

ICONIQ | Growth

The Go-to-Market Tech Stack

Go-to-Market Series

January 2024



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About the research

Explore the series

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, effective go-to-market teams represent the voice of the customer and serve as critical feedback loops for product and engineering.

In this series

we use organizational data and industry perspectives to **provide detailed answers to the key go-to-market questions** we receive from B2B SaaS leaders.



We will examine myriad topics across GTM compensation, incentives, org structure, roles and responsibilities, forecasting, and enablement, in order to share best practices and proprietary benchmarks to help you scale an organization.

This report

explores **how SaaS companies build their go-to-market tech stack across sales, marketing and customer success, with particular focus on how AI is impacting the organization.** We identified top tools in each GTM category based on G2 review data, highlighting tools that have not only reached significant scale and customer awareness, but have also excelled across various user experience metrics.

About the Go-to-Market Series

ICONIQ Growth’s GTM series provides detailed answers to key questions across the following operating topics utilizing proprietary data and industry perspectives from 230+ B2B SaaS leaders.

PUBLISHED		UPCOMING	
Compensation & Incentives	Sales Compensation	Marketing Compensation	Customer Success Compensation
	<i>Blog Post</i> Re-designing sales incentives in 2023	<i>Blog Post</i> Account executive compensation 101	 Interactive Dashboard <i>Portfolio Only</i>
Team, Org Structure & Responsibilities	Building Go-to-Market Teams	Hiring a Head of Sales	Hiring a Head of Marketing
			 Interactive Dashboard <i>Portfolio Only</i>
Operationalizing Go-to-market	The GTM Reporting Guide	The GTM Tech Stack	<i>Templates:</i> GTM Board Slides ARR Funnel Pipeline & Leads
	<i>Blog Post</i> Marketing budgets	<i>Blog Post</i> Segmenting the sales org	

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Seeking to empower our portfolio with proprietary insights and advisory across business operations, hiring, and strategy.



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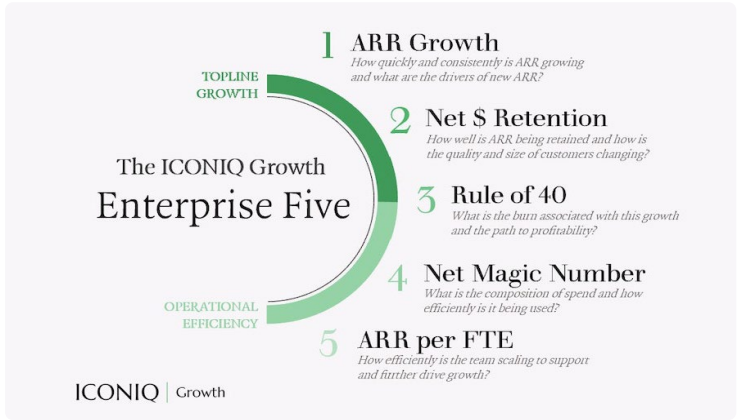
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Follow our research



Data Sources & Methodology

This study summarizes data from a March 2023 survey of **236 GTM executives** at B2B SaaS companies, including heads of sales, marketing, and customer success.¹

Where relevant, we compare results to a March 2021 survey conducted by ICONIQ Growth to a similar cohort of 200+ GTM executives.¹ We also leverage review data from G2.com as of October 2023 (more detail on next page).

Please note that this study showcases performance of various top-performing GTM tools and is not representative of the entire GTM tech stack and universe of tools.



¹ Surveys included responses from some but not all ICONIQ Growth portfolio companies as well as companies not part of ICONIQ Growth's portfolio
² YoY ARR Growth Rate between 2021 and 2022

In Partnership with



G2 is the world's largest and most trusted software marketplace¹. More than 90 million people annually — including employees at all Fortune 500 companies — use G2 to make smarter software decisions based on authentic peer reviews. Thousands of software and services companies of all sizes partner with G2 to build their reputation and grow their business — including Salesforce, HubSpot, Zoom, and Adobe.

To learn more about where you go for software, visit www.g2.com and follow G2 on [LinkedIn](#).

Datapoints Used in This Study

G2 scores products and vendors based on reviews gathered from their user community, as well as data aggregated from online sources and social networks.

Datapoints from G2 used in this study include:

- Star Rating
- Number of reviews (as of October 2023)
- Top product features
- Qualitative feedback from users

G2 Methodology

Review Sorting Methodology

G2 puts logic in place to ensure the reviews shown on product pages are the most helpful to buyers. When the page is sorted by default, the sort is calculated with a custom algorithm that includes the following data points.

- Recency of the review
- Amount of feedback provided in the review
- Attribution
- Whether the reviewer is a current user of the solution
- Community engagement with the review

G2 Star Rating Methodology

The G2 Star Rating is calculated by aggregating reviewers' answers to their Likely to Recommend question (1–10 scale) and dividing the average in half.

You will see half stars because the visual is rounded up to the nearest half.

¹ Visited by 90 million annual buyers, G2's software marketplace has over 2 million trusted reviews on 145,000+ software products & services across 2,100 different categories

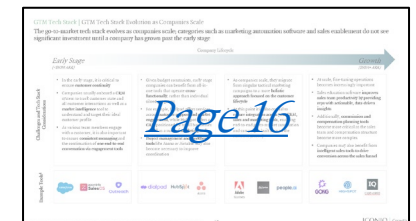
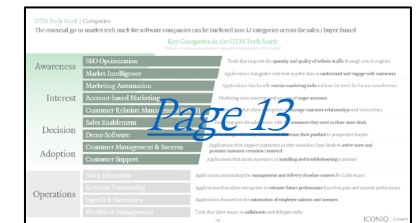
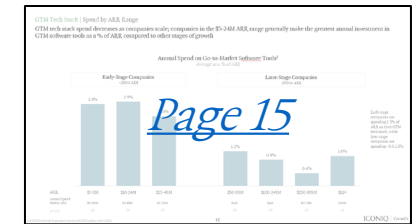
² Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ. For a complete list of ICONIQ Growth portfolio companies, please see slide 73

GTM Tech Stack Overview

Executive summary

A Scaling Go-to-Market Tech Stack¹

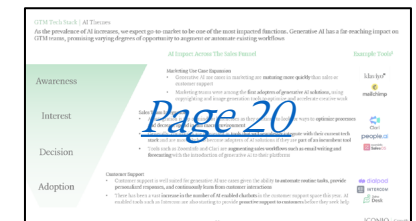
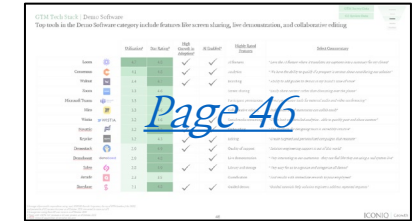
- In today's market of higher scrutiny on spend across tooling, **early-stage companies (<\$50M ARR)** are spending 2-3% of ARR on their GTM tech stack while later-stage companies are spending ~0.5-1.0%
- **The go-to-market tech stack evolves as companies scale**, with categories such as sales enablement and GTM automation typically not seeing significant investment until the growth stage
- In the early-stage, ensuring **customer continuity** is crucial. Companies typically first onboard a **CRM system to track customer interactions**
- Early-stage companies use market intelligence tools to **understand and target their ideal customer profile**
- As companies scale, they migrate from singular tactical marketing campaigns to a more **holistic approach focused on the customer lifecycle**, leveraging **account-based marketing and marketing automation tools**
- In addition to cross-functional collaboration, **empowering reps with data-driven insights via forecasting and sales enablement software** becomes more critical as teams and sales processes become more complex



Executive summary (cont.)

Go-to-Market Key Category Trends¹

- Given budget pressures driven by macroeconomic conditions, it is likely that we will **continue to see tool rationalization and consolidation in 2024**
- The **demo software and SEO optimization categories** exhibited the highest average user satisfaction; conversely, **market intelligence** yielded lower than average user satisfaction likely driven by incumbent pain points
- **There is increasing competition in the demo software space in 2023**, with 8 tools exhibiting high growth in adoption
- Conversely, **we are not seeing any emerging players in the CRM, account-based marketing, or customer support categories**, as GTM teams continue to utilize incumbents such as Salesforce, Hubspot and Zendesk
- Generally, companies are interested in **tools that will seamlessly integrate with their current tech stack** and are more likely to become adopters of AI solutions if they are **part of an incumbent tool**
- **As the prevalence of AI increases, we expect GTM to be one of the most impacted functions** due to the direct relevance of copyright and image generation to marketing teams, the proliferation of AI enabled chatbots in the customer support space, and AI enabled account prioritization and call analysis on the sales side



The essential go-to-market tech stack for software companies can be bucketed into 12 categories across the sales / buyer funnel

Key Categories in the GTM Tech Stack¹

Primary use case; some categories may span multiple parts of the funnel

Awareness	SEO Optimization	Tools that improve the quantity and quality of website traffic through search engines
	Market Intelligence	Applications that gather real-time market data to understand and engage with customers
Interest	Marketing Automation	Applications that handle routine marketing tasks without the need for human interference
	Account-based Marketing	Marketing tools concentrated on a set of target accounts
	Customer Relation Management (CRM)	Applications that allow enterprises to manage customer relationships and interactions
Decision	Sales Enablement	Tools that provide sales teams with the resources they need to close more deals
	Demo Software	Tools designed to help GTM teams showcase their product to prospective buyers
Adoption	Customer Management & Success	Applications that support customers as they transition from leads to active users and promote customer retention / renewal
	Customer Support	Applications that assist customers in installing and troubleshooting a product
Operations	Sales Education	Applications automating the management and delivery of online courses for Sales teams
	Revenue Forecasting	Applications that allow enterprises to estimate future performance based on past and current performance
	Payroll & Incentives	Applications focused on the automation of employee salaries and bonuses
	Workflow Management	Tools that allow teams to collaborate and delegate tasks

¹ ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023)

Adding a tool to the go-to-market tech stack can be bucketed into four phases – discovery, evaluation, implementation and monitoring

1 Discovery

- Identify GTM strategy and goals
- Identify pain points
- Identify the buying team & align stakeholders
- List out the requirements
- Identify and align on success metrics and ROI

3 Implementation

- Create a project plan
- Assess configuration needs
- Integrate with the rest of stack
- Enable users and their managers
- Prepare for ongoing implementation

Check out the [Appendix](#) for more detail on the process of building a GTM tech stack

2 Evaluation

- Research potential options
- Contact vendors and conduct initial meetings
- Assess the partnership
- Deep-dive on the tech and functionality
- Ask for customer references

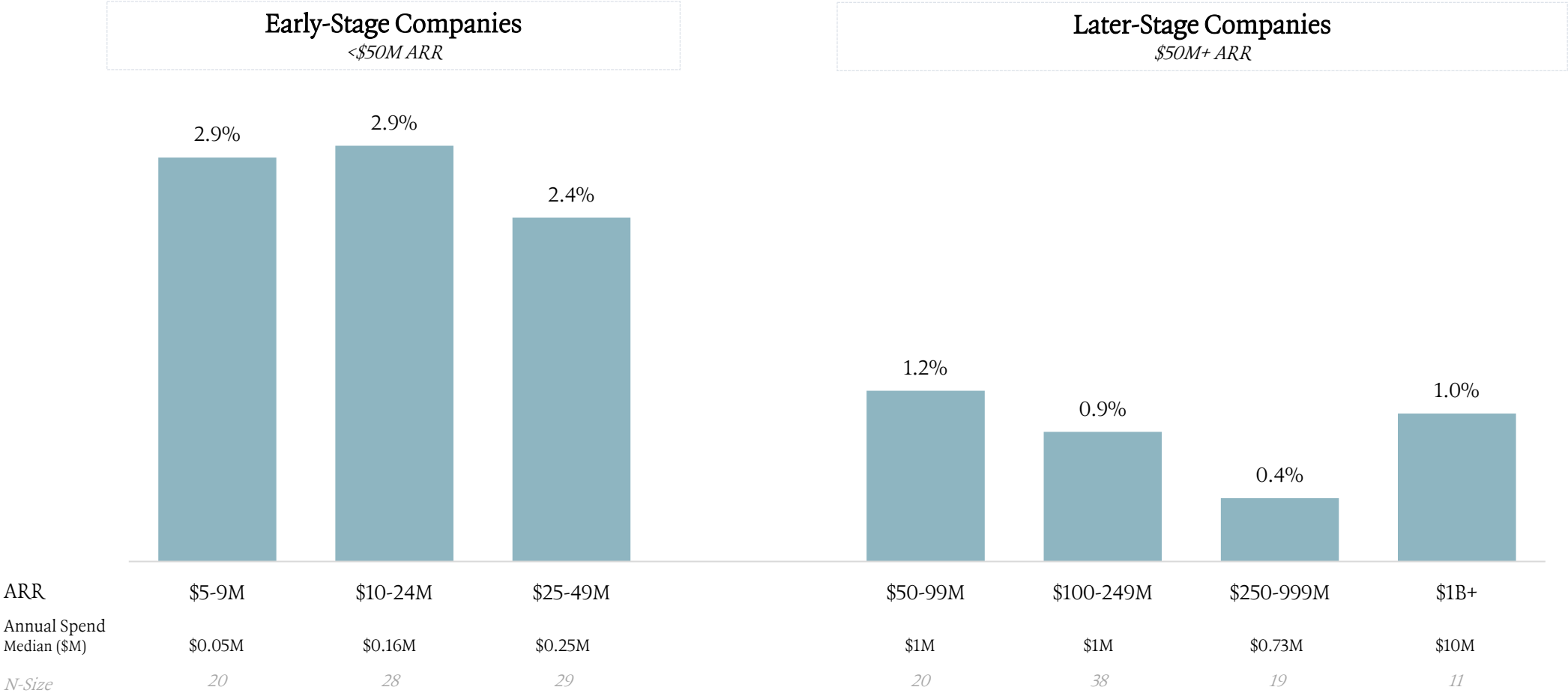
4 Monitoring

- Annual or biannual evaluation
- Continue to evaluate the tool and partnership
- Best practice enforcement & adherence
- More, and regular, enablement
- Stay nimble and continuously discover

GTM Tech Stack | Spend by ARR Range

GTM tech stack spend decreases as companies scale; companies in the \$5-24M ARR range generally make the greatest annual investment in GTM software tools as a % of ARR compared to other stages of growth

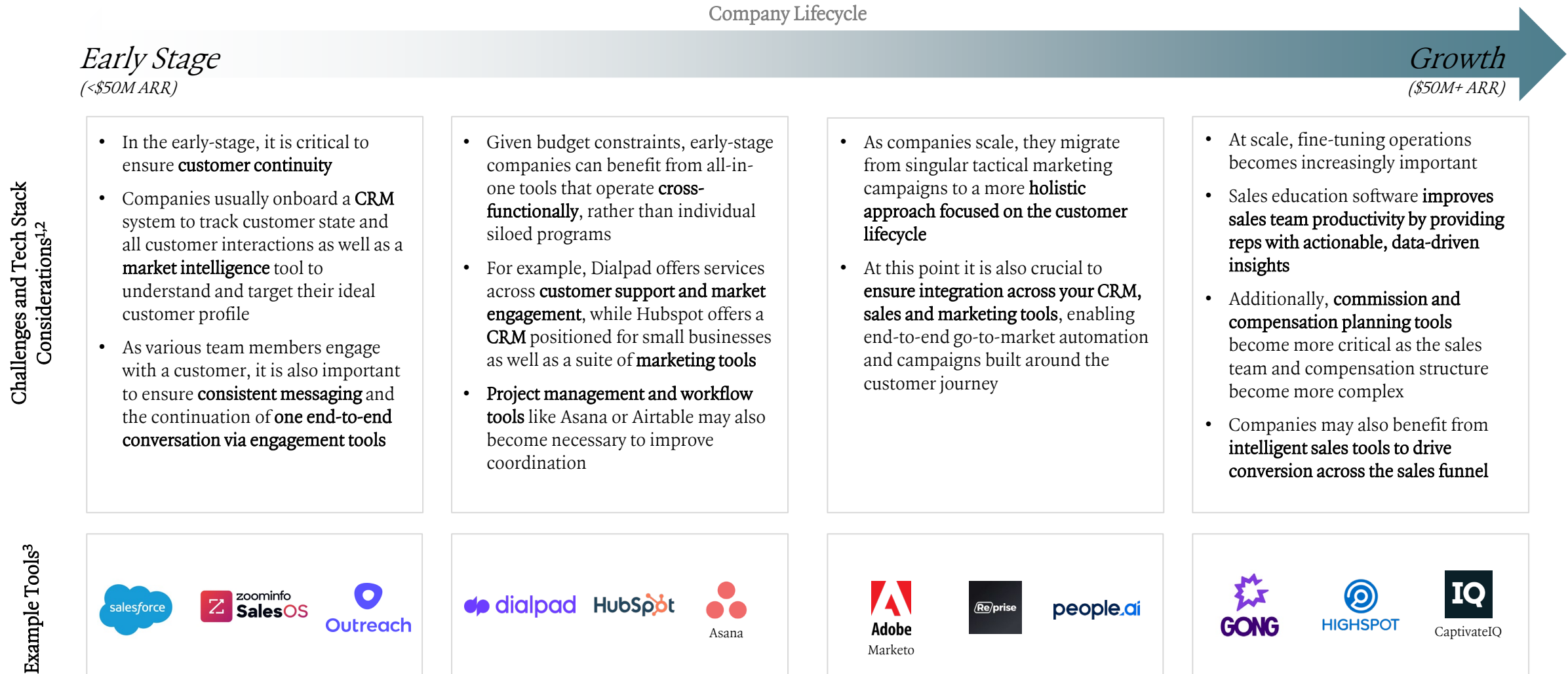
Annual Spend on Go-to-Market Software Tools¹
Average as a % of ARR



Early-stage companies are spending 2-3% of ARR on their GTM tech stack, while later-stage companies are spending ~0.5-1.0%

¹ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023)

The go-to-market tech stack evolves as companies scale; categories such as marketing automation software and sales enablement do not see significant investment until a company has grown past the early stage

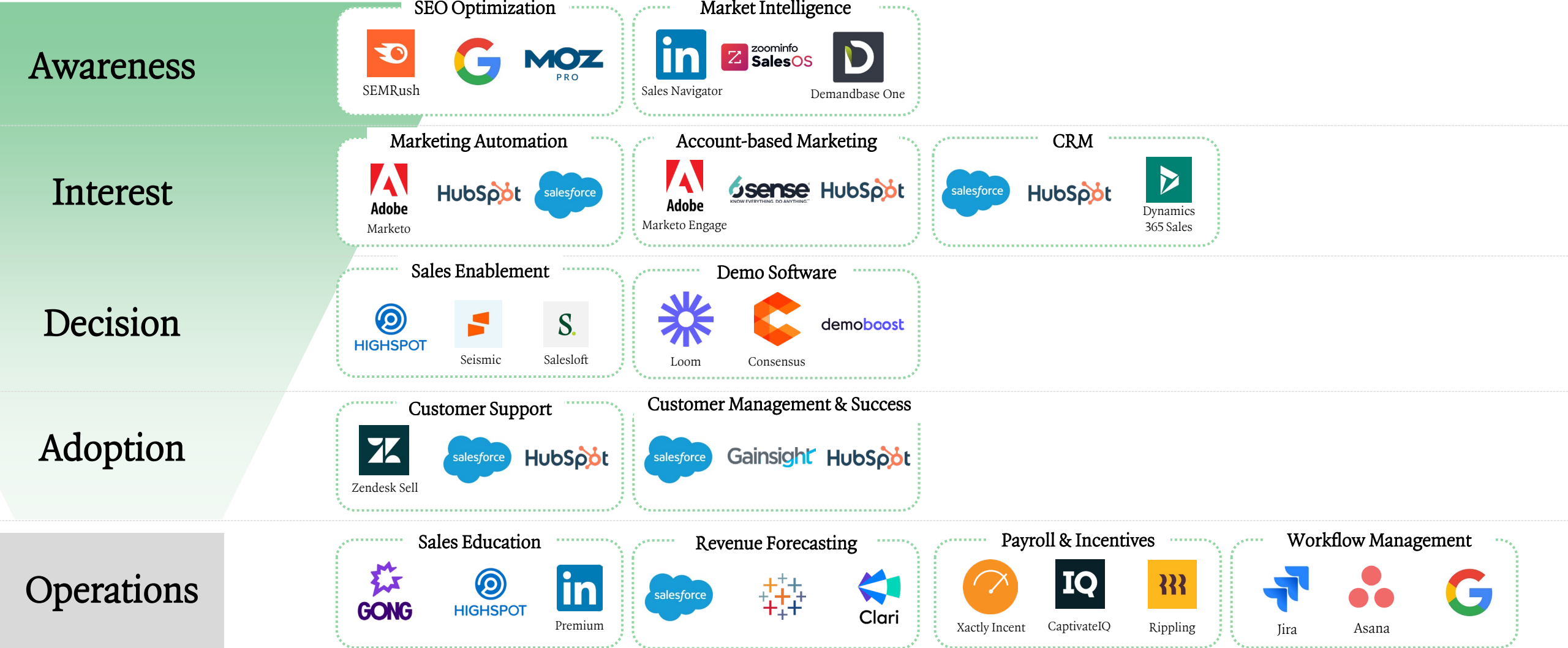


¹ ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023)
² Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ. Not all companies on this page are ICONIQ Growth portfolio companies. For a complete list of ICONIQ Growth portfolio companies, please see slide 73
³ Example tools shown are based on a subset of most commonly used tools indicated by ICONIQ Growth's March 2023 Proprietary Survey of GTM Leaders

Most Prevalent Go-to-Market Software Tools^{1,2}

ICONIQ Growth Proprietary Survey of 230+ GTM Leaders (Mar 2023); Ordered by Prevalence

Most popular tools by category in ICONIQ Growth's March 2023 Proprietary Survey of 230+ GTM Leaders



Source: ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023)
1 Most prevalent tools solely based on % prevalence for GTM teams
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Highest Rated Go-to-Market Software Tools¹

Average G2 Star Rating; Ordered by Star Rating

Highest rated tools determined by G2's Star Rating
Calculated by aggregating reviewers' answers to their
Likely to Recommend question (1–10 scale) and dividing
the average in half

Awareness

SEO Optimization



Market Intelligence



Interest

Marketing Automation



Account-based Marketing



CRM



Decision

Sales Enablement



Demo Software



Adoption

Customer Support



Customer Management & Success



Operations

Sales Education



Revenue Forecasting



Payroll & Incentives



Workflow Management

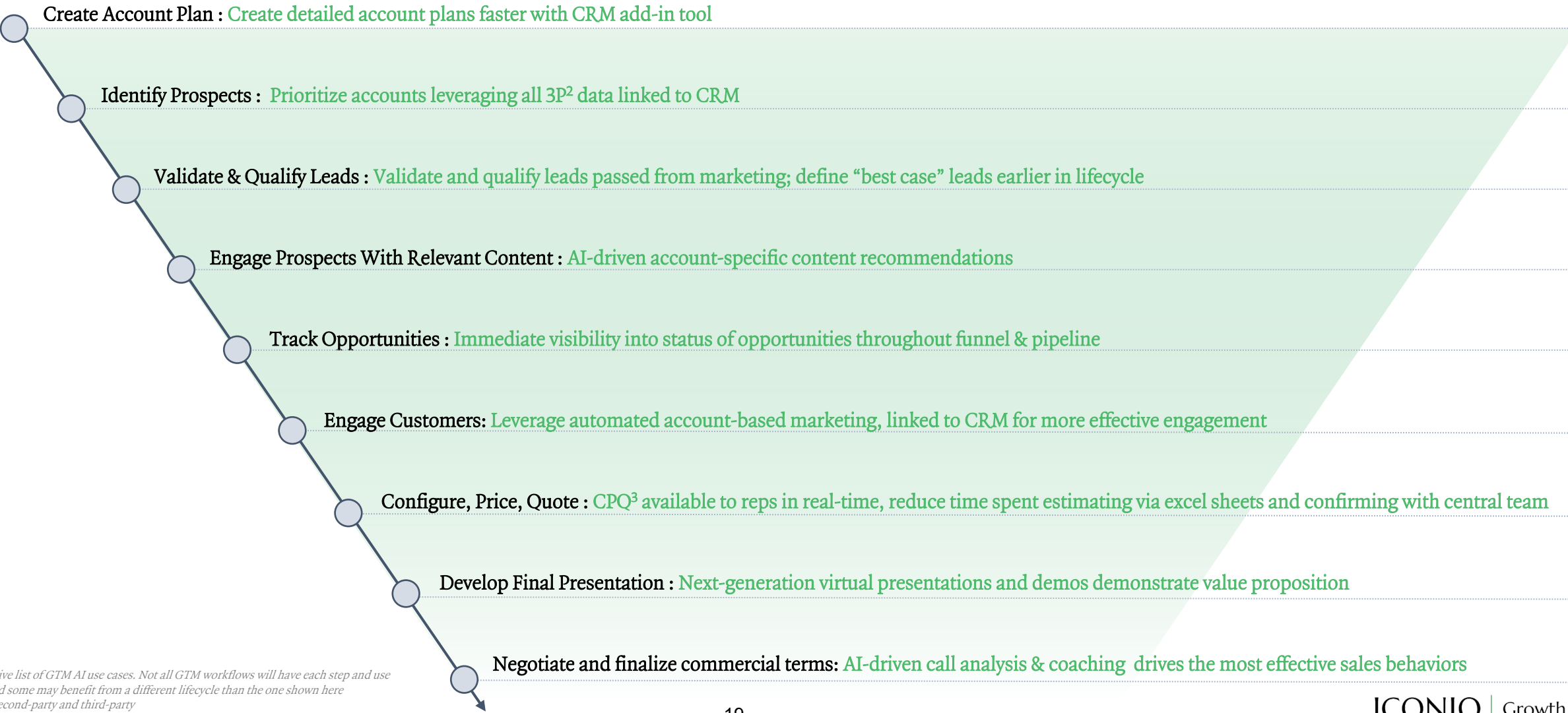


Source: Average star rating from G2 user reviews as of October 2023
1 Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ.
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From prospecting to close, there are a variety of entry points where generative AI can help improve or re-invent how go-to-market teams drive customer acquisition

Lifecycle of GTM Workflows from Prospect to Close¹

GTM AI Use Case



¹ This is an illustrative list of GTM AI use cases. Not all GTM workflows will have each step and use case shown here and some may benefit from a different lifecycle than the one shown here
² 3P – First-party, second-party and third-party
³ CPQ – Configure, price, quote

As the prevalence of AI increases, we expect go-to-market to be one of the most impacted functions. Generative AI has a far-reaching impact on GTM teams, promising varying degrees of opportunity to augment or automate existing workflows

AI Impact Across The Sales Funnel^{1,2}

Example Tools³

Awareness

Marketing Use Case Expansion

- Generative AI use cases in marketing are **maturing more quickly** than sales or customer support
- Marketing teams were among the **first adopters of generative AI solutions**, using copyrighting and image generation tools to optimize and accelerate creative work

klaviyo[™]



mailchimp

Interest

Sales Team Integration

- AI integration is top of mind for businesses as they continue to look for ways to **optimize processes and decrease spend in this macro environment**
- Generally, companies are interested in **tools that will seamlessly integrate with their current tech stack** and are more likely to become adopters of AI solutions if they are **part of an incumbent tool**
- Tools such as ZoomInfo and Clari are **augmenting sales workflows** such as email writing and **forecasting** with the introduction of generative AI to their platforms



Clari

people.ai



Decision

Customer Support

- Customer support is well suited for generative AI use cases given the ability to **automate routine tasks**, provide **personalized responses**, and **continuously learn from customer interactions**
- There has been a vast **increase in the number of AI enabled chatbots** in the customer support space this year. AI enabled tools such as Intercom are also starting to provide **proactive support to customers** before they seek help



Adoption

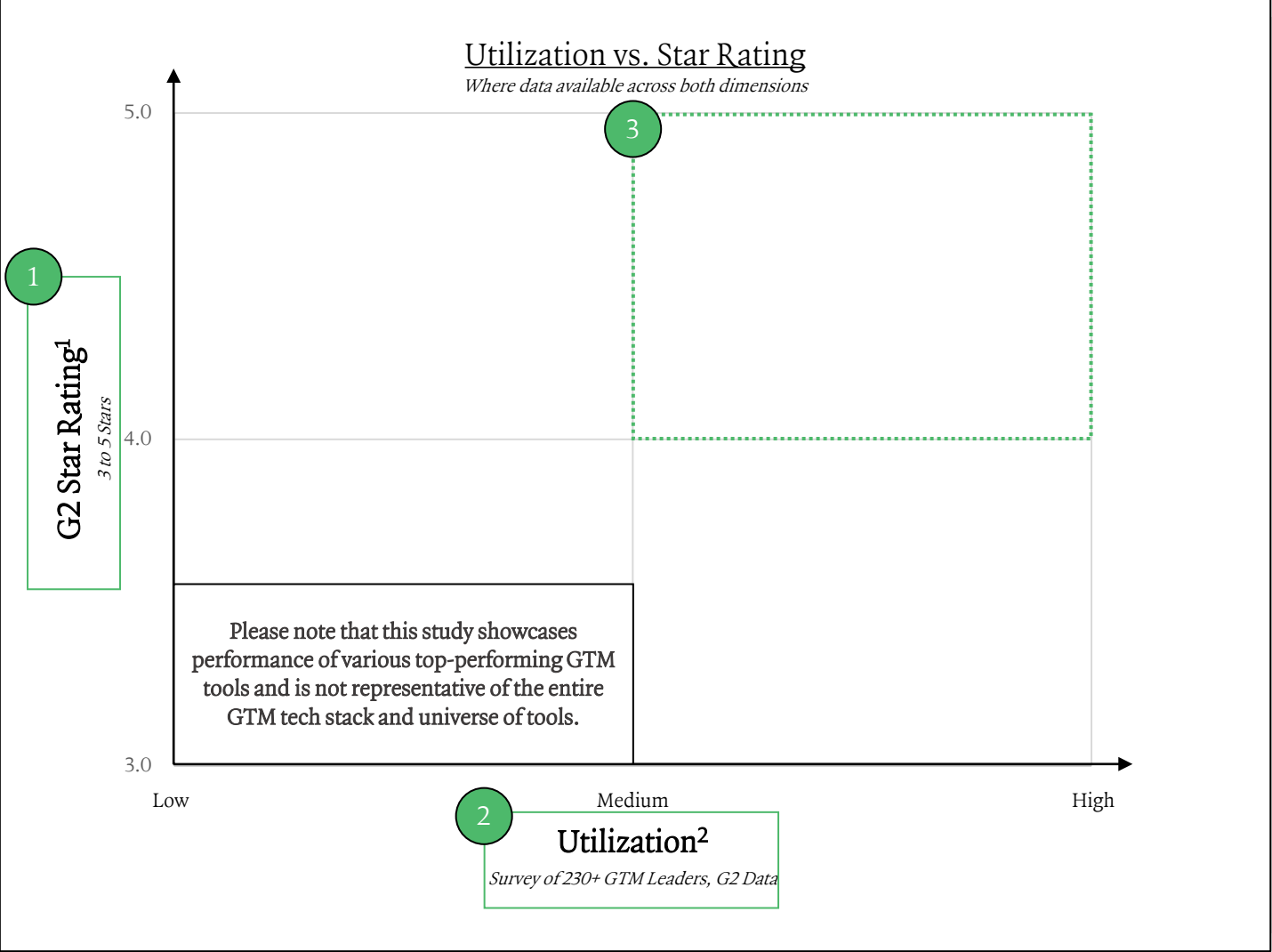
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³ Example tools shown are based on a subset of most commonly used tools indicated by ICONIQ Growth's March 2023 Proprietary Survey of GTM Leaders

GTM Category Overview

The matrix presents a subset of various top-performing GTM tools, with tools in the top-right quadrant being highly rated across both utilization and user satisfaction



- 1

 **Star Rating** – The star rating presented in this report is the average star rating from G2 user reviews from January - October 2023
 - The G2 Star Rating is calculated by aggregating reviewers' answers to their Likely to Recommend question (1–10 scale) and dividing the average in half
 - The star rating range is between 1-5. However, we are showing 3-5 here given all tools evaluated in this study fall in that range
- 2

Utilization – Utilization score is a blended metric using data from our March 2023 survey of 230+ GTM leaders as well as G2 review data. It measures how prevalent a tool is in each category. Tools to the far right are more widely used by GTM teams
 - Utilization score is calculated by averaging G2 utilization percentile and March 2023 GTM Survey utilization percentile
 - G2 utilization percentile is calculated as how many current year reviews a tool has vs all other tools in the data set (tools with 5 or fewer reviews were excluded)
 - March 2023 GTM Survey utilization percentile is calculated as what % of respondents are using a tool vs all other tools in the data set
 - Utilization scores where GTM survey data or G2 data is unavailable are calculated using the average G2 utilization percentile : GTM survey utilization percentile ratio found in the data set
- 3

Highly Rated Tools – Tools in the top right quadrant are both rated highly on G2.com and used widely by GTM teams

SEO Optimization tools are designed to improve the quantity and quality of website traffic through search engines

SEO Optimization

Tools designed to improve the **quantity and quality** of website traffic through search engines

Most Prevalent Tools¹



SEMRush



Additional Insights

- **Utilization** - SEMRush is the most used player in the SEO optimization space with high utilization; however, Google search console comes close due to its suite of free SEO features
- **Artificial Intelligence** - Marketing teams have been among the first adopters of generative AI solutions in the enterprise to optimize and accelerate workflows. Copy writing across paid search and SEO optimization were two of the earliest AI use cases for GTM teams

Highest G2 Star Rating²



High Growth in Adoption³



SEO PowerSuite



Similarweb

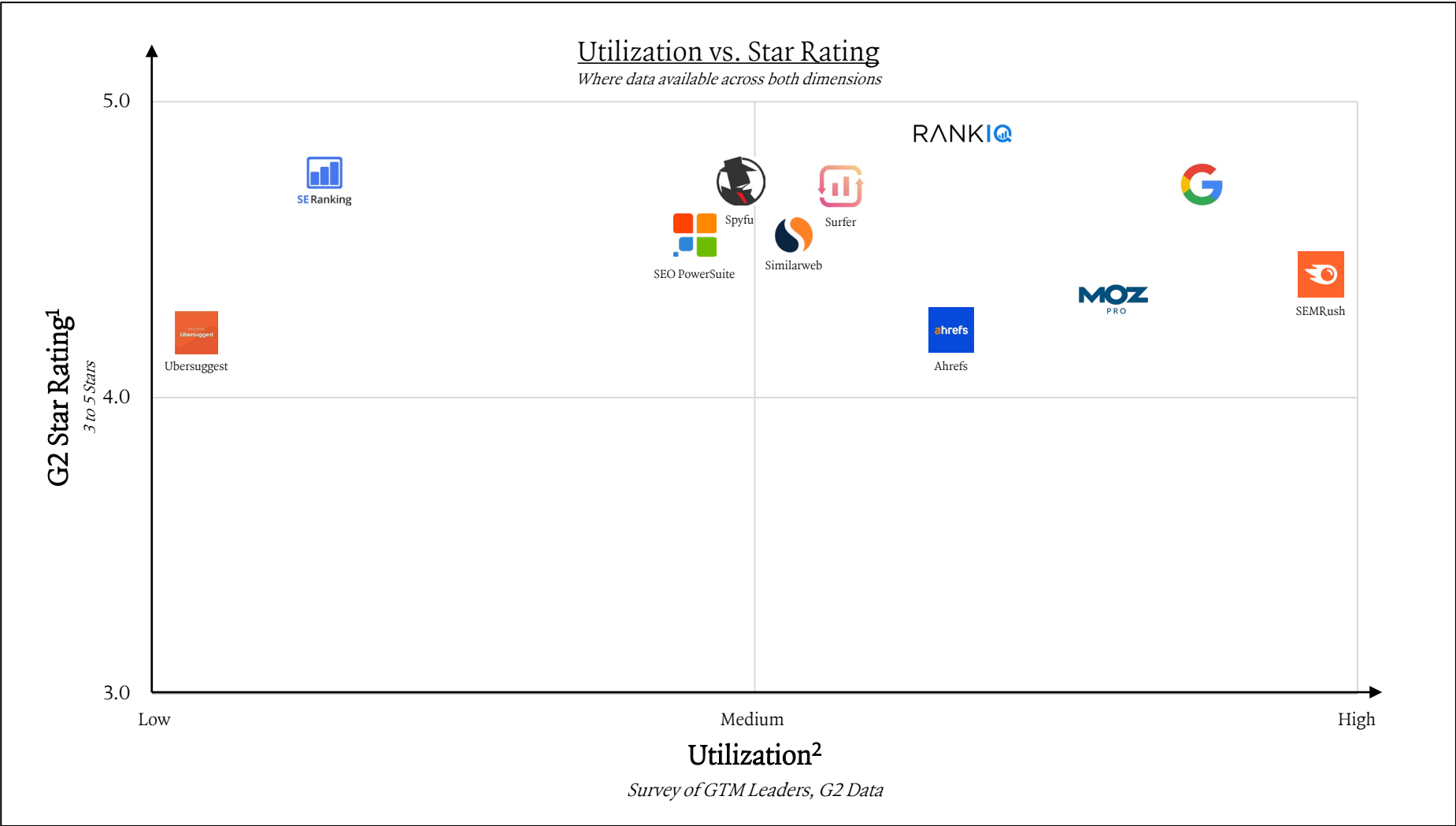
¹ Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

² Average star rating from G2 user reviews from January 2023 to October 2023

³ Tools with >150% YoY increase in G2 user reviews as of October 2023


⁴ Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ. Not all companies on this page are ICONIQ Growth portfolio companies. For a complete list of ICONIQ Growth portfolio companies, please see slide 73

SEMRush, Google Search Console and Moz Pro are the most used SEO optimization tools among tools analyzed



¹ Average star rating from G2 user reviews from January 2023 to October 2023
² Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023
³ KWFinder and AnswerThePublic.com have utilization scores <2.0 and do not fall on the matrix
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Top tools in the SEO Optimization category include features like social engagement, competitor analysis, and content insights

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
SEMRush		4.9	4.4		✓	Social engagement	"I've enjoyed their keyword magic tool that helps me ideate what topics to write content about and which keywords will help our marketing strategy the most"
Google Search Console		4.6	4.7	✓	✓	Technical SEO	"Easy to gain insights into the geographic sources of your traffic and other referring domains. Also, it's free"
Moz Pro		4.4	4.3		✓	Competitor analysis	"My favorite part is an extension used to check out PA, DA, spam score, and backlinks of competitors"
RankIQ		4.0	4.9	✓	✓	Content insights	"Able to quickly build my keyword library with little effort"
Ahrefs		4.0	4.2		✓	Search rank	"Easily compare organic traffic with competitors on the fly"
Surfer		3.7	4.7		✓	Data visualization	"Easy to use with an intuitive interface"
Similarweb		3.6	4.5	✓		Custom dashboards	"Provides a wide array of data from online traffic research to competitor benchmarking"
Spyfu		3.4	4.6			Ease of setup	"Ease of use makes SpyFu well worth the subscription"
SEO PowerSuite		3.4	4.6	✓	✓	Small businesses	"Affordable tool that I can use to supplement my SEO work"
SE Ranking		2.4	4.7		✓	Rank tracking	"What SE Ranking is doing best is the rank tracking reports. Everything is configurable"
Ubersuggest		2.1	4.2		✓	Audience insights	"Makes it easier to find the right audience and potential customers"
AnswerThePublic.com		1.5	4.6			FAQs	"Lists all the relevant questions people ask about a particular topic"
KWFinder		1.2	4.7		✓	Cost effectiveness	"Affordable even for individuals and small businesses"

¹ Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023, converted to score out of 5
² Average star rating from G2 user reviews from January 2023 to October 2023
³ Tools with >150% YoY increase in G2 user reviews as of October 2023
⁴ Tools where AI capabilities reviewed on G2.com
⁵ Select commentary from user reviews on G2.com, paraphrased for abbreviation purposes
⁶ Utilization scores where GTM Survey data is unavailable are calculated using the average G2 score : GTM survey score ratio found in the data set
⁷ Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ.
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Market Intelligence

Applications that gather real-time market data to
understand and engage with customers

Most Prevalent Tools¹



Sales Navigator



Demandbase One

Additional Insights

- **Artificial Intelligence** - Generative AI offers a unique opportunity in the market intelligence space by scraping and combining data from multiple sources, validating leads, and prioritizing accounts based on likelihood to close

Highest G2 Star Rating²



Apollo.io



Sales Navigator

High Growth in Adoption³



Sales Insights

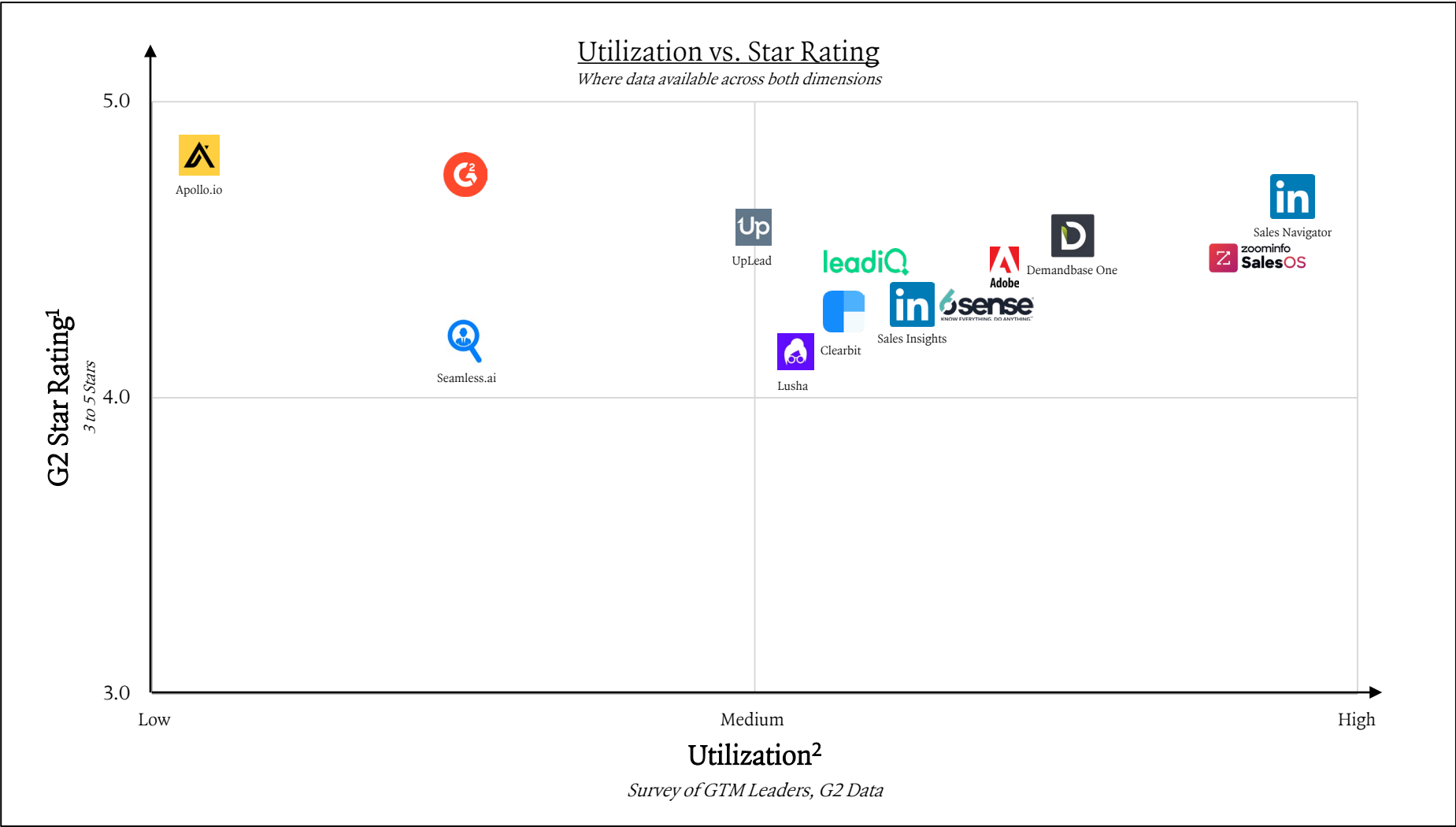
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




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LinkedIn Sales Navigator, ZoomInfo Sales OS and Demandbase One are the most used market intelligence tools among tools analyzed



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Top tools in the Market Intelligence category include features like automated reporting, browser extension, and targeted search

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
LinkedIn Sales Navigator		4.8	4.6			Advanced search	"Robust search capabilities that allow users to quickly find and filter leads"
ZoomInfo Sales OS		4.7	4.5		✓	Browser extension	"The browser extension streamlines the extraction of contacts directly from LinkedIn"
Demandbase One		4.2	4.5			Integration	"A number of integrations...plug-and-play part of your stack"
Marketo Sales Connect		4.1	4.4		✓	Automated reporting	"Account based and marketing intelligence reporting"
6sense		4.0	4.3			Ease of setup	"The platform is very intuitive...easy to onboard new users"
LinkedIn Sales Insights		3.9	4.4	✓		Company-level data	"Provides updates about growth in different departments"
Clearbit		3.7	4.3		✓	Custom API	"Helpful if you are using API integration into CRM"
LeadIQ		3.7	4.4		✓	AI writing tool	"The Scribe feature generates well-written custom emails"
Lusha		3.6	4.1			Data accuracy	"Ability to provide accurate and up-to-date contact information"
UpLead		3.5	4.6			Data segmentation	"Emails pinged for verification and leads checked for accuracy"
G2.com		2.8	4.7			Review platform	"A collaborative environment for knowledge sharing"
Seamless.ai		2.7	4.2		✓	Browser extension	"Chrome extension makes it easy and effective to use"
Apollo.io		2.1	4.8			Targeted search	"The search capabilities are robust...fine tuned searches"
DataFox		1.9	NA		✓	Account-level insights	"Create dynamic lists that autoupdate with real data from SFDC"

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Marketing Automation tools are designed to handle routine marketing tasks without the need for human interference

Marketing Automation

Applications that handle **routine marketing tasks** without the need for human interference

Most Prevalent Tools¹



Additional Insights

- **Utilization** - Adobe Marketo is the most used player in the marketing automation space with high usage; however, Hubspot Marketing Hub and Salesforce Marketing Cloud come close due to synergies with other parts of the GTM tech stack
- **Artificial Intelligence** - Marketing automation stands to benefit the most from generative AI near-term. Emails, copy write, and visual creative can all be automated with little to no human interference

Highest G2 Star Rating²



Klaviyo



High Growth in Adoption³



Braze



ITERABLE



QUALIFIED

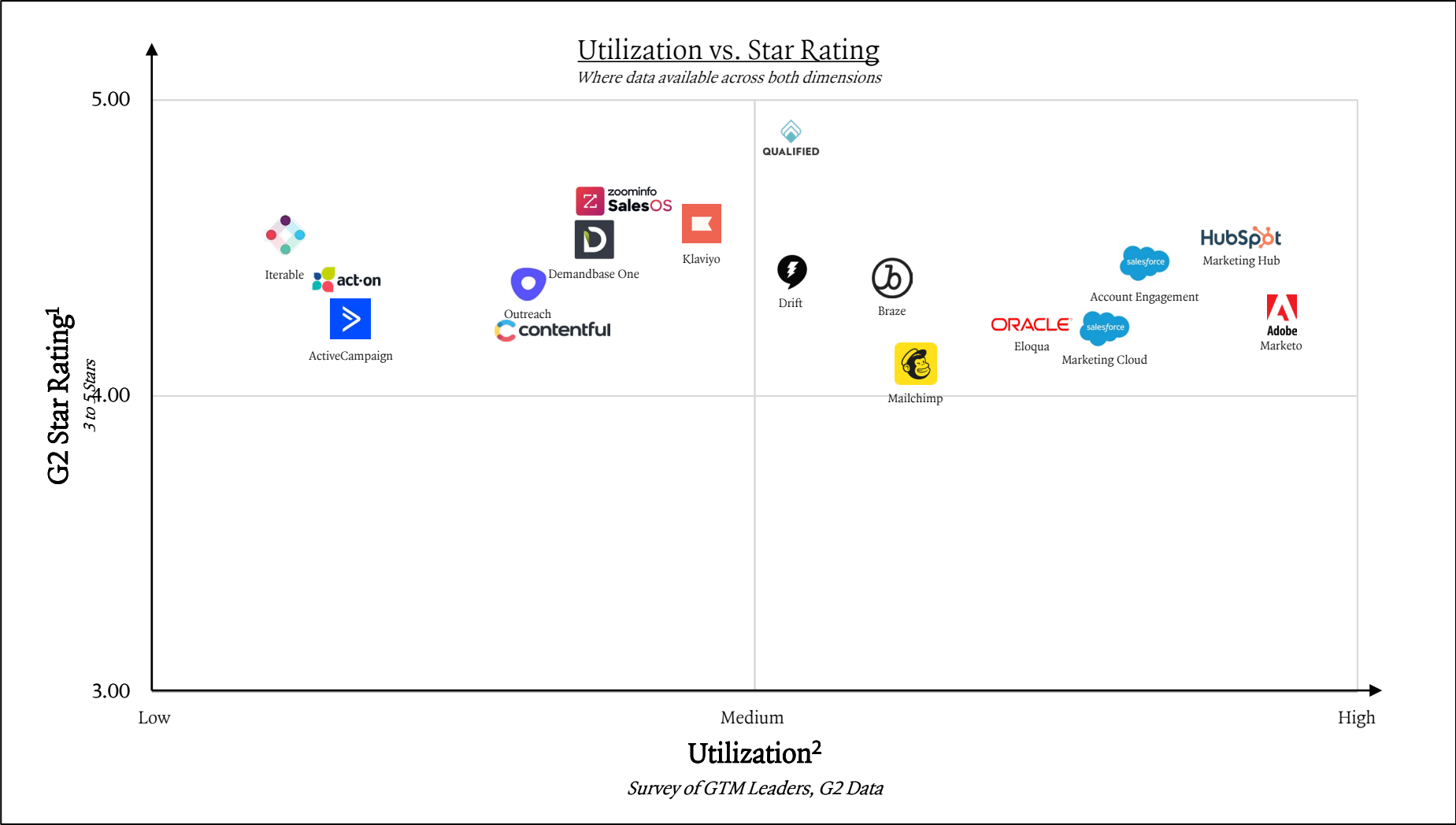
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Adobe Marketo, Hubspot Marketing Hub and Salesforce Account Engagement are the most used marketing automation tools among tools analyzed



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Top tools in the Marketing Automation category include features like A/B testing, segmentation, and high-volume sending



		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Marketo by Adobe		4.8	4.3			Integration	<i>"Automates customers of interest. Integrates seamlessly with our CRM"</i>
Hubspot Marketing Hub		4.7	4.5		✓	Automated email responses	<i>"Most of what we need in one place - we have simplified our tech stack with Hubspot"</i>
Salesforce Account Engagement		4.5	4.3		✓	Large teams	<i>"Advanced AI features streamline customer engagement"</i>
Salesforce Marketing Cloud		4.3	4.2		✓	Data synchronization	<i>"Manages engagement across all digital channels"</i>
Eloqua by Oracle		4.2	4.2			Email personalization	<i>"I like how detailed the segmentation options are"</i>
Mailchimp		3.9	4.1		✓	High-volume sending	<i>"Great for welcome emails, unsubscriptions, signup forms"</i>
Braze		3.8	4.4	✓		Mobile optimization	<i>"Updated app with new features in every release"</i>
Drift		3.6	4.4		✓	Customer support	<i>"The customer support and services team are amazing"</i>
Qualified		3.6	4.9	✓	✓	Live chat	<i>"It's been really beneficial in retargeting broader marketing campaigns"</i>

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4 Tools where AI capabilities reviewed on G2.com









5 Select commentary from user reviews on G2.com, paraphrased for abbreviation purposes

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Top tools in the Marketing Automation category include features like A/B testing, segmentation, and high-volume sending

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Klaviyo		3.4	4.5		✓	A/B testing	"The categorization of the platform is top-notch"
ZoomInfo SalesOS		3.1	4.5		✓	Integrations	"Strong LinkedIn and CRM integration"
Demandbase One		3.1	4.5			Targeting	"Predictive scoring, intent models, and personalization"
Outreach		3.0	4.3		✓	Activity tracking	"Eliminates repetition in day-to-day lead gen activities"
Contentful		2.9	4.3			Reusable content	"Nice ecosystem of SDKs and APIs to support integration and automation"
ActiveCampaign		2.5	4.3		✓	Integration APIs	"Their API is very useful so you can create your own apps"
Act-on		2.4	4.4		✓	Social publishing	"Effective spam filtering and anti-spam methods"
Iterable		2.3	4.5	✓		Segmentation	"Dynamic and much more personalized content"

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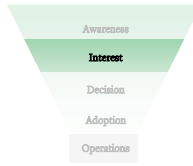
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Account-Based Marketing tools are concentrated on a set of target accounts



Account-Based Marketing

Marketing tools concentrated on a set of **target accounts**

Most Prevalent Tools¹



Additional Insights

- **Integration** - CRM and social media integration are important decision points for companies. Advanced reporting capabilities become more important as companies scale
- **Artificial Intelligence** - GTM teams can leverage automated account-based marketing to generate on-brand, personalized marketing content and drive user engagement through generative AI

Highest G2 Star Rating²



Alyce



LeanData



High Growth in Adoption³

Not Applicable

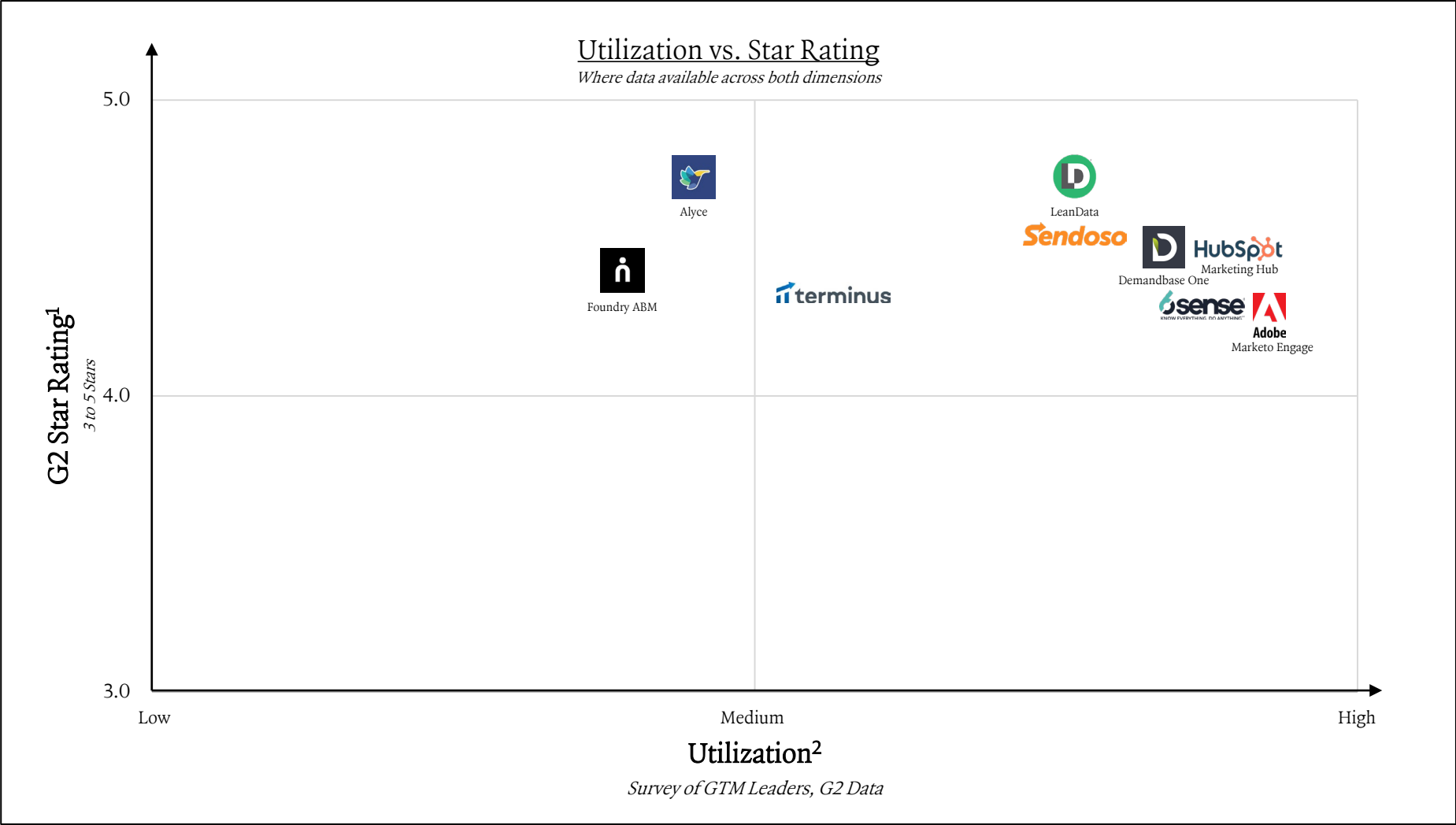
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Adobe Marketo Engage, 6Sense and Hubspot Marketing Hub are the most used account-based marketing tools among tools analyzed



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Top tools in the Account-Based Marketing category include features like account prioritization, customization, and audience segmentation



		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Adobe Marketo Engage		4.8	4.3			Audience segmentation	“Very sophisticated, offering excellent synchronization with dynamic CRM”
6Sense		4.6	4.3			Account prioritization	“A game changer for getting predictive insights on what our target accounts are researching”
Hubspot Marketing Hub		4.6	4.5		✓	Small teams	“The Contact Activity History feature has been hugely beneficial to our business”
Demandbase One		4.5	4.5			Cross channel	“Effective for targeting accounts through multiple channels”
Sendoso		4.3	4.6			Customer swag	“We can now warehouse and send swag internationally”
LeanData		4.3	4.6			Directing leads	“Allows us to route the lead to the right sales team member”
Terminus		3.7	4.3			Media attribution	“Very good display advertising and retargeting capabilities”
Alyce		3.4	4.7			Customization	“Gifting at scale with a personal touch”
Foundry ABM		3.2	4.4			Retargeting	“Allows you to build cross-platform journeys that span across multiple channels”

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CRM tools are applications that allow enterprises to manage customer relationships and interactions

CRM

Applications that allow enterprises to **manage customer relationships** and interactions

Most Prevalent Tools¹



HubSpot



Dynamics 365 Sales

Additional Insights

- **Spend** - CRM software tends to require substantial spend regardless of scale. Earlier stage companies are spending north of \$100K on these tools (ones that have a direct impact on revenue) even pre-\$100M in revenue³
- **Artificial Intelligence** - Generative AI is able to develop integrated account plans, identify prospects, and rank accounts with a CRM add-in tool

Highest G2 Star Rating²

Apptivo



monday
sales CRM

High Growth in Adoption³



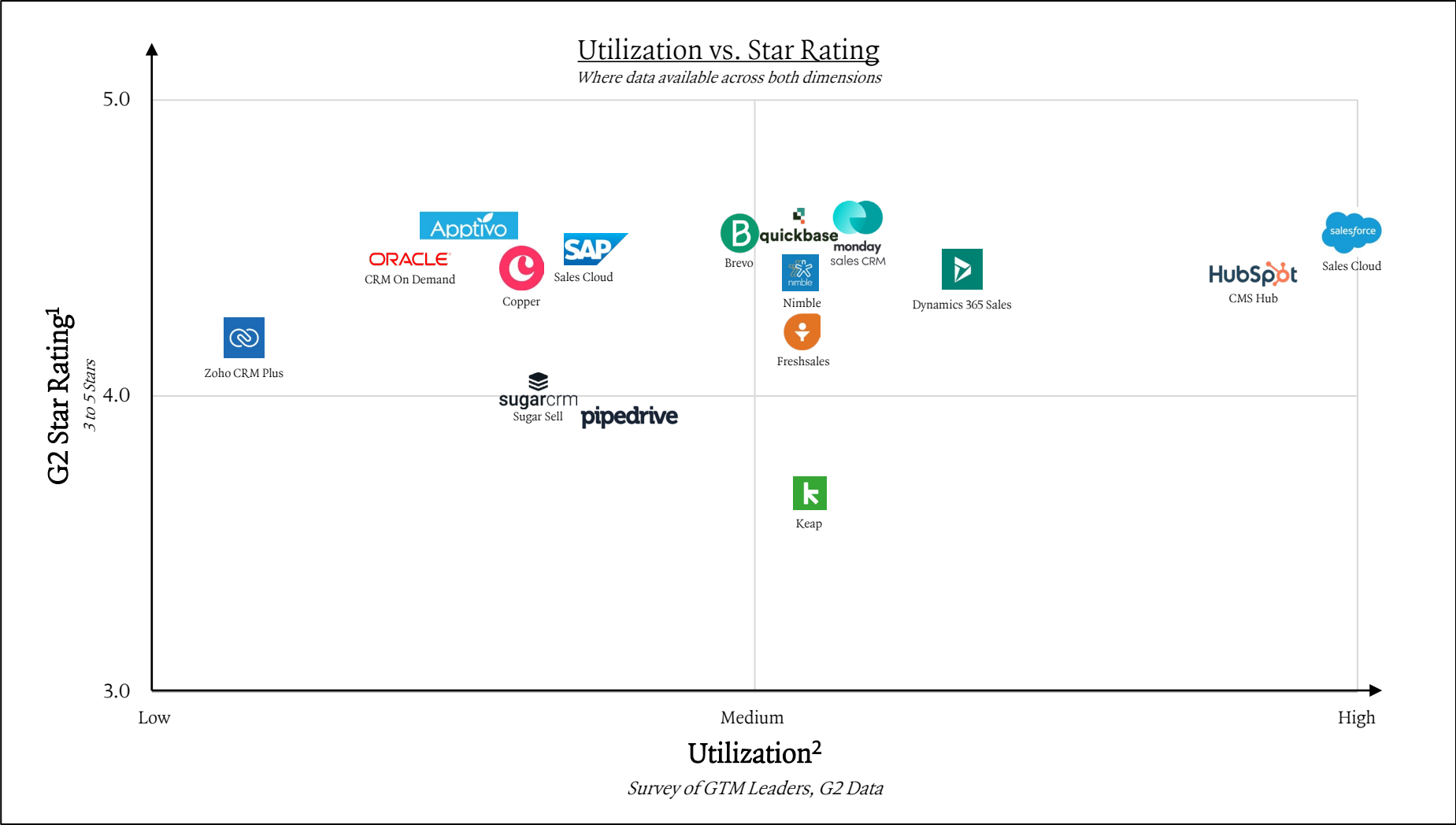
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Salesforce Sales Cloud, Hubspot CMS Hub and Dynamics 365 Sales are the most used CRM tools among tools analyzed



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Top tools in the CRM category include features like contact management, integration, and a knowledge base









		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Salesforce Sales Cloud		5.0	4.5		✓	Partner applications	<i>"Incredibly flexible, ensuring that it can adapt as your business grows and evolves"</i>
Hubspot CMS Hub		4.8	4.4			Small teams	<i>"A great tool to start with...they offer so much at a low cost for small businesses"</i>
Dynamics 365 Sales		4.0	4.4			Microsoft integration	<i>"Enables sales teams to leverage familiar tools and workflows"</i>
Monday Sales CRM		3.7	4.5		✓	Knowledge base	<i>"Wealth of great support information with video tutorials"</i>
Keap		3.6	3.7			Automation	<i>"Has helped me take a lot of follow-up tasks off my plate"</i>
Freshsales		3.6	4.3		✓	Small teams	<i>"Perfect CRM tool for small to mid-sized organizations for quarterly planning"</i>
Nimble		3.6	4.4			Contact management	<i>"We appreciate the ease of use and the lean interface that Nimble provides"</i>
Quickbase		3.6	4.5	✓		Ease of setup	<i>"This platform stands out for its user-friendliness...minimal learning curve"</i>

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Top tools in the CRM category include features like contact management, integration, and a knowledge base



		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Brevo		3.5	4.5			Small teams	<i>“What stands out is their customer support - even as a free account user”</i>
Pipedrive		3.1	3.9		✓	Pipeline management	<i>“Easy to recognize bottlenecks and allocate resources”</i>
SAP Sales Cloud		3.0	4.4		✓	Mobile application	<i>“The sales team can access crucial information on-the-go”</i>
Sugar Sell		3.0	4.0		✓	Automation	<i>“Straight forward automations to minimize administration”</i>
Copper		3.0	4.4		✓	Contact Management	<i>“User-friendly and customizable...seamlessly integrates with Google Workspace”</i>
Apptivo		3.0	4.6		✓	Cost effectiveness	<i>“Apptivo offers a lot for the money. We mostly use the CRM”</i>
Oracle CRM On Demand		2.6	4.4		✓	Oracle integration	<i>“Can be deployed both on-premises and in the cloud”</i>
Zoho CRM Plus		2.3	4.2		✓	Zoho integration	<i>“The Zoho chatbot seamlessly integrates with Zoho CRM”</i>

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Sales Enablement tools are designed to provide sales teams with the resources they need to close more deals

Sales Enablement

Tools that provide sales teams with the **resources they need to close more deals**

Most Prevalent Tools¹



Seismic

Salesloft

Additional Insights

- **Artificial Intelligence** - AI has affected the sales enablement space by providing sales teams with real-time feedback on pitches, enriching search results with relevant buyer context, and summarizing key learnings from training materials

Highest G2 Star Rating²



Groove

High Growth in Adoption³



Close

Braze

involve.me

¹ Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

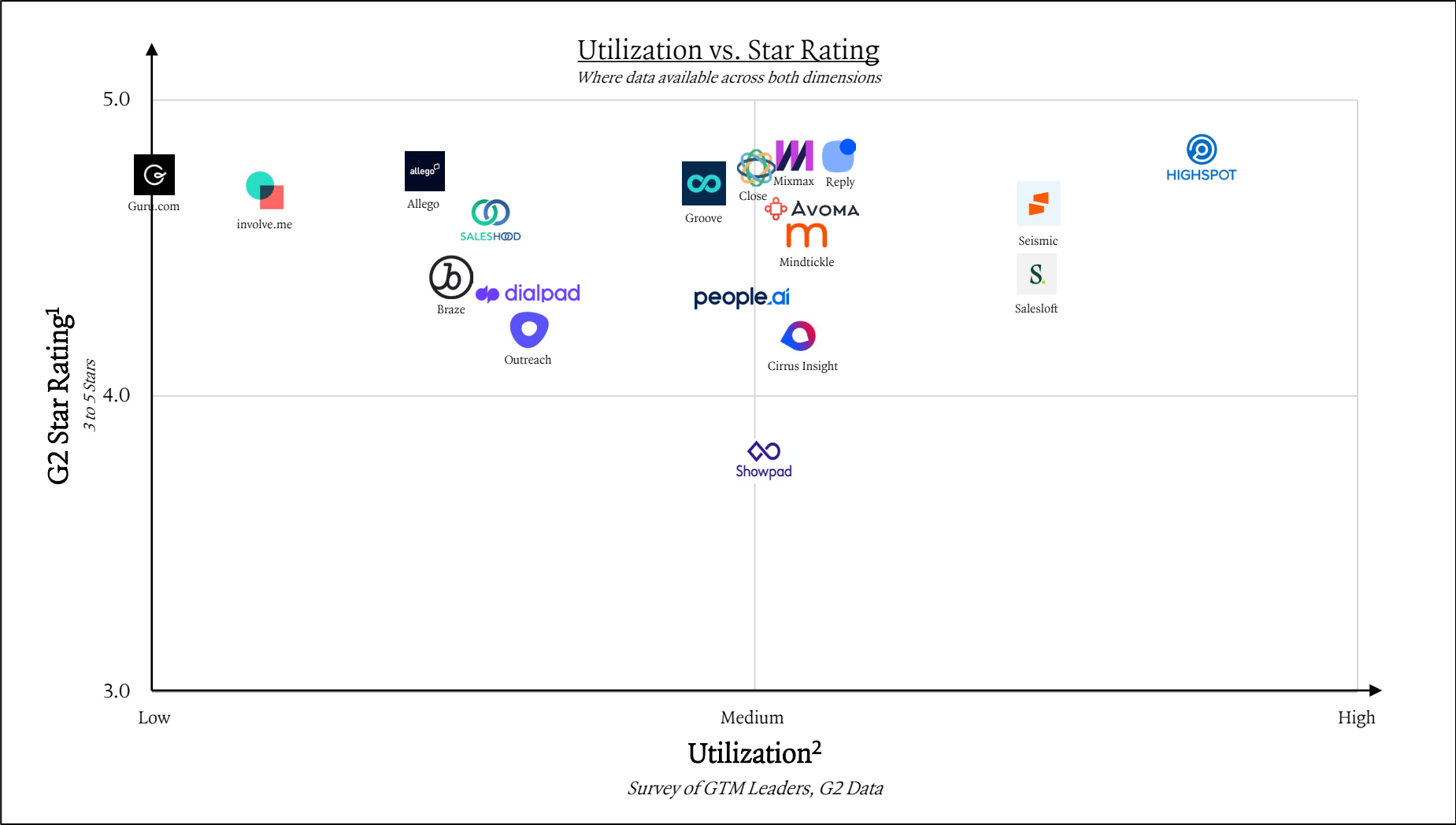
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Highspot, Seismic and Salesloft are the most used sales enablement tools among tools analyzed



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Top tools in the Sales Enablement category include features like templates, pitch recording, and AI integration

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Highspot		4.6	4.8		✓	AI integration	"A standout moment... When an AI-recommended case study transformed typical sales meeting into a high impact moment for the prospect"
Seismic		4.2	4.6		✓	Templates	"Our sellers love using LiveDocs to build proposals"
Salesloft		4.2	4.5		✓	Activity tracking	"Notifies me immediately when my clients open a link"
Avoma		3.6	4.6	✓	✓	Note Taking	"Saves me hours of note taking...includes client tone and body language"
Mindtickler		3.6	4.5		✓	Mobile presentation	"Designed to be used on a mobile device...easily accessible"
Cirrus Insight		3.6	4.2		✓	Email tracking	"Email templates are amazing...they pull data straight from the CRM"
Mixmax		3.6	4.7		✓	Read receipts	"Read receipts allow us to gage the interest of the customer and tailor follow-up"
Reply		3.6	4.7		✓	Integrated workflows	"Sequences functionality makes creating and managing email sequences a breeze"
Showpad Coach		3.5	3.8			Feedback & review	"Colleagues can review pitches and provide feedback in app"
Close		3.5	4.7	✓		CRM integration	"Allows me to manage my customer / prospect base quickly and effectively"

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Top tools in the Sales Enablement category include features like templates, pitch recording, and AI integration

		<u>Utilization¹</u>	<u>Star Rating²</u>	<u>High Growth in Adoption³</u>	<u>AI Enabled⁴</u>	<u>Highly Rated Features</u>	<u>Select Commentary⁵</u>
People.ai		3.4	4.3		✓	Relationship mapping	“Seeing a clean relationship map is huge for our sales team”
Groove		3.4	4.7		✓	Pipeline management	“The customizable dashboards have also given us a better overall view of our pipeline”
InsideSales		3.3	NA		✓	To-dos	“Helpful notifications regarding near-term tasks and follow-ups”
Outreach		2.9	4.3		✓	Templates	“Quite efficient for prospecting. The sequence and templates are very user friendly”
Dialpad		2.8	4.4			Ease of use	“I love how simple it is to use. The mobile app is top notch”
Braze		2.8	4.4	✓		A/B Testing	“Offers unparalleled options when it comes to campaign and journey creation”
Saleshoo		2.8	4.7		✓	Pitch recording	“Like that they have a built-in video tool...interactive functionality is great”
Allego		2.7	4.7		✓	Customization	“Ability to customize the continued learning experience”
involve.me		2.3	4.7	✓		Templates	“Outputs always look fantastic and very professional”
Guru.com		2.0	4.7			Knowledge base	“Easy to build and maintain our knowledge base”

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Demo tools are designed to help go-to-market teams showcase their product to prospective buyers

Demo Software

Tools designed to help go-to-market teams **showcase their product** to prospective buyers

Most Prevalent Tools¹



Loom



Consensus

demobooost

Additional Insights

- **Utilization** - Loom leads the pack in the demo software category with the highest GTM leader utilization. However, the demo space has become increasingly crowded this year, with 8 tools exhibiting high growth YoY
- **Artificial Intelligence** - Most generative AI use cases across paid search, SEO, social content, and paid social have since expanded to include both image and video creation and editing, impacting the demo creation space

Highest G2 Star Rating²



Saleo



Demostack



Consensus

High Growth in Adoption³



Loom



Consensus



Demostack



Navattic



Reprise



Walnut



Saleo



Storylane

¹ Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

² Average star rating from G2 user reviews from January 2023 to October 2023

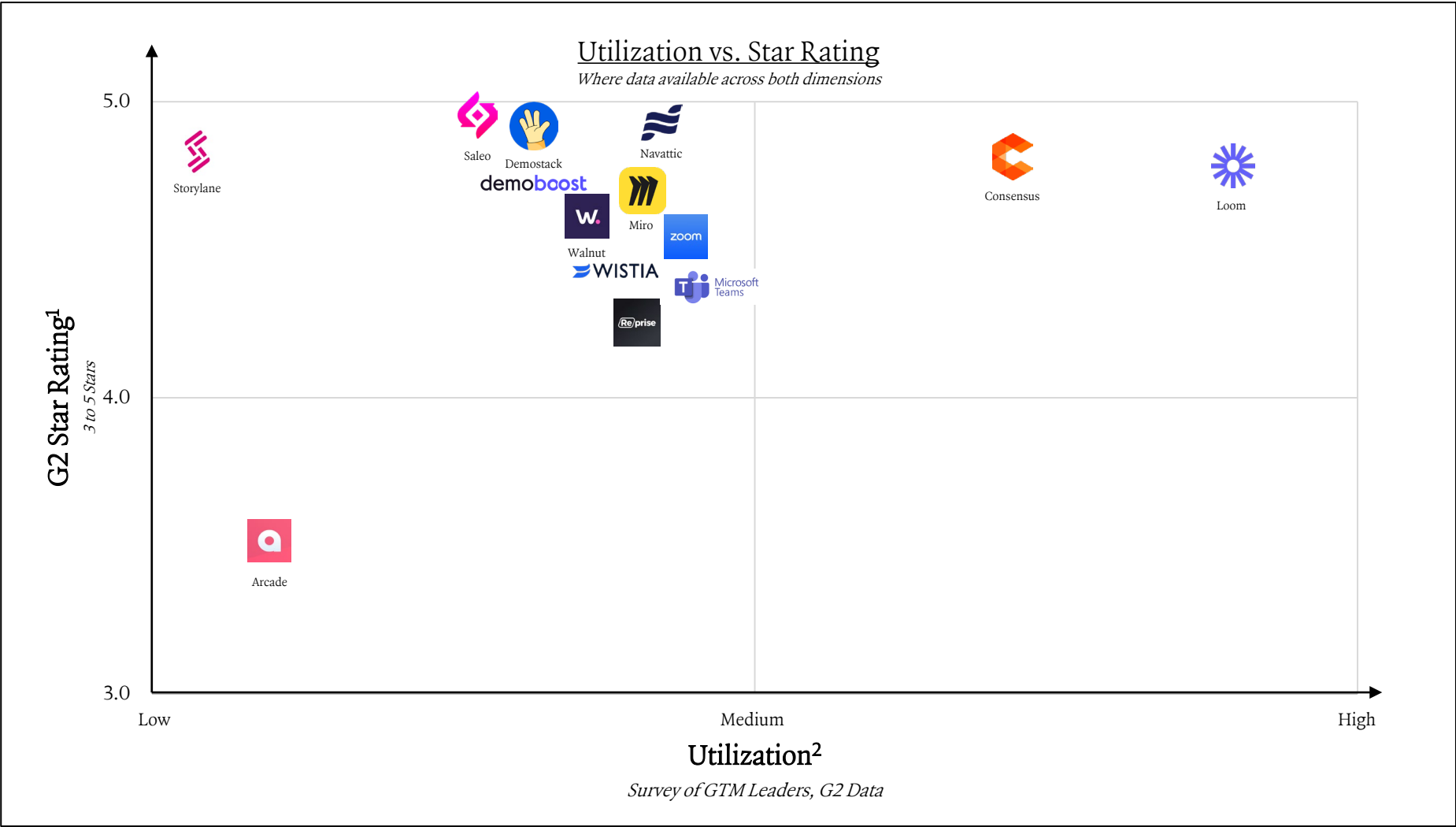
³ Tools with >150% YoY increase in G2 user reviews as of October 2023

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GTM Tech Stack | Demo Software

Loom and Consensus are the most used demo tools among tools analyzed



1 Average star rating from G2 user reviews from January 2023 to October 2023

2 Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

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Top tools in the Demo Software category include features like screen sharing, live demonstration, and collaborative editing

		<u>Utilization</u> ¹	<u>Star Rating</u> ²	<u>High Growth in Adoption</u> ³	<u>AI Enabled</u> ⁴	<u>Highly Rated Features</u>	<u>Select Commentary</u> ⁵
Loom		4.7	4.8	✓	✓	AI features	"Love the AI feature where it translates my captions into a summary for my clients"
Consensus		4.1	4.8	✓	✓	Analytics	"We have the ability to qualify if a prospect is serious about considering our solution"
Walnut		3.4	4.7	✓	✓	Branding	"Ability to add guides to demos in my brand's tone of voice"
Zoom		3.3	4.6			Screen sharing	"Easily share content rather than discussing over the phone"
Microsoft Teams		3.3	4.5			Participant permissions	"Great permission tools for external audio and video conferencing"
Miro		3.3	4.6			Collaborative editing	"Stakeholders and teammates can collab easily"
Wistia		3.2	4.6		✓	Social media streaming	"Clean look and detailed analytics...able to quickly post and share content"
Navattic		3.2	4.8	✓	✓	Onboarding	"The platform for designing tours is incredibly intuitive"
Reprise		3.2	4.3	✓	✓	Editing	"Create targeted and personalized campaigns that resonate"
Demostack		2.9	4.9	✓	✓	Quality of support	"Solution engineering support is out of this world"
Demoboost		2.9	4.8		✓	Live demonstration	"Very interesting to our customers - they can feel like they are using a real system live"
Saleo		2.8	4.9	✓	✓	Library and storage	"Very easy for us to organize and categorize all demos"
Arcade		2.3	3.5			Gamification	"Fast results with immediate rewards to your employees"
Storylane		2.1	4.8	✓	✓	Guided demos	"Guided tutorials help solution engineers address repeated requests"

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Customer Management & Success tools support customers as they transition from leads to active users

Customer Management & Success

Applications that support customers as they transition from leads to **active users**

Most Prevalent Tools¹

Gainsight

HubSpot



ChurnZero

Additional Insights

- **Integration** - Incumbents dominate the customer management & success space, as CRM integration is an important decision point for both SMB and enterprise companies

Highest G2 Star Rating²



ChurnZero

Gainsight

High Growth in Adoption³



Custify

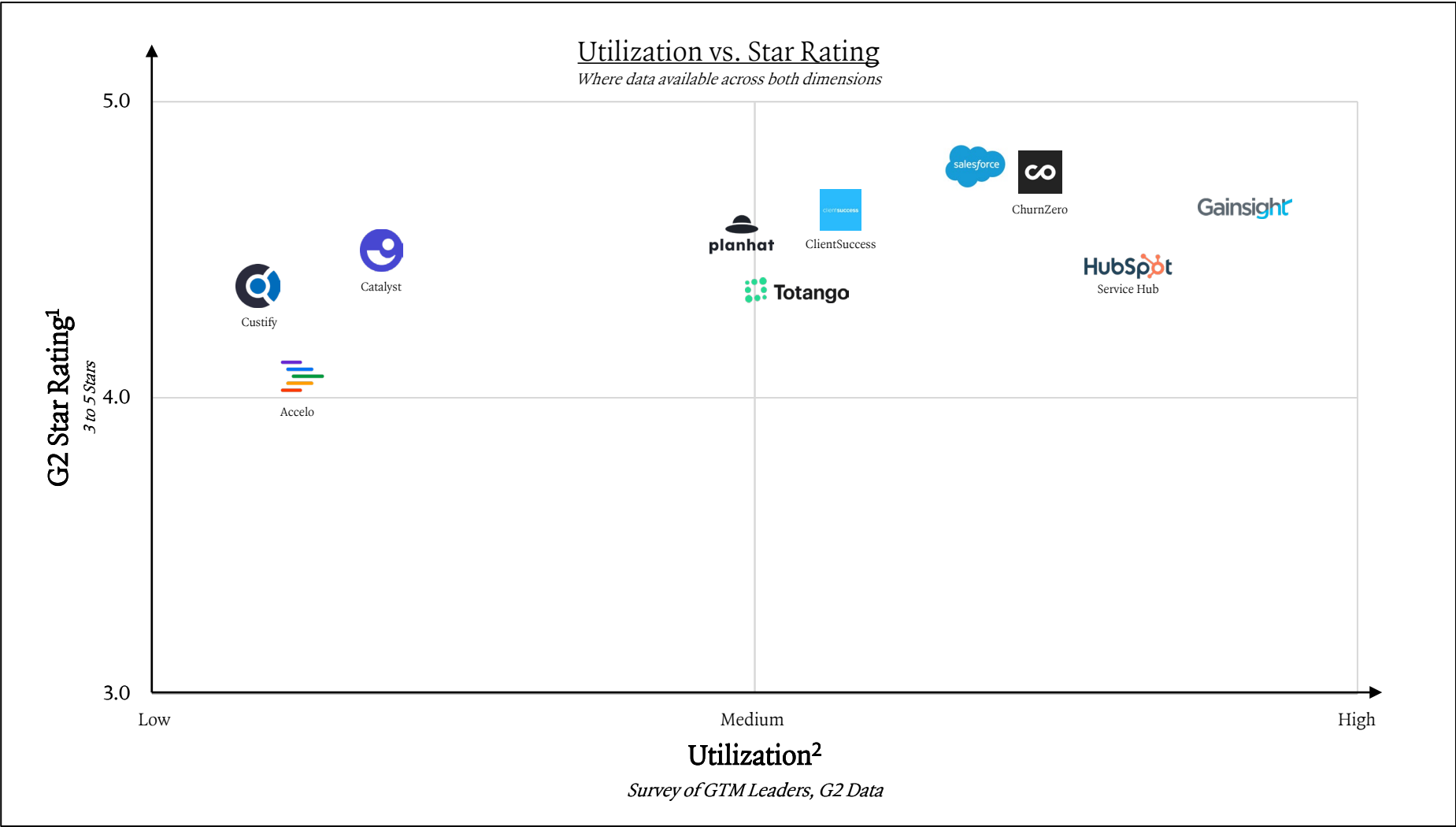
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Gainsight CS, Hubspot Service Hub and ChurnZero are the most used customer management & success tools among tools analyzed



1 Average star rating from G2 user reviews from January 2023 to October 2023
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Top tools in the Customer Management & Success category include features like segmentation, qualitative tags, and customer monitoring

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Gainsight CS		4.7	4.6		✓	Customer support	"Tech support via ticketing system, real time chat and a dedicated support team"
Hubspot Service Hub		4.4	4.4		✓	Small teams	"Hubspot makes it easy for my team members to collaborate with a cohesive voice"
ChurnZero		4.2	4.7		✓	Segmentation	"I love the ability to build very rich, specific segmentation"
Salesforce		4.1	4.8		✓	Scaling teams	"Designed to scale with your business...can accommodate your evolving requirements"
ClientSuccess		3.7	4.6		✓	Qualitative tags	"Track customer items that historically weren't quantifiable"
Totango		3.5	4.4		✓	Consistent updates	"Developing new functionality and releasing it regularly"
Planhat		3.5	4.6	✓	✓	Visualization	"Visualizations that allow us to monitor customer health"
Catalyst		2.6	4.5			Organization	"Easily organize with clear notes, tasks, and playbooks"
Accelo		2.4	4.0		✓	Project planning	"Ability to create dependencies makes planning easy"
Custify		2.3	4.4	✓	✓	Customer monitoring	"The outcome-based Health Score feature has been a massive value add"

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Customer Support tools assist customers in installing and troubleshooting a product

Customer Support

Applications that assist customers in
installing and troubleshooting a product

Most Prevalent Tools¹



Zendesk Sell



Additional Insights

- **Utilization** - Zendesk Sell is the dominant customer support tool, followed by incumbents Salesforce and Hubspot. However, customer satisfaction is comparatively lower due to frustration with price and integration issues
- **Artificial Intelligence** - Generative AI has the power to significantly enhance customer support experiences by leveraging LLMs trained on large corpuses of data to recognize, classify, and create sophisticated responses with speed and precision

Highest G2 Star Rating²



Intercom



High Growth in Adoption³



CloudTalk

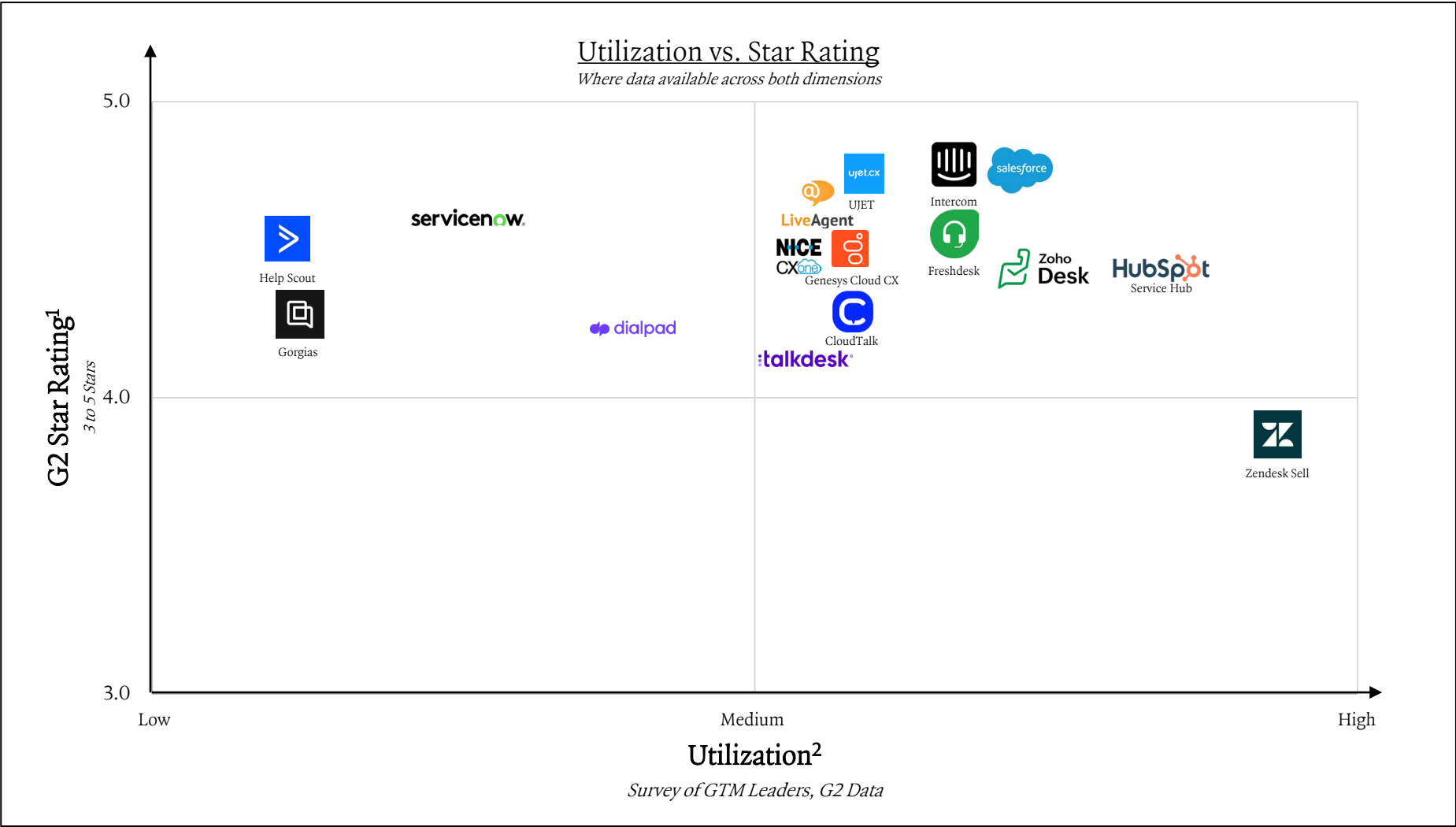
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Zendesk Sell, Hubspot Service Hub and Zoho Desk are the most used customer support tools among tools analyzed



1 Average star rating from G2 user reviews from January 2023 to October 2023









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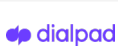



Top tools in the Customer Support category include features like language support, multi-team tickets, and AI integration



		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Zendesk Sell		4.8	3.9		✓	Scaling teams	“Easy to set up automation and triggers to help resolve tickets faster”
Hubspot Service Hub		4.5	4.4		✓	Small businesses	“Helped us deliver exceptional service while saving us time...at an affordable price”
Zoho Desk		4.2	4.4		✓	Multi channel support	“They can choose email, social media, live chat, or phone”
Salesforce		4.1	4.8		✓	AI integration	“AI-powered insights are valuable features for modern customer service operations”
Freshdesk		4.0	4.5		✓	Ease of use	“FD is easy to set up and not complicated. User-friendly!”
Intercom		4.0	4.7		✓	Language support	“Supports multiple languages - a great addition”
LiveAgent		3.7	4.7		✓	Real time chat	“Send chat invites to users while they are on our website”
Talkdesk		3.6	4.2		✓	Performance analysis	“Gives crucial context and information about a customer as soon as the call is received”

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Top tools in the Customer Support category include features like language support, multi-team tickets, and AI integration

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
NICE CXone		3.6	4.5			Call scrubbing	“Supporting products launched often to enhance the base platform”
Genesys Cloud CX		3.6	4.5		✓	Remote work	“We saved a lot of time by integrating the communication tools in our organization”
UJET		3.6	4.7			Omnichannel support	“Support through various channels such as phone, chat, email, and social media”
CloudTalk		3.6	4.4	✓		Global support	“Eliminated the hassle of dealing with different platforms for international clients”
Dialpad Contact Center		3.3	4.2		✓	Session routing	“AI generated transcripts are spot on. Makes doing business over the phone easy”
ServiceNow		2.7	4.6			Integration	“Seamlessly connecting with other tools and systems”
Gorgias		2.4	4.3		✓	Macro creation	“Macros are probably what my team uses the most”
Help Scout		2.3	4.4		✓	Multi-team tickets	“Great for ticketing that allows additional collaborators”

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Sales Education tools are designed to automate the management and delivery of online courses for Sales teams

Sales Education

Applications automating the **management and delivery of online courses** for Sales teams

Most Prevalent Tools¹



Premium

Additional Insights

- **Global Workforce** - Sales acceleration and enablement tools like Gong and Highspot are more popular with remote companies who likely need more visibility into sales performance and training across geographic barriers⁴
- **Artificial Intelligence** - AI-driven call analysis and coaching to drive effective sales behaviors has the potential to improve go-to-market team negotiation of commercial terms and agreements

Highest G2 Star Rating²

SALESASSEMBLY



High Growth in Adoption³



Jiminy

¹ Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

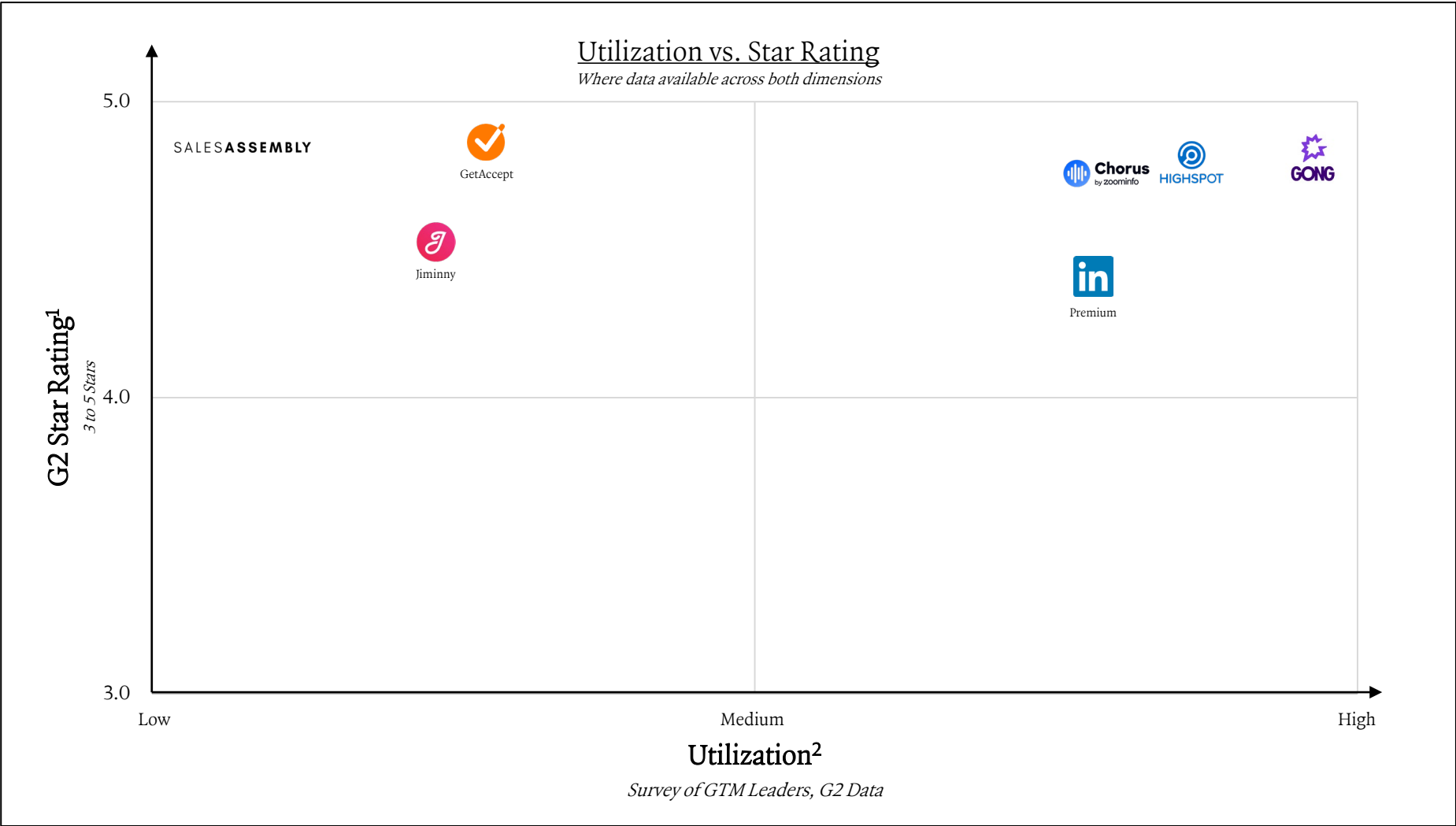
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Gong, Highspot and LinkedIn Premium are the most used sales education tools among tools analyzed



1 Average star rating from G2 user reviews from January 2023 to October 2023
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Top tools in the Sales Education category include features like conversation analysis, skill assessment, and call analytics

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Gong		4.9	4.8		✓	Call analytics	“At the end of each call it provides a brief summary. Gong identifies action items from my calls as well”
Highspot		4.6	4.8		✓	AI integration	“A standout moment... When an AI-recommended case study transformed typical sales meeting into a high impact moment for the prospect”
LinkedIn Premium		4.4	4.4			Skill assessment	“A great platform to enhance skills...the skill assessment test after finishing every topic and video is excellent”
Chorus by ZoomInfo		4.4	4.7		✓	Conversation analysis	“Detailed notes, action items, and conversation analytics”
GetAccept		2.8	4.7		✓	Quality of support	“First class customer support...easy to implement”
Jiminny		2.7	4.6	✓	✓	Calendar sync	“Joins my calls automatically through the easy integration with Google calendar”
Sales Assembly	SALESASSEMBLY	2.1	4.9			Breadth of content	“Courses and sessions are with SMEs from all backgrounds and industries”

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Revenue Forecasting tools allow enterprises to estimate future performance based on past and current performance

Revenue Forecasting

Applications that allow enterprises to **estimate future performance** based on past and current performance

Most Prevalent Tools¹



Tableau



Clari



salesforce

Additional Insights

- **Artificial Intelligence** - Existing vendors that have a history of innovation and healthy customer bases such as Salesforce and HubSpot are starting to introduce AI-enabled revenue forecasting features

Highest G2 Star Rating²



salesforce



GONG



Revenue.io

High Growth in Adoption³



Clari



Boostup.ai



Pigment

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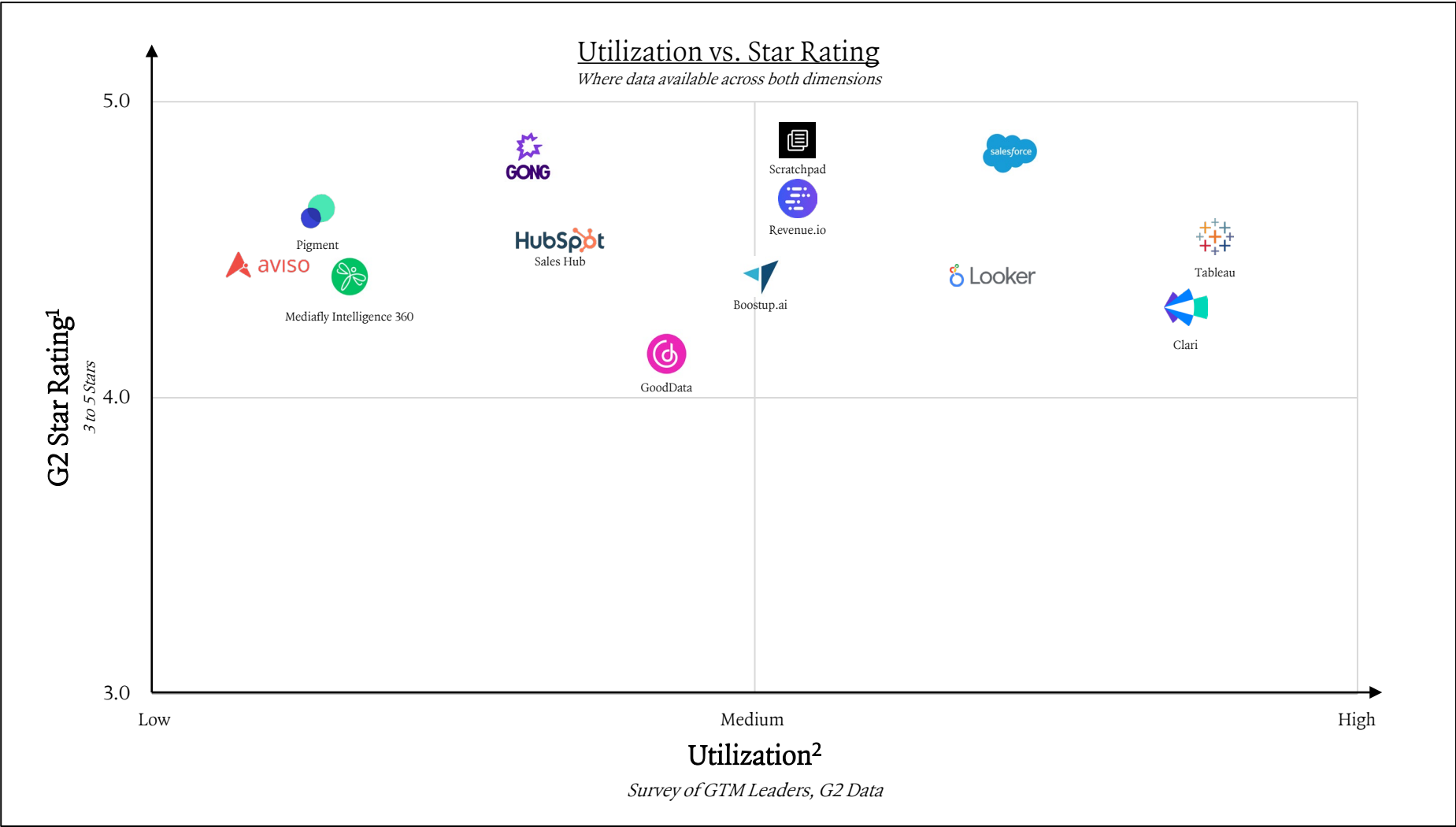
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Tableau, Clari and Salesforce are the most used revenue forecasting tools among tools analyzed



¹ Average star rating from G2 user reviews from January 2023 to October 2023
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Top tools in the Revenue Forecasting category include features like dashboards, predictive forecasting, and mobile optimization

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Tableau		4.6	4.5		✓	Data visualization	"Suggests relevant and insightful visuals based on the data provided"
Clari		4.6	4.3	✓	✓	Mobile optimization	"Simplifies updating opportunity notes, stages, and forecasts without having to deal with the traditional issues of doing this directly in your CRM"
Salesforce		4.1	4.8		✓	Enterprise teams	"Salesforce is easy to use and provides great insight into our sales forecast pipeline...one central location for both forecasting and contact management"
Looker		4.0	4.4		✓	Dashboards	"Quickly spin up dashboards for a non-technical audience"
Revenue.io		3.6	4.7		✓	Customer support	"Offered so much support, follow-up, and ongoing training"
Scratchpad		3.6	4.8		✓	Live forecasting	"Incredibly user friendly...intuitive interface"
Boostup.ai		3.5	4.4	✓	✓	Ease of use	"Adoption is 100% across our commercial teams"
GoodData		3.3	4.1		✓	Non-technical users	"Analyze data without the need for an engineering team"
HubSpot Sales Hub		3.0	4.5		✓	Small teams	"Easily track renewals, create deals inside existing client accounts, and forecast ARR"
Gong		2.9	4.8		✓	Predictive forecasting	"I love the deals tab; like a combined to-do list, forecast and CRM"
Pigment		2.4	4.5	✓		Multiple data sources	"Handle data in a variety of input types...a versatile tool"
Mediafly Intelligence 360		2.4	4.5		✓	Implementation	"Personalized, they took the time to understand our needs"
Aviso		2.4	4.4		✓	AI features	"Using its AI feature make strategic planning easier and more intentional"
Collective[i]		1.7	NA			Integration	"Seamless integration with CRM...predictive forecasting with easy-to-use interface"

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Payroll & Incentives tools are focused on the automation of employee salaries and bonuses

Payroll & Incentives

Applications focused on the **automation of employee salaries and bonuses**

Most Prevalent Tools¹



Xactly Incent



CaptivateIQ



Rippling

Additional Insights

- **Utilization** – CaptivateIQ, Xactly Incent and Rippling lead the pack in payroll & incentives software among GTM leaders. Companies are prioritizing centralization, aiming to eliminate the use of manual spreadsheets and provide a source of truth for their GTM teams

Highest G2 Star Rating²



Palette



Everstage

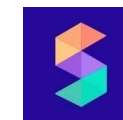


Rippling

High Growth in Adoption³



Xactly Incent



SPIFF⁴



Everstage



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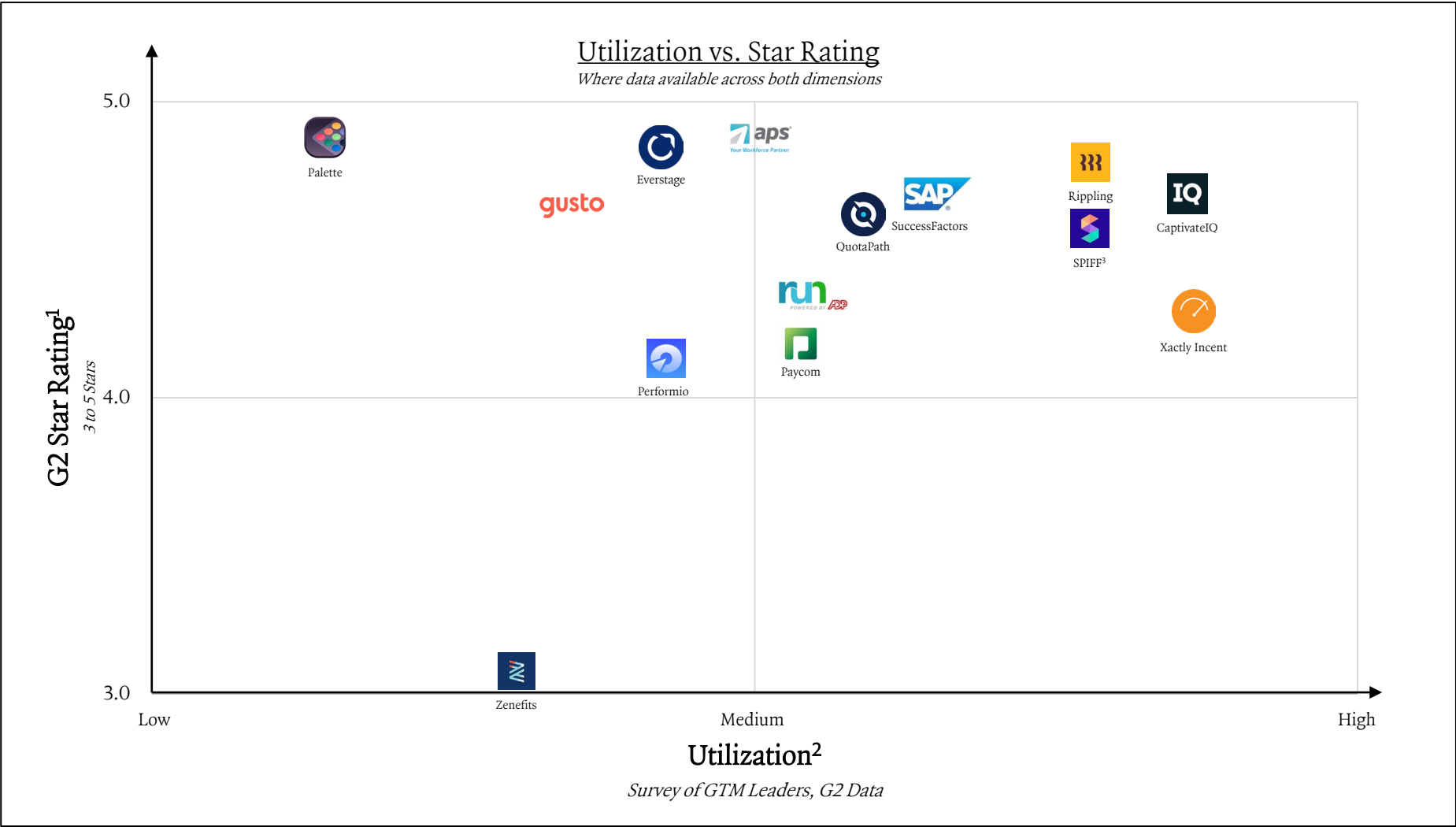
³ Tools with >150% YoY increase in G2 user reviews as of October 2023

⁴ SPIFF signed a definitive agreement to be acquired by Salesforce on 12/18/23

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Xactly Incent and CaptivateIQ are the most used payroll & incentives tools among tools analyzed



1 Average star rating from G2 user reviews from January 2023 to October 2023

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Top tools in the Payroll & Incentives category include features like commission structure, benefits administration, and compensation modeling

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Xactly Incent		4.6	4.3	✓		Commission payments	"We were able to centralize our commission calculation and payments and eliminate the use of manual spreadsheets"
CaptivateIQ		4.6	4.7			Comp modeling	"Gives me insights into a predicated payout for the next month"
SPIFF ⁷		4.3	4.6	✓		Performance reports	"Full of insights on historical performance and trends"
Rippling		4.3	4.8		✓	Benefits administration	"Health benefits, payroll, time off, and expenses can be easily accessed on my phone"
SAP SuccessFactors		3.9	4.6			SAP integration	"Can scale effortlessly as the organization grows"
QuotaPath		3.8	4.6			Quality of support	"The onboarding process was top-notch"
RUN by ADP		3.6	4.4			Value	"Simple and efficient...price is lower than competitors"
Paycom		3.6	4.2			Mobile user support	"Employees can review and make changes on their phone"
APS		3.5	4.9			Scalability	"Depth of knowledge in payroll practices and laws across the country"
Performio		3.3	4.1			Leaderboards	"Dashboard gives a clear overview of my monthly results"
Everstage		3.3	4.8	✓		Commission approvals	"New understanding of individual and collective success"
Gusto		3.0	4.7	✓	✓	Attendance & PTO	"Eliminates the need to ask payroll department for updates"
Zenefits		2.9	3.1			Annual enrollment	"Complete HRIS and payroll system. Annual benefits enrollment is very straightforward"
Palette		2.4	4.9			Commission structure	"All calculations are transparent and easy to understand"

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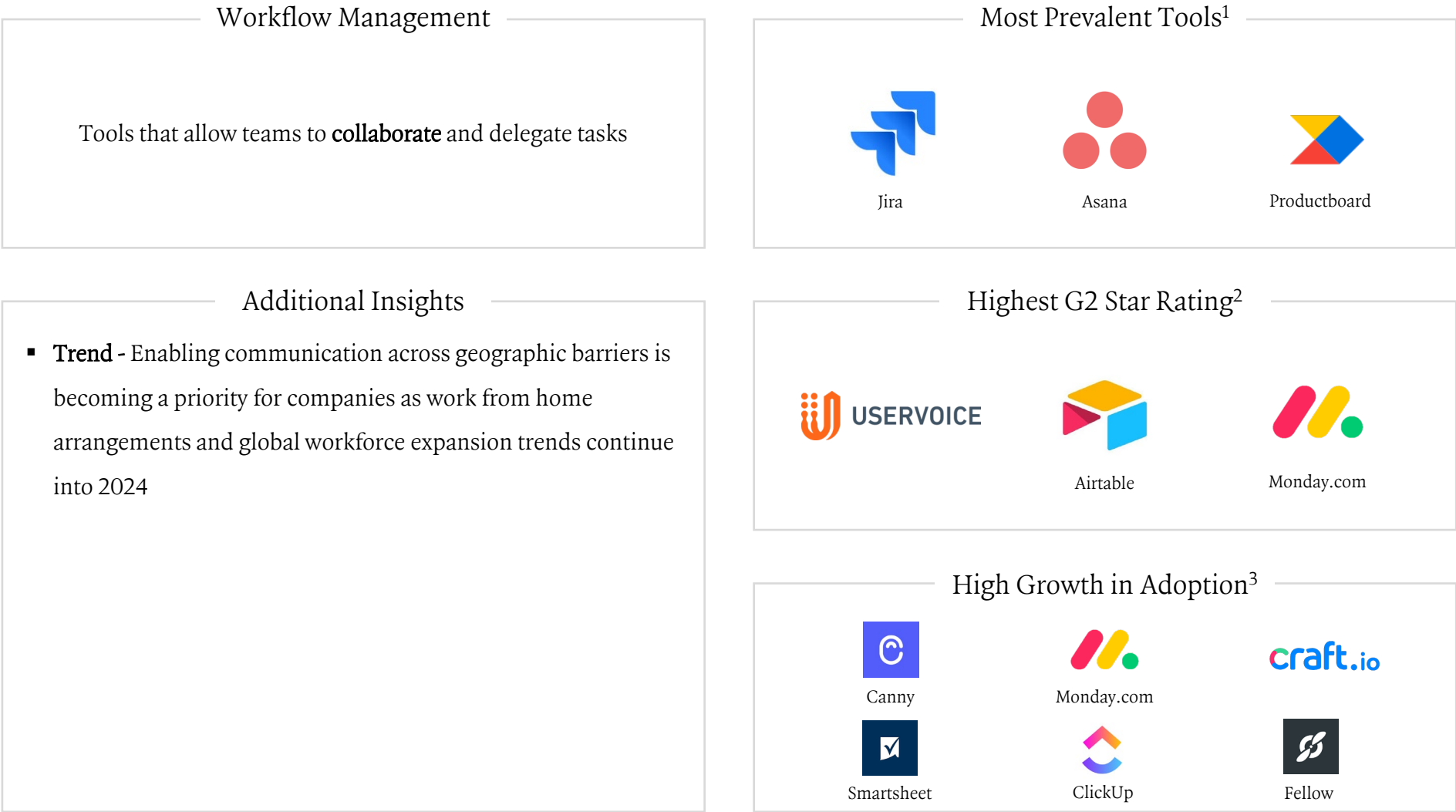
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GTM Tech Stack | Workflow Management

Workflow Management tools allow teams to collaborate and delegate tasks



1 Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023

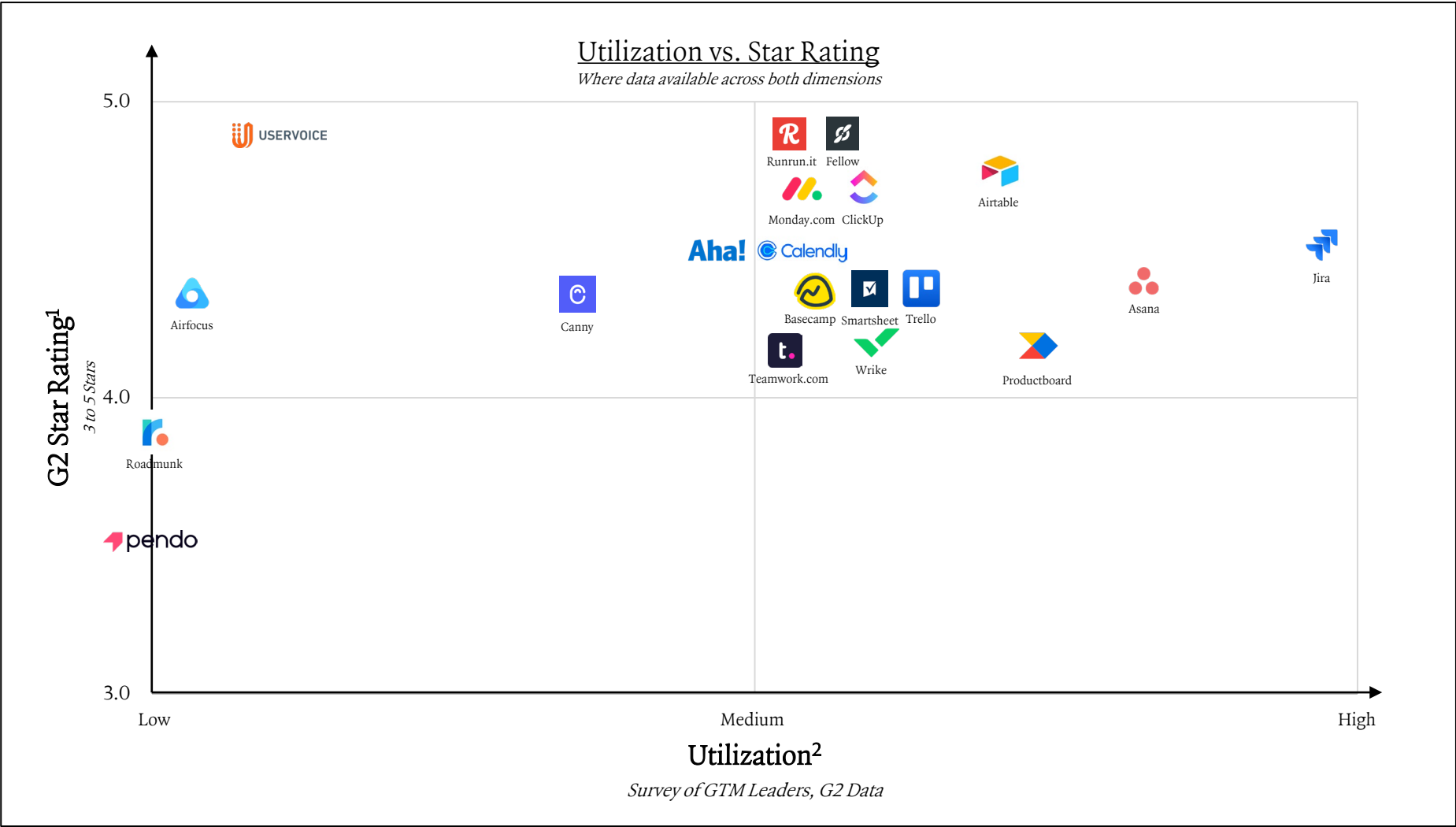
2 Average star rating from G2 user reviews from January 2023 to October 2023

3 Tools with >150% YoY increase in G2 user reviews as of October 2023

4 Trademarks are the property of their respective owners. None of the companies illustrated have endorsed or recommended the services of ICONIQ.

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Jira, Asana and Productboard are the most used workflow management tools among tools analyzed













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Top tools in the Workflow Management category include features like task prioritization, documentation, and personalization

		Utilization ¹	Star Rating ²	High Growth in Adoption ³	AI Enabled ⁴	Highly Rated Features	Select Commentary ⁵
Jira		4.9	4.5			Bug monitoring	"Greatly simplifies project management by providing a centralized environment where tasks can be efficiently tracked, assigned and prioritized"
Asana		4.5	4.4		✓	Platform integration	"Simple to combine numerous platforms such as Slack, Google Calendar, Gmail. Allows me to communicate with the development team on a single platform"
Productboard		4.2	4.2			Personalization	"Ability to submit feature requests with a Chrome extension"
Airtable		4.1	4.7		✓	Task assignment	"The drag and drop function is extremely efficient"
Smartsheet		3.7	4.4	✓		Notifications	"Cloud based system, we can access from anywhere and update the data in real time"
Trello		3.7	4.4			Dashboards	"Kanban-style dashboard interface is highly visual and useful for organization"
ClickUp		3.7	4.7	✓		Task ranking	"They are constantly updating the platform with dramatic improvements"
Basecamp		3.7	4.4			Remote work	"The activity log allows you to see everything at a glance"
Wrike		3.7	4.3			Workflows	"New features rolled out frequently - they're very responsive to customer feedback"
Fellow		3.6	4.7	✓		Agenda management	"Cut down my tab switching and document opening drastically"
Teamwork.com		3.6	4.1			Customer support	"Customer service and onboarding resources are amazing"

1 Average of percentile respondents using tool; ICONIQ Growth Proprietary Survey of GTM Leaders (Mar 2023) and percentile of G2 reviews from January 2023 to October 2023, converted to score out of 5
2 Average star rating from G2 user reviews from January 2023 to October 2023
3 Tools with >150% YoY increase in G2 user reviews as of October 2023
4 Tools where AI capabilities reviewed on G2.com
5 Select commentary from user reviews on G2.com, paraphrased for abbreviation purposes
6 Utilization scores where GTM Survey data is unavailable are calculated using the average G2 score : GTM survey score ratio found in the data set
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Calendly		3.6	4.7		✓	Dashboard	"Easily assign new tasks and follow-up actions with the dashboard"
Runrun.it		3.6	4.8			Drag & Drop	"Its standout feature is the dynamic Gantt chart, a visual roadmap for project timelines"
Monday.com		3.6	4.7	✓	✓	Task prioritization	"Create targeted and personalized campaigns that resonate"
Aha!		3.4	4.5		✓	Full-team access	"Unlimited accounts that can view & create reports"
Canny		3.1	4.3	✓	✓	Public portal	"The public page for receiving feedback and sharing updates on a roadmap is fantastic"
UserVoice		2.2	4.9			Idea generation	"Easy to decide how to prioritize project implementation"
Airfocus		2.1	4.3			Quality of support	"The support team is great, very prompt and helpful"
Pendo		2.0	3.5		✓	KPI tracking	"Invaluable in our product team to identify usage trends"
Roadmunk		2.0	3.8			Calendar view	"Adjust calendar easily and consider different timelines"
Craft.io		1.8	4.4	✓		Documentation	"All in one product management and documentation tool"

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Appendix

1 Discover



Identify GTM strategy and goals

What are the business objectives and how would this potential solution help attain those goals? A tech stack for a GTM team with a primarily inbound motion will look very different than it would for a primarily outbound strategy.



Identify pain points

What are the current pain points? What makes this difficult today? Do some discovery with the end-users of the future tool – have them walk through their current workflow and talk through their challenges.



Identify the buying team & align stakeholders

This should be, at minimum, the decision maker, an end-user, and the project manager responsible for these four steps. The project manager will often be a Revenue, Sales or Marketing operations employee. At larger organizations, this can include IT, Procurement, Finance, Compliance or others. The CFO or Head of Finance will often be involved in signing off on a budget at this stage.



List out the requirements

Having a list of specific requirements (both tactical and goal-oriented) is useful throughout this process. What should the tool be able to do? When does it need to be fully implemented? What is the allocated budget? What are the “must-haves” vs. the “nice-to-haves”?



Identify and align on success metrics and ROI

What does success look like? Can return on investment be quantified? If not, what are the qualitative impacts this could have on workflows, processes, etc.? Ensuring there is alignment on the budget and how to quantify ROI is critical at this stage.

Before diving into Discovery, it's important to understand the broader tech stack landscape. Where would this new tool fit in?

Consider having one team, such as Revenue Ops, own all GTM tools across Sales, Marketing, and Customer Success

2 Evaluate



Research potential options

Identify both existing market leaders and emerging players in the category. Vendor websites will often have product guides or demos to help consumers get a sense of functionality fit.



Contact vendors and conduct initial meetings

This is a great opportunity to share a list of requirements. During this step, keep the requirements list updated when learning about the new functionality and solutions out there. It's hard to find a tool that satisfies all requirements perfectly, and teams can always come back to a vendor after doing an initial pass.



Assess the partnership

This is especially important for high-touch tools that teams will be using daily or weekly. How much usage does the vendor support? How do they respond to questions about their tech? How often do they release product updates? Do they have a dedicated product development team? Does the pricing structure scale with growth?



Deep-dive on the tech and functionality

Test specific use cases in the product. Does the software meet pre-established requirements? What is the ease of use? Does it provide native integrations to the rest of the tech stack? What would implementation look like? The vendor will often offer a brief trial at this stage; however, we find it's difficult to assess unique use cases during a trial.



Ask for customer references

Customer reference calls can be a great way to finalize and validate a decision, especially for a large tech investment. The vendor will set up time to chat with one of their existing customers about their experience with the tool and the vendor. Make sure to bring up any outstanding questions or concerns.

Emerging players can often be faster to innovate, with more attractive pricing models and scalable product roadmaps

When evaluating a new tool, it is important to answer key data storage and security questions to ensure safe integration into the existing tech stack. Questions can be submitted to the seller via a due diligence questionnaire (DDQ) during the evaluation process

If Customer Support is an added service fee (note: this is different from an implementation fee), this is often a signal that the vendor may not provide adequate support. If CS is an additional fee, we recommend digging in deeper

3 Implement



Create a project plan

Most “Best in Class” vendors will create an implementation plan, or a mutual success plan, as part of their onboarding process. If not, we recommend working with them to create one or creating one internally to plan for the steps of implementation. Keep in mind goals, timelines, and key inputs needed from others.



Assess configuration needs

It’s not uncommon to outsource configuration for core tools such as a CRM or customer support system. These tools have opportunity cost if not initially configured to fit unique needs and use cases. Additionally, an IT or Engineering team may be required to set something up.



Integrate with the rest of the stack

This is an incredibly important step that can sometimes be overlooked or pushed out as lower priority. We recommend working with the data and systems teams (this often falls under IT, Operations, or Data) to ensure thorough integration. This will often require building custom or non-native integrations to the data warehouse.



Enable users and their managers

We recommend enablement for both end-users and leadership teams on the new tool and any new workflows. The management team is critical to ensuring process and best practice adherence for the new tool. Additionally, be sure to document any key “how-tos” and FAQs in the knowledge hub.



Prepare for ongoing implementation

Be ready to iterate quickly after rolling out a new tool. There may be a testing or beta phase, collecting feedback and watching users execute on key workflows. Incremental improvements are key in this phase, as users can lose faith in a tool very quickly if it’s not meeting their needs

A well-designed data warehouse is key to building out a scalable data and stack infrastructure. If a data warehouse isn’t part of the existing stack, we recommend starting there

4 Monitor



Annual or biannual evaluation

How is performance against the OKRs identified in the Discovery phase? Does the organization need to reassess their needs for the upcoming quarter? If so, how will this impact budgeting decisions? Something to pay close attention to here is usage and adoption – vendors will often share this information within the tool, but feel free to ask for it if not.



Continue to evaluate the tool and the partnership

Is the vendor supporting the organization's needs? Are they meeting SLAs? How is the tech performing? Try to keep an open dialogue with vendor partners to discuss any challenges or additional needs.



Best practice enforcement & adherence

Ensure users are using the tool as intended and following any best practices. Team managers are critical here - they should be enabled to enforce the right workflows and processes, and they should be alerted when usage does not meet expectations. Some teams are so stack- and data-oriented that they'll build tool usage and process adherence into incentive plans! Learn more about structuring compensation plans in [The Definitive Guide to Sales Compensation](#).



More, and regular, enablement

Keep educating and enabling the organization to get the most out of the stack, especially as new folks join the team and/or workflows change.



Stay nimble and continuously discover

The stack should be constantly adapting to business objectives, both at the individual tool level and the full stack level. Keep identifying pain points and opportunities to develop and use the stack to the fullest.

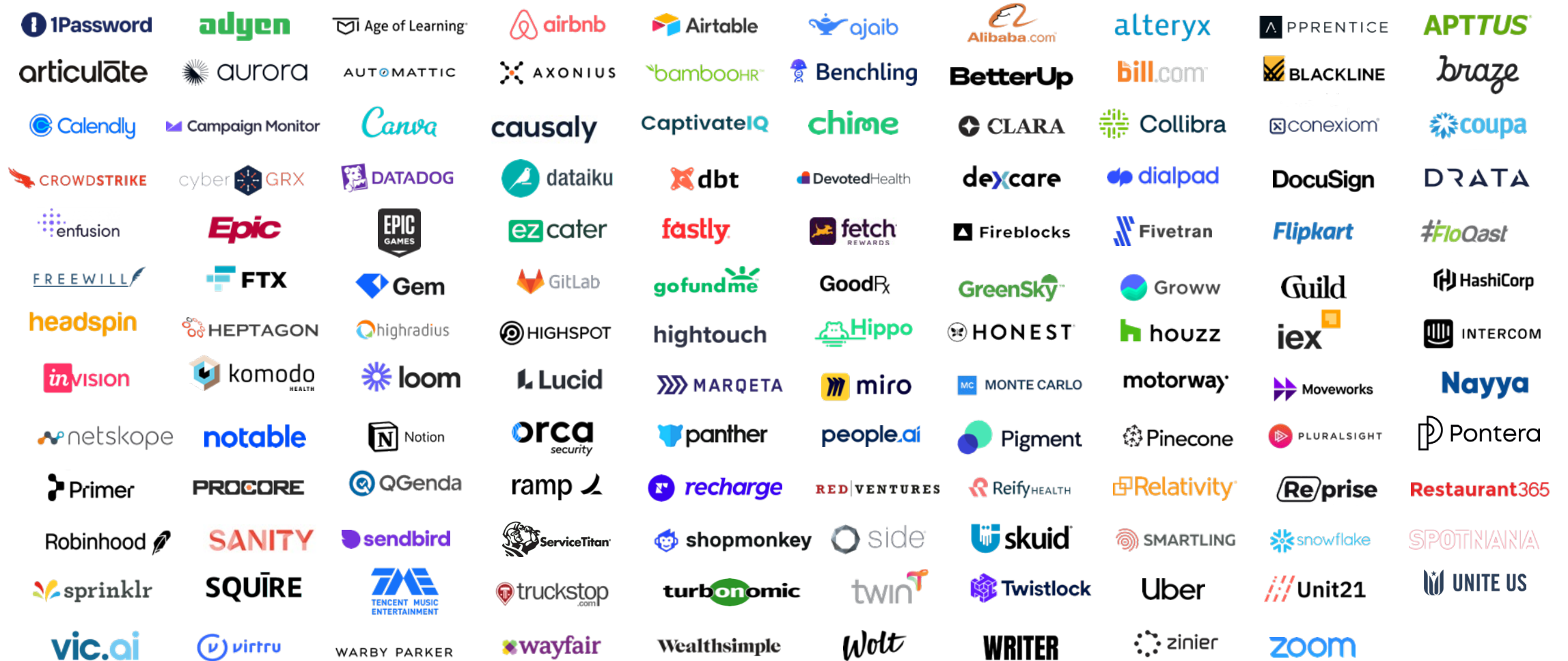
Invest in data cleanliness and reliability. The best GTM stack in the world is still susceptible to “garbage in, garbage out”

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