

What If Your Approach to Go-to-Market is Wrong?

March 7, 2025



Donald B. Hawthorne
GTMarchitect™
dbh@GTMHawthorne.com

The GTM Challenge

The GTM Challenge: Appalling Rates of Failures are the Norm

“**72%** of all new products are a flop...” - *Simon-Kucher & Partners*

“About **75%** of all new products and services...fail to reach viable, profitable scale and are withdrawn.” - *Christensen, Anthony, Berstell & Nitterhouse*

“Of the more than **20,000** new products evaluated...only **92** had sales of more than \$50 million in year one and sustained sales in year two.”

- *Nielsen's Breakthrough Innovation Report*

“Tackling problems that are interesting to solve rather than those that serve a market need was cited as the No. 1 reason for failure, noted in **42%** of cases.”

- *CB Insights*

“Only **9.9%** of US venture capital investments generate more than 1-5X return.”

The GTM Challenge: Unrealistic Executive Expectations

In a world where **70%+ of new products flop or fail outright...**

Nearly **100% of executives** believe their products will land in the **30%** success category.

The GTM Challenge: How GTM Hawthorne Helps Your Company

In a world where **70%+ of new products flop or fail outright...**

We help life science companies land in the **30% success category.**

Creating a Winning GTM Strategy

Value Creation Occurs at Four Key Inflection Points

- **Create new products**
- **Improve current product performance**
- **Navigate financing diligence**
- **Navigate strategic partner/M&A diligence**

Winning GTM Strategies Must be Created BEFORE Reaching Inflection Points

- **Create new products:** Properly vet customer needs prior to major financial investments & well before launch
- **Improve current product performance**
- **Navigate financing diligence**
- **Navigate strategic partner/M&A diligence**

Winning GTM Strategies Must be Created BEFORE Reaching Inflection Points

- **Create new products:** Properly vet customer needs prior to major financial investments & well before launch
- **Improve current product performance:** Address (i) dissatisfaction with current performance; (ii) uncertainty if acceptable performance can be sustained; (iii) desire for higher growth rate
- **Navigate financing diligence**
- **Navigate strategic partner/M&A diligence**

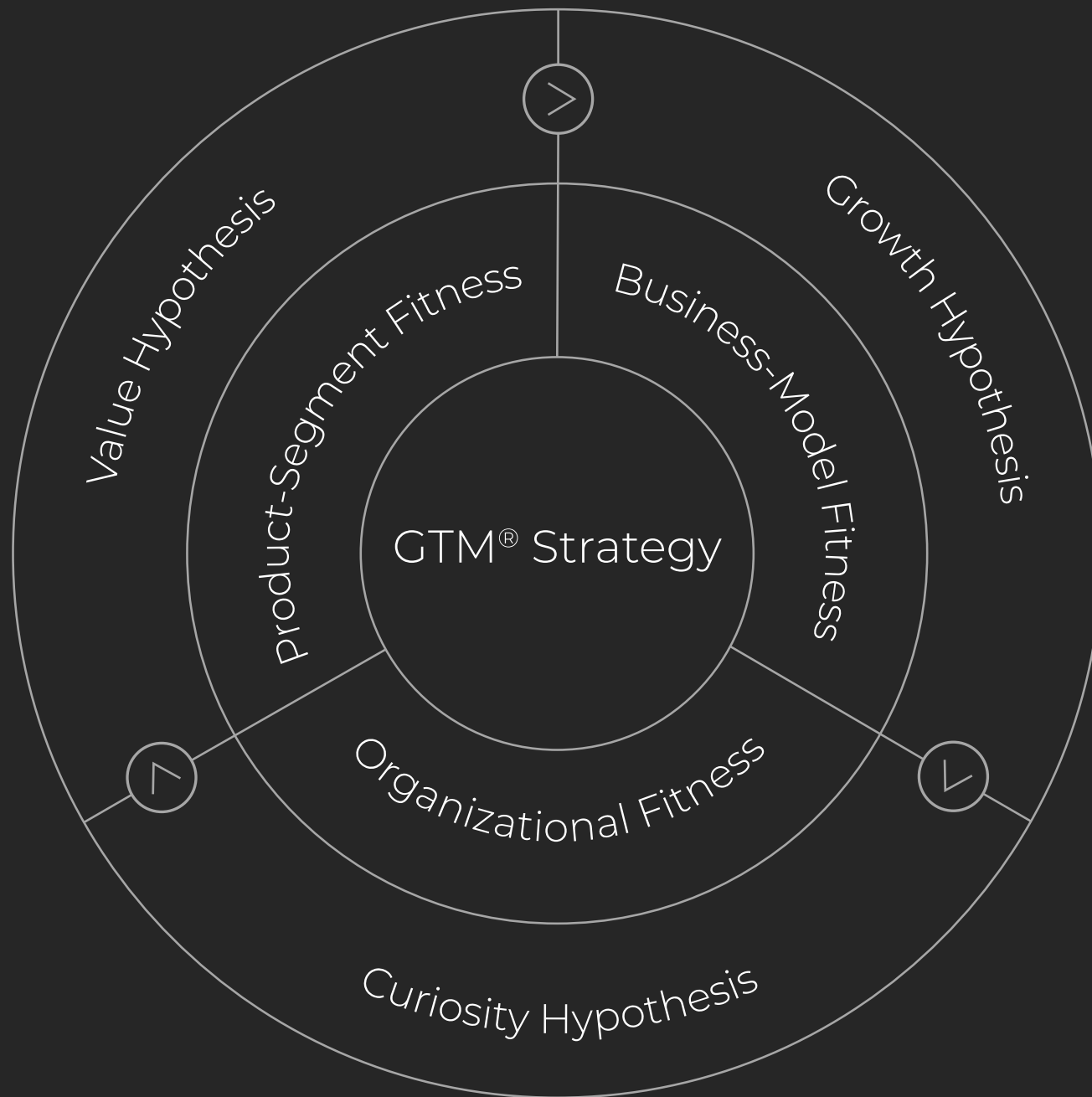
Winning GTM Strategies Must be Created BEFORE Reaching Inflection Points

- **Create new products:** Properly vet customer needs prior to major financial investments & well before launch
- **Improve current product performance:** Address (i) dissatisfaction with current performance; (ii) uncertainty if acceptable performance can be sustained; (iii) desire for higher growth rate
- **Navigate financing diligence:** Ensure your company's GTM strategy is ready for new investor scrutiny & periodic reviews with existing investors
- **Navigate strategic partner/M&A diligence**

Winning GTM Strategies Must be Created BEFORE Reaching Inflection Points

- **Create new products:** Properly vet customer needs prior to major financial investments & well before launch
- **Improve current product performance:** Address (i) dissatisfaction with current performance; (ii) uncertainty if acceptable performance can be sustained; (iii) desire for higher growth rate
- **Navigate financing diligence:** Ensure your company's GTM strategy is ready for new investor scrutiny & periodic reviews with existing investors
- **Navigate strategic partner/M&A diligence:** Be prepared for strategic partner/M&A transaction dialogues

Creating a Winning GTM Strategy

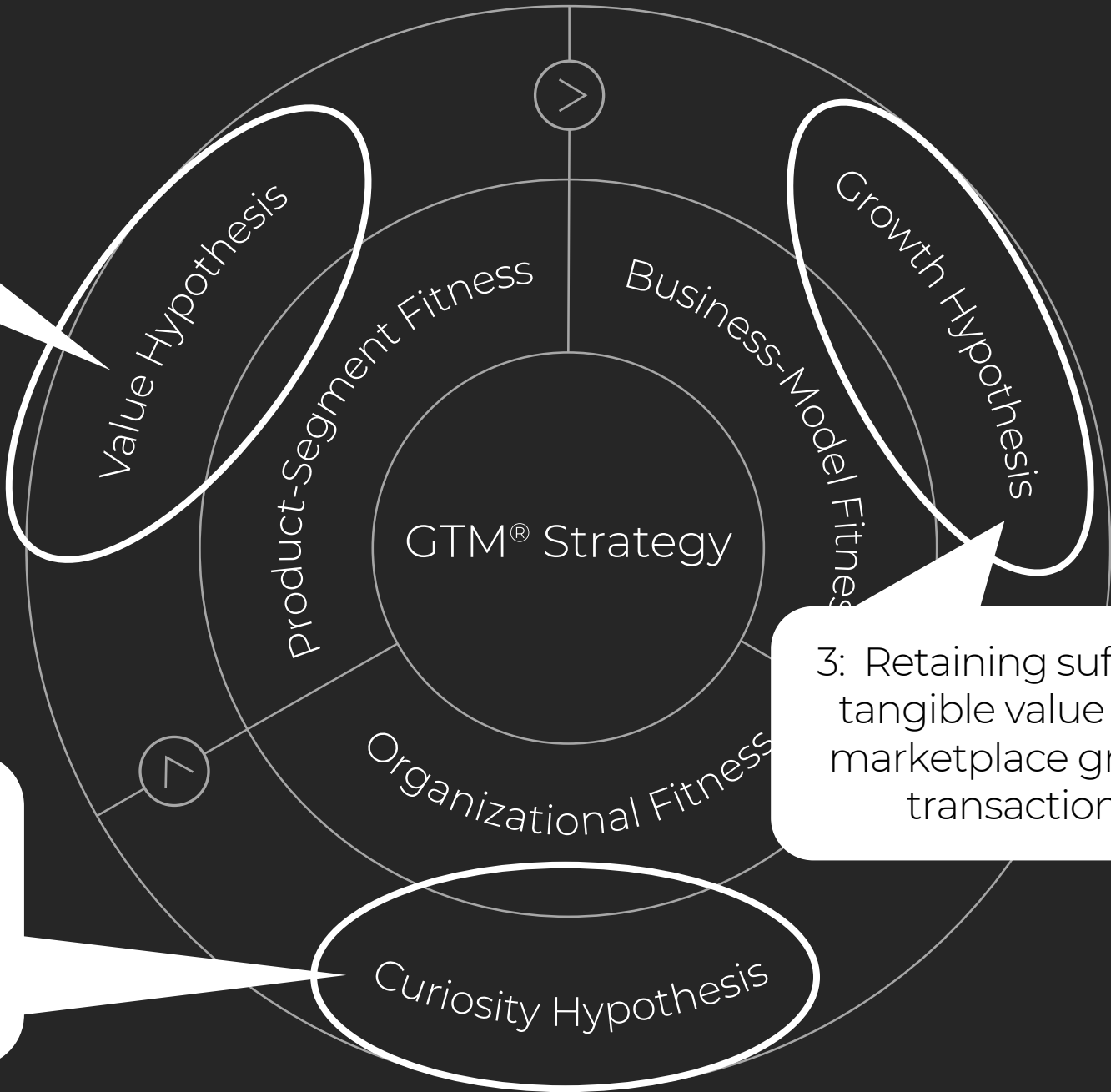


Three Required Ingredients in a Winning GTM Strategy

2: Seeking upfront confirmation of unique customer value creation

1: Pursuing actionable knowledge to identify the right customers in the right market context

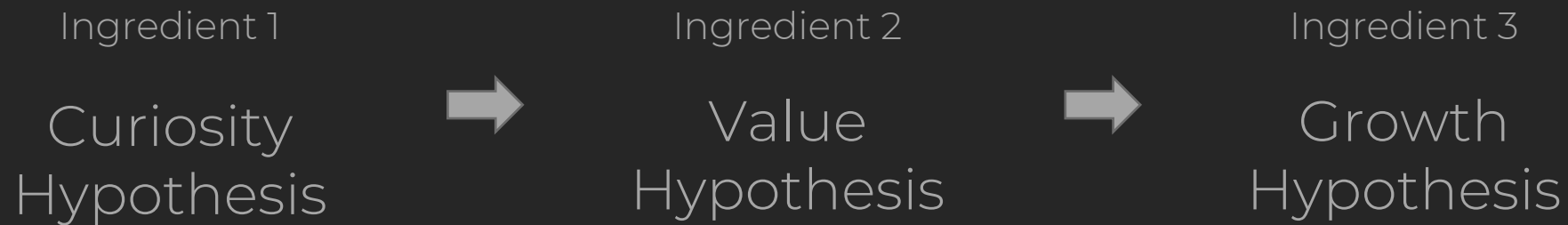
3: Retaining sufficient tangible value from marketplace growth transactions



Winning GTM Strategies Validate Three Hypotheses



Winning GTM Strategies Validate Three Hypotheses



The Three Hypotheses must be *validated* in this order

Getting GTM Right the First Time

Getting GTM Right the First Time: Speed & Capital Efficiency Matter

Peter Drucker provides context

- “There is only one valid purpose of a corporation – to **create a customer**”

When GTM efforts **start and end** in great companies

- **Start** when a company has a raw unproven technology and an unverified hypothesis about an unmet market need
- **Never end** until **cancel** a project that lacks commercial potential or **retire** a successful product

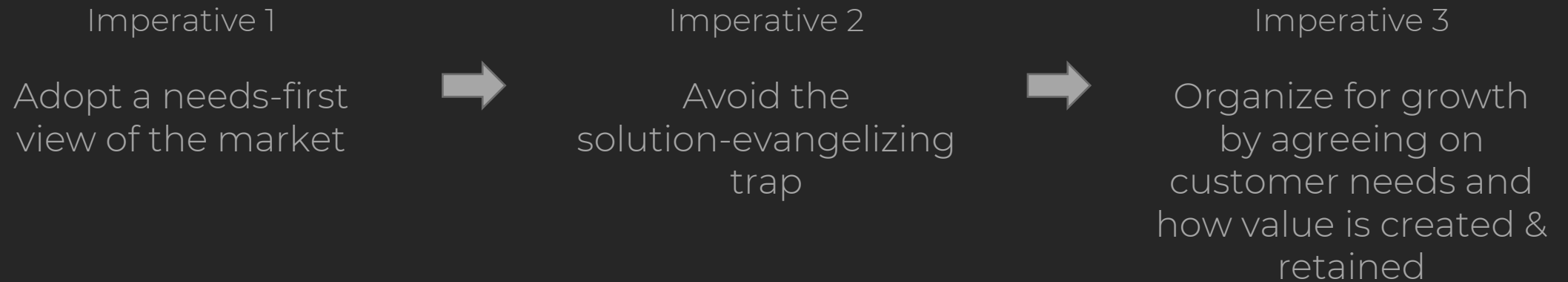
GTM, properly understood, has **3 integrated components**

- Organizational **mindsets & habits** that drive the **right behaviors**
- **Value creation** for customers
- **Value retention** for companies

Getting GTM Right the First Time: The Three Imperatives



Getting GTM Right the First Time: The Three Imperatives



The Three Imperatives must be *executed* in this order

Donald B. Hawthorne

Don serves as a peer-level partner with CEOs and other C-suite team members as well as their investors and Board members to Get GTM® Right the first time by helping companies create unique value for customers.

He has worked in or with 52 companies and led GTM workshops with another roughly 125 companies.

Don helps executive teams design the right offerings with greater speed and capital efficiency by delivering value through the unique combination of:

- **Novel GTM® Persuasion Framework** – bringing clarity and a shared language to the team’s mental model and deliverables required for GTM success.
- **GTM Readiness Self-Assessments** – ensuring teams uncover and remove their GTM blind spots before they become expensive GTM black holes.
- **Experience holding 12 C-suite (CEO-6/COO-2/CFO-4) roles** – working alongside executive teams as a trusted advisor as their companies design customized GTM solutions.

His consulting work has an 88% success rate: Strategy. Performance. Results.®

Don earned his MBA from the Stanford Graduate School of Business and his BS in mathematics from Harvey Mudd College.

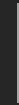


Appendix

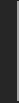
GTM Strategy Backbone: The GTM[®] Persuasion Framework

Right Mindset: Executives are in the Persuasion Business

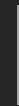
Goal: Build great & enduring company



Metrics: Realize dominant valuations & operating performance

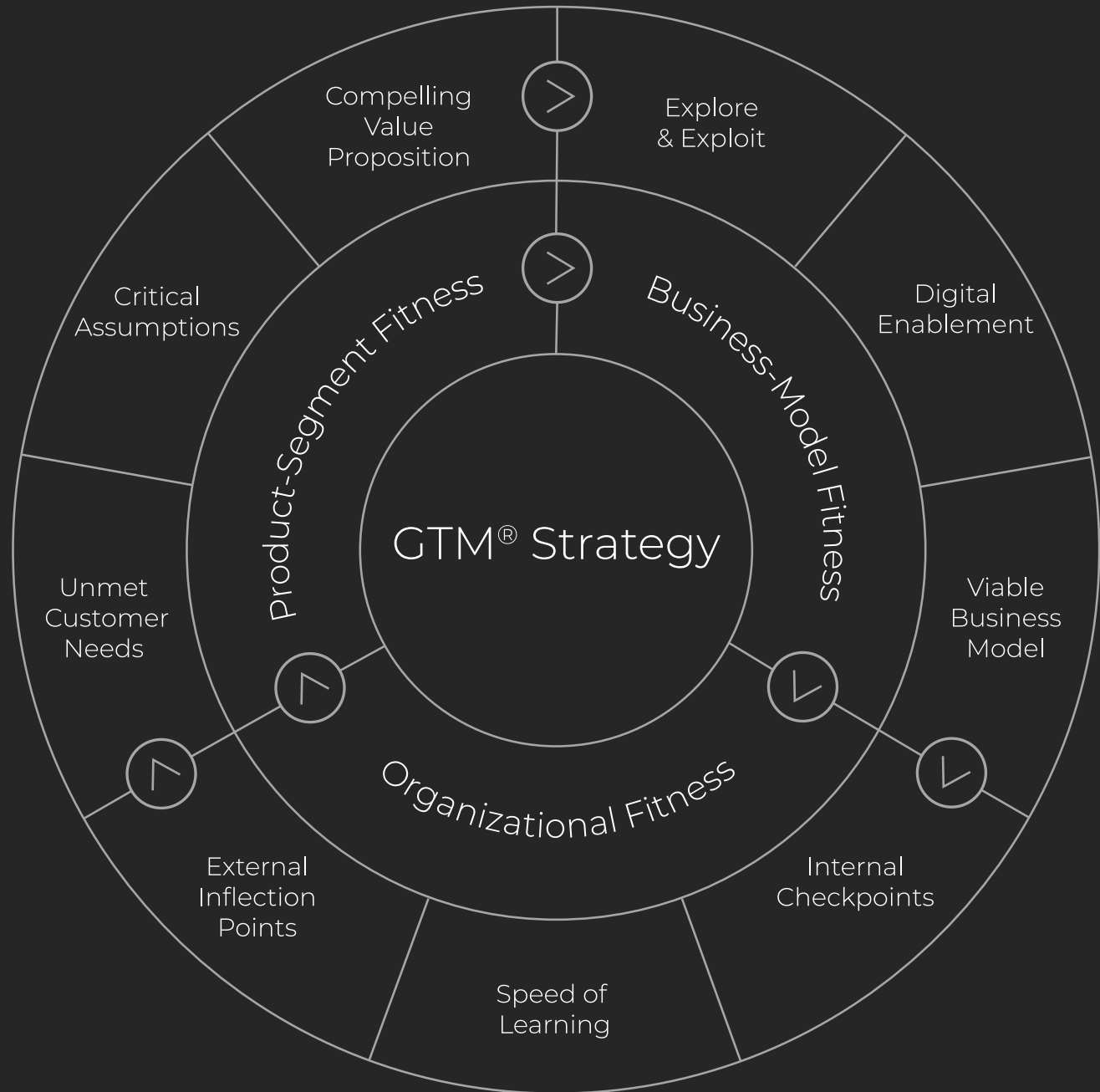


Requirement: Navigate due diligence scrutiny by investors, corporate partners, and customers



Persuade: Via robust GTM strategies & performance outcomes

The GTM[®] Persuasion Framework

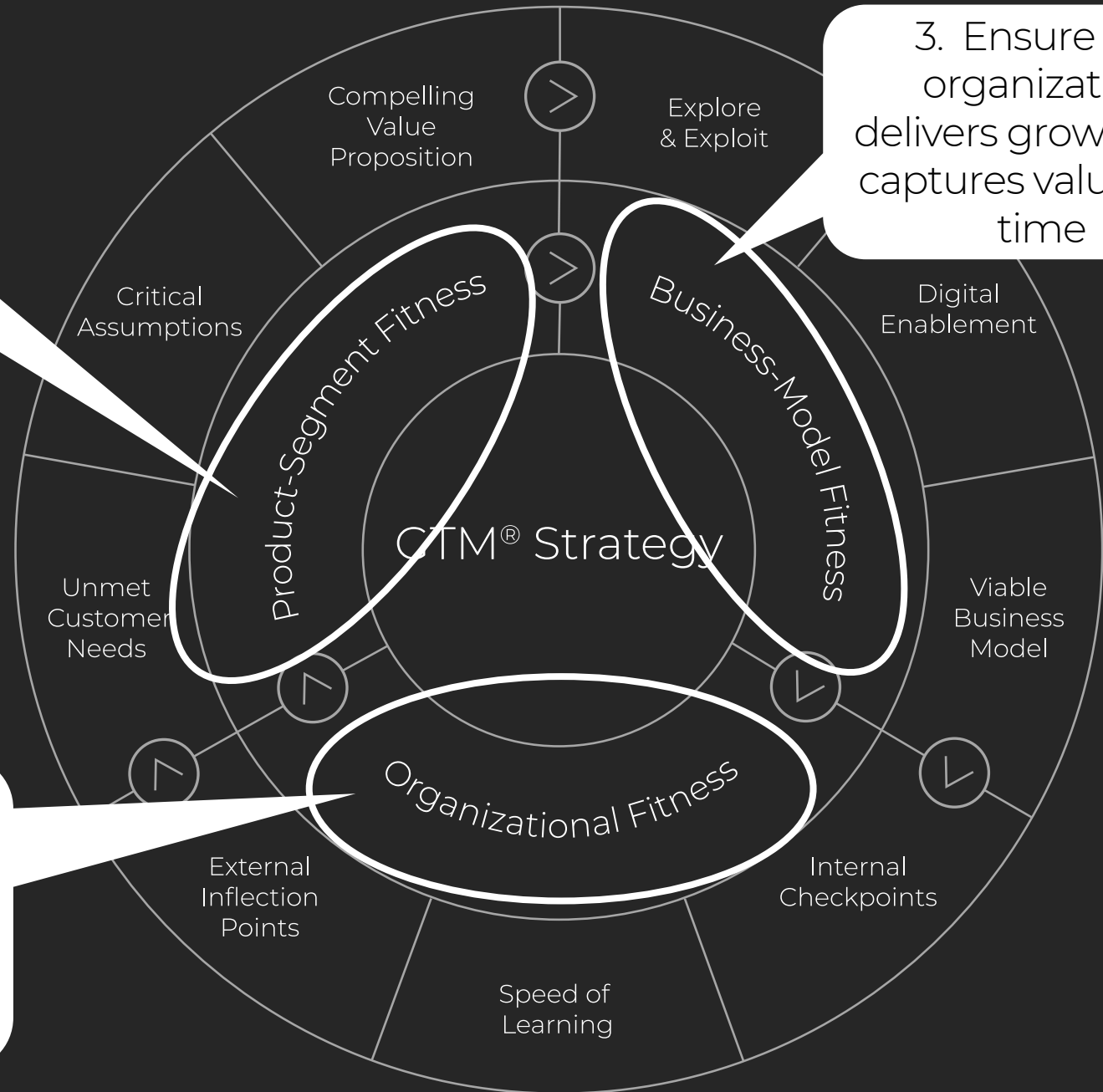


The GTM® Persuasion Framework

2. Create offerings that deliver value to customers in targeted market segments

1. Develop organizational habits to build knowledge that will inform actions for growth

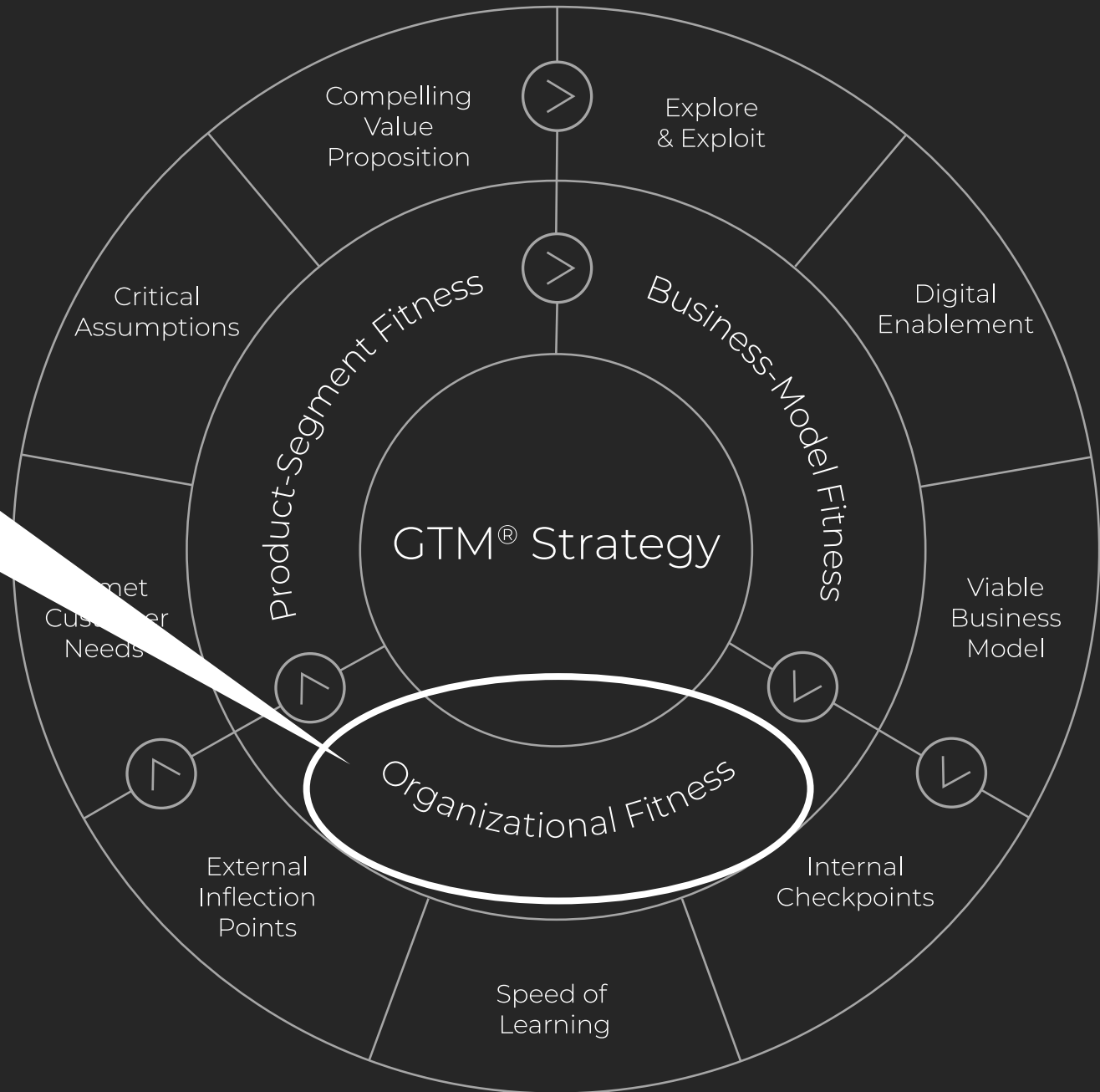
3. Ensure the organization delivers growth and captures value over time



1. Enable a learning culture for the organization that values forthrightness
2. Identify inflection points on market horizons that impact growth
3. Validate assumptions that can accelerate growth

The GTM[®] Persuasion Framework

Architect Organizational Fitness



4. Uncover customer needs that drive growth
5. Clarify assumptions that impact growth
6. Develop value propositions that compel customers to act

The GTM[®] Persuasion Framework

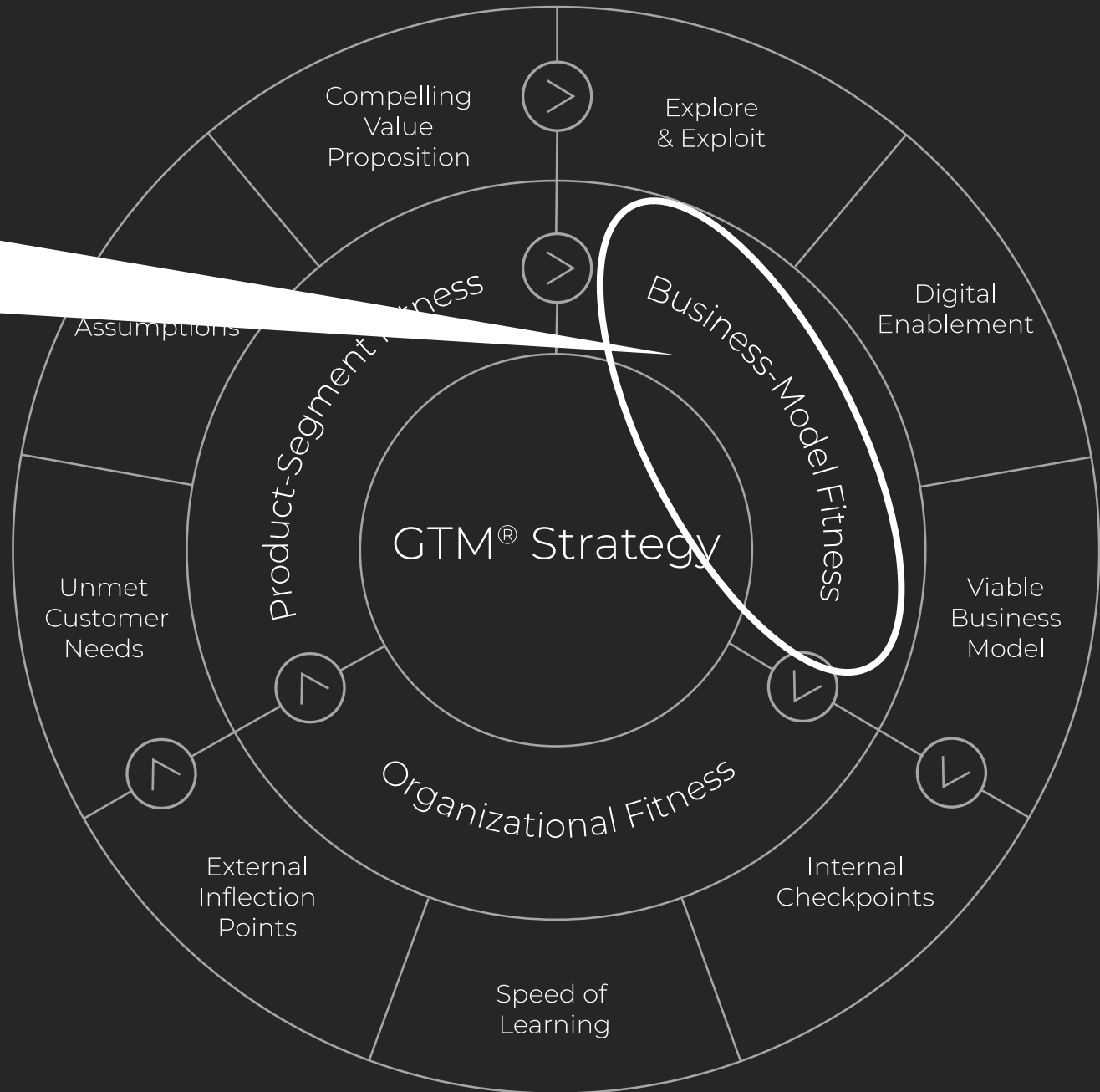
Establish Product-Segment Fitness



7. Allocate resources to build capabilities for growth over time
8. Use real-time, interactive data to find new markets to pursue
9. Sustain growth through business model innovations

The GTM[®] Persuasion Framework

Create Business-Model Fitness



“Building a sense of commitment and urgency is enabled when the employees’ sense of what is going on explicitly aligns with the executive team showing – by candid, intellectually honest communications – that they share the same awareness.

“Such candid talk puts spotlights on the elephants in the room – about either what is known to be going on or where there is a need for a discovery process to figure out what is going on – and makes it possible to discuss all of them...

“Said another way, intellectual honesty about the state of the company at the executive team level enables psychological safety at the personal employee level, the combination of which powers the building of an organization-wide sense of commitment and urgency...

“Good people want to make a difference every day. So let them! Dare to be bold, instead of timid.”

- Donald B. Hawthorne