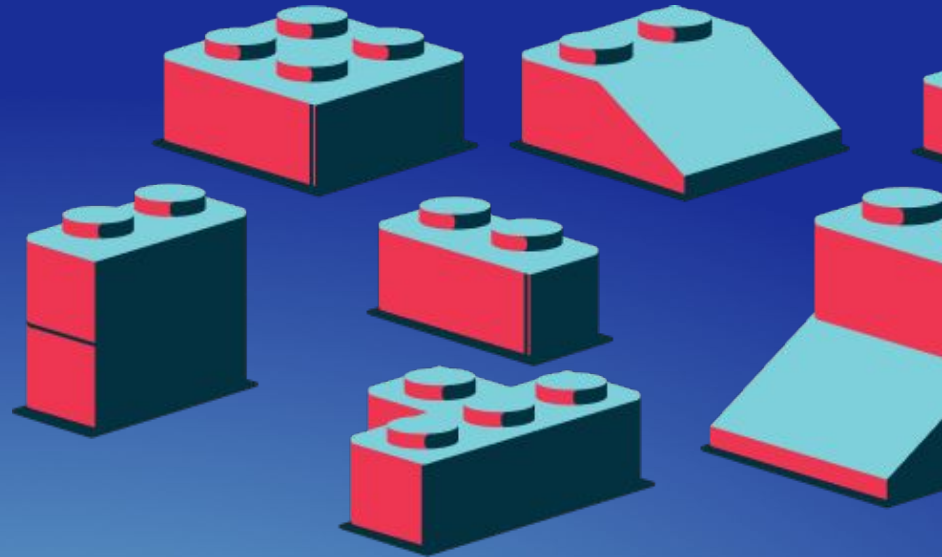# Crossbeam

The ELG Playbook
for Efficient Growth

We'll cover:

1. What is Ecosystem-Led Growth (and is it right for me?)

2. Why Now? (briefly)

3. 4 (and a bonus!) ELG Plays

4. Operationalizing ELG

5. Q&A

What is ELG?

Ecosystem-Led Growth

Ecosystem-Led Growth is

a **go-to-market** motion that focuses on partner

ecosystems as the primary way to attract, convert,

and grow customer relationships.
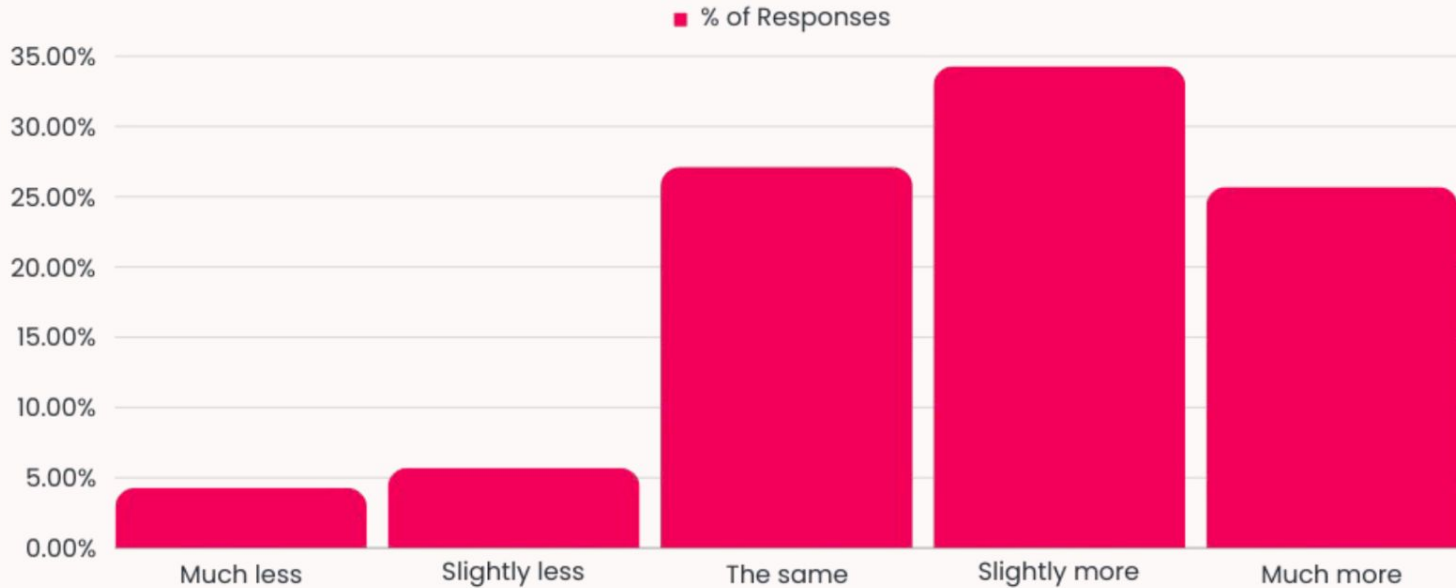
ELG Deals are **53%** more likely to close

Deals close **46%** faster using ELG playbooks

ELG-sourced customers are **58%** less likely to churn

Source: State of the Partner Ecosystem Report 2023

How much are you focused on ecosystem-led growth this year?

■ % of Responses

35.00%	
30.00%	
25.00%	
20.00%	
15.00%	
10.00%	
5.00%	
0.00%	Much less — Slightly less — The same — Slightly more — Much more

[Download Now] Crossbeam x Pavilion: The Future of Revenue

February 2024 Pulse Report
joinpavilion.com

Pavilion

Dept.	Play	Impact
Sales	Co-Selling	New Business
Marketing	Ecosystem Qualified Leads (EQLs)	Pipeline
Customer Success	Account Expansion	Net Revenue Retention
Partnerships	Ecosystem Building	Efficiency

GTM Leaders: Which sales strategies has your company been focusing more on over the past year?

Ecosystem-Led Growth or co-selling with partners (warm intros, swapping intel, etc.)	**48%**
Account-based selling	**44%**
Events	**39%**
Inbound	**34%**
Cold outbound	**28%**

Source: Future of Revenue Survey, Pavilion & Crossbeam, 2023

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Sales Leaders: How do you most think the sales process will change over the next 1–2 years?

Sales teams will need to achieve better alignment with partnerships and marketing in order to succeed	**46%**
More sales teams will co-sell with partners and adopt Ecosystem-Led Growth	**39%**
Sales teams will become smaller, with less of a need for traditional SDRs	**36%**
The sales process will become more automated	**26%**
More sales roles will emerge to adapt to the buyer experience, e.g. roles specializing in co-selling with partners and social selling	**18%**

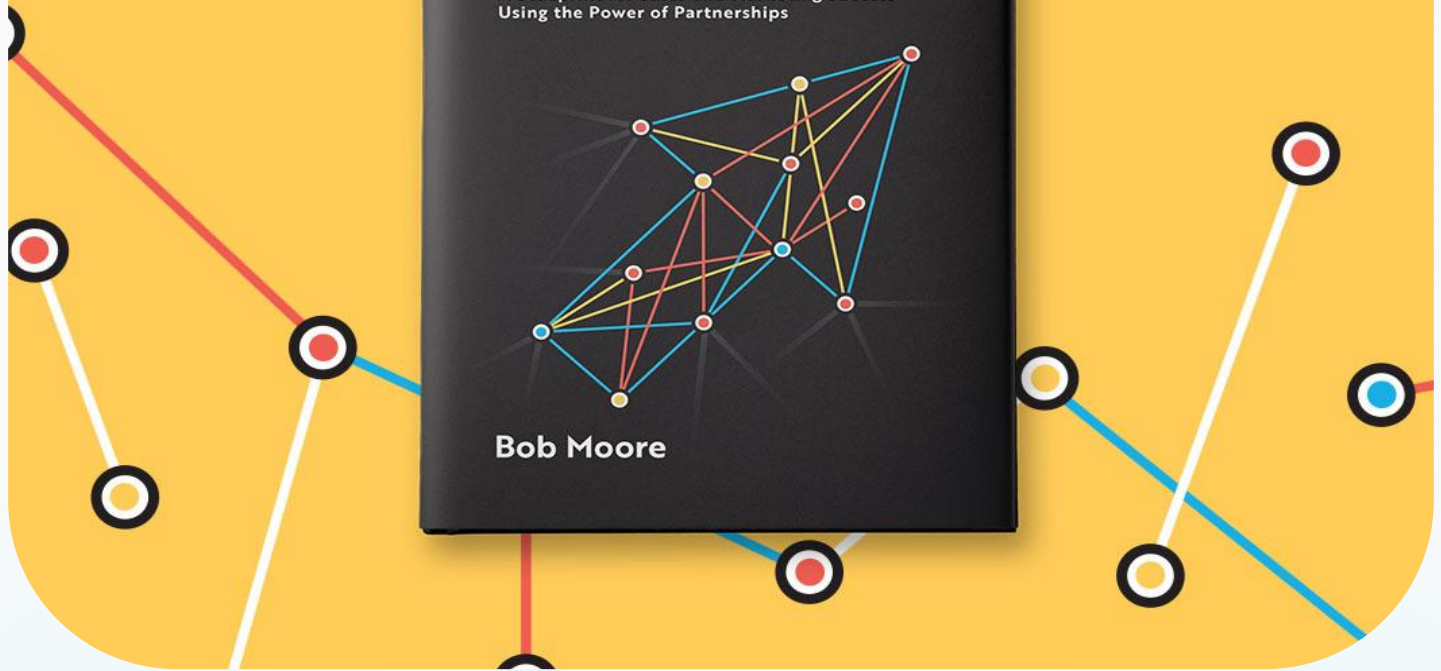**Source: Future of Revenue Survey, Pavilion & Crossbeam, 2023**
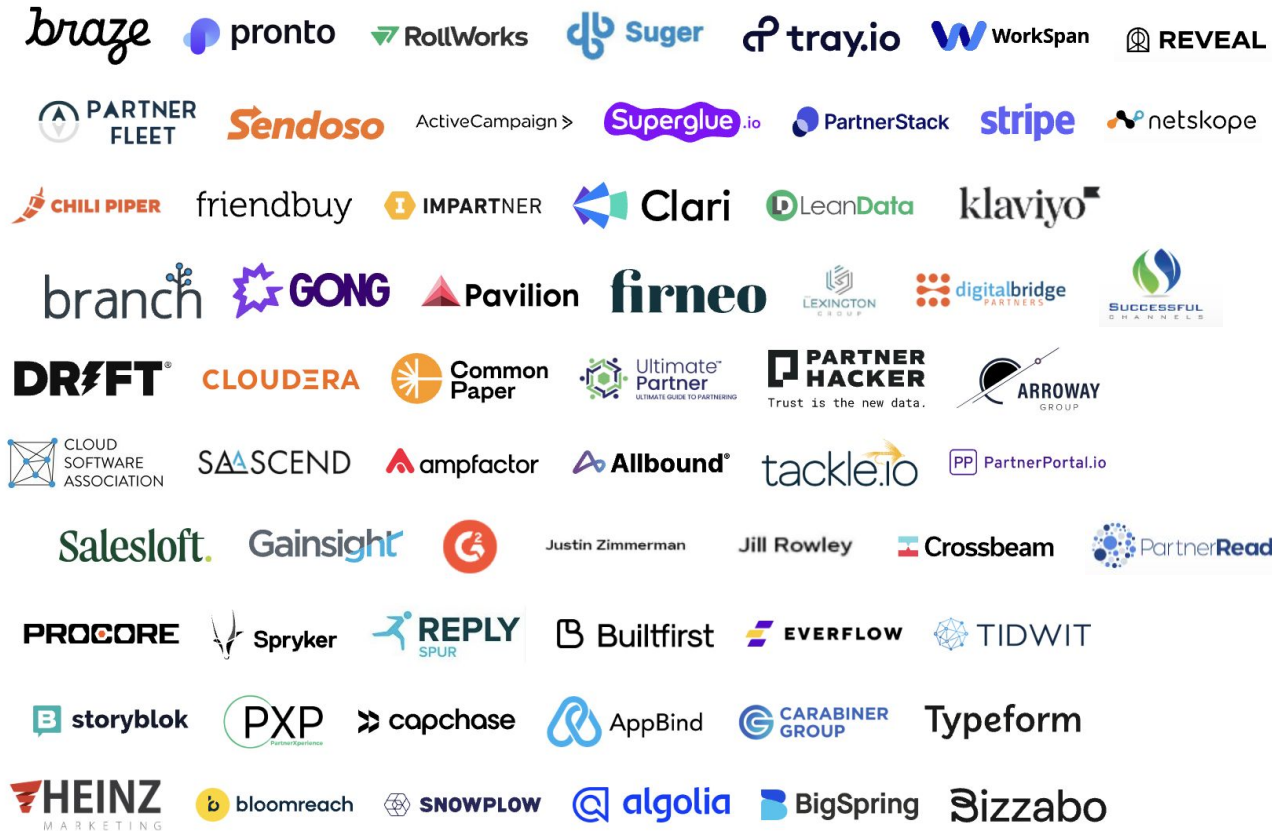
elgalliance.com

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Why now?

Account Mapping Matrix

YOUR DATA

YOUR PARTNER'S INPUTS

ACCOUNT CREATED

YOUR APPROVED INPUTS

DEAL WON

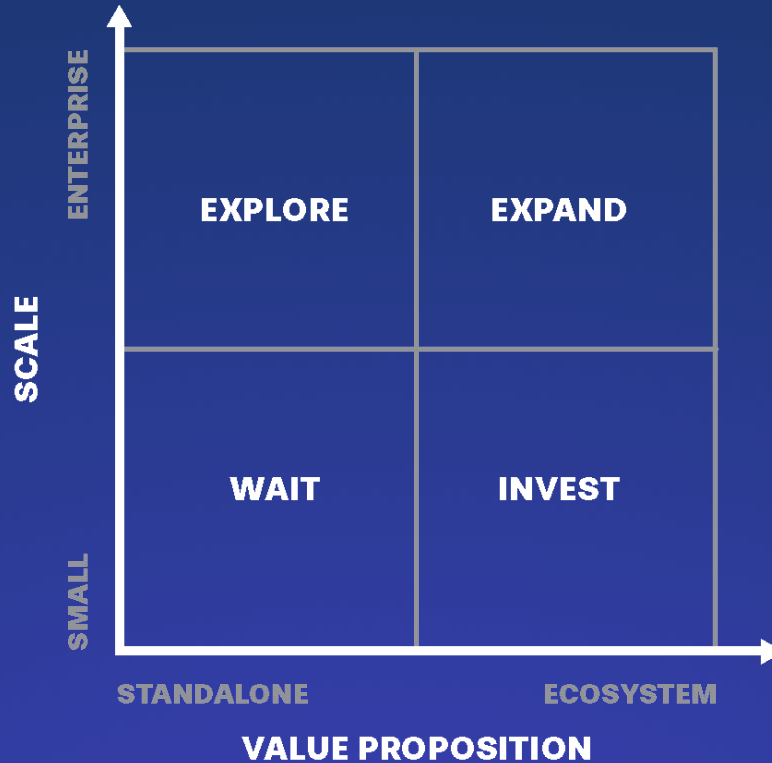|	Customers	Open Opportunities	Prospects
Customers	**$228,000** 7 Opportunities	**$335,000** 11 Opportunities	**$529,000** 22 Opportunities
Open Opportunities	**$681,000** 26 Opportunities	**$662,000** 26 Opportunities	**$1,217,000** 48 Opportunities
Prospects	**$683,000** 27 Opportunities	**$549,000** 23 Opportunities	**$908,000** 34 Opportunities

YOUR PARTNER'S DATA

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Is my company ready?

Playbooks

Sales Leaders: How has your sales process changed over the past year?

We're focusing more on lead generation	**48%**
We're focusing more on growing existing accounts	**39%**
We're focusing more on leveraging our partners and network to influence the sales cycle	**38%**
We've adopted more tools to drive efficiency in our sales process	**33%**
We're focusing more on personalization and a unique buyer experience	**32%**

Source: Future of Revenue Survey, Pavilion & Crossbeam, 2023

	(Your Partner)		
	Customers	Open Opportunities	Prospects
(You) Customers	**710** Overlaps	**389** Overlaps	**2,655** Overlaps
Open Opportunities	**149** Overlaps	**73** Overlaps	**328** Overlaps
Prospects	**617** Overlaps	**349** Overlaps	**5,423** Overlaps

Dept.	Play	Impact Area
Sales	Co-Selling	New Business
Marketing	Ecosystem Qualified Leads (EQLs)	Pipeline
Customer Success	Account Expansion	Net Revenue Retention
Partnerships	Ecosystem Building	Efficiency

Dept.	Play	Impact
Sales	**Co-Selling**	**New Business**
Marketing	Ecosystem Qualified Leads (EQLs)	Pipeline
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Co-Sell With Partners

The Play: Leverage partner intelligence and relationships to accelerate your existing pipeline and increase your win rates.

How to do it:

- Put partner data in the hands of sellers (SFDC, dashboards, etc)
- Customize messaging using context from ecosystem/partners (tech stack, buyers, procurement).
- Leverage partners for backchannel endorsements. Rep to rep alignment.

(You) \ (Your Partner)	Customers	Open Opportunities	Prospects
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Arm your sellers with data

Accelerate deals with recommended plays

The Census Play:

- Look up in-flight deals in Crossbeam / Salesforce.
- Contacts those technology partners and their reps to gather information like:
  - How does that prospect buy software?
  - What was the procurement process like?
  - How did you approach pricing negotiations?
  - Can you share any information about your experience that might help us navigate this deal?

Census

"These kinds of conversations give us the intel to avoid hurdles in the sales process. The only people who have that information are the ones who've experienced the pain, which are people who have sold products to that organization before."

Sylvain Giuliani,
Head of Growth and Operations at Census

The Fivetran Play:

- Provide sellers and their managers with zero-click visibility into partner overlaps right inside of the Account and Opportunity detail pages inside of Salesforce.
- Create reports (lists) that overlap with pipeline stages.

Examples from Fivetran:
  - My Accounts vs Modern Data Stack Partner Customers
  - My Accounts vs Modern Data Stack Partner Opportunities
  - My Opportunities vs Modern Data Stack Partner Customers
  - My Opportunities vs Modern Data Stack Partner Opportunities
  - My Opportunities vs System Integrator Partner Opportunities
  - My Opportunities vs System Integrator Partner Customers

Fivetran

"We really are a true full stack consumer of ELG strategies. We do it all, from Sales to CS and everywhere in between. But nothing happens if we don't get the data into the hands of our customer-facing teams."

Michael Bull
Director of Strategic Alliances, Fivetran

Dept.	Play	Impact
Sales	Co-Selling	New Business
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Fill Your Funnel with Ecosystem Qualified Leads (EQLs)

The Play: Pull EQL "needles" out of your the ideal customer haystack

How to do it:

- Map prospects to partners.
- Create rich, highly contextualized lead lists.
- Launch specific sales and marketing campaigns on a list-by-list of company-by-company basis.
- Tap partner team to do pipeline review with partner data.

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stripe

"The Ecosystem-Qualified Lead is the key. In the new world of ELG, we can put partner teams on equal footing and qualify leads using data from our ecosystem."

Peter Cummings,
Head of EMEA Stripe
Partner Ecosystem

Quotes EX.

LeanData

"Normal outbound is noisy and everyone gets a ton of it. Leveraging partner ecosystem data to understand a prospect's tech stack and custom tailor your pitch accordingly gives your reps a huge advantage,"

Rob Simmons,
VP of Sales at
LeanData

Dept.	Play	Impact
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Drive NRR With Tech Partners

The Play: Create new use cases for existing customers, increasing retention and creating expansion opportunities.

How to do it:

- Generate list of shared customers. Run campaigns to reach exact audience. Market integrations, joint use case w/ partners.
- Arm CSM team with tech stack data for custom expansion plays.

bombora®

"Creating loyal customers is a joint effort. Under this channel-focused strategy, our churn rate is 2.5x lower and our NPS scores have increased to over 70% being passive or promoter responses."

McKenzie Krizak
Director of Channel
Partnerships at Bombora

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Choosing the right partners

The play: Check partner TAM, close rates, overlapping customer size and more.

How to do it:

- Compare Customer lists and get your TAM.
- Conduct Win/Loss analyses to calculate sales velocity metrics on deals that are partner-sourced vs no partner involvement.
- Send data to data warehouse, see which partners have sourced the most deals / are reciprocating.

	(Your Partner)		
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PROCORE

Sending data to ELG + Salesforce + Data warehouse + Tableau

"The cool thing about it is not just one of those sales velocity metrics improves and then the equation gets better. [Customers are] more confident in what they're purchasing ... The average sales prices are higher, and the win rates are higher, as well, because of that confidence."
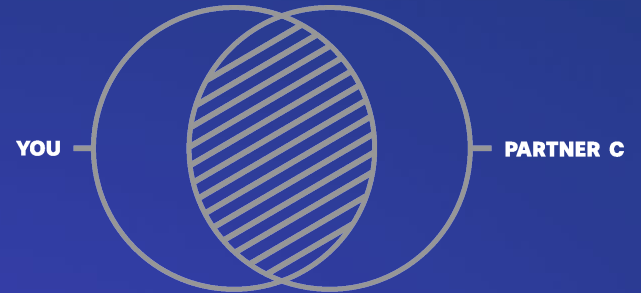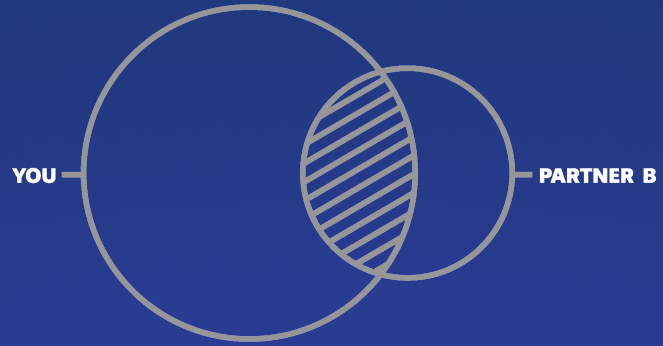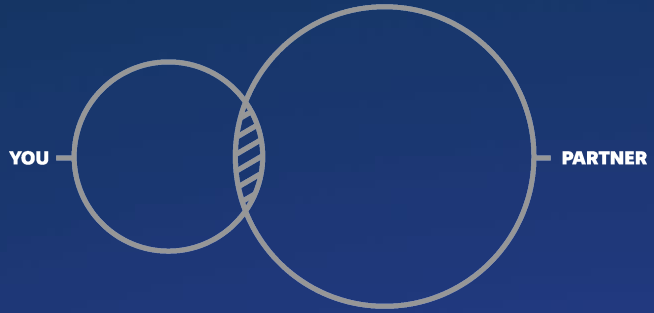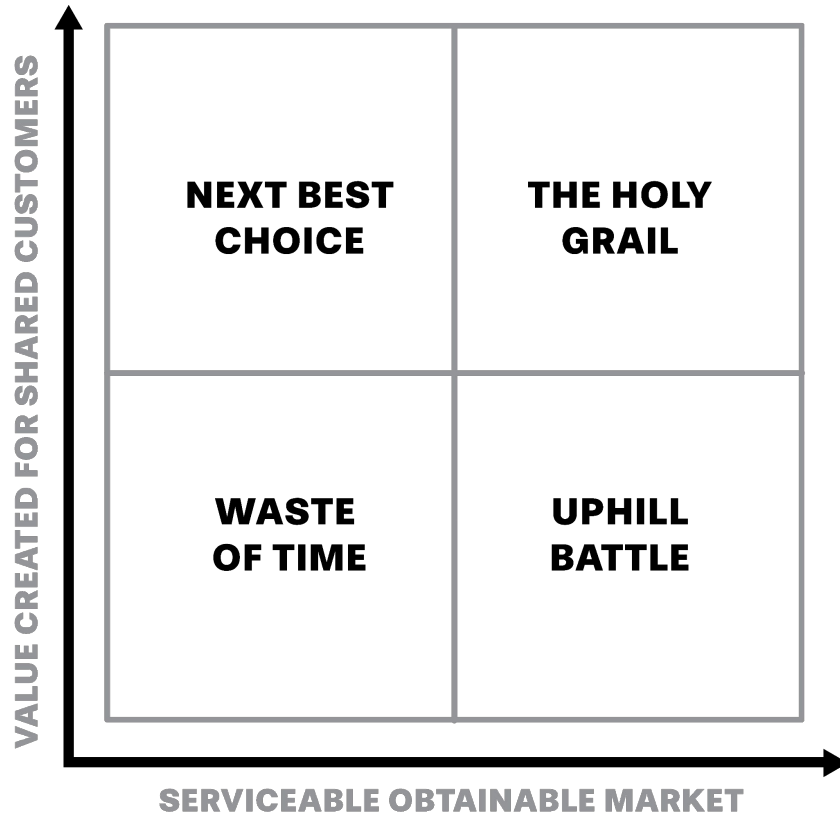
Kris Lengieza,
VP of Global Partnerships & Alliances
at Procore Technologies

Who is the best partner?

- Partner A is a huge public company with a big brand

- Partner B is small startup who have networked their way

  to relationships with your C-Suite

- Partner C is an under-the-radar private company

YOU — PARTNER

YOU — PARTNER B

YOU — PARTNER C

VALUE CREATED FOR SHARED CUSTOMERS

SERVICEABLE OBTAINABLE MARKET

NEXT BEST CHOICE	**THE HOLY GRAIL**
WASTE OF TIME	**UPHILL BATTLE**

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∭ INTERCOM

"This framework is typically the entry point for account mapping data for our team as it helps us size existing and potential future opportunities with our app partners."

Catherine Brodigan,
Senior Manager of Global
Partnerships for Intercom

Operationalizing ELG

Operationalize ELG

- **Tooling**. Get the partner data and tooling house in order.

- **Data**. Democratize the data and optimize everyone's time.

- **Buy-In**. Perpetual enablement and buy-in work.

- **Chain Reaction**. At the center, a chain reaction of scalable systems and processes is the engine that makes ELG work inside of a sales organization.

TOOLING

CHAIN REACTION

BUY-IN

DATA
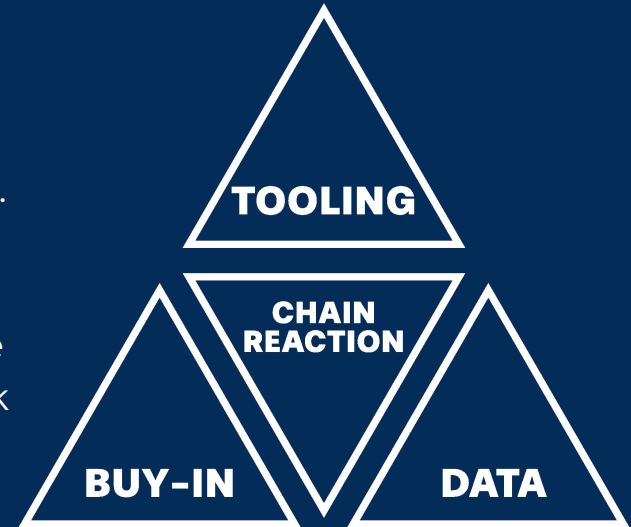
braze

"Everything is in our sales CRM and our sellers and sales leaders have access to it. We've flipped the model on its head, given sellers control of the process, and now they engage [the partnerships team] when they need us — not the other way around."

Dave Goldstein,
VP of Global Solutions Alliances
at Braze