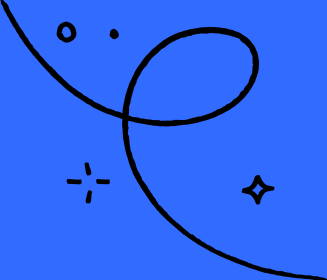



Rich Archbold  
VP, Business Systems

# **How to collaborate cross-functionally with Go To Market teams**





**Cross-functional (XFN) collaboration** is ...  
a group of people with different skill sets,  
from different functions,  
come together to work on a goal or project.





Go To Market (GTM) Organisation


Marketing

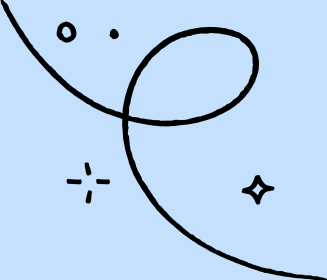
Sales

Customer  
Support


Legal

Finance





**The more senior you (want to) become,  
the more cross-functional collaboration  
you will need to do.**



# Examples of Cross-Functional Collaboration

- Working with Sales, Marketing and Customer support to launch a new product
- Creating a processes to enable Sales to escalate bug reports from VIP customers
- Working with Sales, Customer Support and Legal to deal with a wide-scale (potential) security breach (e.g. Log4j)
- Working with the Sales Systems team to surface product usage metrics in Salesforce

# Working with a different function is ... well .. different!

Compensation  
Model

Commercial  
Knowledge

Risk Tolerance

Ways of  
working

Planning  
Horizon

Engineering  
Knowledge

Communication  
Style

Organisational  
Values

A black background with decorative white elements. On the left, a curved line starts from the bottom left and goes up and right, with a small white circle at its start and a four-pointed star above it. On the right, a curved line starts from the top right, loops back, and then goes down and left, with a small white circle at its end.

**When the differences can't be overcome  
it can lead to **bad blood and burnout****

## **Avoid bad blood and burnout**

**Build empathy, understanding and trust  
by proactively learning about  
your GTM motion, teams and systems**



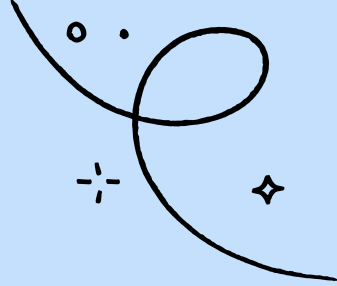
**Here's a typical GTM process...**

<b>Team</b>	<b>Primary Responsibilities</b>
Product & Engineering	Builds new capabilities, evolves and maintains existing capabilities
Pricing and Packaging	Decides how to package and price features and products
Brand Marketing	Owns the company brand strategy, creates brand marketing material/assets, creates brand marketing campaigns
Product Marketing	Owns product marketing strategy, creates product (launch) marketing material/assets, creates product (launch) marketing campaigns
Demand Generation	Owns digital marketing, field marketing, events. They run the marketing campaigns.
Marketing Ops	Measures, manages and reports on Marketing performance (Visitors, Leads, Marketing Qualified Leads)
Marketing Systems	Manages the tech stack that Marketing depends on (Marketo)

<b>Team</b>	<b>Primary Responsibilities</b>
Website	Owns the marketing site, builds landing pages for all Marketing teams
Growth	Owns sign-up flow and is responsible for self-serve customer purchase experience, onboarding and retention
Sales Development Reps (SDR)	Responsible for interacting with potential customers (leads), “qualifying them” and once they’ve got the customer properly interested booking meetings for the customer with an Account Executive.
Account Executives (AEs)	Responsible for closing deals and generating new business revenue
Relationship Managers (RMs)	Once a customer is about 30 days old, they get handed over to an RM, who is responsible for nurturing, retaining and expanding the customer. Get them to stay with us for as long as possible and buy more.
Sales Engineers	Support AE’s and RM’s answering any technical or integration questions customers may have

<b>Team</b>	<b>Primary Responsibilities</b>
Sales Enablement	Ensure all Sales teams are fully trained on everything they need to know to do their jobs and coaches them to be better sellers
Sales Ops	Measures, manages and reports on Sales performance (New Business, Existing Business: Expansion, Contraction, Revenue Forecast)
Sales Systems	Manages the tech stack that Sales depends on (Salesforce)
Billing Engineering	Provisions accounts, meters usage, generates invoices, handles payments
(Finance) Accounting	Measures, Manages and Recognises Revenue Pays Bills Pays Salaries and Commissions
FP&A Financial Planning & Analysis	Does longer-term and high-level business and financial forecasting and reporting.

<b>Team</b>	<b>Primary Responsibilities</b>
Commercial / Contracts	Lawyers that help negotiate contracts with customers
Corporate and Compliance	Lawyers that take care of everything else!



# Commonly uses Go To Market Data Objects



Lead

Account

Contact

Opportunity

Contract

Invoice

  
**Marketo**

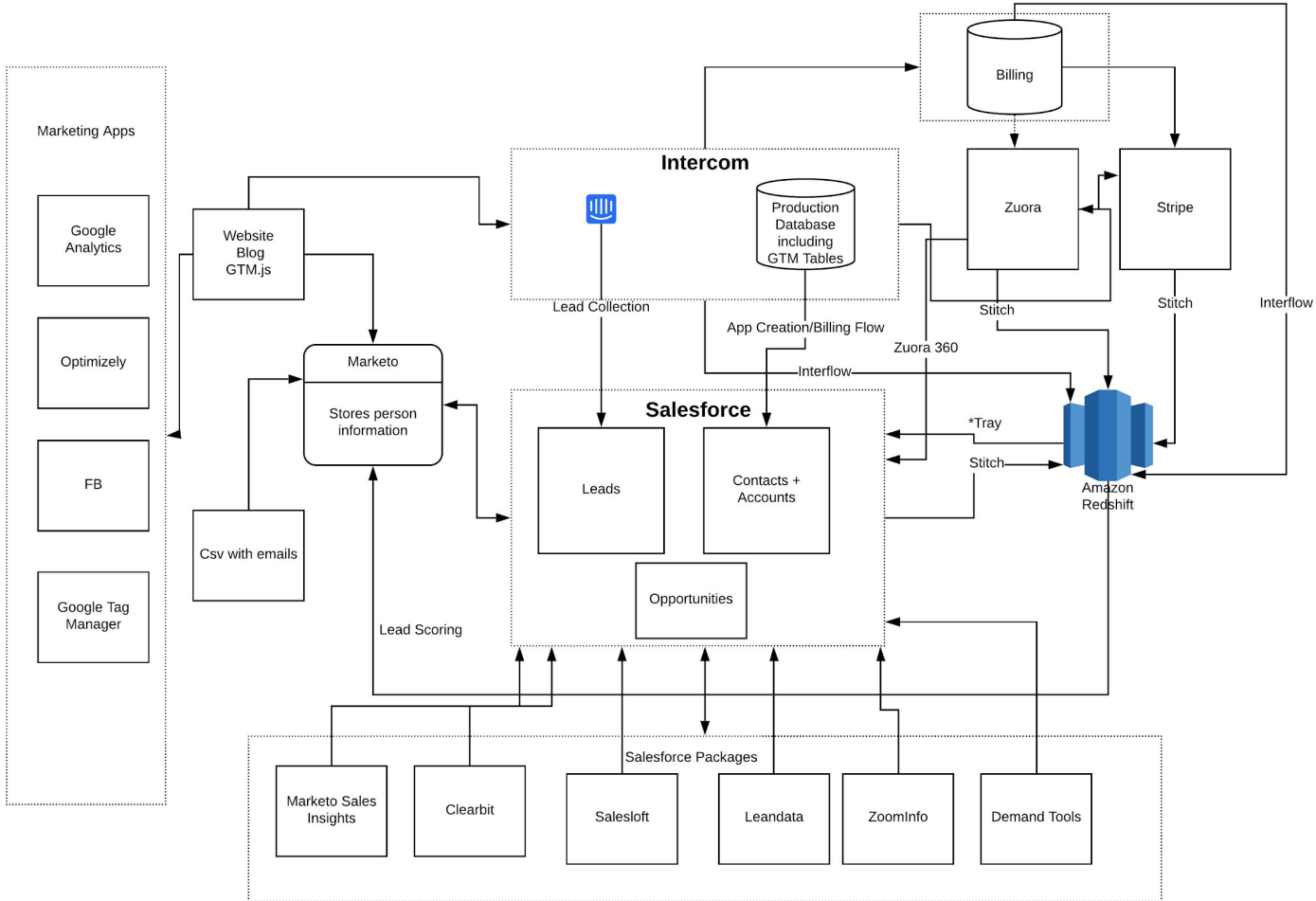
  
salesforce



**zuora**



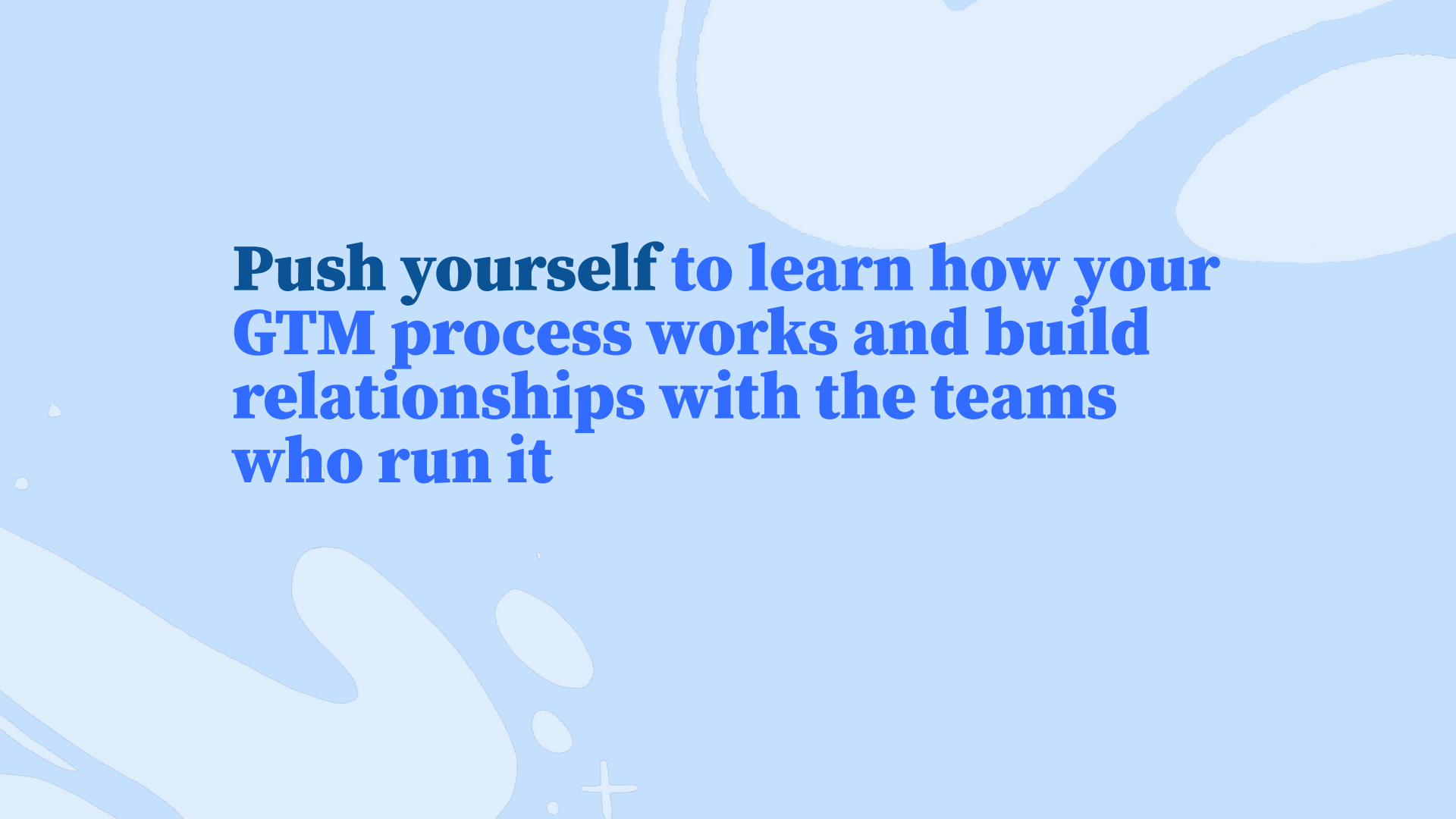
**amazon**  
REDSHIFT





The background is black with several white decorative elements. In the top left, there is a curved line starting from the left edge and curving upwards and to the right, with a small white circle at its end and a four-pointed starburst shape above it. In the top right, there is a curved line starting from the right edge, curving upwards and to the left, with a small white circle at its end and a loop-like shape above it.

**There's so much to learn but there's nobody  
whose job it is to teach you 🥲**

The background is a solid light blue color. It features several large, white, organic, hand-drawn shapes that resemble water splashes or abstract forms. In the bottom right corner, there is a small white plus sign (+) and a few small white dots.

**Push yourself to learn how your  
GTM process works and build  
relationships with the teams  
who run it**

# Get to know your XFN stakeholders

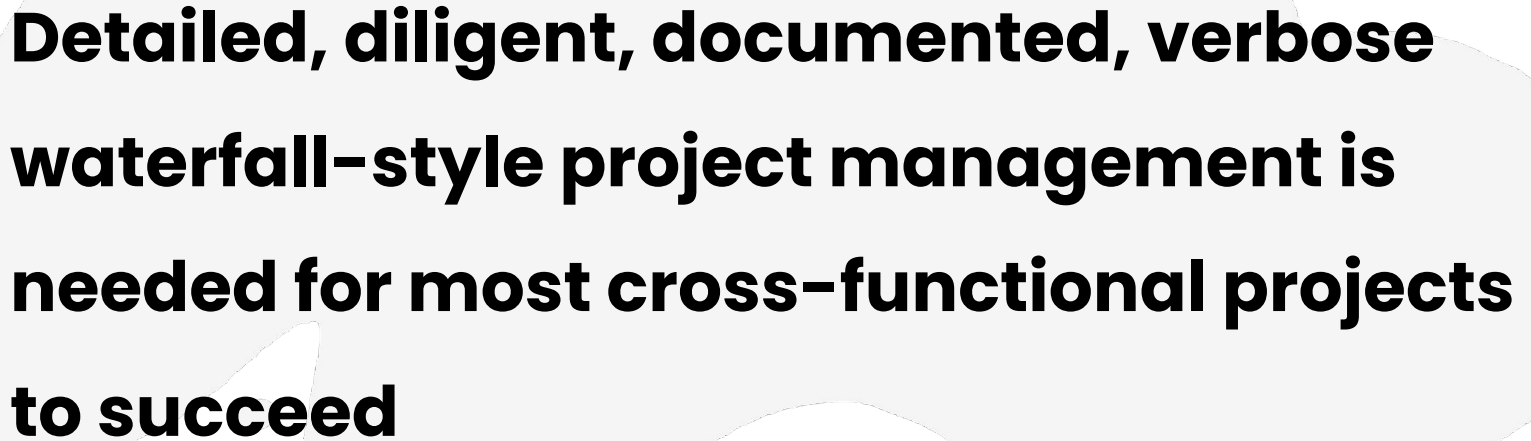
- People & Teams
- Business Process & KPI's
- Technology & Data stack
- Most important projects
- Health of relationships with your team/organization

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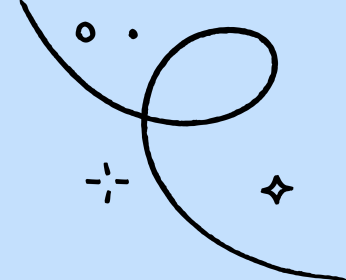

**Always assume that people assigned to cross-functional projects often **don't know what they don't know.****

The background features several white decorative elements: a curved line on the left with a small circle below it and a four-pointed star above it; a curved line on the right with a small circle below it and a loop above it.

This can lead to **bad decisions and costly mistakes** at all stages of a project



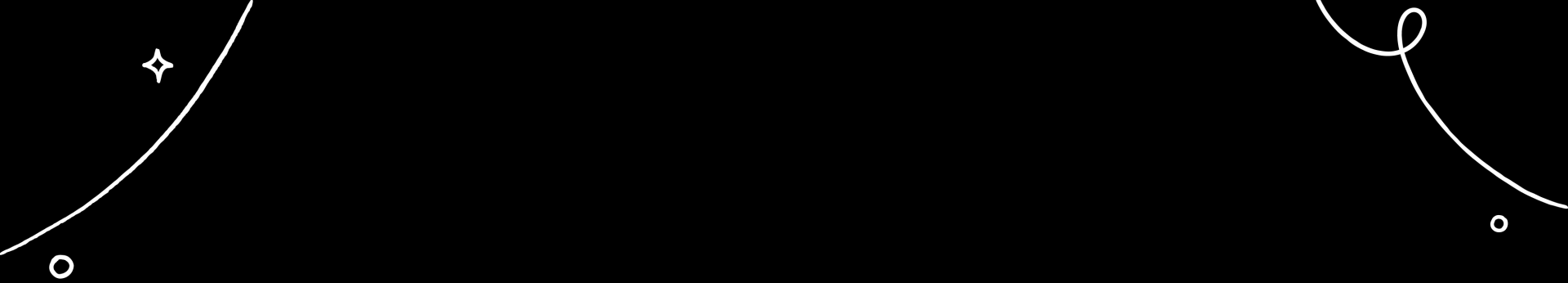
**Detailed, diligent, documented, verbose  
waterfall-style project management is  
needed for most cross-functional projects  
to succeed**

- 
- **Document diligently**
  - **Over-communicate everything**
  - **Flush out misalignment**
  - **Mine for risks**
  - **Budget for missed dependencies**
  - **Stay calm, friendly and empathetic**
  - **Assume the best intent from everyone**
- 

# Key Takeaways

1. **Proactively learn how your Go To Market process works.** Build and nurture relationships with key stakeholders. Learn about their space and their challenges.
2. **Manage cross-functional projects and teams deeply and diligently.** Document everything and order the work to flush out ambiguity and eliminate risks as early and often as possible. Pay close attention to GTM data and systems dependencies. Budget for at least one missed dependency.





**FIN.**

