

Go-To-Market Fundamentals

For startup entrepreneurs and idea authors



NEW YORK TIMES BESTSELLER

SECOND EDITION

With a new section: "On Robustness and Fragility"

THE BLACK SWAN



The Impact
HIGHLY IMP

Nassim Nich

Nassim Nicholas Taleb

ANTIFRAGILE

THINGS THAT GAIN FROM DISORDER

New York Times BESTSELLER

AUTHOR OF *The Black Swan*

"Startling... richly crammed with insights, stories, fine phrases and intriguing asides... I will have to read it again. And again."

—Matt Ridley, *THE WALL STREET JOURNAL*

THE
Building a
HARD
Business When
THING
There Are No
ABOUT
Easy Answers
HARD
BEN HOROWITZ
THINGS

INTERNATIONAL BESTSELLER
MORE THAN 3 MILLION COPIES SOLD!

EAT THAT FROG!

21 GREAT WAYS TO
STOP PROCRASTINATING
AND GET MORE DONE



MILLION COPIES SOLD WORLDWIDE

THE
COURAGE
TO BE DISLIKED

How to free yourself, change your life and achieve real happiness

'A thought-provoking read.' *Mail on Sunday*

ICHIRO KISHIMI and FUMITAKE KOGA

THE #1 NEW YORK TIMES BESTSELLER

EXTREME OWNERSHIP

HOW

U.S.
SE
LEAD
JOCKO WILLI

INTERNATIONAL BESTSELLING SENSATION

THE LEAN STARTUP

How Constant Innovation
Creates Radically
Successful Businesses

ERIC RIES

'Mandatory reading for entrepreneurs' Dan Heath

Entrepreneurial Spirit in Cambridge





Agenda

- Market Sizing: Total Addressable Market (TAM) and Serviceable Obtainable Market (SOM)
- Introduction to Go-To-Market Strategy
- Identifying and Targeting Your Beach-Head Market
- Securing a Flagship Customer
- Example

Market Sizing: TAM, SAM & SOM

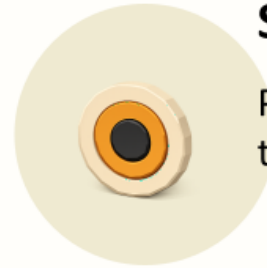
TAM, SAM, and SOM

Align ambition with feasibility through market sizing



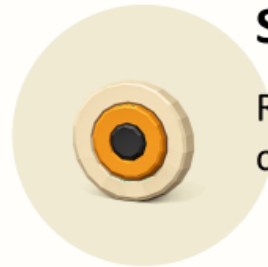
TAM (Total Addressable Market)

Entire revenue opportunity at 100% market share. Used to show the largest possible market size.



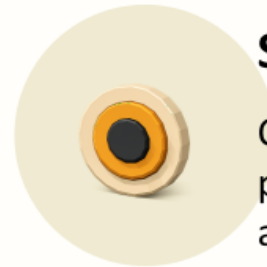
SAM (Serviceable Available Market)

Portion of TAM your products target. Focuses on the segment that fits your model and capabilities.



SOM (Serviceable Obtainable Market)

Realistic share you can capture given resources and competition. Guides practical goals and allocation.



Strategic Importance

Clear layers help investor messaging and planning—prioritizing resources while balancing ambition vs. feasibility.

Go-To-Market Strategy

GTM Strategy: Definition & Importance

Definition

A Go-To-Market (GTM) strategy defines how a startup delivers its unique value proposition to customers to achieve competitive advantage and rapid growth.

Why it matters for startups

Aligns product, marketing, and sales to market realities, reduces time-to-revenue, and optimizes resource allocation.



Key Components of a GTM Plan



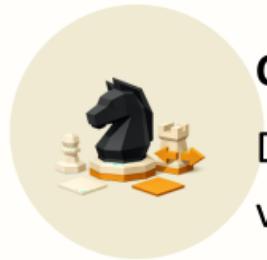
Market Segmentation

Identify distinct customer segments based on demographics, needs, and behaviors.



Target Customer Profiles

Develop detailed **PERSONAS** for prioritized segments.



Competitive Positioning

Define how your offering stands out versus competitors.



Value Proposition

Clearly articulate the unique benefits delivered to customers.

Then align channels, pricing, and launch timing to deliver it.

Targeting Beach-Head Market

BEACHHEAD MARKET

is a focused, small market segment that a startup targets first to establish a dominant position, build credibility, and gain momentum before expanding into larger, adjacent markets.



By specializing on a narrow, homogeneous group with similar needs, companies can maximize resources, learn rapidly, and gain a high market share.

Securing a Flagship Customer

Flagship Customer Value

Definition

A flagship customer is a prominent early adopter whose endorsement validates a startup's credibility.

Why it matters

They act as a reference account—building trust, shortening sales cycles, and opening doors to broader markets.



Strategies for Early Adopters



Customized Solutions

Tailoring products to meet specific needs of early adopters, increasing relevance and appeal.



Incentivized Participation

Offering favorable terms such as discounts or exclusive access to motivate early engagement.



Exceptional Support

Providing hands-on assistance and rapid response to feedback, ensuring a smooth onboarding experience.



Co-Creation of Features

Collaborating with early adopters to develop and refine product features, fostering loyalty and investment.

Planning for Expansion Beyond the Beach-Head



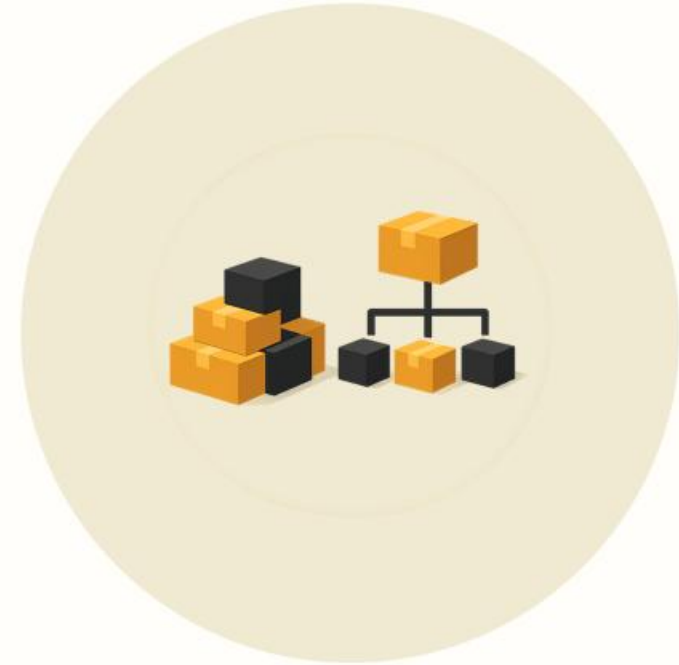
Adjacent Market Segments

Identify and target related customer groups or industries that share similar needs to the beach-head market. Leverage existing product strengths and brand recognition to gain traction quickly.



Geographic Scaling

Expand operations into new regions or countries with favorable market conditions. Adapt go-to-market strategies to local preferences and regulatory environments.



Broaden Product Offerings

Introduce new features, products, or service lines that complement the core offering. Address additional customer pain points to increase wallet share and retention.

Example



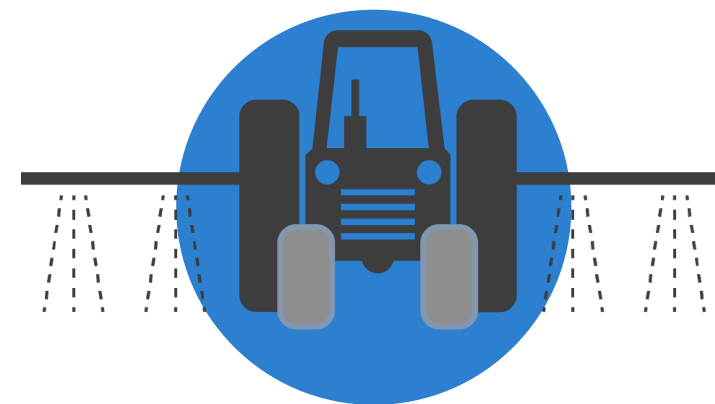
The market potential
of **organic carrot**
laser weeding in EU

22M EUR*



The market potential
of **vegetable**
laser weeding in EU

1.1Bn EUR**



The global **herbicide**
market is over

30Bn EUR

* Organic carrot area in EU is estimated at 11,000 ha and manual weeding costs in average 2,000 EUR/ha

** Total vegetable area in EU is estimated at 2,2M ha



“

With increasing challenges around labour availability and rising costs, we feel that now is the best time to invest in laser weeding technology. Weeds are a substantial issue for organic vegetable growers each year. Alongside our relationship and involvement in the development of this technology, it is for this reason that we have invested in

WeedBot

”

Joe Rolfe

General Manager, RBOrganic, Ltd

VALUE PROPOSITION

1

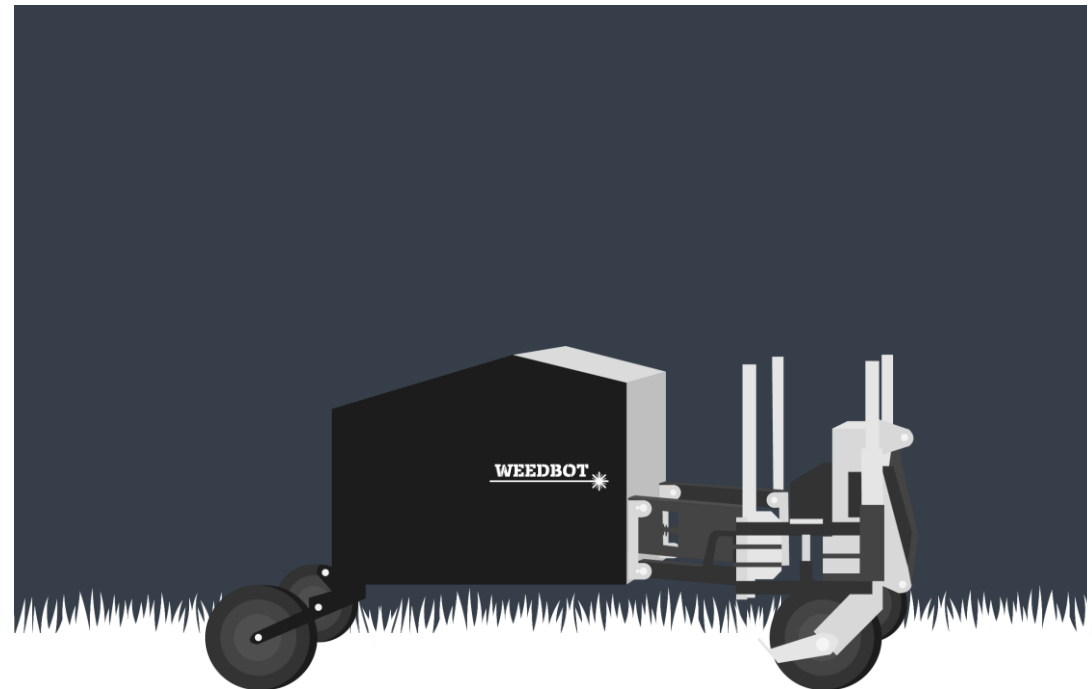
Less seasonal workers needed (up to 75% reduction)

2

Lower weeding costs

3

Can work 24/7



WHY CARROTS?

1

Large area of organically grown crop in EU and worldwide

2

Considerable manual weeding necessary

3

Mechanical weeding unsuitable in early growth stages

4

Product pull from customers

Latvia



UK



MEET THE CUSTOMERS!!!

France



Spain



Netherlands



Belgium



Conclusion: Mastering Go-To-Market Fundamentals



Start with a beachhead

Define a focused first market to launch with clarity and speed.



Win flagship customers

Secure early proof points that validate value and drive adoption.



Size the market accurately

Quantify opportunity to align strategy, funding, and targets.



Execute a scalable plan

Turn GTM fundamentals into repeatable growth in competitive markets.