



TEAMSOLO

RIGHT TALENT, RIGHT WORK

Go-to-Market Playbook for IT & Professional Services

February 2020

Agenda

- 1 Introductions
- 2 Typical Go-to-Market (GTM) Challenges for Our Clients
- 3 Aligning The Buyer and Seller Journeys
- 4 Getting Started: Assess, Plan, Strategy ... Go
- 5 GTM Basics: **WHAT, WHY, and HOW**
- 6 Case Studies & Credentials
- 7 Next Steps



Typical Challenges for Our Clients

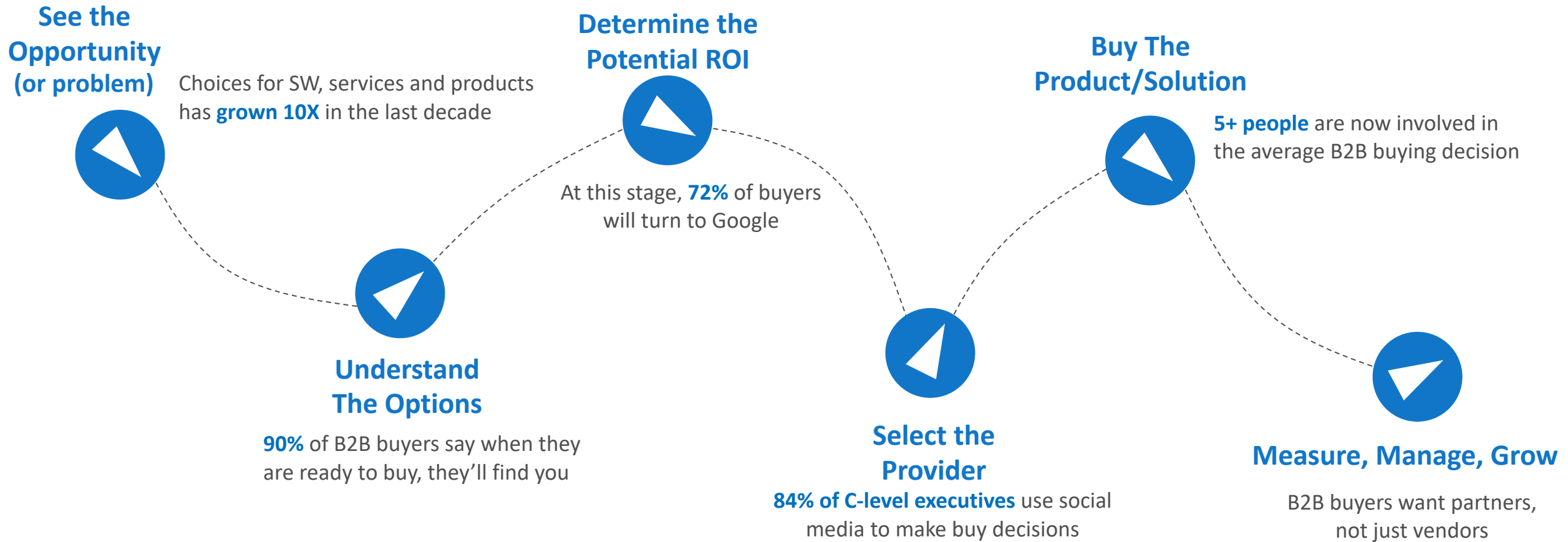
Aspiring market leaders often need to...



- Develop a strategy and positioning for entry and growth in new markets
- Differentiate and compete more effectively in response to specific market trends
- Build and manage sustainable GTM programs to drive market awareness and leads
- Grow sales and market share, whether it's a new or an established business
- Create new offerings, brands (and markets) for newly formed or changing businesses
- Become an employer of choice to attract and grow new talent
- Capitalize!



The Buyer's Journey



The Seller's Journey

Value Prop: "So What?"

Buyers must know **WHY** before they care about 'what' or 'how'

Find The Buyer

5+ people are now involved in the average B2B buying decision

Engage The Buyer

90% of buyers never respond to cold outreach

Sell The Buyer

Buyers depend on content **5 X more** than 5 years ago

Transition & Execute

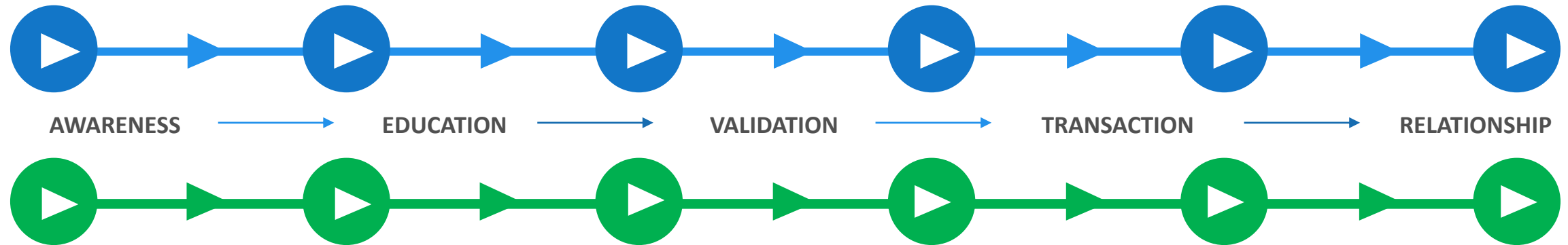
Technology is turning everything into something **"as a service"**

Serve the Buyer Ongoing

It can be **half the cost** and **double the margin** to expand existing accounts



Aligning The Buyer-Seller Journey / What We Do !



WHY

- ☐ Mission
- ☐ Offering
- ☐ Value Prop
- ☐ Positioning
- ☐ Brand
- ☐ GTM Strategy

WHAT

- | | |
|---|---|
| <input type="checkbox"/> Offering Development | <input type="checkbox"/> Presentations |
| <input type="checkbox"/> Messaging | <input type="checkbox"/> Key Collateral |
| <input type="checkbox"/> Training | <input type="checkbox"/> Content/Papers |
| <input type="checkbox"/> Website | <input type="checkbox"/> Video |
| <input type="checkbox"/> FAQs | <input type="checkbox"/> Case Studies |
| <input type="checkbox"/> Research | <input type="checkbox"/> Infographics |
| <input type="checkbox"/> Demos/Tools | |

WHO

- | | |
|--|---------------------------------------|
| <input type="checkbox"/> Target Buyers | <input type="checkbox"/> Pricing |
| <input type="checkbox"/> Buyer Personas | <input type="checkbox"/> SEO |
| <input type="checkbox"/> Channel Programs | <input type="checkbox"/> Social Media |
| <input type="checkbox"/> Customer Voice | <input type="checkbox"/> Campaigns |
| <input type="checkbox"/> Advisory Boards | <input type="checkbox"/> Events |
| <input type="checkbox"/> Competitor Profiles | <input type="checkbox"/> Webinars |
| <input type="checkbox"/> References | <input type="checkbox"/> "RaFoM" |
| | <input type="checkbox"/> 1-1 Meetings |
| | <input type="checkbox"/> Advertising |

HOW

- ☐ CRM
- ☐ Lead Tracking
- ☐ Analytics
- ☐ Scale/Automation
- ☐ ROI Analysis
- ☐ Pipeline Mgt.
- ☐ Analysts-Media



Getting Started: Assess Your Go-to-Market Readiness

1. WHY do your clients need you most... versus internal capabilities... versus competitors?
2. Have you clearly defined WHOM you sell to?...who are buyers, gatekeepers, deal killers?
3. Are customers, partners and others clear on WHAT you sell, is it compelling/ differentiated?
4. HOW and how well do you market and sell... do you understand your clients' buying journey?

Some ways to test and show all this...

- Who is the ideal client? Does everyone agree on “best” targets?
- Is your messaging consistently communicated everywhere by everyone across all relevant media?
- Are your key assets (website) helping or hurting... brand, conversion, SEO, mobility, analytics?
- Does your content effectively communicate your expertise? Are your offerings clearly presented?
- What's your social media strategy and how's it working? LinkedIn, FaceBook, Twitter, paid search, sponsored ads
- Do you have an effective marketing technology stack that's both effective and affordable?



SUCCESS ZONE

Buyer Status/Needs

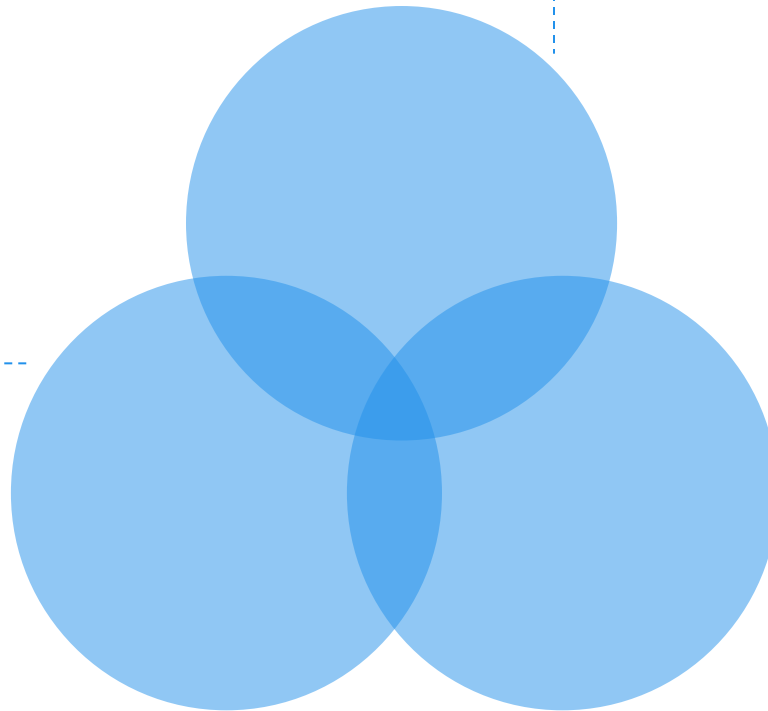
- Innovation /Digital mandates
- Growth
- Profitability
- Compliance
- Talent
- Differentiation
- Hygiene

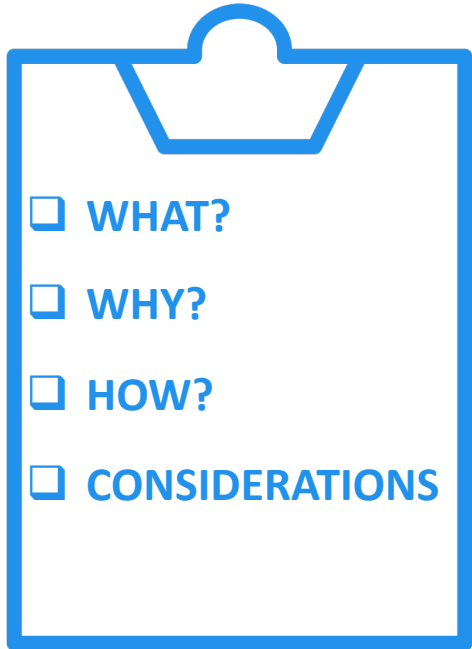
Provider Strengths

- Solutions Scope - People, Process, IT
- Focus on business outcomes
- Marquee accounts
- IP / algorithms / certifications
- Vertical market expertise

Competitor Weakness

- Lack of innovation
- Operations expertise
- Domain or niche expertise
- Piecemeal solutions
- Track record





The Basics for Marketing

- Positioning & Messaging
- Website
- Thought Leadership & Content Marketing
- Key Collateral
- Social Media
- Online Forums & Webinars
- Market Interaction: One To Many
- Market Interactions: One To One/Few
- Other...





POSITIONING:

The Platform for Your Story & Appeal

- ❑ WHY do you exist?
- ❑ WHO should care?
- ❑ WHAT's in it for the buyer - both direct and indirect value?

WHAT

- This the core story, value proposition, and key messages (usually 3-5) that define your place in the market for your buyers. Key elements include brand, elevator pitch, tagline...which will flow across both internal and external forms of communication

HOW

- This is the answer to “why?” you matter to buyers, and a question they must answer for themselves before they care to hear about “what” or “how”.

WHY

- Customer Voice-driven (research required!)
- Dedicated effort that includes internal and external inputs
- May include one or more of visual brand refresh, message training, website adjustments, new/adjusted company collateral

ASK...

- Is everyone inside your organization clear and aligned on “why”?
- Could you explain what you do and why at a cocktail party in 30 seconds AND make it exciting?
- What is the proper triangulation of your organization's strengths, buyer needs, and competitive white space --- that's your target market, and your positioning should show that.





- ❑ WHAT is the best user experience?
- ❑ is it mobile friendly (it should START there)?
- ❑ is the site built for content marketing ... platform?

WEBSITE

Your Digital Storefront

WHAT

- Leverage your website as your primary piece of marketing real estate for more marketing push and pull of information and messaging. Websites today can be less cluttered but are also more dynamic and interactive

WHY

- This is the online CV and credibility “check box” for most buyers... 80% of buyers check out a business’ website to evaluate them as a potential partner and 30% of buyers eliminate prospective providers due to a poor website

HOW

- SEO and meta-tags based on user site visits...bolstered by analytics
- Portal(s), gated content for presentations/meetings, member forums
- New content: snap polls, blogs, research as a form of marketing

ASK...

- Confirm website role: awareness, education, engagement
- Whose engagement and feedback do we want most on the site?
- Will/should your website be split between “marketing” and “operations” (customer portal)?





THOUGHT LEADERSHIP

Content Marketing

WHAT

- Custom content from one or more internal SMEs that matters to one or more stakeholder groups. Multiple forms: LinkedIn post, blog, by-line articles, newsletters, etc.

WHY

- Stakeholders are hungry for information and thought leadership that is not purely marketing but rather a way to educate, gain trust and build relationships.

HOW

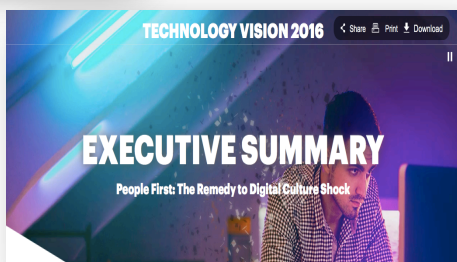
- By-lines, executive PoVs, eBooks, white papers, LinkedIn, infographics
- Leverage for 3rd party affirmation of your views
- Brand knock-on effect to justify pricing/value

ASK...

- What are the right topics for your buyers...what do they care about?
- What are the right media outlets in each industry, geography or other demographic?
- Will internal individuals' make quality efforts over LinkedIn and other media?



Crowdsourcing for Apps Testing



Accenture TechVision Report





KEY COLLATERAL

Core Marketing Products for Prospects

- WHAT**
- Beyond your website and specific thought leadership pieces, what other key collateral would serve well - company overview deck or one-pager, fact sheets, etc. Get attractive and easy to use formats that highlight specific seller needs where you can differentiate.
- WHY**
- Provides “on-message” consistency of information around customer needs and how you address them, while allowing for targeted and bespoke content for a specific audience, on specific topics.
- HOW**
- Puts the right content in the right place/time...multiple tacks
 - Work off a single story board to ensure that it all works together
 - Train and socialize from the inside out to maximize collateral impact
- ASK...**
- What are the best options for product or offerings sheets?
 - Who will use these, when and how?
 - How does your collateral invite further engagement and work with other marketing assets (website)?

- ☐ Overview decks
- ☐ Facts Sheets
- ☐ FAQs
- ☐ Infographics
- ☐ Diagnostic/ROI Calculators

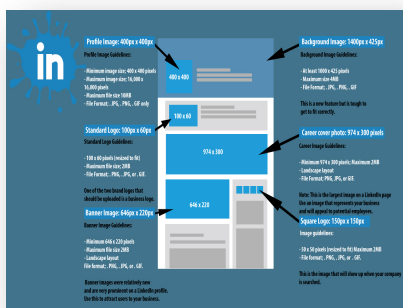




SOCIAL MEDIA

Virtual Education, Networking & Engagement

- ❑ LINKEDIN
- ❑ 57% of all LinkedIn traffic is mobile
- ❑ 50% of B2B buyers use LI for purchase decisions
- ❑ Over 1M people use LinkedIn to push 130,000 posts each week



WHAT • This is primarily LinkedIn for B2B but it's also possible to investigate other channels, like Twitter, FaceBook + mgt. tools like Hootsuite, Sprout, Buffer, etc.

WHY • Platforms like LinkedIn can target messages by title, geography, industry and sub-industry. 90%+ of folks we seek are on LinkedIn – and you should be too! Very useful medium for informal connections and conversation.

HOW • Leverage your LinkedIn company page
• Update/upgrade profiles for key leaders
• Create/leverage content for “push” and track it
• Sponsored ads that are highly targeted

ASK... • What is the relative strength of “connections” among key leaders?
• Will Executive Team members will step up here?
• If you had to pick a SINGLE ad campaign, what would it be? This can be a very easy, low-cost and low-risk to experiment?



WEBINARS

Online Forums for Education & Influence

WHAT

- Live and recorded subject matter expert conversations with your key SMEs, with customers, or other outside luminaries in your space. These should be focused on important topics or used as a “key leader” discussion forum on multiple issues.

WHY

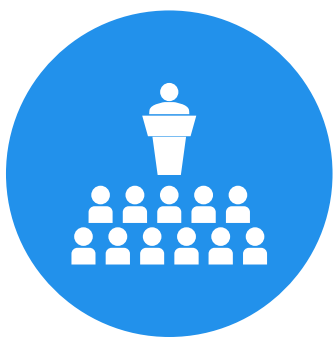
- Creates scale for intimacy at lower cost and keeps you front-and-center as thought leaders. You can also control who participates and use recorded webinars as a repository for later reference and use (can be used for training too).

HOW

- Curated live online events, < 1 hour
- Record for later use (podcast)
- Archive on website / distribution in campaigns

ASK...

- What are the logical top 3-5 topics?
- Who will be on them... who use these, when and how?
- How can we leverage clients, partner and other key market relationships?



MARKET INTERACTIONS

One-to-Many -- EVENTS

- WHAT**
- Third-party group events that bring buyers and sellers together, where you can speak, sponsor, or participate. Varies by geography, level of buyer, product type, etc. Probe analysts or other event hosts for attendee lists, references, targeted ROI.
- WHY**
- Events help to keep you in the mix, collect intel, develop relationships, and generate leads. You can piggy back them with 1-1 initiatives and other GTM efforts.
- HOW**
- Create/leverage event calendar – e.g. Gartner, Marcus Evans, HfS,
 - Explore attendee lists, speaking and sponsor opportunities
 - Use impending presence to open discussions before the event
 - Check the ratio of qualified buyers to providers at any event
- ASK...**
- Which events should be on your radar for the next 6-9 months?
 - How does our "A" target list show or not at these events?
 - Are there any outreach activities already occurring in your target markets and should you focus any efforts in this category there first?

Gartner

HfS Research

marcusevans

IRPA
INSTITUTE FOR
ROBOTIC PROCESS
AUTOMATION





MARKET INTERACTIONS

One-to-One/Few -- Targeted Meetings

WHAT

- Individual targeted meetings by seller (type), geography and sales stage. This can also take the form of bespoke small-group sessions (breakfast/lunch) in intimate venues for private talks that you can control.

WHY

- Promotes and maintains desire for high-touch contact and interaction with controlled groups and settings. Drives credibility, trust, and relationships.

HOW

- Invite only, location-based (where do clients like to go?)
- Create a hook: speaker, great venue (take a few clients to a sports event)
- Make it about process and content/CTA
- Make it a "line item" in calendars (and budgets)

ASK...

- What are the right venues given your stage of growth & resources?
- When, where and how often should you host formal events?
- Do you need outside help with 1-1 or just 1-few?

**CONTENT +
DISTRIBUTION**



**TARGETED MARKET
INTERACTIONS**

*... leads to the right
engagement with the
right people at the right
time and place.*

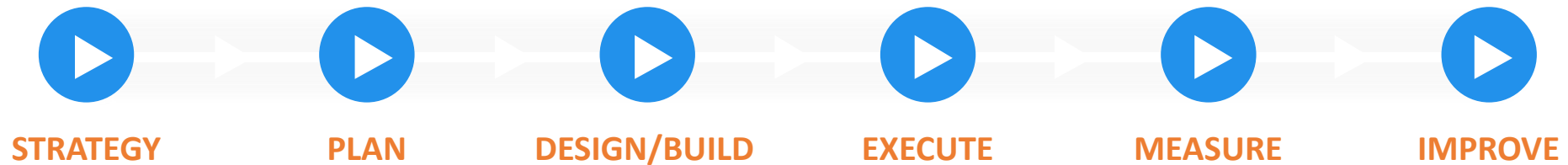


How It All Works Together



How We Help

We bring discipline, structure and expertise to help accelerate marketing and sales for increased market awareness, higher sales, and more profitable growth



Plan

- Define goals
- Create strategy
- Plan operations

Prepare

- Optimize resources
- Source talent
- Initiate development

Grow

- Execute the plan
- Invest in the process
- Enable marketing/sales

Transition

- Ongoing Managed Service
- Hire full-time team
- Periodic Health Checks

Better Performance

- More prospects, fewer “suspects”
- Stronger funnel/better pipeline
- Higher ROI on outreach
- Sales team outperforming quotas

Better Outcomes

- Increased sales / recruiting
- Lower sales costs
- Higher Valuations
- Better exit options / more transaction “ready”



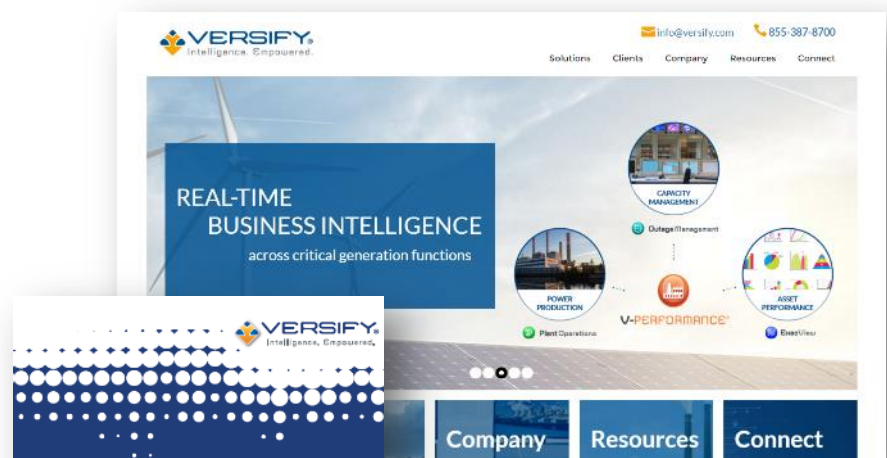
Versify – Integrated Analytics for Power Producers

SaaS Platform for Next Generation Electricity Generators

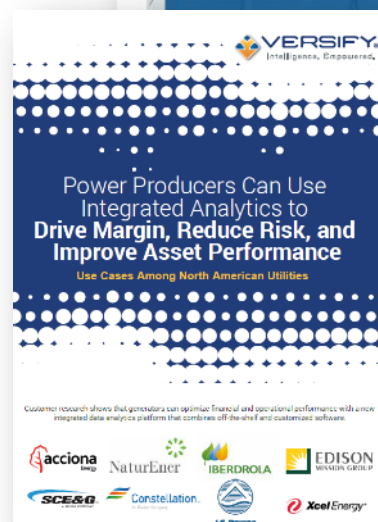


Highlights

- Challenged selling new solutions to conservative buyer personas.
- Needed to message and position the ROI of differentiated solution to rapidly changing industry
- Served in interim CMO/Marketing function to support CEO in Board-driven Go-to-Market initiatives
- Led market-based ROI study that CEO attributed as key factor in capital raise and acquisition of 2nd largest client.
- Re-crafted positioning and value proposition to feed into new website, case studies, video, collateral.
- Managed HubSpot inbound marketing campaign and blog feed.
- **Help enable next round of funding and recruitment of new leadership team**



Website



Research As A Form of Marketing Whitepaper



Equitant – Expanded and Branded “Order-to-Cash” Solutions Category Creation For Financial Services BPaaS

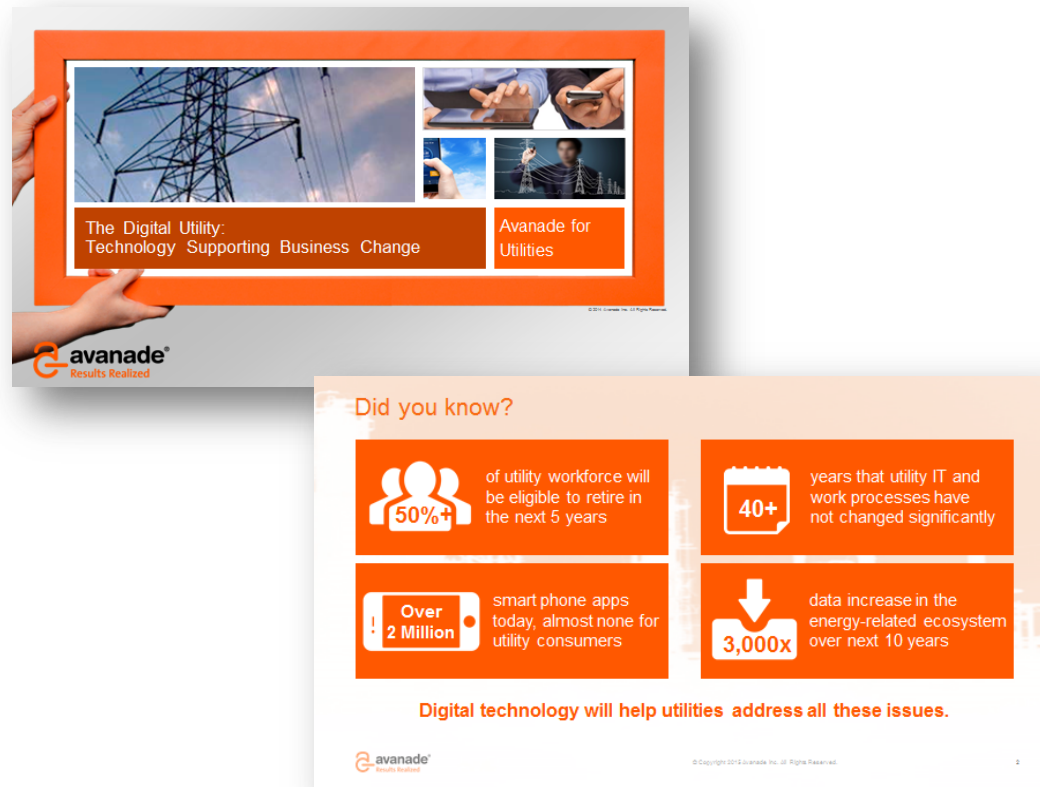


Highlights

- Founder business received \$10M in PE capital to grow services and technology
- New market space in financial business process outsourcing for EU and US
- Complete Go-to-Market “Kit”: new name, brand, website, and collateral.
- Thought leadership –pole position in Gartner Magic Quadrant chart (a big deal then!)
- Outbound campaigns with 22% hit rate among CFOs and Controllers at F1000 companies
- **Acquired by IBM, after 36-months**

Avanade – Digital Customer Solutions for Utilities

Microsoft Dynamics-based Industry Platform Solutions



Highlights

- Supported US and EU leads with the strategy and collateral for the Digital Utility.
- Research, positioning, thought leadership content development for technology-based solutions.
- Developed playbooks for Digital Customer and Digital Employee to help educate and train sales force.
- Developed Stage 0 Sales Deck and materials for initial C-suite sales introductions beyond the IT shop.
- Audit and articulate end business value for why “going digital” is not just important but imperative.
- **Chosen as “go to” partner for Global Marketing Lead for Utilities at Avanade.**

OmPrompt – Sentient Supply Chain Solutions

AI & Machine Learning for End-to-End Order Fulfillment



- New positioning
 - New website
 - New channels
 - New prospects
- ... in < 6 months



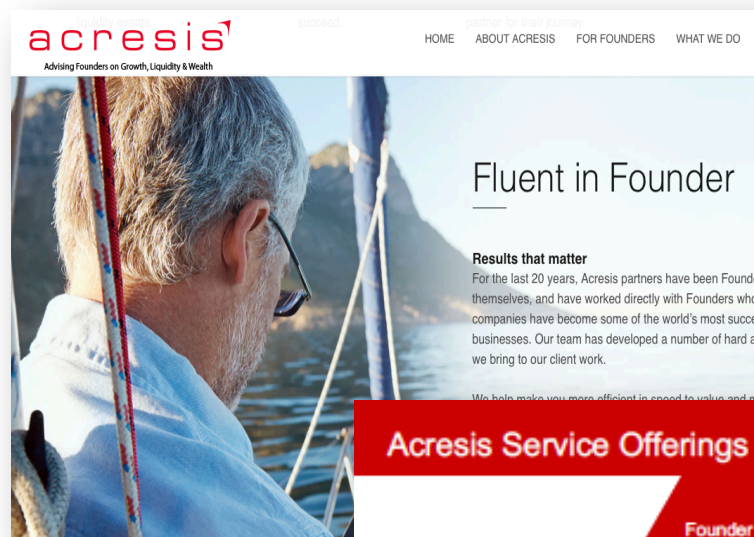
Highlights

- Hired by Chairman and investors to “turn around” as part of company strategy
- Re-positioning from generic “digital supply chain” to more identifiable and actionable offering
- New story promulgated through new website, new decks, new analyst programs
- Co-developed key analyst content for webinars, presentations, and collateral
- Represented as interim Marketing advisor and analyst relations manager
- **Clarified, simplified and empowered the story for the platform and all the supporting assets...”pending”**



Acreasis – Helping Founders with Growth, Liquidity, and Wealth

Founder Advisory Program for 30+ portfolio companies



Over \$1 B in incremental and realized value for Founder clients



Highlights

- Fractional CMO and Operating Partner role
- Oversee positioning, website, key collateral + support events in NY, Houston, and RTP
- Launched thought leadership program over social media
- Helped ideate and roll out be-spoke Founder's Club for 100+ CEOs and Founders
- Created over complete video library of "Founders in action", on slow drip outbound campaign
- Supported launch of new clients and offerings
- **Key player in loosely federated partnership to help create, drive and adjust messaging to drive acquisition of the right clients**



Relevant Expertise

Our team has worked with, and for, some of the world's leading professional services firms, ranging from global, scaled providers to small, niche players...

Verticals (who)

Primarily B2B...

- Energy/Resources
- Financial services
- Government (federal)
- Healthcare
- Manufacturing
- Professional Services
- Retail/E-Commerce
- Media & Entertainment
- Technology Products

Functions (what)

Back to front office...

Marketing, Sales, Finance, Ops

- CRM
- IT Operations
- Cybersecurity
- Source to pay
- Order to cash
- Workflow management
- HR processes
- Human Capital Mgt.

Solutions (how)

Tech-enabled products and services...

- ITO/BPO
- SaaS / BPaaS / PaaS
- Platforms
- AI: RPA, ML, NLP
- Managed Services
- Shared Services
- Subscription-based services



Relevant Experience

Our team has worked with, and for, some of the world's leading professional services firms, ranging from global, scaled providers... to small, niche players... to the investors behind some of these same companies.



Relevant Eco-System Partners

Different members of our team bring different relationships, partner and third-party providers to the table to provide specialized “on demand” expertise and assets based on clients’ needs and budget.



SUSTENA GROUP™

- Premium branding expertise
- 35+ brands, huge exits
- Director at Large



- High-touch retained search
- Tech focused
- Networking/talent channel



- Founder advisory focused on tech
- 30+ pre-money portfolio co.'s
- Fractional CMO/Operating Partner



- High-touch tele-outreach
- Focused on C-suite buyers
- Buyer-Seller relationship



- Premium content services
- Former Bain & *NY Times*
- Advisor for Bus. Development



- Niche PR and web design
- Local, hands-on provider
- Buyer-Seller relationship



Next Steps

Questions?

THANK YOU!

