SaaS METRICS PALOOZA

GTM has changed

- There might have been a time when marketing generated pipeline and sales closed it.

- **But that's not the world we live in now.**

Anything that could build pipeline is fair game

Marketing	**Sales**	**Product**	**Ops**
● Content	● Cold email	● Free trials	● Automated outbound
● Paid social	● Cold calling	● Lead magnets	● Intent data
● Organic social	● LinkedIn connect	● Interactive demos	● AI SDRs
● PR	● LinkedIn message	● Programmatic SEO	● Support qualified leads
● Influencers	● Intros/referrals	● PQLs	
● Field marketing	● Warm outbound	● UGC	

Our GTM metrics haven't kept up
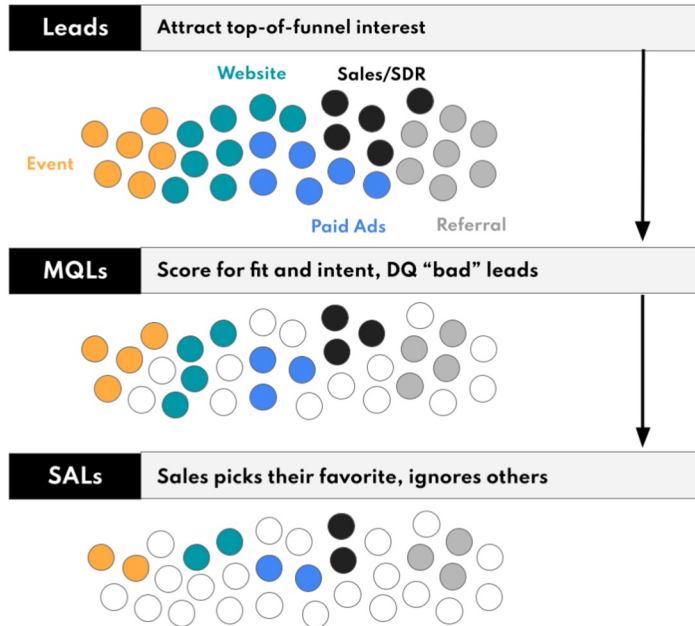
The old view of GTM metrics:

1. Marketing generates leads… hopefully in our ICP!
2. Marketing scores those leads, sending the good-ish ones (MQLs) to sales.
3. Sales cherry-picks the most interesting and ignores the rest.

This MQL paradigm is broken

- It's nearly impossible to know whether our efforts are influencing the right people at the right accounts.

- It sets up attribution fights and blame games between marketing and sales.

- It's a highly subjective and arbitrary stage — and in many cases is disconnected from the buyer's intent.

- It creates a leaky lead bucket with significant wasted effort and spend.

- It encourages spray-and-pray demand generation tactics — with the logic that we can disqualify or filter out anyone who's a bad fit.

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An alternative approach: unified, account-based

Why not instead focus our efforts on reaching the accounts we care about where (a) our product works the best, (b) we have the best chance of winning, and (c) where our customers are most likely to renew and expand over time?

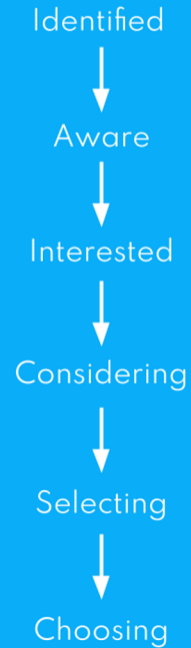If we shifted to an account-centric view, we'd measure:

- How many accounts are in our ideal customer profile (ICP)?
- Where are those accounts in their buying journey with us?
- Which activities are most effective at influencing accounts along that journey?
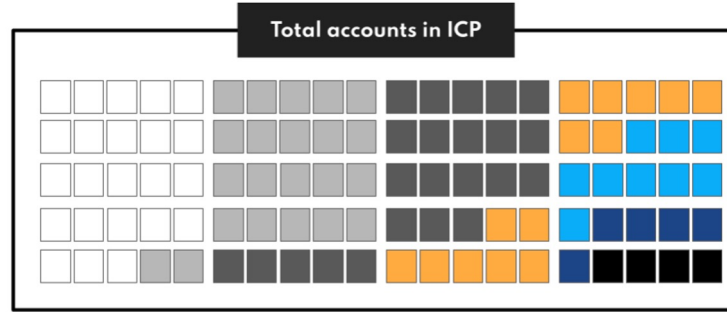
It might look something like this

OLD WAY

Visitors
↓
Leads
↓
Marketing Qualified (MQL)
↓
Sales Accepted (SAL)
↓
Sales Qualified (SQL)
↓
Won Deals

BETTER WAY

Identified
↓
Aware
↓
Interested
↓
Considering
↓
Selecting
↓
Choosing

I challenge you to make this chart for your ICP accounts

Total accounts in ICP

Identified = 77%
You know who they are and can market to them. Set up in CRM, MAP
clay · Keyplay · zoominfo · Linked in

Aware+ = 55%
When asked, they know who you are (open 2+ emails, visit website, engage w/ ad, etc.)
HubSpot · Linked in · Google · G2 CROWD

Interested+ = 32%
Opted into communication; self-educating (sign up for trial, watch interactive demo, fill out form, attend webinar, reply to SDR, reply to chat, etc.)
Walnut · navattic · DRIFT · HubSpot

Considering+ = 18%
Actively considering you for a purchase (complete a demo, become a PQL, etc.)
RB2B · Warmly, · sendspark

Selecting+ = 9%
Engaging in a buying process

Customer = 4%
Closed won customer

The steps to doing this

- Step 1: You know exactly how many accounts are in your ICP.

- Step 2: You've **identified** the buyers at those accounts and can market to them.

- Step 3: You know how many are **aware** of you.

- Step 4: You know how many are **interested**.

- Step 5: You know how many are **considering** a purchase. [PIPELINE]

- Step 6: You know how many are **selecting** a vendor.

- Step 7: You know how many have **chosen** your product, becoming a customer. [$$$]

If you look at GTM effectiveness this way, it doesn't matter whether you invest more in PLG, outbound, paid ads or something else.

What matters is that you ultimately reach the right people and turn them into customers.

Next-gen GTM tech makes this a LOT easier to do

Identify accounts	Measure intent	Engage accounts
Keyplay	Warmly,	Mutiny
clay	RE2B	11x
zoominfo	HubSpot	sendspark
Linked in	6sense	Linked in
Apollo.io		Salesloft.
		Outreach

How to operationalize this

- Run GTM experiments with test and control groups
- Measure the results and then scale up what works so that it's always on. Look at the conversion rate across stages, the cost per conversion and the conversion capacity.
- As you find success, assign an owner for each buying stage and set a target number of conversions along with a target cost per conversion.

Goodbye MQLs, hello ICP pipeline.

For more growth insights, check out [Growth Unhinged](), my free weekly newsletter.