



Diagnosing GTM Issues in a Scaling SaaS Business

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CEO

WHY START WITH A DIAGNOSE?

*If I had an hour to solve a problem
I'd spend 55 minutes **diagnosing the problem**
and 5 minutes thinking about solutions."*

- A. Einstein

Winning by Design Approach



DIAGNOSE



DESIGN



ACTIVATE



TRAIN



COACH

AGENDA



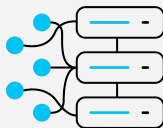
DIAGNOSE

STEP
01



*Define the
problem*

STEP
02



*Collect
data*

STEP
03



*Identify causal
factors*

STEP
04



*Conclude the
root cause*

STEP
05



*Implement
the solution*



STEP 1 *Define the problem*

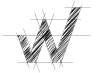
STEP 2 *Collect Data*

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STEP 5 *Implementation*

STEP 6 *Next Steps*



**DIAGNOSING GTM
ISSUES IN A SCALING
SaaS BUSINESS**

**WHAT WE OFTEN
HEAR FROM THE
CEO**

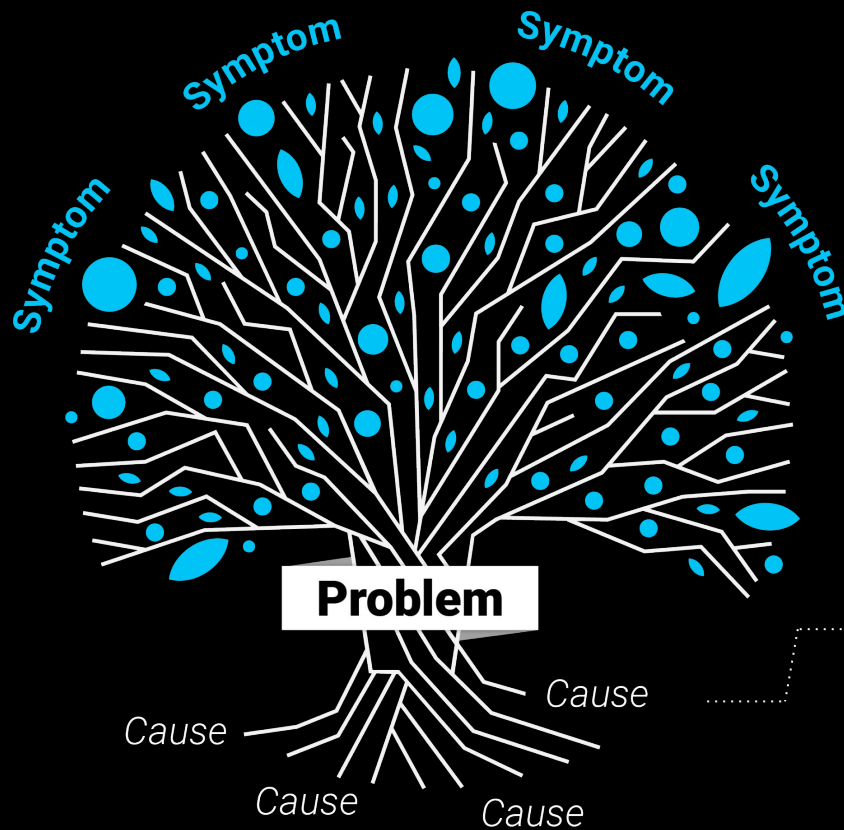


PROBLEM STATEMENT

Our growth has stalled, our churn has increased, some reps reach their targets but most don't. We need to solidify our position in the market.

”





Above the surface you
can see the **symptoms**
of the problem

Dig deeper and you
find the **root cause** of
the problem

YOUR TURN

Which ones are symptoms?

Which ones are problems?

Which ones are root causes?

PERFORMANCE

80% of new the revenue
comes from 3 reps

GTM

You're applying a wrong
Go-to-Market motion

RETENTION

Churn has been increasing

REPEATABLE PROCESS

You have yet to
establish effective and
repeatable processes

SKILLS

Call reviews indicate
skills are under par

2 symptoms, 2 problems, 1 root cause

PERFORMANCE

80% of new revenue comes from 3 reps

RETENTION

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REPEATABLE PROCESS

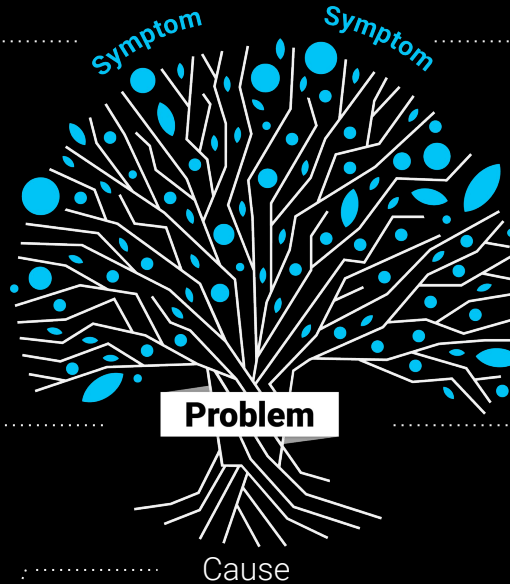
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SKILLS

Call reviews indicate that skills are under par

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You're applying the wrong Go-to-Market motion



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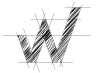
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STEP 1 *Define the problem*

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**DIAGNOSING GTM
ISSUES IN A SCALING
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Two types of data

01

QUANTITATIVE DATA

Financial Metrics

Performance Metrics

GTM Metrics

VS

02

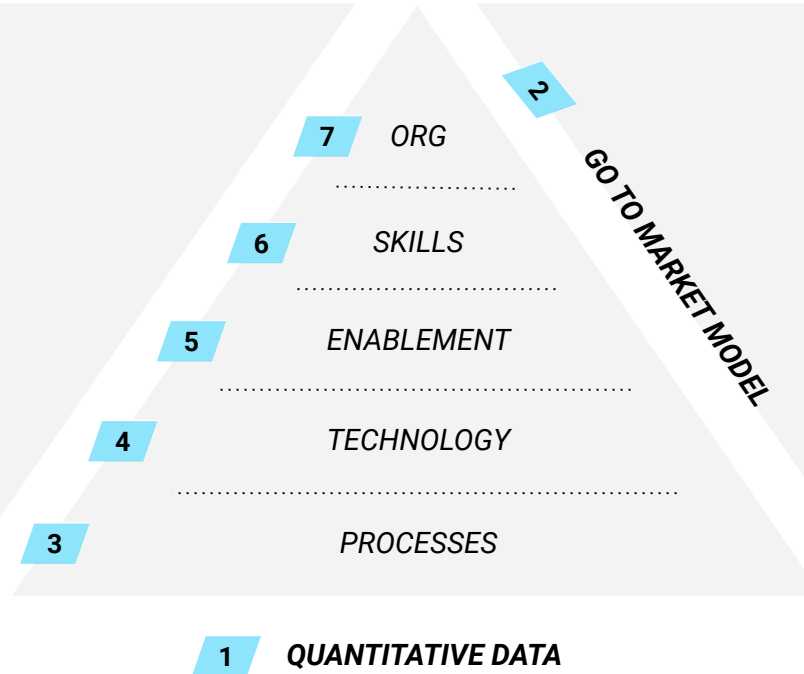
QUALITATIVE DATA

Interviews

Call and Email Reviews

Process Analysis

Collect data: 7 Focus Areas



STEP 1 *Define the problem*

STEP 2 **Collect Data**

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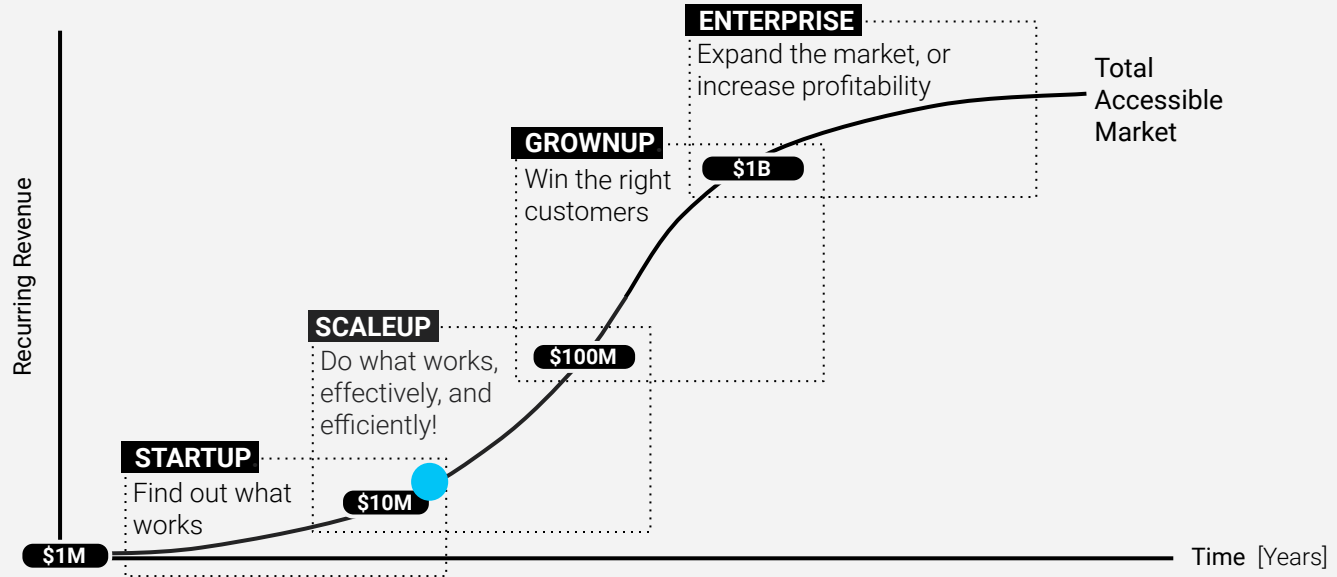


**DIAGNOSING GTM
ISSUES IN A SCALING
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STEP 3.1

Where is this company on the growth curve?

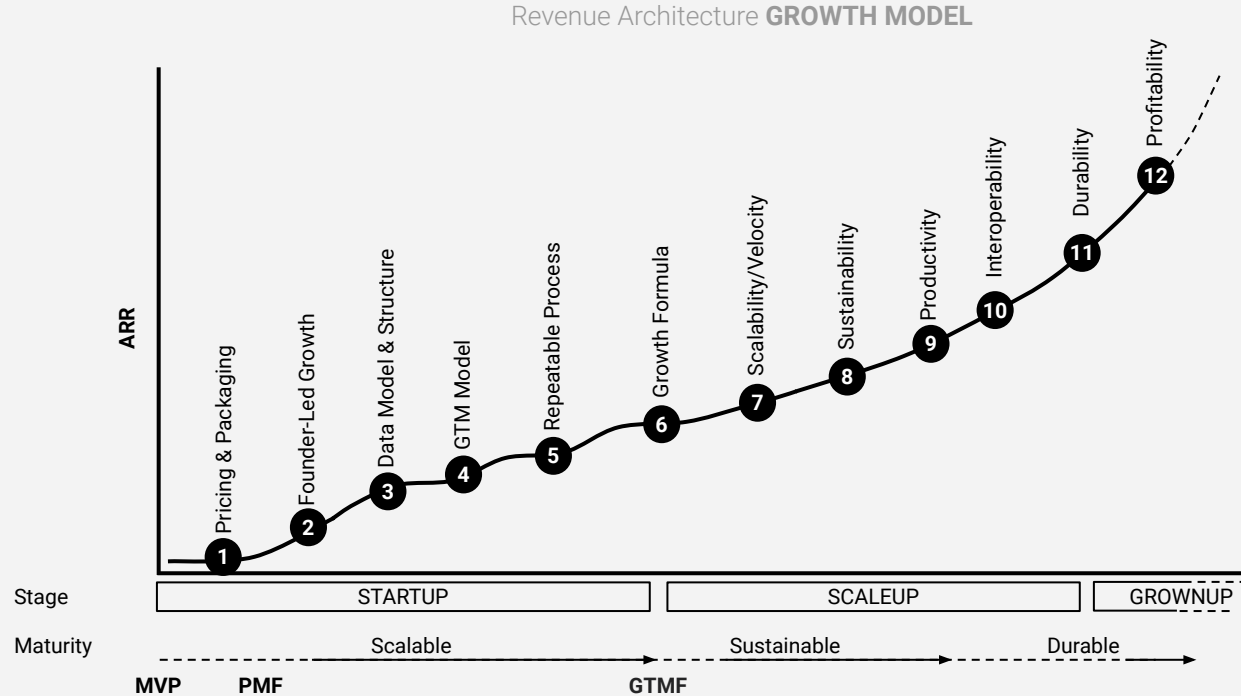
Revenue Architecture **GROWTH MODEL**



- How many different GTM motions?
- Split the total revenue into revenue per GTM motion, product...

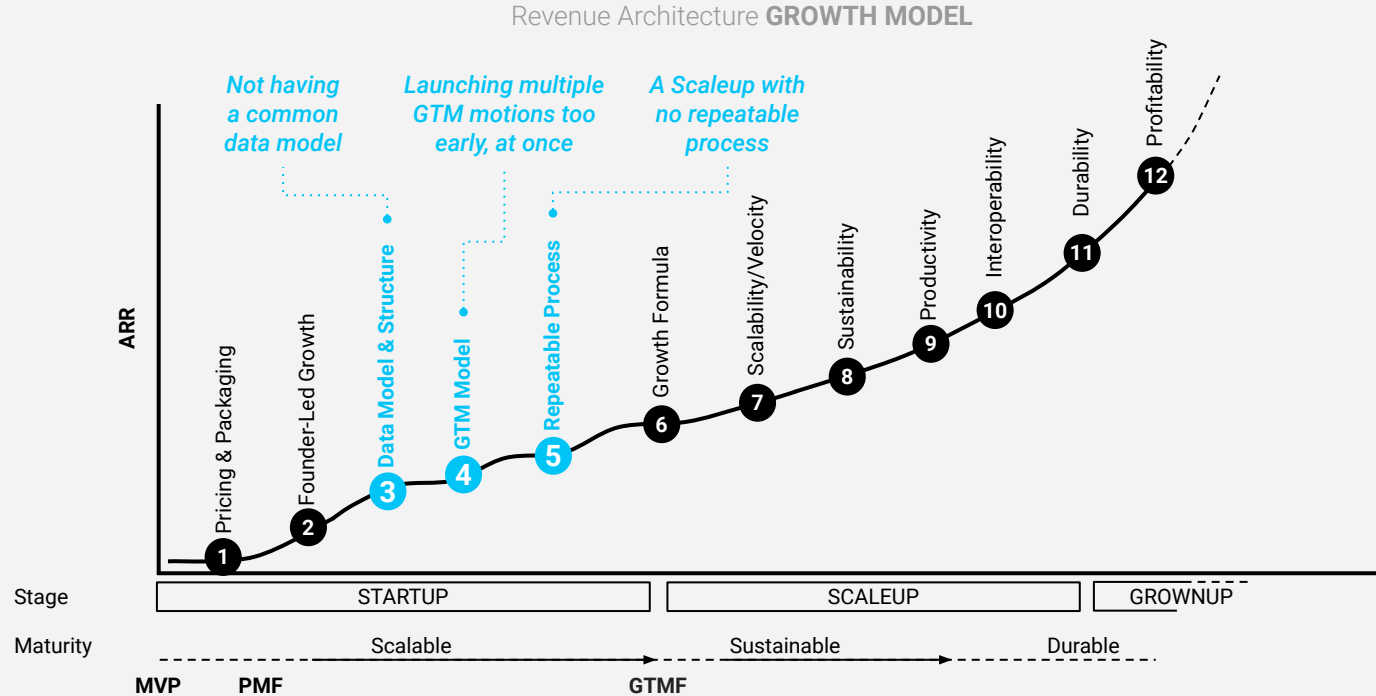
STEP 3.2

Which of the following milestones you have already completed?



STEP 3.2

Most common problems

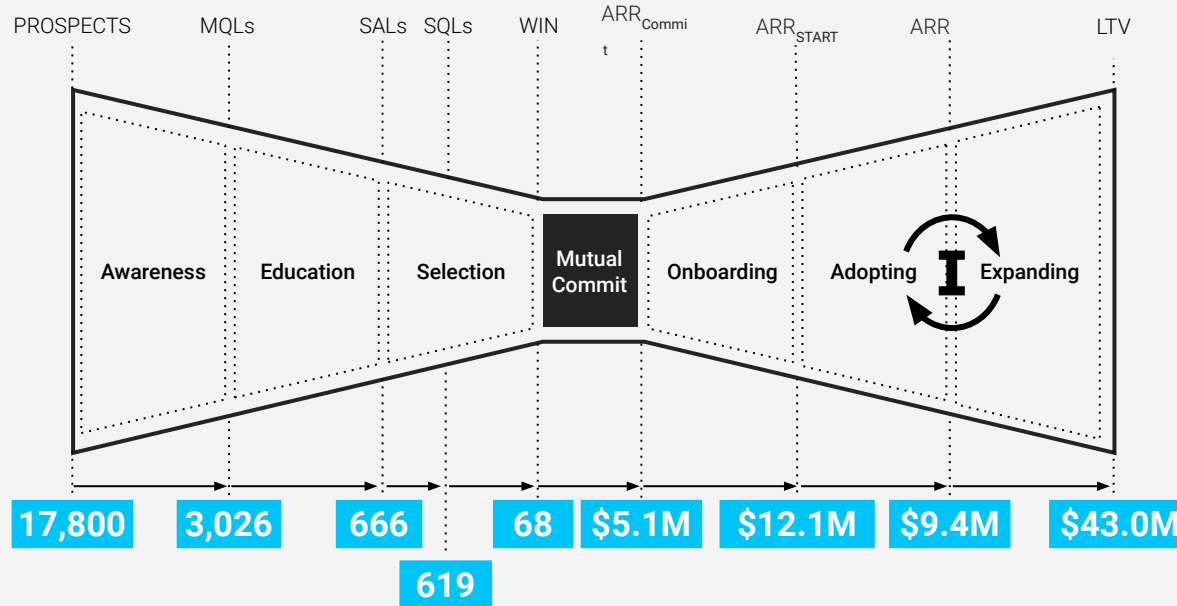


STEP 3.3

Data Model

Revenue Architecture DATA MODEL

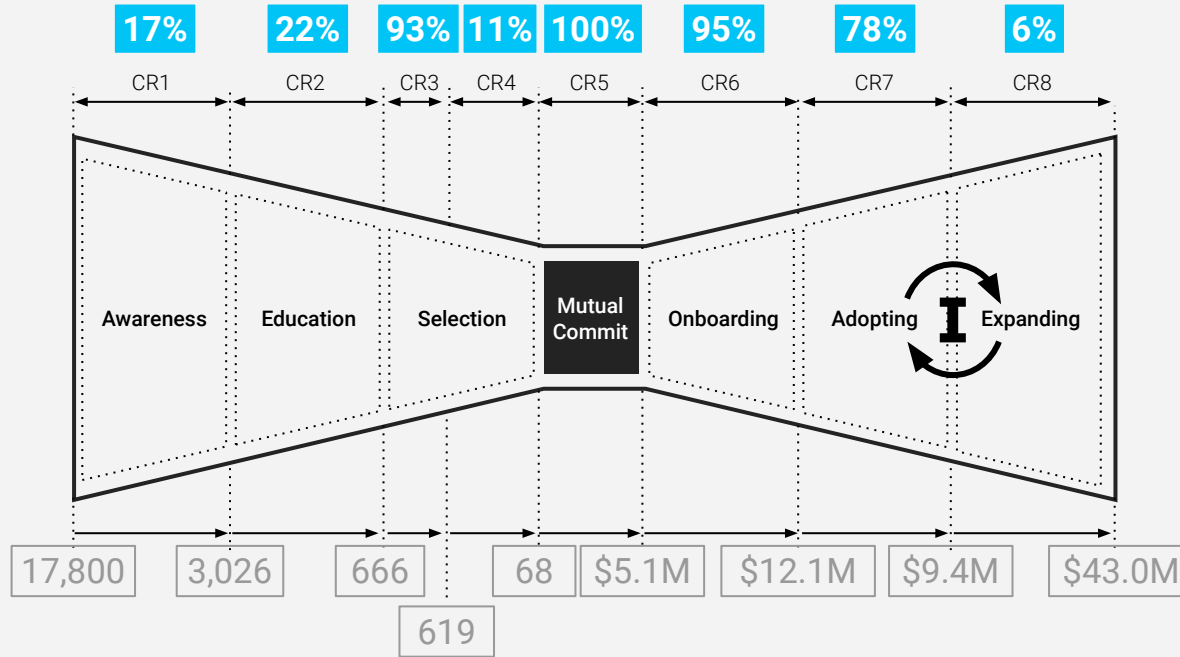
- Map the customer's terminology to the Bowtie
- Collect the data
- Start with the Volume Metrics
- Normalize the data against the model



STEP 3.3

Data Model

Revenue Architecture DATA MODEL



- Calculate the Conversion Metrics

STEP 3.4

Benchmark Comparison

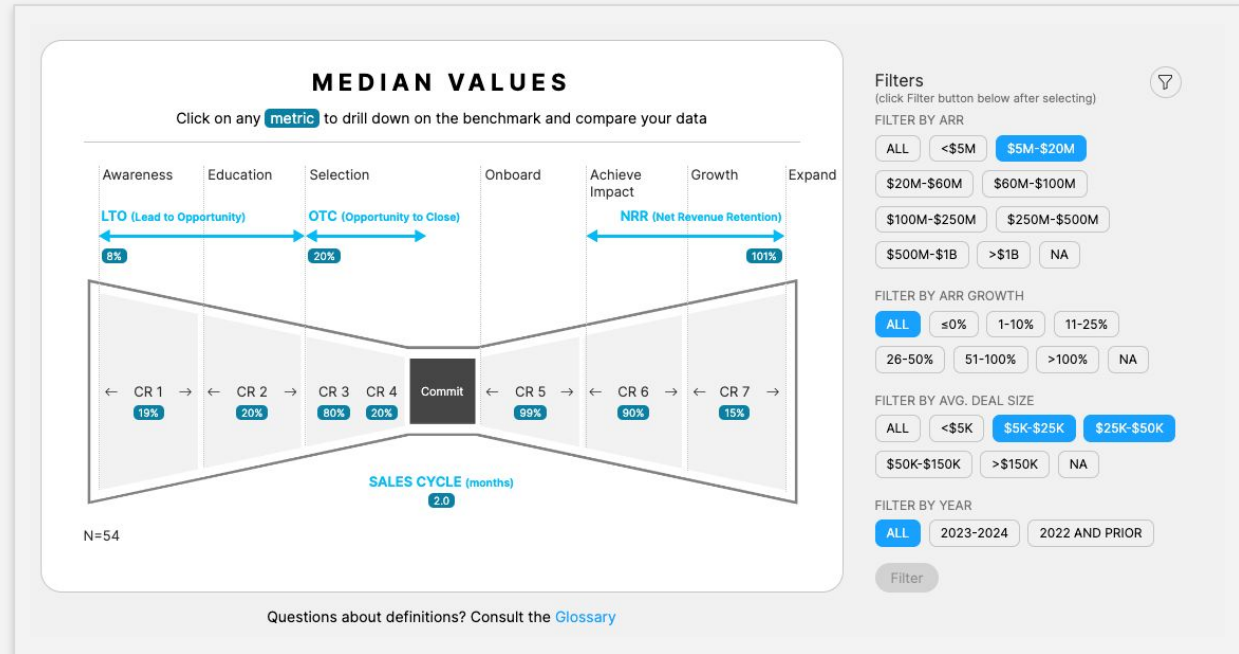
Benchmark data can be utilized to identify areas for performance improvement. Compare your numbers to the benchmark:

Where are you **outperforming**?

Where are you **underperforming**?

GET THE DATA

Want to know where we got our benchmark numbers? Add your data at benchsights.com/wbd for access to the benchmarks

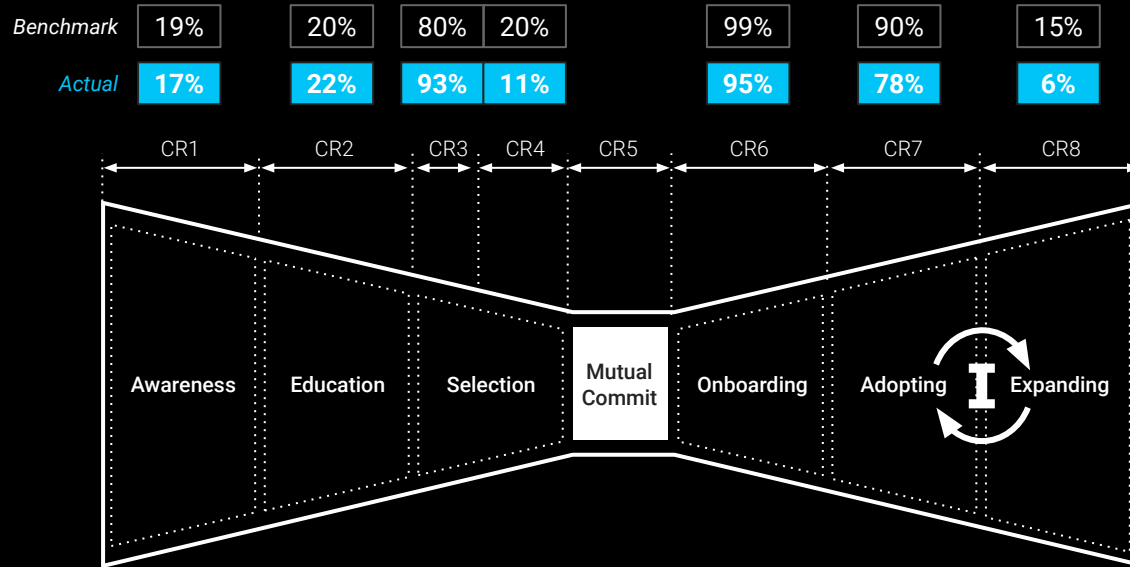


YOUR TURN

Where will you zoom in?

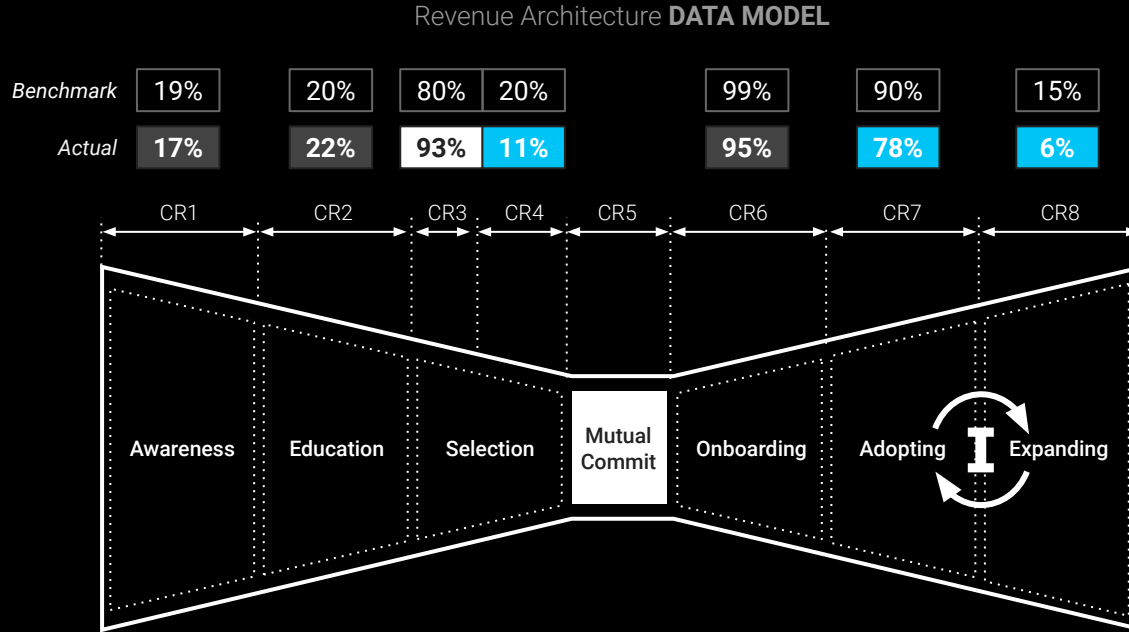
Revenue Architecture DATA MODEL

Compare the benchmark results to the actuals

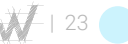


YOUR TURN

What hypothesis could explain the root cause of these numbers?

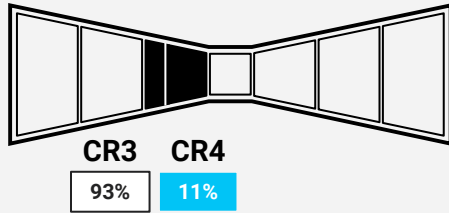


Dive deeper to validate your hypothesis



STEP 3.8

ADVANCED Performance Metrics



CR4
WIN RATE

CR3

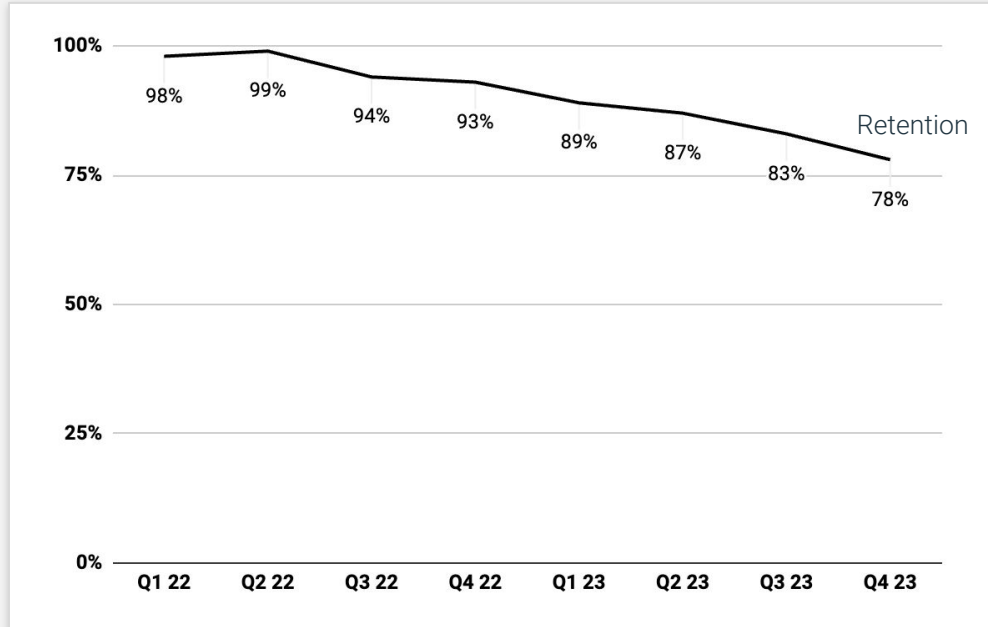
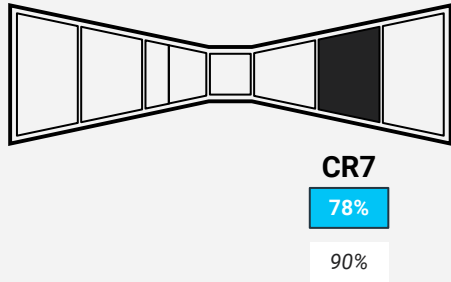
CONVERSION OF THE DISCOVERY CALL

	BELOW Benchmark	ABOVE Benchmark
BELOW Benchmark	Process issue! Lots of cold calling with no relevance for the client.	Train Sellers to diagnose on <i>priority</i>.
ABOVE Benchmark	Train the seller to stop taking on only the ready-to-close deals.	Add a sales team if you are in a hot market.

STEP 3.9

Always start by benchmarking using trendlines based on your data

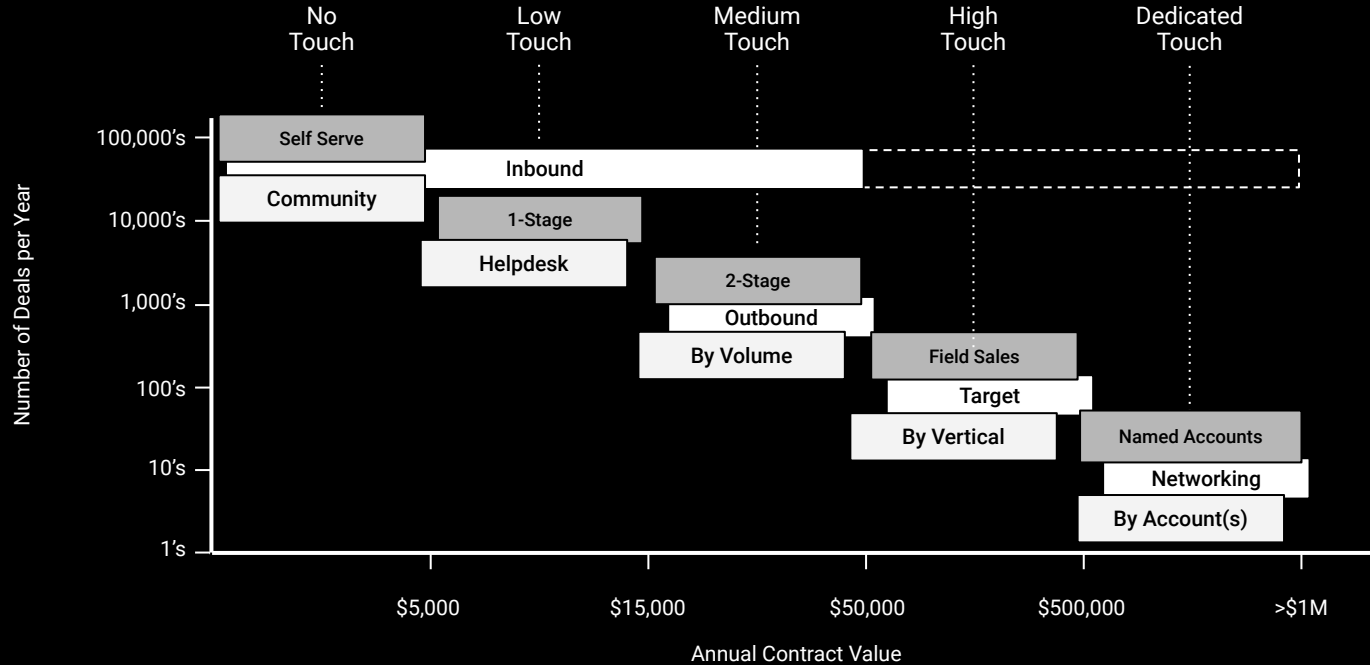
EXAMPLE COMPANY'S RETENTION RATE, LAST 8 QUARTERS



YOUR TURN

Where is your business?

Comment in the chat.



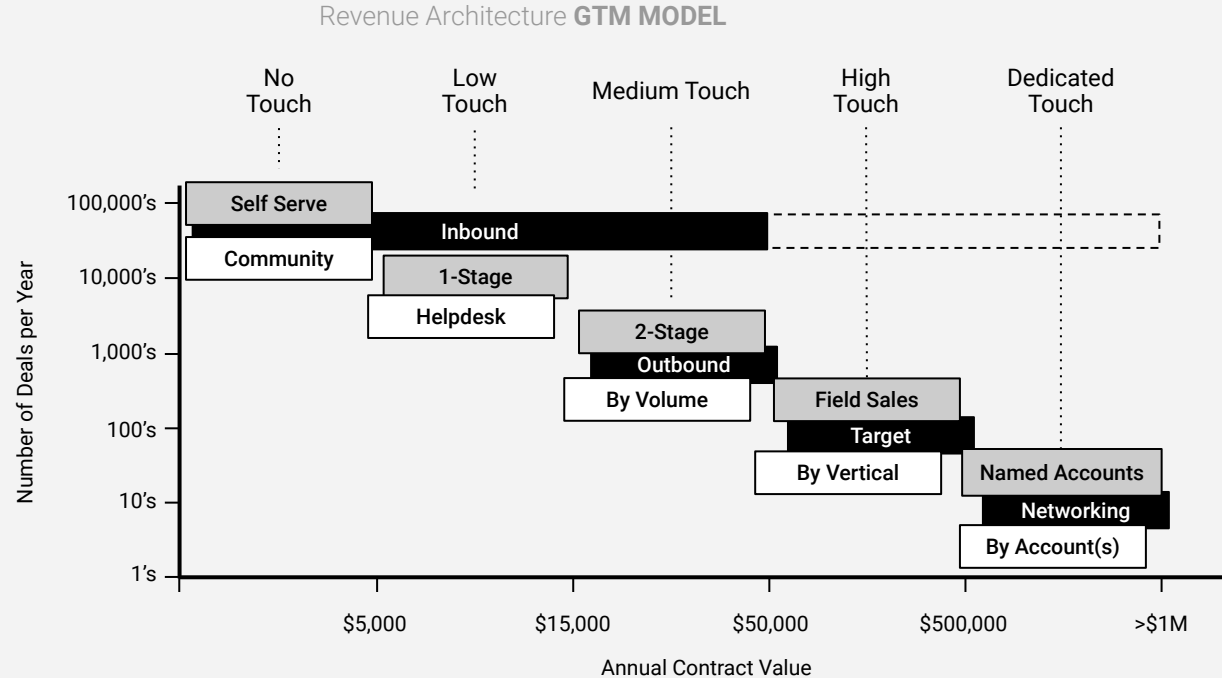
STEP 3.10

Establish the GTM motions

Pro Tip: Any GTM analysis needs to be done for each motion separately

LEARN

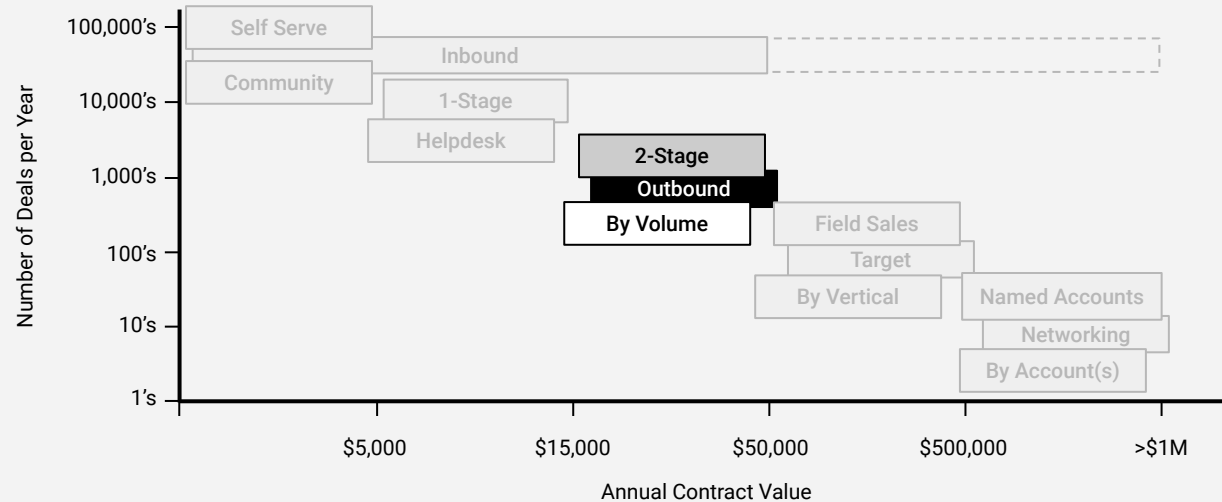
Want to learn more about these Revenue Architecture Models? Sign up for the [Revenue Architecture course](#), 3,000+ course graduates and counting!



STEP 3.11

Establish the GTM motions

EXAMPLE COMPANY'S GTM MODEL

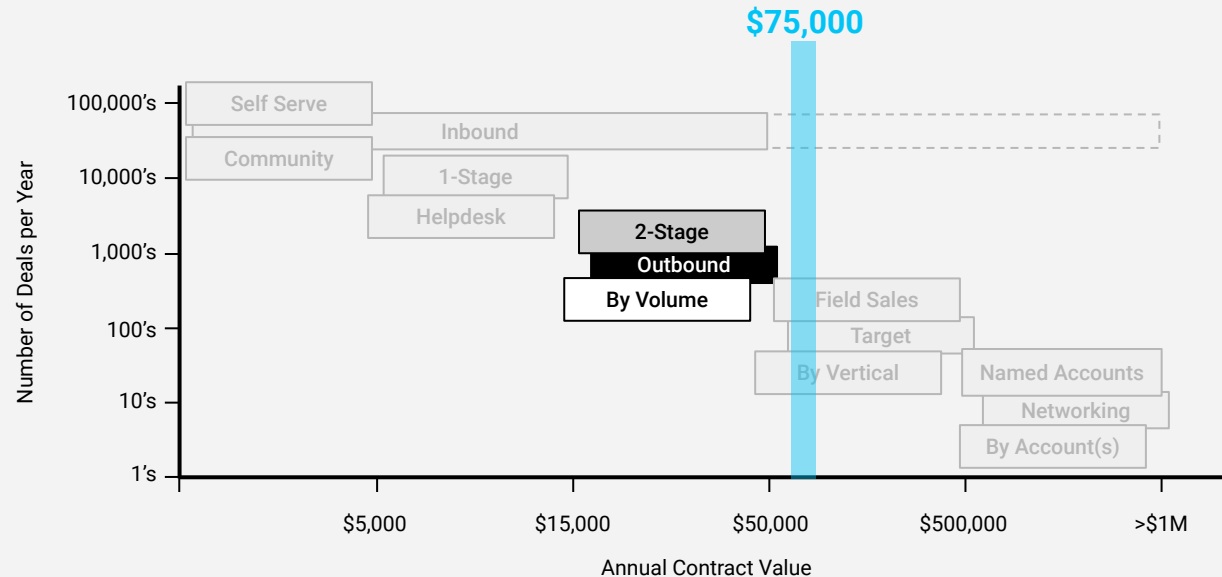


- What are the GTM motions for Sales, Marketing and CS?

STEP 3.12

Add The ACV

EXAMPLE COMPANY'S GTM MODEL

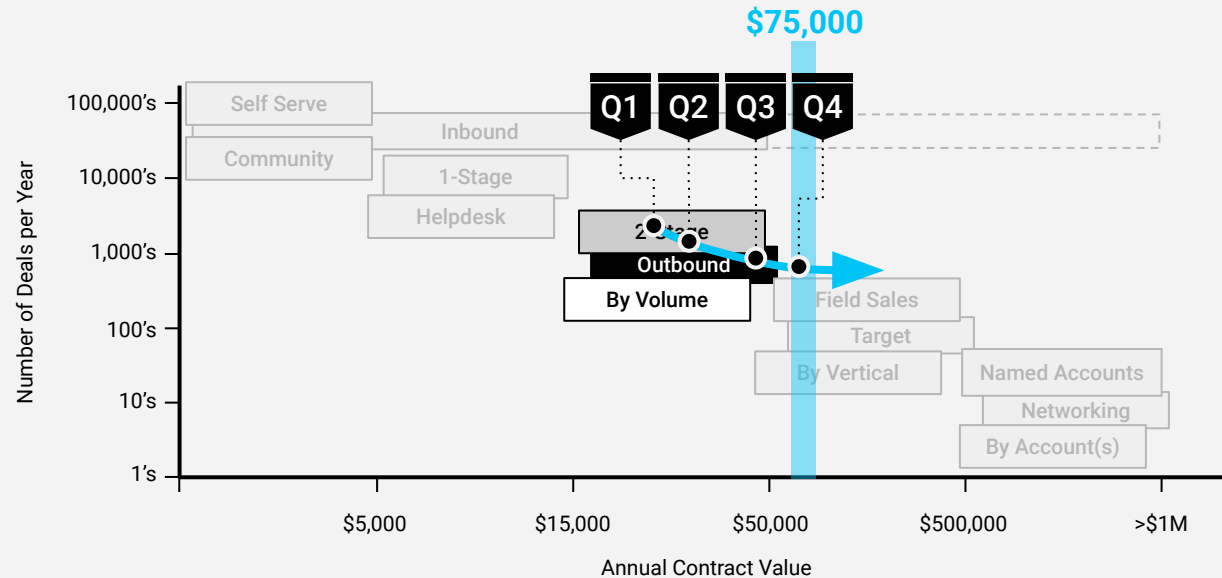


- Use the ACV
- Determine the GTM motion that should be used
- Validate if there are any reasons this are different for your customers

STEP 3.12

Add Time Dimension

EXAMPLE COMPANY'S GTM MODEL



- Create a trendline per product
- Have we moved outside of our ideal GTM motion?

Moving Upmarket Requires a new Process & Skills

Mid-Market Segment

Disco-Demo

Trade-Negotiate

Close

Process

Enterprise Segment

Add Stakeholder Workshops

Add Legal & Procurement

Potential POC, ProServ

Add Joint Impact Planning

Discovery

Storytelling

Trade-Negotiate

Skills

Managing the Decision Process/Criteria

Identifying stakeholders

Running Stakeholder Workshops

Joint Impact Planning

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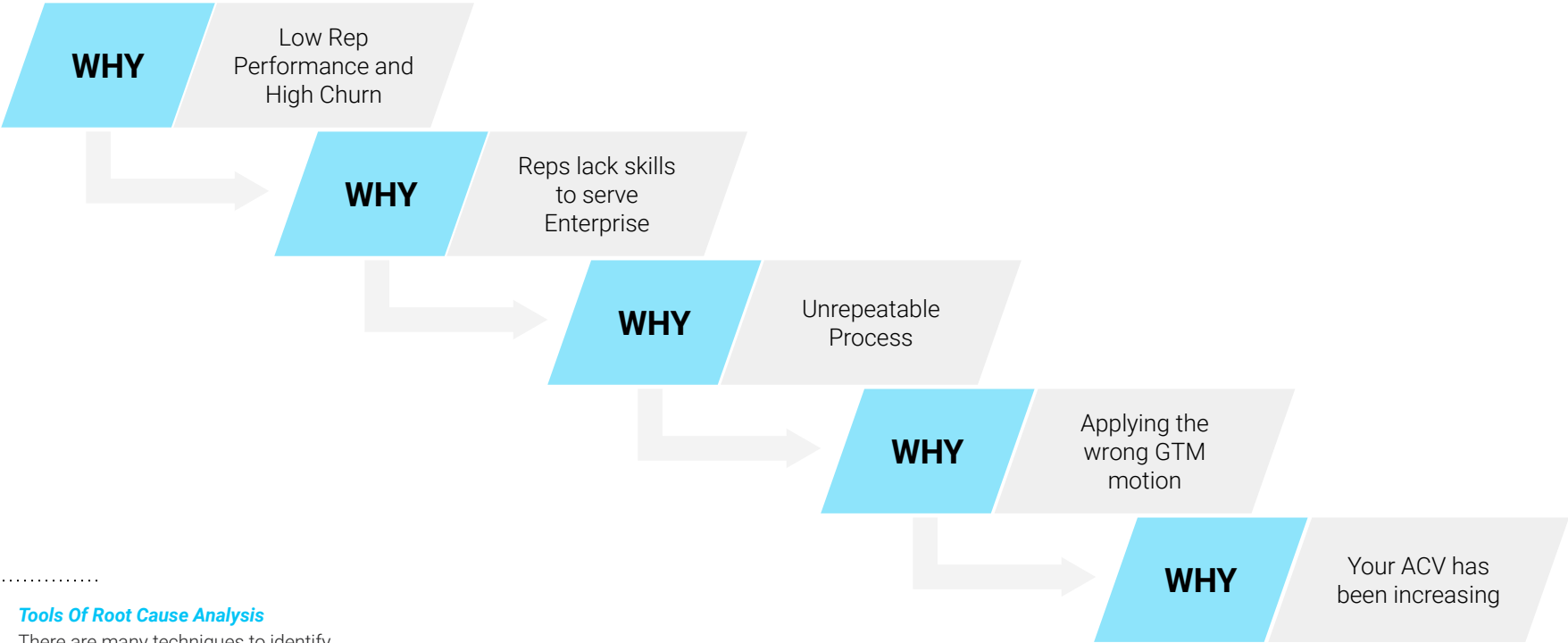
STEP 5 *Implementation*

STEP 6 *Next Steps*



**DIAGNOSING GTM
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Conclude the Root Cause by Asking “The 5 Whys”



Tools Of Root Cause Analysis

There are many techniques to identify root causes. We like to use “The 5 Whys”, but you can use any technique that you feel comfortable with.

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Our Approach to GTMD

STEP

01



Define the problem

STEP

02

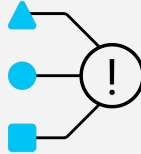


Collect data

- Collect the data
 - Quantitative
 - Qualitative

STEP

03



Identify causal factors

- Growth Model
- Data Model
 - Benchmarking
 - Trends
 - Advanced Analytics
- GTM motions

STEP

04



Conclude the root cause

- Gather all your findings
- Conduct a root cause analysis

STEP

05




Implement the solution

- Create an implementation plan

Implementation Plan: Determining Investment Priorities

Implementation Plan



Feb 27, 2023

	Description	Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
		Feb	Mar		Apr				May				Jun				Jul				Aug								
		27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28	
		6 Months Plan																											
1	Create 2 distinct GTM motions																												
1.1	Follow the GTM milestones for the new ENT GTM																												
2	Define the ICP and impact for the ENT segment																												
3	Define the Enterprise Customer Journey (stages and key actions)																												
4	Define the RACI for your enterprise motion (who is doing what)																												
5	Upskill your team to sell to Enterprise																												
5.1	Diagnosing pain & impact																												
5.2	Identifying stakeholders																												
5.3	Running stakeholder workshops																												
5.4	Joint Impact Planning																												
6	Enable your managers to reinforce the new motion																												

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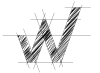
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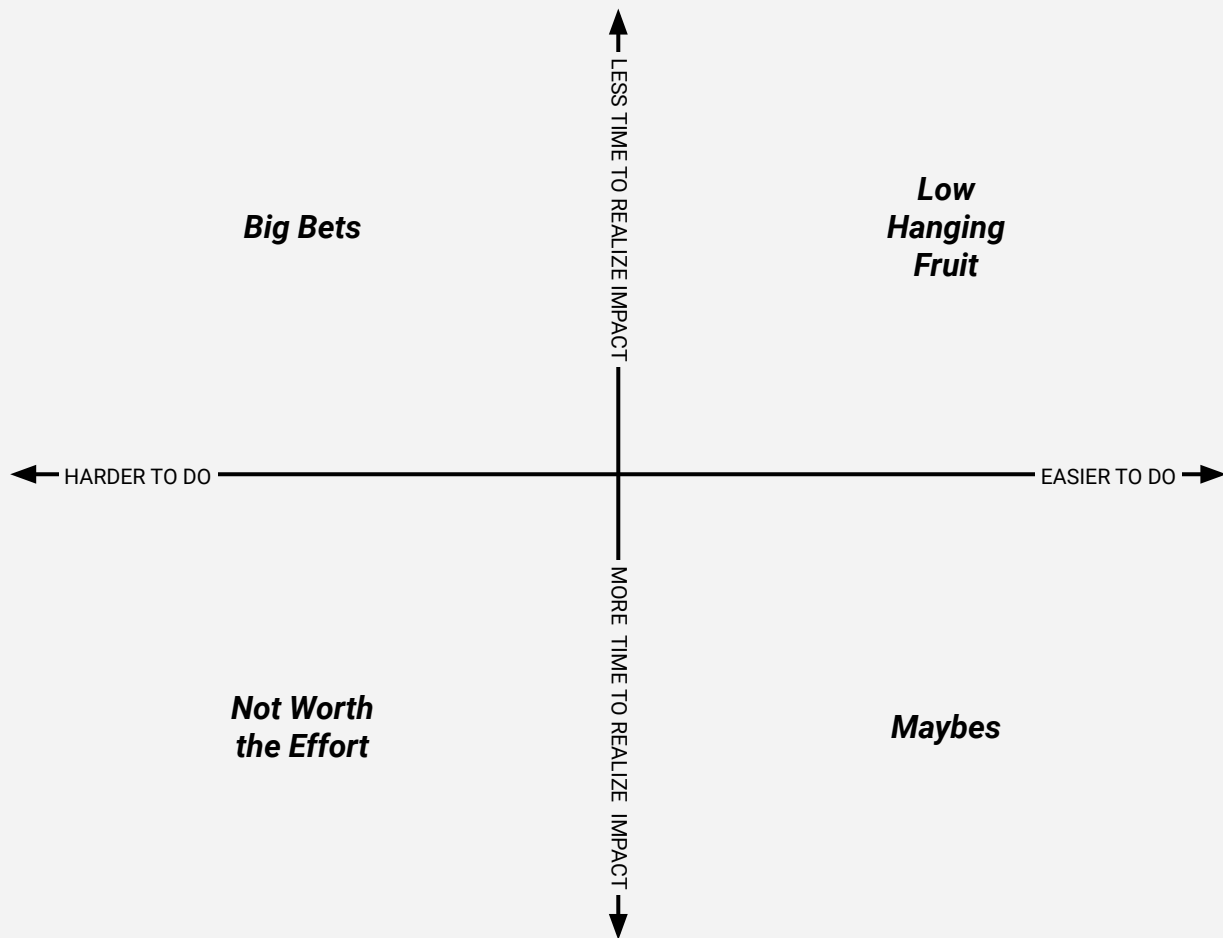
ERROR #1

Doing too much at a time

.....

SOLUTION

Prioritize.
Run sprints.
Agile for GTM.



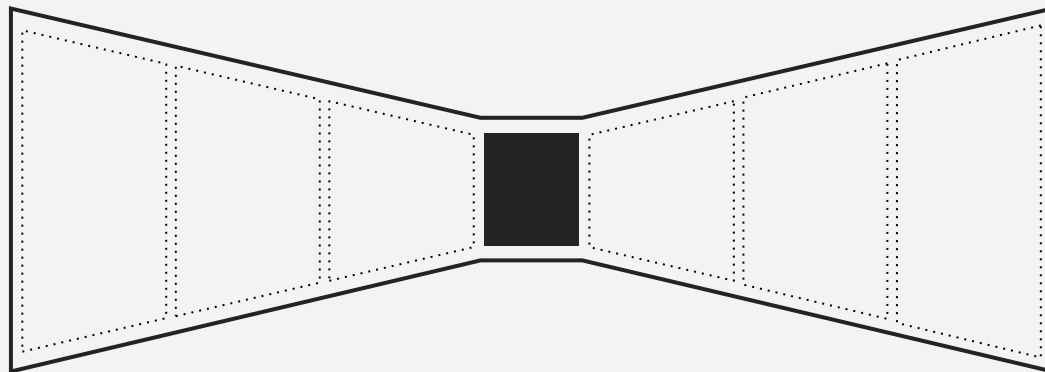
ERROR #2

Failing to create exec alignment

SOLUTION

**Get in a room.
Build a coalition.**

Agree on a framework via a **GTM Analysis Workshop** to identify opportunities for sustainable growth.



Marketing + Sales Development + Sales + Onboarding/ProServ + Customer Success + Account Mgmt

Analyze your existing
GTM motions

Map your customer
impact journey and
metrics on the the
Bowtie model

Determine where the
weaknesses and
opportunities lie, and
create a plan of action

Talk to us and we'll help you figure out the best next step

Need help building a coalition?

Run a private workshop to intro and apply the GTM Model and Bowtie Data Model to your business.

Pricing: ~~\$5,626~~

If booked by March 4: \$2,500

Need help performing a GTM Analysis?

We can help you analyze, prioritize, and create an implementation plan (also includes building a coalition)

Contact us to discuss.

winningbydesign.com/gtm-analysis-workshop



THANK YOU