

CMO Manifesto

7 Non-Negotiables

State of GTM for B2B

57% didn't create enough pipeline

72% seeing longer Sales Cycles

60% Companies can't show ROI

69% reps missed quota

56% companies missed revenue #

**Smaller
Teams**



**Lowest
budget**



But, when we asked...

the one thing that is keeping your company from hitting business goals?

You can see how people vote. [Learn more](#)

internal go-to-market clarity 68%

market conditions 28%

competition 0%

if other, comment below 4%



Your competition is you!

Go-to-Market is Hard

5 Valleys of GTM Death

You can **CREATE** but can't **MARKET**

You can **MARKET** but can't **SELL**

You can **SELL** but can't **DELIVER**

You can **DELIVER** but can't **RENEW**

You can **RENEW** but can't **EXPAND**

You don't have a **marketing** problem.

You don't have a **sales** problem.

You don't have a **CS** problem.

You don't have a **product** problem.

You have a **go-to-market** problem.

Mega GTM Shifts.

How are people **buying?**  **Rise of Services as Software**

How are people **selling?**  **SDR function is a bug in the SaaS model**

How are people **building?**  **AI prompt is the new interface**



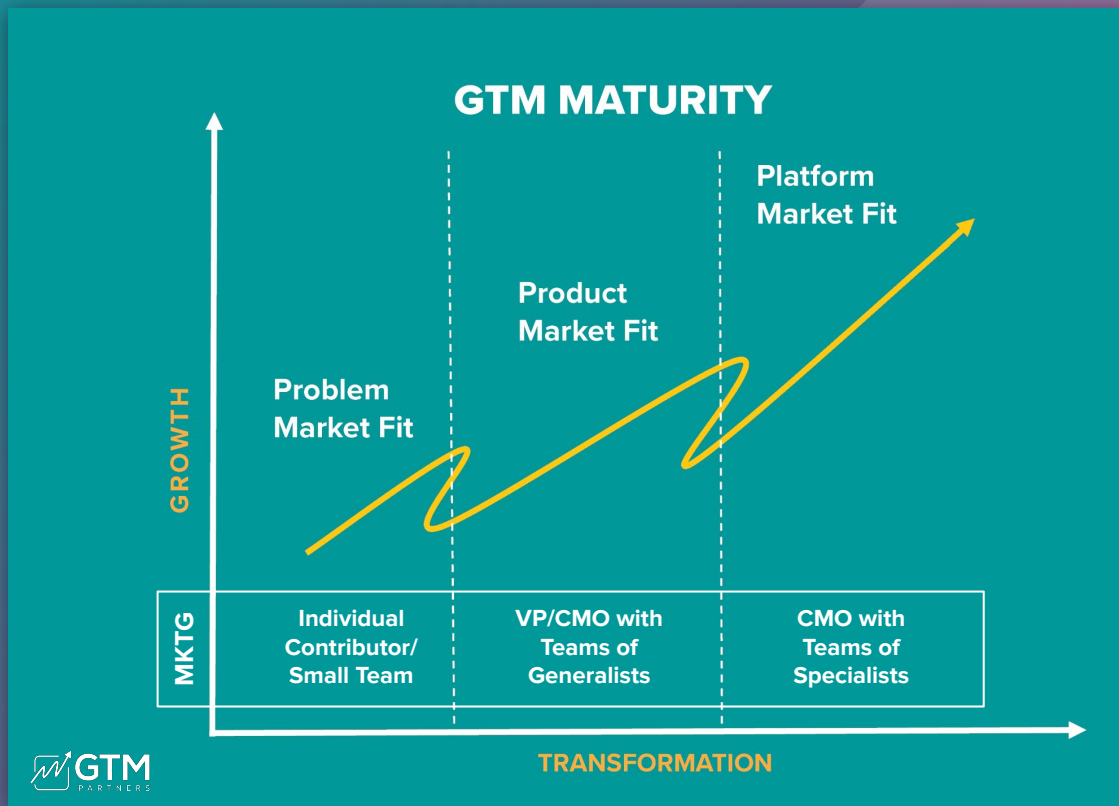
Focus less on
marketing the business
and more on the
business of marketing.

80%

of CEOs don't
trust or are
unimpressed with
their CMOs.

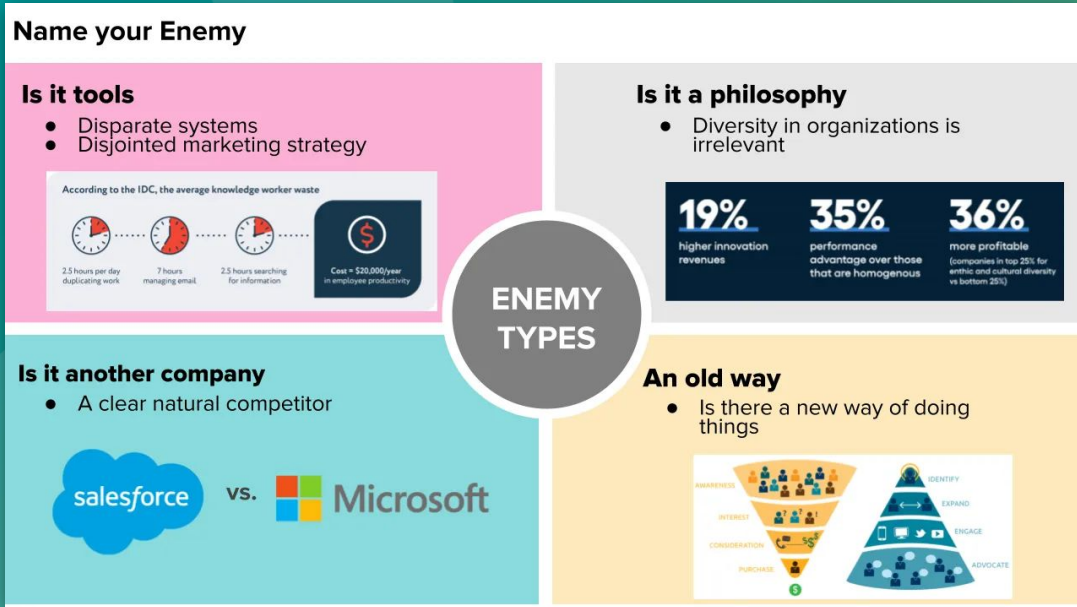
Instead, try this:

Clarity > certainty





**Market like a leader—
Or get left behind.**



First-mover companies have a **70% higher** market share than late adopters.

Instead, try this:

In all things > ALL in one thing



Brand drives demand.

23%

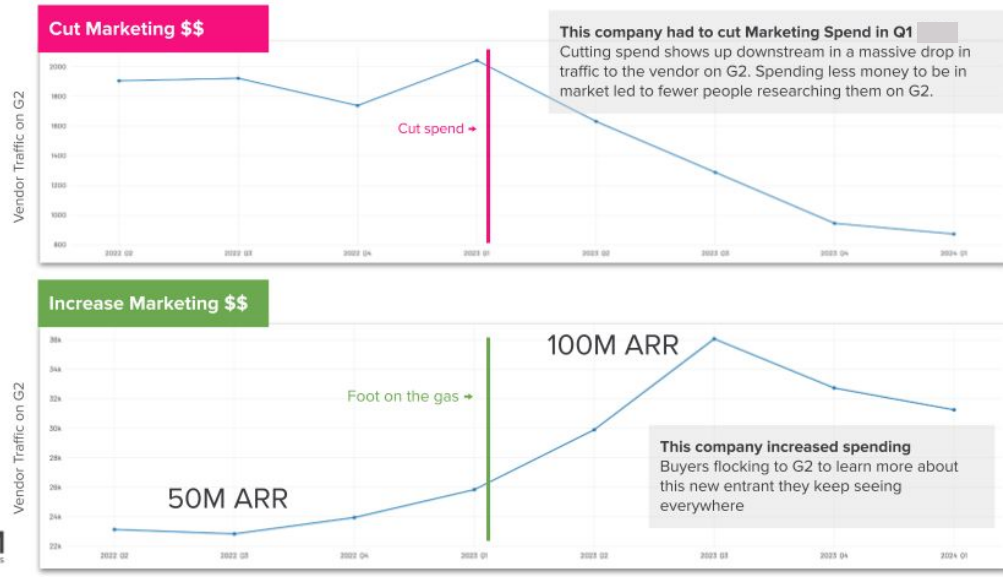
Consistent brand presentation across all platforms increases revenue by up to

Instead, try this:

Double down on brand

When Marketing Spend Gets Cut: What Happens to Brand?

Using a Vendors traffic on G2 as proxy for brand awareness





Own the P&L—
or stay stuck in
the marketing box.

ARE YOU A MODERN MARKETER?

TRADITIONAL

MODERN

PSYCHOLOGY & LEADERSHIP STYLE

Conservative,
cautious, tentative



Creative, willing to
take risks

ORGANIZATIONAL ROLE

Support
function



Strategic
function

DECISION MAKING

Off-the-shelf
"best practices"



Gut, intuition &
data-driven

Source: GTM Partners' Guide to Modern Marketing
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CMOs with P&L responsibility have an average tenure of **3.8 years**, compared to 1.6 years for those without.

Instead, try this:

**Stop asking for budget
and start asking for
investments**



AI is the new Internet.
Adapt or die.

100%

of B2B marketers will
use AI-powered tools
across all stages of the
customer journey.

But 100% of you
will fail without
human in the loop.





Go beyond
marketing metrics to
boardroom metrics.



CMO-CRO Scorecard Template

Week of [Date]

Branding

Inbound Funnel

Conversion Metrics

Outbound Funnel

Revenue KPIs

Inbound Calls & Emails

35

month

Qualified Conversions

350 vs. 400

month

Site Conversion Rate

5.70%

quarter

Outbound Engagement Rate

3%

month

Revenue vs. Goal

1.3M vs 1.5M

month

Site Traffic

6,090

month

Top Inbound Campaigns

Partner Webinar: 50
Demo Request: 45
Customer Referral: 40

month

Lead to Qual Conversion Rate

50%

month

Engaged Target Accts

1,225 out of 3,500

month

Avg Deal Size

\$55,000

quarter

Engagement Spikes

300 Accounts

month

Inbound Opportunities

45 vs. 60

month

Target Acct Engagement Rt

35%

month

Outbound Opportunities

65 vs. 85

month

Opportunity Close Rate

25%

quarter

Share of Voice

33%

quarter

Inbound Pipeline Gen

\$1,687,500

month

Deals advancing to Discovery

75 vs. 95

month

Outbound Pipeline

\$2,275,000

month

Pipeline Velocity

72 days

quarter

Net Promoter Score

7.5

quarter

Inbound Pipeline Coverage

2.5x

Open Pipeline = X

Deals advancing to Proposal

40 vs. 50

month

Outbound Pipeline Coverage

2x

Open Pipeline = X

Cost per Opportunity

\$250

quarter

62%

predict the death of the
“**MQLs**” and marketing
metrics.

Instead, try this:

Pipe vs. ICP-fit pipe
Rev vs. ICP-fit rev



Goals are for amateurs.
Systems build unicorns.



“Every great company needs a
go-to-market operating system.
Not to predict the future—but to align
leadership, pressure-test decisions, and
remove decision latency.”

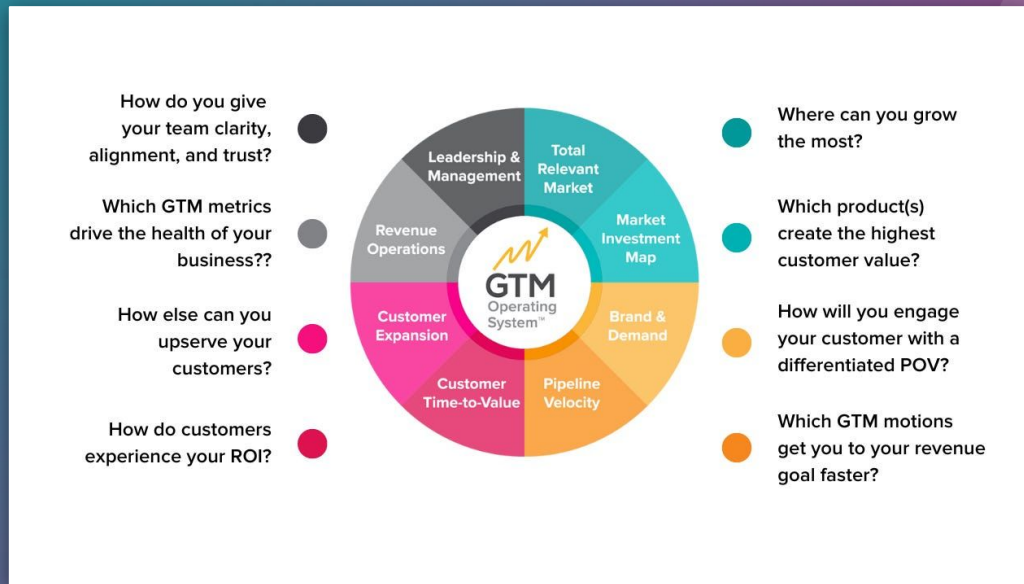
— Geoffrey Moore (author of Crossing the Chasm)

68%

internal alignment is
keeping my company
from hitting business
goals.

Instead, try this:

Alignment > right



Snowflake's 8-Question GTM OS Across the 3 Stages



GTM O.S. Questions

1. How do you bring clarity, alignment, and support for your team?

2. Where can you grow the most?

3. Which product(s) create the highest customer value?

4. Which GTM metrics drive your business health?

5. How will you engage your customer with a differentiated POV?

6. How else can you upserve your customers?

7. Which GTM motions get you to your revenue goals faster?

8. What's your ROI in the customer's mind?

Snowflake's 8-Question GTM OS Across the 3 Stages



GTM O.S. Questions	Problem-Market Fit (2012-2016)
1. How do you bring clarity, alignment, and support for your team?	Founder-led product tech and clarity. Tight engineering loops with early design partners. Mission-driven: Fix the broken data cloud warehouse
2. Where can you grow the most?	Cloud-native startups frustrated with legacy warehouses.
3. Which product(s) create the highest customer value?	Elastic, cloud-native data warehouse (separate compute & storage).
4. Which GTM metrics drive your business health?	Usage-based growth, initial activation, early expansion.
5. How will you engage your customer with a differentiated POV?	"Legacy data infrastructure is broken." Advocated cloud-native simplicity.
6. How else can you upserve your customers?	Fast performance, ease of use, win over architects.
7. Which GTM motions get you to your revenue goals faster?	Founder-led evangelism, SE-driven sales. Early tech influencers.
8. What's your ROI in the customer's mind?	"Snowflake is faster, simpler, and cheaper than legacy."

Snowflake's 8-Question GTM OS Across the 3 Stages



GTM O.S. Questions	Problem-Market Fit (2012-2016)	Product-Market Fit (2016-2021)
1. How do you bring clarity, alignment, and support for your team?	Founder-led product tech and clarity. Tight engineering loops with early design partners. Mission-driven: Fix the broken data cloud warehouse	Frank Sliotman installed operational excellence. Used tight prioritization, OKRs, and a performance-first culture.
2. Where can you grow the most?	Cloud-native startups frustrated with legacy warehouses.	Moved into enterprise workloads: finance, SaaS, healthcare.
3. Which product(s) create the highest customer value?	Elastic, cloud-native data warehouse (separate compute & storage).	Multi-cloud data platform: analytics, governance, sharing.
4. Which GTM metrics drive your business health?	Usage-based growth, initial activation, early expansion.	NRR, consumption growth, enterprise logo wins, workload expansion.
5. How will you engage your customer with a differentiated POV?	<i>"Legacy data infrastructure is broken."</i> Advocated cloud-native simplicity.	<i>"One platform for all data."</i> Multi-cloud, governed, scalable.
6. How else can you upserve your customers?	Fast performance, ease of use, win over architects.	Delivered governance, analytics, better partner integrations.
7. Which GTM motions get you to your revenue goals faster?	Founder-led evangelism, SE-driven sales. Early tech influencers.	Enterprise sales + land-and-expand model.. Cloud co-sell and partner GTM.
8. What's your ROI in the customer's mind?	"Snowflake is faster, simpler, and cheaper than legacy."	"Snowflake lets us consolidate and scale without replatforming."

Snowflake's 8-Question GTM OS Across the 3 Stages



GTM O.S. Questions	Problem-Market Fit (2012-2016)	Product-Market Fit (2016-2021)	Platform-Market Fit (2021-Present)
1. How do you bring clarity, alignment, and support for your team?	Founder-led product tech and clarity. Tight engineering loops with early design partners. Mission-driven: Fix the broken data cloud warehouse	Frank Sloatman installed operational excellence. Used tight prioritization, OKRs, and a performance-first culture.	Weekly exec-led GTM reviews. Function heads run scorecard-driven ops. Sloatman's "Amp it Up" model drives focus, intensity, and clarity.
2. Where can you grow the most?	Cloud-native startups frustrated with legacy warehouses.	Moved into enterprise workloads: finance, SaaS, healthcare.	AI/ML data apps, global enterprises, data-sharing and marketplaces, industry clouds.
3. Which product(s) create the highest customer value?	Elastic, cloud-native data warehouse (separate compute & storage).	Multi-cloud data platform: analytics, governance, sharing.	Full Data Cloud: native app framework, AI tools, Snowflake Horizon, data collaboration.
4. Which GTM metrics drive your business health?	Usage-based growth, initial activation, early expansion.	NRR, consumption growth, enterprise logo wins, workload expansion.	130%+ NRR, product attach, ecosystem usage, platform revenue mix..
5. How will you engage your customer with a differentiated POV?	<i>"Legacy data infrastructure is broken."</i> Advocated cloud-native simplicity.	<i>"One platform for all data."</i> Multi-cloud, governed, scalable.	<i>"The Data Cloud powers AI/ML and business innovation."</i> Platform = apps, insights, collaboration.
6. How else can you upserve your customers?	Fast performance, ease of use, win over architects.	Delivered governance, analytics, better partner integrations.	AI copilots, native apps, collaboration, industry solutions, data sharing, tools.
7. Which GTM motions get you to your revenue goals faster?	Founder-led evangelism, SE-driven sales. Early tech influencers.	Enterprise sales + land-and-expand model.. Cloud co-sell and partner GTM.	Hybrid motion: product-led, sales-led, ecosystem-led. Global co-sell, industry GTM, ISVs.
8. What's your ROI in the customer's mind?	"Snowflake is faster, simpler, and cheaper than legacy."	"Snowflake lets us consolidate and scale without replatforming."	"Snowflake powers our data apps, AI strategy, and business model."

WHERE MARKET IS GOING

The Way People Are Buying, Selling and Building



7 Non-Negotiables

- 1 Focus less on marketing the business and more on the **business of marketing**.
- 2 **Market like a leader**—Or get left behind.
- 3 **Brand** drives demand.
- 4 **Own the P&L**— or stay stuck in the marketing box.
- 5 **AI is the new Internet**. Adapt or die.
- 6 Go beyond marketing metrics to **boardroom metrics**.
- 7 Goals are for amateurs. **Systems build unicorns**.