



STARTUP GROWTH

COGSTEPS

May 25th 2023

Hi, I'm Florian Schleicher

For more than 15 years I have been advising, managing and accompanying brands with their marketing.

From large international corporations to agencies and NGOs to start-ups, my experiences have brought sustainable growth to brands.

In early 2022 I founded [FutureS](#) - a strategic impact marketing studio.

Now I help future oriented brands to get their marketing to the next level - the futures. I do this with coachings, strategies, concepts und presentations.





BBDO

GREENPEACE



Forbes

kapsch >>>

MUNCH

5 Flavors



RADBAG

**FEMALE →
FOUNDERS**

educom

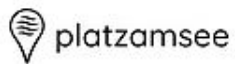


WKO

**eco.
mio**

sWagal

oratis



-stoff-

15 YEARS MARKETING











© AP Sergipe State Environment Administration



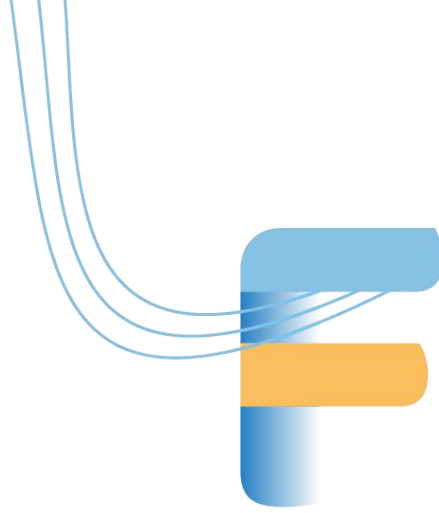


© AP Photo Seth Wenig

**WE NEED TO DO
SOMETHING ABOUT THIS**

**I NEED TO DO
SOMETHING ABOUT THIS**





FUTURES
IMPACT MARKETING STUDIO

I help future oriented companies,
to bring their marketing to the next level.

MY GOAL FOR YOU TODAY

It has never been easier starting a business. And it never was harder to reach goals and sustainable growth. I'll show you how to get it right.

And I have a gift for you.



1

Introduction

2

Diagnosis

3

Guiding Principles

4

Coherent Actions

5

Your Mission

1

Introduction

2

Diagnosis

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Guiding Principles

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Coherent Actions

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Your Mission



*Inputs and
Guidance*

*Workshop &
Feedback*

WHO ARE YOU AND WHY ARE YOU HERE?

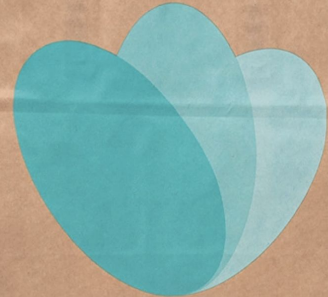
1

INTRODUCTION

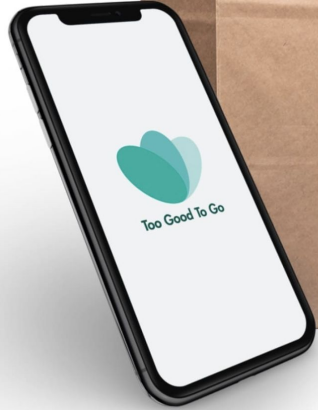
Growth Story of Too Good To Go

The role marketing plays for start-up growth

Successfactors for start-up growth



Too Good To Go



Too Good To Go

2.5 years

I was the Head of Marketing at Too Good To Go

TOGETHER WITH A BRILLIANT TEAM WE...

Increased brand awareness from 0 to 54%

Built a community of 700.000 users

Won **“App of the year”** 2019

Created the 6th biggest brand account on Instagram

Achieved 1.000 **press clippings** per year

Got 230.000 **newsletter recipients**

Were perceived as the **2nd strongest brand around sustainability**

Won 4 EFFIES with our **OLG campaign**

Were actively recommended by 50% of users

Increased user engagement by 30% per year

Were one of the top 3 markets based on engagement of 20 countries

1.500.000

Magic Bags with valuable food saved from going to waste.

OKAY GREAT, BUT HOW?

3 PILLARS OF SUCCESS








TEAM

STORY

STRATEGY

TEAM

-  Passion driven
-  Start small and anticipate needs
-  Go for generalists first, then experts
-  Hire people that are better than you
-  Invest in culture

“

Culture eats Strategy for
breakfast.

Peter Drucker

OUR CULTURE WAS FOCUSSED ON 5 VALUES

We Win Together

We Raise The Bar

We Keep It Simple

We Build a Legacy

We Care

Vision, DEI, Safe Space & Responsibility

High Expectations & Excellence

Focus & Direct Feedback

Be remembered in the future

Respect & looking out for each other



FAMILY

“

Shopify, like any other for-profit company, is not a family. The very idea is preposterous. You are born into a family. You never choose it, and they can't un-family you....The dangers of "family thinking" are that it becomes incredibly hard to let poor performers go. Shopify is a team, not a family.

Tobi Lutke, CEO Shopify



STORY

THE BEST STORY WINS

No Entertainment
On Earth
Can Match
A Good Story
Compellingly Told

THERE ONCE WAS...

A dramatic, low-angle shot from inside a dark cave. The cave's interior is mostly in shadow, with the rough, dark rock walls visible on the left and top. A bright opening in the cave reveals a vast, lush green landscape. The landscape features steep, rocky slopes covered in dense, vibrant green vegetation, possibly moss or small plants. The lighting is high-contrast, with the bright light from the cave entrance illuminating the greenery and creating a sense of depth and mystery. The overall mood is one of discovery and natural beauty.

OUR STORY STARTS...

**OUR ANCESTORS FACE A
PROBLEM...**



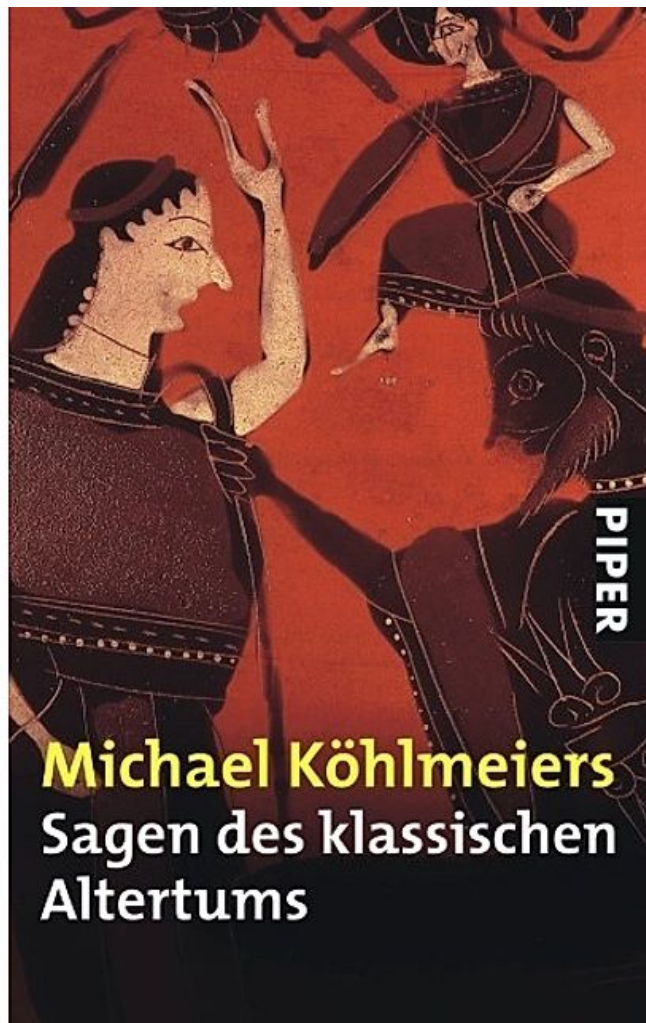
**SO THEY TRANSFORMED
INFORMATION...**





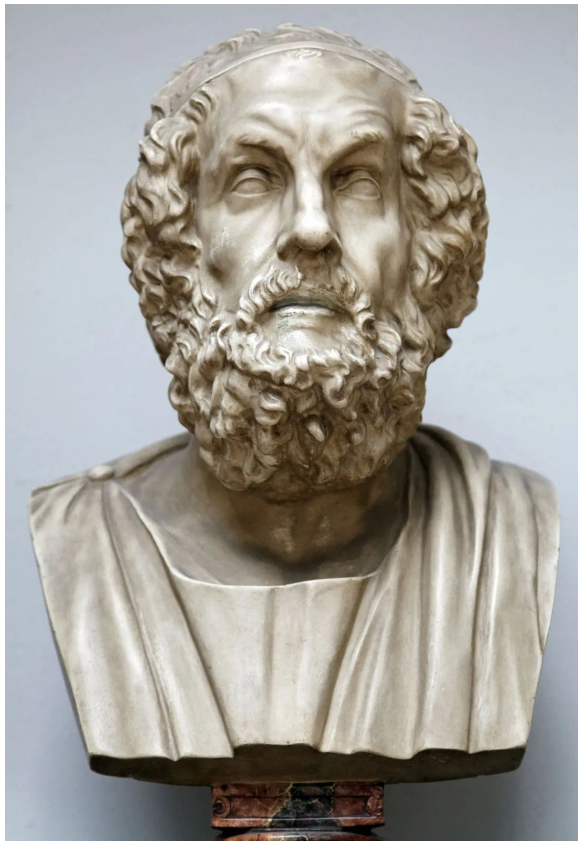
INTO STORIES.

**WHAT WAS YOUR FAVORITE STORY
AS A CHILD?**



Michael Köhlmeiers
Sagen des klassischen
Altertums

PIPER



About 3.000 years

“

We're wired for story. In a culture of scarcity and perfectionism, there's a surprisingly simple reason we want to own, integrate, and share our stories of struggle. **We do this because we feel the most alive** when we're connecting with others and being brave with our stories - **it's in our biology.**

Brené Brown

**WHAT DOES THIS HAVE TO DO WITH
STARTUPS?**

The year is 2009.

The two journalists Rob Walker and Joshua Glenn have an idea.

They buy 100 items at the flea market - from a plastic banana to a Russian figurine, a globe paperweight, a shot glass to a cow statue.

The average price of the items was \$1.29.

The goal of the two - to prove the power of good stories.



Cow Vase

If you came of age in the '70s and '80s, you probably have some sense of what the fantasy game Dungeons & Dragons was like. Players became characters — dwarf or knight or wizard — and wandered labyrinths looking for treasure, battling monsters along the way. Dice were rolled, charts consulted. Even if you never played, you probably knew someone who had, a brother of a friend or a nose-breathing cousin who himself resembled a minotaur.

Serious gamers will also recall other so-called roleplaying games that cropped up during this era, such as *Traveler*, a militaristic science-fiction title with a map of the galaxy; or *Gamma World*, set in a post-apocalyptic America, in which your character had weird but potentially useful mutations — infrared vision, extra leg. But I don't know anyone, aside from me and my next-door neighbor, Darren, who'd even heard of *Mountains of Moralia*, the sole offering of Radon Claw Game Labs.

The cover of the utilitarian rulebook featured what looked like a large gray triangle, which upon closer inspection revealed itself to be the titular land formation, spidered with trails, along which motley caravans of adventurers clashed with trolls, rocs, slaving wolf packs, and sentient malevolent vegetation...



\$ 2

>

\$ 62

Figurine of St. Vralkomir

This is an icon of the fourteenth-century Saint Vralkomir of Dnobsst, the patron saint of extremely fast dancing. Handcrafted in a snowbound convent by the nimble-footed Sisters of the Vralkomirian Order, it was given to my grandmother—then a nine-year-old girl—as she boarded the ship that would take her to America from Dnobsst, a narrow pie-wedge of land bounded by the Dnobsst River, the Grkgåt Mountains, and the Great Western Fence of Count Pyør the Litigious.

Vralkomir was a competent cobbler, but he was brusque and taciturn, conversing only to the extent he was required to for business. His fellow citizens found him odd, and they would hurry back out into the year-round cold as quickly as they could. Some said his towering jet-black hat, which he'd knitted of his own hair, would trigger vertigo in those who stared up at it for too long. Many were annoyed by his incessant tuneless humming.

In the autumn of 1347, in response to a perceived slight from a Dnobsstian maiden, the recently enthroned Tsar Nyrdrag the Irascible (also known as "The Cowbird Tsar," a Scandinavian foundling whom the previous Tsar and Tsarina unknowingly raised as their own) issued an edict banning fire in Dnobsst. His armies confiscated every piece of flint and all the available kindling. When winter blew in, it was as cruel as Nyrdrag himself. Icy gusts sent massive musk-elk rolling out of the forest like tumbleweeds. It snowed for weeks on end. Desperate and frostbitten, the townspeople (minus Vralkomir) huddled in the mayor's house, which at least still had a roof....



\$ 3

>

\$ 193,5



At the end of the project, they were able to sell 100 items on eBay with an original value of \$129 for \$3,612.51.

“

Marketing is no longer about the
stuff that you make but about the
stories you tell.

Seth Godin

A study at the University of Stanford concluded that that stories are **remembered up to 22 times better than facts.**

That is why politicians often start their speeches with anecdotes and not analysis.

That's why NGOs tell the story of a victim and not the statistics.

That's why we tell children fairy tales instead of wisdom.

STORIES DON'T JUST DRIVE SALES



In one study, participants were divided into two groups.

Some got a dish with a card listing all the ingredients.

The others received their dishes personally from the chef, along with a story about his childhood and how this dish reminded him of it.

The group that got the story rated the dish higher, even though it was exactly the same.

“

What we do like is to be entertained, and that's what stories do. If we can be entertained by your story, it becomes memorable, and the product that's associated with it can become memorable for the same reason.

Frank Rose



The Party-Test

Imagine you are at a party. It's getting late and both you and all the other guests have already had a few drinks. Loud music echoes through the room.

How do you tell about your idea now?

Which story do you choose?

How do you start and how do you end?

If you manage to ensure that you and your counterpart still understand all the content and they are enthusiastic, then you have found the formula for your storytelling approach.



Too Good To Go

Too Good To Go

"Did you know that 1/3 of all food ends up in the trash? Shocking right?"

This is a huge economic and ethical problem.

But there is a solution to this.

There's an app that we can use to save all of this delicious food from going to waste."



Web [Show options...](#)

Results 1 - 10 of about 100,000

[Track status of AA 120 from New York \(JFK\) to Paris \(CDG\)](#)



26 Sep 2009 - On schedule

Departure: 10:00 PM, Arrival: 11:35 AM

www.flightstats.com

[Atlas Sound - AA120](#)

AA120 120 Watt Six Input Mixer Amplifier Atlas Sound **AA120** amplifier is a powerful 120 Watt amplifier engineered with unique features to assist the ...

www.atlassound.com/pn/AA120 - [Cached](#) - [Similar](#) - [Print](#)

[3091 Compac AA120 D/C PET Tape Product Information](#)

File Format: PDF (Adobe Acrobat) - [View](#)

Compac **AA120** is a doublecoated PET (1.0 mil) tape. It is coated with differential acrylic adhesives. Exposed side is coated with a permanent adhesive and ...

[www.compacorp.com/.../AA-120\(DC%20PET%20tape\)%20Data%20Sheet.pdf](http://www.compacorp.com/.../AA-120(DC%20PET%20tape)%20Data%20Sheet.pdf) -

[Similar](#) - [Print](#)

STORIES HAVE TO BE SIMPLE

“

Primal instincts attract our attention. Survival, hunger, sex, protection of loved ones, fear of death grip us. The best ideas and the best leading characters must have basic needs, wants and desires.

Blake Snyder, *Save the Cat*

**WOULD YOUR ANCESTORS UNDERSTAND
YOUR STORY?**



Simple Motives

The desire to save one's family (Die Hard)

The desire to protect one's home (Home Alone)

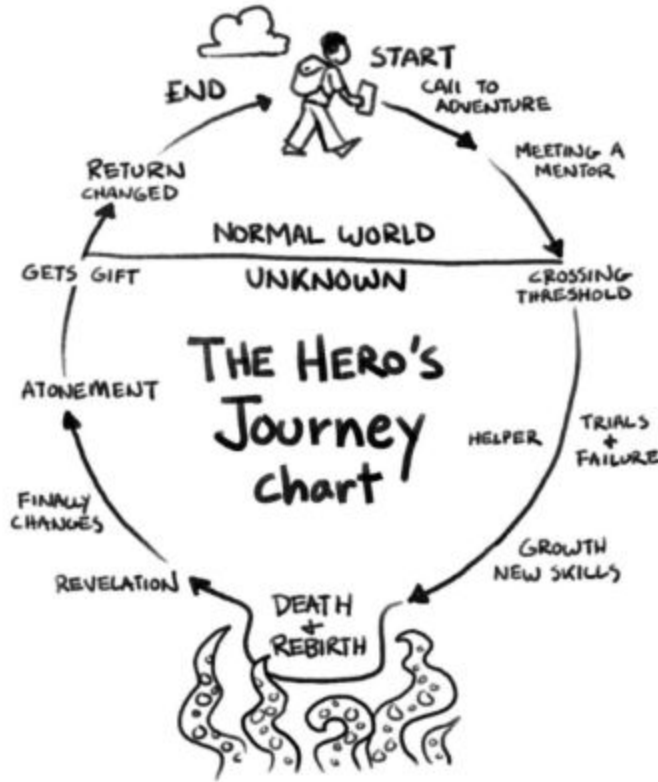
The Desire to Find a Partner (Sleepless in Seattle)

The Desire for Vengeance (Gladiator)

The Desire to Survive (Titanic)

WHAT IS THE MOST FAMOUS STORY?

The Hero's Journey and The 12 Phases



1st Act (The Known)

1. The Ordinary World
2. Call to Adventure
3. Refusal of The Call
4. Meeting The Mentor
5. Crossing The Threshold

2nd Act (The Adventure)

6. Tests, Allies, Enemies
7. Approaching The Inner Cave
8. The Ordeal
9. Seize The Reward

3rd Act (Chance to Make It Right)

10. The Road Back Home
11. Resurrection, Atonement
12. Return with The Elixir



WHERE TO USE STORIES?

STORY

 Your pitch

 Your presentations

 Your content

 Your PR

3 PILLARS OF SUCCESS

TEAM



STORY

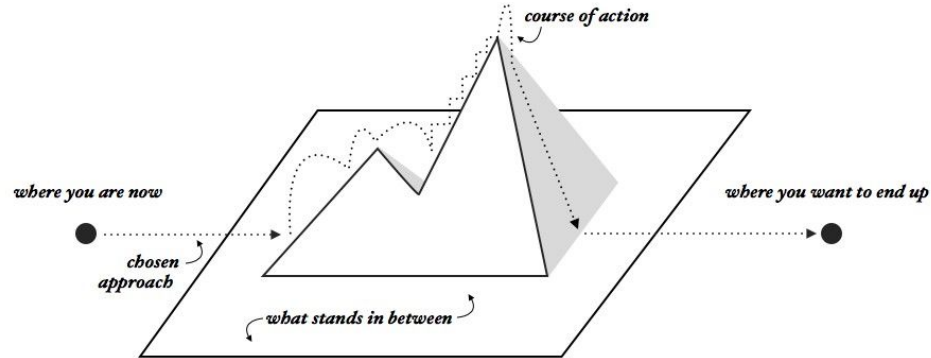


STRATEGY

WHAT IS A STRATEGY?

STRATEGY

the practice of figuring out the best way to get from here to there



WHY DO I NEED A STRATEGY?

“

The first natural advantage of good strategy arises because **other organizations often don't have one**. And because they don't expect you to have one, either.

Richard Rumelt

Many organisations don't have a marketing strategy.

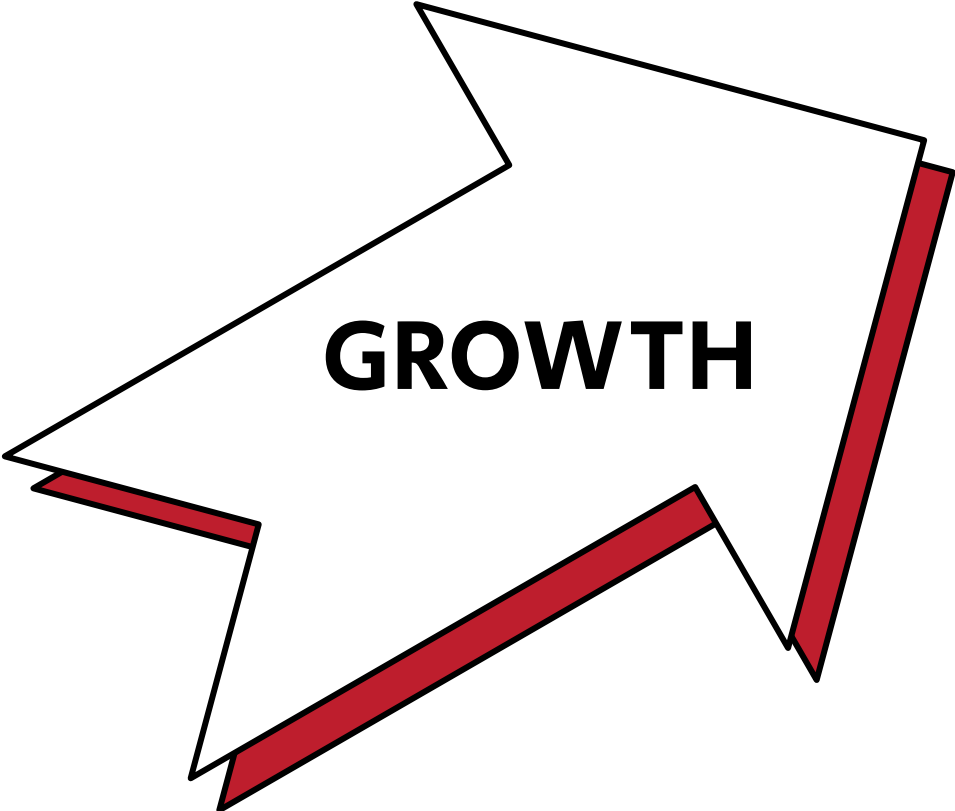
They might have goals and take actions, that signify progress. But they have no clear and planned approach to create sustainable growth.

What is the most common strategy?

Do more.

Try more.

Invest more.



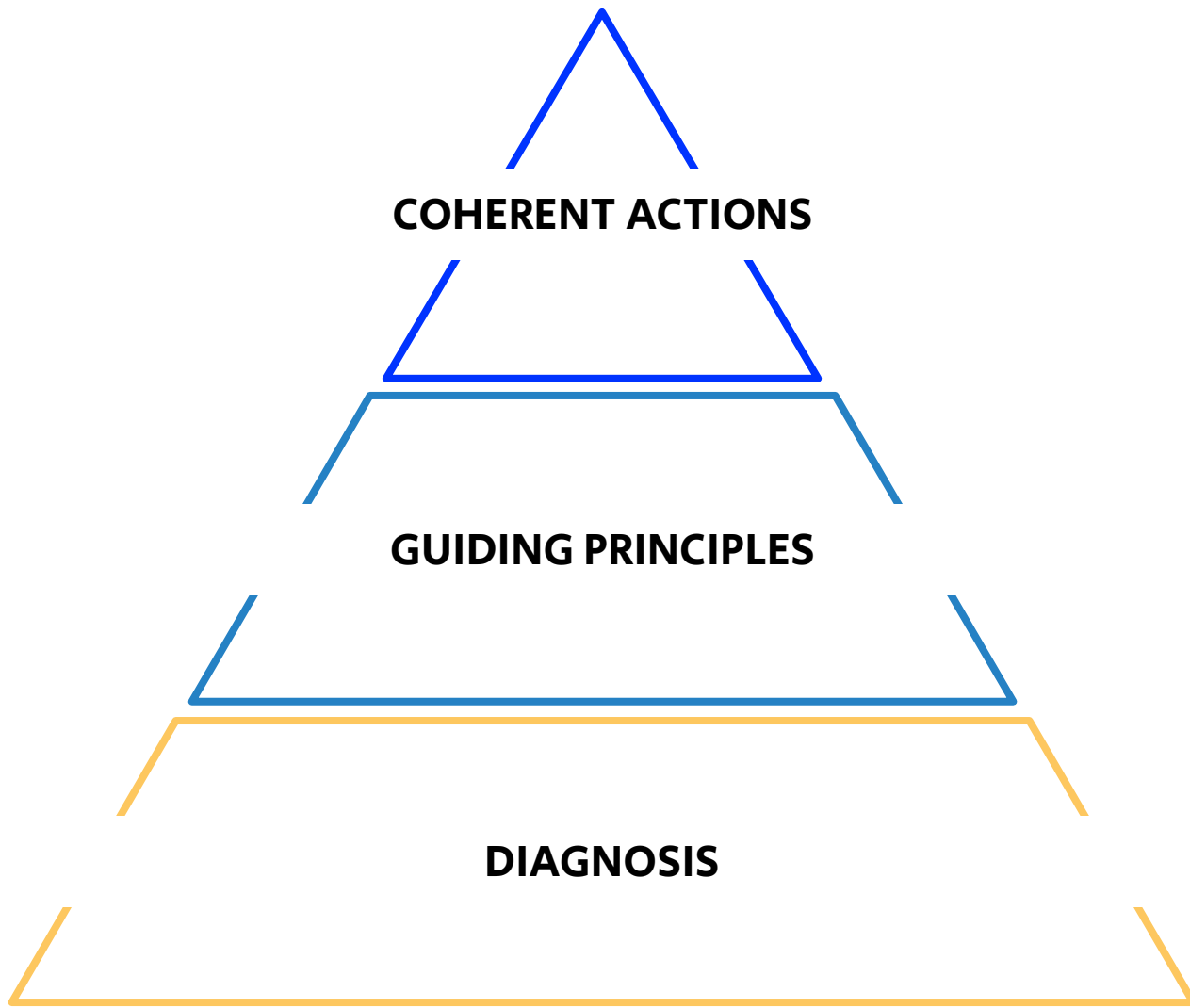
GROWTH

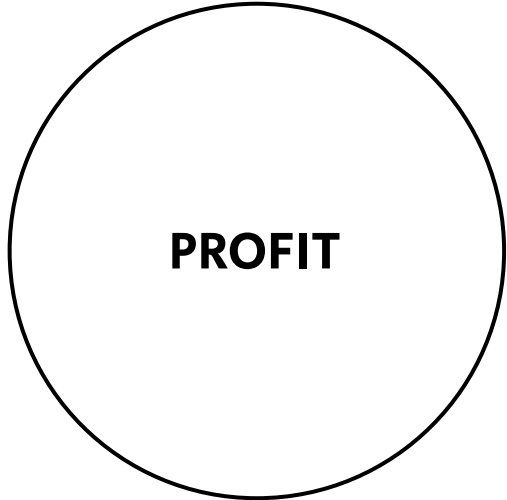
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Billions of budgets are squandered today on marketing programs that are simply carried out blindly according to the formula "the more, the merrier".

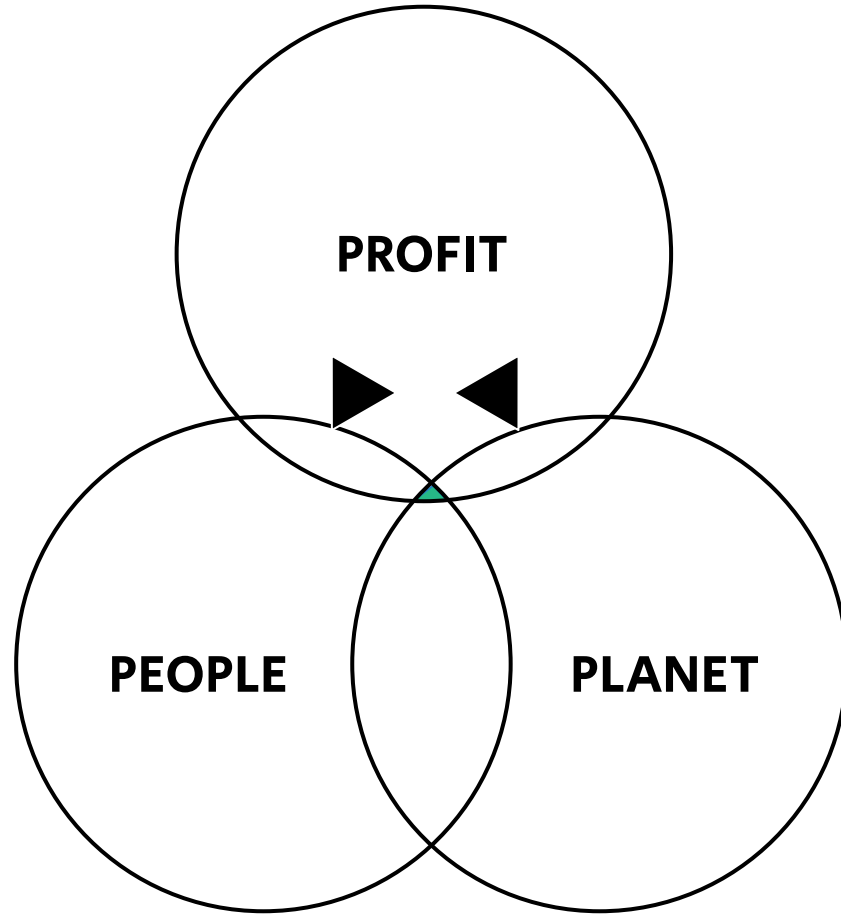
Kurt Trolp

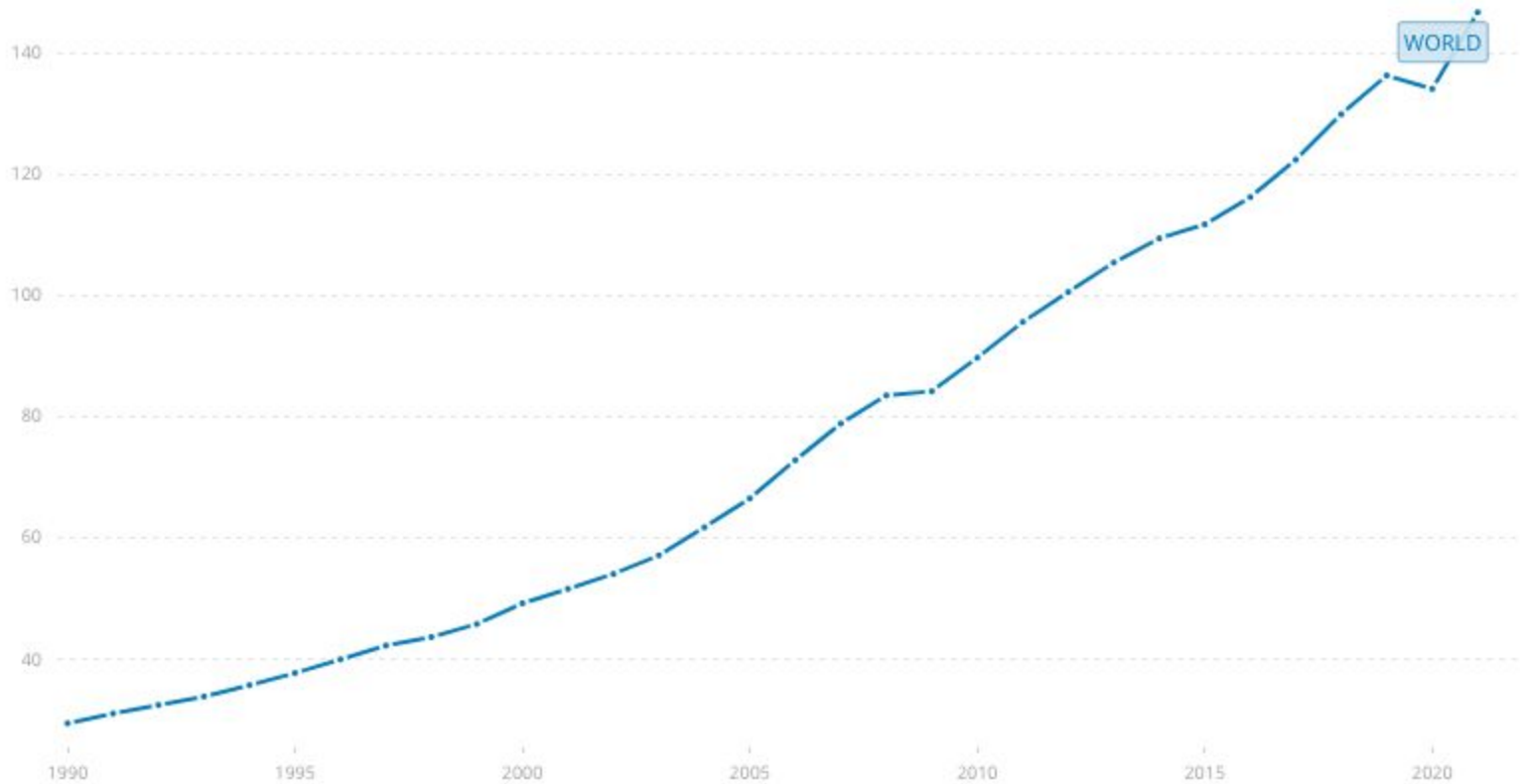
WHAT MAKES A GOOD STRATEGY?

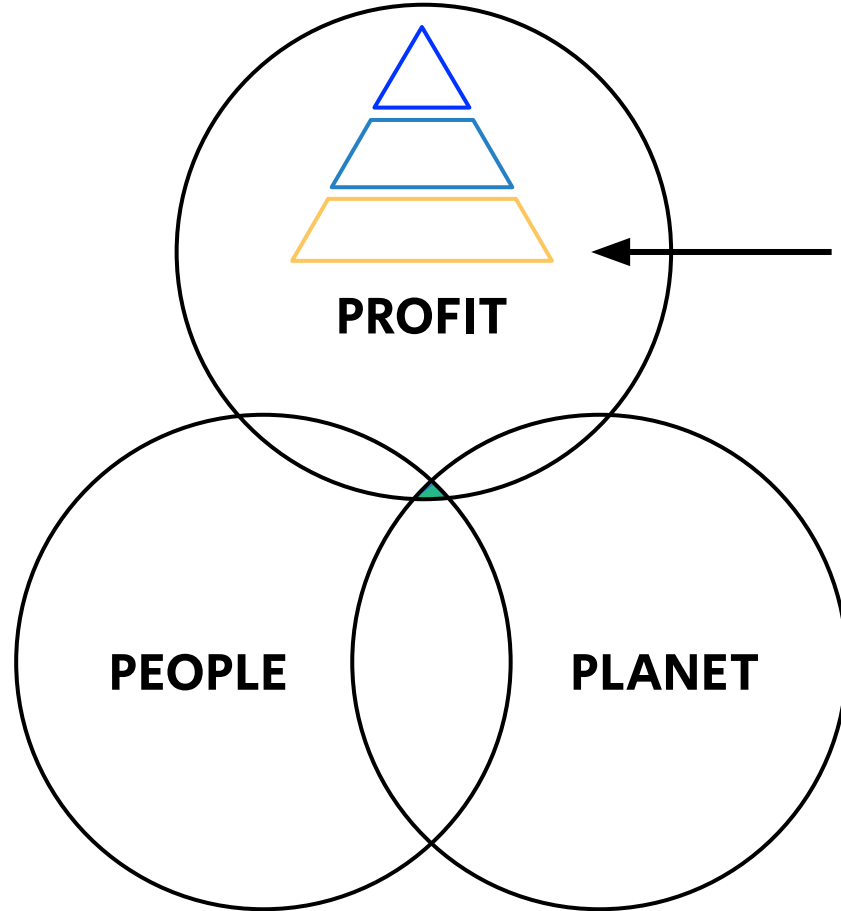




PROFIT







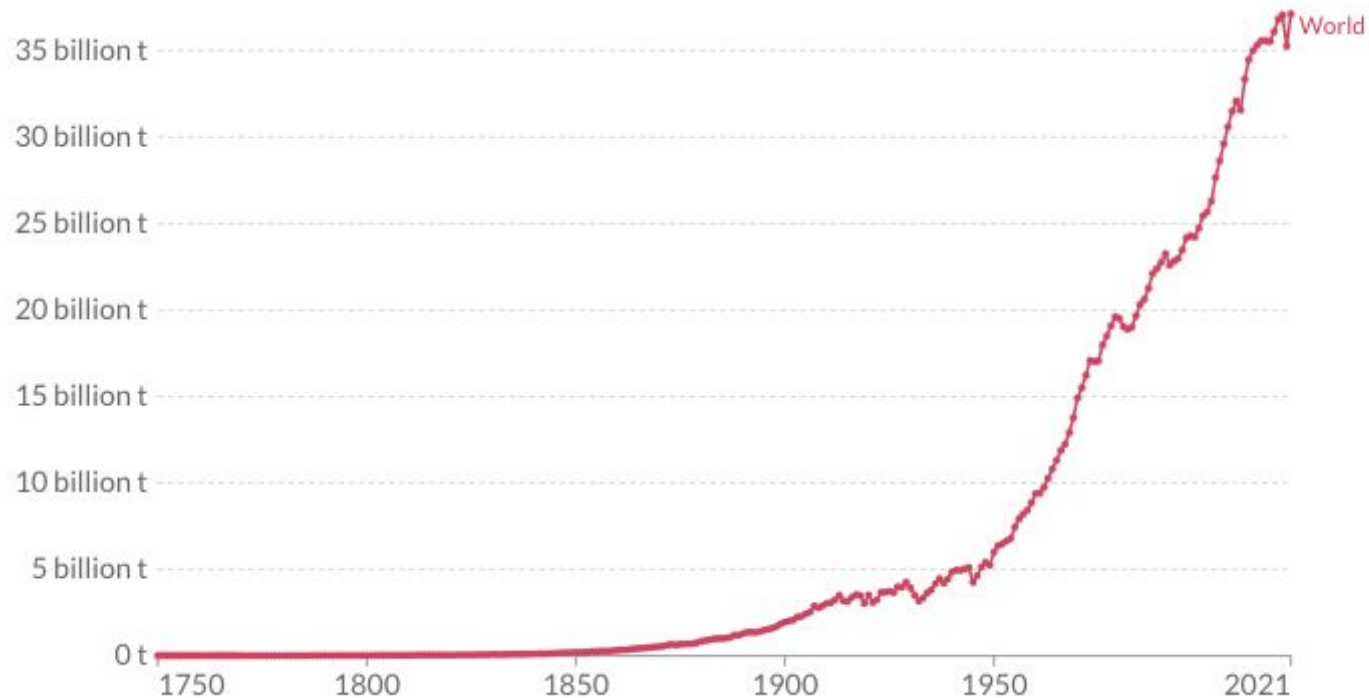
Not just here



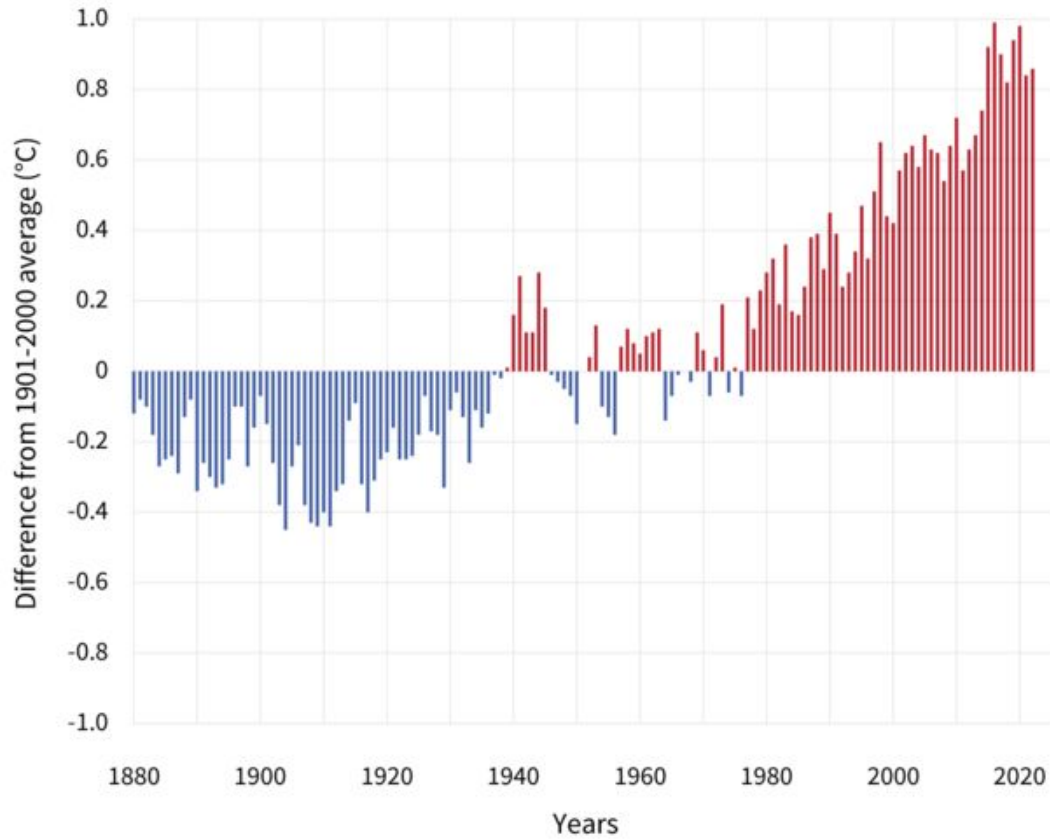
Annual CO₂ emissions

Carbon dioxide (CO₂) emissions from fossil fuels and industry. Land use change is not included.

LINEAR LOG [+ Add country](#) Relative change



GLOBAL AVERAGE SURFACE TEMPERATURE







© Christoph Reichwein, TNN

Adverse impacts from human-caused climate change will continue to intensify

a) Observed widespread and substantial impacts and related losses and damages attributed to climate change

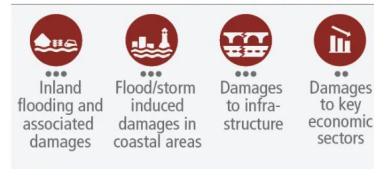
Water availability and food production



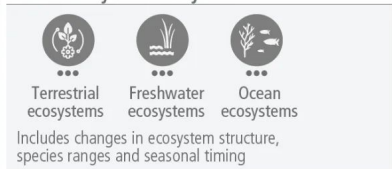
Health and well-being



Cities, settlements and infrastructure



Biodiversity and ecosystems



Key

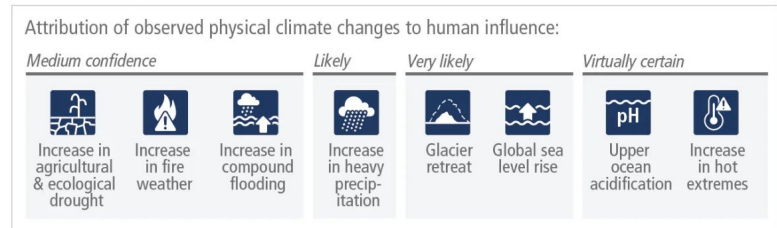
Observed increase in climate impacts to human systems and ecosystems assessed at **global level**

- Adverse impacts
- Adverse and positive impacts
- Climate-driven changes observed, no global assessment of impact direction

Confidence in attribution to climate change

- High or very high confidence
- Medium confidence
- Low confidence

b) Impacts are driven by changes in multiple physical climate conditions, which are increasingly attributed to human influence



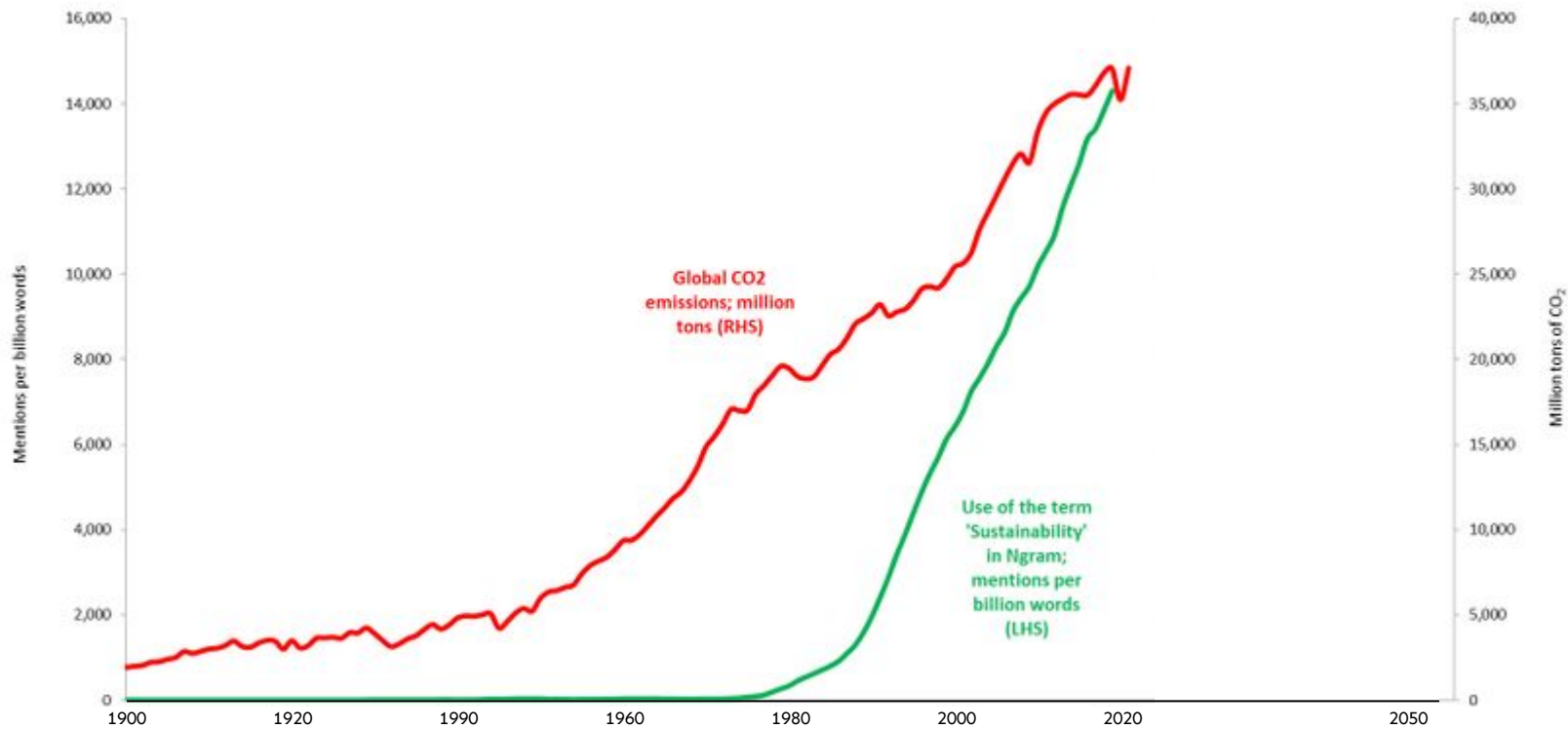
12%

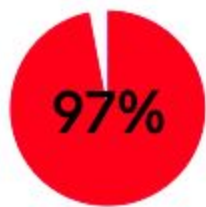
Share of roughly 140 Sustainable Development Goals, set by the UN, that are on course to meet their 2030 deadlines.



MARKETING IS A PARTNER IN CRIME TO THIS







of people say they are prepared to take action to live a more sustainable lifestyle³

VS



of people are actively changing their behaviour³

OUR PROBLEM:
“THE BIG DISCONNECT”

BUT THERE IS POTENTIAL

88%

88% of consumers are more loyal to companies that support social or environmental causes.

52%

Prefer buying brands that represent their personal values and that stand for something greater than just their product and services.

62%

of Gen Z prefer to purchase from sustainable brands and are willing to pay for ethically produced products.

MARKETING CAN ACHIEVE GOALS

***AND* SUSTAINABLE GROWTH.**

IMPACT MARKETING

**Marketing that has a positive impact on
profit, people and planet.**

“

Sustainability is a business thing, not a marketing thing, first and foremost. In other words, it's something you should do at a wider business level, not something that is a quarterly spike of activity or anything like that.

Rob Estreinho

SUSTAINABILITY

HAS TO BE AN INTEGRAL PART

BUT HOW?

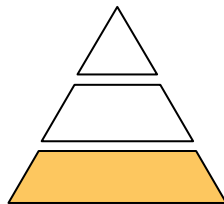
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DIAGNOSIS

“

The play was a great success,
but the audience
was a disaster.

Oscar Wilde

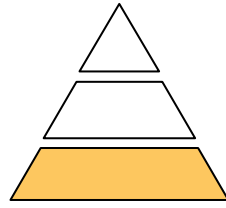


The diagnosis defines and explains **the challenge** facing our company.

We simplify the often overwhelming complexity of reality by identifying **particular aspects of the situation** as crucial.

We **name the situation and classify it, connect facts into patterns**
and come to a conclusion:

That **one certain topic** should grab our attention more than others.



Let's start by thinking about **people**.

What problems do they face in their daily lives?

What challenges do they have?

What motivates them?

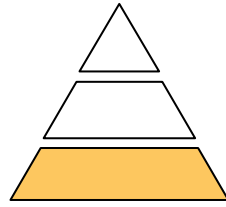


**DIAGNOSIS
BASED ON HUMAN INSIGHT**

“

People who understand people
will always win.

Rohit Bhargava, The Future Normal



Now let's also think about the impact our company has on our **planet**.

In what way does it affect the environment?

Positive and negative?



DIAGNOSIS
CONSIDERING OUR IMPACT

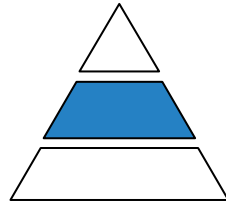
3

GUIDING PRINCIPLES

“

Without a goal,
you can't score.

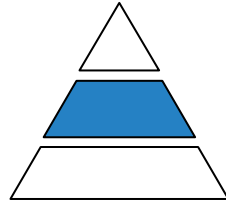
Casey Neistat



Together, guidelines in the form of a **vision and strategic goals** specify how to deal with the challenges mentioned in the diagnosis.

They act like a signpost, **giving direction** but not defining the details of the journey.

Good guidelines address the **obstacles identified in the diagnosis** by building on strategic advantages.



Create a vision that guides you and set 2-3 goals per half-year to focus on.

Define how your marketing will impact which of the 17 SDGs.



**GUIDING PRINCIPLES
THAT BUILD ON SUSTAINABLE IMPACT**

LET'S TALK ABOUT VISIONS

Remember what we talked about in storytelling



Everything we do, we believe in challenging the status quo. We believe in thinking differently. The way we challenge the status quo is by making our products beautifully designed, simple to use and user-friendly.

And we happen to make computers.



We sell televisions.

But we exist to enrich lives through technology.



Nike is a platform for constant personal progression,
for independence and excellence.

And we sell sports-wear.



patagonia[®]

We protect our home planet.

We do this by building the best product, providing the best service and constantly improving everything we do.

The best product is useful, versatile, long-lasting, repairable and recyclable. Our ideal is to make products that give back to the Earth as much as they take.

WHY 2-3 GOALS PER HALF-YEAR?

“

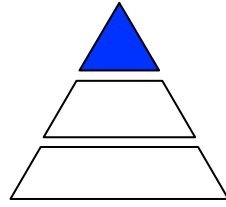
A real strategy includes a **clear set of choices** that define what the firm is going to do and what it's not going to do. Many strategies fail to get implemented despite the ample efforts of hard-working people, because they do not represent a set of clear choices.

Freek Vermeulen



4

COHERENT ACTIONS



Every good strategy involves a **coherent set of actions**.

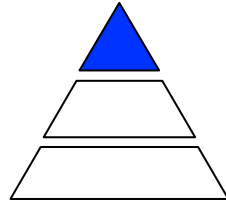
Coherent actions are feasible, coordinated actions, commitments of resources (time and money) aimed at implementing the guidelines.

This is where we define how we **bring the strategy to life**.



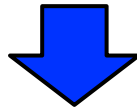
THE CHANNEL DEPENDS ON YOUR DIAGNOSIS & GUIDING PRINCIPLES

not the other way around



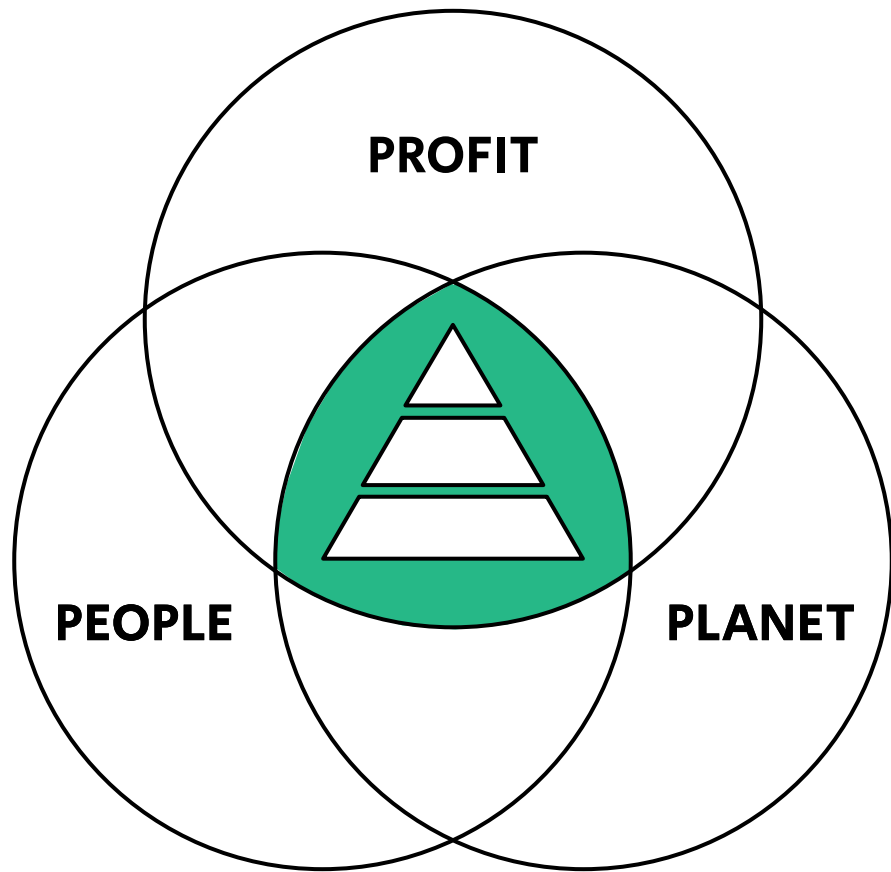
Having implemented people and planet at the base, your actions will impact people and the planet.

Go the extra mile and think about how your marketing can promote sustainable customer behaviour.



**COHERENT ACTIONS
THAT PUT PEOPLE AND PLANET INTO FOCUS**

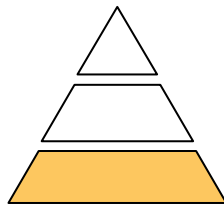
SUMMARY



“

Focus on creating real value
for people and planet -
profit will follow.

AN EXAMPLE...

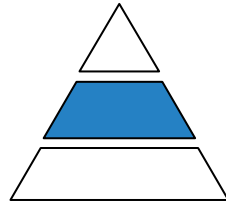


Every year $\frac{1}{3}$ of all food ends up in landfill.

This is a huge problem for our **planet**, it is economic nonsense and ethically unacceptable.

At the same time, we have a climate crisis that is making **people** desperate.

They're looking for easy ways to help combat this problem.



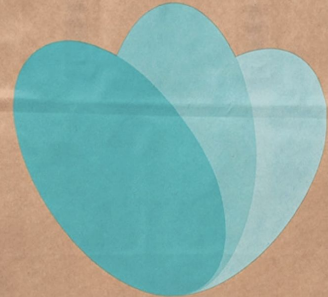
Vision:

“We dream of a **planet** without foodwaste.”

Objective:

- 1) Save XY-thousands of meals every day from going to waste.
- 2) Create a Top10 Austrian social media instagram channel.

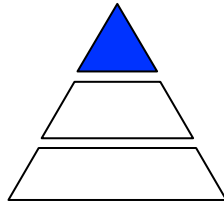




Too Good To Go



Too Good To Go



If we are to genuinely fight food waste, we need to do something about it outside of our core business.

Because food is also wasted at home.



OFTEN GOOD AFTER



LOOK

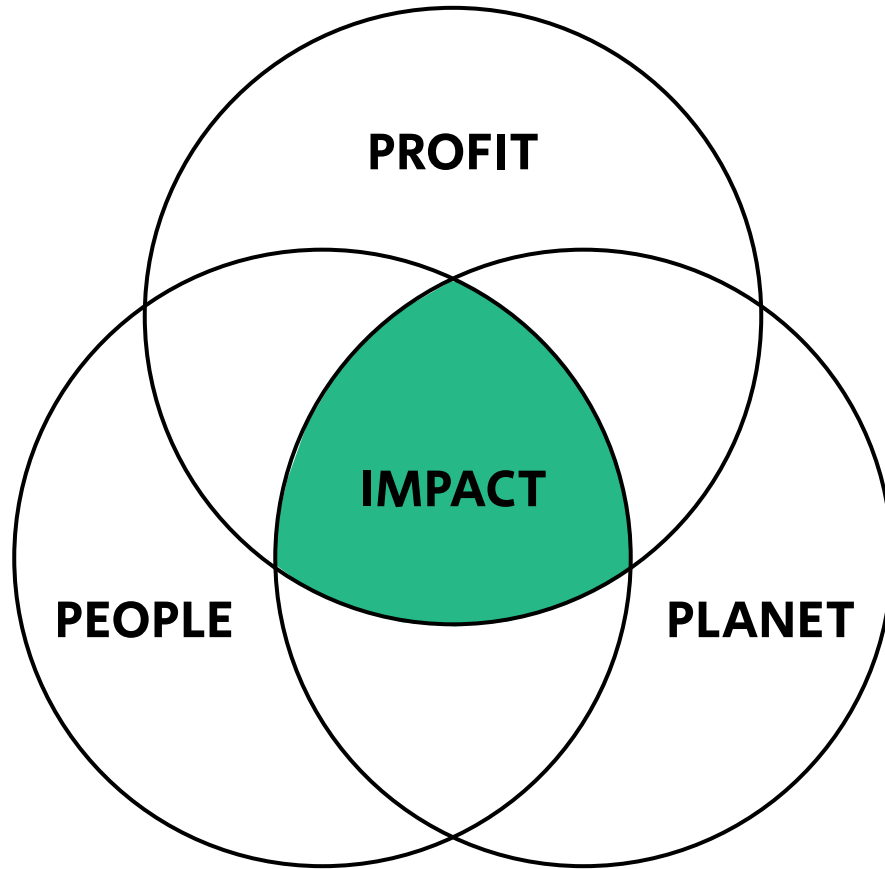


SMELL



TASTE





YOU HAVE A RESPONSIBILITY

AS FOUNDERS BUT ALSO AS PEOPLE



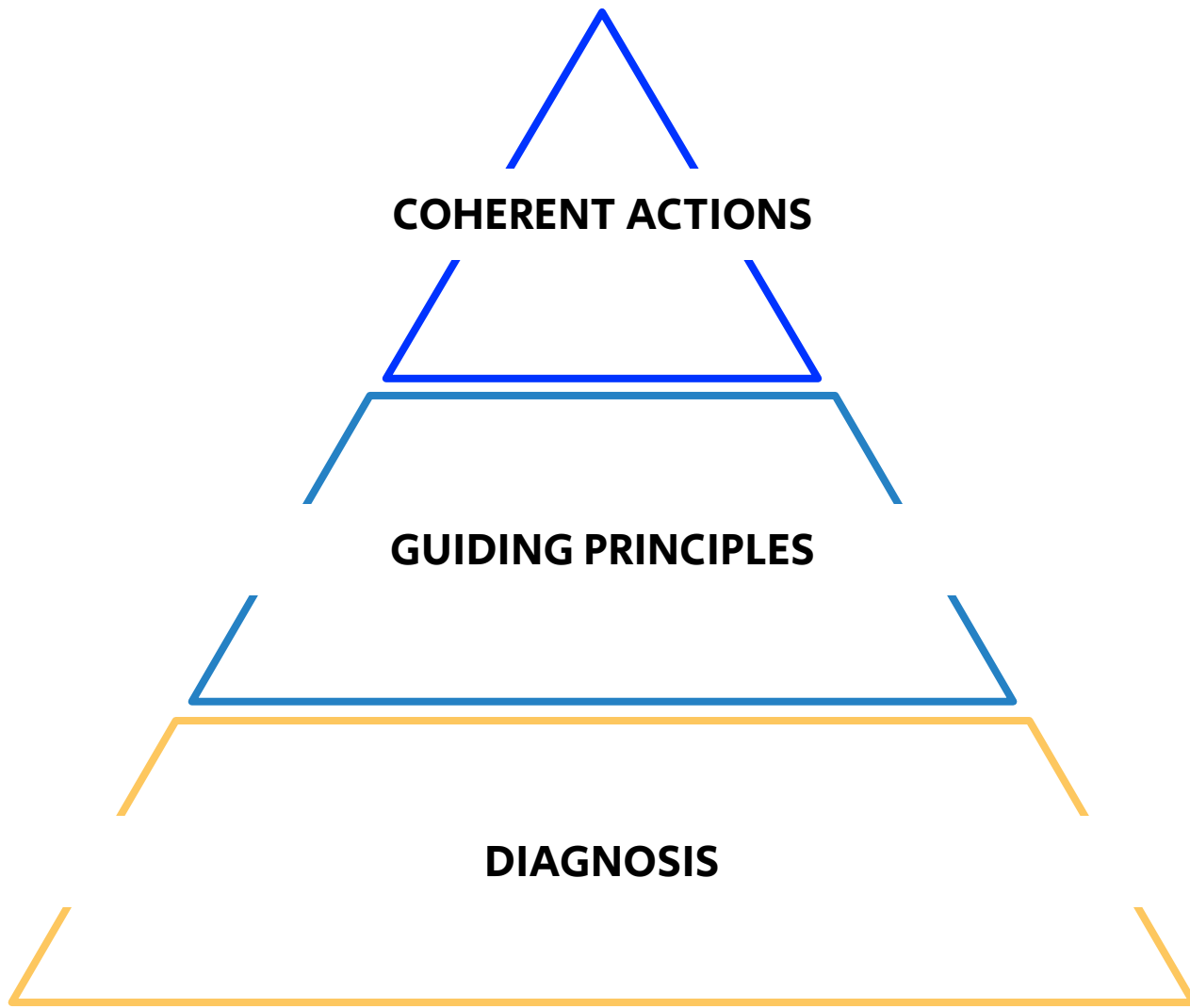
5

YOUR MISSION

Workshop exercise

Short presentation

Feedback



3 PILLARS OF SUCCESS



TEAM

STORY

STRATEGY

MY GIFT FOR YOU



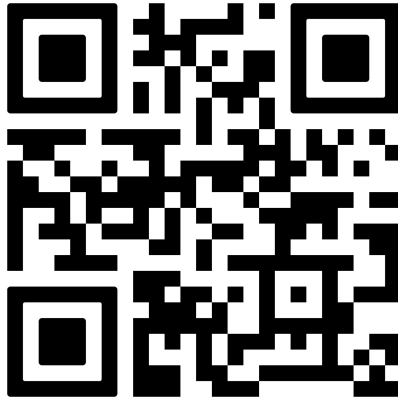
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**YOUR MARKETING
SESSION**

30 Minute Coaching Session
for you and your projects

first come, first served

Everyone who joins the already existing 700 readers on my weekly english newsletter about marketing, strategies, sustainability and start-ups until May 25th 8pm can participate.



I will contact you through your e-mail.

FUTURES

Mag. (FH)

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