

A Perfect Match



**What to do when a product
needs more customers.**

**Or customers need more
products.**

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First, success creates failure

Creating a technology is hard.

You never have enough resources. And whatever you make needs validating.

But validating your tech (and business) means a laser focus on finding and selling to early adopters and fast followers.

Ordinarily, revenue growth stalls once these early customers have purchased.

Management doesn't know how to move forward.

And even if they know what to do, knowing how to do it is just as tricky.

Perspective is missing.

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Walk out of the mess

Companies in your situation face one of 2 problems.

1. You have a product (or service) and you want more people to give you money for it.
2. Or, you have people giving you money for something, and you want to know exactly what else they'd give you money for.

Simple? Yes.

Easy? **No.**

Here's what's missing from your current setup – you haven't transitioned from delighting early adopters to delighting the other 90% of the marketplace.

And that's where most growth is.



What follows is how to make that transition.

This approach exposes opportunities to delight customers. And create sustainable revenue growth by shifting the company focus from a product focus to a customer focus.

It works by analyzing your products and services AND the customer's journey, through their eyes. So, you unearth opportunities. And find what you're doing to undermine the company's next stage of growth.

You'll implement a framework of micro-surveys, and a dashboard reporting tool, that shows CEOs and their management teams near real-time monitoring of their operations from the customer's lens. And the ability to fix issues before it's too late.

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Answers you won't like

Step 1 is to catalog what you have, what's holding you back, and where you want to go.

The most common complaint clients have is, "this is such a great technology, I don't understand why people don't want to buy it."

Let's settle something up front — stalled growth isn't caused by a few tiny things, here and there, throughout the company. Most often it's a disconnect between the market approach, the company's leadership bench, and actual deficiencies of the product.

For two of those, (future) customers decide if you're doing it right. And they're likely silent, unreachable, or have never been asked.

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Get help for free

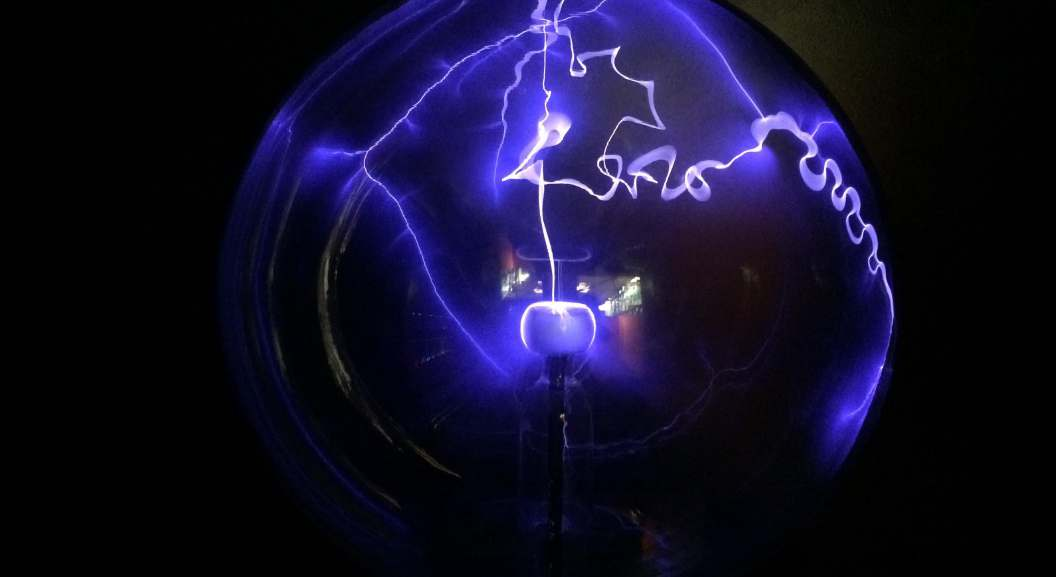
If you have lots of time (!) you can build an in-house capability to inventory and assess from a customer's POV.

Then, iterate, review, iterate, review.

If you want to move into a "positive future" sooner, there's an easier way.

Some experts in finding customers for new products, or finding what current customers aim to spend on next, will start with the easiest thing you can do to generate revenue.

They'll find the blind spots with your company's view of customer perceptions.



They also evaluate your leadership team, strategy, capabilities, metrics, and operational cadence. They check your management systems (how does the team manage week-by-week, metrics, cooperation, etc.)

And then they evaluate your customer-facing teams.

Once that's done, it's on to Primary Research. Because all of this only works after somebody talks to somebody. That means customer interviews and actual sales & marketing activity.

Then, it's on to Secondary Research – company data, metrics from the customer viewpoints – all looking for hints of what customers have liked. What they want right now. What 'negative present' they want to go away, or 'positive future' they hope to shortcut to.

The things they're trying to avoid, and the things they're trying to get to – those are your low hanging fruit.

In my own practice, every client has been surprised by what was found. And those early findings translated into easy revenue that paid for future research.



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Trying winners

Once the Primary and Secondary customer research is done, it's decision time.

The results will show the 2-5 customer-requested options with the highest probability of success.

Select one, test it, evaluate the results.

Except, it's a real-world evaluation, even if the results is simply a minimum viable product.

Marketing needs to apply creativity to the messaging. Someone needs to try to sell it. And results from those efforts need to be measured and evaluated.



Then, if it's successful, fold it into the core business.

Or if this version of the product is a bit mismatched for you, a distribution partner, with its own infrastructure, might love to sell it.

(This is an area where you want an expert to advise you, then find appropriate partners and negotiate.)

At the same time, you keep collecting data, building condense for change, and even start testing the next idea.

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Keep winning

By now, what's really shifted is, you're filling your customer's "tank".

And they're eager to talk to you about how they use, and would use, and want to use your product.

So never stop.

Treat every new test project as a mini-business, so it has the minimum impact on your organization.

Test marketing and sales will validate what you learn from customers, at every iteration. If the lesson doesn't pan out, kill it, or sell it to your distribution partners. If it's promising, merge it back into the core business.

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Now, success creates success

Welcome to the new you.

Customers are happy, and there are a lot more of them.

You're getting a feel for what they'll buy next, and they're happy with how focused you are (on them).

Your company is aligned around customers. No more blind investments in new products or features. No more hope, where certainty should be.

Many companies have been through this process.

If you haven't started yet, it's your turn.

About the author



Chip Royce owns a small piece of marketing history.

He joined his first internet startup in 1994, and bought the very first keyword ad – on Yahoo! in 1997.

(That keyword was “golf”).

Since then, he’s worked with high-growth ventures and Fortune 500 companies in content publishing, internet infrastructure, SaaS and hardware.

In 2014, Chip started Flywheel Advisors, helping early and mid-stage companies (Consumer and B2B) listen to customers and leverage their feedback, driving growth and scale.

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