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The 6 Go-to-Market Motions



*New audiences, products
or geographies generally
require a new approach.*

Go-to-Market Motions

There are many different ways you can bring your products and services to the market. Our research has identified six core approaches, which we call **Go-to-Market (GTM) Motions**.

Each of these approaches requires its own strategy and investment to ensure efficient growth. Most companies are leveraging more than one type at a time.

As companies scale they will even have multiple instances of a GTM motion. For example. How you run an outbound motion for a high velocity small business

segment will likely be very different then how you run an outbound motion for an enterprise segment. Why? Because the skills required of the team, the products, messaging, buyer persona, and sales process could be vastly different necessitating unique investment and strategy respectively. For this reason we created a framework to help you determine when it's possible to give the existing team an additional GTM motion to run and when it will require additional investment (budget, teams, process, plays).

The GTM Motion(s) that are best for you depend on many factors, including your Total Relevant Market (TRM) and Ideal Customer Profile (ICP), the product or service you're selling, your financial resources and capabilities, competitive and macroeconomic conditions, and many other variables.

Remember the goal behind selecting GTM motion(s) is to find your optimal path(s) to revenue. The only limitation on the number of GTM Motions is your own resources and ability to execute well against the needs of your market.

The 6 Types

Inbound-Led

Outbound-Led

Product-Led

Partner-Led

Event-Led

Community-Led

Note: a previous version of this framework listed seven types of GTM motions: Inbound, Outbound, Product-Led, Event-Led, Community-Led, Ecosystem-Led, and Channel-Led.

GTM Partners' analysts combined Ecosystem and Channel and re-named it Partner-Led growth in order to unify partner-related GTM strategies across departments. Too often, partner-related responsibilities are spread out across multiple silos, which can undermine the value of this important GTM motion.

The 6 Go-to-Market Motions

TYPE	GROWTH LEVER	EXECUTION
 Inbound-Led	Content Marketing driving to conversion channels	Marketing harvests demand via paid, organic, social, email, to qualify and route to Sales
 Outbound-Led	Coordinated and targeted account outreach	Marketing & Sales: Account-based marketing & selling, 1:1 advertising, content hubs, SDRs
 Product-Led	Product-driven adoption, usage & feature discovery	Product facilitates deals, upsells, usage, expansion and may require a sales-assisted PLG approach
 Partner-Led	Unified indirect selling programs	Activation through channel, ecosystem, referral, affiliate, reseller, and nearbound relationships
 Event-Led	Premium event experiences to drive quality connections	Targeted educational roadshow events, in-person, virtual, & hybrid
 Community-Led	Create a movement or category around a transformative idea	Thought leadership driven by industry experts, influencers, and happy customers

Source: GTM Partners' Comprehensive Guide to GTM

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When to consider investing in additional GTM Motions?

1

Adding a New Buyer Persona/Vertical

Will you need to have new marketing, have new types of sellers, adjust your onboarding, and have success resources to satisfy the expectations of the new Persona/Vertical?



2

Adding a New Product or Service

Is the product distinct enough from your current offering that you give it a line item, you are adding new competitors, or a different set of industry knowledge is required?



3

Adding a New Geography

Can the same sales, marketing, onboarding, and success resources succeed selling and servicing the same product(s) in a new geography in the same way?

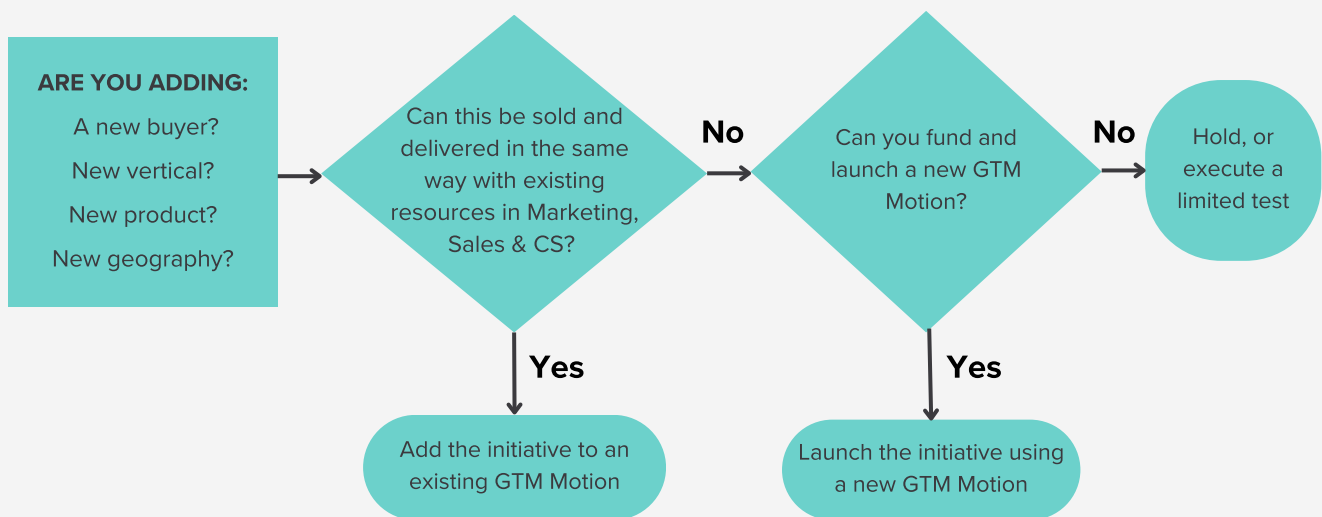


Source: GTM Partners' Comprehensive Guide to GTM
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GTM Motion Investment Framework

Decision framework for determining whether or not you will need a new GTM Motion



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The Takeaway

Adding a new buyer persona, vertical, product line, or geography will typically require new investment. This could mean net new resources, or it could mean restructuring and reallocating your existing resources away from a less profitable revenue source in order to drive a new one.

GTM Motions in Action

We've asked dozens of companies what GTM Motions they put the most strategic effort into.

Outbound and Inbound are by far the most commonly-used motions (90% and 86% respectively), while only 38% of companies are using Event-Led growth and 41% use Product-Led growth.

GTM MOTION	% USING IT
 Inbound-Led	90%
 Outbound-Led	86%
 Partner-Led	66%
 Community-Led	52%
 Product-Led	41%
 Event-Led	38%

Source: GTM Partners' Company Survey
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The table on the following page gives an overview of 25 companies from all industries, sizes, and stages.

This table is not meant to represent the sum total of their efforts or campaigns, rather it's a snapshot of their most strategic initiatives.

Example GTM Motions

Company	Outbound-Led	Inbound-Led	Product-Led	Partner-Led	Event-Led	Community-Led
Brand Muscle			x	x		x
Check Point	x	x		x		
Clari	x	x	x	x		x
EcoVadis	x	x	x		x	
F5	x	x		x		
Flip				x		
Gem	x	x	x	x	x	
Hexagon	x	x		x	x	
Luminos Labs	x	x		x		
Maersk	x	x	x	x	x	x
Merative	x	x	x	x	x	x
NSI	x	x		x		
Quorum	x	x			x	
Rimini Street	x	x				
Security Scorecard	x	x	x	x		x
SEIC	x					
SFE Partners	x	x		x		
Siemens	x	x	x	x	x	x
Snowflake	x	x		x		
Stanley Security		x		x		x
Sysdig	x	x		x	x	x
TechTarget	x	x	x	x		x
Twilio	x	x	x	x		x
Verte	x					x
Workramp	x	x			x	x

Source: GTM Partners' Company Survey
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View these companies GTM Motions, biggest GTM challenges, and their GTM Tech Stacks on our website: <https://hub.gtmpartners.com/tech-stacks>.

Company Examples of GTM Motions

The best way to demonstrate how the GTM Motions work is to see how real companies use them, add to them, and change them at pivotal moments.

Many large companies start out with one or two GTM Motions and evolve over time. The following examples are not meant to be complete histories, rather examples of well-known GTM shifts that changed the way some of the biggest companies have maintained growth.



Salesforce first took the world by storm in early 2000's when they created a movement around "No Software" and built a strong **Inbound** engine. They then added **Outbound** to focus on mid-market buyers. Salesforce turned their movement into a **Community** of certified SFDC developers who got easy access through a **Product-led** motion. They eventually added an enterprise **Outbound** team as they moved up market.

AppExchange signaled the start of an **Ecosystem** motion, and they built out a massive **Channel-led** motion of partners, service providers, and implementers.

Dreamforce launched in 2003 and has become one of the most successful **Event-led** motions in the world. Over the years, they've done city tours to bring customers and prospects together in more intimate and high-value experiences, as well as a virtual version during COVID that had over 140 million views.



As is the case with many **PLG motions**, Atlassian began seeing widespread adoption by individuals and teams within large enterprises.

Over time, they started to get the attention of CFOs when tech sprawl forced a consolidation dilemma. Rather than be forced out, Atlassian built an enterprise team to go **Outbound** into existing enterprises with a large install base. They began to resell and consolidate contracts and terms, often increasing contract value by offering more services, security, and custom integrations.



Hubspot cut their teeth in 2006 with the GTM motion they invented and named:

Inbound.

Hubspot was also an early pioneer of **Product-led** growth and the freemium model with Website Grader in 2007, just a year after they launched.

Even the Inbound evangelists eventually decided they need to go **Outbound** in 2010's, hiring hundreds of reps to penetrate their SMB and mid-market B2B marketing segment.

Hubspot's foray into large-scale **Event-led** growth started in 2011 with the Inbound conference. The company also added a powerful **Channel** motion which provides access to a segment that prefers to be served by agencies and frequently generates north of 40% of annual revenue.

Hubspot's **Community** is massive, and driven by expansions in their product suite, has morphed beyond marketing to include sales and customer success with GTM motions that cover the globe.



Snowflake is largely known as a **Product-Led-Growth** company, but actually has one of the most successfully--scaled **Outbound** motions in SaaS with hundreds of SDR's across four continents. Their story is one of combining these two motions for maximum effect.

Early on, one of their most successful strategies was to have a sales rep call and offer prospects access to their free product. The goal was to drive usage and adoption over short-term sales, slowly converting companies with multiple free users into large contracts.

While the product was the key to success, without the engine of **Outbound** sales reps driving usage, the product would not have gotten the traction it did.

Once it was well-established in the marketplace, Snowflake hit the growth accelerator by developing a powerful ABM ability (part of **Outbound**) that paired a marketer with a handful of reps in a region armed with a target account list.

Today Snowflake continues to expand with **Ecosystem** and **Channel** motions as well.



With the understanding that events are a great way to spark community around a brand, Airmeet started with **Event-led** and **Community** GTM motions. The strong thought leadership, content, and experiences that emerged naturally drove a strong **Inbound** motion.

Over time, the company has added an **Outbound** motion, but always focused through the lens of events, which is their bread and butter. Airmeet has learned through data that if they can use Outbound to get target accounts to multiple events, they are much more likely to sign.

Airmeet has also experimented with **PLG**, but eventually evolved their touchless PLG motion into a sales-assisted version that allows companies to start for free while still getting a taste of coaching and the assurance of a successful event.



With an incredibly strong **Outbound** motion in the enterprise segment, Demandbase had leveraged **PLG** by adding new product offerings (including sales intelligence and data) and self-service tools that allow a buyer to experience Demandbase ahead of purchasing.

Demandbase has also instituted a double-funnel, built a strong **Community**, and are scaling their **Event-led** growth motion to ensure they always meet the buyer where they are.



Vidyard is a video messaging platform with a strong **PLG** mindset. The company drives a free-to-paid pipeline by offering a robust free product, with opportunities to add new features through paid upgrades.

In addition to using strategic **PLG**, **Outbound**, **Inbound**, and **Channel** motions, Vidyard recognized the power of **Community** early on. Vidyard built a massive following of sales reps who depend on the daily “sellertainment” and best practices delivered through its direct marketing channels and Sales Feed media network.

They also leverage **Events** like Fast Forward, a series of webinars and virtual summits featuring thought leaders and industry experts to equip their audience with the tools to be successful in their roles.

Sendoso

Sendoso sells their direct marketing automation solution with an **Outbound** sales motion but recently added **PLG** with launch of Sendoso Express to better serve the buying profile of their SMB segment.

To accelerate their category, Sendoso has built a 500+ SuperSender **Community** of highly engaged customers and Slack group for sharing best practices and pioneering the direct marketing automation industry.

Lastly, in order to drive adoption and innovation in direct marketing they built an **Ecosystem** of native integrations to over 40 GTM apps and marketplace with thousands of gifting options.

Salesloft.

Sales engagement platform Salesloft began with an **Outbound** motion, using their own product to fuel SDR outreach.

Over time, the company honed its outbound approach and moved to a sophisticated ABM strategy after careful, strategic work on ICP identification and account scoring. Salesloft again leveraged its own product to build highly-targeted, long-tail outbound cadences targeted at specific personas.

As the company grew and the customer base expanded, Salesloft diversified its GTM strategy to include **Event** and **Community** motions. The customer testimonials and success stories that emerged naturally drove Inbound. As they invested in more demand gen, **Inbound** blossomed.

Without abandoning the motions that have already been working, Salesloft is moving towards building an **Ecosystem** by partnering with existing parts of customers' tech stack.



Just as Hubspot invented Inbound, Terminus invented ABM (considered under the **Outbound** motion). Terminus built the ABM category using their FlipMyFunnel movement and **Community**.

In their early years they used **Event-led** GTM motion and reached over 4000 B2B marketers on a multi-city tour funded by selling booths to competitors and ecosystem partners

Using their own product, they built strong **Outbound** (ABM & SDR) motion that provided deep expertise and allowed them to continue educating the market how to do ABM.

bombora®

Bombora pioneered the Intent data **Category** and experienced quick growth early on with their focus on building a sustainable **Ecosystem** by OEMing their data through direct integrations across major sales and marketing tech vendors. Soon after Bombora formed **Channel** partnerships with major global agencies to provide actionable Intent insights that drive their clients' media spend and programmatic advertising.

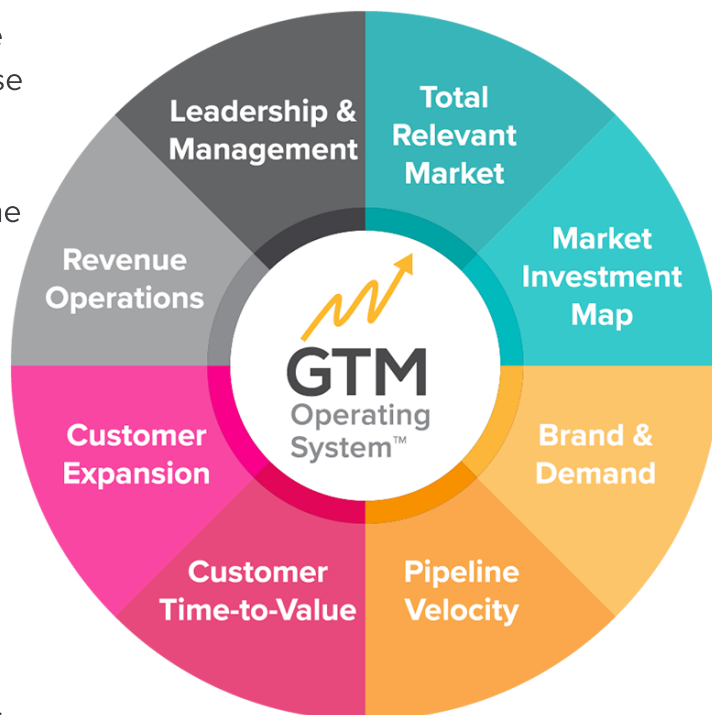
Over the years, Bombora has built strong **Inbound** and **Outbound** motions, leaning heavily on SDRs aligned with marketing to execute.

Bombora has also invested heavily in proprietary research that they make available for free, driving **Community** around their thought leadership, data, and industry findings.

The Go-to-Market Operating System

We often hear business leaders speak to the desired outcomes as though they are the plan: “We need 3X pipeline,” “Increase NRR by 3 points,” “30% increase in revenue,” etc. However, without a systematic way of confirming you have the correct processes and investment to achieve the goal, you might struggle to see risks that could prevent you from reaching it. How do you bridge the gap between your strategic planning process and your execution?

The GTM Operating System is an 8-pillar framework that we have developed to provide organizations with a blueprint to provide clarity and alignment in their strategic planning and execution process.



How The GTM Operating System Works

The GTM Operating System is made up of many interconnected parts that will allow your Go-to-Market team to stay aligned on a common goal, both as a GTM team and within specific disciplines such as Sales, Marketing, and Customer Success. It also allows the owner of GTM within your organization to validate your strategy and understand the capacity of the GTM team.

The GTM Operating System provides blueprints for how to run a successful plan to manage the execution of a successful GTM Motion(s) across the entire company. Each pillar builds on the next, allowing you to connect the dots between teams with significantly different roles. These 8 pillars are critical to ensuring that GTM is a company-wide holistic initiative and not just a marketing and sales initiative.

For example, without having the correct positioning and branding support, Sales will struggle to make their numbers, or if your customers can't see value in your solution, having your revenue depend on expansion will become a challenge for your Account teams.

The 6 Types of GTM Motions discussed here are part of Pillar 3: Brand and Demand.

About GTM Partners

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GTM Partners, a data-driven Go-To-Market Analyst firm helps organizations and GTM vendors to achieve efficient growth by transforming their GTM strategy. We work with high-growth companies to help them unify their GTM teams and to provide them with lasting strategies and frameworks. GTM Partners with a mission to make Go-To-Market simple aims to be the voice of the industry for all things GTM.

We do this by offering:

1. Data and benchmarks collected from data providers, including G2 and Bombora, as well as our community of the world's fastest-growing companies.
2. Research, best practices, and design frameworks to provide guidance on the best-in-class approaches to strategizing, executing, and tooling your Go-to-Market approach.
3. Personalized advice and support from experienced leaders and practitioners that help you address business challenges in a manner that is authentic and specific to you. Our consulting work focuses on areas such as Go-to-Market strategy, creating a Point of View, and Go-to-Market project execution strategy across the 8 pillars of GTM.
4. Events and networking with industry leaders looking to define the category of Go-to-Market and revolutionize the way we create value for our organizations.

About the analysts

Bryan Brown, Chief Analyst

Bryan is a SaaS pioneer and thought leader in the marketing and sales tech industry. He has both created and brought to market innovative software products and ideas while helping thousands of companies in their effort to grow revenue more efficiently. Bryan is a co-founder with multiple exits (Vtrenz) has led strategy teams in Fortune 100 Companies (IBM) and has helped multiple organizations scale their products & Go-to-Market approaches from point solutions to platforms via organic product development and through mergers & acquisitions (Silverpop, Terminus). His work over the years has been instrumental in forming new categories and securing top placements for his companies in both the Forrester WAVE and Gartner Magic Quadrant reports.

Lindsay Cordell, Senior Go-To-Market Analyst

Lindsay is a practitioner turned analyst who studies best practices and trends in Go-to-Market and develops actionable models and blueprints for our clients. She has held both practitioner and leadership roles in almost every aspect of Go-to-Market, including Product, Marketing, Sales, Revenue Operations, and Enablement for several Fortune 500 companies, including AT&T, Hearst, and Cox. She most recently ran the GTM Center of Excellence for the Account-Based Marketing Platform Solution Terminus.

Sangram Vajre, Co-founder and CEO

Sangram is a three-time best-selling author and co-founder of several organizations, including Terminus, The Peak Community, and most recently, GTM Partners. Sangram has been at the forefront of B2B marketing trends, the Flip-my-Funnel movement, and defining the Account-Based Marketing category, ushering in a new generation of marketers. He has previously held CMO roles at Pardot, a Salesforce company, and Terminus.

To find out how GTM Partners can help you with efficient growth and revenue, contact us at analyst@gtmpartners.com or visit our website at <https://gtmpartners.com/>