

	Session	Vendor
8:15	Title sponsor Open	<b>Bombora</b>
8:25	State of GTM	Sangram
8:50	Efficient Growth: Case Study	Bryan
9:05	15 Problems Workshop	Lindsay
9:40	O.S. Overview (7 min) TRM (7 min) Vendor (Intent Data) (7 min)	Lindsay Lindsay Case Study by Jeff Marcoux
10:01	Brand & Demand (7 min) Pipeline Velocity (7 min) Customer TTV (3 min) Rev Ops (7 min)	Bryan Lindsay Bryan Lindsay
10:25	ROI Workshop (30 min)	Bryan & Lindsay <b>Any</b>
10:55	Snack Break	
11:10	O.S. wrap up (5 min) O.S. Case Study (10 min)	<b>Bryan</b> Manoj - <b>Sales Intel (intro by Bryan)</b>
11:15	Aptiv (10 min) Fireside Chat	Sangram <b>Aptiv (GUY – Ghee)</b>
11:25	Tech Stack (10 min) Tech stack (10 min) Tech Stack (10 min)	<b>Insightly</b> <b>ZoomInfo</b> <b>Openprise</b> - Laura from Russel Reynolds
11:55	Group Photo, lunch and networking	Bryan



# GO-TO-MARKET MADE SIMPLE ROADSHOWS

INVITE-ONLY

NYC

**22**  
SEPT

LA

**03**  
NOV

SAN FRAN

**08**  
DEC

BROUGHT TO YOU BY:

RevRoom  
revgenius

  
Pavilion

 **GTM**  
PARTNERS

**Thank You!**

**bombora<sup>®</sup>**

# Technology Partners Who Are Challenging The Status Quo And Driving **Efficient Growth**





We are on a mission to make  
**go-to-market simple.**

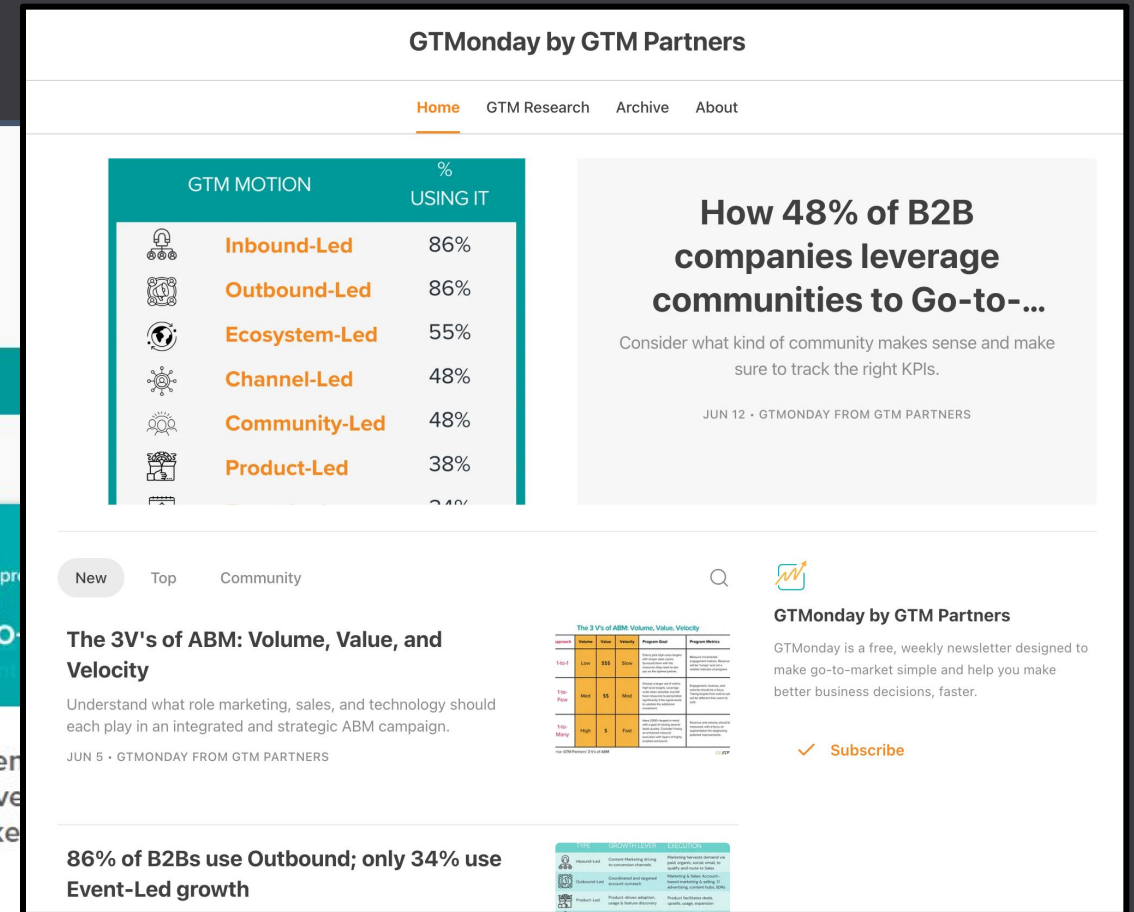
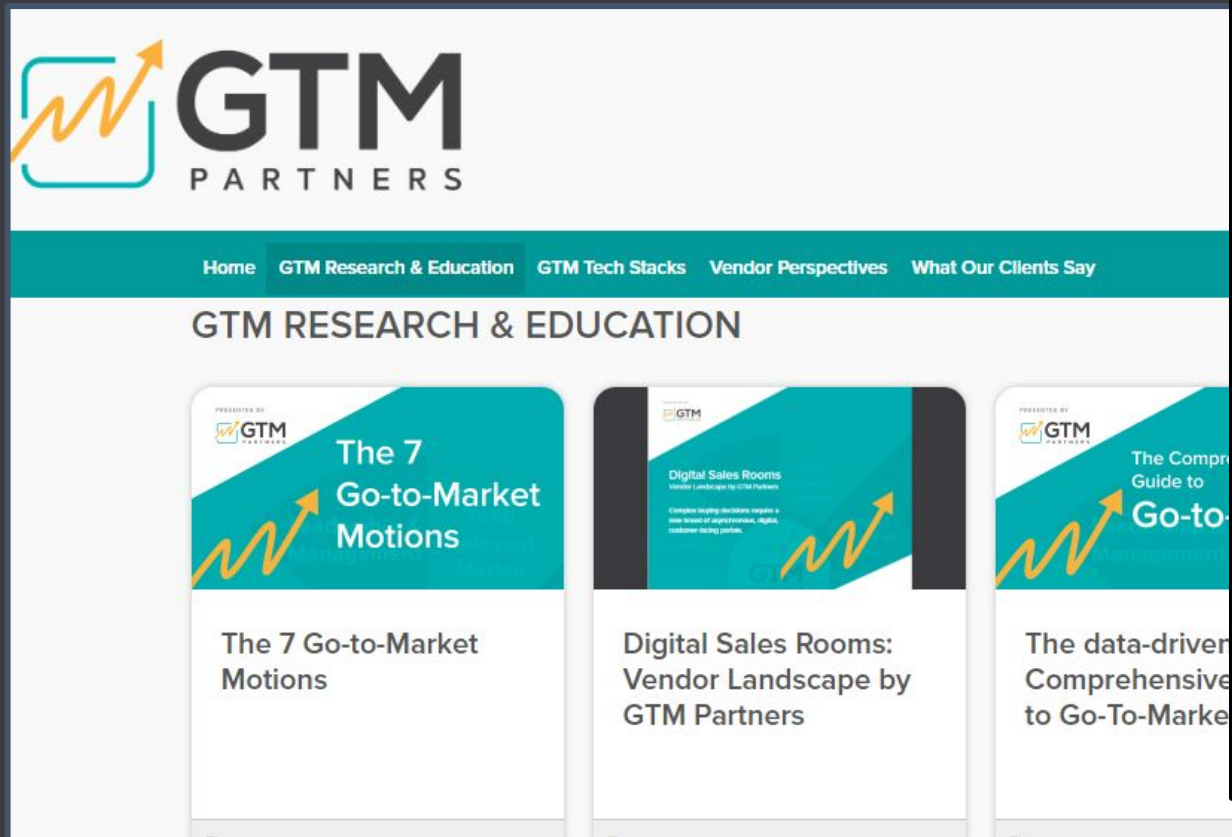
#GTMmakesimple



# All our research is free!

[hub.gtmpartners.com](https://hub.gtmpartners.com)

[GTMonday.substack.com](https://GTMonday.substack.com)



## Roadshows

Month	Location
September	New York
November	LA
December	San Francisco
Feb 2024	Florida
March 2024	Austin
April 2024	Atlanta

**And  
more!**

- Event-Led Growth (June)
- Economic Impact Report (July)
- GTM Ambassador Launch (July)
- GTM July Buzz Month (July)
- Emerging Tech Report (August)



## Leadership Summits

Month	Event Pillar Focus
March	Revenue Operations
May	Total Relevant Market
July	Generative AI
August	Brand & Demand
October	GTM Emerging Tech Showcase
November	ROI & Pipeline Velocity
March	RevOps

**Podcast  
Launch  
(2024)**



# Meet the GTM Partners Team



**Bryan Brown**  
Chief Analyst



**Lindsay Cordell**  
Senior GTM Analyst



**Sarah Allen-Short**  
VP of Marketing



**Sangram Vajre**  
CEO and Industry  
Analyst



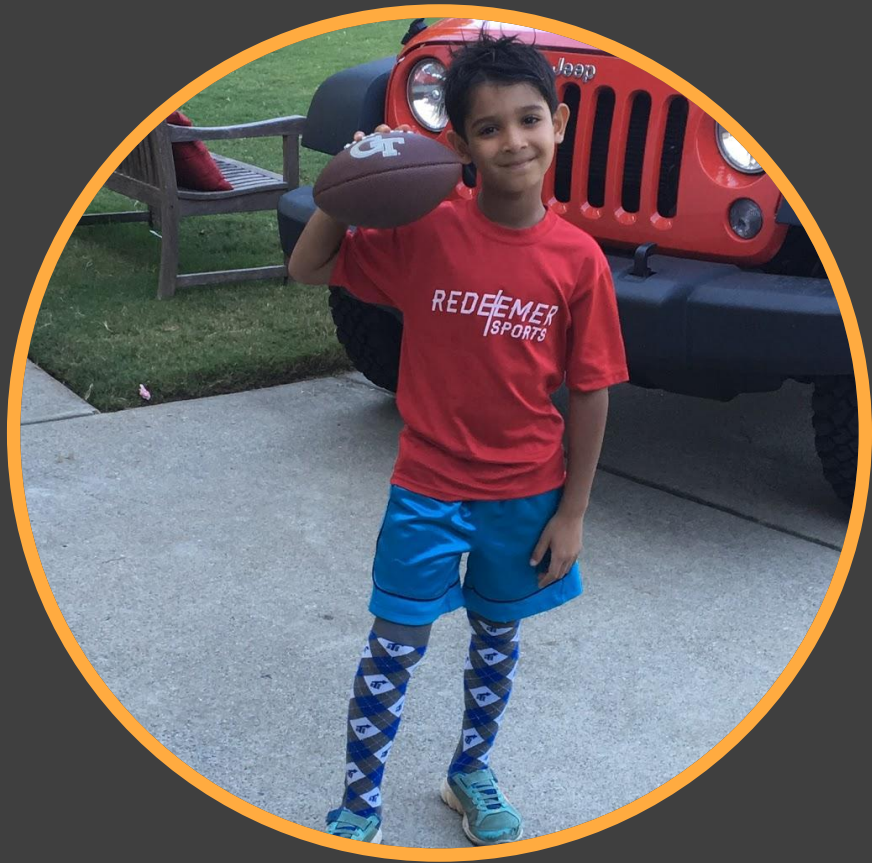
**Karthi Ratnam**  
Director of GTM



# The New Role of Go-to-Market Leaders

From GTM Confusion to Clarity

---





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 have a **go-to-market** problem.



How do you define  
**go-to-market?**





Not a strategy &  
not a project



Repeatable, scalable  
Not a product launch  
Not just a sales channel

**GTM is a transformational process for  
accelerating your path to market with high-performing  
revenue teams delivering a  
Connected customer experience.**

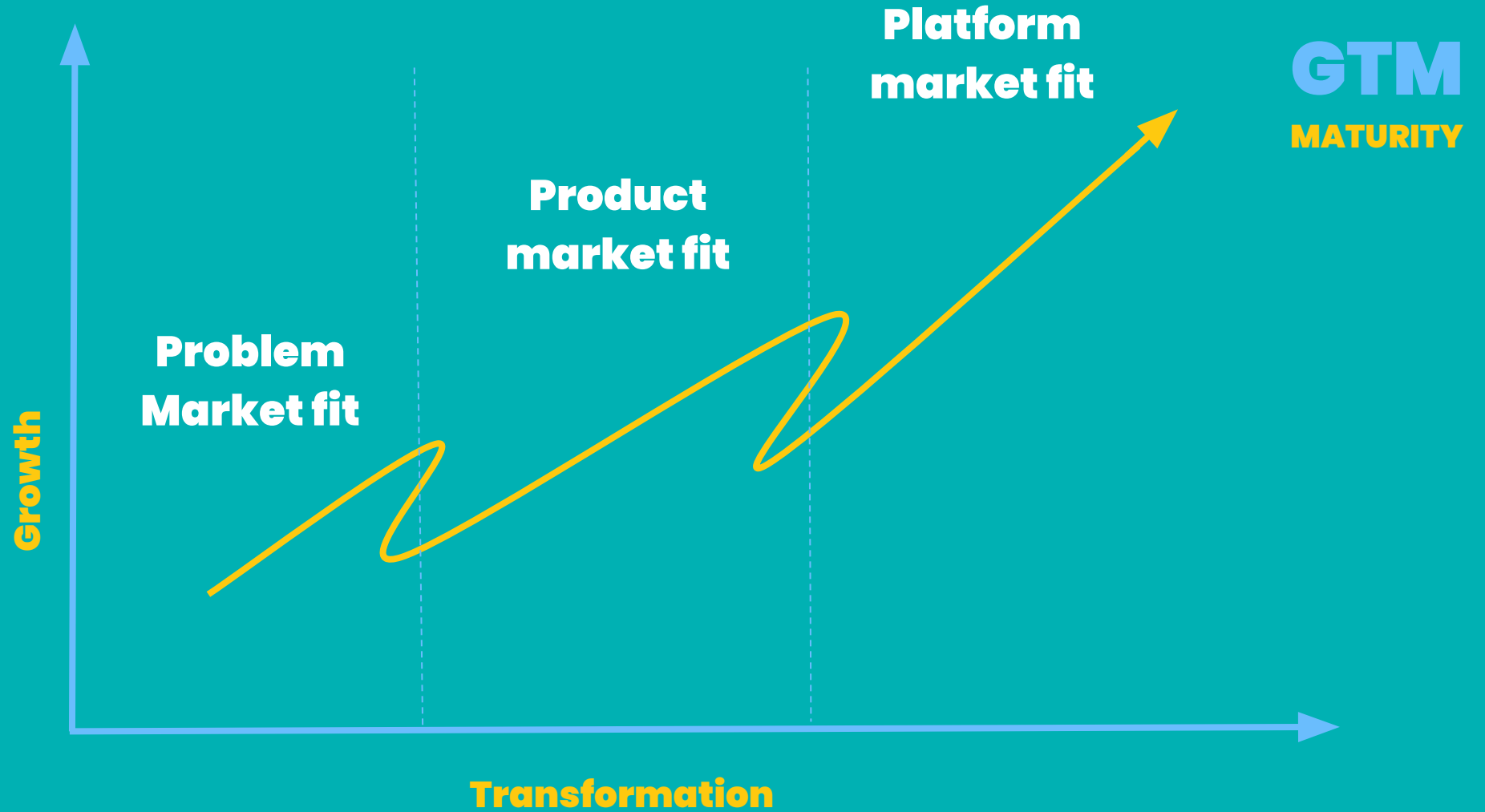


Customer Success + Marketing +  
Sales is your entire GTM team



Creating a frictionless experience

The **3Ps** of  
Go-to-Market  
Business  
Transformation



# Our Research

Through writing:



Our research showed us that GTM problems manifest in varied and complex ways.

## 15 Reasons Why GTM is Broken



Business is relying on heroic sales players and not plays



Sales, Marketing, and Customer Success are out of sync



You can't predict and forecast revenue for the next two quarters



Heavy discounting and feature wars are eroding your value prop



Your customers love you, but can't quantify their ROI at renewal time



You can't prioritize or say no to new initiatives



Your team is not aligned on an executive strategy



Your churn is killing your business



Your competitors are winning more market share



You are THE last to enter a deal cycle



Your team is reactive, not proactive



You want to go up-market but the customer base is SMB



Your analyst relations are weak, at best, to drive material influence



Your point of view is not differentiated with your product



You are struggling to go from a product to platform company

# What is next? 2023 & Beyond

**GTM teams** are no longer just sales and marketing

**GTM metrics** are no longer just pipeline and revenue.

**GTM motions** are no longer just inbound and ABM.

## Go-To-Market Frameworks Must Evolve 20 Years Pursuit of Efficient Growth

### Demand Waterfall

2002 | 2012

Marketing Centric



SiriusDecisions

### Flipped Funnel

2015

Marketing & Sales Centric



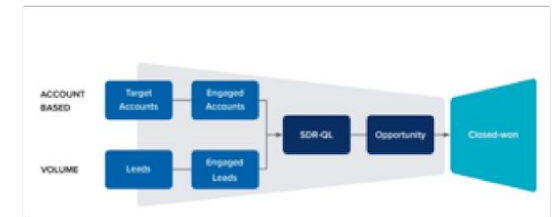
FlipMyFunnel

terminus

### Double Funnel

2018

Marketing & Sales Centric



TOPO

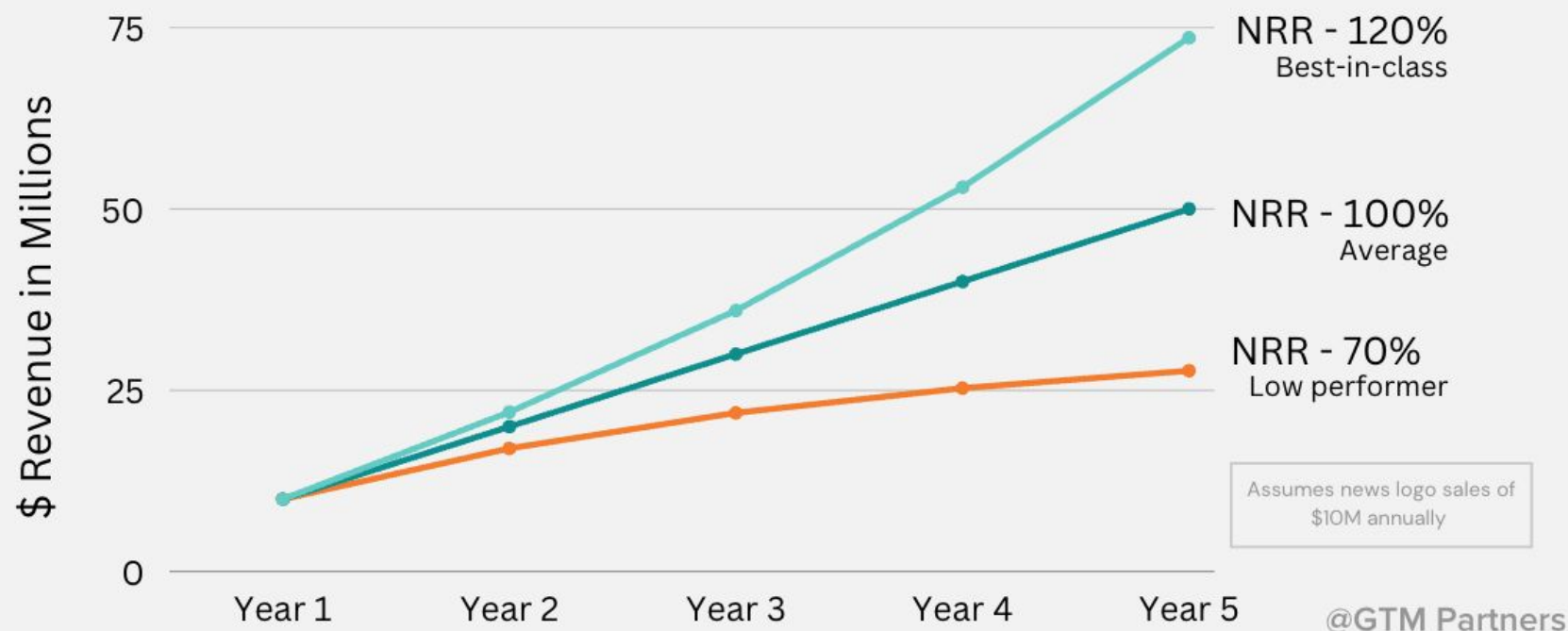
	TYPE	GROWTH LEVER	EXECUTION	% Using
	<b>Inbound-Led</b>	Content Marketing driving to conversion channels	Marketing harvests demand via paid, organic, social, email, to qualify and route to Sales	<b>90%</b>
	<b>Outbound-Led</b>	Coordinated and targeted account outreach	Marketing & Sales: Account-based marketing & selling, 1:1 advertising, content hubs, SDRs	<b>86%</b>
	<b>Product-Led</b>	Product-driven adoption, usage & feature discovery	Product facilitates deals, upsells, usage, expansion and may require a sales-assisted PLG approach	<b>66%</b>
	<b>Partner-Led</b>	Unified indirect selling programs	Activation through channel, ecosystem, referral, affiliate, reseller, and nearbound relationships	<b>52%</b>
	<b>Event-Led</b>	Premium event experiences to drive quality connections	Targeted educational roadshow events, in-person, virtual, & hybrid	<b>41%</b>
	<b>Community-Led</b>	Create a movement or category around a transformative idea	Thought leadership driven by industry experts, influencers, and happy customers	<b>38%</b>

# Technology Categorization Must Evolve



# From Traditional Vanity Metrics to a North Star Metric for Business Transformation

By focusing on customers more likely to be retained and grow with you, you can completely change the trajectory of your business.



# The ROI Challenge



1. We have a clear ROI story
2. We need help
3. We know it, but can't prove it

**60% of companies polled  
struggle to articulate  
and prove ROI.**

**Proving ROI is a critical aspect of  
retaining your Customer**

## QUOTABLES

"Completely evolved the way we manage data"

"A high impact platform for numerous use cases that would otherwise require many different disconnected tools"

"A critical data platform to scale our business"

"Full data cleansing and orchestration in one place"

"A must-have for data-driven marketing & sales"

"An operations professionals best friend"

"Our strategic partner for growth"

"Run previous siloed use cases (routing, attribution, funnel lifecycle) all within on platform"

OPENPRISE

## Openprise

Customer's see material implementing Openprise

### Cost-Savings w

- Reduced total cost
- Took list loading and
- Cut our lead-to-con
- Consolidated multiple
- Increased the market for a fraction of the

### RevOps Scalabi

- Data automation led
- Automated routing &
- Processes millions of logic in a matter of r
- Route the right lead

### Revenue Outc

Openprise customers as a direct result of re

**25%**

Gains in sales team efficiency  
Zendesk

**79%**

Reduction of unqualified leads  
Great Place To Work

\* Quotes and stats are from o reviews submitted through G2

## QUOTABLES

"Bombora revolutionized the way we prospect"

"The best way to build and prioritize your target account list"

"A repeatable impact on our business with a proven ROI"

"Shows us where to focus our time, energy, and resources"

"With Bombora the lights came on and we found deals we didn't know to go after"

"Critical to every salesperson in our company"

"The ability to find net new in-market accounts has been a game changer"

## Bombora

Customers see material implementing Bombora

### Time-to-value v

95% of customers report in large part driven from data seamlessly appearing existing sales, marketing

### Go-to-Market E

- Aligns GTM teams to
- Improves reach and
- Decreases cost-per-
- Boosts email open a
- Reduces sales cycle
- Be first to the deal a

### Revenue Outc

Bombora customers direct result of knowl

**271%**

ROI on paid social  
Salesforce

**\$13M**

Increase in sales pipeline  
ARCOS

\* Quotes and stats are from o through G2.com

bombora

## QUOTABLES

"Everything you need in a CRM is all here"

"Insightly CRM revolutionized how we manage clients & streamlined our process"

"Much lighter to use than competitors but still packed with features"

"As a CRM expert who helps clients implement CRM systems, Insightly is my go-to"

"So easy a beginner can use, yet the software has features even a data nerd appreciates"

"Makes it easier for us to deliver great customer experiences in a way other CRMs just can't"

## Insightly's ROI

Compared to the  
Insightly offers a  
payback

Lower Per



### Revenue

Insightly customer prior approach

**242%**

Growth in Revenue  
Sport Court LV

\* Quotes and stats are from o through G2.com

insightly

## QUOTABLES

"PartnerStack is the best ecosystem platform on the market"

"Helps us meet the unique needs of every partner"

"Integral to how we acquire customers"

"Critical solution to convert more partners into revenue producers"

"Far and away the best platform for PRM & the partners experience"

"Vital in managing our partners and the revenue they bring - saving us hundreds of hours"

"Significantly expanded the revenue of our affiliate program using PartnerStack's network"

PartnerStack

## PartnerStack's ROI

Customers see material ROI over prior approaches after implementing PartnerStack.

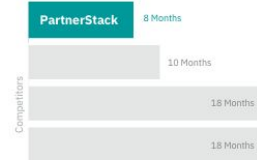
### PartnerStack's Network Delivers

In the past year PartnerStack's Platform has delivered over \$1B+ in sourced revenue with the avg customer experiencing 122% growth in revenue.

Sourced Revenue  
**\$1B+**

### Effective Partner-led Go-to-Market

Faster Payback  
(Time to ROI)



- Full partner program management functionality with automated revenue sharing
- One platform to execute across ISVs, distributors, resellers, agencies, affiliates, influencers, and referral partners
- Accelerate recruiting from a network of over 80,000 active partners

### Revenue Outcomes with PartnerStack

PartnerStack customers report increased sourced revenue from the combination of a the platform and the partner network

**200%**

Growth of partner driven sales  
Monday.com

**3x**

Monthly active partners  
Jungle Scout

**47%**

Increase in partner-sourced monthly recurring revenue  
PandaDoc

**432%**

Increase in average partnerships revenue  
Apollo.io

**50%**

of company revenue now partner sourced  
Gorgias

**40hrs**

Time saved per month automating rev sharing  
CallRail

- 1 Make [generative AI](#) a part of your efficient growth strategy
- 2 Reimagine your [sales & CS motion](#); the old system was broken and is not coming back
- 3 Grow through your best customers and finding more of them ([TRM](#))
- 4 Ensure you have a clear [ROI](#) story to retain existing customers
- 5 Reinvest in building [brand and demand](#) to get pipeline back on track
- 6 A [GTM dashboard](#) is imperative to align and activate teams
- 7 [NRR](#) is your single most important metric to focus on right now

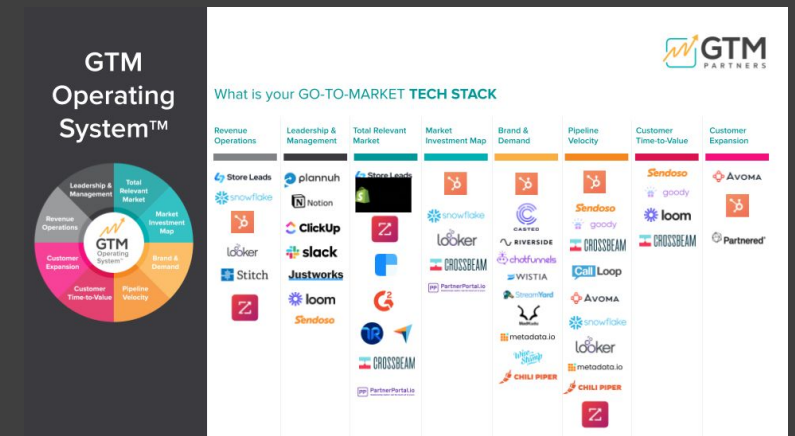
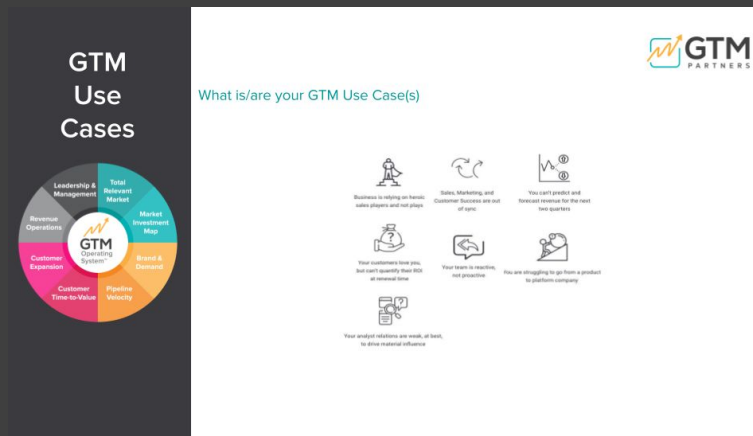
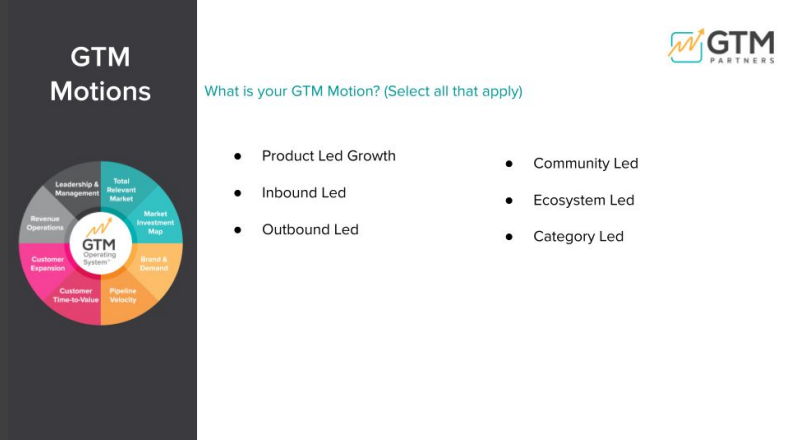


Make **go-to-market** simple.

Unpack the **15 go-to-market** problems.

Use the **GTM Operating System** to fix it.

...but wait **there's more**



# GTM Practitioners



Jeff Marcoux  
CMO, Bombora



Guy Mounier  
CEO, Aptivio



**Greg Boosin**  
EVP, Global B2B & Product  
Marketing, Mastercard



**Laura Mannix**  
Director Of Marketing  
Operations, Russell  
Reynolds Associates



**Amber Livingston**  
Program & Operations Leader,  
Multi Family Utility





# Getting to Efficient Growth at Scale

---



Bryan Brown  
Chief Analyst

## The 5 Valleys of Death

Create but can't Market

Market but can't Sell

Sell but can't Deliver

Deliver but can't Renew

Renew but can't Expand

**“Less than 1% of SaaS businesses hit \$50M in revenue as a result of lack of go-to-market maturity” - Mckinsey**

Funding Sequence	Failure to Raise the Following Round	Failure to Exit
Seed (to Series A)	79.4%	97.0%
Series A (to Series B)	50.0%	88.7%
Series B (to Series C)	55.8%	84.1%
Series C (to Series D)	62.1%	80.7%
Series D (to Series E)	66.4%	78.1%
Series E (to Series F)	69.2%	74.3%
Series F (to Series G)	75.0%	74.5%
Series G (to Series H)	82.6%	72.4%
Overall Average	67.6%	81.2%

	<i>Before</i>	<i>After</i>
Customer Retention	65%	82%
Net Revenue Retention	70%	100%
CAC	\$10K	\$11K
LTV	\$25K	\$52K
Reps	X	10x
Customers	3,855	143K
Revenue	~\$15M	\$1.3B

	Hubspot			
	Ollie Owner (1-10 Employees)	Mary Marketer (10-1000)	Agency (60% of revenue)	International (120 Countries)
SEO	3	3	3	3
Blog	3	3	3	3
CMS	3	3	3	3
Email / forms	1	5	5	5
Marketing Automation		5	5	5

They simplified their go-to-market! Went from inbound only to hundreds of outbound sellers. Serving a single persona "Marketing" with the same product.

**2022 Results → \$1.7B, 6000 Employees, 140K Customers, Growing 30% YoY**



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 have a **go-to-market** problem.



## The 5 Valleys of Death

Create but can't Market

Market but can't Sell

Sell but can't Deliver

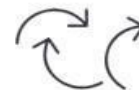
Deliver but can't Renew

Renew but can't Expand

## 15 Reasons Why GTM is Broken



Business is relying on heroic sales players and not plays



Sales, Marketing, and Customer Success are out of sync



You can't predict and forecast revenue for the next two quarters



Heavy discounting and feature wars are eroding your value prop



Your customers love you, but can't quantify their ROI at renewal time



You can't prioritize or say no to new initiatives



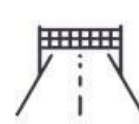
Your team is not aligned on an executive strategy



Your churn is killing your business



Your competitors are winning more market share



You are THE last to enter a deal cycle



Your team is reactive, not proactive



You want to go up-market but the customer base is SMB



Your analyst relations are weak, at best, to drive material influence



Your point of view is not differentiated with your product



You are struggling to go from a product to platform company

○ Hubspot's GTM problems at \$15m

#GTMmakesimple



**Sangram Vajre** • 1st

CMO turned CEO | WSJ best selling Author of MOVE | Co-...

2d • 🌐

Think TRM and not TAM.

TRM = total relevant market (folks u need to sell this qtr/year)

TAM = total addressable market (folks u need to sell in lifetime)

Dharmesh Shah recently posted on HubSpot that blew my mind:

HubSpot is 16 years into our journey.

We are at \$1.5B+ in ARR. 150k+ customers.

But, we are still < 10% market-share.

Think small to  
grow big

-

Find your Total  
Relevant Market

-

Next MOVE  
Thinking!

# Unpacking the 15 Go-to-Market Problems

Workshop Experience

---



Lindsay Cordell  
Sr. GTM Analyst

**Your business is  
relying on heroic  
sales players and  
not plays**



# OBVIOUS CAUSE

**Better Training  
for new reps**

=

**More Sales  
Enablement**

**(Sales Problem)**

# HIDDEN CAUSE

**Product Market  
Fit?**

=

**Review ICP, Brand,  
POV & Positioning**

**(Product & Marketing  
Problem)**

# In Your Books



Business is  
relying on heroic  
sales players and  
not plays

What is your current ramp to quota length in months? \_\_\_\_\_

Do you feel like the product naturally fits the needs of the market, or do your reps have to uncover and prove the need and value via complex discovery motions?

\_\_\_\_\_

\_\_\_\_\_

Why can't other reps replicate the success of your hero sales players?

\_\_\_\_\_

\_\_\_\_\_

Outline any concerns you have about the customers you are selling to and your ability to renew them in the future.

\_\_\_\_\_

\_\_\_\_\_

# GTM Table Exercise Part 1

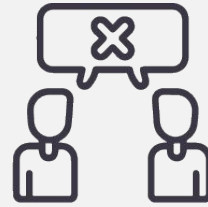
- 1. On your own:** circle your top 3 GTM challenges you face in your organization today
- 2. On your own:** Use the questions in the book related to one of the issues to help you ground your thinking - what else could be a root cause in this GTM issue
- 3. As a table:** Share a problem with your table and discuss your answers - ask each other questions and possibly share similar experiences



**You can't predict  
and forecast  
revenue for the next  
two quarters**



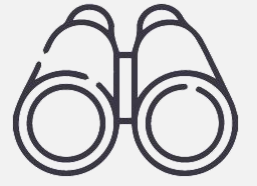
**Your competitors  
are winning more  
market share**



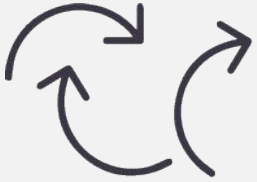
**Your team is not  
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**You are struggling  
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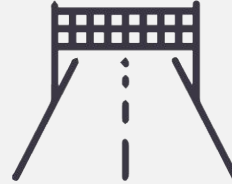
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**Discounting and feature  
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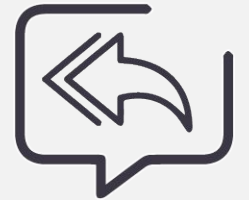
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**You want to go  
upmarket, but your  
current customers  
are smaller**



**You can't prioritize  
or say no to new  
initiatives**



**Your team is  
reactive, not  
proactive**

**10 Minute Break >>>**

# Technology Partners Who Are Challenging The Status Quo And Driving **Efficient Growth**

# Using the GTM Operating System to fix your GTM Problems

---



Lindsay Cordell  
Sr. GTM Analyst



Bryan Brown  
Chief Analyst

# 8 Pillar GTM O.S.

- Strategy & Decisions
- Planning & Execution
- Outcomes over Depts
- Efficient Growth



# 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 ●

● 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

# 1. Total Relevant Market



# 1. Total Relevant Market



## Ideal Customer Profile Intelligence

- Gather and validate beliefs
- Build out the Ideal Customer Profile

## Customer Comparison

- Evaluate the degree of change and potential risks / benefits

## Intel Provider Requirements

- Determine needed data sources & budget

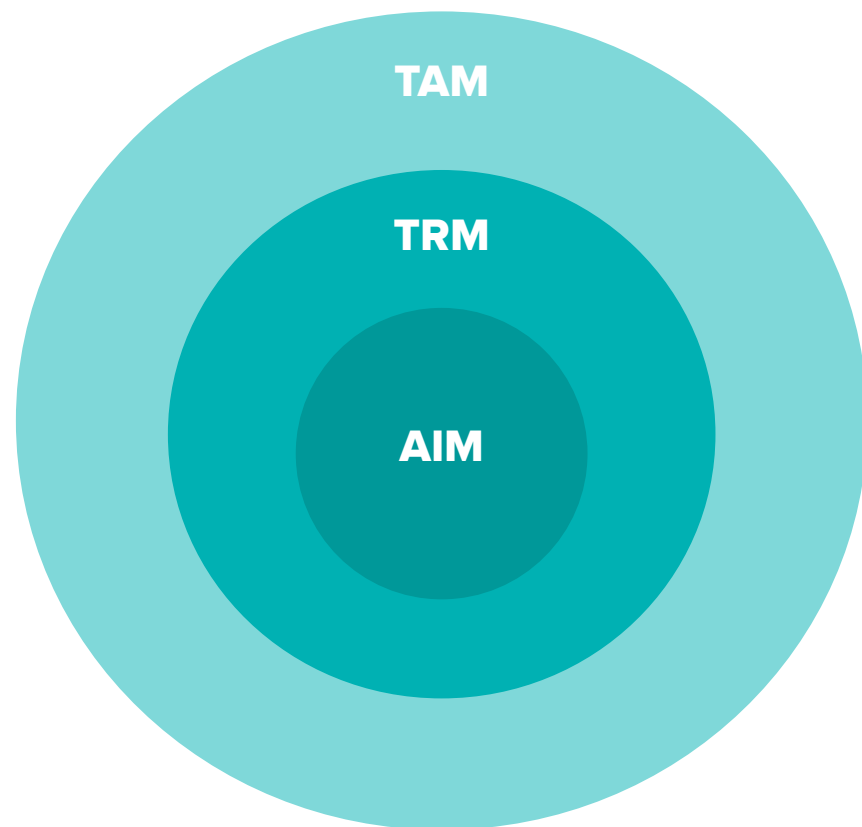
## ICP Model Implementation

- Systematize scoring and dissemination



# 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.

# Creating your ideal customer profile

## FIRMOGRAPHICS

Company Revenue	Consider contract size, service level, solution need
Industry	Consider internal knowledge expectations, size & velocity
Employee Count	Consider need, expansion potential and maturity
Location	Geographic limitations that may impact sell through

**Bread and butter direction for your organization - can often be the only thing people discuss which can be a mistake.**

## TECHNOGRAPHICS

Complementary	Solutions that you work well with, improve or a partner
Blocking	Solutions that impede success (duplicative, no integration)
Sophistication	Buyer tech stack indicates readiness to take on solution
Intelligence	Usage, spend, departments and contract timing

**Think outside the box in terms of how technology information can enrich your profiles. While software companies will have natural “fits”, any company can deduce sophistication from technology even if they don’t sell tech themselves.**

## QUALIFYING CHARACTERISTICS

# Potential Users	Change management/cost per seat risks/benefits
# Team Members	Need a critical mass of resources to support
Typical Roles	A specific position or role that can champion you
Budget Line Item	Solution is included/excluded from budgets
Pricing Inhibitors	Solution is priced above or below specific buyers
Accelerators	There is a motivating trigger that can accelerate buys

**This is the most nuanced and company specific set of requirements. Internal facts that make them a good fit for your solution.**

## READINESS TO BUY

Hiring	The hiring of a role indicates readiness to buy
Funding Round	Solution supports scaling or efficiency
Buying Signals	Intent signals that show in market interest exists
Growth Investments	Physical assets, new partnerships, acquisitions
Marketing Updates	Updated positioning, branding refresh

**What factors would put a company in a place to enter into a buying cycle. Behaviors that show they are “In Market” to buy.**

# GTM Operating System

Using the GTM Operating system, SalesIntel saw significant improvements in their GTM efficiency in less than 6 months.

Through clarifying their ICP, and leveraging their customer renewal & churn data to validate their most efficient customer cohorts, they were able to reduce spend and drive up pipeline and book more meetings.



*Cost is down, inbounds are up and pipeline is growing!*

	Inbound Leads	Paid Ad (Cost Per Lead \$)	Inbound Pipeline Contribution
Q3 2022	+58%	-62%	25%
Q1 2023			55%

*Composition is unchanged so far, but how we sell and service each segment is having a huge impact on efficiency.*

	Overall ICP Lead Composition	Sales Outbound Efficiency	Marketing Inbound Efficiency
Q3 2022	No Change	33% Improvement	102%
Q1 2023			Improvement

# Total Relevant Market: A Case Study

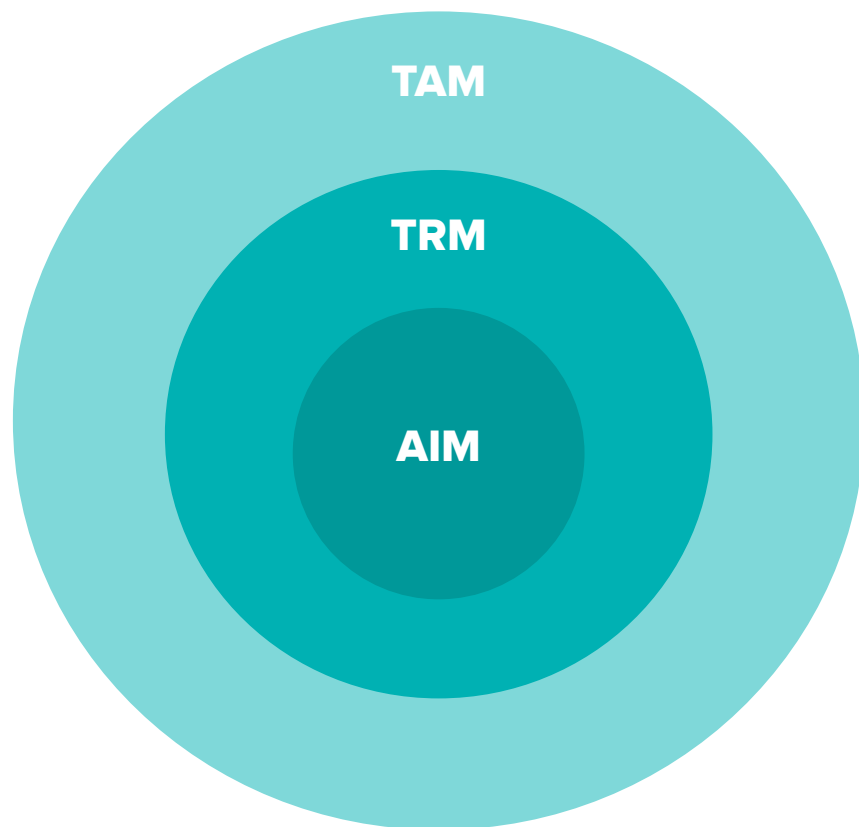
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Jeff Marcoux  
CMO Bombora

# The Power of a Total Relevant Market

Understanding who your buyer is and what they need is key to efficient, rapid growth.

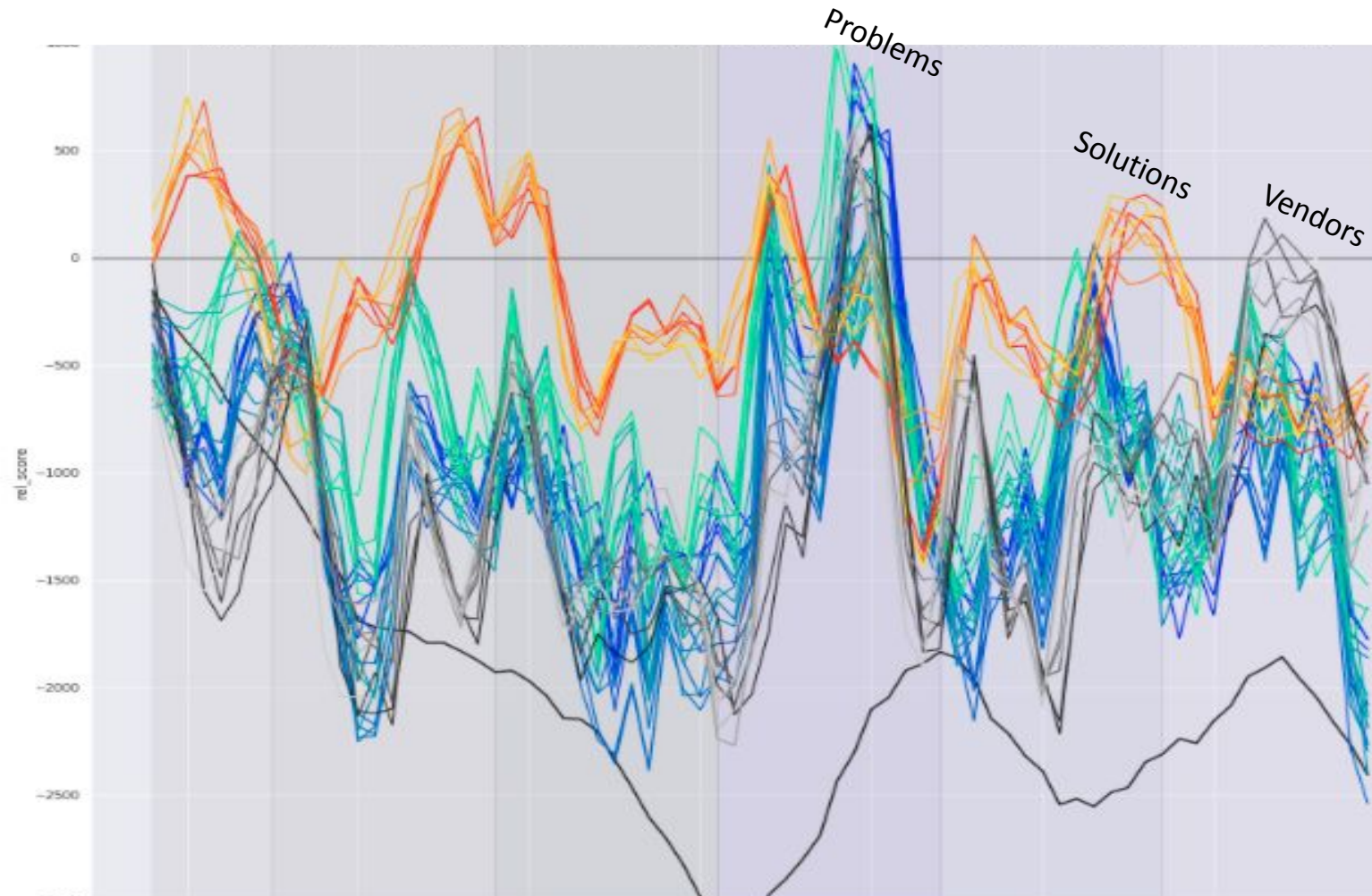


**Total Addressable Market**  
Total market size for your product given unconstrained time and resources.

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

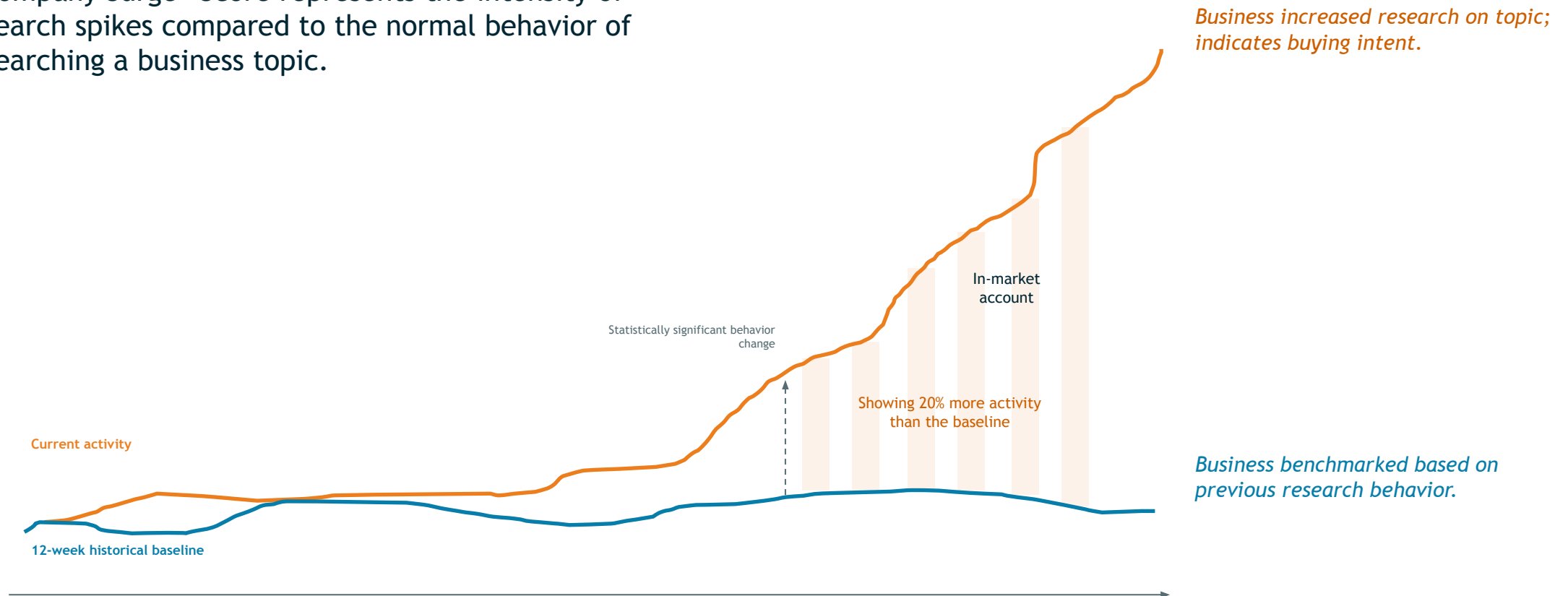
**Already In Market**  
Buyers in your ICP that are actively in market for a solution like yours.

# Let's define In Market - Across Buyer Journey



# What does In Market look like?

A Company Surge<sup>®</sup> Score represents the intensity of research spikes compared to the normal behavior of researching a business topic.



# What are they In Market for?

bombora®

Plug in your signals, target audience, and the intensity & depth of research to identify which prospects are researching your solutions the most

**Signals**

is

HR | Applicant Tracking Sy... x

HR | Employee Experience x

HR | Time Tracking & Payroll x

+

**Targets**

Target Account List

88031 - Fortune 500 x

**Research Level**

Company Surge® Score

80 100

Topics Spiking in Interest

is >= 3

Company Name	Topic Category	HR   Applicant Tracking System	HR   Employee Experience	HR   Time Tracking & Payroll
Total Research Spikes	% Topics Spiking	% Topics Spiking	% Topics Spiking	% Topics Spiking
Lithia Motors, Inc.	14	20%	29%	9%
Dell Technologies Inc.	14	30%	36%	9%
DCP Midstream LP	11	30%	36%	9%
CMS Energy Corporation	11	30%	21%	9%
Qurate Retail Group, Inc.	10	20%	7%	27%
Sempra Energy	10	10%	21%	18%
MasTec, Inc.	9	30%	29%	9%
Biogen Inc.	9	20%	14%	9%
Omnicom Group Inc.	9	20%	21%	27%
Global Payments Inc.	9	30%	14%	9%
Altice USA Inc	8	20%	21%	9%
Navistar International Corporation	8	20%	14%	9%
Celanese Corporation	8	20%	14%	9%
Reinsurance Group of America, Incorporated	8	20%	14%	9%
The Williams Companies, Inc.	8	20%	21%	18%
Asbury Automotive Group, Inc.	8	20%	21%	18%
Delek US Holdings, Inc.	8	10%	29%	18%
Constellation Brands, Inc.	7	10%	21%	0
Crown Holdings, Inc.	7	10%	21%	18%
Penske Automotive Group, Inc.	7	10%	29%	0
General Dynamics Corp	7	10%	21%	18%
Zimmer Biomet Holdings, Inc.	7	30%	7%	9%

# What do I sell?

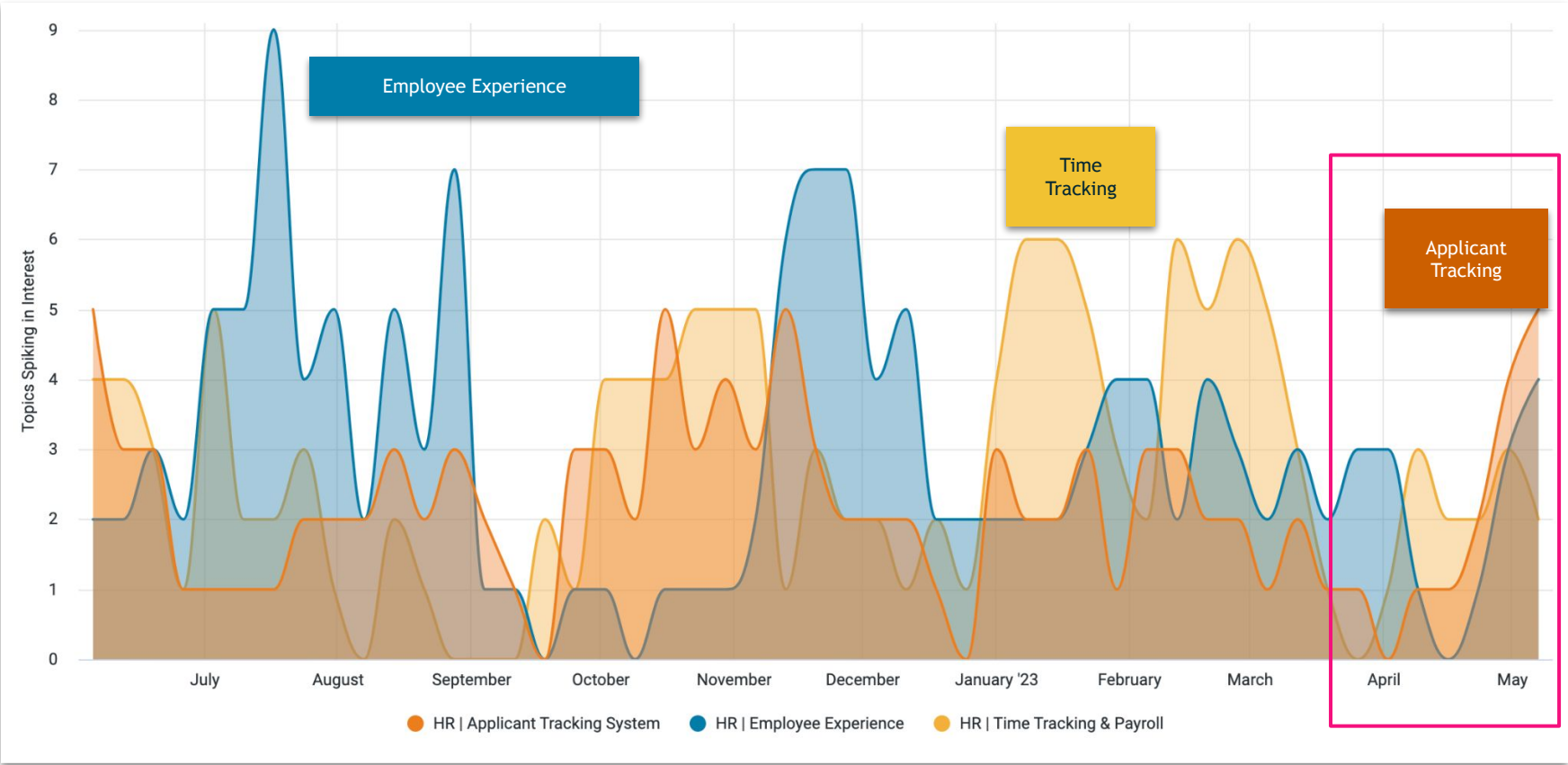


Track the research journey of an account overtime to identify buying activity timelines, priorities and needs, locations and buying centers, and brand rank.

Signals	
Topic Category	Research Spikes
HR   Employee Experience	144
HR   Time Tracking & Payroll	135
HR   Applicant Tracking System	109

Topics	
Topic Name	Research Spikes
1 Compensation Managem...	23
2 Time Management Softw...	18
3 Employee Training	18
4 Compensation Managem...	17
5 Applicant Tracking Syste...	16
6 Applicant Tracking	16
7 Workstyle Profiling	15
8 Employee Retention	15
9 Compensation	15
10 Time Tracking	14

Geography	
Geo	Research Spikes
Austin, TX, United States	251
Boston, MA / Manchester, N...	138
San Francisco / Oakland / S...	120
Dallas / Fort Worth, TX, Unite...	91
Nashville, TN, United States	86



# What do I talk to them about?

## Target Accounts

Topic Category	Research Spikes
HR   Employee Experience	300
HR   Applicant Tracking System	246
HR   Time Tracking & Payroll	210

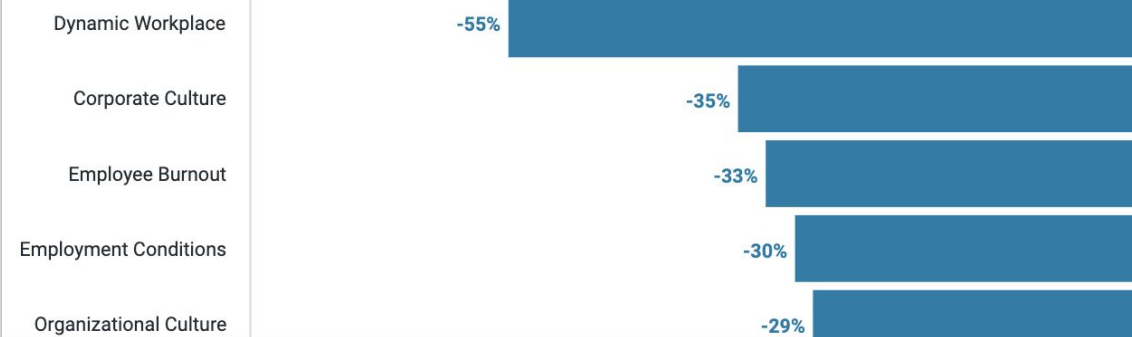
Find the product lines and specific features that are being researched the most by target accounts or a single key account.  
Message them with what they are actually most interested in.

## Topic Research in Employee Experience

### Top 5 Topics by Increase ⓘ

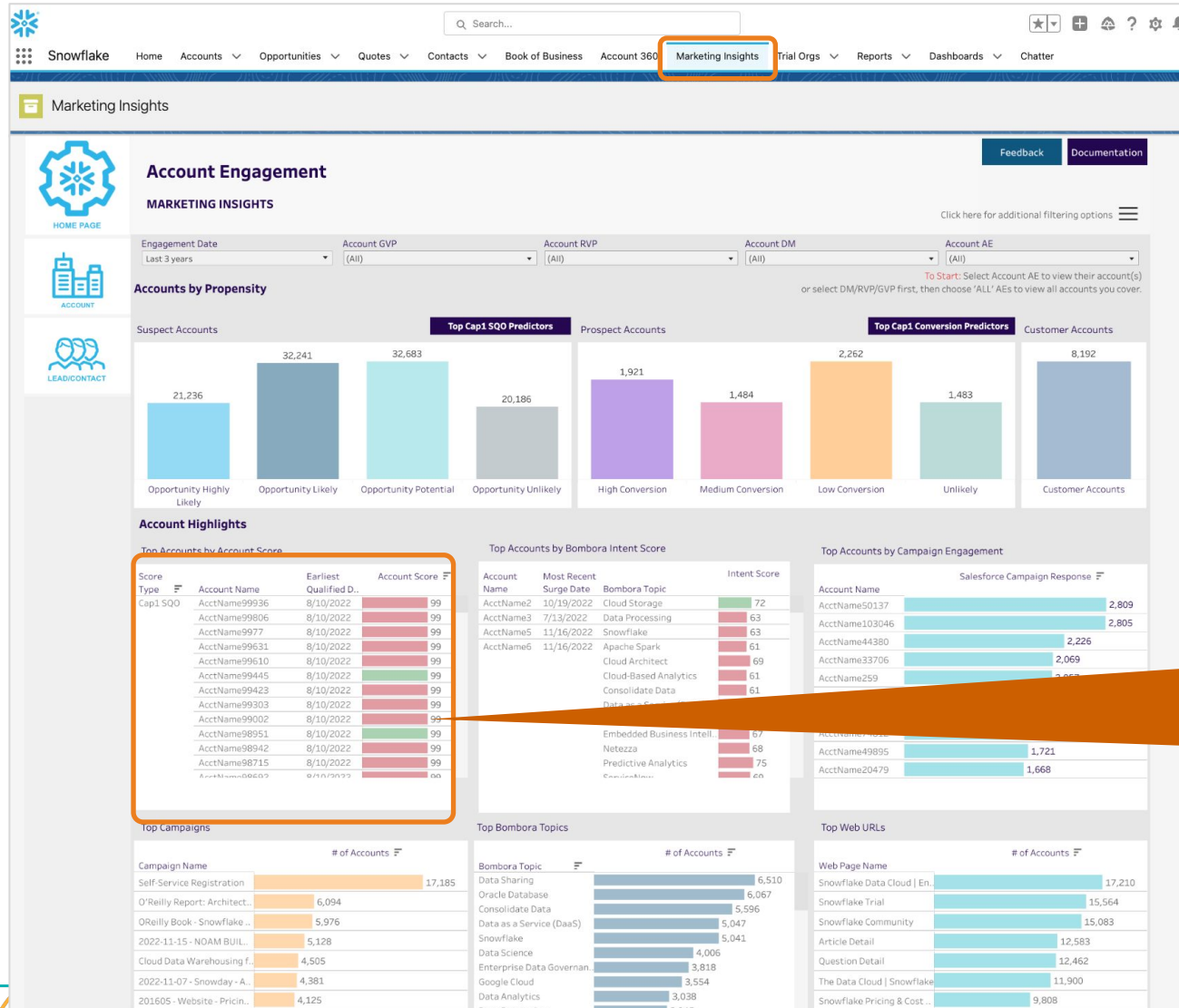


### Bottom 5 Topics by Decline ⓘ



# Snowflake Example

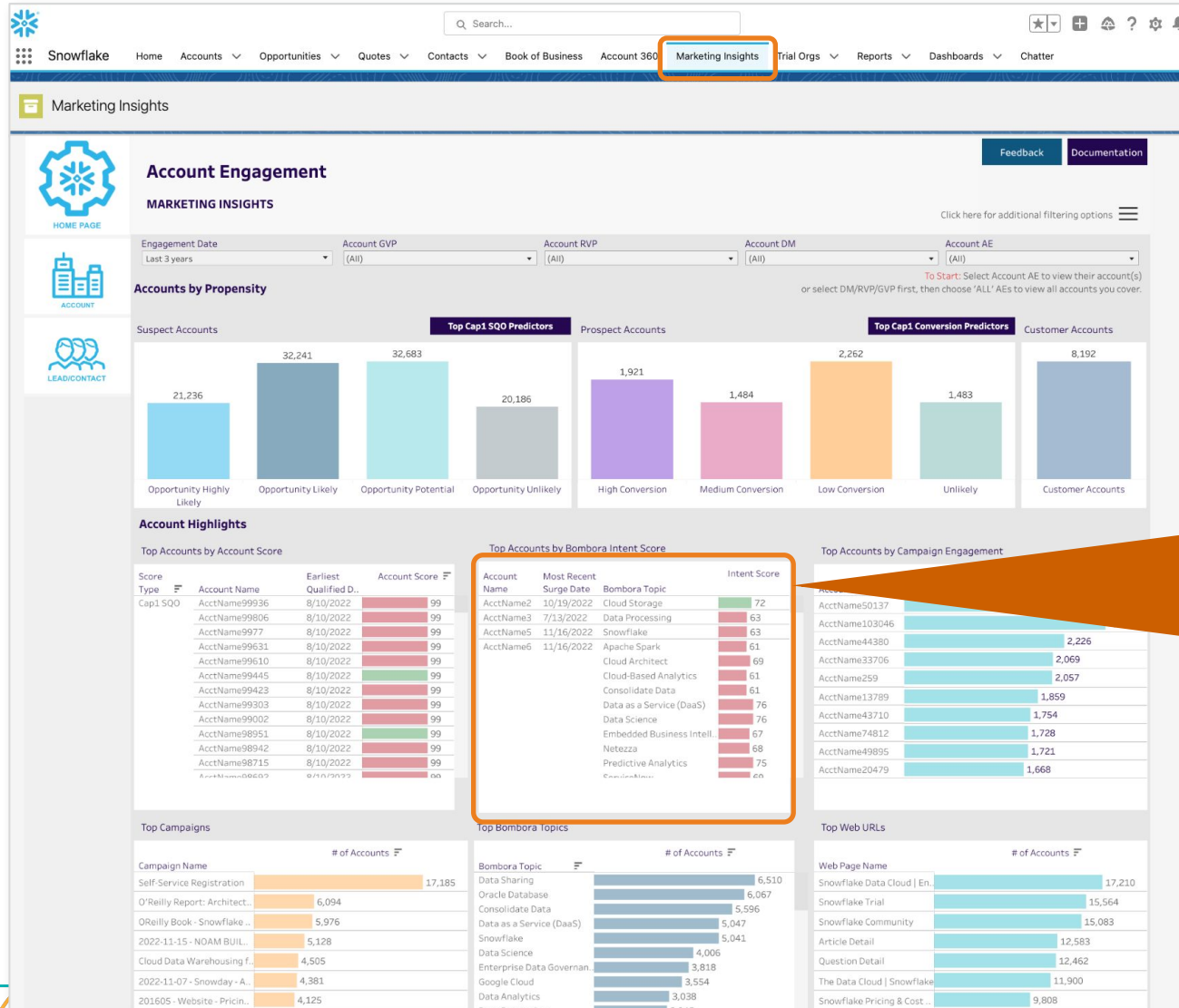
# Engagement + Fit



## MQA

- Prioritize accounts based on engagement at the account level
- Aggregate of known and anonymous data

# Intent data... guides our account narratives



Combination of Intent topics can tell us:

- Topic or pain point
- Competitor
- LOB engaging
- Title likely engaging

# Intent data... guides our account narrative activations



Display ads

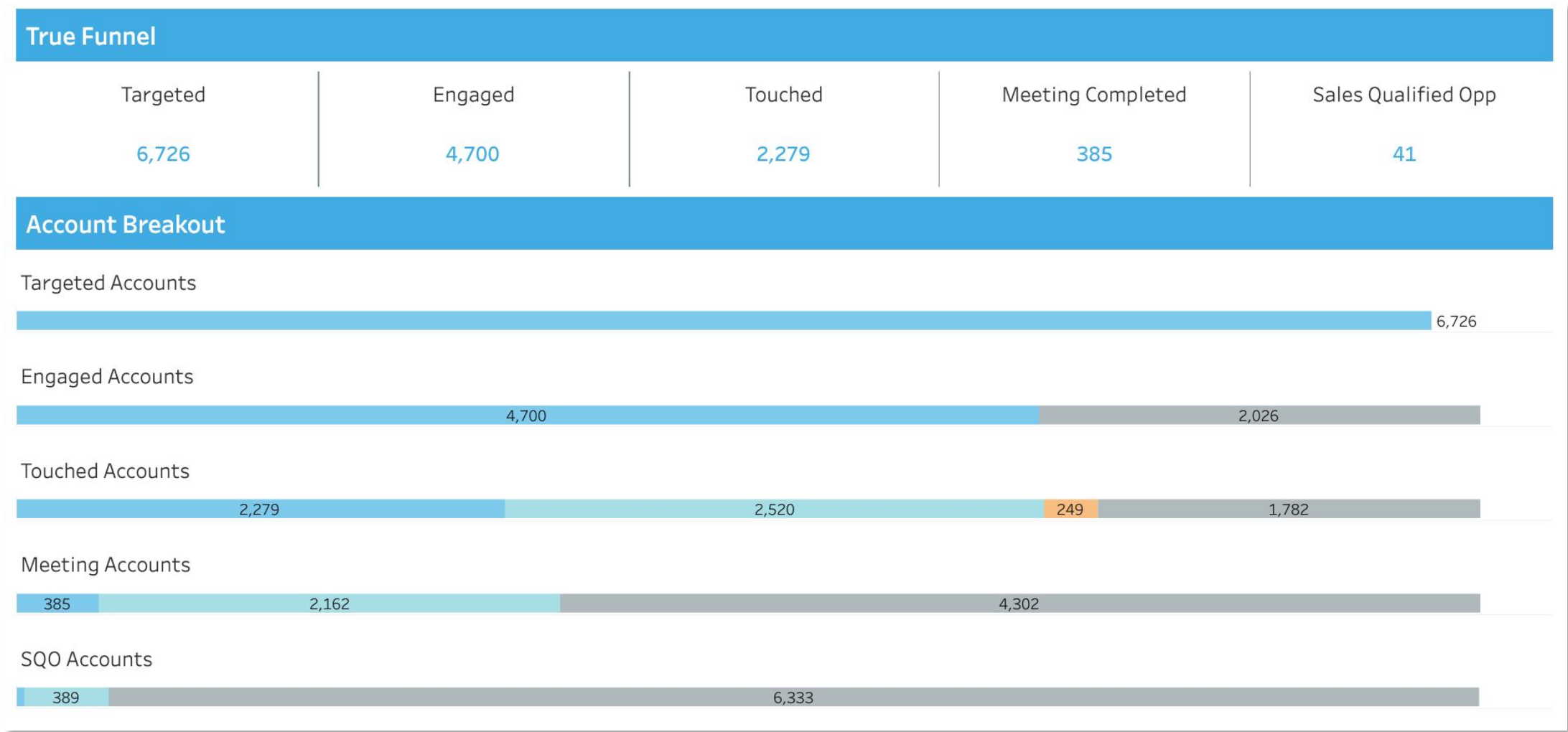
Event invitations

Microsites

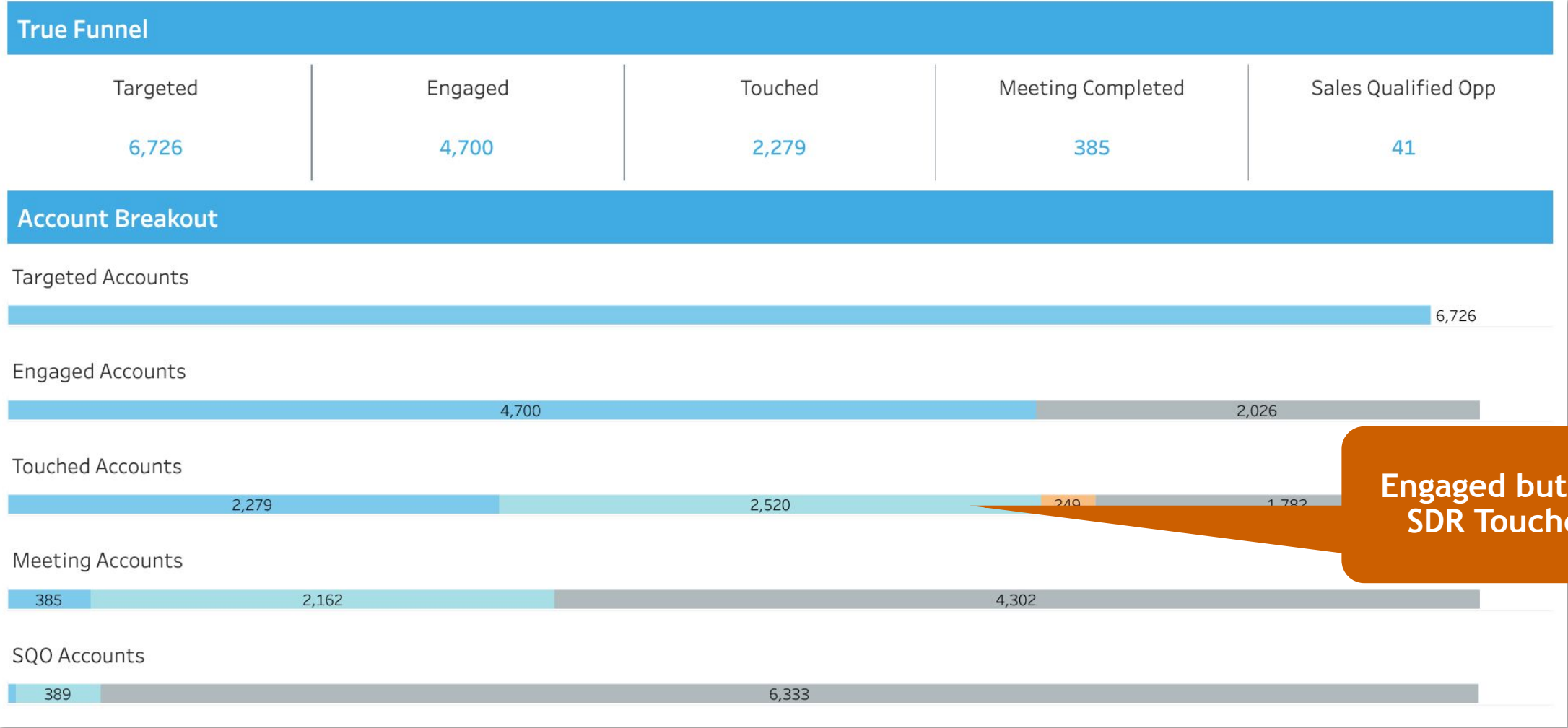
SDR outreach

Sales messaging

# Optimization - Finding Funnel Fallout



# Optimization - Finding Funnel Fallout



# Results



**2-4x**

**SDR meeting rate**  
Compared to non-ABM accounts



**3x**

**Campaign attendance**  
Compared to non-ABM accounts



**2x**

**Faster SQO to won**  
Compared to non-ABM accounts



**36+%**

**Meeting rate**  
Across ABM accounts

# 3. Brand & Demand

# 3. Brand & Demand

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

## Point of View

- Purpose & Problem
- Name your enemy
- Define & Evangelize

## Messaging & Positioning

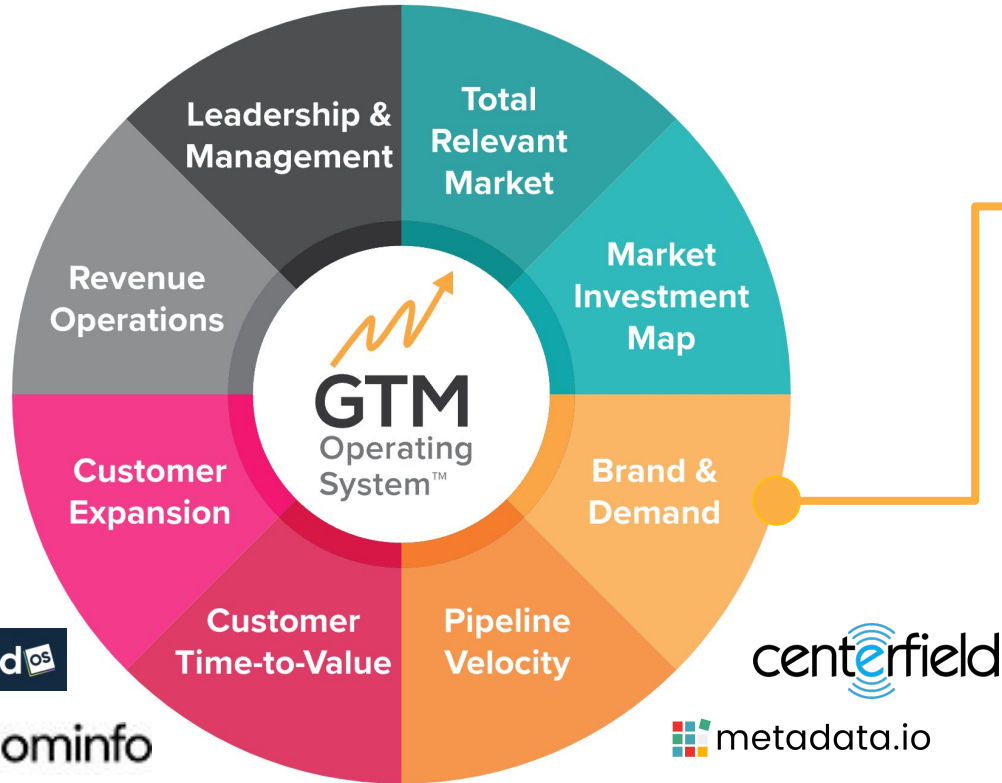
- Product
- Audience
- Value

## Audience Engagement

- Create demand
- Harvest demand

## Execute & Measure

- Revenue generation performance
- Funnel & Channel performance



# The 6 Go-to-Market Motions


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

## Grow into multiple GTM's

Find patterns you can follow

- Salesforce
- Hubspot
- Snowflake
- Atlassian
- Vidyard
- Sendoso
- Terminus

# The GTM Motions Growth Playbook for [Company]

	High Value Segments	Total Relevant Market (TRM) Who you will target	Example Clients	GTM Motion	Brand & Demand + Pipeline Velocity (Things you will do to execute this play)	Products (offerings you will sell them)	% of Company Revenue Goal	\$ Revenue	# of Closed Won Opportunities (Volume)	Revenue Math
New Business	Talent First At Scale	<b>Firmographics:</b> --Company size 1,000 - 3,000 <b>Technographics:</b> --Has employee engagement software <b>Qualifying Characteristics:</b> -- 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 rewards <b>Readiness to buy:</b> -- recent employee growth or planned hiring -- New VP/Dir or CDO leadership		Outbound	<b>Outbound:</b> - VP (work top accounts list) - AE's 50 accounts each (prioritized weekly and refreshed as needed) - SDR to support 2 AE's (cadence) - Marketing air cover (DM, Ads)  <b>Event:</b> - Monthly Virtual events and 1-1 chats	Xeon Pro	50.00%	\$6M	150	40K ACV
	Talent First At Scale	Agency, Service provider, Implementor : Industry Experts Small - boutique in health care Regional - outside health care		Partner-Led	Nearbound + Resellers & Ecosystem	Xeon PRO	33.00%	\$4M	50	80K ACV
	Talent First Aspiring	Agency, Service provider, Implementor : Industry Experts Small - boutique in health care Regional - outside health care		Inbound	<b>Inside Sales (order takers)</b>  Paid social / Display Youtube Video Demo Days campaign Customer stories - Social Blog LinkedIn broad reach <b>Organic search :</b> Talent Guides Leaders Handbook	Xeon Lite	17.00%	\$2M	220	\$9K
Expansion	Talent First At Scale	<b>Existing customers</b> - 2000 + installs - diversity initiative completion - 6+ Projects in flight - Allocated budget 3M+ next year - 3+ MAU's - 300+ activations in company		<b>Event-Led</b> (customer roadshow + Virtuals)  <b>Outbound</b> (CSM + AE)	Run the cross sell playbook with CS + AE	Micro Z	80.00%	\$15M	300	50K + Services
	Talent First Aspiring	<b>Existing customers</b> 90 days in Successful activation 3+ MAU's 20+ activations in company		<b>Outbound</b> (Coach + AE)	Run the Upsell motion playbook with CS + AE	Xeon PRO	20.00%	\$3.6M	90	40K

## 4. Pipeline Velocity

# 4. Pipeline Velocity

Building repeatable, scalable throughput and efficiencies to meet targets



## Forecasting & Planning

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

## Commercial Processes (Sales/PLG)

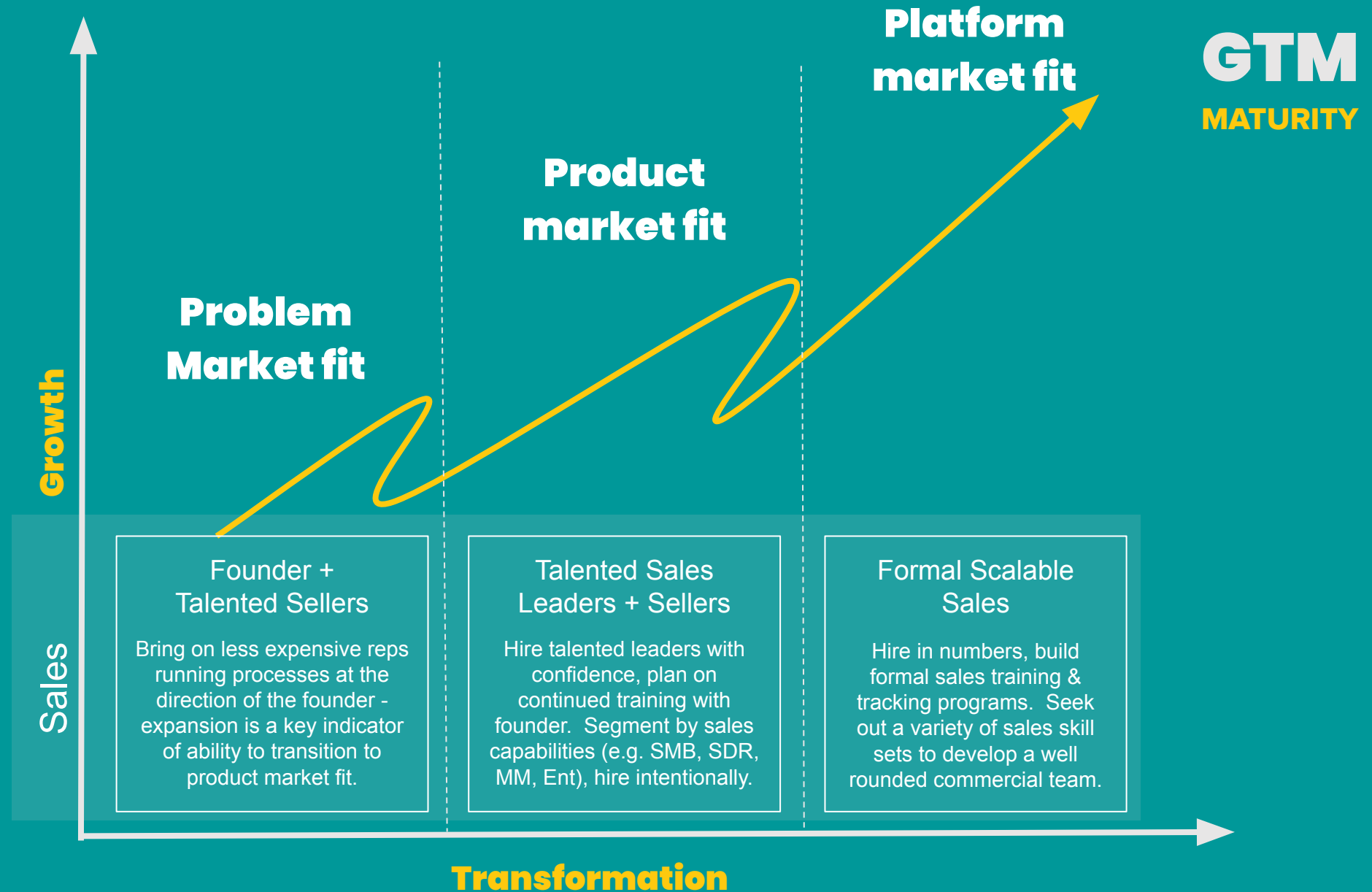
- The mix of rep experience and skill sets
- User behavior & incentivization
- The right quota & comp assignment
- Pipeline contribution expectations

## Marketing + Sales Plays

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



Companies must learn to go from **Founder-led Sales** to formal **Scalable Sales** in order to achieve efficient growth



## **5. Customer Time-to-Value**

# 5. Customer Time-to-Value

Create and manage a mutually beneficial relationship with your customers



 Demandbase

   Airmee  SalesIntel 

 GTM  
PARTNERS

 LAVENDER

 Überflip  acoustic

## 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
- Voice of customer (amplifier) - strategic & tactical
- Data driven early warning approach

### Customer ROI

- Quantifiable Outcomes

# Do you have an ROI problem?

## VENDOR ROI – ASSESSMENT

User loves your product but can't quantify ROI to their boss	Yes / No
User is skeptical of vendors claims of ROI	Yes / No
Vendors GTM teams are not aligned on how users should quantify ROI	Yes / No
ROI is hard to quantify consistently across customers	Yes / No
Proving ROI requires too much heavy lifting to be realistic	Yes / No
Quantified ROI is not compelling enough to retain customers	Yes / No
ROI quantification is not part of the sales process	Yes / No
GTM teams are not enabled on how to quantify ROI	Yes / No
Buyers and users are not taught how to quantify the ROI	Yes / No

Source: GTM Partners' ROI Framework  
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gtmpartners.com





# 7. Revenue Operations



# 7. Revenue Operations

The analytical information needed to power and hold your teams accountable



## Single Source of Truth

- Owns the data conversations

## Unified Data & Systems

- Standardized & shared

## Workflow & Automation

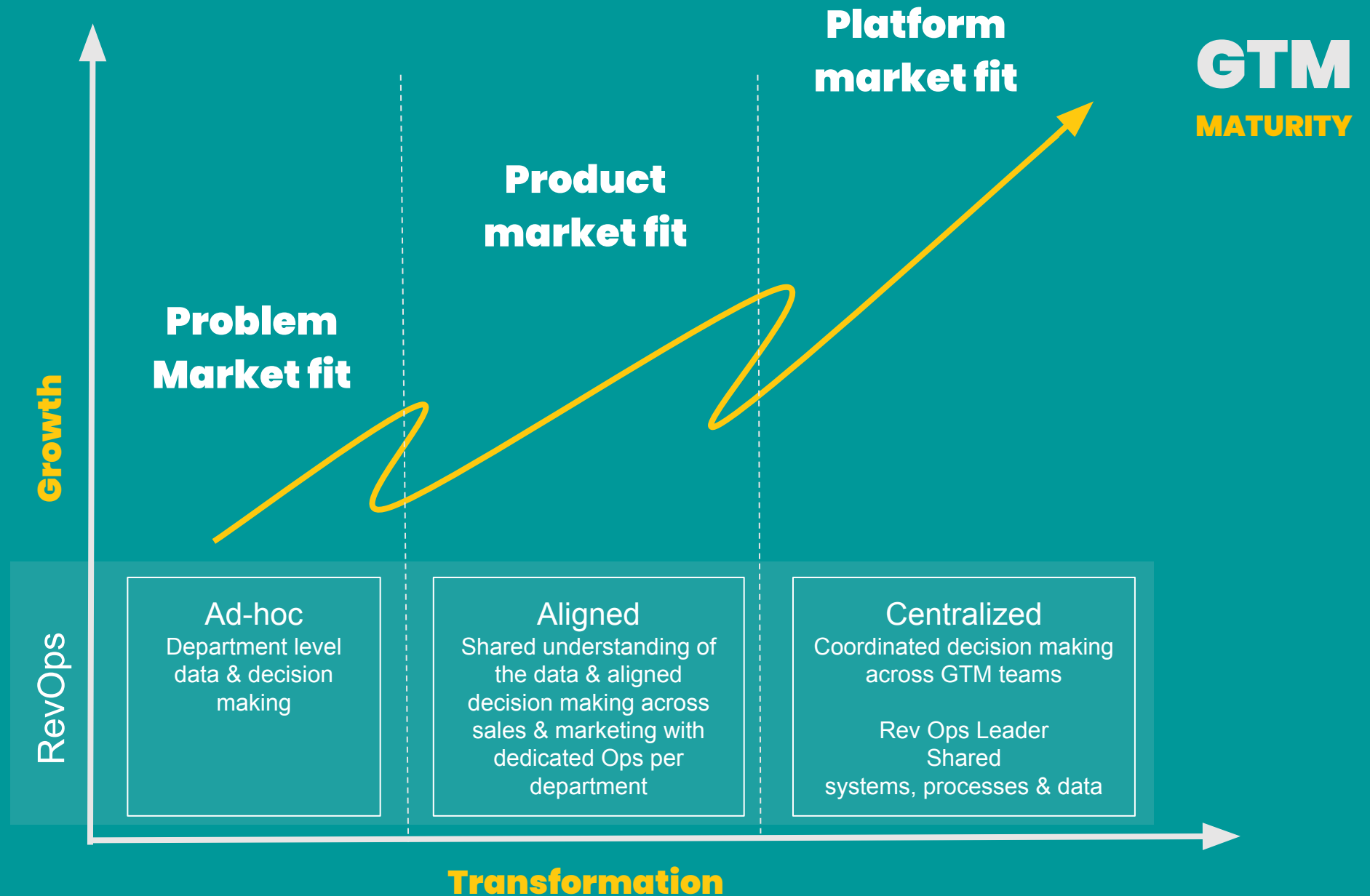
- Data completeness

## Revenue Operations Org Chart Design

- Ops by team vs centralized - (incentives, reporting structure, needs of business)

OPENPRISE™ fullcast.io  
insightly airSlate

Companies must learn to go from tactical **DEPARTMENT OPS** to Strategic **REVENUE OPS** in order to achieve efficient growth at scale



# RevOps

Your path to  
efficiency &  
predictability

## Strategy

- How do we create repeatable processes?
- How do we make sure our customer data is as clean as possible to determine what's working for which segments and why?
- How do we make our systems work the way they're supposed to so we can create more predictable and reliable outcomes?
- What metrics should we use to measure our success in the market?
- Build coalition to unite GTM through data and execution

## Rev Ops Supports



Sales



Marketing



CS



Product



Finance

## Owners of

- Process
- Data
- Systems
- Tech Stack
- Metrics

# ROI Workshop

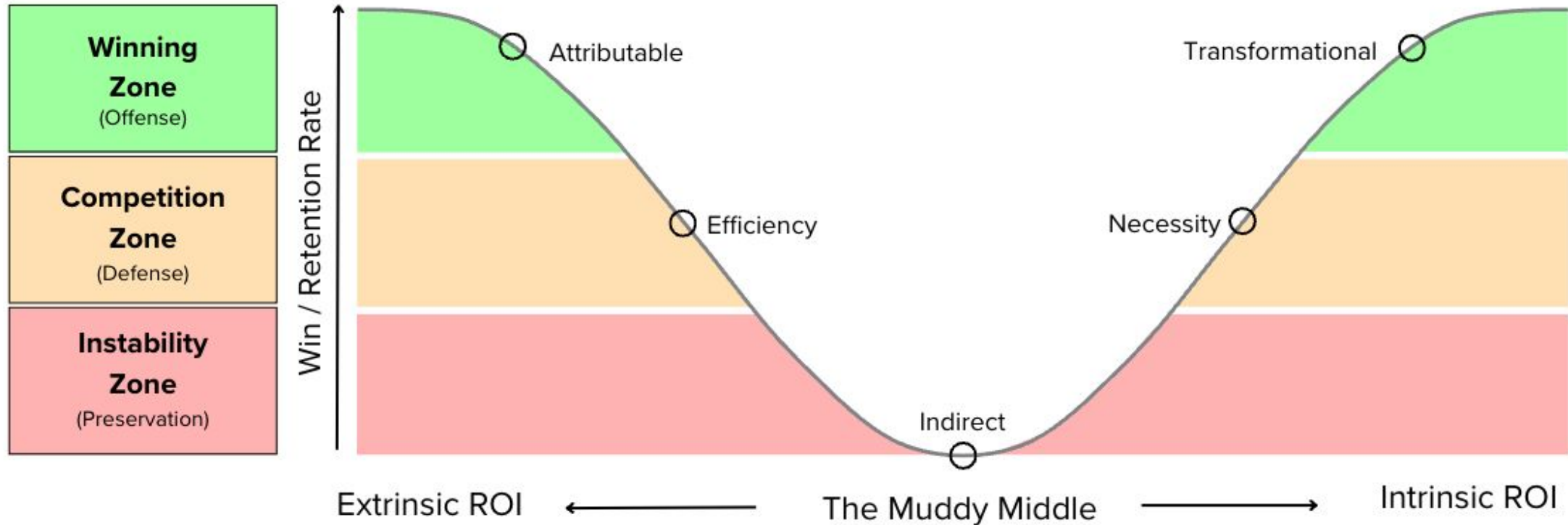
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# What is the ROI story for your solution?

## The 5 types of ROI

TYPE	DESCRIPTION	MEASUREMENT
<b>Attributable</b>	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), or tangible outcomes / deliverables
<b>Transformational</b>	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.
<b>Efficiency</b>	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.
<b>Necessity</b>	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.
<b>Indirect</b>	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. All rights reserved. GTMpartners.com		

# The ROI Framework: Proving Your Value

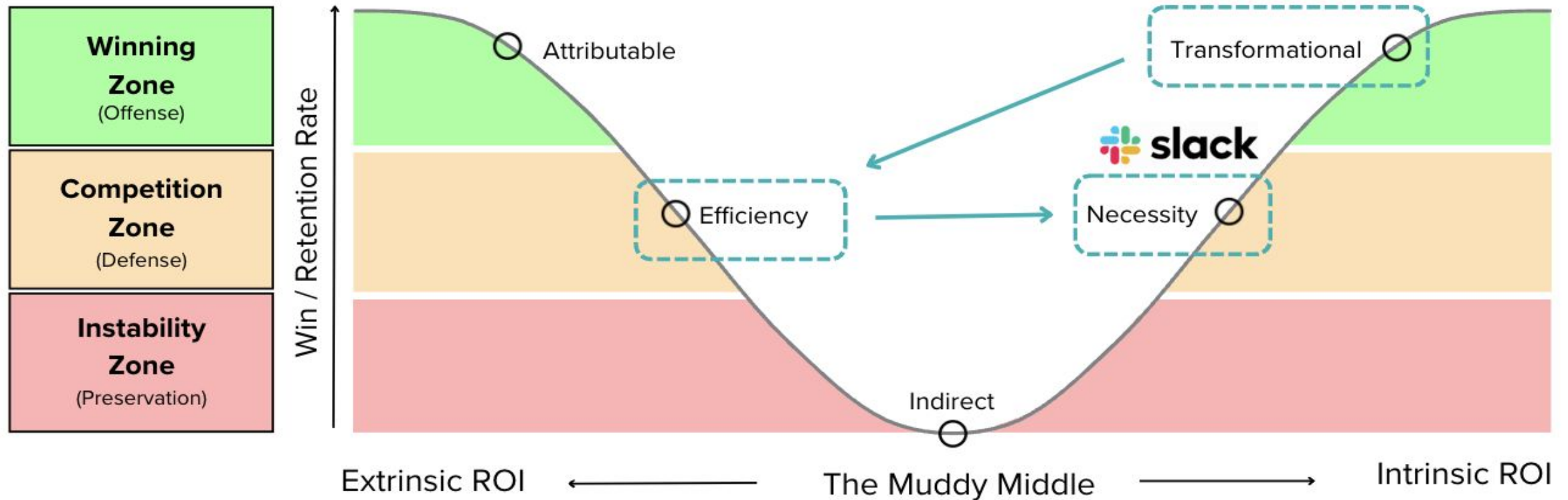


Source: GTM Partners' ROI Framework  
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#GTMmakesimple

# How Slack Succeeded by Evolving Their ROI Story

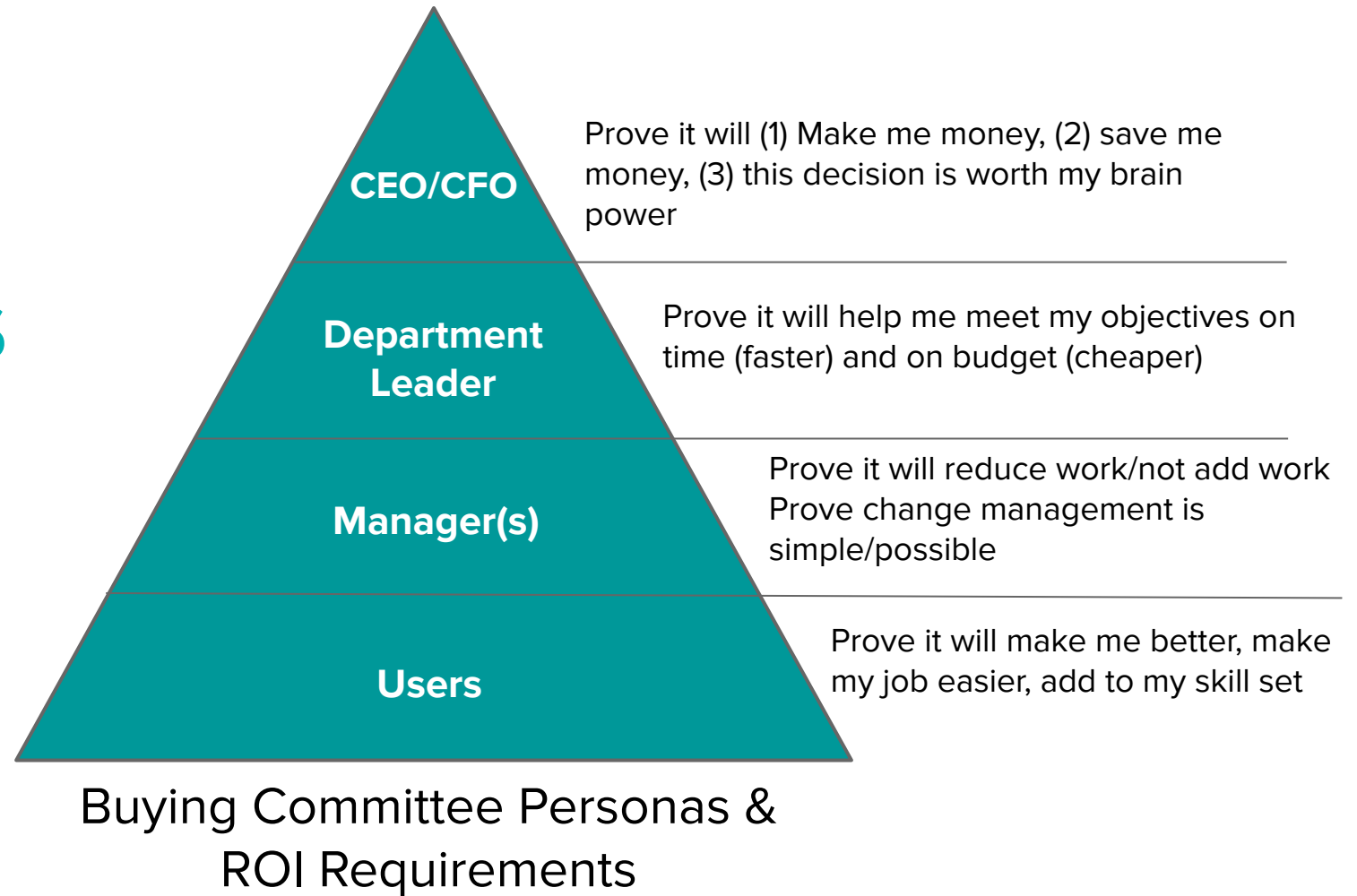


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#GTMmakesimple

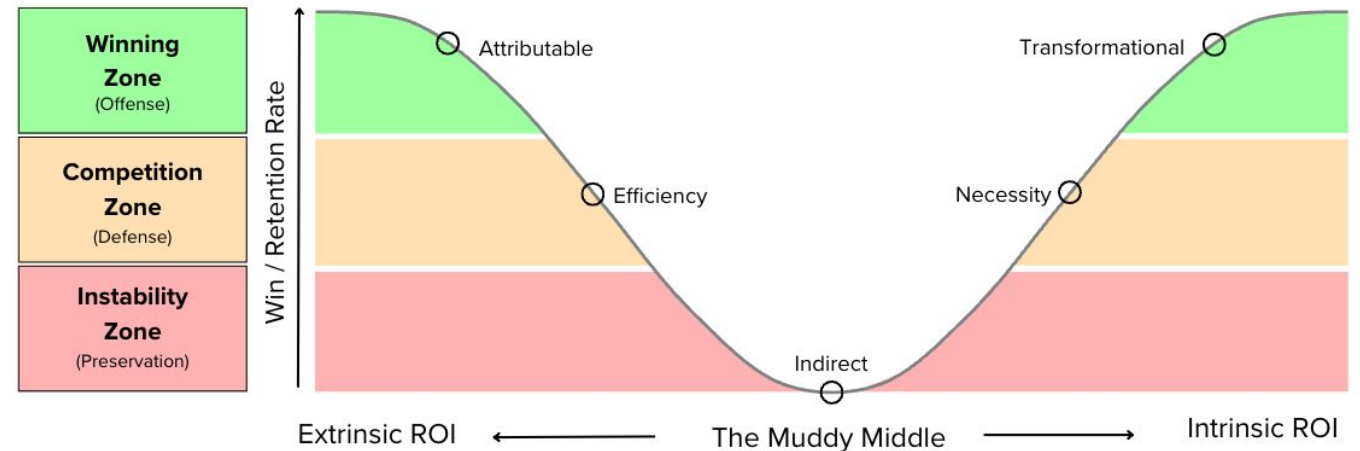
# Buyer Committees Personas & ROI



# GTM Table Exercise Part 2

- 1. As a team:** Discuss the ROI types of your solution
- 2. As a table:** Discuss the impact of your buyer committee personas

## The ROI Framework: Proving Your Value



Source: GTM Partners' ROI Framework  
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gtmpartners.com



# 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 ●





Dialog



# Real Life Example: Success using the GTM Operating System

## *Nailing your ICP*

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Manoj Ramnani  
CEO, SalesIntel





# 4 Steps: Total Addressable Market

## **GATHER ICP INTEL**

Collect  
characteristics of  
your ideal  
customers from  
GTM Teams

## **CUSTOMER COMPARISON**

Based on your  
ICP, who in your  
customer base is  
no longer an  
ideal customer

## **SELECT INTEL PROVIDER**

How will you  
gather the intel  
you need to  
systematically  
assess prospects

## **ICP SCORING MODEL**

Develop a model  
you can use to  
align the business  
around your  
targets



# Steps 1 Applied

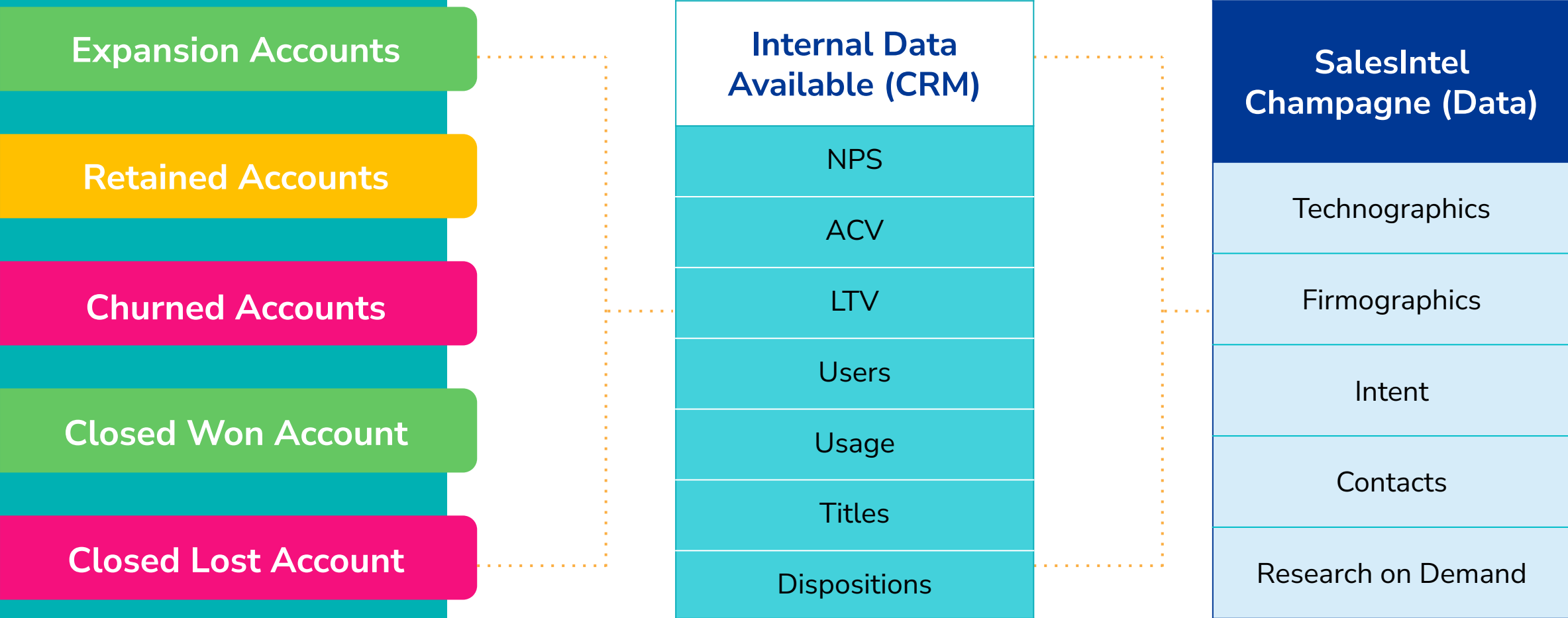
## Who SalesIntel involved, how, and why

	RevOps	Customer Success	Marketing	Sales
How	<ul style="list-style-type: none"><li>• Closed won</li><li>• Closed lost</li><li>• Days to close</li><li>• Win Rates</li><li>• \$ ACV</li><li>• 3 Year LTV</li></ul>	<ul style="list-style-type: none"><li>• Expanded</li><li>• Retained</li><li>• Churned</li><li>• NPS</li><li>• Usage</li></ul>	<ul style="list-style-type: none"><li>• Technographics</li><li>• Firmographics</li><li>• Intent Signals</li><li>• Personas/Titles</li><li>• Customer ICP</li></ul>	<ul style="list-style-type: none"><li>• Budget holders</li><li>• Influencers</li><li>• Users</li><li>• Objections</li><li>• Competition</li></ul>
Why	→ Forced healthy CRM clean-up, hygiene, and enrichment	→ CSM data, often independent of CRM, was merged	→ Huge opportunity to drink our own champagne	→ Vital qualitative voice in the process



# Steps 2 Applied

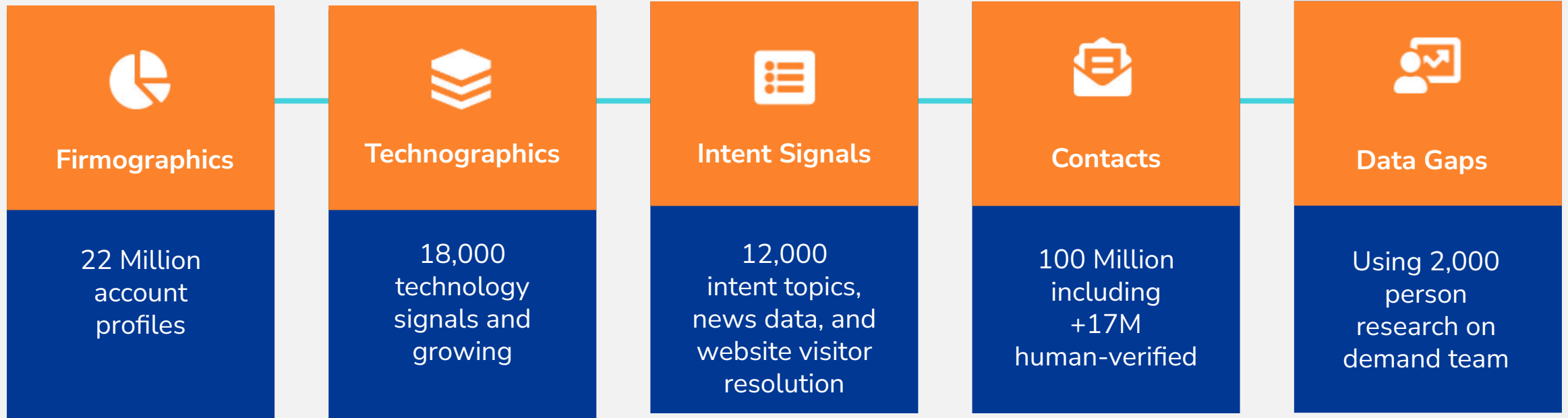
## ICP Intel Segments Leveraged at SalesIntel





### Step 3: Applied

# Drinking our own champagne.





Step 4: Applied

# Scoring and Scaling at SalesIntel

1. Marketing Activity ONLY		
Titles and Personas	Marketing Activity Score	Marketing Qualified Date
Execs Buyers Influencers Users	Form Submissions Marketing emails Demo requests Events Webinars	Date stamped to support lead management ops process

Plus Two New Scoring Dimensions	
2. Account Fit Score	3. Intent Signals
<b>Technographics</b> 18,000 technology dimensions  <b>Firmographics</b> Location Industries Employee Size	12,000 Intent Topics  Website Resolutions Using VisitorIntel  Company News Alerts (Q2!)



## Outcome

# \$792 Million Market in 2023

Dominant in these areas with our product and people

Mid market companies with growing sophistication that value customer service

Growing operational complexity using software where we have strong integrations

US Market

20 Verticals

Company Size Sweet Spot

Revenue Threshold or Recent Funding of \$10m+

Technology A  
- OR  
Technology B  
- OR  
Technology C

**26,324 Companies.**

**44% Higher Win Rates**

**53% Higher ACV**

**50% Higher Retention Rates**

**3x the 3 Year Lifetime Value (LTV)**

**Value Our Whole Product**

**Similar Effort to Sell**

**More Room to Expand**



Outcome

# Added New Buying Centers

## Find Your People



**MEGAN:** Marketing Leader



**RONNIE:** Rev Ops Leader



**SAM:** Sales Leader

# Outcome. Revamping the GTM process. Resourcing, pricing, and packaging.

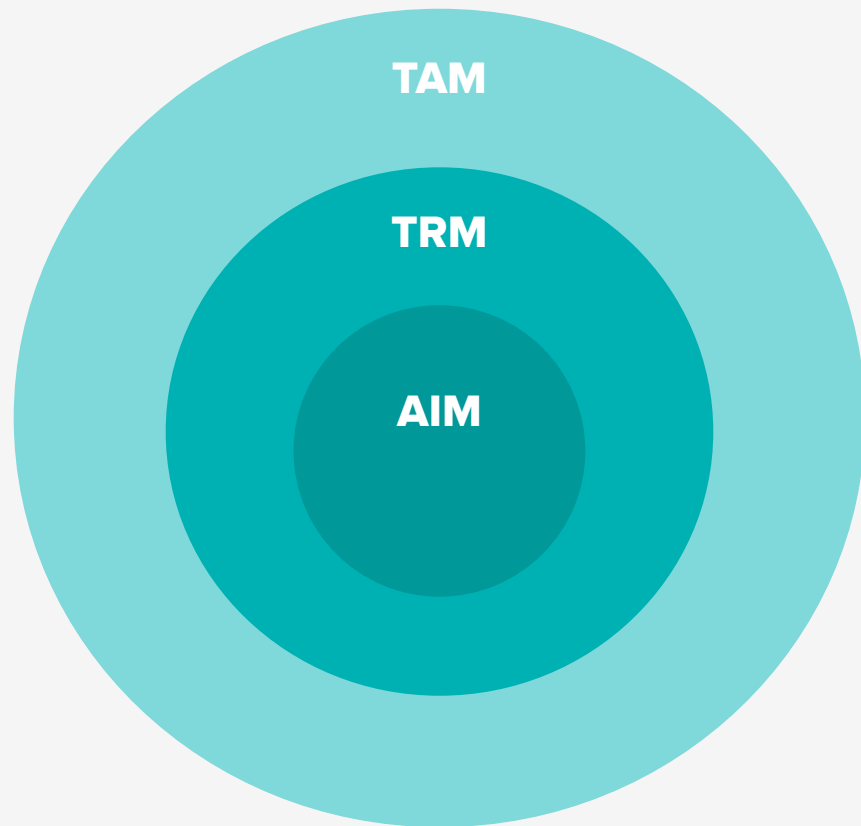


Beware.	Sweet spot.	Opportunistic.
<p><b>If below</b> look for savvy prospective users in growing companies in industries we support.</p> <p><b>Do NOT target</b> They will sink your time for less return for reps and less return for the company.</p>	<p>Revenue Bands</p> <p>Company Size Bands</p> <p>Baseline Technology</p> <p>Plsu Technology A or B or C</p> <p>20 Verticals</p> <p>US Market Focus</p>	<p><b>If larger than revenue and company band..</b></p> <p>Look for “sweet spot” fit signs, but be aware that larger opportunities also involve longer sales cycle, more time sink on the AEs part, and often lower win rates.</p>



Outcome

# Surfacing In-Market Accounts Adds Efficiency



- \$792 Million is a big net to cast. Which should you focus on first?
- \$135 Million (15%) are in market this quarter and are 3x more likely to close!



# The Money Slide

The Impact of GTM OS Applied

	Inbound Leads	Paid Ad (Cost Per Lead \$)	Inbound Pipeline Contribution
Q3 2022	+58%	-62%	25%
Q1 2023			55%

Cost is down, inbounds are up and pipeline is growing!



# Are We Hitting the ICP?

The Impact of GTM OS Applied

	Overall ICP Lead Composition	Sales Outbound Efficiency	Marketing Inbound Efficiency
Q3 2022	No Change	33% Improvement	102% Improvement
Q1 2023			

Composition is unchanged so far, but how we sell and service each segment is having a huge impact on efficiency.

- Product Led Growth
- Inbound Led
- Outbound Led
- Community Led
- Ecosystem Led
- Category Led



 Business is relying on heroic sales players and not plays	 Sales, Marketing, and Customer Success are not of one	 You can't predict and forecast revenue for the next four quarters
 Your customers' time isn't, but your company's influence is at renewal time	 Your team is reactive, not proactive	 You are struggling to go from a good to platform company
 Your analyst relations are weak, at best,	 Your product is not differentiated	 Your company is not a market leader



Revenue Operations	Leadership & Management	Total Relevant Market	Market Investment Map	Brand & Demand	Pipeline Velocity	Customer Time-to-Value	Customer Expansion
 Store Leads  snowflake  locker  Stitch  Z  Sindoso	 plannuh  Notion  ClickUp  slack  Stitchwork  loom  Sindoso	 Store Leads  snowflake  Z  locker  CROSSBEAM  PartnerPortfolio	 locker  snowflake  looker  CROSSBEAM  PartnerPortfolio	 GARTER  RIVERSIDE  chftfunels  WISTIA  Recofield  metadatta.io  CHILI PAPER	 Sindoso  goody  CROSSBEAM  Loop  AVOMA  snowflake  looker  metadatta.io  CHILI PAPER	 Sindoso  goody  loom  CROSSBEAM  Partnered	 AVOMA  goody  loom  CROSSBEAM  Partnered

A circular portrait of a man with short dark hair, wearing a light blue button-down shirt. He is smiling slightly and looking towards the camera. The background is blurred, showing what appears to be an indoor setting with windows.

# CEO Fireside Chat: GTM Automation with Aptiv.io



Sangram Vajre  
CEO



Guy Mounier  
CEO

# Use Case Driven - GTM Tech Stack

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Amber Livingston  
Program & Operations Leader,  
Multi Family Utility

# About Company



## MULTIFAMILY UTILITY COMPANY



Benchmarking | Submeter Installation | Regulatory Compliance | Sustainability  
Utility Billing & Expense Management | Rubs | Rate Audit | Vacant Cost Recovery



**Amber Livingston |**  
Program and Operations Leader

- Six years on Inc magazine's 5000 list of fastest growing companies
- Utility services designed to deliver highest possible net operating income back to customers
- The only company in the industry with real-time meter reporting

# GTM Motions



Multifamily Utility relies on three primary GTM motions to reach prospects



Product Led Growth	NO
Inbound Led	<b>YES</b>
Outbound Led	<b>YES</b>
Ecosystem Led	NO
Channel Led	NO
Event Led	<b>YES</b>
Community Led	NO

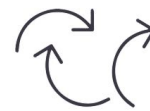
# GTM Challenges



Before adopting Insightly, Multifamily Utility struggled with two key GTM challenges...



Business is relying on heroic sales players and not plays



Sales, Marketing, and Customer Success are out of sync



You can't predict and forecast revenue for the next two quarters



Heavy discounting and feature wars are eroding your value prop



Your customers love you, but can't quantify their ROI at renewal time



You can't prioritize or say no to new initiatives



Your team is not aligned on an executive strategy



Your churn is killing your business



Your competitors are winning more market share



You are THE last to enter a deal cycle



Your team is reactive, not proactive



You want to go up-market but the customer base is SMB



Your analyst relations are weak, at best, to drive material influence



Your point of view is not differentiated with your product



You are struggling to go from a product to platform company

# GTM Use Cases



## How Insightly helped Multifamily Utility become PROACTIVE instead of REACTIVE

- **Integrations are simple**
  - Insightly offers AppConnect, a low-code, no-code integration product that we use to integrate a business-critical fee update across multiple Insightly objects
  - Makes Insightly our single source of truth
- **Great data and insights**
  - Reporting and dashboards are fantastic – helps us see at a glance what's happening with the business
- **Alignment across our teams**
  - Sales, CS, delivery, and operations are using Insightly as the source of truth – and adoption is off the charts
- **Customization and automation**
  - Teams have migrated processes from third party tools to the Insightly tool
  - AppConnect and Insightly's native customization and workflow automation functionality have made this easy

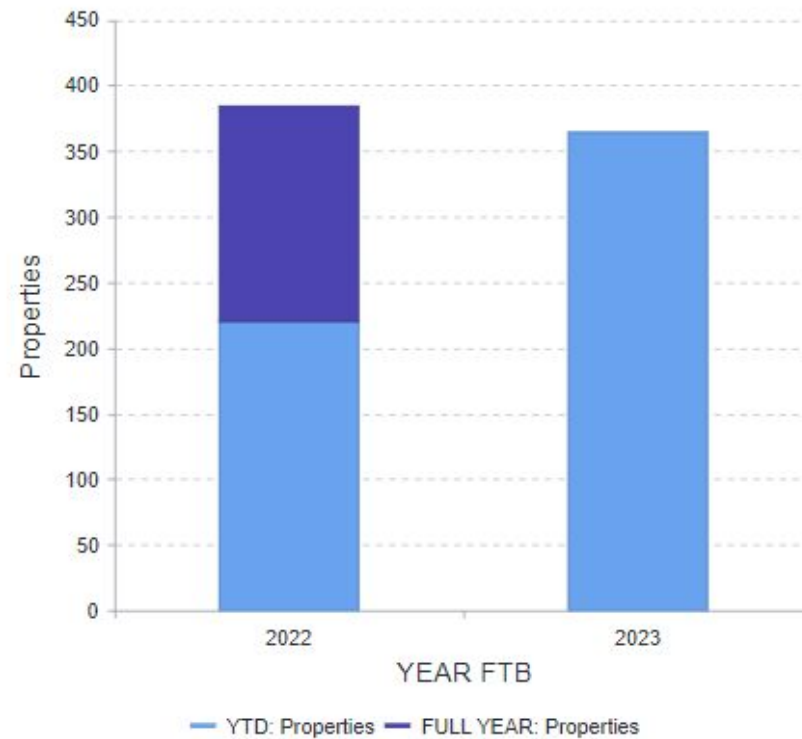
# GTM ROI



How **Insightly** helps Multifamily drive progress and track performance.



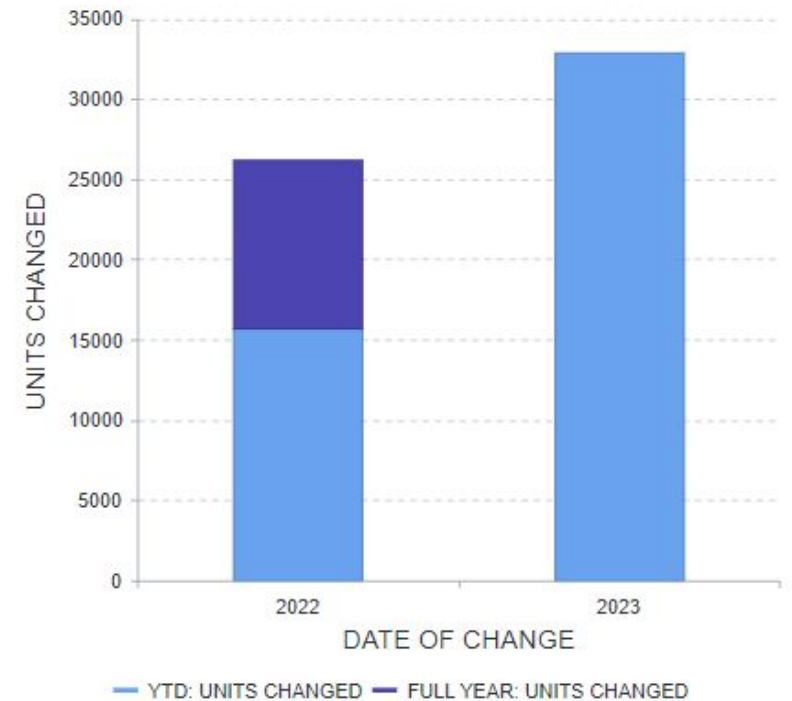
Number of Properties Implemented by Year



NET GROWTH -UNITS

32,883
















Most Recent UNITS CHANGED



# GTM Operating System™



## Multifamily Utility's GO-TO-MARKET TECH STACK

Revenue Operations	Leadership & Management	Total Relevant Market	Market Investment Map	Brand & Demand	Pipeline Velocity	Customer Time-to-Value	Customer Expansion
 <i>insightly</i>	<i>insightly</i>				<i>insightly</i>	<i>insightly</i>	
<i>insightly</i>				 Zoho Forms			
				<i>moqups</i>	 DocuSign		
					 <b>zapier</b>		
							

# Use Case Driven - GTM Tech Stack

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Laura Mannix  
Director Of Marketing  
Operations, Russell  
Reynolds Associates



# About Company



**Laura Mannix**  
Director Of Marketing  
Operations



## Top corporate priorities

- Develop competitiveness of core offering
- Differentiate through quality of new and innovative offering
- Diversify core revenue streams

## Team priorities

- Brand Amplification
- Demand Generation
- Consultant Activation

# GTM Motions



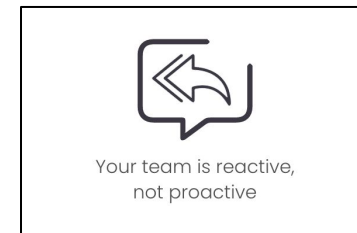
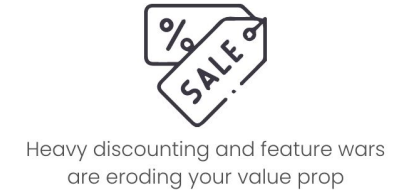
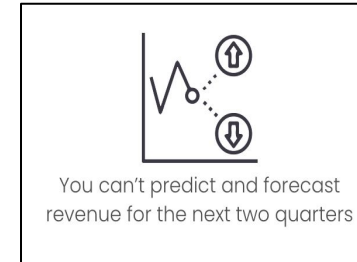
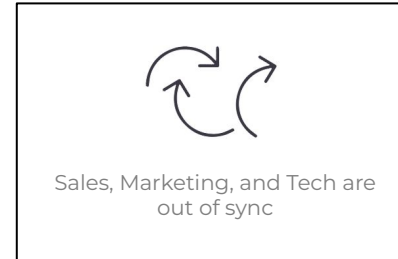
What is your GTM Motion?

Product Led Growth	No	
Inbound Led	Yes	Early development
Outbound Led	Yes	Strong outbound
Ecosystem Led	No	
Channel Led	Yes	Developing channel
Category Led	No	
Community Led	No	

# GTM Challenges



## What are your GTM Challenges?























# GTM Operating System™



## Russell Reynolds' GO-TO-MARKET TECH STACK



Revenue Operations	Leadership & Management	Total Relevant Market	Market Investment Map	Brand & Demand	Pipeline Velocity	Customer Time-to-Value	Customer Expansion
 <b>Beacon</b>  Microsoft Dynamics <b>OPENPRISE™</b>	 <b>Beacon</b>  Performance Insights  Power BI <b>OPENPRISE™</b>	 <b>Beacon</b>   Google Analytics  Marketo™ An Adobe Company <b>OPENPRISE™</b>	 Google Analytics	 <b>LinkedIn</b> SALES NAVIGATOR   <b>SITECORE™</b>  sproutsocial  zoom <b>OPENPRISE™</b>	 <b>Beacon</b>  <b>LinkedIn</b> SALES NAVIGATOR  Marketo™ An Adobe Company <b>OPENPRISE™</b>	<b>OPENPRISE™</b>	 <b>Beacon</b>  <b>LinkedIn</b> SALES NAVIGATOR <b>OPENPRISE™</b>

# GTM Use Cases



## Openprise Use Case 1 – List Management

### Data Foundation

- Cleansing
- Standardization
- Deduplication
- Data validation

### Process Automation

- List loading
- Data bridge
- Lead-to-contact matching
- Attribution

Russell Reynolds Associates had an immediate challenge to fix a broken process in managing lists between the business and marketing. Challenges we faced were many including:

- multiple locations to maintain marketing lists
- extensive manual work to create, share, and update lists
- limited view and insight into marketing program outcomes

Openprise enabled us to implement a streamlined list sharing process between the consultants and marketing while also easing migration of our CRM platforms. Saving 60 hours/week plus migration costs.

# GTM Use Cases



## Openprise Use Case 2 – Attribution

### Data Foundation

- Cleansing
- Standardization
- Deduplication
- Data validation

### Process Automation

- List loading
- Data bridge
- Lead-to-contact matching
- Attribution

Our longer-term challenge was to enable the marketing team to attribute assignments back to marketing campaigns, channels and content for a view into what's working to drive our customers' journey to opportunities.

We established guiding principles for our attribution model and with Openprise's help we created a system where we can match assignments won back to the marketing activities that influenced them.

We now can grow qualified leads, pipeline, and revenue by improving the effectiveness of marketing activities throughout the customer lifecycle.

# GTM ROI



## ROI with Openprise

- ✓ Gained a headstart with a firm-wide tech transition
- ✓ Optimized a once slow and painful list management process
- ✓ Demonstrated impact of marketing campaigns on top line revenue

# Use Case Driven - GTM Tech Stack

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**Greg Boosin**  
EVP, Global B2B & Product  
Marketing, Mastercard



# Doing the right things, right.

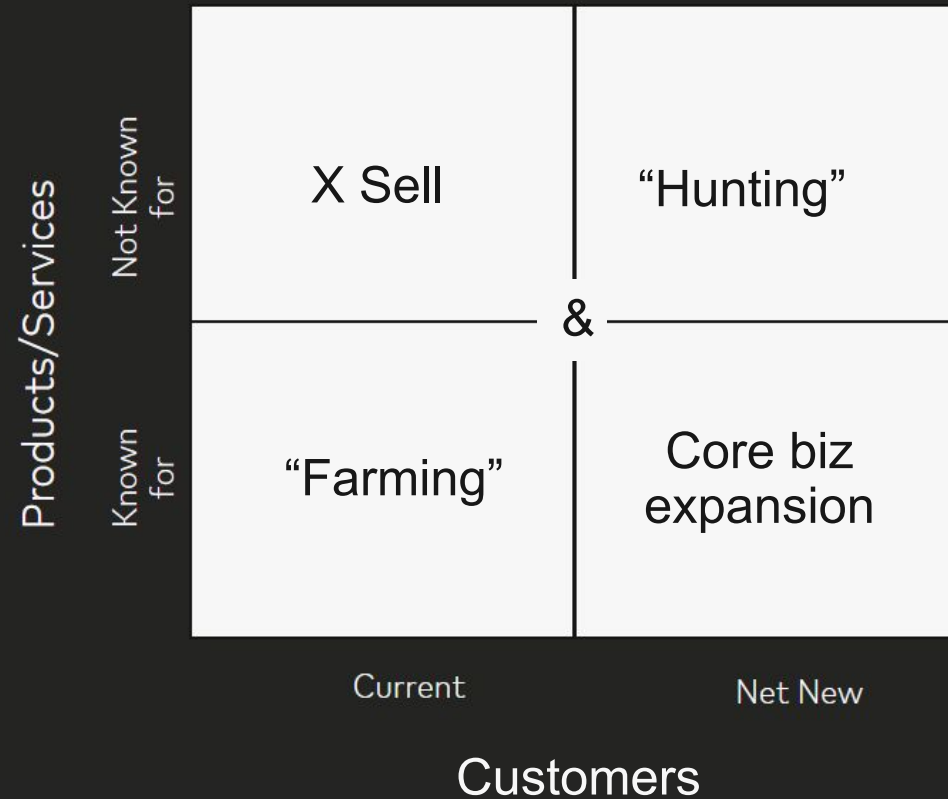
Driving Business  
Forward

GREG BOOSIN  
SEPTEMBER 22, 2023



marketing strategy follows business strategy

To achieve “Mastercard’s audacious ambitions,” we need to sell **end-to-end, need-based solutions** to target segments with whom we have not historically done business.





Attitudes

Behaviors



# Data powers...

Account-based marketing

Reporting

Product innovation

Triggers

Lead Routing

Lead Intelligence

Benchmarking

Market Sizing

Go to Market strategy...

and on and on and on



## Increased conversions 11% with FormComplete



Each form had over 10 fields, resulting in high bounce rates and poor data captures for routing



- ✓ Implemented FormComplete via MarketingOS on over 100 forms
- ✓ **+11% in conversion rate**

## 27k hours of research time saved with SalesOS



- Over 6 different instances of SalesOS across the enterprise from M&A activity



- ✓ Consolidated to a single MSA to create standardized onboarding and training for all sales people
- ✓ **Saved salespeople 27k of research time in 2023**

## Enriched 33k Salesforce records and created standardized account structure



Inaccurate data fields at account, contact and lead level  
limited reporting, lead routing  
and data orchestration



- ✓ Enable lead routing
- ✓ **Matched 70% of database to create parent/child hierarchy**

An aerial photograph of a shipping yard filled with rows of intermodal containers. The containers are in various colors including blue, red, yellow, and white. Some containers have logos like 'MAERSK' and 'CHINA SHIPPING'. A dark grey asphalt path runs through the middle of the yard. The text 'if it doesn't scale it doesn't matter' is overlaid in white on a dark horizontal band across the top of the image.

if it doesn't scale it doesn't matter

**Thank You!**

**bombora<sup>®</sup>**

# Technology Partners Who Are Challenging The Status Quo And Driving **Efficient Growth**

# All our research is free!

[hub.GTMpartners.com](https://hub.GTMpartners.com)

[GTMonday.substack.com](https://GTMonday.substack.com)

