



**SLEEPING LION
INTELLIGENT MARKETING**

"If you have a bad image and you are bad, then you don't have an image problem."

Evan Davis



SLEEPING LION

INTELLIGENT MARKETING

Whether you are launching a new product or service, or need to re-energise an existing one, these exercises and interventions can help steer your thinking and challenge your brand development.

1. WORK OUT WHY YOUR BUSINESS EXISTS

Golden Circle/Start with Why

6. DON'T JUST MARKET TO NEW CUSTOMERS

Get, Keep, Grow

2. ESTABLISH WHAT YOUR BRAND IS LIKE

Brand Principles / Zag

7. BUILD CUSTOMER LOYALTY

Customer Loyalty / Invisible Customers

3. KNOW YOUR MARKET PLACE AND COMPETITION

Market Mapping

8. UNDERSTAND MARKETING STRATEGIES VS TACTICS

Strategy vs Tactics

4. ENSURE YOUR PRODUCT IS SOMETHING PEOPLE REALLY WANT

Value Proposition

9. USE THE RIGHT CHANNELS AND MIX OF MEDIA

Marketing Channels & Media

5. KNOW YOUR CUSTOMERS

Customer Profiling

10. BE CLEAR AND REALISTIC

Marketing Briefs



WORK OUT WHY YOUR BUSINESS EXISTS

Use the Golden Circle principle to start getting your priorities right

This comes from Simon Sinek's highly successful book, Start With Why. Most companies start by working out what they do, then work out how. They often don't get onto the 'why'. It's more effective to start with why, then move onto the how and what.

WHAT

Every organisation on the planet knows WHAT they do. These are products they sell or the services they offer.

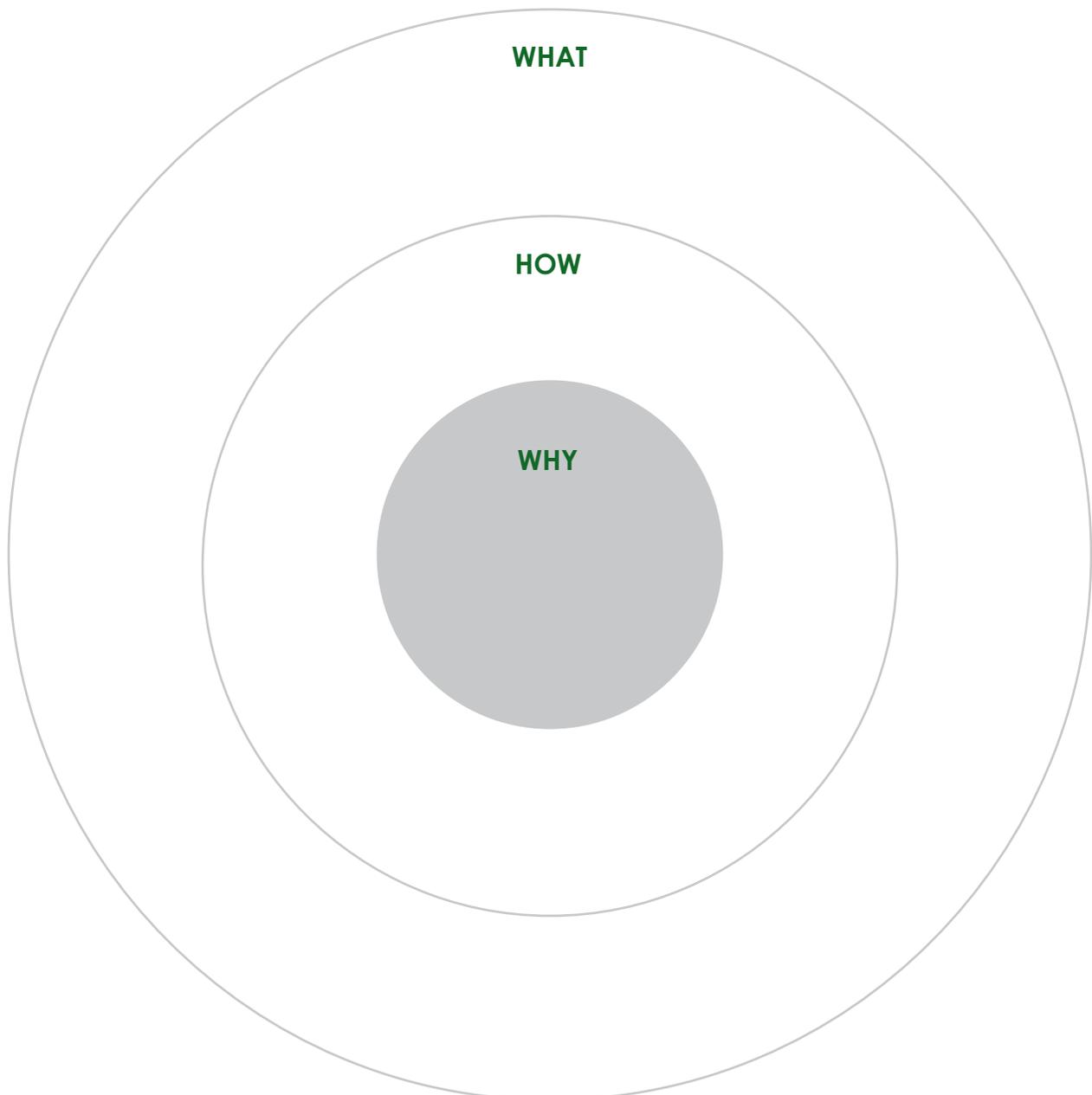
HOW

Some organisations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organisations know WHY they do what they do. WHY is not about making money. That's a result. It's a purpose, cause or belief. It's the very reason your organisation exists.

EXERCISE: First write down **WHAT** your company does in the outer circle. Then write in **HOW** you are special in the middle circle. Finally, consider **WHY** you exist and what your essential purpose is.



ESTABLISH WHAT YOUR BRAND IS LIKE

Work out what you are and what you are not

EXERCISE: Brand principles help distill the essence of a brand. First decide what your brand is all about and grade each of your brand principles to show a form of hierarchy. Then add what your brand anti-principles are (what your brand should NEVER become) - it is not as important to grade these. Thanks to Saint Design for first introducing me to this technique.

BRAND X IS

I.e. Customer focused (5) Friendly (5)
Straightforward (3)
Funny (1) Authentic (4)

BRAND X IS NOT

I.e. Selfish Arrogant Insipid Complicated

ESTABLISH WHAT YOUR BRAND IS LIKE

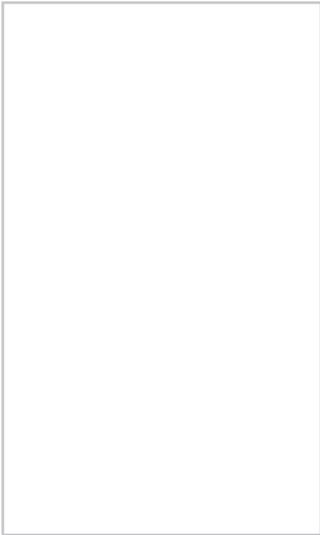
Devop a strong brand

This is a great tool to thoroughly work out what your brand's all about.

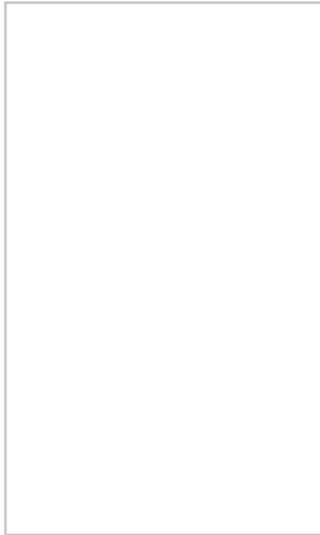
EXERCISE 1: In his excellent book Zag, Marty Neumeier outlines this comprehensive method to help develop a strong brand.

1. WHO ARE YOU?	2. WHAT DO YOU DO?	3. WHAT'S YOUR VISION?	4. WHAT WAVE ARE YOU RIDING?
9. WHO'S THE ENEMY?	10. HOW DO YOU EXPLAIN YOURSELF?	11. HOW DO YOU SPREAD THE WORD?	12. HOW DO PEOPLE ENGAGE WITH YOU?

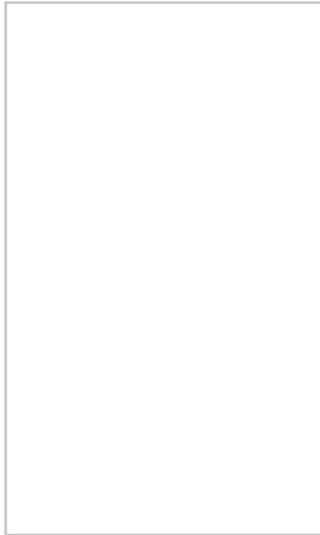
**5. WHO SHARES THE BRANDSCAPE?
(MARKET MAP)**



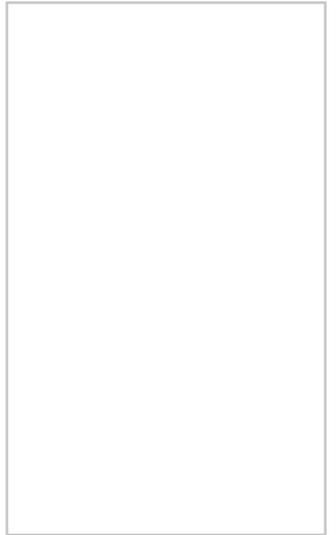
6. WHAT MAKES YOU THE 'ONLY'?



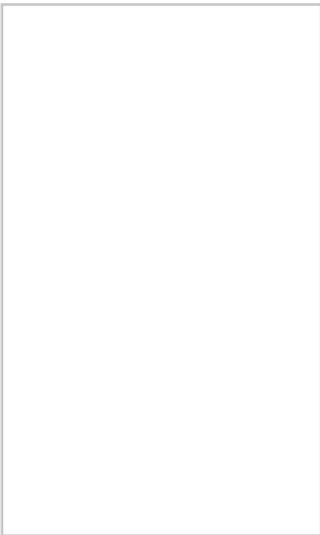
7. WHAT SHOULD YOU ADD OR SUBTRACT?



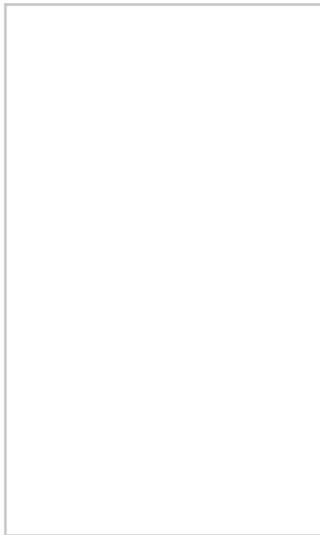
8. WHO LOVES YOU?



13. WHAT DO THEY EXPERIENCE?



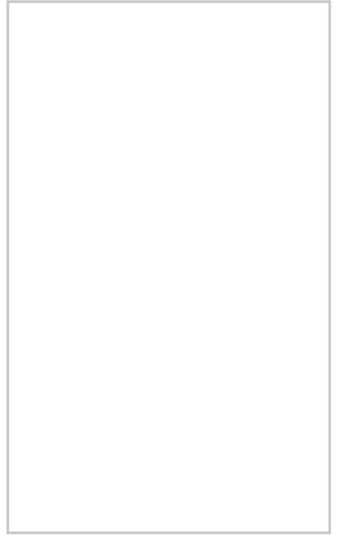
14. HOW DO YOU EARN THEIR LOYALTY?



15. HOW DO YOU EXTEND YOUR SUCCESS?



16. HOW DO YOU PROTECT YOUR PORTFOLIO?

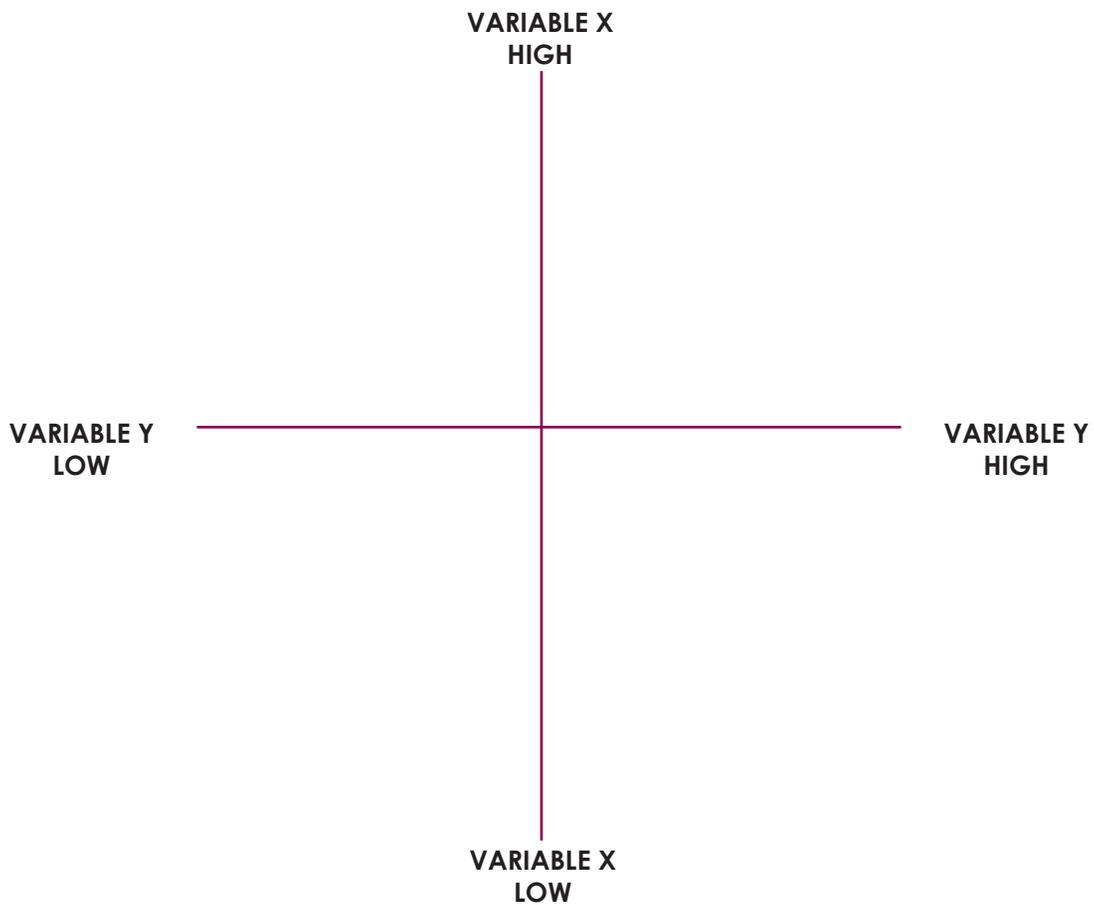


KNOW YOUR MARKET PLACE AND COMPETITION

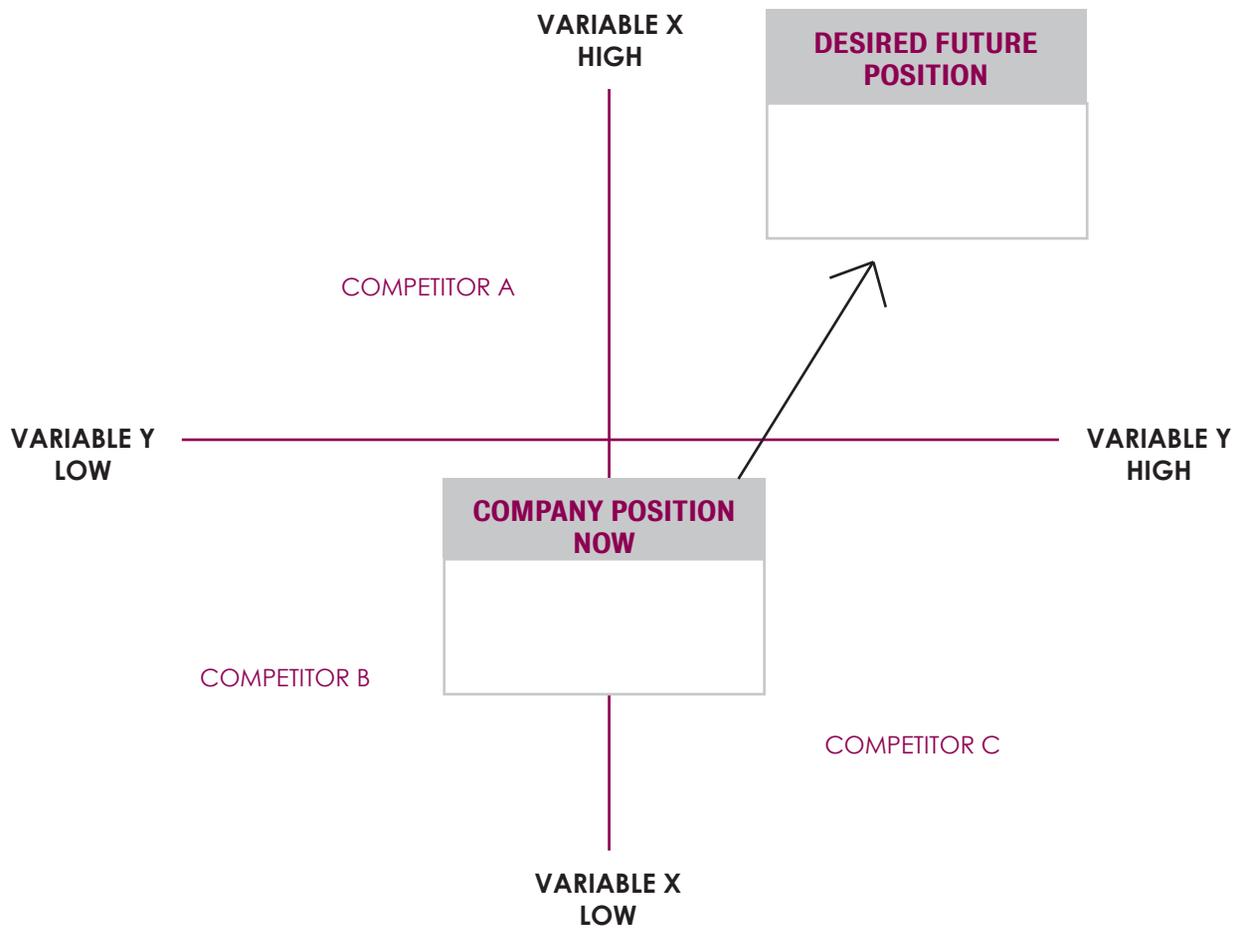
Establish your current and future brand positioning

The Market Mapping tool is a highly effective and very flexible way to establish clarity and strategic authority when looking at any market.

EXERCISE 1: Start by selecting two important factors in your market. For example, for restaurants this might be Price and Menu Complexity. Plot two overlapping axes and place *your company* plus *your competitors* on the grid. Use the results to identify gaps in the market, or significant overlaps. Being out on your own could be good, as it makes you distinctive in the market place. However, it could be what is known as 'fool's gold, white space', meaning there's no one else there because it's not a good place to be!



EXERCISE 2: This is particularly effective if you are looking to shift your brand positioning, as per this diagram. Plot where you are now and, more importantly, where you want to reposition your brand.



ENSURE YOUR PRODUCT IS SOMETHING PEOPLE REALLY WANT

Create a business model and value proposition

EXERCISE: Try using the Business Model Canvas to illustrate how your business creates, delivers and captures value (from Value Proposition Design - Oswalder & Pigneur).

THE BUSINESS MODEL CANVAS

Key Activities are the most important activities an organization needs to perform well.

Key Resources are the most important assets required to offer and deliver the previously described elements.

Customer Segments are the groups of people a company or organization aims to reach and create value for with a dedicated value proposition.

Value Propositions are based on a bundle of products and services that create value for a customer segment.

Customer Relationships describe the relationship with this customer segment - new (get), existing (keep) or cross-selling opportunity (grow).

Channels describe how a value proposition is communicated and delivered to a customer segment through communication, distribution, and sales channels.

Revenue Streams result from a value proposition successfully offered to a customer segment. It is how an organization captures value with a price that customers are willing to pay.

Cost Structure describes all costs incurred to operate a business model.

Key Activities:
What do we do?

Customer Segments:
Who are our customers?

Value Proposition:
Which one of our customer's problems (or needs) are we helping to solve? What are the main features that match our customers needs?

Customer Relationship:
How will we Get, Keep + Grow customers?

Key Resources:
What resources or suppliers do we need?

Channels:
Through which marketing channels can we reach our customers?

Cost Structure:
What are our biggest costs?

Revenue Streams:
What are people prepared to pay for ?

KNOW YOUR CUSTOMERS

Understand your target customers better

EXERCISE: First identify your different customer profiles (or target audiences), then use this tool to help you get into the mindset of each target group – matching them with the right product, understanding how best to reach them, and establishing what messaging will work best.

ATTRIBUTES	MOTIVATION/ ATTITUDES	BRAND ASSOCIATIONS	ATTITUDINAL PHRASES
What am I like?	What do I want/need?	What do I read, wear, watch, eat? What brands do I associate with?	How do I express my needs?

**PRODUCT
DEVELOPMENT**

What products/services are we offering to meet these needs?

**KEY
DIFFERENTIATORS**

What makes us so special?

**CUSTOMER
RELATIONSHIP**

What relationship do we have with this customer?

**MARKETING
CHANNELS**

How can we best reach/communicate with them?

DON'T JUST MARKET TO NEW CUSTOMERS

Create separate strategies to Get, Keep and Grow your customer base

EXERCISE: A successful business needs robust strategies not just to win new customers but to maintain their loyalty and, ideally, grow their purchasing or influence. Use the boxes below to separate your marketing strategies into GET, KEEP or GROW initiatives - ensuring you have a balanced approach to activities.

STRATEGIES TO GET CUSTOMERS Acquisition strategies	STRATEGIES TO KEEP CUSTOMERS Retention strategies	STRATEGIES TO GROW CUSTOMERS Cross-selling + referral strategies

BUILD CUSTOMER LOYALTY

Understand where your customers' loyalty lies

Customers can appear deceptively loyal but actually be uncommitted. It's worth working out what else your customers could be 'committed to' and how fragile your current relationship is with your customers.

EXERCISE: Use this tool to tick any boxes that might apply and make notes on how best to tackle this.

PEOPLE I like (or know) a particular member of staff and will follow them if they move on.	<input type="checkbox"/>	THIRD PARTY I'm actually not loyal to you, I'm loyal to a third party selling your product.	<input type="checkbox"/>
LOCATION You happen to be the nearest, but if someone opens up closer I would be open to switching allegiance.	<input type="checkbox"/>	LATEST TRENDS It's cool right now (but probably won't last).	<input type="checkbox"/>
CONVENIENCE You deliver and no-one else (currently) does.	<input type="checkbox"/>	CELEBRITY CONNECTION If it's good enough for Kim,	<input type="checkbox"/>
PRICE I simply can't afford the alternative (at the moment).	<input type="checkbox"/>	FEAR OF THE UNKNOWN I'm scared to try something new.	<input type="checkbox"/>
HABIT I've always bought it, but habits can be broken.	<input type="checkbox"/>	OFFERS / PROMOTIONS Where's the free gift?	<input type="checkbox"/>

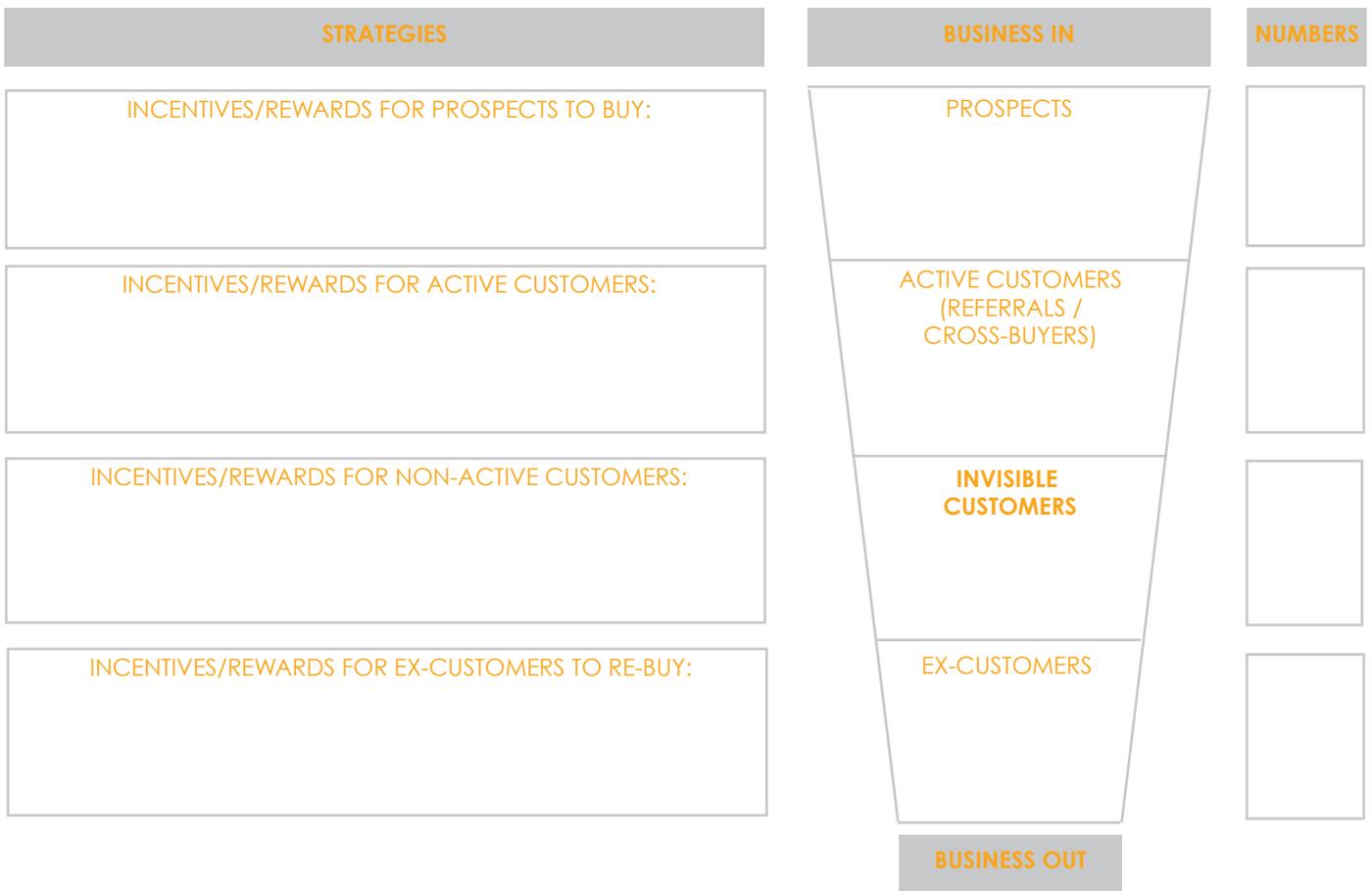
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BUILD CUSTOMER LOYALTY

Identify real customer loyalty

Businesses tend to focus on 'getting' and 'growing' customers using a range of promotions and incentives to attract new business or encourage existing customers to buy more or introduce friends. But remember the 'invisible' customer who simply continues to loyally buy a certain product or service – they need rewards too if you want to keep them from becoming ex-customers.

EXERCISE: First take a look at your current CRM data and add in numbers on the right hand side of the chart. Then write in the different incentives/rewards you are currently offering in each category. Are you offering anything to your invisible customer?



UNDERSTAND MARKETING STRATEGY VS TACTICS

Separate tactics from strategy

One of the trickiest things businesses struggle with is the difference between strategy and tactics, and how to plan their shape. This tool helps to clarify matters.

EXERCISE: The strategy is the overarching thought. This is the constant theme and direction that never varies, and against which all other activities can be judged and measured.

The tactics are specific actions - examples or proof of the strategy - and their deployment must have a clear beginning and end.

OVERARCHING THOUGHT (THE STRATEGY)	GET, KEEP OR GROW?

EXAMPLES / INDIVIDUAL ACTIVITIES (TACTICS)

TACTIC 1	TACTIC 2	TACTIC 3	TACTIC 4

USE THE RIGHT CHANNELS AND MIX OF MEDIA

Build a robust monthly marketing plan

EXERCISE: For each of your main marketing strategies, start to build a month-by-month plan of individual tactics.

OVERARCHING THOUGHT (THE STRATEGY)	GET, KEEP OR GROW?
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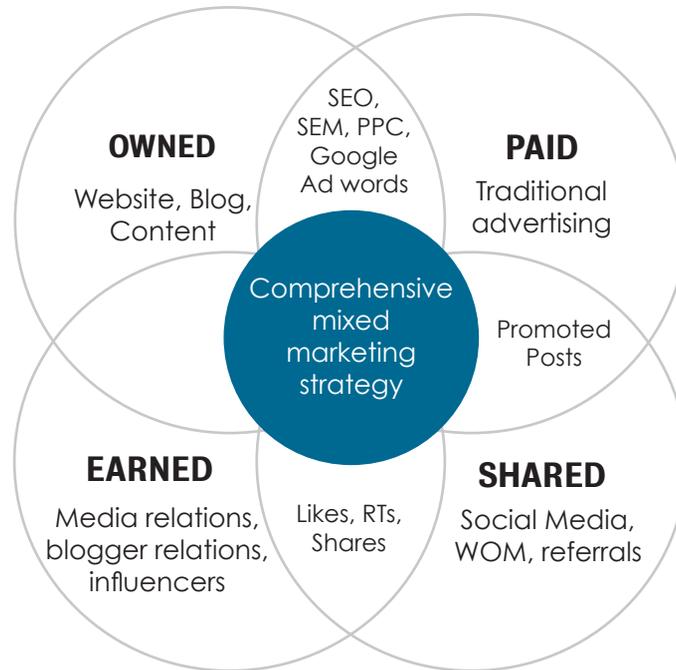
MONTH:	INDIVIDUAL TACTICS	CALL TO ACTION	TARGET OUTCOME	COSTS/ TOOLS
CHANNEL:				
CHANNEL:				
CHANNEL:				
CHANNEL:				
CHANNEL:				

MARKET CLEARLY AND THROUGH THE RIGHT CHANNELS

Use a smart mix of media

A smart mix of media will not only strengthen your marketing but can also help when managing tight marketing budgets.

EXERCISE: Think about your digital marketing campaigns and your split of Paid, Earned, Shared & Owned media.



OWNED	PAID	SHARED	EARNED	
SEO, SEM, PPC, GOOGLE ADWORDS		PROMOTED POSTS	LIKES, RETWEETS, SHARES	

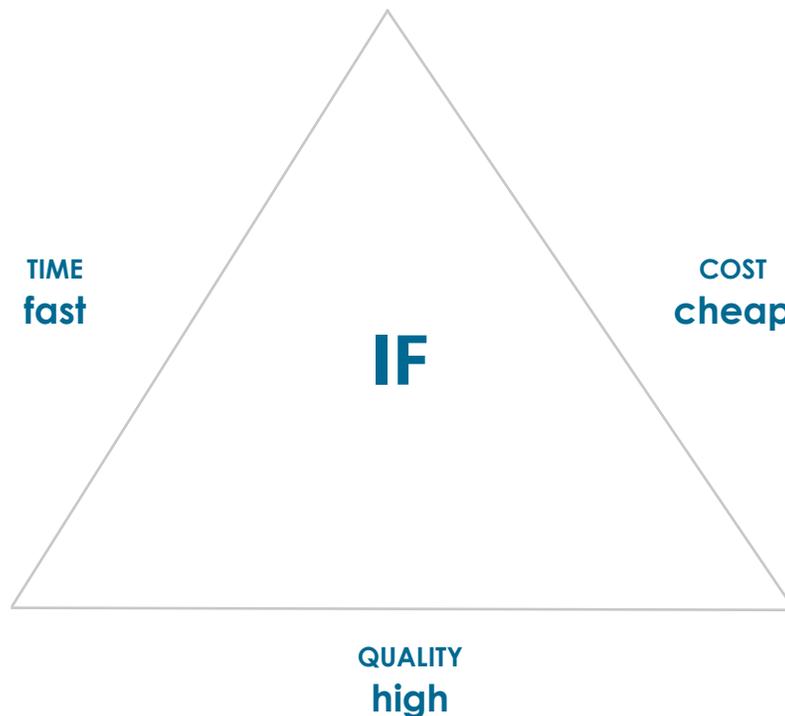
BE CLEAR AND REALISTIC

Learn to be realistic

In an ideal world, all marketing would be thoroughly well planned, well in advance (as many of the following exercises will help with). However, in reality marketing initiatives are often a bit knee jerk or rushed. The If Triangle is a great realism tool when planning. In an ideal world we all want projects delivered quickly, cheaply, but still of the highest quality. This is, however, rarely realistic.

For example, **if your budget is limited**, realistically, you may have to compromise on quality. **If you need something created (or activated) super quick**, you will inevitably need to pay more (or, again, compromise on quality).

Working out what the priorities of each project are, and using this formula, will help on many levels – not least in explaining internally why all projects can't always be 'perfect'.



BE CLEAR AND REALISTIC

Write a good creative brief

EXERCISE: Use this framework to write a brief for your next marketing campaign - either for internal use or to help an external agency.

REQUIREMENT

What is needed?

OBJECTIVE

What is the communication trying to achieve?

TARGET AUDIENCE

Who do we need to reach?

COMPETITIVE CONTEXT

What trends or background info are relevant?

PROPOSITION

What is the one thing we need to communicate?

SUPPORT

Is there anything else that supports this claim?

tone of voice

In what style do we wish to say it?

DESIRED RESPONSE

What do we want to happen?

HYGIENE FACTORS

Is there anything compulsory?

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