



**Cranking the GTM Engine:
How a Program
Management Office (PMO)
Drives Cross-Functional
Performance**



Table of Contents

Intro: The Gap in Go to Market Planning and Review Processes.....	1
Starting the Engine with a Program Management Office (PMO)	3
PMO Management Tools	4
PMO Meeting Audiences and Frequency.....	5

Intro: The Gap in Go to Market Planning and Review Processes

While “go to market” is inherently cross-functional, most planning and review processes for go to market campaigns and programs are managed by departmental leads, within their departments - creating silos, with limited prioritization and coordination across teams. More significantly, with focus on departmental work and goals, there’s limited accountability for performance in target markets. In most cases, no department owns market metrics such as win rate, market share, and NPS.

These are the typical, siloed planning and review processes for go to market activities:

- **Annual planning** - company-wide planning sets the context for all activity, where strategic direction is defined by the executive team, then pushed down to functional leads, who flesh out plans (OKRs, MBOs) with a departmental lens. Broad strokes, with poor accounting of cross-functional dependencies, leads to too much work committed, and poor delivery.
- **Quarterly business reviews** - primarily a sales management and ops function for reviewing performance against targets for the previous quarter, and to plan territories and pipeline for the coming quarter. The focus, appropriately, is on how Sales can achieve their revenue targets - not on GTM campaigns and programs.
- **Pipeline reviews** - a weekly review of the pipeline and progress towards quarterly goals, also owned by Sales Management and Operations. Because the audience includes the entire sales team, these meetings are used to communicate GTM announcements and updates.
- **Marketing activity reviews** - Marketing typically has at least two review processes that impact go to market, run in parallel:
 - > **Lead Gen review** - a review of the leads generated, by channel, with oversight of lead conversion, budget, and cost per lead. The purview of this team often ends with Marketing Qualified Leads (MQLs), with no consideration of conversion through the sales process.
 - > **Campaign and program review** - planning and oversight of everything other than lead generation that is owned by Marketing, including launches, branding, PR, systems changes, etc.
- **Sales support reviews** - similar to Marketing's review process, these are planning and review sessions of projects owned by Sales Operations, Enablement and Management. This is typically done within Sales, by the Sales leadership team.

In summary: no one review process exists for planning and managing all go to market campaigns, programs and activities, including those that don't originate from either Marketing or Sales. Exacerbating the problem, no one team owns metrics of market performance, so managers focus on what they can control, which is the performance of their own departments.

Starting the Engine with a Program Management Office (PMO)

Leaders bemoan the lack of alignment between Marketing and Sales, but that characterization is too simplistic. The real challenge is getting all go to market teams - Product, Growth and Content Marketing, plus Sales Enablement, Ops and Management - in sync together, firing on all cylinders with great timing. To synchronize efforts across all these teams, decision makers from each team should form a go to market Program Management Office (PMO).

As a decision-making team of leaders, the GTM PMO controls and oversees a continuous flow of work: planning and overseeing all go to market investments and activity, regardless of who owns each project. It starts with prioritization - a decision-making process that's nimble and flexible, prioritizing based on estimates of cost, time and impact for all potential investments. PMO activities include planning, scheduling, issue management, and continuous refinement of GTM campaigns and programs.

The real challenge is getting all go to market teams in sync.

The scope of the control function, and the remit of the PMO team, is defined by what impacts Sales. Any and all projects that impact going to market, especially those that consume sales time, are in the PMO purview. Sales time is a precious commodity, to be optimized with the best mix of campaigns and programs, and balanced across admin, enablement, and selling.

The PMO team manages to a rhythm of business, which is dictated by customer purchasing cycles that flow and ebb through the year. A calendar view of all programs and campaigns is maintained to improve coordination and execution - and to stay clear of selling seasons.

A segment scorecard informs decision-making and incentives. The Segment Scorecard measures performance in market, and tracks top-of-funnel, pipeline, and sales performance metrics. (To learn more, read "Segment Metrics: a Scorecard for Aligning Go to Market Teams") Managing with this scorecard, the GTM PMO owns and controls market performance.

PMO Management Tools

The PMO exists to facilitate cross-functional decision making, but one leader needs to own the management of the PMO.

Here are the tools the PMO leader should use to manage and present information:

- **Prioritization process and tools** - Not all campaigns and programs can be funded and staffed - work must be prioritized relative to cost and capacity. Proposals should be submitted via a proposal template that includes an assessment of cost, benefit, and duration. The PMO uses the information to approve and reject proposals.
- **Go to Market Calendar** - A calendar view of work in flight and planned is used for scheduling work efforts, and flexes seasonally.
- **Campaign / Program Status report** - A one page template for reporting status of individual projects. The template may differ for campaigns versus projects. The latter should convey accomplishments, milestones, issues and risks, with red-yellow-green indicators for budget, schedule and risk.
- **Segment Scorecard** - The scorecard creates visibility into strategic goals and impact of go to market efforts.

PMO Meeting Audiences and Frequency

A monthly PMO cadence is a complement to the sales review processes, which are typically weekly and quarterly. In these meetings, strategy turns into execution. Sponsors, team leads and managers of campaigns and programs present, discuss, and make decisions. Cross-functional executives, including Vice Presidents and C-level executives, review, drill in, and provide guidance. The review meetings are typically monthly.

During the weeks in between, the team leads and managers manage the work streams, mostly through existing operational and project management processes. The PMO is an overlay, with functional leaders serving dual roles: managing functional teams and projects to achieve functional excellence day-to-day, while also providing monthly cross-functional oversight as PMO member owners. In addition to attending to the details of each campaign and program as managers, these leaders are responsible for setting direction, reporting status, coordinating and prioritizing with counterparts, and making adjustments for optimal impact.

In one case study, at Microsoft, the monthly GTM PMO meetings were 2 hours, with 60 minutes for reviewing work in flight, then 30 minutes for prioritization and coordination of proposed work, and 30 minutes for open discussion. Executives from many cross-functional attended to be kept abreast of activities, and to talk business with peers, with their teams listening. PMO team members, project owners and team members presented information that fueled the open forum. Importantly, the vibe was collegial, where execs were willing to compromise in planning, and open to hearing insights and opinions from any attendee.

About Gomo

GoMo Consulting is a specialty practice, offering expertise and services in B2B go to market strategy, revenue operations, and sales enablement, with the impact of improving sales results. Our approach is either to execute projects that you define, or to work with you to assess current go to market capabilities and challenges, then address those challenges with fractional leadership, project engagements, temporary staffing, or advisory services.

www.gomo-consulting.com