Go-to-Market Advisory

Product Development & Launch Advisory
for a Global Supply Chain Software Developer

IoT ONE is an IIoT insights and advisory firm.

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.
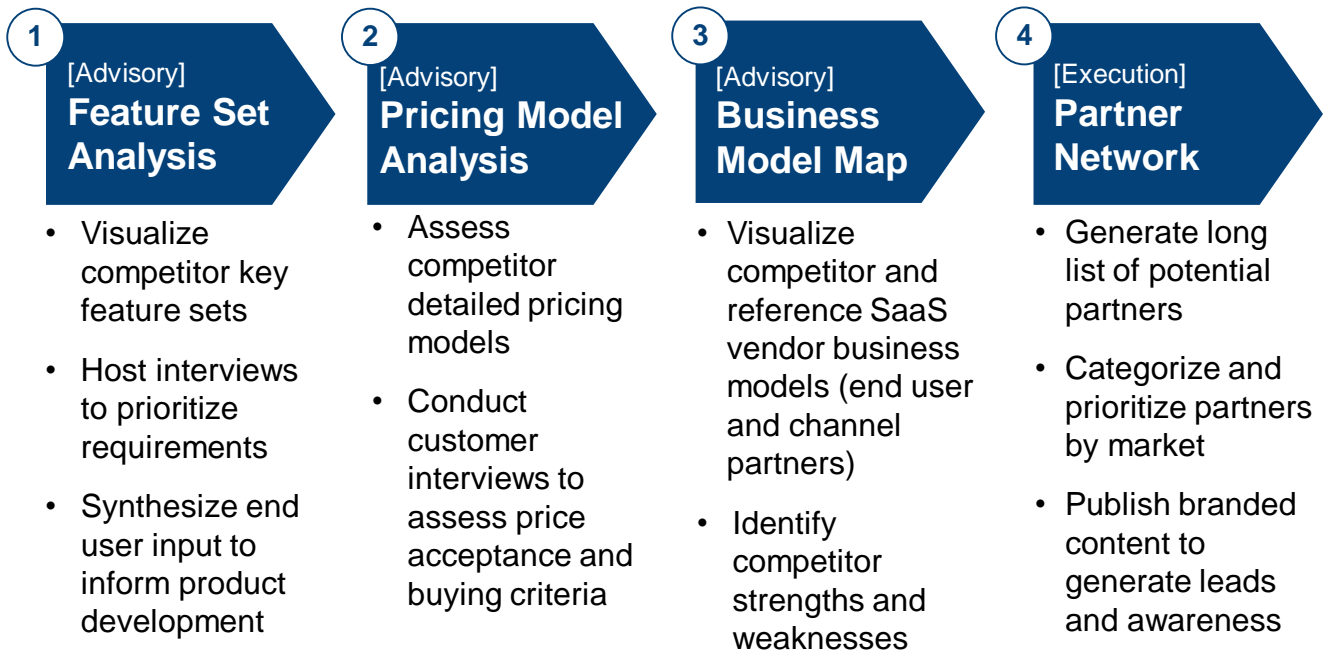
4 SOLUTION

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

- Visualize competitor key feature sets
- Host interviews to prioritize requirements
- Synthesize end user input to inform product development

2 [Advisory] Pricing Model Analysis

- Assess competitor detailed pricing models
- Conduct customer interviews to assess price acceptance and buying criteria

3 [Advisory] Business Model Map

- Visualize competitor and reference SaaS vendor business models (end user and channel partners)
- Identify competitor strengths and weaknesses

4 [Execution] Partner Network

- Generate long list of potential partners
- Categorize and prioritize partners by market
- 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