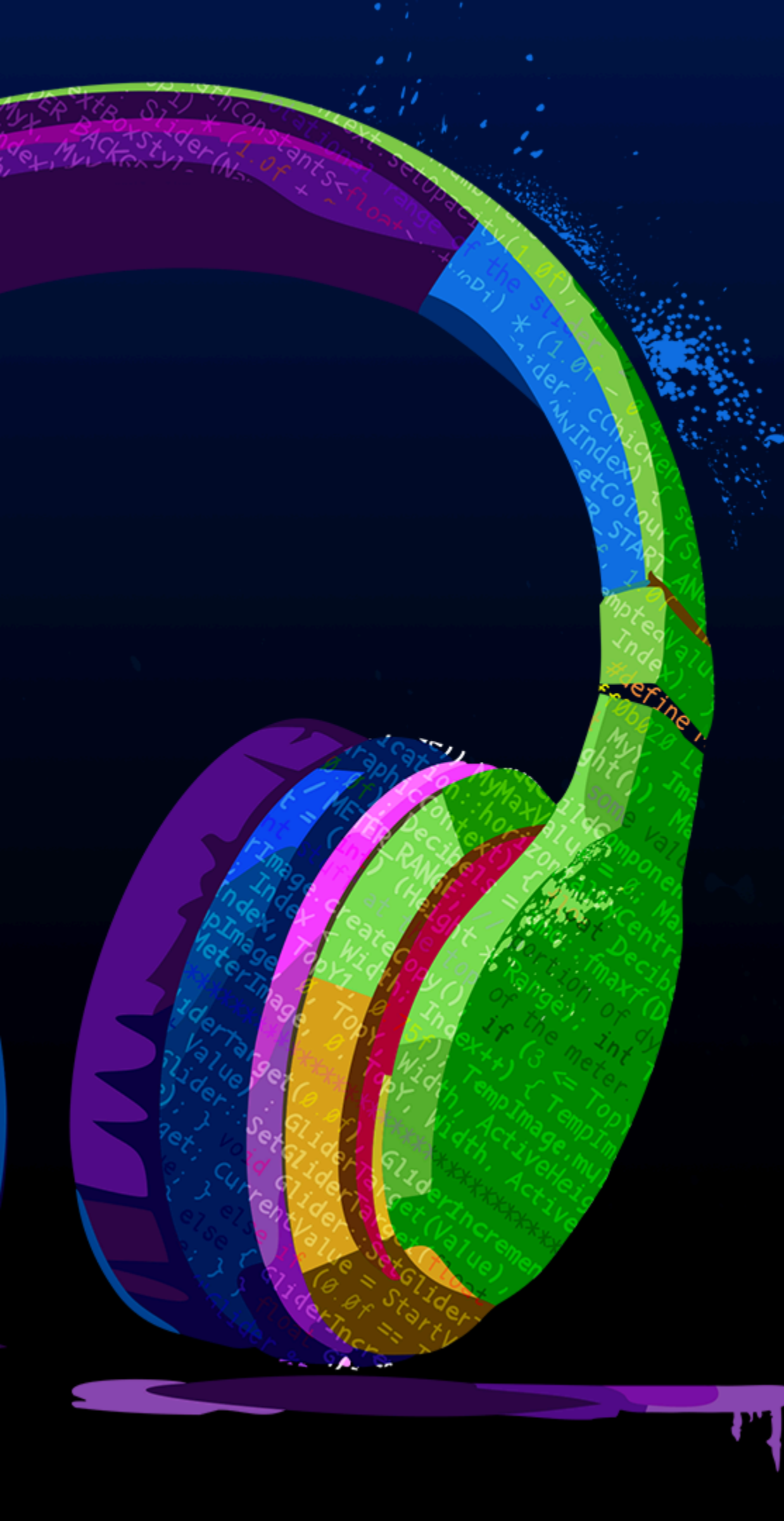




ADC²⁴ *Bristol*

ENGINEERING SUCCESS FOR AUDIO SOFTWARE IN A CROWDED MARKET

RANDY YOUNG

THE SATURATED SOFTWARE MARKET

- **Over 180 Reverb Plugins and More On The Way**
 - With over 180 reverb plugins already available and new ones launching constantly, each claims superior sound quality and specs.
 - **The Harsh Reality**
 - Most plugins don't fail due to poor quality - they fail because developers focus on the wrong problems
 - **The Search For Sustainable Success In a Crowded Market**
 - To truly stand out, developers need strategies that go beyond technical perfection - taking cues from outside the industry
-





LESSONS FROM MCDONALDS



THE POWER OF A SIMPLE, SCALEABLE STRATEGY

McDonald's built a global empire not by creating the best burger, but by creating a scaleable, customer-focused system.



BEYOND TECHNICAL EXCELLENCE

Like having the best recipe no one tries, software needs more than quality - it needs to attract and retain the right audience.



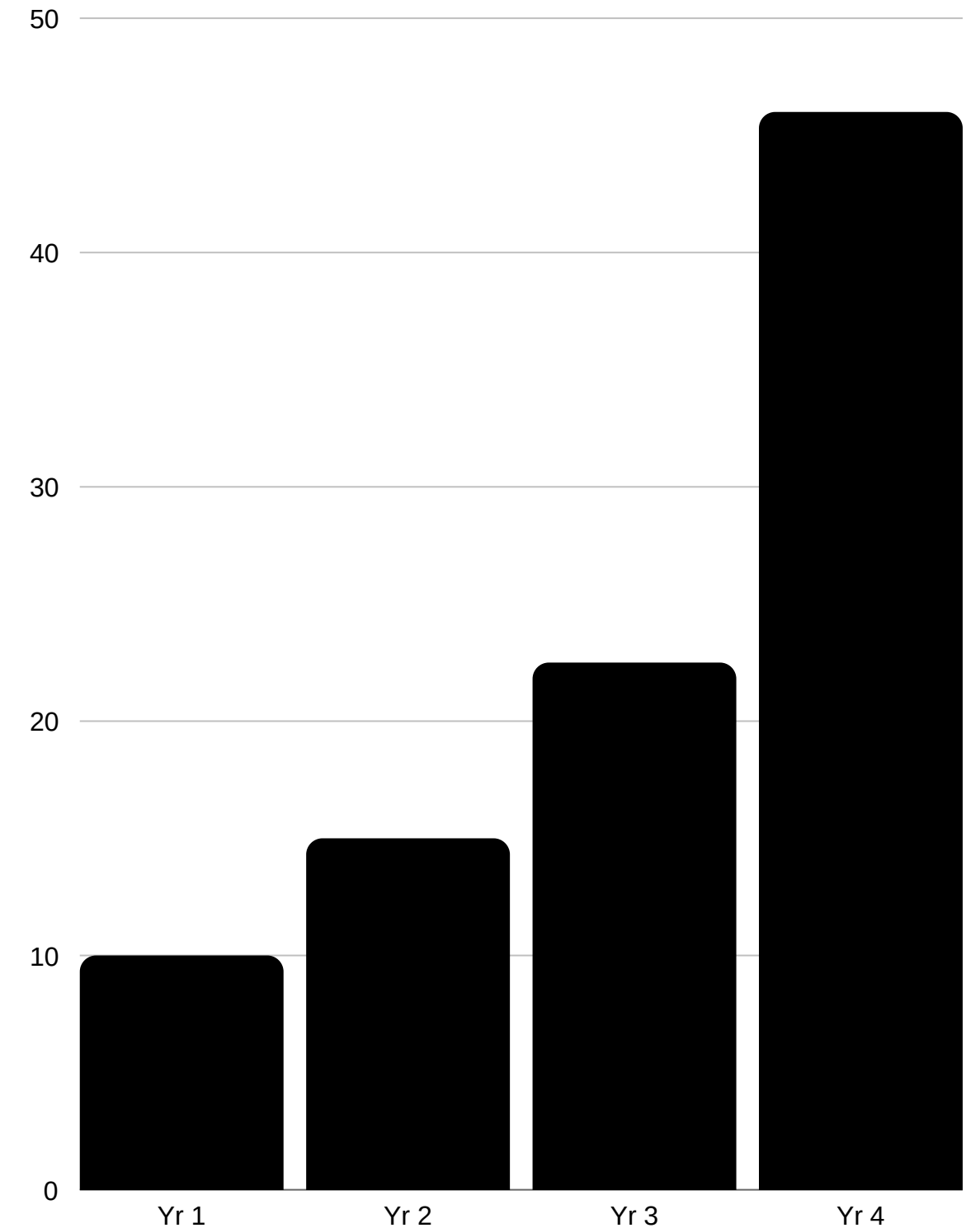
APPLYING FAST-FOOD PRINCIPLES TO SOFTWARE

We'll explore how McDonald's customer-first approach inspired Relab, transforming a small company into a market leader.

RELAB: FROM STRUGGLE TO SUCCESS

WHEN GREAT DSP MEETS SMART
STRATEGY

- **Great Product, Slow Traction**
 - A small Danish company with phenomenal DSP struggling to reach customers
 - **Complete Business Transformation**
 - Breaking into new markets and launching successful product lines
 - **Explosive Growth Results**
 - 40-50% year-over-year growth, doubling last year's numbers pre-Black Friday
-





BUILDING YOUR “STARVING CROWD”

- **Gary Halbert’s Key Insight**
 - Marketing guru Gary Halbert said he’d outsell any competitor if he had one thing - a “starving crowd” ready to buy.
 - **Finding Your Place In a Crowded Market**
 - In today’s crowded market, it’s about identifying and reaching a specific audience who can’t live without your product.
 - **A Starving Crowd Won't Find You Automatically**
 - Even the most eager customers need a clear path to your door
-



5 QUESTIONS THAT WILL TRANSFORM YOUR BUSINESS



MOVE PAST TECHNICAL EXCELLENCE

Great software needs more than just great code to succeed



BUILD A SUSTAINABLE SALES SYSTEM

Create a repeatable way to attract and convert customers



THRIVE IN ANY MARKET CONDITION

Your blueprint for success no matter how crowded it gets

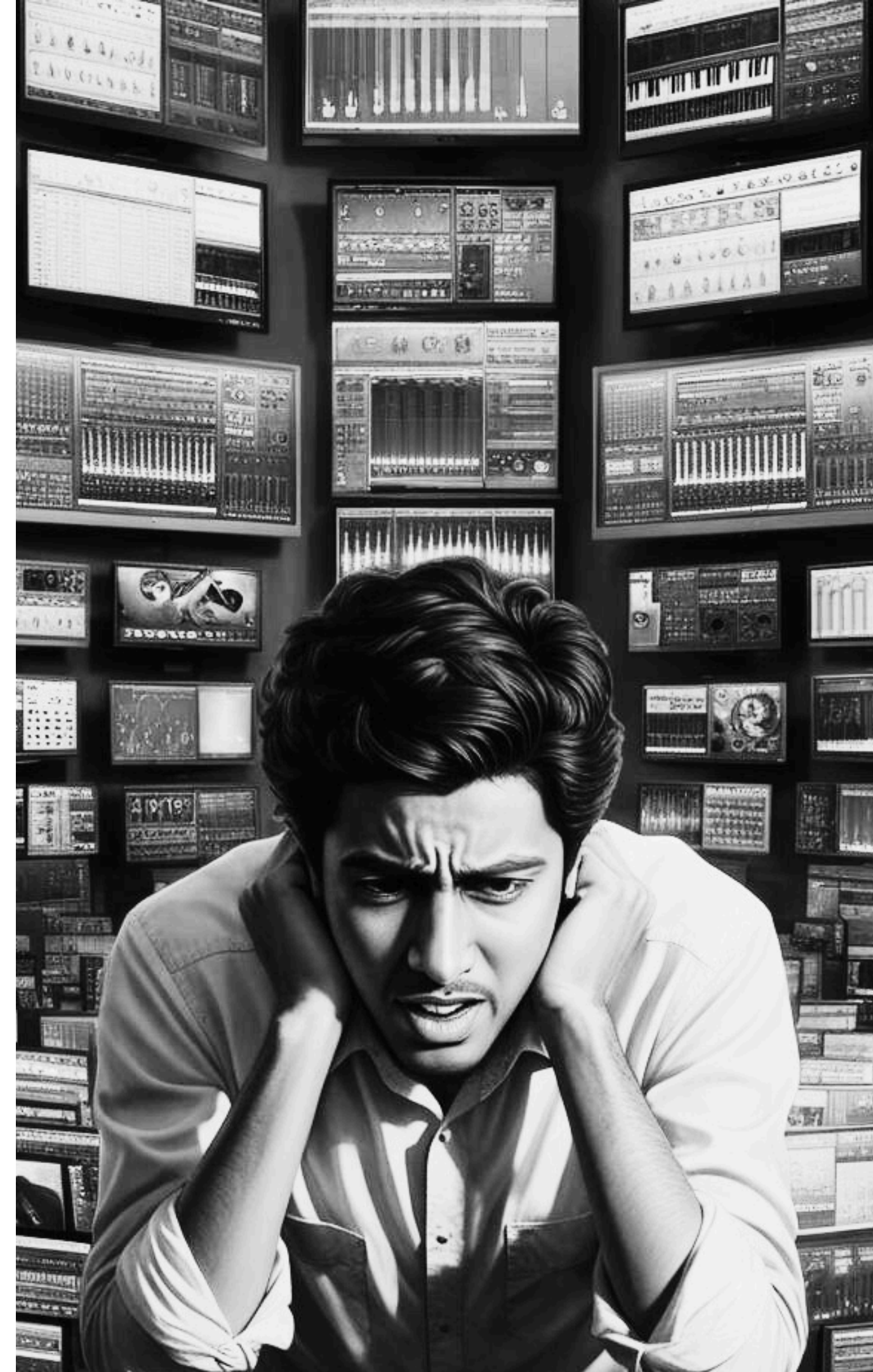
QUESTION #1

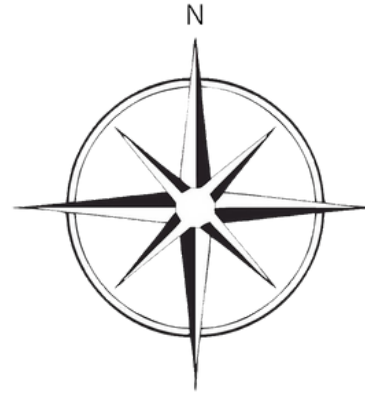
WHAT IS YOUR PURPOSE?

TODAY'S SOFTWARE LANDSCAPE

AN OVERWHELMING ARRAY OF TOOLS & NOISE

- **More Creators and Tools Than Ever**
 - Developers face a crowded and competitive ecosystem of a flood of different software and user types.
 - **Increased Competition**
 - With new software constantly being released, standing out in the market is harder than ever.
 - **Importance of Strategic Focus**
 - In a saturated market, having a well-defined purpose can provide direction and focus.
-





THE IMPORTANCE OF PURPOSE

PURPOSE-DRIVEN STRATEGY AS A “NORTH STAR”



PURPOSE DEFINES DIRECTION

Purpose gives your product or company a clear focus, helping you prioritize ideas and allocate resources.



GOES BEYOND PROFIT TO INSPIRE

A strong purpose allows brands to connect with their audience emotionally, inspiring them to become advocates for the business



LEADS TO AN ENDURING IMPACT

When purpose aligns with customer values and helps them achieve their goals, it can build long-term brand loyalty



MCDONALD'S PURPOSE-DRIVEN STRATEGY

TO FEED & FOSTER COMMUNITIES

- **Community Support**
 - McDonald's supports families globally through programs like Ronald McDonald House.
 - **Sustainability Goas**
 - Aims for net-zero emissions by 2050, showing commitment to environmental impact.
 - **Adaptation to Customer Needs**
 - Evolves menu to match changing dietary preferences, connecting deeply with consumers.
-



PURPOSE & MARKET CHALLENGES

TO DEMOCRATIZE SOUND EXCELLENCE



BEST-IN-CLASS AUDIO FOR ALL

Relab's mission is to make premium audio quality accessible to a broader audience.



LX480 COMPLETE EARLY SUCCESS

Popular among professionals, this top-tier plugin is a 1-to-1 re-creation of the revered 480L reverb hardware.



BARRIES TO A WIDER MARKET

Many potential customers found the product complex or priced beyond their reach.

LISTEN TO THE PEOPLE WHO DON'T BUY

HOW NON-CUSTOMERS SHAPED OUR SUCCESS

- **Survey Your Silent Market**

- Non-buyers and trial users often hold the key to growth
 - "I need simple vocal reverb, not bells & whistles"
 - "Great product, but too complex for me"
 - "Looking for something in my price range"

- **Choose Your Response Strategy**

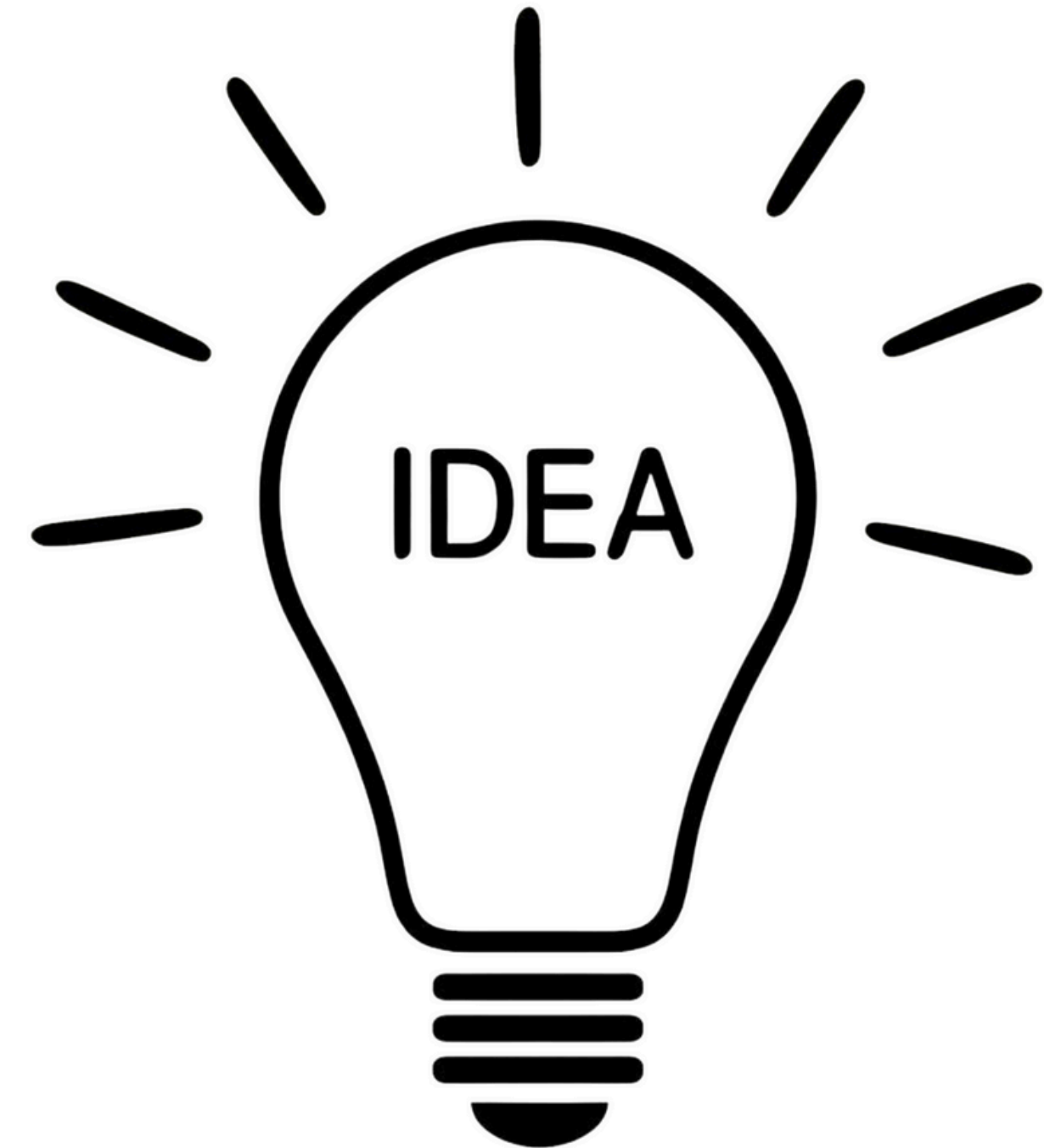
- Ignore the feedback and say "Well, it's not my market"
 - Lower the prices of your existing products to overcome objections
 - Create something new that meets the needs of this market segment.
-

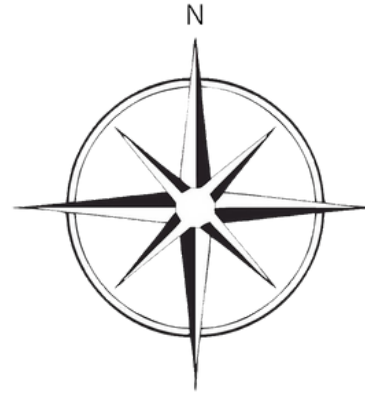


DEMOCRATIZING SOUND EXCELLENCE

HOW OUR PURPOSE LED TO PRODUCT INNOVATION

- **Stay True to Purpose**
 - Our mission to democratize sound excellence
 - guided every decision and led us to a new product idea.
 - **Maintain Premium DNA**
 - Balance Relab's best-in-class DSP while creating
 - more approachable, affordable solutions
 - **Pushed Beyond Technical Excellence**
 - Sound quality alone isn't enough - solve real-world
 - problems in their daily music creation
-





KEY TAKEAWAYS

WHAT IS YOUR PURPOSE?



DEFINE PURPOSE BEYOND PROFIT

Align purpose with customer identity,
moving beyond purely financial goals.



PURPOSE AS A NORTH STAR

Use purpose as a guiding principle for all
strategic descisions.



CONTINUAL EVOLUTION

Let purpose drive ongoing adaptation to
market and customer needs.

QUESTION #2

WHO IS YOUR AUDIENCE?



THE EVERYONE TRAP IN SOFTWARE STRATEGY

SERVING ALL WEAKENS STRATEGY

- **Appealing To All vs Appealing To One**
 - Targeting “Everyone” dilutes your message and confuses your audience.
 - **Loss of Focus**
 - When you try meet all needs, your product can lose its core value.
 - **Strategic Pitfall**
 - An undifferentiated approach risks alienating key audiences and harms credibility.
-



WHY TARGETED STRATEGY MATTERS

DEFINING CLEAR AUDIENCES FOR CLEAR VALUE



DIFFERENT NEEDS, DIFFERENT PRODUCTS

A hobbyist and a pro have contrasting needs, budgets and definition of value.



RISK OF DILUTION

Trying to cater to all audiences can dilute your core message and value proposition.



STRATEGIC CLARITY

Focus on specific audiences enables product clarity and market fit



THE EXPERIENCE TIMELINE

UNDERSTANDING USERS THROUGH THEIR JOURNEY



FOUR EXPERIENCE LEVELS

- **Hobbyists** →
- **Aspiring Creatives** →
- **Working Pros** →
- **Elite Users**



EXPERIENCE > DEMOGRAPHICS

A 24-year-old can be an elite user while a 50-year-old might be just starting out.



DEEP DIVE: ASPIRING CREATIVES

Understanding their problems, emotions, and goals shapes every product decision

PERSONA PROFILE: ASPIRING CREATORS

DEVELOPING TARGETED SOLUTIONS FOR ASPIRING USERS

- **Core Challenges**

- Limited time, patience and budget; lower willingness to pay for premium.

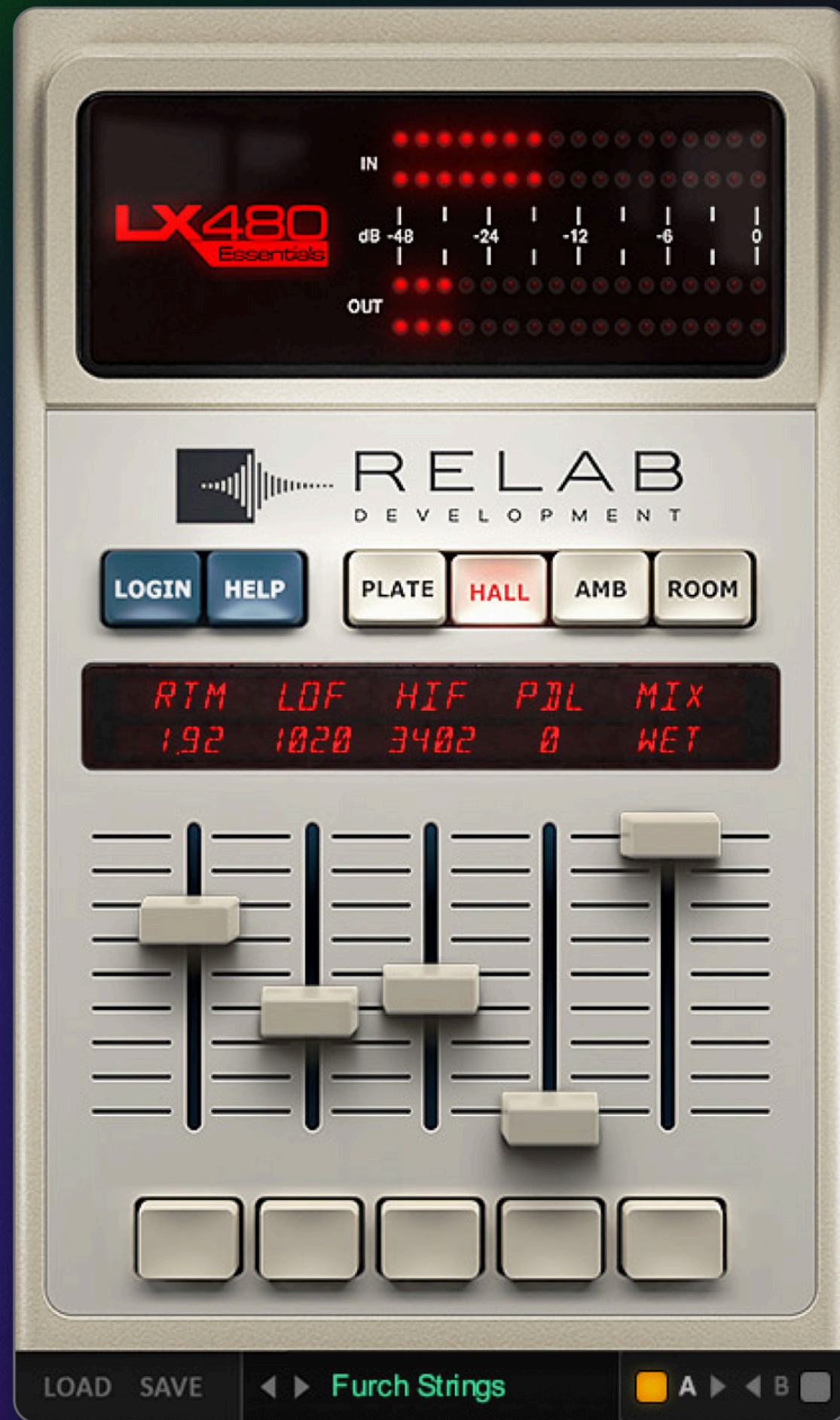
- **Emotional Barriers**

- Overwhelmed by complex options; frustrated by setup issues and inconsistent results.

- **User Goals**

- Seek affordable, high-quality tools that are fast, easy, reliable & fun to use.
-





DELIVERING A COMPLETE SOLUTION

CONNECTING PRODUCT
FEATURES TO USER OUTCOMES

- **Simple Interface**

- Reduces user overwhelm, enabling creativity without technical hurdles.

- **Curated Presets**

- Provides professional results quickly, building confidence for new creators.

- **Feature “Guardrails”**

- Ensures ease of use by limiting users to choosing only optimal settings.
-



PROTECTING PREMIUM BRAND VALUE

LAUNCHING A NEW PRODUCT LINE FOR TARGETED MARKETS



SEPARATE PRODUCT LINE

Developed LX480 Essentials to meet new market needs without impacting flagship LX480 Complete.



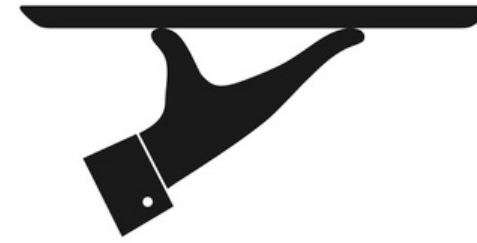
PRESERVING BRAND STATUS

Maintained LX480 Complete's premium position by keeping it separate and premium-priced.



ADAPTATION WITH INTEGRITY

Expanded into new segments while upholding brand quality and reputation.



KEY TAKEAWAYS

WHO IS YOUR AUDIENCE & HOW CAN YOU FULLY SERVE THEM?



UNDERSTAND THEIR WORLD

Identify pain points, goals and emotional drivers that affect their daily work



BUILD COMPLETE PROFILES

Map experience levels, goals, and willingness to pay



TEST AND REFINE

Release, gather feedback, iterate until your product becomes essential

QUESTION #3

WHERE SHOULD YOU
COMPETE IN THE MARKET?

LESSONS FROM MCDONALD'S

MASTERY BEFORE EXPANSION

- **Focused on One Product Category**
 - Built brand identity around fast food burgers for budget-conscious customers.
 - **Resisted Early Diversification**
 - Only expanded after establishing market dominance in the original category.
 - **Clear Brand Purpose**
 - McDonald's commitment to fast, affordable food became synonymous with the brand.
-



HOT!

TOP RATED

B E C O M I N G T H E G O - T O S O L U T I O N

BUILDING AUTHORITY AND TRUST
WITHIN ONE CATEGORY



FOCUS ON MASTERY

Prioritize depth and excellence in one area before expanding.



BUILD A REPUTATION

Strive to become synonymous with your chosen category.



LEVERAGE CUSTOMER TRUST

Customer trust grows when you are known as the best in one category.

RELAB'S STRATEGIC FOCUS ON REVERB

ALIGNING PURPOSE WITH PRODUCT EXPERTISE

- **Passion-Driven Focus**
 - Relab's founders had a passion for reverb, guiding the company's core product choice.
- **Purpose Alignment**
 - Reverb aligned with Relab's mission to democratize sound excellence.





MATCH PURPOSE TO PRODUCT CATEGORY

FINDING YOUR PERFECT FIT



START WITH YOUR PURPOSE

Our mission to democratize sound excellence guided which category to enter



FIND NATURAL CATEGORY ALIGNMENT

Hardware emulations were perfect entry point - making expensive gear accessible



FOCUS BEFORE EXPANSION

Choose one category where you can win before thinking about others



KEY TAKEAWAYS

WHICH PRODUCT CATEGORY ARE YOU
GOING TO TRULY OWN?



CHOOSE YOUR WINNING CATEGORY

Pick ONE category where you can become
the undisputed leader



SCALE UNTIL CONFIDENT

Keep narrowing your focus until you can
say "This is a space we can truly own"



OWN YOUR LANE

Don't be the plugin for everyone -
be THE plugin for someone specific

QUESTION #4

HOW DO YOU WIN?

BECOMING A MUST-HAVE PRODUCT

ACHIEVING MEANINGFUL DIFFERENTIATION

- **Stand Out with Meaningful Difference**
 - True differentiation involves creating an impact that matters deeply to customers.
 - **Beyond Price or Minor Improvements**
 - Being meaningfully different goes beyond simply being cheaper or slightly better.
 - **Create Real Value**
 - Focus on delivering undeniable value that resonates with customer needs.
-





MCDONALD'S LESSONS ON MEANINGFUL DIFFERENCE

AVOIDING THE 'EVERYONE TRAP'
WITH CLEAR POSITIONING

- **Failed Attempts at Expansion**

- Products like McSpaghetti and McPizza failed to resonate with core customers.

- **Vague Positioning Risks**

- Trying to appeal to all audiences weakened McDonald's core identity.

- **Value of Clear Differentiation**

- Being meaningfully different means focusing on strengths, not catering to everyone.
-

RELAB'S DIFFERENTIATION STRATEGY

SHIFTING FROM FEATURES TO MEANINGFUL OUTCOMES

- **Core Differentiator for Pros**
 - Highest sound quality and hardware accuracy prioritized for professional users.
 - **Essentials for Aspiring Creators**
 - Shifted focus to ease of use and creative empowerment for entry-level users.
 - **Sound Quality Remains Key**
 - Maintained quality as a core value, adapting differentiation to fit each segment.
-





WHEN QUALITY ISN'T ENOUGH

WHY TECHNICAL EXCELLENCE DOESN'T ALWAYS SELL



THE PRICE PERCEPTION CHALLENGE

"Why pay \$300 when there's one for \$30?"
Your quality difference isn't always obvious to customers



THE EXPERIENCE GAP & CONSUMPTION CEILING

- Customers may not have the expertise yet to hear or appreciate technical differences
- Customers may not have the time with so many things demanding attention.



SHIFT TO OUTCOMES & EMOTION

Stop selling specs and features -
start selling the impact on their work



SELLING TO OUTCOMES

UNDERSTANDING NEEDS, GOALS & EMOTIONAL
DRIVERS



START WITH USER GOALS

Identify what they're truly trying to accomplish, beyond just technical needs



CONNECT FEATURES TO OUTCOMES

Show how your capabilities directly help achieve their desired results



FOCUS ON EMOTIONAL IMPACT

Demonstrate how success will make them feel, not just what your product does

PERSONA PROFILE: ASPIRING CREATORS

DEVELOPING TARGETED SOLUTIONS FOR ASPIRING USERS

- **Core Challenges**

- Limited time, patience and budget; lower willingness to pay for premium.

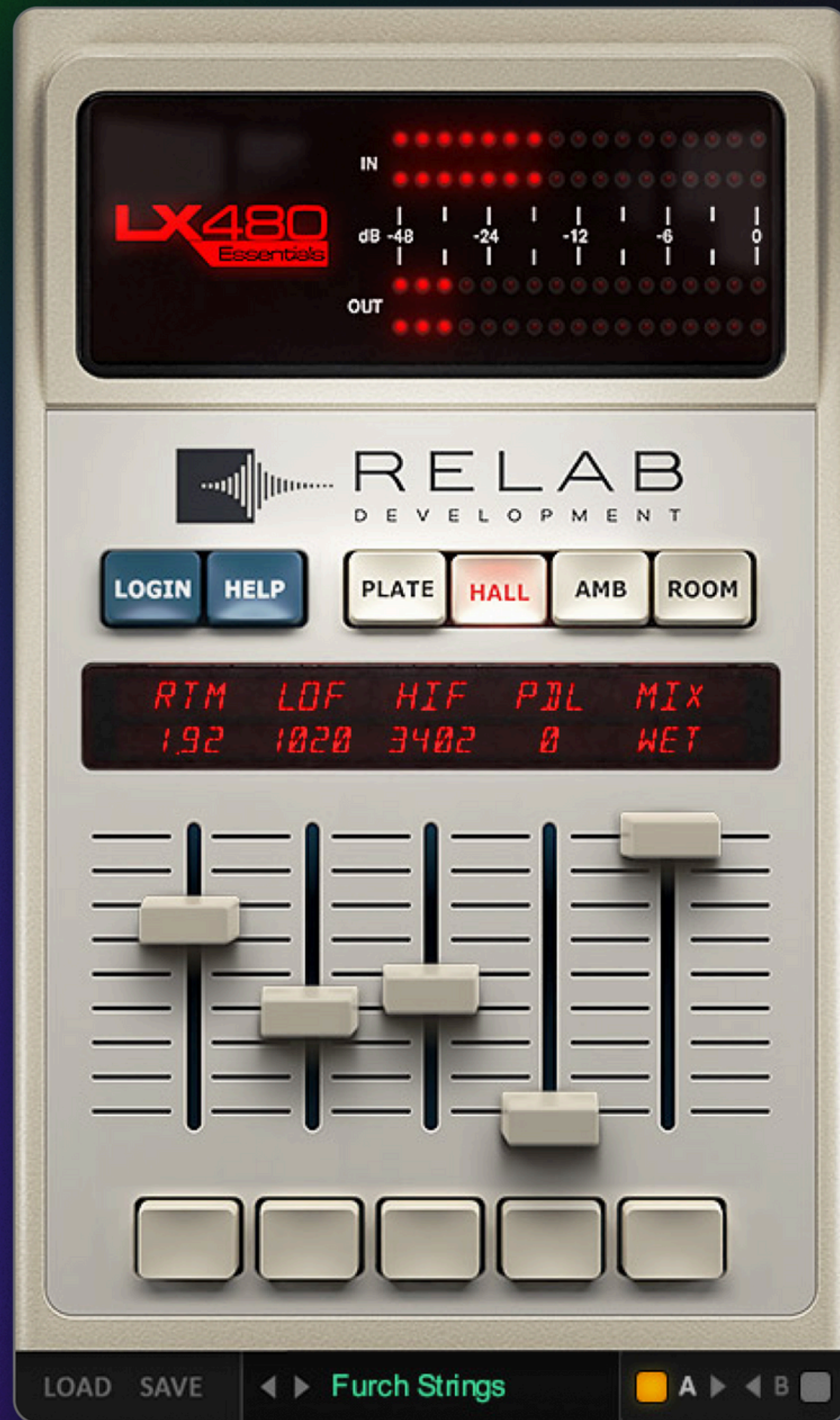
- **Emotional Barriers**

- Overwhelmed by complex options; frustrated by setup issues and inconsistent results.

- **User Goals**

- Seek affordable, high-quality tools that are fast, easy, reliable & fun to use.
-





MAKING DIFFERENCES MATTER

HOW WE MADE TECHNICAL EXCELLENCE ACCESSIBLE

- **Design for Instant Success**
 - Understand in 5 seconds, impossible to sound bad,
 - four perfect presets ready to go
 - **Transform the Message**
 - Before: "4 algorithms, 5 parameters, 100 presets"
 - After: "Professional sound in minutes, not hours"
 - **Deliver Emotional Impact**
 - Replace uncertainty with confidence,
 - transform struggle into creative flow
-



KEY TAKEAWAYS

HOW DO YOU WIN?



KNOW YOUR “WHO”

Identify specific audience and dig deep into their real frustrations, needs & goals.



CONNECT TO OUTCOMES

Link every feature to user success, show exactly how you solve their problems



DELIVER TRANSFORMATION

Focus on the impact - how their work and confidence will change using your product



BEYOND YOUR “STARVING CROWD”

FINDING YOUR MARKET IS JUST THE START

- **Your Crowd Must Be Specific**
 - Find people who can't live without what you're offering
 - **They Need A Clear Path To You**
 - Make it easy for them to discover and reach you
 - **The System Must Be Sustainable**
 - Attract, serve, and retain customers profitably over time
-



UNDERSTANDING YOUR TRAFFIC SOURCES

BEYOND HOPE MARKETING



EARNED TRAFFIC

Your reputation - organic growth, reviews, word-of-mouth.



OWNED TRAFFIC

Your direct line - email lists and customer base.



PAID TRAFFIC

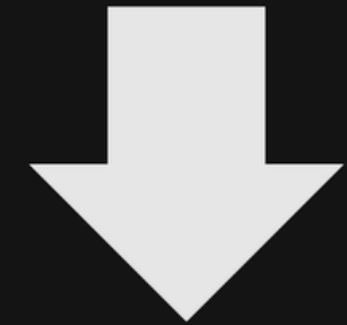
Your growth accelerator - ads and paid influencers.

CONTROLLED MARKETING VS HOPE MARKETING

FLIPPING THE TRADITIONAL MODEL

- **Hope Marketing Doesn't Scale Predictably**
 - Relying on luck and reviews isn't a solid strategy
 - **Control Your Growth**
 - Use paid traffic to build owned traffic systematically
 - **Generate Natural Momentum**
 - Earned traffic becomes a natural byproduct of success
-

Paid Traffic



Owned Traffic



Earned Traffic

QUESTION #5

HOW DO YOU GROW?



THREE GROWTH LEVERS TO DRIVE SUCCESS

CREATING COMPOUND GROWTH OVER TIME



CUSTOMER ACQUISITION ENGINE

Turn paid traffic into paying customers at scale



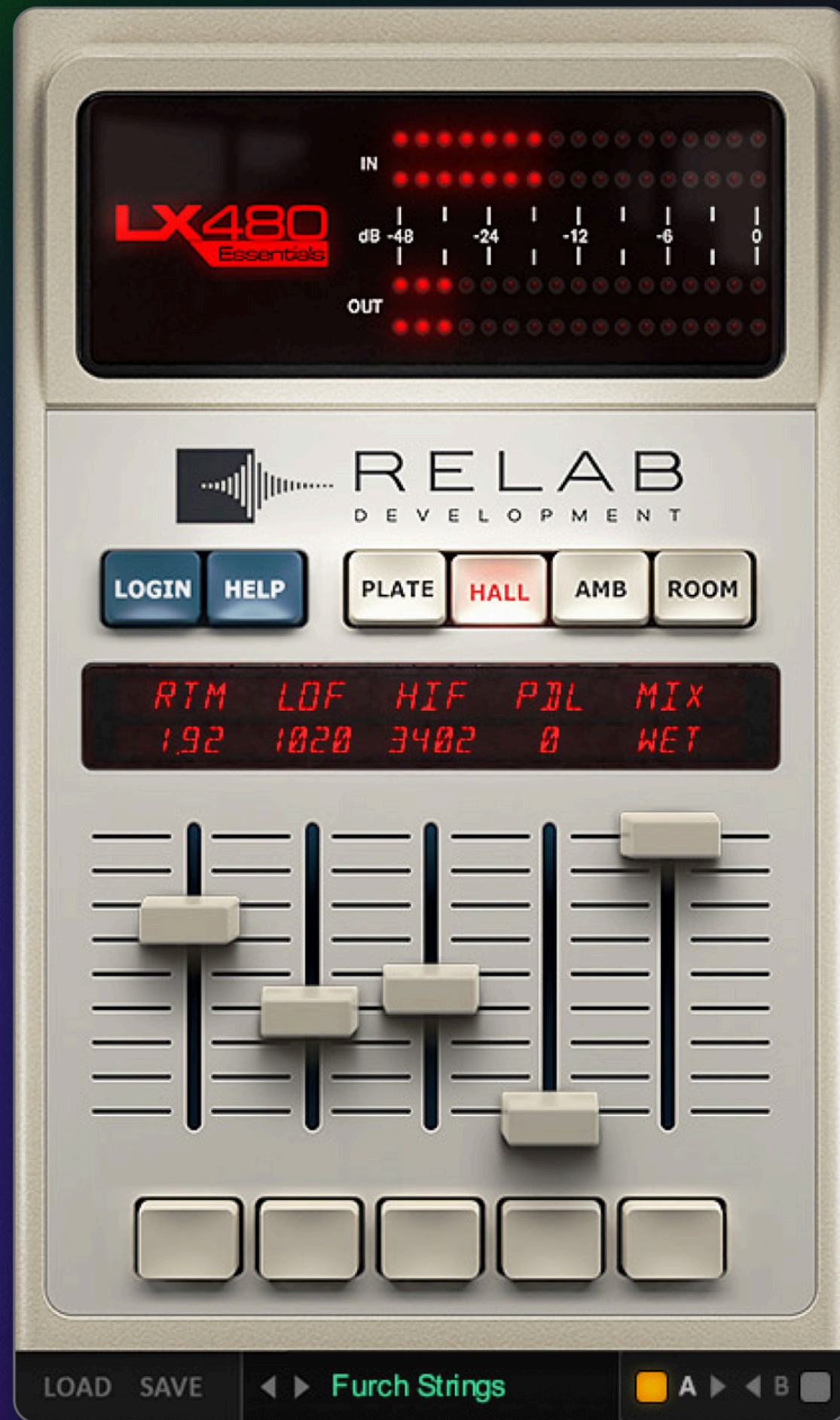
CUSTOMER VALUE MAXIMIZATION

Increase average order value through strategic upsells



CUSTOMER RETENTION STRATEGY

Keep customers returning and ascending product lines



GROWTH LEVER #1: CUSTOMER ACQUISITION

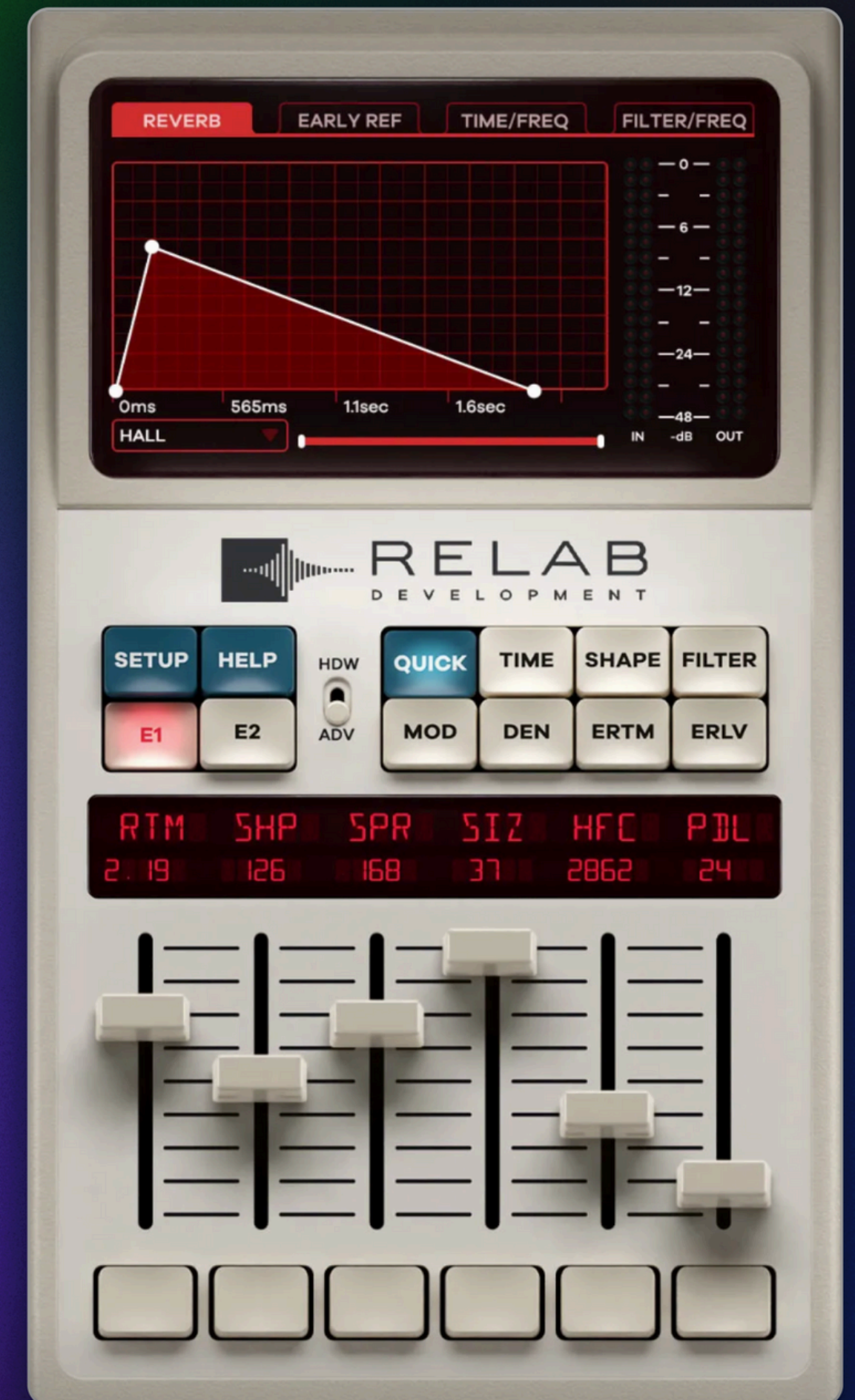
THE LX480 ESSENTIALS CASE STUDY

- **Strategic Entry Price Point**
 - \$29 price point designed to minimize resistance
- **Understanding The Math**
 - **Initially:** \$0.50/click, 5% conversion = \$10 cost per customer, \$19 ROAS
 - **Market Shift:** \$2/click = \$40 cost per customer, \$11 loss
- **Turning Loss Into Opportunity**
 - What if losing \$11 per sale could be your biggest advantage?

GROWTH LEVER #2: CUSTOMER VALUE

THE MCDONALD'S 'FRIES WITH THAT' PRINCIPLE

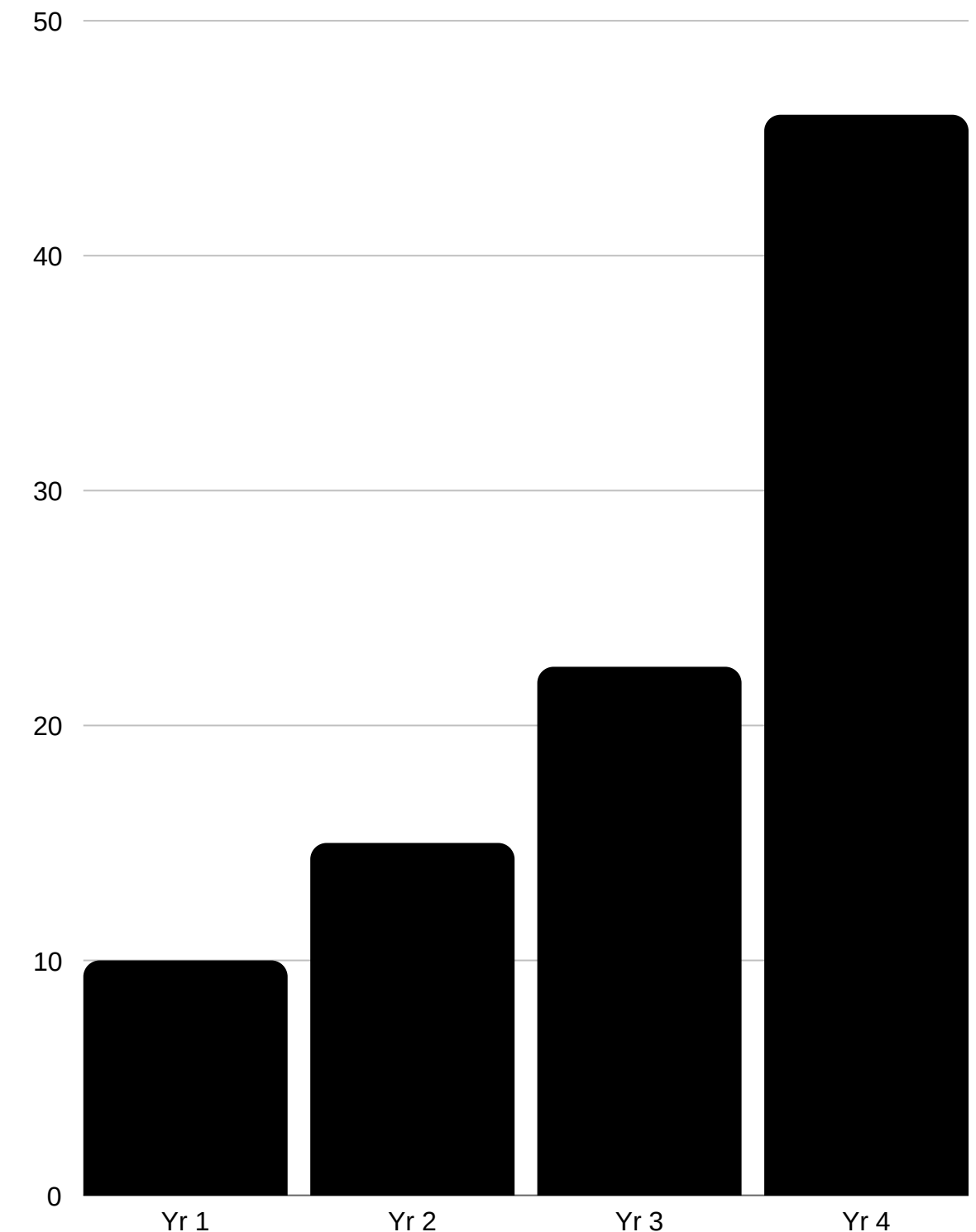
- **20% Upgrade Rate to Pro**
 - \$149 premium version within 30 days
 - **New Average Order: \$58.80**
 - Turning \$11 loss into \$18.80 profit
 - **The \$11 Loss Becomes Your Edge**
 - Transformed an -\$11 into +\$18.80 ROAS, leaving competitors behind
-



SCALING CUSTOMER VALUE

THE POWER OF STRATEGIC PRODUCT RELEASES

- **Initial Acquisition Math**
 - 10,000 customers @ \$40 CAC = \$400K investment
 - Revenue: \$588K = \$188K ROAS
 - **Vertical Growth: Premium Offers**
 - 10% convert to flagship product in 72 hours
 - Adding \$150K revenue from owned traffic
 - **Horizontal Growth: New Essentials**
 - Context: 20-25% buy complementary \$29 product
 - Adding \$70K more without acquisition cost
-





GROWTH LEVER #3: CUSTOMER RETENTION

BUILDING LONG-TERM
CUSTOMER VALUE

- **Strategic Product Catalog**
 - Map products to customer experience levels
 - **Vertical & Horizontal Movement**
 - Both upgrade paths and parallel products
 - **Start Small, Scale Big**
 - Begin with minimal budget, test and grow
-



KEY TAKEAWAYS

HOW DO YOU GROW?



DESIGN YOUR ACQUISITION ENGINE

Create an irresistible entry product at a no-brainer price point (\$29) to convert cold traffic consistently - even if you initially break even or lose.



MAXIMIZE CUSTOMER VALUE

Strategic upsells within 30 days turn initial losses into profit with targeted premium offers (\$149+) using owned traffic



BUILD LONG-TERM RETENTION

Map your product catalog to customer journey - create both vertical ascension (premium products) and horizontal movement (complementary products)



5 STEPS TO MARKET LEADERSHIP

FROM PRODUCT TO PROFIT IN A CROWDED MARKET



STRATEGIC FOUNDATION

FIND PURPOSE → KNOW “WHO”

- Move beyond technical excellence
- Know “who” your market is and how to serve them completely



CREATE MEANINGFUL DIFFERENCE

OWN CATEGORY → DIFFERENTIATION

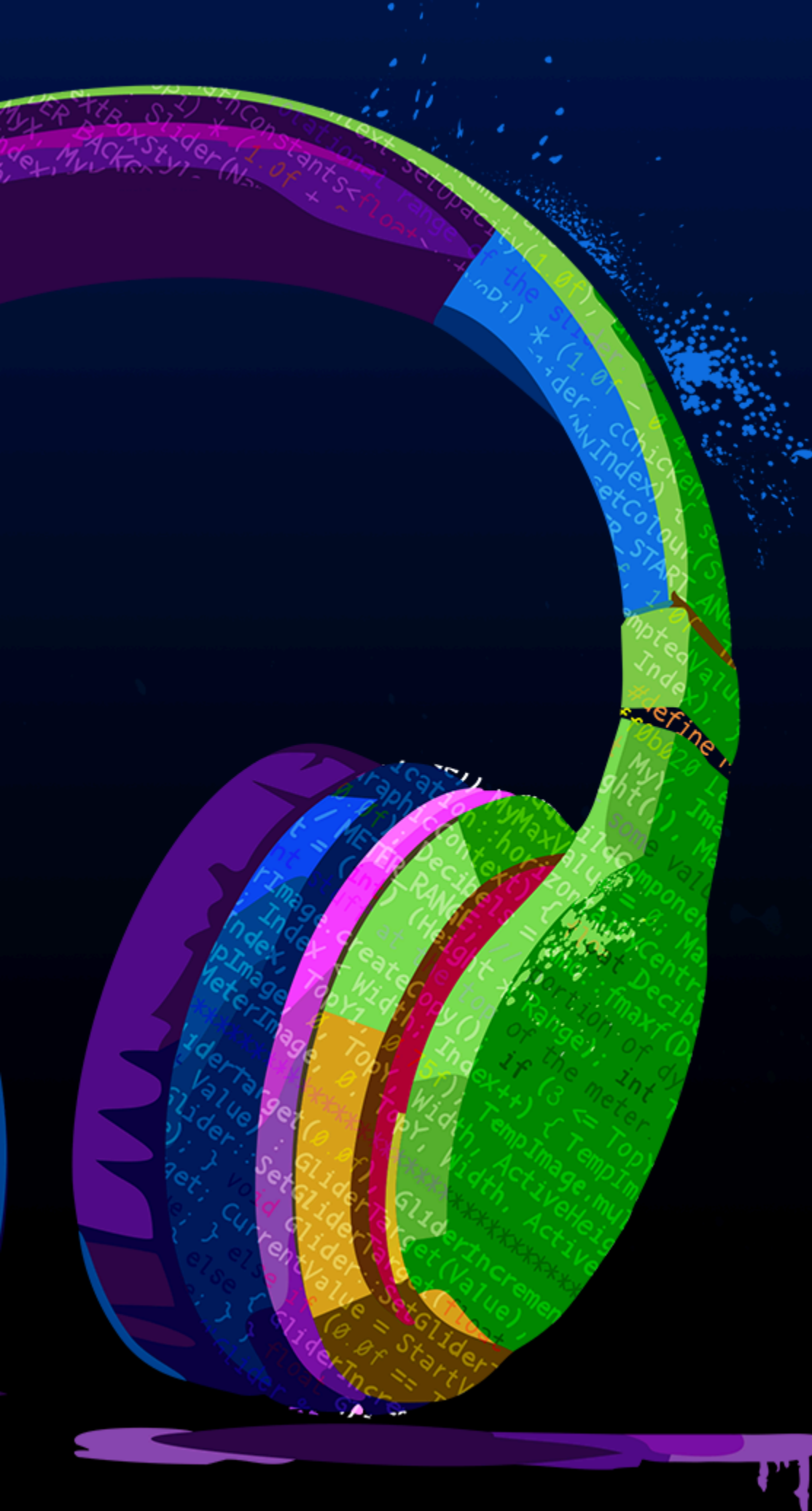
- Solve problems that matter to customers
- Become their essential go-to choice
- Stand out in ways customers truly value



BUILD YOUR GROWTH ENGINE

ACQUISITION → VALUE → RETENTION

- Master your economics
 - Convert paid traffic strategically
 - Create sustainable competitive advantage
-



ADC²⁴ *Bristol*

ENGINEERING SUCCESS FOR AUDIO SOFTWARE IN A CROWDED MARKET

RANDY YOUNG