the Interna

Where startups and interns connect

Why is theInterna training worth your valuable time?
A concise yet detailed insight into Entrepreneurship which provides you with an implementable toolkit

Our learning program is designed to upskill our audience by introducing them to the valuable lessons of Entrepreneurship. Whilst we may all not be entrepreneurs, we can agree that the larger companies differs strongly from the startup world. Startups require teams who are adaptable, able to challenge the status quo and have the tools to ideate widely. Teams that understand the importance of testing ideas with customers, that can build Minimum Viable Products and that can find insights in qualitative and quantitative data will set themselves and the business up for success.

1 ## Our value lies in combining education & Entrepreneurship

- ❖ Corporates are slow, layered and require consistent approval
- ❖ Startups are described as 'agile' and free to 'ideate' – but what does this really mean and how is that relevant to you?
- ❖ The lessons explored in this course help to develop high performing and entrepreneurial teams.

2 ## Providing structure in a world full of information

- ❖ All the information we could ask for is at our finger tips
- ❖ This learning program brings structure and context to this information.
- ❖ Search 'building a startup' into Google, you'll find thousands of pieces of content – the skills comes in knowing where to spend your time!

3 ## Time efficiency

- ❖ We know your biggest limit is time, that's why the content presented is carefully chosen so that maximum content is learned in the shortest period of time
- ❖ Remember the 80:20 rule and apply it throughout!

4 ## Practical toolkit

- ❖ The course is scattered with practical tools from methodologies through to implementable software tools which help with automation and data analysis
- ❖ We believe in combining theory with practical use cases

5 ## Our workbook

- ❖ The ideas you learn are not simply for your notes!
- ❖ The workbook completed alongside the course gives you the chance to implement the ideas, to make mistakes and produce something that you always refer to.
- ❖ By putting into practice what you learn you can implement the tools and methodologies into your work immediately.

6 ## Self led learning allows your to follow your interests

- ❖ This course is not designed to make you an expert in every field it touches on – nor should you expect to be, this takes time.
- ❖ This learning is about giving you a foundational understanding of the world of Entrepreneurship from which you can build
- ❖ Find your interest, work hard, but most importantly, have fun!

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Overview of key topics
These topics offer a holistic approach to give you an overview of valuable work in a startup

Why this combination?	• This course is designed for candidates look to begin their placement with a tool kit which will allow them to take on real responsibility right from the beginning. • This combination encompasses the necessary pre-requisites that startups look for in many of their employees. • This combination provides the ideal mix of creativity, analytics and strategic thinking required for success in a world of uncertainty, that is, the startup world.

1

Startup Strategy

- ✓ The Lean Startup
- ✓ Design Thinking
- ✓ Blue Ocean Strategy
- ✓ Data Analysis (Intro to Excel)
- ✓ Strategy Frameworks

2

Sales & Business Development

- ✓ Direct sales
  - ▪ Value Selling
  - ▪ Challenger Sales
- ✓ Business Etiquette
  - ▪ Networking (In person & LinkedIn)
  - ▪ E-mail writing
- ✓ Presentation skills
  - ▪ Intro to PowerPoint
  - ▪ The Pyramid Principle

3

Digital Marketing

- ✓ Marketing Principles
- ✓ Search Engine Optimisation
- ✓ Search Engine Marketing
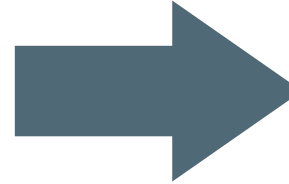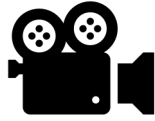- ✓ Analytics in Marketing
- ✓ Social Media Marketing

This course focusses on **practical elements** as much as the theory which means that you will be equipped with useful tools and techniques which you can put to work right away!

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Structure of the course
A belief in the importance of the practical element of learning

Methods of learning: **Video, Articles, Books**

Culminates in practical skills and activities with each module

Each topic follows the structure illustrated below

1	2	3	4	5
Main idea	Tools & Techniques	Workbook activities	Key takeaways	Additional resources

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How to complete the course
Use the icons to guide you through

Throughout the course you will find the below icons next to pieces of text. By clicking on the underlined text you will be taken to the appropriate piece of content to go through.

↓ Screenshots from within the course ↓

YouTube video (you may also be told which particular minutes to watch)

- Ensure that you have a strong LinkedIn profile. If you don't here's a great way to get started.

Website or **Article**

Sales is necessary for generating revenues which keeps companies in business. A good sales team is a huge asset.
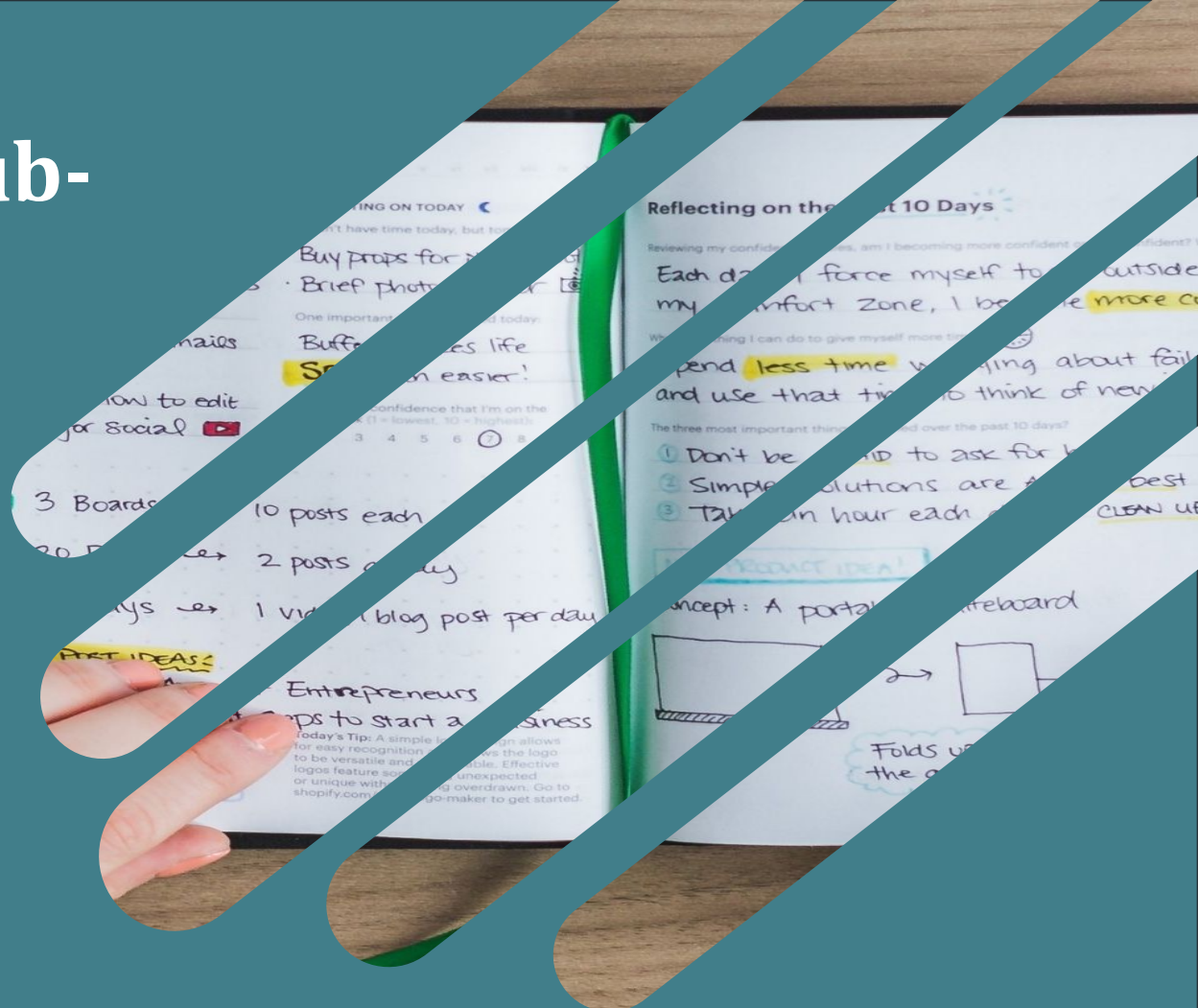
You guessed it... **Books**

- How to win Friends and Influence people (Dale Carnegie)
- Influence: The Psychology of Persuasion (Robert Cialdini)

Tools: A piece of software you can use to help reach the goal
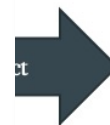
Rebump is a use... contact if they don'...

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Topics and Sub-Topics

Topics in more depth
3 key topics which are important for success in the start-up world

Topic	Sub-Topic		Why is this important?
Startup Strategy	Lean Startup		*Mandatory reading for any entrepreneur. A methodology to solve for customer needs.*
	Design Thinking		*Building personas to really understand who our ideal customer is.*
	Blue Ocean Strategy		*Learning how to really differentiate yourself from the competition.*
	Data Analysis (Excel)		*A key tool to help collate, analyse and find insights from data.*
	Strategy Frameworks		*Helping entrepreneurs define where their problem lies and a way to future growth.*
Sales & Business Development	Sales Methodology	Value Selling	*Important to finding out your customer's latent needs before offering a solution.*
		Challenger Sales	*Take control of sale and teach your prospects on how to solve their problem.*
	Business Etiquette	Networking	*Building a network is key. The more we give to our network, the more it gives back.*
		Email writing	*Ensure that you come across professionally through online communication.*
	Presentation skills	Intro to PowerPoint	*A key tool to help show your point. Illustrations remain in our minds more than words.*
		The Pyramid Principle	*A presentation model defined by an ex-McKinsey consultant to help deliver focused and logical presentations with impact.*
Digital Marketing	Trad vs Digital: Marketing principles		*The world is moving online and so is marketing. An online presence is crucial.*
	Search Engine Optimisation (SEO)		*Ensure that you rank highly naturally on Google to drive traffic to your website.*
	Inorganic Marketing		*Paid Ads can help give your online presence the boost it needs to find the right clients.*
	Analytics for Marketing		*We now have the ability to collect data, by analysing it we can find key insights.*
	Social Media Marketing		*Instagram, Facebook, LinkedIn (to name a few!) all hold a gateway to our clients.*

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Startup Strategy
Equipping you with the right tools and techniques

New entrepreneurial and rapid testing methodologies are displacing much of the previous waterfall thinking that occurred previously

The Lean Startup is mandatory reading for any entrepreneur, we couldn't design a course without referencing it.

Startup strategy is about defining your value proposition to test with customers, collect feedback, iterate, pivot and finally hit your goal of securing product-market fit.

In a world full of data, Excel is the most popular tool for looking for insights in data sources. This course offers an introduction to a tool which has endless functionality and value.

Topic	Sub-Topic	Example Tools & Techniques
Startup Strategy	Lean Startup	Minimum Viable Product / Build-Measure-Learn
		Business Model Canvas
		Innovation Accounting – Vanity Metrics
	Design Thinking	Persona building
		Customer Experience mapping
		Human-centred Design
	Blue Ocean Strategy	Blue Ocean Strategy Canvas
		4 path framework
		Case studies
	Data Analysis – (Excel)	Data entry and Basic functions
		Basic data analysis
		Formatting & Presentation
	Strategy Frameworks	Profitability framework
		Market Entry approaches
		Competitor Analysis approach

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Sales & Business Development
Equipping you with the right tools and techniques

In life, we are always selling, be that a product, services or ourselves (think of a job interview – you're selling your skills!)

Although the common thought is that sales is natural we strongly believe that methods can be taught to help ensure success and the methodologies we cover are design to do just that.

Your written communication is becoming increasingly important in a more digital world - writing professional emails is critically important to how you develop your personal brand.

In a world where everyone is fighting for our attention, audiences now want the key information at the very beginning – The Pyramid Principle provides just that.

Topic	Sub-Topic	Example Tools & Techniques	
Sales & Busines Development	**Sales Methodology**	Value Selling	*Approach*
			Implementation
		Challenger Sales	*Approach*
			Implementation
	Business Etiquette	Networking	*LinkedIn (Online networking)*
			In-person networking Dos and Don't
		Email Etiquette	*Writing professional emails*
			Rebump (Google Add-on)
	Presentation Skills	Intro to PowerPoint	*Presentation building*
			Formatting & using shapes
		Pyramid Principle	*Definition & Approach*
			Using technique to build PowerPoint decks

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Digital Marketing
Equipping you with the right tools and techniques

Marketing is becoming digital and more analytical. By implementing these techniques we can decipher much deeper insights.

Marketing tools now allow us to collect a lot of data on our users which offer us the chance, when analysed appropriately, to find key business-changing insights.

Our customers are now on all Social Media platforms. Digital Marketing allows us to be specific with our target audience, especially through Social Media.

Algorithms are becoming mainstream across many platforms. Google's SEO is one type but a key skill to conquer in order to increase website traffic and convert prospects into customers.

Topic	Sub-Topic	Example Tools & Techniques
Digital Marketing	Trad vs Digital: Marketing principles	The Golden Circle
		4Ps of Marketing
		Porter's 5 forces
	Search Engine Optimisation (SEO)	Free online tools e.g. Ubersuggest, Google Trends
		Content Marketing
		Wording optimisation
	Inorganic Marketing	Google AdWords – Pay per click
		Keyword efficiency and success analysis
		Google Trends
	Analytics for Marketing	Google Analytics
		Report Generation
		Smartlook
	Social Media Marketing	Valuable Content vs Call to Action
		Organic techniques
		Canva & LinkTree

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Introduction to Startup Strategy

"Strategy without tactics is the slowest route to victory, tactics without strategy is the noise before defeat" – Sun Tsu

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Key Idea: *Lean Startup*
Mandatory reading or any entrepreneur

- **The Lean Startup** methodology coined by Eric Ries after his work with his university supervisor Steve Blank is often described mandatory reading for any entrepreneur. Although we would strongly recommend you read the book you'll find the Lean Startup principles below.

- A YouTube account called The Swedish Investor also gives a fantastic summary, we'd also recommend checking out more of his content!

The Lean Startup Principles

1	**Entrepreneurs are everywhere**	• You don't have to work in a garage to be an entrepreneur! • Eric Ries defines a startup as: **"a human institution designed to create new products and services under conditions of extreme uncertainty"**
2	**Entrepreneurship is management**	• A startup is an institution, not just a product, and so it requires a new kind of management specifically geared to its context of extreme uncertainty
3	**Validated Learning**	• Startups truly exist to *learn* how to build a sustainable business • This learning can be validated scientifically by running frequent experiments that allow entrepreneurs to *test* each element of their business
4	**Build – Measure – Learn**	• The fundamental activity of a startup is to turn ideas into products and services, and then learn whether to pivot or persevere • All successful startup processes should be geared to accelerate that feedback loop
5	**Innovation Accounting**	• To improve output we need to focus on how to measure progress, set milestones and prioritise work • This requires a new type of accounting designed for startups: Vanity vs Actionable metrics

The subsequent tools and techniques develop the ideas of both Eric Ries and Steve Blank to provide you with the toolkit to approach problems and product development with an approach deep rooted in the scientific method
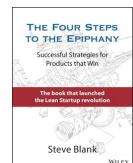
Tools: *Business Model Canvas*
Provide perspective to your business idea

The **Business Model Canvas** is often discussed by Steve Blank and he breaks down that a true business model is how a company creates value for itself while delivering products and services for its customers. The canvas allows you to understand the problem that you're trying to solve and that way that your business is going to be successful. The aim though is to solve a need in the market and really understand who your customers are.

The Business Model Canvas

www.businessmodelgeneration.com

Key points

1. Ensure that you are solving a need, this will increase the market

2. Hypothesise about what the need or problem is

3. Get out of the building! You need to find out whether you hypothesis is true? Do other people have the need or problem? **You need to gather feedback**

4. Value proposition – what value are you giving to the customer? Saving time, money, stress – all?

5. Revenue streams – how are you going to make sales? One stream, multiple? Follow the status quo or adapt?

6. Key partners – who do you need to work with to make your idea a success?

Tools: *Customer Development*
Get out of the building and rest your hypothesis!

Steve Blank pioneered the [Customer Development Model](#) which is a model to ensure that you really understand the need you are solving for and have completely empathy for your customer. There are 4 stages to the customer development model which are shown below.

By initially defining the problem you're trying to solve, you then need to interview potential customers and dig deeper to find the latent needs, a great tool to use here is the [Five Whys](#).

Search stage	Execution stage

Stage 1 — Customer Discovery → **Stage 2** — Customer Validation → **Stage 3** — Customer Creation → **Stage 4** — Company Development

Pivot
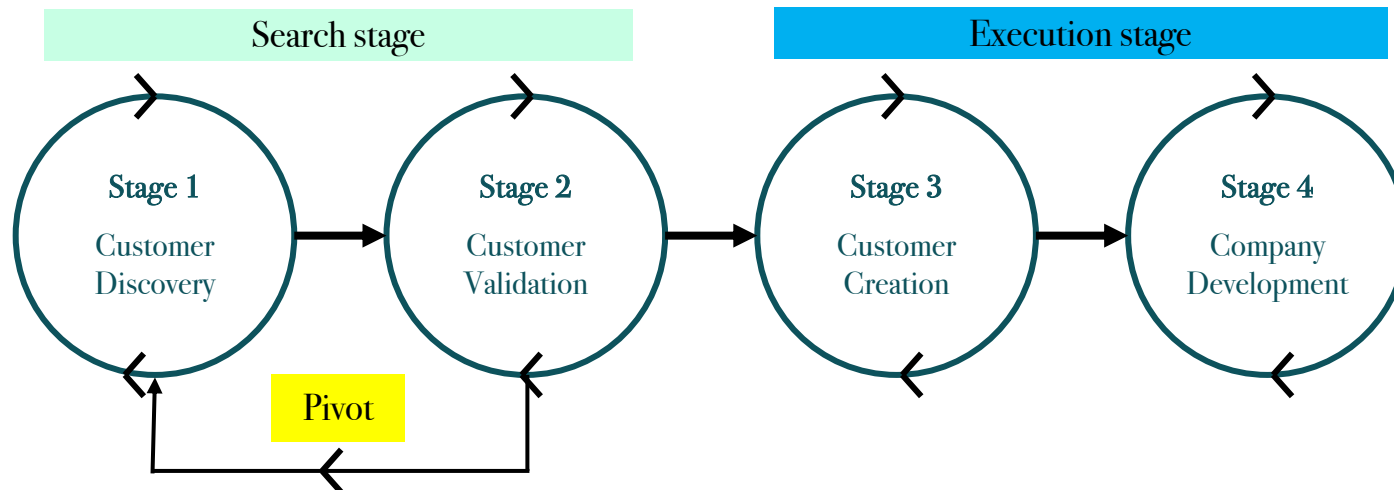
Customer Discovery
- Define your hypotheses and get out the building to see if other people have the same problem!
- Have an initial definition of the problem you're trying to solve

Customer Validation
- Having defined the problem have you got the right solution to fit the problem?
- Test out proposed solution and gather feedback
- Pivot if necessary by going back to the start and redefining the problem

Customer Creation
- This is about creating end user demand
- Once you have problem-solution fit and product market-fit you start to then find your main customers

Company building
- Build a company which is prepared for rapid experimentation and is able to scale

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Tools: *Minimum Viable Products*
Creating an MVP so you can test with the market – Build-Measure-Learn

As mentioned in the Principles of The Lean Startup, it is important to gain validated learning. A Minimum Viable Product (MVP) is a prototype solution that we're able to test with customers to understand whether it truly solves their problem. 🎥

We need to first find early adopters to test our first-draft solution with, collect their feedback, learn from that and then change or update the MVP accordingly as we are on a journey to finding the perfect product to solve for product-market fit.
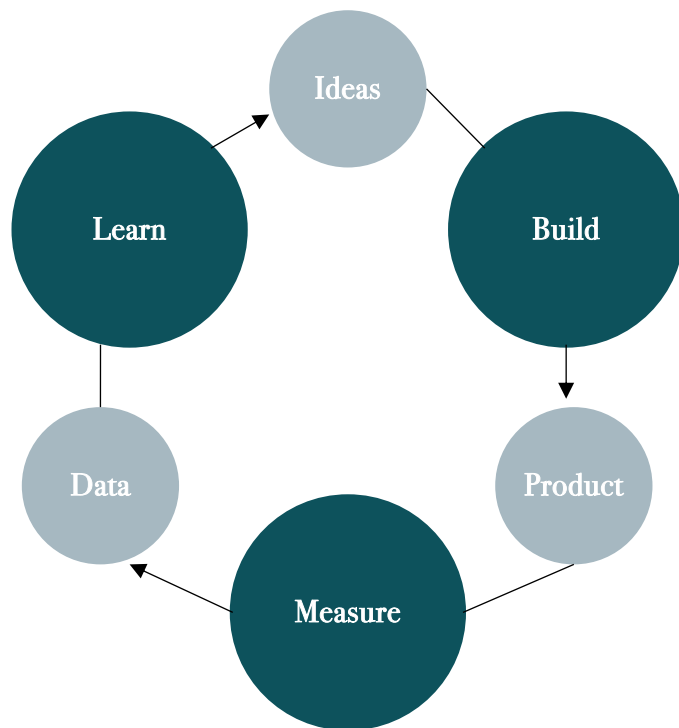
Aim to minimize total time through loop

1. **IDEA**: Once you have an idea of how you are going to solve the problem you try to build an MVP.

2. **BUILD**: To build out your MVP you can use PowerPoint, drawings, paper models if a product, there are lots of options!

3. **PRODUCT**: You will now have a first-draft product which you can test with customers.

4. **MEASURE**: You need to find a way of collecting feedback on the product so you have a base off which to make future decisions.

5. **DATA**: A great way to measure success is by collecting data and it's great to get a mixture of both quantitative and qualitative data.

6. **LEARN**: What insights about your initial hypothesis about the problem and solution that may now cause you to make a change in the product. With this learning you will have a new idea of what might work, build this... measure success... and learn again until you find product-market fit.

Tools: *Innovation Accounting*
Actionable metrics vs Vanity metrics

Innovation Accounting is a key concept which encourages product builders and entrepreneurs to judge the success of their projects on metrics which matter, not on just numbers which look like they're increasing so that they show a good picture.

Actionable metrics are those which show the true performance of an initiative whereas vanity metrics just show the picture we want to see. It is key to know the difference between actionable metrics and vanity metrics. 🎥

| Pivot | We have alluded to and studied pivots previously but a pivot is a change in strategy, design or business model of a project from its previous hypothesis based on a judgement reached through critical customer feedback |

The ability to pivot has to be routed in the data we collect and the decisions we make off the back of this and these metrics have to actionable metrics. To see perhaps one of the greatest pivots seen in business, watch how Instagram began, we would encourage you to watch the whole video but make sure you watch from 9mins onwards! 🎥

Types of Pivot

| Zoom-in | Zoom-out | Customer Segment |
| Customer Need | Platform Pivot | Technology |

Which pivot did Instagram take do you think?

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Key Takeaways: *Lean Startup*
Applying the scientific method to Entrepreneurship

Through experimentation and MVPs, startups that apply the Lean Startup methodology are focused on solving the needs of their customers and pivoting their idea when the insights they gather from feedback indicate it is justifiable to do so.

1	The Lean Startup has been the cornerstone to modern entrepreneurship	
2	Eric Ries believes entrepreneurship can be learnt and therefore it can be taught	
3	We must ensure that we are solving a need in the world rather than just building a product because we think it looks cool without actually testing with customers	
4	Get out of the building! Make sure to ask prospective customers about whether they actually have the problem you think they have	
5	Use your feedback to pivot effectively – a decision which must be driven through the collection of actionable metrics	

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Additional Resources: *The Lean Startup*
Expand your knowledge of The Lean Startup

The Lean Startup has been monumental in changing the world of entrepreneurship. It is logical in its presentation and work but it's implementation has given modern companies the chance to grow by encouraging rapid product development encompassing customer insight.

Resources

- Single biggest reason startups succeed
- Evidence-based entrepreneurship
- Eric Ries at 'Google Talks'
- More developed 'Five Whys'
- Business Model Canvas in depth

- The Lean Statup (Eric Ries)
- Four Steps to the Epiphany (Steve Blank)
- Running Lean (Ash Maurya)

To keep in mind…

- Why is The Lean Startup so well-regarded?
- Customer feedback is key to building products that people want
- Ensure that what you're building is actually solving a need
- How quickly can an MVP be launched?

- If interested, we would recommend getting the book!

Experts

Eric Ries

Steve Blank

Ash Maurya

Alistair Croll & Bnejamin Yoskovitz (writers of Lean Analytics) – Useful for those interested in data-driven / data-informed learning

"We must learn what customers really want, not what they say they want or what we think they should want" – Eric Ries

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Key Idea: *Design Thinking*
The power of human-centred design

Design Thinking in nature is not too dissimilar from Lean Startup ideas but focusses more on the importance <u>of human-centred design.</u>

EMPATHIZE	DEFINE	IDEATE	PROTOTYPE	TEST	IMPLEMENT

UNDERSTAND — **EXPLORE** — **MATERIALIZE**

- Develop an understanding of the challenge.

- Clearly articulate the problem you want to solve

- Mind map potential solutions
- Choose the solution you want to build out

- Design a prototype or series of prototypes (MVPs) to test you solution or part of your solution

- Engage in a continuous short-cycle innovation process to continually improve your design

Tools: *Design Thinking – Building Personas*
A persona is a key tool to help develop human centred design

What is a persona?	Organisations and teams who use Design Thinking in their work will build out personas. A persona is a fictional representation of your ideal customer or user. If we are solving an issue for a person then we want to make sure that we have a clearly defined notion of who we are solving the problem for. The below example shows a persona created by a team looking to open a coffee shop.

Coffee Shop Marketing Persona

Sarah Student

"I need to be able to go somewhere to relax, re-focus, and get inspired without breaking the bank."

A DAY IN THE LIFE OF SARAH
- Early mornings, late nights describes her daily routines, so she lives on coffee
- She goes to school all day, studies at nights and works freelance jobs
- She has a cat that keeps her grounded with a sense of responsibility
- She's a carefree college student
- Her house is never in order, her fridge is empty and she's always buried in a book or her laptop
- She takes the train and Ubers everywhere

BACKGROUND
- 20 years old
- Single
- Lives in San Francisco, CA
- Full-Time Interior Design Student, Part Time Worker

FINANCES
- Household income of $30,000
- She's super conscious about what she spends her money on
- Prefers to use her credit / debit cards

ONLINE BEHAVIORS
- Facebook is her life-line
- Active on Twitter, Instagram, and Pinterest
- Looks for coupons and good deals on cool, new experiences or restaurants

WHAT SHE'S LOOKING FOR
- A place to de-compress after a hectic week
- A quiet place to study where she's not distracted by her messy room
- A good deal to make her feel better about purchases
- A sense of stability in her chaotic world
- Cool, new experiences or adventures

WHAT INFLUENCES HER
- Her friends and colleagues
- Magazines, blogs, articles, and design publications

BRAND AFFINITIES
- Starbucks, H&M, Forever21, American Eagle, Target

HOPES & DREAMS
- Become a reputable interior designer
- Travel the world
- Have the flexibility to be able to pick up and go as she pleases
- Not have to worry about finances

WORRIES & FEARS
- Not being able to pay her bills
- Getting stuck somewhere and not being able to travel
- Not having enough time with her cat
- Not being able to pay back her school debt

MAKE HER LIFE EASIER
- Funky atmosphere that's inviting and relaxing
- Deals and coupons
- Provide a job-board inside the coffee shop for freelance jobs
- Cozy seating with plenty of charging stations
- Order drinks to-go online or through an app
- Social media engagement incentives for discounts

Key points

We want to understand all about our persona, that is the only way that we can build products and solutions which will be a perfect fit with what they are looking for. If we build a solution for everybody, we'll end up building a solution for nobody! We want to understand:
- The demographic
- Wants in life
- Behaviours
- Spending ability
- Background
- A day in the life
  - What would a day in the life of your ideal client look like?
- What do they do to make their life easier?
- Their worries or fears in life at the moment?

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Tools: *Design Thinking – Customer Experience (CX) mapping*
Understanding the complete customer journey before and after you have created a solution

What is a customer experience map?	• Designers use a customer experience map so that when they are trying to solve for a problem their ideal user or customer might have, they can understand what they persona is doing BEFORE they have the need, when they have the need and AFTER they have the need. 📹 • This is best done once you already have a persona and means you can cover all touch points for your persona

Hubspot give a simple example of Customer Journey Mapping below

Customer Journey Map Template Buyer's Journey   HubSpot

Customer Journey: Buyer's Journey	Awareness Stage	Consideration Stage	Decision Stage
What is the customer thinking or feeling?			
What is the customer's action?			
What or where is the buyer researching?			
How will we move the buyer along his or her journey with us in mind?			

Here's a great example of a detailed customer journey map 📰

Key points

Once we have understood who our persona is for the problem we're trying to solve, we need to ensure that we understand each part of their journey. Let's remain with the example of the coffee shop. If Sarah, the 20 year old student is going to use the coffee shop...

• What will she be thinking beforehand?
• What will she consider in her decision?
• Once she's made the decision... what are her next steps?
• What comes into her mind when she's weighing up which coffee shop to go to?
• What can we do to encourage Sarah to come to our coffee shop?
• How will she feel after having visited the coffee shop?

By answering these questions we give ourselves the opportunity to engage in human centred design.

Activity: *Design Thinking*
Time for you to have a go

Turn to the Persona building activity in your workbook

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Key Takeaways: *Design Thinking*
Human-centred design

Design Thinking in practice is drilled down into 5 key steps: Empathise, Define, Ideate, Prototype and Test. The main aspect to keep in mind is that this methodology and technique drives on human-centred design. Our view is that technology is evolving more quickly than we are as humans yet the needs it's solving remain as the simple, human, everyday needs.

1 — **Empathise**: Really try to understand your target audience and out yourself in their shoes.

2 — **Define**: In a simple sentence, can you define the problem you're trying to solve for?

3 — **Ideate**: This works especially well in groups, lots of potential solutions – use post-it notes!

4 — **Prototype**: Once you've decided on an idea, build it into a small but useful version.

5 — **Test**: Work with your target audience to see if your prototype is going some way to solve their problem. Collect feedback and iterate.

Additional Resources: *Design Thinking*
Expand your knowledge of the world of Design Thinking

Design Thinking works wonderfully in conjunction with The Lean Startup and bringing the two ideas together give you the toolkit to solve real human needs. Their prototype-driven approach to finding solutions means that we can build a repository of information which can be used to influence the next iteration of the design.

Resources

- Tim Brown, CEO of IDEO (Design Thinking consulting firm) lecture on Design Thinking

- Design Thinking is growing in popularity

- The Achievement Habit (Bernard Roth)
- Lean UX (Jeff Gothelf & Josh Seiden)
- Change by Design (Tim Brown)

To keep in mind…

- What is Design Thinking trying to teach us about human centred design?
- Can we get new solutions to solve the same needs or do we need to discover new needs?

- How revolutionary do you think Design Thinking has been in product design?

- If interested, we would recommend getting the book!

Experts

Tim Brown

Tom & David Kelley
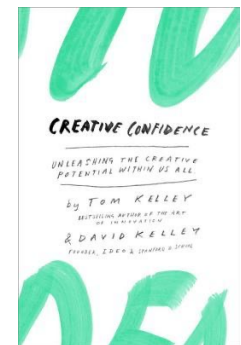
"The main tenet of design thinking is empathy for the people you're trying to design for. Leadership is exactly the same thing – building empathy for the people that you're entrusted to help" – David Kelley

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Key Idea: *Blue Ocean Strategy*
Make your competition irrelevant

- "Blue Ocean Strategy challenges companies to break out of the red ocean of bloody competition by creating uncontested market space that makes the competition irrelevant. Instead of dividing up existing and often shrinking demand and benchmarking competitors, blue ocean strategy is about growing demand and breaking away from the competition".

- Blue Ocean Strategy aims at its core to make the competition irrelevant by find new market space. 🎥

Red Oceans (Head –to-head competition)	Blue Oceans (Creating new market spaces)
Focuses on rivals within its industry	Looks across alternative industries
Focuses on competitive position within strategic group	Look across strategic groups within industry
Focuses on better serving the buyer group	Redefines the industry buyer group
Focuses on maximising the value of produce and service offerings within the bounds of its industry	Looks across to complementary product and service offerings
Focuses on improving the price performance within the functional-emotional orientation of its industry	Rethinks the functional-emotional orientation of its industry
Focuses on adapting to external trends as they occur	Participates in shaping external trends over time

- There are key questions to answer when developing a Blue Ocean Strategy and it is mainly a mindset about how you approach and industry

- Linking to Lean Startup and Design Thinking:
    - Are there new needs that we can find which up to now have not been solved?
    - Or can we solve a need in a different way?
    - Can we apply a different business model (ie way of making money?)
    - Can we change the value proposition?
    - Can we target a different segment of the market?
    - Can we compete on factors OTHER than price?

- If we only ever compete on price, then we will just drive the price down. Blue Ocean Strategy offers us an opportunity to escape this virtuous cycle! 📰

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Tools: *Blue Ocean Strategy*
Blue Ocean Strategy Canvas

- The Blue Ocean Strategy Canvas offers us a great tool to reflect on how our product can really be differentiated from the market. Make sure to look at all the factors that will affect the buying decision (think back to Design Thinking and customer mapping and personas!).

- The Strategy Canvas can definitely help you find insights not only into your business but actually your industry and offers a springboard to engaging in disruptive innovation within your sector. Have a look at how to build a Strategy Canvas. 🎥
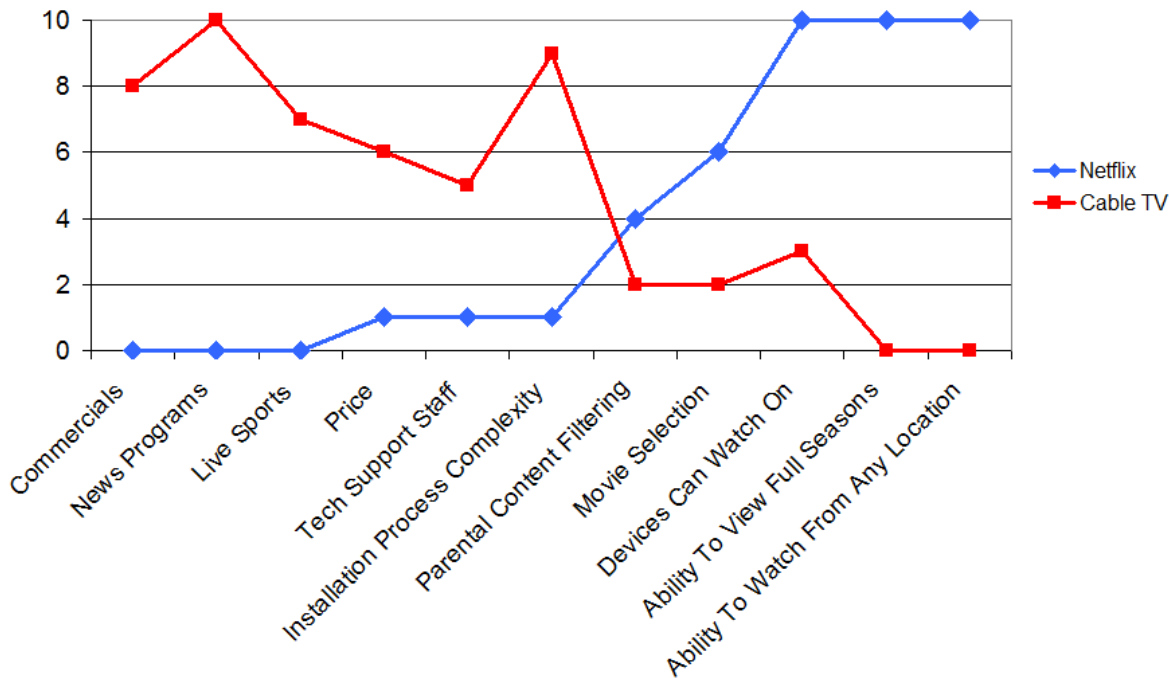
Note all the factors that come into play when looking at Netflix and Cable TV

The reference scale on the left is simply a judgement of how strong they are in the respective field

As this comes together you see scope for differentiation

Where do you think Netflix really wins?

Tools: *Blue Ocean Strategy*
Blue Ocean Strategy Canvas

- In order to actually create new 'value' in an industry, Blue Ocean Strategy offers us a tool known as the 4 action Framework – watch the 2 minute video to get a brief overview of what it is, how is works and how to fit it into the Strategy Canvas. 🎥

- Blue Ocean Strategy offers a great insight into the world of building new products and there's not enough time to cover everything here but if you do get a chance we highly recommend you read the book: Blue Ocean Strategy and the follow-on, Blue Ocean Shift. 📚

Reduce: Which factors should be reduced well below the industry's standard?

Eliminate: Which of the factors that the industry takes for granted should be eliminated?

A new value curve

Create: Which factors should be created that the industry has never offered?

Raise: Which factors should be raised well above the industry's standard?
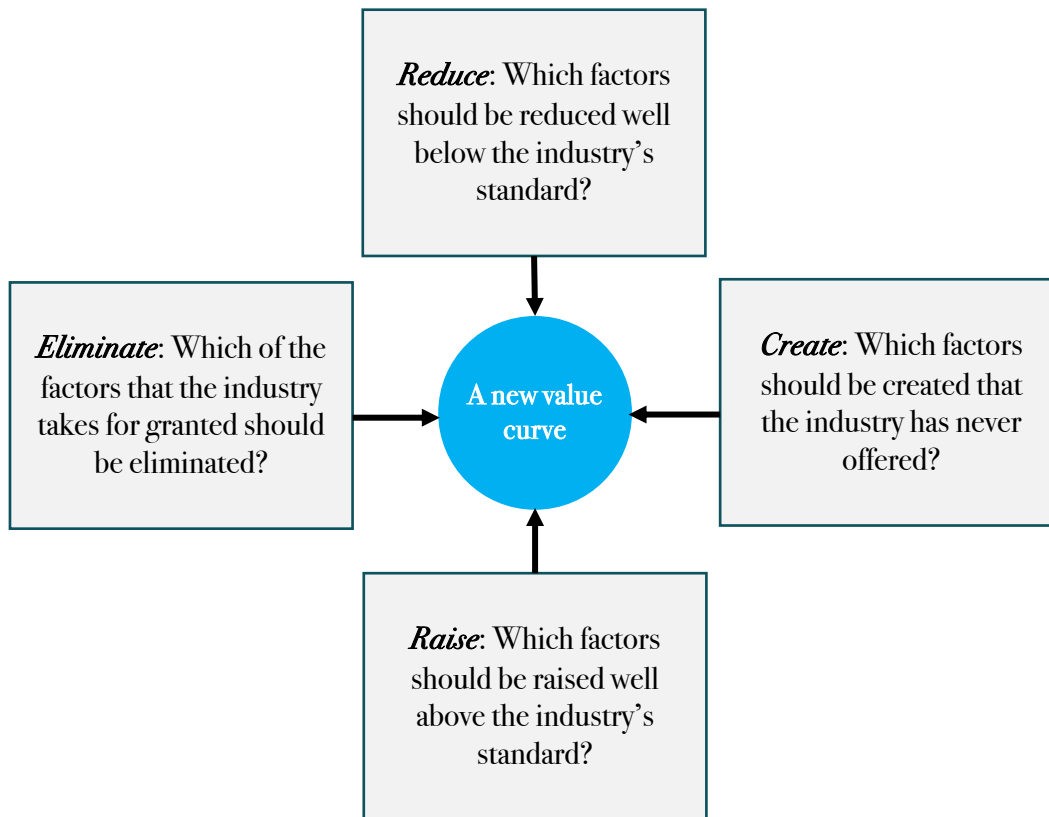
- **Eliminate**:
  - This forces you to eliminate the factors that company in your industry have long competed on.

- **Reduce**:
  - This forces you to determine whether products or services have been over-designed in a race to match or beat the competition. Here companies overserve customers, increasing their cost structure for NO GAIN.

- **Raise**:
  - This pushes you to uncover and eliminate the compromises your industry forces customers to make.

- **Create**:
  - This helps you to discover entirely new sources of value for buyers and to create new demand and shift the strategic pricing of the industry.

Activity: *Blue Ocean Strategy*
Time for you to have a go

Turn to the Strategy Canvas exercise in your workbook

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Key Takeaways: *Blue Ocean Strategy*
Create new markets by solving for new needs rather than simply copying the competition

Blue Ocean Strategy, at its core, is about making the competition irrelevant. This can occur through cross pollination of ideas from different industries, new business model (ie how you commercialise the idea), sectors, geographies, customer types. This is about thinking much more unconventionally within your target market.

1 — Create uncontested market space where you are creating new value for customers and not subject to price wars

2 — Price wars will drive the price low, erode profits and potentially deliver less value to customers as the investment the company can make in the product is reduced

3 — Use the Strategy Canvas to determine areas of differentiation in your market place

4 — The aim is to maximise the opportunity whilst minimising risk of failure

5 — This requires creative thinking grounded in data-informed foundations

Additional Resources: *Blue Ocean Strategy*
Expand your knowledge of the world of Blue Ocean Strategy

Blue Ocean Strategy offers a different perspective when it comes to disrupting industries. Competing against competition is difficult and often leads to price wars. Focus on creating blue oceans and making the competition irrelevant. Easy said than done, admittedly, but certainly possible!

Resources

- Rennée Mauborgne on Blue Ocean Strategy

- Kim Chan on Blue Ocean Shift

- Blue Ocean Strategy (Rennée Mauborgne & Kim Chan)

- Blue Ocean Shift (Rennée Mauborgne & Kim Chan)

- The Innovator's Dilemma (Clay Christensen)

To keep in mind…

- What are writers of Blue Ocean Strategy trying to show about the modern-day competitive environment?
- Do you think technology has driven this change?

- Do you think that companies now have to innovate faster than ever?
- Is innovation a way towards creating new market spaces?
- Innovation is not always product focused, it can be driven by a change in business model, geography, customer segment and many more

Experts

Rennée Mauborgne
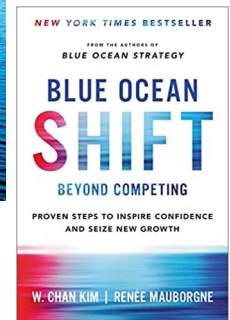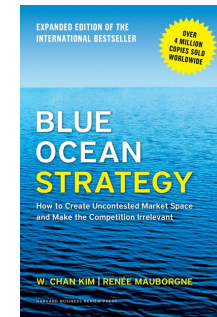
Kim Chan

"Blue Oceans are right next to you in every industry" Kim Chan

Startup Strategy: Contents
Moving through the course

Lean Startup

Design Thinking

Blue Ocean Strategy

Introduction to Excel

Strategy Frameworks

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Key Idea: *Introduction to Excel*
Excel can be a very useful tool for data analysis to find insights about a market, product or ecosystem

- We live in a world that's full of data. Whether we regard ourselves as a data person or not, we are likely to come across the requirement to analyse data at some point in our lives.

- This is not the first place where we are seeing data analysis in action, in Marketing we also looked at data analytics so it's now being used not only for strategic or financial initiatives but also in the world of Marketing and beyond so it's a skills certainly worth knowing.

Our advice for data analysis in startups

- **Scalability**
  - Remember, startups are much smaller organisations and often don't have access to huge data sources. This means the data collection and analysis you complete has to be thorough, thought-through and efficient.

- **Investor decks**
  - Many startups want to raise investment and investors like to invest on a range of aspects including idea, team, product but they all like to see the work backed up by data.

- **Analysis paralysis**
  - Don't get so lost in the numbers and the data that you forget to devote your attention to the key aspects which make a difference, that is to say, ensure you are still solving a need in the world.

- **Fear of Excel**
  - Excel can be daunting at first but its many features have stood the test of time and are used by people worldwide and is definitely worth the time spent learning its functionality!

Where can data analysis and excel really be useful

1   **Market Sizing**: You can use data to help you decipher the size of the market you are playing in. This will help you understand the potential of launching products in the market.

2   **Product prioritisation:** Good sales data gives us insights into which products are selling most and therefore can help us concentrate our efforts on what the market is asking for.

3   **Customer queries**: By collecting data on all the customer queries that come through, we can begin to see patterns of where there might be problems for us to solve.

4   **Pricing**: By seeing how the quantity demanded of our product or service changes as we change the price of our offering we can begin to optimise our pricing strategy. *

5   **Financials**: Data analysis tools are often used in showing and analysis Income Statements, Balance Sheets and Cash flow statements – all of which are important to understand.

*This highlights the idea of elasticity of demand which we recommend you read more about if interested!

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Tools: *Introduction to Excel*
Beginning and intermediate opportunities to learn

- If you're a beginner to excel it can be daunting but the videos below go right from very beginning through to offering an intermediate overview of excel and the work which can be completed using it.

- These videos will only give you a small insight into the use of the tool and we'd recommend that if it's something you really enjoy working with then to get as much experience as possible. Watching videos will only take you so far, but practicing and working with the tool will give you an enormous boost in comprehension and use of the tool.

We would recommend first getting used to the excel ribbon

Beginner: An introduction to Excel

Intermediate: Taking it a step further

- Don't worry initially about using the keyboard to get to places along the ribbon

- Data entry is extremely important (even though it can be a little boring sometimes!) because this gives you something to analyse and therefore a springboard to find insights!

- The Ribbon is found at the top of the excel page and is the gateway to a lot of the most important excel functionality

- Familiarise yourself with the Ribbon as it will make your life a lot easier!

- To help speed things up you can use the keyboard shortcuts

- If you can use the keyboard to speed up your movement, do so!

- Try to understand how the basic functions would be useful to you

- Next steps: Look into filtering, pivot tables, multiple sheets, conditional formatting, the list is endless...

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Key Takeaways: *Introduction to Excel*
A key tool used across industries

Excel plays a key role in many industries today and it remains as the bedrock for most data analysis that a non data analyst specialist would utilise. Having said this, it is such a powerful tool that you really can take it as far forward as you'd like.

1 — We will not always start with data sets, so data entry is also important

2 — Google is your friend – at whatever level, type your queries there, someone will likely have provided a solution online

3 — Excel requires practical use, it's a difficult one to learn just from a book. Make mistakes and learn from them

4 — Even if you're really not a fan then just learn the basics, it really will make a difference in a professional setting

5 — If you love this have a further look into modelling and how excel can be used to build out ideas from a modelling perspective e.g. company valuations

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Additional Resources: *Introduction to Excel*
Expand your knowledge of the world of Excel

Data analysis is becoming increasingly significant in a business context. Data gives us the opportunity to look for insights but the value of data is not just in collecting and storing data but the analysis that we can do on this. Business decisions are becoming increasingly reliant on data-driven strategies and therefore getting to grips with data analytics tools can only be beneficial.

Resources	**To keep in mind…**	**If you want to go further look at these applications**
• 25 tips and tricks on excel • Advanced excel course	• These are useful as you can skip to the parts which will be of most importance to you	Python
• Google is your best friend here! • Online blogs e.g. ExcelJet	• Type in your queries into Google, likelihood is somebody else has asked the same question and answered it on Google	SQL
		VBA
• Excel books can be useful but we would always recommend trying out some further online courses or using YouTube videos. The important thing is that you test out what you've learnt. Active learning helps it to stick in your head!		C++
		Java

"The goal is to turn data into information, and information into insight." – Carly Fiorina, former executive, president, and chair of Hewlett-Packard Co.

Startup Strategy: Contents
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Strategy Frameworks

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Key Idea: *Strategy Frameworks*
Isolate your problem and find solutions for future growth

What do we mean by 'Strategy Frameworks'

- **Definitions**: Strategy frameworks are often used by leading executives to help decide and define the right course of action for the firm? Frameworks help guide data collection agendas.

- **Questions frameworks help to answer**: The firm has seen profits remain flat, why is this? How can we become more profitable? How can we cut costs which have been rising? We want to launch a new product but how and where?

How can startups use them?

- **Approach to problems**: Although startups are not solving problems on a massive scale, they are looking to solve a need and a problem. By understanding the strategic thinking behind the frameworks, entrepreneurs can begin to see problems from different perspectives.

- **Product launches:** startups build products and need to have the rationale of where and when to launch into new or existing market spaces
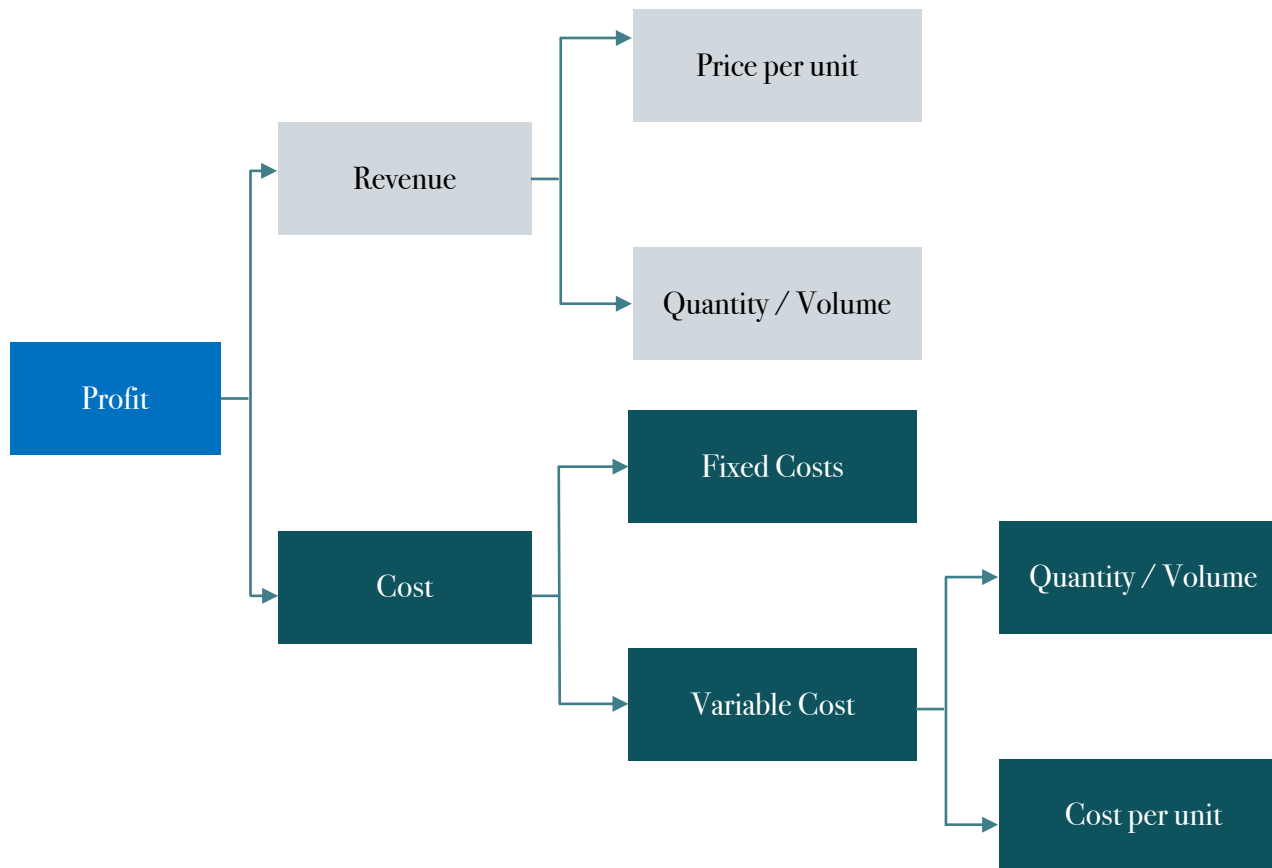
We will look mor deeply into two strategy frameworks

1

Profitability Framework

2

Market Entry framework

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Tools: *Strategy Frameworks*
Profitability Framework

The profitability framework is used by firms who are trying to understand why the company's profit may not be increasing any more, why it may have stagnated or even why it might be declining! This gives a great insight into the profitability framework about how it can be implemented.

```
                    ┌─── Price per unit
          Revenue ──┤
          │         └─── Quantity / Volume
  Profit ─┤
          │         ┌─── Fixed Costs
          Cost ─────┤                      ┌─── Quantity / Volume
                    └─── Variable Cost ────┤
                                           └─── Cost per unit
```

Revenue
- Revenue = Price x Quantity
- Profit = Revenue – Cost
- Revenue determines the upside of profit, first check whether price or quantity sold has changed if profit has changed.
- Revenue can be segmented further by product, geography, distribution channel and customer type - Read more here
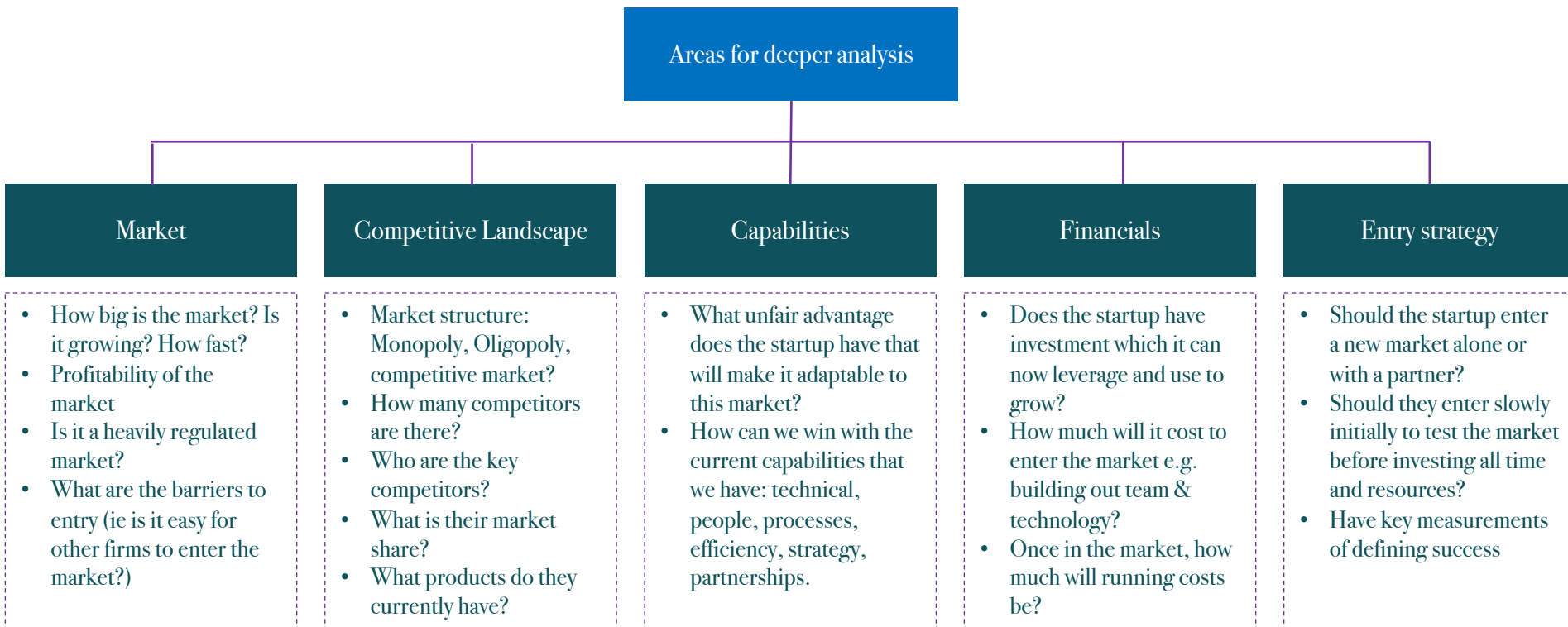
Costs
- The profit problem might lie within the cost segment of the analysis.
- Costs can be split into Fixed (always have to pay it whatever you sell) and Variable (these vary with how much you sell).
- *Fixed costs* include: Rent, staff overhead, loan interest.
- *Variable costs* include: Raw materials, delivery, commission, direct labour

Tools: *Strategy Frameworks*
Market Entry framework

If a company is growing and wants to enter a new market or if a startup is about to launch a new product, it's important to have a market entry strategy. This means that you can carefully understand the market in which you may attempt to compete and also, how to enter. The framework below offers a process of thinking through the research we might do before making a decision to launch a new product or enter a new market.

Areas for deeper analysis

Market	Competitive Landscape	Capabilities	Financials	Entry strategy
• How big is the market? Is it growing? How fast? • Profitability of the market • Is it a heavily regulated market? • What are the barriers to entry (ie is it easy for other firms to enter the market?)	• Market structure: Monopoly, Oligopoly, competitive market? • How many competitors are there? • Who are the key competitors? • What is their market share? • What products do they currently have?	• What unfair advantage does the startup have that will make it adaptable to this market? • How can we win with the current capabilities that we have: technical, people, processes, efficiency, strategy, partnerships.	• Does the startup have investment which it can now leverage and use to grow? • How much will it cost to enter the market e.g. building out team & technology? • Once in the market, how much will running costs be?	• Should the startup enter a new market alone or with a partner? • Should they enter slowly initially to test the market before investing all time and resources? • Have key measurements of defining success

Market entry strategies can be used for corporates but we can definitely spin this to focus on the world of startups as entering new markets is exactly what startups do. A data-informed approach to decision making in a startup can be the difference between failure and success.

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Key Takeaways: *Strategy Frameworks*
A very useful way of organising your ideas, research and analysis

Frameworks must be tailored for issue at hand and cannot just be applied aimlessly to every situation. Frameworks though offer us a great way of structuring our thoughts and ensuring our analysis and research remains on track.

1 — Profit = Revenue – Cost but each part can, and should, be broken down further to understand the issue at hand

2 — Use these frameworks to then collect the data and information you need

3 — Be hypothesis driven – what do you think the reason is, and then test this!

4 — Use both quantitative and qualitative data in your research

5 — Synthesise and try to evaluate what you believe the one main point is from your research. Then move from strategy through to execution.

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Additional Resources: *Strategy Frameworks*
Expand your knowledge of Strategy Frameworks

Business strategy as a discipline is becoming increasingly important as companies try to navigate their way through a competitive world. Startups are part of this disruption and need to define their own strategy as well as understand the thinking of the large incumbents they are trying to displace. Understanding strategy is key but this needs to be followed by the right execution.

Resources	To keep in mind…	Experts
• Walk through Market Entry case • Starbucks CEO, Howard Schultz: How to be Strategic Thinkers • Steve Jobs: Marketing Strategy	• How are great CEOs really thinking about their organisations? • Get the basics right, that is key. • Talk to your customers.	Michael Porter Mckinsey, Bain, BCG Peter Drucker
• Harvard Business Review: *On Strategy* • Case In Point (Marc Consentino) • The Firm (John Girsham) • Competitive Strategy (Michael Porter) • Playing to Win (Roger Martin) • The Art of War (Sun Tzu)	• These strategy books really get you to think outside the box • If strategy is of interest to you, try to look for links and themes throughout these books and ideas • Differentiation, knowing your customers, innovating, remaining relevant	Bill Gates Steve Jobs

"The essence of strategy is choosing what not to do" – Michael Porter
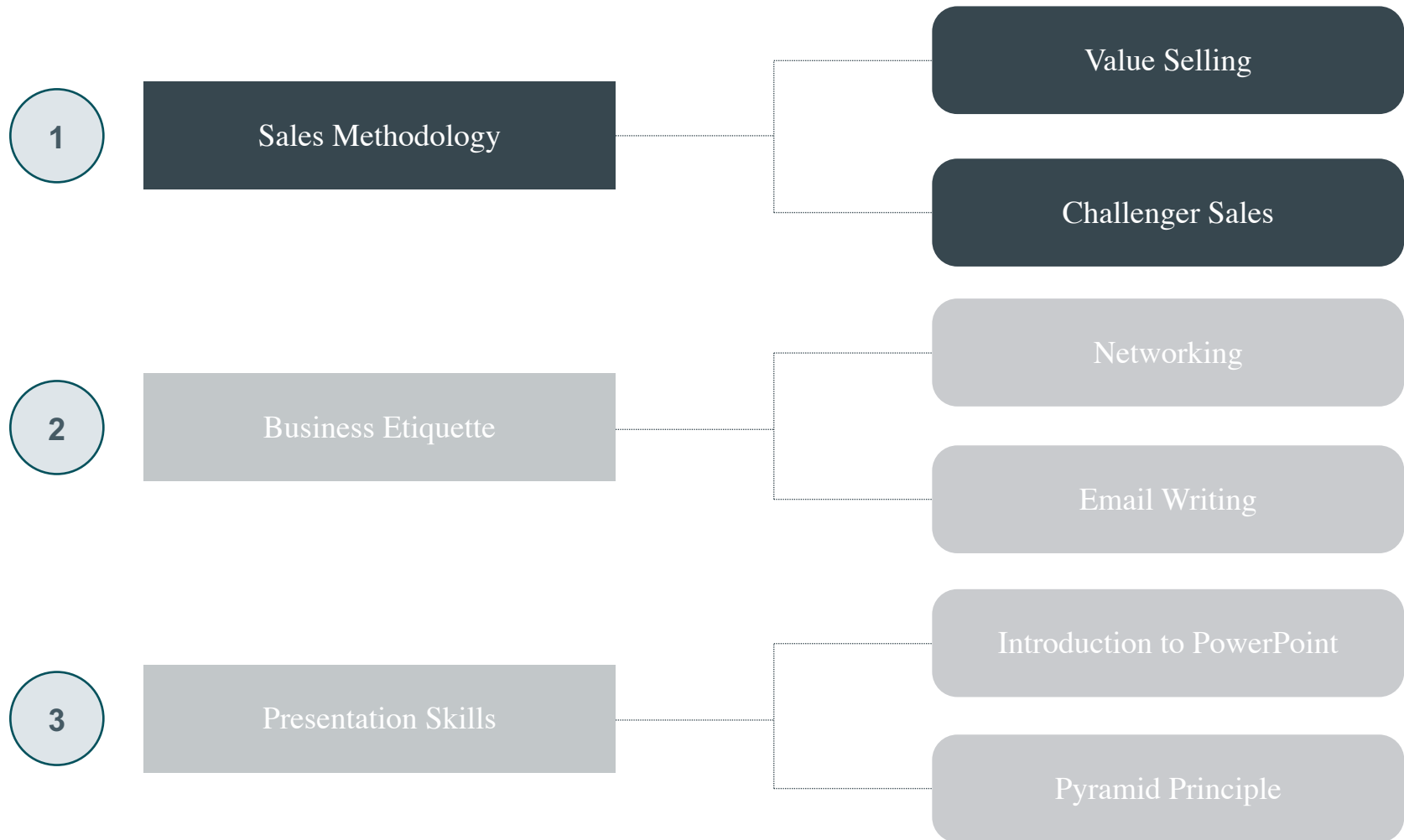
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Introduction to Sales & Business Development

"Your attitude, not your aptitude, will determine your altitude" – Zig Ziglar

Sales & Business Development: Contents
Moving through the course

1	Sales Methodology

- Value Selling
- Challenger Sales

2	Business Etiquette

- Networking
- Email Writing

3	Presentation Skills

- Introduction to PowerPoint
- Pyramid Principle

Key Idea: Sales Methods − *Value Selling & Challenger Sales*
Sales methodologies to engage in active conversation with more prospects and gain more clients

Sales is one of the most important skills you can learn in life. Whether you work in sales or not, the art of the deal and the art of convincing somebody that what you have or what you have to say is valuable is not an easy task... but is a rewarding one

Sales is key [Watch to 7 minutes 20 seconds]

Sales is necessary for generating revenues which keeps companies in business. A good sales team is a huge asset.

The key is understanding which sales methodology works for the business you're in...

You are ALWAYS selling

1

Value Selling

2

Challenger Sales

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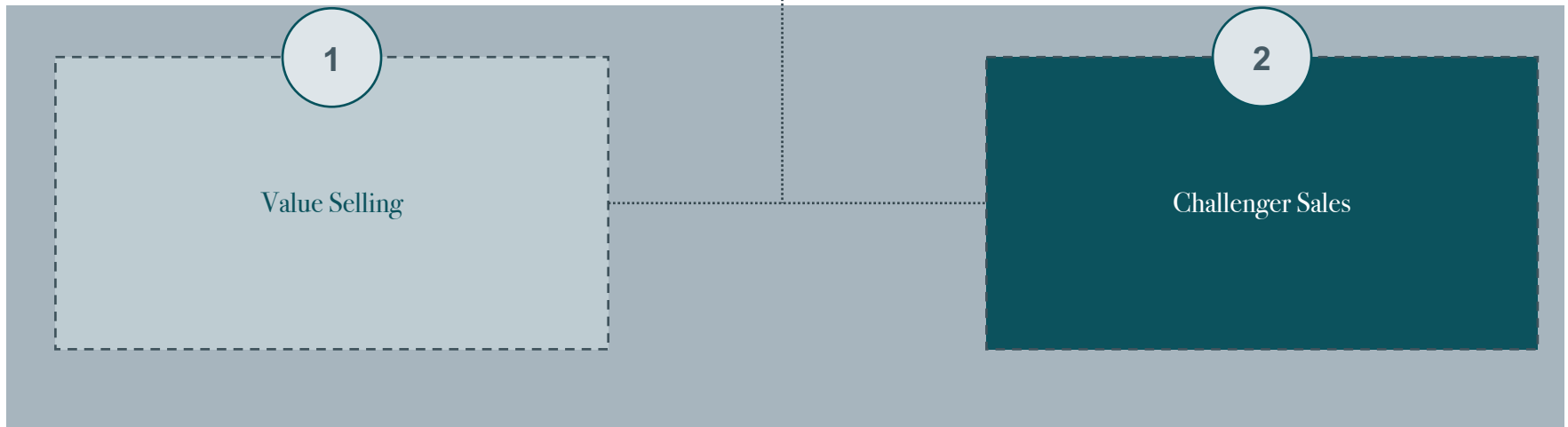
Tools: Sales Methods – *Value Selling & Challenger Sales*
Approach and Implementation

Value Selling and Challenger Sales are 2 of the strongest sales methodologies in the modern day and have helped companies secure an incredible amount of sales and really grow their businesses.
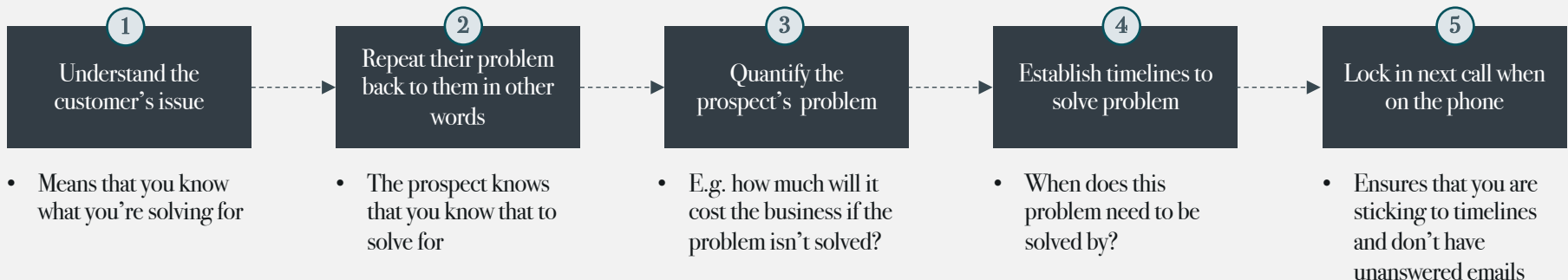
Value Selling

- You must **understand the client's problem first** before offering a solution
- **Quantify** the need
- **Solve the need... don't just list features**
- Listening > Speaking

The first call with a prospect should be a **discovery call** to learn more about their issues, you can follow the process below

Challenger Sales

- Sales rep is seen as the **expert** in their field
- Rather than show your prospect a solution, **TEACH** it to them
- Offer **unique, valuable insights** to the client
- Relationships are important but is no substitute for being assertive and **expertise**

Discovery call process

1 Understand the customer's issue	2 Repeat their problem back to them in other words	3 Quantify the prospect's problem	4 Establish timelines to solve problem	5 Lock in next call when on the phone
• Means that you know what you're solving for	• The prospect knows that you know that to solve for	• E.g. how much will it cost the business if the problem isn't solved?	• When does this problem need to be solved by?	• Ensures that you are sticking to timelines and don't have unanswered emails

Being different vs being differentiated

Overcoming sales rejection

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Activity: Sales Methods – *Value Selling & Challenger Sales*
Time for you to have a go

Turn to the Sales exercise in your workbook

Key Takeaways: Sales Methods − *Value Selling & Challenger Sales*
Your image as a trustworthy expert or problem solver must come through to the prospect

Sales is key in everything we do but specifically when you are first beginning a venture, sales are so important. If a client is willing to pay you for your work, **then you have created value**.

| 1 | Value Selling and Challenger Sales offer 2 methodologies for sales |

| 2 | Aim to understand the customer's problem, don't just list features |

| 3 | For the most part, listening is much more important than speaking in sales calls |

| 4 | Do not fear rejection, embrace it, learn, and move on |

| 5 | As an entrepreneur, if you don't have a sales team, **you are the sales person** |

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Additional Resources: Sales Methods – *Value Selling & Challenger Sales*
Expand your knowledge of the world of Value Selling and Challenger Sales

We use the power of influence and persuasion every day. Whether it comes naturally or not it can be learnt and we must be willing to actively listen. We must listen with intent and put ourselves in the prospect's shoes, only then will get that all important 'Aha' moment.

Resources

- Julie Thomas podcast on Value selling
- Jordan Peterson, an in-depth view into sales psychology

- Gartner on the Challenger Sale

- Value Selling
- Challenger Sales book summary

To keep in mind…

- How sales and psychology interlink

- Insight driven sales
- B2B sales

- How can you implement this work?
- Build your bank of skills

Experts

Julie Thomas – Value Selling

Jordan Peterson –Sales psychology

Jordan Belfort – Sales School

Matthew Dixon – Challenger Sales

Brent Adamson – Challenger Sales

"Whether you think you can or you can't, you're right" – Henry Ford

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Sales & Business Development: Contents
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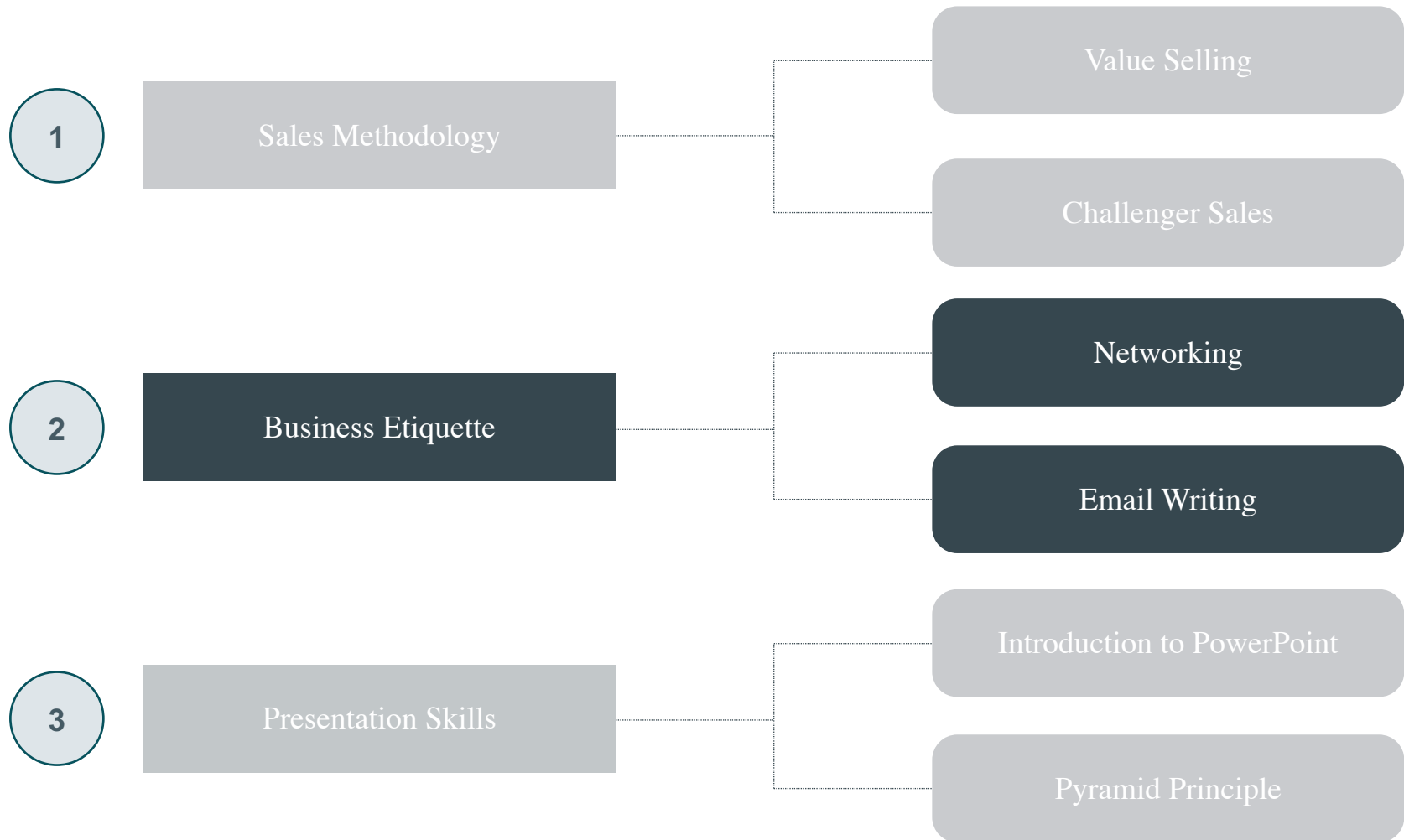
Key Idea: Business Etiquette – *Networking & Email Writing*
These skills are crucial all throughout your career

Intelligence is becoming more of a commodity and, especially in the startup community, you can give yourself and your firm a competitive advantage through the network you have built

What is networking? — Developing an extensive contact base through the **exchange of ideas, information, advice and contacts** to establish a mutually beneficial relationship

Building a network — Attend in person evets, use **LinkedIn**, introductions from **friends of friends**, **school** and **university** contacts, friends of family. We have so much opportunity to build a strong network

Networking is scary — Networking is not easy and can be scary but when you **become comfortable with the uncomfortable** and know that people love when someone is interested in their story then it becomes a lot easier!

Why you should network — It is said that **your network is your net worth**. Perhaps slightly exaggerated but a network will give you opportunities, but you can, and should, give to your network too. To give is to gain. Have you ever heard of the strength of weak ties?

Cultivating your network — If there is just one piece of information you take from networking, let it be this: *Give without remembering and take without forgetting.* Our network is unbalanced, we give to person A but receive from person B. Remain grateful for the help you receive and give generously!

Tools & Techniques — Linked**in** — In-person networking — Email Etiquette

Tools: Business Etiquette – *Networking*
LinkedIn profile, Outreach on LinkedIn, In-person Networking, Email outreach templates

Tips for Networking online

- LinkedIn is a social networking platform targeted at professionals. It offers a huge database of potential contacts and is extremely useful for anyone building a network in the modern day.

- Ensure that you have a strong LinkedIn profile. If you don't here's a great way to get started.

- Once you've created your LinkedIn profile then try to optimise it for the best results.

- Some top tips for your profile:
    - A professional picture, a concise Summary, Key experience, Education, Volunteering, Languages, hard and soft skills, endorsements, recommendations

- Actions: Reaching out on LinkedIn can be daunting, especially as the amount of text you can send initially is limited. Here is a great way to reach out successfully to people on LinkedIn.

Tips for Networking in-person

- Nowadays networking in-person seems like a distant past but it will soon be back with us again.

- You can find some top tips here but below are some tips from our own experience:

1. Dress for the occasion
2. Business Cards
    - Have professional business cards
    - If somebody gives you their business card
        - Look at it, comment on it, do not put it away until they put yours away (people take pride in their business card), have a card holder, not a busy wallet!
3. Keep eye contact
4. Contrary to logical thought, don't look for business, look for common values or interests and aim to build a rapport
5. Understand you're both networking so conversations don't need to drag on for the sake of it simply say 'I'll be in touch'.
6. Email each contact you made to keep the connection

- Good networking can be learnt and practiced!

Keeping in contact → Rebump is a useful gmail add-on tool which allows you to schedule a series of emails to a contact if they don't reply meaning you don't forget and lose a key contact. Here's how to use it!

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Tools: Business Etiquette – *Email Writing*
LinkedIn profile, Outreach on LinkedIn, In-person Networking, Email outreach templates

Nowadays, written communication is incredibly important. Writing a good email no longer just means good English, but well structured, logical and keep the right people informed. Have a look at some insights into writing a strong, professional email.

Key section of the email	Tips	Why important?
Subject and recipients	1. Subject 6-7 words, be clear 2. Put in copy all people relevant to the email. Even if they're not mentioned in the email 3. Some even put the recipients in order of seniority	• The beginning of the email is a simple place to lose your reader • Give them the reason for why they should give you their attention
Body of the email	1. Friendly greeting at the beginning 2. Ensure the introduction give the **purpose** of the email 3. If it's a longer email with information then number the points 4. Keep as clear and concise as possible	• The purpose of the email means all recipients are brough immediately the same level • Numbers (instead of bullet points) means you can reference the particular points if on a call • A shorter, more concise email is more likely to get read!
Attachments and CC	1. If sending an attachment externally, think first whether it's more professional to send a PDF rather than a PowerPoint deck 2. Refer to the attachment in the body of the email 3. If somebody new to the conversation is put in copy, explain briefly who they are	• It's important to give context to the attachment • If a new person joins the conversation it's important to make an intro just as you would if someone were to join a conversation in person!
Close of the email	1. Define next steps and timelines 2. Professional sign off	• This keeps the conversation moving forward and gives the reader clear next steps • You can even @the person you want to complete the task

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Tools: Business Etiquette – *Email Writing*
LinkedIn profile, Outreach on LinkedIn, In-person Networking, Email outreach templates

Follow up email example after a meeting

New Message   — ↗ ✕

To   Main recipients

Cc   Those who should be in the know

Bcc   (Rarely used) but means other recipients won't know that Bcc has received the email

Subject   Recap of today's call with next steps

Dear all,

Thank you for your time on today's call, I thought it was very productive and insightful. Both James (CC) and I discussed the thoughts in detail post call.. Below you will find a summary of the key email tips discussed today.

1. Ensure a subject and purpose is in the email
2. Keep people in CC
3. Use numbers instead of bullet points for a list
4. Sign off professionally

In terms of next steps, I will send a meeting invite through for **12/01/20X1** and @David will send through an agenda before the meeting.

For any questions, please do hesitate to get in contact.

Best wishes,
Jane

There are so many different email types which depend on the objective at hand that we cannot cover everything here. Other examples of email types include the following:

Initial Outreach emails

Emailing a partner

Booking in a follow up meeting

Sending an invoice

Remember Rebump is a great tool for scheduling follow ups!

For more examples of types of emails, we suggest skimming through this 🗞

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Activity: Business Etiquette – *Networking & Email Etiquette*
Time for you to have a go

Turn to the email exercise in your workbook

Key Takeaways: Business Etiquette – *Networking & Email Etiquette*
Keep organised and be empathetic – do not have a sporadic approach to outreach

Business etiquette is really focused on your communication style and professional image. In a digital world, written communication has become increasingly important. In a world of information overload, the winner is able to communicate in and concise nature.

1	Create a strong LinkedIn profile
2	Give to your network and it will give to you
3	You can ALWAYS add value to others, whatever level you are
4	Using numbers in your lengthy communication makes emails easier to follow
5	Building your own unique network is something nobody can take away from you

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Additional Resources: Business Etiquette − Networking & Email Writing
Expand your knowledge of Business Etiquette and communication

We cannot recommend networking enough, however, it must be done the right way. The goal is to give and to build real relationships.

Resources	To keep in mind…	Experts
• Advice for online networking • Build a strong LinkedIn profile • Using LinkedIn	• Building that online brand • Professional imagine online	**HOW TO WIN FRIENDS & INFLUENCE PEOPLE** — *The Only Book You Need to Lead You to Success* — Dale Carnegie
• Advice on email writing • How to get LinkedIn messages read	• Be open to the power of networking	
• How to win Friends and Influence people (Dale Carnegie) • Influence: The Psychology of Persuasion (Robert Cialdini)	• Watch these video for a real taste of how to use communication and build relationships in life	**INFLUENCE** The Psychology of Persuasion — ROBERT B. CIALDINI, PH.D.
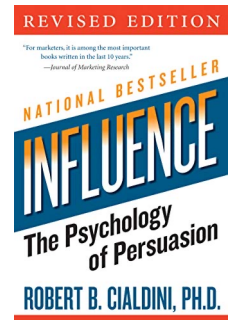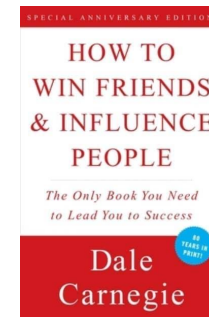
"Networking that matters is helping people achieve their goals" – Seth Godin

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Sales & Business Development: Contents
Moving through the course

1 Sales Methodology
- Value Selling
- Challenger Sales

2 Business Etiquette
- Networking
- Email Writing

3 Presentation Skills
- Introduction to PowerPoint
- Pyramid Principle

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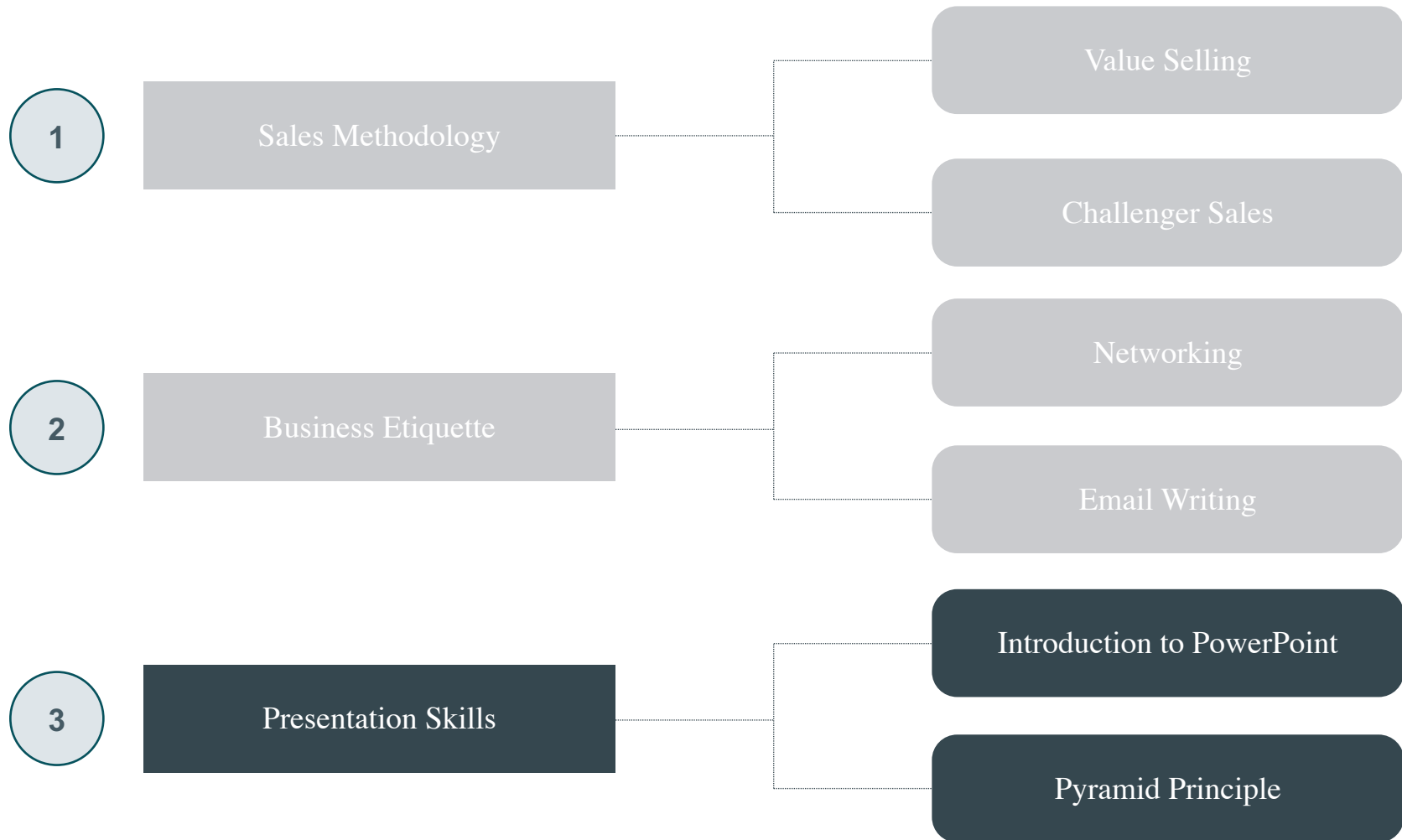
Key Idea: *Introduction to PowerPoint and The Pyramid Principle*
Creating logical presentations with impact

Presentations are key in the modern world, whether you're selling a product or an idea or trying to show an operational process flow. We will all be presenting at some point and so it's key to equip yourself with some tools and techniques to achieve success.

Startups will use presentations to raise capital from investors

We believe that strong presentations have 2 key elements:

1) Visually well presented
2) Structured logically

People have limited time, an impactful presentation is key to success in several business areas

1

PowerPoint (tool)

The value is in combining these two

2

The Pyramid Principle (Technique)
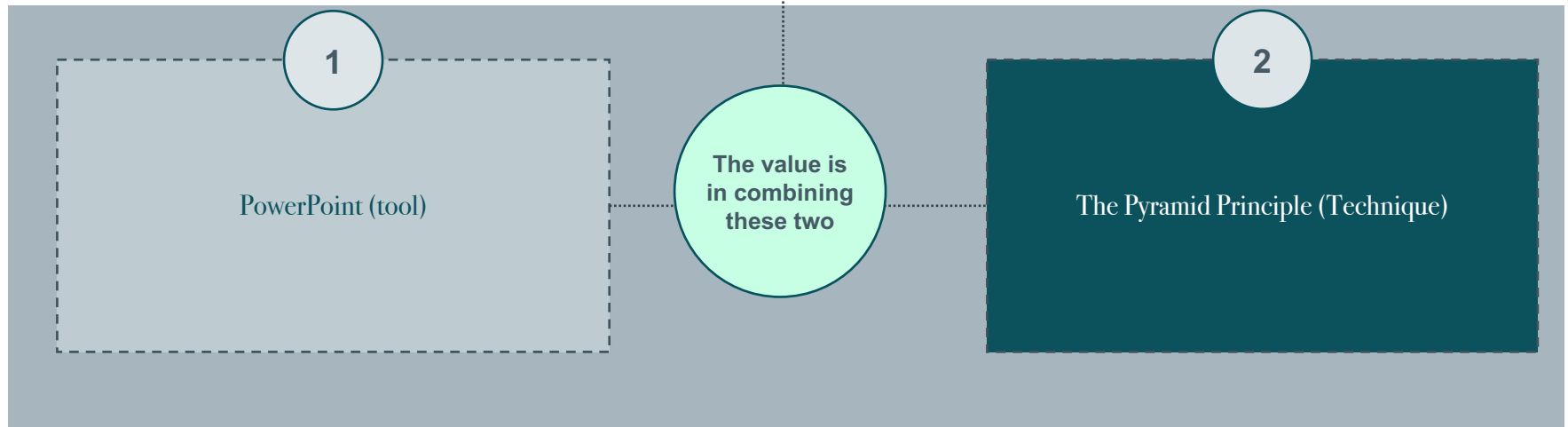
Tools: *Introduction to PowerPoint*
Slide Master, Slide building, Using shapes to create clear flows, Icons

PowerPoint is a very useful tool which can be daunting at first. The below will take you through the key elements of PowerPoint we think are crucial for you to know when you first start building sales decks, investor decks or pitches for new product ideas.

1

PowerPoint basics

- It is important to walk before we can run
- This is to familiarize yourself with PowerPoint if you're very new!

2

Using Slide Master

- Slide Master can save you a ton of time when building presentations
- They give a professional touch

3

Creating a divider section

- Dividers in presentation provide visual logic to the deck
- Do you recognise it?!

4

Using shapes

- As you'll see in this presentation, we're pretty big fans of Squares, Circles, Rectangles and arrows!

5

Using Icons

- Who doesn't love a good icon?

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Tools: *The Pyramid Principle*
Idea and how to implement this in your presentations

The Pyramid Principle is a technique often used by management consultants to create presentations with impact by starting with your conclusion. The idea goes against normal logic that you should lead the listener to a conclusion and rather answer their questions or issue right away, and then build you argument.
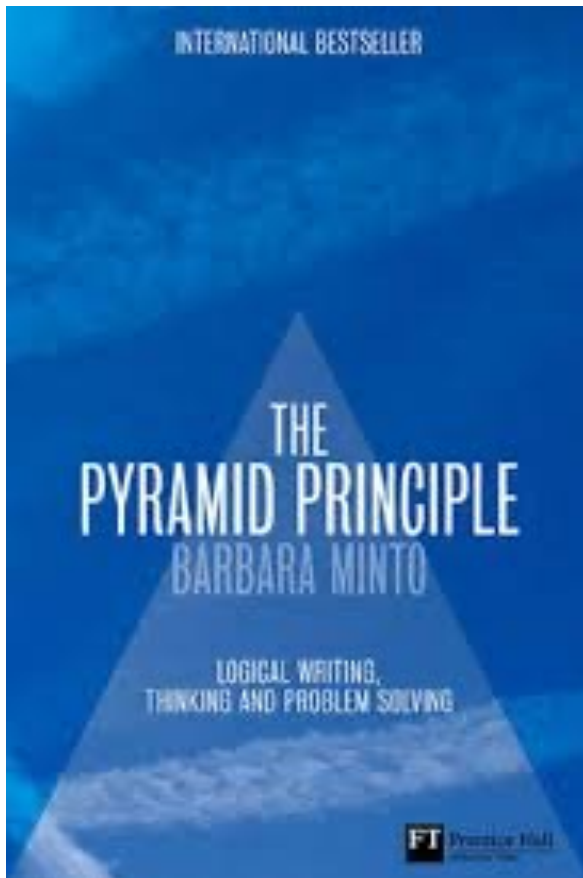
Begin with your conclusion, don't leave this to the end!

The Power of 3, have 3 supporting pieces of info for each stage

Your first point should be your recommendation

Support your recommendations with underlying research and data after.

An introduction

Taking a step further

A good overview of The Pyramid Principle

Tools: *The Pyramid Principle*
Idea and how to implement this in your presentations

Create logical arguments based on data and research but your main recommendation think... What is the **MAIN POINT** I want my audience to take away?

Main recommendation, goal or idea

Supporting argument 1	Supporting argument 2	Supporting argument 3
Data · Insights · Conclusions	Data · Insights · Conclusions	Data · Insights · Conclusions

Supporting data, insights and conclusions for supporting argument 1

Supporting data, insights and conclusions for supporting argument 2

Supporting data, insights and conclusions for supporting argument 3

Activity: *Introduction to PowerPoint and The Pyramid Principle*
Time for you to have a go

Turn to the Pyramid Principle exercise in your workbook

Key Takeaways: *PowerPoint and The Pyramid Principle*
Present your ideas with logic and with impact

We see the value in combining The Pyramid Principle with PowerPoint giving you firstly the logical thinking process and then also the capability to build on your ideas with the technical skills on PowerPoint to deliver impactful presentations.

1 Establishing the Slide Master as the before beginning to build slides will help with consistency and speed when creating professional presentations

2 Use shapes and icons – they make a massive difference

3 Start with your conclusion – what is the one thing you want the audience to take away?

4 Plan carefully before building, a careful plan will produce a logical presentation

5 Bucket your ideas so that they are logically connected

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Additional Resources: *PowerPoint and The Pyramid Principle*
Expand your knowledge of PowerPoint and The Pyramid Principle

Logical thinking combined with PowerPoint skills offer the perfect mix to produce modern and impactful presentations.

Resources	To keep in mind…	Experts
• More PowerPoint techniques • The Pyramid Principle in more detail • Barbara Minto on the Pyramid Principle	• Find techniques that work for you • Copy and paste other slides and adapt to save time!	
• Further exercises on The Pyramid Principle	• Deductive vs Inductive reasoning	
• The Pyramid Principle (Barbara Minto)	• If interested, we would recommend getting the book!	
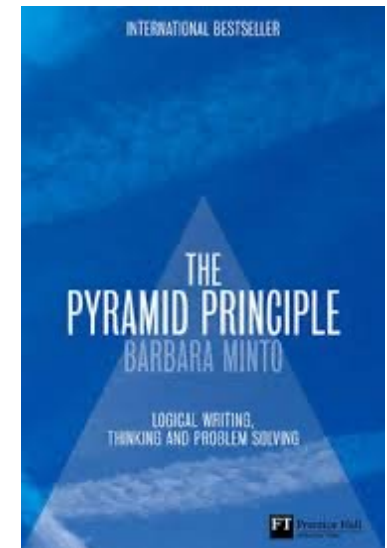
"The best text slides convey their message as starkly and simply as possible. They do not waste words (or slides) on transitional or introductory points, which can and should be stated orally. This means of course that the slides by themselves will not be intelligible as a handout to someone who has not attended the presentation." – Barbara Minto

Introduction to Digital Marketing

"Discoverability equals sales in the digital world" – Dev Chandan

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Digital Marketing: Contents
Moving through the course

Traditional vs Digital Marketing

Search Engine Optimisation

Inorganic Marketing

Analytics for Marketing

Social Media Marketing

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Key Idea: *Traditional vs Digital Marketing*
We are moving to an evermore online world and therefore an online presence is crucial

Marketing tools and techniques have evolved over the past decade but **the principles of marketing remain the same**. Marketing your product or service means that your ideal customers are able to see what you have or what you do. Needing to simplify and be really precise on your offering remains as important in today's digital world, if not more, than it previously did. From a startup's perspective, purchasing billboard space is not a realistic objective, and nor should it be. Rather, startups (as well as larger organisations) are leveraging the power of Digital Marketing to grow.

Overview: Traditional vs Digital Marketing

Deciding between traditional and digital

Traditional Marketing

Core focus
- Mass marketing and reaching as many people as possible.
- Less focus on the real target customer but more about building the brand and image to the wider public.

Tools
- TV advertising, Billboards, flyers, radio broadcasting, Banners, Poster Campaigns.

Evaluation
- Traditional marketing techniques tend to favour more large-scale organisation who can afford the costs and who have a much larger customer base
- More difficult to target who sees your ads and ensure that your ideal customers are the ones actually seeing your ad.
- It is difficult to determine the return on investment with these campaigns.

Digital Marketing

Core focus
- More targeted marketing using digital platforms such as Search Engines (e.g. Google) and Social Media.

Tools
- Google Ads, Blogs, Vlogs, Instagram, Facebook, LinkedIn, Video marketing, Email Marketing (e.g. MailChimp)

Evaluation
- Startups can benefit from this because there is a way of driving your advertising organically ie without having to pay for Ads.
- Where you do pay for Ads (inorganic) you can make sure they are much more targeted to your ideal customer.
- Analytics – unlike traditional marketing, digital marketing offers you the ability to track how well your campaigns have done. By learning from the data collected you can then optimise your strategy in a more data-informed way.

Tools: *Traditional vs Digital Marketing – The Golden Circle*
The Golden Circle

Simon Sinek is an author and inspirational speaker and offers great insight into the world of marketing. We can know all the marketing tools in the world but if we don't communicate the **right message** to our audience then it will always be a struggle to get them to be part of our dream. In his book 'Start with Why' he covers a fascinating concept called The Golden Circle, a longer video than the others, but worth every second.
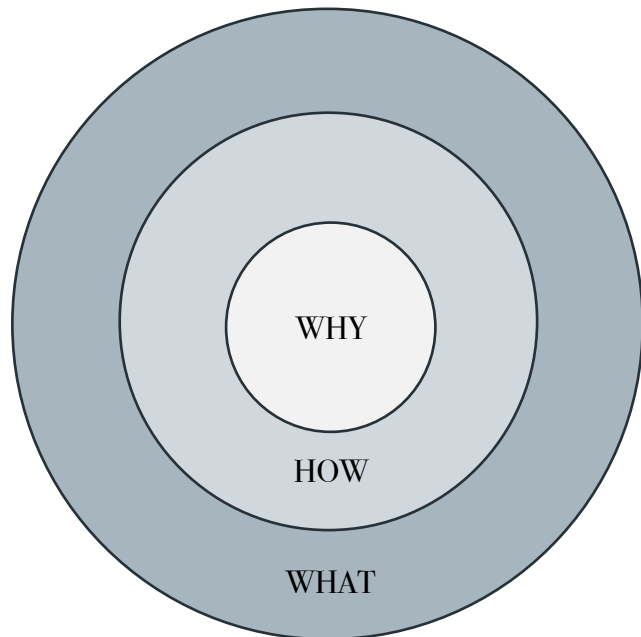
WHAT

All organisations know WHAT they do. This is the product or service that they sell.

HOW

Some organisations know HOW they do it. This is their unique selling point and what differentiates them from their competition.

WHY

Very few organisations know WHY they do what they do. They're why is not about making money but a PURPOSE. The reason your organisation exists.
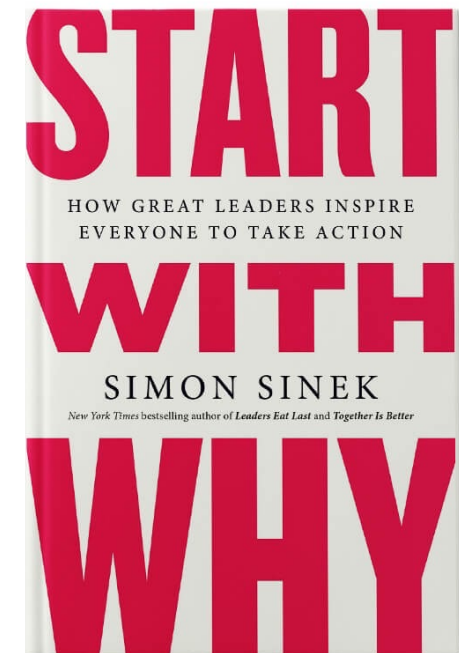
Tools: *Traditional vs Digital Marketing – The 4Ps*
4Ps

Traditional Marketing introduces us to the 4 Ps of the marketing mix which are still strongly used today these are: *Product, Price, Place, Promotion*. Neil Patel is one of the gurus of digital marketing and this short article gives you an in depth view into what makes up the marketing mix.

We'd also recommend having a watch of this video (5 min) to help you define more clearly what comes under these headings

Product

- This is looking at what you actually sell, physical goods / service.

- This includes Brand, Services, Packaging, anything that creates value for your customer.

- The product is what the company sells.

Price

- How much you charge and how much that affects how your brand is seen (think Gucci vs Primark).
- Not simply the price but also discounts, bundles, offers, payment plan e.g. Buy one get one free
- Coming up the 'right' price is difficult as it changes how your product is perceived.

Place

- Where do you promote your product or services? Where do people find you?

- Looking at your distribution channels and how you get to market.

- Where do your ideal clients spend their time, even just thinking social media: LinkedIn, Facebook, Instagram?

Promotion

- How do your customers find out about you?

- Think advertising on social media, on Google, on billboards. Also think of sales promotion (cold call, emails etc.).

- Promotion is about getting your value in front of customers. It's about turning your product and value-add into revenue!

Tools: *Traditional vs Digital Marketing − Porter's Five Forces*
Porter's Five Forces

Porter's five forces offer an insight into the world of competitive forces and allow companies to see how they can differentiate themselves. This differentiation should be the cornerstone of the market strategy. This gives a brief overview, but we'd recommend a more in-depth study into Competitive Strategy.

Porter's five forces
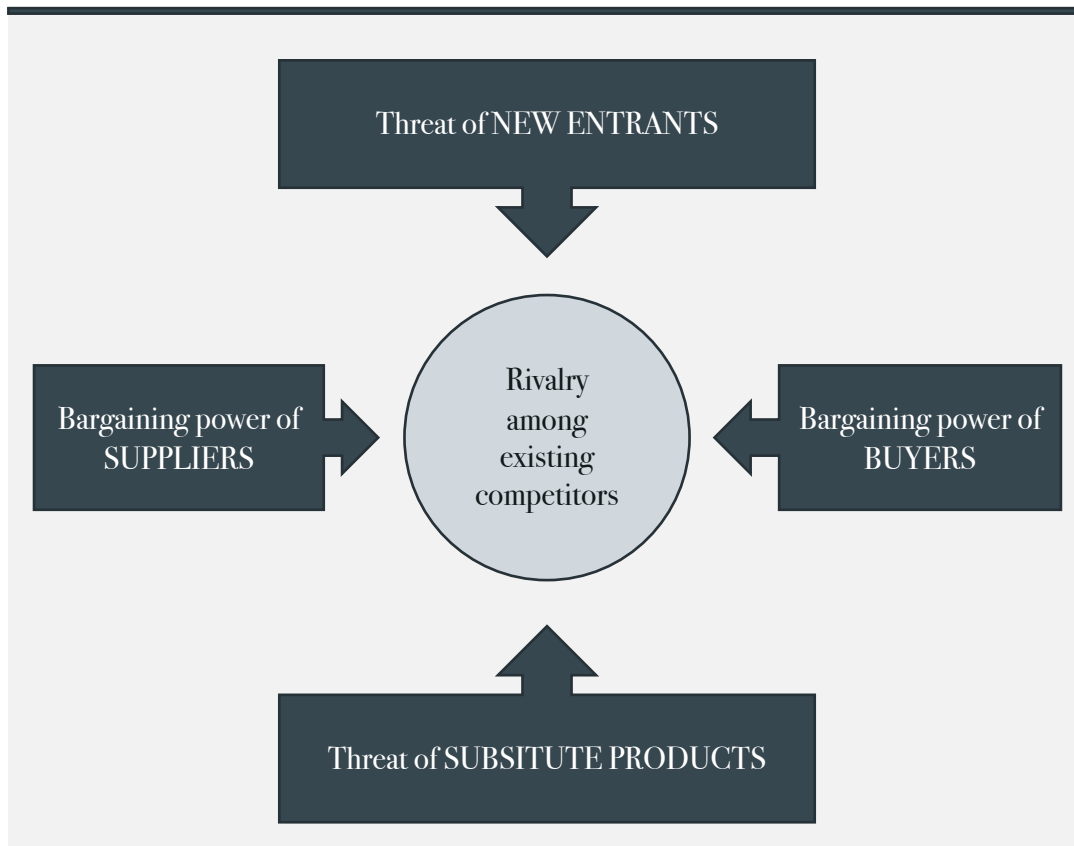
1/ Rivalry among existing competitors
- Number of competitors, diversity, industry concentration and growth
- Brand loyalty and switching costs
- Barriers to exit

2/ Threat of new entrants
- Economics of scale, access to distribution channels
- Barriers to entry and switching costs

3/ Bargaining power of buyers
- Number of customers and size of customer order
- Price sensitivity
- Buyer's ability to substitute your product

4/ Threat of substitute products
- Number of products available
- Perceived level of product differentiation

5/ Bargaining power of suppliers
- Number and size of suppliers
- Uniqueness of each supplier's product

Activity: *Traditional vs Digital Marketing*
Time for you to have a go

Turn to the Golden Circle exercise in your workbook

Key Takeaways: *Traditional vs Digital Marketing*
Traditional Marketing and Digital marketing should be used in combination

Traditional marketing through billboards, TV and radio adds allow us to reach a wide net. Digital marketing allows us to target our outreach . It's important though to understand that the principles behind marketing remain the same, you need to show the value of your product or service to the right customer in an engaging way.

1 — Focus on the reason WHY your organisation exists, not just what it does

2 — People buy people then they buy products – engage with your audience

3 — Have the optimal marketing mix with the 4Ps to allow your business to grow

4 — By understanding Porter's Five Forces you can plan your business strategy and then define your marketing strategy to help you execute

5 — Keep Simon Sinek's Golden Circle in mind when you're creating content

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Additional Resources: *Traditional vs Digital Marketing*
Expand your knowledge of the world of Digital Marketing

Traditional marketing differ from digital marketing but the fundamental approach and ideas to the value you create for your customers and the way this is communicated has remains the same.

Resources

- The psychology of Digital Marketing
- Benefits of Digital Marketing
- Traditional vs Digital Marketing
- Michael Porter on the five forces

- Harvard Business Review on Porter's Five Forces
- Highlighting the 4Ps
- A10 Marketing Mix

- Competitive Strategy (Michael Porter)
- Contagious (Jonah Berger)

To keep in mind…

- Understanding what we can take from traditional marketing is key
- Look closely at Michael Porter's comments on his ideas

- Harvard Business Review often produce compelling and in-depth work on business topics
- A10 Marketing mix – the 4Ps are not the only tool!

- Jonah Berger looks at how to build word of mouth in a Digital Age

Experts

Pam Moore – Social Media Marketing

Neil Patel – Digital tools

Jonah Berger – Building word of mouth

Gary Veynerchuk – Digital Marketing Influencer

Tim Ferris – 4-hour work week

"Companies are rushing headlong into content today, and rightly so. It's a battle to get noticed online amidst the noise and crowds" – Adam Audette

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Key Idea: *Search Engine Optimisation (SEO)*
The key to ranking higher on Google

- >70% of Google Searches result in clicks of the first 5 suggestions in the search engine results pages (SERPs).
- **Your website needs to appear in one of the top positions –** this will drive traffic, conversion and ultimately, revenue.
- The best method for achieving this is **Search Engine Optimisation (SEO).**
- Minutes 1 to 3.28 cover the background of SEO and explains how Google determines search results. 🎥

Key definitions within SEO include:

Crawling – the purpose of the crawl is to identify relevant pages for indexing and assess whether they have changed. The process is performed by robots known as *spiders.*

Indexing – created to enable the search engine to rapidly find the most relevant pages containing the search query.

Ranking/Scoring – pages of results based on how relevant the content is. The goal for companies using SEO is to reach as high up on the first page as possible.

Ways to optimise SEO

1. Align your content with search intent
2. Write a **compelling title** tag and description
3. Optimise your **images**
4. Optimise page **speed**
5. Use **internal linking**
6. Improve **user experience**
7. Include keywords in **URL**
8. Obtain more authoritative **backlinks**
9. Publish **long-form content**

Read more about each technique here. 📰

"On a broad scale, I see SEO becoming a normalized marketing tactic, the same way TV, radio, and print are traditionally thought of as marketing tactics." – Duane Forrester, Senior Product Manager, **Bing** 💬

SEO is the process of increasing your site position and page rank organically, through quality backlinks and effective keywords. It is the most effective way to increase traffic to your website and allows for SEM to be enhanced.

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Tools: *Search Engine Optimisation*
Find out more about the tools used within SEO

Screaming Frog
SEO improvement

- This is an SEO spider tool. Used to analyse your website and find technical SEO tweaks to make to improve your ranking, perform site audits to tell you what sorts of pages may have issues with meta data or pages that are being indexed that shouldn't be.

Moz Domain Analysis
Site ranking

- Useful shortcut to understanding **how your site ranks against competitors**. The data is relatively limited compared to other tools available, but Moz provides a useful, general overview.

Google Search Console
Website monitoring

- Helps monitor and maintain your website. Huge advantage over other SEO tools as it uses **first party data from Google**. This means that the data is 100% accurate, unlike other tools which use 'guesstimates' to produce their analytics.

Google Trends
Understanding market

- Google Trends helps users discover trends in search behaviour withing Google's tools: Search, News, Images, Shopping and YouTube. This helps in understanding your market, targeting your campaigns and refining your SEO strategy.

Ubersuggest
Choosing keywords

- Ubersuggest is a **free SEO tool that specializes in generating new keyword ideas**. Originally founded as a tool that scraped Google Suggest terms, Ubersuggest was recently acquired by entrepreneur Neil Patel, who has since expanded the feature set significantly.

Ahrefs
Competitor analysis

- Ahrefs SEO Toolbar is a free **extension for Chrome and Firefox that provides useful SEO data about the pages and websites you visit**. Its free features include on-page SEO report, redirect tracer with HTTP headers, broken link-checker, link highlighter, and SERP positions.

Above lists some of the most effective SEO tools used today. Whilst it's not essential to know how to use all of them, it is helpful to have an idea of their usability to equip yourself with tools to succeeding in optimising search engine results. Throughout your SEO work though, the key to remember is CONTENT, CONTENT, CONTENT! The more useful content you can get onto your website, the higher you will rank. Conquer content marketing!

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Key Takeaways: *Search Engine Optimisation*
SEO helps you rank higher on Google

In a world where the first tool people use to search for a solution in Google it's worth taking the time to nail the concepts of SEO and understand how it can help your business to grow.

1	Create valuable content that your audience will search for

2	Understand what your ideal clients are searching for

3	There are lots of software tools out there to help with optimisation

4	Although both quality and quantity are important, focus on quality

5	Success with SEO won't come overnight, it takes time, but the results are worth it

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Additional Resources: *Search Engine Optimisation*
Expand your knowledge of the world of SEO

SEO is now extremely important because almost all of our customers will search for us on Google and we have to make sure that our digital presence ranks us highly enough to ensure that we're noticed. Content is key.

Resources	To keep in mind…	Experts
• Optimising your keywords • SEO for beginners (20 min but you can choose the sections) • Combining SEO and WordPress	• Look for the tools Neil Patel discusses and how they might fit with your business • Most websites are now powered by WordPress so the link is key	Rand Fishkin – Founder of Moz Neil Patel – As always!
• 45 SEO tools to work with • Why SEO is important for startups	• When you thought there couldn't be any more SEO tools…	Vanessa Fox – Marketing in the Age of Google
• The Art of SEO (Eric Enge)	• Would also recommend reading their blog!	
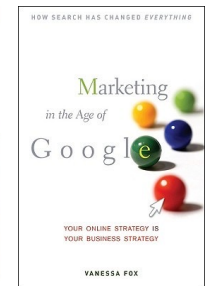
"Better content is outweighing more content" – Rand Fishkin

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Key Idea: *Inorganic Marketing*
Pay to have your Ads and website come up on Google Searches and target your ideal customer

Search Engine Marketing (PPC: Pay-Per-Click)

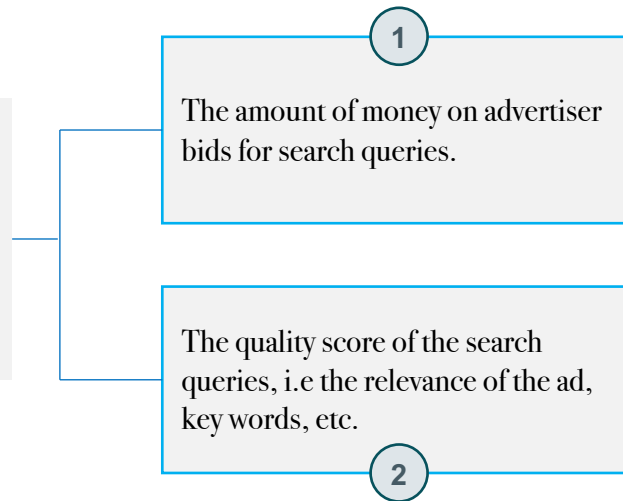- **SEM** works with search engines to encourage clickthrough to a website when a user types a specific word or phrase. The main PPC tool used is **Google AdWords.**
- **Startups** don't have extensive budgets to spend on marketing, so it is crucial to acquire as much organic traffic as possible or to be extensively targeted with your keyword inputs.
- **Advantages of SEM:** Highly measurable, real-time monitoring, PPC, speediness, global reach, easily segmented (using factors such as location, language.

SEM and Pay per click

Pay-per-click (PPC) – a process that uses an auction and ranking system to determine which advertisements appear in a particular order. This placement is determined by **two** factors:

1 The amount of money on advertiser bids for search queries.

2 The quality score of the search queries, i.e the relevance of the ad, key words, etc.

Search engine marketing is the practice of **marketing** a business using paid advertisements that appear on **search engine** results pages. These ads, often known by the term 'pay-per-click ads' come in a variety of formats, but most importantly, this marketing technique is made significantly more effective by successful **SEO.**

Tools: *Inorganic Marketing*
Google AdWords, Pay per click, Keyword optimisation, Analytics on AdWords

What are the different ways of using SEO to enhance the results of SEM?

1. **Pay-per-click -** Google AdWords or Pay-Per-Click is Google's form of online advertising. Advertisers bid on "trigger" words and phrases which prompt their ads to display in sponsored search results. Advertisers pay a fee every time someone clicks on one of their ads.
2. **Local SEO -** Local SEO focuses on getting your business listing to show up in Google map results. There is no charge for clicks.
3. **Organic -** Organic SEO is a search engine optimisation process that results in your website content gaining increased visibility in unpaid, non-local results. There is no charge for clicks through to your site.

If you're interested in exploring the basics of Google AdWords and why it's useful, watch this short intro

Want to build your own AdWords campaign? Here's a more in-depth (20min) walkthrough of how to do just that

- Success with Google Ads takes time. Make sure your analyse the results of your campaigns and keep refining!

Importance of being specific with your keyword choice!

How specific your keyword needs to be

- The high your budget on google AdWords the less specific the word you need to pick is
- If you're selling shoes and want to have 'Shoes' as a key word, Nike is always going to place a higher bet on that than you.
- Be specific and be targeted!

Budget – How much you can spend on Ads ($)
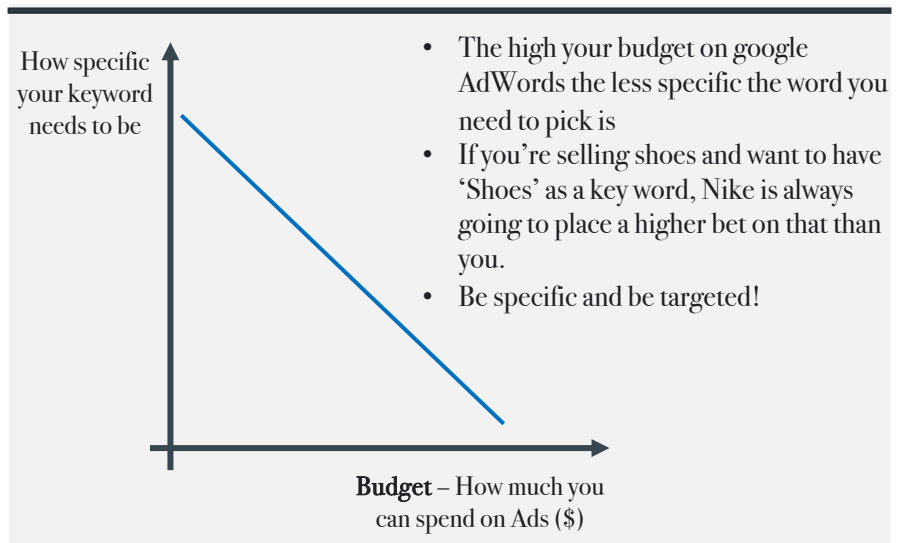
Key Takeaways: *Inorganic Marketing*
SEM allows you to purchase keywords and rapidly increase the visibility of your product or service

Search engine marketing gives you the framework, tools, and processes to gain more visibility in search engines either by getting higher positions in organic results or better positions for your ads. The two main types of SEM; SEO, and PPC can work together in harmony and maximize your results. This topic specifically focussed on PPC.

1	A successful campaign occurs when the cost of acquiring a customer via Ads is less than the revenue that the customer will generate for your business
2	Google Adword's Pay Per Click campaigns can being immediate visibility to your website
3	Understand that Google Adword's runs an 'auction' service whereby you bet on words. The higher budget you pledge per click per word, the higher you will rank
4	The ultimate target for SEM is to obtain the number 1 ranking on Google's search results for a particular search query
5	As a startup, make sure your keywords are very specific and focused to optimise the possibility of success

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Additional Resources: *Inorganic Marketing*
Expand your knowledge of the world of Traditional and Digital Marketing

SEM as described in most places simply refers to Google AdWords which is a tool to put your offering in front of your ideal customers... at a cost. If you can master Google AdWords so that you pay for example £1 to acquire a customer who will buy your product for £2, then it's a no-brainer! Getting to this point takes time, but as you can imagine, it can propel your business forward to a new level of growth.

Resources

- Organic vs Paid Market
- Deep-dive into optimising key word search
- SEO vs PPC – how to choose?

- How startups can use SEM

- PPC on a budget

- Mastering Google AdWords (Noah Gray)

To keep in mind…

- Neil Patel's ideas on SEO vs SEM
- Why might you choose SEO over SEM for a startup? Or how can they be combined…

- Just because SEM costs money doesn't mean startups can't use it
- SEO is free... So what's the cost… it's your TIME! SEM can help here

- Books can be useful but this topics is consistently updating the best way to stay up to date is on the internet.

Experts

Practice! Become familiar with Google AdWords
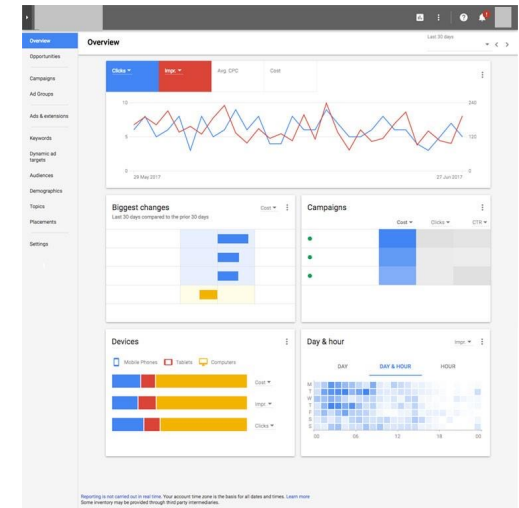
"My key takeaway from the rise of local based searches is that granularity is key to a successful paid search account" – Jeff Baum

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Key Idea: *Analytics for Marketing*
Digital Marketing allows us to collect lots of data, but it is the insights into that data which makes it useful

Digital Marketing & the use of Analytics	• Digital analytics consist of techniques used to assess and improve the contribution of digital marketing to a business, including renewing traffic volume and referrals. • Analytics platforms measure activity and behavior on a website/application - business use these web analytics to benchmark their site performance and to look at key indicators that drive their business.

Key definitions within Marketing Analytics include:

Cookies – small files that are stored on a user's browser or computer when they visit a website. They allow marketers to track the behaviour of visitors while on their site and map the path visitors take once landing on their site.

Funnel – By monitoring funnel analytics, marketers can find unique opportunities to improve the conversion process. For example, an online retailer could see that most customers are dropping off during the checkout process in their funnel and could optimize this process based on the data.

Touchpoints – By tracking different touchpoints a visitor makes along the path to conversion, marketers gain a better understand of which touchpoints are most valuable and how many it takes to convert an interested visitor into a paying customer.

The fundamentals of Google Analytics and how it can be used to improve your site's performance

Key points from video

• The three most important parameters to focus on within Google Analytics are Audience, Acquisition, and Behaviour. These can be segmented into **who** the visitors are, **how** they found you, and **what** they are doing.

• The **behaviour flow** section allows you to see exactly what people are doing on your site. This includes the routes they take to reach certain pages, signups, and general interaction.

• Within each area of analysis there are a **wide selection of detailed demographics** to give more specific information about site visitors, such as language and location. This allows you to choose how detailed you want to be with targeting customers.

• We live in a **data-informed world** and the new digital marketing tools discussed in previous readings now allow us to measure the success of our marketing campaigns in more depth. Are you driving more traffic to your website? Are customers staying on your website longer? What are they engaging with?

• The true value no longer lies just in data collection, but the **insights** we can yield from the data.
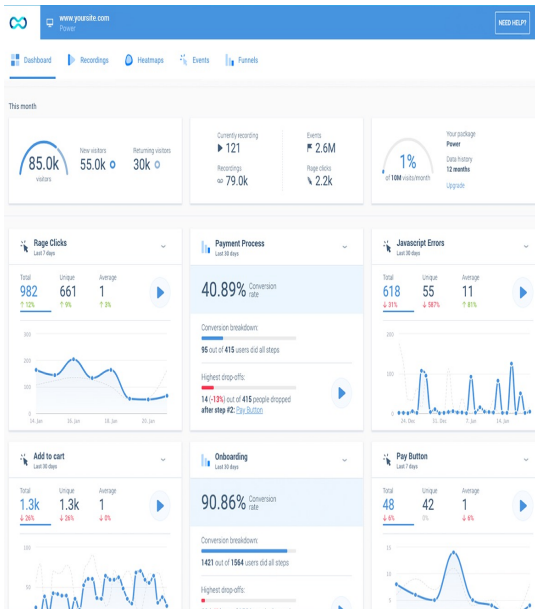
Tools: *Analytics for Marketing*
Google Analytics and Ad campaigns

Smartlook is a qualitative analytics solution for websites and mobile apps helping over 300,000 businesses of all sizes and industries answer the "whys" behind their users' actions.

Google Analytics is one of the most popular digital analytics software, providing in-depth detail about the visitors on your website. It provides valuable insights that can help you to shape the success strategy of your business.

Using Smartlook

- Every step in your sales funnel depends on the user having a positive and seamless experience.
- You must ensure the website is easy to use.
- Smartlook helps with this by allowing you to create Event Funnels. Events are the specific steps along the way through your funnel.
- At a basic level, smartlook shows how users navigate your site
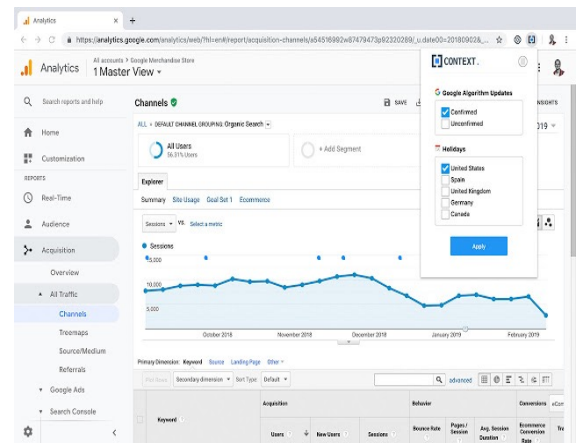
What to look for in the data

- **Audience – who** is visiting your site?
- **Acquisition – how** did they reach your site?
- **Behaviour – what** are these visitors doing?
- It is important to look for trends and patterns in your data. Spikes in your site's visits can occur from things such as campaigns, or special occasions.

This short tutorial takes you through the process of setting up a google analytics account, step by step.

Questions to answer:

| When do users leave the website? | Where are users clicking on the website? | How long on average do users spend on my site? | Through which social channels are most users reaching us? | Which are the most viewed pages? |

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Key Takeaways: *Analytics for Marketing*
Analytics provide us the insights in a world full of data

Data is now being viewed as a commodity and companies who don't collect data from their campaigns may be left behind. However, through the data collected, there should be insights taken from this to inform your next move.

1	Analytics doesn't always have to be quantitative, Smartlook addressed how a user navigates your website, the insights here are also analytics
2	Judge how your marketing campaigns are doing, have metrics to score your campaigns
3	As you grow, try to see analytics still on a per user basis e.g. with more users then total time on website will increase but what about time per user?
4	Analytics are important for insight but become useless if the insights are not driving actions – don't produce analytics without a reason for doing so
5	Engage with Analytics tools across Google, for your website and across your Social Media pages – these insights can accelerate the growth of your business

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Additional Resources: *Analytics for Marketing*
Expand your knowledge of the world of Analytics in the world of Marketing

This guide envisions Analytics for Marketing as 2 different strands. The first is using analytics from marketing tools. The second is using analytics on your business in order to inform your marketing strategy. Aim to understand the content that your audience is engaging with, this should help you to iterate and to move towards optimizing the content you produce to lead to your desired outcome or encourage customers to take action!

Resources	To keep in mind…	Experts
• Google Analytics: understanding the interface and building reports • Real deep dive Google Analytics tutorial • Importance of analytics in making business decisions	• The deep dive is 4hrs, must admit we haven't watched it all (ain't nobody got time for that!) but you can skip to the sections of most interest	Neil Patel… again! Alistair Croll & Benjamin Yoskovitz)
• Analytics tools for startups • Why startups should use analytics • Top 20 Social Media Marketing Analytics tools	• Again our old friend Neil Patel with some great insights	Sean Ellis
• Hacking Growth (Sean Ellis) • Lean Analytics (Alistair Cross & Benjamin Yoskovitz)	• Introducing the concepts of Growth Hacking and using Lean Startup methodologies	
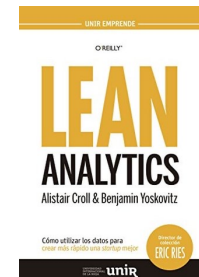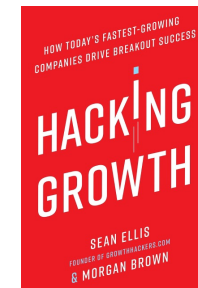
"An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage" — Jack Welch

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Digital Marketing: Contents
Moving through the course

Traditional vs Digital Marketing

Search Engine Optimisation

Inorganic Marketing

Analytics for Marketing

Social Media Marketing

Key Idea: *Social Media Marketing*
A companies potential customers are all on social media, targeting the right customer is crucial

We've looked at SEO and SEM from **give two perspectives**:

(1) Organic/unpaid - driving traffic to a website/page through **unpaid techniques**.

(2) Inorganic/**paid initiatives** which allow an organisation to target individuals on the basis on attributes which would make them an ideal client.

Why is Social Media Marketing useful?	• Your target customers **are on social media**, and it's never been easier to target them. • Engage directly with your customers, and build a following. • Obtain useful information such as their email, which can then be used for email marketing. • Content can be driven organically, i.e without having to dedicate budgets to paid advertisements.

Driving traffic to your platform can be done in two ways: organic or inorganic

1 Organic

2 Inorganic
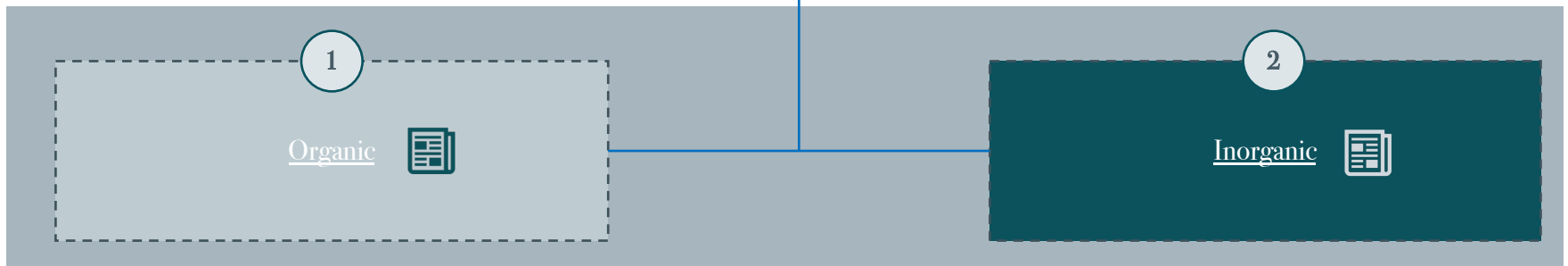
Social media has become significantly more effective since the power shift of 2012 - companies lost power to customers as traditional media marketing such as TV, radio, magazine, newspaper are no longer the main form of consumption. Nowadays, digital marketing is the

Tools and Techniques: *Social Media Marketing*
Organic Vs. Inorganic Growth

Most **start-up companies** will benefit substantially more from **organic growth** than inorganic. This is due to the ability to reach large groups of customers without the necessity of a hefty spending budget on paid ads and inorganic marketing.

Inorganic Growth

- **Inorganic growth** is the rate of growth of business, sales expansion etc. by **increasing output** and business reach by acquiring new businesses by way of mergers, acquisitions and take-overs. In terms of social media marketing, it would involve paid ads and product placement.

Organic Growth

Organic growth is the growth of a business through internal processes, **relying on** its **own resources.**

- **Influencer marketing** – identifying opinion leaders and key communities who are likely to talk about the product and have influence on the opinion of others.

- **Viral marketing** – creating entertaining and informative content designed to be shared in an exponential fashion.

① Follow for unfollow

- **Following other pages** is a great place to start in order to bring traffic to your profile from the start.
- **Find pages with a similar customer-base to the product/service you are offering**. This will enable you to reach the right customers.
- **Follow the most active followers** of these pages, by scrolling through the likes on the page's posts.
- Every so often, unfollow all of the unwanted accounts you follow, to **maintain a stable follower-following ratio** and allow for continued growth.

② Engagement

- Engaging with customers is extremely important, especially as a start-up.
- There are plenty of ways you can increase your engagement – **interactive posts such as story polls, questions, and quizzes encourage people to engage with your content.**
- **Liking**, **commenting** and **sharing other page's posts** increases your page's activity, and widens the reach your page will have, by increasing awareness of your online presence.

③ Content

- It is important to make sure your page has **relevant and engaging content**.
- This can include valuable content, such as **informative or entertaining posts**, as well as sales-based content such as promotional content and collaborative posts.
- Diversification of content – **quotes, tips, opportunities, and calls to action**. By increasing variety in the types of posts, you are appealing to a wider variety of visitors to your platforms, and these visitors can turn into customers if the delivery is done right.

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Tools: *Social Media Marketing*
Instagram, Facebook, LinkedIn, Canva, LinkTree
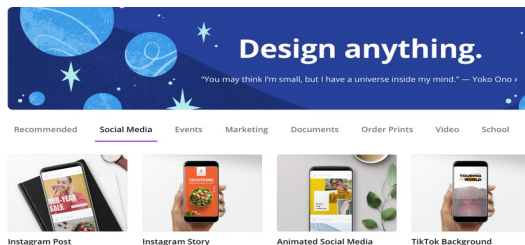
Canva is a graphic design platform, used to create social media graphics, presentations, posters, documents and other visual content. The app already includes templates for users to use.

LinkTree is a tool used to organise all relevant links to your company into one place. It is perfect for linking in your profiles' bios, and when clicked, it will take visitors to a page with all your platforms accessible in just one click, all in one place.
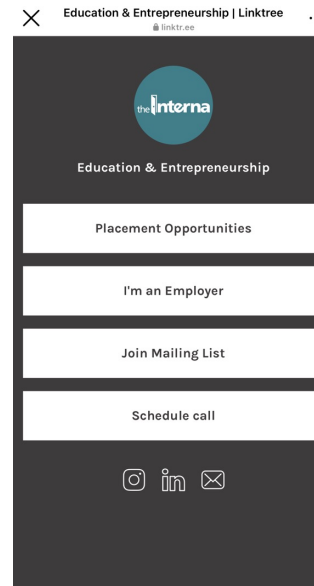
Canva offers a wide variety of opportunities when it comes to producing content. It has an expansive selection of templates and is very easy to use.

It offers templates for multiple social media platforms including Instagram, Facebook, TikTok, YouTube, and many more.

- LinkTree is particularly good for promoting your sites on other platforms, as it allows visitors to access all. From your Instagram bio, users can navigate exactly to what they're looking for.

- This is a free tool with a paid version but you can get all you need with the free version.

- We highly recommend!

We live in a world where we are **information rich but time poor**. People don't have time to read through lots of information and we learn an incredible amount from infographics and images. Can you say your point in a picture? Can you cut the words down? Wherever you can say the same thing with less effort is always going to be more attractive to your audience!

Activity: *Social Media Marketing*
Time for you to have a go

Turn to the Canva exercise in your workbook

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Key Takeaways: *Social Media Marketing*
Social Media Marketing is becoming evermore powerful

We cannot emphasise enough the importance of an online presence on at least one social media platform. If you only want to concentrate on one then make sure it's the one where most of your ideal customers will be and ideally where they would be most inclined to engage with your offering and look for more information.

1	Use tools such as Canva to build engaging content

2	What to create? Infographics, quotes, call-to-actions, reviews of your product

3	Engage with other pages content, you can direct message, comment, like their posts

4	Look to help others before asking for help – the more value you give to your network and community on social media, the more inclined they'll be to return the favour

5	Building a following takes time and requires consistent, relevant and engaging content to your ideal customers, users or audience

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Additional Resources: *Social Media Marketing*
Expand your knowledge of the world of Traditional and Digital Marketing

Not only for startups, but for all businesses, social media is an extremely powerful tool. Given the rise in popularity from businesses, your content and engagement with social media has to be optimisied, it's no longer a case of simply putting up a few posts. This requires time and effort but is extremely rewarding. All your customers are on these platforms... don't miss the opportunity.

- High level Instagram Marketing concepts
- Starting Instagram following organically from zero
- Build paid Instagram Ads campaigns – If you don't have a Facebook or Instagram business account watch minutes 3-4

- Access all Canva YouTube tutorials
- Rather than picking specific tutorials, this library allows you to pick what is most useful to you
- Canva allows you to build engaging content

- Step-by-step Facebook Ads walkthrough – 40 minute video but there are sections so you can skip to what's most relevant
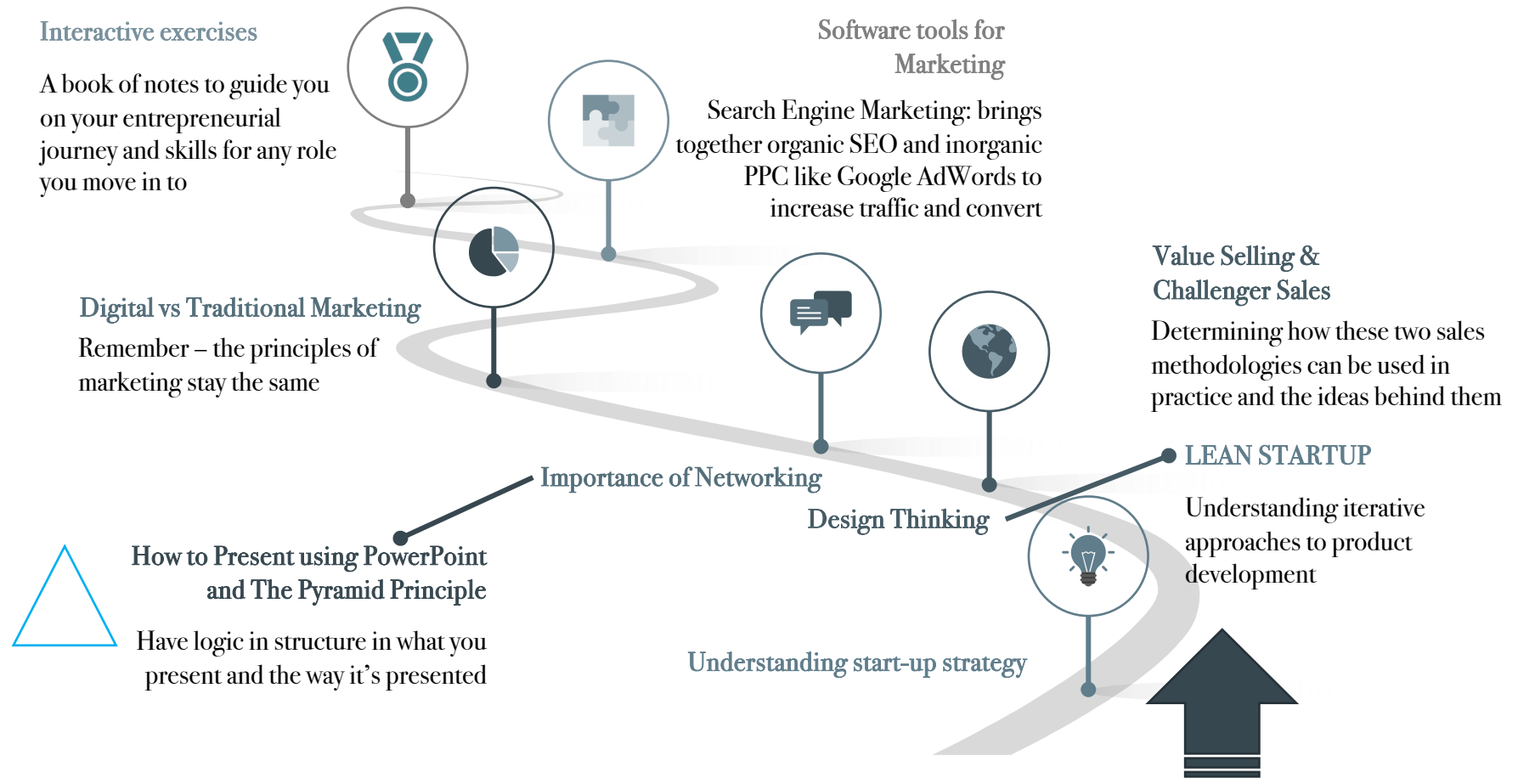- Remember – Facebook owns Instagram so when you can control both campaigns from one place

- Step-by-step tutorial on LinkedIn Ads – You can skip to the sections which are most relevant
- With Social Media, most think of Instagram and Facebook, but in a professional setting, LinkedIn can be a very powerful tool

"Social media is about sociology and psychology more than technology" – Brian Solis

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Your journey
Having now gone through the content it is important to see where you started to where you've arrived

Well done on coming to the end of this guide. It's a long journey and a great deal of content is covered in a short space of time. Ensure that you keep your notes and this document so that you can reference it whenever you need to. The world of entrepreneurship is vast and much more in-depth in what could ever be taught in a course. Nevertheless, we do sincerely hope that this guide equips you with the foundational tools to succeed in the world of entrepreneurship and beyond.

Interactive exercises
A book of notes to guide you on your entrepreneurial journey and skills for any role you move in to

Software tools for Marketing
Search Engine Marketing: brings together organic SEO and inorganic PPC like Google AdWords to increase traffic and convert

Digital vs Traditional Marketing
Remember – the principles of marketing stay the same

Value Selling & Challenger Sales
Determining how these two sales methodologies can be used in practice and the ideas behind them

Importance of Networking

LEAN STARTUP
Understanding iterative approaches to product development

How to Present using PowerPoint and The Pyramid Principle
Have logic in structure in what you present and the way it's presented

Design Thinking

Understanding start-up strategy

We wish you the best of luck on your internship and beyond!

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