

# Traction oder die Frage, wie man Kunden bekommt

Warum die Unterscheidung zwischen Vertrieb und  
Marketing für ein Startup irrelevant ist

Vortrag beim Marketing & Sales Day von *bwcon*

Prof. Dr. Nils Högsdal,  
HdM Stuttgart, 04.04.2017

# Learning Objectives

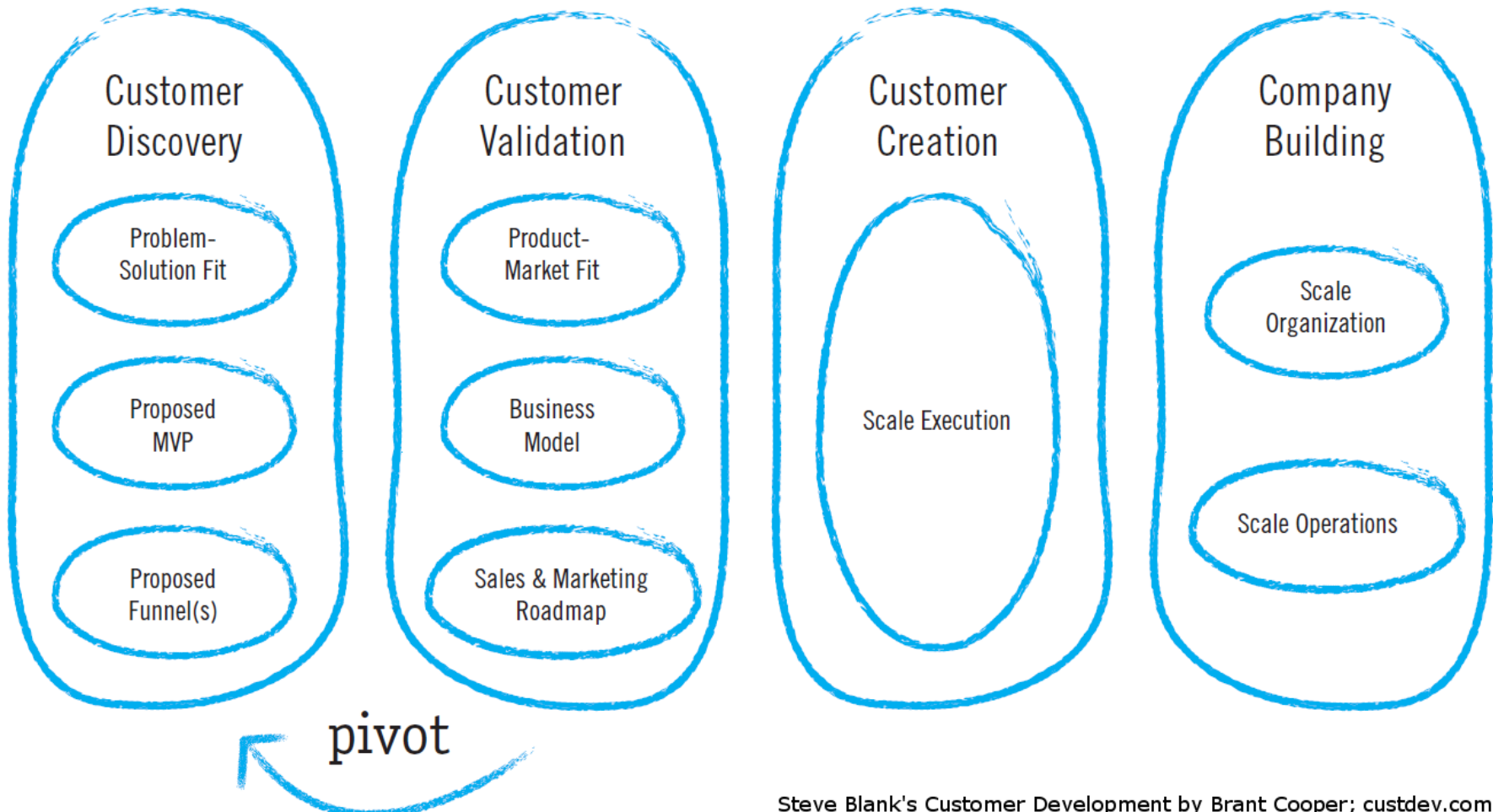
- Sie sind in der Lage klassisches Marketing von Traction abzugrenzen
- Sie lernen die 19 Traction-Kanäle kennen und können deren Eignung für unterschiedliche Projekte und Startups erkennen
- Sie sind in der Lage das „Bullseye-Framework anzuwenden und entsprechende Workshops zu moderieren
- Sie sind in der Lage den Build-Mesaure-Learn-Zyklus auf diese Konzepte umzusetzen

# Overview

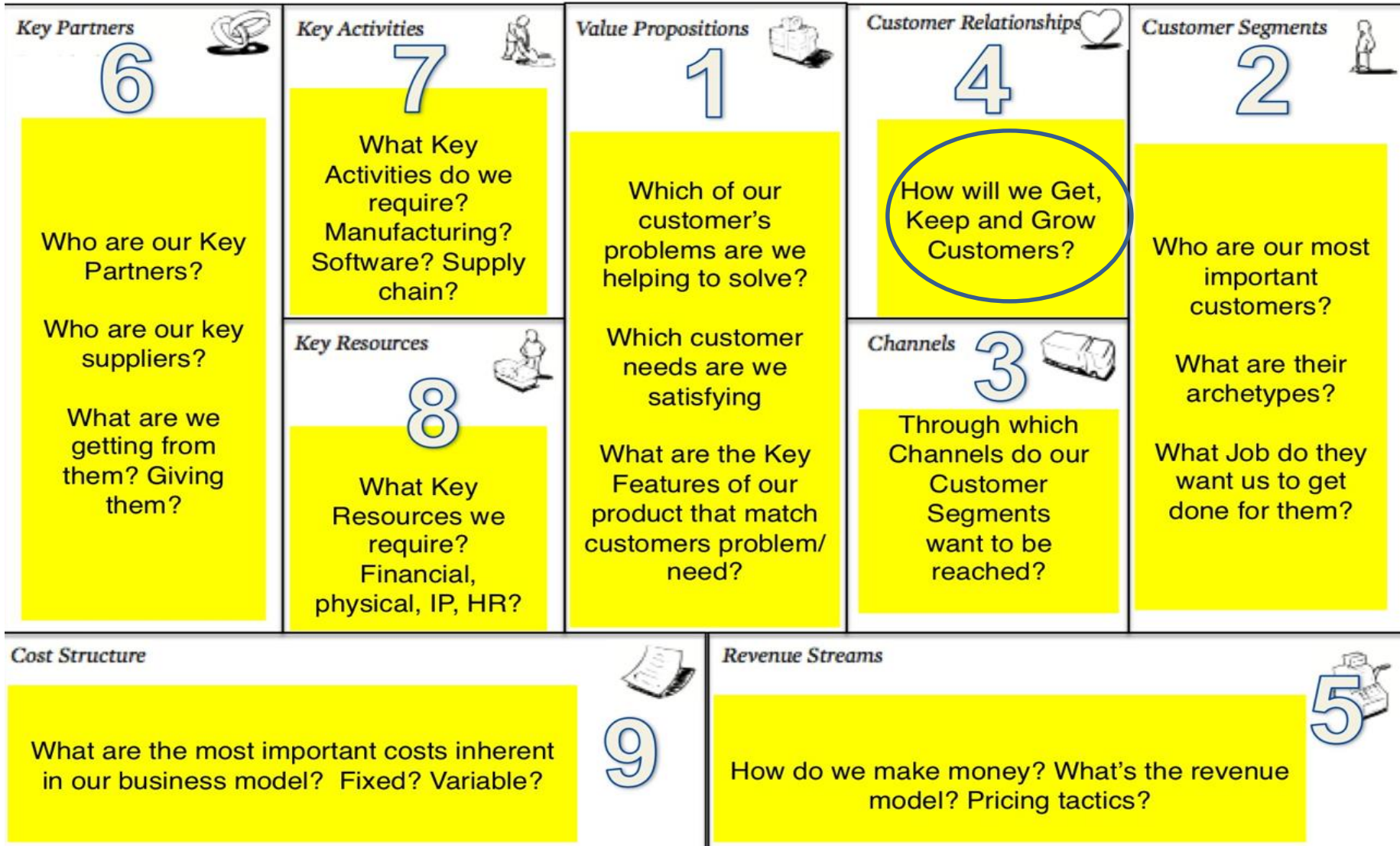
- Vertrieb und Marketing
- Kundenbeziehungen
- Growth Hacking und andere Startup Marketing Techniken
- Traction und Customer Relationships

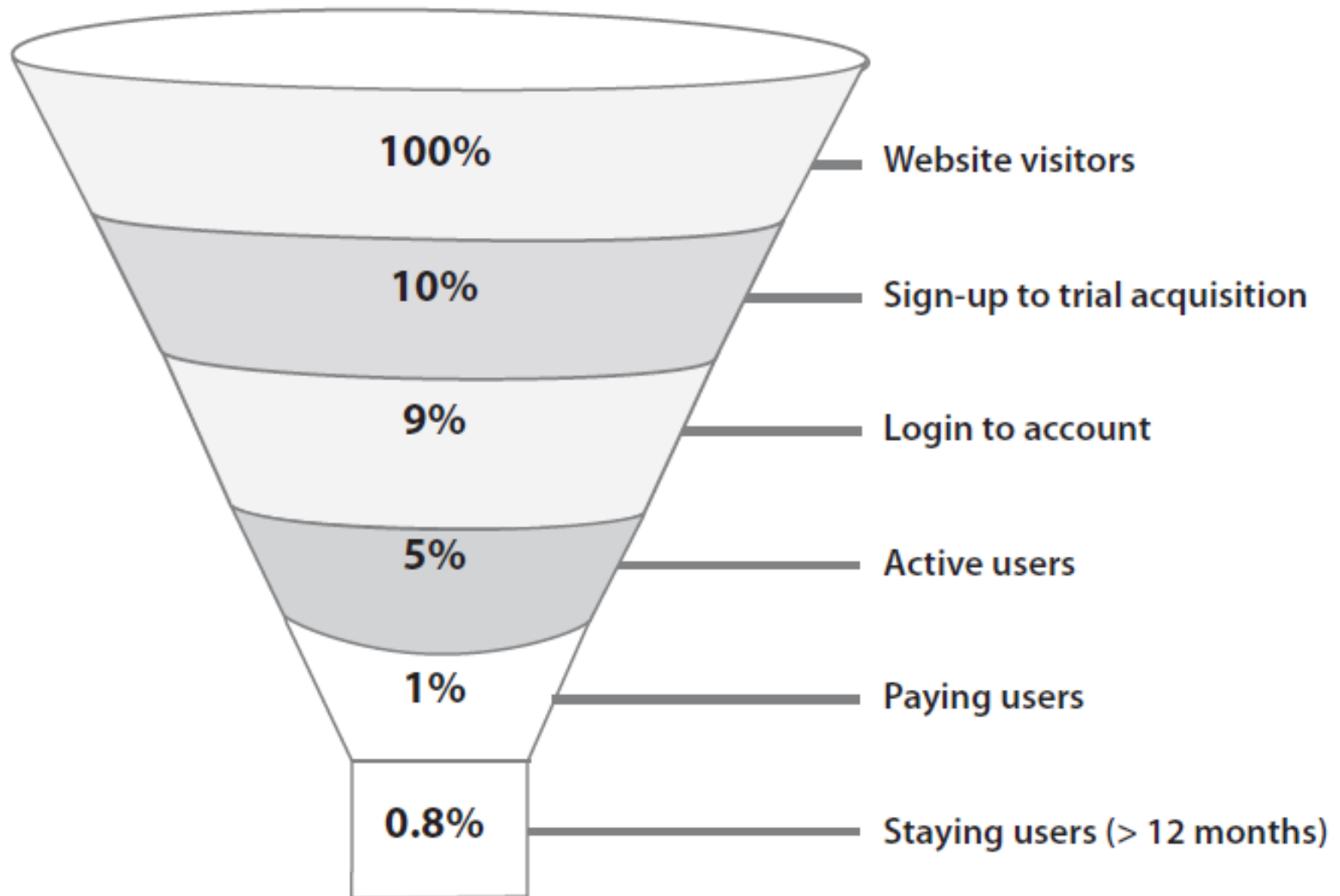
# 1. VERTRIEB UND MARKETING

# Customer Development is *how you search* for the model



# Back-up: Business Model Canvas

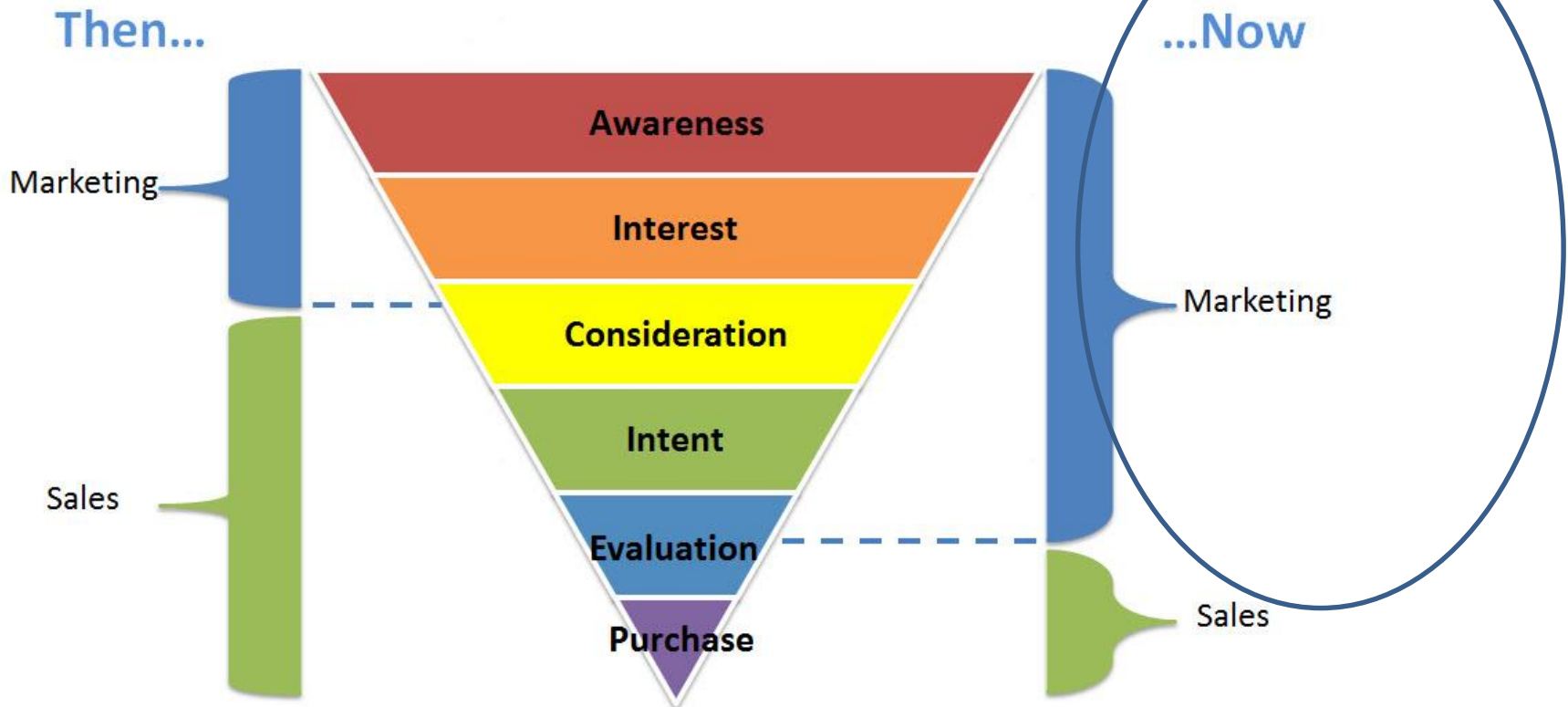




**Example of a Simple Activation Funnel (Figure 9.9)**

# Remember: Sales as a process by Steve Patrizi

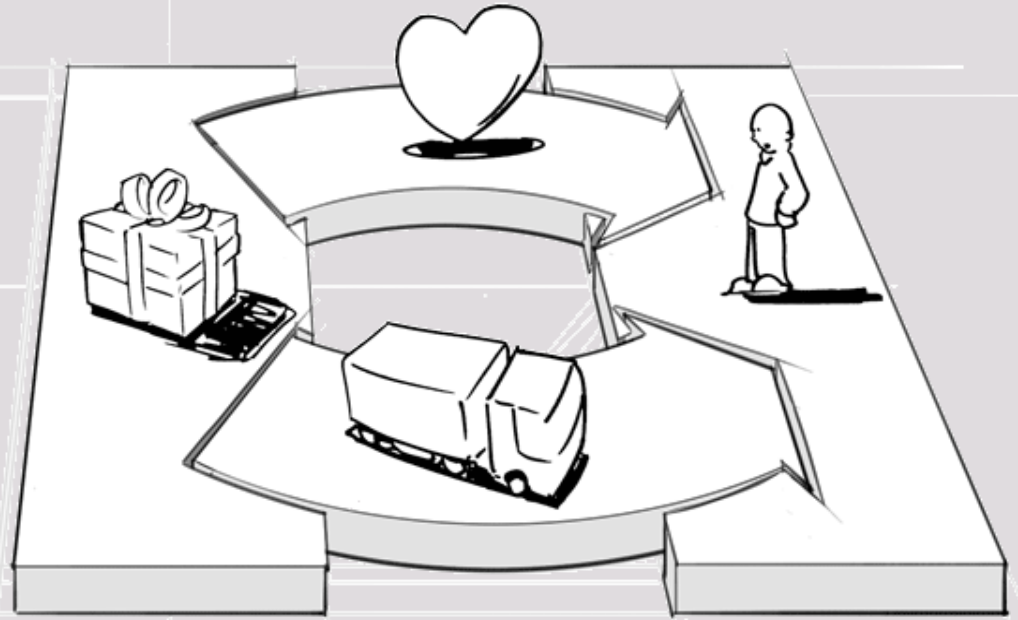
## The New Marketing & Sales Funnel





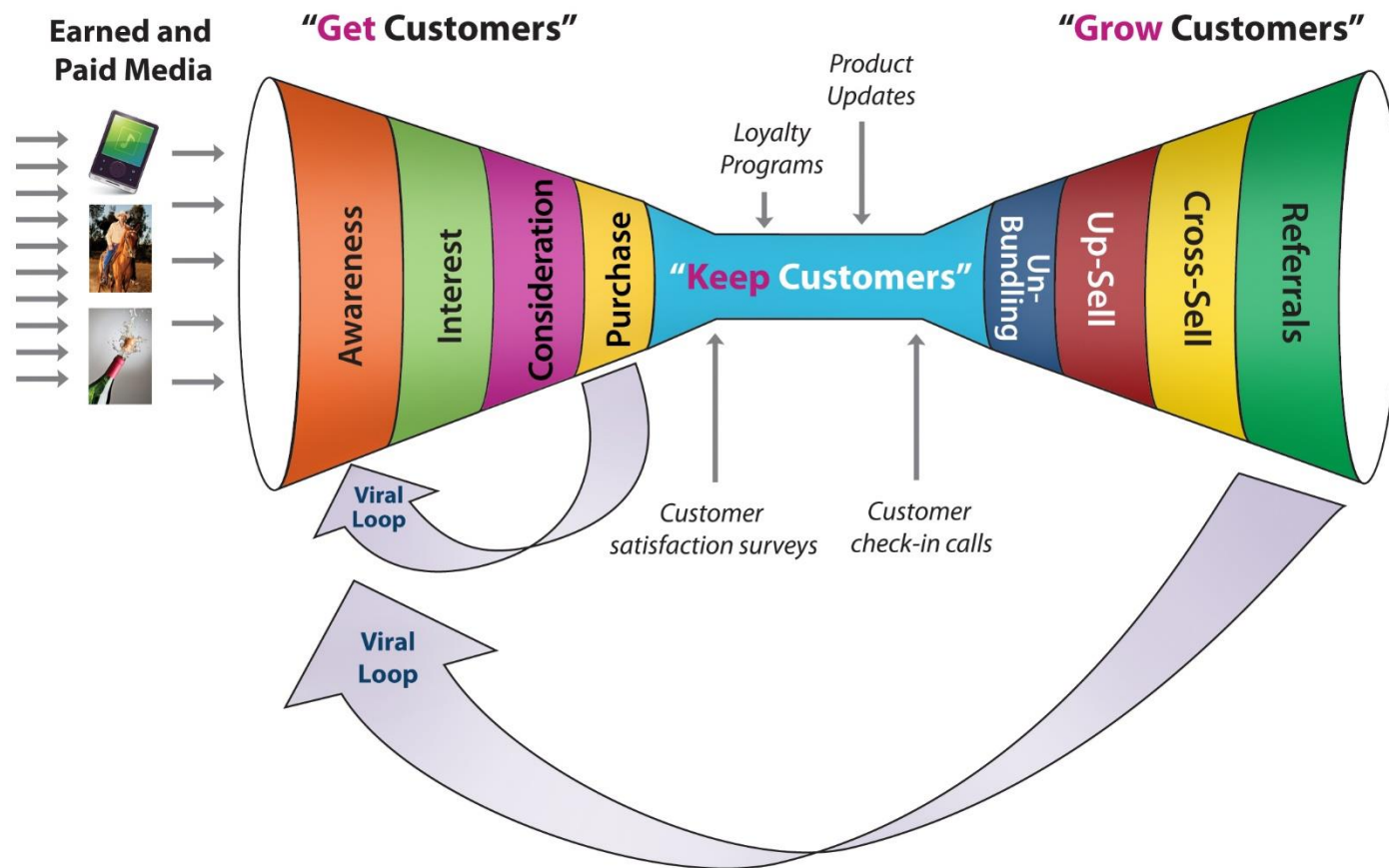
## **2. CUSTOMER RELATIONSHIPS**

# CUSTOMER RELATIONSHIPS



what relationships are you establishing with each segment?  
personal? automated? acquisitive? retentive?

# Understanding the Sales Funnel



# Tools in the process

	Physical Channels	Web/Mobile Channels
<b>GET</b> customers (demand creation)	<p><i>Strategy:</i> Awareness, Interest, Consideration, Purchase</p> <p><i>Tactics:</i> Earned Media (pr, blogs, brochures, reviews), Paid Media (ads, promotions), Online tools</p>	<p><i>Strategy:</i> Acquire, Activate</p> <p><i>Tactics:</i> Websites, App Stores, Search (SEM/SEO), email, Blogs, Viral, Social Nets, Reviews, PR, Free Trials, Home/Landing Page</p>
<b>KEEP</b> customers	<p><i>Strategy:</i> Interact, Retain</p> <p><i>Tactics:</i> Loyalty programs, product updates, customer surveys, Customer check-in calls</p>	<p><i>Strategy:</i> Interact, Retain</p> <p><i>Tactics:</i> Customization, User Groups, Blogs, Online Help, Product Tips/Bulletins, Outreach, Affiliates</p>
<b>GROW</b> customers	<p><i>Strategy:</i> New Revenue, Referrals</p> <p><i>Tactics:</i> Upsell/Cross/Next-Sell, Referrals, (maybe) Unbundling</p>	<p><i>Strategy:</i> New Revenue, Referrals</p> <p><i>Tactics:</i> Upgrades, Contests, Reorders, Refer friends, Upsell/Cross-Sell, Viral</p>

“Grow Customers” Tools for Web/Mobile Channels (Table 4.4c)

# Do We Know Who Our Customers Are and How to Reach Them?

- Can you draw a customer archetype for each of your key customer segments?
- Does it clearly point you to places where you can find them?
- Can you draw a day in the life of a customer so you know how to pitch the product to him?
- Did some segments respond better, faster, or with larger orders than others?
- Did any new segments emerge, or should any be eliminated?
- Do customers recognize big improvements in a “day in the life” of users?
- Do you know what your customers read, trade shows they attend, gurus they follow, and where they turn for new product information?
- Can you draw your channel map, showing how the product moves from your startup to its end user, along with the costs and marketing/sales roles of each step in the sales channel?

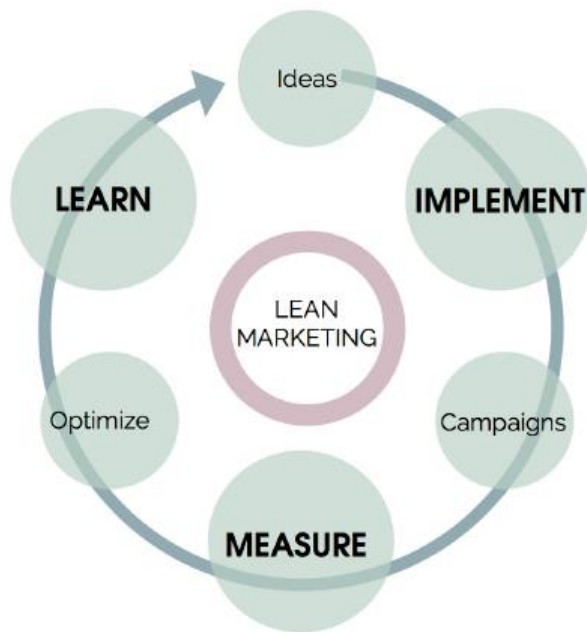


# Key Metrics and concepts

- Aspects of Customer Relationships
  - Customer acquisition costs
  - Prospect conversion rates
  - Customer lifetime value
  - Customer switching costs
- Engine of growth
  - Viral → viral co-efficient
  - Sticky → Customer acquisition cost and CLV and consider the Customer switching costs
  - Paid → dito, check on prospect conversion rates and focus on Customer lifetime value

# **3. GROWTH HACKING UND ANDERE STARTUP MARKETING TECHNIKEN**

# Lean und Entrepreneurial Marketing



<b>MANAGERIAL MARKETING</b>	Mundpropaganda, Flugblattaktionen etc.	✗ Viral Marketing	<b>ENTREPRENEURIAL MARKETING</b>
	Product Placement, Sponsoring	Buzz Marketing	
	CRM, eCRM, Direct Marketing, Kundenclubs	Community Marketing	
	Marketingcontrolling, Low-Cost Marketing	✗ Guerilla Marketing	
	Konkurrenzpolitik	Ambush Marketing	



# Exkurs: Growth Hacking

*„Marketing in the future is like sex. Only the losers will have to pay for it.” (from: “The 100\$ Startup”)*

- Aspects
  - „creative way to achieve marketing goals with no or on a small budget“
  - „Lean Marketing“
  - Interface between Engineering and Marketing, this technical / data drive approaches to growth
  - „set of tools and tactics to grow the user base“
  - Focus (only) on (user) growth

# Growth hacking at Airbnb

Craigslist Place

SF bay area craigslist > san francisco > housing > vacation rentals

## \$59 Stay at 'Queen Airbed in Central, Modern Apt' by the night (Castro)

Date: 2011-07-18, 8:37PM PDT

*You have chosen not to show an email address. Be sure you include contact information in your ad, or nobody will be able to answer it!*

Reply to: see below

Interested? Got a question? [Contact me here](#)



**Airbed in shared room**

**\$59**  
per night

Includes:

- No Smoking
- TV
- Cable TV
- Internet
- Wireless Internet
- Heating
- Kitchen
- Washer / Dryer
- Buzzer/Wireless Intercom

Reply

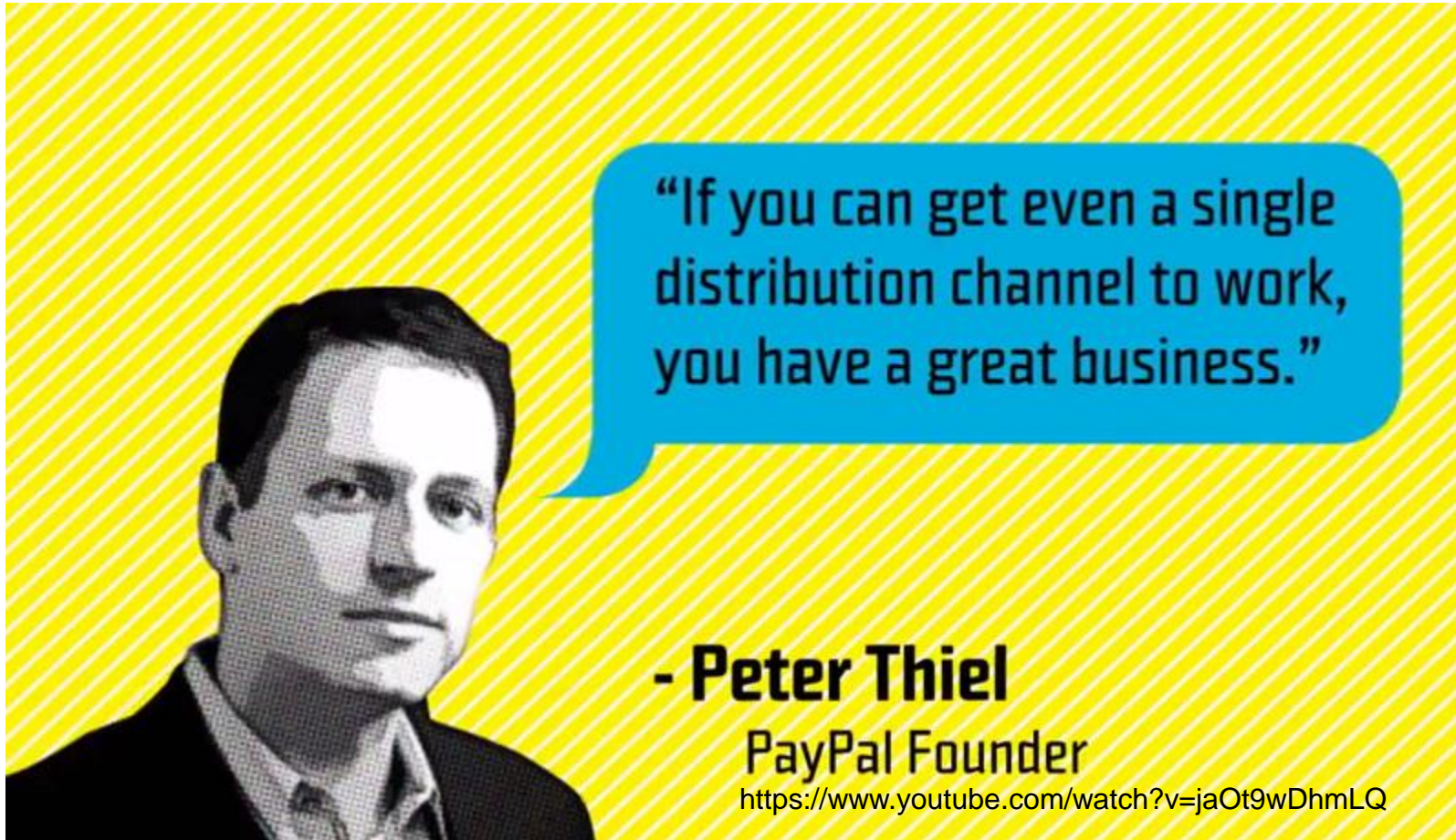
Airbnb to Craigslist increases your earnings by \$500/month on average.

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Source: <https://growthhackers.com/growth-studies/airbnb> and  
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# 4. TRACTION

# Why traction

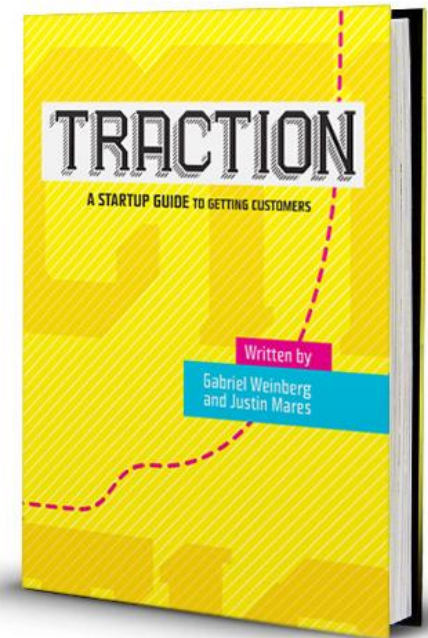


“If you can get even a single distribution channel to work, you have a great business.”

**- Peter Thiel**  
PayPal Founder  
<https://www.youtube.com/watch?v=jaOt9wDhmLQ>

# The book „traction“

- “Traction: A Startup Guide to Getting Customers”
- Based on Gabriel Weinberg and Justin Mares experience in 2 different startups
- “Traction testing“: identify channels, spend nominal amounts of money and check the results
- Book identifies and describes 19 possible “traction channels” (let’s discuss if it is marketing sales or customer relations)
- “Bullseye Framework” as a tool to test and communicate the best channels
- Websites:  
<http://www.tractionbook.com/>  
<http://discuss.tractionbook.com/>

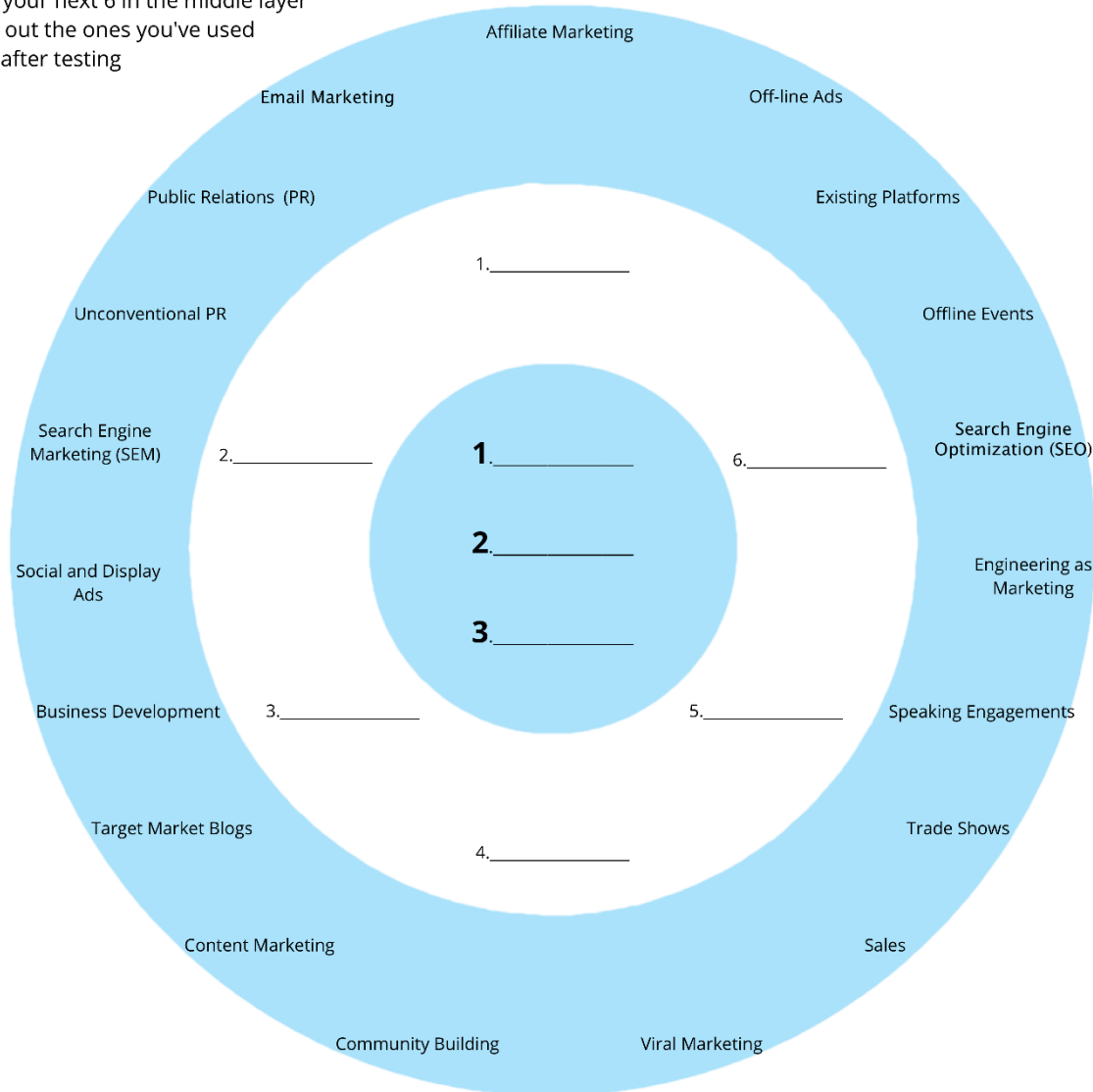


<https://zapier.com/blog/acquire-customers/>

# The Bullseye Framework

For finding the best traction channels

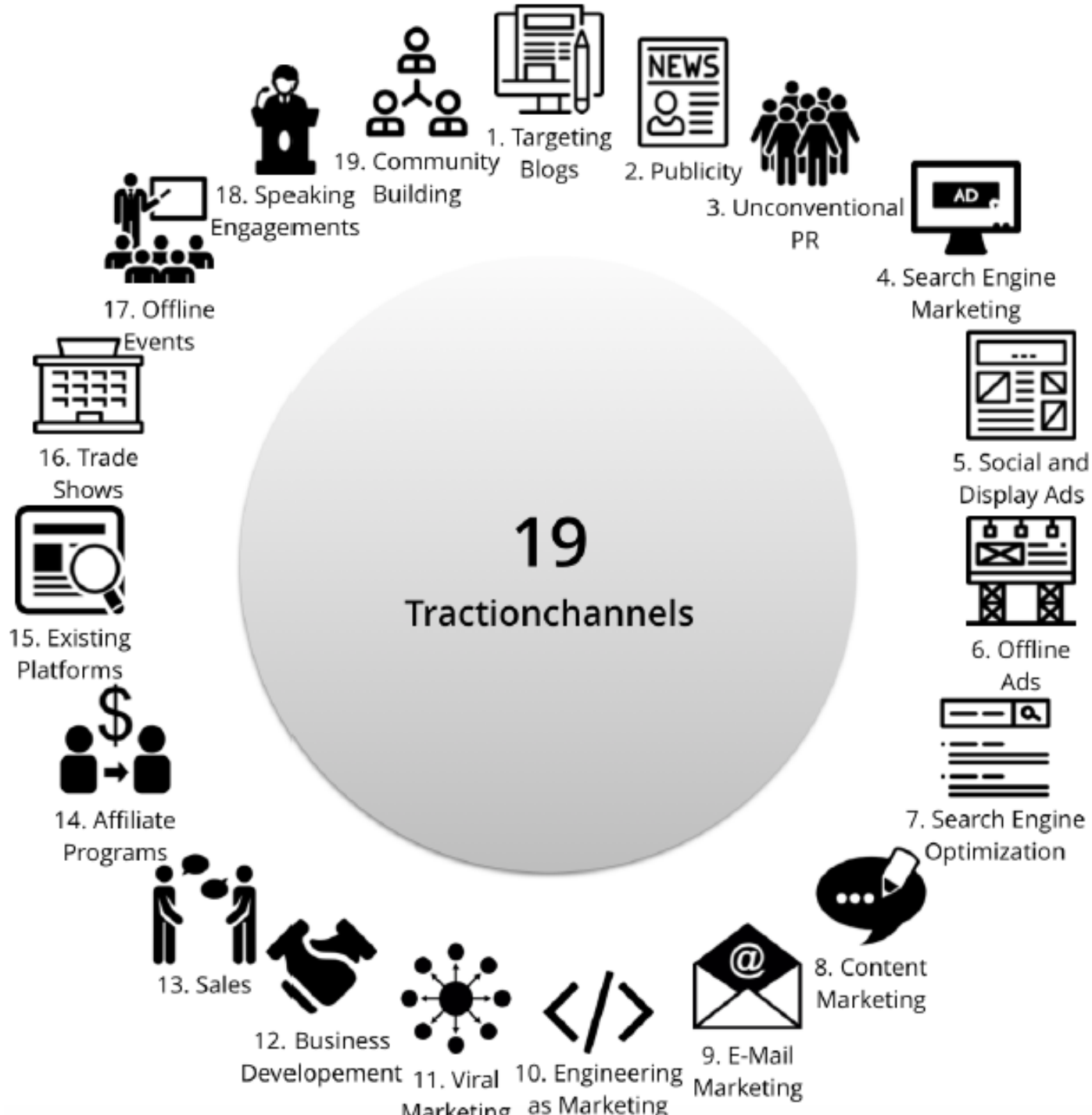
- 1) Read Traction by Gabriel Weinberg & Justin Mares
- 2) Select your top 3 & write them in the center
- 3) Write your next 6 in the middle layer
- 4) Cross out the ones you've used
- 5) Redo after testing



<http://discuss.tractionbook.com/uploads/default/original/3/3/3359cc9a0a9514ce2ef62a305a895a6e20b7ce12.png>

# All the 19 traction channels

- Viral Marketing
- PR
- Unconventional PR
- SEM
- Social & Display Ads
- Offline Ads
- SEO
- Content Marketing
- Email Marketing
- Engineering as Marketing
- Targeting Blogs
- Business Development
- Sales
- Affiliate Programs
- Existing Platforms
- Trade Shows
- Offline Events
- Speaking Engagements
- Community Building





# Viral Marketing

- Examples: Dropbox, Skype, Xing
- Word of Mouth
- Inherent Virality through added value
- Collaboration or Communication by using it together
- Incentives with rewards by sharing it

Dropbox: Mit seinen immer wieder stattfindenden Dropbox Campus Cup ermöglicht Dropbox Studenten eine Dropbox-Kapazität von bis zu 25 GB. Voraussetzung: möglichst viele Kommilitonen müssen auch Dropbox-Nutzer werden. Dieser Marketing-Aktion hat Dropbox tausende Neuzugänge zu verdanken, die unter Umständen schließlich auch für den Service zahlen. (<https://www.youtube.com/watch?v=ElvQDYClwzo>)

# Public Relations (PR)

- Example in Germany: MyMuesli
- Trying to get free coverage
- Deliver good stories and invest time in journalists
- “Laddering” up, start with blogs or e.g. entry level newspapers
- Keep in mind: it is not just the coverage, but also something you can later share

MyMuesli: Durch seine innovative Herangehensweise an die eher unspannende Müslibranche erlange MyMuesli großes Aufsehen in der Medienlandschaft. Das Geschäftsmodell, vor allem aber auch die Gründern gaben ausreichend redaktionellen Content, um von den On- und Offline Medien beachtet zu werden. ([http://www.focus.de/digital/multimedia/dld-2008/mymuesli-com\\_did\\_18203.html](http://www.focus.de/digital/multimedia/dld-2008/mymuesli-com_did_18203.html))

# Unconventional Public Relations

- Example: the video “viral marketing”
- Create something which will be discussed or spread
- Get the attention
- “Guerilla Marketing” is also a term often referred to  
„Will it blend?“, eine virale Marketing-Kampagne des Mixerherstellers „Blendtec“, innerhalb welcher – zur Demonstration der Mixfähigkeit der eigenen Mixer – Smartphones, Tablets, aber auch nicht elektronische, außergewöhnliche Gegenstände gehäckselt werden. Die Zuschauer können hierbei eigene Vorschläge für den nächsten „Test“ abgeben. Die Kampagne war mit insgesamt 271.158.761 ein wahrer Erfolg. (Besonders schmerzliches Beispiel: <https://www.youtube.com/watch?v=IBUJcD6Ws6s>)

# Search Engine Marketing

- Make sure the right keywords are found
- In my case: Planspiel and Planspiele (German for Management Simulations)
- Paid or by providing good content and understanding the rules of the game/algorithm

Archives.com: Archives.com bietet die Möglichkeit, die Geschichte einer Familie auf ihre Wurzeln zurück zu verfolgen. Durch eine geschickte Investition von 5000\$ gelang es den Archives.com-Gründern sehr früh, eine Grundbasis an Nutzern zu akquirieren, welche durch ihr Verhalten die Produktentscheidungen beeinflussten. Archives.com ist auf diese Art sehr schnell gewachsen und wurde schließlich von Ancestry für 100 Millionen \$ gekauft. (<https://startuprunner.com/search-engine-marketing-traction-channel-4/>)

# Social and Display Ads

- Channels like Facebook and Twitter
- Example “Kekswerkstatt”
- Works well if you can identify the groups
- Retargeting works well

# Offline Advertising

- Has gotten sometimes fairly inexpensive
- Hard to track performance
- “Media for Equity”-deals are sometimes possible

# Search Engine Optimization

- Free traffic
- Understand who customers search
- Create relevant content (e.g. a site about the history of management simulations) and make it “visible”

Eurosender: Das Startup, das das günstigste Verschicken von Paketen und Gepäck ermöglicht, hat in einer umfassenden Überarbeitung der Website die automatische Generierung von Unterseiten für jede mögliche Länderkombination (Schweden – Deutschland, Spanien – Frankreich etc.) eingerichtet. Dadurch hat sich Eurosender in den ersten Ergebnissen bei Google platziert.

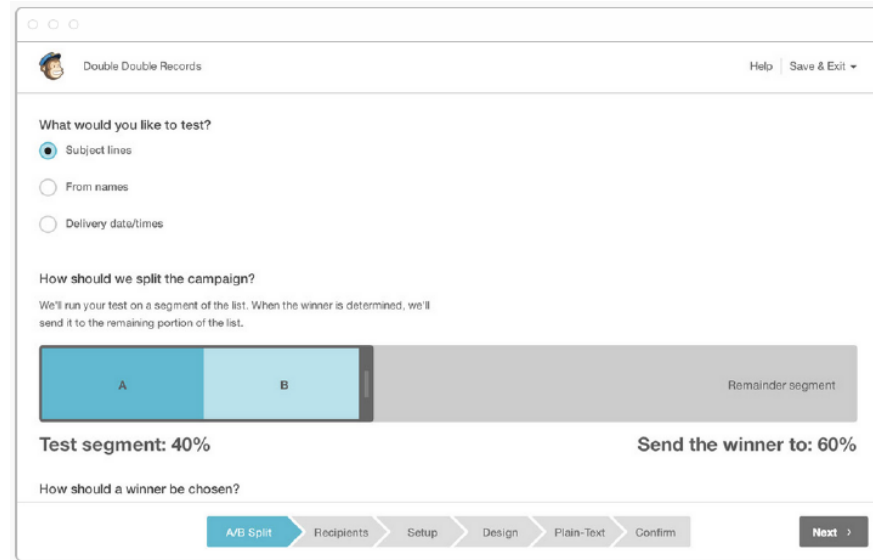
# Content Marketing

- Create great content relevant to you target group
- Share it for free
- Example: [filestage.io](http://filestage.io) and [sales.io](http://sales.io)



# Email Marketing

- Great way to engage and re-engage, be careful with „cold selling“
- Newsletters with call for action
- Keep in mind the 5 touches
- Remember the „split testing“



The screenshot shows a web interface for setting up an email campaign. The title is "Double Double Records". The main question is "What would you like to test?" with three radio button options: "Subject lines" (selected), "From names", and "Delivery date/times". Below this is a section titled "How should we split the campaign?" with a sub-note: "We'll run your test on a segment of the list. When the winner is determined, we'll send it to the remaining portion of the list." A horizontal bar represents the list split: a blue segment labeled "A" (40%), a lighter blue segment labeled "B" (40%), and a grey segment labeled "Remainder segment" (20%). Below the bar, it says "Test segment: 40%" and "Send the winner to: 60%". At the bottom, there is a question "How should a winner be chosen?" and a navigation bar with buttons: "A/B Split" (active), "Recipients", "Setup", "Design", "Plain-Text", "Confirm", and "Next".

# Engineering as Marketing

- Create some tools etc. which are shared for free
- Microsites can also work

Beispiel VirtualQ: ein Werkzeug, mit dem man relativ schnell die direkten und indirekten Kosten eines Call Centers ermitteln kann.

# Targeting Blogs

- One way of PR
- Identify the bloggers relevant in your domain
- It is about establishing and maintaining relationships



# Business Development

- Narrow definition: establish partnerships to sell and cross-sell the products/services
- Example in my space
  - Training providers in related domains
  - International partners

# Sales

- „the old fashioned way“
- Few, but demanding customers with a product rather difficult to explain
- Keep in mind the process

# Affiliate Programs

- Use your users/early evangelists
- Reward or pay them
- Amazon as an example

# Existing Platforms

- Use platforms to sell and inform
- Appstores, but also e.g. facebook games

# Trade Shows

- Where the industry and the relevant players meet
- Use it as a place also the meet existing customers



# Offline Events

- Conferences, meetups etc.
- You could even host a conference
- Example TOPSIM: the largest conference on management simulations in Germany each year is hosted by the company

# Speaking Engagements

- Talk at conferences
- Find relevant places to speak
- Volunteer as a back-up
- Be a guest speaker e.g. at universities
- Don't talk about your company, but share your expertise

# Community Building

- Example: Wikipedia
- If there is no relevant community in your field (help) to create on

# Kontakt und weitere Hinweise

- Kontaktdaten

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