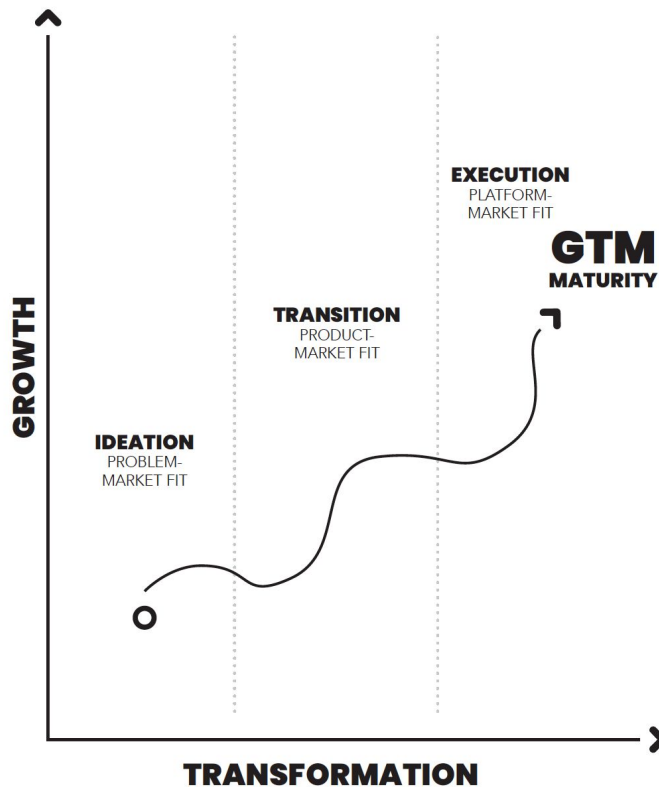


MOVE

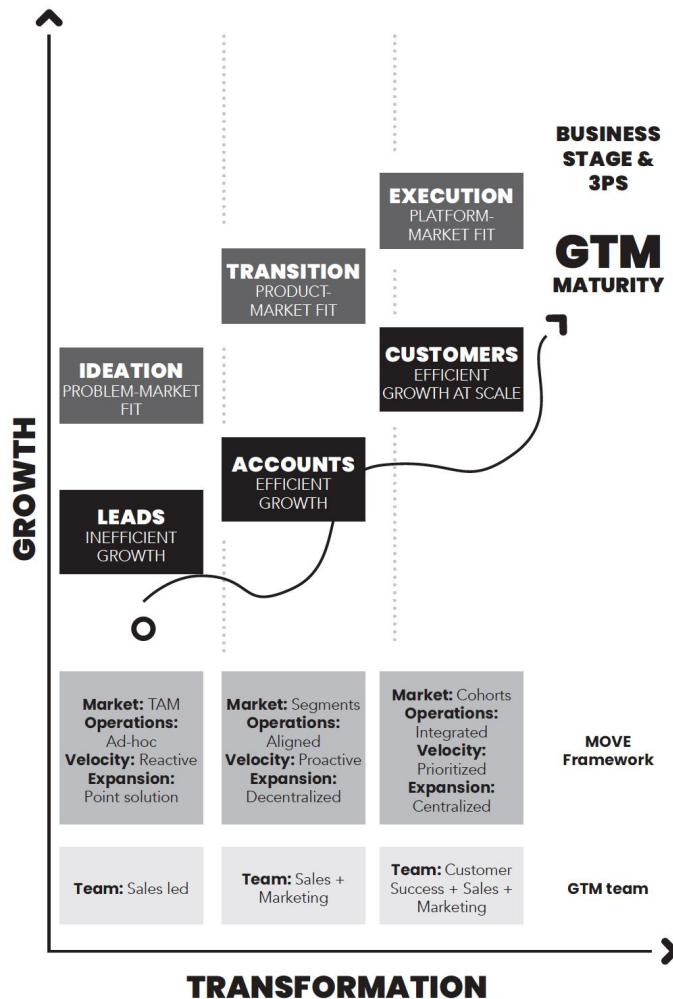
Templates and tools from the MOVE book to get **unstuck** and **level-up** your organization

The 3Ps of GTM Business Transformation

The Three Stages and the 3Ps of GTM Business Transformation



The Three Stages and the 3Ps of GTM Business Transformation



MOVE Framework

4 Question Go-to-market Framework

With these four questions, you'll know everything you need to know to take your next big step.



Business Stage & the 3Ps

GTM Focus & the team

1. Market (who)

Who should we market to?

2. Operations (what)

What do you need to operate effectively?

3. Velocity (when)

When can we scale our business?

4. Expansion (where)

Where can we grow the most?

KPI's

Business Outcomes

Ideation Problem-market fit	Transition Product-market fit	Execution Platform-market fit
Leads Sales Led	Accounts Sales & Marketing	Customers Customer Success + Sales & Marketing
TAM Broad - minimal prioritization	Segments Relevant accounts (TRM + ICP + Intent)	Cohorts Customer cohorts + Relevant new accounts
Ad-hoc Department level data and decision making authority	Aligned Shared understanding of the data and aligned decision making across sales & marketing with dedicated ops for each department	RevOps Coordinated decision making a cross GTM teams aligned to achieve company objectives led by centralized RevOps team using shared systems, data, processes and GTM scorecard
Reactive When there's a fire, hire someone to put it out	Proactive Invest now to prevent future fires	Prioritized Invest for growth not for pain
Single threaded expansion One distribution path (direct, channel or partner)	Partial expansion Multiple distribution paths and coverage areas (GEO's, Verticals)	Full expansion Distribution + Coverage + Multiple products, platform, & ecosystem
Metrics by functions Funnel Conv rates, CPL Bookings & Win rate Sales activities (calls, demo's, ops) Marketing activities (traffic, leads)	Metrics by account segments Engagement Pipeline coverage Deal velocity Average deal size, GRR Efficiency metrics (magic number, CAC)	Metrics by customer cohorts CLV, Time to value, NPS, Customer ROI Product line revenue & Pipeline NRR / Net Expansion Gross Margins Growth by category
Inefficient growth	Efficient growth	Efficient growth at scale

Take the GTM assessment at themovebook.com and identify where you are on the GTM maturity curve vs where you should be.

MOVE Framework

Business Stage & the 3Ps	Ideation Problem-market fit		
	Leads Sales-led	Accounts Sales & Marketing	Customers Customer Success + Sales & Marketing
GTM Focus & the team	TAM Broad - minimal prioritization	Segments Relevant accounts (TRM + ICP + Intent)	Cohorts Customer cohorts + Relevant new accounts
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1. Market (who) Who should we market to?	Reactive When there's a fire, hire someone to put it out	Proactive Invest now to prevent future fires	Prioritized Invest for growth not for pain
	Single threaded expansion One distribution path (direct, channel or partner)	Partial expansion Multiple distribution paths and coverage areas (GEO's, Verticals)	Full expansion Distribution + Coverage + Multiple products, platform, & ecosystem
2. Operations (what) What do you need to operate effectively?	Metrics by functions Funnel Conv rates, CPL Bookings & Win rate Sales activities (calls, demo's, ops) Marketing activities (traffic, leads)	Metrics by account segments Engagement Pipeline coverage Deal velocity Average deal size, GRR Efficiency metrics (magic number, CAC)	Metrics by customer cohorts CLV, Time to value, NPS, Customer ROI Product line revenue & Pipeline NRR / Net Expansion Gross Margins Growth by category
	Inefficient growth	Efficient growth	Efficient growth at scale
3. Velocity (when) When can we scale our business?			
4. Expansion (where) Where can we grow the most?			
KPI's			
Business Outcomes			

Then follow these 5 Steps to GTM Business Transformation!

- 1) Identify your current business stage.
- 2) Align to your current GTM focus.
- 3) Answer the four-question framework to establish your GTM process.
- 4) Run your business off the KPIs.
- 5) Last, test your business outcomes.

If there's no growth, identify if it is a three Ps problem or a GTM process problem, and invest accordingly. Use the bulleted list under the heading "From Ideation to Transition" in Section Two of the MOVE book for things that might be preventing you from transitioning to the next stage. Once you're ready for the next stage, transform your GTM process by repeating these steps again.

Work through the questions in the MOVE framework as a GTM Team

MOVE will transform your teams into a well-oiled machine, where all gears turn together to keep your company moving forward in a beautiful way: growing, scaling, and expanding.



4 Question Go-to-market Framework

1. Whom should we market to?
2. What do we need in order to operate effectively?
3. When can we scale our business?
4. Where can we grow the most?

We can summarize these questions as your market, operations, velocity, and expansion, or MOVE. As it turns out, finding and aligning on the answers to these four questions is a lot more difficult than it seems when you don't have a clear framework for doing so.

Use the Key Questions Templates for your current business stage to facilitate and align on the answers.

Ideation Stage – Problem–Market Fit –MOVE Framework Key Questions Template

These are the questions you need to discuss with your team in order to work through your strategic, alignment, and transformation challenges, using the MOVE framework as a guide to help you clarify your next move.

Market

Strategic questions:

- What problem are you solving?
- How big is your market?
- How are you positioned?

Alignment questions:

- Who is your buyer?
- What size of company and verticals are you having the most success with?
- Which territories are you focusing on?
- Which use cases are working the best?

Transformation questions:

- What's stopping you from creating repeatable sales motions?
- What changes in market approach would speed up market adoption?

Operations

Strategic questions:

- What KPIs are you looking at to see if there is a problem-market fit?
- How are you incentivizing teams to deliver on these KPIs?

Alignment questions:

- What tech is helping each of your GTM teams to deliver business outcomes?
- How do marketing, sales, and finance operations teams align on common definitions and KPIs?

Transformation questions:

- What's stopping you from focusing on your best-fit accounts over lead funnels?
- How quickly can you look at all operational metrics across GTM functions to make business decisions?

Velocity

Strategic questions:

- How is your sales force trained and iterating on the product pitch?
- How quickly is your sales team hitting quota, and how quickly is marketing creating more demand?

Alignment questions:

- Is there a team dedicated to training sales hires and providing ongoing support?
- How are you tracking and testing ramp ratios for sales ramp to quota, marketing ramp to demand gen, SDR ramp to pipeline, and customer to ROI?

Transformation questions:

- What's stopping you from creating higher velocity in your ramp ratios?
- What would you need to know to hire proactively?

Expansion

Strategic questions:

- How are you selling? Direct, channels, partners, agencies?
- What percentage of your revenue is coming from each distribution type?

Alignment questions:

- What distribution type should you focus on?
- How quickly can you test new distribution channels?

Transformation questions:

- What's stopping you from going in different industries, verticals, geographies?
- Should you be going upmarket or downmarket?
- How do you increase your average deal size?

Transition Stage – Product-Market Fit –MOVE Framework Key Questions Template

These are the questions you need to discuss with your team in order to work through your strategic, alignment, and transformation challenges, using the MOVE framework as a guide to help you clarify your next move.

Market

Strategic questions:

- What segments are your best performing and why?
- Can you replicate that success into other segments?
- What new use cases would drive up your deal size?

Alignment questions:

- How is your GTM team aligning around segments?
- How do you align your messaging and value proposition for each segment across GTM touchpoints?
- How are you going from TAM to TRM to further prioritize within each segment?

Transformation questions:

- How will you achieve top ranking in analysts for your key category?
- What's stopping you from selling similar solutions to similar buyer for similar problems at scale?

Operations

Strategic questions:

- What KPIs are you looking at to see if there is a product-market fit?
- How are you adjusting the incentives of leaders and teams to deliver on the new KPIs?

Alignment questions:

- How predictable are your conversion metrics?
- How are you balancing the tradeoffs between retention and acquisition?

Transformation questions:

- What's stopping you from creating a single source of truth?
- How are your tools across GTM teams integrated to help you generate better business insights?

Velocity

Strategic questions:

- What are your highest priority velocity ramps (people and enablement) that need improvement?
- What key leadership hires are needed to add new functions and scale your organization?

Alignment questions:

- How are you coordinating training, documentation, kickoffs, and release launch schedules across the GTM team and customers?
- How are you making holistic hiring decisions to support your highest priorities rather than the needs of departments?

Transformation questions:

- What's stopping you from aligning enablement functions across departments?
- What changes do you need to make to deliver a unified experience to your customers?

Expansion

Strategic questions:

- How quickly can you expand into different industries, verticals, or geographies?
- What new products or services will your existing customers happily pay for to solve their problems?

Alignment questions:

- How would your business model shift if you went upmarket or downmarket?
- What makes your product sticky?

Transformation questions:

- What's stopping you from having the biggest deals with your top customers?
- What's stopping you from adding pro-serves to increase deal size?
- What percentage of your revenue is coming from each coverage area?

Execution Stage – Platform–Market Fit –MOVE Framework Key Questions Template

These are the questions you need to discuss with your team in order to work through your strategic, alignment, and transformation challenges, using the MOVE framework as a guide to help you clarify your next move.

Market

Strategic questions:

- What additional problems could you solve to expand your value for existing customers?
- Which build, buy, or partner approach(es) will ensure you can scale growth?
- Who are your competitors today versus tomorrow, and how will you transition for this?

Alignment questions:

- How do you sequence your “land and expand” offering?
- How will you identify customers who are ready for expansion opportunities?

Transformation questions:

- Which adjacent categories should you move into?
- How are your customers helping you redefine the new North Star?

Operations

Strategic questions:

- What KPIs are you looking at to see if there is a platform-market fit?
- How are you adjusting the incentives of leaders and teams to deliver on the new KPIs?

Alignment questions:

- How do you create, maintain, and communicate a common GTM scorecard?
- How do you proactively look at churn and growth to address them before it's too late?
- What data do you need to consistently review and deliver on business forecasts?

Transformation questions:

- What new products and services do you need to keep growing with your existing base?
- Which new markets can you test to open new opportunities?

Velocity

Strategic questions:

- How do you create and enable new lines of business?
- How do you keep the customer at the center of every process?

Alignment questions:

- What are the key hires (e.g., business line general managers, GEO executives) to support platform growth or global expansion?
- How frequently and seamlessly does your GTM enablement team work to create and deliver employee onboarding, bootcamps, certification, decks, playbooks, and quarterly business reviews?

Transformation questions:

- What's stopping you from creating centers of excellence and benchmarking ramps and making investments toward even bigger growth?

Expansion

Strategic questions:

- Which channels can you invest in for nonlinear growth?
- How do you create and enable new lines of businesses?

Alignment questions:

- What percentage of your revenue is coming from each line of business?
- How do you prioritize new product releases, budgets, and resources across multiple products?
- What percentage of revenue is coming from customers versus net new customers?

Transformation questions:

- What will it take to create the top ten biggest deals in your category with your platform + multiyear + precommit + pro-serve attachment rate?
- What percentage of your revenue is coming from six-figure deals?

What is preventing you from moving to the next business stage?

Go through this list and see if you can identify which of these issues are present in your company at the moment. You will have to address them now before you can gain some altitude and move onward and upward.

Any of the following can prevent you from leaving the *ideation* stage and entering the *transition* stage? Check all that apply.

- ☐ You're trying to scale but haven't found the ideal customer for your product.
- ☐ Heavy discounting and renewing down: your key use case is getting commoditized.
- ☐ Your brand and positioning are weak, leading to poor demand and win rates.
- ☐ There's no primary reason for churn, so there's no clear resolution.
- ☐ You have no common enemy, and therefore, you have no direction.
- ☐ Customers are unsure of the ROI of your product when renewal time approaches.
- ☐ What you sell is not what you deliver.
- ☐ You have a lack of repeatability in your sales team—relying on heroics of a few to hit plan.

Any of the following can prevent you from leaving the *transition* stage and entering the *execution* stage? Check all that apply.

- ☐ You've continued to focus on a single product because you have weak vision.
- ☐ You've underinvested in the distribution required for future revenue growth.
- ☐ You have only one way to hit your number, and there's a lack of predictability.
- ☐ Your second or third products are really just features of the first, which is a sign of a weak product strategy.
- ☐ Your second or third products aren't taking flight (but should be) due to poor incentive structures or enablement across your revenue teams.
- ☐ You're trying to compete on multiple fronts while dominating none.
- ☐ Everyone is working, but no one is winning: clear lack of executive alignment.
- ☐ Teams don't understand their role in executing the strategy, and they're ill-equipped to say no to anything.

GTM TEAM



Not a strategy &
not a project



Repeatable, scalable,
revenue pipeline,
at highest ROI

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



Marketing, sales, success + operations
and enablement all working together!



Customer is recognized at every touch
point. Connected brand experience
without all the handoffs.

The role of GTM.

G2M Delivery "Brand Experience"

Create a connected customer experience across Marketing, Sales, and Success



Company Strategy "Purpose & Dreams"

Corporate & product strategy,
positioning, messaging,
and funding

Customer Outcomes "Benefits realized"

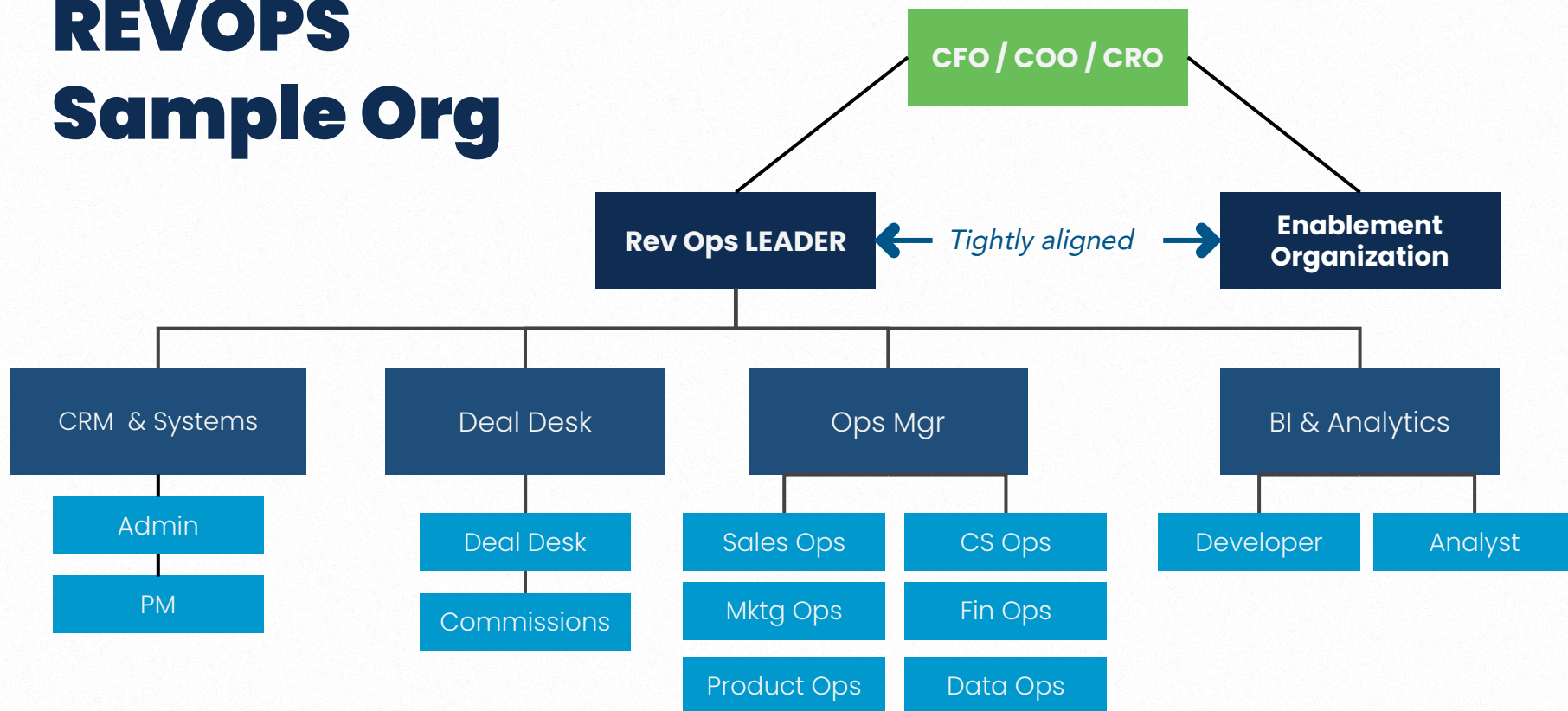
Advocacy, Net Promoter
Score, Retention, & Expansion

GTM lives in service of company strategy and is the vehicle by which the companies dreams are brought to its customers.

4 Key Stakeholders and their roles in their GTM process

	Investors	CEO	CMO	CRO
What's your role in GTM?	<p>You are the guide.</p> <p>Create Centers of excellence and share best practices, benchmarks, and GTM playbooks relevant to the business stage.</p>	<p>You are the owner.</p> <p>Transform and align executive team with incentives and KPI's across the 3 business stages.</p>	<p>You are the galvanizer.</p> <p>Create a consistent brand experience across the buyer journey.</p>	<p>You are the orchestrator.</p> <p>Deliver a connected customer experience from sale to success.</p>
What keeps you up at night around GTM?	<p>Is the market big enough? How scalable is the GTM motion? Do they have the right team?</p>	<p>What moves will help transform to the next business stage? How do we create single source of truth? How to make tradeoffs between growth, retention and new bets?</p>	<p>Is our brand positioning us as a leader? Is marketing creating fuel for sales? How are we turning customers into advocates?</p>	<p>How repeatable is our sales motion? How do we forecast more accurately? Are we creating long-term customers?</p>
What will make your job easier?	<p>Coach CEO through the 3 P's of the business stages.</p> <p>Build a robust GTM peer-mentoring program to help portfolio companies navigate the ups and downs of growth.</p>	<p>Make revenue ops your best friend.</p> <p>Combine sales and customer success into one revenue organization.</p>	<p>Make CRO & CFO your best friends.</p> <p>Turn your lead funnel into a revenue flywheel.</p>	<p>Create multiple ways to hit your number (acquisition, retention, expansion).</p> <p>Make marquee customers wildly successful and promote their story.</p>

REVOPS Sample Org



GTM KPIs

Operations metrics and tech by stage

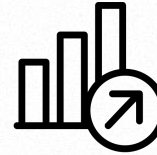
Ideation

(problem-market)



Transition

(product-market)



Execution

(platform-market)



Metrics by functions

Metrics by functions

Sales activities

(calls, demo's, ops)

Marketing activities

(traffic, leads)

Funnel Conv rates & cost per lead

Bookings & Win rate

Tech:

CRM, conversation tracking, CMS & MA,

Sales automation, contact data

Metrics by account segments

Metrics by Segments Engagement

Pipeline coverage

Deal velocity

Average deal size

GRR

Efficiency metrics (magic number, CAC)

Tech:

Ideation Tech + ABM, intent data, intelligence

data, Multi channel, Bi Analytics, Sales

enablement &

automated training -LMS / Coaching, CPQ/order

mgmt , billing automation, CS automation)

(non integrated / iframed)

Metrics by customer cohorts

CLV, Time to value,

NPS, Customer ROI

Product line revenue & Pipeline

NRR / Net Expansion

Gross Margins

Growth by category

Tech:

Transition Tech + CDP, integrated stack, AI/ML

data stack, Customer

Experience Management,

Sales Forecasting

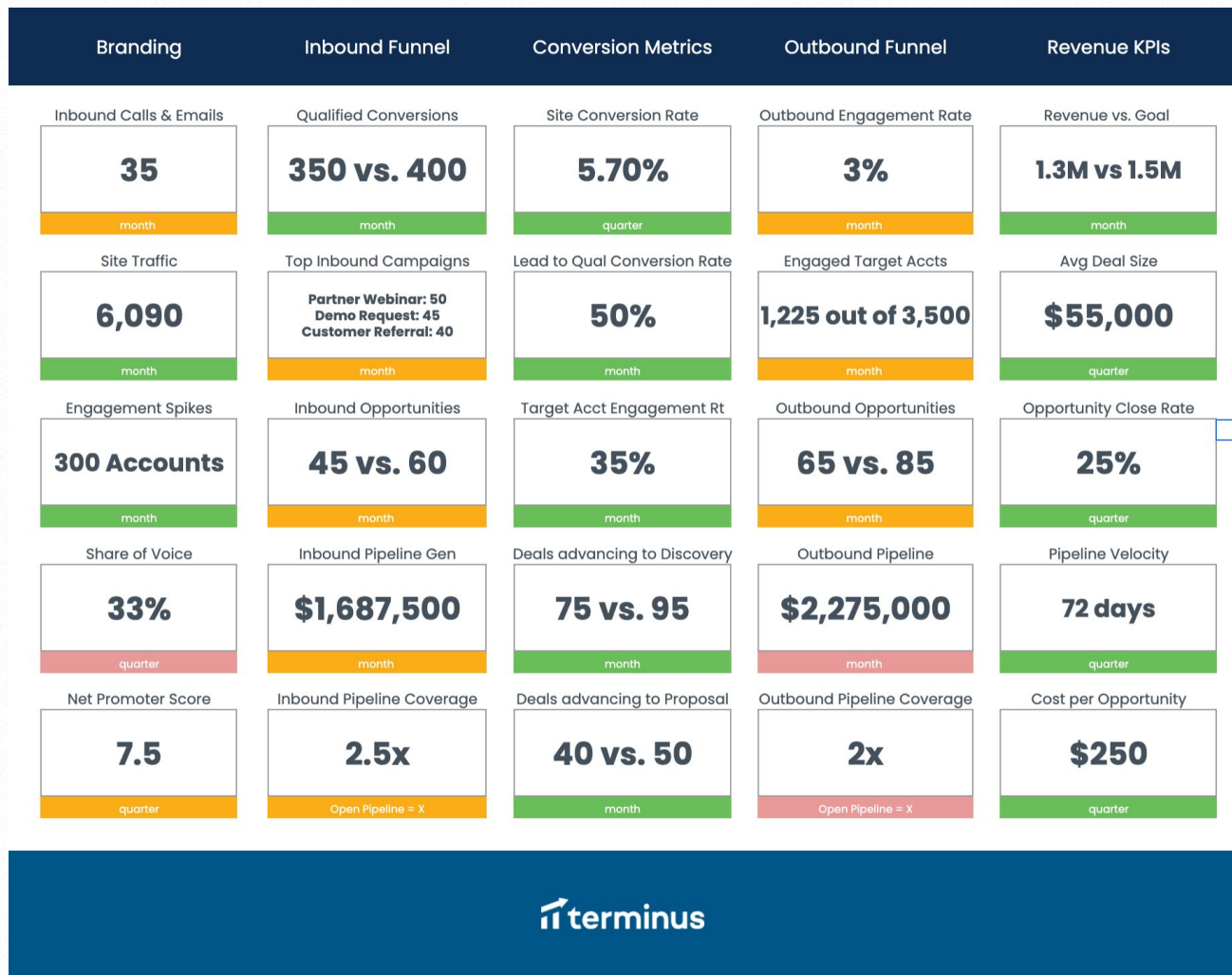
Sales-led SCORECARD

Branding	Inbound Funnel	Conversion Metrics	Outbound Funnel	Revenue KPI's
Inbound Calls & Emails 35 Month	Qualified Conversions 350 vs. 400 Month	Site Conversion Rate 350 vs. 400 Month	Outbound Engagement Rate 350 vs. 400 Month	Revenue vs. Goal 350 vs. 400 Month
Site Traffic 6,090 Month	Top Inbound Campaigns Partner Webinar: 50 Demo Request: 45 Customer Referral: 40 Month	Lead to Qual. Conversion Rate 50% Month		Average Deal Size \$55,000 Quarter
Engagement Spikes 300 Accounts Month			Outbound Opportunities 65 vs. 85 Month	Opportunity Close Rate 25% Quarter

EXECUTIVE CMO-CRO SCORECARD

[CMO Scorecard blog post](#)

[Excel template](#)



EXECUTIVE GTM SCORECARD

[EXCEL TEMPLATE](#)



