

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

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Challenges Facing Management Teams

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“About **75%** of all new products and services...fail to reach viable, profitable scale and are withdrawn.”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

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

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



Successfully navigate diligence scrutiny by investors, partners, and customers



Deliver dominant valuations & operating performance



Become great, enduring company

The GTM[®] Road Map

Product-Market Fit

Unmet Customer Needs

Assumptions

Value Proposition

Organizational Fit

Uncertain Inflection
Points

Candor, Curiosity &
Questions

Checkpoints

Business-Model Fit

Portfolio Management

Smart Digital Automation

Business Model

Road Map #1 to GTM Success

Product-Market Fit

Unmet Customer Needs

“The job, not the customer, is the fundamental unit of analysis.”
- Clayton Christensen

Assumptions

“[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

Unmet Customer Needs - Four Questions

1 – Do your company's conversations focus more on **customer problems** in getting their jobs done than on features/benefits of your **company's solutions**?

Does your management team have a shared understanding of:

2 – Your company's **market opportunities**?

3 - The **customer needs** in those market opportunities?

4 – Which customer needs are **most important** and **least satisfied** today?

Assumptions - Four Questions

1 - Has your team **written down** all assumptions implicit in your business model?

2 - Has your team identified which key assumptions are **critically important** to the future success of your company?

3 - Does your team have strong experimental **evidence validating** those key assumptions?

4 - Does your company have established **organizational habits** for the ongoing testing of key assumptions?

Road Map #2 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

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

- *Ram Charan*

Smart Digital Automation

“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

Organizational Fit

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

- Rita McGrath

Uncertain Inflection
Points

Candor, Curiosity &
Questions

Are you forthright about the state of your company's business? Do you ask probing questions, and then listen? 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

Checkpoints

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What Next?

Three Principal Keys to Go-to-Market Success

Compelling value proposition your customers are desperate for

Profitable and scalable business model that captures value for your company

Insight development & customer development model, not just product development model

Your Daily Go-to-Market Critical Success Factors

Recognize **full timeline** of go-to-market activities

Constantly ask **hard questions**

Map out, test, and continuously validate product, business model and customer need assumptions

Adopt a **diligence-scrutiny mindset** that persuades investors, partners and customers

Develop rigorous **product-market fit, organizational fit, and business-model fit** solutions

Use GTM[®] Road Map to organize and guide your efforts

“You don’t implement go-to-market, **you live it.**”

Donald B. Hawthorne

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 87% consulting project success rate – driving superior valuation and operating performance outcomes; and, (ii) **experience holding 11 C-suite positions (CEO-6, 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.

With over 30 years in the life sciences industry, Don has worked in or with 48 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 24 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.