Go to Market Prototyping

This playbook introduces **Go to Market Prototyping**, a process of iterative experimentation and prediction that aligns your teams so you can explore and validate your next product offering.

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Revealed

Reduce uncertainty.

Grow efficiently.

"Less than 50% of product launches hit their target."

McKinsey & Company, 2017

"Only 25% of CTOs believe the ROI of product development meets the expectations of management & the board."

Bain & Company, 2022

3 reasons product launches fail

Consumers don't find it valuable enough

By 2021, Clubhouse had raised $110M in funding and launched to great fanfare – attracting over 10 million users.

However, DAUs dropped by 80% one year later.

Clubhouse is an innovation that caught consumers' attention, but didn't offer enough value to keep them.

It defines a new category, but consumers don't get it

In 2004, P&G launched a scent "player" that looked like a CD player and emitted scents.

The form-factor and title confused consumers. Many thought the device involved both music and scents.

The product failed because consumers couldn't understand the product and its value.

Amazing innovation, bad value for money

The Segway is a great innovation that perfectly solves needs, but it failed for three reasons:

1. It was perceived as hard to use
2. It made you look like a dork
3. Consumers rejected the $5,000 price tag

Consumers don't automatically buy a product just because it solves their needs. They consider other factors as well.

Why do teams struggle to launch a successful offering?

Teams can't collaborate

Executives list the ability for teams to unite around one direction and execute together as the most important factor for successful product launches.*

What makes this hard? Teams responsible for different elements of a launch have different reporting structures, incentives, insights, and opinions about what a successful launch will look like.*

Market misinformation

Microsoft CEO Steve Ballmer and countless journalists predicted the iPhone would fail because it didn't have a keyboard and cost $500.

Yes, consumers at the time wanted a $100 phone and keyboard, but those consumers had never seen an iPhone before. How consumers reacted to products in the past doesn't translate to how they will react to something new.

Decisions are shrouded with uncertainty

Uncertainty stalls decision making, which in turn incurs waste and team friction. Uncertainty exists because teams don't know how to construct useful predictions of how a course of action will pay out.

Unfortunately, many decisions are made by whomever argues the longest or by the highest paid person's opinion (HIPPO).

*McKinsey & Company, 2017

What skills are needed to get a launch right?

Predicting why consumers will (or won't) hire it

The theory of Jobs to be Done enables you to anticipate why consumers will, or won't, hire your next offering. These predictions enable you to "debug" your offering before and after going to market. Are features missing? Does the positioning work? Is the price right?

The ability to know what new offering will and won't work before investing in them saves you time, money, and brand reputation.

Methods that reliably reveal risks

Teams need a disciplined and reliable way to test if consumers will value your innovation (value risk), and whether consumers will actually buy it (demand risk).*

Reliable methods save time and money because they ensure you have structured hypotheses, maintain methodological rigor, make reliable predictions, and accumulate knowledge.

Engineering demand for your next offering

Demand is not something that just happens, you engineer it. Demand engineering is the process of planning the content and placement of information that transforms the consumer's world in such a way that your product seems to be a natural fit.

Your teams needs a plan for engineering demand before going to market, not after.

*Inspired by Marty Cagan 2008

Go to Market Prototyping

a process of iterative experimentation and prediction to validate your next offering before investing in it.
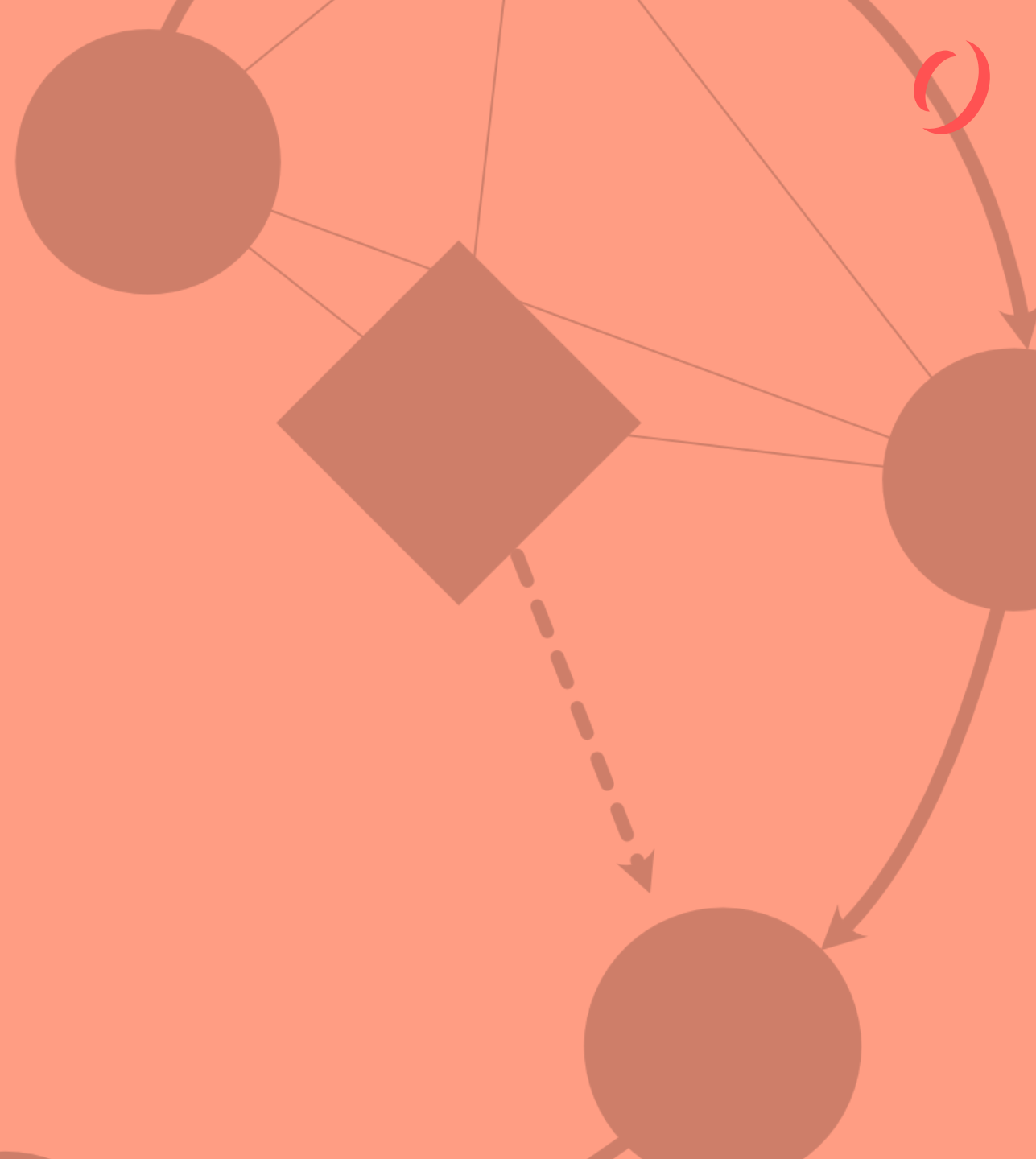
The ◆ **GTM Prototype** is a repository used for planning, knowledge management, and decision making. It's a collection of worksheets, storyboards, and a website or deck that are used to know what data to gather, plan experiments, manage decisions, and keep everyone aligned.

The process begins with using your GTM Prototype to create a ● **Go to Market Hypothesis**. It's your stake in sand to begin your process. Define your ICP, what key affordances your product will have, pricing, positioning, and demand generation strategy. As you conduct experiments and learn more, you update your GTM Prototype.

● **Value Testing** is the first type of experiment you run. Use methods such as JTBD Design to predict if and why ICPs will, or won't, find your innovation valuable.
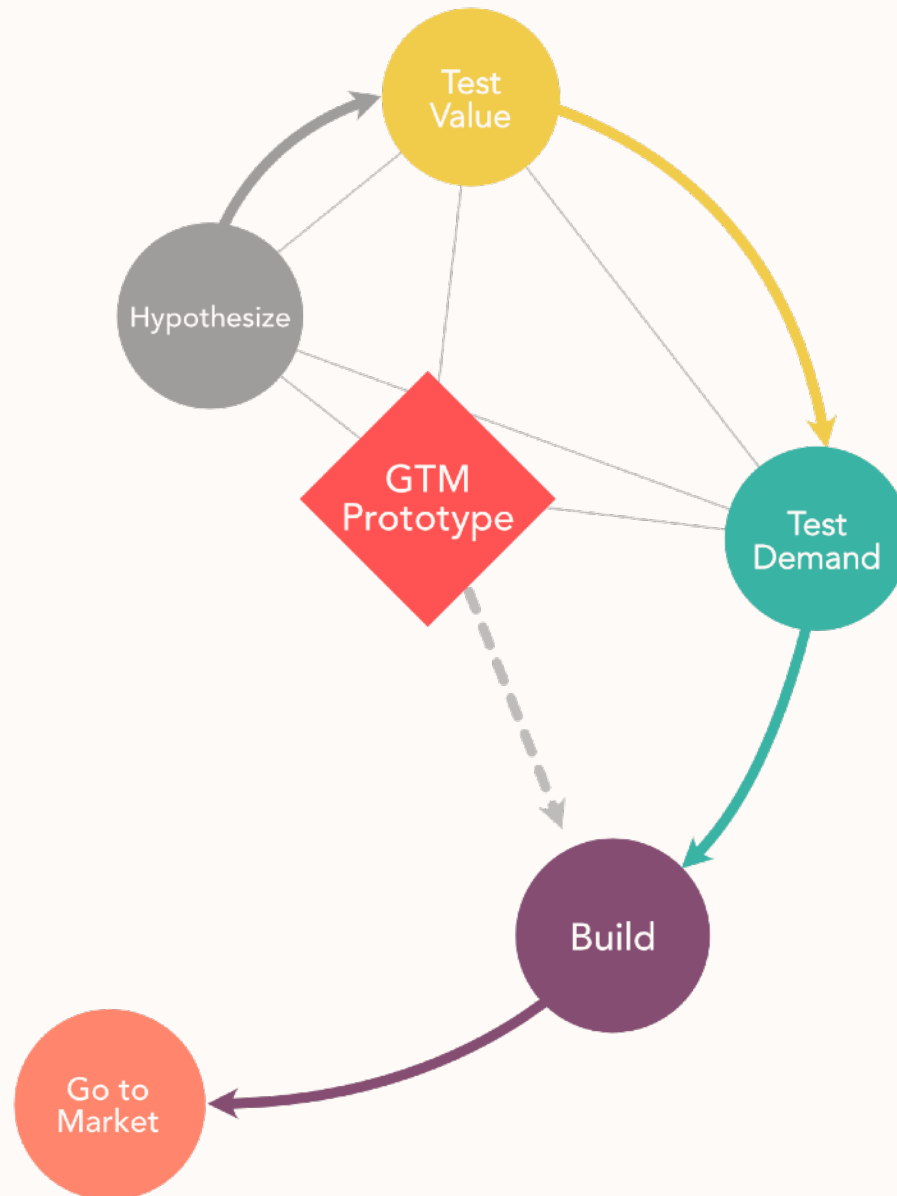
● **Demand Testing** comes after value testing. Use methods such as Simulated Selection to package your innovation(s) into an offering to test if consumers will select it over comparable products. This is when you test product, positioning, and pricing,

After iteratively removing risks, it's time to start ● **Building**. Using the ◆ **GTM Prototype** as a guide, your teams do what they do best to fill in the blanks and details. Product builds, marketing designs campaigns, and sales prepares their outbound and inbound strategies.

When your team is ready, you ● **Go to Market** with confidence. If you need to adapt your offering, you can do another GTM Prototyping iteration.

Test Value

Hypothesize

GTM Prototype

Test Demand

Build

Go to Market

When do you use GTM Prototyping?

New Product Development

You have an idea for a new product, but unknowns remain:

- Is the ICP right?
- Will it be perceived as different?
- Will ICPs find it valuable?

- Does the positioning work?
- Is the price and packaging right?
- Will ICPs choose it over the competition?

Grow an Existing Product

You want to make your product more competitive by adding a major new feature, or by changing the positioning or price. But will it work? Will existing customers pay more? Will your changes cause more customers to choose your product over the competition?

Or, you want to attract a new customer segment by expanding the value proposition, but you're unsure if it will get them to switch.

Escape Analysis Paralysis

Your team has lots of ideas for product and product-marketing changes, but they can't get aligned.

You're trying to bring a product to market, but it's stalled because you're unsure if you're missing anything.

What changes when teams adopt GTM Prototyping?

Uncertainty slows decision making

All growth-related decisions are decisions under conditions of uncertainty. You're dealing with known-unknowns and unknown-unknowns. This slows or even stalls decision making.

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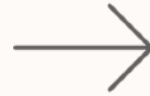
Consensus on which ideas are worth pursuing

GTM Prototyping gives you a framework to iteratively remove critical uncertainties of a new offering. Which innovations will consumers find valuable? How should they be positioned and priced?

Cross functional teams struggle to collaborate

Different teams use their own methods, data sources, and belief systems about consumer needs, which innovations consumers will want, and how to define an ICP. Even though everyone is in the same company, they all seem to speak a different language.

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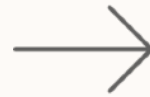
Sales, marketing, & product move fast, together

GTM Prototyping inherits concepts such as consumer needs and how consumers make decisions from JTBD theory. Also, the use of a real website that real consumers react to gives everyone a decision making artifact all can reference and agree upon as valid.

Waste and brand damage

Releasing products into the market that consumers reject are not only a waste of time, money, and opportunity – it can damage brand reputation.

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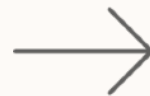
Efficient Growth

GTM Prototyping yields reliable and useful predictions through rapid, lightweight experiments that test for value, demand, and reveal risks. Get your offering right – or at least approximately right – the first time.

How is GTM Prototyping different?

Replaces Survey-Based Methods

Research methods such as QFD, ODI, and Van Westendorp are unreliable because they ask consumers to make isolated decisions in a context-free environment.

Q: How important is this need?
A: It depends…

Q: Is this price too high?
A: It depends…

By contrast, GTM Prototyping extracts insights by simulating the shopping experience with ICPs. By putting target consumers in the buying mindset and showing entire offerings along side competitive options, we are able to tap into their natural decision making process.

Improves upon the Lean Startup

The Learn Startup's popularization of rapid experimentation was a great leap. However, the methodology gives no guidance on what data you should gather, how to design experiments, and how to make decisions.

Without guidelines and stopping rules, far too many get stuck endlessly building and learning – unsure if or when to stop.

GTM Prototyping uses a GTM Prototype to establish what data to gather and what decisions you need to validate. It also outlines two methods (JTBD Design and Simulated Selection) as well as a methodology (Factorial Experimentation) to ensure rigor and keep you progressing.

Complements Design Thinking

Design philosophies are great for coming up with innovations that improve how people live and work.

However, they offer no guidance on how to predict if consumers will buy those innovations when packaged into an offering.

GTM Prototyping's structured process, use of factorial experimentation, and use of Jobs theory solve this problem.

Why does it work?

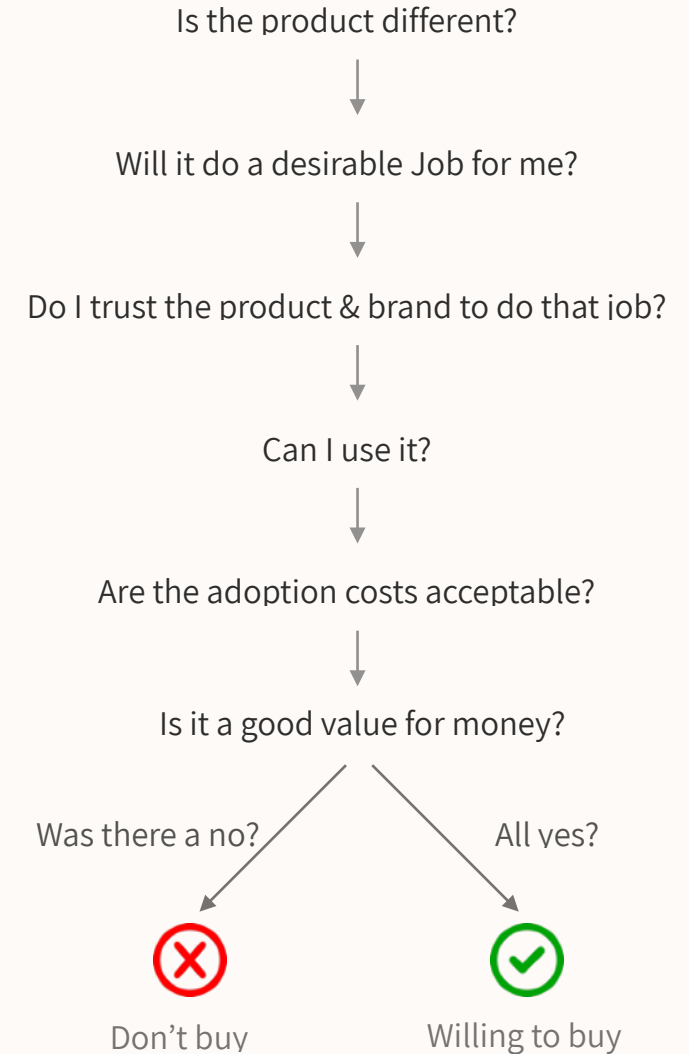## Based upon first principles of consumer psychology

Revealed's work in consumer psychology (theory of Jobs to be Done) has revealed 6 questions consumers ask themselves when determining if they should buy a product.

If consumers answer all questions with a clear "yes", they will be willing to hire the product. If they answer "no" for any of them, they will rule out the product and be unlikely to consider it in the future.

Test everything together

The theory of Jobs to be Done also reveals that consumers use multiple types of information when making purchase decision: Product, Usability, Price, Brand, and Positioning. Therefore, you must test an entire offering with target consumers to generate reliable predictions of what will or won't attract them.

GTM Prototyping gives you a framework to design and execute those experiments, as well as a way to construct predictions of what does and doesn't work.

Is the product different?

↓

Will it do a desirable Job for me?

↓

Do I trust the product & brand to do that job?

↓

Can I use it?

↓

Are the adoption costs acceptable?

↓

Is it a good value for money?

Was there a no? / All yes?

Don't buy   Willing to buy

Case Study

Arlo unlocks predictable growth

Arlo had a challenge: how do we accelerate growth in the smart home market and fight off new entrants from Google and Amazon?

Revealed teamed up with Arlo to help them decide which of ten strategic initiatives to take to market. We helped them use GTM Prototyping to re-imagine new ways of offering home awareness and security, and predict which new products would (and would not) generate the most growth.

Arlo moved from being a single-product vendor to selling a whole collection of products. This new business model enabled them to accelerate growth.

Learn all about it in their 2021 investor presentation deck.
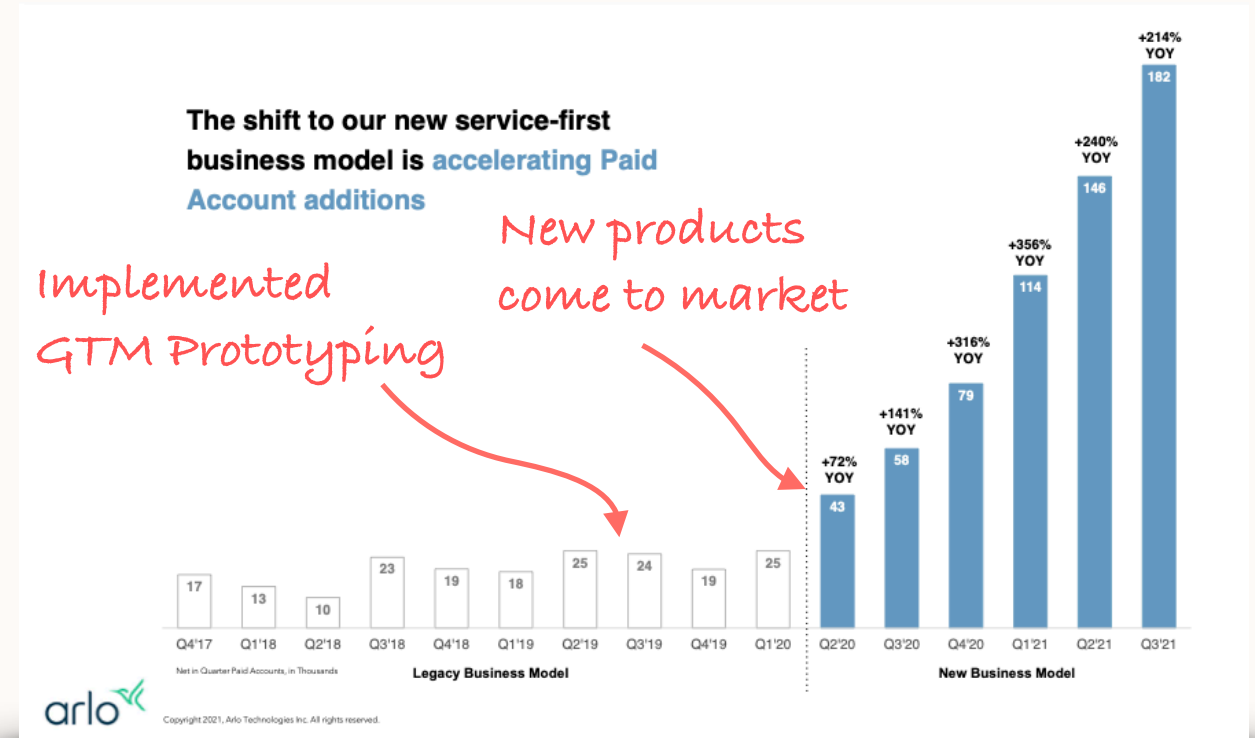
GTM Prototyping helped Arlo predict which new products would sell. This enabled them to avoid investing in products that would't sell, and instead focus on the ones that would.
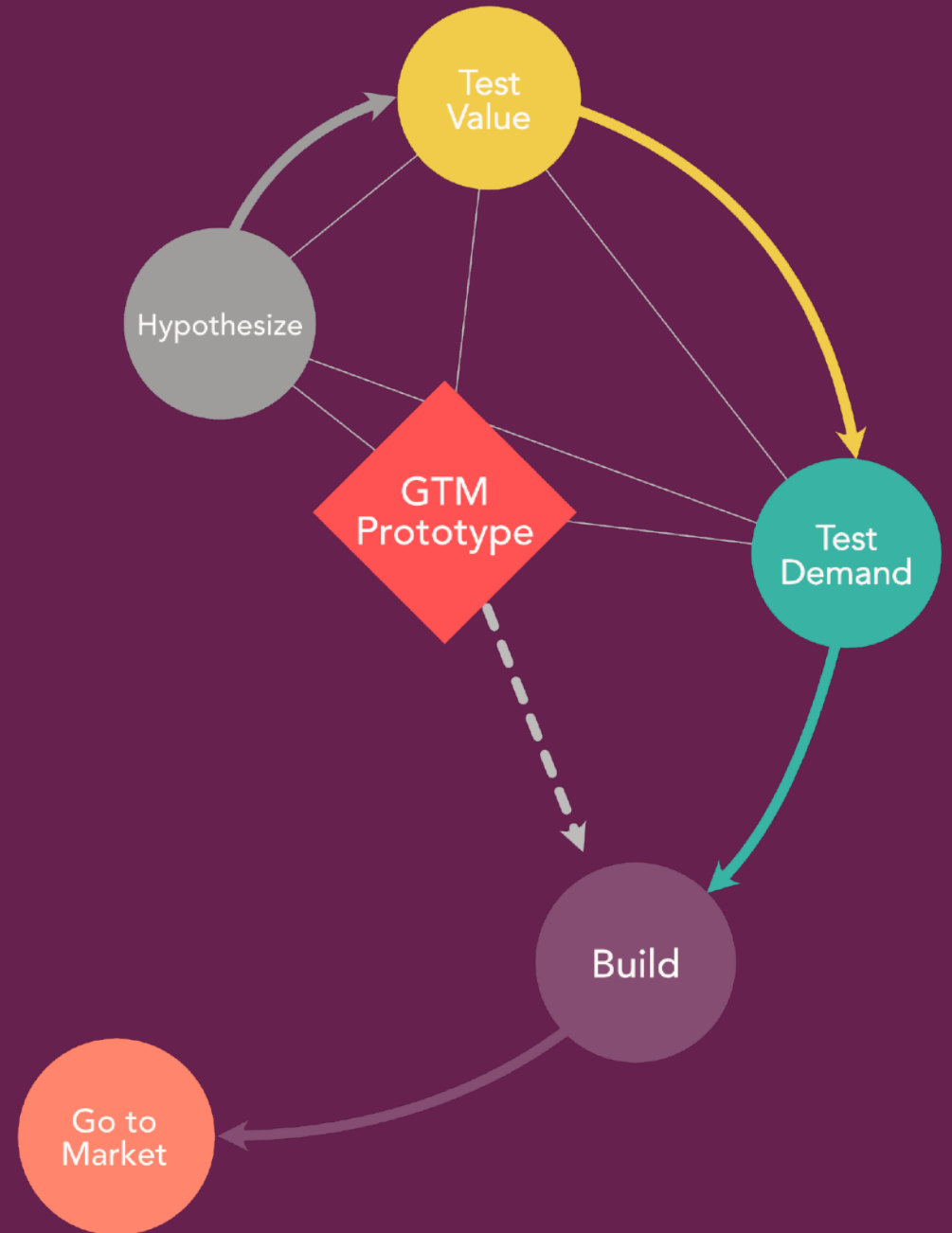
1 Hypothesize with the GTM Prototype

A GTM Prototype has three parts. Each contains different data that describe your next offering.

Decision worksheets capture eight decisions critical about your offering. Use them for team coordination, experiment planning, and knowledge management.

Storyboards articulate what Jobs your innovation(s) will do for the consumer. They are shown to ICPs to test the value, and they are used by your teams to keep everyone aligned about the value you will create for consumers.

As you develop your offering, you will test demand by generating a **website** or **sales deck** that will be used in Simulated Selection. The aim is to test if consumer will choose your product offering over the competition, and to explore why or why not.
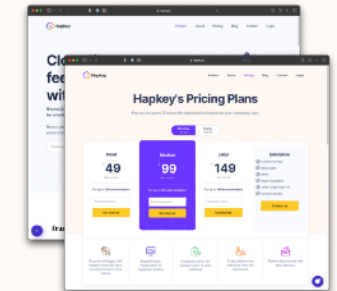
Decision Worksheets
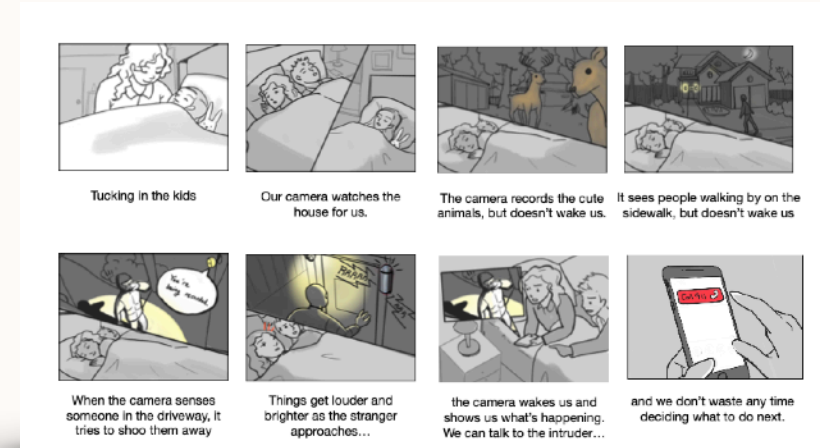
Storyboards
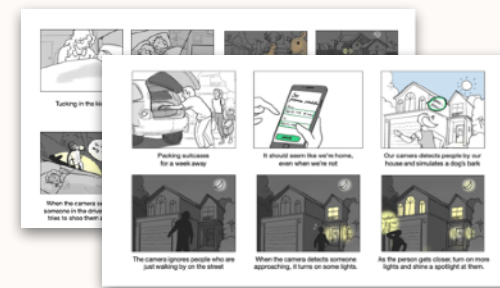
Website

2 Test Value with JTBD Design

The purpose of Value Testing is to predict if and why consumers will find an innovation valuable or not.

GTM Prototyping tests value using a method called Job to be Done Design (JTBD Design). The aim is to figure out what Jobs the product should do for various ICPs by introducing consumers to new affordances, and showing how those affordances would transform how they will live or work.

As you show ICPs these Jobs, you capture how they respond along dimensions such as relevance, trust, affordance affinity and usability. Acceptance is **green**, rejection is **red**.

JTBD Design uses factorial design to quickly explore different scenarios and variations of your innovation. Factorial design is a methodology where experiments use slight variations of stimuli to predict which combinations will or won't work.

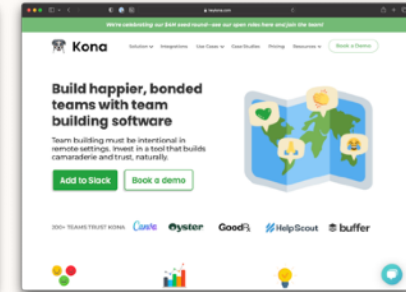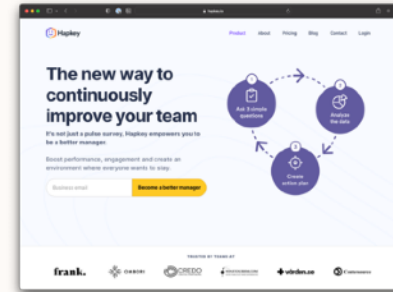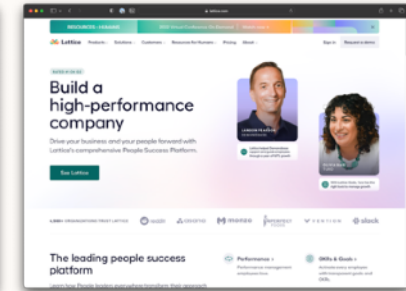| Factor	Level 1	Level 2	Level 3
Relevance	Living Alone	Home alone with kids Is never home alone with kids.	Whole family is at home
Trust	Detects across the street Doesn't think cameras have the resolution to reliability detects from that far. Concerned about false positive and false negatives.	Detects at property line	Detects on property
Key Affordance	Animal Detection Not valuable because they don't care about recording animals.	Makes sound automatically Doesn't like it because they are concerned about waking up the neighbors.	Shines light on intruder
Usability	Sets up in thirty seconds	Using battery	Wired power Has no power where they want to put it, and doesn't want to do any drilling.

3 Test Demand with Simulated Selection

After you confirm ICPs will find your innovation(s) valuable, it's time to do Demand Testing.

GTM Prototyping tests demand through Simulated Selection. This method entails packaging your innovations into an offering, building a website for it (sometimes a sales deck), and then putting that website or deck in front of ICPs alongside competing products.

The aim is to simulate the experience consumers go through as they shop for a new product. You track what information they gather, how they interpret it, and how they use that interpretation to make a decision. The aim is to produce an offering that consumers end up choosing over the alternatives.

Simulated Selection uses the Hiring Process from Jobs theory as well as Factorial Experimentation and Fast & Frugal Trees to predict which variations of your product offering will generate a willingness to hire from ICPs.

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4 Build, Go to Market, Iterate

You've used Value Testing and predicted that consumers will find your offering valuable. And you've used Demand Testing to predict that consumers will choose it over the competition. Now it's time to get to work.

Using the GTM Prototype as a guide that keeps teams aligned, everyone gets to work. Product starts building, sales prepares their pitch and sales collateral, marketing creates their campaigns.

The ultimate goal is to get your team to launch a new product offering with confidence.

However, GTM Prototyping doesn't have to end with a launch. It can also serve as a living document and process to continuously improve the fitness of your offering, as well as explore other value propositions that will generate growth.

Product   **Marketing**   **Sales**

Get Started

The following introduces the parts of a GTM Prototype and walks you through creating one.

1. Who is buying your product?
2. What Jobs will the product do?
3. How will it be priced and packaged?
4. How is your product better & different?
5. Why will it pass the hiring process?
6. What is our demand generation narrative?
7. Demand Capture, Channels, and Collateral
8. What's our winning pitch?
9. Known risks & mitigation options

1. Who is buying your product?

Being clear on the person, or people, responsible for buying and consuming your product is the core of a GTM Prototype. This knowledge serves as a focal point for product, marketing, & sales. It defines whom you'll do Value and Demand Testing with, and is the pivot which you'll design your offering around.

Jobs theory reveals that it's a mistake to assume every product has one consumer only, and to assume there is only one person involved in the hiring decision. For example, many B2B SaaS products must generate a willingness to hire amongst multiple people before it is hired.

Successfully launching a product requires having a strategy to ensure each adoption agent will be willing to hire your product.

Primary ICP (Ideal Customer Profile)

The primary consumer (user) of the product. Most often, this is the person who has the most needs associated with it. Very often, the Primacy ICP and Key Decision Maker are the same.

Adjacent ICP

These are consumers, besides your ICP, who might also have needs that your product can resolve. However, compared to your ICP, their needs are fewer and often less important.

Key Decision Maker (KDM)

The person who has the most influence as to whether the product is adopted or not. Most of the time it's the Primary ICP, but not always.

Adoption Stakeholders

These are people who influence the decision to hire your product. They might be Adjacent ICPs, or not. For example, in B2B, there is often someone responsible for budgeting. Even though this person will never consume the product, they may block product adoption if they don't believe its a good value for money.

1a. ICP Example: 15Five

Primary ICP	Adjacent ICP	Key Decision Maker	Adoption Stakeholders	Size or type of company	Industry
Head of HR	Scale-up CEOs Scale-up COOs Hiring Managers Legal	Head of HR	Head of HR CEO COO	Scale Ups Companies with over 100 employees	Any

2. What Jobs will the product do?

A Job to be Done is the work a consumer anticipates a product doing for them. It is defined in three parts: the consumer doing the interpretation, the product's key affordances, and the changes that consumer anticipates experiencing. We also include catalysts to better understand how needs for the product are created.

A few things to be aware of:

- A Job to be Done is defined from the consumer's point of view. An 8 year old will see a Lego set as something to play with, while a 45 year old will see the same Lego set as nostalgic memorabilia or even as an investment.

- Not all Jobs to be Done are desirable. If ICPs attach an undesirable Job to be Done to your product, you need to figure out why and if you can change that.

- One goal of GTM Prototyping is to ensure that the Job you want ICPs to attach to your product is the same Job you want them to attach to it. The makers of the Segway thought consumers would attach a desirable JTBD to their product. Unfortunately, consumers didn't.

ICP
The consumer you're targeting.

Key Affordances
An innovation that consumers use to understand your product, classify it, and determine how it's different from alternative solutions. Some products have a few key affordances, some have several.

The change the consumer should experience
The change consumers anticipate experiencing, were they to adopt the product. These changes are in the format of goal, which follows the format: [reduce/increase] + [what].

E.g. Reduce my family's exposure to financial ruin

Catalysts
Events ICP experience that create and/or grow demand for a product.

2a. Examples of 2 Jobs from 15Five

ICP	Key Affordance(s)	Anticipated Change	Catalysts
HR Manager	Engagement Assessments Performance Reviews OKRs and goal setting Training and Coaching for Leaders (Transform)	Increase ability to make changes that improve employee engagement Increase managers ability to coach employees and improve their performance Increase alignment of strategy execution Reduce Turnover Reduce the time HR spends on addressing problems caused by poor people managers	Recently received a series B or C funding New government regulations related to labor A change in management who wants to change the culture Company starts having a distributed workforce Company wants to modernize how it works
Legal	Track employee performance over time (Performance Reviews, OKRs and goal setting)	Reduce our exposure to unlawful termination lawsuits	Company has begun hiring lots of new people A recent lawsuit made the need more salient

3. How will it be priced and packaged?

It's necessary to test the pricing and packaging of your product along with what Job(s) it will do. Consumers don't hire a product just because it resolves their needs. It must also be a good value for money.

For example, everyone would love to have gourmet food and a bed while on an overnight flight, but few are willing to pay $15,000 for it. Of the people who were interested in the Segway, few were willing to spend $5,000 on it.

Value for Money

The idea that the cost of adoption (which includes price) is "worth" it when compared to doing nothing, reinventing an existing solution, or a competitive solution.

3a. Example of Gtmhub Pricing

ICP	Variation 1	Variation 2	Variation 3
Description / Concept	For smaller teams and organizations who are either just getting started with OKRs or are moving from a manual process, this plan has everything you need to build a solid OKR foundation.	For small to medium-sized teams and companies with well-established practices who are looking for a complete strategy execution solution with OKRs at the foundation	For larger teams and organizations that need more advanced and custom capabilities, including security, control, and support.
Price	Free	$18 user/month	Custom quote (contact sales)
Why it's a good value for money	Smaller companies don't have many OKRs, and thus are reluctant to spend money on a tool to manage them – especially if they can reinvent an existing solution to do the Job of managing their OKRs for them.	This price and pricing structure (user/month) is in line with what comparable solutions charge.	Enterprise companies will want a customized deployment, additional features and services.

4. How is your product better & different?

Consumers don't automatically buy a product because it's better, they buy when it's perceived as substantially better and *different*. This was how Apple kept getting consumers to buy new iPhones year after year. Whether it was 3G, TouchID, Face ID, Dynamic Island, a new camera system, or new form factor – each iPhone was different, i.e. had new key affordances, from what came before.

Jobs theory reveals that consumers are drawn to things they perceive as different, or new, from what they've seen before. It causes them to stop, ask themselves "What is that?", and then investigate further. Death for a new offering is when shoppers think "Oh, that's just like everything else."

Jobs theory also reveals that consumers use a heuristic called "one-good-reason-to-avoid" to quickly rule out products.

When designing a new offering, you must ensure consumers interpret it as being better and different and that it doesn't have any one-good-reason-to-avoid. Moreover, you should – either directly or indirectly – give shoppers one good reason why they should avoid the competition.

Competing solution

What could the consumer buy or use instead of your product or innovation?

One-good-reason-to-avoid

Shoppers are confronted with more data than they could ever make sense of. Therefore, instead of doing a careful analysis of the whole product, they scan for "one good reason" to avoid it.

How you're different

An offering triggers the shopping process (i.e. gets consumers to investigate the product) when they perceive it as something different from what they've seen before. When GTM Prototyping, test if ICPs see your product as different from what they've consumed before and from competing solutions.

How you're better

How is your product better for the consumer? What can your product help them do that they cannot do otherwise?

4a. Example: Pipedrive is better & different

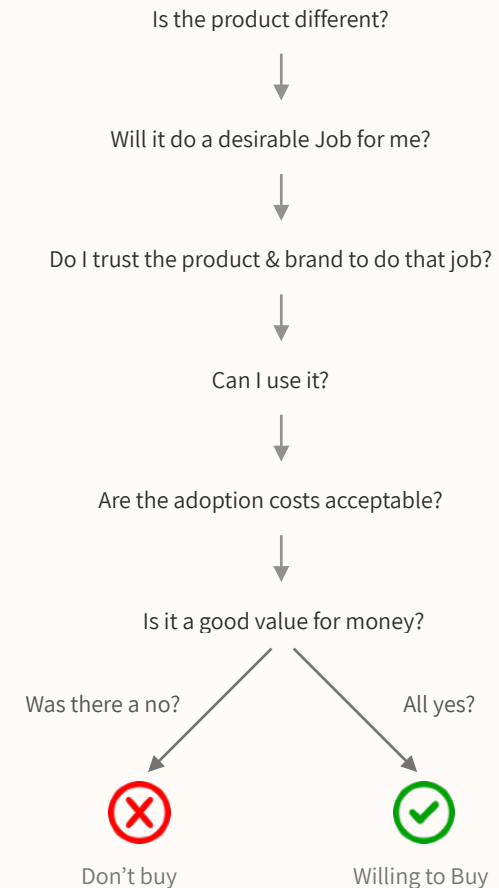| Competing Solution	One good reason to avoid	How you're different	How you're better
Salesforce	Salesforce is a CRM designed for large businesses with many powerful features. However, when software is designed with big clients in mind, other businesses can often find it over-complicated, hard to set up and prohibitively expensive.	Separate kanban-style drag & drop pipelines for each department and team in your business.	A simple and intuitive user interface. Easy data migration from spreadsheets and existing CRMs using Import2. Streamlined, detail-oriented workflows, from contacts and leads right the way through to fully closed deals. AI-augmented smart automations and 300+ third party integrations to eradicate tedious admin.
Hubspot	HubSpot's free CRM is designed for small teams and doesn't include some of the most important features. For many of those, you will have to pay hundreds of dollars a month, which could prevent you from scaling.	Pipedrive is an intuitive, cost-effective, and scalable CRM created by salespeople, for salespeople.	Pipedrive offers unlimited contacts, custom fields, visual pipelines, and 24/7, year-round support across all plans.
Copper	It integrates well with Google but it's not the cheapest, and many of its basic features are only unlimited on higher-tier plans.	Pipedrive is an intuitive, cost-effective CRM.	It's easy to set up, easier to use and gives you the core features you need on all plans.

5. How will it pass the Hiring Process?

The Hiring Process is a collection of questions shoppers ask themselves when determining if they should buy, or hire, a product. The idea comes from Jobs theory – which explores and predicts how consumers make "product hiring" decisions.

Consumers use the hiring process because it protects them from making a bad decision by enabling them to quickly scan an offering for reasons why they should not hire it. This works because it's easier to decide against buying a product than it is to decide to buy one.

Getting your offering to pass the hiring process does not guarantee ICPs will hire it – that cannot be predicted. However, getting your offering to pass the hiring process with ICPs ensures those consumers won't find one-good-reason-to-avoid-it.

This makes testing for the hiring process, via Demand Testing, about iteratively finding and removing risks to your offering.

Note: a desirable JTBD is handled in part 2 and value for money is handled in part 3. This part (part 5) focuses on establishing trust, usability, and acceptable adoption costs.

Is the product different?

↓

Will it do a desirable Job for me?

↓

Do I trust the product & brand to do that job?

↓

Can I use it?

↓

Are the adoption costs acceptable?

↓

Is it a good value for money?

Was there a no?   All yes?

Don't buy   Willing to Buy

5a. How Workboard passes the hiring process

Stage of Hiring Process	Why?
Trust	Rated a market leader by G2 Used by many fortune 500 companies across many industries Numerous customer testimonials Numerous customer case studies
Usabilty	Customer success team ensures customers get up and running in no time Robust Analytics makes it easy to understand and navigate 1000s of OKRS Employees can integrate it into their workflow because OKRs are easy to create and update 100+ integrations with tools
Adoption Costs	OKR consultants will train new customers on OKRs and ensure they have a successful rollout In-app onboarding reduces the time to get up and running Self-Paced training ensures employees always know how to use it and get better

6. What is your Demand Generation Narrative?

Your Demand Generation Narrative (DGN) forms the foundation of your "pitch" to consumers. It describes the point of view you want consumers to have of their world. It's what Product keeps in their head as they innovate, and is the narrative sales and product marketing aims to get consumers to adopt.

A good narrative is one that transforms the consumers perception of the world so your product seems to be a natural fit. It should create needs amongst consumers (that only your product can resolve) by illustrating how their life will be different and better in new ways; moreover, it should introduce risks if they don't adopt that new way. Instead of saying to consumers, "Please buy my product", you want consumers to say, "Please sell me your product."

If your product is competing within an existing market niche, the narrative should show how using your product is better than a direct competitor (see Pipedrive vs Salesforce). However, if you are aiming to create a new category, then you need to name that category and show how it's better than legacy products (see Salesforce's "End of Software" positioning).

Four key parts of a Demand Generation Narrative

1. How is the world changing, and what will the consumer lose or miss out on if they don't change along with it?

2. Why are today's solutions ill-equipped to help you navigate this change?

3. What innovations (the key affordances of your product) do you need to navigate this change?

4. If they adopt your innovation(s), what new goals will the consumer be able to achieve that they couldn't before?

6a. Drift's Demand Generation Narrative

Narrative Beat	Story
What is the change that creates stakes?	The number of interactions and channels which marketing, sales, and customer teams can interact with shoppers and customers continues to grow. This makes it difficult for marketing, sales, and customer teams to manage and collaborate.
Why are today's solutions ill-equipped to help you navigate this change?	Phone calls, forms, and email are no longer viable ways of handling the volume of inquires, and don't provide the high-touch experience today's shoppers expect.
What innovations (key affordances) do you need to navigate this change?	Conversational Marketing enables you to engage website visitors with personalized conversations. Conversational Sales helps you get real-time buyer insights to close deals faster. Conversational Service makes sure you delight customers without burdening service teams.
What new goals will you achieve that you couldn't before?	Increase the number of leads that book calls via website Increase the quality and quantity of sales accepted leads (SAL) Reduce the time it takes to close a deal

7. Where will you catalyze demand?

Consumers don't have complete information about their needs, what's possible, and solutions available to them in the market. They only know about the products they've heard about or used in the past. Moreover, they are rarely aware of new and better ways of living and working.

- American families buy the same 150 items, which constitute 85% of their household needs.*

- Many salespeople who need a CRM don't shop; instead, they just buy Salesforce. The do this because they've heard about it the most and they believe it's what everyone else uses.

Even if your product resolves your ICPs needs and you have a fool-proof way of creating needs amongst them, you still need to get that information in front of them. This is where having a strategy for catalyzing demand comes in.

What Shopping Vectors will we target?

A Shopping Vector is the query consumers use to search the market and organize results. It can be a need (help me fall asleep), a product (Ambien), or product category (sleep medication). Shopping Vectors are used to intercept consumers as they shop, e.g. Google Ads.

Channels

Channels describe where the consumer will consume the demand generation content. Is it a Facebook ad? A billboard on the side of the road? A booth at a conference?

Collateral

Collateral are the various formats you will use for your demand generation content. Examples include websites, books, podcasts, and sponsored influencer content.

7a. Where Cognism catalyzes demand

| Shopping Vectors to Target	Channels	Collateral
How to do outbound	cognism.com	Blog articles
Improve outbound sales	Youtube	Books & Reports
How to get more leads	LinkedIn	Checklists & Templates
Lead sourcing	Podcast distributors (Spotify, Apple,…)	Podcasts
More predictable pipeline	Twitter	Newsletters
B2B prospect phone numbers	Facebook	Videos
B2B prospect email addresses	Instagram	Webinars
	Sales Conferences	Interactive tools (ROI Calculator, Workflows…)

8. What's your winning pitch?

If you can't get consumers excited about your product before you build it, what makes you think you'll be able to get them excited about it after you build it?

Part of a GTM Prototype includes the website or pitch deck that generates a willingness to hire amongst ICPs. A website or pitch deck is considered winning when it gets shoppers excited about adopting the product during shopping simulations, or when it converts ad-driven traffic at an acceptable rate and cost per click.

This pitch is what is used for Simulated Selection studies, and enables you to test for demand in a way that is reliable and protects brand reputation. The pitch is also a tangible, objective artifact that everyone can point to, and use to stay aligned.

For example, before Hapkey (right) began building their product, they made sure they had a website that generated a willingness to hire amongst ICPs. They tested messaging, positioning, product features, and pricing. Once they figured out all the right pieces, then they started building.
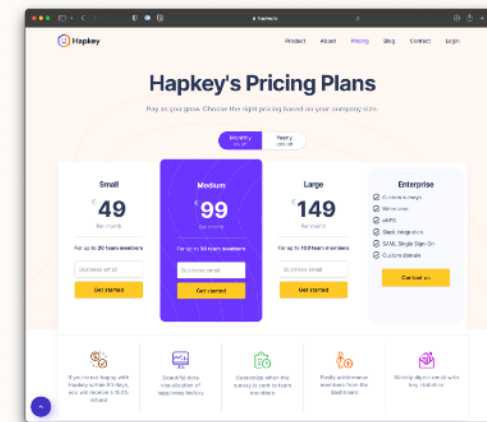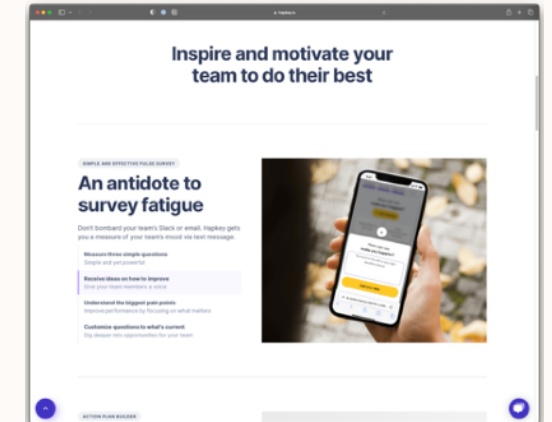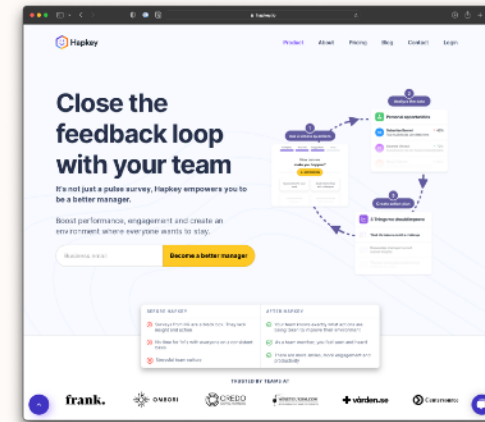
9. Known risks & mitigation options

GTM Prototyping enables you to eliminate many risks, but not all:

- Your product needs to deliver upon the promise that excited consumers
- Marketing needs to generate awareness and persuade shoppers
- Sales needs to keep hitting the phones

Moreover, there's only so much risk you can reveal through pre-release experimentation. At some point, you'll need to take your offering to the market and see how it performs.

However, you can mitigate known risks by ensuring your teams are aware of those risks, and by having a contingency plans in place. This awareness and preparation can save you precious time and resources as your new offering is gaining it's foothold in the market.

Known risks

What dynamics or events might reduce demand for your product? What might make it hard for a consumer to adopt the product?

Mitigation options

What can you team do if your team believes this risk is or will become a problem.

9a. Known risks & mitigation options (Sample)

Known risks	Mitigation options
We're introducing a new process/tool to consumers who've historically done this work by reinventing existing solutions, or skipped doing it at all. This might make them hesitant to try out a process they perceive as new	Start adding some of the value propositions we explored, but didn't implement for this release. Create and add more success stores to share. Create content that taps the "imitate the best" and "imitate the majority" heuristic.
HR managers might see this as duplicating some of the functionality of what they already have.	Create a new narrative that shows how our tools is quite different to exisitng HR tools.
Many consumers might reject our price per seat model.	Deploy our flat-fee pricing model
Some consumers might want to trial the product before buying	Create a free, 7-day trial experience

Create your Go to Market Prototype

Revealed

1. Your ICP

Primary ICP	Adjacent ICP	Key Decision Maker	Adoption Stakeholders	Size or type of company	Industry

2. What Job(s) will Your Product do?

ICP	Key Affordance(s)	Anticipated Change	Catalysts

3. Your Offering's packaging and pricing

ICP	Variation 1	Variation 2	Variation 3	
Description / Concept				
Price				
Why it's a good value for money				

4. How is your Product better and different?

Competing Solution	One good reason to avoid	What is your better-differentiator

5. How will your Offering pass the hiring process

Stage of Hiring Process	Why?
Trust	
Usabilty	
Adoption Costs	

6. Your Offering's Demand Generation Narrative

| Narrative Beat	Story
What is the change that creates stakes?	
Why are today's solutions ill-equipped to help you navigate this change?	
What innovations (key affordances) do you need to navigate this change?	
What new goals will you achieve that you couldn't before?	

7. How will you catalyze demand?

Shopping Vectors to Target

Channels

Collateral

8. What's your winning pitch?
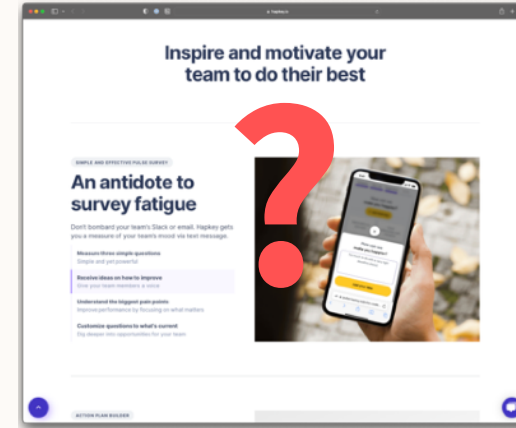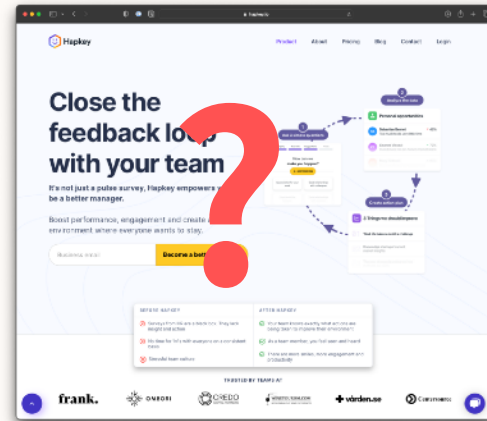
9. Known risks & mitigation options

Known risks   **Mitigation options**

Thanks

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