

The 2024 State of Go-to-Market Efficiency Report

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2024: The State of Go-to-Market Efficiency

How revenue teams are taking on challenges, prioritizing their efforts, and seizing opportunities in a time when efficient growth is more relevant than ever.

After over a year of tepid growth for most sectors, B2B revenue teams are searching for ways to improve marketing and sales operations efficiency, invest in their tech stacks, and aim for stronger growth metrics in 2024. This survey reflects the input of hundreds of companies revealing how they plan to reach their go-to-market goals and what they've learned along the way.

Survey conducted in partnership with:



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Re-evaluating GTM in a Lackluster Economy

The last few years have been a crash course in fiscal uncertainty, especially for B2B companies used to consistent, booming growth. Since 2022, conflicting indicators and negative sentiment have confused economists and business leaders alike, spooking investors into hoarding cash and forcing founders to find creative ways to stretch their runway.

On the bright side, 2023 helped many companies reevaluate and improve their go-to-market approaches. This survey and report shines a light onto the challenges, priorities, and best practices of B2B companies as we look ahead.



33%

33% of respondents placed “new tech stack investments” in their top 3 priorities.

+17%

B2B SaaS growth saw 17% upswing in 2024 after a steady decline the previous year.

20%

20% of respondents are feeling confident about delivering efficient, predictable growth in 2024, while the rest range from uncertain to not at all.

Given the current economic climate, it's more challenging to close deals. After the fallout from the growth-at-all-costs mentality, companies are now more cautious with their budgets. People are hesitant to commit to new purchases, especially for something that puts their job on the line. They need to be convinced the investment will deliver immediate and measurable returns. This makes it essential for sellers to clearly demonstrate the value and ROI of our solutions.



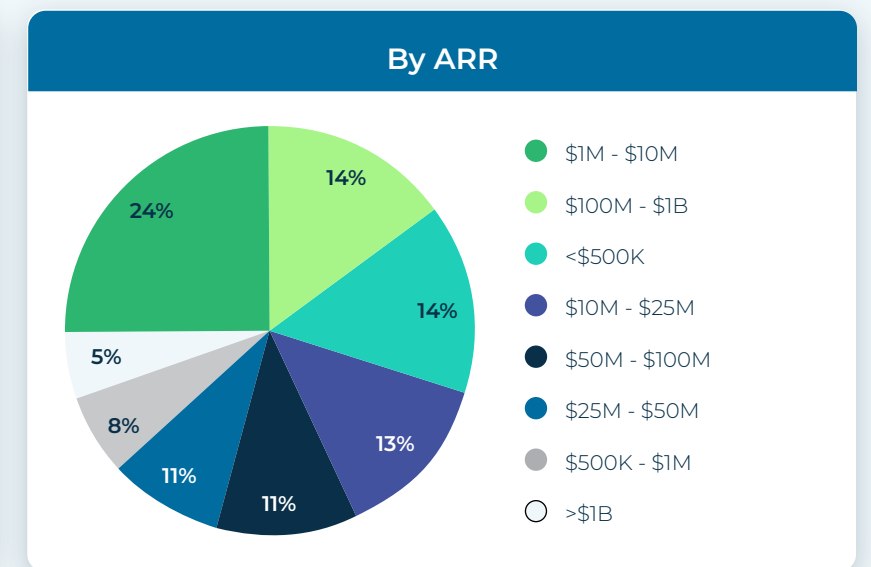
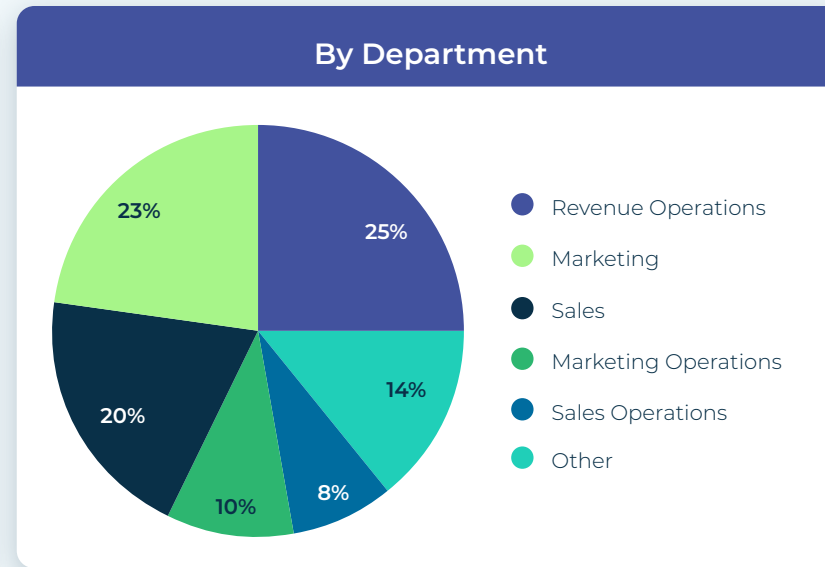
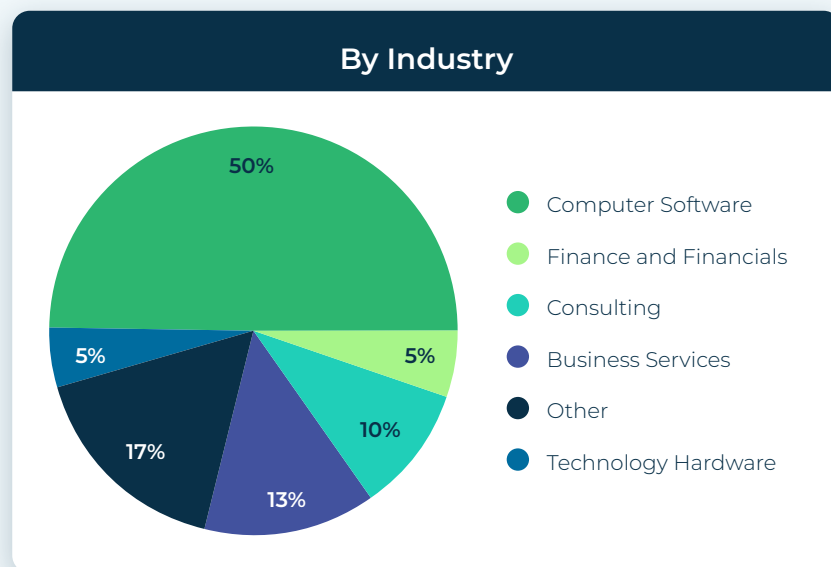
Christine Maxey
VP of Revenue Operations, LeanData

Key Findings

- ✓ Most organizations do not have the right lead management processes in place to deliver an effective customer experience that optimizes conversion.
- ✓ After a difficult couple of years, B2B go-to-market leaders are regrouping and planning for stronger growth in 2024 and beyond.
- ✓ Opportunity-based selling is one of the top GTM motions for respondents, outpacing traditional lead-centric models and underscoring the importance for orchestration across different buyers and personas at prospective accounts.
- ✓ The role of SDRs in GTM motions is evolving, with AI replacing SDR functions to some degree.

A Look At The Survey Participants

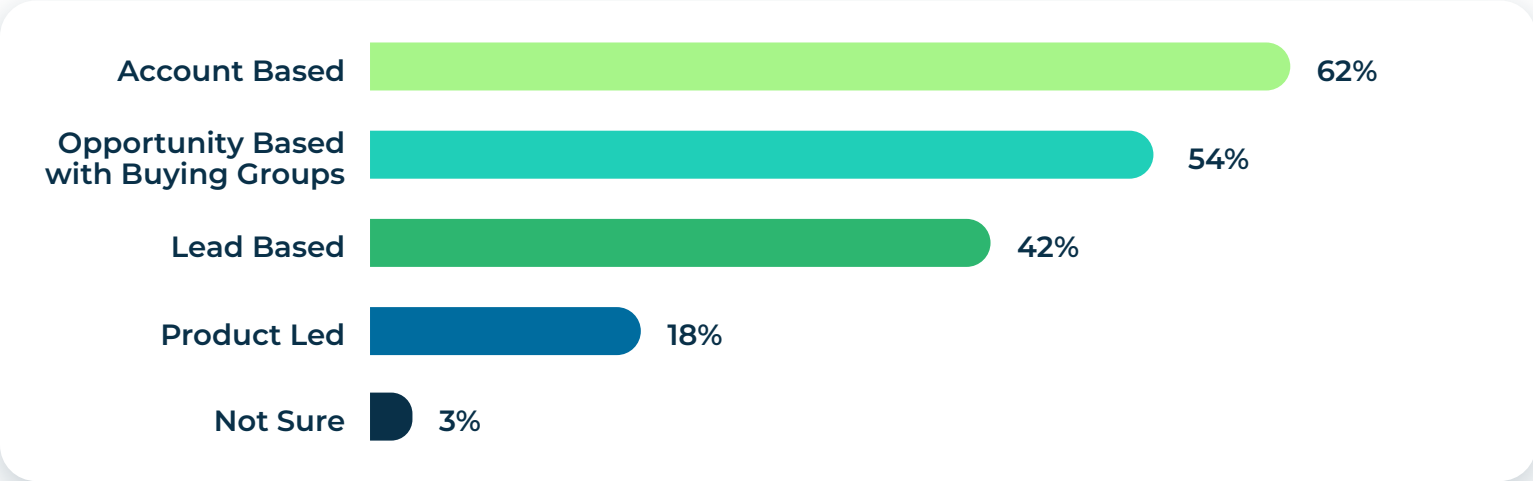
Survey participants consist of 208 professionals with a broad range of titles and seniority levels. The majority of respondents work at companies based in the US, UK, and Canada, with 19% distributed evenly across the globe.



Today's Top Go-to-Market (GTM) Motions

Which GTM motions are companies using?

When asked about their current GTM motions, survey participants' top responses aligned closely with those commonly seen in the SaaS market. Account-based selling took the top spot, followed by opportunity-based and lead-based strategies.

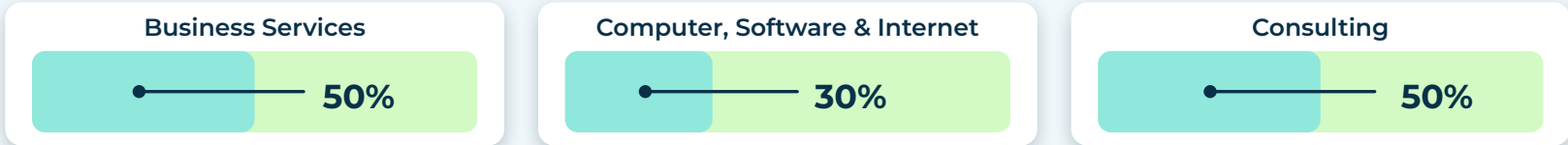


Respondents were allowed to choose more than one GTM motion.

Opportunity-based selling with buying groups is one of the top three GTM motions.

An [opportunity-based sales motion](#) is similar to an account-based motion, but operates on dynamic buying groups that make up the buying committee for a specific opportunity rather than an account in general. It's a natural extension of the ABM strategies sales teams have employed for years, but makes it possible to fine-tune and align your sales approach per solution.

Top industries embracing opportunity-based selling:



Percentage of companies that employ opportunity selling as one of their GTM motions. Respondents were able to select multiple answers

Implementing an Opportunity-centric Motion can lead to an increase of up to 25% in deal closure rates.

- Salesforce

Opportunity-Based Selling: What It Is & How It Works

A platform enables opportunity-based selling when it can automatically detect individual inquiries and buying signals, then matches them to existing opportunities in your CRM.

This process can trigger actions like:

- ✓ Auto-converting leads to contacts
- ✓ Adding contacts to open opportunities
- ✓ Enrolling contacts in targeted campaigns
- ✓ Creating unique, dynamic sales plays for a specific opportunity rather than an entire account

Many companies are taking a hybrid approach, mixing product-led growth with classic enterprise sales strategies.

While product-led growth was not listed as a top-three go-to-market motion, that doesn't mean companies are abandoning this proven strategy. Instead, the industry has shifted from pure-PLG motions to a more integrated approach, where product-led growth is a key component of the GTM strategy and is complemented by sales-led motions.

With 48% of respondents running multiple GTM motions at the same time, 39% of this group reported that hitting revenue goals was "very challenging." **These statistics are strong indicators of revenue process breakdowns.**

"Looking to the future of go-to-market (GTM) strategies, I see more and more sellers moving away from Lead-centric processes toward a buying-group motion based in Opportunities. This shift will impact the revenue tech stack, requiring systems to work together seamlessly to support the buyer journey from end to end. Also, customer needs are constantly evolving so it's crucial to stay ahead of trends. This means not only developing products that meet and exceed customer expectations but also providing exceptional service."



[Evan Liang](#)
CEO and Co-Founder, LeanData



B2B Challenges and Priorities

Survey respondents were asked what challenges they faced, what they cared about most in 2023, and how they are prioritizing their efforts in 2024. Their top struggles all revolve around meeting goals for growth and revenue for the year, while their priorities were more varied.

Meeting Revenue Targets

➤ **96%** found it somewhat to very challenging

Generating Sufficient Pipeline

➤ **88%** found it somewhat to very challenging

Creating Qualified Opportunities

➤ **87%** found it somewhat to very challenging

The majority of respondents struggled not only to attract a high volume of leads (pipeline) but also capture high-quality leads that would convert under effective nurturing.

Revenue Growth Persists As A Major Challenge Through 2024

When asked about their top challenges in 2023, respondents named growth-related concerns like meeting revenue targets and generating pipeline. It's not surprising, as 2023 marked the worst year for B2B SaaS (and by extension, most of the B2B market).

71% of respondents either agreed or strongly agreed that revenue growth was a challenge in 2023.

Respondents were also asked to rank their priorities in both 2023 and 2024. Growth-related priorities were the most polarizing, with companies of all sizes split between making it a top and bottom priority.

Several factors might explain this division. As B2B sales slumped in previous years, many go-to-market leaders set their sights on metrics other than net new revenue. Retaining current customers and improving profit margins became, and still are, crucial in balancing out a slower growth rate.

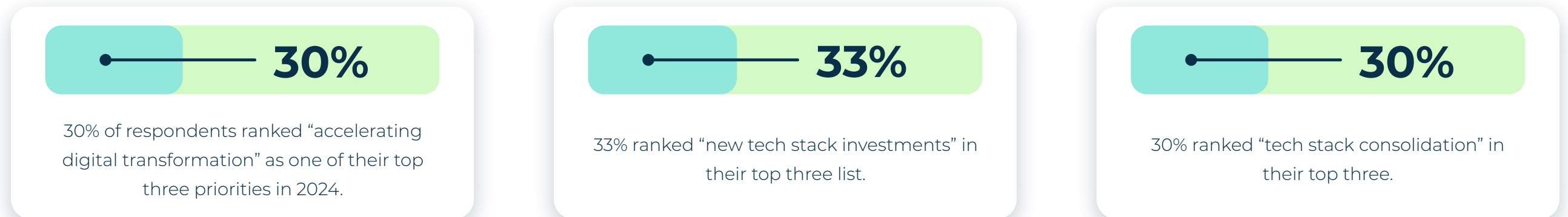
While some companies are still in this mindset, others are shifting their focus back to pipeline and revenue from new business. As they do, they're refining their approach with automation and AI-driven tools that increase their chance of success.

The most polarizing three metrics:



How Companies Combat Growth Challenges

Revenue leaders are turning to technology that can streamline operational issues, produce more qualified, in-market leads, and help them adopt more efficient opportunity-based and account-based strategies.



These responses suggest people are trying to solve problems with technology, and not purchasing flexible tools that will scale and adjust for growth.

2024's revenue outlook: A spectrum of emotions

When respondents were asked, "What's one word to describe how you're feeling about your revenue team's outlook for 2024?", they said:



Other priorities include tech investments, data hygiene, and building resilient teams

Unlike their growth-related counterparts, priorities around technology, data, and teams were distributed relatively evenly. Almost no one put data hygiene and tech stack adjustments at the bottom of their priority list. It appears that during the downturn, people were spending time on their backlog to-do list and cleaning up shop.

How can companies better manage their data?

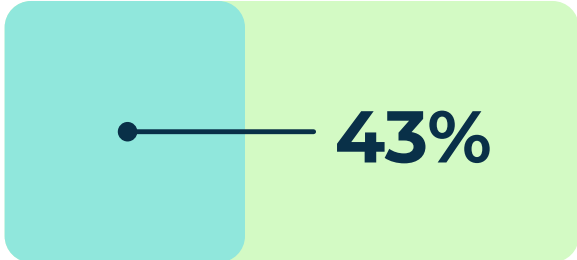
Data cleanliness and accuracy is even more important in a highly competitive market, where connecting with the right prospect at the right time can be the difference between winning and losing a deal.

Companies feeling the pain of disparate systems, duplicate data, and records with incomplete information can solve most of their problems with systems that bring all of their prospect and account data under one roof. The best tools don't just connect data, they also enrich and expand on it by using trusted, compliant sources and sophisticated predictive models.

“The only real path from go-to-market bloat to business efficiency is to know your market, your landscape, and buying group thoroughly. For marketing to drive an organization’s position in their market, marketers must weave together disparate intent signals, truly own pipeline orchestration, and partner with sales for opportunity-based selling.”



Maura Ginty
Fractional CMO, LeanData



43% of respondents reported data hygiene to be a high priority in 2023

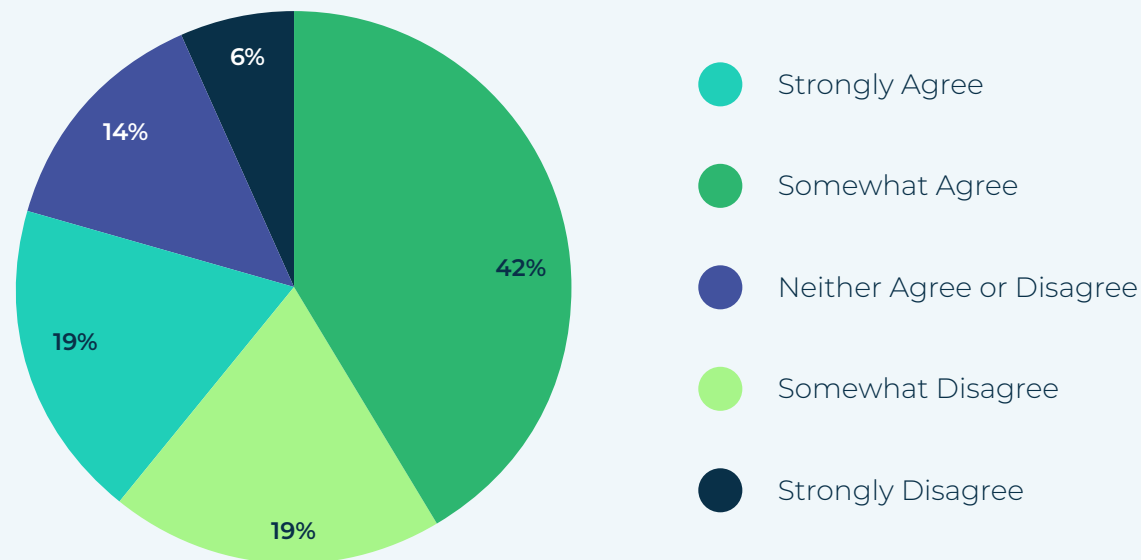
Marketing and Sales Alignment

One of the biggest blockers to growth is misalignment of sales and marketing team priorities and operations. Survey participants were asked if their teams were aligned and how well their systems supported their goals for lead management and conversion.

Nearly 40% of respondents don't believe sales and marketing are aligned.

Even though the majority of respondents at least somewhat agree that sales and marketing are aligned (61%), that leaves a whopping 39% who don't. Here's how they answered questions around alignment and lead management:

"I believe my sales and marketing teams are properly aligned to deliver efficient, predictable growth in 2024."



By leveraging both departments' resources, B2B companies can increase their visibility in the marketplace, boost their revenue, and build customer loyalty.

- [Cognism](#) blog

Revenue alignment shouldn't be a "nice-to-have" at any organization — it should be a central tenet for your GTM.

Revenue alignment should look like:

- ✓ Working towards the same customers in lockstep across sales and marketing
- ✓ Shared success metrics
- ✓ Constant communication about goal-setting and progress
- ✓ Put the interests of the company first



[Christian Kletzl](#)
CEO & Co-Founder, UserGems

Ineffective Lead Management

Many companies don't have an effective lead management strategy or system in place for reaching their conversion goals.

When asked about their current lead management strategies and technology that supports them, a significant percentage of respondents showed little confidence:



13% believe their current lead management strategy is not at all effective for reaching conversion goals.



20% don't believe their current lead management system will support their organization's revenue goals in 2024.



25% don't believe their organization's lead management systems and processes help them deliver an ideal customer experience.



How Lead Management Solutions Help with Alignment

Giving sales and marketing teams a single view of leads, opportunities, accounts, and the activity that orchestrates selling across all of them helps build mutual trust and accountability. It also brings together two functions that traditionally get stuck in silos—when marketing and sales ops dashboards match, both teams can move confidently ahead on top-priority deals.

Here are five ways to improve alignment:

- 1 Intelligent lead delivery:**

Use a platform that can assign every lead accurately. Even if your data hygiene isn't perfect, you'll be able to route to the right reps based on dynamic logic and buying signals from the account.
- 2 Converting signals to revenue:**

Prioritize the most valuable buyer signals by eliminating manual scoring and qualification. Instead, detect signals across all the platforms that prospects interact with and use the signals to personalize outreach and content.
- 3 Enterprise Salesforce orchestration:**

Improve the way you integrate enterprise solutions and automate sales and marketing workflows. Use flexible, no-code tools to connect data and accelerate the sales process through every pipeline stage.
- 4 Enrich lead and opportunity data:**

Invest in tools that clean and verify data as it enters your CRM. The best platforms on the market enrich lead, opportunity, and account data with accurate contact details, changes in job roles, buying intent, and more.
- 5 Embrace AI for a seamless handoff:**

Engage and convert your most valuable website visitors with live chat, chatbots, and meeting scheduling, all automated and informed by a single view of opportunity and account data.

“Everyone’s ultimate focus should be Customer Lifetime Value (LTV). What is the most efficient and quickest way to get to the highest LTV possible? Which channels support this? How can you align and incentivize teams to prioritize this? What are the precursor goals to getting there? Then for the things that you identify as less efficient you need to form a few hypotheses for how it can improve, then test and measure them a few times. If it improves, great. If it doesn’t you should end it ASAP and move on. During challenging economic times, you can’t waste time trying to fix channels or motions that aren’t giving you the highest LTV returns.”



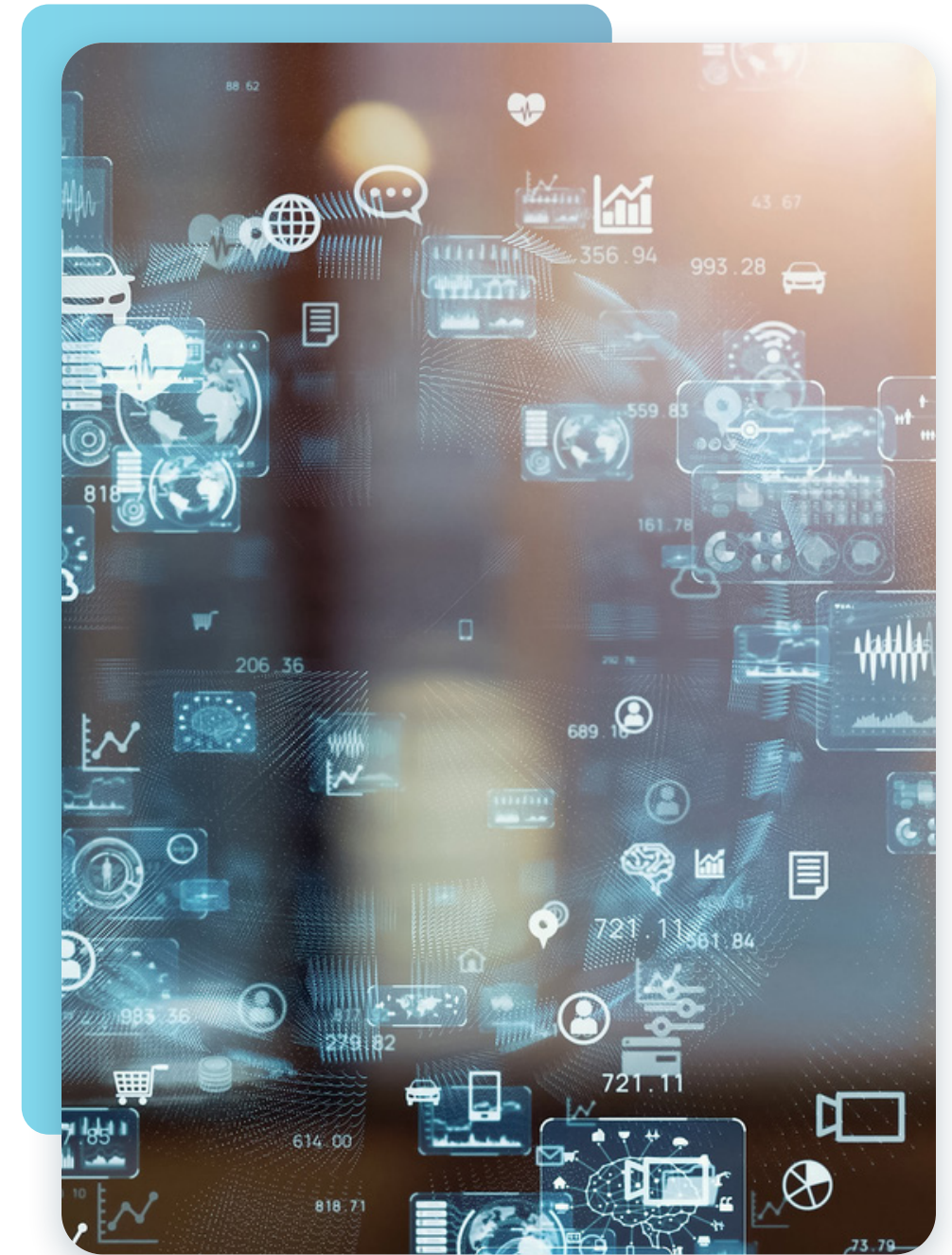
[Chris Boeckelman](#)
VP of Growth Marketing, Qualified

Accelerating Workflows with AI

Not only are companies experiencing the largest commercial AI boom in history, but it's easier than ever to automate workflows without support from IT. Fast LLMs and no-code workflow builders give companies easy-access tools to streamline their path to revenue.

Revenue teams are investing in platforms that:

- ✓ Use generative AI and advanced predictive models to automate sales communication
- ✓ Create targeted content on the fly
- ✓ Understand and apply buyer intent data
- ✓ Remove friction from the customer journey
- ✓ Engage potential customers across multiple channels



AI Is Expected To Replace SDR Functions To Some Degree.

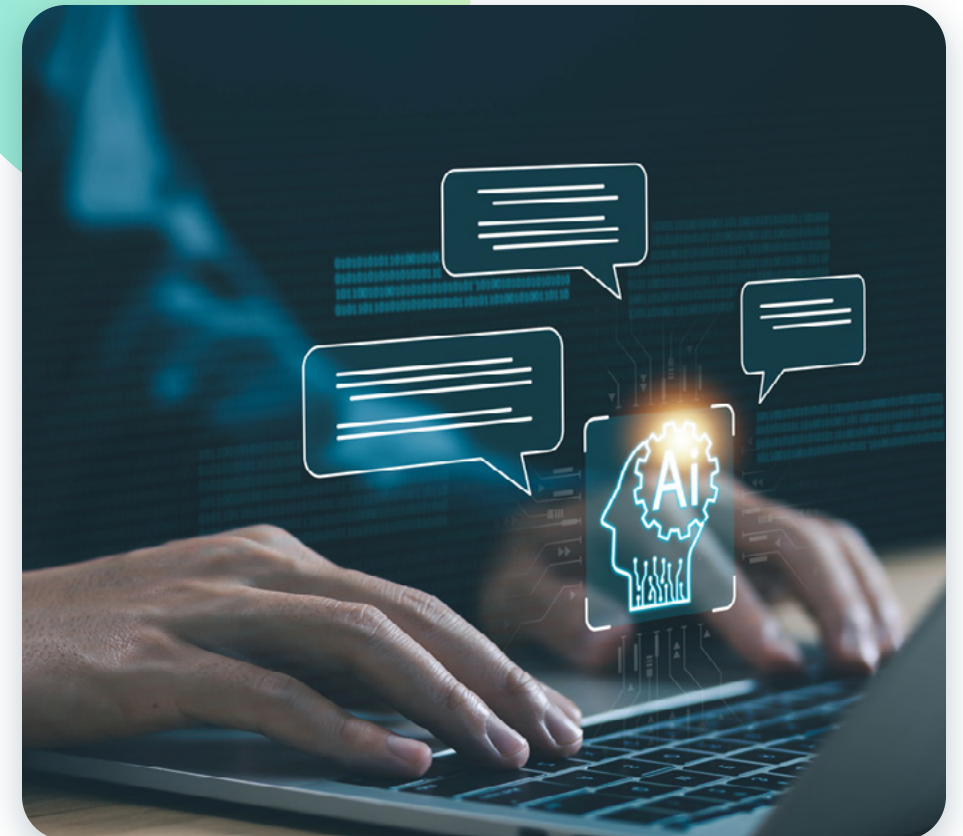
When asked which areas they expect AI to impact the most, respondents ranked “replacing SDR functions” the highest.

The workflows that AI is most likely to transform include:

- ✓ Writing and scheduling email outreach
- ✓ Using chatbots to provide initial information to prospects
- ✓ Scheduling meetings with leads
- ✓ Evaluating the quality and buying intent of each lead
- ✓ Connecting leads to the right accounts and opportunities in a CRM

“There is a general sense among the leaders in sales software that we will end up with fewer, better SDRs, and that the majority of email and follow-up will be done with AI.”

Jason Lemkin
Investor & Founder, SaaStr



AI and Operations

Predictive analytics are still top of mind, followed by content and customer engagement.

Survey participants noted an outsized impact of AI on predictive analytics, marketing content, and customer engagement and support. **More than 60% of respondents use generative AI to create targeted, personalized content**



3 ways AI is impacting operations:



RevOps:

Using advanced models to identify in-market prospects and connect them with the right accounts.



SalesOps:

Finding and cleaning duplicate, outdated, or inaccurate data and updating it across CRM and other tools.



MarketingOps:

Triggering actions based on buying intent, then sending personalized content via automated workflows.

Go-to-Market Efficiency

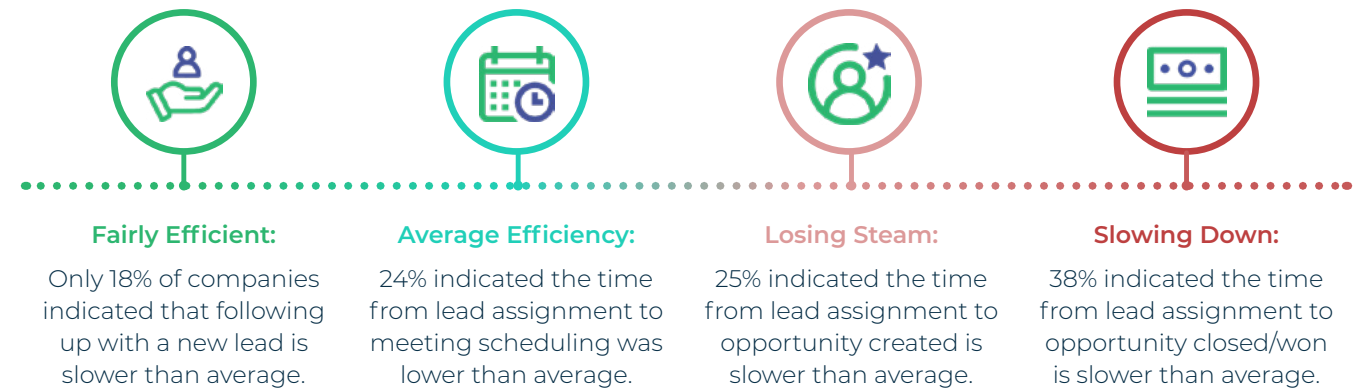
According to survey results, companies are struggling with deals further in the pipeline. While they seemed happy with their speed-to-lead, they rated themselves progressively worse as the deal stage moved toward closed/won.

“B2B sales is more complex and competitive than ever. Decision-makers are more informed which means Sellers need to deeply understand their prospects and their businesses. Plus, with economic uncertainties, companies are scrutinizing expenditures more closely. Sales teams must be prepared to clearly articulate the value proposition of their product, be able to demonstrate ROI, and show that their solution closely aligns with the strategic goals of the buyer.”



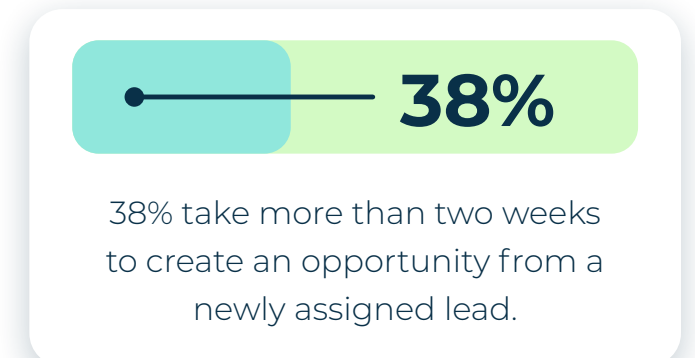
Brian Birkett
Chief Sales Officer, LeanData

The further along the pipeline, the more companies describe efficiency as “slower than average.”



Follow-up on leads is too slow.

When asked about follow-up times on new leads, opening opportunities, and getting the deal closed, we found a couple of interesting (and painful) results.

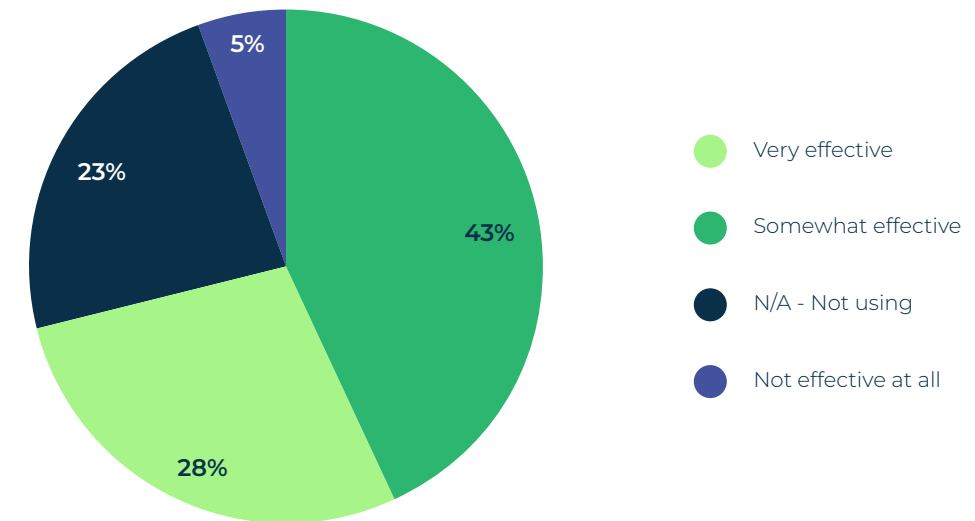


Removing Friction

Scheduling automation is extremely effective for removing friction in the sales cycle.

According to our results, only about 60% of respondents are using a scheduling automation tool. Of those who do however, **93% find it effective** in reducing friction in the sales cycle.

How effective do you find a scheduling tool in reducing friction?



How can companies achieve faster conversions at each stage?

It's incredibly important to be able to deliver the right leads to the right reps at the right time. Companies with efficiency gaps can lean on solutions that automate the process of following up with leads and getting them scheduled for a call with the sales team.

This includes things like:

- ✓ Enriching lead, account, and opportunity records with additional context and details automatically
- ✓ Sending tailored content and following up after events like webinars
- ✓ Identifying champions and power users within your prospect or customer base
- ✓ Using AI chatbots to engage users on your website and in your products

The timing and coordination of follow up on leads is critical. For example, Prospects are 60x more likely to convert if a webinar includes marketing materials afterward. You can really give your sales team an advantage with integrations that capture engagement and insight about buying intent.



[Roberto Ortiz](#)

Co-Founder & CEO, Welcome

Looking Forward

As companies navigate the complexities of modern GTM motions, revenue leaders must invest in solutions that not only match the way buyers buy, but also match how sellers sell.

That means supporting a digital buying journey, capturing signals from the entire buying committee, and infusing automation that delivers a quick and seamless buying experience.

Based on the findings of the 2024 State of Go-to-Market Efficiency Report, we recommend these six areas of focus:

Recommendations

- 1 Invest in AI that streamlines SDR functions
- 2 Adopt opportunity-based selling focused on buying groups
- 3 Get laser-focused on marketing and sales alignment
- 4 Don't neglect data hygiene
- 5 Stick with scalable technologies that promote efficient processes
- 6 Improve your lead management strategies

By addressing these key areas, B2B companies can enhance their go-to-market efficiency, overcome growth challenges, and achieve stronger revenue metrics in 2024 and beyond.



Disclosures

LeanData, in partnership with Cognism, Modern Sales Pros, Qualified, UserGems, and Welcome conducted this research with the explicit permission and approval by all survey and research participants.

The material contained herein is based on sources considered to be reliable; however, LeanData and partners do not guarantee or warrant the accuracy or completeness of information.

This report is for informational purposes only.

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Why LeanData?

Today's growth leaders power their B2B selling with LeanData, the gold standard in modern revenue orchestration and an essential element of the modern RevTech stack. The LeanData Revenue Orchestration Platform, powered by No-Code Automation, simplifies and accelerates coordination of all the people, processes and plays needed to transform buyer signals into buying decisions.

LeanData is inspiring a global movement among its 1,000+ customers and community of 5,000+ OpsStars worldwide, empowering them with revenue operations excellence that translates into compelling buyer experiences and competitive advantage.