Hypothes.is

Go-To-Market Strategy

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Objectives

Build, deploy and nurture an open, interoperable annotation layer over the Web, enabling a conversation over all knowledge.

Develop and implement a commercial strategy that sustains the broader mission serving the public interest.

Penetration into all key verticals relating to educational content, edtech, scholarly publishing, libraries, biomedical, and legal.

Earned income goal: $24 million in revenue by 2020. Define and achieve annual sales goal to achieve this objective.

Critical Success Factor #1

Establish a critical mass of early adopters.

The First Six Months: Focus Areas

- Develop and implement a **process-driven** model for marketing and sales.
- **Implement complete go-to-market plan for Higher Education market**, to launch in February/March 2017 (assuming this is consistent with product development priorities).
- **Understanding the market:** create targeted customer **personas** and fully developed **value propositions** for each vertical.
- Define **market priorities.**
- Implement a successful **content marketing strategy.**

Continued ->

The First Six Months: Focus Areas (continued)

- Expand the number of **case studies, user stories, and usage scenarios.**
- Resolve any outstanding issues defining **pricing model and payment processes.**
- Seek out **distribution partners** to create momentum.
- Develop and implement an effective **customer success** strategy.
- Optimize results from **low-hanging fruit:** nurture existing relationships, get referrals, build the network.
- Implement useful **marketing and sales tools,** most importantly an inbound marketing platform and CRM.

Publishers don't really understand annotation yet, can't visualize it, and it will take some time for them to get it.

Allison Belan

Duke University Press

Value Proposition

Existing Value Propositions for Education

Hypothes.is:

- **Enhances student learning.** Increases capabilities in **social and collaborative learning.**
- **Enables conversations** within classrooms and study groups.
- Allows students to **share** passages, bookmarks, and digital citations.
- Creates new capabilities for **creative** educational exercises.
- Promotes **engagement** in learning.
- Allows institutions and faculty to better **understand** student usage of educational materials.
- Is **easy** to implement and use.

Existing Value Propositions for Scholarly Publishers

Hypothes.is:

- Places scholarly institutions squarely at the **technology forefront** in terms of creation, production, and innovation.
- Increases **content utilization.**
- Places published scholarly content at the **center of the conversation.**
- Facilitates **collaboration** during authoring.
- Adds a **quality control** layer for content quality and accuracy.
- Keeps published content **more current,** with options for updating without sacrificing version of record.

Developing the Value Proposition

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Don't tell me, show me.

Overcome objections.

Define a clearer **financial rationale** ("How can Hypothes.is help my bottom line?"). Particularly important for publishers and distribution partners.

Develop more **case studies, user stories, and usage scenarios** to demonstrate capabilities and applications.

Define **responses** to common **objections** (e.g., "Uncontrolled commentary makes [publishers] nervous")
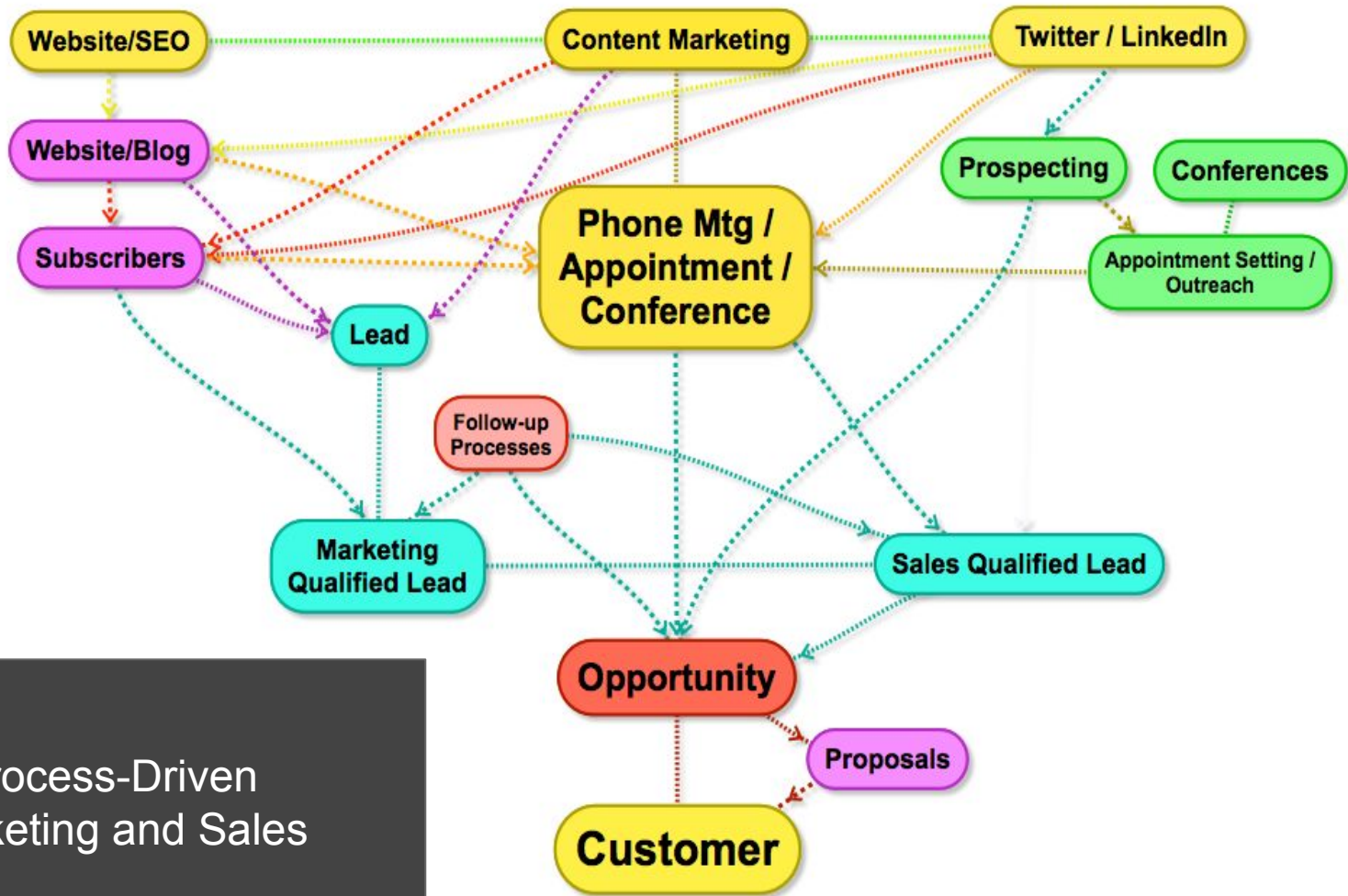
Process-Driven Marketing and Sales

Understanding Our Markets

- ▸ **Build** on excellent base of work provided by consultants.
- ▸ Define ideal customer **personas**, and build marketing and sales strategy around these personas.
- ▸ **Evaluate** pain points, desires, fears/anxieties, objections, demographics, behavioral characteristics, types of content consumed, and level of knowledge/familiarity with benefits of annotation technology.
- ▸ Establish ongoing procedures to **capture data** on customer characteristics.

Priorities

"Continue to focus on and expand within the education market (universities, educational technology companies) as your primary market opportunity"

"The classroom experience continues to be the most compelling case for annotation tools."

- Carolina Street Partners

Priorities (1)

1 Higher Education

Target the **higher education buying cycle for fall 2017,** with decision-making taking place from February-April.

As per Entangled Solutions recommendations, pursue **top-down/bottom-up** approach, with both **student pays and school pays** tracks. Approach with a strong combination of marketing and sales activities.

Develop a strong **narrative** as to how annotation can be used to to **enhance learning,** with support from **user stories and usage scenarios.**

Seek to establish relationships with higher ed **centers for teaching and learning** to form both **customer** and **distribution partner** relationships.

Priorities (2–3)

2 Distribution Partners

Seek to develop **partnerships** with LMS companies, centers for teaching and learning, production vendors, and educational publishers. Approach with a strong combination of marketing and sales activities.

Define what we are willing and not willing to do in partnerships (e.g., regarding exclusivity). Determine potential financial arrangements, and other contractual necessities for success.

3 Scholarly

Take a marketing-focused approach, using content marketing and lead generation to develop actionable prospects. Create a consistent, sustained campaign for the 5 biggest academic publishers (RELX Group, Taylor and Francis, Wiley-Blackwell, Springer, Sage).

The scholarly market may be very momentum-driven. Ideally, in the future, we want academic publishers to view annotation capability as a standard and necessity.

Priorities (4-6)

4 Libraries

Approach library organizations like OCLC. Develop value propositions, build list, and deliver sustained content marketing.

5 Bioscience and Legal

Just as annotation can aid in collaboration, and add structure to bioscience content, so can it enhance the value of legal content. For instance, annotations will be helpful in identifying, discussing, and remembering useful portions of judicial proceedings.

6 Government

Vast amounts of content, with a higher degree of difficulty to enter into the market. Consider partnering with a content vendor already doing business with government entities (e.g., Data Conversion Laboratory, Aptara).

Low-Hanging Fruit

Leverage existing work and relationships.

▸ We can generate a considerable number of **conversations** before the marketing process kicks in.

▸ Ensure there is a complete strategy in place for all **existing opportunities.**

▸ Actively solicit **referrals** from current contacts.

▸ Implement an immediate **networking** strategy.

Networking

Start from this list and build:

- ▸ Annotating All Knowledge
- ▸ Publishing Professionals Network (Bookbuilders West)
- ▸ Bookbuilders East
- ▸ American Association of Publishers
- ▸ Society for Scholarly Publishing
- ▸ Standards (International Digital Publishing Forum, IMS Global Learning Consortium)
- ▸ International Society for Technology in Education (ISTE)
- ▸ Meetup
- ▸ LinkedIn

Prospecting

Searching for qualified prospects and reaching out. LinkedIn is a particularly useful prospecting tool
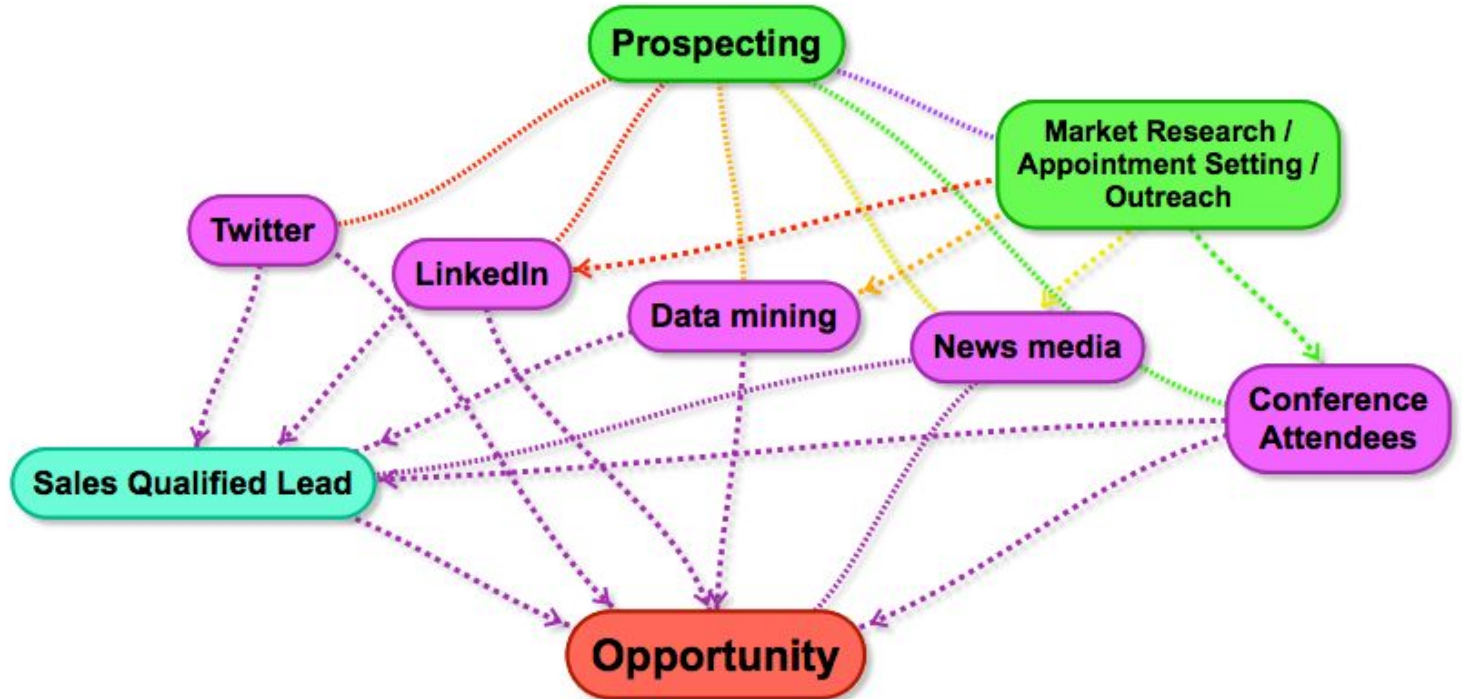
The Importance of Follow–Up

Follow-up needs to be **process-driven and consistent.**

▸ Establish lead **priority levels,** with follow-up **routines defined** for each level.

▸ Follow-up should be **scheduled** in the CRM in all cases, and **all sales-related communication logged.**

▸ All **high priority leads,** for example, should always have a future task assigned.

▸ Provide **value** to the conversation during each follow-up.

Marketing Strategy

Content Strategy

Lead Generation

Case Studies and Usage Scenarios

Measurement and Adjustment

> *There is an opportunity to develop real leadership in how annotation can be used pedagogically in learning... It's a **content marketing driven strategy**... It's white papers around annotation's impact in learning, it's press driven by user stories, faculty who are using it, and the impact they are having.*
>
> \- *Entangled Solutions*

Content Strategy

- Content strategy targets the **entire lifecycle, from lead generation through customer success.**
- Continually **educate** prospects and customers regarding the benefits and uses of annotation technology.
- Ensure that content is properly **targeted** according to **persona** definitions.
- Develop high value content on a **regular, process-driven schedule.**
- **Lead generation:** ensure that content strategy generates **subscribers** and **conversations**.

Case Studies and Usage Scenarios

- Turn our product into **stories.**
- Enhance **credibility.**
- **Educate** prospects and customers regarding creative and productive uses.
- Studies and scenarios can be **multi-purposed** for blog posts, website pages, landing pages, white papers, sales collateral, and email campaigns. We can use them to create webinars, and develop them into videos or podcasts.

A great example is this blog post: *Back to School with Annotation: 10 Ways to Annotate with Students*
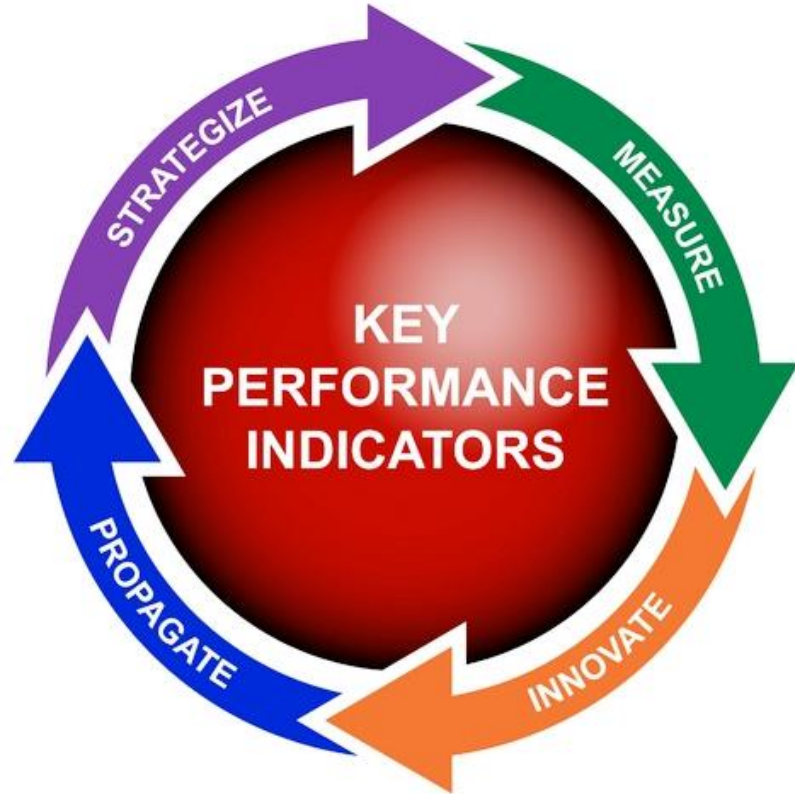
Building and Using Our Lists

Data Mining
Inbound Marketing
Conferences
Prospecting

Build List

Weekly Email

Webinars and Events

Key Performance Indicators

STRATEGIZE
MEASURE
KEY PERFORMANCE INDICATORS
PROPAGATE
INNOVATE

▸ Over time develop a full set of KPIs for marketing and sales. **Measure and refine processes to optimize results.**

▸ Initial sales focus on networking to generate productive **conversations**.

▸ As marketing processes yield results, give more attention to **lead flow, opportunities created, conversion rate, and full set of KPIs for marketing.**

Customer Success

While customer churn may not be a significant concern, customer success should be high priority for the purpose of business development:

- ▸ Customer success demonstrates the value of annotation.
- ▸ User stories of success can be used for marketing and sales.
- ▸ Customer success leads to referrals.
- ▸ A focus on customer success simplifies the buying process, as it leads to efficient customer-oriented processes.
- ▸ Customer success solidifies relationships, and allows us to better understand the future needs of customers.

Aligning Product Strategy with Business Development

A cohesive relationship between the marketing/sales team and the product team is key to sustained revenue growth.

- ▸ Establish clear communication processes to ensure that information is flowing in both directions, so each side understands the activities and goals of the other.
- ▸ Ensure that product objectives support sales objectives, and vice-versa.

THANKS!

Any questions?

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