

2025 SBI SPRING REGIONAL SUMMIT

MAY 13-14, 2025 ATLANTA, GEORGIA

BLUEPRINT

for Sustainable Growth



Driven by Insights
Delivered from Experience

The background features a series of thin blue lines forming a grid-like pattern. Several arrows are integrated into the design: a vertical arrow pointing up on the left, a horizontal arrow pointing right in the center, a horizontal arrow pointing left on the left side, and a vertical arrow pointing up on the right side.

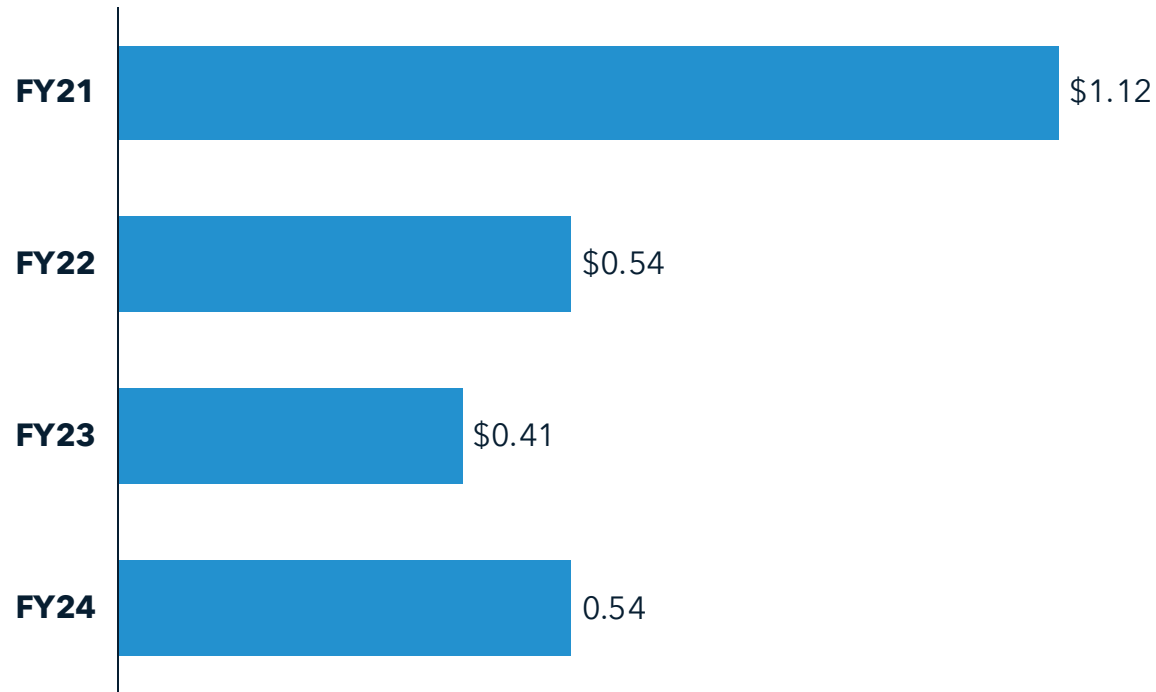
Building a Growth Strategy for an Uncertain Market

Scott Gruher, President, SBI Growth Advisory

As commercial efficiency declines, return on go-to-market becomes critical to understand

Median Growth Yield on Sales and Marketing Expense

Year-over-year growth \$ / sales and marketing spend \$



Return on Go-to-Market

RoGTM™

$$\frac{\text{TTM Bookings}^*}{\text{TTM GTM Cost}^{**}}$$

*Includes new logo, expansion, renewal bookings

**GTM Cost components (S&M base salaries, bonuses, commissions, channel commissions, T&E, benefits, etc.) vary by organization based on model and objectives

N=300 publicly-traded companies in communication services, financial services, healthcare technology and information services, industrials, and technology sectors with headquarters in US and CA, \$100M-\$5B in annual revenue in FY21-FY24, and a fiscal year ending Dec 31

The Value Creation Compass

Growth Optimizers

Drive “Rule of” increases through both higher growth rate and modest EBITDA improvement from a little-changed cost base.

Growth Maximizers

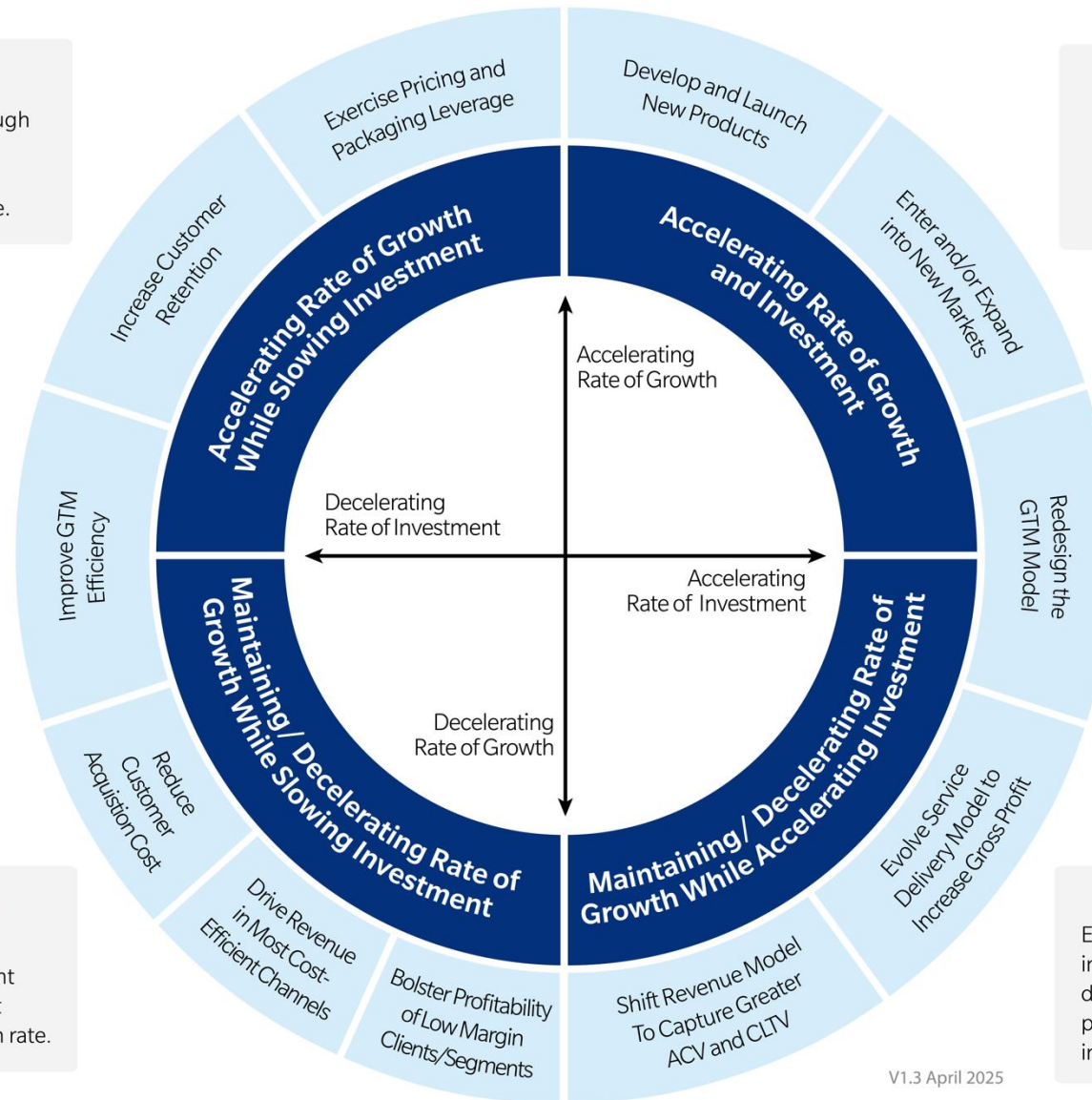
Focus on the growth rate portion of “Rule of” even if it erodes EBITDA. Often associated with a “growth at all costs” posture.

EBITDA Optimizers

Focus on driving “Rule of” performance through significant EBITDA improvement, even if it means some sacrifice of growth rate.

Valuation Expanders

Evolve the revenue/ service model to improve predictability. Revenue often decreases near-term, but more profitable, predictable growth returns in longer-term.



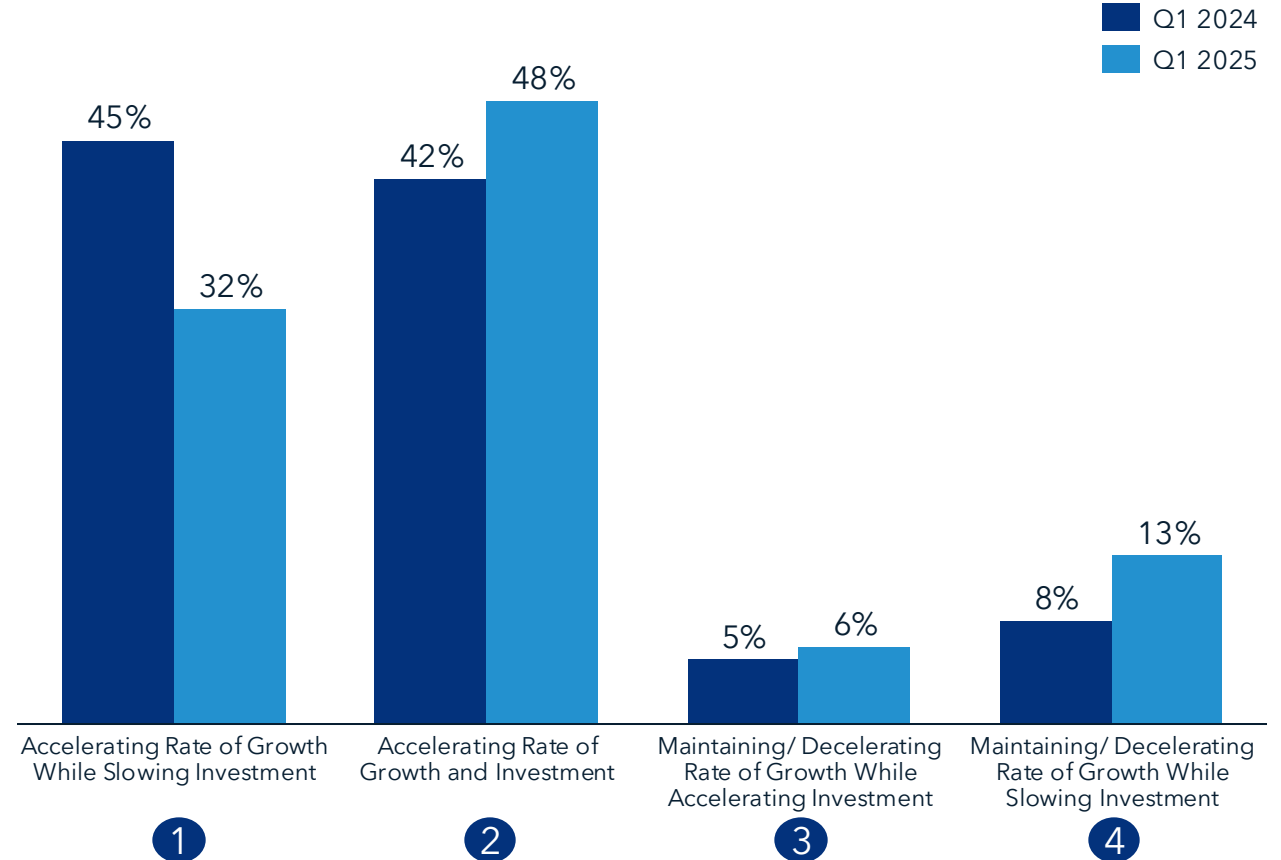
V1.3 April 2025

CEO value creation strategies center on growth, with a trend toward increasing investment

SBI's Value Creation Compass



CEO Planned Value Creation Strategies

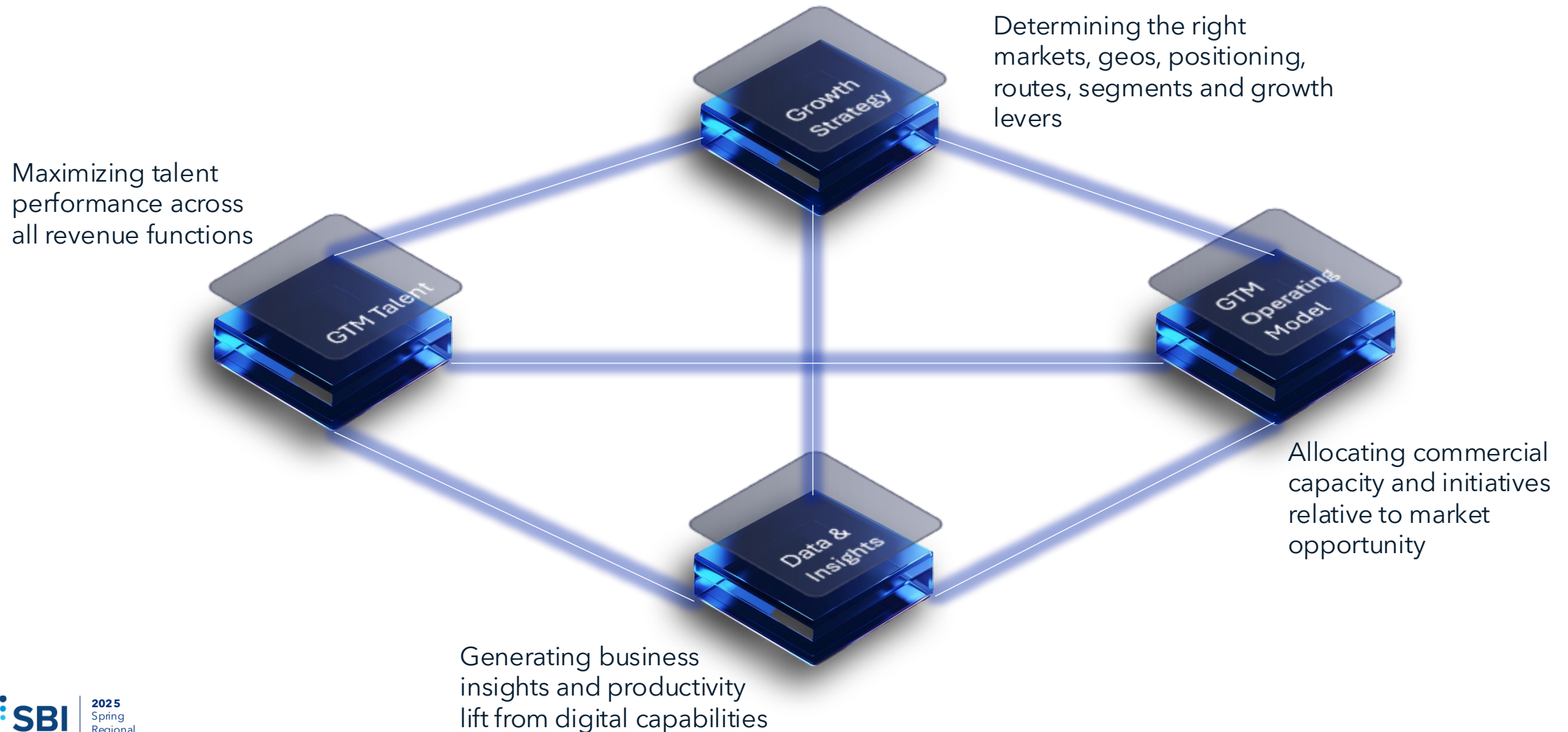


Q1 2024 N = 87; Q1 2025 N = 127

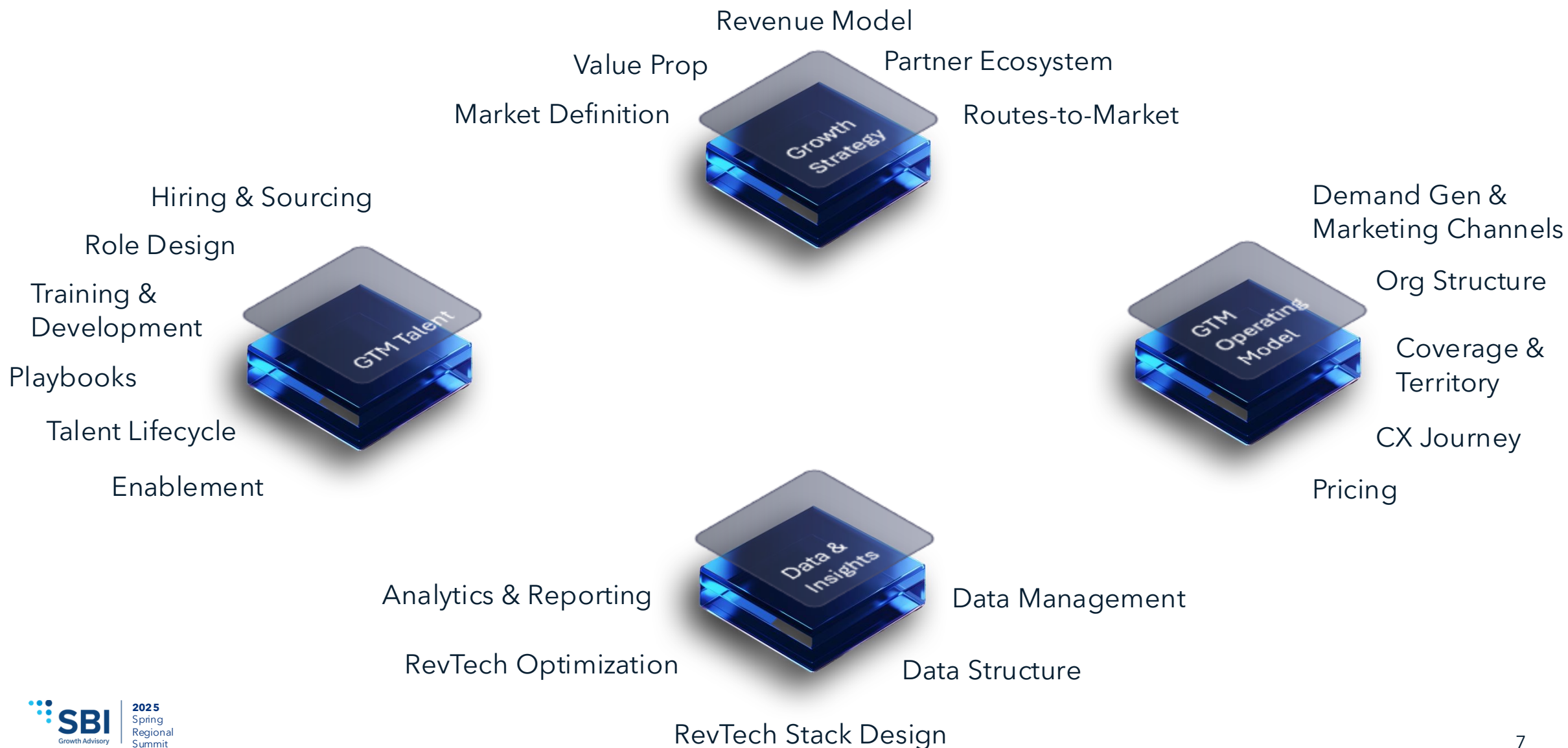
Question: Which of the following quadrants best describes your organization's approach to value creation?

Source: SBI Q1 2024 CEO Survey; SBI Q1 2025 CEO Survey

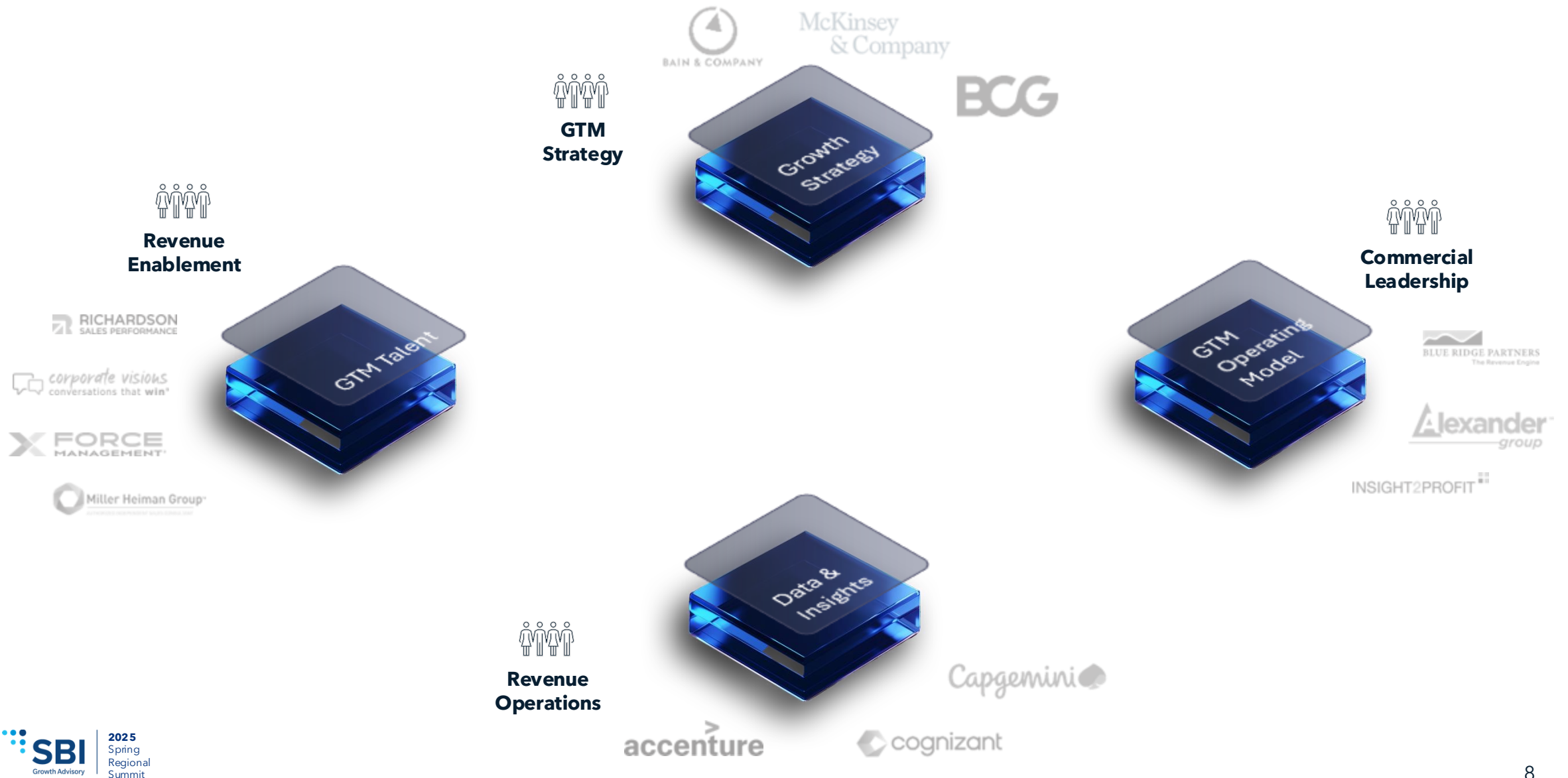
CEOs must manage the four critical growth dependencies in harmony to achieve sustained, profitable growth



Optimizing the precise set of growth levers across the four dependencies is extremely difficult



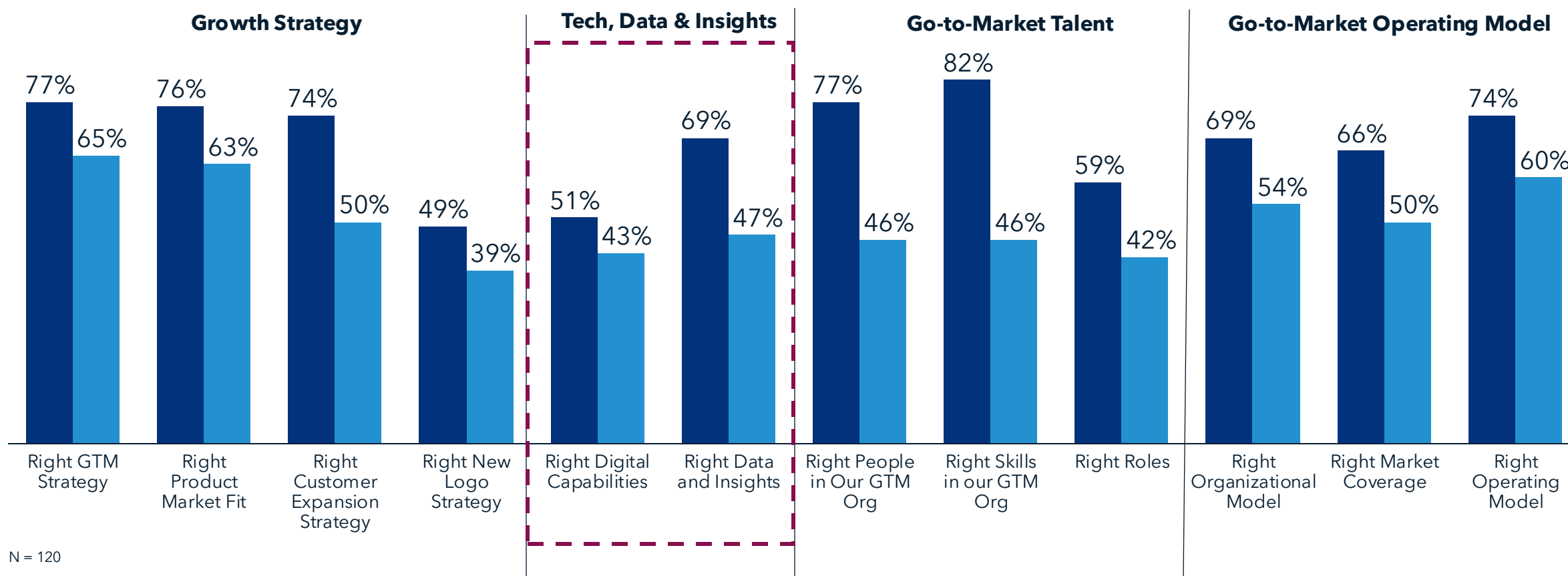
Operating in isolation exacerbates the growth challenge



Few have confidence in their data and digital capabilities

CEO Ratings of Criticality and Current Performance of Growth Dependencies

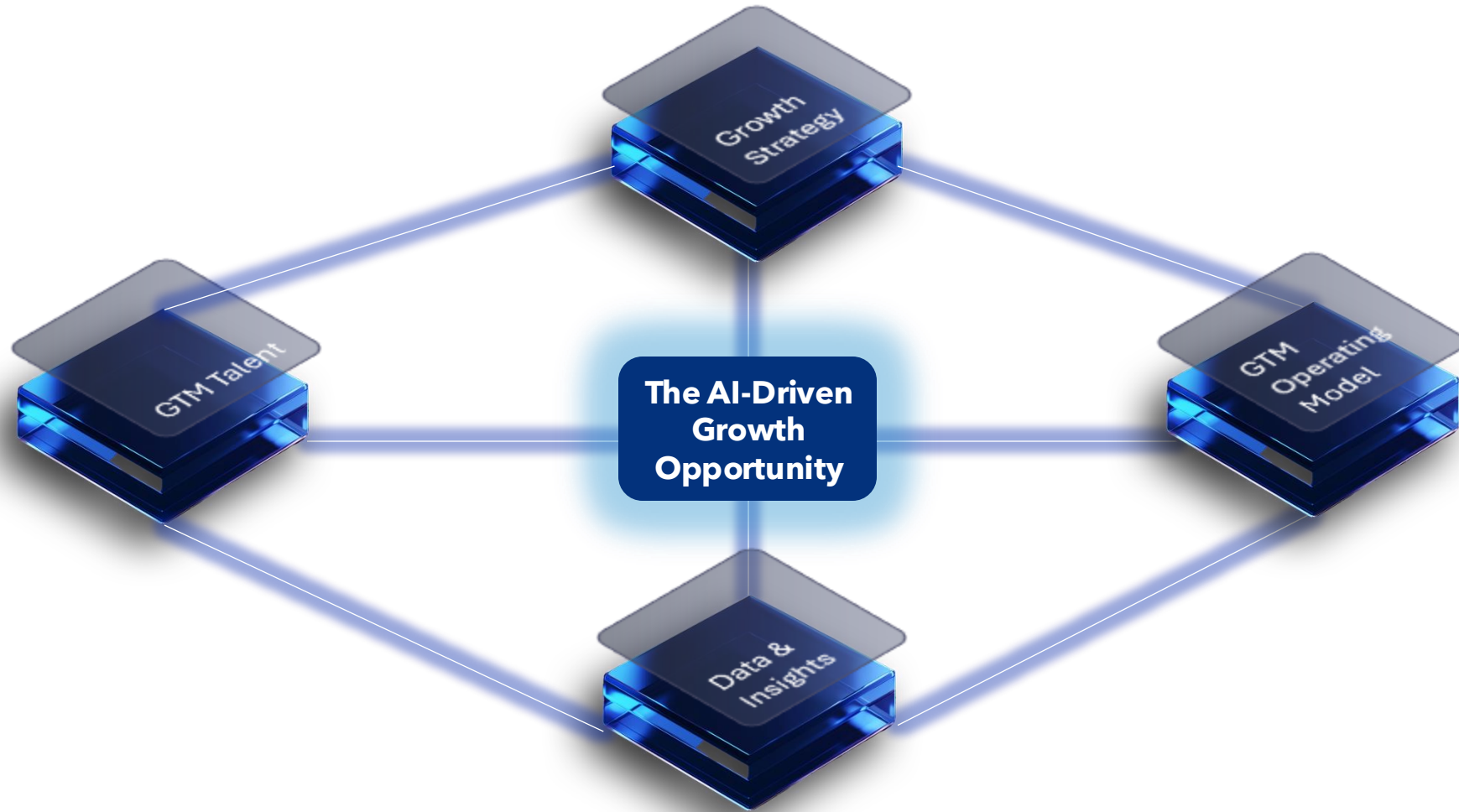
■ Critical to Overall Success
■ Currently Have it Right



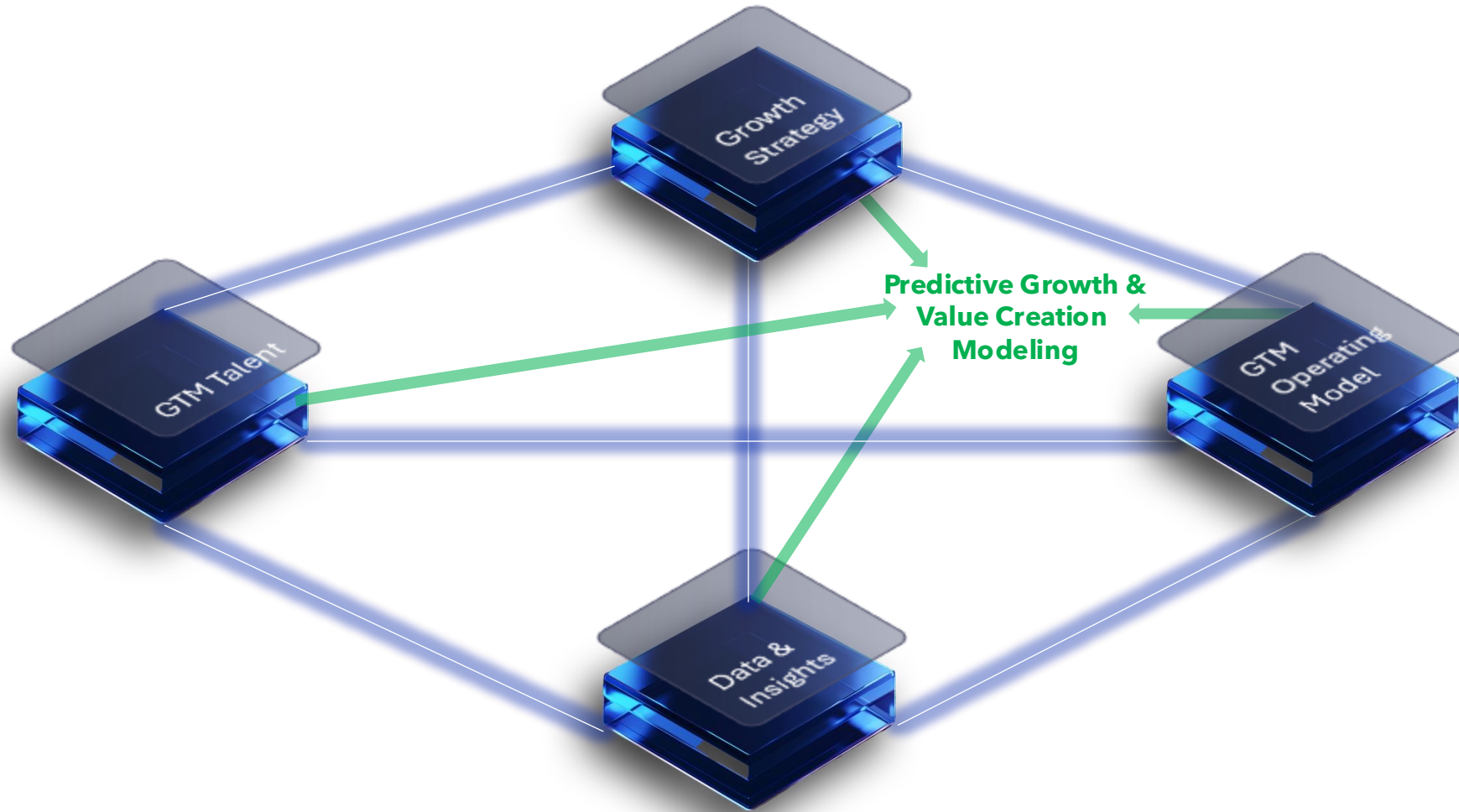
N = 120

Source: SBI Q4 2024 CEO Survey

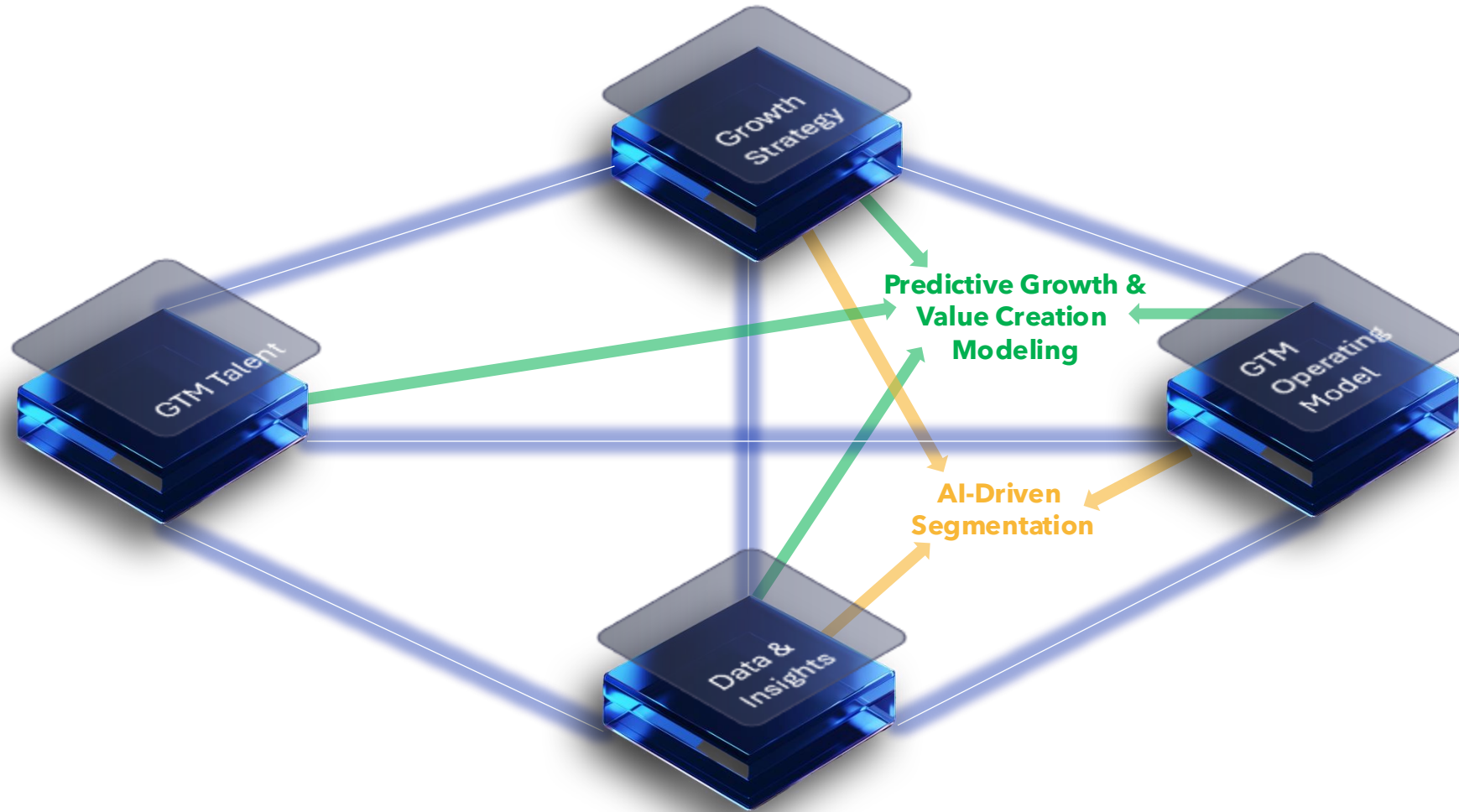
AI is not a point solution - it bridges the gaps



AI enables powerful GTM analytics which can bridge gaps in the growth system



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