15 Things You Can Do in the Next 90 Days

CORONAVIRUS

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Remember....

"DON'T DO **NOTHING** BECAUSE YOU CAN'T DO **EVERYTHING**. DO **SOMETHING**. **ANYTHING**."
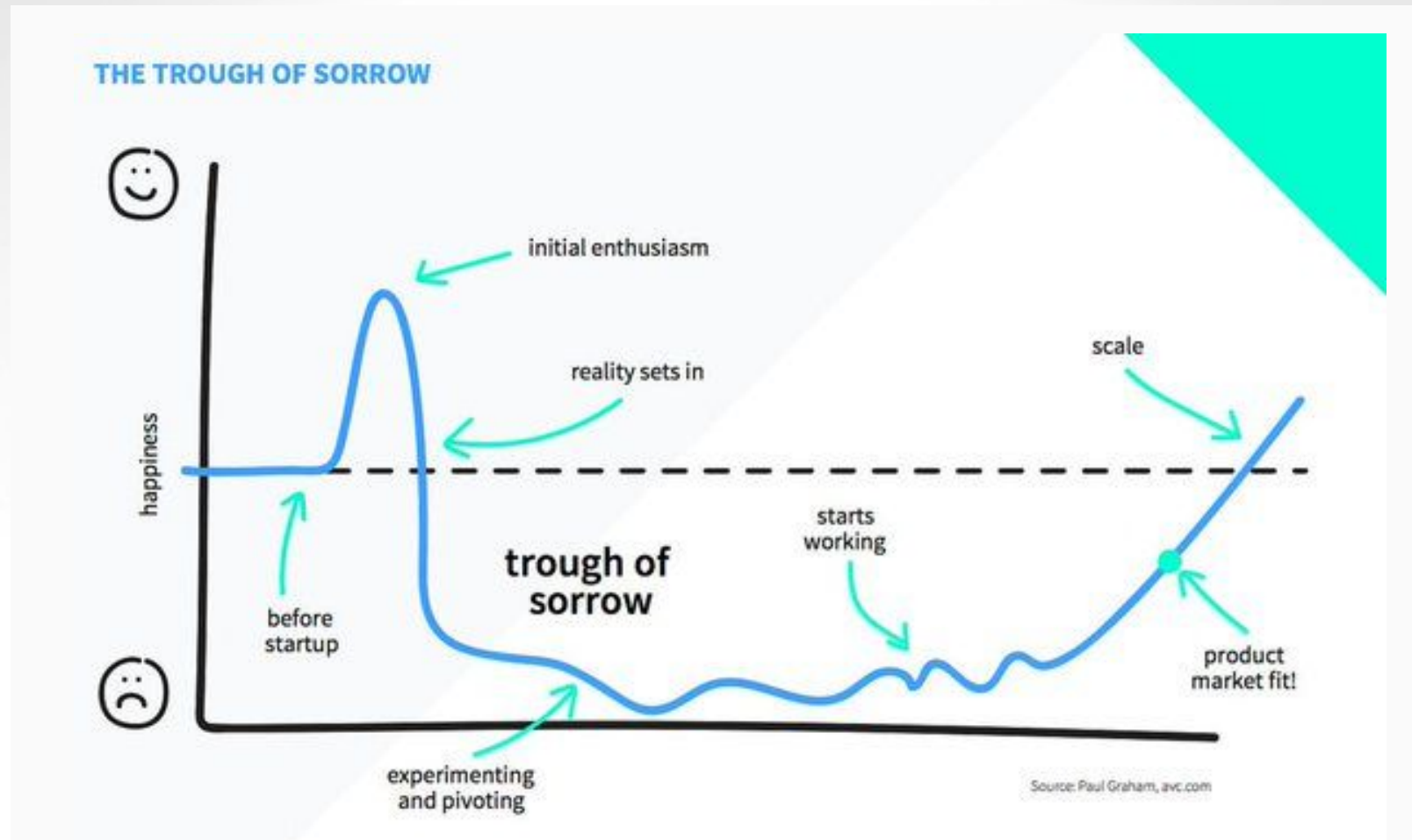
- Colleen Patrick-Goudreau

Situation Analysis

- Most business has become very difficult
- Decisions are being deferred
- Early-stage companies are suffering the most
- Buyers are only buying products that are absolutely needed

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Typical Startup Emotional Journey

THE TROUGH OF SORROW

initial enthusiasm

reality sets in

scale

happiness

before startup

trough of sorrow

starts working

product market fit!

experimenting and pivoting

Source: Paul Graham, avc.com

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Stages

- **Product Conceptualization** – Product, Vision, Culture

- **MVP** – Product Development

- **Early Customer Acquisition** – Sales, Marketing and Customer Support

- **Early Scale** – Culture, Organizational Development (building the team), Company Vision, Communications, Business Strategy

- **Late Scale** – Maintenance and fending off new competitors. Keeping the business relevant

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Review. Why Would Customers Buy?

- Product value is indisputable (value proposition)

- Low cost and effort of conversion

- Risk of purchase is reduced

- Objections are handled

- Price is right and budget is available

- Purchase does not require multiple levels of approval

- Product is convenient to use

- The problem is that we lie to ourselves about the above issues.

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15 Things

1. Look for partners and support them

2. Develop case studies

3. Develop a thought leadership program

4. Think about how to change the buying criteria in your favor Differentiate yourself

5. Perform objection planning

6. Tighten your value proposition and simplify your message

7. Refine your lead generation plan

8. Revisit pricing or business model

9. Cost justification for your product and a justification toolkit

10. Develop easy online client implementation, training and support

11. Train employees

12. Review your team, stack rank your people or your organizational needs and develop an organization plan

13. Implement OKRs and a series of real metrics that drive your valuation

14. Financial model of budget

15. Justify every single expenditure you make

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Do It Right or Don't Do It At All

If you don't have time to do it right, when will you have time to do it over?
John Wooden

Look For Productive Partners

The Goal of Partner Program

- Expand your sales and marketing footprint

- Lower your sales and marketing costs

- Get more customers quickly

- Increase revenues more effectively

- Help the customer to take the risk out of doing business with you

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Types of Partnerships

Type

- Reseller
- Referral
- Implementation

Focus

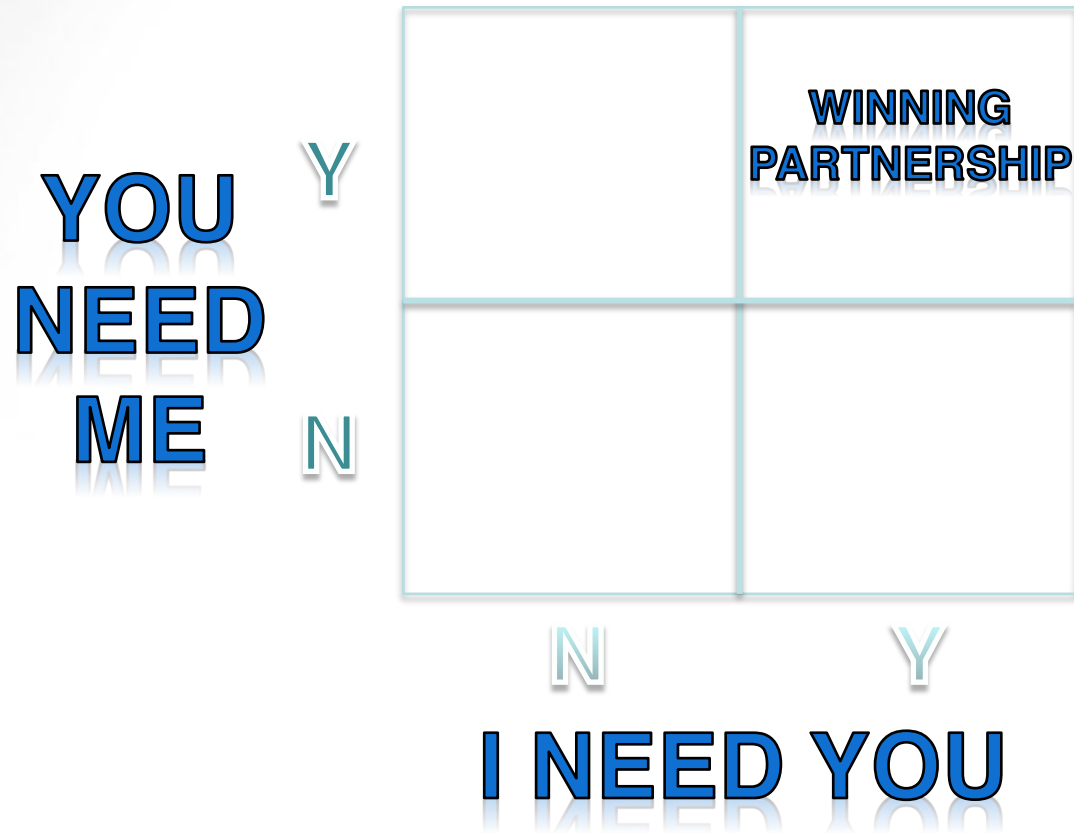- Industry Complimentary
- Geography
- Red Ocean Competitive

Want

- Software Revenue
- Services Revenue
- Competitive differentiation

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Common Misconceptions

- Partners will sell my product even though I could not

- The partner will know how to sell my product in their industry. They have the right experience

- The partner customers will automatically flock to my product

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The Real Test

YOU NEED ME

Y

N

I NEED YOU

N   Y

WINNING PARTNERSHIP

When To Have Partners

- When prospects want your product but are worried about your size

- When you want to scale but do not have the funding for scale

- When you realize that the customer wants to buy an integrated solution and you only have a piece of the solution

- When the customer needs implementation services that you can't afford

- When you are competing against bigger firms and you need to look bigger than you are

- When you offer something that other vendors want and need, but don't have

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What a Partner Can Offer

- Sales resources

- Complimentary products

- Customer base

- Market presence

- Industry expertise

- Customer implementation and services resources

- Buyer risk reduction

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Partners To Avoid

- Have no track record of partnering success

- Partner with everyone

- No financial commitment

- No person in charge of partner program

- Reluctant to put you in front of their sales force

- Reluctant to commit to customer webinar

- Outside of your industry

- Bad financial shape

- Not many employees

- Low cost vendor

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Where Are We Partnering?

- Within a geographic region

- Within an industry or market

Does our partner relate to that expansion opportunity?

Are You Really Ready for Partnerships?

But You Need To Be Aware of the Partner Flow

- You sell to management of partner organization

- Management sells to their sales force

- The sales force sells to the customer

What could go wrong?

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Be Aware

Lack of properly supporting a partner will always lead to poor performance and disappointment

Be Prepared to Support the Partner

https://partner.support

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Document Your Successful Customers

Case Studies

- What is the purpose of your case studies (lead generation or justification/close)?
- You should have multiple
  - By industry
  - By size
  - By product

Case Study Outline

- Ask yourself what your buyer really wants to know?
  - Is the company like me?
  - Was the buyer like me?
  - What problems did they have?
  - How did they found you?
  - What else did they evaluate?
  - What was their decision criteria and why?
  - What internal objections did they encounter?
  - How did their implementation?
  - What results did they achieve?
  - What advice could they provide me?

Case Studies

- Helps buyer better understand your value proposition
- Helps buyer better get over objections
- Helps buyer take the risk out of the purchase
- Saves your customers from constant reference calls
- Can be used as lead generation

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Examples

http://www.cloud-cme.com

https://moodlifters.com/mood-lifters-case-studies/

https://www.celant.com

http://hwconnections.com

Develop a Thought Leadership Program

Thought Leadership

What Is Thought Leadership?

Thought leadership is *a type of content marketing where you tap into the talent, experience, and passion inside your business, or from your community, to consistently answer the biggest questions on the minds of your target audience on a particular topic.*

It's not pedigree. It's not where you went to school. Thought Leadership means you provide the best and deepest answers, to your customers' biggest questions, in the formats your audience likes to consume.

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Thought Leadership

Be Careful

You also have to define all of your customers challenges and define the best ways to overcome them. Many brands think this is an opportunity to talk about their products and how they are better.

I would caution against that approach. As soon as you start promoting yourself, your audience will start to tune out and you will lose the trust you worked so hard to build.

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Thought Leadership

Who Should Use Thought Leadership Content Marketing?

Thought leadership is important for both Consumer and B2B companies. But the complexity of the decision making process in B2B, the length of time it takes for decisions to be made, and the number of people involved, all point to thought leadership as an important component of B2B Content Marketing.

Thought leadership content can help anyone involved in the business decision to gain alignment among their peers, which is often no small task.

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Thought Leadership

The Benefits of Thought Leadership Content Marketing

- Helps to get the market to understand that a problem exists

- Helps to get the market to understand that a solution is possible with the right capabilities

- Helps to set the decision criteria for purchase

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Thought Leadership

Thought Leadership Approaches

- Webinars

- Blogs

- Articles

- Videos

- Speaking engagements

- Social media

- …..

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Differentiation – Changing the Buying Criteria

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Modified Lean Canvas

Problem

List your customers top 3 problems

Solution

Vision
Outline a solution for each problem
What resources do we possess?

Key Metrics

What are the key metrics that you will measure that drive success? How will you measure these and time frames?

Value Proposition

Why would someone want or need to change? What are your key features and benefits? Why should I replace what I am doing today? Tells the ideal customer why they should buy from you and not something else

Unfair Advantage

What is your defensible differentiation? How will we win in our market?

Channels

How will you get customers?

Customer Segments

What is your target market? What characteristics make an ideal customer?

Who will be your early adapters and how will you get them?

Cost Structure

List your fixed and variable costs (Development, marketing, sales, customer support)

Revenue Stream

List your sources of customer revenue (subscription, implementation, customization)

Key Performance Drivers

What has to happen for you to be successful?

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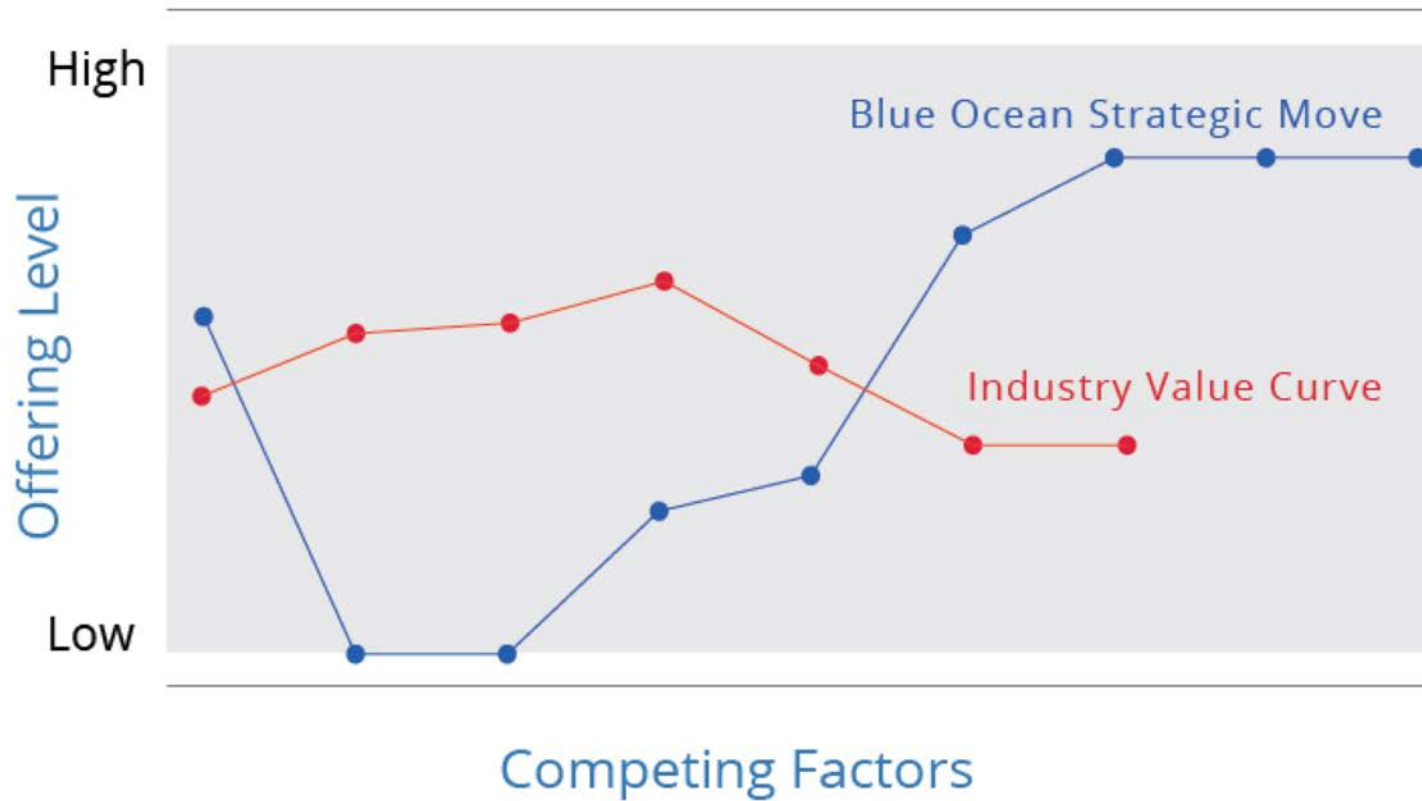*Growing great ideas into great companies*

Differentiation

- Why are you better, not why are you different
- Blue Ocean Strategy makes the competition irrelevant

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ERRC

ELIMINATE	RAISE

REDUCE	CREATE

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Strategy Canvas

Cirque du Soleil

Eliminate-Reduce-Raise-Create Grid: The Case of Cirque du Soleil

Eliminate	Raise
Star performers	Unique venue
Animal shows	
Aisle concession sales	
Multiple show arenas	
Reduce	**Create**
Fun and humor	Theme
Thrill and danger	Refined environment
	Multiple productions
	Artistic music and dance

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Cirque du Soleil

The Strategy Canvas of Cirque du Soleil

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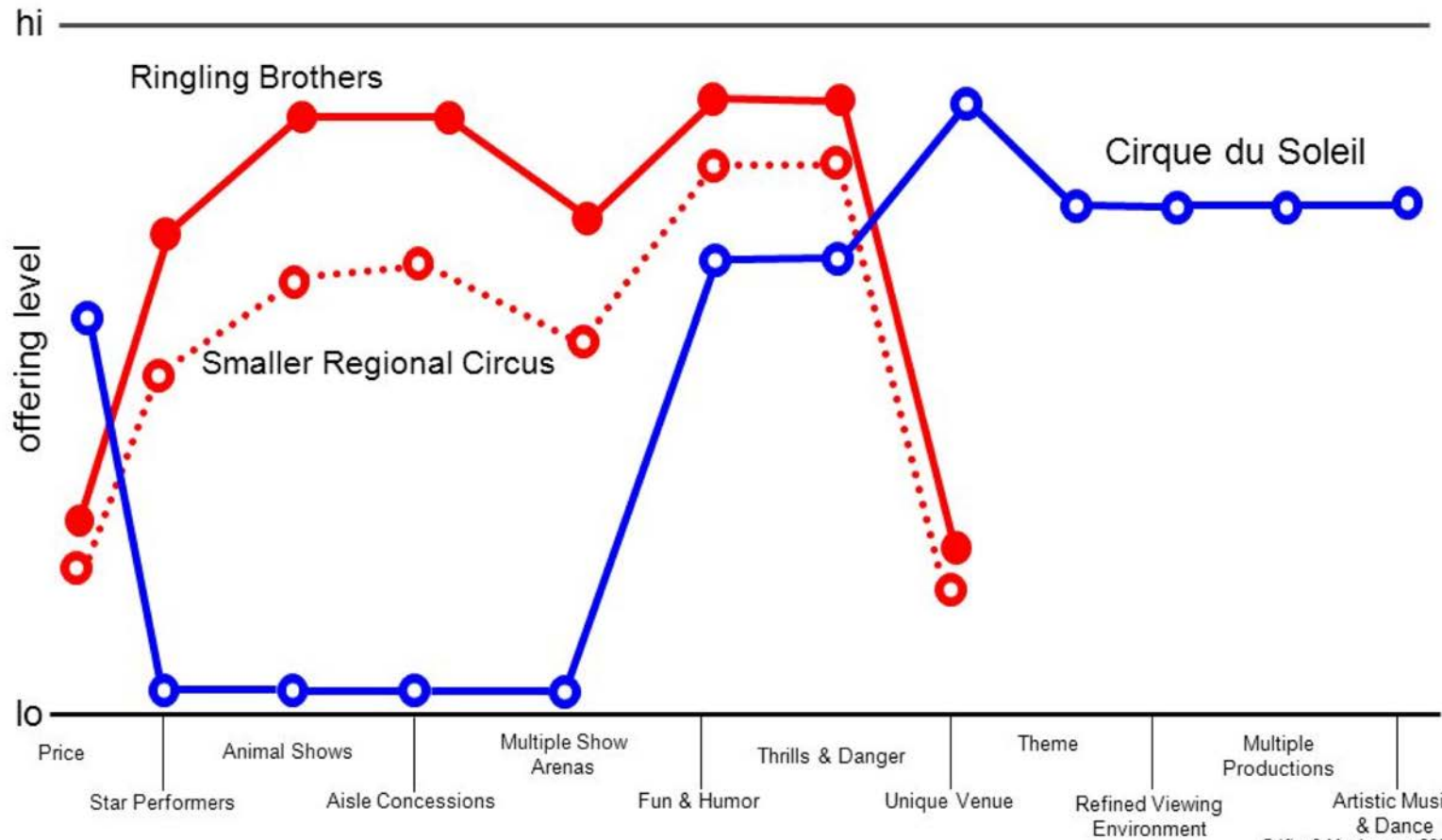
Blue Ocean Tools
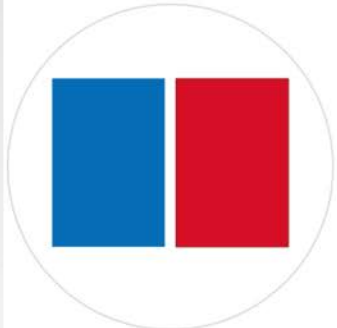
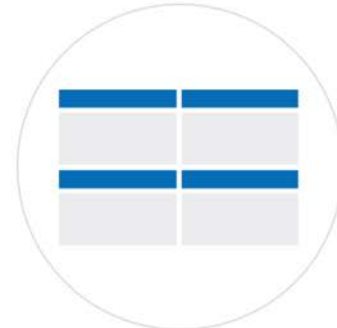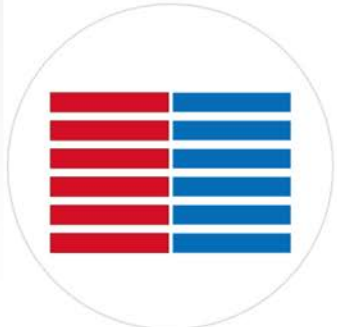
Red Ocean vs. Blue Ocean Strategy
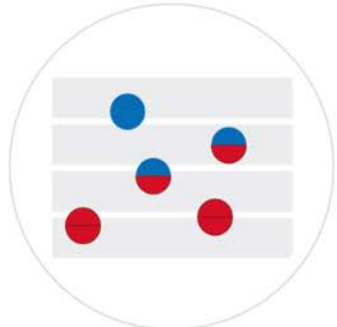
Value Innovation

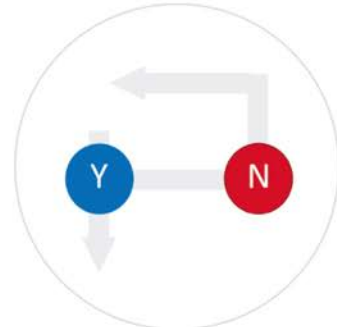Strategy Canvas

Four Actions Framework
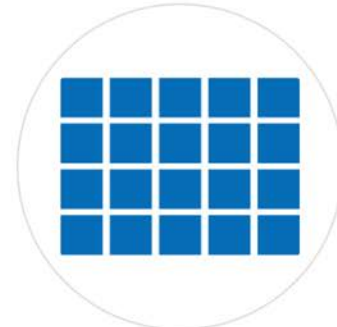
ERRC Grid

Six Paths Framework

Pioneer Migrator Settler Map

Three Tiers of Noncustomers

Sequence of Creating a Blue Ocean

Buyer Utility Map

Price Corridor of the Mass

Four Hurdles to Strategy Execution

Tipping Point Leadership

Fair Process

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Update and Refine Your Content

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Value or Selling Proposition

- Why should someone buy from you and not from someone else?

- Could a typical businessperson repeat your value proposition accurately?

- Would that businessperson remember your typical customer?

- Is the repeated value proposition brief and clear?

- Does what they say evoke emotion?

- Do people ask you a follow up question about you or your business?

- Do people find what you do valuable, relative to similar offerings?

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Value Proposition Requirements

- Clear, concise and compelling

- No oblique speak

- No industry buzzwords

- No room for interpretation

- It communicates the concrete results a customer will get from purchasing and using your products and/or services

- It states how it's different or better than the competitor's offer

- It avoids hype, superlatives and business jargon

- It can be understood in 5 seconds by anyone
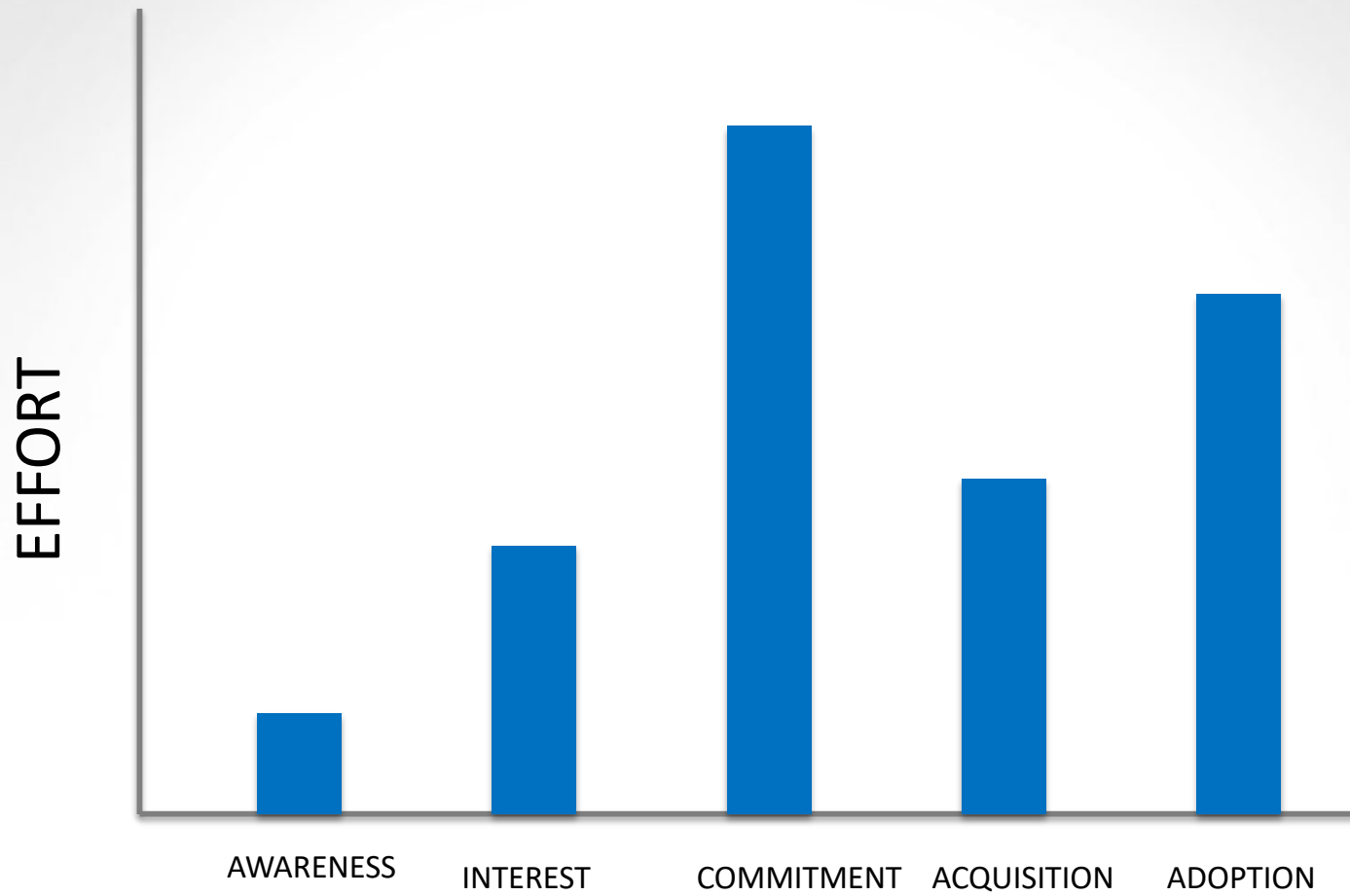
Messaging

Who?

When?

What?

Who?

Why?

Why now?

Why not?

How?

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Buyer Journey Effort

So, What Happens?

- An exponential increase in the amount of activity required to successfully move forward to the next step
- The involvement of multiple players
- Potential lack of clarity regarding the overall buying and funding process
- Concerns about the implications that may arise for acquiring and adopting the offering
- Far greater detail required on the investment and its potential return
- Fit of the possible product acquisition to the culture of the organization
- Reluctance to embrace any change necessary to adopt the offering
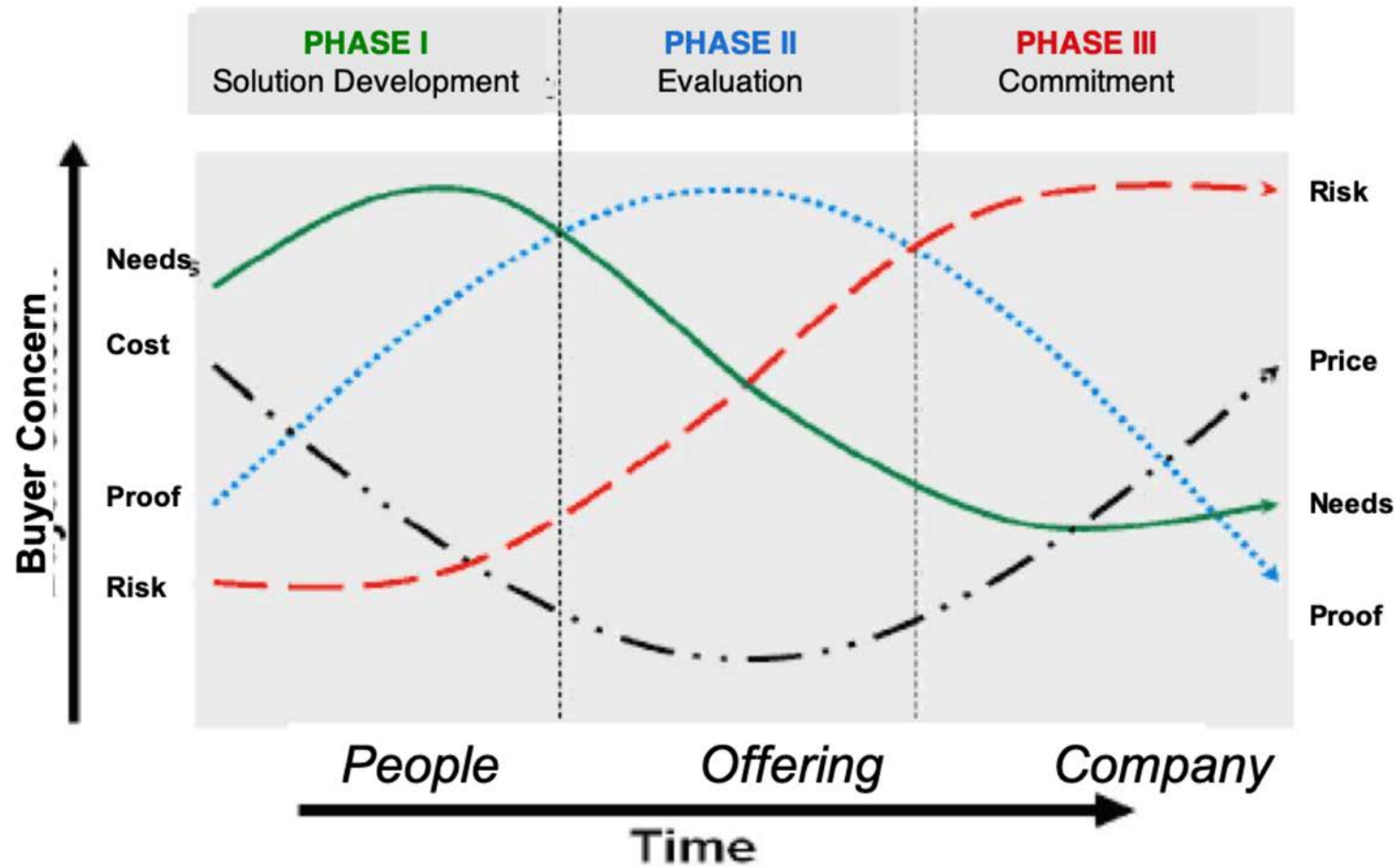- …..

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Buyer Journey Effort vs Yours

EFFORT

AWARENESS   INTEREST   COMMITMENT   ACQUISITION   ADOPTION

Buying   Selling

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Qualification

1. Need

2. Intention

3. Timeframe

4. Money

5. Authority

6. Method

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Shifting Buyer Concerns

Key Problem

The majority of marketing is about engaging
people in the buying journey not adding
value once they are there

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Messaging

- Lead Generation
- Proof/Outcomes
- Objection Handling
- Case Studies
- Justification
- Implementation
- Reference

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Do Objection Planning

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Modified Lean Canvas – Page 2

Cognitive

Does you prospect understand the pain, the product, the benefits?

Motivational

Is this a priority? Do they care?
Does this interrupt their current workflow?

Resource

Do they have the time, the money, the people, the skills?

Political

Is there an internal reason that they can't buy from you?

Feature

Is there some feature or function that they absolutely need that you don't offer?

Risk

Is there some risk that you pose for the company or buyer (either risk to their career or job junction)?

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Build a Justification Toolkit

Sections

- **Why we are changing?** - People don't like change and there is never a rush to spend money. It is important to begin by explaining the motivation for the change. This is normally a list of problems that the organization is trying to solve.

- **Value we will get (benefits)** - Benefits begin with lower (as in costs) or improve (as in productivity or revenue). A potential list of benefit suggestions appear later in this book.

- **Why this vendor?** - The decision maker will want to know what alternatives were considered and why you were chosen as the selected vendor or alternative.

- **Cost** - what is this going to cost and is this the best use of our money at this point?

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Sections

- **Case Studies** - while it is unlikely that the decision maker will actually read the case studies, it is nice and comforting to have them to help alleviate perceived risk.

- **Customer quotes** - An important component of the justification toolkit is to get quotes from key executives in other organizations that may be peers to the decision maker at your prospect organization (the person who the justification toolkit is intended for). These people like to hear what their peers have to say and this makes them feel more comfortable with the ultimate decision and provides a level of safety for them.

- **Customer List** - A common question is "Who else uses this and do they relate to us?"

- **Common Objections** from management and how to deal with them - This is a list of common objections that your champion may get and suggested responses on how to deal with these objections. This list should be comprehensive.

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Sections

- **Why The Cloud?** - If you have a newer technology (like cloud-computing), this is a section that points out the benefits of the new technology for the buyer who may not be familiar with all the economic and other benefits of your solution.

- **Technology Overview** - it is important to have a prepared document that describe the technology. While the decision maker may not read it or can understand it, it helps alleviate potential risk.

- **Appropriate Blog Posts or eBooks (if available)** - Providing relevant industry articles or even blog posts from the vendor can help to make the case. Examples may include things like "10 Things That You Can't do in Excel But Should" or "8 Benefits to Using the Cloud".

- **Sample Statement Of Work** - Provide a full SOW and cost for the project. A sample SOW is available from Arbor Dakota upon request.

- **Sample Justification** - On the (secure area of) the web site, you should include a sample completed justification document. (samples are available from Arbor Dakota upon request).

Evaluate Lead Generation Strategy/Tactics

Lead Generation

Lead Generation refers to process of identifying and cultivating potential customers for a business's products or services.

In marketing, lead generation is the initiation of consumer interest or enquiry into products or services of a business. Leads can be created for purposes such as list building, e-newsletter list acquisition or for sales leads.

Tactics are the methods used to generate leads.

It is essential to measure which tactic generates the highest number of leads that turn into **sales or users** in the shortest time frame. Measure **cost/success** in a given time period

Tactics Depend on B2B versus D2C

Tactics

- **Online Advertising** - Advertising on sites like Facebook, Instagram, google….

- **Offline Advertising** - TV, radio, magazines, billboard…

- **Retargeting** - Knowing people who have visited your site or your competitors sites and targeting ads towards them

- **Social media** - Using Facebook, Instagram, LinkedIn and other social platforms to attract buyers or users. Getting followers is essential.

- **email marketing** - Sending emails to a curated list of potential buyers

- **SEO** - Optimizing your site so that buyers who use online search will easily find you

- **Content marketing** - Using blogs, eBooks or other materials to attract interested parties

- **Word of mouth** - viral marketing (registered referral)

- **Offline events** (conferences, pitch competitions, speakers….)

- **Trade shows/conferences** - attending relevant events and having either a booth and/or networking

- **Speaking engagements** - Acquiring a speaking slot at at the general session or at a break-out session at conferences

Tactics

- **Publicity (PR)** - Press release, news of new customers, acquisitions…

- **Referrals** - Either paid or unpaid opportunities for current users to refer others to your product

- **Partners** - Using third party organizations to re-sell your product as part of their offering

- **Direct Sales** - Using a direct sales force to go out and get opportunities. But today, this, most likely requires other tactics.

- **Engineering as Marketing** - offering free tools to potential buyers to have them learn more about your offering

- **Creative ideas** - Getting buyers to try your product through creative means

- **Community Building** - Developing a passionate user base that others want to be part of

- **Existing platforms** - Using platforms like Facebook or YouTube to get buyers interested.

- **List organizations** - Having your product listed on professional sites like Capterra to engage buyers

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Tactics

- **Industry influencers/endorsement** - Working with people who have a buying influence to get them to endorse or even talk about your product

- **Article placement** - Writing an article that gets placed in a respected online or offline publication

- **Education** - Using education and classes to generate interest

- **Freemium** - This is more of a pricing option and still normally requires one of the other methods to attract users
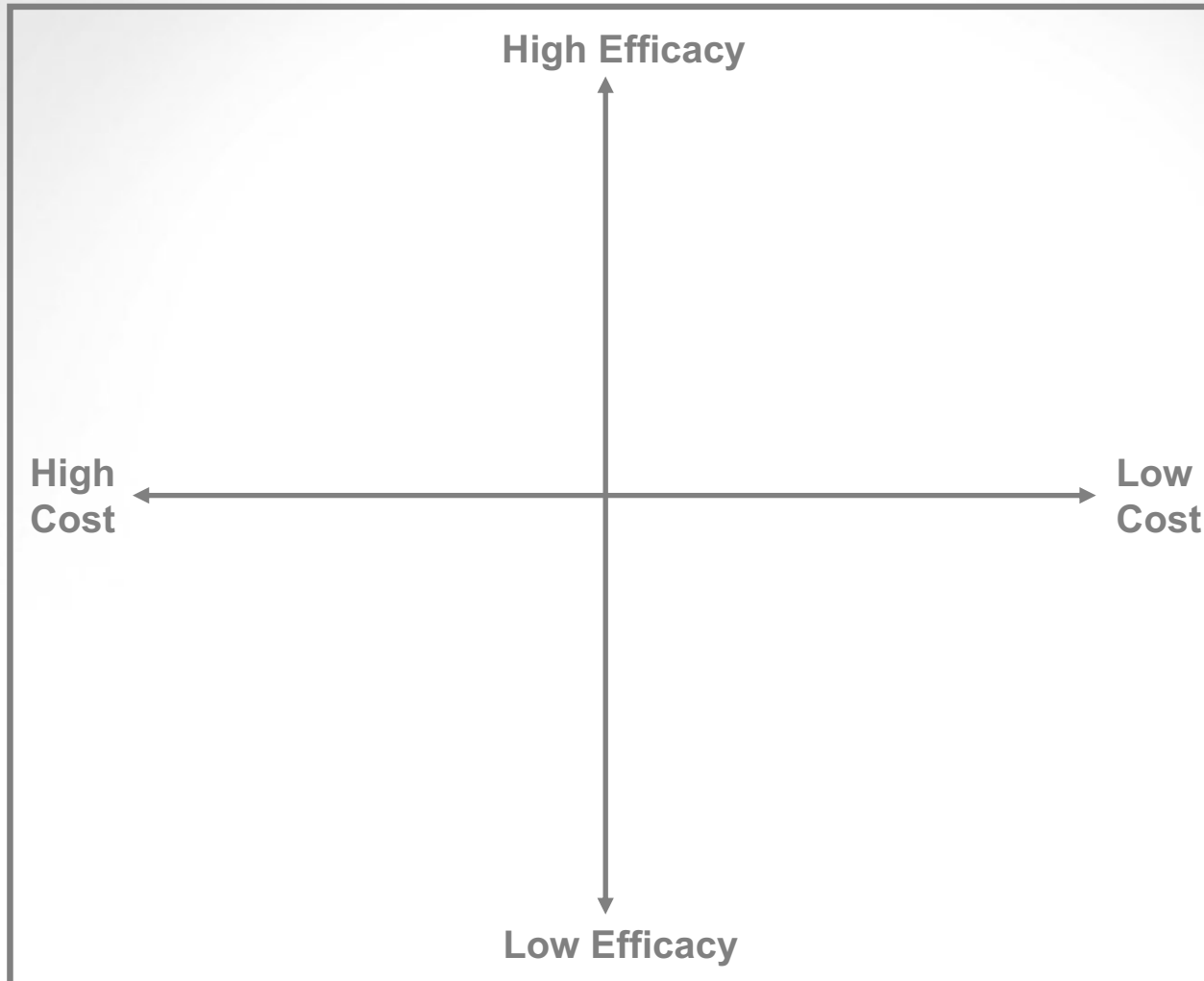
Tactic Positioning

Effectiveness

High

partnerships

list

social media   webinars
content   article

speaking
email

referral   retargeting

SEO

tools

Low

conferences

advertising

PR

High   **Low**

Cost

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2 x 2 Bubble

High Efficacy

High Cost — Low Cost

Low Efficacy

High Reach

Low Reach

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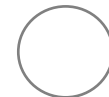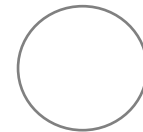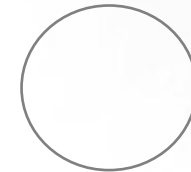
Things to Consider in Lead Generation

- Problem identification

- Value proposition

- Benefits over features

- Objection handling

- Market position

- Use Thought Leadership

- Measure your conversion rates

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Customer Success

Customer Implementations

- Have a detailed SOW in contract process
- Develop a Best Practices guide
- Develop an Implementation Guide
- Online training (video)
- Have a detailed Customer FAQ
- Implement feedback forms
- Measure Net Promoter Score

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Revisit Your Pricing

Pricing Questions to Ask

1. What is paid for? Customers don't normally buy products, but pay for the value created

2. When is the payment made? Timing can help dictate price

3. Who is paying for the product? Sponsor versus consumer

4. Why is the customer paying? Sponsor versus consumer. Win a marathon or simply complete a marathon

5. How is the customer paying for the product? Pricing Model

12 Pricing Models

1. Product is free. Pay for advertising
2. Product is free. Pay for service
3. Product is free. Sell the data
4. Freemium
5. Cost-based model
6. Value-based model
7. Portfolio pricing (multiple products)
8. Tiered or volume model (both ways)
9. Multi-year pricing
10. Competitive pricing model
11. Feature-based model
12. Razor-blade model

Freemium

What Is Good Business?

A good business opportunity is one where you can command a premium price at a low deliver cost AND have large market opportunity

Example: People Magazine

Fourth highest price weekly publication with the largest circulation.

Pricing Evolution

1. Pilots Programs – Minimal Price

2. Early Customer Acquisition – Discounted Price

3. Scale – Full Price

Price Justification

- ROI Calculator

- Efficacy or Outcomes Achieved

- Satisfaction Rates

- Justification Toolkit

- Case Studies

- Testimonials (buyers, consumers or third-parties)

Pricing Lesson 101

EVERYONE loves your work UNTIL they have to PAY for it!

beloknet

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Conduct Employee Training

A Group of Engineers is Not a Company

Functions

- Sales (direct, channel)
- Marketing (messaging, lead generation, web-site….)
- Customer Support (pre-sales, post sales, communications)
- Product Management (defines product direction)
- Product Development (development, QA..)
- Finance (accounting, budgeting, forecasting, contracts)
- Human Resources

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The Challenge

How do you effectively build and manage a cross-functional team when you have never really run any of the individual departments?

It's hard

Train Employees

- Product
- Pain points
- Customer uses
- Differentiation
- Value proposition
- Culture
- Values
- Vision
- Plans (marketing, product, finance...)
- Skill development

On-Boarding Employees
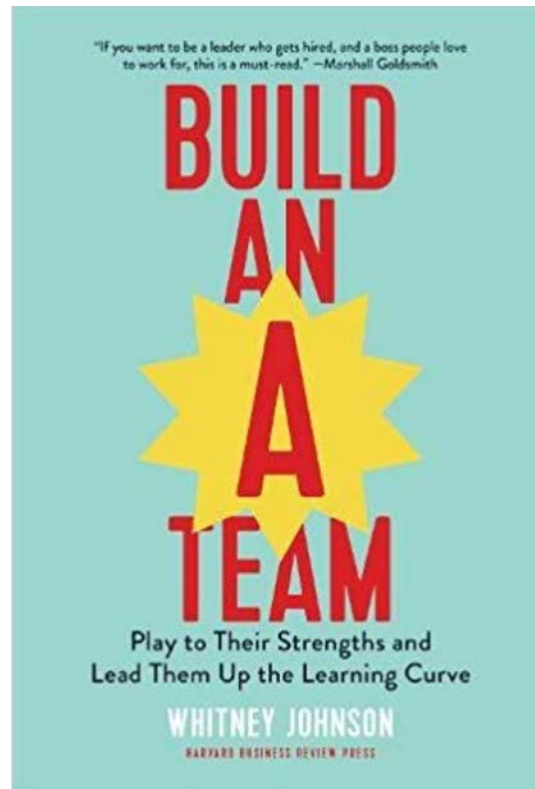
- Define the role
- Define the culture, mission, vision, strategy
- Cover your company specific objectives
- Set performance expectations with defined time periods
- Provide proper training
- Support the individual and meet regularly
- Constant feedback
- Compare performance to goals and expectations

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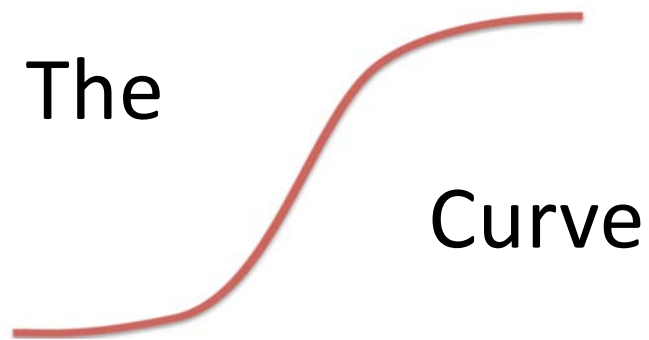
Employee Learning/Growth

Employee Learning/Growth

The

Curve

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Employee Learning/Growth

Inexperience   Engagement   Mastery

Growth

15%   70%   15%

80%   20%   0%

Time

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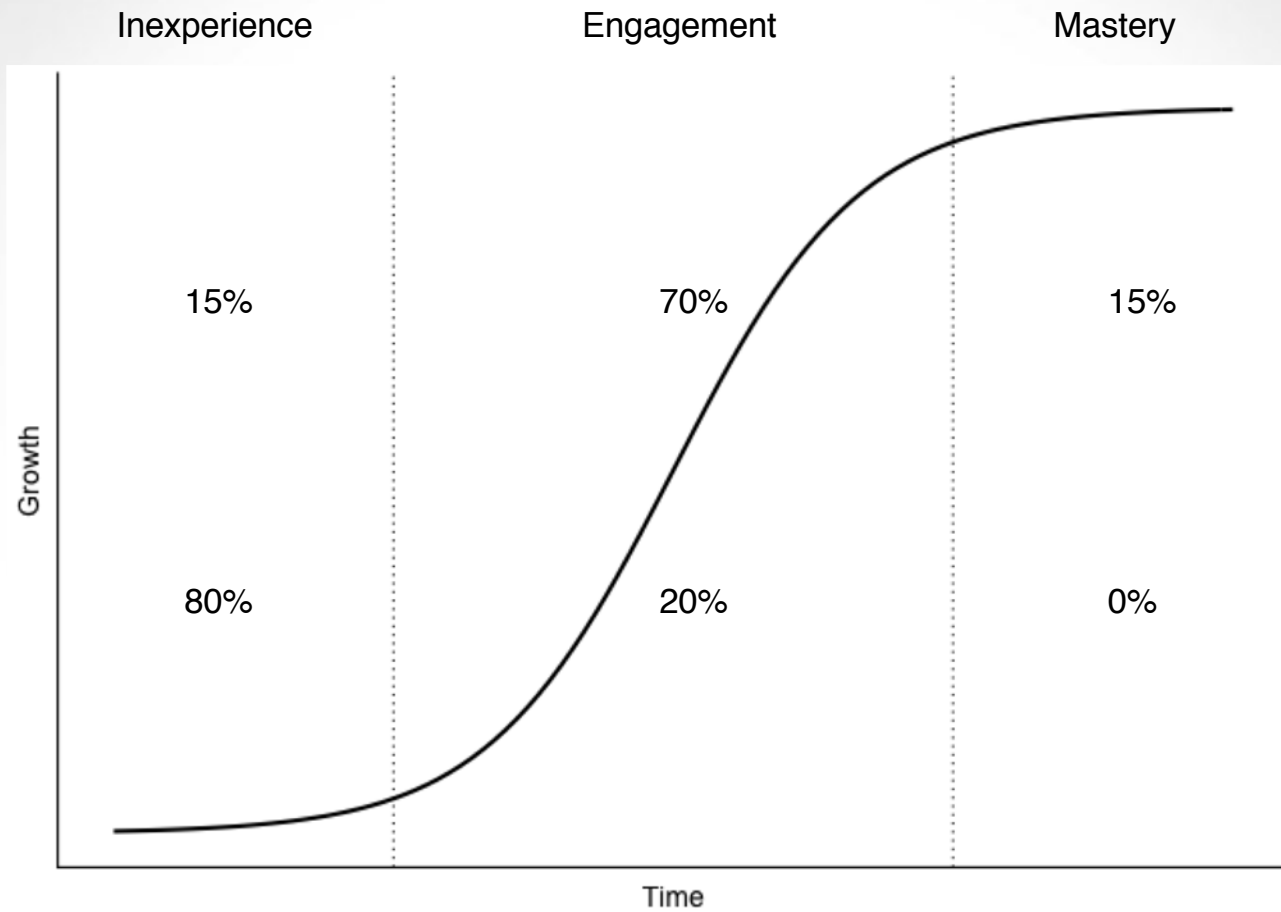
It's Hard in an Entrepreneurial Company

- Experience
- Expertise
- Money
- Time
- People
- Processes

Entrepreneur: someone who jumps off a cliff and builds a plane on the way down

By **Richard Branson**
30 July 2015
@richardbranson

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Another Aspect to Consider

A graph with "Enjoyment" on the vertical axis and "Difficulty" on the horizontal axis, showing an inverted U-shaped (parabolic) curve.

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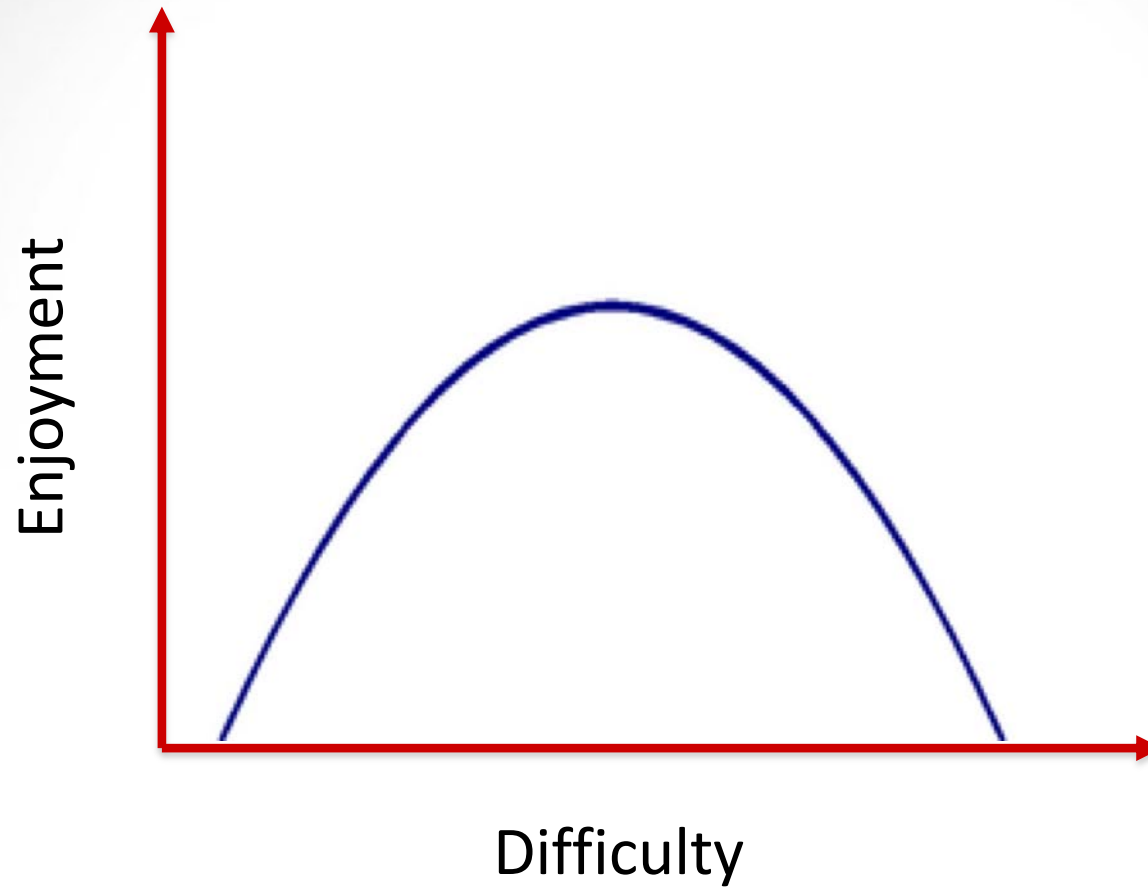
Entrepreneurship is Chess, Not Checkers

- Chess is a strategy game
- In checkers, all the pieces do the same thing
- In chess, each piece does something unique
- A great chess player understands how to use the pieces individually and knows how to best deploy them in complimentary ways

- Your team will be like chess pieces, not checkers

Leadership

LEADERSHIP IS NOT ABOUT BEING THE BEST.

LEADERSHIP IS ABOUT MAKING EVERYONE ELSE BETTER.

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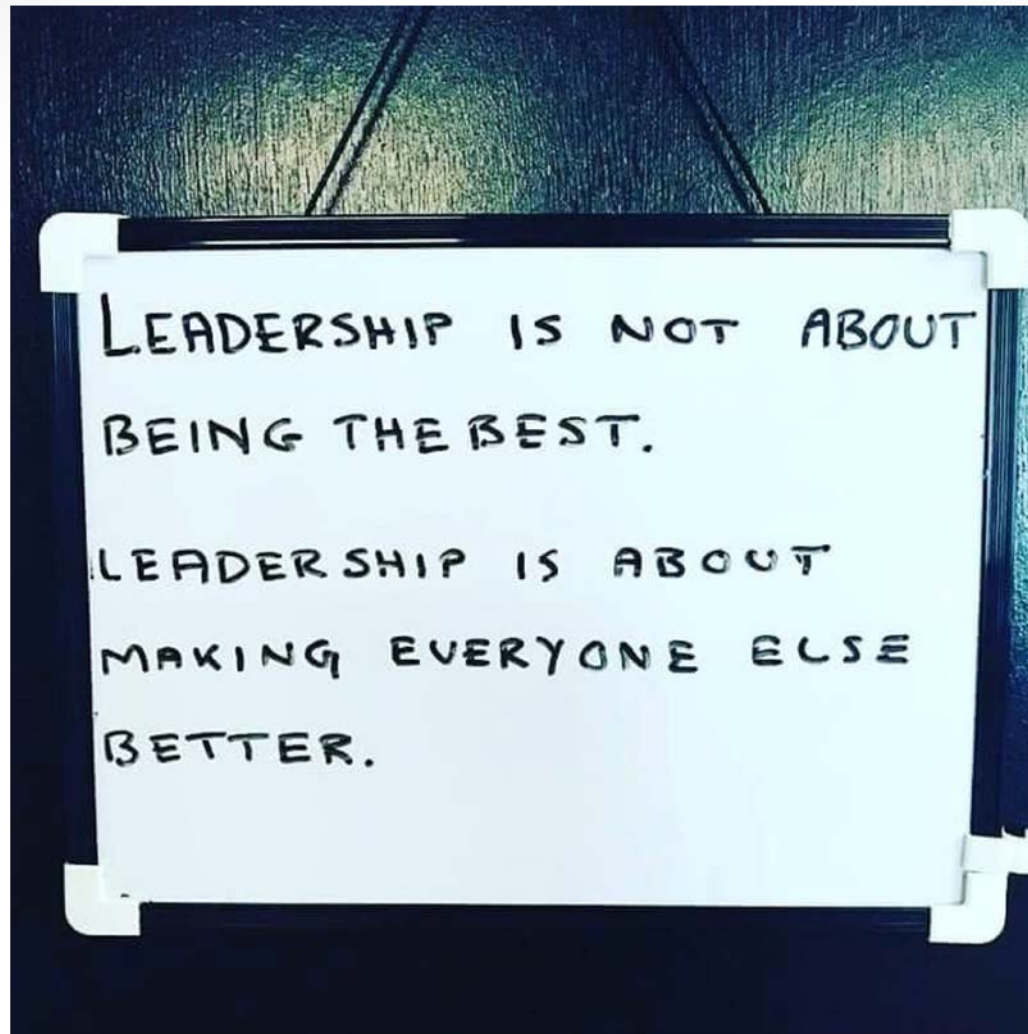
Conduct Employee Reviews

Employee Reviews

- **There should be no surprises in an employee review**
- Keep emotions in check
- Cover what the employee does well and not well
- Review should be about performance against agreed upon goals
- Review should also cover team dynamics and culture
- Get consensus from employee of problem areas
- Develop a plan with a timeline
- Seek confirmation from peers if possible
- This is a conversation
- Be honest and provide constructive criticism
- Prepare for the review
- Be careful with your tone
- End on a positive note if possible

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Dealing With Conflict

- Be direct

- Keep emotions in check

- Understand the points of view

- Is compromise possible?

- Is collaboration possible

- Make a decision and explain your decision

The Perils of Being Too Nice

- Managing is not about friendship

- Leadership requires fortitude and experience

- There is value in criticism

- Be clear in criticism, be specific in praise

- Hard conversations only get harder

"It is more important to be respected than liked"

- Elena Gomez CFO Zendesk

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Implement OKRs

#1 NEW YORK TIMES BESTSELLER

Measure What Matters

How Google, Bono, and the Gates Foundation Rock the World with **OKRs**

John Doerr

WITH A FOREWORD BY **LARRY PAGE**

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Goals

Hard goals drive performance more effectively than easy goals

Specific hard goals produce a higher level of output than vaguely worded ones

Goals help employee (and your) engagement. Employees with specific goals that are aligned with corporate goals are "more involved" in, enthusiastic about and more committed to their company

Defined goals that are written down and shared freely create alignment, clarity and job satisfaction

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Goals

"At smaller start-ups where people absolutely need to be pulling in the same direction, OKRs are a survival tool. In the tech sector, in particular, young companies must grow quickly to get funding before their capital runs dry. Structured goals give backers a yardstick for success: We're going to build this product, and we're going to prove the market will pay for the solution"

OK, but how?

Basics

- OBJECTIVE is simply WHAT is to be accomplished, no more and no less

- KEY RESULTS benchmark and monitor HOW we get to the objective. Effective Key Results (KRs) are specific and **time-bound**, aggressive yet realistic. They are measurable and verifiable. It's not a key result unless it has a number.

- We will <OBJECTIVE> as measured by <KEY RESULTS>

Objectives and Key Results

OKR

The best practice of setting and communicating company, team and employee objectives and measuring their progress based on achieved results

Objectives:

- Ambitious
- Qualitative
- Time-bound
- Actionable by the team

Key Results:

- Measurable and quantifiable
- Make the objective achievable
- Lead to objective grading
- Difficult, but not impossible

company
team
personal

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More Basics

<u>Objectives</u> are the stuff of inspiration and far horizons

<u>Key Results</u> are more earthbound and metric-driven. They include hard numbers for one or more key gauges: like revenue, growth, active users, quality, safety, market share, customer engagement, attrition, time, cost.

A manager must be able to measure performance and results against the goal – Peter Drucker

Where to Start?

What is most important for the next 1, 3, 6 or 12 months?

Ask yourself: "What **_really_** matters?"

What do team members specifically have to do to get us there?

Successful companies focus on the handful of initiatives that can make a real difference, deferring the less urgent ones. Leaders commit to those choices in word and deed. By standing behind a few top-line OKRs, they give their teams a compass and a baseline for assessment.

Measure What Matters

Bad OKR

Objective: Do better in school

Key Result:

- Study hard
- Drink more coffee

Good OKR

Objective: Score a 3.8 GPA or above for the current semester

Key Result:
- Set apart 4 hours each day for studying (7PM to 11:00PM)
- Attend office hours 2 times for each class to clarify questions and get a better understanding of materials
- No weekend partying until April 20

Writing OKRs

Best Practices

- 3-4 objectives maximum per level or person

- 3-5 key results per objective

- Write for other people: The team must clearly understand your goals and what they specifically need to do to help get there

Some Key Metrics

1. New Contract Bookings per Period
2. Cash (Revenue and Cash Balance)
3. GAAP Revenue
4. Monthly Recurring Revenue (MRR)
5. Annual Recurring Revenue (ARR)
6. Growth
7. Sales per rep ratio
8. Sales per distribution partner ratio
9. Average contract value (subscription and services but separately)
10. Customers per support rep
11. Revenue per employee ratio
12. Customer attrition
13. Contract Bookings per Sales rep per period (normally annual)
14. Monthly Average Users (MAU)
15. Customer Acquisition Costs (CAC)
16. Customer satisfaction
17. Lifetime Value (of customer) LTV and the ratio of LTV to CAC
18. Sales Cycle Time (in days)
19. Win rate percentage by stage of sales cycle
20. Sales Forecast and Total Pipeline strength (Monthly)
21. Lead Count (Monthly)
22. Lead source (where do the leads come from?)
23. Market Opportunity or Total Addressable Market (TAM)
24. Cash Flow Status and Cash Flow Positive Date
25. Profitability Status and Profitability Date (GAAP)
26. Minimally Viable Product (MVP) development time and cost
27. Average duration of initial contract (years)
28. Lead conversion rate
29. Win rate versus individual competitors
30. No decision rate
31. Number of Months of Cash On Hand

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You Better Have a Good Financial Model

QuickBooks is Not Financial Reporting or Modeling

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Financial Model

- Monthly P&L with Cash Balance forecast (18 months)

- Annual P&L forecast (5 years)with Cash Balance

- Details on:
  - Headcount and salaries

  - Marketing expenses

  - Sales expenses

  - Operations expenses

  - Revenue expectations by revenue type and showing volume and price assumptions

- You need to perform sensitivity analysis to test different revenue and expense scenarios

Purpose of Financial Model

- Model and sensitivity on revenues and expenses to predict cash and profitability

- Have a budget to do actual to budget comparisons against

- Totally account for all revenue and timing and all expenses and timing

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Steps in Financial Model

- Produce P&L and Balance sheet from accounting system for the last 3 months and YTD

- Look at the account structure. Do you want to budget at this level of detail or more or less?

- Your model should be the same as accounting system or you can't do comparative reporting

- How do you want to model sales (by product, unit and price, services….cash, accrual, contract…)?

- What is the time delay between contract and cash collections)?

- Do you have a renewal report by customer and by month? If not, get one

- What are your headcount plans by month (number of people and salaries and benefits)?

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Justify Every Expenditure

15 Things

1. Look for partners and support them

2. Develop case studies

3. Develop a thought leadership program

4. Think about how to change the buying criteria in your favor Differentiate yourself

5. Perform objection planning

6. Tighten your value proposition and simplify your message

7. Refine your lead generation plan

8. Revisit pricing or business model

9. Cost justification for your product and a justification toolkit

10. Develop easy online client implementation, training and support

11. Train employees

12. Review your team, stack rank your people or your organizational needs and develop an organization plan

13. Implement OKRs and a series of real metrics that drive your valuation

14. Financial model of budget

15. Justify every single expenditure you make

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Remember....

"DON'T DO **NOTHING** BECAUSE YOU CAN'T DO **EVERYTHING**. DO **SOMETHING**. **ANYTHING**."

- Colleen Patrick-Goudreau

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Stages

- **Product Conceptualization** – Product, Vision, Culture

- **MVP** – Product Development

- **Early Customer Acquisition** – Sales, Marketing and Customer Support

- **Early Scale** – Culture, Organizational Development (building the team), Company Vision, Communications, Business Strategy

- **Late Scale** – Maintenance and fending off new competitors. Keeping the business relevant

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Resources

eBooks

- https://arbordakota.com/ebook-store/

- Use the coupon code "spark 2020"

Blog Posts (Tedd Talks)

- https://arbordakota.com/tedd-talks/

Questions?

What did you learn today?

15 Things You Can Do in the Next 90 Days
Coronavirus

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