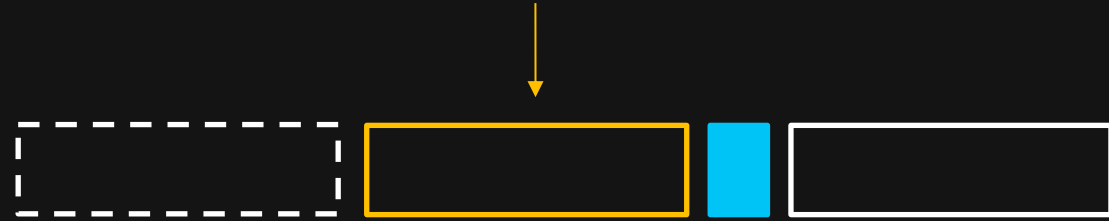


The Sweet Spot in the Eye of the Storm



The Golden Age

August 20, 2011 till December 3, 2021



The Early Years

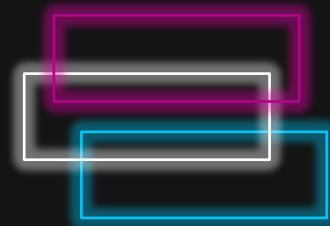
1998, 2003, and 2008

Now

Renaissance



SITUATION



STRATEGY



ACTION

SITUATION WHAT YOU WILL LEARN

▶ What is GTM 🙏

▶ Role of GTM 👍

▶ The Problem 🤯

▶ The Solution 😲

WHAT IS GTM?

Marketing

SALES

Customer Success

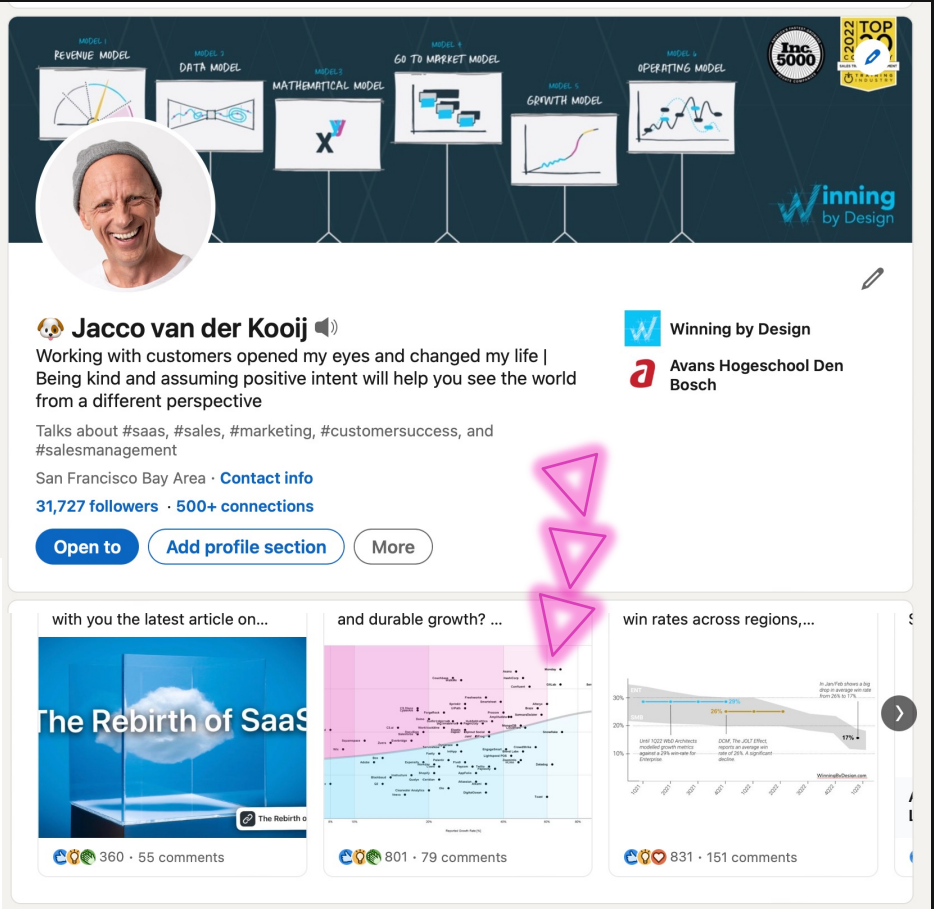
ROLE OF GTM?

▶ Revenue Growth *Do More*

~~▶ Improve Quality~~ *Any growth*

~~▶ Lower the Cost~~ *At any cost*

THE PROBLEM



The image shows a LinkedIn profile for Jacco van der Kooij. The profile banner features a sequence of six models: Revenue Model, Data Model, Mathematical Model, Go to Market Model, Growth Model, and Operating Model. It also includes an 'Inc 5000' badge for 2022, a 'TOP 500' badge, and the 'Winning by Design' logo. The profile picture shows a smiling man with a grey beanie. The bio states: 'Working with customers opened my eyes and changed my life | Being kind and assuming positive intent will help you see the world from a different perspective'. The bio also includes hashtags: #saas, #sales, #marketing, #customersuccess, and #salesmanagement. The location is San Francisco Bay Area, and the profile has 31,727 followers and 500+ connections. There are three buttons: 'Open to', 'Add profile section', and 'More'. Below the profile are three article previews: 'The Rebirth of SaaS', 'and durable growth?', and 'win rates across regions,...'. Three pink triangles point to the 'Add profile section' button.

Jacco van der Kooij
Working with customers opened my eyes and changed my life | Being kind and assuming positive intent will help you see the world from a different perspective
Talks about #saas, #sales, #marketing, #customersuccess, and #salesmanagement
San Francisco Bay Area · [Contact info](#)
31,727 followers · 500+ connections
[Open to](#) [Add profile section](#) [More](#)

Winning by Design
Avans Hogeschool Den Bosch

with you the latest article on...
The Rebirth of SaaS
360 · 55 comments

and durable growth? ...
801 · 79 comments

win rates across regions,...
831 · 151 comments

ROLE OF GTM?

▶ Revenue Growth *Do More*

~~▶ Improve Quality~~ *Any growth*

~~▶ Lower the Cost~~ *At any cost*

ROLE OF GTM?

- ▶ Revenue Growth *Do More*
- ▶ Improve Quality *Do Better*
- ▶ Lower the Cost *Be smart about it*

THE OPPORTUNITY








What do Kaizen, Lean, and Six Sigma have in common?



They all aim to **improve quality**, **reduce costs**, and **increase customer satisfaction**. They are data-driven and rely on statistical analysis to identify problems and make decisions. Additionally, they all emphasize the importance of involving employees at all levels of an organization in the improvement process.

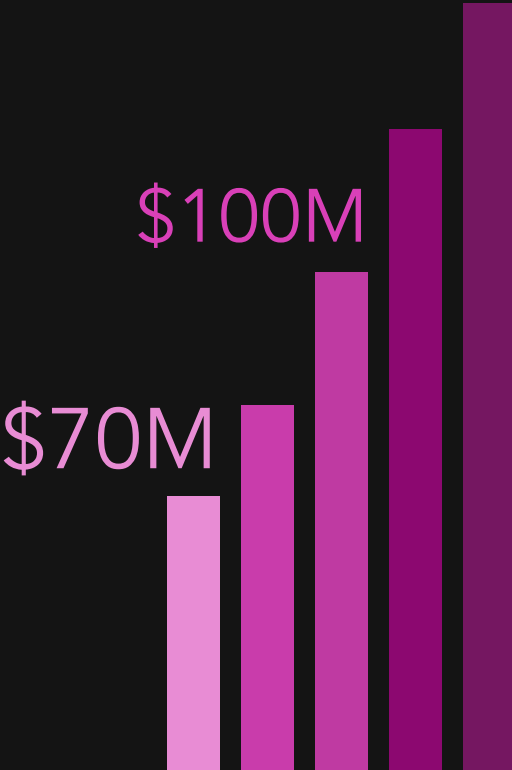
SITUATION WHAT YOU HAVE LEARNED

- ▶ GTM= Marketing+ Sales+ Customer Success.
- ▶ Role:  Growth,  Quality, and  Cost
- ▶ Problem:  Growth,  Quality, and  Cost
- ▶ Others have solved this...

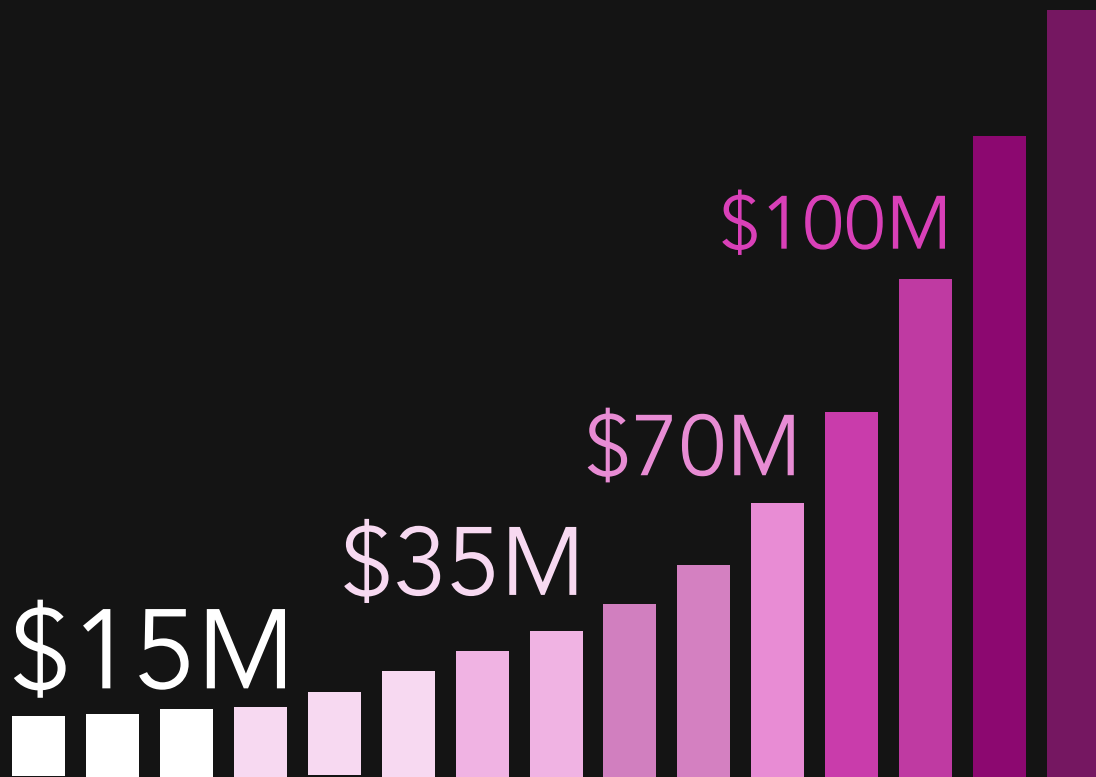
BUT WHEN TO START \$400M



BUT WHEN TO START \$400M

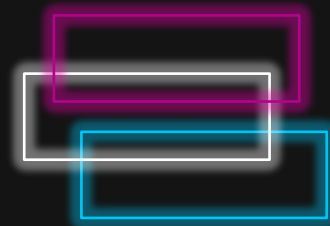


BUT WHEN TO START \$400M





SITUATION



STRATEGY



ACTION

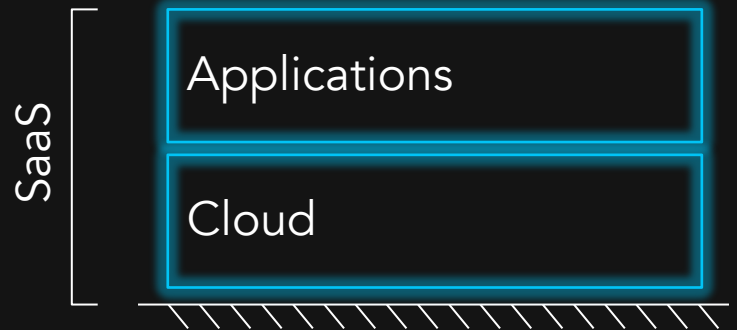
STRATEGY

WHAT YOU WILL LEARN

- Who is the Protagonist.
- Where it all went Awry.
- How to Fix it.
- Imperative for Growth.

THE PROTAGONIST

When we talk about the cloud
we mostly talk about:



THE PROTAGONIST

But it was recurring revenue
that made the cloud popular!



THE PROTAGONIST

...for the next few Years



6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
2	Data Layer
1	Revenue Layer



6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
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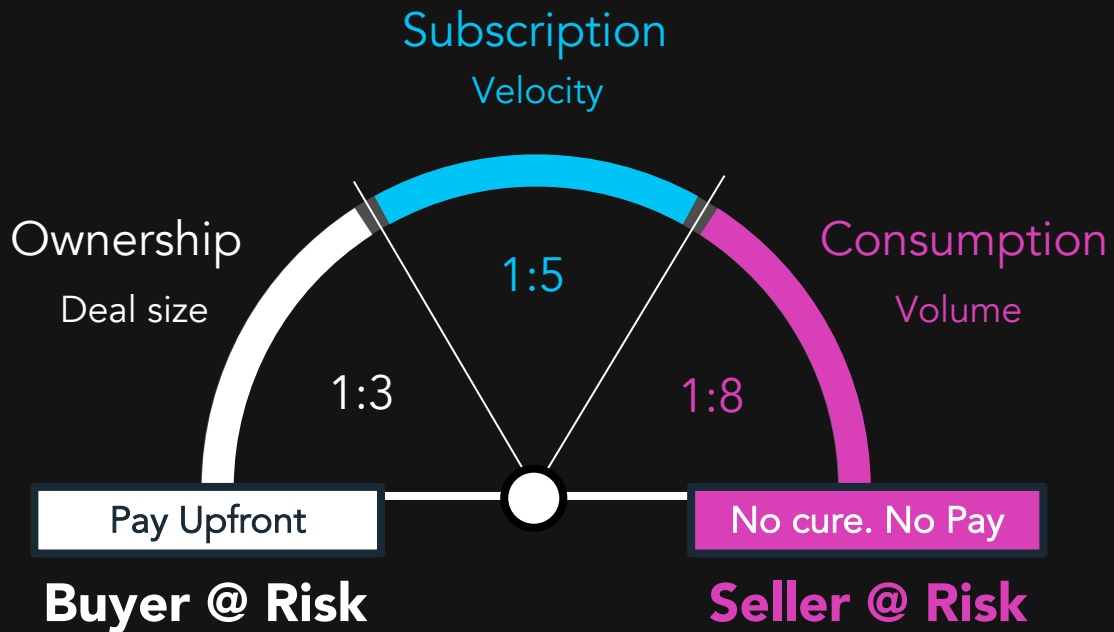
Ownership

Pay Upfront

Consumption

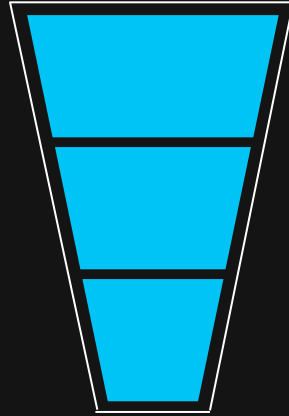
No cure. No Pay

6	GTM Layer
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2	Data Layer
1	Revenue Layer



Marketing & Sales Funnel

6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
2	Data Layer
1	Revenue Layer

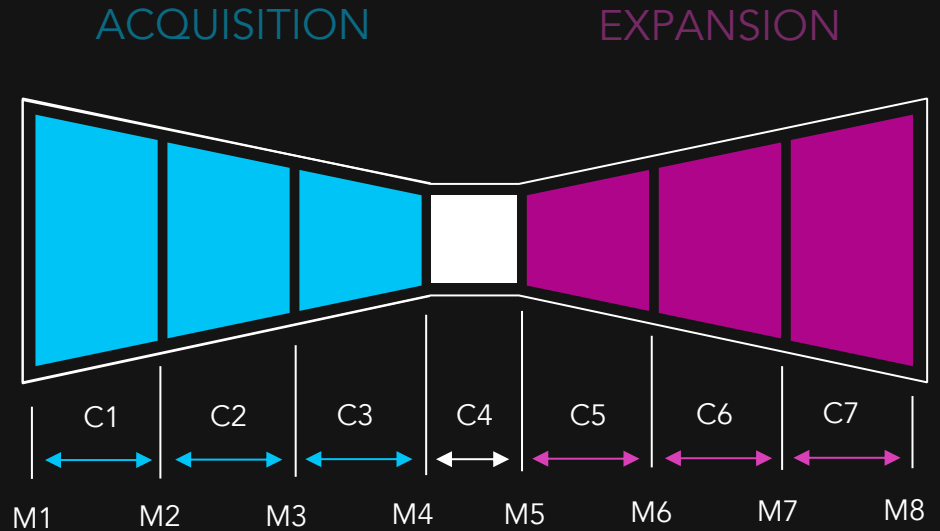


- Acquisition focused
- Linear Mindset
- Need for More
- Churn (Don't Lose)
- NPS Score (Me Tour)

The Bowtie

Full customer Journey

6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
2	Data Layer
1	Revenue Layer

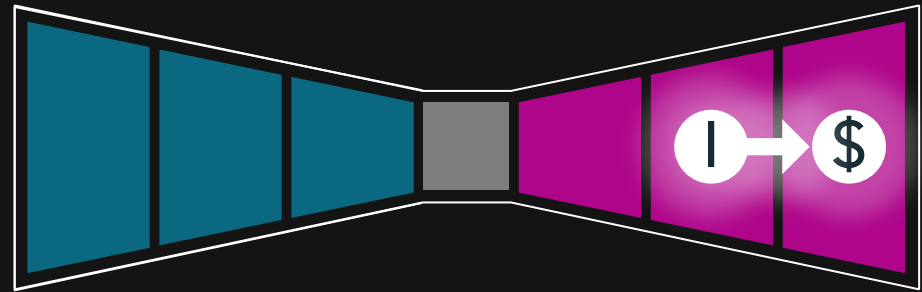


First Principle

6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
2	Data Layer
1	Revenue Layer

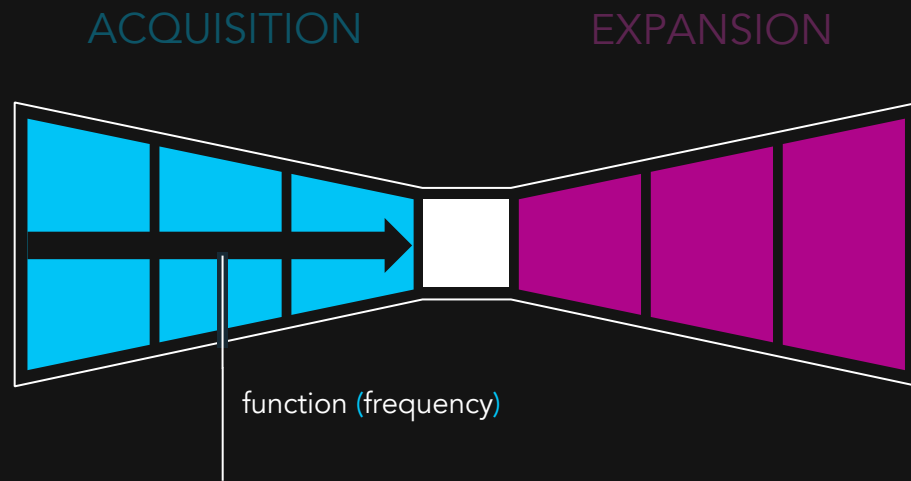
ACQUISITION

EXPANSION



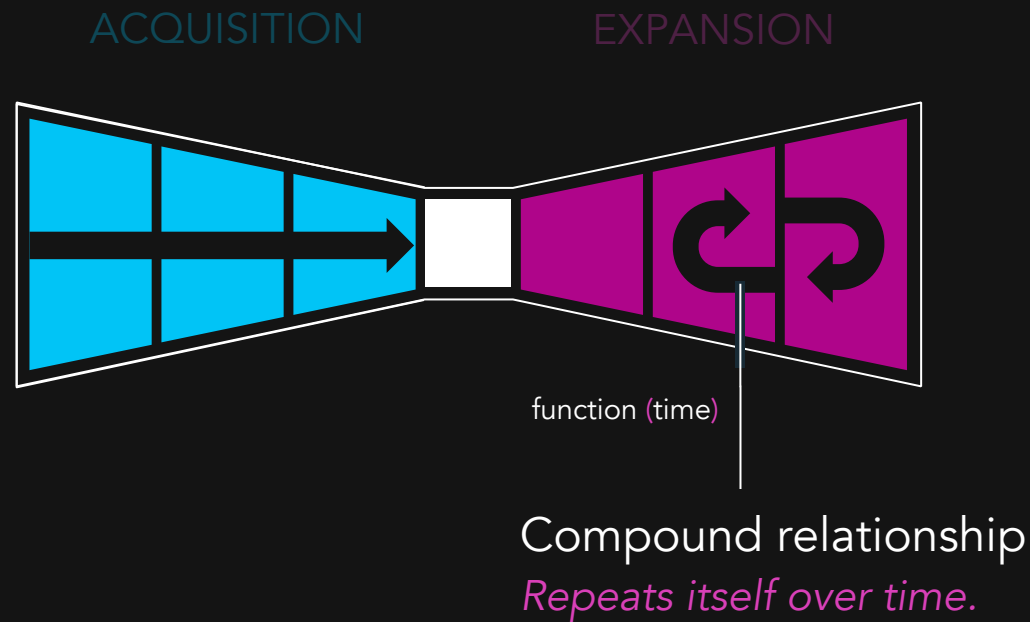
Recurring Revenue
is the result of
Recurring Impact.

6	GTM Layer
5	Growth Layer
4	Operating Layer
3	Mathematical Layer
2	Data Layer
1	Revenue Layer

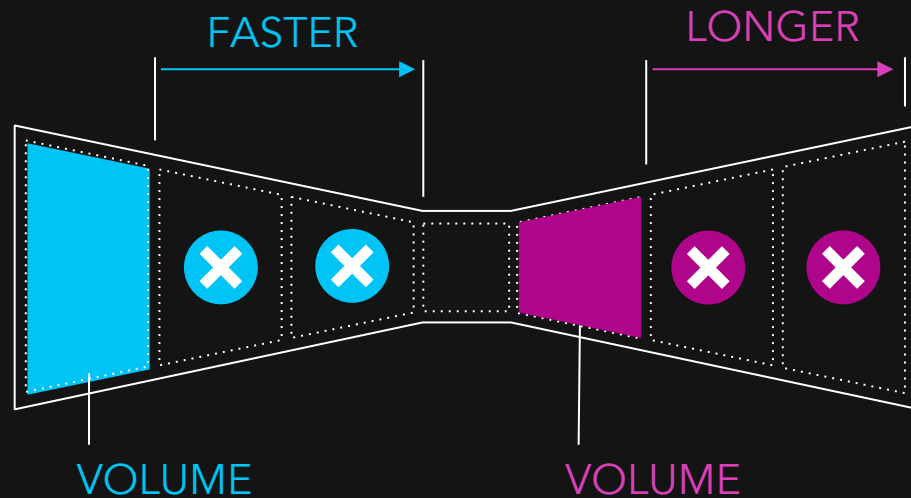


Exponential relationship.
High repetition

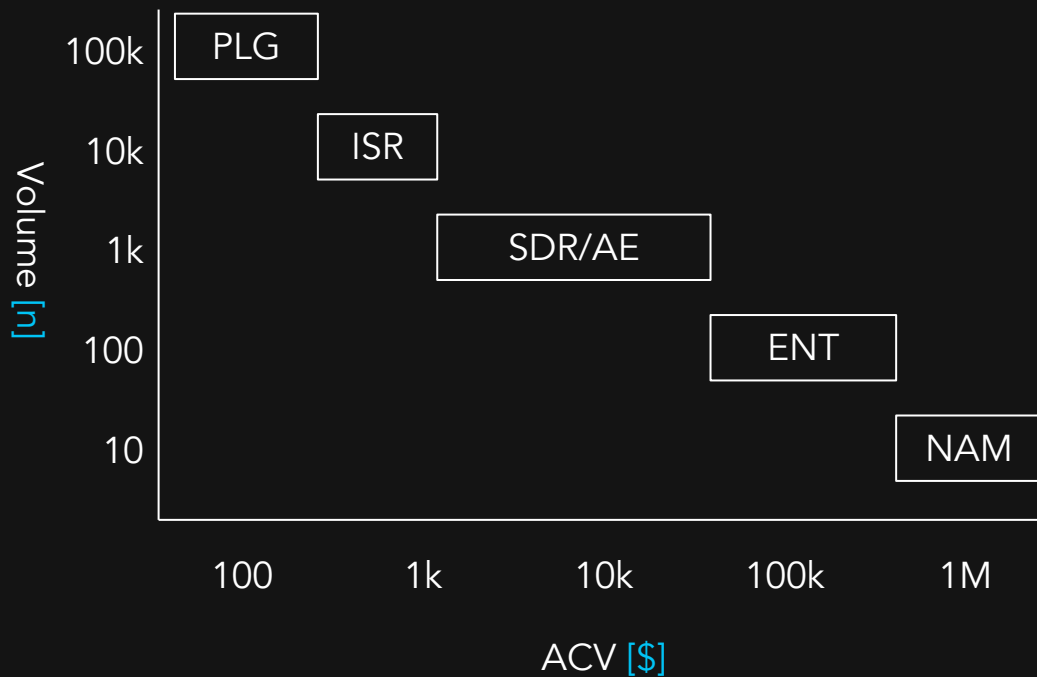
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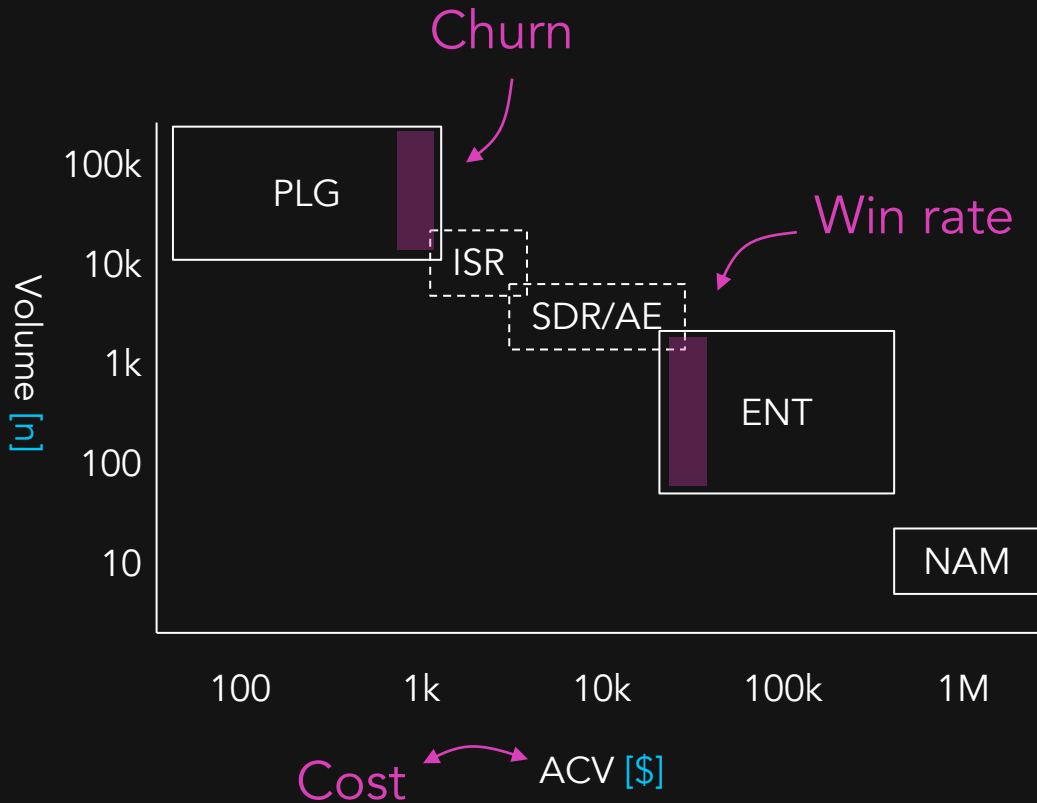
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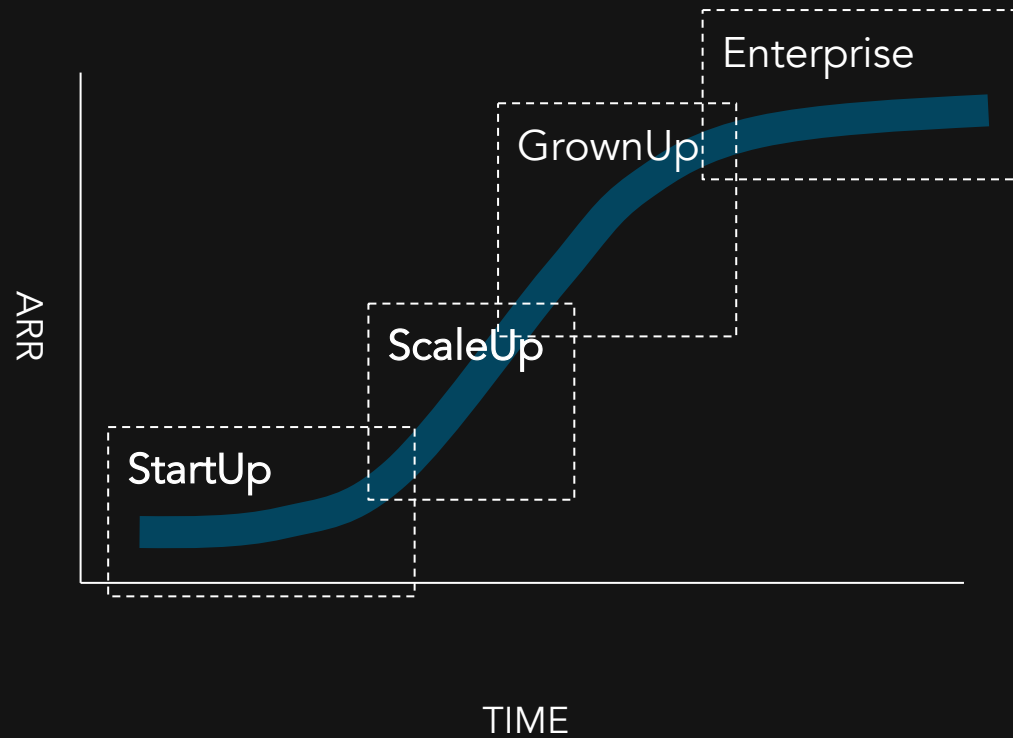
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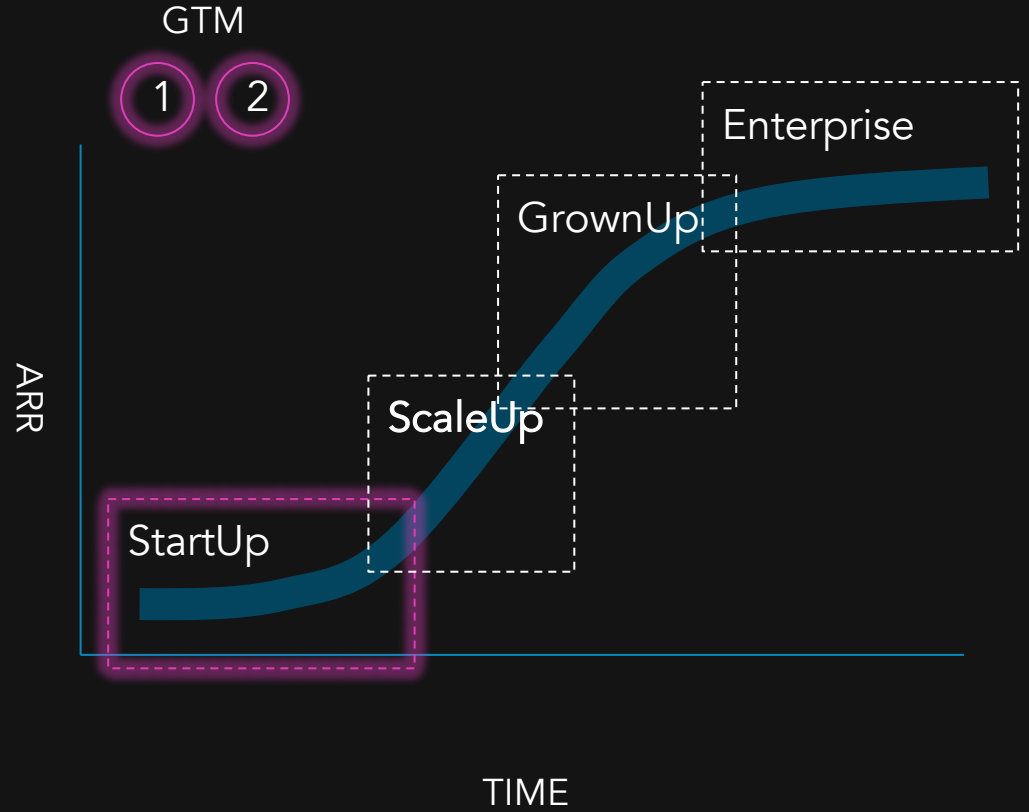
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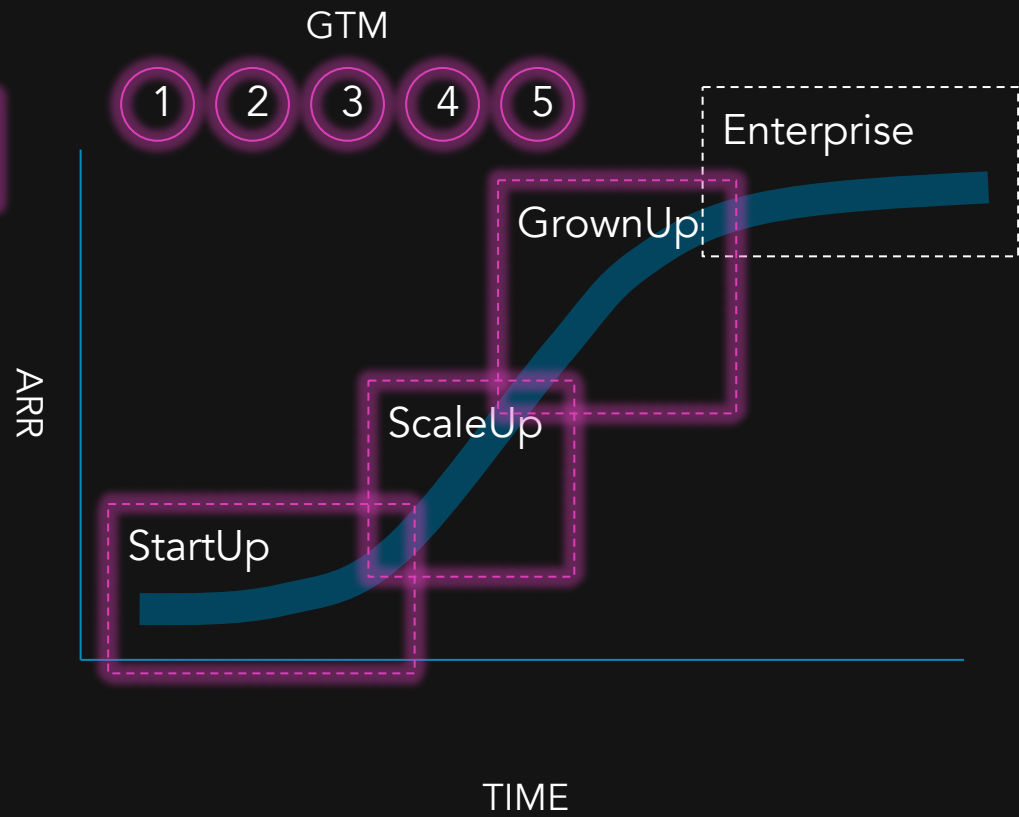
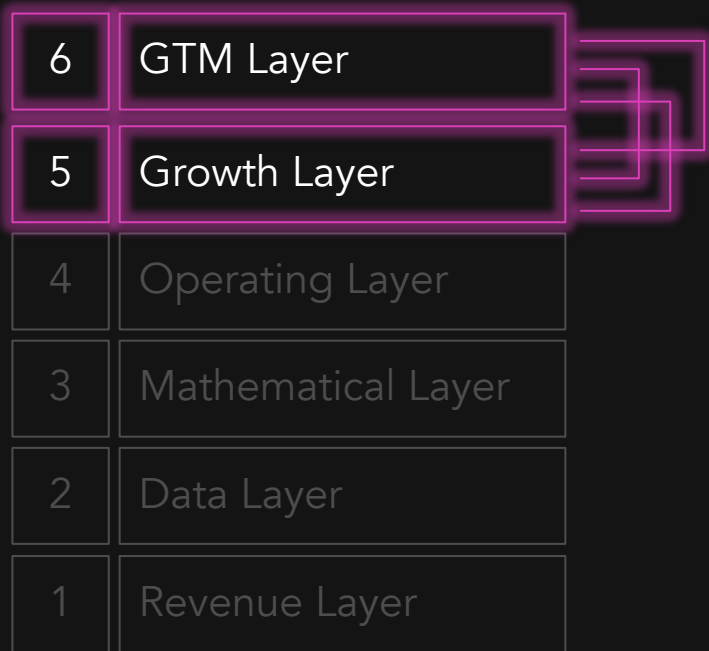


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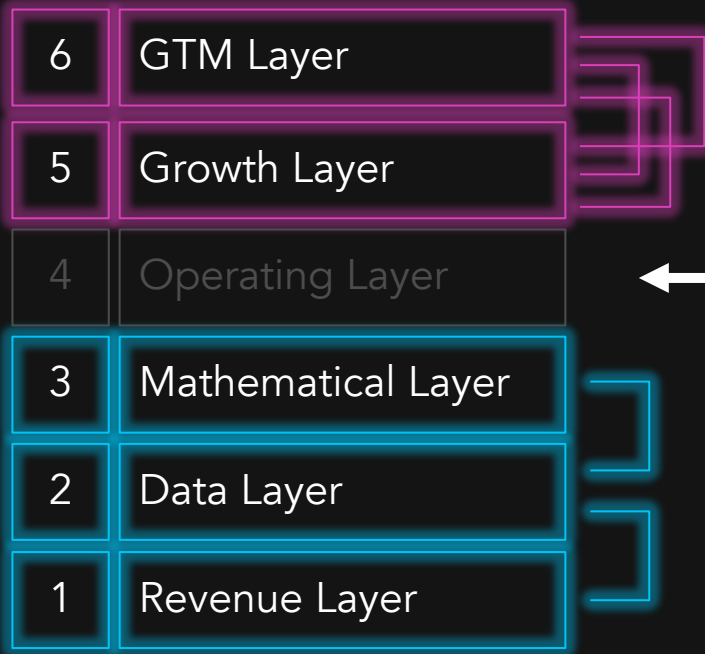
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6	GTM Layer
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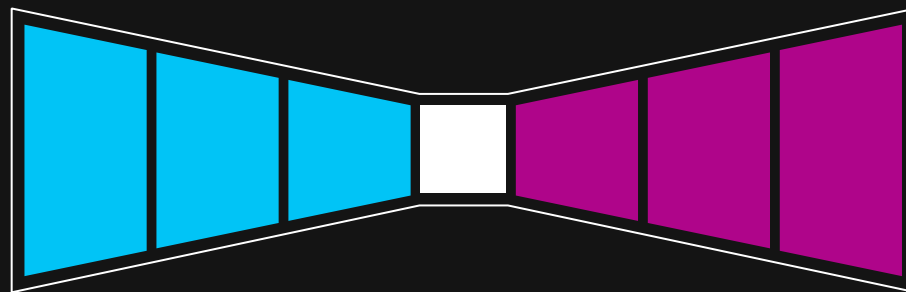


What is that?

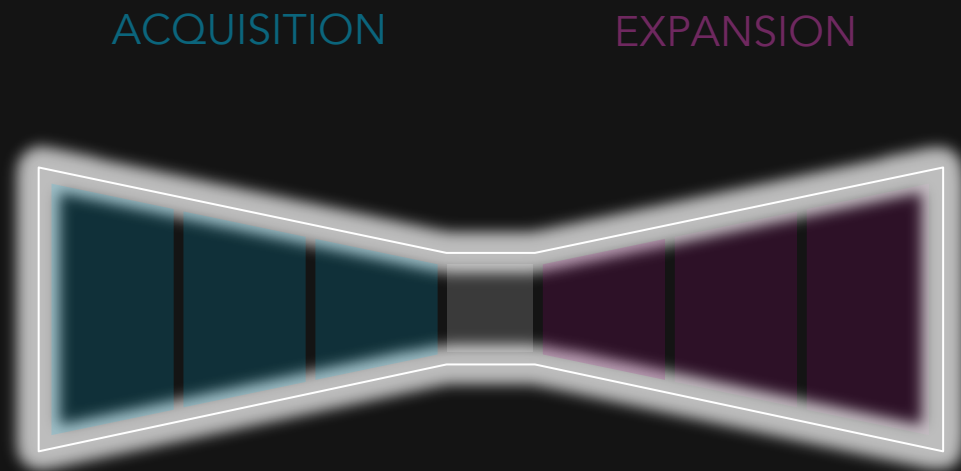
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ACQUISITION

EXPANSION



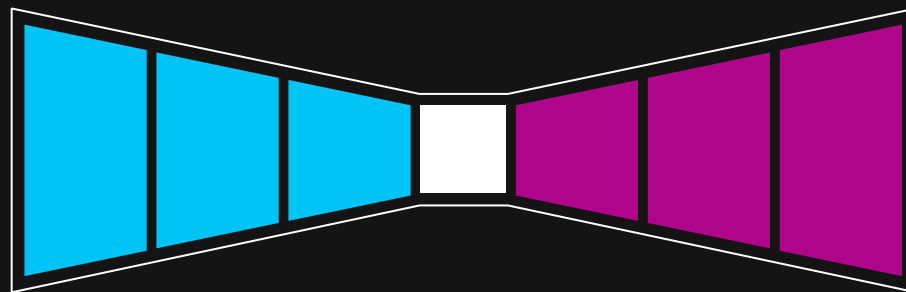
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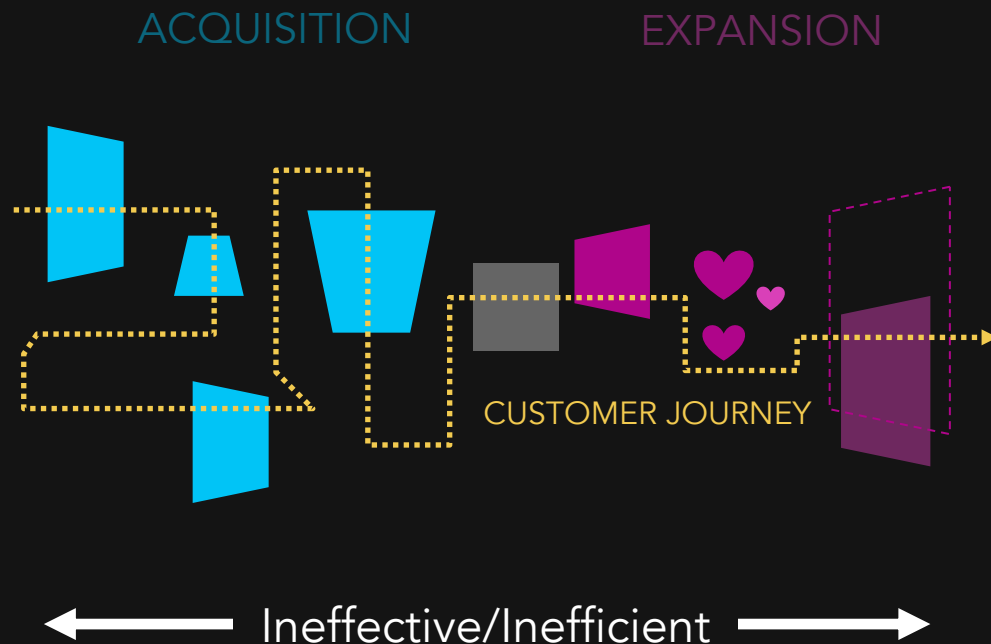
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ACQUISITION

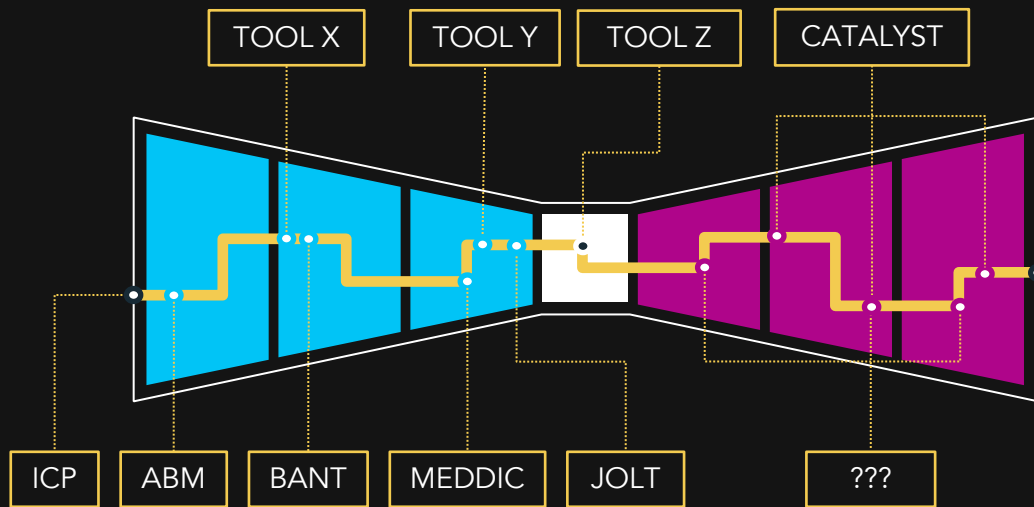
EXPANSION



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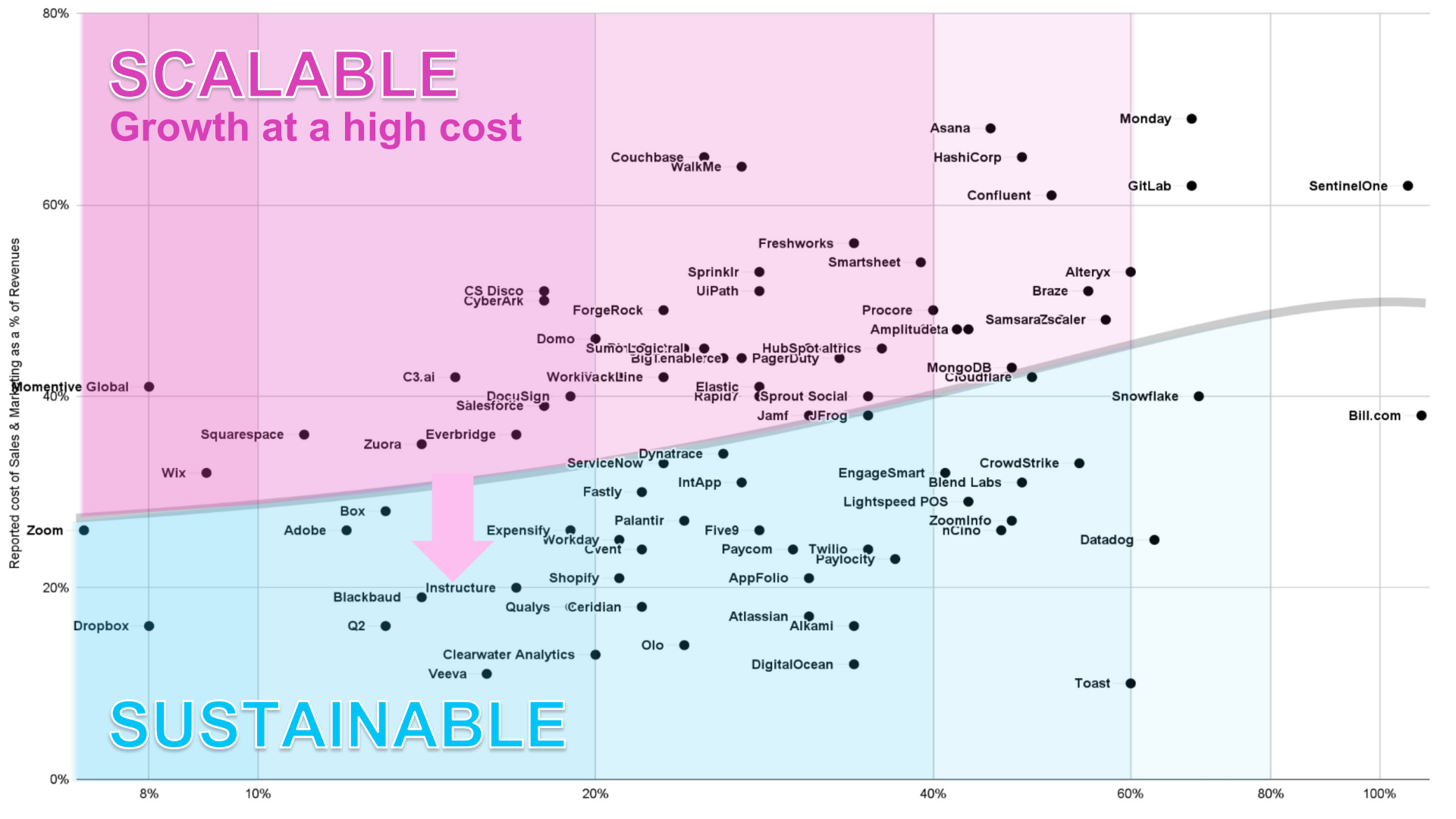


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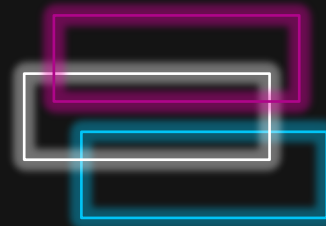
STRATEGY WHAT YOU LEARNED

- ☐ GTM is the Protagonist
- ☐ How GTM works
- ☐ No Uniform Operating Model
- ☐ The <...> Way





SITUATION



STRATEGY



ACTION

ACTION WHAT YOU WILL LEARN

- Biggest & Quickest Gain.
- How to Achieve Impact.
- What Actions Cause the Quickest Impact.
- How to make each action stick.

Faster Who is our ICP? Unknown decision process

Shift from ARR to NRR

CS has been underutilized for far too long.

EBR Shorter sales cycle

Qualify

Better Targets Keep clients longer Onboard

CFO is getting involved.

We can't get to the decision maker

NPS Deals are being delayed Higher win rate

Increased Decision Complexity

Discount

Above Average

Average

Below Average

(n = 54,000 opportunities in the period
of October 2022, March 2023.)

Above Average

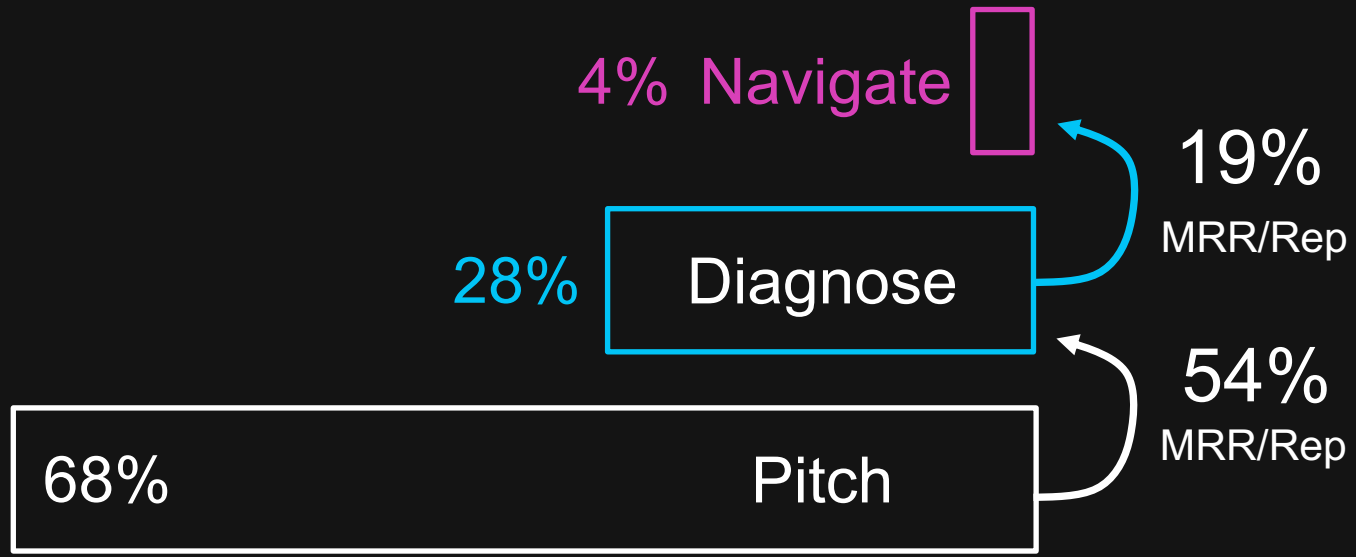
Average

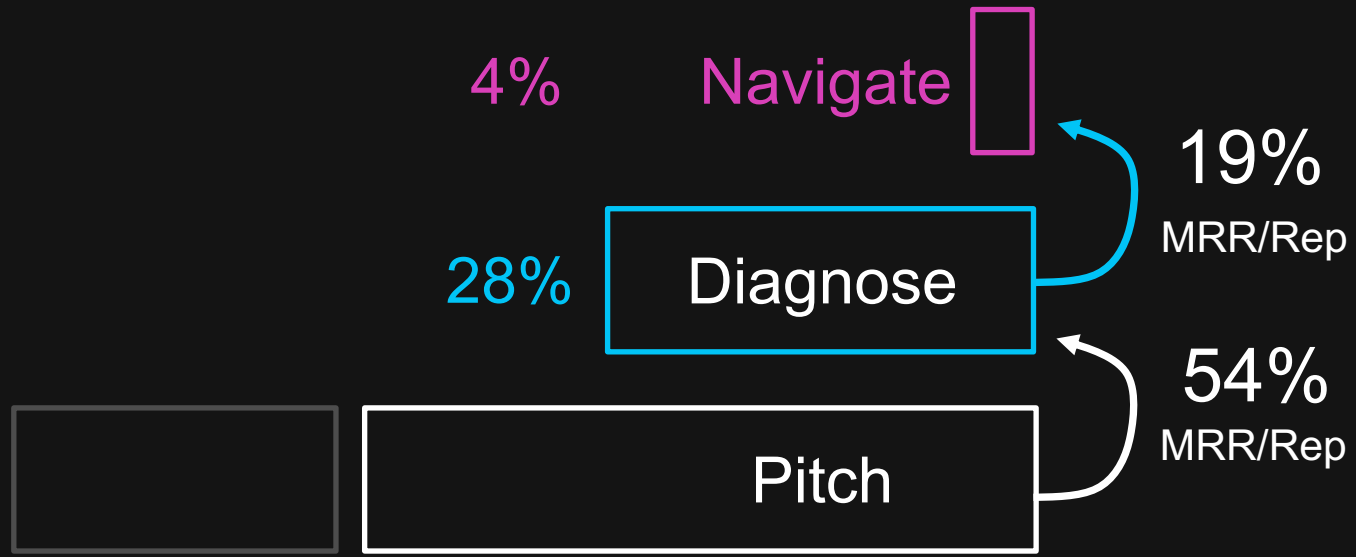
Below Average

19%
MRR/Rep

54%
MRR/Rep

(n = 54,000 opportunities in the period of October 2022, March 2023.)





Navigate



Diagnose

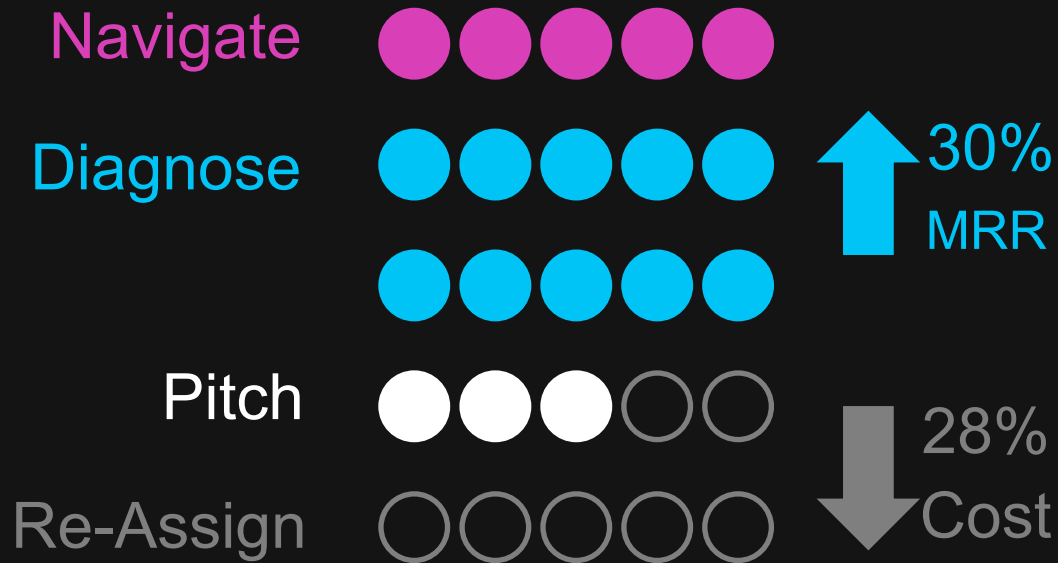


Pitch



Re-Assign



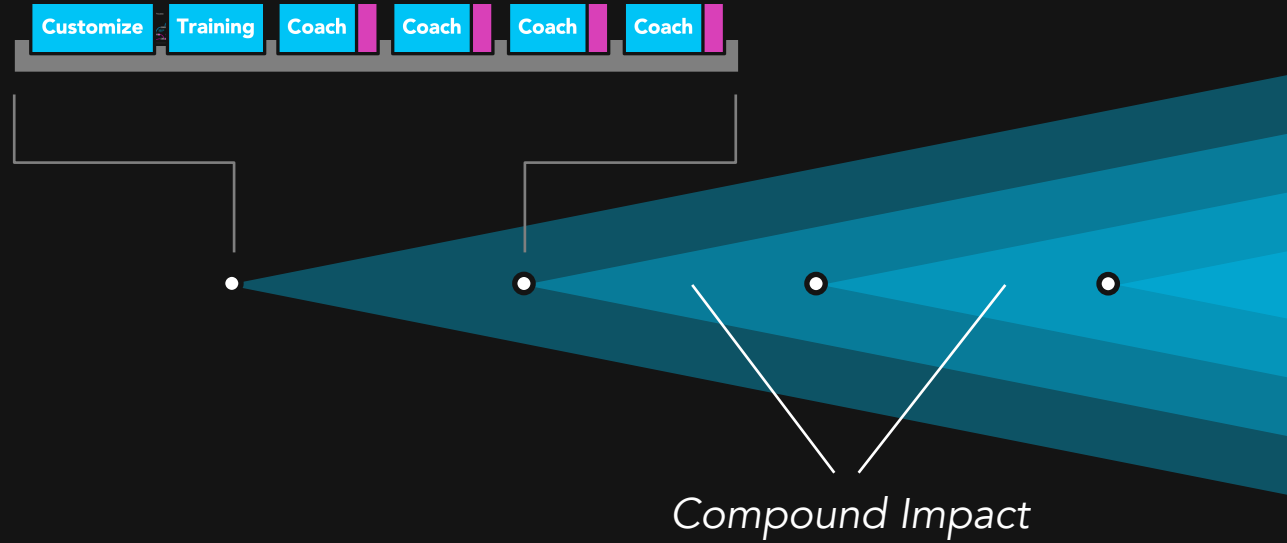


The **IMPACT SPRINT**®

Reduce to one skill



The **IMPACT SPRINT**®



The **IMPACT SPRINT**®

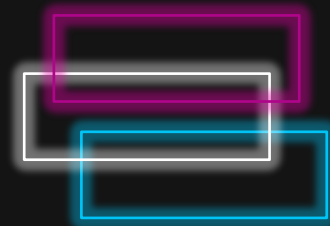
- Indecision-JOLT™ +10% WR
- Decision Complexity +10% WR
- Discounting 45% → 17% ACV
- Diagnose +54% ACV
- Lead Conversion 9% → 23% CR

ACTION WHAT YOU HAVE LEARNED

- Use of Sprints.
- Train One Skill per Quarter.
- Coach to make it Stick.
- Rinse and Repeat.



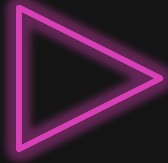
SITUATION



STRATEGY



ACTION



SITUATION

Share "Sweet Spot in the Eye of the Storm" or the HBR Article "The Rebirth of SaaS."



STRATEGY

Operating Model The <..> Way



ACTION

Impact Sprints[®]

Thank You

