

The Future of Revenue

2025

 Pavilion &  Crossbeam

Table of contents

01 Meet our Leaders

02 Executive Summary

- With great challenges come great opportunities

03 Challenges Faced by Revenue Teams in 2024

- Function-specific challenges

04 Misalignment

A Barrier to Growth

- Root causes of misalignment
- The cost of misalignment

05 Alignment in Practice

- The impact of alignment
- Defining alignment
- Resources for driving alignment in 2025

06 Ecosystem-Led Growth

A Catalyst for Revenue Success

- What is Ecosystem-Led Growth?
- Driving alignment through ELG

07 GTM Strategies for Success

What's Working Now

- Account-Based Selling (ABS)
- Co-marketing and co-selling with partners
- Leveraging partner networks for customer expansion

08 TL;DR

The future of revenue is yours for the taking

Dear Community,

We're back again with the second iteration of the Future of Revenue Report, an in-depth exploration of the strategies shaping revenue generation via insight from experienced leaders, movers, and shakers pioneering them in the field.

Last year, we made it our mission to ditch the doom and instead focus on what was working. We asked ourselves: Where are the brightest and most experienced minds in revenue and GTM leadership looking in 2024?

As we move into 2025 and into the second installment of this project, we (along with everyone else in this industry) need to dig deeper. We know where leadership is looking. We know the strategies and the frameworks they're leaning into.

But how the heck are they actually executing them to drive scalable success?

The 2024 Future of Revenue Report goes a step further to uncover not just the "what" but the "how": the organizational structures, cross-functional practices, and incentives that support successful revenue strategies. We asked leaders to share their secrets about how they've taken their Ecosystem-Led Growth strategies from 0 to 1 within their companies so that you might be able to replicate their success.

The data in this report comes from a survey of experienced GTM leaders across sales, partnerships, marketing, and customer success functions, with an average of over two decades of career experience. Nearly two-thirds of respondents are at the VP level or above, ensuring that the insights we share reflect the perspective of those leading their organizations into the future.

We hope this report serves as both an inspiration and a practical guide to help you navigate the complexities that face us next year.

Let's grow together.

Sincerely,

Kathleen Booth
SVP of Marketing
at Pavilion

Shawnie Hamer
Director Brand and Content
Marketing at Crossbeam

Meet our Leaders

Here's a quick snapshot of the 400+ respondents and their companies.

Percentage of respondents with titles Director and above

96.93%

Average years of experience

20.1

Most common industry

69.82%

reported working in B2B SaaS

Average number of employees in respondents' companies

250–499

Most common leadership structure

52.43%

of leaders' GTM teams report into a single C-suite executive (e.g., all functions and their leaders fall under the CRO) vs. reporting into two or more C-suite executives (e.g., CRO + CMO, etc.)

Executive Summary

The big takeaway this year? If you're not focusing on alignment between your GTM teams, then you're barreling towards failure.

The biggest threat to revenue generation is working in silos. Misaligned teams that are fighting battles with blinders on are feeling it in their bottom lines.

The good news is that Ecosystem-Led Growth isn't just a strategy for the partnership department but a go-to-market strategy for every department. It can be infused into the very DNA of your revenue motions, rallying your company around the proprietary data and opportunities that already exist in your ecosystem.

Key insights

Aligned GTM teams are winning

Teams that report full alignment across functions are 67% more likely to meet or exceed revenue targets than those that are misaligned.

Misalignment leads to revenue shortfalls

Misaligned GTM teams are 70% times more likely to experience extended sales cycles.

Ecosystem-Led Growth is here to stay

ELG continues to gain traction as the most effective go-to-market strategy. Companies investing in ELG are 24% more likely to meet or exceed their 2024 revenue targets. ELG fosters higher lead quality, accelerated deal velocity, and improved close rates, making it a key lever for success.

Focus on relationships and cross-functional collaboration

Companies leveraging relationships—both internal and external—are seeing the most success. The power of customer referrals, partner networks, and executive involvement is driving revenue outcomes in ways that traditional strategies have struggled to achieve.

With great challenges come great opportunities

And, boy oh boy, did 2024 see quite a bit of both:

Challenges

According to our surveyed experts, the biggest challenges GTM teams faced in 2024 included generating high-quality leads, aligning teams effectively, and adapting to changing buyer behaviors. Market pessimism remains prevalent, with many teams expecting to fall short of revenue targets.

Opportunities

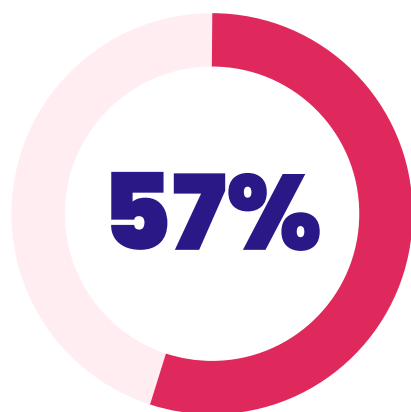
However, the survey also shows that companies making strides in aligning their GTM teams and adopting an ELG approach are outperforming their peers. The opportunity lies in breaking down silos, fostering collaboration, and embedding ecosystem-driven strategies at every level of the organization.

The importance of a strategic focus on alignment, collaboration, and ecosystem integration is bigger than ever before. Companies investing in these areas are positioning themselves to not only navigate market uncertainty but also thrive in the evolving landscape of revenue generation.

Challenges Faced by Revenue Teams in 2024

Revenue teams are grappling with several key challenges that are hindering their ability to achieve revenue goals.

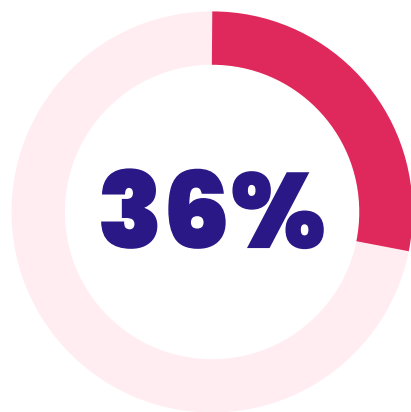
Biggest challenges identified



Pessimism about meeting revenue targets

Many teams are experiencing increased pessimism about meeting their revenue targets this year.

57% of the survey respondents indicated that they do not expect to hit their targets.



Extended sales cycles

Similar to last year, extended sales cycles continue to be a major pain point for revenue teams. **36% of GTM teams are reporting longer sales cycles, making it challenging to maintain momentum and achieve predictable revenue growth.**

Difficulty in generating high-quality leads

The struggle to generate high-quality leads remains the top reason for unsuccessful sales strategies. Many respondents highlighted a lack of high-quality leads as the primary barrier to success, exacerbated by changes in buyer behavior and market dynamics.



Function-specific challenges

Marketing's struggle for resources

Marketing executives reported that falling short of targets is often due to lacking resources. Additionally, traditional marketing motions are less effective, as trust and relationships play an increasingly crucial role in buying decisions. This shift is driving a need for more personalized, ecosystem-based, and relationship-based marketing strategies.

Sales under pressure

Sales teams are dealing with longer sales cycles and increased difficulty in closing deals. Prospects face tighter budgets and more scrutiny around purchasing decisions, leading to more time-consuming negotiation processes.

Partnerships in flux

Partnerships teams are navigating their own challenges, with many noting the need for better integration across GTM functions to fully leverage the power of partner ecosystems. Misalignment with other GTM teams has led to inefficiencies, making it harder for partnerships to contribute effectively to revenue generation.



Resources for pushing through the challenges in 2025

1. [How Typeform improved their revenue by 40% with ELG and PLG](#)
2. [Tailored Coaching to Bridge the Sales Performance Gap](#)

Misalignment: A Barrier to Growth

If alignment was the greatest catalyst for success, then you might've guessed that misalignment across GTM teams is one of the most significant barriers to revenue growth.

Consequences of misalignment

| Extended sales cycles | Missed revenue targets | Inefficiencies across functions |
|---|--|--|
| Misaligned teams are 70% times more likely to report extended sales cycles. When teams do not have a unified strategy, prospects experience inconsistent messaging and follow-up, which slows down decision-making and leads to lost opportunities. | Companies with misaligned GTM functions are significantly more likely to fall short of their revenue targets. The lack of cohesion leads to inefficiencies in lead handoff, unclear ownership, and ultimately missed opportunities for conversion. | Misalignment results in duplicated efforts, wasted marketing spend, and inconsistent customer experiences. These inefficiencies make it challenging for companies to operate smoothly, driving up the cost of customer acquisition and reducing profitability. |

Key survey insights

| Higher rates of lost deals | Impact on employee morale |
|--|--|
| Survey data shows that misaligned teams experience a 48% higher rate of lost deals. Prospective customers are more likely to disengage when they receive conflicting information or when internal coordination fails to provide a seamless experience. | Misalignment also negatively impacts employee morale. Team members often feel frustrated by the lack of clarity around roles, goals, and responsibilities, leading to decreased job satisfaction and, ultimately, higher turnover rates. |

Root causes of misalignment

The survey uncovered several organizational structures and practices that contribute to misalignment:

Siloed metrics and KPIs

Different GTM teams often operate with their own distinct metrics, which can create conflicting incentives. For example, marketing may prioritize lead volume, while sales focuses on lead quality, leading to friction and misaligned priorities.

Lack of cross-functional communication

Regular communication across teams is crucial for alignment. However, many respondents reported insufficient cross-functional meetings and collaboration, resulting in a lack of visibility into each other's strategies and activities.

Insufficient leadership support

Without strong support from leadership, alignment efforts tend to falter. The survey indicates that teams with minimal executive involvement are much more likely to report misalignment, as leadership plays a key role in setting shared goals and fostering collaboration.

The cost of misalignment

Misalignment does not just hinder growth—it actively costs companies in terms of lost revenue and inefficiency.

Companies experiencing misalignment face

50% higher customer acquisition cost

36% longer sales cycles



Resources for pushing through the challenges in 2025

- [1. How a sales leader and a head of partnerships get buy-in and drive results across Netskope's revenue org](#)
- [2. Fixing the Leaky Sales Funnel](#)

Alignment in Practice

Alignment means more than just good communication; it requires shared goals, integrated processes, and a cohesive strategy across sales, partnerships, marketing, and customer success teams with robust ecosystem connectivity throughout.

The impact of alignment

Twice as likely to succeed

Aligned teams are twice as likely to meet or exceed their revenue targets compared to teams that operate in silos. This demonstrates the critical importance of fostering a unified approach.

Shorter sales cycles

Teams that work in alignment report 38% shorter sales cycles, allowing them to accelerate deal velocity and capitalize on revenue opportunities faster.

Defining alignment

In the context of this report, “alignment” means that all revenue-driving functions share common goals, metrics, and incentives. The survey shows that teams with strong alignment have:

Unified KPIs

All GTM functions track shared KPIs that reflect overall company objectives, rather than focusing solely on departmental success metrics.

Collaborative planning

Sales, marketing, partnerships, and customer success jointly participate in quarterly planning sessions to ensure alignment on priorities and messaging.

Integrated technology

Aligned teams use integrated tech stacks that facilitate seamless data sharing, ensuring everyone has a complete view of the customer journey.

Combating misalignment

To overcome misalignment, GTM teams must prioritize the following strategies:

Unified goal setting

Establish company-wide revenue goals that are shared across all GTM functions. This helps to ensure that everyone is working towards the same objectives and that KPIs are aligned to support these goals.

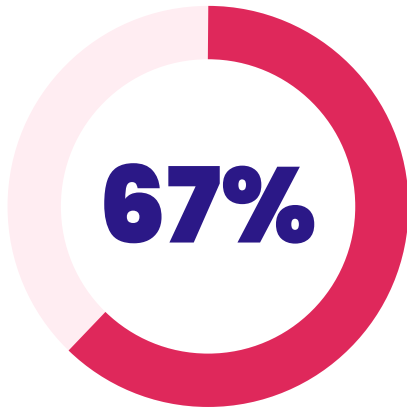
Healthy cross-functional communication

Implementing a cadence of collaborative meetings and clear accountability with representatives from sales, marketing, partnerships, and customer success can help foster communication and ensure that all functions are on the same page regarding priorities and tactics.

Leadership as a catalyst for alignment

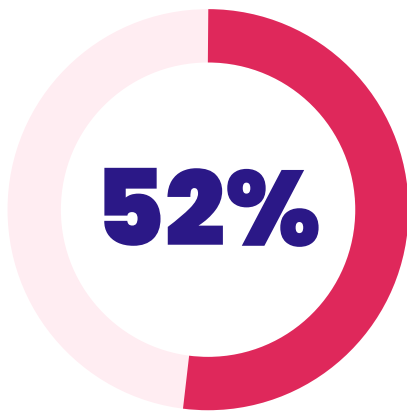
Leadership must be actively involved in promoting alignment across teams. This includes setting a clear vision, encouraging collaboration, and ensuring that incentives are aligned to reward cross-functional success.

Additional survey insights



Correlation with revenue performance

Teams with strong alignment are **67% more likely to meet revenue targets**. Conversely, misalignment leads to inefficiencies, such as wasted marketing spend, unclear lead ownership, and extended sales cycles.



Leadership matters

Executive buy-in is crucial for successful alignment. Survey data shows that GTM teams with direct support from the C-suite report **52% higher alignment scores**, indicating the importance of leadership in setting the tone for collaboration.

Impact of GTM Team Alignment on Business Outcomes

Aligned GTM teams are **nearly 2x more** likely to have sales reps co-selling with partners




Resources for driving alignment in 2025

- [1. How Friendbuy Cultivated an ELG Culture in 18 Months](#)
- [2. Strategic Planning and Executive Alignment with Eric Gilpin, CRO at G2](#)

Ecosystem-Led Growth: A Catalyst for Revenue Success

Like last year, Ecosystem-Led Growth (ELG) has remained a transformative GTM strategy that is driving exceptional revenue outcomes for companies in 2024. By leveraging partnerships, shared networks, and collaborative initiatives, ELG fosters an environment where businesses can generate high-quality leads, close deals faster, and accelerate overall growth.

What is Ecosystem-Led Growth?



ELG is a GTM approach where companies focus on building a strong partner ecosystem to enhance customer acquisition, retention, and expansion. This approach relies on co-selling, co-marketing, and sharing insights across partner networks to create mutual benefits and growth opportunities. Unlike traditional sales models that rely solely on direct outreach, ELG leverages the influence and reach of a company's partners to create a wider and more trusted network.

Key benefits of ELG

Better lead quality

The survey data shows that ELG leads are 24% higher quality compared to traditional lead generation methods.

24%

Accelerated deal velocity

Deals that involve partner collaboration close 38% faster than those that do not. The shared trust between partners and customers helps reduce friction in the sales process, making it easier to move deals through the pipeline.

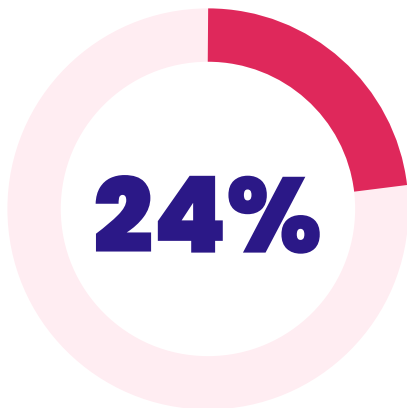
38%

Increased close rates

ELG not only speeds up deal cycles but also improves close rates. The survey found that deals involving ecosystem collaboration are 24% more likely to close, as they are supported by multiple stakeholders who add value throughout the customer journey.

24%

Additional survey insights



Impact on revenue performance

Companies investing in ELG are 24% more likely to meet or exceed their revenue targets in 2024. This indicates the powerful impact that well-integrated partnerships can have on overall revenue attainment.

Top ELG tactics

The survey revealed that the most successful ELG tactics include co-selling with partners, joint marketing campaigns, and integration-based partnerships that add value for shared customers. Teams that excel at leveraging these tactics are seeing measurable improvements in both customer acquisition and retention.

Driving alignment through ELG

One of the key advantages of ELG is its ability to drive alignment across GTM functions. Successful ecosystem-led strategies require close collaboration between sales, marketing, partnerships, and customer success teams. This cross-functional alignment ensures that the messaging, outreach, and customer experience are consistent, which enhances the overall effectiveness of revenue-generating efforts.

But how are leaders ensuring ELG alignment in practice?

59.26%

of respondents shared that they're using a top-down approach, with the partnership team working side by side with sales leadership (i.e., the CRO/VP Sales or equivalent worked with the partnership team to enable the revenue organization) vs a bottom-up approach with reps.

81.63%

of sales teams that are financially incentivized to run Ecosystem-Led Growth plays in deals report tracking towards meeting KPIs. This suggests that financially incentivizing sales teams to include partners may significantly contribute to achieving revenue targets.



Resources for driving ELG in 2025

- [1. How Kolleno reduced their time to close by 50% with Ecosystem-Led Growth](#)
- [2. Topline #45](#)

GTM Strategies for Success: What's Working Now

In 2024, GTM strategies that prioritize alignment, collaboration, and a customer-centric approach are proving to be the most effective. Here are the top three GTM strategies that aligned teams are investing in to drive success.

1. Account-Based Selling (ABS)

Account-Based Selling remains one of the most successful GTM strategies for companies in 2024. By focusing efforts on high-value target accounts, sales teams are able to personalize outreach, tailor their messaging, and address the specific needs of key prospects.

Survey insights

Increased conversion rates

Companies using an ABS approach are seeing conversion rates that are 52% higher compared to those that use a broad, one-size-fits-all strategy.

Cross-functional collaboration

ABS works best when sales, marketing, and partnerships are aligned, allowing for coordinated campaigns that maximize impact.



[Learn how BEMO is combining the power of Zoominfo, Crossbeam, Clay, and HubSpot to execute ABS with the power of their ecosystem.](#)

2. Co-marketing and co-selling with partners

Co-marketing and co-selling with strategic partners is another key strategy that is delivering significant results in 2024. By collaborating with partners on joint marketing initiatives and sales efforts, companies can expand their reach, leverage shared audiences, and add credibility to their message.

Survey insights

Expanded reach

Companies engaging in co-marketing efforts report a 52% increase in audience reach. Joint webinars, events, and content pieces are particularly effective in generating interest and building trust among potential customers.

Improved close rates

Co-selling with partners leads to improved close rates, as partners can provide added value and reassurance to prospects throughout the buying journey.



[Learn how LeanData makes it easy for their reps to co-sell here.](#)

3. Leveraging partner networks for customer expansion

Co-marketing and co-selling with strategic partners is another key strategy that is delivering significant results in 2024. By collaborating with partners on joint marketing initiatives and sales efforts, companies can expand their reach, leverage shared audiences, and add credibility to their message.

Survey insights

Customer retention

Companies that leverage partner networks for customer expansion report a 48% increase in customer retention rates. Partner integrations that solve specific pain points help enhance the customer experience and foster loyalty.

Increased Customer Lifetime Value (CLV)

Survey data shows that leveraging partner networks contributes to a 48% increase in CLV, as customers benefit from a wider array of integrated solutions that meet their evolving needs.



[Learn how Gainsight leverages partner ecosystems to supercharge customer success.](#)

If you take nothing else from this report, take these key learnings

Alignment is essential

Aligned GTM teams are twice as likely to meet or exceed their revenue targets compared to misaligned teams. Achieving alignment requires integrated planning, shared KPIs, and strong leadership involvement.

Ecosystem-Led Growth is driving success

Companies investing in ELG are 24% more likely to exceed their revenue goals. By leveraging partnerships, co-selling, and co-marketing, these companies are creating stronger value propositions and accelerating deal cycles.

Reporting lines make a difference

Organizational structure plays a key role in GTM success. Companies with integrated reporting lines and cross-functional GTM teams are seeing better outcomes in terms of deal velocity, customer satisfaction, and overall revenue performance.

Relationship-driven strategies win

The survey data underscores the importance of building and leveraging relationships—both internally across teams and externally with partners and customers. Relationship-driven strategies are outperforming traditional outbound tactics, helping companies build trust and credibility in a competitive market.

Looking ahead to 2025

The future of revenue generation lies in the ability of companies to break down silos, foster collaboration, and fully leverage the power of their partner ecosystems. Focusing on alignment, embracing ELG, and building the right GTM structures give companies the upper hand and will help drive sustainable growth in 2025 and beyond.

We hope the insights from this report serve as a roadmap for your GTM strategy. Together, through alignment and collaboration, we can shape the future of revenue generation.

The future of revenue is yours for the taking

 **Crossbeam**

See how ELG can catapult your revenue strategy.
Join Crossbeam's live demo office hours.

[Join Crossbeam](#)

 **Pavilion**

The world's #1 private community
for GTM leaders.

[Join Pavilion](#)