CASE STUDY

Go-to-Market Advisory

Product Development & Launch Advisory for a Global Supply Chain Software Developer

RESEARCH | ENGAGE | BUILD

1 BACKGROUND

The client traditional business is the development and marketing of customized telematics software. To expand their business, they plan to develop a turnkey SaaS solution for supply chain execution with an emphasis on transforming IoT data into business insights.

The client has limited understanding of the SaaS market as they have never developed or commercialized a SaaS product. They required support to assess the market and competitive landscape with the objective of identifying and establishing leadership in a profitable market niche that lacked strong incumbent players.

2 OBJECTIVES

Identify feature set requirements of key target customer segments to guide product development.	Determine optimal price and revenue model based on customer preference and competitor dynamics.	Build a channel partner network to support product launch and market entry into new regions.

3 SCOPE

Industries: Third party logistics, airlines, retailers, industrial manufacturers, FMCG

Geography: Europe (1st priority), APAC (1st priority), North America (2nd priority)

Customer Types: OEMs, infrastructure operators, system integrators

IoT ONE provided the insight required to launch a new SaaS product in the competitive telematics market.
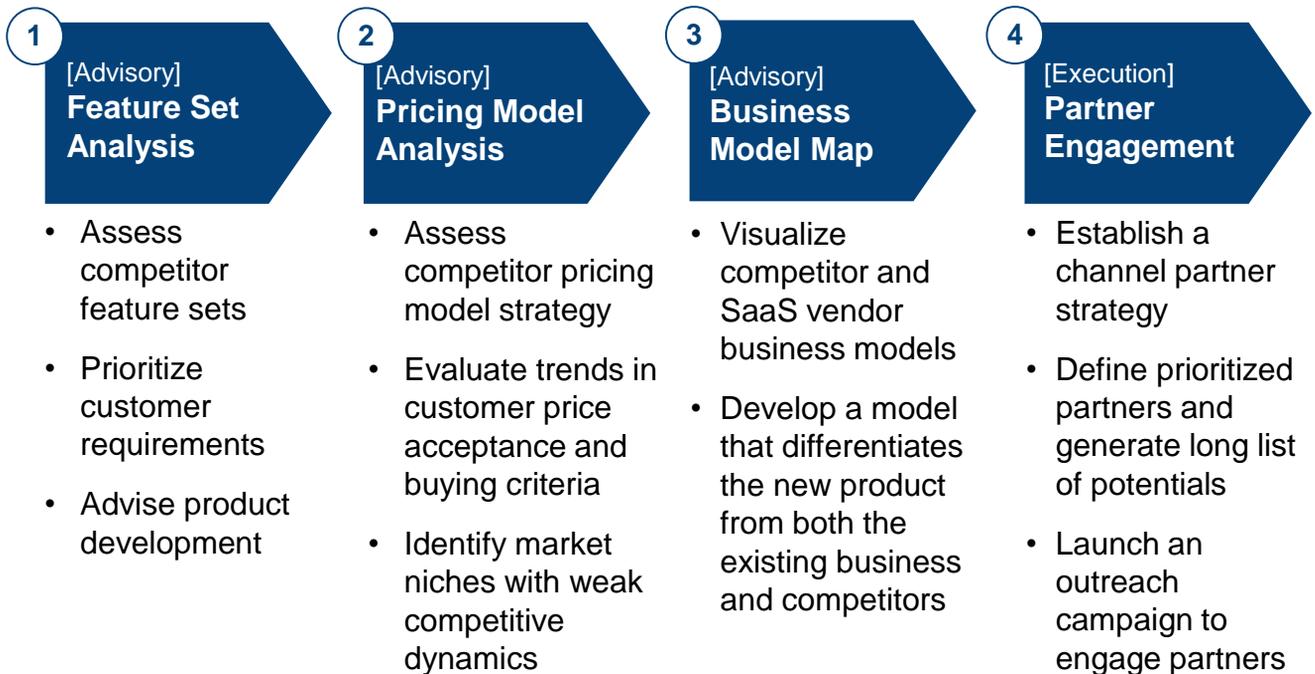
4 SOLUTION

IoT ONE supported the client from product development through product launch. Using interviews with potential customers, competitors, and channel partners, IoT ONE worked closely with the client to develop a product and go-to-market strategy that was highly differentiated from competitors in terms of both functionality and pricing model.

Following product development, IoT ONE supported the client in developing and launching a channel partner strategy. This involved establishing the channel strategy, prioritizing partners, defining the partnership model, and engaging with potential partners.

5 PROCESS

The project was segmented into four work streams:

1 [Advisory] **Feature Set Analysis**	2 [Advisory] **Pricing Model Analysis**	3 [Advisory] **Business Model Map**	4 [Execution] **Partner Engagement**
• Assess competitor feature sets • Prioritize customer requirements • Advise product development	• Assess competitor pricing model strategy • Evaluate trends in customer price acceptance and buying criteria • Identify market niches with weak competitive dynamics	• Visualize competitor and SaaS vendor business models • Develop a model that differentiates the new product from both the existing business and competitors	• Establish a channel partner strategy • Define prioritized partners and generate long list of potentials • Launch an outreach campaign to engage partners

6 RESULTS

✓ 106 products by 95 competitors were analyzed, including deep dives of competitors' product demos, feature sets, and pricing structure to comprehensively map the competitive landscape

✓ 596 user reviews were analyzed to identify key feature set requirements

✓ A comprehensive go-to-market plan was formed to support launch, including partner incentive structures, user pricing model and levels, product feature tiers, and communication plans