

Go-to-Market (GTM) Frameworks for Founders





Thank You

Blake Harber



Blake Harber

Founder, Blake Harber Consulting
Dad of 4
Husband
Building & Buying Small Businesses

The logo for HireVue, featuring the word "Hire" in black, a red star, and the word "Vue" in black.

\$3M - \$30M in 2 years
PE Exit

The logo for Lucid, featuring a stylized black icon of a person's head and shoulders to the left of the word "Lucid" in a bold, black, sans-serif font.

\$3M - \$100M in 4 years
\$3B Valuation

The logo for workstream, featuring a blue square with a white wavy line icon to the left of the word "workstream" in a bold, black, sans-serif font.

\$400k - \$20M in 2 years
\$100M Series B



Blake Harber

- Dad of 4
- Camping
- Soccer (mostly under 10)
- Breaking status quo



Goal: 100M treats sold.

Buy & Build a lean portfolio of highly profitable small businesses that nobody cares about & is designed around my lifestyle

If your Saas is in doubt,
buy a vending route

blakeharber.substack.com

3 Topics

Building for Repeatability

Pattern Recognition

Building for Scale



1. 66 Stores, ~1,100 employees
2. Central Ohio
3. Franchise advisory committee
4. Had ~5 district managers
5. AUV of a JJs: \$900k – \$1M
6. ~12–15 employees per store

3 Areas of Focus

1. Increase activity
2. Reduce Friction
3. Increase velocity

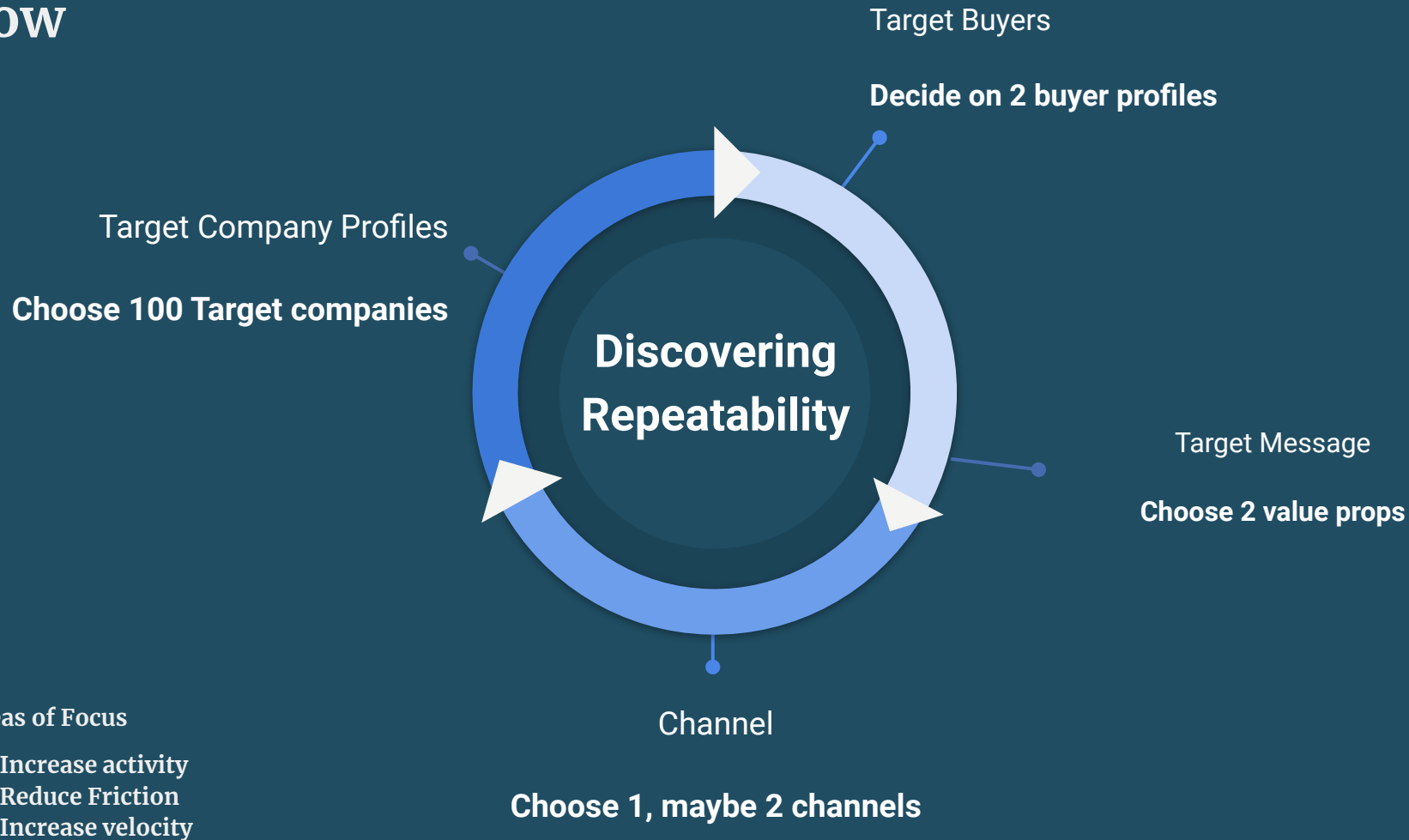
Finding Repeatability



3 Tips

1. Measure meticulously
2. Double down on momentum
3. Go Narrow

How



Real Example (Workstream)



Target Buyers

- CEO
- VP of Operations

Target Company Profiles

- Jimmy Johns Owners
- 3 - 50 stores owned
- Ohio & surrounding areas

Discovering Repeatability

A circular diagram with a dark blue center containing the text 'Discovering Repeatability'. Surrounding the center is a light blue ring with four white arrowheads pointing clockwise. Each arrowhead is connected by a thin blue line to a corresponding section header and list of items: 'Target Buyers' (top right), 'Target Message' (bottom right), 'Channel' (bottom), and 'Target Company Profiles' (top left).

Target Message

- Hire faster
- Keep stores staffed

Channel

- Cold outbound direct
- Partnerships via associations

3 Areas of Focus

1. Increase activity
2. Reduce Friction
3. Increase velocity

What to Measure

1. Inputs to get a meeting
2. Meeting:qualified opportunities
3. Qualified opps:Closed Deals

Thank you!

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909-965-2148

Kortney Osborne

Who am I?

Kortney Osborne – The Executive

- Fractional CMO and Marketing consultant
- I have had my own consulting company K.O. Productions for 2 years
- I led all Marketing for Weave, helping growing the company 330% during my time there (including increase Marketing's contribution to growth 19% to 49%). Including leading most elements of their IPO.
- I worked at Qualtrics for 8 ½ years. Helping grow that company from pre-funding to their first \$8 billion dollar exit. I led the largest budget section of Qualtrics marketing team, their events and campaign team.
- Studied Marketing and HR at Georgetown University
- I am the Board Chair for the UVU Women's Success Center



Who am I?

- Kortney Osborne – The human
 - Married to a CRO
 - 7 ½ creatures live in my home (Myself, Husband, 3 children, 1 on the way, 1 dog, 1 fish)
 - I am always obsessed with helping women pursue education, Queen, Oprah, carbs, traveling and comedy.
 - I am currently obsessed with baths, sweatpants and Jimmy John's.



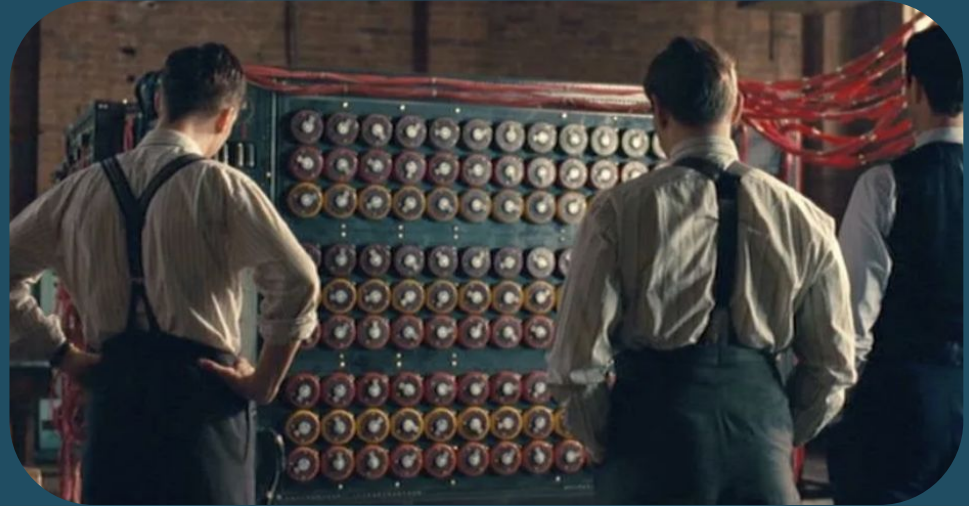
Overall Analysis of Your View on Marketing

Most executives think Marketing to be a coin operated machine.



The Reality

50 different dials that can be used to pursue an ultimate goal. When working in unison can be an incredible machine. But if not, can be utter chaos.





Internal Foundation

Internal Acts to Better Ensure ROI

1. Define:

You need to define what marketing means to your organization.

- Closely tied to the vision, mission and values of the company
- Aligned to the top-down organizational goals
- Cross-functional alignment on the definition



Former Team Example

Director of Communications

- Social media
- PR coordinator
- Writer
- Blog Manager



Event Director

- Tradeshow Manager
- Company Hosted Events
- Digital Events



Director of Demand

- Web and Operations Manager (5)
- Vertical Marketing Team Manager (6)
- Channel Marketing Manager (5)



Director of Creative

- Videographer
- Designer
- Art Director
- Copywriter



Internal Acts to Better Ensure ROI

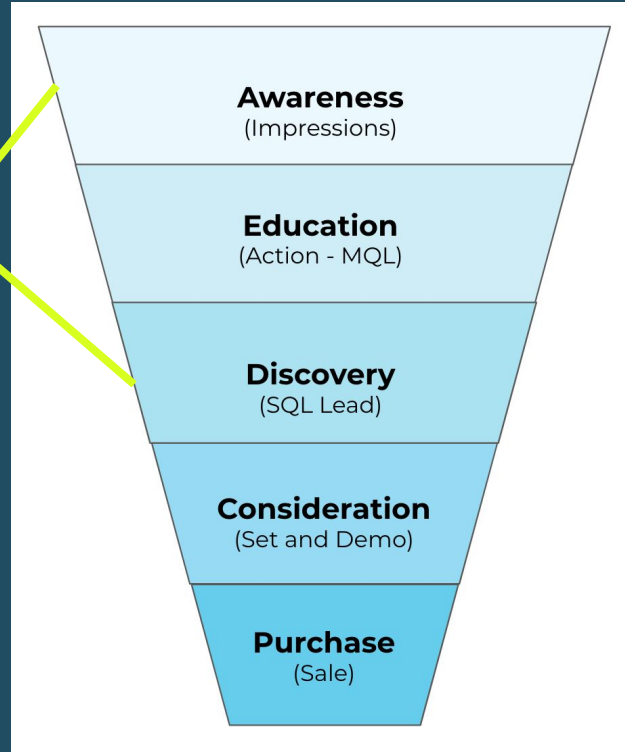
2. Align:

After you define, you need to align it to the appropriate metrics both on a team and individual level

- Align to the high level objectives of the company
- Align to the sales funnel
- Align to things marketing can actually own (ie revenue is usually not something they have control over)



Align



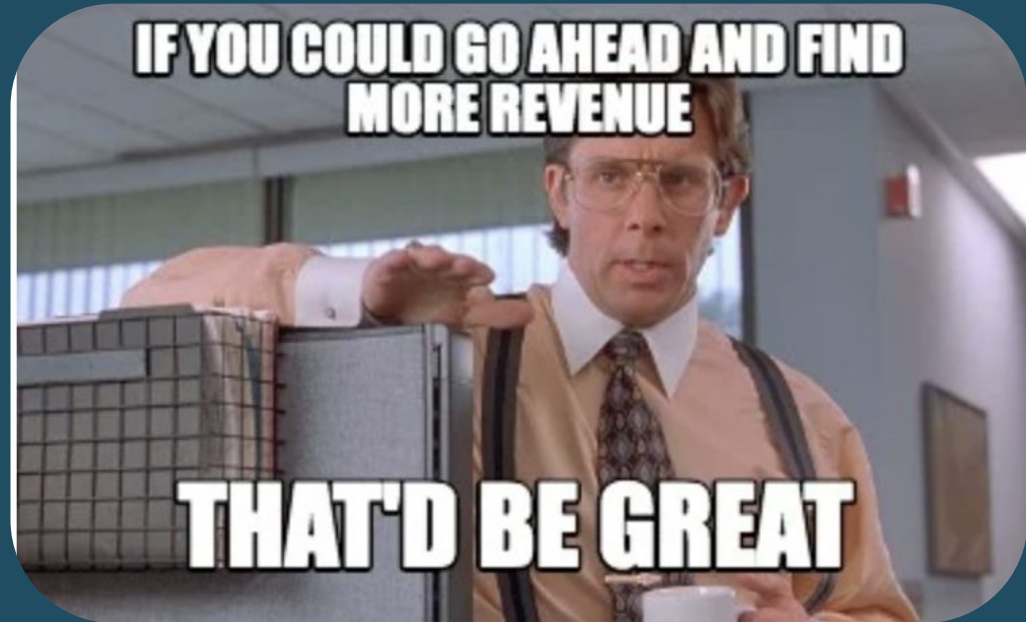
A sales funnel visually represents your customer journey from awareness to purchase. It is a framework to understand how to optimize sales and marketing processes.

Internal Acts to Better Ensure ROI

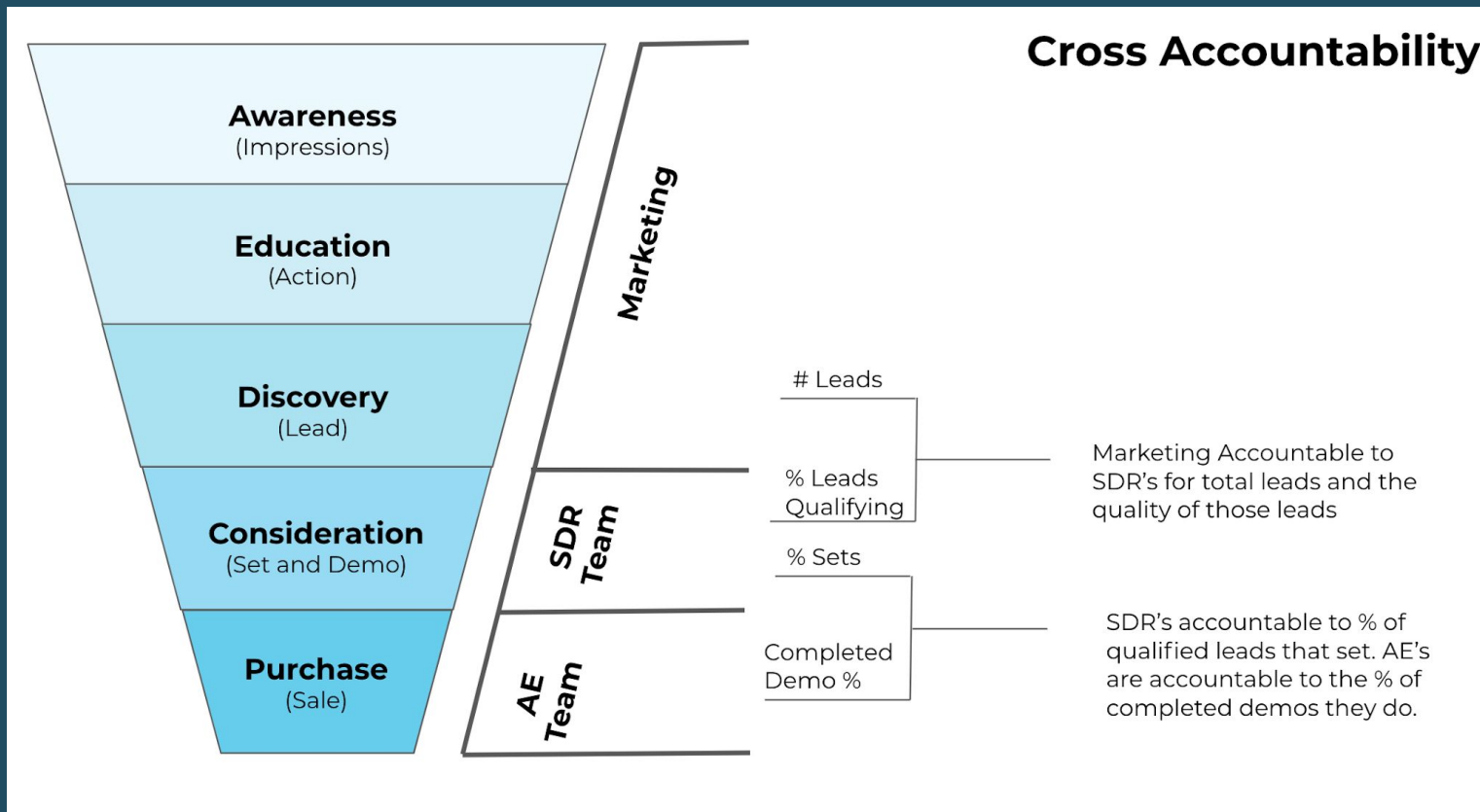
3. Assign Responsibility:

After you define, and align, assign accountability to the appropriate areas of the funnel.

- Open lines of communications between teams
- Don't only measure lagging indicators
- Stop pointing fingers



Assign



Internal Acts to Better Ensure ROI

1. **Define** what marketing means for your organization

2. **Align** your metrics to that definition and to the funnel/customer journey to create impact

3. **Assign** cross-accountability to ensure great collaboration between teams

When marketing and sales are aligned



External Foundations

External need to Better Ensure ROI

1. Create a clear positioning statement:

- **Target Audience (ICP)** - Defines the specific group of customers or market segment that the brand is targeting. This could be based on demographics, psychographics, or other characteristics.
- **Frame of Reference** - Describes the category or industry in which the brand operates. It helps place the brand in context for the audience.
- **Unique Selling Position (UCP)** - Identifies the unique and compelling benefit or value that the brand offers to its target audience. This is what sets the brand apart from competitors.
- **Reasons to Believe** - Provides evidence or support for the brand's claims. It can include facts, features, or testimonials that back up the USP and build credibility.

Positioning Statement

Positioning is strategy

Prelude

WHAT YOU DO

FOR WHOM

HOW YOU ARE DIFFERENT

HOW YOU MAKE MONEY

YOUR COMPETITIVE ADVANTAGE

Positioning is:

- ✓ Precise
- ✓ Concise
- ✓ Fact-based
- ✓ Aspirational
- ✓ The foundation for all external messaging

Positioning is not:

- ✗ Opinion or unfounded hyperbole
- ✗ Fluff
- ✗ Taglines or campaigns
- ✗ Falsities

For unique food-experiencing loving consumers (**Target Audience**), [Brand] is the leading provider of delicious organic, gluten-free snacks (**Frame of Reference**) that offer delicious taste and superior nutrition without sacrificing taste (**Unique Selling Proposition**). Our products are made from sustainably sourced ingredients and have received top ratings from nutrition experts (**Reasons to Believe**).

External need to Better Ensure ROI

2. Know who you are targeting

- Relevance
- Efficiency
- Better Engagement
- Improved Conversion



Examples of ICP Questions

Demographic

- Gender?
- Age?
- Income level?
- Where do they live?
- Marital status?

Psychographics

- Interests/hobbies?
- Values/beliefs?
- Lifestyle choice?
- Motivations?

Industry

- What industry typically buys you?
- What titles buy vs. champion?
- What is their typical revenue?
- What is their company size?



♥ EXTRA ♥  ♥ EXTRA ♥

BARBIE NEWS

BARBIE THE ALBUM ANNOUNCES LINEUP!

Ava Max · Charli XCX · Dominic Fike
 Dua Lipa · FIFTY FIFTY · GAYLE
 HAIM · Ice Spice · Kali · KAROL G
 Khalid · Lizzo · Nicki Minaj
 PinkPantheress · Ryan Gosling
 Tame Impala · The Kid LAROI

MORE BARBIES & KENS TO BE ANNOUNCED...

Executive Music Producer **Mark Ronson**

AVAILABLE EVERYWHERE JULY 21!

BarbieTheAlbum.com

External Foundations for ROI

Summary

Define your positioning and be clear in your target audience

- **Relevance** – Understanding your target audience allows you to create marketing campaigns and content that are highly relevant to their needs, interests, and preferences. When your messaging resonates with your audience, they are more likely to engage with your brand.
- **Efficiency** – Targeted marketing is more cost-effective. By focusing your efforts on a specific audience segment, you can allocate your resources more efficiently, avoiding wasted resources on audiences unlikely to convert.
- **Better Engagement** – When you know your audience well, you can tailor your messaging and content to speak directly to their pain points and aspirations. This leads to higher engagement rates, whether it's in the form of click-through rates, social media interactions, or email open rates.
- **Improved Conversion** – Targeted marketing increases the likelihood of converting leads into customers. When your marketing speaks directly to your audience's needs and provides solutions, they are more likely to take the desired action, such as making a purchase or signing up for a newsletter.

External Foundations

Your own website

Note – Optimize your website

- SEO
- Desktop and mobile optimization
- Engaging content
- Strategic CTAs



87%

Of ALL shopping for both services and consumer goods start with an online search

External Foundations

Google Business Profile

It is a major source of authenticity / people will find you

- Business Name
- Address
- Website
- Add pictures
- Reviews will increase sales



87%

Of ALL shopping for both services and consumer goods start with an online search

Build Your Own Audiences

Unpaid channels

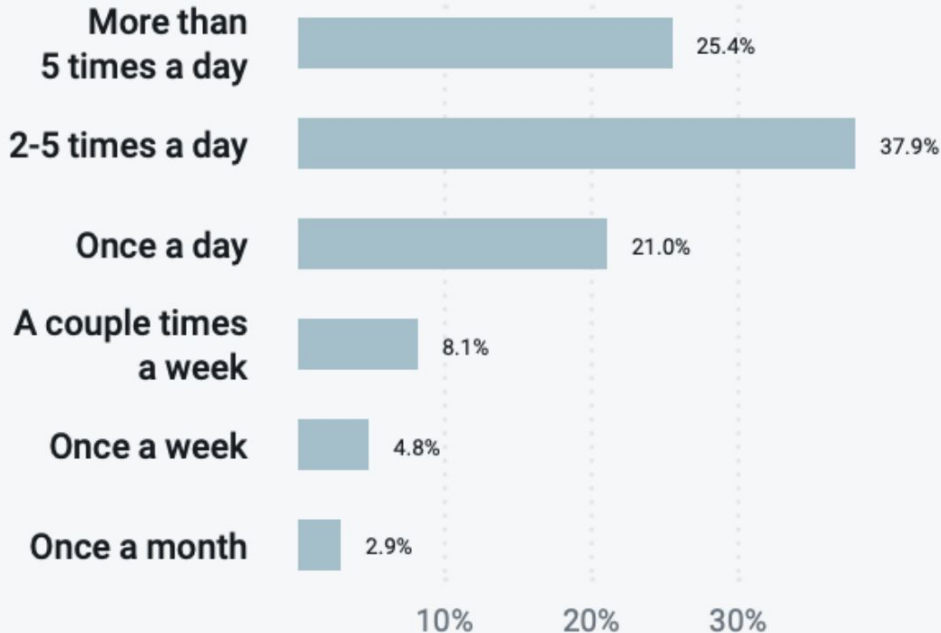
1. Email is not dead

- Maintain a clean list
- Continuously add to it with any new contact addition
- Nurture by adding more value than asking for



Build Your Own Audiences

Unpaid channels



99%

Of the 4 BILLION email users check their email everyday. Of those, 58% say that it is the first thing they do when they wake up.

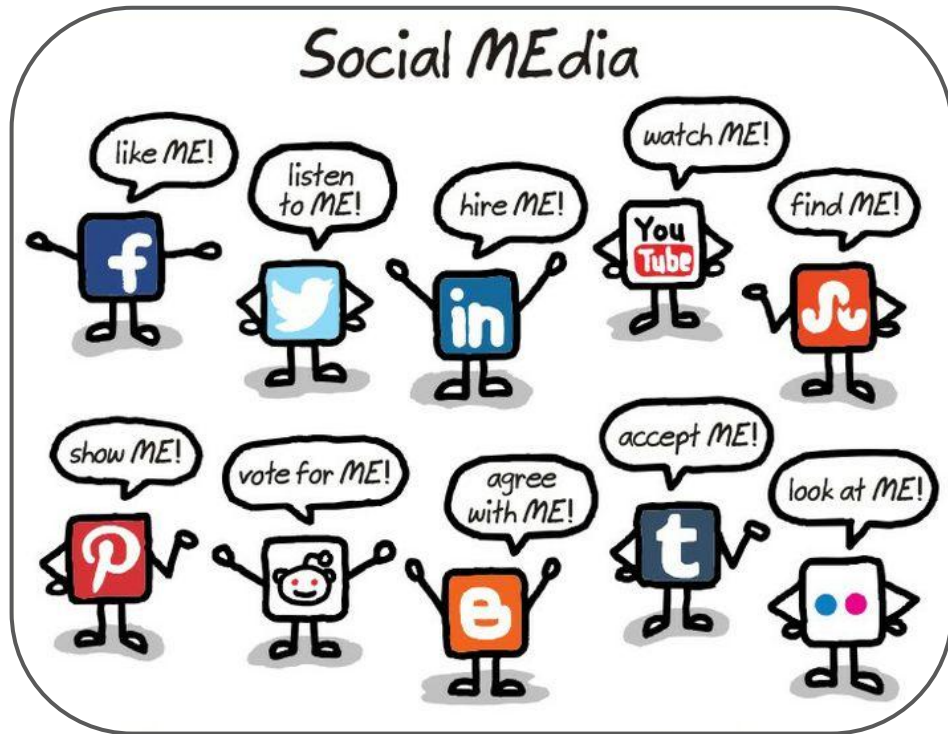


Build Your Own Audiences

Unpaid channels

2. Social media is important and needed but overwhelming

- Only play where your target audience is
- Optimize your profile
- Engage with those that are engaging with you
- Collaborate



Build Your Own Audiences

Current Customers

3. Your current customers are your biggest revenue source

- Repeat customers spend 67% more
- They cost 5-10x less
- 65% conversion vs. 13% for new



Chad Jardine



Chad Jardine, BFA, MBA
Founder & CEO of **CMO Zen**

20+ years in marketing



15 years teaching marketing & VC



chad@cmozen.com | chadscalendar.com

GTM Canvas

FOUNDATIONS

GTM PREP

GTM INVESTMENT

GTM PLAN



BRAND

1. FOUNDATIONS

Alignment

Mission, Vision, Values

☐ Y ☐ N ☐ ?

Brand Persona

☐ Y ☐ N ☐ ?

Visual Identity

Name, Logo, Colors, Typography

☐ Y ☐ N ☐ ?



WHO?

2. TARGET CUSTOMER

Watering Holes?

☐ Y ☐ N ☐ ?

ICP (B2B Only)

Firmographic Profile

☐ Y ☐ N ☐ ?

Personas

Demographic Profile

☐ Y ☐ N ☐ ?

Psychographic Profile

☐ Y ☐ N ☐ ?

External Validation

☐ Y ☐ N ☐ ?



HOW?

5. GTM MOTION

Sales Led

Inside Sales

☐ Y ☐ N ☐ ?

Field Sales

☐ Y ☐ N ☐ ?

Channel/Partnerships

☐ Y ☐ N ☐ ?

Outbound

☐ Y ☐ N ☐ ?

SDRs

☐ Y ☐ N ☐ ?

FLS to Sales?

☐ Y ☐ N ☐ ?

Product Led

Freemium

☐ Y ☐ N ☐ ?

Self Serve

☐ Y ☐ N ☐ ?

Marketing Assisted

Inbound

☐ Y ☐ N ☐ ?

ABM

☐ Y ☐ N ☐ ?

TECH STACK



TECH

7. CAPABILITIES

Website & LPs

☐ Y ☐ N ☐ ?

CRM

☐ Y ☐ N ☐ ?

MAP & Email

☐ Y ☐ N ☐ ?

Attribution

☐ Y ☐ N ☐ ?

Metrics/KPIs

☐ Y ☐ N ☐ ?



WHERE?

6. CHANNEL

Email

Newsletter(s)

☐ Y ☐ N ☐ L ☐ ?

Outbound

☐ Y ☐ N ☐ L ☐ ?

Content

Blogs

☐ Y ☐ N ☐ L ☐ ?

Podcasts

☐ Y ☐ N ☐ L ☐ ?

SEO

☐ Y ☐ N ☐ L ☐ ?

LinkedIn

☐ Y ☐ N ☐ L ☐ ?

Twitter/X

☐ Y ☐ N ☐ L ☐ ?

YouTube

☐ Y ☐ N ☐ L ☐ ?

Insta

☐ Y ☐ N ☐ L ☐ ?

TikTok

☐ Y ☐ N ☐ L ☐ ?

Other: _____

☐ Y ☐ N ☐ L ☐ ?

Misc. Channels

Direct Mail

☐ Y ☐ N ☐ L ☐ ?

Events

☐ Y ☐ N ☐ L ☐ ?

Influencer

☐ Y ☐ N ☐ L ☐ ?

Paid Search

☐ Y ☐ N ☐ L ☐ ?

Paid Social

☐ Y ☐ N ☐ L ☐ ?

PR

☐ Y ☐ N ☐ L ☐ ?

Webinars

☐ Y ☐ N ☐ L ☐ ?

Other: _____

☐ Y ☐ N ☐ L ☐ ?

PREFER
COST
RANK
PLAN

CUSTOMER

VALIDATED?

☐ Y ☐ N ☐ ?

PAIN

VALIDATED?

☐ Y ☐ N ☐ ?

SOLUTION

VALIDATED?

☐ Y ☐ N ☐ ?

ALTERNATIVES

VALIDATED?

☐ Y ☐ N ☐ ?

SPECIAL

VALIDATED?

☐ Y ☐ N ☐ ?

METRICS

If you cannot yet calculate these metrics, they should be high-priority items to discover.

ACV

CAC

PBK

LTV

NPS

NRR

9 GTM Mistakes

(& how to hit a number)

GTM Pattern

Sales



GTM Foundations

AEs =
Mouths to Feed

Robust
Demand Gen

Scale

Marketing



Mistake #1

Skipping founder-led sales and hiring an AE too early.



“Great founders don’t put anyone between themselves and their users.

[Y-C founders] try to hire sales and support people right away.
But...

“You’ve got to do this yourself.
It’s the **ONLY** way.”

—Sam Altman, Y-Combinator, OpenAI

Mistake #2 Hiring only one AE.

“When You Hire Your First
Sales Rep — Just Make Sure
You Hire **Two**”

—Jason Lemkin, SaaStr

Source: [Jason Lemkin LinkedIn](#)





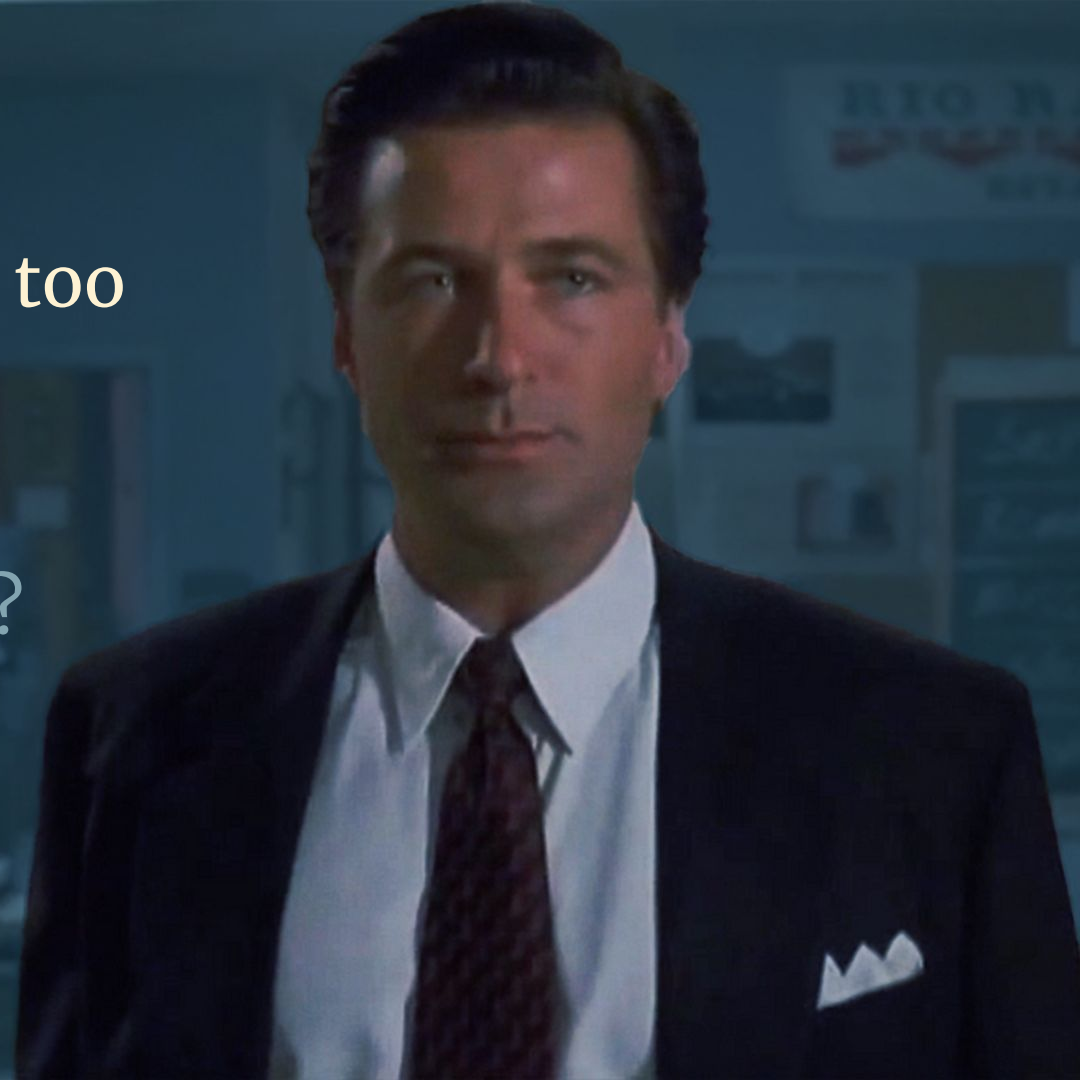
Mistake #3
Promoting your top AE to
manager—the myth of the
“player-coach.”

99/100 conversations are
NOT about this Phil.



Mistake #4 Hiring a Head of Sales too early.

What are they good at?
Optimizing teams.



Mistake #5 GTM w/o validated assumptions.



“Entrepreneurs **innovate**,
customers **validate**.”



—Paul Ahlstrom, Alta Ventures

A close-up photograph of a person's hand and forearm emerging from dark, turbulent water. The hand is open, palm facing up, and is surrounded by a dense spray of water droplets and bubbles, suggesting a recent splash or struggle. The background is a deep, dark blue/black, making the white and light blue water droplets stand out.

Mistake #6
Trying too many channels
at once.

Mistake #7

Trying too few channels...

Bullets before
cannonballs



Mistake #8 Hiring wrong between brand and demand



Marketing Sides

Brand	Demand
Right Brain	Left Brain
Creative	Ops
Brand Marketing	Demand Gen
Copywriting	Conversion Rate Optimization
Design	Martech
Voice	Paid Ads

You need both sides. What's the right proportion?

Jason Lemkin's 70-20-10 Rule:

70% into measurable ROI

20% into brand

10% into experimentation

Brand Marketing:

\$1m ARR: Makes Little Sense

\$10m ARR: Ok Let's Do Some

\$100m ARR: Most of Marketing

\$1B ARR: All of Marketing



Airbnb shows faith in brand by boosting marketing investment

The travel accommodation business has upped its marketing spend by 175% in the second quarter of 2021, helping to drive a 300% revenue boost.



By Michaela Jefferson | 13 Aug 2021

Share this article



Having previously cut marketing spend as it shifted its strategy away from performance, Airbnb's marketing expenses have once again increased as the business looks to invest in brand building advertising.

Over the second quarter of 2021, Airbnb's sales and marketing expense

AirBNB didn't make the shift until Aug 2021.

It had a market cap of \$96B

Source: [Y-Charts AirBNB](#), [Marketing Week](#)

Mistake #9

Hiring a **Head of Marketing** too early.

What are they good at?

Managing teams and large budgets.



Framework for Hitting a Number

(Top Down)



Sales Target

\$12M

Current Sales

\$2M

New Sales Req'd

\$10M

ACV

\$50K



of Customers/Deals

200

Framework for Hitting a Number

(Top Down)



of Customers/Deals

200

Marketing

Sales

CAC	\$5K
Budget	\$1M
Add'l Team	\$300K

TOTAL	\$1.3M
--------------	---------------

AE OTE	\$200K
Quota (5x)	20 deals/\$1M
10 Reps	\$2M
5 SDRs (1:2)	\$500K

TOTAL	\$2.5M
--------------	---------------

Framework for Hitting a Number

(Top Down)

TOTAL Sales & Marketing

\$3.8M = \$12M Sales

Add 25% = \$4.75M

Fundraising use of proceeds

Framework for Hitting a Number

(Top Down)

- Consider AE Ramp for timeline
- Add CAC payback for road to profitability
- Add churn for NRR
- LTV : CAC if payback is greater than 1 year

GTM Canvas

FOUNDATIONS

GTM PREP

GTM INVESTMENT

GTM PLAN



BRAND

1. FOUNDATIONS

Alignment

Mission, Vision, Values

☐ Y ☐ N ☐ ?

Brand Persona

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Personas

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Psychographic Profile

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External Validation

☐ Y ☐ N ☐ ?



WHAT?

3. PRODUCT

Multiple?

☐ Y ☐ N

Pricing

☐ Y ☐ N ☐ ?

Package: Leader, Killer, Filler

Delivery & Distribution

☐ Y ☐ N ☐ ?



WHY?

4. MESSAGE

Positioning: STP/5Ps

☐ Y ☐ N ☐ ?

Storybrand/Andy Raskin

☐ Y ☐ N ☐ ?

Key Messages & Supports

☐ Y ☐ N ☐ ?



HOW?

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LinkedIn

☐ Y ☐ N ☐ L ☐ ?

Twitter/X

☐ Y ☐ N ☐ L ☐ ?

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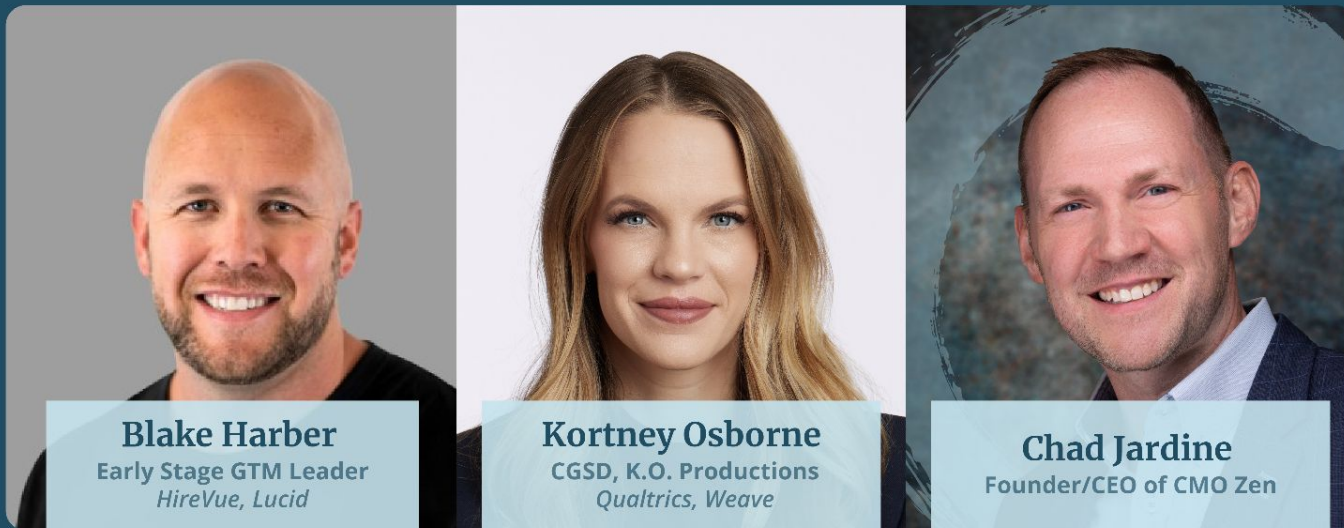
NPS

NRR



chad@cmozen.com | chadscalendar.com

Panel Q&A



Blake Harber

Early Stage GTM Leader
HireVue, Lucid

Kortney Osborne

CGSD, K.O. Productions
Qualtrics, Weave

Chad Jardine

Founder/CEO of CMO Zen