

Laying the foundations for **growth**

A guide on how to align your GTM strategy, operations, data and technology.

The Customer Technology Company
Helping brands deliver on their promise



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Introduction

The task of achieving profitable growth challenges even the world's largest organisations, as nimble newcomers and savvy digital-first brands are putting incumbents under pressure to provide the immediate, personalised experiences that customers increasingly demand.

And with the abundance of noise around business transformation, data, technology-stacks, and a mysterious arsenal of growth hacks to propel businesses forward, it can get overwhelming and confusing on where to focus efforts.

Many of the world's forward thinking companies are turning to a powerful, foundational strategy to drive profitable growth. 'Experience-led growth' as coined by McKinsey, looks to revisit the basics and focus on enhancing the customer experience to make it more consistent, proactive and to keep people coming back to products and services.

And it pays, as McKinsey's research finds that companies that develop experience-led growth strategies focused on delighting customers gain greater value from their current customers and greater financial rewards.

Critically, these CX leaders don't improve the customer experience for the sake of it. They start with the desired outcomes, such as boosting customer retention, ensuring first-time resolution, encouraging repeat purchases, or increasing the share of wallet. Then, they prioritise the customer experience solutions that will enable those outcomes.

CX leaders also understand the customer pain points that could hinder growth, from complicated purchase processes and ineffective channel integration to tracking, delivery and service issues. They use these insights to design effective customer journeys and deliver new products and experiences. As a result, they're more likely to understand customers' needs and preferences and use analytics to deliver the right messages to customers at the right time.

The highly scalable experience-led approach to growth enables businesses to quickly adapt to spikes in demand or expansions into new markets and larger customer bases. It's also crucial to increasing share of wallet, reduces price sensitivity, encourages innovation, establishing differentiation and attracting the best talent and most lucrative investors.

To deliver this requires a clear strategy and plan based around customer needs, identifying growth drivers, developing the operational processes, systems and data to deliver on this, and ensure resources are in place to take advantage of growth opportunities.

This guide will explore how to get the foundations right and enable a more systemic, repeatable approach to growth. Or how to build a growth engine.

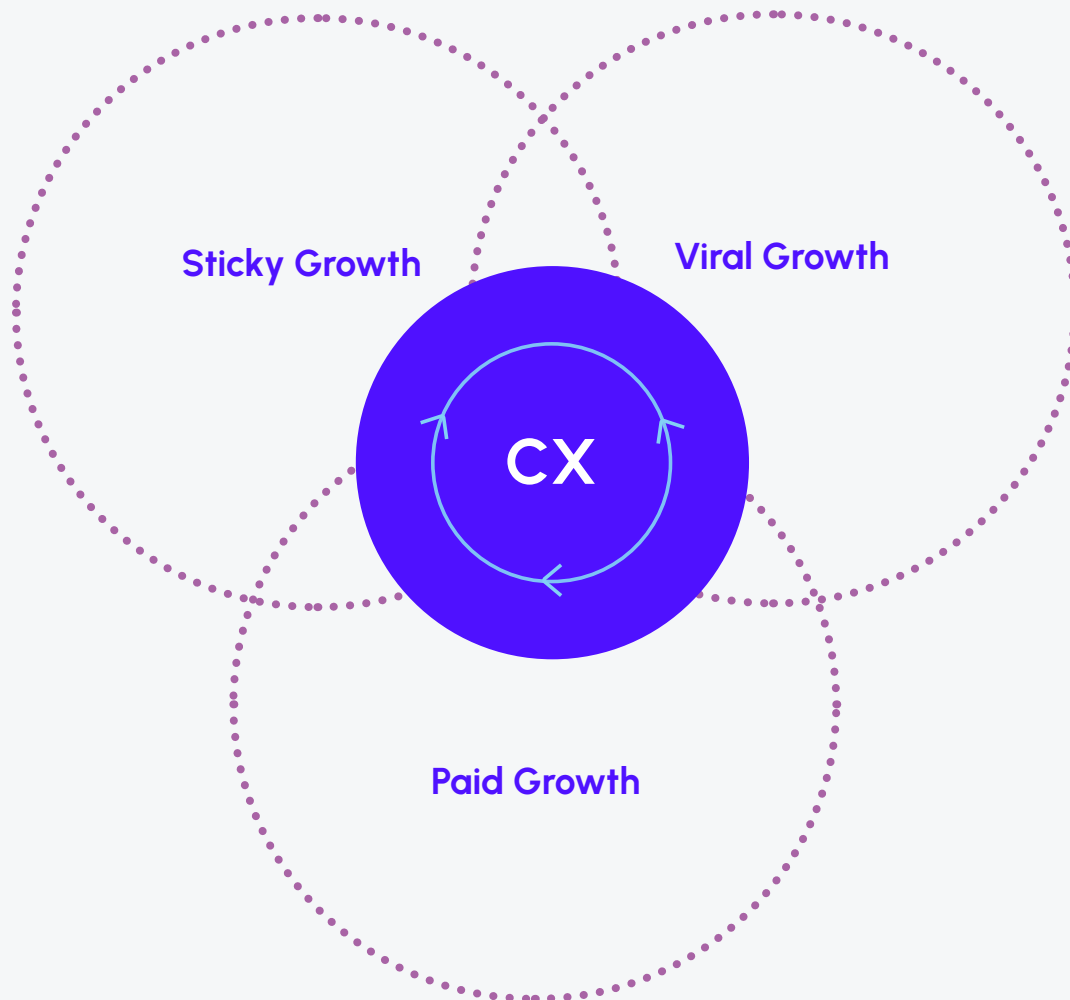
The consultancy firm finds that CX leaders achieved more than double the revenue growth of CX laggards between 2016 and 2021.⁽¹⁾

Furthermore, they boosted customer satisfaction and engagement by 20-30%, increased cross-sell rates by 15-25%, and enhanced share of wallet by 5-10%.

(1) <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/experience-led-growth-a-new-way-to-create-value>

Routes to growth

Figure 1: Eric Ries' Lean Startup theory provides a great foundation on how businesses grow, and breaks down sustainable growth in three key areas:



Sticky Growth

Businesses must ensure customers keep coming back to use their product or service. If people are engaged, they'll keep using your services, and you'll enjoy high customer retention and low churn rates.

Viral Growth

Word of mouth is a critical element of growth. People often value the words of their friends, families and colleagues over those of a brand's marketing slogans. Bringing in new users through customer invites is substantially cheaper than any marketing campaign.

Paid Growth

Paid growth usually occurs after sticky and viral growth have succeeded. Companies can capitalise on their success by using paid campaigns to branch out further and acquire new customers. Paid growth success can be measured by the customer lifetime value being higher than the acquisition cost.

01 | The importance of a well founded **Go-To-Market strategy**



A blueprint for your business

An effective go-to-market (GTM) strategy provides a blueprint for marketing a product or service, from product conception and market entry to promoting the product, engaging customers, and increasing sales.

Regardless of your chosen route to growth, your GTM strategy and plan is will help you navigate to your overarching goals.

Critically, there is no one-size-fits-all approach to GTM strategy. Every business requires a tailored methodology, guide, or framework to support the creation of an audience-focused GTM strategy for its unique goals and objectives.

Next, we'll provide an outline of the critical factors to consider at each stage, offering valuable insights to help you optimise your GTM strategies.

Figure 2: Go-to-market strategies stats 2023.

According to Gartner peer community research 83% of companies have a dedicated GTM team or role, of which: ⁽²⁾



⁽²⁾ <https://www.gartner.com/peer-community/oneminuteinsights/2023-state-go-to-market-strategies-p3s>

Strategy and planning

A strong GTM strategy provides an overview of the market. It details the competitive positioning, ideal customer profiles, distribution channels, promotional tactics, and sales enablement practices that can commercialise the product or service and accelerate its adoption in the marketplace.

Numerous frameworks can help you develop your strategy, but the fundamental components to consider include:

Market overview

A core element of the GTM strategy is the markets you'll target when selling the product or service. You need to consider your main competitors, their strengths and weaknesses, gaps or opportunities in the market, and how your product or service is the solution. In addition, factor in market conditions and external factors including economic, political, social and technological factors.

Customers

It's vital to consider the target audience of your proposed product and service. Consider the demographics or firmographics within your target market, your ideal customer profile, the category entry points and how people typically buy the product or service. These factors will help you paint a picture of the optimal customer journey and how you plan to grow the business through targeting, acquiring, nurturing or retaining customers. There's more on customers later.

Proposition and positioning

Another factor in formulating your GTM strategy is your brand, product or services unique value or primary difference compared to others available in the market. Tying into the insights from your market overview, this will help you develop a product or service that meets customer demand.

Price

The cost of your product or services plays a crucial role in your GTM strategy. There are many layers to consider when it comes to pricing strategy and pricing model, but the main elements to consider are whether the product will be affordable for your target audience, how the price compares to existing options in the market and the perception of value.

Distribution model

A product or service's distribution model can often determine its success or failure. Consider how you intend to deliver the product or service to customers and the sales model you'll use, including self-service, inside sales, field sales, channel, or a hybrid approach.

Multi-channel promotion

Related to the distribution model are the channels you'll use to promote your brand, product or service. This will inevitably change depending on your chosen route to growth, with owned channels proving to be far more profitable than paid. However, evidence suggests that for a paid growth approach, it's increasingly crucial to take a multi-channel approach to promotion. So, identify and prioritise the channels that are most popular and relevant to your target audience. And devise approaches that will enhance engagement, gain market awareness, and appeal to as many customers as possible.

Goals and objectives

Finally, it's crucial to paint a picture of what success will look like. Define what you want to achieve with the product or service, identify which SMART objectives you wish to use, select the metrics you want to track, and set a timeline for success. Factor in here your route to growth – sticky, word of mouth or paid.

Gartner peer community research finds that respondents most commonly selected product features and benefits (61%) and customer industry (60%) as the factors influencing their organisation's decision to adopt its current go-to-market.⁽³⁾

⁽³⁾ <https://www.gartner.com/peer-community/oneminuteinsights/2023-state-go-to-market-strategies-p3s>

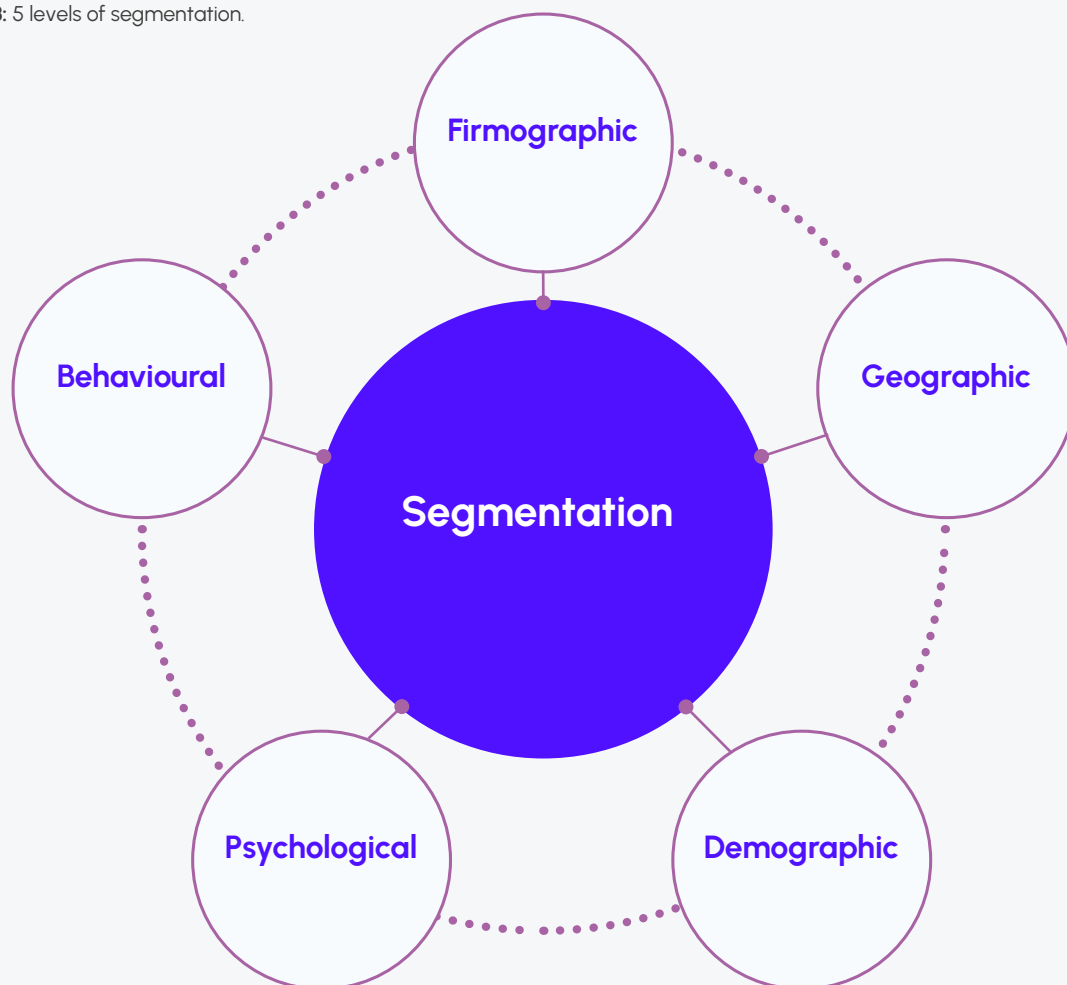
The role of segmentation and customer profiling

Segmentation and customer profiling help you align products, services and brand with customers' wants and needs. These tactics are key to planning the potential revenue of customer groups and optimising your GTM strategy, as well as delivering personalised customer experiences.

Segmentation involves dividing a product or service's total market into multiple segments. Segmentation can be performed at various levels, from basic demographic and firmographic profiling to deeper psychographics, behaviours, and needs. This process could include targeting customers' thoughts, actions, emotions, and purchasing habits.

Successful segmentation can help uncover distinct characteristics within each segment and support with additional research. As a result, you can tailor marketing strategies, position product portfolios, and target messages to resonate with the needs and desires of your customer groups and define an overall positioning and proposition.

Figure 3: 5 levels of segmentation.



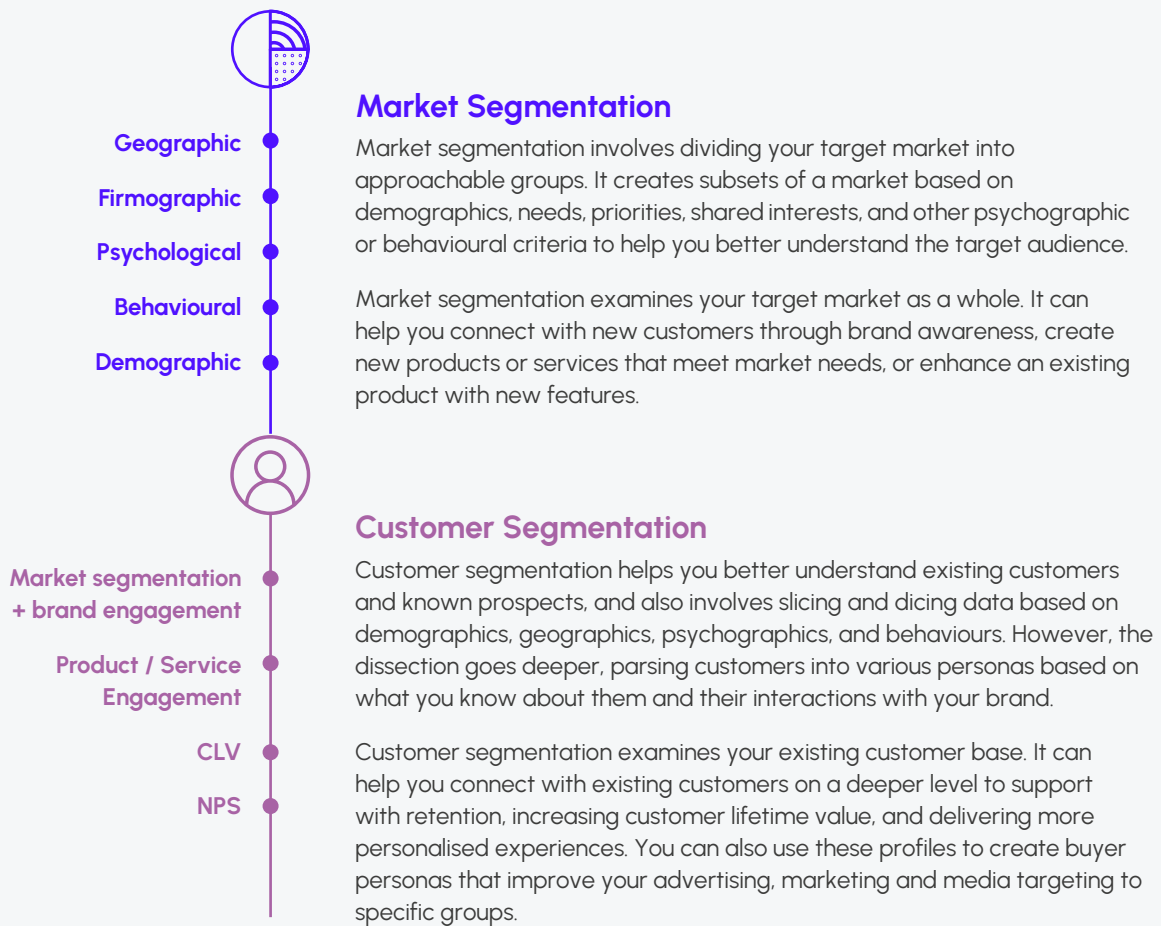
How to approach segmentation

One thing to consider is that customers don't contribute equally to a company's sales.

Whether you're looking to target the whole market or subsections within it for efficiencies, focusing on the most valuable segments or those with the least share will help to optimise your GTM strategy.

Identifying and analysing segments allows you to prioritise resources and make informed strategic decisions about where to invest time, money, and energy. Segmentation can be broadly split into two main types: **Market Segmentation** and **Customer Segmentation**.

Figure 4: 2 types of segmentation; market and customer.



In other words, market segmentation involves a more general approach that considers the entire marketplace. While customer segmentation focuses on your existing customers and specific piece of that market. Not every business can afford or may be mature enough for market and customer segmentation. But having both can help you gain a deeper understanding of customers, provide richer information on market share, and enable better tracking and profiling.

Therefore, market and customer segmentation are critical pieces of your GTM toolkit. Both can help you hone in on specific market and target audience traits and form a gateway toward growth and becoming market-oriented.

Understanding the customer journey

– Meeting customers where it matters

The customer journey is a crucial aspect of your GTM strategy. If you don't understand customers' buying preferences and how they buy goods or services from your category or business, you won't interact with them in the right places, at the right time, via the right channels.

There are many approaches to building out a customer journey map, with multiple layers of information to be considered from initial brand awareness through to making a purchase and beyond, including channel, preferences, goals, timings, behavioural data and emotional state.

No customer journey framework is perfect but getting the foundations in place will help form the basis of an effective plan, which is crucial to understanding where to focus your efforts and maintaining a positive perspective of your brand.

The benefits of a detailed customer journey include:

Understanding decision-making

Developing a customer journey can help you understand different customers' decision-making processes. It provides insight into how customers research and evaluate products or services and the factors influencing their purchasing decisions.

Understanding this decision-making process can help you develop persuading strategies and communications tactics that convert more customers.

Understand the customer

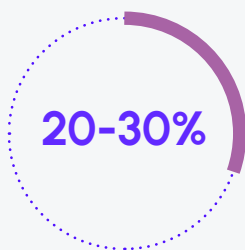
Perfecting your customer journey provides deeper insight into every customer's preferences and pain points. Understanding a user's perspective ensures you develop products and services that align with their expectations and needs. As a result, you can enhance customer satisfaction and loyalty and boost improved sales and revenue.

Clearing barriers

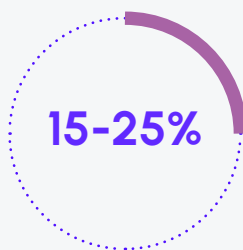
A detailed customer journey identifies potential obstacles customers may face, such as complex purchase processes or inadequate customer support. Identifying and addressing these barriers and challenges can enhance elements of the customer experience, improve operational efficiencies, and reduce customer churn.

Figure 5: Statistics of Experience-led growth strategies boosting customer engagement, satisfaction and retention.

Those that increase customer satisfaction by at least 20 percent can deliver a range of significant financial benefits.⁽⁴⁾



Higher satisfaction
and engagement



Typical increase in
cross-selling



Higher wallet
share

⁽⁴⁾ <https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/experience-led-growth-a-new-way-to-create-value>

The anatomy of a customer journey

Perfecting your customer journey requires a framework to understand how customers buy in category, and understanding what they want and need at certain stages.

Whilst the customer journey is not linear with customers moving forwards and backwards through stages, broadly, it is formed of the following stages:



If you already have a suitable CRM or marketing technology platform, this can provide valuable insights into the customer journey, decision making and attribution.

Alongside segmentation, the customer journey is central to the success of your GTM strategy. You first need to understand customers' needs and then ensure your brand engages users at each stage.

Getting the customer journey right improves your chances of prospects purchasing your products or services, and continue to buy from you rather than your competitors. And as you'll read later on, it's vital to setting up and managing your operations, data and technology.

Figure 6: User journey mapping with touch points and multi-channels.



02

Aligning operations
with customers to
drive growth



Teamwork to drive growth

Organisations often fall short of their growth objectives due to a lack of communication between teams, process failures, technology inefficiencies, and data inaccuracies.

These downfalls can be catastrophic for customer experience, leading to conversion failures, customers ending up in lengthy queue holds, reduced sales and lost revenues.

As a result, reputations will suffer, customers could move to competitors, and people could share negative reviews about your company online and via word of mouth.

It's therefore important to have the operations in place to provide structure, align disparate departments, and ultimately drive growth.



Introduction to RevOps

Simplifying complexities across people, process and technology.

Revenue Operations (RevOps) consists of a team, structure, and process that aligns your sales, marketing, customer service, product, executives and technology around a single operations function.

The benefits of this approach include:

Maximising operational efficiency

RevOps aims to maximise revenue potential by breaking down silos between departments and identifying the strategies, tactics, and tools required to guarantee accountability and efficiency. This enables marketers, salespeople, and customer support teams to function and work together seamlessly, optimising the company's ability to generate revenue and profit.

Enhanced customer understanding

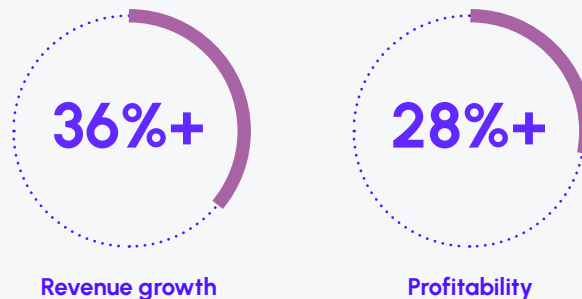
The RevOps approach focuses on metrics like recurring revenue, customer acquisition, churn, and satisfaction. Honing in on these metrics provides a 360-degree view of your customers, from initial engagement to post-sale needs.

Improved customer processes

Implementing RevOps enables you to optimise the customer experience by streamlining processes, aligning and integrating technology systems, and improving data accuracy. It helps you create accurate forecasts and reports to understand what is and isn't working and then adapt accordingly.

Figure 7: Forrester's statistics of companies revealing growth after investing in RevOps.

Forrester research reveals companies that invest in RevOps tend to grow 3x faster than those that don't, when executed well.⁽⁵⁾



⁽⁵⁾ <https://www.forrester.com/blogs/revenue-operations-and-cmos/>

Creating a RevOps framework

A RevOps Framework helps you adopt end-to-end revenue management with methodologies practised by the world's fastest-growing companies.

The RevOps model must be built around an existing GTM plan to drive efficient, predictable revenue using an interconnected, observable, end-to-end process.

This tried-and-tested approach ensures repeatable activities across GTM functions, including planning, process, workflow, data, analysis, and technology.

Strategy and planning

Revenue model

Using your GTM plan as the backbone, define the revenue model and required milestones to deliver on the GTM objectives. Break these down into chunks, be it monthly or quarterly, and determine the metrics needed to track overall performance.

Team design

Define the team structure, responsibilities, and decision-makers across your marketing, sales, and service teams. Team design should include who is responsible for aligning teams, defining team leads, objectives, and KPIs.

Planning and stakeholder alignment

Based on your GTM plan, outline the mission for the RevOps team. Focus on the mission objectives and context behind why you are choosing this operational structure and approach. Outline the responsibilities for each department, from the C-Suite to the delivery team, and the processes and metrics behind your RevOps model and plan.

Decision framework

Creating decision frameworks and plans based on determined milestones will help you decide what happens when parameters are hit. This includes positive actions, like lead generation and revenue activities, and how to respond if any metrics aren't hit.

Process

Segmentation

The segmentation outlined in the GTM strategy and plan is key to your RevOps plan. Ensure customer profiles are factored into this and develop a plan for prioritising profiles and accounts to create appropriate customer experiences.

Customer lifecycle

Design stages based on your audiences, segments, customer journeys, and buying processes. Identify critical milestones across these journeys including common issues or failure points and which teams support across each area.

Revenue process design

Map revenue processes based on the customer lifecycle. This may include sales, marketing, customer success, and any hand-off points or critical milestones. Factor in internal and external data capture points and ensure teams are aligned across their individual and collective stages.

Milestone alignments and SLAs

Ensure agreement between key stakeholders and team members on the processes, milestones, and data captured across the lifecycle and processes. This should also include any SLAs that need to be created.

Workflows

Workflow design

Workflows drive the success of the high-level lifecycle and revenue processes. Map out vital workflows for your RevOps function, from lead routing and data tagging within your lifecycle stages to allocating appropriate team members. Consider any joint workflows or processes, such as sales and service operations that work on contacts simultaneously. And factor in closed-loop processes like feedback loops, such as a rejected SQL lead passed on from marketing.

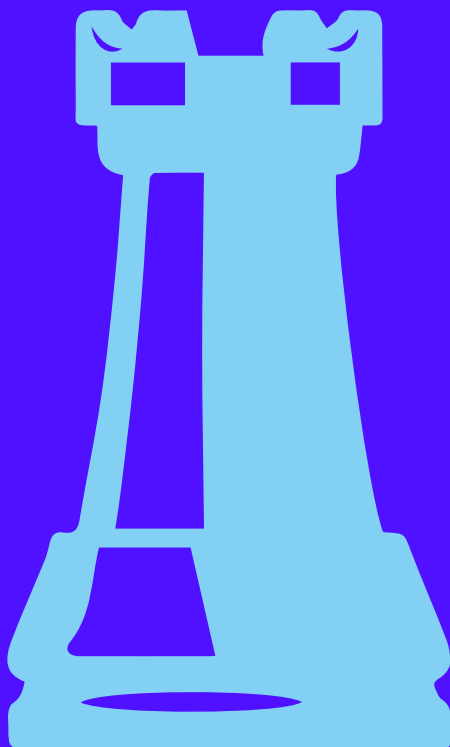
Handoffs

Ensure transparent processes for handoffs between different business functions, such as leads passed from marketing to sales or from the sales team to customer onboarding. Handoffs must include information like minimum data requirements, timelines, and next steps.

With a RevOps structure in place, you'll enhance customer acquisition processes and your understanding of your customers. As a result, you'll be better positioned to boost productivity, conversions, customer satisfaction and reduce the risk of churn. Critically, marketing, sales, operations, IT, and customer support will work together in harmony, enhancing your ability to generate revenue and profit.

03

Data and
technology
as the enabler



A common mistake businesses make when designing and implementing technology platforms is adapting their approach and business to the platform rather than shaping it to the business and customer needs.

This can typically occur for a number of reasons including a fragmented internal structure, a poor understanding of customer experience, and a lack of ownership or operational maturity to deliver the desired outcomes. And the effects can be significant, such as crippling operational performance, budget overspend, poor customer experience, and stumping brand development.

The success of your GTM and operational structure relies on aligning your processes, technology, data model and architecture across your GTM teams. This process enables data-informed decisions and analysis of strategies and tactical initiatives.

Designing your technology ecosystem

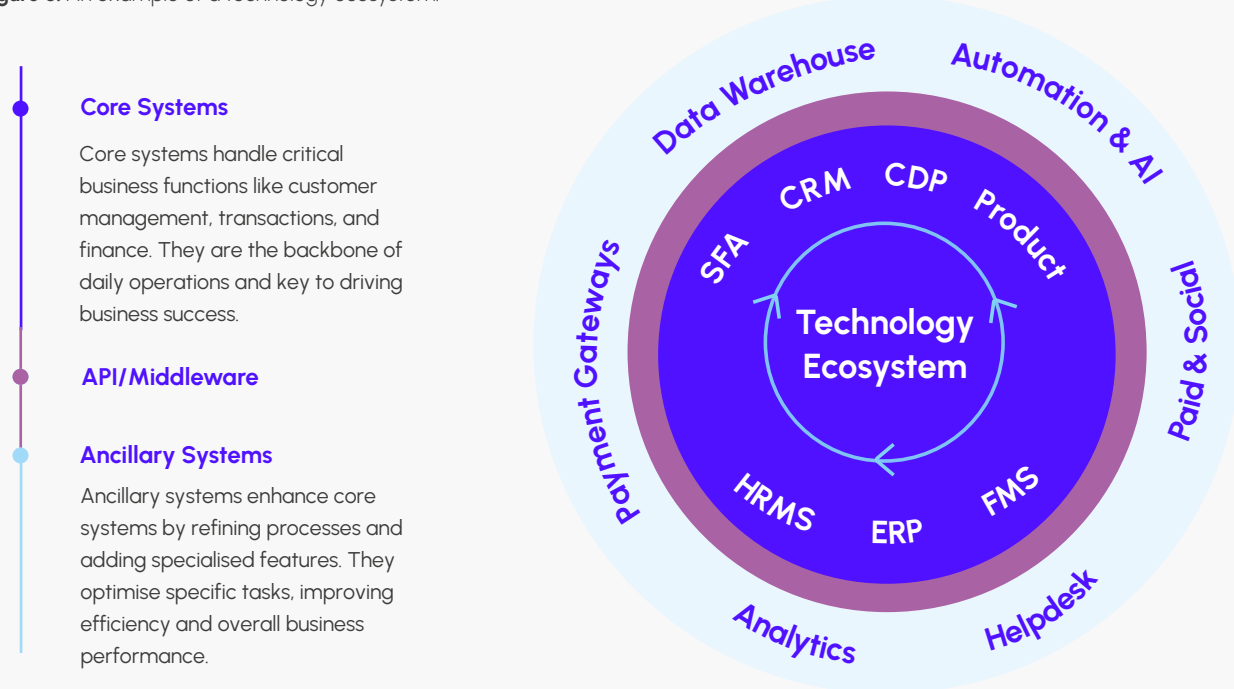
A well-structured GTM technology stack (GTM Tech Stack) can significantly impact your growth goals and approach. By streamlining processes and integrating various tools, you can reduce manual work by incorporating automations and AI, eliminate redundancy, and improve overall efficiency and fundamentally, performance. Plus, with the right setup, you'll have access to accurate data and actionable insights, allowing you to make data-driven decisions.

Furthermore, a well-structured GTM Tech Stack enables effective collaboration across the business. Marketing, sales, service, finance, data, and IT teams can work together seamlessly, leveraging the power of the GTM Tech Stack to achieve common goals and drive business growth.

But getting this right requires careful planning and consideration. Each component should be selected based on your specific business needs and goals, and regularly monitored and optimised to ensure the stack remains aligned with your objectives.

At its core, a GTM Tech Stack should have a well-structured customer relationship management (CRM) system that caters to marketing, sales, and service operations, marketing tools like email, web and ad tech, and a reporting and attribution tool. These components create a cohesive ecosystem that ensures accurate data collection, precise targeting, and efficient campaign implementation. Other foundational systems could include an ERP or finance system.

Figure 8: An example of a technology ecosystem.



Data architecture and centralisation

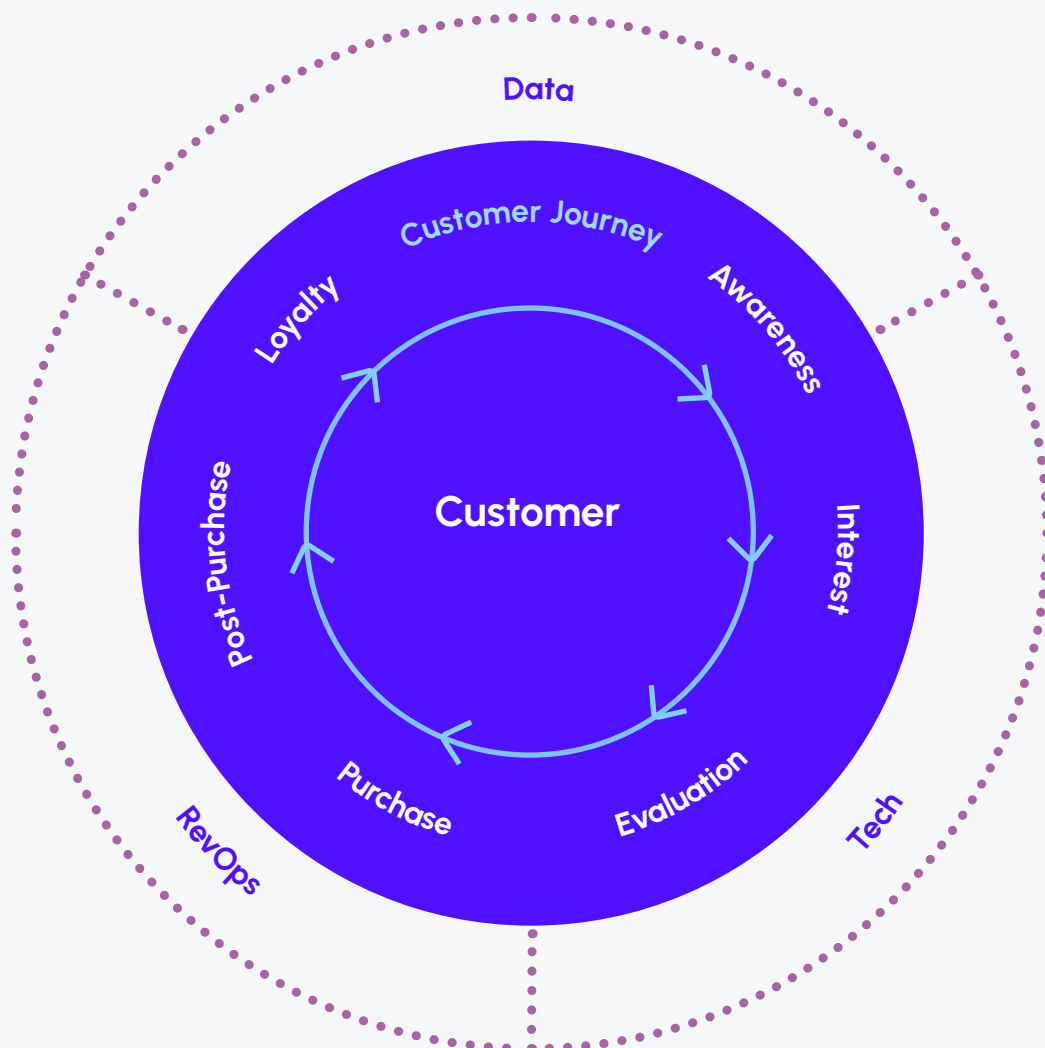
Data architecture in RevOps enables data-driven decision-making, helping teams make informed choices that contribute to increased revenue growth.

It removes data silos by either mapping out data flows to ensure reliable data capture or integrating information into a single and shareable resource to maintain accurate and clean data. Centralising data into a singular, shareable resource is, therefore, foundational to effective RevOps operations.

Creating robust data capture practices builds trust in the data driving your decision-making processes. And up-to-date data allows your teams to create more complete customer profiles and better understand their audiences' needs.

The centralised repository serves as a comprehensive source of truth for customer information, offering teams a unified view of customer interactions and preferences. Ensuring reliable data capture practices is paramount to maintaining data accuracy and integrity within the RevOps ecosystem.

Figure 9. Customer data wheel.



Bringing it all together

Whether you're looking to implement, upgrade, or re-engineer new products and services or simply enhance your data architecture, adhering to technology adoption best practices can make or break this.

The following considerations should help your data and technology drive growth across your business:

Build around the customer journey and RevOps

Your customer journey and revenue operations processes should be the foundation for your technology decisions. These two elements are key to deciding which technologies deliver business-critical services, experiences, and information. They'll form the foundation for your technology design and build and any ancillary technologies that support with intel and insight, as well as how your team functions and operates. From your website and CRM to enterprise resource planning (ERP) and financial reporting, ensure you clearly understand where these tools come into play across the customer and operations journey. Better still, define each platform's purpose, role, and responsibility, and ensure data capture requirements are clearly stated at each stage, including any website forms, behavioural data captures, sales, service and operations and product information.

Data capture and management

Data is vital to understanding how your operations, technology, product or service and business is performing. When building out your infrastructure, consider the objectives and KPIs you set as part of your RevOps strategy and plan, and decide what you need to track and manage in order to achieve both your objectives, but also meet customer needs. This could include lifecycle conversion rates, deal pipelines, customer retention rates, cost per acquisition (CPA), customer lifetime value (CLV) and behavioural information including customer engagement and product or service data.

Build segmentation and customer profiles into your systems

The reason for building these in is threefold. First, it will enable you to track behaviours and manage customers effectively. Whether for marketing, sales, service or general customer experience purposes, it will allow you to efficiently build foundational experiences into your systems, including automation for lead routing, communications, and service operations. Secondly, it will give you insight into what does and doesn't work with each audience including things like product and service behaviours or content.

Identify gaps

Having your technology, journey, and process maps in place should make it easier to identify data sources, architecture, and any current gaps in your processes, systems and customer experience. It will help you decide data sources of truth across your systems, and ensure you capture the correct data to fulfil any profiling requirements, such as segmentation, business and service level information.

Data storage

You'll now be able to decide whether you have a single source of truth for customer information or multiple. Whatever the circumstance, it's critical to confirm how data flows across your systems, focusing on identifying foundational and ancillary data. This may be located in a CRM platform or a democratised space like a data warehouse, lake or lakehouse.

Data maintenance

Data hygiene practices are essential to maintaining the accuracy and cleanliness of data within your RevOps ecosystem. Regular maintenance including enrichment programmes, manual hygiene practises undertaken by sales and service desk teams, or automated practises absorbed from technology activities, ensures the integrity of customer profiles and insights, enabling informed decision-making and fostering trust in data-driven processes.

According to McKinsey research, companies that use data-driven B2B sales-growth engines report above-market growth and EBITDA increases of between 15% and 25%.⁽⁶⁾

⁽⁶⁾<https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/insights-to-impact-creating-and-sustaining-data-driven-commercial-growth>

Summary

Planning and executing your growth engine.

Establishing a growth engine can drive your business to new heights while delighting customers at every turn.

This repeatable, scalable approach is designed to help your organisation adapt to changes in your marketplace and constantly meet and exceed your customers' evolving demands.

Planning and executing a successful growth engine will keep people returning to your products and services. It'll also attract new customers, ensuring improved customer retention, greater revenue, and reduced risk of churn.

Developing an effective, well-founded go-to-market strategy is the critical first step to implementing a lucrative and repeatable growth engine. It will help you understand the

state of the market, where your product or service fits in, and the level of demand for your solution before launching. Your plan should also factor in segmentation and developing an understanding of the customer journey to maximise the chances of success and ensure strategies align with your target market and value proposition.

Executing the growth engine strategy relies on aligning operations with customer needs. Approaches like RevOps and using data and technology as an enabler help you monitor and optimise performance and adjust as needed.

About

The Customer Technology Company

We help brands deliver on their promise. Because businesses should be known for what they deliver. Inside and out.

We turn customer experience into a commercial advantage - by aligning strategy with the technology, data, operations and teams needed to power it. So that every interaction creates value - for your business and for your customers.

Are messy data, disconnected platforms and fragmented operations holding you back? Is your business constantly fighting fires instead of driving outcomes?

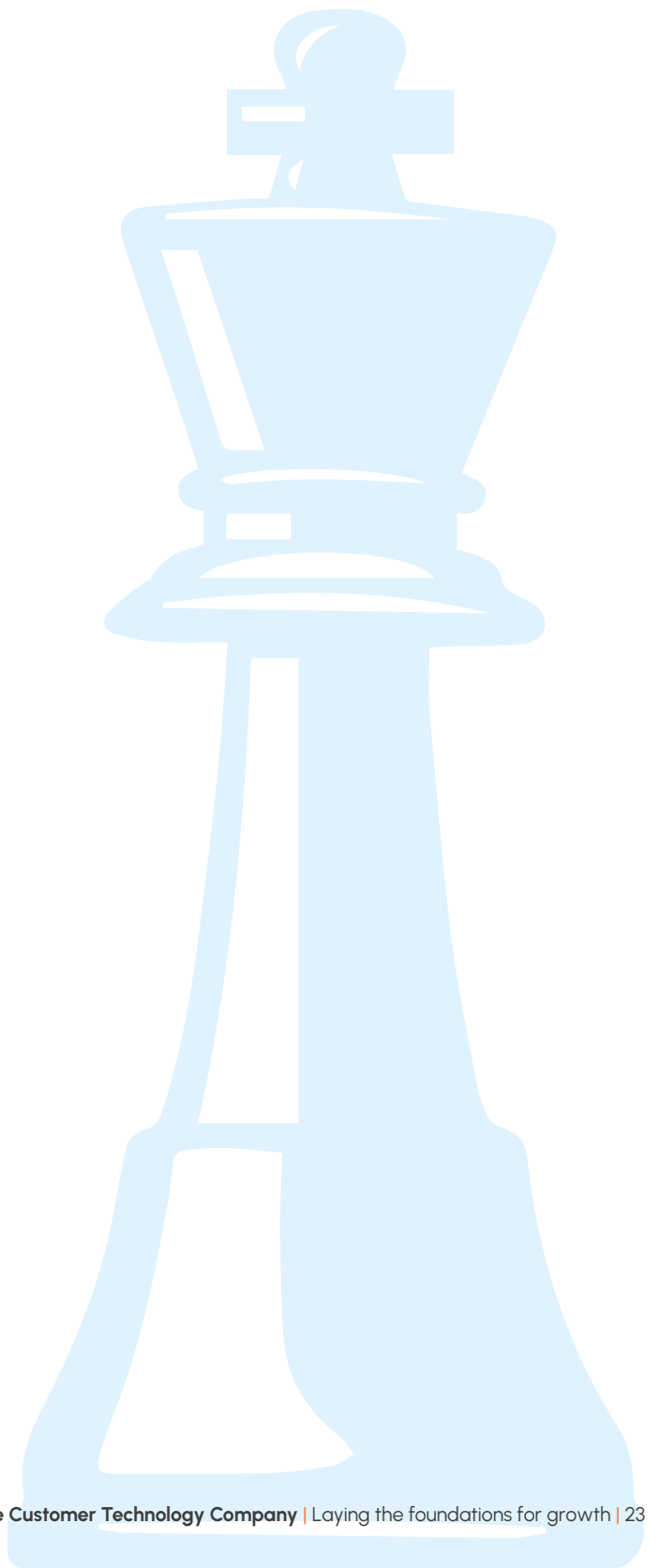
We turn operational waste - poor data, manual workarounds, failing tech, broken handoffs - into clear opportunities.

From tactical revenue operations fixes to strategic customer and technology transformation, we help your business perform better, move faster, and grow smarter.

We're a team of strategists, technologists, designers and operators who believe customer experience is the most powerful lever for growth. We combine creative thinking, technical precision and commercial clarity to align your customer experience with how your business should perform.

Clients include the likes of BioBank, Bloom Procurement, Celebrity Cruises, Enact, Innovation Zero, Now Pensions, Phoebe Philo, One Stop, Reactive Technologies, Titanbay, Tokenbridge and Unlimited.





Contact Details

Email: gyles@thecustomertechco.com

Website: www.thecustomertechco.com

The Customer Technology Company

Helping brands deliver on their promise