



# Mind Shaker Meeting Customer Value & Entrepreneurial Marketing

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## PART A– CUSTOMER VALUE

1. **The customer as an asset**
  - Centrality and customer value
2. **Segmentation**
  - How many clients?
3. **Targeting**
  - Which clients I can/want to reach
4. **Positioning**
  - How do I present myself versus customers (and competitors)?

## PART B– ENTREPRENEURIAL MARKETING

1. **Marketing for start-ups**
  - Predictive vs. Effectual Approach
2. **The effectual approach**
  - Red Bull case



# PART A- CUSTOMER VALUE

# The customer as an asset



Where does the customer value come from?

- Value is not embedded in products but lies in their capacity to satisfy **needs**
- The value of a solution emerges during **consumption**, not in purchase
- Companies do not create value, ma they can only provide value **propositions**
- The customer always **co-create** the value of a solution

According to the Marketing perspective:

- The customer is the most important **asset** for the company;
- **Attracting** and **retaining** customers is the most important activity, especially for start-ups.

# The customer as an asset



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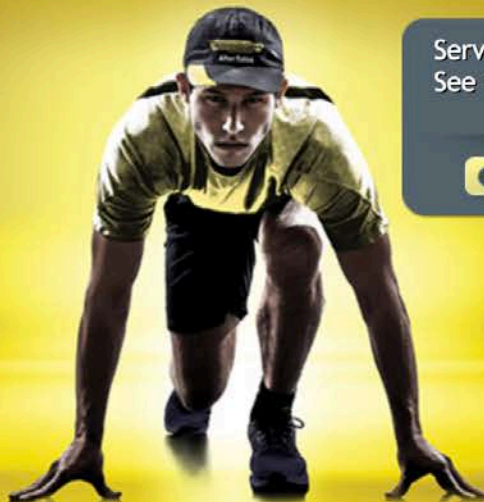
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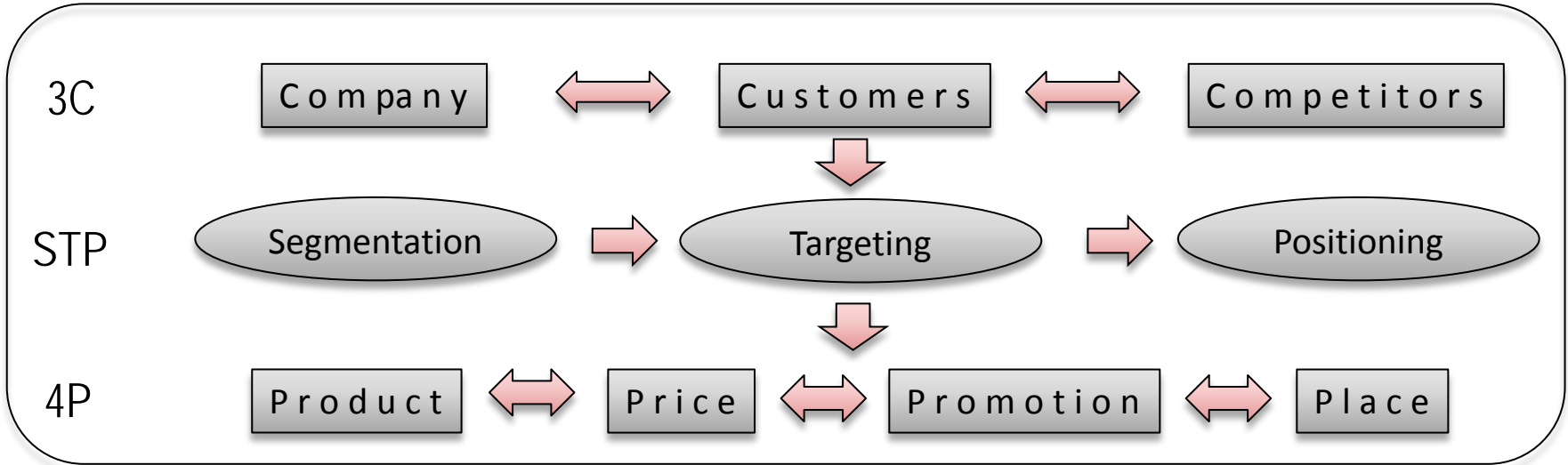
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# Marketing and customers



In the Marketing perspective:

- Companies have to **satisfy their customers** better than competitors;
- Customers need to be **understood, chosen, and reached**;
- Companies have different **levers** to interact with customers.

Three fundamental activities characterize customers management:

- *Know them* -> Segmentation (knowledge)
- *Choose them* -> Targeting (choice)
- *Get them* -> Positioning (action)

# Different needs, different customers : segmentation



Segmentation: Which client profiles do exist? And how they are different?

*Example: Sport in UK* -> How many 'attitudes' toward sport you can find?

<http://segments.sportengland.org/index.aspx>

A screenshot of a web-based customer segmentation tool. It displays a grid of 24 individual profile cards, each with a name and a small portrait photo. The profiles are arranged in four rows. The first row contains Ben, Jamie, Chloe, Leanne, Helena, and Tim. The second row contains Alison, Jackie, Kev, Paula, Philip, and Elaine. The third row contains Roger &amp; Joy, Brenda, Terry, Norma, Ralph &amp; Phyllis, and Frank. The fourth row contains Elsie &amp; Arnold. Below the grid, there is a section with the text 'Or choose:' and a button labeled 'Dominant Segments'. The 'Norma' profile card is highlighted with a yellow background.



# Which customers? TARGETING



Once companies identified and understood the various customer profiles, they choose if to cover:

- A single segment (niche)
- More than one segment (differentiated)
- All the market (undifferentiated)

Targeting = «to whom you speak»: *Example*-> Gillette vs. Wilkinsons

<http://gillette.com/en-us>

<http://www.wilkinsonsword.co.uk>

# How do I speak to customers? POSITIONING



Once companies choose to whom to speak, they choose «how», meaning the ways through which the company **distinguishes** itself from competitors.

Positioning = which are the few key elements that **make up the customer perception** of the firm?

*Example* -> The positioning of Volvo

<http://www.youtube.com/watch?v=dxyo2dOW6IA>

<https://www.youtube.com/watch?v=uDB6fFfITVA>



# PART B– ENTREPRENEURIAL (EFFECTUAL) MARKETING

# Marketing in a start-up (vs. traditional view)



How do companies manage the market and take marketing decisions in presence of high **uncertainty** and lack of information?

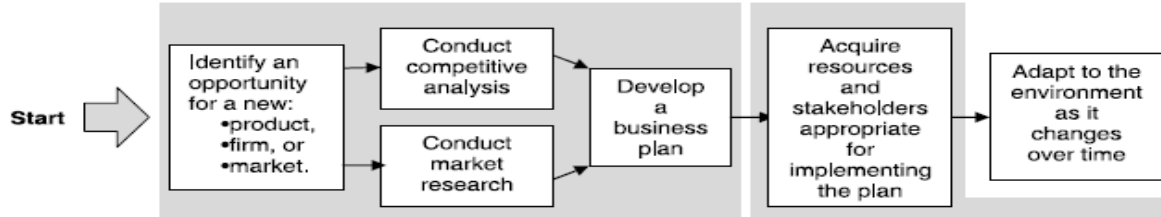
The *traditional* view vs. the '*effectual*' approach

<b>Features</b>	<b>TRADITIONAL MKTG</b>	<b>EFFECTUAL MKTG</b>
<i>Approach to future</i>	Prediction	Action
<i>Nature of the environment</i>	Exogenous	Endogenous
<i>Focus of actions</i>	On goals (market)	On means (niche)
<i>Target of actions</i>	Expected returns	Sustainable losses
<i>Attitude to resources</i>	Protection/specific	Sharing/holistic
<i>Attitude to uncertainty</i>	Planning	Imagination

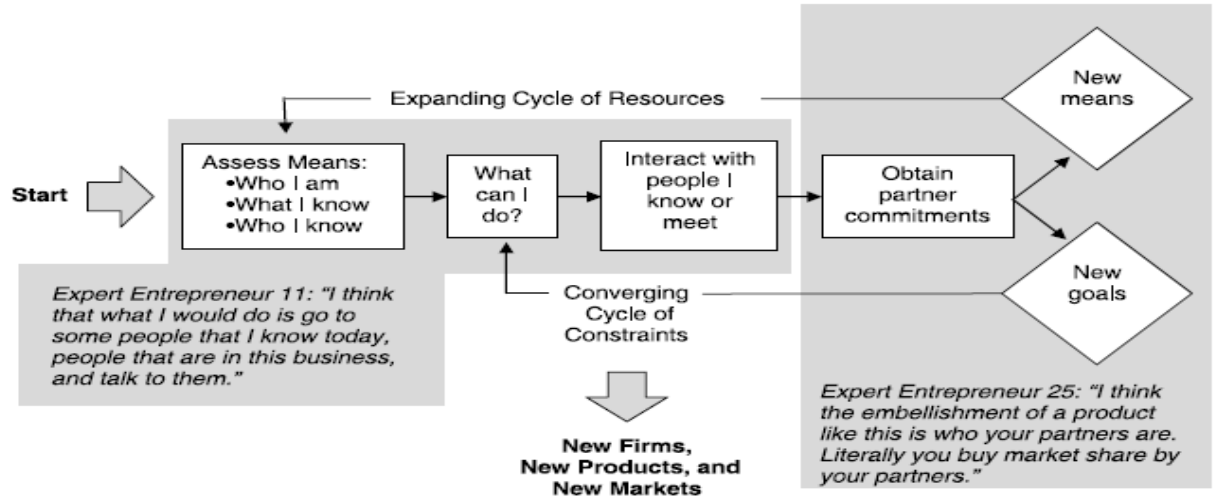
# Marketing in a start-up (vs. traditional view)



## B: The Predictive Process



## A: The Effectual Process



# Red Bull and the «effectual» logic



<http://energydrink.redbull.com/company>

The **philosophy** -> the company is what we offer

The **inspiration** -> starting from what we have and arriving where it was not expected

The **affordable losses** approach -> we use available resources and exploit closer partnerships



The **niche** approach -> the focus on extreme sports



# Red Bull and the «effectual» logic



The unexpected path-> the focus on music



redbullmusicacademy



The holistic view -> the Red Bull Junior Team



The use of imagination -> the «invented» sports

