



Congreso Nacional del Medio Ambiente (Conama 2012)  
Madrid del 26 al 30 de noviembre de 2012



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# Startups Marketing (for Pirates)

Antonio Fontanini



**EOI** Escuela de  
organización  
industrial



GOBIERNO  
DE ESPAÑA

MINISTERIO  
DE INDUSTRIA, ENERGÍA  
Y TURISMO







# antonio fontanini

@afontanini

Italian IT entrepreneur, Family Office owner, Board member, enthusiastic teacher @ marketing and strategy, Chief Optimistic Officer.

Madrid, Spain · <http://es.linkedin.com/pub/antonio-fontanini/1/477/450>

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18 Sep

Join me in #Stanford's free online class on A Crash Course on Creativity on #Venture-Lab. [venture-lab.org/creativity](http://venture-lab.org/creativity) Gracias Ramón Gurriarán @eoi

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18 Sep

Join me in #Stanford's free online class on A Crash Course on Creativity on #Venture-Lab. [venture-lab.org/creativity](http://venture-lab.org/creativity) ¿Alguien más se apunta? @eoi

Expand



Welcome to BlooSee, the sea-lovers community where you can geolocate and share information about the oceans.



Sus consejos fluían como las olas del mar que teníamos en la pantalla:

Identifica y conecta con quienes te inspiren.

Demuestra lo mucho que sabes y confiesa tu ignorancia.

Busca mentores.

Sonríe, disfruta, juega.

Si chocas contra alguien le estás aportando energía.

Pide y ofrece ayuda.

Abre tus redes. ¡jo.... que las habras!

Crea y nutre tu Ecosistema.

Valora y agradece el tiempo que te conceden, las críticas que te hacen: cuando te dan caña toma buena nota.

Cambia tu forma de aprender, DE formal, basada en leer y escuchar, reactiva, A creativa, basada en hacer, inventando.

Un buen ejemplo de este escenario son las bacterias, que no evolucionaron en los primeros 2000 millones de años para luego especializarse, conectándose en red y formando órganos de sistemas más complejos: como en el DNA.

<http://plasticpollutioncoalition.org/>



*Plastic Pollution Coalition is a global alliance of individuals, organizations and businesses working towards a world free of plastic pollution and its toxic impacts.*

**PlasticPollutionCoalition**

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ART

## Take The REFUSE Pledge!

Disposable plastics are the greatest source of plastic pollution. Plastic bags, straws, bottles, utensils, lids, cups and so many others offer a small convenience but remain forever. REFUSE disposable plastics! Follow the "4 Rs" of sustainable living: Refuse, Reduce, Reuse, Recycle.

## Video Gallery



## Visit our Store



## Announcing: Think Beyond Plastic

Today we announce the international Think Beyond Plastic competition, an annual contest to challenge entrepreneurs to develop products or solutions that will measurably reduce plastic pollution. Eligible contestants will compete for a first prize investment of \$50,000 for an

facebook



**Plastic Pollution Coalition**

✓ Like You like this.



**Plastic Pollutes!  
PlasticPollutes**

PlasticPollutes Double your #GivingTuesday impact and give someone you love membership to PPC. [ow.ly/1PMBIS](http://ow.ly/1PMBIS)



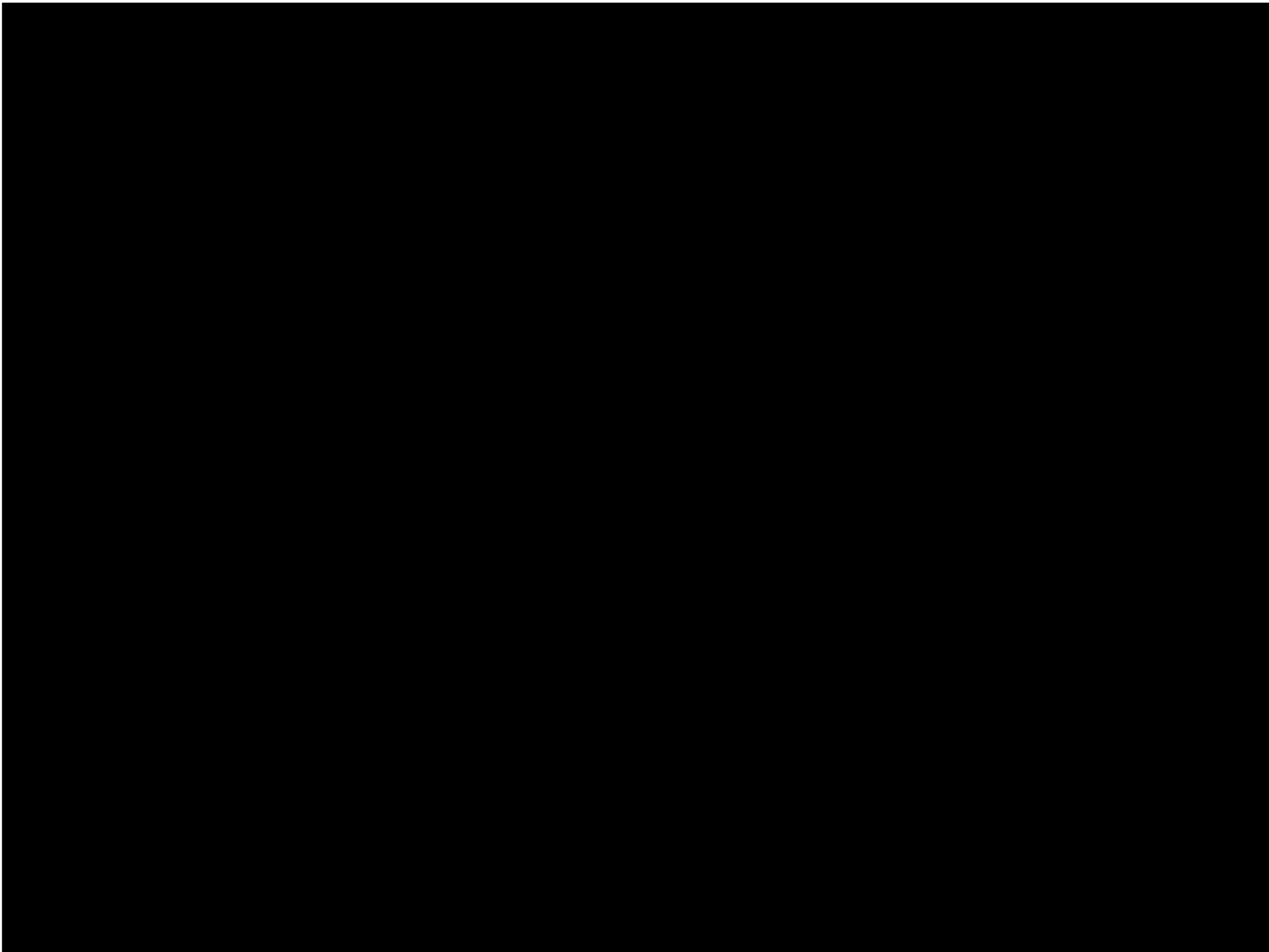
# Film Trailer


You can view our current film trailer here: <http://vimeo.com/25563376>



<http://www.midwayjourney.com/film-trailer/>

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The logo features a large, solid blue circle on the left. To its right, the word "EntrepreneurCamp" is written in a dark blue, sans-serif font. The word "Entrepreneur" is in a darker shade of blue, while "Camp" is in a lighter shade. Several smaller, solid blue circles of varying sizes are scattered around the main circle and the text, creating a dynamic, atomic-like or network-like feel.

EntrepreneurCamp



## What's New at RocketSpace?



RocketSpace **winner** of the 2011 Most Engaged Workplaces™ Awards

1

2

3

4

5

6



### Try out our space!

Any company is welcome to come and spend a day to test out RocketSpace before moving in. Come with your coworkers and grab a few desks, try



### Meet the Twins

Come grab a beer and watch our awesome tech events! Our SOMA coworking space also hosts some of the best San Francisco Incubator meet-ups in



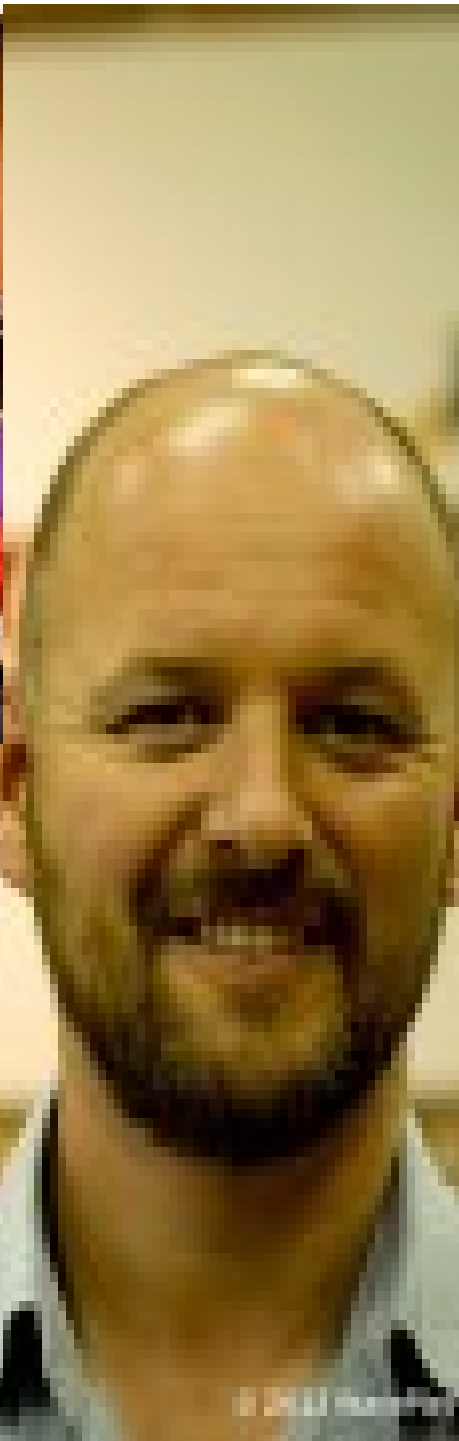
### 91 Startups and growing...

RocketSpace is a new, all inclusive shared office space designed solely for new media and tech startups from 1 to 30 people. Learn



### Quality inspires Quality

All startups at RocketSpace come from the best San Francisco Incubators including KickLabs, Ycombinator,



<http://ecosummit.net/>



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Berlin  
4-5 June 2013

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## ECO13 Berlin 4-5 June 2013

Get your ECO13 Berlin ticket and join Europe's leading Smart Green Business Conference.

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**27** | November 2012 | Jan Michael Hess

**Climate-KIC USA Startup Tour 2012 at  
Ecosummit Lounge Silicon Valley**

Ecosummit TV: Ecosummit and Climate-KIC, the EU

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27 November | Jan Michael Hess  
2012



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## Climate-KIC USA Startup Tour 2012 at Ecosummit Lounge Silicon Valley

**Ecosummit TV:** Ecosummit and Climate-KIC, the EU programme to foster cleantech entrepreneurship and education, joined forces to organise an evening of Smart Green Business Networking in California. The **Ecosummit Lounge Silicon Valley** took place on 6 September 2012 at the famous Plug and Play Tech Center in Sunnyvale. We enjoyed 2-minute pitches by the 13 European cleantech startups that participated in the **Climate-KIC USA Startup Tour** to Silicon Valley, Washington and Boston. On behalf of all startups on the tour, I would like to thank Climate-KIC for supporting us.

Read more

<http://ecosummit.net/articles/tag/smart-green-startup>

5 November | Jan Michael Hess  
2012



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## Smarter, Greener, Leaner – Startups Accelerate The Energiewende At Ecosummit Düsseldorf 2012

9 days to go until ECO12 Düsseldorf. The perfect moment to do some serious pattern recognition and talk about the cleantech startups to be featured on stage – and Ecosummit TV. Our second conference this year enjoys again a very high startup density: **26 startups** present new solutions for accelerating the Energiewende (energy transformation). The Internet of things and cleantech grow together. More and more green startups develop smart hardware products that have an IP address. The startups pitching at Ecosummit

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Berlin  
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## Archive for tag "Smart Green Startup"

19 | October 2012 | Jan Michael Hess



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### Knut Hechtfisher Pitches EV Charging Startup Ubitricity

**Ecosummit TV:** Knut Hechtfisher pitches Ubitricity. The Berlin-based startup wants to disrupt the charging infrastructure game for electric vehicles (EV) by rolling out low-cost electric sockets. The concept is called mobile metering and is based on putting the intelligence into the charging cable rather than the charging station. Ubitricity is an ambitious **Lean Cleantech Startup** that develops and produces a lean and cost-efficient product together with a value web of suppliers. We look forward to enjoying Knut again on stage at ECO12 Düsseldorf.

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18 | October 2012 | Jan Michael Hess



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## Klaus Dibbern Pitches Finc – Europe's Hottest Ride Sharing Startup

**Ecosummit TV:** Klaus Dibbern pitches Finc, the famous realtime ride sharing startup. Finc is integrated with several navigation systems and supports iPhone and Android. The German cleantech startup has got over 100.000 users and goes international now. They have a B2B and B2C business model based on transaction fees, subscriptions and affiliate marketing. We believe Finc is one of the hottest sustainable social mobility startups in Europe.

[Read more](#)

14 | October 2012 | Jan Michael Hess



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## Lean Cleantech Startup – New Context Conference Tokyo 2012

Only successful cleantech startups have a positive impact on climate change and global resource problems. The problem is that most hardware-based cleantech startups are very capital and time intensive. Entrepreneurs and investors constantly look for new strategies to accelerate the development and marketing of smart green innovation. Applying the lean startup philosophy to cleantech could be the perfect solution. Cleantech startups also search for scalable business model, product market fit, validated learning from customers and engine of growth. In this context, it was a special honour to go to Japan – especially after Fukushima – and speak about **Lean Cleantech Startup**



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Rozalie



Andrew



Brian



Francesca



Sascha



6

October  
2012

| Jan Michael Hess



## Jakob Assmann Pitches Smart Green Utility Startup Polarstern

**Ecosummit TV:** Jakob Assmann pitches Polarstern at ECO12 Berlin. Polarstern is a German startup that positions as a retailer of green electricity and green gas. They have big plans and believe they can be more innovative than the big utilities because they are fast, smart and green. Polarstern is based in Munich, raised €350K and has 12 employees. Polarstern claims to be the first utility in Germany that can offer a green gas product at a competitive price as a result of having developed their own green gas trading system.

[Read more](#)

21

September  
2012

| Jan Michael Hess



## Felix Krause Pitches PV Marketplace Milk The Sun

**Ecosummit TV:** Not only their name is cool but also their business model. Felix Krause pitches Milk the Sun at ECO12 Berlin. The Berlin-based smart green startup develops and operates an online marketplace for existing and planned PV systems connecting buyers and sellers. Milk the Sun's goal is to establish solar investments as a liquid asset class that can be easily traded. There are several service providers attached to the marketplace that can help make a PV installation more effective and cost-efficient, thus increasing ROI. Milk the Sun is live in Germany, UK and Italy and looks for funding to accelerate their company growth.

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VENTURES



<http://www.startupproplus.com/2012/09/25-green-startups-changing-way-we-do.html>

## 25 Green Startups Changing the Way We Do Business

8:42 PM  [Business Ideas](#), [Entrepreneur](#), [Infographic](#), [Startup](#)  [2 comments](#)

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Energy Institute at Haas

Curriculum

### Cleantech to Market

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### Dynamic Partnership

Cleantech to Market (C2M) is a partnership between students, scientists, engineers, and professionals to translate cleantech research into market opportunities. In the process, C2M helps develop the next generation of innovative energy leaders.

### Scientists & Engineers

C2M first seeks new low carbon energy inventions from UC Berkeley and Lawrence Berkeley National Laboratory. Interested researchers may apply for C2M's Fall 2012 Program between February 1-29.

### Graduate Students

C2M then selects top graduate students to form market research teams. Students are drawn from Business, Engineering, Science, Law, and the Energy and Resources Group. C2M matches their academic and work experience with each project.

### Energy Professionals



[C2M Slideshow](#)

[C2M Brochure](#)

[Sample Technologies/Teams](#)

[Sample Market Reports](#)

[Sample Slides \(2010 & 2011\)](#)

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*"I was thrilled to work with a team of students to explore the market opportunities for my research."*

- Christine Ho, Co-Founder  
Imprint Energy, PhD Material  
Sciences 2010

*"They did a superb job in terms of technology positioning, market analysis, and business proposition."*

- Jan Rabaey, Donald O.  
Bederman Distinguished Professor

# C2M – mission driven

## Dual Mission

Translate energy  
research into market  
opportunities

Develop future  
energy leaders





<http://events.cleantech.com/sanfrancisco/>



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# cleantech forum

## San Francisco

**MARCH 18-20, 2013**

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### Sustainability Meets Innovation: Reigniting Cleantech

Global energy and resources challenges have never been bigger, and the stakes are clear. Corporate business leaders worldwide are learning how environmental innovation will help drive future profitability, whereas technology investors are nervous after numerous company failures and weak public exits.

How can environmental sustainability and innovation be top of mind for customers and corporations, but not deliver the right returns for investors? Cleantech Forum 2013, Sustainability Meets Innovation: Reigniting Cleantech, will tackle this disconnect by convening cleantech's most prominent investors, entrepreneurs, and supporters with the world's largest corporate strategies, sustainability leaders, and technology buyers.

The two and a half day Forum will showcase the sector's most important startups, encourage frank conversations, and create

### Recent Speakers



Hillary Rodham Clinton  
United States  
Secretary of State

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"How to find the next Google. Or at least a free taco"

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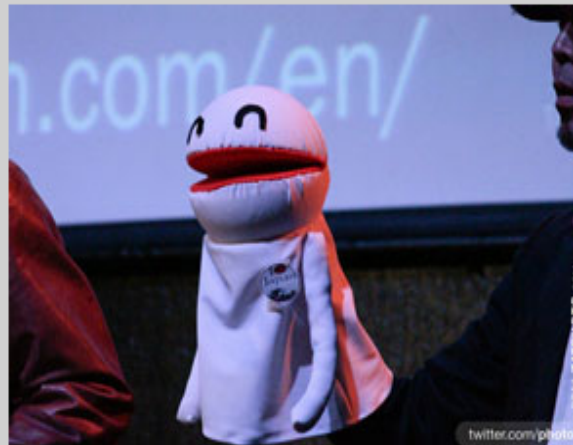
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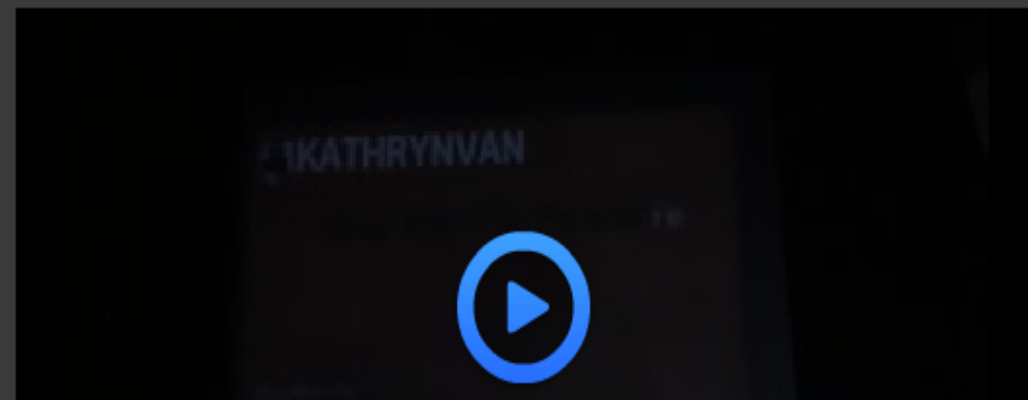
Jobs

Video (beta)



### Upcoming events In November

November 2012						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10





**@afontanini**

antonio fontanini

#eoi Never give up. Never ever. If you decide to do so, please think about why you have being holding so far. Perseverate. Trust your guts.

28 Dec via [Twitter for iPad](#) ☆ Favorite ↻ Reply 🗑 Delete

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What is the purpose of  
an organization?

An organization is  
created to satisfy a  
customer need (**pain**)

(Peter Drucker)

# What is marketing?

mincholas



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7 videos

<http://www.youtube.com/watch?v=vIDxms2-nRM&feature=youtu.be>

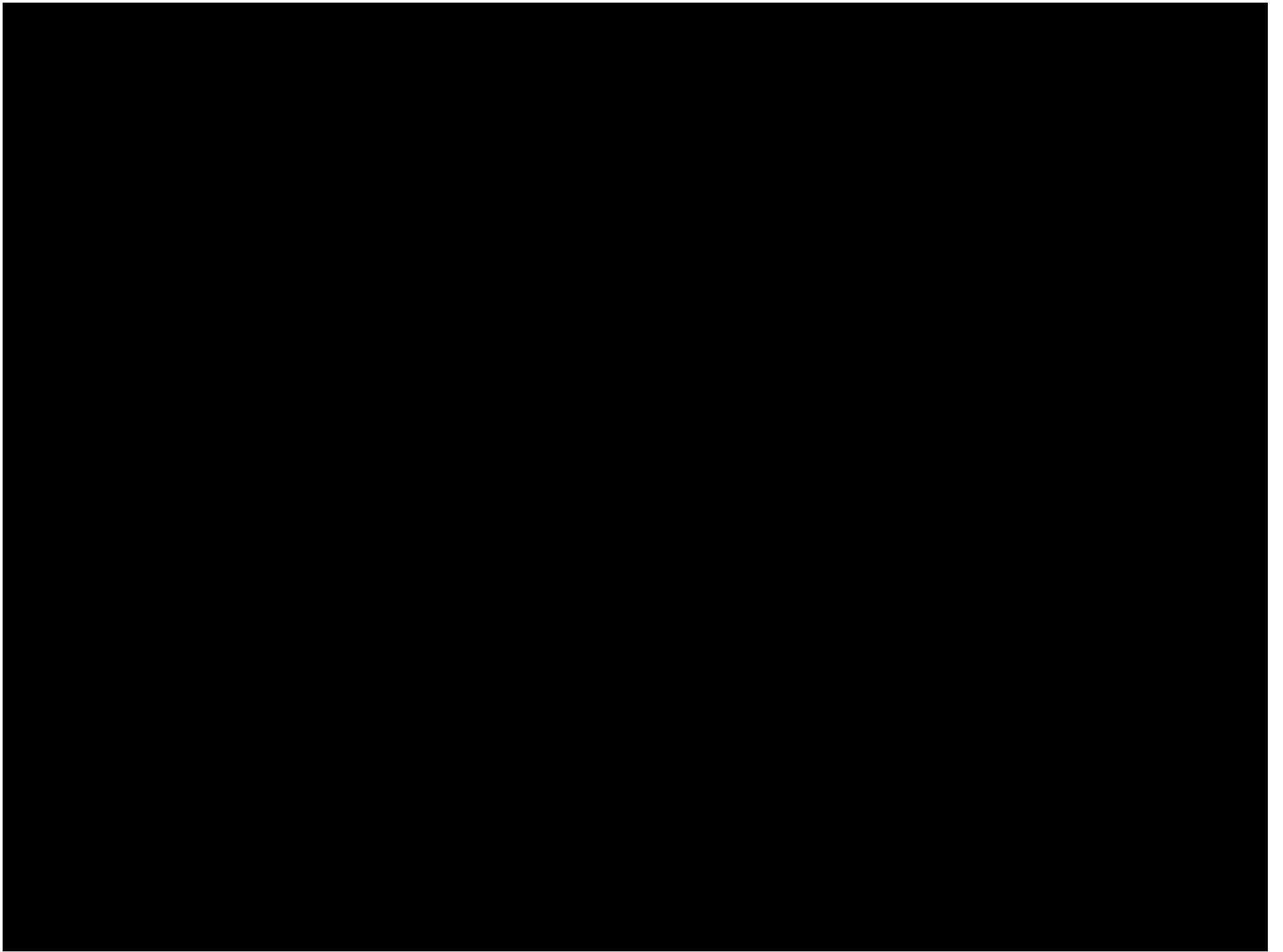




El es John Harrison y Lynn Taylor









## Steve Jobs on marketing and passion

MyAppleSpaceCOM



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24 videos ▾

<http://www.youtube.com/watch?v=c2cDQw-Cmd4>

www.MyAppleSpace.com



0:05 / 1:08





Your culture **is** your brand.

TONY HSIEH  
CEO, ZAPPOS.COM



[http://www.youtube.com/watch?v=u4ZoJKF\\_VuA](http://www.youtube.com/watch?v=u4ZoJKF_VuA)

**TEDx** x = independently  
organized TED event

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03:52 / 18:02





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[http://sethgodin.typepad.com/seths\\_blog/2012/11/thank-you-zig.html?utm\\_source=feedburner&utm\\_medium=feed&utm\\_campaign=Feed%3A+typepad%2Fsethsmainblog+%28Seth%27s+Blog%29](http://sethgodin.typepad.com/seths_blog/2012/11/thank-you-zig.html?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+typepad%2Fsethsmainblog+%28Seth%27s+Blog%29)

(click on my head)



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## Thank you, Zig

My teacher Zig Ziglar died this morning. He was 86.

Thanks for teaching me how to sell and why it mattered.

Thanks for reminding me how much it mattered to care.

Thanks for telling us a fifteen-minute story about Johnny the Shoe Shine Genius, so compelling that I flew to the airport just to meet him.

Thanks for 72 hours of audiotapes, listened to so many times I wore out the cassettes *twice*.

Thanks for that one day we spent backstage together in Milwaukee.

Thanks for making goal setting so clear.

Thanks for elevating the art of public speaking, and making it personal, not something to be copied.

Thanks for believing in us, the people you almost never met in person, for supporting us with your voice and your stories and your enthusiasm.

Thanks for teaching so many people, people who will continue to remember you and to teach as well.

You'll be missed.

[Email this](#) • [Subscribe to this feed](#) • [Share on Facebook](#)

[Tweet](#) 751

**SETH GODIN**

*Bestselling author of Purple Cow*

# **All Marketers Are Liars**

**The Power of Telling Authentic Stories  
in a Low-Trust World**





# Seth Godin: How to get your ideas to spread

**TED**



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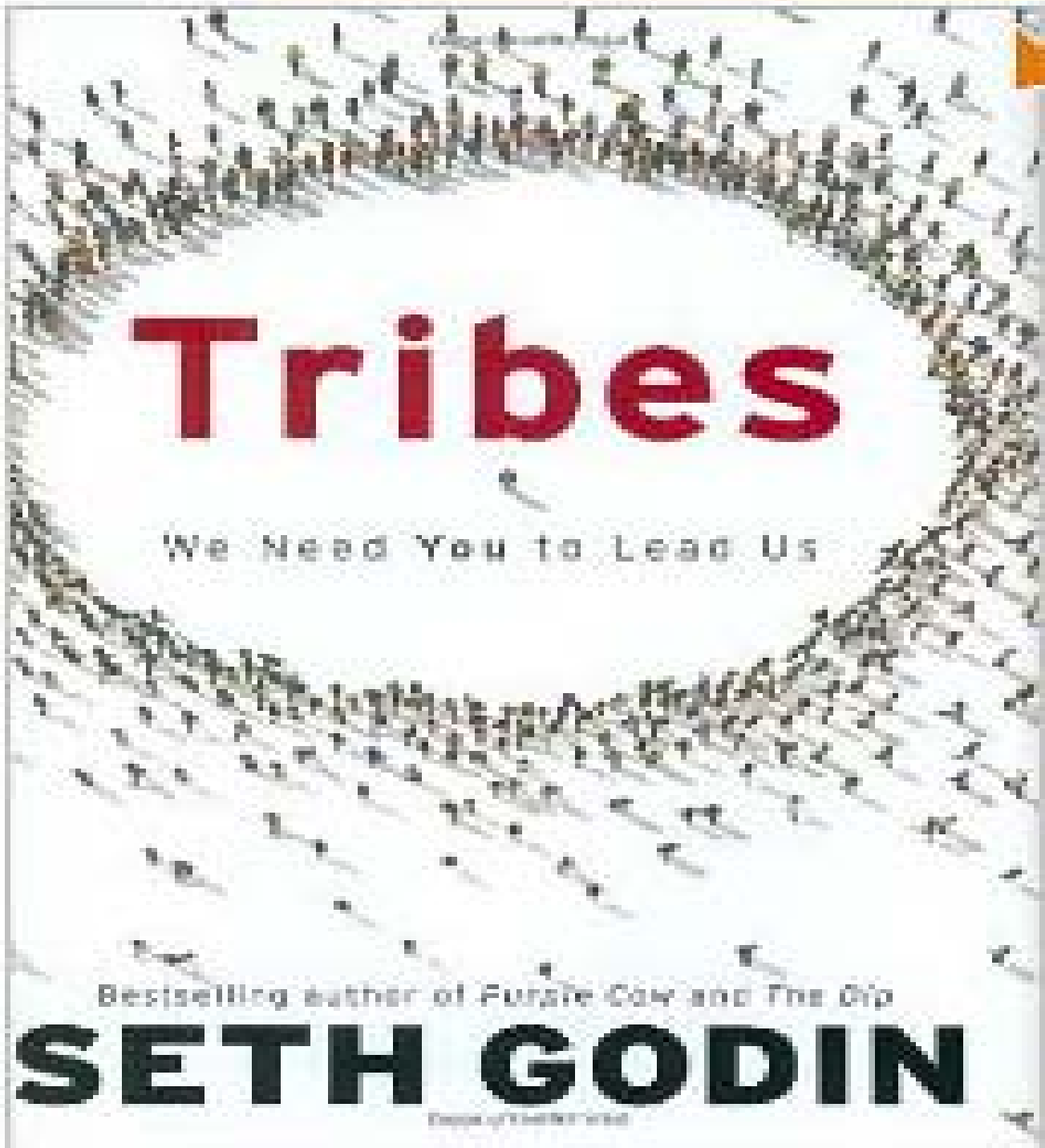
1282 videos



<http://www.youtube.com/watch?v=xBIVIM435Zg>





A large crowd of people, seen from above, is arranged in a heart shape. The people are small, dark figures against a light background. The heart shape is formed by the density of the crowd, with the top and bottom points being more densely packed. The overall image has a slightly grainy, high-angle perspective.

# Tribes

We Need You to Lead Us

Bestselling author of Purple Cow and The Dip

**SETH GODIN**

Foreword by Gary Vaynerchuk

**Marketing  
Management  
is now  
Tribal  
Leadership**

# LINCHPIN

Are You Indispensable?



Bestselling author of *Purple Cow*, *The Dip*, and *Triggers*

# SETH GODIN

READ BY THE AUTHOR

<http://blog.guykawasaki.com/>

# How to Change the World

A practical blog for impractical people.

April 09, 2012

## 10 Things You Can Learn From the Apple Store

My friend, Carmine Gallo, has written a book called *[The Apple Experience: Secrets to Building Insanely Great Customer Loyalty](#)*. The Apple Store is the most profitable retailer in America, generating an average of \$5,600 per square foot and attracting more than 20,000 visitors a week.

In the decade since Steve Jobs and former head of retail, Ron Johnson, decided to reimagine the retail experience, the Apple Store not only reimaged and reinvented retail, it blew up the model entirely and started from scratch. In his research for *The Apple Experience*, Carmine discovered ten things that the Apple Store can teach any business in any industry to be more successful:

1. **Stop selling stuff.** When Steve Jobs first started the Apple Store he did not ask the question, "How will we grow our market share from 5 to 10 percent?" Instead he asked, "How do we enrich people's lives?" Think about your vision. If you were to examine the business model for most brands and retailers and develop a vision around it, the vision would be to "sell more stuff." A vision based on selling stuff isn't very inspiring and leads to a very different experience than the Apple Retail Store created.
2. **Enrich lives.** The vision behind the Apple Store is "enrich lives," the first two words on a wallet-sized credo card employees are encouraged to carry. When you



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Author of *The Art of the Start* and *Reality Check*

# Guy Kawasaki

*"Read this book to create a company  
as enchanting as Apple."—Woz*



## Enchantment

The Art of Changing Hearts,  
Minds, and Actions



“

When you enchant  
People, your goal  
is not to make money  
from them or to get them  
to do what you want,  
but to fill them  
with **great delight.**

GUY KAWASAKI  
FORMER CHIEF EVANGELIST, APPLE  
CO-FOUNDER, ALLTOP.COM



Image Credit: Purple Phoenix

Marketing is

**ENGAGEMENT**

World  
Science  
Festival

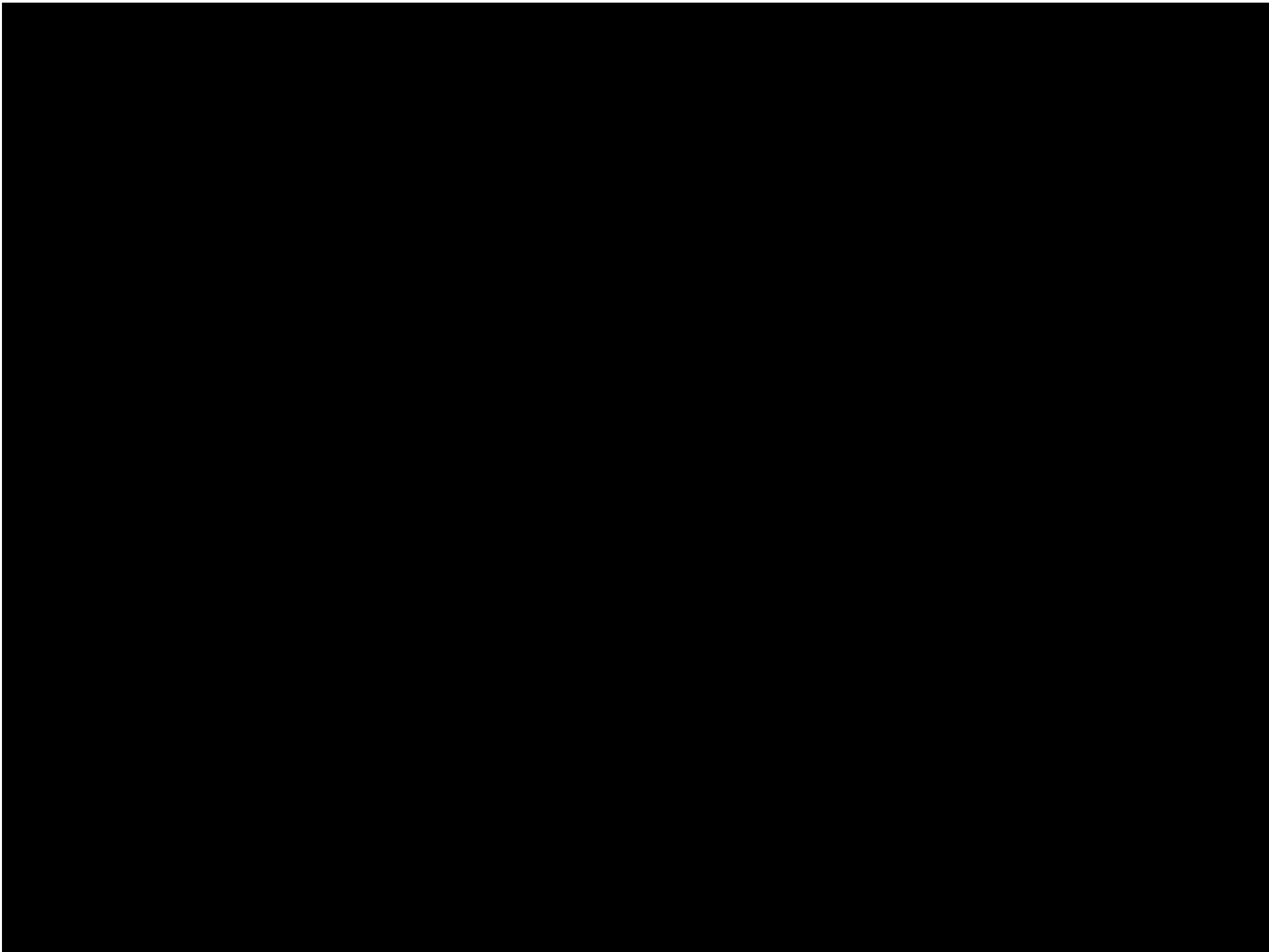


0:10 / 3:04



360p





<http://www.youtube.com/watch?v=biI0OPuAvTY&feature=related>

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**Philip Kotler**

**londonbusinessforum**

39 videos

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# MARKETING MANTRA:

C C DV TP E

(Co)Create, Communicate

Deliver Value

(to) a Target (Market at a)

Profit (and) Execute

**(CO)CREATE**

"No company today, no matter how large or how global, can survive fast enough or big enough by itself. . . . Wikinomics reveals the next major step in the self-organizing of mass collaboration where companies open up to the world. It is an important book." —A. D. Lahey, CEO, Procter & Gamble



# WIKINOMICS

*How Mass Collaboration  
Changes Everything*

Don Tapscott  
*Bestselling Author of The Digital Economy*  
and Anthony D. Williams

A NEW YORK TIMES BUSINESS BESTSELLER

"As entertaining and thought-provoking as *The Tipping Point* by Malcolm Gladwell. . . . *The Wisdom of Crowds* ranges far and wide."

—*The Boston Globe*

# THE WISDOM OF CROWDS

JAMES  
SUROWIECKI

WITH A NEW AFTERWORD BY THE AUTHOR



Threadless™ finds t-shirt designs to sell from submission and voting by the crowd.





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changing automotive  
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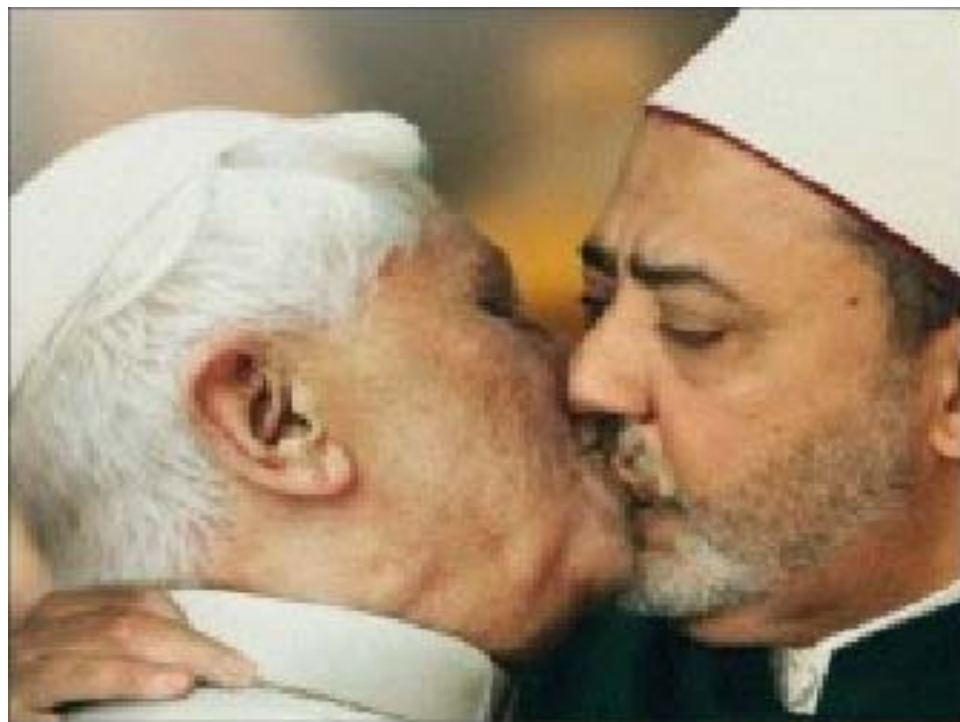
TALKS

## Rory Sutherland: lecciones de vida de un publicista

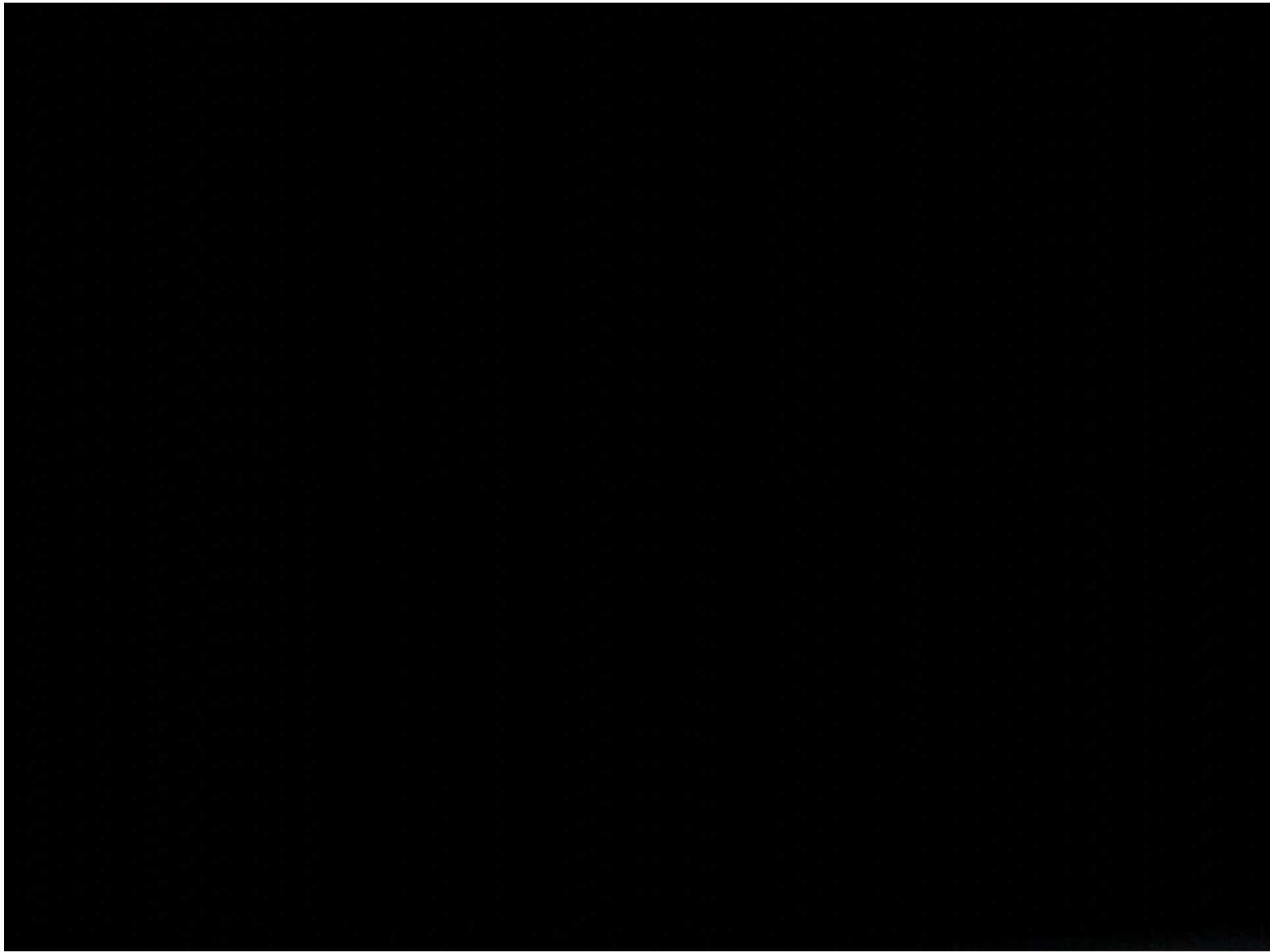
TEDGlobal 2009, Filmed Jul 2009; Posted Oct 2009



Esta es mi primera vez en TED. Normalmente como publicista,









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# Mejorar las Experiencias: Añadir Valor a los Productos y Servicios “Comoditizados”

**Mínimo**  
**Máximo**

**\$0.04**  
**\$0.23**

**\$0.74**  
**\$1.48**

**\$1.99**  
**\$4.98**

Prevailing prices for  
various coffee offerings



**1¢-2¢**  
Per Cup



**5¢-25¢**  
Per Cup



**75¢-\$1.50**  
Per Cup



**\$2-\$5**  
Per Cup

**“Commodity”**

**Producto**

**Servicio**

**Experiencia**

Gráfico: BusinessWeek, 2005

Fuente: Pine & Gilmore, The Experience Economy, 1999



JOE PINE

Hablar de un cambio fundamental

**TO A TARGET  
MARKET AT A PROFIT**



**JUST DO IT.**

**MARKETING  
REQUIRES  
EXECUTION**

## One Shot Capoeira Fighter

318CDN



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4 videos ▾





# A MARKETING STRATEGY FRAMEWORK



# THE IMMUTABLE LAWS OF MKTG

# THE INMUTABLE LAWS OF MKTG

The Law of Leadership: "It is better to be first than be the best"

The Law of Category: "If you can not be first in a category, set up a new category you can be first in"

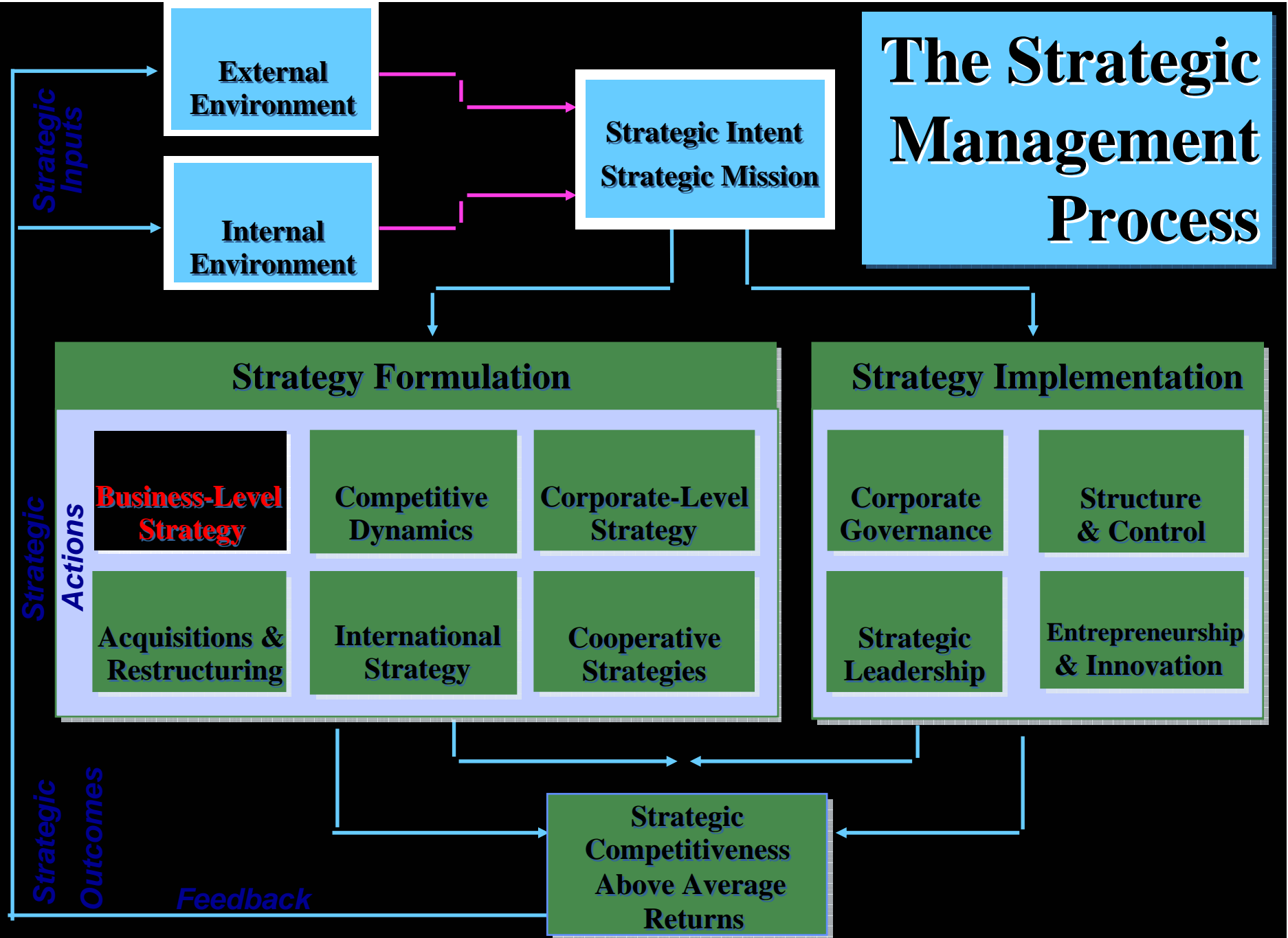
The Law of Perception: "Marketing is not a battle of products: it is a battle of perception" (the effect "everyone knows" that Volvo is the safest car, etc.)

The Law of Division: "Over time, a category will divide in two or more categories"

The Law of Acceleration: "Successful Programs are not built on fads, they are built on trends".

The Law of Brand Extension: "You can not extend a brand to unrelated products".

# The Strategic Management Process



# Marketing Strategy Planning

## 3C Analysis

### **Customers**

*Needs and other  
Segmenting  
Dimensions*

### **Company**

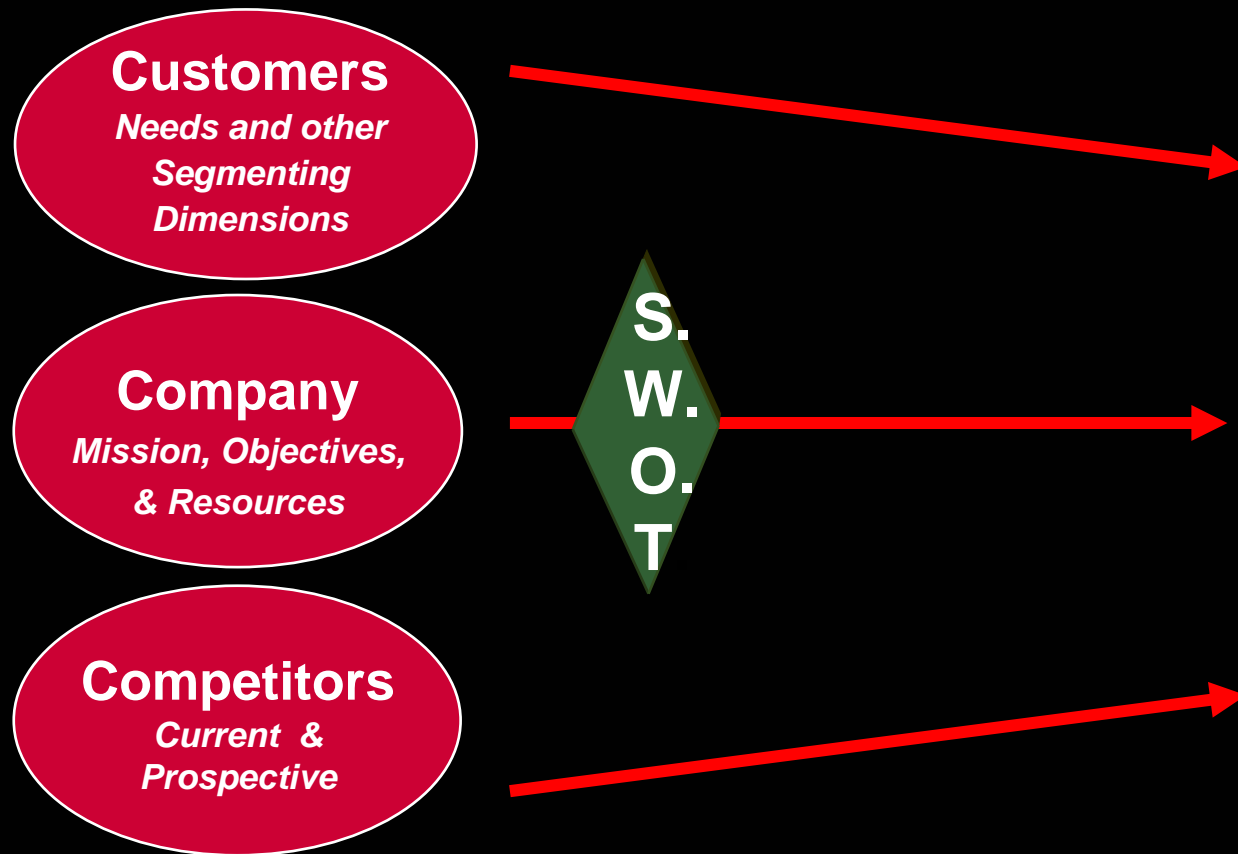
*Mission, Objectives,  
& Resources*

### **Competitors**

*Current &  
Prospective*

# Marketing Strategy Planning

## 4C Analysis SWOT Analysis



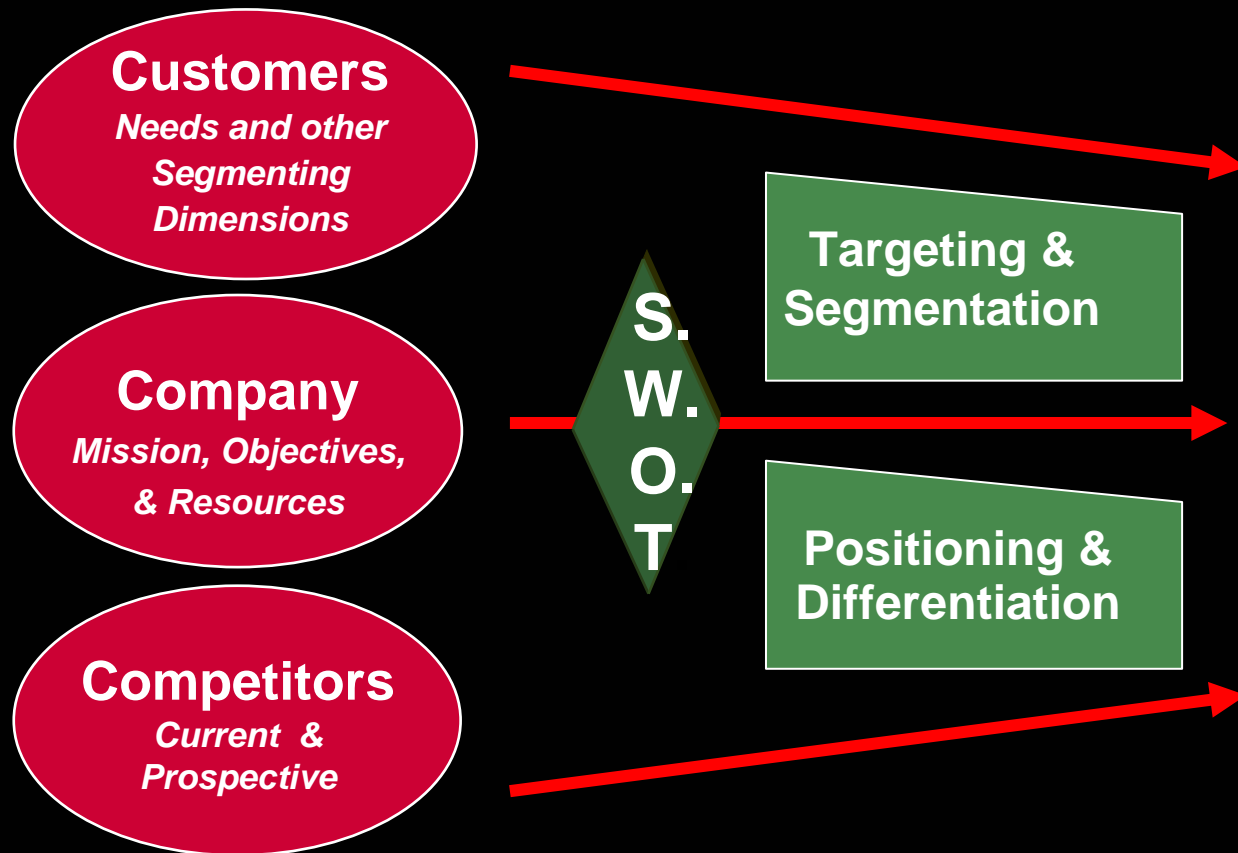
### Context: External Market Environment

Technology, Political & Legal, Social & Cultural, Economic



# Marketing Strategy Planning

4C Analysis SWOT Analysis STPD

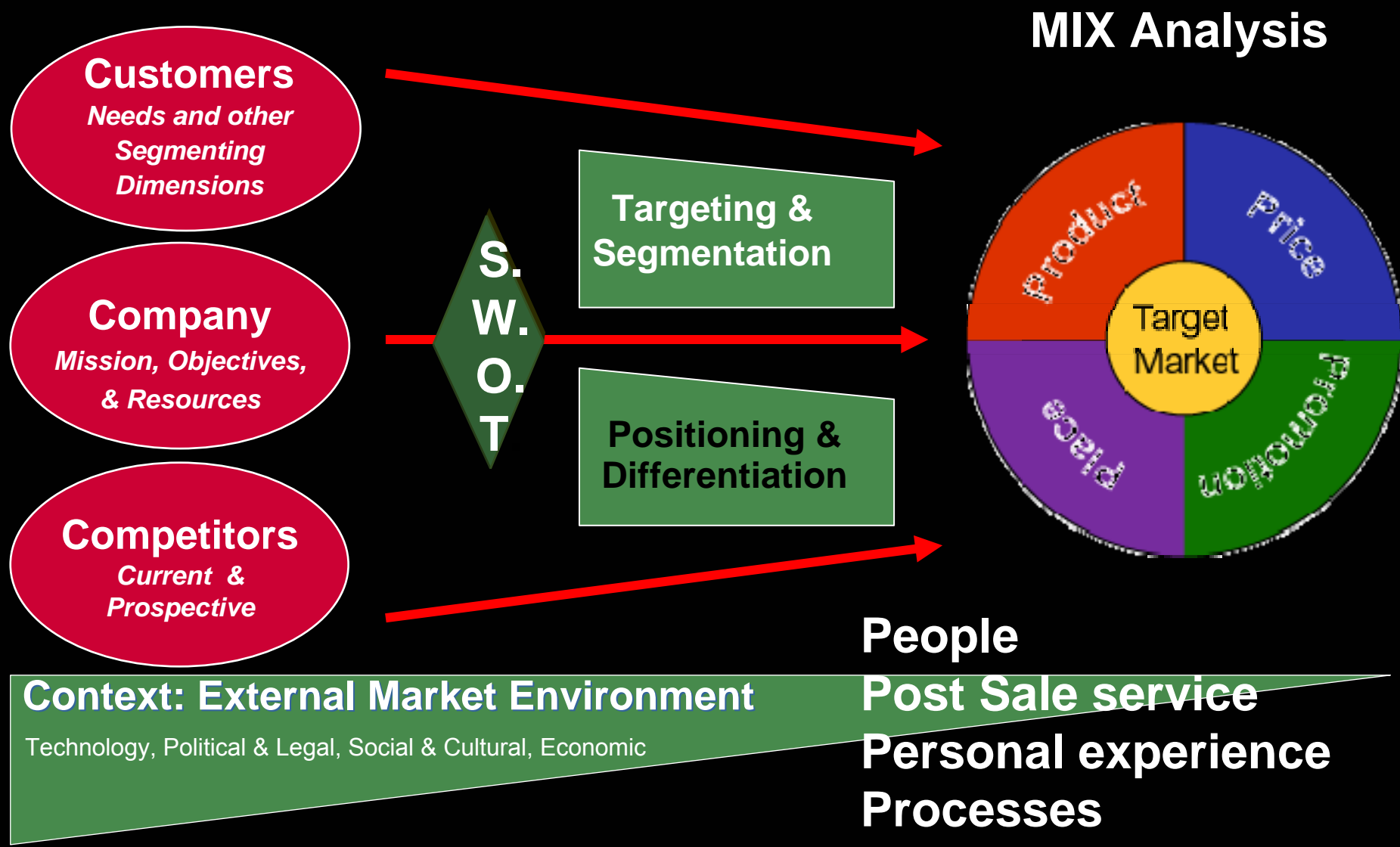


**Context: External Market Environment**

Technology, Political & Legal, Social & Cultural, Economic

# Marketing Strategy Planning

Narrowing down to focused strategy with quantitative and qualitative screening criteria



# Strategy Decision Areas Organized by the Four Ps

## Product

Physical Goods  
Service  
Features  
Quality Level  
Accessories  
Installation  
Instructions  
Warranty  
Product Lines  
Packaging  
Branding

## Place

Objectives  
Channel Type  
Market Exposure  
Kinds of  
Middleman  
Kinds and  
Locations of  
Stores  
How to Handle  
Transporting  
and Storing  
Service Levels  
Recruiting  
Middlemen  
Managing  
Channels

## Promotion

Objectives  
Blend  
Salespeople  
Kind  
Number  
Selection  
Training  
Motivation  
Advertising  
Targets  
Kinds of Ads  
Media Type  
Copy Thrust  
Who Prepares?  
Sales Promotion  
Publicity

## Price

Objectives  
Flexibility  
Level over  
PLC  
Geographic  
Terms  
Discounts  
Allowances

# Wrapping-up. Estructure of a Marketing Plan

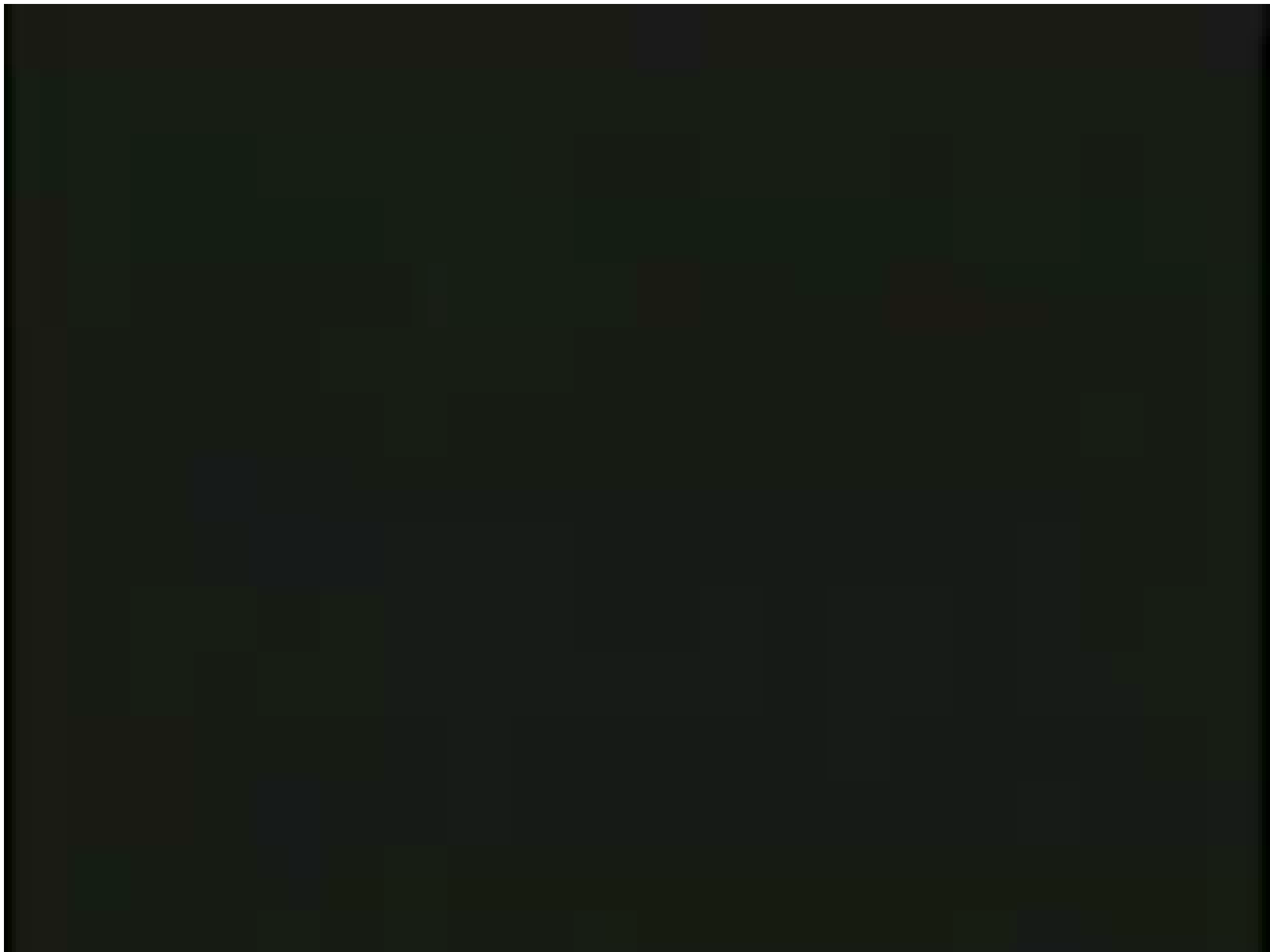
Section	Description
Executive summary	Presents a brief overview of the plan.
Corporate mission statement	Defines the goals and objectives of the company in the target market.
Market analysis	Includes the market information gathered during the market research process
Market segmentation	Defining the target market
Market objectives (current and long-term)	Sales volumes, sales values and market share goals for the next five years.
Product strategy	Analysis of where the company's product is positioned with respect to the capabilities of competitive offerings.
Pricing strategy	Determination of a strategy best suited for target markets.
Promotional strategy	Description of the promotional elements that will be used.
Distribution system	Description of the distribution channels and their roles and responsibilities.
Budgets	The financial implications of executing the marketing plan.
Time line and performance criteria	A listing of priority actions, including what will be done, who will be responsible for each task, the time frame of the tasks and how much each will cost. Includes a procedure for follow-up and evaluation.

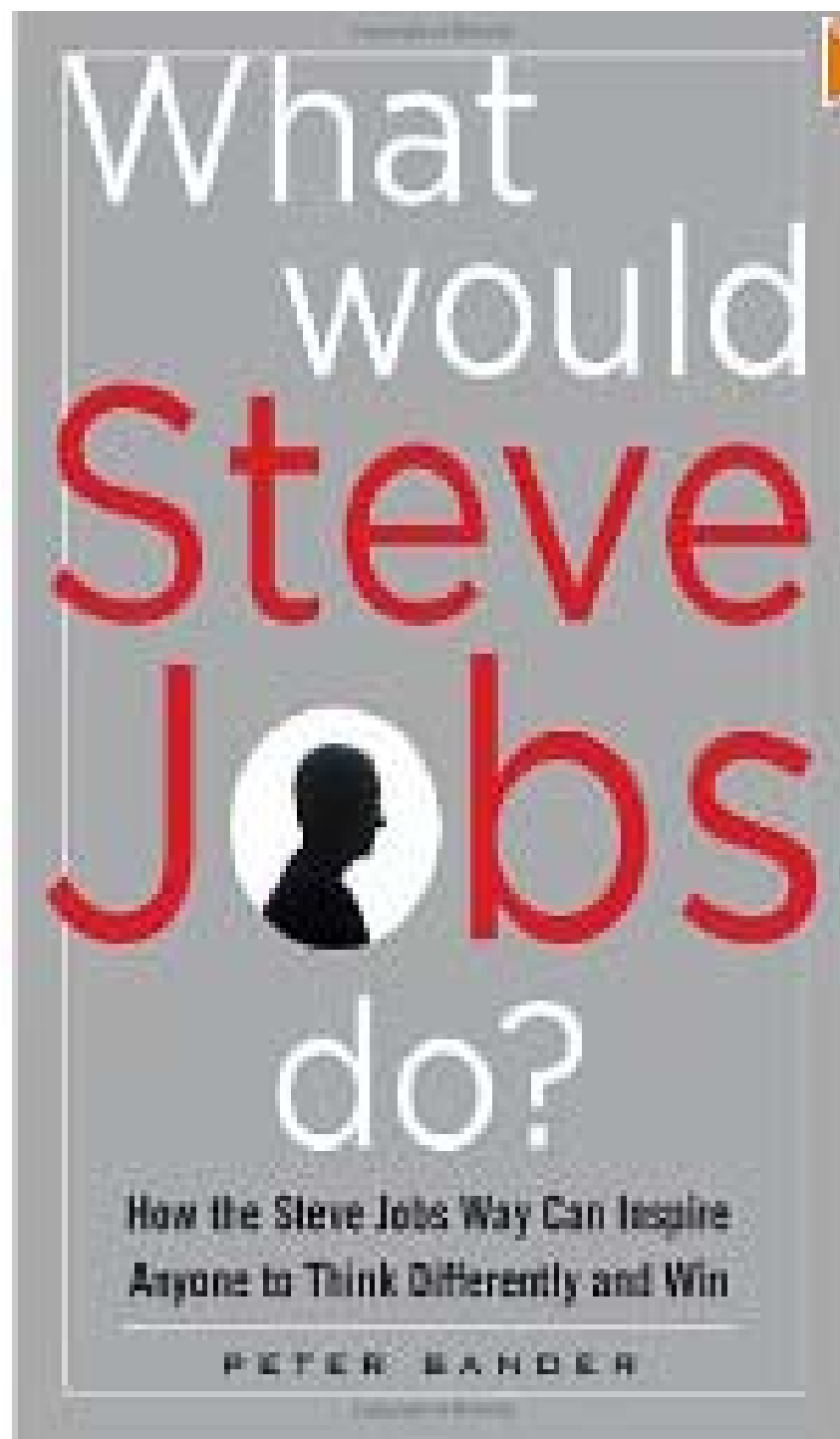
IS THIS THE  
MARKETING  
FOR  
STARTUPS ?

IS THIS THE MARKETING FOR  
STARTUPS ?

ARE YOU  
KIDDING?







# MARKETING FOR PIRATES

<http://www.fastcompany.com/3003146/lean-startup-author-eric-ries-entrepreneur-being-job-title>

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Me gusta



See More at [Boeing.com/stories](http://Boeing.com/stories)

THE IPAD EDITION

Co.DESIGN

Co.CREATE

Co.EXIST

Co.LEAD

TECHNOLOGY

MOST INNOVATIVE COMPANIES

MAGAZINE

## "The Lean Startup" Author Eric Ries On Entrepreneur Being A Job Title

BY NOAH ROBISCHON | NOVEMBER 26, 2012

### 1) What's the biggest lesson you learned in 2012?

"That entrepreneurship is a new corporate function. I have been saying for a few years now that entrepreneurship is a management discipline. But I had not really understood until this year that this means companies need to have a functional department dedicated to it. If companies are looking to have teams build new disruptive innovations, each team should have a leader whose business card says 'entrepreneur.' And when you start to think that through, you realize that person is going to need to report to someone who understands how to hold entrepreneurs accountable, which is a very different problem from holding general managers accountable. Entrepreneurs can't forecast accurately, because they are trying something fundamentally new. So they will often be laughably behind plan--and on the brink of success."

Lessons For 2013



SIEMENS



Every stop is a step forward.

Siemens answers for mobility help bring more jobs and better ways to get to them.



# The Four Steps to the Epiphany

*Successful Strategies for  
Products that Win*





# THE STARTUP OWNER'S MANUAL

The Step-by-Step Guide for  
Building a Great Company

Steve Blank and Bob Dorf

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[RSS - Posts](#)

### Open Source Entrepreneurship

Posted on **November 27, 2012** by [steveblank](#)

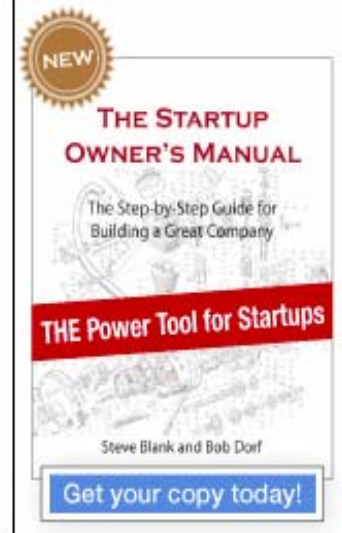
One of the great things about being a retired entrepreneur is that I get to [give back to the community that helped me](#). I assembled this collection of free and almost free tools, class syllabi, presentations, books, lectures, videos in the hope that it can make your path as an entrepreneur or educator easier.

#### Free:

#### Startup Tools

If you're building a startup, the [Startup Tools tab](#) on the top of this page has curated links to hundreds of startup resources. Specific links are:

- A list of startup tools is [here](#)
- Market research tools to help you figure out the size of the opportunity your startup is pursuing, are [here](#)
- Some of the best advice on founding and running a startup from other smart voices are [here](#)



**The Four Steps to  
the Epiphany**

[Successful Strategies for](#)

 **Foll**



Give them **quality.**  
That's the best kind of advertising.

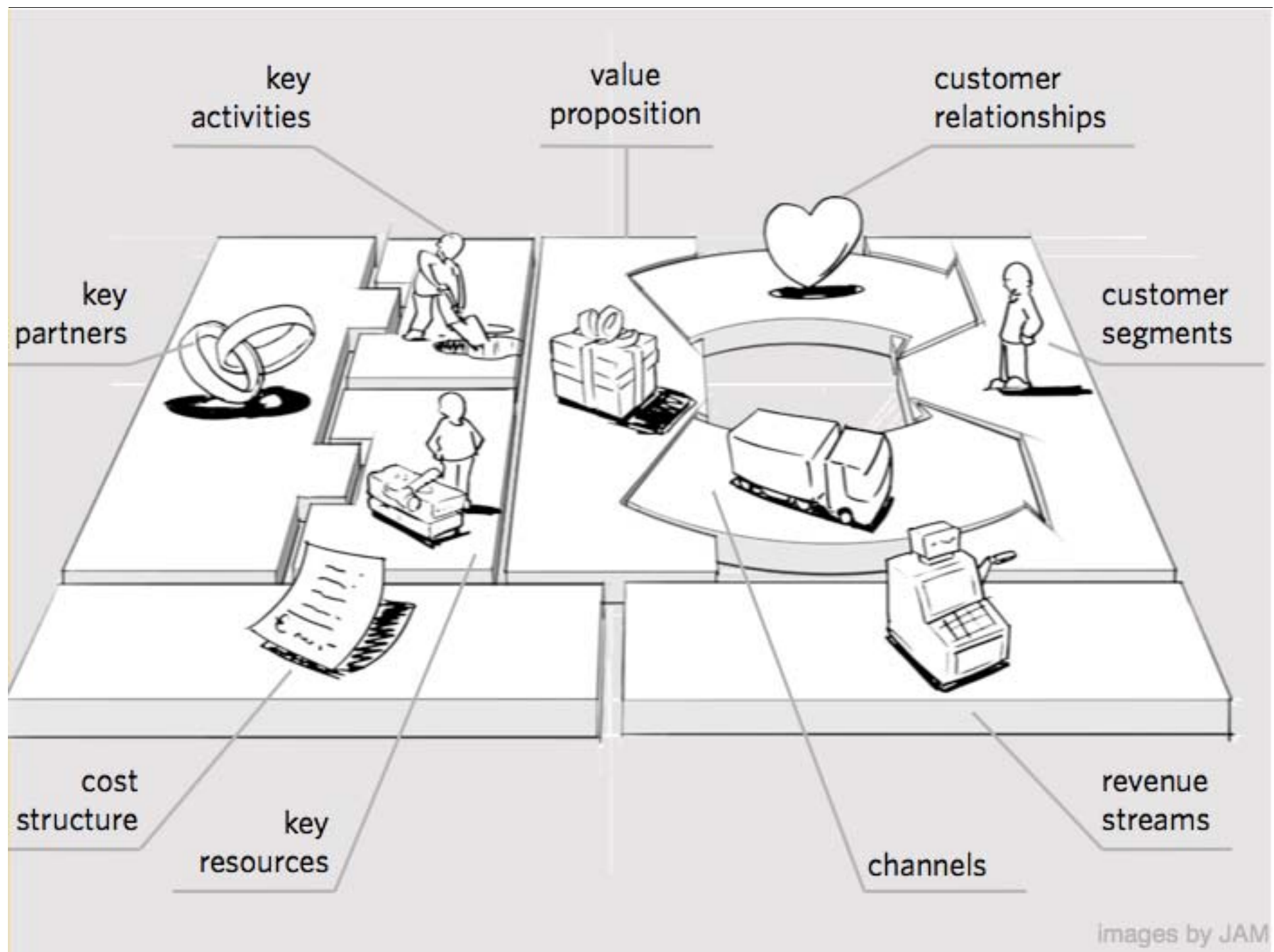
Image Credit: Bob.Fornal

MILTON HERSHEY  
FOUNDER  
THE HERSHEY CHOCOLATE COMPANY

Business Plan Out  
Business Model In



- 
- 1** *No business plan survives the first customer contact.*
  - 2** *It's the business model, stupid.*
  - 3** *Take time to think through alternative possibilities*
  - 4** *Your business model idea is just a set of hypotheses.*
  - 5** *Don't build your company, until you've verified your Business Model*
-







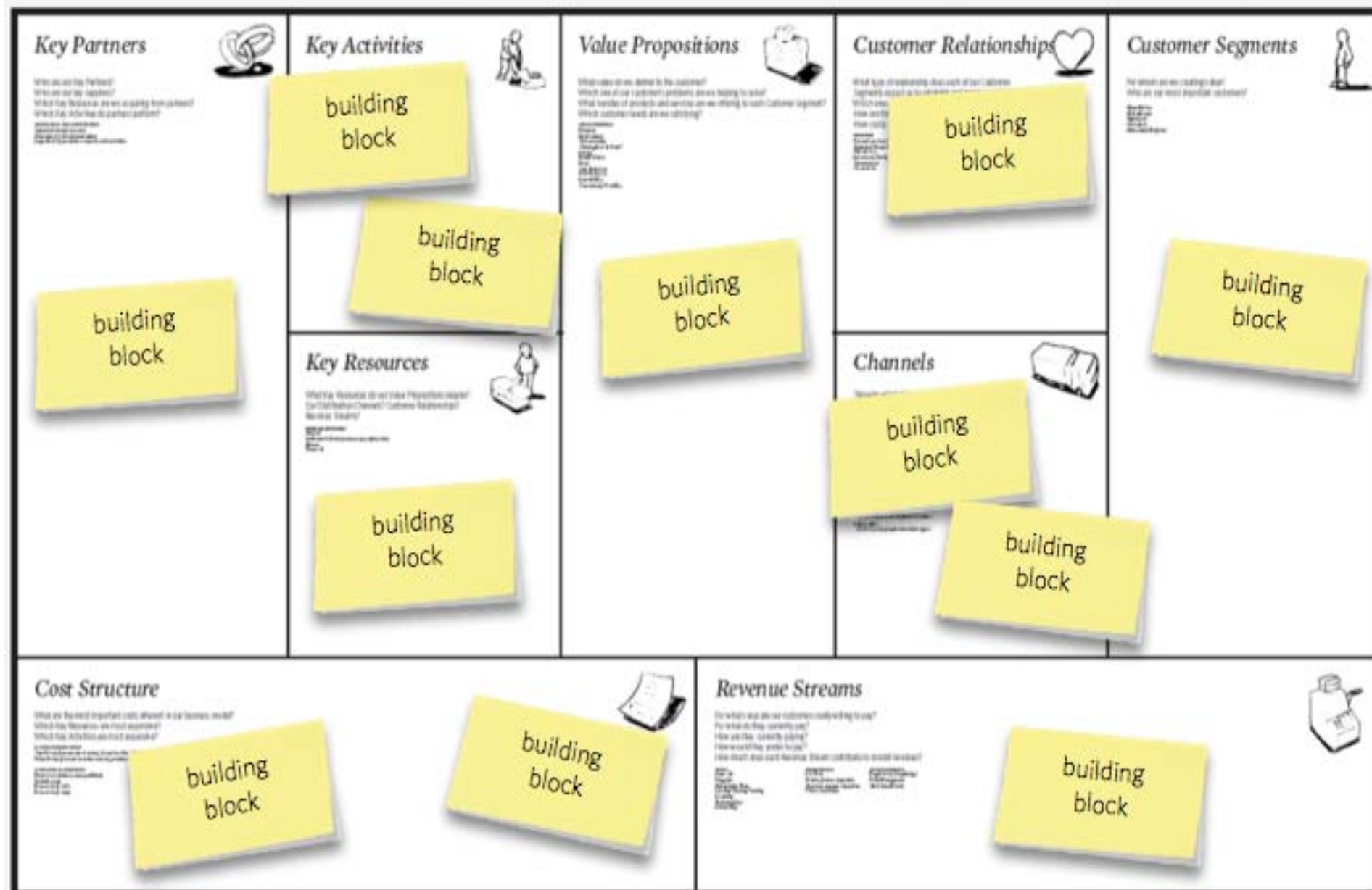
## The Business Model Canvas

*Designed for:*

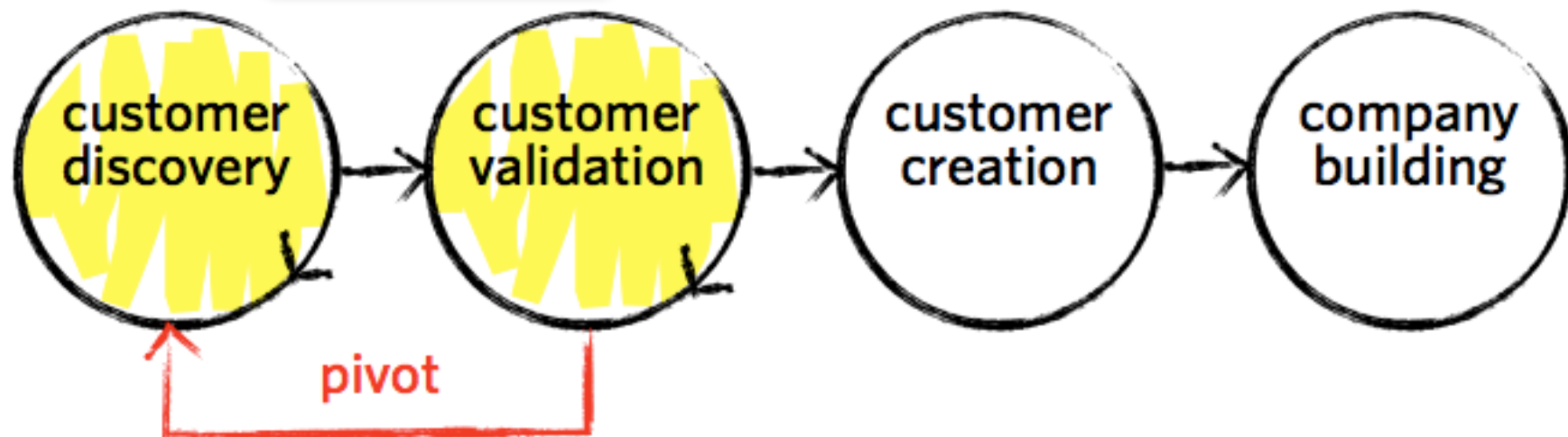
Developed by:

100

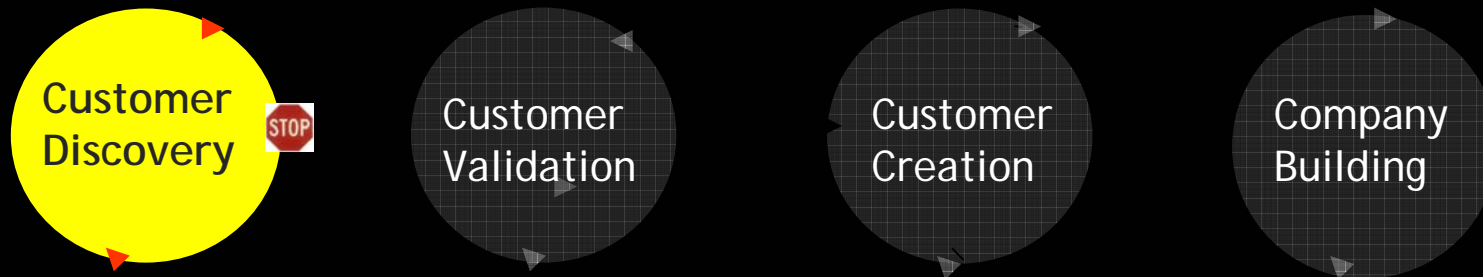
Abstract



you need to adapt the  
business model until  
you can prove it works



# Customer Discovery: Step 1



Stop selling, start listening

There are no facts inside your building, so get outside

Test your hypotheses

Two are fundamental: problem and product concept

# Customer Discovery: Exit Criteria

What are your customers top problems?

How much will they pay to solve them

Does your product concept solve them?

Do customers agree?

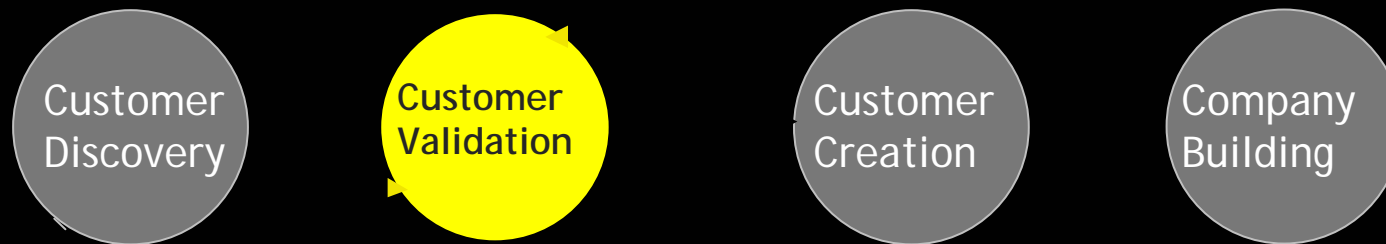
How much will they pay?

Draw a day-in-the-life of a customer

before & after your product

Draw the org chart of users & buyers

# Customer Validation: Step 2



Develop a repeatable sales process

Only early evangelists are crazy enough



# Customer Validation: Exit Criteria

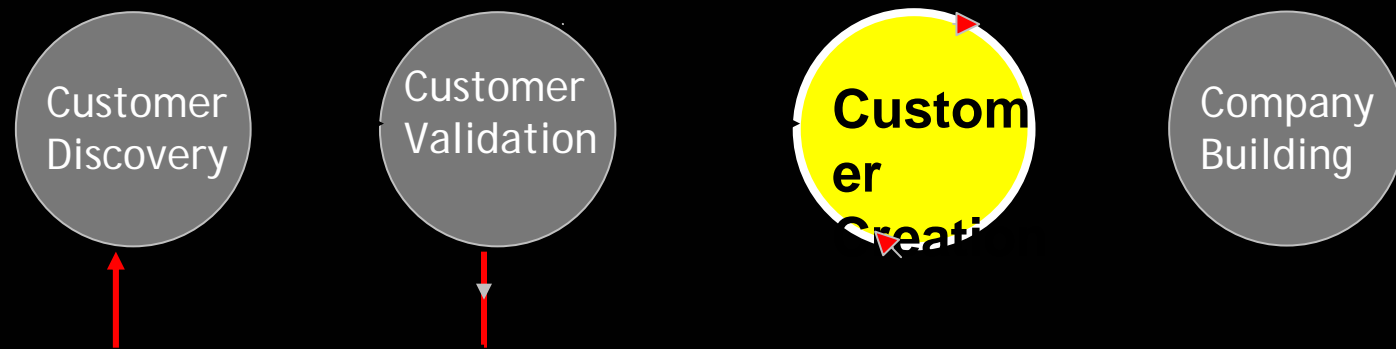
Do you have a proven sales roadmap?  
Org chart? Influence map?

Do you understand the sales cycle?  
CLTV, NPS, ROI, etc.

Do you have a set of orders (\$'s) validating the roadmap?

Does the financial model make sense?

# Customer Creation: Step 3



Creation comes after proof of sales

Creation is where you “cross the chasm”

It is a strategy not a tactic

# Customer Creation

## Big Ideas

Big Idea 1: Grow customers from few to many

Big Idea 2: Four Customer Creation activities:

- Year One objectives

- Positioning

- Launch

- Demand creation

Big Idea 3: Creation is different for different types of startups

# Type of Market Changes Everything

Existing Market

Resegmented Market

New Market

## *Market*

- Market Size
- Cost of Entry
- Launch Type
- Competitive Barriers
- Positioning

## *Sales*

- Sales Model
- Margins
- Sales Cycle
- Chasm Width

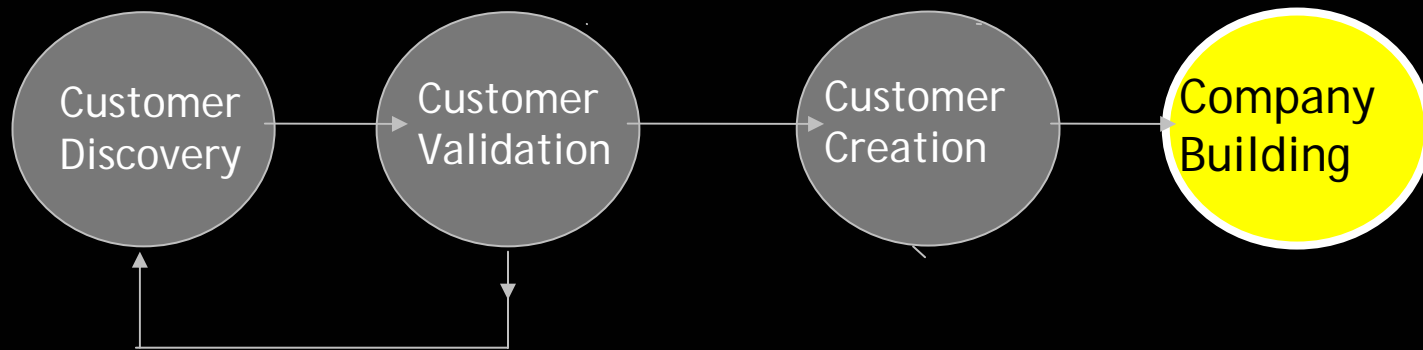
## *Customers*

- Needs
- Adoption

## *Finance*

- Ongoing Capital
- Time to Profit

# Company Building: Step 4



(Re)build your company's organization  
& management

Re look at your mission

# Company Building: Big Ideas

## Big Idea 1:

Management needs to change as the company grows

- Founders are casualties
- Development centric
- Mission-centric
- Process-centric

## Big Idea 2:

Sales Growth needs to match market type



# Company Building: Exit Criteria

Does sales growth plan match market type?

Does spending plan match market type?

Does the board agree?

Is your team right for the stage of company?

Have you built a mission-oriented culture?



# Marketing for Pirates

Measure Stuff. Keep It Simple.

5 Steps: Startup Metrics for Pirates  
(AARRR!)

3 Items: Biz Model, Conversion, Mktg  
Channels

Iterate & Optimize.

One Step at a Time.

# Startup Metrics Religion

Progress  $\neq$  Features

Focus on User Experience

Measure Conversion; Compare 2+ Options

Fast & Frequent Iteration

Keep it Simple & Actionable

# **Be Bold. Be Humble.**

20% Inspiration + 80% Perspiration

Long-term: **Audacity + Creative  
Inspiration**

Short-term: **Humility + Analytic Rigor**

**What really matters**

**Passion for  
Problem/Solution +  
Hypothesis of Customer  
Lifecycle**

# What really matters

Velocity of (Product  
Execution + Cycle Time  
of Testing) \* Iteration



# Passion vs. Precision

“Solve a Problem” = Passion

“Optimize the Solution” = Precision

Collecting & Interpreting data takes  
time & effort

# Mktg Metrics for Pirates

- **Acquisition:** users come from various channels
- **Activation:** users enjoy 1<sup>st</sup> visit: "happy" experience
- **Retention:** users come back, multiple times
- **Referral:** users like product enough to refer others
- **Revenue:** users conduct some monetization behavior. \$\$\$

# 3 Key Metrics Frameworks:

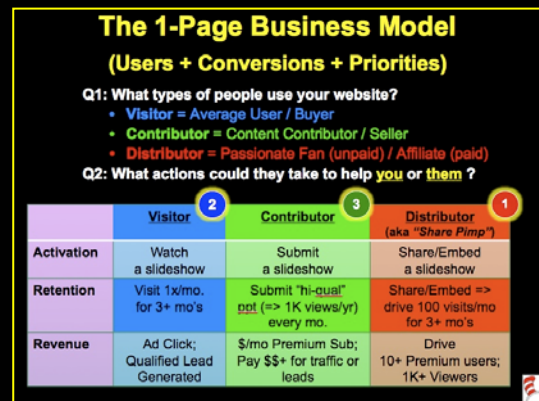
## biz model, conversion dashboard, mktg channels

Define **1-Page Biz Model**: customer segments + desired actions / behaviors

Identify critical **Conversion Events & Dashboard** for each segment & prioritize

Test & develop **Marketing Channels**; measure Volume (#), Cost (\$), Conv (%)

**Optimize** product & marketing using **Fast Iteration** Cycles & **A/B Testing**



**Example Conversion Metrics**  
(note: "not" actuals... your mileage may vary)

Stage	Conversion Status	Conv. %	Est. Value ("not" cost)
<b>Acquisition</b>	Visitors -> Site/Widget/Landing Page (2+ pages, 10+ sec, 1+ clicks = don't abandon)	60%	\$0.05
<b>Activation</b>	"Happy" 1st Visit; Usage/Signup (clicks/time/pages, email/profile reg, feature usage)	15%	\$0.25
<b>Retention</b>	Users Come Back; Multiple Visits (1-3x visits/mo; email/feed open rate / CTR)	5%	\$1
<b>Referral</b>	Users Refer Others (cust sat >=8; viral K factor > 1; )	1%	\$5
<b>Revenue</b>	Users Pay / Generate \$\$\$ (first txn, break-even, target profitability)	2%	\$10

**Example Marketing Channels**  
(disclaimer: estimates of vol, cost/user, time & effort are subjective -- actual costs are dependent on your specific business)

Channel	Volume	Cost/User	Time to Implement	Mktg Effort	Prod Effort
Viral / Referral	depends on CTR, size of accessible social networks, # users	low/zero	Low for FB social networks; months for normal sites	low	low/med
Email	depends on CTR, size of your house lists, email signups	low/med	Low	low/med	low/med (med = create templates)
Blogs / Bloggers	depends on # blogs in your segment, competitive scenario	low/med	Low (if just you blogging); med (if you're setting up big CMS / evangelizing to other bloggers)	low/med	low/med (med = CMS, prod design)
SEO	depends on your keywords	low/zero	Medium (depends on your search goals)	low/zero	med/hi
SEM	depends on your keywords	Depends	Low/med (depends on your marketing)	low/med	low/med (landing pages + med)
Content	small unless big prize / don't keep it under 100	low/med	low/med (depends on content, who, campaign)	med	low/zero (med = prod content shot)
Widgets	depends on CTR, size of accessible sites, level of adoption + bloggers	low/med	Low/med	med	med/hi (depends on complexity)
Affiliates	depends on keywords, domain costs	Depends	Low	low	Low (med/hi for brand)
PR	depends on your business & audience & news	Med/hi	Medium (develop story, build contacts)	med	low/zero
Big Box / Partner	depends on partner, size of customer base, commission	med/high	Med/hi (capture metrics, generate reports)	Med/hi	Med/hi (depends on branding)
Affiliate / Lead Gen	depends on economics	Med/hi	Med/hi (need to build affiliate program, capture metrics, generate reports)	Med/hi	Med/hi (depends on real tracking & reporting)
Direct / Radio	depends on geography	Med/hi	Medium	Med/hi	low/zero
Telemark	depends on target demographics	med/high	med/high	high	low/zero if no system; Med/hi if integrated CRM
Tv	Potentially large (if you spend)	high	Med/high	high	Med/hi (production cost)

# What's My Business Model?

1. Get Users (= Acquisition, Referral)

2. Drive Usage (= Activation, Retention)

3. Make Money (= Revenue\*)

ideally profitable revenue

# Role: Founder/CEO

**Q: Which Metrics? Why?**

**A: Focus on Critical Few Actionable Metrics**

(if you don't use the metric to make a decision, it's not actionable)

**Hypothesize Customer Lifecycle**

**Target ~3-5 Conversion Events**

**Test, Measure, Iterate to Improve**

# The 1-Page Business Model

(Users + Conversions + Priorities)

**Q1: What types of people use your website?**

- **Visitor** = Average User / Buyer
- **Contributor** = Content Contributor / Seller
- **Distributor** = Passionate Fan (unpaid) / Affiliate (paid)

**Q2: What actions could they take to help you or them ?**

	<u>Visitor</u>	<u>Contributor</u>	<u>Distributor</u>
Activation	Watch a slideshow	Submit a slideshow	Share/Embed a slideshow
Retention	Visit 1x/mo. for 3+ mo's	Submit "hi-qual" ppt (=> 1K views/yr) every mo.	Share/Embed => drive 100 visits/mo for 3+ mo's
Revenue	Ad Click; Qualified Lead Generated	\$/mo Premium Sub; Pay \$\$+ for traffic or leads	Drive 10+ Premium users; 1K+ Viewers

# Role: Product / Engineering

Q: What Features to Build? Why?

A: Easy-to-Find, Fun, Useful, Unique Features  
that Increase Conversion

Measure, A/B Test, Iterate FAST (daily/weekly)

Optimize for Conversion Improvement

80% on existing feature optimization

20% on new feature development



# Example Conversion Dashboard

Stage	Conversion Status	Conv. %	Est. Value
Acquisition	Visitors -> Site/Widget/Landing Page (2+ pages, 10+ sec, 1+ clicks = don't abandon)	60%	\$.05
Activation	"Happy" 1 <sup>st</sup> Visit; Usage/Signup (clicks/time/pages, email/profile reg, feature usage)	15%	\$.25
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Referral	Users Refer Others (cust sat >=8; viral K factor > 1; )	1%	\$5
Revenue	Users Pay / Generate \$\$\$ (first txn, break-even, target profitability)	2%	\$10

# Role: Marketing / Sales

Q: What channels? Which users? Why?

A: High Volume (#), Low Cost (\$), High Conversion (%)

Design & Test Multiple Marketing Channels + Campaigns

Select & Focus on Best-Performing Channels & Themes

Optimize for conversion to target

Match/Drive channel cost to/below revenue potential

Low-Hanging Fruit:

- Blogs

- SEO/SEM

- Landing Pages

- Automated Emails

# Example Marketing Channels

*disclaimer: estimates of vol, cost/user, time & effort are subjective – actual costs are dependent on your specific business*

Channel	Volume	Cost/user	Time to implement	Mktg Effort	Prod Effort
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<b>domains</b>	depends on keywords, domain costs	depends	low	low	Low (redirects/co-brand?)
<b>PR</b>	depends on your business & audience & news	depends	medium (develop story, build contacts)	med	low/zero
<b>Biz Dev / Partner</b>	depends on partner, size of customer base, conversion	med-high	med/hi (capture metrics, generate reports)	Med/hi	med/hi (reports, co-branding)
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<b>TV</b>	Potentially large (if you spend)	High	Med-high	High	Med/hi (production cost)

# GUY KAWASAKI MKTG PLAN MODEL

	What	Why	When	How	Who
<b>Product</b>	What does the product have to do?	What articulated wants or unarticulated needs does it fill?	What is the window of opportunity?	How will the product fill these wants and needs?	What is our best guess at who is going to buy our product?
<b>Presence</b>	Where in the virtual and physical world do we need to sell our product?	Why will the marketplaces and market spaces distribute our product?	How will our presence change during the lifecycle of our product?	How will we establish and maintain a presence in the important locations?	Who are the decision makers at the marketplaces and market spaces?
<b>Persuasion</b>	What are the social factors in the buying process of our product?	Why will people recommend our product to others?	When can we credibly go after opinion leaders and early adopters?	How do we ensure that comments, rankings, reviews, and counts portray us in a positive way?	Who are the relevant opinion leaders and persuaders? Which communities must we reach?
<b>Preference</b>	How do we enable customers to express their preferences and to personalize what we do?	Why would people take the time and energy to express their preferences?	How will customer preferences change over time?	How do we capture customer preferences? (Customer ratings, transaction history, search behavior, and configuration tools?)	Whose preferences do we care about?
<b>Price</b>	How much do we sell our product for?	Why is this the right price point?	What is our pricing strategy through the lifecycle?	How do we set and reset the price in a world of "perfect information" and dynamic pricing?	Who will demand different price points? Which segments do we care about?

# MAARRRketing Plan

Marketing Plan = Target Customer Acquisition Channels

3 Important Factors = Volume (#), Cost (\$), Conversion (%)

Measure conversion to target customer actions

Test audience segments, campaign themes, Call-To-Action (CTAs)

[Gradually] Match Channel Costs => Revenue Potential

Increase Vol. & Conversion, Decrease Cost, Optimize for Revenue Potential

Avg Txn Value (ATV), Ann Rev Per User (ARPU), Cust Lifetime Value (CLV)

Design channels that (eventually) cost <20-50% of target ATV, ARPU, CLV

Consider Costs, Scarce Resource Tradeoffs

Actual \$ expenses

Marketing time & resources

Product/Engineering time & resources

Cashflow timing of expense vs. revenue, profit

# One Step at a Time.

1. Make a Good Product: Activation & Retention

2. Market the Product: Acquisition & Referral

3. Make Money: Revenue & Profitability

# Summary

Measure Stuff. Keep It Simple.

5 Steps: Startup Metrics for Pirates  
(AARRR!)

3 Items: Biz Model, Conversion, Mktg  
Channels

Iterate & Optimize.

One Step at a Time.



# Links & Resources

## Additional References:

["Influence: The Psychology of Persuasion"](#), Robert Cialdini (book)

["Putting the Fun in Functional"](#), Amy Jo Kim (etech 2006 preso)

["Futuristic Play"](#), Andrew Chen (blog)

["Don't Make Me Think"](#), Steve Krug (book)

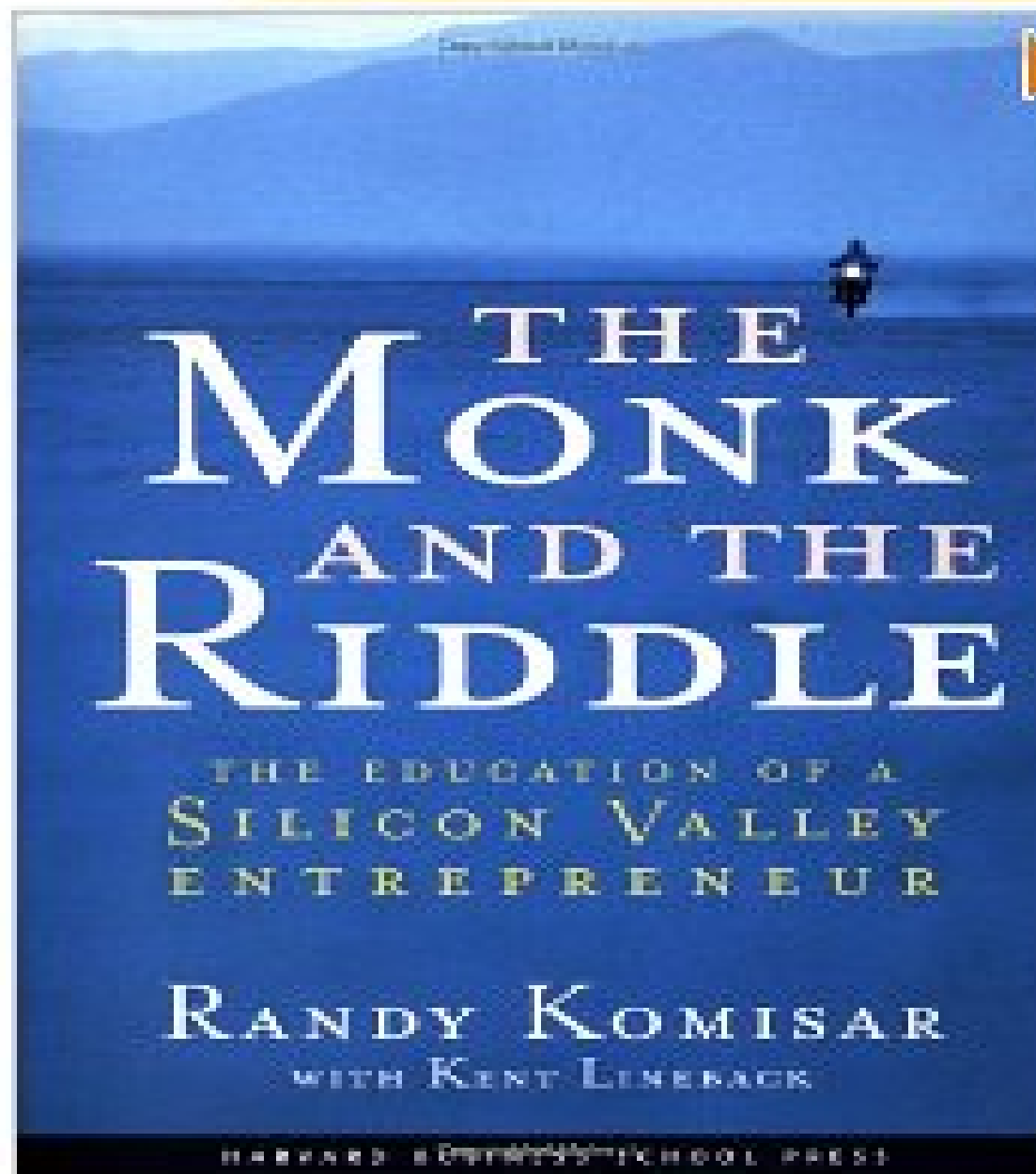
["A Theory of Fun"](#), Raph Koster (book, website)

["Designing for the Social Web"](#), Joshua Porter (book, website)

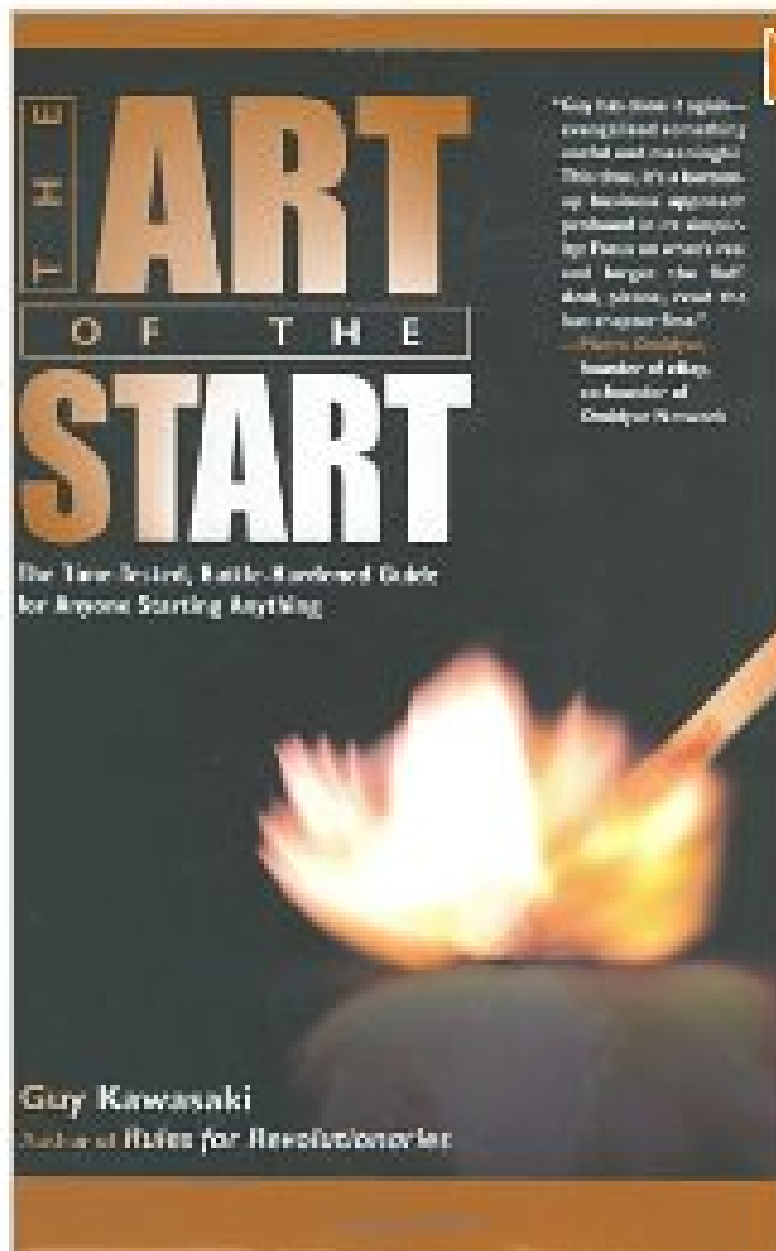
["Customer Development Methodology"](#) Steve Blank  
(presentation)



Click to **LOOK INSIDE!**



Click to **LOOK INSIDE!**



# ANTONIO FONTANINI

ESPACIO PARA COMPARTIR IDEAS Y PARA CAMBIAR EL MUNDO.



JUEVES 20 DE OCTUBRE DE 2011

## Pongan a un tiburón en su estanque



A los japoneses siempre le ha gustado el pescado fresco. Pero las aguas cercanas a Japón ya no tienen muchos peses desde décadas.

Así que para alimentar a la población japonesa los barcos pesqueros fueron fabricados más grandes para ir mar adentro.

Mientras más lejos iban los pescadores, más era el tiempo que les tomaba regresar a entregar el pescado.

Si el viaje tomaba varios días, el pescado ya no estaba fresco.

Para resolver el problema, las compañías instalaron congeladores en los barcos pesqueros. Así podían pescar y poner los pescados en los

### DATOS PERSONALES



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SPAIN

[VER TODO MI PERFIL](#)



WINE INTERNATIONALIZATION MBA  
EN TOLEDO

[http://www.eoi.es/portal/guest/mba-direccion/cursos?  
EOI\\_id\\_curso=172&EOI\\_tipoPagina=1](http://www.eoi.es/portal/guest/mba-direccion/cursos?EOI_id_curso=172&EOI_tipoPagina=1)



### ARCHIVO DEL BLOG

▼ 2011 (27)

▼ octubre (4)

Pongan a un tiburón en su  
estanque

Black Berry

What (Guy Kawasaki) learned  
from Steve Jobs

¿Nuestra empresa está orientada  
al mercado?

THINK  
LATERALLY



<http://www.youtube.com/watch?v=f95YFxQGj0c>







# Duchenne smile

Orbicularis  
oculi muscle



<http://www.duarte.com/>

# ~~I can't~~ change the world.

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