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

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The GTM Challenge

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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"About **75%** of all new products and services…fail to reach viable, profitable scale and are withdrawn."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."

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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.

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

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

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Creating a Winning GTM Strategy

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Value Creation Occurs at Four Key Inflection Points

- **Create new products**

- **Improve current product performance**

- **Navigate financing diligence**

- **Navigate strategic partner/M&A diligence**

- **Create new products**: Properly vet customer needs prior to major financial investments & well before launch

- **Improve current product performance**

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- **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**

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- **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**

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- **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

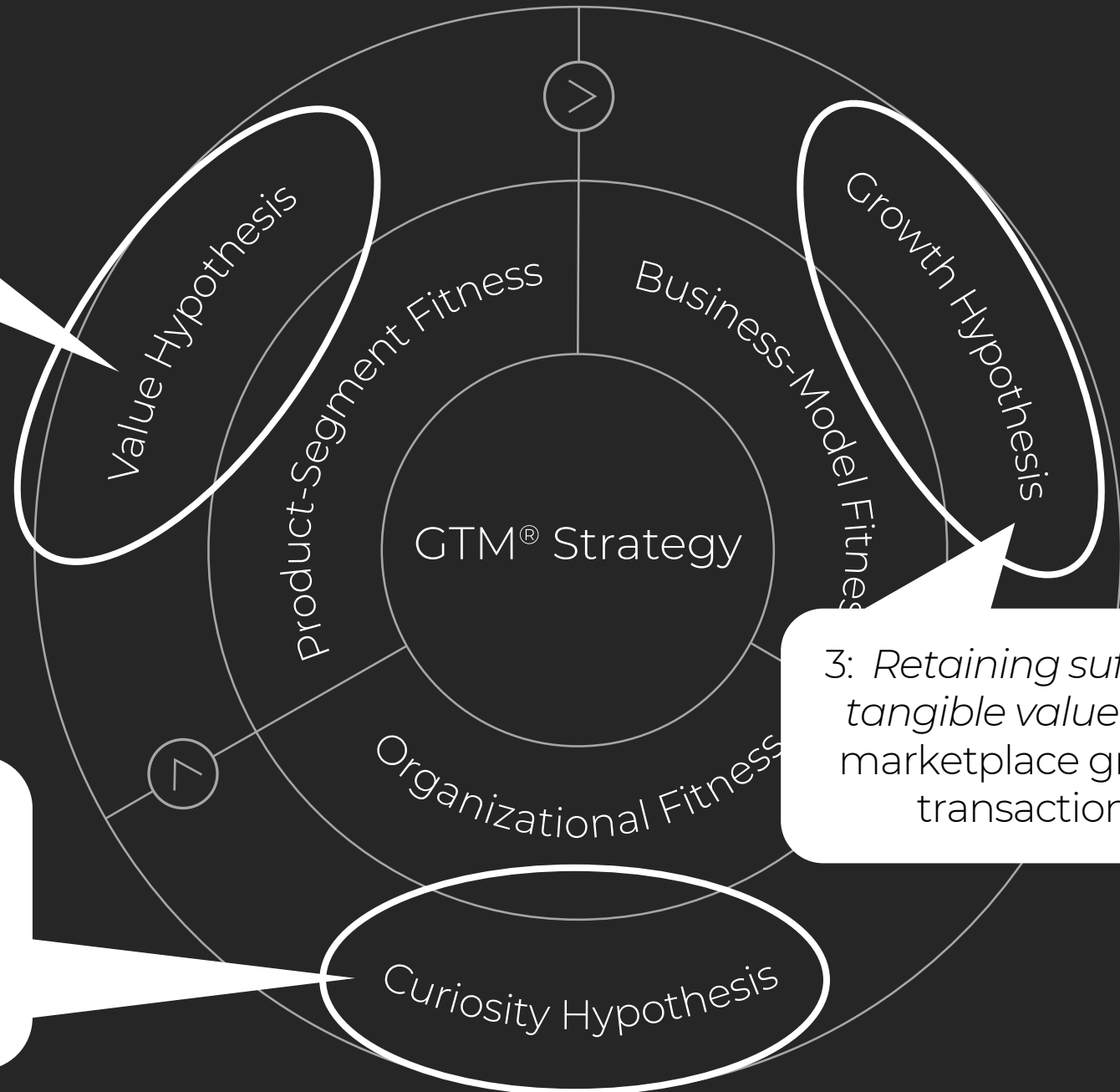Concentric circle diagram with "GTM® Strategy" at the center. The middle ring contains: Product-Segment Fitness, Business-Model Fitness, Organizational Fitness. The outer ring contains: Value Hypothesis, Growth Hypothesis, Curiosity Hypothesis.

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Winning GTM Strategies Validate Three Hypotheses

Ingredient 1

Curiosity Hypothesis ➡️

Ingredient 2

Value Hypothesis ➡️

Ingredient 3

Growth Hypothesis

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Winning GTM Strategies Validate Three Hypotheses

Ingredient 1

Curiosity
Hypothesis

➡️

Ingredient 2

Value
Hypothesis

➡️

Ingredient 3

Growth
Hypothesis
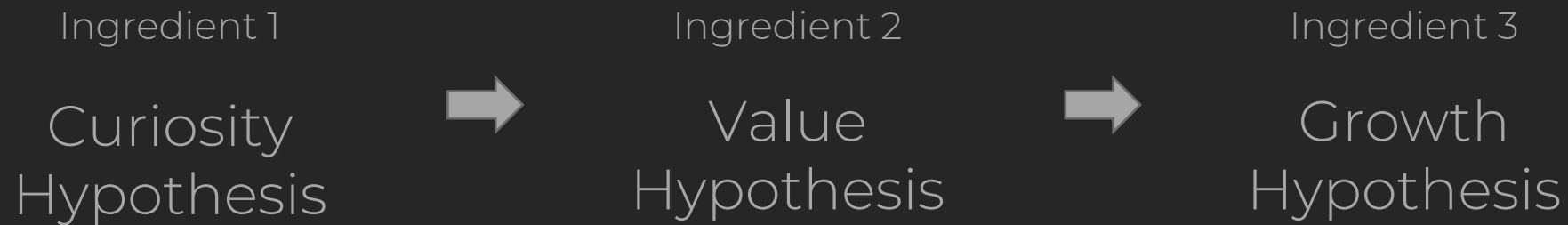
The Three Hypotheses must be *validated* in this order

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Getting GTM Right the First Time

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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

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Getting GTM Right the First Time: The Three Imperatives

Imperative 1

Adopt a needs-first view of the market

➡️

Imperative 2

Avoid the solution-evangelizing trap

➡️

Imperative 3

Prepare for growth by agreeing on customer needs and how value is created & retained

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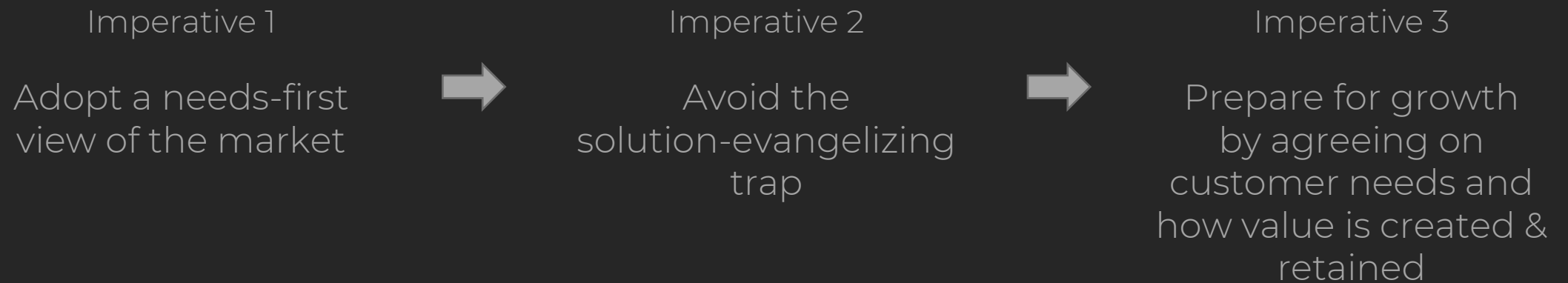
The Three Imperatives must be *executed* in this order

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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 PowerLab® workshops with over 150 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.

Strategy. Performance. Results.®

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

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Appendix

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GTM Strategy Backbone:
The GTM® Persuasion Framework

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Right Mindset: Executives are in the Persuasion Business

Goal: Build great & enduring company

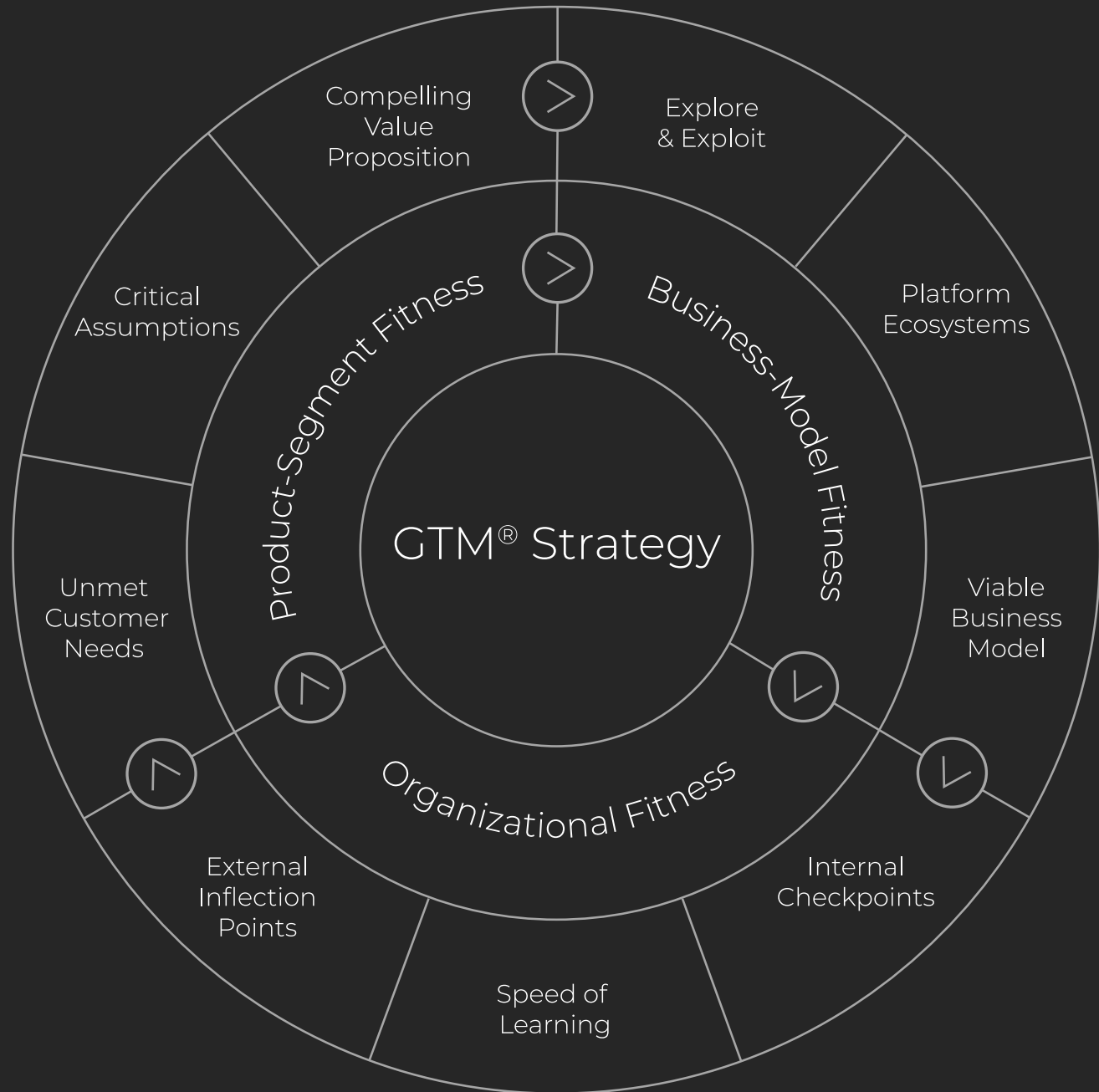**Metrics**: Realize dominant valuations & operating performance

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

Persuade: Via robust GTM strategies & performance outcomes

The GTM® Persuasion Framework

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The GTM® Persuasion Framework

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

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

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

Compelling Value Proposition

Explore & Exploit

Critical Assumptions

Product-Segment Fitness

Business-Model Fitness

Platform Ecosystems

GTM® Strategy

Unmet Customer Needs

Viable Business Model

Organizational Fitness

External Inflection Points

Internal Checkpoints

Speed of Learning

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The GTM® Persuasion Framework

Architect Organizational Fitness

1. Enable a learning culture for the organization that values forthrightness
2. Identify inflection points on market horizons that impact growth
3. Systematically convert assumptions into knowledge

GTM® Strategy

Product-Segment Fitness

Business-Model Fitness

Organizational Fitness

Compelling Value Proposition

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The GTM® Persuasion Framework — Establish Product-Segment Fitness

4. Uncover customer needs that can drive growth
5. Clarify assumptions that will impact growth
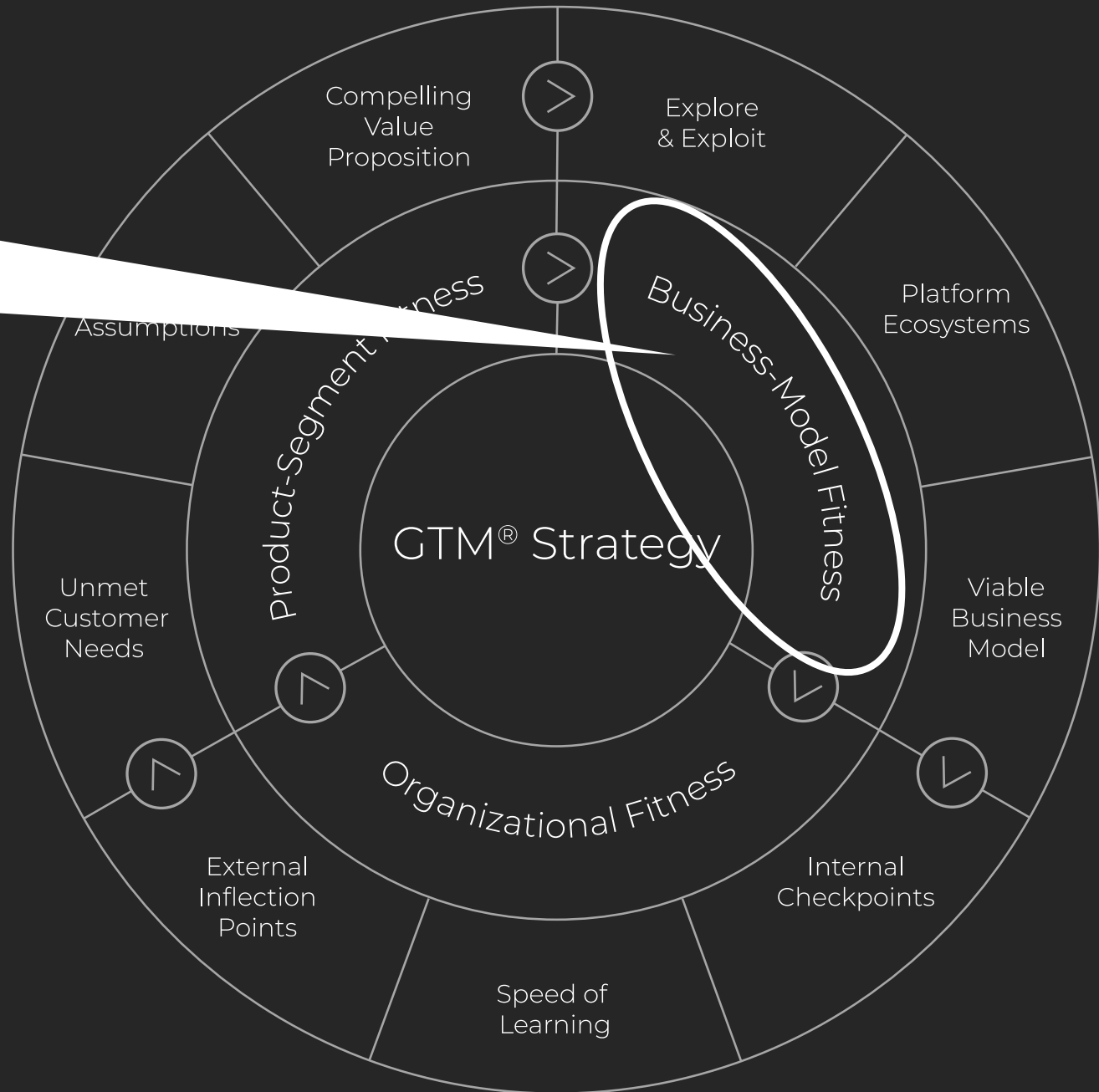6. Deliver unique value that compels customers to act

Compelling Value Proposition · Explore & Exploit · Critical Assumptions · Product-Segment Fitness · Business-Model Fitness · Platform Ecosystems · Unmet Customer Needs · GTM® Strategy · Viable Business Model · External Inflection Points · Organizational Fitness · Internal Checkpoints · Speed of Learning

7. Allocate resources to build the capacity to deliver growth over time

8. Create & exchange value through networks of interconnected entities

9. Sustain growth through business model innovations

The GTM® Persuasion Framework

Create Business-Model Fitness

Compelling Value Proposition

Explore & Exploit

Platform Ecosystems

Assumptions

Business-Model Fitness

Product-Segment Fitness

GTM® Strategy

Viable Business Model

Unmet Customer Needs

Organizational Fitness

External Inflection Points

Internal Checkpoints

Speed of Learning

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"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 individual 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

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