



RACI PLAYBOOK EVOLUTION: From Isolated Partnerships to Ecosystem-Led Growth

Your journey towards Customer Partner Experience (CPX)...

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PARTNERSHIP RACI EVOLUTION

This document outlines the progression of RACI (Responsible, Accountable, Consulted, Informed) matrices across three distinct stages of a company's journey from a direct sales mindset to a fully ecosystem-led growth model. Each version highlights the evolving roles and responsibilities of the Partnership Director/Manager, GTM Leaders, GTM Executors, and RevOps..

Scenario V0: Direct Sales Mindset with an Isolated Partnership Practice

Scenario V1: Progressive Ecosystem-Embracing Sales Model

Scenario V2: Fully Ecosystem-Led Growth Model

What is RACI?

R - Responsible: The individual(s) who do the work to complete the task. (There can be multiple "R"s for a task, but this should be limited to avoid diffusion of responsibility.)

A - Accountable: The one individual ultimately answerable for the correct and thorough completion of the deliverable or task. They are the "buck stops here" person. Only one "A" per task.

C - Consulted: Individual(s) whose opinions are sought, typically experts in the field, before a decision or action is taken. This is a two-way communication.

I - Informed: Individual(s) who are kept up-to-date on progress or decisions. This is a one-way communication.



SCENARIO Vo: Direct Sales mindset with an isolated partnership practice

Activity / Deliverable	Partnership Director	GTM Leaders	GTM Executors	RevOps
Partner Business Plan	R, A	C	I	I
Partner Onboarding	R, A	I	I	I
Partner Program	R, A	C	I	I
Partner Sales Kit	R, A	I	I	I
Partner Portal	R, A	I	I	I
Partner Plays	R, A	I	I	I
Partner Value Proposition	R, A	I	I	I
Country Partner Business Plan	R, A	C	I	I
Partner Enablement Plan	R, A	I	I	I
Partner Recruitment	R, A	C	I	I
Account Mapping (with Partners)	R, A	I	C	I
Sales Opportunity Reviews (with Partners)	R, A	I	C	I
Sales Opportunity Strategy (with Partners)	R, A	I	C	I
Channel Conflict	R, A	C	I	I
Ecosystem Strategy Definition	R, A	C	I	I
Technology Partner Integration	R, A	C	I	I
Joint Marketing Campaigns	R, A	I	I	I
Partner Training Content Creation	R, A	I	I	I
Partner Performance Reporting & Analytics	R, A	I	I	C
Partner Event Management	R, A	I	I	I
Joint Customer Success Monitoring	R, A	I	I	I

SCENARIO V1: Progressive Ecosystem-Embracing Sales Model

Activity / Deliverable	Partner Director	GTM Leaders	GTM Executors	RevOps
Partner Business Plan	A	R	C	C
Partner Onboarding	A	C	R	I
Partner Program	A	R	C	C
Partner Sales Kit	A	R	R	C
Partner Portal	A	R	R	C
Partner Plays	A	R	R	C
Partner Value Proposition	A	R	C	I
Country Partner Business Plan	A	R	C	C
Partner Enablement Plan	A	R	R	C
Partner Recruitment	A	R	C	I
Account Mapping	C	R	A	R
Sales Opportunity Reviews	C	R	A	R
Sales Opportunity Strategy	C	R	A	R
Channel Conflict	A	R	C	C
Ecosystem Strategy Definition	A	R	C	C
Technology Partner Integration	A	R	C	C
Joint Marketing Campaigns	A	R	R	C
Partner Training Content Creation	A	R	R	C
Partner Performance Reporting & Analytics	A	C	I	R
Partner Event Management	A	R	R	C
Joint Customer Success Monitoring	C	C	R	A

SCENARIO V3: Fully ecosystem-led growth model

Activity / Deliverable	Partner Director	GTM Leaders	GTM Executors	RevOps
Partner Business Plan	A	R	C	C
Partner Onboarding	I	C	R	I
Partner Program	A	R	C	C
Partner Sales Kit	I	C	R	C
Partner Portal	I	C	R	C
Partner Plays	A	R	R	C
Partner Value Proposition	A	R	C	I
Country Partner Business Plan	A	R	C	C
Partner Enablement Plan	A	R	R	C
Partner Recruitment	A	R	C	I
Account Mapping	I	C	A	R
Sales Opportunity Reviews	I	C	A	R
Sales Opportunity Strategy	I	C	A	R
Channel Conflict	A	C	R	C
Ecosystem Strategy Definition	A	R	C	C
Technology Partner Integration	A	R	C	C
Joint Marketing Campaigns	A	R	R	C
Partner Training Content Creation	I	C	R	C
Partner Performance Reporting & Analytics	A	C	I	R
Partner Event Management	A	R	R	C
Joint Customer Success Monitoring	I	C	A	R

ANALYSIS

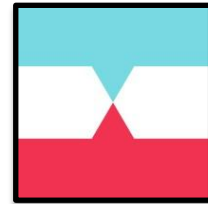
From Siloed to Integrated:

Vo (Isolated): The Partnership Director is an island, performing almost all tasks (R,A) for partner activities. GTM teams are largely "I" (Informed) with minimal active involvement. Partnership success is highly dependent on one person's capacity and influence.

V1 (Progressive): Responsibilities begin to decentralize. The Partnership Director primarily becomes "A" (Accountable) for partner initiatives, but GTM Leaders take on more "R" (Responsible) roles for strategic partner planning, and GTM Executors begin to take "R" roles for operational execution (e.g., onboarding, kits). This signifies a conscious effort to share the load and integrate partners into the existing GTM structure.

V2 (Fully Integrated): Partnership responsibilities are fully distributed across the GTM organization. The Partnership Director is almost exclusively "A" for the overarching strategy (e.g., Partner Program, Ecosystem Strategy Definition) or "I" for operational details. GTM Leaders and GTM Executors now own the "R" (Responsible) and often "A" (Accountable) for partner-related activities that directly impact GTM execution (e.g., Partner Plays, Account Mapping, Sales Opportunity Reviews). Partner engagement is no longer a separate task but an inherent part of their daily responsibilities.

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ANALYSIS

From Doer to Orchestrator:

The Partnership Director's role evolves from a burdened "doer" (Vo: R,A on nearly everything) to a strategic "orchestrator" (V1: primarily A, delegating R to GTM) and finally to a pure "strategic leader" at the board level (V2: primarily A for high-level strategy, I for execution details). This frees them to focus on expansion, innovation, and long-term ecosystem health.

Increased GTM Ownership and Empowerment:

GTM Leaders & Executors move from passive observers (Vo: mostly I) to active participants (V1: taking on more R, C) and finally to full owners and drivers of partner engagement (V2: regularly R or A). This indicates a successful cultural shift where partners are seen as core to their success metrics.

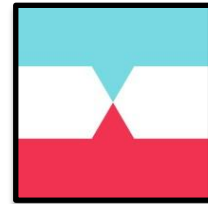
Elevated RevOps Role:

RevOps transitions from primarily being "I" (Informed) about partner activities (Vo) to becoming a critical "C" (Consulted) and often "R" or "A" (Responsible/Accountable) for enabling, tracking, and optimizing partner-related processes and performance (V1 & V2). Their expertise becomes indispensable for scaling the ecosystem.

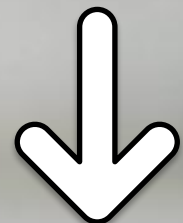
The transition from Vo to V2 is a complex change management initiative, not just a RACI update.



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