

GTM Plan for [Product or Service]

The Product Manager is responsible for orchestrating the creation of the Go-To-Market (GTM) Plan, working with most other organizations in the company. Each group is responsible for their section of the plan.

The GTM Plan should be started early in the software lifecycle since many of the required items will take time to put into action.

Parts of this template may not apply, depending on your offering.

Value Proposition

Provide something similar to this from [Crossing the Chasm](#) by Geoff Moore:

“For [target customer segment] who must [problem to be solved], our product is a new [category name] that provides [solution to the problem]. Unlike [current solutions], we offer [key differentiating factor].”

Your value proposition should be concise (2-3 lines) so someone could easily state on a sales call or at a conference booth. Think of it as the 30-second elevator pitch for your offering.

Go back to the Product Requirements Document (PRD) to help define the value proposition for the offering.

Where applicable, explain how the offering fits into a broader portfolio or corporate strategy.

Routes To Market (RTMs)

Describe the distribution channels and distribution strategies you will use to deliver this offering. Be sure to indicate which industries, markets, geographies, and personas this offering applies to.

Different routes may require different strategies (e.g., channels only in LA and MENA, sellers in NA and AP, online only in Europe).

The distribution channels should align with the business case projections of revenue by RTM.

Sales Strategy

GTM Plan for [Product or Service]

This section should describe the following:

- How the offering will be sold, including
 - Target market(s) by geography
 - Ideal customer profile
 - Buyer personas
 - Influencer personas
 - Positioning
 - Buyer's journey & expected timeline

- How sellers will get trained on this offering.
 - This may not apply if the offering sells itself online (e.g., an online marketplace).
 - What questions might a seller be asked during the buyer's journey? Consider a FAQs-like structure. This is especially important for enterprise-wide offerings which might involve Requests for Proposals (RFPs).

- Competitive threats to this offering:
 - How is this offering positioned against others already in the market?
 - What are the strengths and weaknesses of the competitive offerings? How can the sellers steer away from weaknesses in your offering and towards weaknesses in the competitor's?
 - What kinds of questions are sellers likely to be asked about competitive offerings? How should they respond?

Tech Sales Strategy

Tech Sellers include architects and others with deep technical knowledge that will help sell your offering. They may come do a Proof of Concept, for example.

This section describes how Tech Sellers will get up to speed on your new offering. Their training will inevitably be technical.

Some offerings that are sold 100% online won't have technical sellers. Enterprise-wide offerings likely will have technical sellers.

Marketing Strategy

Describe the Marketing strategy, including

- The value proposition
- The brand key messaging
- Target market & customer demographics

GTM Plan for [Product or Service]

- How demand will be generated and tracked from lead generation to closing the sale and delivering the offering
- How Marketing will play a role for each of the RTMs

Explain how you will reach the market (e.g., via social media or at business conferences)?

Identify what white papers, case studies, and testimonies are needed to support the Sales effort?

Channel Strategy

For many offerings, business partners will play a vital role in revenue generation.

This section should describe how each of these types of partners will make money and help generate revenue for your offering:

- Integrated or Independent Software Vendor (ISVs)
- System Integrators (SIs)
- Value-Added Retailers (VADs)
- Value-Added Distributors (VADs)
- Managed Service Provider (MSPs)

Note that the partner is in business to make money for their company, not yours. They will need their own value proposition and training strategy. They will also want to know what margins they could make for selling your offering.

In addition, what help will you provide them with their sales? Will they be an implementation partner for any of your sales? Will they require your team to help with their implementations?

Support Strategy

Describe how your Customer Success Team will support this offering.

Will there be multiple tiers of support offerings aligned with tiered product offerings (e.g., the Free plan gets FAQs only support)?

How will the Customer Success Team be educated on this offering? What types of queries (typically non-defect) are they likely to encounter? How do you want them to respond to those queries?

Product Operations Strategy

GTM Plan for [Product or Service]

Explain how you will track the success of your offering in the market against the goals cited in your business case.

Press Strategy

Identify what press releases need to be written, as well as when and where they will be published.

Pricing & Finance Strategy

This section should describe the pricing for your offering.

In addition, the Product Manager should work with Finance to ensure that the revenue goals can be tracked across the identified RTMs.

Analyst Strategy

Analysts can make or break an offering in much the same way that a positive Airbnb, Uber, or Yelp review can influence prospects. The same is true for enterprise-wide offerings where the results of a Gartner MQ could sway a customer in one direction or another.

Determine whether your offering can be influenced by analysts. If yes, identify the key analyst influencers, your plans to communicate with them, and gain their support. What can they do for you?

In companies that provide enterprise-wide offerings, there is often a separate group that works specifically with analysts.

Legal Strategy

The Product Manager will need to work with Legal for items like Open Source, trademarks & copyrights, privacy regulations (e.g., HIPAA, GDPR), Terms & Conditions, patents, and such. These types of legal issues should be identified, along with plans to ensure they're completed prior to when your offering becomes available.

The Engineering team will be involved to identify the open source software used in the offering.

The Legal team will know whether any testing is required to demonstrate compliance. If yes, this needs to be part of your GTM plan.