2019
EXPANSION SAAS BENCHMARKS

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INTRODUCTION

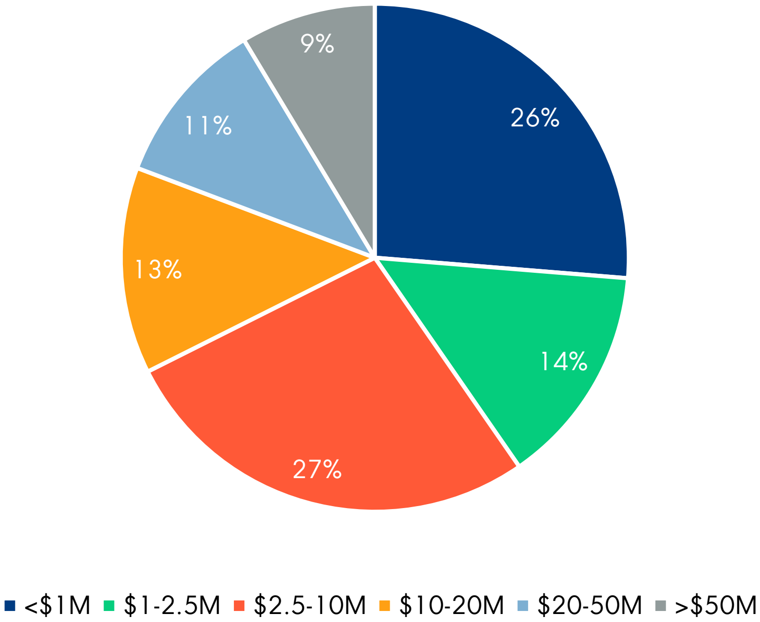
Objective data is critical to making the right strategic decisions that can propel your long-term growth. For this reason, we're releasing the results of our third annual Expansion SaaS Benchmarks survey. This report was designed specifically to enable operators to compare themselves against their exact peers across the metrics that matter most in a SaaS business. This year's survey was live from May - June 2019. There were 639 respondents (~70% of participants were CEOs, CFOs, or VPs of Finance at their respective company) across a range of geographies and software types.

The 2019 survey revealed surprising insights about the adoption of product led growth (PLG) - a go-to-market strategy that underpins some of today's most successful businesses. While most companies are still in the experimentation phase, those who've mastered product led growth are exhibiting faster growth at scale while maintaining efficient customer acquisition. We've also covered topics ranging from top concerns for founders, performance by company headquarter region, progress on executive diversity and much more.

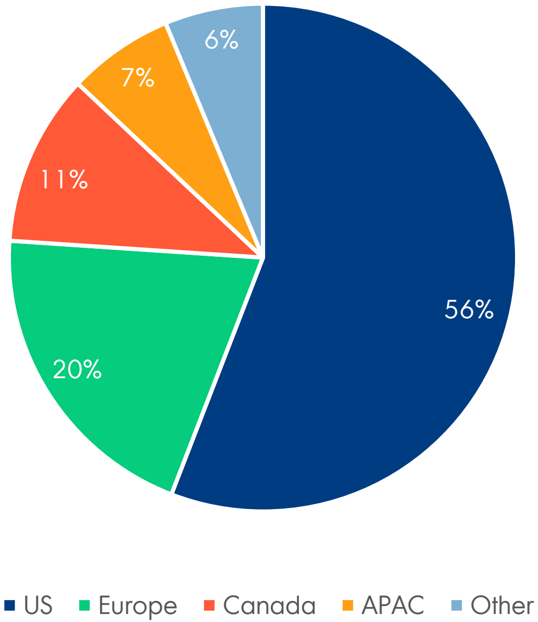
THANKS TO OUR SURVEY PARTNERS

PARTICIPANT OVERVIEW

DISTRIBUTION BY ARR

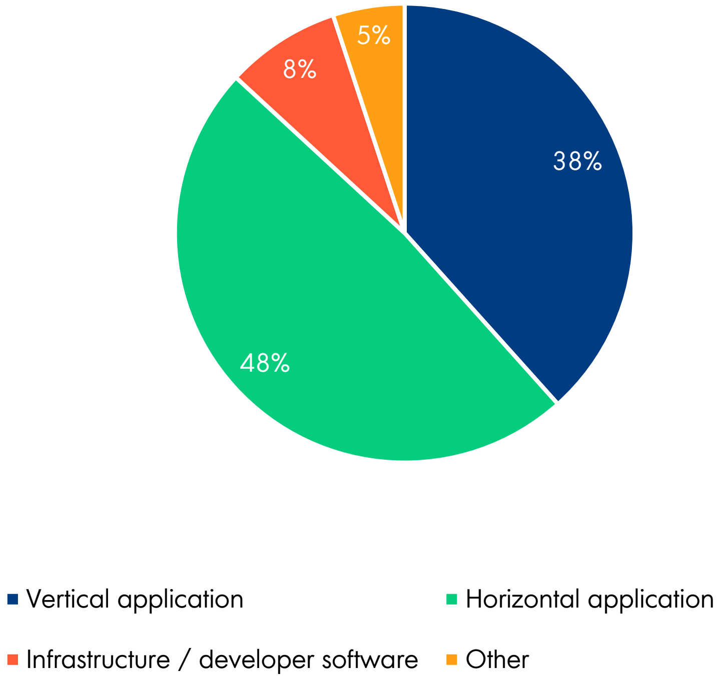


DISTRIBUTION BY GEOGRAPHY

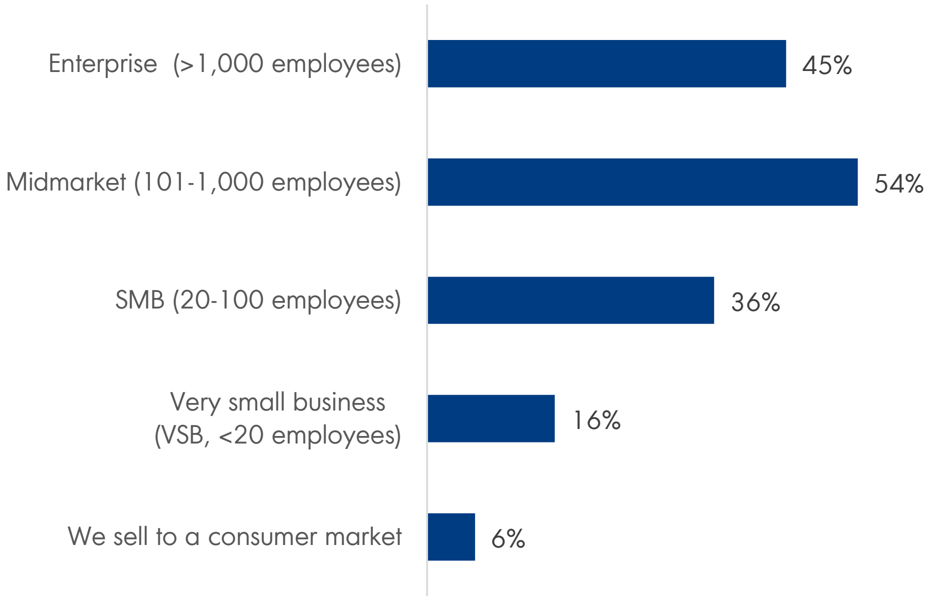


Source: 2019 OpenView SaaS Metrics Survey, N=639.

DISTRIBUTION BY SOFTWARE CATEGORY



DISTRIBUTION BY TARGET CUSTOMER SIZE



Source: 2019 OpenView SaaS Metrics Survey, N=639.

EXECUTIVE SUMMARY

COMPANY PERFORMANCE BENCHMARKS

SIZE AND GROWTH	
Employees	Number of full-time equivalent employees at the end of 2018.
Funding	Amount of equity capital raised to date.
Annual Recurring Revenue (ARR)	Company annual recurring revenue (ARR) scale at the end of 2018.
YoY Growth Rate	Change in annual recurring revenue at the end of 2018 vs. 2017.
FINANCIAL	
Sales & Marketing Spend	Spending on sales & marketing, including headcount, as a % of year-end 2018 ARR.
R&D Spend	Spending on R&D, including headcount, as a % of year-end 2018 ARR.
Software Revenue	Revenue derived from subscriptions as a percent of total 2018 revenue.
Monthly Burn Rate (in 000's)	Net monthly operating cash burn rate basis at the end of 2018 (total $ lost each month, negative values = profit).
SAAS VALUE DRIVERS	
CAC Payback (months)	Months of subscription gross margin to recover the fully loaded cost of acquiring a customer.
Logo Retention	Annual logo retention seen in cohorts.
Net Dollar Retention	Annual net dollar retention (after churn, upsells & expansion) seen in cohorts.
DIVERSITY	
Women in Leadership	% of female representation among employees Director-level and above.

HOW TO READ THESE SLIDES

	<$1M	$1-2.5M	$2.5-10M	$10-20M	$20-50M	>$50M
SIZE AND GROWTH						
Employees	**8** (4-15)	**25** (14-40)	**47** (30-70)	**100** (77-149)	**180** (147-269)	**555** (385-752)
Funding	**$3M** ($1-3M)	**$3M** ($3-9M)	**$8M** ($3-15M)	**$28M** ($15-43M)	**$63M** ($31-88M)	**$88M** ($28-100M)
YoY Growth Rate	**80%** (15-125%)	**80%** (30-165%)	**50%** (30-100%)	**42%** (22-78%)	**40%** (20-61%)	**29%** (10-40%)
FINANCIAL						
Sales & Marketing Spend	**30%** (15-50%)	**30%** (20-46%)	**35%** (20-50%)	**40%** (24-58%)	**42%** (31-55%)	**38%** (15-48%)
R&D Spend	**50%** (30-80%)	**48%** (30-60%)	**30%** (20-41%)	**30%** (22-39%)	**30%** (20-40%)	**20%** (15-30%)
Subscription Revenue	**90%** (59-100%)	**93%** (85-100%)	**90%** (80-100%)	**90%** (80-95%)	**94%** (80-98%)	**90%** (80-98%)
Monthly Burn Rate ($ in 000s)	**$50** ($50-175)	[illegible]	[illegible]	[illegible] ($50-625)	**$375** ($0-1,025)	**$50** ($<0-1,063)
SAAS VALUE DRIVERS						
CAC Payback (months)	**5** (2-11)	**8** (5-11)	**11** (8-15)	**15** (11-21)	**15** (8-15)	**15** (3-15)
Logo Retention	**90%** (75-100%)	**90%** (78-98%)	**90%** (80-95%)	**88%** (80-95%)	**89%** (75-95%)	**88%** (80-94%)
Net Dollar Retention	**100%** (83-106%)	**100%** (82-113%)	**100%** (90-110%)	**95%** (90-105%)	**102%** (96-110%)	**97.5%** (89-101%)
DIVERSITY						
Women in Leadership	**10%** (0-33%)	**25%** (0-40%)	**20%** (10-33%)	**25%** (19-39%)	**25%** (20-40%)	**29%** (16-43%)

Rows represent **common KPIs across categories** including size and growth, financial, value drivers, and diversity

Note: Companies are not in the top quartile for all metrics. A top quartile grower at a particular ARR scale may also be in the bottom quartile for that ARR scale in other financial, SaaS value drivers, or diversity metrics.

HOW TO READ THESE SLIDES

	<$1M	$1-2.5M	$2.5-10M	$10-20M	$20-50M	>$50M
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Columns represent distribution of responses from companies at **varying levels of ARR**, from <$1M to >$50M

Note: Companies are not in the top quartile for all metrics. A top quartile grower at a particular ARR scale may also be in the bottom quartile for that ARR scale in other financial, SaaS value drivers, or diversity metrics.

HOW TO READ THESE SLIDES

	<$1M	$1-2.5M	$2.5-10M	$10-20M	$20-50M	>$50M
SIZE AND GROWTH						
Employees	**8** (4-15)	**25** (14-40)	**47** (30-70)	**100** (77-149)	**180** (147-269)	**555** (385-752)
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Each cell represents the **median performance of a company**, as well as the range (bottom quartile – top quartile) of each metric at each respective ARR scale

Note: Companies are not in the top quartile for all metrics. A top quartile grower at a particular ARR scale may also be in the bottom quartile for that ARR scale in other financial, SaaS value drivers, or diversity metrics.

SAAS METRICS BY COMPANY ARR

	<$1M	$1-2.5M	$2.5-10M	$10-20M	$20-50M	>$50M
SIZE AND GROWTH						
Employees	**8** (4-15)	**25** (14-40)	**47** (30-70)	**100** (77-149)	**180** (147-269)	**555** (385-752)
Funding	**$3M** ($1-3M)	**$3M** ($3-9M)	**$8M** ($3-15M)	**$28M** ($15-43M)	**$63M** ($31-88M)	**$88M** ($28-100M)
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Monthly Burn Rate ($ in 000s)	**$50** ($50-175)	**$50** ($50-175)	**$175** ($0-375)	**$375** ($50-625)	**$375** ($0-1,025)	**$50** ($<0-1,063)
SAAS VALUE DRIVERS						
CAC Payback (months)	**5** (2-11)	**8** (5-11)	**11** (8-15)	**15** (11-21)	**15** (8-15)	**15** (3-15)
Logo Retention	**90%** (75-100%)	**90%** (78-98%)	**90%** (80-95%)	**88%** (80-95%)	**89%** (75-95%)	**88%** (80-94%)
Net Dollar Retention	**100%** (83-106%)	**100%** (82-113%)	**100%** (90-110%)	**95%** (90-105%)	**102%** (96-110%)	**97.5%** (89-101%)
DIVERSITY						
Women in Leadership	**10%** (0-33%)	**25%** (0-40%)	**20%** (10-33%)	**25%** (19-39%)	**25%** (20-40%)	**29%** (16-43%)

Source: 2019 OpenView SaaS Metrics Survey, N=639.

SAAS METRICS BY MOST RECENT FUNDING

	Angel / Seed	Series A	Series B	Series C	Series D or Later
SIZE AND GROWTH					
Employees	**15** (7-33)	**49** (30-79)	**93** (57-121)	**147** (120-194)	**268** (140-440)
Funding	**$3M** (0.5-3M)	**$8M** (3-15M)	**$28M** (15-42M)	**$43M** (28-63M)	**$88M** (48-100M)
Annual Recurring Revenue (ARR)	**$0.5M** ($0.5-2M)	**$4M** ($2-8M)	**$8M** ($7-13M)	**$17M** ($13-25M)	**$40M** ($18-63M)
YoY Growth Rate	**80%** (36-150%)	**75%** (35-161%)	**80%** (50-104%)	**45%** (24-80%)	**33%** (21-44%)
FINANCIAL					
Sales & Marketing Spend	**33%** (20-50%)	**35%** (20-59%)	**45%** (30-60%)	**40%** (30-54%)	**42%** (27-50%)
R&D Spend	**40%** (30-60%)	**40%** (25-59%)	**30%** (22-50%)	**30%** (21-40%)	**30%** (21-39%)
Subscription Revenue	**95%** (80-100%)	**92%** (80-100%)	**95%** (80-100%)	**90%** (80-97%)	**91%** (82-98%)
Monthly Burn Rate ($ in 000s)	**$50** ($50-175)	**$175** ($50-375)	**$375** ($375-750)	**$375** ($50-1,063)	**$375** ($50-1,250)
SAAS VALUE DRIVERS					
CAC Payback (months)	**7** (4-10)	**10** (5-15)	**15** (10-15)	**15** (10-21)	**15** (10-15)
Logo Retention	**90%** (75-97%)	**90%** (75-96%)	**84%** (80-95%)	**88%** (75-90%)	**89%** (80-92%)
Net Dollar Retention	**100%** (80-110%)	**103%** (95-114%)	**100%** (90-110%)	**98%** (88-106%)	**100%** (90-105%)
DIVERSITY					
Women in Leadership	**20%** (0-33%)	**20%** (10-34%)	**20%** (15-40%)	**25%** (20-36%)	**29%** (14-35%)

Source: 2019 OpenView SaaS Metrics Survey, N=639.

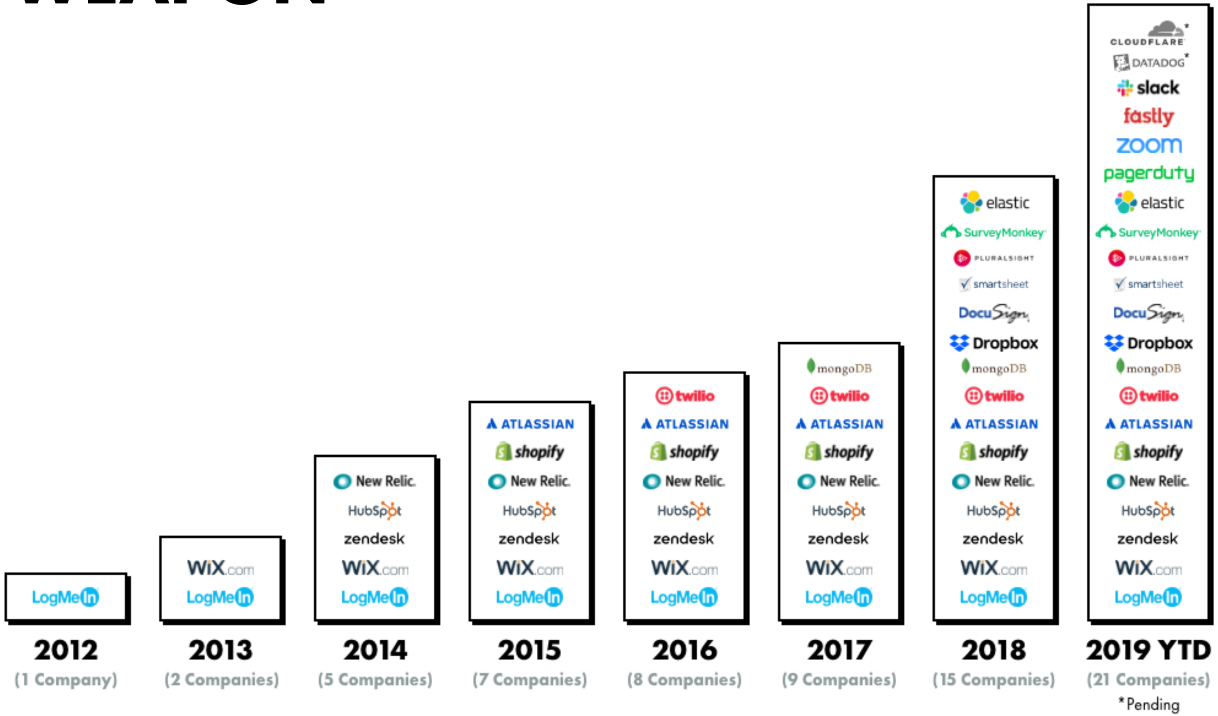
PRODUCT LED GROWTH INSIGHTS

WHAT IS PRODUCT LED GROWTH?

Product led growth (PLG) is a business strategy where product usage serves as the primary driver of user acquisition, conversion and expansion.

PLG is employed by many of the fastest growing software companies including standout public companies.

PRODUCT LED GROWTH IS YOUR SECRET WEAPON



Evolution of Public PLG Companies Since 2012

ADOPTION OF PRODUCT LED GROWTH STRATEGIES

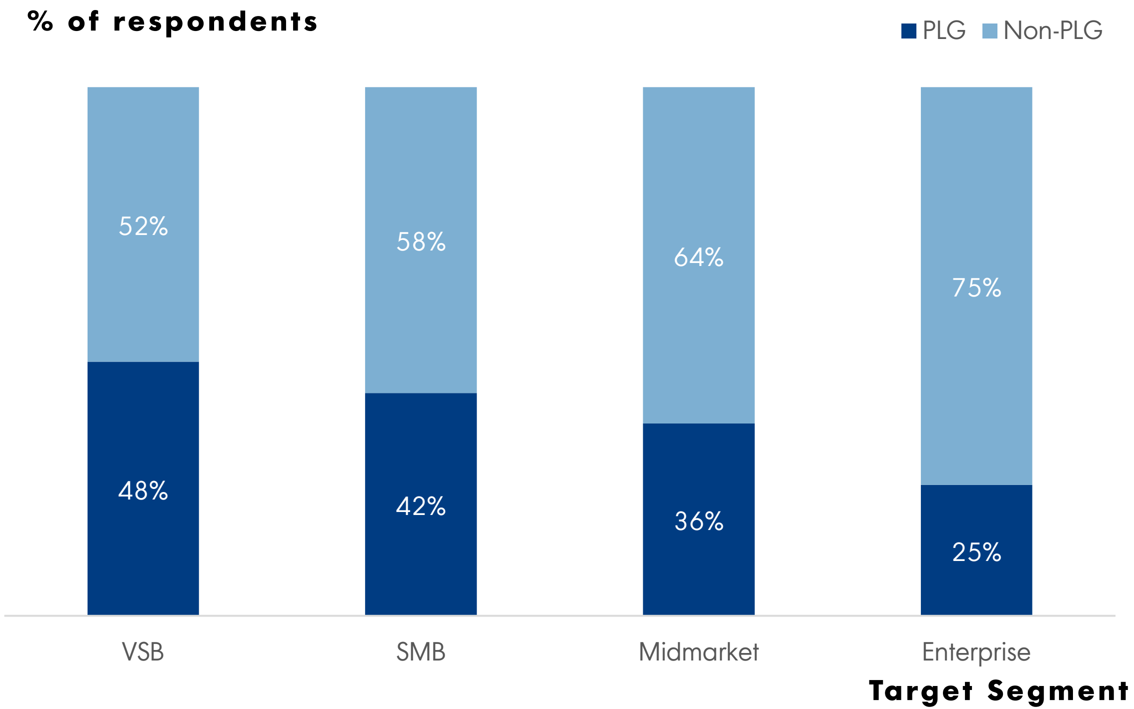
	PLG Companies	All Companies
Free trial offering	74%	45%
Product analytics for decision making	67%	31%
Self service buying experience	61%	28%
Bottoms-up sales	55%	31%
Product qualified leads	53%	29%
Referral programs	50%	31%
Dedicated growth FTEs	47%	27%
Freemium offering	38%	18%

Source: 2019 OpenView SaaS Metrics Survey, N=639. PLG Companies defined as those leveraging more than three of the PLG strategies surveyed.

Most companies are experimenting with PLG but relatively few have gone ‘all in’ (just 33% of respondents report PLG being fundamental to their business).

Free trials remain the most popular product led growth strategy. Freemium – while much discussed – has only been adopted by 18% of companies.

PRODUCT LED GROWTH BY TARGET CUSTOMER SEGMENT

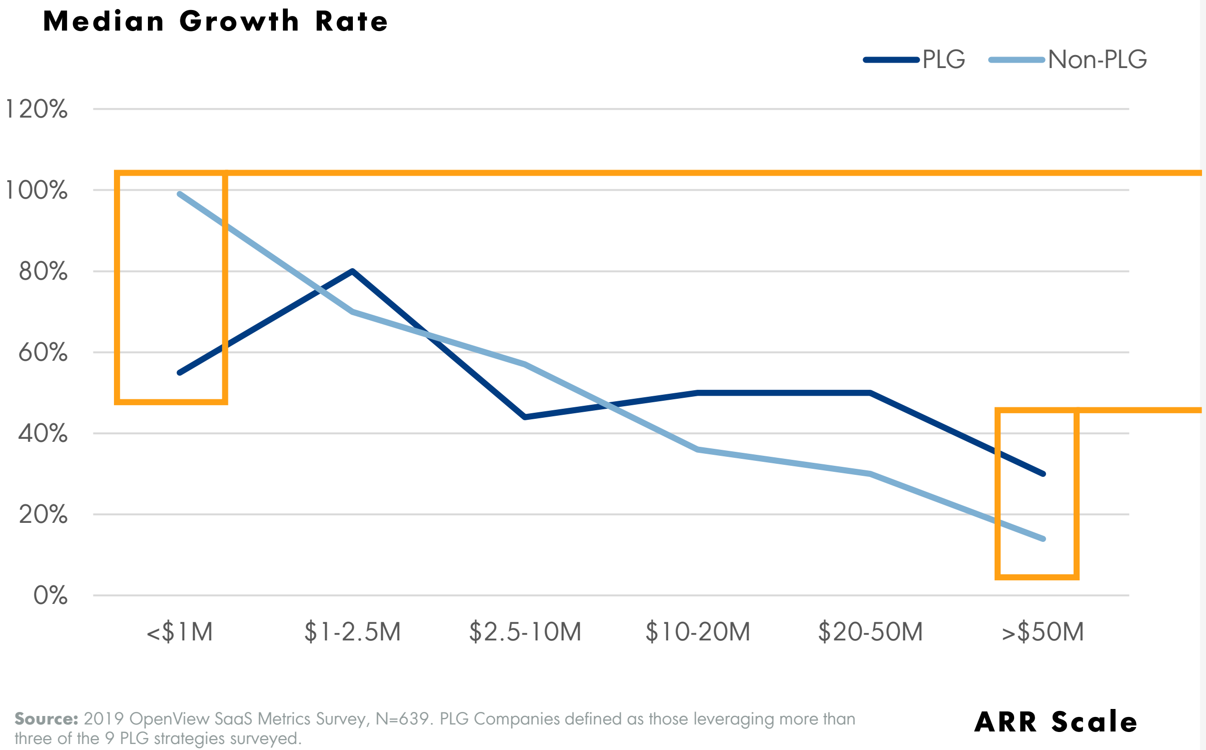


Source: 2019 OpenView SaaS Metrics Survey, N=639. PLG Companies defined as those leveraging more than three of the 9 PLG strategies surveyed.

Product led growth is especially prevalent among companies targeting VSB/SMB customers.

That said, 1 in 4 companies targeting large enterprises also employ PLG tactics – **PLG is for the enterprise, too**.

PRODUCT LED BUSINESSES GROW FASTER AT SCALE



Source: 2019 OpenView SaaS Metrics Survey, N=639. PLG Companies defined as those leveraging more than three of the 9 PLG strategies surveyed.

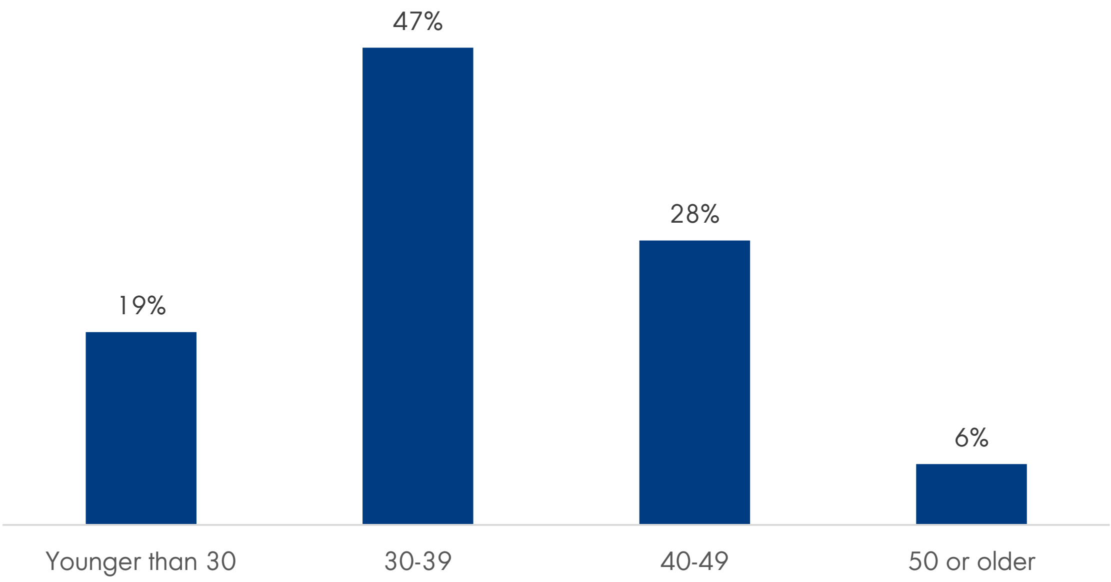
PLG companies grow slowly in the very early days, as it takes time to build a community of free users and convert those users to paying customers.

After $10M in ARR, the magic of PLG kicks in and these companies can scale faster. They aren't as limited by their ability to hire, onboard and feed leads to enterprise sales reps and they've built up significant goodwill from their users.

WHAT KEEPS FOUNDERS UP AT NIGHT?

DISTRIBUTION OF FOUNDER AGE

Percentage of Respondents

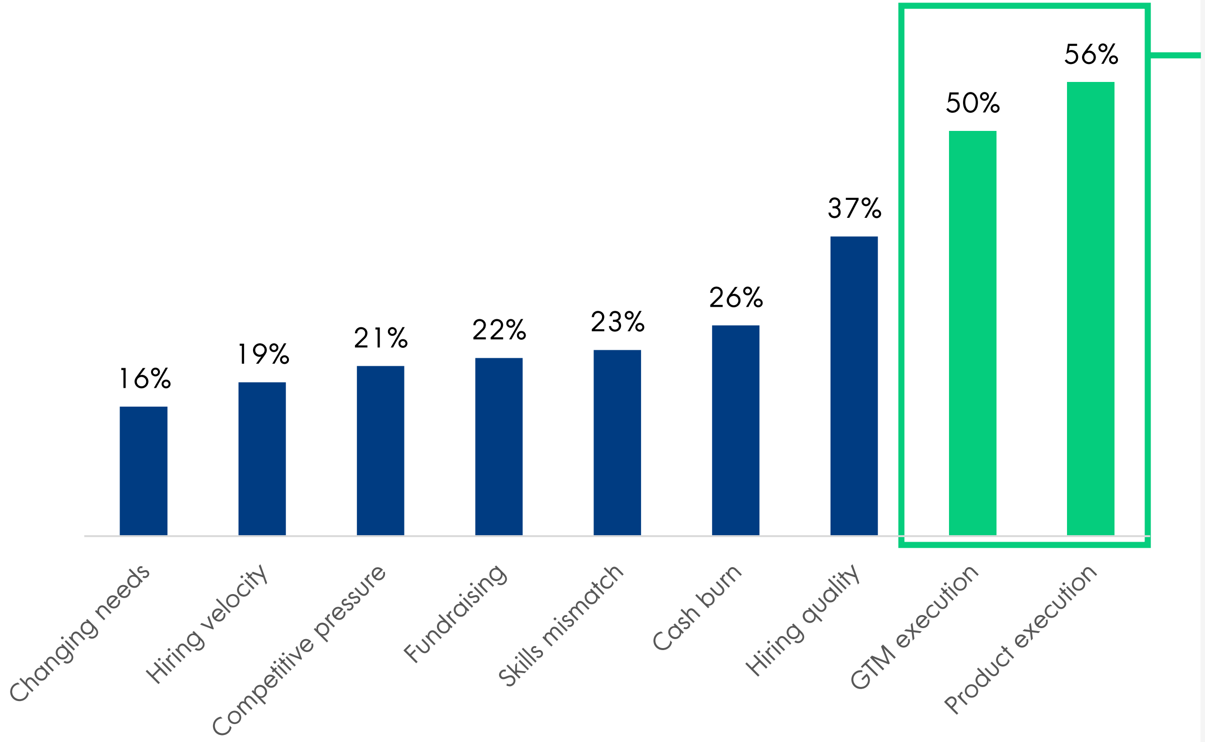


Three-quarters of founders were between 30-49 years old when they founded their company.

It takes more reps and time at the helm to gain the experience required to lead a software company and confidence to make the right investments in order to create shareholder value.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

TOP FOUNDER CONCERNS

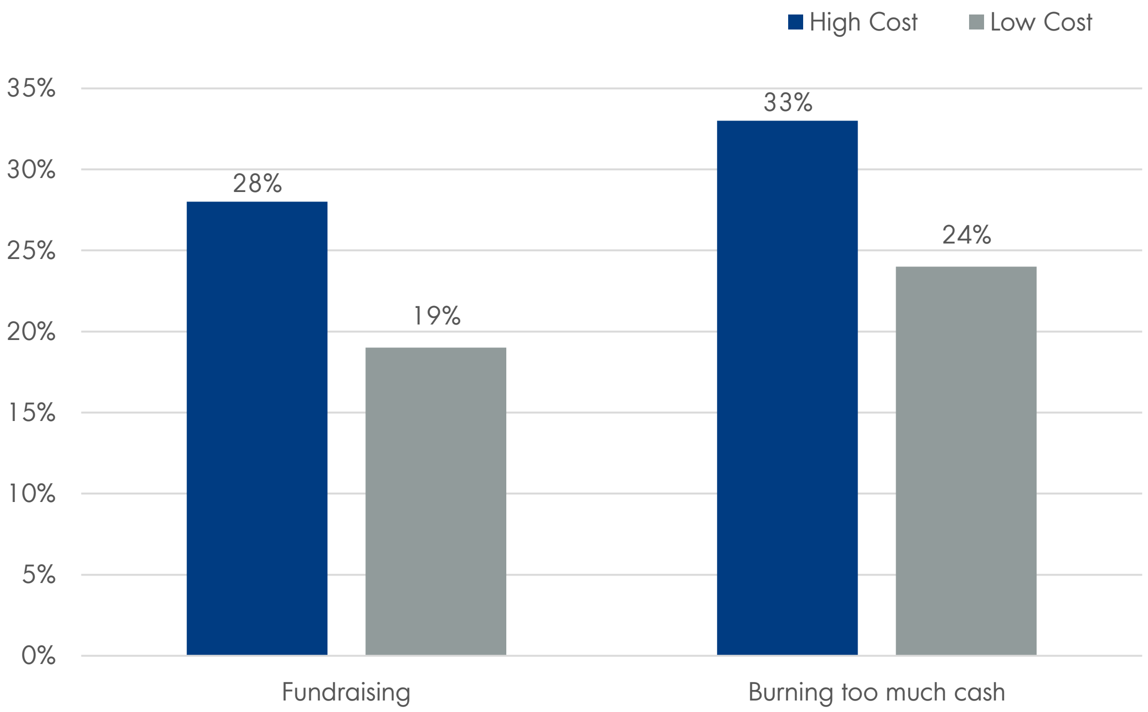


We learned that only two things really matter at the end of the day: **product execution and GTM execution**.

These were founders' top two concerns regardless of company size with just one exception (hiring was the #1 priority for those with $1-2.5M in ARR).

Source: 2019 OpenView SaaS Metrics Survey, N=639.

FOUNDER CONCERNS BY COST OF REGION



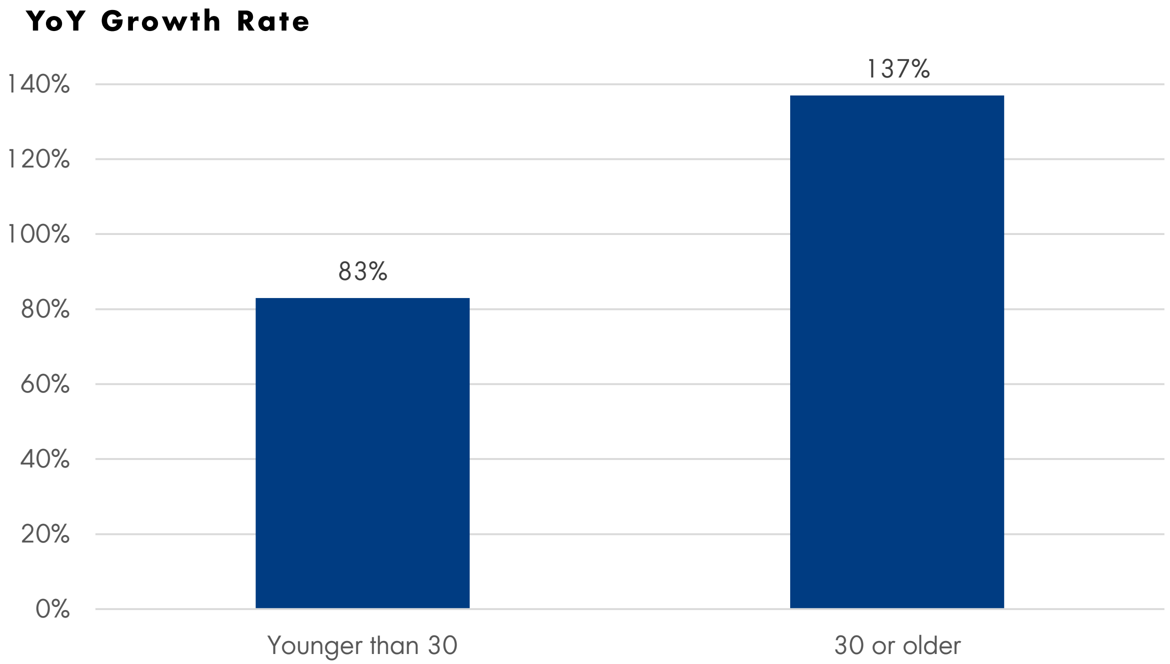
Source: 2019 OpenView SaaS Metrics Survey, N=639.

Note: High cost regions include Bay Area, Seattle, Denver / Boulder, Austin, New York, Boston, and D.C. Metro area.

Product and GTM execution concerns persist regardless of region, but founders in low cost regions are able to commit more time towards these issues.

These founders are less worried about keeping the lights on – they're 32% less concerned about fundraising and 27% less worried about cash burn.

GROWTH RATES BY FOUNDER AGE

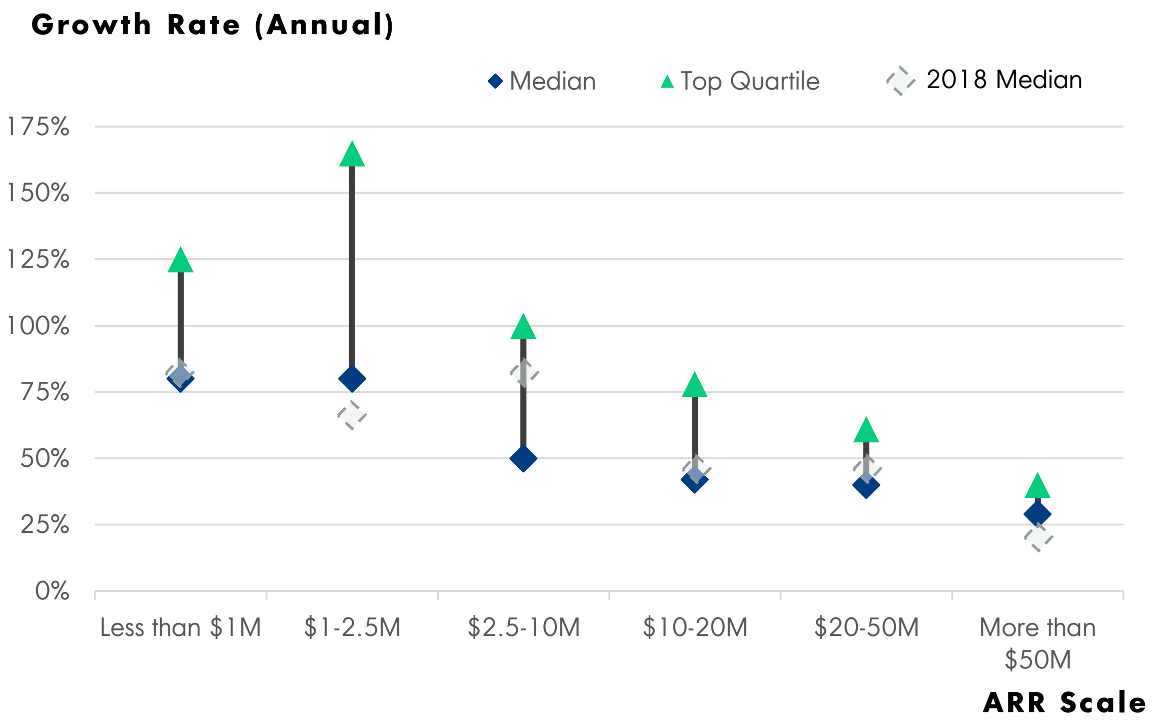


Founders over 30 years of age operate companies that perform better. They may not capture headlines, but these founders see 65% higher growth and 45% less monthly cash burn than their younger peers.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

GO-TO-MARKET INSIGHTS

GROWTH RATE BY COMPANY ARR



SaaS companies grow rapidly in the early stages – a typical company doubles YoY and a top quartile company nearly triples.

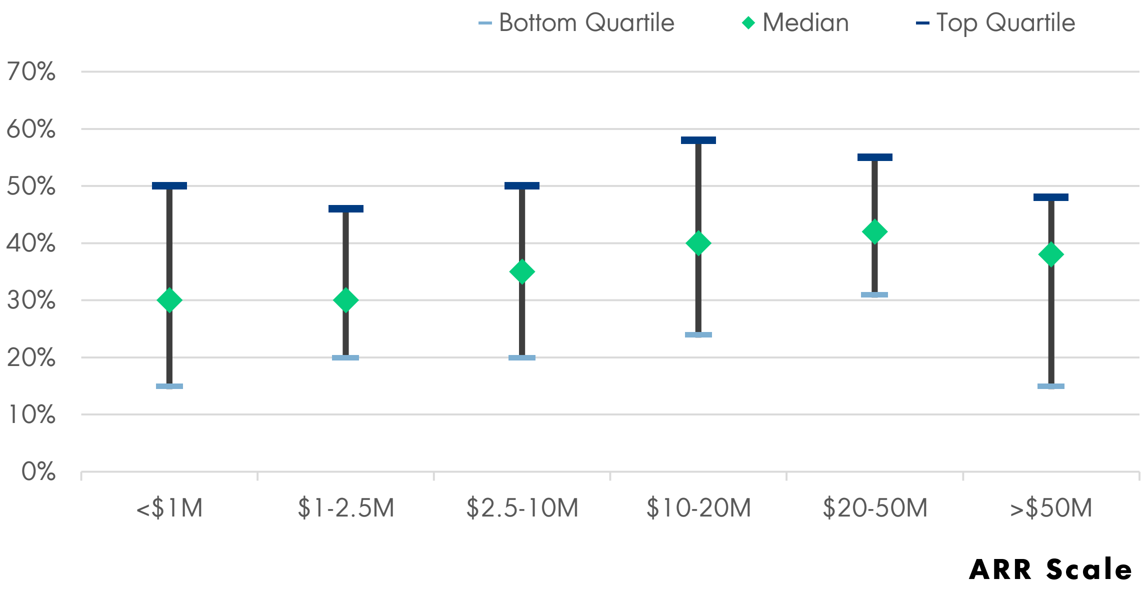
Revenue growth tends to decrease as companies approach $10M in ARR.

Growth rates are relatively unchanged compared to 2018 despite increased fundraising and burn levels (more on that later).

Source: 2019 OpenView SaaS Metrics Survey, N=639.

SALES AND MARKETING SPEND BY ARR

Sales and Marketing Spend (% of ARR)



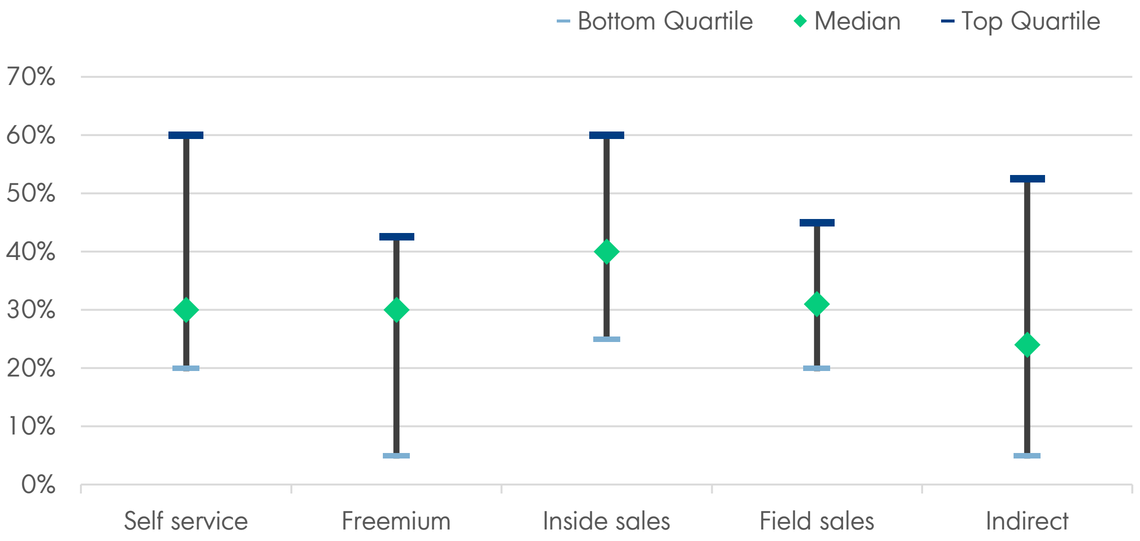
Sales and marketing spend are a SaaS company's largest areas of spend after they hit $2.5M of ARR, before that it is R&D.

Sales and marketing spend peaks when companies are scaling through Series C / D – watch out for inefficiency in spend and rising CAC Payback without corresponding improvements in growth.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

SALES AND MARKETING SPEND BY DOMINANT SALES CHANNEL

Sales and Marketing Spend (% of ARR)



Dominant Sales Channel[1]

Median sales and marketing spend is highest for companies primarily generating revenue through inside sales.

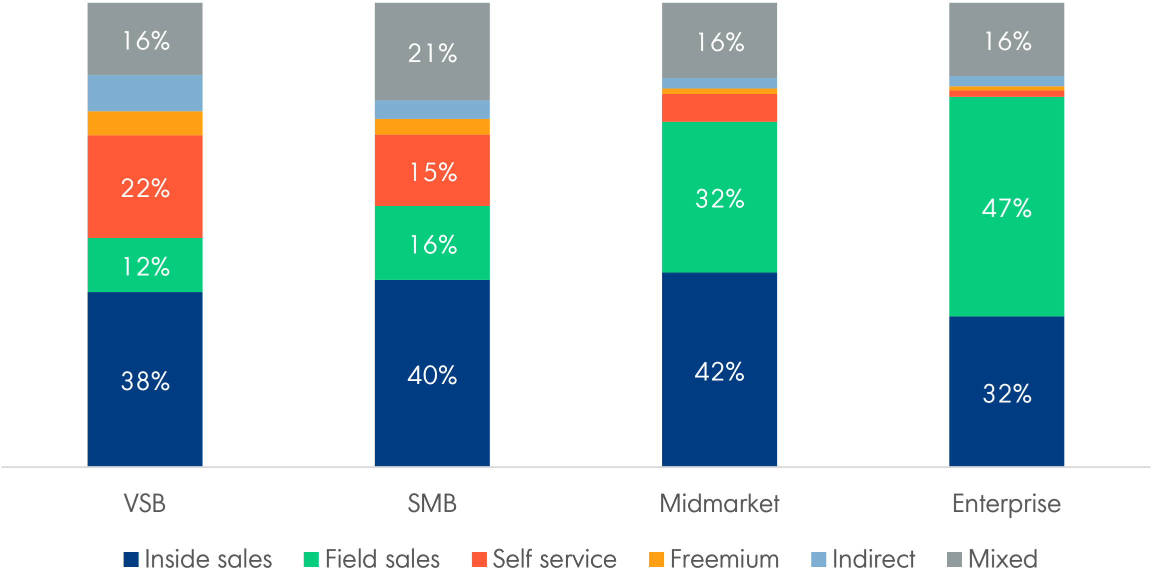
Best-in-class companies selling primarily through self service and freemium can bring sales and marketing spend below 20% of ARR.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

1. Dominant sales channel accounts for >50% of ARR.

DOMINANT SALES CHANNEL[1] BY CUSTOMER TYPE

Sales Channel Mix (% of ARR)



Target Customer Type

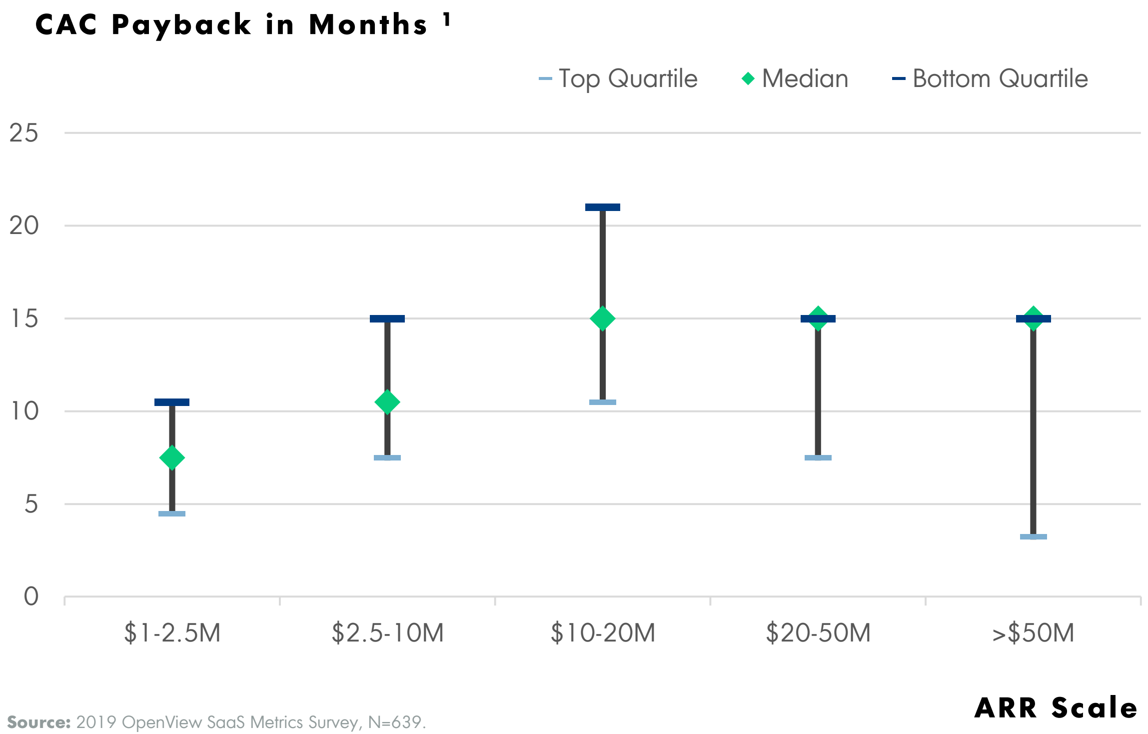
Inside sales is the most popular sales channel in SaaS and is used to reach customers of all sizes, even very small businesses.

Make sure sales channels are supported by your average deal size (do you make enough to pay competitive sales commissions?) and how your customers prefer to buy.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

1. Dominant sales channel accounts for >50% of ARR.

MONTHS TO RECOVER CAC (CAC PAYBACK)



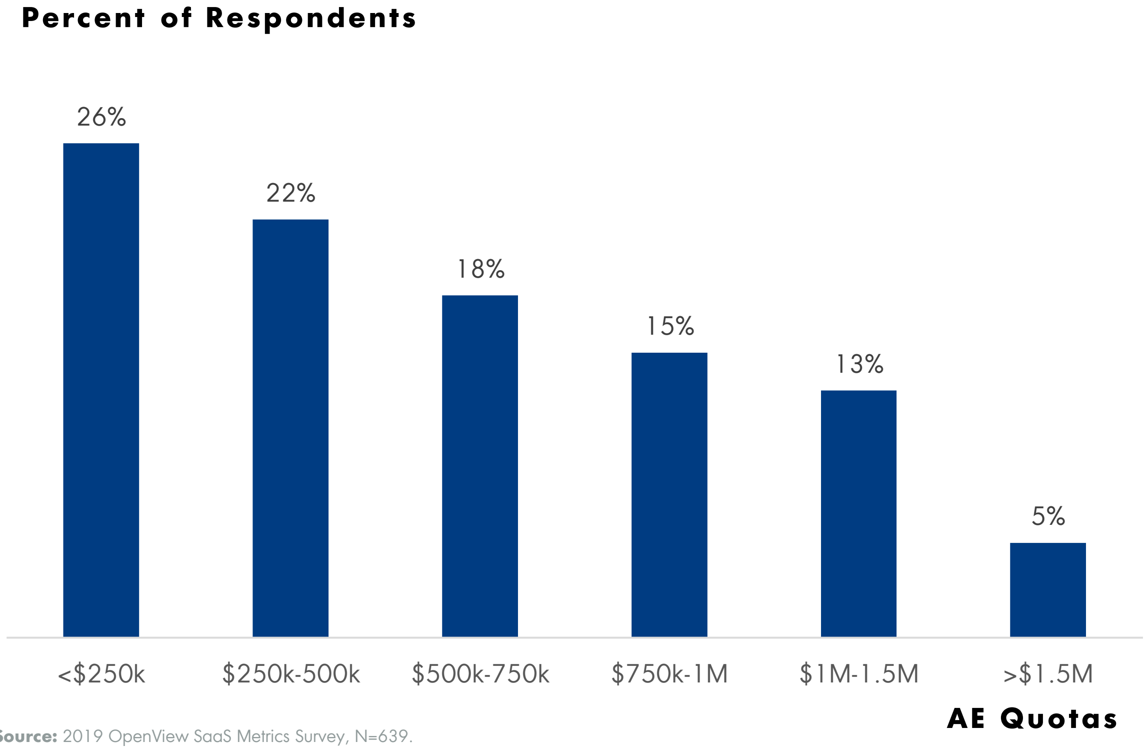
Source: 2019 OpenView SaaS Metrics Survey, N=639.

1. Excluded companies <$1M ARR because they don't have enough data for predictable CAC payback..

CAC payback lengthens when companies achieve greater ARR scale – watch out for worsening your go-to-market efficiency as you grow.

In our opinion, companies are still under-reporting their true CAC Payback period. Be sure your payback is fully loaded (including overhead like rent) and that it is gross margin affected.

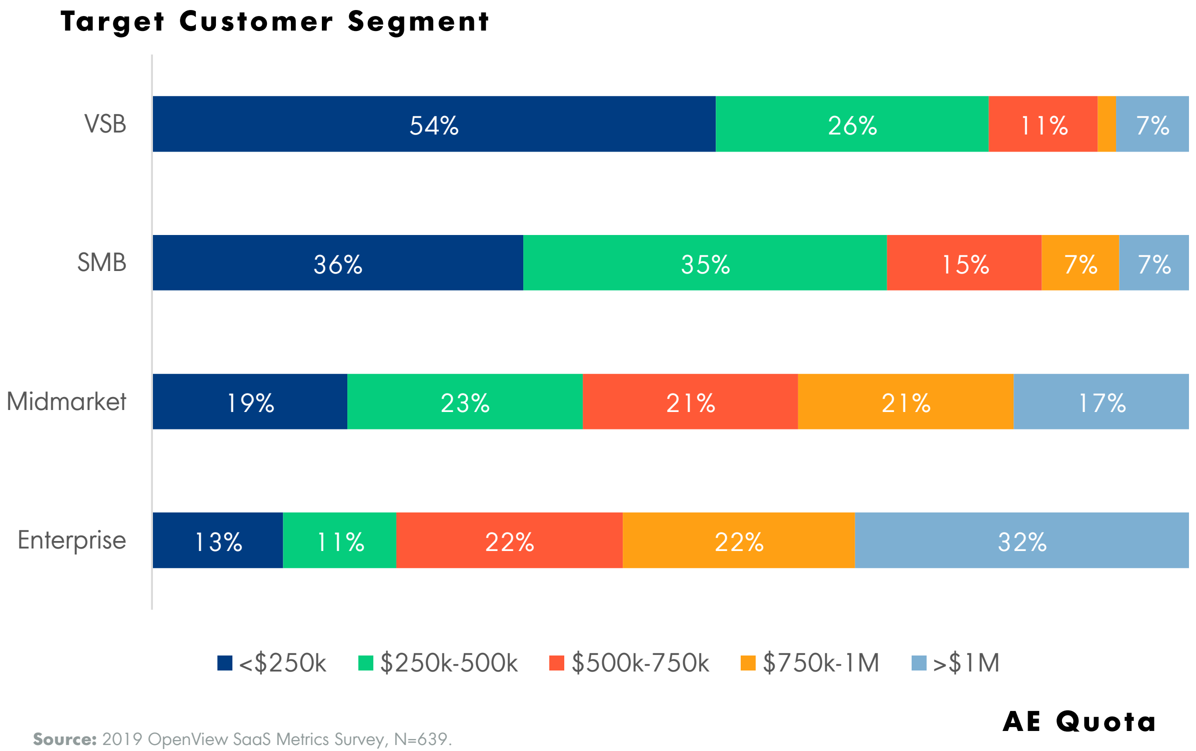
DISTRIBUTION OF AE QUOTAS



Source: 2019 OpenView SaaS Metrics Survey, N=639.

Median rep quota was between $500k-750k, but there's significant variance across companies. See next page for summary of quota by target customer segment.

DISTRIBUTION OF AE QUOTAS BY TARGET CUSTOMER SEGMENT



Source: 2019 OpenView SaaS Metrics Survey, N=639.

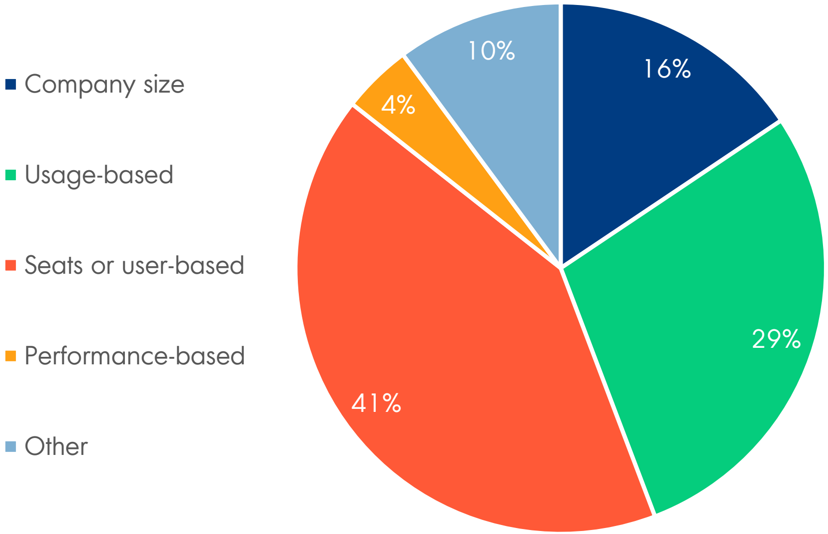
Reps' quotas generally increase with the size of a company's target customers.

1 in 3 enterprise AEs has a quota in excess of $1M, compared to less than 1 in 10 for VSB/SMB reps. Make sure that reps are "paying for themselves" – a quota of 5x OTE is a safe rule of thumb per other studies.

PRICING INSIGHTS

PRIMARY PRICING METRIC

Distribution of Respondents

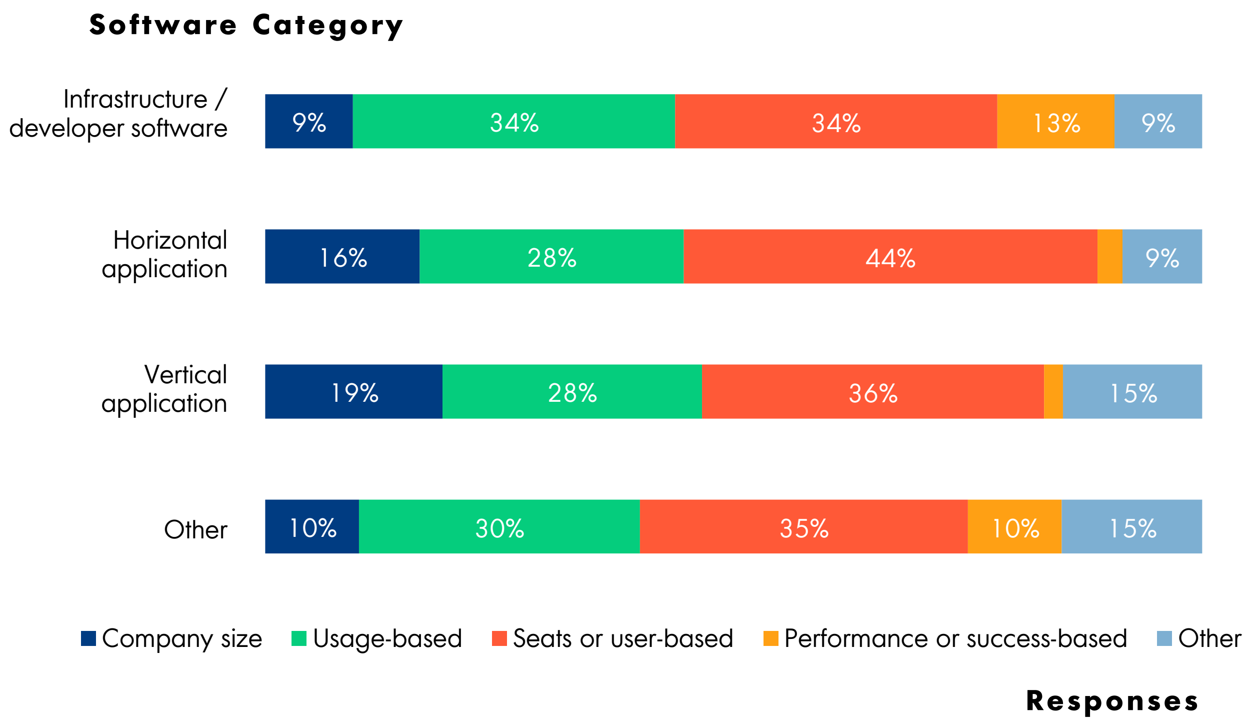


Source: 2019 OpenView SaaS Metrics Survey, N=639.

Charging based on users is still the primary approach for software companies.

Relative to last year, we're seeing an increase in the number of companies that charge based on company size.

PRIMARY PRICING METRIC

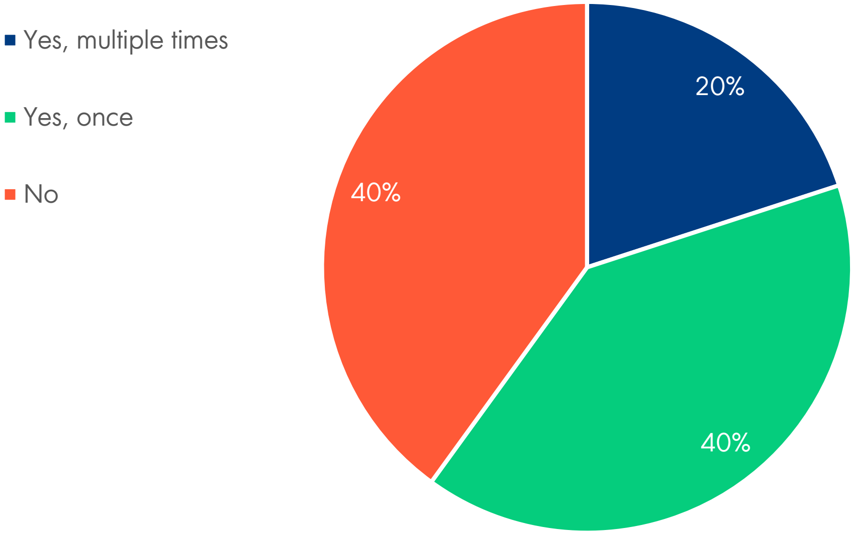


Source: 2019 OpenView SaaS Metrics Survey, N=639.

As with 2018, horizontal applications keep to the course of user-based pricing paved by SaaS bellwethers like Salesforce.

Similarly, we've continued to observe more openness to newer pricing models (usage-based) amongst infrastructure software vendors, led by the success of AWS.

PRICING CHANGES



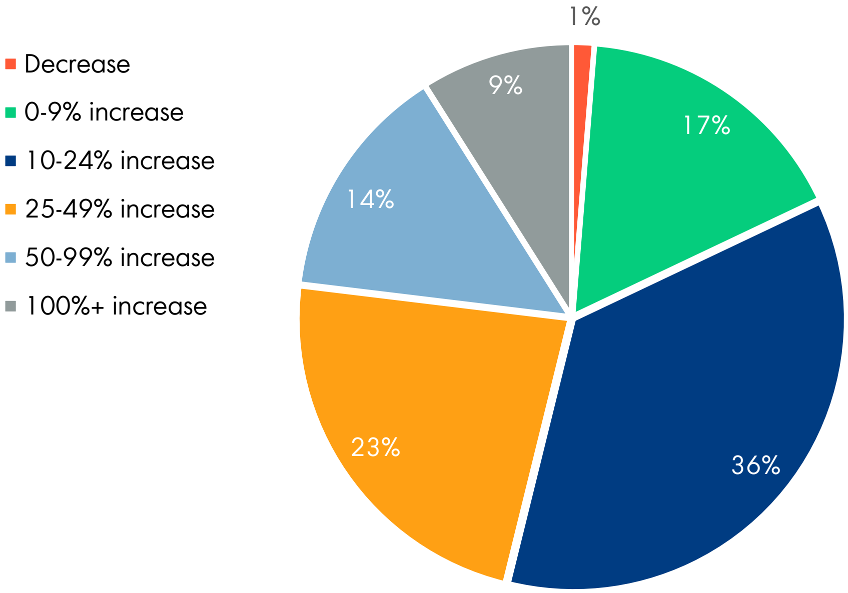
3 in 5 of companies surveyed changed their pricing last year with 1 in 5 changing pricing multiple times.

Pricing changes are generally extremely impactful to growth, gross margin and profitability – see next slide for more detail.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

IMPACT OF PRICING CHANGES ON ARR GROWTH

Distribution of Respondents

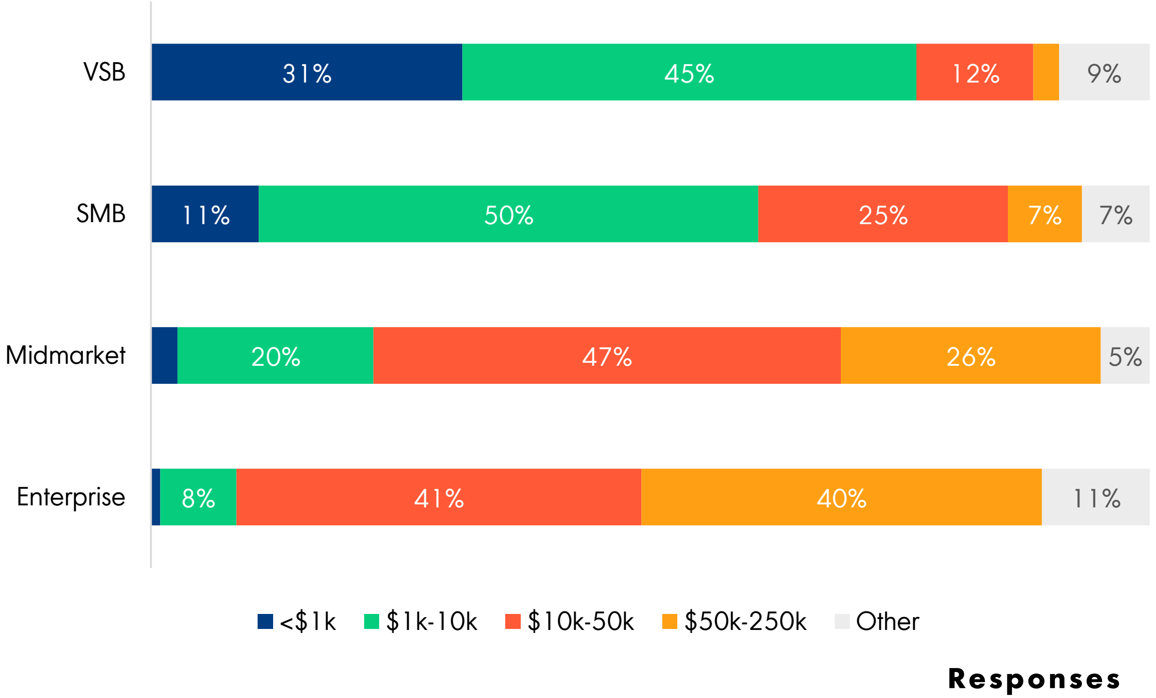


Among the companies that changed pricing, just 1% expected ARR to decrease as a result.

By contrast, the median impact of a pricing change was more than 25% increase in ARR growth.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

ACV BY TARGET CUSTOMER TYPE

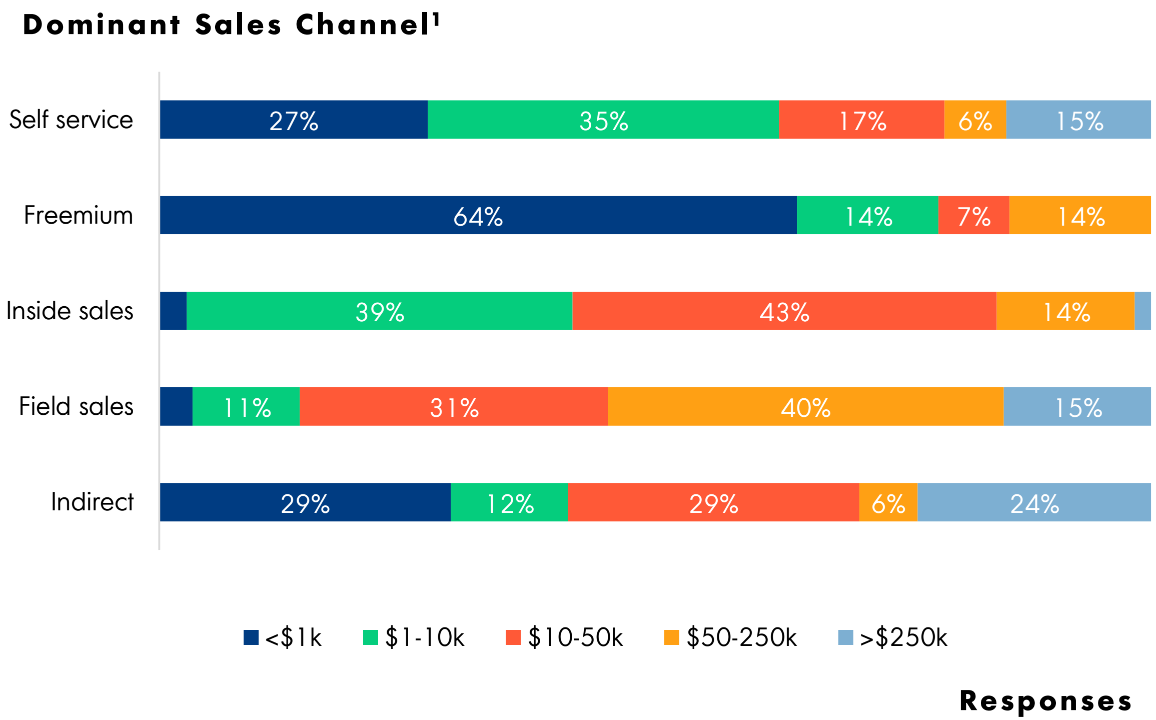


Source: 2019 OpenView SaaS Metrics Survey, N=639.

There's a strong correlation between target customer size, sales channel and ACV.

Take a close look at your ACV and target market to understand whether you're on track to build an enduring business (pro tip: stop selling Enterprise deals for <$25k).

ACV BY DOMINANT SALES CHANNEL

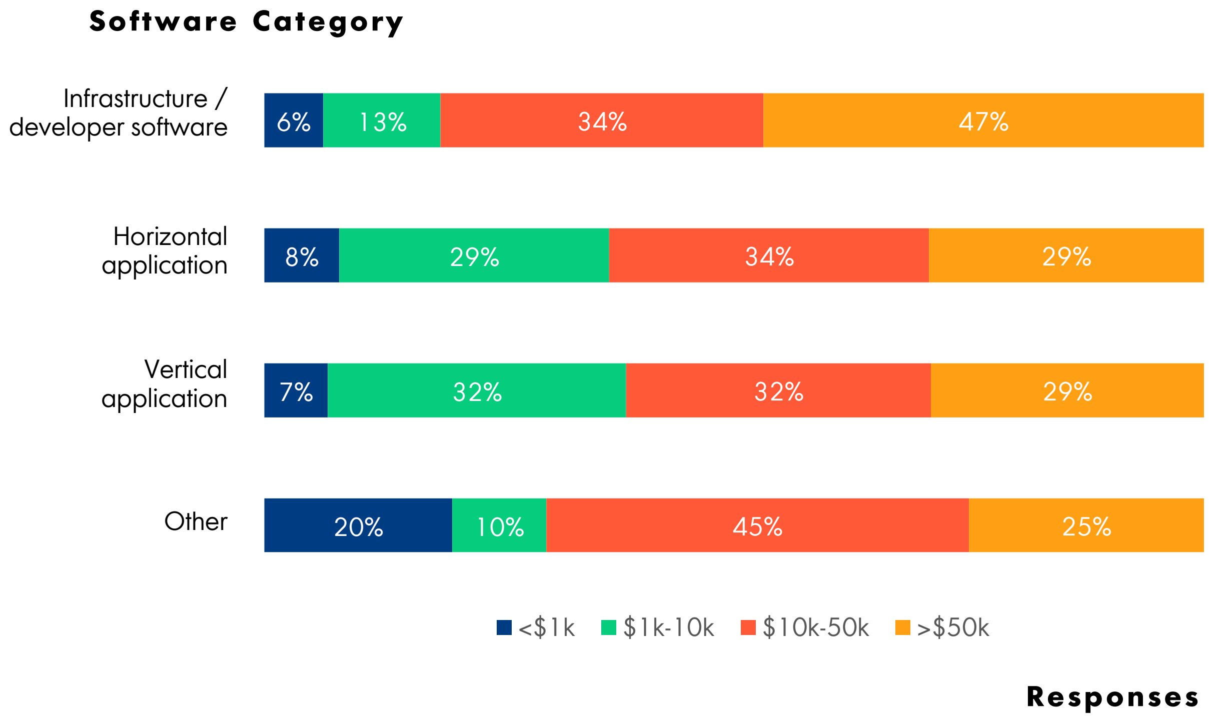


No-touch channels like self service and freemium generally start with smaller initial ACVs as individual users or teams get familiar with the product – once companies get a "foot in the door" there can be significant potential for expansion.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

1. Dominant sales channel accounts for >50% of ARR.

ACV BY SOFTWARE TYPE

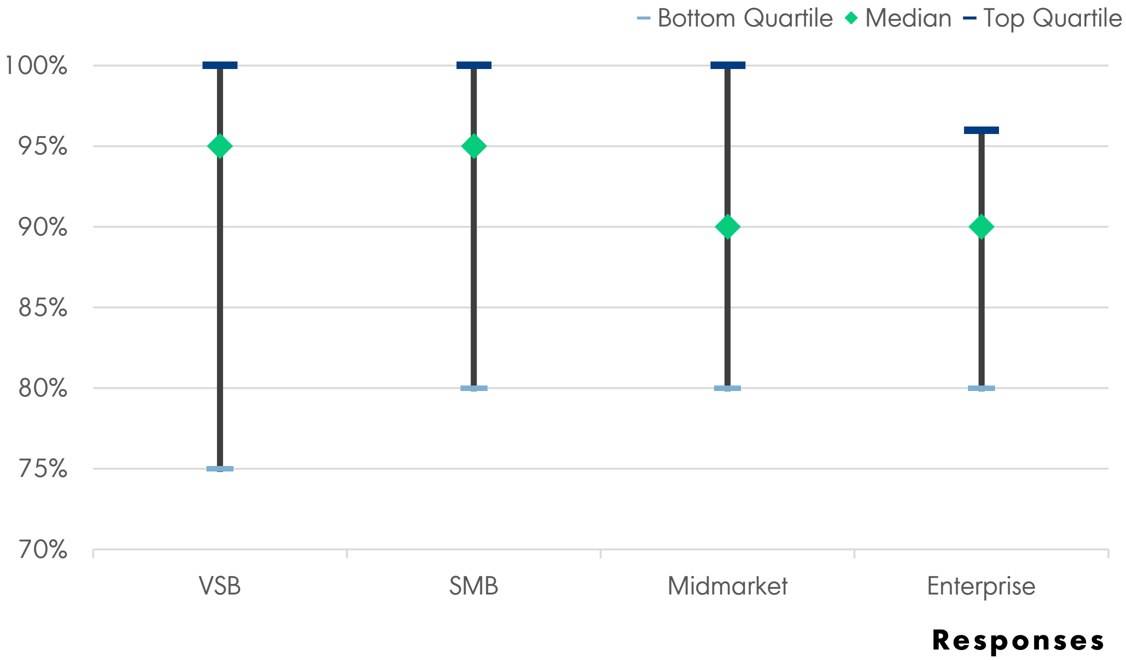


As in prior years, infrastructure / developer software companies continue to achieve the highest ACV levels – usage-based pricing models in particular can drive further ACV expansion.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

FINANCIAL & OPERATING INSIGHTS

PERCENT REVENUE FROM SUBSCRIPTION BY TARGET CUSTOMER TYPE

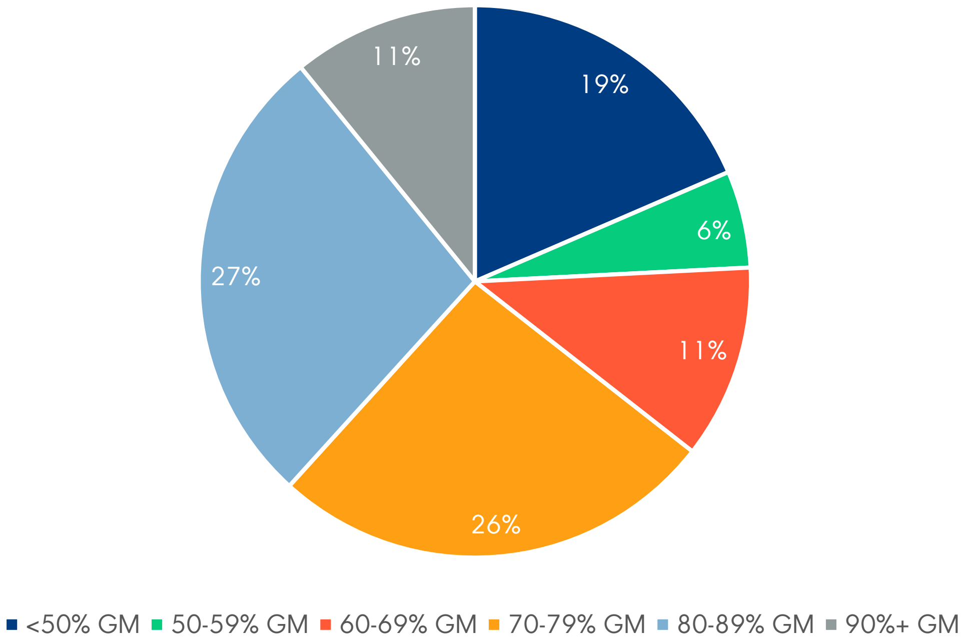


Source: 2019 OpenView SaaS Metrics Survey, N=639

Companies targeting smaller customers earn a greater share of their revenue from subscriptions.

Companies selling to enterprise customers generally layer services on top of subscriptions. Per research on public SaaS company valuation, revenue is treated equal so long as more than 80% comes from subscriptions.

GROSS MARGIN ON SUBSCRIPTIONS



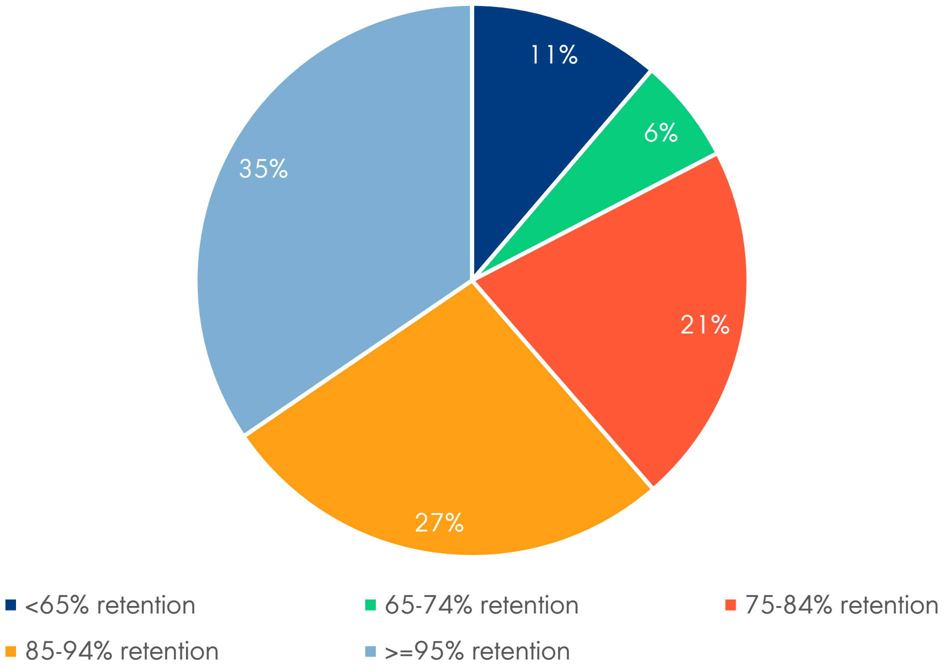
Source: 2019 OpenView SaaS Metrics Survey, N=639.

Gross margin is a key and often overlooked lever in any business – more than half of companies surveyed have gross margins in excess of 70%. Best-in-class companies across all ARR scales see gross margins of at least 80%.

As a reminder, gross margin should always include hosting, as well as any services and customer onboarding costs.

LOGO RETENTION RATES

Logo Retention Rates (Annual)



Source: 2019 OpenView SaaS Metrics Survey, N=639.

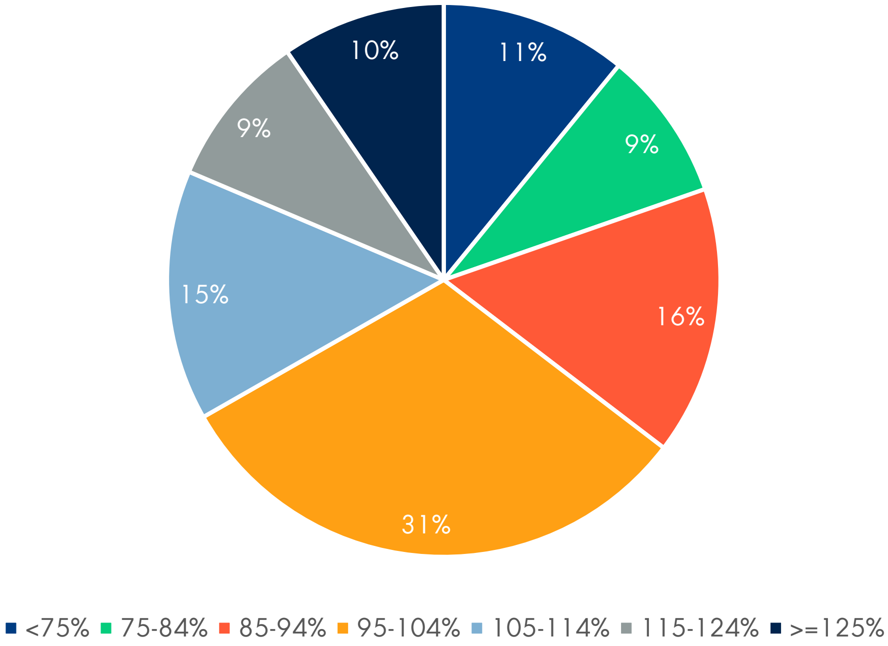
Top tier companies see logo retention rates of at least 85%. Be careful of accelerating your sales and marketing spend if you have a churn problem!

Median retention rates do differ depending on deal size:

- <$1k: 71%
- $1-5k: 83%
- $5k-25k: 90%
- $25k-100k: 90%
- $100-250k: 93%

NET DOLLAR RETENTION RATES

Net Dollar Retention Rates (Annual)



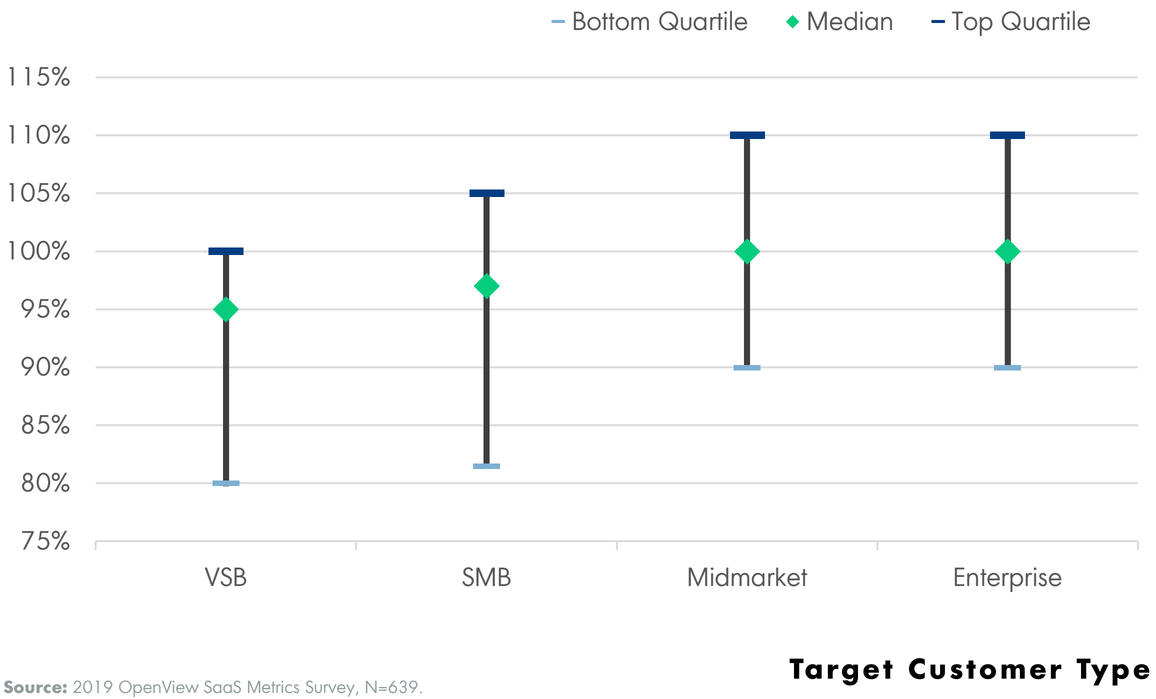
Source: 2019 OpenView SaaS Metrics Survey, N=639.

About 1 in 3 companies surveyed reported net dollar retention over 105% and 1 in 10 reported NDR over 125%.

Net dollar retention tells the whole story about what is happening within your customer base and should be tracked at the cohort level to visualize trends over time.

NET RETENTION BY TARGET CUSTOMER TYPE

Net Dollar Retention Rates (Annual)

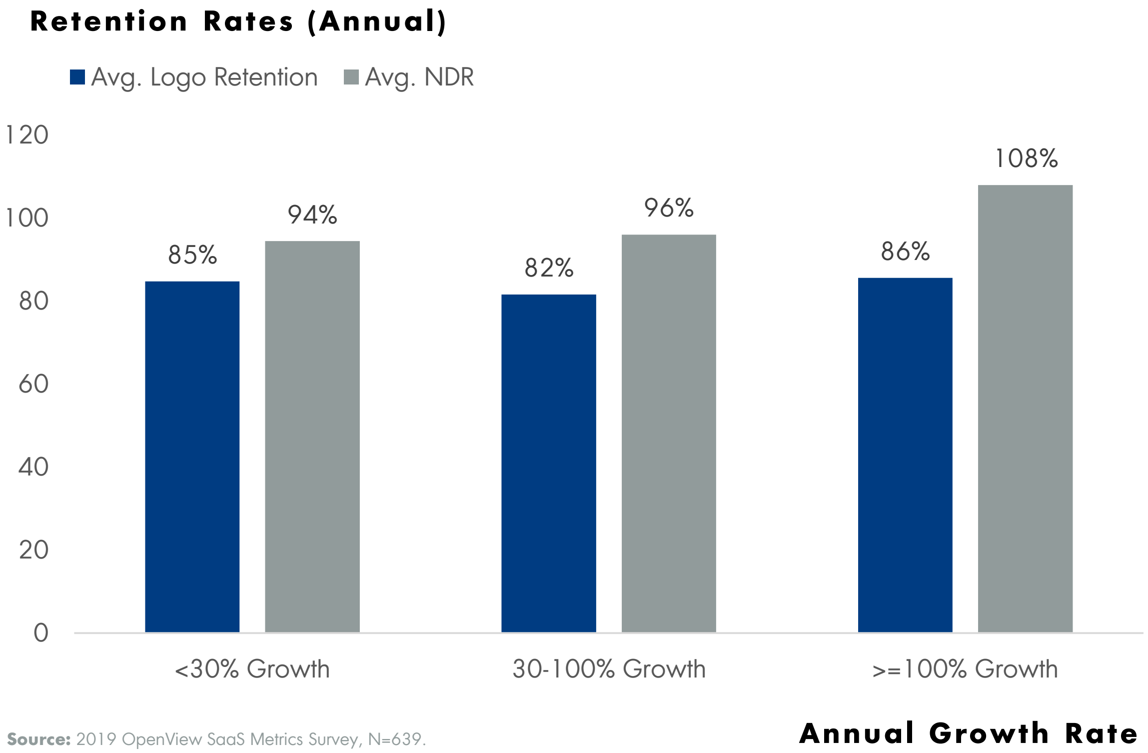


Source: 2019 OpenView SaaS Metrics Survey, N=639.

Net retention is considerably higher for companies targeting midmarket or enterprise companies than for those targeting VSB/SMB companies.

Regardless of segment, a competitive NDR rate lies between 100% and 110%.

RETENTION RATES VS. GROWTH

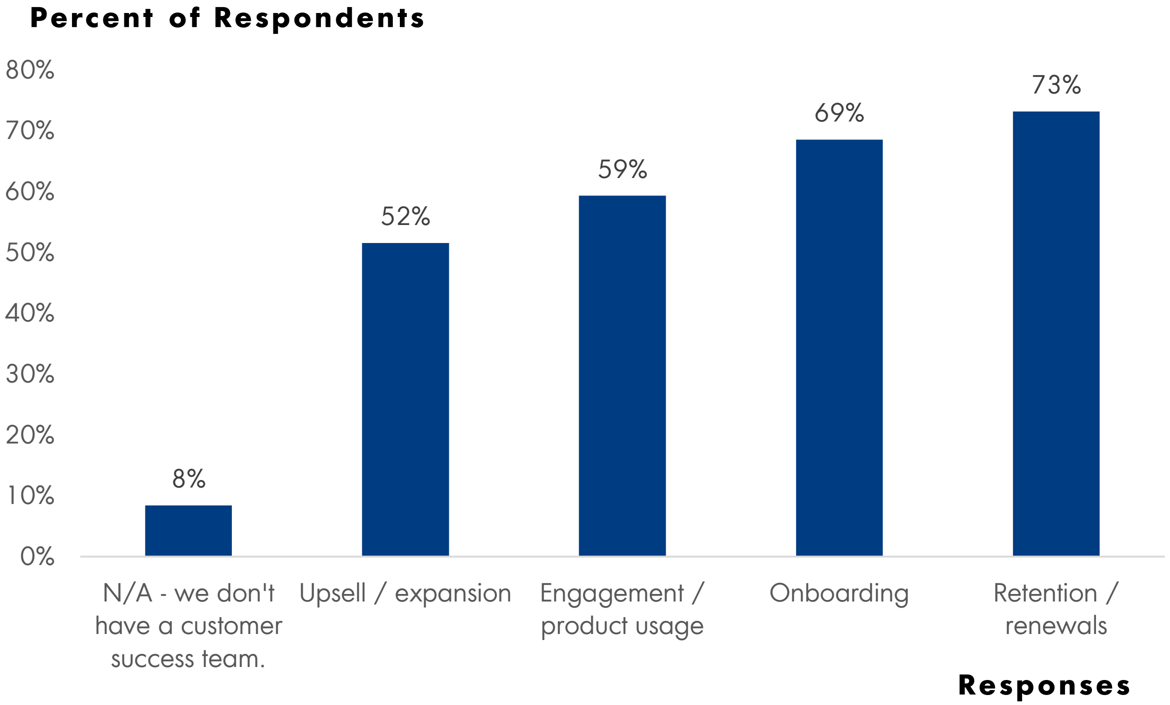


Source: 2019 OpenView SaaS Metrics Survey, N=639.

The ability to expand new customers facilitates rapid growth. The fastest growing companies see >100% net dollar retention.

For comparison, median net dollar retention for public companies was 107% (at the time of S-1 filing).

RESPONSIBILITES OF CUSTOMER SUCCESS

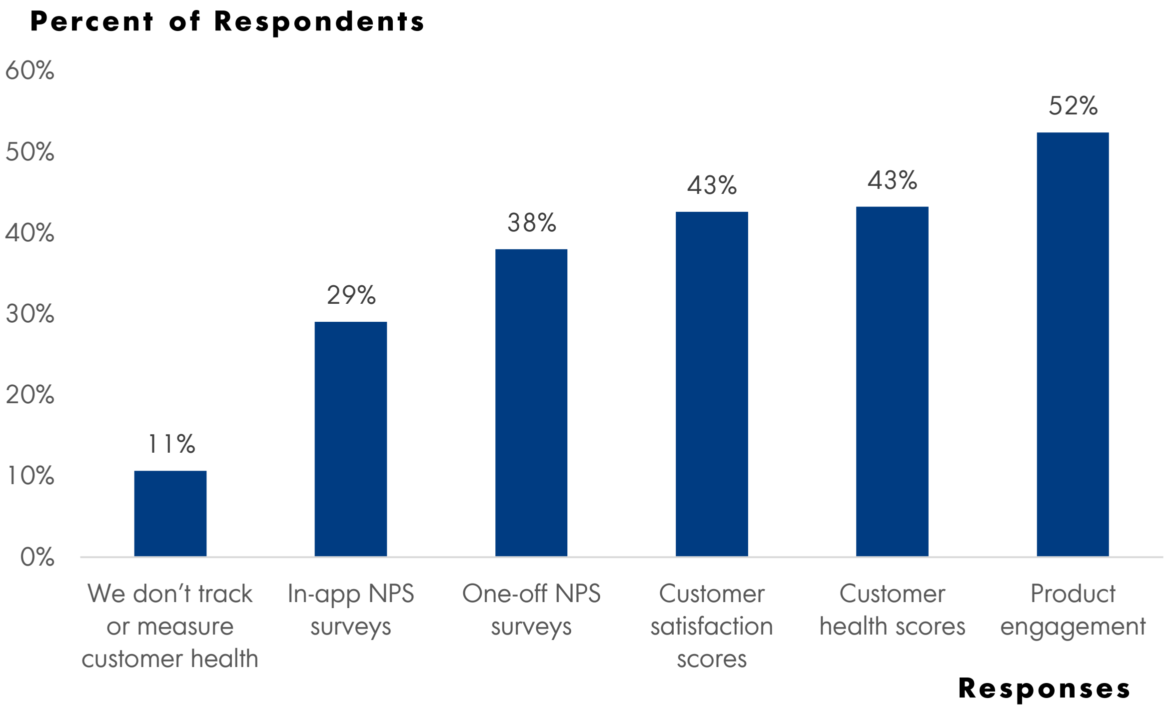


Source: 2019 OpenView SaaS Metrics Survey, N=639.

Less than 1 in 10 of the companies surveyed lacked a customer success team – these teams are primarily tasked with managing retention.

Upsell and expansion are less common for CS to own and companies are split on whether CS, sales or a hybrid resource owns expansion.

METHODS OF TRACKING CUSTOMER HEALTH

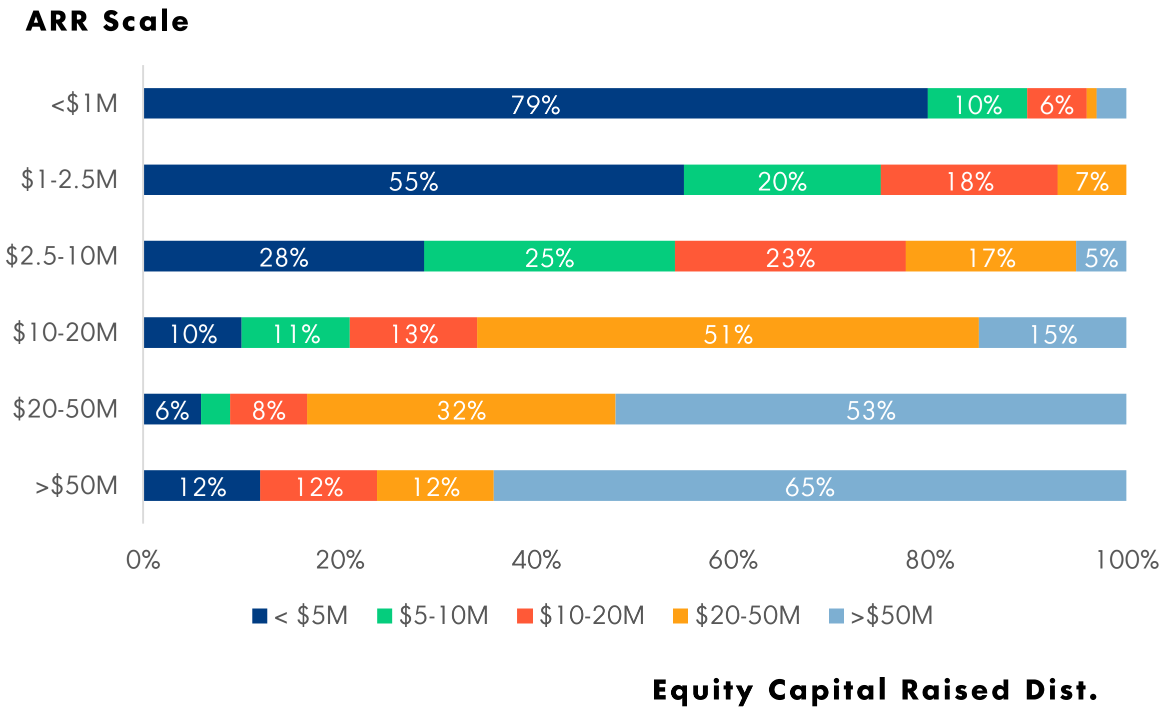


Source: 2019 OpenView SaaS Metrics Survey, N=639.

Most companies surveyed are utilizing product engagement data to track customer health – this is beginning to become table stakes when it comes to understanding your users.

Nearly 9 in 10 companies reported efforts to measure customer health.

EQUITY CAPITAL RAISED BY ARR

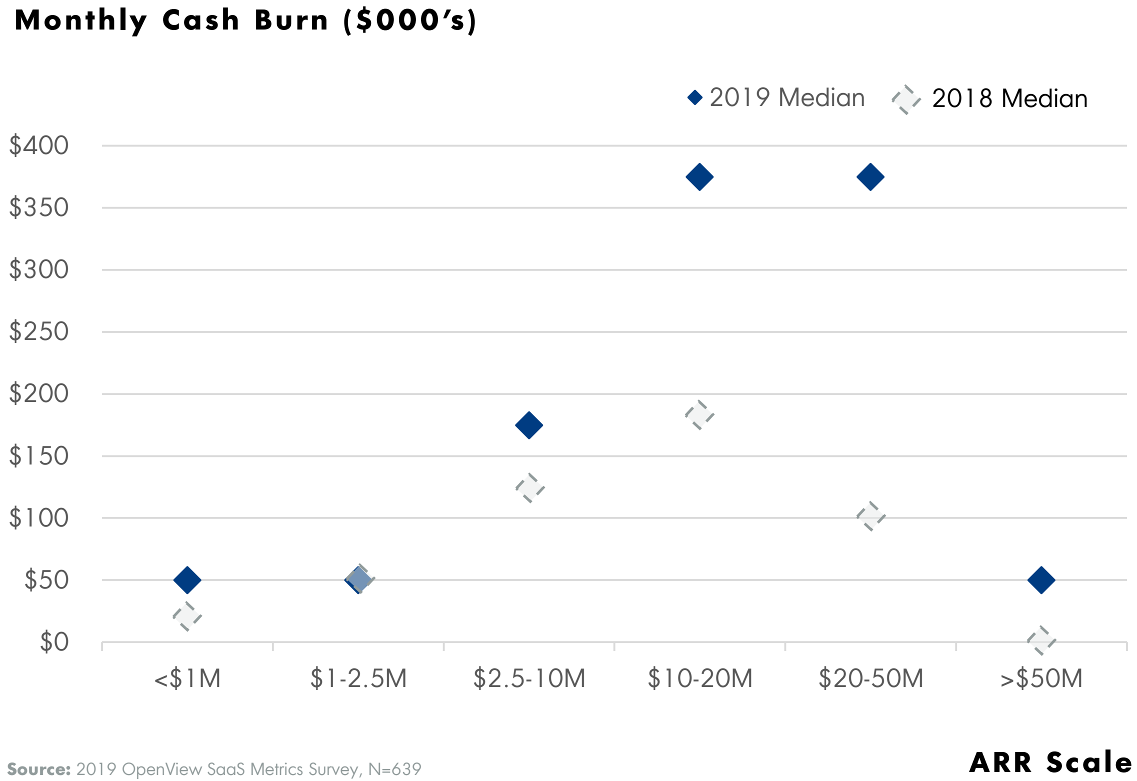


Source: 2019 OpenView SaaS Metrics Survey, N=639.

Companies are raising more equity capital at earlier stages – double the number of companies between $2.5-10M and $10-20M of ARR have raised >$50M vs. 2018.

This coincides with the rise of VC growth funds, mega-rounds and record-breaking VC fund sizes as well as PE firms diversifying strategies in order to deploy capital. As companies raise more capital, it is no surprise burn has increased (see next slide).

MONTHLY CASH BURN



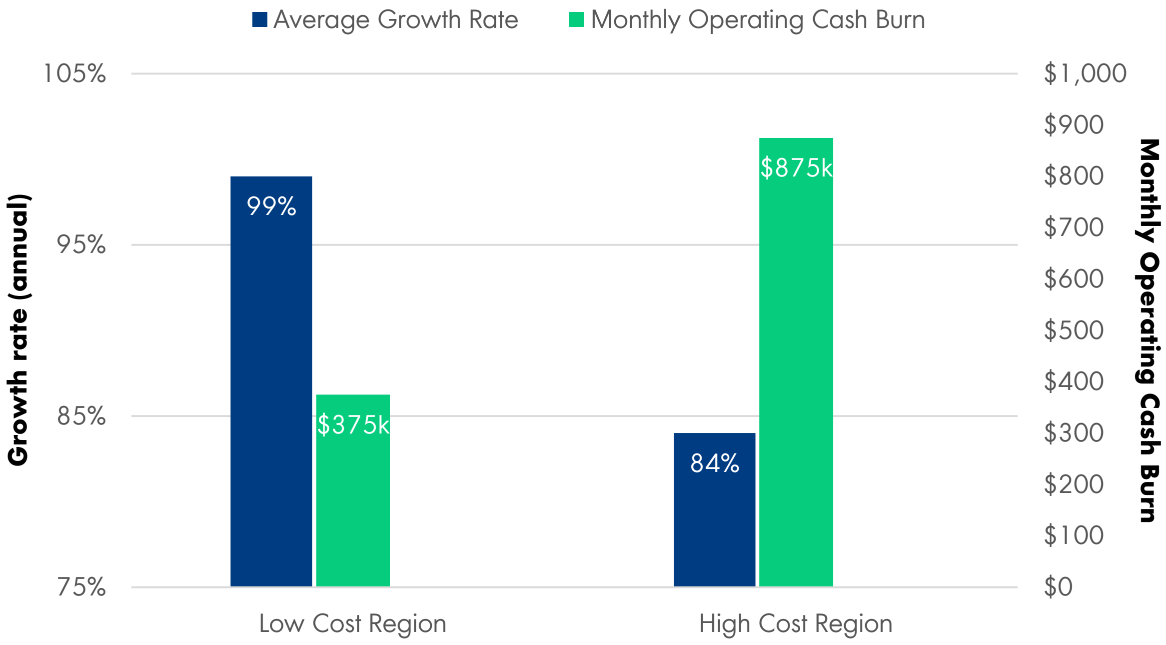
Source: 2019 OpenView SaaS Metrics Survey, N=639

Armed with record amounts of cash, SaaS companies are burning far more than last year.

For companies with $10-20M in ARR, median burn is $375k per month (up from $183k) and the highest quartile is now burning $625k per month.

Burn rates have increased the most among companies with $20-50M in ARR.

CASH BURN AND GROWTH BY COST OF REGION



Companies headquartered outside of tech meccas perform as well or better. In fact, the best companies are growing 20% faster and realize 20-30% greater sales efficiency at scale.

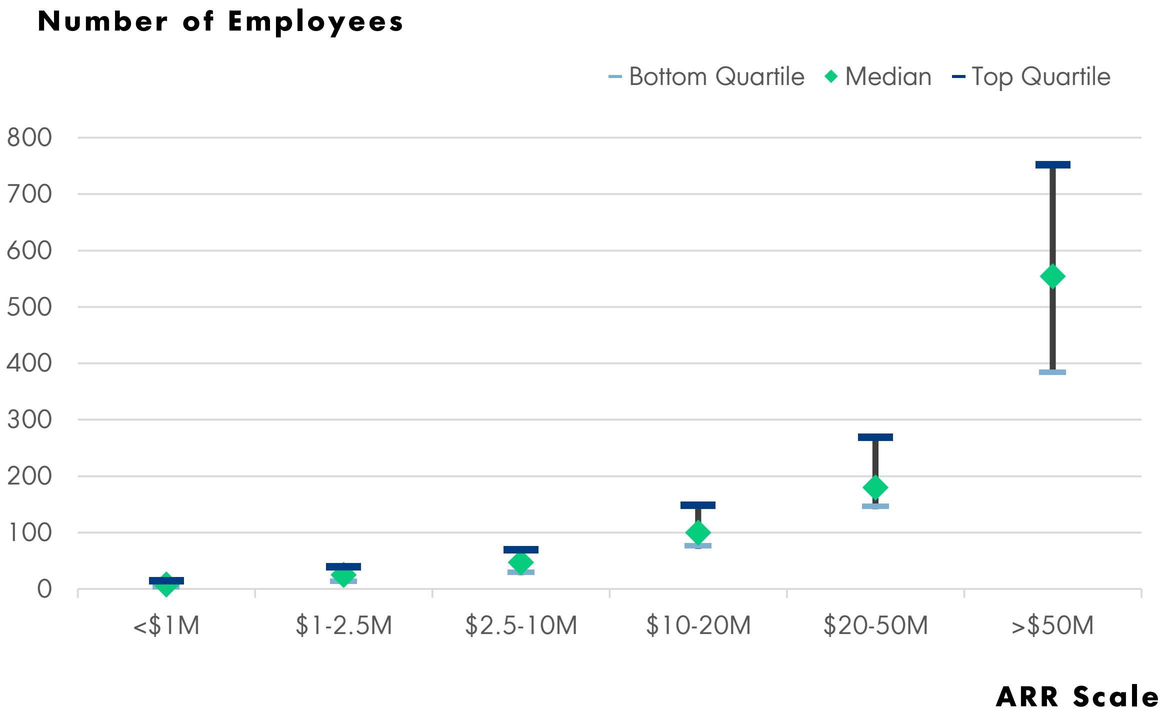
Startups in high-cost regions burn 133% more than their peers in low-cost areas.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

Note: High cost regions include Bay Area, Seattle, Denver / Boulder, Austin, New York, Boston, and D.C. Metro area.

TALENT INSIGHTS

NUMBER OF EMPLOYEES BY ARR SCALE

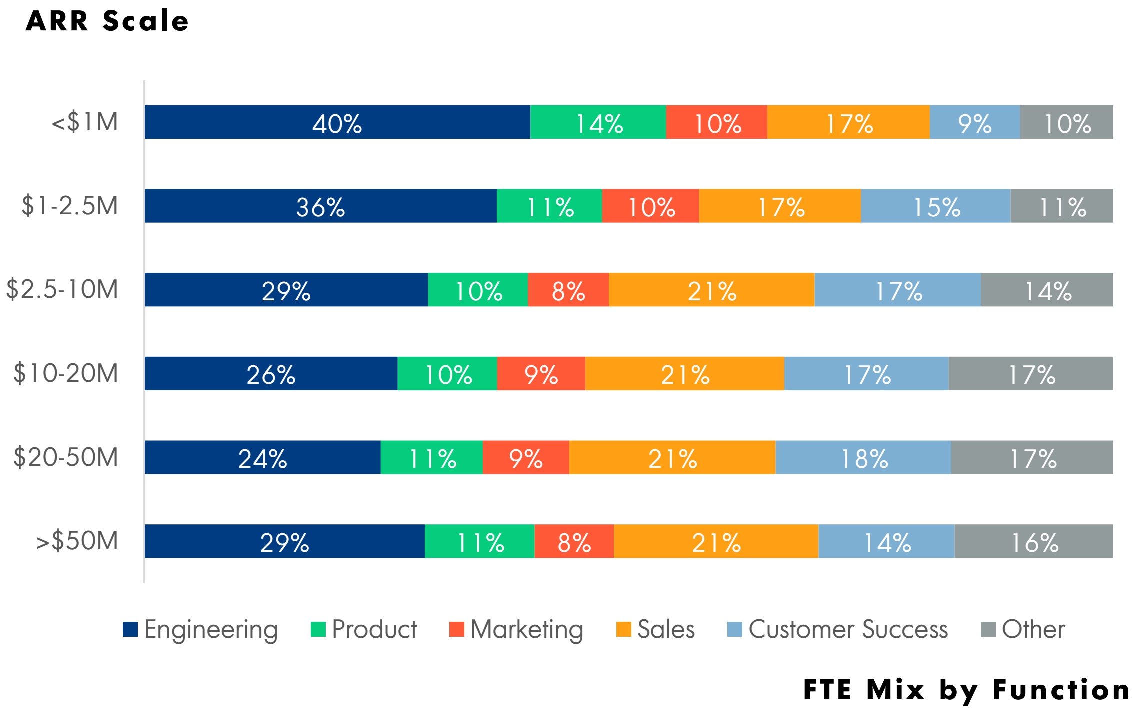


Source: 2019 OpenView SaaS Metrics Survey, N=639.

In the early stages, companies have one employee for every $100,000 in ARR. As companies scale to $20M, that figure jumps to $150,000. Best-in-class is $200,000+.

On average, 31% of employees are in Engineering and another 20% are in Sales. The next largest functions are Customer Success (15%) and Product (11%).

MIX OF EMPLOYEES BY FUNCTION, BY ARR SCALE



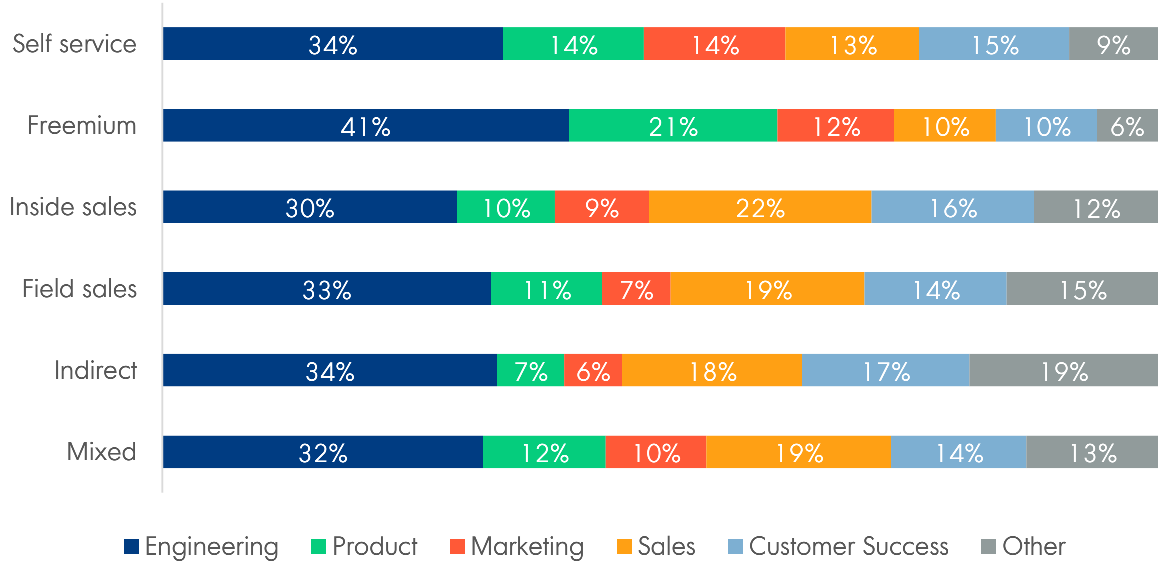
At the early stages, most startup employees are in Product & Engineering roles.

As companies expand, they need to rapidly grow Customer Success and specialized functions, such as Recruiting and Finance.

Source: 2019 OpenView SaaS Metrics Survey, N=420. Other includes Finance, Ops, HR, Talent.

MIX OF EMPLOYEES BY FUNCTION, BY DOMINANT SALES CHANNEL

ARR Scale



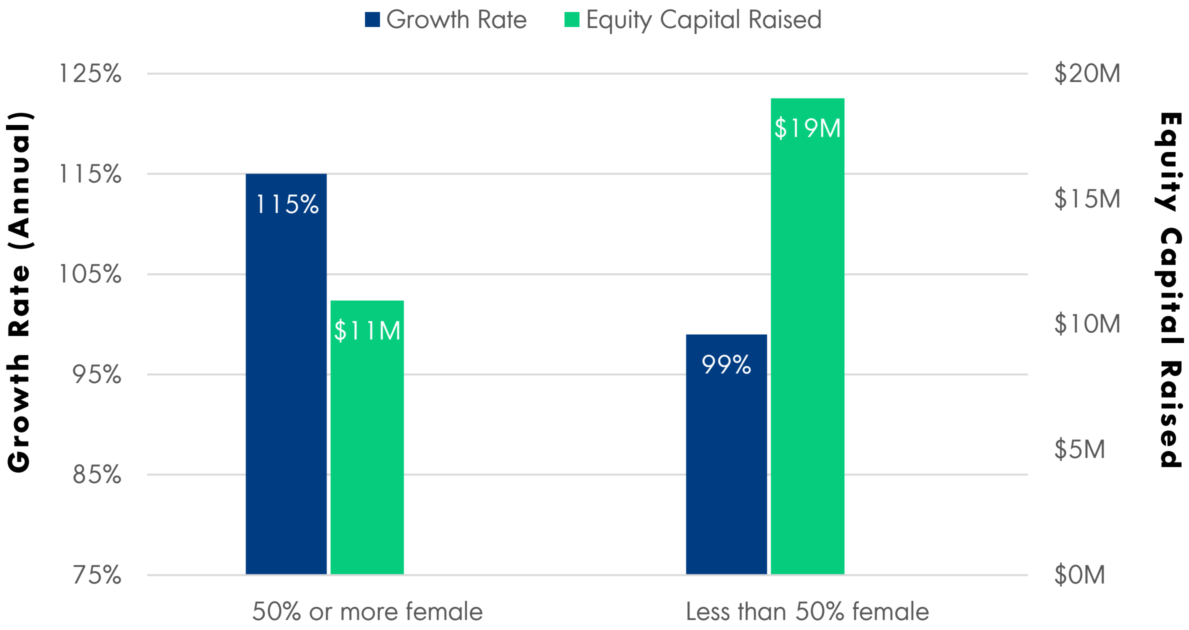
FTE Mix by Function

Companies leveraging self service or freemium channels commit a greater proportion of their resources to engineering and product – this is particularly evident in PLG companies who rely on organic strategies and product awareness to drive inbound demand.

Source: 2019 OpenView SaaS Metrics Survey, N=420. Other includes Finance, Ops, HR, Talent.

1. Dominant sales channel accounts for >50% of ARR.

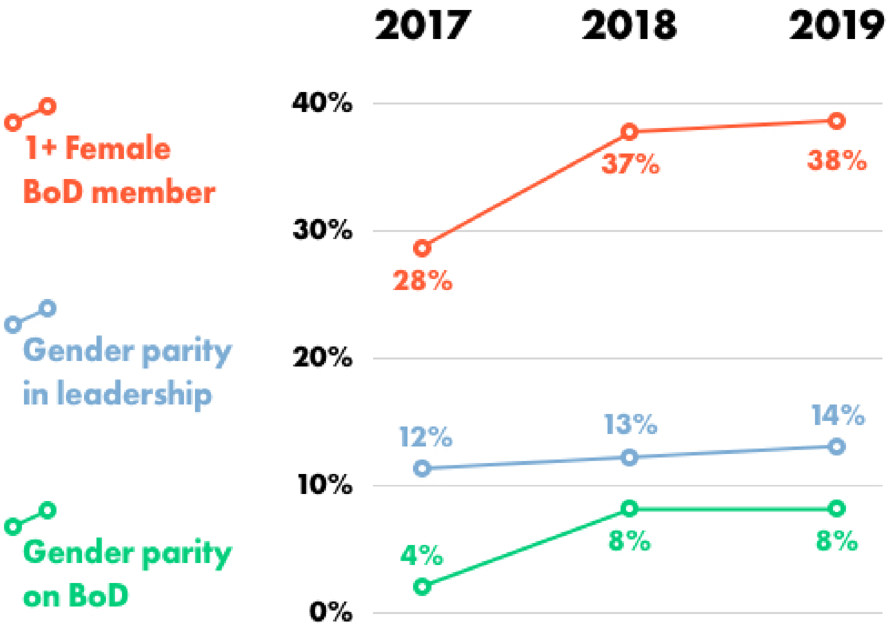
FEMALE-LED TEAMS PERFORM BETTER, BUT RAISE LESS CAPITAL



Source: 2019 OpenView SaaS Metrics Survey, N=639.

While female-led teams outperform their peers (faster growth), they are doing so with far less capital ($11M vs. $19M) and they're 50% more likely to report fundraising as a concern.

PROGRESS ON GENDER EQUALITY



Larger companies continue to fare slightly better when it comes to gender diversity within management teams but after notable progress in 2018, we're seeing stagnation this year.

38% of respondents had one or more female BoD member, which is nearly unchanged from last year (albeit up from 2017). Meanwhile, still 8% had gender parity on the BoD and 14% had parity among their leadership team.

Source: 2019 OpenView SaaS Metrics Survey, N=639.

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