



Global Startup 

MEXICO 2015, iLAB XALAPA

<http://tiny.cc/GSLMEX15>

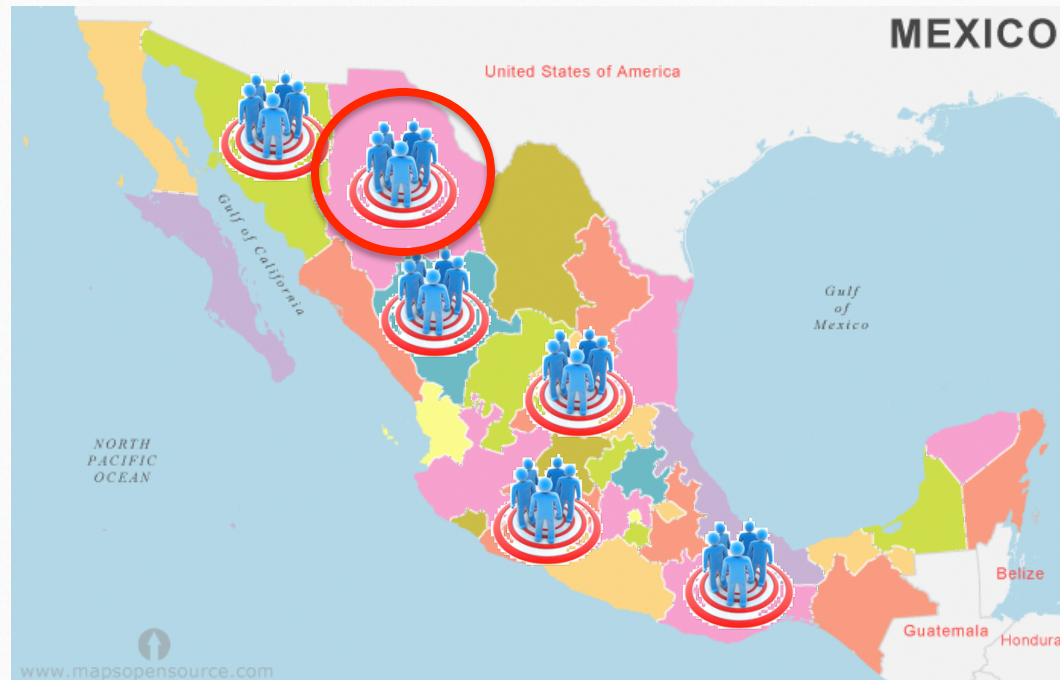


Beachhead Market

Market Segmentation.



<http://ocw.mit.edu/courses/sloan-school-of-management/15-390-new-enterprises-spring-2013/video-tutorials/lecture-7>





1. Is the target customer well funded and are they readily accessible to our sales force?
2. Do they have a compelling reason to buy?
3. Can we today, with the help of partners, deliver a whole product to fulfill that reason to buy?
4. Is there no entrenched competition that could prevent us from getting a fair shot at this business?
5. If we win this segment, can we leverage it to enter additional segments?
6. *Can we show results in a one to two year timeframe?*



Gender

Age

Occupation

Social Level (\$)

Geographic Location

Essential Characteristics

Motivation

Fears

Story

User Category

Other



https://d3ui957tjb5bqd.cloudfront.net/images/screenshots/products/20/205/205629/circle-flat-icons_02-o.jpg?1413056038



End User: The individual (a real person!) who will use your product.

Decision-Making Unit: The individual(s) who decide whether the customer will buy your product, consisting of:

Champion: The person who wants the customer to purchase the product; often the end user.

Primary Economic Buyer: The person with the authority to spend money to purchase the product. Sometimes this is the end user.

• Influencers, Veto Power, Purchasing Department, and so on:
People who have sway or direct control over the decisions of the Primary Economic Buyer.



The TAM for your beachhead market is the amount of annual revenue, expressed in \$ per year, your business would earn if you achieved 100 percent market share in that market.

To calculate:

1. Determine how many end users exist that fit your End User Profile.
2. Determine how much annual revenue you will get from each End User.
3. Multiply number 1. by number 2.



user???

Make assumptions... but keep it as real as possible.

As much as possible, base the number on the budgets of the potential customers you have identified. How much are they spending today to accomplish what your product does? How much have they paid in the past for other new products? How much value does your product create for them?

Is less than \$5 million dollars per year?



Between \$20 million to \$100 million per year is a good target.



Is more than \$100 million dollars per year?



If it is around \$5 million per year...

You must:

Capture the market quickly and convincingly, especially if the gross margins on your product would be very high and you do not need a lot of employees to do it. This could create positive cash flow from the market, which would be a significant accomplishment and a good beachhead market.



Table 4.2 SensAble Technologies Beachhead Market TAM Calculation

	United States	Europe	Japan
Industrial Designers/Sculptors (Toys)	1,500	1,000	1,000
Industrial Designers/Sculptors (Footwear)	750	500	500
Estimated Annual Growth Rate	8%		
Primary Market Research:			
Price per clay workbench	\$20,000	\$20,000	\$15,000
Price per digital workstation	\$15,000	\$15,000	\$10,000
Life of physical clay workbenches	5 years	5 years	5 years
Life of digital workstations	3 years	3 years	3 years
Annual expenditure per designer (based on assumption that each designer would otherwise have both a clay workbench and a digital workbench, and we can replace them both with our offering)	\$9,000	\$9,000	\$6,333
TAM Calculation:			
Industrial Designers/Sculptors (Toys)	\$13,500,000	\$9,000,000	\$6,333,333
Industrial Designers/Sculptors (Footwear)	\$6,750,000	\$4,500,000	\$3,166,667
Total TAM for Beachhead (\$/year)	\$20,250,000	\$13,500,000	\$9,500,000

All designers that will buy my product.
(100% "Pepitos")

How much they usually spend in the current solution.

How much I will get from each "Pepito" using my solution



Focused on how much the customer spends per designer was an easier data point to tabulate and seemed to best represent our market potential. Each customer budgeted for a clay workbench for each designer, which when fully equipped, cost approximately \$20,000 per bench in the United States and Europe, with a five-year replacement cycle. Each customer also budgeted for a digital workstation and software for each designer that costs about \$15,000 in the United States and Europe and had a three-year replacement cycle. Both of these costs would be displaced by SensAble's product. (We found that these two items often cost less for companies buying for designers based in Asia, as Table 4.2 shows.)

We also included an estimated annual growth rate, based on our primary market research. While it did not directly affect the TAM calculation, it was a useful data point for future steps that we could easily collect during this round of research.

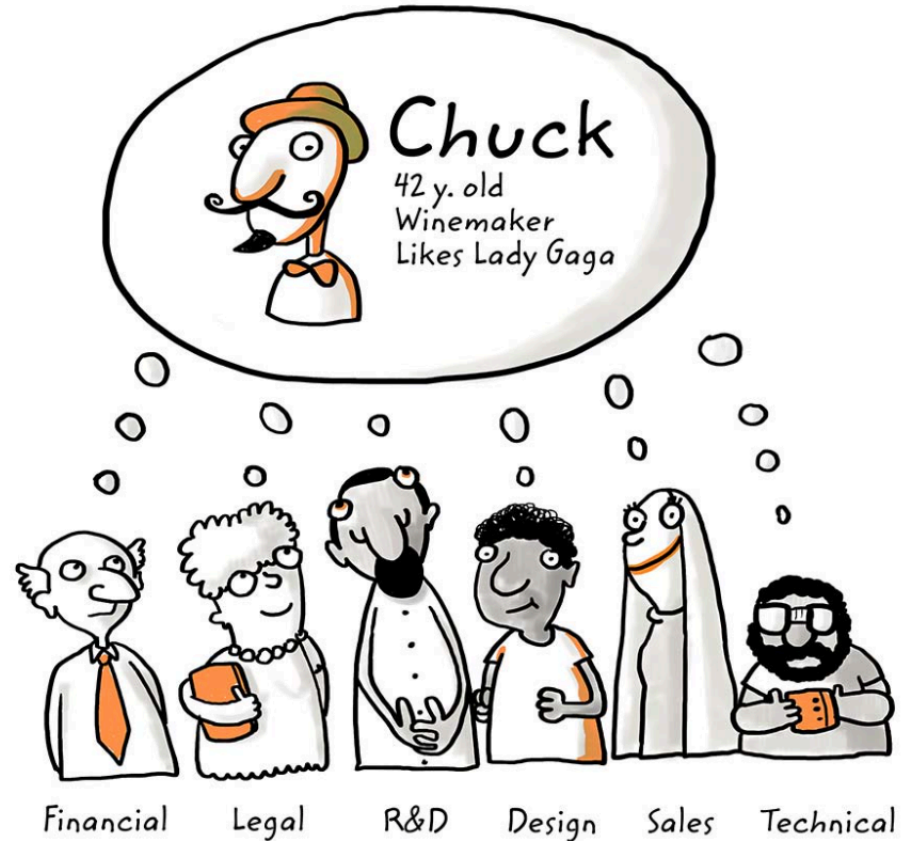


Multiply the selling price of each unit by the total number of units sold.

For example, a company that sells 100 aluminum screws at \$1 per screw generates \$100 in sales **revenue**. This **calculation** indicates the **revenue** generated by each product sold by a company. Add the **revenue** generated by each product.



Build your Persona!





SILVIU
35 y.o.

Alternative channels
manager,
Small - medium busn.
€ 2500

STRAY: Energetic, ambitious
May have a family, but social person
Loves gadgets (Apple fan)
Bikes (motorbikes), snowboarding
Loves good wine & food w/ friends.
Prefers doing business with ppl he likes

GOALS: Go up the ladder (VP / Chief agent)
Do something different / stand out
Be appreciated for results.
His bank to become more competitive

NEEDS: To get results quickly (measurable) - customer loyalty, solid.
To lower costs
To move faster / smarter than competitors
A good technology partner

PAINS / FEARs

- Large IT projects: expensive long time to implement
- Low competitiveness = pressure (small / medium bank)
- Upper management not understands leverage of mobile, user-friendly technology.