NVC 2019
Go-to-Market Strategy Workshop

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Agenda

• Welcome
• Key Dates & Rules
• NVC Phase II Overview
• What’s GTM?
• Considerations
• Elements
• Examples
• Methodology
• Resources + Q & A
• Networking & brainstorming
Key Dates: Phase II

- April 3rd Workshop #5: “Go To Market Strategy”
- April 10th Workshop #6: “Financial Models”
- April 17th Workshop #7: “How to Build a Winning Pitch Deck”
- April 24th Workshop #8: “How to Pitch and Deal with Q&A”
- May 1st Bonus Presentation: “How to Influence, Persuade, and Sell”

- May 10th: NVC Pitch Decks Due
- May 22nd: Finals + Reception
Your Idea…

- Must be ORIGINAL
- Not in existence before January 2017
- In pre-incubator form
- Have not received financial backing by professional 3rd-party incubators, accelerators, existing companies or VCs exceeding $10,000

Participation…

- Open to UCI graduates & undergraduates
- Open to UCI faculty & staff
- Open to UCI alumni
- 4-members recommended -- 6 max
- At least 2 registered at UCI students
NVC Phase II Mission: Craft a Pitch Deck

① what? An engaging & compelling story told in <10 minutes

② why? To get a meeting w/ investors

③ when? In preparation for fundraising

④ how? By selling your VISION clearly, concisely & passionately!
Pitch Deck Contents

① Cover slide
② Problem
③ Solution
④ Market Opportunity
⑤ Product
⑥ Business Model
⑦ Go-to-Market Strategy
⑧ Financial Projections
⑨ Traction (if appropriate)
⑩ Competition
⑪ Team
⑫ Funding needed & use of funds
⑬ Closing slide
"GTM" – What Is It’s Purpose?

① Determine **WHOM** will you sell to
② Determine **WHAT** you will sell
③ Determine what you will **CHARGE** for your product
④ Determine how you will **PROMOTE** your product
⑤ Determine where and how you will **SELL** your product

**GO TO MARKET STRATEGY:** JoinCargo focuses on road transport, as 98% of the transport is executed by trucks. On the carrier side, JoinCargo focuses on “trucks for hire” - either individuals or small transport companies. On the shipper side, the target market includes manufactures & wholesaler with €1M–€10M sales and between 1-10 employees in different industries (Industrial Goods, Food & Beverage, Pharmaceutical & Cosmetics, Printing & Packaging, Plastics and Logistics), as these sectors need frequent, structural, deliveries containing small quantities (less than one truck load) and consisting of many delivery points. Plus it is common to outsource transport in these industries. Facebook, referrals and exhibitions are found to be the best channels to acquire new customers. The biggest problem of empty trucks is on national level (40% national vs 8% international) of which most transport takes place within cities and therefore, JoinCargo kicked off in Athens, as Greece is our beachhead which is a very unpenetrated market. In the near future, JoinCargo will infiltrate other European cities, starting with the Balkans.
Start With Your Elevator Pitch

Our __________________________

help(s) _______________________

who want to ____________________

jobs to be done

by ____________________________

verb (e.g., reducing, avoiding) and a customer pain

and __________________________

verb (e.g., increasing, enabling) and a customer pain

(Unlike ______________________)

competing value proposition
Refer to Your Business Model Canvas

GTM: Market Potential

a) Market characteristics?
b) How big now? Potential?
c) Growth? New segments?
d) Focus niche? Why?
e) How will you dominate?
f) How will you target?
g) How will you connect?
h) How will you make $$$?

Be realistic…find an entry beachhead…focus!
GTM: Market Segmentation

① Which customers will you serve (primary & secondary)?

② Where are they located?

③ What is the demographic & psychographic profile of each?

④ What are their pains?

⑤ How are you solving their pains (value proposition)?

⑥ How does each segment want to be reached?
Realistic & substantiated – it’s **not** a $200 B market…
GTM: Market Segmentation

1. Which customers will you serve (primary & secondary)?
2. Where are they located?
3. What is the demographic & psychographic profile of each?
4. What are their pains?
5. How are you solving their pains (value proposition)?
6. How does each segment want to be reached?
There is always competition...if only the status quo!
GTM: Differentiators

a) Competitors?
b) Their strengths…
c) Their weaknesses…
d) Their vulnerabilities?
e) Compare & contrast
f) How do you compete?
# GTM: Channel Distribution Model

<table>
<thead>
<tr>
<th>Channel</th>
<th>Strategy</th>
<th>Company Size</th>
<th>Industries</th>
<th>Target</th>
<th>Deal Size</th>
<th>Sales Cycle</th>
<th>Offering</th>
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</thead>
<tbody>
<tr>
<td>Direct</td>
<td>Own the sweet spot of our market by developing relationships with customers and prospects via the sales and service directors. These will be large enterprise software solutions.</td>
<td>Primary market: companies that have $500M to $5B in revenue and have an enterprise data center between 5,000' and 50,000'</td>
<td>Financial Services, Government, Healthcare, Insurance, Retail, Technology, Defense, Communications</td>
<td>CTO, CCO, CIO VP of: Op’s, Infrastructure, Capacity Planning, etc. Director of: DC Op’s, Infrastructure, Technology, etc. M-Level: DC Manager, Mgr of IT, etc</td>
<td>Product: $70K</td>
<td>Typically 6 to 9 months</td>
<td>New Customers: Product A Existing Customers: Product B Upgrade or Product A</td>
</tr>
<tr>
<td>Telesales</td>
<td>Leverage the installed base to drive product upgrades, promote educational classes and develop qualified leads for the Sales Directors over the phone.</td>
<td>Installed base and the primary market when purchases are &lt;= $20K</td>
<td>Installed base</td>
<td>Installed base</td>
<td>&lt;= $20K</td>
<td>Typically 1 to 3 months</td>
<td>Maintenance Renewals Education Deals &lt;= $20K</td>
</tr>
<tr>
<td>Business Partners</td>
<td>Leverage the business partners to provide territorial coverage across North America where we do not have a Sales Director.</td>
<td>Primary market: companies that have less than $500M in revenue</td>
<td>Financial Services, Government, Healthcare, Insurance, Retail, Technology, Defense, Communications</td>
<td>C-level V-level D-level M-level</td>
<td>Typically software component is about $15 to $20K</td>
<td>Typically 3 to 9 months</td>
<td>Resell Product A Resell Product C</td>
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GTM: The Value of Partnering

Enabling Partners
- Complimentary or supplementary capability
- Scale for operational size or geographical coverage
- Vertical integration along the industry value chain

Delivery partners
- Awareness and credibility building
- Prospecting / lead generation
- Sales
- Delivery and implementation

Partners
- Compliment or supplement your solution
- Deliver the solution with industry, domain or subject matter expertise
How will you reach & connect with prospects/customers?

GTM: Examples

- Start small & focused; don’t bite off too much
- Simply explain the selling process
- CAC cost to acquire a customer?

Go To Market Strategy

- Direct sales
- Channel partners
- Trade shows

Initial focus on direct sales to large brands, scale through API integration through partners and VARs.

Examples:

- Trojan horse strategy: deal with the pin
- Back-office accounting platform (integration complete)
- Heart monitor and
- Global fitness industry annual trade show (trade show)
GTM: Examples

We are in discussions with early adopters and have LOIs

Marketplaces
- overstock
- newegg
- shopify
- craigslist

Sellers
- IN-GRAM
- Pentland

Integration
- Deloitte
- Digital
- EY

Firebird does not try to be all things to all people. What it does, it does very well, by providing an application that focuses only on financial spreadsheet models.

SaaS (Software as a Service)
- Recurring Revenue
- Control over Development and Updates
- Close Coordination with User

Strategy Beta Testing
- Beta test sites will be among our most reliable lead sources for future sales

Establish Cultural Awareness
- Trade Associations
- Trade Publications
- Blogs and Discussion Groups
- LinkedIn User Groups

Getting it Out There
- Beta Testers
- Give-Aways
## GTM: Examples

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<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>focus</td>
<td>primary care physicians in outpatient clinics</td>
<td>enterprise sales, pharma companies</td>
<td>payor and HMO influence</td>
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<tr>
<td>development</td>
<td>basic doctor, EHR integration</td>
<td>data for pharma R&amp;D, enterprise EHR integration</td>
<td>cleverly targeted ads</td>
</tr>
<tr>
<td>sales</td>
<td>manufacturer sales, direct sales</td>
<td>EHR partner, distribution channels</td>
<td>group purchasing org, large enterprise sales</td>
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<tr>
<td>marketing</td>
<td>key influencers, trade shows, SEO</td>
<td>testimonials, white papers</td>
<td>marketing to patient</td>
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### TIP OF THE ICEBERG

- **Phase MVP**
  - Production Assistants
  - Los Angeles

- **Phase Next**
  - Other Roles; Makeup, Lighting, etc...
  - Other Cities; New York, Atlanta, etc...

- **Phase Mature**
  - Other Verticals; Trade Shows, Live Events, many more…

### Seed Funding $1.5M, Direct Sales

- **Stage 1**
  - Fairs
  - Zoos
  - Festivals

- **Stage 2**
  - Waterparks
  - Outdoor Race Events

- **Stage 3**
  - Amusement parks
  - Stadiums
  - Ski parks

### Series A Funding, Field Sales Force

- **Indoor Malls**
- **Healthcare facilities**
- **Schools**
- **Museums**
GTM: Next Steps

① Assign roles: getter; doer; counter; leader
② Collect market data; refine concept
③ survey prospective customers
④ research size, growth rates
⑤ segment your market
⑥ identify competitors (they always exist!)
⑦ determine market opportunity
⑧ fit product/solution to opportunity
⑨ establish competitive differentiators
⑩ Leverage resources, mentors & advisors
Thank You!

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