Go-To-Market Strategy

Teaser Deck – PwC Germany – Customer Transformation
April 2023

Changing consumer behavior and companies' growth ambitions accelerate the need for new Go-To-Market strategies

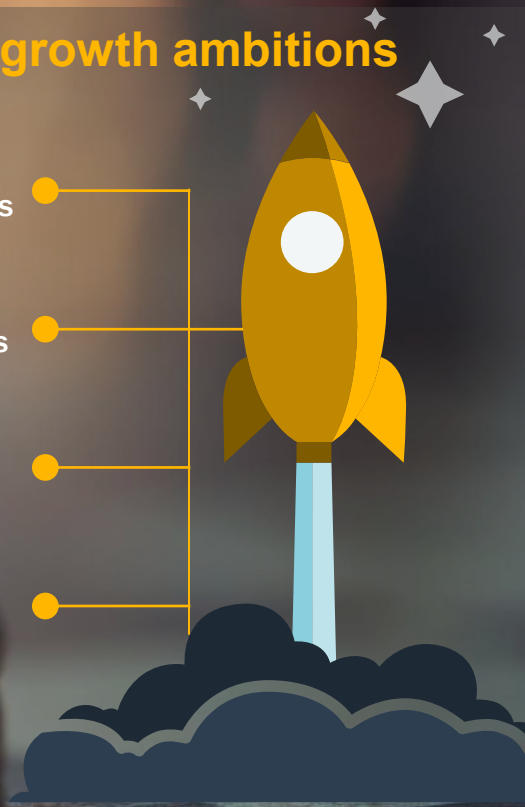
Changing consumer behavior

- Decreasing **purchasing power**
- Decreasing **brand loyalty**
- Increasing **usage of digital sales channels**
- Increasing acceptance of **virtual customer experience**
- Increasing importance of **personalization & convenience**
- Increasing importance of **sustainability aspects**

Need for targeted Go-To-Market strategies

Companies' growth ambitions

- Launch of **new products / services**
- Entry into **new countries / regions**
- Entry into **new market segments**
- Entry into **new sales channels**



The market for alternative protein is one example that is on the rise and calls for adaption of Go-To-Market approaches

EXEMPLARY

GLOBAL PROTEIN DEMAND IS EXPECTED TO INCREASE BY 76 % BY 2050 – but demand cannot be met by traditional farming.

CONSUMERS DEMAND FOR MORE SUSTAINABLE FOOD SOLUTIONS – as consumer awareness on the negative consequences of lifestock farming regarding sustainability, animal welfare and public health is rising as well.

More than 71% of consumers agree that plant-based proteins are healthy[1]

60% of consumers who have tried plant-based meats are likely to continue eating them[2]

Close to 50% of consumers believe plant-based foods are better for the environment than animal-based options[3]

USD 27.05 billion

expected size of alternative protein market by 2027

Source: Mordor Intelligence, Ontario Genomics, Meticulous Research, Mintel (1), GALLUP (2), The Good Food Institute (3)

When developing a holistic Go-To-Market strategy, a wide variety of aspects must be taken into consideration

PWC CLIENT PROJECT EXAMPLE

INITIAL SITUATION

*"A young emerging German company in the field of **biotechnology and novel food** asked PwC for support in the development of a holistic Go-To-Market strategy as they were aiming introduce a newly developed product in the Asian region."*

MARKET & COMPETITORS

- Analysis of focus markets
- Analysis of market players and dynamics
- Analysis of past developments and future trends
- Analysis of consumer insights
- Derivation of opportunities and threats

GTM APPROACH

- Analysis and evaluation of potential partners
- Analysis of intermediaries on how to approach partners
- Mapping of strategic Go-To-Market options
- Derivation of value proposition for partners and potential growth initiatives

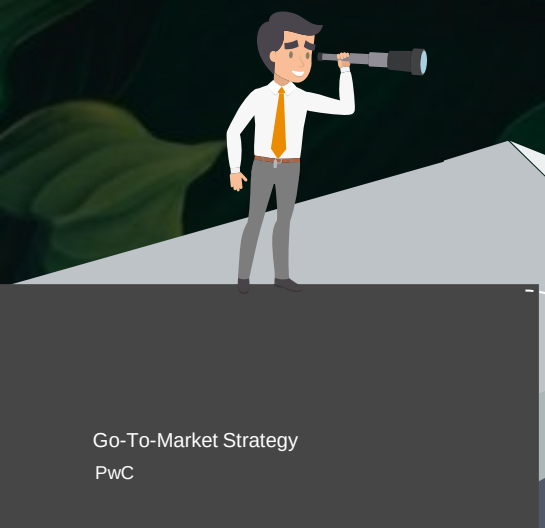
ACTIVATION APPROACH

- Development of a specific value proposition for a potential target partner
- Development of a conceptual storyline for a potential pitch presentation
- Specification of routes for activation
- Definition of responsibilities

MONETIZATION CONCEPT

- Analysis of existing models for monetization of licenses
- Development of an exemplary calculation scheme for a license
- Development of an excel-based license calculator

GTM STRATEGY



The PwC Go-To-Market Framework systematically addresses all relevant dimensions and their interdependencies

Where to play

Value chain position
Determining value chain positioning within the industry and respective dependencies

Target markets
Understanding target markets, their market potential and definition of priorities

Customers
Understanding customer needs, definition of customer segments and deriving customer centric strategies

Competition
Understanding of competitive situation in target markets and customer segments and vision for differentiation

How to win

Value proposition
Definition of (brand) value propositions per market and segment and marketing strategy

Offering portfolio
Definition of value drivers for offering, specifications, value added services

Sales channels
Sales channels structure / strategy, sales organization and selection of partner network

Pricing
Pricing of offering and value added service based on customers' willingness-to-pay

How to deliver

Organization and people
Structuring and sizing of marketing, sales and service; definition of required staff capabilities

Processes
Definition of required processes for marketing, sales and service; Governance and RACI

Resources
Setup of the required resources (physical, financial and human)

Technology & Data
Implementation of required technology, also for data collection, classification, analysis and interpretation

Go-To-Market Strategy – external focus

Target Operating Model – internal focus

Enabler

Business Plan

Risk Management

Supply Chain

…

Five key reasons why PwC is the right partner to bring your Go-To-Market strategy to the next level

1

GTM EXPERTISE

We provide **broad experience in growth strategies**, sales, marketing, pricing and technology from a wide variety of projects with both strategic and operational focus.

2

END-TO-END APPROACH

We do not develop abstract strategies but **focus on the implementation** from the beginning. We strive for **concrete results** and **sustainable added-value** for our clients.

3

GLOBAL NETWORK

We provide an **international network of experts** all over the world with a strong presence in many markets, covering all relevant topics.

4

TAILORED & PRAGMATIC

Companies are different. Thus, there is **no copy-paste solution**. We tailor our approach to the client specifically, always with a hands-on mentality.

5

PROJECT EXPERIENCE

Our track record includes **>100 growth projects** in a variety of industries and markets in the last 10 years.

PwC has a proven track record in creating customer-centric Go-To-Market strategies in a variety of industries (1/2)

Food & Beverage

Key Challenge:

- Client had the ambition to enter the Asian market with a newly developed, innovative product
- A highly competitive food & beverage market, no existing network and reputation in Asia as key challenge for a market entry

Approach:

- We conducted an in-depth market analysis (incl. competitors, products, customer preferences (personas) and regulatory requirements
- We identified potential partners and developed product and partner value propositions
- We developed a partner business model and Go-to-Market and partner activation strategy

Solution:

- Market entry, Go-to-Market and partner activation strategy

Pharma & Life Science

Key Challenge:

- Target market evolves by new customers, changing needs and changing POS
- Traditional engagement models are no longer sustainable for the client

Approach:

- We identified company-specific personas and customer journeys in incubation market
- We defined a differentiated Go-to-Market-approach by prioritized engagement channels and touchpoints
- We designed a customer-centric sales organization for incubation market and developed a transformation roadmap

Solution:

- Ecosystem strategy and Go-to-Market roadmap

PwC has a proven track record in creating customer-centric Go-To-Market strategies in a variety of industries (2/2)

Food

Key Challenge:

- Decreasing growth rates and globally changing consumer preferences threatened the traditional business model of our client

Approach:

- We analyzed the market and trends in-depth and derived implication for our client
- We identified strategic options for future growth and designed the target picture
- We developed a scenario-based business case to assess the financial impact
- We supported the client in the mobilization of its newly founded business unit

Solution:

- Growth strategy
- Foundation of a new business unit focusing on a new product line

Appliances Manufacturer

Key Challenge:

- Clients' want to grow service segment sustainably by 10% p.a.
- High market concentration in DE slows growth compared to global growth level

Approach:

- We conducted a 360°-analysis of current business regarding strengths and weaknesses including competitive advantages
- We defined relevant markets and industries to evaluate and quantify potential growth areas
- We prioritized the identified growth areas and derived specific measures how to enter the market

Solution:

- Design of a Go-to-Market Strategy for service segment

Your dedicated PwC team provides extensive experience and know-how in Go-To-Market strategies – get in touch with us!

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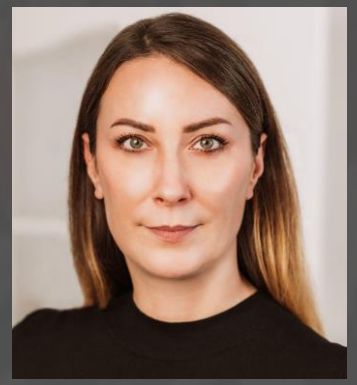

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Read more about Go-to-Market Strategy excellence in our German Viewpoint

Changing consumer behavior, new market conditions, companies’ growth ambitions – there are many reasons to review your Go-to-Market Strategy. Numerous factors should be taken into account to ensure a customer-centric focus and profitable competitive advantages.

Read more about all relevant dimensions and interdependencies of an excellent Go-to-Market Strategy in our German Viewpoint.

Read more here

PwC – Trust in Transformation!