

growth
stage

MARKETING

BUILDING DEMAND FOR NEWCOS

A DISRUPTIVE INNOVATION STARTUP MARKETING
PLAYBOOK BY MARK DONNIGAN



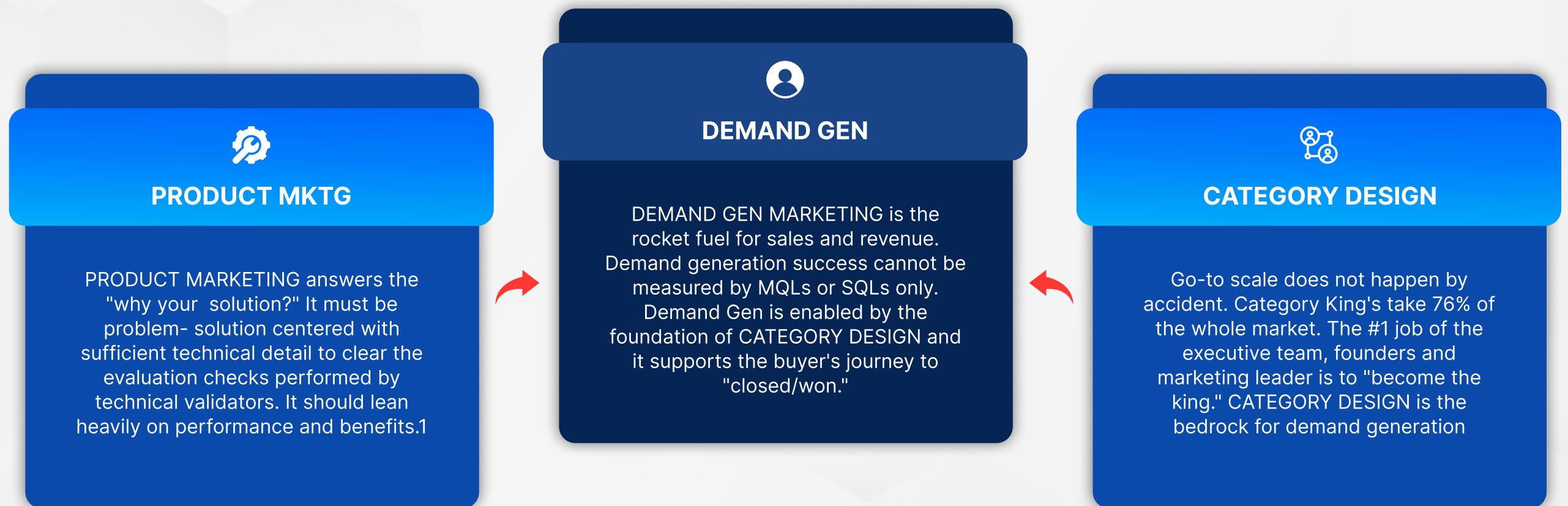
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The data shows that startups do not fail because of lack of product development, or the inability to scale.

Rather, companies fail because they didn't put the same attention, passion, and ingenuity into **engineering the market.**

THREE MARKETING PILLARS

Intentional market engineering is required to create uncontested space as the Category King. Three areas of focus for marketing teams are product marketing, demand generation, and category design.





MARKETING PILLARS: KEY CONCEPTS

01

Don't get stuck marketing features. Talk about the problem-solution in the context of a category. The real job of product marketing is to define the problem that you built your product/solution to solve in the context of a category that you have named.

02

Demand generation is more than MQLs and a sales funnel. Real demand generation happens only when you have built a category and the market sees you as the default choice so your competitors must always explain how they compare to you.

03

Category design is the first and most important step to becoming a Category King. As described in 'Play Bigger,' Category kings control up to 76% of the market. The only choice is to become a king; otherwise, you'll be left picking up scraps.

04

Embrace category design for marketing success. Traditional metrics may not align with defining your product as the category's solution. Optimize events, partners, content, media, email, SEO, and speaking to establish category dominance.



DEMAND GENERATION

CATEGORY DESIGN: FOUNDATION OF DEMAND GEN

MBA driven brand marketing will kill you. If you are not the Category King, you will be left fighting for scraps.



Marketing has one task: drive business outcomes. Never has the marketing team needed to be more versatile. Following the MBA marketing playbook no longer works because in today's marketplace, the buyer has all the power. For most companies it's not technology risk, but business risk that is the greatest.



The value of marketing can be measured by its impact on revenue. The B2B sales process is fragmented and complex with dozens of stakeholders needing to sign off on purchase decisions. Many traditional marketing ROI and campaign attribution methods are no longer effective.



Your company must address the market by defining a problem and naming the category for the solution you deliver. Category King and Queens take up to 76% of the market value, defining the market as competitors refer to them for comparison. Ex: Salesforce = CRM, AWS = public cloud.



The only way to drive a market: is to be the Category King. Without this, you are picking up scraps and your marketing spend will be much higher as a percentage of revenue than the leader. Marketing's #1 job is to define and drive a category. This is how market-dominating companies are built.

DEMAND GENERATION Jobs To Be Done

B2B BUYER Jobs To Be Done

1

Create Awareness Of The Problem
And Solution. (Category Design)

2

De-Risk The Buying Process.
(Establish Credibility)

3

Build The Market. (Create Demand)

B2B buying jobs

Problem
identification

Solution
exploration

Requirements
building

Supplier
selection

Validation

Consensus creation

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Gartner





CAPTURE

EDUCATE

ENGAGE

CONVERT

1. CAPTURE

WHAT SUCCESS LOOKS LIKE

"You guys are everywhere!"

Today's buyer gives attention to companies who are present in the market. No presence, no attention.

KEY TACTICS:

- 1 Highly coordinated social pushes on LinkedIn.
- 2 Internal company Influencer program.
- 3 Capture leaky website traffic via retargeting on LinkedIn and Google.
- 4 Paid traffic on LinkedIn.
- 5 Paid search ads on Google.
- 6 Organic search optimization (SEO).
- 7 Email, general news, triggered and segmented content and messages.

KEY TACTICS:

- 1 Publish "how to" content.
- 2 Write with a problem-resolution slant, all content should show that you understand the buyer.
- 3 Leverage key trends in the industry to educate and inform.
- 4 Leverage hot topics and trends in the industry and ecosystem.
- 5 Publish Case studies, Scenario Guides, ISV/CSP/VAR resources.
- 6 Content types can be video, white papers, blog posts, podcast, audio summaries.

CAPTURE

EDUCATE

ENGAGE

CONVERT

2. EDUCATE

WHAT SUCCESS LOOKS LIKE

"I didn't realize that you could help me!"

Buyers are attention constrained and they don't know how we can help them. When we deliver value buyers reward us by paying attention.

CAPTURE

EDUCATE

ENGAGE

CONVERT

3. ENGAGE

WHAT SUCCESS LOOKS LIKE

Growing engagement across distribution channels.

Improvement in trackable metrics that indicate intent (views, downloads, opens, actions).

KEY TACTICS:

- 1 Marketing automation produced dynamic content, email, e.g. "smart content."
- 2 Email still works! (if done right)
- 3 Direct engagement on website during a session (chat - create and hold conversations).
- 4 Online events - webinars and virtual conferences.
- 5 Provide intelligence to SDR's and AE's on the actions taken by identified prospects.
- 6 Custom landing pages by industry, use-case/scenario, and company.
- 7 Google Analytics, CRM, marketing automation integration to drive lead scoring/grading.

KEY TACTICS:

- 1 The irresistible offer must be time-bound, e.g. sample simulation of a real life workload that is preconfigured and ready to run.
- 2 Website engagement via chat (conversational marketing) to drive live conversations.
- 3 Sales → marketing feedback loop via an internal "NPS" like process.
- 4 Reduce content gates but increase data telemetry and analysis, be omnipresent.
- 5 Be omnipresent not by saturating channels but diffusing content distribution and increasing share of voice and brand perception as category king.

CAPTURE

EDUCATE

ENGAGE

CONVERT

4.CONVERT

WHAT SUCCESS LOOKS LIKE

Demand Gen is a cradle to grave activity, it doesn't stop at the SQL phase but follows thru to the P.O.

Demand Gen can (and should) play a role with customer success to stimulate usage and follow on revenue.



CATEGORY DESIGN

CATEGORY DESIGN STEPS: 1. 2. 3. 4.

The marketing head, supported by the executive team, is the caretaker of category design. Here is the process for making your company the most demanded by the market.



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TO WIN A MARKET, MARKETING MUST LEAD WITH THE OBJECTIVE OF DEFINING AND DOMINATING A CATEGORY.

Category design is a process, but there has never been a dominant company in a market space who wasn't the category definition. Example: AWS (cloud computing). Salesforce (SaaS-CRM). UBER (ridesharing). Apple (iOS/mobile).

CATEGORY DESIGN: KEY CONCEPTS

01

Problem definition is built by developing insights into a problem that you've identified where the technology/product/solution can solve it (the problem) in a substantive way. By understanding the problem and utilizing your technological capabilities, you can offer meaningful solutions.

02

Category name must comprise the market definition, the nature of the problem, and who the problem most affects (the beneficiary). Do not be afraid to refine the name or change it as market feedback directs. The name must be adopted by the industry or ecosystem for a category to be established.

03

Documenting the category "from-to" state is essential. Publish a visual ecosystem map or other graphical representation that shows what exists today and what will exist in the future. Explain what your product and solution is taking the client from and to what desired outcome.

04

The POV (point of view) document frames the problem. The POV articulates the ramifications of the problem not being solved while presenting a vision for the future with your product and solution as the obvious answer.

05

Category design is led by marketing and it requires the active participation of product and sales. Marketing leads the mechanics of the process but the entire company must help with implementation. Category design requires CEO and founder support to be effective. No executive support, no category creation.

06

Lightning strikes are designed to capture the attention of the entire ecosystem in order to shine a massive spotlight on the category, problem being solved, and what happens if this doesn't happen. Marketing leads these events, but the entire company almost always will participate.





MARKETING MESSAGES: KEY CONCEPTS

01

When talking to the industry, it is crucial to frame your discussions within the context of the ecosystem and emphasize your position as the leader and "problem solver." Position yourself as the provider of the most obvious solution to the problem that you have defined. This approach solidifies your authority and enhances your credibility within the industry.

02

Avoid marketing copy that talks about the company or the product in terms of features, price, or competitive position. Customers only care about the answer to this question: "Can you solve my problem?" clients are looking for a solution to a problem and effective marketing explains the problem even better than the customer can articulate it.

03

ABM is often defined by a set of tools rather than a specific messaging framework. Effective ABM strategy uses all the proper marketing channels to get the following messages in front of every buying constituent in this order: (1) "This is the problem and here is the solution." (2) "This is what your life will be like after you choose us." (3) "Here is what to do next."

04

Partners must be trained on how to represent the category. To amplify your category creation efforts, give your channel partners precise words and messages so that the market always hears the same category story. This fosters an understanding among customers and stakeholders, establishing you as a leader with a compelling category story.

05

To establish yourself as the Category King, present your product within the category, highlighting its features and technology. This positions you as the standard and attracts industry recognition. For example, Salesforce is seen as the CRM standard, making them the go-to comparison for alternative solutions and expanding its market reach significantly.

CATEGORY DESIGN STARTS WITH THE LEADER

The marketing leader must be a doer, capable of crafting the strategy, winning over internal stakeholders, and building a team or leading the team where one already exists. All while executing a plan that will require cross-functional coordination and agreement

Suggestion: The marketing leader must be a doer, capable of crafting the strategy, winning over internal stakeholders, building a team, or leading an existing team, all while executing a plan that requires cross-functional coordination and agreement.

MARKETING LEADER ATTRIBUTES

The marketing leader must have built markets (categories), not "only" maintained brand identities.



Sales and revenue driven, comfortable measuring their activities based on unknown outcomes. Willing to make bold bets while limiting downside.



Crafts product messaging, and take an active evangelism role. Have great instincts on category and consumer/market message fit.



Comfortable seeking alpha of the market, and understanding trends when the information is highly diffuse and no historical data is available.



Able to dissect markets, observe and take action, network and communicate with customers using intuition that is informed by logic and experience



Creative, articulate, expressive.
Good writing ability with an
understanding of copy writing and
voice will be an advantage.



Critical thinker with an analytic
mind. Able to see industry shifts,
trends, and market dynamics that
others do not.



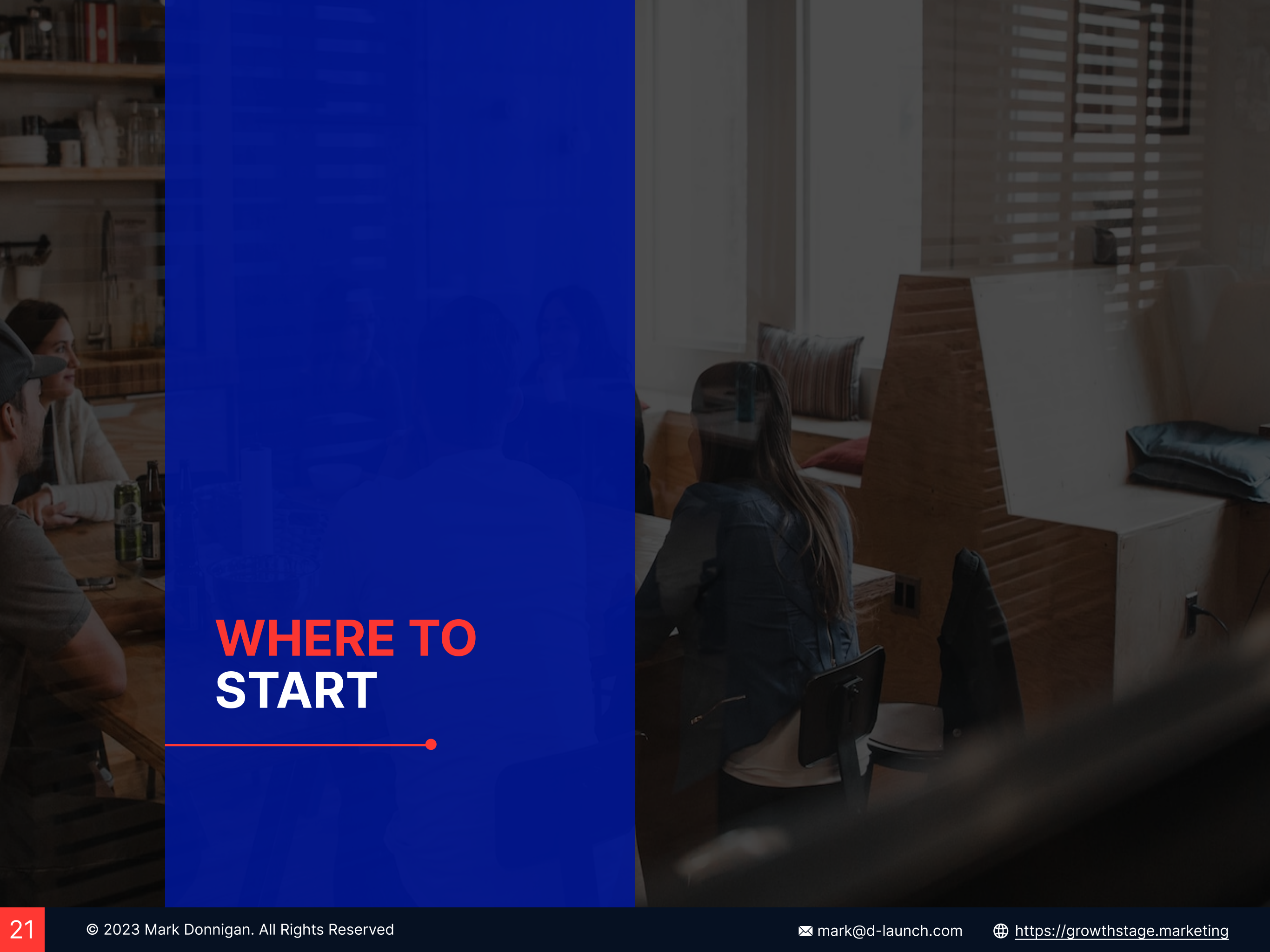
Ability to communicate to small
and large audiences, needed for
1:1 customer and partner meetings,
as well as industry events.



Experience leading sales teams
with revenue accountability will
provide valuable partnership
alignment to the head of sales and
CEO to ensure marketing drives
revenue..

MARKETING LEADER PROFILE

Record of building marketing engines
(categories) in emerging or yet to be defined
sectors & categories.



WHERE TO START

1 BUILD UNDERSTANDING

FIRST 90 DAYS

MARKET

Market & Product G2

- Learn competitors GTM strategies, sales motions, marketing motions
- Talk to Rescale ISV & CSP partners
- Internal product training

Internal Meet & Greet

- Marketing team, history, what's working
- Calls with AE's & BDR's across industries & geographies
- Founding story, company history - the Genesis

Customer Education

- Listen to sales calls
- Talk to prospects & customers, facilitated by sales (if possible)
- Talk to internal field facing team

MARKETING

Asset Review

- Learn competitors GTM strategies, sales motions, marketing motions
- Talk to Rescale ISV & CSP partners
- Internal product training

Mktg Perform/Analytics

- Marketing team, history, what's working
- Calls with AE's & BDR's across industries & geographies
- Founding story, company history - the Genesis

Marketing Tools Audit

- Listen to sales calls
- Talk to prospects & customers, facilitated by sales (if possible)
- Talk to internal field facing team

Develop SLA with Sales

- Goals, metrics
- Expectations
- Define success
- Responsible parties
- Contact points

RACI Roles/Responsibilities

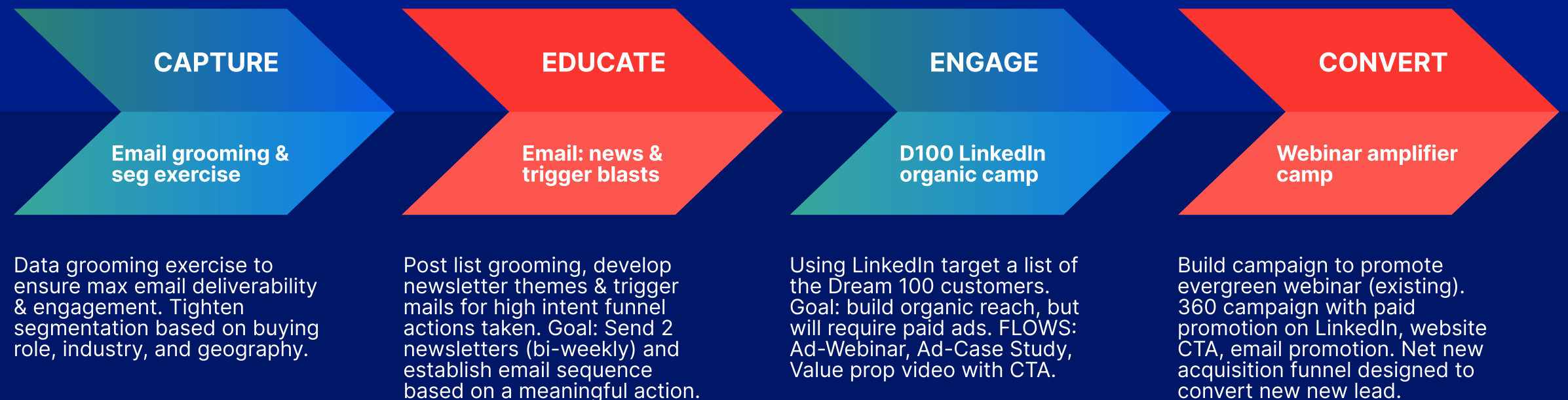
- Responsible, Accountable, Consulted, Informed
- Facilitate ownership of tasks as well as communication
- Transparency & accountability across stakeholders is goal

Customer Education

- Hubspot
- Marketo Identify tech resources
- Connect, identify if needed CRM admin
- Training if needed

3 TAKE BIG ACTION

FIRST 90 DAYS



BEYOND 90 DAYS



01

Start The Category Design Process.



02

Build a Content Engine.

- Leverage existing assets, be efficient with content by repurposing and updating.
- Go big with video!
- Tent pole content for industry targets and key buying personas.



03

Build a Distribution Engine.

- LinkedIn, organic & paid.
- Google, organic & paid.
- Optimize website.
- Events: virtual, partner & company (in-person when safe).

OBJECTIVE

Build pipeline for business contribution.

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“ *LET'S TALK ABOUT
YOUR MARKETING*

