

Workshop 1: Marketing Strategy

Session objective

Marketing Strategy session: The key choices you make about Which product(s), what market segment(s), what value proposition(s), what commercial result

What you need to be able to do at the end of this session is to be able to articulate your team's marketing strategy for your chosen segment as follows:

- For this segment...
- Our experiences in the market are that customers value x, y, z
- They currently get this from....
- Their dissatisfactions/unserved needs are these...
- We can design a product like this...
- Whose value proposition is...
- And commercially operates like this...

Your Brief

The purpose of this session is for you to learn from each other about what Marketing Strategy works best for your selected segment. This session you need to focus on thinking and designing a Product rather than actions of taking it to market.

Each of you in the group is interested in the same market segment so you should have lots of shared experiences and ideas as to what Products and propositions work and don't work

Your team has 1 hour to discuss and debate the following questions and reach a consensus about what is the optimum Product proposition for this market need and how best to construct it.

Before you start, elect the person who will present your team's Strategy and Plan to the conference. They will need to prepare a 5 minute presentation summarising your team's conclusions this afternoon.

Each group has a nominated chairman whose job it is to make sure you keep to the timetable. There's a lot to get through so they will need to keep moving you along. Don't worry about this, it's the conversation and the sharing that's more important than necessarily the conclusions you reach.

Suggested questions to debate and share experiences about

1. About your company

- What typically is the company's perspective about these sorts of customers? How and why does this vary?
- What does the company want to achieve with regard training this segment and how will they measure success?

Eg: people trained; satisfaction/net promoter scores for the underlying technology; or for the education; adoption and usage of the technology; other

- What business model does this entail?

Eg. profit/cost recovery/loss leader; Bundle education in for free as part of technology purchase price; should this be bundled into implementational consultancy; Should education always be charged separately?; Should we licence someone else to make the product for us?

2. About the customer

- Do you or your organisations understand the reasons they buy the underlying technology and the real value they seek
- How do they feel about your company providing Education services compared with the alternatives available to them?
- How do they view the Education side of the business
- Do they see your interest in providing this as more about YOUR profit or more THEIR value extraction of the underlying technology?
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- Who are the different types of people involved in Education procurement, deployment or being trained on it?

Eg: Economic buyer (budget holder); Deployers (IT depts); Supporters (IT support) user (of the training);

- Which are the important ones for buying this type of training?
- Generally how do they view this sort of education?
- How valued is it? How important is it to them for extracting the value of the underlying technology?
- Who do they value to provide Education services and why?
- Who are the key competitors and what sort of firms are they?
- What's the "Non-use" market (where the Education is performed in-house). What opportunities are there to grow this as a market?
- What's the nature of the type of products they buy? What are their Functions, access, prices
- What typically are the purchasing and usage timescales of Education services in relation to the purchasing of the underlying technology?
- Where does your company's education services stand in their minds?
- How well does your organisation compare against the alternates

- What are the market's un-served needs and where are their dissatisfactions with the incumbents?

3. About the market, competitors and alternates

- Is the market growing or in decline for this kind of education?
- Who is winning and who is losing in this?
- What's are the factors influencing this?
- Typically, what types of providers currently satisfy the market need for this sort of education? How (what sort of business models and products)? What is their relationship with the underlying technology?

4. Your Business and Marketing objectives

- Based on what your company wants and where you stand in the market, what's your commercial objective?
- What market objectives will help you achieve this?
- How will you measure success?

For the following section, iterate between Value proposition, Product performance and commercial parameters, checking back against segment needs, especially un-served needs and dissatisfactions.

5. What's the best Value proposition to help you meet your company's objective?

- What specific reason to buy education/training will you address
- What's will your competitive differentiation be?
- What's your 'killer' promise (that is meaningful and will resonate with what they want).

6. What's the optimum set of product components for the market to extract the best value from the technology?

- a) Functionally
- b) Access: the way they get it and where from
e.g Facilitated vs student directed; Train the internal trainer; Online; One-off or ongoing programme
- c) How should this be priced?
- d) Who should I partner with to deliver this?
- e) Who is best placed to sell this sort of Product?

7. What commercial model works best for this segment and for your organisation?

- What market assets you have (brand, distribution etc)
- What organisational capabilities you have
- What others can provide better