Product Salon

Why Your Enterprise Go-To-Market is Failing

and How to Fix It

Why Most Enterprise Go-to-Market Plans Fail:

There are many challenges that a marketer will face as they seek to cross the chasm from small/medium-businesses to Fortune 5000 enterprises.

Often, internal rivalries, aka office politics, get in the way of the most well thought through go-to-market plans: a product or service will get the green light from say the IT division, but will be vetoed by the risk management division right off the bat, just because these 2 departments don't get along.

To **overcome Enterprise Go-to-Market obstacles**, inexperienced marketers often attempt costly and complex branding campaigns that almost always fail to deliver the promised ROI.

Why? Because these marketers are barking up the wrong tree. They have made an assumption that it's best to tackle divisions from the outside, one at a time: IT, then Risk Management, then Marketing, and so on. The challenge: this siloed approach leaves them on the outside looking in.

It's lonely out there!

These marketers are overlooking one key division, which is actually a key influencer cross-functionally and could help them penetrate enterprise accounts: Product Management. Product managers and leaders are valuable to marketers because they are natural integrators. In order to do their job and deliver products to the market, they need to break organizational silos. So turning product managers and leaders into champions could help break down silos more effectively.

Tackling silos from the outside, instead of identifying an effective champion on the inside in product managers and leaders, is why many ambitious enterprise go-to-market plans fail over and over.

How to penetrate enterprise accounts

Sophisticated marketing leaders on the other hand, follow Sun Tzu's Art of War guiding principle:

"Supreme excellence consists in breaking resistance without fighting."

So when faced with resistance penetrating an enterprise account from the outside, they identify champions on the inside, who help them break through silos internally: product managers and leaders.

Building deep engagement with product managers and leaders helps successful marketers crack the enterprise marketing code.

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> **Our partnership with Products That Count has been very successful, generating a >10X ROI. It's allowed us to find new customers, increase brand awareness and accelerate sales.**

Spenser Skates
Amplitude Founding CEO

Why engaging product managers and leaders works

Often under-estimated, products managers and leaders can change the shape of your marketing funnel. They're instrumental in closing large, cross-functional enterprise-level deals because the very success of their job hinges upon their ability to influence cross-functionally. When product managers and leaders take you along for the ride and become your champions, you can accomplish great things. They successfully deploy your product or service, and profoundly transform enterprises.

However, product managers and leaders are notoriously skeptical of vendor claims. So, getting them on your side is no easy task.

This paper lays out best practices that will help you generate deep engagement with product managers and leaders, based on our experience as a trusted source of product **best practices for over 300,000 product managers and leaders worldwide**.

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> **Brand recognition has meaningfully improved thanks to Products That Count. I had a great time at the Product Awards show and loved that mParticle was recognized so well! Looking forward to continuing to work together.**

Spenser Skates
Amplitude Founding CEO

Why product leaders aren't engaging with you

This may sound obvious, but the reason product managers and leaders aren't engaging with you is because you aren't relating to them.

What product managers and leaders relate to is very easy to recognize, but very hard to describe: great products. After all, they are themselves actively working hard to build great products. They're used to breaking silos and leading cross-functionally. They oftentimes are the ones who will be championing and deploying the products you're marketing.

But when marketers reach out to them with claims such as "we have a great product" or "we've built the best product in the market," product managers and leaders often react negatively because they feel they're being sold to.

The impact of COVID-19 on marketing.

Many marketers (and everyone else) have also been forced to reinvent the way their jobs are done in the midst of a global pandemic. Gone are the opportunities for in-office product demonstrations or lunch and learns and in their place are virtual meetings. This can make it even more difficult to break through the silos keeping you from getting your products into the hands of enterprise organizations.

How can you authentically engage with product managers and leaders and work with them to unlock enterprise opportunities?

Make product managers and leaders part of the making of.

Engage them in your go-to-market process.

Listen to them.

Listening comes in handy in all aspects of work (and life), but ask product leaders for their feedback. There may be no employee in an organization with a better understanding of internal processes and inefficiencies, with a sharper eye for detail and understanding of what makes a great product. Just make sure you don't have thin skin. They won't hold back!

If they feel like you're open to feedback, your marketing efforts will go a lot further with product managers and leaders. This will help you build relationships with them. Remember, these are the people in an enterprise who are championing and deploying your products. You want to make them happy to work with you and confident about your product.

Once you engage product managers and leaders and make them part of your process, you have their attention. Your next step is no small one, but it will make or break your go-to-market plan: demonstrate to them that you have a great product.

Build products that product leaders want to champion & deploy

The key to successfully enrolling product managers and leaders as champions is simply to have a great product. Easier said than done…

What makes a great product?

The products we use in our everyday lives have become basically an extension of ourselves. So, when we think about what it is that makes great products, we need to consider what it is that makes all of us our best selves.

There's a framework that helps explain this: mind, body, and spirit.

> **A product is great when it just works. Reliably do the thing that they say they are going to do. Do it quickly. Don't require an explanation. Just work.**

Laura Burkhauser
Twitter Senior Product Leader

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Surya Vanka
Authentic Design Founder

The Product Formular
## The three rules of succesful products

01

The Mind Rule

means that the best products learn as we use them. Humans are learning creatures. We all want to learn and work, and expect our products to do the same.

02

The Spirit Rule

speaks to the fact that we all want to have meaningful lives. We expect our products to give us meaning. That they'll be personalized, while also maintaining a level of privacy. How you personalize a product is by looking at the information you have access to about your user that allows you to create a unique experience. You also need to protect privacy.
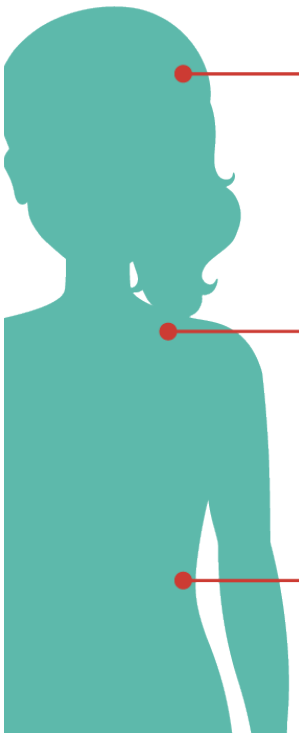
Mind: Learning
The best products learn as we use them.

Body: Beauty
The best products operate by beauty.

Spirit: Meaning
The best products give us meaning.

03

The Body Rule

is all about beauty. We all want to look good and we expect our products to look good as well. There are two camps on beauty. One is a scientific camp that says beauty is about efficiency. The other one is the artistic camp that says beauty is about 'wow.' For us as product managers applying these two key concepts, it's about you being able to build a product that's both efficient, and going to generate an emotional reaction.

Keep these three rules of great products in mind when you're speaking with product managers and leaders. It will help you speak their language.

Compentencies at the
Collaborate stage

Listen to Customers - One of the most important ways that you can keep your antennae out for the next amazing product idea is to listen to your customers.

Track Trends - It's also important to look around you at what is happening in business, technology, society, etc. Stay apprised of trends so you don't get left behind.

Analyze Competition - A good PM will keep track of the competition without letting it limit their thinking. This can mean tracking emails, press releases, traffic/keywords, and digital product updates.

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Collaborate. It's that first phase. That early, early stage of the product lifecycle. We are celebrating that difficult question, where do ideas come from?

Laura Burkhauser
Twitter Senior Product Leader

Compentencies at the
Conceive stage

Solve Market Problems - How do you understand the problem and the market you're addressing?

Explore Solutions - How do you explore potential solutions (as prototypes) and define what is "good enough"?

Communicate Internally - How do you make the business case to your team, collect feedback, and refine your conception of the product?

Build a Roadmap - How do you sequence the product and market segments, taking into account impact, effort, and competitive dynamics?

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The conceived phase for me, it's one of the most critical phases in helping a company or product go from zero to one and leading ultimately to the success that you want to have.

Anthony Atlas
ClimateAI Head of Product & Growth

Compentencies at the
Design stage

Capture User Pain Points - Product leaders must have the ability to capture pain points and challenges in your user's journey. These products help in developing how might we statements.

Ideate on Solutions - This category represents competencies in capturing ideas and playing crazy 8s for potential ideas that will help address user pain points.

Collaborate Internally - Have a great capacity for collaboratively distilling ideas and fleshing them out in terms of actual output.

Share Prototypes - Product managers prototype, get feedback from users and stakeholders and require rapid iteration to prepare for development.

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Understandinguser pain points, articulating them and brainstorming solutions that can be represented with pictorial superiority is a critical part of any product manager's role.

Neha Taleja
Prezi Director
of Product

Compentencies at the
Build stage

Execute Ideas - Assess how you're doing against your plan, decide whether to make adjustments, communicate, and document the new plan.

Create it Yourself - These days engineers aren't the only builders, tools where PMs are implementing part of the experience themselves.

Build Teams - Sourcing, connecting, assessing, closing and growing your team.

Establish Culture - Establishing norms and process and ensuring your team has all the tools and knowledge to succeed in your organization.

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The build phase is when everything becomes real. The decisions you make along the way can literally kill your product or be the thing that helps it win.

Christina Lucey
Credit Karma Associate Director of Product

Operate stage

Organize Knowledge - Ingest all the user insights and organize it in an actionable way.

Analyze Impacts - Understand what your users are doing.

Deploy Code - Understand technical problems and deploy builds to various channels.

Connect Teams - Connect your team together to communicate, or to automate the dissemination of information across your company.

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Ideas are great. However, companies and teams live and die by their execution. How we operate as a team is critically important. Otherwise, all those great ideas don't matter.

Britt Myers
GameClub COO &
Head of Product

Product leaders have an additional set of superpowers

In addition to mastering competencies for each stage of the product lifecycle product leaders are faced with additional challenges. They're not just building products, they're building product teams and cultures.

Product leaders need to get internal alignment from their team and others in their company on the path towards functioning as a product-focused organization. Additionally, they need to guide their team members and all their personalities and transform them into a high-performing team. Product leaders also must establish a culture that inspires and motivates their team.

It's a highwire act that product leaders excel at. Acknowledge and appreciate that when you speak with them. They'll be a whole lot more likely to listen if your products can make their life easier when building their team and culture.
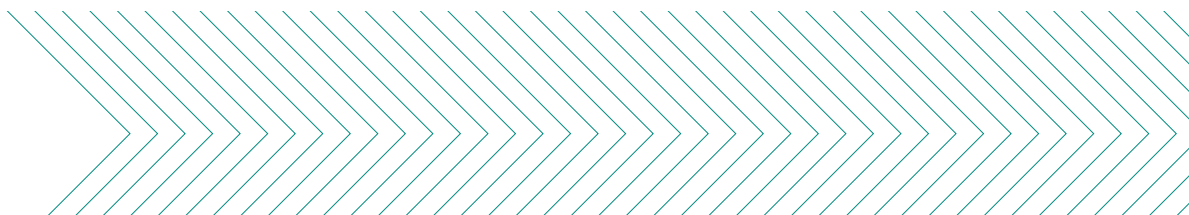
Wrapping up

This information should help you break through any inner-office politics or silos. Product managers and leaders can help advocate for your products and make your Go-to-Market strategy succeed.

It's never fun when any strategy fails, but it happens. When it does, we all need to work smarter and not harder.

So, turn to these best practices for engaging with product managers and leaders. Remember, they don't like to be sold to. **Great product managers love great products**—this is a requirement to establish confidence with this influential stakeholder.

When you have those conversations, speak from a place of empathy and understanding. Communicate that you know they need to develop specific competencies based on the stage(s) of the product lifecycle that they work on.

Also, let product leaders know that you understand the extra layer of challenges that they face as they're working to build teams and products. They'll appreciate your understanding and any product help them deliver on their goals within their organization.

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By quickly delivering 500,000+ cost-effective impressions, [Products That Count] was instrumental in helping us expand our reach with product professionals that had previously been hard to reach.

Travis Kaufman
Gainsight VP
Product Growth

PRODUCTS THAT COUNT

Products That Count is the most influential Product Acceleration Platform in the world.

Empowers 300,000+ PMs via:

• 100+ events globally each year
• Thousands of videos, podcasts and articles online
• Best practices from Netflix product VP, Box CPO and more
• A focus on answering the question, "What makes a great product?"
• Its commitment to inclusion and increasing diversity in product
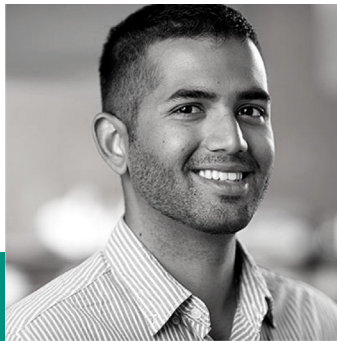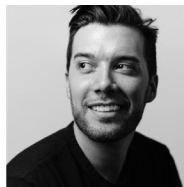
Products That Count is the original and most influential product acceleration platform in the world. Almost 300,000 product managers globally read, watch, attend and listen to our 3,000+ free blog posts, videos, webinars and podcasts.

C/VP-level product executives such as Netflix Product VP, Coinbase CPO, and Box CPO share best practices and raise their profile at our curated product salons, podcast show and mastermind circles. Leading brands such as Autodesk and Capital One join as corporate members to turn their product teams into a competitive advantage. Hyper-growth companies like Amplitude have generated 10X ROI from marketing partnerships.

Learn more at **productsthatcount.com**

Customer success stories

We wish you the best of luck with your enterprise Go-to-Market strategies. If you have any questions or you want to learn more about Products That Count, please feel free to reach out at

marketing@productsthatcount.com

Amplitude

Amplitude is a leading product analytics platform providing unique user insights to help marketers and product leaders build better products. The company teamed up with Products That Count to access an audience that historically was difficult for them to reach at scale: product managers.

40% Increase new leads | 10X Marketing ROI
29% Faster sales velocity

Impact

Reach New Product Executives - Amplitude connected with hundreds of C/VP-level product executives and decision makers resulting in millions in revenue.

Increase Brand Awareness - Amplitude was able to get their product in front of hundreds of thousands of product managers.

Gainsight

Gainsight's innovative customer-centric technology is driving the future of customer success, with the introduction of the Customer Cloud, Gainsight partnered with Products That Count to raise awareness for its solution for product teams. **500,000+ PM Impressions**

Learn more about our offerings at

marketing.productsthatcount.com

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Spenser Skates
Amplitude Founding CEO

> **"** Impact
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> **Love your perspective on product management, where it's going and the things you're thinking on.**
>
> **You cannot be an effective product person without also being dedicated to customers – going beyond the data and having a true sense of who you're serving.**

Travis Kaufman
Gainsight VP
Product Growth