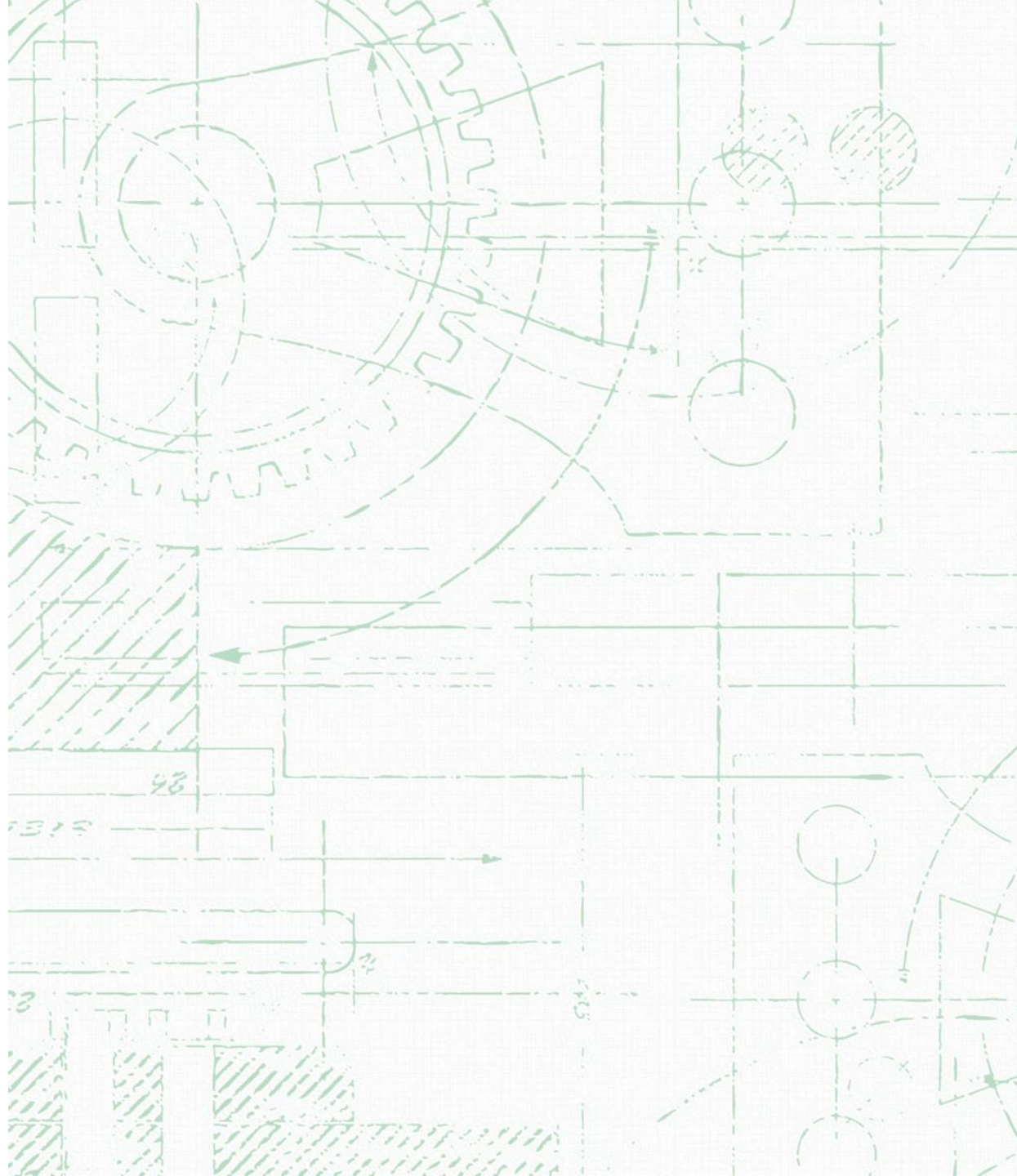


Marketing Leadership: A Hiring Blueprint

What to prioritize when hiring a Marketing executive from \$0 to \$50M ARR

June 2023

For Professional Clients Only. ICONIQ Partners (UK) LLP (973080) is an appointed representative of Kroll Securities Ltd (466588) which is authorized and regulated by the Financial Conduct Authority.



Disclosure

UNLESS OTHERWISE INDICATED, THE VIEWS EXPRESSED IN THIS PRESENTATION ARE THOSE OF ICONIQ GROWTH ("ICONIQ" OR THE "FIRM"), ARE THE RESULT OF PROPRIETARY RESEARCH, MAY BE SUBJECTIVE, AND MAY NOT BE RELIED UPON IN MAKING AN INVESTMENT DECISION. INFORMATION USED IN THIS PRESENTATION WAS OBTAINED FROM NUMEROUS SOURCES. CERTAIN OF THESE COMPANIES ARE PORTFOLIO COMPANIES OF ICONIQ GROWTH. ICONIQ GROWTH DOES NOT MAKE ANY REPRESENTATIONS OR WARRANTIES AS TO THE ACCURACY OF THE INFORMATION OBTAINED FROM THESE SOURCES.

THIS PRESENTATION IS FOR EDUCATIONAL PURPOSES ONLY AND DOES NOT CONSTITUTE INVESTMENT ADVICE OR AN OFFER TO SELL OR A SOLICITATION OF AN OFFER TO BUY ANY SECURITIES WHICH WILL ONLY BE MADE PURSUANT TO DEFINITIVE OFFERING DOCUMENTS AND SUBSCRIPTION AGREEMENTS, INCLUDING, WITHOUT LIMITATION, ANY INVESTMENT FUND OR INVESTMENT PRODUCT REFERENCED HEREIN.

ANY REPRODUCTION OR DISTRIBUTION OF THIS PRESENTATION IN WHOLE OR IN PART, OR THE DISCLOSURE OF ANY OF ITS CONTENTS, WITHOUT THE PRIOR CONSENT OF ICONIQ, IS PROHIBITED.

THIS PRESENTATION MAY CONTAIN FORWARD-LOOKING STATEMENTS BASED ON CURRENT PLANS, ESTIMATES AND PROJECTIONS. NUMBERS OR AMOUNTS HEREIN MAY INCREASE OR DECREASE AS A RESULT OF CURRENCY FLUCTUATIONS. THE RECIPIENT OF THIS PRESENTATION ("YOU") ARE CAUTIONED THAT A NUMBER OF IMPORTANT FACTORS COULD CAUSE ACTUAL RESULTS OR OUTCOMES TO DIFFER MATERIALLY FROM THOSE EXPRESSED IN, OR IMPLIED BY, THE FORWARD-LOOKING STATEMENTS. THE NUMBERS, FIGURES AND CASE STUDIES INCLUDED IN THIS PRESENTATION HAVE BEEN INCLUDED FOR PURPOSES OF ILLUSTRATION ONLY, AND NO ASSURANCE CAN BE GIVEN THAT THE ACTUAL RESULTS OF ICONIQ OR ANY OF ITS PARTNERS AND AFFILIATES WILL CORRESPOND WITH THE RESULTS CONTEMPLATED IN THE PRESENTATION. NO INFORMATION IS CONTAINED HEREIN WITH RESPECT TO CONFLICTS OF INTEREST, WHICH MAY BE SIGNIFICANT. THE PORTFOLIO COMPANIES AND OTHER PARTIES MENTIONED HEREIN MAY REFLECT A SELECTIVE LIST OF THE PRIOR INVESTMENTS MADE BY ICONIQ.

CERTAIN OF THE ECONOMIC AND MARKET INFORMATION CONTAINED HEREIN MAY HAVE BEEN OBTAINED FROM PUBLISHED SOURCES AND/OR PREPARED BY OTHER PARTIES. WHILE SUCH SOURCES ARE BELIEVED TO BE RELIABLE, NONE OF ICONIQ OR ANY OF ITS AFFILIATES AND PARTNERS, EMPLOYEES AND REPRESENTATIVES ASSUME ANY RESPONSIBILITY FOR THE ACCURACY OF SUCH INFORMATION.

ALL OF THE INFORMATION IN THE PRESENTATION IS PRESENTED AS OF THE DATE MADE AVAILABLE TO YOU (EXCEPT AS OTHERWISE SPECIFIED), AND IS SUBJECT TO CHANGE WITHOUT NOTICE, AND MAY NOT BE CURRENT OR MAY HAVE CHANGED (POSSIBLY MATERIALLY) BETWEEN THE DATE MADE AVAILABLE TO YOU AND THE DATE ACTUALLY RECEIVED OR REVIEWED BY YOU. ICONIQ ASSUMES NO OBLIGATION TO UPDATE OR OTHERWISE REVISE ANY INFORMATION, PROJECTIONS, FORECASTS OR ESTIMATES CONTAINED IN THE PRESENTATION, INCLUDING ANY REVISIONS TO REFLECT CHANGES IN ECONOMIC OR MARKET CONDITIONS OR OTHER CIRCUMSTANCES ARISING AFTER THE DATE THE ITEMS WERE MADE AVAILABLE TO YOU OR TO REFLECT THE OCCURRENCE OF UNANTICIPATED EVENTS.

FOR AVOIDANCE OF DOUBT, ICONIQ IS NOT ACTING AS AN ADVISER OR FIDUCIARY IN ANY RESPECT IN CONNECTION WITH PROVIDING THIS PRESENTATION AND NO RELATIONSHIP SHALL ARISE BETWEEN YOU AND ICONIQ AS A RESULT OF THIS PRESENTATION BEING MADE AVAILABLE TO YOU.

ICONIQ IS A DIVERSIFIED FINANCIAL SERVICES FIRM AND HAS DIRECT CLIENT RELATIONSHIPS WITH PERSONS THAT MAY BECOME LIMITED PARTNERS OF ICONIQ FUNDS. NOTWITHSTANDING THAT A PERSON MAY BE REFERRED TO HEREIN AS A "CLIENT" OF THE FIRM, NO LIMITED PARTNER OF ANY FUND WILL, IN ITS CAPACITY AS SUCH, BE A CLIENT OF ICONIQ. THERE CAN BE NO ASSURANCE THAT THE INVESTMENTS MADE BY ANY ICONIQ FUND WILL BE PROFITABLE OR WILL EQUAL THE PERFORMANCE OF PRIOR INVESTMENTS MADE BY PERSONS DESCRIBED IN THIS PRESENTATION.

THESE MATERIALS ARE PROVIDED FOR GENERAL INFORMATION AND DISCUSSION PURPOSES ONLY AND MAY NOT BE RELIED UPON.

THIS MATERIAL MAY BE DISTRIBUTED TO, OR DIRECTED AT, ONLY THE FOLLOWING PERSONS: (I) PERSONS WHO HAVE PROFESSIONAL EXPERIENCE IN MATTERS RELATING TO INVESTMENTS FALLING WITHIN ARTICLE 19(5) OF THE FINANCIAL SERVICES AND MARKETS ACT 2000 (FINANCIAL PROMOTION) ORDER 2005 (THE "FP ORDER"), (II) HIGH-NET-WORTH ENTITIES FALLING WITHIN ARTICLE 49(2) OF THE FP ORDER, AND (III) ANY OTHER PERSONS TO WHOM IT MAY OTHERWISE LAWFULLY BE COMMUNICATED (ALL SUCH PERSONS TOGETHER BEING REFERRED TO AS "FPO RELEVANT PERSONS"). PERSONS WHO ARE NOT FPO RELEVANT PERSONS MUST NOT ACT ON OR RELY ON THIS MATERIAL OR ANY OF ITS CONTENTS. ANY INVESTMENT OR INVESTMENT ACTIVITY TO WHICH THIS MATERIAL RELATES IS AVAILABLE ONLY TO FPO RELEVANT PERSONS AND WILL BE ENGAGED IN ONLY WITH FPO RELEVANT PERSONS. RECIPIENTS MUST NOT DISTRIBUTE, PUBLISH, REPRODUCE, OR DISCLOSE THIS MATERIAL, IN WHOLE OR IN PART, TO ANY OTHER PERSON.

Introduction

ICONIQ Growth

Leadership Analytics

Executive hiring is the final frontier within the modern organization that is yet to benefit from the proliferation of data. Despite having data to guide nearly every other business decision – and despite the criticality of executive hiring decisions – CEOs and Founders have heretofore been forced to rely on anecdotal guidance.

ICONIQ Growth set out to change that.

Determined to help de-risk hiring decisions by empowering CEOs and Founders with data, we are studying every leadership hire between Founding and IPO at dozens of high-caliber SaaS companies. We segment each hiring decision by growth stage in order to deliver hyper-relevant insights. To date, we have collected over **36,000 datapoints on over 1,000 leaders**.

The result is a series of **first-of-their-kind playbooks** that help guide decision-making across the entire private company lifecycle – whether you are making your first leadership hire or evaluating the skillsets needed to adeptly enter the public markets.

We hope this analysis, which examines **the backgrounds of Marketing executives at companies from \$0M to \$50M ARR**, serves as a north star as you build and scale your go-to-market organization.

The Dataset

We studied every Head of Marketing* hired at these 63 B2B SaaS companies from the day they were founded to the day they went public, capturing the entire private company lifecycle¹:

ICONIQ Growth Portfolio Companies^{2,3}

Other Companies³



*We defined “Head of Marketing” as the senior-most executive responsible for the entire marketing organization and strategy of the company. Throughout this analysis, we use “Head of Marketing” as a catchall term.

Company Inclusion Criteria:

- SaaS business model
- Went public after 2016 via IPO or Direct Listing
- Raised venture capital prior to going public

(1) Data sources for this analysis included LinkedIn profiles, company websites, press releases, articles, and others.

(2) Includes fully realized investments.

(3) Includes companies that have been de-listed. Please see full list of ICONIQ Growth Portfolio companies at the end of the presentation.

Executive Summary

Early Stage: \$0M-\$20M ARR
Early Growth Stage: \$20M-\$50M ARR

1 Introduction

Hiring a successful Head of Marketing can be challenging for early and maturing SaaS companies. Frequent turnover occurs within the same growth stage, with **nearly a third of Heads of Marketing leaving within 1.5 years of hire**¹.

This is an **updated version of our 2021 analysis**. We've included **18 additional companies and 56 leaders** in our Heads of Marketing dataset. This has revealed new trends in leaders' prior marketing focus and go-to-market motion expertise. **<\$50M ARR companies are now seeing success with both product and revenue marketers**, whereas previously, companies hired primarily product marketers. Early and Early Growth Stage companies are increasingly pivoting away from corporate marketers. We've also **observed an increase in the presence of Product Led Growth (PLG) marketing leaders**. Additionally, our enriched dataset enabled us to explore new hypotheses, including how key operational traits impact a leader's success across growth stages.

2 Leadership

Why do some Heads of Marketing stay for only 5 months, while others endure for 8 years? Having **prior Head of Marketing experience was critical to a hire's success and longevity**. Early Stage hires with prior leadership experience at scaled companies (>\$50M ARR) were 5x more likely to reach \$50M ARR relative to hires without this experience. Similarly, Early Growth Stage hires with leadership experience scaled across multiple stages of growth and were 3-6x more likely to reach IPO.

3 Marketer Type

In addition to having leadership experience, a hire's primary marketing focus can also help mitigate against early departures. For this study, we categorized marketers into three types: **product, revenue, and corporate**. Early and Early Growth Stage **companies primarily hired for product and revenue marketing** and tended to skew toward these backgrounds as they scaled. **For Early Stage companies, product and revenue marketing trended similarly, with nearly 60% reaching \$20M+ ARR**. For **Early Growth Stage companies**, product and revenue marketers reached \$100M+ ARR at nearly the same rate, though **product marketers were 1.8x more likely to reach IPO**. Corporate marketers had the highest rate of same stage departures and were most likely to depart within 1.5 years of hire.

4 Go-To-Market Motion & Sector

An **executive's prior go-to-market motion has historically been less relevant to their success**, although Sales Led Growth (SLG) marketing leaders tend to stay slightly longer than Product Led Growth (PLG) leaders. Their **sector background had moderate significance**, as individuals with sector affinity stayed slightly longer on average.

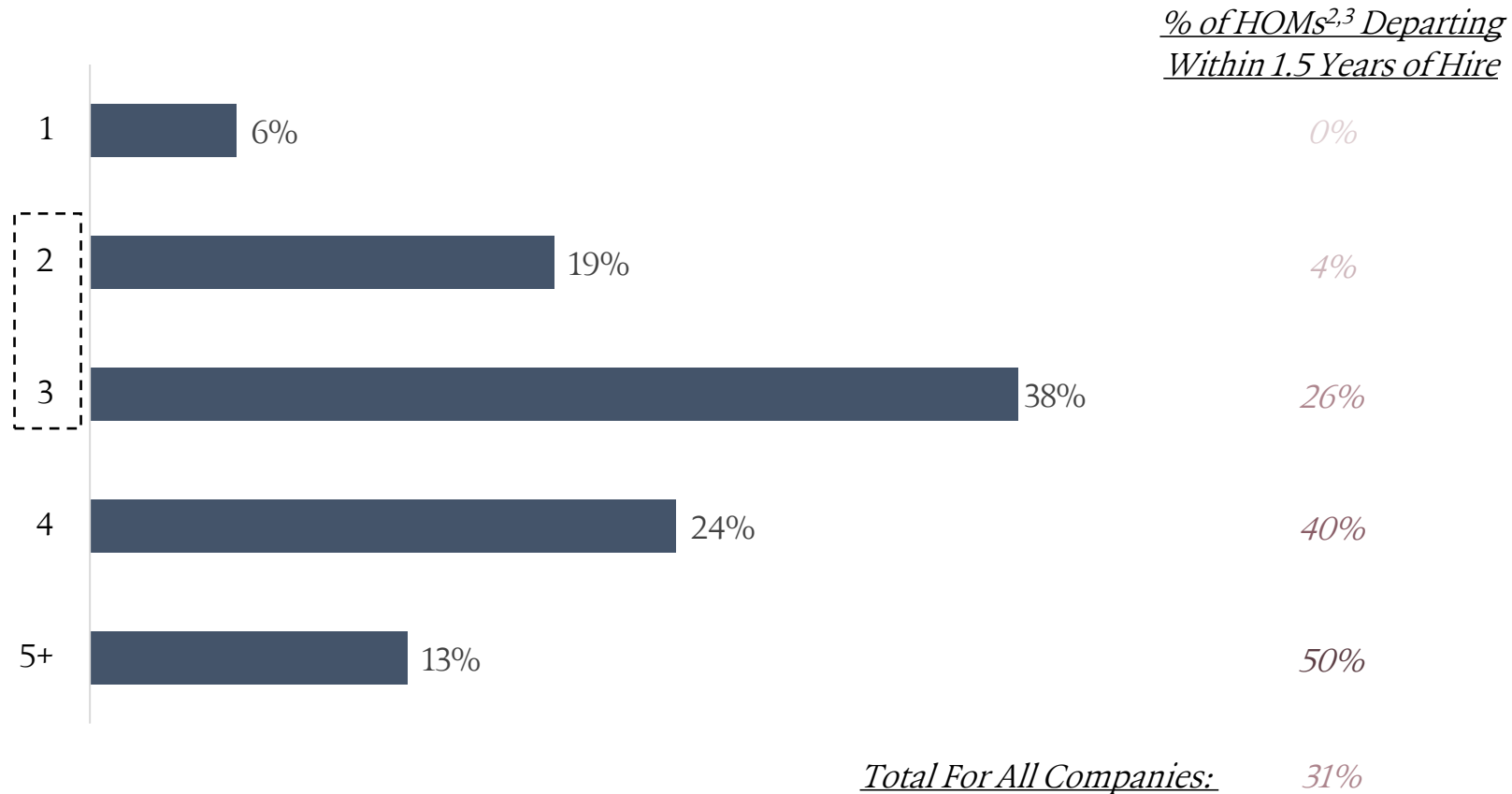
(1) We acknowledge individuals depart from their roles for various reasons, though we generally believe longevity and growth stage velocity are key indicators of a successful leader.

Marketing Hiring Overview

Heads of Marketing are difficult to hire well, with 1 in 3 Heads of Marketing leaving within 1.5 years of hire. Depending on hire quality and longevity, companies can expect to hire 2-3 Heads of Marketing over time.

Number of Heads of Marketing from Founding to IPO¹

n = 63 companies



(1) The average time to IPO for companies in this dataset was 11 years.

(2) Includes only external hires.

(3) "HOM" is abbreviated for Head of Marketing.

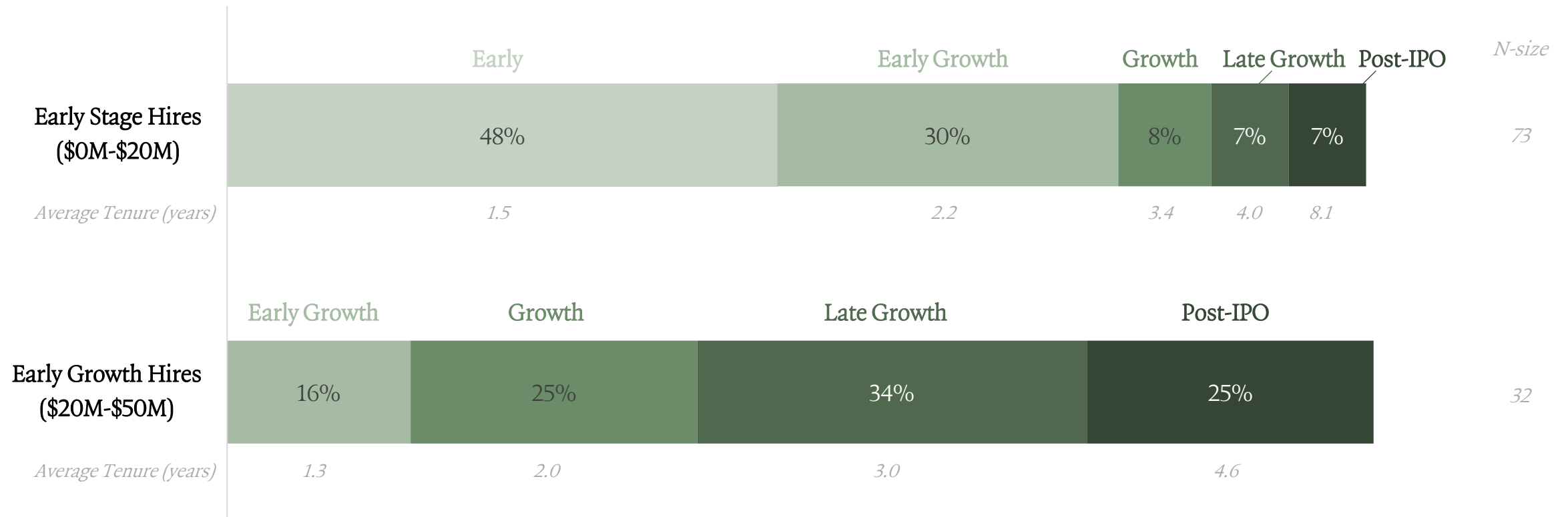
Tenure Outcomes (Stages)

Hiring a Head of Marketing between \$0M-\$20M ARR can be challenging, with 48% of the hires made during the Early Stage leaving during this same stage. However, 59% of Early Growth Stage hires scaled to \$100M+ ARR.

ICONIQ SaaS Growth Stages:
 Early Stage: \$0M-\$20M ARR
 Early Growth Stage: \$20M-\$50M ARR
 Growth Stage: \$50M-\$100M ARR
 Late Growth Stage: \$100M ARR - IPO

Stage of Hire vs. Stage of Departure

n = 105 hires¹



(1) Note: Pages 7-25 includes only those who were hired directly into the Head of Marketing role and excludes co-founders and promoted individuals.

Why do some Heads of Marketing stay for only 5 months, while others endure for 8 years? We analyzed the major traits in marketing executive backgrounds to understand how these impacted a leader's success and longevity within the company.

Leadership

Does having prior Head of Marketing experience have an impact on a leader's success? We analyzed the senior-most roles a hire had at public and private companies to understand whether first-time Heads of Marketing can be successful.

[p. 9-10](#)

Marketer Type

How do different types of marketers compare to one another? We investigated whether Product Marketers, Corporate Marketers, or Revenue Marketers are the most prevalent and successful.

[p. 11-16](#)

GTM Motion

What is the relationship between a leader's prior GTM motion to the company GTM motion? We analyzed each person's GTM background and how this impacted a leader's tenure.

[p. 17](#)

Sector

Do leaders need to have experience marketing to customers within the same sector? We analyzed each hire's sector and sub-sector background and how this impacted a leader's tenure.

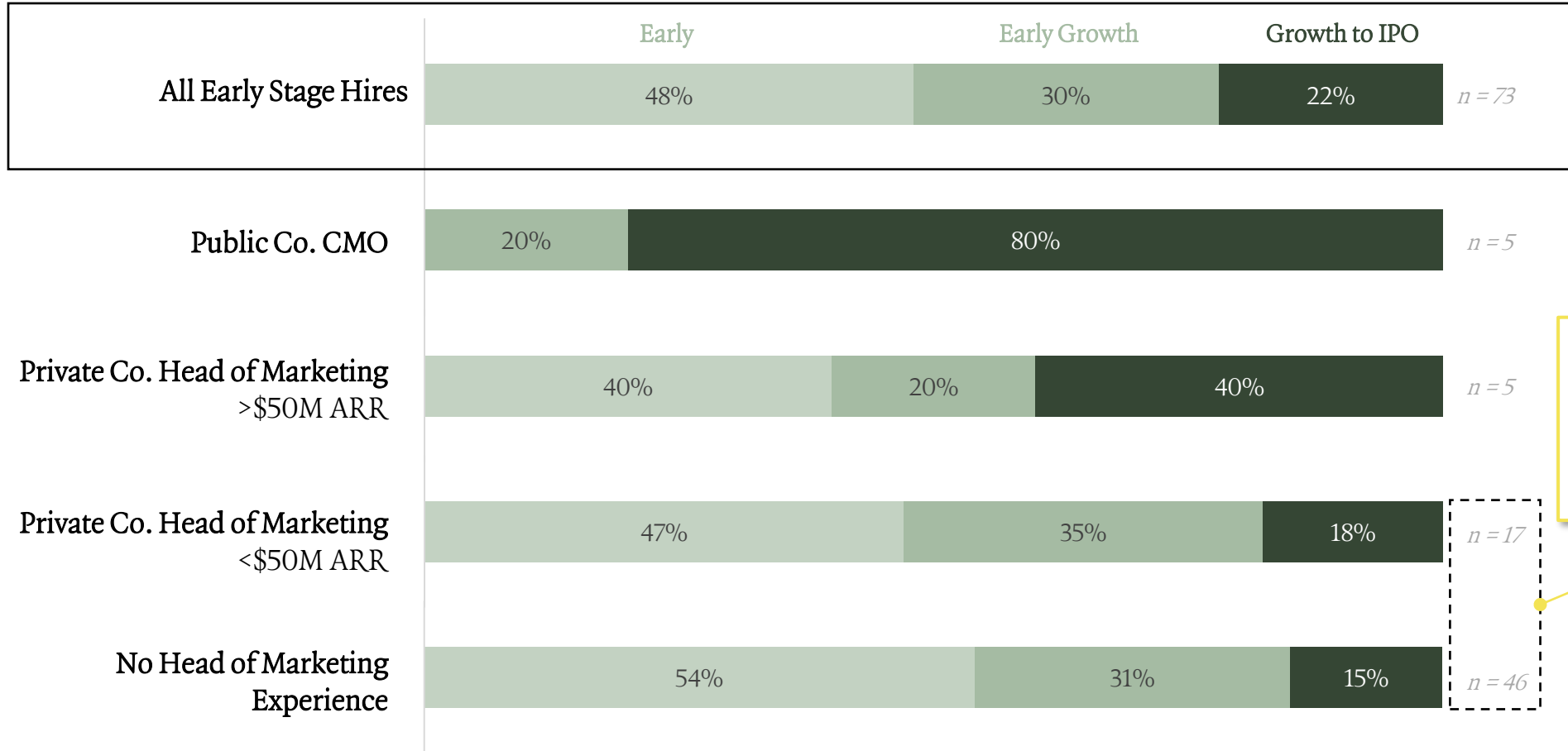
[p. 18-19](#)

Early Stage | Leadership

For companies between \$0-\$20M ARR, hiring for prior leadership experience helps mitigate against early departures. Prior Heads of Marketing at scaled companies were 2.5-5x more likely to reach \$50M+ ARR relative to hires with no leadership experience.

Stage of Departure by Marketing Leadership Experience

Worse outcome Better outcome



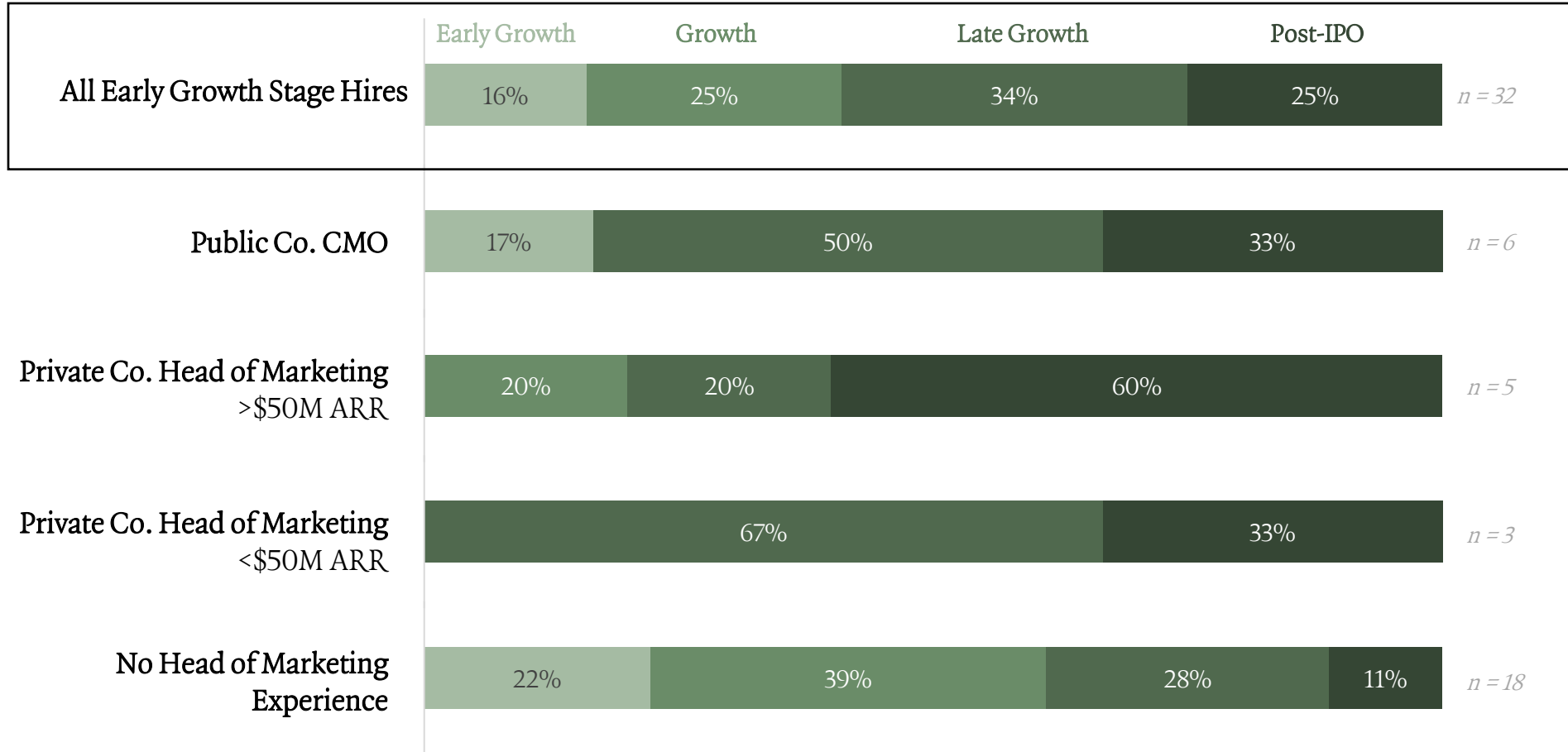
Having Head of Marketing experience at a small private company had **no meaningful** advantage over those who had none.

Note: Prior company ARR data estimated using proxy metrics (e.g., per headcount, PIC) if actual figures unavailable.

Early Growth Stage | Leadership

As with Early Stage peers, Early Growth Stage companies should also optimize for prior leadership experience. Prior Heads of Marketing were 3-6x more likely to reach IPO relative to hires with no leadership experience.

Stage of Departure by Marketing Leadership Experience

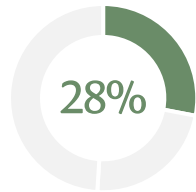


Note: Prior company ARR data estimated using proxy metrics (e.g., per headcount, PIC) if actual figures unavailable.

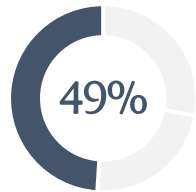
Marketer Type Primer

There are three marketing backgrounds¹ we will use to categorize leaders in this study: revenue, product, and corporate.

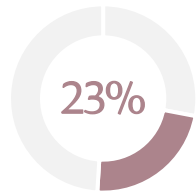
Marketer Type Composition²



Revenue Marketing: Identifies, converts, and nurtures prospects and existing customers through data-driven strategies that generate revenue for the business. This includes demand generation, growth marketing, partner marketing, and field marketing.



Product Marketing: Refines competitive positioning and messaging, and plays an integral role in bringing products to market. Responsible for product launches and driving usage by ensuring customers understand product benefits.



Corporate Marketing: Builds brand awareness and constructs the company narrative. Communications, PR, content marketing, advertising, and brand strategy fall under this purview.

(1) We believe the core SaaS marketing skill sets can be captured within one of these three groups. Several leaders in this analysis had experience in multiple marketing sub functions; each person is categorized according to their dominant/primary background.

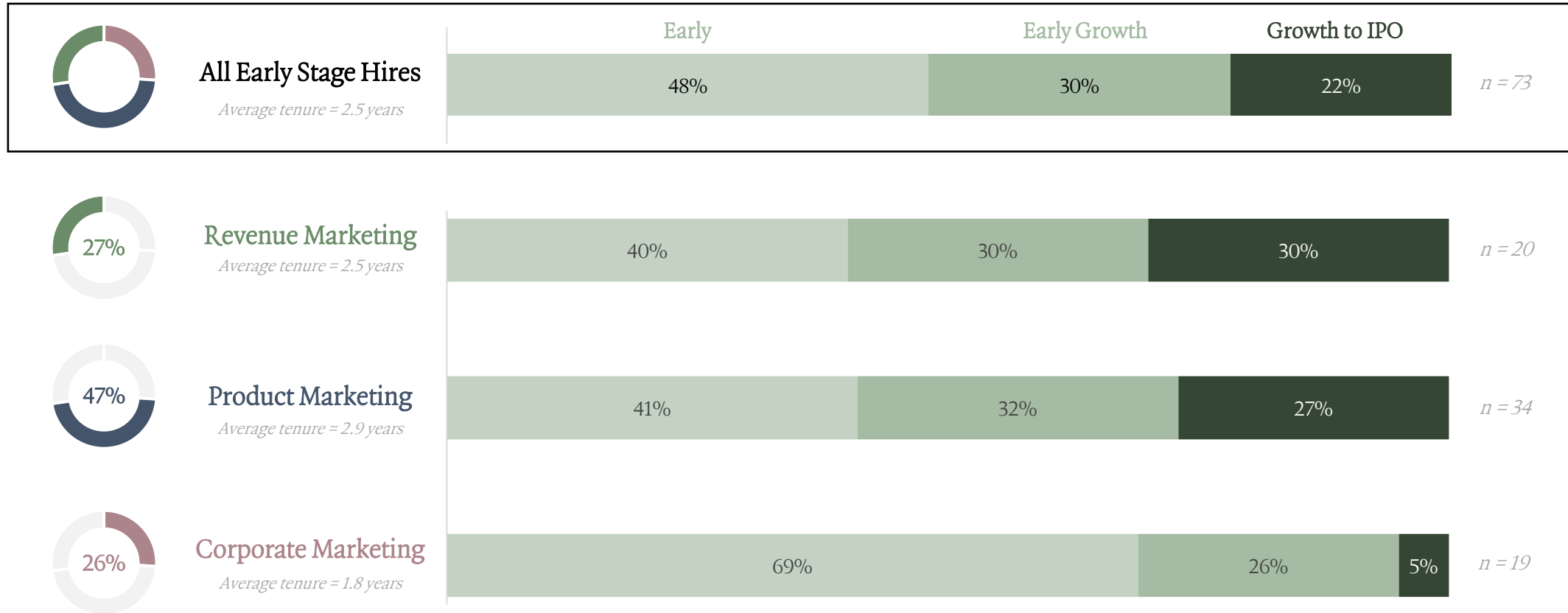
(2) Charts reflect both Early and Early Growth Stage hires.

Early Stage | Marketer Type

For companies between \$0-\$20M ARR, product and revenue marketers were 5-6x more likely to reach \$50M+ ARR relative to corporate marketers. 69% of corporate marketers left before reaching \$20M ARR.

Stage of Departure by Marketer Type

Worse outcome Better outcome

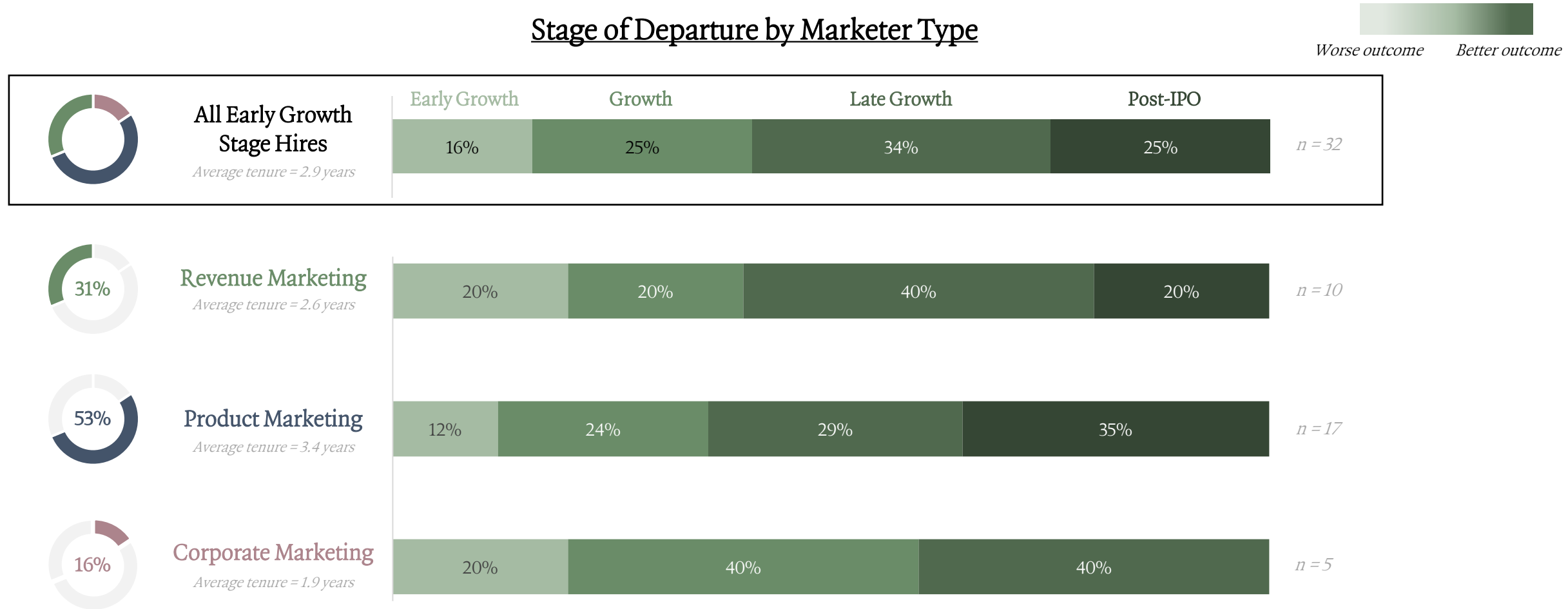


Note: For further detail on Marketer Type, please see pages 22-25 for a breakdown of this view by company GTM Motion and Leadership.

Early Growth Stage | Marketer Type

For Early Growth Stage companies, product and revenue marketers reached \$100M+ ARR at nearly the same rate, with 1.8x more product marketers reaching IPO relative to revenue marketers. Corporate marketers were less common in this stage, with none reaching IPO.

Stage of Departure by Marketer Type



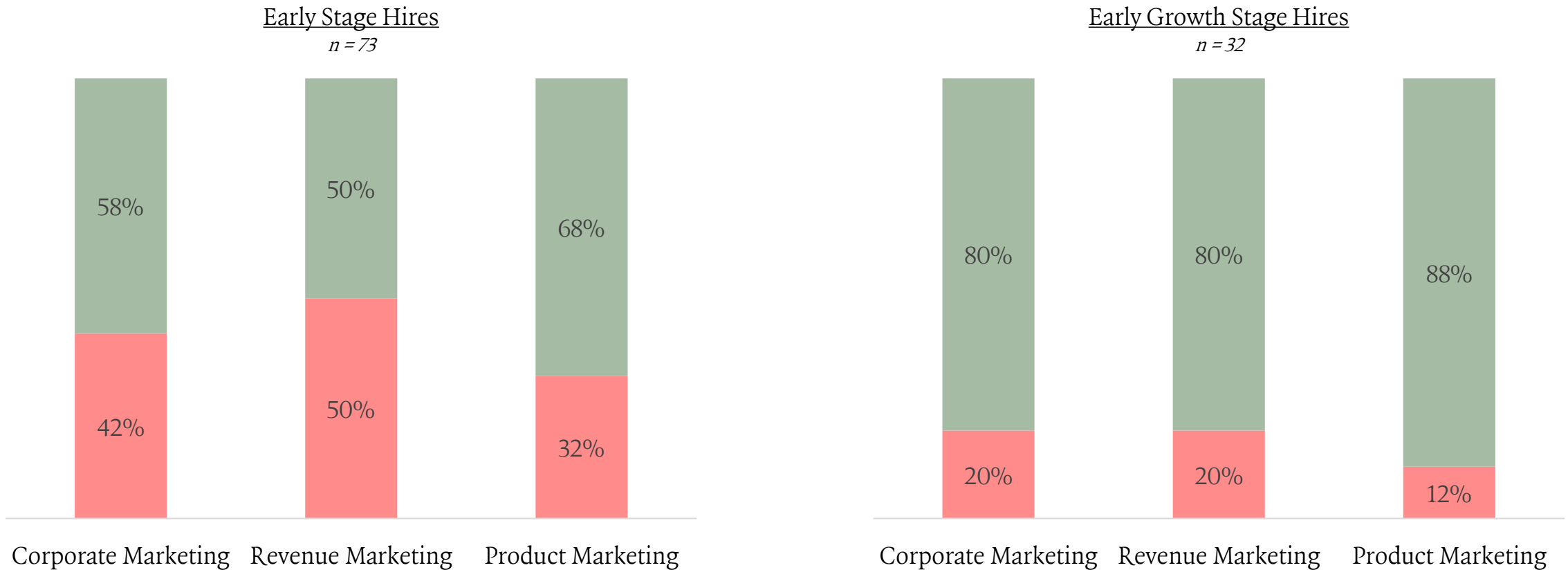
Note: For further detail on Marketer Type, please see pages 22-25 for a breakdown of this view by company GTM Motion and Leadership.

Tenure by Marketer Type

For companies in the Early and Early Growth Stage, product marketers were least likely to depart within 1.5 years of hire compared to revenue and corporate marketers. At Early Growth Stage companies, there are fewer early leavers across all types of marketers.

Heads of Marketing Tenure:

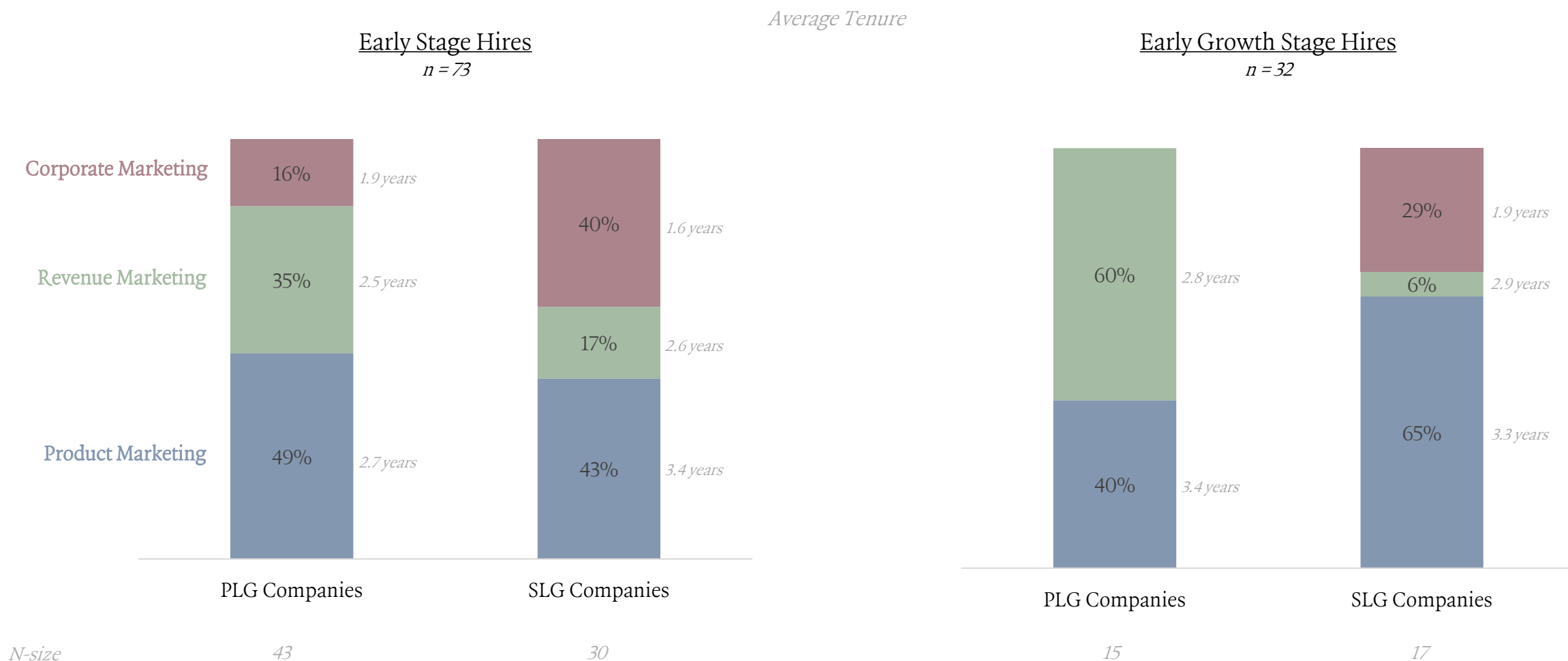
>1.5 years vs ≤ 1.5 years



Marketer Type by Company GTM Motion

PLG companies were most likely to hire product and revenue marketers, with revenue becoming increasingly dominant as companies scaled. SLG companies were most likely to hire product and corporate marketers, with product becoming more common after \$20M ARR.

Marketer Type by Company GTM Motion¹



(1) See page 26 for list of PLG and SLG companies.

Marketer Type Across Stages

Companies that initially hired product or revenue marketers tend to have that same marketer type at \$50M ARR, suggesting a strong inclination to reinforce that strategy. Two thirds of companies that initially hired corporate marketers pivoted to a different marketer type.

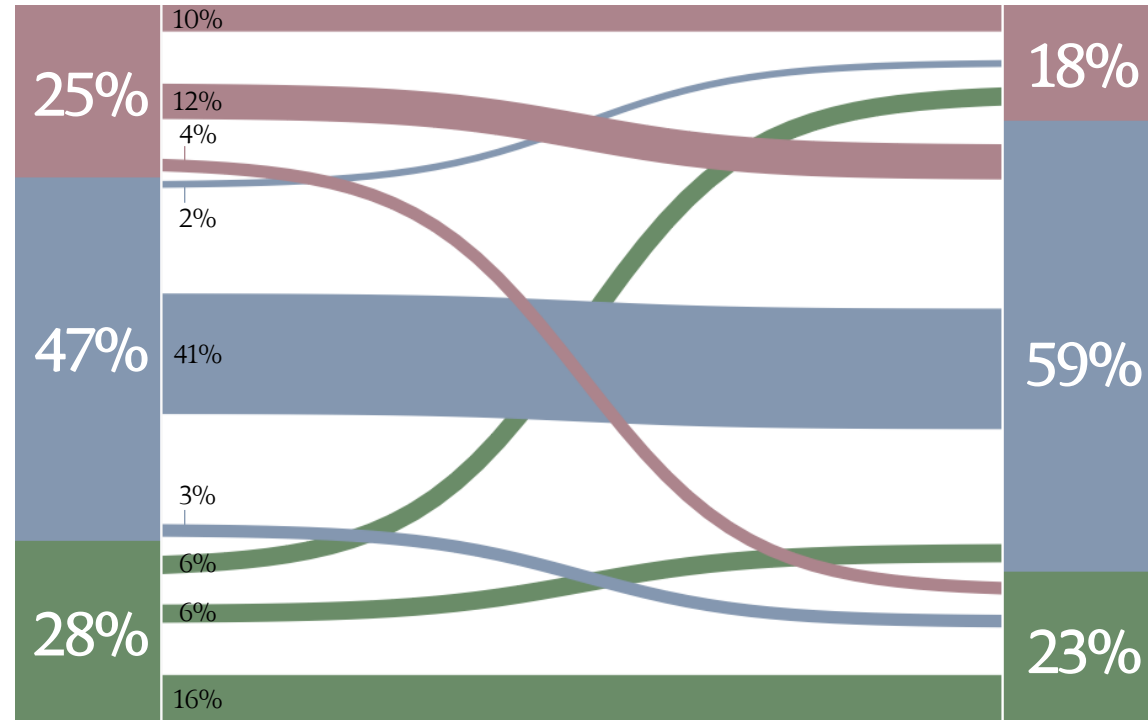


First Hire Marketer Type vs Marketer Type at \$50M ARR

n = 51 companies⁽¹⁾

First Hire Marketer Type

Marketer Type at \$50M ARR



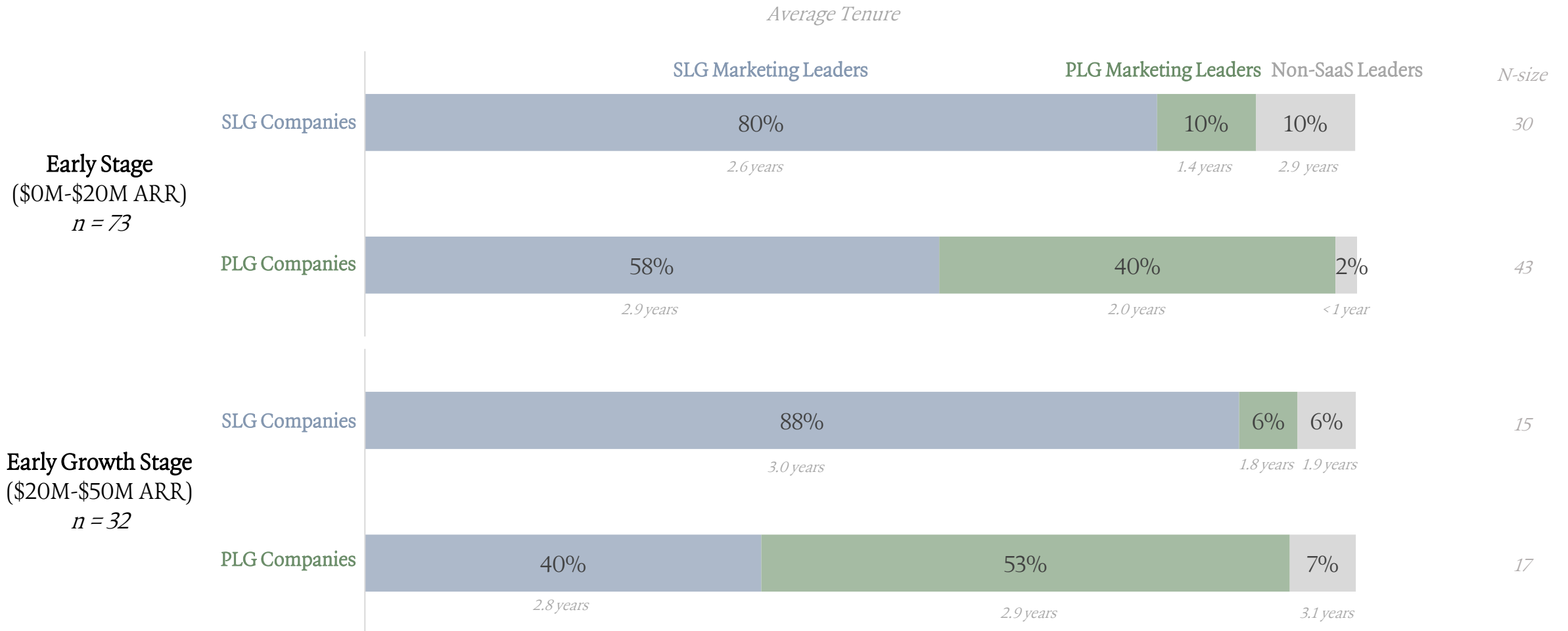
Colors matching up on the right indicate companies had the same marketer type at time of first hire and at \$50M ARR

(1) Only includes companies that had hires with marketing operating backgrounds.

Go-to-Market Motion

Sales Led Growth companies across both stages predominantly hired Heads of Marketing with SLG experience while Product Led companies hired more evenly for SLG and PLG experience.

Marketing Leader's GTM Background vs. Company's GTM Motion¹



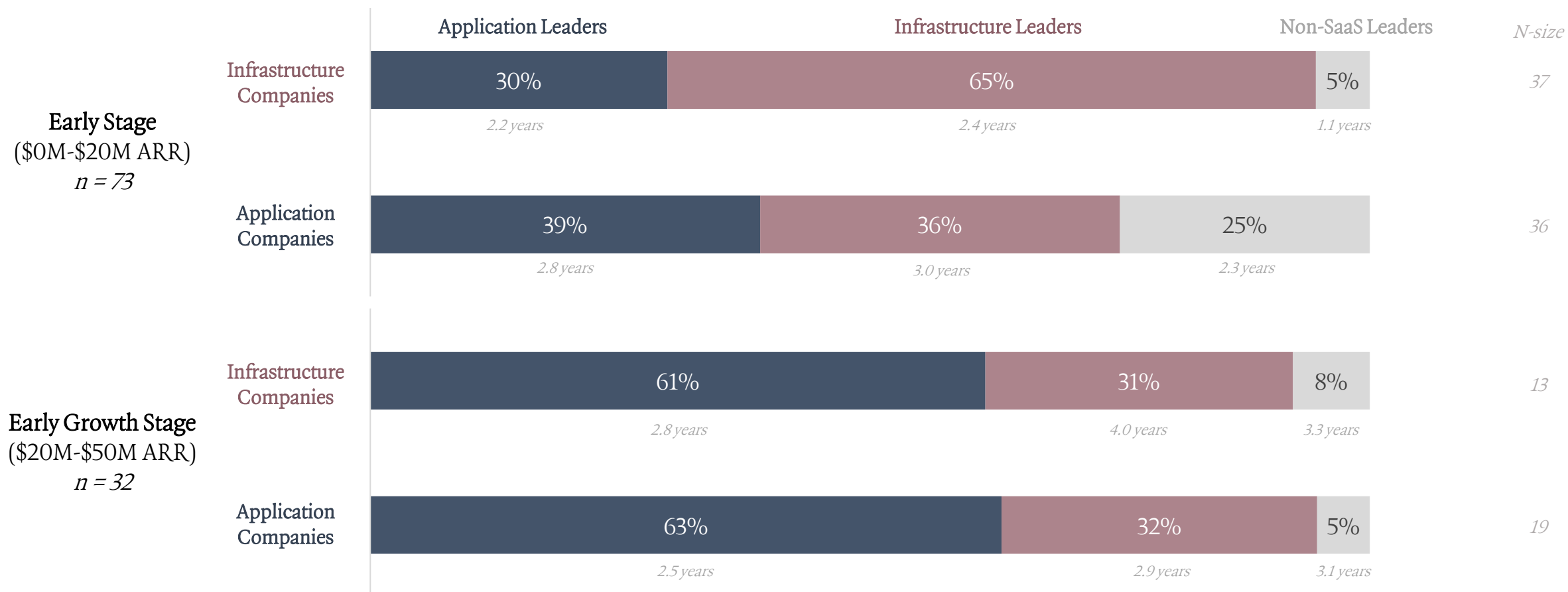
(1) See page 26 for list of PLG and SLG companies.

Sector | Applications vs. Infrastructure

Although Infrastructure companies prioritized leaders with sector affinity in the Early Stage, they shifted to hiring more Application leaders in the next stage. Early Stage Application companies had nearly an even background mix and then pivoted to hiring mostly Application leaders.

Marketing Leader's Sector Background vs. Company's Sector¹

Average Tenure



(1) See page 26 for list of Application and Infrastructure companies.

Sub-Sector

Most Application hires were new to the sector while Infrastructure hires had varying degrees of sector exposure – except those within Security, 64% of whom had primarily spent time in the same sector. Overall, leaders with stronger sector affinity stayed slightly longer on average.



Heads of Marketing by Prior Sub-Sector Exposure

Early + Early Growth Hires / n = 105

Sub-Sector ¹	Example Company	Dominant in Sector	Some Exposure in Sector	Totally New to Sector	N-size ²
Security	CROWDSTRIKE	64%	7%	29%	14
Collaboration & Workflow	slack	38%	25%	37%	8
Dev Ops	GitLab	38%	37%	25%	8
Cloud Infrastructure	DATADOG	25%	33%	42%	12
Go-to-Market Stack	User Testing	22%	22%	56%	9
Vertical SaaS	samsara	10%	60%	30%	10
Back Office	coupa	5%	42%	53%	19
Data & Analytics	Amplitude	5%	28%	67%	21
<i>All Application Companies</i>		13%	33%	54%	55
<i>All Infrastructure Companies</i>		32%	30%	38%	50

Average Tenure by Sector Affinity Background (Years)

3.1

Dominant in sector

2.5

Some exposure in sector

2.5

New to sector

(1) To understand which Sub-Sectors match to Application and Infrastructure, please see appendix p. 26.

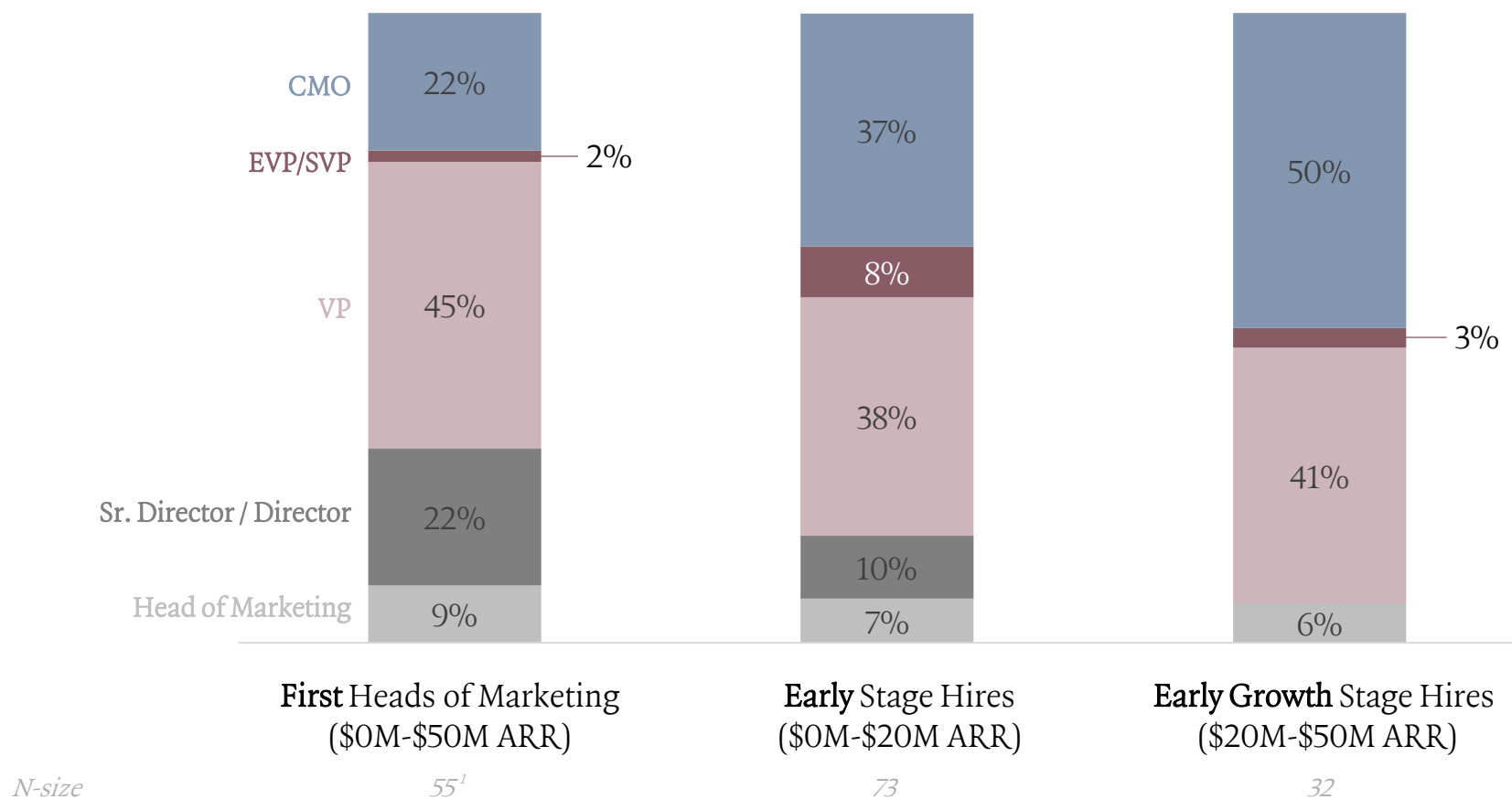
(2) Fintech and Education companies are included in “All Application Companies” and “All Infrastructure Companies” but not broken out separately due to small n-size.

Titling

Ready to hire a Head of Marketing? Companies hiring their first Head of Marketing primarily use the title “VP”. As a company scales, “CMO” becomes the most common title.

Titles by Stage and Leadership Order

External hires only



(1) Includes only first Heads of Marketing hired before \$50M ARR and first Heads of Marketing that were externally hired.

Appendix

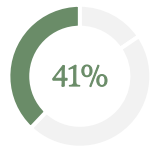
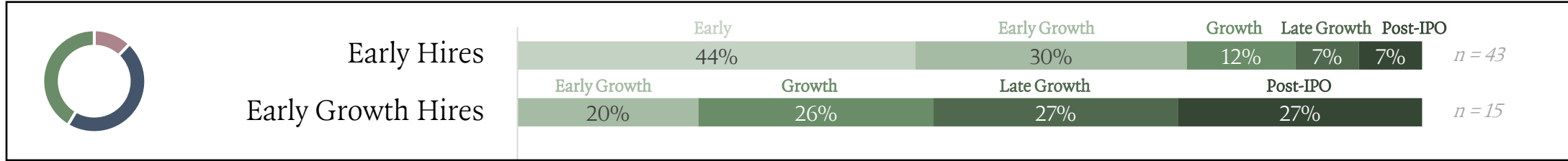
Early and Early Growth | PLG Companies

For Early Stage PLG companies¹, product and revenue marketers had a similar scale trajectory, though revenue marketers were 1.4x more likely to reach \$50M+ ARR. At Early Growth Stage companies, product and revenue marketers reached \$100M+ ARR at nearly the same rate.

PLG Companies

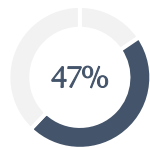
Stage of Departure by Marketer Type

Worse outcome Better outcome



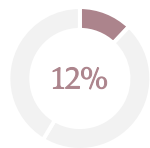
Revenue Marketing

Average tenure = 2.5 years



Product Marketing

Average tenure = 2.8 years



Corporate Marketing²

Average tenure = 2.1 years



More than half of corporate marketers left before reaching \$20M ARR

(1) See page 26 for list of PLG companies.

(2) There were no corporate marketers hired during the Early Growth Stage.

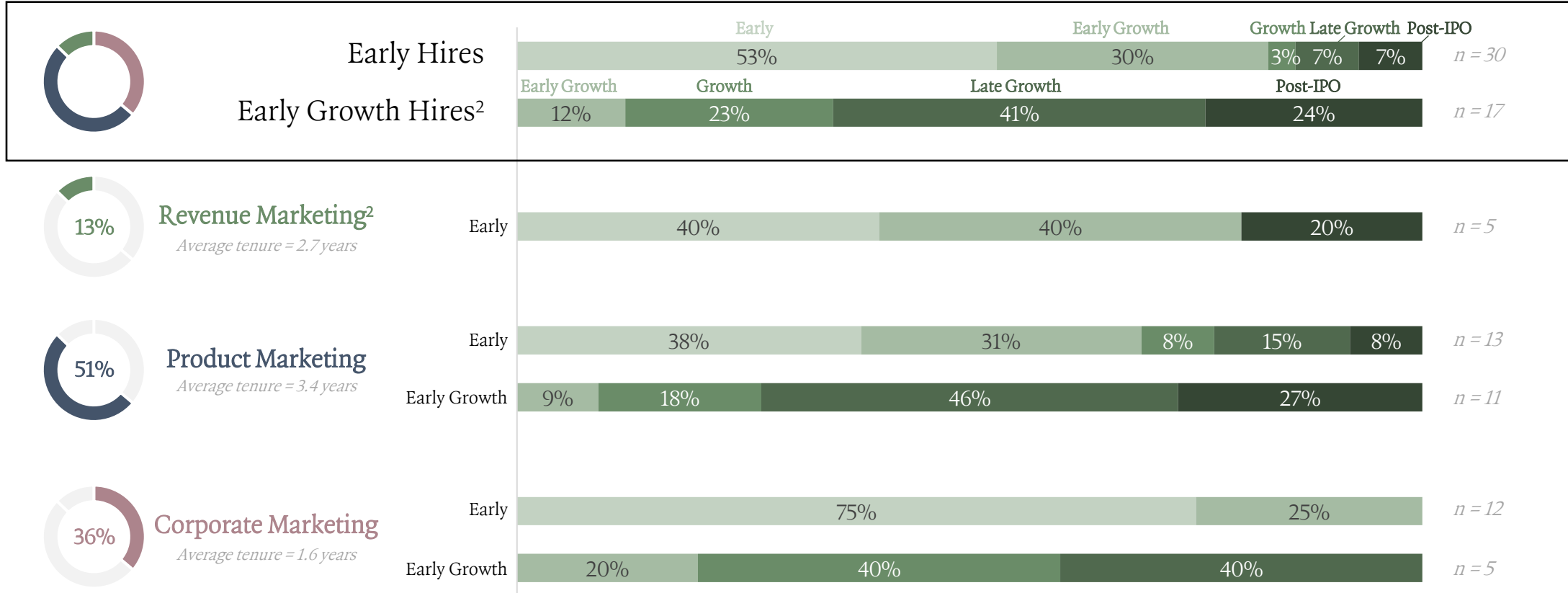
Early and Early Growth | SLG Companies

For Early Stage SLG companies¹, product marketers were the most common and were 1.5x more likely to reach \$50M+ ARR relative to revenue marketers. At Early Growth Stage companies, 73% of product marketers reached \$100M+ ARR.

SLG Companies

Stage of Departure by Marketer Type

Worse outcome Better outcome



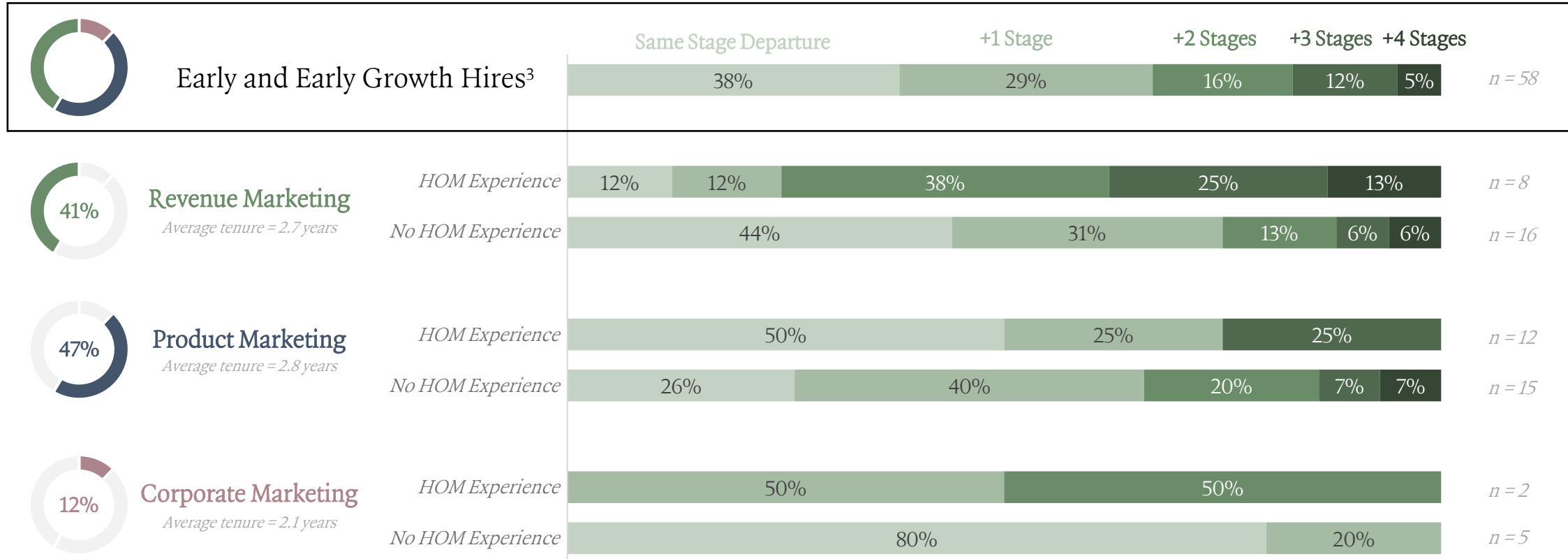
(1) See page 26 for list of SLG companies.

(2) Early Growth revenue marketing is included in the aggregated bar chart, but not broken out separately due to small n-size.

Early and Early Growth | PLG Companies

When looking at leadership and marketer type together for PLG companies¹, having Head of Marketing² experience had a positive impact on a revenue marketer's ability to scale across multiple stages.

PLG Companies Stage of Departure by Leadership & Marketer Type



(1) See page 26 for list of PLG companies.

(2) "HOM" is abbreviated for Head of Marketing

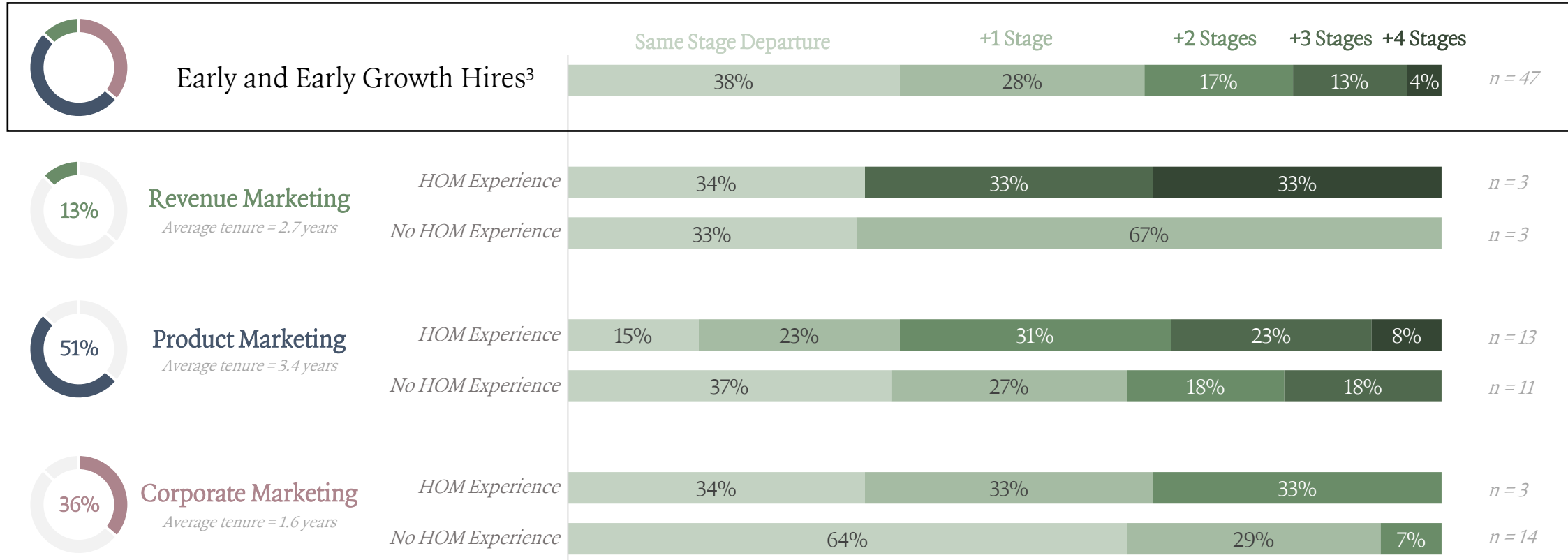
(3) Combining Early and Early Growth hires required stage normalization. For example, Early to Early Growth and Early Growth to Growth would mean "+1 Stage".

Early and Early Growth | SLG Companies

Product marketers with Head of Marketing experience had a greater chance of scaling across multiple stages at SLG companies¹, whereas a third of revenue and corporate marketers left during the same stage of hire. Having no HOM² experience resulted in more early departures.

SLG Companies Stage of Departure by Leadership & Marketer Type

Worse outcome Better outcome



(1) See page 26 for list of SLG companies.

(2) "HOM" is abbreviated for Head of Marketing.

(3) Combining Early and Early Growth hires required stage normalization. For example, Early to Early Growth and Early Growth to Growth would mean "+1 Stage".

GTM Motion

PLG Companies

Alteryx, Amplitude, Asana, BigCommerce, Bill.com, CloudFlare, Confluent, Datadog, DigitalOcean, DocuSign, Domo, Dropbox, Elastic, Fastly, Freshworks, Gitlab, HashiCorp, Jfrog, MongoDB, PagerDuty, Pluralsight, Sendgrid, Slack, Smartsheet, Snowflake, Sprout Social, Squarespace, Sumo Logic, Tenable, Toast, Twilio, Unity, UserTesting, Yext, Zoom

SLG Companies

Anaplan, Apptio, Avalara, Blackline, Blend, Braze, C3.ai, Carbon Black, Cloudera, Coupa, CrowdStrike, Enfusion, ForeScout, Livongo, Marqeta, Medallia, Mulesoft, nCino, Nutanix, Okta, Procure, Samsara, SentinelOne, Sprinklr, Talend, UiPath, Zscaler, Zuora

Sector & Sub-Sector

Application Companies

Data & analytics
Back Office
Collaboration & Workflow
Education
Go-to-Market Stack
Vertical SaaS

Alteryx, Amplitude, Anaplan, Apptio, Asana, Avalara, BigCommerce, Bill.com, Blackline, Braze, C3.ai, Coupa, DocuSign, Domo, Dropbox, Enfusion, Freshworks, Livongo, Medallia, nCino, Pluralsight, Procure, Samsara, Slack, Smartsheet, Sprinklr, Sprout Social, Squarespace, Talend, Toast, UiPath, UserTesting, Yext, Zoom, Zuora

Infrastructure Companies

Data & analytics
Fintech
Cloud Infrastructure
Dev Ops
Security
Vertical SaaS

Blend, Carbon Black, Cloudera, CloudFlare, Confluent, CrowdStrike, Datadog, DigitalOcean, Elastic, Fastly, ForeScout, Gitlab, HashiCorp, Jfrog, Marqeta, MongoDB, Mulesoft, Nutanix, Okta, PagerDuty, Sendgrid, SentinelOne, Snowflake, Sumo Logic, Tenable, Twilio, Unity, Zscaler

Thank You!

ICONIQ GROWTH LEADERSHIP ADVISORY



Chris Hubbell

General Partner



Caroline Brand

Leadership Analytics



Greg Brown

Functional Lead – G&A



Brad Delaplane

Functional Lead – GTM



Katherine Dunn

Leadership Analytics



Zack Osman

Portfolio Compensation



Adam Snyder

Analyst

ICONIQ GROWTH PORTFOLIO ANALYTICS



Christine Edmonds

General Partner &
Head of Analytics



Addison Anders

Portfolio Analytics



Claire Davis

Portfolio Analytics



Vivian Guo

Portfolio Analytics



Sam O'Neill

Portfolio Data Manager

Please reach out to LeadershipAdvisory@iconiqcapital.com with any questions

Other Reports from ICONIQ Growth

Leadership Advisory Overview

- Overview of our core motions and ways that we can support your organization



★ Chief Marketing Officer Study (Two-Part Series)

- Quantitative analysis of the most prevalent – and most successful – operational backgrounds and qualifications for Heads of Marketing at private SaaS companies, segmented by Growth Stage
- *Data source: Proprietary dataset of >200 marketing leaders at 63 SaaS companies*



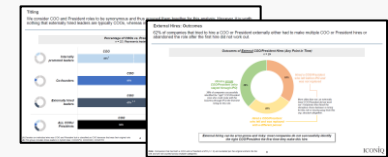
Chief People Officer Study

- Quantitative analysis of the most prevalent – and most successful – operational backgrounds and qualifications for Heads of People at private SaaS companies, segmented by Growth Stage
- *Data source: Proprietary datasets of >100 People leaders at 59 companies; 2021 Cloud 100 People leaders*



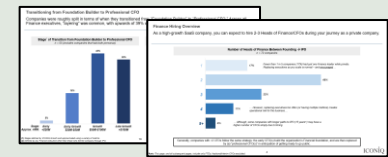
President & Chief Operating Officer Study

- Examination of the advantages and challenges of having a COO and/or President role
- *Data source: Proprietary dataset of every past and current COO/President at 61 SaaS companies*



Chief Financial Officer Study

- Quantitative analysis of the most prevalent – and most successful – operational backgrounds and qualifications for Heads of Finance at private SaaS companies, segmented by Growth Stage
- *Data source: Proprietary dataset of >170 finance leaders at 72 companies*



Chief Revenue Officer Study (Two-Part Series)

- Quantitative analysis of the most prevalent – and most successful – operational backgrounds and qualifications for Heads of Sales/CROs at private SaaS companies, segmented by Growth Stage
- *Data source: Proprietary dataset of >180 sales leaders at 72 companies*



Please reach out to LeadershipAdvisory@iconiqcapital.com with any questions

A portfolio of category leaders.



These companies represent the full list of companies that ICONIQ Growth has invested in since inception through ICONIQ Strategic Partners funds as of the date these materials were published (except those subject to confidentiality obligations). Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ.

ICONIQ | Growth

San Francisco | Palo Alto | New York | London

Join our community    