GTM CONSORTIUM

Manifesto

GTM CONSORTIUM

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The mission of the Go-To-Market Consortium (GTM Consortium) is to provide a best-in-class approach to recurring revenue companies, empowering them to drive sustainable and durable growth through proven GTM strategies.

OUR MANIFESTO

The mission of the Go-To-Market Consortium (GTM Consortium) is to provide a best-in-class approach to recurring revenue companies, empowering them to drive sustainable and durable growth through proven GTM strategies and standards.

We believe the GTM Consortium should be accessible, require minimal effort to join, and encourage widespread participation and collaboration among GTM professionals.
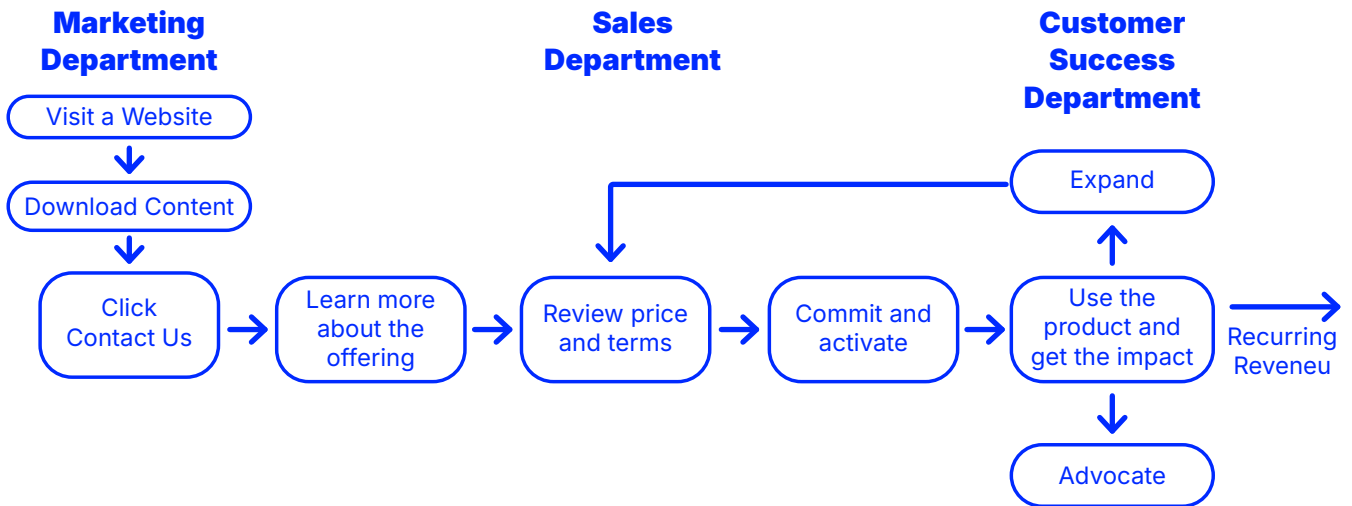
The following standards should be considered the starting point for an ever-growing set of industry-wide GTM best practices, definitions, and strategies that:

- Prioritize customer interests
- Mitigate the risk of vendor lock-in
- Promote transparency and flexibility in product offerings.

1 | How do you define GTM?

Go-to-Market is the set of processes and activities that connects your revenue-generating strategies to the customers' experience of receiving value for your products and services. It is the transformational process for accelerating your path to market with high-performing revenue teams delivering a connected customer experience.

The integration of various functions in marketing, sales, and customer success forms what is referred to as the Go-To-Market (GTM) approach. This approach aligns the product with market needs and business goals. It aims to build awareness among prospective customers, educate them on the product's merits, help sell it effectively and efficiently, and importantly, ensure consistent delivery on what was promised. The GTM approach serves as the driving force behind growth, and its significance cannot be overstated.

Marketing Department

Visit a Website → Download Content → Click Contact Us → Learn more about the offering →

Sales Department

Review price and terms → Commit and activate →

Customer Success Department

Expand → Use the product and get the impact → Recurring Reveneu

Advocate

2 | How does a GTM approach differ?

Revenue generation requires coordination and alignment across the organization, explicitly aligning sales, marketing, customer success, revenue operations, product, and the office of the CEO. It is this alignment that drives profitable efficient growth and is designed to intentionally deliver ongoing recurring impact to customers.

Today, recurring revenue businesses operate in silos, in which each department focuses on its own objectives. A GTM approach breaks down these silos and emphasizes cross-functional collaboration and alignment across departments.

Deparment 1   Deparment 2   Deparment 3

Marketing   Sales   Customer Success

GTM Approach

Departamental Approach
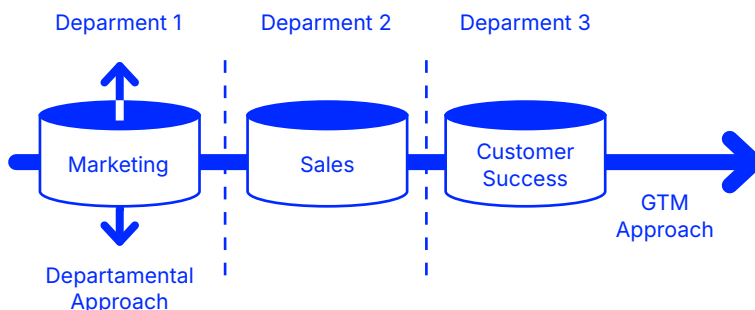
3 | Why do we need GTM?

Holistic GTM is required to bring your products and services to the right audience to maximize efficient revenue growth. While you can continue to develop, market, sell and deliver on your products in functional silos, it is an inefficient way of working and will likely not meet investor or leadership expectations.

The lack of a holistic GTM approach fundamentally leads to inefficiency, misallocation of capital, and a lack of emphasis on the customer resulting in slower growth and lower enterprise value. The fundamental purpose behind a unified GTM approach is to align the organization around delivering recurring and durable value to the customer resulting in consistent and durable growth for the organization.

Without a GTM approach, anything goes, or another way of saying that is to Grow at all Cost.
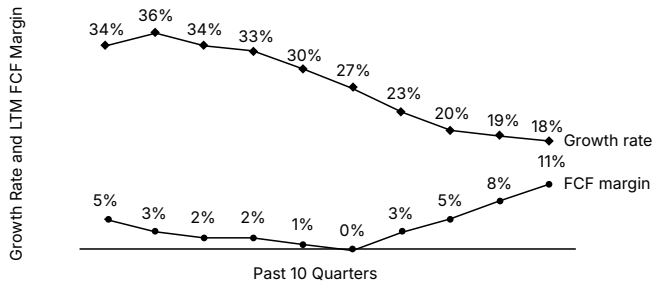

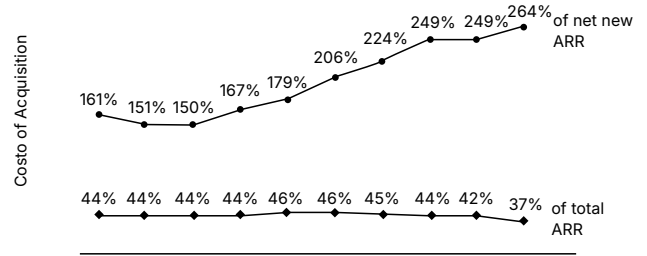Figure 3. Over the past 10 quarters the Growth Rate has halved.

Figure 4. Over the past 10 quarters the cost has nearly doubled.

4 | Why do we need GTM right now?

The old approaches are outdated and inefficient. The existence of siloed departments and an overemphasis on new business relative to retention and recurring impact has created outdated revenue organizations with approaches dependent on access to unlimited capital. We need GTM right now to ensure we are able to allocate capital efficiently and drive ongoing sustainable durable growth for our organizations. We need GTM because we need the alignment of all revenue-generating teams around the customer to create enduring value.

5 | When is it time to move to a GTM approach?

In startup organizations, a unified Go-to-Market (GTM) approach often emerges naturally due to resource constraints. When the same individuals are responsible for product development, marketing, and sales, there's inherent alignment.

As teams grow, a deliberate effort is needed to maintain a unified GTM strategy. In mature organizations, GTM may evolve to be managed at a divisional level or across the organization through a center of excellence dedicated to GTM unification. Regardless of the approach, all companies should aim for cross-functional management of their GTM strategy implementation.

When an organization relies on a single GTM motion, such as a product-led growth (PLG) self-sell motion, or a high-touch enterprise sales motion, it naturally aligns all services around this model.

However, as the organization expands into new regions, initiates different campaigns, or introduces new GTM motions, complexity increases. This expansion often includes launching more sales teams, adopting new methodologies, rolling out new marketing campaigns, and hiring additional staff. Consequently, as a company grows, the importance and complexity of managing GTM strategies also increase significantly.

Regardless of the stage or state of the business, the following 8 questions can guide you to strategic responses that will help you direct your true north.
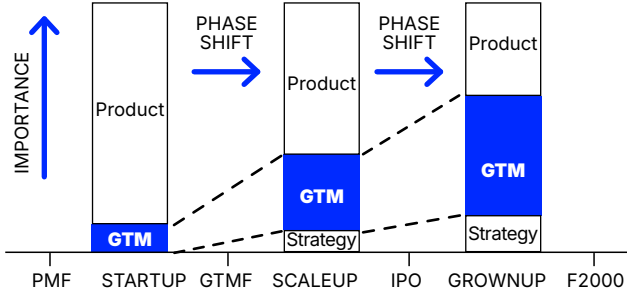

Figure 4. The importance of GTM grows significantly as a company evolves.

The GTM Operating System

Key Questions to Connect Your Strategy to Execution

Total Relevant Market	Where can you grow the most?
Market Investment Map	Which product(s) create the highest customr value?
Brand & Demand	How will you engage your customer with a differentiated POV?
Pipeline Velocity	Which GTM motions get you to your revenue goal faster?
Customer Time-to-value	What's your ROI in the customers' mind?
Customer Expansion	How else can you upserve your customers?
Revenue Operations	Which GTM metrics drive your business health?
Leadership & Managment	How do you bring clarity, alignment, and trust for your team?

6 | Who owns GTM?

At its core, the leader responsible for the GTM strategy must have the authority to adjust the compensation structures across the five key GTM teams:

- Product
- Marketing
- Sales
- Customer Success
- Revenue Operations.

The answer to who owns GTM is simple: the person who has the ability to direct resources and compensation across all these teams: the CEO.

We see a potential rise of the role of a Chief Go-to-Market Officer to work alongside the CEO, focusing on managing both operational and strategic initiatives within the GTM functions.

7 | What are the top GTM problems?

After extensive research across thousands of companies, GTM Partners has identified 15 unique go-to-market problems. They are often hidden in functional areas, and the goal is to surface them and solve them as GTM problems and not siloed marketing, sales, CS, or product problems.

1. Your business is relying on heroic sales players rather than repeatable plays
2. Your competitors are winning more market share
3. You are struggling to go from a product to a platform company
4. You are the last to enter the sales cycle
5. Sales, Marketing, and Customer Success are out of sync
6. Your churn is killing your business
7. You can't predict and forecast revenue for the next two quarters
8. You can't prioritize or say new to new initiatives
9. Your team is not aligned on an executive strategy
10. You want to go upmarket, but your current customers are smaller
11. Your Point of View is not differentiated with your product
12. Discounting and feature wars are eroding your value prop
13. Your customers love you, but can't quantify their ROI at renewal time
14. Your team is reactive, not proactive
15. Your analyst relations don't drive material influence/you lack clarity in your category

The result of these GTM problems is that the customer does not achieve the desired (recurring) impact. They feel like they have to navigate through a maze, jump through hoops to get to impact. This is the result of each silo they enter treating them differently.
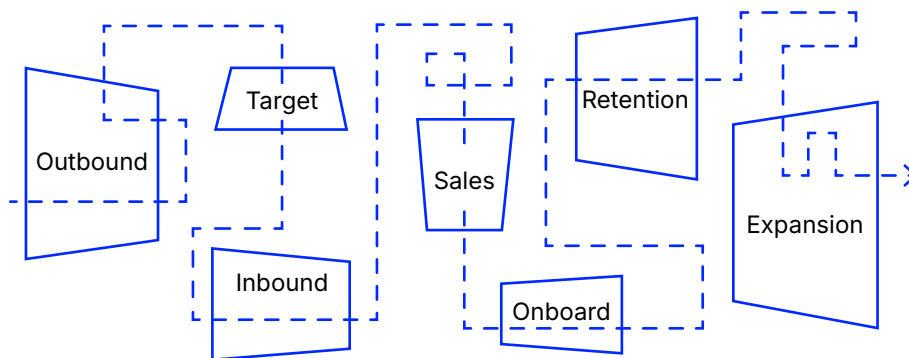

Figure 5. Departments operation independently creates a disjointed approach that makes it challenging for custom to experience consistent, recurrign impact.

8 | What are the top GTM metrics to measure?

One of the key deliverables of any successful GTM strategy is how you measure it.

Not all metrics are created equal; there is a hierarchy with layers. Each layer within the hierarchy has a different kind of metrics and a different emphasis:

- Investor Metrics: High-level indicators such as the LTV to CAC Ratio and Burn Multiple are crucial for investors as they often involve ratios of financial and performance figures.

- Financial Metrics: Metrics like ARR, CAC, and FCF directly pertain to the company's financial health.

- Performance Metrics: Operational teams rely on these to steer the business. Of particular note is the Growth Formula for each GTM motion.

- GTM Metrics: This layer encompasses detailed operational data—Volume Metrics (like lead counts), MRR, Time Metrics (like sales cycle lengths), Costs (including personnel and campaigns), and various Conversion Metrics.

Here is a comprehensive list of GTM metrics by GTM motions across the traditional funnel:

- Cost of Acquisition (CAC) which includes post sale costs
- Net Revenue Retention (NRR)
- Gross Revenue Retention (GRR)
- Cost of Retention (COR)
- Graded Revenue - Define what constitutes high grade, middle grade and low grade revenue, often tied to churn and expansion potential and track % of each revenue type
- Net New Logo/New Business Goals
- Product usage
- Share of Voice in the Market (share of intent)
- Close Rates by stage
- Actual Contract Value (ACV)
- GTM Motion delivery across the funnel (customizable by company approach)
    - Top of funnel
    - Middle of funnel
    - Bottom of funnel
    - Pipeline
    - Revenue
    - Risk Metric

	Inbound	Outbound	PLG	Event-Led	Community	Partner
TOFU Metric	ICP Website Visits	Target Account Volume	Website visits	Event attendees	Audience Size	Onboarded # / # referrals
MOFU Metric	Leads Generated	Account Engagements	Cart creations	Post event account engagement	Community engagement	Qualified opportunities
BOFU Metric	Conversion Rate	Meetings Set	Transactions	Conversion Rate	Leads generated	Conversion from qualified
Pipeline Metric	Total Opp Value	Total Opp Value	Upsell pipeline	Total Opp Value	Total Opp Value	Total Opp Value Ave ACV
Revenue Metric	Total CW Value Ave ACV	Total CW Value Ave ACV	Total CW Value Ave ACV	Total CW Value Ave ACV	Total CW Value Ave ACV	Total CW Value
Risk Metric	% to Convert /Churn / ICP Adherence	CAC/ ICP Adherence / Churn	Expansion stagnation/ Churn	Repeat attendees/ Churn	Community engaged vs. community size/ growth rate vs. expectations	Production by partner / ICP Adherence

To operate in a GTM approach you also need to include onboarding, retention and expansion. The interconnected nature of metrics across different layers is illustrated by dotted lines.

When these metrics intersect, they form ratios. Additionally, these layers represent temporal aspects; GTM Metrics are closer to the data source, while Investor Metrics are more distant. This highlights the delay between Investor Insights and GTM metrics, emphasizing the real-time relevance of GTM data compared to the retrospective analysis often used by investors.
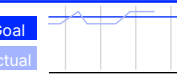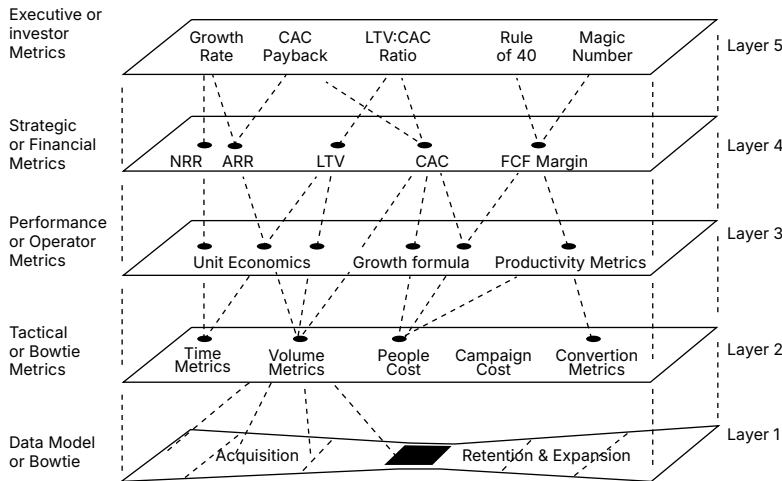

Figure 6. Most organizations today operate on strategic or investor metrics. The GTM metrics are closer to the action, they are referred to as Performance or Operator metrics.

Below are a few sample dashboards that allow GTM teams to look at the performance as a function of the business and not departmental results.

CMO-CRO Scorecard Template

Branding	Inbound Funnel	Conversion Metrics	Outbound Funnel	Revenue KPIs
Inbound Calls & Emails	Qualified Conversions	Site Conversion Rate	Outbound Engagement Rate	Revenue vs. Goal
35	**350 vs. 400**	**5.70%**	**3%**	**1.3M vs 1.5M**
Month	Month	Quarter	Month	Month
Site Traffic	Top Inbound Campaigns	Lead to Qual Conversion Rate	Engaged Target Accts	Avg Deal Size
6,090	Partner Webinar: 50 Demo Request: 45 Customer Referral: 40	**50%**	**1,225 out of 3,500**	**$55,000**
Month	Month	Month	Month	Quarter
Engagement Spikes	Inbound Opportunities	Target Acct Engagement Rt	Outbound Opportunities	Opportunity Close Rate
300 Accounts	**45 vs. 60**	**35%**	**65 vs. 85**	**25%**
Month	Month	Month	Month	Quarter
Share of Voice	Inbound Pipeline Gen	Deals advancing to Discovery	Outbound Pipeline	Pipeline Velocity
33%	**$1,687,500**	**75 vs. 95**	**$2,275,000**	**72 days**
Quarter	Month	Month	Month	Quarter
Net Promoter Score	Inbound Pipeline Coverage	Deals advancing to Proposal	Outbound Pipeline Coverage	Cost per Opportunity
7.5	**2,5x**	**40 vs. 50**	**2x**	**$250**
Quarter	Open Pipeline = X	Month	Open Pipeline = X	Quarter

GTM Scorecard Template

Net Retention	Total New ARR	New business ARR	Expansion ARR	Product Usage
Net Retention Leader Forecast	Total New ARR Leader Forecast	New business ARR Leader Forecast	Expansion ARR Leader Forecast	Product Usage Forecast
90%	**10M**	**7M**	**3M**	**10,000**
forecasting 90% of goal	forecasting 100% of goal	forecasting 100% of goal	forecasting 100% of goal	Monthly Active Users
Renewals Won by Week	Total New ARR by Week	New business ARR by Week	Expansion ARR by Week	Actual Usage by Week
Goal / Actual — 181 Deals; $4.1M	Goal / Actual	Goal / Actual	Goal / Actual	Goal / Actual
Gross Retention ARR Close Won	Close Won Total New ARR	Close Won New Business ARR	Expansion ARR	Monthly Active Users
$4,350,000	**$2,500,00**	**$2,000,000**	**$500,000**	**9,500**
Closed Won Renewals Total ARR				
Customer Success Qualified Leads	Total Open Pipeline	Total Open New Pipe	Total Open Expn Pipeline	Product Qualified Leads
67	**35M**	**25M**	**10M**	**50**
Weighted Pipeline GRR	Multi-Product Adoption	Lead New ARR Product Line	Leading Expansion Product Line	Customers - Usage Red Flag
69%	**47% vs Goal 60%**	**Line B: 80% to Goal**	**Line C: 70% to Goal**	**13**
Overall Weighted Pipelinez	ARR by Segment	New Pipeline Funnel Efficiency	Expansion Funnel Efficiency	Gross Margin Current Qtr
$10,030,005	**45% Enterprise 55% SMB**	**Average Age: 90 days**	**Average Age: 40 days**	**75%**

9 | What are some of the misconceptions of GTM?

Top 10 GTM misconceptions that plague the industry and GTM professionals are:

1. GTM is a strategy or project that can be solved in a few executive meetings.

2. GTM is only for launching new products.

3. GTM is all about the sales process.

4. Customer success is not necessary for developing sound GTM strategies. Marketing and Sales can take the lead.

5. You should be thinking about your Total Addressable Market when defining your GTM approach.

6. You do not need a single source of truth to make sound GTM decisions.

7. GTM is about focusing on new acquisition, expansion can be handled through customer facing teams.

8. GTM is about funnels, fill the funnel, improve conversion and get better results.

9. GTM only includes Sales and Marketing or Sales, Marketing and CS and doesn't include Product

10. GTM fit in one dedicated motion means GTM fit in other unrelated motions

Most people think that growth is straight, up and to the right.

But when you dig deeper, each company goes through what we call GTM Valleys of Death:

Every company must learn to navigate **The 5 Valleys of GTM Death**	
YOU CAN **CREATE** BUT CAN'T **MARKET**	You have launched a product but can't create enough demand for it.
YOU CAN **MARKET** BUT CAN'T **SELL**	You are generating enough demand but can't seem to close enough sales.
YOU CAN **SELL** BUT CAN'T **DELIVER**	You close customers but your customer team struggles to deliver or has to reset expectations.
YOU CAN **DELIVER** BUT CAN'T **RENEW**	Your customers love your product but can't seem to quantify the ROI enough to renew.
YOU CAN **RENEW** BUT CAN'T **EXPAND**	Your customers love your product but you have nothing else of value to offer them.

Source: GTM Partners' Comprehensive Guide to GTM © GTM Partners, gtmpartners.com

10 | What is the definition of a GTM motion vs. a GTM channel?

Once you realize that you don't have a marketing problem, you don't have a sales problem, you don't have a CS problem, you don't have a product problem, you understand that what you really have is a GTM problem.

Then you can start solving real business problems using GTM motions.

A motion is a coordinated, strategic effort that involves the entire GTM team (sales, marketing product, CS, rev ops) and has revenue goals attached. For example, if you are hosting an event and only the marketing team is involved and you're doing it to generate top-of-funnel leads, that is just a channel. When you start to attach revenue to your event strategy and get multiple teams involved, then it becomes a motion.

A GTM motion refers to a company's structured set of activities, tactics, and processes that span across the entire customer journey. It starts with finding prospects, qualifies them, and ultimately turns them into satisfied customers. This approach involves collaboration across functions from the marketing, sales, and customer success departments. The aim of a GTM motion is to enhance organizational efficiency by reducing costs and boosting effectiveness through increased production or growth, alongside improving customer experience.
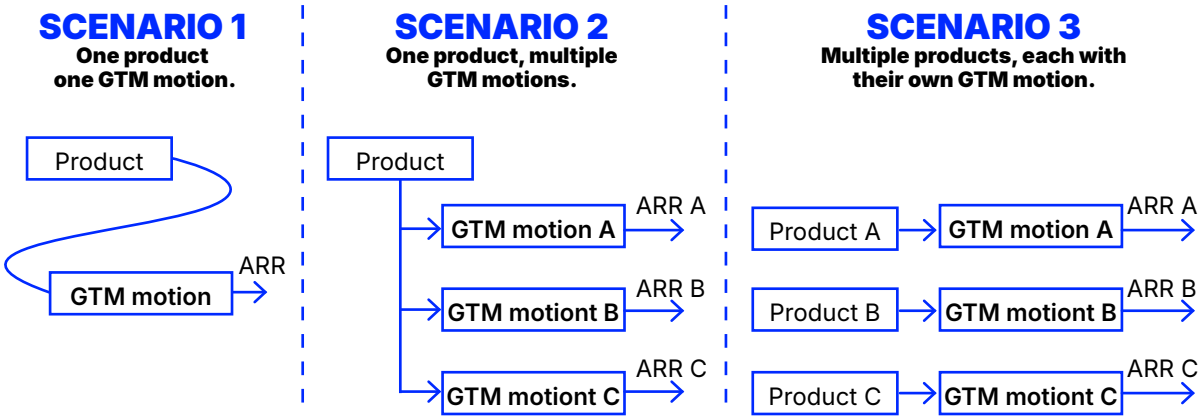

Figure 7. Different products and GTM motions each can create different revenue streams.

11 | What are different GTM motions companies need to consider?

GTM Partners and Harvard Business Review published the 6 GTM motions and definitions to illustrate the changing landscape of how companies go-to-market.

The 6 Go-to-Market Motions

TYPE	GROWTH LEVER	EXECUTION
Inbound-Led	Content marketing driving to conversion channels	Marketing harvests demand via paid, organic, social, email, to qualify and route to Sales
Outbound-Led	Coordinated and targeted account outreach	Marketing & Sales: Account-based marketing & selling, 1:1 advertising, content hubs, SDRS
Product-Led	Product-driven adoption, usage & feature discovery	Product facilitates deals, upsells, usage, expansion and may require a sales-assisted PLG approach
Partner-Led	Unified indirect selling programs	Activation through channel, ecosystem, referral, affiliate, reseller, and nearbound relationships
Event-Led	Premium event experiences to drive quality connections	Targeted educational roadshow events, in-person, virtual, & hybrid
Community-Led	Create a movement or category around a transformative idea	Thought leadership driven by industry experts, influencers, and happy customers

Source: GTM Partners' 6 HYM Motions © GTM Partners, All Rights Reserved GTMpartners.com
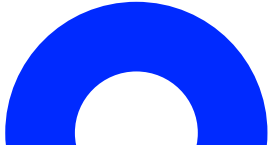
Thinking about GTM motions leads us to a deeper understanding of revenue growth and its associated costs, both of which are essential components of achieving a profitable business model. A GTM motion combined marketing, sales and customer success functions.

There are five main five production lines:

No Touch: Customers are marketing, selling, and servicing the products.

Low Touch: Marketing, sales, and support relies on technology, like chatbots, with personal engagement reserved for more complex situations.

Medium Touch: Involves specialized roles like a Sales Development Rep (SDR) or Customer Success Manager (CSM) qualifying a customer's needs before involving a Sales Manager or product expert.

High Touch: A Sales Manager or Customer Success Manager, often field-based, oversees a small portfolio of accounts. For advanced solutions, this likely involves support from a Solutions Architect.

Dedicated Touch: A dedicated team solely focused on serving one large Fortune 500 account, often led by an executive who reports directly to the CEO, ensuring a comprehensive approach to both sales and service needs.

Each of these GTM production lines operates on a different cost structure. For example, it would make no sense to fly cross country to close a $10/month deal. This means that to be sustainable requires that we map the right GTM motion to the revenue generated by the customer over time.
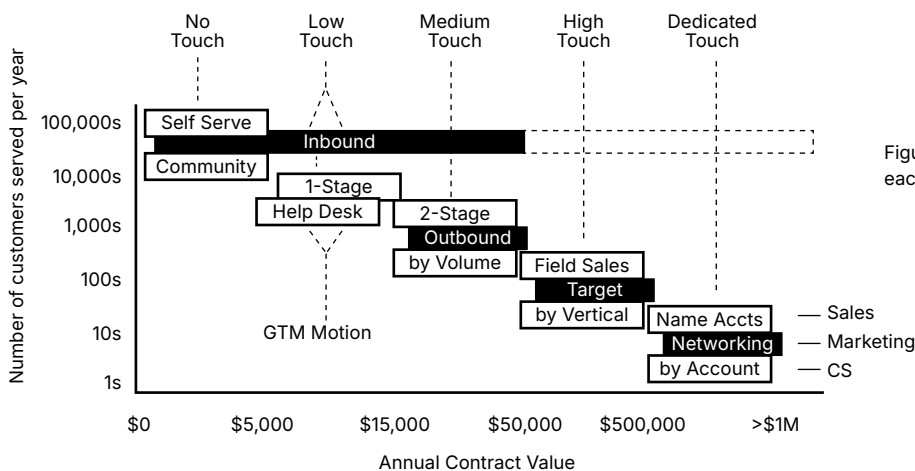

Figure 8. Different product and GTM motions each can crete different revenue streams.

12 | What are trends in GTM motions?

GTM Partners and Harvard Business Review published the 6 GTM motions and definitions to illustrate the changing landscape of how companies go-to-market.

Event-Led Growth: 38% of those surveyed use Event-Led Growth

- Events represent a top-performing channel throughout the buyer's journey.
- Smaller, customized events are driving higher levels of engagement.
- Leverage technology to track and boost event attendance, pipeline growth, and revenue.
- Establish specific KPIs for each event and measure performance against these objectives.

Partner-Led Growth: 66% of those surveyed use Partner-Led Growth

- Partners play a crucial role in expanding your pipeline, enhancing conversion rates, and accelerating deal cycles.
- There are five distinct partnership types, each serving a unique purpose that should be measured and managed independently. It's important to avoid conflating results by comparing affiliate programs with referral or ecosystem partners, as each contributes to revenue differently.

Product-Led Growth: 41% of those surveyed use Product-Led Growth

- Product-led growth (PLG) has evolved significantly over time, becoming more sophisticated and tailored to specific audiences and goals.
- PLG is not universally applicable; it requires careful consideration of your Ideal Customer Profile (ICP) and target audience.
- PLG can operate independently of traditional sales processes or be supported by sales in a referral-like or lead generation motion.
- When executed effectively, PLG can yield significant benefits, including shorter sales cycles, higher win rates, and increased average contract values (ACVs).
- However, PLG may introduce higher churn rates. To accurately assess performance and avoid misleading Net Revenue Retention (NRR) metrics, it's essential to differentiate between users sampling the product and those making a deliberate decision to discontinue their subscription. This can be achieved by tracking and treating each group separately—one as paid leads and the other as Monthly Recurring Revenue (MRR) or Annual Recurring Revenue (ARR) customers.

Outbound: 86% of those surveyed use Outbound Led Growth

- Pilot test before committing to a large-scale program.
- Recognize that your existing team may not naturally excel at outbound calling. Invest in training and skill development before expanding efforts.
- While volume is important, prioritize targeting accounts based on a well-tested Ideal Customer Profile (ICP).
- Regularly re-engage with lost opportunities to potentially revive deals.
- Leverage existing assets to create effective talk tracks, emails, and leave-behinds that represent your brand and offerings.
- Explore how partnerships can support your growth strategy.
- Based decisions on data and metrics rather than intuition or gut feeling.

Inbound:90% of those surveyed use Inbound Led Growth

- AI can support faster content creation, personalization, optimization and data analysis. It however, cannot offer you differentiated brand statements, provide a contextual understanding of what information is critical to that specific buyer, execute on complex decision making or control the quality of your content. Leverage AI to speed up your Inbound content creation process.
- Content should extend beyond the top-of-the-funnel stage to cover the entire customer lifecycle.
- Emphasize how content educates and empowers advocates within the audience.
- Stay attuned to evolving content consumption habits; where people spend their time and whom they trust continues to shift, notably with changing search behaviors.
- Prioritize investing in content that resonates with high-intent prospects and existing customers, ensuring it is highly consumed and impactful.
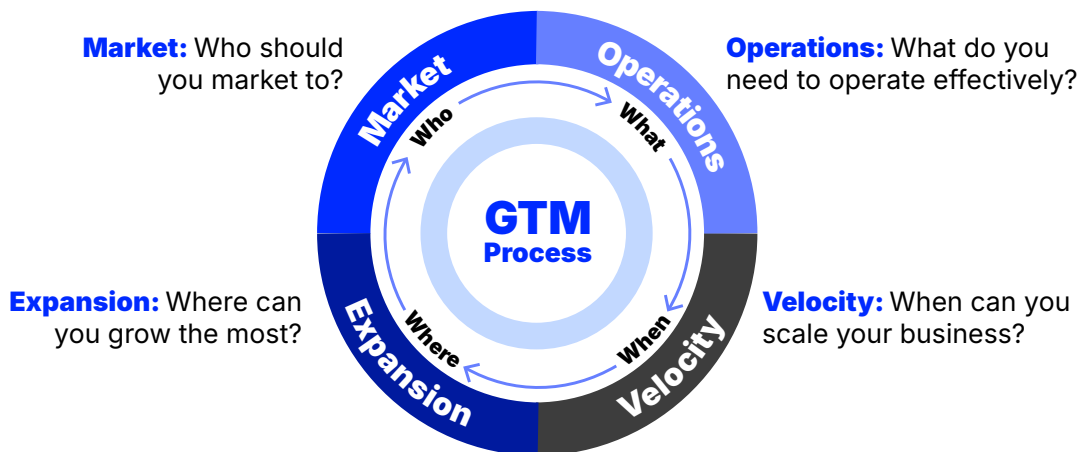
Community Led: 52% of those surveyed used Community-Led Growth

- Consider the tech that makes the most sense given your goals (white-label community, Slack channel, etc.) Each has pros and cons. Your technology vendor can also advise you on the right actions and metrics that align with your goals.
- Community is becoming more and more critical for the commercial sectors. It has been heavily utilized by not-for-profit organizations and education institutions for years.
- Think about how your product lines up with the four different kinds of communities. Your community goals will be driven by expectations. Are you planning to use the community to drive marketing goals, sales goals, support goals or product goals? Will it be a combination of these elements?

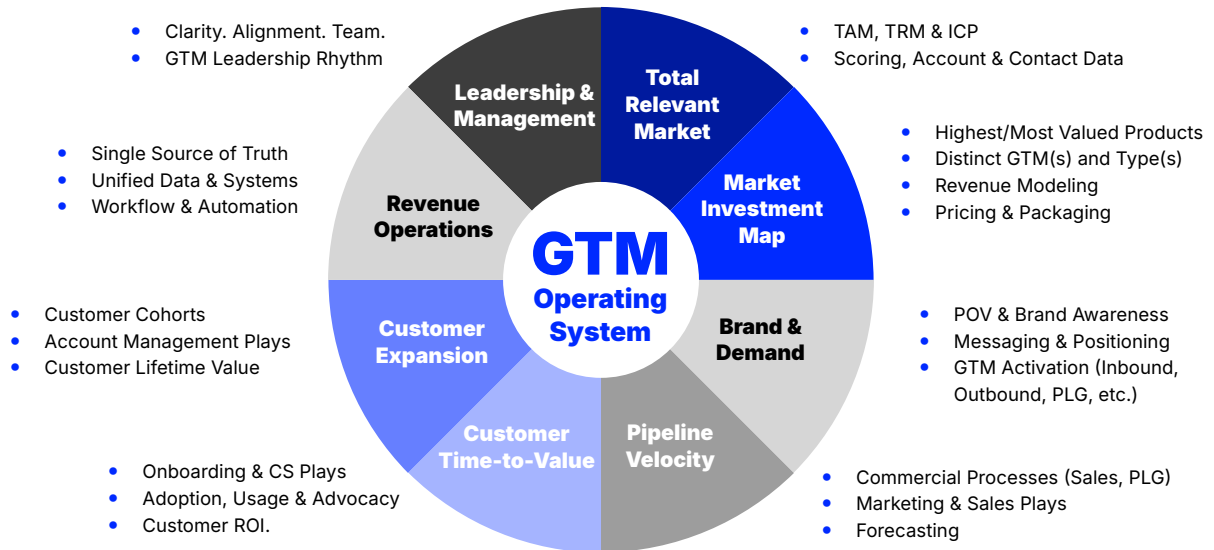# 13 | What are some strategic GTM frameworks?

MOVE: The 4-Question Go-to-Market Framework + GTM Assessment:
MOVE: 4 Question GTM Framework

Market: Who should you market to?

Operations: What do you need to operate effectively?

Expansion: Where can you grow the most?

Velocity: When can you scale your business?

Go-to-market Operating System:
The GTM Operating System

- Clarity. Alignment. Team.
- GTM Leadership Rhythm

- Single Source of Truth
- Unified Data & Systems
- Workflow & Automation

- Customer Cohorts
- Account Management Plays
- Customer Lifetime Value

- Onboarding & CS Plays
- Adoption, Usage & Advocacy
- Customer ROI.

Leadership & Management

Total Relevant Market

Market Investment Map

Revenue Operations

GTM Operating System

Brand & Demand

Customer Expansion

Customer Time-to-Value

Pipeline Velocity

- TAM, TRM & ICP
- Scoring, Account & Contact Data

- Highest/Most Valued Products
- Distinct GTM(s) and Type(s)
- Revenue Modeling
- Pricing & Packaging

- POV & Brand Awareness
- Messaging & Positioning
- GTM Activation (Inbound, Outbound, PLG, etc.)

- Commercial Processes (Sales, PLG)
- Marketing & Sales Plays
- Forecasting
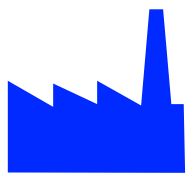
Source: © GTM Partners, All Rights Reserved GTMpartners.com

The revenue factory framework is based on structuring GTM like a revenue factory.
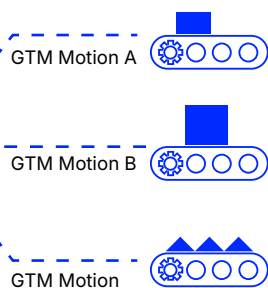
REVENUE FACTOR
A SaaS company with over $10M in ARR operates like a revenue factory.

PRODUCTION LINES
In the revenue factory, a GTM motion functions like a production line.

REVENUE PRODUCTION
Revenue production is the sum of the revenue produced by individual GTM motions.

It delivers a product that must deliver recurring impact to maximize revenue growth in a cost-efficient way.

GTM Motion A — ARR (A)

+

GTM Motion B — ARR (B)

+

GTM Motion — ARR (C)

- Scalable Growth
- Sustainable Growth
- Durable Growth

Figure 9. The Revenue Factory as a GTM Strategy

14 | What are some of the GTM frameworks for execution?

Here are a few frameworks for execution:

- **Revenue Model:** Determines the fundamentals of the GTM approach in the form of pricing and packaging.

- **GTM Model:** The GTM models structures a revenue operation into different GTM models

- **Data Model (The bowtie):** Inspects performance of each GTM motion, and identifies areas of improvement. This can be increasing inputs, or improving throughputs. It highlights how to streamline processes, automate systems, and enhance skills.

- **Mathematical Model:** The Growth Formula is a formulaic expression of the revenue growth trajectory of the GTM motion.

- **Operating Model (SPICED):** Enables interoperability across different GTM motions acting like a factory operating system.

- **Growth Model:** Adds up the growth and it provides a roadmap with 12 breakpoints companies run into..It tells where organizations are and what to prepare for next.

- **TRM Model:** Going beyond the TAM

- **ROI framework:** 5 types of ROI framework

- **GTM Growth Playbook:** Orchestrate your go-to-market across GTM motions to prioritize and execute

The Power of a Total Relevant Market

Understanding who your buyer is and what they need is key to efficient, rapid growth.
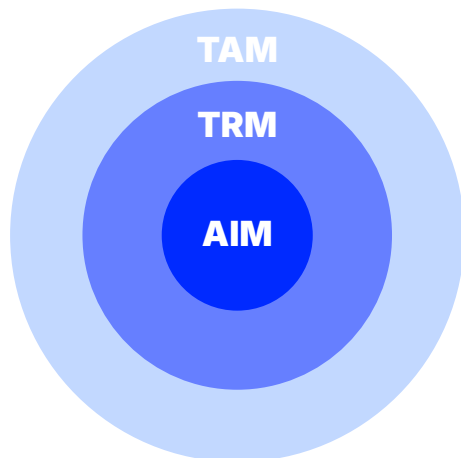
Total Addressable Market
Total market size for your product given unconstrained time and resources.

Total Relevant Market
The total market of relevant buyers based on your ideal customer profile (ICP).

Already In Market
Buyers in your ICP that are actively in market for a solution like yours.

Source: GTM Partners' Total Relevant Market Report GTM © GTM Partners, All Rights Reserved

The 5 Types of ROI

TYPE	DESCRIPTION	MEASUREMENT
Attributable	You can clearly show the link between variable investment and the revenue that results. More invested will result in more revenue.	• Direct revenue (Pipeline, NRR, ARR), • Tangible outcomes / deliverables
Transformational	Your solution will help companies transform, but it is wholly dependent on the organization doing the work to change to observe the value.	• Access to a new market, or an ability to operate / sell in a new way • Improved employee satisfaction or reduction in headcount.
Efficiency	You can clearly show the link between the implementation and a reduction in costs or increased productivity.	• Lower costs, fewer people, work faster • The more pain you remove the stronger your case.
Necessity	Your solution is a table stakes type of technology that companies need to run their business.	• Ease of use, price to value, service, support, & functionality.
Indirect	You can prove that your solution provides improvement to one aspect of the business, but you cannot explicitly tie improvement to your solution.	• A mixture of influenced pipeline, revenue, and conversion funnel metrics.

Source: GTM Partners ROI Framework © GTM Partners, All Rights Reserved gempartners.com

The ROI Framework: Proving Your Value
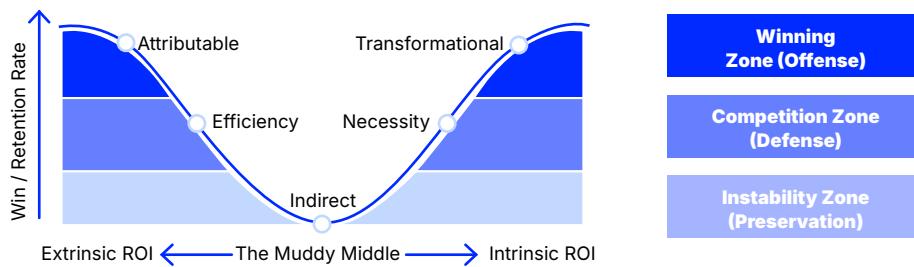
Source: GTM Partners ROI Framework ©GTM Partners, All Rights Reserved gtmpartners.com

The Winning Zone: Companies that can show **Attributable and Transformative** ROI are at an almost insurmountable advantage. Since they are either transforming how customers do business or they can prove directly attributable ROI, they're not getting cut. Companies in the winning zone can out- maneuver competitors through big strategic moves and investments.

The Competition Zone: Vendors in the **Efficiency and Necessity** zones can be very successful and may even be category leaders. However, they're constantly defending against other players who can easily force competition on features, ease of use, price, and efficiency gains.

The Instability Zone: Vendors who can only show **Indirect** ROI are in what we call the muddy middle, where retention gets hammered. In a down economy, CFOs will not approve new or renewed tech that can't show ROI. Companies showing Indirect ROI get lumped with dozens of other providers as one of many contributors to some final outcome.

Your goal is to move up the slope, from the muddy middle through the Competition Zone, and hopefully eventually to the Winning Zone.

Intrinsic ROI: You provide inherent value without need for quantitative measurement. You're valuable because you are taking action or moving in the right direction.

Extrinsic ROI: Valuable to the degree it creates measurable outcomes where the results speak for themselves.

Using the GTM O.S to Prioritize, align and execute revenue plays

GTM Motions Playbook

High Value Segments	Total Relevant Market (TRM) Who you will target (Accounts)	Example Clients	Products (offerings you will sell them)	% of Company Revenue Goal (Focus)	$ Revenue	# of Closed Won Opportunities (Volume)	Revenue Math	GTM Motion	Key Personas & Buying Committee (People)
	Firmographics • Company size 1,000 - 3,000								
Talent First At Scale	**Technographics** • Has employee engagement software **Qualifying Characteristics** • Companies that have a VP of Talent Dev/Mgmt • Companies with Diversity initiatives • A Top Companies to Work for & local Awards • Looking to go beyond perks and awards **Readiness to buy** • Recent employee growth or planned hiring • New VP/ Dir or CDO leadership		**Xeon Pro**	50.00%	$6M	150	40K ACV	Outbound	4 SDRs 15 AES ABM Team
Talent First At Scale	Agency Service provider, implementor: Industry Experts Small-boutique in health care Regional-outside health care		**Xeon Pro**	33.00%	$4M	50	80K ACV	Partner-Led	2 Partner AES Partnerships Assistant Field Marketer
Talent First Aspiring	Agency Service provider, implementor: Industry Experts Small-boutique in health care Regional-outside health care		**Xeon Lite**	17.00%	$2M	220	9K	Inbound	2 Inbound SDRS Demand Gen Team
Talent First At Scale	Existing customers • 2000+ installs • Diversity initiative completion • 6+ Projects in flight • Allocated budget 3M+ next year • 3+ MAU'S • 300+ activations in company		**Micro Z**	80.00%	$15M	300	50K + Servicies	Event-Led (customer roadshow + Virtuals) Outbound (CSM + AM)	4 AMS Event Team Field Marketer
Talent First Aspiring	Existing customers 90 days in Successful activation 3+ MAU'S 20+ activations in company		**Xeon Pro**	20.00%	$3.6M	90	40K	Outbound (Coach + AM)	2 SDRs 2 AMS 3 Services Team (Coach)

Details from the ICP Model | **Products** | **Revenue goal splits by segment** | **ACV and # Opps needed** | **GTM Motions and Key Resources**

15 | What is the role of AI in GTM?

AI is transforming GTM strategies by enabling data-driven decision-making, enhancing customer engagement, improving operational efficiency, and driving revenue growth. Companies that leverage AI effectively in their GTM approach gain a competitive edge in today's digital marketplace. It can help

helpful in the following key areas:

1. Audience segmentation
2. Predictive analytics
3. Marketing and advertising optimization
4. Sales enablement and next best action guidance for reps
5. Funnel Management and lead scoring
6. Customer experience and support
7. Product recommendations and cross-selling (next best action guidance for buyers)
8. Competitive Intelligence
9. Sales forecasting and pipeline management

Whether you are interacting with an AI agent directly or it is being utilized by a software your team is already using in their daily activities, AI will continue to drive more efficiency by reducing the effort needed to complete tasks and avoiding time spent on less effective activities.

16 | What are some of the emerging roles in GTM?

Dedicated roles focused on GTM unification are emerging within organizations. These roles report into marketing, product, enablement, and revenue operations. Additionally, there is a growing trend of GTM roles reporting into partnerships as companies aim to drive more efficient revenue through strategic partnerships.

Revenue Architecture is a skill that can be applied to all revenue operating roles.

The biggest emerging trend around roles is the evolution of the Chief Revenue Officer. Originally, CROs managed Sales and Marketing and occasionally Customer Success. In the middle period of SaaS and B2B tech over the last 10 years, CROs evolved to become the most senior sales leader in the organization. Sometimes they managed retention but often they explicitly did not manage Marketing. In that world, CMOs and CROs were peers with Marketing controlling demand generation and overall brand evolution and CROs responsible for turning demand into recurring revenue. However, GTM fundamentally questions this approach, which puts too much emphasis on new business and does not explicitly require the CRO to have a deeper understanding of the customer lifecycle or how the bowtie properly functions. In our ongoing phase shift, new paths to CRO are emerging explicitly from CS, Revenue Operations, and Marketing. It stands to reason that over time, the key role responsible for generating aligned revenue in the organization may become the CGTMO in addition to the CEO.

17 | What is the evolving role of CEO in GTM?

The CEO is responsible for ensuring that the entire GTM Organization is aligned on what they should be focused on, how much effort should be put into the various initiatives and plans and watching to ensure that teams do not get out of

alignment. CEO's should:

1. Set the core goals initiatives for the year.
2. Work with the teams to confirm the specific and measurable plans for accomplishing those goals.
3. Ensure that there is tracking in place to monitor performance of the plans at a high level and in the detail required to diagnose issues.
4. Keeps the focus on the plans, so people do not naturally revert back to a more comfortable or frictionless way of working or get overly myopic about "their part" in the revenue engine.

18 | What is the evolving role of CMO in GTM?

The role of the CMO is evolving significantly amid the shift towards GTM strategies. This transition is partly advantageous for CMOs, as it underscores the realization that marketing alone cannot effectively drive Go-to-Market initiatives. Many marketing leaders have been tasked with this broader role and have struggled to excel in it.

However, CMOs are poised to remain central to GTM efforts due to their expertise in leveraging technology for scalability and proficiency in audience segmentation and management. Moving forward, CMOs will face the challenge of fostering cross-functional collaboration without dominating the GTM process. The goal is to avoid replicating past scenarios where CMOs bore the burden of GTM single-handedly, becoming frustrated or facing repercussions when performance metrics fell short of expectations.

19 | What is the evolving role of CRO in GTM?

The CRO is the role that has the most evolutionary pressure in the modern GTM world. If the CRO is intended to own the entire GTM motion, she must have a deep understanding of essential math, what Cassie Young from Primary Ventures calls "P&L fluency", that drives and supports durable growth.

That math is fundamentally concerned with ensuring that the resources expended to drive growth are proportional to the customers ability to receive ongoing and recurring value and impact from the service.

And that means that if the CRO is to remain relevant they must be incentivized and compensated against retention explicitly and that new business is understood to be simply one milestone along the journey of the customer. To that end, the CRO must develop a perspective and aptitude towards alignment with marketing to deliver the correct customer into the business that is explicitly likely to renew.

20 | What is the evolving role of CFO in GTM?

The role of the CFO has evolved significantly in recent years, particularly in overseeing financial decisions related to revenue planning, budgeting, and profit management across departments. Traditionally, CFOs collaborated with the board and CEO to establish organizational revenue targets and departmental budget plans, including the Profit & Loss (P&L). They entrusted GTM leadership to allocate funds effectively for driving business growth within their specific disciplines.

However, due to rising costs associated with headcount and technology investments, CFOs are now more hands-on in budget decision-making, ensuring efficient spending. They navigate between siloed preferences for technology investments among teams, emphasizing the importance of collaborative solutions that serve multiple purposes.

As organizations mature, CFOs increasingly oversee revenue operations and business operations teams, responsible for financial tracking related to GTM spending and revenue generation.

Moreover, CFOs are now intricately involved in deal economics, ensuring revenue objectives align with commission structures and discounting rules. This heightened involvement underscores the CFO's active role in day-to-day operations within the GTM organization, a departure from their traditional responsibilities in recent years.

21 | How is GTM different between the stages of companies - Problem. Product. Platform?

In the MOVE book on go-to-market, the authors identify the 3P's growth for companies:

Problem-Market Fit:

This stage in a business is centered around the fact that you know the market has an issue that needs solving, but there is no market-wide consensus on how to solve the problem.

Some key indicators that you are in this phase include:

- You are a sales-led organization, and each sales cycle has a unique challenge
- You are building bespoke solutions for each buyer
- The language your buyers use to describe their issues is inconsistent
- There is no benchmark data on what "good" looks like
- There is no Google trend data
- There is no category definition that fits your value proposition
- Churn reasons are inconsistent

Product-Market Fit:

In this stage, we have demonstrated that the market is willing to articulate its needs, make purchases, and invest in the solution consistently year after year.

- Some key indicators that you are in this phase include:
- You are building a demand machine that creates a predictable pipeline
- Your commercial strategies are consistent, and you can forecast with surety
- Your category has been validated by 3rd party analyst or rating firms
- Your buyer is coming to you with a consistent set of needs
- You are able to sell the same product in the same way at scale

Platform-Market Fit:

In this stage, you have multiple products or services that can solve a variety of consistent issues. This can be within your original buyer committee, or it could have expanded into new buyer personas and new categories that had nothing to do with your original product.

Some key indicators that you are in this phase include:

- You have a variety of businesses under a corporate umbrella
- You have a variety of products that serve multiple needs
- Some of your products may be in Product-Market fit, while others are still in Problem-Market fit
- You manage your business through centers of excellence that support multiple product teams
- A single product line does not generate a bulk of the organizations revenue

The 3Ps

Companies will need to adjust their Go-to-Market approach based onstage. Even the most seasoned professionals may reach for muscle memory, rather than looking at their company stage when trying to decide what type of strategy to pursue.
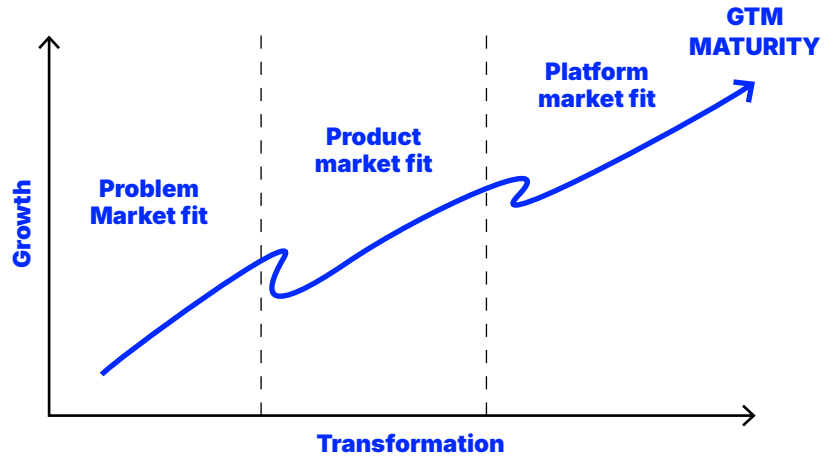
When you have your organization take a GTM assessment that shows how your company maps to each of the 3Ps to bring clarity and alignment for your team.

Business Stage & the 3Ps	Ideation Problem-market fit	Transition Product-market fit	Execution Platform-market fit
GTM Focus & the team	**Leads** Sales Led	**Accounts** Sales & Marketing	**Customers** Customer Success + Sales & Marketing
1. Market (who) Who should we market to?	**TAM** Broad - minimal prioritization	**Segments** Relevant accounts (TRM + ICP + Intent)	**Cohorts** Customer cohorts + Relevant new accounts
2. Operations (what) What do you need to operate effectively?	**Ad-hoc** Department level data and decision making authority	**Aligned** Shared understanding of the data and aligned decision making across sales & marketing with dedicated ops for each department	**RevOps** Coordinated decision making across GTM teams aligned to achieve company objectives led by centralized RevOps team using shared systems, data, processes and GTM scorecard
3. Velocity (when) When can we scale our business?	**Reactive** When there's a fire, hire someone to put it out	**Proactive** Invest now to prevent future fires	**Prioritized** Invest for growth not for pain
4. Expansion (where) Where can we grow the most?	**Single threaded expansion** One distribution path (direct, channel or partner)	**Partial expansion** Multiple distribution paths and coverage areas (GEO's, Verticals)	**Full expansion** Distribution + Coverage + Multiple products, platform, & ecosystem
KPI's	**Metrics by functions** Funnel Conv rates, CPL Bookings & Win rate Sales activities (calls, demo's, ops) Marketing activities (traffic, leads)	**Metrics by account segment** Engagement Pipeline coverage Deal velocity Average deal size, GRR Efficiency metrics (magic number, CAC)	**Metrics by customer cohorts** CLV, Time to value, NPS, Customer ROI Product line revenue & Pipeline NRR / Net Expansion Gross Margins Growth by category
Business Outcomes	**Inefficient growth**	**Efficient growth**	**Efficient growth at scale**

MOVE Framework

22 | How do I educate myself on GTM?

Get MOVE, Revenue Architecture, GTMonday, any other top GTM news stories (put hyperlinks in here for each)The best place for GTM education is Pavilion which is closely partnered with and aligned to the Founding Members of the GTM Consortium, GTM Partners and Winning by Design.

Through Pavilion's CRO, CMO, and CCO Schools, executives can develop a comprehensive understanding of how GTM connects each department.

Through attendance at Pavilions GTM annual conference, GTM Roadshows and Leadership Summits, revenue teams can not only deepen their understanding but forge genuine alignment that will drive and support sustainable growth.

23 | What are the immediate steps to get going on GTM?

GTM is a process and not a strategy. So remember that we are making GTM decisions in almost every single meeting and that it's an iterative and transformational process to drive business growth.

1. Create a GTM office and infrastructure that explicitly aligns Marketing, Sales, Customer Success, and Product.
2. Create a regular weekly or bi-weekly meeting whose sole intention is aligning the GTM departments
3. Incentivize and compensate your GTM executives (eg CRO, CMO, CCO or VP Sales, Marketing, CS) the same way.
4. Dispense with quarterly commissions for CROs and create an annual bonus structure that aligns the GTM team primarily around retention.
5. Use Revenue Operations to create a single consistent data layer that each team leverages and ensure that each team does not have its own data set
6. Explicitly begin the alignment from the moment the prospect becomes aware of what you do and ensure messaging is tightly aligned against an agreed Ideal Customer Profile
7. Ensure that the months and quarters are celebrating Net Revenue Retention and Net Revenue Growth vs simply New ARR or New Revenue booked
8. Extend the understanding of the journey through 3 renewals and map key activities through at least 3 years of engagement with the customer ensuring you are delivering consistent value the entire time
9. Understand that the initial sale is explicitly in the first ¼ to ⅓ of the relationship and treat it with that level of consideration. It is not the end. It is merely the beginning. There should be at least 3 more annual sales to the same customer over the subsequent 3 years.

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