University of Washington  
Marketing 579 C/D: Go-To-Market Strategy  
Course Syllabus Spring 2019

Spring 2019, 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; Paccar 392

**Student Programs:** Full-time MBA; Evening MBA  
**Office Hours:** Wednesday Evenings during course from 5pm – 6pm in Paccar 416 or by appointment. To schedule an appointment, email Kelly Wright at kwright0@uw.edu.  
**Contact Information:** Kelly Breslin Wright email address: kwright0@uw.edu **Phone/Text:** 650-454-7402

**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. If you need to miss a class, please communicate ahead of time with the instructor to come up with a plan to cover the missed material. Class participation is part of the grade.

What Are Policies Around Late Work?
Assignments are expected to be submitted on time. If there are extenuating circumstances which may require additional time to submit an assignment, contact the Instructor prior to class to get approval for any late work. Assignments submitted late may have points taken off, as full credit assumes work is completed according to the deadline. The final project written report and presentation are due the final class session. Given the oral presentation final during the final session, all final projects (both written and oral) are due by the start of the final 5th class session with no late work accepted.

What Are Expectations Around Communications?
The instructor will respond to student email communications by the close of the next business day.
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. Class participation makes classroom discussions and activities interesting, insightful, and fun. 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 the Instructor calling on both individuals with hands raised and random calling. Participation is encouraged, but there is no need to contribute to every discussion. Some of the best contributors are those who participate in a subset of sessions, but whose comments are always insightful and compelling. The key issue is one of quality, not quantity. Given that class participation is a large portion of the total grade, missing multiple class sessions may negatively impact this participation grade.

The Class Participation grade will be calibrated according to the Class Participation Rubric listed under the Class Participation Grade for Course Assignment.

*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 book The Challenger Sale at any physical bookstore or online. ISBN 9781591844358. The book is 240 pages, and the paperback price is approximately $14.

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

You also need to purchase the Harvard Business Publishing Coursepack entitled MKTG 579: Go-To-Market Strategy Coursepack at. The cost of the student Coursepack is $16.45. This Coursepack includes these three readings:
• Harvard Business Publishing: “Sales Force Design and Management” by Doug Chung and Das Narayandas (32 pages)
• Harvard Business Review: “The Right Way To Use Compensation” by Mark Roberge (7 pages)

The rest of the readings will be HBR Cases, Articles, or other online resources. Readings and articles are accessible through online web links:

• [What is Go-To-Market Strategy?](#)
• [HBR Article: The Difference Between Purpose and Mission](#)
• [Difference Between Vision and Mission Statements: 25 Examples](#)
• [Stanford GSB Case "Zappos: Happiness In A Box"](#) (32 pages)
• [Why Storytelling Is a Must-Have Inside Sales Skill](#)
• [9 Companies That Are Killing It With Brand-Driven Storytelling](#)
• [Sales Operations Demystified: What It Is, Why It Matters, and How To Do It Right](#)
• [The Ultimate Guide to Sales Metrics: What to Track, How to Track It, & Why](#)

**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.

**What Are Disability Resources?**
This course is inclusive and accessible to all students. If you have established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to the Instructor at your earliest convenience to review your needs in this course. If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to mental health, attention-related, learning, vision, hearing, physical or health impacts), you are free to contact DRS at 206-543-8924 or uwdrs@uw.edu or disability.uw.edu. DRS offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, your instructor, and DRS. The University of Washington’s policy and practice is to create inclusive and accessible learning environments consistent with federal and state law.
What Are Expectations Regarding Academic Conduct?
Students are expected to adhere to the University of Washington’s standard of conduct. According to Section 5.B.1 of [The Student Conduct Code](https://www.washington.edu/studentconduct/index.html), students’ responsibilities include:

- Practicing high standards of academic and professional honesty and integrity;
- Refraining from any conduct that would violate the rights, privileges, and property of others;
- Refraining from any conduct that would substantially disrupt or materially interfere with University operations;
- Refraining from any conduct that could reasonably cause harm to or endanger the health, safety, or welfare of other persons; and
- Complying with the rules, regulations, procedures, policies, standards of conduct, and orders of the University and its schools, colleges, departments, units, and programs.