



**SLEEPING LION**  
**SMART BUSINESS DEVELOPMENT**

*"My idea of man's chief end was to enrich the world with things of beauty and have a fairly good time myself while doing so."*

*Robert Louis Stevenson*



# SLEEPING LION

## SMART BUSINESS DEVELOPMENT

Businesses need to continually evolve to survive. These exercises force you to examine the important areas of your operation and improve them.

### 1. WORK OUT WHY YOUR BUSINESS EXISTS

Golden Circle/Start with Why

### 6. KNOW YOUR CUSTOMERS

Customer Profiling

### 2. ESTABLISH WHAT YOUR BRAND IS LIKE

Brand Principles / Zag

### 7. BUILD CUSTOMER LOYALTY

Get, Keep, Grow / Customer Loyalty / Invisible Customers

### 3. MANAGE YOUR TIME EFFECTIVELY

Essentialism / Circle of Concern / Bar Code Day / Small Habits

### 8. UNDERSTAND MARKETING STRATEGIES VS TACTICS

Strategy vs Tactics

### 4. CONDUCT BETTER BRAINSTORMING

Changing the Game / Eyes of Experts

### 9. MARKET CLEARLY AND THROUGH THE RIGHT CHANNELS

Marketing Channels / Briefs

### 5. KNOW YOUR MARKET PLACE AND COMPETITION

Market Mapping

### 10. CREATE A GREAT COMPANY CULTURE WITH HIGH ETHICS

(Why Should Anyone Work Here / Ethical Marketing)



# 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.

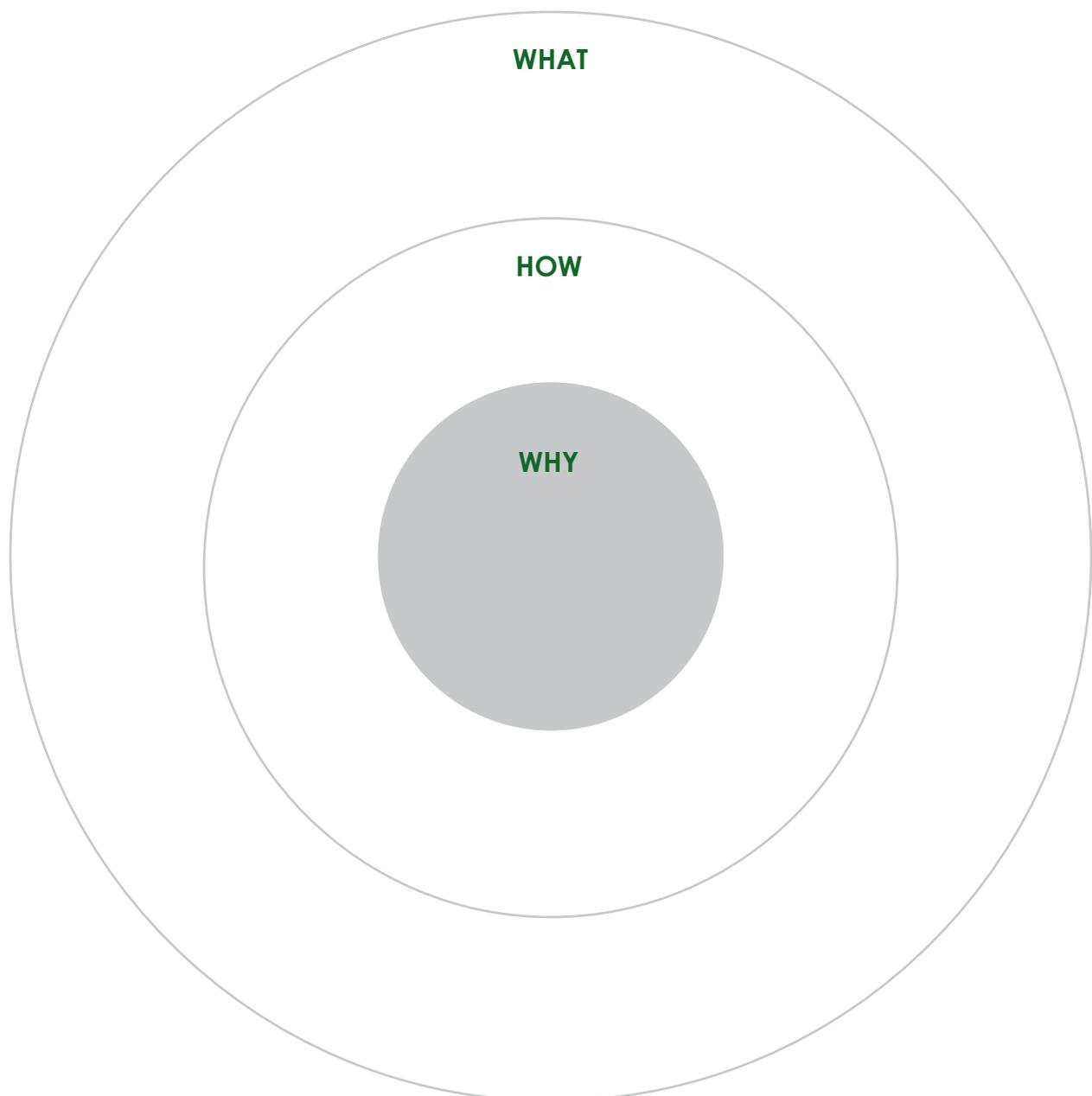
## HOW

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.

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

**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?**

# MANAGE YOUR TIME

## Small habits can make big changes

There are many books on improving your productivity. This section features just a few of my favourite exercises. But first, here are a couple of little gems that can make a big initial difference.

### THE 20 MILE MARCH

Polar explorer Roald Amundsen beat Captain Scott to the South Pole by consistently marching 20 miles a day. He had worked out in advance that 20 miles was the optimum amount for a team with their equipment. In bad weather the team did it anyway, and in good weather they stopped at 20 to save energy for the next day.

Scott's team either stayed in their tents on bad days or overshot on good ones and wore themselves out.

The moral is that companies, teams and individuals should aim for similar consistency in order to be truly productive.

### PING PONG RING

Making decent decisions is really hard if you can't concentrate properly. You need to remove yourself from distractions to work out what to do. These days, most of these distractions come from technology - often too many emails.

In his book *Too Fast To Think*, Chris Lewis references Vanessa Brady, a multi-award winning interior designer. If two emails have failed to solve a problem, her approach is: 'PING PONG RING'. The moral is that when an email conversation is getting long and out of control, break the deadlock with a call (and avoid further distraction).

### BIG ROCKS

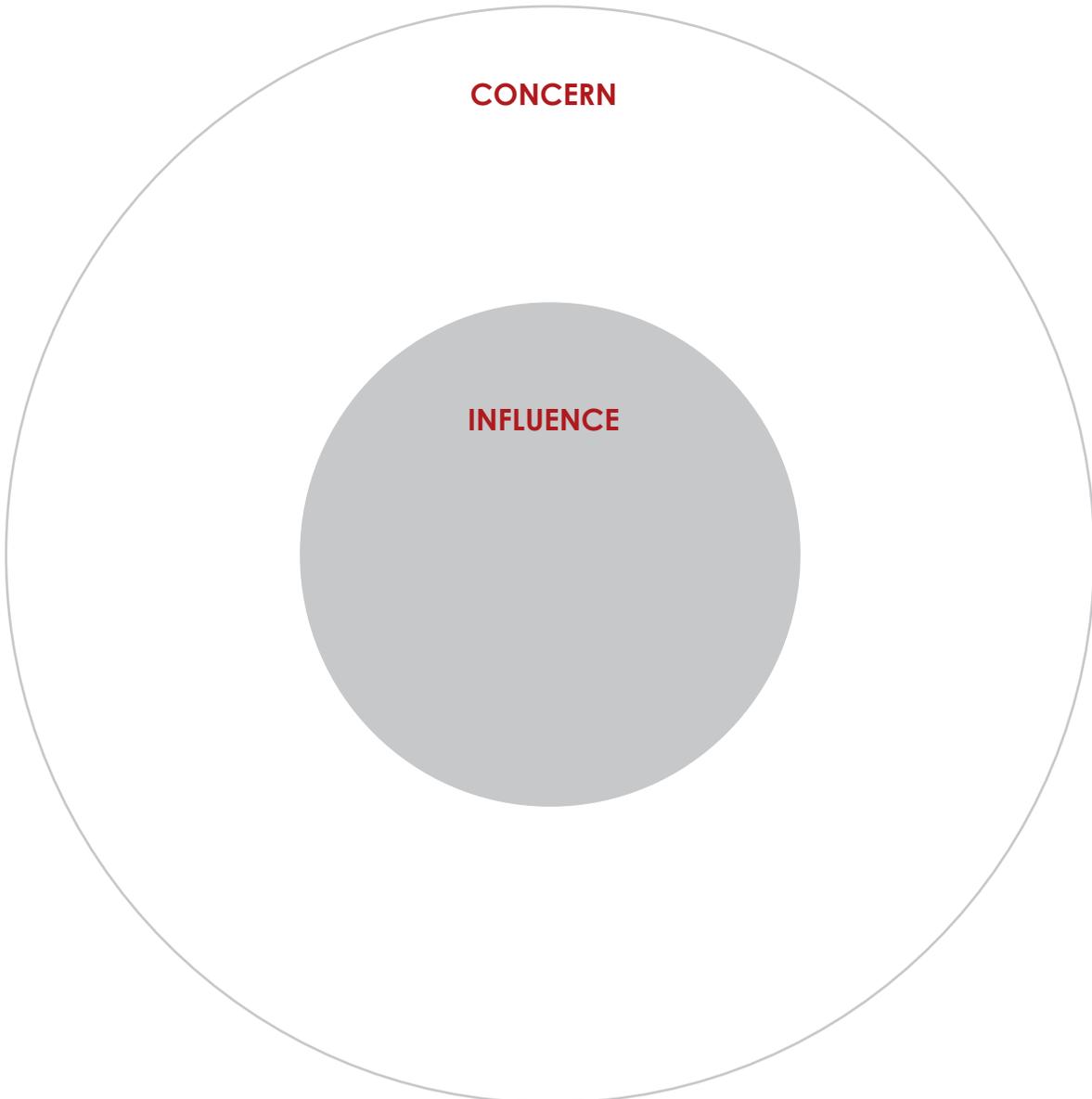
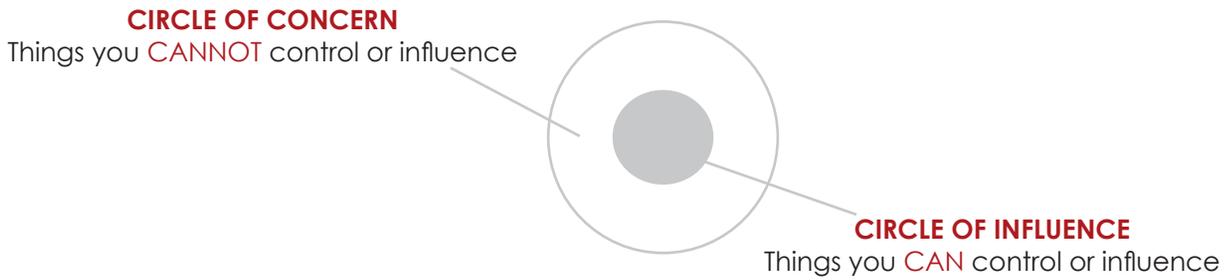
A Stephen Covey classic. This is featured in his *7 Habits of Highly Effective People* (more exercises from this to follow). Imagine your time like a glass or vase. If you put sand and small pebbles in first, you will never fit in the big rocks. But if you put the big rocks in first, then there will still be room for the small pebbles and sand to fit in around. The moral is to get the big stuff done first.

# MANAGE YOUR TIME

Focus on the stuff you can control

We so often waste our time and energy on things we cannot control (external factors). This exercise, from Stephen Covey's 7 Habits of Highly Effective People, helps us focus on the important items that are within our sphere of influence.

**EXERCISE:** Write a list of things that are on your mind and place them in the relevant areas of the circle. If they fall in the outer ring, you need to accept that you cannot control them and therefore you are better off moving on and saving your energy for items in the middle circle.



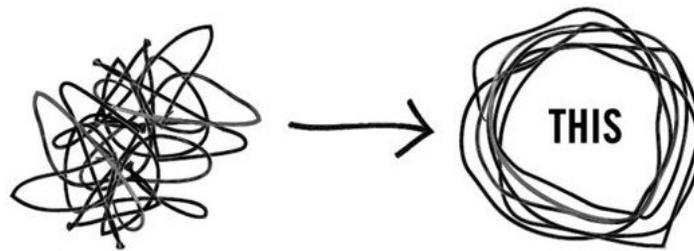
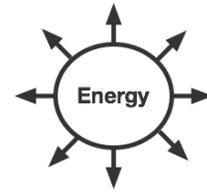
# MANAGE YOUR TIME

## Channel your energy

In his book *Essentialism*, Greg McKeown brilliantly identifies the differences between essentialists and non-essentialists.

The non-essentialist is all things to all people and pursues everything in an undisciplined way. The non-essentialist thinks that almost everything is essential. The essentialist, however, does less but better.

When it comes to energy, instead of doing many things half-heartedly, do one or two things properly. In both cases, the same amount of energy is exerted. It's the difference between a millimetre of progress in a million directions and significant progress in what matters most.



**NON-ESSENTIALIST**

**ESSENTIALIST**

<b>THINKS</b>	<p><b>ALL THINGS TO ALL PEOPLE</b></p> <p><i>"I have to"</i>  <i>"It's all important"</i>  <i>"How can I fit it all in?"</i></p>	<p><b>LESS BUT BETTER</b></p> <p><i>"I choose to"</i>  <i>"Only a few things really matter"</i>  <i>"What are the trade-offs?"</i></p>
<b>DOES</b>	<p><b>THE UNDISCIPLINED PURSUIT OF MORE</b></p> <p>Reacts to what's most pressing          Says "yes" to people without really thinking          Tries to force execution at the last moment</p>	<p><b>THE DISCIPLINED PURSUIT OF LESS</b></p> <p>Pauses to discern what really matters          Says "no" to everything except the essential          Removes obstacles to make execution easy</p>
<b>GETS</b>	<p><b>LIVES A LIFE THAT DOES NOT SATISFY</b></p> <p>Takes on too much, and work suffers          Feels out of control          Is unsure of whether the right things get done          Feels overwhelmed and exhausted</p>	<p><b>LIVES A LIFE THAT REALLY MATTERS</b></p> <p>Chooses carefully in order to do great work          Feels in control          Gets the right things done          Experiences joy in the journey</p>

**EXERCISE:** Review your to do list. Identify one or two items to prioritise, and delay or ditch the others.

TO DO LIST	NON-ESSENTIAL (ditch or delay)	ESSENTIAL (do now)

# MANAGE YOUR TIME

## Try the Bar Code Day

The bar code provides a visual depiction of a day filled with hundreds of short, bitty tasks. This is not always the choice of the person doing the work, it's because they keep being interrupted.

When that happens it takes the average person 12 to 15 minutes to get back to doing what they were doing. So if they are disturbed more than four times an hour, they have lost their whole career.

Studies show that multitasking doesn't work. If you want to produce proper high quality work, you need to allocate a decent run of time for each task or project, without interruption.

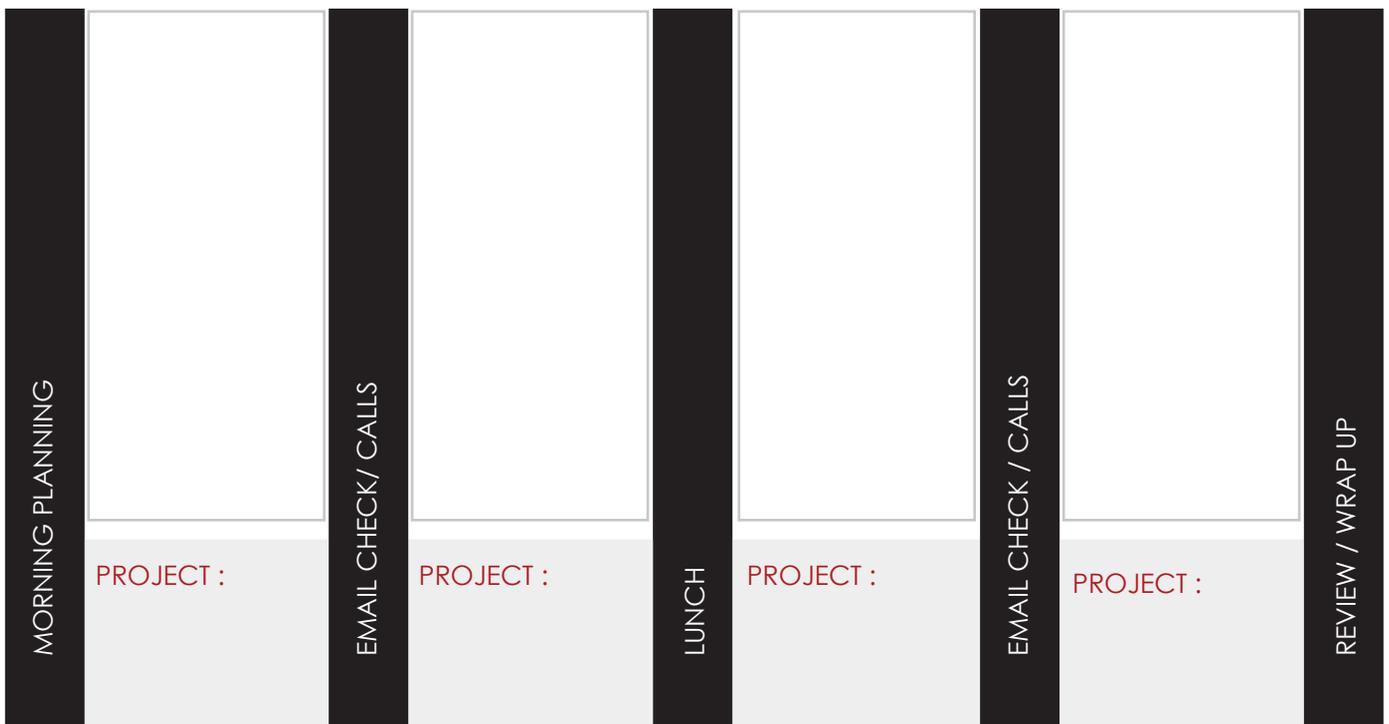
**EXERCISE:** Use the chart to properly plan your day (and turn off easy distractions like email alerts and your mobile phone).



9am ----- 1pm ----- 6pm



9am ----- 1pm ----- 6pm



9am ----- 1pm ----- 6pm



# CONDUCT BETTER BRAINSTORMING

Effectively classify your brainstorming ideas

The Three Buckets exercise was introduced by Adam Morgan in his book *The Pirate Inside*. It is an extremely helpful way to categorise ideas or projects and work out how effective they are likely to be. Each idea must be placed in one of the three buckets.

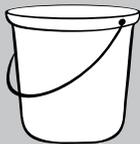
On the left is Brilliant Basics. These represent 'excellence as standard'. You or your company should be doing these well as a matter of course, just like your competitors.

In the middle is Compelling Difference. These should be 'significantly better than normal'. These are demonstrably better than your competitors, but not genuinely remarkable.

On the right is Changing the Game. These are 'truly extraordinary'. They are utterly distinctive in the market, and genuinely remarkable.

**EXERCISE:** This exercise will reveal whether a sufficient proportion of your initiatives are going to make a genuine difference to your business. Vote collectively or place each idea or project into one of the three buckets. If everything, or too many, are in Brilliant Basics, think harder to generate more exciting ones.

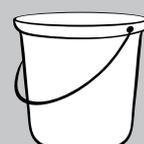
**BRILLIANT  
BASICS**



**COMPELLING  
DIFFERENCE**



**CHANGING  
THE GAME**



# CONDUCT BETTER BRAINSTORMING

Harness the power of experts

This is a charming and fun technique that really works, regardless of the topic. The idea is to view the challenge through the eyes of a known person who is very successful at something i.e. successful businessman (Richard Branson), a sportsman (David Beckham), and a universally known political figure (Nelson Mandela).

It is not essential that they are technically expert, but it is important that they have a reputation for approaching their task in a distinctive way.

**EXERCISE:** The list of experts can be decided before the session, or generated spontaneously by the group.

Examine a challenge using the style and viewpoint of each expert. This can either be done collectively (all attendees imagining one expert at the same time), or separately (sending pairs or mini-groups off to work through the eyes of several different ones).

**EXPERT:**



**EXPERT:**



**EXPERT:**



**APPROACH:**

**APPROACH:**

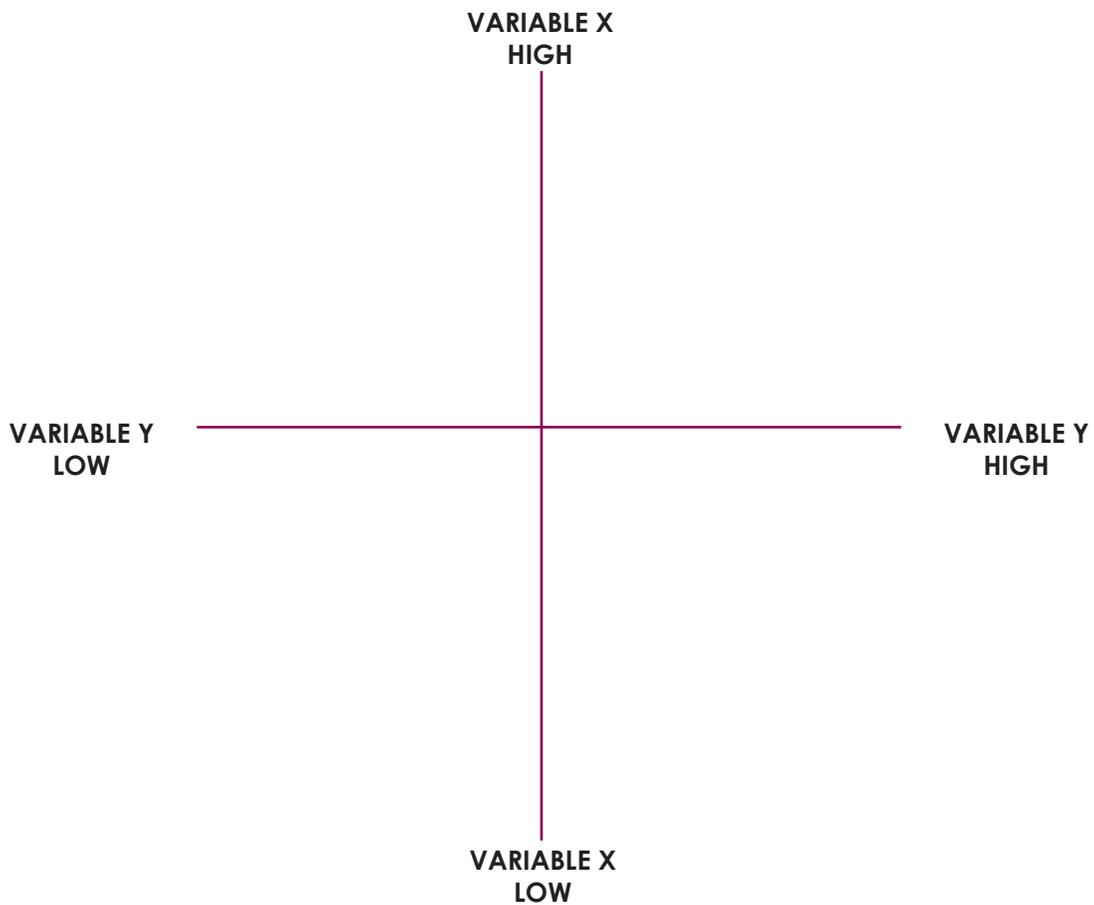
**APPROACH:**

# KNOW YOUR MARKET PLACE AND COMPETITION

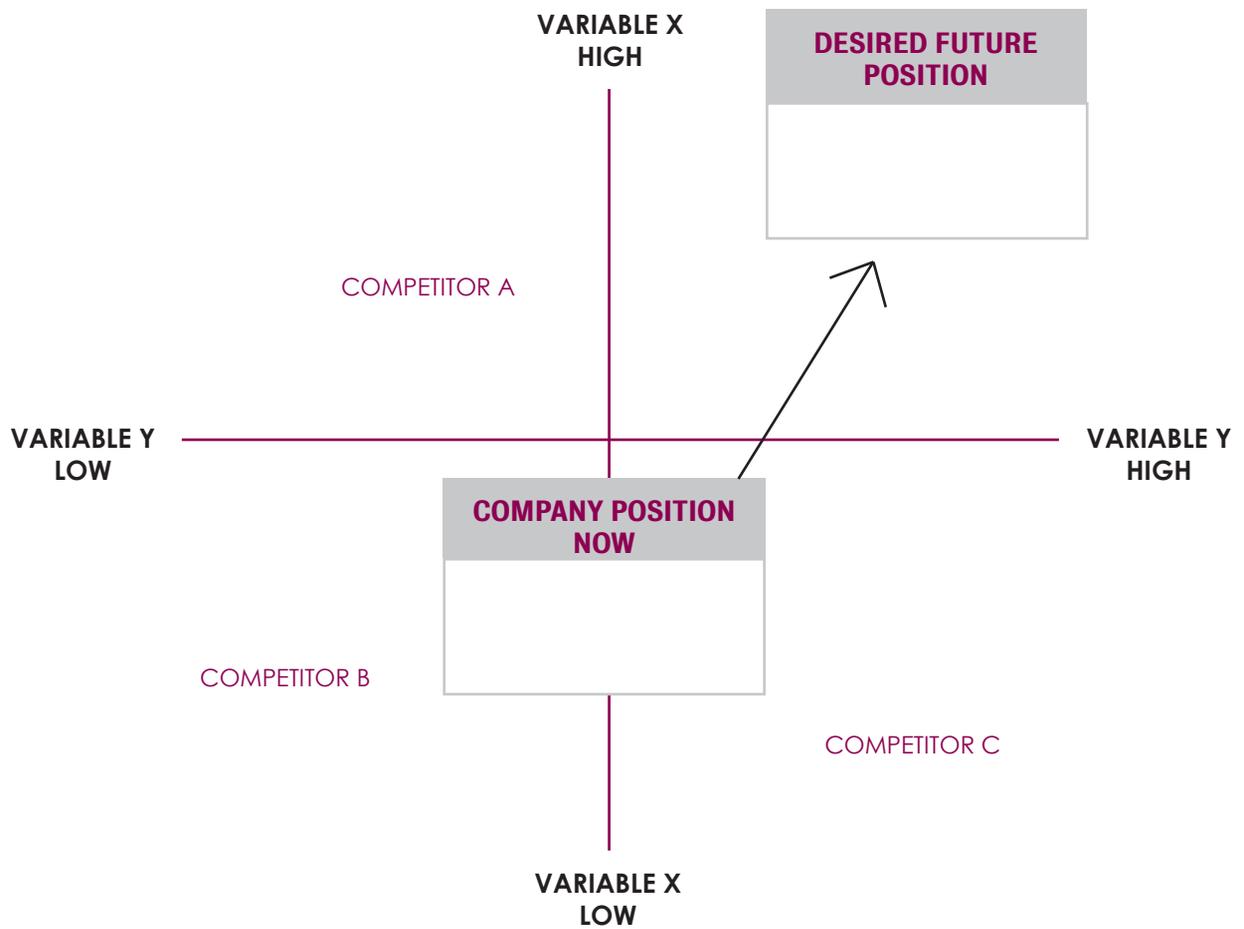
Establish your current and future brand positioning

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.



# 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?

# 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.

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

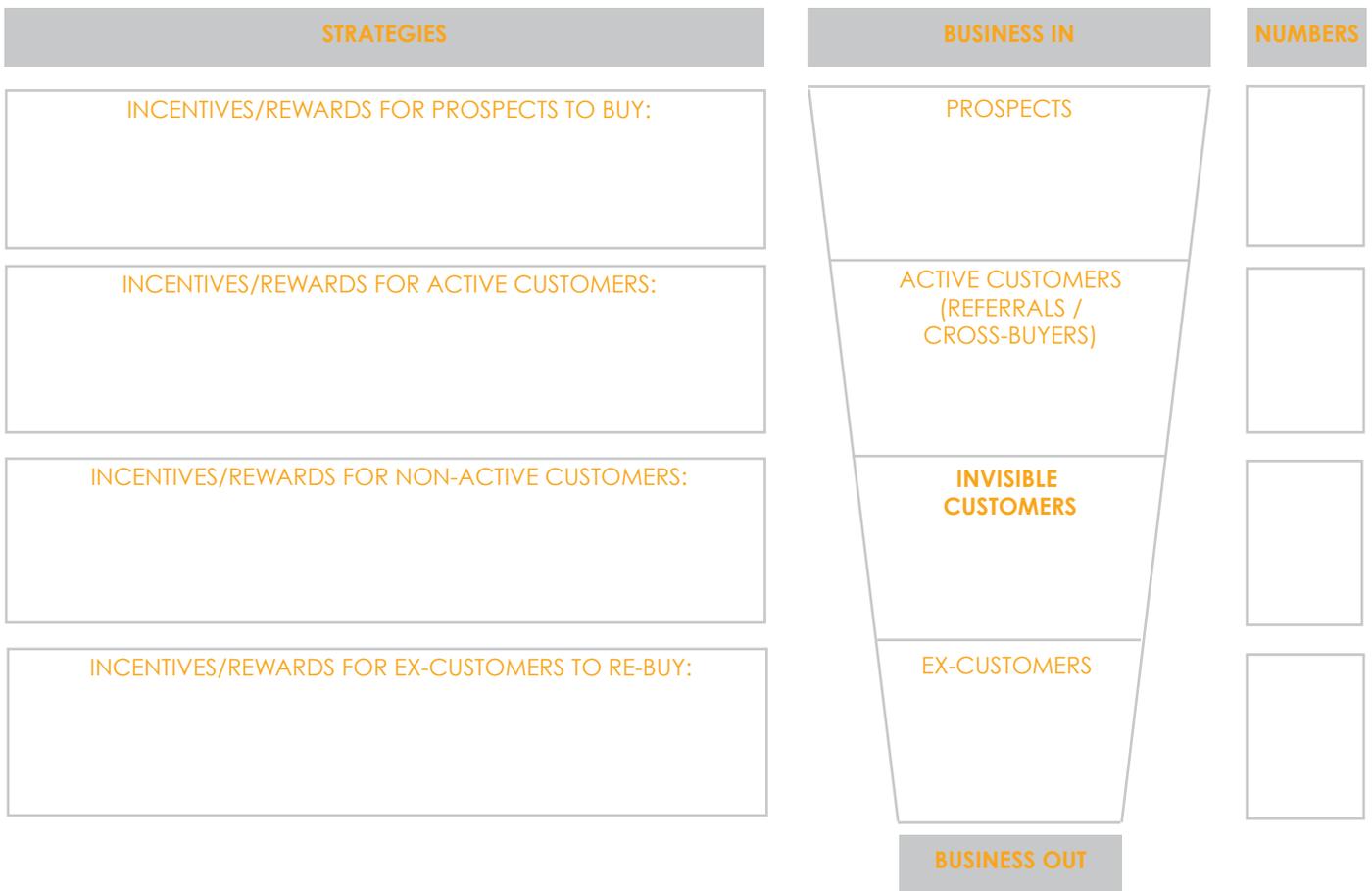
## NOTES

# 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

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.

<b>STRATEGIES TO GET CUSTOMERS</b> Acquisition strategies	<b>STRATEGIES TO KEEP CUSTOMERS</b> Retention strategies	<b>STRATEGIES TO GROW CUSTOMERS</b> Cross-selling + referral strategies

# 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



# MARKET CLEARLY AND THROUGH THE RIGHT CHANNELS

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.

<b>OVERARCHING THOUGHT (THE STRATEGY)</b>	<b>GET, KEEP OR GROW?</b>
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MONTH:	INDIVIDUAL TACTICS	CALL TO ACTION	TARGET OUTCOME	COSTS/ TOOLS
CHANNEL: <div style="border: 1px solid #ccc; height: 20px; width: 100%;"></div>	<div style="border: 1px solid #ccc; height: 80px;"></div>	<div style="border: 1px solid #ccc; width: 100%; height: 80px;"></div>	<div style="border: 1px solid #ccc; width: 100%; height: 80px;"></div>	<div style="border: 1px solid #ccc; width: 100%; height: 80px;"></div>
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# MARKET CLEARLY AND THROUGH THE RIGHT CHANNELS

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**

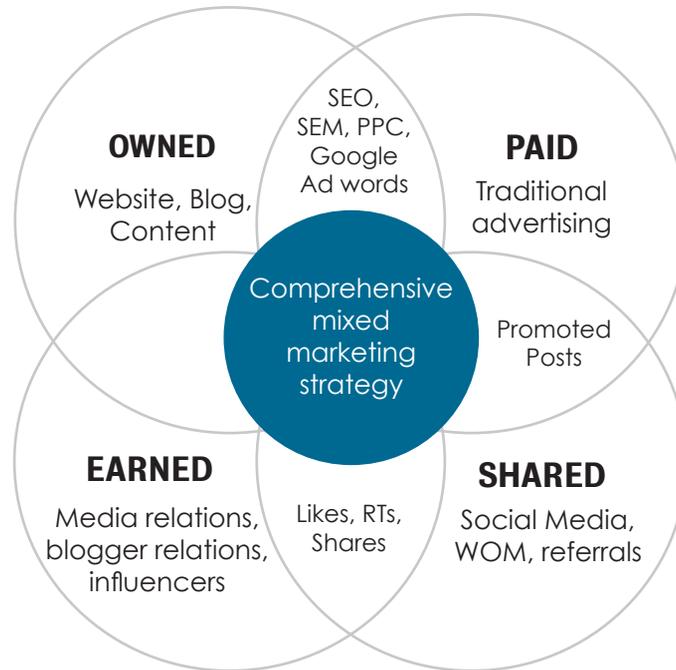
Is there anything compulsory?

# 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	

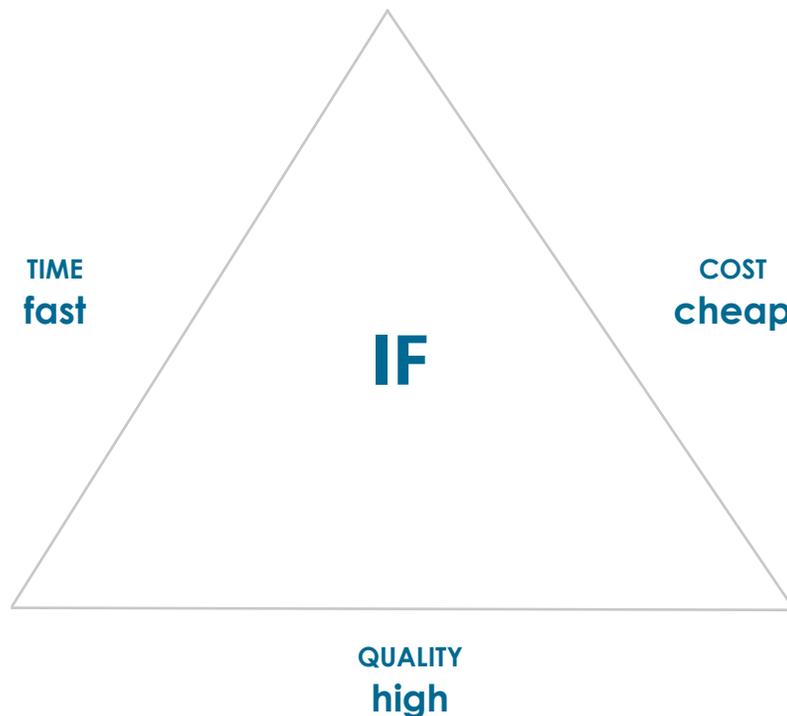
# MARKET CLEARLY AND THROUGH THE RIGHT CHANNELS

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'.



# CREATE A GREAT COMPANY CULTURE WITH HIGH ETHICS

## Review your company culture

Here are some great reminders of what makes a good company culture, from Why Should Anyone Work Here? by Goffee & Jones (a full staff survey example is also included in section six).

**EXERCISE:** Work through these six areas and make notes on your own company's strengths and weaknesses.

### DIFFERENCE:

Does the company let people be themselves?

Yes / No

### RADICAL HONESTY:

Does the company let people know what's really going on?

Yes / No

### EXTRA VALUE:

Does the company magnify peoples' strengths?

Yes / No

### AUTHENTICITY:

Does the company stand for something more than just shareholder value?

Yes / No

### MEANING:

Does the company make the work make sense?

Yes / No

### SIMPLE RULES:

Does the company make the rules clear and apply them equally to everyone?

Yes / No

# CREATE A GREAT COMPANY CULTURE WITH HIGH ETHICS

Use the 12 principle of ethical business practice

EXERCISE: Can you provide evidence of good ethical practice within your business for each of these areas?

<b>HONESTY</b>	<b>INTEGRITY</b>	<b>KEEPING PROMISES</b>	<b>LOYALTY</b>	<b>FAIRNESS</b>	<b>CARING</b>
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<b>RESPECT</b>	<b>OBEYING THE LAW</b>	<b>EXCELLENCE</b>	<b>LEADERSHIP</b>	<b>MORALE BUILDING</b>	<b>ACCOUNTABILITY</b>
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# CREATE A GREAT COMPANY CULTURE WITH HIGH ETHICS

## Recognise elements of good and bad teams

There are five dysfunctions that can ruin the effectiveness and cohesion of any team (as outlined in The Five Dysfunctions of a Team by Patrick Lencioni).

Each builds on the previous, making it even more difficult to isolate just one issue in a team.

1. **Absence of trust.** Teams that are not open about mistakes and weaknesses make it impossible to build trust.
2. **Fear of conflict.** Teams that lack trust are incapable of engaging in unfiltered debate. Instead they resort to veiled discussions and guarded comments.
3. **Lack of commitment.** Without having aired their opinions in open debate, team members rarely, if ever, buy in or commit to decisions.
4. **Avoidance of accountability.** Without committing to a clear plan of action, even the most focused people fail to call their peers to account.
5. **Inattention to results.** Failure to hold one another accountable creates an environment where team members put their individual needs above the team.

- **Trust** comes from overcoming invulnerability and admitting to weaknesses.
- Constructive **conflict** needs to replace artificial harmony.
- Creating **commitment** means removing ambiguity.
- **Accountability** involves raising low standards.
- **Inattention to results** can be addressed by removing status and ego issues.

**EXERCISE:** Starting at the bottom of the pyramid (Absence of Trust) first rate your team (out of ten) in each of the five areas. Then discuss with the team a plan to address specific issues.

**NOTES:**

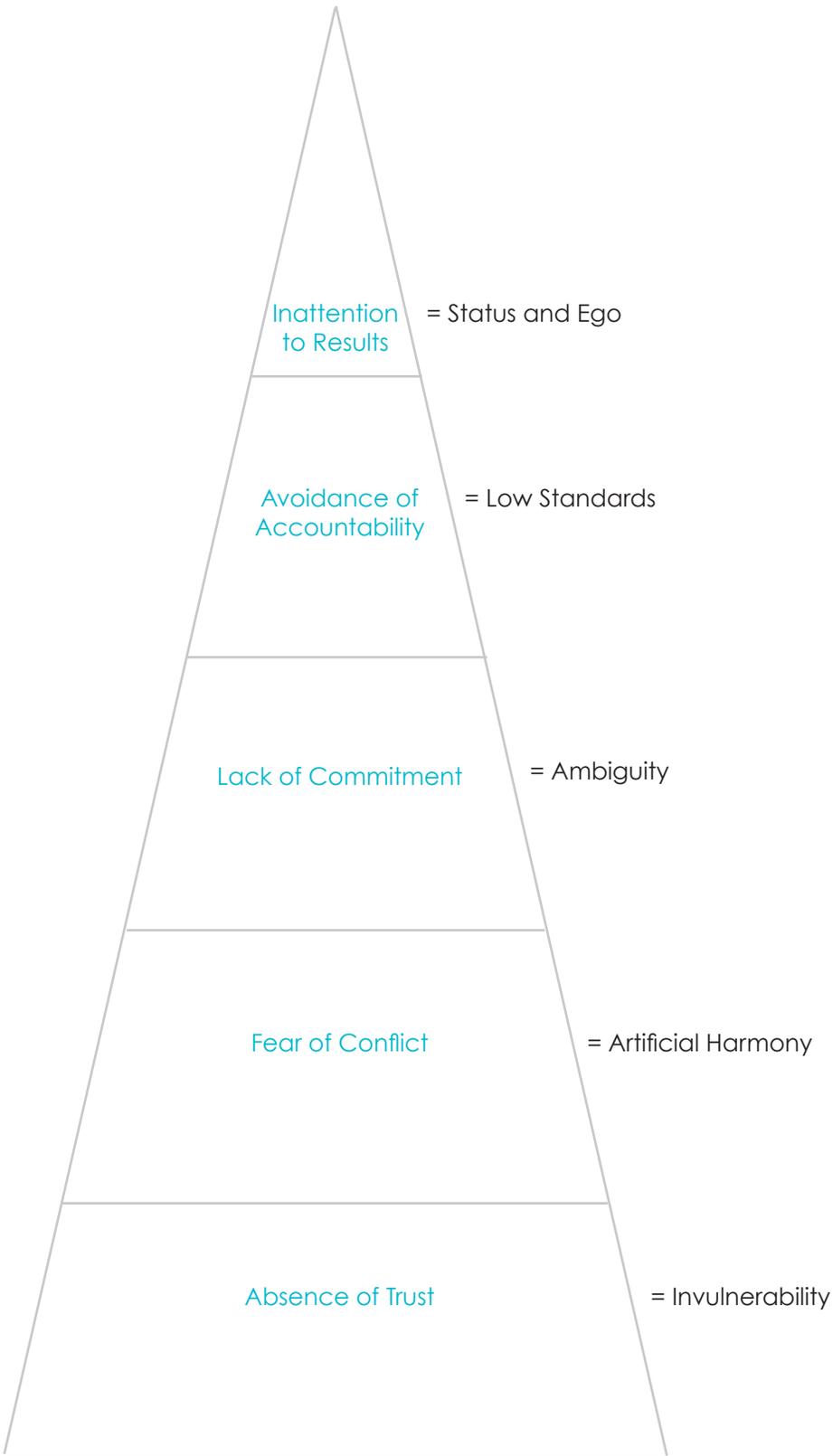
**SCORE:**

**SCORE:**

**SCORE:**

**SCORE:**

**SCORE:**



# CREATE A GREAT COMPANY CULTURE WITH HIGH ETHICS

Understand the new principles of ethical marketing

To adopt a new ethical approach to marketing you will need to challenge some of your existing habits and behaviours (from Ottman's The New Rules of Green Marketing).

**EXERCISE:** How are you challenging conventional marketing in your business?

	CONVENTIONAL MARKETING	GREEN MARKETING	YOUR BUSINESS
CONSUMERS	Consumers with lifestyles	People with lives	
PRODUCTS	Cradle to grave Products Globally sourced One size fits all	Cradle to cradle Services Locally sourced Regionally tailored	
MARKETING + COMMS	Product end-benefits Selling One-way communication Paid advertising	Values Educating + empowering Creating community Word of mouth	
CORPORATE	Secretive Reactive Independent + autonomous Competitive Departmentalised Short term-orientated/ profit-maximising	Transparent Proactive Interdependent/allied with stakeholders Cooperative Holistic Long term-orientated	

# NOTES

# NOTES



