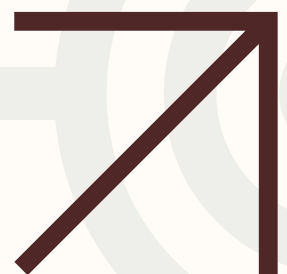


# GO-TO-MARKET READINESS INDEX BENCHMARK REPORT



2025



# PRESIDENT'S MESSAGE



**When we launched the Go-To-Market Readiness Index and Acceleration Fund, I had a strong hunch about what we'd find.**

Working with Canadian B2B companies for years, I've seen the same barriers again and again: solid businesses with strong leadership and loyal customers, but no real system behind their go-to-market strategy. Sales happens through hustle. Marketing runs on short-notice sales needs. Teams rely on memory instead of process. It works, until it doesn't.

Still, I was surprised by just how consistent the gaps were across sectors and revenue ranges. Whether a company was doing \$2 million or \$50 million, the same blind spots showed up. No documented sales process. Limited forecasting. Underutilized CRMs. Very little connection between sales, marketing, and service. And yet every company we spoke with wanted to grow. To double revenue. To scale operations. To compete and thrive.

That's why this work matters. My passion and Roadmap's mission is to help Canadian B2B businesses build the systems that support real, scalable growth.

When they win, the entire economy benefits.

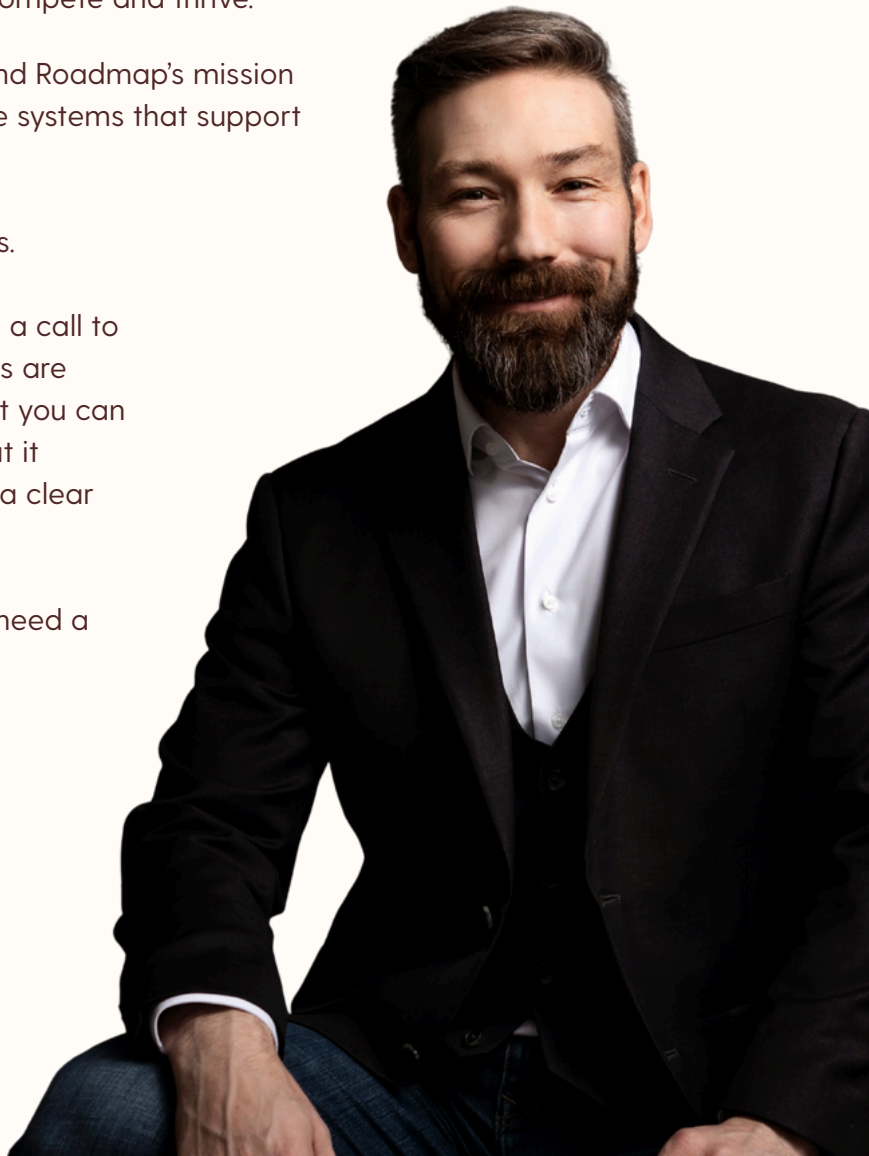
This report isn't just a set of benchmarks. It's a call to action. You'll see where companies like yours are excelling, where they're struggling, and what you can do to turn insight into action. My hope is that it challenges you, grounds you, and gives you a clear next step.

You don't need a bigger team to scale. You need a better system. Let's build it together.

**Steve Whittington**

President, Roadmap Agency Inc.

**DECEMBER  
2025**



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# 01 EXECUTIVE SUMMARY



Across Canada's growing community of mid-sized B2B companies, sales, marketing, and customer experience teams are navigating increasingly complex markets, often without the structural or strategic supports seen in larger enterprises. This Go-To-Market (GTM) Readiness Index was developed to help leaders assess and accelerate their commercial maturity in a practical, action-oriented way. Drawing on responses from companies across many sectors, this report benchmarks core GTM capabilities and identifies the most common gaps and growth opportunities.

The average GTM Readiness score among participants was 31.4%, with scores ranging from below 15% to just over 70%. Most companies remain early in their commercial maturity journey. Not because of a lack of ambition, but because day-to-day operations often take precedence over long-term systems building. Encouragingly, a wide range of companies have already made strong progress in foundational areas, including customer segmentation, sales team development, and basic revenue forecasting. But critical gaps persist in metrics, process discipline, and cross-functional alignment.

This report provides a snapshot of where companies stand today and what they can do next. It includes anonymized benchmarking data across six pillars of GTM maturity, practical insights from participating CEOs and sales leaders, and clear, low-lift opportunities to improve.

## The Good News

Most of the work required to level up GTM performance doesn't require new hires or big budgets. It requires focus, discipline, and a few key decisions.



DECEMBER  
2025

# 02 KEY INSIGHTS



## FROM THE 2025 GTM READINESS INDEX

The 2025 Go-To-Market (GTM) Readiness Index reveals clear trends in how B2B companies across sectors are structuring their sales, marketing, and customer experience efforts. While many organizations are still in the early stages of maturity, the data suggests common challenges, and more importantly, shared opportunities for improvement. Here are five standout insights from this year's benchmarking exercise:

### Sales and Marketing Teams Remain Small but Centralized

**95%** of participating companies have marketing teams of three or fewer, and **57%** have sales teams of 1–3.

In many cases, these teams are blended or share resources, underscoring the need for unified processes and shared metrics over siloed departmental strategies.

### Documentation Lags Behind Execution

**43%** of companies say they have a defined Ideal Customer Profile (ICP), but only **30%** have a documented buyer committee.

Similarly, **48%** follow informal sales processes, while just **40%** have a fully structured, documented sales methodology.

This signals a key opportunity: codifying what's already working into repeatable frameworks that can scale.

### Technology Adoption Is Widespread, but Underutilized

**76%** of companies have a CRM in place. However, just **43%** use shared dashboards across teams, and only 19% apply lead scoring or intent tracking.

The gap between tools owned and tools utilized presents a high-leverage area for quick wins in enablement.

### Metrics Are Tracked, But Not Systematically Used

While **81%** of companies track pipeline value and **71%** track win rates, only **20%** calculate Customer Acquisition Cost (CAC), and **35%** know their Customer Lifetime Value (CLTV). Just **29%** report using GTM efficiency ratios, and only **10%** track lead-to-meeting conversion rates.

There's clear potential to move from surface-level tracking to insight-driven decision-making.

### Customer Retention and Expansion Are Underdeveloped

For many B2B firms, particularly those with high-value, long-term relationships, this represents missed revenue and risk mitigation potential.

**52%** of companies do not track customer retention (churn)

**57%** do not track expansion revenue from upsells or cross-sells.

Only **38%**

have structured onboarding processes for new customers.

# 03 BENCHMARK RESULTS



## GO-TO-MARKET STRATEGY FOUNDATIONS

### WHAT THIS PILLAR MEASURES:

GTM Strategy Foundations evaluates whether a company has a well-defined and documented approach to go-to-market, including their Ideal Customer Profile (ICP), buyer roles, brand alignment, and internal alignment across teams.

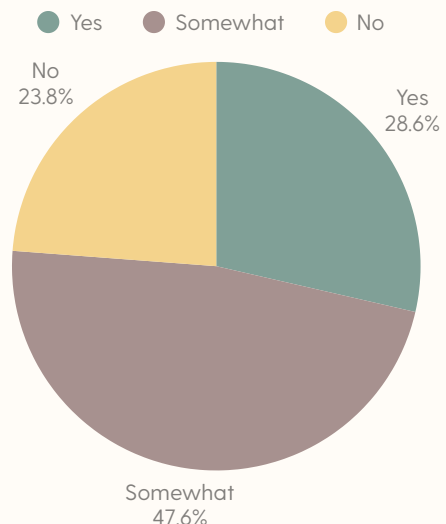
### BENCHMARK INSIGHTS:

# ONLY 29%

of companies report having a documented Go-To-Market strategy that aligns Sales, Marketing, and CX.

- **43%** say their Ideal Customer Profile (ICP) is fully defined, while **43%** are still working with outdated or informal ICPs.
- **30%** have defined buyer committees.
- **48%** have fully updated websites and sales collateral aligned with their strategy.
- **43%** say Marketing and Sales share defined goals and metrics; **33%** operate with separate or misaligned goals.

**Q:** Do you have a defined Go-To-Market strategy?



### KEY OBSERVATIONS:

The data shows that **while companies are actively executing in-market, many haven't fully documented the foundational elements** that support repeatability and team alignment. There's a clear opportunity to solidify strategy by formally defining the ICP, roles in the buying process, and shared team goals. These are lightweight but high-impact steps that drive sharper targeting and faster revenue traction.

# 03 BENCHMARK RESULTS

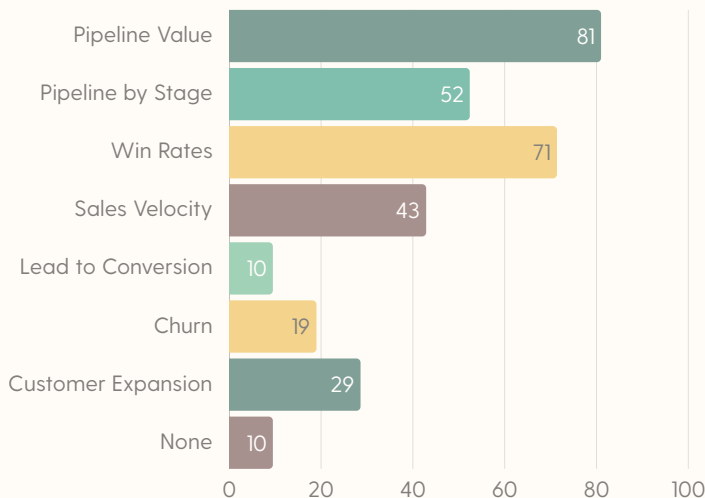


## GO-TO-MARKET METRICS AND MODELLING

### WHAT THIS PILLAR MEASURES:

This pillar assesses how companies collect, model, and act on GTM performance data, including core metrics like Customer Acquisition Cost (CAC), Customer Lifetime Value (CLTV), forecasting inputs, and revenue planning.

### BENCHMARK INSIGHTS:



**81%** track pipeline value

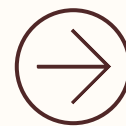
- Only **20%** know and regularly use their CAC; **33%** know their CLTV.
- Just **29%** track any GTM efficiency ratios.
- **95%** forecast revenue annually, while **68%** update forecasts monthly or quarterly.
- Just **29%** track conversion rates between stages, and

**33%** don't model activity volume at all.

### KEY OBSERVATIONS:

While many companies are tracking basic performance metrics, there's a lack of depth in metrics modelling to drive behaviours and decisions. Sophisticated forecasting and pipeline modelling remain limited. Companies that invest in modelling CAC payback, pipeline coverage ratios, or stage-based conversion tracking stand to gain significantly in predictability and scale-readiness. These capabilities are especially important as companies mature and scale their go-to-market investments.

# 03 BENCHMARK RESULTS



## SALES PROCESS DISCIPLINE

### WHAT THIS PILLAR MEASURES:

Sales Process Discipline looks at whether companies have structured sales processes, regular pipeline reviews, and defined methodologies to drive consistency and coaching.

### BENCHMARK INSIGHTS:

**33%** say their reps follow the sales process consistently

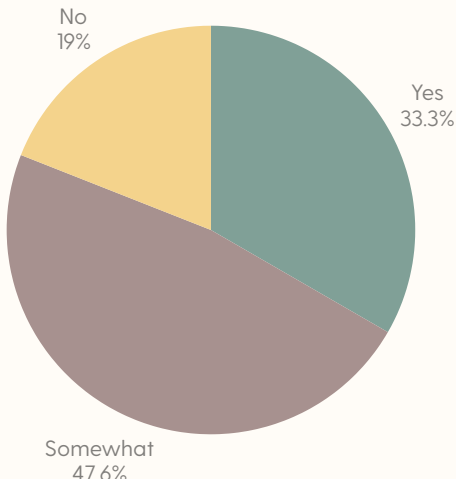
**19%** report reps use their own methods.

**Q:** Do team members follow the defined sales stages?

Yes

Somewhat

No



- **57%** of companies review pipeline metrics weekly in a scorecard and use them to guide decisions.
- **48%** have a fully structured sales process with defined stages and criteria.
- **38%** have fully defined and adopted sales methodologies, while 43% use informal or inconsistent methods.
- **76%** conduct weekly pipeline reviews with leadership, a strong signal of discipline.
- **33%** hold marketing accountable for revenue metrics like lead generation targets, while **57%** say marketing has no accountability to revenue outcomes.

### KEY OBSERVATIONS:

The data reveals that many companies are missing foundational systems and structures required for predictable sales performance. Informal processes are still common, and in many cases, teams are improvising rather than following a clear, shared path. Formalizing and reinforcing a sales process, supported by regular pipeline reviews and aligned revenue targets, represents a major opportunity to improve consistency, forecasting, and team accountability.



# 03 BENCHMARK RESULTS



## TECHNOLOGY + ENABLEMENT

### WHAT THIS PILLAR MEASURES:

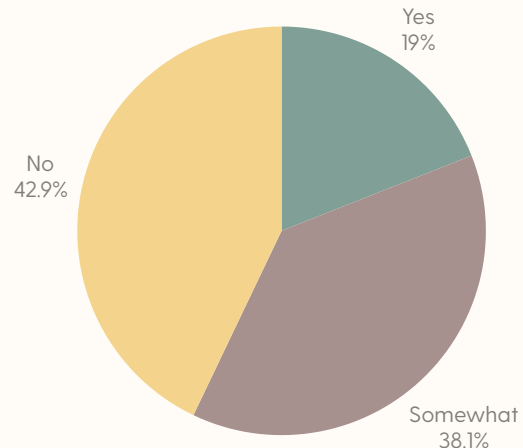
This pillar evaluates how effectively companies use tools like CRM, enablement platforms, and dashboards to support and scale GTM execution.

### BENCHMARK INSIGHTS:

- **43%** use shared dashboards.
- Only 19% apply lead scoring or intent tracking.
- **57%** have centralized content libraries, and **20%** don't have one.
- **Over 50%** lack a structured onboarding process for new hires.

**Q:** Do you use lead scoring or intent tracking to prioritize prospects?

Yes Somewhat No



**76%**  
of companies  
use a CRM

**ONLY**  
**19%**  
apply lead scoring  
or intent tracking.

### KEY OBSERVATIONS:

While most firms have made foundational tech investments (especially in CRM), usage is still shallow. **Teams are not consistently using their tools for performance management, onboarding, or prioritization.** This signals a clear opportunity: deepen adoption of existing tools before expanding the stack. Stronger use of CRM, shared dashboards, and lead scoring can drive faster deal velocity and lower rep ramp times, creating better alignment and improved GTM ROI.

# 03 BENCHMARK RESULTS



## CUSTOMER EXPANSION + RETENTION

### WHAT THIS PILLAR MEASURES:

This final pillar looks at whether companies are investing in post-sale success, including structured onboarding, retention tracking, account planning, and revenue expansion.

### BENCHMARK INSIGHTS:

**JUST 5%**  
track expansion revenue like upsells or renewals above baseline.

**ONLY 14%**  
have a documented customer journey map.

- Only **38%** of companies have a structured onboarding process for new customers, while **33%** rely on informal or inconsistent methods.
- Just **33%** segment accounts into tiers with differentiated strategies.
- More than half (**52%**) lack a dedicated team focused on retention or account growth.
- **14%** measure customer satisfaction on a regular basis, while a third don't measure it at all.
- **33%** consistently use customer feedback in GTM planning, the same percentage who don't use it at all.
- Only **19%** track customer retention formally.
- **43%** don't do any formal account planning, such as QBRs.

### KEY OBSERVATIONS:

Customer success remains a blind spot across the dataset. Despite the importance of existing customers to B2B growth, **most companies lack the structure, systems, and reporting to support retention and expansion.** For firms with reoccurring revenue or long sales cycles, this represents a meaningful gap, and a prime opportunity for revenue leverage without additional customer acquisition costs.



# 04 SEGMENT ANALYSIS

## PATTERNS BY COMPANY PROFILE

The GTM Readiness Index reveals clear differences in maturity levels across revenue bands, team sizes, and other firmographic factors. While some patterns are expected, such as larger or more established companies tending to score higher, others challenge common assumptions and point to targeted opportunities for improvement.

### READINESS BY REVENUE RANGE

Revenue Range	Avg. Readiness Score
\$1-5M	41.1%
\$5-10M	41.3%
\$11-25M	51.2%
\$26-55M	38.7%
\$56-150M	70.2%
\$150M+	78.6%

#### OBSERVATION:

While higher revenue firms (over \$50M) demonstrated the most mature GTM practices, mid-sized firms in the \$11-25M range also performed well, slightly above the \$26-55M segment. This suggests that early investment in GTM infrastructure can create a performance edge, even before scale. Conversely, some larger firms may be relying too heavily on legacy processes rather than evolving their systems.

### READINESS BY TEAM SIZE

Headcount Range	Avg. Readiness Score
2-10	30.6%
11-25	49.4%
26-50	41.2%
51-100	35.0%
100-499	63.1%

#### OBSERVATION:

Companies with 100+ employees unsurprisingly performed best, particularly in forecasting, enablement, and customer onboarding. However, smaller teams (11-25 employees) outperformed some larger ones due to more agile implementation of lightweight processes, showing that headcount alone isn't the key to GTM maturity.

# 04 SEGMENT ANALYSIS



## PATTERNS BY COMPANY PROFILE

### READINESS BY CRM USAGE

CRM Adoption	Avg. Readiness Score
Yes (CRM in use)	47.1%
No CRM	29.3%

#### OBSERVATION:

Companies with an active CRM scored nearly 18 percentage points higher than those without, particularly in forecasting, pipeline management, and team collaboration. The data also suggests that CRM usage correlates with stronger process discipline overall. Teams without a CRM are significantly more likely to rely on gut instinct and ad hoc tracking.

### READINESS BY INDUSTRY

Industry Sector	Avg. Readiness Score
Legal & Professional Services	64.4%
Manufacturing & Industrial	42.1%
Logistics / Construction / Trades Services	38.9%

#### OBSERVATION:

Professional services firms led the pack in GTM maturity, especially in ICP clarity, onboarding, and sales methodology. Manufacturing and logistics companies showed solid operational strength but weaker retention and expansion systems.

This analysis underscores that **GTM maturity is achievable regardless of size or sector**, and that strategic focus, not just scale, is the real differentiator.

### STRATEGIC IMPLICATIONS:

- **CRM as a Performance Lever:** CRM use is a strong predictor of GTM discipline. Even basic adoption correlates with better metrics, pipeline visibility, and team alignment, making it a smart starting point for most teams.
- **Team Size Isn't Everything:** Some small firms outperform larger peers by focusing on a few key habits: defining clear stages, tracking metrics manually, and using customer feedback. GTM maturity is more about leadership focus than headcount.
- **Industry Gaps Point to Opportunity:** Firms in traditional or industrial sectors have room to differentiate through better customer experience practices, like onboarding, retention tracking, and CX feedback loops.

# 05 PATTERNS



## AND STRATEGIC OPPORTUNITIES

### CRM Adoption Boosts Forecasting and Sales Maturity

Companies using a CRM showed markedly better performance in forecasting, pipeline management, and sales process consistency. These companies are more likely to track metrics like pipeline stages and win rates, giving them clearer visibility and more control.

**Opportunity:** CRM adoption doesn't need to be complex. Even simple tools like Airtable or Google Sheets can help introduce structure and visibility, especially for early-stage teams.

### Documentation Drives Cross-Functional Alignment

Companies with even basic GTM documentation, like a one-page strategy or shared ICP, performed better across all pillars. These tools help unify Sales, Marketing, and CX around clear goals and definitions.

**Opportunity:** Start with a lightweight GTM strategy doc. Alignment doesn't require a 50-page slide deck, just a shared understanding of whom you're targeting, how you sell, and how you measure success.

### Revenue ≠ Readiness

Some companies under \$5M in revenue had clearer GTM strategies than those five times their size. Organic growth or founder-led sales often delay investments in commercial systems, even as businesses scale.

**Opportunity:** GTM maturity is a mindset. Startups and scale-ups alike benefit from making early decisions around ICP, messaging, and simple forecasting.

### Manufacturing and Industrial Firms Lag on Customer-Centric Metrics

Firms in product-heavy sectors showed strengths in delivery and sales effort, but lagged on metrics like churn, customer satisfaction, and onboarding consistency.

**Opportunity:** These sectors have a chance to differentiate on experience. Simple tools like journey maps and structured account onboarding can help retain customers and unlock expansion revenue.

### Larger Teams Often Have Stronger Foundations. But Size Isn't Everything

Companies with more employees generally perform better on GTM structure, onboarding, and metrics usage. However, some smaller teams outperform by focusing intentionally on sales process clarity and repeatable systems.

**Opportunity:** Discipline matters more than headcount. Small teams can gain leverage by prioritizing foundational practices like playbooks, shared KPIs, and structured onboarding.

# 06 IMMEDIATE INSIGHTS



Beyond the structured benchmarks and scoring, the diagnostic surfaced several qualitative insights that offer an immediate opportunity for action. These emerged consistently in the interviews and open-ended responses, and reflect challenges and opportunities faced across sectors.



## INFORMAL SYSTEMS ARE WORKING, UNTIL THEY AREN'T.

Many teams reported relying on “gut feel,” informal tracking methods, or institutional memory to manage sales and customer growth. While this works at a certain scale, it becomes a liability as teams grow or key people move on. One CEO noted,

***“We don’t have a formal process written down, but we do have a general sense of what’s working.”***

Capturing and codifying these informal practices can drive immediate clarity and consistency across the team.

## SALES PROCESS CLARITY IS A GAME CHANGER.

Across interviews, companies with even a basic documented sales process reported greater forecasting accuracy, faster onboarding of new reps, and improved team confidence. Those without it frequently shared frustration with inconsistent results and slow deal progression.

***The good news? For most, a lightweight structure (e.g., 3–5 clear stages with definitions) is within reach and doesn’t require new software.***

## ONBOARDING (CUSTOMERS AND EMPLOYEES) IS A BLIND SPOT.



Few organizations had formal onboarding processes for customers or new hires. Several recognized this as a source of friction or missed opportunity. One participant reflected, “It varies depending on the customer—we don’t have a playbook yet.” A consistent onboarding process accelerates time to value, reduces delivery risk, and sets clear expectations—making it a high-impact opportunity for most firms.

# 06 IMMEDIATE INSIGHTS



## CRM ADOPTION IS STILL EARLY, AND MISUNDERSTOOD.

Many participants saw CRM as a “big lift” rather than a tool to support simple improvements in visibility and workflow. This often delayed adoption or resulted in systems being in place but underutilized. Several companies benefited from reframing CRM as a lightweight system to track just the essentials—deals, contacts, stages—rather than a complex reporting tool.

## THE PROCESS ITSELF CREATED CLARITY.

Multiple respondents shared that the diagnostic surfaced gaps they hadn't clearly seen before, and gave language to what felt like disconnected efforts. One executive said,

***“It was useful to go through this. It's not something I think about day to day, and it helps me identify where we've been coasting versus improving.” This clarity is often the first step toward meaningful change.***



## STRATEGY DOCUMENTS ARE RARE, BUT POWERFUL WHEN THEY EXIST

Companies with even a simple one-page Go-To-Market plan or Ideal Customer Profile (ICP) brief showed stronger alignment between teams. In interviews, these leaders were more confident in how their teams executed. The takeaway: clarity compounds. A short, shared document can anchor execution and reduce confusion across roles.



## METRICS GAPS ARE A SHARED BLIND SPOT

While most leaders could describe their sales goals and revenue figures, far fewer were tracking deeper funnel metrics or unit economics like CAC, payback periods, or sales velocity. As one executive put it,

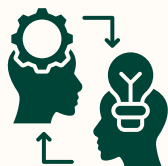
***“We don't really use the numbers to steer – it's more gut feel.” This reflects an opportunity to introduce just a few high-leverage metrics to guide decision-making without overwhelming lean teams.***

# 07 RECOMMENDATIONS

## WHERE TO BEGIN: ACTIONABLE INSIGHTS

For the average company in this benchmark, improving GTM performance doesn't require a full reorg or big investments. Instead, meaningful progress can start with:

### PRIORITY 1



#### **Codifying Informal Knowledge**

Many companies already “know what works.” The next step is documenting this into a repeatable playbook.

### PRIORITY 2



#### **Lightweight Metrics Tracking**

Even a simple spreadsheet that tracks proposals, win rates, and pipeline stage is better than none.

### PRIORITY 3



#### **Foundational Forecasting Habits**

Start with monthly reviews of active deals and pipeline gaps, even without a CRM.

### PRIORITY 4



#### **Sales- Marketing Alignment**

Align teams on 1–2 shared goals (e.g., number of qualified leads or proposal/quote volume) to improve focus.

### PRIORITY 5



#### **Onboarding Consistency**

Both customers and new hires benefit from clearer onboarding processes, which reduce friction and improve ramp-up.

### PRIORITY 6



#### **Clairifying Accountability**

In many firms, roles are loosely defined or shared across departments. Clearly assigning ownership for sales, marketing, and CX outcomes, even if it's one person wearing multiple hats, can improve execution and accountability.

*Start with what's within reach. You don't need to do everything at once, but a few well-executed changes will drive momentum.*



# 07 RECOMMENDATIONS



## WHAT GREAT LOOKS LIKE

High-performing companies in this benchmark shared a few characteristics:



A CLEARLY DOCUMENTED  
GO-TO-MARKET  
STRATEGY USED TO ALIGN  
SALES, MARKETING, AND  
CUSTOMER TEAMS.



DEFINED ICPS AND BUYER  
ROLES, USED TO QUALIFY  
DEALS AND TAILOR  
MESSAGING.



SHARED DASHBOARDS  
ACROSS FUNCTIONS,  
ALLOWING FOR REAL-  
TIME VISIBILITY.



REPEATABLE ONBOARDING  
PRACTICES FOR BOTH TEAM  
MEMBERS AND CUSTOMERS.



A CULTURE OF USING  
DATA FOR CONTINUOUS  
IMPROVEMENT.

Even among small teams,  
these elements were  
present, suggesting they  
are more about **discipline**  
than headcount.

# 08 CLOSING NOTE

What this benchmark reveals is both humbling and hopeful: most B2B companies are still early in their GTM maturity, but they're not standing still. They're building, experimenting, and learning. And almost every team already has the raw materials needed to get better.

You don't need a full transformation. You need traction. That starts with a handful of high-leverage habits, like writing down what's working, tracking a few key metrics, and creating clarity across teams. Small, deliberate steps generate momentum. And momentum compounds.

This report is intended as both a **mirror and a map**. A mirror to show you where you stand. A map to help you take your next step. Wherever you are on the journey to GTM maturity, the opportunity is clear: don't wait for perfect.

**Start with what's possible.**



# Methodology

The GTM Readiness Index is based on a structured diagnostic completed by B2B organizations across Canada. Each participant responded to a standardized set of questions across five core pillars:

1. GTM Strategy Foundations
2. GTM Metrics & Modelling
3. Sales Process Discipline
4. Technology & Enablement
5. Customer Expansion & Retention

The assessment combined multiple-choice responses, qualitative comments, and structured data inputs. Each company received a weighted readiness score based on their current practices, and anonymized results were benchmarked to identify common strengths, gaps, and growth opportunities.

Each participant also received a 1:1 gap assessment with Roadmap President Steve Whittington and an individualized Benchmark Report outlining their results and priority areas for improvement.

The diagnostic was designed to be lightweight but rigorous, helping leadership teams understand not only where they stand, but where they can invest next for the greatest impact.

## What GTM Readiness Looks Like at Each Level

Companies with **High GTM Readiness** exhibit strong alignment across Sales, Marketing, and Customer teams through a clearly defined and actively used go-to-market strategy. They consistently track and act on key performance and efficiency metrics—such as CAC, CLTV, and pipeline coverage—while adhering to structured sales processes and disciplined forecasting. Their technology stack is integrated and widely adopted, with CRM, dashboards, and enablement tools driving productivity and alignment. Post-sale strategies are well-developed, with structured onboarding, customer segmentation, and retention initiatives in place. These organizations operate with clarity, efficiency, and a scalable foundation for growth.

Companies with **Medium GTM Readiness** are on the path to maturity but have noticeable gaps in consistency and alignment. They may have partial GTM strategies or outdated ICPs, track some metrics but lack discipline in applying them, or rely on sales processes that aren't fully standardized or followed. Technology is often present but underutilized or fragmented across teams. Post-sale activities like customer expansion and feedback loops may exist, but lack clear ownership or structure. These organizations are in a strong position to improve by investing in core systems, clarifying ownership, and expanding their use of metrics and tools to support scale.

Companies with **Low GTM Readiness** are often operating without a shared GTM strategy or coordinated execution across teams. They lack visibility into performance metrics, have no formal sales process or forecasting method, and rely on siloed or absent technology systems. Customer expansion and retention efforts are typically underdeveloped or nonexistent. These organizations are reactive, inefficient, and prone to inconsistent results. However, they also have the most to gain: establishing foundational GTM processes, aligning teams, and adopting core technologies can drive dramatic improvements in focus, execution, and revenue growth.





**We help B2B teams turn messy pipelines and unclear forecasts into predictable growth.**

Roadmap partners with manufacturers and professional service firms to rebuild the systems behind revenue—aligning sales, marketing, and execution.

We're builders and operators, not trend-chasers.

Strategy you can execute. Systems you can trust. Growth you can measure.