



Ready, Set, Launch: Preparing Your U.S. Market Entry

“ Strategy without tactics is the slowest route to victory.
Tactics without strategy is the noise before defeat. ”

– Sun Tzu



About the Presenter



Natalie Nathanson

CEO & Founder Magnetude Consulting

- Speaker at industry events on GTM, sales enablement, AI in B2B marketing, marketing planning & company transformations
- Contributing author on Forbes, MarketingProfs
- Host of a podcast on driving company transformations (Shift & Thrive)

12 years

as founder & CEO of MAG. Pioneered fractional marketing for small & med tech-related biz; growing team to 15 senior tech marketers

21 years

in B2B marketing including marketing leadership at Forrester Research, first marketing hire at 2 tech startups, dir of product marketing at BI startup through acquisition



Natalie as girl in Israel

About Magnetude Consulting

Magnetude By the Numbers



19 Client exits & M&A integrations

22 US market entry launches

31 launches of the marketing function

49 new offering launches

15 partner program launches

21 company rebrands

42 messaging frameworks

18 marketing function rebuilds

Clutch
4.8 *



Strategy,
Assessment
& Planning

+



Go-to-Market Planning



Branding & Visibility



Messaging, Positioning & Segmentation



Marketing Plan & Org Development



Company and Product Launch



Content Strategy & Thought Leadership

Marketing
Plan
Execution

=



Content Development



Demand Generation



Digital Marketing



Sales Enablement



Channel & Partnerships



Events & Tradeshow



Inbound Optimization



Public Relations



Website Creation & Enhancement



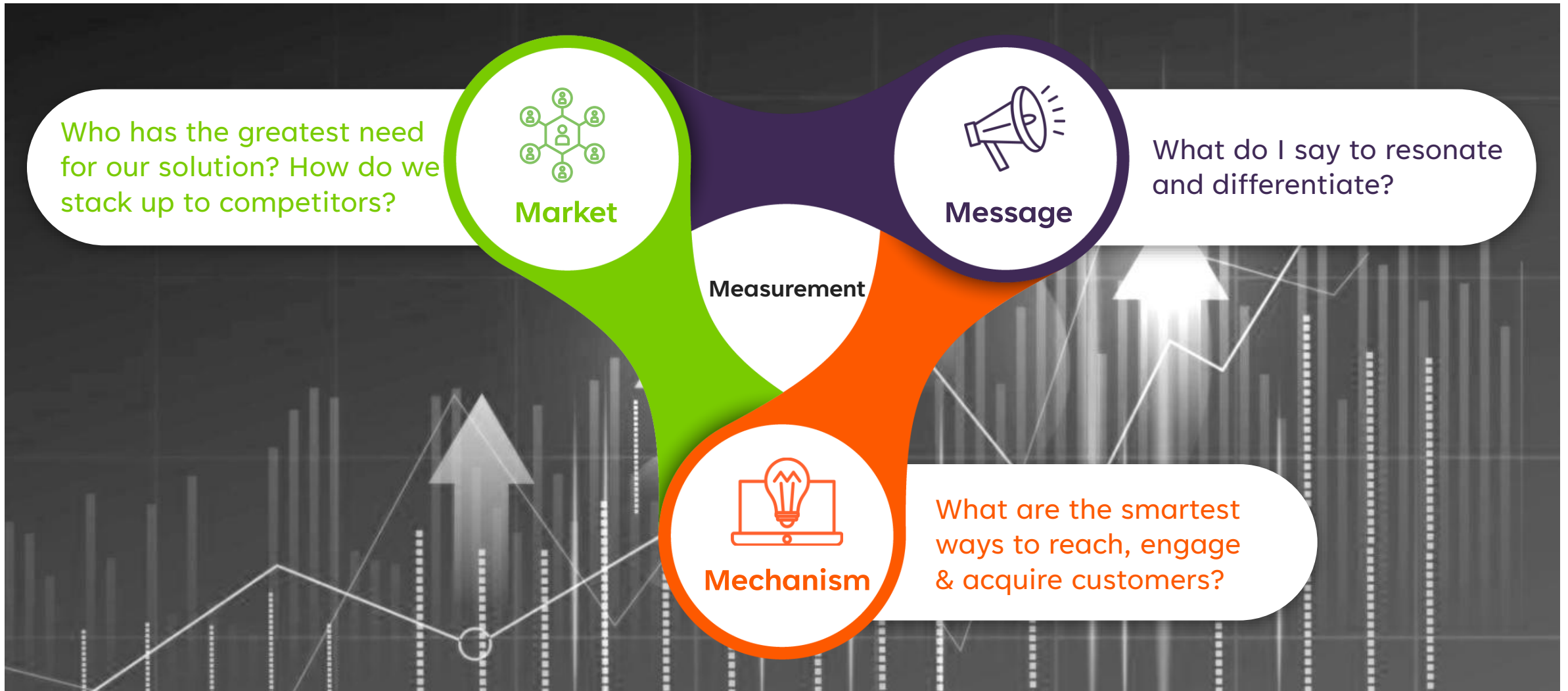
Welcome

In this workshop, we will explore these topics:

- Understanding the US market
- Conducting a Strategic Market Analysis
- Defining a go-to-market marketing launch
- Building the right marketing launch plan
- Planning for launch success in the US
- Q&A



The “M”s of a Go-To-Market Plan



The “3M”s of a Go-To-Market Plan



Breakdown of US Businesses

Segmentation by size



Enterprise

- Employ more 1000+ employees (OR)
- Annual revenue is \$1B+
- Multiple locations, US and global
- Sophisticated corporate infrastructure
- Long, involved procurement process



Mid-Market

- Employ more 499-1000 employees
- Annual revenue is \$10M or less
- Single location or multiple regional
- Establish internal structures
- Small buying committee



Small Business (SMB)

- Employ 0-499 employees
- Annual revenue \$1M (or less)- \$49M
- Majority have 1 location or no location
- Administration typically by owner
- Phased individual buying behavior

.1%

Of all U.S. Businesses are classified as Enterprise

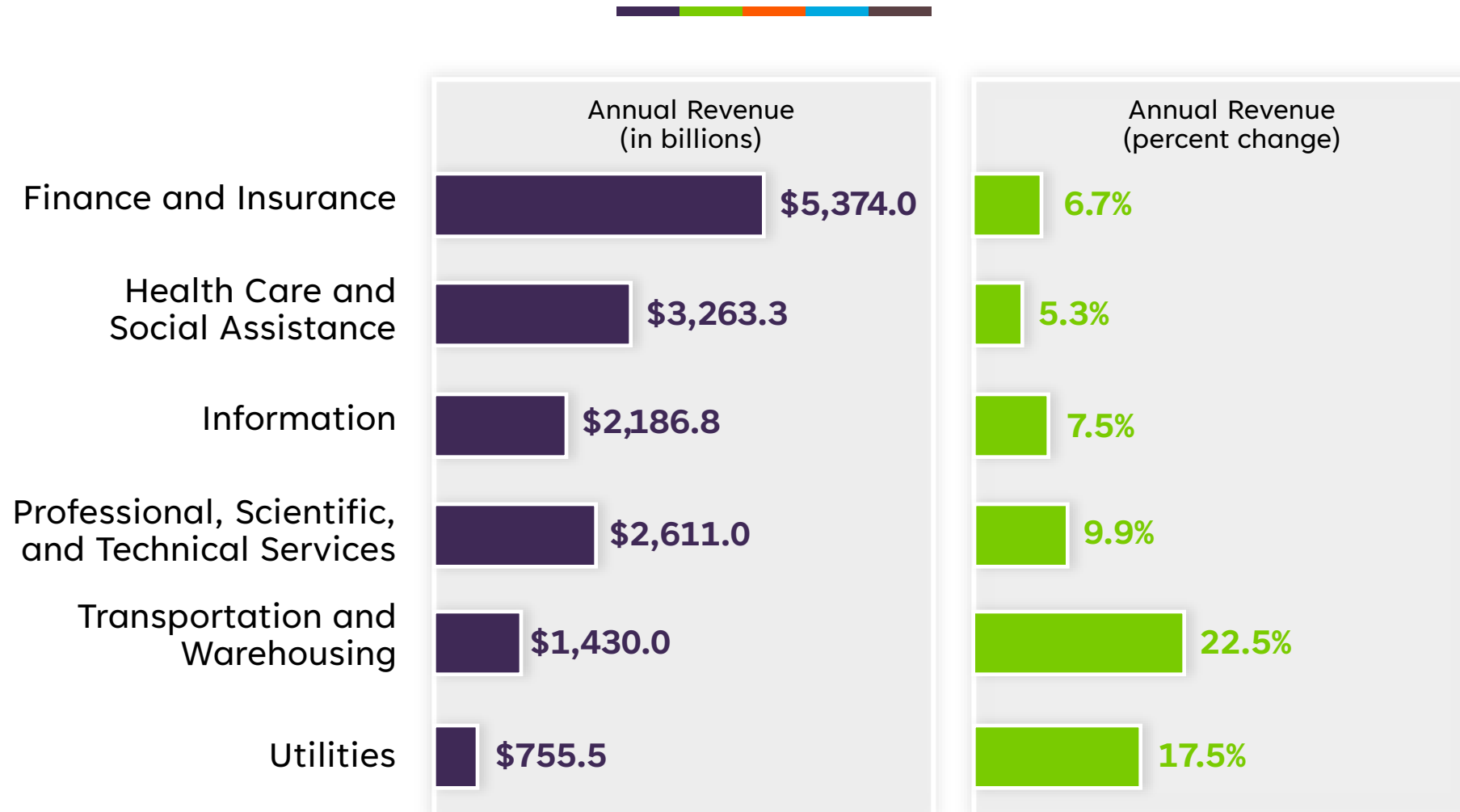


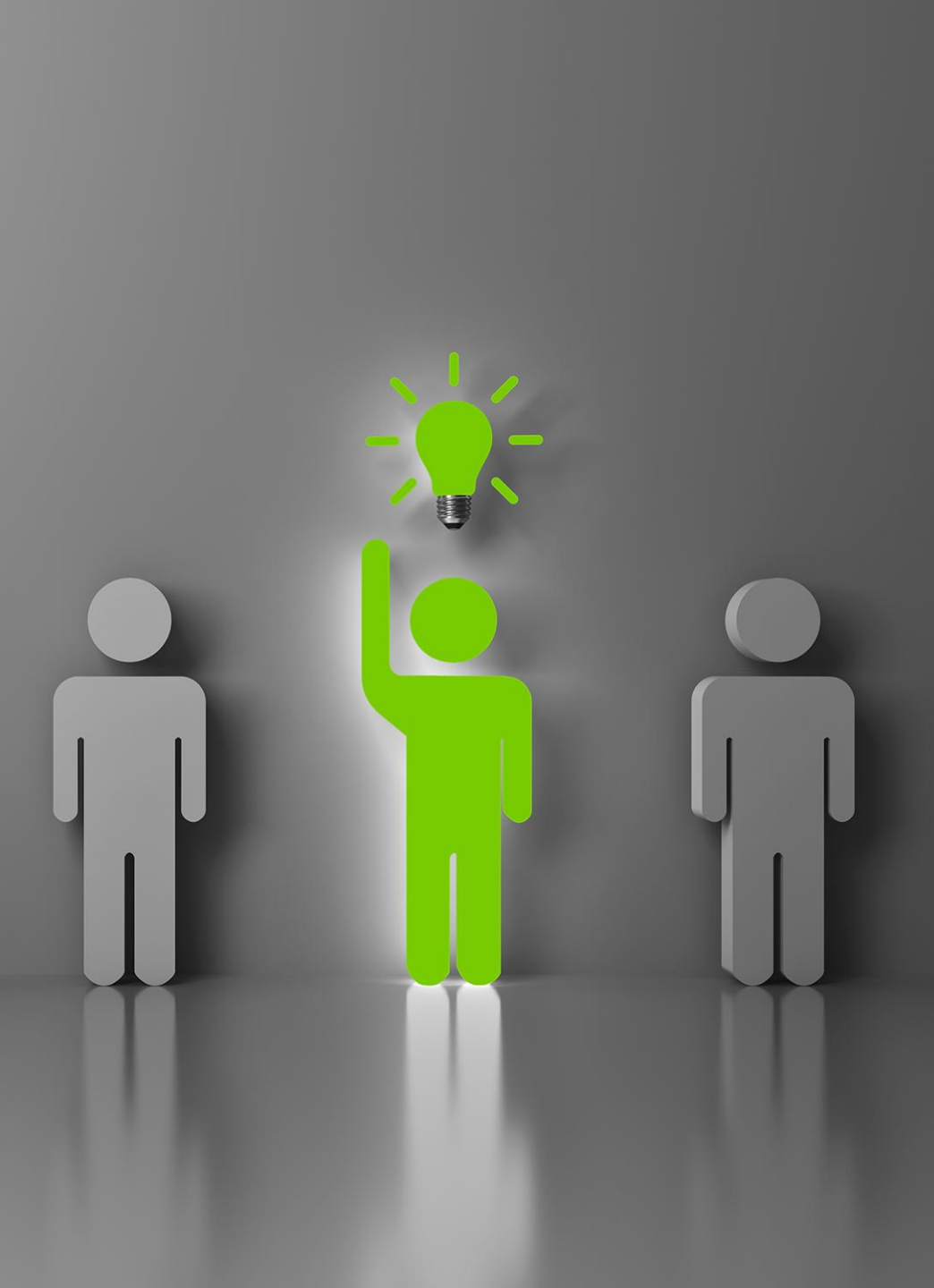
32 Million

Businesses in SMB segment

US Service Industries Trends

Estimated revenue for service industries increased 9.7 percent to \$20,604.5 billion





U.S Buyer Behavior

45%

of buyer time is
spent researching
independently

55%

of B2B buyers
rely heavily on
content

67%

of B2B buyers have
engaged with a webinar
in the past 12 months

Two-thirds

of B2B buyers
prefer remote and
digital interaction

71%

of B2B buyers look
at reviews during
consideration

90%

of B2B buyers
don't follow a linear
sales funnel path

U.S. Phased B2B Buying Behavior

Buying Phase vs. Data Points



Buying Phase

Research

Typically, research is done independently via online resources.



Qualification

Understand specific capabilities sets as related to need.



Evaluation

Small group of possible choices are vetted before decision.



Content Needed

Supplier/Vendor Options

Looking for a clear definition of offering from internet searches and website evaluation.



Social Proof & Validation

Looking for reviews, case studies, and examples to determine the value.



Solution Details/Refinement

Looking to understand pricing, contract terms, onboarding requirements.



Market Assessment



Methodology: Inputs for Effective Market Assessment



Key Areas of Intake & Investigation



Company & solution review

Solution overview, revenue model, revenue goals, sales targets, annual & longer-term growth objectives.

Market research & analysis

Market landscape (trends, regulatory, dynamics), segmentation analysis, assessment of brand, positioning, messaging (company and competitor).

Competitor marketing analysis

Competitor marketing activity across messaging, search marketing, digital advertising, social media, content marketing, events, affiliations; alternatives landscape and status quo.



Target market & sales analysis

Current / target clients, buyer trends, addressable market, buyer journey, engagement channels, lead and performance data and industry benchmarks.

Marketing environment

Digital presence and opportunity analysis, assets to leverage (content, partners, etc.), gaps and whitespace. Tools & tech in use (and gaps), relevant past marketing efforts/results.

"Low Hanging Fruit" Opportunity Analysis

Foundational enhancements, campaign optimizations, and pilot programs to identify and capitalize on any "quick wins" or high priority needs.

Defining your market.



Target Audience & Segmentation

Define who your buyers are. Job titles, responsibilities, motivations, pain points, and influences and prioritize launch segments



Market Trends & Dynamics

Understand what industry or regulator factors are disrupting or creating opportunity in your market and impacting your audience.



Competitive & Alternative Landscapes

Pinpoint direct and indirect competitors including the similarities, differences, marketing messaging, and reach.



Value Proposition & Differentiation

Highlight competitive differentiators and define the value your product or service brings to your market

Types of Market Research



Primary Research

- Interviews with customers and potential buyers
- Surveys with your target market
- Interactions with influencers (analysts, thought leaders, potential partners)

★ PROS

Usually specific, quantifiable, and actionable data

⚠ CONS

Not easily accessible; time-consuming



Secondary Research

- Trade association statistics
- Economic indicators
- Government published statistics
- Competitive review

★ PROS

More accessible information; cost-effective

⚠ CONS

Data may be outdated and more general

The “3M”s of a Go-To-Market Plan



Developing your voice.



Brand

The company's "reason for being" includes its visual identity, the story it conveys, its personality, and how it communicates, instills trust, and fosters recognition within the market



Positioning

How a brand is perceived in the context of the competitive landscape. Defining a niche or unique space in the market and distinguishing its products or services from competitors.



Messaging

The way a company communicates its brand and value to customers, using language and imagery to convey its key messages and differentiate itself in the market.



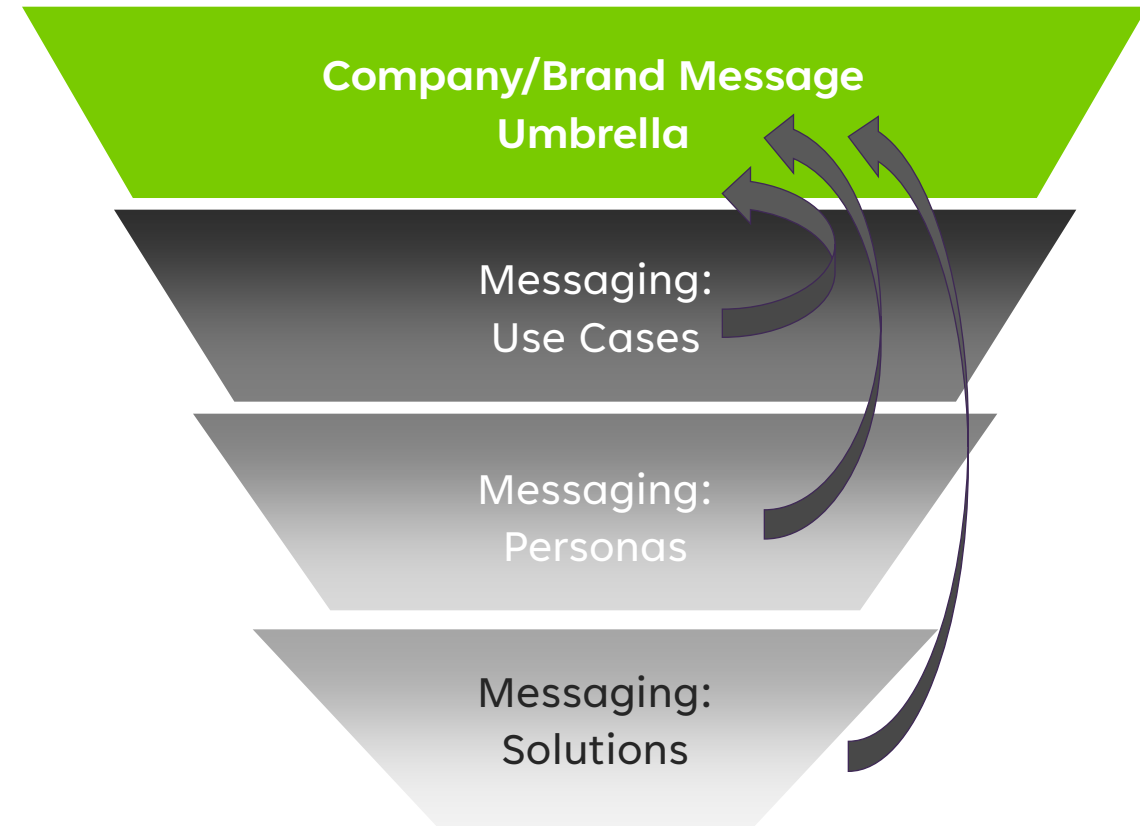
Unique Value Propositions (UVP)

A clear statement that explains how a product or service solves a customer's problem or improves their situation, delivering specific benefits and articulating why it is better than alternatives



Messaging Structure

- **Top Level Message:** Should 'encapsulate' the value the COMPANY brings
- The underlying messages should support/relate to the top level – always reinforcing the baseline





Magnetude's Messaging Framework Components

Example Company

1

About Company

Capture the vision, main value propositions, tone and voice of the brand.

This will be used to guide all company descriptions in any written form.

2

Tagline

A business or brand uses a short catchphrase.

Summarize your mission and products or services in a short one-line, catchy phrase.

.

3

Value Propositions Company

Value propositions refer to business or marketing statements a company uses to highlight differentiation and define the value they bring to the market.

Answers the question: how does my company/solution add more value or better solve a problem than other similar offerings in the market

4

Personas & Customer Pain Points

Personas identifies the key and critical target audience - focusing on Buyers and influencers

Pain points: top-of-mind issues based on personas



Magnetude's Messaging Framework Components

Example Company

5

Value Propositions Product/Service:

Highlight differentiators and define the value of each product or service for more granular messaging.

6

Thought Leadership, Mega-trends & Testimonials

Market authority themes for content and educational messaging that represent the brand and value propositions

7

Benefits derived from working with you

Translates “value propositions” into benefits
What’s in it for me? from the customer’s perspective

8

Facts and statistics

Pertinent and supporting data. Internal and external.



Example: Messaging Umbrella (Simplified)

Brand
Attributes

Brand Promise:

Transforming Identity Security into a Business Advantage

Unified

Trusted

Value Multiplier



Unified Identity: More than just access

- Holistic Identity Security
- Enable, protect/control, scale, deprovision
- Keep the business secure



Your Trusted Guide: From Chaos to Clarity

- Guide wherever you are on your identity journey
Calm the chaos
- Clarify with a strategic roadmap for all phases
- Connect it all
- Optimize and evolve



A Value Multiplier: Realize Greater Outcomes

- From strategy to implementation to maintenance (lifecycle)
- Custom software capabilities
- Partner-specific Identity products

Brand
Pillars

Advisory

Example: Ideal Customer Profile (ICP)

Direct and Channel

Direct Customers

- Global Large Enterprise
- Revenue: 1B+
- Company Size by Employees: 1000+
- Key Industry Targets
 - Banking/Finance
 - Retail
 - Healthcare
 - Energy/utilities
 - Technology
 - Manufacturing
 - Public Sector
 - Insurance

Tech Partners (Channel)

- Medium to Large Enterprise
- Revenue: 50M+
- Company Size by Employees: 100+
- Key Industry Targets
 - Banking/Finance
 - Healthcare
 - Energy/utilities
 - Manufacturing

Example: Audience Persona – Direct Sales

Direct Customer

CISO, vCISO, CIO, Head of Security

Top of Mind

- Avoid breaches
- Regulatory requirements and compliance
- Identity Risk/Zero Trust
- Tech sprawl and consolidation
- Overall Identity Security program and manage Identity lifecycle
- Optimize Identity investments to:
 - Protect corporate systems/assets
 - Enable business opportunities/BOD
- Leverage automation/AI efficiencies
- Measure and communicate Identity investment ROI/performance

Pain Points

- Increasing complexity of attack surface
- Lack of budget (tech and resources)
- Shortages in skills and resources
- Gaps in visibility from:
 - Multiple disparate systems/vendors
 - Siloed apps and Shadow IT
- Known/unknown risk
- Gaps in readiness, compliance, insurance alignment
- Measuring and translating Identity program ROI/performance
- Demonstrating value
- Obtaining buy-in from other business units
- Reputational and financial risk
- Personal liability and burnout

Influenced By

- C-level colleagues
- Board of Directors
- Industry associations
- Peers
- Analysts
- Existing vendor relationships

Example: Audience Persona – Channel

Tech Partner

VP of Sales, Sales Manager, Regional Sales Rep, Inside Sales Rep (ISR), Sales Development Rep (SDR), Sales Engineer

Top of Mind

- Protecting the customer relationship
- Helping customers use their Identity product investment
- Increasing stickiness in accounts
- Driving customer loyalty

Pain Points








- Helping customers realize the full value of their investment(s)
- When referring a solution provider, making sure that the product will be implemented correctly and that the customer gets the promised business value and outcomes
- Lack of visibility into the project
- Ensuring that the solution provider is trusted, professional, and reputable

Influenced By

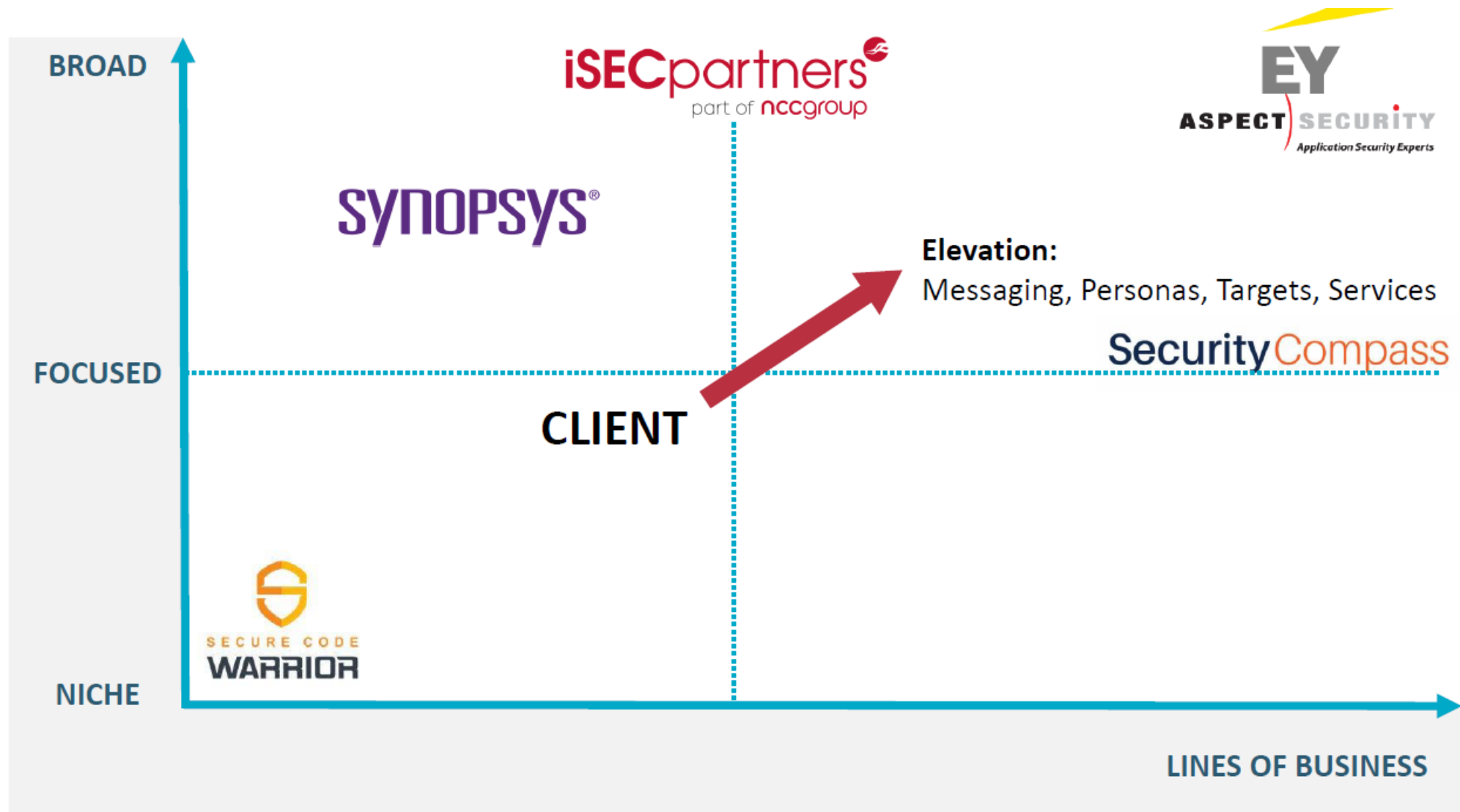
- Manager
- Customers
- Peers
- Networking groups
- Industry associations
- Existing vendor/partner relationships

Example: Competitive Messaging Analysis





REAL-WORLD EXAMPLE

COMPANY	LOOK & FEEL	VOICE/PERSONA	MESSAGING
	Not a start-up; more of a accomplished, emerging company vibe	Business-like, with solution descriptions colored with industry-specific language for each of their verticals	Website-centric: “All-in-one website” security. Focuses on using AI to fight bot attacks. Also touts website performance acceleration
	Clean, professional look with cool colors and lots of white space.	Big focus on their cybersec credentials (e.g. home page’s main element is a listing of their security industry awards).	Leads with their platform & architecture. Plays mainly to the NOC audience with lots of technical info on attacks, security research, etc.
	Bold colors, dramatic design – going for a strong ‘techy’ look	Uses direct tone; with sections like “Attacks we stop.” Aggressively ‘salesy’: has two prominent ‘Request a demo” buttons on home/landing page.	Straight forward with bot & attack types and how they defend against them. But they weave a strong AI story throughout with ML, behavioral analytics, etc.
	Strong, confident look with interesting & visually appealing content	Speaks as an authority, w/ Forrester ranking front & center. Their ‘Bot Report’ and customer logos back up leadership.	They offer ‘holistic’ approach which includes a significant services piece. Messaging is standard bot protection, but they add the API piece.
	Has a distinct B2C look & feel with large shots of people, etc.	Upbeat and positive conveyed with simple language and sparse text.	Under the B2C veneer, they have a solid focus on financial-related vertical: e-commerce, financial services, insurance, gambling and gaming.
	Substantial, looks like the website of the \$2.7B tech company that it is.	Has an established leader-sound to the voice used to describe their ‘Intelligent Edge’ CDN & security products	‘Secure at the Edge’ is the overall focus. Messaging for Bot protection is similar to other vendors: use AI to fight automated attacks.
	Basic, outdated looking. Not easy to access - buried by Imperva.	Sparse, ‘me too’ copy and not much of it. A lot of obviously dated (2015-16) copy.	Broad focus: website security, DDoS protection, CDN and load balancing. Bot security not even mentioned in 1 st & 2 nd level messaging

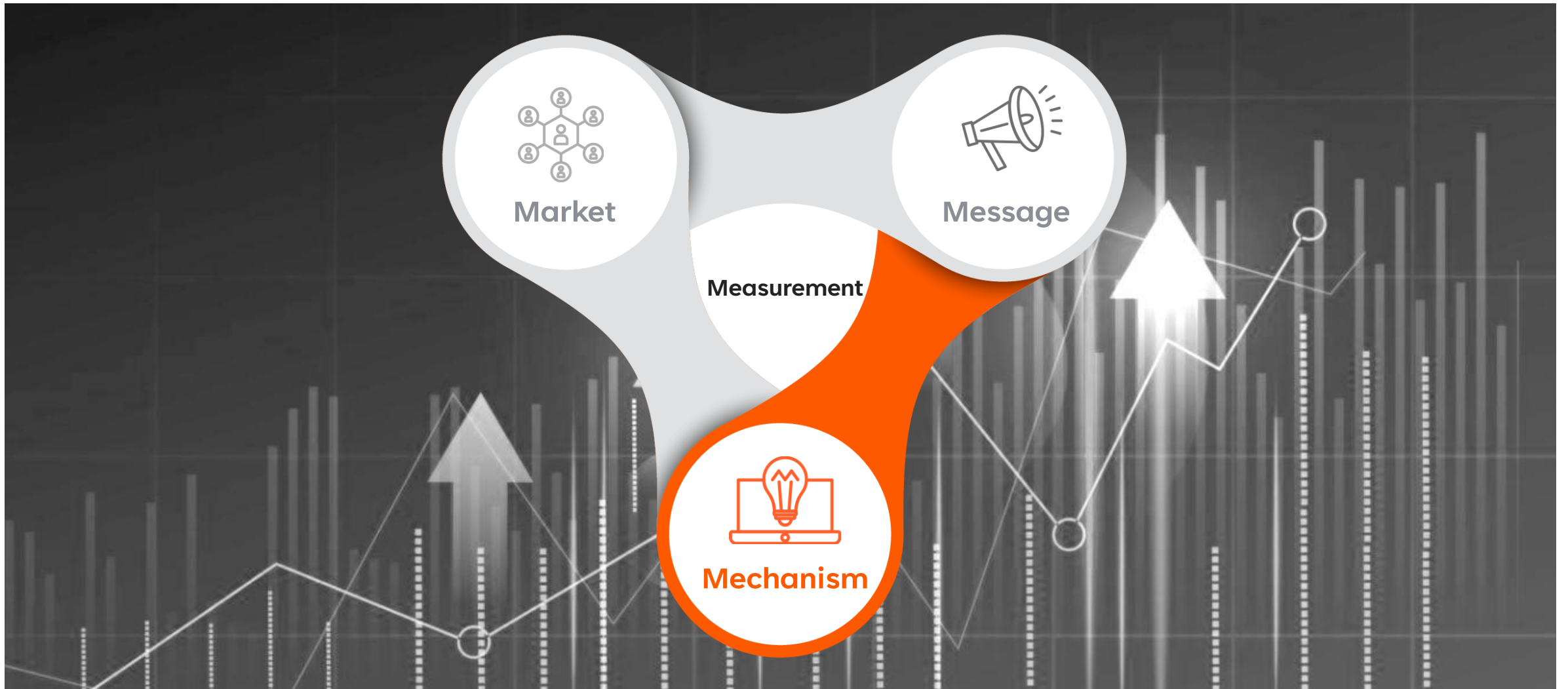
Example: Competitive Positioning Review



Example: Competitive Digital Snapshot

COMPANY	LINKEDIN FOLLOWERS	TWITTER FOLLOWERS	FACEBOOK LIKES	SEO SCORE (COVERAGE)	KEYWORD RANKINGS (1 ST 5 PAGES)	SEO MONTHLY VALUE	MONTHLY ADWORDS ESTIMATED SPEND
CLIENT	2,401	1,732	700	66.7%	577	\$161,000	~\$2,000
 SECURE CODE WARRIOR	1,273	706	134	34%	21	\$556	\$0
CIRCADENCE 	753	2,149	119	83%	46	\$39	\$2,570
 SYNOPSYS®	127,498	12,700	21,381	75%	7,477	\$314,000	\$6,290
 Security Compass	4,249	924	68	41.7%	185	\$1,090	\$9,540

The “3M”s of a Go-To-Market Plan





Define Your GTM Plan

Key Considerations & Components:

- Objectives, Goals, KPIs
- Company Structure
- Sales Model and Process
- Pricing Strategy
- Foundational Elements
- Marketing Launch Strategies
- Staffing Needs
- Budget



Sales Model Considerations

Direct Selling



End users or buyers

- Direct communication
- Relationship building
- personalized outreach
- targeted advertising
- content marketing

- CRM systems
- Direct mail
- Email campaigns
- Personal selling
- Direct response advertising

Significant resources needed for pipeline development, customer acquisition, retention, and sales force management

Channel Selling





Partners (resellers, distributors, agents, technology)

- Channel rep engagement programs
- Partner training
- Marketing collateral
- Sales tools

- Partner portals,
- Co-marketing initiatives
- Trade shows,
- Channel incentives,
- PRM systems

Alignment of goals with partners, effective communication for brand consistency and effectiveness. Typically still need to plan for internal sales

Company Structure Considerations

	Focus	Strategies	Tools and Tactics	Challenges
Service-Oriented Organizations 	<ul style="list-style-type: none"> • Value and benefits • Expertise • Customer experience 	<ul style="list-style-type: none"> • Building relationships • Showcasing expertise • Thought leadership • Case studies • Testimonials 	<ul style="list-style-type: none"> • Content marketing • Professional networking • Webinars, podcasts, speaking opps • Personalized service 	Services are intangible and often customized, requiring clear communication of value and benefits
Product-Oriented Organizations 	<ul style="list-style-type: none"> • Features, benefits, ROI • Differentiators 	<ul style="list-style-type: none"> • Demonstrating product value, benefits • Comparisons, specs • Trials, demos 	<ul style="list-style-type: none"> • Product-focused advertising • Trade shows • Product datasheets • Demos, free trials 	Services are intangible and often customized, requiring clear communication of value and benefits

Options for Resourcing Your US Marketing Needs



In-House Talent(IL)

☆ PROS

- Complete control over employee training and culture fit.
- Direct communication and potentially faster decision-making.

⚠ CONS

- Limitations due to lack of cultural affinity or geographic proximity.
- Risks given some technical marketing practices and regulatory requirements
- Requires time & investment in recruitment and training.

Hiring Local Talent (US)

☆ PROS

- Brings local market knowledge and expertise.
- Can navigate cultural and regulatory differences more effectively.

⚠ CONS

- More time may be required to find the right candidate with the desired skill set.
- Integration with the parent company's culture and practices
- Skill set of 1 person at time when needs are diverse & fluid

Partnering with a Local Agency

☆ PROS

- Rapid access to a team of experts and a variety of skills.
- Flexibility to scale up or down.
- Experienced in rapid deployment.

⚠ CONS

- Must trust that the agency is aligned with your objectives and priorities.
- Ensure industry expertise, track record, transparency – don't take as a given.

Launch Approaches

	Pros	Cons
Beta/Pilot	<ul style="list-style-type: none">• Feedback for improvement• Reduces market failure risk• Builds early advocacy	<ul style="list-style-type: none">• Limited initial impact• May delay full launch• Resource-intensive
Soft Launch	<ul style="list-style-type: none">• Minimizes risk• Allows feedback-based adjustments	<ul style="list-style-type: none">• Slower penetration• Low initial buzz
Big Push	<ul style="list-style-type: none">• Rapid introduction• High market buzz and visibility• Faster impact (when done right)	<ul style="list-style-type: none">• High risk if rejected• Larger upfront cost
Phased Launch	<ul style="list-style-type: none">• Controlled expansion• Adaptable and improvable	<ul style="list-style-type: none">• Slow market entry• Gives time for competitor response



Pre-Launch Foundational Elements

- Launch Approach, Timeline & Plan
- Marketing Plan
- Foundational Preparation - Examples:
 - Online Presence – Website and Social Media
 - Marketing & Sales Technology – “Infrastructure”
 - Sales Enablement – Presentation, Demo, Collateral
 - Lead Management – Structure/process, messaging, resourcing

Execution Tactics: The B2B Marketing Mix

Evaluate the right mix for your launch



STRATEGY & PLANNING

- Go-to-market planning
- Marketing assessment and planning
- Branding and messaging
- Positioning and segmentation
- Company and product launch



CONTENT DEVELOPMENT

- Content strategy / planning
- Web content optimization
- Marketing communications
- Educational and thought leadership content development



DEMAND GENERATION

- Digital program strategy
- Inbound marketing
- Content marketing
- Conversion optimization
- Lead funnel analysis
- Top-of-funnel lead gen



DIGITAL MARKETING

- Website creation, optimization
- Search engine optimization
- Paid search
- Digital advertising
- Marketing automation
- Social media



EVENTS & TRADESHOWS

- Event planning
- Trade show promotions
- Sales activity optimization
- Speaker placements
- Onsite media engagement



SALES ENABLEMENT

- Sales material development
- Lead funnel optimization
- Buyer journey mapping to sales process
- Social selling training
- Sales tech usage



PUBLIC RELATIONS

- Media relations
- Analyst relations
- Influencer relations
- Thought leadership programs



CHANNEL & PARTNERSHIPS

- Channel strategy development
- Partner co-marketing
- MDF management and maximization
- Channel marketing enablement

Example: 90-day Soft Launch Rollout Timeline

90-day “Soft launch” allows for incremental updates, sets the stage for fully-supported effort



T-30/45



Internal

- All hands launch rally
- ✓ All hands message training
- ✓ Sales enablement: Infographic/diagram, one-pager, company deck, SE Trusted deck
- Biz dev & Account Mgmt sales training
- ✓ Social media activation & training

1-30



Foundations & Prep

- ✓ Update email signature files
- ✓ Website updates (Phase 1)
- ✓ Add certifications across board
- ✓ SEO + SEM keywords, Google ext.
- ✓ Update social media profiles
- ✓ Email to clients, partners, FOF
- ✓ Webinar with internal SMEs
- ✓ Press release + social posts
- ✓ Align blog content to positioning
- ✓ Build target audience lists

31-60



Phase 1 (Sprint)

- ✓ Explainer video
- ✓ Client communications & conversion
- ✓ Continue website updates
- ✓ 3-4 press releases (prep)
- ✓ Weekly social posts (amplify x-platform), up-level messaging
- ✓ HubSpot integration for inbound
- ✓ Content offer
- ✓ LinkedIn/Sales Navigator campaign

61-90



Phase 2

- ✓ Continue campaigns
- ✓ Develop more content offers
- ✓ Launch of self-diagnostic tool
- ✓ Q&A, live events (Matt, Erik, Mark)
- ✓ Scale programming: ad spend, launch media relations

Example: Marketing Launch Rollout

	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Market Assessment, Strategy & Planning and Strategic Foundations	X	X										
Content Plan and Content Development		X	X	X	X	X	X	X	X	X	X	X
Digital Presence			X	X	X	X	X	X	X	X	X	X
Demand Generation Programs			X	X	X	X	X	X	X	X	X	X
Media, Press and Analyst Relations			X	X	X	X	X	X	X	X	X	X
Partner Marketing			X	X	X	X	X	X	X	X	X	X
Event Planning & Management			X	X	X	X	X	X	X	X	X	X
External Market Entry Launch				X	X	X						
Visibility & Brand Awareness				X	X	X	X	X	X	X	X	X
Lead Gen & Ongoing Nurture				X	X	X	X	X	X	X	X	X

Measurement

Goal Setting



Considerations for Setting Reasonable Expectations for Launch Performance

- **Vision and Objectives:** Define the long-term vision and short-term objectives for launch
- **Define Best and Worse Cases** – Anticipate what poor performance looks like and define plans to adjust
- **Alignment** – Ensure that all team members understand the launch goals, their roles in achieving them, and how their performance will be measured
- **Prioritize and Focus** – Focus on a few critical goals that will have the most significant impact
- **Benchmarks:** Use internal data(if available) or external data to set pre-launch benchmarks for KPIs
- **Iterative Improvement** – Use KPI data compared to benchmarks to inform optimization and adjustments
- **Resource Allocation:** Allocate resources effectively, including budget, personnel, and technology, but do not over-extend.

Measurement for Success



Sales Metrics

- **Sales Volume:** Number of units/clients sold within a specific period.
- **Average Deal Size:** Average revenue generated per sale.
- **Conversion Rate:** Percentage of leads or prospects that become paying customers.
- **Customer Acquisition Cost (CAC):** Total cost of acquiring a new customer, including sales and marketing expenses.
- **Sales Cycle Length:** Amount of time it takes to close a deal from the initial contact.



Marketing Metrics

- **Digital Engagement:** Website visitors Click-through rates (CTR), conversion rates, and email open rates.
- **Lead Generation:** Number of new leads generated through marketing efforts.
- **Traffic to Website:** Number of site visitors.
- **Engagement Rate:** Level of interaction with marketing content, such as social media likes, comments, and shares.
- **Cost per Lead (CPL):** Total marketing spend divided by the number of leads generated.
- **Conversion Rates for Marketing Campaigns:** Percentage of leads converted into customers from specific marketing campaigns.



Thank You



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Learn more about our US Market Entry services:

<https://www.magnetudeconsulting.com/b2b-marketing/us-market-entry-strategy>

Contact Magnetude Consulting:

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3 ways to engage with Magnetude:
Kickstart your U.S. Market Launch

**Free 60min
launch strategy
consult with
myself and one
of our fractional
CMOs**

**Fractional
Marketing Support**

- Full Strategy and Execution Engagements

Launch Planning & Prep Bootcamps

Example packages:

- US Market Launch Roadmap
- Launch Plan Development
- Messaging Development
- Competitive Analysis & Positioning Strategy
- Quick-Win Soft Launch Analysis & Plan

Details (varies by program)

- 2-5 week durations
- Combines interactive workshops and hands-on development