

Designing a High-Impact, Go-to-Market Plan

The Brief

Medical Tech B2B Services | Global | Fortune 500 Conglomerate

We are a services division in a large-scale B2B med tech company, and often an afterthought in business planning. **How can we go to market with enhanced service offers that are meaningful to customers and support the core hardware business?**

Lime Soil Test™ Challenges

- Commercialization plans had focused on the hardware not services, leaving the team playing catch-up when preparing to launch
- Company used firmographic segmentation, which made it difficult to identify where services could be of value
- Despite many positive features/benefits of the service offerings, the compelling and differentiating value proposition remained unclear
- Positioning and some key strategies had been decided, creating hard boundaries of what could and could not be changed
- Cross-functional team had conflicting views as to the best course of action

Lime Treatment Pathway

- Partnered with global services marketing lead via **CMO Transformation Advisor** executive coaching to craft a strategy while managing stakeholders with fixed beliefs. Also contributed to market research study design to help deepen qualitative exploration of needs and, later, to validate segmentation quantitatively
- Deployed **Mastery-in-Action Workshops** with cross-functional global team to create a shared customer understanding and develop a more useful outcomes-based segmentation for product/service innovation and better sales account planning
- Given emerging information, revised **Go-to-Market Plan Roadmap** to focus on customer segmentation and pursue an iterative “soft-launch” via integration with other projects underway
- Developed **Marketing Way** value creation playbook

Impact:

Identified three new offerings with measurable impact and developed method for future value creation and go-to-market activity

- Sophisticated, useful segmentation is informing both services and hardware strategy, as well as innovation planning; actionable insights are helping the team **quantify, target, and message more effectively**, and **optimize marketing automation**
- Customer segment learning conveyed via company communications and podcasts, **elevating key sales and other teams' ability** to understand and solve for different customer needs
- Approach is being used to enhance the traditional firmographic segmentation outside the immediate team; **senior leadership is excited about the rigor and discipline**: “Very good construct and output!”

I am so proud of the work we did with Lime and how it made a difference in our organization. We understand our customers so much better and that is allowing us to prioritize, focus, and show up in a more meaningful way. On a personal level, working with Lime provided a tremendous growth experience for me that increased both my impact and influence in the company.

—Global Services Marketing Lead