Go-to-Market Strategy Primer for 2022

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Go-to-Market Strategy Primer for 2022

Technology markets are not static and orderly. Understanding the market and buyer dynamics that drive the need for your products and services is critical for go-to-market success. Use this initiative to prioritize customer journeys and refine planning, segmentation and targeting strategies.

Scope

This initiative covers advice on go-to-market strategy, insights about the ideal customer profile and segmentation, helping clarify a deep understanding of the buyer journey and personas.

Topics in this initiative include:

- **Build Go-to-Market Strategy**: Pick methods to determine the most appropriate routes to market, best-practice partnership strategies, and pricing and packaging in order to drive sales.

- **Define Ideal Customer Profile and Key Segments**: Implement a proven approach to define the ideal customer profile (ICP) and highly targeted relevant segments that goes beyond traditional firmographics to include technographic, psychographic and other relevant attributes.

- **Understand Customer Journey**: Learn how to best identify and nurture influencers and decision makers and how to achieve consensus among them, as well as a better understanding of their business drivers and selection criteria.

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The go-to-market key initiative focuses on defining the ideal target segments for your offering and then understanding the buyer journey. This buyer knowledge will inform all related marketing efforts — messages, appropriate strategies to reach that audience and choosing the best route-to-market options.
Downstream, demand generation, account-based marketing (ABM), field marketing, sales enablement tactics and route-to-market strategy all contribute directly to sales performance. Yet they are heavily dependent on a clear and well-understood market focus and ability to effectively identify and target the right buyers. In fact, Gartner survey results show that product marketers in growth companies spend more time on customer and market analysis than their counterparts in companies not growing as quickly; see A Potential Key to Growth: Product Marketers Who Spend Time on Market Analysis.

Before developing positioning or creating stories that drive sales enablement and external demand, a product marketer must be armed with a wide range of information about the factors that drive buying behavior.

Decisions about which segments to target are determined by evaluating market-specific data, buying journeys and personas, gaps in the market, and unmet needs. Determining which buyers have the greatest propensity to purchase and what influences their behavior as they move through the different stages of the buyer's journey, from buying to owning, increases the likelihood of success of your marketing and sales efforts. Understanding the personas of key decision makers and influencers who are involved in purchase decisions can drive messaging, content and route-to-market decisions; impact deal velocity; and reduce the likelihood of losing or delayed deals because of failure to reach consensus among the buying team.

Routes to market — whether direct or through indirect channels — is also a fundamental business decision that the product marketers must assess and influence. Routing through a channel adds an additional layer of complexity and the need for an additional set of value propositions — what is your value-add to the channel partner that is different from that of your end customer?

Effective product marketers evaluate all this market information to help them create go-to-market plans and orchestrate marketing efforts. A keen understanding of the market segments and buyers helps to inform decisions regarding which sales channels will prove most effective to reach the targeted buyers.

**Topics**

Many factors typically determine the success rate of a given marketing effort, both strategic and tactical. The likelihood of success increases significantly when product marketers are focusing their efforts on markets where they offer the greatest value that have the highest opportunity and companies that are most likely to buy, while driving consensus among the individuals involved in the buying decision.
Our research in this area addresses the following topics:

**Build Go-to-Market Strategy**

Understanding your market drivers and buyer priorities might improve the likelihood of being considered in a given selection process, but is not enough to close the opportunity. Product marketers have a myriad of options to consider when it comes to pricing, packaging and which channels they sell through. Combine your market expertise with this research to assess the go-to-market options available, determine if changes are necessary and plan out the appropriate strategy.

**Questions Your Peers Are Asking**

- What pricing and packaging options should my buyers expect?
- What routes to market best suit my target segments?
- How should I structure and manage my partnership strategy and programs, and how can I add value to partners?

**Recommended Content**

- The Carrot, the Stick or Both — A Strategy for Moving Existing Customers to Subscriptions
- Technology and Service Providers: Build a Scalable Indirect Sales Channel Program—Part 1: Planning
- Align Subscription Pricing to Customer Value With Volume Usage Tiers
- Enable Growth With a Tiered Value-Based Pricing Model
- Route-to-Market Fundamentals for Product Marketers
Planned Research

- Product marketers should offer ecosystem community sites to help buyers map solutions to targeted outcomes
- Product-led growth — when to do what in terms of aligning product offers with marketing and sales, perhaps depending on target parameters
- Planning for vertical marketing success
- Building an independent software vendor (ISV) partner program
- Increase the effectiveness of your developer marketing
- CIO Survey 2022: Implications for product marketers

Define Ideal Customer Profile and Key Segments

Create segments and ideal customer profiles (ICPs) for each segment related to a specific solution that solves a particular problem based on firmographic, technographic and psychographic criteria, and then target marketing efforts and spend on organizations that mirror the ICP. This may include a target account-based sales and marketing program, Gartner's enterprise technology adoption profiles, personalized messaging and how to apply this at scale.

Questions Your Peers Are Asking

- How can I define the ideal customer profile for my product?
- How should I segment my target market? How many segments should I have?
- What drives decision making for both new or repeat, planned, and ad hoc purchases?
- What are the characteristics of a high-quality lead?

Recommended Content

- Some recommended content may not be available as part of your current Gartner subscription.
- Tech Marketers: Improve Buyer Empathy and Traction With Detailed Market Segment Profiles
- Understanding Gartner's Enterprise Technology Adoption Profiles
Planned Research

- How to rank and invest in existing segments in order to drive growth
- Planning for vertical marketing success
- Segmentation/ICP precision — How do we know if/when we should delve deeper into a given segment — subvertical, country?

Understand Customer Journey

The enterprise buyer journey is complex and the product marketer needs to understand it in order to apply that knowledge to marketing and sales enablement. Buyers seek out content and information that will help them understand and prioritize the solutions available to help them achieve their objectives. Traditional selling methods can be too rigid, generic or stale, leading providers to lose touch with buyers, stakeholders and the fluid landscape that drives their decisions. Dynamic markets, a growing number of options and a buyer's diminishing attention span mean technology providers must demonstrate relevance in a tailored, timely and flexible manner.

Questions Your Peers Are Asking

- How is the buyer journey changing? What go-to-market tactics do I need to align to in order to effectively respond to it?
- Which personas, decision makers and influencers do I need to address through marketing? How are line-of-business buyers different from IT/CIO or procurement?
- Which key considerations drive renewals and upselling and cross-selling opportunities?
- What considerations drive new purchases versus repeat/renewal decisions?

Recommended Content

Some recommended content may not be available as part of your current Gartner subscription.
Improve Demand Generation Targeting and Engagement Across the Buying Team With B2B Buyer Personas

Improve Buyer Engagement and Conversion by Adding Journey Context to Personas

Encourage Use of Independent Sources to Drive High-Quality Deals

IT Involvement in Technology Buying Extends Throughout the Organization

The Buyer Persona Disconnect: Marketing Gains Knowledge About Buyers, but Does Sales?

Planned Research

Five buying trends your tech marketing strategy must address from 2021 through 2025

Targeting the developer persona

Developer marketing — Marketing to the developer persona

Suggested First Steps

High Tech Marketing Score: Go-to-Market Strategy

The Enterprise Persona — Defining Your Ideal Customer Profile

A Practical Guide to Market Segmentation for Technology and Service Providers

The B2B Customer Life Cycle for Technology Products and Services

Essential Reading

Technology Market Essentials Primer for 2021

Messaging and Differentiation Primer for 2021

Demand Generation Primer for 2021

Technology Marketing Effectiveness Primer for 2021

Document Revision History

Go-to-Market Strategy Primer for 2021 - 4 February 2021
## Related Priorities

<table>
<thead>
<tr>
<th>Initiative Name</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>Messaging and Differentiation</td>
<td>This initiative provides guidance and best practices for creating differentiated positioning, messaging and storylines for a variety of offerings — products, services or any combination therein.</td>
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<tr>
<td>Demand Generation</td>
<td>This initiative covers planning, developing, and executing traditional demand generation and account-based programs to create awareness and engagement from both prospects and existing customers.</td>
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<tr>
<td>Marketing Agility</td>
<td>This initiative covers best practices for organizing, guiding and managing an impactful technology marketing function to succeed in dynamic market conditions.</td>
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<tr>
<td>Technology Market Essentials</td>
<td>This initiative provides a fact base with analytical insights, market analysis and competitive analysis that helps harness growth opportunities across IT product and service portfolios.</td>
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<tr>
<td>Tech Buying Behavioral Insights</td>
<td>This initiative covers technology buyer behavior — how organizations and the people in them make buying decisions, what these buyers want, and how high-tech organizations must adapt to that behavior.</td>
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Actionable, objective insight

Explore these additional complimentary resources and tools for tech product marketing leaders:

- **Infographic**
  Do Tech Marketers Know How to Reach Their Buyers?
  Improve the effectiveness of demand generation programs.
  
  Download Now

- **Research**
  Top Trends for Tech Providers for 2022
  Learn the top trends impacting tech providers.
  
  Download Now

- **eBook**
  Leadership Vision for Technology Product Marketers
  Learn the top 3 strategic priorities for tech product marketers.
  
  Download Now

- **Webinar**
  How the Best Tech Companies Engage Buyers and Drive Growth
  Explore tech marketing growth insights and how to apply them.
  
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