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Developing a GTM Product Strategy for B2B Marketplace Networking Software

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Abstract

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The purpose of this study was to develop and propose the comprehensive Go-To-Market (GTM) strategy for the case company. The strategy focuses on improving elements of user segmentation, value proposition and product development to enhance market penetration and operational efficiency. The case company faced challenges in scaling up market entry customer acquisition while simultaneously interpreting the logic of the volatile B2B construction environment. Additionally, the product development of the case company is required to optimize the market entry technological direction to address the business goals of the strategy. The thesis addresses the business challenge of creating an innovative solution platform to meet the diverse needs of all stakeholders involved in construction site projects. The objective was to define the selected elements of a GTM strategy and propose the improvements to overcome the challenges faced when building a marketplace platform.

To achieve the objective, qualitative research methods were used, such as interviews, internal document analysis, and observation. The research process involved several key steps, starting with a process of a Current State Analysis (CSA) to identify gaps and key focus areas for improvement of the existing GTM strategy of the case company. This analysis was followed by the relevant literature review of the Existing Knowledge to collect best practices on the topic of this study. Data collection methods included ordered interviews and workshops with key stakeholders, ensuring that the proposal was grounded in practical insights and expert feedback. The thesis rationale followed a structured approach, moving from problem identification to solution development, and finally to validation and refinement of the proposal.

The outcome of the thesis is the validated enhanced proposal of the GTM product strategy for the case company shaped by the three selected focus areas, namely user segmentation, value proposition and product development. By implementing the proposal, the case company can scale up its business growth and strengthen market entry strategy in the Finnish and other markets. By incorporating the recommended GTM strategy elements, the case company can increase the convection of a critical mass of users and achieve the ambitious goals of becoming a game-changer in the construction industry through digital transformation.

Keywords

Marketplace, App, Construction, B2B, Startup

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1 Introduction

Marketplace platforms have transformed consumer-business relations and stepped into the peak of inflated expectations from the innovation trigger back in 2022, thus creating new opportunities and challenges for both startups and established firms (Gartner, 2022).

The construction industry has witnessed a considerable shift towards marketplace models based on upward trends outlined in the McKinsey report (2020). Startups and established companies now have an opportunity to bring in new products that fit the changing market. According to McKinsey (2020), digital transformation is not just a technological shift but an organizational change at the intersection of technology, business, and people (McKinsey, 2020). Such a perspective underlies why it is strategic to align product innovation with comprehensive market insights to take advantage of emerging opportunities. In such an environment, the need to differentiate continuously while striving for innovation cannot be overstated. As the McKinsey (2020) report highlights, firms operating in the construction sector are not only expected to innovate but also have their offerings distinctively positioned against competitors. For companies, it is vital to capture these changes effectively. As indicated by Gartner (2022), emerging technologies are disruptive by nature and deserve close examination in such cases.

This thesis aims at developing the GTM (Go-To-Market) strategy for a start-up company with particular emphasis on product development in the innovative area of marketplace networking platforms. A GTM strategy defines how an organization interacts with customers to convince them to buy its products or services thereby gaining competitive advantage over other businesses in the marketplace. Such methods consist of incentivizing early adopters, advancing technology, achieving product-market fit, among others. This Thesis is focused on developing some selected parts of the GTM strategy of the case company that is developing a marketplace networking platform.

1.1 Business Context

The construction industry is a complex sector, with many players involved in every project, from the architects and engineers to the contractors and subcontractors. As the industry moves towards digitalization, there is a growing need for platforms that can connect these different players, streamline communication and project management, and help them work more efficiently and effectively.

The case company of this thesis is a young startup that has recognized this problem and has developed a marketplace platform specifically designed for the construction B2B industry. The platform allows general contractors to match subcontracting capacity on-demand and provides project management tools to manage the workforce up to the invoicing process. With the ambitious potential to make digital transformations in the construction industry, the case company aims at rapid growth and expansion. Currently, the company is in the early-stages and aspires to be the primary platform for construction-related digital tools, communication, and marketplace innovation solutions across the EU and globally within the next five years. The case company intends to become a game-changer in the next five years and sets the 'practical digital transformation application' as their mission statement. The challenge in this type of business is in selecting and crafting the appropriate GTM plan and strategy.

1.2 Business Challenge, Objective and Outcome

The case company is confronted with the task of accurately implementing its GTM Product Strategy, ensuring the right product improvements and attracting users rapidly to its two-sided marketplace. For the case company, being a nascent enterprise, it is crucial to optimize for the most effective and risk-mitigating strategy to ensure success. This challenge becomes particularly painful since a platform relies on achieving a critical mass of users on both the supply and demand sides to operate optimally. The problem is particularly challenging for the case company, as the company lacks the resources and brand recognition to attract users to the platform.

The objective of the study is *to further develop the current GTM (Go-To-Market) strategy and tailor it to the needs of the case company operating in the construction industry*. The aim is to provide actionable insights that will enable the case company to enhance its market entry strategy in Helsinki, Finland, and potentially expand into other

markets. The ultimate goal is to increase the capacity of the case company to attract a critical mass of users, thereby positioning itself as a transformative force in the construction sector through digital innovation.

The outcome of the thesis is *the further developed GTM strategy tailored to the needs of the case company operating in the construction industry*. Through the adoption of the proposed GTM strategy, the case company should enhance its ability to attract a critical mass of users. This, in turn, advances its overarching objectives of pioneering change within the construction industry through digital transformation.

1.3 Thesis Outline

The thesis focuses on the GTM strategy of the case company for the first twelve months of business in their home market, Helsinki, Finland. The company needs to know what actions should be taken to get early adopters and initiate platform growth. The focus of this thesis is on product development, with less emphasis on sales and marketing aspects.

The thesis is written in seven Sections. Section 1 is the introduction. Section 2 describes the research approach, methods and data collection. Section 3 reports on the Current State Analysis of the GTM strategy of the case company within the product strategy scope. Section 4 explores literature used to support the thesis. Section 5 contains the Initial Proposal for the revised GTM strategy. Section 6 reports on the validation of the Final Proposal for the revised GTM strategy based on the key stakeholders' suggestion and proposed improvements. Section 7 is the conclusion and closing words for this thesis.

1.4 Key Concepts

Go-To-Market (GTM): 'A go-to-market (GTM) strategy is a detailed plan of how your startup will reach its target customers effectively and efficiently where effectiveness depends on how rapidly you reach and convert customers and efficiency on how profitable your efforts are.' (Harvard Business School, 2012)

General Contractor (GC): 'A general contractor is responsible for overseeing the day-to-day operations of a construction project, managing vendors and trades, and

communicating information to all parties involved throughout the course of a building project.' (Procore, 2024)

Subcontractor: 'A subcontractor is a business or individual that carries out work for a company as part of a larger project. They are hired by the general contractor to perform specific tasks within a project, such as electrical work, plumbing, or carpentry.' (Procore, 2024)

Marketplace: 'A marketplace is a platform where buyers and sellers can meet to exchange goods and services. It can be physical, like a farmers' market, or digital, like e-commerce websites where various vendors sell their products.' (Sharetribe, 2024)

Construction Site (Site): 'A construction site is a designated location where construction work is being performed. It includes all the necessary equipment, materials, and labor required to complete the building or infrastructure project.' (Letsbuid, 2023)

Lifetime Value (LTV): 'Lifetime Value is an estimate of the total revenue a business can reasonably expect from a single customer account over the entire duration of their relationship. It represents the total value a customer brings to the business during their lifetime as a customer.' (Corporate Finance Institute, 2023)

Chief Marketing Officer (CMO): 'The CMO is an executive responsible for overseeing the marketing activities within an organization. They are in charge of developing and implementing marketing strategies to promote a company's brand and products.' (Corporate Finance Institute, 2024)

Chief Technology Officer (CTO): 'The CTO is an executive responsible for the technological direction of a company. They oversee the development and implementation of technology to improve products and services that focus on external customers.' (Investopedia, 2024)

Chief Business Development Officer (CBDO): 'The CBDO is an executive role responsible for driving business growth within an organization. They focus on strategic partnerships, business expansion, and identifying new market opportunities.' (Cleverism, 2024)

Artificial Intelligence (AI): 'AI refers to the simulation of human intelligence in machines that are programmed to think and learn like humans. These systems can perform tasks that typically require human intelligence, such as visual perception, speech recognition, decision-making, and language translation.' (IBM, 2024)

Machine Learning (ML): 'ML is a subset of AI that involves the use of algorithms and statistical models to enable computers to improve their performance on a task through experience. It allows systems to learn from data, identify patterns, and make decisions with minimal human intervention.' (IBM, 2024)

Robotic Process Automation (RPA): 'RPA is a technology that uses software robots or 'bots' to automate repetitive, rule-based tasks usually performed by human workers. It aims to improve efficiency, reduce costs, and minimize human error in business processes.' (IBM, 2024)

2 Method and Material

This Section introduces the research approach, research design, and an overview on data collection and its analysis methods used in this thesis.

2.1 Research Approach

Research at its core involves diligent exploration, inquiry, investigation or experimentation to reveal new insights or facts even as many interpretations exist about it (Adams et al., 2014: 1-2). Firstly, as for *research families*, applied research diverges from basic research by addressing specific inquiries related to real-world problems, phenomena, causal factors, or the comprehension of a given subject (Sreejesh et al., 2014). Adams et al. (2014) define that 'applied research is undertaken when a decision needs to be made concerning a particular real-life issue' (Adams et al., 2014: 7).

Secondly, as for *research methods*, quantitative data collection techniques involve statistical analysis and metric-driven measurement often in the form of surveys, whereas qualitative data collection techniques focus mainly on non-numerical data and analysis methods that enable them to explore and understand the reality as perceived by their respondents (Adams et al., 2014:6). Combining these two approaches is called mixed research.

Thirdly, as for *research strategies*, case studies and action research stand out as significant business-related approaches. Both strategies aim at identifying contextual factors, stakeholder perspectives and natural observations within a given case under examination. Therefore, both case studies and action research require data interpretation based on the context of a particular case (Simons, 2014: 5). Interviews are commonly used for both methodologies especially semi-structured interviews and open-ended interview questions being common tools for this purpose since they provide room for flexible exploration as well as pragmatic discourse (Leavy, 2014: 286).

In this thesis, applied action research is adopted due to its alignment with the research objective. According to Kananen (2013), applied action research involves a phenomenon, process, or situation that one aims to improve through development and

change. This approach combines research and development, which typically tends to focus on organizations' continuous improvement and advancement with positive changes. It is not a single method but rather a range of various research methods used to depend on the particular situation or developmental target. It closely corresponds to developmental activities that are done within organizations in order to improve the operations of the firm; this includes processes, activities, products, services and situations as objects for continual improvement. In this setting, development work becomes research work because it must adhere to research conventions whereby data is carefully collected, documented and analyzed using methods that yield dependable as well as innovative findings. Applied action research does not have as many iterations as traditional action research has because it focuses more on achieving practical improvements than researching the change process itself.

2.2 Research Design

Research design introduces data collection and outcomes, as shown in Figure 1.

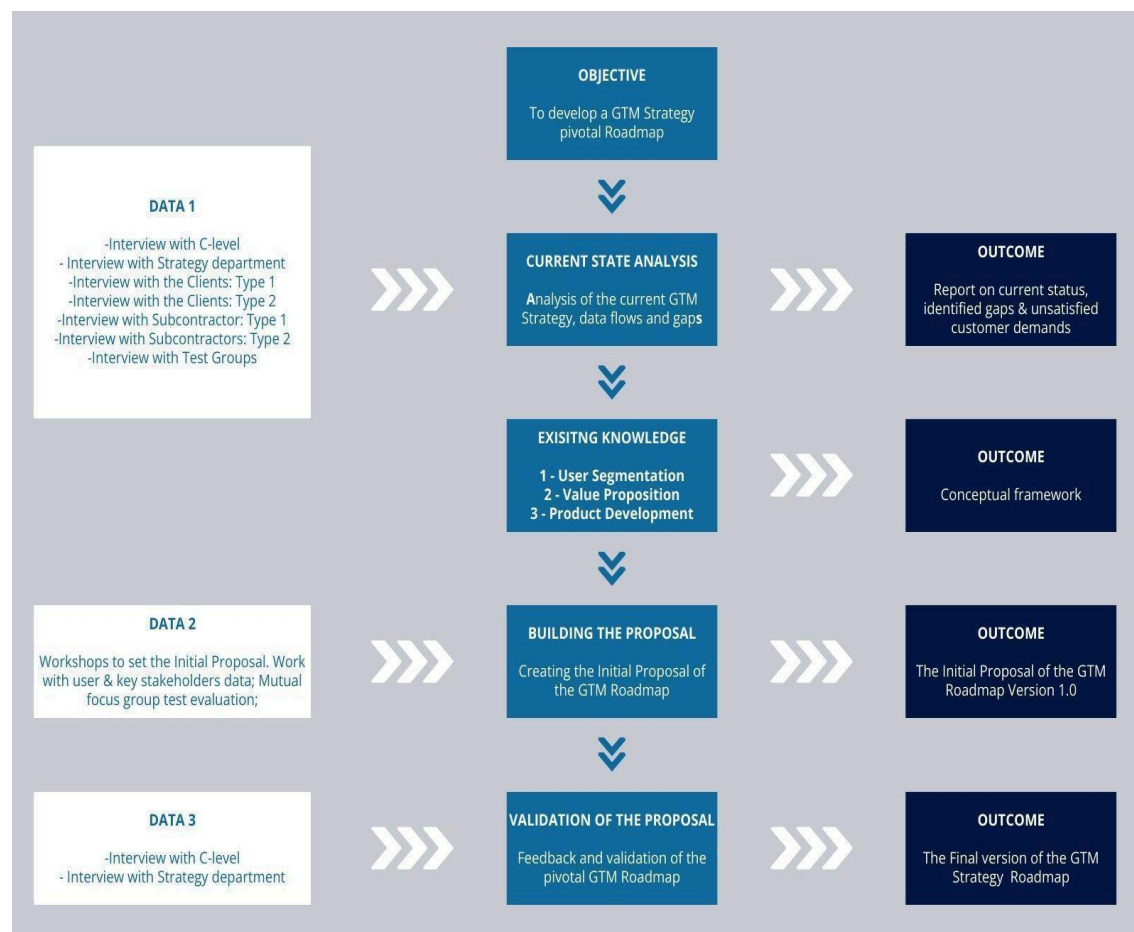


Figure 1. Research design of the thesis.

Depicted in Figure 1, the research design for this study aims to develop a product GTM strategy for the case company. The research design involves five main steps: setting the objective, conducting Current State Analysis, exploring Existing Knowledge and best practice, developing the Initial Proposal, and validating and finalizing the proposal.

After setting the objective, in step two, Data 1 is collected and analyzed to conduct the Current State Analysis; hence this helps in understanding how the case company goes about its GTM strategy at the moment. Customer interviews are conducted along with analyzing the relevant data by the key stakeholders. The Current State Analysis finishes with stating the strengths and weaknesses of the GTM strategy along with areas that demand improvement or development in future.

The next step is literature review as well as search for best practices directed towards resolving the issues identified through the Current State Analysis. Available knowledge is reviewed to discuss industry solutions and best practices relevant to this study for creating a Conceptual Framework of study. This aim is to gain insights on the existing GTMs and cases that have faced similar challenges in innovative user acquisition strategies as well as incentive programs used. This was done to learn from successful examples of marketplace platforms development which faced similar challenges.

In the next step, the Initial Proposal is built based on Data 2 collected from customer interviews and workshops with stakeholders. This stage focuses on developing the selected elements of the GTM, namely the product strategy which prioritizes several user segmentation approaches, refining the customer value proposition, and product development features, in order to propose the pivotal model for the successful GTM shift of the case company toward to engaging more customers and robust market growth.

To develop the Final Proposal, Data 3 is collected and analyzed from the validation sessions with key stakeholders, client workshops and feedback. The purpose of this stage is to give the final approach in terms of the three GTM elements. Lastly, the Final Proposal outlines how the case company intends to develop its GTM strategy for the marketplace app development during the market entry phase.

2.3 Data Collection and Analysis

This thesis uses several data sources. Primary data is gathered from interviews, particularly semi-structured ones, documented through field notes. Additionally, the thesis conducts stakeholder workshops based on the internal materials. Table 1 shows details of Data collections 1-3 used in this study.

Table 1. Details of data collections 1-3 used in this study.

| | <i>Participants / role</i> | <i>Data type</i> | <i>Topic, description</i> | <i>Date, length</i> | <i>Documented as</i> |
|---|---|---------------------------|--|---------------------|------------------------------|
| <i>Data 1. The Current State Analysis</i> | | | | | |
| 1 | Respondents 1-2: the case company's Strategy representatives | Face-to-face Interview | The case company current approach and strategy. Evaluation of the vision and current proposed solution. | 10.08.2023 | Field notes |
| 2 | Respondents 2-3: the case company's Sales & Partnership representatives | Online Interview | The case company current sales practices. Analyzed the sales approach and key strategies. | 10.08.2023 | Online notes |
| 3 | Respondents 3-4: Client type 1: Project manager / Project 1 (1 type business approach) | Face-to-face Interview | Interviewed about current experience and workforce volatility. Capacity statistics and the product usage for the defined period. | 12.08.2023 | Field notes and recording |
| 4 | Respondents 5-6: Client type 1: Project manager / Project 2 (2 type business approach) | Face-to-face Interview | Interviewed about current experience and workforce volatility. Capacity statistics and the product usage for the defined period. | 15.08.2023 | Field notes and recording |
| 5 | Respondents 7-8: Client type 2: Subcontractor Business owner / Company 1 (Small size) | Face-to-face Interview | Interviewed about the current process based on the respondent's experiences as a key subcontractor for clients via the platform. | 22.08.2023 | Field notes and recording |

| | | | | | |
|--|---|--|--|------------|------------------------------|
| 6 | Respondents 9-10: Client type 2: Subcontractor Business owner / Company 1 (Mid-size) | Face-to-face Interview | Interviewed about the current process based on the respondent's experiences as a key subcontractor for clients via the platform. | 22.08.2023 | Field notes and recording |
| 7 | Respondents 11-16: Site-workers (Stakeholders) | Face-to-face Interview | Collected feedback on the app interaction and workflow with application of the platform tools. | 22.08.2023 | Field notes and recording |
| <i>Data 2. The Proposal Building</i> | | | | | |
| 8 | Participants 17-18: the case company's Product & IT representatives | Workshop/ discussion | Analyzed the technology criteria for implementation of the Initial Proposal. Analyzing the efforts and ETA. | 02.10.2023 | Online notes |
| 9 | Participants 1-2, 17-18: the case company's Strategy representatives and Chiefs | Workshop/ discussion | Shared the Initial Proposal based on the analyzed data and feedback. Building the Conceptual Framework. | 12.01.2024 | Field notes |
| <i>Data 3. The Proposal Validation</i> | | | | | |
| 12 | Respondents 1-3, 17-18: the case company's Key stakeholder representatives and Chiefs | Group interview/ Final presentation | Validation, evaluation of the Proposal | 15.02.2024 | Field notes and recording |

As seen from Table 1, data for this study were collected in three rounds, with 15 interviewees from different work domains participating in the data collection process. The primary goal was to investigate the challenges the case company encounters in GTM strategy shaping based on the key stakeholders' vision and users' feedback. Interviews served as the primary method of data collection, conducted as semi-structured, face-to-face sessions with prepared questions.

For conducting the interviews, two sets of questions were prepared for internal and external interviews to gather information and gain deeper insights into the current business model of the case company. The interview questions can be found in Appendices 1-3.

Data 1 collection for the CSA began with key stakeholders' internal interviews to collect information about the current GTM strategy and its elements, vision of improvements, potential gaps and internal document decisions. After collecting data from the internal interviews, external discussions with customers and users were held, considering the input from internal interviews and C-level team GTM strategy that are currently performed. These interviews were aimed to collect empirical data from site managers along with lower-level employees who reported operational difficulties and pain points within the product, while subcontractors contributed to the current state of the relationships with buyers via the platform. The closing round of Data 1 was conducted with discussions involving the key representatives of the supply side of the platform and implementing users as site workers on end-user application gaps encountered by them, preferred improvements, and some specific functionalities suggested directly by clients. All interviews were conducted in English or Russian, the latter being the language of one customer, and translated into English for use in the CSA.

Data 2 involved two workshops with the C-level executives, particularly the Participants 1-2 and 17-18. During the first workshop, the primary focus was on the Product Technology and Development discussion in order to identify the proposal feedback, possible suggestions and discuss the implementation viability of the Initial Proposal described in Section 5 of this thesis. The subsequent second workshop concentrated on the area of improvements within the user segmentation and value proposition elements of the GTM strategy, where the CMO executed the key role in analyzing risks and their mitigation within the proposed GTM Strategy. Cumulatively all these ensured the review of challenges for the Initial GTM Strategy Proposal for the construction management solution that will be adjusted in accordance with the changing needs of end-users.

For Data 3, interviews with the key stakeholders were conducted to evaluate and refine the Initial Proposal. The main goal for the interview was to validate the Initial Proposal of the key focus areas improvements, identify the potential developments, and discuss the Proposal implementation. After presenting the initial proposal final discussion was held to put an end to the data collection process.

The interviews were recorded, and field notes were taken during the discussion and workshop sessions. The interviews and workshop questions were documented,

summarized and listed in Appendix 1-3. The findings from the CSA are discussed in Section 3 below.

Furthermore, the set of internal documents were utilized as a part of Data collection 1 round, in order to implement the CSA and obtain comprehensive insights of the current GTM strategy and its elements and to evaluate the capabilities of its improvements. Table 2 represents the internal documents used.

Table 2. Internal documents used in the current state analysis, Data 1.

| | <i>Name of the document</i> | <i>Number of pages/other content</i> | <i>Description</i> |
|---|--------------------------------------|--------------------------------------|---|
| A | Business Plan of the Case Company | 22 pages | Description of the business goals, the methods for attaining, and the time-frame for the achievement. |
| B | GTM Strategy | 13 pages | Description for Operational Processes of the current GTM Strategy |
| C | Financial Plan | 22 sheets | Document detailing the company's financial forecast and long-term monetary goals, as well as strategies to achieve them. |
| D | Long Deck presentation | 34 slides | Provides investors, team, co-founders and partners with a brief overview of the company's strategy and business plan. |
| E | Product Feature List and Description | 12 pages | Product feature description and principles. Product information classification. |
| F | UX/UI wireframes | 82 slides | Current UX/UI interface design processes description for Web and Mobile. |
| G | Tech Stack & Product Architecture | 4 diagram, 8 chart | Tech stack integration, connection and relation processes charts and diagrams |
| H | Product Documentation | 33 pages | Describes the product developed and provides instructions on how to perform various tasks with it. Includes requirements, tech specifications, business logic, and manuals. |

As seen from Table 2, this study also analyzed a number of internal documents related to the business and product strategies of the case company. It includes eight documents: the Business Plan (22 pages), which outlines business goals, methods, and timeframes; the GTM strategy (13 pages) describing operational processes; the

Financial Plan (22 sheets) with financial forecasts and strategies; the Long Deck Presentation (34 slides) providing an overview for investors and partners; the Product Feature List and Description (12 pages) describing product features and classifications; the UX/UI Wireframes (82 slides) detailing the design processes for web and mobile interfaces; the Tech Stack & Product Architecture (4 diagrams, 8 charts) illustrating tech stack integration and processes; and the Product Documentation (33 pages) covering product development, task instructions, requirements, technical specifications, business logic, and manuals. The documents were analyzed for Data collection 1 round, the current state analysis, to get the complete understanding of the current GTM strategy and its elements and to evaluate the capabilities of its improvements.

To conclude, the biggest part of data was analyzed for the CSA, which sought to determine the current state of the GTM strategy of the case company. The findings from the current state analysis are discussed in Section 3 below.

3 Current State Analysis of the GTM Strategy of the Case Company

In this Section of the thesis, the current state of the GTM strategy for the app and its data management is presented and analyzed. The focus is on understanding the approach to developing data knowledge, utilization, capabilities, and possibilities and to identify strengths and weaknesses in the current GTM strategy.

3.1 Overview of the Current State Analysis

The goal of the Current State Analysis was to identify the current state of the GTM strategy in the case company. Primary data sources included interviews with internal teams as well as workshops and customer questionnaires seeking customer input. The Current State Analysis included 8 steps.

First, face-to-face interviews with Strategy representatives afforded examining the existing GTM strategy, vision, and solution.

Second, engaging Sales representatives in similar interviews enabled detailed scrutiny of sales practices, strategies, and their relation to Key Performance Indicators (KPIs). This uncovered insights into volatility surrounding sales activities.

Third and fourth, interviews were conducted with Project Managers from Client 1 that revealed their app experiences, workforce volatility insights, capacity statistics, and app utilization over a set period. It helped to understand demand dynamics from the client viewpoint.

Fifth and sixth, telephone interviews were conducted with Client 2 Subcontractor Business Owners that further illuminated operational intricacies and experiences of key subcontractors through the platform.

Seventh, interviews were conducted with site-workers who served as pivotal service providers for subcontractors and gave invaluable feedback regarding their workflow interaction utilizing platform tools. Their experiences highlighted any impediments that could hinder subcontractors in delivering workers effectively.

Eighth, anonymous customer perspectives were analyzed on necessitating development within the app from marketing feedback which was gathered through in-app tools and encapsulated customer views.

The investigation aimed to examine the current GTM and related it to data handling intricacies of the workforce management app of the case company. The CSA relied on qualitative data collection methods such as interviews and feedback with rich insights gathered from stakeholders. These efforts dissected challenges faced by the organization, emphasizing the problem regarding their GTM strategy for the B2B marketplace construction app.

3.2 Description of the Solution

Over the past year, the case company has operated as a B2B marketplace platform designed for the construction industry addressing the problems of industry layoffs from the supply side and insufficient matching quality for the demand side. Table 3 represents the current platform business goals that were set within the launched version in February 2023.

Table 3. Current company business goals and its relevance to the case company (internal document)

| | |
|------------------|---|
| <i>Primary</i> | <i>Enhance transparency and data availability within the subcontracting industry workforce labor and increase accessibility for less tech-savvy subcontractors.</i> |
| <i>Secondary</i> | <i>Provide opportunities for subcontracting companies to limitlessly offer their labor across various distribution platform channels and increase industry GDP.</i> |
| <i>Thirdry</i> | Maintain fast and organic growth of the platform within the GTM strategy in domestic and nearby interconnected markets. |

During the implementation, the case company noticed that the current GTM strategy did not contribute to the set goals of successful implementation. The key stakeholders confirmed that the company faced market development challenges within the third goal as a young, innovative startup organization which fostered the improvements needed and the objective development set in this study. This became the key driver to reformulate the current GTM strategy for the case company. (internal document)

The initial idea of implementing such a solution in the market and key insights into the niche came to the founders, who have dedicated significant experience and time in their professional lives to B2B construction. In 2021 the founders of the case company identified several gaps in the market niche, which led to an innovation shift in need of the available and native solution within the marketplace technological domain. Representing the experience of both supply and demand sides, the founders noticed

that subcontractors are suffering from a lack of customers and quick and simple distribution channels to supply their professional labor. On the other side, project managers, who are the customers, have no simple tool to search for and find the matching workforce for their specific needs on sites. (Data 1)

The founders of the company, who are certified IT engineers working professionally in big-scale web-development and service development for innovative employer companies, decided to launch a prototype to test themselves and the market for the construction B2B marketplace domain. The prototype application has been running for more than a year helping the search for the product-market fit. By developing the prototype with the most basic application service, and following the success of this initial stage, the stakeholders decided to move from the prototype to the business implementation phase where the case company approved the business model and the concept. (Data 1) Figure 2 below represents the current business concept of the case company that has operated over the last year.

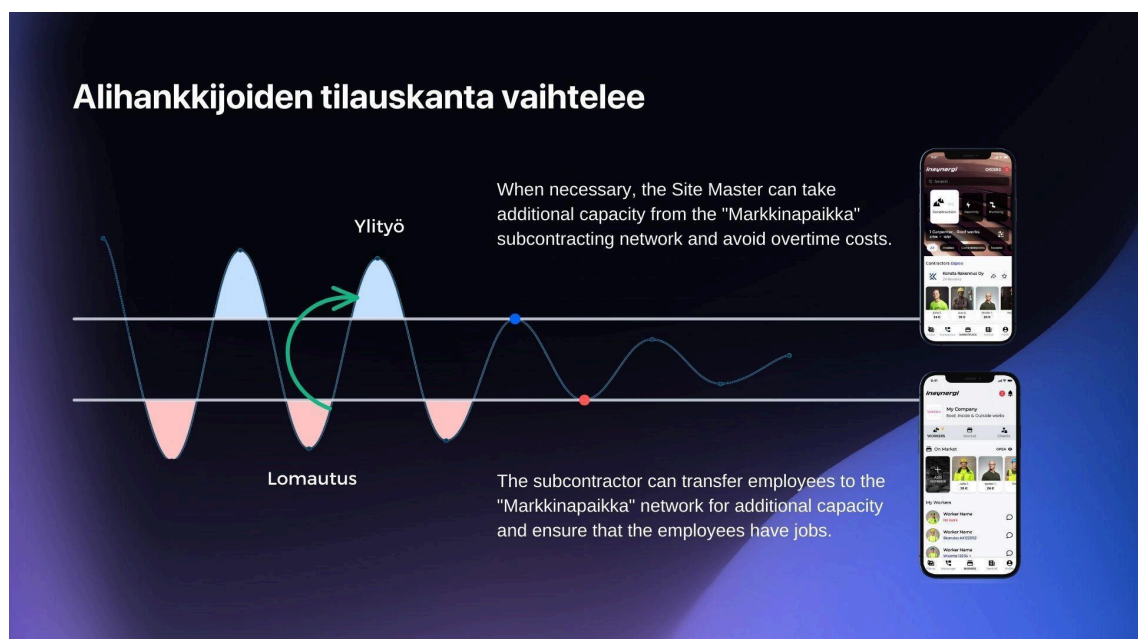


Figure 2. Current GTM strategy (internal document).

Figure 2 illustrates the business concept and value proposition of the case company platform, a digital marketplace designed for the construction industry, aimed to optimize the subcontractor resource allocation and manage workforce fluctuations effectively. As an interactive interface, this platform allows the exchange of labor needs between site builders and subcontractors on a real-time basis which is critical for high workload

seasons. It also permits site managers to access more subcontracted labor whenever necessary without having to pay overtime costs among others while enabling contractors to move employees within the network so that they can remain employed from one job to another. In addition, it minimizes non-productive periods and reduces labor expenses by facilitating quick changes in labor demands crucial in the construction process. The benefits of this marketplace include reducing cost through optimal allocation of human resources, increasing productivity by ensuring uninterrupted project implementation, minimizing probable delays and thus risks and improving overall project management. Created around common problems experienced in the industry such as changing levels of worker demand or specific qualifications required, this platform became a vital modern tool for managing construction with economic competence as well as helping employment stability and sustainability in this sector.

Despite achieving the goals, the case company did not fully meet its objectives. It encountered challenges with the rapid spread of its solution, high marketing and sales costs, lengthy product onboarding times, an unclear value proposition, and insufficient organic growth. These issues fostered the need to reconsider the GTM strategy and perform a certain pivot to ensure the successful delivery of the third goal mentioned earlier.

Identifying the scope of the GTM strategy, the case company pinpointed three specific aspects: user segmentation, value proposition, and product development. In the subsequent Sections of the CSA, the current operational status and gaps within these three aspects was analyzed. This analysis enables the identification of key focus areas. The next Section describes the current state of the first aspect of the GTM strategy, particularly User Segmentation.

3.3 Description of the Current GTM Strategy

The existing GTM strategy employed by the case company was examined with key strategy stakeholders as part of Data 1 collection. The process included the interview discussions with the sales and partnership representatives, direct observations of participants engaged in process activities, and the review of the internal documentation of the case company. The elements of the GTM strategy are depicted in Figure 3 below:

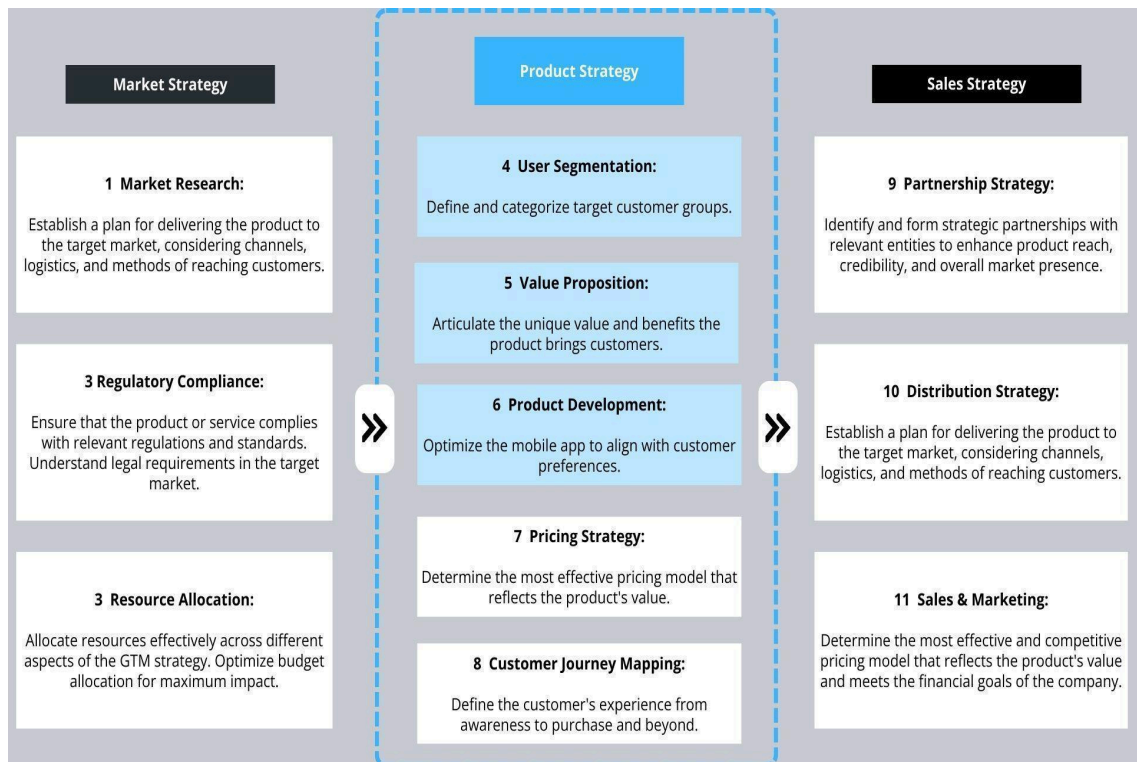


Figure 3. Current GTM strategy domains and elements (internal document).

The case company's GTM strategy, as illustrated in Figure 3, encompasses 3 subsequent strategy domains. The initial focus on the Market Strategy domain involves the Market Research operations, Regulatory Compliance processes and Resources Allocation activities. Proceeding to the Product Strategy domain, the steps include the User Segmentation, Value Proposition and Product Development elements that proceed to the Pricing Strategy and Customer Journey Mapping subsequently. The strategy finalizes with the Sales Strategy domain where the Partnership and Distribution elements lead to the Sales & Marketing operations of the case company.

During Data 1 collection it was stated that the case company objective and preferences are limited to the Product Strategy domain improvement implementation, specifically the elements of the User Segmentation, Value Proposition and Product Development. During the interview it was identified that the reason of such decision by the case company: (a) dissatisfaction with the current directions of the elements (b) changes in the other domains and elements require high costs (c) improvements in the majority of the elements was recently implemented by the case company apart of the objected elements (d) the case company representatives observed opportunities for improvements in the elements and required assistance for the strategy enhancement. This was confirmed by the feedback of the CMO:

'Based on the result of the last year, we realized that our Product Strategy, and its elements of User Segmentation, Value Proposition, and Product Development, need improvement. We chose to focus here because we're unhappy with the current approach, changing other areas would be too costly, and we've already improved other parts recently. We see great potential in enhancing these specific elements before launching our GTM to action to better meet market demands and seize new opportunities.' (*CMO at the case company*)

Table 4 summarizes the current GTM strategy domains and its elements and describes the impact of each of the elements in order to highlight the interconnection and relations between them.

Table 4. Current GTM strategy domain description (internal document).

| <i>Domains</i> | <i>Elements</i> | <i>Impact</i> |
|------------------|---------------------------------|---|
| Market Strategy | <i>Market Research</i> | Thorough market analysis is imperative to comprehend construction industry trends. Identifying audience preferences and behaviors is crucial for tailoring the product to meet user needs effectively. |
| | <i>Regulatory Compliance</i> | In the construction sector, adherence to regulations is paramount. Ensuring regulatory compliance safeguards the case company against legal pitfalls, instilling trust among users and stakeholders. |
| | <i>Resource Allocation</i> | Effective resource allocation, especially optimizing budget distribution, ensures maximum impact. In the construction tech startup landscape, judicious resource use is critical for sustained growth. |
| Product Strategy | <i>User Segmentation</i> | Definition and categorization of user groups based on product value, bargaining power, average time consumption in the system, and platform impact. |
| | <i>Value Proposition</i> | Articulating a compelling value proposition is vital for differentiation. Highlighting how the case company's product uniquely benefits users creates a competitive edge in the construction tech market. |
| | <i>Product Development</i> | Continuous enhancement aligns the platform with user preferences. In a dynamic construction industry, meeting evolving demands ensures sustained relevance and user satisfaction. |
| | <i>Pricing Strategy</i> | Determining an effective pricing model is crucial. Reflecting the product's value while aligning with financial goals ensures profitability in a sector where cost-effectiveness is a priority. |
| | <i>Customer Journey Mapping</i> | Understanding the user experience from awareness to purchase and beyond is key. Optimizing touchpoints enhances user interactions, fostering loyalty in the competitive construction tech market. |

| | | |
|----------------|------------------------------|--|
| Sales Strategy | <i>Partnership Strategy</i> | Forming strategic partnerships expands product reach. In the construction industry, aligning with relevant entities enhances credibility and overall market presence. |
| | <i>Distribution Strategy</i> | Establishing a comprehensive plan for product delivery is essential. Considering construction-specific channels ensures effective distribution tailored to the unique characteristics of the industry. |
| | <i>Sales & Marketing</i> | Creating impactful strategies is pivotal. Promoting the product effectively, generating leads, and converting prospects into customers is essential for the market penetration of the case company in the construction tech space. |

In conclusion, the CSA of this study was scoped to the three elements of the GTM Product Strategy of the company case which are the User Segmentation, Value Proposition, and Product Development. This decision is made based on the case company preferences and requirements to meet the objective. The last two elements of the Product Strategy, Pricing Strategy, and Customer Journey Mapping, have been excluded from this thesis based on the requirements of the CMO and substantiated as fixed and, thus, completely unchangeable, due to high costs of improvements in the Customer Journey Mapping and the recent implemented improvements in the Pricing Strategy. Therefore, the purpose of this analysis was to examine the three elements of the current GTM strategy of the case company and determine whether these aspects contribute and correlate to the case company strategic goals and what improvements can be done within each element in order to address the case company GTM goals within the anticipated enhanced strategy.

3.3.1 User Segmentation

The CSA process evolved through a systematic sequence of interviews, beginning with crucial discussions with key representatives in strategy and marketing of the case company. This phase was designed to extract necessary insights into user segmentation and various user types, both in terms of the diversity existing among these segments, and the corresponding onboarding and acquisition process. These insights were paralleled by data-driven analytics, focusing particularly on how the current product performed during the current GTM strategy period. In that way, the above qualitative insight was enriched by the quantitative dimension, listed in Appendix 2. The subsequent phase broadened the scope of the interviews to include the customers and users indicated in the introduction above. The multifaceted nature of

this approach served to cut through the categories among the developing construction companies, allowing one to obtain the grasp of the diverse perspectives that guided the interaction of the case company with its clientele and user base. The structure of this process is presented in Table 5.

Table 5. User Segmentation of the case company structure (based on Data 1).

| <i>User Segments</i> | <i>Platform Role</i> | <i>Bargaining Power</i> | <i>Product Value</i> | <i>Time in the System</i> | <i>Key Activities</i> |
|------------------------------------|----------------------|-------------------------|---------------------------------------|---------------------------|--|
| Developing Company Representatives | Demand | High | ML matching Marketplace | Low | Matching with qualified companies and individual professionals; Tracking site project activities; Operate with invoices; |
| Developing Company Site Managers | Demand | High | ML matching Marketplace/ AI Reporting | Low | Matching with qualified companies and individual professionals; Administrate it on sites; Administrate reports; |
| Subcontracting Companies | Supply/ Demand | Medium | ML matching Marketplace/ AI Reporting | Medium | Matching with trustful customers and supply the workforce; Administrate it on sites; Generate invoices; |
| Individual Entrepreneurs | Supply | Low | ML matching Marketplace/ AI Reporting | High | Matching with trustful customers; Collaborate on sites; Generate invoices; |
| Light Entrepreneurs | Supply | Low | ML matching Marketplace/ AI Reporting | High | Matching with trustful customers; Collaborate on sites; Generate invoices; |

Table 5 presents the current user segmentation used in the case company. The C-level team identified the current vision of the case company for the GTM during workshops, relying on internal metrics collected from the product launch, observations, and the available user base. Navigating the complex ecosystem of construction, the marketplace platform stands out as a vibrant community where different groups play unique roles, all thanks to the smart workings of machine learning (ML) matching and artificial intelligence (AI) reporting.

In the environment where the stakeholder companies perform certain functions, such as site managers of General Contractors, Subcontractors, Individual Entrepreneurs and Light Entrepreneurs who are all connected through ML matching and AI reporting orchestrations; this creates the marketplace platform with varied actors. Such inputs include names of various approaches namely-developing company representatives; developing company site managers; subcontractors; individual entrepreneurs as well

as light entrepreneurs among others coordinated by means of ML matching and AI reporting.

The highest bargaining power is allocated for the site managers of the General Contractors. These users appear to be the central in the construction network with the current conceptualization. The lowest values are assigned to Individual Entrepreneurs and Light Entrepreneurs.

The roles of the stakeholders inside the system fluctuates, with each designation contributing singular endeavors. The stage facilitates the alignment of site managers, tracking of site undertaking behaviors, and operational invoicing for the General Contractors. Site managers of developing companies are responsible for site management and disclosing, while Subcontractors are immersed in coordinating with trustworthy patrons and giving the labor force. Light Entrepreneurs and Individual Entrepreneurs, engaged in collaborative site efforts, locate incentive in the site alignment and invoicing abilities.

During Data 1 collection, as a part of the CSA goal to identify the current user segmentation strategies, the respondents 3-4 and 5-6, that represents site managers of the Developing Companies and the current key customers of the case company, were interviewed in order to identify which stakeholder on sites generates the key value. Respondents 3-4 and 5-6 have respondent similarly that this stakeholder is site worker that performed the tasks and at the time are the main driver for the marketplace of the case company listing offerings, performing as a subcontracting labor. The respondent 3 who are a site manager observed:

‘Site workers with its total majority presence on sites are crucial drivers in project implementation. The subcontracting workforce labor quality are the main point that we are looking when choosing the providers’ (*Respondent 3, Site Manager*)

This dynamic interconnection of roles and capabilities positions the marketplace platform of the case company as a pivotal empowering element, addressing the diverse needs of the industry through a custom-made arrangement of ML matching and AI detailing. The strategic allocation of the stage of bargaining intensity and nuanced merchandise importance underscores its adaptability to the intricate dance of teamwork in the construction area.

In conclusion, the ecosystem of the case company is defined by a set of roles that contribute to its distinct functioning in the context of the construction industry. The site managers of the General Contractors as customers enable the financial flow and invest in the e-signature service primarily controlled by the Subcontracting Companies. The latter functions as clients and receive the e-signature service provision as the subsidiary offer for the app primarily used for the coordination and communication throughout the project. Moreover, the marketplace is utilized by the Subcontracting Companies, who also benefit from the offers created by the General Contractors. Moreover, both value network segments, including the site managers of the General Contractors and Subcontractors, actively participate in the app and function as users who transform the active pool of interactions by their entities. This manifests the value as a unified interactive unit, reflecting the affiliated organized network of the construction industry.

3.3.2 Value Proposition

Based on the interviews with top management and strategy responsible representatives, it was identified that the current value proposition of the case company centers on enhancing transparency as well as data availability within the subcontracting industry especially in relation to the labor force and improving technological access to subcontractors. The platform enables subcontracting companies to offer their free labor via different distribution channels.

The company has developed an interactive interface for sharing work requirements between builders and subcontractors which is particularly essential during peak seasons. It also enables site managers to have more subcontracted labor on demand without additional payments for overtime while allowing contractors to keep their crews consistently busy by transferring them from one project to another inside a network. The construction activity requires quick changes in its workforce deployment as a response towards emerging variations in labor shortages and surpluses. With ever-changing labor demands and the need for specific qualifications required by the industry, this platform becomes a vital modern tool for managing construction economically and effectively meaning that there must be promotion of employment stability in addition to growth within the sector itself.

The CMO points out that the original value proposition underlines the complex association and interconnection between office parties and subcontracting networks, which leads to an interconnectedness that facilitates employee exchanges. Given this connectivity, it is expected that these linkages promote the growth of both entities hence creating mutualism within the business ecosystem. The CMO observed:

Ensuring that players with the highest bargaining power and payoff are on the core of the focus is an essential aspect. Office representatives with databases from subcontracting companies and representatives from subcontracting companies are, for this reason, central to our value proposition chain. This lets us the focal players have the highest bargaining power and payoff as they have a substantial influence and financial interest in the company's platform's success. *(CMO at the case company)*

The CTO also confirmed that the main technological advances and development efforts were focused around office managers from both parties. The Strategic Focus underlines that, parties create interlinking networks which transparently avail the labor force. The technology emphasis is about improving efficiency of office managers, enabling seamless communication and creating a clear accessible pool of workers:

Based on the fact that office representatives from subcontracting companies' databases and representatives from subcontracting companies are the core value proposition, the current technology used at the case company is aimed at ensuring that matching parties get comfortable experiences as they collaborate. The efficiency and ease of use are emphasized in this technological approach. *(CTO at the case company)*

During the interviews with the strategic leadership and sales representatives (Data 1), a critical observation emerged. The existing customer segmentation and value proposition used by the case company were particularly focused on a very narrow gate into the construction industry-focused paying customers, with paying customers in this case mostly denoting construction managers. More specifically, the main value proposition was essentially crafted for the users concerning Type 1 and 3, i.e. developing company representatives and Subcontracting companies, as discussed in Section 3.2.1 User Segmentation.

Moreover, during the interviews with Respondents 2-4, who serve as the Sales & Partnership representatives of the case company, it was stated that the case company offers an *additional value proposition*. This extra value involves helping in collaboration and facilitating partners' reporting processes. It is not just a matchmaking platform; the

platform has gone further to improve general collaboration and reporting for its users. Figure 4 shows the current Value Proposition of the case company rationale.

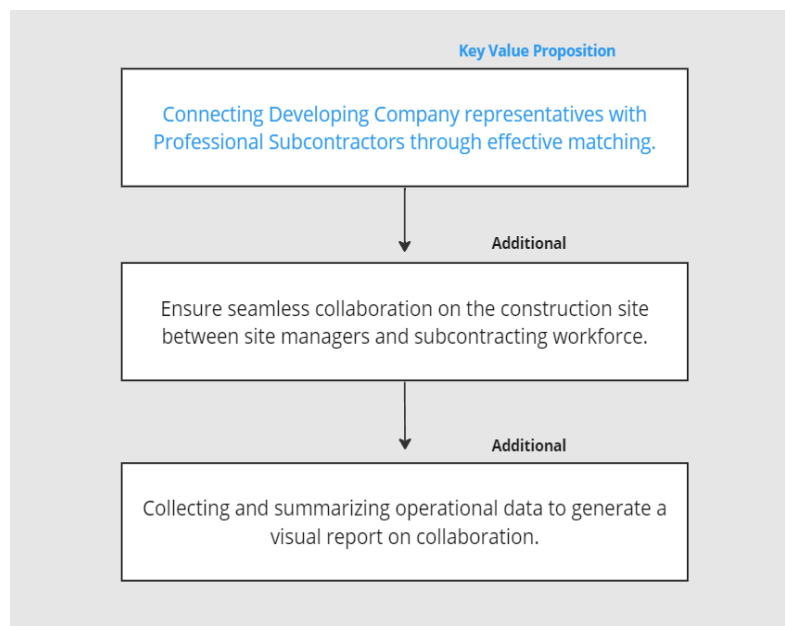


Figure 4. Current Value Proposition of the case company (internal document).

Figure 4 above illustrates how the value proposition is constructed. The user flow logic literally manages the entire process of interaction between the parties. In the same axes and the same stakeholders which have been presented in that table above, other values are designed for the same stakeholders mentioned as earlier. The aim is to create value, improve the stakeholders' participants' value proposition, and maximize the effectiveness of the Key Value Proposition presented on how the company matches the representatives of developing Companies with professional subcontractors. The information gives an overview of the value proposition of the case company and how it secures the fulfillment of the users' needs.

To conclude, the strategic approach of the case company to the value proposition indicates that the company focuses on the specific value of AI matching between the parties in the construction industry. The case company strategic focus was aimed at stakeholders with high bargaining power and their matching on the platform. The advanced matching value ensures that the most influential players are involved in its strategic direction. The CTO claimed about technological advancement that office managers need to comply with reaffirms the commitment to efficiency and

seamlessness of the case company. The primary value proposition of the platform anchored in office representatives is what incentivizes the technology design.

3.3.3 Product Development

The user types of the current GTM strategy of the case company and its value proposition are incorporated into the current GTM strategy, particularly within the product development domain of the strategy. During Data 1 it was identified that the Product Development area solely relies on the value proposition of the case company that sets the strategy for feature implementation and technical requirements.

Table 6. Current value proposition of the case company objectives through Product Development (based on Data 1).

| <i>CVP Segments</i> | <i>Web</i> | | <i>Mobile</i> | <i>API</i> |
|----------------------|--|---|---|--|
| Developing Companies | Advanced ML matching algorithms for better connectivity accuracy | UX/UI improvements for better engagement and total time allocated in the platform | Integrated communication messenger for collaboration improvements Digital signatures functionality for acceptance works without third-party services | - |
| Subcontractors | Advanced ML matching algorithms for better connectivity accuracy | UX/UI improvements for better engagement and total time allocated in the platform | Standalone communication messenger Reporting functionality extensions for better accuracy and details | Connection of security and verification providers to increase trust and reliability. |

The company value proposition objectives within the product development scope can be seen in Table 6. There are two main stakeholders: Developing Companies and Subcontracting Companies on the X-axis. The technologies employed here include Web, Mobile and API as depicted on the Y-axis. The CVP of the platform includes advanced machine learning matching algorithms for improved connectivity accuracy between B2B users, enhanced UI/UX for better engagement and more time spent on the platform, and an integrated communication tool that enables collaboration between site managers and subcontractors. Furthermore, it also provides digital signatures for

work approval minus third-party services for site administrators, and expanded reporting features to improve precision as well as specifics for subcontractors, while enabling subcontractors to access security and authentication providers so as to increase trustworthiness.

It also demonstrates that enhancing the value proposition of connecting parties has a strategic focus with significant reliance on advanced ML technology as the core technology providing the matching functionality and therefore the value proposition for the key customer segment of the 'Site Manager' user type. This is an intentional move to enhance the ability of this platform to make seamless connections between identified stakeholders. UX/UI improvements serves as the

According to the CTO, the primary focus in technology development is centered around integrated ML technology. This strategic focus is meant to give it a significant competitive edge and align with the current global trends. Further, the firm has been busy implementing several improvements on its existing features to show how it is committed to continuous enhancement and innovation across the platform.

To get more into ML trends is our immediate goal in order to make the matching process even smoother. In such case, data analytics will be used by users for better matching essential workforce. Users can achieve this through a single click by streamlining the processes alongside UX/UI enhancements. Consequently, it will mark a major milestone within today's construction industry and demonstrate our dedication towards innovative technology and user-friendly engagements. *(CTO at the case company)*

A standalone communication messenger is one of the most transformative additions to the platform of this case company as it provides a dedicated space for efficient and streamlined interaction among its wide range of users. This feature is especially useful for Developing Companies, Subcontracting Companies, and implementation parties who can now use a central hub for direct communication. The faster information exchange enabled by the messenger also encourages collaboration that leads to more connected and responsive ecosystems. It resonates well with what the case company strives to achieve which is offering user-friendly experience, simplifying communication processes in order to meet core needs of all stakeholders.

Simultaneously, the extension of reporting functionality marks a strategic move to empower users with advanced tools for data analysis. This development is particularly significant for Developing Companies and Subcontracting companies seeking deeper

insights into project performance and workforce dynamics. By concentrating on comprehensive reporting, the case firm aids in informed decision-making thereby strengthening its usefulness to its clients. These investments in technological improvements in reporting highlight how committed this case company is towards leading industry trends hence differentiating it from competitors while bolstering overall value proposition.

The third aspect is linking security and verification providers together. As such, using API technology allows the case company platform to seamlessly display whether or not someone has passed a background check with subcontractor employers and as well with the parent company itself. This builds upon the value proposition by providing additional assurance to the customers' minds.

Furthermore, despite the certain results achieved by the case company previously, the decided agreement to move toward the new GTM strategy showed the indecisiveness in product development direction as a dependent aspect of the GTM strategy and particularly its user segmentation and value proposition areas. Addressing this CTO stated:

Technological improvements should be based upon the new GTM strategy goals and approaches (*CTO at the case company*)

As a conclusion, the key actions for the current GTM Product Development strategy of the case company is leveraging advanced ML technology to significantly improve the ability of the platform to connect stakeholders. The current GTM strategy aims at giving a competitive edge based on global trends. Additionally, the company strives to provide better UX/UI for the users in order to increase engagement and time allocation to the platform. On the other hand, a separate messaging app has been introduced and report generating functionality boosted for more sophisticated data analysis through this medium. Such improvements enable users including Developing and Subcontracting Companies to make decisions that are well-reasoned. Moreover, by incorporating security and verification providers in its system, the trustworthiness of the platform was improved. In conclusion, the case company positions itself strategically towards innovation, user empowerment and competitiveness in the construction industry.

3.4 Analysis of the Current GTM strategy

According to given information, the current GTM strategy of the case company is designed to improve its existing strategy as well as align it with emerging technological trends. To delve deeper into the CSA, interviews were conducted with key stakeholders representing users and customers within the value proposition.

Firstly, the User Segmentation aspect of the current GTM strategy focuses on a specific segment in the construction industry, which is construction managers. This was confirmed by the CMO of the case company during Data 1 interviews. Current focus prescribed high attention for paying customers and high-bargaining power representatives. The current User Segmentation was considered as insufficient in realms of the large ecosystem the case company sees its product on the post-GTM stages. The strategy requires the update according to the company growth needs and growth goals. The CMO highlighted:

‘The limited choice of users on the platform, indeed, affects not only on the slow user acquisition but also on the global goal to become a large B2B network in the industry.’ *(CMO at the case company)*

Secondly, it was identified that the Value Proposition strategy focuses upon the complex association and interconnection between office parties and subcontracting networks, which leads to an interconnectedness that facilitates employee exchanges. Matchmaking and advanced product development in connection with the business parties are set as the main focus of the value proposition of the case company, maintaining the marketplace platform offer fully concentrated around its nature. The CMO adjusted:

‘Dedicated too much attention to the core value, the product started to miss the competitiveness in terms of horizontal value proposition, precisely flexibility and applicability for different and hybrid customers and users.’ *(CMO at the case company)*

Finally, the Product Development aspect analysis reports that the technological environment was scoped on mobile solution development, particularly on the further development of the ML algorithms and better UX/UI improvements. The product development strategy of the case company, during the CSA, appeared to be in front of the decision making of the further development actions which were previously aimed to improve design and matching results quality as part of the current GTM strategy. Such

conditions depended upon the upcoming Value Proposition and User Segmentation changes that the key stakeholders of the case company set as the objective in the development of the new pivotal GTM strategy. The CTO stated:

'Further actions upon the product development required reconsideration relying solely on the value proposition and customer segmentation.' *(CTO at the case company)*

During the CSA of the current GTM strategy, it was confirmed that the GTM product is innovative, providing a certain value, and of high quality during discussions with the C-suite of the case company. However, the User Segmentation, Value Proposition and Product Development can be improved based. Specifically, there is a recognition that not all possible user types were considered as a part of product flow. Site workers were not found as users and were not considered by the case company as the type of user on the platform. Additionally, the current value proposition is limited to the high bargaining power customer user type of the 'Site Manager'. Besides, it was identified the customer needs to enhance integrations and functionalities, and increase communication & interaction capabilities within the platform. In addition, in terms of product development, there is a necessity to amplify APIs' reach & impact and consider integrating them with ubiquitous industry technologies. Subcontractors are also very important in demand due to the utilization of their own contractors hence underlining the need for addressing them. Regarding the communication aspect, it was found that since WhatsApp has been identified as a top technology tool by interviews, it is important to consider integrating plugins into the existing framework.

Overall, the key findings report on the required improvements in the User Segmentation, Value Proposition and Product Development domains of the current GTM strategy and enhancements of the functionality of the platform. To meet these requirements, the GTM strategy requires the CSA of the gaps to be identified and the areas for improvements that are revised in the next Section.

3.4.1 User Segmentation gaps

In the description of the CSA it was identified that the strategy focuses on a specific segment in the construction industry, which is construction managers. During Data 1 interviews conducted with respondents 4-12 who were made up of Site Managers and Subcontracting Company Owners, the goal was set to analyze a user that contributes

or potentially can contribute most to the platform value. The first input point came from a customer site manager during the interview:

‘Mostly the data on sites is generated directly by site workers. It is a crucial aspect that enables fast reporting and invoicing directly between contracting parties.’ *(Respondent 4, a site manager)*

Additionally, based on interviews, it was identified that there is a variation in the average rate of report submission on construction sites among respondents with experience in the construction industry. Table 7 below shows the average rate of report submission on construction sites.

Table 7. Average rate of report submission on construction sites (a summary from the workshop).

| <i>Type of projects</i> | <i>Reports are submitted by Subcontractor’s manager</i> | <i>Reports are submitted Subcontractor’s site worker</i> |
|-------------------------|---|--|
| Large projects | 6% | 94% |
| Mid-size projects | 10% | 90% |
| Small-size projects | 12% | 88% |

Table 7 shows the results from Data 2 analysis emphasizing the pivotal role of site workers in the reporting structure on construction sites. Their contribution is integral to the entire value proposition. The process of matching parties and fostering collaboration relies heavily on barrier-free operations that ensure seamless reporting.

By virtue of developing a marketplace for its case company that incorporates all employment relationships from matching to invoicing, it becomes apparent that site workers are important players in this process. The entire platform operation depends on site workers because the ones serve as the operational backbone for it and their promptness in submitting reports is very essential to its successful functioning. These technology tools have made it easier and faster for site workers to directly submit reports from the field during construction processes. As such, there exists no time lag between when data was provided and what reaches the system while guaranteeing accuracy all through the system simultaneously. The ability for site workers to input data directly enhances communication, collaboration and reporting between various stakeholders in the building process; thus streamlining these processes among different parties. Therefore, ensuring that site workers’ platform matches exactly what

the ones performs on sites ensure that data generated is true, timely and therefore improving reliability along the entire value proposition hence proving once again how critical Site Workers are in Collaborative Ecosystems.

In conclusion, the User Segmentation gap in the current GTM strategy of the case company involves recognition that there is no defined user group of site workers. This gap relates to features, design and functionalities specifically created for the 'Site worker' user type that generates critical operational data and facilitate seamless collaboration between project participants. The absence of such a user category from the strategy may imply an oversight on the part of the company regarding diverse requirements of all players in the value proposition. The separate approach tailored towards site workers can therefore be used to bridge this void leading to the broader GTM strategy that is more effective as well as comprehensive.

3.4.2 Value Proposition gaps

Examining the current state of the value proposition, the primary focus is on the matching between user types of Developing Companies and Subcontracting Companies. Thus, a firm is strategically positioned with the value proposition which facilitates engagement with paying customers who have strong bargaining power.

6-10 respondents, Site Managers and Developing Company Representatives were interviewed in order to detect any potential gaps within the value proposition. The interview analysis aimed at finding out what are the customer needs that have influence on their choice of specific values. In other words, the research intended to find out the most important issues when those parties decide on subcontracting the workforce they shall employ on construction sites. Table 8 represents the results of the interview.

Table 8. Value of subcontracting workforce for site manager (based on Data 1).

| | <i>Quality of Implementation</i> | <i>Speciality Relevance</i> | <i>Quality of Collaboration</i> | <i>Quality of Reporting</i> |
|--|--|---|--|--|
| | Indicates the performance level of subcontracting workforce and project fit. | Indicates the specialty relevance to different types of projects, background, and | Indicates the administrative and operational techniques during the project | Indicates the reporting detail, quality, and accuracy methods during the project |

| | | skill orientation of subcontracting workforce. | implementation on site in collaboration between stakeholders. | implementation on site in collaboration between stakeholders. |
|-----------|-----|--|---|---|
| Company A | 40% | 10% | 30% | 20% |
| Company B | 5% | 20% | 20% | 30% |
| Company C | 50% | 15% | 20% | 15% |

According to Table 8, Quality of Implementation is the primary key performance indicator (KPI) as reported by most respondents. Data 1 reports the Quality of Implementation on sites means the value of work delivered by site workers within allocated tasks. It can be measured by the quality of the tasks performed according to the set schedule. However, this is closely followed by the Quality of Collaboration (administration and operation aspects throughout the process) and the Quality of Reporting. The Quality of Reporting, subsequently, indicates the accuracy in reporting the completion of task and time management, while the Quality of Collaboration indicates the ability to work in team and communication skills. These findings together with the analysis conducted in Section 3.3.1 reveal a value proposition gap that can be seen. Such a gap arises from lack of adequate consideration towards reporting and communication aspects especially taking into account how essential site workers are to the value proposition. There is a need to address this gap for the value proposition of the case company that depends on seamless operations with subcontractor workforce.

In conclusion, Data 1 collection was used to determine gaps in the value proposition which shows the balance that impacts the GTM strategy of the case company hence affecting its ability to attract and retain customers. The key factor becomes Quality of Collaboration and Quality of Reporting contributes collectively significantly. This revealed the insufficient attention given to reporting and communication feature value of the product of the case company. The identified gap in the User Segmentation shows that there are dependencies between the value proposition and the user segmentation, which was identified during the Data 1 collection. The dependencies report that being a core of the Quality of Collaboration and Quality of Reporting value processes, site workers play a crucial role in contributing to the value proposition of the solution of the case company. The identified gaps of the Value Proposition domain are necessary to be addressed in order to streamline smooth operations between matched collaborating site parties of subcontractors and the customers.

3.4.3 Product Development gaps

To analyze the GTM strategy of the case company and its product development, it required considering how much time users are spending on the current app usage and identify why some features of the product receive more attraction than others. The company provided data only about time consumption per area but failed to provide any further details concerning user types with respect to the policy of the enterprise. Table 9 demonstrates the Platform Sections by User Time Spending results taken from the workshop within the case company representatives (Appendix 4).

Table 9. Platform sections by user time spending (based on Data 1).

| <i>Marketplace</i> | <i>Communication Area</i> | <i>Reports and Documents</i> | <i>Dashboard</i> | <i>Account Area</i> |
|--------------------|---------------------------|------------------------------|------------------|---------------------|
| 25% | 42% | 19% | 11% | 3% |

Table 9 represents the key product features, where it can be observed that the Marketplace matching feature constitutes only a quarter of app usage by time. This is due to the fact that marketplaces primarily involve subcontractor and workforce selection without much complexity. Most of the time is spent on searching and filtering the right service provider through the profiles of subcontractors manually to meet specific needs. It should be noted that the product development focused on making marketplace matching smoother and faster by incorporating new machine learning systems in line with the current GTM strategy of the case company as indicated by CTO in Section 3.2.3. This implies a reduction in time consumption in the marketplace area over time and a subsequent increase in time spent in other areas.

Data 1 collection revealed that most users spend their app time on communication which combines simple collaboration facilities such as comments or tasks. This corresponds to findings from the previous Section (3.3.2 Value Proposition Gaps) where respondents showed that Quality of Collaboration on work provided by subcontracting firms affects overall experience with them. The relevance of the time spent in the system implies that more hours are allocated for communication processes between users.

Moreover, to identify current communication channels between stakeholders, a survey (Data 1) was conducted among respondents 4-16 who described electronic means

used by them in construction work site communication. Table 10 shows the results of the survey.

Table 10. Main communication channel for professional site communication (based on Data 1).

| <i>Respondents</i> | <i>Professional</i> | <i>Non professional</i> |
|--------------------|-----------------------|-------------------------|
| Company A | - | WhatsApp |
| Company B | - | WhatsApp |
| Company C | Other (Not clarified) | - |
| Subcontractor A | - | WhatsApp |
| Subcontractor B | - | WhatsApp |
| Subcontractor C | - | WhatsApp |

The results presented in Table 10 demonstrate that a majority of stakeholders consider WhatsApp to be the primary channel for professional communication on construction sites. This preference for WhatsApp is indicative of a heavy reliance on instant messaging and real-time communication. One reason why WhatsApp is popular among users could be its interface that is user-friendly, quick message delivery and its adoption rate as well. The prominence of WhatsApp as a communication tool aligns with the needs of the industry in terms of efficient and immediate information exchange.

The users in the construction sector prioritize fast, direct communications requiring notification alerts and coordination processes. However, it raises considerations about the security and professionalism of communication channels used. Although WhatsApp appears quite accessible and convenient, there may be platforms better suited to the industry like this one which has unique features meant to address challenges in communicating at construction sites. In line with this, there is an understanding that such prevalent preferences as usage of WhatsApp becomes instrumental in harmonizing product development strategies by the case company with prevailing industry demand changes aimed at reinforcing its communication and collaboration capabilities. The survey findings mean an opportunity for integrating seamless communication tools into our platform so that they can serve construction professionals specifically as this gives them an alternative centralized secure approach rather than general messaging apps.

Completing documentation communication always involves end-of-report technology platform distribution transfer. Table 11 below provides information on report transfers through various channels obtained from Data 1 customer interviews.

Table 11. Technological platform distribution of reports to invoicing processes (based on Data 1).

| <i>Construction Industry Domain</i> | <i>Movenium</i> | <i>Easoft</i> | <i>Adminet</i> | <i>Other (e.g. the case company)</i> |
|--|-----------------|---------------|----------------|--------------------------------------|
| New Development, Concrete, Facades, Elevator Works, Steel works, Formwork, Glass, Window Installations | x | - | - | - |
| Renovations, Metalworks, Roofing, Crane, Door Installations, Maintenance, Demolitions, Security system | x | - | - | - |
| Ground Works, Stoneworks, Bathroom furnishings, Disposal system, Fire protection Furnishings, Damper | - | - | x | x |
| Electrical connections, Internal wall, HVAC, Rebar | - | - | x | - |
| Sealants & adhesives, Stairway, Flooring, Pump | x | - | - | x |
| Solar technology, Lightning protection, Automatic door, Ductwork, Decorative concrete, Escalator, Window frame | x | x | - | - |

The results presented in Table 11 indicate a broad and diverse range of output channels, depending on the subcontractor or contracting work type. It delineates the end result data and technology platform (Distribution of report transfer to Invoicing) as the only step left in the document communication chain. Different developers have different systems and potentially wield considerable leverage in compelling their subcontractors to use a certain technology. For this case Visma is far more popular, but without proper knowledge of the system there are high chances for backlogs in store construction or delays.

It is evident that some channels are less popular than others and therefore this solution of the case company might fail to convert clients due to lack of enough Value proposition. Besides, this leads to higher sales and marketing expenses when

changing the existing current document communication chain. Therefore, based on this analysis, customers need additional variety with respect to output data channels while a gap exists between what the case company offers in terms of product value propositions and what customers require.

3.5 Summary of the Current State Analysis Results

The scope of the Current State Analysis was directed towards the three critical elements of the GTM strategy of the case company. The primary goal of the Current State Analysis was to identify the existing state of the GTM strategy of the case company in terms of user segmentation, value proposition, and product development within the case company.

The GTM strategy of the case company was evaluated via interviews, document analysis and surveys administered to key stakeholders (Respondents 1-16), including Developing Company Representatives, Site Managers, and Subcontractors in order to get their experiences as well as preferences. These surveys were carefully designed to draw out rich information on user behavior, levels of satisfaction and preferences. Interviews with strategic leaders such as the CMO and CTO provided qualitative perspectives into the strategic vision and technological direction of the case company. The analysis was also anchored on the data of platform usage from the case company, which provided a deep dive view into how users interacted with it.

Pricing Strategy and Customer Journey Mapping were not considered during this CSA since the key stakeholders indicated restriction on any changes within these areas.

3.5.1 Strengths and Weaknesses of the GTM Strategy of the Case Company

The analysis of the GTM strategy of the case company has unveiled key challenges in User Segmentation, Value Proposition, and Product Development. Table 12 summarizes both the identified strengths and areas for improvement.

Table 12. Strengths and weaknesses of the three elements of the GTM strategy.

| <i>Aspect</i> | <i>Strengths</i> | <i>Weaknesses</i> |
|---------------|------------------|-------------------|
|---------------|------------------|-------------------|

| | | |
|---------------------|---|---|
| User Segmentation | Effectively captures main players: Developing Companies, Subcontractors, and Individual Workers. | Oversight in focusing on Site Workers may limit adaptability to this crucial segment. |
| Value Proposition | Targets high-bargaining-power entities, aligning with revenue generation. | Critical gap in neglect of reporting and communication aspects, especially vital for Site Workers, impacting user satisfaction and overall collaboration quality. |
| Product Development | Planned integration of ML technology for smoother matching aligns with industry trends, reflecting commitment to technological advancement. | Analysis of platform usage time indicates a significant focus on communication and reporting. There's a pressing need to streamline reporting processes and improve communication features. |

As seen from Table 12, the current strategy provides a robust environment for launching the product and reaching the target paying customer while delivering the Value Proposition and product. However, the company risks facing challenges due to a high cost of sales and marketing, resulting in insufficient organic impact and low organic growth. Additionally, there was identified the lack of fast spreading and mushrooming effects. The platform struggles with a low Lifetime Value (LTV) and a high Customer Acquisition Cost (CAC) as well. In relation to the three elements that were the focus of analysis, the following was identified.

Element 1, User Segmentation effectively captures the main players in the construction ecosystem, such as Developing Companies, Subcontractors, and Individual Workers. However, there is some oversight in focusing on Site Workers as a distinct user type may limit the adaptability of the platform to the demands of this crucial segment.

Element 2, Value Proposition targets high-bargaining-power entities, aligning with revenue generation. It places emphasis on Machine Learning (ML) technology for matching is forward-looking. However, the critical gap exists in the neglect of reporting and communication aspects, especially vital for Site Workers. This overlook may impact user satisfaction and overall collaboration quality.

Element 3, Product Development includes the planned integration of ML technology for smoother matching aligns with industry trends, reflecting a commitment to technological advancement. However, the analysis of platform usage time indicates a significant focus on communication and reporting. While enhancements are planned for

matching, there was stated the need to streamline reporting processes and improve communication features.

To conclude, the GTM strategy of the case company appears on solid ground with efficient segmentation and technology orientation in their product development. However, there is a potential bottleneck due to the identified gap in addressing communication and reporting needs for Site Workers. A future-proof strategy would balance current strengths with weakness while ensuring that construction industry diverse stakeholders are accommodated comprehensively and adaptively for.

3.5.2 Selected Focus Areas

This thesis was able to locate the main discoveries and highlighted areas of emphasis by examining the present state using Data 1. Within Data 1, strengths, weaknesses, and various insights pertaining to the current upstream were discerned. The present state identified the chosen focus areas including strengths, weaknesses and other findings. This analysis involved recognizing and scrutinizing the existing GTM product strategy of the case company, pinpointing bottlenecks, considering where they have already taken action as well as further development as emphasized in this analysis. Therefore there are four major elements which will create a proposal for GTM Product Strategy of this case company.

User Segmentation: Restructuring and implementing necessary adjustments to user segmentation with improvements for segmenting user customers.

Value Proposition: Enhancing and diversifying value for customers and users, improving its impact and delivery.

Product Development: Proposing necessary product development improvements, technologies, methods, and techniques to achieve goals; and proposing a structured plan for the three elements of the GTM strategy.

Next, Section 4 discusses the chosen focus areas based on the literature in Section 4 to prepare for the proposal building in Section 5.

4 Existing Knowledge for GTM Product Strategy Development

This Section is dedicated to the exploration of Existing Knowledge, encompassing theories, best practices, and benchmarks related to the identified Conceptual Framework elements from the Current State Analysis. These elements include user segmentation, value proposition, and product development. The aim is to draw insights from established principles in these areas, laying the groundwork for the creation of the Initial Proposal in this thesis. By examining the Existing Knowledge base, the intention is to inform and guide the proposed enhancements and strategic path for the GTM strategy of the case company.

4.1 User Segmentation

User Segmentation is a strategic approach to dividing a customer base into specific groups or segments with similar attributes, needs and behaviors (Blokdyk, 2019). Companies, especially startups, find value in this method as it enables them to be more effective in customizing marketing messages, product features and entire GTM strategy towards every other segment. Besides, in cases when an organization takes up a segmented approach the business are able to read the customer preferences better hence designing their products according to each cluster unique requirements (Verhoef & Droon, 2016).

Additionally, beyond demographic factors Wind and Sharp (2009) stress on effective user segmentation which includes behavioral and psychographic variables. For instance, understanding lifestyle customer drivers is essential as marketers need insights into why customers do what the ones do. While behavior relates to actions like buying patterns or brand interactions which provide helpful indications in the decision-making process of consumers, user segmentation navigates into the techniques in strategy development within this domain. Through considering such varied factors companies can develop more robust and focused user segments thus improving their marketing and product strategies. (Wind & Sharp, 2009)

McDonald & Dunbar (2012) highlight that continuous refinement of user segmentation strategies is important for businesses. The authors submit that changing consumer behavior as well as market dynamics requires vibrant user segmentation approaches. To remain focused on ever evolving expectations of numerous clients it would therefore

be necessary for businesses to regularly revise segmentation criteria used in developing these profiles (McDonald & Dunbar, 2012). Literature supports the fact that for sustainable growth and competitiveness knowledge on user segmentation must be both fine grained including a variety of elements as well as contextualized over time.

In the dynamic landscape of startups, the seemingly interchangeable use of 'user' and 'customer' describes a nuanced and pivotal distinction, especially concerning the definition of target audiences and the formulation of GTM strategies. Recognizing this subtlety is foundational for startups seeking to navigate the intricate terrain of user segmentation effectively (Ries, 2011). Table 13 represents the difference between the terms of 'user' and 'customer' according to Lemon & Verhoef (2016).

Table 13. 'User' and 'Customer' differences (adopted from Lemon & Verhoef, 2016).

| <i>Users</i> | <i>Customers</i> |
|--|---|
| A user is anyone who interacts with a product or service, regardless of whether they pay for it (Lemon & Verhoef, 2016). This broad category can encompass free trial users, website visitors, app downloaders, or anyone engaging with the product in some way. | A customer is a user who has made a purchase or exchanged value (money, time, data) for a product or service (Lemon & Verhoef, 2016). They contribute financially to the success of the business. |
| <i>Classifications</i> | |
| <i>Active Users:</i> These users regularly interact with the product or service, providing valuable usage data and feedback. | <i>Sensory Customers:</i> These refer to sensory perceptions and include sight, sound, contact, taste and smell which customers encounter when they interact with a brand or product. |
| Inactive Users: Users who have downloaded an app or signed up for a service but haven't engaged recently. Re-engaging them can be a cost-effective way to expand the customer base. | Affective Customers: These are concerned with the emotions that are stirred within a customer during engagements with a brand. |
| Freemium Users: Those who utilize a free version of the product with limited features. They may represent potential paying customers if nurtured strategically. | Cognitive Customers: These relate to the intellectual processes of comprehension such as reasoning, awareness and making judgments by a consumer. |
| Trial Users: Users on a limited-time free trial. Converting them to paying customers is crucial for recurring revenue. | Physical Customers: Behavioral experiences that cover what one does while interacting with the brand. For example it might entail using the service or the product. |
| Brand Advocates: Users who actively promote the product or service to others through positive word-of-mouth or online reviews. | Social-identity Customers: This denotes how they look at themselves in relation to what brands have created or exist within them. |

Furthermore, Lemon & Verhoef (2016) shows that understanding the distinction between users and customers has significant implications for startups. Table 14 demonstrates the matrix of the differences.

Table 14. Differences and Implications in user and customer differences (adopted from Lemon & Verhoef, 2016).

| Targeting | Metrics |
|---|--|
| Startups need to identify which user segments hold the highest customer conversion potential and tailor their GTM strategy accordingly (Lemon & Verhoef, 2016). | Evaluating success goes beyond just user acquisition. Tracking conversion rates (free to paid) and customer LTV is crucial (Lemon & Verhoef, 2016). |
| Resource Allocation | Product Development |
| Resources for marketing and user acquisition should be directed towards attracting and converting high-value user segments (Lemon & Verhoef, 2016). | User feedback from all segments is valuable, but prioritizing features based on customer needs ensures product development aligns with business goals (Lemon & Verhoef, 2016). |

It is highly important to build on the foundation of user segmentation with advanced techniques developed for startups launching new products in order to probe deeper into existing approaches and identify more ways of improving the user segmentation of the case company. The use of established methodologies and practices can therefore provide helpful insights for fine-tuning the user segmentation strategy while also ensuring its alignment with the ever-changing landscape of product innovation. These include elements such as Lean Startup Methodology, Rapid Prototyping, Multi-Layered Segmentation, Dynamic Segmentation, and Product Development Integration that could be incorporated by the case company to ensure a successful identification and addressing of unique user segments. To push this approach further towards more refined understanding about customer characteristics, needs and behaviors, these strategies form a flexible framework within which user segmentation can adapt over time. Ultimately, these advanced techniques when integrated in different ways would serve as an agile and responsive user segmentation plan that matches with the current market condition where case companies operate as a startup institution. Table 15 represents the Advanced Techniques for User Segmentation in startups.

Table 15. User segmentation structure (summary of information from sources).

| Advanced Techniques for User Segmentation in Startups | Description |
|---|---|
| 1. Techniques for Early-Stage Startups: | |
| Lean Startup Methodology | Entrepreneurs utilize customer interviews, surveys, and A/B testing for data collection and refinement of segmentation criteria as the product evolves (Ries, 2011). |
| Rapid Prototyping and User Feedback | Rapid Prototyping and User Feedback Development of low-fidelity prototypes for testing with different user segments in the early stages allows for valuable feedback and segmentation refinement based on user behavior (Blank, 2013). |
| 2. Multi-Layered Segmentation: | |
| Behavioral Data and Predictive Analytics | Going beyond basic demographics and psychographics, incorporation of behavioral data (website behavior, app usage) and predictive analytics for more granular segments (Verhoef et al., 2011). |
| RFM Analysis | Segmentation based on Recency, Frequency, and Monetary value of purchases through RFM analysis helps identify high-value customers and tailor marketing efforts accordingly (Gupta et al., 2006). |
| 3. Dynamic Segmentation: | |
| Tools and Processes | Implementation of tools and processes to monitor customer data and update segmentation models regularly to accommodate evolving user behavior and preferences (Verhoef et al., 2011). |
| Machine Learning | Utilization of machine learning algorithms for analyzing customer data, identifying emerging trends within segments, and enabling real-time adjustments to marketing strategies (Gupta et al., 2006). |
| 4. Integration with Product Development: | |
| Feedback Loop | Establishment of a feedback loop between user segmentation and product development where insights from user research within each segment directly influence product roadmap decisions (Cooper & Schindler, 2001). |
| Agile Development | Utilization of agile development methodologies, like the 'Manifesto for Agile Software Development,' to continuously gather user feedback and adapt features based on segment needs, ensuring product relevance and value (Cooper & Schindler, 2001). |

As seen in Table 15, there is the structure of the techniques for approaching user segmentation. However, in order to proceed within the scope of this study, it is essential to focus specifically on the methods within Techniques for Early-Stage Startups domain, such as Lean Startup Methodology and Rapid Prototyping and User Feedback. To further elaborate, it is beneficial to collect and examine the importance and examples of different methods within 'Techniques for Early-Stage Startups', the summary of which was presented in Table 16.

Table 16. User segmentation implementation strategies (summary of information from sources).

| 1. Targeted Strategy and Ad Revenue: | |
|--|--|
| Importance: Distinguishing between users and paying customers allows platforms to tailor their strategies effectively (Zuckerberg, 2019). | 'If people are going to see ads, they have consistently told us that they should be relevant. We therefore need to appreciate their interests. We, therefore, create categories based on what pages people like, what they click on and other signals such as people who like pages about gardening and live in Spain; then charge advertisers for showing them ads of that category. Even though advertising to specific groups has been present before the internet era, online advertising is much better because it can accurately identify potential customers hence more relevant ads.' (Zuckerberg, 2019) |
| Example (Facebook): Facebook's vast user base, who do not directly pay for the service, is crucial for the platform's targeted advertising strategy. | |
| 2. Maximizing Customer Conversion and Freemium Models: | |
| Importance: Focusing on user segments with high conversion potential is essential for sustained growth (Ek, 2022). | 'Often overlooked, freemium users who use the free version of a product have the potential to be quite useful and can sometimes even add more value than direct paying customers. Their inputs, feedback in form of data, and advocacy serve as important tools for shaping the platform's development thereby facilitating an inclusive ecosystem defined by user engagement as well as platform value that cannot be explained using traditional financial transactions.' (Ek, 2022) |
| Example: Freemium users, who use a free version of a product, can contribute to the platform's value even more than direct paying customers. | |
| 3. LTV Optimization: | |
| Importance: Recognizing the long-term value of paying customers guides resource allocation and enhances customer retention (Bezos, 2018). | 'We see our customers as invited guests to a party, and we are the hosts' (Bezos, 2018) |
| Example: Amazon Prime subscribers, paying customers contributing to Amazon's revenue, emphasize the significance of understanding LTV. | |
| 4. Resource Allocation Efficiency and Agile Development: | |
| Importance: Efficient allocation of resources, especially in marketing, is crucial for optimal ROI (Ries, 2011). | 'The only way to win is to learn faster than anyone else' (Ries, 2011) |
| Example: Startups employing agile development methodologies prioritize user feedback. | |
| 5. Product Development Alignment and Spotify Data-Driven Approach: | |
| Importance: Aligning product development with the needs of paying customers ensures sustained revenue growth (Ek, 2014). | 'As we strive for continuous innovation and improvement, our journey at Spotify is guided by the invaluable insights drawn from the vibrant community of both free and premium users. We believe in the transformative power of data, allowing us to not just meet but exceed expectations, providing an ever-evolving and |
| Example: This dual-user model allows Spotify to experiment with various strategies in real-time. For instance, the platform can assess the | |

| | |
|---|--|
| <p>effectiveness of different advertising approaches for free users while refining the premium user experience based on preferences and behaviors observed within the paying subscriber base. The insights from both segments contribute to the platform's continuous improvement and innovation, showcasing the strategic advantages of leveraging data from both free and premium users in a freemium model (Ek, 2014).</p> | <p>enriched experience for everyone who tunes into our platform.' (Ek, 2014)</p> |
|---|--|

In conclusion, GTM strategy development is shaped by user segmentation. Thoughtful ways of dividing customers into smaller groups based on similar characteristics, desires and acts ensures the development of accurate value propositions and contribute to market development of businesses (Verhoef & Droon, 2016). It enables targeted marketing efforts, ensuring that products and services are tailored to meet the special requirements of different customer segments thus enabling focused marketing (Blokdyk, 2019).

4.2 Value Proposition

Moving toward the next key focus area, the value proposition in GTM strategy is one area that must be focused on for its purpose and role in GTM strategy.

Value Proposition and User Segmentation are inextricably linked. A well-defined value [proposition answers the specific customer needs and issues of targeted Customer Segments. Businesses can thus adapt their products to each group, knowing these segments well, and thus improve the satisfaction of customers and their loyalty. (Osterwalder et al., 2010)

'The Value Proposition is the reason why customers turn to one company over another. It solves a customer problem or satisfies a customer's need.'
(Osterwalder et al., 2010)

According to Osterwalder et al. (2010), the value proposition refers to a set of products and services that are valued by a given Customer Segment. It is what makes customers choose one company over another as it contains specific fixes for clients' problems and needs through customized combinations of products or/and services. This can result in disengagement from customers, lower sales or even inability to gain market traction if one selects the wrong value proposition. Moreover, this may cause

mismatch between business resources/strategies leading to inefficiencies and rising costs.

A mix of elements tailored to the needs of the Customer Segment is essential for creating value within which value proposition plays a key role. This could either be quantitative such as price or speed of service or qualitative features like designs or customer experience. Differentiation is important for businesses since it aids them in addressing customer problems while meeting their requirements which are basically attracting new clients as well as retaining existing ones. (Osterwalder, 2017)

In the GTM strategy of a startup, the Value proposition takes center stage thus defining how the startup brings value to targeted customers and differentiates itself from the competition. It goes hand in hand with customer knowledge and needs as this forms fundamental elements upon which the entire business model and market approach are founded. To effectively include a value proposition within a GTM strategy, it has to be clearly stated within a business plan that meets market demands or customer needs. This entails specifying unique benefits as well as why an offering is different or better than competitors. The value proposition therefore plays a central role in defining what the company offers its target markets in its GTM strategy for start-ups. It also influences product development, marketing strategies, customer relationship management and revenue mechanisms all focused on delivering value that matches the expectations and needs of chosen Customer Segments (Osterwalder et al., 2010).

In order to understand the value proposition mechanics, the Value Proposition Canvas serves as a tool and is crucial in business strategy and GTM planning (Osterwalder, 2017). Figure 5 represents how the tool gives a systematic inquiry into customer behavior and business alignment.

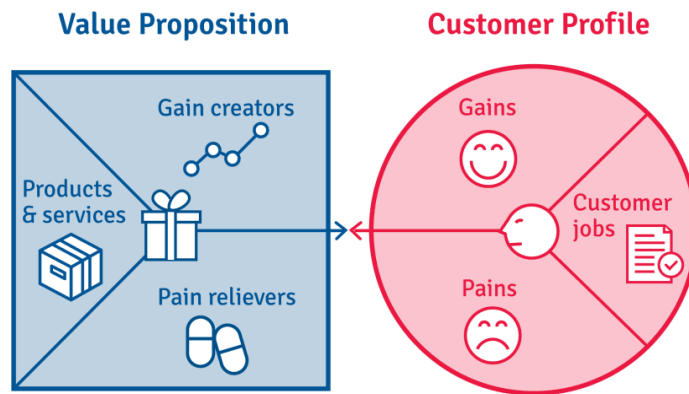


Figure 5. Value proposition canvas (Osterwalder, 2017).

As it is seen from Figure 5 the Canvas consists of two main parts: the Customer Profile and the Value Map. The Customer Profile looks at customers' tasks in their personal as well as professional lives showing functional, social, personal/emotional and supporting areas of 'Customer Jobs'. It then lists 'Customer Pains' – problems that customers face, and 'Customer Gains' – values they look for in solutions.

The Value Map on its part focuses on offerings from the perspective of companies. It classifies products or even services based on their importance and usefulness while showing how these offerings relieve pain (Pain Relievers) and amplify gains (Gain Creators) for consumers.

Applying the Value Proposition Canvas entails avoiding some common mistakes such as mistaking different customer segments, overlooking non-functional jobs or starting out with pre-determined solutions (Osterwalder, 2017). Strategically considering these elements helps align the offerings of the business with the real needs of consumers thereby contributing towards the development of attractive value propositions that increase client satisfaction leading to the success of an enterprise.

In diverse situations such as industry, market and consumer specifics value propositions can differ greatly. Osterwalder (2017) identified four different types that are represented in Table 17.

Table 17. Value proposition types (adopted from Osterwalder, 2017).

| Type | Description |
|------------------------|--|
| Newness | Providing goods or services necessary to meet needs with no significant analogous products in the past. |
| Performance | Improving product or service quality has always been a typical way of adding value. These can include more efficient machinery, quicker services among others. |
| Customization | Making products or services that fit particular individual buyers or Customer Segments providing for mass customization and co-creation. |
| 'Getting the job done' | Assisting customers within a product or service to accomplish certain things they are trying to achieve. |
| Design | Offering a product or service with superior design or aesthetic qualities that appeal to consumers. |
| Brand/Status | Associating a product or service with a certain status or brand that increases its value for the customer's perception. |
| Price | Offering a similar value of the product or service at a reduced price as a way of reaching out to those customers who are keen on prices, like offering discounted or economic versions of goods and services. |
| Risk Reduction | Providing a risk mitigation of the product or service for customers when buying as a crucial factor in making a decision. |
| Accessibility | Allowing product or service to be brought nearer/simpler to buyers who previously were not able to access them hence giving rise to completely new markets. |
| Convenience/Usability: | Making product or service easier to use, and more convenient leads to significant increases in user adoption rates and overall customer satisfaction levels. |

In the meantime, the value proposition concept in the startup environment, according to Eric Ries (2011) described in 'The Lean Startup,' refers to the offering of the company which is specifically unique to its customer. It embraces benefits and solutions given to address specific pain points or needs of a targeted market. Establishing an irresistible value proposition is critical for startups as expressed by Peter C. Verhoef et al. (2011) in 'Creating Value with Big Data Analytics: Making Smarter Marketing Decisions' because it provides a basis for attracting customers and securing competitive advantage over rivals.

Furthermore, the value proposition described by Michael E. Porter (1998) as Competitive Advantage: Creating and Sustaining Superior Performance, is a model that shows how activities are sequenced for providing value to customers. This encompasses all processes and activities within an organization aimed at creation and

delivery of products and services. Thus, knowledge of the value proposition is essential so that startups can optimize their operations and maximize efficiency in delivering valuable goods.

It may be argued that sometimes, more alignment towards users should be taken into account with regard to the client while not undermining client focus as stated by Katherine N. Lemon and Peter C. Verhoef (2016) in 'Understanding Customer Experience Throughout the Customer Journey.' In such cases, this becomes more important especially when a startup seeks user value first before benefiting their customers eventually later on, according to Steve Blank in 'Four Steps to the Epiphany: Successful Strategies for Products That Win' (2013). In addition, B2B user-centric value creation often leads to stronger customer relations and higher customer satisfaction levels thereby fueling business growth.

Table 18 describes three types of value offerings that startups might use to attract new users or retain existing ones such as functional values, emotional values or social values among others (Verhoef et al., 2011).

Table 18. Offering value types (adopted from Verhoef et al., 2011).

| Types | Description |
|-------------------|---|
| Functional Value: | Providing tangible benefits and features that fulfill customer needs. |
| Emotional Value: | Creating positive emotional experiences and connections with customers. |
| Social Value: | Enhancing social status or facilitating social interactions through the product or service. |

The one-stop-shop value proposition, defined by Ries (2011), refers to offering a comprehensive solution that fulfills multiple needs or provides various services within a single platform or offering. In this manner, users will not need to look for multiple solutions from different providers hence improving customer experience.

Besides the one-stop-shop value proposition, startups might have other products and services that offer value. Convenience is considered as an example by Verhoef et al. (2011) that attracts customers by making its products easy to use and accessible. Additionally, customization, affordability and quality are critical elements of the total image of the value proposition which enhances customer satisfaction. Additional value

in a product is vital because it increases customer satisfaction, loyalty and retention as highlighted by Verhoef et al. (2011). Startups must offer more than just the core functionality to differentiate themselves from competitors and enhance their value proposition to customers.

According to Porter (1998), the business model itself is a value proposition that shows how the company creates, delivers and captures value. A well-structured business model defines revenue streams, cost structure and profit mechanisms which are essential for investors and customers' clarity (Porter, 1998).

In the construction startup context, one-stop-shop value proposition means an integrated approach of having solutions for customers' problems exemplified by BetterHome model in Denmark (Renovation Hub, 2019). This business model is built around digital tools that assist homeowners or designers/contractors during the renovation process thereby maximizing efficiency. The one-stop-shop model enhances overall customer experience by offering a comprehensive solution addressing different aspects of renovation projects such as initial planning and energy performance assessment (Renovation Hub, 2019).

One of the main benefits of the one-stop-shop value proposition is its ability to manage the renovation process holistically (Renovation Hub, 2019). By giving access to process descriptions, checklists and tools; it ensures uniformity throughout the entire project thus making it easier. Furthermore, this allows for automation of design processes through use of digital solutions hence making it simple to identify optimum technical solutions or interventions (Renovation Hub, 2019).

Additionally, this model improves the whole evaluation of renovations by considering their economic life cycles including energy efficiency and total cost (Renovation Hub, 2019). Such an approach ensures that the customers get holistic solutions for their long-term needs and desires. Lastly, it has a mechanism of measuring customer satisfaction and improving on quality which is its value proposition as well (Renovation Hub, 2019).

The one-stop shop targets include private building owners who mainly focus on renovation works for single family homes as well as multi-family residences and private office buildings (Renovation Hub, 2019). By targeting these specific segments, the

model intends to meet diverse requirements and desires of its clients hence making it more impactful in terms of market reach.

For instance, one major player within such a one-stop-shop model like a designer or contractor may be supported by an ICT tool that would help in identifying objectives for projects and suggesting efficient renovation plans (Renovation Hub, 2019). This serves as a very important resource in streamlining operations to ensure efficiency in service delivery. Moreover, other partners like financial institutions are also needed to implement this model effectively, especially those who provide funds for home renovation loans (Renovation Hub, 2019). Figure 6 shows structures on BetterHome platform user segmentation value proposition relationship:

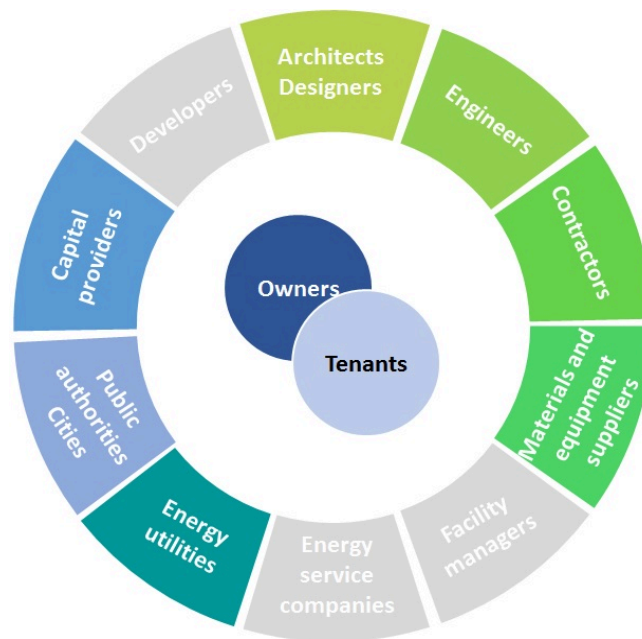


Figure 6. BetterHome platform user segmentation value proposition relations (Renovation Hub, 2019).

From a revenue model perspective, the one-stop-shop model offers several benefits for service providers, including saved costs and increased profits through well-structured and managed processes (Renovation Hub, 2019). By optimizing sales processes and

client profiling, service providers can improve efficiency and profitability, ultimately driving business growth and success.

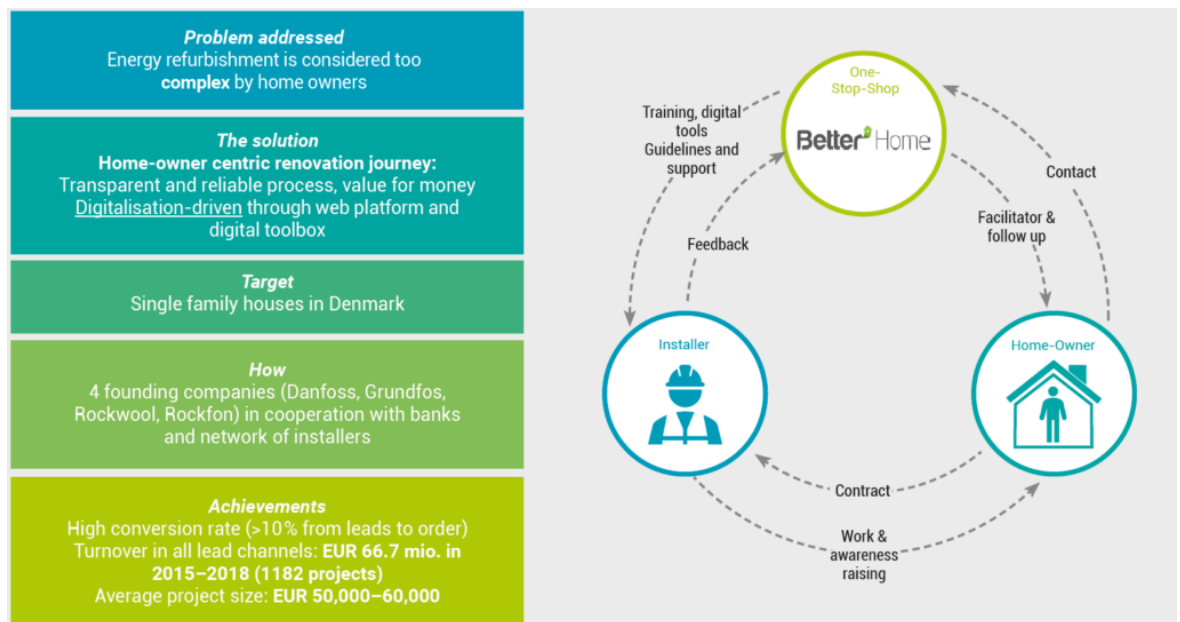


Figure 7. Current value proposition of the BetterHome platform (Renovation Hub, 2019).

As seen from Figure 7, the case company achieves saved costs and increased profits through a well-structured and well-managed process. Moreover, it increases sales effectiveness thus raising profitability by using efficient client profiling, initial data management as well as offering highly focused products. This is an example of how this organization applies user segmentation in its value proposition based on its core value proposition of one-stop-shop.

To sum up, choosing the right strategy for the value proposition of companies aimed at meeting specific needs should not be ignored. Different markets and user segmentation structures require different value propositions to effectively fulfill their requirements. The case company serves as an instance of tailored value proposition chains and infrastructures built within large ecosystems like the case company marketplace. A one-stop-shop approach that is appropriately named for added-value business models of companies targets its basic needs with holistic solutions thereby creating significant worth for them. In addition, by catering for all their requirements holistically and providing them with seamless experience, one-stop-shop value proposition boosts

customer satisfaction hence loyalty which in turn leads to long-term success of any organization.

4.3 Product Development

In 2011, Marc Andreessen stated that AI significantly threatens the value of the software, marking a major turning point in history as traditional industries were transformed by technology and innovation, taking an unforeseen path. However, this statement served as a prophetic warning to traditional enterprises and a beacon of hope for software companies. Over time, this vision has influenced the business landscape, leading to several internet companies that have become formidable entities in their domains (Forbes, 2019). According to Marc Andreessen (2011), it becomes evident that moving into the digital age would depend on how well modern organizations adopt technology and adapt to market changes. In this context, value proposition stands out as one of the most important strategic components used by businesses targeting survival in the digital space:

'Although often ignored, there is more to freemium users who play around with the free version of a product. They have the potential to add substantial value and sometimes even surpass paying customers directly. Their actions, data feedback and word of mouth have the potential to shape and improve the platform in ways that create a dynamic ecosystem where user engagement and platform value move beyond conventional monetary transactions.' (Andreessen, 2011)

This marked the beginning of understanding the revolutionary potential of AI.

4.3.1 Software as the emergence of AI-powered innovation

The firms that adopted software solutions back in 2011 now dominate their industries, with the top 5 global companies by market capitalization in the second quarter of 2019 all providing various software solutions:

'The corporations that accepted software in the year 2011 are the ones that are currently leading their markets, and in the second quarter of 2019, top 5 market capitalization companies globally all have some kind of software solutions.' (Forbes, 2019)

This underscores the transformative power of software in reshaping industries and driving economic growth.

According to a Forbes article (2019) the period since 2011 has shown an unprecedented growth in the developments in AI. Although several key ideas about AI have been around for long, a number of processes have accelerated their potential use. First, computing power, in particular for specialized AI chipsets, has vastly increased. This has enabled the processing of complex AI algorithms at speeds previously unimaginable, opening up new possibilities for applications in various domains. Second, the amount of training data for AI algorithms is exploding with the advent of data lakes and a fully connected internet-of-things world, expanding AI domains and decreasing the costs to train algorithms. This abundance of data provides AI systems with rich information to learn from, improving their accuracy and performance. Third, a large number of technological bottlenecks (such as vanishing gradients) have been solved over the last few years, massively increasing accuracy and applicability of existing algorithms. This has led to significant advancements in AI capabilities, making it more practical and effective for real-world applications. Lastly, the decrease in costs for cloud storage and computing plus the facilitation of distributed collaborative working, made combining highly specialized knowledge easier than ever before. This has fostered collaboration and innovation in the AI field, allowing diverse teams to work together seamlessly on complex projects.

The extent to which Andreessen's cherished software companies are weaving AI into their products is, however, often limited. Instead, a new slew of startups now incorporates an infrastructure based around the above mentioned AI-facilitating processes from their very foundation. These startups are founded on AI-first principles and understand that AI can catalyze innovation and disruption beyond sectors, making use of these technologies to develop revolutionary solutions to meet critical global challenges. (Forbes, 2019)

4.3.2 AI Transformation

There is an imperative to increase efficiency motivating a growing number of companies to engage AI in the simplification and optimization of their primary business processes. For example, recent insights from BenchSci (2011) reveal that 148 promising startups are attempting to automate the costly drug development process in the pharmaceutical industry. Similarly, startups based on AI in the transportation domain implementing shipping optimization algorithms have created value by reducing cases of idle or underutilized transports.

AI changes software development itself as well. According to Forbes (2019), some innovations such as AI-driven automatic code completion and generation tools (for instance TabNine, TypeSQL and BAYOU), change everything about software development.

| Question | Generated SQL |
|--|---|
| provide the number of patients less than 83 years of age who were diagnosed with pneumococcal pneumonia . | select count (distinct demographic.subject_id) from demographic inner join diagnoses on demographic.hadm_id = diagnoses.hadm_id where demographic.age < 83 and diagnoses.short_title = pneumococcal pneumonia |
| provide the number of patients whose diagnoses is lap surg convert to open and they are female . | select count (distinct demographic.subject_id) from demographic inner join diagnoses on demographic.hadm_id = diagnoses.hadm_id where demographic.gender = f and diagnoses.long_title = lap surg convert to open they |
| among patients treated with amitriptyline , calculate the number of female patients . | select count (distinct demographic.subject_id) from demographic inner join prescriptions on demographic.hadm_id = prescriptions.hadm_id where demographic.gender = f and prescriptions.drug = amitriptyline |
| get me the number of elective hospital admission patients who had coronary artery primary disease . | select count (distinct demographic.subject_id) from demographic where demographic.admission_type = elective and demographic.diagnosis = coronary artery disease |
| give the number of patients whose admission type is elective and primary disease is abdominal abscess . | select count (distinct demographic.subject_id) from demographic where demographic.admission_type = elective and demographic.diagnosis = abdominal abscess |
| how many patients aged below 36 years have stayed in the hospital for more than 14 days ? | select count (distinct demographic.subject_id) from demographic where demographic.age < 36 and demographic.days_stay > 14 |
| what is the number of patients whose admission location is emergency room admit and with primary disease t5 fracture ? | select count (distinct demographic.subject_id) from demographic where demographic.admission_location = emergency room admit and demographic.diagnosis = t5 fracture |

Figure 8. AI application example of the Question to SQL generation (Forbes, 2019).

This innovative tool was generated by a group of medical researchers as shown in Figure 8 and it allows users to ask any question related to medical data, which consequently prompts an AI-aided SQL query tailored for that specific user through the database (Forbes, 2019).

Indeed, AI is changing the software world. Like Question-to-SQL generation using deep learning architectures such as RNN, Attention and Point-Generator Network, innovation in software development keeps growing beyond limits according to Forbes (2019).

The global artificial intelligence in construction market has witnessed remarkable growth, with its market size soaring from USD 530.24 million in 2023 to an anticipated USD 5678.72 million by 2032, reflecting a robust CAGR of 34.5% during the forecast period of 2024-2032 (Straits Research, 2023). Figure 9 represents the data and shows graphically the growth for the applicable period:

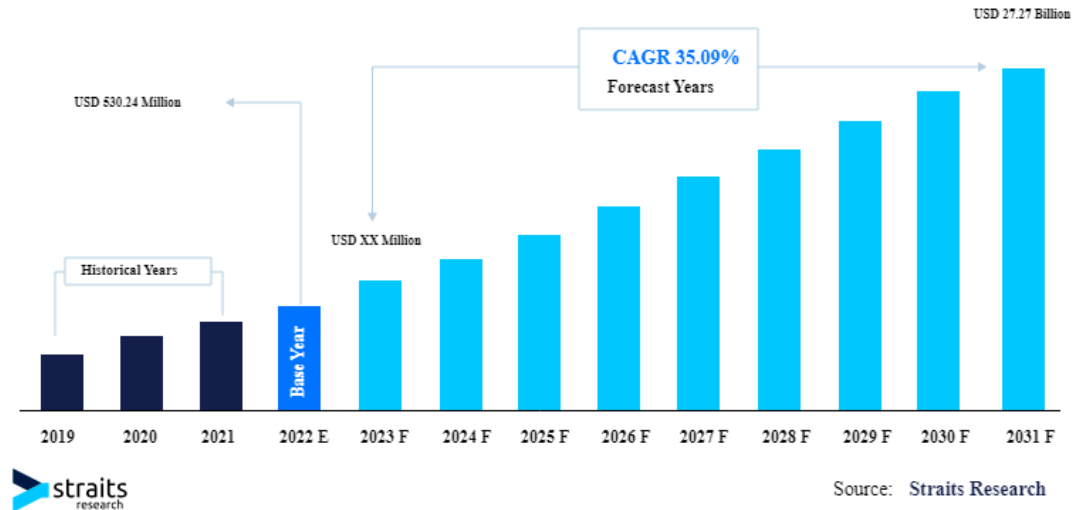


Figure 9. Construction AI forecast 2024-2032 (Straits Research, 2023).

This increase highlights a significant shift taking place in the digitized construction landscape, where artificial intelligence and machine learning are being combined to reshape every facet of engineering and construction. It is technology that is altering conventional processes through design, preconstruction, construction operations, and asset management which creates an opening in this sphere.

AI supports advanced technologies when it comes to project efficiency, safety, quality throughout various stages within the construction domain. With these AI-powered insights, planners and workers in the construction industry reduce time wasted on planning and maintenance activities as well as infrastructure project optimization within safety. Moreover, AI can analyze large datasets from various sources like sensors, drones, cameras or documents resulting in key suggestions or directives needed for decision-making (Straits Research, 2023). Subsequently, the automation facilitated by AI cuts inefficiency problems related to repetitive tasks that take too long such as scheduling, estimation, billing and reporting. This ensures smoother project execution and site management with minimal errors and time losses.

One of the most transformative and applicable capabilities of AI lies in its ability to foster collaboration among stakeholders. AI thus promotes coordination and communication between architects engineers contractors clients through digital twins

3D models BIM and SaaS platforms using software features driving synergy and innovation across project lifecycles (Straits Research, 2023)

Predictive analytics enabled by AI improves safety at construction sites by identifying risks, monitoring workers' health and accident cases, and preventing incidents such as thefts, vandalism etc. Furthermore AI supported optimization of materials resources including water energy labor equipment minimizes wastage enhances supply chain efficiency demand forecasting thus improving projects sustainability profitability (Mordor Intelligence, 2023).

With the rise in demand for smart and sustainable buildings, AI can be significantly useful to the construction industry. As a means of helping them meet consumer, regulator and social obligations, this paper reflects on how Artificial Intelligence emerges as a transformative tool for these purposes. Technological innovation is used in smart and sustainable buildings to enhance the quality of life of occupants, improve health and wellness and reduce environmental impacts as well as operational costs. AI integration provides data-driven insights that optimize building designs, construction processes, and operational efficiency. (Mordor Intelligence, 2023).

Construction projects can benefit from sophisticated analysis of various factors including climate conditions, site attributes, material properties etc when they leverage on AI capabilities. AI based algorithms enable designing structures that are customized as per specific needs taking into account the environment around them. Additionally automation of tasks by AI helps in coordinating workflows in construction hence it is easier to spot problems before they even occur thus increasing productivity while minimizing delays. (Mordor Intelligence, 2023)

4.3.3 Construction technology infrastructure

The evolving construction technology ecosystem landscape reflects a remarkable trend towards integrated software platforms that addresses the changing customer needs. The industry has experienced an increased adoption of digital solutions for over ten years, which marked a transformative period with thousands of new market players. These new players brought point solutions targeting specific uses or pioneering entirely novel applications within the construction domain. (McKinsey, 2020)

In the early to mid-2010s, most construction technology solutions were oriented towards addressing basic needs such as reinforcing design capabilities and transitioning from paper-based information management systems to digital ones. However, feedback from end-users highlighted integration challenges related to disparate point solutions thereby prompting industry participants to pivot towards offering all-in-one suites of integrated offerings. (McKinsey, 2020)

However, there still exists a large number of stand-alone point solution providers and limited suite providers in the market today, though recent reviews of the construction technology landscape have shown an increasing shift in focus towards platform-based offerings. This strategy suggests that several platforms coexist within the sector leading to a more interactive and flexible environment than ever before. In this fast-paced world, consolidation opportunities abound for both strategic and financial investors (McKinsey & Company, 2018). As platform based solutions continue to grow in the industry investors can benefit from strategic acquisitions and partnerships becoming leaders in innovation and value creation in changing construction tech space.

Various datasets were initially collated by McKinsey (2018) and advanced analytics used to map out the global construction technology industry ecosystem. The company has also updated and revisited its analysis and found that the main clusters of use cases include 3D printing, modularization, and robotics; digital-twin technology; AI and analytics; as well as supply-chain optimization and marketplaces as shown in Figure 10 below.

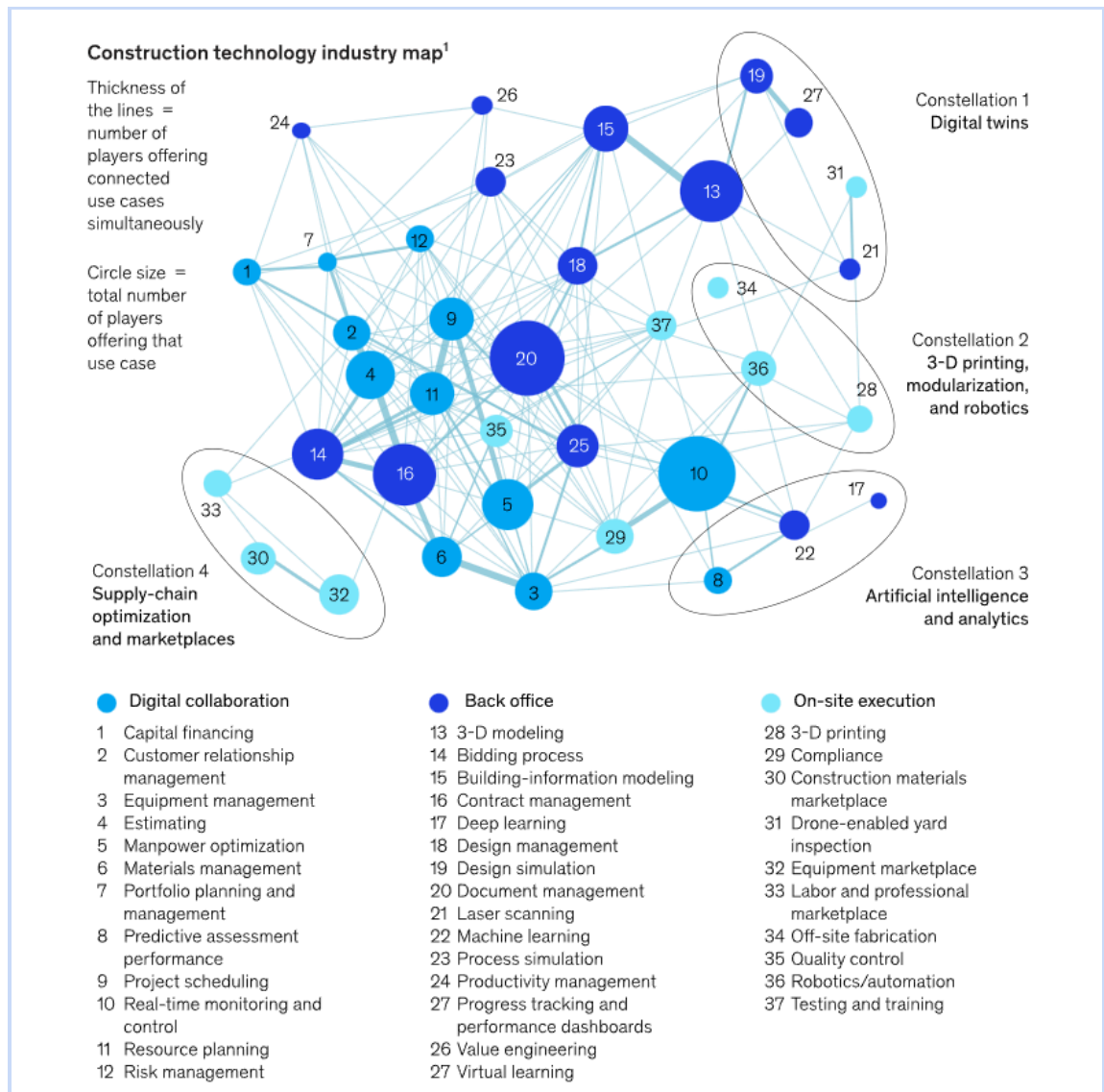


Figure 10. The largest construction technology clusters (McKinsey, 2020).

The industry has experienced rapid growth, with venture-capital (VC) activity surging to several billion dollars by the end of 2019, compared to low levels observed a decade ago. VC investment in construction tech has outstripped the overall VC industry by a factor of 15 through 2019, indicating clear signs of sustained momentum. This is represented in Figure 11.

Venture-capital investment growth in construction tech has far outpaced the overall venture-capital space.

Venture-capital yearly volume, index (100 = 2009)

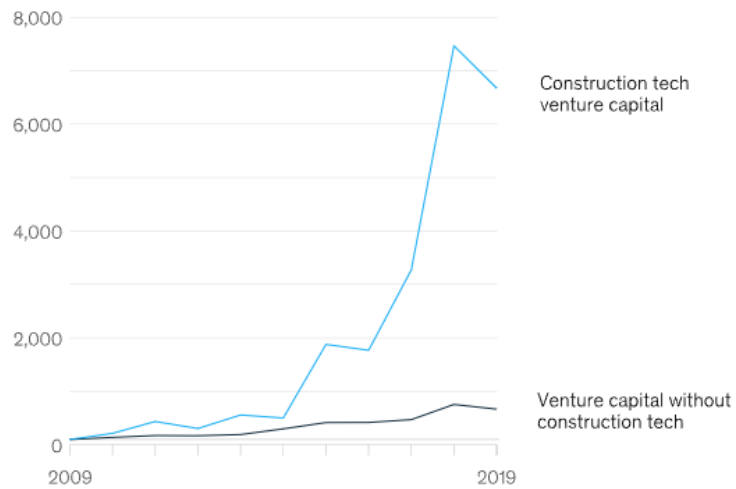


Figure 11. Venture-capital investment growth in construction technology 2009-2019 (McKinsey, 2020).

The trend towards consolidation and platform development is evident in the realm of construction technology. Nonetheless, strategic and financial investors can still create value in many ways (McKinsey, 2020).

As such, the current state of technology in construction is at its peak with a higher demand for change and technological advancement in the building and construction sector as well as financial and strategic investors driving rapid growth in the construction technology industry. However, it should be noted that the landscape of construction technology is complex and dynamic even as planned expansionists suggest more efficient deployment of technology during project planning as well as development activities. This will allow technologies to be embedded into workplaces where mechanics may have access to real-time data about equipment usage before they become dysfunctional. In short, next-generation tools are likely to emerge on top of platforms created by the 'platform era' ushering a new wave of innovation and advancement in the construction industry.

4.3.4 Role of WhatsApp messaging app in Construction

The globally dominant instant messenger, WhatsApp was created by Jan Koum and Brian Acton having over 600 million users as of September 2014. This application offers individuals or groups cross-platform real-time text messaging at no cost on condition that they are connected to the internet. With its user-friendly interface and features, WhatsApp has become highly addictive and influential among regular users. Like social networking sites, it allows users to create profiles, interact with others, join communities and share content easily within groups of up to a maximum of 50 people (Forbes, 2014).

Chat Application Service for iOS was the origin of WhatsApp in November 2009. By August 2010, it had launched its app for Android users. Four years were taken by this messenger app to reach two hundred million monthly active users – just an amazing milestone! Facebook took over WhatsApp in 2014 at \$19 billion; more than twelve times their valuation from last year; including a premium (Backlinko,2024).

WhatsApp is used across different fields such as education, forensics surgery etc., but little has been known about its use in project management especially in construction projects. Thus investigating the use of whatsapp in construction project management can provide valuable insights into this industry.

According to Shukor et al. (2016), components are fabricated off-site before being transported for assembly at the construction site. These components are then erected on-site with minimal work done there. In each phase effective communication flow is needed to ensure all processes are executed at the right time and manner. For instance if plant and machinery is not prepared adequately enough so as to accommodate these components may result in problems such as double handling storage constraints and time delays which ultimately affect costs and quality duration of the project (Shukor et al., 2016).

Shukor et al., (2016) mentioned that every construction project is a challenge in itself and often presents vast problems due to the need for quick and exact access to an abundance of information. Such information includes drawings, specifications, checklists, daily reports among others that are critical. Abedi et al. (2016) conducted research that aimed at analyzing the main challenges of Industrialized Building Systems with regard to the flow of information, communication flow and process flow. It

is therefore necessary to deal with these problems by putting in place effective communication strategies for smooth completion of construction projects. (Abedi et al., 2016). The challenges in User Segmentation structure are presented in Table 19.

Table 19. User Segmentation challenges (adopted from Abedit et al., 2016).

| Challenges | Related issues |
|---|--|
| Lack of Information Communication Technology (ICT) | Lack of readiness towards the transformation of ICT implementation in the construction materials management, ineffectiveness of existing technology, lack awareness of ICT benefits. |
| Impropriated organization structure | Unsupportive, closed-door policy |
| Poor understanding | Different mind-set and not open minded toward new idea and transformation of technology |
| Lack of commitment | Attitude: pride and arrogance toward their power, no respect and commitment toward teams. |
| Ineffective communication | Poor information quality, Less transparency, Inadequate information, Failure to share ideas, Long lead to respond to tasks, Inaccurate documents |

According to statistics from North Patrol (2022), in 37% of large companies, WhatsApp is very popular in the sphere of construction. In addition, this share amounts to 43% for organizations with their information-based work making less than a half of the whole amount and it is equal to 35% for information work-oriented companies.

The popularity of WhatsApp in construction can be attributed to several factors, particularly in environments where short-term projects are common and teams consist of members from various organizations. For instance, in politics, WhatsApp has been widely adopted due to the involvement of individuals from diverse organizations in working groups and meetings often characterized by a fast-paced environment.

Figure 12 below shows how the practical application of WhatsApp enables communication and cooperation among team members within construction groups through illustration.

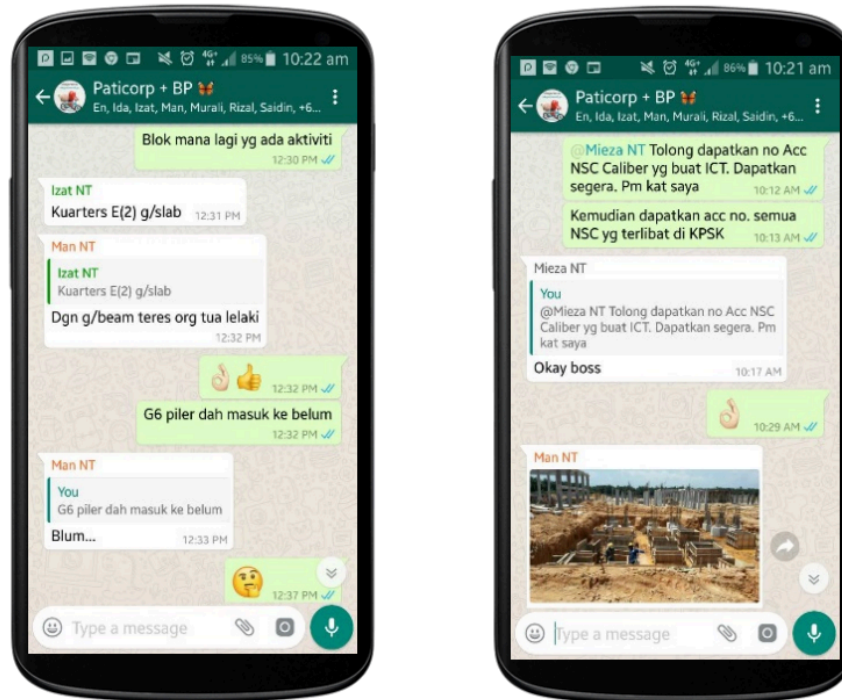


Figure 12. Conversation among project teams in WhatsApp groups (Pozin et al., 2019).

Pozin et al. (2019) research study has shown that WhatsApp plays an important role in facilitating the distribution of information to all project team members in construction projects. This application provides a simple way of communication through mobile phones with almost instantaneous communication. Practitioners can be on the pulse of new things happening in regards to their projects by using message notifications and read confirmations as they happen. Besides, teams may share images and videos alongside textual narratives via WhatsApp thus promoting collaboration and integration among them. Due to this simple reason, the app has the potential to increase efficiency as well as optimize resource utilization at construction sites. Moreover, because it is easy to use and access, with its user-friendly interface, it becomes very handy as far as making construction project management more efficient through constant communication among stakeholders or participants in various countries. (Pozin et al., 2019)

4.4 Key Findings and Conceptual Framework for This Study

The Conceptual Framework (CF) of this study goes into key focus areas defined in CSA to ensure the summary of the Existing Knowledge analysis and propose the

foundation on how the case company can build a pivotal GTM strategy to optimize its strategies and operations for developing a subsequent proposal. CF is used as a guideline for converting and bridging the identified key focus areas gaps of the CSA into an Initial Proposal of the pivotal GTM strategy. By selecting, organizing and categorizing via the best practices and methods within existing literature findings, the Conceptual Framework leads toward the proposed improvements and developments to address the challenge of the case company within the construction market environment.

By looking at key focus areas of user segmentation models, different types of value propositions and apprising product development within emerging technologies in construction, this analysis exposes the drivers of success in the modern dynamic market environment. Table 20 below listed the key concepts and findings from the Existing Knowledge analysis that is required to develop a proposal for the case company on creating the inclusive and productive GTM strategy.

Table 20. Key concepts and findings.

| Concept | Findings | References |
|---|---|--------------------------------------|
| User Segmentation and Value Proposition | A thoughtful way of dividing customers into smaller groups based on similar characteristics, desires and acts. Useful for making message and product adjustments. | Blokdyk, 2019; Verhoef & Droon, 2016 |
| Value Proposition | Defines what the products do to make the customer life better as well as any other rivals that find different alternatives to solve a problem or address the need in a specific way using their own mix of products and services. | Osterwalder et al., 2010 |
| Product Development | Must match with value propositions and user segmentation so that they fulfill the needs of particular consumer groupings. | Verhoef & Droon, 2016 |
| Strategic Implications of User Segmentation | Market campaigns can be focused to enhance customer acquisition rates while retaining them through improved product development. | Wind & Sharp, 2009 |
| Types of Value Propositions | It seeks to serve different customers' requirements such as utilitarian, hedonic and social values that will help attract and retain customers. | Verhoef et al., 2011 |
| Implications for GTM Strategy | Value proposition along with user segmentation is an important element of GTM strategy which informs market entry decisions and competitive positioning. | Osterwalder et al., 2010 |
| Continuous | Stressing the inclusion of psychographic and | McDonald & Dunbar, |

| | | |
|---|---|--------------------------|
| Refinement of Segmentation | behavioral factors in user segmentation in order to adapt to changes in consumer behavior and market conditions. | 2012 |
| Psychographic Variables in Segmentation | Emphasizing the need for psychographic and behavioral factors to be included in segmentation so as to facilitate understanding, predicting and responding better; customers' behaviors and preferences. | Wind & Sharp, 2009 |
| Behavioral Data in Segmentation | Utilizing behavioral data and predictive analytics for formation of more elaborate customer segments that can make marketing strategies much stronger as well as product customization. | Verhoef et al., 2011 |
| Role of Value Proposition in GTM | Value proposition is a fundamental building block of GTM strategy hence it assists customers' needs by making sure that products are aligned with their marketing efforts. | Osterwalder et al., 2010 |
| Customer-Focused Product Development | Value proposition is a fundamental building block of GTM strategy hence it assists customers' needs by making sure that products are aligned with their marketing efforts. | Verhoef & Droon, 2016 |
| Strategic Use of Value Propositions | Discussing on how various value propositions such as novelty, performance, customization can strategically be applied to meet varied customer expectations. | Verhoef et al., 2011 |

Table 20 summarizes the main findings, definitions and strategic concepts in Existing Knowledge analysis including references for further reading. These are the key elements that influence a company's strategic direction and operational effectiveness. When companies align their GTM strategy with value propositions and user segmentation, they can improve market fit as well as customer satisfaction.

Furthermore, Table 21 depicts the key findings and conclusions within the product development domain that delve further into technological advancements applicable to the construction industry.

Table 21. Key findings in the Product Development domain.

| Finding | Findings | References |
|------------------------------------|---|-------------------|
| Emergence of AI-Powered Innovation | When AI is integrated into product development, it changes traditional industries through the automation of intricate activities and better | Forbes, 2019 |

| | | |
|-----------------------------------|--|---------------------|
| | decision-making. This entails AI-based tools for automatic code completion and generation that can improve software development efficiency and innovation. | |
| | AI has proved its worth in sectors like pharmaceuticals and transportation where there have been major breakthroughs in efficiency and value creation thus raising hope that AI can revolutionize specific aspects of product development. | Forbes, 2019 |
| AI Transformation | To optimize key business processes, companies are increasingly turning to AI. For example, in the pharmaceutical industry, drug development is automated using AI while transportation seeks to optimize shipping logistics; this demonstrates how widely applicable AI is across different areas of a business as well as its ability to add value. | BenchSci, 2011 |
| | Product development process efficiency and effectiveness are further supported by these innovations such as Question-to-SQL generation using deep learning architectures which change how data is queried or analyzed with Artificial Intelligence solutions. | Forbes, 2019 |
| Construction Technology Ecosystem | There is a major shift taking place in the construction technology ecosystem as it is shifting towards integrated software platforms that cater for dynamic customer demands. This has been necessitated by financing and strategic investing which aims to accelerate growth and adoption of new technologies. | McKinsey, 2020 |
| | The use of digital solutions, modularization, 3D printing and artificial intelligence analytics in construction are some examples of how technology has transformed product development and project management within the sector. | McKinsey, 2020 |
| Role of WhatsApp in Construction | WhatsApp has become an invaluable communication tool in managing construction projects and enhancing effective communication and coordination among team members. Thus, the extensive use of WhatsApp demonstrates the significance of incorporating simple but efficient communication tools into product development and project execution. | Shukor et al., 2016 |
| | The application of WhatsApp for construction projects shows that there is a need for prompt accuracy when sharing information that is essential to complete tasks during the construction stage; thereby improving the overall management of projects. | Pozin et al., 2019 |

Table 21 summarizes the key findings, definitions and strategic concepts that have been established by different scholars during the analysis of the Existing Knowledge

with references for further reading. Above mentioned are some critical components that affect the strategic direction and operational effectiveness in the pivotal GTM strategy development of the case company. By aligning the GTM strategy with value propositions and user segmentation, companies are capable of improving market fit as well as customer satisfaction.

Subsequently, the Existing Knowledge analysis summary was constructed to combine the key findings and concepts into the GTM strategy development sequence for the Conceptual Framework. Table 22 illustrates how various concepts contribute to the development defined within key focus areas of the GTM strategy and why they are crucial, with evidence and references from the document.

Table 22. Key concepts in GTM strategy development.

| Concept | Contribution to GTM Strategy Development | Importance | References |
|---|---|---|--------------------------------------|
| User Segmentation | Enables targeted marketing efforts, ensuring that products and services are tailored to meet the special requirements of different customer segments thus enabling focused marketing. | Facilitates prudent use of resources, enhances customer attraction capabilities and expands market share. | Blokdyk, 2019; Verhoef & Droon, 2016 |
| Value Proposition | The value which a company promises to provide forms the foundation for its messaging as well as positioning in the market. | Differentiates a company from competitors, enhancing customer attraction and retention. | Osterwalder et al., 2010 |
| Product Development | Aligns product features with customer needs derived from customer segmentation and value proposition are satisfied by the product features, thus satisfying market expectations. | Defines that products are intriguing enough to attract attention and easily meet customers' requirements in the market. | Verhoef & Droon, 2016 |
| Strategic Implications of User Segmentation | Supports other departments make decisions about sales and marketing as far as turning potential leads into clients is concerned. | Focuses on the most promising customer groups, it can maximize marketing efficiency as well as sales impact. | Wind & Sharp, 2009 |
| Types of Value Propositions | Assists segmentation and targeting in GTM strategy with differentiated strategies for various customers' needs. | Develops marketing and product offerings customizable for improved customer satisfaction. | Verhoef et al., 2011 |
| Implications for GTM Strategy | Ensures that the GTM strategy is informed and driven by a strong, focused value proposition which is consistent with the customer segments. | Fosters a unified approach to market entry and competitive strategy. | Osterwalder et al., 2010 |

| | | | |
|---|---|--|--------------------------|
| | | | |
| Continuous Refinement of Segmentation | Marketing and product efforts have remained relevant due to changing marketing conditions and consumer behaviors. | Keeping the GTM strategy agile and responsive to the market's dynamical environment is essential for long-term success.. | McDonald & Dunbar, 2012 |
| Psychographic Variables in Segmentation | Improves understanding of consumer motives, leading to more sophisticated marketing techniques. | Allows for deeper customer insights resulting into better communication as well as offerings. | Wind & Sharp, 2009 |
| Behavioral Data in Segmentation | Utilizes accurate customer behaviors to refine user segmentation that makes targeting in the GTM strategy more precise and actionable. | Provides a data-driven foundation for marketing decisions, increasing the precision of market approaches. | Verhoef et al., 2011 |
| Role of Value Proposition in GTM | The key point in the definition of how the product meets customer needs uniquely, forming the narrative around which the GTM strategy revolves. | Crucial for communication value effectively to customers, driving engagement, contribution and sales. | Osterwalder et al., 2010 |
| Customer-Focused Product Development | Ensures products are developed with direct input and feedback from target customers and aligns a product's capabilities with market demands. | Improves product-market fit which is crucial for successful adoption and customer satisfaction. | Verhoef & Droon, 2016 |
| Strategic Use of Value Propositions | Guides the selection and prioritization of the market segmentation approach, based on the differentiated value offered to each segment. | Directly impacts strategic market user choices and ensures efforts are concentrated where the most effective. | Verhoef et al., 2011 |

Table 22 demonstrates how each concept not only contributes to the development of a GTM strategy but also its importance for the robust implementation of the strategies, supported by collected data from academic literature. A better targeted and efficient market entry can be achieved by combining user segmentation, value proposition and product development of businesses. An academic literature supported insights was served to provide a comprehensive framework for the proposal initiation for the case company.

In order to develop the GTM strategy effectively, three key components of User Segmentation, Value Proposition, and Product Development must work cohesively. The Conceptual Framework of this study provides the complete picture of the functionality, purpose and impact on the GTM strategy implementation. The detailed representation of how these components interact to form the GTM strategy are presented in Figure 13.



Figure 13. Conceptual framework for the GTM strategy development of this study.

Figure 13 shows how incorporating insights of the Conceptual Framework into the GTM strategy combining these elements of the user segmentation, value proposition and product development together. It structures each element within its function, purpose and impact of the GTM strategy and contributes to aligning the platform goals with the specific needs and behaviors of the target user segments, enhancing the value proposition with comprehensive and integrated solutions, and leveraging emerging technologies to remain competitive and prospective in a rapidly evolving industry. This holistic approach can not only address the immediate needs of the market but also provide long-term success by adapting to technological advancements and industry shifts.

Working together, the GTM strategy development is a merging of user segmentation, value proposition and product development. The insights from user segmentation feed into the value proposition as well as product development. This ensures that product development closely aligns with actual user needs and preferences. Thus, the value proposition can effectively highlight the unique benefits of the product. The latter offers a framework for developing marketing messages and campaigns that emphasize certain strengths of a given offering. In other words, this claim is justified by product development as it sees to it that the features and capabilities of the product deliver on its promised benefits. Once the product is developed and its value proposition has been defined, the GTM strategy focuses on how best to bring that new one in front of its prospective customers.

In conclusion, this analysis brings together main findings from the study of user segmentation, value proposition, and product development in CSA. These findings provide a basis for designing an elaborate building proposal for the case company that is prescribed to ensure its strategic fit with market dynamics and new technologies. The implemented analysis was conducted to develop the Initial Proposal in order to ensure the case company to create a GTM strategy specific to its goals thereby enhancing the growth, competitiveness and longevity in the construction industry.

5 Building Proposal of the GTM Strategy for the Case Company

This Section of the thesis focuses on the proposal building stage of the GTM strategy for the case company. The proposal building stage is based on the findings from the CSA and the Existing Knowledge analysis, which were presented in the previous Sections of the thesis. This chapter is divided into three Sections, which include the overview of the proposal building stage, findings from Data 2, and overview of the Initial Proposal components.

5.1 Overview of the Proposal Building Stage

This Section outlines the steps taken during the proposal building stage of this study. Furthermore, it represents and describes the elements of the Initial Proposal. The proposal for the GTM strategy for the case company aims to address the weaknesses identified during the CSA stage. Those weaknesses considerably rely on the identified key focus areas and consist of the imbalance lead generation mechanism in user segmentation, the limited unique offering in value proposition, and undefined strategy in product development.

The best practices outlined in the previous Section were instrumental in developing a consistent literature-driven background for creating an effective GTM strategy. These included addressing challenges such as value proposition understanding, technological advancements and growth hacking as well as balancing startup assets for a successful GTM strategy planning. All these aspects were relevant to building the proposal.

Firstly, the elements of the GTM strategy input document were made alongside Data 1 listed in Appendices 2 and 3. It encompassed product feedback interviews and technological architecture of current solutions respectively. This was crucial in providing a basis for subsequent phases of creating a proposal. Besides, the organization employed templates to gather feedback on them during building stages.

Secondly, Data 2 workshops were conducted whereby key stakeholders of the case company held the discussions upon the GTM strategy details and the Initial Proposal elements for the review. These interviews were critical during the proposal building phase as each interviewee presented their expectations and needs for the Initial Proposal document.

Thirdly, the initial master document was updated using information and data that had been collected from Data 2 data collection. In this step, feedback gathered during the interviews were critically analyzed and included in the proposal. Figure 14 represents the Initial Proposal rationale implemented in this study.

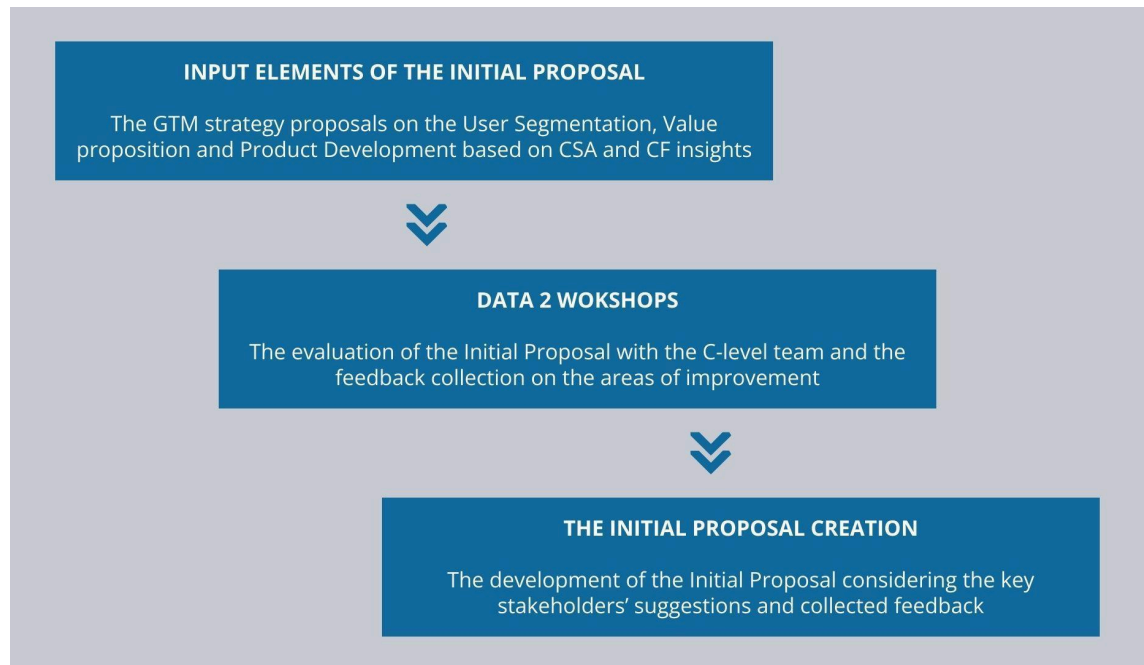


Figure 14. The Initial Proposal development rationale.

The rationale represented on Figure 14 outlines three logical steps of the process of developing the Initial Proposal for the GTM strategy. It begins with input elements of the Initial Proposal, which includes the user segmentation, value proposition, and product development of the GTM strategy based on insights from the CSA and the CF. The process then moves to Data 2 workshops, where the Initial Proposal is evaluated with the C-level team, and feedback is collected on areas required for improvements. Finally, during the Initial Proposal creation stage it involves the development by incorporating key stakeholders' suggestions and the collected feedback. These moves ensured that stakeholders were involved throughout and their demands and proposals were incorporated into the process of constructing the proposal.

In order to develop a GTM strategy effectively, the three discussed key aspects of User Segmentation, Value Proposition, and Product Development required to work cohesively. The CSA identified gaps in the current GTM strategy of the case company and the Conceptual Framework of this study provided the complete picture of the

functionality, purpose and impact on the Initial Proposal implementation utilizing the best practices obtained from the Existing Knowledge. Thus, three elements of the Initial Proposal were developed within key focus areas of the study. Figure 15 demonstrates the detailed representation of how these elements were interacted to formulate the Initial Proposal for Data 2 workshop discussions delivery.



Figure 15. CSA and CF inputs in the Initial Proposal building process.

As seen from Figure 15, the impact and subsequent goals for the Initial Proposal implementation were set and later delivered to the key stakeholders during the workshops conducted within Data 2. During the process of the Initial Proposal development it was identified that by incorporating these insights into the GTM strategy, the case company are capable to succeed in aligning the product with the specific needs and behaviors of the target user segments, enhancing the value proposition with comprehensive and integrated solutions, and leveraging emerging technologies to remain competitive and perspective in a rapidly evolving industry.

As a part of Data 2 workshops sessions and the process of putting up the proposal together, the key stakeholders were invited to give their input suggestions on the Initial Proposal with each stakeholder giving feedback. The topics appearing within this session were recorded in field notes and summarized in Appendix 4. All suggestions shared were given due thought, resulting in developing a data management plan specifically designed for the case company.

Involving stakeholders during construction meant that validation became part of the build phase thus making the final validation process smoother. This resulted in faster and more efficient development of the Initial Proposal which led to creation of a confident and appropriate GTM strategy, later represented in the Section 6 of this thesis.

5.2 Proposed Elements for the GTM Strategy Improvements

The Initial Proposal of GTM strategy was delivered to the stakeholders during the Data 2 data collection phase. Each stakeholder was asked to evaluate whether the document provided sufficient value and clarity for implementing the proposed steps. Additionally, the key stakeholders were encouraged to offer suggestions for improvement or provide any other feedback the ones deemed relevant. All feedback received from stakeholders was tracked, analyzed, and reviewed in collaboration with the ones.

Organized workshops conducted as part of the Data 2 collection phase were pivotal in evaluating and refining the Initial Proposal presented to the case company. Considering the inputs from the CSA and the CF, these sessions were designed to bridge the proposed changes within key focus areas of the user segmentation, value proposition,

product development and the integration and feasibility of advanced technological solutions within the case company's strategic orientation as a drivers of the pivotal GTM strategy. Additionally, the workshops served as a way of evaluating whether refinements were necessary after making an Initial Proposal to the case company. This involved an assessment to ensure that it is consistent with overall business objectives as well as addressing any gaps identified during the preliminary evaluation.

The first workshop focused on the technology and development frameworks, specifically on software development processes, deployment strategies and disruptive value propositions identified in the technology sector. Materials used during the workshop and the discussed topics are listed in Appendix 4. The discussion was aimed to bring out the efficiency of the current tech stack, testing protocols adequacy as well as timely market/operational requirements for new technologies. The dialogues were meant to capture detailed feedback about embedding AI, ML and existing messaging technologies into the existing system and their ability to drive innovation and efficiency.

The second workshop looked into the dynamics of customer segmentation and operational structuring and can be found in Appendix 4 of this study. It was also dedicated for the previous user segmentation and subsequent value proposition evaluation and comparison with the according elements of the Initial Proposal. Questions that are listed in Appendix 4 accordingly and were raised during this session sought to find out how resources were allocated and categorized among different client and subcontractor groups, how digital tools affected business processes, and how new technologies could be integrated strategically into the case company offerings. The major discussion points included the functionality of the digital platform in promoting growth as well as scalability whereby solutions could cater for both subcontractors and general contractors. The workshop discussion aimed to validate such questions that would make sure that the market proposals of the case company are strong enough for targeted business growth and customer engagement. The summary of the key topics discussed are presented in Table 23.

Table 23. Key topics summary of the workshops (based on Data 2).

| Topics | Questions and Details |
|---------------------------------|--|
| Workshop 1 | |
| Resource Allocation in Frontend | 45% as the point of concentration in frontend, when allocating |

| | |
|---|--|
| Development | resources between iOS and Android developments. Are Swift, Kotlin, and the respective platform versions that are in use today the best ones for the pivotal GTM strategy? Update reactions. |
| Integration with Frontend Development | Xcode and Android Studio support for the new development processes for iOS and Android platforms. Are there any advantages or limitations that should be considered? |
| Performance and Scalability | What are some specific functionalities provided by side services such as SMS gateways or media services? How do they affect the performance and scalability of the platform? |
| WhatsApp integration | What will be the percentage impact of the integrated users? What will be the main platform for interaction? Will the Meta regulations limit the required features of the value proposition performance? |
| RPA's integration | What data will be used? How will the data be collected? GDPR and other legal issues that should be considered. |
| Post-Launch Updates and Development: | What has been our policy regarding post-launch updates and patches? How does this compare to ongoing application development for new capabilities? Taking into account different review and approval processes used by these platforms, how will timely Play Store/App Store updates/fixes be ensured? |
| Product Development element of the Initial Proposal | Discussion, evaluation and feedback collection on the Product Development element of the Initial Proposal for the GTM strategy improvement. |
| Workshop 2 | |
| Labor Shortages and Unreliable Contractors | How does the company use the data for labor shortages and unreliable? What specific strategies can be implemented to resolve the issue of unreliable contractors, and how to ensure these solutions are effective? |
| Addressing Unsafe Procedures with Technology | How specifically does technology address the unsafe ad hoc procedures indicated by the 33% metric? What technological solutions can be used to improve safety in construction ops? |
| Adoption Strategies | What will be the main strategies for overcoming the obstacles to tech adoption, especially in managing high-tech budget constraints? |
| Planned Features and Operational Impact | Elaboration of the planned features like ML card verification and material records. What benefits will these features bring to the company operations or customer interactions? |
| Site Workers as new users | What strategies can be performed in order to raise organic growth of this audience? What are the risks of adjusting a new user type? Will the value proposition be sufficient enough to motivate contractors to pay extra per each site worker user? |
| User Segmentation element of the Initial Proposal | Discussion, evaluation and feedback collection on the User Segmentation element of the Initial Proposal for the GTM strategy improvement. |
| Mobile Platforms and Site Management Technology | What does it mean for the strategy when 72% adopt mobile platforms and site management technology? How is it connected with WhatsApp proposed integrations? How should the strategy be aligned with this trend? |

| | |
|---|---|
| Emerging Niches and Market Segments | Discuss the new trending niche around industry marketplaces and B2C UX approaches. How can we effectively penetrate this market segment? |
| Alignment with Long-term Goals | How does the value propositions align with the long-term business goals? What possible risks might be faced when implementing these proposals, and how can they be mitigated? |
| Market Competitiveness | Further players and the company's bargaining power to confront. |
| Value Proposition element of the Initial Proposal | Discussion, evaluation and feedback collection on the Value Proposition Development element of the Initial Proposal for the GTM strategy improvement. |

Table 23 shows key topics for the discussions facilitated questions that brought together key stakeholders' input, critical in shaping the confident proposal of the pivotal GTM strategy. Formulated topics were given to the stakeholders within Data 2 goals based on the initial findings from CSA and CF insights in order to reflect on the proposed document. By integrating stakeholder insights with empirical data and theoretical frameworks, the workshops facilitated a comprehensive proposal building process. This process was pivotal in ensuring that the proposed solutions were not only innovative and technologically advanced but also practical and effectively tailored to meet the evolving needs of the case company in a competitive business environment.

The feedback appeared to be positive, with stakeholders expressing appreciation for the proposed elements. The stakeholders found the structure and content of the Initial Proposal elements document to be clear and comprehensible, however, given the diverse competencies and specialties of the stakeholders, respective suggestions were given. Key stakeholder suggestions for the proposal building in relation to findings from the CSA and the CF were listed in Table 24.

Table 24. Key stakeholder suggestions (findings of Data 2) for the Proposal building in relation to findings from the CSA (Data 1) and the Conceptual Framework.

| Key focus areas from CSA (from Data 1) | Inputs from literature (CF) | Suggestions from stakeholders for the Proposal, summary (from Data 2) | Descriptions of the suggestions |
|---|---|--|--|
| User Segmentation | Facilitates prudent use of resources, enhances customer attraction capabilities and | <ul style="list-style-type: none"> - Shift from Traditional Demographics to Behavioral Segmentation - Apply AI-driven approach | <ul style="list-style-type: none"> - Instead of working upon traditional demographics e.g. age, gender, location, the strategy could pivot within behavioral segmentation based on user |

| | | | |
|---------------------|--|---|--|
| | expands market share (Blokdyk, 2019; Verhoef & Droon, 2016) | - The allocated time schedule is ambitiously short | actions, preferences, and usage patterns. (CMO) - Data analytics and ML algorithms can identify clusters of users with similar behaviors inside the platform, such as time of platform usage, types of projects engaged, and interaction patterns with various features. (CMO) - The allocated time schedule was set too short and does not provide enough quality of the pivotal implementation. It has to be extended (CBDO) |
| Value Proposition | Differentiates a company from competitors, enhancing customer attraction and retention (Osterwalder et al., 2010) | (none) | (none) |
| Product Development | Defines that products are intriguing enough to attract attention and easily meet customers' requirements in the market (Verhoef & Droon, 2016) | - Enhancement of the mobile app with offline functionality, push notifications, and location-based services to support on-site usage and remote access should be excluded. - Interactive dashboards and visualizations for RPAs-collected data development should be excluded. - The allocated time schedule is ambitiously short | - Enhancement of the additional mobile app features are risky to implement within GTM strategy as it requires comprehensive testing and does not stay in focus of the shifted value proposition. - Feature is prescribed to analyze aerial imagery, maps, and 3D models to gain actionable insights which is out of the main scope and requires a large amount of effort. - The allocated time schedule was set too short and does not provide enough quality of the pivotal implementation. It has to be extended (CTO) |

As seen from Table 24, the key stakeholders were addressed in the proposal building. The provided suggestions were positive and proposed the appropriate improvements based on the competencies. The proposal covered the domains of user segmentation and product development, while the value proposition area was considered unnecessary for improvements. In user segmentation, it was proposed that instead of working with traditional demographics such as age, gender, and location, the strategy could employ behavioral segmentation which is based on actions by users like preference and usage patterns according to CMO. Additionally, it was also mentioned that clusters of similar user behaviors in the platform could be identified through data

analytics and ML algorithms, such as time of platform usage, types of projects engaged or interaction patterns with various features. For the product development aspects, there was identified the need to exclude enhancement of mobile app with offline functionality push notifications and location-based services for on-site usage and remote access; interactive dashboards and visualizations for RPAs-collected data development among others. Finally, the proposal offered ambitious time frames which could increase several implementation risks. Both segments required more time for implementation thus adding up on schedule timespan increase.

The received suggestions were evaluated and addressed accordingly applying certain actions. Table 25 below shows the actions that were implemented for the Final Proposal building.

Table 25. Data 2 inputs and actions.

| Key Focus Area | Input Suggestions | Actions |
|-----------------------|--|---|
| User Segmentation | - Shift from Traditional Demographics to Behavioral Segmentation | - Part of user segmentation was reworked and shifted toward behavioral segmentation based on user actions, preferences, and usage patterns, according to CMO suggestions |
| | - Apply AI-driven approach | - The application of ML algorithms that can identify clusters of users with similar behaviors inside the platform was added. New analytics allows to receive the data upon user platform usage, types of projects engaged, and interaction patterns with various features |
| | - The allocated time schedule is ambitiously short | - The time frames and dates were extended |
| Value Proposition | (none) | (not required) |
| Product Development | - Enhancement of the mobile app with offline functionality, push notifications, and location-based services to support on-site usage and remote access should be excluded. | - Enhancement of the additional mobile app features within push notifications, and location-based services was excluded from the GTM strategy. |

| | | |
|--|---|--|
| | - Interactive dashboards and visualizations for RPAs-collected data development should be excluded. | - Interactive dashboards and visualizations for RPAs-collected data development were excluded from the GTM strategy. |
| | - The allocated time schedule is ambitiously short | - The time frames and dates were extended |

Table 25 represents the subsequent actions taken to address the suggestions of key stakeholders. In the user segmentation aspects, part of the user segmentation was reworked and shifted toward behavioral segmentation based on user actions, preferences, and usage patterns, according to the suggestions of the CMO. The application of ML algorithms to identify clusters of users with similar behaviors on the platform was added. New analytics now allow for the collection of data on user platform usage, types of projects engaged, and interaction patterns with various features. In product development, the enhancement of additional mobile app features, particularly push notifications and location-based services, was excluded from the GTM strategy. Interactive dashboards and visualizations for RPAs-collected data development were also excluded from the GTM strategy. Dates were adjusted as per suggestions and mitigate the risks of implementation as per set goals.

In conclusion, the Initial Proposal elements have been evaluated and successfully accepted by the key stakeholders of the case company. The insights gathered during Data 2, identified areas for improvement and contributed to the Initial Proposal built with the input suggestions. As a result, the GTM strategy outlined a comprehensive strategy for launching and penetrating the market with the innovative marketplace platform. All key focus aspects of the user segmentation, the value proposition and the product, aiming to drive adoption and maximize value creation of the platform, were drafted and prepared for the proposal validation described in the next subsections.

5.3 Initial Proposal

This Section is crafted to provide a detailed description and understanding of the Initial Proposal of the thesis arised from the proposed elements and key stakeholder suggestions, elucidating its development process. It outlines the coherent rationale, demonstrating the robust alignment between the primary thesis Sections. On this basis,

themes for literature review are sourced from the key focus areas identified in the CSA which set forth basic components of the proposal. CF is used as a guideline for converting and bridging the identified key focus areas' gaps of the CSA into the Initial Proposal of the improved GTM strategy. By connecting these parts, it shows how focused research and analysis lead directly to practical actionable strategies in relation to what is proposed.

5.3.1 User Segmentation Element Proposal

During the CSA it was identified the gap within user segmentation focus area that revolves around absence of the certain user type of 'Site Worker'. While targeting customer stakeholders such as development companies and subcontracting companies, the existing strategy has failed to see the important role of site workers in the construction process. These users are vital for generating valuable operational data and ensuring a seamless collaboration on sites. The CSA revealed that the significant value that the case company solution is able to contribute for the site management or the subcontracting business activity withholds by the absence of practical activity of site workers that are the majority of stakeholders involved in projects. The absence of tools and features tailored specifically to site workers signifies the possible blind spot in addressing the needs of all participants within the construction value proposition. A separate strategy for site workers is able to make the GTM approach more complete and effective.

The Existing Knowledge analysis structured within Conceptual Framework revealed that the users should be segmented before developing the GTM strategy as it enables to lead to the compelling value proposition. Thus, it shapes an efficient GTM Strategy as well as helps develop appropriate business models accordingly. Moreover, some B2B relationships have two categories: users and paying customers at large who contribute substantial value for them, enriching the entire value proposition.

Figure 16 shows how the User Segmentation Element is proposed to improve current processes in the domain.

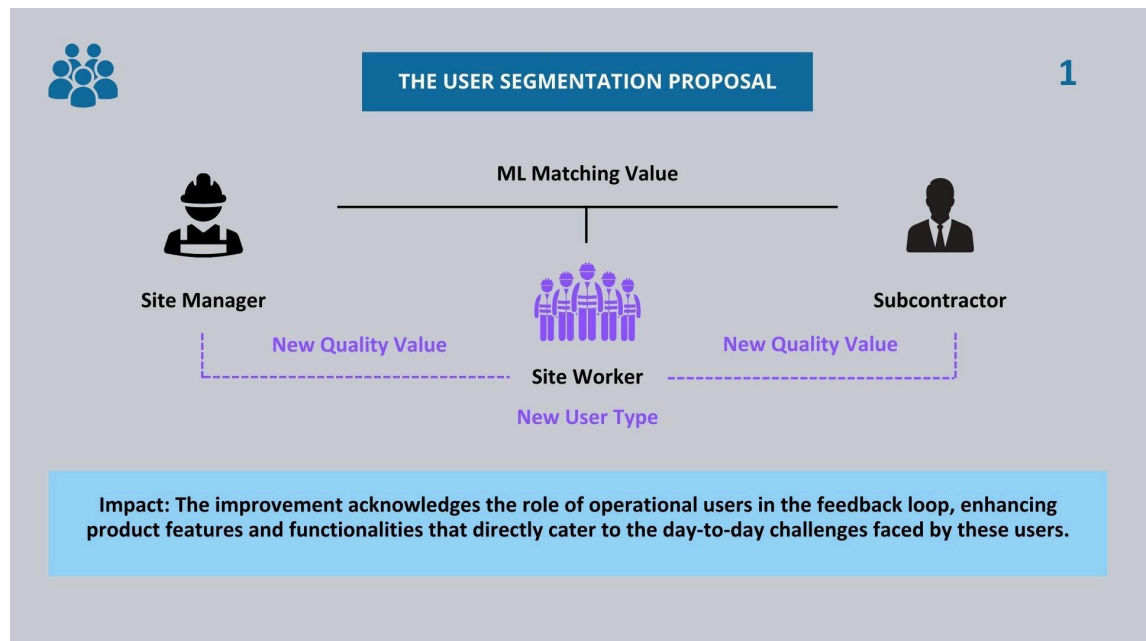


Figure 16. The User Segmentation Proposal.

Figure 16 describes the ‘Site Worker’ user type as one of core user categories during its first proposal putting emphasis on holistic customer experience. By doing so, site workers actively engage between two B2B marketplace parties during implementation interactions that serve as a vital link. Being one of the primary users and value creators, site workers would significantly boost the platform growth since the main value shall be generated by the efficient work and report creation by this type of users.

The suggestions proposed by the key stakeholders, particularly CMO and CBDO of the case company were considered and addressed. The suggestions included the shift from the traditional demographics to behavioral segmentation strategy and the improvements of the analysis techniques. Additionally, the implementation dates were considered ambitious. Therefore, the part of user segmentation was reworked and shifted toward behavioral segmentation based on user actions, preferences, and usage patterns, according to CMO suggestions. Data analytics and ML algorithms were added to the strategy and allowed identifying clusters of users with similar behaviors inside the platform, such as time of platform usage, types of projects engaged, and interaction patterns with various features. The allocated time schedule set short was reworked and adjusted.

As part of the GTM strategy in the Initial Proposal, it was evaluated resource planning, practical steps, suggestions, and timing necessary to achieve these goals. The detailed proposal, including all relevant strategies and according timelines, has been approved by the key stakeholders and was accepted for the further validation.

5.3.2 Value Proposition Element Proposal

Furthermore, in the Value Proposition key focus area there was identified a misbalance that significantly affected the GTM strategy of the case company and its capacity to lure and keep customers. The crucial point here was that the Quality of Collaboration and the Quality of Reporting aspects identified during the CSA within Data 1 collection deliver the administration & operational core of the value and were estimated cardinal factors for the value proposition strategy improvement. Integrating these insights with the user segmentation element proposal develop and enhance the offering notably in the underdeveloped reporting and communication aspects, considered as crucial by the customers. Considering 'Site Worker' substantial role in the value proposition, this was a pivotal factor. It was essential to address this gap by improving the case company value proposition and streamlining subcontractor workforces' activities, which resulted in increased customer satisfaction strategy.

From the Conceptual Framework it was discovered that selecting an appropriate strategy for the value proposition tailored to company needs is a must. Different markets and user segmentation structures demand distinct value propositions in order to meet stated goals effectively. The one-stop-shop model highlights the purpose of developing specialized value propositions within the industry as well as infrastructure within large technological solutions such as the product of the case company. This approach not only caters for core customer needs but also creates significant value through comprehensive solutions for them. By offering a seamless experience while addressing all elements required by them, customer satisfaction can be enhanced through a one-stop-shop value proposition, thus creating loyalty that contributes to business success in the long run. This factor specifically matters with the adjustments of the new user type of 'Site Worker' and covers the whole customer needs in the business scope of the case company.

Figure 17 shows how the Value Proposition Element is proposed to improve current processes in the domain.

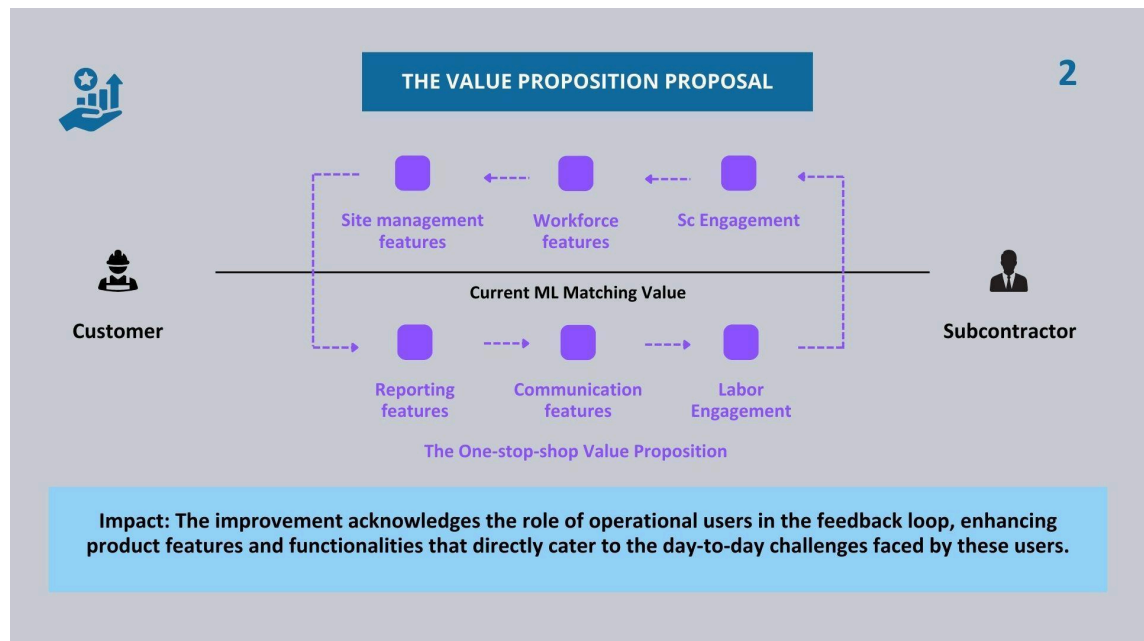


Figure 17. The Value Proposition Proposal.

As seen from Figure 17 the seamless value proposition improvements ensure the entire covering of the users needs therefore increasing the Life-Time Value (LTV) for the solution of the case company. Cycling the key processes of construction sites after the ML matching value allows users to use more system capabilities and perceive the value proposition of the case company stronger in comparison to other competitive solutions.

Furthermore, combining with the findings of Data 1 collection, it was identified that the case company underscores the functional benefits of its product through an all-inclusive solution that caters for various wants on one platform. This approach resonates with the business concept behind the one-stop-shop value proposition since it offers a comprehensive solution thereby improving customer experience. Consequently, the company focuses more on tangible benefits and features directly addressing customer needs by way of reinforcing its value proposition. The emphasis on functional value indicates that there is a need to match the specific requirements and tastes of the target market as part of increasing customer loyalty and satisfaction. CMO of the case company regarding this issue topic:

'The one-stop-shop value proposition has the potential to become a market's top choice per nearest future as we see a clear trend on customer satisfaction within less software tech set on sites' (CMO at the case company).

Afterwards, on the basis of the Initial Proposal, there was recommended diversification of features based on the Quality Collaboration aspect over administration & operations throughout the entire process and the Quality Reporting aspect which constitutes imbalanced aspects leading to insufficient information flow between parties on sites. Precisely those parties working on sites that require attention from managers who should be providing communication channels between involved parties at different levels or departments regarding their roles during various stages involved therein before during after starting ending every order may pass along among other purposes. This strategy recognizes and aims to fill the value proposition gap, particularly addressing the lack of attention given to reporting and communication aspects, a critical area considering the substantial role played by site workers in the value proposition. Furthermore, the identified customers' need in onboarding and access simplicity moved toward the multichannel usage of the platform and unveiled the value proposition improvement in offering the different access channels for the platform features and overall usage. Finally, introducing a new user type of 'Site Worker' automatically creates the value for the paying customers that is increasing the engagement and involvement on sites, raising efficiency, and quality of the reporting.

As part of the GTM strategy in the Initial Proposal, it was evaluated resource planning, practical steps, suggestions, and timing necessary to achieve these goals. This element of the Initial Proposal has not received any suggestions from the key stakeholders and the detailed proposal, including all relevant strategies and according timelines, has been approved by the key stakeholders and was accepted for the further validation.

5.3.3 Product Development Element Proposal

Subsequently, the CSA focused on the Product Development domain, identified as a key focus area, revealed that the noticeable improvement should be implemented for certain functions of communication and reporting that were not considered in the current app or were very limited. The proposed elements also showed the importance of site workers to be considered by the case company when creating value propositions in the product development aspect. Besides, it implied that clients demand greater flexibility regarding output data channels than what can be offered through the current value proposition at present. In addition, it appeared from the CSA report that there was no integration in line with a comfortable way to access the system for users

reporting dissatisfaction with any additional installations but looking for seamless integration and quick accessibility. This analysis requires to cover the need to streamline the onboarding and accessibility features and required development of the multichannel access.

Simultaneously, the Existing Knowledge analysis delved into emerging technologies of AI, RPAs, and API integration as affecting the construction industry technologies. AI in construction has gained global market acceptance with rapid growth making projects more effective in terms of time taken for completion with quality. RPAs automation allows to cover administrative & operational aspects to be automated and drastically simplified. Additionally, an overload of different apps or systems usually results in poor customer response which shows that customers prefer using existing tools because they have become simpler and quicker. WhatsApp findings reported that the app is one of the most popular software in use within the construction domain and earned significant customer satisfaction despite its non industry value proposition.

Figure 18 shows how the Product Development Element is proposed to improve current processes in the domain.

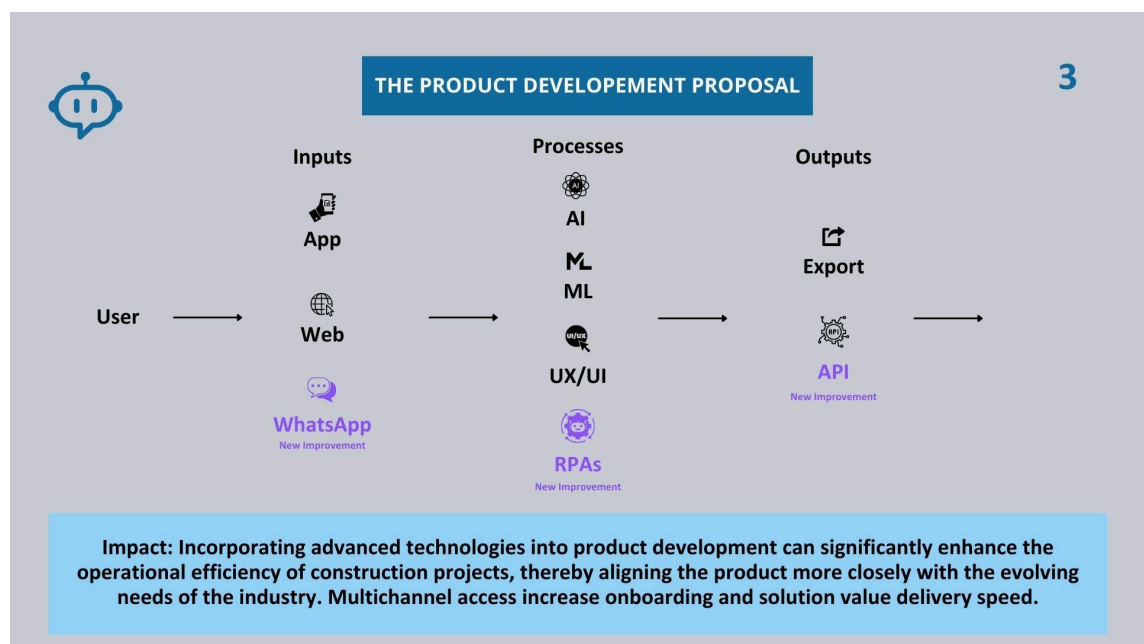


Figure 18. The Product Development Proposal.

Figure 18 describes that In response to the identified CSA gaps and the Existing Knowledge findings, the Initial Proposal recommended the high focus on enhancing

communication and reporting features tailored specifically to site workers' needs, thus creating a value proposition chain. The element described the approach of the connectivity between three technologies of AI, RPAs and the integrations. To meet customer demands for more flexibility in output data channels and to fill the existing gaps, the proposal suggested integrating the system via API connections within partner SaaS platforms such as account systems in order to increase customer satisfaction and new organic channels for new users. Applicable RPAs technology with WhatsApp integration was also considered as the pivotal and useful for the improved GTM strategy allowing the case company to improve the AI model usage simply and automatically based on the specific project needs and decrease barriers of entry to the system. Finally, AI data quality is ensured by sufficient data collection by RPAs enabling the aimed value proposition of the administrative & operational aspects to secure the one-stop-shop goal of the previous element and entirely covers the 'Site Worker' user type needs. This proposal approach aimed to simplify access to the system, ensuring that it aligns with user preferences for integrations and speed, thereby enhancing overall user satisfaction and operational efficiency. Additionally, it addressed and included entire goals of the GTM strategy improvements proposed in the user segmentation and the value proposition aspects accordingly.

The suggestions proposed by the CTO of the case company were considered and addressed. The first suggestion identified that the enhancement of the additional mobile app features are risky to implement within the GTM strategy as it requires comprehensive testing and does not stay in focus of the shifted value proposition. The enhancement has been excluded from the Initial Proposal as per the suggestion and enabled entire focus on the innovativeness of the upcoming updates. The second suggestion pointed out the irrelevance of the feature prescribed to analyze aerial imagery, maps, and 3D models to gain actionable insights which is out of the main scope and requires a large amount of effort. Thus, the interactive dashboards and visualizations for RPAs-collected data development were excluded from the GTM strategy and enabled more flexibility for the development team to scope on the core functionality. The allocated time schedule set short was reworked and adjusted as per recommendations of the CTO of the case company accordingly.

As part of the GTM strategy in the Initial Proposal, it was evaluated resource planning, practical steps, suggestions, and timing necessary to achieve these goals. The detailed

proposal, including all relevant strategies and according timelines, has been approved by the key stakeholders and was accepted for the further validation.

5.4 Summary of the Initial Proposal

This Section summarizes the Initial Proposal, which concluded the discussions from the Data 2 workshops. Presented in Figure 19, the summary provides a structured overview of the strategic recommendations and the key findings from these discussions. Figure 19 visually outlines the main components of the Initial Proposal of the GTM strategy and helps stakeholders quickly grasp the strategic direction proposed, illustrating the enhancements and their potential impact on the operations and market positioning of the case company.

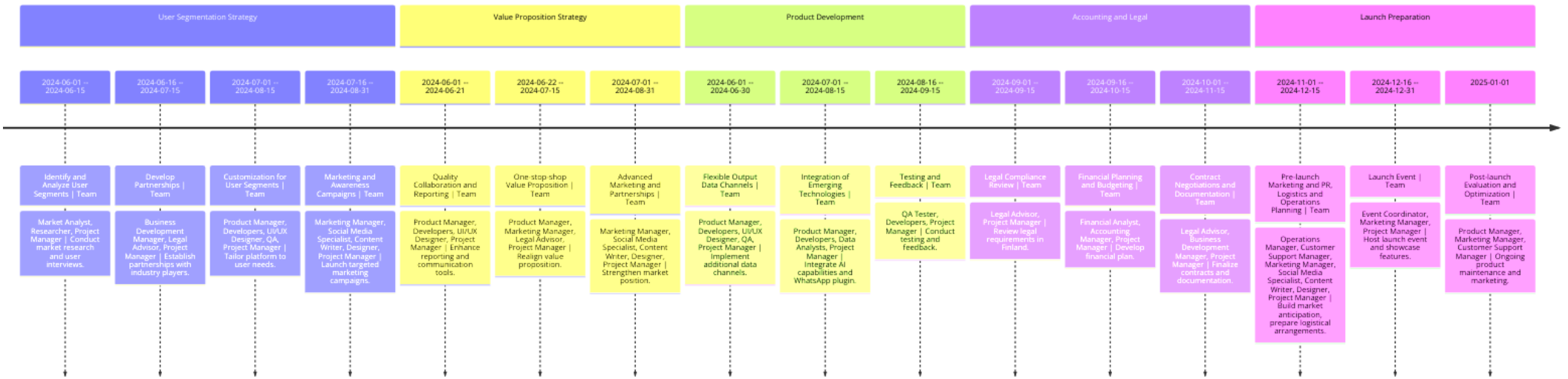


Figure 19. The Initial Proposal representation of the GTM Strategy of the case company.

As seen on Figure 19, the three elements of the Initial Proposal, based on the key focus area identified in the CSA and supported with the findings of the CF of this study, were interconnected into the required GTM strategy that aimed to improve the case company market development goals. The user segmentation element introduces the new user type of 'Site Worker' moving toward the value proposition that delivers one-stop-shop value within the introduced updated product development scope of the application of the AI, RPAs and integration technologies. Additional aspects of the Accounting & Legals as well as the Launch Preparation were scoped within the objective of the Initial Proposal of the GTM strategy and covered the according details regarding the key focus areas of the proposal.

The feedback discussions were meticulously documented in the field notes of the interviews and summarized in Appendix 4, subsequently incorporated into the document. Stakeholder input and feedback were integrated into the updated version of the Initial Proposal, which became the revised version, labeled version 0.1, incorporating feedback from CMO, CBDO and CTO and afterwards within the key stakeholders' mutual agreement. Following this, version 1.0 was shared with stakeholders for final approval. Further details regarding the validation of the proposal are discussed in the subsequent Section.

6 Validation of the Proposed GTM Strategy

This Section reports on the results of the validation stage and points to further developments to the Initial Proposal. At the end of this Section, the Final Proposal of the GTM strategy and the action plan are presented. This Section discusses how the proposal was perceived and what kind of feedback was received from the key stakeholders.

6.1 Overview of the Validation Stage

The goal of this section is to validate the Initial Proposal developed in Section 5. Validation is a crucial step in the practical development of this thesis, ensuring that the proposed solution is feasible and effective in a real-world setting. The validation process was conducted as an in-depth discussion with key stakeholders and experts within the organization. The main question guiding the validation was: 'Does this solution work for us in practice, given the resources, the staff, and the technology?'

The key stakeholders, the CMO, CTO and CBDO of the case company, were involved in building the proposal through interviews, where the ones provided feedback about the Initial Proposal and evaluated the proposal during the build phase. The content of the Initial Proposal was updated, along with new version numbers, based on the key stakeholders' feedback and evaluation. The key stakeholders approved document version 0.2 as the outcome of the thesis. Document version 0.2 was converted to the first official version of the document, version 1.0.

The validation process was carried out in the four subsequent steps. Firstly, the Initial Proposal was prepared and presented to key stakeholders and experts within the case company. This involved creating detailed summaries and visual aids to ensure that all key aspects of the proposal were clearly communicated to the stakeholders. Secondly, the discussions were held with the key stakeholders to gather their feedback on the proposal based on Data 3. Key stakeholders, including CMO, CBDO, CTO, CPO, site managers, and external experts, were engaged. The discussions focused on practical implementation, feasibility, and potential improvements. Structured interviews were conducted to gather detailed feedback. During these sessions, the stakeholders were encouraged to provide constructive feedback on all aspects of the proposal, focusing

on feasibility, practicality, and potential developments. Thirdly, the feedback was analyzed to identify common themes and specific suggestions for further development. Fourthly, the proposal was refined based on the feedback received, ensuring that it addressed all the concerns and suggestions provided by the key stakeholders.

6.2 Developments to the Proposal (based on Data Collection 3)

The feedback from key stakeholders and experts highlighted several areas for further development, particularly in the User Segmentation and the Product Development. The stakeholders collectively approved of the proposal and confirmed its practicality. They provided minor comments for further refinement. Table 26 summarizes the expert suggestions for the Initial Proposal.

Table 26. Expert suggestions (findings of Data 3) for the Initial Proposal.

| | <i>The Initial Proposal Elements</i> | <i>Parts commented in Validation</i> | <i>Description of the comment/ feedback by experts (in detail)</i> | <i>Development to the Initial Proposal</i> |
|---|--------------------------------------|--|---|--|
| 1 | User Segmentation strategy | - Possible development of the standalone framework to apply for the further GTM strategies or market development | Expanding the user segmentation framework can ensure that all relevant stakeholders are included, which will significantly enhance our value proposition. The construction environment gets new players yearly and hybrid users. Using this approach the case company can mitigate the risks of missing them. | - Use the developed framework for site workers to add new user types in the future. - Integrate additional stakeholders within the one-stop-shop value proposition. |
| 2 | Product Development strategy | - Integration with existing communication tools | By transferring more to the human-based chat interactive interface the case company requires fewer interface languages and therefore can run the solution within the chat format like a ChatGPT. The | - Run the solution fully within WhatsApp to drastically simplify the onboarding and therefore avoid installation issues. |

| | | | | |
|--|--|--|--|--|
| | | | development in integration with WhatsApp can revolutionize the communication strategy, making it more efficient and user-friendly. | |
|--|--|--|--|--|

As seen from Table 26, there are two particular elements of the Initial Proposal that were obtained with the comments and feedback by the key stakeholders and experts of the further developments.

For the first element the key stakeholders suggested that the same framework used for site workers could be applied to add new user types in the further market development of the upcoming GTM strategies, particularly in internationalization of the case company. This approach would allow the case company to integrate additional stakeholders within the one-stop-shop value proposition, enhancing the inclusiveness and functionality of the platform. By leveraging the existing user segmentation framework, the company can streamline the process of adding new user groups. This ensures consistency in the approach and allows for the scalable expansion of the platform to accommodate a broader range of users. The proposal also emphasized the importance of dynamic user segmentation, where new user groups can be identified and added based on evolving market needs and technological advancements. This flexible approach ensures that the platform of the case company remains relevant and valuable to all stakeholders. The case company CMO observed:

‘By expanding the user segmentation framework, we can ensure that all relevant stakeholders are included, which will significantly enhance our value proposition. Construction environment gets new players yearly and hybrid users. Using this approach we will mitigate the risks of missing them.’ *(CMO at the case company)*

Furthermore, for the second element the key stakeholders and experts proposed an innovative approach to product development. Instead of partly integrating into WhatsApp, the ones suggested that the solution could be fully run within WhatsApp Meta digital environment. This would eliminate the need for additional installations and streamline the UX/UI, relying on the widespread use and familiarity of WhatsApp among users. This approach capitalizes on the universal and user-friendliness of WhatsApp, ensuring that the platform is accessible to a larger audience without the

need for additional software. It simplifies the onboarding process and reduces potential technical barriers, thereby enhancing user adoption and satisfaction. Additionally, the integration with WhatsApp allows for real-time communication and collaboration among users, which is critical in the fast-paced construction industry. This feature can significantly improve efficiency and coordination on projects, leading to better outcomes and higher productivity. The CTO of the case company enhanced the topic:

'Transferring more to the human-based chat interactive interface we need less interface languages and therefore can run the solution within the chat format like a ChatGPT. The development in integration with WhatsApp could revolutionize our communication strategy, making it more efficient and user-friendly' (*CTO at the case company*)

In conclusion, this section outlines the feedback from the key stakeholders of the case company and external experts on the Initial Proposal during Data 3 collection for the validation. It highlights the approval and practical feasibility of the proposed solution and the developments of the Initial Proposal elements. The stakeholders suggested enhancements in the User Segmentation element by extending into the comprehensive standalone framework to include new potential user groups, ensuring a more inclusive platform. In the Product Development element, they recommended running the solution entirely within WhatsApp to streamline the user experience and eliminate installation barriers. These insights, supported by expert inputs, were synthesized into actionable improvements, reinforcing the proposal's effectiveness and alignment with industry needs.

6.3 Final Proposal

Based on the feedback and suggestions from the stakeholders, the Final Proposal incorporates the following key elements:

Developments to the User Segmentation: The standalone framework that was successfully proposed for the 'Site Worker' user type, was found as the possibility to be extended for including further user groups, allowing for a more comprehensive and inclusive platform. Figure 20 represents the development of the User Segmentation developments of the Final Proposal.

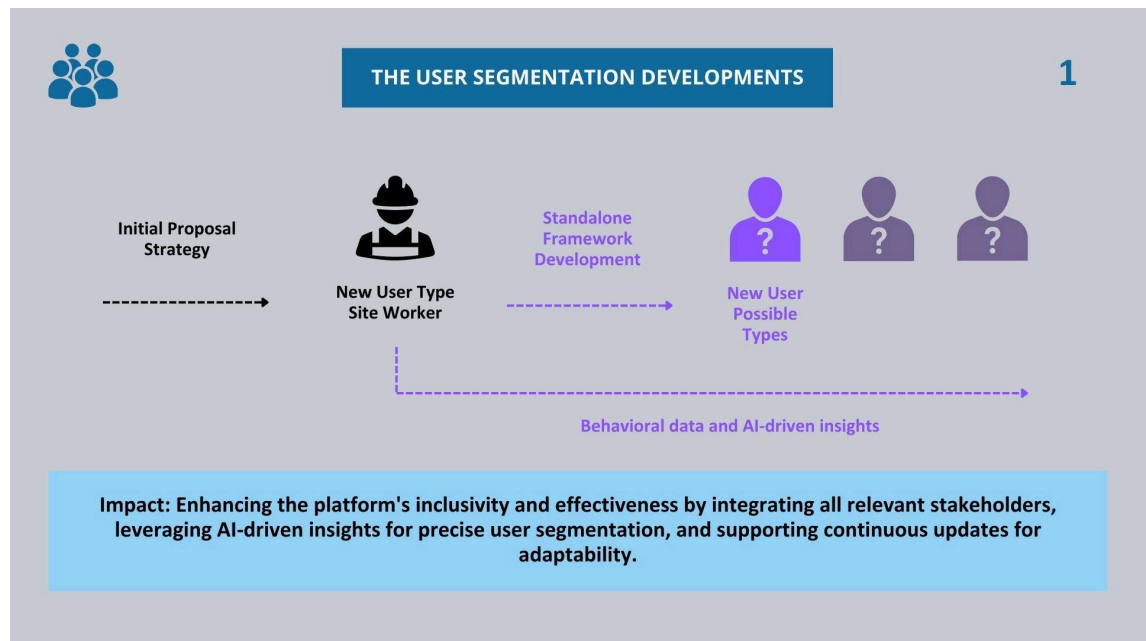


Figure 20. The User Segmentation Developments.

As seen from Figure 20, the approach can ensure that all relevant stakeholders are integrated into the one-stop-shop value proposition, enhancing the platform of the complete value and effectiveness of the case company. Furthermore, the user segmentation strategy can focus on behavioral data and AI-driven insights to identify and categorize users. This allows for a more detailed understanding of user needs and preferences, leading to more targeted and effective solutions which is specifically useful for the case company marketing operations. Additionally, the potential standalone framework can also support continuous updates and revisions as new user groups appear, ensuring that the platform remains adaptable and responsive to industry shifts and trends.

Developments to the Product Development: The developments suggest that the product development strategy has the possibility to focus on fully running the solution within WhatsApp technological environment. Figure 21 represents the development of the Product Development developments of the Final Proposal.

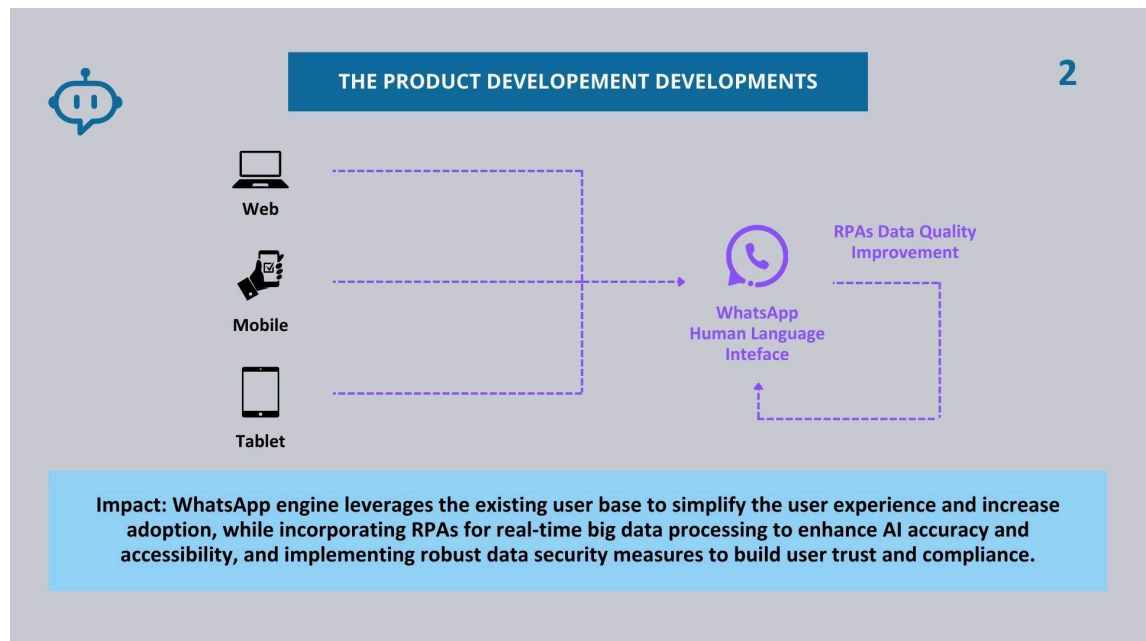


Figure 21. The Product Development Developments.

Figure 21 shows that the approach leverages the existing user base and familiarity with WhatsApp, eliminating the need for additional installations and simplifying the user experience. This strategic action is expected to increase user adoption and satisfaction, aligning with the goal of the case company of becoming a transformative innovation in the construction industry through digital transformation. Moreover, the WhatsApp integration provides a seamless user experience, allowing users to access all platform functionalities directly within the Meta app. RPAs technology proposed as a part of the product development element of the Initial Proposal contributes a lot as are capable of working with the real-time big data for AI educating purposes. This increases AI-data accuracy, reduces friction and enhances accessibility, making it easier for users to engage with the platform. Finally, the development also includes robust data security measures to protect user information and ensure compliance with industry standards. This builds trust and confidence among users, further supporting the adoption and success of the case company.

Overall, this section presents the refined Final Proposal, incorporating feedback from the key stakeholders and external experts. The key elements include an enhanced user segmentation strategy that extends the standalone framework to new user groups, ensuring a more inclusive and comprehensive platform. Additionally, the product development strategy focuses on fully integrating the solution within WhatsApp,

leveraging its widespread use to streamline the user experience and improve accessibility. These adjustments aim to increase user adoption and satisfaction, aligning with the goal of the case company of becoming a transformative force in the construction industry through digital innovation.

The validation process confirmed the feasibility and practicality of the Initial Proposal, with stakeholders expressing appreciation for the proposed elements and their potential impact on the operations and market positioning of the case company. The minor suggestions for further development have been incorporated, ensuring that the Final Proposal is both innovative and practically implementable. The recommendations and implications for the Final Proposal described in the next section.

6.4 Recommendations for the Proposed GTM Strategy

A structured approach and meticulous planning are necessary for the successful implementation of the proposed Go-To-Market (GTM) strategy. The next actions required to implement this proposal are outlined in the following recommendations, which was designed to ensure that the strategy is successfully incorporated into the operations and product of the case company for the desired results.

First, it is required to form a team specifically for implementation. Members from important divisions like customer relations, product development, and marketing should be on this team. The team is responsible for managing the implementation procedure, guaranteeing departmental coordination, and resolving any issues that may come up. To ensure the strategy is implemented smoothly, the team needs to be empowered to make decisions and have clear objectives.

Secondly, the creation of a thorough plan for execution stands in need. In order to incorporate the suggested user segmentation and product development enhancements, a detailed action plan should be included. Timelines, resource distributions, and important benchmarks ought to be included. In order to make sure that the implementation stays on schedule and within budget, the plan should also identify potential risks and strategies for mitigating them.

Third, the process prescribes to ensure that relevant staff are well trained and educated. This strategy entails new processes and tools, thus an extensive training is needed to equip all team members with the necessary skills and knowledge. Therefore, disruptions can be minimized and this facilitates smooth uptake of the new strategy across the organization.

Fourth, to continue with starting a pilot phase. A pilot phase should be done before a complete rollout which would test the proposed enhancements in a controlled environment. It is an occasion for identifying any problems and making adjustments if need be. The pilot should include a representative sample of users and stakeholders in order to get as much diverse feedback as possible to make sure that the strategy is robust and scalable.

Fifthly, there is an established feedback loop procedure. Throughout the implementation process constantly collect feedback from users and stakeholders then analyze it accordingly. This activity leads to identification of areas which need improvement and make sure that the strategy remains in line with the goals of the case company as well as the customer needs. Regular review meetings and questionnaires can help provide some ideas for streamlining the direction of the strategy going forward.

Sixth, it is required to leverage data analytics. Data analytics utilization should be used to monitor the performance of the new strategy and measure its impact. Key performance indicators (KPIs) should be established to track progress and assess the effectiveness of the user segmentation and product development enhancements. This data-driven approach provides objective insights and supports evidence-based decision-making.

Seventh, is the step of communicating the benefits. To ensure the success, a clear communication of the benefits of the new strategy to all stakeholders, including staff, customers, and partners is required. It highlights how the enhancements improve user experience, operational efficiency, and overall business performance. Effective communication helps to build support for the strategy and ensure that all stakeholders are aligned with the implementation objectives.

Eighth, to develop a plan for continuous improvement. The implementation of the GTM strategy should be seen as an ongoing process rather than a one-time project. Established mechanisms for continuous improvement, such as regular review meetings and performance assessments ensure the long-term success and sustainable model. This ensures that the strategy evolves in response to changing market conditions and emerging opportunities.

In conclusion, implementing the proposed GTM strategy requires a structured and methodical approach. By following these recommendations, the case company can effectively integrate the strategy into its ongoing operations, enhance its market positioning, and drive long-term success. The focus on continuous improvement and data-driven decision-making ensures that the GTM strategy stays relevant and impactful in a dynamic business environment of the construction industry.

7 Conclusion

This section summarizes the key findings of this study and suggests further steps for the case company. Subsequently, the section proceeds with the evaluation of the thesis.

7.1 Executive Summary

The purpose of this study was to develop and propose the comprehensive Go-To-Market (GTM) strategy for the case company. The strategy focuses on improving elements of user segmentation, value proposition and product development to enhance market penetration and operational efficiency of the case company. The importance of this topic is formed by the dynamic and competitive nature of the construction industry, where innovative digital solutions can significantly impact business success. The thesis addresses the business challenge of creating an innovative solution platform to meet the diverse needs of all construction stakeholders involved.

The research process involved several key steps, starting with a process of a Current State Analysis (CSA) to identify gaps and key focus areas for improvement of the existing GTM strategy of the case company. This analysis was followed by the relevant literature review of the Existing Knowledge to collect best practices on the topic of this study. Data collection methods included ordered interviews and workshops with key stakeholders, ensuring that the proposal was grounded in practical insights and expert feedback. The thesis rationale followed a structured approach, moving from problem identification to solution development, and finally to validation and refinement of the proposal.

The CSA revealed significant gaps in the current GTM strategy, particularly in the user segmentation, value proposition and product development areas. It identified a need for a broader and more inclusive user segmentation strategy that requires incorporation of various user types, specifically site workers. The analysis then revealed the weakness in the value proposition element, which was unable to sufficiently address the needs of the customers and focused only on the ability to provide the market-matching offering rather than covering the full site operational cycle. The final key focus area analysis of the product development domain revealed that additional integrations were needed by

the users to ensure seamless operations, easier accessibility, and multichannel access, collectively missed previously by the case company strategy. These findings, driven by the structured Conceptual Framework derived from the Existing Knowledge analysis, informed the development of the Initial Proposal, which aimed to address the identified gaps and leverage best practices from existing knowledge.

The proposal was validated through the discussions with the key stakeholders and experts within the case company. The validation process confirmed the feasibility and practicality of the Initial Proposal, with the stakeholders recognizing the proposed elements and their potential impact on the operations and market positioning of the case company. The minor suggestions for further development by the experts were incorporated, ensuring that the final proposal is both innovative and practically implementable.

The developments of the user segmentation strategy involved extending the standalone framework to continuous inclusion of new user groups, ensuring a more comprehensive and inclusive platform and AI-driven behavioral data utilization allowing to identify and categorize users, leading to more targeted and effective solutions. The product development enhancements focused on the complete integration of the solution within WhatsApp, leveraging its widespread use to streamline the user experience and improve accessibility. This strategy was set to increase user adoption and satisfaction, aligning with the goal of the case company of becoming a transformative force in the construction industry through digital transformation.

The contribution of this thesis to the case company is a well-validated GTM strategy that enhances user segmentation and product development. By implementing the proposed strategy, companies with similar domains can improve their market penetration, operational efficiency, and overall competitiveness in the construction industry digital environment. This thesis was aimed to provide a clear and actionable strategy for leveraging digital innovation to drive business success, ensuring that the company remains at the forefront of industry advancements and meets the evolving needs of its stakeholders.

7.2 Thesis Evaluation

This thesis set out with the objective of developing an enhanced Go-To-Market (GTM) strategy for the case company, focusing on its particular elements of user

segmentation, value proposition and product development. The research aimed to address the business challenge of creating an efficient solution that meets the diverse needs of customers and related stakeholders in the construction market. Reflecting on the stated objective, the thesis followed the structured steps in proposing a viable solution, informed by an evidence-based analysis of the current state and data-driven existing knowledge.

The research process was structured and methodical, involving a detailed Current State Analysis (CSA) and a relevant literature review. These steps provided a solid foundation for identifying gaps in the current GTM strategy and exploring best practices in the industry. The data collection methods, which included structured interviews and workshops, ensured that the proposal was grounded in practical insights from key stakeholders.

However, the limitations and areas for improvement in this thesis can be noticed. Such a limitation is the reliance on qualitative data from a relatively small sample size. While the insights gained were valuable, a larger and more diverse sample could have provided a more comprehensive understanding of the stakeholder perspectives. In addition, a mixed-methods approach, which included quantitative data to supplement the qualitative findings and offer a more thorough analysis, could be valuable and beneficial for this study likewise.

Enhancing the depth of the literature review is another area that requires attention. Although the review covered a wide range of relevant topics, there were some areas that could have been explored in deeper detail, particularly emerging trends in digital innovation and their implications for GTM strategies in the industry. Further insights and best practices that would have strengthened the proposal could have been found through a more thorough review.

The quality of the work can be estimated by the structured approach and the integration of stakeholder feedback into the final proposal. The thesis, however, could have included a more thorough explanation of the potential risks and challenges associated with implementing the proposed GTM strategy. Taking these factors into account would have given the analysis more depth and a more impartial viewpoint.

A potential area for improvement in the research process pertains to stakeholder engagement. A more refined proposal might have resulted from adopting an iterative approach with multiple rounds of feedback, even though the workshops and interviews

yielded insightful information. Together with closer alignment with stakeholder needs, this approach would guarantee ongoing improvement.

In conclusion, while the thesis has achieved substantial outcomes in terms of developing a viable GTM strategy, it is essential to acknowledge the limitations and areas for improvement. The provided reflections show a dedication to rigorous academic standards and an open assessment of the research methodology. The insights gained from this study contribute practical and insightful knowledge to the field and provide a foundation for future research and practical applications in the construction industry digital transformation landscape.

7.3 Closing Words

The construction industry is at a pivotal moment where digital innovation and strategic thinking can transform traditional practices and create new growth opportunities. This thesis underscores a deviceful approach to Go-To-Market (GTM) strategies, addressing diverse stakeholder needs and fostering technological advancements to enhance user experience and operational outcomes. Integrating the solution within WhatsApp exemplifies the innovative thinking required to stay competitive. This approach not only simplifies user adoption by utilizing a familiar platform but also streamlines communication and coordination among stakeholders. Furthermore, the study shows that robust growth can be achieved by cultivating a broader perspective in business strategies, such as by including users who offer value but are not direct customers but thereby draw in more customers. Therefore, the thesis aims to cultivate creative, evidence-based, and data-driven thinking to foster innovation and digital transformation in the construction industry for the future.

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AI Statement

Firefox about:blank

ATTACHMENT to the Master's Thesis

WRITTEN STATEMENT
on the use of AI-based tools in this thesis
by Igor Ivanov, the student of BI Master's Degree Programme
Thesis title: Developing a GTM Product Strategy for B2B Marketplace Networking Software


According to the "Guidance for addressing the use of AI-based tools in studies at Metropolia Business School (for written submissions)" from August 2023, I make this statement on the use of AI-based tools in my submitted Master's thesis.

- 1) For the thesis I partly used the AI large language model of ChatGPT 3.5.
- 2) In the following parts of the thesis the AI was used:
 - a. Building Proposal of the GTM Strategy for the Case Company: used for correcting grammar and accurate language application.
 - b. Conclusion: used for correcting grammar and accurate language application.
- 3) AI has contributed to the development of structure of sentences, separate words and grammatical implication.
- 4) The prompts were asked:
 - a. "Check and correct the grammar and language" for the pages 82, 83, 85
 - b. "Is the term used correctly?" for the pages 101-104
- 5) Continues an ethical and reliable use of AI-based tools that was used were based on the recommended documents from "MBS Guidance" referred to above)
- 6) The application of AI was used ethically and reliably in the thesis submission as it served to achieve accuracy in terms formulation, language quality and assistance in the non-native language thesis writing.

This written statement makes part of my thesis and is done to help in evaluation and assessment.

29.05.2024 Espoo
(Date and place)

(Signature)



1 of 2 29.5.2024, 4.40

Data 1 - The Current State Analysis

Data 1 Overview:

- Respondents 1-2: (Undisclosed respondent), Juha Pasanen. 2023. The case company representatives: CMO, CFO. F2F Interview, 10/08/2023. Interviewer: Igor Ivanov
- Respondents 2-3: (Undisclosed respondent), Richard Naumovs. 2023. The case company representatives: CSO, Partnership Director. Online Interview, 10/08/2023. Interviewer: Igor Ivanov
- Respondents 3-4: (Undisclosed respondent), (Undisclosed respondent). 2023. (Undisclosed company). Project Management: Site Owner, Project Manager. F2F Interview, 12/08/2023. Interviewer: Igor Ivanov
- Respondents 5-6: (Undisclosed respondent), (Undisclosed respondent). 2023. (Undisclosed company). Project Management: Site Owner, Project Manager. F2F Interview, 15/08/2023. Interviewer: Igor Ivanov
- Respondents 7-8: Rodion Saidenov, Leon Saidenov. 2023. TarkkaKatto Oy Business Management: Business Owner, Project Manager. F2F Interview, 22/08/2023. Interviewer: Igor Ivanov
- Respondents 9-10: Richard Naumovs, Normunds Romka. 2023. Kirviesmies Talo Oy Business Management: Business Owner, Project Manager. F2F Interview, 22/08/2023. Interviewer: Igor Ivanov
- Respondents 11-16: Normunds Romka, Andrei Vaganov, Sandor Lissakov, Sergei Smarodins, Rodion Saidenov, (Undisclosed respondent). 2023. TarkkaKatto Oy, Kirviesmies Talo Oy, (Undisclosed company), (Undisclosed company). Site management: Site Manager, Project Manager, Site Worker. F2F Interview, 22/08/2023. Interviewer: Igor Ivanov

Respondents 1-2: (Undisclosed respondent), Juha Pasanen 2023. The case company representatives: CMO, CFO. F2F Interview. Data set 1. Key questions. Interviewer: Igor Ivanov. Date & Place: 10/08/2023. Started: 10.00 - Ended: 10.40. The case company office.

| Respondent | Question | Notes |
|---------------|--|---|
| Stakeholder 1 | How effective has the platform been in enhancing transparency and data availability within the subcontracting industry workforce labor since its launch in February 2023? | Focus on primary goal: Transparency and data availability for subcontractors. |
| Stakeholder 2 | In what ways has the platform increased accessibility for less tech-savvy subcontractors, and what challenges have you encountered in this area? | Focus on primary goal: Accessibility for less tech-savvy subcontractors. |
| Stakeholder 3 | What opportunities has the platform provided for subcontracting companies to offer their labor across various distribution channels, and how has this impacted industry GDP? | Focus on secondary goals: Opportunities for subcontracting companies and impact on industry GDP. |
| Stakeholder 1 | Can you describe the growth trajectory of the platform within the domestic and nearby interconnected markets, and what factors have contributed to or hindered its growth? | Focus on the third goal: Growth within GTM strategy in domestic and interconnected markets. |
| Stakeholder 2 | What specific challenges did the case company face in market development, particularly concerning the third goal, and how have these challenges influenced the current GTM strategy reformulation? | Focus on the third goal: Market development challenges and influence on GTM strategy reformulation. |
| Stakeholder 3 | How has the feedback from users regarding the platform's value proposition informed the adjustments made to the GTM strategy? | Focus on refining the value proposition based on user feedback. |

| | | |
|---------------|--|---|
| Stakeholder 1 | How did the initial idea and insights into the market niche by the founders contribute to the development and success of the prototype application? | Focus on initial idea and prototype development. |
| Stakeholder 2 | What lessons were learned from the prototype phase that have been crucial for the transition to the business implementation phase? | Focus on lessons from the prototype phase. |
| Stakeholder 3 | What steps are being taken to address the high marketing and sales costs, lengthy product onboarding times in the GTM strategy? | Focus on addressing GTM strategy challenges. |
| Stakeholder 1 | How does the company plan to improve user segmentation, value proposition, and product development to ensure better alignment with the overall business goals? | Focus on improving key aspects of the GTM strategy. |

Respondents 1-2: (Undisclosed respondent), Juha Pasanen 2023. The case company representatives: CMO, CFO. F2F Interview. Key questions. Interviewer: Igor Ivanov. Date & Place: 10/08/2023. Started: 12.00 - Ended: 14.40. The case company office.

| No. | Questions | Answers |
|-----|--|--|
| 1 | How was the current vision for GTM identified within the case company? | Ilya: We identified the current vision for GTM during workshops where we gathered insights, internal metrics, and observations from stakeholders and users. |
| 2 | What makes the case company's marketplace platform stand out in the construction industry? | Ilya: Our marketplace platform stands out as a vibrant community due to the smart workings of ML matching and AI reporting, facilitating unique roles and interactions among different groups within the construction network. |
| 3 | What are the key functionalities of the case company's marketplace platform, and how do they benefit different entities within the construction network? | Ilya: The platform caters to various entities, providing functionalities like ML matching and advanced invoicing capabilities tailored to their needs. For example, Developing Company Representatives find value in tracking activities, while Subcontractors benefit from efficient collaboration tools. |

Respondents 2-3: (Undisclosed respondent), Richard Naumovs 2023. The case company representatives: CSO, Partnership Director. Online Interview. Key questions.

Interviewer: Igor Ivanov. Date & Place: 10/08/2023. Started: 12.00 - Ended: 14.20.
Online.

| No. | Question | Answer |
|-----|--|---|
| 1. | How has the case company's Customer Segmentation and Value Proposition evolved over time? | Ilya: The Customer Segmentation and Value Proposition of the case company have primarily been focused on a narrow segment of the construction industry, particularly targeting paying customers, such as construction managers. Our Value Proposition emphasizes the intricate relationship between office parties and subcontracting networks, fostering an interconnected environment where they can exchange workers. This strategic focus contributes to mutual growth within the business ecosystem. |
| 2. | Could you elaborate on the strategic importance of concentrating on stakeholders with high bargaining power? | Ilya: Concentrating on stakeholders with high bargaining power, such as office representatives with databases from subcontracting companies, ensures that key players with significant influence and financial impact are prioritized in our Value Proposition. This strategic focus contributes to the overall success of our platform by addressing the needs of influential parties in the construction industry. |
| 3. | How does the current technology at the case company align with the core Value Proposition? | Richard: The current technology at the case company is designed to provide a comfortable experience for matching parties and facilitating collaboration. Our technological approach emphasizes efficiency and ease of use, aligning with the fundamental elements of our platform's Value Proposition, particularly in enhancing the efficiency of office managers, facilitating seamless communication, and ensuring a clear pool of available workers. |
| 4. | What additional value proposition does the case company offer beyond matchmaking? | Richard: In addition to matchmaking, the case company offers additional value by aiding in collaboration and facilitating the reporting processes for connected parties. Our platform goes beyond mere matchmaking to enhance the overall collaborative and reporting experiences for users, thereby providing a more comprehensive solution to their needs. |

Respondents 3-4: (Undisclosed respondent), (Undisclosed respondent). 2023.
(Undisclosed company). Project Management: Site Owner, Project Manager. F2F
Interview. Interviewer: Igor Ivanov

Date & Place: 12/08/2023. Started: 07.00 - Ended: 09:00. (Undisclosed company).
Project Site Allas Sea Pool. Key questions. . Katajanokanlaituri 2a, 00160 Helsinki.

| No. | Question | Answer |
|-----|---|---|
| 1. | What are the most important factors for you when choosing a subcontracting workforce for your construction sites? | Betti: For me, it's all about simplicity and flexibility. I need a solution that's easy to use and integrates smoothly with our existing systems. Plus, having good reporting and process automation is a big plus. |
| 2. | How do you evaluate the quality of implementation when considering subcontracting workforce options? | Janne: I look at how well the workforce fits into our systems and how easy it is to work with. Training and support are also crucial for a smooth transition. |

Other questions:

| | | |
|-----|--|--|
| 9. | What role do you think technology plays in improving subcontracting workforce management? | Betti: Technology makes everything easier by automating tasks, providing real-time data, and improving communication. With the right tech, we can work smarter, not harder, and get better results. |
| 10. | How do you believe addressing the identified Value Proposition gaps could positively impact your project management processes? | Janne: Closing those gaps would make our lives a lot easier by improving collaboration, accuracy, and communication. It would help us avoid delays, reduce errors, and keep our projects running smoothly. |

Respondents 5-6: (Undisclosed respondent), (Undisclosed respondent). 2023.
(Undisclosed company). Project Management: Site Owner, Project Manager. F2F
Interview, 15/08/2023. Interviewer: Igor Ivanov

Date & Place: 15/08/2023. Started: 12.00 - Ended: 13:00. (Undisclosed company).
Project Site Tapanila. Viertolantie 2-4, 00730 Helsinki

| | Question | Arttu's Answer | Veneri's Answer |
|---|--|--|--|
| 1 | How satisfied are you with the current features available in the app? | Arttu: "The app's current features are quite limited, especially for site workers like us. We need more functionality to make our job easier." | Veneri: "While the app looks nice, it lacks important features that would simplify our tasks on-site." |
| 2 | Can you specify which features you find most lacking or difficult to use in the app? | Arttu: "The biggest issue is the inability for workers to submit reports directly through the app. It's a hassle having to do it manually or through other systems." | Veneri: "Not being able to submit reports directly through the app is a major inconvenience for us." |

| | Question | Arttu's Answer | Veneri's Answer |
|---|---|--|--|
| 5 | How important do you think it is for site workers to have their version of the app? | Arttu: "It's absolutely essential. Site workers are the ones who generate crucial operational data, so having a version of the app tailored to their needs is a must." | Veneri: "An application made especially for site workers would greatly improve efficiency because they are essential to the building process." |
| 6 | Can you explain how site workers contribute to the value proposition chain in the construction industry? | Arttu: "Site workers are integral to the entire value proposition chain. Their swift and accurate reporting ensures seamless collaboration between different stakeholders." | Veneri: "Site workers play a crucial role in generating operational data and ensuring the smooth flow of collaboration between parties involved in construction projects." |
| 7 | How do you think empowering site workers with their version of the app would impact the construction process? | Arttu: "Empowering site workers with their version of the app would lead to more authentic and timely data, ultimately enhancing the reliability of the entire value proposition chain." | Veneri: "Giving site workers their version of the app would streamline communication, collaboration, and reporting, making the construction process more efficient." |

Data 3 - Validation of the Proposal

Respondents 1-3, 17-18: (Undisclosed respondent), Richard Naumovs, Juha Pasanen, Dmitri Ivanov, (Undisclosed respondent). 2024.

The case company representatives: CMO, CFO, Partnership Director, CTO, CPO. F2F Interview, 15/02/2024. Interviewer: Igor Ivanov.

Date & Place: 14/02/2024. Started: 07.00 - Ended: 09:30. The case company office

| Respondent | Question | Answer |
|-----------------|--|--|
| Stakeholder 1,2 | Is the initial proposal approved for you to be the official version 1.0 of the GTM strategy? | The Initial Proposal is fully approved. We see some developments that can be done for the further implementation and action plan of the company. |
| Stakeholder 1 | How can the existing framework for site workers be applied to add new user types in future GTM strategies, particularly in the internationalization of the case company? | The framework for site workers can be adapted to include new user types, streamlining the integration process and ensuring consistency, thereby supporting scalable expansion in international markets. |
| Stakeholder 2 | What benefits can be achieved by integrating additional stakeholders within the one-stop-shop value proposition? | Integrating additional stakeholders enhances the platform's inclusiveness and functionality, making it more valuable and relevant to a broader range of users. |
| Stakeholder 1 | How does dynamic user segmentation contribute to the platform's relevance and value? | Dynamic user segmentation allows the platform to remain adaptable to evolving market needs and technological advancements, ensuring it stays relevant and valuable to all stakeholders. |
| Stakeholder 2 | What are the potential risks of not expanding the user segmentation framework to include new and hybrid users? | Failing to expand the user segmentation framework could result in missing new and hybrid users, thereby limiting the platform's inclusiveness and reducing its overall market effectiveness. |
| Stakeholder 1 | How would fully integrating the solution within the WhatsApp Meta digital environment improve the user experience and adoption rates? | Fully integrating the solution within WhatsApp would streamline the user experience, reduce the need for additional software installations, and leverage WhatsApp's familiarity, leading to higher user adoption and satisfaction. |
| Stakeholder 2 | What are the key advantages of using WhatsApp for real-time communication and collaboration in the construction industry? | WhatsApp facilitates real-time communication and collaboration, which is critical in the fast-paced construction industry, improving efficiency, coordination, and project outcome |

Respondents 1-3, 17-18: (Undisclosed respondent), Richard Naumovs, Juha Pasanen, Dmitri Ivanov, (Undisclosed respondent). 2024.

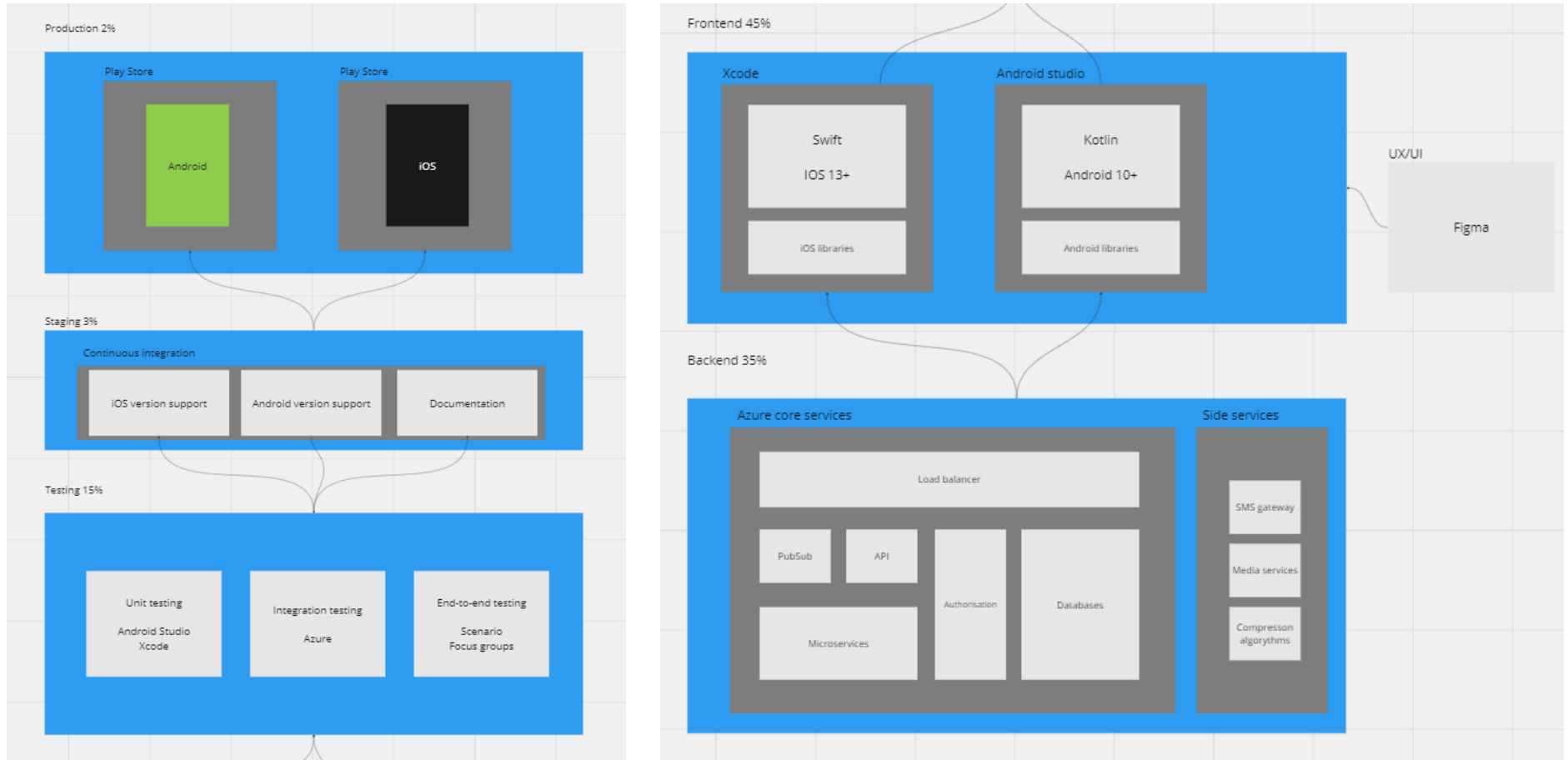
| Question | Ilya's Answer | Dmitri's Answer | Iren's Answer | Juha Pasanen's Answer | Richard's Answer |
|---|---|--|---|--|---|
| <p>1. Can you elaborate on the challenges the company faced with the initial GTM strategy?</p> | <p>Ilya: "We have no clarity at all on how to scale up the operations and make our marketplace rocket up without significant churn rate."</p> | <p>Dmitri: "AI integration is <u>hard thing to</u> do as always. Listening to customer needs and be in scope per its request balancing between other is not a simple task"</p> | <p>Iren: "The main challenge we've encountered is the lack of seamless communication and reporting features for our users, hindering their efficiency."</p> | <p>Juha Pasanen: "Diversify the user segmentation correctly"</p> | <p>Richard: "We have no clue on our actual value proposition in the current competition race"</p> |

The case company representatives: CMO, CFO, Partnership Director, CTO, CPO. F2F Interview, 15/02/2024. Key Questions. Interviewer: Igor Ivanov. Date & Place: 15/02/2024. Started: 09:00 - Ended: 13:30. The case company office.

| | | | | | |
|--|--|--|---|---|---|
| <p>2. How do you envision the ideal construction management tool to address the needs of our users now?</p> | <p>Ilya: "The ideal tool would have seamless integration, advanced automation features, and a user-friendly interface for easy adoption."</p> | <p>Dmitri: "You can do everything you can in SaaS but integrated to WhatsApp and suitable for every stakeholder. Is it hard? Yes. Is it doable? Yes. Is it worth it? Absolutely"</p> | <p>Iren: "I believe the ideal construction management tool should focus on user-centered design, providing intuitive features that streamline workflow and enhance productivity."</p> | <p>Juha Pasanen: "As a CFO I would say integration is top thing for me. Getting this API innovation onboard we will be the forward."</p> | <p>Richard: "Prioritizing integration, automation, and user-friendly design will ensure the tool meets the needs of our users effectively."</p> |
| <p>3. How do you plan to ensure that the proposed roadmap for GTM strategy is effectively implemented?</p> | <p>Ilya: "We're committed to closely monitoring progress, conducting regular reviews, and adjusting our approach as needed to ensure successful implementation of the GTM strategy roadmap."</p> | <p>Dmitri: "Yes, we're leveraging agile methodologies and conducting frequent check-ins to ensure alignment with the proposed roadmap for GTM strategy."</p> | <p>Iren: "We're fostering open communication and collaboration across teams to ensure effective implementation of the proposed GTM strategy roadmap."</p> | <p>Juha Pasanen: "We're dedicating resources and establishing clear milestones to guide the implementation of the proposed GTM strategy roadmap effectively."</p> | <p>Richard: "By fostering collaboration and dedicating resources, we're ensuring successful implementation of the proposed GTM strategy roadmap."</p> |

Data 2 - The Proposal Building

Respondents 17-18: Dmitri Ivanov, (Undisclosed respondent). 2023. The key stakeholders. CTO, CPO. Workshop 1, 02/10/2023.



Workshop 1 slide 1: the GTM tech structure

Structure form

- Frontend development: Shown with percentages indicating weightage on front-end development using Xcode and Android studio, which includes developing tools for iOS such as Swift and Kotlin for Android.
- Backend services: Azure core services and side services like SMS gateway, media service, APIs, authorization, databases.
- UX/UI design: Figma as a tool for design purposes.
- Production: App deployment on Android play store and Apple iOS store.
- Staging: Continuous Integration support; versions supported are iOS 13+ & latest android versions. Documentation
- Testing: Subdivided into unit testing through the use of Android Studio and Xcode; integration testing by Azure and end-to-end testing which comprises scenario testing including focus groups.

Development Tools & Languages:

- Xcode entails the use of Swift for building apps in iOS 13+. Particular iOS libraries highlighted are...
- Android Studio is built on Kotlin programming language to support Android 10+. E.g., android libraries were mentioned here.

Backend And Side Services:

- Azure core services include load balancing functionalities, publish subscribe patterns, APIs, microservices and databases involved.
- Side-services entail components such as SMS gateways or media services among others compression algorithms.

Key Topics and Questions discussed During the Workshop 1 Based on Slide 1:

Frontend Development:

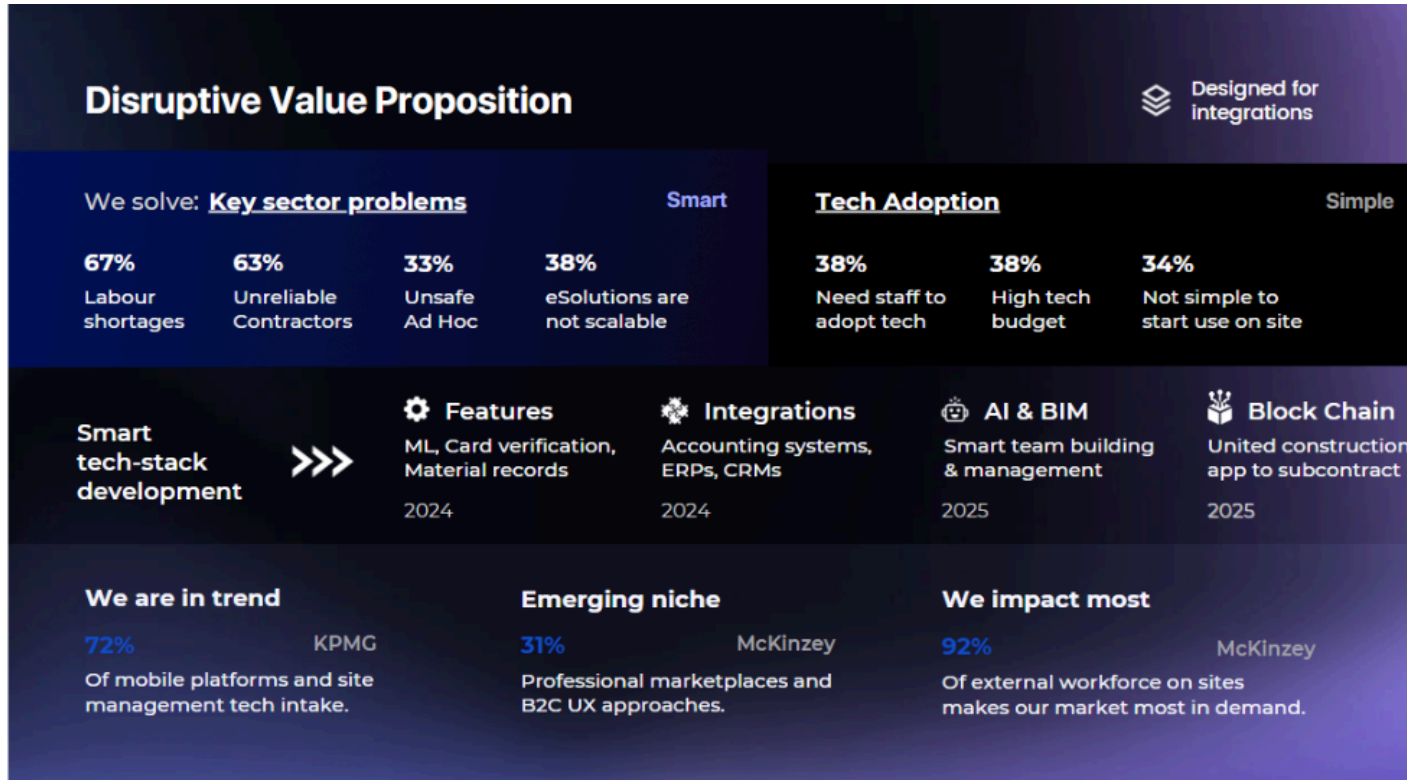
- Why did we choose 45% as the point of concentration in frontend, when allocating resources between iOS and Android developments?
- Are Swift, Kotlin and the respective platform versions that are in use today the best ones for our project needs? How do we react to updates?

Backend and Azure Core Services:

- How do the selected Azure core service fit together with front-end development tools? Are there any restrictions or benefits that people should bear in mind?
- What are some specific functionalities provided by side services and how they affect the performance and scalability of our application?

UX/UI Design:

- How does Figma help us during our design process? Are there any tools or features we have missed out on?
- What measures are being taken to ensure that the accessibility standards for mobile app design work well on both platforms?



Workshop 2 slide 2: Defining Value proposition within industry trends

Topics and Questions Discussed During the Workshop 1 Based on Slide 1:

Sector's Key Problems:

- How were percentages such as 67% for labor shortages and 63% for unreliable contractors determined, and what data supports these figures?
- What do we suggest specifically so that the issue of unreliable contractors can be resolved? How do we make sure that these solutions are effective?
- How specifically does technology address the unsafe ad hoc procedures indicated by the 33% statistics?

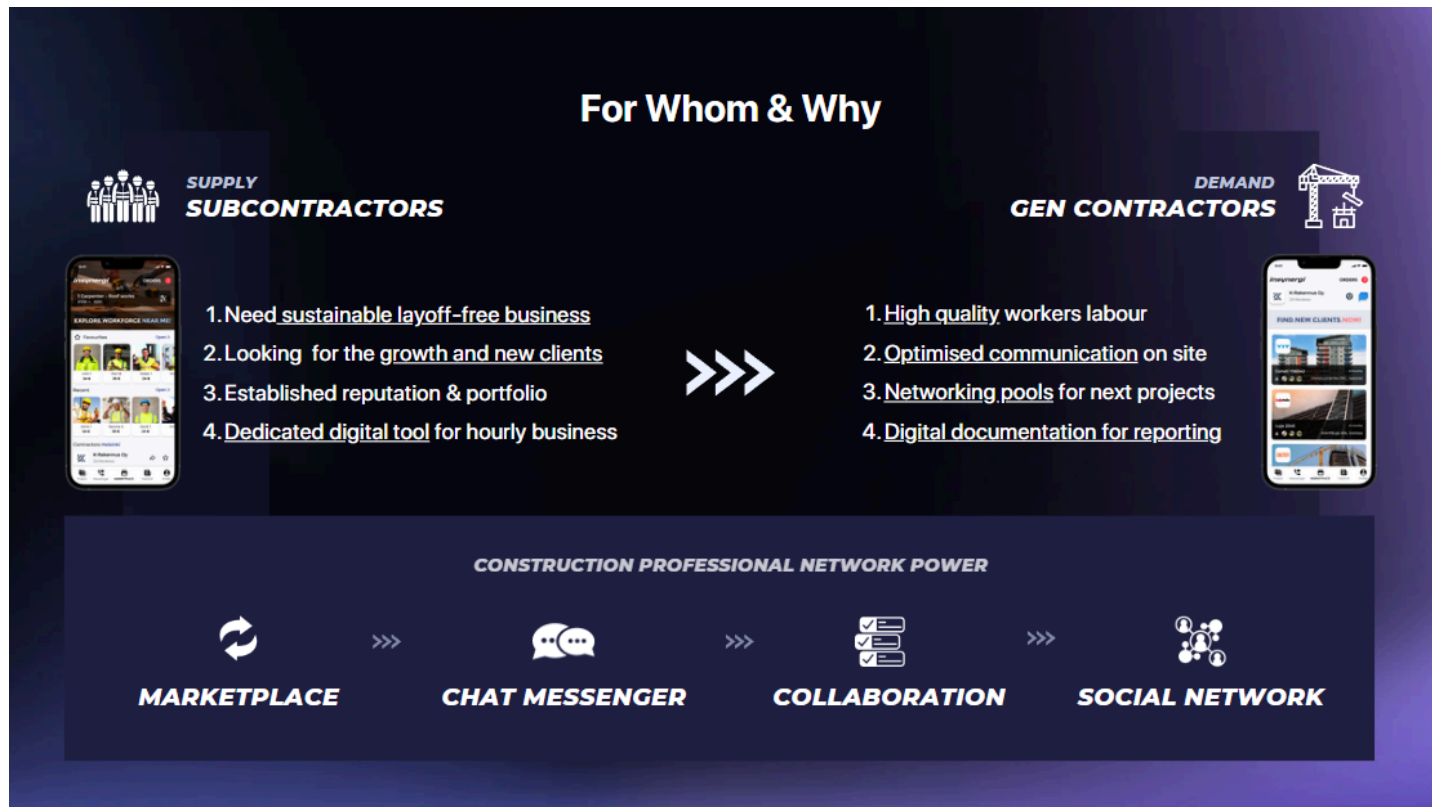
Technology uptake challenges:

- What are the main obstacles to tech adoption cited by 38% of respondents? How can these be surmounted?
- Discuss the implications of high-tech budget constraints. What strategies can be used in adopting new technologies while managing costs?

Features and Integrations:

- Can you further explain on planned features like ML card verification and material records? What will this bring to our operations or customer interactions?
- By 2024/2025, how will systems integration like ERPs, CRMs, AI and BIM look? What would be some of its expected challenges and benefits?

Respondents 1-2, 17-18: (Undisclosed respondent), Juha Pasanen, Rihards Naumovs, (Undisclosed respondent). 2024. The case company key stakeholders: CMO, CFO, CSO, CPO. Workshop 2, 5 hours, 12/01/2024.



Workshop 2 slide 1: Defining Value proposition within one-stop-shop value

Topics and Questions discussed During the Workshop 2 Based on Slide 1:

For Subcontractors

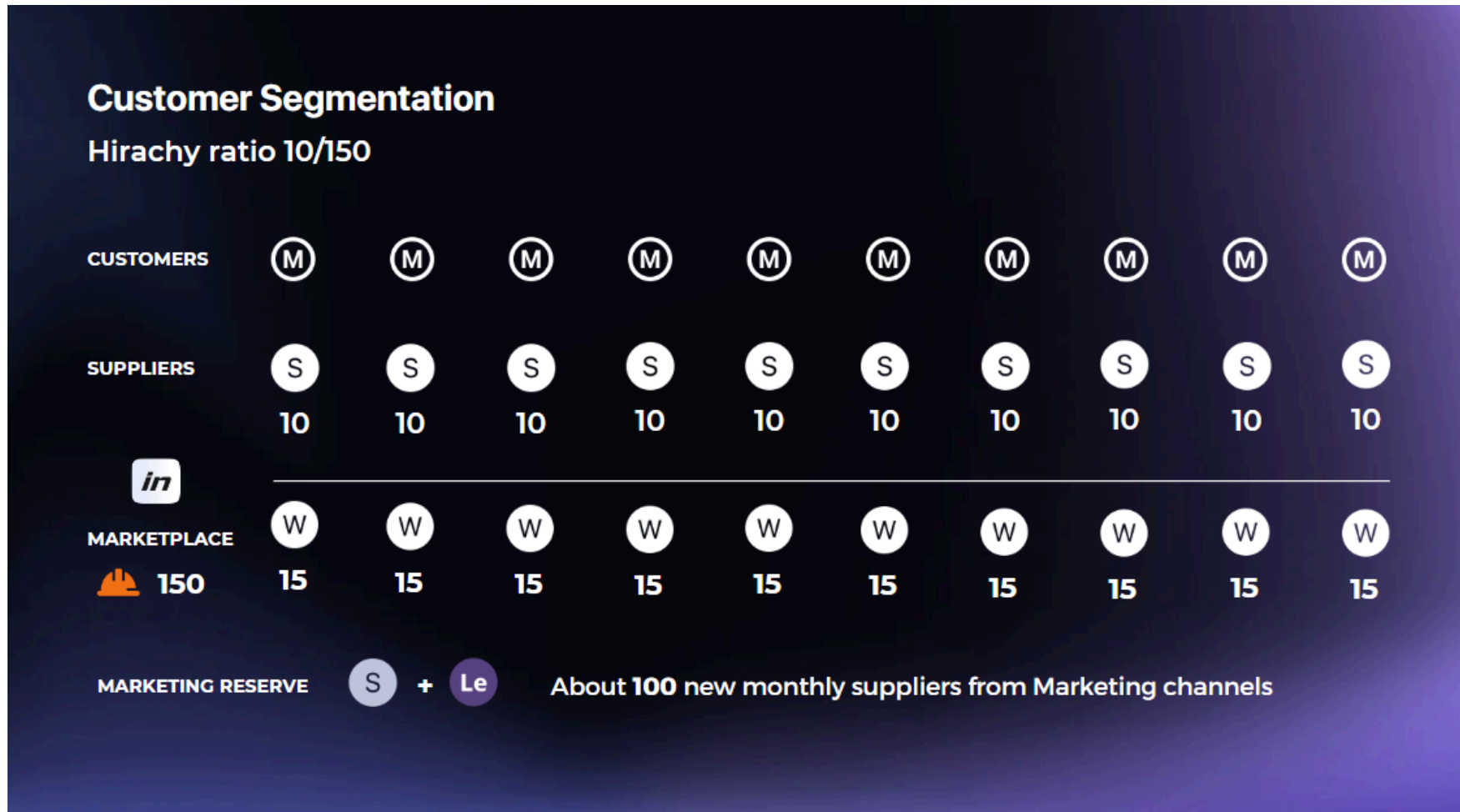
- Why does this platform ensure a sustainable and lay off free business environment for subcontractors?
- What are the specific tools, features, or functionalities that the platform provides to assist contractors in growing their businesses and obtaining new clients?
- How Can Subcontractors improve their reputation and portfolio through the use of this platform?
- What is an hourly business' dedicated digital tool for subcontractor operations simplification?

For General Contractors:

- What are the qualitative criteria for 'high-quality workers' work' on this site?
- How can general contractors optimize communication on site? Give examples of some tools or features that facilitate this.
- How should GC's effectively make use of networking pools towards future plans?
- Which types of digital documentation does it support and how does it help in reporting?

Features Discussion:

- In what ways does the marketplace meet both subcontractor and general contractor needs.
- What are its functionalities for chat messengers that ensure effective and efficient communication??
- How does collaboration tooling in construction projects fit into different project needs??



Workshop 2 slide 2: User segmentation & Customer hierarchy

Topics and Questions discussed During the Workshop 2 Based on Slide 2:

Understanding Segmentation

- What does 'Hierarchy ratio 10/150' mean regarding our business and customer involvement?
- How does the process of defining managers and subcontractors affect AI accuracy?

Dynamics of Customers and subcontractors

- Can you explain how you chose ten such 'S' represented subcontractors? What makes them so special?
- How does the platform or business model address these 'M' customer segments?

Marketplace Functionality

- What are the functions of each site worker component within the marketplace? How do they apply to our overall business strategy?
- What influence does number 15 have on a single site worker with respect to its effects on any product offering or operations in our marketplace?



Workshop 2 slide 3: GTM strategy current steps

Topics and Questions discussed During the Workshop 2 Based on Slide 3:

Phase 'Lite' Discussion

- What are the particular attributes of Release 1.0? Why were these attributes selected in the initial release?
- How does the messenger and calendar upgrades improve user experience? How is their impact assessed?
- What strategies are intended for rapid improvement implementation? Can adjustments be made quickly based on user feedback?

Phase 'Scale-up' Evaluation

- What are some anticipated challenges moving from Release 1.0 to Release 2.0 and how can they be resolved?
- How will internal calls and voice messages fit into the existing features? What about privacy and security issues?
- Tell us more about folders and materials functionality. In what sense do we meet clients' needs with them?

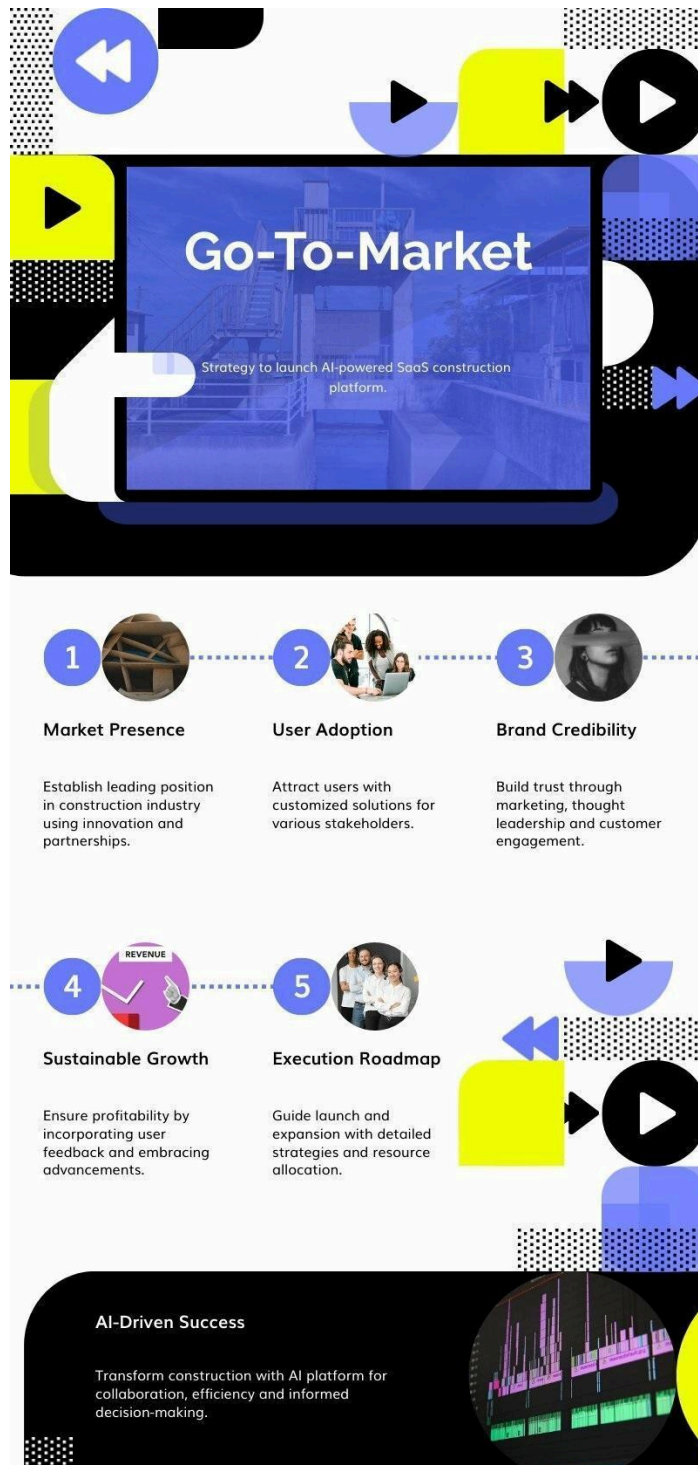
Phase 3 Strategies

- What is the product for the Web, and what does it offer rental companies?
- Under light entrepreneurship, what initiatives are there that support our business models.
- In this phase where should we constantly seek improvements? Priorities: how are they set?

Workshop 2. Question session on the Initial Proposal elements of the enhanced GTM strategy.

| Respondent | Question | Answer |
|---------------------|--|---|
| Stakeholder 1,2,3,4 | Does the initial proposal require some suggestions and improvements? | The Initial Proposal is great and there are some suggestions that could be implemented. |
| Stakeholder 1 | How effective has the platform been in enhancing transparency and data availability within the subcontracting industry workforce since its launch in February 2023? | The platform has improved transparency and data availability by providing real-time updates and detailed records of subcontractor activities, although there is still room for improvement in data integration and accessibility. |
| Stakeholder 2 | In what ways has the platform increased accessibility for less tech-savvy subcontractors, and what challenges have you encountered in this area? | The platform's user-friendly interface has helped less tech-savvy subcontractors navigate it more easily, but challenges remain in ensuring comprehensive training and support for these users. |
| Stakeholder 3 | What opportunities has the platform provided for subcontracting companies to offer their labor across various distribution channels, and how has this impacted industry GDP? | The platform has allowed subcontracting companies to expand their reach across multiple channels, leading to increased opportunities and a positive impact on industry GDP by facilitating better labor allocation. |
| Stakeholder 4 | Can you describe the growth trajectory of the platform within the domestic and nearby interconnected markets, and what factors have contributed to or hindered its growth? | The platform has seen steady growth domestically and in nearby markets, driven by its innovative features but hindered by high marketing costs and lengthy onboarding processes. |
| Stakeholder 1 | How has the absence of site workers in the user segmentation strategy affected the platform's effectiveness and value proposition? | The absence of site workers has limited the platform's effectiveness by neglecting a key user group essential for generating operational data and ensuring seamless site collaboration, impacting the overall value proposition. |

The Final Proposal of the GTM Strategy



Igor Ivanov

GO-TO-MARKET: STRATEGIC ROADMAP

Version 1.0



Construction Software Application

2/2024

INTERNAL DOCUMENT

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INTERNAL DOCUMENT

3

1. Introduction

Description

The plan will run from June 2024 to December 2024, with specific tasks, approximate dates, and estimated times for each aspect.

Title: Go-To-Market (GTM) Strategy Roadmap for the case company.

Scope: This GTM plan outlines a holistic strategy for the launch and market penetration of an innovative AI-powered SaaS construction platform. It encompasses all aspects of product development, marketing, partnerships, and user segmentation to drive adoption and maximize value creation.

Value: The GTM plan aims to position the construction platform as a market leader by delivering comprehensive solutions that address the diverse needs of stakeholders in the construction industry. It focuses on leveraging innovations such as AI integration, WhatsApp plugin development, and RPAS technology to enhance collaboration, efficiency, and decision-making.

Goals:

1. Establish a strong market presence in the construction industry, particularly in Finland, by leveraging innovative technologies and strategic partnerships.
2. Drive user adoption and engagement by offering a compelling value proposition tailored to the unique requirements of construction companies, site workers, project managers, and other stakeholders.
3. Build brand credibility and trust through effective marketing campaigns, thought leadership initiatives, and customer-centric engagement strategies.
4. Achieve sustainable growth and profitability by continuously iterating on the platform based on user feedback, market trends, and technological advancements.

Purpose of the Document: This GTM plan serves as a roadmap for guiding the launch and expansion of the construction platform into the market. It provides a detailed overview of the strategies, tactics, and resources required to achieve the defined goals and objectives. Additionally, it serves as a communication tool for aligning cross-functional teams, stakeholders, and partners towards a common vision and execution plan.



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2. Overview

1. User Segmentation Strategy:
 - a. Identify and Analyze User Segments (June 2024):
 - i. Conduct market research and user interviews to identify key user segments, including site workers, company owners, light entrepreneurs, and project managers.
 - ii. Estimated Time: 2 weeks
2. Develop Partnerships (July 2024):
 - a. Identify and establish partnerships with:
 - i. 3 tech partners
 - ii. 5 construction industry partners
 - iii. 1 construction magazine
 - iv. 2 security providers
 - v. 2 light entrepreneur services
 - b. Negotiate partnership terms and agreements.
 - i. Estimated Time: 4 weeks
3. Customization for User Segments (August 2024):
 - a. Tailor the platform to meet the specific needs of each user segment identified.
 - b. Develop dedicated tools and features for site workers.
 - c. Ensure seamless integration with partner services.
 - d. Estimated Time: 6 weeks
4. Marketing and Awareness Campaigns (September 2024):
 - a. Launch marketing campaigns targeting each user segment through social media (TikTok, Instagram, Facebook), construction magazines, and partner channels.
 - b. Conduct focus groups and market interviews with at least 100 individuals.
 - c. Estimated Time: Ongoing, with specific campaigns scheduled throughout the month.
5. Value Proposition Strategy:
 - a. Quality of Collaboration and Reporting Enhancement (June 2024):
 - i. Identify gaps in the current value proposition related to reporting and communication.

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- ii. Develop strategies to improve the quality of collaboration and reporting.
 - iii. Estimated Time: 3 weeks
- b. Transition to One-stop-shop Value Proposition (July 2024):
- i. Align the value proposition to cater to all ecosystem participants, including site workers, company owners, light entrepreneurs, and project managers.
 - ii. Ensure the platform provides comprehensive solutions for all stages from matching to project management.
 - iii. Estimated Time: 4 weeks
- c. Advanced Marketing and Partnerships (August 2024):
- i. Implement advanced marketing strategies on social media platforms and construction magazines.
 - ii. Strengthen partnerships with industry stakeholders to enhance the value proposition.
 - iii. Estimated Time: Ongoing, with specific campaigns scheduled throughout the month.
6. Product Development:
- a. Flexible Output Data Channels (June 2024):
- i. Identify and implement additional output data channels based on customer feedback.
 - ii. Ensure flexibility in data output to meet varying customer preferences.
 - iii. Estimated Time: 4 weeks
- b. Integration of Emerging Technologies (July 2024):
- i. Integrate AI capabilities into the platform to enhance automation and efficiency.
 - ii. Develop a WhatsApp plugin to streamline communication and data sharing.
 - iii. Hire data analysts to support AI integration and analysis.
 - iv. Estimated Time: 6 weeks
- c. Testing and Feedback (August 2024):
- i. Conduct thorough testing of new features and integrations.
 - ii. Gather feedback from beta testers and users.
 - iii. Iterate on the product based on feedback received.
 - iv. Estimated Time: 4 weeks

6


7. Accounting and Legal:

- a. Legal Compliance Review (September 2024):
 - i. Conduct a comprehensive review of legal requirements and compliance standards in Finland.
 - ii. Ensure the platform meets all regulatory obligations.
 - iii. Estimated Time: 2 weeks
- b. Financial Planning and Budgeting (October 2024):
 - i. Develop a financial plan and budget for the upcoming launch and operations.
 - ii. Allocate resources for marketing, development, and operational expenses.
 - iii. Estimated Time: 3 weeks
- c. Contract Negotiations and Documentation (November 2024):
 - i. Finalize contracts with partners, contractors, and service providers.
 - ii. Draft legal documentation, including terms of service and privacy policies.
 - iii. Estimated Time: 4 weeks

8. Launch Preparation:

- a. Pre-launch Marketing and PR (December 2024):
 - i. Ramp up marketing efforts to build anticipation for the product launch.
 - ii. Coordinate PR activities to generate buzz in the industry.
 - iii. Estimated Time: Ongoing, with a focus on pre-launch activities.
- b. Logistics and Operations Planning (December 2024):
 - i. Ensure all logistical arrangements are in place for the launch event.
 - ii. Prepare customer support teams for increased inquiries and demand.
 - iii. Estimated Time: 2 weeks
- c. Launch Event (December 2024):
 - i. Host a launch event in Finland to unveil the platform to key stakeholders and the media.
 - ii. Showcase key features, partnerships, and value propositions.
 - iii. Estimated Time: 1 week

9. Post-launch Evaluation and Optimization (December 2024):

- i. Monitor performance metrics and user feedback following the launch.
 - ii. Iterate on the platform based on initial user experiences.
 - iii. Estimated Time: Ongoing, with regular evaluations and optimizations.
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3. Resource Planning

1. User Segmentation Strategy:

- a. Identify and Analyze User Segments (June 1 - June 15, 2024):
 - i. Team Members Needed: Market Analyst (1), Researcher (1), Project Manager (1)
 - ii. Conduct market research and user interviews to identify key user segments.
- b. Develop Partnerships (June 16 - July 15, 2024):
 - i. Team Members Needed: Business Development Manager (1), Legal Advisor (1), Project Manager (1)
 - ii. Identify and establish partnerships with tech partners, construction industry partners, security providers, light entrepreneur services, and construction magazines.
- c. Customization for User Segments (July 1 - August 15, 2024):
 - i. Team Members Needed: Product Manager (1), Software Developers (2), UI/UX Designer (1), Quality Assurance Tester (1), Project Manager (1)
 - ii. Tailor the platform to meet the specific needs of each user segment identified.
- d. Marketing and Awareness Campaigns (July 16 - August 31, 2024):
 - i. Team Members Needed: Marketing Manager (1), Social Media Specialist (1), Content Writer (1), Graphic Designer (1), Project Manager (1)
 - ii. Launch marketing campaigns targeting each user segment through social media, construction magazines, and partner channels.
 - iii. Conduct focus groups and market interviews.

2. Value Proposition Strategy:

- a. Quality of Collaboration and Reporting Enhancement (June 1 - June 21, 2024):
 - i. Team Members Needed: Product Manager (1), Software Developers (2), UI/UX Designer (1), Project Manager (1)
 - ii. Identify gaps in the current value proposition related to reporting and communication.
 - b. Transition to One-stop-shop Value Proposition (June 22 - July 15, 2024):
 - i. Team Members Needed: Product Manager (1), Marketing Manager (1), Legal Advisor (1), Project Manager (1)
 - ii. Align the value proposition to cater to all ecosystem participants.
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3. Advanced Marketing and Partnerships (July 1 - August 31, 2024):
 - i. Team Members Needed: Marketing Manager (1), Social Media Specialist (1), Content Writer (1), Graphic Designer (1), Project Manager (1)
 - ii. Implement advanced marketing strategies on social media platforms and construction magazines.
 - iii. Strengthen partnerships with industry stakeholders.
4. Product Development:
 - a. Flexible Output Data Channels (June 1 - June 30, 2024):
 - i. Team Members Needed: Product Manager (1), Software Developers (2), UI/UX Designer (1), Quality Assurance Tester (1), Project Manager (1)
 - ii. Identify and implement additional output data channels based on customer feedback.
 - b. Integration of Emerging Technologies (July 1 - August 15, 2024):
 - i. Team Members Needed: Product Manager (1), Software Developers (3), Data Analysts (2), Project Manager (1)
 - ii. Integrate AI capabilities into the platform.
 - iii. Develop a WhatsApp plugin.
 - c. Testing and Feedback (August 16 - September 15, 2024):
 - i. Team Members Needed: Quality Assurance Tester (2), Software Developers (2), Project Manager (1)
 - ii. Conduct thorough testing of new features and integrations.
5. Accounting and Legal:
 - a. Legal Compliance Review (September 1 - September 15, 2024):
 - i. Team Members Needed: Legal Advisor (2), Project Manager (1)
 - ii. Conduct a comprehensive review of legal requirements and compliance standards in Finland.
6. Financial Planning and Budgeting (September 16 - October 15, 2024):
 - i. Team Members Needed: Financial Analyst (1), Accounting Manager (1), Project Manager (1)
 - ii. Develop a financial plan and budget for the upcoming launch and operations.
- b. Contract Negotiations and Documentation (October 1 - November 15, 2024):
 - i. Team Members Needed: Legal Advisor (2), Business Development Manager (1), Project Manager (1)

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- ii. Finalize contracts with partners, contractors, and service providers.
- iii. Draft legal documentation.

7. Launch Preparation:

- a. Pre-launch Marketing and PR (November 1 - December 15, 2024):
 - i. Team Members Needed: Marketing Manager (1), Social Media Specialist (1), Content Writer (1), Graphic Designer (1), Project Manager (1)
 - ii. Ramp up marketing efforts to build anticipation for the product launch.
 - iii. Coordinate PR activities.
- b. Logistics and Operations Planning (November 1 - December 15, 2024):
 - i. Team Members Needed: Operations Manager (1), Customer Support Manager (1), Project Manager (1)
 - ii. Ensure all logistical arrangements are in place for the launch event.
 - iii. Prepare customer support teams.
- c. Launch Event (December 16 - December 31, 2024):
 - i. Team Members Needed: Event Coordinator (1), Marketing Manager (1), Project Manager (1)
 - ii. Host a launch event in Finland.
 - iii. Showcase key features and partnerships.
- d. Post-launch Evaluation and Optimization (January 2025 onwards):
 - i. Team Members Needed: Product Manager (1), Marketing Manager (1), Customer Support Manager (1)
 - ii. Showcase key features and partnerships.
 - iii. Product maintenance and marketing activities.



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4. User Segmentation Strategy

Strategy

1. Identify and Analyze User Segments (June 1 - June 15, 2024):
 - a. Market Research:
 - i. - Conduct extensive market research to understand the construction industry landscape in Finland.
 - ii. - Analyze demographic data, market trends, and existing solutions in the construction technology sector.
 - b. User Profiling:
 - i. - Develop detailed user personas representing each key segment, including site workers, company owners, light entrepreneurs, and project managers.
 - ii. - Consider factors such as job roles, responsibilities, pain points, and technological proficiency.
 - c. User Interviews and Surveys:
 - i. - Conduct in-depth interviews and surveys with representatives from each user segment to gather insights.
 - ii. - Explore their workflows, challenges, preferences, and expectations from a construction platform.
 - d. Data Analysis:
 - i. - Analyze the collected data to identify commonalities, differences, and unique needs within each user segment.
 - ii. - Look for patterns, trends, and opportunities for customization and personalization.
2. Develop Partnerships (June 16 - July 15, 2024)
 - a. Tech Partners:
 - i. - Identify potential tech partners specializing in complementary solutions such as AI, data analytics, and communication tools.
 - ii. - Evaluate compatibility and integration possibilities with the existing platform.
 - b. Construction Industry Partners:
 - i. - Reach out to large construction companies, subcontractors, and industry associations to establish partnerships.

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4. Marketing and Awareness Campaigns (July 16 - August 31, 2024):
 - a. Segment-specific Messaging:
 - i. - Develop targeted messaging and content tailored to each user segment's pain points, interests, and aspirations.
 - ii. - Highlight how the platform addresses their specific needs and offers unique value propositions.
 - b. Channel Selection:
 - i. - Identify the most effective marketing channels to reach each user segment, considering their preferences and behaviour.
 - ii. - Utilize a mix of digital channels (social media, email marketing) and traditional channels (industry publications, events).
 - c. Partner Collaboration:
 - i. - Leverage partnerships with industry partners and influencers to amplify marketing efforts and reach a wider audience.
 - ii. - Co-create content, host webinars, or participate in joint events to showcase the platform's value proposition.
 - d. Feedback Loop:
 - i. - Establish a feedback loop to collect insights from marketing campaigns and user interactions.
 - ii. - Monitor engagement metrics, gather user feedback, and adjust marketing strategies accordingly to optimize reach and impact.

Risks

1. Inaccurate User Profiling:
 - a. Risk: Relying on incomplete or outdated data for user profiling may lead to inaccurate personas.
 - b. Mitigation: Regularly update user personas based on ongoing market research and feedback from user interactions.
2. Limited Representation:
 - a. Risk: Failing to include diverse perspectives within user segments may result in overlooking important needs or preferences.
 - b. Mitigation: Ensure diversity and inclusivity in user interviews and surveys to capture a comprehensive range of insights.
3. Overgeneralization:



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- a. Risk: Overgeneralizing user needs within segments may lead to superficial customization and missed opportunities for deeper personalization.
 - b. Mitigation: Dig deeper into the nuances of user behaviors and preferences to identify specific pain points and preferences within each segment.
4. Mismatched Partner Collaborations:
- a. Risk: Partnering with tech or industry partners that do not align with the needs or values of user segments may result in disjointed experiences.
 - b. Mitigation: Conduct thorough due diligence on potential partners to ensure alignment with user needs and platform objectives.
5. Integration Challenges:
- a. Risk: Technical challenges or compatibility issues may arise during the integration of partner services into the platform.
 - b. Mitigation: Work closely with partner teams and engage in thorough testing to identify and address integration issues early in the process.
6. Resistance to Change:
- a. Risk: Users within segments may resist adopting new technologies or changing their existing workflows, hindering platform adoption.
 - b. Mitigation: Provide clear communication, training, and support resources to help users understand the benefits of platform customization and encourage adoption.
7. Competitive Pressure:
- a. Risk: Competitors may also target similar user segments with customized solutions, intensifying competition for market share.
 - b. Mitigation: Continuously monitor competitor activities and differentiate the platform through unique value propositions, superior user experiences, and strategic partnerships.
8. Data Privacy Concerns:
- a. Risk: Collecting and analyzing user data for segmentation purposes may raise privacy concerns among users.
 - b. Mitigation: Implement robust data protection measures, obtain necessary permissions for data collection, and transparently communicate privacy policies to users.

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5. Value Proposition Strategy

Strategy

1. Quality of Collaboration and Reporting Enhancement:
 - a. Gap Identification:
 - i. Conduct a thorough analysis of current collaboration and reporting processes within the construction industry.
 - ii. Identify pain points and inefficiencies in communication, reporting, and data management.
 - b. User Feedback Collection:
 - i. Engage with existing and potential users to gather feedback on their experiences with collaboration and reporting tools.
 - ii. Conduct surveys, interviews, and focus groups to understand specific needs and preferences.
 - c. Feature Enhancement:
 - i. Develop new features and functionalities aimed at improving collaboration and reporting capabilities.
 - ii. Prioritize features such as real-time reporting, centralized communication channels, and customizable reporting templates.
 - d. Integration with Existing Workflows:
 - i. Ensure seamless integration with existing software and workflows commonly used in the construction industry.
 - ii. Collaborate with tech partners and integration specialists to streamline data exchange and interoperability.
2. Transition to One-stop-shop Value Proposition:
 - a. Gap Analysis:
 - i. Evaluate the current value proposition and identify gaps in addressing the diverse needs of users across the construction value chain.
 - ii. Assess competitors' offerings and industry trends to understand customer expectations.
 - b. Comprehensive Solutions Development:
 - i. Expand the platform's capabilities to offer end-to-end solutions covering all stages of the construction process, from project initiation to completion.

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- i. Develop educational resources, webinars, and workshops to help users maximize the value of the platform.
- ii. Provide ongoing support and training to ensure users understand how to leverage the platform's full capabilities.

Risks

1. Misalignment with Customer Needs:

- a. Risk: Developing features or solutions that do not address the actual pain points or priorities of the target customers, leading to low adoption and dissatisfaction.
- b. Mitigation: Conduct thorough market research, user interviews, and testing to ensure that the value proposition aligns with customer needs and preferences.

2. Competitive Pressure:

- a. Risk: Competitors introducing similar or superior value propositions, resulting in decreased differentiation and market share.
- b. Mitigation: Monitor competitors' strategies and offerings regularly, and continuously innovate to maintain a competitive edge. Focus on unique value propositions and customer experience.

3. Technical Challenges:


- a. Risk: Difficulties in implementing complex features or integrating with existing systems, leading to delays, cost overruns, or technical debt.
- b. Mitigation: Engage experienced developers and technology partners, conduct thorough feasibility studies, and prioritize incremental development and testing to mitigate technical risks.

4. User Adoption Hurdles:

- a. Risk: Resistance to change among users, lack of understanding or awareness of the value proposition, or usability issues hindering adoption.
- b. Mitigation: Provide extensive training, user education, and support resources. Design intuitive interfaces and conduct usability testing to ensure a positive user experience.



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5. Market Shifts and Trends:
 - a. Risk: Rapid changes in market dynamics, customer preferences, or technological advancements rendering the value proposition obsolete or less relevant.
 - b. Mitigation: Stay agile and adaptable, continuously monitor market trends and customer feedback, and iterate the value proposition accordingly.
 6. Regulatory Compliance Issues:
 - a. Risk: Failure to comply with industry regulations or data privacy laws, resulting in legal repercussions, fines, or damage to reputation.
 - b. Mitigation: Engage legal experts to ensure compliance with relevant regulations. Implement robust data protection measures and regularly audit compliance practices.
 7. Financial Constraints:
 - a. Risk: Insufficient financial resources to fund the development, marketing, and support necessary for delivering and maintaining the value proposition.
 - b. Mitigation: Develop a comprehensive budget, secure additional funding if needed, and prioritize investments based on strategic objectives and expected returns.
 8. Partnership Risks:
 - a. Risk: Dependence on external partners for technology integration, service delivery, or marketing support, with the potential for delays, conflicts, or breaches of contract.
 - b. Mitigation: Conduct thorough due diligence when selecting partners, establish clear communication channels and expectations, and have contingency plans in place for partnership disruptions.
 9. Customer Feedback Challenges:
 - a. Risk: Inadequate mechanisms for collecting, analyzing, and acting on customer feedback, leading to missed opportunities for improvement or innovation.
 - b. Mitigation: Implement robust feedback channels, regularly solicit and analyze customer feedback, and prioritize actionable insights for product enhancements and iterations.
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10. Scaling Issues:

- a. Risk: Difficulties in scaling the value proposition to meet growing demand or expanding into new markets, resulting in operational inefficiencies or degraded user experience.
- b. Mitigation: Plan for scalability from the outset, invest in scalable infrastructure and processes, and regularly assess and adjust strategies as the business grows.

INTERNAL DOCUMENT



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5. Product Development Strategy

Strategy

1. Innovations and AI Integration:
 - a. Market Research and Analysis:
 - i. Conduct market research to identify emerging trends and technological advancements in the construction industry.
 - ii. Analyze competitor offerings and customer feedback to identify opportunities for innovation.
 - b. AI Integration Feasibility Study:
 - i. Assess the feasibility and potential benefits of integrating artificial intelligence (AI) into the platform.
 - ii. Evaluate AI technologies such as machine learning, natural language processing, and computer vision for their applicability to construction workflows.
 - c. Prototyping and Testing:
 - i. Develop prototypes of AI-powered features such as predictive analytics for resource allocation, automated reporting, and anomaly detection.
 - ii. Conduct usability testing and gather feedback from users to refine and improve AI-driven functionalities.
 - d. Development Roadmap:
 - i. Create a roadmap for integrating AI capabilities into the platform, outlining key milestones, timelines, and resource requirements.
 - ii. Prioritize features based on their potential impact on user experience, operational efficiency, and competitive differentiation.
2. WhatsApp Plugin with RPAS Integration:
 - a. WhatsApp Integration Research:
 - i. Explore the technical feasibility and requirements for integrating the platform with WhatsApp, a widely used communication tool in the construction industry.
 - ii. Identify APIs and integration frameworks for connecting the platform with WhatsApp's messaging infrastructure.
 - b. RPAS Integration Feasibility Study:



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- i. Investigate the feasibility of integrating Remotely Piloted Aircraft Systems (RPAS) with WhatsApp groups for aerial surveillance and data sharing.
 - ii. Assess regulatory requirements, technical challenges, and privacy considerations associated with RPAS integration.
 - c. Plugin Development:
 - i. Develop a WhatsApp plugin that enables users to access platform features and receive real-time updates directly within WhatsApp groups.
 - ii. Implement features such as task assignments, progress tracking, and automated notifications using WhatsApp's messaging APIs.
 - d. RPAS Integration Development:
 - i. Develop RPAS control and data transmission capabilities to enable real-time aerial surveillance and data capture.
 - ii. Integrate RPAS data streams with the platform's reporting and analytics modules for enhanced project monitoring and decision-making.
 - 3. Feature Development:
 - a. Real-Time Collaboration Tools:
 - i. Develop features for real-time collaboration, such as live chat, document sharing, and task assignment, to facilitate communication and coordination among team members.
 - b. AI-Powered Analytics:
 - i. Implement AI algorithms for data analysis, predictive modeling, and performance optimization, providing insights into project trends, risks, and opportunities.
 - c. Task Automation:
 - i. Integrate workflow automation capabilities to streamline repetitive tasks, such as report generation, scheduling, and resource allocation, reducing manual effort and improving efficiency.
 - d. RPAS Data Visualization:
 - i. Develop interactive dashboards and visualizations for RPAS-collected data, enabling users to analyze aerial imagery, maps, and 3D models to gain actionable insights.
 - e. Mobile App Enhancements:
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- i. Enhance the platform's mobile app with offline functionality, push notifications, and location-based services to support on-site usage and remote access.

4. Testing and Deployment:

a. User Acceptance Testing (UAT):

- i. Conduct thorough testing of all features and functionalities across different user scenarios, devices, and environments.
- ii. Solicit feedback from beta testers and stakeholders to identify and address any issues or usability concerns.

b. Pilot Deployment:

- i. Deploy the updated platform with AI, WhatsApp plugin, and RPAS integration to a select group of users or projects for pilot testing and validation.
- ii. Monitor usage patterns, performance metrics, and user feedback to assess the effectiveness and impact of the new features.

c. Iterative Improvements:

- i. Continuously iterate and improve the platform based on user feedback, market trends, and technological advancements.
- ii. Release regular updates and enhancements to ensure the platform remains competitive and aligned with customer needs.

d. Full-Scale Deployment:

- i. Roll out the updated platform with AI, WhatsApp plugin, and RPAS integration to all users and projects, ensuring smooth migration and minimal disruption.
- ii. Provide comprehensive training, support, and documentation to facilitate adoption and maximize value realization.


Risks

1. Technical Complexity:


- a. Risk: The development of AI features, WhatsApp plugin, and RPAS integration may encounter technical challenges, such as compatibility issues, API limitations, or data synchronization problems.



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- b. Mitigation: Conduct thorough technical feasibility studies, engage experienced developers, and allocate sufficient resources for testing and troubleshooting.
 - 2. Integration Challenges:
 - a. Risk: Integrating AI algorithms, WhatsApp APIs, and RPAS technology with the existing platform architecture may pose integration challenges, resulting in delays or disruptions.
 - b. Mitigation: Collaborate closely with technology partners, leverage existing integration frameworks, and prioritize interoperability and compatibility testing.
 - 3. Data Privacy and Security Risks:
 - a. Risk: Collecting, transmitting, and storing sensitive data through AI algorithms, WhatsApp integration, and RPAS technology may expose the platform to data privacy breaches or cybersecurity threats.
 - b. Mitigation: Implement robust data encryption, access controls, and authentication mechanisms. Ensure compliance with data protection regulations and industry standards.
 - 4. Regulatory Compliance:
 - a. Risk: RPAS integration may face regulatory hurdles related to airspace regulations, privacy laws, and data usage restrictions, leading to legal challenges or operational limitations.
 - b. Mitigation: Conduct thorough regulatory research, obtain necessary permits and approvals, and collaborate with legal experts to ensure compliance with relevant regulations.
 - 5. User Adoption Challenges:
 - a. Risk: Users may resist adopting new features or technologies due to usability issues, lack of training, or perceived complexity, resulting in low adoption rates or dissatisfaction.
 - b. Mitigation: Prioritize user-centric design, conduct user testing and feedback sessions, provide comprehensive training and support, and iterate based on user feedback.
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6. Performance and Reliability Concerns:
 - a. Risk: AI algorithms, WhatsApp integration, and RPAS technology may experience performance bottlenecks, reliability issues, or downtime, impacting user experience and trust.
 - b. Mitigation: Conduct rigorous performance testing, implement failover mechanisms, and monitor system health and uptime proactively to ensure reliability and responsiveness.
 7. Cost Overruns:
 - a. Risk: Development of AI features, WhatsApp plugin, and RPAS integration may exceed budgetary projections due to unforeseen technical challenges, scope creep, or resource constraints.
 - b. Mitigation: Establish clear project budgets and timelines, conduct regular budget reviews, and prioritize features based on their strategic importance and return on investment.
 8. Competitive Pressures:
 - a. Risk: Competitors may introduce similar or superior features or technologies, diluting the platform's differentiation and market position.
 - b. Mitigation: Continuously monitor competitor activities, focus on unique value propositions and customer needs, and differentiate through innovation, quality, and customer experience.
 9. Vendor Dependencies:
 - a. Risk: Dependency on external vendors or technology partners for AI algorithms, WhatsApp integration, or RPAS technology may result in delays, conflicts, or disruptions in service.
 - b. Mitigation: Diversify vendor relationships, establish clear communication channels and service level agreements, and have contingency plans in place for vendor disruptions.
 10. User Resistance to Change:
 - a. Risk: Users may resist adopting new workflows or technologies introduced through AI, WhatsApp plugin, or RPAS integration, leading to inertia and reluctance to change.
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- b. Mitigation: Provide comprehensive user training, communication, and support, highlight the benefits and value of the new features, and address user concerns and feedback proactively.

Outcome

Upon successful implementation, the Go-To-Market Strategy Roadmap delineated in the plan is anticipated to yield several noteworthy outcomes for the case company:

1. Established Market Leadership: By leveraging innovative technologies such as AI, WhatsApp plugins, and RPAS, the company can position itself as a leader in the construction industry. This market leadership will not only enhance the company's reputation but also attract more customers and strategic partnerships.
2. Increased User Adoption and Engagement: The tailored value proposition offered by the construction platform will drive user adoption and engagement among various stakeholders in the construction ecosystem, including construction companies, site workers, and project managers. This increased adoption will lead to a larger user base and more active participation on the platform.
3. Enhanced Brand Credibility and Trust: Through effective marketing campaigns, thought leadership initiatives, and customer-centric engagement strategies, the company will build brand credibility and trust among its target audience. This enhanced reputation will make it easier for the company to attract new customers and retain existing ones.
4. Sustainable Growth and Profitability: Continuous iteration on the platform based on user feedback, market trends, and technological advancements will ensure sustainable growth and profitability for the company. By staying ahead of the curve and adapting to changing market conditions, the company can maintain its competitive edge and achieve long-term success in the construction industry.

Overall, the successful implementation of the GTM plan will enable the company to solidify its position as a market leader, drive user adoption and engagement, enhance brand credibility and trust, and achieve sustainable growth and profitability in the construction industry.

