

**WHY YOUR  
ENTERPRISE  
GO-TO-MARKET IS**

# **FAILING**

**AND HOW TO FIX IT**

**MIGHTY  
CAPITAL**  
FUNDING TEAMS & PRODUCTS THAT COUNT

**Products  
That  
Count**

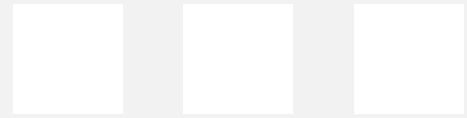
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# WHY MOST ENTERPRISE GO-TO- MARKET PLANS FAIL

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



**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**

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.



# 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.

“**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.**”

**David Spitz**  
mParticle  
CMO





# 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?

**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."**

**Twitter Senior Product Leader  
Laura Burkhauser**

**A GREAT PRODUCT IS ABLE TO REALLY SERVE NEEDS. THE OBVIOUS NEEDS, THE UNSTATED NEEDS AND DESIRES OF THE HUMANS, AND POWERS HUMANS TO BECOME BETTER VERSIONS OF THEMSELVES. AND AT THE SAME TIME, MANAGES TO BE SOMETHING THAT IS A COMPELLING BUSINESS."**

**Authentic Design Founder  
Surya Vanka**

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.

## THE PRODUCT FORMULA

The three rules of successful products.



**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.

**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.

**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.

# WHY PRODUCT MANAGERS AND LEADERS ARE LIFELONG LEARNERS

Working as a product manager can sometimes feel like learning to fly a plane in mid-air. Just figure it out! They need to deliver great products, but they're learning to do it as they go, without formal training.

In fact, most product managers are new to their role: three out of every four product managers have two years or less of experience on the job. Prior to being product managers, they were typically engineers, business analysts or marketers, filling in as product managers. At some point, they grabbed (or were granted) the title and grew through the ranks. They never received formal training.

**#1 MENTORSHIP IS THE #1 REQUEST OF PRODUCT TEAMS.** Product leaders invest >70% of their budget in staff development, training and hiring.

Enterprise marketers looking to engage product managers and leaders need to keep that reality in mind because it has important consequences on how product managers and leaders engage. They seek to learn from their peers.

Knowing this information, you'll likely find success by engaging them with your customer success efforts. Tell them about the training, help and onboarding process they can expect!

The thirst for learning and knowledge is one superpower of product managers and leaders. Let's look at some others.





CONCEIVE

DESIGN

BUILD

OPERATE

COLLABORATE

**UNDER  
THE  
HOOD:**

## **THE PRODUCT LIFE CYCLE**

In order to break through silos in their organization, product managers and leaders develop competencies—sometimes called PM Superpowers. These superpowers vary depending on which stage of the product lifecycle they focus on.

Remember, product managers are cross-functional. They work with many different teams within an organization. Honing their PM Superpowers will help them collaborate effectively across organizational disciplines successfully.


Understanding the stages of the product life cycle and the competencies product managers and leaders need to focus on will help you know how to speak to and engage with them. To map out these PM superpowers, we formed an Advisory Board, comprised of product leaders from companies such as Twitter, Credit Karma, and Prezi. This is what they came up with.

## COMPETENCIES 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.

COLLABORATE. IT'S THAT FIRST PHASE. THAT EARLY, EARLY STAGE OF THE PRODUCT LIFE-CYCLE. WE ARE CELEBRATING THAT DIFFICULT QUESTION, WHERE DO IDEAS COME FROM?"



**Twitter Senior Product Head  
Laura Burkhauser**

## COMPETENCIES 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?

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."



**ClimateAI Head of  
Product & Growth  
Anthony Atlas**

## COMPETENCIES 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.

UNDERSTANDING USER PAIN POINTS, ARTICULATING THEM AND BRAINSTORMING SOLUTIONS THAT CAN BE REPRESENTED WITH PICTORIAL SUPERIORITY IS A CRITICAL PART OF ANY PRODUCT MANAGER'S ROLE.”

Prezi Director of Product  
Neha Taleja

## COMPETENCIES 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.

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.”

Credit Karma Associate  
Director of Product  
Christina Lucey

# COMPETENCIES AT THE 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.



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."

GameClub COO &  
Head of Product  
Britt Myers


## 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



**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

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.



# ABOUT US

Products That Count is one of the largest and most influential networks of product managers in the world.

Empowers 300,000 Product Managers via:

- **100+ EVENTS GLOBALLY EACH YEAR**
- **THOUSANDS OF VIDEOS, PODCASTS AND ARTICLES ONLINE**
- **ALL PROGRAMS ARE FOCUSED ON ANSWERING THE QUESTION, “WHAT MAKES A GREAT PRODUCT?”**
- **COMMITTED TO INCREASE DIVERSITY AND INCLUSION IN PRODUCT**



Products That Count leverages our global audience of >300,000 product managers to run narrowly targeted integrated campaigns at scale that result in deep engagement, shortened sales cycles, and proven ROI for leading brands like Amplitude and Gainsight. Marketing leaders who entrust us with their marketing dollars engage product managers effectively and elevate their profile internally with sales and top leadership.

# 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](mailto:MARKETING@PRODUCTSTHATCOUNT.COM)



**40%**  
Increase new leads

**10X**  
Marketing ROI

**29%**  
Faster sales velocity

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.

## 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.

### SPENSER SKATES, FOUNDING CEO



"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."



**500,000+** PM Impressions

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.

## Impact



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, VP PRODUCT GROWTH



"By quickly **delivering 500,000+ cost-effective impressions**, they were instrumental in helping us expand our reach with product professionals that had previously been hard to reach."

learn more about our offerings at

[MARKETING.PRODUCTSTHATCOUNT.COM](http://MARKETING.PRODUCTSTHATCOUNT.COM)

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