



B2B Go-To-Market Practical Guide

Startup Vic



Overview

- Background
- Debunk some myths
- Profile of good sales person
- Go-To-Market strategy
- Spotlight: 4 areas of GTM strategy
- Building end-to-end GTM teams for high growth SaaS
- Appendix: 2 Practical tools

Background

- 14 years in B2B Tech
- Started career inside sales & became a Co-Founder & CRO
- Lived in Sydney, London, Auckland, San Francisco
- Led teams in NA, UK, Europe, Asia, Middle East
- Co-Founder of Cloud Conformity in Sydney/SF in 2016, sold in 2019
- Grew to 65 staff in 4 countries, \$7 AUD million in ARR
- Now: Partner & CCO at Dovetail. End to end software dev agency & Startup Venture Studio with 80+ A/NZ Staff
- We partner with non-technical Founders on day 1 and co-build your business

Let's Debunk Some Myths

- Give me one word to describe your feelings towards sales / salespeople
 - ...
 - ...
- Why do you feel this way?
 - ...
 - ...
- Do you believe sales is valuable? Why or why not?
 - ...
 - ...

What's the learning?

Famous Quotes

- **CEO of Veeva Systems \$100 billion company:**
 - “Execution matters most”
 - “90% of my time is on execution vs strategy”
- **Winston Churchill:**
 - “Vision without action is a day-dream. Action without vision is a nightmare”
- **Harvard Business School Professor, John Kotter:**
 - “Success doesn’t necessarily come from breakthrough innovation, but from flawless execution.”

What’s the learning?



Profile of a good sales person

- Consultative & outcome focused
- Curious & inquisitive, generally intrigued
- Deep questioning
- Disciplined & extremely well-organised
- Great listener (80/20 rule)
- Product / Service expert
- Ownership of their “business”, know the data
- Lateral thinker
- High energy
- Resilient
- Intelligent
- Digital native
- Networker
- Great communicator
- Not just extroverts!



Build a Sales Mindset from Day One

- Founding team rally around all things GTM
- Make sure they value & understand it
- They don't have some notion that "great products sell themselves"
- Everyone needs to contribute
- Early days are all about product feedback & learnings to build a platform that solves a problem for a target market
- Customers become the north star and finding product market fit with them is all that matters
- Mindset does change over time as you establish market traction, a culture and identity
- Building a team that is orientated to a growth mindset both in terms of revenue & as a team / individuals



What is a GTM strategy?

- A plan to commercialise your product or service and secure and retain customers
- Like a business plan for “selling”
- In the early days this will include numerous “growth sprints” whereby you test your product or service against certain hypotheses for where your Ideal Customer Profile is
- A lot of unknowns which need to be tested and validated
- GTM plans constantly get updated and evolve based on the market, the business, your people, your customers or target market





Spotlight areas of GTM:

- ICP (Ideal Customer Profile)
- Lead qualification (Market positioning)
- Unique selling point (USP)
- Ecosystem / partnership selling (sales channels)



Lead Qualification & Ideal Customer Profile (ICP)

- **Templated sales cheat sheet**
 - Standardised, consistent, scaleable, repeatable tool
- **Ideal Customer Profile (ICP)**
 - See Cloud Conformity example
 - Allows everyone in GTM to be hyper-focused on the “right” leads
- **Mapping out personas**
 - Anyone in GTM (whole business) must know these personas
 - They must be curious about their worlds and helping them
- **Questions, Questions, Questions!**

What's the learning?



Lead Qualification & Ideal Customer Profile (ICP)

- Why are you emailing or calling this person?
- What are you trying to qualify?
- What information are you trying to get?
- What is your main objective when you speak to them?
 - You're constantly qualifying for ICP
 - Without ICP = move on
- What next steps are you securing?
- What homework do they have to do? Give / gets?
- Focus!



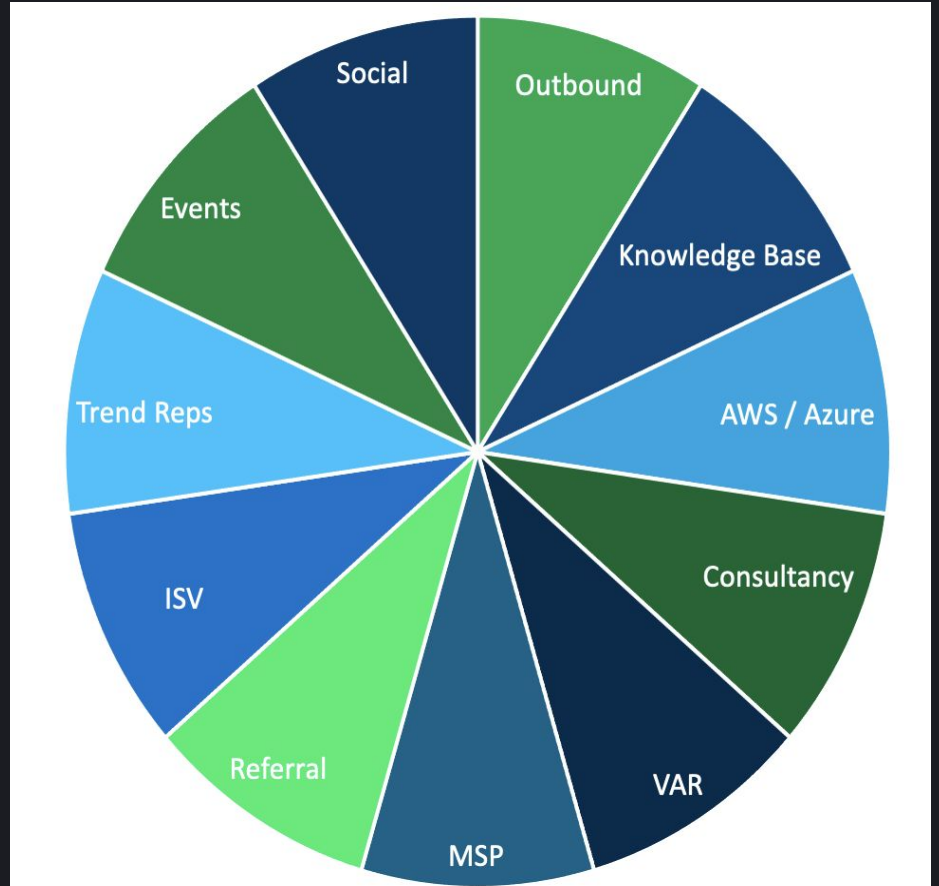
Ecosystem Selling i.e. Partnerships

- **Definitions:**
 - Instead of selling direct to an end user, someone else sells your product / service in a “partnership”
 - Why open the door yourself when a big ecosystem already has this person or account’s trust? Make long-term friends
 - Partnerships only work when effort is made to nurture, train, educate and build high quality relationships
 - Ideal Partner Profile - You need to find partners that are a good fit for your business, culture and ways of working
 - You must like each other, it won’t work otherwise
 - Volume isn’t the answer, quality is



Ecosystem Selling: Flywheel of Growth

What's the learning?





GTM Team in Fast-Growth SaaS

- **CRO / VP Sales**
 - Sales Managers
 - AE's (Account Executives)
 - SDR's (Sales Development Reps)
 - Account Managers
- **Head of Customer Success**
 - Customer Success leads
- **Channel / Partnership Managers**
 - Partnerships
- **Head of Marketing**
 - Social Media / Digital
 - Content Marketing, etc.
- **Sales Engineering Leads**



Appendix

- [One Pager: Sales Cheat Sheet TEMPLATE](#)
- [Ideal Customer Profile TEMPLATE](#)

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