

# Go-To-Market Strategy and Implementation

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Zbigniew Smierzchala

# Go-To-Market Strategy and Implementation Experience

Highlighted projects **A** → **H** will be explained in more detail on next slides

Deliver **unique value proposition** to **customers**, utilizing inside and outside **resources** to achieve market **penetration**, **revenue** and **profitability** expectations

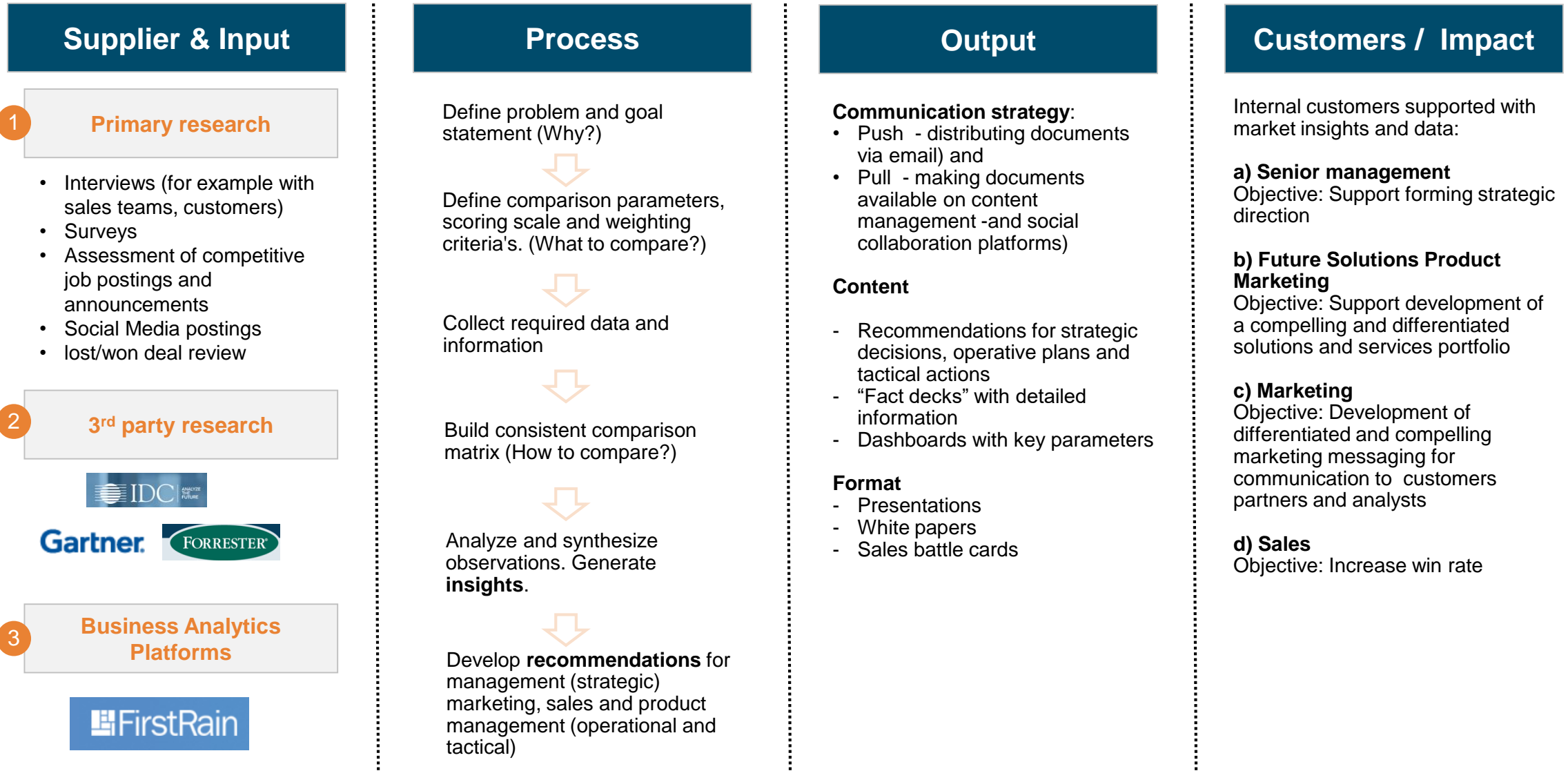
| Market-Segmentation  | Target Customers   | Value Proposition   | Marketing mix/ Channels  | Action Plans  | Resources/ Budget Model  | Controls  |
|--|--|---|--|---|--|---|
| <b>A</b> <b>Market – Research and Competitive Analysis</b> | In-depth market studies and operational target customer prioritization (by industry / size / region) | Capture <b>VoC (Voice of the Customer)</b> from <ul style="list-style-type: none"><li>- Win - Loss analysis</li><li>- Customer interview – direct and thru 3<sup>rd</sup> party)</li></ul> <b>B</b> - <b>RFP analysis</b> | <b>C</b> <ul style="list-style-type: none"><li>- Analyst Engagement/ Influencing</li><li><b>Value Proposition Messaging</b></li><li>- Partner risk assessment</li><li>- Developed Success Stories / Use cases</li><li>- Partner Program Development</li><li>- Solutions Demo scripts</li><li>- Input for SOW and other project documentation</li><li>- Customer requirements checklists for sales</li><li>- Simple and complex ROI calculators</li></ul> <b>D</b> <b>Elevator Pitch</b> development <ul style="list-style-type: none"><li>- Key Note Speaker</li><li>- Roadshows and end – customer events</li></ul> | <b>E</b> <ul style="list-style-type: none"><li>- <b>Improve Conversion Rate for Opportunities</b></li><li>- <b>Improve RFP win rate</b></li><li>- Development and Execution of <b>Tactical action plans</b> for defined sales initiatives</li></ul> <b>F</b> <ul style="list-style-type: none"><li>- <b>Sales initiatives prioritization, management and control</b></li></ul> <b>G</b> <ul style="list-style-type: none"><li>- Channel Partner Management</li><li>- Developed and delivered Sales Force Training (webinars, classroom, podcast)</li><li>- Deal “War Rooms”</li></ul> | <b>H</b> <b>Business plans</b> (for Territory, for Channel Partners etc.) <ul style="list-style-type: none"><li>- MDF (marketing budget) - management)</li></ul> | <ul style="list-style-type: none"><li>- Pipeline management and business forecast</li><li>- Win – loss analysis</li><li>- Market share and other KPIs</li></ul> |

Click on links below for more detailed case studies on

[Net Promoter Score \(NPS\)](#)  
[VoC](#) and [Client Advisory Board](#)

# Market Research and Competitive Analysis

## Methods, Processes and Objectives



# Competitive Assessment – Gap Analysis

## Objective

Understand competitive positioning of the company to support marketing, sales and (future) product management in

- Building differentiated marketing message
- Closing gaps in portfolio and feature sets of offerings if identified
- Supporting sales with competitive information to properly position the company strengths and prepare to deal with potential objections
- Support strategy definition and business planning

## Approach

- Define comparison parameters, scoring scale and weighting criteria's (What to compare?)
- Collect required data and information
- Build consistent comparison matrix (How to compare?)
- Analyze and synthesize observations
- Develop recommendations for management (strategic) marketing, sales and product management (operational and tactical)
- Present the research and recommendations to respective target audiences

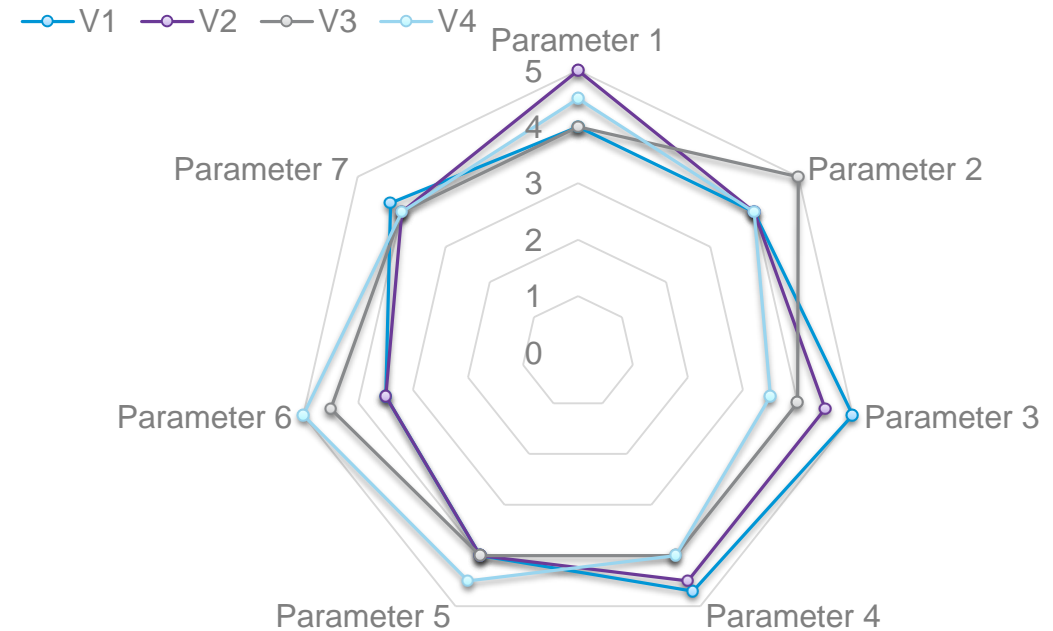


Figure 2. Aggregated competitive analysis, V = Vendor

| Catego     | Portfolio category 1 | Portfolio category 2 | Portfolio category 3 | Portfolio category 4 | Portfolio category 5 | Portfolio category 6 | Portfolio category 7 | Portfolio category 8 | Total |
|------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------|
| Max. score | 0,50                 | 0,25                 | 1,00                 | 1,00                 | 0,50                 | 1,00                 | 0,50                 | 0,25                 | 5,0   |
| Vendor 1   | 0,50                 | 0,25                 | 0,75                 | 1,00                 | 0,50                 | 0,50                 | 0,25                 | 0,25                 | 4,0   |
| Vendor 2   | 0,25                 | 0,19                 | 1,00                 | 0,50                 | 0,50                 | 1,00                 | 0,25                 | 0,25                 | 3,9   |
| Vendor 3   | 0,50                 | 0,19                 | 1,00                 | 0,50                 | 0,50                 | 0,50                 | 0,50                 | 0,25                 | 3,9   |
| Vendor 4   | 0,50                 | 0,19                 | 1,00                 | 0,50                 | 0,50                 | 0,50                 | 0,50                 | 0,25                 | 3,9   |
| Vendor 5   | 0,50                 | 0,19                 | 1,00                 | 0,50                 | 0,50                 | 0,50                 | 0,50                 | 0,25                 | 3,9   |

Figure 1: Detailed competitive analysis for vendors portfolio as one of the parameters to measure competitiveness

# Improve future RFP win rate by xx % in FY XX

**Objective:** Improve the future win rate for (Solution name) RFPs by at least XX% in FY XX

Project owner: Zbigniew Smierzchala; Sponsor: (Name); Organization: (XXX)

Contributors: (Names)

## Problem statement

- The probability to win an RFP which has been influenced is significantly higher as a probability to win an RFP which has been influenced by competition

## Objectives

- Understand the buyers roles which involved entities (IT, LoB, Procurement) play in the buying process
- Understand vendor selection criteria outlined in RFPs
- Identify common software requirements (functional and non-functional requirements (NFR))

## Business Impact

Improve the conversion rate for (Solution name) opportunities in direct sales motion by at least XX% in FY XX

- Product improvements based on feedback to current and future product management about customer requirements
- Improved RFP - influencing sales material
- Suggestions how to systematically capture VoC outlined in RFPs requirements in the future

Project start –  
(Date)

We are here –  
(Date)

Project ends –  
(Date)

Define objective and  
scope

Collect data

Develop an evaluation  
matrix

Identify root causes

Assess and prioritize  
root causes

Develop and  
implement plans to  
address root causes

# Improve Value Proposition Messaging for software solutions

**Objective:** Improve the deal win rate by at least XX% by developing a strong, consistent, uniquely differentiating and easy to understand value proposition message for solutions business.

Project owner: Zbigniew Smierzchala; Sponsor: (Name); Organization: (XXX)  
Contributors: (Names)

## Problem statement

- Sales teams use different slides format and content in customer engagement
- The content is often very technical e.g. not easy to understand and doesn't focus on customer outcomes

## Goal statement

Develop consistent , easy to understand and compelling value proposition message which focuses on **customer outcomes**

Develop **templates** for elevator pitches

Assure **implementation** of the templates by product owners and communication to the field

## Business Impact

Consistent, easy to understand and compelling value proposition message will help to improve deal win rate by at least XX%

Project start –  
(Date)

Project ends–  
(Date)

Define objective and scope

Understand Best Practices for Building Strong Value Proposition Message

Understand customers criteria for vendor- and solutions selection

Gather data and input from Subject Matter Experts

Develop compelling and consistent value proposition message

Develop Templates and align with Product managers

Test and Define communication strategy

Publish on SharePoint and Communicate to the field

# Offering name

Headline reflecting customer benefits

D

One of the outcomes of the Improve Value Proposition project was a **Elevator Pitch Template**, which was used by future product managers to provide a consistent, uniquely differentiating and easy to understand value proposition message for their offerings


Customer  
pain points

“**Difficult** to find and access  
needed info quickly”

“Too much xxx—  
**inefficient**, takes space”

“Challenges in meeting  
**regulatory** requirements”

| Offering                        |
|--|
| <ul style="list-style-type: none"><li>• Key statements</li><li>• Key statements</li><li>• Key statements</li></ul> |

| Outcomes    |
|--|
| <ul style="list-style-type: none"><li>• Increase productivity by up to 50% making documents easier to find and share</li><li>• Reduce physical space savings by up to 8% shifting to electronic filing systems</li><li>• Improve customer response time by 6 times capturing documents at origin</li><li>• Invest on capture and see a return in less than 18 months</li></ul> |

Headline 2

# Improve Conversion Rate for Opportunities (1)

**Objective:** Improve the conversion rate for (software solution) opportunities in direct sales motion by at least XX% in FY XX

Project owner: Zbigniew Smierzchala; Sponsor: (Name); Organization: (XXX)  
Contributors: (Names)

## Problem statement

- The significant amount of (Solution name) opportunities in the funnel is NOT translated into revenue

## Goal statement

- Identify the root causes for the current poor conversion rate
- Assess and prioritize the root causes
- Develop an action plan how to remove the identified issues which cause the poor conversion rates

## Business Impact

Improved conversion rate for (Solution name) opportunities in direct sales motion in (XX) will result in increased revenue

Project start –  
(Date)

We are here –  
(Date)

Project ends –  
(Date)

Define objective and scope

Define methods to collect and analyze data

Collect data ,  
Conduct interviews

Identify root causes

Assess root causes

Develop and implement plans to address root causes

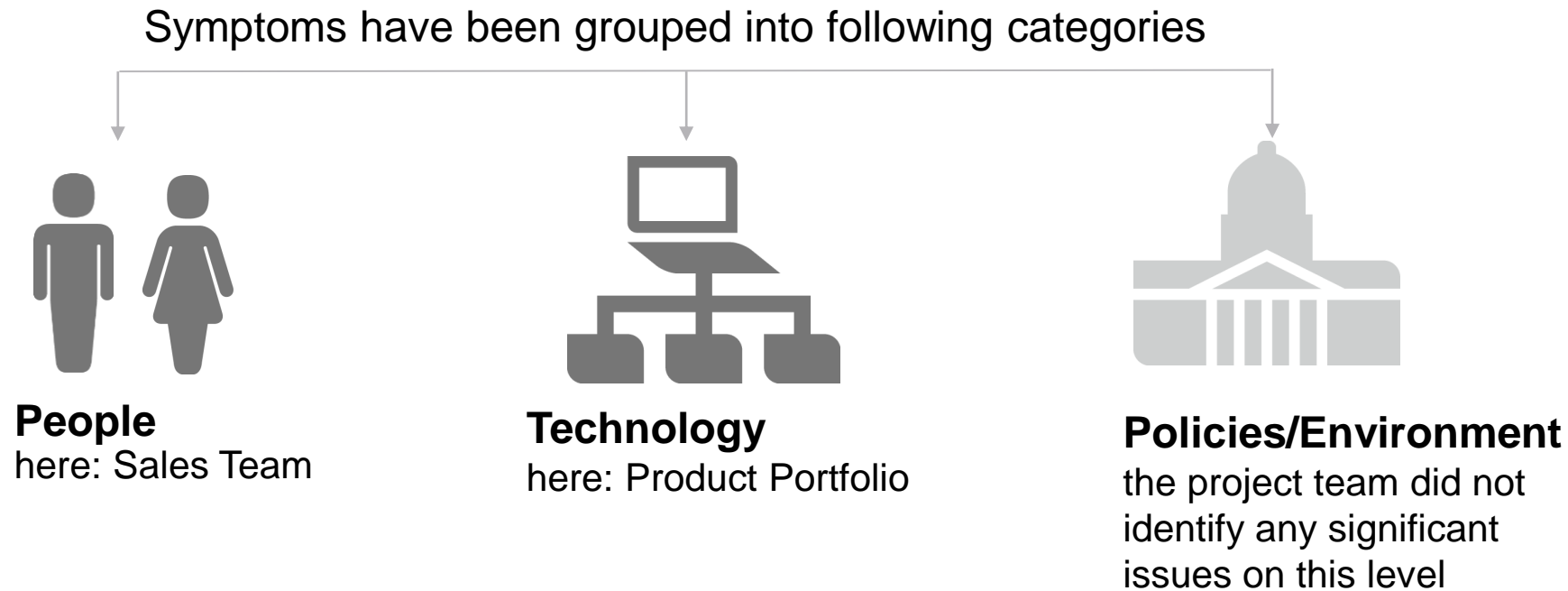


# Improve Conversion Rate for Opportunities (2)

## Applied method: 5-Why Analysis\*

Step 1: Identify the main **symptoms** based on input from sales management

Step 2: Interview sales teams. By asking "Why?" five times, successively, delve into a problem deeply enough in order to understand the ultimate **root cause**.



\* See <http://www.moresteam.com/toolbox/t405.cfm>

# Improve Conversion Rate for Opportunities (3)

## Sales (People) Interview

Why a significant amount of deals in the funnel is NOT translated into revenue?

Main symptom

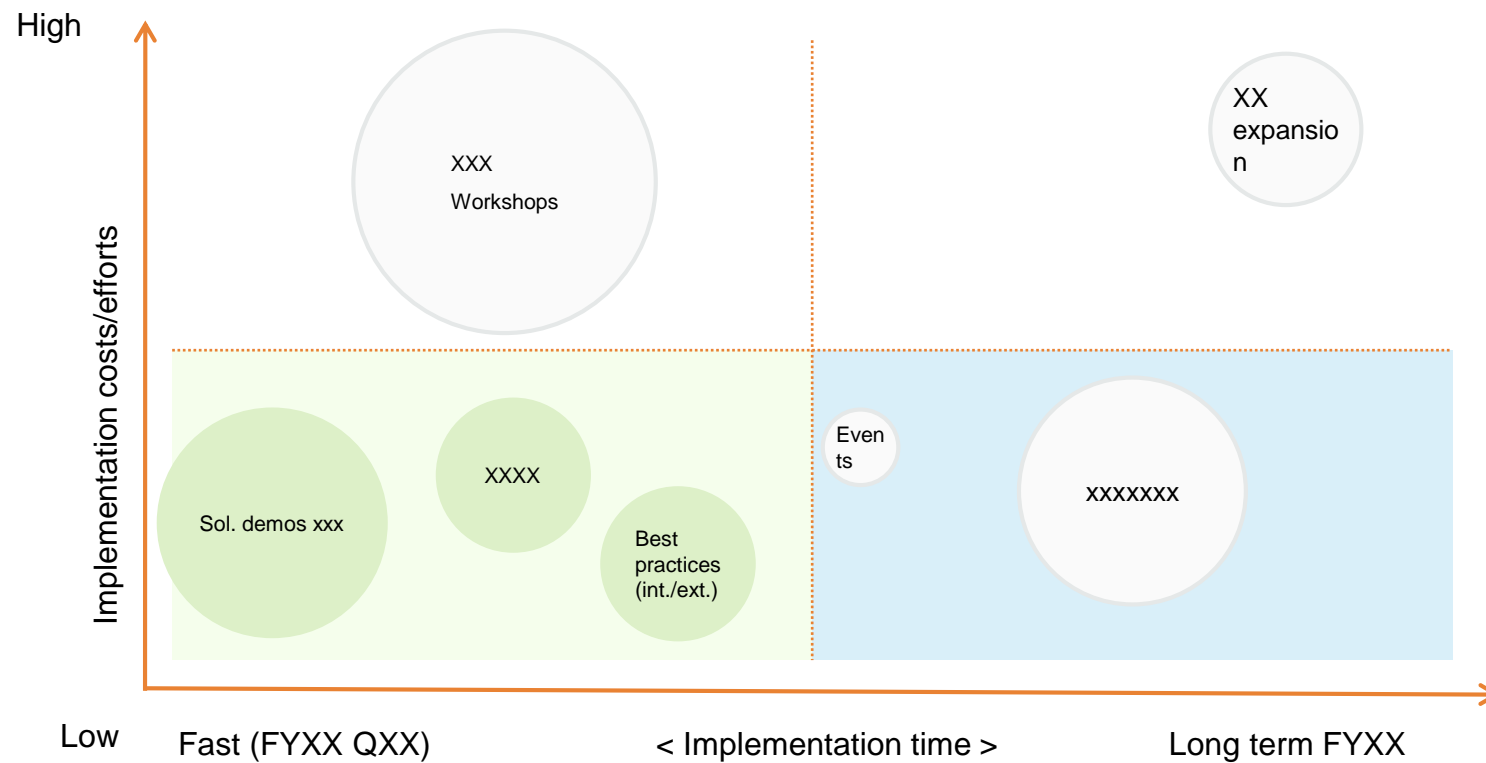
|         |                        |
|---------|------------------------|
| 1- Why? | Answer 1: Main symptom |
| 2- Why? | Answer 2               |
| 3-Why?  | Answer 3               |
| 4-Why?  | Answer 4               |
| 5-Why?  | Answer 5: Root cause   |

Root cause

# Tactical action plan for a defined sales initiative (example)

| Owner: Name (Title)  |     | Date: XXXX   | Fiscal Year: XX | Organization:<br>(Insert name)  | Expected Completion:<br>Insert name |
|--|-----|--|-----------------|---|-------------------------------------|
| <b>Goal: Achieve K\$ revenue with (product name) in (= market segment)</b>           |     |  |                 |   |                                     |
| Objective:   | No. | Tactic:  | Sub Owner       | Performance Measure & Time Scale (by Qtr)   |                                     |
| Build a robust funnel for<br><b>(product name)</b> and achieve \$<br>revenue in FYXX | 1   | Account mapping with ...   | XYZ             | Joint account list (by date)<br>X# of joint opportunities exist and being<br>pursued, FYXX<br>xxx |                                     |
|  | 2   | Account mapping with ....  |                 |   |                                     |
|  | 3   | Create awareness ...   |                 |   |                                     |
|  | 4   | Training on ..   |                 |   |                                     |
| <b>Measure</b>   |     |  |                 |   |                                     |
| XX M\$ revenue in FYXX<br>XX M\$ in pipeline by end of<br>FYXX                       | 5   | Include RPA solutions in Account<br>planning in (insert country)   |                 |   |                                     |
|  | 6   | Leverage appropriate partner and<br>(vendor name) events in order to<br>create awareness and generate leads<br>... |                 |   |                                     |
|  | 7   |  |                 |   |                                     |

# Sales initiatives prioritization matrix (example)



## Quick wins (short term actions)


- Improve communication around existing demo capabilities
- Standardize best practices sharing practice and improve communication
- Promote xxx

## Long term actions

- Improve xxx workshops execution
- marketing to develop an event strategy and contact specific messaging
- „Expansion“ is expected to leverage existing initiatives

# Business Plan


## Published article based on experience with business planning



MARKETINGSALESSEVICESRESOURCESPAF

### Blog

How to build a business plan for a successful partnership

📅 28-Jan-2020 08:23:00 / by Zbigniew Smierzchala 

Tweet

**How to build a business plan as a foundation for a successful partnership - a quick guide for software vendors**

[DigitalDoorway](#)

Module1: Executive Summary - **WHY** the partnership makes sense

Module 2: Joint objectives and value proposition - **WHAT** the partners want to achieve by combining their resources

Module 3: Joint Marketing and Go-To-Market-Plan outlining **HOW** partners want to achieve the objectives

Module 4: **Control** - HOW to measure and control the progress

# Go-To-Market & Technology Insights

## Published articles (samples)

### Go-To-Market Insights

Zbigniew Smierzchala posted this

...



Customers tell you what they want, but are you paying attention?

Zbigniew Smierzchala on LinkedIn

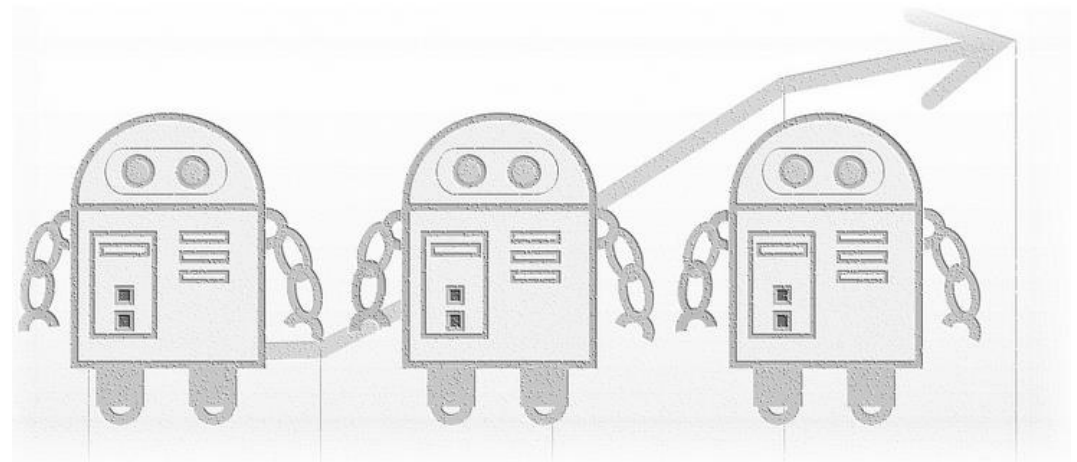
February 14, 2020

[digitaldoorway.eu/blog](https://digitaldoorway.eu/blog)

### Technology insights

Zbigniew Smierzchala posted this

...



RPA as a spearhead for Intelligent Process Automation

Zbigniew Smierzchala on LinkedIn

December 11, 2019

[Linkedin.com](https://www.linkedin.com)

# Voice Of The Customer

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Zbigniew Smierzchala

# The challenge

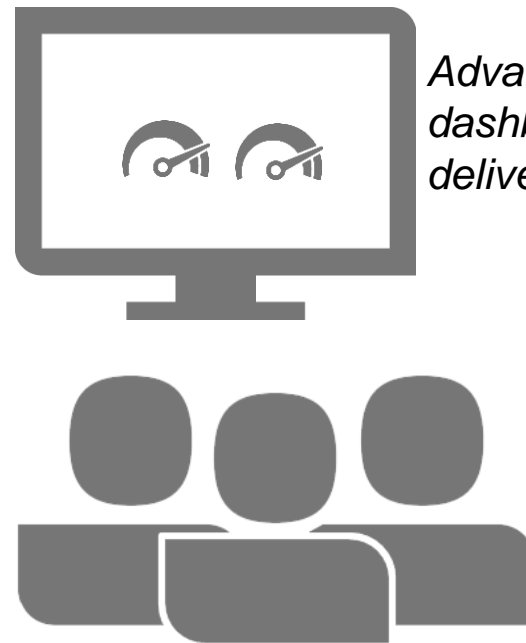
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*“Katie responsible for product X (advanced analytics dashboard for marketing managers, car manufacturers) surveyed its users. One of the questions she asked was: **What do you understand under client-centricity?** Katie asked me to take a look at the data and help her apply key learnings. Katie’s ultimate objective is for Product X to deliver **maximum client value**.”*

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*Katie, a product manager*



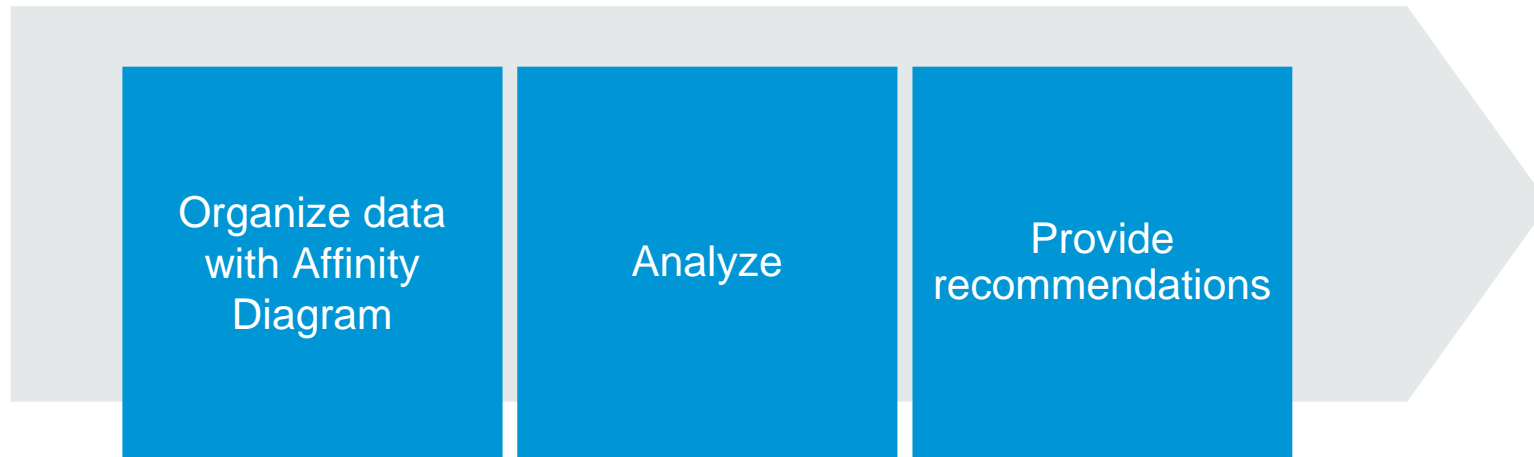
*Advanced analytics dashboard. Objective is to deliver **maximum client value***

*marketing managers,  
car manufacturers*



# My approach

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# Feedback groupings based on the natural relationships (affinity)

## Building clusters and additional check with word counts

### Feedback groupings

*What do you understand under client-centricity?*

|  |  |
|--|--|
| Always try to find best approach for his partner, eagerness to prolong contracts, flexible in negotiations and what is most important always try to introduce something new and did deep enough analysis to understand insights  | Best approach<br>Introduce something new |
| client needs are listened to genuinely   | Client needs are listened to             |
| Will proactively understand client's business landscape and customize design and info that will drive actionable insights that fuels business growth   | Understand Customer                      |
| customer first, customer needs first, outcome driven   | customer needs first                     |
| A beautiful media buzz word that is currently on everyone's lips. Professional collaboration with data providers has always been geared to customers. Otherwise, a collaboration did not take place. With regard to the target group data, the claim to the linking of different data sources arises | Professional collaboration               |
| That adjusts its processes to the needs of the contracting client and advises as the expert in the understanding of consumer behavior analysis focus   | needs of the contracting client          |
| understand clients market and being able to relate and/or connect relevant market data analytics and trending  | understand clients market                |
| That he listens and understands the needs raised, and offers adequate solutions With a close treatment and follow-up of the works even beyond. of its delivery, to anticipate possible future needs.   | understands the needs raised             |

### Word counts

- **Needs** – 52 times
- **Understand** – 31, **Understanding** - 14
- **Solution** - 12
- **Tailored** - 3
- **Outcome** - 2
- **Proactive** - 5
- **New** – 4 times, **Innovative** – 1
- **Collaboration** - 4

Consolidate feedback into clusters that have a natural 'affinity' - here highlighted with green, yellow and blue

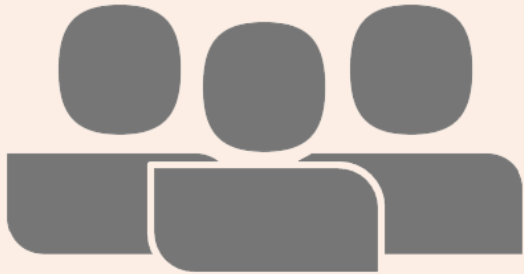
# Result

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## What do you understand under client-centricity?

Note: Not a real example, not real data. This is only to demonstrate my approach and methods

The feedback provided by marketing managers can be summarized as follow:



**Client centricity** means: Understand **customer needs** and deliver **tailored, innovative solutions** to customers in a **professional, collaborative** manner.

# My Approach

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## Voice Of The Customer Process

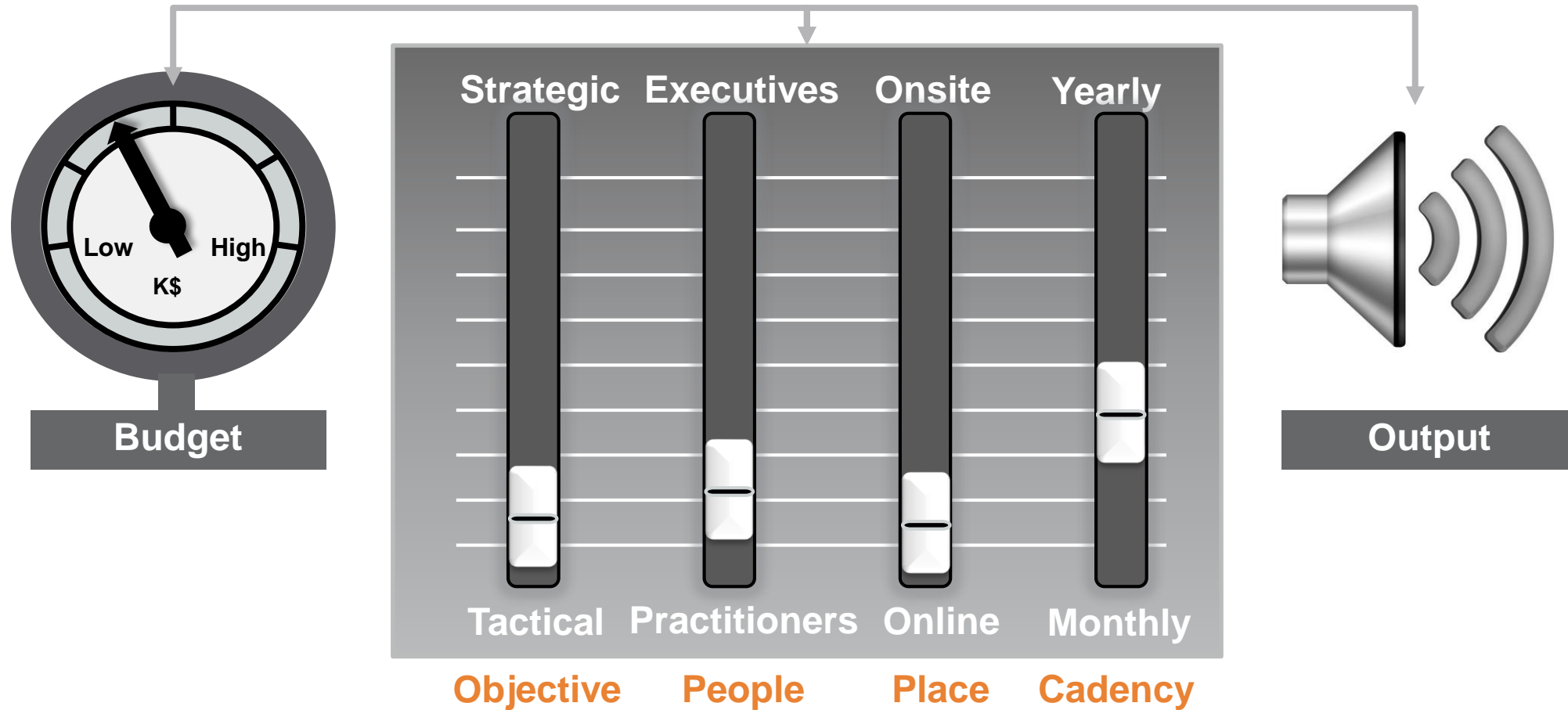


We stopped here, but further information would allow to develop CTQC<sup>1</sup> and measurable specifications for the product X

1) CTGC - Critical to Quality Characteristics, Source: [moresteam.com/toolbox](http://moresteam.com/toolbox)

# Client Advisory Board (CAB) strategy framework

Finding the right balance within budget, while maximizing the output



Note: This is to demonstrate the approach, the parameters TBD depending on the goals

# Net Promoter Score (NPS) for product X

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Zbigniew Smierzchala

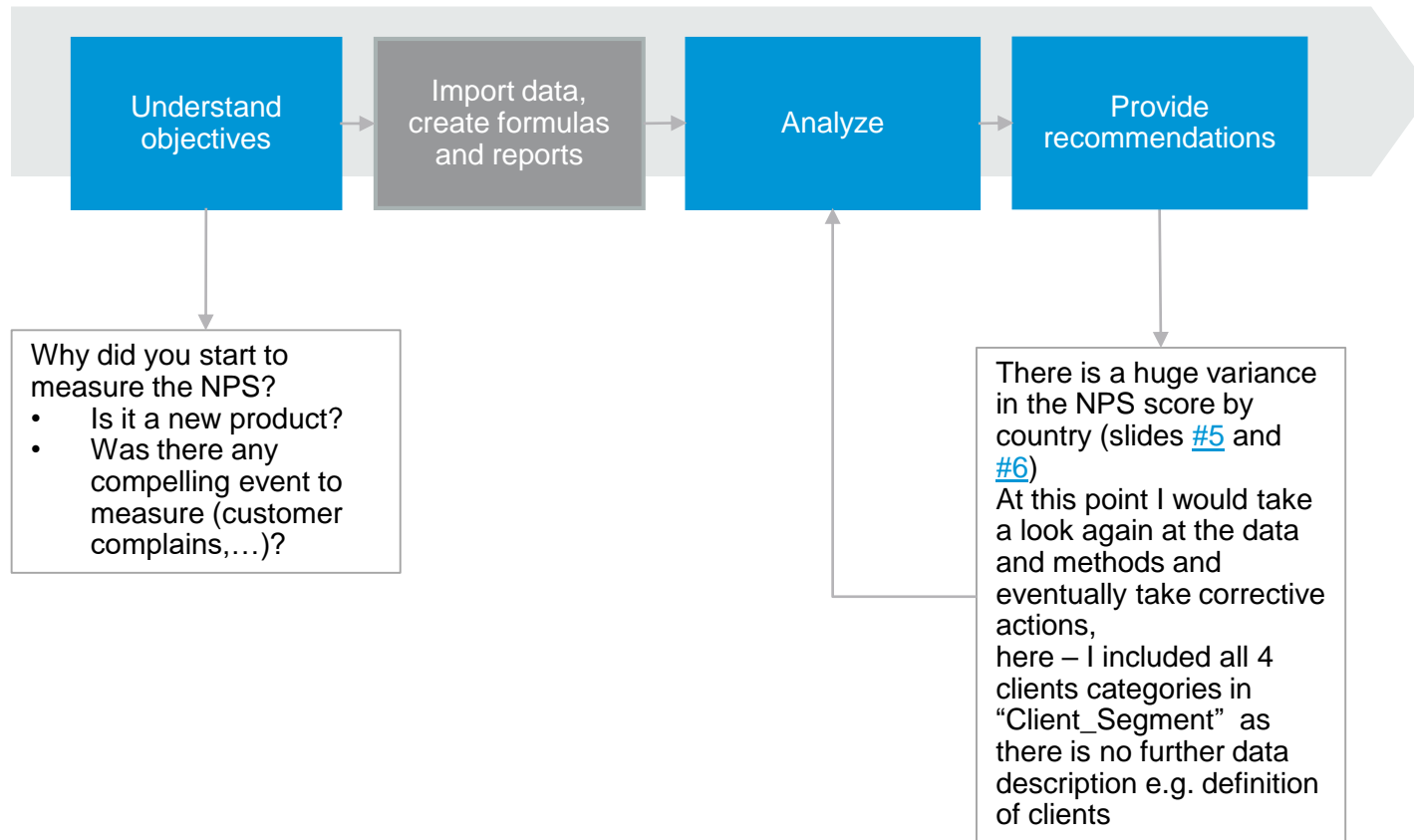
# The challenge

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*“John recently **started** measuring **NPS for product X**. The first data he collected is attached. He asked to make sense of it. “*

# My approach and response

## Process and Tools



The overall NPS of (– 11) seems to be low, however further conclusions can be drawn if there is

- any benchmark NPS data for comparable products
- historical data
- Results from key drives questions

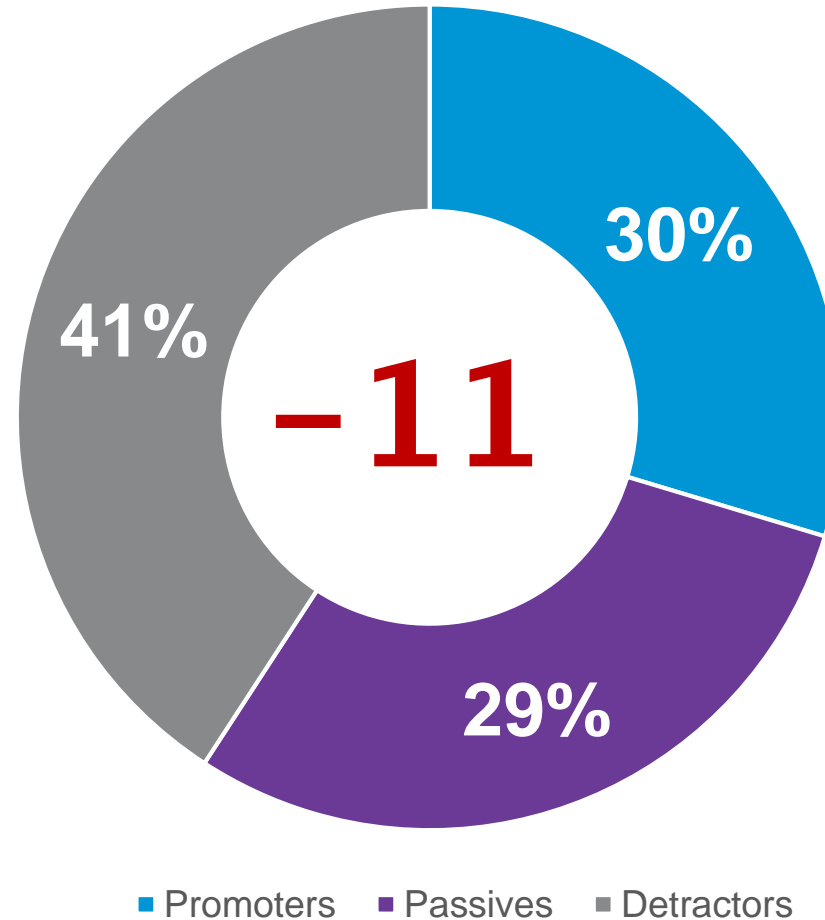
Given that the used data and methods are correct,

- what are the possible root causes creating NPS variance on country level?
- which corrective actions can be taken (brainstorming)?
- use project prioritization tools to select feasible actions requiring minimum costs but creating maximum outcomes



# Net Promotor Score (NPS) for Product X

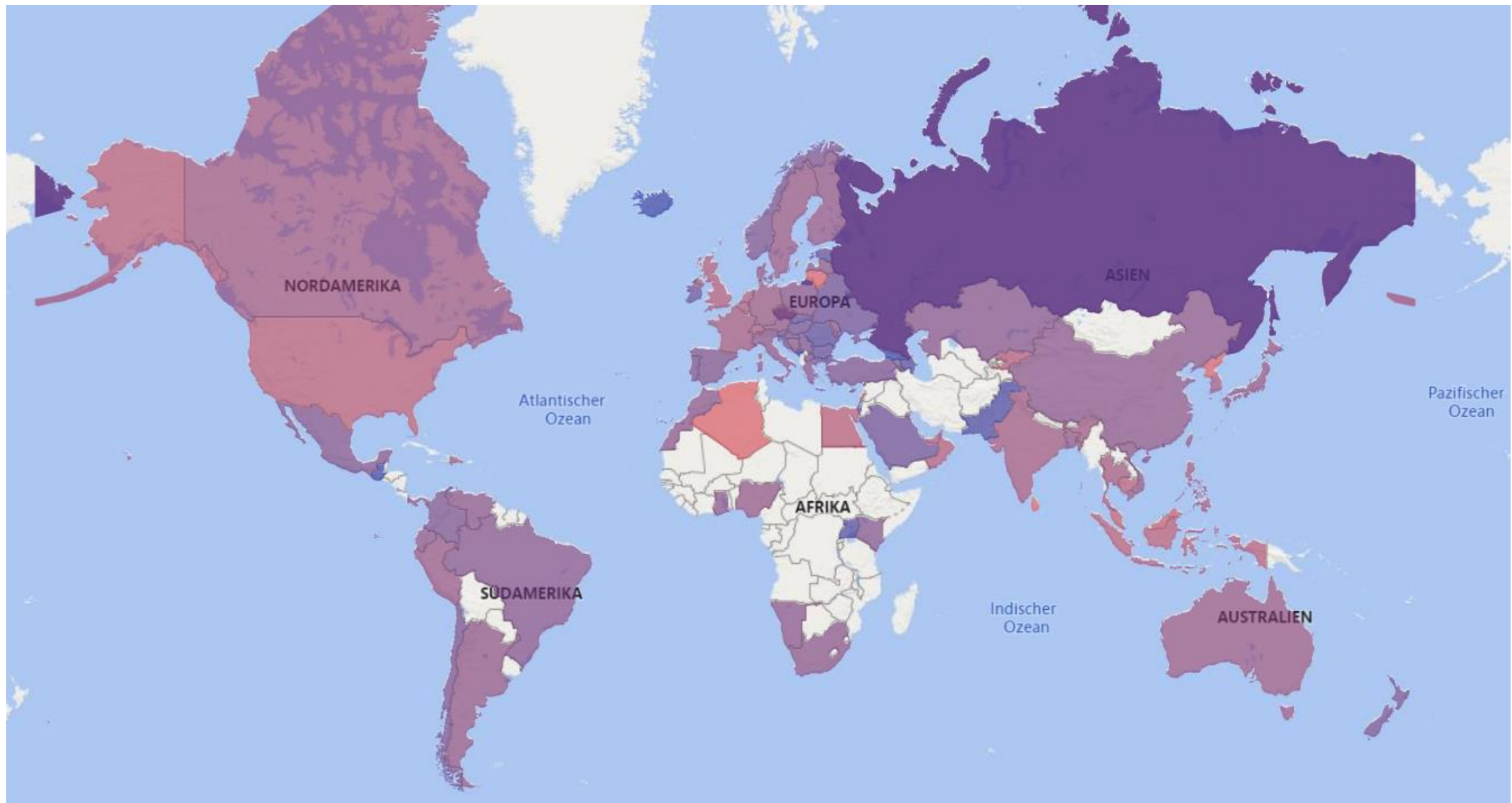
## NPS breakdown



The overall NPS of – 11 seems to be low, however further conclusions can be drawn if there is

- any benchmark NPS data for comparable products
- historical data
- Results from key drives questions

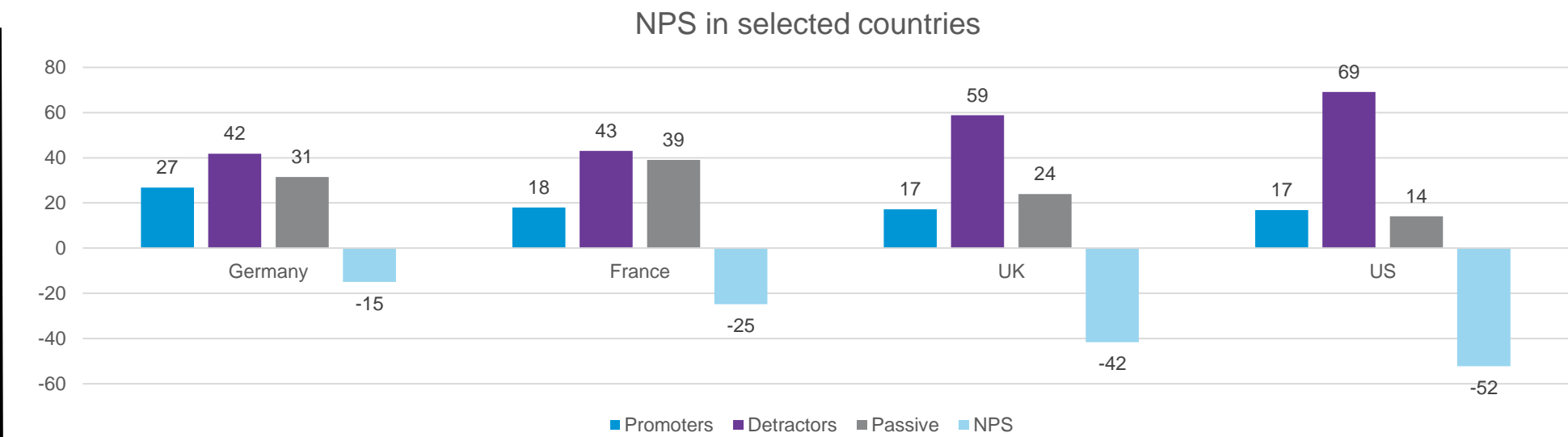
# NPS for Product X across regions



Color coding: (Low NPS) < light - color – dark > (High NPS)

# NPS for Product X in selected countries

Overall NPS  
**-11**

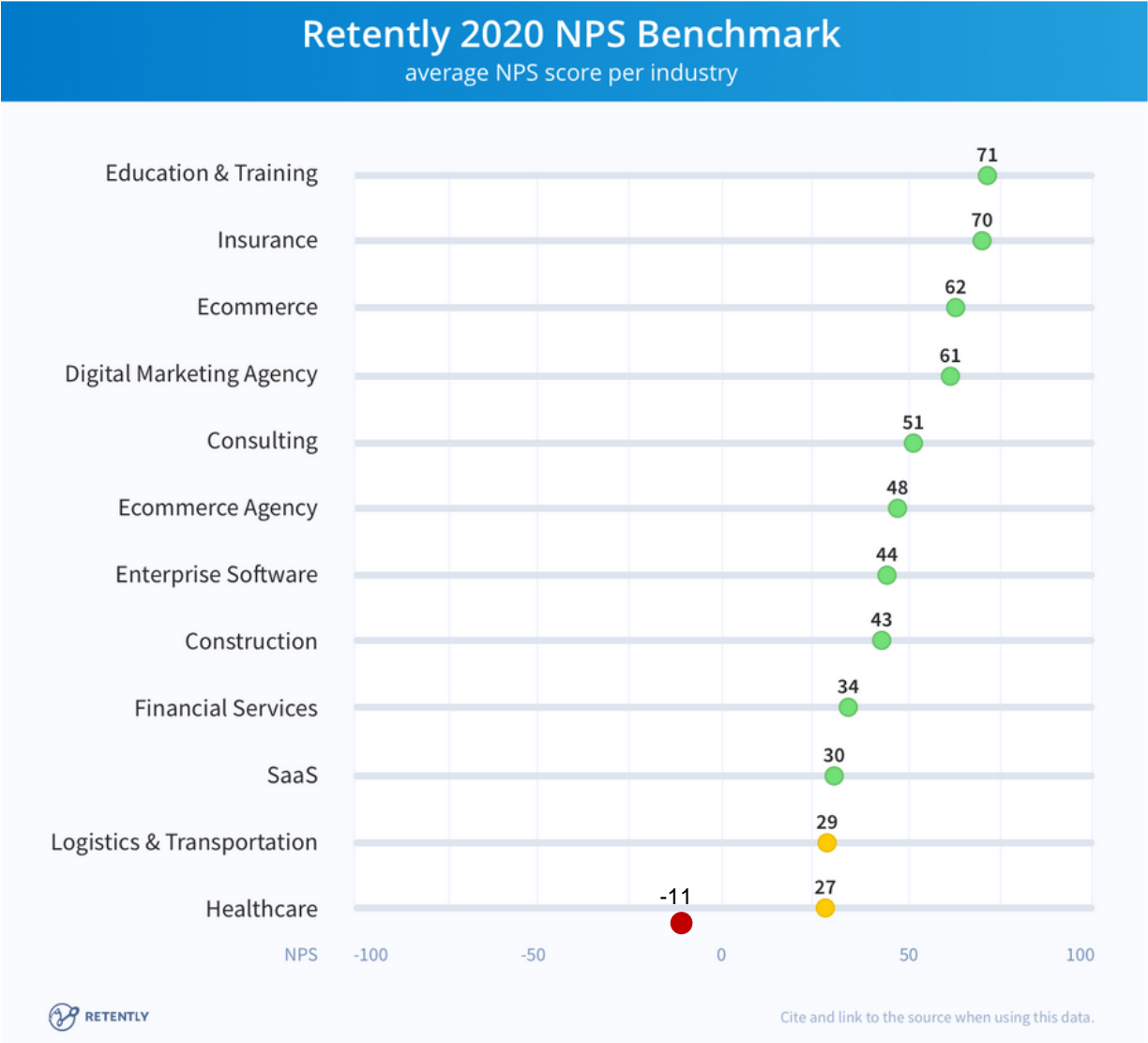


Note: All clients segments included

# NPS for Product X - benchmark

Note: This is an example for the method, not real benchmark data for product X

Overall NPS  
for product X  
**- 11**



# NPS for Product X: Summary

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## NPS report typically include

- **Overall NPS**
- The **breakdown** of Promoters, Passives, and Detractors
- Responses from the follow-up, open-ended question that asks why they selected that particular rating
- A chart that shows how the score is changing over time (assuming NPS has been more than once)
- The results from the key drivers—questions that directly influence the NPS, and help to determine the strengths and weaknesses

## Observations based on the exercise data

- 1) The overall NPS of – 11 seems low, however further conclusions can be drawn if there is
  - any benchmark NPS data for comparable products
  - historical data
  - Results from key drivers questions
- 2) The NPS vary on country level. The key question is here, **why NPS** in some countries, such as Germany is significantly higher compared to US  
What does Germany differently?

**Thank you!**

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