

ICONIQ | Growth

Marketing Budgets & Productivity

For B2B SaaS Companies
November 2024

Go-to-Market Series



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Author's Note

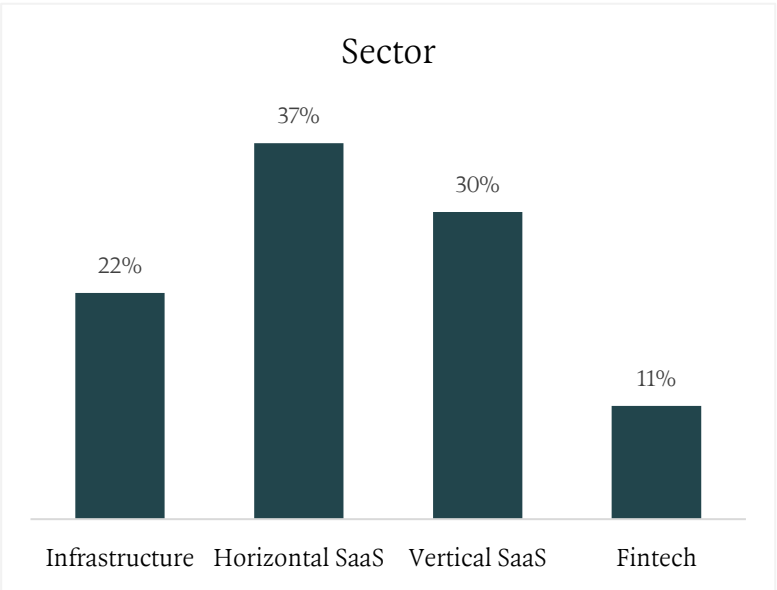
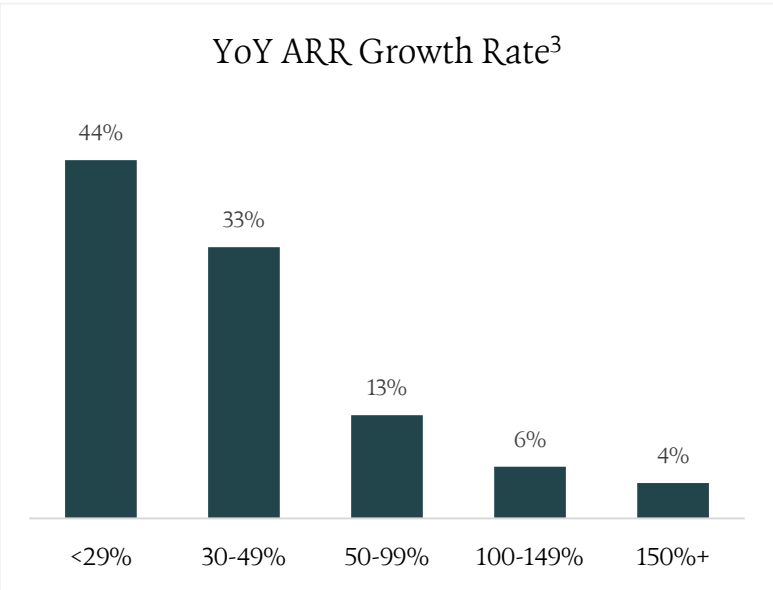
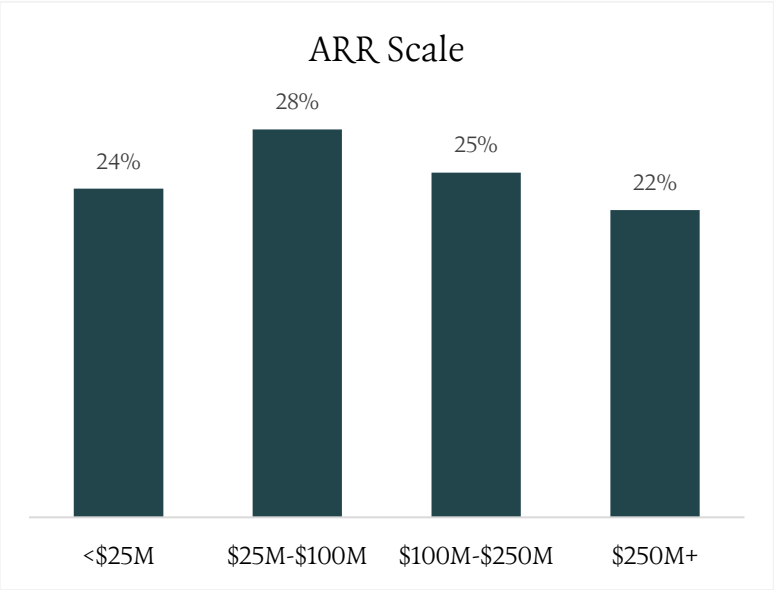
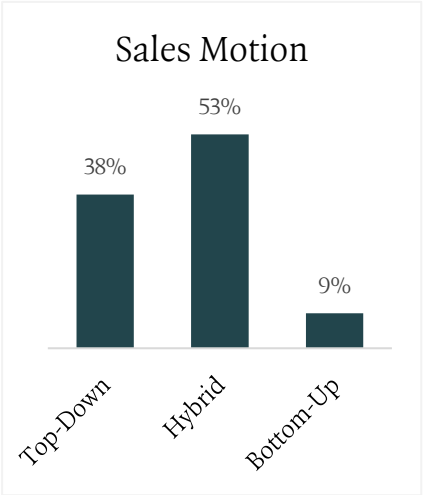
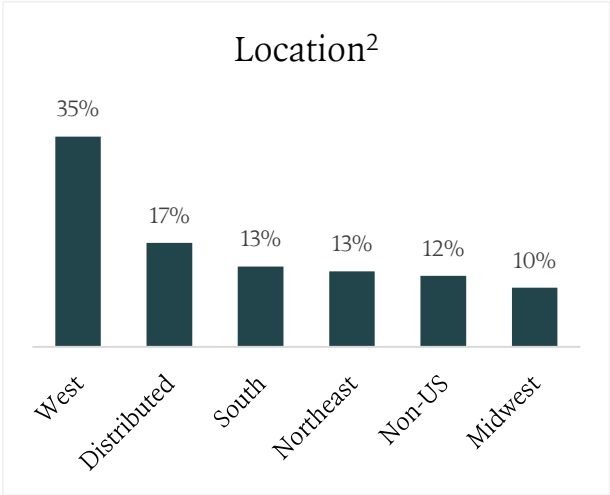
We believe a holistic and well-executed go-to-market strategy is one of the key pillars that drives sustainable, long-term growth for software companies. Regardless of your organization's growth motion, in our view effective go-to-market teams represent the voice of the customer and serve as critical feedback loops for product and engineering.

Our Go-to-Market Series leverages organizational data and industry perspectives to provide detailed answers to what we see are the key go-to-market questions we receive from B2B SaaS leaders. We examine myriad topics across GTM compensation and incentives, org structure, roles and responsibilities, and enablement, to help you scale your go-to-market organization.

This report summarizes how SaaS companies in our dataset allocate marketing budget and how they measure the impact, productivity, and efficiency of this spend. Marketing strategies are highly nuanced and unique to each company, so we weave in commentary and perspectives from revenue leaders in the ICONIQ Growth community throughout to help contextualize the strategy behind these decisions. We hope this serves as a useful guide as companies plan for the coming year – especially as AI re-shapes how buyers buy, how technology companies go to market, and how marketing tactics are evolving in response.

Data Sources & Firmographics

This study summarizes data from a survey of 150 GTM executives at B2B SaaS companies, including heads of sales, marketing, and customer success conducted in 2024. Where relevant, we compare results to a survey conducted in 2023 by ICONIQ Growth to the same cohort of 104 GTM executives to understand how a group of companies has evolved over time.¹



¹ Each of the 2023 and 2024 ICONIQ Growth Proprietary Survey of GTM Leaders was distributed through a third party to anonymized respondents, and it is unknown whether any or all ICONIQ Growth portfolio companies participated. For a full list of ICONIQ Growth portfolio companies, please see page 37. The categories presented herein are for illustrative purposes only and are based on firmographic data provided by survey respondents

² Based on employee majority

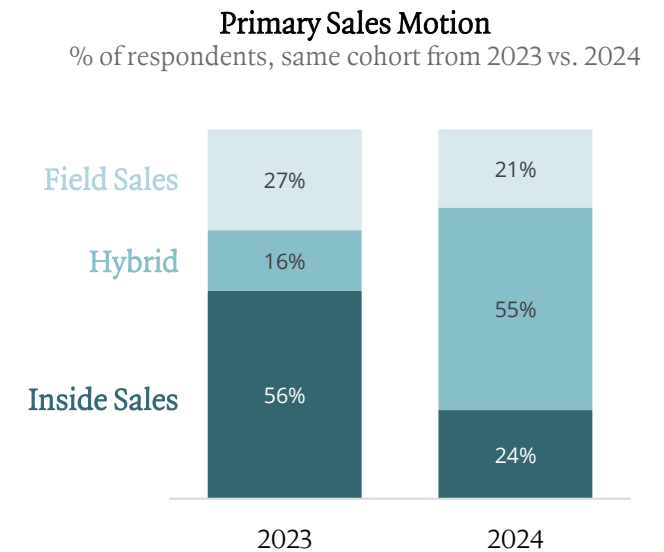
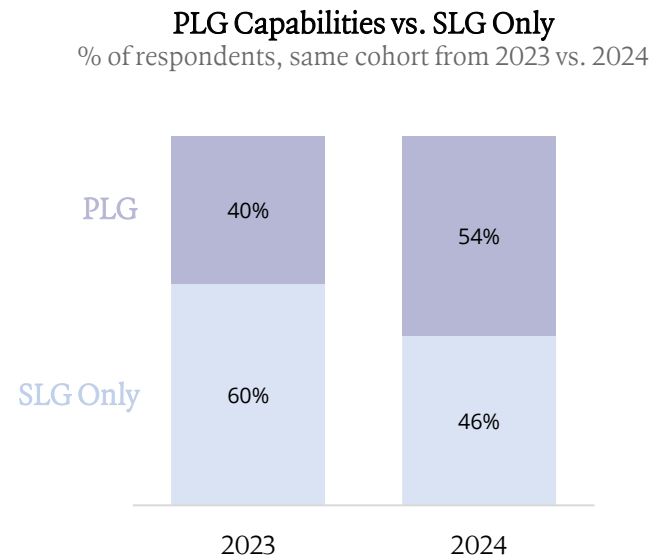
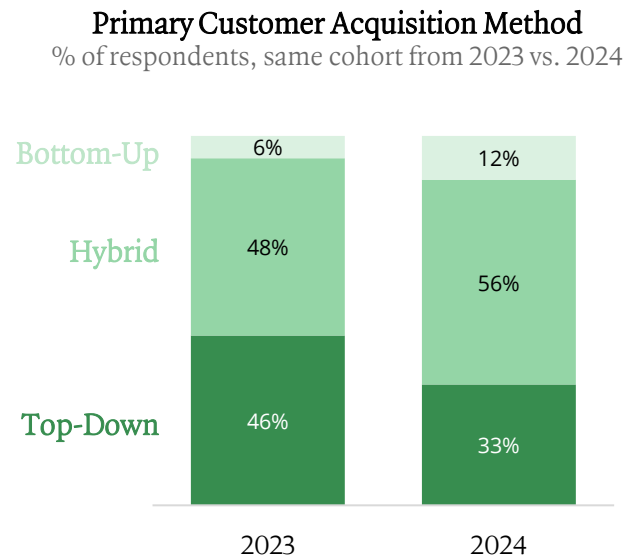
³ YoY ARR Growth Rate between 2022 and 2023

Key Insights & Executive Summary

Key Insights

Marketing teams are increasingly supporting multiple growth strategies

- Year over year, companies shifted away from top-down to bottoms-up or hybrid customer acquisition models, which we think underscores the importance of **developing the ability to sell to both the end user and the executive** in a market where budgets remain under scrutiny
- We see that companies are also increasingly building product-led growth capabilities and shifting in favor of hybrid or inside sales motions rather than more resource-intensive field sales motions
- Despite the allure of bottoms-up and PLG models, we believe it is imperative that companies do not over-rely on these motions. While bottoms-up models will remain an important strategy, we believe maturing a direct sales motion is critical for long-term growth for most companies. We predict that **SaaS marketing teams will be increasingly faced with the challenge of supporting multiple growth strategies across PLG and SLG, direct and channel, and top-down and bottoms-up approaches** in the coming years



ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s). Repeat respondents n=104

Key Insights

Executive Summary | Marketing Spend & Budgets

Overview of marketing spend

- From \$1-\$25M ARR, our data shows that companies are spending a **median 30-55% of revenue on marketing** expenses, which decreases to **10-20%** of revenue as they scale from \$25-\$200M+
- The 'marketing budget', or **programs spend, makes up 50-60% of this marketing spend**, with the remainder dedicated to people expenses. On average, people vs. programs spend remains consistent across scale and sector

Marketing programs budget allocation

- **Online budget allocation:** 38% of online marketing budget is allocated to search advertising, and 26% is allocated to social advertising on average. Search and social is followed by display and partner channels
- **Offline budget allocation:** Most offline marketing spend goes towards events (65-70%) and sponsorships (~15%). As companies scale past \$100M ARR, channel diversity increases with the addition of digital out of home and audio investments
- **Budget allocation differs by sector:** Budget allocation by channel is **heavily dependent on sector and ICP**. On average, due to highly targeted marketing tactics, **vertical SaaS and fintech companies invest a larger portion** of their online marketing budget **on socials and events** relative to horizontal SaaS and infrastructure peers
- **Outsourcing is common:** Marketing organizations commonly leverage external resources, with **~15-25% of marketing spend dedicated to agencies and outsourcing** on average, with most agency budget going towards communications/PR, content marketing, and events

Year over Year Trends

2023 to 2024

Average people vs. programs spend remained consistent year over year; however, we predict **programs spend may increase as a percent of total marketing budget** in the future as marketing teams **unlock incremental efficiency and productivity from AI**

Software marketing budgets have been **increasingly allocated towards online channels**, with online making up 63% of programs spend in 2024 vs. 58% in 2023 on average

From 2023 to 2024, companies focused **increasingly on social, partner, and video channels**, while the portion of online budget allocated to search and display declined

Key Insights

Executive Summary | Marketing Productivity & Efficiency

Productivity and efficiency is measured via conversion rates, unit economics, lead volume¹, and pipeline:

Conversion Rates

- On average, software companies in our dataset achieve **20-30% New Lead to MQL** conversion, **20-35% MQL to SQL** conversion and **20-30% win rates** (SQL to closed conversion)

Unit Economics

- Cost per opportunity typically increases as companies scale and target enterprise customers via more expensive hybrid and field sales motions. Average cost per opportunity is **\$6-\$8k for sub-\$100M ARR companies** and **\$8-\$12K for \$100M+ ARR companies**
- Median LTV:CAC ratio is ~3.5x**, though we see that this differs meaningfully by sector, with vertical SaaS and infrastructure companies seeing median ~4-5x+ LTV:CAC

Pipeline

- The **marketing team typically drives 25-35% of pipeline**, with sales driving nearly ~50% and CS driving ~15%
- Inbound leads drive 40-50% of pipeline** for software companies on average. The distribution of inbound vs. outbound leads shifts in favor of outbound leads as companies scale and target more enterprise customers
- Companies targeting SMB buyers tend to rely more on marketing and inbound pipeline**. Marketing drives ~40% of pipeline and inbound drives ~55% of pipeline for companies with sub-\$50K ACVs
- Companies in our dataset average **3.5-4x+ pipeline coverage ratios** across all pipeline generated, with higher coverage ratios for later-stage companies and those with higher year over year growth

Year over Year Trends

2023 to 2024

Conversion rates have increased slightly year over year for sub-\$100M ARR companies, while later-stage companies have seen mixed results

LTV:CAC has declined across most software sectors, as evidenced by the companies we surveyed, primarily due to increases in customer acquisition costs over the last couple years. Median LTV:CAC was 2.9x in 2023 and declined to 2.6x in 2024 YTD

Pipeline coverage ratios remained consistent year over year, though anecdotally many companies have observed declines in pipeline generation. We believe reductions in force, in combination with declining pipeline generation, has kept pipeline coverage relatively stable

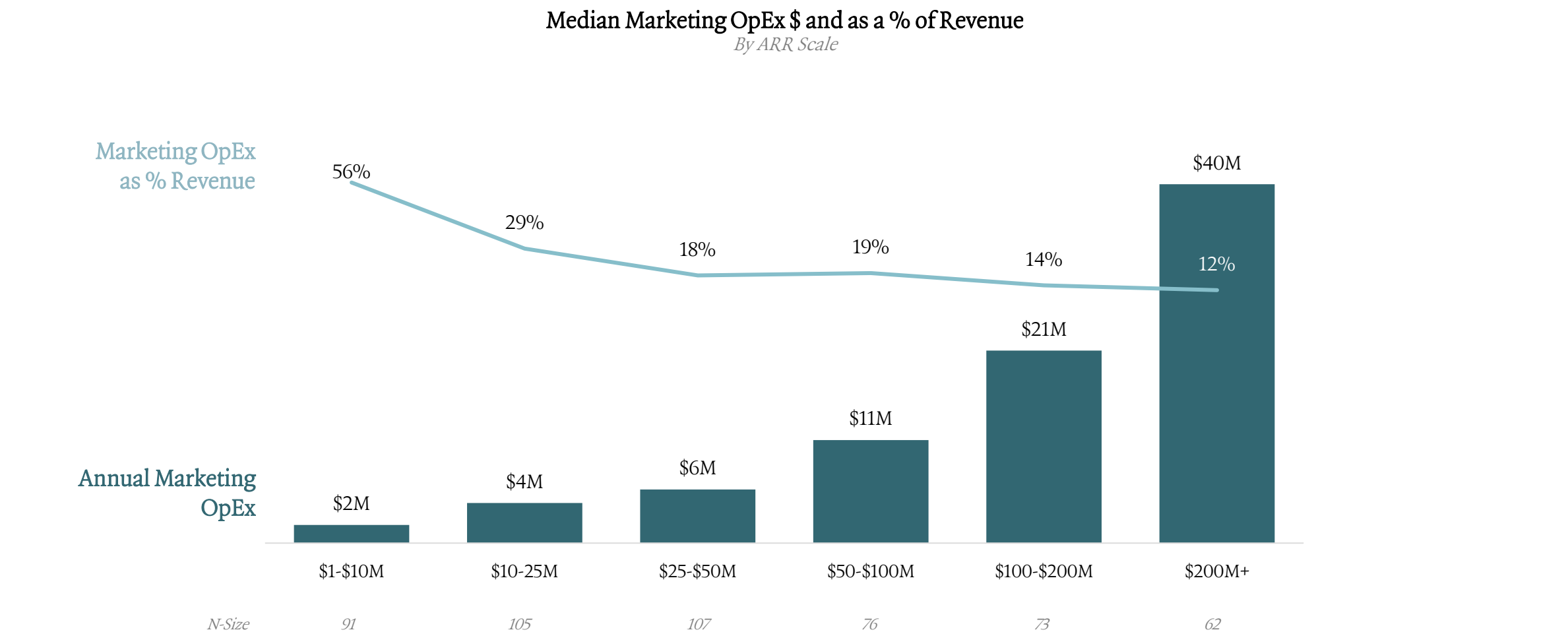
ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s)

¹ Lead volume benchmarks are not included in this report due to extreme variability across companies

Marketing Spend & Budgeting

Marketing people vs. programs spend, program budget
allocation across offline and online channels

Marketing remains a significant category of expense as SaaS companies scale. From \$1-\$25M ARR, companies are spending 30-55% of revenue on marketing expenses and 10-20% on marketing expenses as they scale from \$25-\$200M and beyond

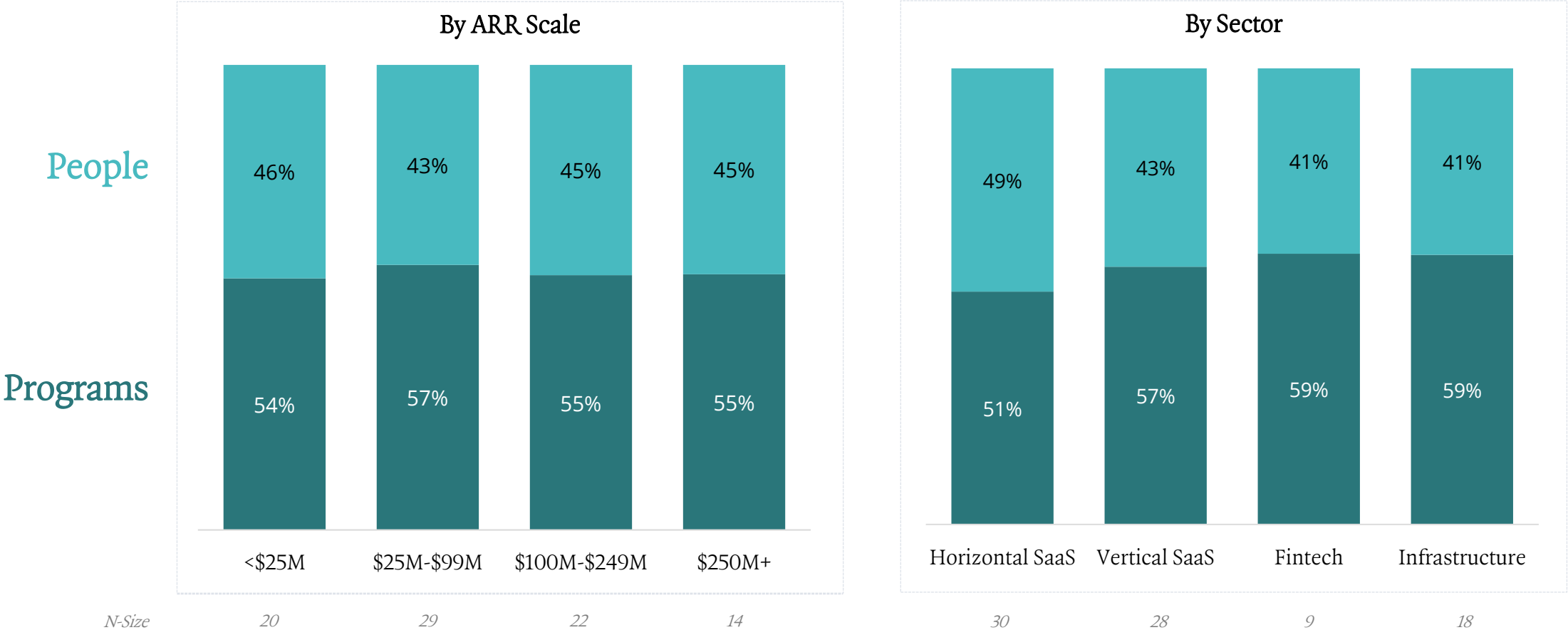


This page reflects financial and operating data from ICONIQ Growth portfolio companies as of 10/29/2024

Marketing Spend & Budgets | [People vs. Programs Spend](#)

Programs spend, commonly referred to as the ‘marketing budget’, makes up 50-60% of total marketing spend, with the remainder dedicated to people spend. This mix stays relatively consistent across scale and sector

Percent of marketing spend allocated to programs vs. people
By ARR Scale



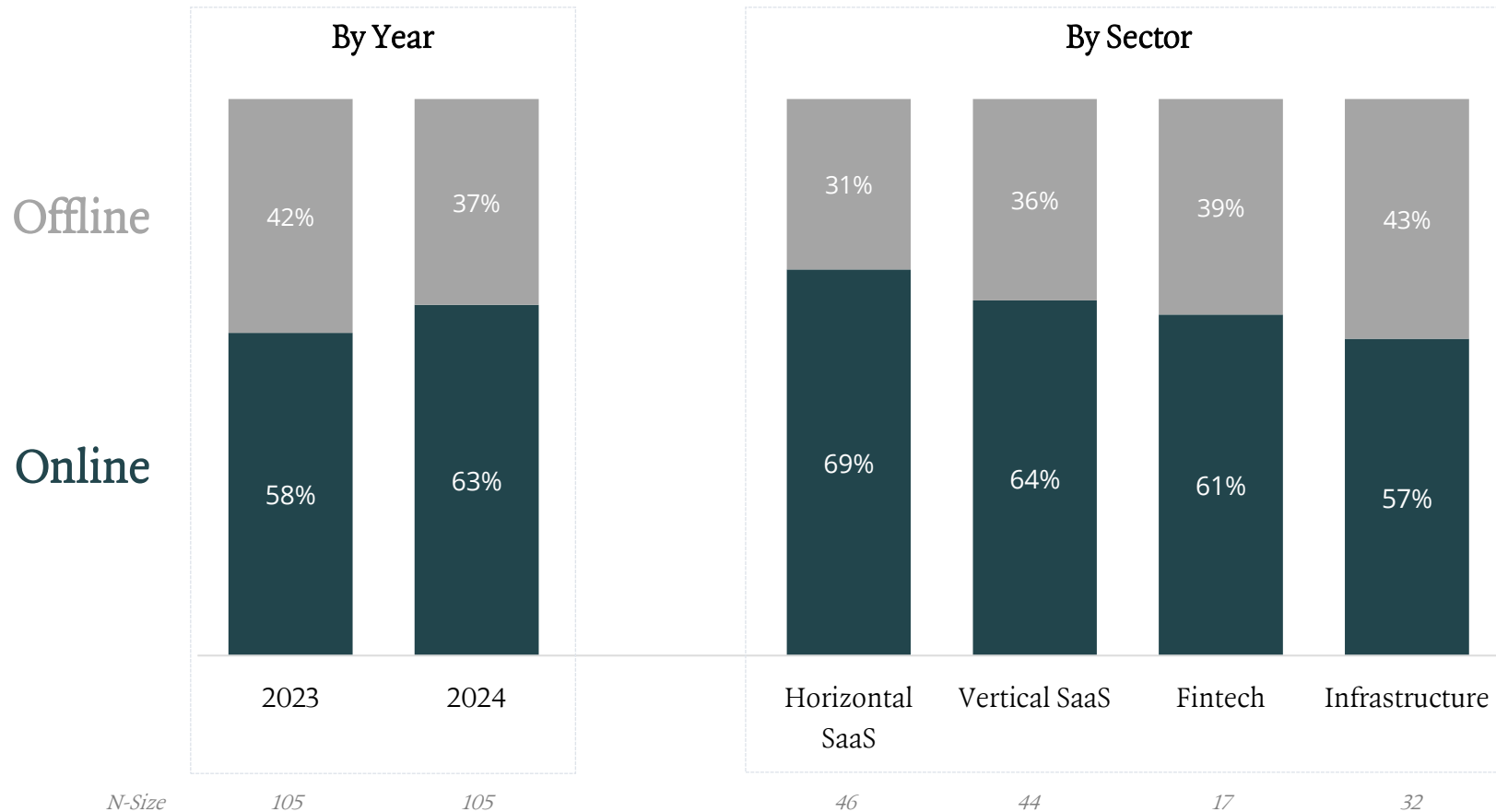
ICONIQ Growth Proprietary Survey of GTM Leaders (2024); information and/or trends presented above reflect responses from such survey

Marketing Spend & Budgets | Online vs. Offline Spend

While channel allocation is heavily dependent on sector and ICP, we see marketing budgets being increasingly allocated towards online channels, with online making up 63% of programs spend in 2024 vs. 58% in 2023

Percent of marketing budget allocated to offline vs. online channels

By Year (repeat respondents only) and Sector (all respondents)



Align your marketing funnel and budget strategy to how your buyers buy. **Do a panel survey to various personas in your ICP to understand what vendor they use today and how they discovered that solution.**¹

*Marketing leader
FinTech
Late-stage (\$250M+ ARR)*

ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s); benchmarks by year are filtered to the same cohort of respondents year over year

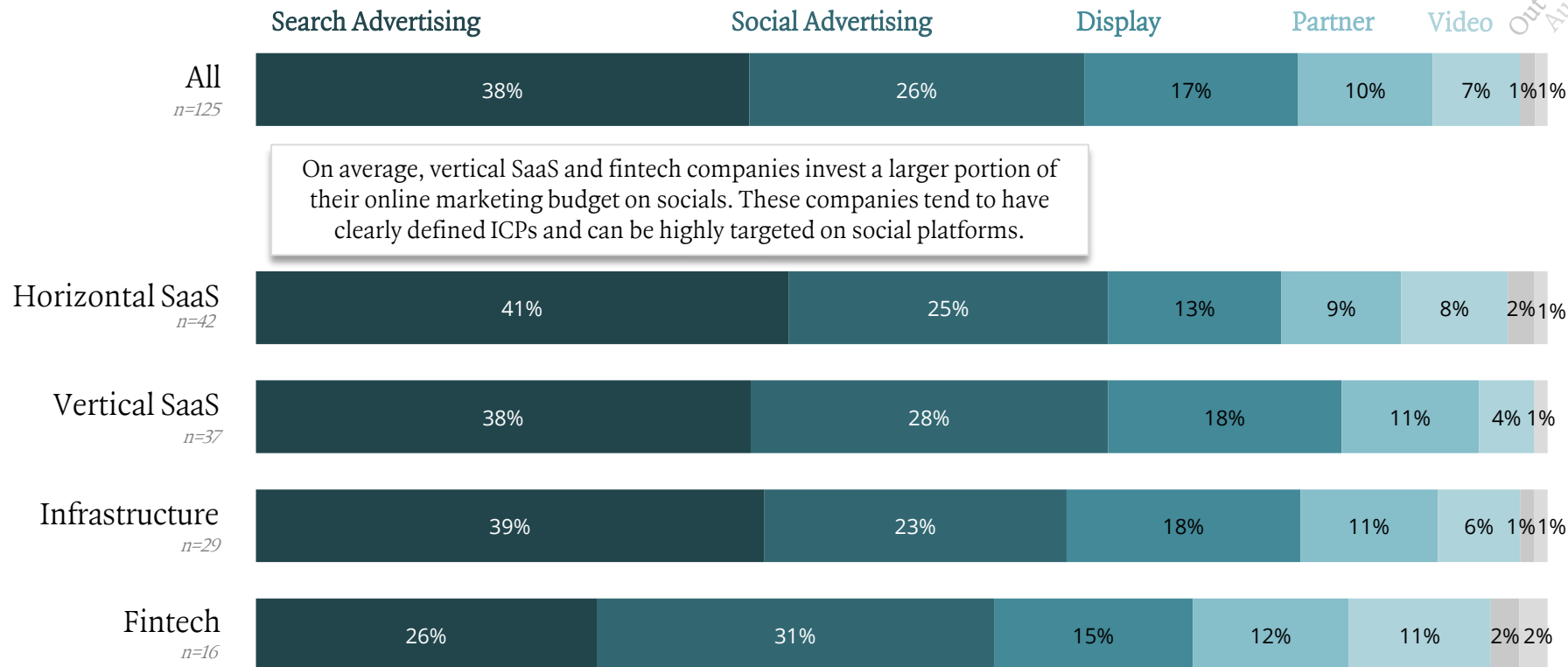
¹ Perspectives from operators in the ICONIQ Growth community

Marketing Spend & Budgets | Breakdown of Online Spend

38% of online marketing budget is allocated to search advertising, and 26% is allocated to social advertising on average. Search and social channels are followed by display (17%) and partner (10%) channels

Percent of online marketing budget by channel

Average for all respondents and by sector



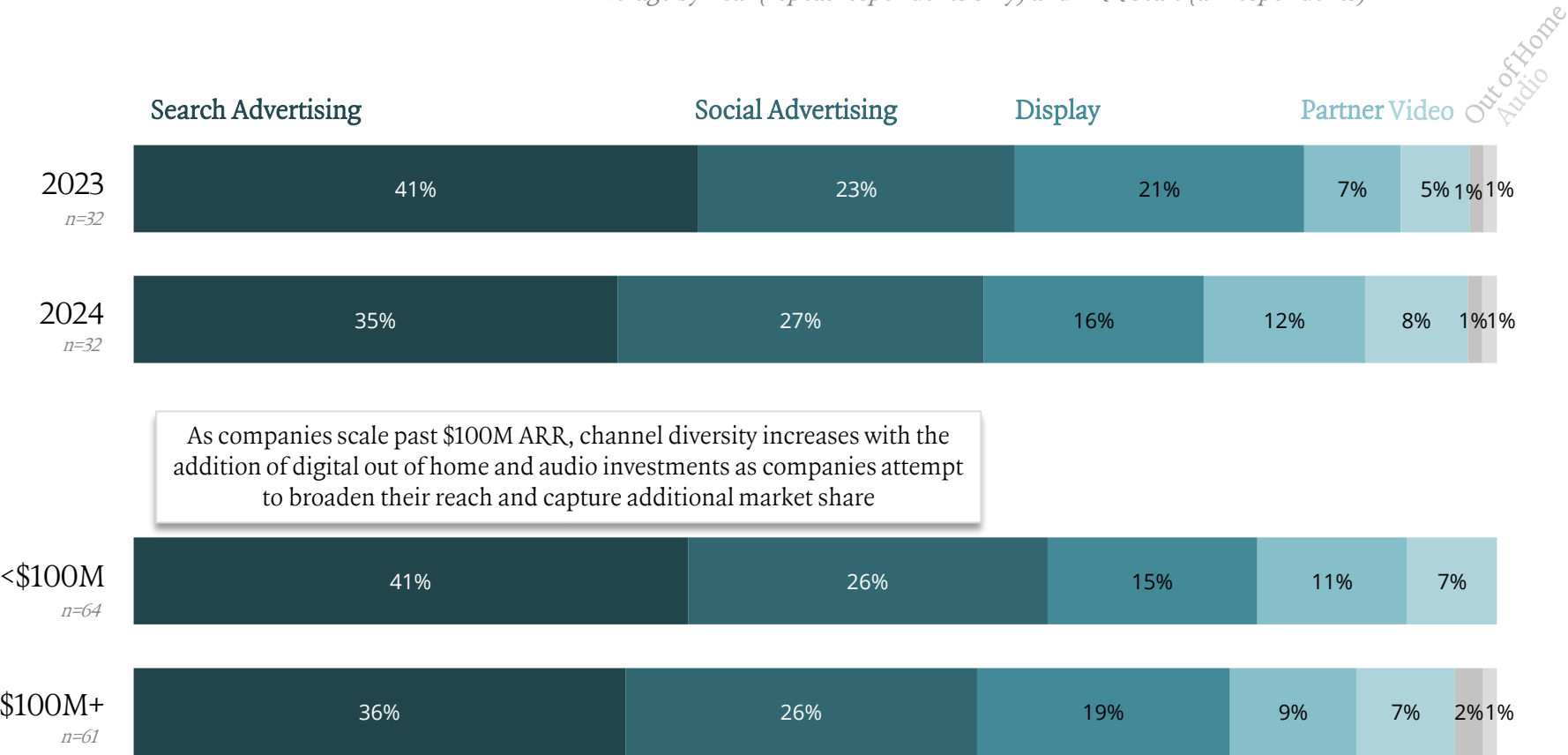
Focus on the channels your buyers are paying the most attention to. Our buyers

spend a lot of time on Facebook and other social media platforms, so most of our budget goes to socials. Once you know where most of your buyers are, put the right message in front of them and get that channel right before testing new channels.¹

*Marketing leader
Vertical SaaS
Late-stage (\$250M+ ARR)*

From 2023 to 2024, companies focused increasingly on social, partner, and video channels, while the portion of online budget allocated to search and display declined

Percent of online marketing budget by channel
Average by Year (repeat respondents only) and ARR Scale (all respondents)



Search engine used to be the bread and butter for software marketing, but **we’re predicting lower inventory on search engines as AI chatbots get more widely adopted.**

We’re looking into how we show up in chatbot searches how we can optimize that new channel.¹

*Marketing leader
Vertical SaaS
Late-stage (\$250M+ ARR)*

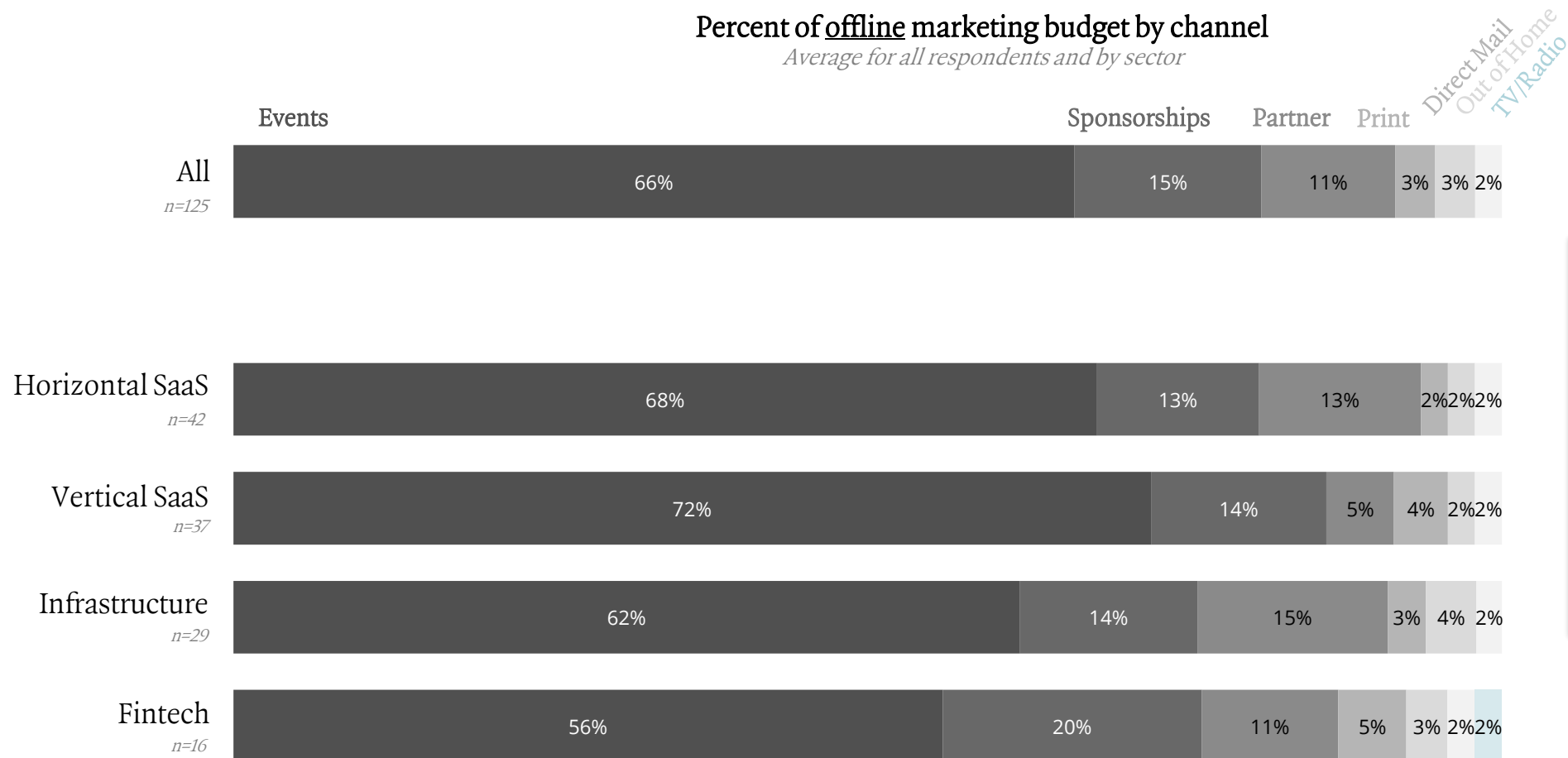
ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s); benchmarks by year are filtered to the same cohort of respondents year over year
¹ Perspectives from operators in the ICONIQ Growth community

Marketing Spend & Budgets | Breakdown of Offline Spend

Most offline marketing spend goes towards events (65-70%) and sponsorships (~15%). On average, vertical SaaS companies allocate more of their offline budget to events relative to peers

Percent of offline marketing budget by channel

Average for all respondents and by sector



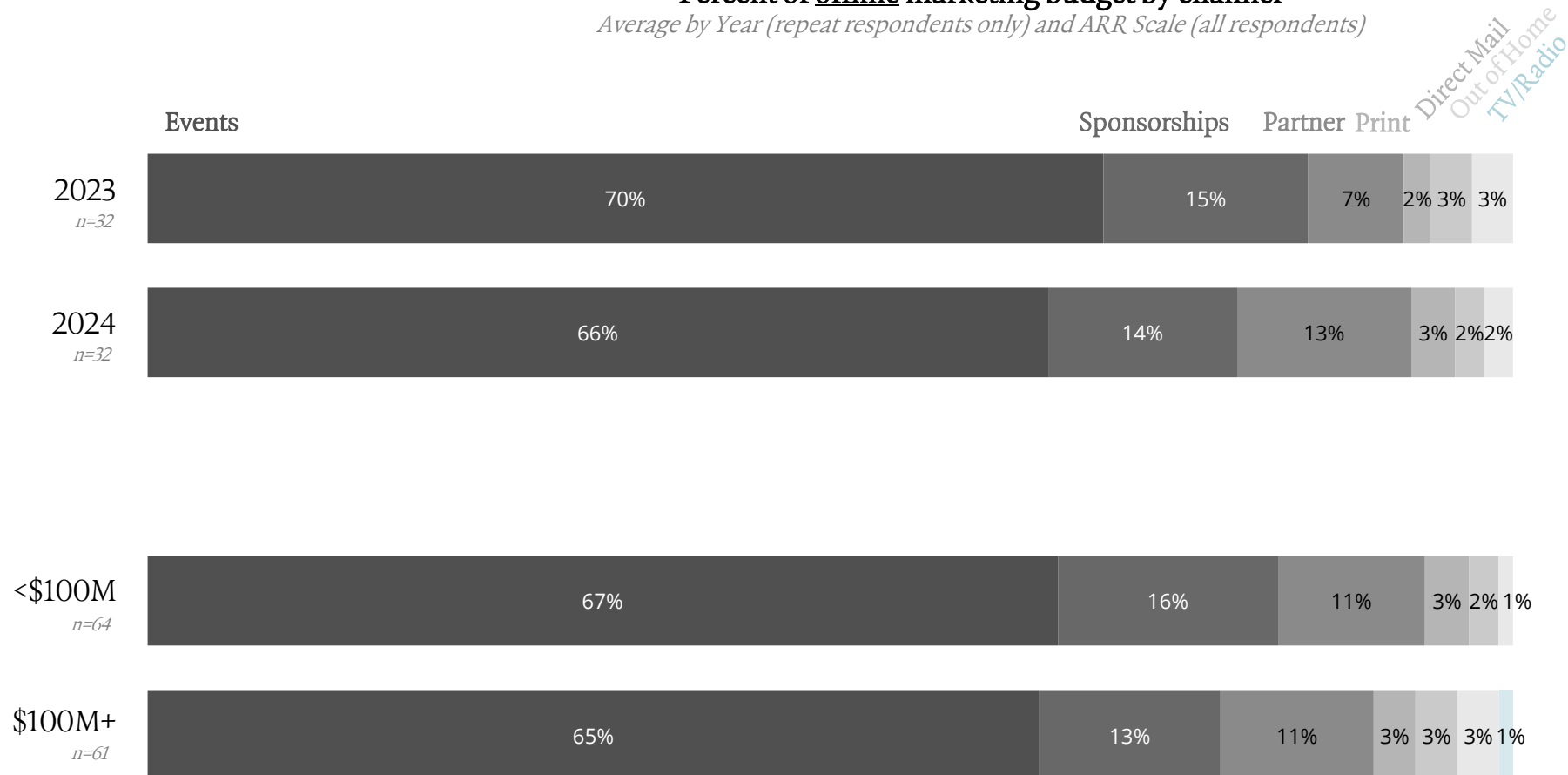
Conferences and events attended, hosted by, and sponsored by Vertical SaaS companies **tend to be highly targeted based on ICP**, which can be very effective from a cost-per-impression standpoint. Vertical SaaS companies are also often targeting legacy industries with buyers that are less accessible via certain online and partnership channels.

Marketing Spend & Budgets | Breakdown of Offline Spend

From 2023 to 2024, companies focused increasingly on partner marketing, while the portion of offline budget allocated to events declined

Percent of offline marketing budget by channel

Average by Year (repeat respondents only) and ARR Scale (all respondents)



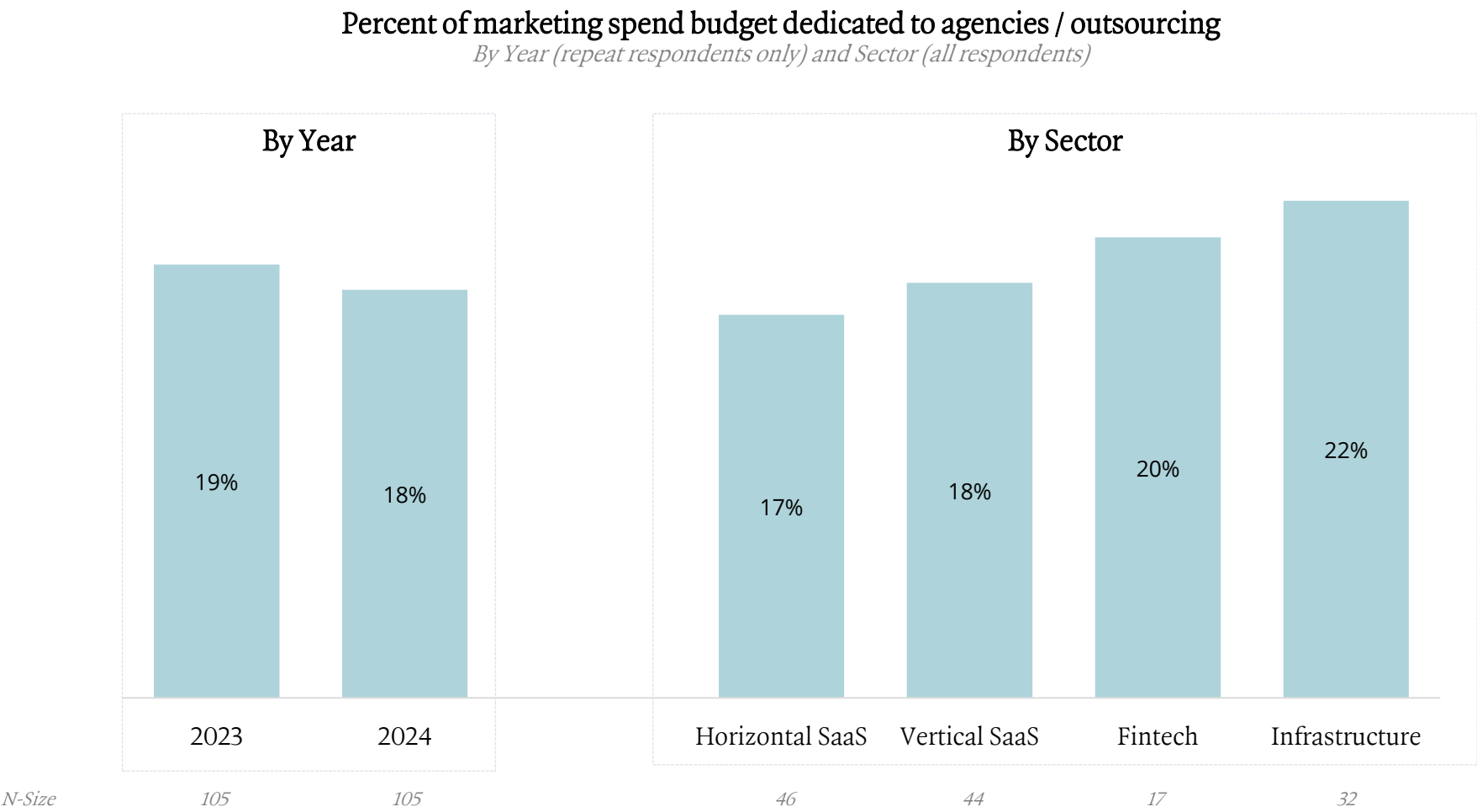
This is a really important time for partnerships and alliances. **Enterprises are looking to keep up with AI tooling, and SaaS companies are increasingly able to ride these tailwinds into strategic partnerships with GSIs.** We're looking to optimize on this movement and prioritizing partnerships in the next twelve months.¹

*Marketing leader
Vertical SaaS
Late-stage (\$250M+ ARR)*

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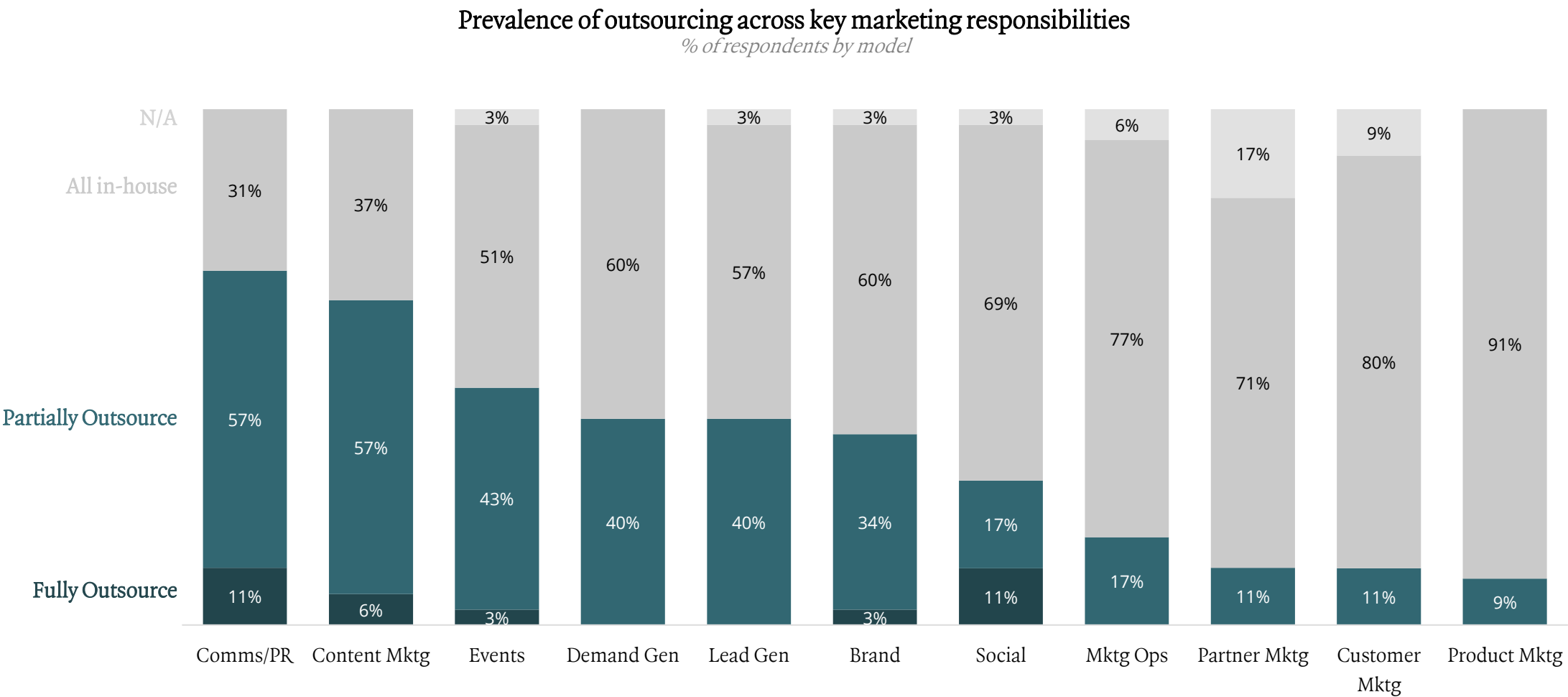
¹ Perspectives from operators in the ICONIQ Growth community

Marketing organizations commonly leverage external resources, with ~15-25% of marketing spend dedicated to agencies and outsourcing on average



ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s); benchmarks by year are filtered to the same cohort of respondents year over year

Most marketing teams leverage external resources for communications and content marketing, and many also leverage agencies for events, demand generation, lead generation, and branding



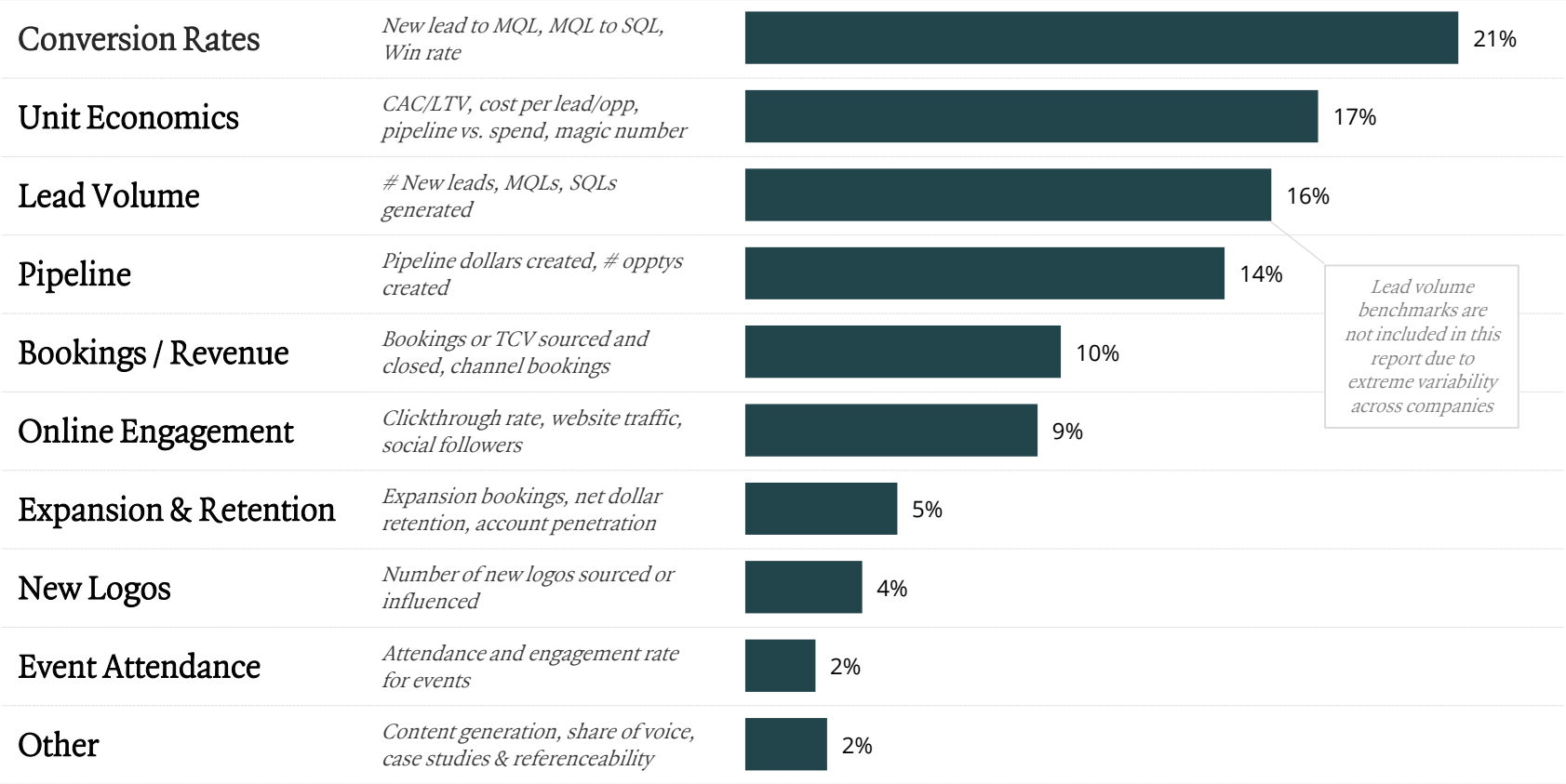
ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s); n=65

Marketing Productivity & Efficiency

Measuring marketing impact, including benchmarks for conversion rates, unit economics, and pipeline generation

SaaS organizations measure marketing impact in various ways, with most marketing teams measured against lead and funnel conversion rates, unit economics, lead volume, and pipeline

What are the key metrics by which your marketing team measures impact?
% of companies by mention in free text response



I manage my organization against a target ‘marketing magic number’, the ratio of

marketing spend to dollars in bookings attributed to marketing. Picking one north star the rest of the business understands will make your targets clear and actionable. The more we exceed our magic number target, the more we can try new things. If we’re not hitting target, we know we need to hunker down and optimize our existing channels.¹

Marketing leader
Vertical SaaS
Late-stage (\$250M+ ARR)

ICONIQ Growth Proprietary Survey of GTM Leaders (2024); information and/or trends presented above reflect responses from such survey; n=112

¹ Perspectives from operators in the ICONIQ Growth community

On average, software companies achieve 20-35% MQL to SQL conversion and 20-30% win rates. Conversion rates have increased year over year for sub-\$100M ARR companies, while later-stage companies have seen mixed results

- Conversion Rates
- Unit Economics
- Pipeline

Lead and funnel conversion rates
Average 2023 vs 2024, same cohort from 2023 vs 2024

	<\$100M ARR		\$100M+ ARR	
	2023 n=53	2024 n=53	2023 n=50	2024 n=50
New Lead to MQL	24%	29%	22%	25%
MQL to SQL	23%	32%	31%	25%
SQL to Closed Won <i>i.e., win rate</i>	24%	28%	28%	25%
Demo to Closed Won	33%	38%	35%	41%



Do an intensive audit of your lead process, time to first touch, and touches per lead.

I found that we had understaffed our SDR team and weren't tracking these key metrics that impacted our conversion rates. We built out lead tracking, increased hiring on our SDR team, created a ton of accountability at the top of the funnel, and got our MQL to Opp conversion rate from 25% to 75%.¹

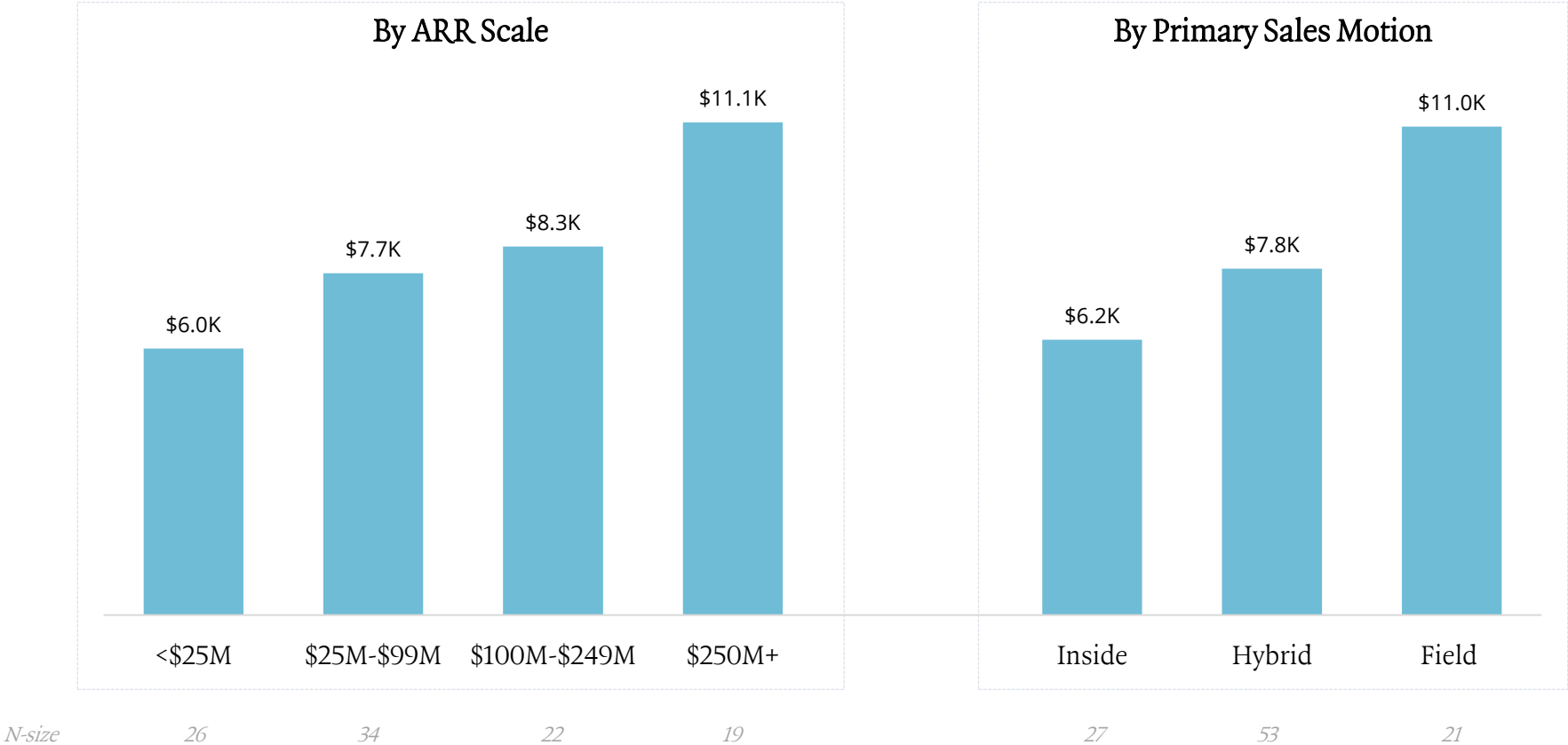
Marketing leader
FinTech
Late-stage (\$250M+ ARR)

ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s)
1 Perspectives from operators in the ICONIQ Growth community

In terms of unit economics, cost per opportunity typically increases as companies scale and increasingly target enterprise customers via more expensive hybrid and field sales motions

- Conversion Rates
- Unit Economics
- Pipeline

Cost per Opportunity
Average by ARR Scale and Primary Sales Motion



Cost per opportunity is nearly 2x higher for field sales than inside sales, driving some companies to shift towards hybrid sales models to manage customer acquisition costs.

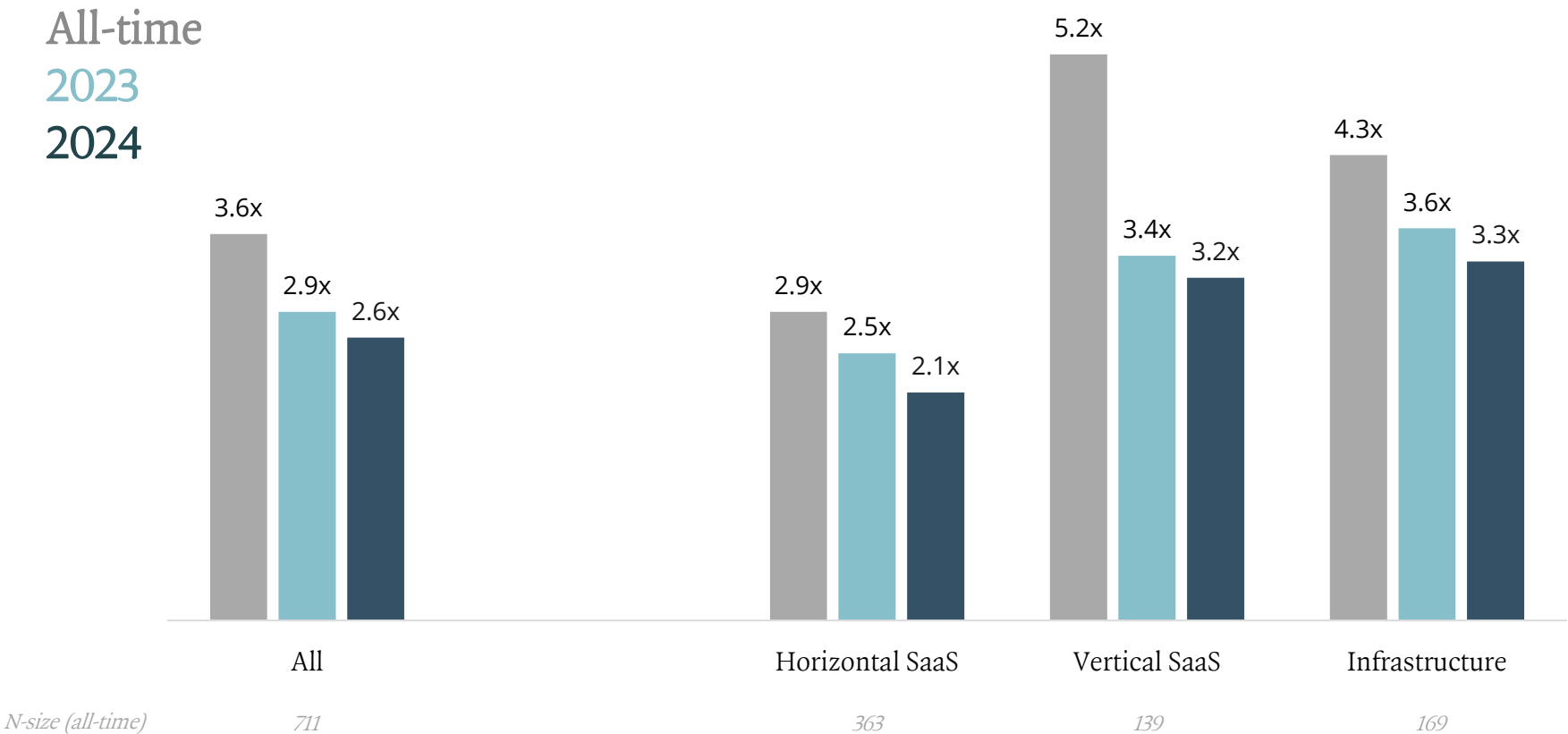
Net magic number is another key indicator to us of GTM unit economics. We invite you to explore the latest **net magic number benchmarks in [Compass](#)¹**, ICONIQ Growth's benchmarking tool.

ICONIQ Growth Proprietary Survey of GTM Leaders (2024); information and/or trends presented above reflect responses from such survey
1 The Compass SaaS benchmark data reflects data gathered from all ICONIQ Growth portfolio companies where data was available as well as data from a sampling of public B2B SaaS companies

Median LTV:CAC ratio is ~3.5x, though this differs meaningfully by sector. LTV:CAC has declined across most software sectors over the last couple years, with 2024 medians of ~2.5x.

Conversion Rates
Unit Economics
Pipeline

LTV:CAC Ratio
Median by Year and Sector



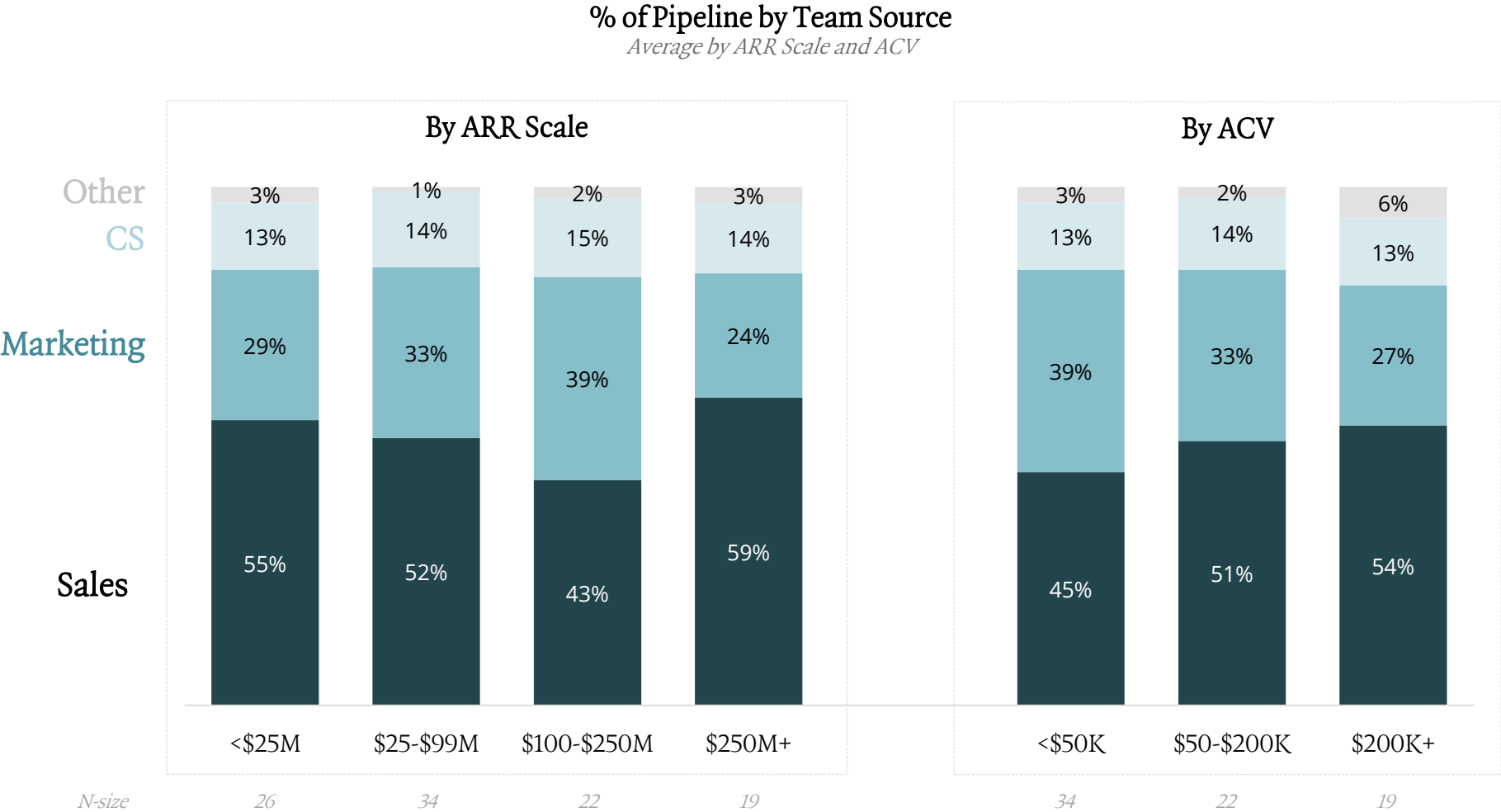
To standardize LTV/CAC ratios across different SaaS companies, these benchmarks reflect the inclusion of total S&M expenses, which may include customer success spend. For that reason, the LTV:CAC medians shown here may be lower than those excluding CS expenses.

LTV/CAC ratio calculations vary by business model and ICP. See examples of common approaches to calculating LTV/CAC in the [ICONIQ Growth SaaS Glossary](#).

Financial and operating data from all ICONIQ Growth portfolio companies and select top-performing public software companies where data available as of 10/2024 (see [Scaling SaaS](#) for detailed methodology)
Fintech sector breakdown not included due to small n-size

The marketing team typically drives 25-35% of pipeline, with sales driving nearly ~50% and customer success driving ~15%. Marketing drives a larger proportion of pipeline for companies with smaller ACVs

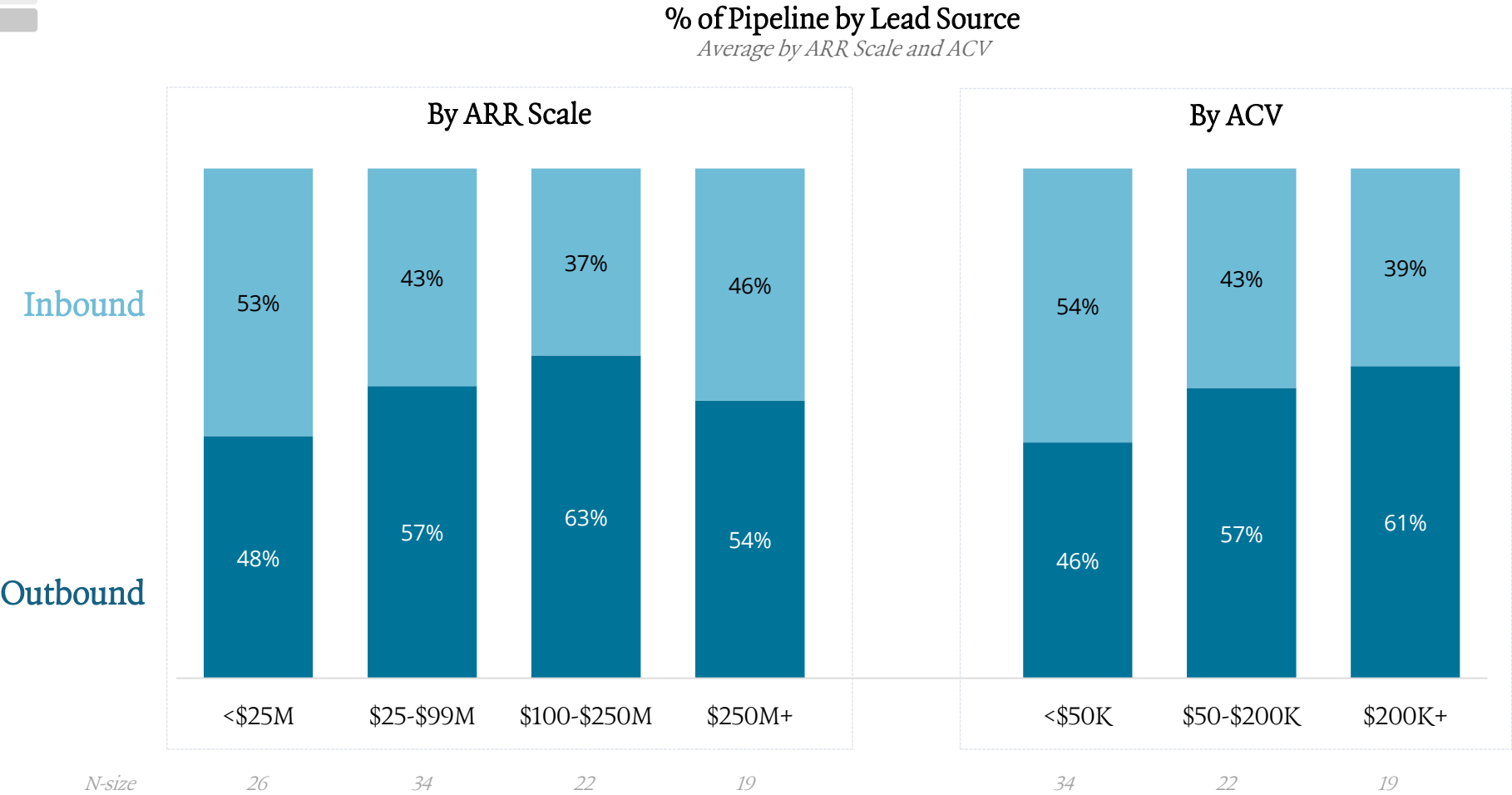
- Conversion Rates
- Unit Economics
- Pipeline



ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s)

Inbound leads (those most associated with marketing efforts) drive 40-50% of pipeline for software companies on average. As companies scale and target more enterprise customers, outbound leads drive a larger portion of pipeline

- Conversion Rates
- Unit Economics
- Pipeline

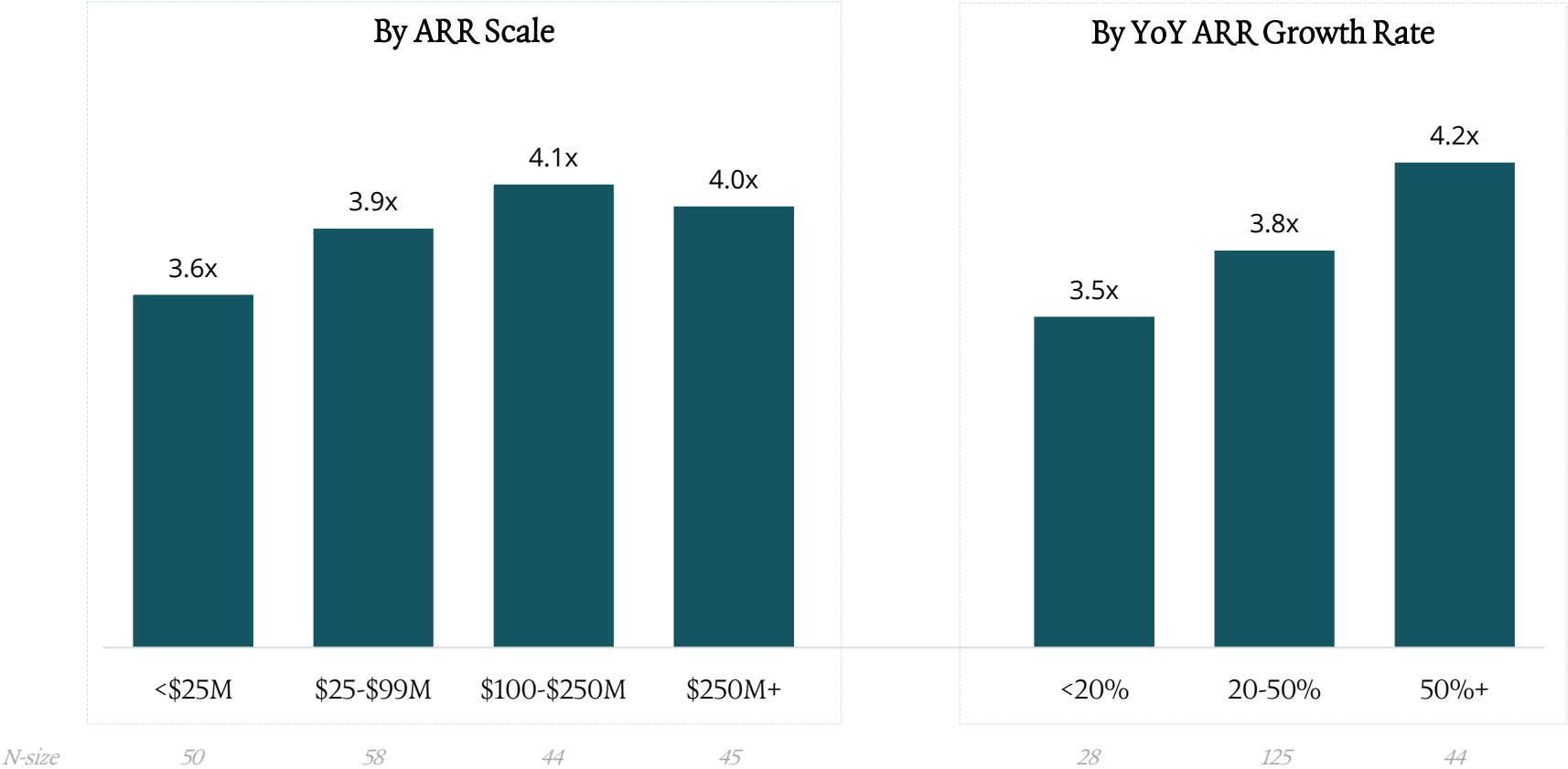


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Companies in our dataset average 3.5-4x+ pipeline coverage ratios across all pipeline generated, with higher coverage ratios for later-stage companies and those with higher year over year growth

- Conversion Rates
- Unit Economics
- Pipeline

Pipeline Coverage Ratio (Unweighted Pipeline per AE)
Average by ARR Scale and Growth Rate



Pipeline coverage ratios remained consistent year over year, though anecdotally many companies have observed declines in pipeline generation. We believe reductions in force, in combination with declining pipeline generation, has kept pipeline coverage relatively stable

ICONIQ Growth Proprietary Survey of GTM Leaders (2023 and 2024); information and/or trends presented above reflect responses from such survey(s)

Marketing sourced and influenced bookings can be difficult to measure and benchmark for B2B companies due to variability in attribution methodology. Operators take various approaches, from leveraging multiple complex attribution models to abandoning attribution altogether:

Complex



We use different attribution models in different contexts.

When we're building a financial plan at the executive level, we're purely using last-touch attribution to allocate pipeline and bookings to either marketing or sales. When my team is trying to understand impact, we look at a multi-touch model that shows the impact of content marketing, e-mail, etc. to determine where we should place our budget and optimize our revenue impact. As long as you're consistent with your attribution model and diligent about doing the right things, you'll see improvement over time.¹

*Marketing leader
Vertical SaaS
Late-stage (\$250M+ ARR)*



For a long time, we were over-thinking attribution. I moved us to a first-touch model

with a window of attribution duration that was about 3x longer than our sales cycle. Our B2B sales cycles were so long and had so many touchpoints that it was too difficult to measure the impact of our initiatives with a multi-touch model.¹

*Revenue leader
Infrastructure
Late-stage (\$250M+ ARR)*



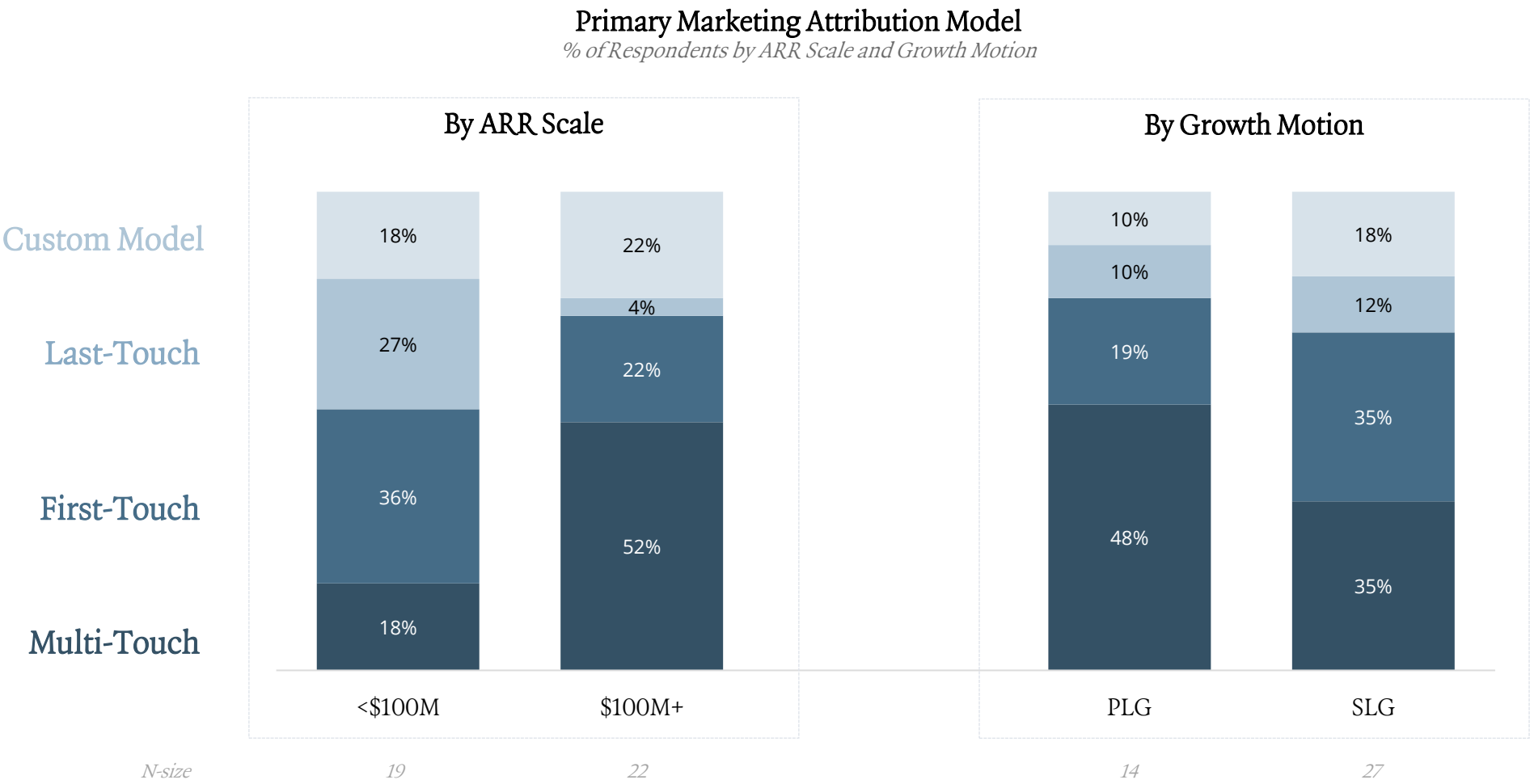
We tried to build a multi-touch attribution model, but it got too complicated, and the numbers weren't trustworthy.

Multi-touch attribution is more art than science, and it didn't create a clear auditable path to revenue for us and was creating unnecessary tension between our sales and marketing teams. **We've moved towards simplicity and removed attribution altogether** – now we measure success based on pipeline and closed won bookings, regardless of the source.¹

*Marketing leader
Horizontal SaaS
Growth stage (\$50-\$250M ARR)*

¹ Perspectives from operators in the ICONIQ Growth community

In general, as companies mature, marketing teams develop more nuanced multi-touch or custom attribution models based on the buyer’s journey, and move away from simple first- and last-touch approaches



ICONIQ Growth Proprietary Survey of GTM Leaders (2023); information and/or trends presented above reflect responses from such survey

Our predictions for the future of B2B SaaS marketing in the AI era

Increased personalization and targeted outreach

AI tools can process vast amounts of information on user behavior and can quickly enrich customer data to enable hyper-personalized experiences and marketing tactics, including personalized messaging and e-mail campaigns, predictive recommendations, and in-app personalization. **Hyper-personalization may lead to better funnel conversion rates and outcomes for marketing teams, enabling them to focus on quality over quantity.**

Proliferation of content, video, and other visual assets

The most impactful use cases of Generative AI in enterprise marketing organizations have included copy writing, proof-reading, and image generation.¹ We've also observed companies increasingly leverage AI for video creation and editing. These trends **may increasingly enable companies to position themselves as thought leaders and to attract new audiences via social media, search, and video.**

Chatbot SEO as the next search frontier

Search engine optimization (SEO) has become highly competitive as technology incumbents have monopolized common technology and SaaS keywords. As AI Chatbots launch search features, we predict the SEO battle will move to Chatbot search. **Search is likely to remain a key channel for SaaS companies but may require increased investment to optimize entirely different SEO strategies than those utilized with incumbent search engines.**

Industry Perspectives²

- “ I think **1:1 marketing personalization at scale is on the horizon**. In the past, personalization has been very high-level – maybe you know a bit about the company. But now we can predict much more around the individual, what they do, how they're interacting with our website, and we can predict what they're going to do next and be proactive.
- “ In video editing, you're often trying to find one clip out of hours and hours of film. Now we have an **AI tool that's allowing us to instantaneously find and create the clip we're looking for**, and we're exploring how we can better leverage AI to create and edit video too.
- “ We're seeing the most leverage from AI in our marketing organization, specifically in content generation and SEO. **AI is generating the first 75% of our content, and our marketing team can now focus on the critical 25%.**
- “ Historically, SEO has been the bread and butter for our marketing teams. However, **we're predicting lower inventory on search engines as people increasingly go to AI chatbots** for answers. We're already having customers come to us saying they found us through ChatGPT, so we're trying to figure out how we show up in Chatbot searches and how we can optimize this.

¹ ICONIQ Growth Analytics State of AI 2024, see report [here](#)

² Quotes paraphrased from SaaS operators in the ICONIQ Growth community

Appendix

Key Terms

Additional Resources

About ICONIQ Growth

Key Terms | Marketing Budget Channels

Each marketing organization uses different terminology and frameworks for budget allocation. We use the categories below to better standardize spend across companies in the dataset, but encourage companies to use a framework that works best for their business:

<i>Channel</i>	<i>Primary Category</i>	<i>Description</i>
Search Advertising	Online	Paid ads appear in search engine results based on keywords, often at the top of Google or Bing search pages
Social Advertising	Online	Paid ads displayed on social media platforms, targeting users based on their profiles and behaviors
Digital Display	Online	Banner ads or visual content on websites, apps, or networks outside search and social media platforms
Partners	Either	Joint marketing efforts with partners, like resellers, to promote complementary products or services
Video	Online	Video ads that run on various platforms
Audio	Online	Ads broadcast on streaming audio platforms like Spotify or podcasts
Out of Home	Either	Physical ads placed in public spaces, such as billboards or transit ads, or online displays in such as digital billboards
Events	Offline	Hosting or attending events, either virtual or in-person, to connect with prospects directly
Sponsorship	Offline	Paying to have brand visibility at events, conferences, or industry expos, or on digital media platforms
Print Media	Offline	Ads placed in physical publications like industry magazines, newspapers, or trade journals
Direct Mail	Offline	Sending promotional materials physically to targeted recipients, often with a personal touch
TV/Radio	Offline	Advertising through TV and radio broadcasts, reaching broad audiences or specific demographic groups via local or national stations

Key Terms | Marketing Pipeline Funnel & KPIs

This study also references the following key terms and metrics related to marketing initiatives. For additional information on these metrics, including formulas and definitions, we invite you to read our [GTM Reporting Guide](#)

	Marketing Goals	Funnel Metrics	Efficiency Metrics	Primary Channels
Make Aware	Raise brand and category awareness	Share of voice, search volume, brand affinity + sentiment		Sponsorships, out of home, TV + radio
Attract	Attract visitors and drive traffic	# Unique Website Visitors	Cost per click	Search & social advertising, digital display
Engage	Educate and develop visitors, evangelize your product and drive a response	# New Leads	Visitor to New Lead conversion Click-through rate	Partners, search, social advertising, events, direct mail
Persuade	Qualify, persuade, and accelerate leads	# Marketing Qualified Leads	New Lead to MQL conversion Cost per Lead	Events, audio, video, partners, social advertising
Sell	Develop tools to improve sales productivity and efficiency	Pipeline \$ # opportunities	MQL to SQL conversion Cost per Opportunity	
Close	Win deals and iterate to excellence to win the right deals	Closed Won \$ # Closed Won Deals	SQL to Closed Won conversion LTV: CAC Ratio Net Magic Number	
Advocate	Nurture customers to create advocacy and referenceability	Retention & Expansion \$, # Case Studies, NPS, CSAT	Renewal Rate Net & Gross Dollar Retention	

In our view, marketing teams should be able to slice funnel, efficiency, and productivity metrics by market segment, region, lead source, vertical, and more, depending on a company's ICP and sales motion. There should be full funnel visibility across the core segments relevant to the business.

Follow Our Research



Scaling SaaS: Forging Excellence Through Fundamentals

Topline growth and operational efficiency:
the data behind scaling a B2B SaaS business



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ICONIQ Growth SaaS Glossary

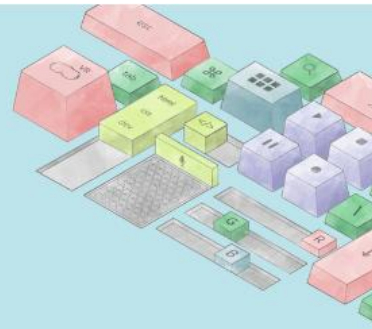
A guide to understanding and tracking key SaaS metrics



ICONIQ | Growth Go-to-Market Series



Engineering Series



Leadership Analytics

Supporting founders through pivotal milestones and various stages of growth

Executive Hiring

Talent and Leadership Advisory

Guidance to attract and unlock the power of talent through advisory, connections and research

“ICONIQ delivered the best reference check I’ve ever seen, overnight.”



Eleven Labs

Mati Staniszewski
Co-founder and CEO

Product and Go-to-Market Strategy

Technical Advisory and Go-to-Market Boards

Strategic advisory from industry leaders with hands-on experience in technology, digital innovation, go-to-market, and more

“It has been so valuable to lean into ICONIQ’s expertise, network, and advice. What you do is a total game changer.”



PIGMENT

Eléonore Crespo
Co-founder and CEO

Revenue Acceleration

Portfolio Operations
Digital and Growth Advisory Boards

Strategic and commercial connections across industries to support global expansion goals

“The customer introductions have been incredibly valuable. ICONIQ’s relationships are truly deeper.”



SIERRA

Bret Taylor
Co-founder and CEO

Category Leadership + Operational Optimization

Analytics and Insights

Data-driven insights to support decision making across business operations and strategy

“Working with ICONIQ has been a dream partnership, they’ve gone above and beyond at every step.”

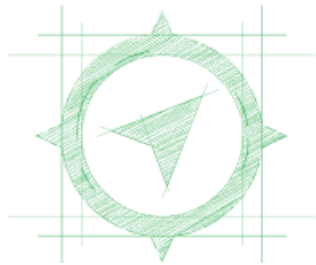


WRITER

May Habib
Co-founder and CEO

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Introducing



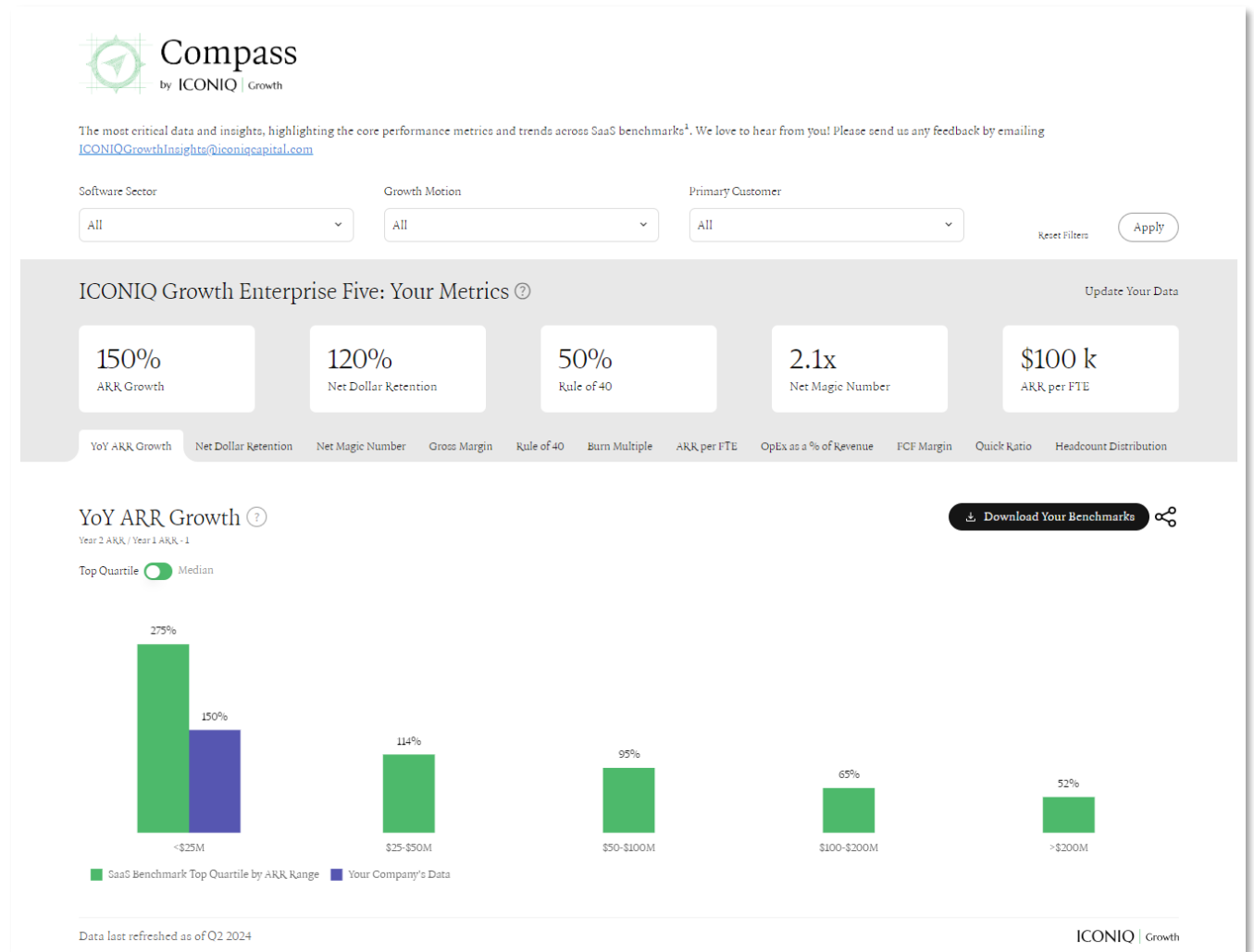
Compass

by ICONIQ | Growth

Explore Compass

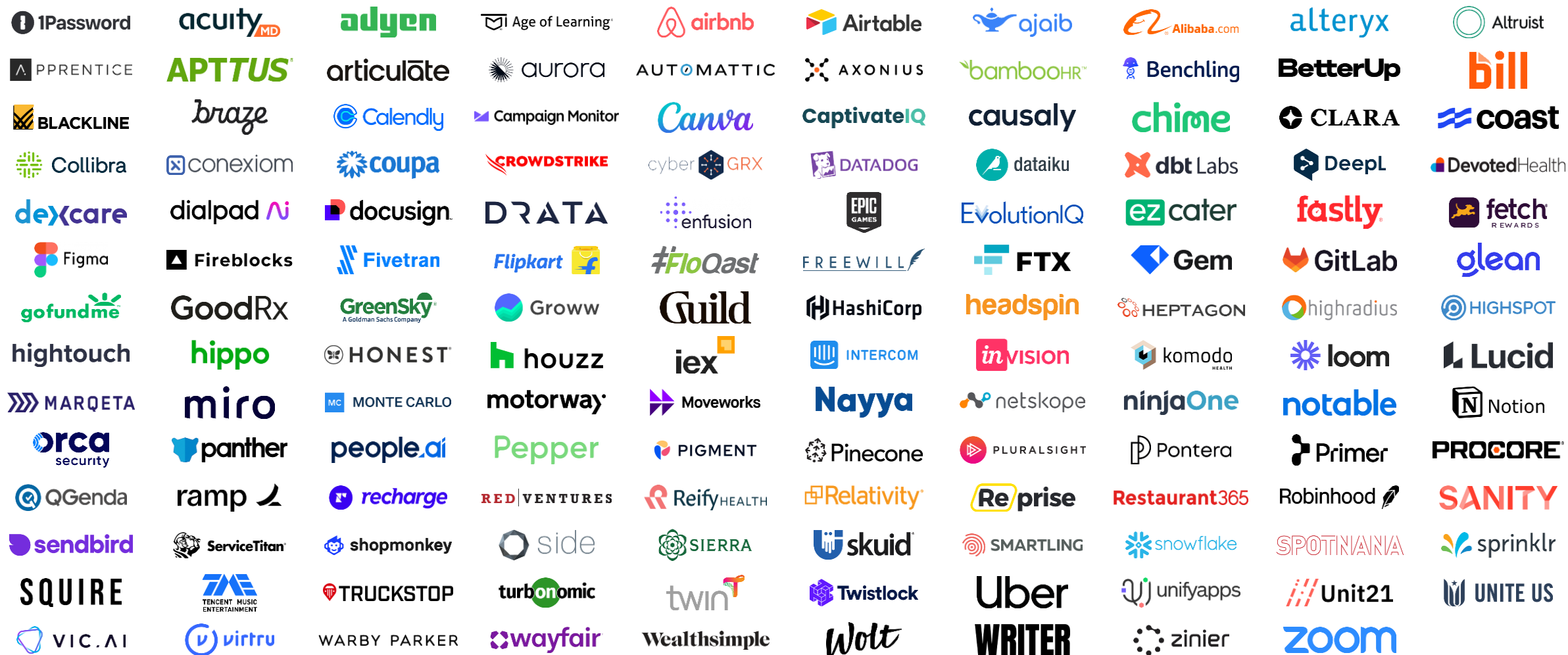
Our new interactive companion tool allows users to navigate topical insights and explore ICONIQ Growth's proprietary SaaS benchmarks.¹

Users can **filter benchmarks** across sectors and growth motions, **calculate and compare their metrics** against ICONIQ Growth's benchmarks, and **download results into a formatted report** for their next Board meeting, all-hands, or fundraise.



¹ The Compass SaaS benchmark data reflects data gathered from all ICONIQ Growth portfolio companies where data was available as well as data from a sampling of public B2B SaaS companies. This data does not, and should not be taken to, represent the performance of any ICONIQ fund or investment program and must not be relied upon in connection with any investment decision

A global portfolio of category-defining businesses



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