

Restart Your
Business

Rethink Your
Strategy



Introductions



Síodhna McGowan

- 'Inspired Thinking' Marketing
- Lecturer, MSc Global Brand Management, Griffith College
- Strategic Marketing Consultant, Enterprise Ireland
- Marketing Mentor, Enterprise Ireland
- Board Member, Global Action Plan, Ireland



Orla Veale

- Lecturer, Global Brand Management, Griffith College
- Managing Director, Conker
- Adjunct Teaching Fellow & Programme Director, Trinity Business School
- Board Member, Transparency International

Interview

Anne
Gallagher

Founder,
The Beauty Kit



- ▶ Anne Gallagher is a marketing professional with over 18 years' experience working in industry-leading organisations including L'Oréal and SPAR.
- ▶ During those years, Anne became an expert in consumer marketing and sponsorship, with many years' experience managing marketing teams and agencies across above the line media and marketing execution.
- ▶ Most recently, Anne is an e-commerce company founder, with extensive knowledge of social media, influencer, digital, email and online marketing.
- ▶ Alongside running her small business, Anne is working part-time as Head of Communications in the not-for-profit sector, managing all PR and communications for a charity.
- ▶ Anne is also lecturing in marketing and PR.

Topics for Today

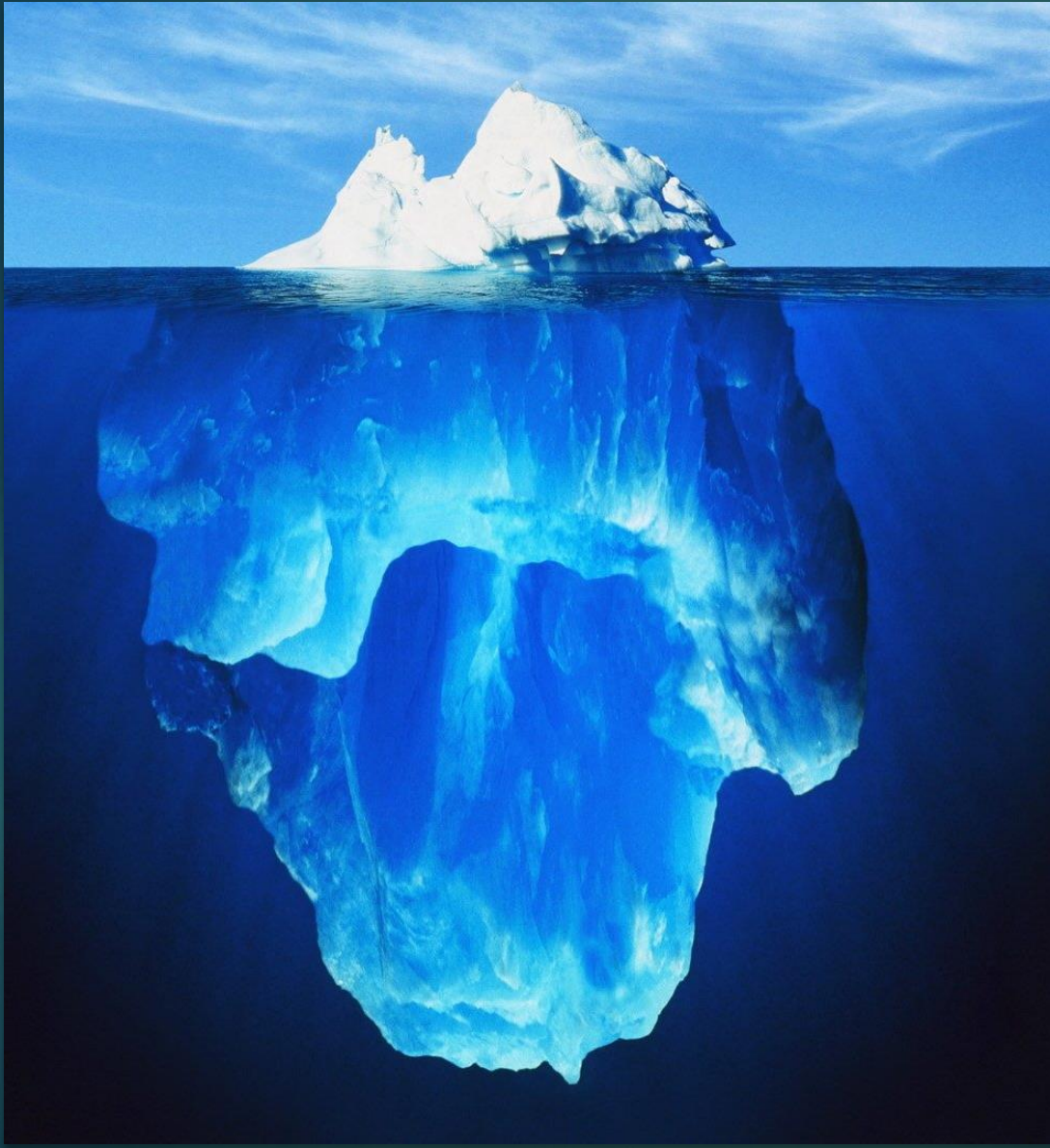
- ▶ Interview with Anne Gallagher
Founder, The Beauty Kit
- ▶ Rethink Your Marketing Strategy
How to Use this 'pause' to Strategically Plan
for the Upswing.
- ▶ **Communications for Small Business**
Refining your key marketing messages.



What is marketing?

Simply put ...

- ▶ it's **knowing the market you operate in inside out** and using that knowledge to **grow your business**
- ▶ Offering products/services that **anticipate** the needs of your target market.
- ▶ **Communicating with relevance** to your market



Real marketing happens in strategic planning *before* the customer sees your messages.

Communications are the tip of the planning iceberg.



Communication

...can't fix poor strategic planning



In order to communicate with clarity you need to intelligence gather and to plan

What is Strategy?

Strategy is about doing the right things.

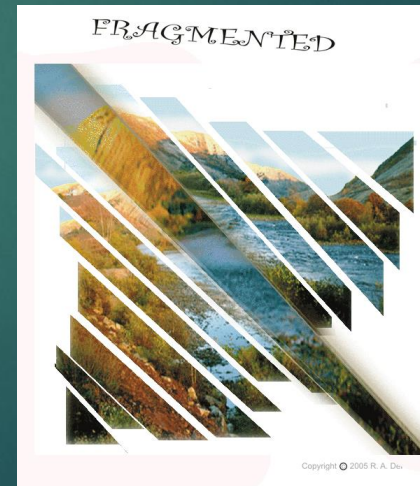
Implementation is about doing things right.

Plan First, Then Do

Without a strategy we fill our time with the 'doing', the day-to-day, inbox, the tasks you like, fighting fires, reacting, suggestions, requests



Fragmented thinking, big priorities not clarified, annual objectives will not be achieved,



Creating space for the work that matters

- ▶ *“The key is not to prioritise what’s on your schedule, but to schedule your priorities”.*
- ▶ *“Most of us spend too much time on what is urgent and not enough time on what is important”. S Covey*

Strategy in Covid19?

In the current crisis environment, consider your strategy in 3 steps:

1. **Stabilisation** – Government supports, customer communications, operations.
2. **Reset** – Adaptation to the new reality.
3. **Recovery** – Capitalise on early demand.

CRISES AND PROBLEMS CAN MASK OPPORTUNITY

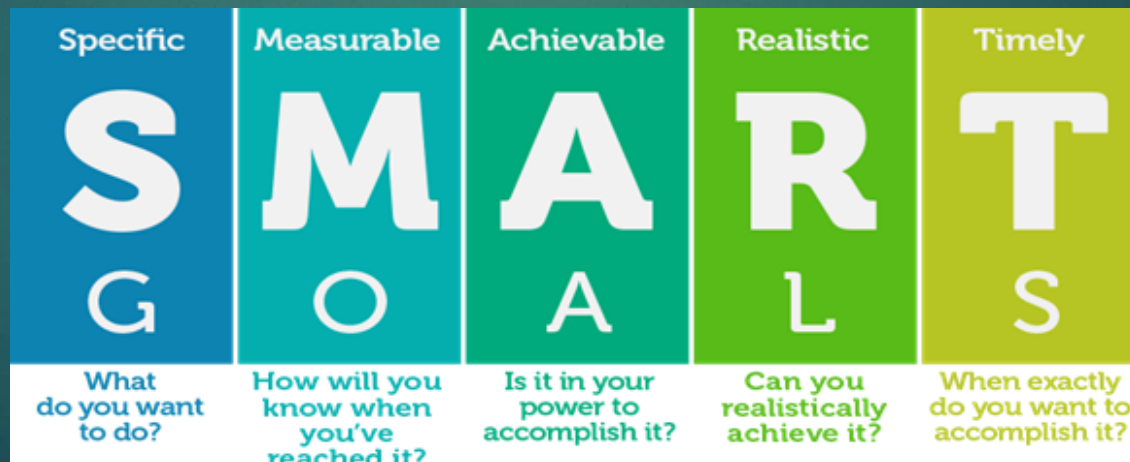
“The Chinese use two brush strokes to write the word ‘crisis.’ One brush stroke stands for danger; the other for opportunity. In a crisis, be aware of the danger—but recognize the opportunity.”

Remember you may not have to pivot. Your analysis and planning will determine your next steps.

PLAN FIRST!

What is Strategy?

- ▶ It's a plan ... a direction ... or a clear market position that guides you in making key decisions.
- ▶ It clears up the fog, and shows you what you need to work on.
- ▶ **Focus on selected targets, selected offerings.**
- ▶ Having too many strategies is as bad as having none.
- ▶ Analyse, then develop plan.
- ▶ Keep plans actionable. Use Smart Goals.



Why get a plan on paper?

Why try to present and explain it to others in the business?

- ▶ It's much clearer when out of your head!
- ▶ You will discover what you don't know
- ▶ You will discover what doesn't make sense
- ▶ You may get challenge on elements of the plan that need fine-tuning
- ▶ You will start to see what needs to be done



First Step: Continuous marketing intelligence gathering

- 1) Competitor websites, (non-competitive informative too) social media, peer review platforms, Google Trends.
- 2) Research customers/potential customers/colleagues/peers. Get them to review your existing branding, website (honest not nice works here)
- 3) Use your network (employees, suppliers, colleagues, LinkedIn)
- 4) Online Polls (surveymonkey.com)
- 5) Media
- 6) Walking store isles - if relevant

Revisit Customers:

- ▶ Market segments
- ▶ Isolate the most important segment where most of your business will come from
- ▶ Where's evidence of importance - digital, research, intel from within business (eg sales)
- ▶ Refine to your bullseye target



Are you *really* tuned-in to your Customer

- ▶ Digital analytics, Website, Social Media
- ▶ Your customer should be your primary focus.
- ▶ Who are they? Paint Picture of your Buyer Personas.
<https://www.hubspot.com/make-my-persona>
- ▶ What do they value in the new environment? Has it changed due to Covid-19?
- ▶ What is going to make them buy?
- ▶ Grouping into segments the people who **think** on the same lines, have similar **interests** and show **inclination** towards similar products/services

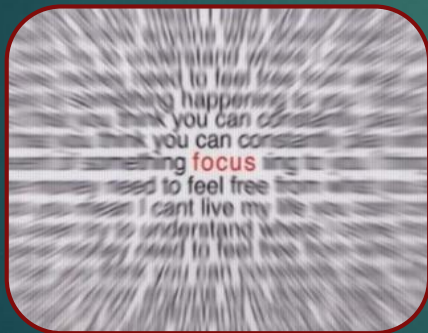


Know your competitors

- ▶ What competitors exist in the market
- ▶ What are they offering
- ▶ And at what price (updated)
- ▶ What's their customer service like
- ▶ And what are their strengths, weaknesses
- ▶ How do they communicate/what are messages?
- ▶ Why would a customer choose them over you?
- ▶ Price? Service? Support?
Availability? Communications?



Strategy gives Focus



Analyse*

Your portfolio and profitability, offering & point of difference, communications (including internal) vs competition, branding, customer profiling, segmentation, sales function, internal processes, org structure, strategic decision-making vs tactical etc

Are there gaps in info available?

Bridge the gaps! Now is the time for this analysis, 3rd party advice, digital analytics, market opinion via research

Develop Action Plan*

3 priority areas where improvement needed. Don't try to do everything at once.

*Work with external consultant (can be done remotely) if in need of framework and fresh perspective



Communications



Tips on Communication

- Do **less** better
- Be **single minded** to be clear – keep it simple, less is more.
- Sell your **benefits** in your customers words, what they care about most
- Use stories where possible (employees, customer, founder, backstory)

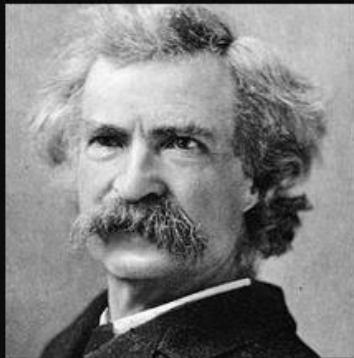
Positioning is an art. Great positioning tells a compelling, attention grabbing story - a story that resonates with your audience.

- Rebel Brown



- If they took a quick glance at your business/website, it's the **image** that's painted
- Position by whatever is relevant and important to the market

Succinct Messaging & Product Difference



I would have written a shorter letter, but I did not have the time.

~ Mark Twain

AZ QUOTES

Many attempts to communicate are nullified by saying too much - Robert Greenleaf

In content, emails, ads etc

Approaches to developing positioning

- ▶ What kind of product/service is it?
- ▶ Customer: For whom was it designed?
- ▶ Who is the most important competitor?
- ▶ Look at benefits not features
 - ▶ Make a list of every benefit your product/service offers
 - ▶ (Benefit = benefit to your customer, ie what does the feature you are offering mean to customer in their language? ... Do you really know what they value?)
 - ▶ What's the single most important benefit it offers?
- ▶ How is it different from that competitor?

Features v Benefits

- ▶ Triple-walled, vacuum-insulated construction ...which keeps beverages cold for up to 24 hours or hot for up to 12
- ▶ Food-grade stainless steel...which allows for refilling and reusing easily
- ▶ Copper wall layer...which creates a condensation-free exterior

What is a Value Proposition?

Why should a customer buy a product or service from you and not anyone else?

Value Proposition Canvas

- Alex Osterwalder -

file:///C:/Griffith/GMM%2019/Value%20Proposition%20Design%20-%20Strategyzer.pdf

17 of 54

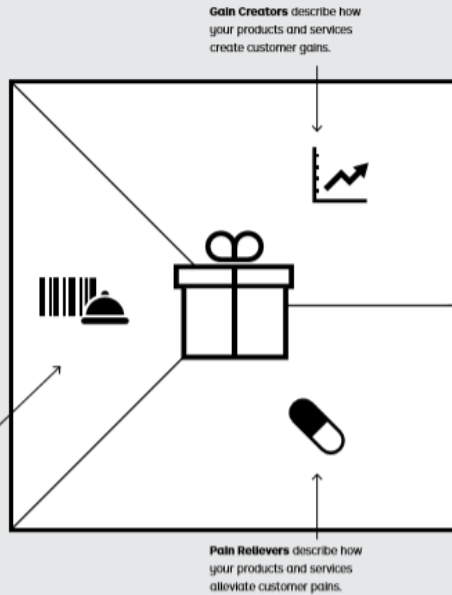
Fit to page Page view Read aloud Add notes

STRATEGYZER.COM / VPO / CANVAS 1.0

Value Map

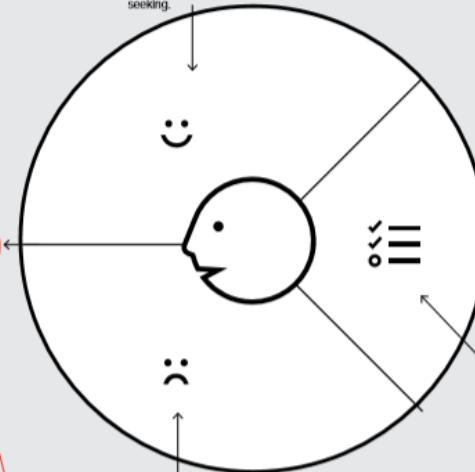
The Value (Proposition) Map describes the features of a specific value proposition in your business model in a more structured and detailed way. It breaks your value proposition down into products and services, pain relievers, and gain creators.

This is a list of all the Products and Services a value proposition is built around.



Fit

Gains describe the outcomes customers want to achieve or the concrete benefits they are seeking.



Customer Profile

The Customer (Segment) Profile describes a specific customer segment in your business model in a more structured and detailed way. It breaks the customer down into its jobs, pains, and gains.

You achieve **Fit** when your value map meets your customer profile—when your products and services produce pain relievers and gain creators that match one or more of the jobs, pains, and gains that are important to your customer.

STRATEGYZER.COM / VPO / CANVAS 1.0

Elevator Pitch Framework

FOR (target customer), WHO HAS (customer need),
(product name) IS A (market category) THAT (one
key benefit). UNLIKE (competition), THE PRODUCT
(unique differentiator).

Clarifying your difference

1. What is **UNIQUE**
about *your* business?



2. What is **INTERESTING** about how your business was founded? About your founder?



I never outgrew my love of Strawberry Shortcake dolls, but I also loved drinking teas, so I thought strawberry short cake teas...!



IN MY SPARE TIME FROM BEING A CEO OF A WIDGET COMPANY, I WORK THE RODEO CIRCUIT...

3. What **problem** is
your company trying to
solve?



4. What *inspired* your business?



5. What **AHA**

moments has your company had?



6. How has your business **EVOLVED?**

WE ONLY CREATE E-NEWSLETTERS!



WE ONLY CREATE E-NEWSLETTERS AND WHITE PAPERS!



WE ONLY CREATE E-NEWSLETTERS AND WHITE PAPERS AND VIDEO CLIPS BASED ON THE WHITE PAPERS.



WAIT.... PEOPLE LOVE OUR E-NEWSLETTERS AND VIDEOS ONLY. LET'S NARROW OUR FOCUS AGAIN.



AND SO ON



7. What's an **unobvious** way to tell your story?



I'm a psychologist... How can I share my story beyond writing articles?

Pinterest: CREATE BOARDS ABOUT FAMOUS PSYCHOLOGISTS, QUOTES ABOUT SELF-ESTEEM, PSYCHOLOGY THROUGH THE AGES, ETC.

BLOG: Write a blog that explores the psychological make up of TV or movie characters. Write an advice column, ETC.

VIDEOS: Create videos (or a series of videos) that explore (s) a topic, personality traits, visualization techniques, etc. Think in quick relatable info in a short clip.

8. What do you consider

NORMAL and **Boring**

that other folks would think

is **COOL**?



Key Messages go where?

- ▶ For website home page
- ▶ For tagline
- ▶ For business cards
- ▶ Online adverts
- ▶ Flyers
- ▶ Internal within SME
- ▶ Online Networking
- ▶ Elevator Pitch
- ▶ Videos, Newsletters, Social Media



Your marketing should shine a light on ...



- ▶ *Share your story.*
- ▶ *Connect with your customer.*
- ▶ *Build your business again.*

Telling your Business Story

- ▶ 70% of what we learn is through stories. Stories are how we make sense of the world, how we learn and **it is what we remember.**
- ▶ Think of interviews, standout presentations, great speeches, customer centric websites, a news item that you retold.
- ▶ It's not the bullet points that stay with you.
- ▶ Stories have the ability to not only help us understand better by allowing us to emotionally connect.
- ▶ This connection inspires action.

The Benefits of using Storytelling in your business

- ▶ It **puts a human face on information**.
- ▶ It improves the overall **comprehension** of what it is you do and can simplify complex ideas.
- ▶ Stories are **memorable** – they help support the retention of information and as well as the retelling of it.
- ▶ Effective stories **persuade**. Good sales people will tell you that people buy on emotion & justify their purchase after on logic.
- ▶ Stories help to sell your business **without the hard sell**.
- ▶ Because we are so wrapped up in the details of our business **it's often hard to see the story we need to tell about our business**. Sometimes an outsider or a customer can help us tell it best.

Stories you can tell ...

- ▶ **Your Back Story:** How you got started, your eureka moment if you had one.
- ▶ **The Passion Story:** Why you love what you do. People don't buy what you do, they buy why you do it.
- ▶ **The Personality Story:** Your approach to how people might work with you.
- ▶ **The Customer Story:** Who are your customers? What work have you done for them? How do your customers talk about the help you've given them.
- ▶ **Employee Story:** How employees/co-workers explain the business – the 'feel' or culture of the business

Storytelling Techniques

- ▶ *Videos simply explaining what you do - 'explainer' videos especially good if your elevator pitch is tricky/offering complex*
- ▶ *Customer testimonials – video/audio/text*
- ▶ *Business owner interviews – where it began, your vision and values – video/audio/text/images*
- ▶ *Video collage – 90 seconds max for homepage video*
- ▶ *Infographics /image graphics to explain process or facts*
- ▶ *Audio interviews/*
- ▶ *'how to' guides, advice, blogs*
- ▶ *Events captured on social , product use or in-situ coverage – audio/video/social media*
- ▶ *Online slideshows, presentations that tell your story*

More Story Techniques

- ▶ *PR – local and national news – stories shared online*
- ▶ *Customer generated content – feedback, comments, opinion that spread your ideas or story*
- ▶ *Guerilla marketing, unexpected or out of the ordinary marketing*

More Story Ideas Here

<http://www.inspiredthinking.ie/business-story/>

Product Led Marketing vs Brand



A brand?

Your brand is what people
say about you when you're
not in the room.

Jeff Bezos, Founder, Amazon

Branding



- ▶ A brand is not just a logo, ad campaign, CEO or slogan.
- ▶ It's a **sum of all experiences** a company creates
- ▶ It's everything the business says or does
- ▶ **The emotional feelings targets develop as a result** of their experiences with your business.
- ▶ It's about how businesses try to develop trust with the people who don't know it well

A brand is the sum of all the characteristics that make your offering unique:

- Reputation
- Customer Service
- A Promise
- Price
- Feeling
- Attitude
- Logo
- Product

Not least ... name!

Top Online Blunders



- ▶ Not speaking about customers world enough (pains, desires) – too much about the business and what it does
- ▶ Not speaking in the language of those you are trying to target. Talking about features – not benefits ('so that means to you')
- ▶ No tag line/brand positioning statement on homepage – summing up simply what you do
- ▶ Your 'call to action' on key sections poor – decide what action needed
- ▶ No collection of email addresses (newsletters, WIIFM)
- ▶ Sourced web developer who hasn't skillset/brief/budget needed for job.
- ▶ Thinking building a website is a one-off venture vs on-going

Top Online Blunders



- ▶ Trying to say too much.
- ▶ Poor site user experience / shopping cart experience
- ▶ Failing to optimise. Undervaluing 'How to get found on Google'
- ▶ Messy navigation, difficult to see what bits are where
- ▶ Amateur look and feel
- ▶ Bringing traffic into home page from ads

Coronavirus
COVID-19



Covid Times Marketing

[Mueller & O'Connell](#) is a Midlands-based artisan bakery that sells in various bakeries around Laois and Offaly. The company has a solution to social isolation and restricted movement by selling par-baked sourdough bread that is delivered to your door. Just sprinkle the loaves with water and bake them in the oven for 10 minutes and you have perfect, fresh bread.



Marketing
Inspiration

Bakery

Pivot from Restaurant to Green Grocer

Forest Avenue is a popular restaurant in Dublin 4 and is operating as a Green Grocers during Covid-19.

They haven't invested in an ecommerce platform yet but offer a virtual experience for their customers.

"We also provide a virtual shopping tour, where a member of our team will video call you and shop live for you. We offer this service between 3pm-5pm each day, please do contact us should you wish to schedule a call. "



Marketing
Inspiration

Restaurant

Club Vino wine tastings in the comfort of your home

- ▶ Customers can order a home tasting package from the website, which includes a themed case of bottles, printable tasting notes with food pairing suggestions, and a video link that guides them through the wines and explains the story behind the bottle just as if they were at an actual event. “This is a more scalable business and complements perfectly the physical business we have built so far,” says Castelanelli.

CLUB VINO

Marketing
Inspiration

Events
Wine Tasting

Griffith College

Move to online delivery in 1 week.



GRIFFITH COLLEGE

Marketing
Inspiration

Education To
Business
Sector

Post Quarantine Trends - China

- ▶ **Revenge Spending** – a term previously used to describe pent-up Chinese demand that was unleashed in the 1980s after the chaos of the Cultural Revolution.
- ▶ Store traffic in China is creeping back up after falling as much as 80% at the virus outbreak peak.
- ▶ A slow but definite bounce back has been identified in the data.
- ▶ The mood of consumers is also a factor, there is a will return to some sense of a real life again.

Key Supports

- ▶ [Trading Online Voucher](#) - €2500 available, 10% funded by your company.
- ▶ [LEO Business Continuity Voucher](#)
- ▶ [Facebook Small Business Resource Hub](#)
- ▶ [Enterprise Ireland Business Response](#)

ISME have a comprehensive page of all supports available at <https://isme.ie/Coronavirus/> which is accessible to non-members also.

Main take outs from today

- ▶ Use this pause to plan properly - Get an updated **strategic marketing plan down on paper first**, even if it's really simple.
- ▶ **Customer is king**, know them inside out. Talk in terms they value in the new reality.
- ▶ **Track your competitors** - record it and continue to analyse and adapt.
- ▶ **Spend time sharpening your messaging** – Be clear and concise in your messaging, Update on your unique positioning.
- ▶ Make your website **easy to navigate** and **understand**.
- ▶ **Understand how your customer will find you online,** Engage using content that **connects**. Optimise with SEO.
- ▶ Storytelling is powerful – use it in your marketing.

Thank You

