

GTM Strategies for a New Brand

Dr. Shiv M Kumar,
Fellow of Indian Institute of Management (IIM), Indore

Co-Founder, Camp Automation
Lewes, USA | Bangalore, IN | Dubai, UAE





What is GTM?

- Go to Market is a strategy
- Helps to assess your market
- Identify customer segments to target
- Assessment of competitors' SWOT
- Craft a clear distribution strategy
- Assessment of risks
- 5 year financial projections

**Tell A story
that
Makes Sense**

What story these brands tell us?



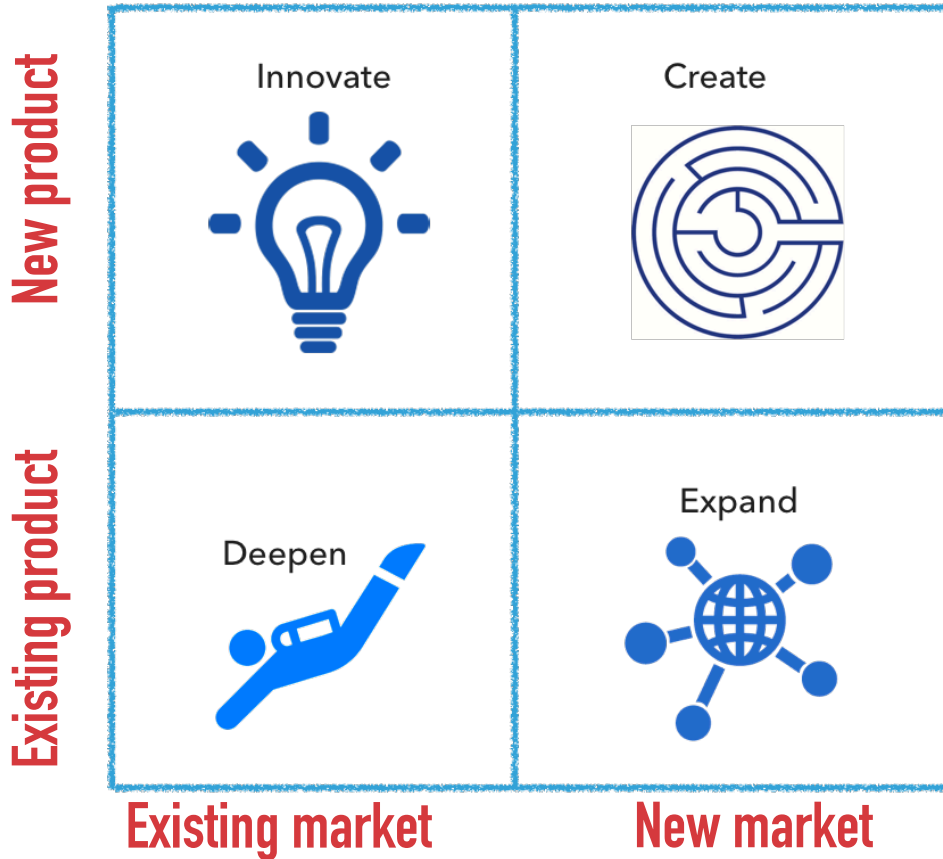
The GTM components



each story
component
impacts the other



The GTM Strategies



each quadrant
has a potential
GTM strategy

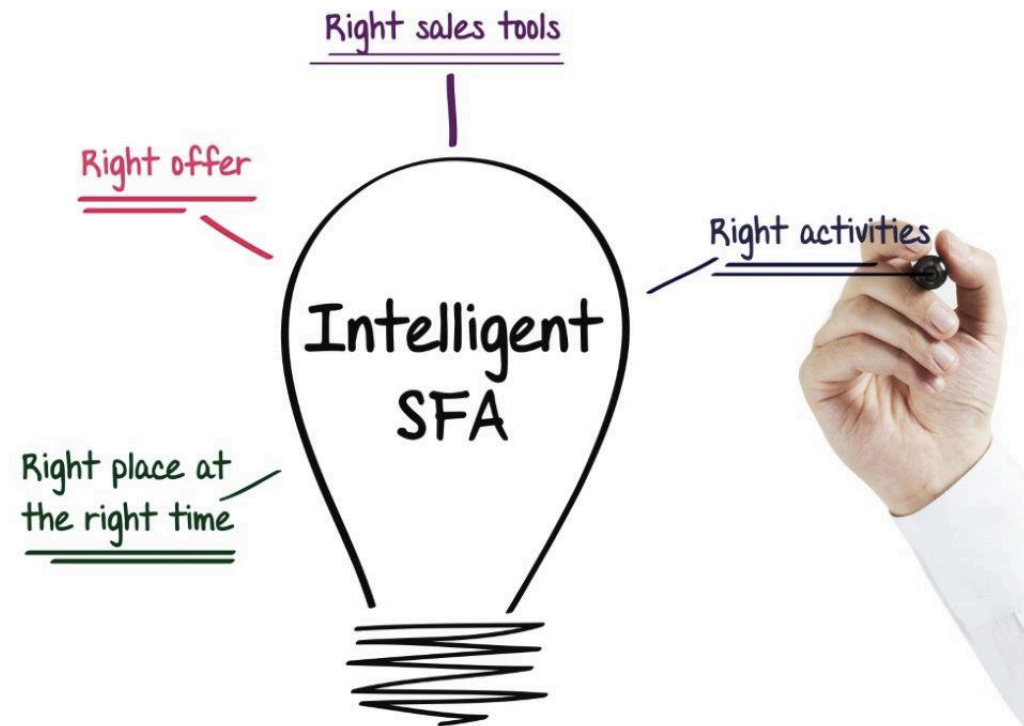
Practical Case: GTM for SFA Software

This B2B company launched a SFA software called Neo CRM in 2010

Grown at 30% yoy and gained strong presence in EU market

Has entered India Market in 2022

Visits IIM Rohtak and picks 30 people





Contact Management



Route Planning



Lead Tracking



Quotes and Orders



Order Tracking & Management



Van Inventory Management



Sales Force Management



Reports & Analytics



Sales & Marketing Automation



Competitor Intelligence

Enhancing the
Enterprise with

S F A



"30 of you are placed in NeoCRM Marketing Division"

The product subscription costs Rs. 1 crore / annum (approx. 200k)*

Customers at EU are from Tech industry with revenues of 10Bn € +

Outscored most of the competition and thus penetrated the market

How will you prepare a list of Target Customers in India?

What is your message to these Customers?

**unlimited users*

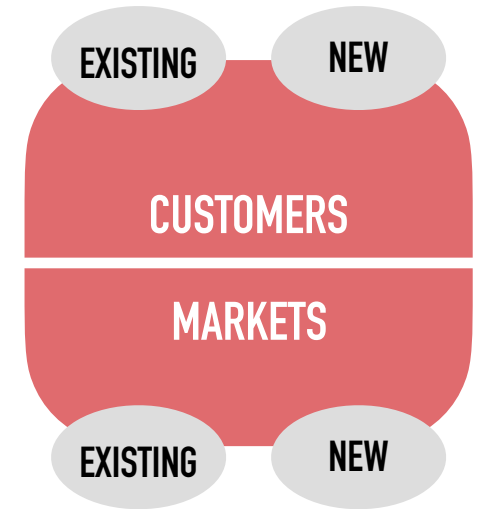


Go to

Market

Strategy

Take your offerings to customer



3 Routes to GTM



MARKETING AUTOMATION

All in one platform for
web, email, social posts,
ads & social listening



DIRECT SALES APP

Simple mobile app for salespeople
to follow leads to effective
conversions



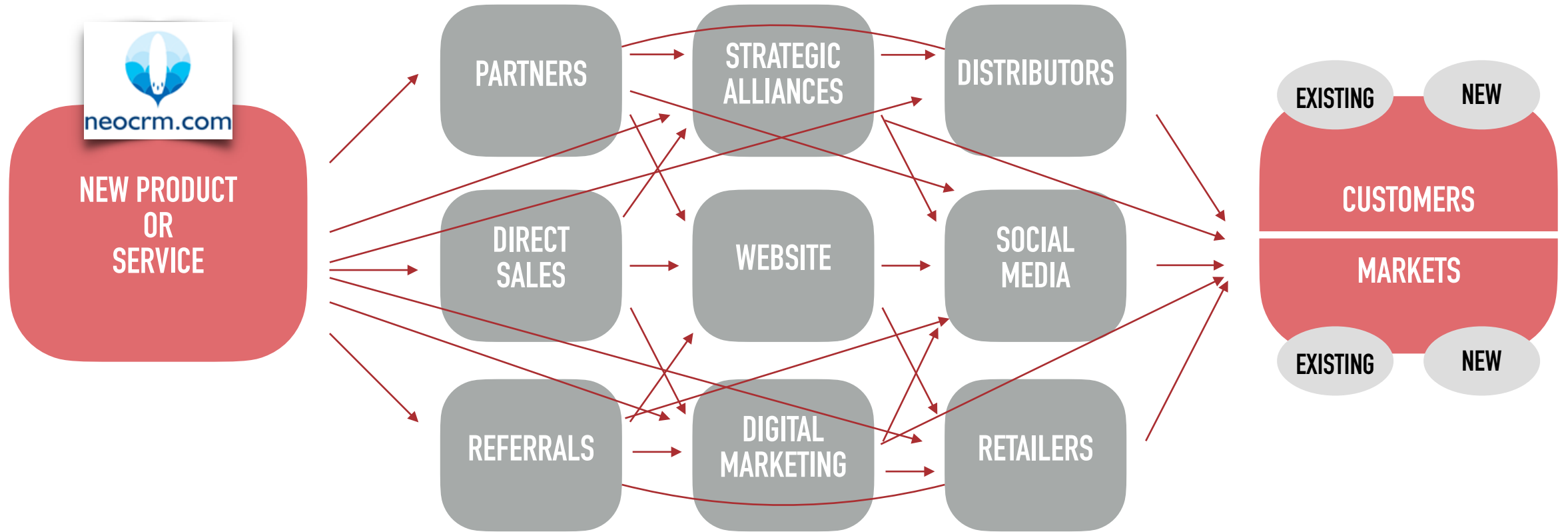
INDIRECT SALES PARTNER APP

Last-mile app for your
partners to engage
customers for lifetime value

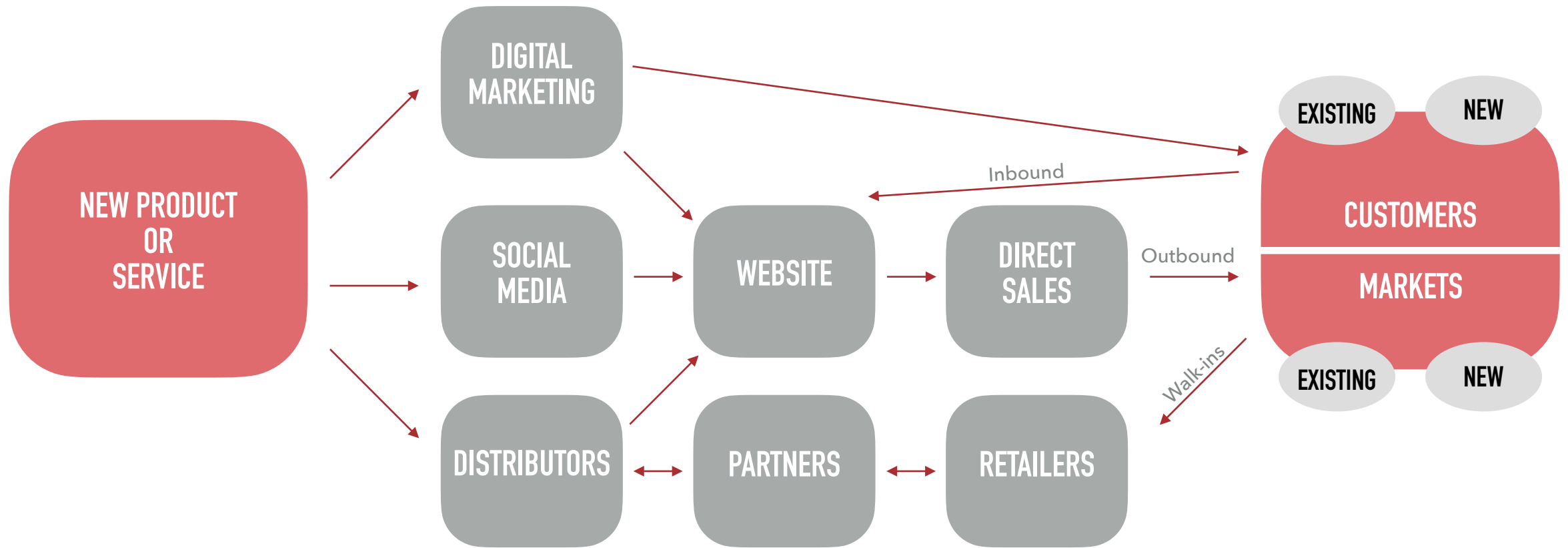
How to take your offerings to customer?



Like this?



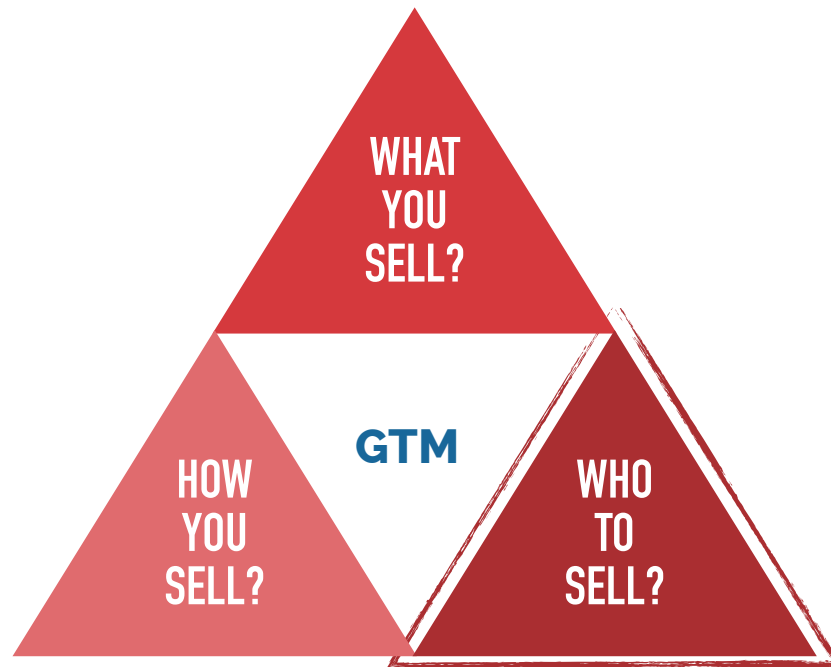
Or. Like this?



It is never about,
how you want to do?

**IT IS ABOUT
HOW YOUR CUSTOMERS
PREFER TO DO**

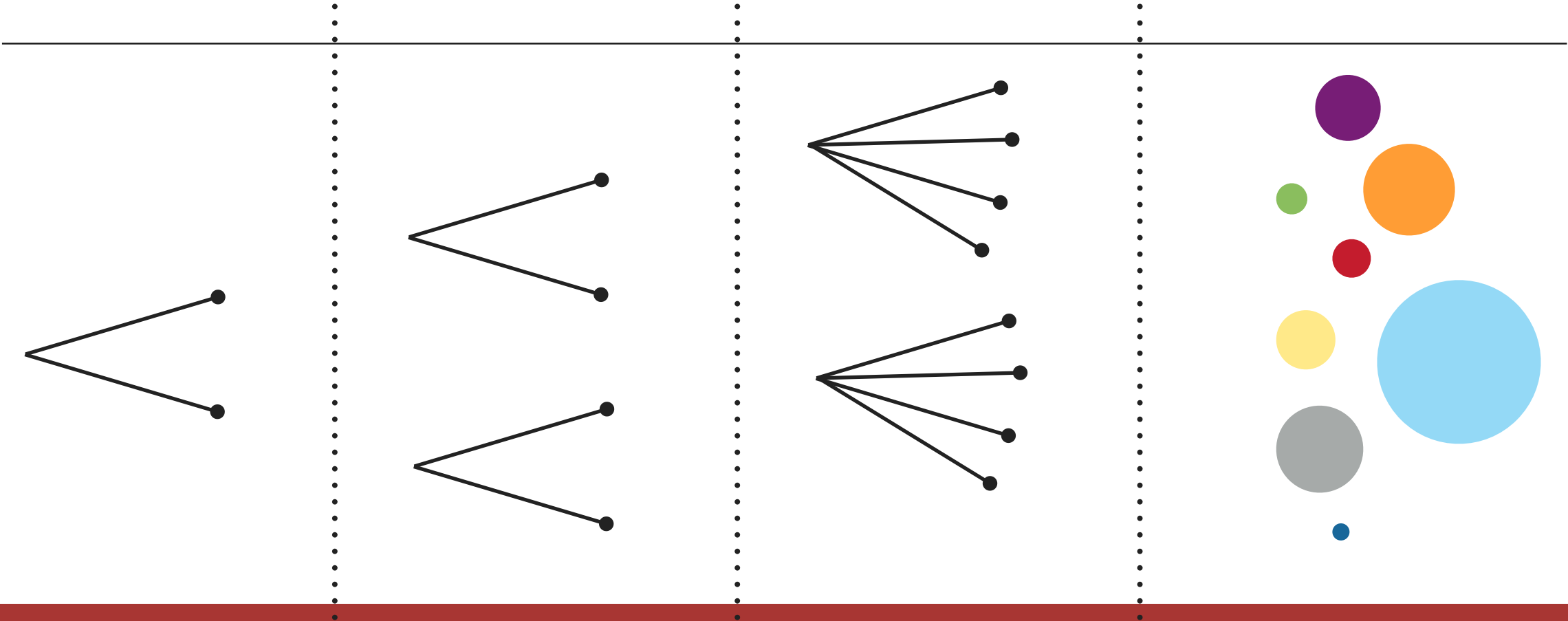
introducing buyer persona

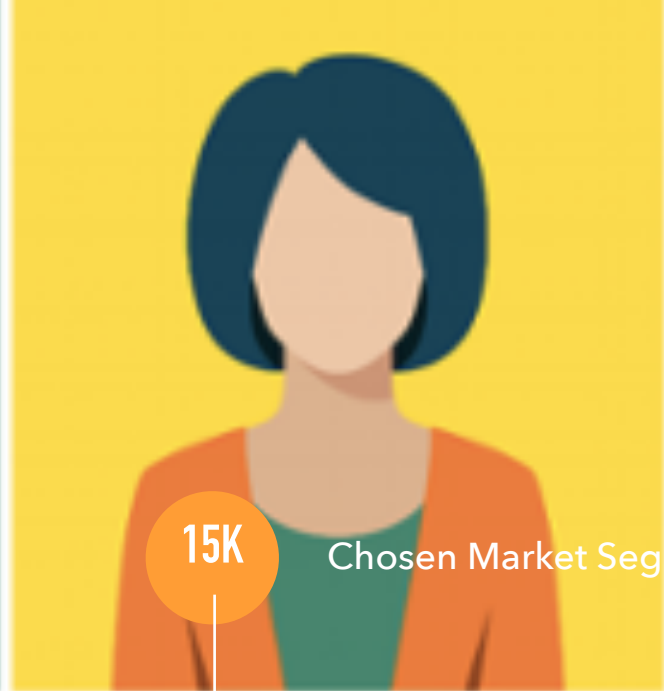


Personas take initial segmentation one step further by assigning an archetype customer for each group

A fictional person, rooted in research, that represents the needs and interests of the main types of customers in your audience.

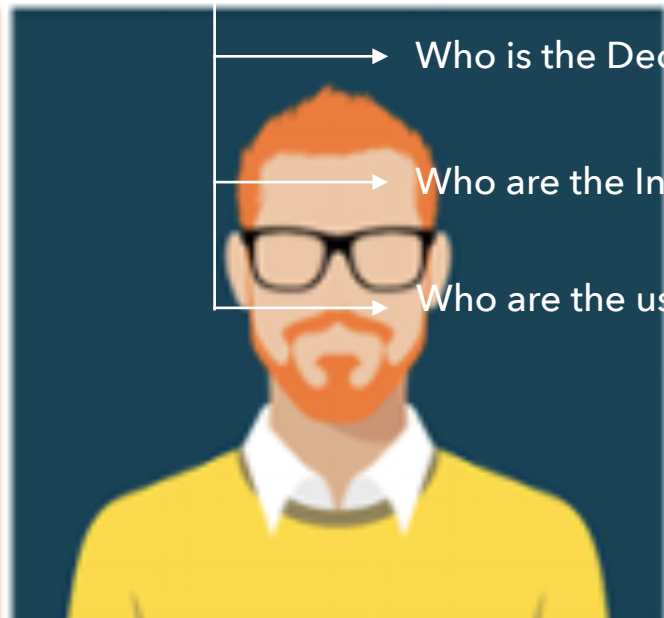
Market segmentation





15K

Chosen Market Segment



**HOW THESE PEOPLE
LOOK LIKE?**

**WHAT IT MEANS TO
DEAL WITH THEM?**

Who is the Decision Maker?

Who are the Influencers?

Who are the users?

meet personas

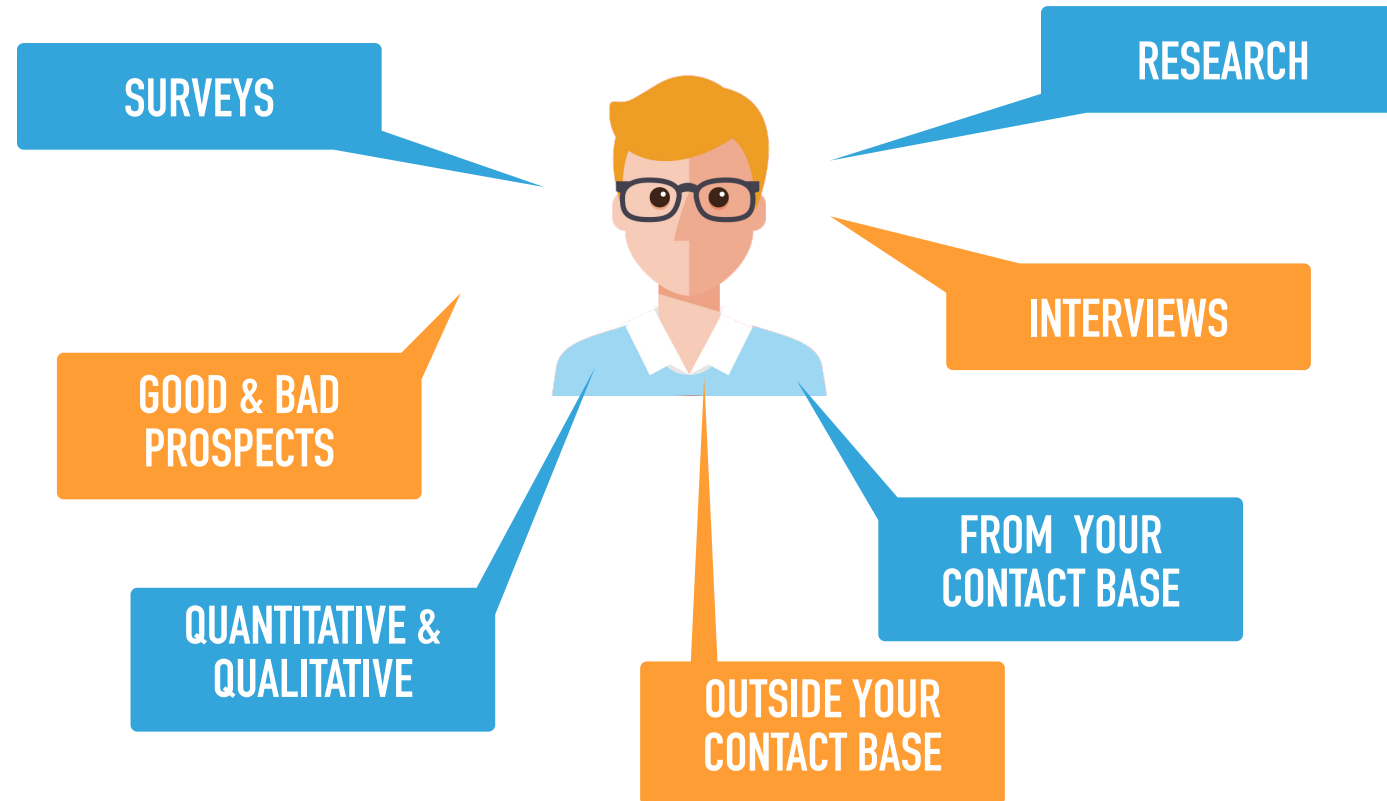


- Seller Santosh Singh (User)
- Marketer Mary (User)
- CIO Shoaib (Influencer)
- CEO Sen (Decision Maker)

Santosh represents the sales users in 15k large companies



how to know thy buyer?



Paint a picture of who your ideal customer is, what they value, and how your solution fits into their daily lives

know thy buyer



sample persona: Seller Santosh ROCKET Singh



Identity

Santosh is a graduate and started his career about 3 years ago. He is part of the growing company, and earns a steady income plus sales incentives. Drives a hatchback that he bought from his incentives.

Biggest Challenges

- ▶ Consistency in sales targets
- ▶ Keeping pace with technology
- ▶ Maintaining account details



Age: 25 - 30 | WorkEx: 2-5

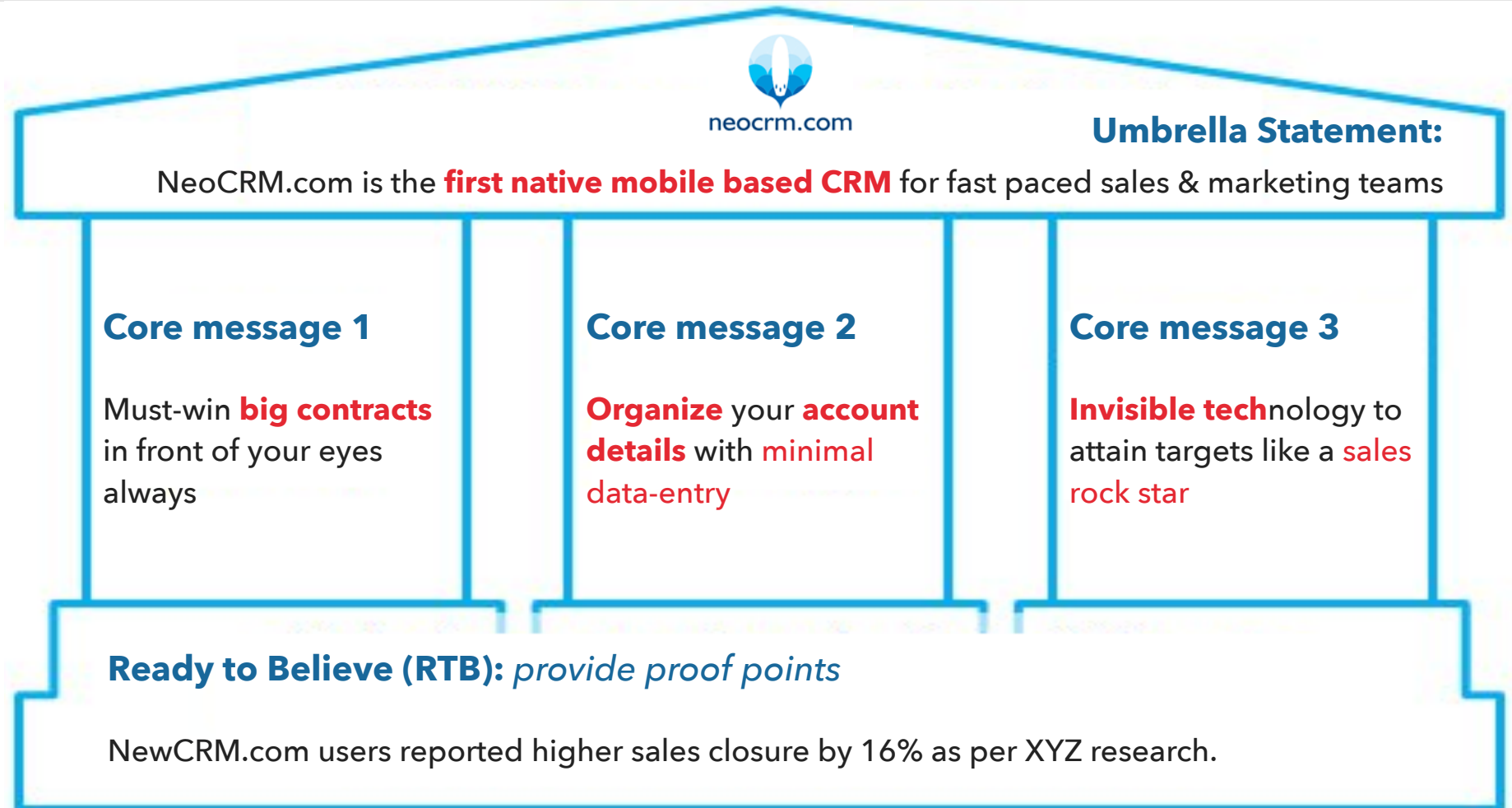
Day in the life

As seller, Santosh spends max time on travel, meeting clients, and partners. Evenings are with friends, the neighborhood rock band he is part of, and a movie buff.

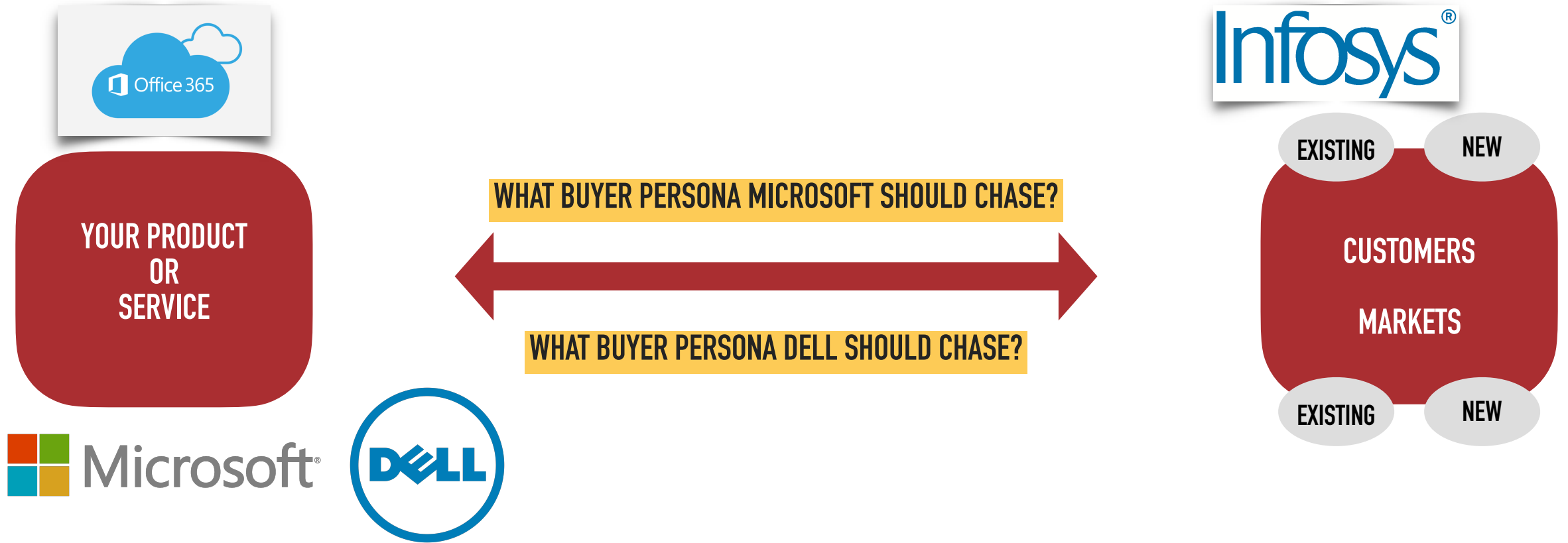
Motivation

- ▶ Wants to sign big contracts
- ▶ To become the CEO one-day
- ▶ Take his rock band to fame

personalize messages



Real-life case



**RIGHT PERSON,
RIGHT MESSAGE,
HOW TO SELL?**



**WALK ALONG THE
BUYER JOURNEY
BEFORE WINNING
THEM OVER**

introducing buyer journey



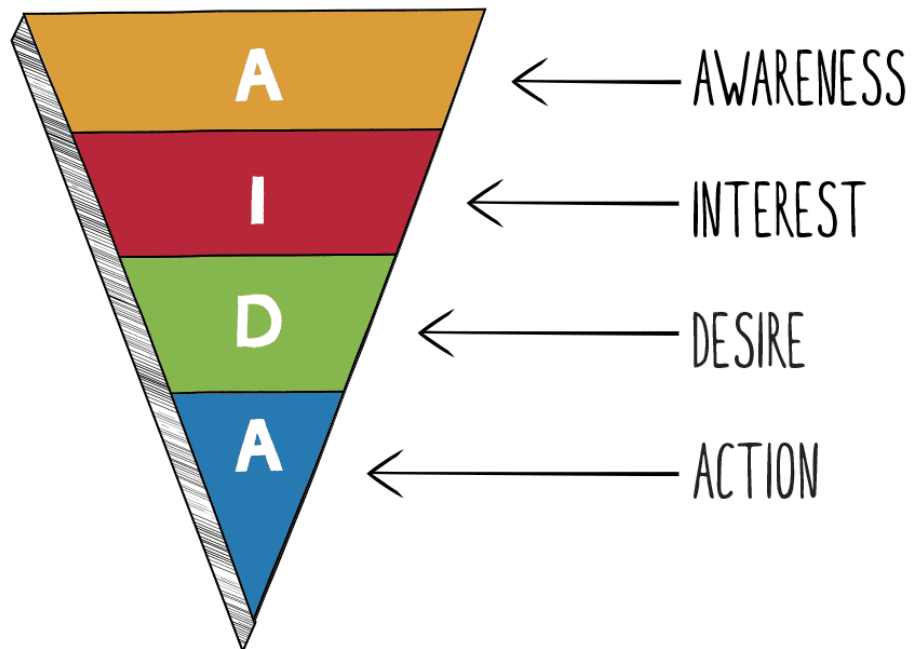
The **buyer's journey** is a framework that outlines a **buyer's** progression through a research & decision process culminating in a purchase.



Each buyer persona has a defined way of searching, finding new products, evaluating, buying, and post purchase behaviors.

AIDA in Action

THE AIDA MODEL



ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/SMARTMODELS](http://bit.ly/smartmodels)

- In 1898, E. St. Elmo Lewis developed it – over 120+ years model

DISCUSSION:

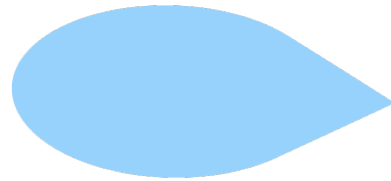
Do you know how many people are in each of the stages? And who they are?

Time your offerings to customer

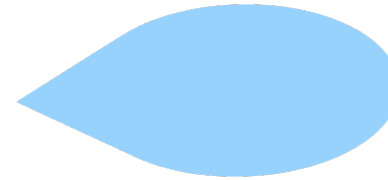


Know your touch points

YOUR PRODUCT
OR
SERVICE

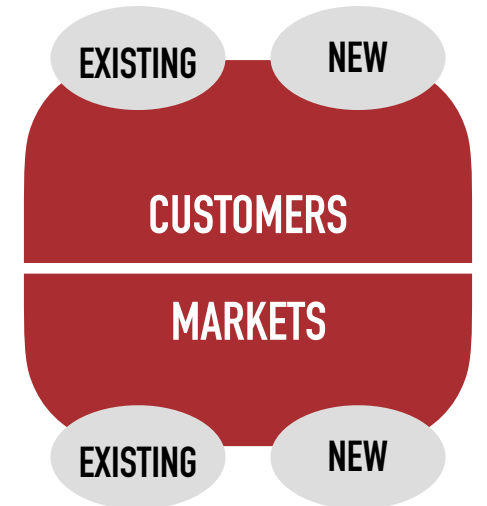
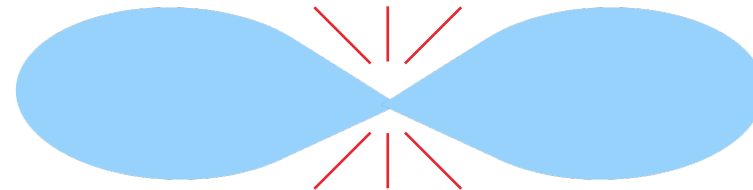


There is a
Company
and a
Customer

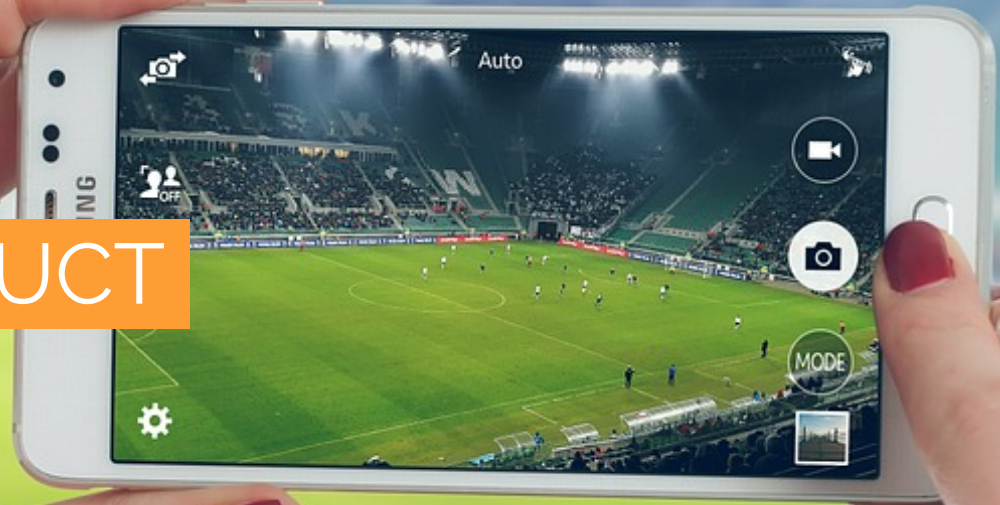


Story to Tell customer at the right pace

When they touch.
You have a touchpoint.



IT CAN BE A PRODUCT



or a service person



or a well written blog



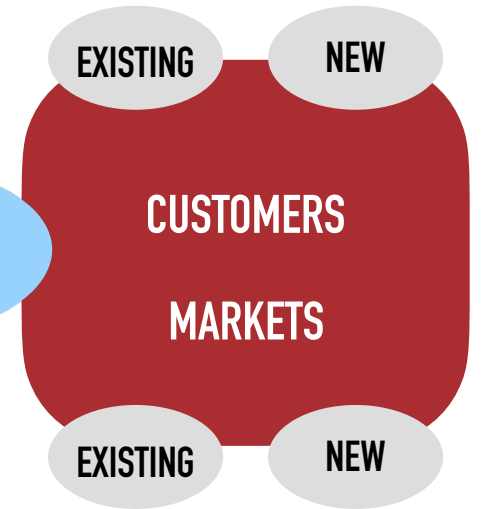
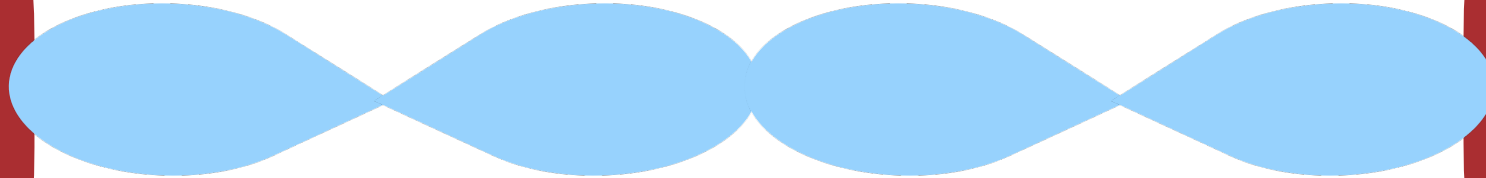
CODE IS POETRY

or a much downloaded
whitepaper

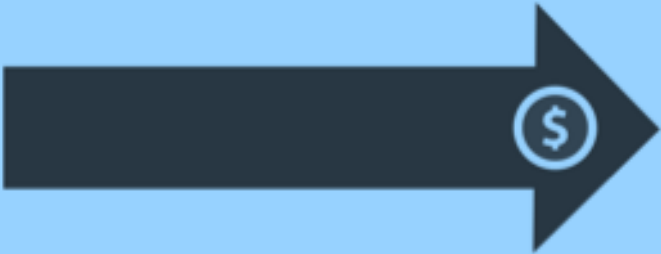


Engage customer

and there are many contact moments between a company and customer



know your buyer journey



Awareness



Attention



Nurture



Acquire



Absorb

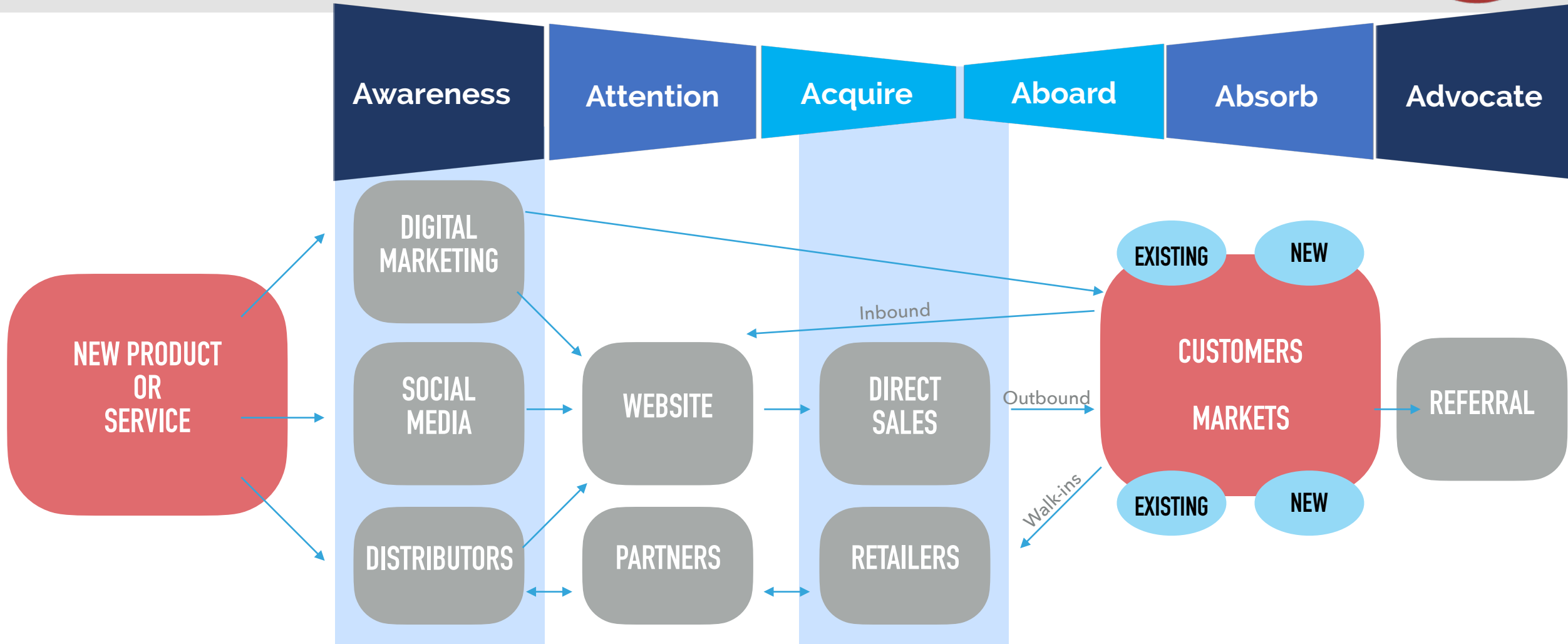


Upsell



Advocate

Align your GTM route to buyer journey



grouping the routes to market





Buyer Journey Stage	What Buyers search for?	What as a marketer you need to do?	Content Nature	Content Example
Awareness stage	Educational search	Interest the buyer & get them curious	High level content	Blogs, Infographic
Attention stage	Comparison search	Get into the buyers' consideration set & recognize them as a qualified lead	Detailed content	Webinars, Comparison charts with other CRM
Nurture stage	No search	Nurture the lead, and keep the buyer interests, alive	Neutral content	Industry news, white papers
Acquire stage	Decision search	Provide information for them to decide	Proposal specific content	TCO calculator, Pricing sheet for CRM solution
Absorb stage	Utility search	Prepare the buyer to use your products or services	Detailed content	Getting started guide, How to use neocrm.com videos
Upsell stage	Support search	Support the buyer to become a power user	Context specific content	Tips and tricks, FAQs, User forums
Advocate stage	Switch from search to provide info	Enable them as an influencer and recognize them as a thought leader	Co-created content	Voice of Customer articles

Real-life case





CASE DISCUSSION



20 Executives watch
"How Indians shave?"

[Link](#)





Gillette Understanding a Billion People Market: Case

- Corporate Vision of P&G: Global Expansion
- Business Strategy of Gillette: Perform R&D where the end product is sold (opened R&D outside USA, in India, China)
- Functional Strategy of Gillette: Marketing & R&D

Market Immersion



- A multi-functional innovation team spent thousands of hours with consumers in India
- Interviews, in-home visits, “shop-alongs” and test shaves



A razor made after Gillette Execs watch Indians' shave

- 20 US-based executives observed the man in 2008 during one of 300 visits they made to homes in rural India
- The goal? To gain insights they could use to develop a new razor for India
- Men shave sitting on their floors with a bowl of water, often without a mirror, in the dark morning hours
- He had no electricity, no running water and no mirror. "That, for me, was a big 'a-ha,'" said Alberto Carvalho, vice president, global Gillette, a unit of P&G.
- 18 months it took to develop Gillette Guard.
- Guard quickly gained market share of two out of every three razors sold in India – between 2010 to 2013, since it's launch

Ethnographic Research



- Observe daily routines – 300 rural home visits
- Experience Life - 3000 hours with 1,000 customers – Shop Along
- Aspirations, why they shave, how often
- Test shave centers

Source: Dr. Amit Rangnekar

Insights Gathered

- Small houses, power cuts, common bath
- Indian male shaver – price sensitive
- How men shave? (self-shave)
 - Sitting on the floor, with/without a handheld mirror
 - Unique gripping patterns while shaving
 - Frequent nicks and cuts – unsafe
 - Small cup of still water
 - Dark morning hours, often without electricity
 - Tedious, twice the shaving time than others
- How men shave at salons? And price paid per shave Rs. 10 to 20 (yr 2008)

Gillette Functional Collaboration



- R&D Teams and
- Marketing Teams

Powerful collaboration & great results



Specific Benefits Sought

- Safety
- Ease of use
- Economy of time & cost
- NgM 5 Prototypes Developed
 - User Friendly design
 - Shave performance
 - Safety
 - Easy rinse
 - Low Cost
- NPD 18 months to develop Gillette Guard

- Safety
 - Single Blade, Safety Comb, Light for easy control
- Ease of use
 - Flexible Pivot, Easy rinse cartridge, textured grip, easy click dock
- Affordability
 - Low cost, 4 components (Vector 20, Mac3 – 25)
 - Low Price

Features & Benefits



Source: Dr. Amit Rangnekar

Idea to Commercialization



- NPD is backed by research & local manufacturing
- GTM is backed by low costs, and channel penetration

Source: Dr. Amit Rangnekar

The Product

- Easy-rinse cartridges to prevent clogging
- A hang hole at the end of the razor handle provides a convenient means of storage
- Easy-click docking makes it faster and easier to connect the blade to the razor versus the complexity of assembling a double-edge razor



Gillette Product Line



Source: Dr. Amit Rangnekar

The Place



- Mom & Pop Shops
- Extended distribution network
 - 22 Depots
 - 3 Distribution Centers
 - 20 Lakh Retailers
 - Guard fastest to reach 9.5 lakh stores

The Price

- Penetrative Pricing Strategy
- Gillette Guard was made available in India beginning in October 2010
- The razor sold for a suggested retail price of fifteen Rupees (or approx. 33 U.S. cents per razor)
- Refill cartridges for approximately 5 Rupees
- One Rupee per shave or approx. 2 U.S. cents per shave.



The Promotion



- TVC with Bollywood Stars
- IMC of PoS activation, TVC, Website, Celebrity endorsement, Campaigns

Source: Dr. Amit Rangnekar



Celebrity Endorsements & campaigns

Segment

Rural men,
Urban value conscious men

Target

Men who seek an affordable,
and safe shaving experience



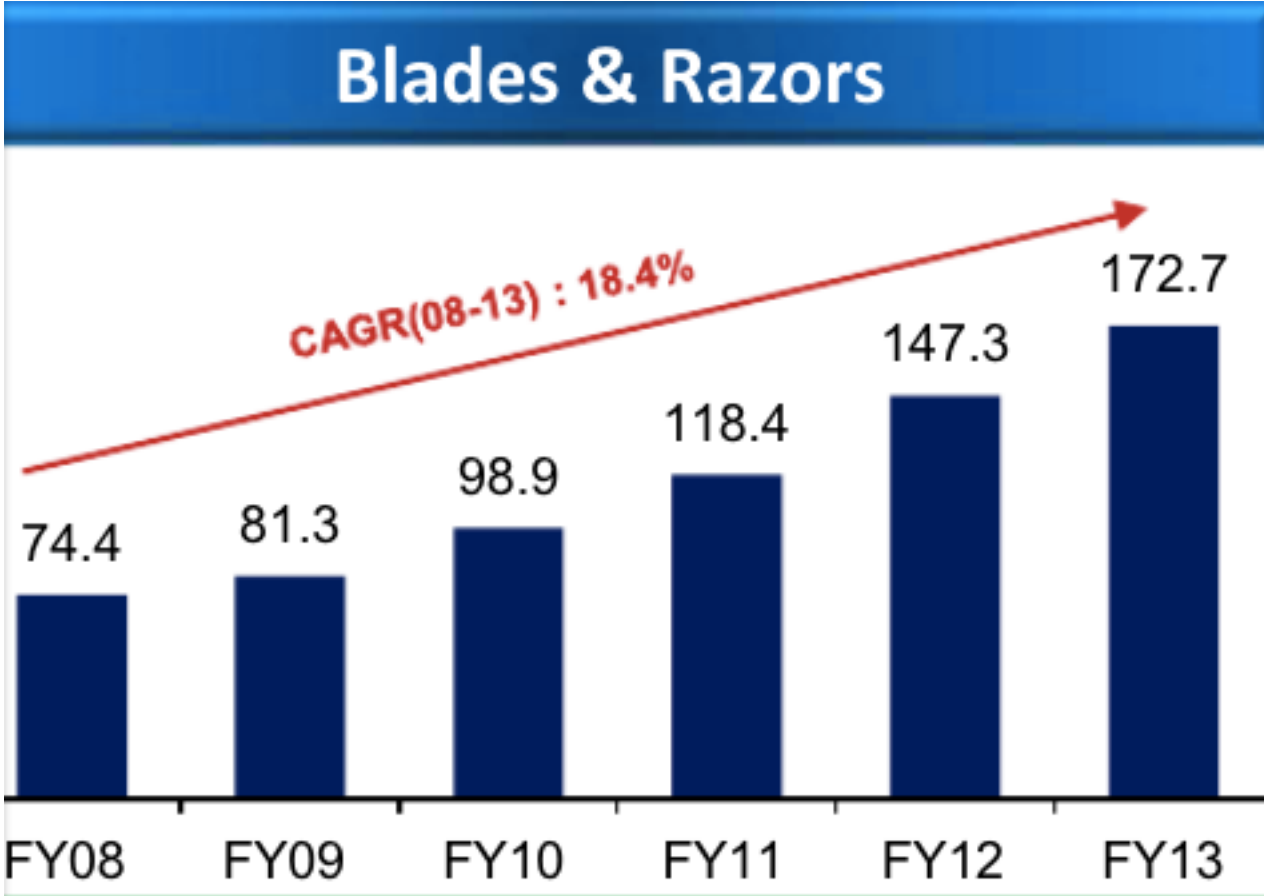
Positioning

Safe, easy to use, affordable

Differentiation

VFM, convenience

Gillette India Performance



Final Impact by 2013



- Gillette Guard preferred 6:1 double-edge razors
- Gillette Guard 2 out of 3 razors sold in India
- Gillette 51% Net Market Share (in 2013)
- HBR hailed it as “Matched the Model to the Market”

What GTM elements were on play with Gillette case?

How did they used the customer insight, to transform an idea
to New Product / Brand action?

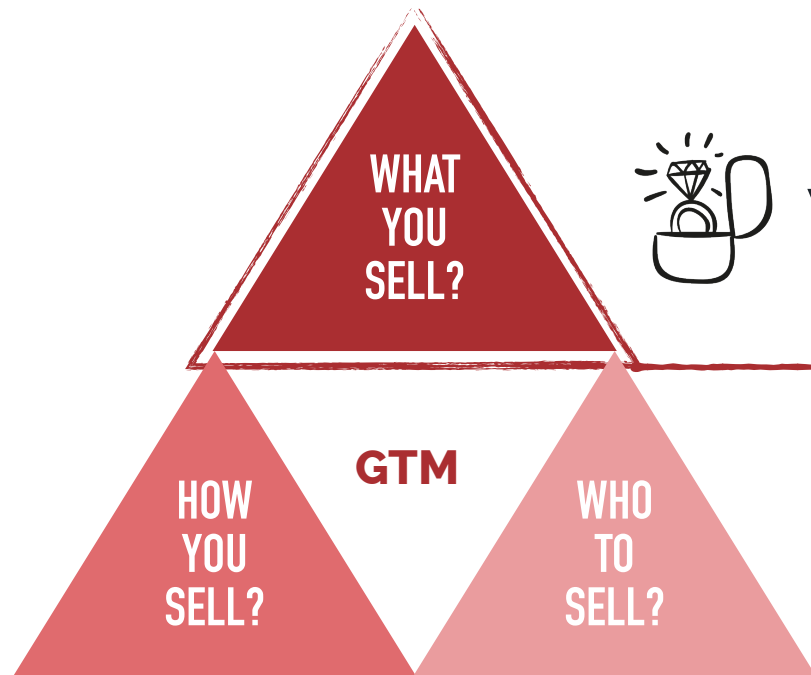
**PERSON IS RIGHT.
MESSAGE IS RIGHT
TIME IS RIGHT
WHAT TO GIVE?**



**WHAT YOUR
CUSTOMER VALUES?**

**NOT WHAT YOU
HAVE IN STOCK.**

provide an irresistible product



What your consumers value, needs to manifest from your products or services

A thing or act that delivers value to the possessor or consumer, triggers a reciprocal value back to the provider.

real life case

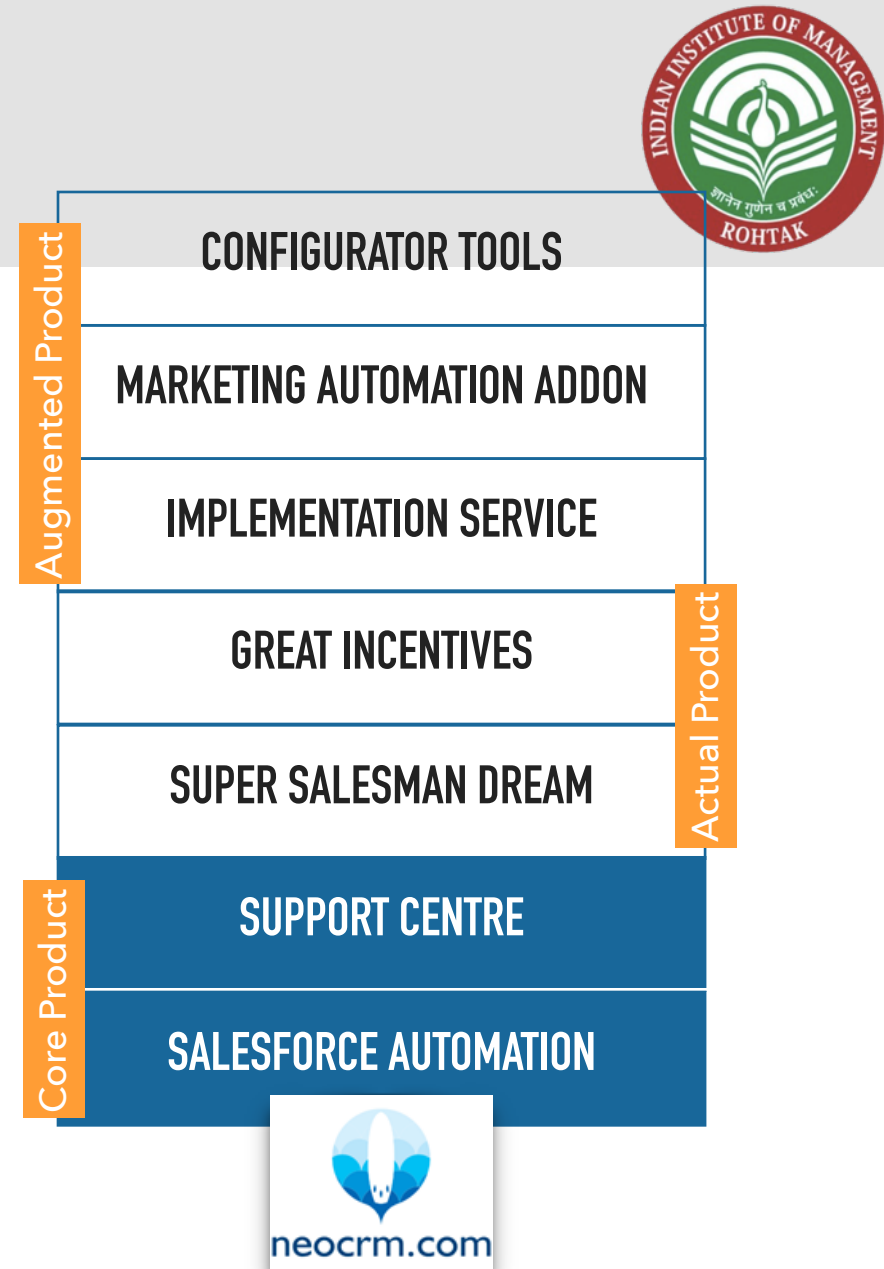


WHO WANTS TO BE GOOGLE'S PRODUCT MANAGER?



A complete solution

- What is the overall solution to the end user?
- What part of the solution you deliver?
- Parts of solution delivered by your Partners
- What are the upsell options?
- Core — Actual — and Augmented Product

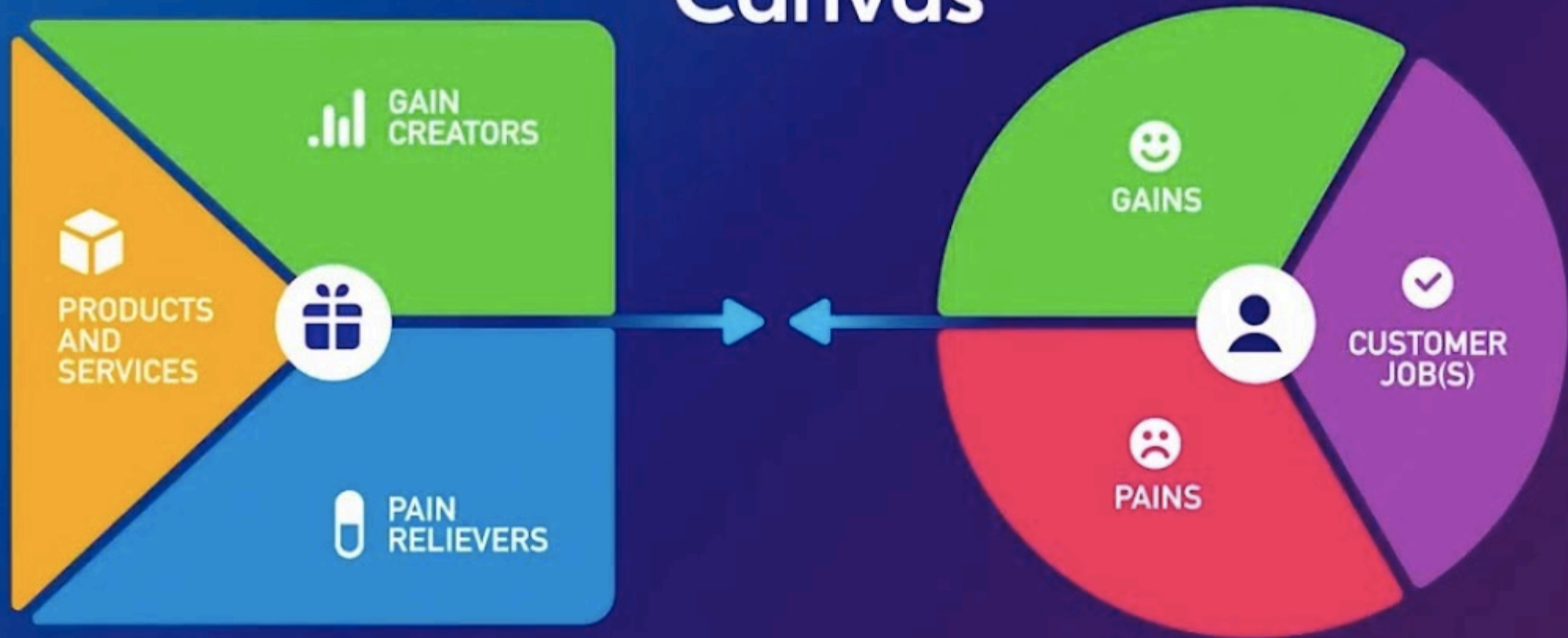


How to Demonstrate Value to Customers?



Value is everything that your customer is willing to pay for

Value Proposition Canvas



Value proposition canvas is a tool that allows you to **design, test and visualize the value of your product** for customers in a structured way

apple in the forest



**VALUE INHERENT IN
THE APPLE**

VALUE IN USE?

SATISFIES HUNGER

Apple in orchard



**HUMAN VALUE ADD
VALUE IN USE?**

+ EXCHANGE VALUE



Apple
served
in restaurant

HUMAN VALUE ADD

VALUE IN USE?

**CONVENIENCE
VALUE**

Canned Apple juice



HUMAN VALUE ADD
VALUE IN USE?

+ SHELF VALUE



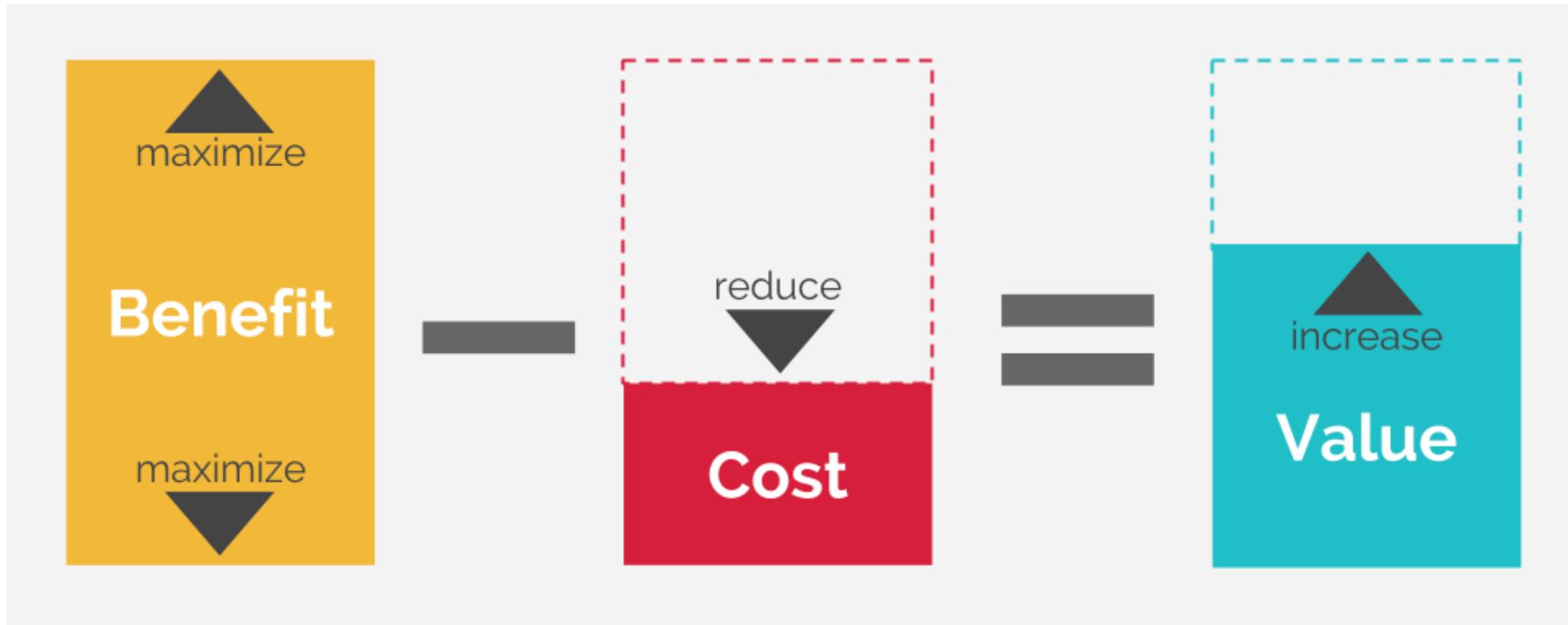
**HUMAN PERCEPTUAL
VALUE ADD**

VALUE IN USE?

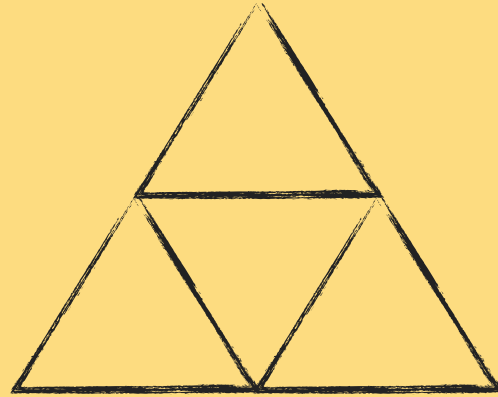
**BRAND
VALUE**



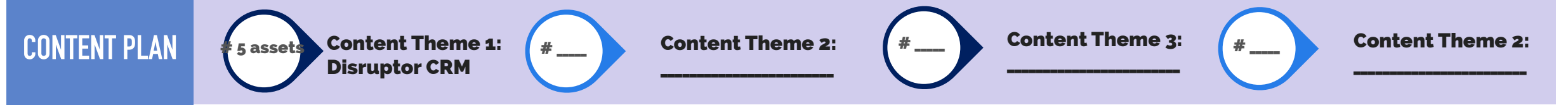
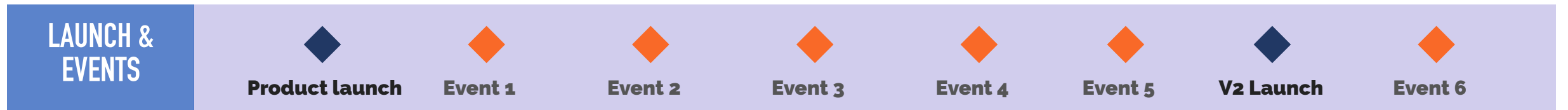
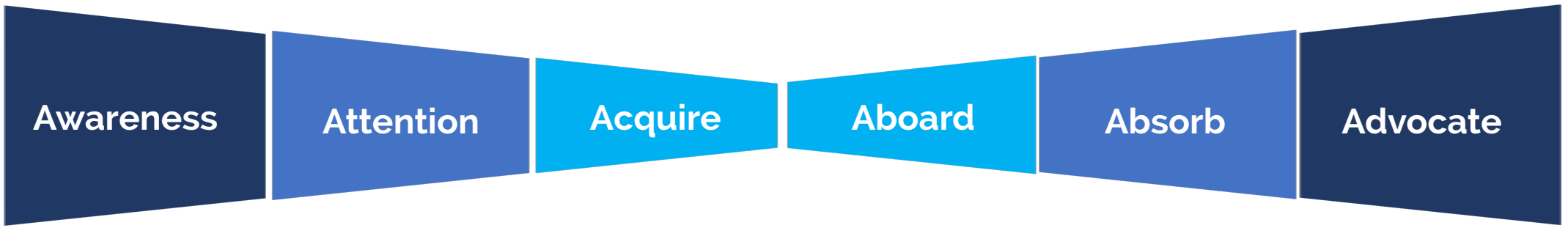
value proposition

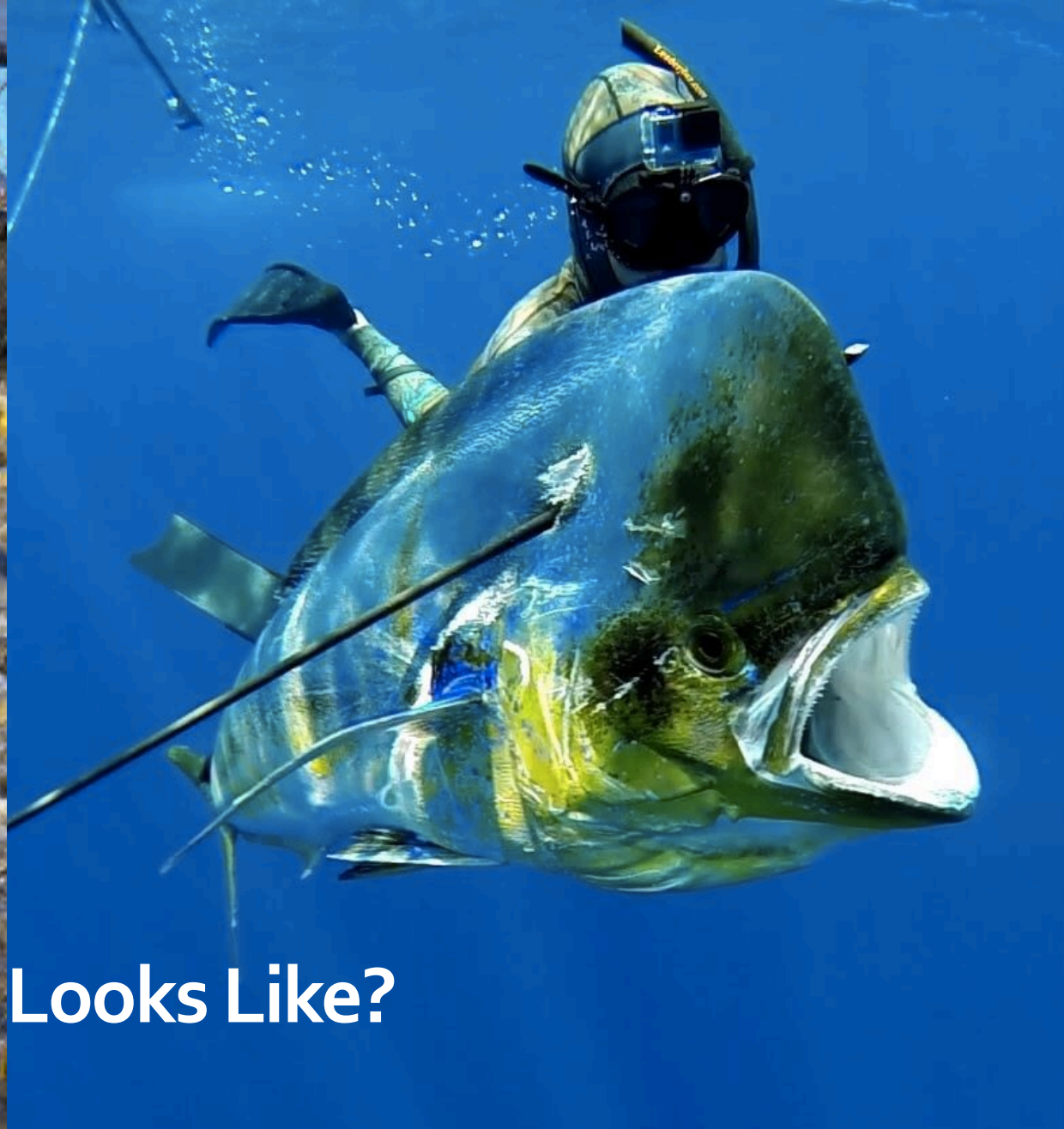


Connecting all
the dots



**PREPARE A SOUND
GTM PLAN**





How Success Looks Like?

Key Performance Indicators



Monthly Run Rate

\$75k MRR



Average Ticket Size

\$100k /year



Annual Rev \$

\$7.5 Mn



Customer Acq Cost

\$2430 CAC



Burn Rate

\$61k / m



Profitability

23% w/o DR



SAAS Retention

72% Stay



Customer LTV

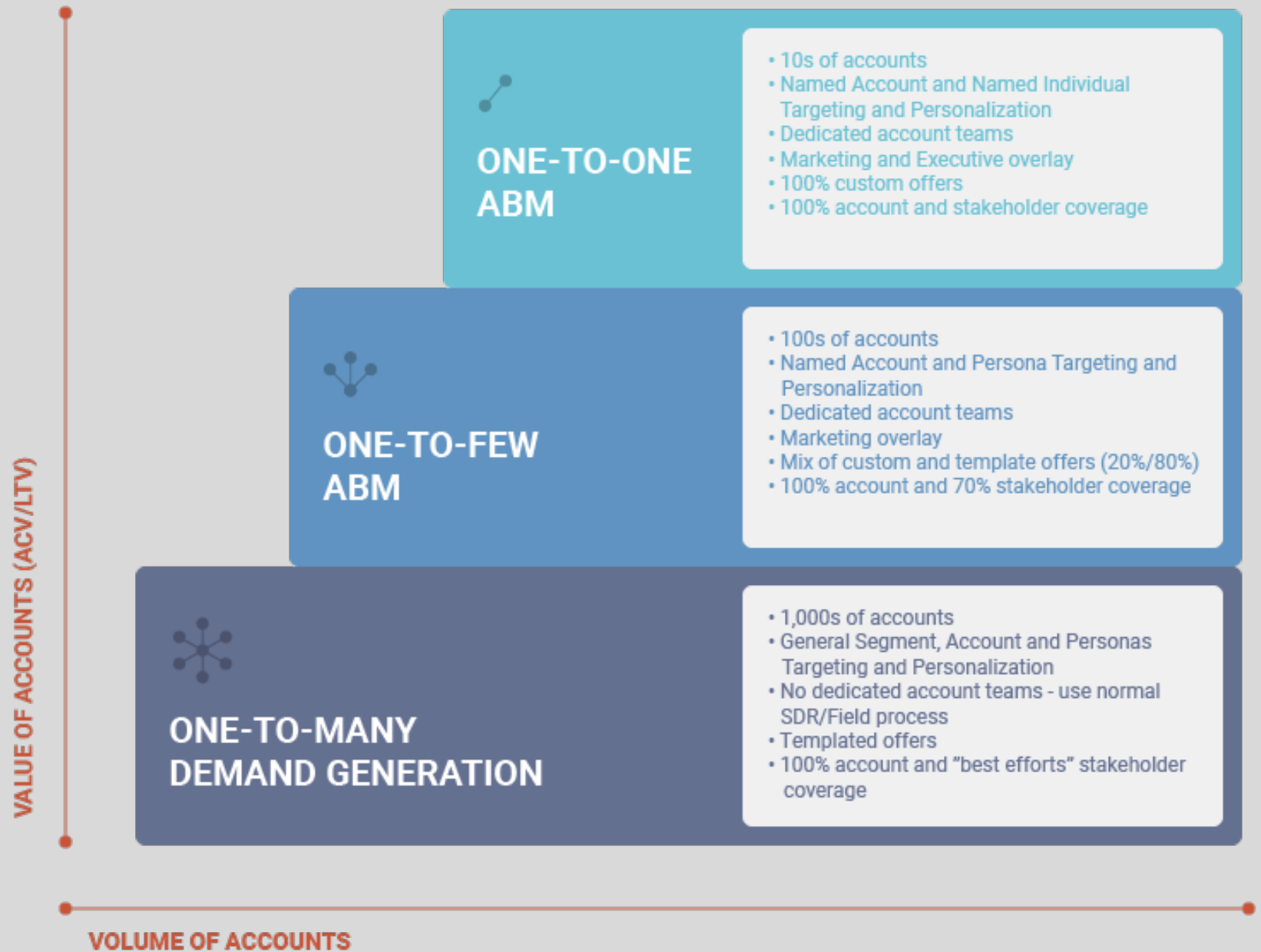
\$350k



MOM Growth

12%

GTM Layers



If time permits...



- Show a GTM Platform



Let's Summarize

Go to Market Strategies

- It is a story that makes sense
- Components of GTM (1) What to sell? (2) Who to Sell? & (3) How to sell?
- Strategies: (1) Deepen, (2) Penetrate, (3) Innovate, (4) Create

GTM Plan and Metrics

- Connect the dots: what, who, and how?
- Prepare an integrated GTM plan
- Define the metrics to measure how success looks like.

GTM Components

- Who to Sell? Buyer persona, and routes to reach them
- How to Sell? Buyer journey, and routes to time the deal
- What to Sell? A value the customer is willing to pay



Reach Out



Dr. Shiv M Kumar

shiv.m@campautomation.com

+1 (302) 200 1541

fi13sivak@iimidr.ac.in

+91 72598 11539