

Strategic Marketing: Target Beachhead (Segment, Target, Promote) (2 min)

You have discovered a way to disrupt a massive legacy market. You are the first to go after this opportunity, and you want to get as many customers as you can as fast as you can. Your first instinct is to reach out to any and all potential customers in the space. You may even have the thought that you want a few customers in each geography around the world to "mark your territory." Your primary fear is that other competitors will see the same opportunity and move faster than you.

But history tells a different story. The most significant risk of a startup is not that they moved too slowly in dominating the entire marketplace, but rather that they spread their scarce resources too thin and ended up securing few or no customers at all.

Every customer already has a legacy solution in place, and those legacy providers are far larger with more resources than you. They have deep and long-standing relationships with their customers. Even if your product or service is better, it needs to be 10x better than the legacy solution for a customer to switch.

Therefore, rather than go after the entire market at once, the key is to find a small segment of the market (i.e., a set of customers with similar pain points) that has a particularly difficult problem for whom your solution is indeed 10x better than the broad non-specific legacy solution. This is your low-hanging fruit. Concentrate all of your efforts on this type of customer to maximize your chance of getting your first few customers. Once you do, you will have a track record to share, raise more money, and hire more engineers to create more features and more salespeople to develop more relationships. Continue focusing on this first type of customer until you have secured many (if not most) of them as your customers. Then use your now-larger amount of resources to move to the next lowest hanging fruit.

A good analogy is the Allied invasion of Europe during WWII. The Germans held the whole coastline. The Allies could have chosen to spread their invading force along the entire shore. If they had, they would have had one boat per beach. The Germans' pillboxes would have slaughtered each and every Allied soldier that landed on a French beach.

That, of course, is not what the Allies did. Instead, they studied the coastline and found the beach that was the least well-defended (Omaha Beach in Normandy). They concentrated most of their forces on that one target beachhead and could overwhelm the German defenses there and secure the toe-hold they needed. From there, the Allies were able to bring in more resources, expand out, and eventually spread throughout Europe.

Do the same. Study the marketplace. Segment it into different customer types. Determine which segment is the least satisfied with their current solution and for whom your solution is the best fit. Concentrate all of your sales and engineering efforts toward this segment. Land a few of these customers. Continue to focus on this segment until you dominate it. Only then expand to other customer segments (or add other products).

The best way to choose a target beachhead is to follow the steps outlined in the book *Disciplined Entrepreneurship* by Bill Aulet. There is no need to reinvent the wheel here; that book outlines the steps clearly.

★ Interested in coaching or software to help implement the Mochary Method at your company? Please fill out our interest form [here](#), or book a discovery call with Nancy Xu [here](#).