



2024 Revenue Strategy

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Meet the Management Team



Hanna Schindler
CRO



Bruce Ackerman
NA & LATAM



Edo Sokora
EMEA



Rom Amir
APAC



Joseph Laloum
Global Partnerships



Elay Elazar
Global Presales

Building a Dream Team



Sales Directors

Hunters

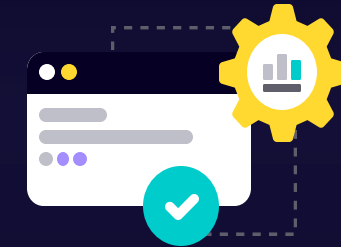
Well Trained

Gaming Specialist



Partners

New Senior Manager



Pre Sales

Hire one Global Presale

POCs

Demos



FY 2023 Summary



2023 Booking Actual vs. Plan (Jan2023-Nov2023)

Booking	Geo	Q4-23			YTD		
		Plan	Actual	Gap	Plan	Actual	Gap
TCV	Americas	18,136	15	-18,121	60,452	6,168	-54,284
	EMEA	18,136	-	-18,136	60,452	2,225	-58,228
	APAC	7,557	-	-7,557	22,670	856	-21,814
	Total	43,828	15	-43,813	143,574	9,249	-134,325
ACV	Americas	5,400	15	-5,385	18,000	6,092	-11,908
	EMEA	5,400	-	-5,400	18,000	791	-17,209
	APAC	2,250	-	-2,250	7,500	239	-7,261
	Total	13,050	15	-13,035	43,500	7,121	-36,379

What worked well..

- Good **new energy** from the Management Team
- **Product roadmap** getting bigger
- New **procedures** & governance

...and what didn't:

- Sales team **stability & knowledge**
- Lack of **focus** on sectors or regions
- Poor **Pipeline**
- No **minimum** deal size
- No **upsell & cross sale** for existing customers
- Customer complaints about **quality issues**
- **Macro** impacts

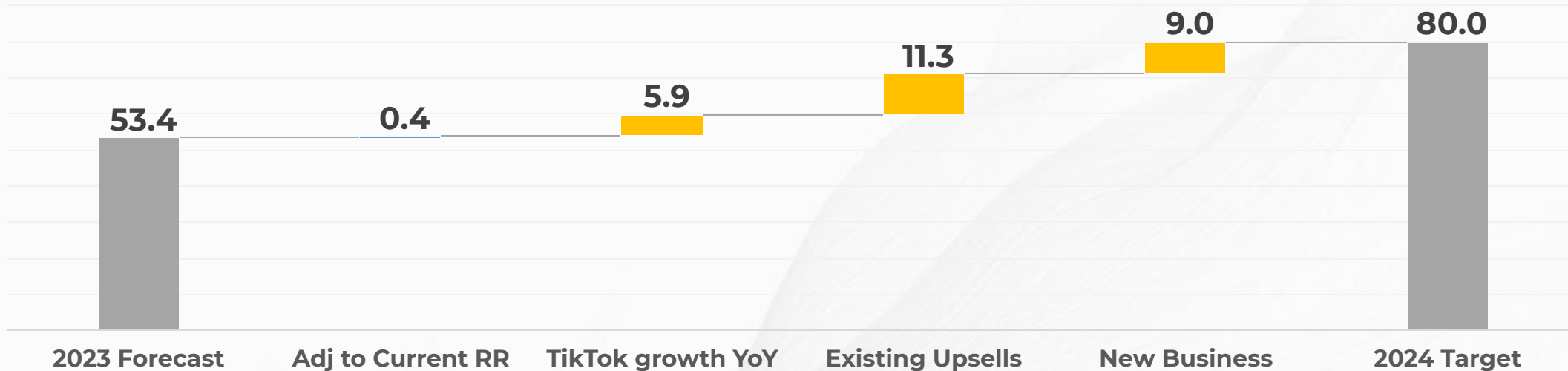




2024 Target Revenue



2024 Targets



Assumptions:

1. New business - \$1.2M average ACV per SD (new hires/experienced differentiation), evenly won during 2024.
2. 15-16 full-year SD, quota gaps will be allocated to VPs, Partnership managers and others.
3. $\$1.2M \times 15 = \$18M$ ACV => \$9M Revenue in 2024

Challenges:

1. Insufficient pipeline for 2024.
2. Teams are partial & expected replacements.

Current Pipeline

		Q4-2023	Current 2023	Q1-2024	Q2-2024	Q3-2024	Q4-2024	Current 2024	2025 onwards
TCV	Unweighted	6.8	6.8	50.4	21.0	5.0	0.9	77.3	3.5
	Weighted	4.6	4.6	17.5	5.9	3.0	0.2	26.6	0.5
	(%)	68%	68%	35%	28%	61%	18%	34%	13%
ACV	Unweighted	4.4	4.4	31.5	12.2	4.4	0.5	48.5	1.3
	Weighted	2.8	2.8	10.3	3.0	3.0	0.1	16.3	0.2
	(%)	64%	64%	33%	25%	68%	15%	34%	14%

Current Pipeline 2023 & 2024: \$84M TCV and **\$53M** ACV

1:5 Winning => **\$53M** / 5 = \$10.6M ACV < \$18M ACV 2024 Target (missing 37M ACV in pipeline)

Sales Strategy



Territories



Sectors



Pipeline



New wins



Upsell



Go Deeper

Territories

Where we want to focus:

- North America
- UK
- EU
- Colombia
- Mexico

Where we DON'T want to focus:

- Africa
- Russia
- Middle East



Sectors in Focus

- Gaming
- Gambling
- Fintech
- Digital Banks
- Commerce
- Shared Economy
- Social
- Telco
- Mobility
- Media

SHEIN

KOHL'S



Intuit

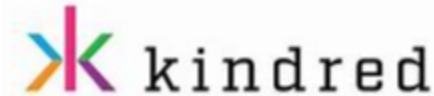
J.P. Morgan

Flutter

lyst



AVIS



Walmart



Pipeline
\$90M

b. Key Factors: Gaming, commerce, Fintech,
Banking, Telco,

Sales Contacts
40%

Lead Gen
30%

Partners
30%

ticketmaster

 **Meta**

 **Dropbox**

chime

 **AIS**

 **Square**

 **monzo**

 **Snap Inc.**

match

 **Blockchain.com**

 **TransUnion**

 **DOORDASH**

 **Microsoft**

 **THOMSON REUTERS**

 **SAPIEN Technologies, Inc.**

 **experian**

 **LexisNexis**

Checkr

 **twilio**

okta

New Wins

- Min deal size \$40K
- 3-5 large deals per region
- Focus on new logos

Upsells

- 20 type A customers
- Two in a BOX with CSM

Products

- KYB
- SFM
- Deutsche Post
- EDV – DMV (US)



Go Deeper

- Push vs. pull
- **DON'T wait for the RFP or the renewal!**
- Hunters vs. Farmers
- Push more Beta
- Getting in low
- Re-identify low hanging fruit
- Collaborate with Marketing



2024 Objectives (DRAFT for discussion)

- **Sales target**
 - New Logos – \$18M ACV, \$9M Revenue
 - Upsell to Existing - \$11M
- **Sales team attrition** – add metrics
- **POC**
 - Successes rate – 90%
 - Win rate >50%
- **Deals close rate**
 - Small deals (3-6 months)
 - Large deals (6-12 months)
- **Build strong pipeline**
 - (1;5 conversion)

Our top asks from Management

1. **Marketing & Strategy** – high-quality leads, sales collateral, Heat Map.
2. **Product** – work together to build “sellable” offerings based on customer feedback (e.g. KYB).
3. **R&D** – meet commitments and deadlines.
4. **CSM** – two in a box for sales of existing accounts.
5. **Support** – No surprises!
6. **Finance & Legal** – flexibility, responsiveness & creativity.



You can't just sit there and wait for people to give you that golden dream.

You've got to get out there and make it happen.

– **Diana Ross**

THANK YOU



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