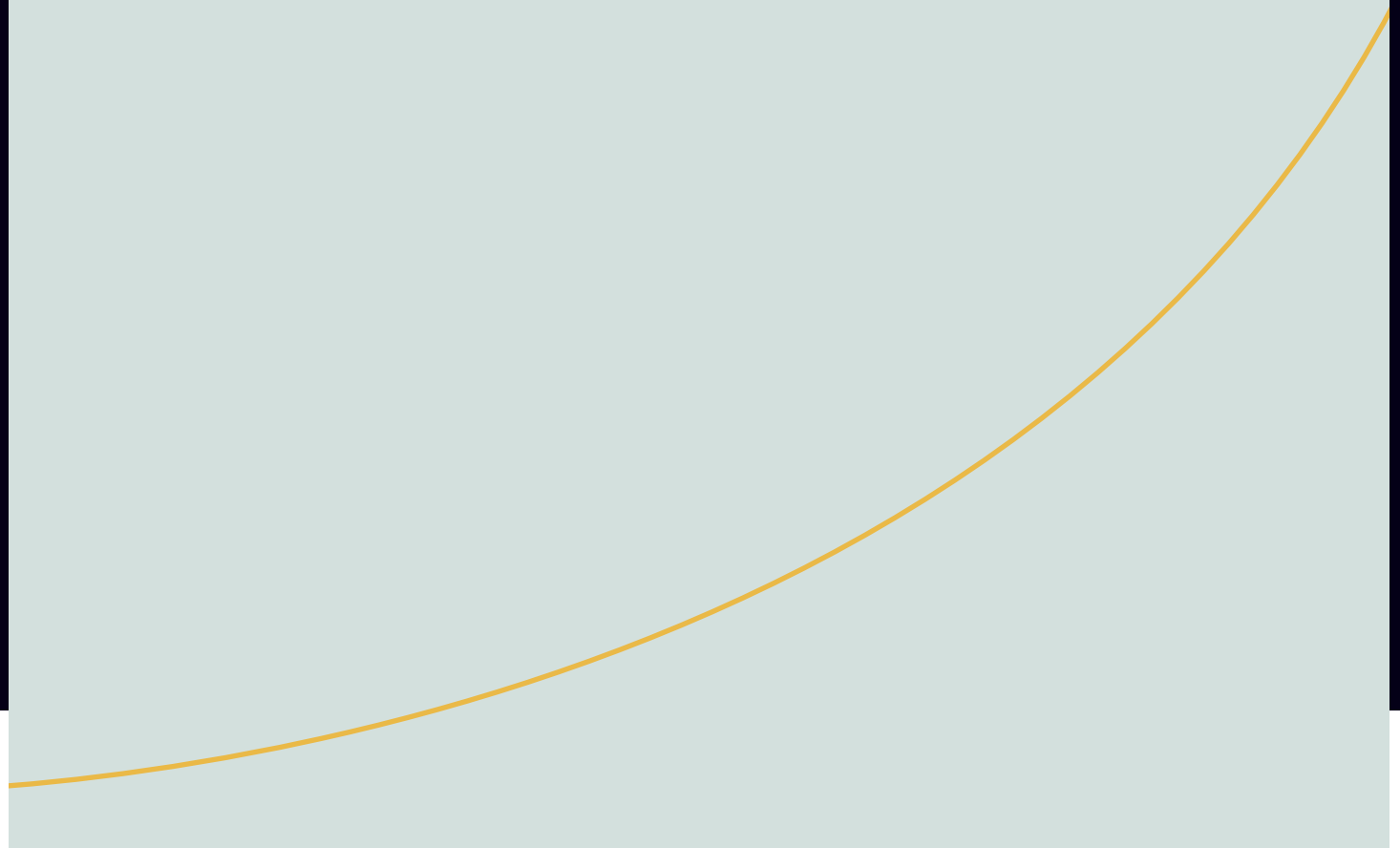


How we scaled this

Aligning on your go-to-market plan

Series Vol. 4

Sydney Sloan
GTM Advisor



SCALE

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on the right strategies

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Summary

High-growth companies are 2.5x more likely to run an account-based strategy that enables them to deliver higher quality pipeline that closes faster.

That's why aligning on a strategy is so important — it sets the stage for GTM leadership to select the best opportunities for driving growth and retention.

What we see all too frequently is too many options and not enough clarity on what segments the company is going to invest in. **In this economy, leadership needs to place fewer bets — too many priorities leaves teams unsure about where to focus or how to execute effectively, and results in constrained resources for the company.**

Companies must focus on evaluating, sizing, and selecting the best growth opportunities on an annual basis. The following three steps are a proven way to do just that based on my experience helping many companies at all stages — including Salesloft, represented in the examples below — establish their GTM strategy.

About the author

Sydney is the CMO at Drata and has extensive global experience marketing software applications that help people communicate and collaborate more effectively. She is driven by a passion for discovering how companies can deliver exceptional customer experiences by building high performing cultures paired with best-in-class technology. Sydney was the CMO at Salesloft and Alfresco, and held senior leadership and advisory roles at Adobe, Marketo, Alyce and Folloze. She holds a BA in International Business and Entrepreneurship from University of Southern California.

As a GTM advisor, Sydney works within the portfolio advising on go to market, demand generation and product positioning.

Overview and results



Challenge

Pursuing too many growth opportunities paralyzes teams and constrains resources

Lack of clarity on which segments get priority investment



Target

Mid-market
enterprise



Solution

An easy to follow, 3-step process for aligning everyone on your GTM plan.



Results

Enabled consistent alignment on core strategy for the year.

Acquired a company within 2 months of the leadership offsite, providing new products to sell within the 1H of the year.

Grew enterprise ARR significantly.

Established leadership position in EMEA a year ahead of competitor.

Align go-to-market leadership on the right strategies

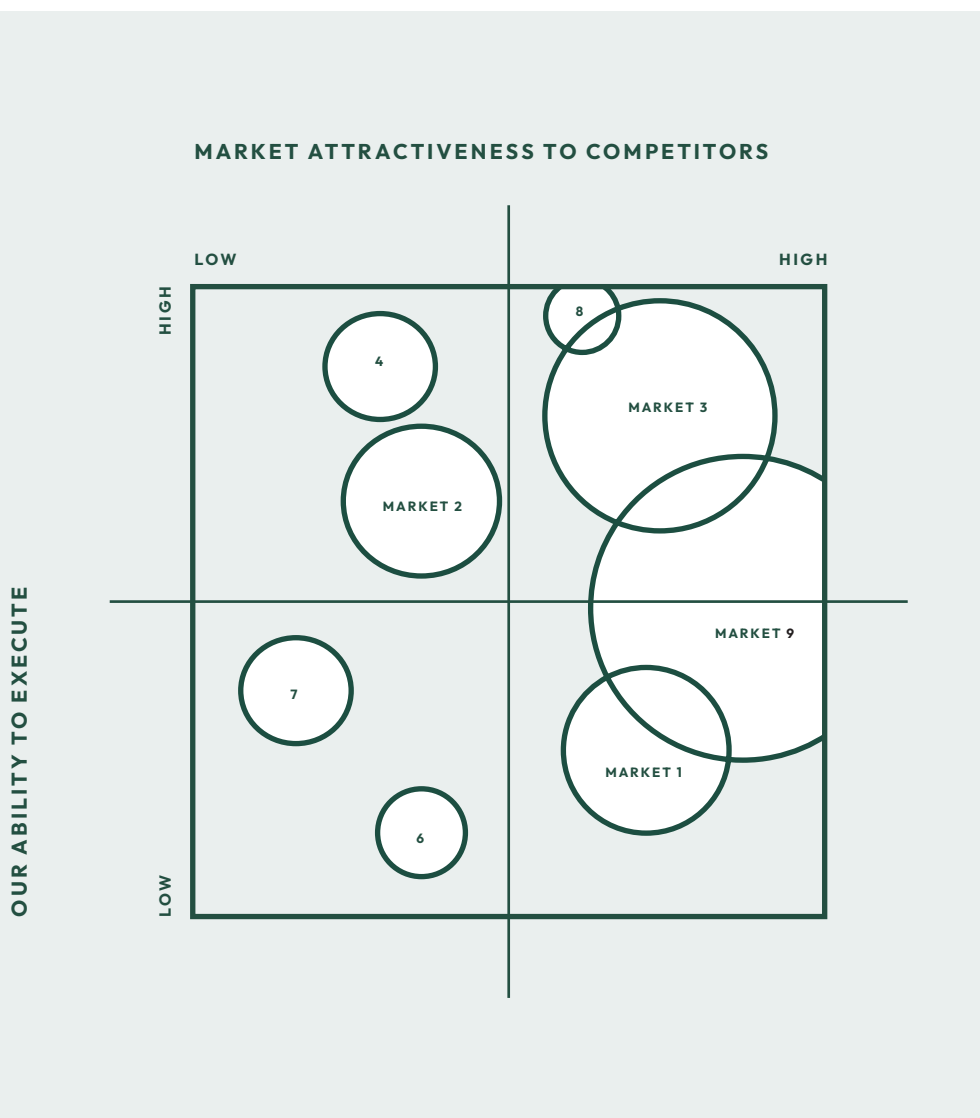
Ensuring GTM leadership is rowing in the same direction is the first step in deciding how to grow revenue and the business.

What we did

Documented the current use cases, verticals, and markets where the company had customers, and where it wanted to invest in the future. Leadership evaluated all options and selected the top three.

How we did it

Gathered input by talking to company sales leadership and held a collaborative session with those key leaders to map out the use cases and future growth opportunities. We focused on capturing what the company was currently doing.



Mapping out the market opportunity meant answering the following questions:

What is the size of the market opportunity or total addressable market? (TAM)

What's our opportunity to capture a percentage of that market or segment of market? (SAM)

What is our ability to execute — do we have the right product, salespeople, partnerships, and geographic coverage in place?

Does this create a first-mover advantage or moat, i.e., will it be hard for our competitors to copy this strategy?

*Bubbles equate to potential market size

Why it worked

While all opportunities may be valid, executing all of them simultaneously is not how you win. The tighter the alignment on priorities, the better.

Once we picked the top 5 or 6 solutions, use cases, or industries, we then had to narrow down to 2 to 3 to ensure the company is focused and aligned. **The hardest job for leadership is selecting what the company is not going to do.**



Top tip

Before entering new markets ask yourselves how penetrated you are in current markets, is it the right time to change focus or do you believe there is still plenty of opportunity in current segments to drive needed growth?

Narrow and score options based on size and investments needed to win

Because it’s not practical to pursue too many growth opportunities, the next step is zeroing in on the strategies the company can realistically execute successfully against.

What we did

Evaluated options based on TAM and the company’s readiness to win each market segment.

How we did it

Decided on the relevant inputs and evaluated them with the leadership team, scoring the opportunities on a grid. Potential inputs are:

Can our sales team sell into this, or do we need to hire new salespeople?

What product investment is required?

Is there a compelling reason to buy? And is that proven, or are we just hopeful?

Is this market quick to adopt new technology?

Do we have a clear first-mover advantage, or could our competitors follow fast?

WEIGHTING	20%	15%	5%
ACCOUNTABLE / OWNER	Marketing	Sales	Engineering
RATING DESCRIPTION	See market sizing calcs* 5 cannons sizing tab	How much additional training would our sales, CX teams have to absorb?	Level of effort required to invest in GTM functions outside product
	5 = big market 1 = small market	5 = very little 1 = a lot	5 = low effort 1 = high effort
	Market size opportunity	Minimum sales fatigue	Minimum investments outside of product
OPTION 1	4	3	5
OPTION 2	2	3	1
OPTION 3	5	3	1
OPTION 4	1	2	3
OPTION 5	3	1	3



Why it worked

The sizing exercise doesn't need to be perfect.

What's important is calling upon data to size each of the segments and compare them against each other. The matrix allows each leader to provide input into the stack ranking of options, and collectively leadership discusses and decides on the right segments.



Top tip

As part of the exercise you can also share the work with analysts, advisors, and partners to gain external validation.

Translate the strategy into a plan

A strategy is meaningless without a plan to put that strategy into play.

What we did

Summarized the strategy on one page, outlining the company's mission and values, short- and long-term goals, and the core strategies.

How we did it

The GTM leadership team aligned on the top five core strategies, and then we ran a 2-day workshop with senior company leaders to determine how to achieve the strategies.

Through a collaborative process, we identified what was needed to execute, and identified and assigned an owner and project team to each.

For instance, the team tasked with the "own international" strategy was responsible for establishing an office presence in London and hiring a GM for that region. Each team met regularly and tracked progress against executing on their strategy. We rolled up the status and progress quarterly for the company.

OUR VISION	Every seller is loved by the buyers they serve #saleslove				
OUR MISSION	Equip companies to maximize revenue by creating a fantastic buying experience				
OUR VALUES	Customers — Glass half full — Bias toward action — Team over self — Focus on results				
	1-YEAR		3-YEAR		
GOALS	Revenue goal + customer NPS + employee NPS		#1 market leader + revenue goal		
	ENABLING		GROWTH		
CORE STRATEGIES	Leverage culture Invest in organization health	Delight users Be the easiest product to use	Command upmarket Serve enterprise companies	Deliver full cycle Develop solutions for all customize facing roles	Own International Establish footholds in key markets
METRICS	% employee engagement	# NPS score	Enterprise ARR	ARR by team	Outside US ARR

Why it worked

We made sure core strategies included enabling strategies, such as employees, culture, product NPS, along with growth strategies. The latter might include:

Choosing to move up market into enterprise within an existing industry

Selling new products to new users, which informed M&A strategies and new products being introduced

Expanding internationally to move into English-speaking European markets

We informed everyone in the company through a series of large and small meetings why we picked the core strategies, what they meant to the company and to them, and included senior leadership on what was needed to execute effectively. We kept the teams cross-functional and ensured accountability with complete transparency, regular check-ins, and a single person tracking progress against all projects.

Results

Enabled consistent alignment on core strategy for the year. Refreshed the strategy the following year by removing ones we accomplished and adding new ones.

We acquired a company within 2 months of the leadership offsite that allowed us to accelerate achievement of Deliver Full Cycle and had new products to sell within the 1H of the year.

Enterprise ARR grew significantly and we continued to hire and expand our sales teams for this segment.

Established leadership position in EMEA a year ahead of our competitor.

Stopped all work on 9 initiatives in motion, putting an end to needless distractions and conflicts.



Top tip

To codify the alignment of the leadership team on how the go-to-market approach was selected, share the strategies with the board and talk about them regularly during all-hands meetings.

We also tracked Objectives and Key Results (OKRs) for specificity on executing the core strategies, keeping to one core metric for each core strategy.

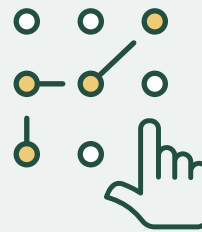
Key takeaways



More than three growth strategies is too many for most companies to execute on effectively.



This is an alignment exercise with company leadership, not just the C-suite coming up with a strategy in isolation. Success requires gathering input from all stakeholders and including them in the process.

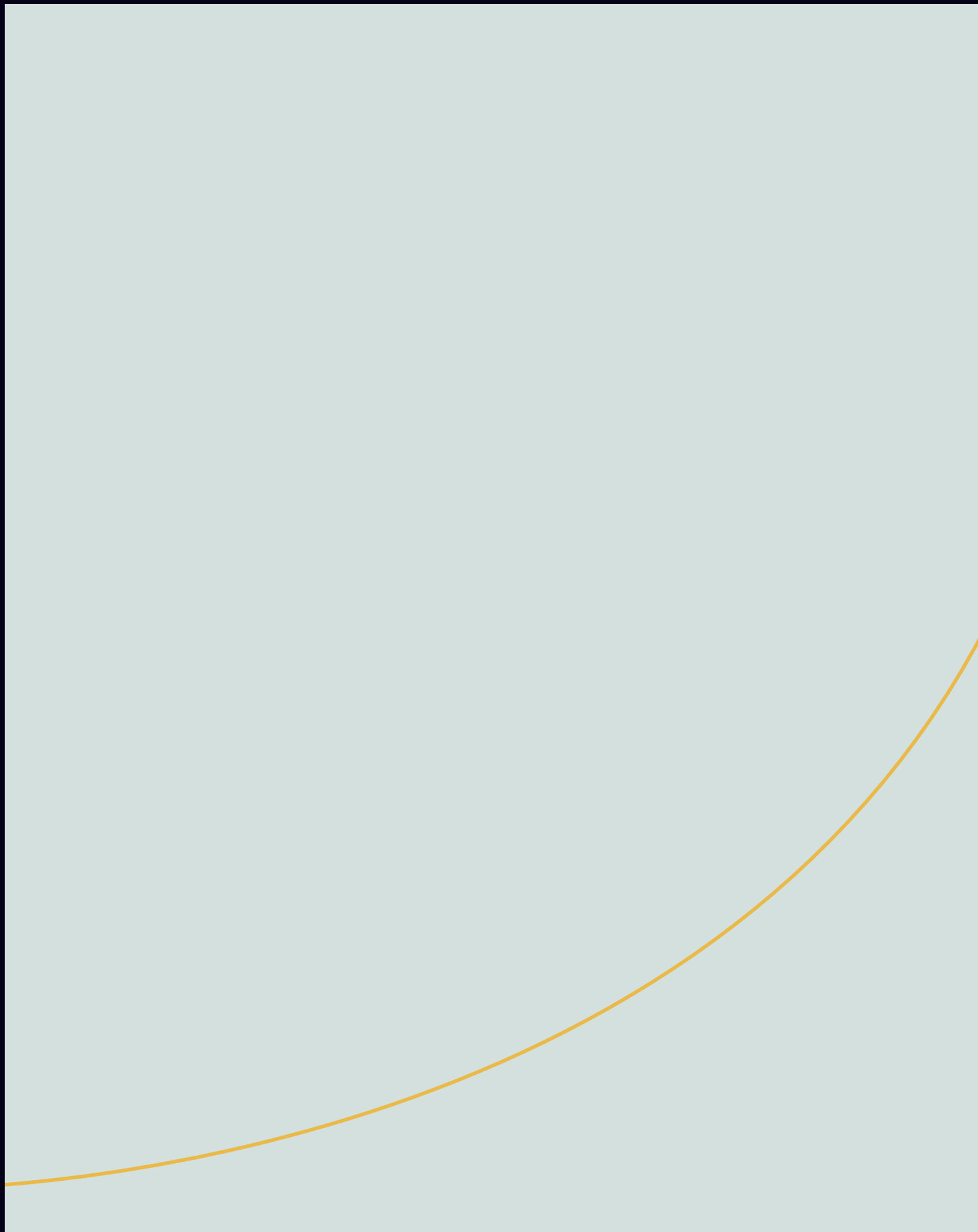


Have a plan to communicate the strategy in company wide meetings as well as smaller departmental gatherings to allow for the employees to ask questions.

Prioritization matrix

Leverage the prioritization matrix to narrow in on three growth strategies your company can realistically execute successfully against.

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