Coro GTM Framework & Planning

Framework For Going To Market

Agenda

✓ Business Terminology Alignment

✓ What a GTM Framework is and Its Benefits

✓ What We've Done Until Now

✓ Next Steps and Recommendations

GTM Concepts

Engineering vs Marketing Releases

Orchestration, streamlining and agility

Customers and partners

Product Launch

CORO

Non-Product Launch

GTM Strategy, Framework & Plan

RACI, orchestration and ownership

Internal & External Comms

Iterate & learn, hone in on the best product-market fit, maximize market penetration, enhance competitive advantage, and grow revenue via deep market understanding, competitive differentiation, alignment with market needs, definition of targeted segments and overall **team readiness**.

Scope

Communications that should be managed by this framework

Any release, announcement, launch or other kinds of communications targeted to existing customers, partners and prospects as well as the broader target markets, analysts, investors, etc.

Definition of scope:

Any kind of business change, development or decision that must be handled by 2 or more disciplines and must ultimately be communicated externally to the company.

For example:

- New or improved services or product
- Price changes
- Deprecation/EOL
- Emergency GTM
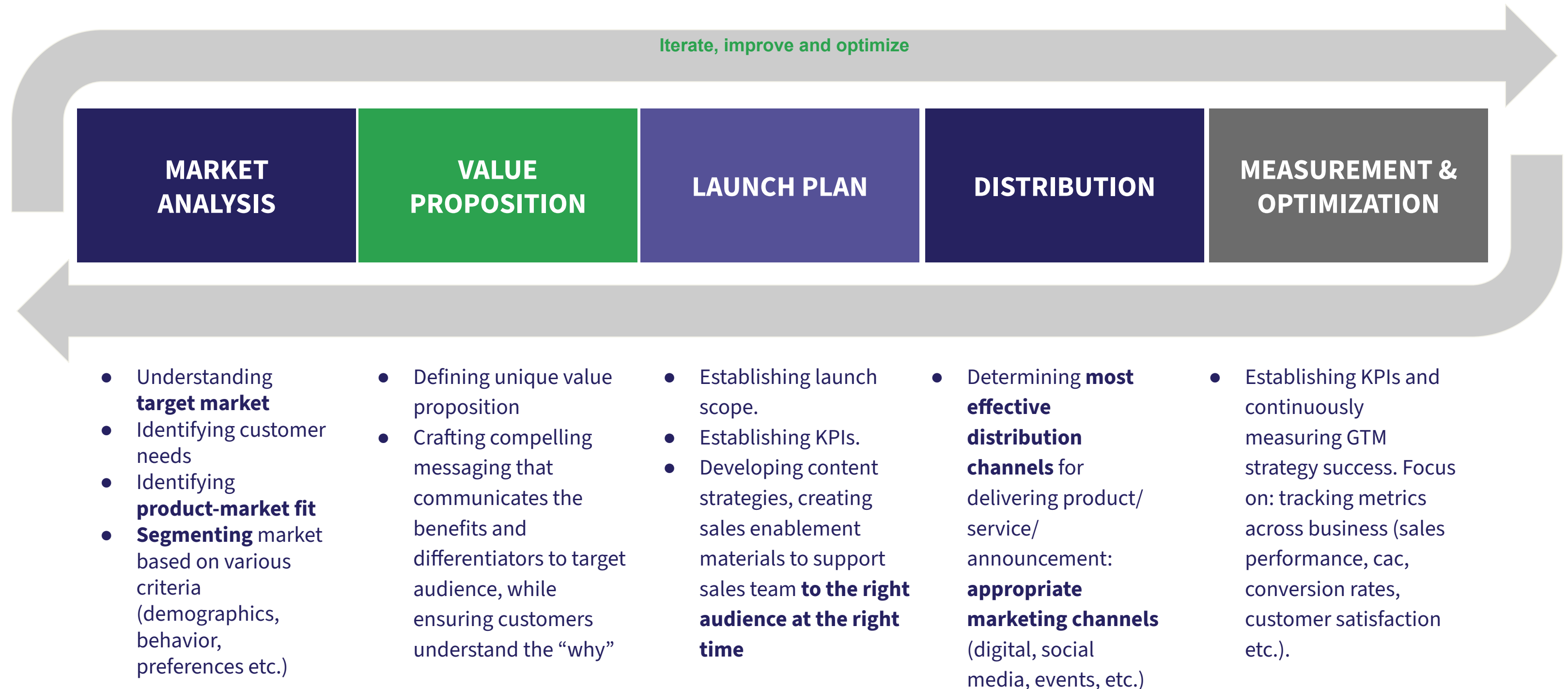- Market scope

No Alignment=> Risks

- Failed product launch
- Inability to reach KPIs
- Misalignment across departments
- Employee disillusionment and turnover
- Customer churn
- Partner disillusionment, frustration and inability to reach target sales
- Lost opportunities
- Failure to reach brand recognition

Studies show that up to 90% of businesses fail at GTM execution without a framework in place.

Pillars of a GTM framework

Core pillars of a successful strategy and its execution

Iterate, improve and optimize

MARKET ANALYSIS	VALUE PROPOSITION	LAUNCH PLAN	DISTRIBUTION	MEASUREMENT & OPTIMIZATION

MARKET ANALYSIS
- Understanding **target market**
- Identifying customer needs
- Identifying **product-market fit**
- **Segmenting** market based on various criteria (demographics, behavior, preferences etc.)

VALUE PROPOSITION
- Defining unique value proposition
- Crafting compelling messaging that communicates the benefits and differentiators to target audience, while ensuring customers understand the "why"

LAUNCH PLAN
- Establishing launch scope.
- Establishing KPIs.
- Developing content strategies, creating sales enablement materials to support sales team **to the right audience at the right time**

DISTRIBUTION
- Determining **most effective distribution channels** for delivering product/ service/ announcement: **appropriate marketing channels** (digital, social media, events, etc.)

MEASUREMENT & OPTIMIZATION
- Establishing KPIs and continuously measuring GTM strategy success. Focus on: tracking metrics across business (sales performance, cac, conversion rates, customer satisfaction etc.).

Successful Strategy Impact

61%

Increase in CAC

30%

Increased retention

The outcome in numbers

25%

Increased **market share**

33%

Increase in obtaining **goals**

≅25%

Faster **revenue and profit growth** over 3 years

67%

Increased **closed wins**

≅100%

Coro leaders agree a **collaborative GTM strategy is critical**

208%

Increased revenue resulting from **internal alignment**

72% of businesses consider **aligning sales and marketing as critical** for GTM success

Baseline Components: a Solid Iterative GTM *Strategy*

Launching and Maintaining a Business, Product or Service

Customer/Partner & prospect feedback

ICPs

Target personas

Impact analysis

Price-Points

Differentiators

Cross-company internal readiness

Value proposition
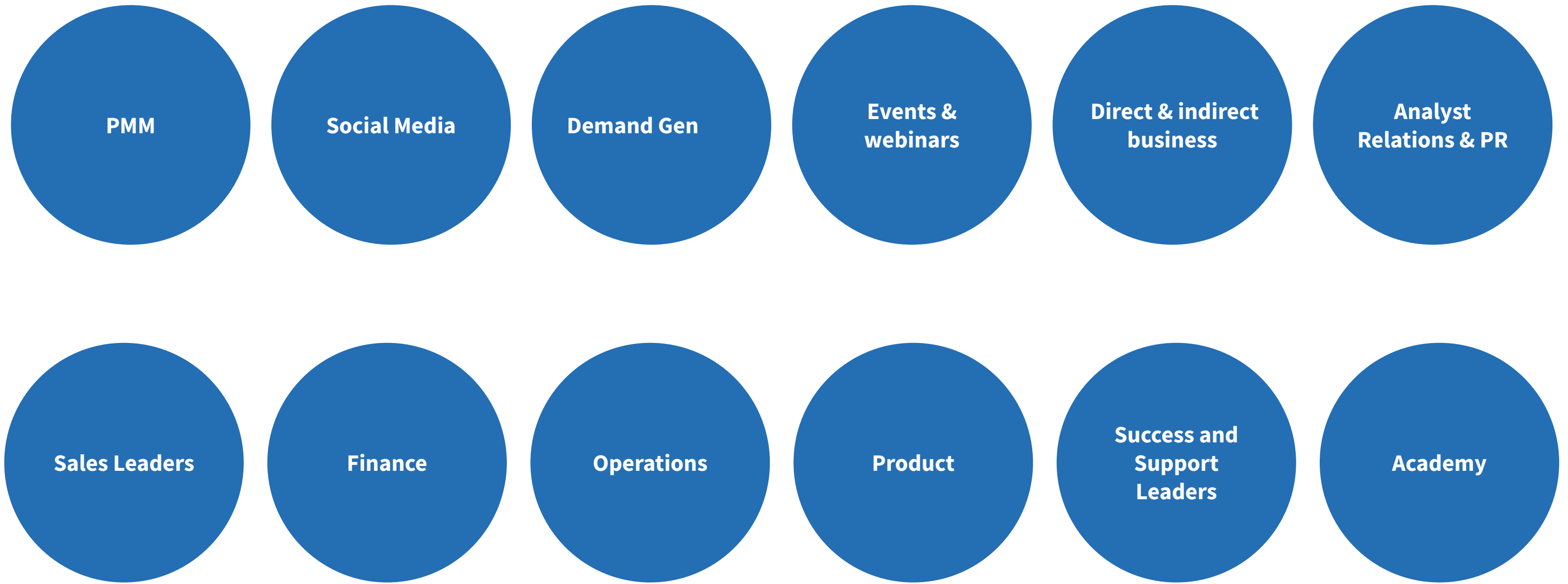
Deep market understanding

Competitive analysis

Sales strategy

Marketing Strategy

Contributing Roles

Company Stakeholders Who Need to Prepare in Advance

PMM	Social Media	Demand Gen	Events & webinars	Direct & indirect business	Analyst Relations & PR

Sales Leaders	Finance	Operations	Product	Success and Support Leaders	Academy

Short and long-term benefits

HONED PRODUCT-MARKET FIT

CUSTOMER/ PARTNER SATISFACTION, LOYALTY AND RETENTION

ACCELERATED TIME-TO-MARKET

PARTNER CONFIDENCE

OPTIMIZED SALES PROCESSES

CLEAR VALUE PROPOSITION

INFLUENCER RECOMMENDATIONS

BRAND RECOGNITION/ AWARENESS AND PRESENCE

SAVED TIME AND RESOURCES

EMPLOYEE RETENTION

IPO-READINESS

INCREASED MARKET SHARE

INTERNAL READINESS

REVENUE INCREASE

BUDGET ALIGNMENT

..the most important … are team collaboration, incorporation of market insights, … planning of upcoming launches, and growing talent

McKinsey cross-industry launch survey, 2015
How-to-make-sure-your-next-product-or-service-launch-drives-growth

The evolution of a strategy

Focus until now has been on developing relevant content and informing outbound teams

- First Outbound Product Release Process Officially Implemented in April 2023

- Has been used on all launches since then (including 3.0 from the product side)

- Single source of truth: Information centralized in Hub

- Success: Led to significant improvement to internal communication about product-focused launches

Lessons learned

- Need SME function in status updates for deeper knowledge; for example PM for product launches

- Alignment on higher level needed for better orchestration

- Kickoff should always include all contributing roles

- Timeline too short (advanced notification)

- Need additional time for issues affecting partners

- Must have collaborative go/no-go prior to launch

GTM Task Force Recommendations

AI: identify and appoint members

Release Driver

- The person who triggers the process
- This person changes depending on the type of release
- Examples:
  - Market Pivot - Dror
  - Product - Ira/Yarden

Release Owner

- Owns the GTM strategy
- Drives the GTM plan for each release together with the Release Project Manager

PMM

- Conducts impact analysis together with Release Driver
- Formulates and documents release instructions:
  - Background
  - Market and positioning
  - Messaging
  - FAQ
  - Supporting collateral

Release Project Manager

- Responsible for building every unique release tracker & tracking all related tasks.
- Always the same person every time.
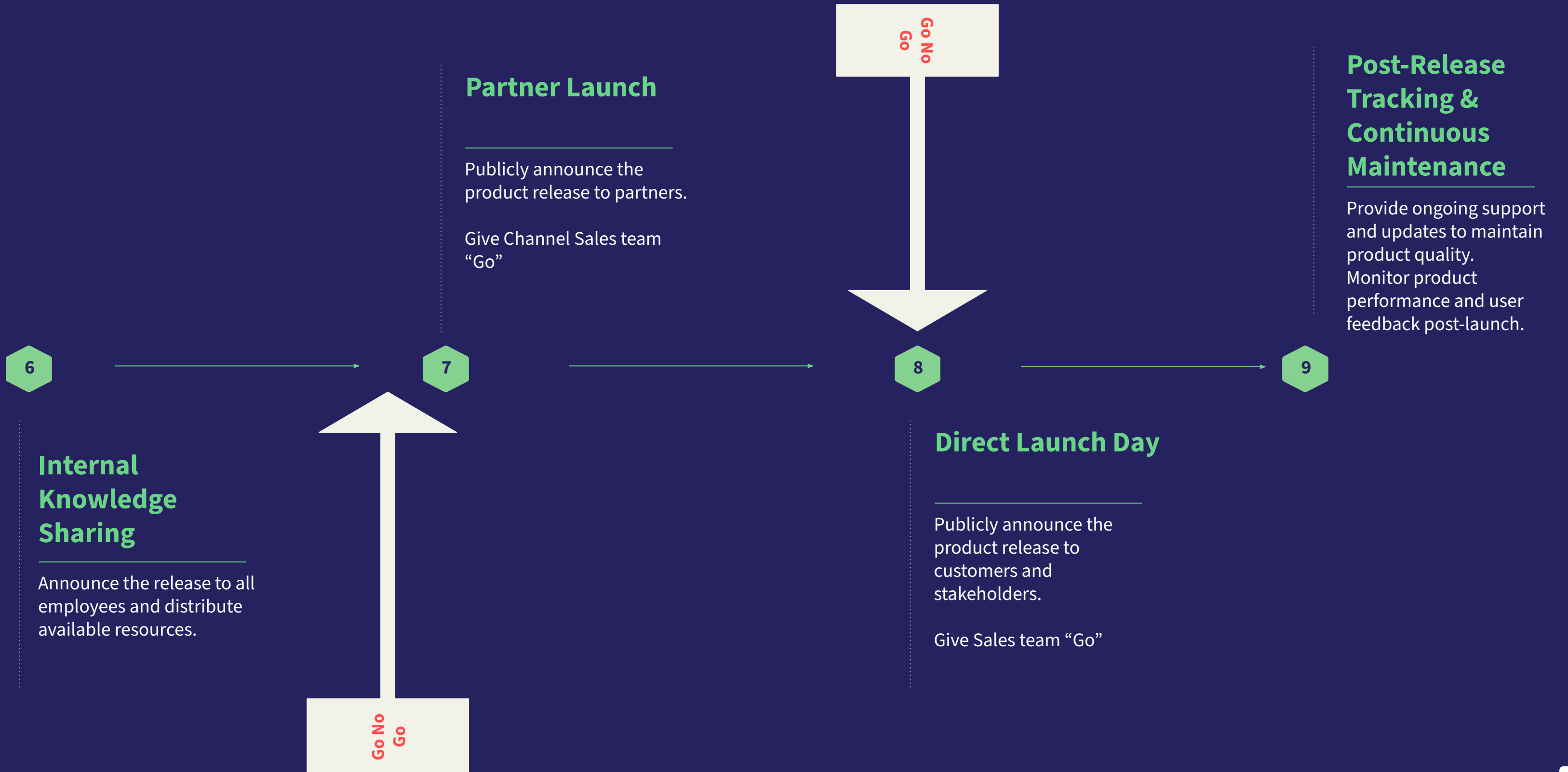
Task Force Members

- 1 representative from every function across the company
- All members attend all kickoffs
- Members not involved in release do not need to be active thereafter

Proposed Standardized Release Timeline

Development + trigger

Initiate release process. Notify Driver and PMM.

Task Force Kickoff

PMM and release project manager host kickoff with release task force

Task Execution

All identified tasks executed according to timelines

1 → 2 → 3 → 4 → 5

Release Discovery & Impact Analysis

PMM works with Driver of release on release analysis - product and/or service analysis for example

Project Orchestration

Coordinate tasks and resources to ensure a smooth release process.

Go No Go

Proposed Standardized Release Timeline

Go No Go

Partner Launch

Publicly announce the product release to partners.

Give Channel Sales team "Go"

Post-Release Tracking & Continuous Maintenance

Provide ongoing support and updates to maintain product quality. Monitor product performance and user feedback post-launch.

6 → **7** → **8** → **9**

Internal Knowledge Sharing

Announce the release to all employees and distribute available resources.

Direct Launch Day

Publicly announce the product release to customers and stakeholders.

Give Sales team "Go"

Go No Go

Recommendations and Next steps

- Document business process granularly

- Identify task force members

- Identify release owner/project manager

- Build sub-plan for emergency GTM (for example, Crowdstrike outage)

- Establish KPI/metric guidelines for different types of releases

Appendix

Alignment on all-the-things

Identify the right go-to-market plan per release

Impact analysis
- What are we releasing? Why now?
- What are the target markets and personas?
- Who are potential customers?
- Which existing customers will be interested?
- Why would they buy?
- What internal functions will need to take action in preparation for this release?

Value Prop
- What issue does this help customers with?
- Is this an MVP for that solution or is it a complete solution?
- What ROI should the customer expect?
- What other products might interest the customer simultaneously?

Marketing & advertising plan
- Where will customers look for information like this?
- What channels should we use?
- What should the message be?
- Does this release expand our personas and/or ICPs? If so, how?
- What existing collateral should be updated or trashed?
- What collateral or content should be prepared? And for which channels?

Pricing
- Will this affect sales cycle length and if so, how? (To establish partner pricing)
- What is the cost of this and/or is it included as part of an existing offer?
- Are any other prices and/or offers changing?

Documentation
- Is this an existing but updated, or entirely new, release?
- Is the product changing and if so, how?
- Where should documentation about the release be stored and shared?
- Should there be documentation for customers, partners, internally or any combination?

Training plans
- Who owns training and enablement?
- Which personas need training (internal and external)?
- What are the immediate plans and channels for training?
- What is the long term plan?

Sales plan
- What Sales channels should we target?
- Is this an MVP for that solution or is it a complete solution?
- What ROI should the customer expect?
- What other products might interest the customer simultaneously?
- Will this affect sales cycle length and if so, how?
- Has this affected pricing?
- Are there new offers related to this?
- Should we have a unique cold call/email plan?

Operations and processes
- What major systems should be updated in preparation for this release?
- Are there any processes that need to be updated?
- Are there any processes that need to be developed?

Internal communication plans
- Which teams must know about the release and why?
- Which external audiences are impacted?
- Does this release impact existing customers differently than prospects and if so, how?

Measurement
- What are the objectives of this release?
- What are the related KPIs?
- How will we measure success?

The flow

Already in place (at least partially)

1	2	3	4	5
DRIVER INFORMS RELEASE OWNER TO TRIGGER PROCESS	PMM CONDUCTS (ADDITIONAL) MARKET RESEARCH, COMPETITIVE ANALYSIS ETC.	PMM ESTABLISHES TARGET AUDIENCE/CHANNELS	PMM & DRIVER ESTABLISH VALUE PROPOSITION	PMM DOCUMENTS RECOMMENDED POSITIONING

6	7	8	9	10
PMM + DRIVER ESTABLISH RECOMMENDED KPIS	PMM & DRIVER KICK OFF: PRESENT RECOMMENDATIONS + ESTABLISH GTM PLAN	2ND TASK FORCE MEETING: CONFIRM KPIS + TIMELINE	STAKEHOLDERS PREPARE CONTENT - ACADEMY, PMM, MARKETING, ETC.	RELEASE PROGRAM MANAGER TRACKS PROGRESS

11	12	13	14	15
GO/NO GO FOR INTERNAL ANNOUNCEMENTS	INTERNAL COMPANY-WIDE ANNOUNCEMENT	GO/NO GO FOR INTERNAL ANNOUNCEMENTS	LAUNCH DAY/WEEK	POST-LAUNCH TRACKING & MEASUREMENT

Tools for GTM at Coro

GTM Plan Template	**Working document to outline the GTM Plan (for GTM owners)**	[Template] GTM Plan
Process doc	**The stages as recommended in this presentation, described in written language, with a high level overview of related tasks and responsibilities.**	https://docs.google.com/document/d/1vMag-pS4RF4sAXrPXj3F69XaJI_5V5LWKxq1UbRUtYE/edit?pli=1#heading=h.n1bh5lpcq8re
RACI Matrix	**Work-in-progress granular distribution of roles and responsibilities for all possible tasks related to any GTM.**	https://docs.google.com/spreadsheets/d/1WKkpfDP2djEVOw0JrwXYHok-FDjRK4fCwAsHsJhBi2Y/edit?gid=0#gid=0
Recommended GTM ppt	**Recommended format for rolling out conclusions from the release discovery and impact analysis stage**	https://youexec.com/presentation-templates/go-to-market-strategy
Internal Announcement Doc Template	**Draft of the internal announcement that will be published on the hub when the launch is communicated**	[Template] Announcement Doc
Template Emails	**Draft of the emails that will be sent to customers and partners at launch.**	[TEMPLATE] Customer Emails
Monday Board Template	**Template for project managing the launch.**	Monday

References & resources

References and resources used and consulted with for this presentation

Quotes & statistics derived from:

Why 90% of Businesses Fail Without a Solid Go-to-Market Strategy
https://www.linkedin.com/pulse/why-90-businesses-fail-without-solid-go-to-market-christian-st%C3%A4dtler-bwyrf/

Go-to-Market Optimization
https://www.mckinsey.com/capabilities/growth-marketing-and-sales/solutions/periscope/solutions/sales-solutions/go-to-market-optimization

Go-To-Market-Strategy - The Comprehensive Walkthrough
https://mariopeshev.com/go-to-market-strategy/

The domino effect: How sales leaders are reinventing go-to-market in the next normal
https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/the-domino-effect-how-sales-leaders-are-reinventing-go-to-market-in-the-next-normal

2023: State of Go-to-Market Strategies
https://www.gartner.com/peer-community/oneminuteinsights/2023-state-go-to-market-strategies-p3s

Sales-Marketing Alignment Increases Revenue by 208% [Infographic]
https://blog.hubspot.com/sales/sales-marketing-alignment-increases-revenue-infographic

Background research and other resources:

Craft a Customer-Driven Market Strategy With Unbiased Data
https://www.infotech.com/research/ss/craft-a-customer-driven-market-strategy-with-unbiased-data

Strategy Examples
https://xgrowth.com.au/blogs/go-to-market-strategy-examples/

Competitive Advantage Strategy
https://www.stratechi.com/competitive-advantage-strategy/

Go to market planning
https://www.slideshare.net/slideshow/go-to-market-planning/9748380#2

Build a More Effective Go-to-Market Strategy
https://www.infotech.com/research/ss/build-a-more-effective-go-to-market-strategy

What is a Go-to-Market Strategy? A Clear Guide to Creating a GTM Plan that Gets Results, with Examples
https://www.dealfront.com/blog/how-to-create-a-go-to-market-strategy/

The domino effect: How sales leaders are reinventing go-to-market in the next normal
https://www.mckinsey.com/capabilities/growth-marketing-and-sales/our-insights/the-domino-effect-how-sales-leaders-are-reinventing-go-to-market-in-the-next-normal

Thank You

Coro was built on a simple principle:
Enterprise-grade security should be accessible to
every business. We believe the more businesses we
protect, the more we protect our entire economic
outlook.

866-849-1561
support@coro.net

CORO