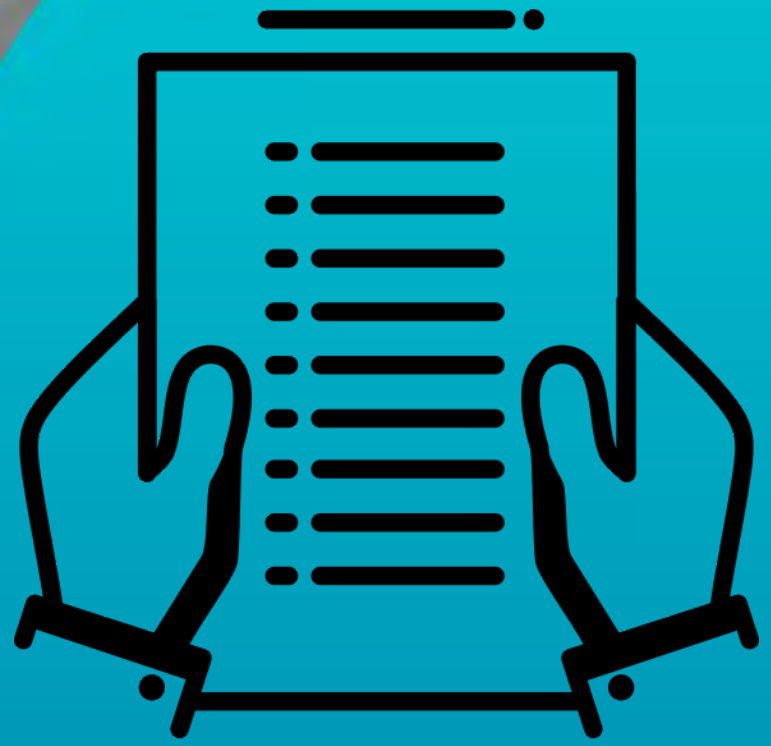
STRATEGIC 7
MARKETING

8 Essential Steps For Developing a Strategic Marketing Plan

September 30, 2021

Agenda

- Marketing Philosophy
- Marketing Plan Overview
- Determining Goals & Objectives
- Defining Your Target Markets
- Core Competitive Advantages
- Target Audience(s)
- Competitor Analysis
- SWOT
- Marketing Tactics
- Setting a Budget
- Questions



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Marketing Philosophy

YOU DO NOT HAVE A STRATEGY UNTIL YOU SAY "NO".

Marketing Philosophy

What is Marketing?

Is it an Expense?

ACME Widget P&L Statement 9/1/21 - 9/30/21		
REVENUES	**This Month**	**Year-to-Date**
Sales	$ 50,000.00	$ 425,000.00
Services	$ 5,500.00	$ 50,000.00
Work in Progress (WIP)	$ 2,500.00	$ 35,000.00
Net Revenues	**$ 58,000.00**	**$ 510,000.00**
DIRECT EXPENSES	**This Month**	**Year-to-Date**
Accounting	$ 1,000.00	$ 9,000.00
Computer Expenses	$ 500.00	$ 2,000.00
Insurance	$ 2,500.00	$ 22,500.00
Marketing	**$ 3,000.00**	**$ 27,000.00**
Materials	$ 3,500.00	$ 31,500.00
Mileage & Travel Exp	$ 250.00	$ 2,250.00
Rent	$ 5,000.00	$ 45,000.00
Repairs & Maintenance	$ 350.00	$ 4,000.00
Training/Continuing Education	$ 150.00	$ 2,500.00
Utilities	$ 750.00	$ 6,750.00
Wages & Benefits	$ 11,000.00	$ 99,000.00
Total Direct Expenses	**$ 28,000.00**	**$ 251,500.00**
NET INCOME	**$ 30,000.00**	**$ 258,500.00**

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Marketing Philosophy

What Do We Try To Do With Expenses?

Answer:

- Eliminate
- Reduce
- Cut
- Remove
- Purge
- Lessen
- Lower
- Decrease
- Truncate
- Minimize
- Cut down
- Clear away
- Expel
- Extract
- Discard
- Drop
- Cut
- Minify

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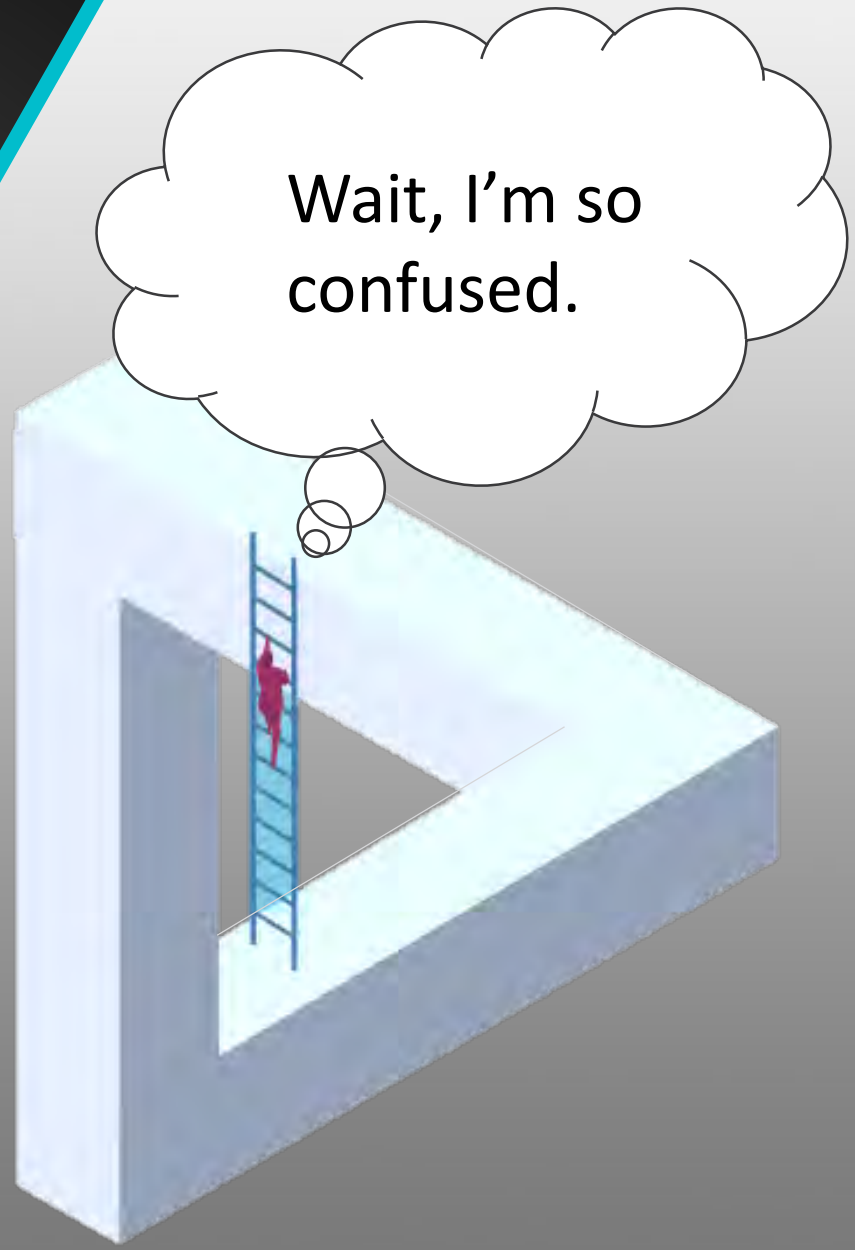
Marketing Philosophy

Marketing Paradox:

How do you create more awareness for a company by doing less to promote it?

Answer: You can't.



Marketing Philosophy

Marketing Paradox

So, if marketing isn't an expense...

What is it?

It's an investment.

Marketing Philosophy

Marketing Paradox

What do we do with investments?

Maximize them!

Marketing Philosophy

Determining Your Marketing Philosophy

- Influences how much time, money and effort you are willing to invest
- Directly impacts the structure of your plan
- Defines your commitment to growing your business

Before You Get Started

Don’t Plan Alone

- Paradigms
- Buy-in
- Morale
- Knowledge Sharing = Results

Marketing Plan Overview

There are four key areas of focus...

1. Goals
2. Strategies
3. Tactics
4. Budget

Four Areas of Focus

GOALS

Every company has goals and objectives. They are simply a matter of deciding where you want to be and when you want to get there.

Goal:

Increase leads

1 Goals

2 Strategies

3 Tactics

4 Budget

Four Areas of Focus

GOALS

Every company has goals and objectives. They are simply a matter of deciding where you want to be and when you want to get there.

SMART Goal:

Increase leads for widgets by 40% by December 31, 2022.

1 Goals

2 Strategies

3 Tactics

4 Budget

Four Areas of Focus

STRATEGIES

Strategies are things you need to do in order to accomplish your goals. If your goal dictates where you want the company to be, the strategy is the route you take to get there.

Strategies to Increase Revenue 25%

- Increase brand awareness
- Increase fees/product costs
- Cross-sell more services/products
- Re-establish relationships with key referral sources
- Any combination of these

1 Goals

2 Strategies

3 Tactics

4 Budget

Four Areas of Focus

TACTICS

Whereas strategies establish a broad outline of how you want to achieve your goals/objectives, tactics are specific actions you will take.

- **Increasing the number of brand touches among potential customers to create name awareness is a strategy.**
- **Developing a monthly e-newsletter to send to customers and prospects is a tactic for implementing that strategy.**

1 Goals

2 Strategies

3 Tactics

4 Budget

Four Areas of Focus

BUDGET

Each tactic has a cost. Add up all that you plan to do and you know what your budget must be in order to achieve your goals. Keep in mind, budget is not just dollars. It also includes time and resources.

Budget should not be determined by the size of the company or sales revenue.

It should be dictated by how much you want to GROW and how FAST you want to get there.

1 Goals

2 Strategies

3 Tactics

4 Budget

STEP 1: Determine Goals & Objectives

"Start With The End In Mind."

- Steven R. Covey

Goals & Objectives

Business Goals

- What are the short, mid & long-term goals?
- What are the three most important goals for the company/business segments?
- What does success look and feel like?
- Geographically, what are the priorities?

SMART GOALS:

Specific

Measurable

Achievable

Realistic

Time Bound

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Goals & Objectives

Marketing Goals

- What do you want to achieve?
  - Create/increase brand awareness?
  - Increase qualified leads?
  - Unify messaging?
  - Better understand the market space?
  - Achieve X% market share within the next 12 months?
- Review and rank the marketing goals
- Make sure they are **SMART** goals

"Sell more product"

is NOT a goal.

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STEP 2: Determine Areas of Opportunity

“Bringing together the right information with the right people will dramatically improve a company’s ability to develop and act on strategic business opportunities.”

- Bill Gates

Define Your Opportunities

List the three most significant opportunities for growth?

- Consider:
  - Which is the most lucrative?
  - Which is the easiest to sell?
  - Which is the most complicated to sell?
  - Which will take the most time?
  - Which will require the most resources (e.g., time, effort and expense)?
- What is the priority order in terms of importance?

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STEP 3:
Determine Your Competitive Advantage

"If you don't have a competitive advantage*, don't compete."*

- Jack Welch

Competitive Advantage

Core Competitive Advantages

- Looking for three competitive advantages that can be used to position and differentiate your company or product(s) from your competitors.
- They should be:
  - Hard for competitors to copy or develop
  - True (i.e., something you can deliver based on key internal strengths)
  - Address a relevant concern that is valued by your audience
  - Something you can prove in some way

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Competitive Advantage

Start With Your Intangibles

It's not what you sell, but what makes people want to buy:

Examples of intangibles:

- *Customer service*
- *Added value*
- *Industry knowledge and expertise*

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Competitive Advantage

Tangible Competitive Advantages

What do you actually deliver to make your intangibles tangible?

If your intangible competitive advantage = *Customer Service*

- Tangibles expression for this could be:
  - 24/7 customer service hot line
  - Next day delivery on parts
  - Free technical training

So…what makes your intangibles, tangible?

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Competitive Advantage

Marketing Statement

How can you best express your tangibles to your customers?

- 24/7 Customer Service Hot Line
  - *You can reach and speak to a certified widget technician 24/7.*
- Next Day Delivery on Parts
  - *Next day delivery. First time performance.*
- Free Technical Training
  - *Every customer is eligible for annual training on every machine we sell.*

▶ STEP 4:
Define Your Targe
Audience

What the Prospect May Be Thinking

- You don’t know me
- You don’t know my company
- You don’t know my needs or requirements
- You don’t know where I buy
- You don’t know my buying process
- NOW…

▶ STEP 4:
Define Your Targe
Audience

[What the Prospect May Be Thinking](#)

...what was
it you wanted
to sell me?

Target Audience

Developing the Buyer Persona

- Semi-fictional representation of your ideal customer.
- Detail their challenges, their goals, their demographics traits, etc.
- Enables you to target or personalize your marketing for different segments of your audience.
- Create content and messaging that appeals to your target audience.

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Target Audience

Developing the Buyer Persona

- Create a complete profile.
  - Decision makers and decision influencers.
  - Most effective ways to communicate with them.
  - What do they struggle with?
  - How does your core competitive advantage solve their problem/need?
  - What are their personality types?
    - Process driven
    - Results driven
    - Ambitious
    - Go-getting
    - Risk-averse
    - Change-averse
    - Open-minded
    - Set in their ways

Target Audience

Developing the Buyer Persona

- What kind of information will be the most effective in creating a response?
- What key market trends are impacting them?
- What are the anticipated barriers to successfully land them as a customer?
- Why would they be afraid to engage with you?

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STEP 5: Conduct Competitor Analysis

"The ability to learn faster than your competition may be the only sustainable competitive advantage."

- Arie de Geus,
Head of Shell Oil Company's Strategic Planning Group

Competitors

- Who are the top players?
- Who is best-in-class?
- What are the characteristics and attributes of the best-in-class?

vs.

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Competitors

Competitive Theft Workout

- What does your biggest/best competitor do well that you could/should potentially emulate?
- Why is it so effective?
- Identify their optimal category attributes
- Evaluate how you stack up
- How can you apply it and make it your own?

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Competitors

Competition, Not Competitors

- Who/what is the unseen enemy?
- What external forces could negatively impact growth and/or profitability?

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STEP 6: SWOT Analysis

"SWOT is cool, but strategic thinkers know that there is a point which:

- Strengths become weaknesses
- Weaknesses become strengths
- Opportunities become threats
- Threats become opportunities

Strategic entrepreneurs and leaders find the greatest insights hiding behind SWOT."

SWOT Analysis

Strengths

- List as many strengths as you can think of
- Which ones will help you achieve your objectives?
- Which ones can be leveraged to grow your business?
- Have the team prioritize

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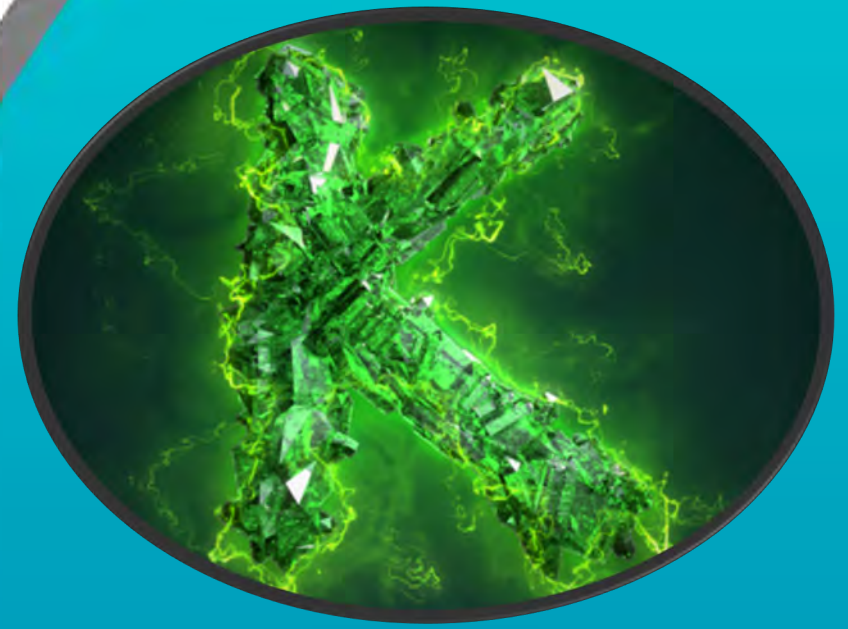
SWOT Analysis

Weaknesses

- What is your Kryptonite?
- What can undo your business?
- Prevent you from achieving your objectives?
- List as many weaknesses as you can think of
- Prioritize
- Brainstorm how to correct/eliminate
- Determine & assign who is responsible for turning them into opportunities?



Kryptonite

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SWOT Analysis

Opportunity

- What market opportunities are present?
- How can you leverage your strengths?
- What weaknesses once converted can become opportunities?
- What trends can you take advantage of?

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SWOT Analysis

Threats

- Any unfavorable situation that can harm profitability or be potentially damaging to your strategy
- They may be out of your control
- They may be external to the company or your industry
- How can you turn into an opportunity?

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STEP 7: Marketing Tactics

"We shall neither fail nor falter; we shall not weaken or tire…give us the tools and we will finish the job."

- Winston Churchill

Marketing Tactics

Tools in the Toolbox

- Affiliate marketing
- Amazon storefront
- Apps
- Blogs
- Chatbots
- Trade Shows
- Contests
- Direct sales
- Email
- Events
- In-store signage
- Microsites
- Mobile ads
- Mobile advertising
- Online video
- Outdoor advertising
- Point of sale displays
- PPC
- PR events
- Press releases
- Print ads
- Print catalogs
- QR codes
- Radio ads
- RFID tags
- SEO
- SMS marketing
- Social media ads
- Social media networks
- TV Commercials
- Webinars
- Websites

Marketing Tactics

Consider…

- Which channels you're currently using.
- Where returns will be the highest.
- The importance of measuring results.
- Which channels provide the most exposure to your target audience.
- Which will help you achieve your goals with the least waste.
- Which you ones you have the proper resources to implement.
- Which ones will best deliver your message.
- Which channels provide the most credibility.
- Which provide the most brand exposure.

Marketing Tactics

What Marketing Activities = Revenue?

- Relationships/Referrals?
- Leads (i.e., website, digital advertising, speaking engagements, etc.)
- Meetings?
- Proposals and RFPs?
- No Risk Evaluation or Demo?
- Cross Sell?
- Customer Retention Efforts?

What are your sales/revenue goals?

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Marketing Tactics

How Many...

- Referrals or other marketing initiatives = Lead?
- Leads = Meeting/Demos?
- Meetings/Demos = Proposal?
- Proposals = Customer?
- Services can you cross sell per customer?
- Dollars per years of retention per customer?
- How many customers = Revenue goal?

What is the average sale worth?

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Marketing Tactics

Tools in the Toolbox

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- Webinars
- Websites

STEP 8: Setting a Budget

"You can fool all the people all of the time if the advertising is right and the budget is big enough."

- Joseph E. Levine, Film Producer

Setting a Budget

Determining Budget

- General rule of thumb for established companies looking for ongoing growth = 2% to 5% of revenue
- Marketing defines your commitment to business growth
- Determined by business goals and objectives
    - Modest low single-digit growth = less investment
    - Moderate/aggressive double-digit growth = higher investment
- Budget is not about the size of the company. It is about how fast you want to grow and how ready you are to move

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Setting a Budget

Don't Forget to Budget for Time

- 2,000 hours per year, per person
- How does it breakdown?

Time Category	Hours
Billable/Customer Service	1350
Administrative (i.e., administrative, travel, coaching/mentoring, recruiting, performance evaluations, staff meetings, HR, etc.)	200
Continuing Education/Training	50
PTO (i.e., vacation, sick time, holidays, jury duty, etc.)	120
Marketing Activities (i.e., client entertainment, networking, speaking engagements, article writing, social media, etc.)	75
New Business Efforts (i.e., proposals, pitches, presentations)	75
Coaching/Mentoring	50
Charitable, Civic, or Political Time	25
Other	55
Total	**2,000**

Setting a Budget

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Thank You!

JONATHAN EBENSTEIN
President
Strategic 7 Marketing
Cleveland, Ohio Office
P: (440) 772-0180
C: (216) 408-4560
E: jebenstein@strategicseven.com