



Building a Revenue Operations Foundation

Class 3

Defining Revenue Operations:
Go-to-Market Motions

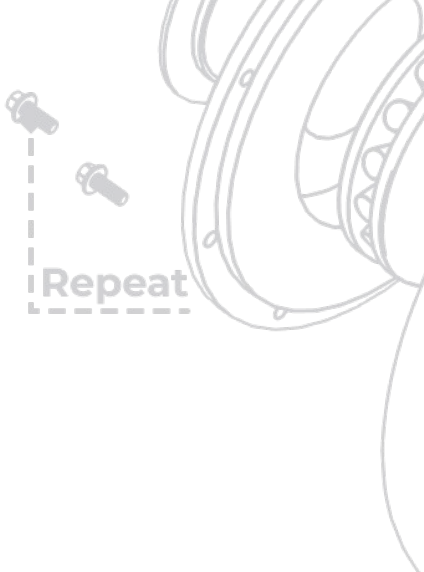




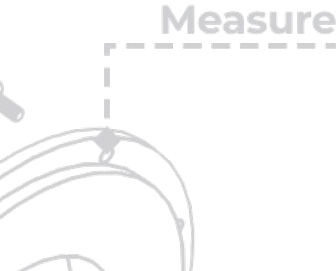
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Class 3

Defining Revenue Operations:
(Go-to-Market Motions)



Repeat



Measure

Act

By the end of this class, **you will know:**

1

Go-To-Market Motions

- An overview of marketing, sales, product-led, and customer success/retention-focused GTMs

2

GTM Motions Expanded

- Examples and use cases to thoroughly understand each GTM

3

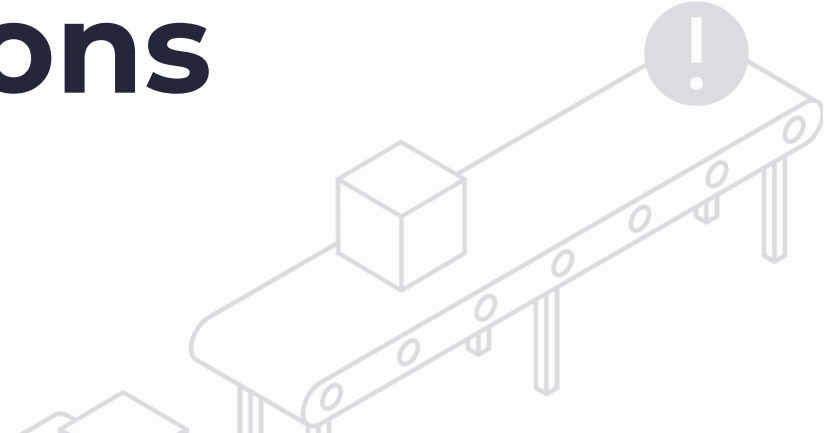
Blending Go-To-Market Motions

- Identifying multiple GTM motions and how they work together

4

Impact on Data & Strategy

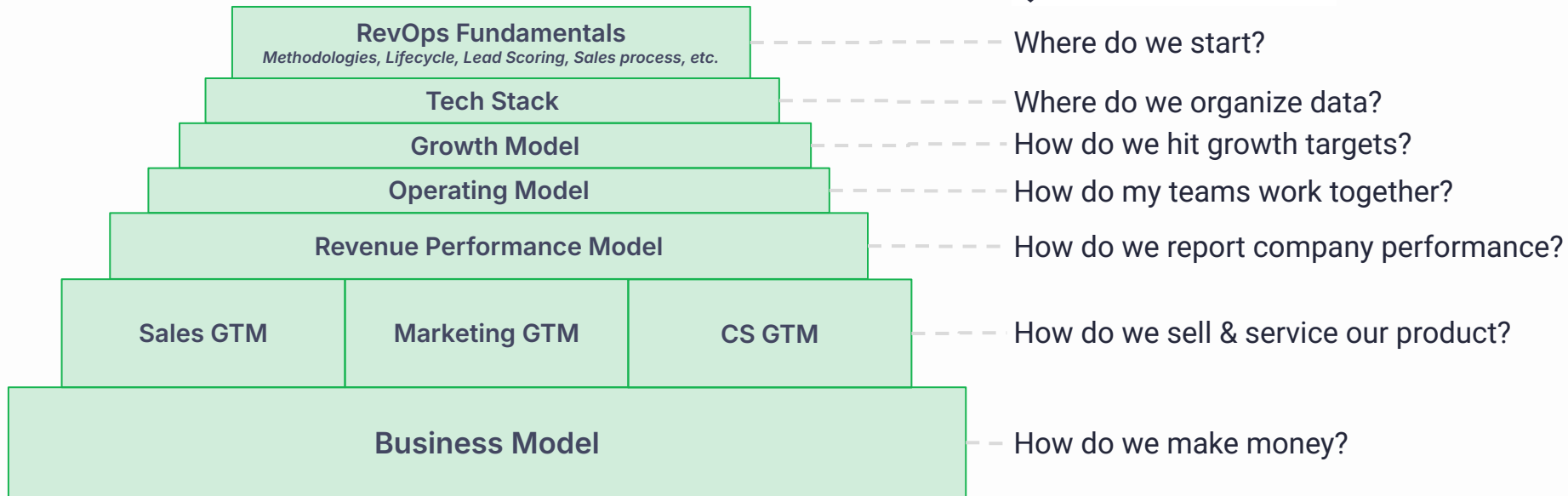
- How GTM motions impact the revenue operations foundation and where to go from here



Defining Go-To-Market Motions

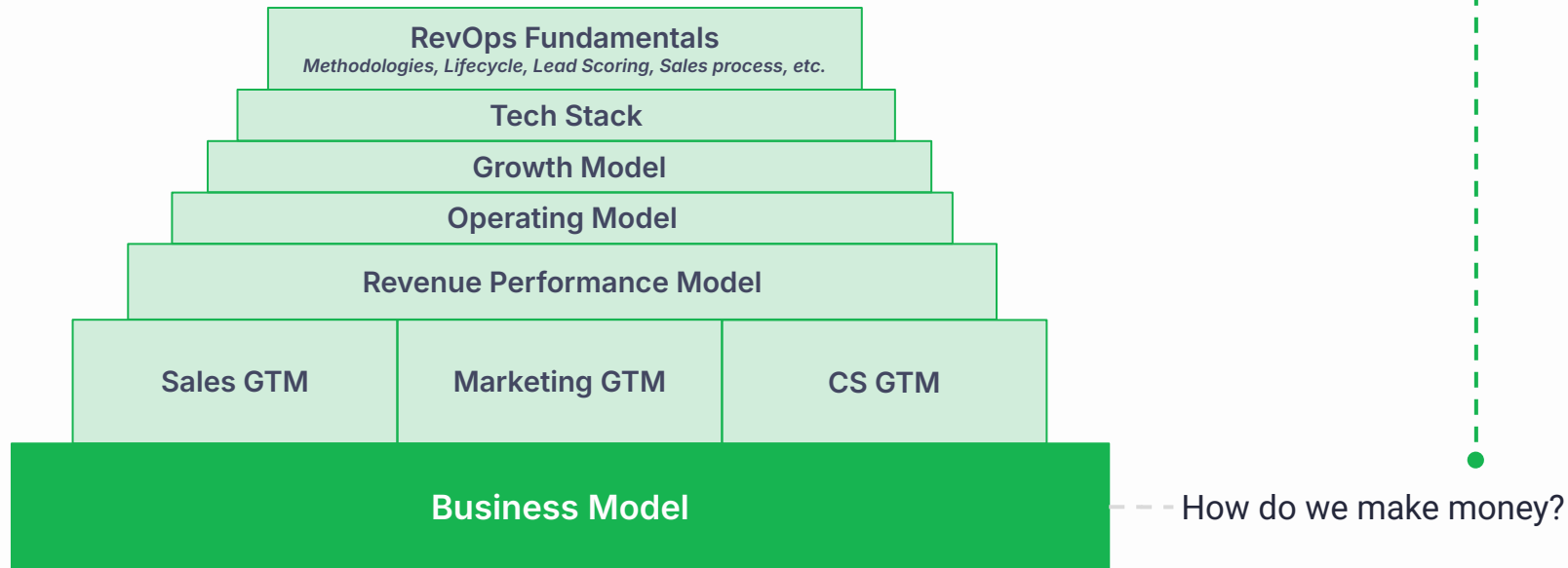
Building Blocks of RevOps

Revenue Engine Framework



The Business Model

Revenue Engine Framework



GTM Maturity Breakdown



Level 1 Foundational Data Model

Purpose

Migrate & integrate critical data sources and adopt business processes in a CRM built on a core data model.

Endstate

- Revenue Mapping + data built in the company's data model
- CRM integrated with core 3rd party applications
- Foundational RevOps Playbooks have been built in the CRM
- Process are adopted and performed in the CRM of record



Level 2 Measure Acquisition KPIs

Develop key insights to drive performance & product roadmap

Purpose

- Answer core questions about the performance of a company.
- Is the GTM Core Data Model set up correctly and have users adopted foundational RevOps Playbooks?
- Is this business going to hit their revenue target?
 - Why or why not?

Endstate

Acquisition KPIs: Ability to accurately measure the left side of the Company's Data Model to drive actionable insights.



Level 3 Secondary KPIs + Forecasting

Purpose

- Answer critical business questions for why or why not Primary Acquisition KPIs were achieved through further partitioning KPIs
- All of the Primary KPIs can be partitioned into 4+ additional categories to answer the core question of "why" a particular metric will not be reached.

Categories: Answer the Who, What, Where, When

Endstate

- Critical Secondary KPIs created and adopted in CRM
- Ability to utilize Secondary Acquisition KPIs to accurately forecast future GTM revenue



Level 4 Right side of the Data Model

Create core data model for recurring or usage-based models.

Purpose

- Arm CS teams with critical data to drive expansion, cross-sell, and reduce downgrades and churn
- Unlock insights for company to move from linear to exponential growth

Endstate

Accurately measure recurring or usage-based revenue model for applicable businesses



Level 5

Integrate Financial Operations

Purpose

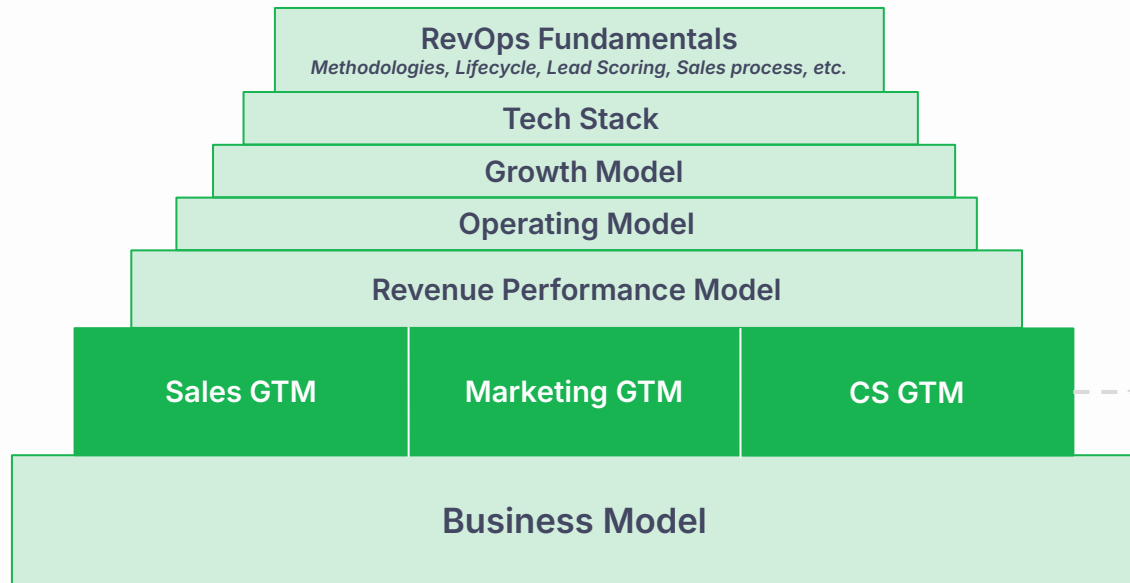
Integrate FinOps and GTM Ops to create a full picture from Lead to Cash

Endstate

- Financial Operations fully integrated into GTM Operations
- Ability to seamlessly reconcile revenue to GTM KPIs
- Unlock GTM efficiency KPIs

Go-to-Market Motions

Revenue Engine Framework

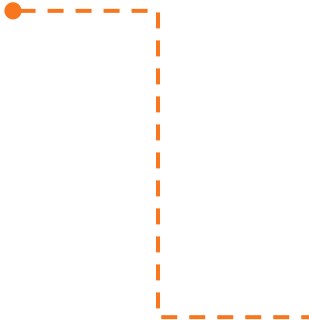


How do we sell & service our product?



Go-To-Market (GTM) Motions are the playbook a company uses to reach customers.

GTM motions are the foundation of a revenue operations strategy; **they are how you sell.**



GTM strategy

A go-to-market (GTM) strategy is a comprehensive plan that details how an organization can both engage and sell.

- **Part 1 - Motion:**

Engage with customers to convince them to buy their product or service and to gain a competitive advantage.

- **Part 2- Tactics:**

A GTM strategy includes tactics related to pricing, sales and channels, the buying journey, new product or service launches, product re-branding or product introduction to a new market.

- Target Addressable Market (TAM)
- Ideal Customer Profile (ICP)
- Competitive Analysis
- Messaging
- Pricing

GTM motion **categories**



Knowledge Check

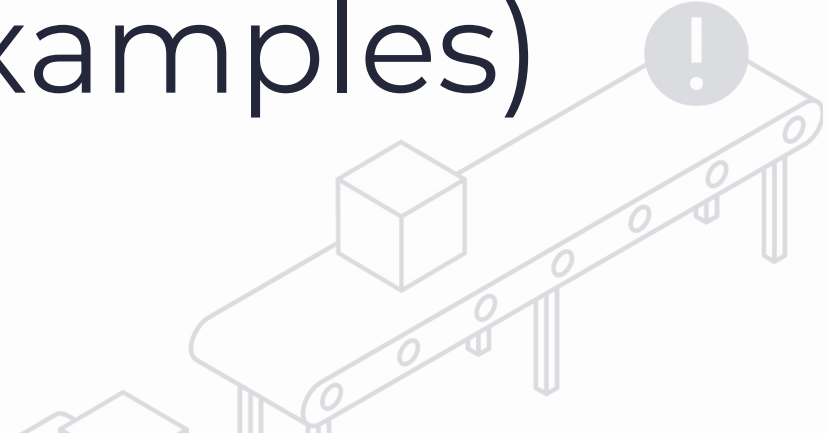
1. Which is the best definition of Go-To-Market Motions?
2. Where in the RevOps Foundational Building Blocks and Business Maturity Model do GTMs fit?
3. In your own words, what GTM motion(s) does your company currently utilize?





GTM Motions Expanded

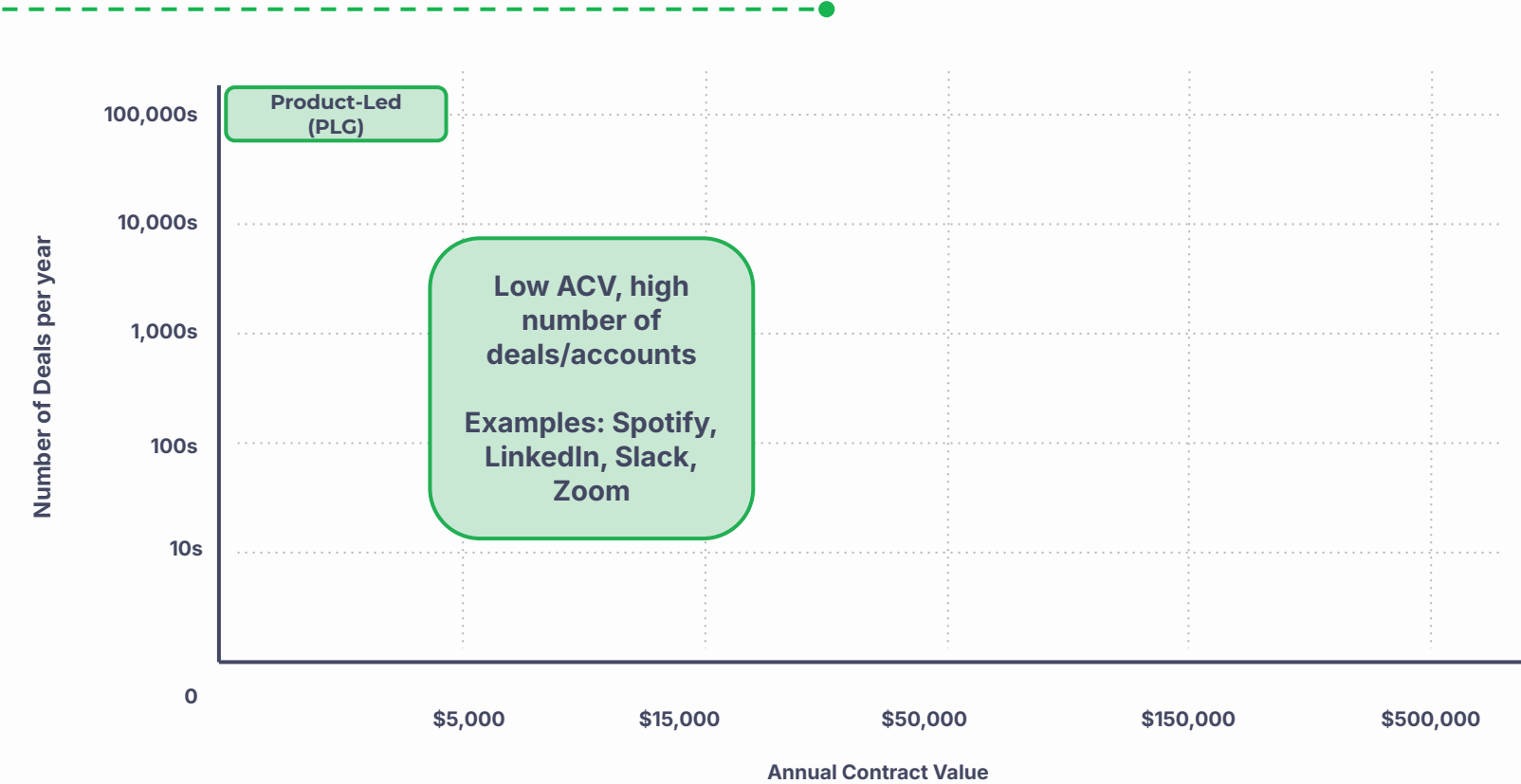
(Goals + Examples)



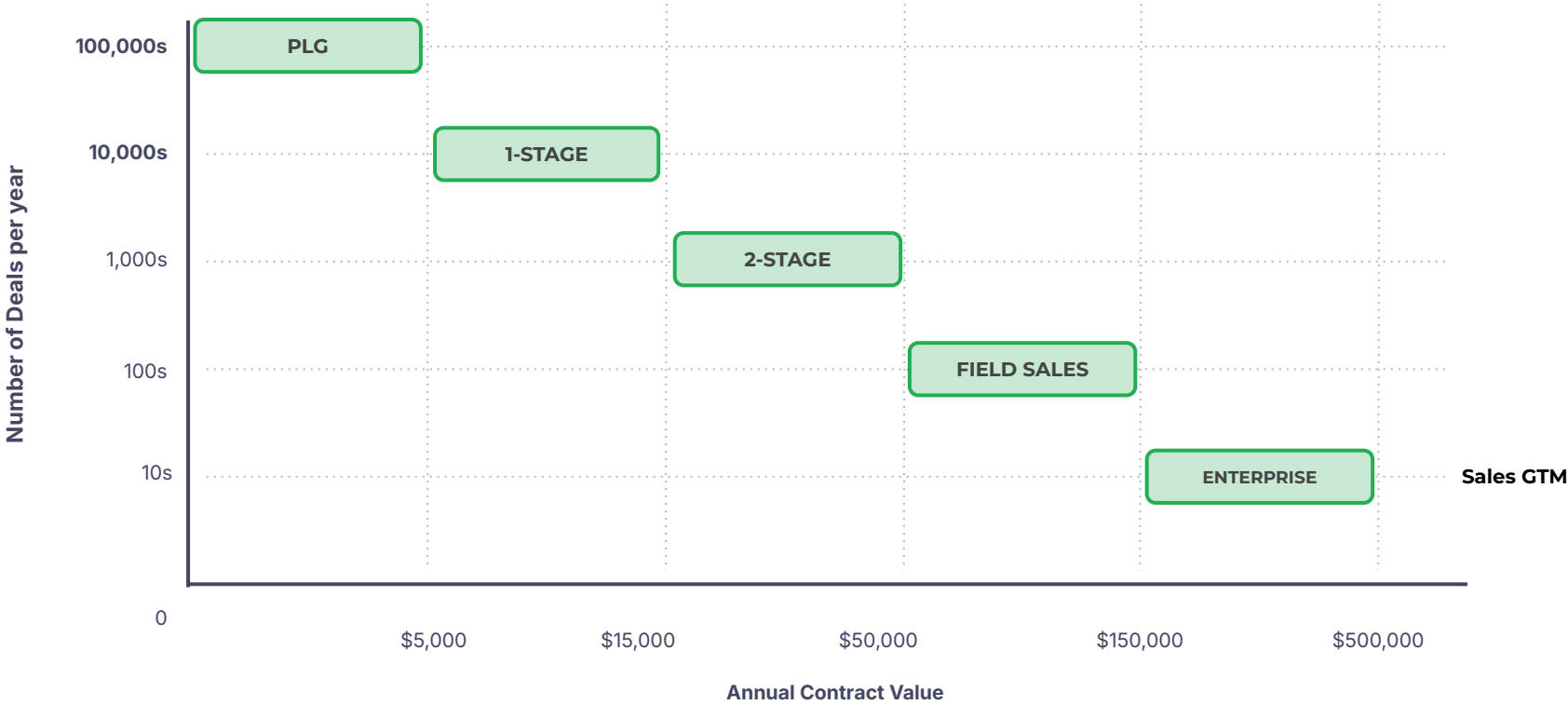
How GTM Goals **impact** Revenue Operations

	Primary GTM Goal	Channel	RevOps Tie-In
Product Team	Low friction customer acquisition and rapid adoption	Product (self service)	Usage data and upgrade conversion metrics reporting
Sales Team	High Average Contract Value (ACV); complex/high-touch opportunities	Intentional, personal outreach	Sales pipeline health, rep efficiency, deal tracking, etc.
Marketing Team	Creating demand and filling the top-of-funnel pipeline	Digital/traditional ads, content, SEO	Lead tracking, qualification, handoff, ROI dashboards
Customer Success Team	High Net Revenue Retention (NRR); expansion opportunities	Expanding on existing relationship dynamics	Health scores, expansion metrics, churn risk factors

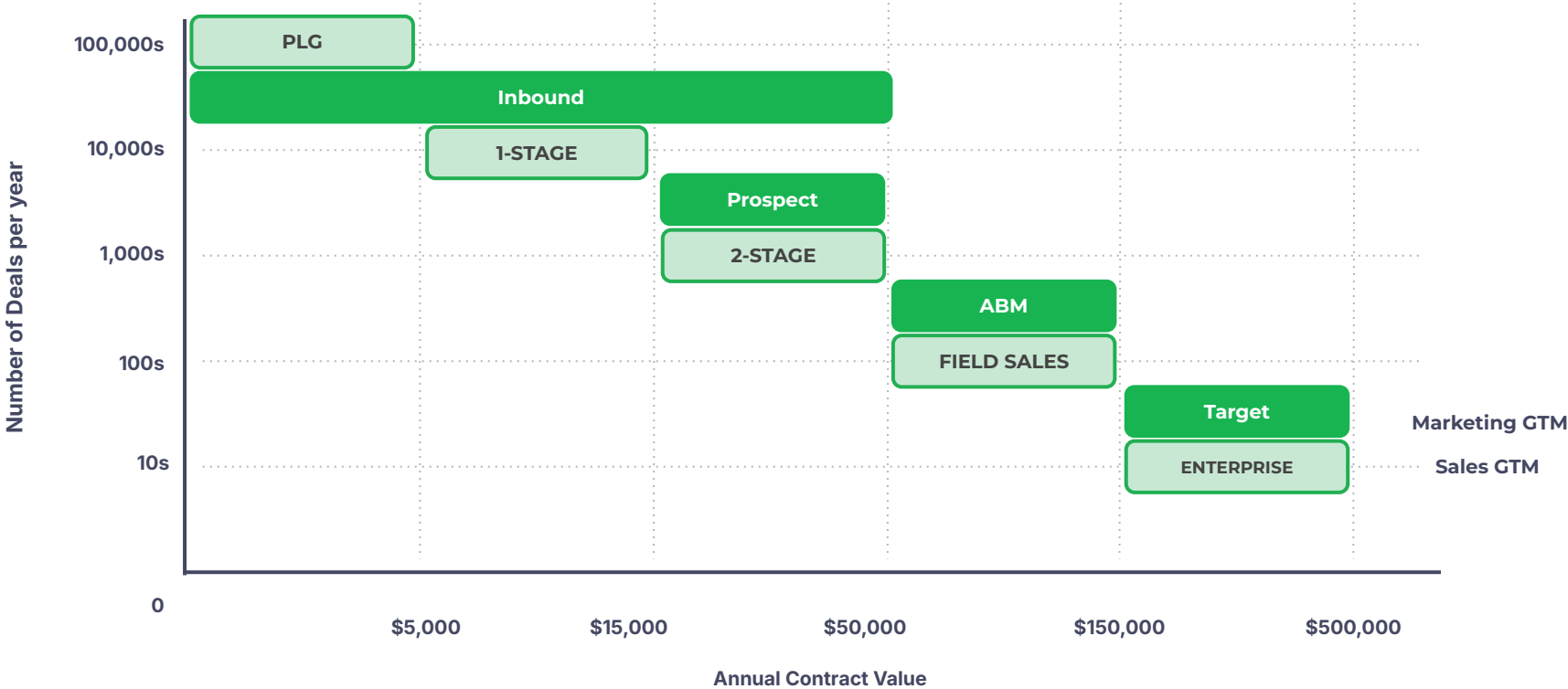
GTM Motions — **Product**



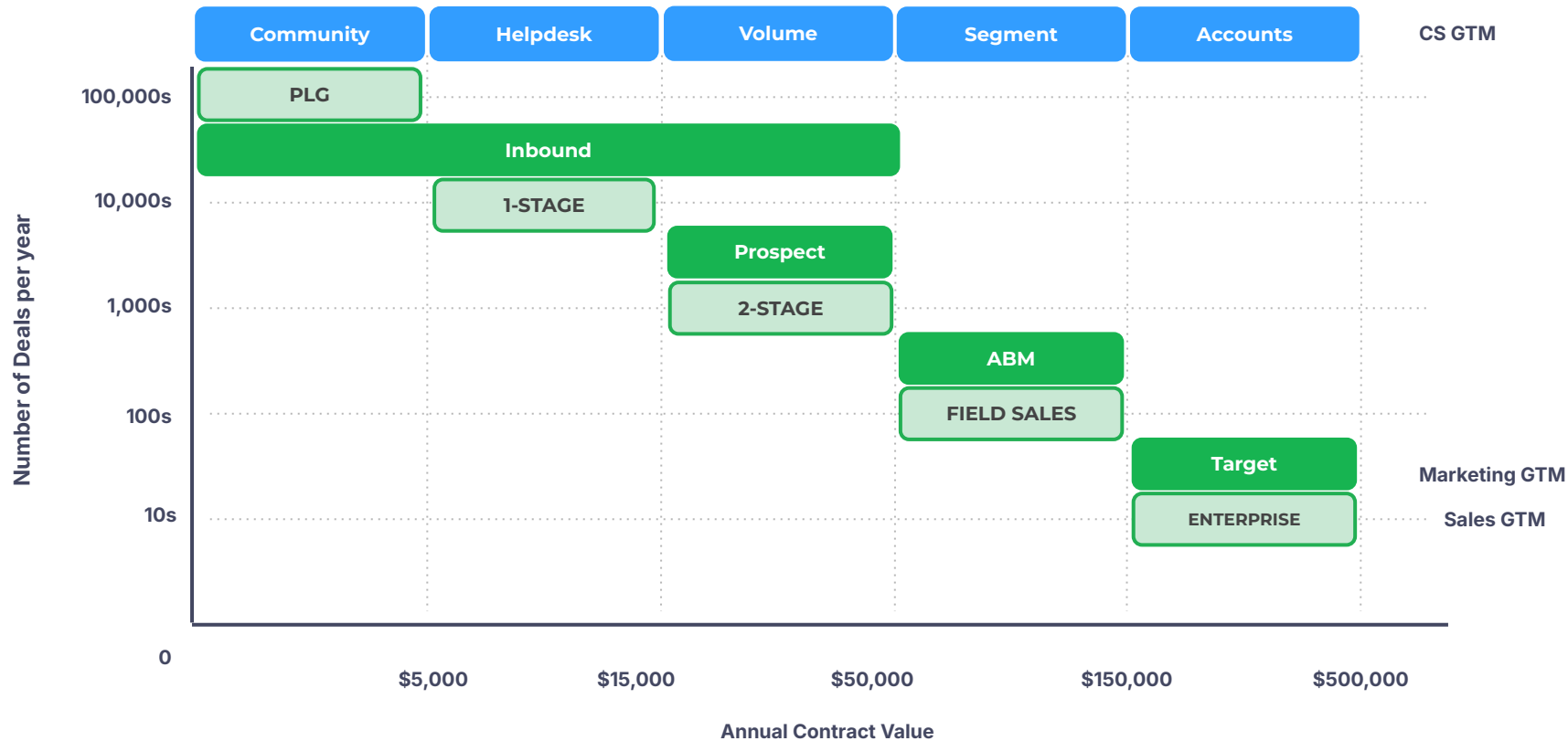
GTM Motions — Sales



GTM Motions — Marketing



GTM Motions — Customer Success



Real-World Examples of Go-To-Market Motions

Product-Led

HubSpot

HelloFresh

Monday.com

LinkedIn

Real-World Examples of Go-To-Market Motions

Product-Led

1-Stage

HubSpot

Verizon

HelloFresh

Apple

Monday.com

Ford

LinkedIn

LinkedIn

Real-World Examples of Go-To-Market Motions

Product-Led	1-Stage	2-Stage
HubSpot	Verizon	HubSpot
HelloFresh	Apple	Gong
Monday.com	Ford	Monday.com
LinkedIn	LinkedIn	Microsoft

Real-World Examples of Go-To-Market Motions

Product-Led	1-Stage	2-Stage	Field Sales
HubSpot	Verizon	HubSpot	Coca-Cola
HelloFresh	Apple	Gong	Nestlé
Monday.com	Ford	Monday.com	Johnson & Johnson
LinkedIn	LinkedIn	Microsoft	Cisco

Real-World Examples of Go-To-Market Motions

Product-Led	1-Stage	2-Stage	Field Sales	Enterprise
HubSpot	Verizon	HubSpot	Coca-Cola	HubSpot
HelloFresh	Apple	Gong	Nestlé	Boeing
Monday.com	Ford	Monday.com	Johnson & Johnson	Monday.com
LinkedIn	LinkedIn	Microsoft	Cisco	Cisco

Knowledge Check

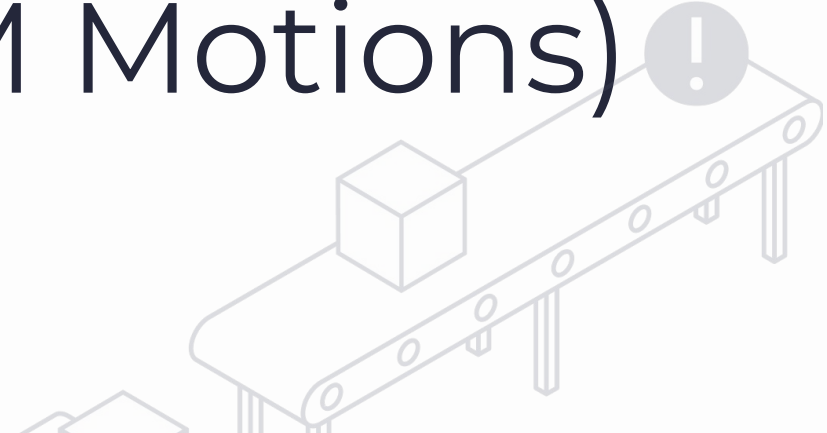
1. What are 3 examples of brands that use the Product-Led Growth GTM you currently use (or see regularly)?
2. If your company utilizes both Account Executives (AEs) and Business Development Representatives (BDRs) to split ownership of lead outreach, what go-to-market motion are you utilizing?
3. What is the difference between Field Sales and an Enterprise Sales Motion?



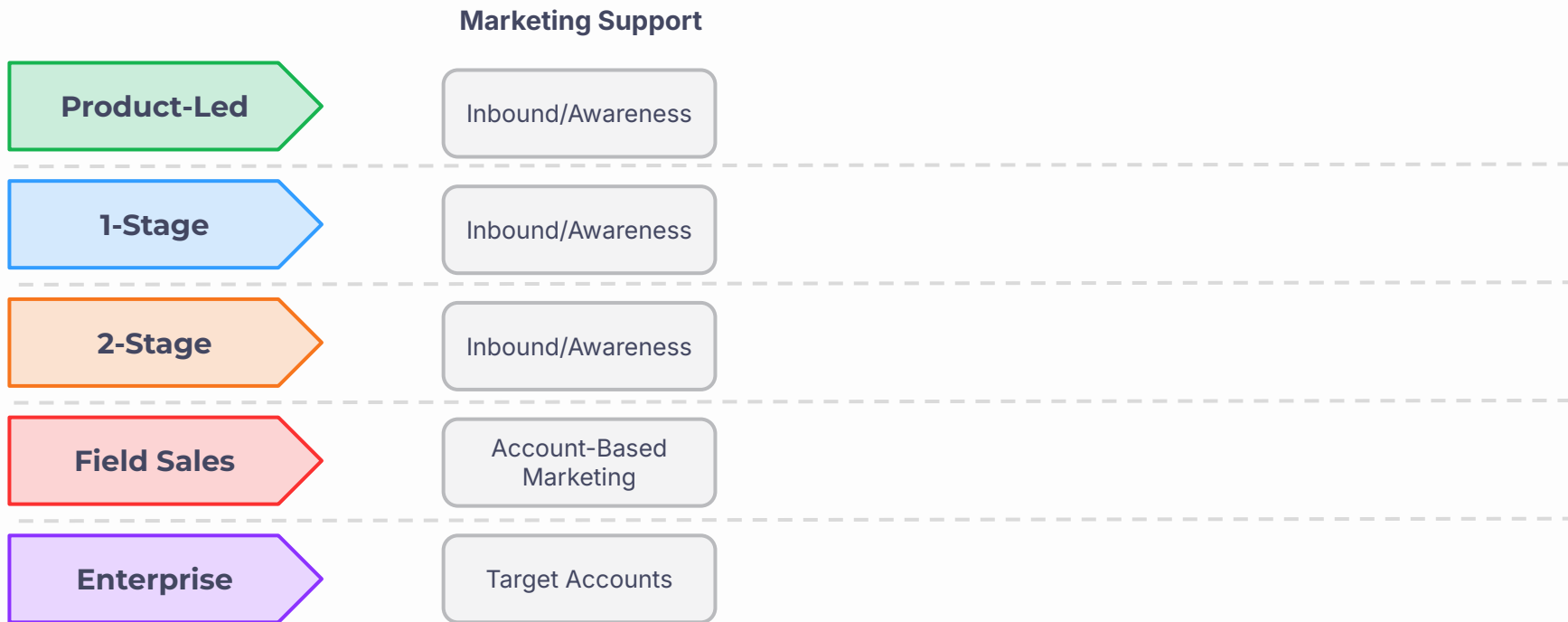


Strategic Blending

(Cross-Team Support & Multiple GTM Motions)



How do GTM teams support **each motion**?



How do GTM teams support **each motion?**



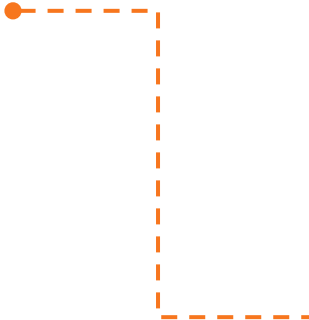
How do GTM teams support **each motion?**

	Marketing Support	Sales Support	CS Support
Product-Led	Inbound/Awareness	Upgrades (if any)	Community (if any)
1-Stage	Inbound/Awareness	Reps own full cycle	Help Desk
2-Stage	Inbound/Awareness	AEs/BDRs split cycle	Industry/Region
Field Sales	Account-Based Marketing	Reps develop leads/build relationships	Industry/Region
Enterprise	Target Accounts	Reps leverage known accounts	Target Accounts

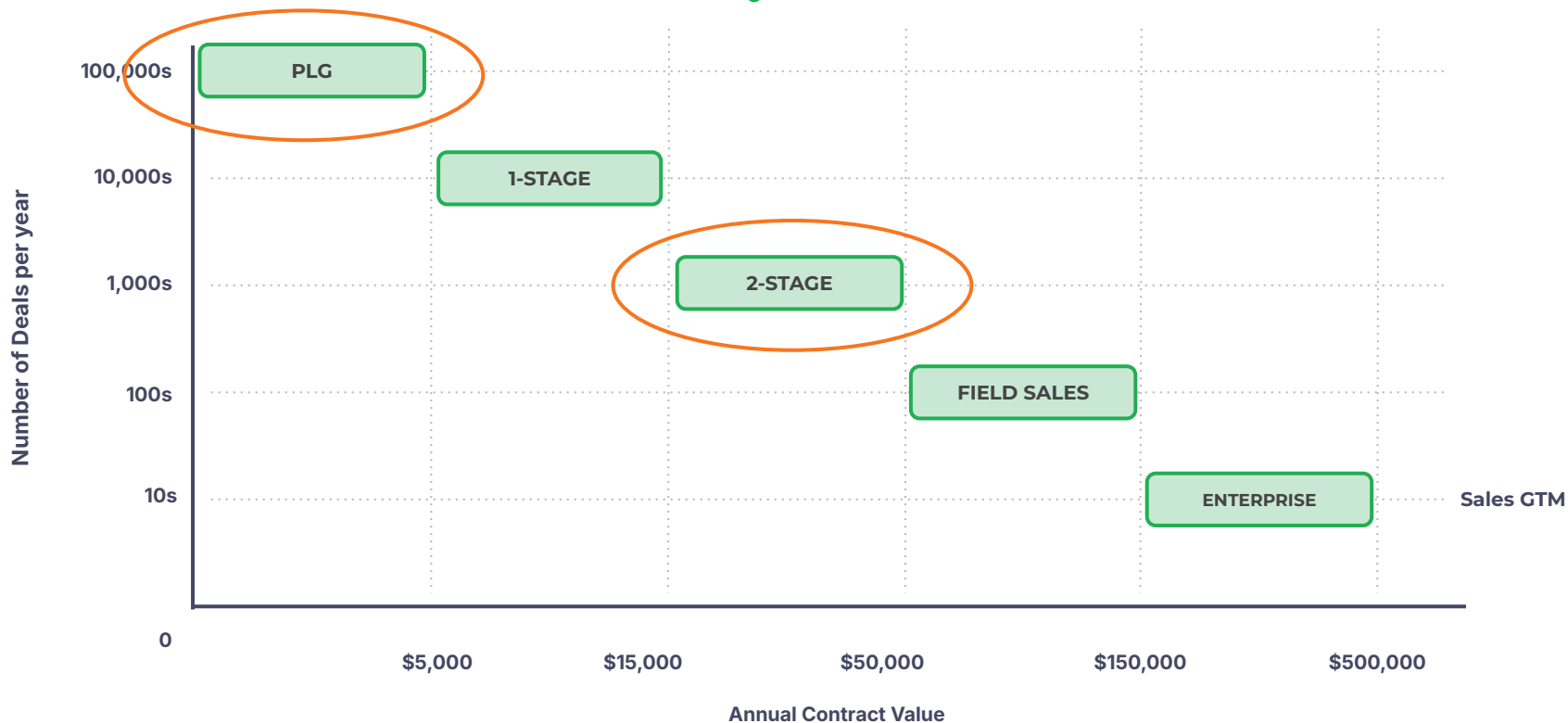


Multiple go-to-market motions are crucial to the success of businesses with diverse product lines.

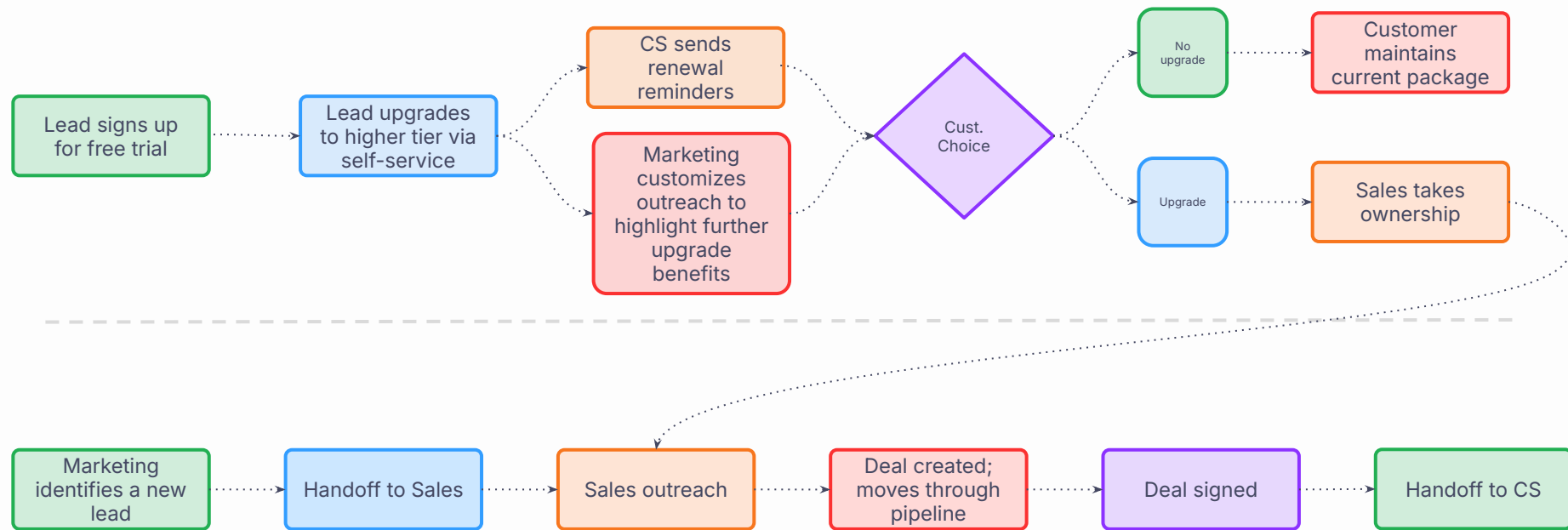
But **ultimate strategic clarity** is only attainable when those GTMs are efficiently aligned and carefully tracked, monitored, and reported on.



Combining GTM motions to **maximize growth**



How do GTM Motions **work together**?

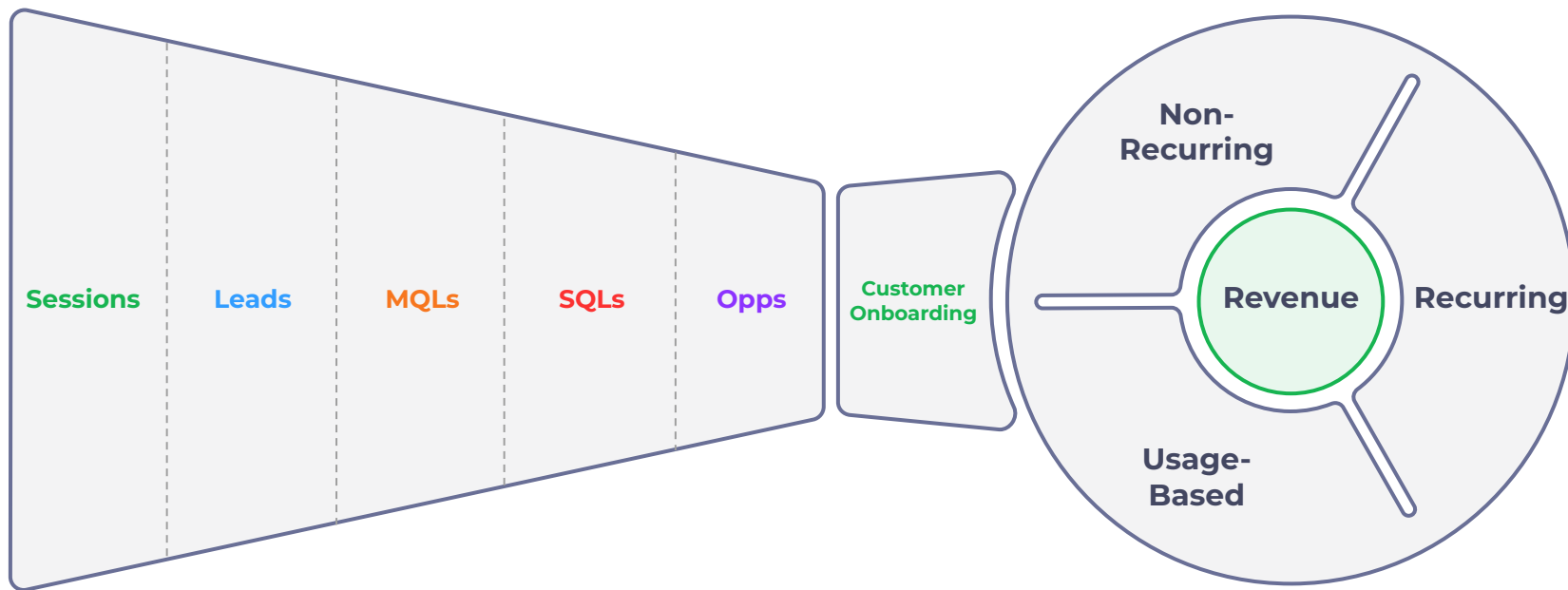




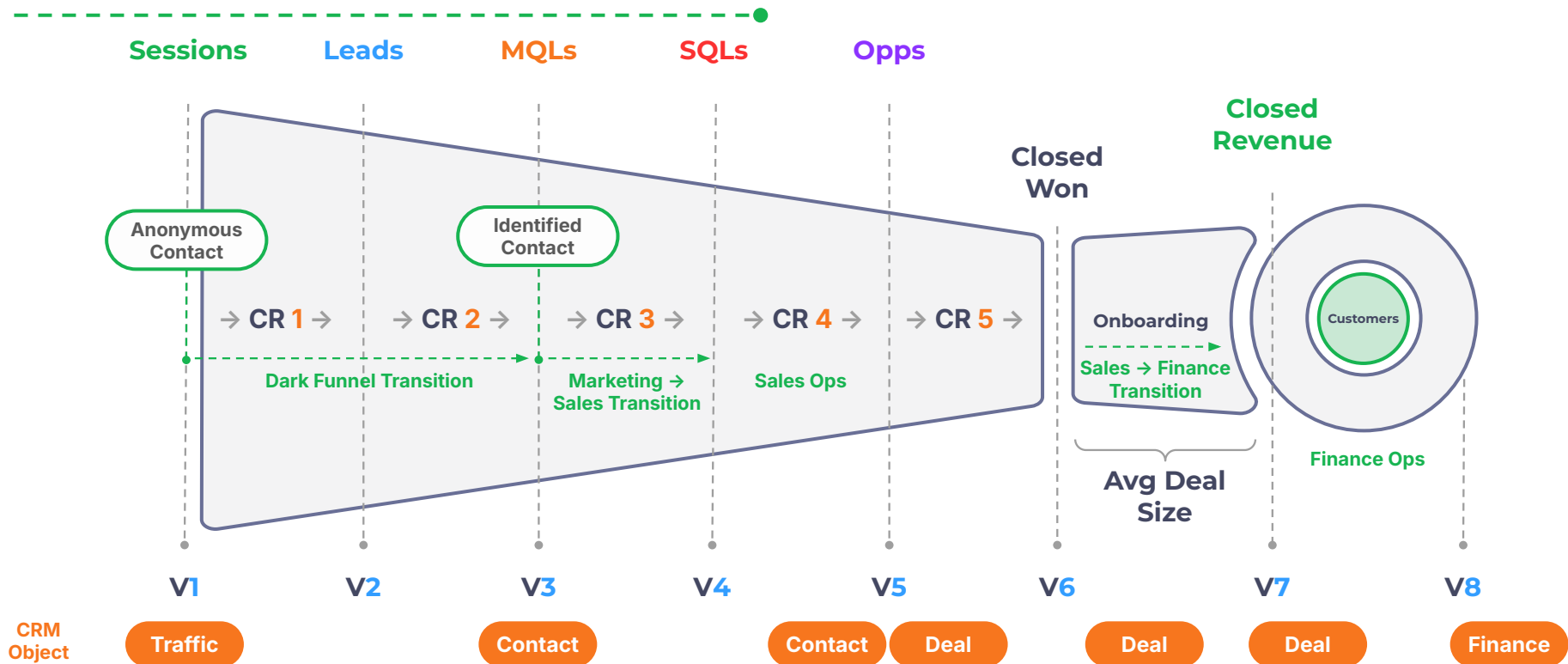
Impact on Data & Strategy



REVENUE PERFORMANCE MODEL™



Revenue flow through the Non-Recurring RPM



Knowledge Check

1. Why is understanding your company's Go-To-Market Motion so important to your revenue operations foundation?
2. How does marketing support an Enterprise Sales Motion?
3. How does customer success support a 2-Stage Sales Motion?



End of Class 3

