





The Startup Code 2019:

The Fastest Ways to Grow Your Startup Into a Successful Thriving Business

**An Exclusive Half-Day Marketing Conference at the
Massachusetts Institute of Technology**

January 24, 2019

AGENDA

1pm - How To Create Brilliant Products (& Services) That Sell

Kenny Goodman (Find The Edge)

2pm - 5 Ways To Test & Optimize Your Business Model With Google Ads

Andrew Percey (Prometheus PPC)

3pm - Why You Need To Be More Visible On LinkedIn (And How It's Done)

Mark Williams (ETN LinkedIn Training)

4pm - Become An Inbound Sales Ninja: The Ultimate Guide To Success With Hubspot

Nick Salvatoriello (Impact)

5pm - Meet The Presenters





A young boy and girl are running a lemonade stand outdoors. The boy, wearing a plaid shirt and a backward cap, holds a small chalkboard with the number '100' written on it. The girl, in a striped shirt, stands next to him. They have several glasses of lemonade with lemons and mint on the table, along with a large pitcher. Yellow and white polka-dot bunting hangs above them.

How To Create Brilliant Products (& Services) That Sell

Why most of startups fail





**Why only a tiny percentage of startups
go on to take most of the pie**



**I'm going to detail for you exactly how
they're doing it so your startup thrives**

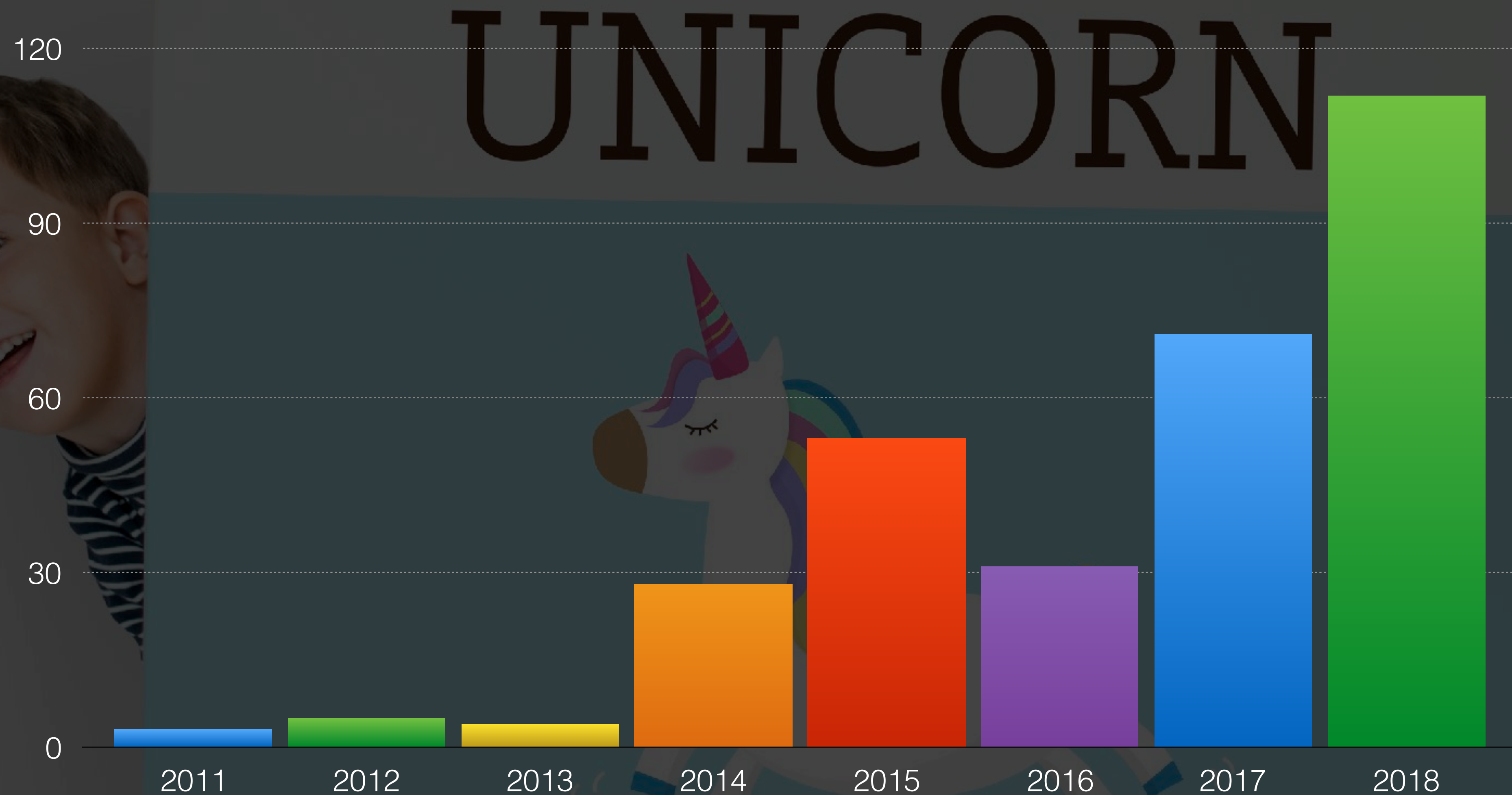
My Goal Is To Help 2 Types of People

1. Early Stage: Creating a new product/business
2. Late Stage: Looking to develop existing products/services to scale business

UNICORN



Of New Unicorn Companies



The background of the slide is a composite image. At the top, two young girls are peeking over a white horizontal bar. Below this, a boy is peeking from the left side. In the center, the word 'UNICORN' is written in large, dark, serif capital letters. At the bottom, there is a cartoon illustration of a white unicorn with a rainbow-colored mane and tail, and a small horn.

90% of startups fail (Forbes)

75% of venture backed startups fail (Harvard Business School)

Less than 1.5% of those that succeed hit 100+ employees ([sba.gov](https://www.sba.gov/advocacy/firm-size-data))

Sources:

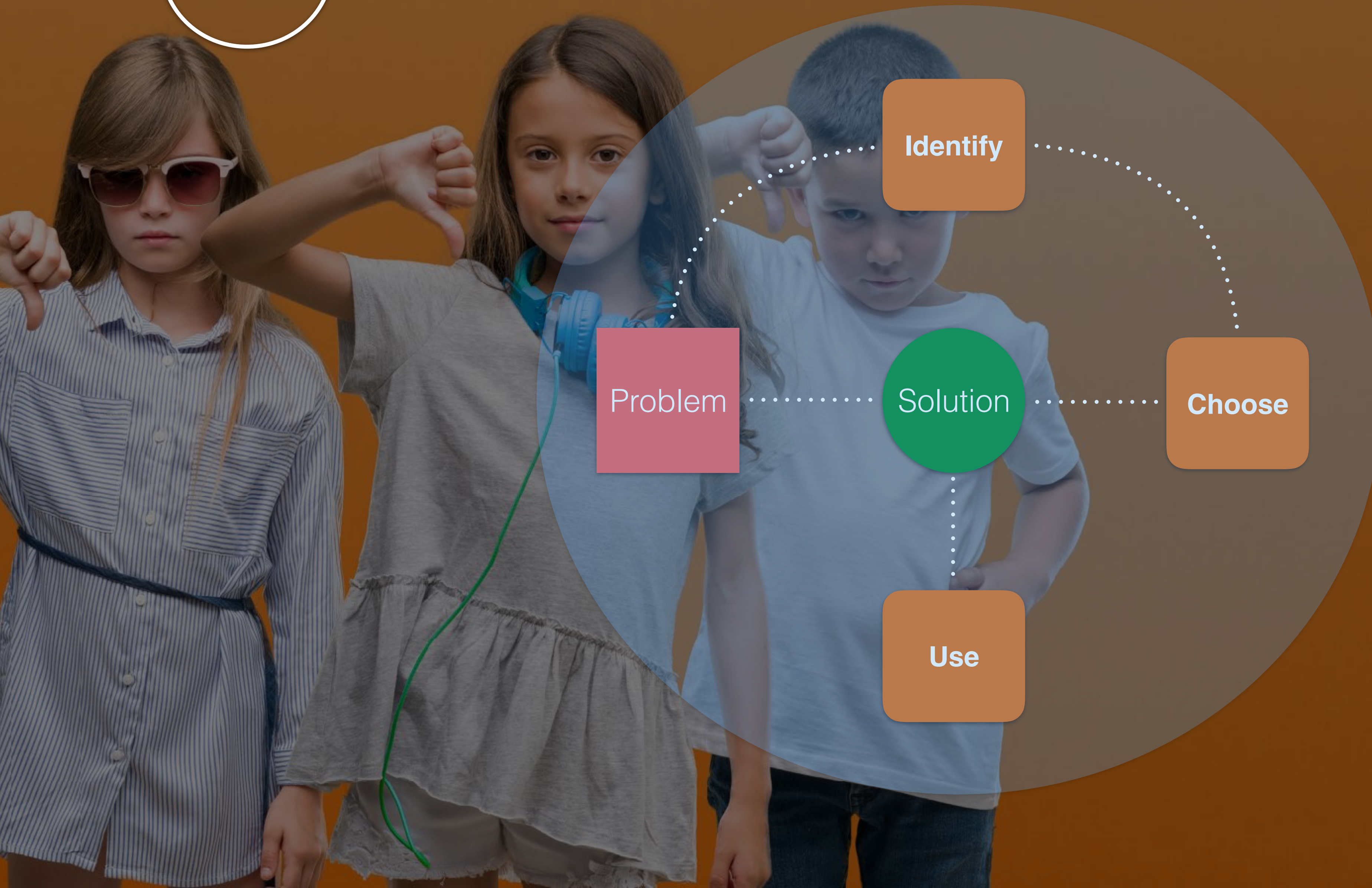
<https://www.forbes.com/sites/neilpatel/2015/01/16/90-of-startups-will-fail-heres-what-you-need-to-know-about-the-10/#24db6be16679>

<https://www.entrepreneur.com/article/288769>

<https://www.sba.gov/advocacy/firm-size-data>

#1

THE 2 ISSUES?



#2

THE 2 ISSUES?

They didn't create a product/service that made it to a market that needed it

#2

THE 2 ISSUES?

42% of startups fail due to “No Market Need” (CB Insights)

#2

THE 2 ISSUES?

Other big reasons
included:

Running out of money

Getting out competed

Poor marketing

Disharmony among team

Loss of focus

User unfriendly product

A photograph of three children standing in a row against a solid brown background. From left to right: a girl with long brown hair wearing white-rimmed sunglasses and a blue and white striped button-down shirt; a girl with long brown hair wearing a grey t-shirt and a grey skirt, with a blue headband and a green string around her neck; and a boy with short brown hair wearing a grey t-shirt and blue jeans. All three children have their right fists raised in a 'strongman' pose, looking directly at the camera with serious expressions.

#2

THE 2 ISSUES?

Could have been avoided if they had listened to their customers correctly to establish **VALUE** & created an experience for them that helped them make progress every step of the way



ONCE YOU DO...

A vibrant collage featuring a group of diverse young children smiling and looking up. They are surrounded by various space-themed illustrations, including a large rocket ship with a rainbow flame, a planet with a spiral pattern, a satellite, and several stars. The background is a dark blue with a fine, grid-like texture. The text "INCREDIBLE THINGS WILL HAPPEN" is centered in a bold, white, sans-serif font.

INCREDIBLE THINGS WILL HAPPEN

A collage of various children and space-themed illustrations on a dark blue background. The children are of diverse ethnicities and are smiling. The illustrations include a large rocket ship, a planet with a spiral, a satellite, a ringed planet, and various stars and dots. The text is centered in the middle of the image.

**BECAUSE YOU WILL UNDERSTAND
WHAT IS CAUSING DEMAND**

A collage of children and space-themed illustrations on a dark blue background. The children are of various ethnicities and are smiling. The illustrations include a large rocket ship with a child inside, a planet with a spiral, a satellite, a spiral, a planet with a ring, and a planet with a spiral. There are also stars and colorful dots scattered throughout.

• **ALLOWING YOU TO...** •

A child in a green shirt and a child in a yellow shirt are playing on a blue carpet with colorful circular patterns. The child in the green shirt is on the left, and the child in the yellow shirt is on the right. The text is overlaid on the image in a large, white, sans-serif font.

**Design/create products faster because you
will focus only on features your customers
truly want/need**

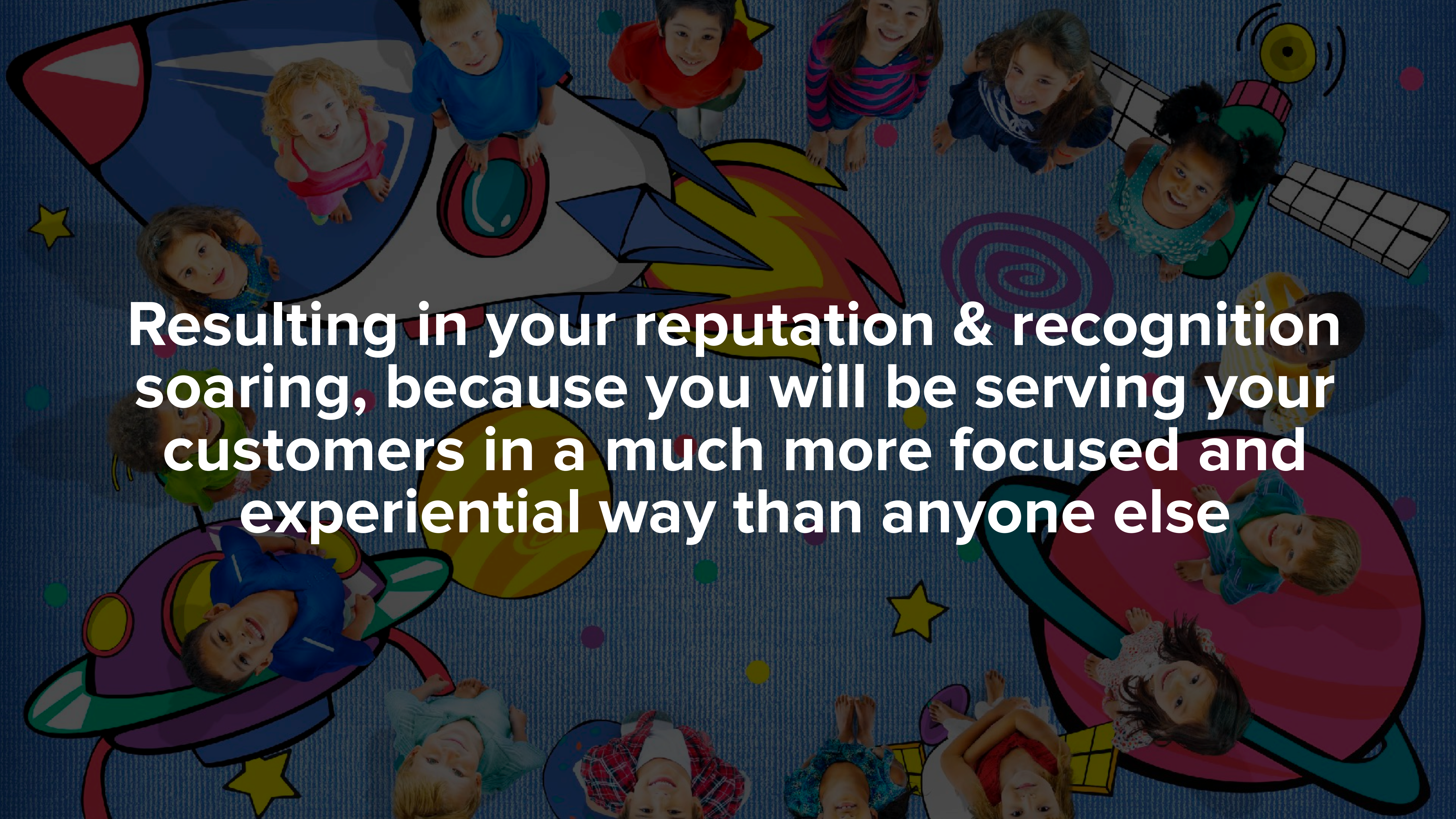


A collage of children and space-themed illustrations. The background is a dark blue textured surface. Overlaid on this are various colorful illustrations of children, some of whom are sitting on or around stylized rockets, planets, and other space-related objects. The children are of diverse ethnicities and are smiling. The text is centered in a white, bold, sans-serif font.

**You will expand from product or problem-
solution/product focused to a “before, during
and after service”**

A collage of children and space-themed illustrations on a dark blue background. The children are of various ethnicities and are smiling. The illustrations include a large rocket ship with a child inside, a planet with a spiral, a satellite, a spiral, a planet with a ring, and a planet with a spiral. The text "Creating a total experience" is centered in white.

Creating a total experience



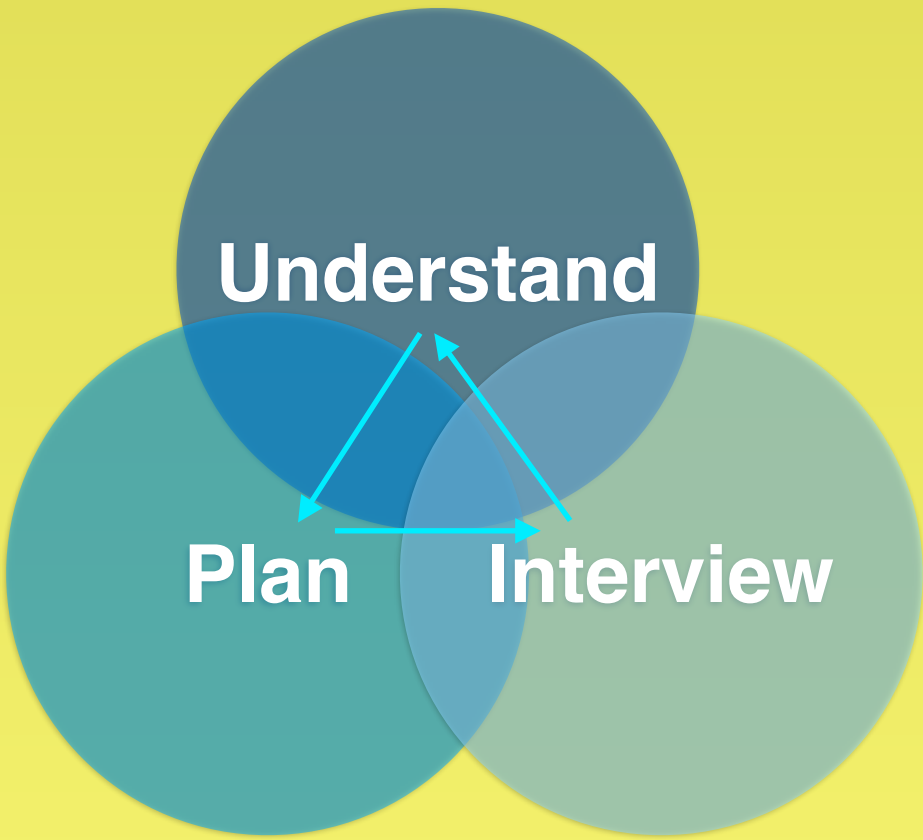
**Resulting in your reputation & recognition
soaring, because you will be serving your
customers in a much more focused and
experiential way than anyone else**

A top-down view of a blue carpeted floor where several young children are playing. The floor is decorated with large, colorful space-themed cutouts: a blue and white rocket ship with a red nose cone, a yellow and orange planet with a spiral pattern, a purple and pink planet with a blue ring, and a yellow and orange planet with a spiral pattern. There are also yellow stars and a purple spiral cutout. The children are scattered around these cutouts, some sitting on them, some standing nearby. The text "BY FOLLOWING 3 POWERFUL “DEMAND” PHASES" is overlaid in white, bold, sans-serif font across the center of the image.

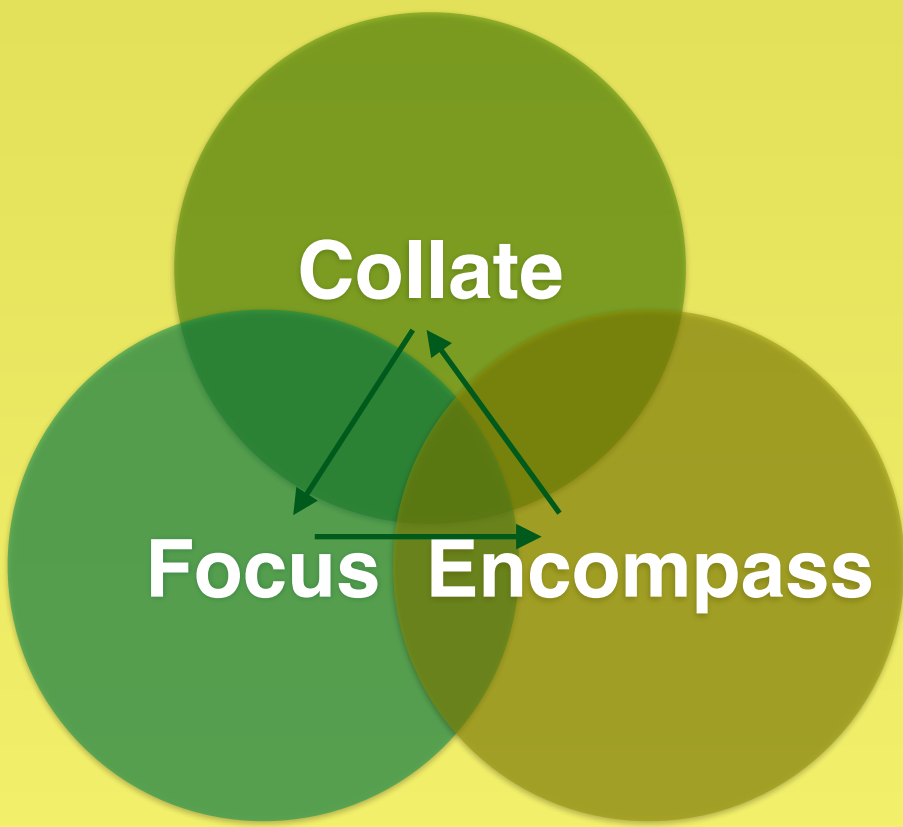
**BY FOLLOWING 3 POWERFUL “DEMAND”
PHASES**

THE 3 DEMAND PHASES

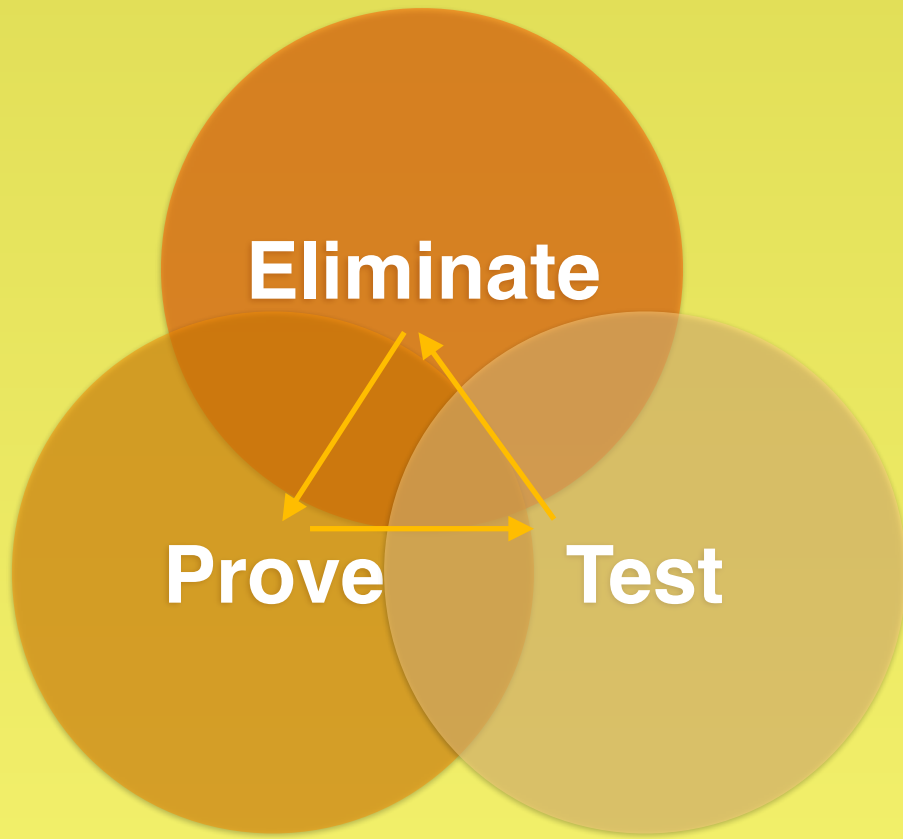
Phase#1 Map **JOURNEY**



Phase#2 Identify **JOBS**

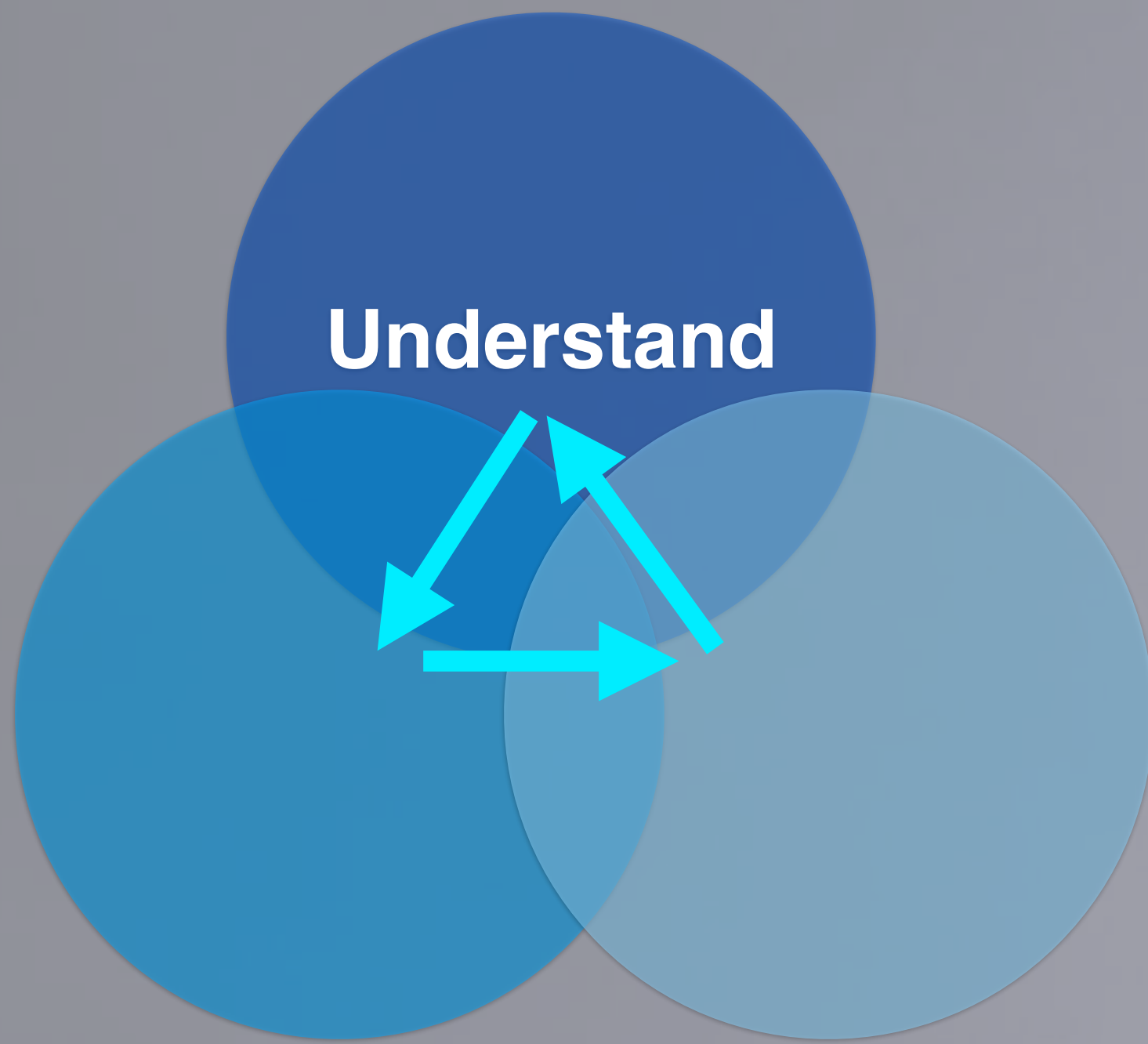


Phase#3 Create **VALUE**



#1 Map Journey



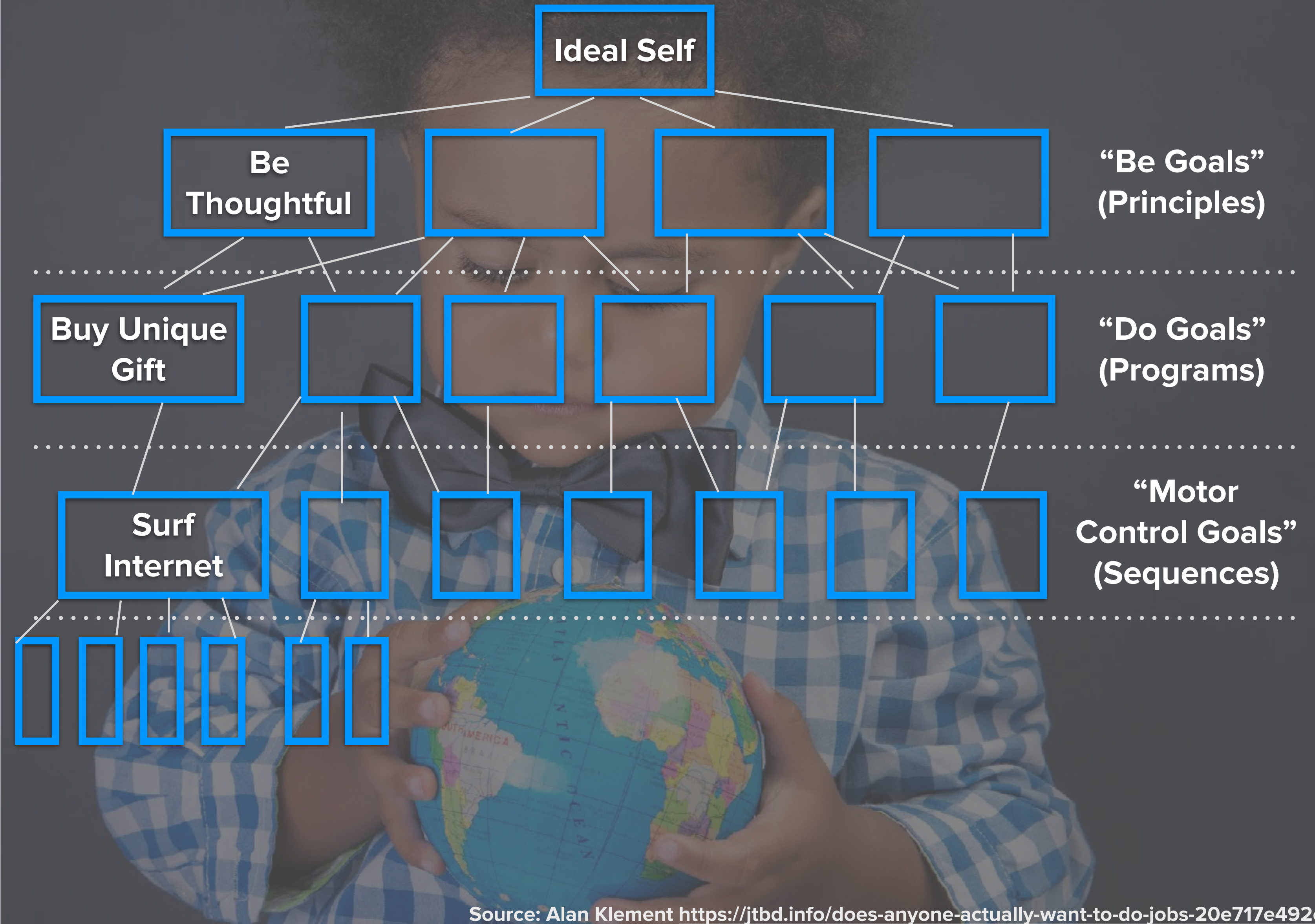
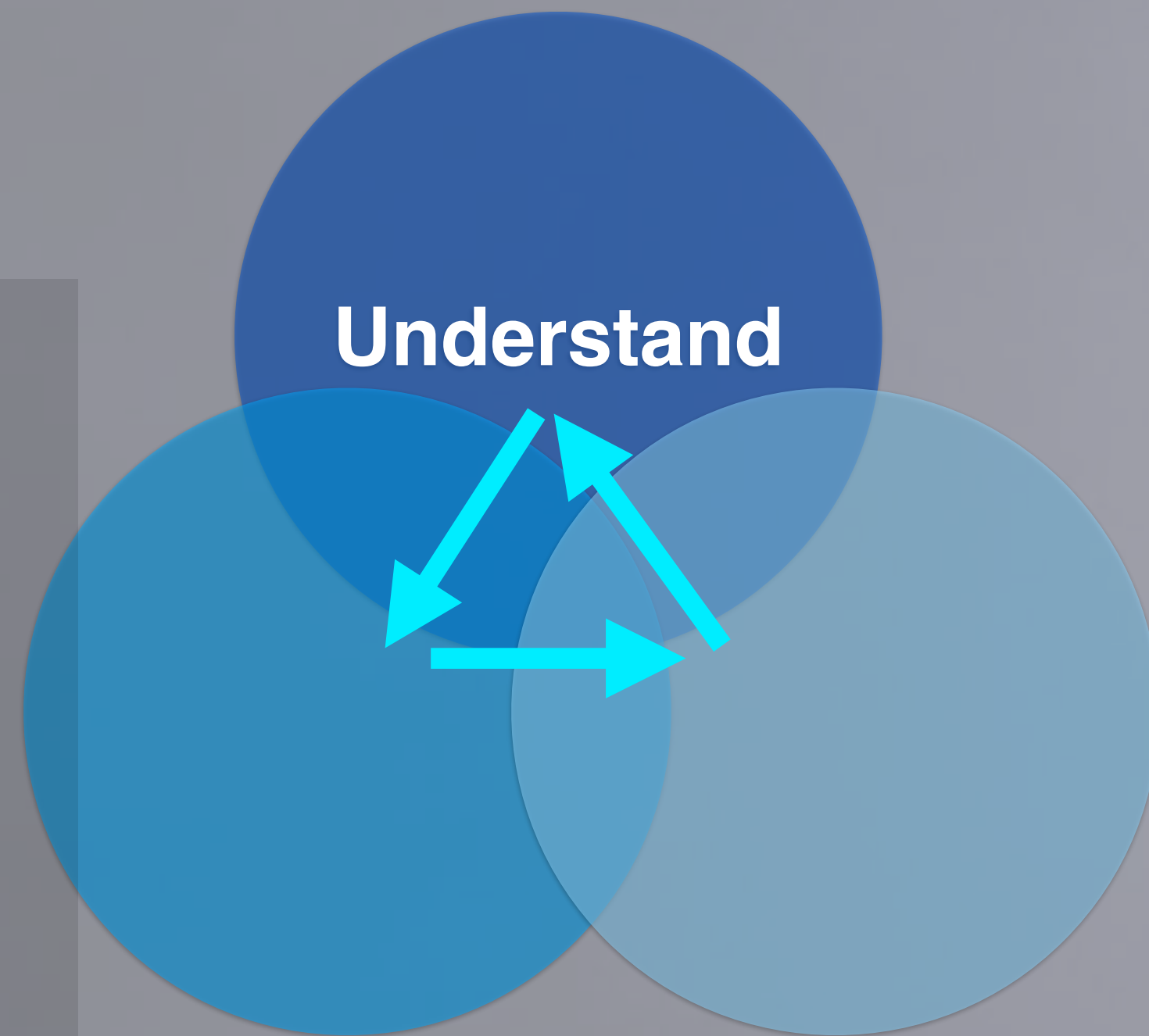


**“Assumptions are
the termites of
relationships.”**

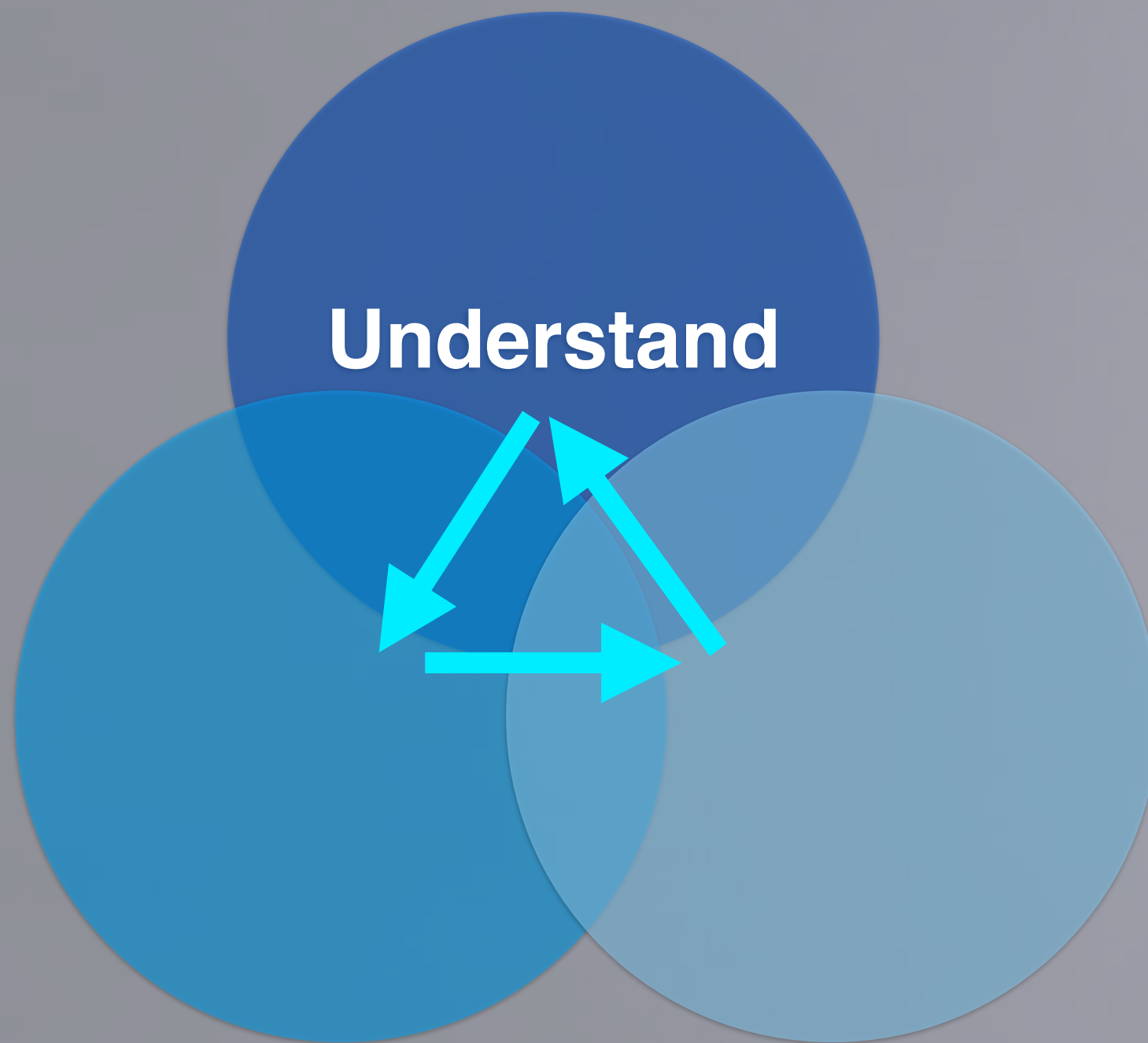
– Henry Winkler



Customers Are Driven By “Be Goals”



Customers Hire Products Because They Have **Jobs To Be Done**



Job = Progress a consumer is looking to make in a specific situation

to be = Desired progress yet to be in existence

done = when a product/service is hired and progress is made

The product does the work, while the consumer enjoys the benefits

Customers Hire Products Because They Have Jobs To Be Done

Understand



JTBD
→



Today: I don't fit in, I'm embarrassed,
& unattractive,

Tomorrow: I want to fit in, impress, be
recognised & attractive

Solution I can hire is a “clean car” achieved with:



Soapy Bucket &
Sponge



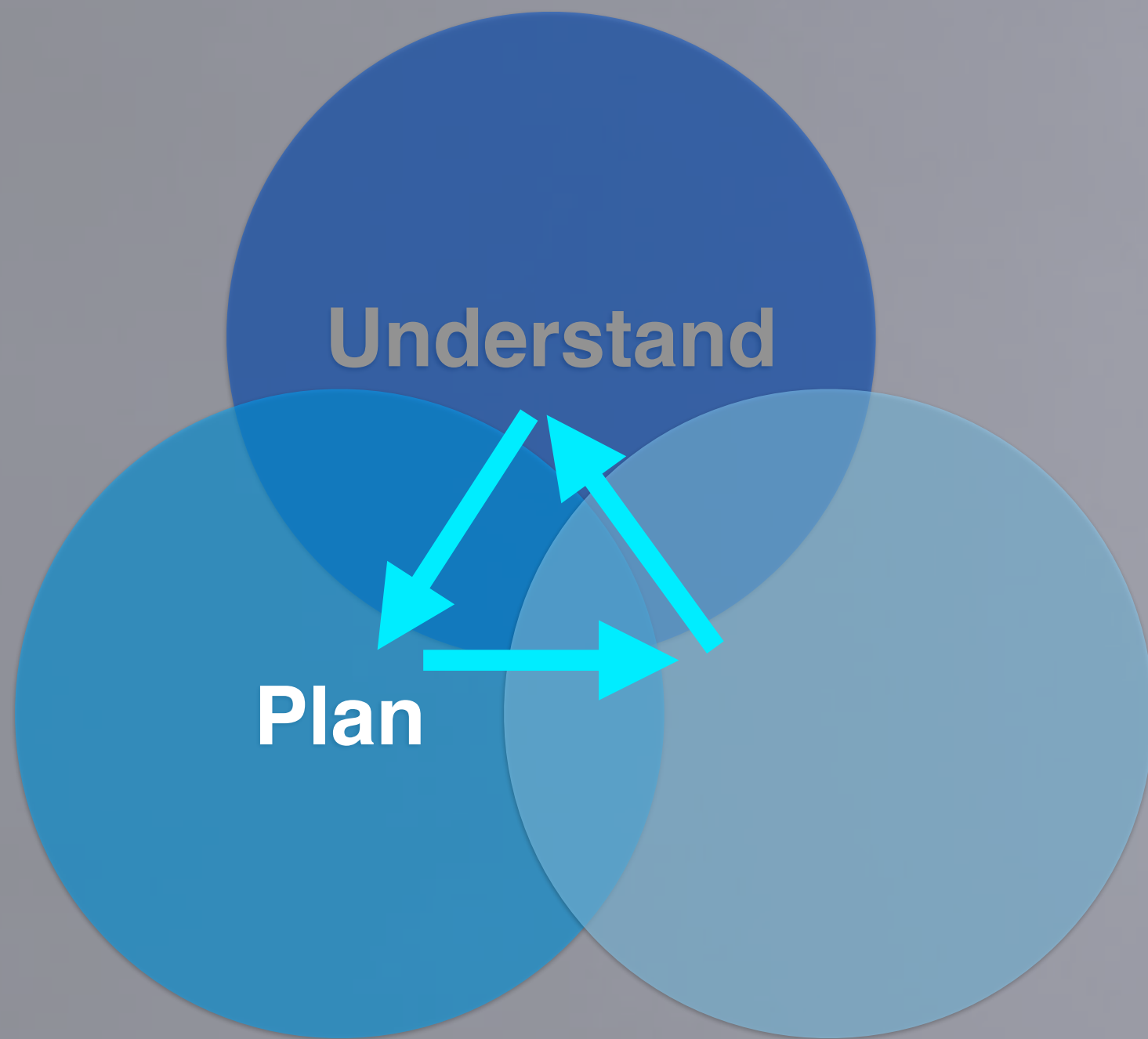
Neighbour's Sulky
Teenager



Automated
Carwash

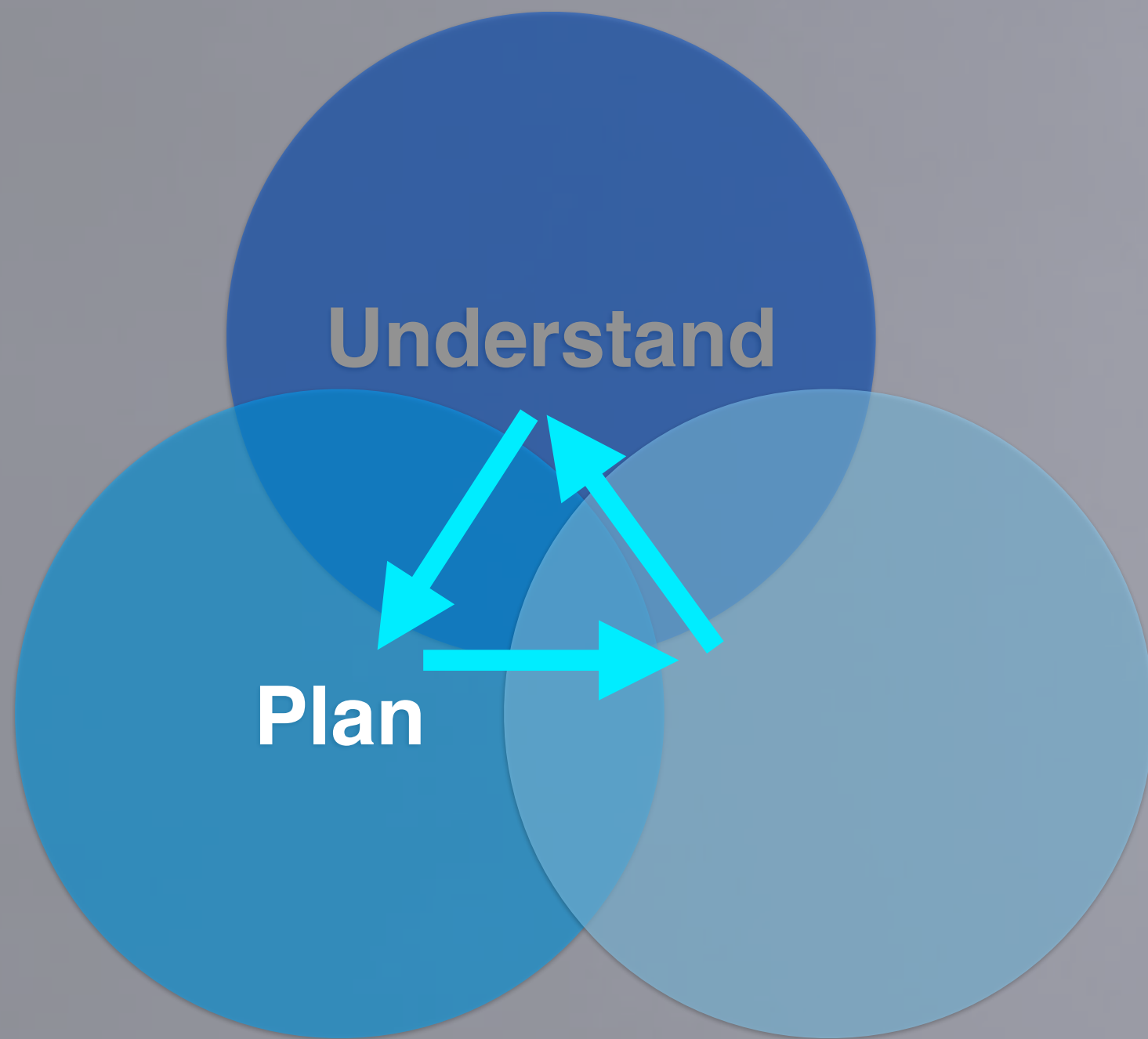


Professional
Wash



You need to understand your customers “Be Goals” and their “Jobs to be Done” and to do this you need to plan a conversation with them





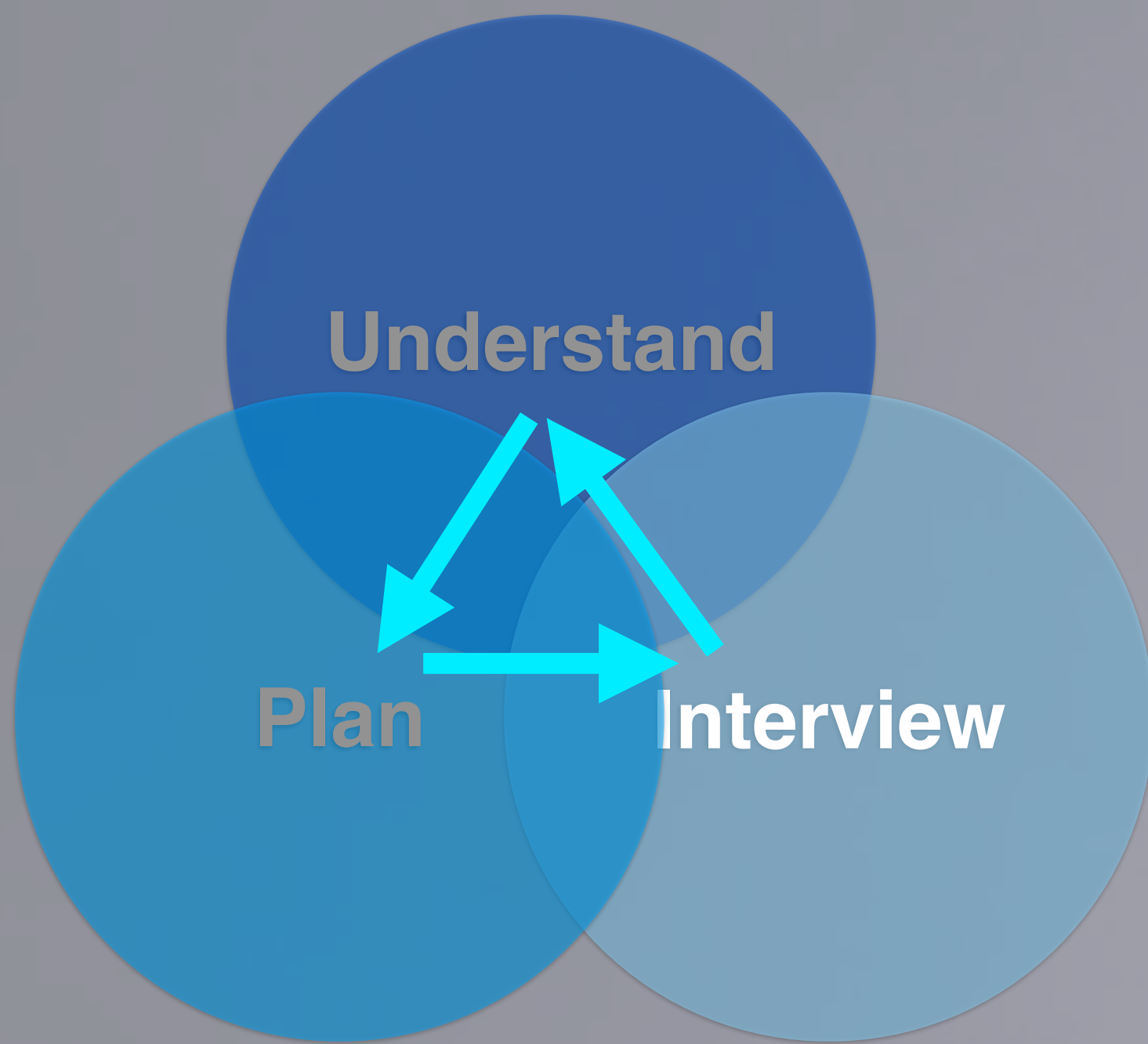
Plan who to speak with:

Find people you think will be like your consumers

10+ interviews with diverse group, income, age, gender, geography etc

Preferably people who have made a recent switch (last 1-2 months)

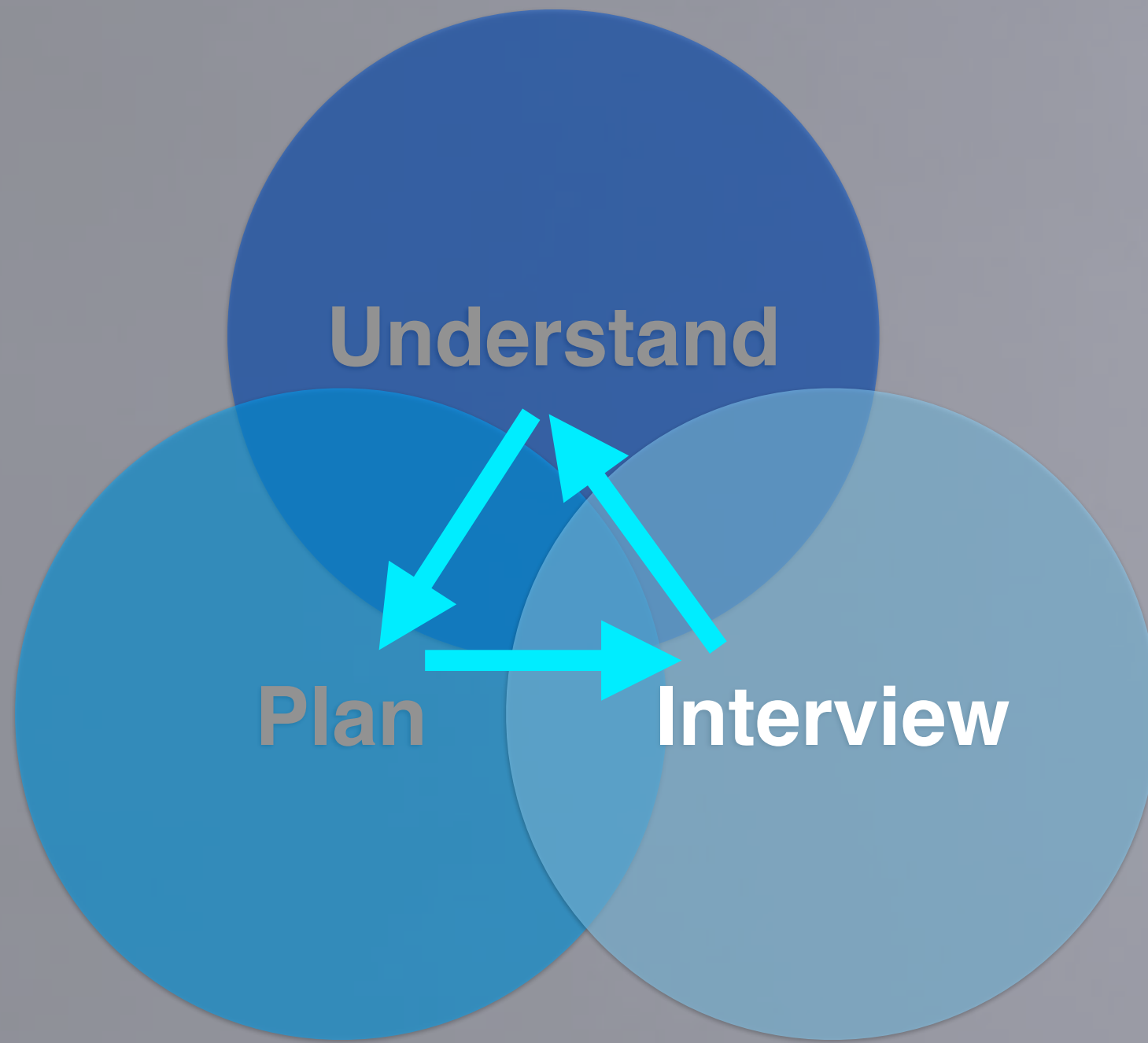
Plan to speak with each one for about 1hr if possible



**“There are no facts
inside the building:
you have to talk to
your customer to
move forward.”**

-Steve Blank





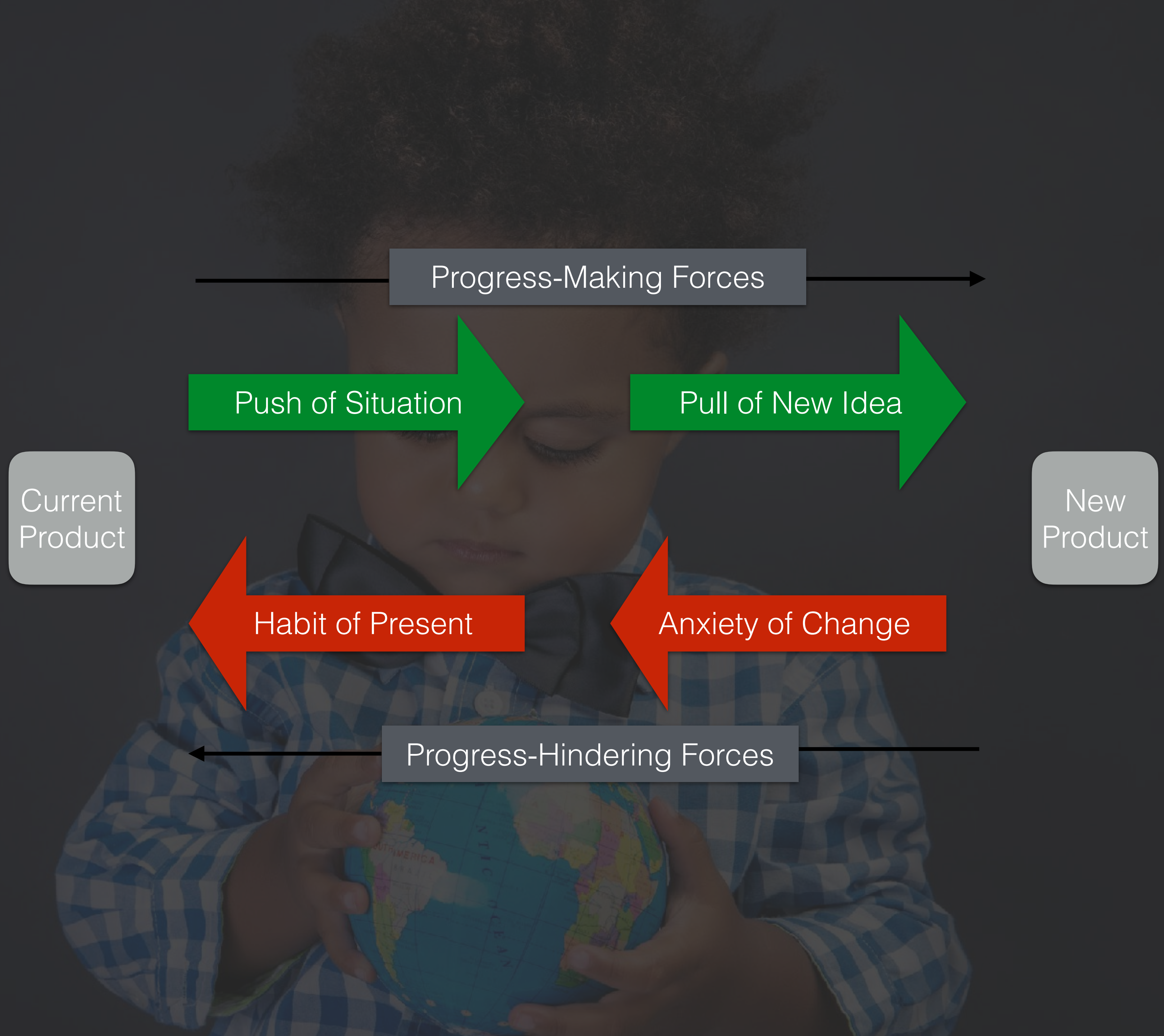
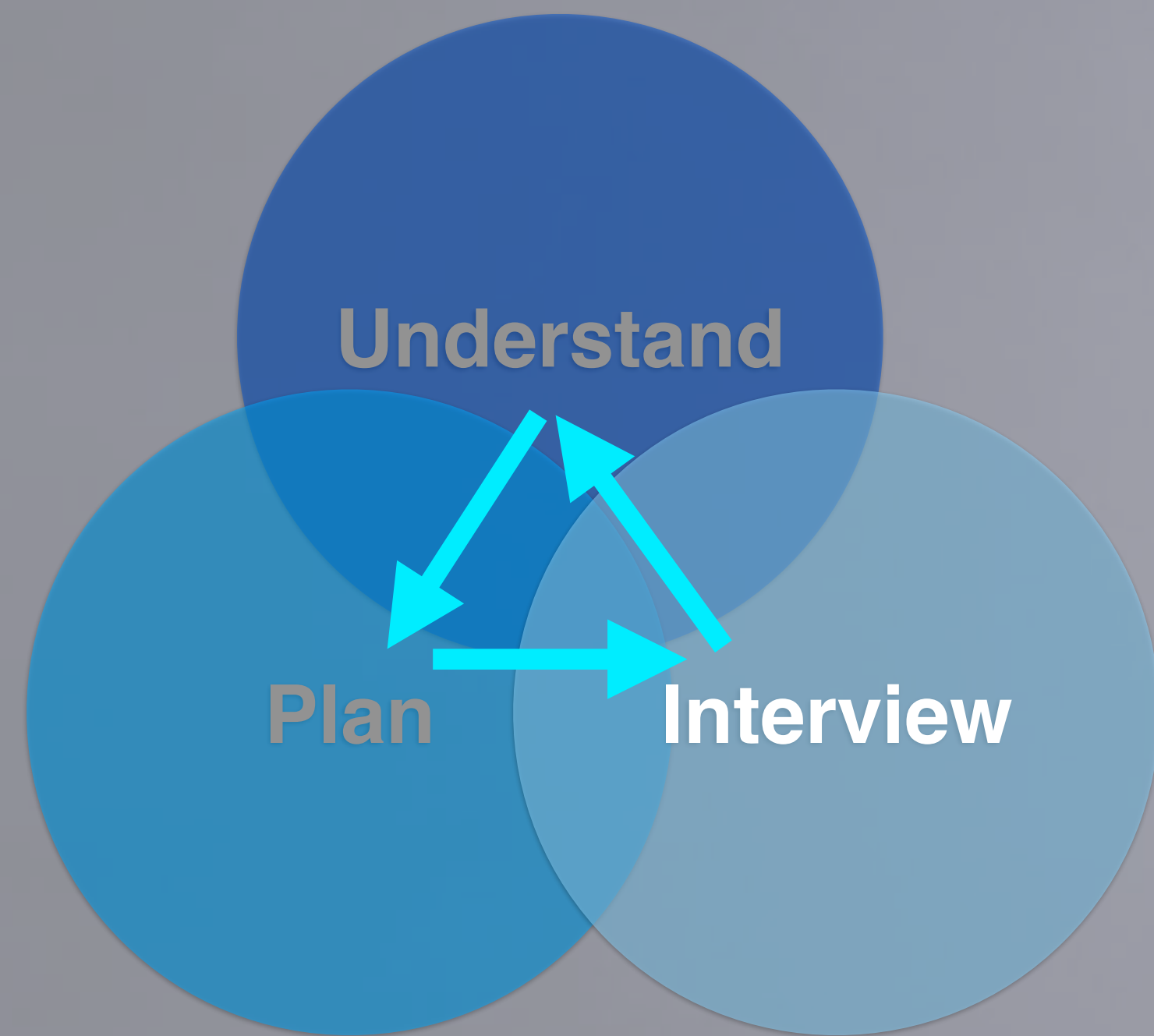
Why interview?

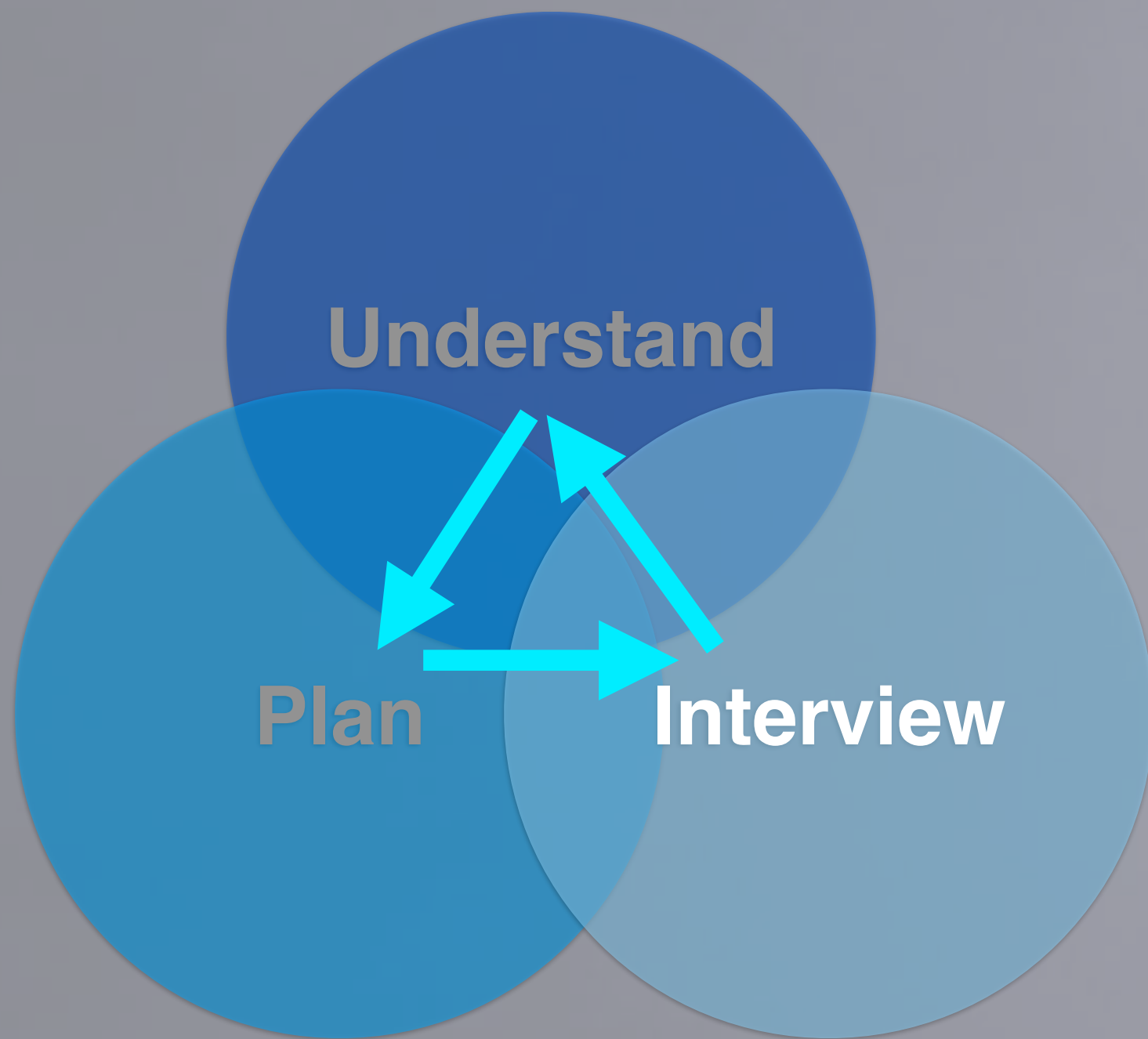
Gets beyond the generic services you “think” people want and gets to the real specifics. The fine margins that make all the difference

People find it easy to lie on online-surveys

People open up and find the truth with the right empathy levels and questioning

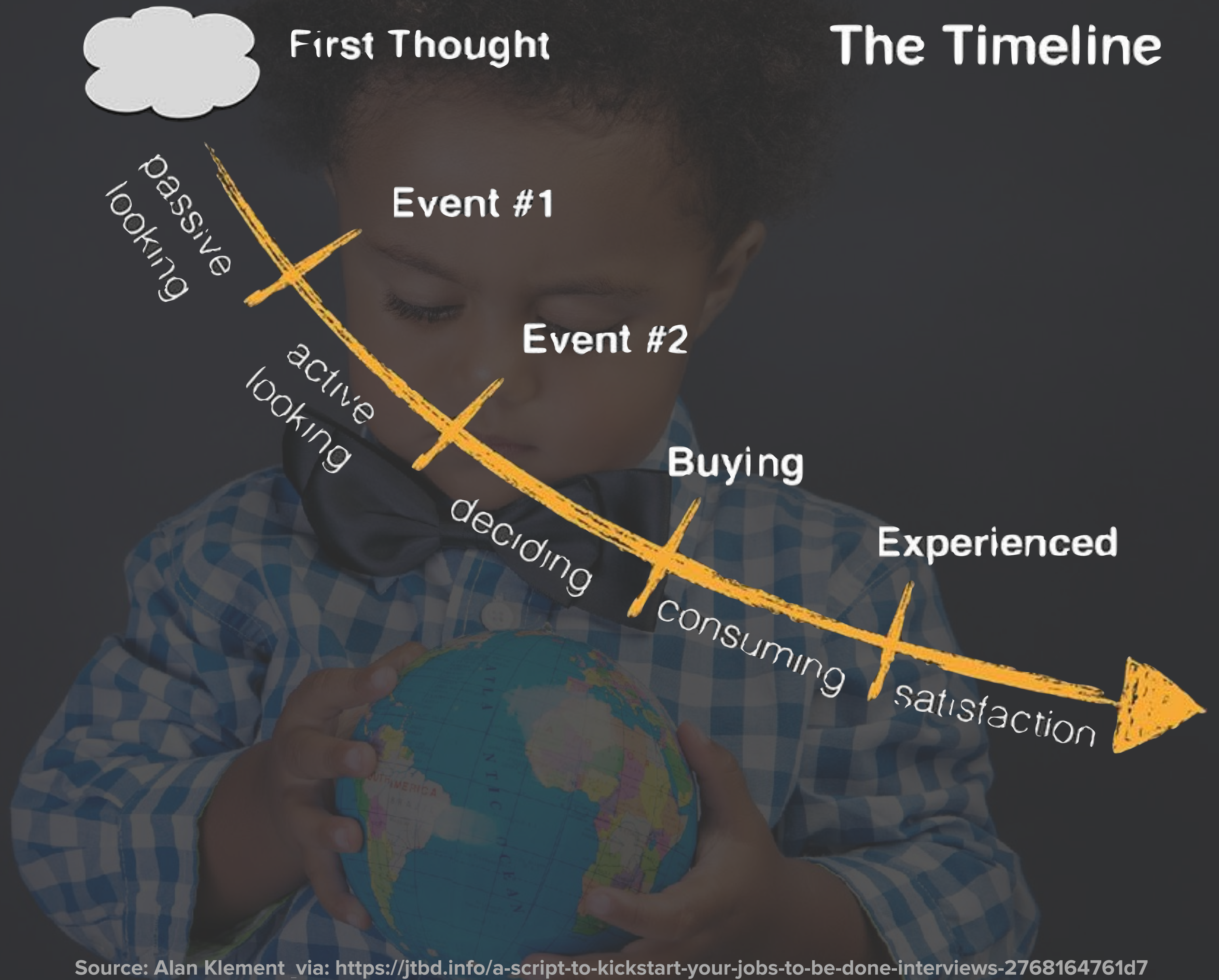
You are able to uncover what makes people switch products (to yours or away from yours)

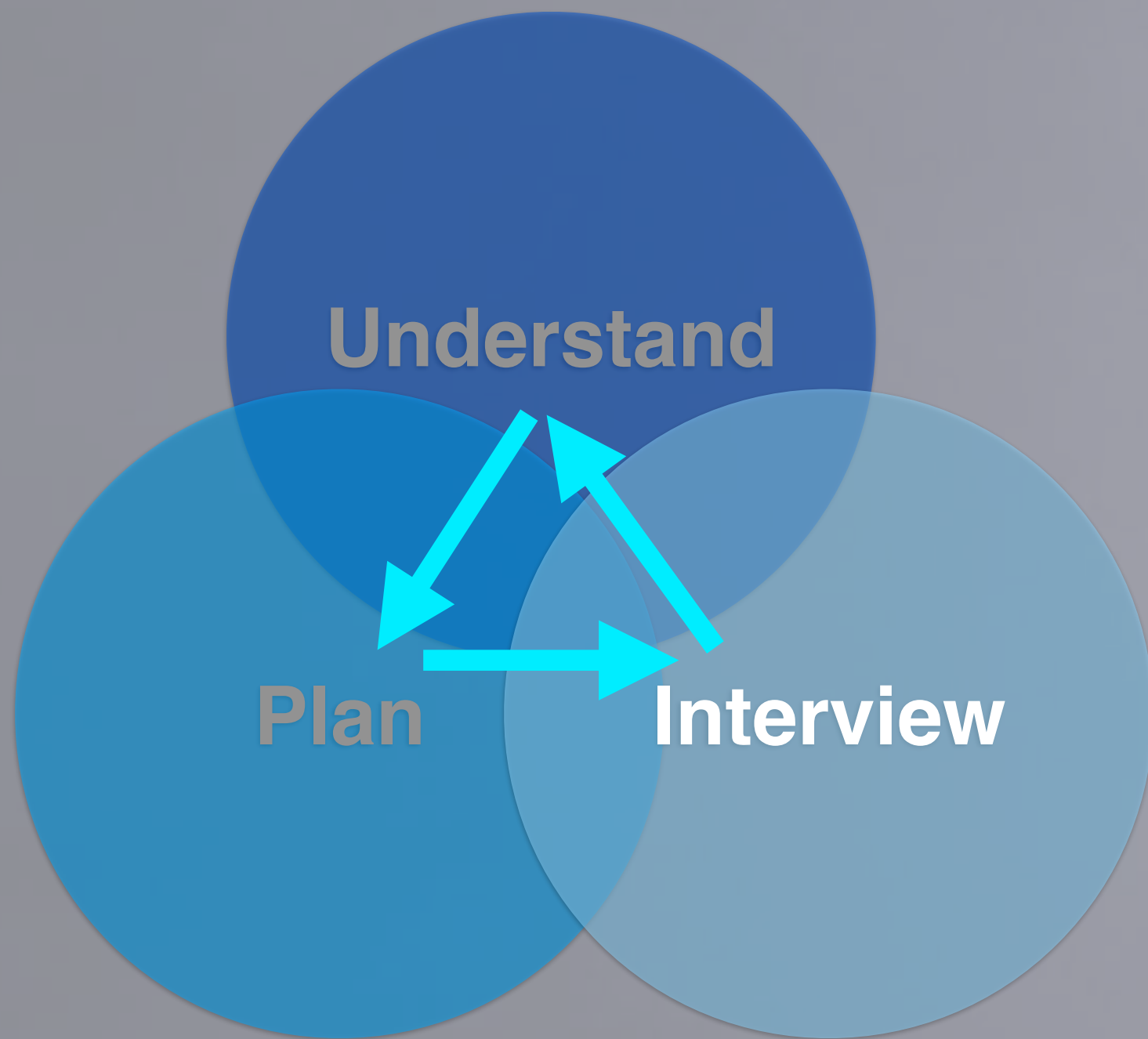




Build Timeline

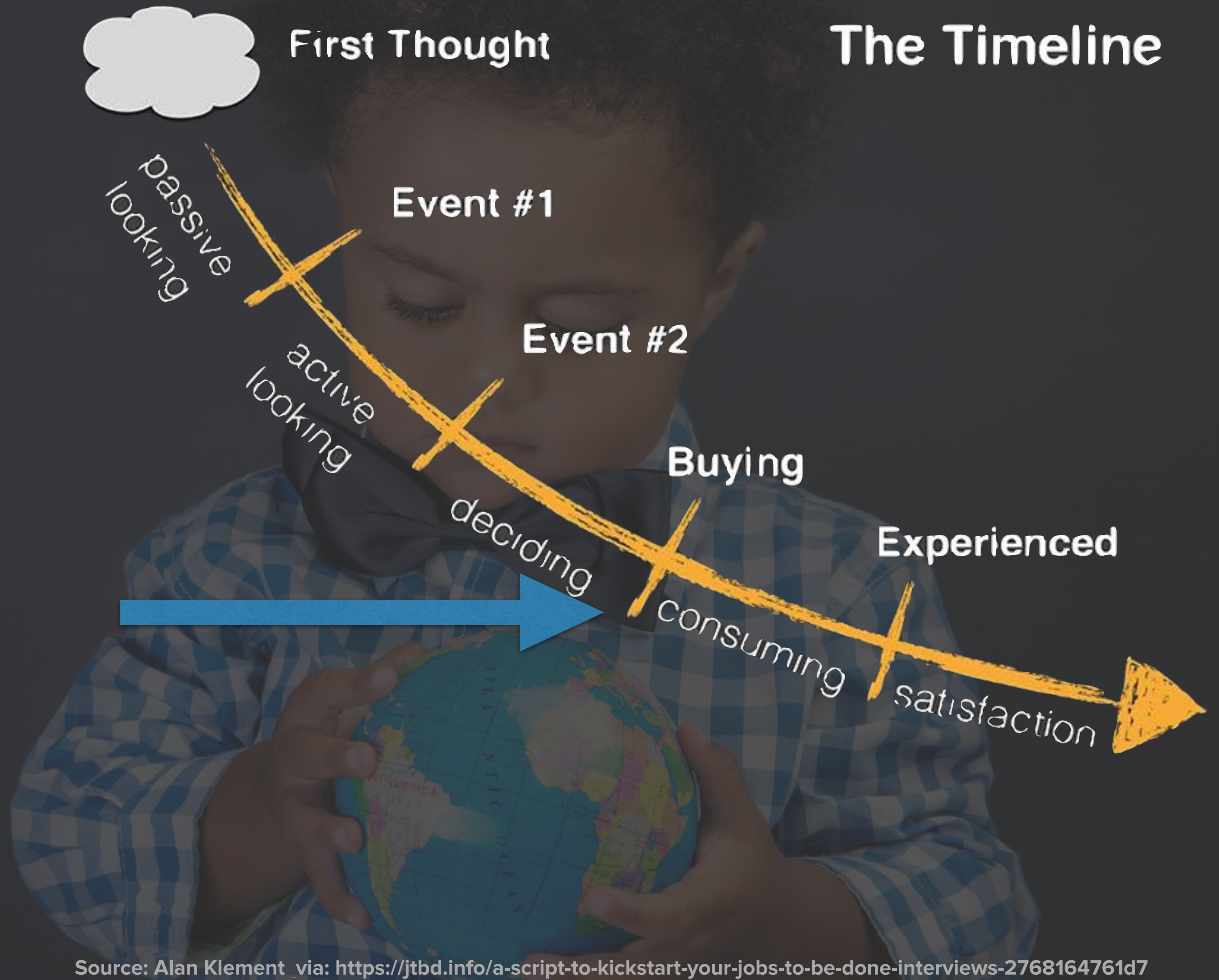
The Timeline

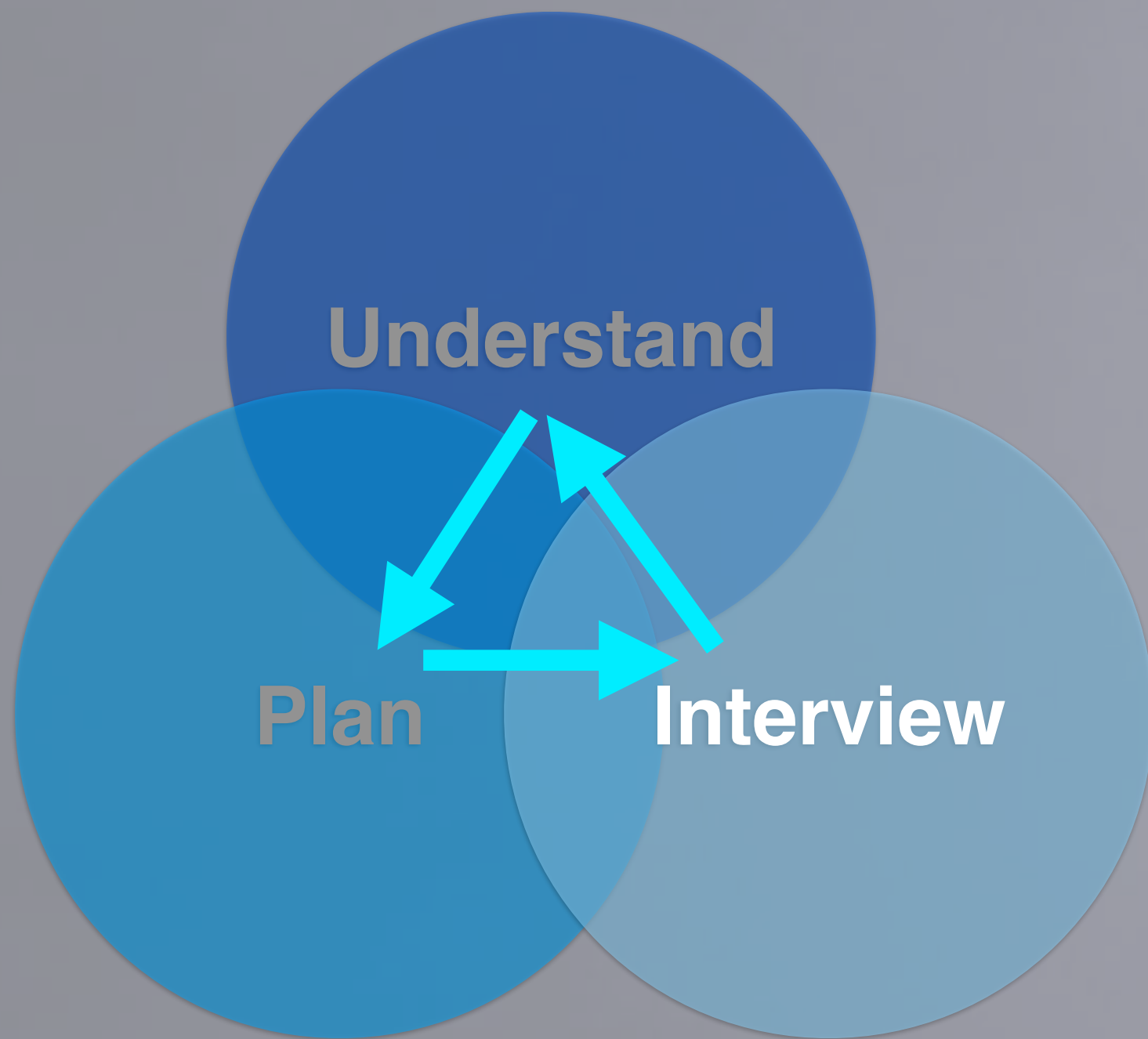




Build Timeline

The Timeline





Point of purchase:

“Where were you?”

“When was it?”

“Who were you with?”

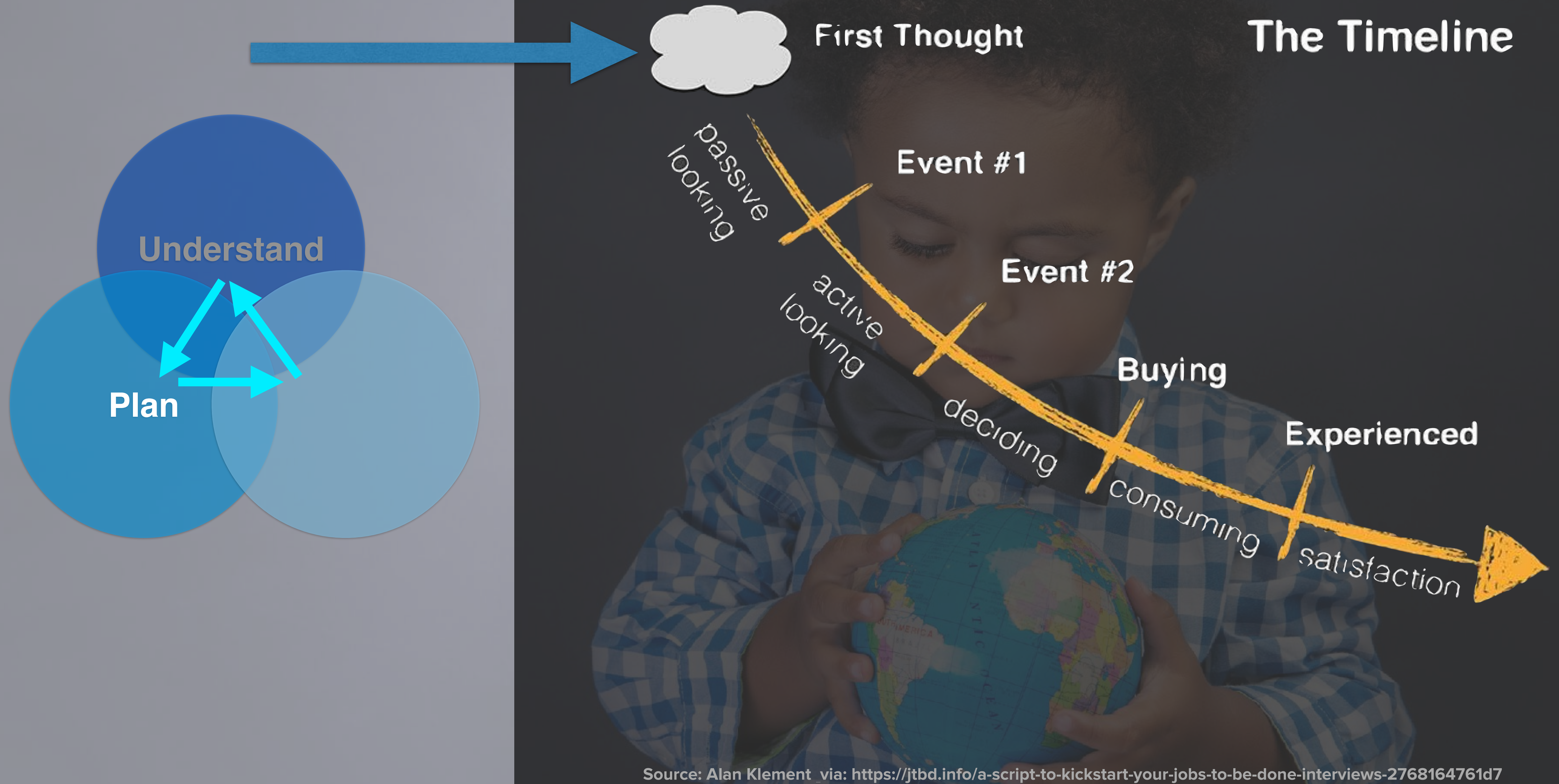
“Was it in the morning, afternoon, evening?”

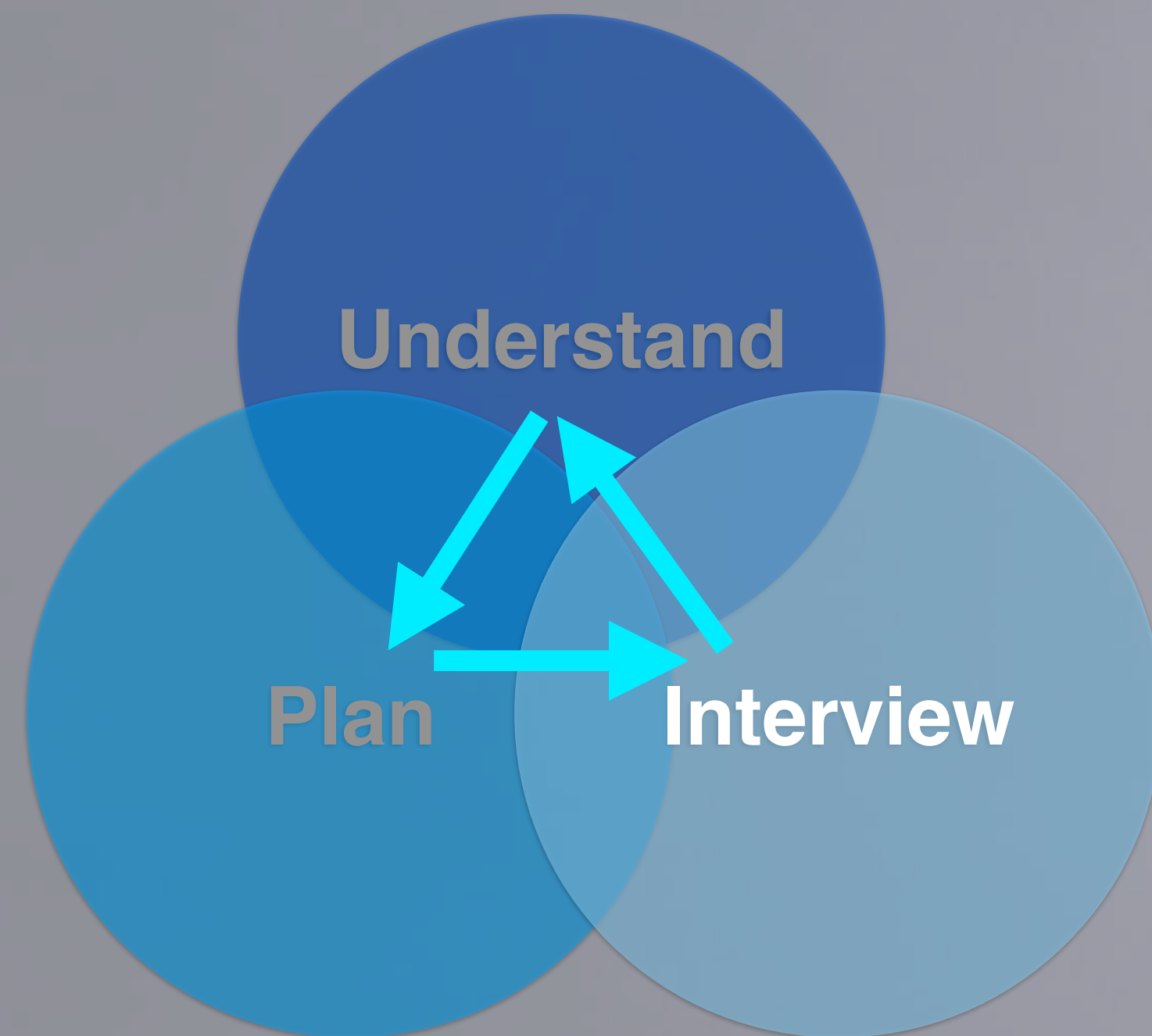
“What was the weather like?”

“What else did you buy at the same time?”

Build Timeline

The Timeline





Find first thought:

“When did you first realise you needed something to [solve your issue?]”

“Where were you?”

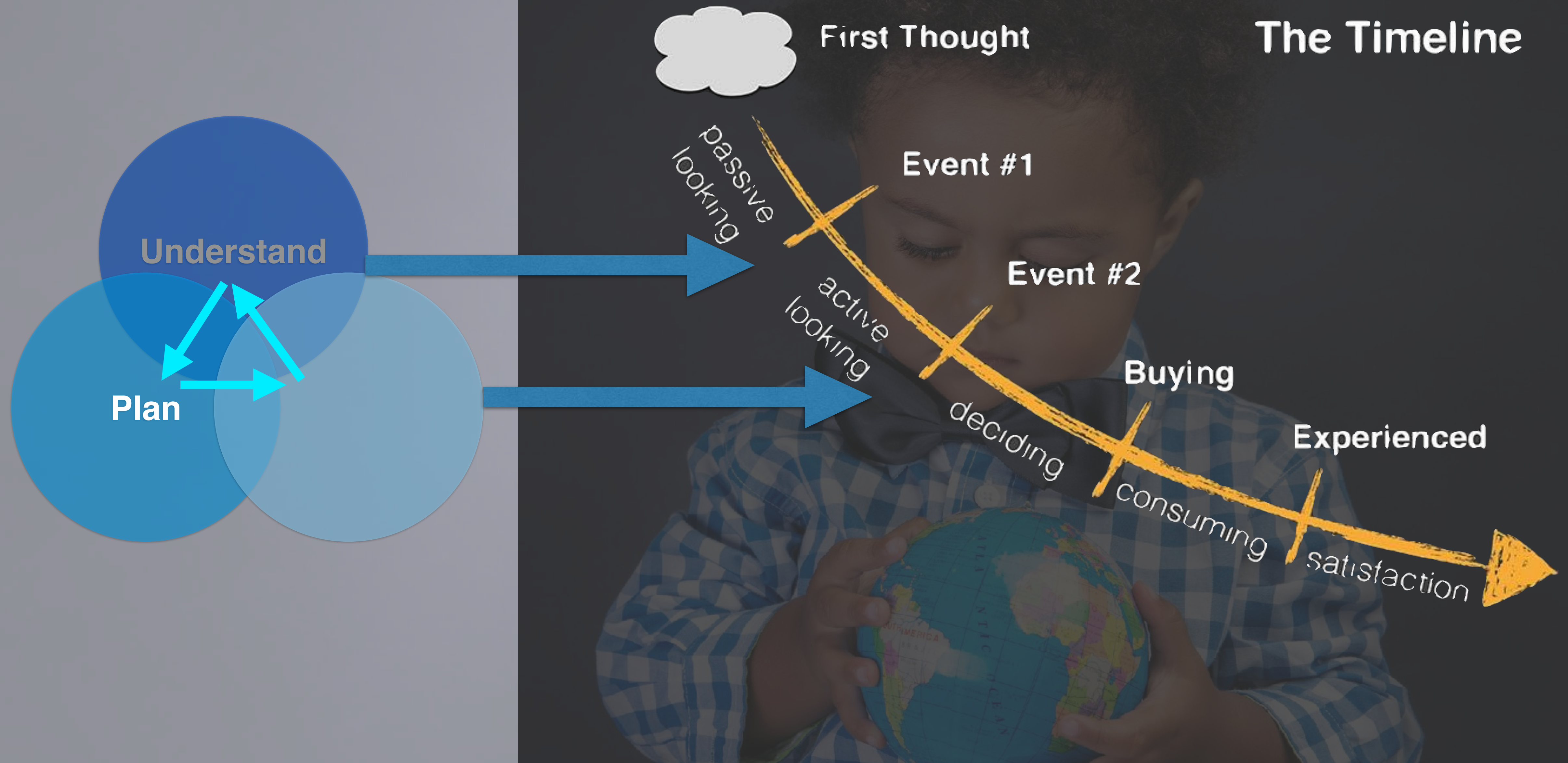
“Who were you with?”

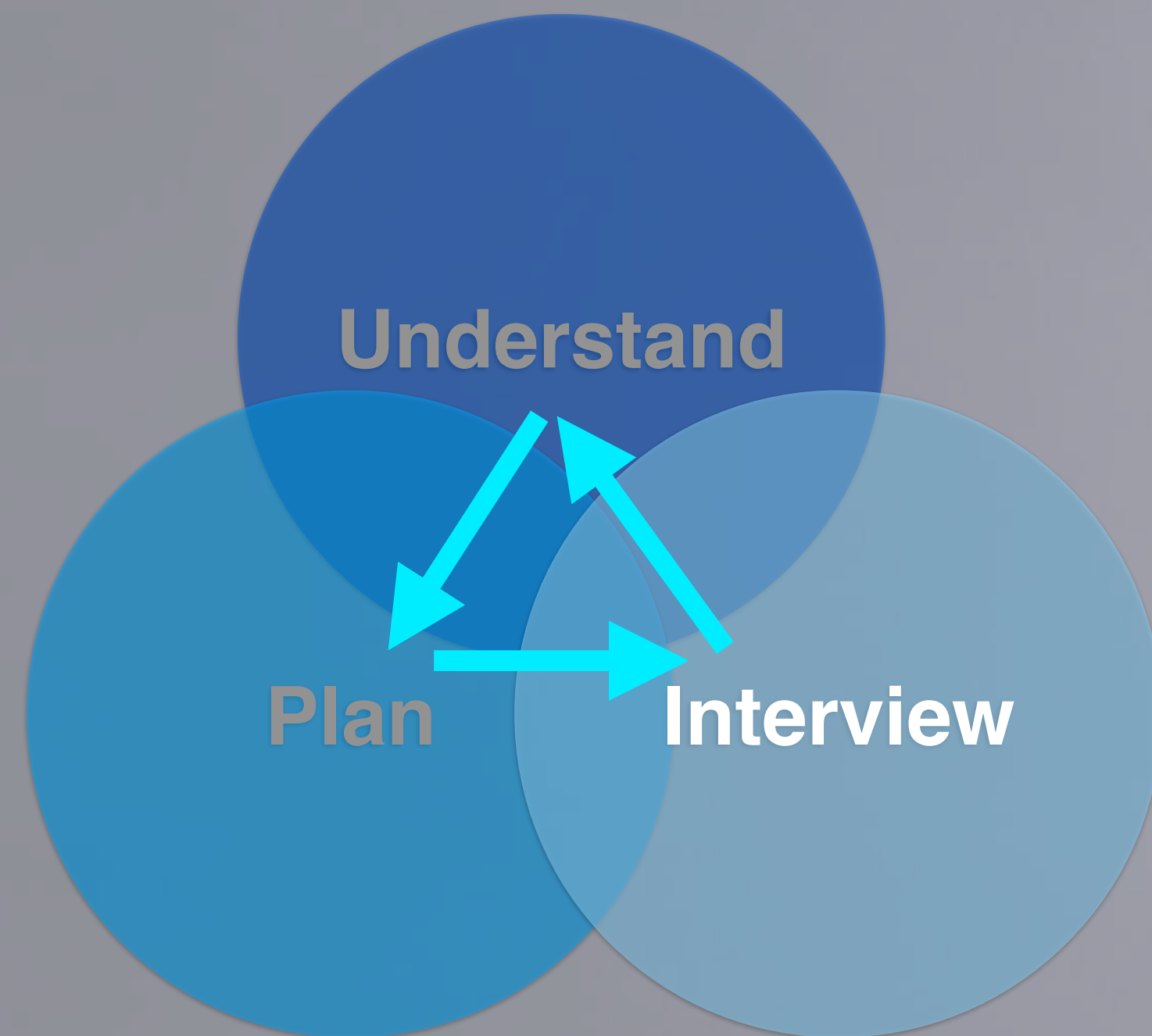
“Tell me more about how you felt...”



Build Timeline

The Timeline





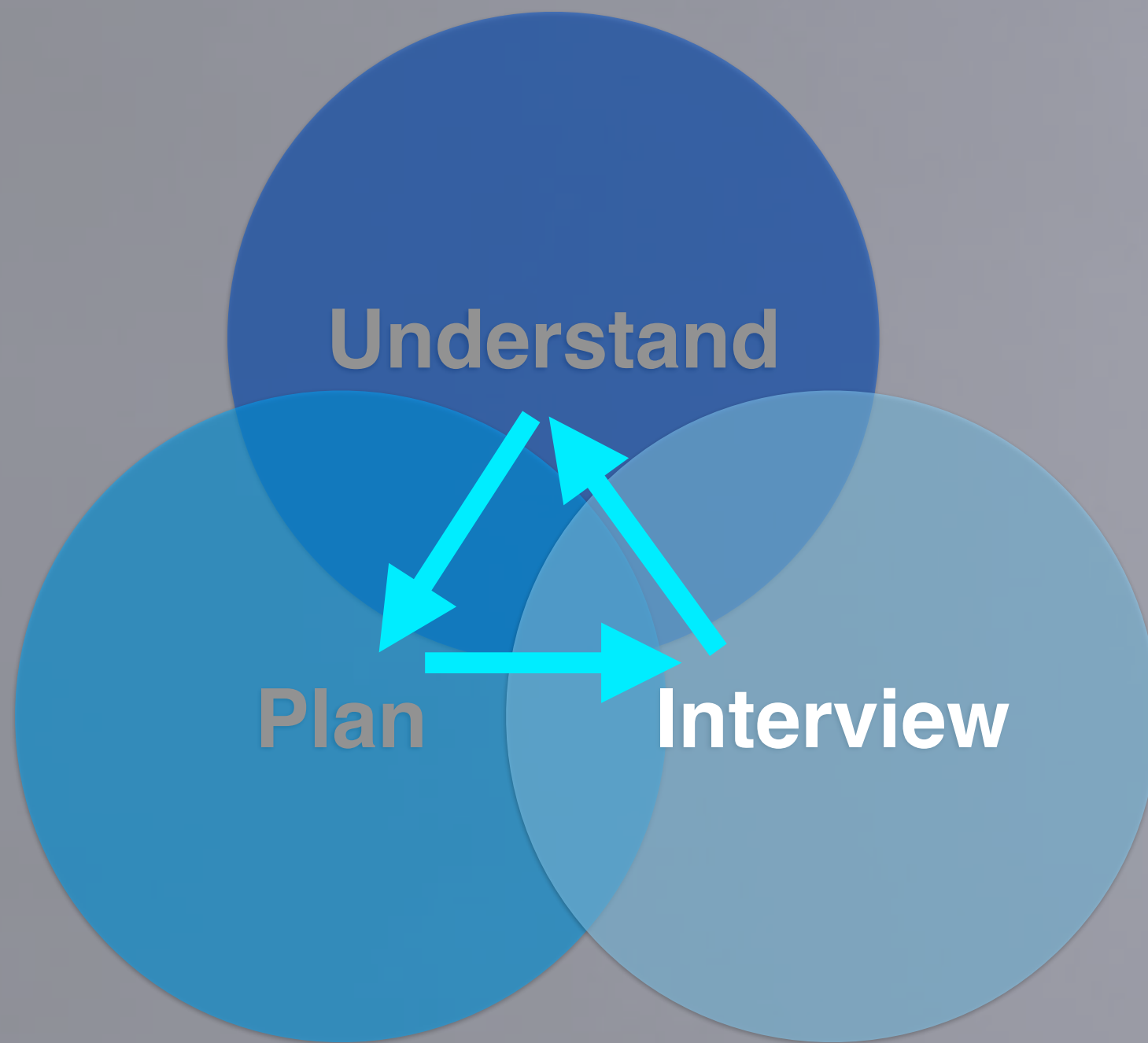
Key events (struggling moments) leading to a switch event:

“What else happened that made you realise you needed a new product”

“Where were you?”

“Who were you with?”

“Tell me more about how you felt...”



Consideration factors:

“What did you have to give up in order to move to this product?”

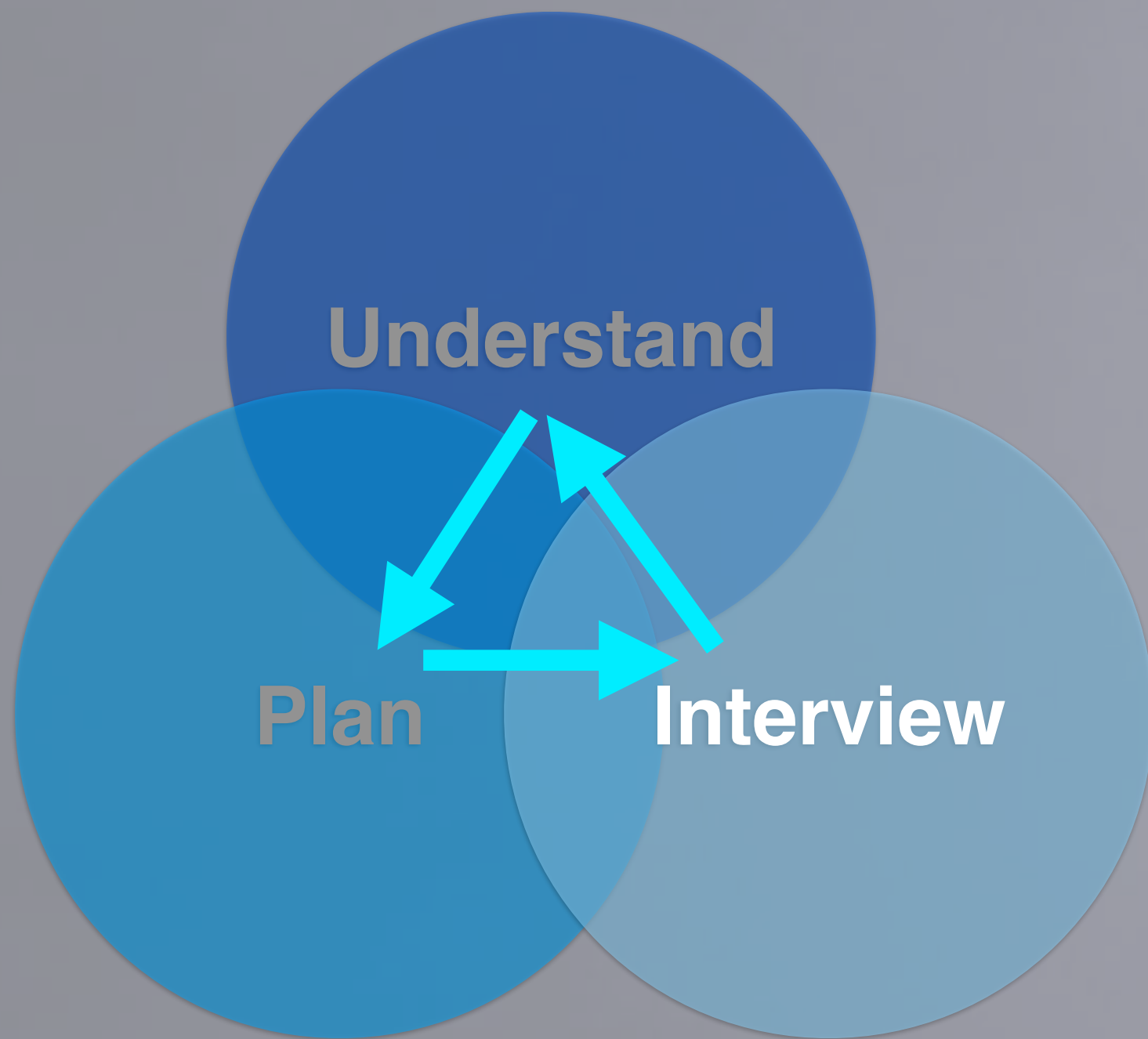
“How did you look for products to solve your issue?”

“What did you consider trying?”

“Did you try them all? If not why not?”

“Did you get anyone else’s opinion? If so who & what was the outcome?”

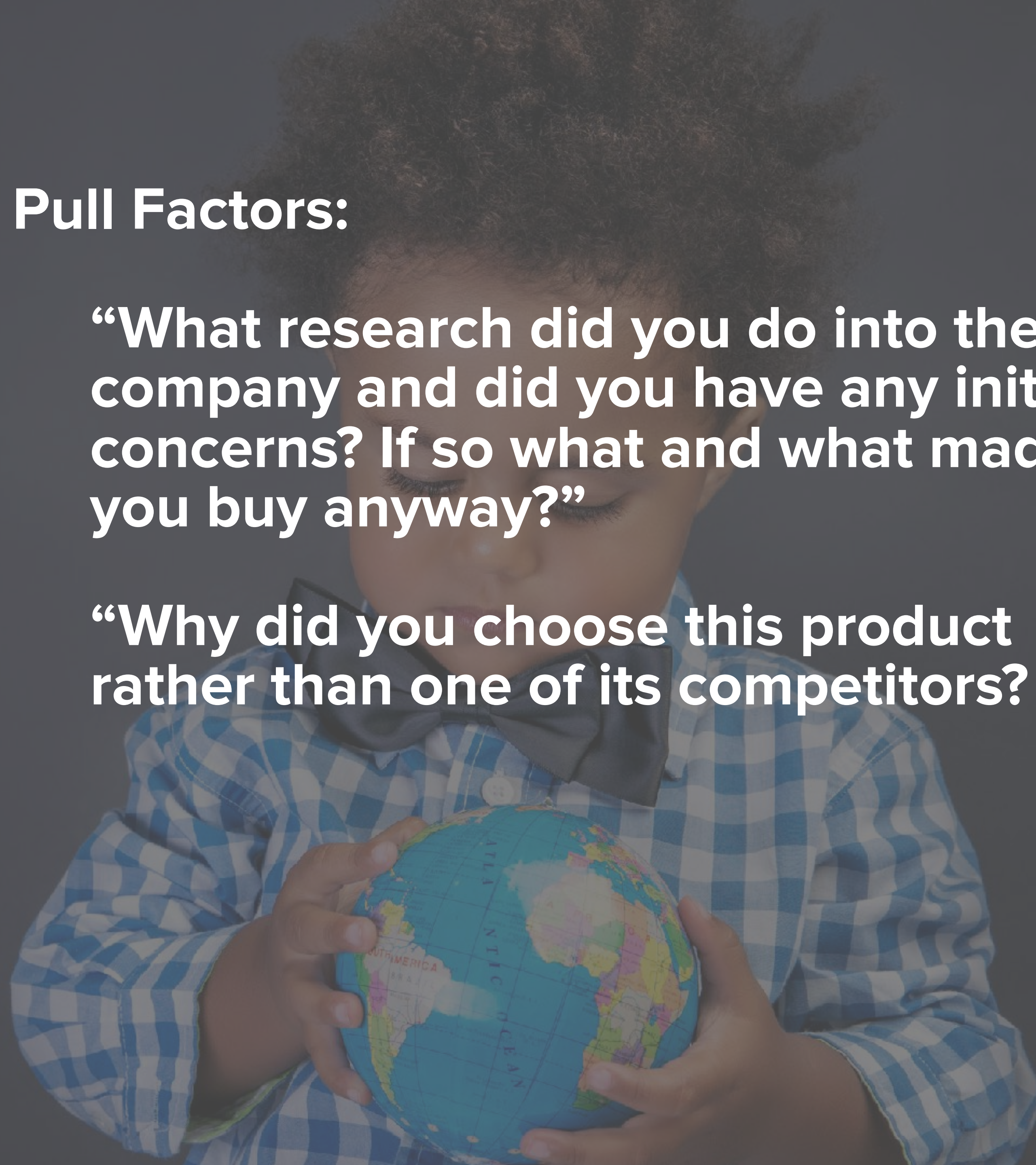
“Did you have any anxieties about buying? If so why?”

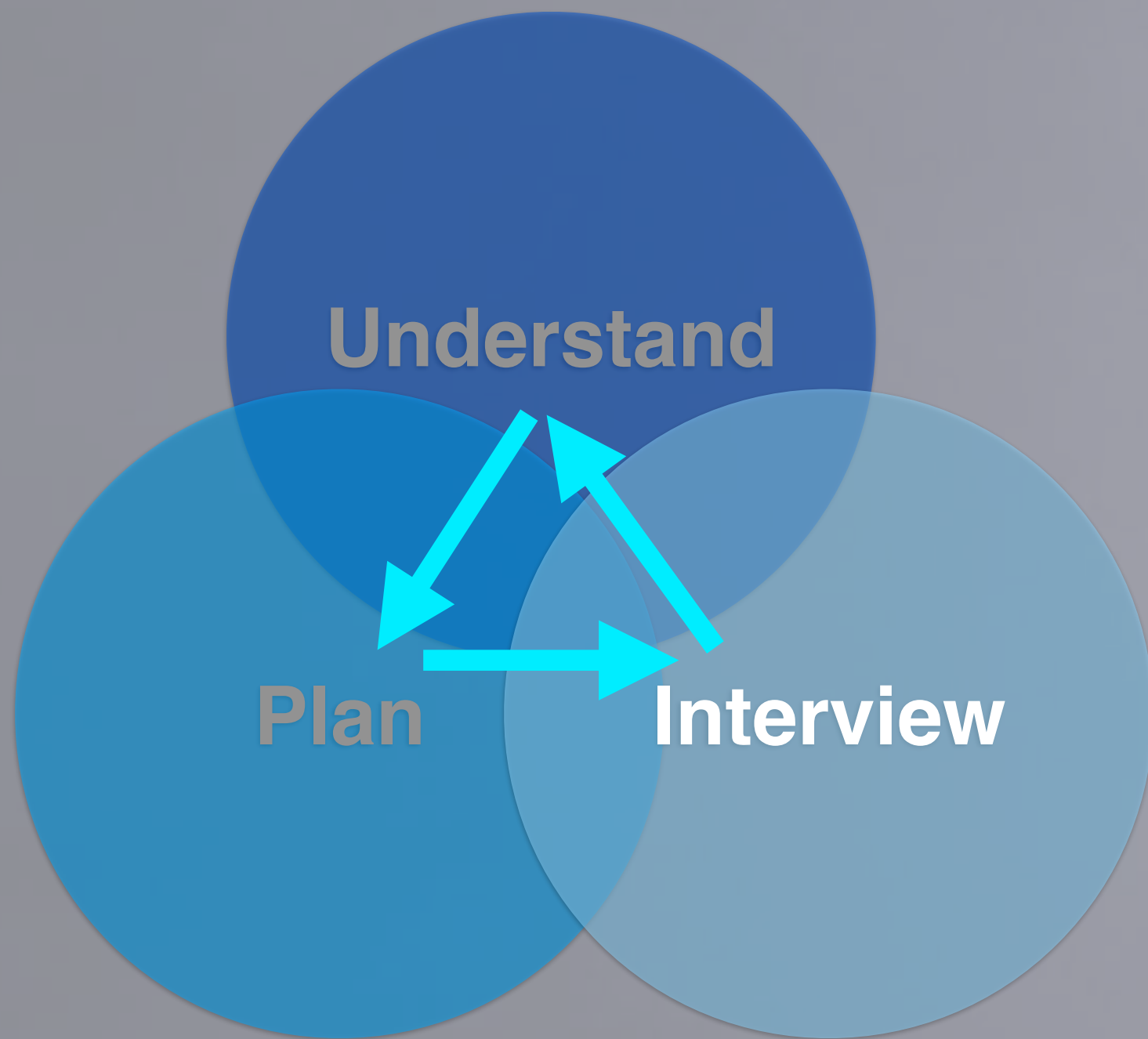


Pull Factors:

“What research did you do into the company and did you have any initial concerns? If so what and what made you buy anyway?”

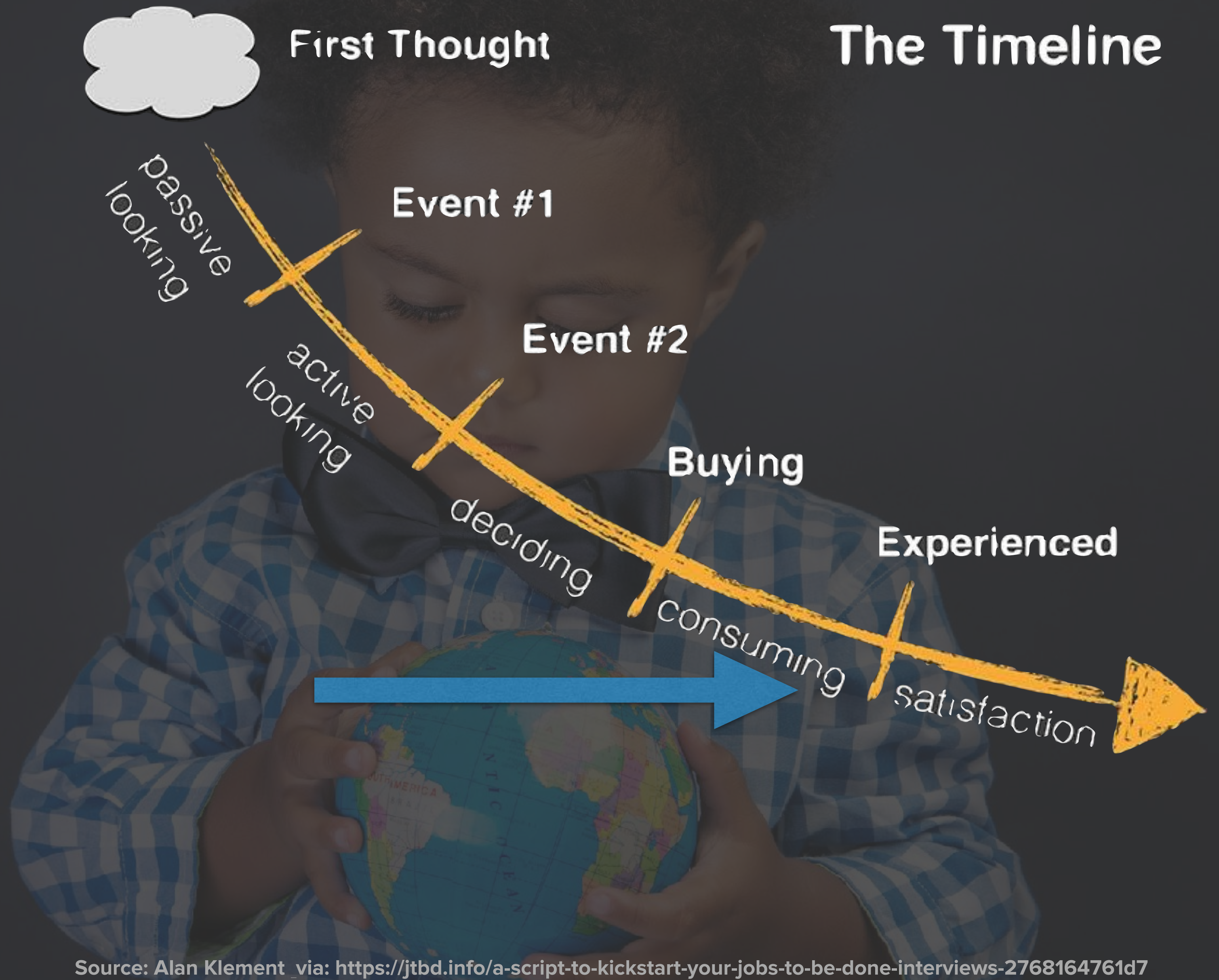
“Why did you choose this product rather than one of its competitors?”

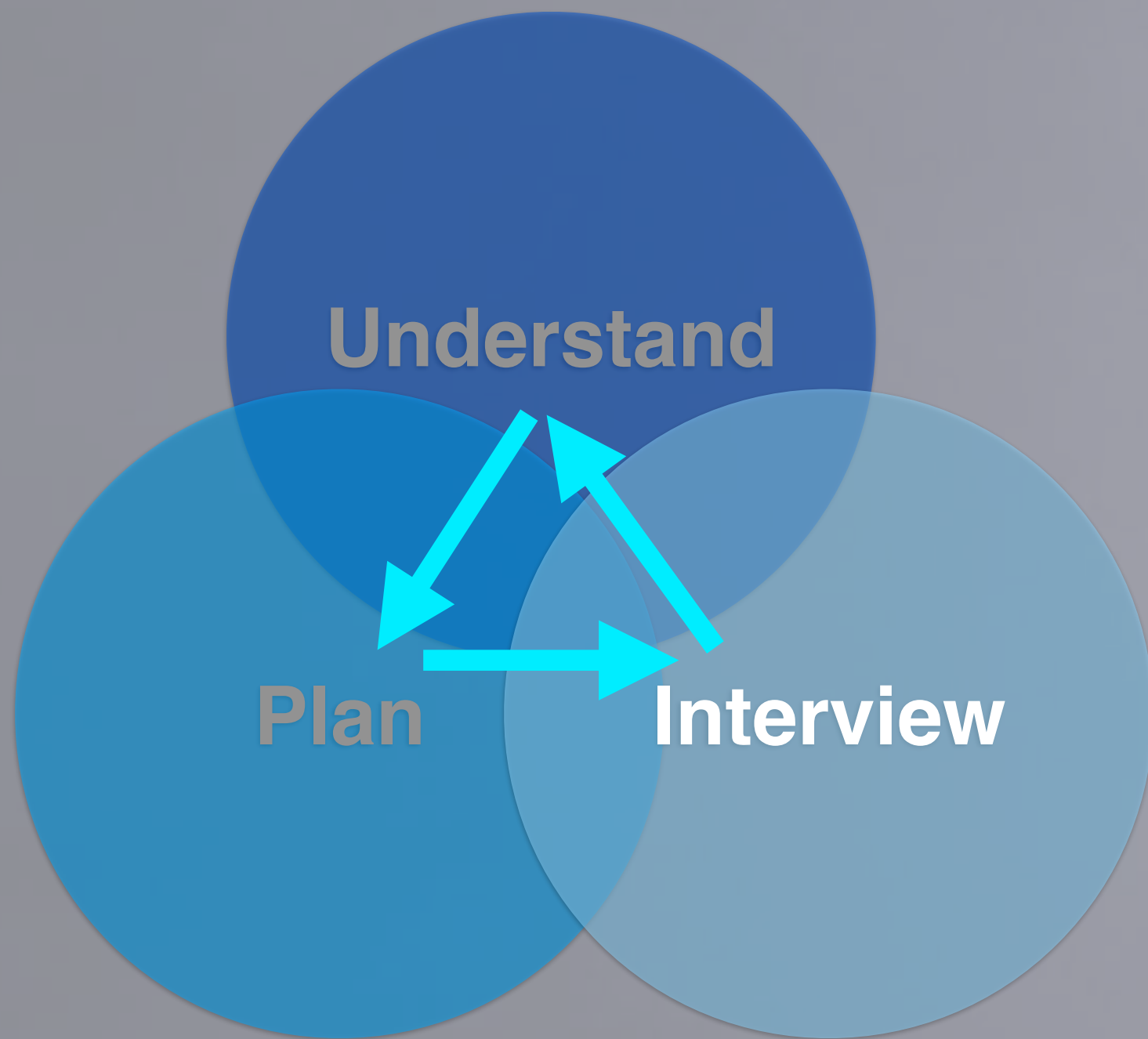




Build Timeline

The Timeline





Usage Factors:

“How are you finding the product so far?”

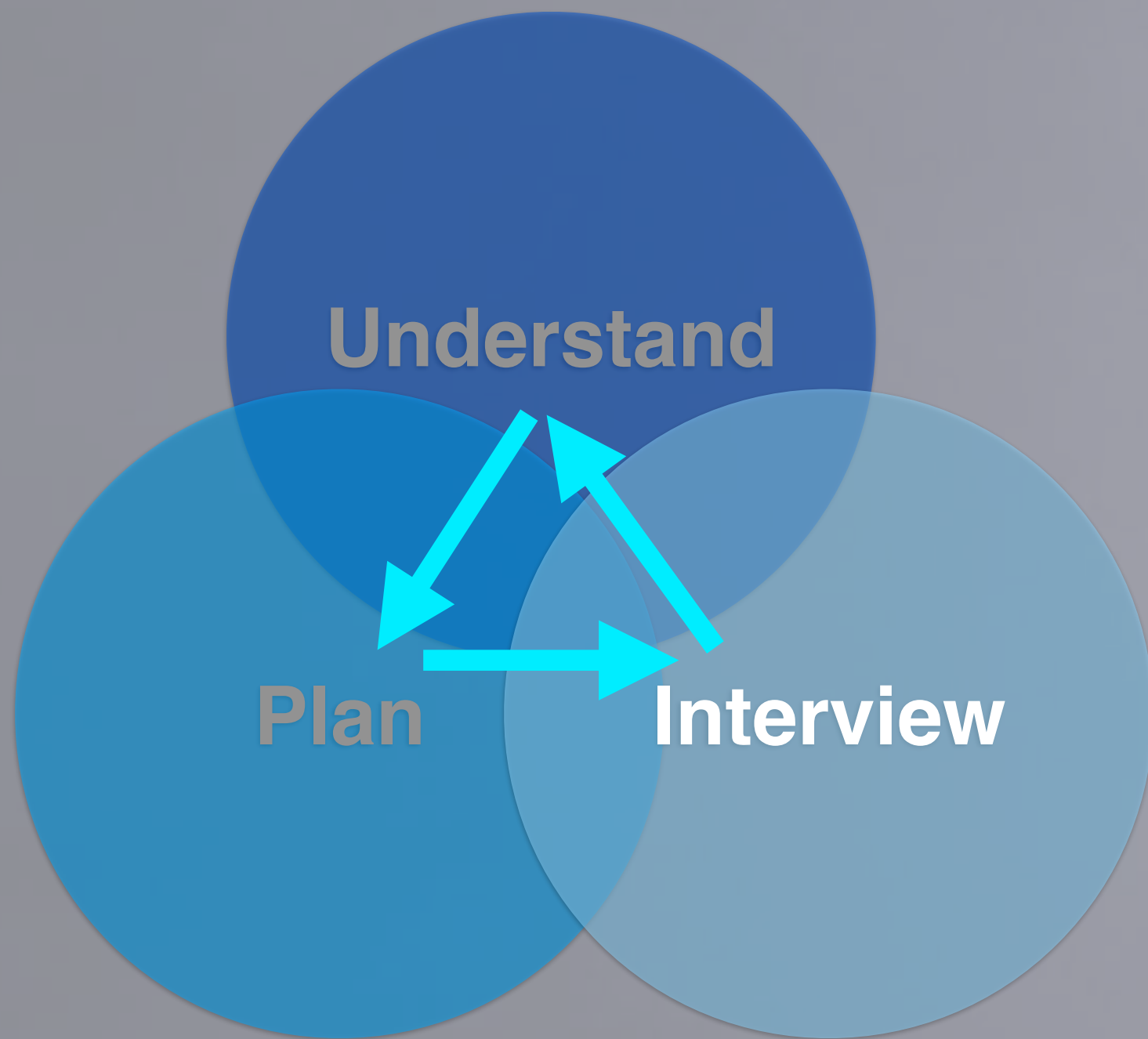
“What do you tell other people about the product?”

“Where are you and when do you use it?”

“If you had a magic wand what else would you make this product do for you?”

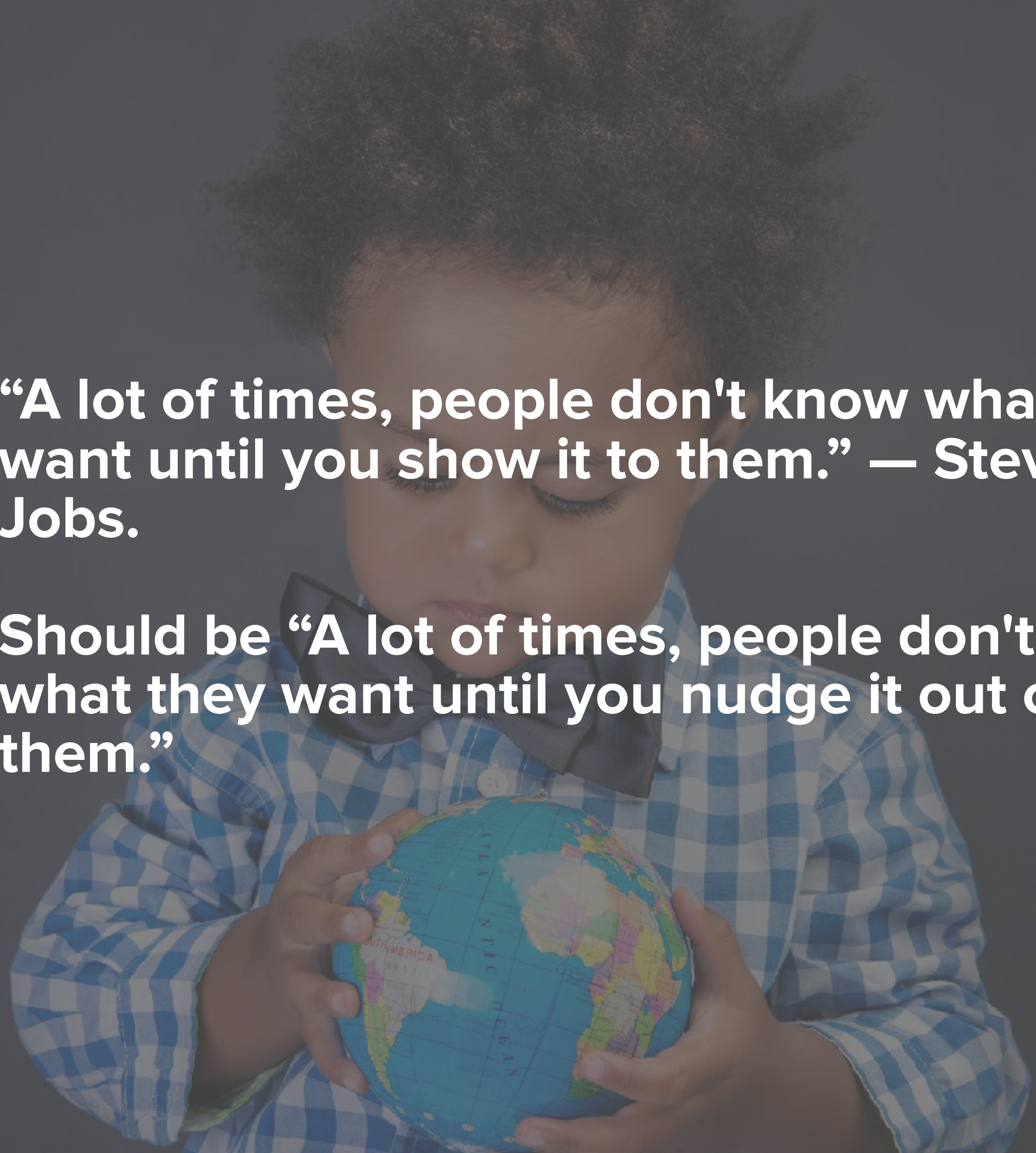
“Have you recommended this product yet? If not why not?”

“Are there any features you don’t use and if not, why not?”



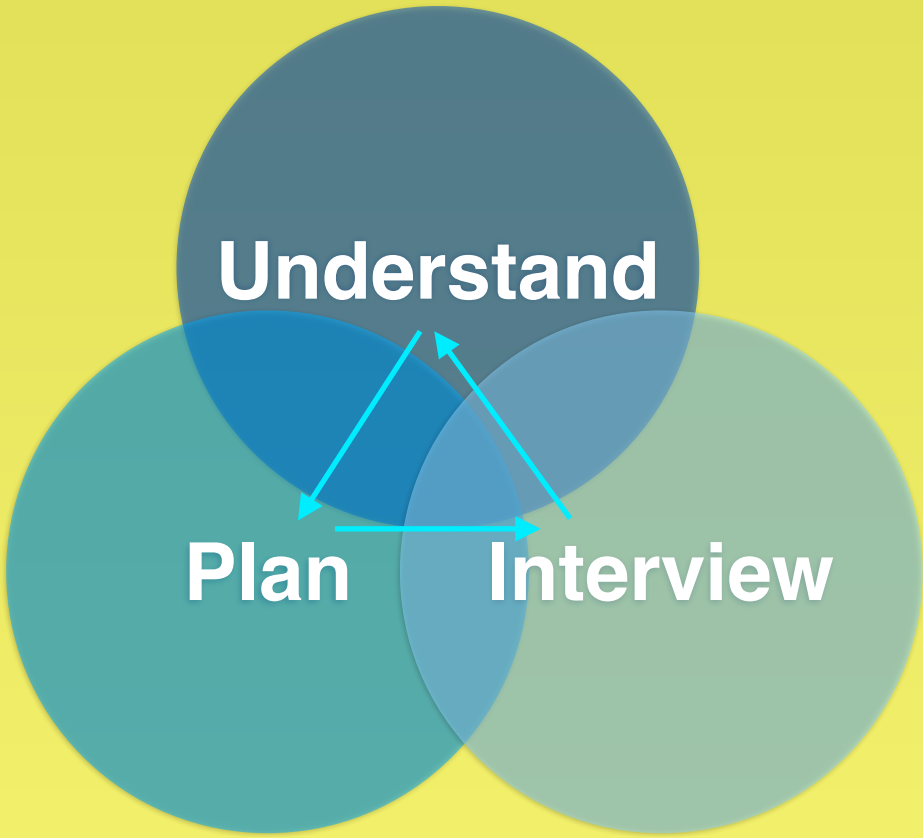
“A lot of times, people don't know what they want until you show it to them.” — Steve Jobs.

Should be “A lot of times, people don't know what they want until you nudge it out of them.”

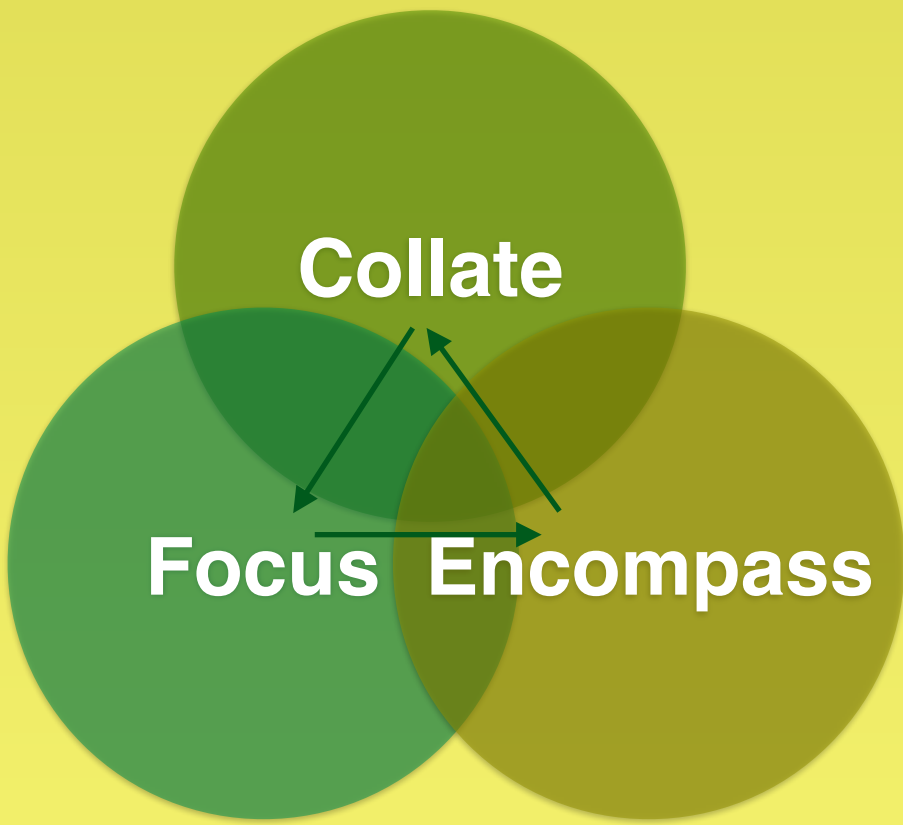


THE 3 DEMAND PHASES

Phase#1 Map JOURNEY



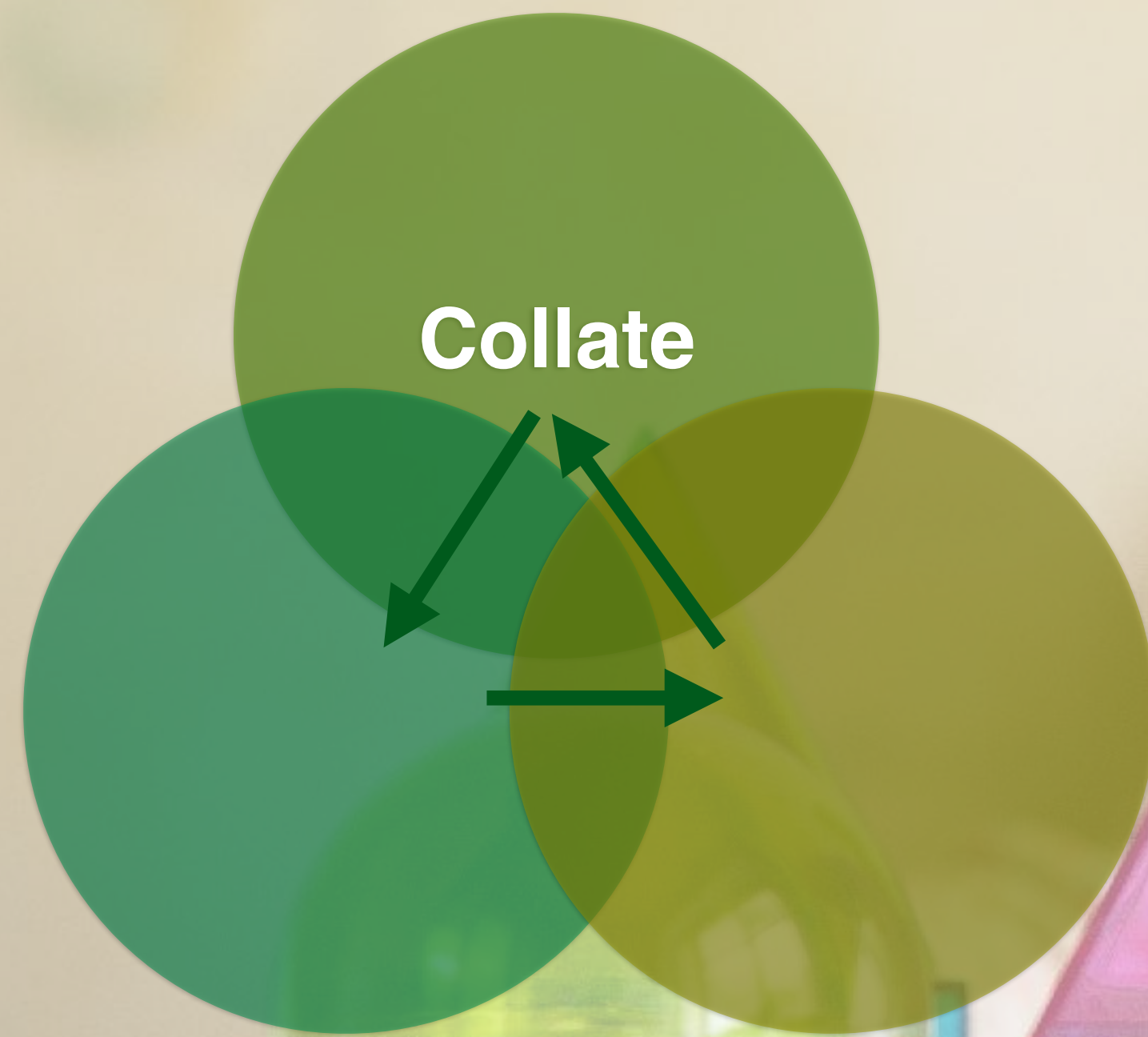
Phase#2 Identify JOBS





PHASE #2: Identify Jobs





Collate:

Situational descriptions

Struggling moments

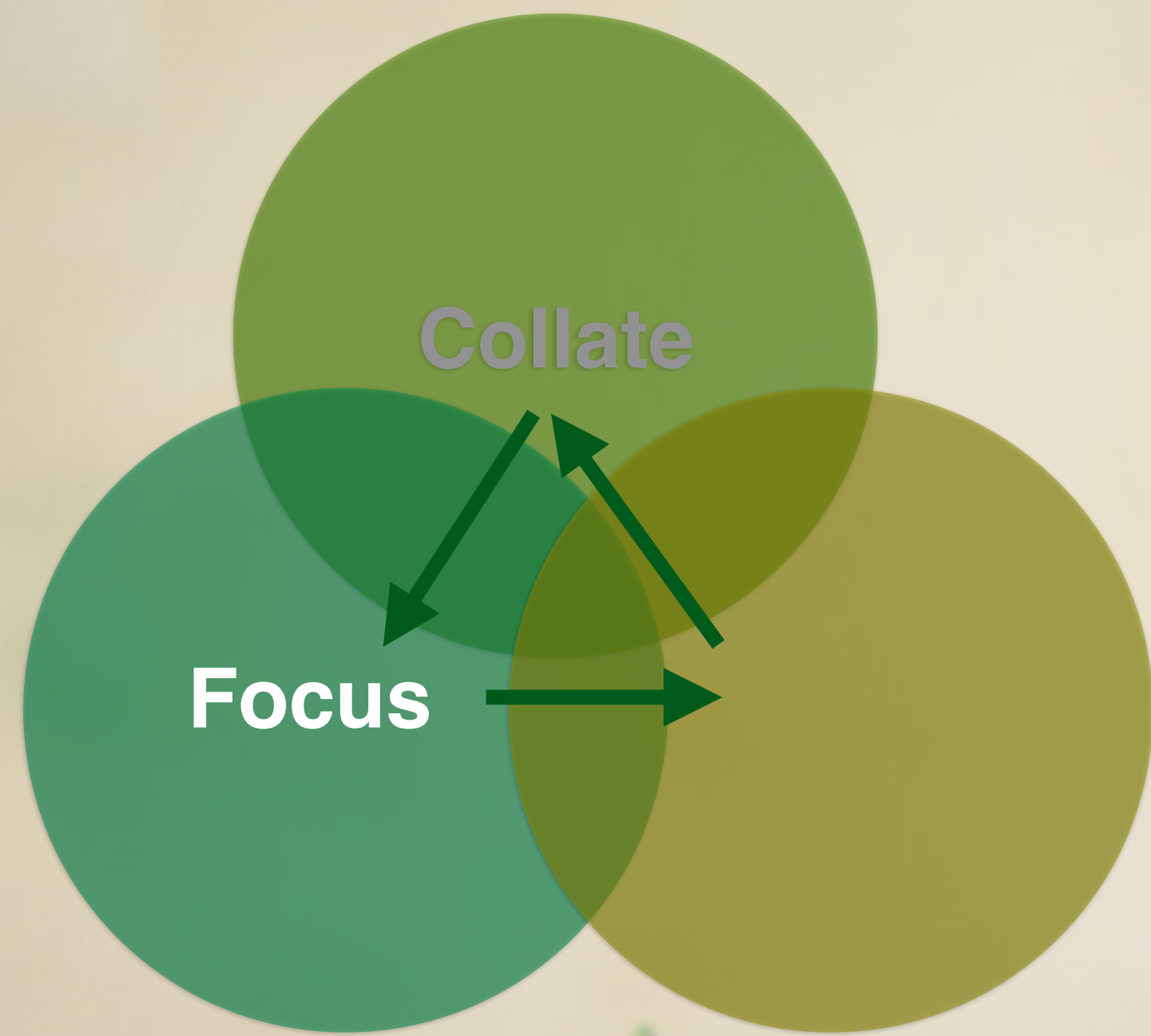
Push and pull moments

Anxieties and habits moments

Key trade-offs

Hiring & firing criteria

**Common “be goals” supported by
common “do goals”**

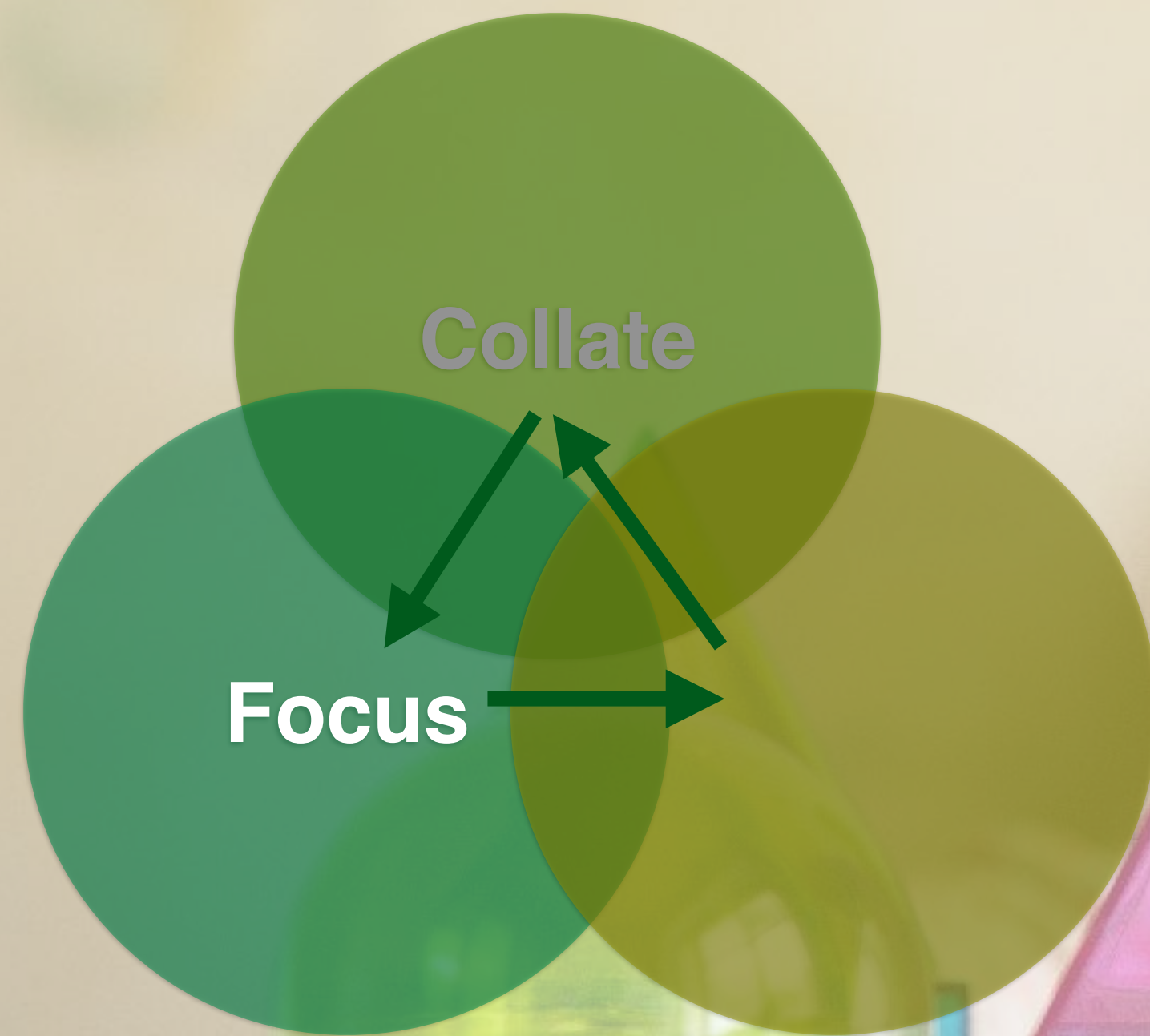


“The successful warrior is the average person, with laser-like focus”

– Bruce Lee

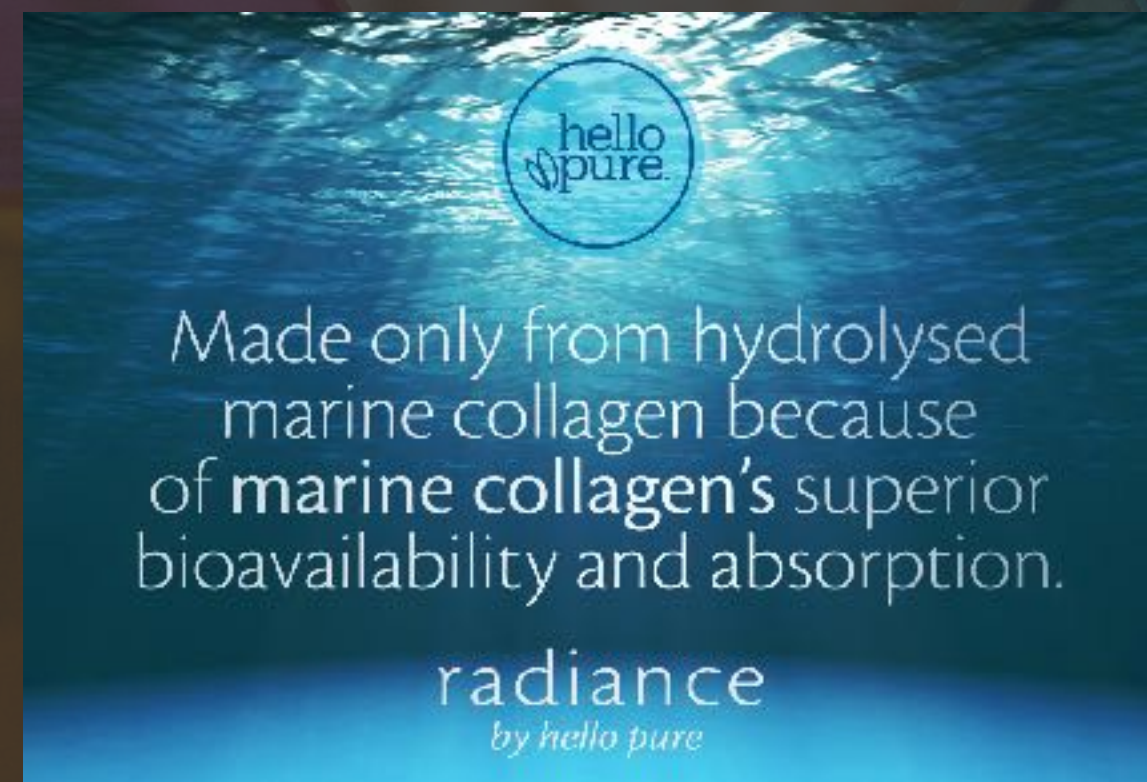
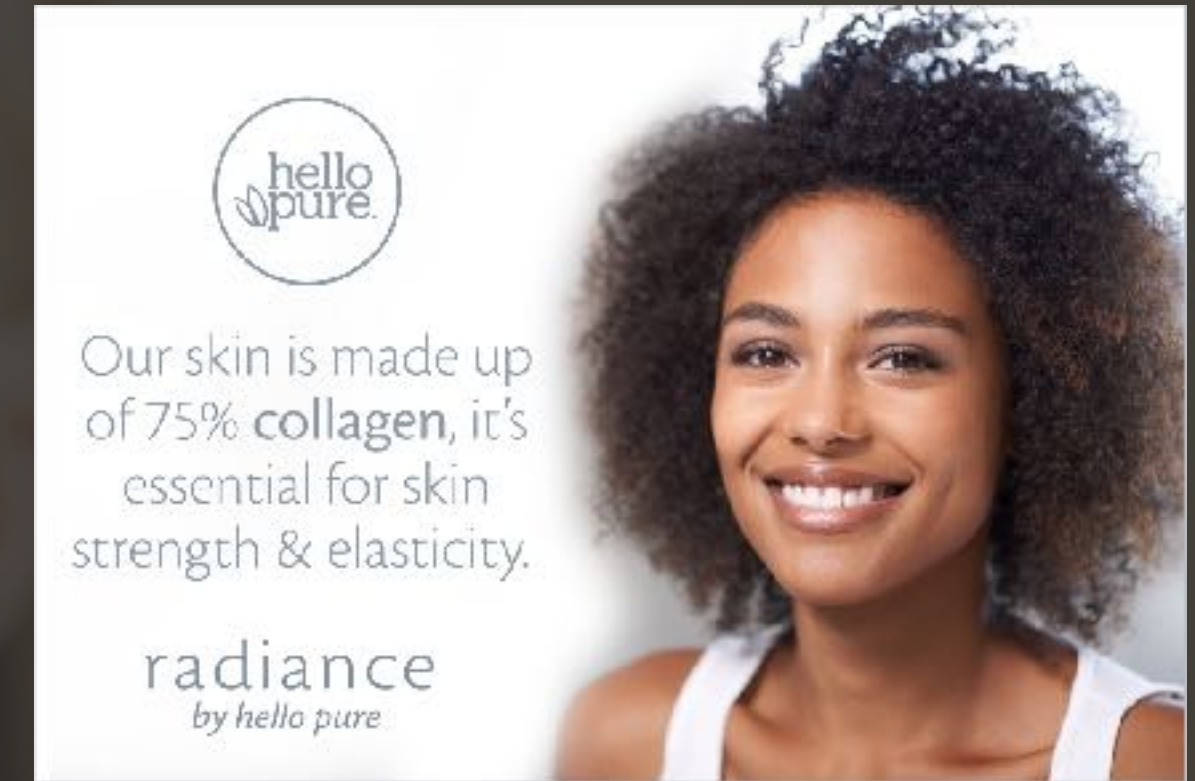
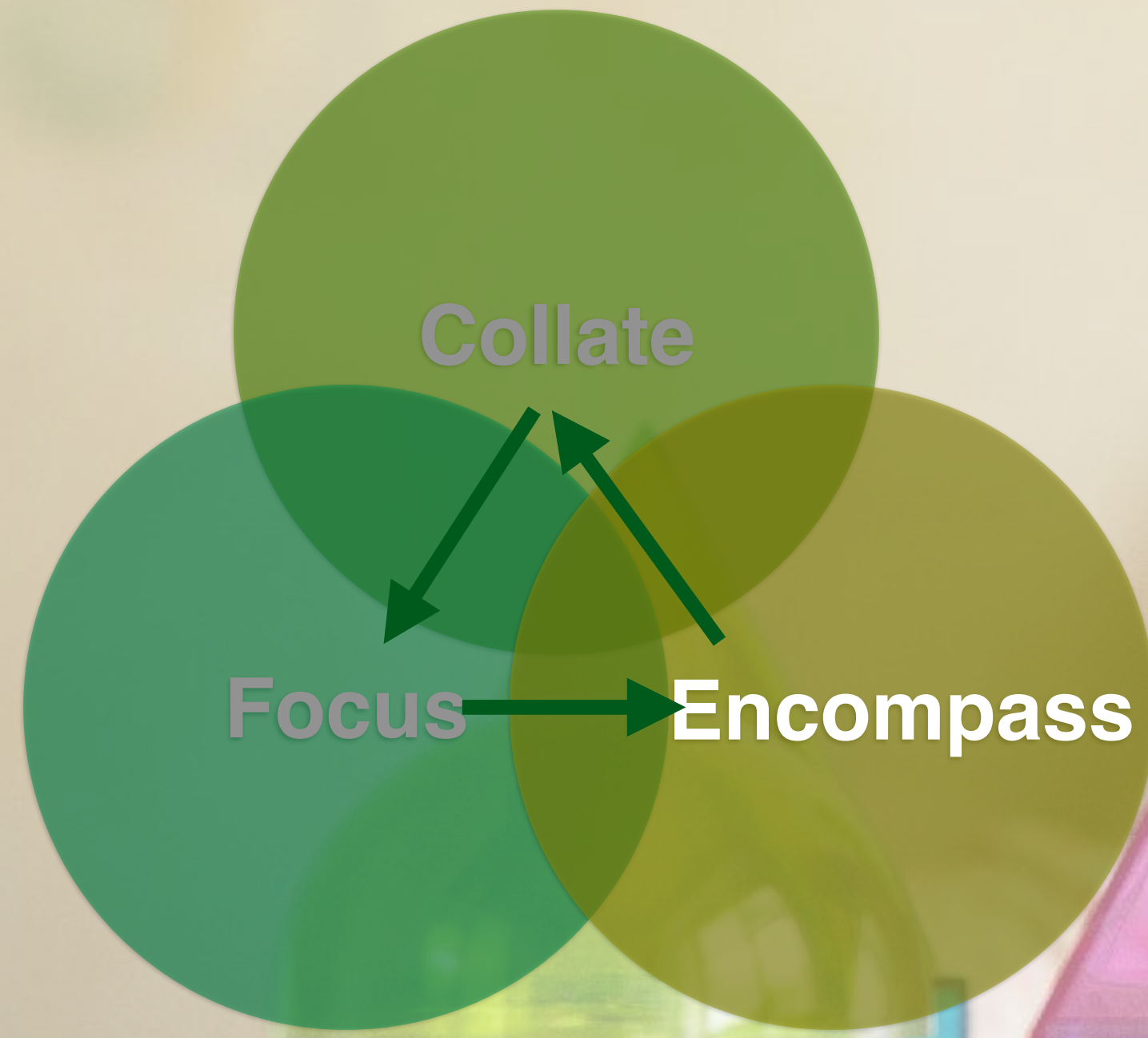


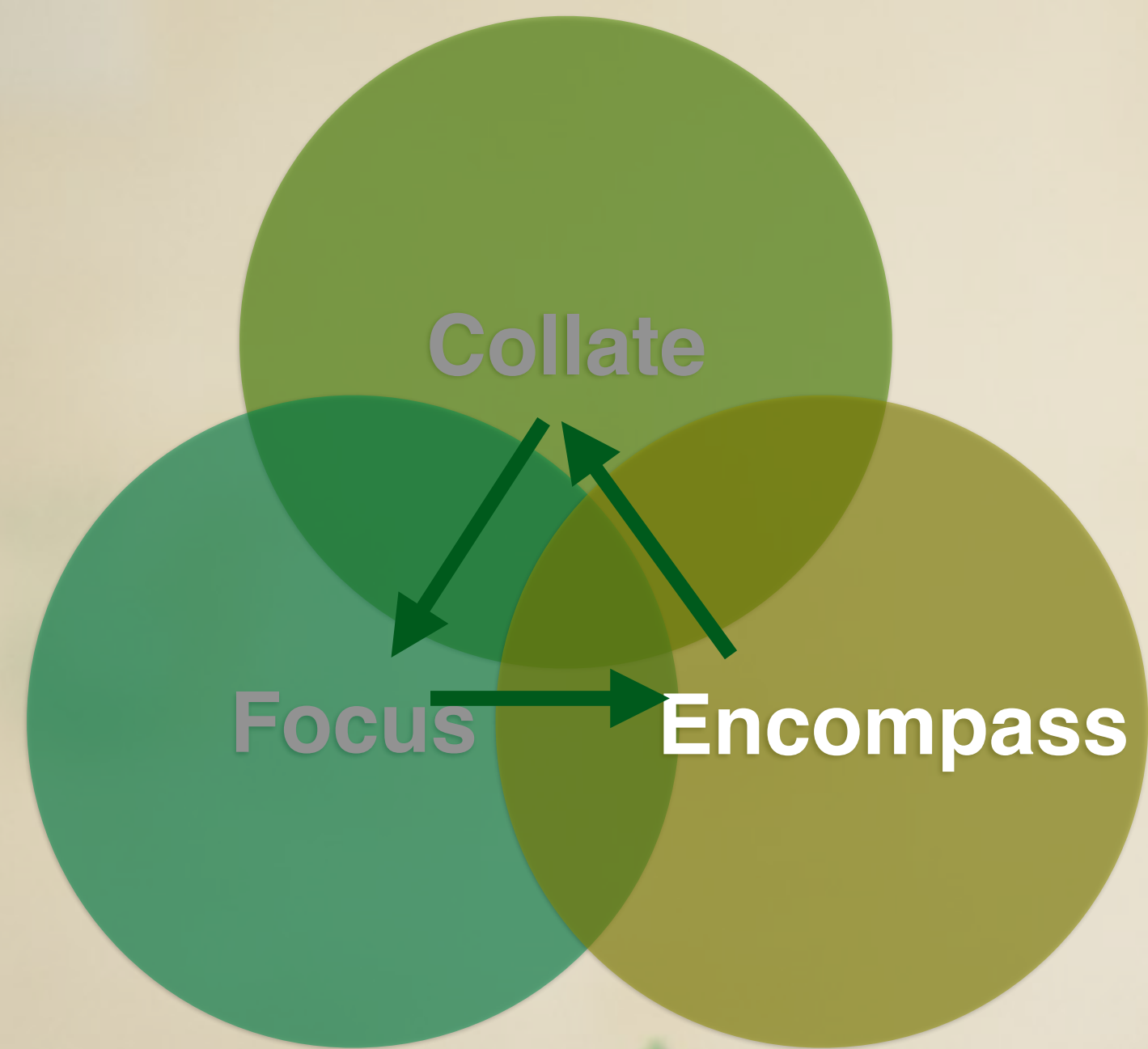
Example: Beauty focused food supplement



Common Situation: Recently someone made a comment that distinctly made them realise they were ageing and losing their looks		
Desire	Type	Count
People will comment on how radiant I look	Recognition (Be Radiant)	8
Feel more energised and youthful	Physical thriving (Be Energised/youthful)	6
Feel confident about how I look	Self Esteem (Be Confident)	5
Constraints	Type	Count
Didn't understand nutrition enough to make informed decision on personal needs	Missing skills	7
Don't want to have the pressure of remembering to re-order	Anxieties	5
I will need to reduce spending in other areas to afford taking these	Missing resource	4
Trigger	Type	Count
Someone made an age related comment that upset me	First thought	7
I noticed a new ageing feature on my face (or hair)	Life event	5
Trade offs	Type	Count
Would like it to be cheaper if you just sent the capsules without fancy bottle as I could refill	Packaging	4
Other choice sets considered	Reason declined	Count
Botox	Fear of it being obvious and people thinking me shallow and vain	6
Plasic surgery	Fear of it harming me and making me look fake	4

Launched Product: radiance by hello pure





“We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better”

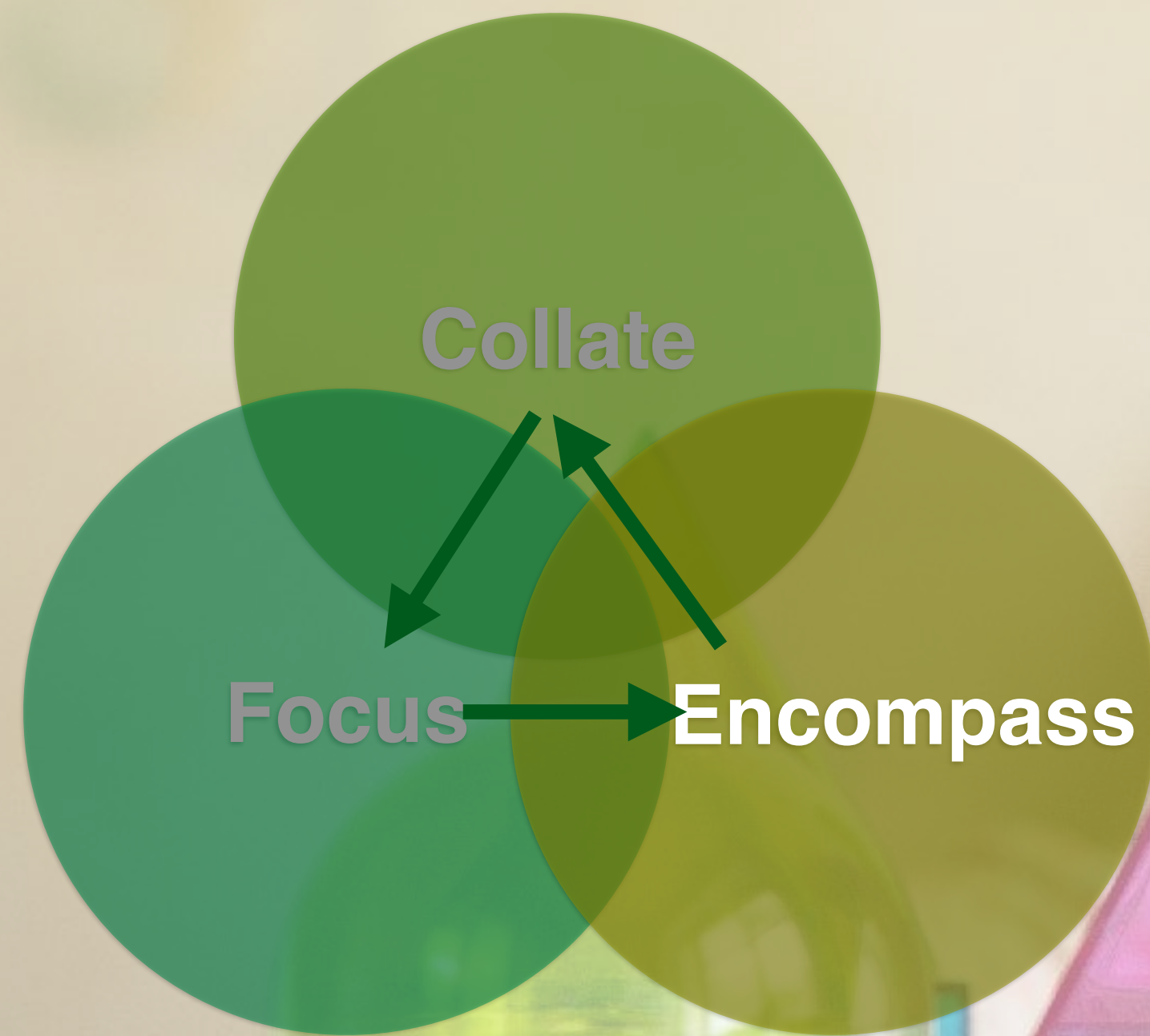
– Jeff Bezos

Encompass the whole experience:

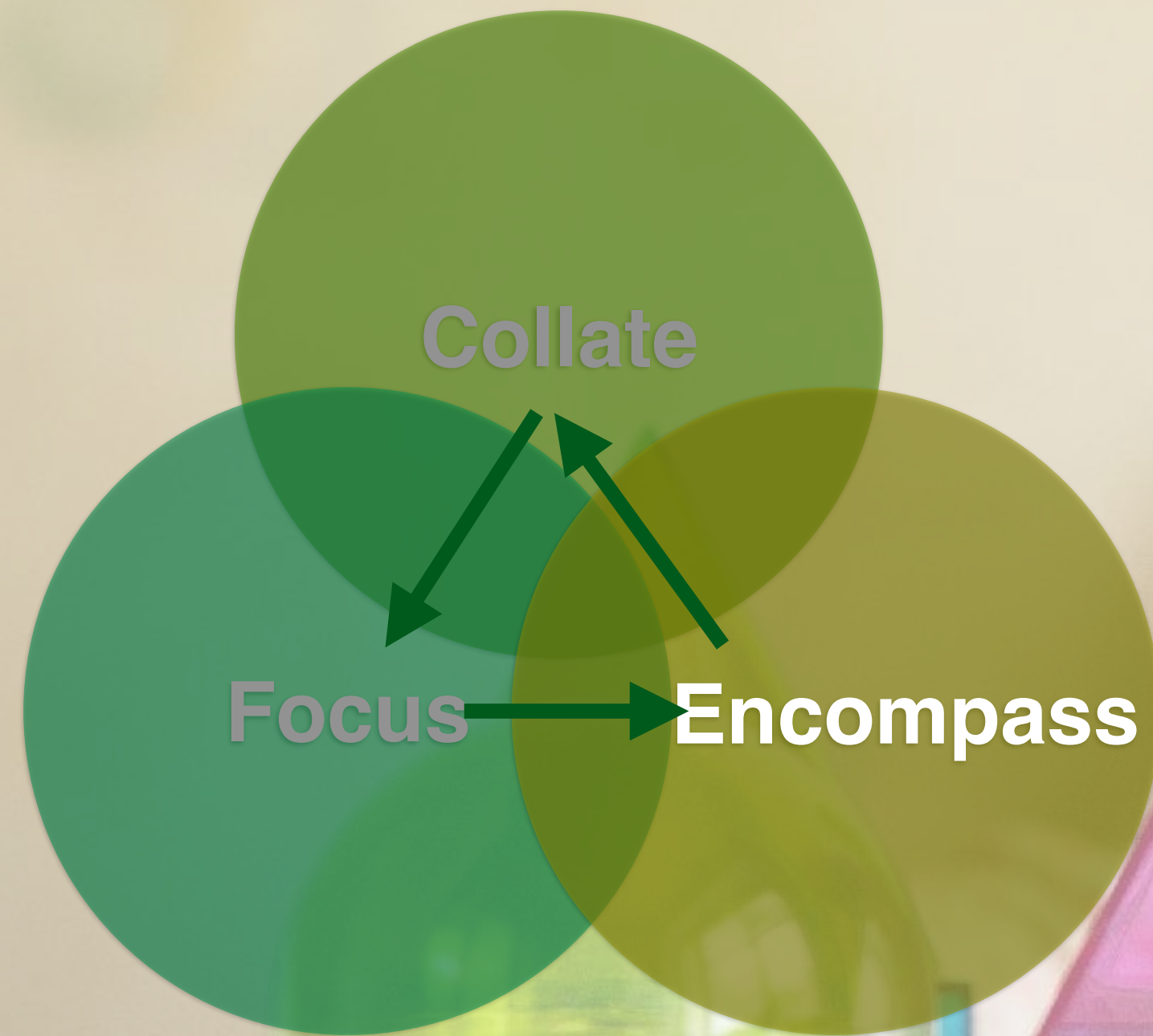
From first thought

Point of sale

Usage



Soon to add/change



**Personalised
monthly
subscription
including free
nutritionist
consultation
(Constraint)**

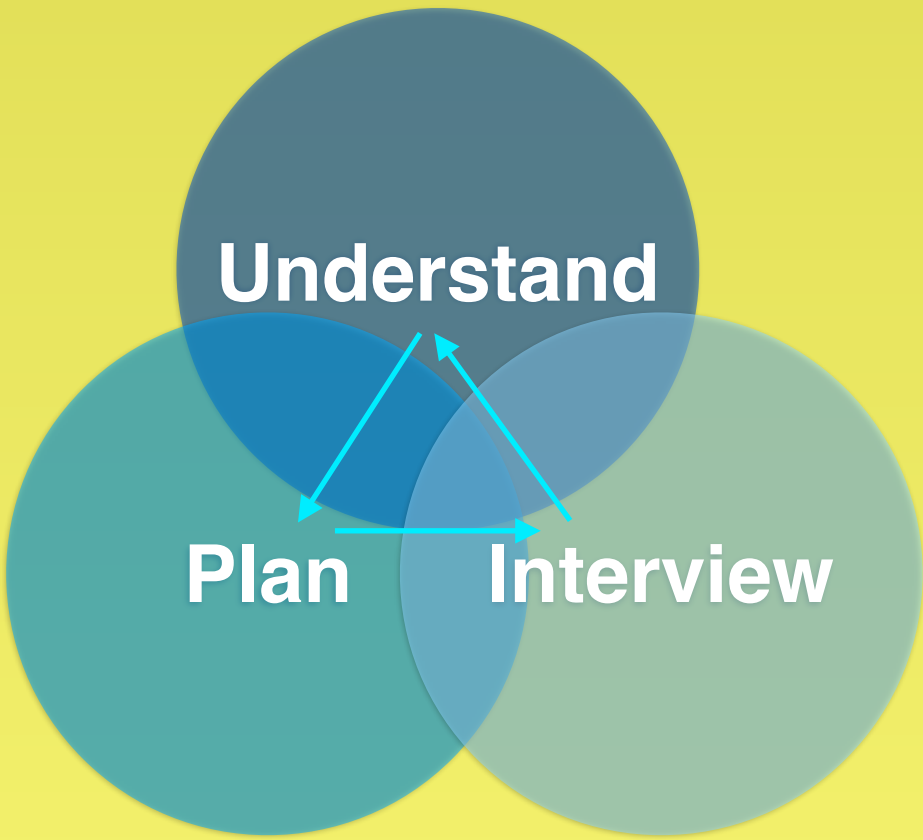


**Cheaper
pouches for
refills (trade off)**

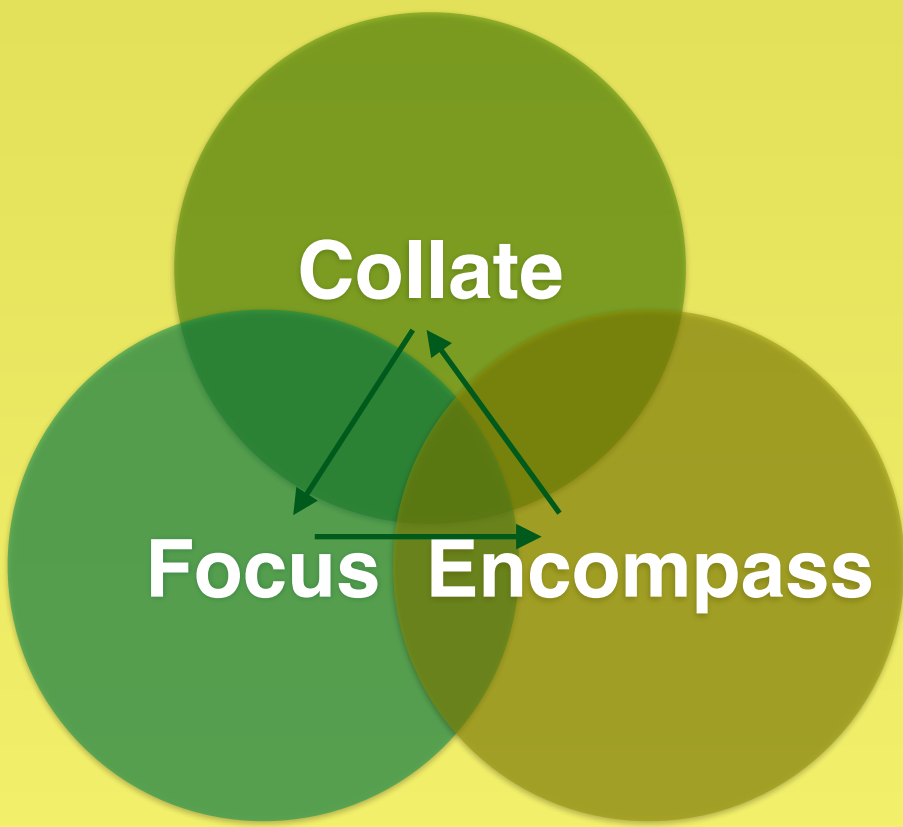


THE 3 DEMAND PHASES

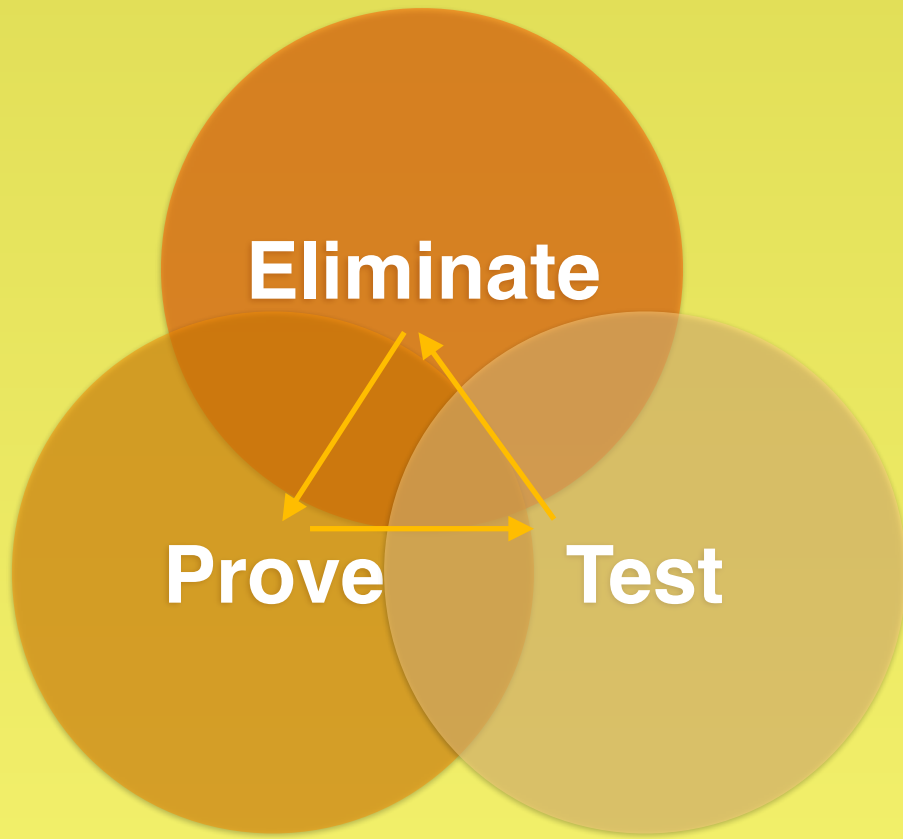
Phase#1 Map JOURNEY



Phase#2 Identify JOBS



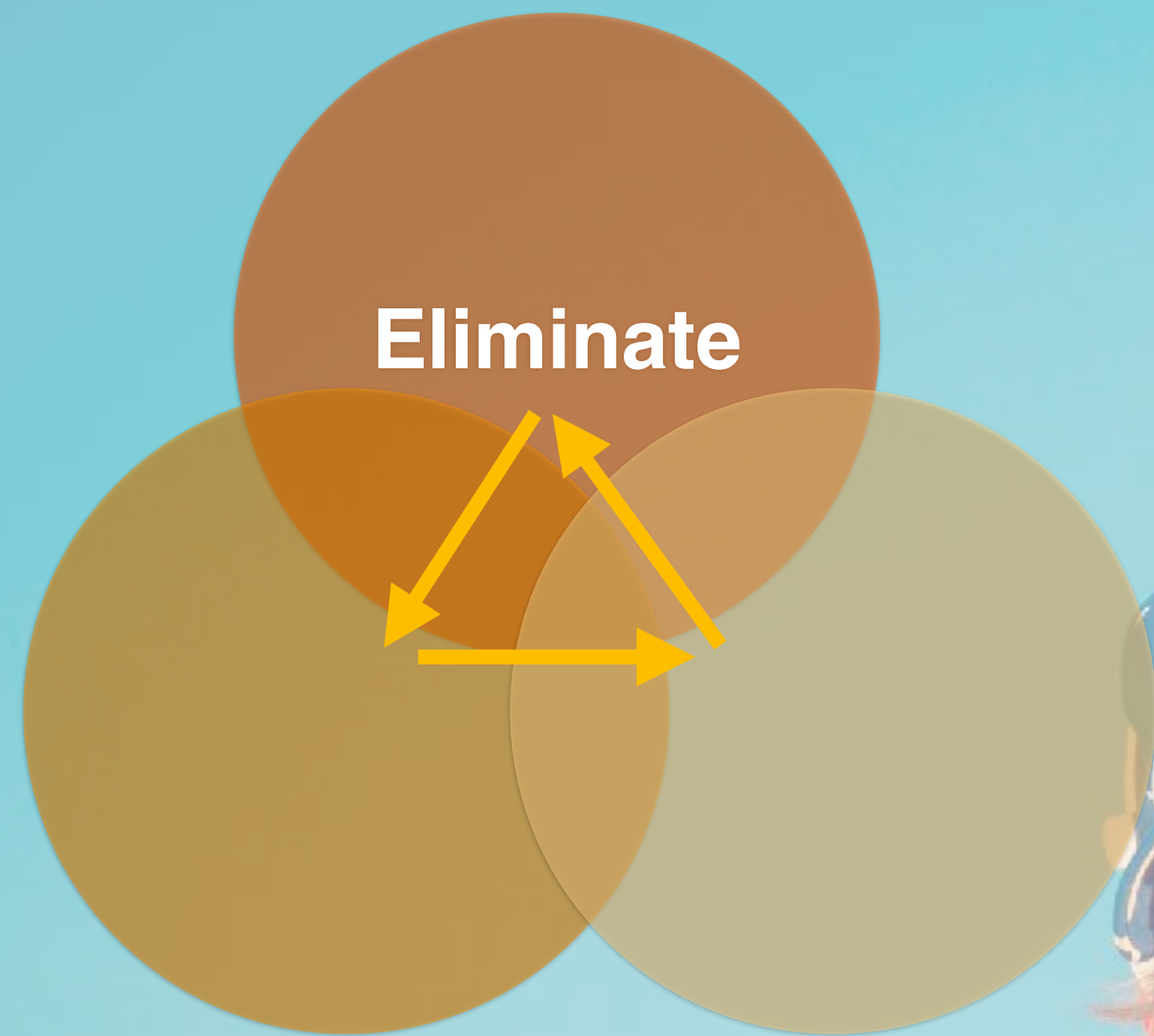
Phase#3 Create VALUE





PHASE #3: Create Value

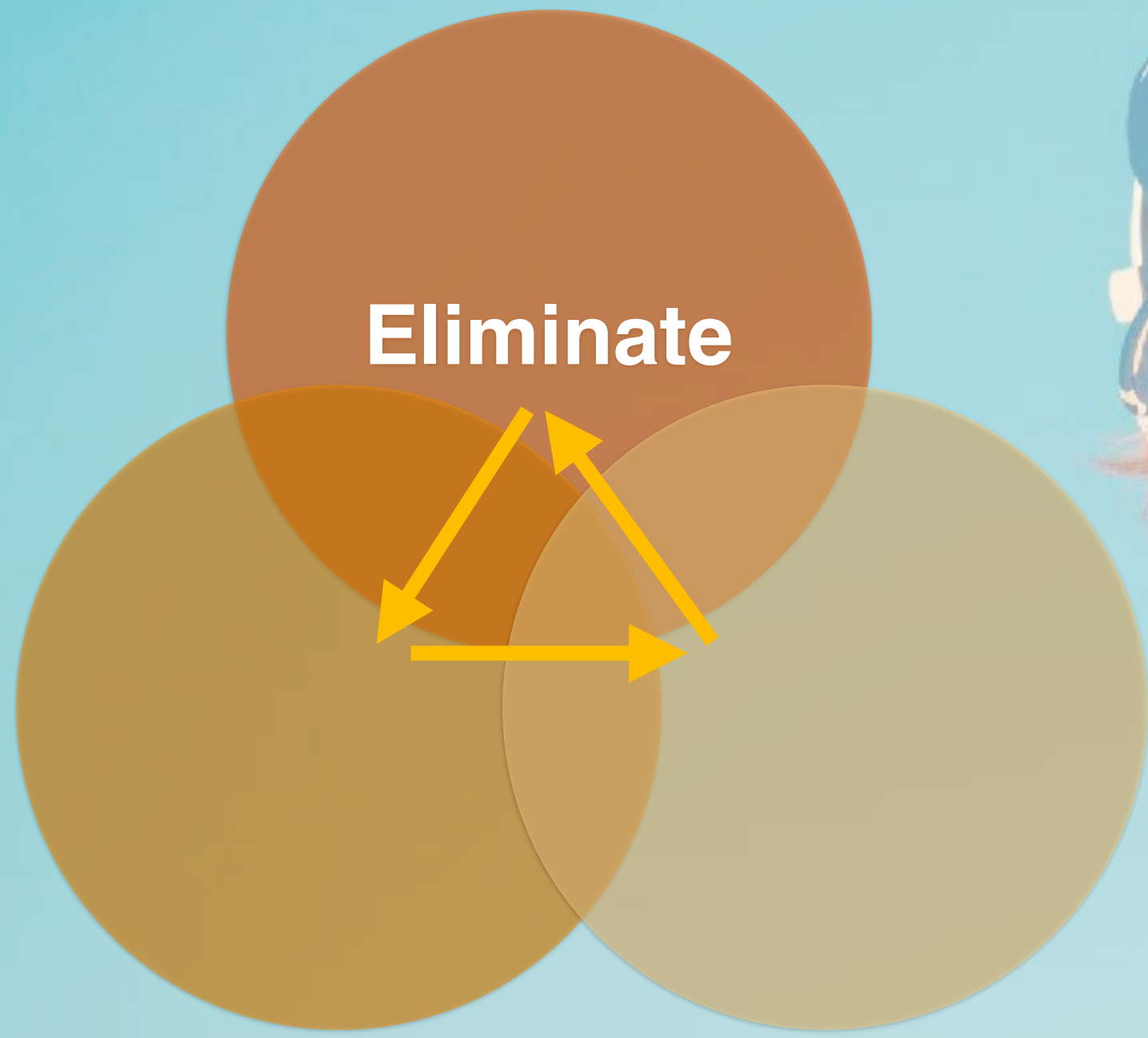




**“Simplicity boils
down to two steps:
Identify the essential.
Eliminate the rest”**

– Leo Babauta





Eliminate:

Unnecessary features (where possible)

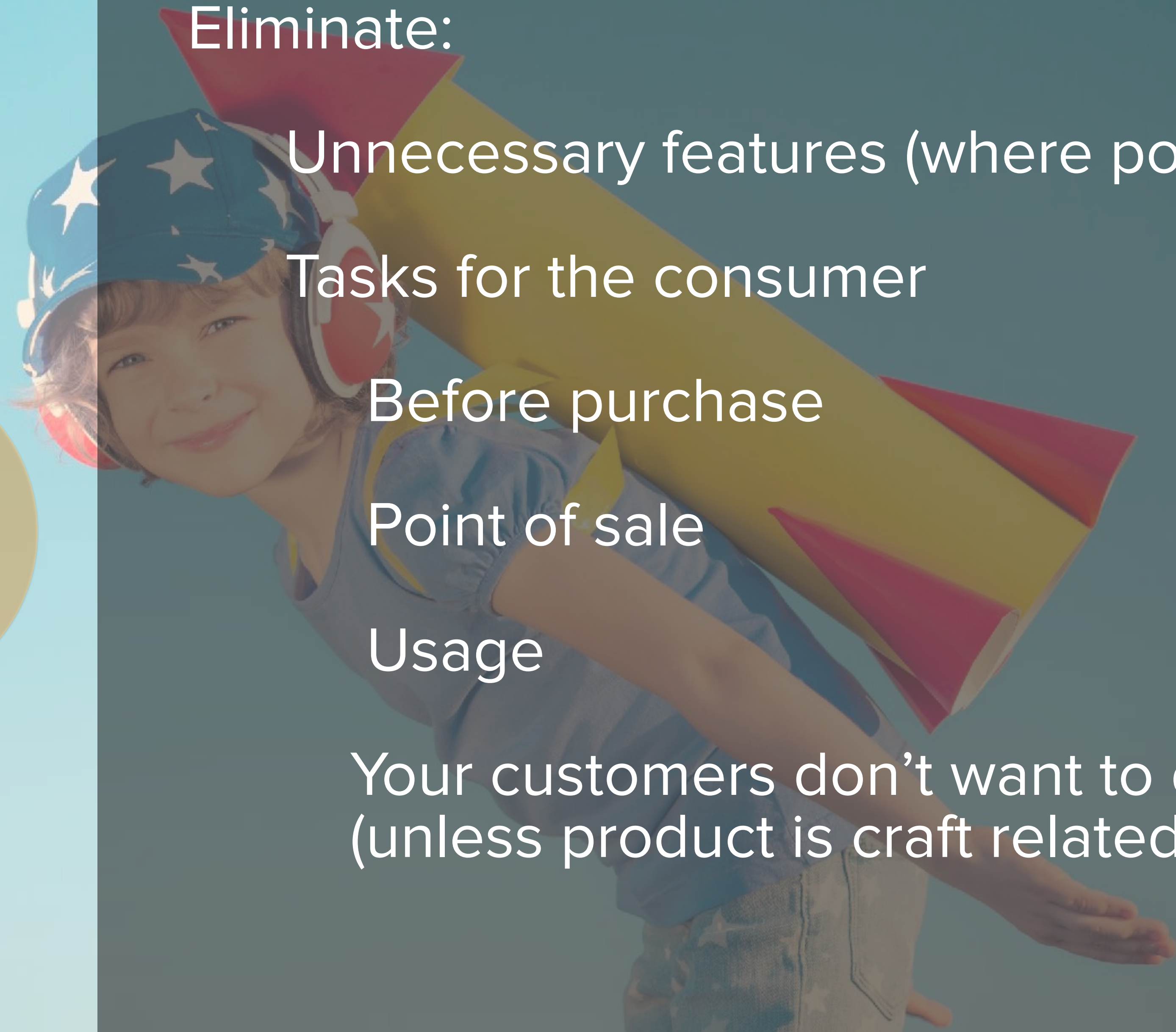
Tasks for the consumer

Before purchase

Point of sale

Usage

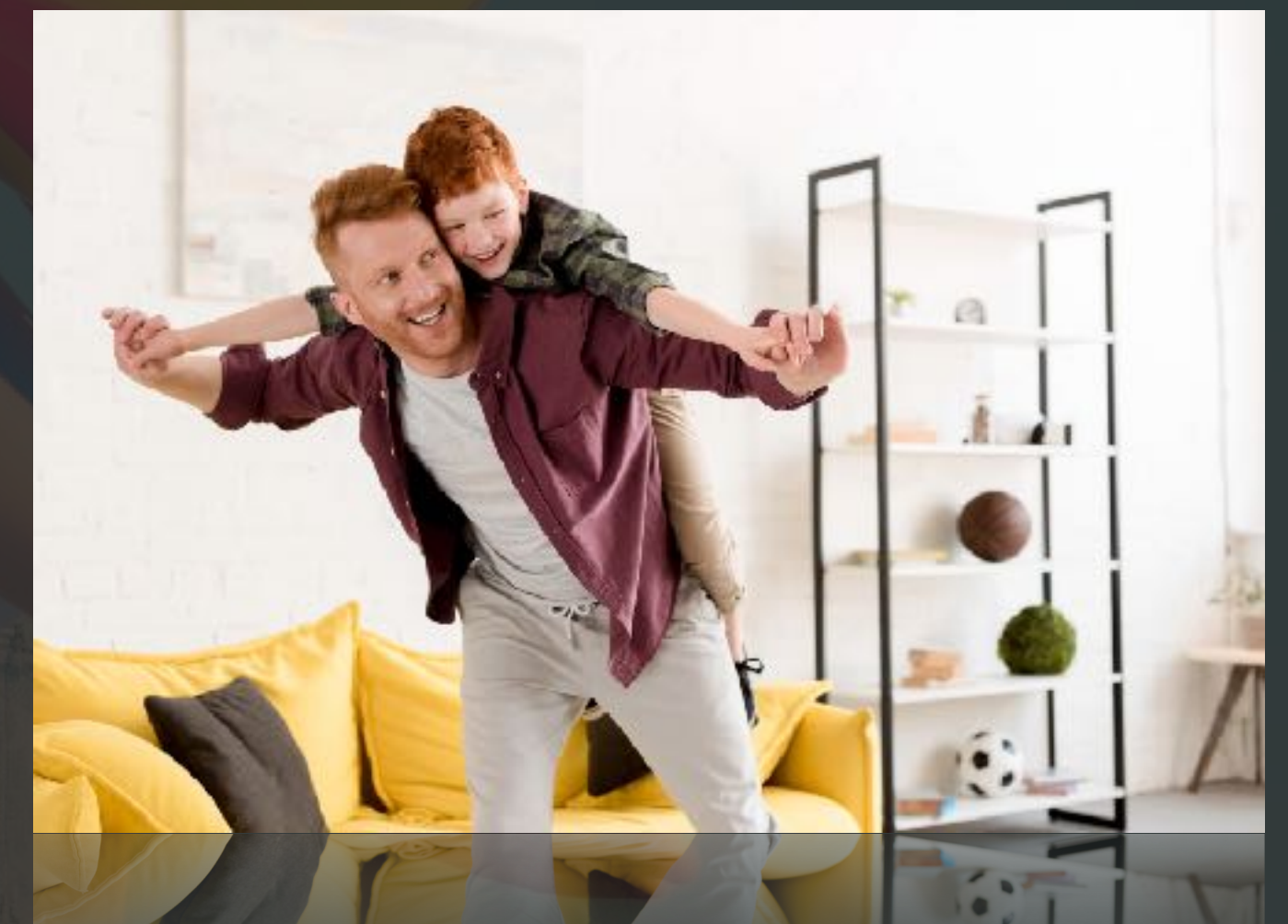
Your customers don't want to do stuff
(unless product is craft related)



Consumers don't want this...

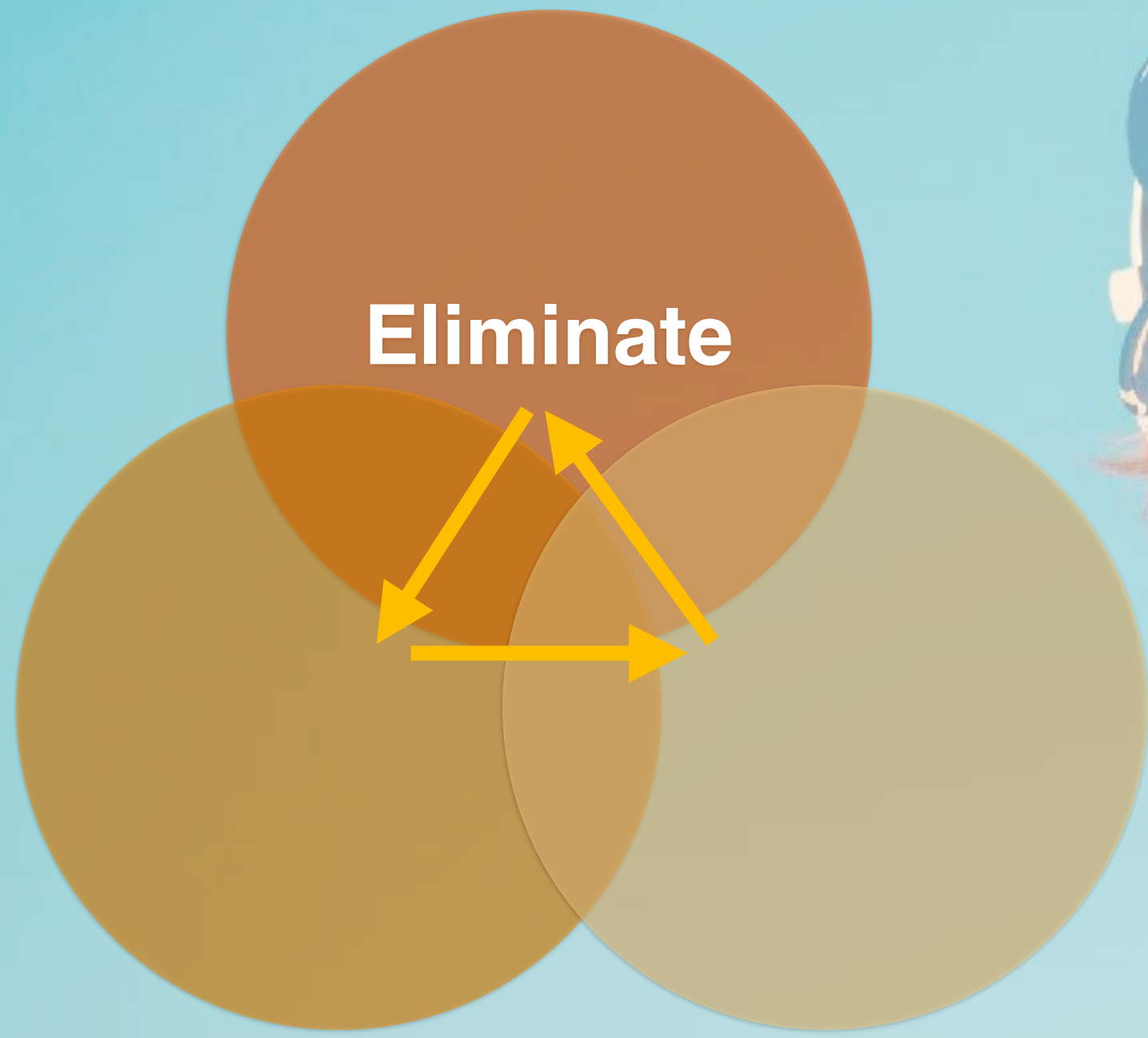


...They want this

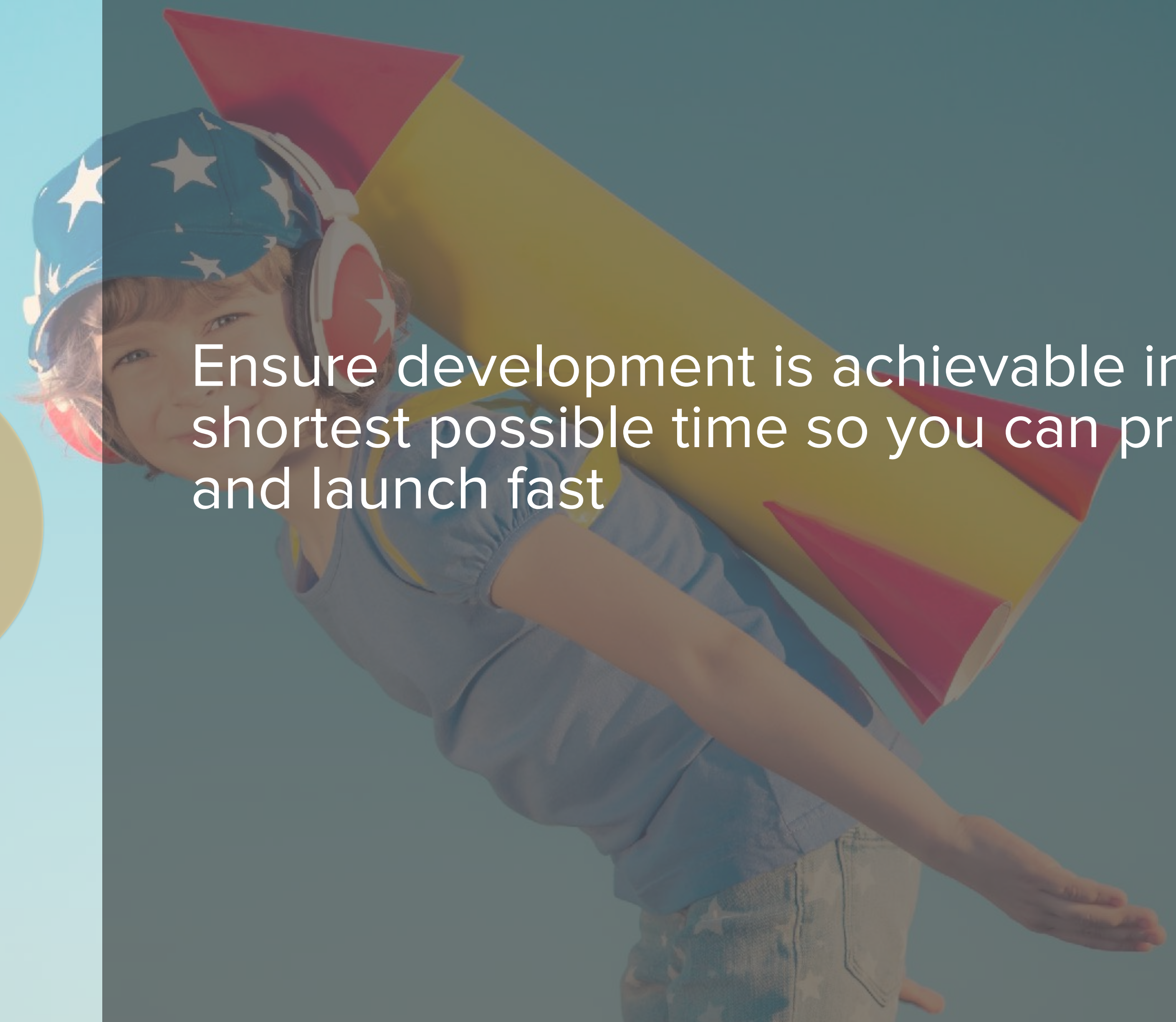


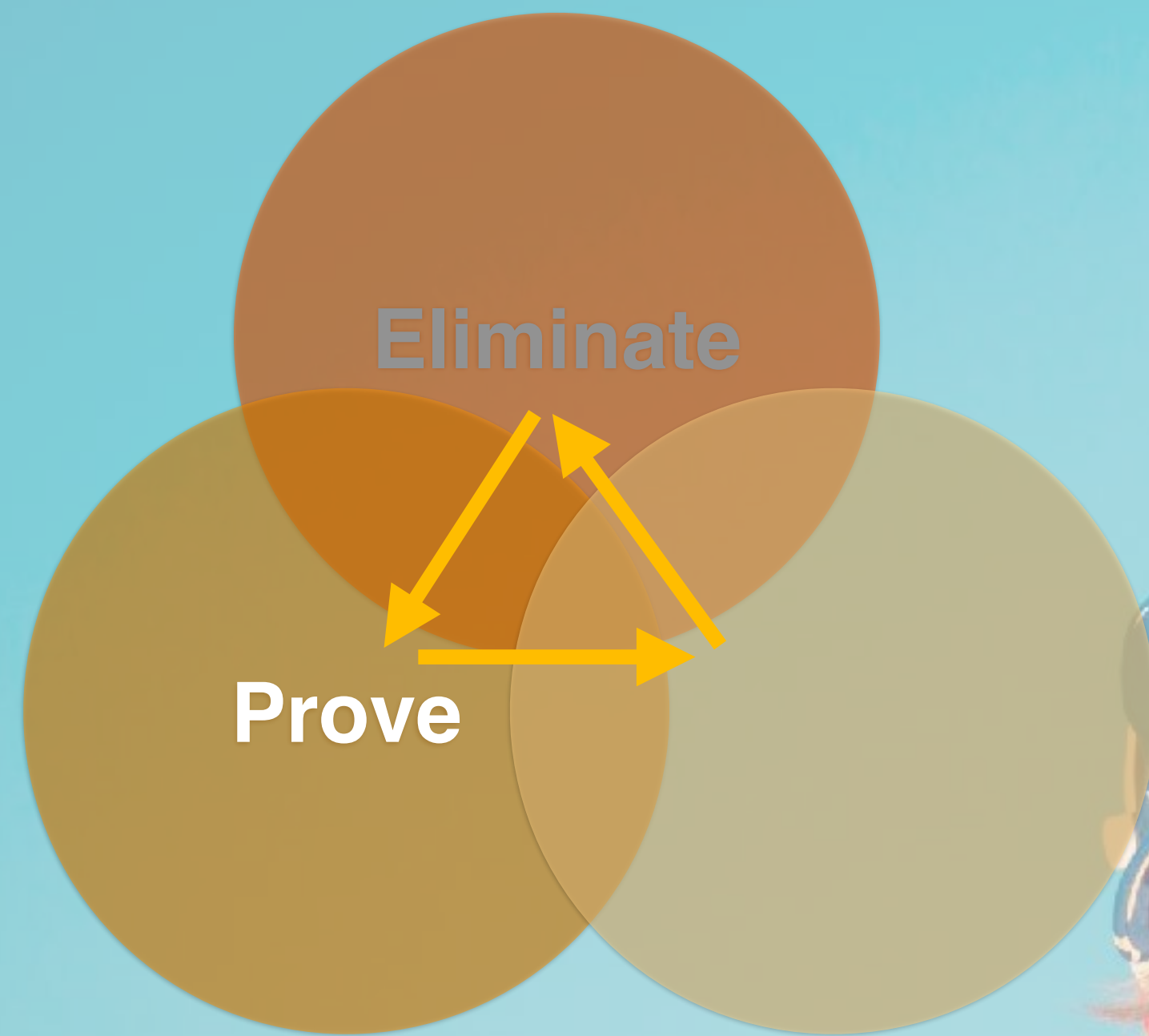
Eliminate





Ensure development is achievable in the shortest possible time so you can prototype and launch fast

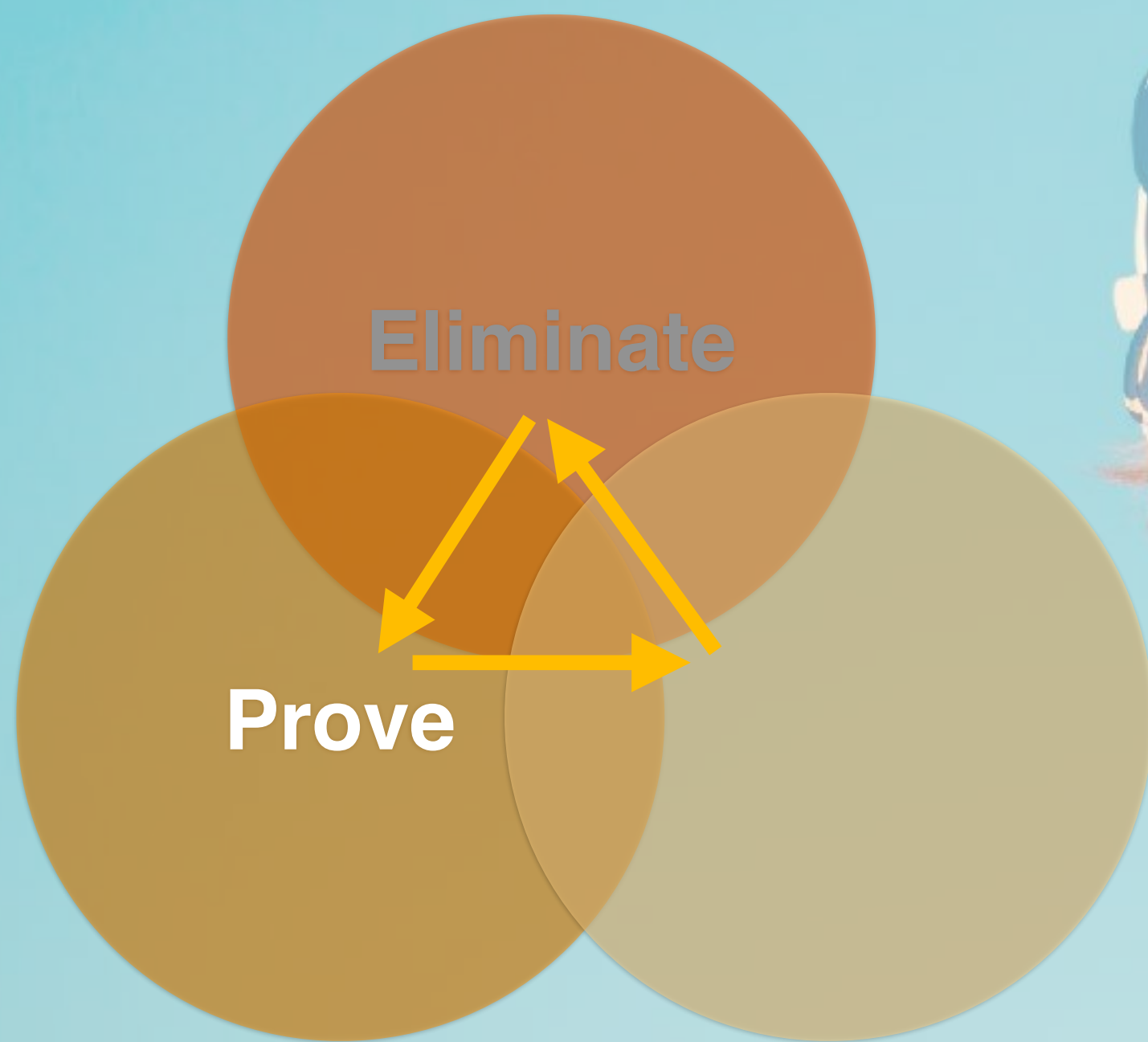




“Earn trust, earn trust, earn trust. Then you can worry about the rest”

– Seth Godin



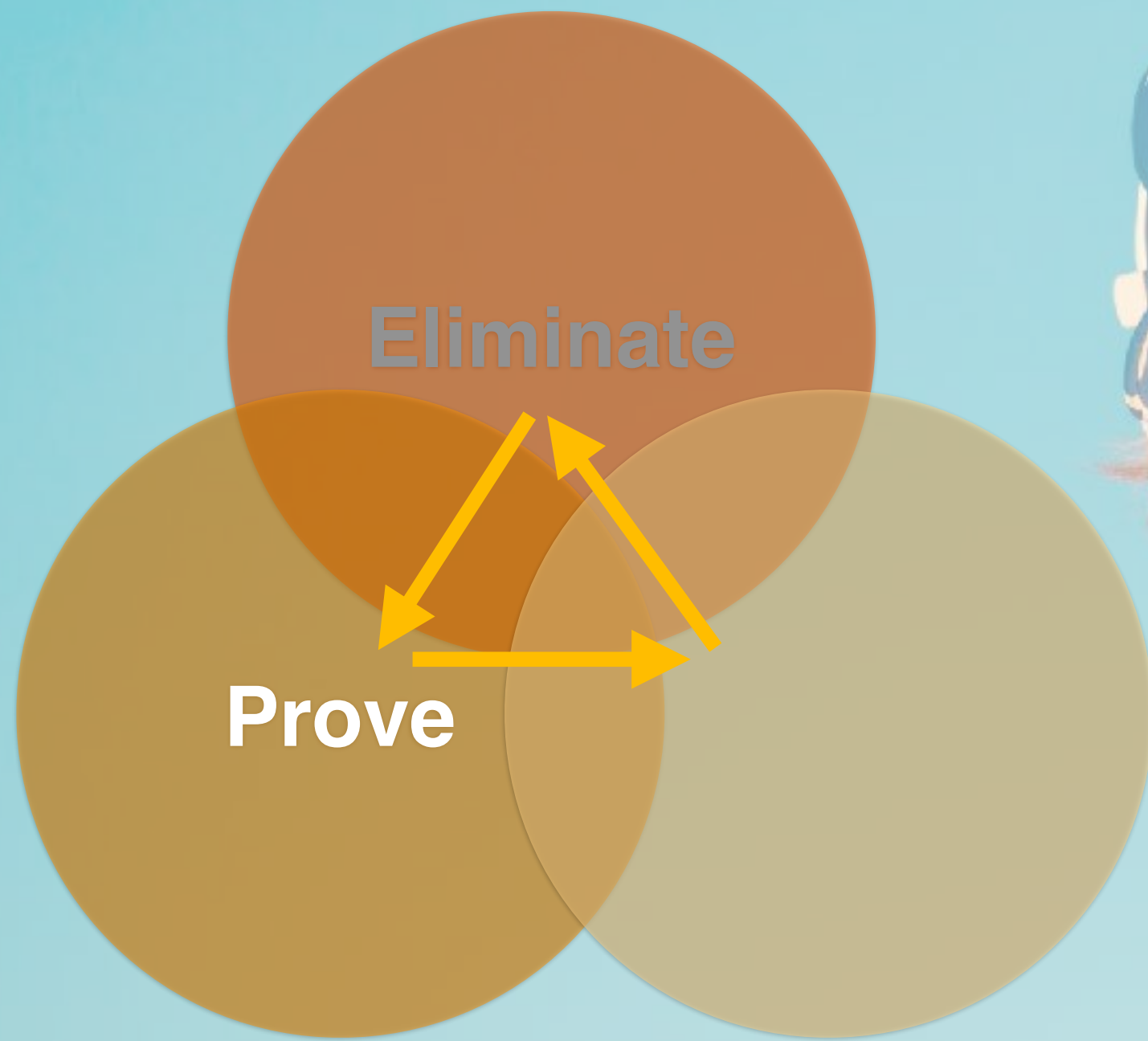


Prove your claims, promises or statements

Trust has been eroded and we have less than 10 seconds to grab and keep someone's attention

They need to quickly understand your offer, understand if it is relevant, valuable to them and whether the risk is acceptable

And ultimately whether they trust you enough to part with their cash and switch to your product



Supporting factors:

Facts/studies

Imagery

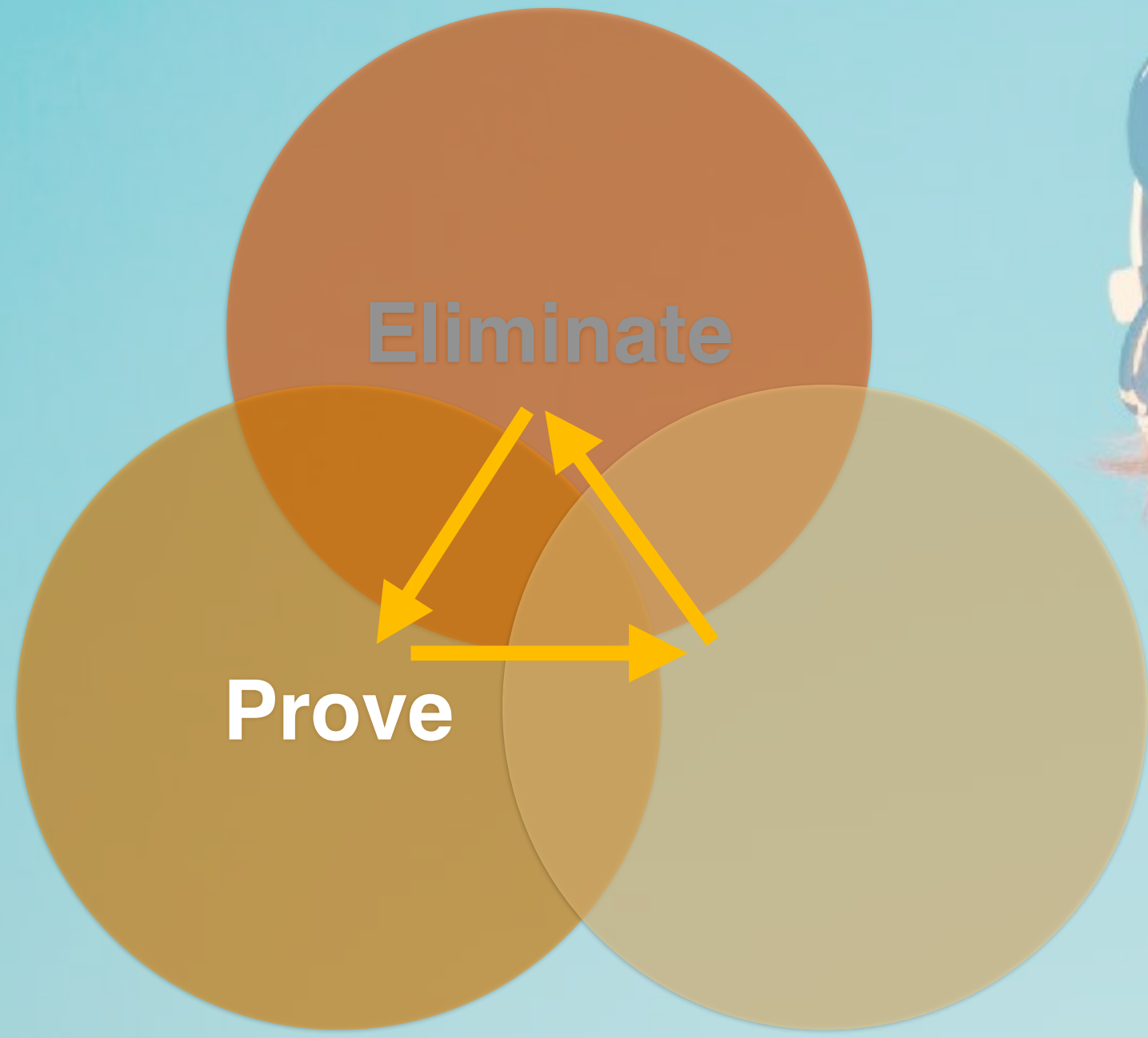
Stories

Guarantee

Results in advance

Testimonials

Credibility (or coat tail)




Benefits


BUSINESS GROWTH WITH GOOGLE ADS

OUR FOCUS, YOUR GOAL

We manage Google Ads campaigns for B2B and B2C businesses throughout the U.S. It's all we do.




OUR GOOGLE ADS AGENCY KNOWS HOW TO TRACK AND DELIVER BETTER QUALIFIED LEADS AND HIGHER ROI SALES




We Differentiate...

your services to beat your PPC advertising competition, even in crowded industries.




We Optimize...

your targeting, bids and budgets, understanding that automation can't yet replace human ingenuity.



We Craft...

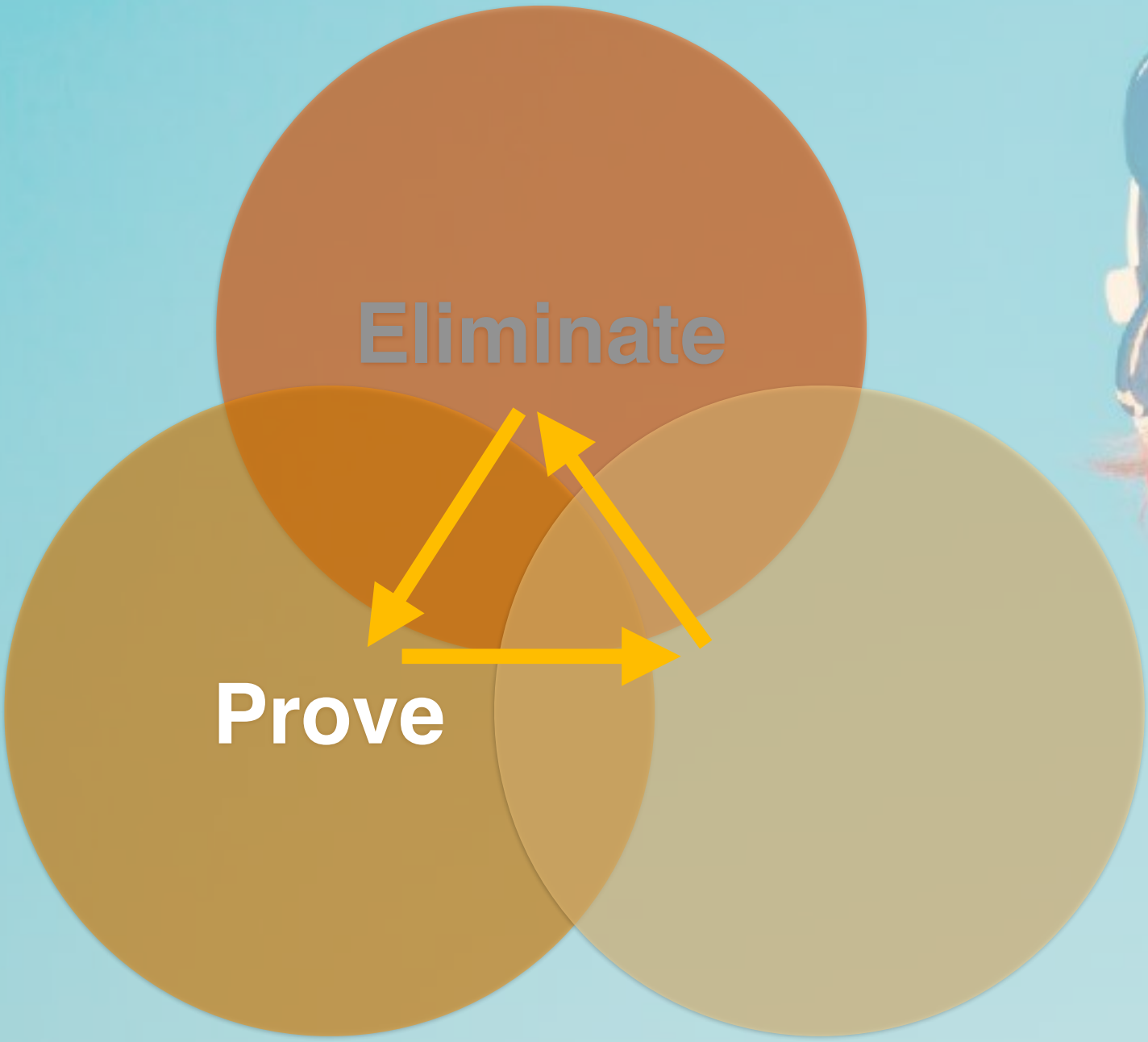
harmonized, high-converting ads and landing pages for your ideal prospects.



We Speak...

to your target prospects in their own words and get them to take action.

Case studies with facts



CLIENT RESULTS

Professional service providers and e-commerce companies throughout the U.S. choose Prometheus.

GREEN VIRGIN PRODUCTS
Natural. Pure. Safe.

ECOMMERCE
Grew revenue & ROI for 4 straight quarters.

Cape and Island
TENNIS & TRACK

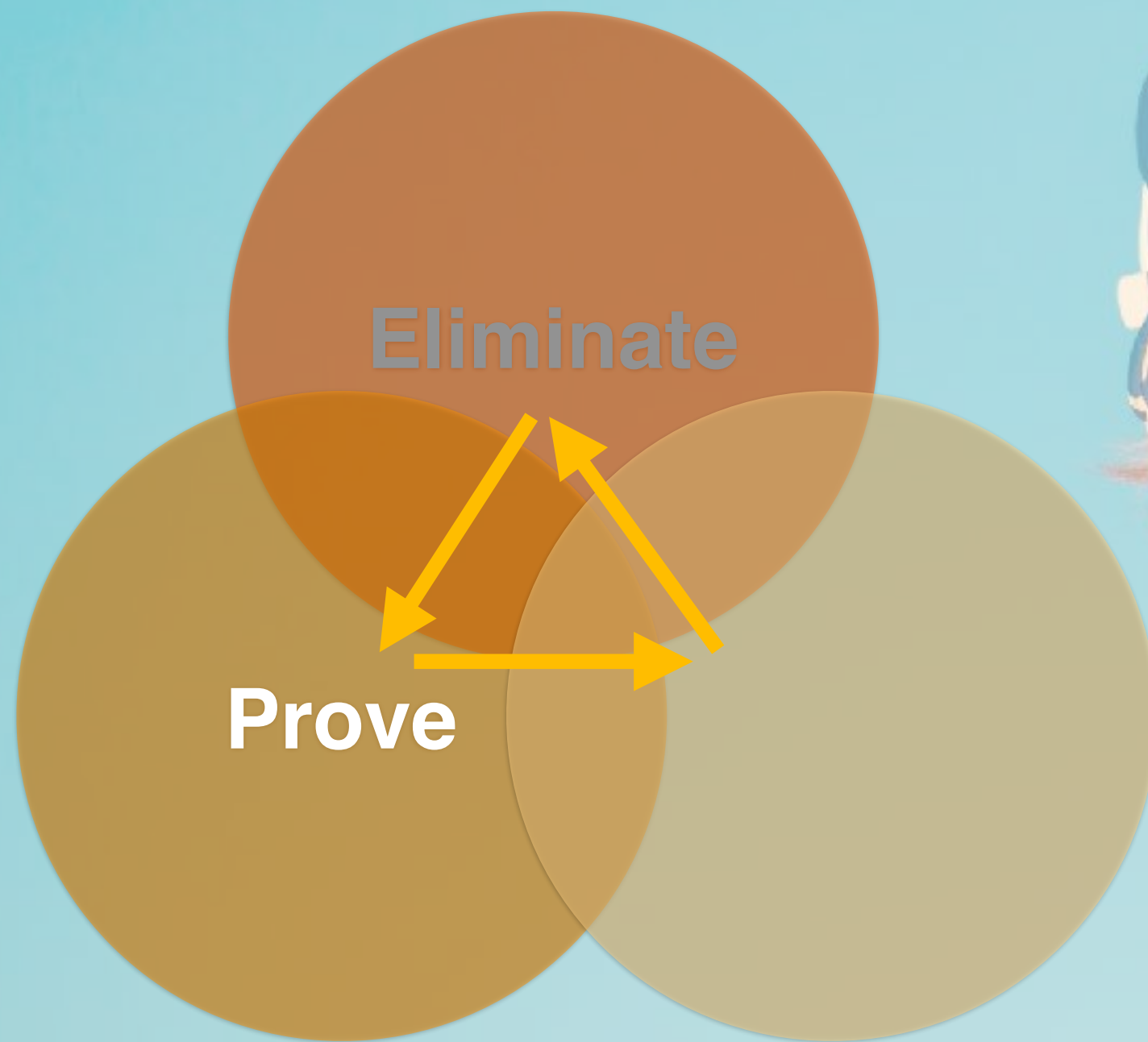
CONSTRUCTION
Multiple \$100,000+ new clients in 1st year.

FullStack Labs

SOFTWARE & APPS
\$1.4M in New Business in first 6 Months.

< >

Credibility



MIT ENGINEERING EXCELLENCE

Our founder, Andrew Percy, holds BS/MS degrees in computer science from MIT. He has over 15 years of experience in corporate marketing and PPC advertising. Andrew has helped more than 100 businesses and MIT startups to succeed with Google Ads.

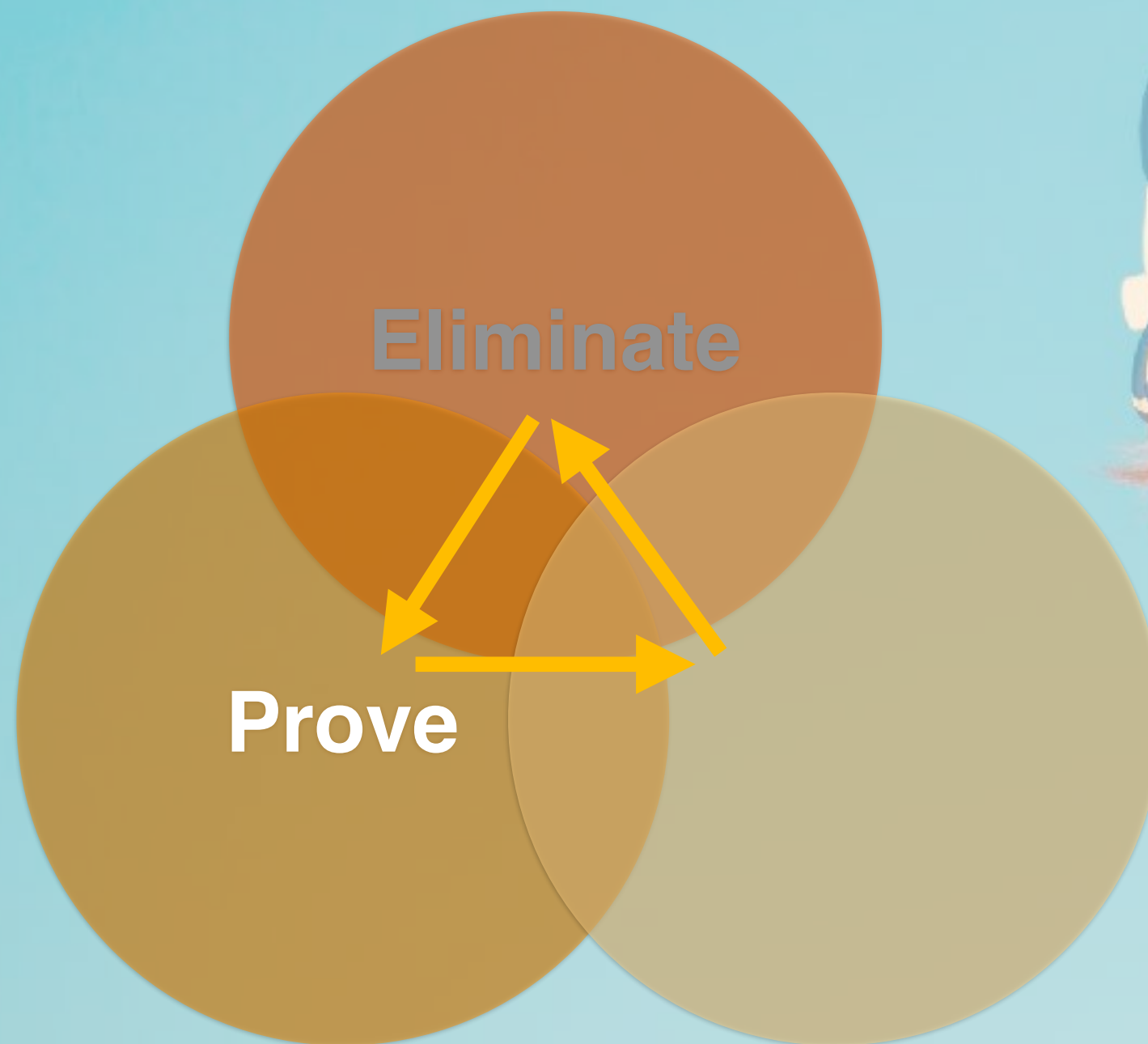
Andrew trains and manages our small team of Google Ads experts. We use a suite of internally developed strategies, checklists & tools that combines Google Ads best practices with our years of hands-on experimentation and success. Our system delivers predictable, high-value lead generation and e-commerce sales year after year. And we customize it for the unique needs of each business.

Get more high-value leads and sales with our Search, Shopping and Remarketing campaigns. Or build your brand and reach with our Display, Video and App campaigns.

Choose Prometheus for a proven, highly-analytic system to maximize leads & sales with Google Ads



Testimonials



TESTIMONIALS

“The website landing page and Google AdWords campaign combination created by Prometheus have been a consistent source of new business. Prometheus expanded our footprint geographically, and we recently landed a **\$130,000 project** as a direct result that otherwise would have never come our way. I would highly recommend Prometheus. We have seen an ROI on our investment almost from day one.”



Eric Loftus

VP Business Development, Cape and Island Terminals & Truck

“Prometheus took the time to understand our industry, reviewed our existing campaigns and laid out and implemented a thorough and analytics-driven plan to methodically improve each and every aspect of our Google Ads marketing plan. Andrew and team are responsive, informative, detail-oriented and simply get it, which is critical when managing **over \$50,000/month** in ad spending. Look no further!”



Ed Rakovsky

Partner, SuperiorSeating.com

“We have used pay per click since 1998 in a highly competitive market and witnessed the cost per click go from pennies to well into double digit dollars. Prometheus Google Ads agency helped us cut our average price per conversion **by 50%** while upping quality of the leads. They have been professional, clear and to the point as they have assisted us in expanding our AdWords presence.”

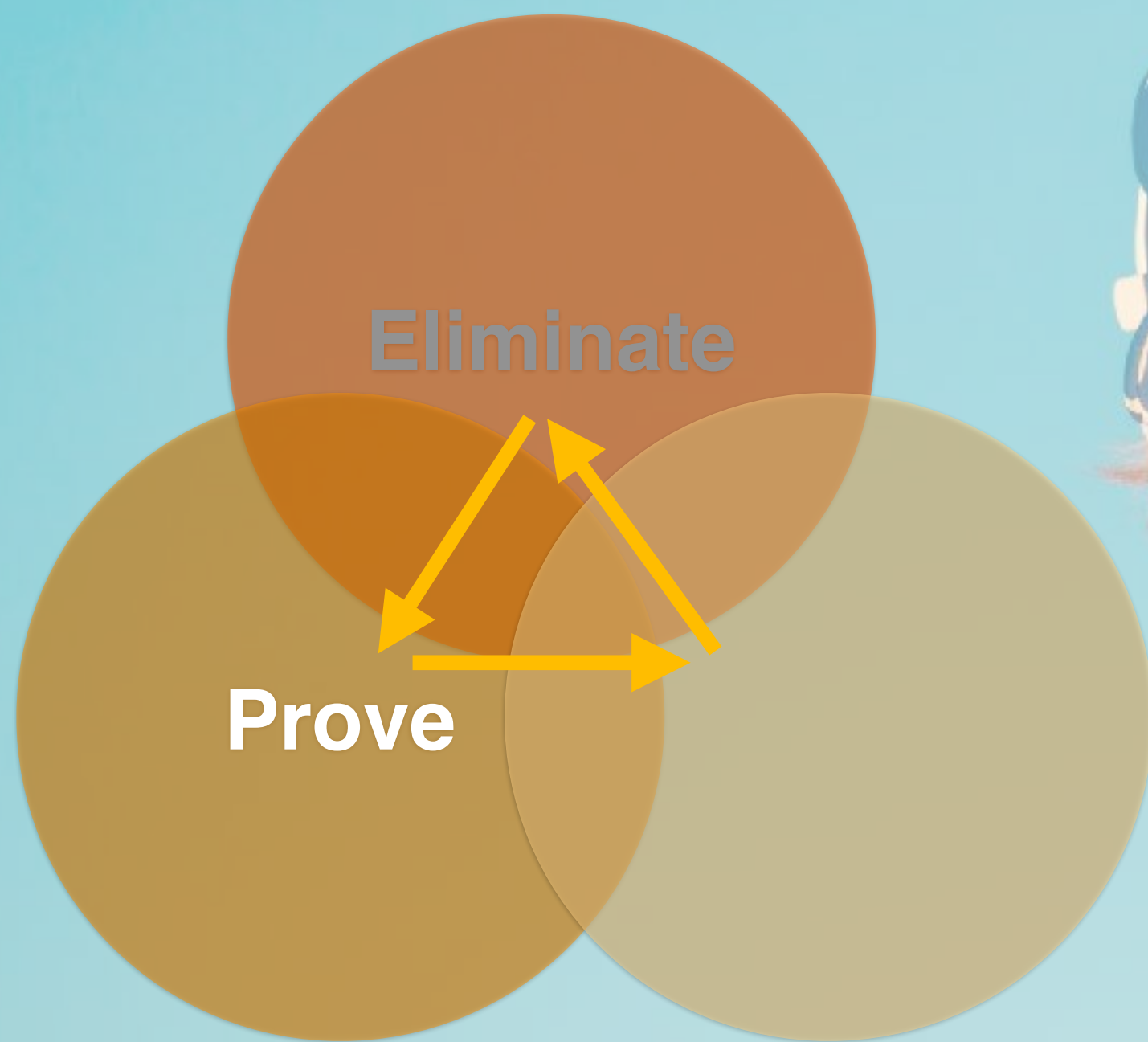


Tim Marshall

Founder, President and CEO of TM 1031 Exchange Inc.



Call to action with hero image



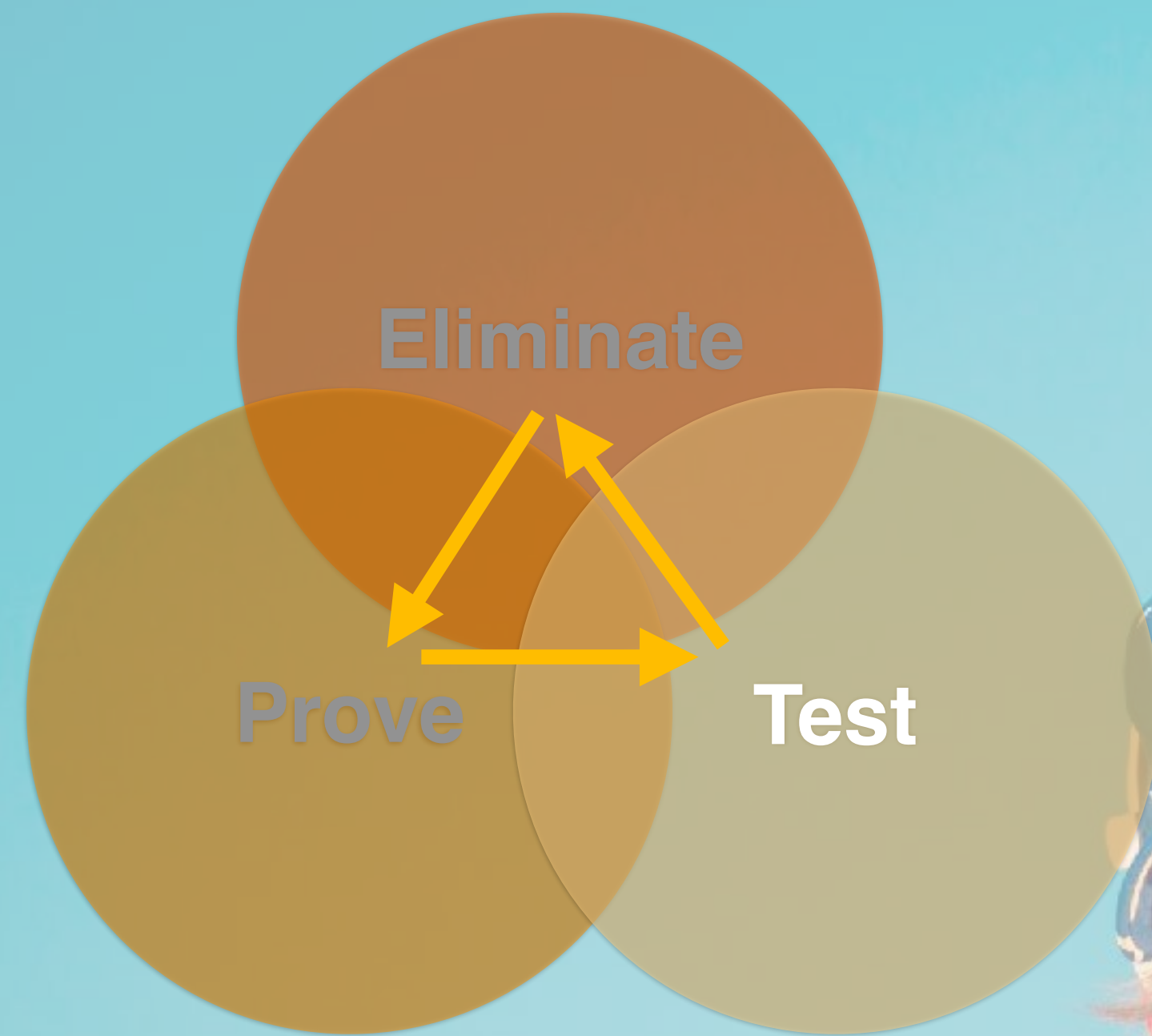
A hero image for a Google Ads consultation banner. It features a man smiling while working on a laptop, with a woman in the background. The background is a blue geometric pattern. The text "GET STARTED TODAY" is prominently displayed in white. Below it, a paragraph describes the service: "Get your Google Ads campaigns under control quickly. We'll increase high-value leads and sales while reducing wasted ad spend. Within 2-3 months we'll maximize your current PPC advertising potential. And we'll have a solid plan in place for continued future growth." Another line of text says, "We take care of it all for you, so you can focus on the rest of your business!". At the bottom, a yellow button contains the text "REQUEST GOOGLE ADS CONSULTATION (PLUS OPTIONAL ACCOUNT REVIEW)" and a right-pointing arrow.

GET STARTED TODAY

Get your Google Ads campaigns under control quickly. We'll increase high-value leads and sales while reducing wasted ad spend. Within 2-3 months we'll maximize your current PPC advertising potential. And we'll have a solid plan in place for continued future growth.

We take care of it all for you, so you can focus on the rest of your business!

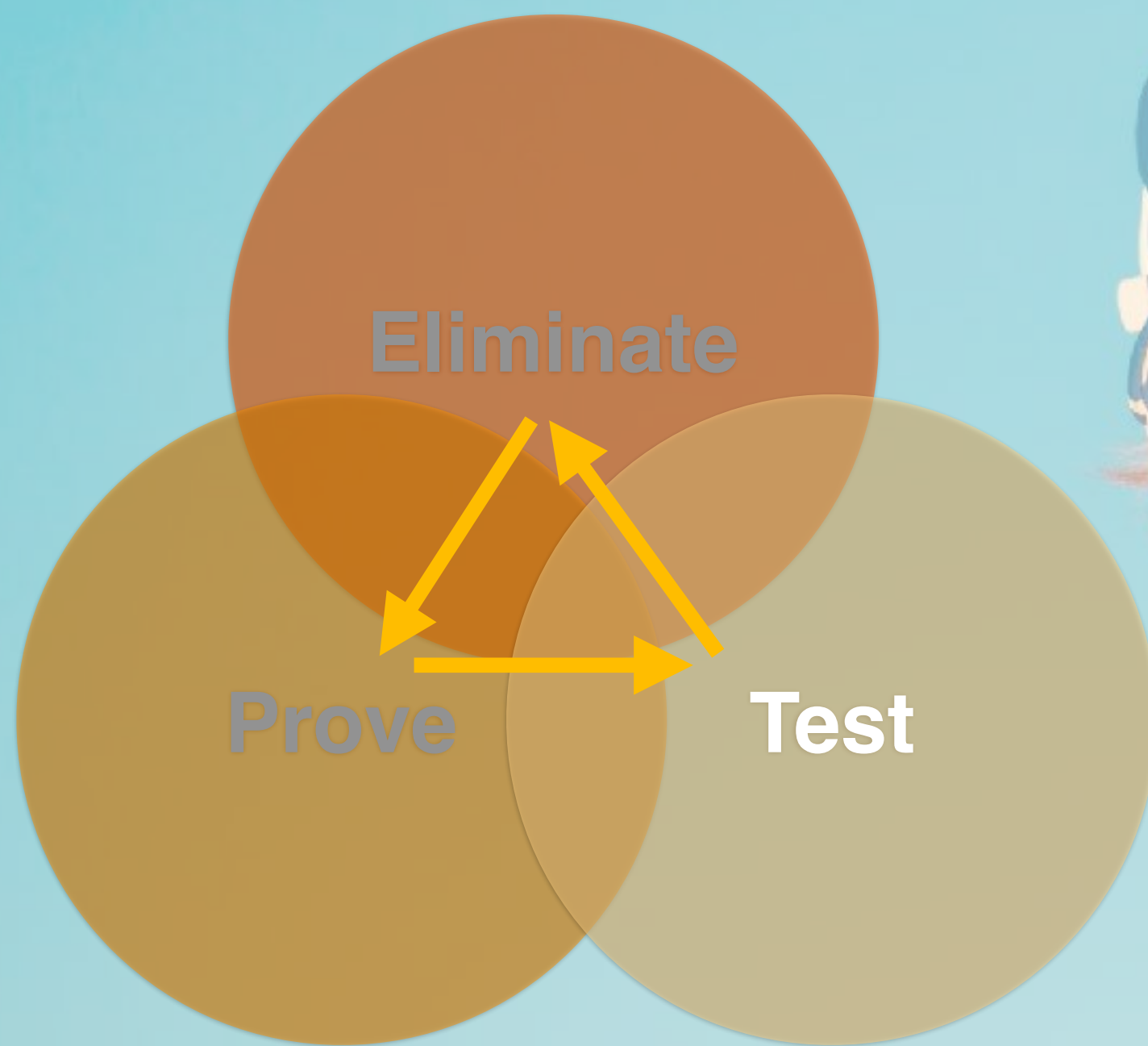
**REQUEST GOOGLE ADS CONSULTATION
(PLUS OPTIONAL ACCOUNT REVIEW)** >



**“A pinch of
probability is worth a
pound of perhaps”**

– James Thurber

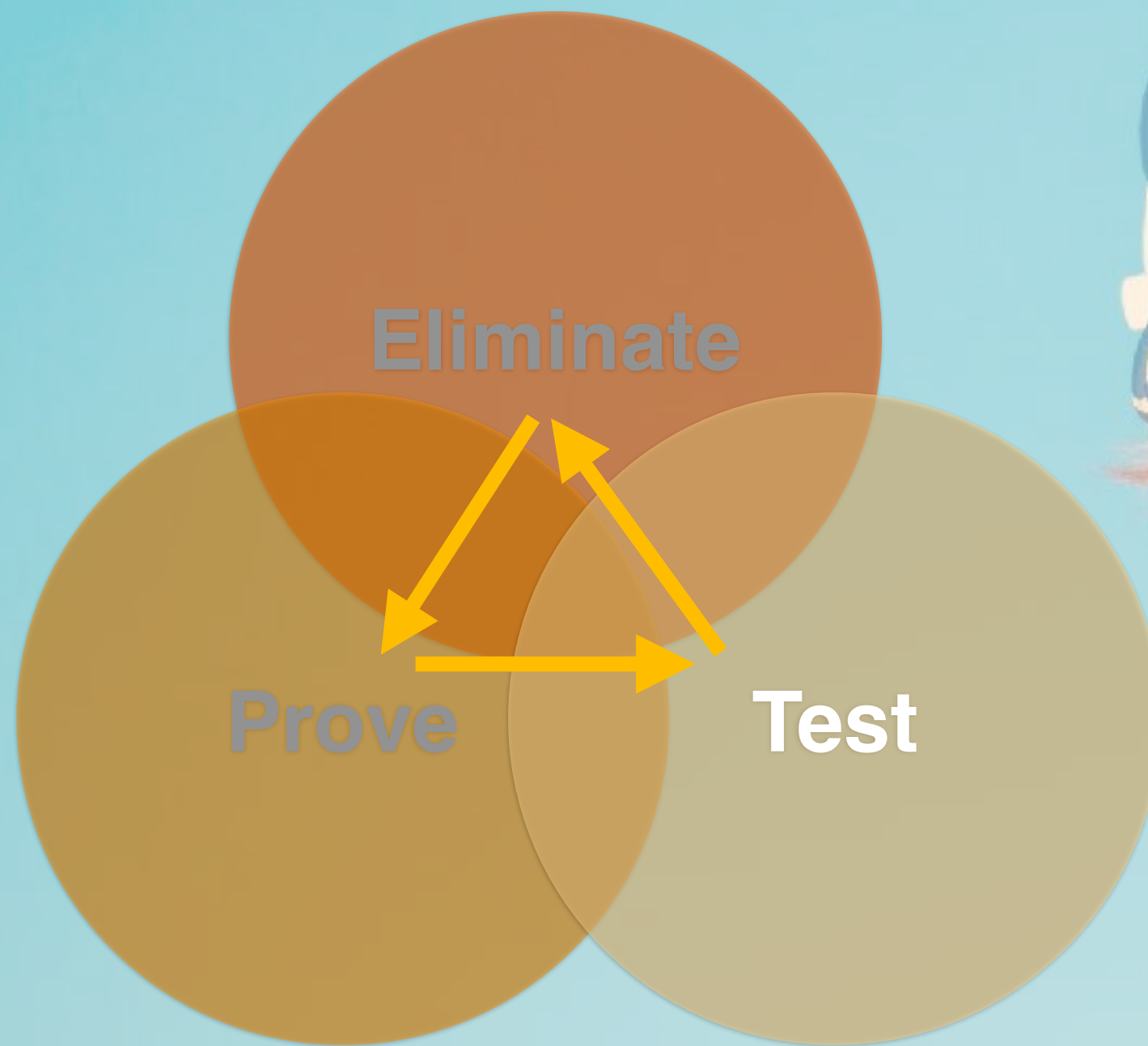




Prototype your product or service and get people using it and feeding back as fast as possible



Fastest way to get it in front of target customers:



**Current
Customers**

**Pay Per
Click**

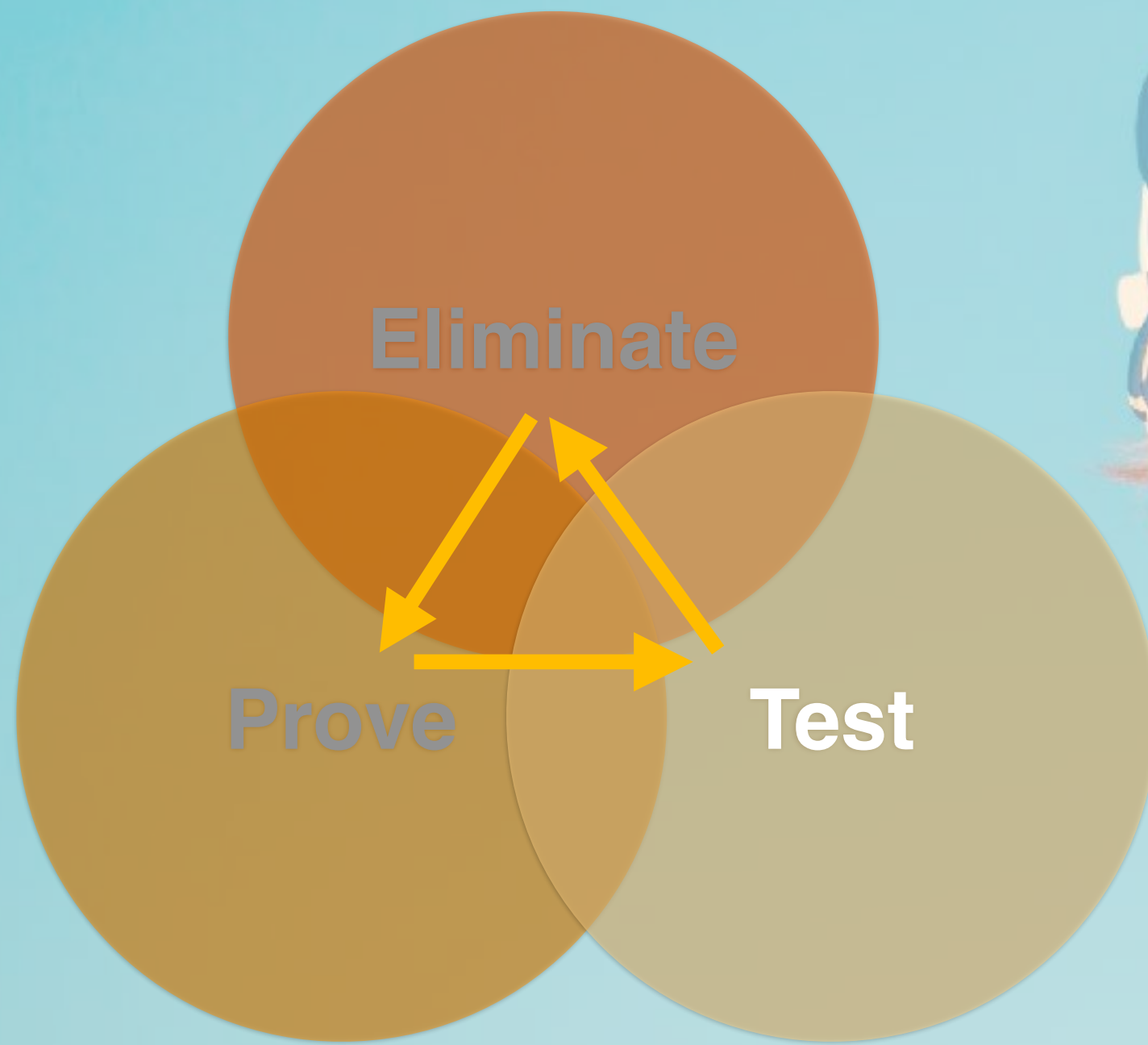
**Referral
Partners**

Influencers

**Free Samples, usage groups, beta testers
etc.**

The ultimate innovation disruptor

UBER

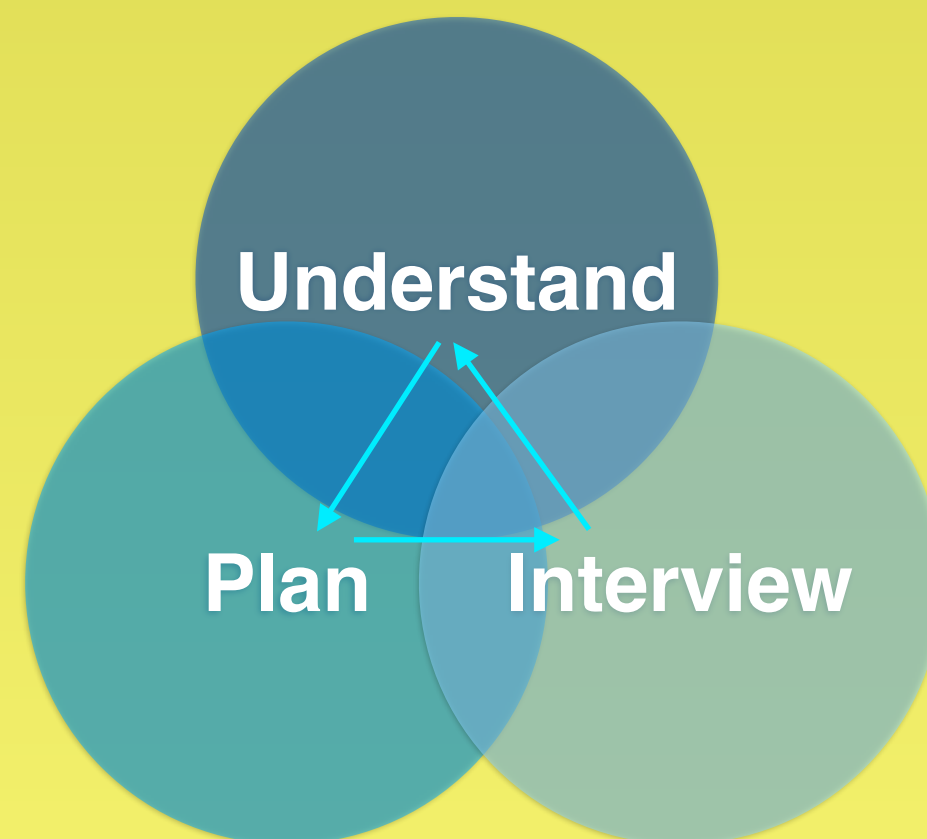


Easiest way around:

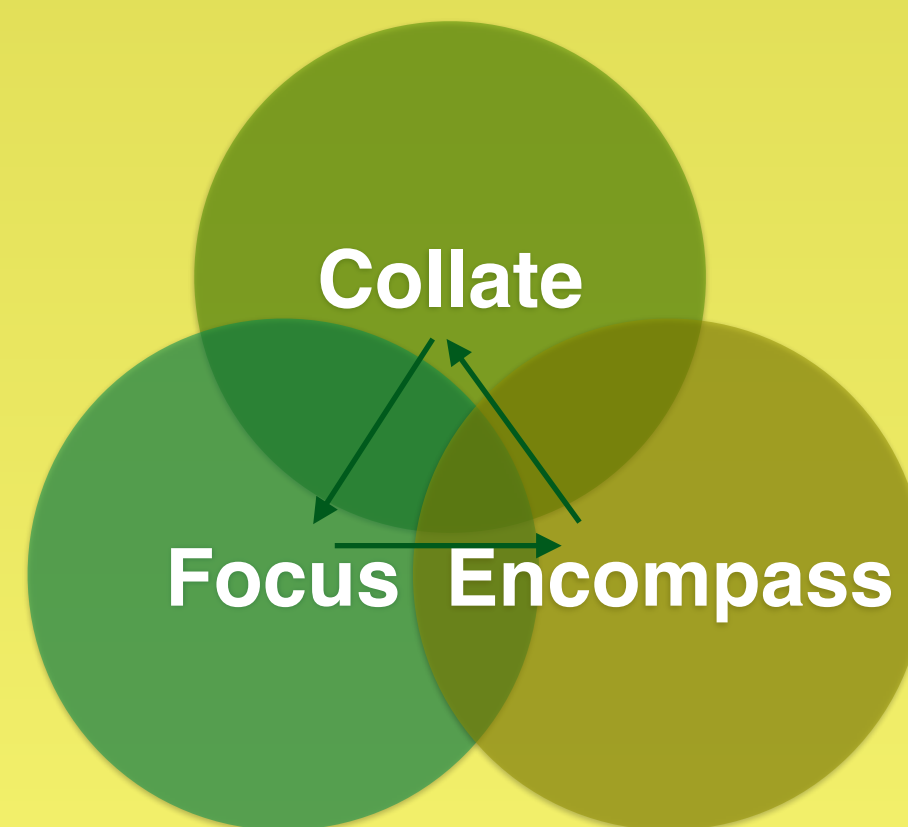
One tap and the car comes directly to you
Hop in-your driver knows exactly where to go
And when you get there, just step out.
Payment is completely seamless

Rinse & Repeat

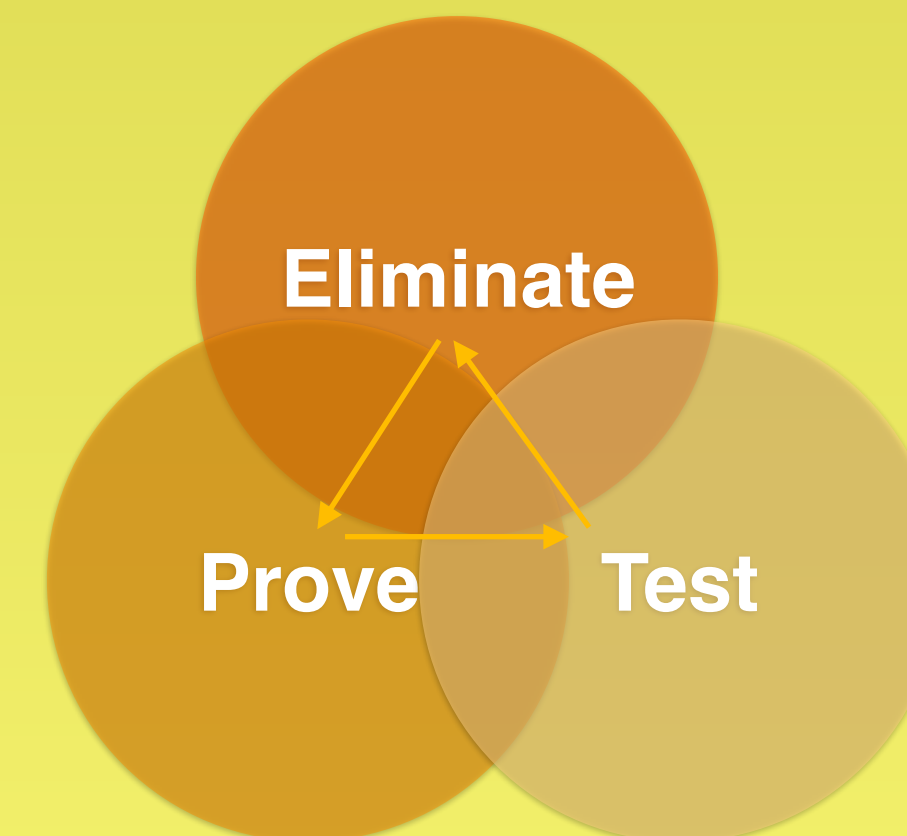
Phase#1 Map **JOURNEY**



Phase#2 Identify **JOBS**



Phase#3 Create **VALUE**

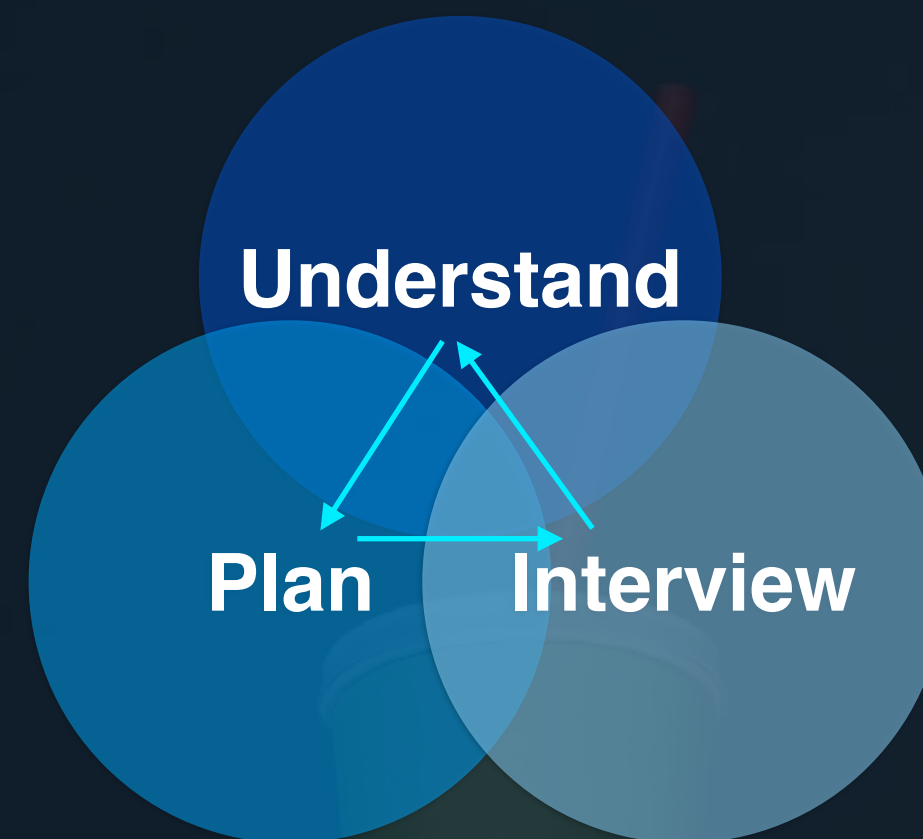


Take Away



THE 3 VALUE PHASES RECAP

Phase#1 Map **JOURNEY**

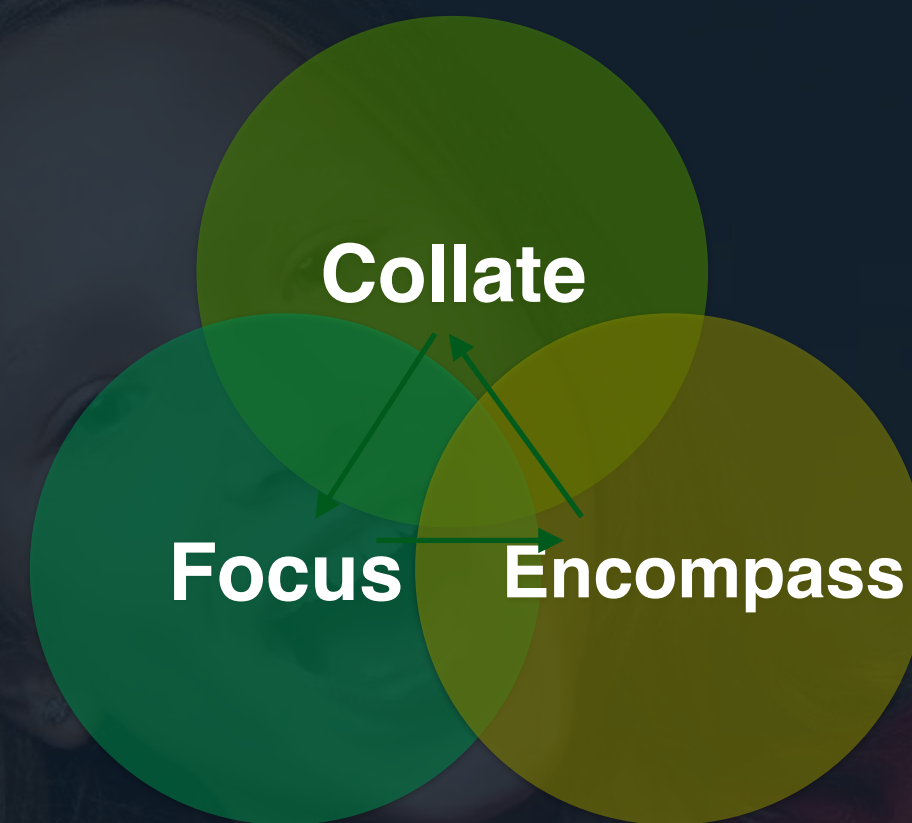


Understand “Be Goals” and jobs to be done

Plan 10+ conversations with people you think will be your consumers

Interview people by starting with point of purchase & work back to “first thought”

Phase#2 Identify **JOBS**

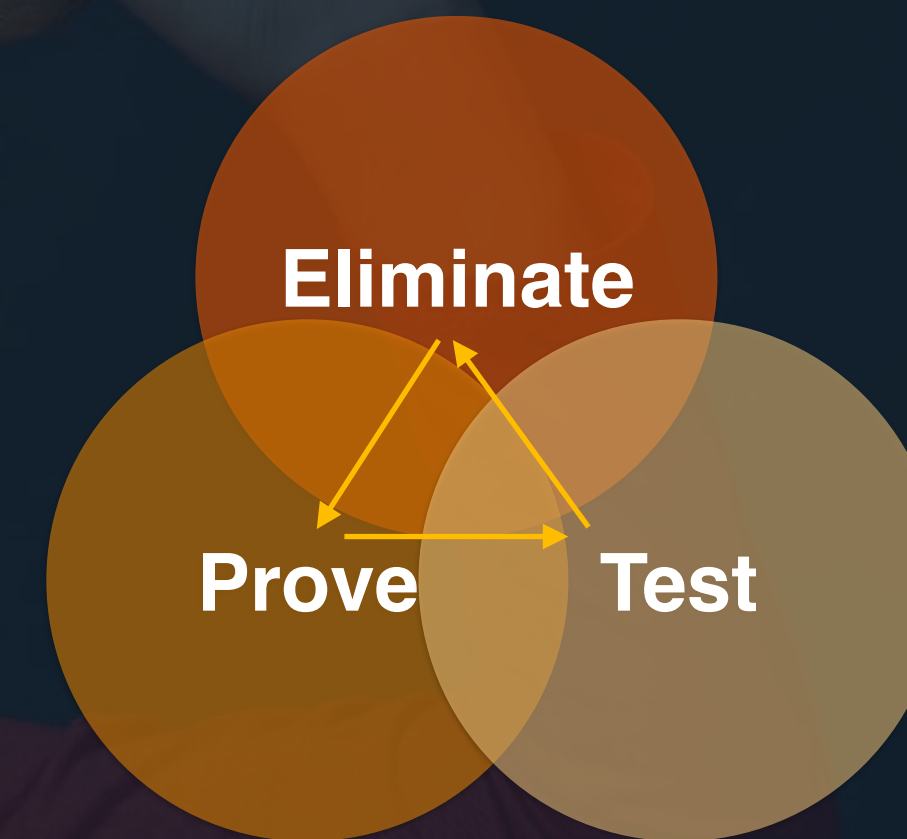


Collate information and look out for patterns & clusters

Focus common situations, desires, constraints, triggers, trade-offs & other choice sets

Encompass the whole experience from first thought to using the product

Phase#3 Create **VALUE**



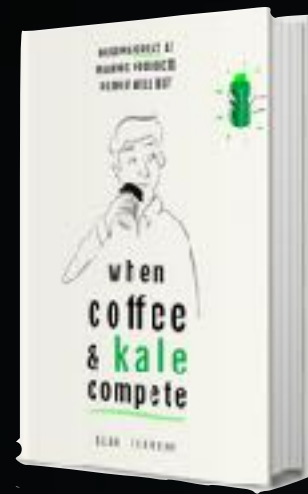
Eliminate unnecessary features or tasks for your customer

Prove your claims, promises or statements

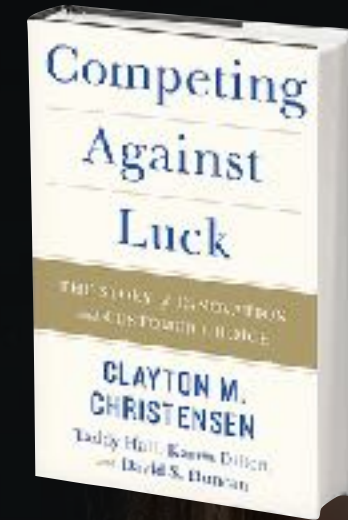
Test as fast as possible using current customers, PPC, referral partners or influencers

Best 1st Steps for Startups

#1 Read these books



**When coffee &
kale compete**
- Alan Klement



**Competing Against
Luck**
- Clayton Christensen



**Jobs-to-be-Done
The Handbook**
- Chris Spiek & Bob Moesta

#2 Find at least 10 people to interview. If you don't have customers find people on forums or Facebook/Linkedin groups

#3 Find a partner to help you interview. One person leads the call. The other interjects and takes notes

#4 Focus your findings into a table

#5 Action your findings and test prototype as fast as possible

Follow in the footsteps of these MIT greats



Presentation Notes, Slides & Resources

findthe*edge*

FindTheEdge.com/MIT-19
kenny@findtheedge.com