

# B&T

## An operating system for **B2B** go-to-market & sales enablement

Build a better playbook

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# \* Why

Conventional approaches to brand awareness, marketing communications and sales enablement typically involve a brand-aligned business and creative brief that is approved and sent to an agency for creative platform ideas and activation.

However, for many B2B brands with complex services and portfolios, this approach can often lead to disconnected and overly-tactical creative execution that fails to align brand with campaign with sales conversion. This can be exacerbated by today's obsession with performance marketing techniques (which are valid, just not a panacea).

Our clients have benefited from the clarity, consistency and connectedness that a go-to-market operating system delivers.

# GO-TO-MARKET OPERATING SYSTEM (GtM OS)

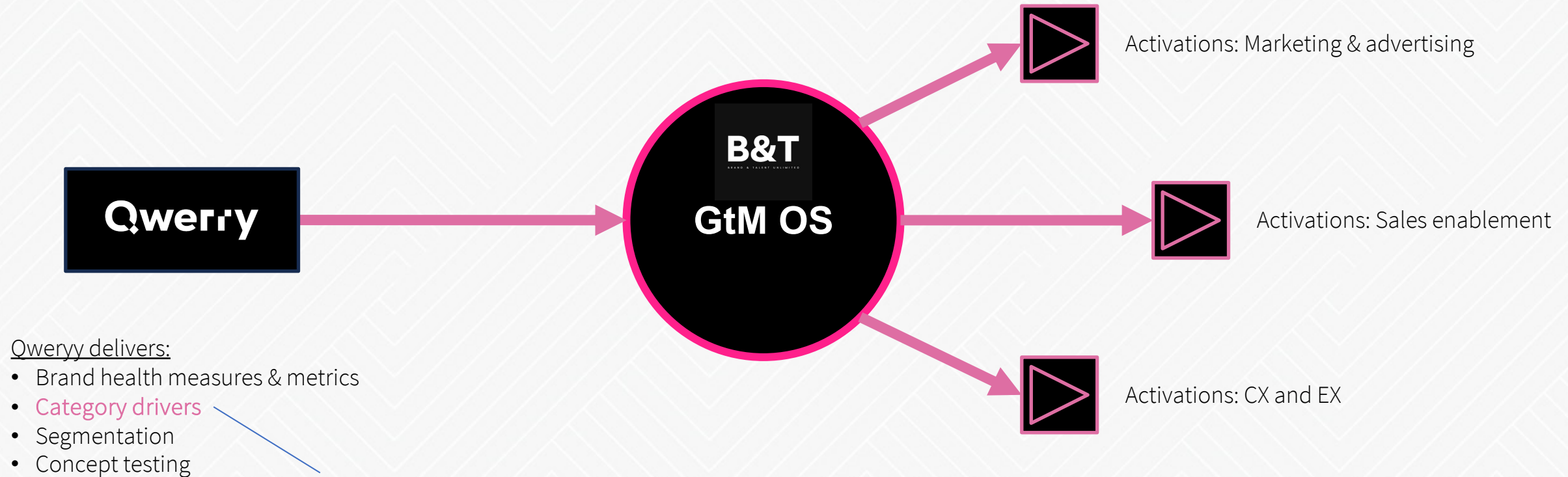
Rooted in speed-to-value in closing the gaps between your brand and converting sales.





# AMPLIFY AND EXTEND YOUR BRAND ACROSS THE FUNNEL

Close the gaps between brand, marketing, and sales once and for all



## **Category Driver Analysis** is powerful for GtM OS development.

- Uncovers what buyers value when buying in your category
- How buyers perceive your brand on these important qualities vis-à-vis your competitors
- Drives foundational decisions about your GtM strategy and messaging
- Helps you understand whether current messages resonate



# A few words about these types of things.

**We did not invent the idea of a go-to-market operating system.**

Definitions of GtM vary from management consulting data-driven market and pricing analysis to visual and verbal identity toolkits ... and all points in-between. Versions of this exist in just about every format imaginable. Some are so detailed that users get bogged down in the minutiae. Others are so high-level that people can't figure out how to apply it.

Our experience tells us that the Right Way To Do This begins and ends with brand activation. Because different types of users comprehend information differently (some are more visual, some more literal, some more financial, others more traditionally “creative,” etc), we think it is vitally important to **customize the information architecture** in a way that is going to be most effective (i.e. “gettable”) to the most people.

That does not happen in a vacuum. Rather, it is the result of a **thorough understanding of your brand and culture**, which is why we make such a big deal about investing in the discovery phase our engagement with you. Better inputs invariably lead to better outputs.

We may not have invented the GTM/OS. But perfecting it? Well...

# \* About this document

This is a white-label example of what a go-to-market / sales enablement playbook might look like for a fictitious B2B technology outsourcing company we're calling B2Btech and one of their new services, called Service X.

It's intended to demonstrate in principle what a playbook may contain. We can't share other playbooks due to pesky NDAs, so this example is a mashup of content typically included in our GTM Playbook.

[ Let's bounce  
through a  
**fictitious GtM**  
**OS Playbook** for  
the well-known  
B2Btech brand.  
That we kind  
of made up. ]

SERVICE X:

# Smarter, faster, value-driven outsourcing from B2BTechCo

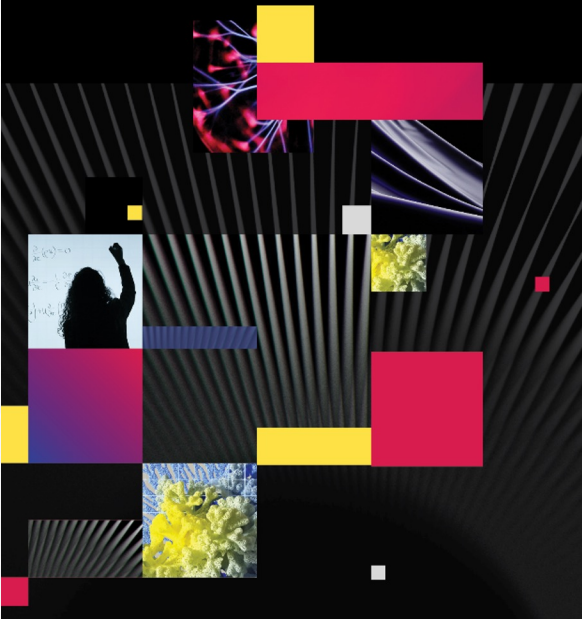
Campaign + sales enablement operating system for Service X

B2Btech





# Our POV.



Markets continue to move fast, and we need to not just match the pace – but get ahead of it.

We're launching Service X – one of our most innovative and critical service offerings.

We've invested in this new go-to-market and sales enablement campaign guide to help market and sell the service in a manner that is:

- Aligned with our brand
- Different from what our competitors are saying
- Distinctive and ownable for us
- Credible and compelling for the CIO, CTO, CFO and COOs we sell to
- Consistent in terms of creating a seamless CX from awareness to demand generation and the nurturing & sales conversion lifecycle

We've rooted the creative strategy in a powerful theme:

***Our agility drives your resilience.***

The following pages present how to use this to drive awareness, consideration, preference, revenue generation and loyalty.

Typically the playbook has an introduction from a senior leader that sets out the POV and the basics of the book, and how to use it. The clearer, bolder, shorter and **uncomplicated**, the better.

- 02 Our POV
- 04 Market & competitive landscape
- 07 Go-to-market positioning and theme
- 08 Proposition on a page
- 09 Key messages
- 12 Core narrative & 30-second pitch
- 14 Buyers: Personas and elevator pitches
- 17 Driving into specific accounts
- 18 Use cases & case studies
- 19 Full funnel marketing review
- 20 Visual & verbal identity guidelines
- 22 Service overview
- 23 Resources

# Contents



Contents can vary depending on the objective and role of the GtM OS – from upstream and strategic through to campaign visual and verbal identity guidance. But in general, the playbook will contain **critical marketing and sales enablement elements**.

## Market & competitive landscape

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1

AI, ML and disruptive tech is changing the rules of the game



### Buyer POV and pain points

- CIOs, CTOs and COOs are typically our key buyer and decision maker/influencer.
- Outsourcing of non-core capabilities is an accelerating trend
- However, buyers are wary of who they can trust and whether vendors will lock them in to both technology and service level agreements that become costly
- Many are re-assured by Service X's flexibility to become a build - operate - transform - transfer arrangement so the client feels more control and confidence

2

Regulatory and tax regime changes are pressuring customer resource prioritization



### Competitive landscape

- Most competitors are cost-focused and driven by commercially punishing SLAs that quickly escalate their revenues when any change happens to the client.
- Competitor X has been proactive in building better customer service and experience – but remains a premium priced option
- Competitor Y is seen as very innovative and flexible, but often poor at delivering on promises and customer service
- Competitor Z is growing fast by offering very low-cost services (even free to start with) but then rapidly escalates SLAs. Clients also say they feel locked in.

3

Hard-to-find talent attraction and retention remain a critical challenge



### Our response: SERVICE X

- Service X disrupts the market by providing a unique blend of innovative technology, flexible capability and capacity options, and total transparency on costs.
- Tech and talent pods scale to meet client needs
- Pricing is transparent and contracts are flexible
- Loyalty is rewarded with special discounts and upgrades, and first access to innovations
- We bake the option to transfer back into the client as part of how we run the service

4

Competitors are not doing themselves favors by implementing punitive SLA and charging models that lack transparency

Most organizations include a review of **buyer pain points**, **market review** and why we have taken the approach for the service and its marketing. More detail can be provided later in the document.



## Market & competitive landscape

We reviewed a range of competitors in relative depth, plus the B4 and Indian pure players / SIs.

### Insights

- Most over-index on scale and pure tech proof points
- Few could provide compelling evidence of industry and business domain depth (apart from Accenture and IBM, to some degree)
- None presented a “visionary” or exciting proposition
- Led us to push fundamentals into a “table stakes” parity message, supplemented by (a) industry-business capabilities and (b) an exciting, integrated mindset blending tech with business.
- Closest messaging in Accenture – but we see that as not a bad company for B2Btech’s positioning.

## B2Btech

**accenture**

*“Put innovation at the heart of your applications.”*

#### Positioning Notes:

- Nearly everything is framed/supported by “leading,” “largest,” etc.
- It’s not as much about *what* they do, it’s about *how* they do it.

**cognizant**

*“Unload debt, unlock value.”*

#### Positioning Notes:

- Generally balanced focus on *how* and *what*, including an array of named processes as well as tools.
- Core belief: application debt needs to be solved.

**IBM**

*“Rely on dedicated IBM consulting professionals to help simplify and accelerate the day-to-day navigation of enterprise platforms.”*

#### Positioning Notes:

- Highly focused on tools and technology (*what*) and expertise (*who*).
- Only passing mention of global scale of resources; treats that in a way as table stakes.

**McKinsey Digital**

*“Use our expert diagnostic insights to drive performance, increase team efficiency, and modernize IT capabilities as part of the digital transformation process.”*

#### Positioning Notes:

- Heavy / nearly exclusive messaging focus on expertise leveraged toward beliefs.

## Market & competitive landscape

B2Btech

### Future State

#### CURRENT STATE WITH CURRENT BRAND – AGGRESSIVE ASSESSMENT

##### Followers

- Consumer: **B2Btech** remains stuck here as commodity player
- Business: Price sensitivity prevails over brand affinity
- Enterprise: Perceptions cap its aspirations

##### Champions

- Potentially out of **B2Btech** reach across all segments

##### Laggards

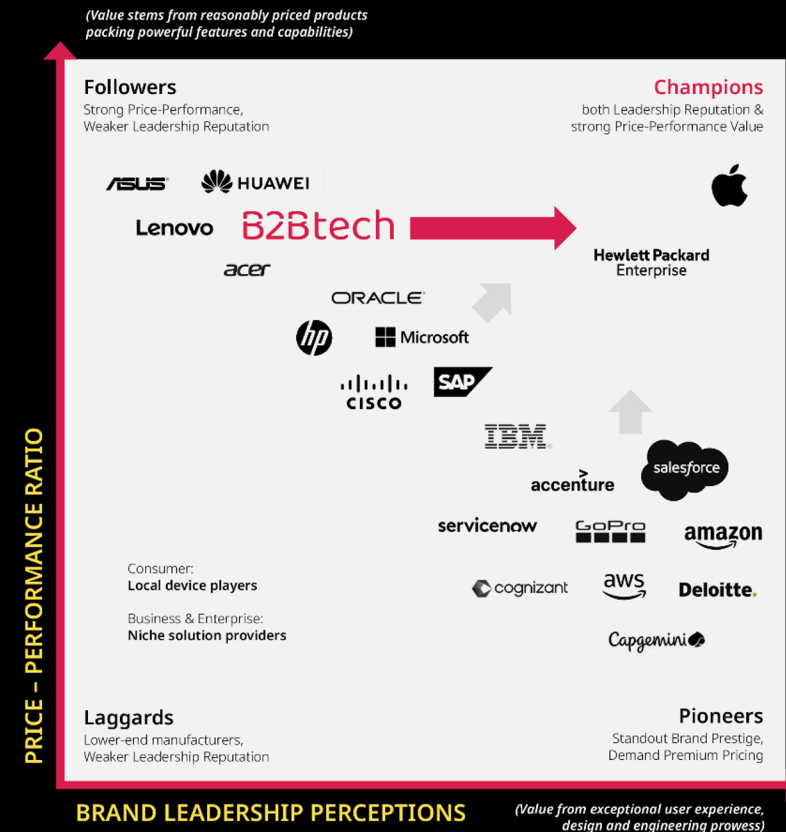
- Consumer: **B2Btech** trails behind design leaders
- Business/Enterprise: Considered fast-follower rather than innovator

##### Pioneers

- **B2Btech** lacks breakout offerings to be pioneer
- Enterprise loyalty shifts to pure cloud platforms

##### Key Risks:

1. **B2Btech** fails to escape follower associations due to lack of differentiated value
2. Fair to assume Champions position out of grasp
3. Loyalty shifts as cloud disruptors offer more agility and value
4. Stuck in middle not excelling on price or prestige
5. In this framework, Dell faces structural challenges crossing out of the Follower zone into true Champion territory across segments - hampered by legacy as hardware player.



Most clients like to see a 2x2 or spectrum that graphically indicates market positioning and salience.

We sell the  
*flexibility* angle  
that Service  
X delivers –  
distinctive to us

The client  
benefit of *agility*  
makes Service  
X differentiated  
from most larger  
competitors.

# Our *flexibility* makes you more *agile*.



## Solve faster

Service X is modular, flexible and scalable so it can enhance your speed to market and implementation — freeing resources faster to pursue core business objectives.



## Solve smarter

Service X taps an ecosystem of the best partners and technologies so that your solution is modular, specific to your exact needs, and high performing.



## Solutions with value

Service X's transparency and cost model means clients have total control and get the value they banked on realizing with no surprises.



# Our flexibility makes you more agile.

## Buyer challenges we solve for:

- Cost control
- Margin erosion
- Talent attraction & retention
- Legacy technology debt
- Resistance to adoption
- Need for agility & flexibility

## Value proposition:

For consumer products, pharmaceutical and logistics businesses who need control and agility, only Service X delivers the right blend of leading edge talent & technology with contract and pricing flexibility.



### Solve faster

Service X is modular, flexible and scalable so it can enhance your speed to market and implementation — freeing resources faster to pursue core business objectives.



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Service X taps an ecosystem of the best partners and technologies so that your solution is modular, specific to your exact needs, and high performing.



### Solutions with value

Service X's transparency and cost model means clients have total control and get the value they banked on realizing with no surprises.

## Differentiators:



Speed to  
market



Agility of  
resources



Fluid  
cost base



Breadth of  
capabilities

Key message 1

# Solve faster.

Service X is modular, flexible and scalable so it can enhance your speed to market and implementation — freeing resources faster to pursue core business objectives.

B2Btech

## Proof points and reasons to believe

- **All clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **All clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **For pharmaceutical clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **CJO focus:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.

Each **key message** can have double-click layers of detail and can incorporate both industry- and buyer-specific nuances if needed.

Key message 2

# Solve smarter.

Service X taps an ecosystem of the best partners and technologies so that your solution is modular, specific to your exact needs, and high performing.

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## Proof points and reasons to believe

- **All clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **All clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **For logistics clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **CFO focus:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **CIO and CTO focus:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.



# Solutions with **value.**

Service X's transparency and cost model means clients have total control and get the value they banked on realizing with no surprises.

## Proof points and reasons to believe

- **All clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
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- **For consumer products clients:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.
- **CFO focus:** In mattis, neque in elementum rutrum, lacus leo feugiat mi, aliquet aliquet erat lorem non erat. Nam non mollis orci. Integer rutrum dui in nibh tempus aliquet.

Core narrative

# Our flexibility makes you **more agile.**

We offer the most flexible and transparent outsourcing approach in the industry through an agile, flexible, composable delivery model that puts our clients in control.

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## Our flexibility. Your agility.

The technology outsourcing industry might be mature, but it is also pretty set in its ways.

Our competitors would like nothing more than to continue to operate as they have for decades: lock in to their proprietary technologies. Any customization means additional cost — not to mention forget about an easy upgrade. SLAs and contracts that mean it can be virtually impossible to predict what you're going to spend quarter by quarter, year after year.

*That's why we created Service X from B2BTechCo.*

For the first time, you can select a modular, composable and interoperable set of technology, tools and talent that exactly meet your needs – today, and tomorrow. With transparent costing and contract flexibility that will make our competitors hang their heads in shame.

How? We've built an ecosystem of innovative, best-of-breed partners who have all adopted our approach, so that we can all perform better — while we enable you to thrive in your own businesses.

**Welcome to agility. Welcome to Service X.**

12

Many find a **longer-form narrative or mantra** a useful asset. This can be adapted or used as is for proposals, websites, etc.

Elevator pitch



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# Our flexibility. Your agility.



## Why we do it

Every business wants to grow and innovate, but no business can have all of the capacity and capabilities needed to win in the market.

## What we do

We find the right mix of capabilities and capacity to close those gaps – on demand.

## How we do it

You define the outcomes, we put in place the systems and processes for a turnkey solution so you can focus on what you do best.

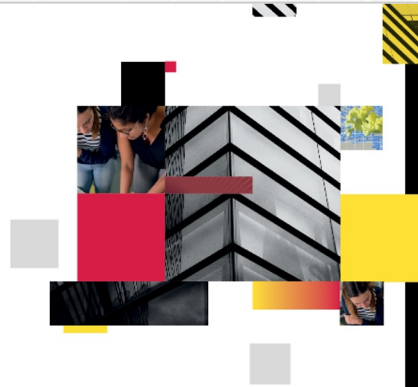
## Why us?

We have a 20 year track record of success with clients like you, and are a perennial winner in analyst and customer rankings.

30-second story

# Our flexibility. Your agility.

Service X's transparency and cost model means clients have total control and get the value they banked on realizing with no surprises.



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1

The tech outsourcing business is broken because it has failed to truly innovate.

2

Our competitors are under-delivering, over-promising and making it hard for clients to grow.

3

Service X is an alternative: it's more flexible, more agile, more transparent and higher quality.

4

Let me show you how we've done it.

[ And here's the 30-second version. ]



Buyers personas



Giving  
the **CFO**  
agility.

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## Our theme means this to the CFO

### Solve faster means

- XYZ
- ABC
- 123

### Example and data point

- XYZ
- ABC
- 123

### Solve smarter means

- XYZ
- ABC
- 123

### Example and data point

- XYZ
- ABC
- 123

### Solution with value means

- XYZ
- ABC
- 123

### Example and data point

- XYZ
- ABC
- 123

Buyers personas



Giving  
the **CHRO**  
agility.

## Our theme means this to the COO

### Solve faster means

- XYZ
- ABC
- 123

### Example and data point

- XYZ
- ABC
- 123

### Solve smarter means

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### Example and data point

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- 123

### Solution with value means

- XYZ
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### Example and data point

- XYZ
- ABC
- 123



Giving  
the **COO**  
agility.

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B2Btech

## Our theme means this to the COO

### Solve faster means

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### Example and data point

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Buyers personas



Driving  
into **specific**  
**accounts.**

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## Specific target accounts and market entry points

### Target Company A

- CMO
- CIO
- Angles to consider

### US SMBs in Midwest

- Business A, B, C
- Issues and considerations
- Pain points and relievers

### Target Company B

- CTO
- CIO
- Angles to consider

### US SMBs in East Coast

- Business A, B, C
- Issues and considerations
- Pain points and relievers

### Target Company C

- CEO
- CFO
- Angles to consider

### Target customer key criteria

- Industries served
- Size, footprint and revenue
- Decision makers and approach CTAs

# Business in industry Y with challenge Z



## What was the challenge?

- ERP falling out of support
- Customization made an upgrade challenging and expensive
- Tech team aging out of the workforce

## How did we help solve for it smarter & faster?

- We built a Service X ecosystem of tech tools, talent and processes in under 30 days
- We migrated data and workloads to cloud in under 3 months

## What value did our solutions drive?



Improved time to market by 26%



Saved \$240M in technology costs



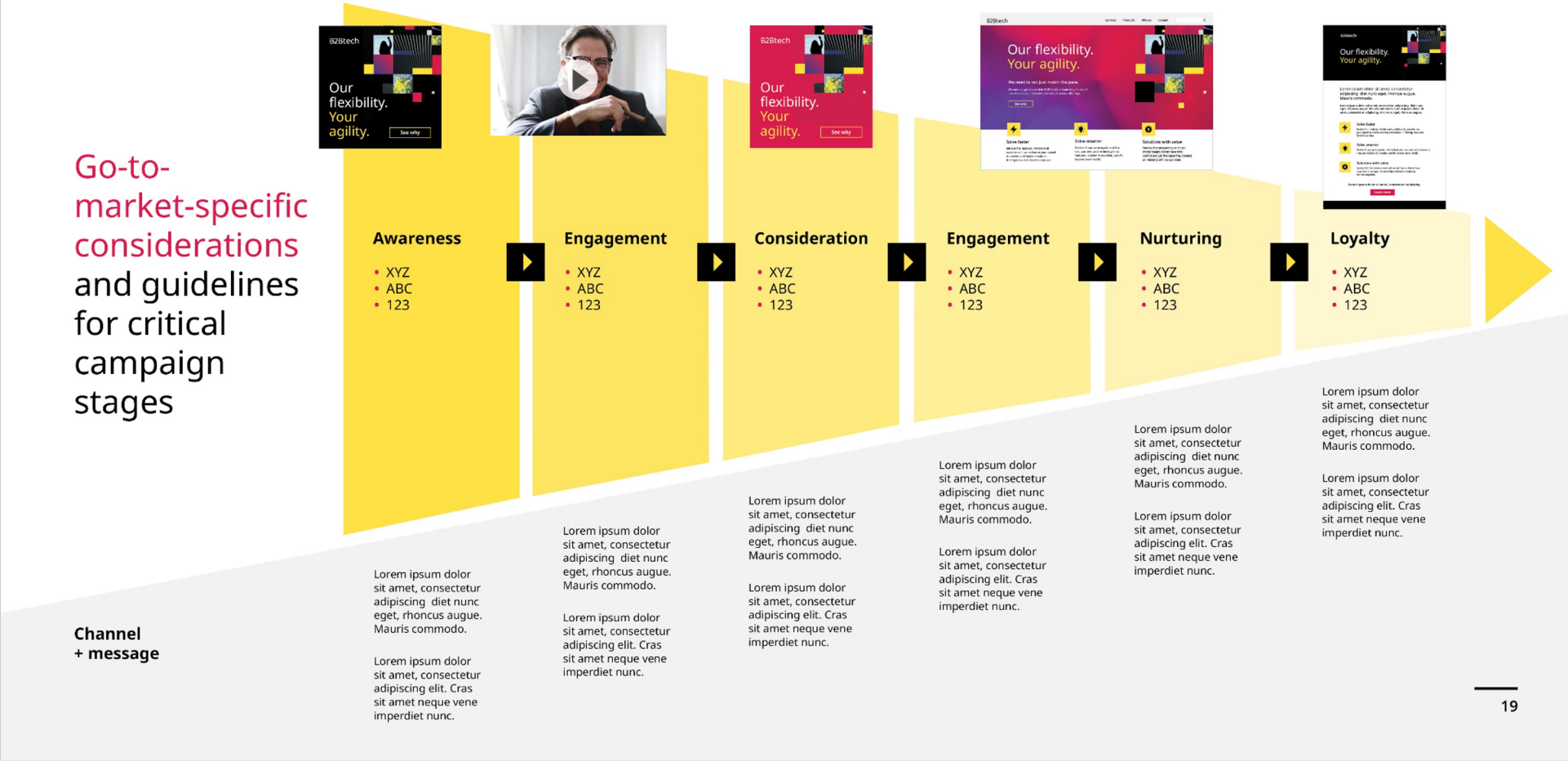
Built a sustainable talent model to ensure sustained operations



Full funnel marketing / campaign review

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Go-to-market-specific considerations and guidelines for critical campaign stages



And it can be useful for marketing and sales teams to be familiar with where and when creative and content assets are hitting the prospects so that **conversions are consistent and relevant.**

Our brand tone of voice is:



For Service X, emphasize HUMAN and CONFIDENT.

Our flexibility. **Your agility.**

**Epic confidence** in every decision.

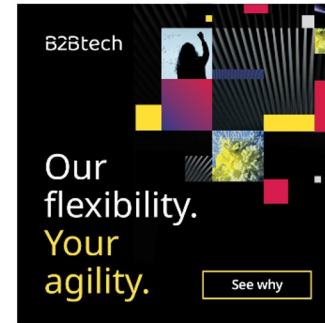
Engineering **future-proof.**

Lorem ipsum. **Achieve bigger.**

Our flexibility. **Lorem ipsum.**

While some clients can use their existing brand guidelines (verbal and visual), in many instances a **campaign specific creative platform** (brand-compliant, of course) is requested.

## Visual identity guides



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B2Btech

B2Btech

Aa Aa Aa  
Noto Sans Light Noto Sans Regular Noto Sans SemiBold

H1 Solve  
faster.

H2 Markets continue  
to move fast.

H3 Learn more here.

H4 We need to not just match the pace.

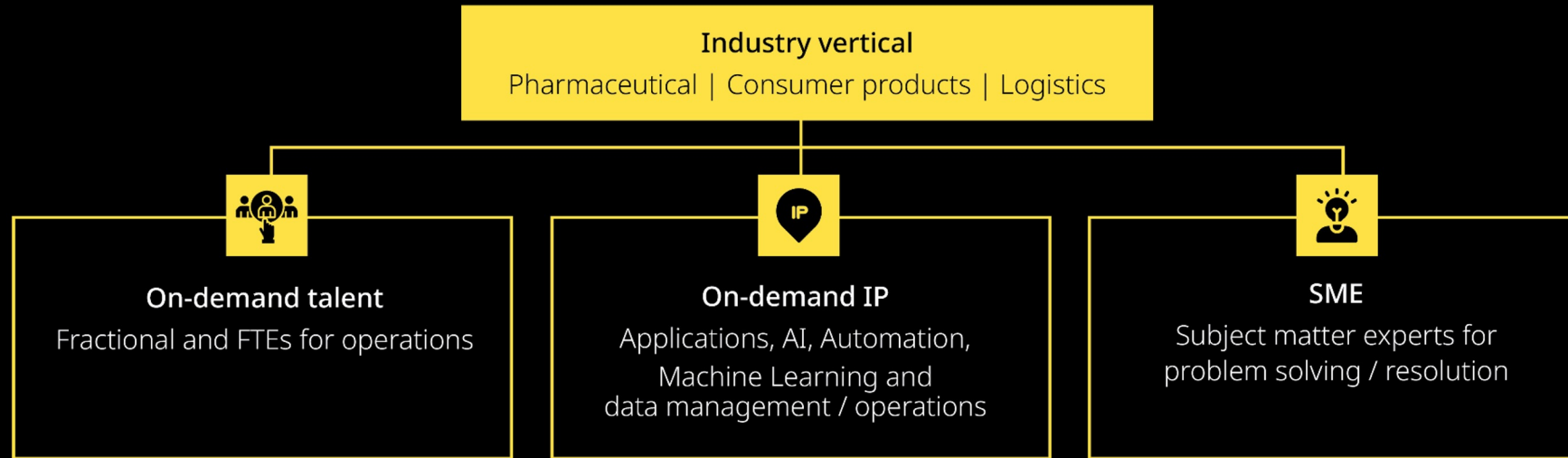
H4 We need to get ahead of it. B2BtechCo  
is launching Service X – one of our most  
innovative and critical service offerings.



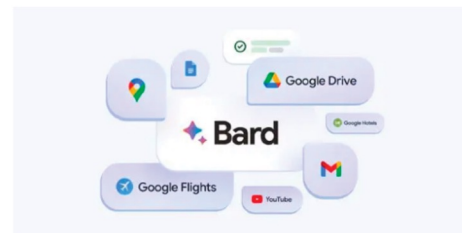
While some clients can use their existing brand guidelines (verbal and visual), in many instances a **campaign-specific creative platform** (brand-compliant, of course) is requested.

## Service X overview

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## Ecosystem partners



We do not recommend that GtM OS playbooks become sales slideware. So only evergreen (in campaign lifetimes, that is) content should be included. Usually this is a **high level product / service overview**.



## Resources

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## Tool Kit

External web | [www.abcservices.com](http://www.abcservices.com)

Intranet | [intranet.com/abcservices](http://intranet.com/abcservices)

Download sales video

Download customer infographic

Download interactive sales sheet

Download pitch deck

Watch sales training webinar

And we like to make sure human and other assets are on tap to help make the most of the OS.

# Getting the job done.

**We tend to follow a three step process: Audit, Articulation and Activation.**

**1**

## **AUDIT**

We conduct buyer research, market research and competitive analysis to understand your offering, what makes it special and how best to tell your story in the context of your business and go-to-market ambitions. Approaches are SME, customer and influencer interviews, online working sessions, desk research and co-creation of creative strategy to select the best approach to pursue from 3-5 possible options. This is accelerated by our AI Assistant, Market Maven™.

**2**

## **ARTICULATION**

The Audit stage yields insights into how to position your offering and making it salient, creating associations and connecting your brand to your sales funnel. We then build out your operating system playbook, which can incorporate market, pricing and customer data on one side and extend into creative expression, messaging and visual articulation – across content, marketing communications, sales enablement and more on the other side. We make sure we pressure test, assess confidence levels and gaps, and make sure we put forward different ways to talk about it internally and in market.

**3**

## **ACTIVATION**

We not only create the OS as a playbook, but we typically deliver a few “hero” deliverables to help land it – such as infographics, interactive sales sheets, walkaround sales decks, landing pages or other critical assets. Importantly, we create internal launch and engagement sessions that help translate the GtM OS into real-life sales scenarios for your leaders, sales executives, marketers and delivery teams / partners.

For the most part, GtM OS development can be completed inside 90 days and can cover one product / service area for \$30,000 - \$60,000 depending in complexity and assets included in the program.

Thank you.

