

Forging your Company's Legacy in a World Where Conventional Wisdom Doesn't Work



Donald B. Hawthorne

Fact #1: High Failure Rates are the Norm

“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, Top 20 Reasons Startups Fail*

“**72%** of all new products are a flop...Most companies deal with product pricing and marketing when it's already too late – often right before the launch.”

- *Simon-Kucher & Partners*

Fact #2: Eight Conventional Wisdom Fallacies

Customer needs are clearly defined

Measuring competitive landscape by industries, not arenas

Validated product ideas with voice-of-the-customer interviews

All innovation is the same

It's all explained in our MRD

Competitive advantages are sustainable

All we need is a 2% share of a billion-dollar market

The sales team will figure it out

Fact #3: Four Critical Mistakes Driven by Conventional Wisdom

Does your company...

Communicate frankly, including asking hard questions **38%**

Map out, test & validate key product assumptions **46%**

Have a common understanding of its customers' needs **46%**

Map out, test & validate key business model assumptions **46%**

Simplifying a Complex World Into a Single Organizing Principle

Building an enduring company requires delivering on two success metrics

- **Valuations**
- **Operating performance**

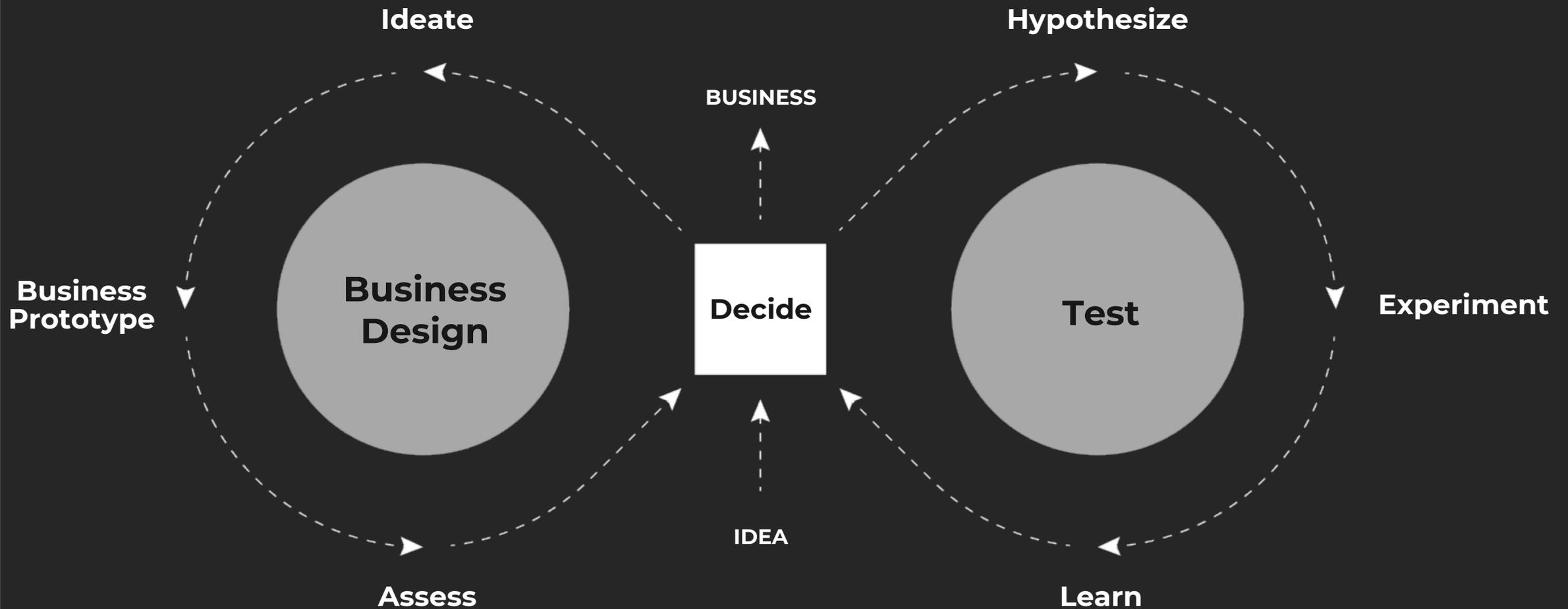
both of which are determined by third-party evaluations of the effectiveness of your go-to-market (GTM) strategies and performance

Two Crucial Components of GTM Success

- Creating value for your **customers** – a compelling **value proposition**
- Capturing some of the value you create for your **company** – a profitable and scalable **business model**

Peter Thiel: “competition is for losers...[build] the kind of company that is so good at what it does that no other firm can offer a close substitute”

Acting Differently: GTM Begins Early, Never Ends



Responses to 6 GTM Challenges Will Determine Your Company's Legacy

Is your company...

- **Initiating** equity investor diligence of strategies and performance?
- **Ensuring** pre-launch activities are optimized?
- **Dissatisfied** with current performance?
- **Uncertain** it can sustain acceptable performance?
- **Seeking** higher growth rate performance?
- **Preparing** for corporate partner/M&A diligence of strategies and performance?

Road Map #1 to GTM Success

Organizational Fit

“Inflection points create vast new spaces even as they destroy outdated technologies and models.”

- Rita McGrath

Value Inflection Point
Mindset

Adaptive,
High-Performance
Culture

Are you forthright about the state of your company’s business, do you ask catalytic questions, and do you reward excellence?

“When the assumption-to-knowledge ratio is high...one should prioritize learning fast, at the lowest possible cost.”

- Rita McGrath & Ian MacMillan

Discovery-Driven
Planning

Road Map #2 to GTM Success

Product-Market Fit

Jobs-to-be-Done

“Focusing a product and its brand on a job creates differentiation.”
- Clayton Christensen

Assumptions,
Hypotheses, Experiments,
Learnings & Actions

“[Test] your beliefs that are critical for success and yet have the least amount of evidence to support them.”
- David Bland

Value Proposition

“What do you uniquely offer that people desperately want?”
- Andy Rachleff

Road Map #3 to GTM Success

Business-Model Fit

“Visualize/analyze/manage business models you are improving/growing and future business models you are searching for/testing.”

- *Alexander Osterwalder*

Portfolio Management

“Transformation is becoming the “new normal”...will force us to rethink and relearn how we build and operate companies globally.”

- *Christian Rangen*

Business Model

“Successful change depends on leveraging complementary practices and...redesigning contingent business processes.”

- *Erik Brynjolfsson*

Matrix of Change

The Complete Road Map to GTM Success

Product-Market Fit

Jobs-to-be-Done

Assumptions,
Hypotheses, Experiments,
Learnings & Actions

Value Proposition

Organizational Fit

Value Inflection Point
Mindset

Adaptive,
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Discovery-Driven
Planning

Business-Model Fit

Portfolio Management

Business Model

Matrix of Change

How Well is Conventional Wisdom Working for You?

Are you willing to risk everything on something that fails more than half the time?

If you are ready to shift, design & shape your company's future, **let's talk.**

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