

# GTM Strategies for a New Brand

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# 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?



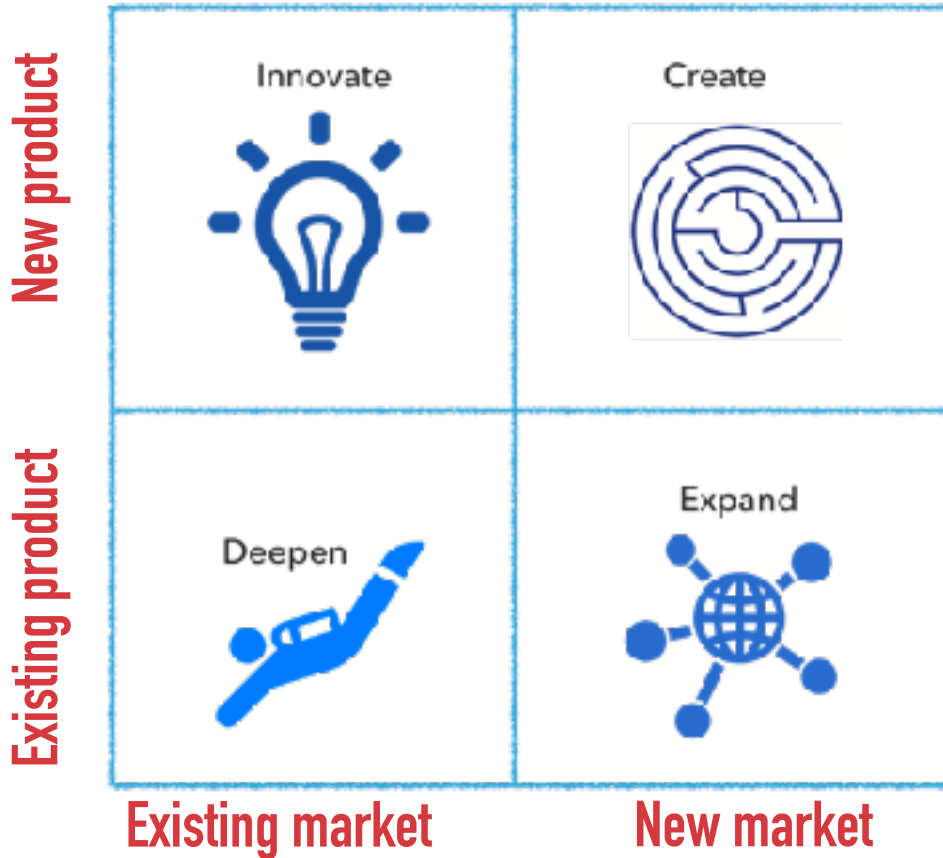
# The GTM components



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



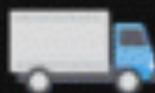
Lead Tracking



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?***

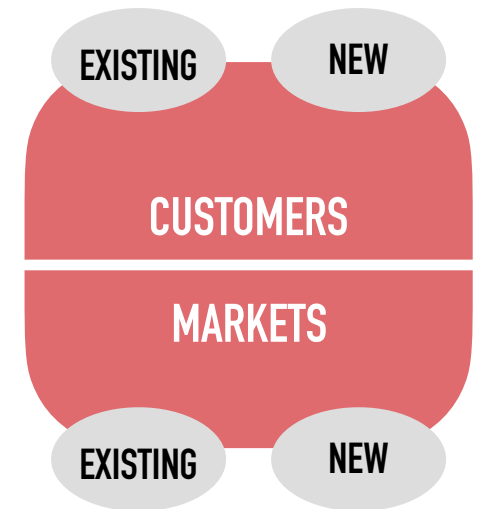
***What is your message to these Customers?***

*\*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?



**PARTNERS**

**STRATEGIC  
ALLIANCES**

**DISTRIBUTORS**

**DIRECT  
SALES**

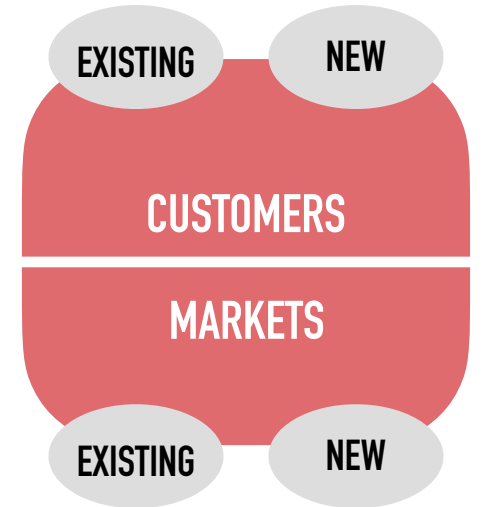
**WEBSITE**

**SOCIAL  
MEDIA**

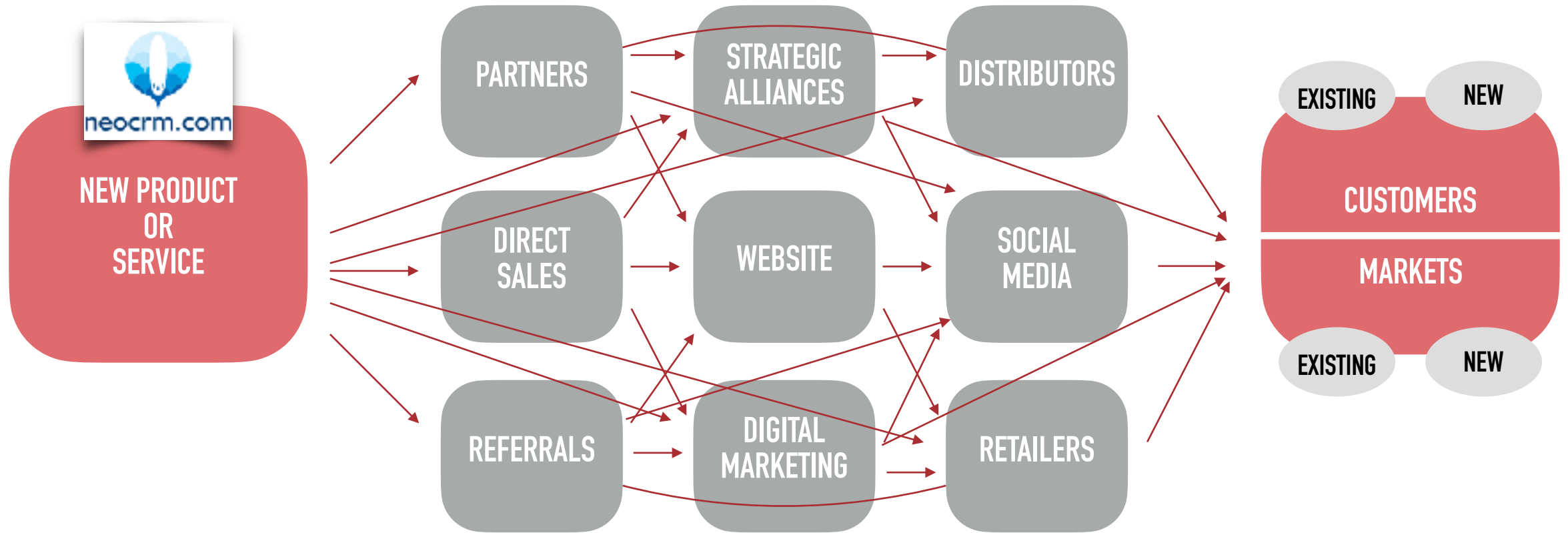
**REFERRALS**

**DIGITAL  
MARKETING**

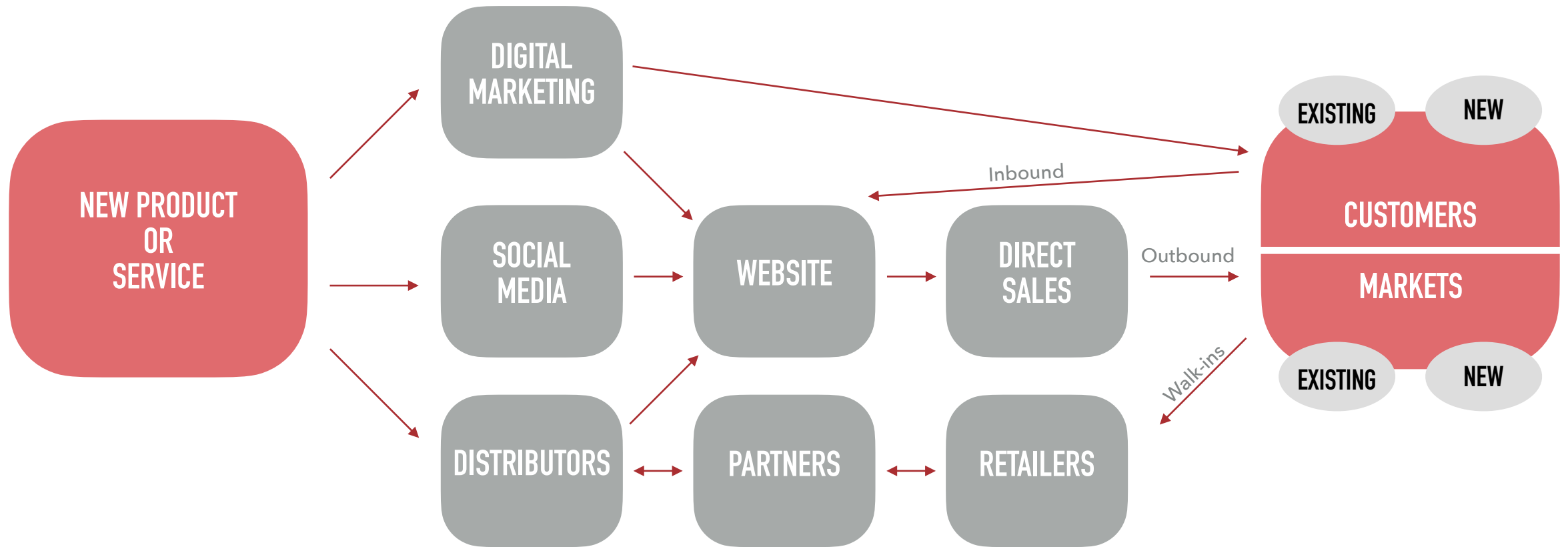
**RETAILERS**



# Like this?



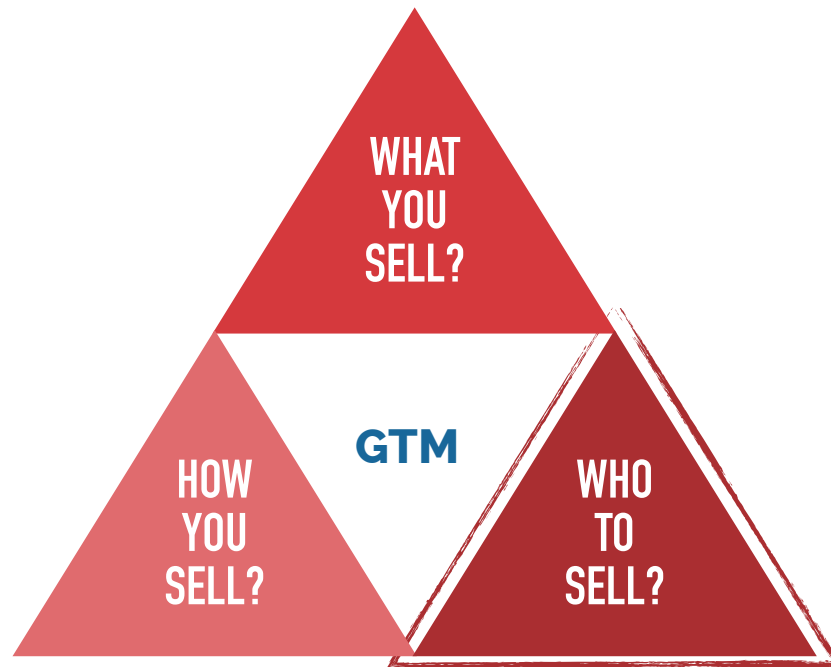
# Or. Like this?



It is never about,  
how you want to do?

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

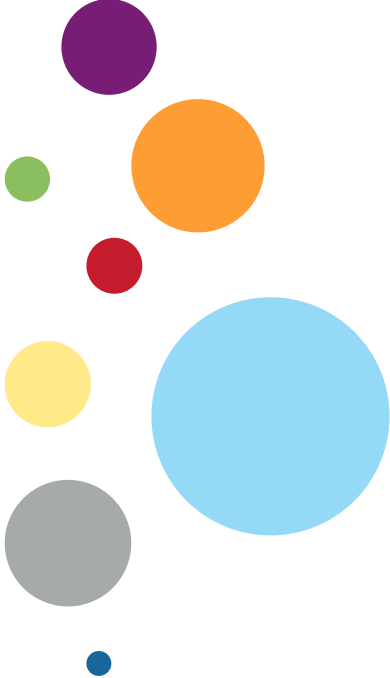
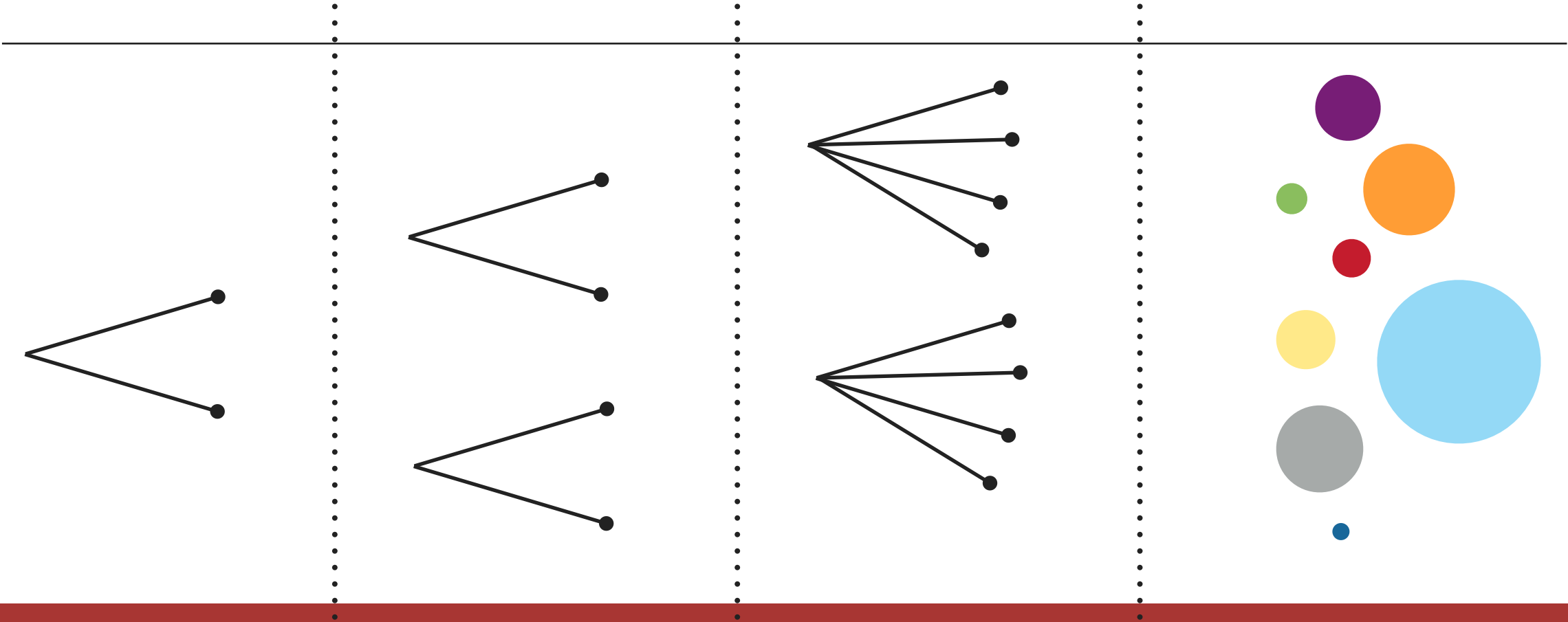
# introducing buyer persona

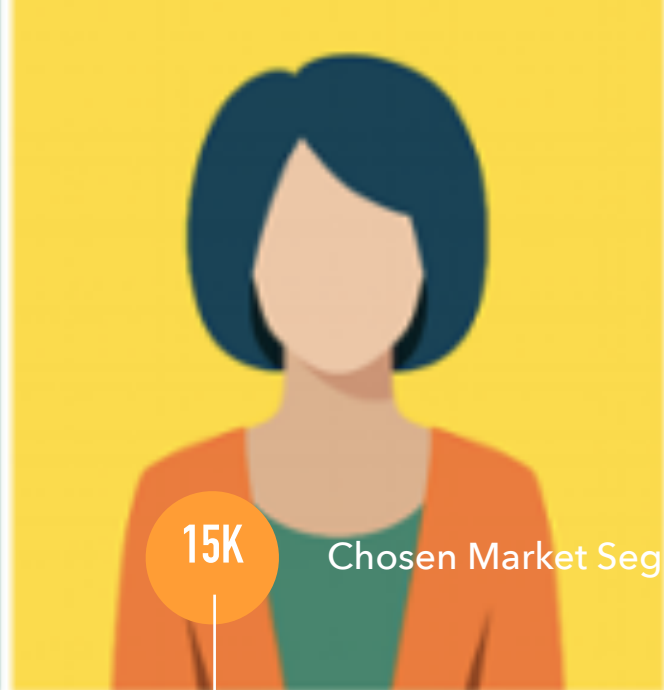


Personas take initial segmentation one step further by assigning an archetype customer for each group

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

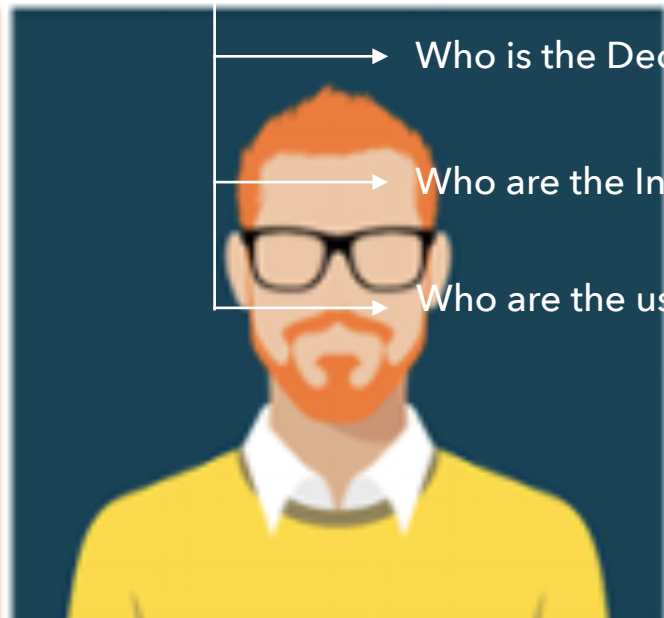
# Market segmentation





15K

Chosen Market Segment



- Who is the Decision Maker?
- Who are the Influencers?
- Who are the users?

**HOW THESE PEOPLE LOOK LIKE?**

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

# meet personas

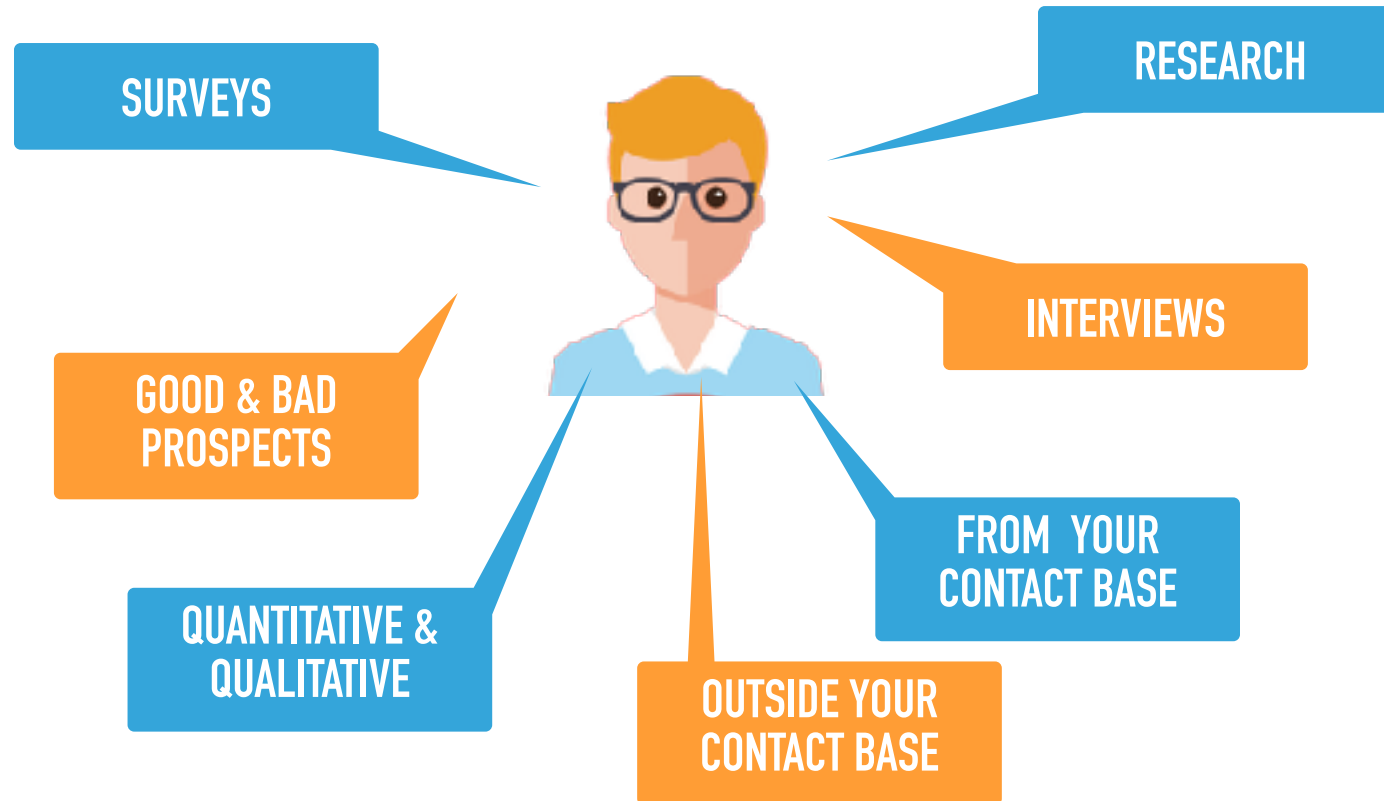


- Seller Santosh Singh (User)
- Marketer Mary (User)
- CIO Shoaib (Influencer)
- CEO Sen (Decision Maker)

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

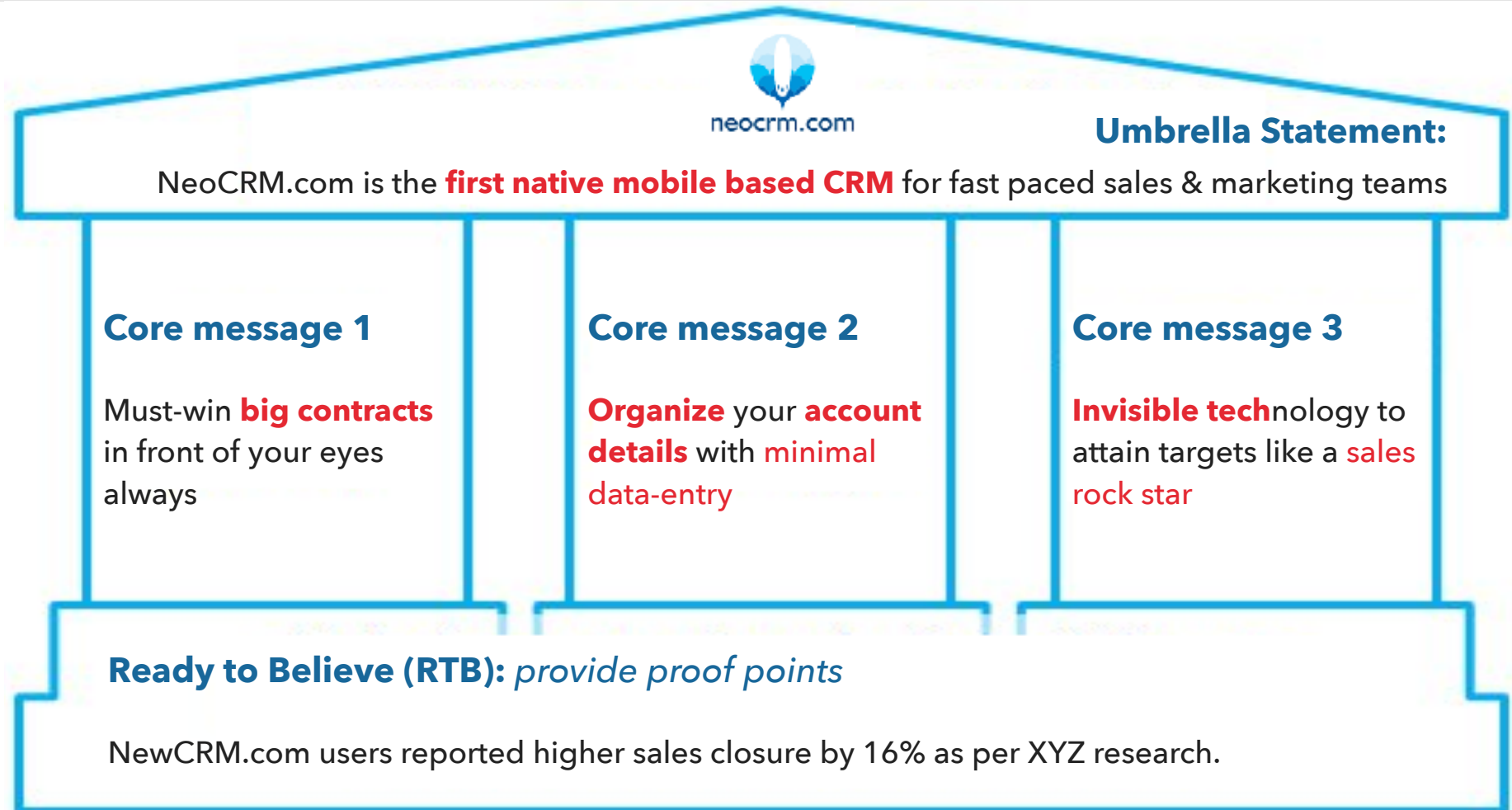
## Day in the life

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.

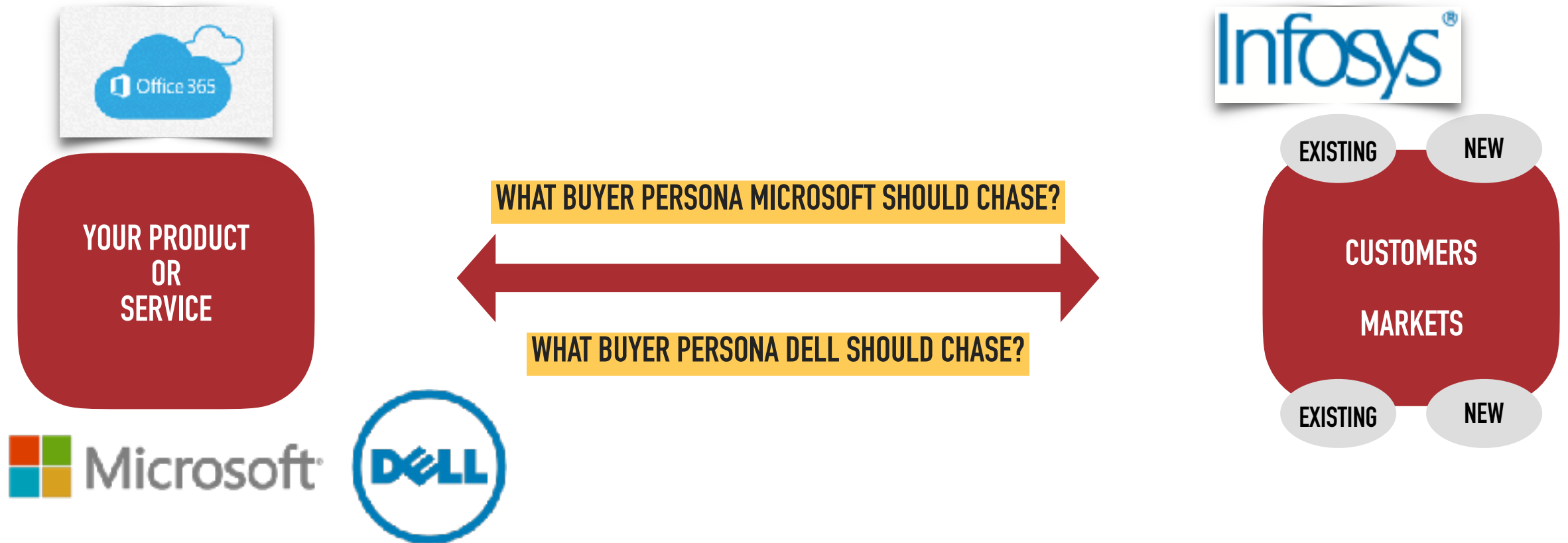
## Motivation

- ▶ 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



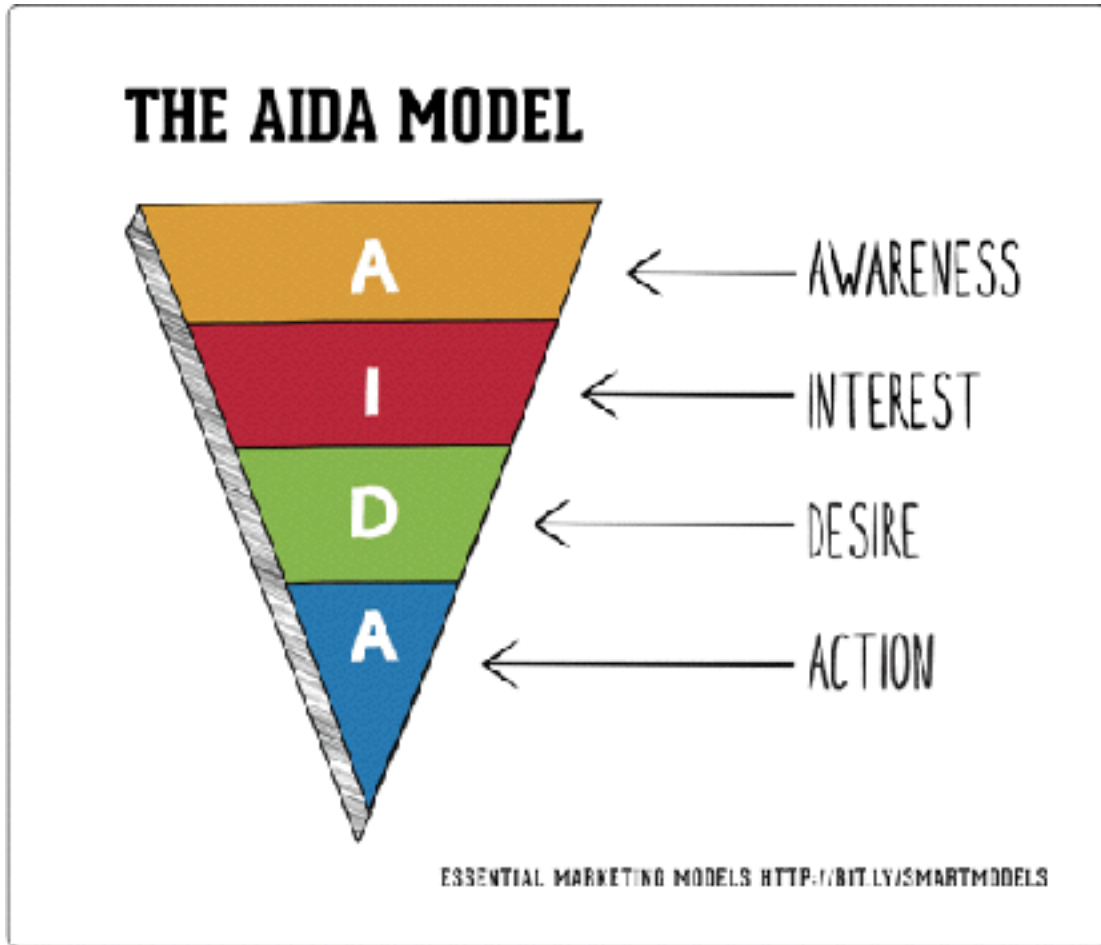
The **buyer's journey** is a framework that outlines a **buyer's** progression through a research & decision process culminating in a purchase.



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

# AIDA in Action



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

## DISCUSSION:

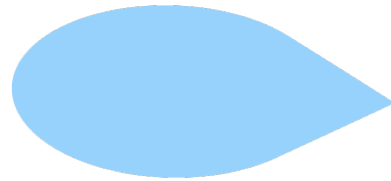
Do you know how many people are in each of the stages? And who they are?

# Time your offerings to customer

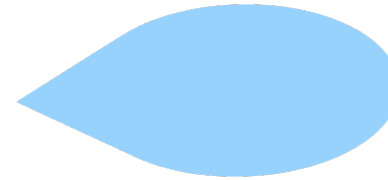


# Know your touch points

**YOUR PRODUCT  
OR  
SERVICE**



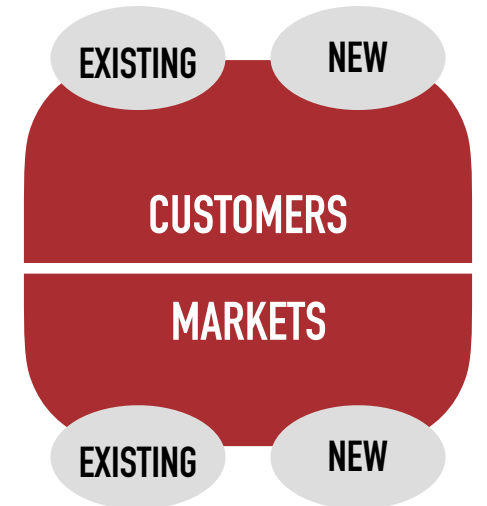
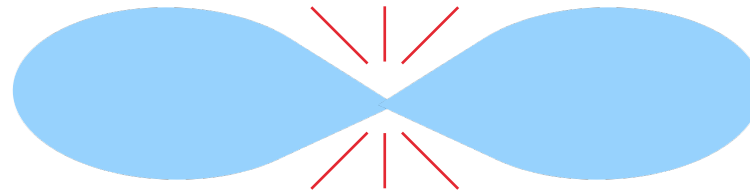
There is a  
Company  
and a  
Customer



# 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

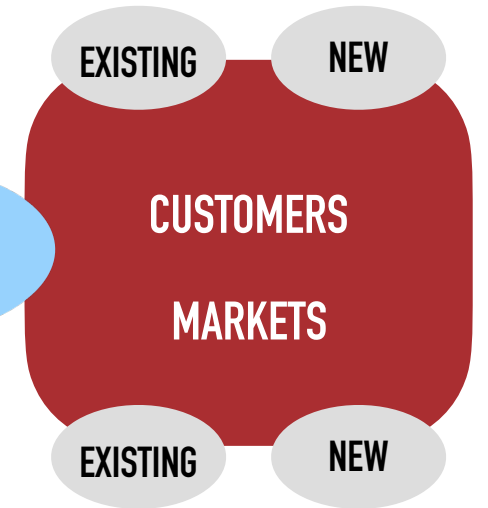
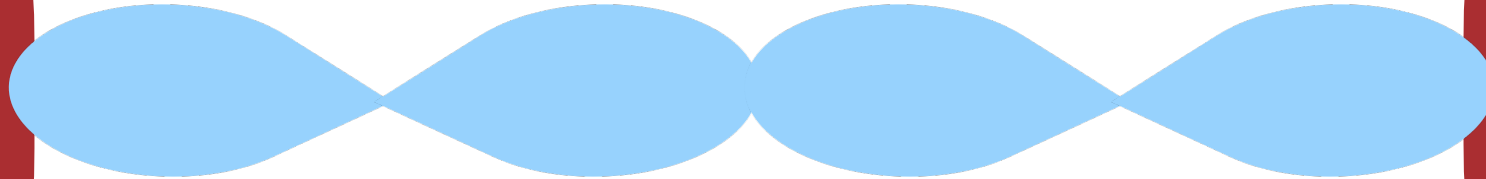
or a much downloaded  
whitepaper



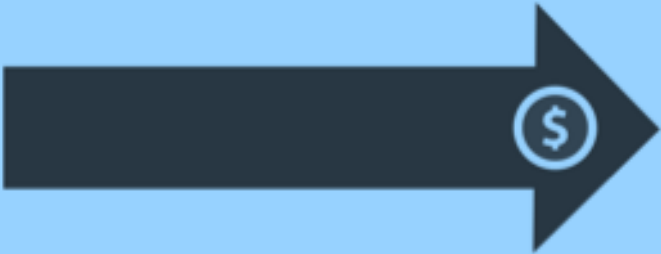
# Engage customer



and there are many contact moments between a company and customer



# know your buyer journey



**Awareness**



**Attention**



**Nurture**



**Acquire**



**Absorb**

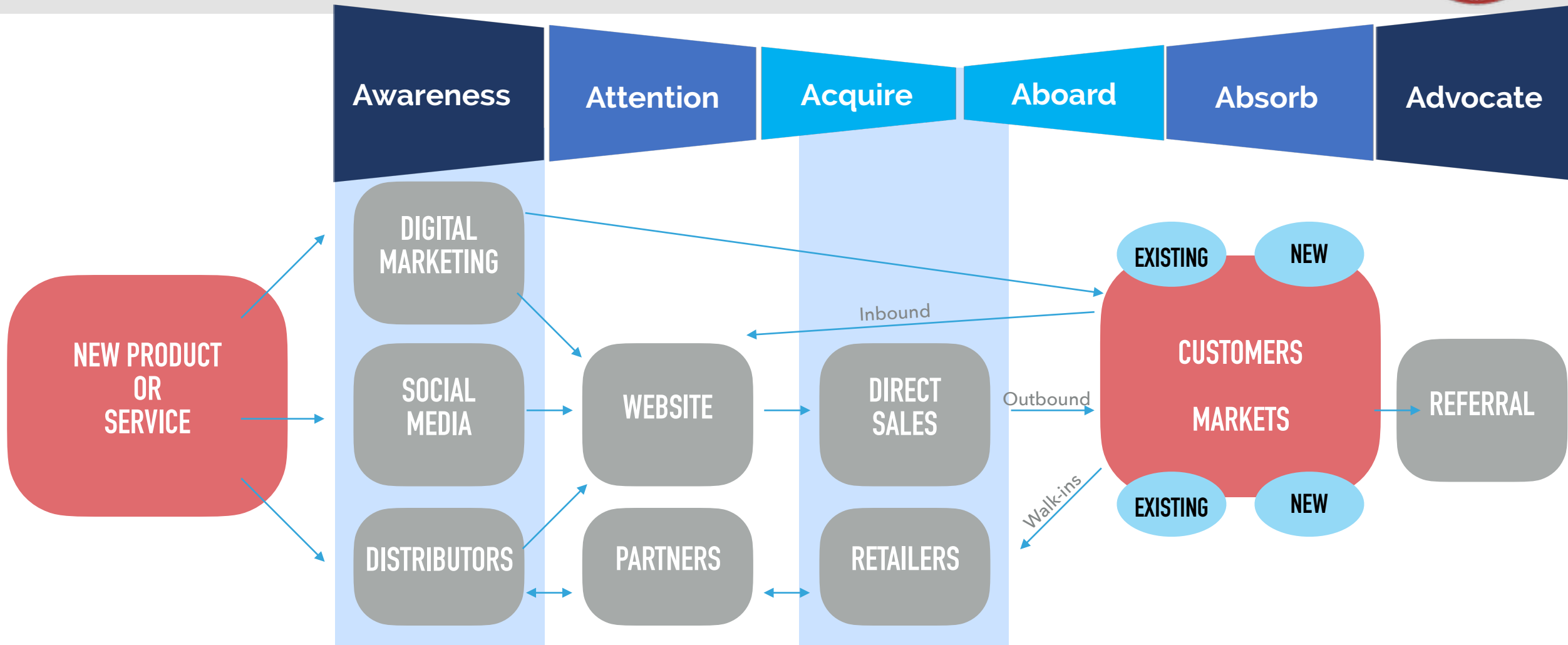


**Upsell**



**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 <b>neocrm.com</b> 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



**Gillette**  
**Guard**

The logo for Gillette Guard is centered in the middle of the four quadrants. It features the brand name 'Gillette' in a white, italicized, sans-serif font with a blue outline, positioned above the word 'Guard' in a blue, italicized, sans-serif font with a white outline. The logo is set against a yellow-to-white gradient background and is enclosed in a white rounded rectangular border with a slight drop shadow.

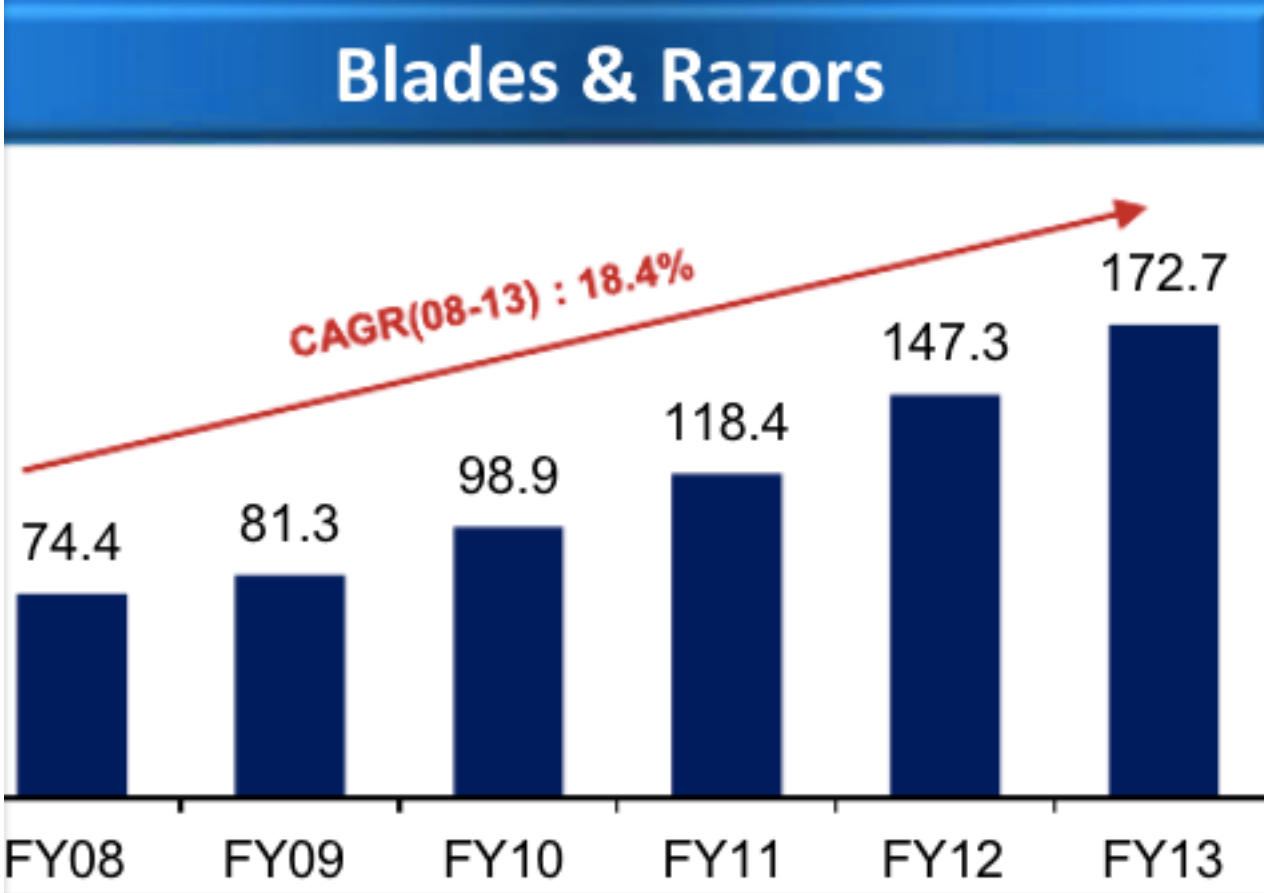
## Positioning

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?

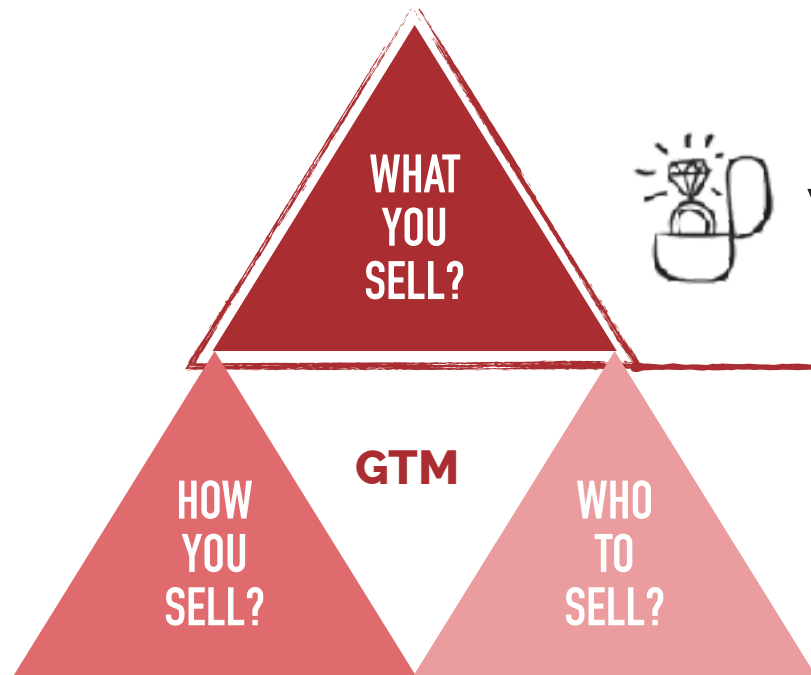
**PERSON IS RIGHT.  
MESSAGE IS RIGHT  
TIME IS RIGHT  
WHAT TO GIVE?**



**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

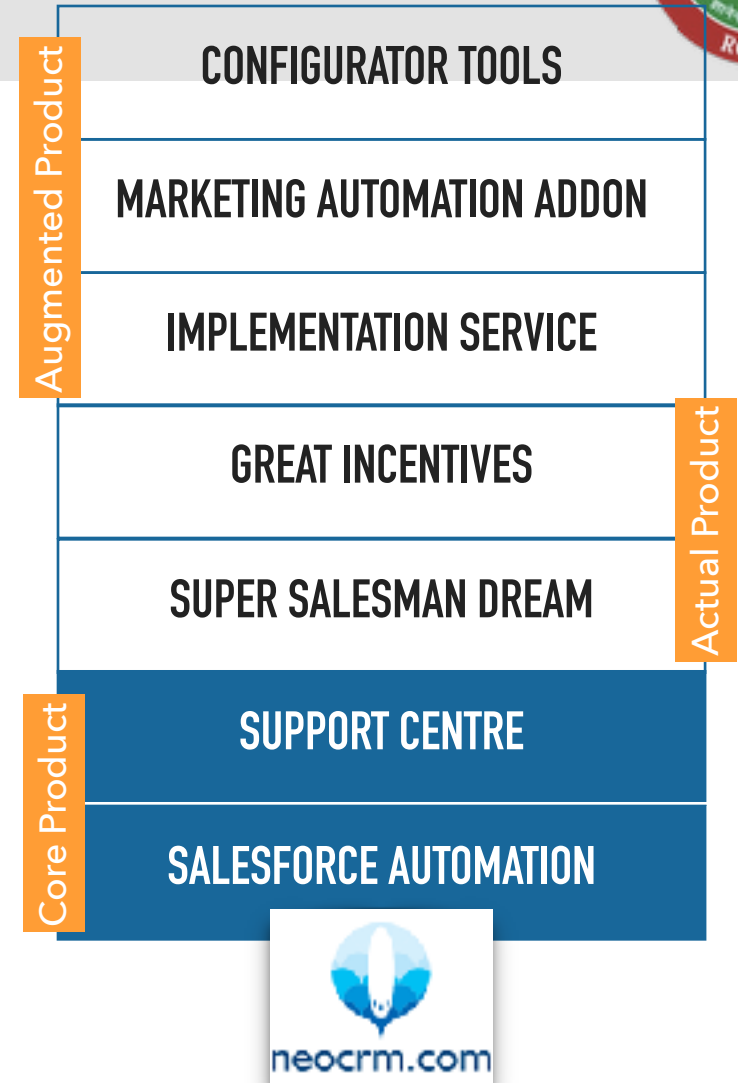


**WHO WANTS TO BE GOOGLE'S PRODUCT MANAGER?**



# 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

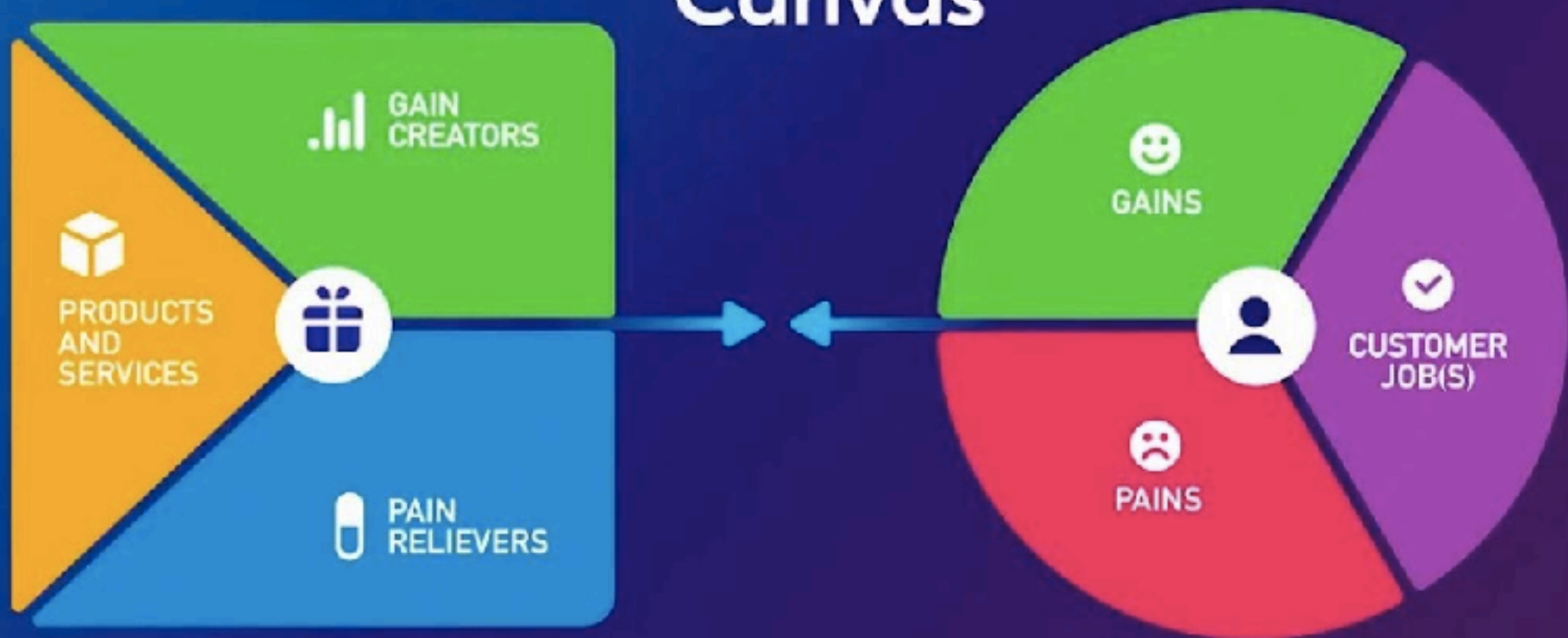




# How to Demonstrate Value to Customers?

**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**



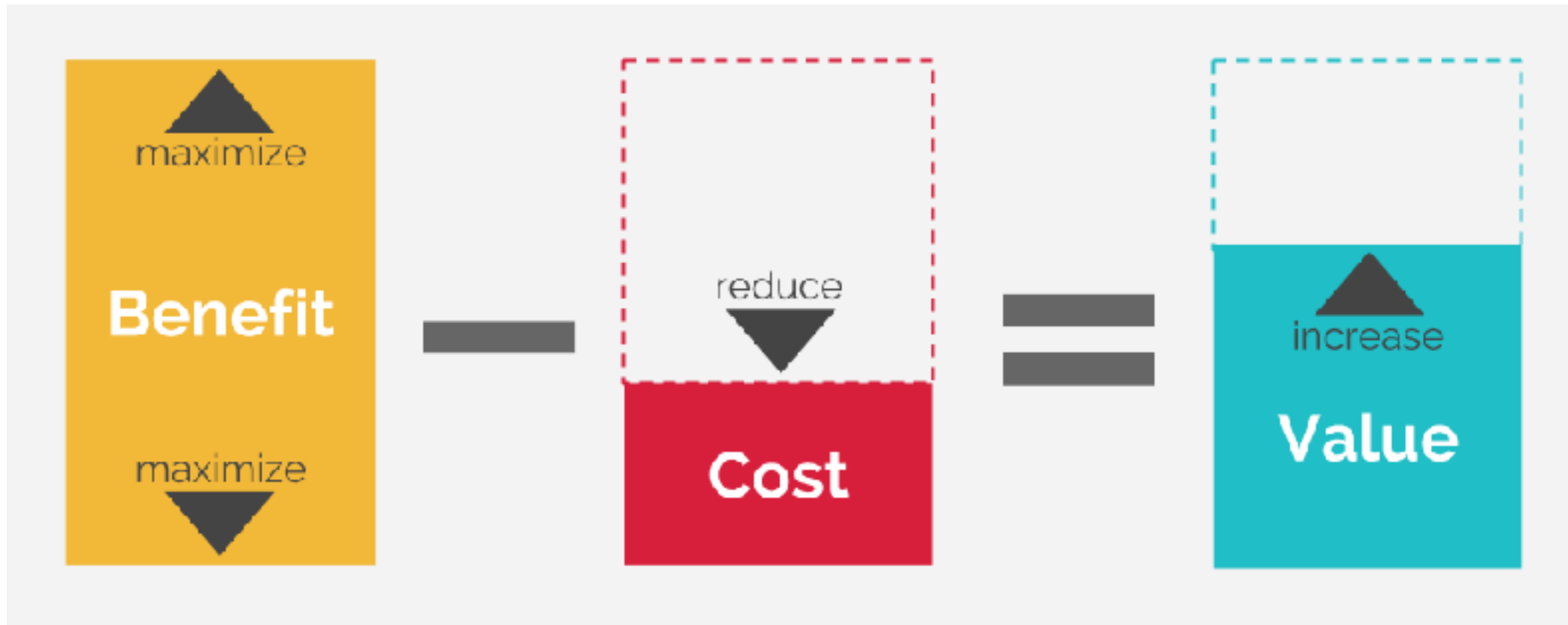
**HUMAN PERCEPTUAL  
VALUE ADD**

**VALUE IN USE?**

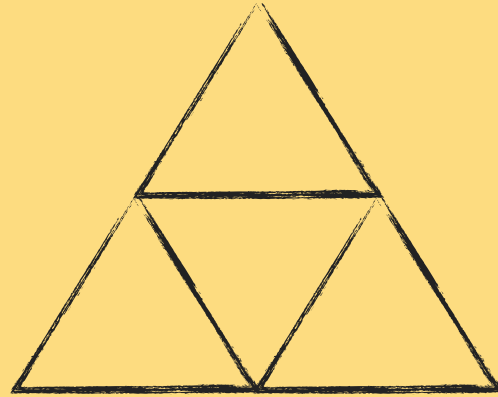
**BRAND  
VALUE**



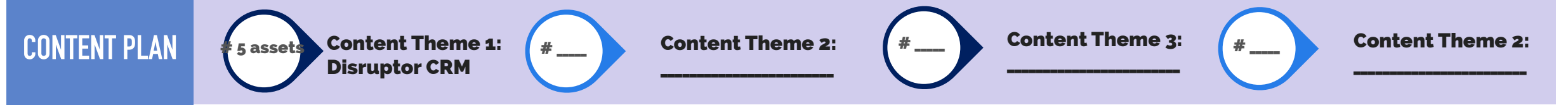
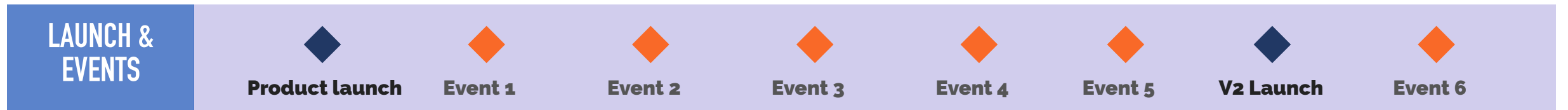
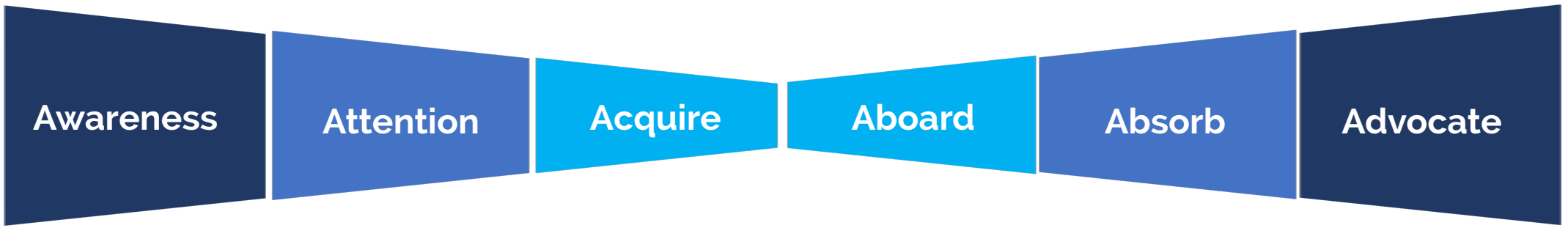
# value proposition

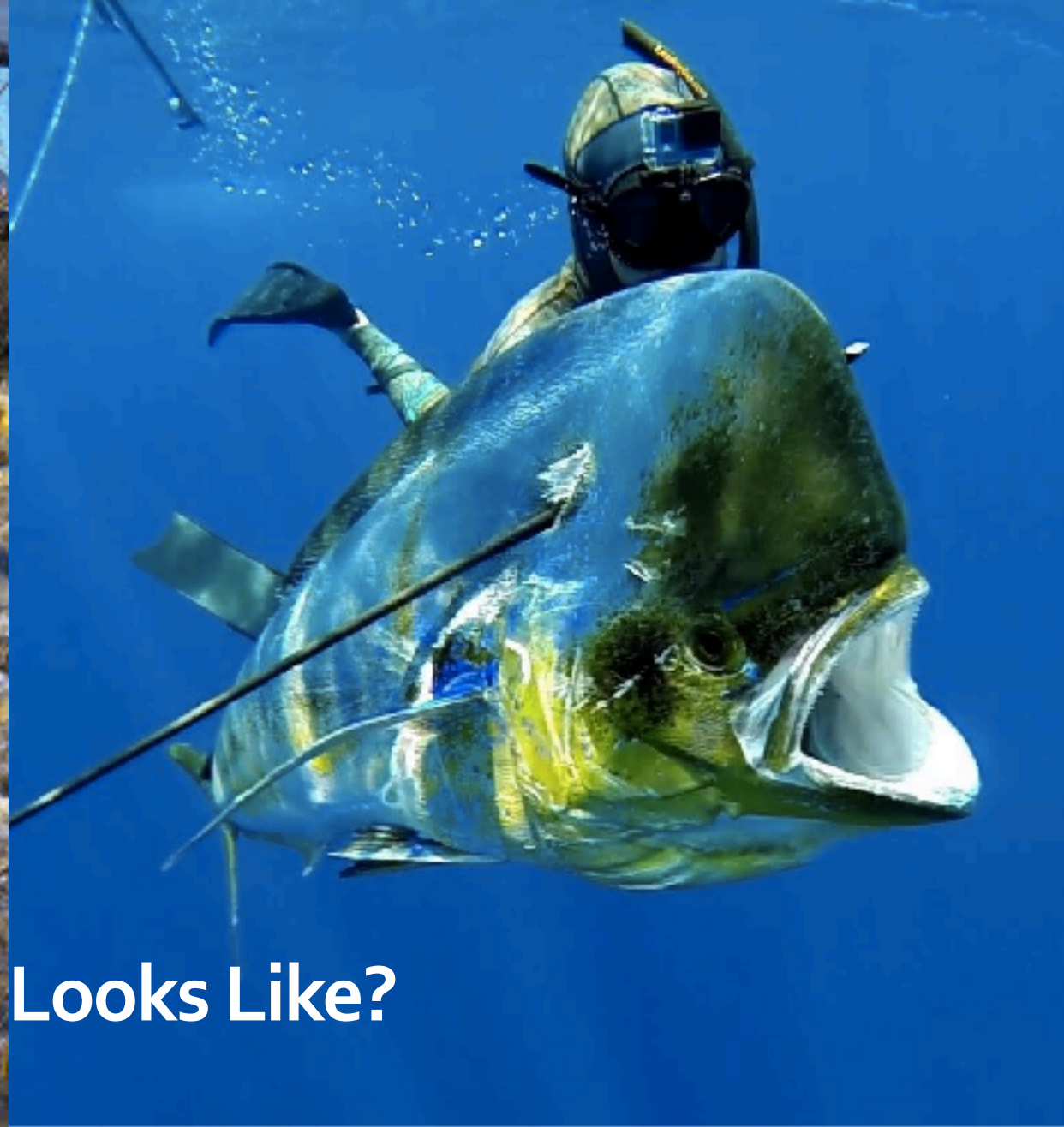


Connecting all  
the dots



**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

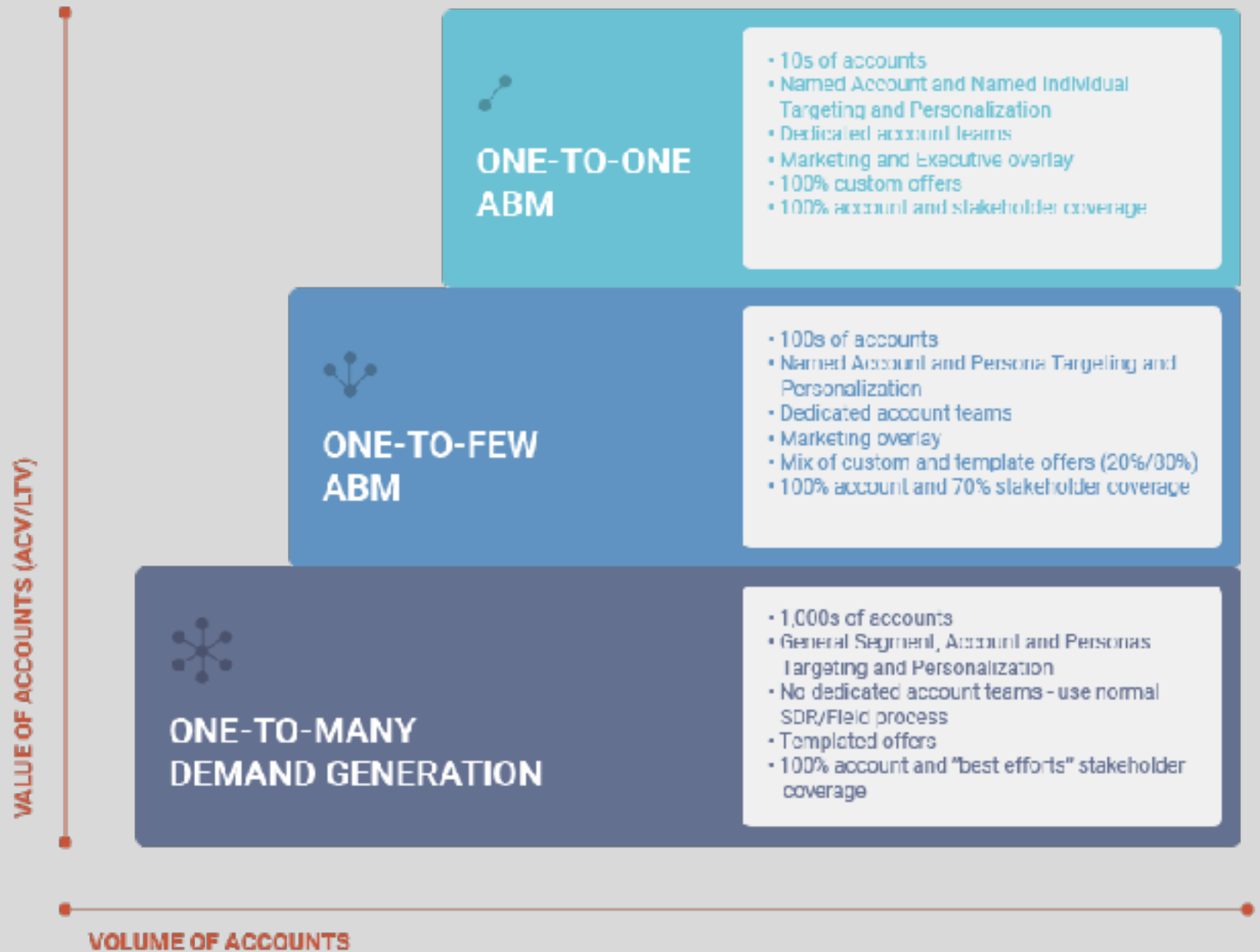
\$350k



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



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