

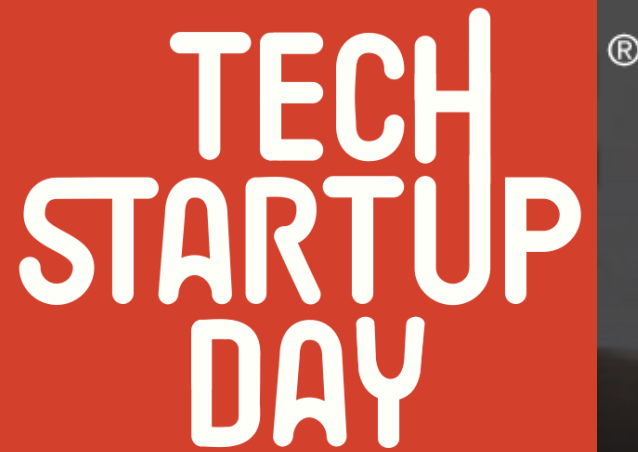
WORKSHOPS NETWORKING  
ENTREPRENEURS EXPERTS INVESTORS

19TH SEPTEMBER  
2PM TO 10PM  
THE EGG - RUE BARA 175

# TECH STARTUP DAY

#TECHSTARTUPDAY

# Go To Market Workshop

The logo for Tech Startup Day is centered on a red square. The text "TECH" is on the top line, "STARTUP" is on the second line, and "DAY" is on the third line. The letters are white and in a bold, sans-serif font. A registered trademark symbol (®) is located to the right of the word "TECH".

TECH<sup>®</sup>  
STARTUP  
DAY

Brussels, September 19, 2013

- Why a Go To Market Strategy?
- How to Build a Go To Market Plan!
- Case Story 1 – Inventive Designers
- Case Story 2 – Soccha
- Case Story 3 – Instruxion / Moovly
- Reverse Elevator Pitches



- Why a Go To Market Strategy?
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# Why a Go To Market Strategy?

- How to turn a great product into a great business?
- Every entrepreneurs nightmare: Fantastic product, no market.
- Your product or service is crystal clear in your mind. But what about the customer's mind?

# Why a Go To Market Strategy?

**Sir James Dyson** launched the 1st bagless vacuum cleaner ...



**... after 14 years of trial and error**

# Why a Go To Market Strategy?





# Why a Go To Market Strategy?

- A bit of theory ... and lots of
  - ... case stories
  - ... best practices
  - ... tips and tricks
- How to find customers and fill the order book.

- Why a Go To Market Strategy?
- **How to Build A Go To Market Plan!**
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# Agenda

# The Elevator Pitch



Pitching your company's mission is the result of a careful and important process:

Go To Market planning



# Go To Market (GTM) Plan



- WHO you will serve
- with WHAT kind of product/service
- and HOW you will achieve this.

# GTM Checklist (3,97M hits)

## Common sense

- Customer needs
- Market
- Solutions
- Communication
- Filling the order book
- Get it organized

# Check 1: Customers' needs

- What's the problem to be solved?
- What can you do about it?
- Is your customer open to change?
- Is your customer willing to pay for that change?

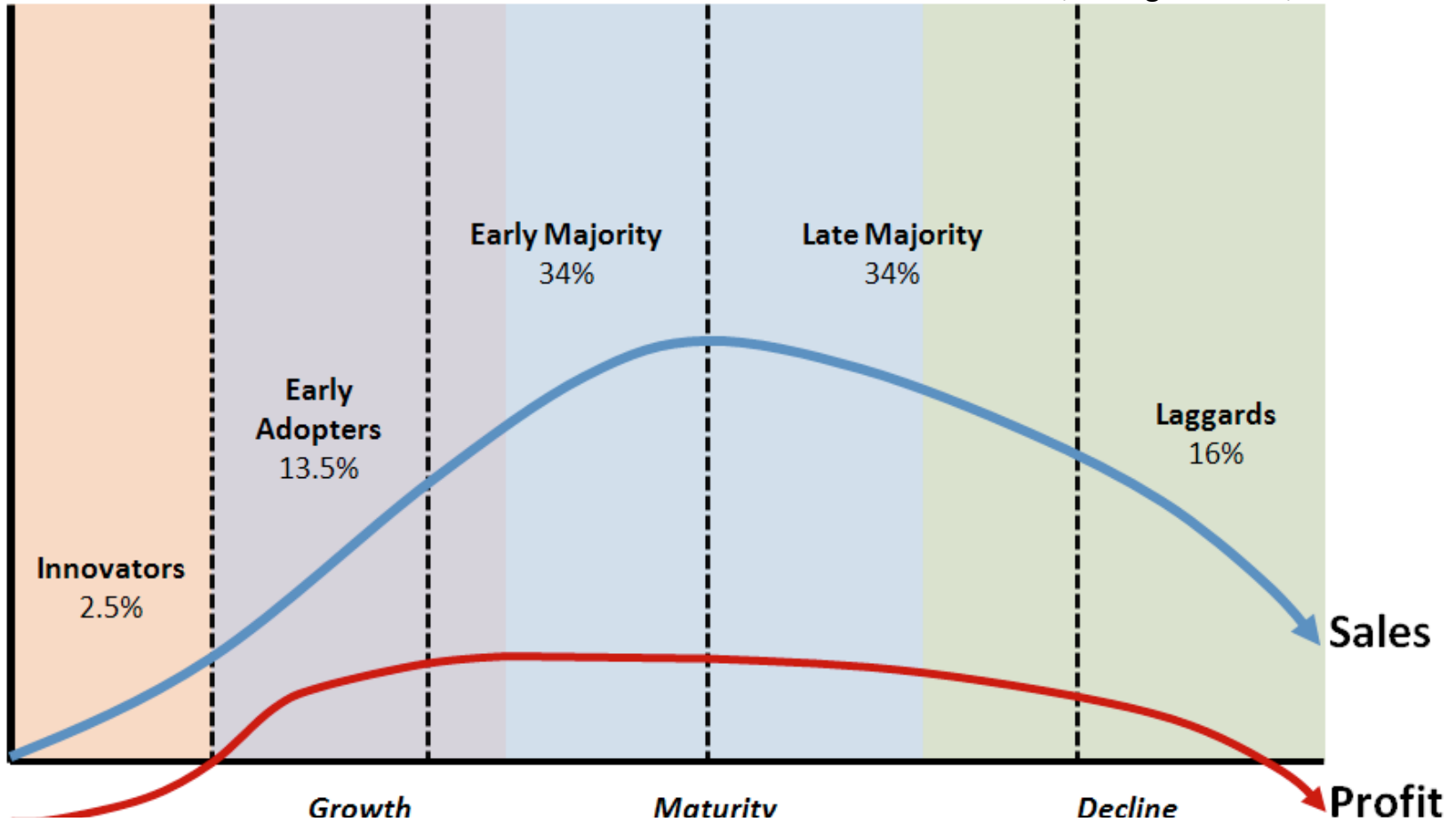


# Check 2: Know your market

- Describe your ideal target market
  - Local or international
  - Professional, public or private users
  - Age, gender, cultural background
- Know your competition
- Assess accessibility of your market
- Consider maturity of your market

# Technology Adoption Life Cycle

Joe M. Bohlen, George M. Beal, Everett M. Rogers



# Technology Adoption Life Cycle



1998



2013



## Check 3: Your solution(s)

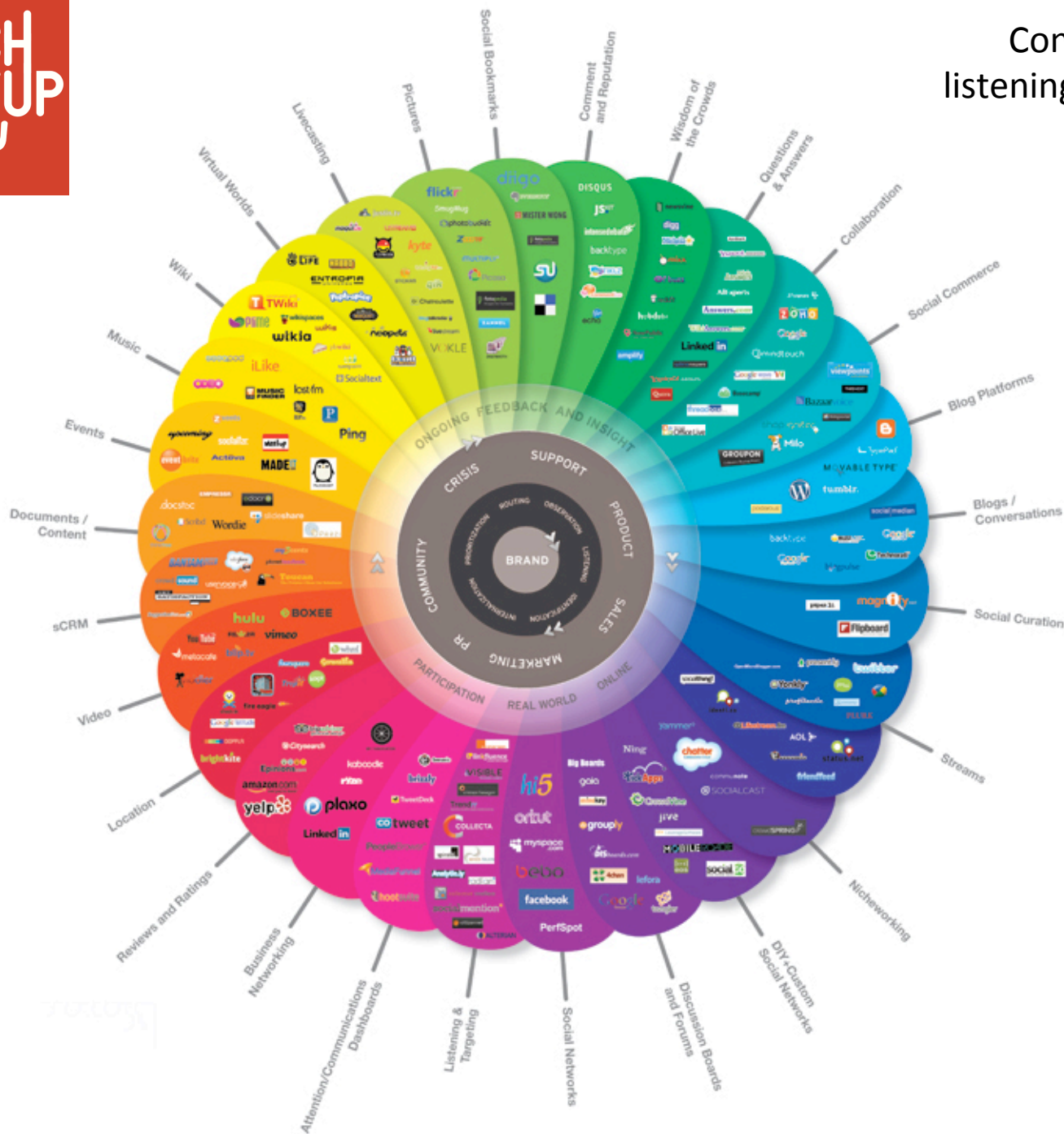
- From technical features to customer value  
(Value is what a damn fool will pay for it)
  - Off the shelf vs. customized
  - Sell a service rather than a product
  - Follow-up products or services
  - Need for partnerships?
- Define the total cost of ownership and the return on investment

## Check 4: Communication

- Where do you reach your audience?
- What business objectives do you want to achieve?
- Integrate proof points into your communication!
- Ensure 1 voice to the customer
  - Clear and consistent messages
  - Staff and partners

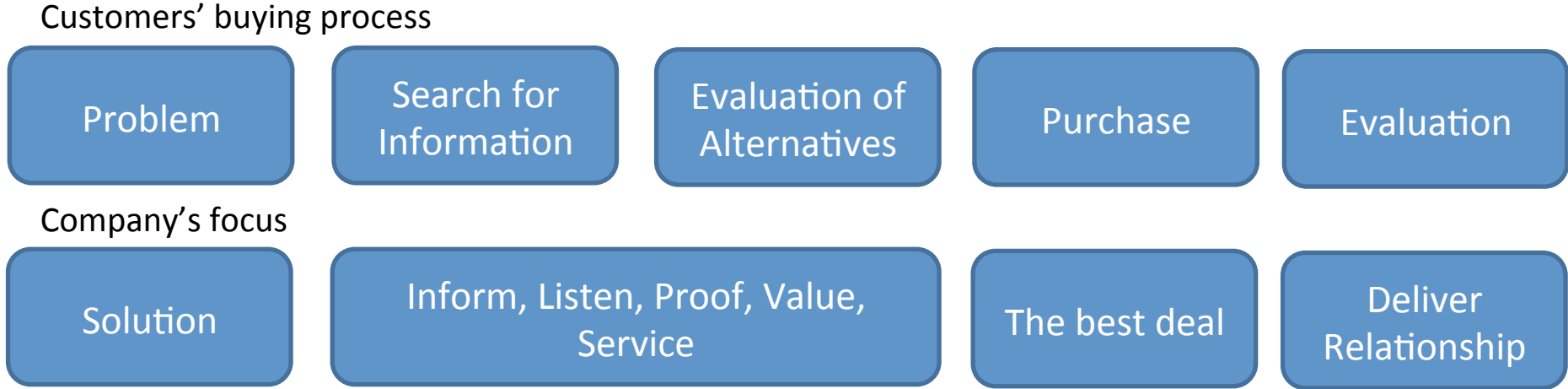
## Conversation, the art of listening, learning & sharing

By Brian Solis & JESS3



# Check 5: Filling the order book

- Synchronize company focus with customer buying process



- Sales approach
  - Consultative selling, web shop, distributors, integrators
  - Terms and conditions
  - Channel conflicts

## Check 6: Get it organized

- Who is going to be responsible for what?
- Skills and experience
- What structure will be required?
- What will the cost to serve be?
  
- Internal communication is as important as external communication
- EVERYBODY must walk the talk



# Step confidently into the elevator!



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# Overview

- Questions “Tech Startup Day 2013”
- My Story
  - In the end
  - How it really happened
  - My Action Plan
  - Check Up “2001”
- Brought my story an answer to the questions

# Questions

1. When did you have a clear idea of who you would be selling your product / service to & the sales strategy to implement?
2. Please describe the process of building your GTM and how it evolved between the original idea & the moment you actually went to market / your first pitch to a potential customer? Please provide an idea of time between key decisions / milestones.
3. What are according to you the main differences between pitching your company to venture capitalists & pitching / selling your product / service to customers
4. Can you describe your first sales contact / your first pitch to a potential customer? Any tips you like to share with the audience?
5. Did you test your sales pitch before going actually to market / before actually selling your product / service?
6. How did you ensure all involved partners / employees are fully aligned on your go-to-market strategy / your story?
7. From your experience, would you advice startups to verify their product idea / the market potential as early as possible or would you rather advise to keep secrecy up to the moment their product is ready to be sold?
8. From your experience, would you advice startups to stick to their original idea or rather be agile & adapt to (market / customer / partner) feedback?

# My story: "In the End"

- Build, Sell, Implement of my own software products
- National & International recognition for innovation and entrepreneurship



ICT innovation Award



*"One of nine ambitious enterprises"*



*"The talent to turn creativity into innovation"*



- Active member in



# My story: "In the End"





# My story: "In the End"



Federale  
Overheidsdienst  
FINANCIEN

Rijkdienst voor Pensioenen



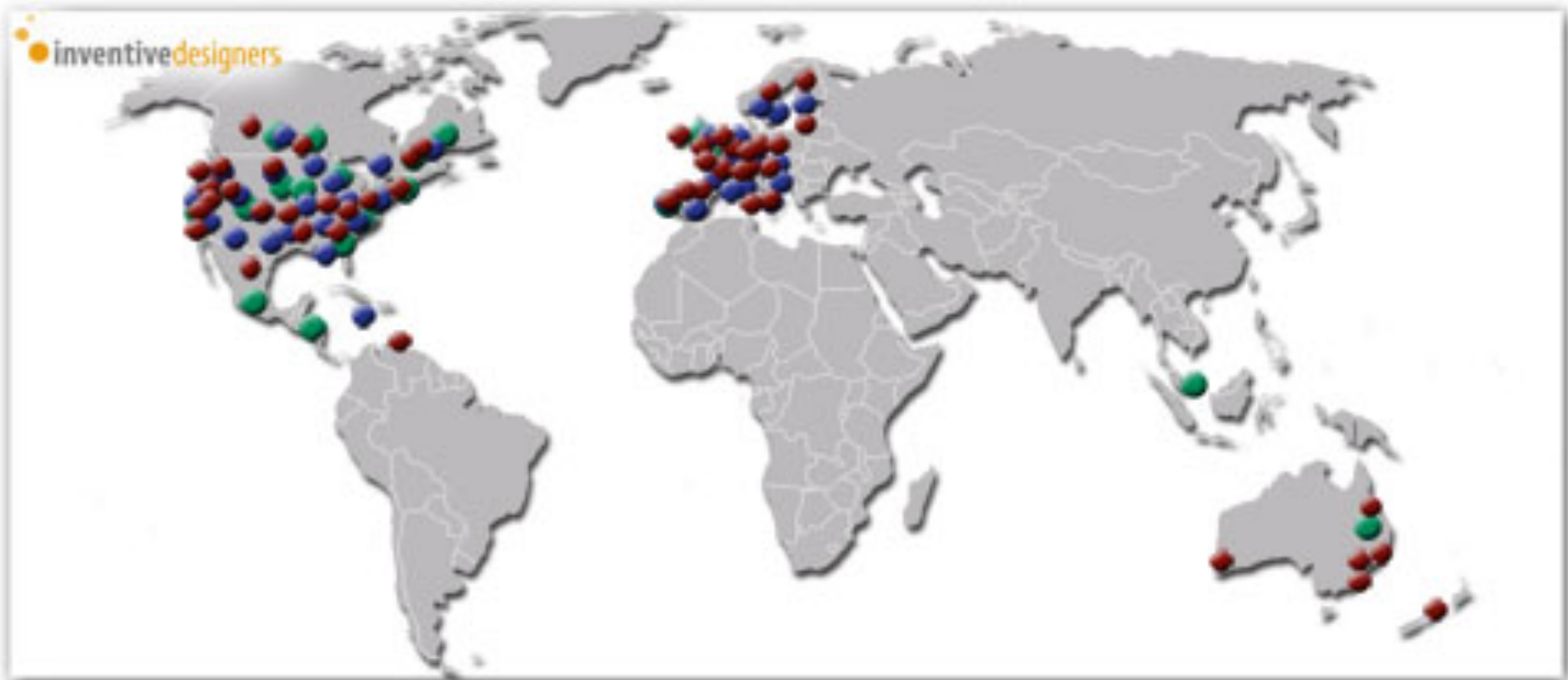
United Nations

ERPEREN



HS

Elec



## My story: “In the End”

- Today:
  - My story sounds very simple
  - The realization of it seems to be a piece of cake
  - Everyone says: This could not fail

However, the truth is different ...

## My story: “In the End”

- Almost 20 years ago:
  - Except my wife, no one believed me
  - Nobody trusted my plan
  - This wouldn't be feasible
  - You are a dreamer

**But I was convinced that it could work**

# My story: “In the End”

- Today I’m 61 and I can say:

“Indeed: It worked”

## Conditions

- I was well prepared
- Most of the time I had everything under control
- I left nothing to chance
- Everything was pretty well thought out and executed
- Have financed everything myself

# How it really happened

- November 1994
  - The company I was working for, was sold to its competitor
  - I became my competitor's main technical consultant.
    - Integrate solutions of both companies into one product
    - But, I dreamed of designing **NEW** “Innovative/ Inventive” software products for worldwide distribution.



# How it really happened

- October 1995
  - On the train from Brussels to Disney World Paris, I decided to quit what I was doing and to start my own business
  - I wrote down my action plan on backside of “IBM Info-sheet”
  - I still have this hand-written ideas

# My Action Plan

- Looking for software problems in IBM's OS/400, OS/2 or Lotus offerings
  - “Technical problems”
  - “Technical shortcoming”
  - “Errors”
  - “Limitations”
  - ...

# My Action Plan

- Design and Prototype “the ultimate solution”
  - Give it a “sexy” look
  - Make it a “must have”
  - Prototype -> fast development
  - Don’t try to be the best and most complete solution from day 1
  - Give presentations under NDA to selected audience/users/public
  - Improve the solution depending on their comments

# My Action plan

- Prepare the marketing
  - Look for “early adopters”
  - Find out “what” sells and explain it that way
  - Verify constantly my ideas under NDA
- Develop the software
  - Keep secrecy as long as possible
  - Stick to the original idea, but be smart enough to correct it when necessary.

# My Action Plan

- Sell the idea to
  - IBM Software labs (= technical people)
  - IBM user-groups
  - Assist IBM labs in selling the idea within IBM Marketing
  - Roadshows to IBM-user-groups
- Convince IBM International Sales to
  - Include the “ultimate solution” into their marketing-machine
  - Make sure that IBM becomes World-Wide distributor
- Keep maintenance contracts outside IBM’s circuit
  - Know your end-user



# My Action Plan

- I wanted to stay independent
  - Product Development
    - Keep all development in Belgium
  - Marketing/Sales
    - Take control
  - Financially
    - No banks
    - No VC's

**WARNING !!!**

# My Action Plan - WARNING

- Venture capitalists are interested in selling your company
  - So if you like to please them you must
    - Cleanup your balance sheet
    - Build a strong management team
    - Show the power of our organization
- I 'm only interested in selling my products
  - Customers are interested in the power of the product/company
    - References
    - Support
    - Reliability

# My Action Plan

- I liked to build up my I.P.
  - Patent(s)
  - Trademarks
  - Intrinsic value (Awards, recognition, ...)

# Check up “2001”

- Drastic change of direction in 2001
  - Dropped IBM-world
    - End of “Midrange systems” ?
  - New product family -> cross-platform
  - High volume “Internet sales” at low price

No “Large Customers” anymore !!!

- Course correction
  - Drop “Internet sales”, replace it by “Internet Marketing”
  - Reposition/Rename the “New product family”
  - Increase price (-> x 20)

Welcome back to the “Large Customers” !!!

# Questions

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- Guy Dehond
  - Founder of Inventive Designers NV
  - Product Architect
  - CEO from 11/1994 until 12/2012
  - Chairman Board of Directors since 01/2013

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# Who we are



- Social enterprise
- Sustainable business model

# In numbers



- 38 employees
- 50K monthly turnover
- 30+ active clients

# The GTM strategy



- We were hungry
- Plenty of services
- Mass market

# The pitch



- Why
- Clear & short
- Added value
- Just start



# What we learned



- Lean
- Specialize
- Customer oriented
- Better

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# About



°2001

Custom Multimedia Content

**SERVICE**

Large Enterprises



°2012

SaaS Platform

**PRODUCT**

Everyone

# About Instruxion



# About Moovly

The screenshot displays the Moovly animation software interface. At the top, the title bar reads "Editing project | Moovly" and "General Distribution Demo". The interface is divided into several sections:

- Libraries:** A search bar and a "Moovly Library" containing various icons for characters, objects, and scenes.
- Stage:** The central workspace showing a hand-drawn scene. A hand is drawing a red outline of Europe on a whiteboard. The word "Distribute" is written in blue on a flipchart. A man in a suit and a woman in a vest are standing next to the flipchart.
- Animation Settings:** A panel on the right with "Stage Properties" (YouTube 480p, Width: 853, Height: 480) and "Video mode" (Autosave checked).
- Timeline:** A horizontal timeline at the bottom showing a sequence of animation clips. A red vertical line indicates the current playhead position.

# About GTM



INNOVATION



MARKET

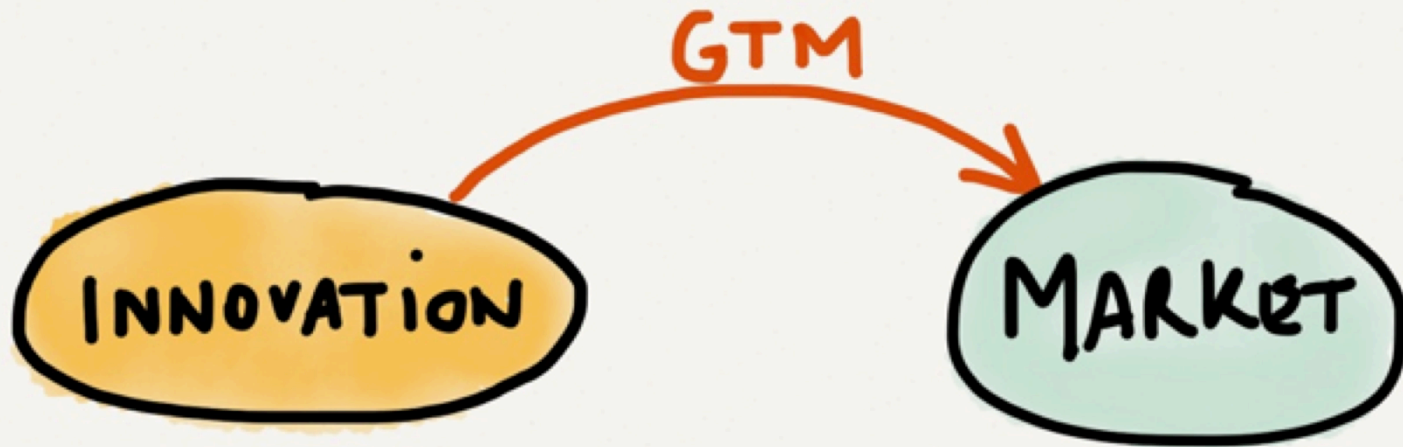


# Question

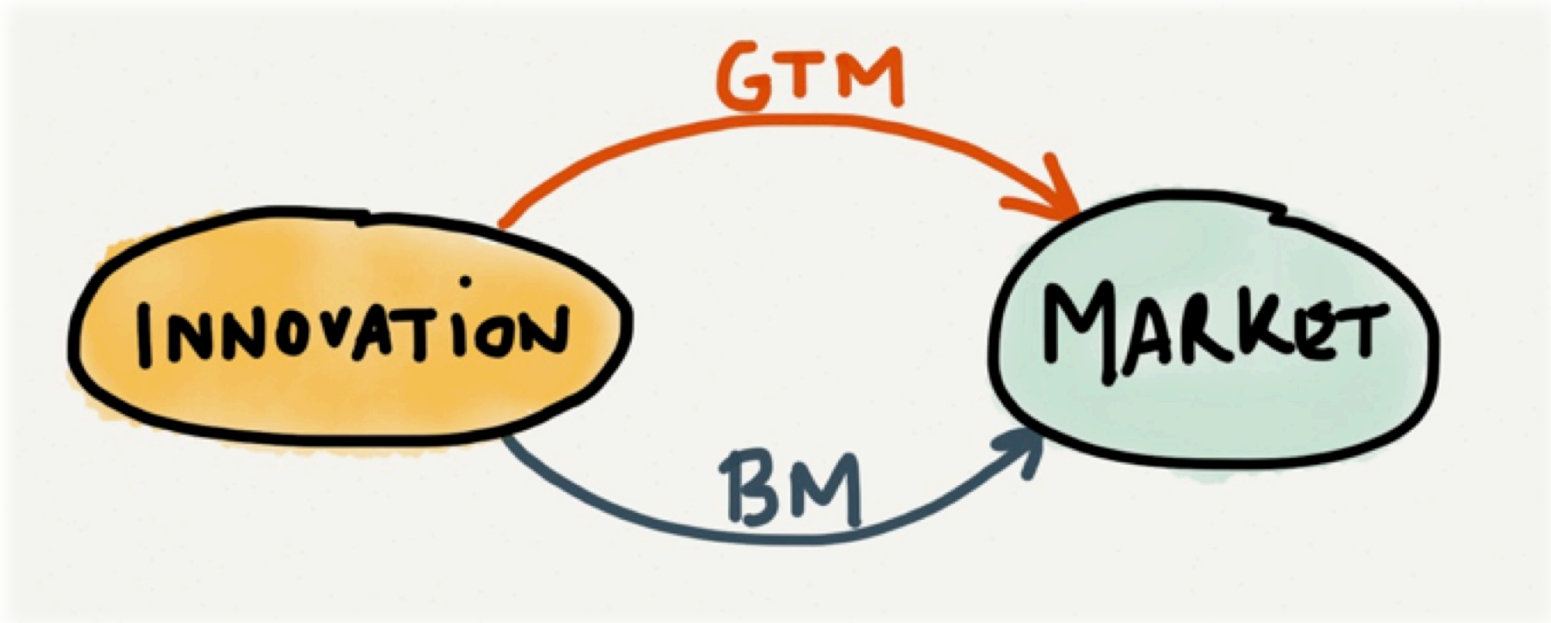
WHICH CUSTOMER PROBLEM  
ARE YOU TRYING TO SOLVE?



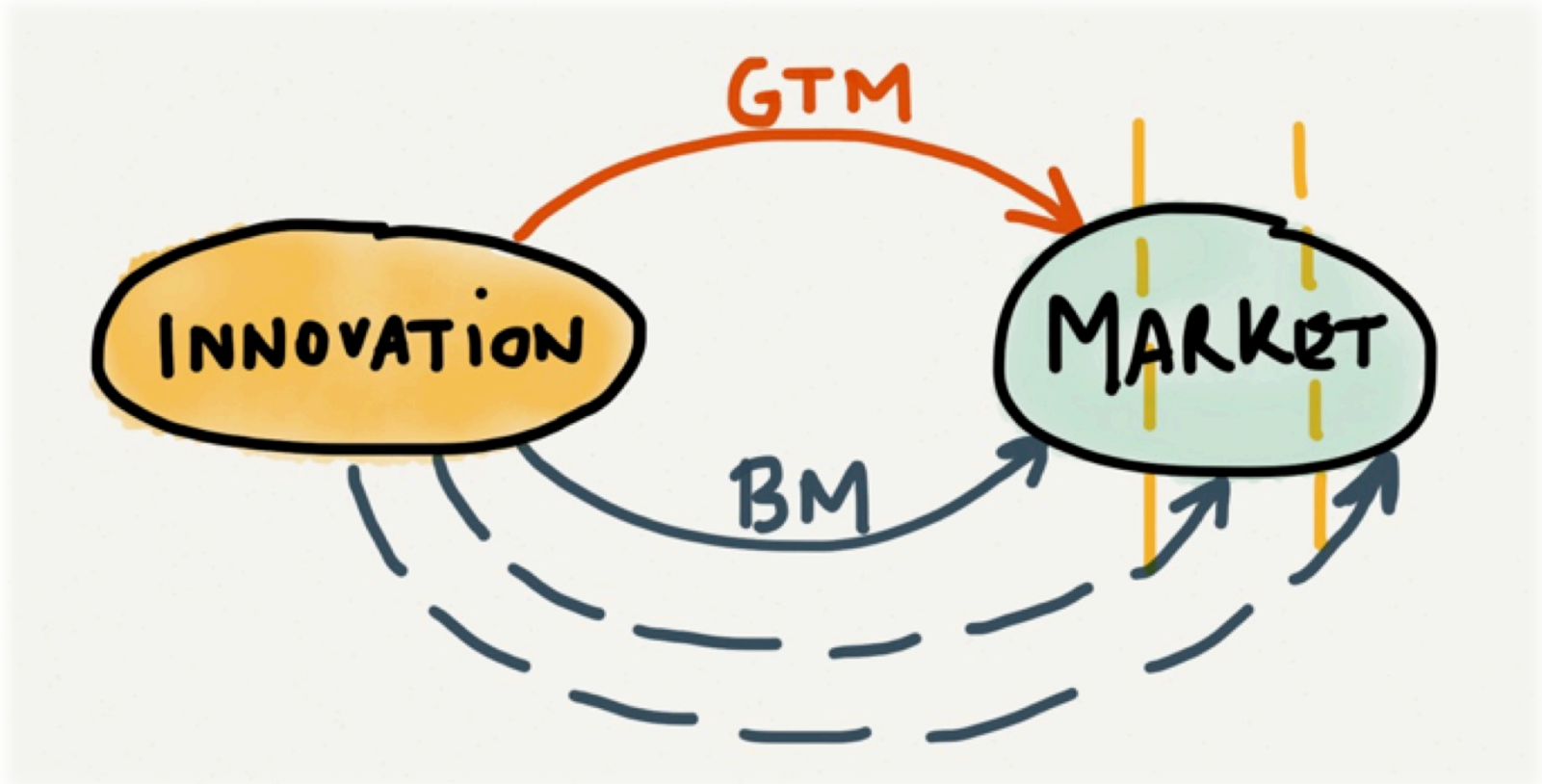
# About GTM



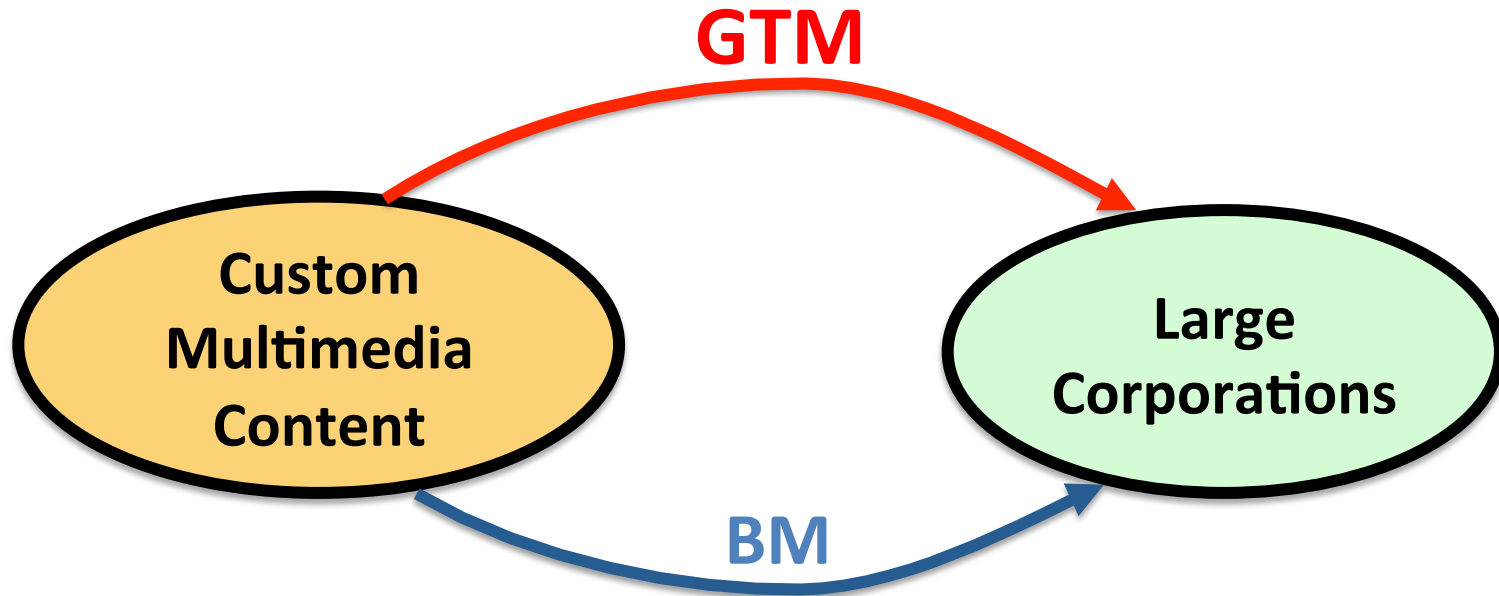
# About GTM



# Segmentation

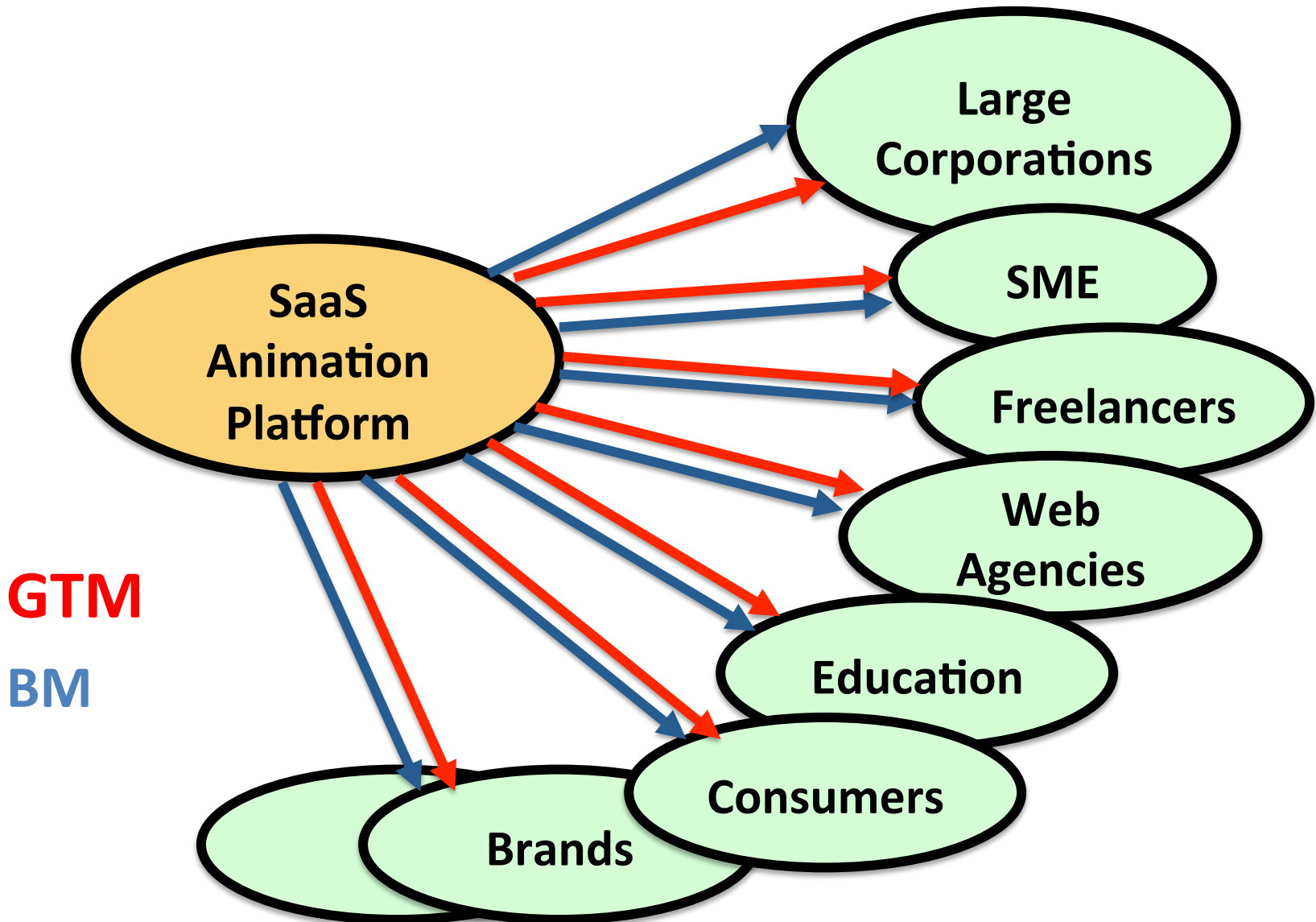


# Instruxion Go-To-Market

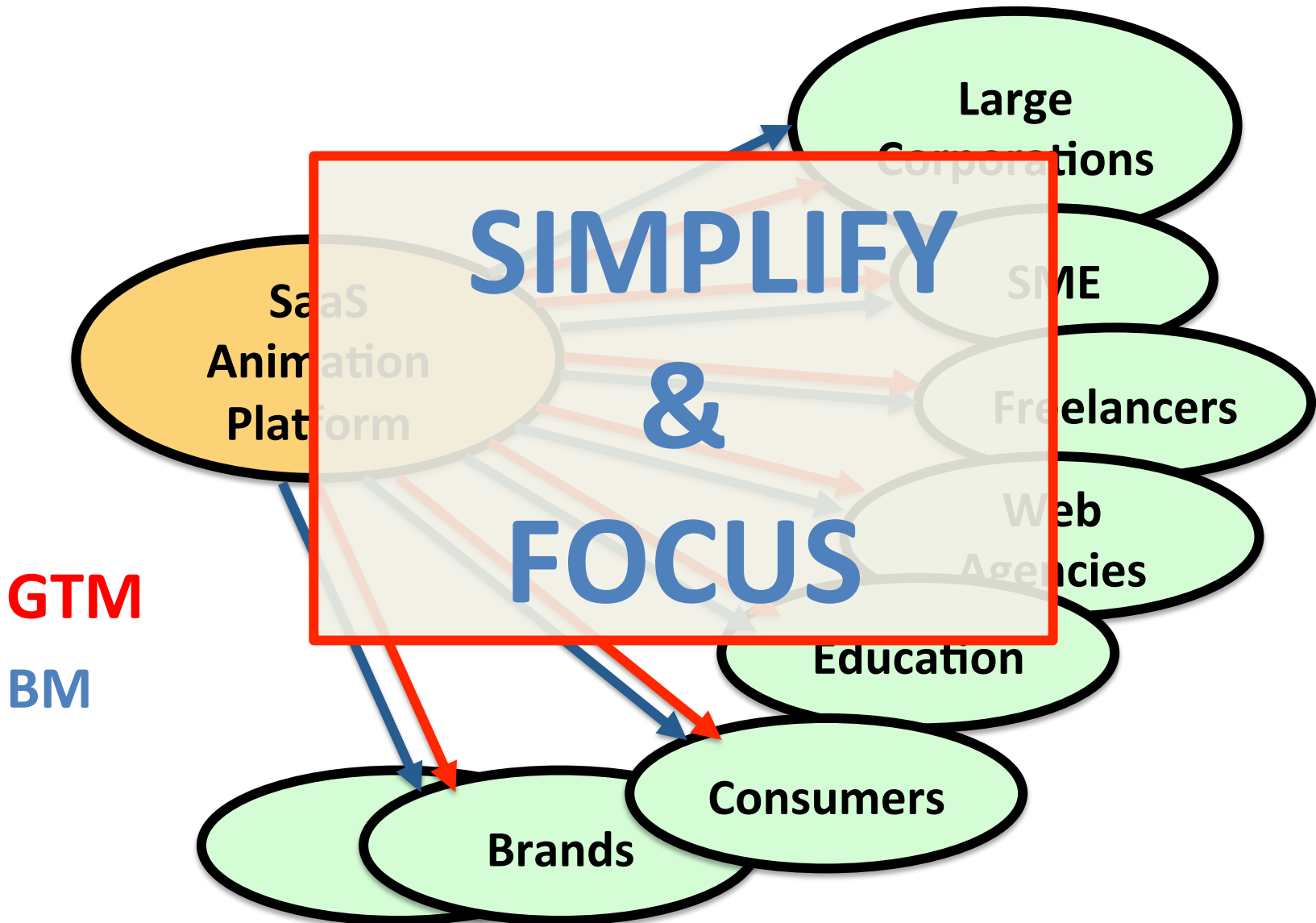


Key Account Management  
Custom Project Pricing  
Tailor-made Offers  
Customer Intimacy

# Moovly Go-To-Market



# Moovly Segmentation



# About Me

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