

From Growth at All Costs to Year of Efficient Growth: Adjusting to the New Market



Sam Jacobs
Founder & CEO
Pavilion

How It Started



Pavilion Today

10,000+
Global Members

450+
Cities around the world
that are home to
Pavilion members

The world's largest private community for go-to-market leaders and their teams



Members by Function

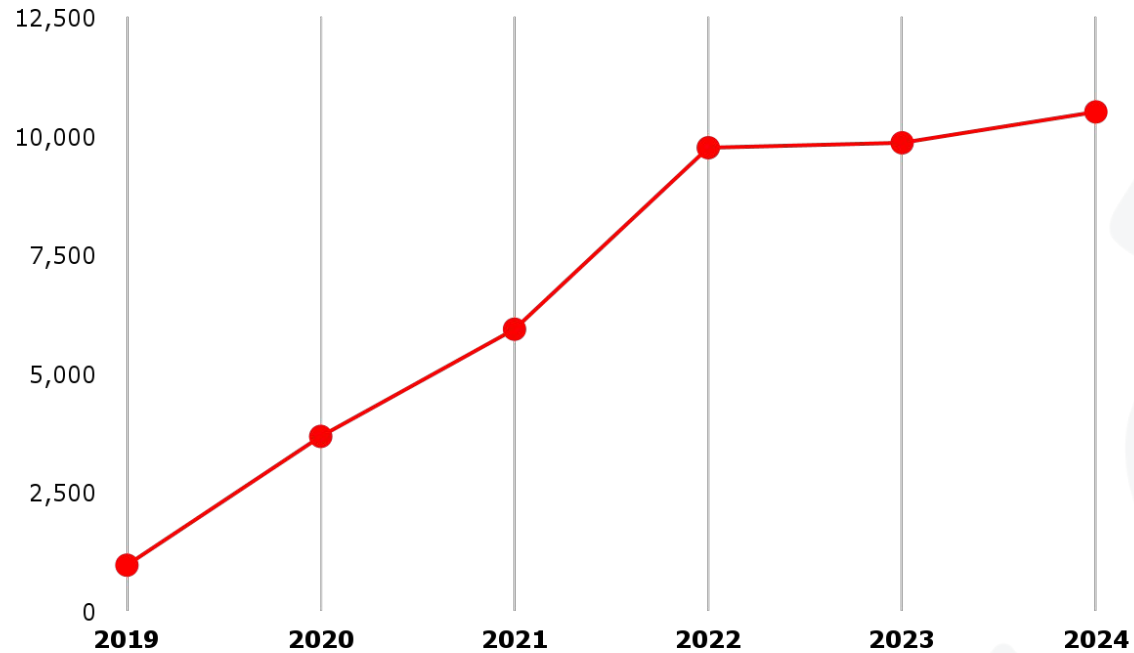
47% Sales
27% Marketing
13% CS
9% Operations
4% Emerging Functions



Companies by Size

55% SMB
30% Mid-Market
15% Enterprise

Our Growth

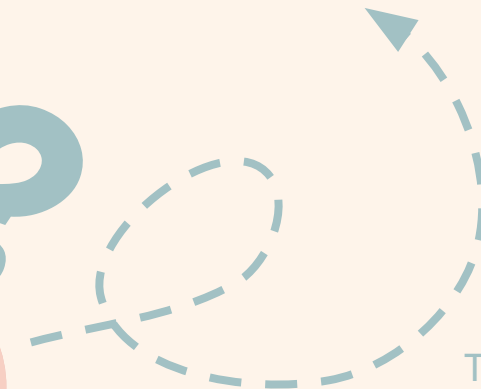


Investor Value

Customer Value



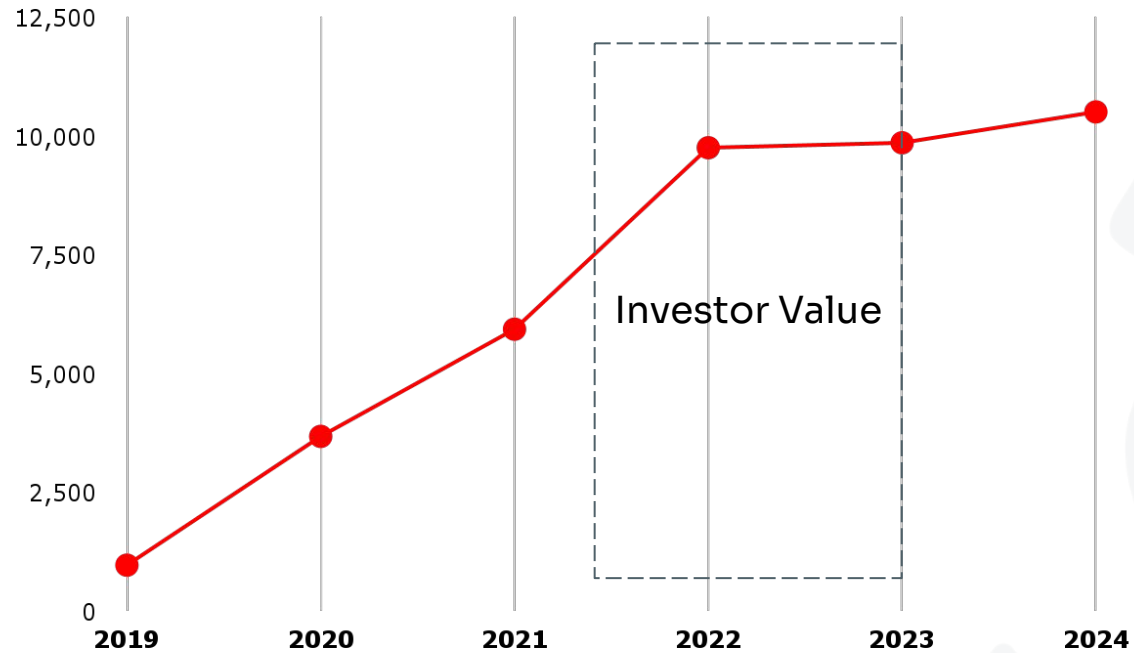
The easier route



The harder route

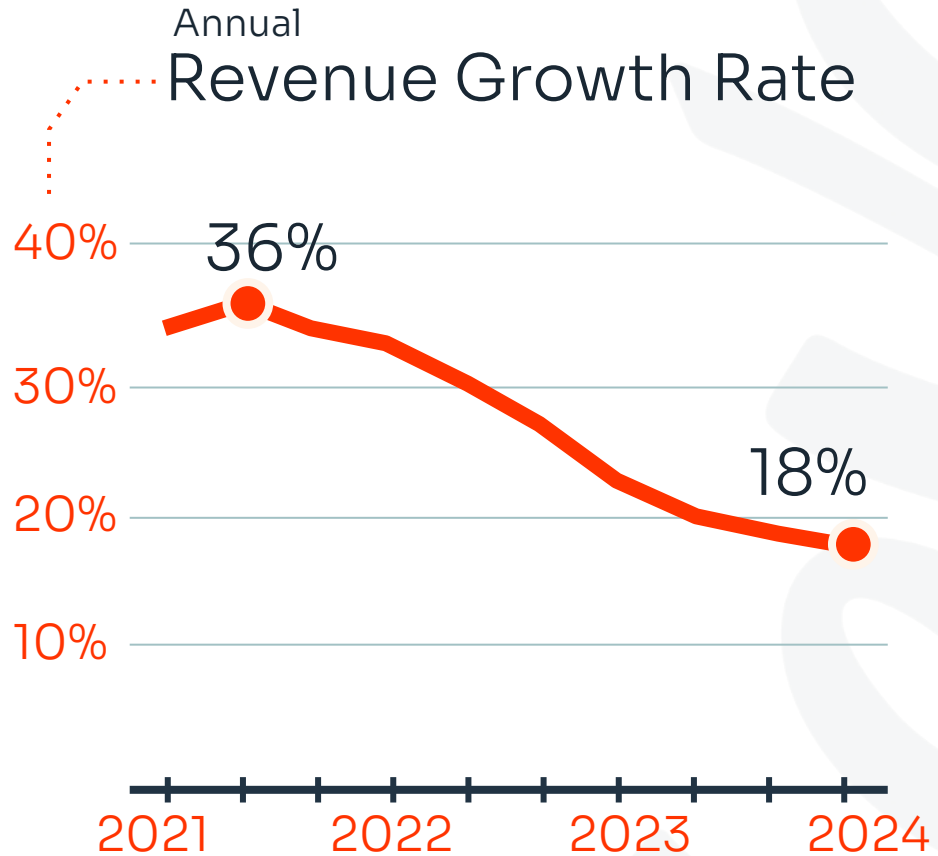


Our Growth



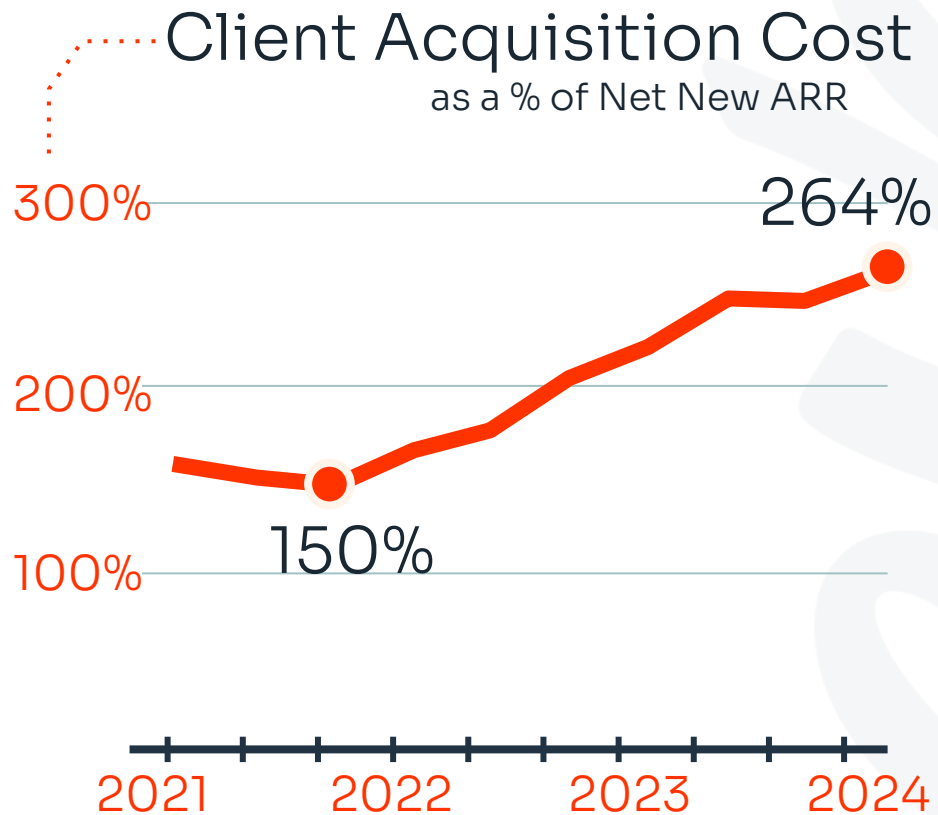
Grow At All Cost

Since the summer of 2021, the **growth rate** has been cut in half...



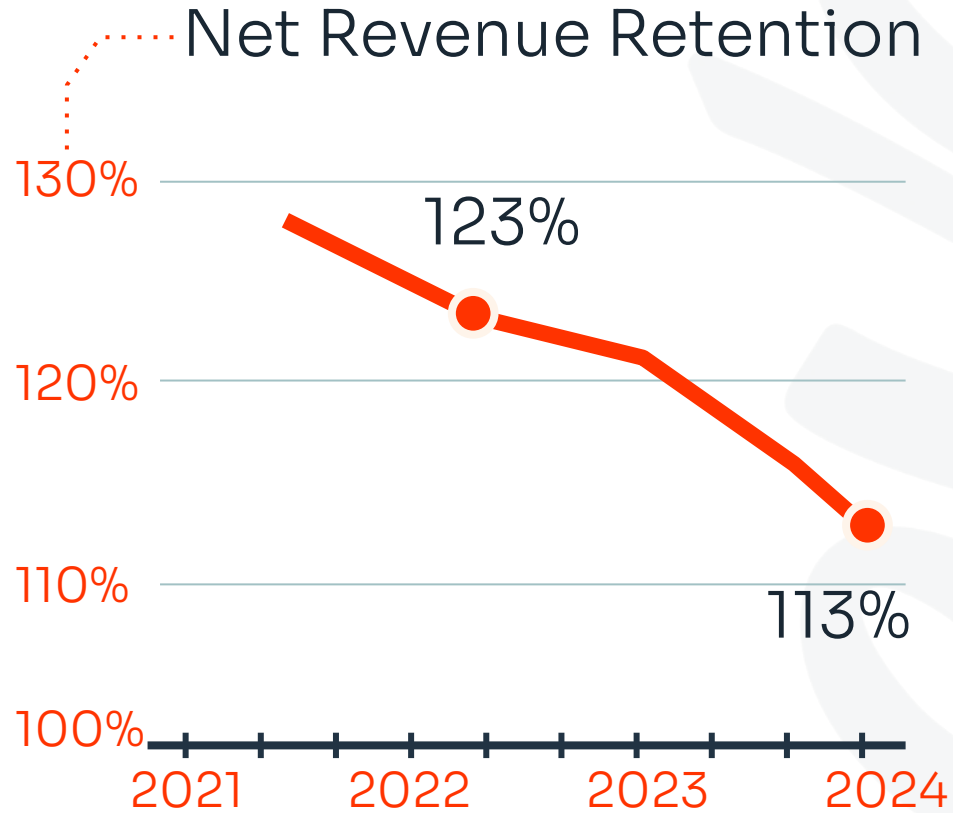
Grow At All Cost

...and the **cost of acquiring** new ARR has nearly doubled.



Grow At All Cost

NRR is experiencing a sharp decline, which will ripple through the first half of 2024.



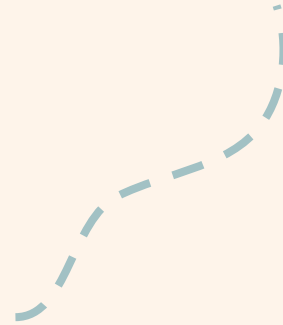


Investor Value

Customer Value



The harder route



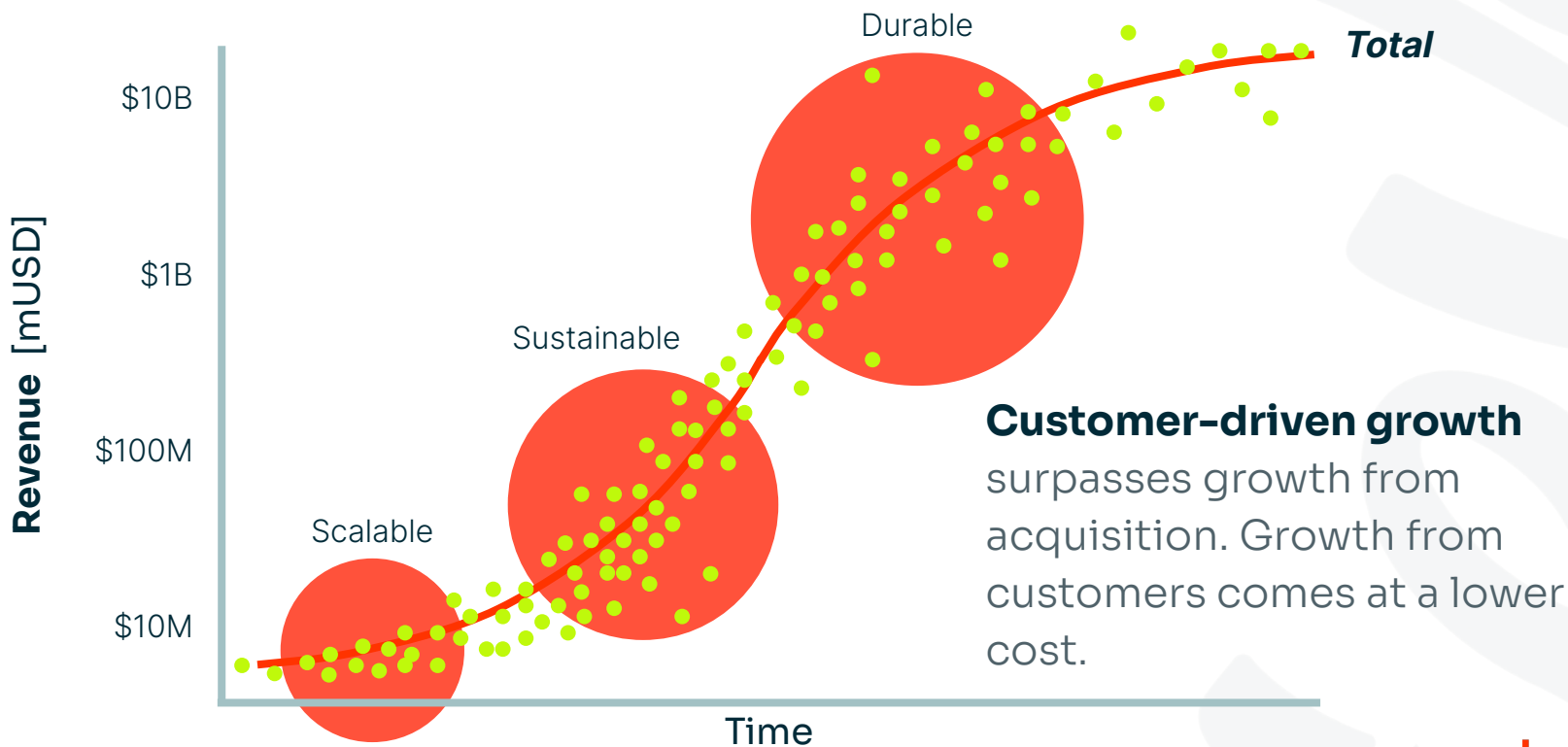
The easier route



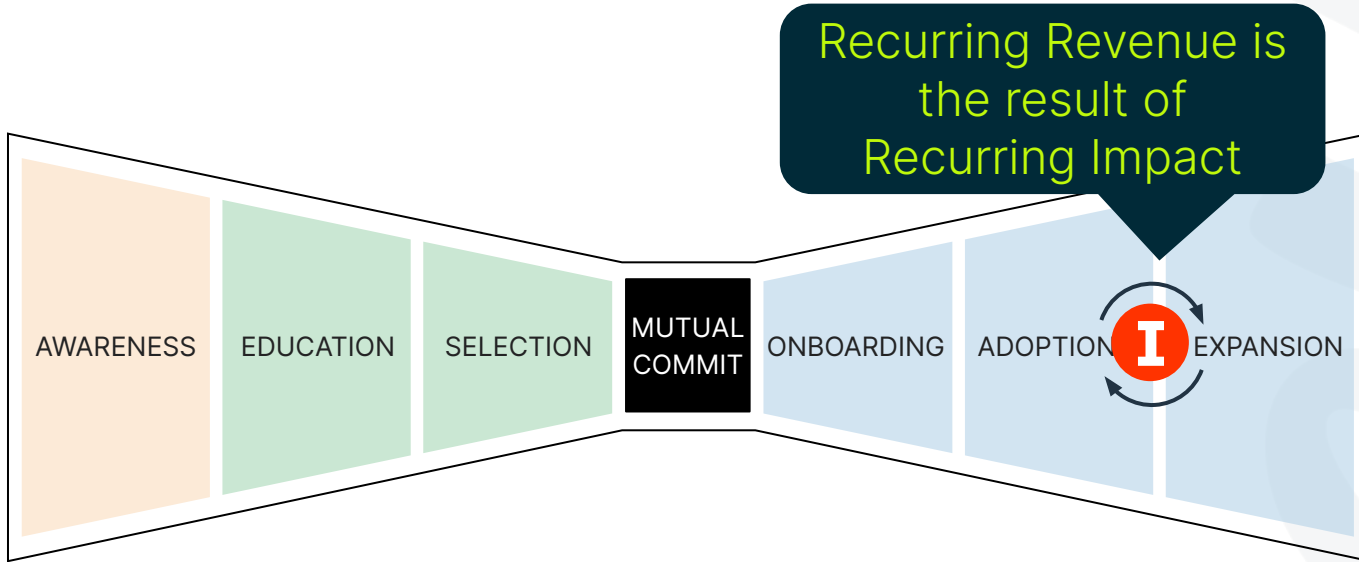
Companies that
prioritize customer
value build **durable**
businesses.



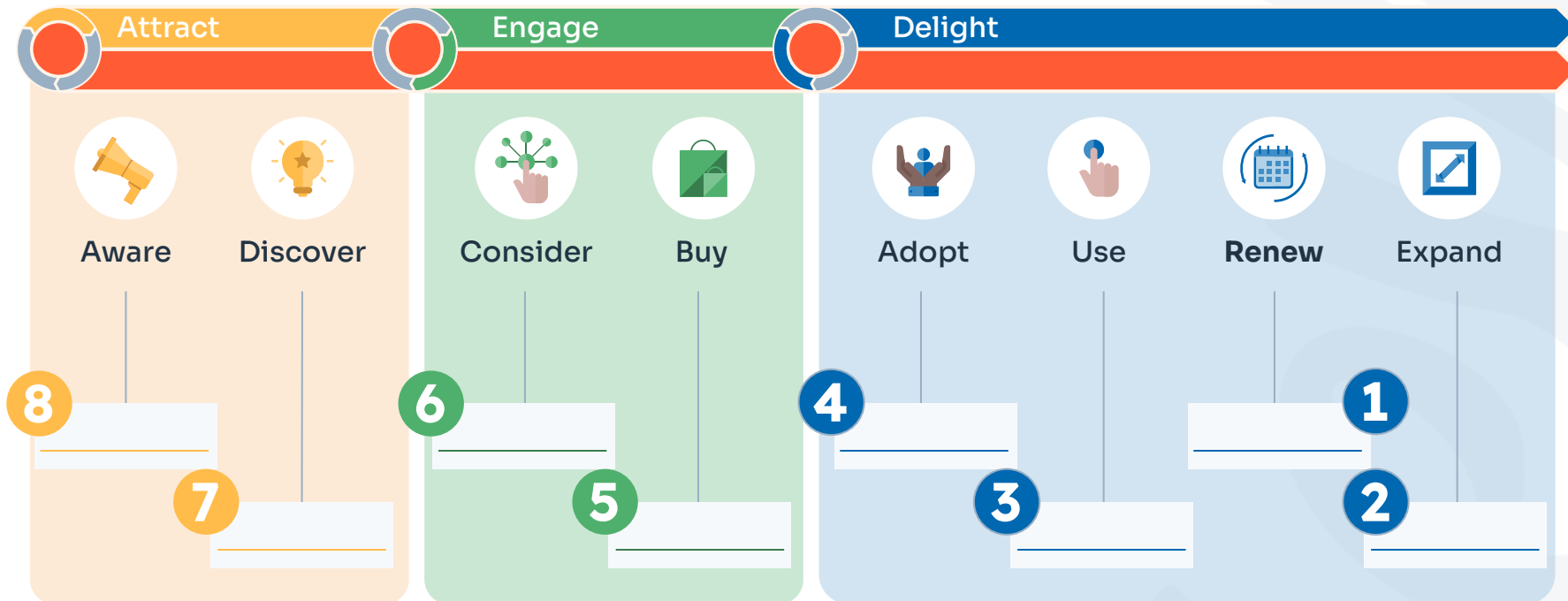
What do successful companies do to grow efficiently?



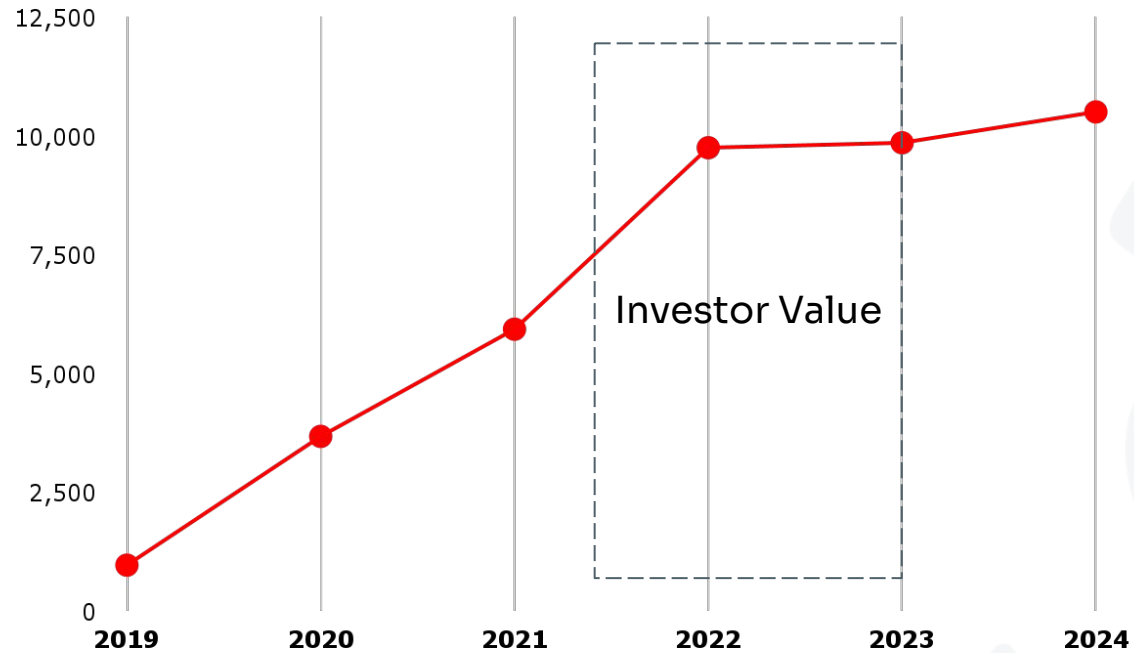
Nailing customer-driven growth



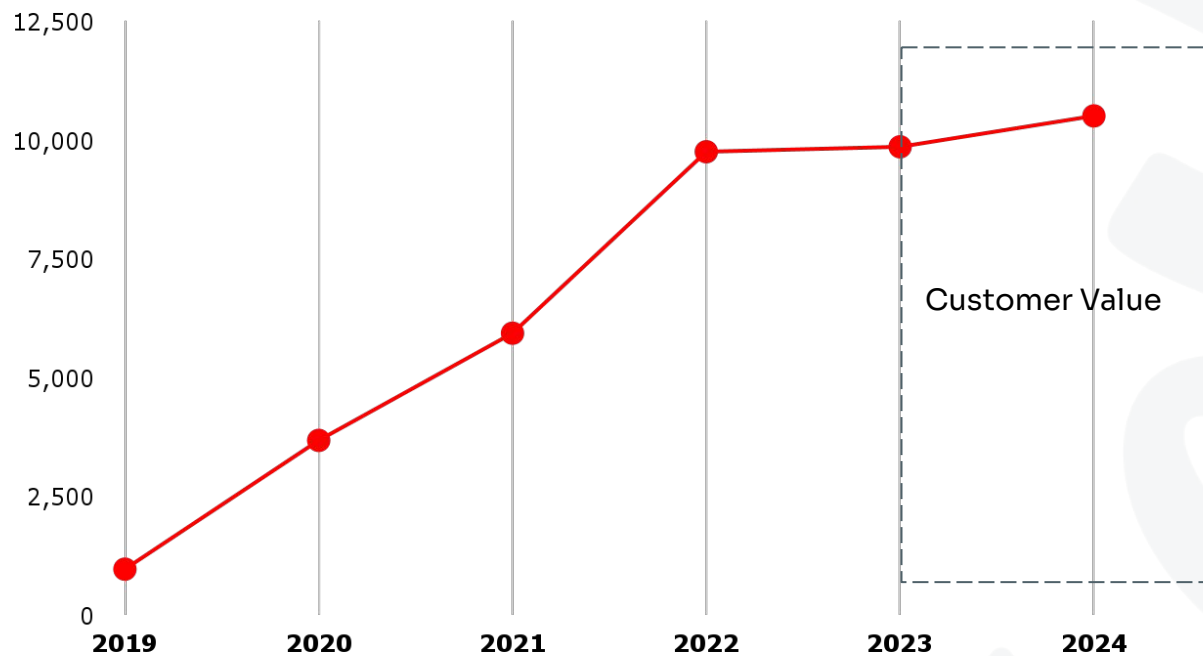
Moments that Matter: Start with delight



Our Growth



Our Growth



Summary

- The end of growth at all cost
- Next: growth based on customer value
- Drive customer value by implementing moments that matter

Learn more about Pavilion

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