



# Antler

Go to Market Archetypes



# Introduction



**This deck introduces five archetypes representing a majority of technology startups:**

- Consumer Digital
- Consumer Hardware
- Enterprise Software
- Industrial Hardware
- Compounds / Materials



**A go-to-market framework is then introduced for each archetype consisting of:**

- Operations
- Marketing
- Sales
- Customer Service



**There is partial overlap between the archetypes – especially for**

- Hardware & Compound / Materials businesses (e.g. lab, design, manufacturing, logistics)
- B2C businesses (e.g. analytics, UI/UX, growth marketing)
- B2B businesses (e.g. direct sales force, pilots, customer success focus)

## Five use cases for the archetypes

Personal strength finder

Building a strong and diverse team

Pushing the right buttons with investors

Becoming a better coach towards peers

Preparing you for angel investment in the future

# Most technology startups belongs to one of five archetypes



## Consumer Digital



## Consumer Hardware



## Enterprise Software



## Industrial Hardware



## Compounds/Materials

### Description

Digital businesses servicing large number of customers

Consumer hardware products aimed at mass market adoption

Enterprise / SME utility software solutions

Smart equipment / IoT for industrial / enterprise use

Chemistry based businesses pioneering novel formulations

### Examples

- E-commerce
- Booking
- Reviews
- Recruitment
- Social media
- Content
- Dating
- Games
- Music

- Consumer electronics
- Household appliances
- Vehicles
- Clothes
- Bags
- Physical books / magazines

- Accounting
- Billing
- Payments
- ERP
- CRM
- HR systems
- Call center
- Business intelligence
- Knowledge management

- Robotics
- Sensors
- Assembly lines
- Warehousing tech
- Tracking / tracing
- Medical equipment
- Construction machinery

- Medical drugs
- Recreational drugs
- Nutritional supplements
- Performance enhancers
- 3D printing materials
- Personal Hygiene
- Cosmetics
- Lab grown meat
- Advanced materials

# Consumer Digital



## Operations

- Team can work from anywhere
- Good UI / UX is critical
- Easy log-in is essential (e.g. Facebook, LinkedIn)
- Integration of payment gateways
- Cybersecurity (anti-hacking)
- Data warehousing / analytics
- E-commerce businesses have warehousing, logistics and working capital requirements



## Marketing

- Segmentation
- Customer life-cycle management
- Complete growth marketing arsenal:
  - Viral hacks (e.g. fun, status, referral rewards)
  - Conversion funnels (SEO / SEM)
  - Social media marketing
  - Landing pages
  - Constant A/B testing / optimization
- Affiliate marketing channels



## Sales

- Marketing-led sales rather than sales force
- Biz dev for strategic partnerships
- Often freemium models
- Call to action (free trials and special offers)



## Customer service

- Typically only web based (e.g. Zendesk)
- Can often get away with less than stellar customer service

# Consumer Hardware



## Operations

- Team requires lab and manufacturing facilities
- Industrial design
- Rapid prototyping
- Safety certifications
- Regulatory approval for medical (e.g. FDA)
- Selection of contract manufacturer
- Quality control
- Warehousing and outbound logistics
- Inbound logistics (product returns)
- Focus on fully loaded BOM and BOM optimization
- Working capital financing
- Data warehousing / analytics



## Marketing

- Apple unboxing experience as customer benchmark
- Amazon Prime delivery time as customer benchmark
- Often pre-registration campaigns ahead of launch
- Crowdfunding platforms (Kickstarter / Indiegogo)
- Media tour with embargo ahead of launch
- Online registration post sales to capture customer data
- Retail marketing (POS displays and POS demonstrations)
- Participate in retailer specific programs (e.g. Black Friday)
- Tradeshow (e.g. CES)
- Growth marketing similar to Consumer Digital



## Sales

- Understanding seasonality and retail planograms
- Appointing distributors
- Retailers (physical, online, TV home shopping)
- Monitoring MSRP compliance
- Sell-in to retailers / sell-through to customers
- Risk mitigation (return of unsold goods)
- Product sale versus ongoing subscription sales



## Customer service

- Always web, sometimes phone (due to retailer / home shopping channel requirements and reducing product returns)
- Slow response may lead to product returns to retailer
- How to handle product return and product replacement (e.g. in-country versus return to base camp)

# Enterprise Software



## Operations

- Team can work from anywhere but often need to sell in person
- Good UI / UX is critical
- Cybersecurity as enterprise critical data
- Software architecture decisions
- Programming language decisions
- Integration with legacy systems / migration
- Seamless log-in through corporate systems
- Field testing of low-fidelity / high-fidelity mockups and MVPs
- Beware of challenge of servicing SMEs



## Marketing

- Content marketing (e.g. publications, blogs)
- Event marketing (e.g. industry events)
- Affiliate marketing (e.g. industry associations)
- E-mail marketing campaigns
- Versioning (i.e. by functionality / price point)



## Sales

- In-house SWAT team for B2B sales (initial reference cases and enablement stacks)
- Scaling through VAR and SI partners with economies of scope
- Free trials



## Customer service

- Requirement for rapid issue resolution
- Customer success focus
  - Onboarding e-mails
  - Personal outreach
- Often web and phone support (for premium)

# Industrial Hardware



## Operations

- Team requires lab and manufacturing facilities
- Industrial design – durability testing
- Rapid prototyping
- Safety certifications
- Field trials versus legacy solutions
- Regulatory approval for medical (e.g. FDA)
- Selection of contract manufacturer
- Quality control
- Warehousing and outbound logistics
- Truckroll and installation
- Predictive maintenance
- Rapid repair
- Inbound logistics (product returns)
- Focus on fully loaded BOM and BOM optimization
- Working capital financing
- Beware of challenge of servicing SMEs



## Marketing

- Content marketing (e.g. publications, blogs)
- Event marketing (e.g. industry events)
- Affiliate marketing (e.g. industry associations)



## Sales

- In-house SWAT team for B2B sales (initial reference cases and enablement stacks)
- Key role of customer pilots
- Scaling through VAR and SI partners with economies of scope



## Customer service

- Requirement for rapid issue resolution
- Customer success focus
  - Onboarding e-mails
  - Personal outreach
- Often web and phone support (for premium)



# Compounds / Materials



## Operations

- Team requires lab and manufacturing facilities
- Safety certifications
- Field / clinical trials versus legacy solutions
- Regulatory approval for medical (e.g. FDA)
- Selection of contract manufacturer
- Quality control
- Warehousing and outbound logistics
- Inbound logistics (product returns)
- Piracy mitigation



## Marketing

- B2C Businesses
  - Growth marketing arsenal (see Consumer Digital)
  - Affiliate marketing channels
- B2B Businesses
  - Content marketing (e.g. publications, blogs)
  - Event marketing (e.g. industry events)
  - Affiliate marketing (e.g. industry associations)



## Sales

- B2C Businesses
  - D2C businesses have marketing led sales
  - Indirect distribution businesses need distribution / retailer relationships
- B2B Businesses
  - In-house SWAT team,
  - Scaling through VAR and SI partners with economies of scope



## Customer service

- B2C Businesses
  - Similar to Consumer Hardware businesses
- B2B Businesses
  - Similar to Enterprise Software and Industrial Hardware Businesses

## Contacts



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