Key Elements of A Successful Go-To-Market Strategy and
Early Thinking About BI in the Middle Market

Susan Harman

What Success Looks Like – The Outcomes

Stakeholder Goal Alignment; Measurable and Observable Outcomes

1. Buyers are purchasing, they are delighted with their experience, they getting the outcomes and value they expect, and they are telling others

2. Sales people and channel partners are exceeding their goals

3. The business is achieving operational and strategic goals

Solve market needs so well that customers will pay, we have a durable competitive advantage, we have a business model to support exponential growth, and we have a repeatable sales process

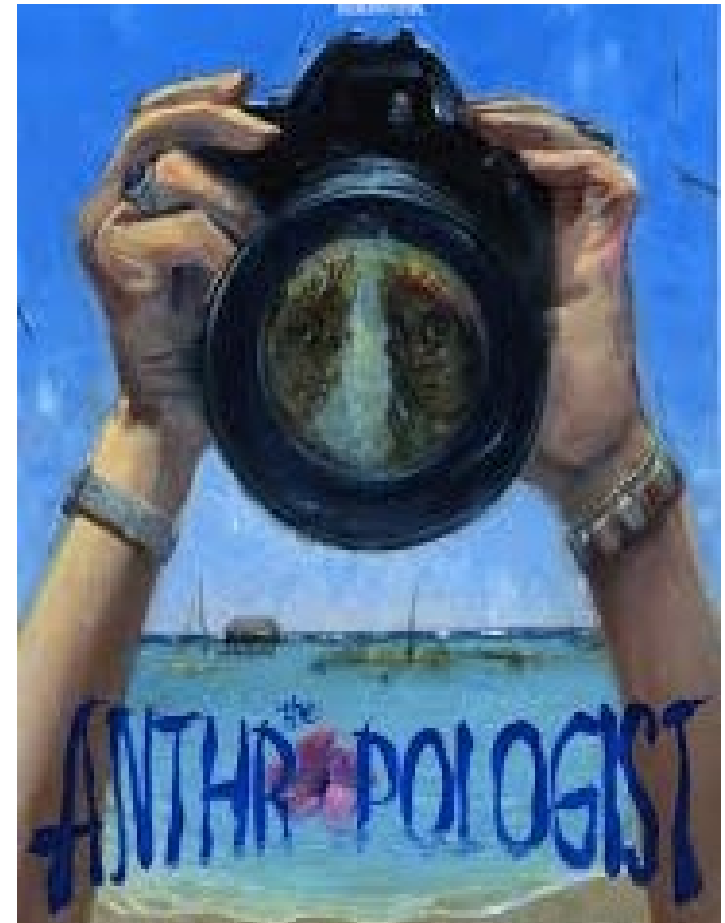# Success Comes From A Focus On

1. Customers

- Who they are, what jobs they have, and where they are
- What problems they have; how do they solve them today; what are the outcomes and value they would need from an alternative
- How they buy (discover, explore, buy, use, ask, engage) and how would we 'wow' them throughout the life-cycle

2. Company

- How we are aligned to mission, vision and goals
- What are our competitive assets & unique value proposition; how will we leverage for success and a durable competitive advantage
- What are our cross-functional measureable outcomes; how are we aligned, ready and enabled to achieve them

3. Competition

- Who they are, how they are performing in the market
- Who are their customers and the benefit they provide them
- How we can differentiate and provide a much better solution, value proposition and experience to the customer

Through the lens of a customer . . .in their language

- An anthropologist

- An entrepreneur

Success Comes From A Market-Driven GTM Strategy

1. Leverages a proven market driven **framework & process**
2. Is measureable and outcome focused
3. Aligns to all stakeholder goals

Modified Pragmatic Marketing Framework™

STRATEGY

EXECUTION

Deep Market and Customer Learning – Be an Anthropologist & Scrappy		Business	Marketing & Sales (strategy and planning)		Sales Readiness	Channel Support
• **Target Audience & Market Segments** • **Unmet & met needs and buying motivations/expected value** • **Market Trends & Opportunity**		Business Model (Pricing) Business case and plan (budget, risks, challenges, metrics)	• **Buyer & User Personas** • **E2E Customer Life Cycle Journey**	Lead Gen, Customer Acquisition & Retention Programs	Sales /Channel Alignment	Presentation & Demos
Competitive & Technology Landscape	Solution & Impact		Marketecture, Positioning & Messaging	Partner and Channel Programs	Repeatable Process Sales Tools	Special Calls
Distinctive Competence & Assets	Channel & Ecosystem	**Innovation**	Overall Strategy & Tactics & Risks	Thought Leadership & References	Training	Channel & Event Support

A Successful GTM Addresses

1. **Business Goals:** the **quantifiable and growth focused outcomes**; the operational and strategic goals for growth in revenue/market share, customer awareness, acquisition, retention (by customer type and channel)

2. **Market Overview**
   - Market segments and size (horizontal, by job, by size, vertical, geography)
   - The problems to be solved and the opportunity in the market
   - The competitive and technology landscape

3. **The Customer Profile**
   - Personas (buyer, user, who's involved in purchase)
   - The E2E customer journey/life cycle
   - Solutions proposed and why the customer will buy from us

4. **Messaging Strategy:** aligned to personas

5. **Marketing Tactics & Assets:** aligned to one goal

6. **Cross-Functional Enablement & Alignment**
   - Sales & Channel (direct, partner, resellers, influencers, etc.)
   - Repeatable Sales Process Elements

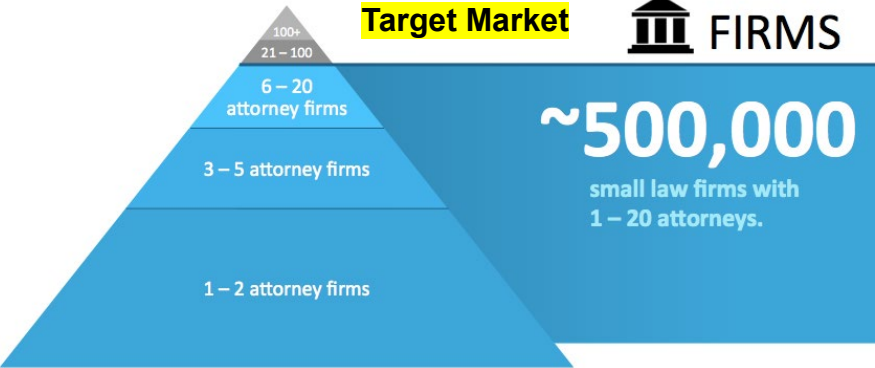7. **Budget, Performance Metrics, Challenges & Risks**

A Market-Driven GTM Must Address

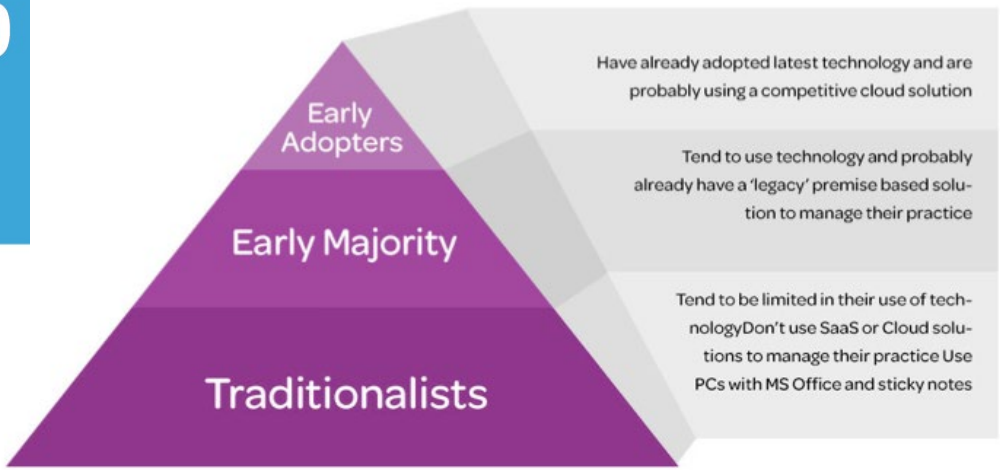**Target market, Segments, Persona and the Customer Problem to be Solved**

Target Market

🏛 FIRMS

~500,000 small law firms with 1 – 20 attorneys.

- 100+
- 21 – 100
- 6 – 20 attorney firms
- 3 – 5 attorney firms
- 1 – 2 attorney firms

Segment

- Early Adopters — Have already adopted latest technology and are probably using a competitive cloud solution
- Early Majority — Tend to use technology and probably already have a 'legacy' premise based solution to manage their practice
- Traditionalists — Tend to be limited in their use of technology Don't use SaaS or Cloud solutions to manage their practice Use PCs with MS Office and sticky notes

Persona

Introducing Nancy "traditionalist"

"There is so much to keep track of...it is so easy to get lost. I just need something that will keep my head on straight that's not too expensive."

Goal:
- Focus on the practice of law, not administrative tasks

Problem

Example: Output of a Market-Driven GTM Strategy

Which ad is the output of a market-driven GTM strategy?

A   or   B

Middle-Market & BI – Early Thinking

The Middle-Market: Big, Important, Undiscovered

Columbus and the New World
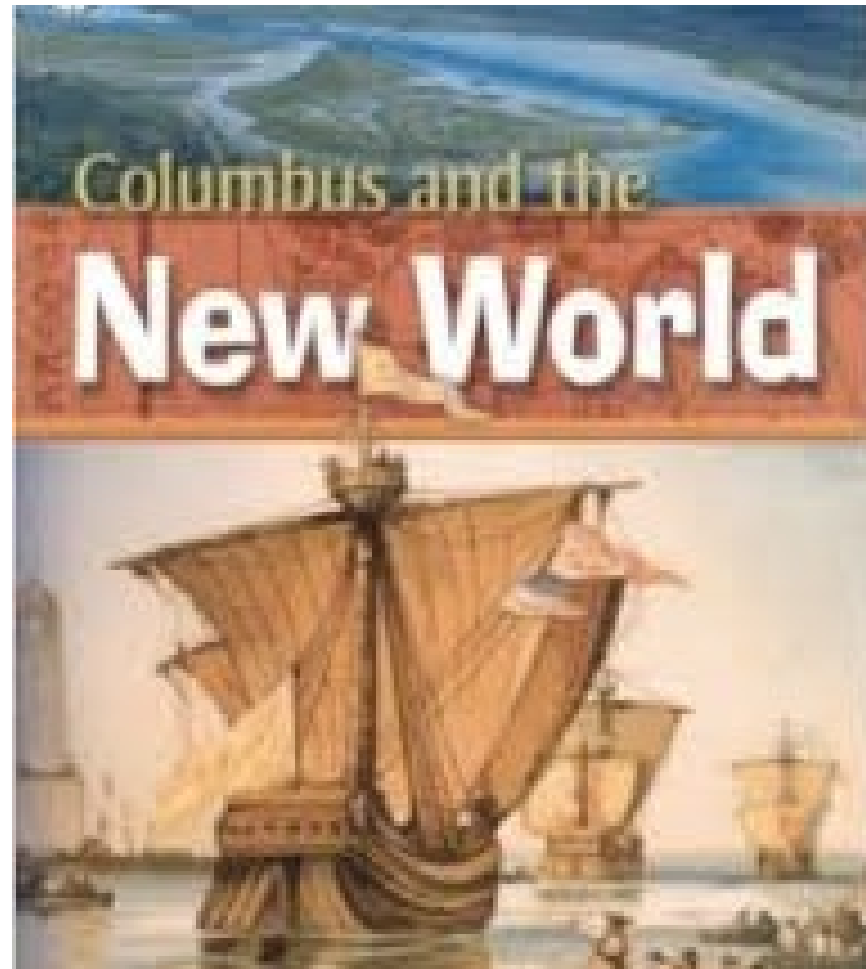
- Revenue count falls somewhere between main street SB companies (below $5 million) and large multinational corporations (over $1 billion)

Low Middle Market	Mid Middle Market	High Middle Market
Revenue $5/25 - $50 million	Revenue $50 - $500 million	Revenue 500 - $1 billion
Challenge - Each 'segment' has different buyer group and different processes		
Companies are in broad range of industries		

- >125,000 mid-market businesses

- Employs >30 million people with nearly all net U.S. job growth since 1980; combined annual revenue of $6 trillion in 2105

*U.S. Census Data

Middle-Market: Economic Outlook & Growth

CIT Voice of the Middle Market Study*

- High confidence in the future of their companies, see an increase in business demand, expect to enter other regions in U.S. and expect to increase their workforce

- Judge the state of the economy based on personal experience and observation rather than economic indicators

71% believe their company is strong and 57% say their company is doing better than last year.

30% expect to use financing to help U.S. expansion.

76% expect to increase their range of products and services in the next 12 months.

59% say the best way to judge the U.S. economy is to observe the economic stability of their community, friends and co-workers.

2014 2015 **60%** experienced workforce growth over the last 12 months.

80% have seen an increase in their IT budgets over the last three years.

*2015 CIT survey of 406 middle market executives in companies with revenue $25 million - $1 billion; Workforce>100 employees; 38% >500

Middle-Market: View of Technology

- Valued; Key to Growth; Central to driving strategy; Analytics provide competitive advantage

- 64% of executives expect to increase their IT budgets in 2016 and 2017; Highest priority for 41% of CFOs

79% of influencers said that technology was high priority or paramount to their organizations

38% support function to business

62% central to driving strategy

55% Technology helps differentiate us from our competitors

51% Data analytics helps differentiate us from our competitors

*2015 CIT survey of 406 middle market executives in companies with revenue $25 million - $1 billion; Workforce>100 employees; 38% >500

Middle-Market: Highest Areas of Tech Impact

- High impact of data analytics
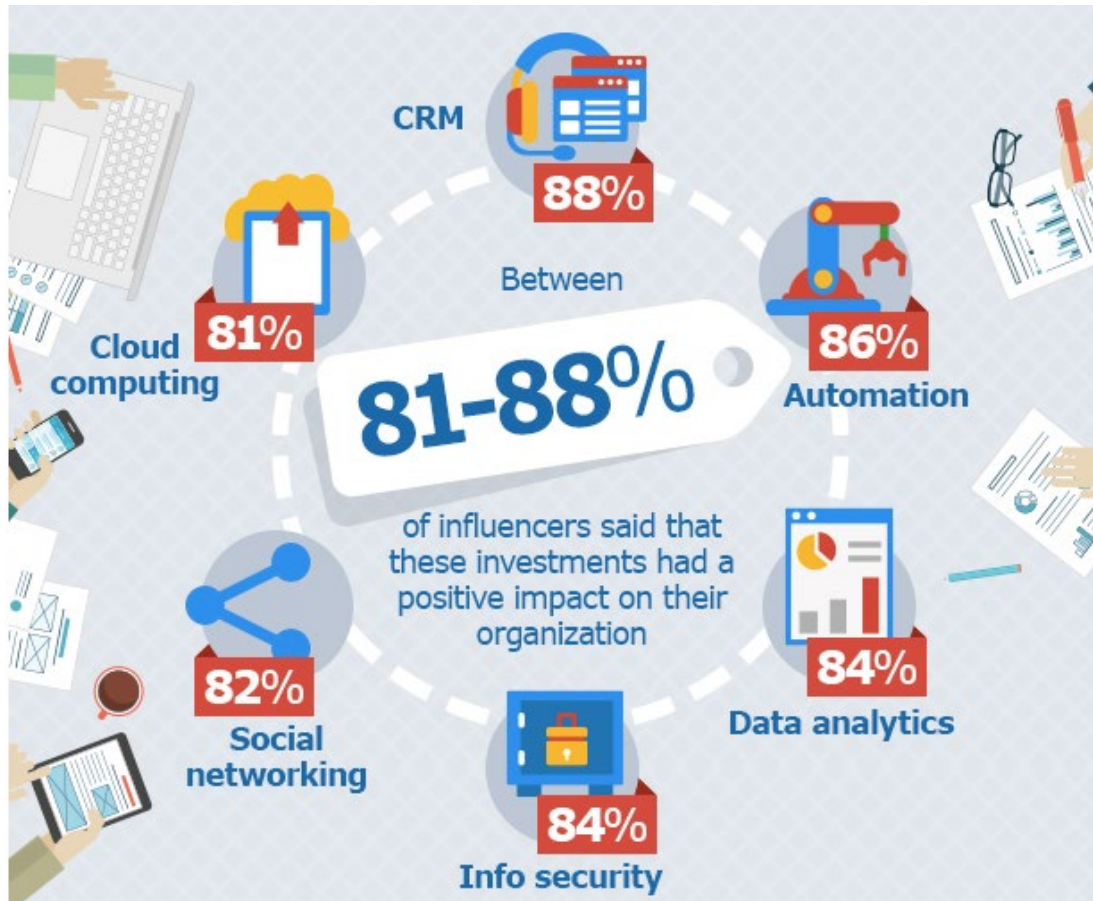
*2015 CIT survey of 406 middle market executives in companies with revenue $25 million - $1 billion; Workforce>100 employees; 38% >500

Middle-Market: Challenges and Concerns

- Data security fastest growing and the top concern

Areas of Concern:

84%	Data security
76%	Continued economic uncertainty
74%	Costs associated with the ACA
73%	Regulations

- Ignored by government and people in general not aware of issues facing middle-market

    - 91% - Washington policy ignores the needs of the middle-market
    - 90% - Congress pays too much attention to F500; not enough to middle-market
    - 8% - Most people unaware of issues facing middle-market; how they are being squeezed

*2015 CIT survey of 406 middle market executives in companies with revenue $25 million - $1 billion; Workforce>100 employees; 38% >500

Middle-Market: Analytics in Key Industries

financial services/insurance - healthcare - wholesale/retail - chemicals/energy/utilities - Entertainment - gaming - restaurant - real estate - transportation - technology

The so-called trend in 'big data' is the retailers' secret weapon.

Successful retailers are using analytics to understand the needs of the individual consumer in an effort to maximize the customer experience.

The characteristics that a retail CEO will need for success in 2020 will be very different than those that were needed in 2000. In addition to merchandising skills, CEOs and other senior retail executives will have to be versed in analytics, technology and engineering. Retailers should be planning for this shift by adapting their recruiting and talent development programs today.

Many American companies are on the cutting edge when it comes to **data-driven supply chain solutions. From making use of predictive analytics to leveraging internal operations data**, American manufacturers are streamlining their operations to stay competitive in the global marketplace.

CIT Middle-Market

The Middle-Market: Need for Analytics / BI

We Know they need:

✓ insight for faster, better informed, real-time decisions and outcomes

✓ to ease the data management burden

We Believe they need:

- Platforms that can be easily implemented and maintained – cloud, hosted, hybrid

- To consume via mobile, collaboration and social integration
- Ease of use and accessibility.
  - For business users (not requiring deep IT or data science skills) and analysts to find insights and relevant patterns quickly
  - By IT to quickly build analytics content to meet business requirements to deliver more timely business benefits.

- A low point of entry

- Scalability

- Be talked to in their vertical or job specific lingo

The Middle-Market: Are The Needs Like Big Business?

Do they need the same types of information?

- Standard reports: *What happened? When did it happen?*
- Ad hoc reports: *How many, how often, where?*
- Query drill down: *Where exactly is the problem? How do I find the answers?*
- Alerts: *When should I react? What actions are needed now?*

- Statistical: *Why is this happening? What opportunities am I missing?*
- Forecasting: *What if these trends continue? How much is needed? When will it be needed?*
- Predictive modeling: *What will happen next? How will it affect my business?*
- Optimization: *How do we do things better? What is the best decision for a complex problem?*

Are they expecting the same benefits?

- Increased revenue and customer satisfaction
- Better, faster decisions – expanded types of analysis; insights available to more people
- Monetize data – transform analytics from a cost center to a profit center – to improve customer relationships, create new business models and generate new sources of revenue
- Link KPIs to corporate objectives
- Reduced IT and LOB headcount
- Reduced external IT costs
- Reduced other non-IT costs

The Middle-Market: Are The Needs Like Big Business?

Is this valid for Middle-Market?

The market for BI and analytics platforms is one of the fastest growing software markets, driven by:
- *Data discovery*
- *Self-service*
- *Smart data*
- *Cloud BI*
- *Streaming data*
- *Multi-structured analytics*
- *Embedded BI*
- *Customer facing analytics and data monetization*
- *Collaboration and social*
- *Predictive/prescriptive*

And from what appears to be a buying shift from the power user to line-of-business decision maker

Users place high value in ease of use, satisfaction with product features, sales experience, support, product quality, upgrade experience, user enablement, achievement of business benefits and supporting a range of analysis for all users. Those vendors with the majority of market momentum are focused on making it easier and simpler for more users to author content and explore and discover patterns of data wherever they are.

 - Gartner Magic Quadrant, Feb. 2015

The Middle-Market: Need for Vertical Focus?

Do they need a vertical focus?

Vertical industry specific solution accelerators (templates, models, processes)

- *Base solution the same for all industries; the accelerator includes off the shelf industry content and common industry metrics or KPIs to jumpstart model and dashboard development, reduce implementation costs and risks.*

- *During sales and demos they want something that looks like it was built for them with industry specific data models, analytical models and dashboards that present common industry metrics. This helps them visualize the users of the tool and provides them with some industry best practices.*

  - Gartner Magic Quadrant, Feb. 2015

Tableau

Middle-Market: Competitors Taking a Vertical Focus

Qlik

Healthcare

Improve patient outcomes. Increase operational efficiency and profitability.

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Financial Services

Manage risk. Reduce costs. Strengthen customer relationships. Create profitable growth.

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Retail

Maximize resources and profit. Analyze customers, products, and transactions by channel.

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Manufacturing

Operate leaner. Make smarter decisions. Create operational and supply-chain efficiencies.

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High Tech

Deliver agile operations. Improve profitability. Collaborate closer to support innovation.

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Public Sector

Make the most cost-effective decisions in the most efficient manner.

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Energy & Utilities

Create new efficiencies. Improve forecasting accuracy. Track leading indicators. Increase sales. Reduce costs.

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Communications

Refine strategies. Adapt to changing markets. Centralize processes. Increase customer loyalty.

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Life Sciences

Adapt quickly to a business environment undergoing continuous, fundamental reinvention.

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Consumer Products

Analyze trends to capture market share and consumer loyalty.

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Job Functions

Finance

Optimize budgets. Manage risks. Control costs.

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VIEW DEMO >>

IT

Improve governance. Increase visibility. Optimize performance.

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VIEW DEMO >>

Human resources

Make employee management more efficient. Manage benefits. Decrease turnover.

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Marketing

Fine-tune campaigns. Improve targeting. Increase brand awareness.

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VIEW DEMO >>

Sales
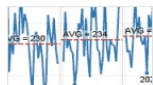
Improve forecasting. Increase revenue. Monitor performance.

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Supply Chain

Improve planning. Increase performance. Monitor risk.

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