



Stanford eCorner

Achieving 'Go-to-Market Fit'

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MobileIron Co-Founder Bob Tinker describes the next challenge for a startup after figuring out product-market fit, and that's achieving what he calls "go-to-market fit." This entails three things: deciding on a sales model and committing to it, developing a repeatable sales and marketing routine that secures and delights new customers, and positioning the business so it aligns perfectly with the problem it is addressing.



Transcript

- [Instructor] Product Market Fit is hard. Product Market Fit is really important. But, Product Market Fit is not sufficient to grow your business. So, what's the missing link? The missing link is something I call Go-To-Market Fit. Which is how do you stitch together the problem, marketing, sales, the customer to drive growth. And this does not replace Product Market Fit as a matter of fact they sort of run in parallel slightly offset in time. So, how does it work? So at the tail end of Product Market Fit you're usually winning customers and losing customers. Pay really close attention to what's happening there cause the world is teaching you right there. And you use that to inform your Got-To-Market plan. And there are three core parts to Go-To-Market Fit.

One, is your sales model. Two, is you have a repeatable sales and marketing playbook, I'll talk a little bit more about that in a moment. And three, what problem wave are you lined up on? Sales model, repeatable sales and marketing playbook, and what problem wave are you lined up on? So, let's drill in for a second. So, on the sales model, the most important thing is pick one. You'd be surprised how many companies sort of mumble along trying multiple sales models at the same time. That's fine, but in order to achieve Go-To-Market Fit you have to figure out what your sales model looks like. It can be direct, it can be channel, it can be web, it can be retail, it can be freemium, it can be expand and upsell, it can be marketing lead, it can be sales lead. It doesn't matter. But you just have to pick one. The second thing is your sales and marketing playbook.

The most important part of this, and I would argue sort of the highest protein part of this exercise, is how do you come up with a repeatable sales and marketing playbook that does two things. How do you find and win customers? And what's the wow? What's the wow that gets them across the line? And the third part of getting Go-To-Market Fit is the problem wave. And the key to this is urgency. Are you lined up on the right problem wave that drives urgency then answers the two questions: Who cares? And why now? Who cares and why now? You get these three things right and you're in rarefied air. You're a company that has now achieved Go-To-Market Fit. One of the questions I get asked is: How do you tell? How do you know you've hit Go-To-Market Fit? It's actually relatively easy to measure which the test is... are you feeling momentum and growth? You can just feel it all of a sudden (grumbling) You can start to feel things take off and it is a blast when you get to this stage.