



The CEO Manifesto

for Go-to-Market Transformation



Table of Contents

01

Introduction

Why CEOs Must Own GTM

02

The Problem

Recognizing Barriers to Growth

03

The Solution

Tools for Strategic Transformation

04

Next Steps

How to Get Started

Introduction: Why CEOs Must Own GTM

Business transformation doesn't happen through strategy alone—it happens through execution, alignment, and ownership at the highest level.

As CEO, you don't delegate Go-to-Market (GTM). **You own it.**

GTM is not a marketing problem. It's not a sales initiative. It's not a campaign. It is the system that determines how your company creates, captures, and delivers value.

Without a cohesive GTM approach, your company risks **misalignment, stalled growth, and inefficiencies that cost millions in lost opportunities.**

To build a company that **scales predictably and efficiently**, CEOs must lead GTM as a transformational process—not a one-time strategy.

In this ebook, we've collected the **most important things** every CEO must understand to drive business transformation through GTM.

SANGRAM AND BRYAN
COFOUNDERS, GTM PARTNERS



A Manifesto for CEOs

These are the 5 elements every CEO must understand to transform their Go-to-Market:



1. GTM is a Transformational Process, Not a One-Time Strategy

GTM is not a project or a product launch—it's a **continuous, iterative process** that evolves as your business grows. The companies that scale successfully treat GTM as a system that requires constant refinement, rather than a static playbook.



2. Business Transformation Happens in Teams

You cannot fix marketing and think you've fixed GTM. **Misalignment between marketing, sales, product, and customer success is one of the biggest barriers to growth.** True GTM transformation requires breaking down silos so that every function operates as a single revenue-driving engine.



3. Systems > Goals

James Clear said it best: “You do not rise to the level of your goals. You fall to the level of your systems.” It's not enough to set ambitious revenue targets. Scalable growth only happens when you implement **repeatable, measurable, and cross-functional GTM systems**. Without them, even the best strategy will fail in execution.



4. NRR is the #1 Business Health Metric

Net Revenue Retention (NRR) is the single most important indicator of your company's long-term success. If you can't retain and expand customers, acquiring new ones won't save you. CEOs must prioritize NRR to drive efficient growth, improve predictability, and create a sustainable business model.



5. GTM is the Business. The CEO Owns It.

GTM is not a department—it is the operating system of your entire business. As CEO, your job is not just to acquire customers but to **build a system that makes sustainable, scalable growth inevitable.**



The Problem

Recognizing Barriers to Growth

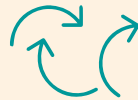


The 15 GTM Problems CEOs Must Recognize

We've worked with hundreds of companies, and the following 15 problems consistently appear across industries. They're often the root causes of growth stalls:



Business is relying on heroic sales players and not plays



Sales, Marketing, and Customer Success are out of sync



You can't predict and forecast revenue for the next two quarters



Heavy discounting and feature wars are eroding your value prop



Your customers love you, but can't quantify their ROI at renewal time



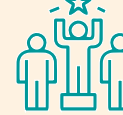
You can't prioritize or say no to new initiatives



Your team is not aligned on an executive strategy



Your churn is killing your business



Your competitors are winning more market share



You are THE last to enter a deal cycle



Your team is reactive, not proactive



You want to go up-market but the customer base is SMB



Your analyst relations are weak, at best, to drive material influence



Your point of view is not differentiated with your product



You are struggling to go from a product to platform company



ACTION STEP

Gather your functional leaders and have them identify their top 3-5 challenges from this list. This exercise creates alignment around the biggest barriers to growth.

The 5 Valleys of Death

While functional leaders may focus on department-level problems, executives and boards see high-level strategic challenges that we call the **5 Valleys of Death**. These are critical moments where growth stalls unless the right GTM strategy is implemented:



YOU CAN **CREATE**
BUT CAN'T **MARKET**

You have launched a product but can't create enough demand for it.

YOU CAN **MARKET**
BUT CAN'T **SELL**

You are generating enough demand but can't seem to close enough sales.

YOU CAN **SELL**
BUT CAN'T **DELIVER**

You close customers but your customer team struggles to deliver or has to reset expectations.

YOU CAN **DELIVER**
BUT CAN'T **RENEW**

Your customers love your product but can't seem to quantify the ROI enough to renew.

YOU CAN **RENEW**
BUT CAN'T **EXPAND**

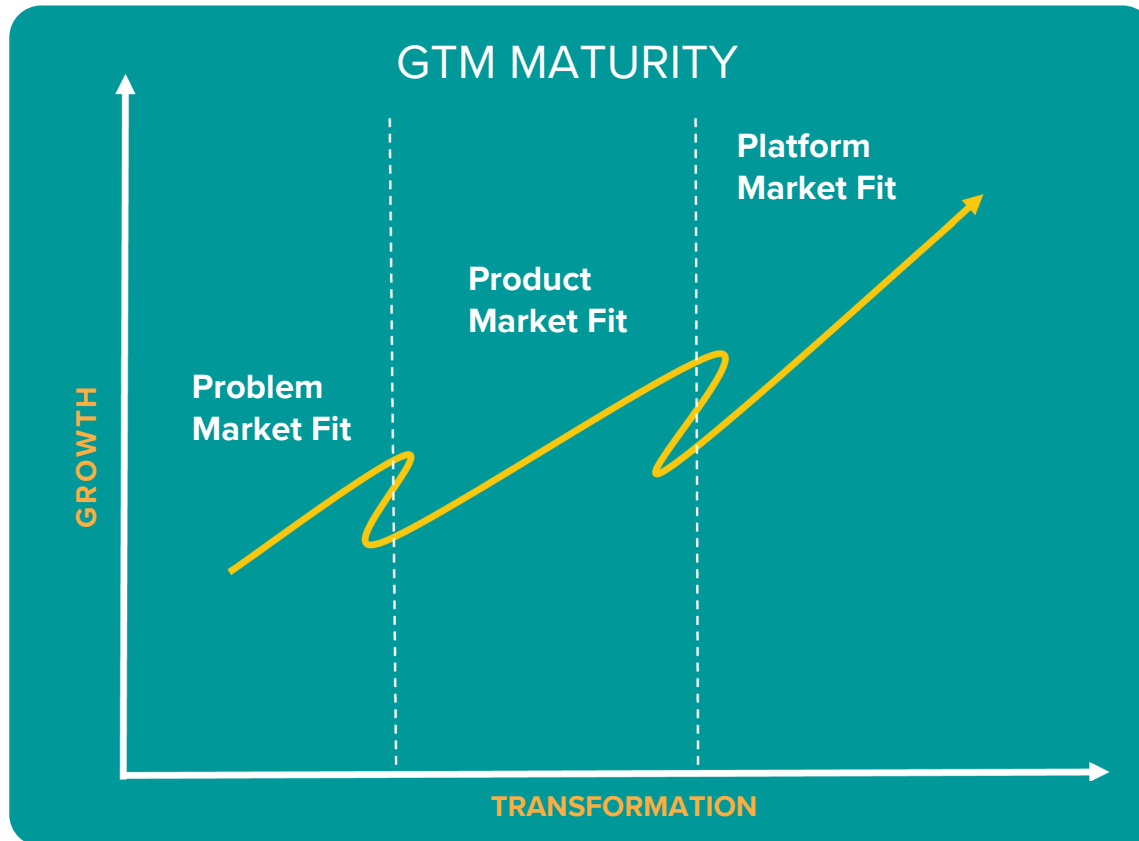
Your customers love your product but you have nothing else of value to offer them.



ACTION STEP

Assess which valley your company is in and develop a plan to realign your GTM efforts accordingly.

The 3 P's: Navigate Growth Stalls



Companies often experience growth stalls when scaling operations. Before you can get into solution mode, you need to diagnose your business stage so you can align your GTM strategy accordingly.

- 1. Problem Market Fit:** Identify and solve a significant customer problem.
- 2. Product Market Fit:** Sell a single solution to a defined audience in a repeatable way.
- 3. Platform Market Fit:** Expand through existing customers, multiple products, and diverse GTM motions.

Tailoring your strategy to your current stage prevents growth stalls from becoming full breakdowns.



ACTION STEP

Identify your current stage within the MOVE framework. Ensure your GTM strategy aligns with this stage to maximize growth potential.

[Take the MOVE Assessment.](#)

Understanding the Core Problem

We've said it before, and we'll say it again:

You don't have a **marketing** problem.

You don't have a **sales** problem.

You don't have a **CS** problem.

You don't have a **product** problem.

You have a **go-to-market** problem.



ACTION STEP

Hold a cross-functional leadership meeting to assess alignment on your GTM strategy. Identify areas where departments are disconnected and develop action items to improve collaboration.

And that means you need a GTM solution.

We've tried for so long to fix all our problems by fixing a department. It doesn't work.

Success requires cross-functional collaboration across all revenue-driving teams—sales, marketing, product, and customer success. Alignment around a common GTM strategy is the only way to ensure sustainable growth.



The Solution

The GTM Operating System



The Solution is the GTM Operating System

Many companies treat GTM as a set of disconnected tactics rather than a holistic system for scalable growth. The GTM Operating System (GTM O.S.) solves this by providing a structured framework that aligns marketing, sales, customer success, and product around shared goals, processes, and metrics.

How the GTM O.S. Creates Business Transformation

- 01 Unifies Revenue-Driving Teams** – GTM O.S. eliminates silos by creating a shared framework across marketing, sales, customer success, and product teams. When everyone speaks the same language and tracks the same metrics, alignment happens organically.
- 02 Creates a System for Predictable Growth** – Instead of chasing arbitrary revenue targets, GTM O.S. builds scalable processes that ensure consistent pipeline generation, conversion, and expansion.
- 03 Incorporates the Right GTM Motions** – Whether a company is inbound-led, outbound-led, PLG-driven, or event-driven, the GTM O.S. helps identify and optimize the right motion for sustainable success.
- 04 Prioritizes Efficiency Over Volume** – Growth is no longer about “more leads” or “more deals.” The system ensures that customer acquisition, retention, and expansion efforts are data-driven and efficient.
- 05 Drives Decision-Making with Real Data** – GTM O.S. centralizes key GTM data, providing executives with the insights they need to refine strategies in real time.

The 8 Questions the GTM O.S. Answers

Key questions to connect your strategy and execution.

The GTM Operating System

How do you bring clarity, alignment, and trust for your team?

Which GTM metrics drive your business health?

How else can you upserve your customers?

What's your ROI in the customers' mind?



Where can you grow the most?

Which product(s) create the highest customer value?

How will you engage your customer with a differentiated POV?

Which GTM motions get you to your revenue goal faster?



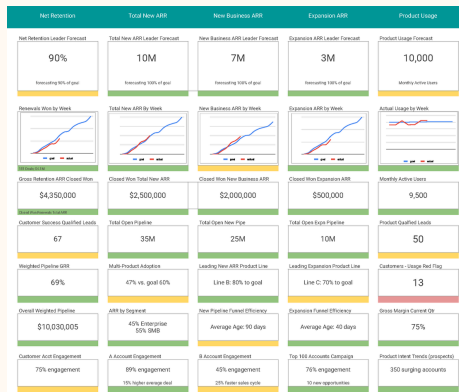
ACTION STEP

Audit your current strategic planning process to see how well you're answering these 8 questions. Identify gaps and areas for improvement.

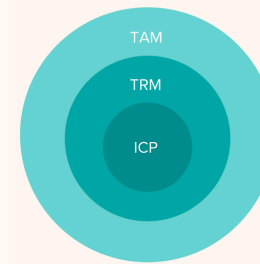
The O.S. Includes Dozens of Models and Frameworks

Diagnose and fix your core GTM challenges with the frameworks nested within all eight pillars of the GTM O.S.

The GTM Scorecard



TAM, TRM and ICP



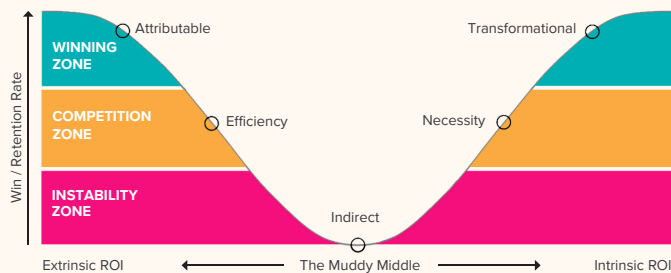
The foundation of any GTM strategy is knowing your market:

- Total Addressable Market (TAM)**
Everyone you could sell to.
- Total Relevant Market (TRM)**
The buyers you should target today.
- Ideal Customer Profile (ICP)**
Your best-fit customers likely to convert and expand. You could have multiple ICPs within one TRM.

Companies with well-defined TRM and ICPs achieve:



The ROI Framework



The 6 GTM 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



Next Steps

How to Get Started



Action: Take the MOVE Assessment

[Take this assessment](#) to see where there is team misalignment between where you are and where you should be.

In this example, this company had 6 members of the leadership team take the assessment.

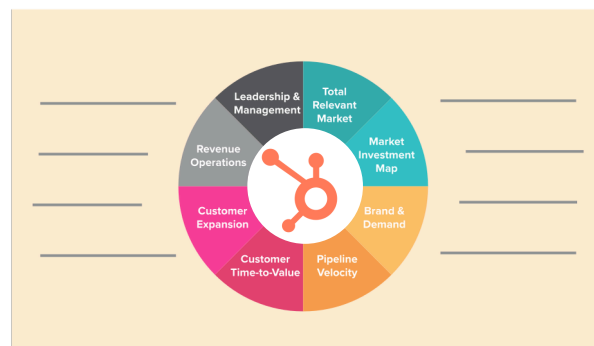
We saw areas of alignment in regards to their operations (all team members felt that operations was ad hoc), but in general the organization was in a transition stage and thus needed to work on maturing their operations and KPIs.

We also see areas of conflict, like Market and Velocity, where the team was split in their maturity.

MOVE Framework	Business Stage & the 3Ps	Ideation Problem-market fit	Transition Product-market fit	Execution Platform-market fit
	GTM Focus & the team	Leads Sales Led	Accounts Sales & Marketing	Customers Customer Success + Sales & Marketing
	1. Market (who) Who should we market to?	TAM Broad - minimal prioritization	Segments Relevant accounts (TRM + ICP + Intent)	Cohorts Customer cohorts + Relevant new accounts
	2. Operations (what) What do you need to operate effectively?	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
	3. Velocity (when) When can we scale our business?	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
	4. Expansion (where) Where can we grow the most?	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
	KPI's	Metrics by functions Funnel Conv rates, CPL Bookings & Win rate Sales activities (calls, demo's, ops) Marketing activities (traffic, leads)	Metrics by account segment 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
	Business Outcomes	Inefficient growth	Efficient growth	Efficient growth at scale

Action: Map Your GTM Strategy on One Slide

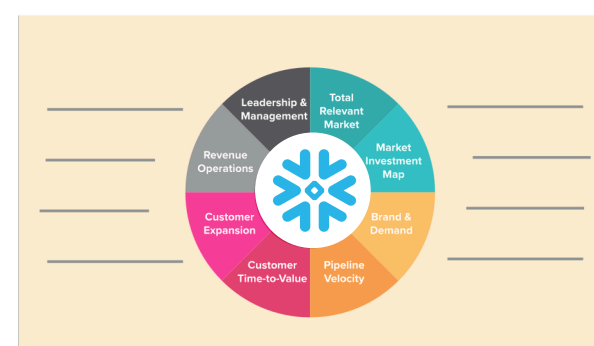
In the past, GTM strategies were often synonymous with sales or marketing plans. Today, GTM is a holistic, company-wide effort. Teams across sales, customer success, product, RevOps, finance, and even sales enablement need to have aligned efforts. Building out your GTM on one slide simplifies your strategy into a concise, integrated, actionable format that everyone can see and understand. Click on each example to see more.



[Hubspot](#)



[Zoominfo](#)



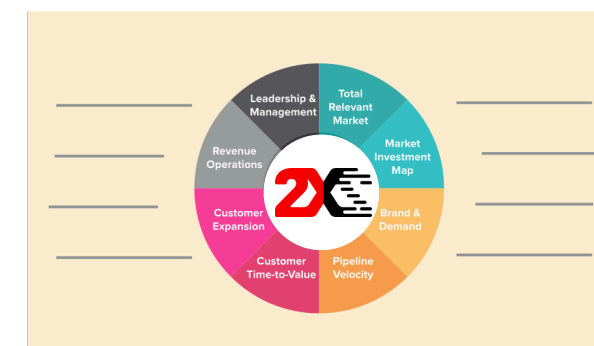
[Snowflake](#)



[G2](#)



[Calendly](#)



[2x Marketing](#)

Action: Map Your GTM Strategy on One Slide

In the past, GTM strategies were often synonymous with sales or marketing plans. Today, GTM is a holistic, company-wide effort. Teams across sales, customer success, product, RevOps, finance, and even sales enablement need to have aligned efforts. Building out your GTM on one slide simplifies your strategy into a concise, integrated, actionable format that everyone can see and understand. Click on each example to see more.



[Hubspot](#)



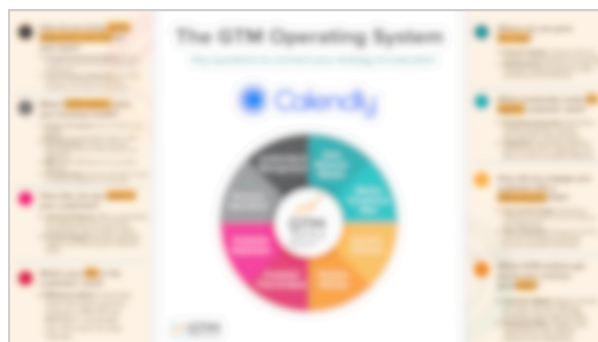
[Zoominfo](#)



[Snowflake](#)



[G2](#)



[Calendly](#)



[2x Marketing](#)

Action: Transform Your Go-to-Market NOW!

STEP
01

CEO's: take the MOVE assessment.

STEP
02

Have your team take the assessment.

STEP
03

Schedule a call with us to transform your assessment into a GTM strategy on a slide.

