



***BEYOND4***

**MASTERCLASS 4**

**SALES & MARKETING**

# Sales & Marketing Interactive Session - Welcome !

- Introductions – Everyone have a cup of tea!
- Purpose and outcomes – Importance of Storytelling
- Please intro yourselves – “Flash intro”
  - What is the one responsibility of a founder that comes before anything else?

## Mission Statement - So important, sets the tone

*'a formal summary of the aims and values of a company, organization, or individual'*

Building and nurturing relationships is crucial for market entry and business expansion. Success in a new market requires thorough research, understanding of target customers, and knowledge of competition. Fostering internal relationships can lead to a collaborative and innovative culture, whilst well-built external relationships with customers, partners, and investors pave the way for long-term growth.

## RESEARCH AND ANALYSIS – Critical for GTM, do not sell blind

- Customer Analysis
  - B2C, B2B2C, Investors, Partners, Companies, Governments
    - Funnel Process
- Competitor Analysis
  - Who are they, how do you compare
    - Pricing strategy – essential to sales

# Customer/client Analysis – Who are you selling to

## Direct to end customer

- B2C
- Marketing
- Cost of acquisition and retention falls to you

## Enterprise Selling

- B2B2C
- Large Closed User Groups
- Cost of acquisition and retention is on the enterprise

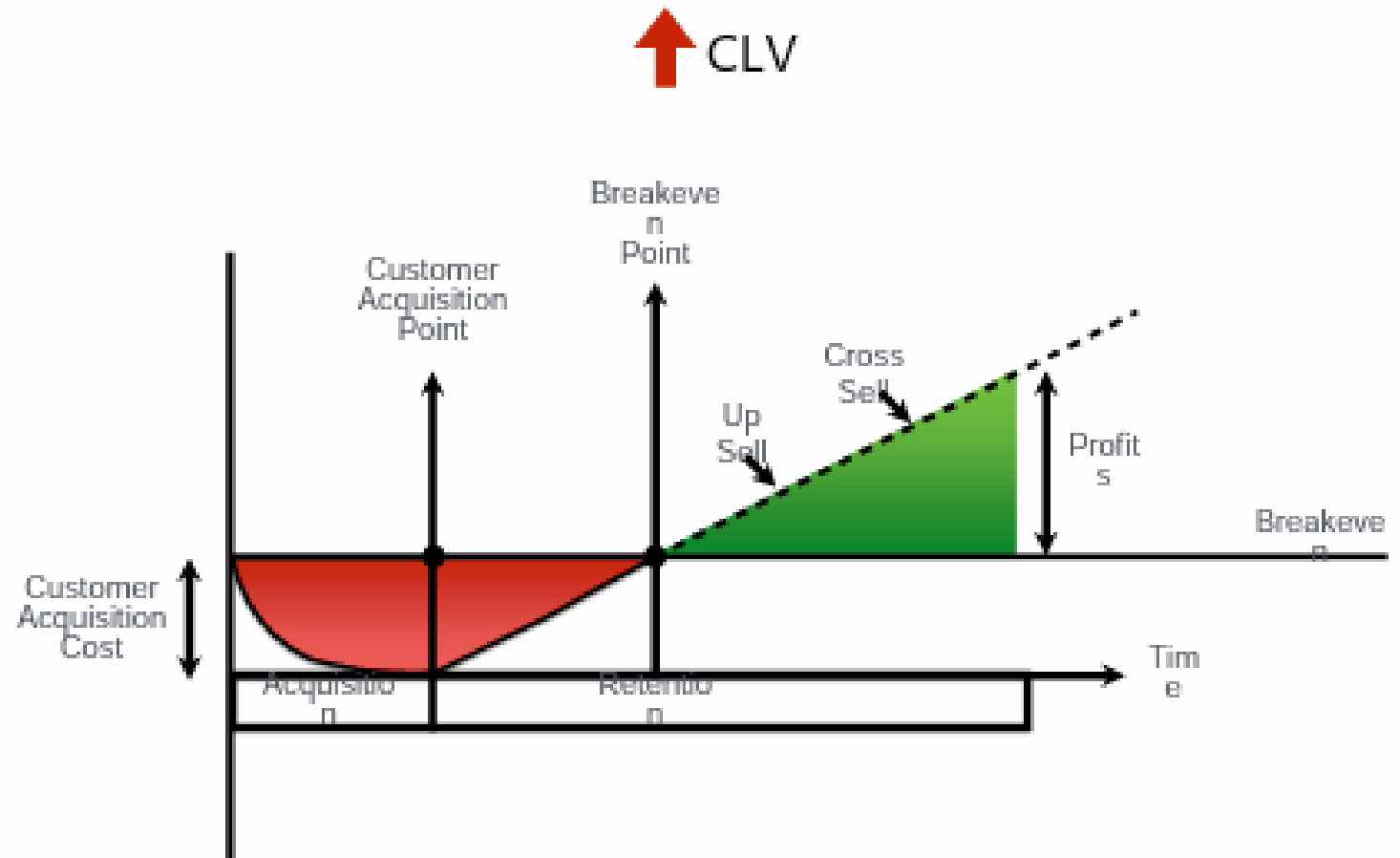
## Investors, Partners (Companies), Gvts

- Professionals

You will need different versions of your deck for each group or person you are pitching to

# Direct or Enterprise Selling – Customer Lifecycle Value

- Customer lifetime value (CLV) is a business metric used to determine the amount of money customers will spend on your products or service over time
- Understanding CLV is essential when pitching your product or service to an enterprise is critical. It shows you care about
  - The why
  - The How
  - The Cost (ROI)



# Enterprise Selling – Find the discomfort

On average there are 6-8 people who make the decision on enterprise deals – There WILL be friction along the way. Moving past the hurdles is the road to success. Tough, targeted questions need to be asked

**T**imescale – Ideal launch date, implementation time

**H**istory – Incumbent, has the company/individual done this before. When & why

**E**stablish buying Momentum – Why this product, why now. What happens if this is done/not done

**F**inancials – Who's budget, who needs to approve (CFO), what information do they need

**O**ther Options – Stay with incumbent, build/source/provide themselves, competitors

**C**ommitments – At meeting agree next steps and objectives

**U**nderstand Decision Makers – Past deals how many DM's, influencers were involved

**S**pecifications – What's the product road map look like, where are they in buying process

Take emotion out of deal flow and be quantitative, you need precise information – don't use gut feeling!

# Enterprise Selling – Create a playbook. 1<sup>st</sup> Meeting

Write your questions down .. Concerned on missing some out, messing up the script – “Do you mind if I run through some questions, it will be beneficial for us both in making us fully aligned”

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DO NOT miss chance to get the essential information – Questions that require a yes or no answer should be avoided



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# Sales CRM

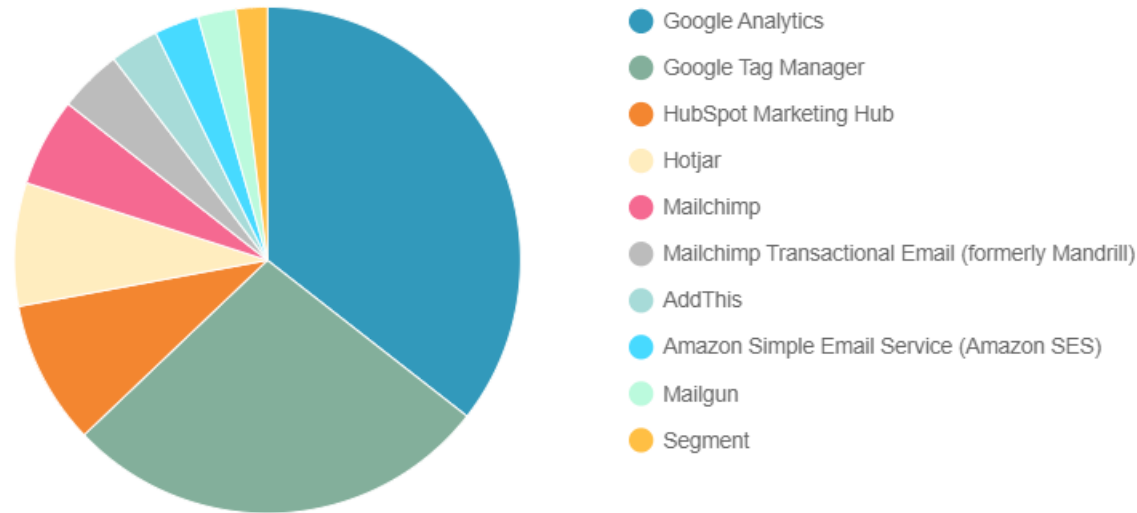
- Automate, automate, automate – From the start
- Hubspot - <https://www.hubspot.com/>
- Salesforce - <https://www.salesforce.com/ap/resources/>
- Clari - <https://www.clari.com/revenue-leak-assessment/>
- In line with commercialisation and sales being the most important focus – visibility should be given to all!

# Hubspot for Startups - <https://www.hubspot.com/startups>

## TECH STACK STATS

### Marketing Tech Stacks Businesses with 11-50 employees

MarTech represents various software and SaaS programs geared toward marketing initiatives. In this report, G2 tracked just over 60,000 domains using various marketing services.



Mktg Tech Stacks: 11-50 employees (source: G2)

#### Free Tools

Website Grader

Make My Persona

Email Signature Generator

Brand Kit Generator

Blog Ideas Generator

Invoice Template Generator

Marketing Plan Generator

Free Business Templates

Industry Benchmark Data

Software Comparisons

Library

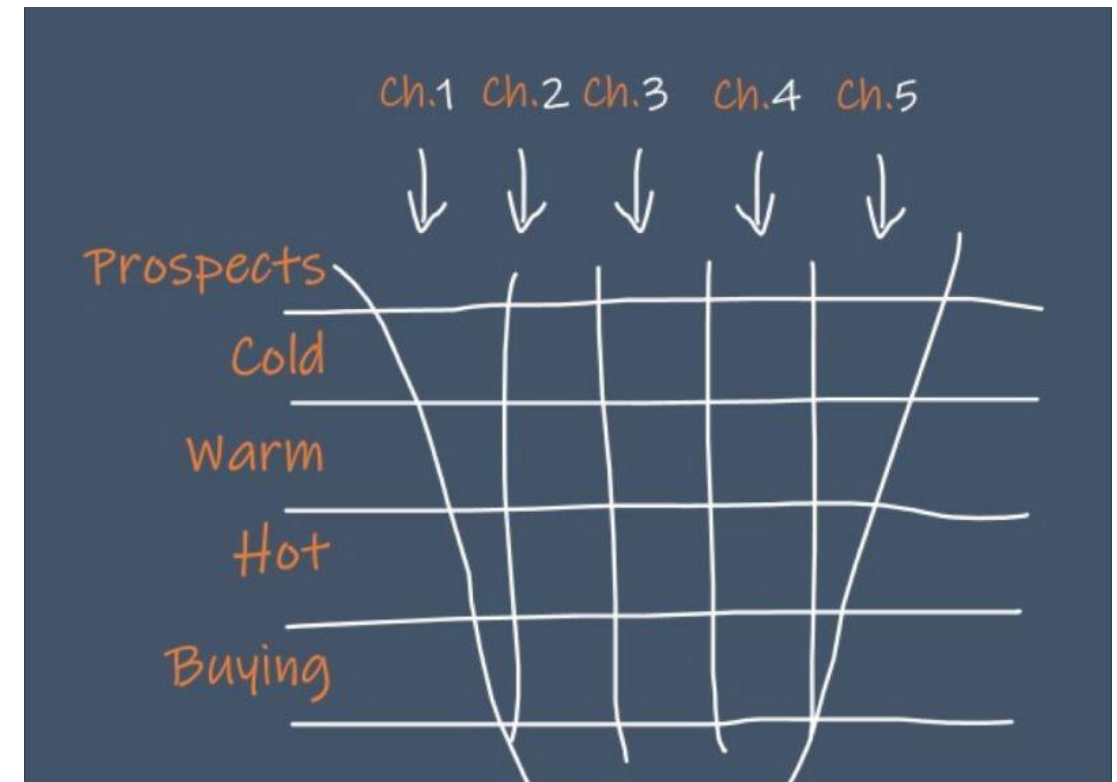
Template Marketplace

Campaign Assistant

# Sales Funnel - Simple BD Strategy or Channel Strategy

- Channel Strategy - multiple different “channels” filling the top of your sales funnel at any one time
- The more channels you have at the top of the sales funnel, the wider the top of that funnel becomes and therefore the greater chance you have at building real sales momentum
- Many businesses only have one or two different channels running at any one time - Not enough!
- That is significantly limiting your chances of success and reducing the size of the top of your funnel - Sales should have a least half a dozen different channels running concurrently.

Feed the funnel, build momentum, maximise opportunities





<https://themartechsummit.com/hongkong#attending>

**16:40 - 17:20**

**Panel Discussion | [Digital Transformation] How to Deal with Today's Customers with Yesterday's Technology**

- Does legacy technology still work well today and in the near future?
- How to gain trust and buy-in from all stakeholders, open their minds to the possibilities of new technologies?



**Ivy Wong**

Head of Marketing, Mobility, Shell Hong Kong



**Howard Kwong**

Chief Digital Officer, Prudential Hong Kong



**Matthieu Sachot**

Chief Client Officer, APAC, Natixis CIB



## Customer Feedback – Essential for Sales Improvement

- Do you talk to your customers enough? Current, old and prospective clients will give you crucial input that you need to set your overall marketing strategy.

Schedule 30 minutes per week and ask your customers:

- What channels are you on? And at what times of the day?
- Would you actively search for the solution we offer? What would you search on and where?
- Do you understand our ads, website copy and blog posts? Can you relate to them?
- What are your biggest pains in relation to our product / service?
- What about our product makes you happy? Is there anything you still miss?

These insights are an absolute must to make sure your overall marketing strategy aligns with your target audience







































## Product Market Fit for Enterprise's – All in the timing

- Potential customers are busy trying to cut costs, find efficiencies and scale sustainably
- When times are good, people don't want to change what isn't broken. When times are bad, a second look seems worthwhile
- The best companies I am currently seeing are having their products pulled in by clients instead of pushed by the founders
- It's as good a time as any to prove you're the right second look - ask the right questions, prove the scale of the ROIs and start getting those products pulled



# Venture Capital vs Private Equity

## What's the difference?

 Visit my LinkedIn profile for more investing and wealth insights <b>Ken Shih</b>	Stage of investment				
	Angel	Seed	Growth	Crossover	Late Stage / Buyout
Investment Size (US\$)	US\$10K - US\$250K	US\$250K - US\$5M	US\$5M - US\$50M	US\$50M - US\$100M	Depends. Could be millions to billions.
Holding Period (Years)	8 - 10 years	6 - 8 years	5 - 7 years	> 5 years	3 - 5 years
Return Expectation (% Per Year Or Multiple) On Individual Investment	>75% IRR or +10x	>60% IRR or +10x	>40% IRR or +7x	~25 to 35% IRR or +5x	>18% IRR or +3x
Investor Type / Stage	Individuals or group of individuals	First institutional check	Series A through C	Series C through IPO	Majority control / debt financed
Firms Involved (Reference Only And Firms Can Span Across Multiple Stages)	       	      	     	      	        



## Investor Sales – Pitch the person across the table >> Highly knowledgeable

- 1- be no more than 10 pages tops!
- 2- your value proposition should be crisp clear. If you can't define it in one sentence then you are most probably still not sure what to offer!
- 3- be realistic about the market you want to tackle, do your research properly, so many data points available all over the internet.
- 4- be specific, about everything
- 5- don't boil the ocean! Think 0 to 1, realistic goals

# Investor Sales – Amazon Check List

All their/his investments follow this 4-step checklist:

1. Customer centric - Investing in companies that give the optimal experience to their customers, based on their opinions, preferences, and detailed research, is essential to building long-standing businesses and making more informed decisions within them.

Investing blind to customer opinions is a recipe for disaster.

2. Clarity - Clearly understanding the business you invest in, or start, is critical. You've got to know the market, customers, opportunities, trends, pitfalls, and paradigms of the industry the company is in.

Otherwise you leave too many holes in your knowledge for competitors to exploit.

# Investor Sales – Amazon Check List

All his investments follow this 4-step checklist:

3. Stick to your own philosophy - Don't throw money at any promising company to see if you make it. Ensure it aligns with your belief. For Bezos, his investments had to have passionate founders, a customer centric model, and a defensible moat, among other things.

Tight focus yields smart decisions.

4. Long Term Strategy - The company should last 5-10 years minimum for Bezos, as that's how long he typically holds his investments for. This can only occur however, if the founders have a long term strategy in place.

However unclear, there needs to be some direction and structure.

# Investor, Stake Holder, Government Sales

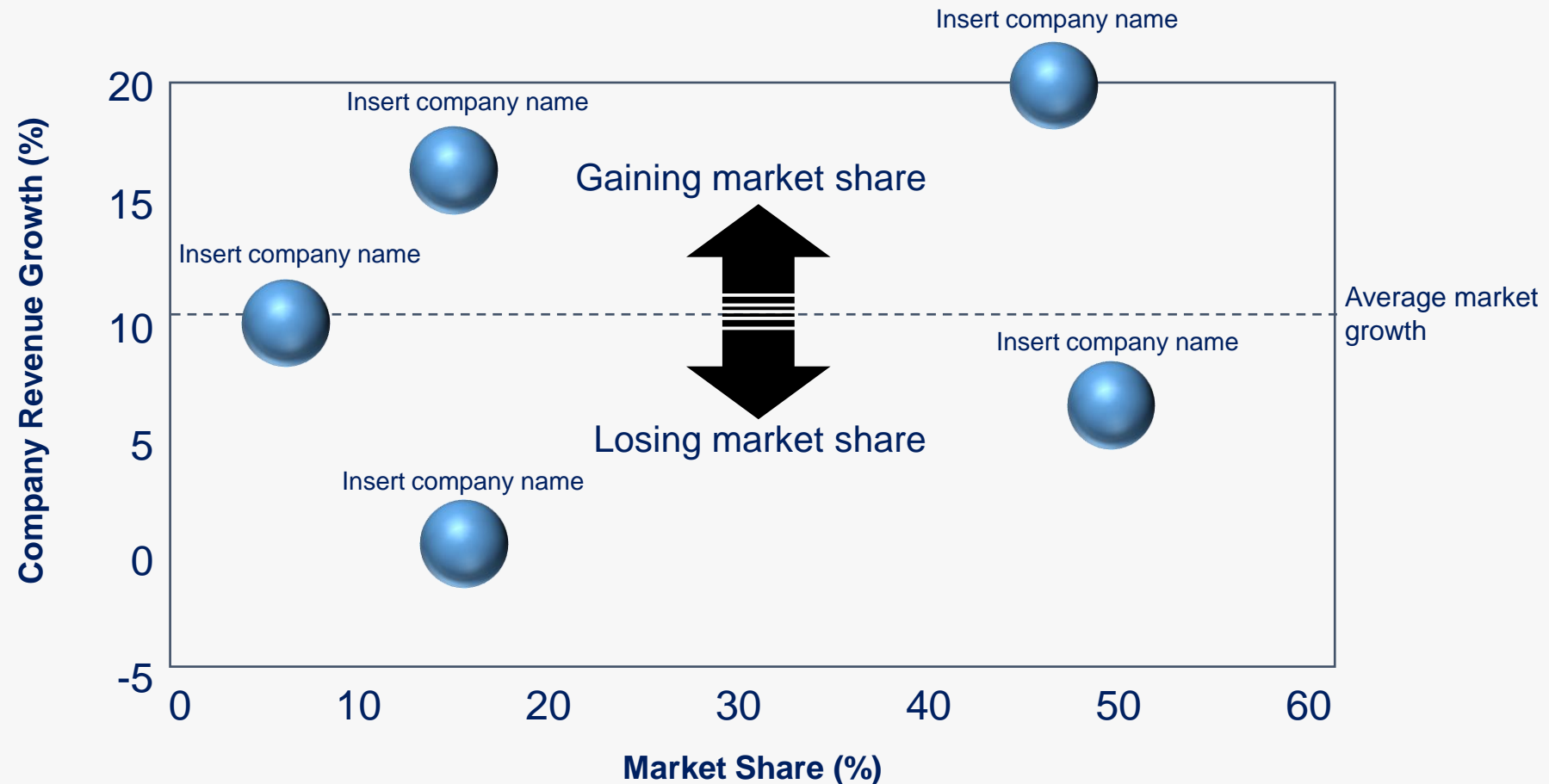
- Ask a question! What is the most important metric you use, trait in a founder you look for, what you have for breakfast!
- Lead with your best punch
- Don't bury yourself and your team
- Bring it all together with YOUR storytelling flow
- 90% of founder find money in their home market
- First task – Fill in a Term Sheet

# Competitor Analysis – Strategic Group Mapping

- Divide competitors in your industry into groups based on strategies or performance along a set of dimensions
  - price range
  - geographic presence
  - customer perception
  - product line breadth
- By understanding the groups in your industry, you can identify who your most direct competitors are (those in your group), assess the attractiveness of different industry segments, and analyze trends or changes in the industry structure

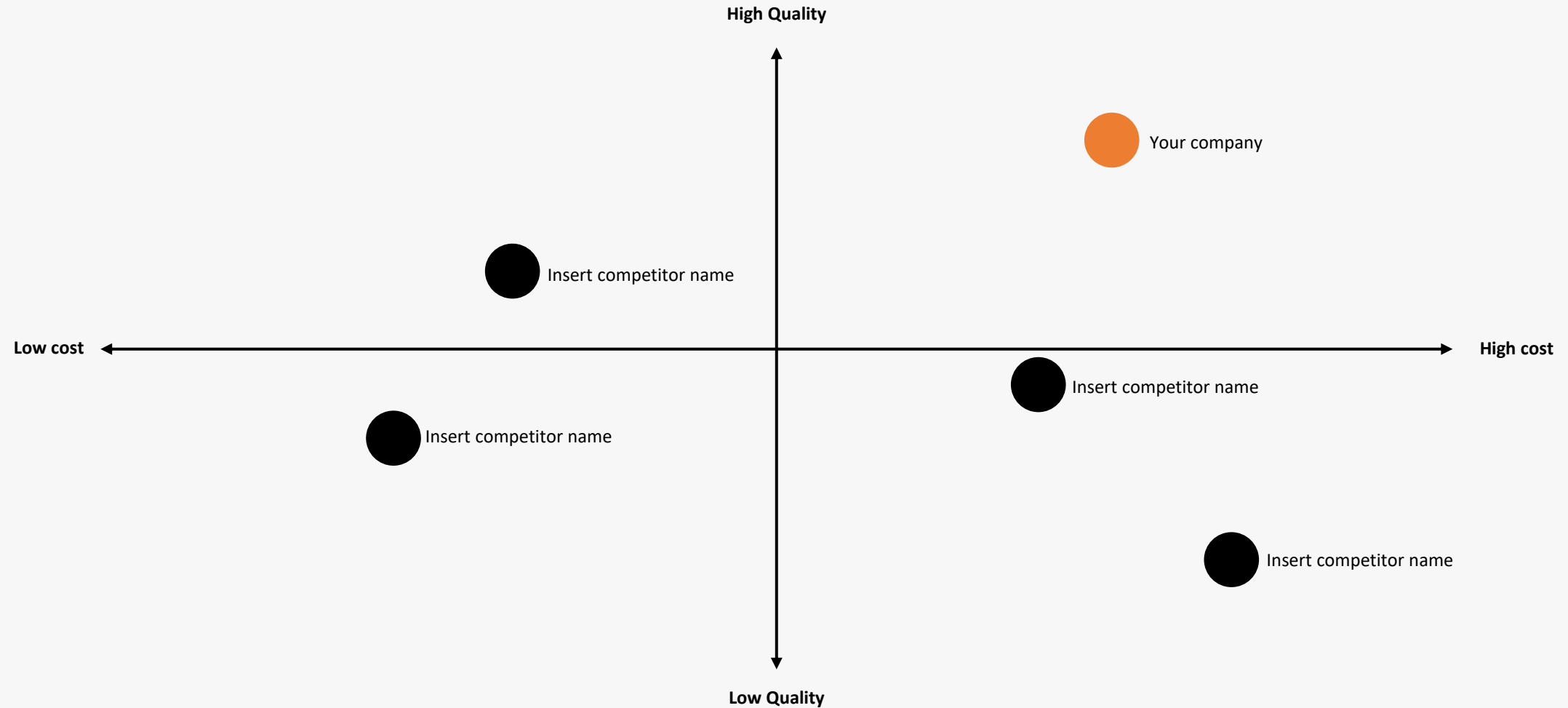
# Competitor analysis

Strategic group mapping dividing competitors based on revenue growth and market share



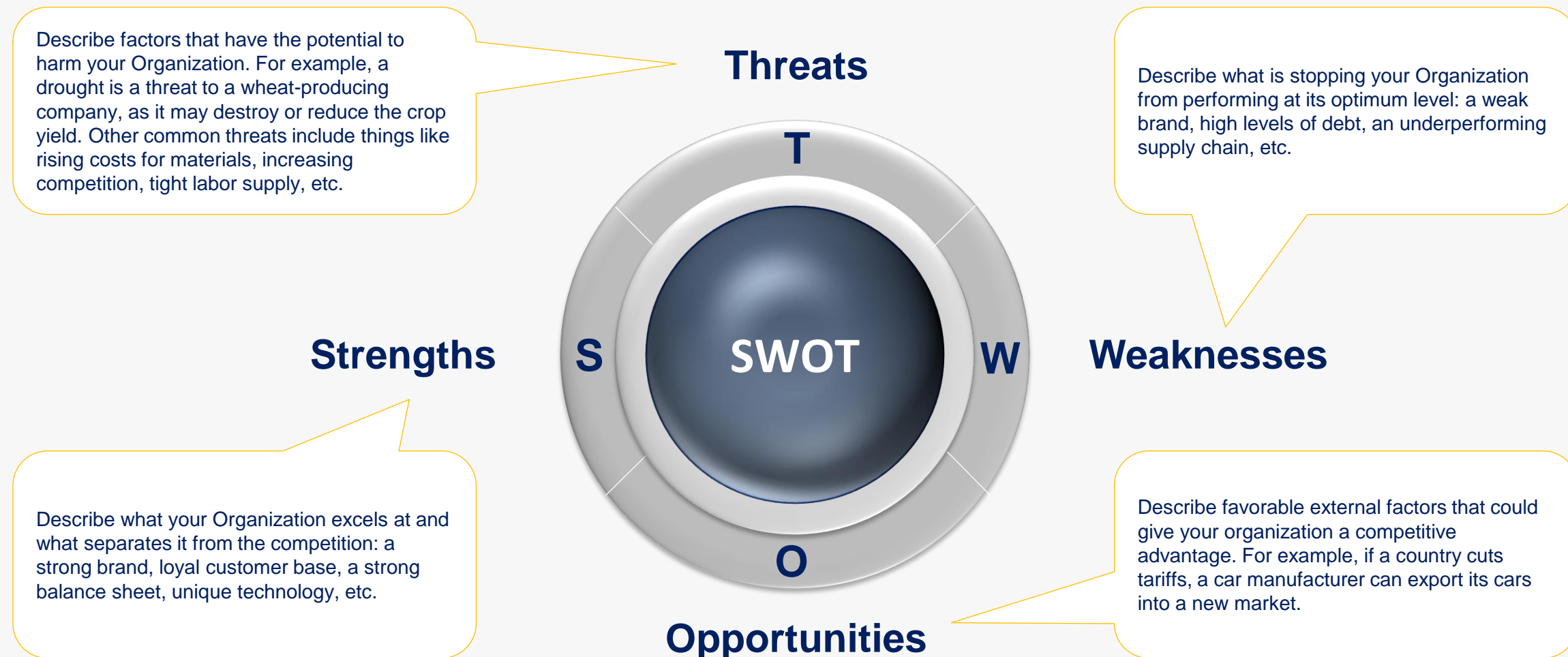
# Competitor analysis

Strategic group mapping dividing competitors based on cost and quality



# SWOT analysis

## Description





Two main strategies - skim pricing strategy or a penetration pricing strategy

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1

**Skim Pricing  
(also called profit margin maximization)**

Skim pricing attempts to "skim the cream" off the top of the market by setting a high price and selling to those customers who are less price sensitive. Skimming is a strategy used to pursue the objective of profit margin maximization. It seeks to maximize current profit, considering revenue and costs. Current profit maximization may not be the best objective if it results in lower long-term profits

2

**Penetration Pricing  
(also called quantity maximization)**

Penetration pricing pursues the objective of quantity maximization by means of a low price. It seeks to maximize the number of units sold or the number of customers served in order to decrease long-term costs as predicted by the experience curve

## Quick Summary

- Are you selling to Enterprises ?
- Are you doing enough research and analysis?
- Pitch the individual sitting opposite you
- Every deck has bespoke elements

# Marketing

- Nobody has said it better. Watch this video a jot down your key takeaways
- [https://www.youtube.com/watch?v=aLCd0\\_9vLTg](https://www.youtube.com/watch?v=aLCd0_9vLTg)


# Value proposition

Our value proposition consists of four key elements: the headline, sub-headline, benefit list, and a visual representation. We tried to make our value proposition clear, concise, and customer-focused. And we tried to communicate the unique value of our offering and how it solves a problem or fulfills a need for our customers.

<b>Headline</b>	[Insert the single most important part of our value proposition. This is the single most important part of our value proposition. It should be a single, clear, and compelling sentence that communicates the unique value of our product or service.]	<b>Visual Representation</b>  [Insert a visual representation. This could be an image of our product, a diagram that explains how our service works, or a video that shows our product or service in action. It provides a visual demonstration of the value our offering provides.]
<b>Sub-Headline</b>	[Insert a short paragraph or sentence that further elaborates on the value of our offering, explaining who it's for and why it's useful.]	
<b>Benefits List</b>	<ul style="list-style-type: none"><li>• [Insert a list of key benefits of our product or service. This is a list of the key benefits of our product or service. It provides more detail about how our offering meets the needs of our customers and distinguishes us from competitors.]</li></ul>	

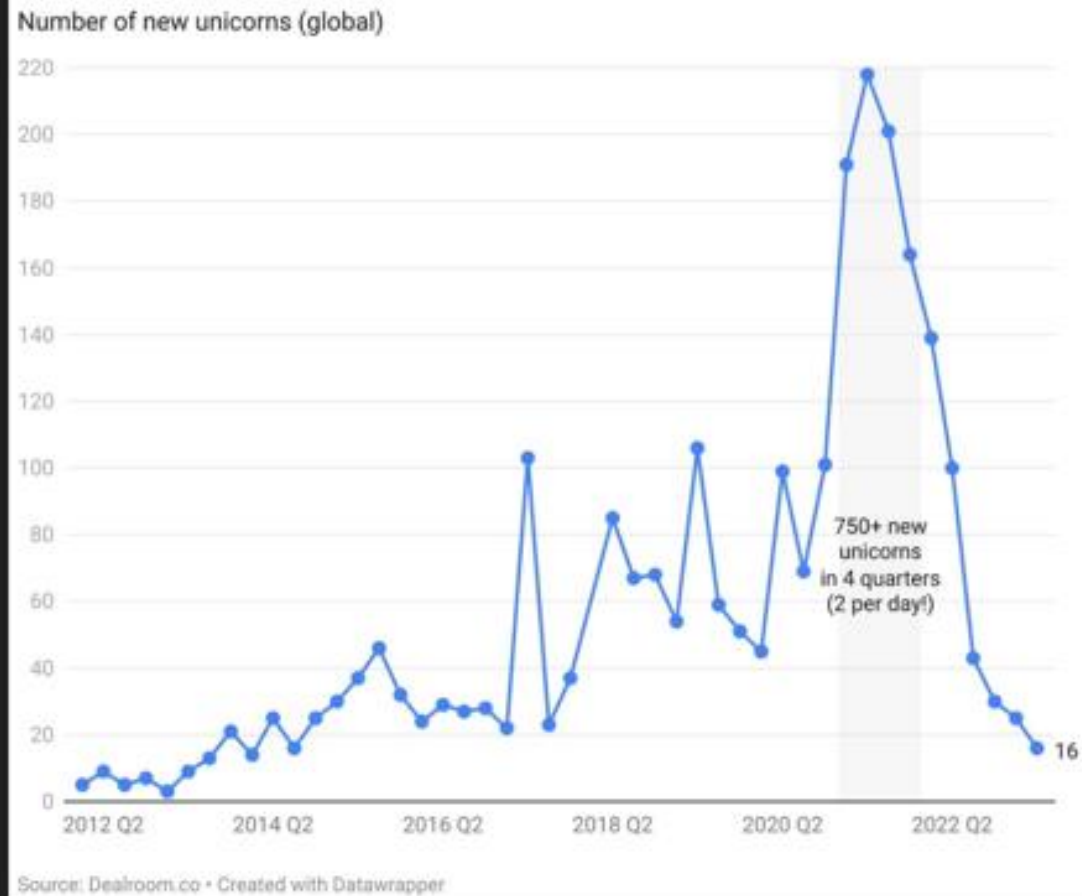
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<b>Headline</b>	Streamline Your Business with Acme Management Software	<div data-bbox="1758 499 2173 542"><b>Visual Representation</b></div> 
<b>Sub-Headline</b>	Our powerful yet easy-to-use software is designed to help small businesses manage their operations more efficiently, freeing up time and resources for growth.	
<b>Benefits List</b>	<ul style="list-style-type: none"> <li>• Easy scheduling and task management features</li> <li>• Comprehensive inventory management</li> <li>• Real-time financial tracking and reporting</li> </ul>	

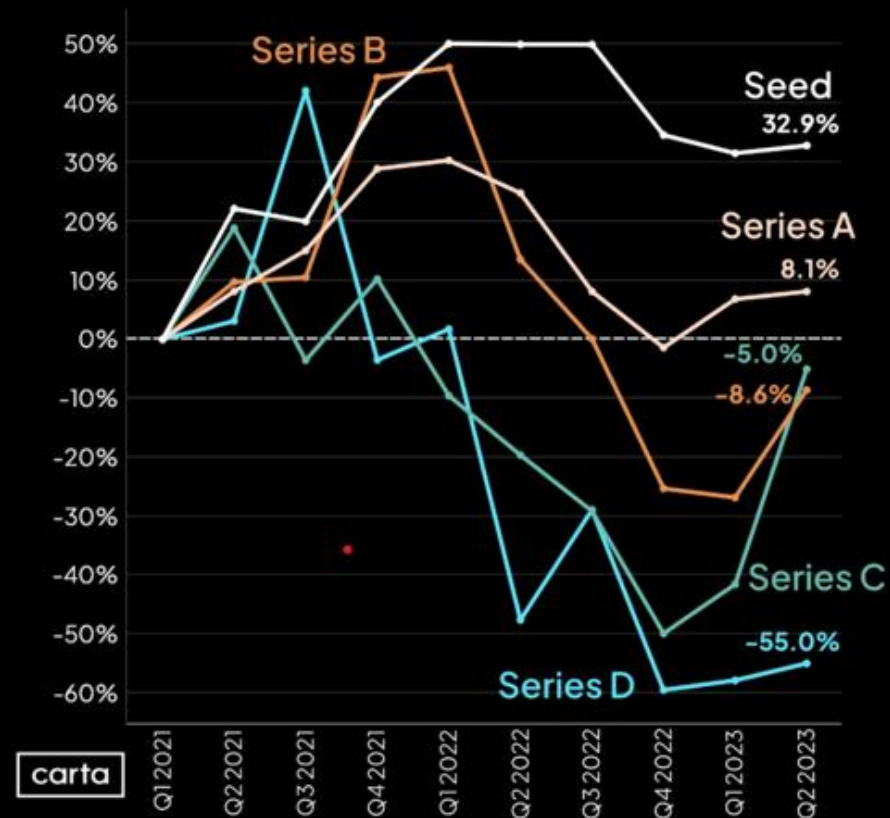
## Growth Marketing - Direct to Consumers or Enterprises

- Marketing involves so many tools and channels today
  - Copywriting
  - LinkedIn Advertising
  - Google Ads
  - Tracking
  - Twitter, Slack channels, TikTok Etc..
- You cannot have one and the same person that is (very) good at everything, you're also not in a position yet to hire specialists in all these different areas. You don't need a fulltime LinkedIn advertising specialist, right now
- Growth Agency - can create a tailored team with the skills that you need at the specific time of your journey This will enable you to do much more and execute on a higher level



# Startup Valuations Q2 2023

Percent difference in median pre-money valuation by stage from Q1 2021

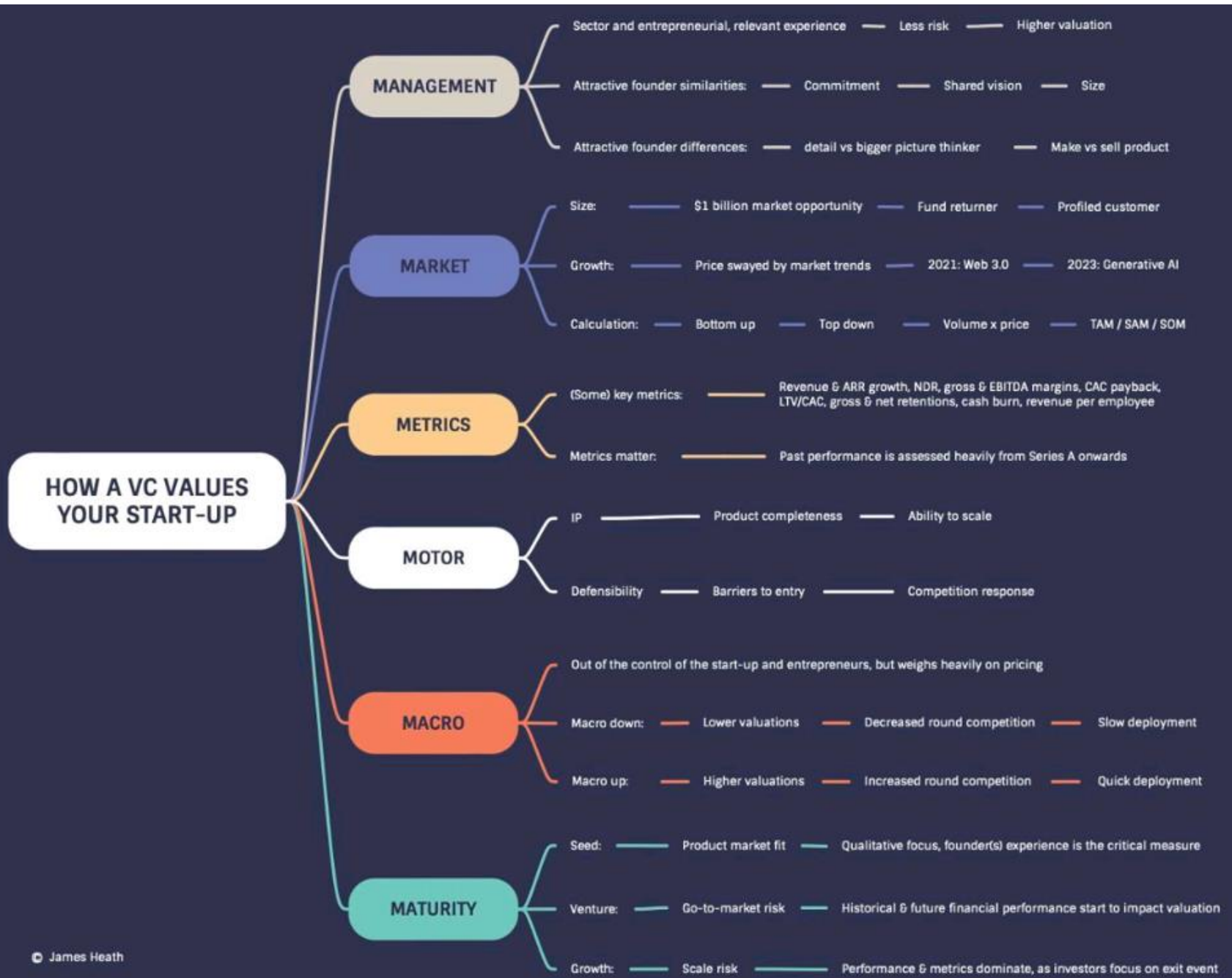


carta

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<https://carta.com/subscribe/data-newsletter-sign-up/>





# Success stories of companies using a robust sales, marketing and communication strategy



When it launched in 2014, Slack faced a competitive market with numerous established players, including giants like Microsoft. However, through a robust sales, marketing and communication strategy, it successfully gained a significant market share.

Here are some of the key elements of Slack's sales, marketing and communication strategy:

- **Product-Market Fit:** Slack focused on making a product that was 'loved' rather than just 'liked.' They built a product that addressed the actual pain points of companies: unorganized and scattered communication.
- **Target Market:** Slack initially targeted tech companies and startups. They recognized that these organizations were open to trying new tools and would value the efficiency and productivity benefits that Slack offered.
- **Freemium Model:** Slack adopted a freemium pricing strategy. This allowed organizations to try the product with no upfront cost, which lowered the barrier to entry and allowed Slack to gain users rapidly.
- **Organic Growth and Virality:** They encouraged virality by making their product inherently shareable. As more people in an organization started using Slack, it naturally led to wider adoption within the company.
- **Customer Advocacy:** By focusing on customer satisfaction and building a product that users loved, Slack created a base of passionate customers who became advocates for the product, further driving adoption.

## Insights & Lessons:

- **Product-Market Fit is Key:** You need to have a product that meets a genuine need in the market.
- **Target the Right Customers:** Identify and target a specific customer segment that will most value your offering.
- **Pricing Can Drive Adoption:** Consider pricing strategies like freemium models to reduce initial barriers and get users to try your product.
- **Encourage Organic Growth and Virality:** Think about how to make your product inherently shareable or virally engaging.
- **Customer Satisfaction is Crucial:** A satisfied customer is a powerful marketing tool. Focus on creating a product that customers don't just use, but love.

# Success stories of companies using a robust sales, marketing and communication strategy



Spotify launched in 2008 when the music industry was in the throes of change, and music piracy was rampant. By crafting an effective robust sales, marketing and communication strategy, Spotify not only became successful but also changed the way people listen to music.

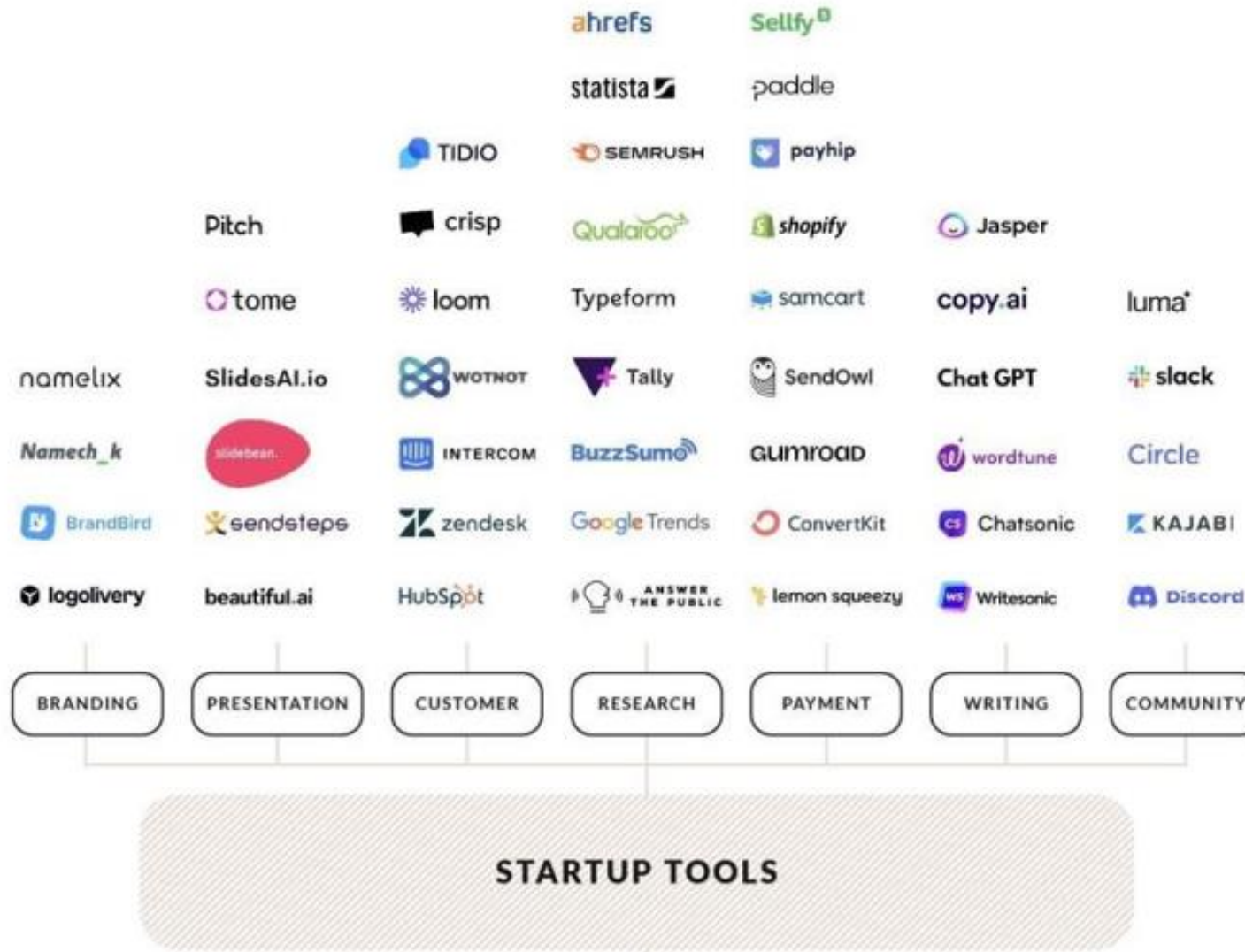
## Key Elements of Spotify's sales, marketing and communication strategy:

- **Product-Market Fit:** Spotify identified that people wanted an easy and legal way to listen to their favorite music. By providing high-quality streaming and a vast library of songs, Spotify met a real need in the market.
- **Target Market:** Spotify initially targeted millennials and Gen Z who were comfortable using digital platforms and were looking for ways to listen to music without purchasing individual albums.
- **Freemium Model:** Spotify, like Slack, used a freemium model. The free version offered a great service, and the paid version provided an ad-free experience and additional features. This strategy lowered the barriers for initial adoption.
- **Exclusive Partnerships:** Spotify secured exclusive rights to stream certain artists and albums, driving music fans to their platform and making them stand out in a competitive marketplace.
- **Social Integration:** Spotify allowed users to share playlists and see what their friends were listening to, integrating the platform with Facebook and creating a social, interactive experience.

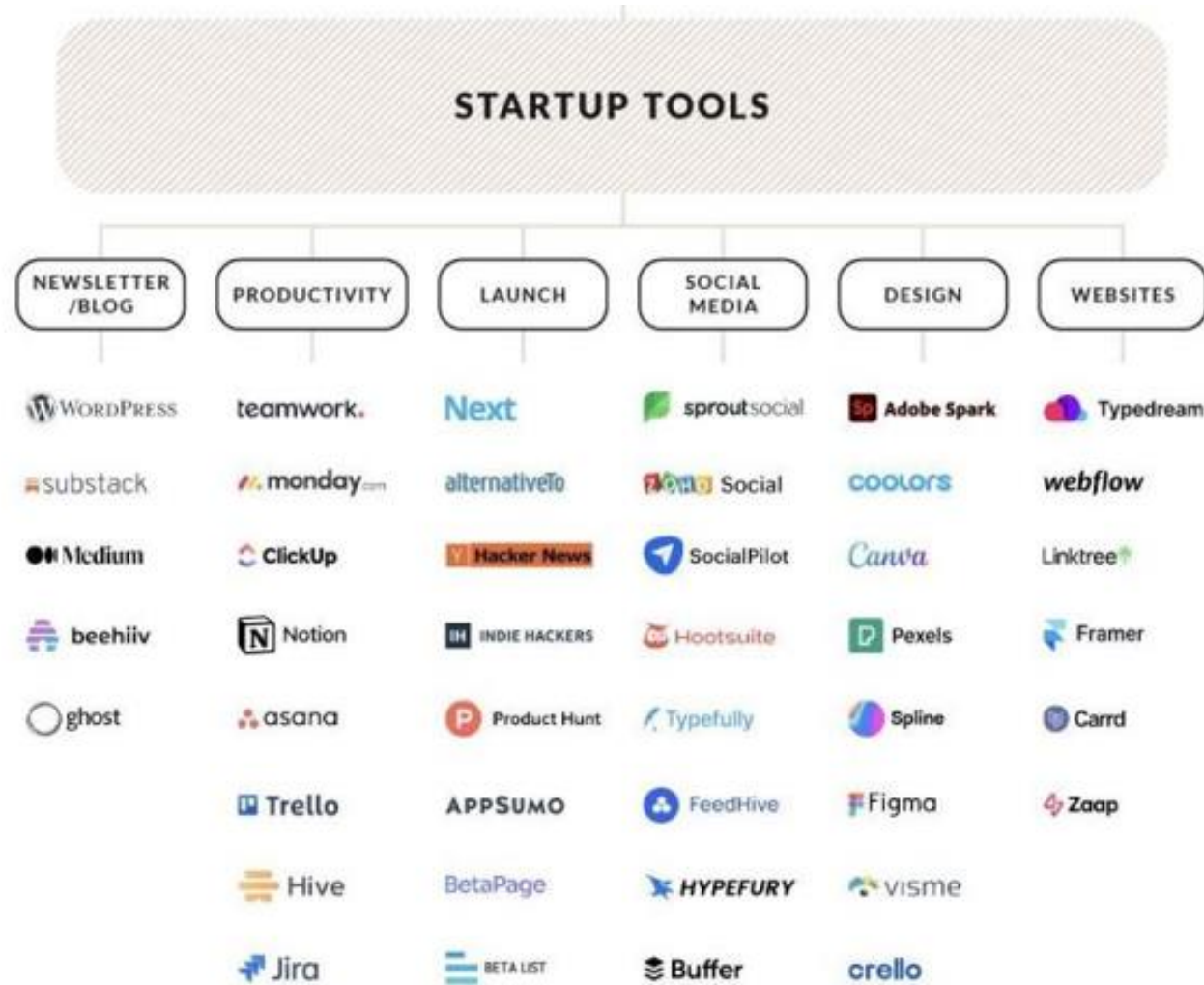
## Insights & Lessons:

- **Product-Market Fit Remains Crucial:** Spotify made sure that they provided a product that was not just needed but was far superior to piracy alternatives.
- **Freemium Models Can Work:** Freemium models can work very effectively, particularly in markets where piracy is a problem. Spotify's model not only allowed users to experience the service but also made the premium offering attractive enough to encourage payment.
- **Partnerships Can Provide Competitive Advantage:** In markets where products may be similar, exclusive partnerships can help a product to stand out.
- **Social Integration Drives Engagement:** Spotify's integration with Facebook allowed for a higher level of user engagement, made the product more sticky, and encouraged organic growth.
- **Target Audience:** Recognizing the right target audience can drive early adoption. In Spotify's case, focusing on millennials and Gen Z proved to be a strategic move.

# How to build your own startup



# How to build your own startup



# SWOT analysis

## Template

Internal	<div>Strengths</div> <div><ul style="list-style-type: none"><li>Insert you own text</li><li>Insert you own text</li><li>Insert you own text</li></ul></div>	<div>Weaknesses</div> <div><ul style="list-style-type: none"><li>Insert you own text</li><li>Insert you own text</li><li>Insert you own text</li></ul></div>
	<div>Opportunities</div> <div><ul style="list-style-type: none"><li>Insert you own text</li><li>Insert you own text</li><li>Insert you own text</li></ul></div>	<div>Threats</div> <div><ul style="list-style-type: none"><li>Insert you own text</li><li>Insert you own text</li><li>Insert you own text</li></ul></div>



# SWOT analysis

Apple



## Internal

### Strengths

- **Strong brand image:** Apple is widely recognized for its innovative and high-quality products, and it has a loyal customer base.
- **Product ecosystem:** Apple offers a seamless integration of hardware, software, and services, creating a comprehensive product ecosystem that enhances the user experience.
- **Financial performance:** Apple has consistently achieved strong financial results, with high revenue and profitability.
- **Supply chain management:** Apple has established efficient and robust supply chain management, allowing it to control costs and ensure timely delivery of products.

### Weaknesses

- **High product prices:** Apple's products tend to have premium pricing, which may limit its market share in price-sensitive segments.
- **Dependence on specific product lines:** Apple's success heavily relies on a few key products, such as the iPhone, iPad, and Mac, which makes the company vulnerable to fluctuations in demand for these products.
- **Limited customization options:** Compared to some competitors, Apple's products offer limited customization options, which may not appeal to customers seeking more personalized experiences.
- **Reliance on third-party manufacturers:** Apple relies on third-party manufacturers for its hardware production, which exposes it to potential supply chain disruptions and quality control issues.

## External

### Opportunities

- **Emerging markets:** Apple has opportunities to expand its presence in developing markets where smartphone adoption is growing rapidly, such as India and parts of Africa.
- **Wearable technology:** The increasing popularity of wearable devices presents an opportunity for Apple to further diversify its product portfolio with products like Apple Watch and AirPods.
- **Services growth:** Apple's services segment, including the App Store, Apple Music, and iCloud, has been growing steadily, and there is room for further expansion and monetization of these services.
- **Augmented reality (AR):** Apple has invested in AR technology, which holds potential for various applications, including gaming, education, and productivity.

### Threats

- **Intense competition:** Apple faces fierce competition from companies like Samsung, Google, and Huawei in the smartphone market, as well as other tech giants in various product categories.
- **Rapid technological advancements:** The technology industry evolves quickly, and Apple needs to stay ahead of emerging trends and ensure it continues to innovate to maintain its competitive edge.
- **Intellectual property lawsuits:** Apple has been involved in several patent infringement lawsuits with competitors, which can be costly and time-consuming.
- **Changing consumer preferences:** Shifts in consumer preferences and demands, such as a preference for lower-priced devices or alternative operating systems, could pose a threat to Apple's market share.







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