CASE STUDY

Go-to-Market Advisory
Product Development & Launch Advisory
for a Global Supply Chain Software Developer

IoT ONE helps to develop and implement IoT strategies.

1 BACKGROUND

The client develops and markets customized telematics software. To expand their business, they plan to leverage their expertise in designing user-friendly and business oriented software to develop a turnkey SaaS solution for supply chain execution.

The client has limited understanding of the SaaS market as they have never developed or commercialized a SaaS product. They needed support to understand the market landscape to guide product development, pricing, and launch to maximize market acceptance while maintaining strong profitability.

2 OBJECTIVES

Identify feature set requirements of key target customer segments to guide product development.	Determine optimal price and revenue model based on customer preference and competitor dynamics.	Build a channel partner network to support product launch and market entry into new regions.

3 SCOPE

Industries: Third party logistics, airlines, retailers, industrial manufacturers, FMCG

Geography: Europe (1st priority), APAC (1st priority), North America (2nd priority)

Customer Types: OEMs, infrastructure operators, system integrators

IoT ONE provided the insight required to become a scalable player in the enterprise SaaS sector.
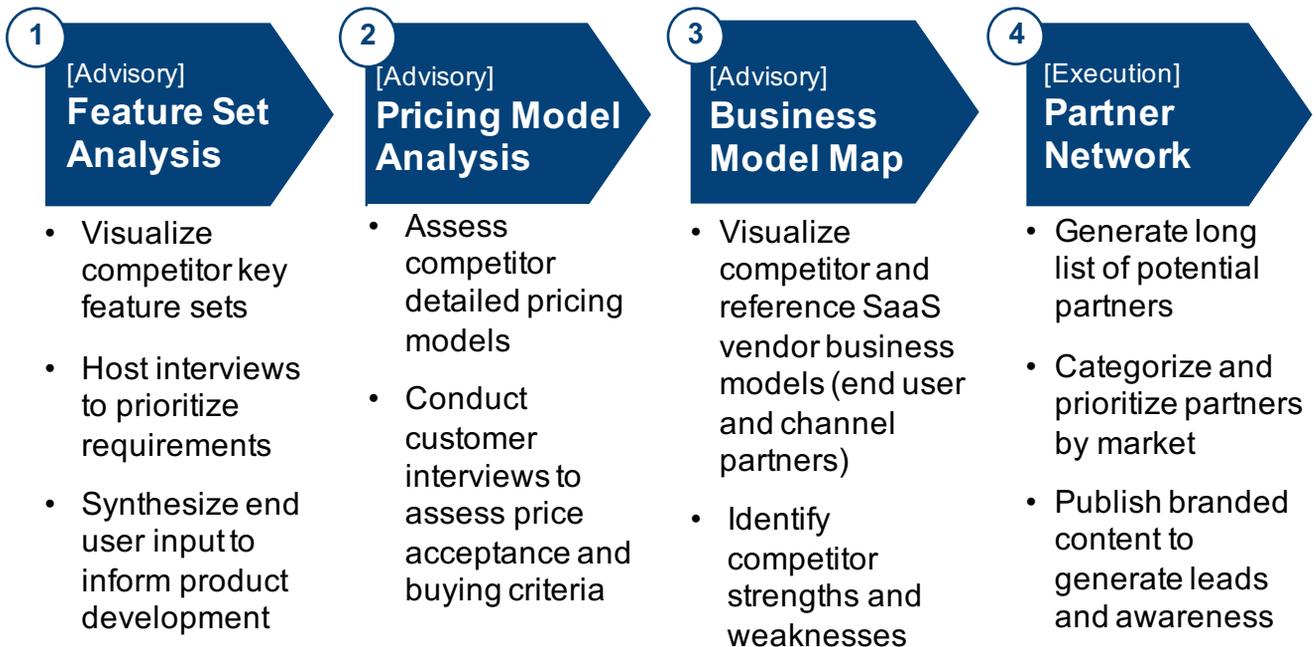
4   SOLUTION

IoT ONE customized a project to support the client from development to launch. Through interviews with potential customers, competitors, and channel partners, IoT ONE synthesized a product and go-to-market strategy to position for success, differentiate from competitors, and price according to customer value.

Four inputs were prioritized in the synthesis of the product strategy: customer market segment analysis, existing and new technologies, competitor analysis and mapping, and client corporate objectives.

5   PROCESS

Four work streams with bi-weekly meetings provided support from development to launch.

1   [Advisory] **Feature Set Analysis**

2   [Advisory] **Pricing Model Analysis**

3   [Advisory] **Business Model Map**

4   [Execution] **Partner Network**

• Visualize competitor key feature sets	• Assess competitor detailed pricing models	• Visualize competitor and reference SaaS vendor business models (end user and channel partners)	• Generate long list of potential partners
• Host interviews to prioritize requirements	• Conduct customer interviews to assess price acceptance and buying criteria	• Identify competitor strengths and weaknesses	• Categorize and prioritize partners by market
• Synthesize end user input to inform product development			• Publish branded content to generate leads and awareness

6   RESULTS

✓ 106 products by 95 competitors were analyzed, including deep dives of 14 competitors' product demos and pricing structure to comprehensively map the competitive landscape

✓ 596 user reviews were analyzed to identify key feature set requirements

✓ A comprehensive go-to-market plan was formed to support launch, including partner incentive structures, user pricing model and levels, product feature tiers, and communication plans