

86.Sales & Marketing Workshop - 25 & 26 May 2019

Title of the Event: Sales & Marketing Workshop for Startups

Date: 25th & 26th May 2019

Banner/Brochure:



Photos:



Introduction of Resource Person

Mr. Ramu has over 26 years of experience with significant senior corporate management roles in Healthcare industry with giants like Medtronic and St Jude Medical. The last corporate assignment was with St. Jude medical as Director of sales and marketing responsible for growing and managing the business and teams in South Asia. He had a short stint in academia for about 3.5 years teaching and researching in the area of sales, marketing and business plan. He has taught in almost all programs of S.P. Jain Institute of management and research in Mumbai.

Ramu is the Founder - Director of Sangatkarana Corporate Service Private Limited. In his current role, he works with companies to drive sales and marketing efforts, strategy and organization growth. He advises clients ranging from Fortune 500 companies to family-owned businesses. He coaches business owners and professionals towards achieving revenue and profit growth. He spends

Sales & Marketing Workshop - 25 & 26 May 2019

Page 1


**DIRECTOR
CTIE
KLE-TECH**

86.Sales & Marketing Workshop - 25 & 26 May 2019

much of his time coaching senior leaders on how to align their teams for ultimate success. He is a passionate trainer and conducted training programs for companies like Covidien, Kimberly Clark, Medtronic, Cisco, Abbott, Ugam and so on. By way of skill building programs, he helps companies build strong frontline sales team to SBU heads.

He received his postgraduate and undergraduate degrees from Karnataka University.

Key Competencies of Mr. Ramu: *Strategic business planning, Strategy formulation and execution, Workshops to influence practices, Content Marketing, Channel Management, Key Account Planning, Product Research and Product-mix decisions, Sales Force Effectiveness, Business Modelling and Business Plan*

Session Objectives:

- To plan sales and hence growth of the startup for year 2019 – 20
- To set a path with go to market strategy for startups
- To analyse the business operations and strategy practises of startups
- To leverage on mentoring opportunities with resource person

Details of the Event/Report:

Workshop Report

Day 1

a) Introduction

The resource person started with each founder introducing themselves and sharing their startup journey and talking about their product/services. The resource person started off the session by sharing his experience as to how he pursued his career in Sales in Medical Equipment companies and grew businesses for different multinationals. He has a total experience of 27 years and for the last 9 years he has been consulting start-ups and established companies in varied domains and teaching at premier B – schools.

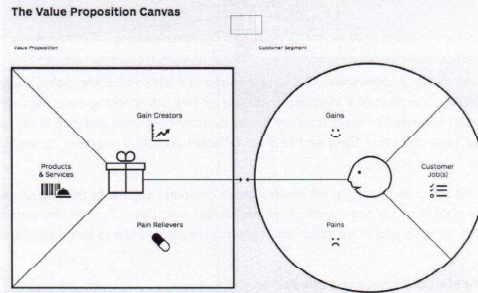
He then shared facts on how startups grow and fail too and how to avoid these failures.

b) Value Creation

He stimulated the thought process on value creation and value being contextual and depending on the customers' perspective. He spoke of three values that customers look for in any given product/services viz Functional, Emotional and Economic Values of businesses and how these values help customers make a purchase decision. He took example of purchase of phone, he took examples of different startup products and what makes customer to buy the products. He also touched upon, what makes an entrepreneur to come up with a startup plan, is it because they have an idea and a strong feeling this idea will work or is the drive/gap/need coming from customer end, about which the entrepreneur is excited to address.

He then shared the Value Proposition Canvas, which is as depicted below:

86.Sales & Marketing Workshop - 25 & 26 May 2019



He asked each of the participants to pen down their business offerings on the canvas and see how their products/services are addressing the pain, gain and catering to the needs to be fulfilled in a customer's life.

To illustrate the concept of Point of Differentiation and Point of Parity (POD and POP), he discussed a case on Big Bazaar, and asked the participants, to connect the functional, emotional, economic value and also discuss what big bazaar was offering similar to a kirana store, what did it offer that was different from a kirana store and what stood out for which customer could walk in and purchase from the store and what was the experience they were selling.

He connected this experience of the participants to fill out a canvas on Functional, Emotional, Economic Value of each business the entrepreneurs were into. The canvas looks as below:

	Functional Value		Economic Value		Emotional Value	
	POD?	POP?	POD?	POP?	POD?	POP?
Player 1						
Player 2						
Player 3						
My Venture						

Each of the participants filled up the canvas, to see how different competitors of the business, has his functional, economic and emotional value and what is their point of difference (POD) and point of parity (POP). This gave a clear view of business for the participants and made it clear to them as to what is it, they are offering as compared to their competitors. The importance of creating a differentiation compared to all the current competition offerings was reiterated.

c) Choosing the Right Customers aligned with the value created (Segmenting, Targeting and Positioning)

He then discussed a case on Sebrof Facility Services Limited (SFSL), wherein this company had a problem with matching the cost of the labour provided for cleaning services to cooperates. This case study was introduced so that participants could understand how to identify their customer segments in the whole pool and identify how to position the offerings to them. One product/one business cannot be everything to everybody, its important you select the right segment. Choose a segment

86.Sales & Marketing Workshop - 25 & 26 May 2019

where we can make a difference. Choosing a customer who value the value being created is important. When you choose a customer, you are ending up choosing your competitor. So, the choice that start-ups need to make is either fix the customer segment and give them as much value they want or keep the value fixed and find for different customer segment to ensure the value-customer fit.

An exercise for the participants to list down various customer segments they have and which one could be the right one for them was given and deliberated upon. Few of the participants were encouraged to come up and share about the segments they would like to choose and the reasons for it.

d) Go To Market Strategy and Sale Person

The process of connecting the company to prospects and selling to customer is Go to Market strategy – customer attraction and retention activity. The resource person then introduced the participants to different modes through which sales can be carried out, like direct sales force channel, indirect sales force channel, non – sales force channels. This along with efficiency and effectiveness, determines the market you can to cater too. To achieve highest efficiency, we need to focus on mass market, and if effectiveness needs to be focussed, then focus on specialised sales force is required to run the organization. Broad factor affecting the decision of deploying direct/indirect sales force are – Marketing factors, Information factors, Financial Factors. The resource person then discussed cross selling, up – selling and share of wallet concepts. The resource person made each participant to write, where can the database of the prospect be available, how can they start working on this database, how to categorise prospects and then choose customers and how to convert them. The GTM for one of the participants' business was illustrated for more clarity.

e) Personal Selling Effectiveness

The resource person then divided the participants and made them enact personal selling by giving a scenario and made them to share the experience. The participants were judged on their skill of convincing customers, product knowledge, customer background knowledge, persuasion, connecting to problem, body language, and the like.

With this day 1 ended and each participant was asked to apply the concepts learnt in the session to their own business.

Day 2

Day 2 started with analysing the personal selling role play that teams had performed previous day. Teams were asked to analyse what went right and what went wrong with each sale call. We did analyse how we could have had bettered the experience and how the whole meeting could get more effective. Then he discussed a technique of questioning called SPIN. SPIN holistically covers the set of questions, the style of asking questions, the knowledge of customer we already have before meeting him for the pitch, and the rapport we have built previously. SPIN – the acronym stands for Situation, Problem, Implication, Need – payoff. Each of these were analysed and participants were encouraged to think what in their sale calls fits in these categories and how to prepare for it prior to the meeting.

f) Developing Sales Team

86.Sales & Marketing Workshop - 25 & 26 May 2019

The resource person inclined the attention of the participants towards, establishing a sales team. What should be the sales force investment, and their activity and how can this contribute to company results. He also discussed what should be the size of the sales team depending on the scale of the organization. And gave examples to each of the company present, on who could start with sales in their company and how much time should founder invest in the sales activity to start with. He also discussed sales from the point of view of product/service category – like generalist, market based, product based, activity based or hybrid. He also discussed few points and gave a few tips on hiring appropriate sales force. There was good amount of time spent on how to train the sales force, motivate and reward the sales team, and their compensation to be a part of total budgeting for the company right from the stage of startup.

g) Sale Plan for Year 2019 – 20

Then the resource person discussed on setting SMART goals for the financial year 2019 – 20. He then discussed the OST – Objectives, Strategy and Tactics. He made participants to work on setting business and financial objectives for Year 2019 – 20 followed by Strategy to achieve it and tactics to deal with it. This would comprise the Business Plan for the organization for the year. This followed by Role plan comprising of Management (Operational and Strategic) Role and Ownership Role played by an individual in startup. Then he discussed Balance Scorecard Dashboard – consisting of Customer, Operations, Money and People. He varied each of these parameters and made the participants realise its direct impact on bottom line of the organization. He finally ended the workshop by discussion over all manufacturing and sales related scenario in business followed by PDCA cycle that needs to be followed judiciously. The two – day workshop, thus came to an end with each of the participants, having an appropriate plan to work on for catering to sales activity in their organization followed by projection of sale and thereby foreseeing growth of organization in the year 2019 – 2020.

Number of Participants: 11

List of Participants:

Attendance Sheet

Sl No	Name	Organization	25-5-2019	26-5-2019
1	B Renukprasad	Havenow Foodtech Private Limited	Yes	Yes
2	Jeethendra Kumar	STEK INNOVATIONS	Yes	Yes
3	Naziva Khanam Kokani	Skykrafts Aerospace Pvt Ltd	Yes	Yes
4	Amit Vernekar	Biosyl Technologies	Yes	Yes
5	Rajiv Hirur	Float Design Labs	Yes	Yes
6	Vineeth Shettar	Prajna Biosciences pvt ltd	Yes	Yes
7	Sujay Ladawa	Transil Technologies Pvt Ltd	Yes	Yes
8	Jay Ladawa	Transil Technologies Pvt Ltd	Yes	Yes
9	Chethan	Vegam	No 2hrs	Yes
10	Praveen Deshpande	Jellyconc	Yes	Yes first half
11	Sanjeev Kulkarni	Chromosis Technologies Pvt Ltd	No	No