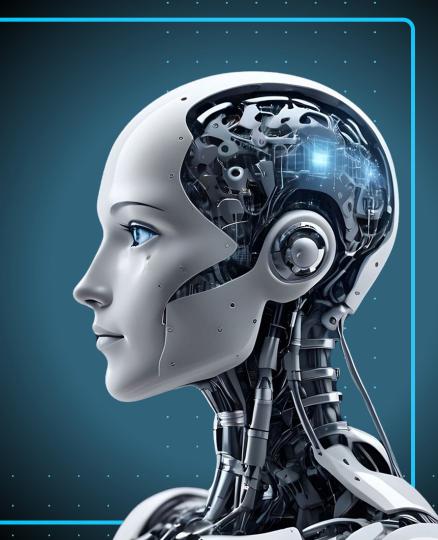
May 14th, 2025

ACCELERATING GROWTH IN THE AGE OF AI

Winning by Design | San Francisco | CA



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Call to Action: Join the Movement

These insights are part of a larger initiative led by Winning by Design to equip GTM leaders for the AI era.

To access the full body of research, frameworks, and future summits—including the **online/city-hosted Impact Summit series**—we invite you to become a member.

Membership: \$30,000/year Includes:

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- Benchmark Data
- Proven Frameworks
- Actionable Insights
- Executive Summit
- Growth Playbooks



Shari Johnston - shari@winningbydesign.com





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THE FUTURE OF REVENUE GROWTH



GROWTH VELOCITY

When velocity becomes the strategy, systems are the solution.



GROWTH LOOPS

The use of customers as your growth engine.



AI-LED GROWTH

The use of AI to scale what people can't.





SaaS at a Crossroads

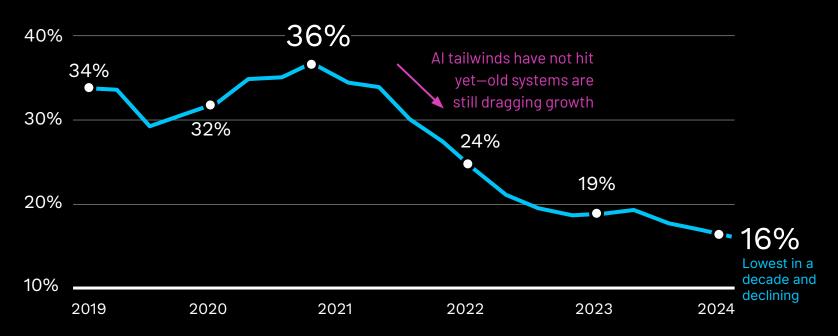
Challenges of growth & efficiency and what you can do to adapt.



David SpitzCEO, BenchSights

Growth Cut in Half: A Warning Shot for All ScaleUps

Based on data from 50+ public SaaS firms





Don't Let Outliers Distort Reality

Don't Benchmark Against Anomalies

SOpenAl

2023: \$1B

2024: \$4B +300%

2025E: \$12B +300%

CURSOR

2023: N/A

2024: \$100M ∞

2025: _____

}}} RIPPLING

2022: \$175M

2024: \$350M +100%

2025E: \$570M +65%

a databricks

2023: \$1.7B

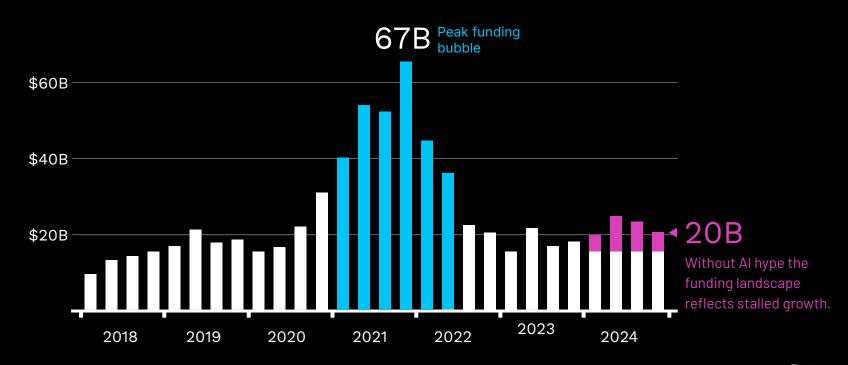
2024: \$2.6B +57%

2025: _____



Capital Is Returned to Earth

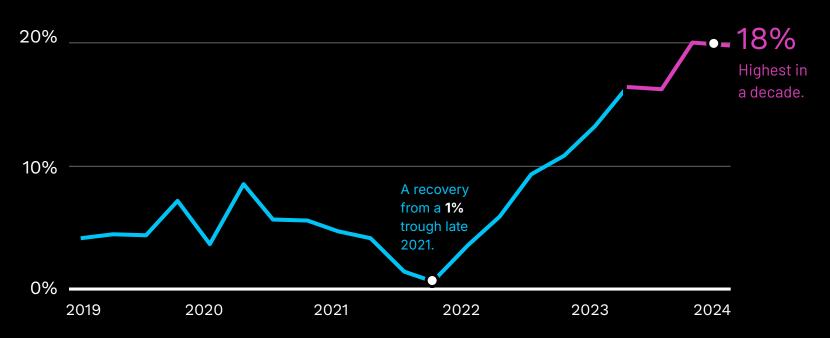
Total Capital Raised by US Startup by Quarter





FCF is a Temporary Lifeline Not a Growth Engine

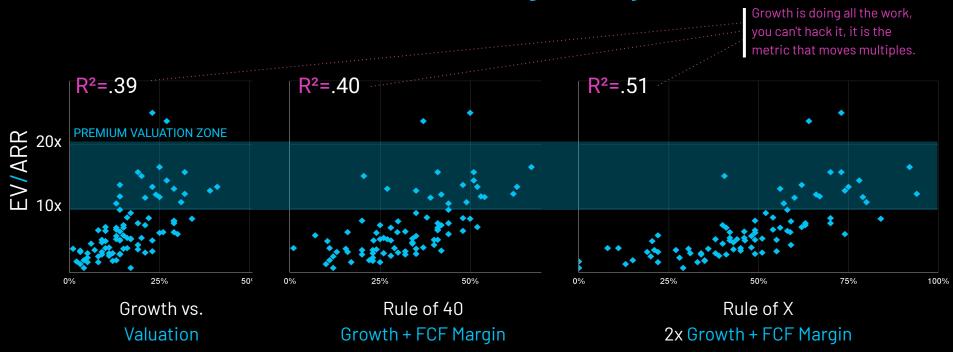
Median FCF Margins for Public SaaS Companies





Growth is Much More Important for Valuation

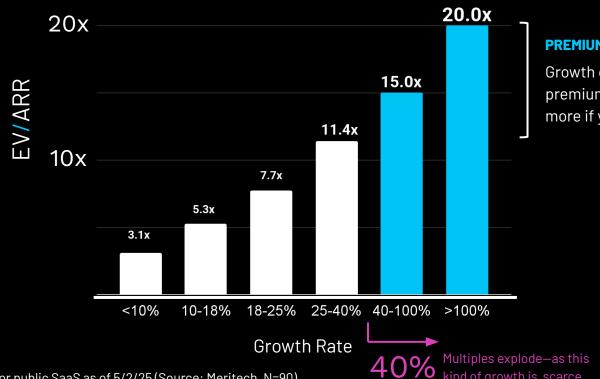
"Rule of 40" adds **nothing** to the signal





Premium for Growth is as High as Ever

A step in Growth Rate = Disproportionately higher valuation multiple



PREMIUM VALUATION ZONE

Growth over 40% earns a premium multiple—even more if you break 100%.



So What is Holding Growth Back?

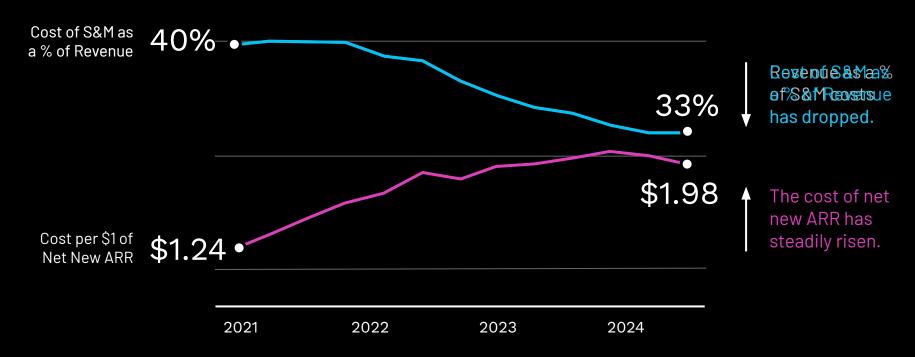
Every problem can be traced back to Market, Product, and GTM

Market	Product	Go To Market
• Saturated Segment	Loss of PMF	• CAC > Value
Wrong ICP	Competition	• GTM Motion Broken
Al Disruption	• Al Issues	 Misaligned Teams



We are Spending More to Get Less Growth

But a closer look reveals that cost of Net New ARR has gone up





Net New ARR

Breaking it down into three key elements

ACQUISITION





EXPANSION





RETENTION



New Logo Sales

ARR Growth Rate % \$ from New Logos

Upsell/Expansion

ARR Growth Rate % \$ from Base NRR Churn

NRR GRR



Net New ARR

Breaking it down into three key elements

ACQUISITION

EXPANSION

RETENTION

New CAC Ratio

Upsell CAC Ratio

S&M for new logos

S&M for Upsells

S&M for Retention*

Upsell ARR

New Logo ARR

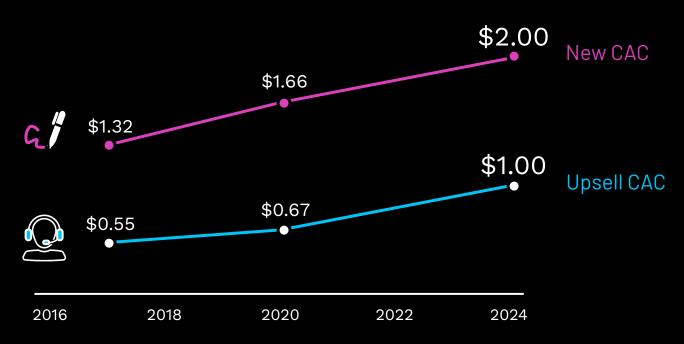


Starting ARR

^{*)} Customer Success is usually the bulk of this. Some of these costs may also be in COGS.

Comparing Yourself with the Benchmarks

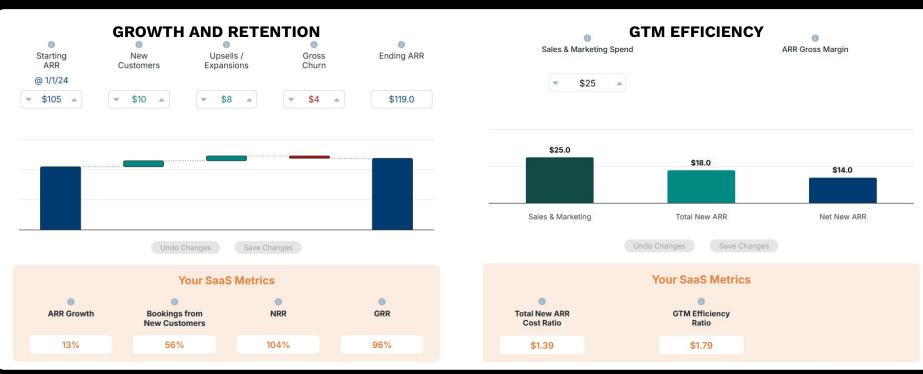
What the components of Net New are costing





Understand Your Math

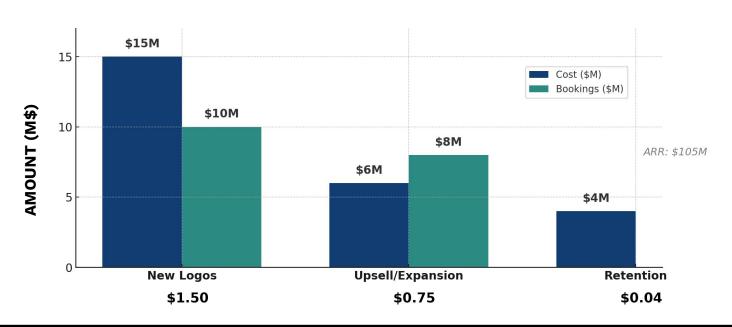
Example dashboard: What you should track





Understand Your Math

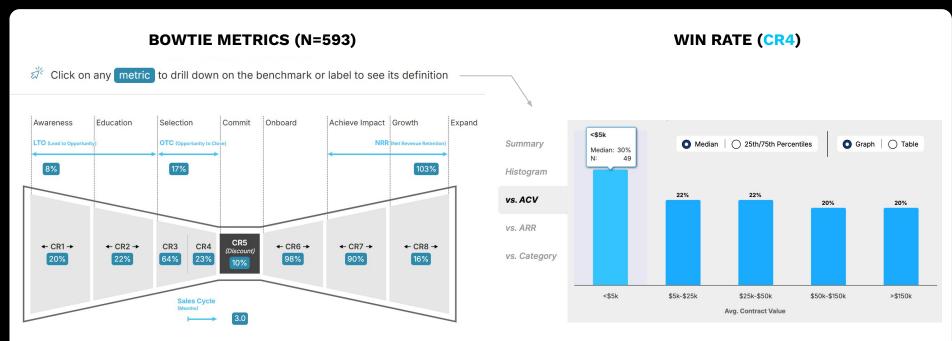
Know your metrics: Example (continued)





Understand Your Math

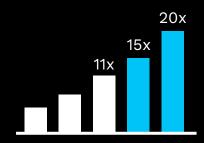
Across the entire Customer Journey





Conclusion

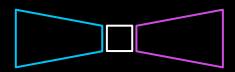
It's all about Growth. Fixing GTM is a priority.



1. Growth is more valuable than ever, but harder to generate.



2. Classic GaaC playbooks are breaking under pressure.

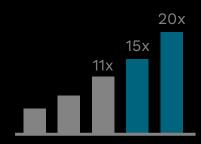


3. A metric-driven GTM approach that covers all parts of the customer journey is now essential.

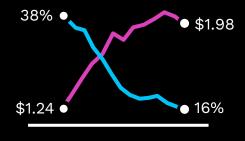


Conclusion

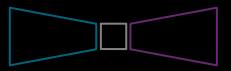
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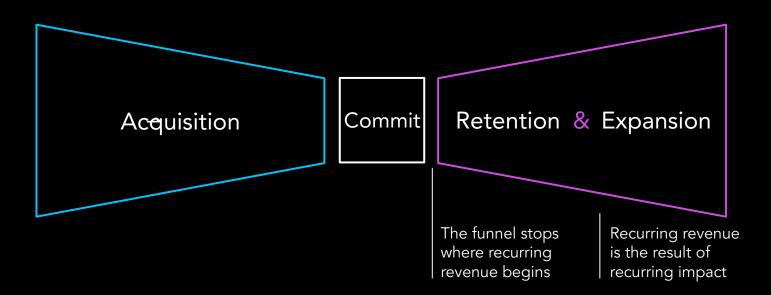


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The Data Model (Bowtie)

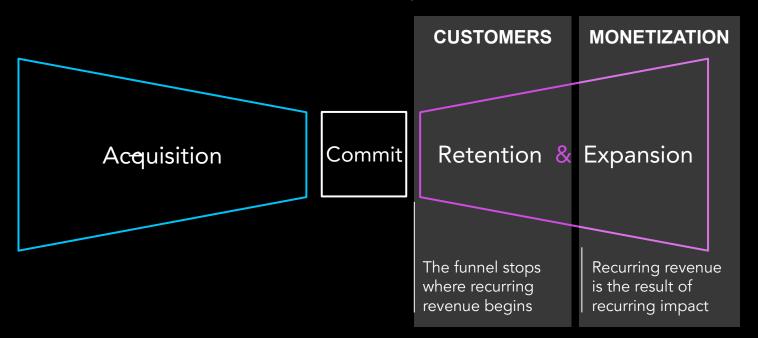
It is now a fundamental model to truly understand growth





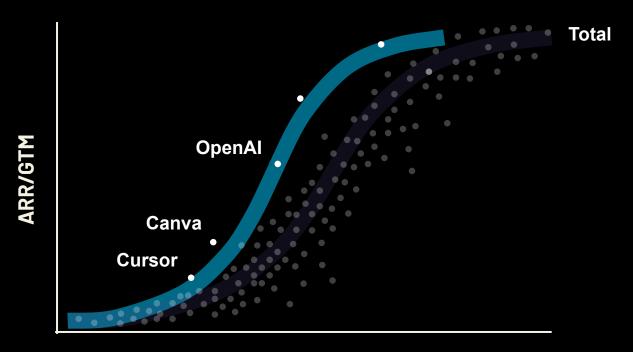
The Data Model (Bowtie)

Lesson Learned #1. Different monetization strategy Lesson Learned #2. Make customers part of the GTM motion



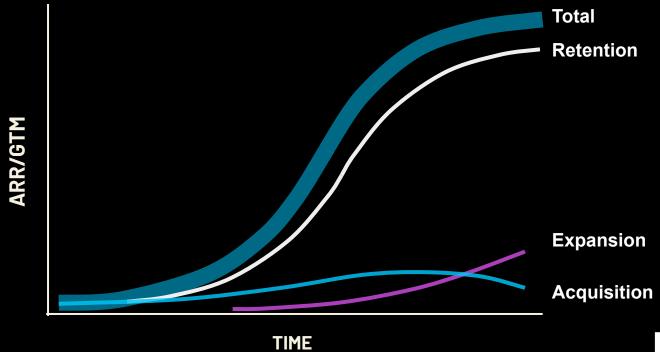


Al-native companies follow the same, albeit accelerated, S-curve





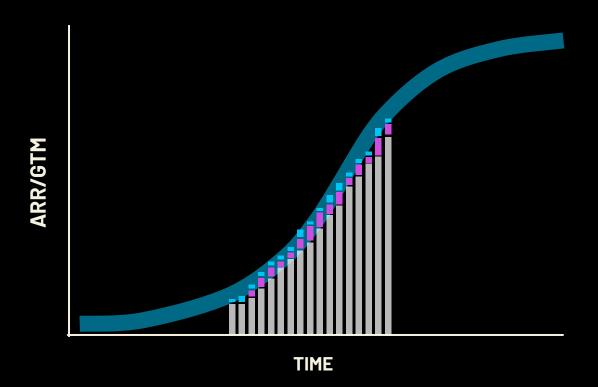
Growth can be sourced to Acquisition, Retention and Expansion





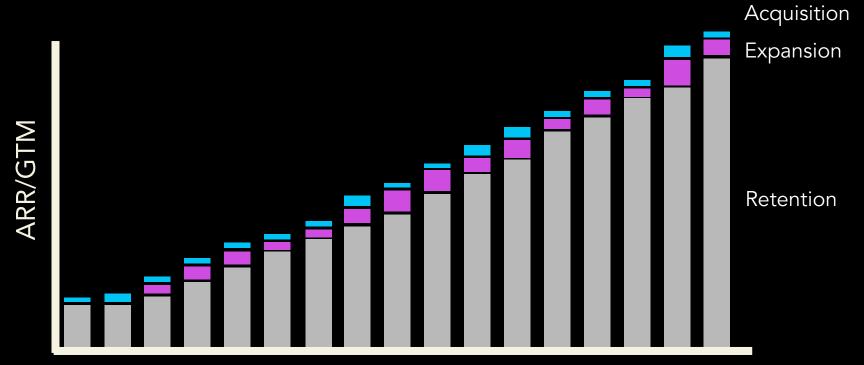
The Growth Model

Real World Example [\$100M to \$1B]





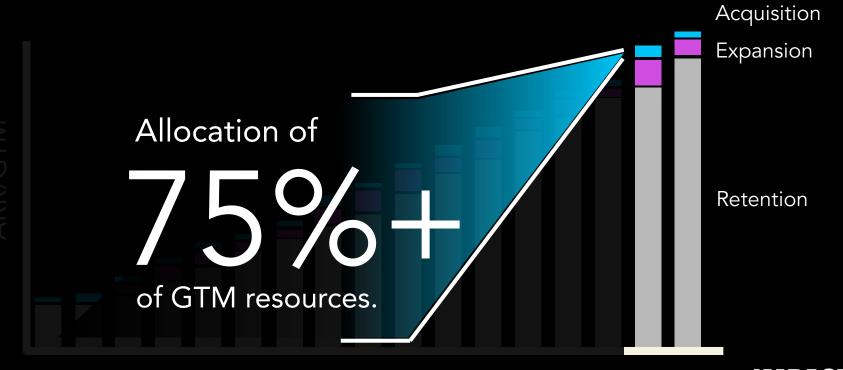
Real World Example [\$100M to \$1B]



TIME (QUARTERS 2021-2025)



Real World Example [\$100M to \$1B]





Question:

If customers fuel growth, then why does growth slow down when we have more of them?

Dave Boyce



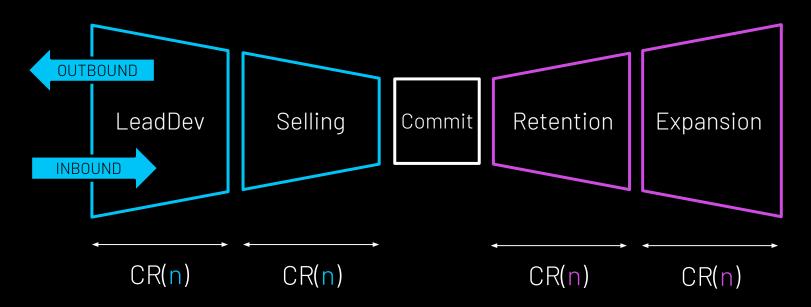


We scaled what we understood



Classic GTM

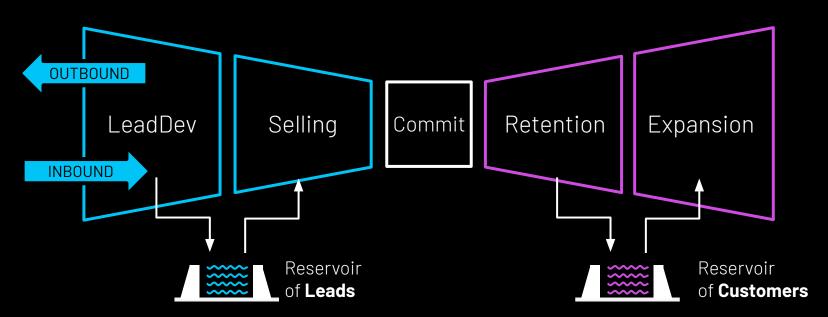
Mostly Acquisition (TOFU) Driven





Classic GTM

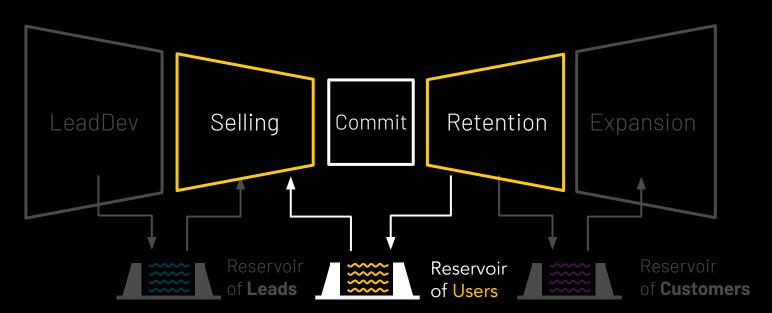
Different Worlds: Leads, Opportunities and Customers





Modern GTM

What we can learn from **Al-Native** companies





Modern GTM

What we can learn from **Al-Native** companies



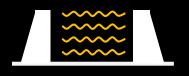
- Built-in Targeted Audience
- Sustainable Growth
- Immediate Access
- Augments not Replace
- Known Campaigns





Modern GTM

What we can learn from **Al-Native** companies

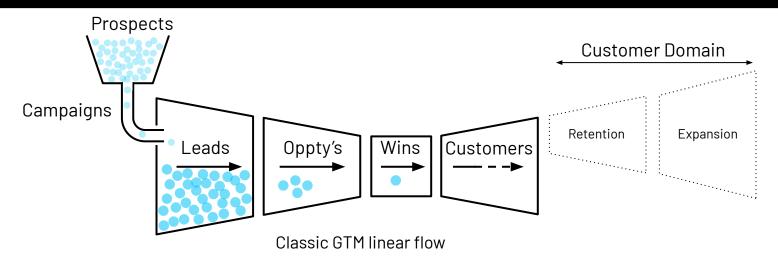


- Number of users it takes,
- To refer one opportunity,
- Per year.

Not a lead!

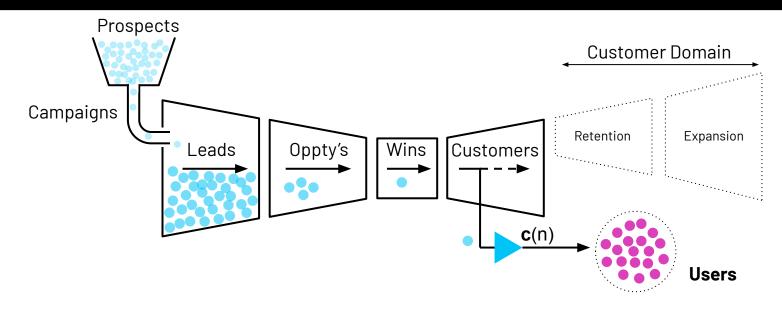


1) Dilution Effect: Leads > Customers



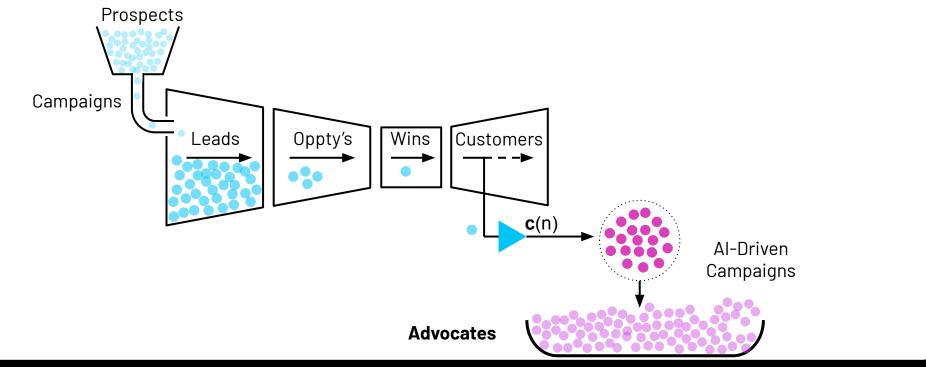


2) Concentration effect: Customers > Users



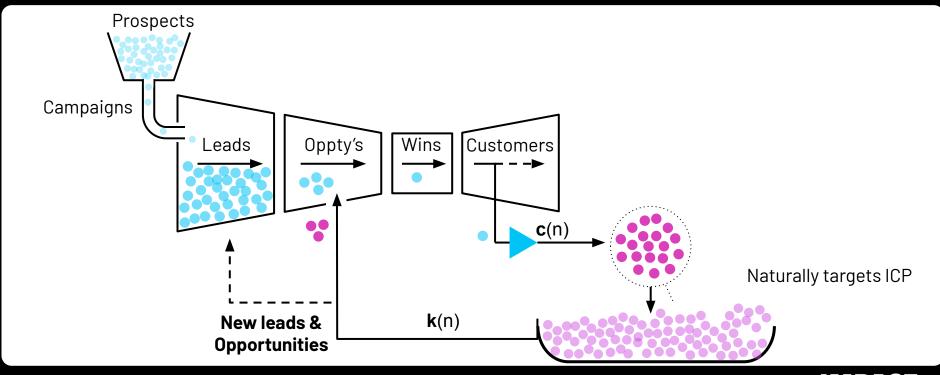


3) Reservoir Effect: Users > Advocates





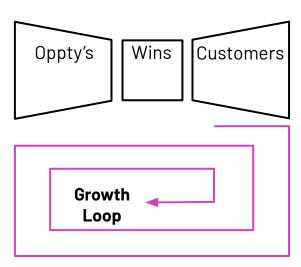
4) Fast Track Effect: New Leads & Opportunities





5) Perpetual Effect: Continuous Growth Loop Flow

True Customer value (\$) = LTV + Advocacy Impact (\$)





Growth Loop: The Impact [Year 1]

Lower marketing risk, higher revenue certainty

Classic GTM

\$100M ARR SaaS \$50K/deal

Acq. 20% YoY growth 20% win rate

4,500 leads/month

5% churn

\$20M new acquisition end of year 1 \$289M ARR end of year 4 Unsustainable cost of acquisition

Modern GTM

1,500 customers

12 users per customer

19,200 users

1:25 users creates opp

650 additional opportunities 111 extra deals

\$6M gain on the \$20M

28% new acq. gain

\$144M ARR year 1, 14% growth improvement

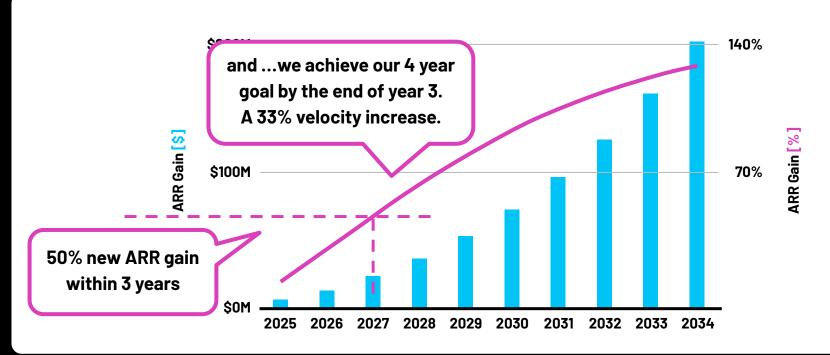
Lower cost of acquisition

Lower lead generation risk



Compounding Impact Over Time

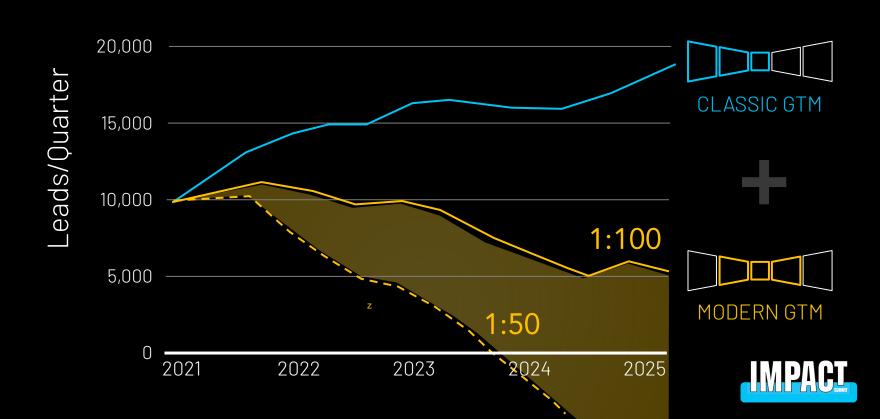
Flywheel effect





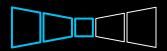
Lead Volume Pressure in Classic GTM

High Sensitivity to a Small Improvement in User Activation



Lead Volume Pressure in Classic GTM

The difference between Referral and Advocacy is Activation



We won a new customer, let's not lose it, and find another one to win.



We added 20 new users, let's help them succeed, and they'll help us grow.



How to Activate Users

A combination of PLG, Inbound and Field Sales





How to Activate Users

A new playbook

User Tiering & Reward System

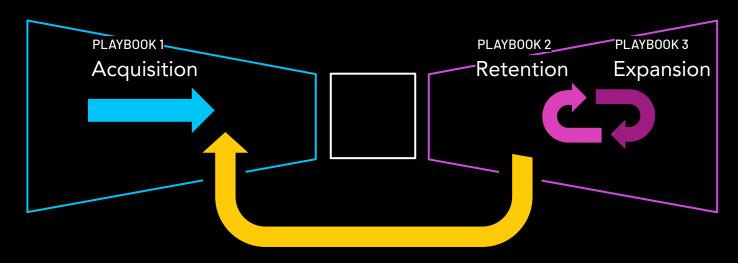
- Power User Spotlight
- Customer-driven social threads
- Usage to Event
- Peer-led Insights Forum
- Targeted Community Drop-ins

- "Show me your setup" session
- "Ask a Power User" 1-1 session
- "Evening with Experts" series
- "Bring a Colleague" Workshops



Conclusion

Modern GTM Playbook is the 4th Playbook



PLAYBOOK 4

"User Activated" Pipeline



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The Science of Building Growth

Revenue

Architecture.

- Advisory Access
- Benchmark Data
- Proven Frameworks
- Actionable Insights
- Executive Summit
- Growth Playbooks



Growth Guidance

The End of Guesswork

Certainty is not just a planning outcome, it's the new competitive edge



Dr. Dan PattersonChief Innovation Officer



We have a Growth Crisis

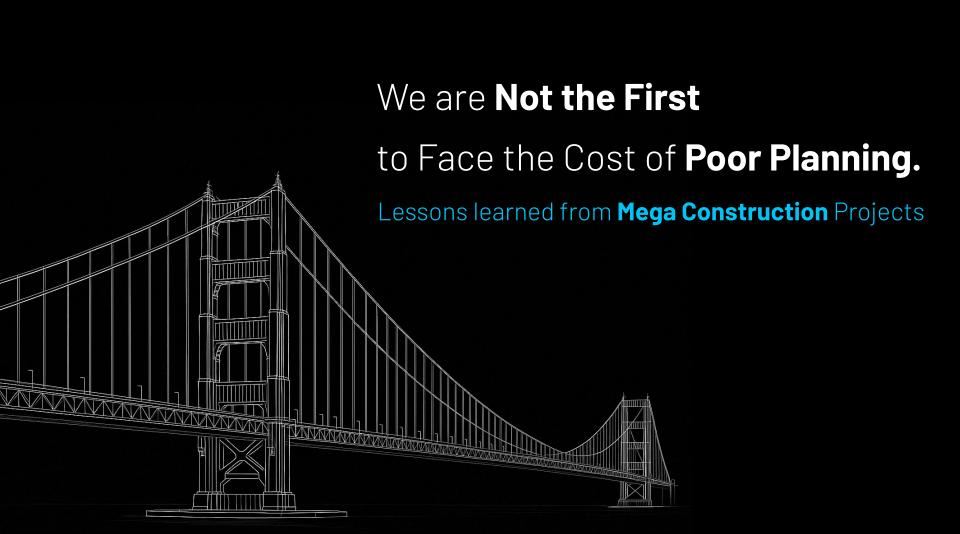
We are chasing a deterministic goal with an opportunistic plan

78% of sellers
missed quota last
year—a 9% increase
from the year prior*.

Growth has slowed to 16%—at nearly twice the cost**.

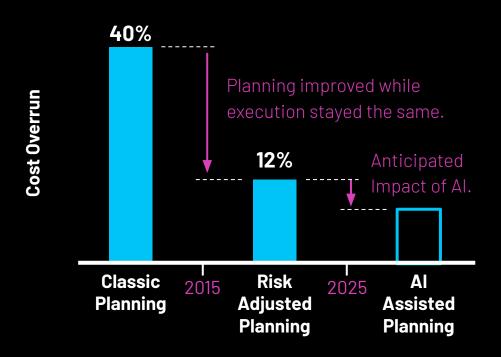
^{*)} Ebsta Pavilion 2025 Benchmarks

^{**)} BenchSights David Spitz



77% of all Billion Dollar+ Projects Overrun on Cost*

Smarter planning—not faster execution—is what reduced cost overrun





HOW

Optimizing Revenue Growth is No Different to Taming Project Cost



Maturity Level



3 Steps

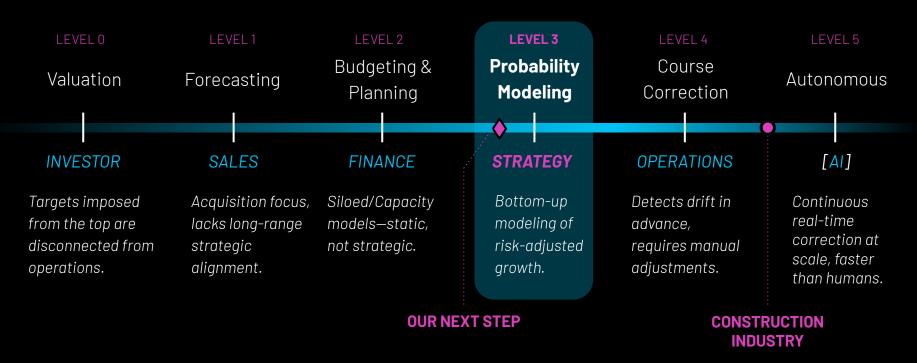


Closed Loop Planning



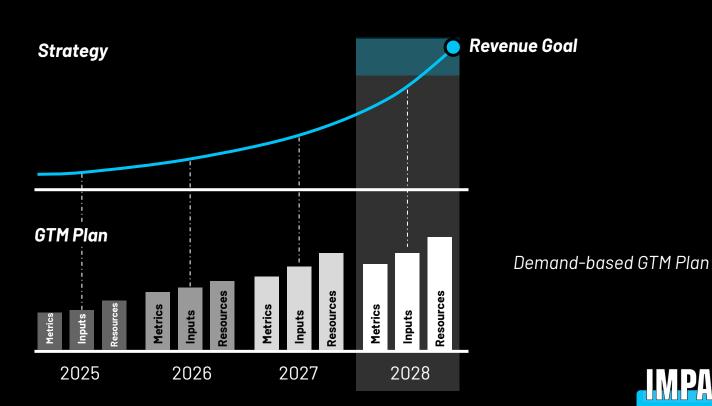
Planning Maturity: A Shift In Growth Planning

From Forecasting to Precision Planning

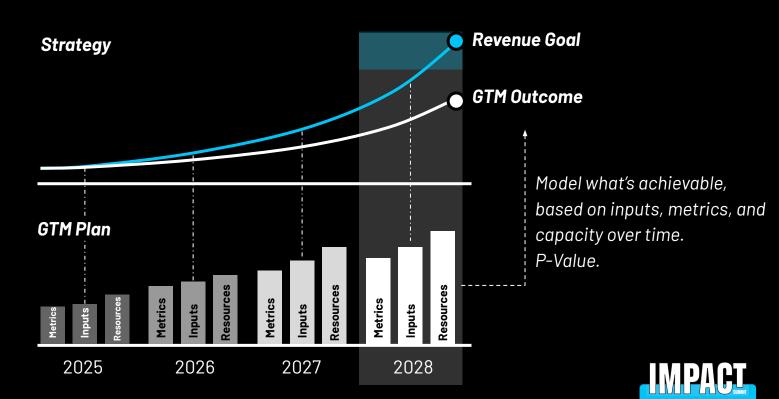




Determine Our Outcome Certainty

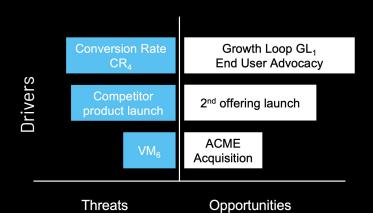


Determine Our Outcome Certainty



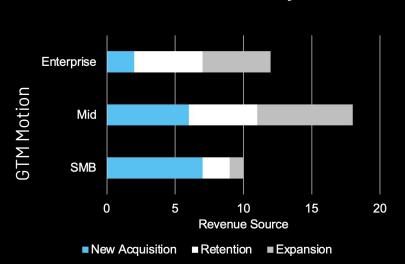
Identify Drivers of Growth Variability

Plan Sensitivity



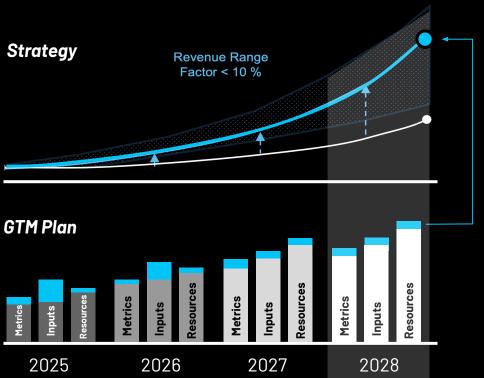
Which inputs and conditions have the highest leverage, to adjust the plan proactively.

Resultant Causality





Establish our risk-adjusted path

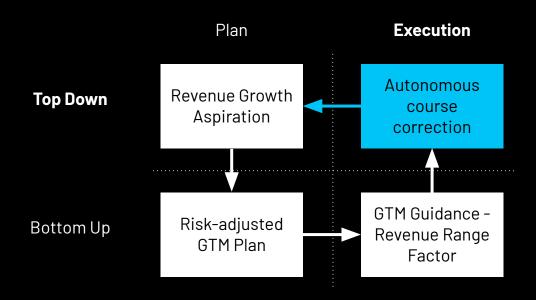


Risk adjusted outcome within our risk tolerance



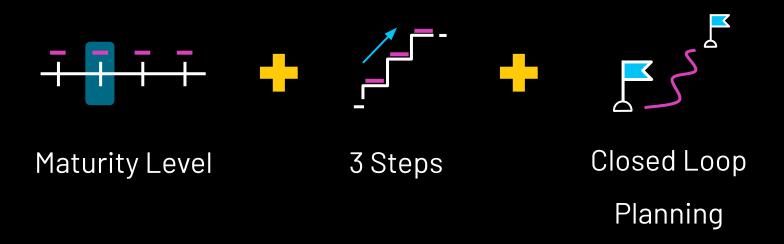
Closed Loop Planning

An auto course correcting plan that is supportive of our revenue growth



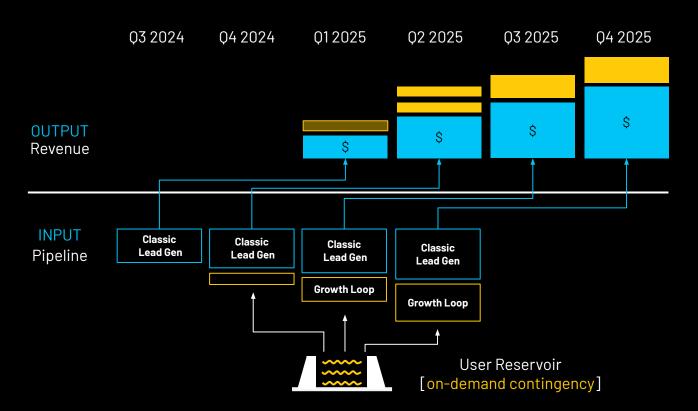


PUTTING IT ALL TOGETHER Autonomous Course Correction



Autonomous Course Correction

Dynamic pipeline: variable lead flow rate drives revenue, not volume





Takeaways from Predictable Growth

Insight results in higher growth certainty











Velocity

..increases due to autonomous course correction

Growth Loops

..de-risks lead
responsibility
and uplift wins

ΑI

..drives realisminto risk-adjusted plans







The Science of Building Growth

Revenue **Architecture.**

- Advisory Access
- Benchmark Data
- Proven Frameworks
- Actionable Insights
- Executive Summit
- Growth Playbooks

Al Readiness Workshop

Real World Examples Across The Bowtie



Shari JohnstonChief Operating Officer



Dan SmithChief Learning Officer

AGENDA

- 1 Al Archetypes
- 2 Case Studies
- 3 Actionable Next Steps

Stated Top Adoption Issues

(In Order)

1. Budget constraints

Lack of budgets is slowing down Al adoption.

2. Lack of internal expertise

Teams lack the skills and training to effectively leverage Al.

3. System integration difficulties

Organizations struggle to integrate AI tools seamlessly with existing workflows and CRM systems.

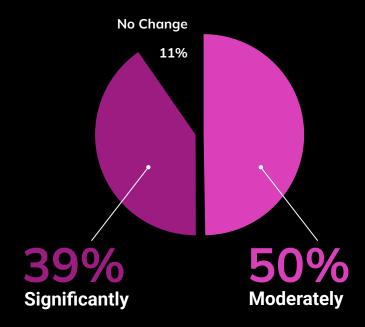
4. Data quality issues

Inconsistent or incomplete data reduces AI effectiveness.

5. Unclear ROI

Challenges in quantifying the tangible returns from Al investments hinder obtaining commitment from the stakeholders within the company.

INCREASE IN AI INVESTMENT



Al investment is not slowing—it's accelerating to become part of the DNA of GTM strategy.

AI GTM Archetypes

Framework for Getting Started

AI Assistive

• ○ ○

Agentic • • ○ Orchestrative • • •

Autonomous

Empower individuals by closing skill gaps, automating repetitive tasks, and speeding up research through Al-powered tools.

Systematically transition lower-complexity, high-volume human tasks to Al agents while maintaining or improving performance.

Integrate AI across multiple functions and stages of the GTM process to ensure smooth, optimized, and consistent workflows.

Enable AI systems to make decisions independently within human-set boundaries, frameworks, and objectives.

AI GTM Archetypes

Framework for Getting Started

Al Assistive 000

Empower individuals by automating repetitive tasks, speeding up research, and closing skill gaps through Al-powered tools.

Agentic 0 0 0

Systematically transition lower-complexity, high-volume human tasks to Al agents while maintaining or improving performance.

Orchestrated

Integrate Al across multiple functions and stages of the GTM process to ensure smooth, optimized, and consistent workflows.

Autonomous

Enable Al systems to make decisions independently within human-set boundaries, frameworks, and objectives.

Use cases

- Account research and lead intelligence aatherina
- **Content creation** and messaging personalization
- AI SDRs (Sales Development Reps) for outbound prospecting

Al-powered CS

deflection

(Customer Success)

chatbots for ticket

- Al onboarding agents for customer setup and FAO handling
- Al-driven lead-tocustomer journey management

Intelligent revenue

forecasting and

management

pipeline

routing and prioritization based on account scoring

Automatic task

- Marketing-to-sales alignment through real- time campaign insights
- Fully autonomous revenue teams (sales, marketing, success) operating on set targets
- Al systems selfadjusting GTM strategies based on market signals without human prompts

| Ideal Customer Profile (ICP) analysis and segmentation

Automated

meeting note-

taking and

summarizing

- Marketing campaign generation and optimization
- **Project** management task automation
- Tool access, team training, Kev security, reinforcement. considerations
 - Prompt engineering
 - Cross sharing and top down support
- ★ Define job descriptions, performance goals, enablement cycles, and feedback loops.
- Continuous training and enablement

- Integration with existing tech stack (CRM, ERP, CP0 systems)
- Central governance of data sources and process flows
- Change management and executive sponsorship

- Framework design and guardrail enforcement
- Exception handling protocols for edge cases.

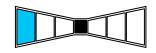
Harnessing AI prospecting tools to save time and grow pipeline



Z-5

HOURS / WEEK





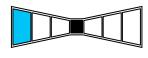
Mural integrated PocusAl Prospecting to combine internal and external signals for outreach, saving reps hours per week.

Chris Geraci Mural



Al tech used: PocusAl Prospecting

Hiring an AI agent to handle a wealth of inbound leads



3x

MEETINGS BOOKED

50% LOWER COST PER MEETING



QUALIFIED OPPORTUNITIES

PASSED TO SALES TEAMS

24/7

LEAD ENGAGEMENT

NO PROSPECTS LEFT UNATTENDED

SafetyCulture used custom Al agents to improve lead management, increasing qualified opportunities

Jon Teo SafetyCulture



Al tech used: Custom Al agents

Al agents to improve preand post-event experience



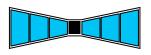
REGISTRATION



NAVIGATION



POST-EVENT FOLLOW-UP



Domo leveraged AI to drive event engagement, driving deeper postevent conversations with prospects.

Mark Boothe
Domo



Getting Started—Assistive

Al Readiness Planning Worksheet

Planning Area	Notes / Team Input
Key Bottlenecks to Solve	What recurring tasks or processes are inefficient or time-consuming?
Skills Gaps Identified	Where do individuals or teams need support (e.g. writing, research, data analysis)?
Initial Use Cases	What tools or Al assistants could help today? List 2–3 (e.g., ChatGPT for writing, Apollo for research).
Data/Tool Access Needs	What access or licenses are needed for tools to be effective across the team?
Security & Compliance Concerns	What guardrails or approvals are needed before using tools?
Success Metrics	How will we measure success (e.g., time saved, output quality, team feedback)?
Owner & Timeline	Who is leading, and what are the next steps?

Getting Started-Agentic

Al Readiness Planning Worksheet

Planning Area	Notes / Team Input
Candidates for Automation	What roles/tasks can be enhanced.replaced (e.g., call summaries, onboarding checklists)?
Entry Point Tools or Technologies	What Al platforms can be tested in tandem with human reps (e.g., call coaching tools like Gong or Avoma)?
Role & Goal Design	What would an Al "job description" look like? What success criteria would it be held to?
Process & Workflow Design	How well are processes documented? How will Al integrate into current workflows?
ICP, Product and Use Case Documentation	How well is our ICP documented? The job to be done? Expected Pain and rational / emotional Impact? Our product features and benefits that deliver Impact?
Enablement & Iteration Plan	How will the Al system be trained, monitored, and improved over time?
Change Management	How will this be communicated to teams? What support is needed?
Owner & Timeline	Who is leading this and what are the next steps?



The Science of Building Growth

Revenue Architecture.

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- Benchmark Data
- Proven Frameworks
- Actionable Insights
- Executive Summit
- Growth Playbooks

on the Left Side of the Bowtie

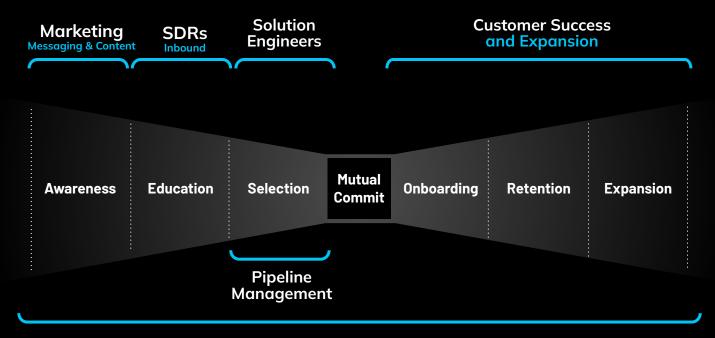


Jim Hopkins

Revenue Architect



Al Research Across The Entire Customer Journey



GTM Intelligence | GTM Coaching | Growth Guidance Systems



Marketing: Messaging & Content

My playbook for generating demand is **stale**, **ineffective**, **and expensive**. Help me create messaging and content that's **cheaper**, **more personalized**, **and creates more**, **better pipeline**.





90-95% reduction in costs



40% improvement in conversions



Assistive: **3-5x** pipeline

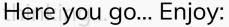


Orchestrated: 5-10x pipeline



SDRs: Inbound

Lead to Pipeline conversion rates are lagging, and SDRs are expensive to hire and train. Help me find SDRs that can respond to each inbound lead within minutes, and have deep knowledge about the customer and our product/company.





Unlimited availability & scalability



80% cost reduction



30% improvement in conversions



100x speed to lead



SHOW & TELL

Hubspöt

powered by **()** MIND



Chat with or speak to our AI avatar Fiona to demo HubSpot's products and find the right fit.











Solution Engineers

My pre-sales SEs are **stretched thin** and **burnt out.** Help me **remove bottlenecks** from the buying experience, while making my SEs and sellers more **efficient** and focused on **high value tasks**.

Here you go... Enjoy:



20-30% faster sales cycles



40-60% of tasks automated



Higher win rates



SHOW & TELL



Pipeline Management

Our pipeline visibility and forecasts are full of human error, personal bias, and wishful thinking. Help me better monitor true customer signals to have a better handle on the business.

Here you go... Enjoy:



1000+ hours / year saved in seller time



2-3x increase in pipeline



15-25% improvement in win rate



GTM Coaching

My frontline managers are **struggling to measurably improve productivity and performance** of my GTM team. Help me implement skill and deal coaching that **improves performance**, without burdening managers.

Here you go... Enjoy:



11% shorter sales cycles



21% increase in win rates



16% increase in ARR/rep



SHOW & TELL



GTM Intelligence

The info I have, and can access, about customers is incomplete, outdated, or missing. Help my GTM teams better gather and organize info to be intelligent about customer relationships across their journey.

Here you go... Enjoy:



50-80% increase in win rates from better prioritization of top deals, and timely follow-through with to-do's



Key Takeaways on Growth



Growth Velocity

Fantastic future for the industry as a whole.



Growth Loops

There's proof this can impact real GTM metrics.



Al-led Growth

Immediate relief in Al assistance





The Science of Building Growth

Revenue **Architecture.**

- Advisory Access
- Benchmark Data
- Proven Frameworks
- Actionable Insights
- Executive Summit
- Growth Playbooks



on the Right Side of the Bowtie

Unlocking Expansion Revenue using Al



David EllinRevenue Architect



David GordillaRevenue Architect

London Based

If your Ideal Customer Profile doesn't expand by design, then it's not an ICP.

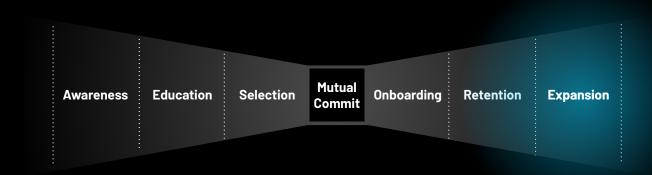
David Gordillo and David Ellin

AGENDA

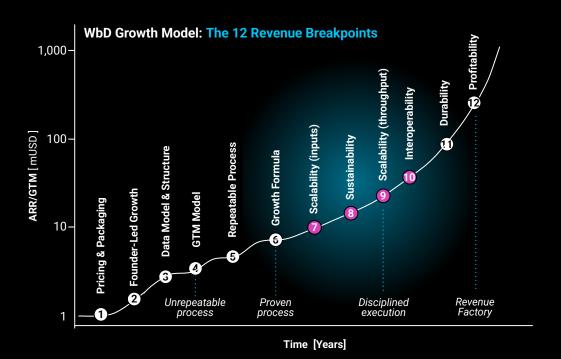
- **1** Expansion led-growth
- 2 What Good Looks Like
- 3 Implementing Al



Expansion-led Growth



Expansion as a primary revenue driver



Three types of revenue

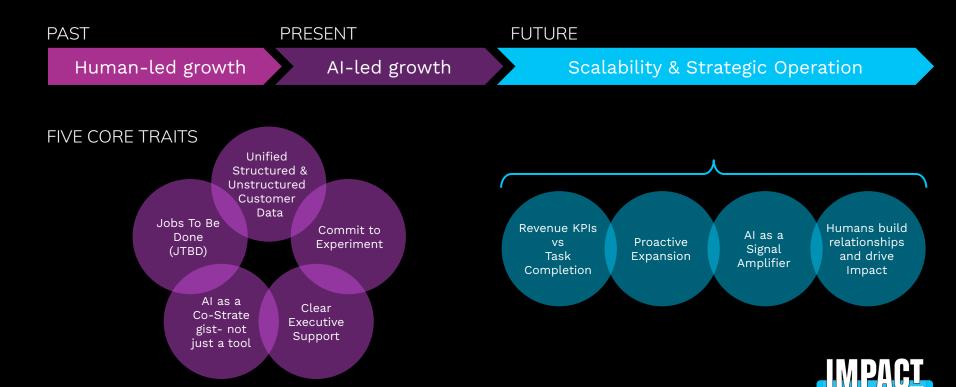
- Acquisition
- Renewal
- Expansion

- Churn reduction creates the potential for expansion
- Expansion prediction engines based on previously unavailable insights
- Expansion plays next-best actions

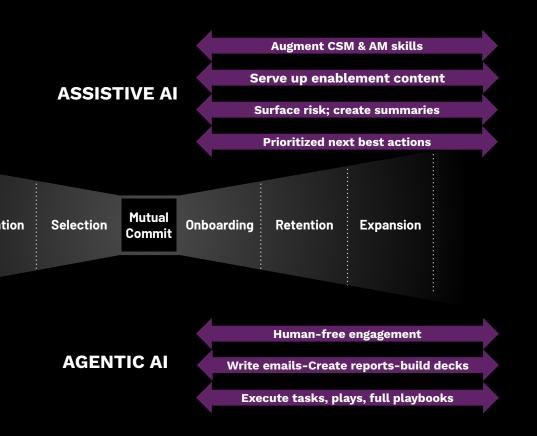
What Great Looks Like

Creating a sustainable Al use case

Today's challenge is tomorrow's key to growth



Sample Use-Cases



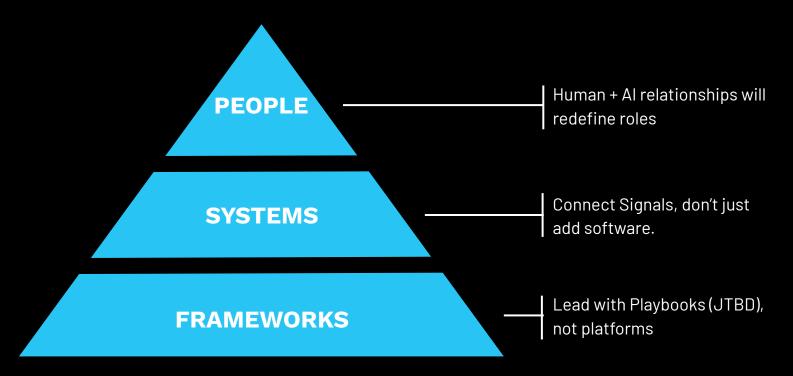
IMPACT

- Lower Cost To Serve (CTS)
- Identify churn risk sooner
- Prioritize accounts and tasks
- Accelerate growth
- Increase CSM/AM Customer Ratio
- Surface previously unrecognized opportunities



Implementing [AI]

Strategic Implementation of Al





Strategic Implementation of Al

- Start small with a Minimum Viable Signal loop
- Map your journey
- Identify **meaningful signals**
- Deploy Al in specific moments
- **Measure** results
- **Expand** from what works





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Build Your 2025 AI GTM Strategy

Unlocking Expansion Revenue using Al



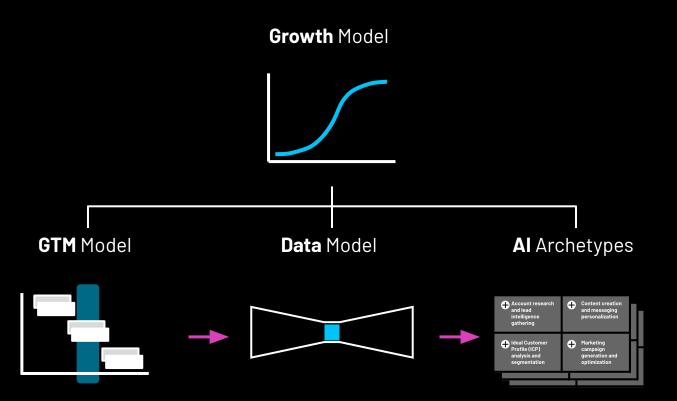
Chairman WbD



Walter Velazquez

Revenue Architect

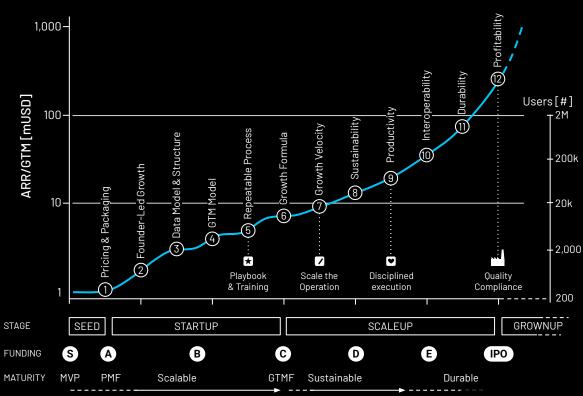
Roadmap To Growth Architecture





Growth Model

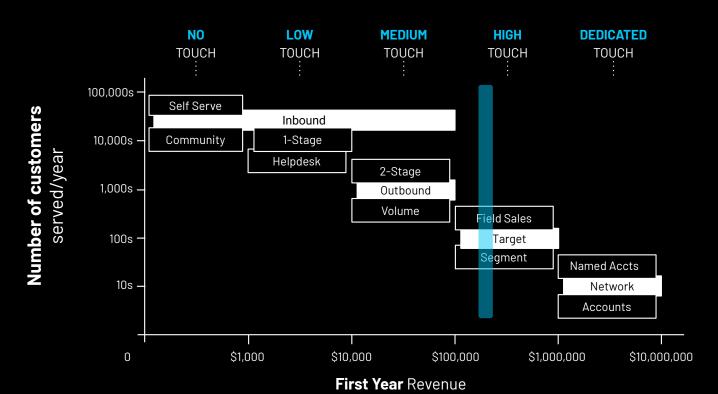
12 Revenue Breakpoints





GTM Model

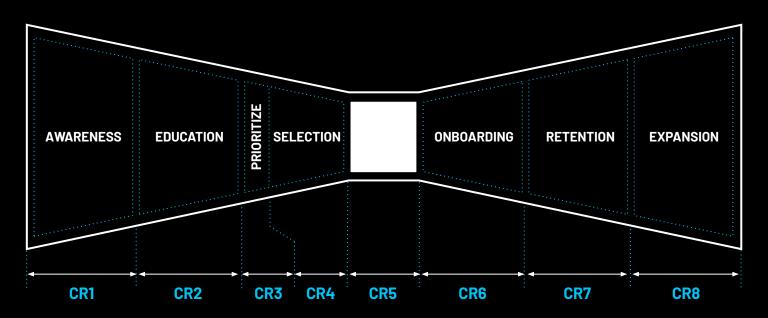
Common GTM Motions





Data Model

Full Customer Journey





Al Archetypes

Al Assistive

000

Empower individuals by automating repetitive tasks, speeding up research, and closing skill gaps through Al-powered tools.

Agentic 0 0 0

Systematically transition lower-complexity, high-volume human tasks to Al agents while maintaining or improving performance.

Al onboarding

agents for

customer setup

and FAQ handling

Orchestrated

000

Integrate Al across multiple functions and stages of the GTM process to ensure smooth, optimized, and consistent workflows.

Autonomous

000

Enable Al systems to make decisions independently within human-set boundaries, frameworks, and objectives.

Account research and lead intelligence aatherina

> Ideal Customer Profile (ICP)

analysis and

Automated

segmentation

meeting note-

summarizing

taking and

Content creation and messaging personalization

Marketing

Project

campaign

generation and

optimization

management

task automation

- Al SDRs (Sales Development Reps) for outbound prospecting
- Al-powered CS (Customer Success) chatbots
- for ticket deflection

- Al-driven lead-tocustomer iourney management
- Intelligent revenue forecasting and management
- Marketing-tosales alignment through real-time campaign insights

Automatic task

routing and

prioritization

based on account scoring

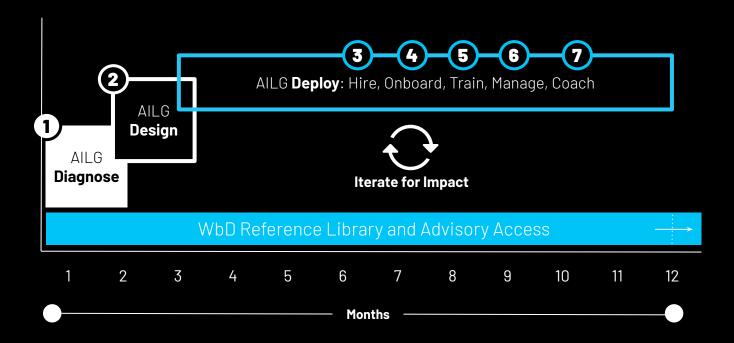
- Fully autonomous (sales, marketing, success) operating on set targets
- Al systems selfadjusting GTM strategies based on market signals without human prompts

- Tool access, team training, security, reinforcement.
- Prompt engineering
- Cross sharing and top down support
- ★ Define job descriptions, performance goals, enablement cycles, and feedback loops.
- Continuous training and enablement

- Integration with existing tech stack (CRM, ERP, CPQ systems)
- Central governance of data sources and process flows
- Change management and executive sponsorship

- Framework design and guardrail enforcement
- Exception handling protocols for edge cases.

Al-led Growth Guided Pathway







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May 2025

[AI] Awards

ACT

May 2025

Excellence in

Al-Powered Marketing



May 2025

Excellence in AI-Powered Marketing



Kevin White





Leigh Choate





Jon Teo







May 2025

Al-Innovation in Sales





Al-Innovation in Sales



Chris Geraci

Mural



Manny Adelstein





Frank van der Vinden





Neda Stoll





May 2025



May 2025

Al-Transformation in

Customer Success





May 2025

Al Transformation in **Customer Success**



Bruno Radice





Michael Davis





Manu Narayan



CONFLUENT





May 2025

RevOps

Al Excellence





RevOps AI Excellence



Idit Bar-Netz

datarails



Nathaniel Sintros

CYERA



Osman Sheikhnureldin





May 2025



Al-Innovation in Go To Market Excellence





May 2025

Al Innovation in **Go To Market Excellence**



Jessica Chiew





Omar Chanoua

Kaseya



Kyle Norton







The Future of Revenue Growth.







Growth **Velocity**

Growth **Loops**

Ai-Led Growth

Thank You You.



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