

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

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Donald B. Hawthorne

# Challenges Facing Management Teams

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“About **75%** of all new products and services...fail to reach viable, profitable scale and are withdrawn.”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

“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.”

# A Closer Look at Management Habits

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## 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%

# Rethinking Management Habits

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Rigorous go-to-market strategies and performance solutions:  
**Product-Market Fit - Business-Model Fit - Organizational Fit**



Successfully navigate diligence scrutiny by customers, investors, and partners



Deliver dominant valuations & operating performance



Become great, enduring company

# Road Map #1 to GTM Success

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## Product-Market Fit

Jobs-to-be-Done

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

Breakthrough  
Insights

“[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 #2 to GTM Success

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## 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

“Digitization...has upended the very nature of competition today, and made twentieth-century ways of thinking about competitive advantage obsolete.”

- *Ram Charan*

Digital Transformation  
& Matrix of Change

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

- *Christian Rangen*

Business Model

# Road Map #3 to GTM Success

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## 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? Do you let good people make a difference every day? Do you reward excellence in learning and execution?

“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 &  
Execution

# The Complete Road Map to GTM Success

## Product-Market Fit

Jobs-to-be-Done

Breakthrough  
Insights

Value Proposition

## Organizational Fit

Value Inflection Point  
Mindset

Adaptive,  
High-Performance  
Culture

Discovery-Driven  
Planning &  
Execution

## Business-Model Fit

Portfolio Management

Digital Transformation  
& Matrix of Change

Business Model

# How Well is Conventional Wisdom Working for You?

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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.**

**Donald B. Hawthorne**

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dbh@gtmhawthorne.com

# Donald B. Hawthorne

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Don Hawthorne is a go-to-market strategy consultant who helps executives develop **crystal-clear and robust go-to-market solutions that successfully navigate diligence scrutiny** in the marketplace (by customers) and in strategic transactions (by investors and corporate partners) – leading to the creation of great, enduring companies.

Don delivers value through a unique combination of (i) a **novel GTM® Road Map** that is curated from global best practices and filtered through a pragmatic operating executive lens. The Road Map rejects conventional wisdom, delivers product-market fit/business-model fit/organizational fit solutions, and has an 85% consulting project success rate – driving superior valuation and operating performance outcomes; and, (ii) **experience holding 10 C-suite positions (CEO-5, COO-2, CFO-3)** that allows him to work alongside executives as a trusted peer-level partner in the joint development of customized go-to-market solutions – ensuring the right products and services are taken to market with greater speed and capital efficiency.

During his 38 years in the life sciences industry, Don has worked in or with 46 companies across 16 industry segments, supported 5 M&A transactions, raised more than \$310 million in debt and equity (private, IPO, secondaries, PIPES) monies, closed 10 business development transactions, and been a leader in 23 go-to-market initiatives – 14 as a consultant. He has performed due diligence for both private equity and venture capital investors as well as served as a partner in an equity fund.

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