University of Washington
Marketing 579: Go-To-Market Strategy
Course Syllabus

Spring 2018, 5 Week Course, 2 Credits

**Dates and Time:** Wednesday evenings, May 8 – June 5, 2019; 6:00pm – 9:30pm

**MKTG 579:** Go-To-Market Strategy

**Instructor:** Kelly Breslin Wright

**Location:** University of Washington Foster School; Classroom TBD

**Course Description**

The focus of this class is on the key elements required in building a Go-To-Market strategy and launching a professional sales organization. We will review the steps needed for a company to build an effective sales strategy and deploy a sales team. This course will review the steps needed to transition from the initial product market fit stage to the initial stages of bringing a product or service to market. There will be limited emphasis on sales technique and the actual selling process (i.e. students should not view this course as a class on how to be a better salesperson.)

In this course, we will address:

- Company vision, mission, and core values and their impact on Go-To-Market strategy
- Company Story
- Building a differentiated value proposition
- Ideal Customer Profile
- Common sales motions, including mapping which sales models align best with different company strategies
- Ideal Seller Profile
- Sales Organizational Structures – overview of functions and roles within a typical sales organization
- Overview of Sales Operations, including introduction to sales metrics, sales compensation, sales performance management, and sales processes
- Go-To-Market strategy

**Why Is This Course Important to My Career and to the World?**

Business curriculums provide Strategy, Finance, Marketing, and Operations courses to provide a general framework for setting up and running a business. This course builds upon these basic business foundations by taking a deeper dive into the development
and execution of a successful Go-To-Market Strategy. A Go-To-Market Strategy is the overarching plan to take a product or service to market in a way that best addresses the needs of customers. Each person in a company, whether in Product and Engineering, Sales, Marketing, Operations, or G&A should have a comprehensive understanding of the Go-To-Market Strategy, as successful deployment of the strategy requires alignment from all departments and individuals. An effective Go-To-Market Strategy requires an organization to first solidify its mission, core values, differentiated value proposition, ideal customer profile, relevant sales motions, and ideal seller profile. This strategy will arm the company with a competitive advantage impacting how the team reaches and interacts with prospects and customers. The course will also cover additional foundational elements required to effectively build and deploy a professional sales organization.

The Corporate Executive Board conducted a study of over 6,000 companies and found that fifty-three percent of the reason why people buy from and stay loyal to a company is related to the Sales Experience. The Sales Experience is an influential element of an individual’s buying decision. Successful companies must have an integrated, thoughtful, and focused Go-To-Market strategy to inform messaging, sales motions, sales organizational structure, and overall decision-making.

**What Will I Get From This Course?**

In this Go-To-Market course, you will be introduced to the fundamentals needed to develop a Go-To-Market strategy, develop the sales model, and structure the sales organization. Other Marketing courses introduce Market Sizing, Product Market Fit, Branding, and the 4 Ps (Price, Product, Promotion, and Place). This course will introduce additional principles necessary to launch the Go-To-Market efforts to take the product or service to market. You will learn basic elements required in any sales organization, including sales messaging, an ideal customer profile, an ideal seller profile, sales metrics, and sales compensation. The course will also address ways to ensure alignment between the Go-To-Market strategy and approach and the company’s overarching vision, mission, and values.

**Who Should Take This Course?**

Marketing 579 is a general business course. This course will build on the foundation of other Marketing courses to incorporate the broader Go-To-Market strategy. Future entrepreneurs, founders, and general managers should take this course. Anyone interested in a career in Sales or Marketing will also benefit. This course will provide practical applications and knowledge surrounding Go-To-Market strategy relevant for companies of any size or vertical.

**Who Is The Instructor?**

Kelly Breslin Wright has over 25 years of experience in leadership, sales, operations, and strategy roles. She has deep Go-To-Market experience and has helped teams navigate through multiple stages of company growth, through IPO, global expansion, leadership transitions, business model changes, and the demands of being a private and public company. Kelly spent 12 years at Tableau Software (NYSE: DATA) as
Executive Vice President, Sales. She joined Tableau as the company's first salesperson in 2005 one month before the launch of version 1, and she helped grow Tableau into a multi-billion dollar public company as a key member of the executive team. She grew Tableau’s worldwide sales and field operations from zero to $850m in revenue and managed over half of Tableau’s global team as the company grew to 3,400 employees. Kelly was responsible for all worldwide sales and field operations, including Direct Sales, Channel Sales, Services, Training, Technical Support, Customer Success, Sales Operations, and Sales Readiness. She now does board work, advising, and speaking. Kelly is a Board Director at Fastly, Amperity, and Even. She is a Board Advisor at data.world and for the Professional Sales Program at the University of Washington’s Foster School of Business. Kelly also sits on the Stanford LEAD Council and is a Stanford Seattle Advisor.

How Will I Learn In This Course? What Is The Format?

This course will be interactive, demanding active participation from the students. The format will be varied, including readings, discussions, group activities, guest speakers, case work, individual work, and team projects. Readings will help you prepare for each session. You will keep a journal to record your observations and learnings. The culmination of the course will be a final team project which incorporates a written component and a final class presentation.

How Does Class Participation Work?

Given that this course will only meet five times, class participation is an extremely important part of the learning. Students should read the assigned readings prior to class and be prepared to participate in class discussion. Students may participate voluntarily, and cold calling will be used, so preparation is essential. Students may study and work together to prepare for each course, but the participation grade will be based on your own individual class performance.

What Are Expectations Regarding Attendance?

With only five class sessions, regular attendance is strongly recommended. Due to other commitments and unforeseen circumstances, it may be necessary to miss a class at some point during the mini-term. Each student is permitted to miss one class but will have to make up the work and include a journal entry for the missed session. Additional absences will impact your class participation grade. Please check the dates for all five classes to plan your attendance.

What Are Required in Journal Entries?

Each student is expected to make and submit journal entries throughout the course. For three of the five sessions, you will write and submit a journal entry. Journal entry assignments will require the student to synthesize learnings from the readings and class sessions. The requirements for each journal entry are to address the topics outlined in the grading rubric.

What Is The Final Project?
All students must complete a final project, which includes both a written component and a presentation component. The project is a team project. The Final Project will consist of a "Sales Audit" for a company that has a professional sales organization. Teams may select a company from a pre-approved list or may choose their own company, so long as the company meets the minimum requirements. The team project will involve selecting a company, doing research and investigation on the company’s Go-To-Market and sales strategies and practices, and interviewing people in the organization to best understand the company’s approach. Team make-up and size will be shared in Session One when the Team Project is introduced.

During the first class session, a list of companies approved for the final project will be shared. Teams can select one of these companies or select their own. Each team is required to select a different company. Teams will be assigned companies on a first come, first served basis. If a team prefers to select their own company, the company must meet these following requirements:

- Have a published mission or vision statement
- Have published core values
- Have at least one product or service currently sold in the market
- Have a sales organization with a direct sales force

The audit should address many of the dimensions covered in the class, which may include (but not are limited to) the following:

- Company vision and/or mission
- Company core values
- Differentiated Value Proposition
- Company Story
- Ideal Customer Profile
- Sales Motions
- Ideal Seller Profile
- Sales Organizational Structure
- Sales Operations (may include Sales Metrics, Sales Compensation, Sales Performance Management, Sales Processes, etc.)
- Go-To-Market Strategy

Include references used in both your written report and oral presentation at the end of the written report. Each team must have at least 5 sources. Sources may include your own research on the company's website, books, articles, or interviews with current or former company staff.

**How Does Grading Work?**

*Class Participation Grading:*

Class Participation is 20% of your grade. You are expected to actively participate in classroom discussions. Students are expected to know the material, to have done the required classwork preparation, and to participate in a way that positively contributes to the classroom discussion. Participation will include calling on both individuals with
hands raised and cold-calling. Given that class participation is a large portion of the total grade, missing more than one of the five sessions will negatively impact this participation grade.

**Journal Grading:**

Your personal journal entries contribute to 30% of your overall class grade. There are three journal assignments, due the second, third, and fourth class. Each journal entry represents 10% of your overall grade. The journal entries will be graded according to the rubrics listed under each assignment in the class schedule.

**Final Team Project Grading:**

The final team project represents 50% of your overall grade. Your final grade encompasses the team’s performance on both the submitted written final project and the final project class presentation. The final project will be graded according to the rubric outlined in the class schedule.

**What Are The Readings?**

You will need to purchase the following book for the course:

*The Challenger Sale: Taking Control of the Customer Conversation* by Matthew Dixon and Brent Adamson

The rest of the readings will be HBR Cases, Articles, or other online resources. These additional readings will be ~5-20 pages each. Readings and articles will be accessible through a course pack.

**What Should I Do If I Have To Miss A Class Meeting?**

Speak to or email the instructor at least 1 day prior to the course to alert of your absence and address plans to make up the work.

**What Is The Policy On Use Of Technology During Class?**

You are expected to stay engaged and on task while in course. You can use your technology devices to take notes, refer to an online article, or work on class projects. Please do not use technology during class for anything not related to the current day’s coursework. Inappropriate use of technology during class may negatively affect your participation grade.
# Marketing 579: Go-To-Market Strategy
## Course Syllabus

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| Session 1 | Go-To-Market Introduction Vision/Mission/Core Values | • Introduction of Go-To-Market Strategy  
• Definitions of Vision/Mission/Core Values  
• Simon Sinek Video: “How Great Leaders Inspire Action”  
• Class Activity on Vision and Mission  
• Introduction to Final Team Project | • Article – “What is Go-To-Market Strategy?”  
• HBR Article – “The Difference Between Purpose and Mission”  
• Article – “Difference between Vision and Mission Statements: 25 Example”  
• Stanford GSB Case “Zappos: Happiness In A Box” |                                                                      |
| Session 2 | Storytelling Differentiated Value Proposition Ideal Customer Profile | • What is Differentiated Value?  
• Storytelling – Company Story, Customer Story, Personal Story  
• Challenger Sales Approach  
• Ideal Customer Profile  
• Guest Speaker on Mission and Story | • The Challenger Sale: Taking Control of the Customer Conversation by Matthew Dixon and Brent Adamson, Chapters 1-5, Pages 1-100  
• Article – “Sales Performance: Storytelling in Sales”  
• Article – “7 Companies That Are Killing It With Brand-Driven Storytelling”  
• Article – “7 of the Best Value Propositions We’ve Ever Seen” | • Journal Entry: Vision, Mission, and Core Values |
| Session 3 | Tableau Case Study Sales Motions | • Tableau Case Discussion  
• Sales Motions  
• Sales Organizational Structure  
• Ideal Seller Profile  
• Project Team Break-outs | • Harvard Business Review Article, “The Sales Learning Curve” by Leslie and Holloway  
• Tableau Case | • Journal Entry: Ideal Customer Profile |
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<td>• Harvard Business Publishing Article “Sales Force Design and Management” by Doug Chung and Das Narayandas&lt;br&gt;• Article – “Sales Operations Demystified: What It Is, Why It Matters, and How to Do It Right”&lt;br&gt;• Article – The Ultimate Guide To Sales Metrics: What to Track, How to Track It, &amp; Why”&lt;br&gt;• Harvard Business Review Article – “The Right Way to Use Compensation” by Mark Roberge</td>
<td>• Journal Entry: Sales Motions</td>
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