

DRIVING GROWTH 

SWOTS and Selling (are at the Heart of Marketing and Making Money)

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RESEARCH
& INNOVATION
FOUNDATION

▶ B-School 101: Market Strategy and Tactics



Certainly! A **marketing strategy** is a comprehensive plan that outlines how a company will promote its brand to a specific target audience. It involves research, goal-setting, and positioning. Let's break down the critical components of a marketing strategy:

1. **Brand Objectives:** Clearly define what your brand aims to achieve. These objectives guide your marketing efforts and help align your team toward specific goals.
2. **Target Audience Personas:** Understand your ideal customers by creating detailed personas. Consider demographics, behaviors, interests, and pain points. This information helps tailor your messaging effectively.
3. **Marketing Channels:** Identify the channels through which you'll reach your audience. These can include social media, email marketing, content marketing, paid advertising, and more.
4. **Key Performance Indicators (KPIs):** Set measurable metrics to track your marketing success. Examples of KPIs include website traffic, conversion rates, customer acquisition cost, and social media engagement.

Remember that keeping up with emerging trends is crucial. Nearly 80% of marketers believe the industry has changed significantly in the last three years, and staying adaptable is essential¹. If you'd like more examples or specific guidance, feel free to ask! 😊



Copilot

Certainly! **Marketing tactics** are specific tasks designed to execute on your strategy and accomplish your marketing goals. They help you appeal to your target audience, maximize sales, and stay competitive. Let's explore the difference between marketing tactics, strategies, and goals, along with some examples of effective tactics ¹:

1. **Optimize Your Site for Organic Search:** Your website is the foundation of your online marketing efforts. Ensure it works correctly and optimize it for users. Improving load speed can significantly impact user conversions ¹.
2. **Market Research:** Understand your audience's needs, preferences, and pain points. This knowledge informs your marketing decisions and helps you tailor your messaging effectively.
3. **Social Media Marketing:** Leverage platforms like Facebook, Instagram, and Twitter to engage with your audience, share content, and build brand awareness.
4. **Content Marketing:** Create valuable content (such as blog posts, videos, or infographics) that educates, entertains, or solves problems for your audience.
5. **Email Marketing:** Use targeted email campaigns to nurture leads, promote products, and maintain customer relationships.
6. **Search Engine Optimization (SEO):** Optimize your website and content to improve your rankings on search engines like Google.
7. **Paid Advertising:** Invest in online ads (such as Google Ads or social media ads) to reach a broader audience and drive traffic to your site.
8. **Influencer Marketing:** Collaborate with influencers or industry experts to promote your brand or products.
9. **Video Content:** Create engaging videos to showcase your products, share testimonials, or provide educational content.
10. **Social Selling:** Use social media platforms to connect with potential customers, answer questions, and build relationships.
11. **Community Building:** Foster a sense of community around your brand. Engage with your audience, encourage user-generated content, and create a loyal following.
12. **Keyword Research:** Identify relevant keywords related to your business and incorporate them into your content for better search visibility.

Remember that the right tactics depend on your business niche, budget, and target audience. Choose the ones that align with your overall strategy and goals. Feel free to explore more tactics based on your specific needs! 😊 ¹ ² ³



But We're Going Back to the Basics



Without Sales Companies Die

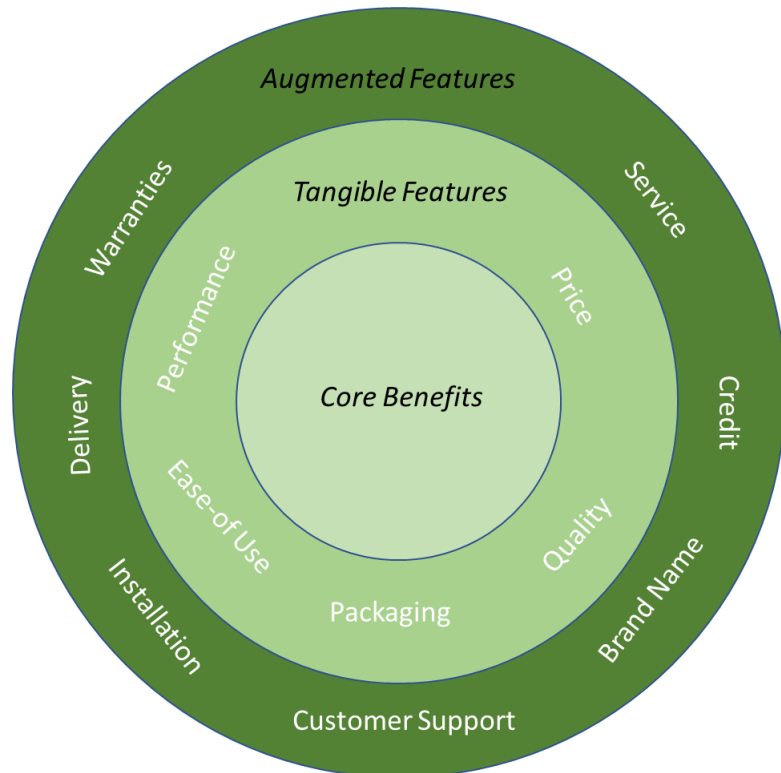
David Speser



**It is a poor merchant who
blames his customers
for his problems**

Leah Speser
(borrowing the voice of Benjamin
Franklin's Poor Richard)

The Goal of Marketing is Selling. To Do That You Need to So Persuasively Explain the Value for the Customer of Your Product or Service that they will Buy it



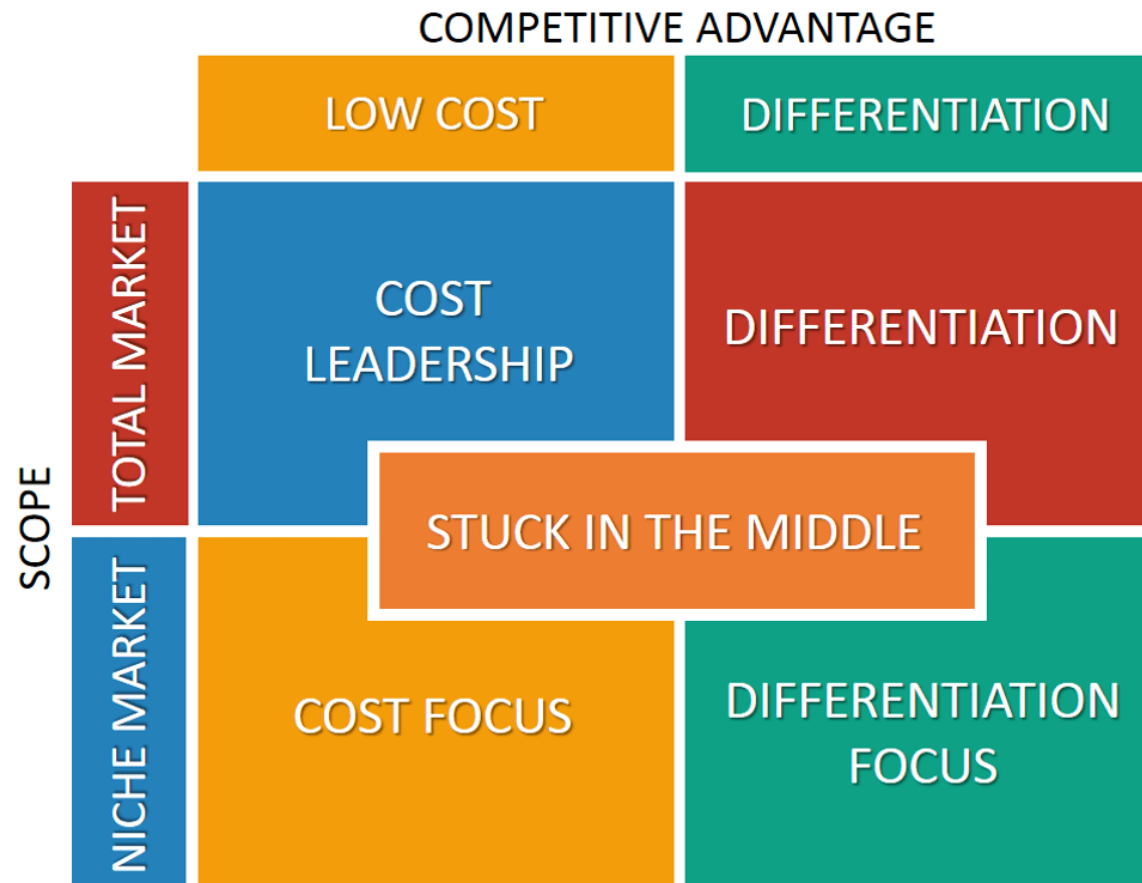
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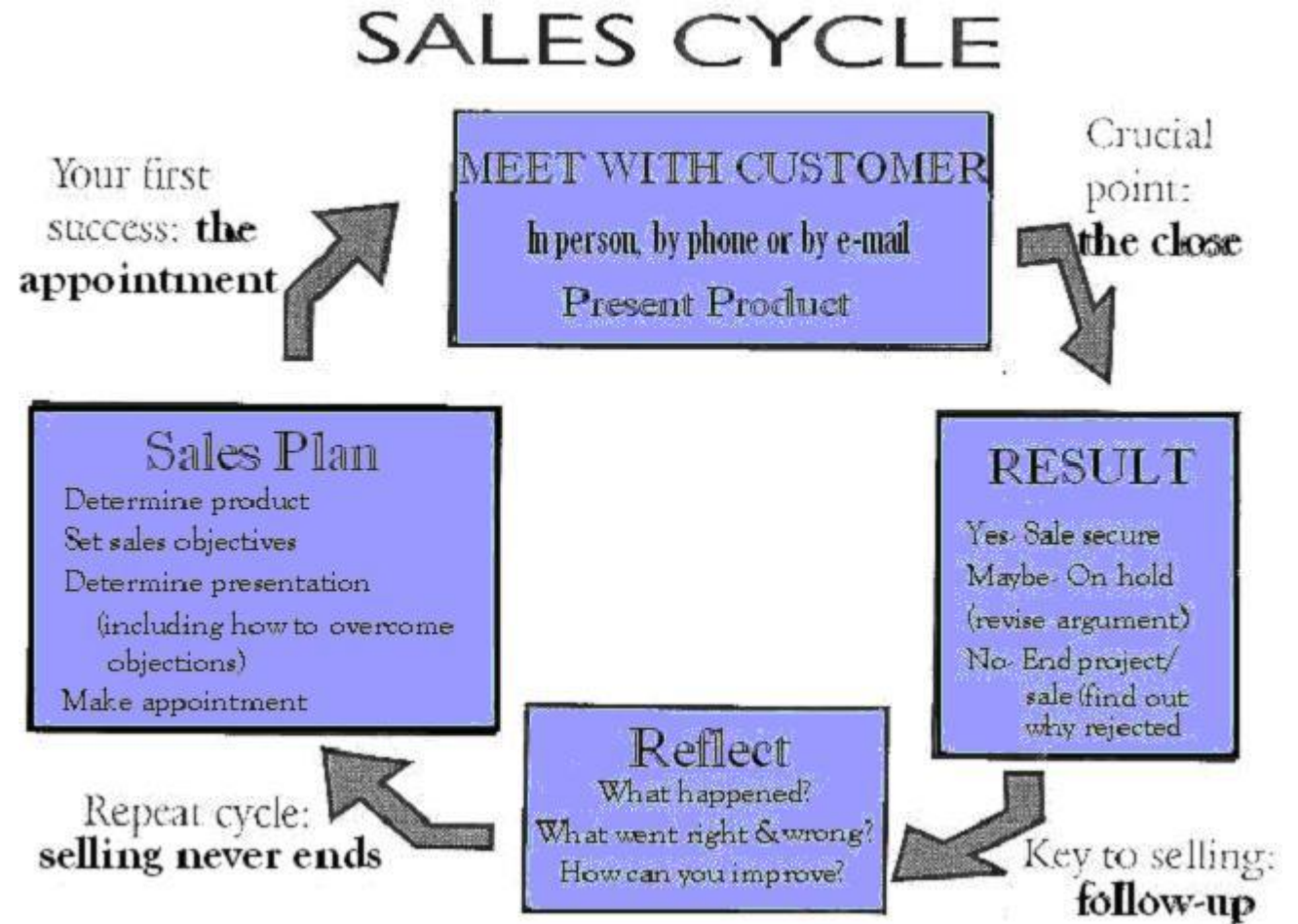


▶ How you Create that Value is a Matter of Company Strategy

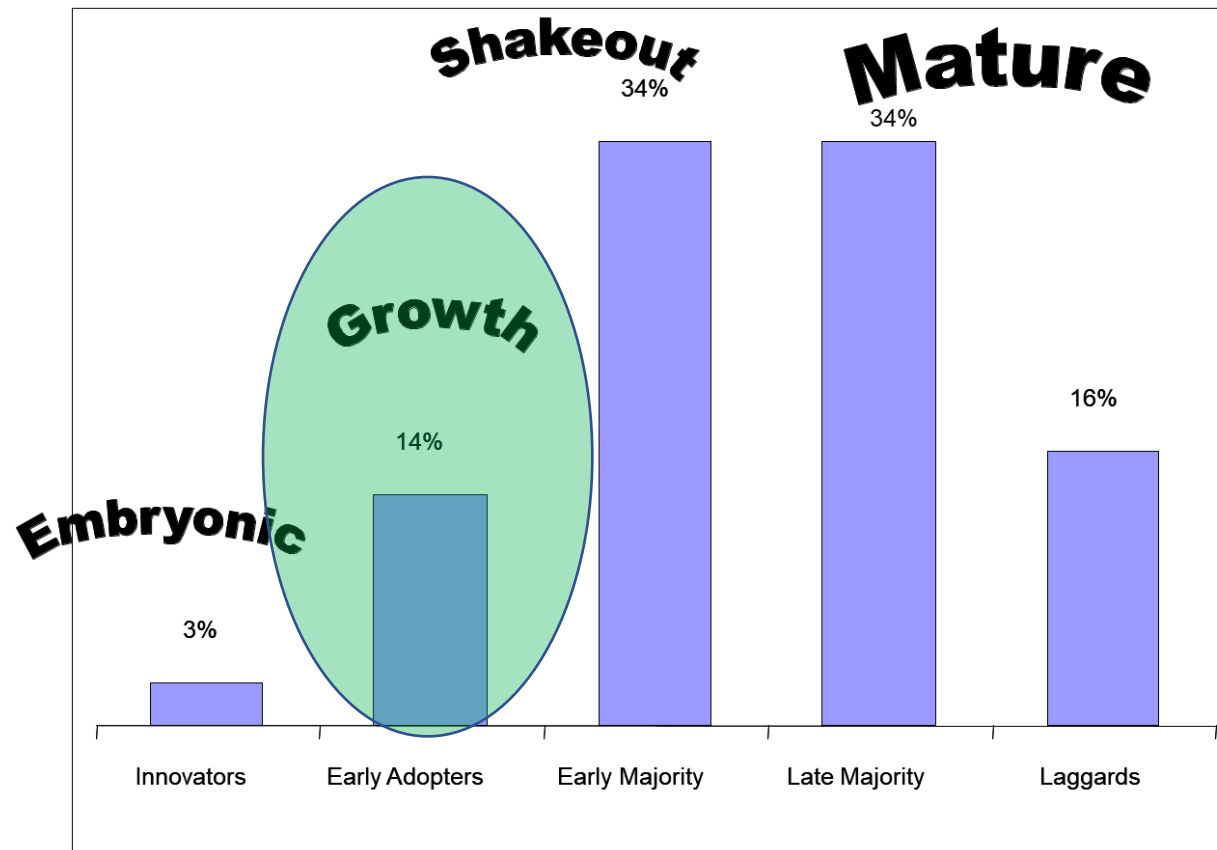


Porter's Generic Strategies

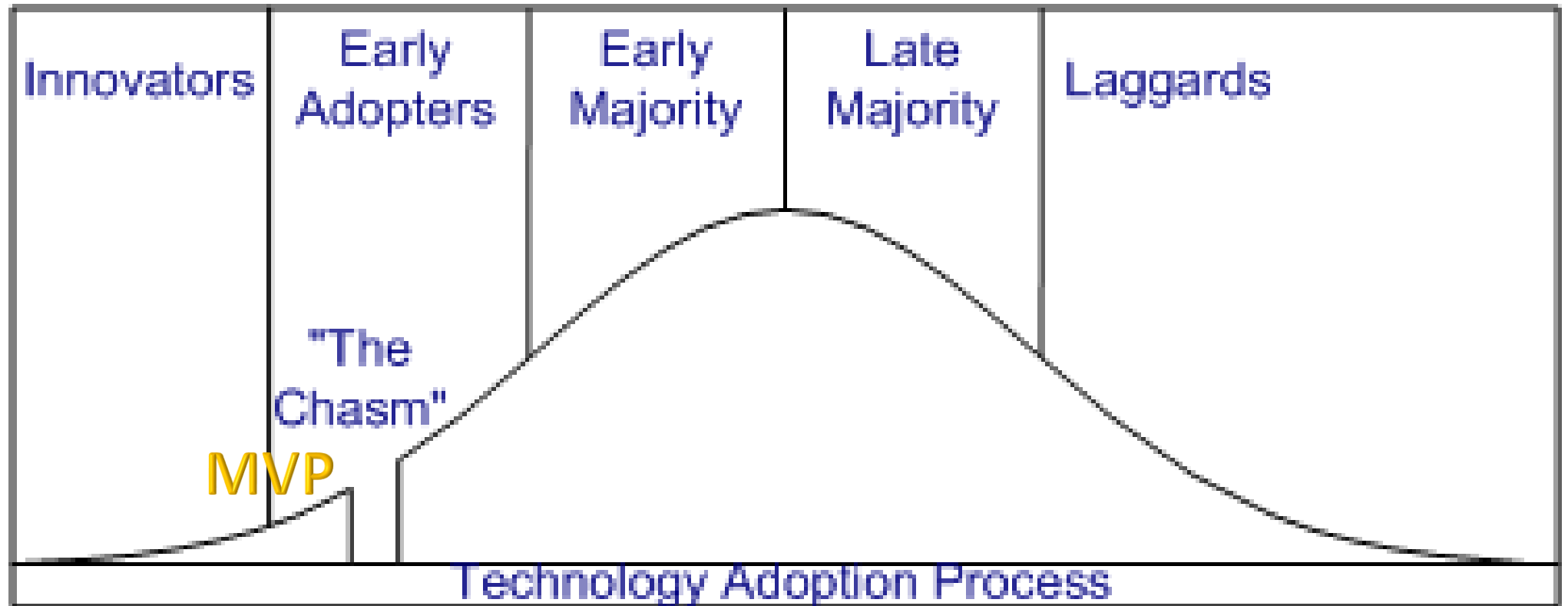
Marketing Should be Focused on Selling



▶ Who Do You Want to Sell



▶ How Much Can you Expect to Sell



Worksheet - single product analysis

Change the growth rate manually, simply change the growth rate percentage in any cell on row 7.

Sales Projection

Time	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Growth Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total Addressable Market Size (\$)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Platform

Attrition Rate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Price	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Units*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Units* (1yr)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Units* (2yr)																			
Replacement Units* (3yr)																			
Replacement Units* (4yr)																			
Replacement Units* (5yr)																			
Replacement Units* (6yr)																			
Replacement Units* (7yr)																			
Replacement Units* (8yr)																			
Replacement Units* (9yr)																			
Replacement Units* (10yr)																			
Platform Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Consumables*

Price*	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Units*	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Units* (1yr)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Replacement Units* (2yr)																			
Replacement Units* (3yr)																			
Replacement Units* (4yr)																			
Replacement Units* (5yr)																			
Replacement Units* (6yr)																			
Replacement Units* (7yr)																			
Replacement Units* (8yr)																			
Replacement Units* (9yr)																			
Replacement Units* (10yr)																			
Consumable Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Total Sales

Total Sales	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Total Market Share

Total Market Share	!
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Rolling Average Market Share

Rolling Average Market Share	!
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S-curve Characteristics

Stage	Price		Attrition
	Platform	Consumable	
Introduction	\$ -	\$ -	0.00%
Take-off	\$ -	\$ -	0.00%
Growth	\$ -	\$ -	0.00%
Slowdown	\$ -	\$ -	0.00%
Maturity	\$ -	\$ -	0.00%
Decline	\$ -	\$ -	0.00%

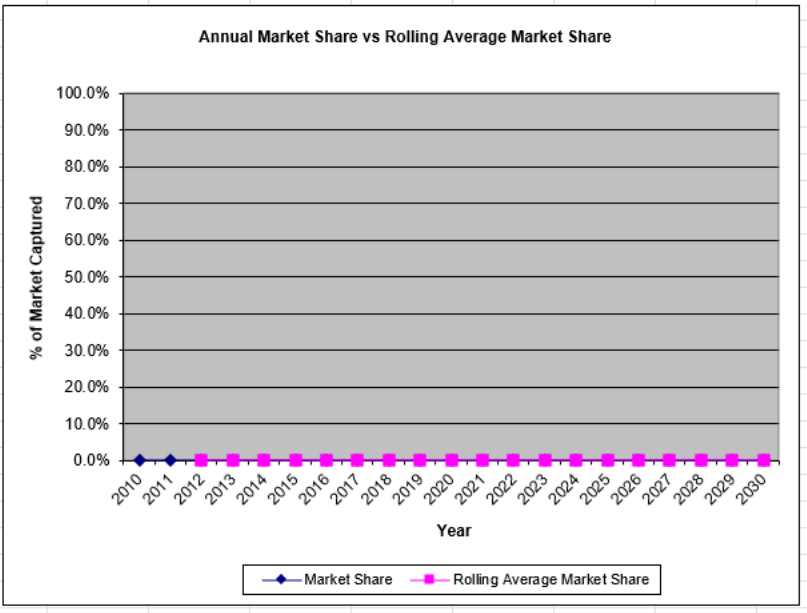
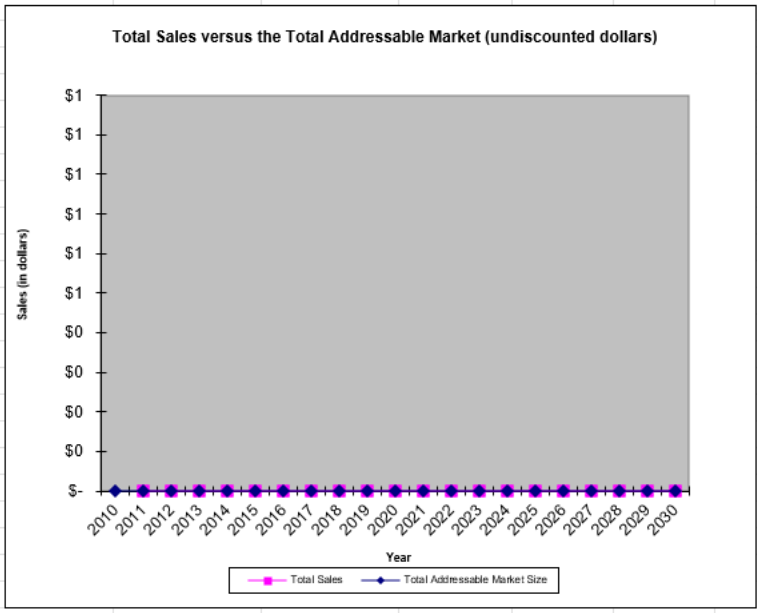
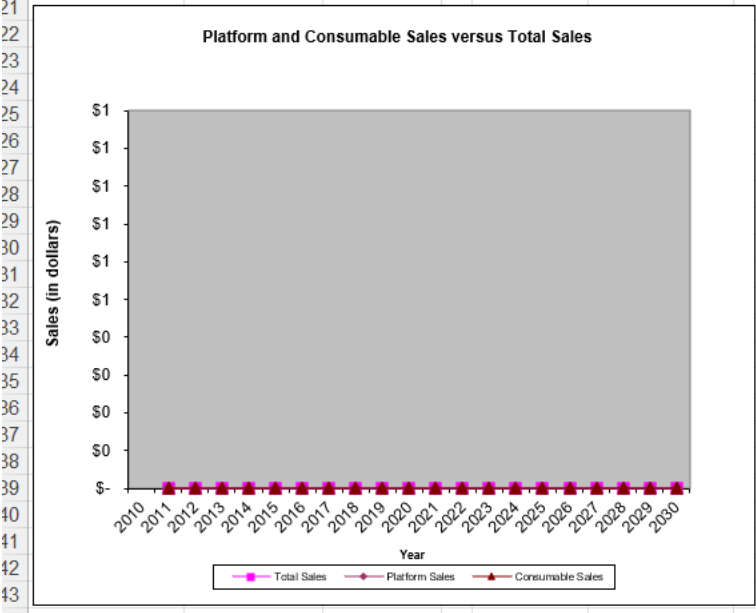
Discount Rate (PVIF)

Year	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
PV CF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



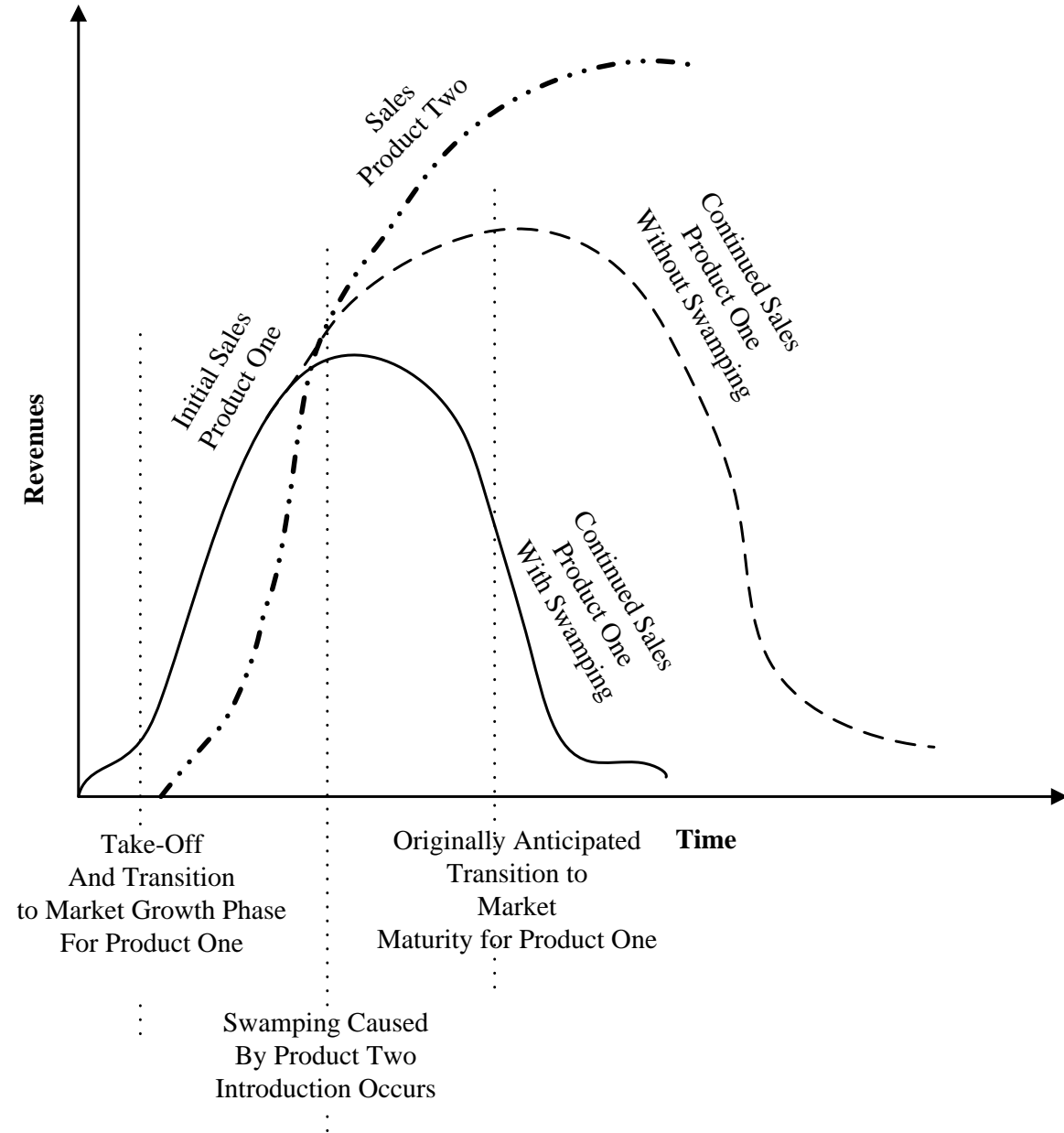
1 Use the yellow cells to enter your assumptions that will drive the calculation and generation of your S-curve. Items with asterisks (*) are optional and
 2 do not need to be completed if they are not applicable. *Mouse-over entry cells and title areas with red markers for instructions on data entry.*

Total Addressable Market:			S-Curve Characteristics:			Price per unit								
Phase	Value/Rate	Length	Phase	Length (yrs)	Growth Rate	Platform	Consumables*	Attrition*						
Initial Value			Introduction											
Growth Rate 1			Take-off											
Growth Rate 2*			Growth											
Growth Rate 3*		20	Slowdown											
Your Technology:			Maturity											
Initial Year of Analysis:		2010	Decline	20										
Initial Year of Sales:		2011												
Discount Rate:			<table border="1"> <thead> <tr> <th colspan="2">Total of Cash Flows</th> </tr> <tr> <th>Absolute</th> <th>NPV</th> </tr> </thead> <tbody> <tr> <td>\$ -</td> <td>\$ -</td> </tr> </tbody> </table>						Total of Cash Flows		Absolute	NPV	\$ -	\$ -
Total of Cash Flows														
Absolute	NPV													
\$ -	\$ -													
Platform	Initial Sales (Units)	Replacement Frequency												
Consumables*														



15 Note: to print just one of the charts, click on the chart to select it, then use the File --> Print feature.

► Swamping





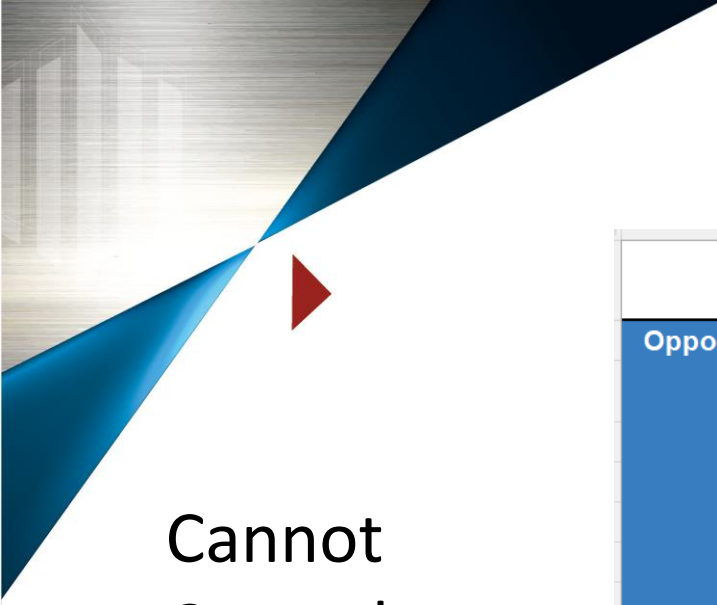
▶ **SWOT**

Please view the video on SWOTs

[Toolkit on New
Product
Development and
Inventions in the
Public Domain
\(wipo.int\)](#)



SWOTs are built around what you can control and what you cannot control.



Cannot
Control

Can
Control

Factors for SWOT analysis					
Opportunities	1		Threats	1	
	2			2	
	3			3	
	4			4	
	5			5	
	6			6	
	7			7	
	8			8	
	9			9	
	10			10	
Strengths	1		Weaknesses	1	
	2			2	
	3			3	
	4			4	
	5			5	
	6			6	
	7			7	
	8			8	
	9			9	
	10			10	

Usually Market Forces and Barriers

Hopefully Your People, Ideas, IP, Capabilities, Capacities, and Money



▶ **5 Steps for Doing SWOTs**

- 1) Be clear about Your Objective
- 2) Figure Out the Critical Factors
- 3) Brainstorm in the Intersections
 - a) Use your Strengths to leverage Opportunities and counter Threats
 - b) Use Opportunities to mitigate Weaknesses and skirt around Threats
- 4) Check Face Validity: If it is not a warm, fuzzy, “Ah ha!”, start over
- 5) Test the Hypothesis: Ground Truth your Results



▶ Using SWOTs to Develop the Marketing Mix (The 4Ps or 5Ps)

- Product: Core Benefit, Tangible and Augmented Features, Consumables and Peripherals
- Price: Purchase, Life Cycle
- Promote/Position: Value Proposition, Message, Channels
- Place: Delivery into Use

- People: Talent and Tools

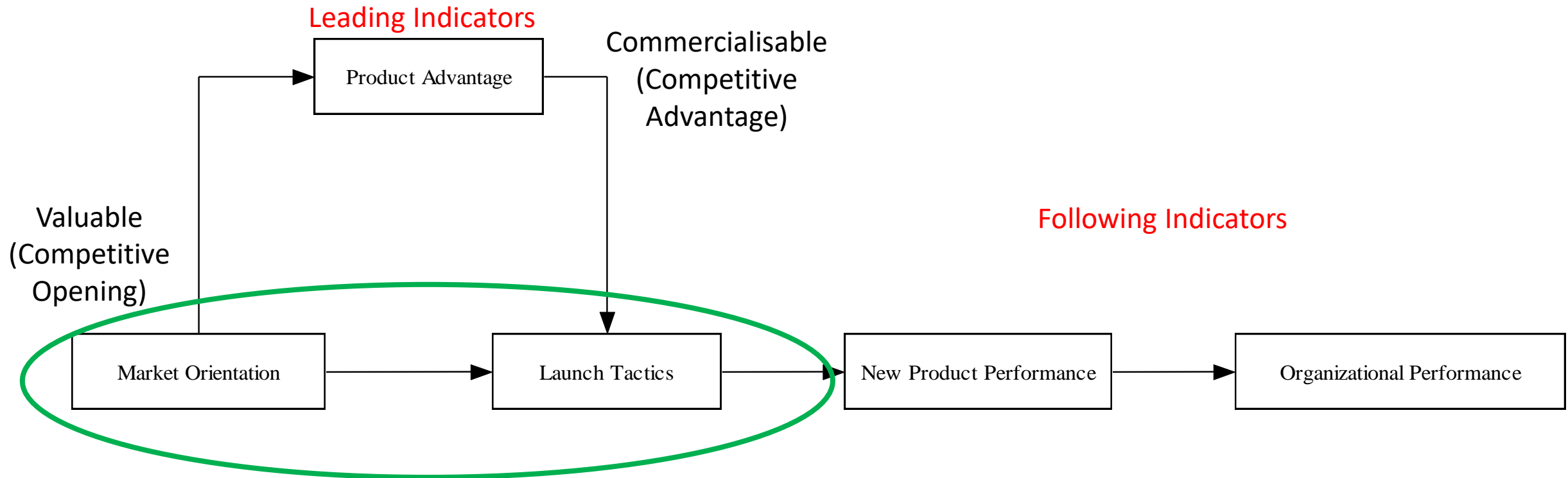


▶ **This SWOT is Driven by the Product or Service Definition**

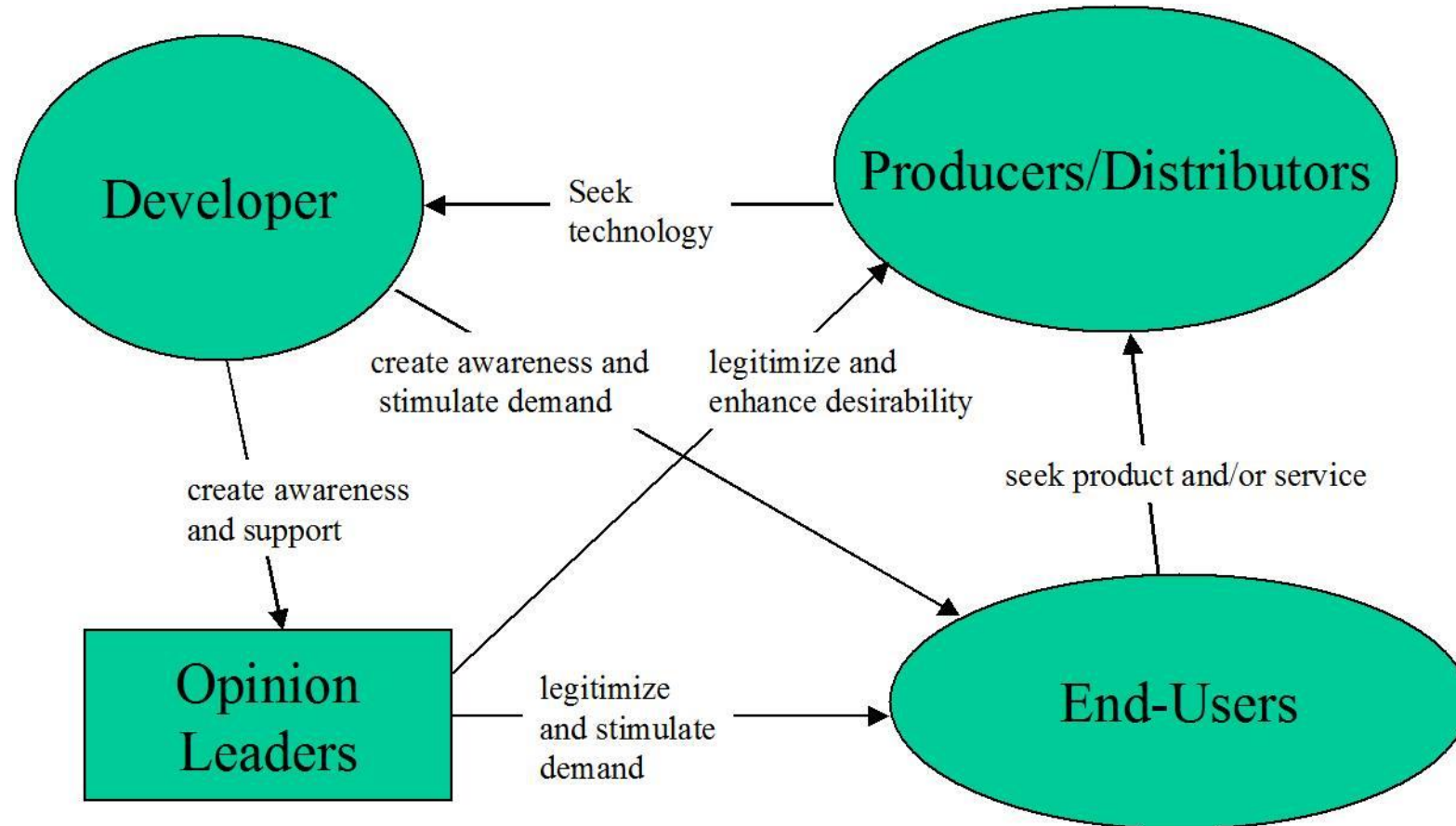
- Components of the Definition
- Value Continuum (large to little)
- Complexity Continuum (very to minimal)
- Uniqueness Continuum (one of a kind to commodity)

Which Means it is Driven by:

- ▶ 1) Maximizing Your Product's or Service's Value for the Customer



And, 2) What it Takes to Create Pull-Through



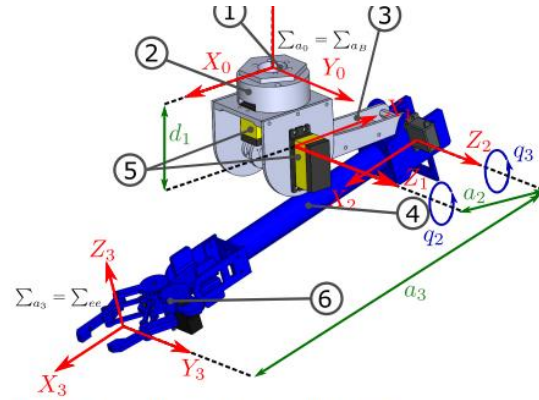
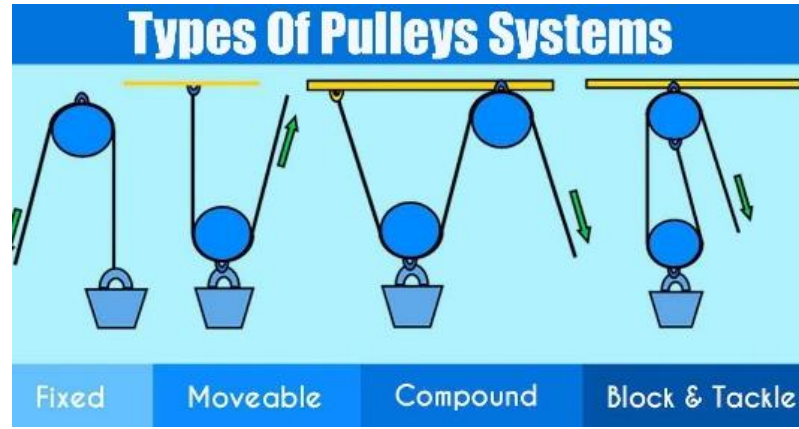


Figure 4. Design and components of the manipulator arm.

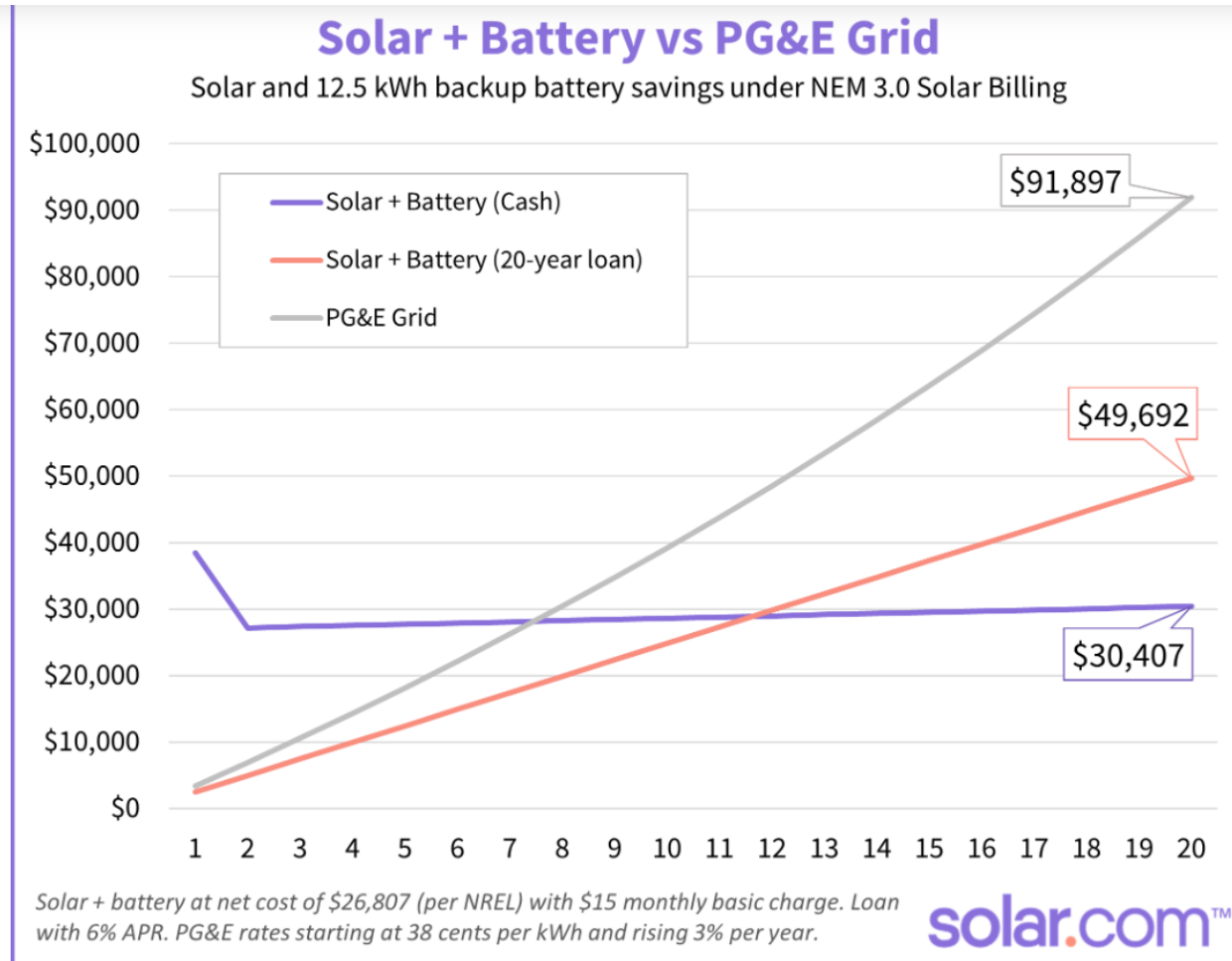


SWOT Example:
Airborne drone package delivery subsystem for under overhangs

SWOT

		Internal	Strengths	Weaknesses
		External	<p>Ability to deliver packages where other known systems cannot</p> <p>AI mitigates burden on operators while increasing safety</p>	<p>Not clear if we own any IP beyond possibly industrial design</p> <p>Arm means more weight and thus more drain on battery or more fuel needed.</p>
Opportunities	Growing interest in, and use of, drone delivery	<p>Apartments becoming even more common as housing prices rise</p> <p>0</p>	<p>In addition to dry goods drones are now also being used for food delivery. Timely delivery is particularly important with food and the ability to deliver directly to an apartment regardless of the floor it is on would probably be perceived as a plus. Therefore our product should be a delivery subsystem capable of delivering packages under overhangs and other obstacles. Cf. https://whatnextglobal.com/food-delivery-drones, which notes "Along with delivery features, safety is a critical factor when using drones for food delivery. The likelihood of failure should be as close to zero as possible before deploying in urban and semi-urban localities." The sensor package and AI analysis of the delivery zone for safety concerns and the fact our delivery subsystem allows a package to be set down and not dropped reduces the risk of failed delivery or harm during delivery. Finally, by reducing the number of back and forth trips to pick up the food, we can compensate for the higher operating costs per kilometer by reducing the distance flown. Our product is being designed to make it possible to hold and deliver several different packages to different locations on a single trip. A potential benefit of this multiple package delivery feature is the way we accomplish it may enable a utility patent or stronger industrial design on the invention involved.</p>	<p>Because urban areas are tightly packed and food orders tend to come within high volume time periods (i.e. lunch, dinner) the ability to do multiple delivery at one time could be a big plus. We will work to generate pull-through by doing demos with restaurants having very high home delivery in key markets around the world and having them co-author articles in the trade press and online about the cost-savings, ease-of-use, and for, the recipient of the food, customer satisfaction benefits of our delivery system when compared to other delivery systems for restaurants. These demos will be conducted with a variety of different drones to demonstrate the ability of our delivery subsystem to be integrated into new drones or retrofitted into existing ones.</p>
Threats	Late to market for first generation drones	<p>Existing players make their own delivery subsystems</p> <p>0</p>	<p>Our drone will be shipped in a crate suitable for ground, sea, or (with a surcharge due to the cost given the weight and size of the crate) air delivery; In all cases, following the approach of Ikea, who we benchmarked as a outbound logistics model, we will include a manual and "how to integrate" video in the crate. Again following the Ikea model the customer will be able to unpack and install the subsystem or, for a reasonable fee, they may elect to have technician employed by us, or contracting for us, do the installation.</p>	<p>We anticipate using a pay per use model, which makes the subsystem free to acquire as it is paid for through a small use fee every time it is deployed. A surcharged equal to the interest that would be charged on a loan plus a maintenance and repair reserve is added to this charge. At any time the customer can pay the remainder of the purchase price (with no additional surcharges) and buy the unit. The purchase price will be slightly under other delivery subsystems as it is perceived as reasonable and affordable.</p>

► Solar adoption



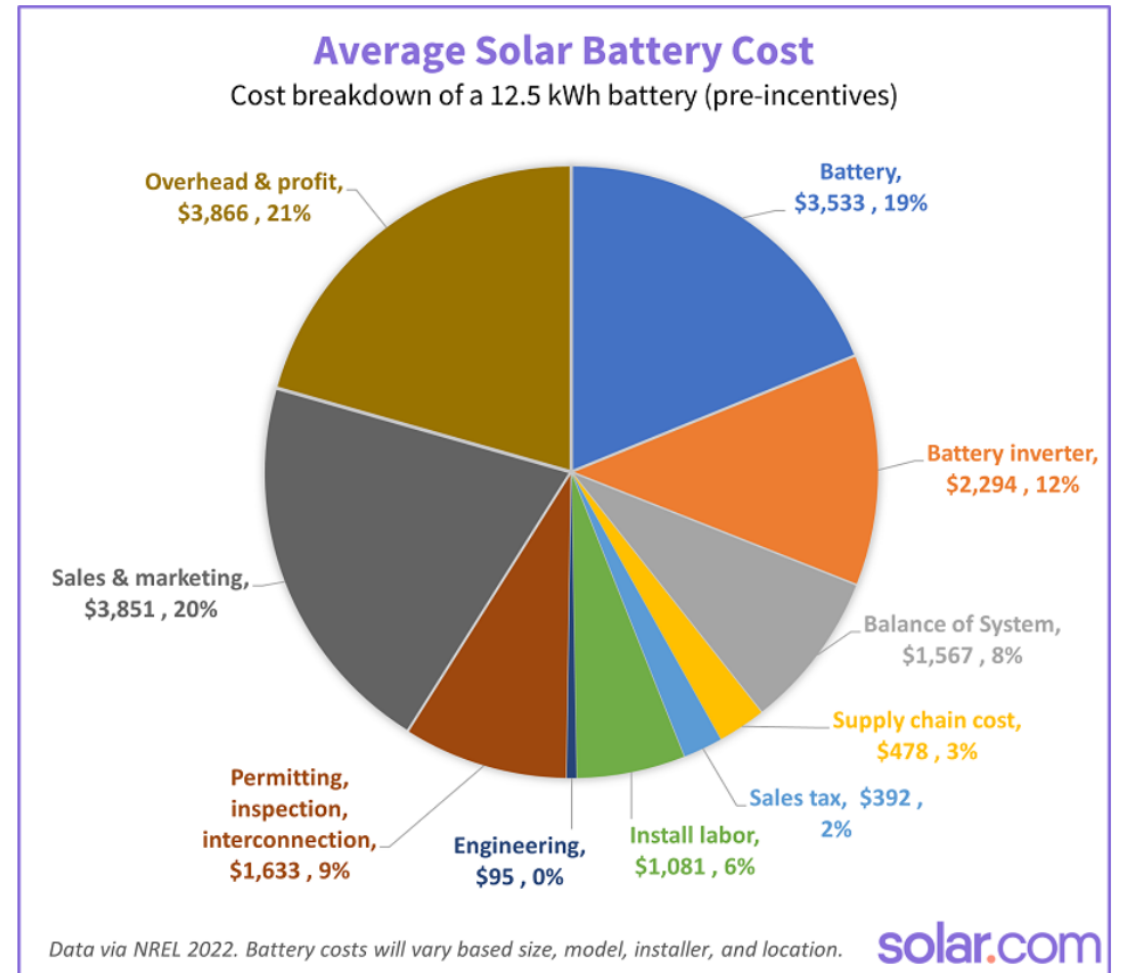
▶ Battery Subsystem

There are a handful of factors that influence the price of solar batteries, but perhaps the greatest reason they are expensive is simply because **residential-scale batteries are a new technology, and new technologies tend to be expensive at first before rapidly falling in price as the market matures.**

For example, a 60-inch 4K TV cost [around \\$9,000 in 2012](#). Today, you can walk into Target and buy a 65-inch 4K TV for under \$400.

Lithium-ion batteries are on a similar trajectory, with the cost per kWh of individual battery cells falling 97% from 1991 to 2018.

In fact, based on the NREL's breakdown, the actual equipment (battery, inverter, and balance of system) costs around \$7,400 — 39% of the total cost of a standalone project — while soft costs like supply chain costs, installation labor, taxes, permitting/inspection/interconnection (PII), customer acquisition, and overhead make up the other 61%.



SWOT on New Battery Subsystem For Solar Farms

		Internal	Strengths	Weaknesses
			Sufficiently efficient, less costly batteries	Limited capital to provide loans or other financial incentives
			Automatic operation and easy maintenance	Installer Shortage
External Opportunities	Incentives for home solar			
	Rising costs and negative climate impact of fossil fuel energy becoming more important			
External Threats	Natural gas coming on line			
	Aging grid			

▶ Stretch, Coffee, and Discussion



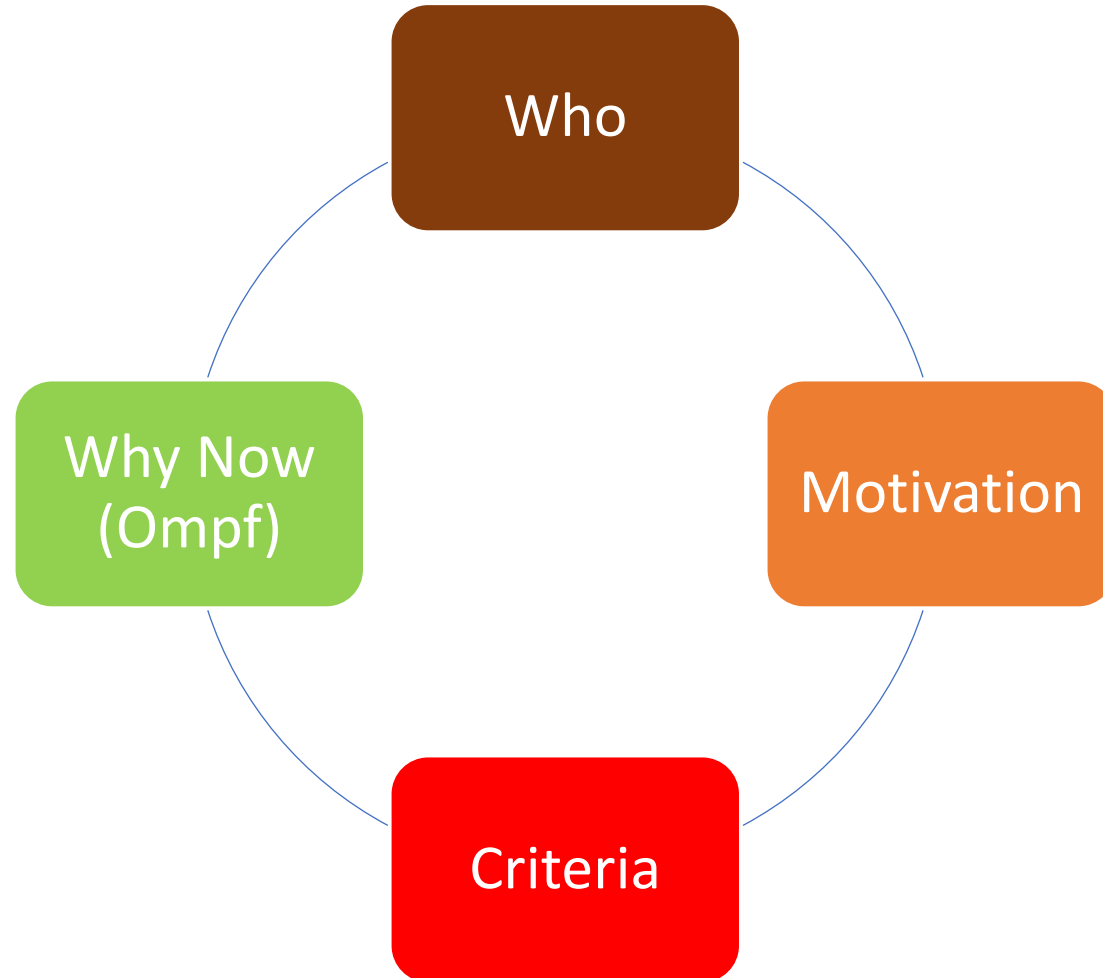


▶ **How to Sell**

No philosophy, no analysis, no aphorism, be it ever so profound, can compare in intensity and richness of meaning with a properly narrated story.

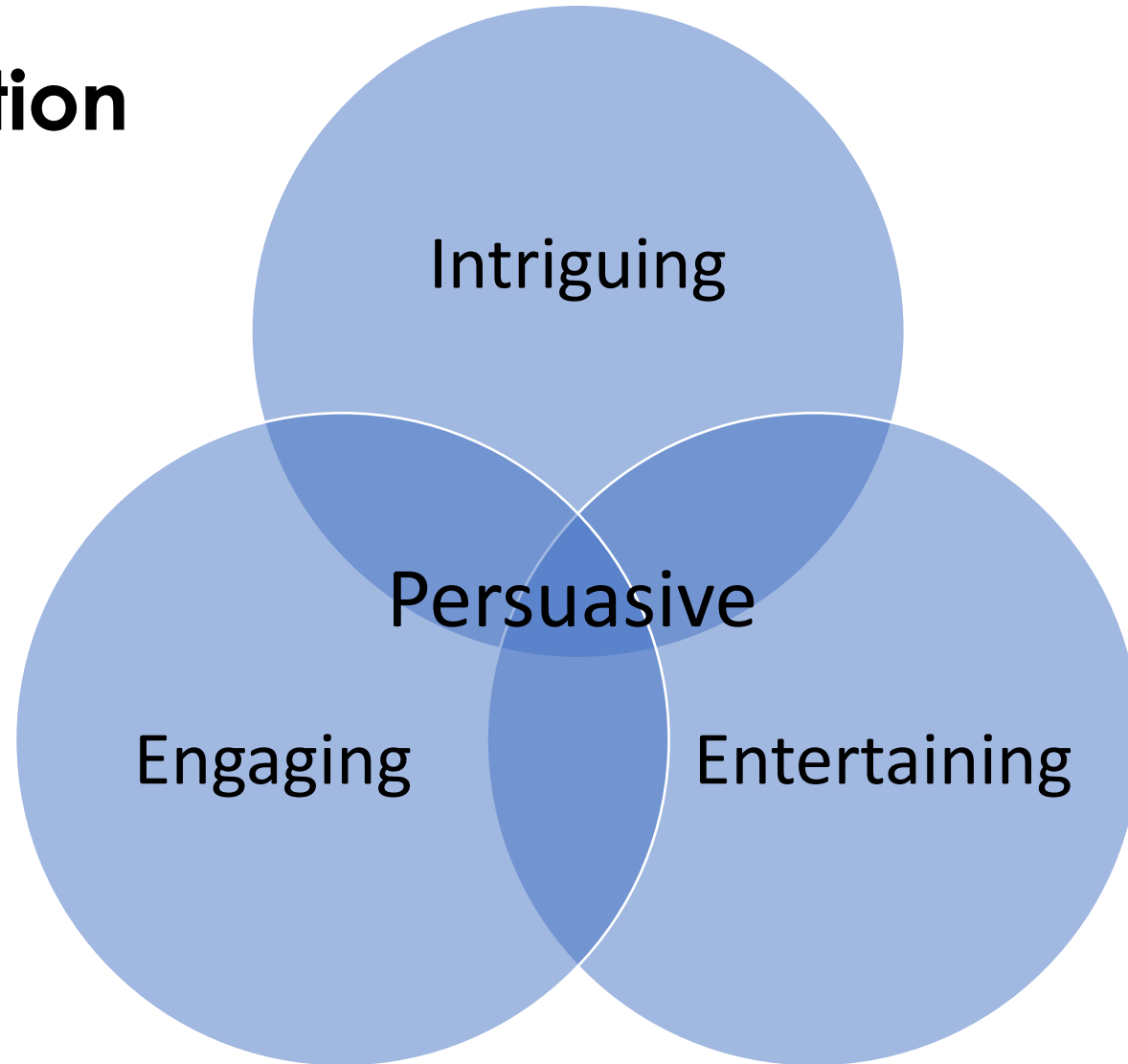
Hannah Arendt

► Intensity and Richness of Meaning





▶ **Proper Narration**



The most Entertaining Superbowl Ad Ever

[I'm on a Horse - Old Spice Commercial - YouTube](#)



▶ Closing Thoughts

- *Nothing happens without a sale.*

David Speser

- *A well-defined imagination is the source of great deeds.*

Chinese Fortune Cookie

- *If opportunity doesn't knock, build a door.*

Milton Berle

- *It is fun to have fun, but you have to know how.*

The Cat in the Hat, Dr. Seuss

▶ Thank you!

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