

Reducing Risk in Go-To-Market Strategy Implementation

An industrial manufacturer needed a deeper understanding of the risks and necessary risk mitigation steps required to successfully implement a proposed Go-To-Market strategy shift

Business Issue

A \$600M material handling manufacturer had historically sold through a mature, broad distribution network using a “push” marketing model to bring its products to market. The company had been built through acquisitions of several material handling companies that, after being purchased, operated as separate business units within the company despite offering similar products. Competition has increased over the past several years with several offshore competitors entering the market and beginning to sell directly to End Users, along with increased perception of commoditization of their products.

The company developed a new high-level Go-To-Market (GTM) strategy that included direct engagement with End Users to generate demand “pull” while continuing to source its products through the distribution network. Additionally it was considering consolidating the various business units into one unit that would carry the entire portfolio. Due to the magnitude and potentially disruptive nature of the proposed GTM strategy, the company wanted to perform an assessment of the new strategy before proceeding with implementation.

Adroit's Role

Adroit was hired to conduct an operational assessment of the new GTM strategy with a primary focus on identifying critical risks and developing a plan to mitigate them.

Deliverables in the engagement included:

- Identification of gaps in the strategic vision and misalignment in vision among senior executives
- Multi client survey of other Industrial Manufacturers who have considered or implemented similar GTM shifts
- Identification of risks and risk mitigation steps associated with each element of the proposed strategy
- High level people, process, and technology requirements necessary to support the vision
- High level implementation timeline
- Stakeholder analysis
- Expected skills and training impact

Outcome

Through this work, the company better understood the risks and developed a more structured yet measurable approach to implementing the strategy. Adroit created a roadmap for implementation that included risk mitigation activities designed to reduce the disruptive impact of the GTM shift. The company is currently in the process of conducting several of the early stage roadmap activities including

- Development of pilot(s) to test various elements of the GTM strategy and develop key learnings for a full implementation
- Creation of a detailed organizational blueprint including future roles and responsibilities, organizational structure, incentive structures, and coverage strategy