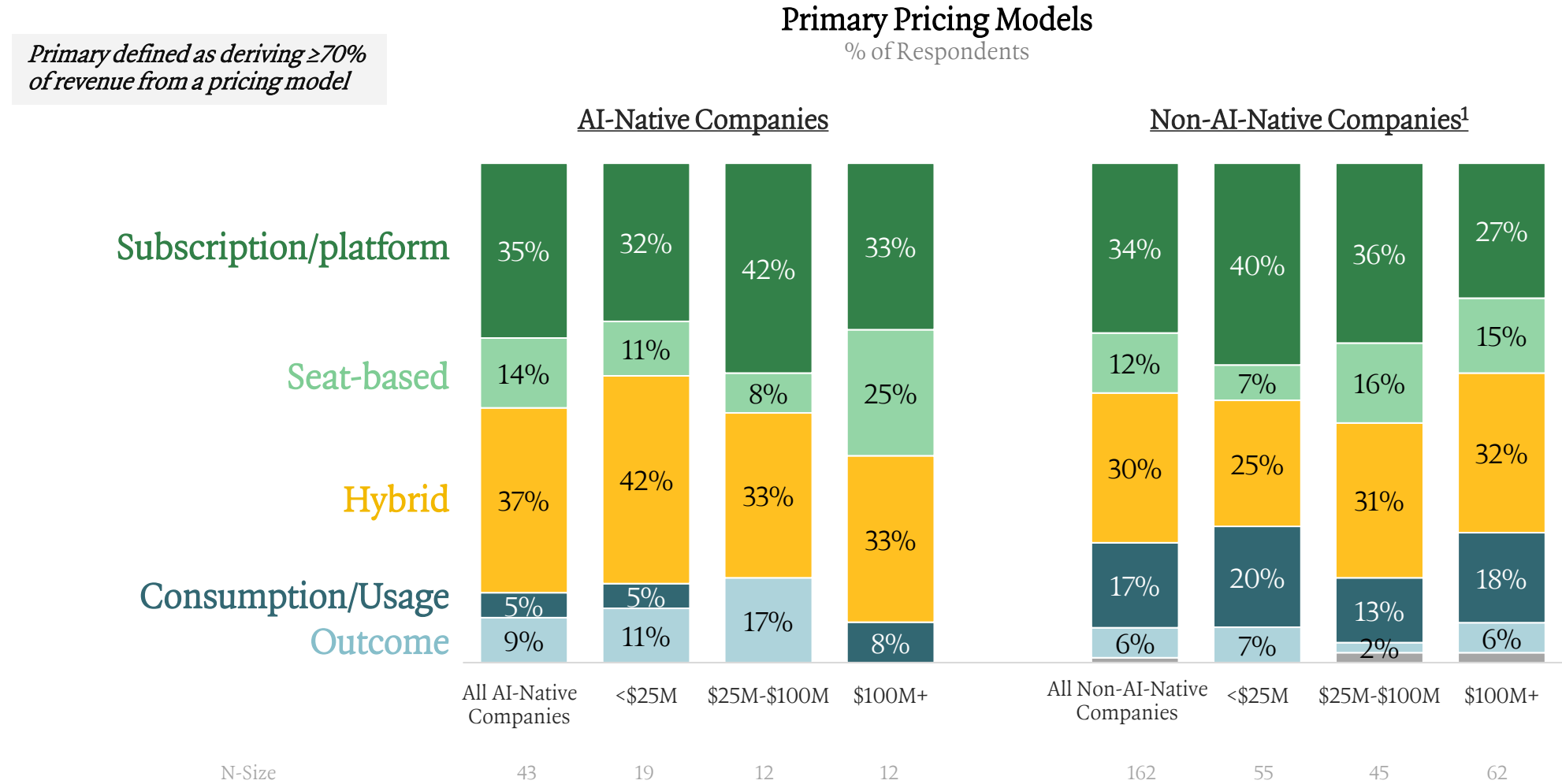
The traditional CSM role no longer made sense for us at Databricks. **The core responsibilities of Customer Success (driving value, adoption, and retention) are now distributed across all teams that engage with the customer,** and we no longer maintain a dedicated CSM function.

At the same time, **consumption-based pricing is reshaping the nature of sales roles.** More broadly, **sales reps are increasingly responsible not just for closing deals, but also for overall long-term health of the customer relationship** (e.g. driving adoption and ongoing enablement). As a result, **sales incentives are evolving as well – shifting toward models that prioritize long-term customer success,** such as linking compensation more closely to net revenue retention.

*Nick Cochran, former VP Customer Success
Databricks*

Primary Pricing Model

Pricing is another area where AI-Native and Non-AI-Native companies are diverging. While subscription pricing remains common, about a third of companies have adopted hybrid models – a trend that’s more prevalent in AI-Native companies

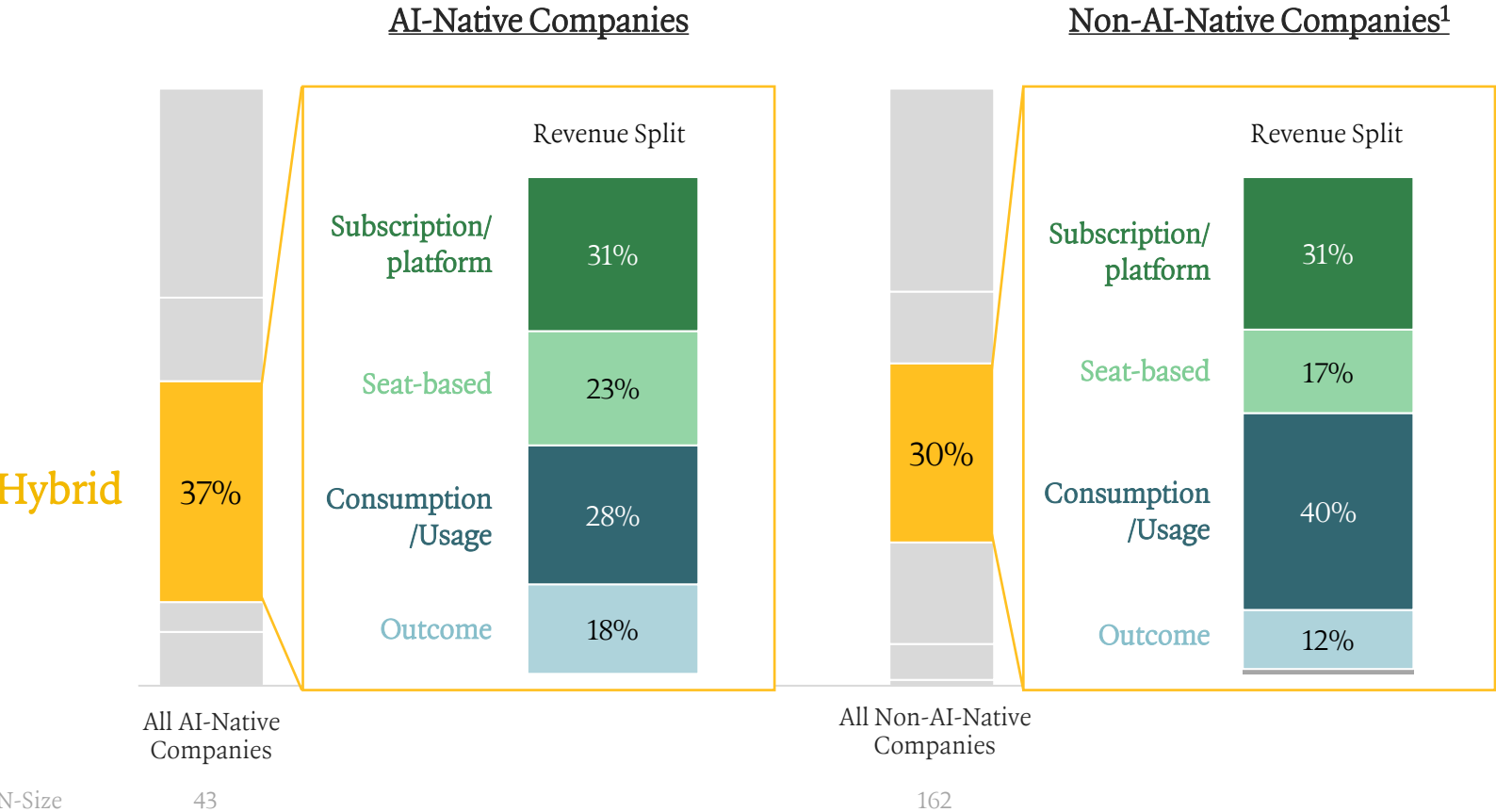


1) Includes AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies, for definitions please refer to page 3
Source: ICONIQ proprietary survey of GTM Executives (2025)

Hybrid Pricing Model

Among companies using hybrid pricing models, there is a 50/50 revenue split across consumption/usage/outcome-based models vs. subscription/seat-based models

Revenue Split in Hybrid Pricing Models



1) Includes AI-Enabled, AI-Infrastructure, and Non-AI SaaS companies, for definitions please refer to page 3
Source: ICONIQ proprietary survey of GTM Executives (2025)

“ In my experience, pure usage-based models work best for high-volume products where standard per-unit pricing naturally leads to the desired deal size. They align well with self-serve GTM strategies. But when those conditions aren’t met, these models can leave significant revenue on the table.

Hybrid models can offer a balanced alternative: a platform fee combined with usage-based credits. This setup suits lower-volume products and sales-led motions, while also unlocking NRR upside through consumption. It’s especially effective for AI products – where the platform fee can gate access to premium features, and the usage component aligns with natural metering.

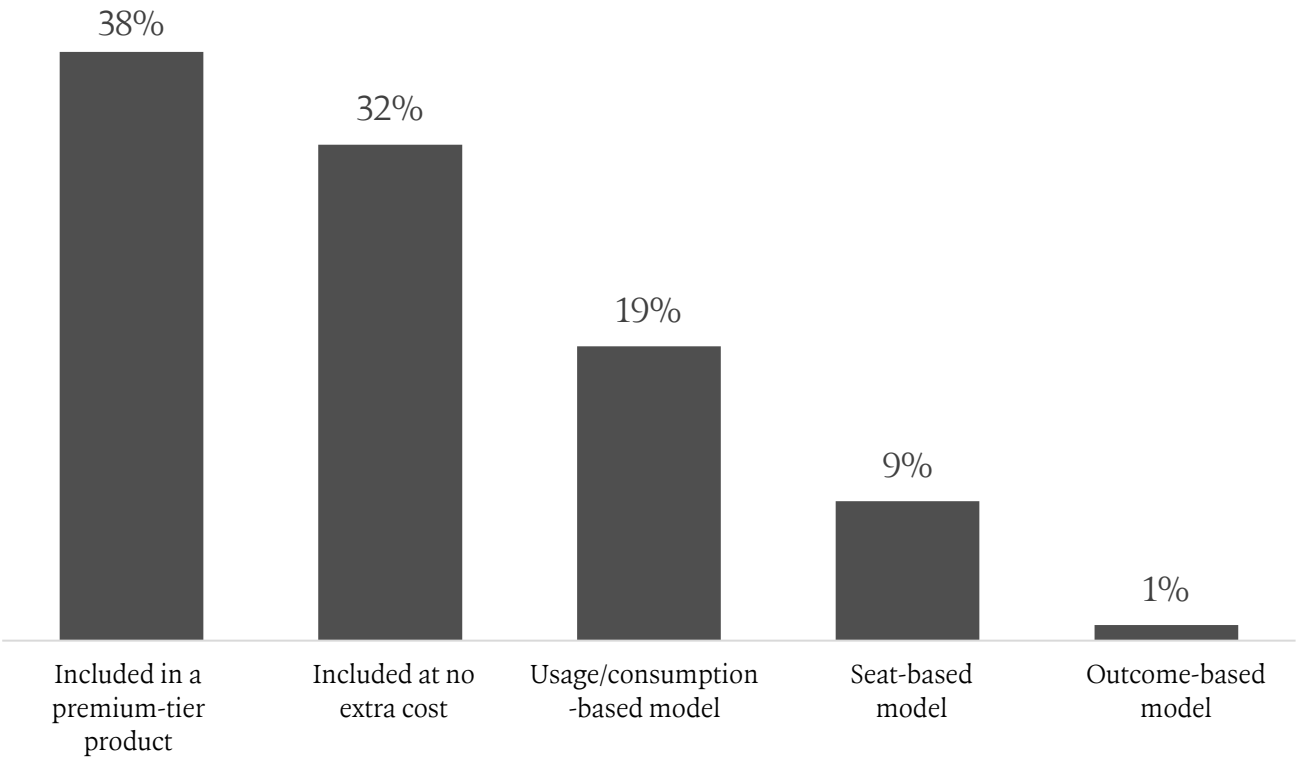
A key challenge with both models is the tendency to oversell credits and under-consume product (often driven by sales incentives) which can undermine NRR and negate the intended benefits. I see that as the primary reason many avoid usage or consumption-based pricing altogether.

Neha Narkhede, Cofounder / CEO at Oscilar and former Cofounder / CPTO at Confluent

Most companies adding AI products/features into their existing (Non-AI-Native) products are currently bundling them into premium tiers or offering them at no extra cost

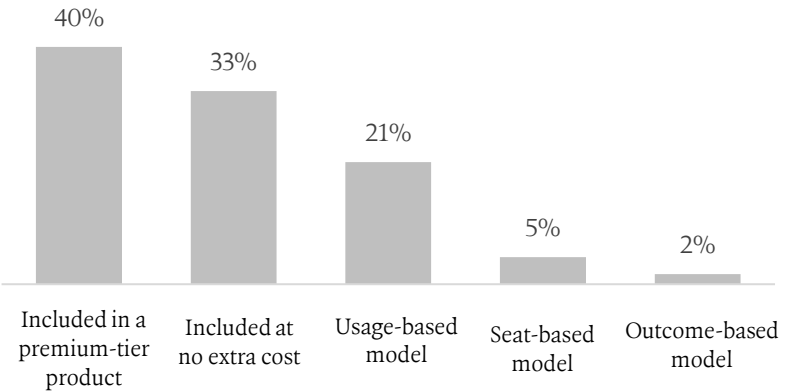
Primary Pricing Model for AI Features / Products

AI-Native Companies Excluded, % of Respondents, N-Size = 139



ICONIQ Cross-Functional Insight

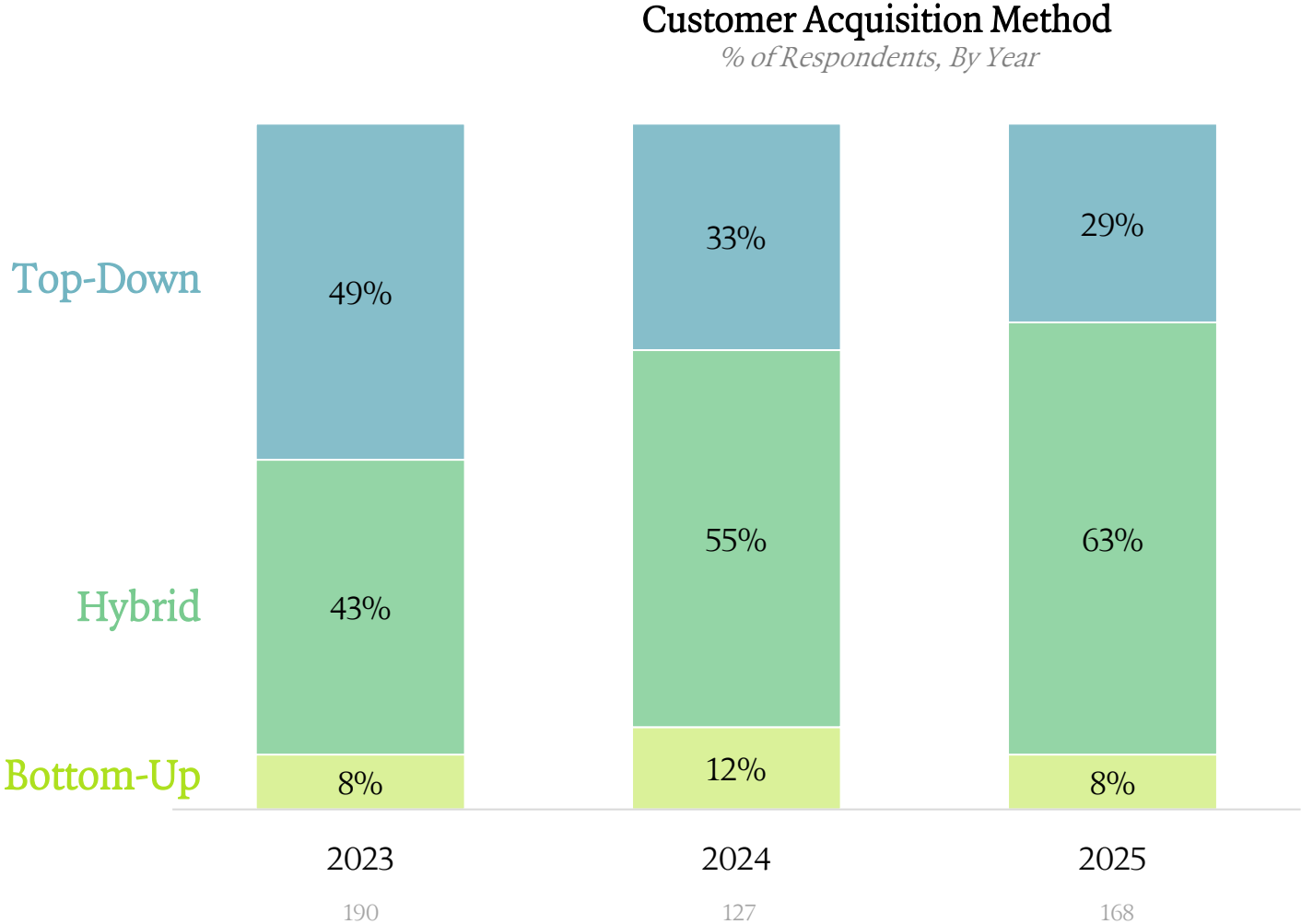
In our [2025 State of AI report](#), we asked this same question to R&D leaders, and their responses largely aligned with GTM leaders – further reinforcing the consistency of this trend across the market.



Source: ICONIQ proprietary survey of GTM Executives (2025)

Customer Acquisition Method

Companies are also increasingly diversifying their GTM strategies by blending top-down and bottom-up motions – up 8 percentage points since last year on average



Hybrid Sales Motions

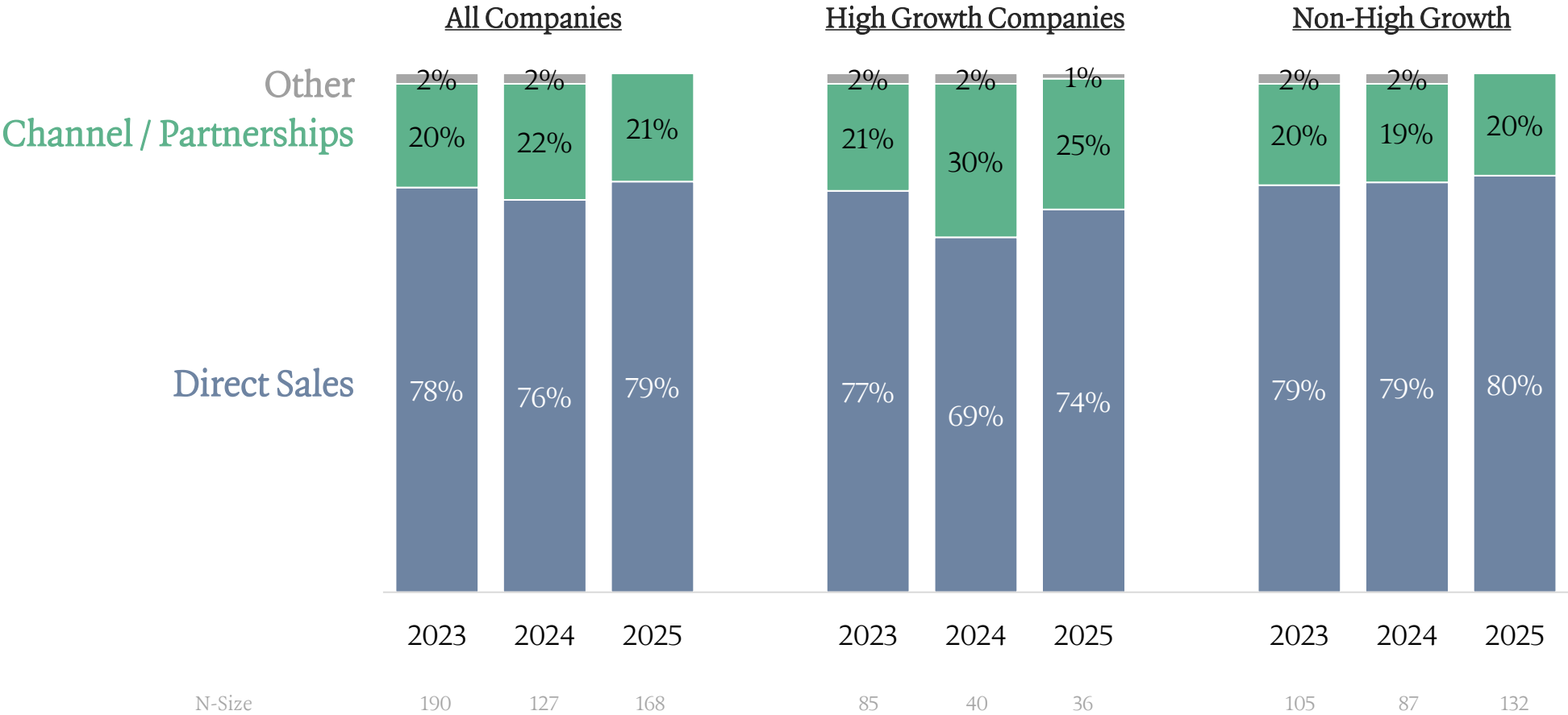
The shift toward hybrid GTM models likely reflects the evolving dynamics of modern buying committees – where executive decision-makers increasingly look for clear signals of value from end users before greenlighting a purchase. **This land-and-expand motion also supports stronger expansion over time and allows companies to engage multiple buyer profiles** (which is especially critical in periods of market volatility).

Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

Revenue Split

A channel / partnership motion remains a consistent part of GTM strategy, with companies continuing to derive an average of ~20% of their revenue from this motion YoY

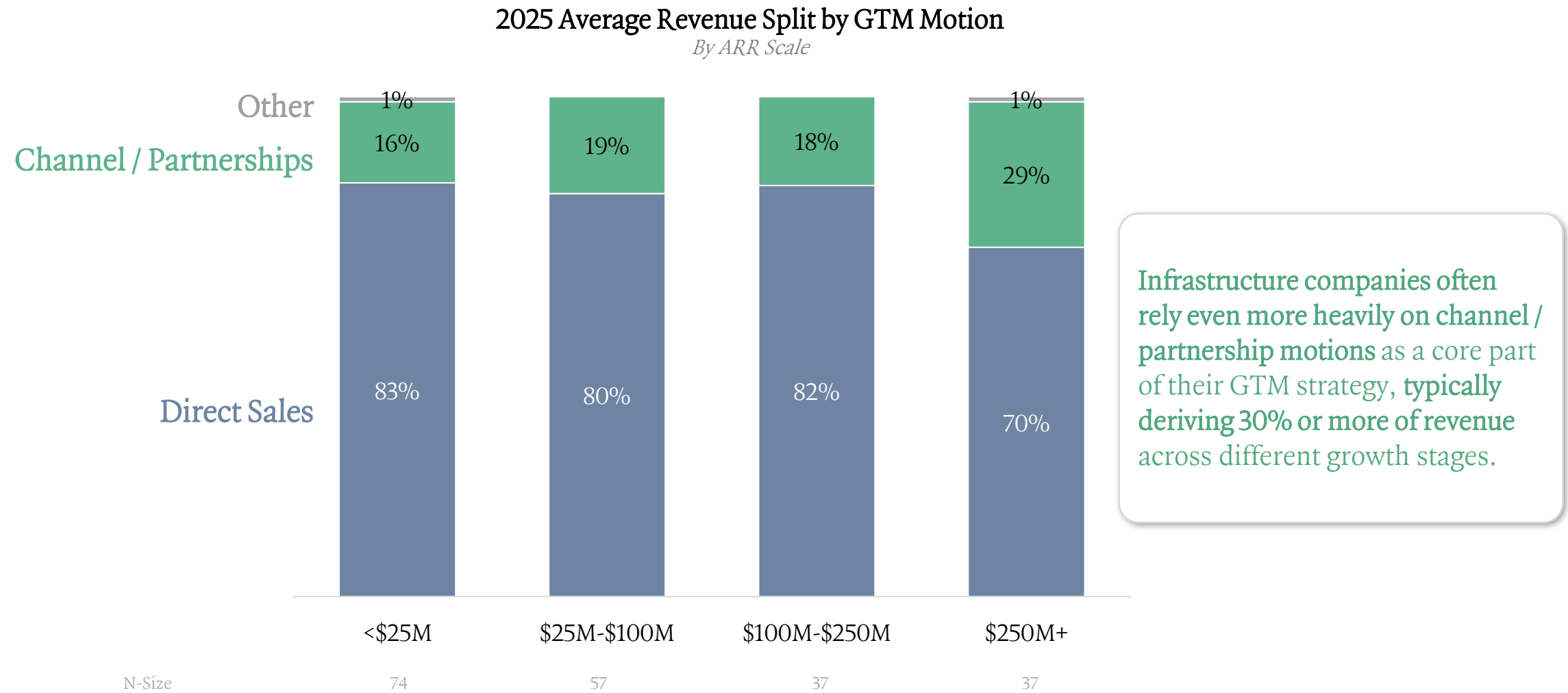
Average Revenue Split by GTM Motion
By Year



Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

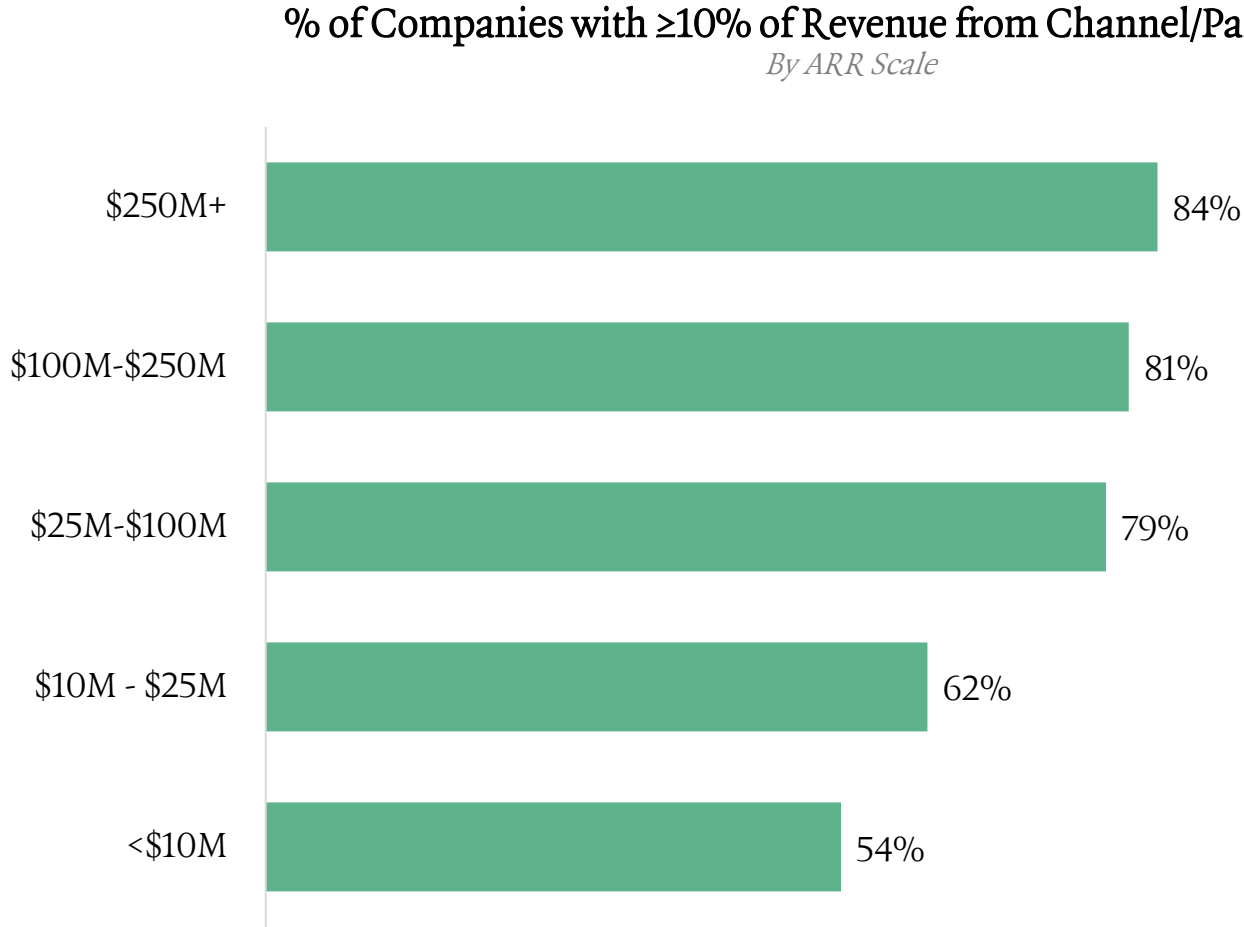
Revenue Split

This trend is even more pronounced among \$250M ARR companies, which derive ~30% of their revenue from channel/partnership motions – underscoring the time required to build a mature, scalable program



Source: ICONIQ proprietary survey of GTM Executives (2025)

While companies don't see meaningful revenue from channel until >\$250M ARR, companies should consider building out this motion before \$25M ARR – ~80% of companies beyond that stage generate at least 10% of their revenue from this motion



“ Partnerships are an incredibly efficient strategic lever for scalable growth. The earlier companies lay the foundation (ideally well before \$25M ARR) the more likely they are to see channel revenue become a meaningful contributor down the line.

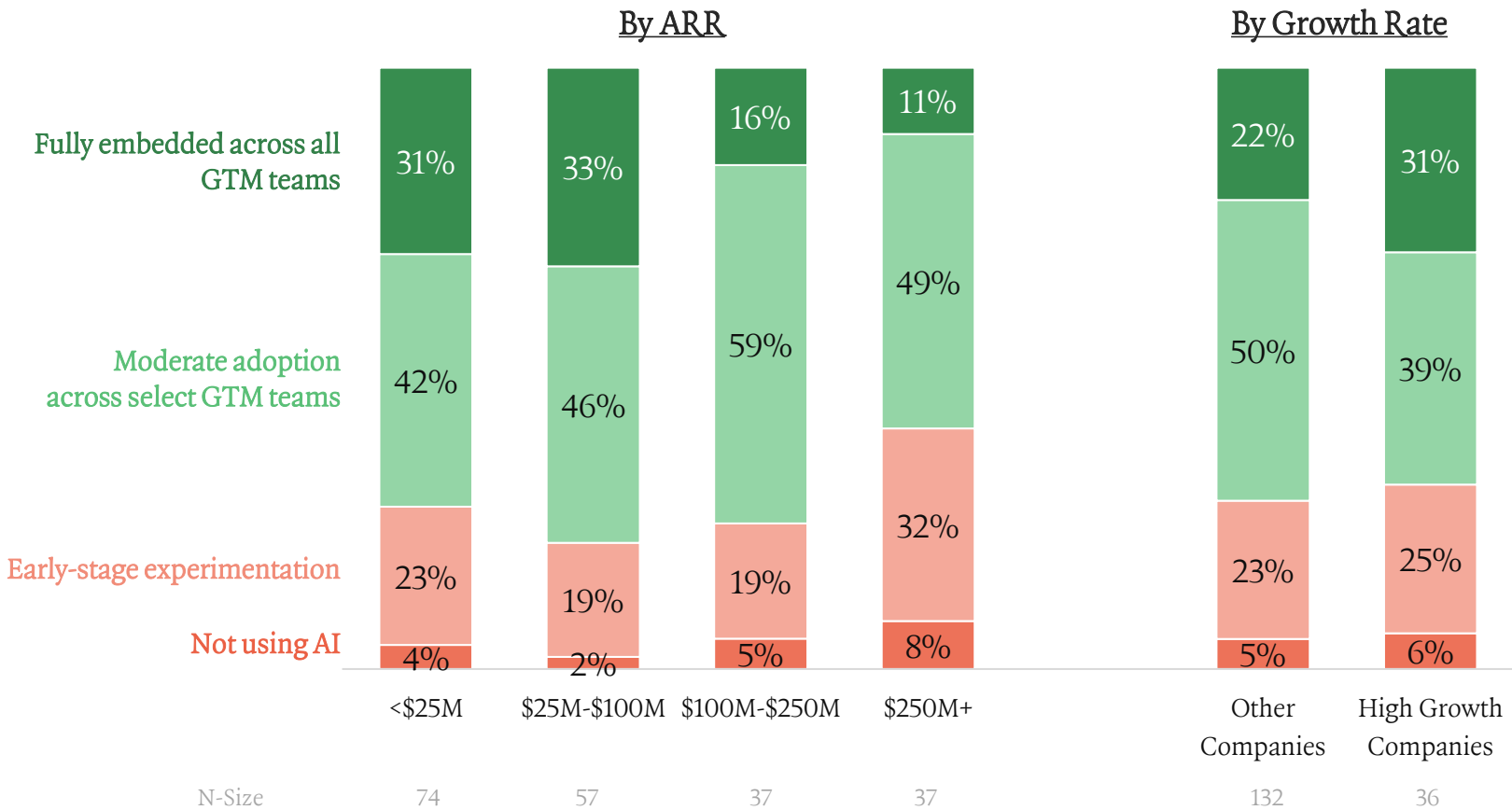
Rob Bernshteyn, former Chief Executive Officer, Coupa

Source: ICONIQ proprietary survey of GTM Executives (2023-2025)

AI Implementation in Go-To-Market Orgs

Most companies have at least moderately embedded AI into their GTM workflows, with full adoption even more prevalent among high-growth and earlier stage companies

What best describes internal adoption of AI tools among your GTM teams?
% of Respondents



“We have an A/B testing process for rolling out new tools, where AI tools go through a “tiger phase” – a trial period where we test them with a small group and compare results against peers who aren’t using the tool yet.

*Nick Slater, Chief Revenue Officer
Dialpad*

Source: ICONIQ proprietary survey of GTM Executives (2025)

Currently, internal AI adoption is most concentrated in Marketing, SDR/BDR, and Account Executive teams

Approximately what percentage of individuals on each of these GTM teams regularly uses AI-powered tools in their workflows?

% of Respondents, N-Size = 194

% of FTEs using AI

More than 75%

50-74%

25-49%

1-24%

0%

Marketing

SDRs/BDRs

Account
Executives

Account
Management

Customer
Success

Revenue
Operations

Average % of GTM
FTEs using AI

50%

57%

50%

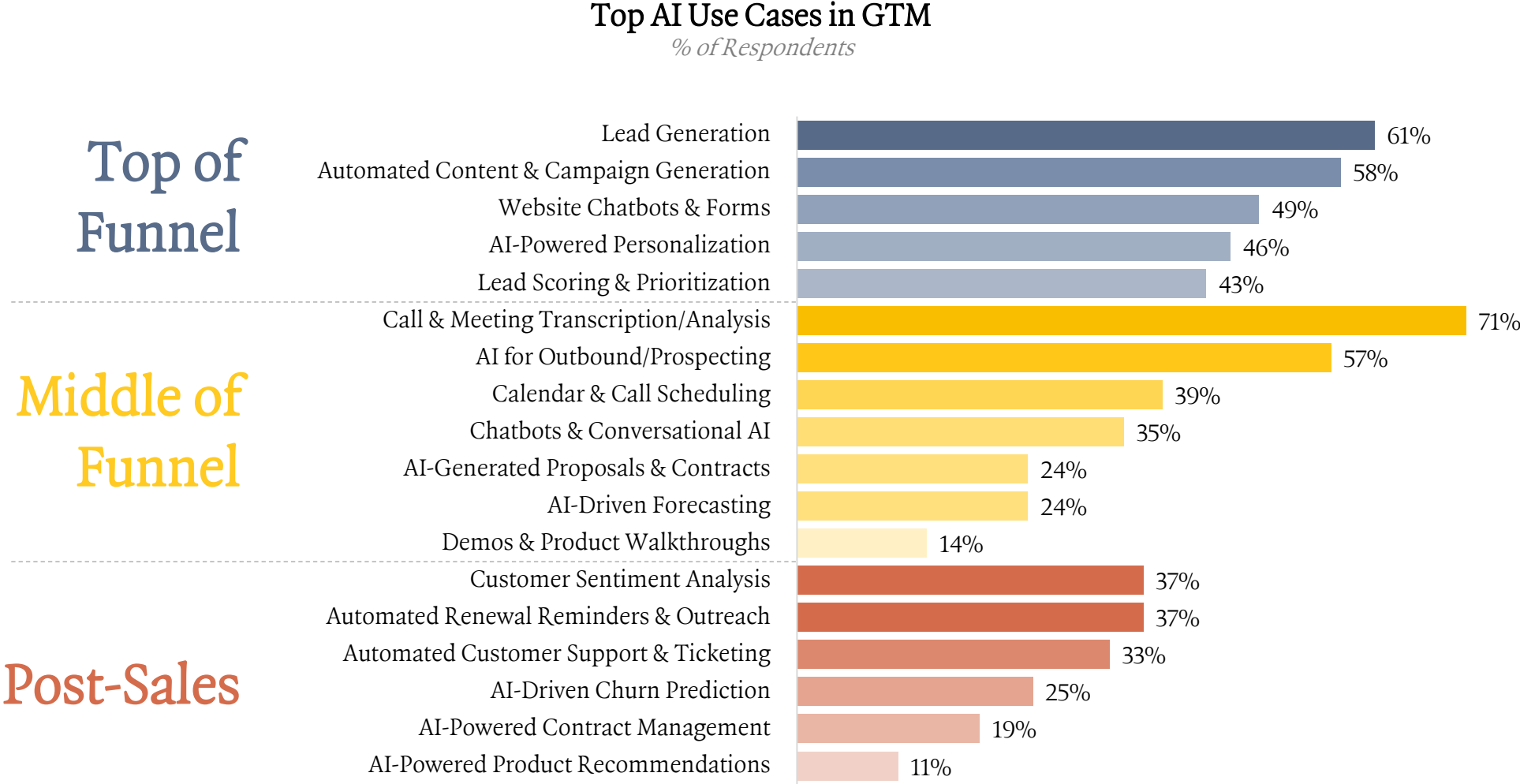
39%

38%

39%

We initially expected Revenue Operations teams to be further along the AI adoption curve, however, given their role in evaluation, rollout, and ongoing measurement, they're currently less likely to be direct end users of AI tools.

This aligns with the most common AI use cases in GTM, which are primarily oriented around top- and mid-funnel activities such as lead generation, campaign and content creation, and meeting transcription / analysis

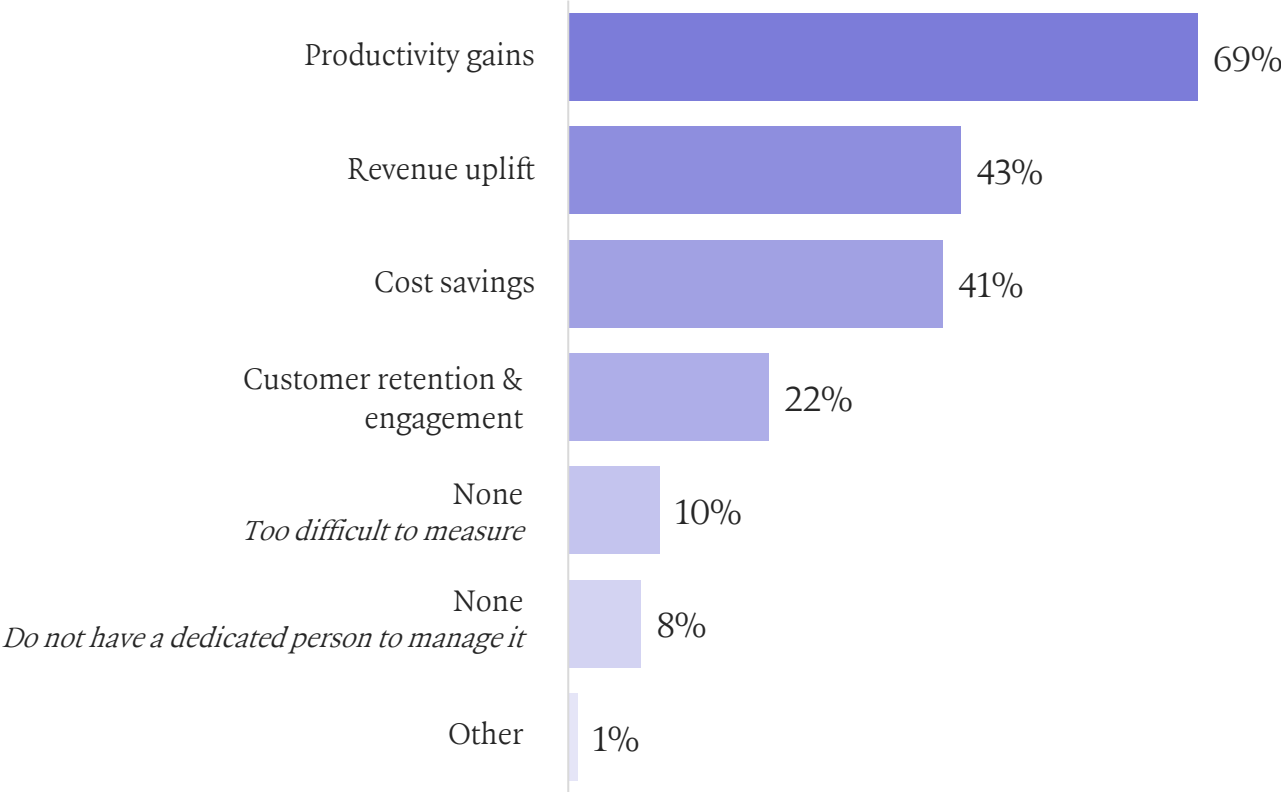


Source: ICONIQ proprietary survey of GTM Executives (2025)

Among companies that have rolled out AI across their GTM teams, the most common metric for evaluating ROI is productivity gains

How are you measuring the impact of AI within the GTM organization?

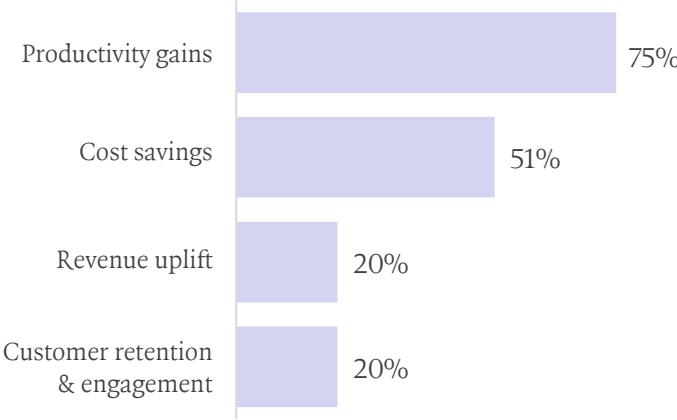
% of Respondents



ICONIQ Cross-Functional Insight

In our [2025 State of AI report](#), we posed this same question to R&D leaders, and their responses largely aligned with those of GTM leaders.

While both groups primarily measure ROI through productivity gains, R&D leaders place slightly more emphasis on cost savings, whereas Sales leaders focus more on revenue uplift as another key indicator of ROI.



Source: ICONIQ proprietary survey of GTM Executives (2025)

While overall sales performance has slightly declined since last year, GTM orgs with stronger internal AI adoption are outperforming peers across nearly all sales productivity and efficiency metrics

High AI Adopters

AI fully embedded into GTM processes

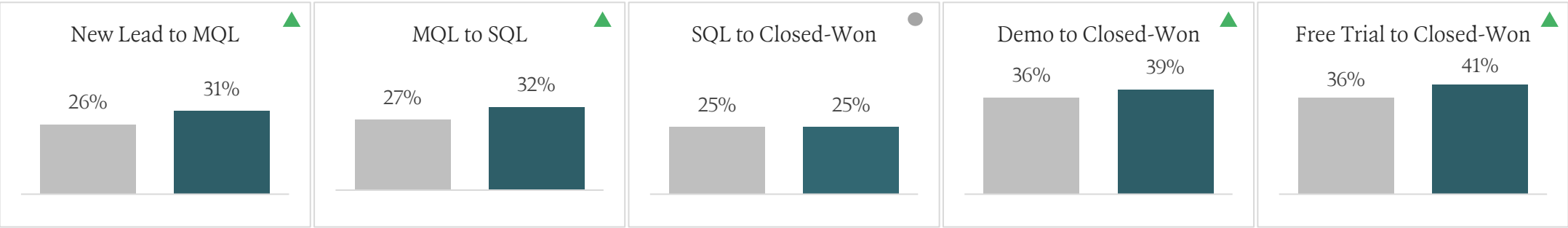
Medium/Low AI Adopters

AI not fully embedded into GTM processes

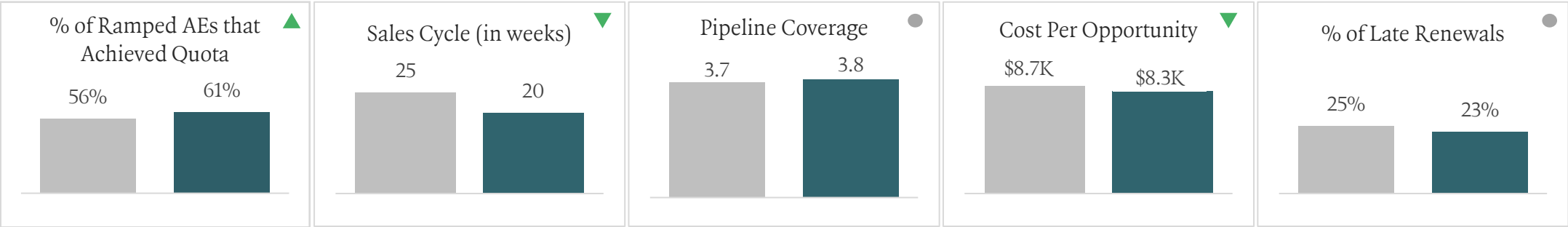
Sales Productivity Scorecard by Internal AI Adoption Level

Averages

Funnel Conversion Rates



Sales Efficiency



Source: ICONIQ proprietary survey of GTM Executives (2025)

AI Impact on GTM Headcount

In addition to stronger sales efficiency, <\$25M ARR companies with high AI adoption are starting to see meaningful leverage, indicated by leaner teams, while \$50M+ ARR companies have yet to see measurable efficiency gains in headcount

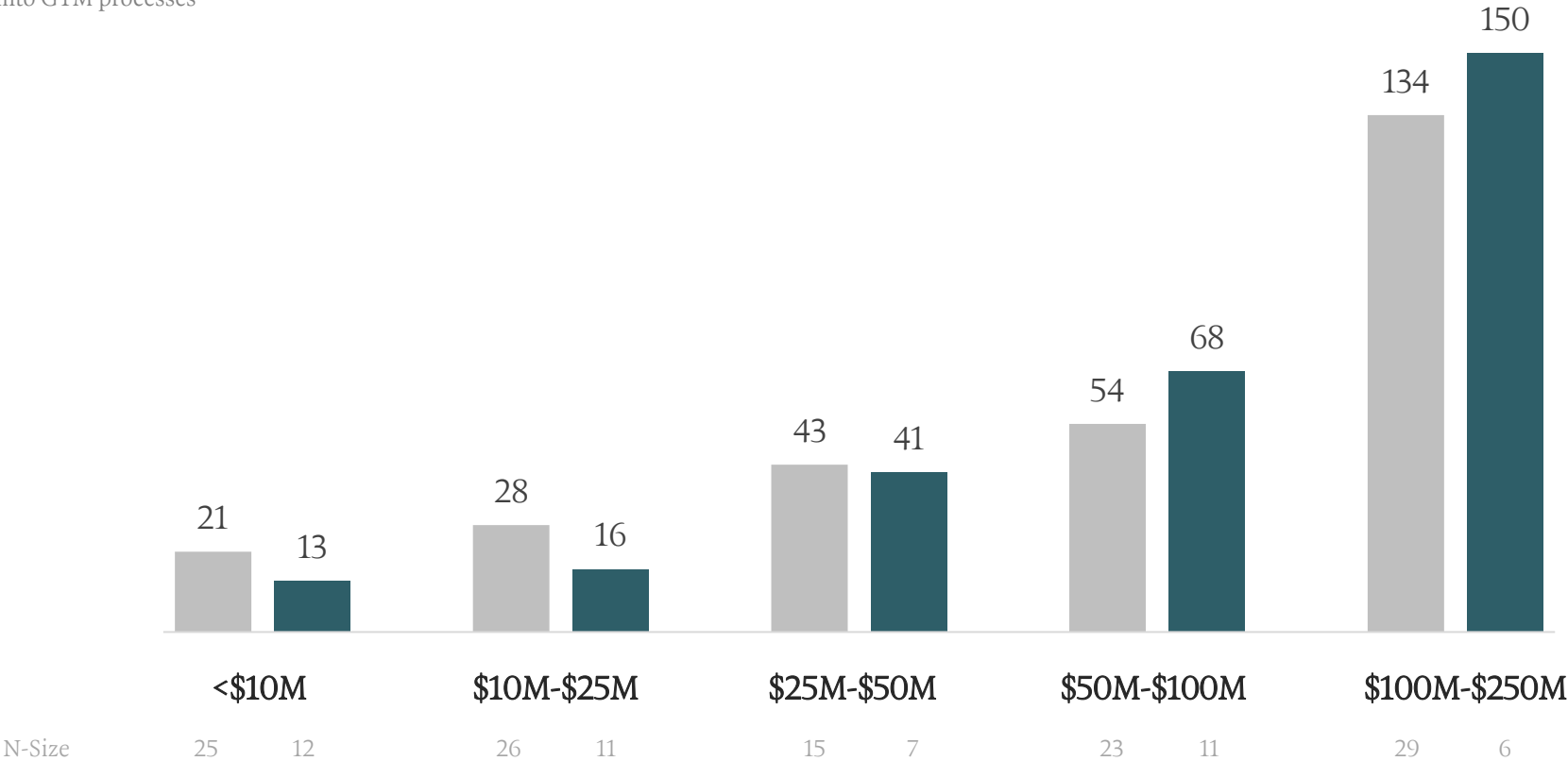
High AI Adopters

AI fully embedded into GTM processes

Medium/Low AI Adopters

AI not fully embedded into GTM processes

2025: Average GTM FTEs¹ by Internal AI Adoption Level



1) GTM teams include Sales, Post-Sales, Marketing, and Revenue Operations; Services and Support teams are excluded
Source: ICONIQ proprietary survey of GTM Executives (2025)

AI Impact to GTM Headcount

<\$25M ARR companies with high AI adoption also have a ~10-percentage point lower allocation of Post-Sales FTEs compared to peers – suggesting that AI tooling may be starting to automate parts of the customer onboarding process and enablement

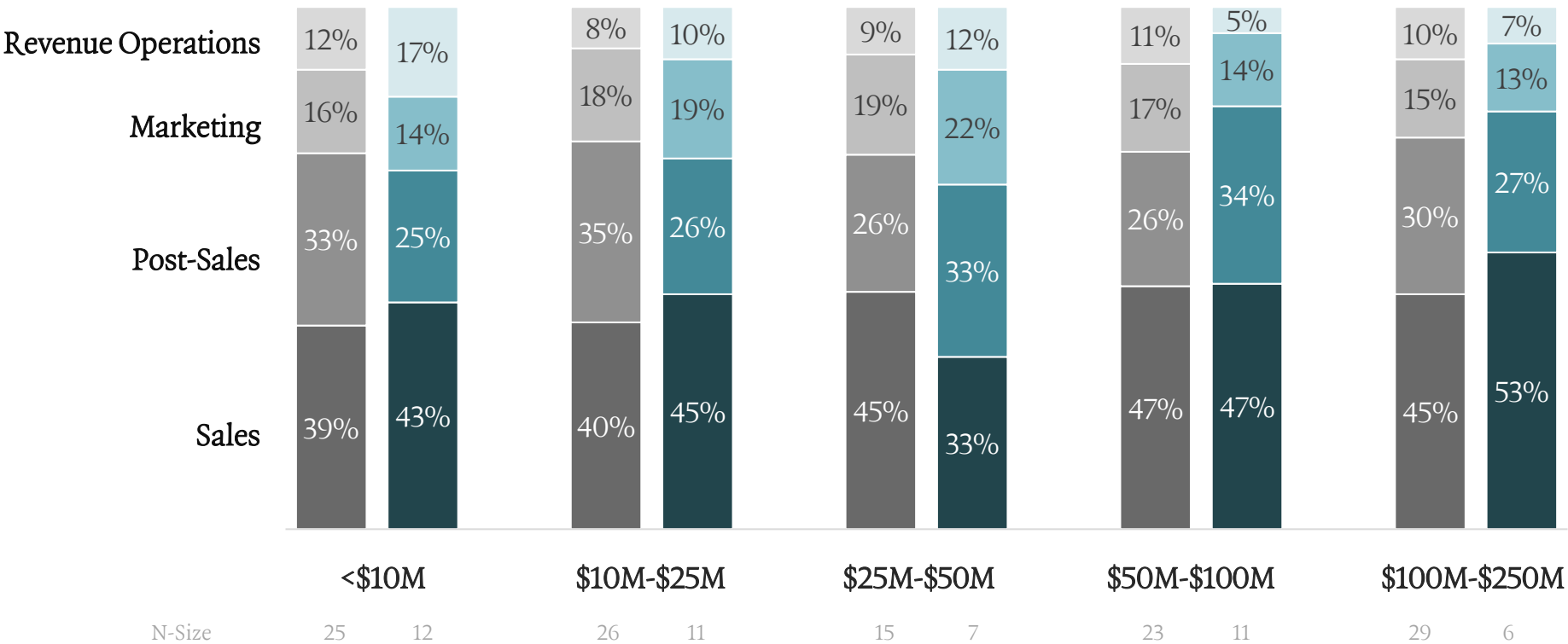
High AI Adopters

AI fully embedded into GTM processes

Medium/Low AI Adopters

AI not fully embedded into GTM processes

2025: Distribution of GTM FTEs¹ by Internal AI Adoption Level

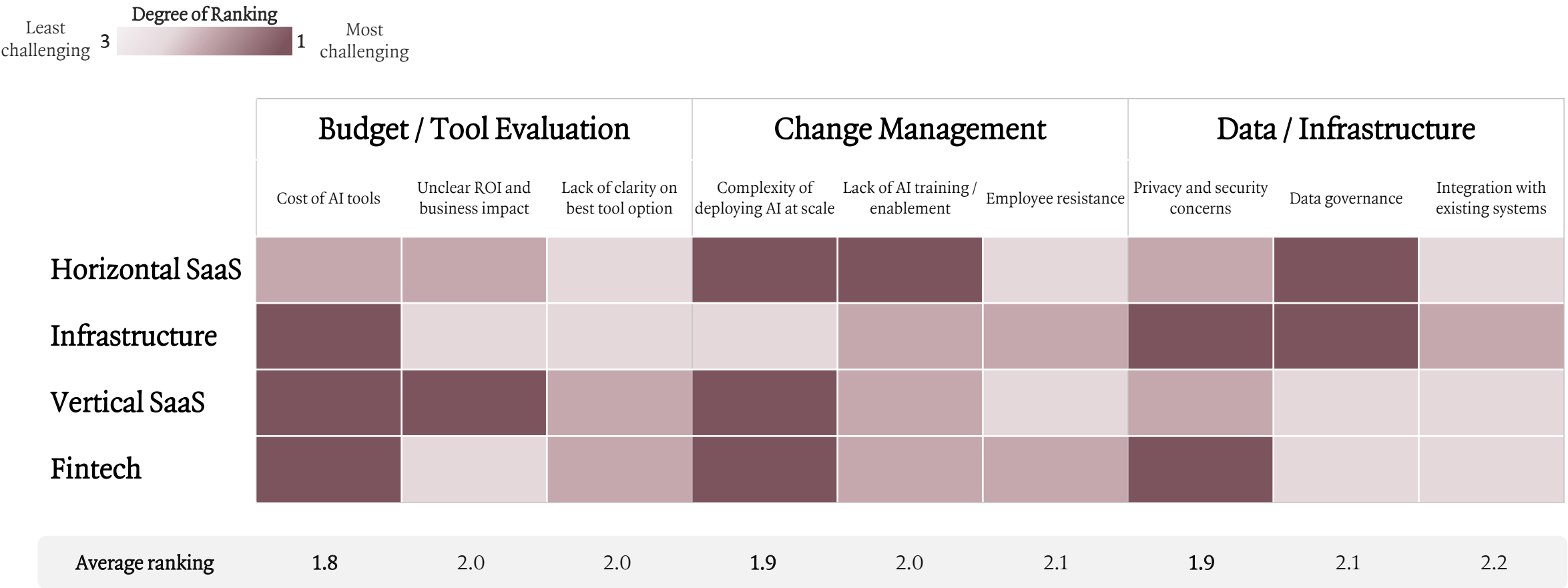


1) GTM teams include Sales, Post-Sales, Marketing, and Revenue Operations; Services and Support teams are excluded
Source: ICONIQ proprietary survey of GTM Executives (2025)

AI Implementation Challenges

Implementing AI across GTM organizations varies by sector, but most companies cite three primary challenges: cost of AI tools, deploying AI at scale, and privacy/security concerns

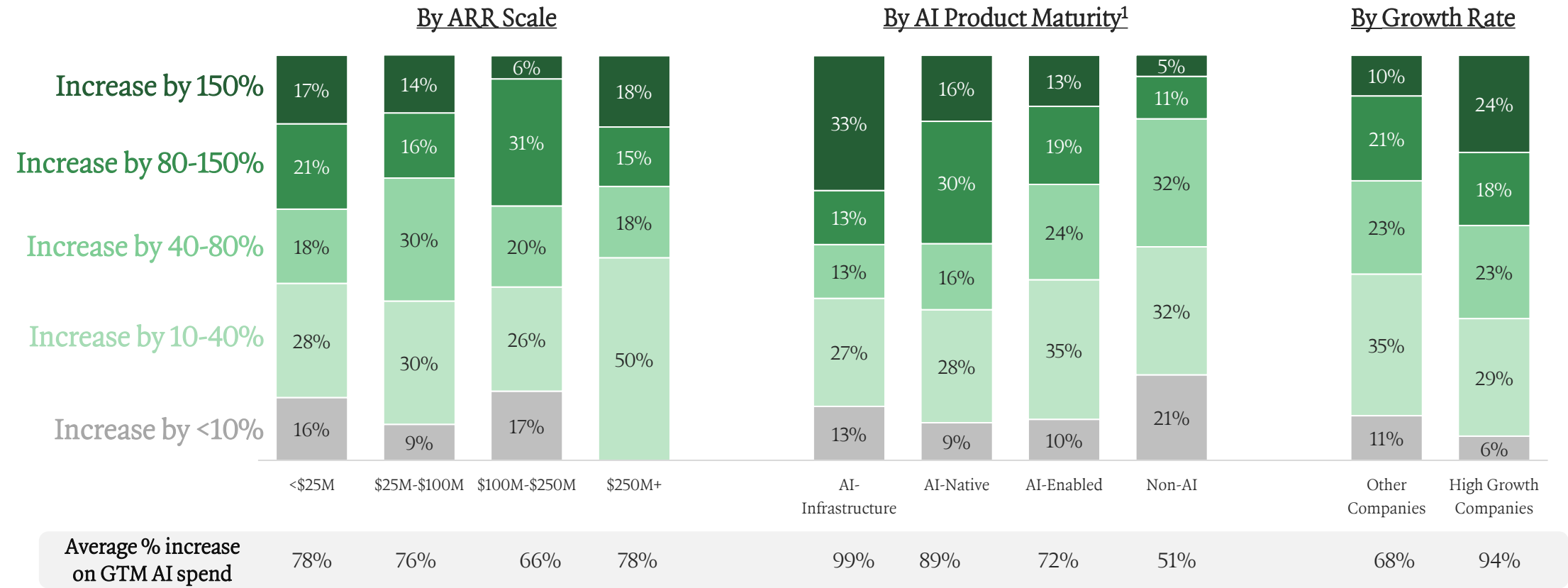
Top AI Implementation Challenges by Sector



Source: ICONIQ proprietary survey of GTM Executives (2025)

Regardless of ARR scale, companies plan to increase their AI spend on internal GTM use cases by over 70-80% on average – driven especially by faster-growing companies and those with more AI-forward products

By approximately what percentage do you plan to change your AI spend for internal GTM use cases in the next 12 months?
% of Respondents



1) For definitions, please refer to page 3
Source: ICONIQ proprietary survey of GTM Executives (2025)

Analytics & Insights: Key Series



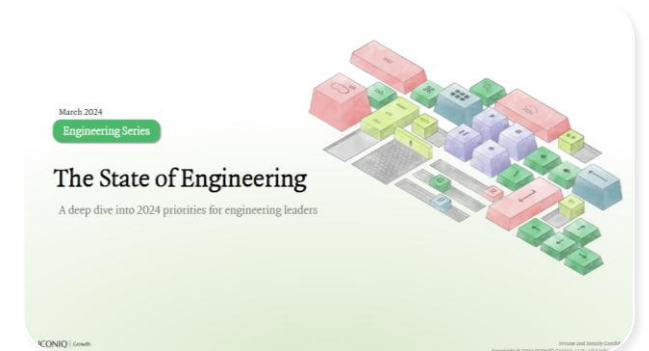
Growth & Efficiency

Our annual exploration of the data behind building a B2B SaaS business and early indicators of long-term success, answering key questions on how these companies scale quickly and efficiently within the context of today's macroenvironment



Go-to-Market

An ongoing exploration of the state of go-to-market, spanning topics across building go-to-market teams, compensation, and reporting best practices



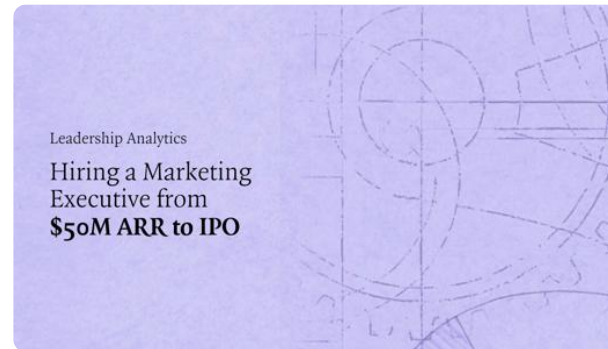
Engineering

A series of detailed reports in collaboration with the ICONIQ Venture and Growth Technical Advisory Board unpacking the data behind high-functioning engineering organizations



Path to IPO

Our annual IPO reports answer key questions across several major topics related to successfully planning for an executing an IPO, as well as drivers of valuation in the current environment



Leadership Analytics

A suite of analyses of leadership hires between founding and IPO at high-caliber SaaS companies to create first-of-their-kind playbooks to help support hiring decision-making across the entire company lifecycle



Quarterly Recaps – Portfolio Only*

Real-time insights into performance and attainment across top- and bottom-line forecasts, how key performance metrics have been impacted by the current market environment, and how companies are adjusting plan and strategy in response

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