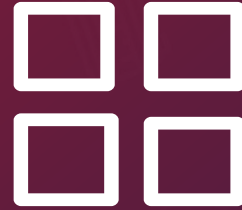# TECHNOLOGY-BASED ENTREPRENEURSHIP DEVELOPMENT PROGRAMME

Marketing Management (Brief)

Satish Medapati

The scope of marketing: What is marketing? (2)

- Marketing is **not only** selling.

- Marketing makes product/service fits customer & sells itself ==> customer ready to buy

- In the end, Marketing **makes selling unnecessary**

- Example: iPhone by Apple

The scope of marketing: What is marketing? (3)

Exchange:

- at least 2 parties

- each has something that might be of value for the other

- each is capable of communication & delivery.

- each is free to accept or reject the exchange offer.

- each believes it is appropriate or desirable to deal with the other party.
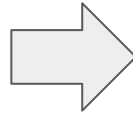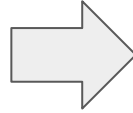
Holistic marketing concept

- everything matters

- 4 components: relationship marketing, integrated marketing (4 Ps), internal marketing, and social responsibility marketing.

- 4 Ps (seller) of marketing mix: Product, Price. Place, Promotion

- 4 Cs (customer): customer's solution, Cost, Convenience, Communication

MARKETING MANAGEMENT - TRADITIONAL - NOW

DEFINITION - EXCHANGE
FEATURES
TARGET MARKET DEFINITION
NEW PRODUCT DEVELOPMENT
PRODUCT LIFE CYCLE
STP
MARKETING STRATEGY
PRICING
PROMOTION
SALES
ADVERTISEMENTS
CONSUMER BUYING BEHAVIOUR
MARKET MIX MODELING

DESIGN THINKING
MVP (MINIMUM VIABLE PRODUCT)
PRODUCT MARKET FIT
DIGITAL MARKETING (TECH)
GTM (GOTO MARKET STRATEGY)
MARKETING STRATEGY
(PROMOS, SALES, ADS?)

Design Thinking - Definition (Not a Marketing Concept)

— — —

Design Thinking is an iterative process in which we seek to understand the user, challenge assumptions, and redefine problems in an attempt to identify alternative strategies and solutions that might not be instantly apparent with our initial level of understanding.

Design thinking has a human-centered core. It encourages organizations to focus on the people they're creating for, which leads to better products, services, and internal processes.

- How do they interact with products ?
- Where and Why ?

Nomenclature & Principles: Nobel laureate Herbert Simon in The Sciences of the Artificial in 1969.

3 - 7 phases

D.school Modes of Design Thinking - Non Linear Cards

– – –

Empathise   Define   Ideate   Prototype   Test

five-phase model proposed by the Hasso-Plattner Institute of Design at Stanford – d.school

DESIGN THINKING: A NON-LINEAR PROCESS

Learn about users through testing

Empathise to help define the problem

Tests create new ideas for the project

Empathise --> **Define** --> **Ideate** --> **Prototype** --> **Test**

Learn from prototypes to spark new ideas

Tests reveal insights that redefine the problem
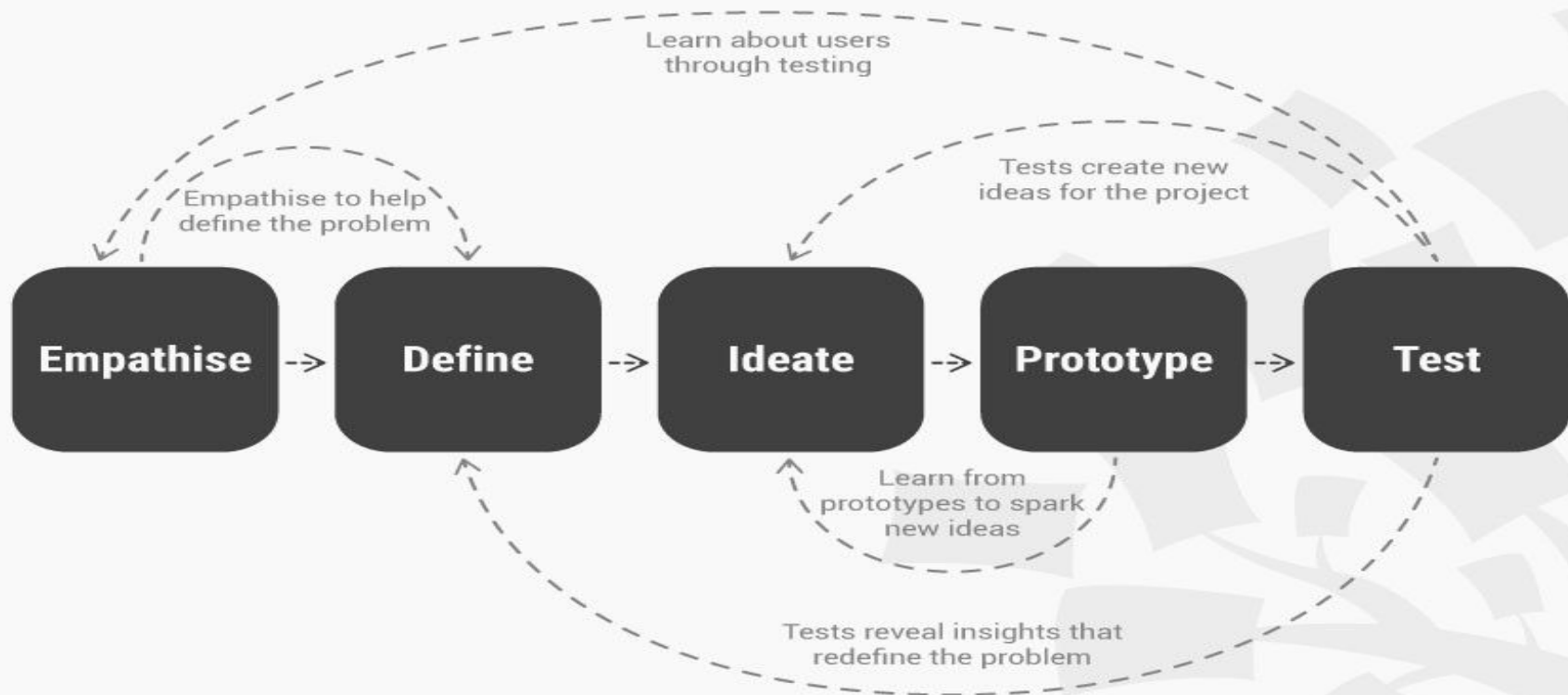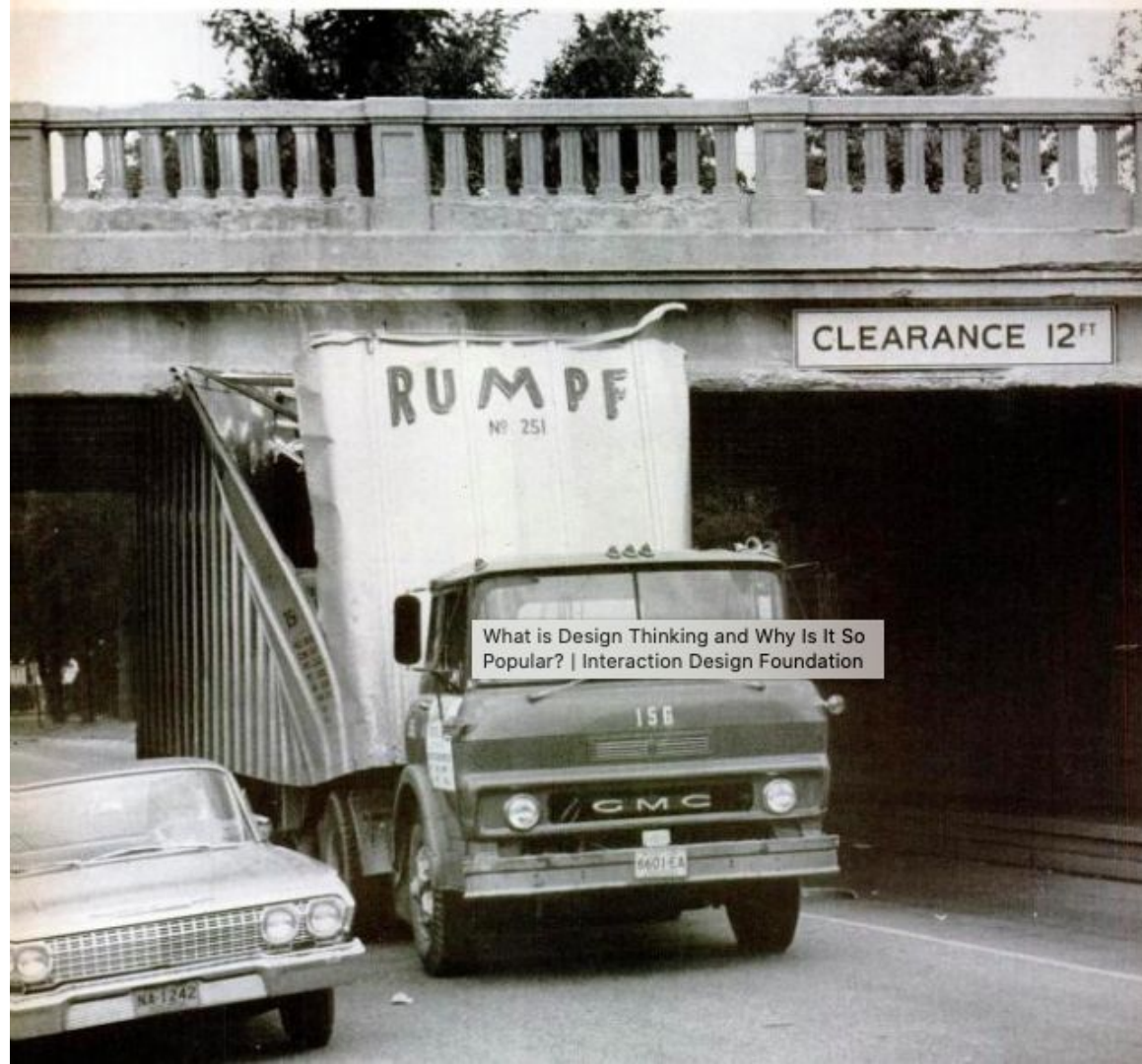
INTERACTION DESIGN FOUNDATION | INTERACTION-DESIGN.ORG

YOUR Problem...

Truck driver tried passing under bridge

Got stuck

Neither Forward nor backward

Massive traffic jams

How will you solve ?

AGENDA..

- HOW TO PLAN FOR A BUSINESS
- WHERE TO START ONCE YOU HAVE MAPPED OUT THE PRODUCT
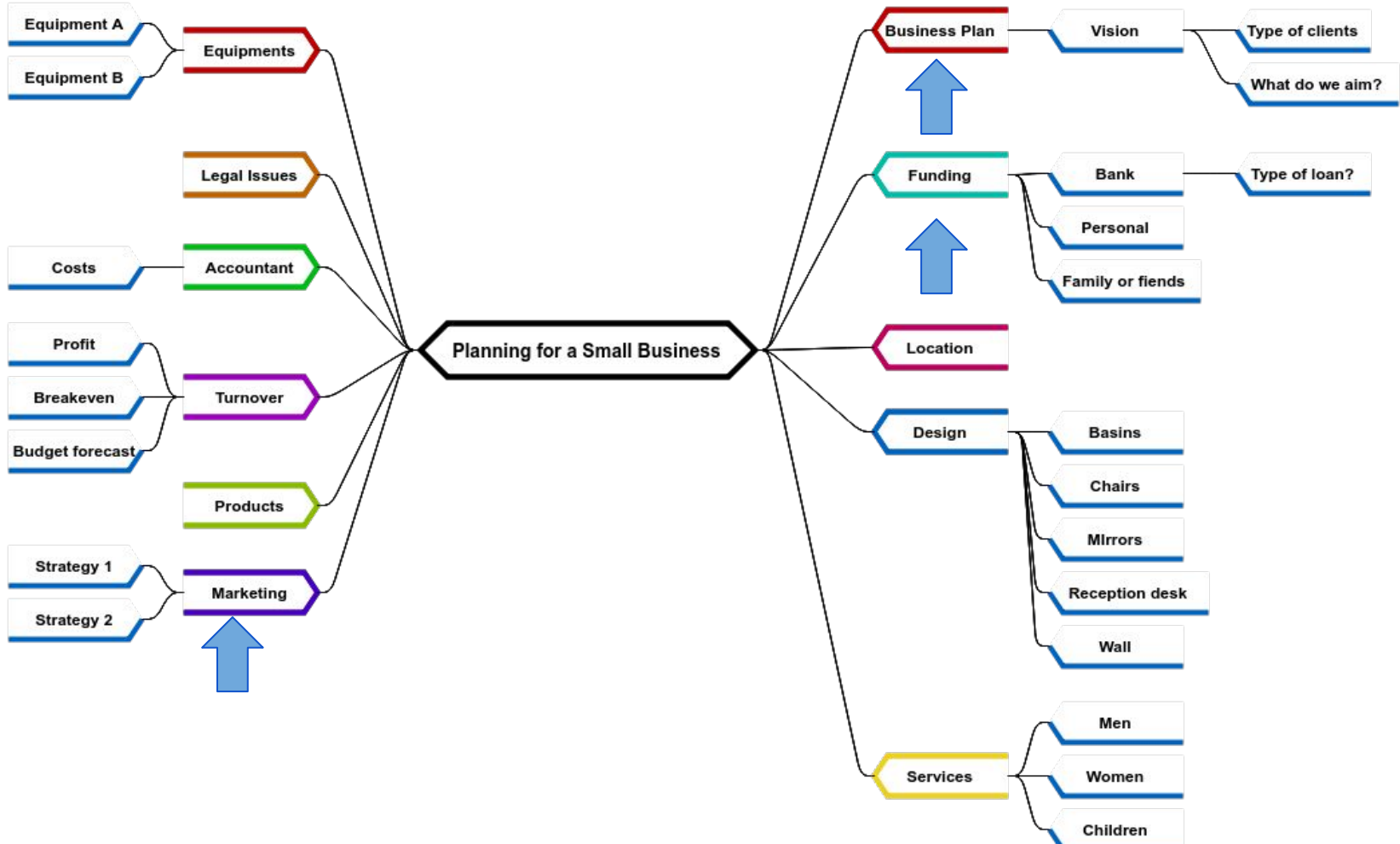- HOW TO LEVERAGE EXPERIMENTS
- HOW TO ALIGN BUSINESS GOALS
- PRODUCT MARKET FIT

MIND MAP OF BUSINESS LANDSCAPE

Equipments
- Equipment A
- Equipment B

Legal Issues

Accountant
- Costs

Turnover
- Profit
- Breakeven
- Budget forecast

Products

Marketing
- Strategy 1
- Strategy 2

Planning for a Small Business

Business Plan
- Vision
  - Type of clients
  - What do we aim?

Funding
- Bank
  - Type of loan?
- Personal
- Family or fiends

Location

Design
- Basins
- Chairs
- Mirrors
- Reception desk
- Wall

Services
- Men
- Women
- Children

SMART CRITERIA

Become more successful
by setting better goals

Specific

Measurable

Assignable

Relevant

Time-based

Business 50MINUTES.com

How do we set out goals ? SMART framework

S →	M →	A →	R →	T
Specific	**Measurable**	**Attainable**	**Relevant**	**Time-Bound**
Make sure your goals are focused and identify a tangible outcome. Without the specifics, your goal runs the risk of being too vague to achieve. Being more specific helps you identify what you want to achieve. You should also identify what resources you are going to leverage to achieve success.	You should have some clear definition of success. This will help you to evaluate achievement and also progress. This component often answers how much or how many and highlights how you'll know you achieved your goal.	Your goal should be challenging, but still reasonable to achieve. Reflecting on this component can reveal any potential barriers that you may need to overcome to realize success. Outline the steps you're planning to take to achieve your goal.	This is about getting real with yourself and ensuring what you're trying to achieve is worthwhile to you. Determining if this is aligned to your values and if it is a priority focus for you. This helps you answer the why.	Every goal needs a target date, something that motivates you to really apply the focus and discipline necessary to achieve it. This answers when. It's important to set a realistic time frame to achieve your goal to ensure you don't get discouraged.

Gaining Initial Traction

GETTING YOUR FIRST CUSTOMER

First KNOW who you are selling to and what problems you are solving for them

1. Use Relationships you have
2. List Builds
3. Stalk & Talk
3. Partnerships
4. Expertise
5. Content, Social

Getting your FIRST Customer !

- **Manufacturing:**
- **Technology**
- **Services**

Minimum Viable Product

WHAT IS A
MINIMUM VIABLE PRODUCT

M Minimum
The most rudimentary, bare-bones foundation of the solution possible

V Viable
Sufficient enough for early adopters

P Product
Something tangible customers can touch and feel

HOW NOT TO BUILD A MINIMUM VIABLE PRODUCT
1   2   3   4

ALSO HOW NOT TO BUILD A MINIMUM VIABLE PRODUCT
1   2   3   4

HOW TO BUILD A MINIMUM VIABLE PRODUCT
1   2   3   4

Initial Traction

B2B Product

1. Walking in to corporate offices to see what they needed - understand client requirement first ?
2. Creating mock screens and asking clients if they will pay , than investing lot of money to build and then fail
3. Exploring all cost cutting options - free server , subsidised govt incubators like nasscom, leverage networks to refer clients free , take consultants on project basis for non core activities

B2C Consumer

1. Research on needs and problem that you are solving. Come out with an MVP
2. Get the first 100 users and research extensively on their behavioral patterns (what do they do, what not etc)
3. Build feature set but be fluid with the same (Product Creep)
4. Grow through customer referrals and rewards
5. Product Market Fit

B2B Services

1. You already know the gap in the market, opportunity size and the skillsets required for undertaking a task
2. Sell services for the market with optimum PRICING and cost arbitrage
3. Manage people vs. project vs bench strength with thorough Cashflow management
4. Go after X% GP margins

B2B Manufacturing

1. Identify a niche segment that has a product or a cost arbitrage (Definitive expertise required)
2. Sell services for the market with optimum PRICING
3. Quality , Agility and SCM

Conceptual Short Case

Ram and Shiv are friends.They both were classmates at IIIT Sricity and got into good IT jobs after their coursework in 2017. Both of them were made to take semi-paid leave during Covid'19 for 6 months. Ram worked at a healthcare major as an IT consultant and Shiv was in a robotics firm. As they have now lot of free time, they both decided separately to start their own companies.

Ram started realizing that there were gaps in the process in the job what we was doing . He thought he can do a healthcare privacy layer on top of databases but did not know where to start. He was sure that he would need to be compliant to Government rules but again did not know what to do. He felt that there is a great need for this security layer and he can become an entrepreneur. He started coding it right away and now in a month, he was already at a decent place in terms of building the product. He thought he can gain traction by selling it to B2B enterprises.

Shiv was in robotics and their firm was developing delivery drones. However, Shiv felt this market is very competitive. He had an idea of developing autonomous tractors for the farm sector but wasn't sure. He was brought up in a village and hence was always sure that he would go back to his village and help the agricultural community. He has been working on putting together the business aspects for over a month now and still doesn't seem to know where to start or where to end.

You know your customers!
You know your product

- **What Next ?**

SWOT

Marketing Plan

Marketing Mix

Product Market Fit

Financial Management

Growth

Who is your Customer and Where is He/She?

Think about who are the gatekeepers, influencers and what role they play.

BUYING ROLES
- Initiator
- Influencers/Evaluators
- Gatekeepers
- Decider
- Purchaser
- Users

DECISION-MAKING PROCESS
- Need Recognition
- Information Search
- Evaluation of Alternatives
- Purchase
- Post-Purchase Behavior

Political, economic, social and technological parameters apply.

Where is He/She? How to Target:

- Association Events
- Chamber Events
- Clubs/Social Spaces (Post Covid?)
- Social Media
- Trade Shows
- Business Publications
- Webinars
- Seminars
- Industry Associations

- Research
- Primary Research
- Secondary Research

Your marketing plan is your strategy of allocating resources (time, money, effort, focus) in order to reach your goal

GO-TO-MARKET STRATEGY

- Goals in the year
- Whom to sell ?
- Marketing Strategies
- Partnership Strategies
- Channel Partners
- Pricing
- Metrics and Measurement

Definition:

A go-to-market strategy (GTM) is the plan for targeting the right pain point with the right sales and marketing process, so you can grow your business at the optimum pace. You can create a GTM strategy for a new business but also for a new feature, brand or location.

Value Matrix

	Pain Points	Product Value	Message
User	• Wasting hours a day on admin tasks • Misses quota • Boss on their back about CRM updates	• Saves sales reps an hour every day • Gives them more time to sell and hit quota • Gets updates done without manual effort	• Stop wasting selling time in CRM with sales AI
Influencer	• Poor data quality • Chasing sales reps for CRM updates	• Improves CRM data quality by automating data collection • Automates rep CRM updates so there's no need to ask reps to perform them	• Clean up your messy customer data with sales automation

Value Matrix and messaging around the pain point: This is a good way to understand what the pain point is and how to set up messaging to address the pain point.

GO-TO-MARKET STRATEGY

- **Choose a marketing strategy:** This is where you figure out your inbound and outbound strategies (content, email, outreach etc)
- **Choose a sales strategy:** You might use only one or a mix of self service where they enter credit card and buy, inside sales, heavy duty field sales or a channel model.

Sales is when you're face-to-face **with a** customer, convincing a person to buy your product while **Marketing is** the collection of decisions you make about the **market** that leads to successful **sales**. **Marketing is** the planning part of **sales**.

How do I pick the right benefits, headline and messaging for my GTM?

Use the positioning process and the strategic sales narrative

Al Ries definition: "*Positioning is not what you do to the product; it's what you do to the mind of the prospect. It's how you differentiate your brand in the mind. Positioning compensates for our over-communicated society by using an oversimplified message to cut through the clutter and get into the mind. Positioning focuses on the perceptions of the prospect not on the reality of the brand.*"

Positioning Examples
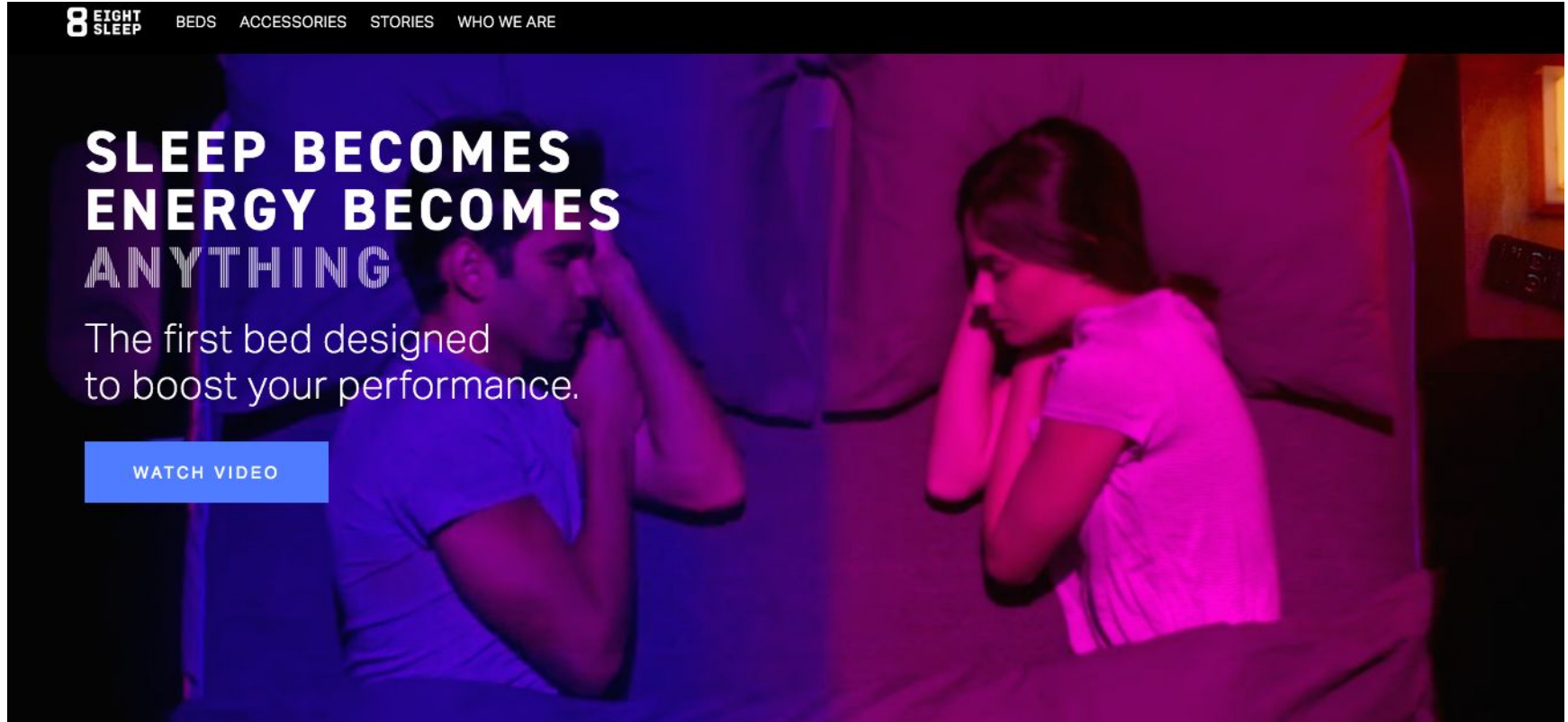
Measure the Results: KPIs and Benchmarks

KPIs
- New Inquiries/Responses Generated
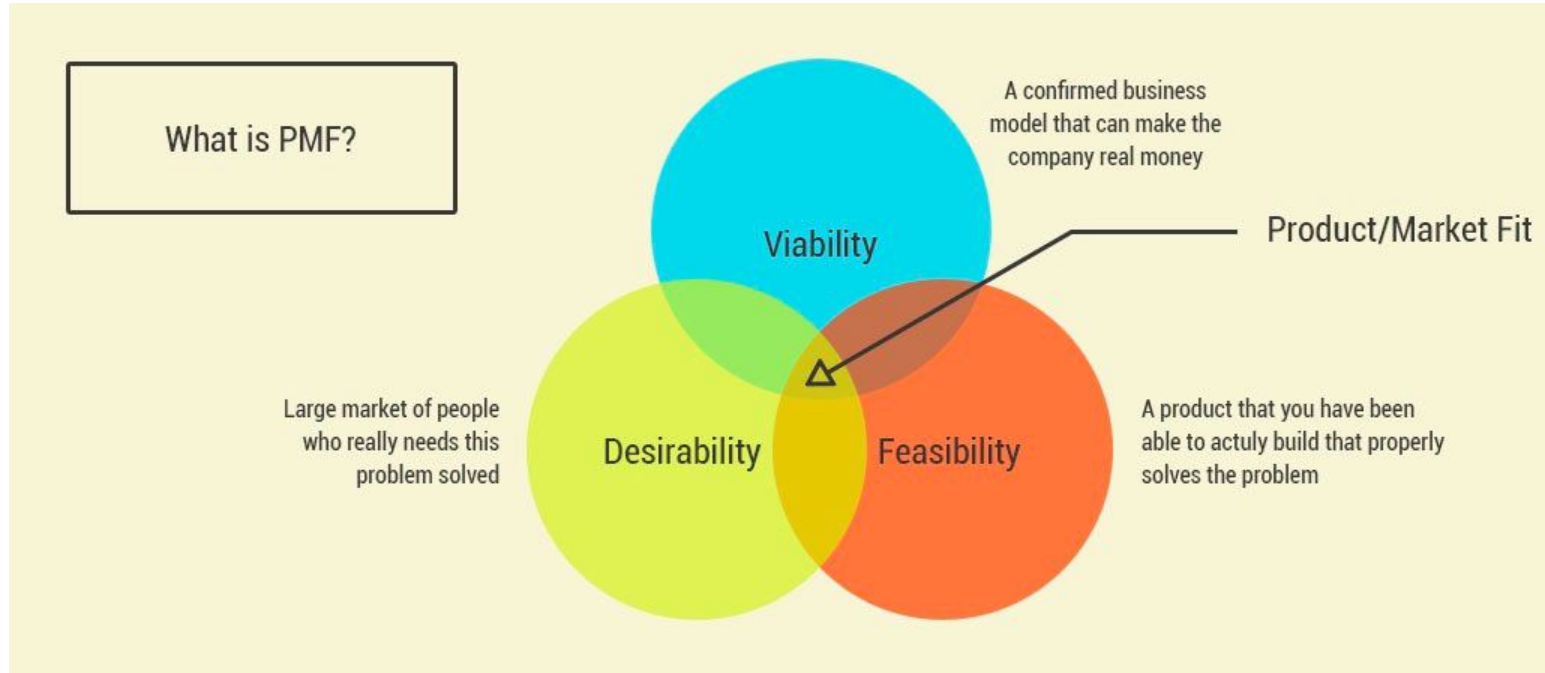- Sources of Inquiries/Responses
- Cost per Inquiry/Response
- Number of Touches to Qualify

At each stage in Funnel:
- Number by Source (Quantity)
- Conversion Rate (Quality)
- Duration in Stage (Velocity)

Pipeline and Closed Business
- New Inquiries/Responses Generated
- Sources of Inquiries/Responses
- Cost per Inquiry/Response
- Number of Touches to Qualify

Inquiry/Response

INBOUND:
Website
Social media
PR coverage

OUTBOUND:
Digital Marketing
Events
Webinars

Marketing Qualified Lead

Jointly define MQL criteria with sales (e.g. by lead score, by title/company, industry, etc.)

Sales Accepted Lead
(aka Pre-Opportunity)

Sales Qualified Lead
(aka Opportunity)

Closed Won
($$$ Bookings)

Lead Conversion Rate Benchmarks
(source: SiriusDecisions)

	SaaS:	Traditional:
	21%	8%
	50%	72%
	38%	65%
	21%	27%
	8 closed won per 1,000 inq/resp	10 closed won per 1,000 inq/resp

Product led GTM for Technology Companies

Addressing PMF (Product Market Fit)

What is PMF?

A confirmed business model that can make the company real money

Viability

Product/Market Fit

Large market of people who really needs this problem solved

Desirability

Feasibility

A product that you have been able to actuly build that properly solves the problem

PMF Matrix

The four quadrants of product/market fit

Developing your Marketing Strategy

DEVELOPING YOUR MARKETING STRATEGY

Research your target audience – what products do they use? How do they find new businesses? What services do they?

Identify problems in your industry – what are the failures? Where are the gaps? How can your business fill in the gaps? What sets you apart?

Create a budget – how much money do you have each month to devote to marketing? Is your budget going to grow? You may need to revise your budget over time, but you can start as low as $100/month

Get the scoop on your competitors – what are others in the business doing? What are they doing right? What are they doing wrong?

Decide how your target audience finds new business and direct your marketing dollars and energy towards that.

EXAMPLE OF GEARING YOUR MARKETING STRATEGY TOWARDS YOUR TARGET AUDIENCE

The business: retail store geared for teenage girls.

Your market is obsessed with social media – get your clothes on Facebook, twitter, Instagram, and Pinterest. Suggest outfits. Recommend accessories. Give them looks to emulate. Encourage them to Like or Follow You to get the latest news & deals.

Their parents are most likely paying for their clothes – get parents' email addresses and home address. Send them coupons once per month via email and once per month via regular mail.

They wear what their friends wear – create a referral program. If your customer refers a new customer, they get a free bracelet.

Make products they actually want to wear – fashion trends change rapidly, so make sure you sell clothes teenage girls actually want to buy. For example, Abercrombie & Fitch is struggling because teens no longer want to wear store logos on their t-shirts. The market shifted, and teenagers look for a more unique style.

The Marketing Plan-on-a-Page Template

Business Objectives	Marketing Priorities	Marketing Goals	Marketing Strategy	Key Actions	Dependencies and Risks
What the company wants to achieve	The top areas of focus for marketing leadership	What marketing will contribute to business objectives	The approach marketing takes to achieve its goals	How the marketing strategy will be executed	What must be addressed for the strategy to work

BUSINESS STRATEGY 2021

Marketing

Target Customers
- Lay out growth strategy
- Produce conversion funnel
- Develop retention email campaign

Outreach Campaign

Existing Users
- Satisfied
- Suggestions
- Rapport?

New Users
- Likes?
- Dislikes?
- Conversion points

Business Users
- User experience?
- Preferences/suggestions?

Goals

KPIs
- 1st Quarter
- 1st Year
- 5th Year

Financial Projection
- Revenue
- Overhead

Online Mentions
- The Next Web
- Forbes
- Entrepreneur
- Mashable

SWOT

Link Candy
- Larger company
- Larger social media following
- Less robust tool
- Poor template design
- Lack of categories

Brand Savvy
- Medium-sized company
- Substantial social media following
- Intuitive tool and impressive UX
- Poor copywriting
- No blog

Customize.me
- Oldest company
- Easily-recognized
- Many other tools available
- Not the best tool available
- Not well known for link management

Documents + Tools

Create an Executive Summary, include:
- Mission statement
- Elevator pitch
- Industry analysis
- Competitive analysis
- Operations plan

Project Management Tools
- Trello
- Basecamp
- Wrike

Unique Selling Proposition
- What do we accomplish? Consider target audience and collective end goal
- Formulate multiple, choose best

Team

CEO/Founder
- Jenna Cruze
- 10 years CTO for Doodley
- Major social media influencer

Marketing
- Barry Allen 7 years
- Marketing Director
- Author of Marketing 201

Developer
- Norman Waits
- Former Sr. Developer at Google

Communications
- Alexandra Kane
- Former PR Chief at Vann Tech, Copywriter at Somo Floss

Marketing Communications Mix

The Marketing Communications Mix - Tactics

	PROS	CONS
Advertising	+ control + impact	- cost - credibility
Sales Promotion	+ sales volume + trial	- profits - long-term loyalty
Public Relations	+ credibility + cost	- control - frequency
Direct Marketing	+ impact + complex products	- cost (most expensive) - reach

OUTBOUND MARKETING

Outbound marketing "the old way":
- TV, print, and radio ads
- Cold calling
- Billboards

Disadvantages:
- Tends to be more costly
- Market is more diverse now
- People don't want to be told what to buy

Advantages:
- Fast to implement
- Relatively easy to track & measure ROI

INBOUND MARKETING

Offering content to users they want.
- Social media
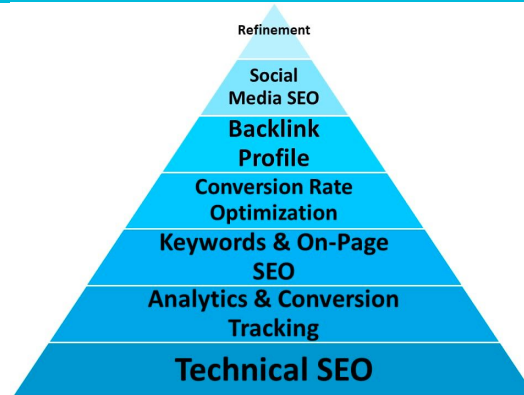- Website
- Blogs
- Videos, pictures, multimedia & more

Advantages:
- Generally cost-effective
- Offering users value over a selling proposition
- Encourages engagement

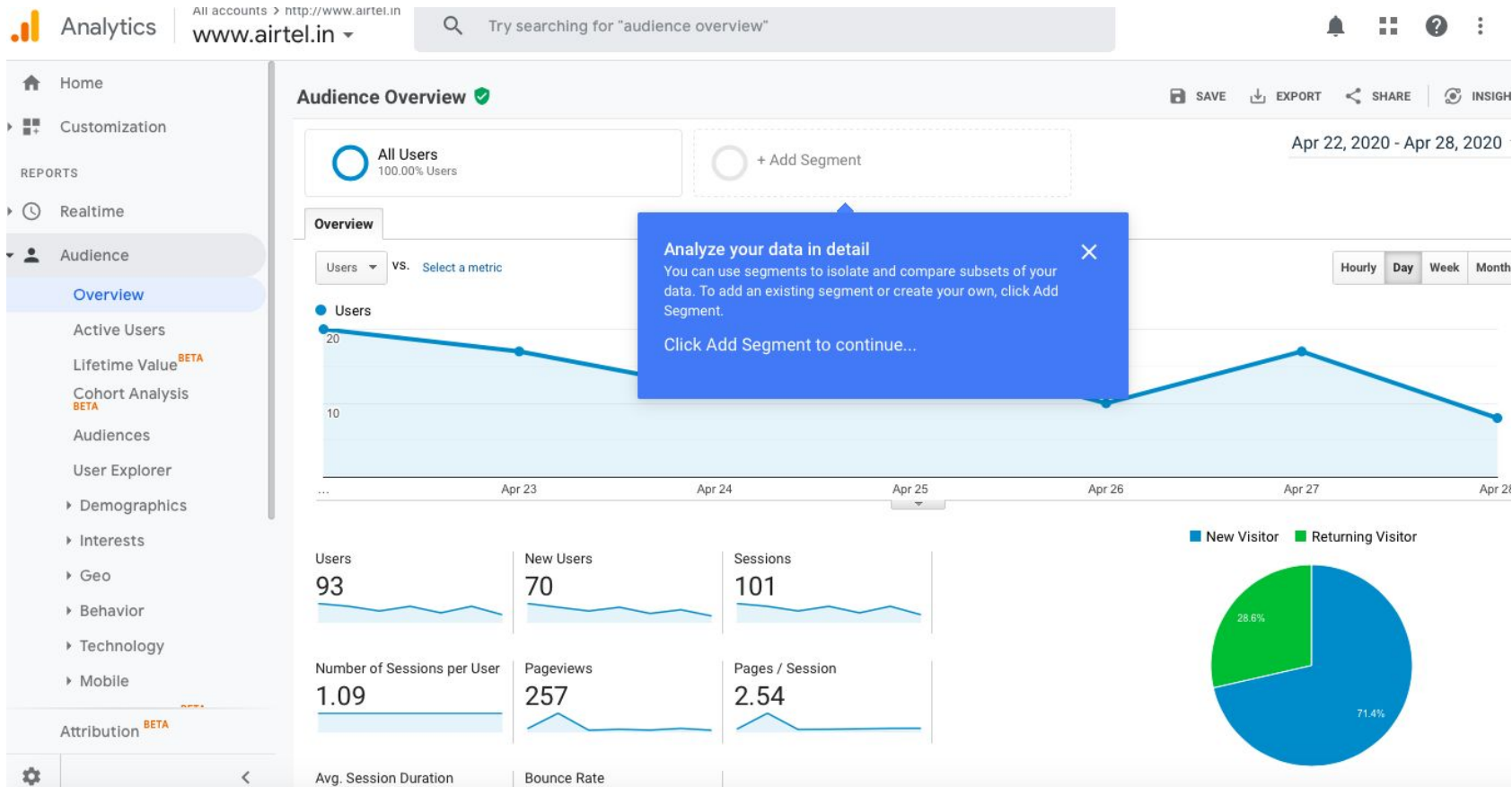Disadvantages:
- Generally takes more time to see results
- Can be time-consuming

Digital Marketing Concepts

Marketing
Target group
Links
Content

SEO

www
Performance Measurement
Ranking
Search

Oberlo

Refinement

Social Media SEO

Backlink Profile

Conversion Rate Optimization

Keywords & On-Page SEO

Analytics & Conversion Tracking

Technical SEO

Setting up Google Analytics

Digital Marketing Concepts

- Website
- Newsletter , Blog
- SEO/SEM
- Setting up Social Media accounts
- Building your following in Social Media
- Blogging / Quora
- Online Listing (G+/Bing)
- Email Campaigns

In a Nutshell.. Business Management

Understand your Target Audience

Trend Identification

Business Info Analysis

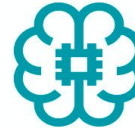**Technological Requirement**

Competitor Analysis

Tracking Results

Decision Making

Optimizing Operations

Talent Management

Revenue Generation

Technology Business Planning Stage: Playbook

- Summary (Business vs. Revenue Model)
- Corporate Structure
- Big Picture Goals
- Market Sizing
- Human Capital & Costs
- Revenue Planning (Short Cycles)
- Unit Economics
- GTM Templates (covering in Depth)
- Cap Table Management (Venture hacks)
- Technology Assessment
- Competitive Assessment

BEFORE YOU GO!