

SCALE

**CMO-CRO Council:
12 Laws of GTM Alignment**

Today's Agenda

- Welcome & introduction (5 min)
- 12 Laws of GTM Alignment (40 min)
- Alignment through ABM at Demandbase (20 min)
- Q&A (rest of time)

We help our portfolio
build and optimize
hyper-growth GTM
machines

What is the GTM Advisory?

Advisory

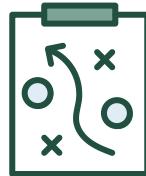
Been-to-market expertise



Advising over 60% of the portfolio
with bespoke GTM consulting

Content

Step-by-step guides



Distilling decades of experience into
80+ practical tools and frameworks

Events

The power of community



Connecting EIRs, advisors, and
portcos at 40+ events per year

Please take our 2-minute survey on GTM alignment



We want to hear your voice!

- We'll invite questions and/or anecdotes from the audience throughout the session
- No need to raise hands—just come off mute
- Remember to share your name, company, and title!

Future events

**Wednesday,
February 19th**

**Sales council: Creating urgency with
negative impact**

Chris Orlob (Founder and CEO of pclub.io)

**Friday,
February 28th**

**Founder council: How to map customer
value**

Pete Giordano (Scale GTM advisor)

Today's speakers



Kelly Hopping
CMO at Demandbase



Maria Pergolino
CMO EIR at Scale



Ryan Azus
CRO EIR at Scale

A graphic illustration featuring the title text 'Yes, It's YOUR FAULT' in large, bold, blue capital letters. The word 'YOUR' is crossed out with a large, orange, hand-drawn style 'X'. Four hands are shown interacting with the text: a blue sleeve and a white cuff point to the 'Y' from the top left; a blue sleeve and a white cuff point to the 'T' from the top right; a blue sleeve and a white cuff point to the 'U' from the bottom left; and a brown sleeve and a white cuff point to the 'L' from the bottom right.

Yes, It's ~~YOUR~~ FAULT

From Blame to Gain:
Achieving Sales and
Marketing Alignment
to Drive B2B Growth

Kelly Hopping & John Eitel

13 Laws of GTM Alignment



Law 1

Practice intentional leadership and alignment

Where folks go wrong

Marketing

- Focuses on optimizing marketing rather than ensuring alignment at the leadership level
- **Fails to set a good example** from the leadership level downwards

Sales

- **Treats marketing as a support function** rather than a strategic partner, leading to friction and misaligned expectations

CEO

- **Fails to see the CMO and CRO as advisors** with key insights into market dynamics and customer behavior
- Misses the opportunity to leverage their expertise in shaping the strategy

Law 2

Share one revenue goal—or die trying

Where folks go wrong

Marketing

- Focuses **solely on early indicators** (e.g., MQLs, impressions, clicks) rather than using them as milestones
- Fails to understand revenue contribution and how these metrics correlate to the end goal

Sales

- Fails to **build shared metrics and definitions** for stages and metrics (or doesn't stick to those definitions)

CEO

- Fails to **set a unified revenue goal** and hold both teams equally accountable for achieving it

Law 3

Define the Ideal Customer Profile, together

Where folks go wrong

Marketing

- **Targets a broad audience** to maximize lead volume, ignoring sales' feedback about what converts
- Excludes sales from ICP discussions

Sales

- **Ignores the agreed-upon ICP** to chase any deal, regardless of fit
- **Neglects to refresh account lists** or ensure proper assignment

CEO

- Fails to ensure **both teams align on the ICP** or regularly revisit it as market dynamics shift

Law 4

Set clear and defined revenue metrics

Where folks go wrong

Marketing

- Hides performance gaps behind **vanity metrics**
- Avoids **exposing underperforming campaigns**

Sales

- **Hoards** pipeline insights
- Downplays opportunities **lost due to poor follow-up**

CEO

- Fails to ensure the GTM team has **defined, agreed-upon metrics** that are centrally measured by RevOps or Finance

Law 5

Embrace SLA agreements—or risk staying in the blame game

Where folks go wrong

Marketing

- **Misses** lead generation goals
- Fails to meet the quality standard defined in the SLA

Sales

- **Doesn't adhere to the SLA's timeline** for follow-up, leading to cold leads and wasted efforts
- **Underestimates the cost of a lead** and the price of poor follow-up

CEO

- Allows SLA **violations to go unaddressed**, eroding accountability across both teams

Law 6

Host joint weekly forecast meetings

Where folks go wrong

Marketing

- **Comes unprepared** with incomplete campaign data
- **Lacks backup plans** when campaigns don't hit forecasted results

Sales

- **Treats the meeting as a "sales-only" forum,** dismissing marketing's input on lead gen trends
- Engages in **"sandbagging"**

CEO

- **Fails to attend** or champion forecast meetings (early-stage)
- **Doesn't make time** for meetings with the CRO and CMO (later-stage)

Law 7 Share the tech stack

Where folks go wrong

Marketing

- **Implements tools without consulting sales**, resulting in siloed or incompatible platforms

Sales

- **Refuses to use or update shared tools** like CRMs, creating data gaps and mistrust

CEO

- Fails to invest in an **integrated tech stack** or **mandate cross-functional training** and adoption

Law 8 Celebrate wins together

Where folks go wrong

Marketing

- Fails to highlight **how campaigns contributed to closed deals**
- Focuses too much on specific touchpoints rather than appreciating the engagement throughout the entire prospect lifecycle

Sales

- Takes full credit for closed deals **without acknowledging marketing's role** in lead generation and nurturing

CEO

- Celebrates sales wins **without recognizing marketing's contributions**

Photo from Demandbase RKO



Law 9 Collaborate on content

Where folks go wrong

Marketing

- **Produces content without consulting sales**, resulting in irrelevant assets
- Creates incomplete or unusable materials
- Fails to prioritize an effective, updated first-call deck

Sales

- **Fails to use marketing's content** or creates unauthorized materials
- Fails to provide feedback **to improve future materials**

CEO

- **Uses their own materials or messaging**, leaving marketing and sales confused about current messaging

Law 10

Ensure targeted outreach—make sales plays & ABM a shared strategy

Where folks go wrong

Marketing

- Focuses on broad demand generation **without aligning with sales on target accounts** or specific plays

Sales

- **Runs isolated outbound motions** that ignore marketing's insights, content, and targeting strategies

CEO

- Fails to **ensure the product is built for a clear ICP**, making it difficult to succeed with even the most relevant accounts

Law 11

Share upsell & expansion—selling doesn't stop at the first deal

Where folks go wrong

Marketing

- Considers responsibilities to be pre-sale only, **failing to support post-sale growth** through customer engagement, advocacy, and cross-sell campaigns

Sales

- **Focuses only on net-new acquisition**, missing opportunities to expand within existing accounts

CEO

- **Fails to prioritize expansion in revenue planning**, leaving money on the table from existing customers

Law 12 Make partnerships an amplifier

Where folks go wrong

Marketing

- Focuses only on direct sales channels and demand generation, **neglecting the role of partners in revenue growth**

Sales

- Treats partnerships **as a separate motion from direct selling**, failing to leverage marketing's ability to generate awareness for partners

CEO

- **Underestimates the value of partnerships**, limiting resources despite their potential as a major revenue driver

Law 13

Unified planning—adopt one GTM plan

Where folks go wrong

Marketing

- **Builds annual and quarterly plans in isolation**, optimizing for marketing KPIs instead of aligning to sales targets and customer needs

Sales

- **Operates on a separate planning cycle** without integrating marketing campaigns, programs, or insights

CEO

- Allows GTM functions to create separate plans, **rather than enforcing a single, integrated GTM strategy**

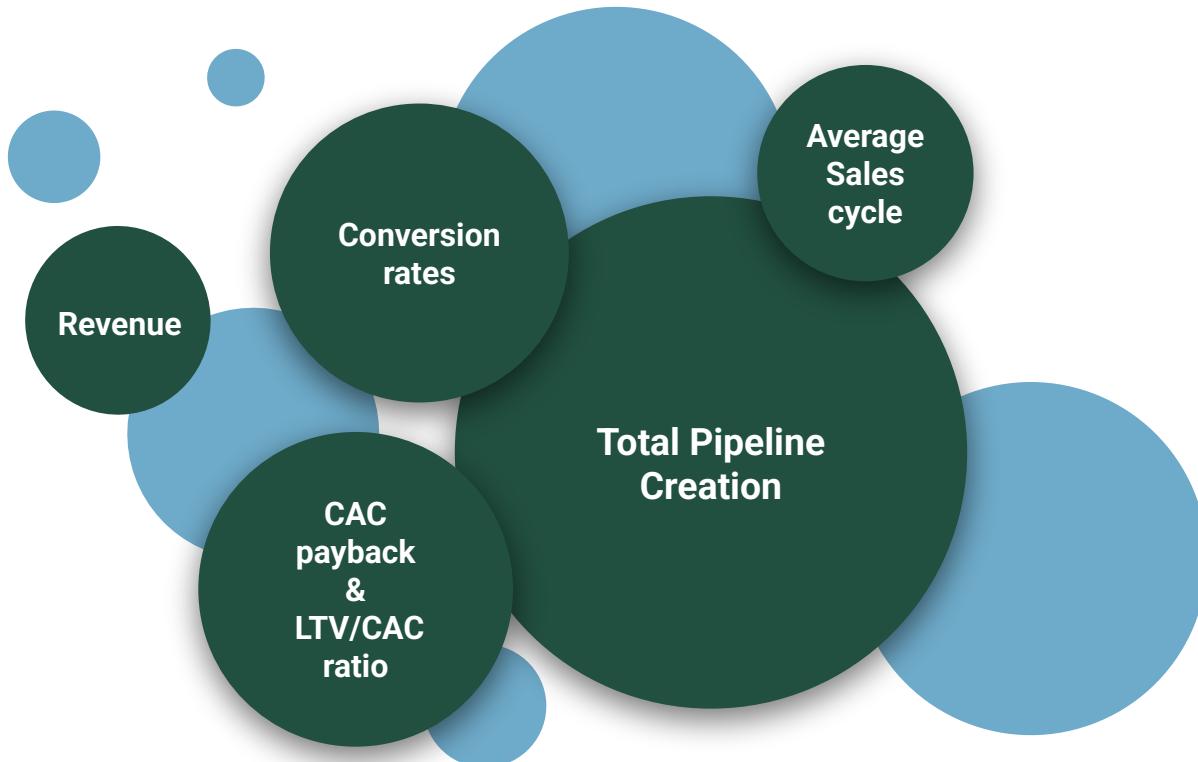
Scorecard for driving GTM alignment

Laws	Grade			Improvement Plan
	Mktng	Sales	CEO	
1 Practice intentional leadership and alignment				
2 Share one revenue goal				
3 Define the Ideal Customer Profile, together				
4 Clear and defined revenue metrics				
5 Embrace SLA Agreements				
6 Host weekly forecast meetings				
7 Share the tech stack				
8 Celebrate wins together				
9 Collaborate on content				
10 Ensure targeted outreach				
11 Share upsell & expansion				
12 Make partnerships an amplifier				
13 Unified planning—adopt one GTM plan				

Each team should independently grade how they perceive the company performing in each of the 12 categories; afterwards, they should compare their results and discuss plan for improvement

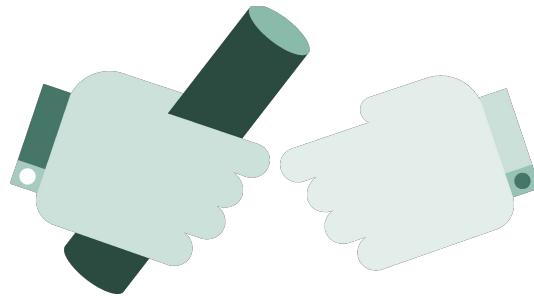
Alignment through ABM at Demandbase

Align on metrics

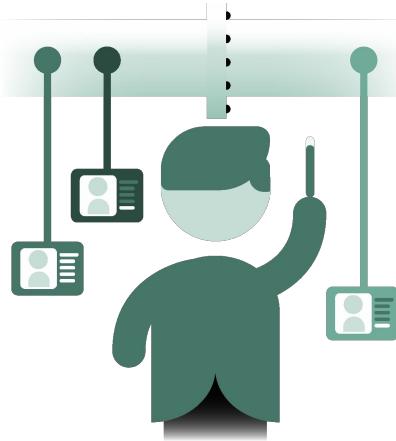


Say goodbye to the old marketing to sales handoff

Old: The Hand-Off

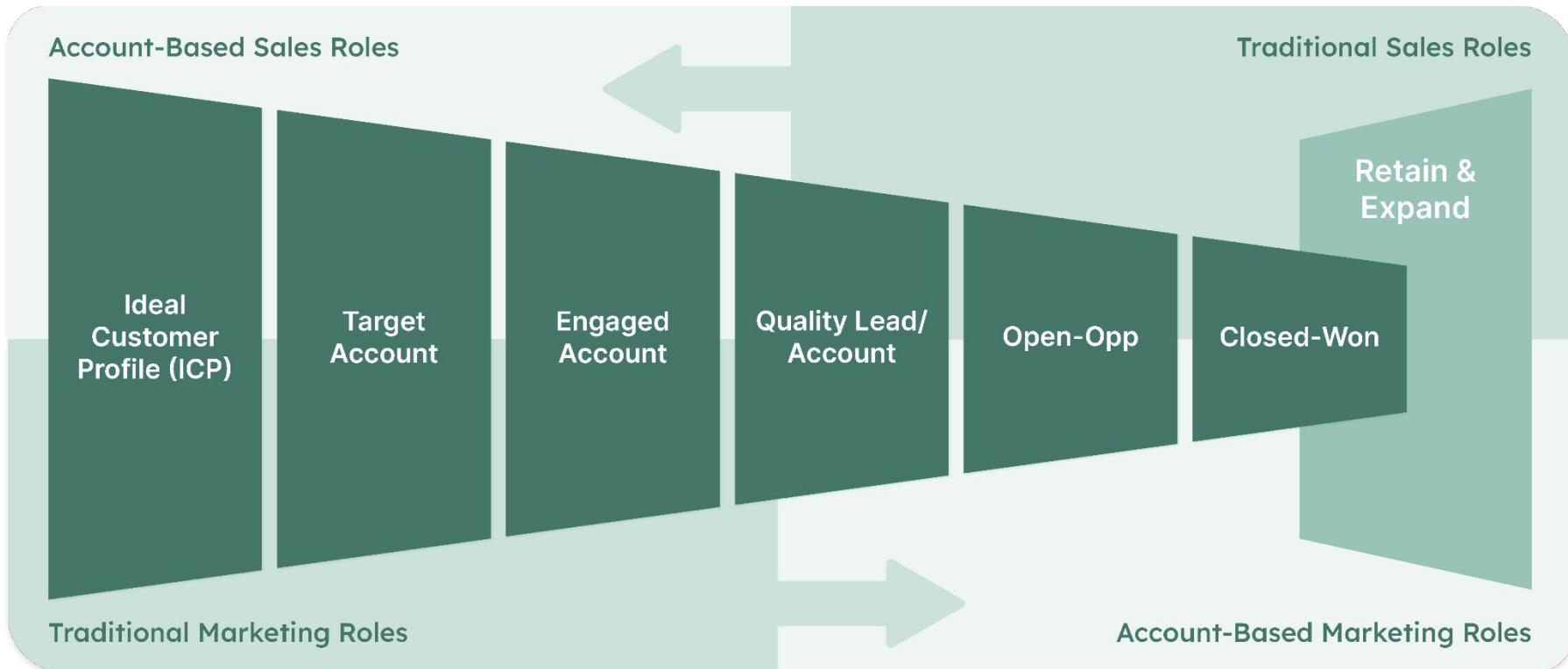


New: Exquisite Orchestration



**#1 indicator of account-based success
is the coordination between marketing and sales**

Align on metrics



Account scoring to account tiers



Powering ABM Across Digital Channels

1

LinkedIn / Display

Dynamic Lists mean audiences will automatically update as accounts move through journey stages

Ability to better target contacts means no wasted spend

2

Google Ads

Before DB1, paid search was a bit of a spray and pray because you didn't have a good way to target specific people

Prioritize key contacts without jeopardizing your reach

3

Email Nurture

Personalize nurture tracks based on journey stage, persona, engagement, intent, etc.

Capitalize on 'magic moments' to increase engagement / progression

ABX sample play

Mapped to strategy/stage	If this...	...then that
Awareness (All)	ICP accounts that are not yet engaging with our website and campaigns	Advertise to build awareness and attract them to our website
Awareness (All)	Target accounts that are aware but not in-market	Send a personalised or fun gift to build brand affinity
Awareness (Qualified)	Qualified accounts are good fit for personal invites to an upcoming webinar	Orchestrate direct mail and human outreach
Conversion (Engaged)	Lower-level contact from key account attends an online demo	Lift the conversation by inviting a C-level exec to meet with one of our top execs
Conversion (MQA)	New Marketing Qualified Accounts (qualified and in market)	Reach out to multiple people at the account
Sales Pursuit	Open opportunity	Help the full buying committee drive validation and consensus with broader advertising and exec alignment

Set entitlements by tier

	Tier 1	Tier 2	Tier 3	Tier 4
Qualified	TOFU Display Campaign \$\$\$	TOFU Display Campaign \$\$	TOFU Display Campaign \$	
Awareness	Intent-Based Nurture Track	Intent-Based Nurture Track	Intent-Based Nurture Track	Intent-Based Nurture Track
Engaged	Direct Mail (\$\$), LinkedIn Campaign	Direct Mail (\$), LinkedIn Campaign	LinkedIn Campaign	LinkedIn Campaign
MQA	Exec Outreach, Retargeting Campaign	Custom Outreach, Retargeting Campaign	Outreach, Retargeting Campaign, Light DM	Outreach, Retargeting Campaign
Opportunity	Exec Strategy Session, 1:1 Campaign, DM	M2M Offer, DM, Advertising Campaign	M2M Offer, Advertising Campaign	Advertising Campaign
Customer	Welcome Basket DM, Custom LI Conv Ad, Ad Campaign	DM (med), Custom LI Conv Ad, Ad Campaign	DM (small), Ad Campaign	Ad Campaign

ABM standups with sales

Weekly meetings with sales team(s) to identify which accounts might need some extra TLC

Just Getting Started

What marketing should bring:

- Journey stage data
- Top intent signals from target accounts
- Recent campaign engagement
- Website visits and top pages

Using insights, brainstorm with sales on:

- Which area to focus efforts on based on journey stage distribution
- Personalized email copy incorporating intent terms and web visits
- Direct mail offer that builds on prior campaign engagement

Post meeting, share:

- Increase in web activity and key pages
- New names from focus accounts
- Increases in intent signals

Advancing in Process

What sales should bring:

- Recent news (funding, leadership change, etc.)
- Emerging pain points / industry trends
- Insights from own conversations
- Top 5 accounts and why

Using insights, work together on:

- Most helpful alerts to receive (frequency and channel)
- Outreach and DM plays based on company changes
- Messaging plan around pain points / trends
- Bespoke offerings / 1:1 campaigns for top 5 accounts

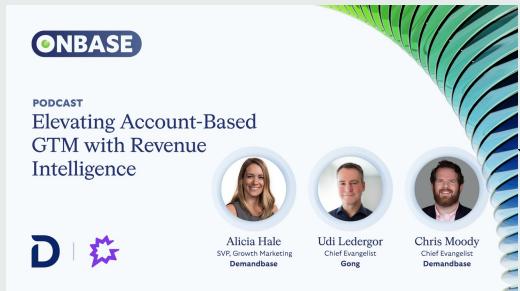
Post meeting:

- Open line of communication
- Shared reports on campaign performance
- Synced cadence of sales and marketing touches

Prioritizing a Top Vertical

Industry Specific Ads and Assets that Span Across the Journey Stages

Middle of Funnel Podcast



Top of Funnel Blog Post



Middle of Funnel Webinar



Bottom of Funnel Guide



First, we crawl; then walk, then run

1

Crawl

- **Understand** on-site engagement with deanonymization of **account level activity**
- Understand **competitive intent**
- Install base activity (cross-sell/up-sell signals)
- Launch **first Ad Campaign** supporting top level journey stages using what you have (First 30 Days)
- Expand advertising to additional **Journey Stages** (use the data to help prioritize programs)
- **Enable Sales** with account-based intent and web engagement insights

2

Walk

- Refine core configurations - **customize Journey Stages and Predictive Scores**
- Use predictive scores to prioritize target accounts and **find new in-market accounts** (Dynamic TAL build)
- Add **multiple qual and predictive scores** to support multiple solutions
- Use Journey Stages to understand where your accounts are in the buyer's journey and **measure progression QoQ**

3

Run

- ★ Align on strategy with Demandbase, prioritize use cases, retraining of the platform
- ★ Layer in **people-based advertising** to reach known contacts
- ★ **Personalize** all advertising landing pages
- ★ Personalize the business home page to key segments (in progress) to ensure companies get to the right content

Q&A

Thank you

