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The Go-to-Market Operating System

The GTM Operating System is an 8-pillar framework that provides organizations with clarity and alignment in their strategic planning and execution process.

The Go-to-Market Operating System

We often hear business leaders speak to the desired outcomes as though they are the plan: “We need 3X pipeline”, “Increase NRR by 3 points”, “30% increase in revenue”, etc. However, without a systematic way of confirming you have the correct processes and investment to achieve the goal, you might struggle to see risks that could prevent you from reaching it. How do you bridge the gap between your strategic planning process and your execution?

The GTM Operating System is an 8-pillar framework that we have developed to provide organizations with a blueprint to provide clarity and alignment in their strategic planning and execution process.

How The GTM Operating System Works

The GTM Operating System is made up of many interconnected parts that will allow your Go-to-Market team to stay aligned on a common goal, both as a GTM team and within specific disciplines such as Sales, Marketing, and Customer Success. It also allows the owner of GTM within your organization to validate your strategy and understand the capacity of the GTM team.

The GTM Operating System provides blueprints for how to run a successful plan to manage the execution of a successful GTM Motion(s) across the entire company. Each pillar builds on the next, allowing you to connect the dots between teams with significantly different roles. These 8 pillars are critical to ensuring that GTM is a company-wide holistic initiative and not just a marketing and sales initiative.

For example, without having the correct positioning and branding support, Sales will struggle to make their numbers, or if your customers can’t see value in your solution, having your revenue depend on expansion will become a challenge for your Account teams.

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8 Pillars of The Go-to-Market Operating System

PILLAR	PURPOSE	CAPABILITIES
Total Relevant Market	Identify best-performing segments, customer cohorts, and future possibilities	TAM, TRM, ICP, customer comparison, data requirements, scoring, and implementation
Market Investment Map	Identify your highest-value products, sequencing, GTM types, and motions	Highest value product evaluation, GTM investment decisions, revenue modeling, and pricing/packaging
Brand & Demand	Develop a brand strategy and point of view to create and harvest demand	POV, messaging and positioning, audience engagement (create and harvest demand), execute, and measure
Pipeline Velocity	Building repeatable, scalable throughput and efficiencies to meet targets	Forecasting and planning, commercial processes (sales/PLG), marketing and sales plays (including ABM and SDRs)
Customer Time-to-Value	Create and manage a mutually beneficial relationship with your customers	Customer journey planning, onboarding, customer success planning, adoption, usage, advocacy, and customer ROI
Customer Expansion	Strategies for driving expansion in your current customer base	Customer cohort management, account management plays (renewals, at risk, upsells), customer lifetime value
Revenue Operations	The analytical information needed to power and hold your teams accountable	Single source of truth, unified data and systems, workflow and automation, rev ops org chart design
Leadership & Management	The care and coaching required to motivate, educate, and enable your people	Clarity, Alignment, Team (CAT); GTM leadership rhythm; GTM leadership dashboards; employee success

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The GTM Operating System: Pillar 1: Total Relevant Market

Identify and align on your best-performing segments, customer cohorts, and future possibilities

Ideal Customer Profile (ICP) intelligence
- Gather and validate beliefs
- Build out the ICP

Customer comparison
- Evaluate the degree of change and potential risks / benefits

Intel provider requirements
- Determine needed data sources and budget

ICP model implementation
- Systematize scoring and dissemination

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The GTM Operating System: Pillar 2: Market Investment Map

Identify your highest value products, sequencing, GTM types, and motions

Highest value product evaluation

- Score your highest value products by customer segments
- Determine optimal investment sequence

GTM investment decisions

- Identify the GTM type(s) needed
- Will you need additional GTM Motion(s)?

Revenue modeling

- Calculate potential revenue scenarios
- Identify land vs. expand

Pricing and packaging

- Run a pricing and packaging project

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The GTM Operating System: Pillar 3: Brand & Demand

Develop a brand strategy and point of view to create and harvest demand

Point of view
- Purpose and problem
- Name your enemy
- Define and evangelize

Messaging and positioning
- Product
- Audience
- Value

Audience engagement
- Create demand
- Harvest demand

Execute and measure
- Revenue generation performance
- Funnel and channel performance

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The GTM Operating System: Pillar 4: Pipeline Velocity

Building repeatable, scalable throughput and efficiencies to meet targets

Forecasting and planning

- Pipeline management and conversion
- Tracking and predictions
- Optimizing lead processes & quality

Commercial processes (sales/PLG)

- The mix of rep experience and skill sets
- User behavior and incentivization
- The right quota and comp assignment
- Pipeline contribution expectations

Marketing and sales plays

- Account-Based Marketing processes
- Optimizing your sales development approach (SDR)

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The GTM Operating System: Pillar 5: Customer Time-to-Value

Create and manage a mutually-beneficial relationship with your customers

Customer Journey Planning

Onboarding
- Keeping perspective on the why
- Maintaining a list of contacts
- Highlight wins

Customer Success Planning
- Rep to customer ratio Strategy
- The mix of rep experience and skill sets
- What is the value of the rep?

Adoption, Usage & Advocacy
- Outcome driven QBR's
- VOC (amplifier) - strategic and tactical
- Data-driven early warning approach

Customer ROI
- Quantifiable outcomes

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The GTM Operating System: Pillar 6: Customer Expansion

Strategies for driving expansion in your current customer base

Customer cohort management

- Develop a customer expansion ICP
- Prioritize by customer segments

Account management plays

- Renewal cadences
- At Risk/Red Account program
- Upsell sales motion

Customer lifetime value

- Optimize employee effort and programs to highest value segments

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The GTM Operating System: Pillar 7: Revenue Operations

The analytical information needed to power and hold your teams accountable

Single source of truth
- Owns the data conversations

Unified data and systems
- Standardized and shared

Workflow and automation
- Data completeness

Revenue operations org chart design
- Ops by team vs centralized (incentives, reporting structure, needs of business)

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The GTM Operating System:
Pillar 8: Leadership & Management

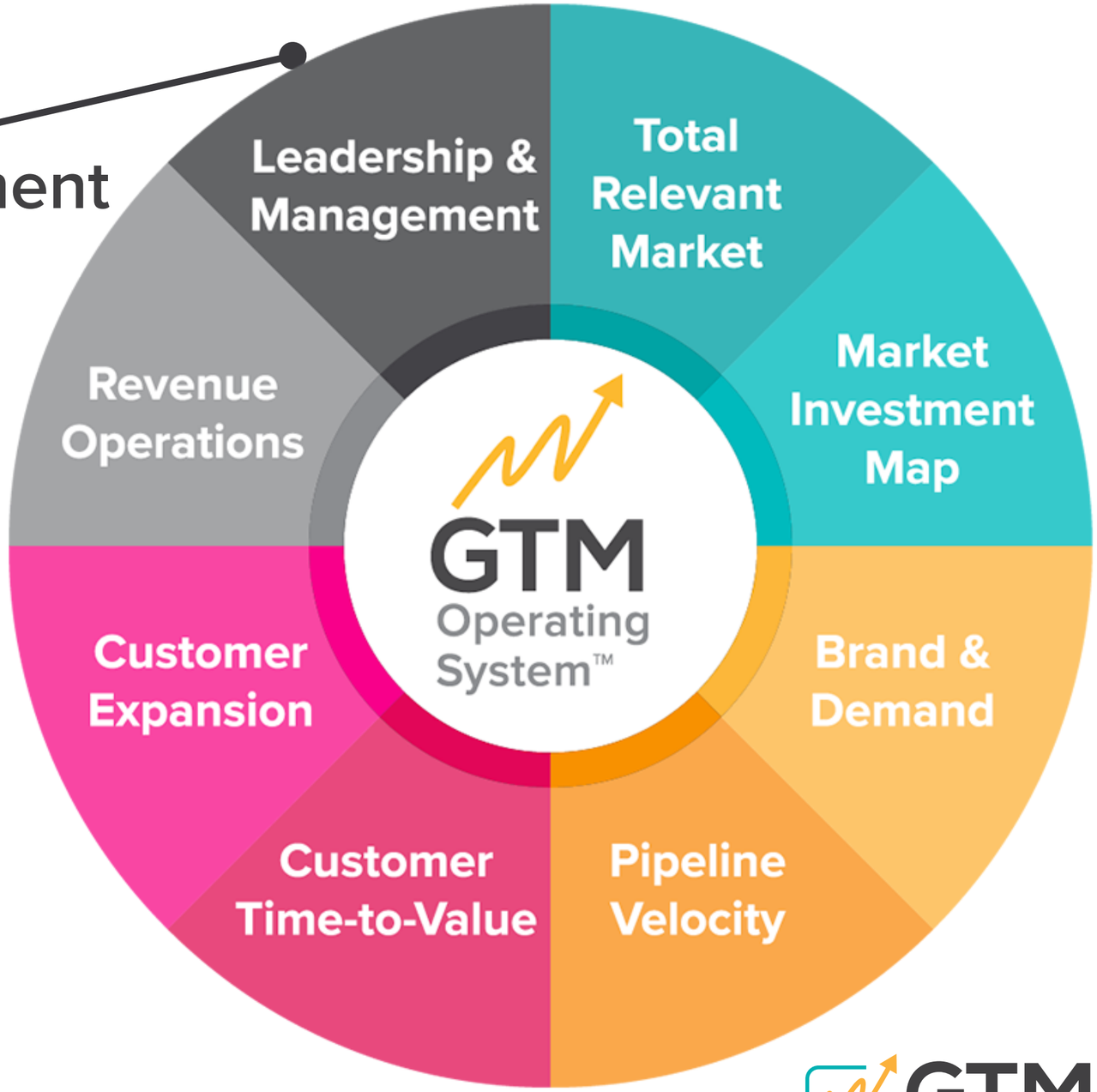
The care and coaching required to motivate, educate and enable your people

Clarity. Alignment. Team (C.A.T.)
- Why are we doing what we are doing?
- How are we going to do it?
- Who is going to do what?

Leadership Rhythm
- Cadence and planning
- Goals and accountability
- Meetings approach

GTM Dashboard(s)
- Calculate potential revenue scenarios

Employee Success
- People ramps
- Enablement ramps



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About GTM Partners

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GTM Partners, a data-driven Go-To-Market Analyst firm helps organizations and GTM vendors to achieve efficient growth by transforming their GTM strategy. We work with high-growth companies to help them unify their GTM teams and to provide them with lasting strategies and frameworks. GTM Partners with a mission to make Go-To-Market simple aims to be the voice of the industry for all things GTM.

We do this by offering:

1. Data and benchmarks collected from data providers, including G2 and Bombora, as well as our community of the world's fastest-growing companies.
2. Research, best practices, and design frameworks to provide guidance on the best-in-class approaches to strategizing, executing, and tooling your Go-to-Market approach.
3. Personalized advice and support from experienced leaders and practitioners that help you address business challenges in a manner that is authentic and specific to you. Our consulting work focuses on areas such as Go-to-Market strategy, creating a Point of View, and Go-to-Market project execution strategy across the 8 pillars of GTM.
4. Events and networking with industry leaders looking to define the category of Go-to-Market and revolutionize the way we create value for our organizations.

About the Analysts

Bryan Brown, Chief Analyst
Bryan is a SaaS pioneer and thought leader in the marketing and sales tech industry. He has both created and brought to market innovative software products and ideas while helping thousands of companies in their effort to grow revenue more efficiently. Bryan is a co-founder with multiple exits (Vtrenz), has led strategy teams in Fortune 100 Companies (IBM), and has helped multiple organizations scale their products & Go-to-Market approaches from point solutions to platforms via organic product development and through mergers & acquisitions (Silverpop, Terminus). His work over the years has been instrumental in forming new categories and securing top placements for his companies in both the Forrester WAVE and Gartner Magic Quadrant reports.

Lindsay Cordell, Senior Go-To-Market Analyst
Lindsay is a practitioner-turned-analyst who studies best practices and trends in Go-to-Market and develops actionable models and blueprints for our clients. She has held both practitioner and leadership roles in almost every aspect of Go-to-Market, including Product, Marketing, Sales, Revenue Operations, and Enablement for several Fortune 500 companies, including AT&T, Hearst, and Cox. She most recently ran the GTM Center of Excellence for the Account-Based Marketing Platform Solution Terminus.

Sangram Vajre, Co-Founder and CEO
Sangram is a three-time best-selling author and co-founder of several organizations, including Terminus, The Peak Community, and most recently, GTM Partners. Sangram has been at the forefront of B2B marketing trends, the Flip-my-Funnel movement, and defining the Account-Based Marketing category, ushering in a new generation of marketers. He has previously held CMO roles at Pardot, a Salesforce company, and Terminus.

To find out how GTM Partners can help you with efficient growth and revenue, contact us at:
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